

**City of Minneapolis
FY 2003 Budget**

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City of Minneapolis FY 2003 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 budget 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 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. A 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 2002 and 2003. This section also contains a summary of major decisions in the adopted budget, including a summary of target strategies and new initiatives. A summary of the demands on the property tax levy and the elected officials actions to date are included in this section.

Section 4: Financial Policies

This section presents 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 found in this section of the budget book. The budget, a three-year forecast and two years of actual expenditures are displayed on the financial page. These plans include narratives which summarize what operations are run in the fund, historical financial performance, and 2002 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 Full Time Employees (FTE's) by department.

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 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.) For information on the current consolidated plan for these grants, please see the consolidated plan publication available from Grants and Special Projects.

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

Section 7: Capital Program

This section outlines the Adopted capital program, by funding source and in total. A narrative summarizes the program and presents operating cost impacts as described by those who applied for the funds.

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 that summarizes the department's revenue estimate is also included. The department's positions are summarized.

The departments also prepare narrative summaries for their divisions, including primary businesses, service activities, and performance measures. These summaries are in various stages of development. These summaries include a brief financial overview of

the department prepared by Finance staff. The narrative summaries conclude with a summary of the department's target strategy, as applicable.

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, and the like.

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: 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.



City of Minneapolis
2003 Adopted Budget

December 2002

City of Minneapolis 2003 Adopted Budget

December 2002

Photo on front cover:

Norton & Peel. View of Minneapolis across the Third Avenue Bridge. 1949. Minnesota Historical Society Photograph Collection. [Location no. Norton & Peel 189292] [Negative no. NP189292] [Online] Available HTTP: <http://collections.mnhs.org/visualresources/>. [June 19, 2002].

**City of Minneapolis
FY 2003 Budget**

Elected and Public Officials

Mayor

R.T. Rybak*

City Council

Paul Ostrow, President*	1 st Ward
Robert Lilligren, Vice President	8 th Ward
Paul Zerby	2 nd Ward
(vacant)	3 rd Ward
Barbara Johnson*	4 th Ward
Natalie Johnson Lee	5 th Ward
Dean Zimmermann	6 th Ward
Lisa Goodman	7 th Ward
Gary Schiff	9 th Ward
Dan Niziolek	10 th Ward
Scott Benson	11 th Ward
Sandra Colvin Roy	12 th Ward
Barret Lane	13 th Ward

Board of Estimate and Taxation

Gordon L. Nelson	President (Elected)
Wallace K. Swan	Vice President (Elected)

Minneapolis Park and Recreation Board

Robert B. Fine*	President, Commissioner District 6
Rochelle Berry Graves	Commissioner at Large
M. Annie Young	Commissioner at Large
John Erwin	Commissioner at Large
Walt Dziedzic	Commissioner District 1
Jon Olson	Commissioner District 2
Marie Hauser	Commissioner District 3
Vivian M. Mason	Commissioner District 4
(vacant)	Commissioner District 5

Minneapolis Library Board

Laurie Savran*	President
Rod Krueger	Secretary
Anita S. Duckor	Elected at Large
George A. Garnett	Elected at Large
Diane Hofstede	Elected at Large
Virginia Holte	Elected at Large
Kathleen M. Lamb	City Council Appointee
Laura Waterman Wittstock	Appointed by Mayor

* Serves on the Board of Estimate and Taxation

Charter Department Heads / Assistant City Coordinators

Patrick P. Born	Chief Finance Officer
Karl Kaiser	Chief Information Officer
Scott Renne	City Assessor
Jay Heffern	City Attorney
Merry Keefe	City Clerk
John Moir	City Coordinator
Vanne Owens-Hayes	Civil Rights Director
Gail Plewacki	Communications Director
Lee Sheehy	Community Planning and Economic Development Director
Rocco Forte	Fire Chief
David Doth	Health Commissioner
Ann Eilbracht	Human Resources Director
Andrea Hart-Kajer	Intergovernmental Relations Director
John Bergquist	Operations / Regulatory Services Director
Charles Ballentine	Planning Director
Robert Olson	Police Chief
Klara Fabry	Public Works Director/City Engineer

Independent Boards/Agencies

Cora McCorvey	Public Housing Authority Executive Director
Mary Merrill Anderson	Minneapolis Park and Recreation Board Superintendent
Jan Fey-Stukas	Minneapolis Library Board Interim Director

Minneapolis Library Board

Laurie Savran*	President
Rod Krueger	Secretary
Anita S. Duckor	Elected at Large
George A. Garnett	Elected at Large
Diane Hofstede	Elected at Large
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John Moir	City Coordinator
Gail Plewacki	Communications Director
David Doth	Health Commissioner
Rocco Forte	Fire Chief
Patrick P. Born	Finance Officer
Ann Eilbracht	Human Resources Director
Andrea Hart-Kajer	Intergovernmental Relations Director
Robert Olson	Police Chief
Vanne Owens-Hayes	Civil Rights Director
Brian Lokkesmoe	Interim City Engineer
Merry Keefe	City Clerk
Charles Ballentine	Planning Director
Karl Kaiser	Chief Information Officer
John Bergquist	Operations / Regulatory Services Director

Independent Boards/Agencies

Cora McCorvey	Public Housing Authority Executive Director
Chuck Lutz	Minneapolis Community Development Agency Interim Executive Director
Mary Merrill Anderson	Minneapolis Park and Recreation Board Superintendent
Jan Fey-Stukas	Minneapolis Library Board Interim Director

**City of Minneapolis
FY 2003 Budget
Finance Work Group**

Budget Principles

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

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

2. Live within our means

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

3. Challenge assumptions – nothing is off the table.

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

4. Provide choices and competition.

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

5. Build in collaborative and transparent decision-making.

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

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

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

7. Demand accountability.

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

Minneapolis City Goals and Expectations

As approved by the City Council and Mayor, January 2003

Build communities where all people feel safe and trust the City's public safety professionals and systems.

Maintain the physical infrastructure to ensure a healthy, vital and safe City

Deliver consistently high quality City services at a good value to our taxpayers

Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis

Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Strengthen City government management and enhance community engagement

Build communities where all people feel safe and trust the City's public safety professionals and systems.

Expectations:

Prevention and Response:

The City will balance its resources between prevention and response. Working with our partners, we will create awareness and prevention models to minimize safety issues before they arise. We will focus more of our energies on livability issues by exploring creative methods to address livability crimes within our communities. We will employ and encourage environmental design strategies to physically promote public safety.

Relationship with the Community:

The City will provide quality public safety services that are competent, consistent, and fair. We will hold ourselves accountable to these standards. We will strive to ensure the community's trust and confidence in our public safety professionals by strengthening relationships with the community and engaging them as partners in public safety approaches. Particular focus will be given to strengthening our relationship with communities of color and new arrivals. We will balance public expectations with available resources and will communicate our priorities to the community, so that they know what to expect from our public safety services.

Partnerships:

The City will lead our partners to implement strategies to address issues of emergency preparedness, criminal justice reform, and neighborhood livability issues.

Maintain the physical infrastructure to ensure a healthy, vital and safe City

Expectations:

Maintaining the existing infrastructure:

Available resources must first be focused on maintaining and improving the City's existing physical infrastructure rather than building or acquiring new infrastructure. The City will invest in new infrastructure only when those investments are essential for meeting critical City goals and where funding can be identified. Maintenance activities should develop and enhance a multi-modal transportation system where appropriate.

Integration of Infrastructure and Development Planning:

The City will coordinate infrastructure improvements with other development planning and implementation efforts in order to avoid unnecessary costs and disruptions. We will include infrastructure planning at critical points in the development process. The City will partner with other levels of government, including the Park and Library Boards, the University of Minnesota, Hennepin County, Minneapolis Public Schools, neighboring municipalities and the State, as we plan our infrastructure improvements.

Improved Communication between the City and the Community:

Community and individual input will be incorporated more effectively. The City will focus on an effective two-way dialogue and information exchange between the community and the City, so that people have the opportunity to impact a project at the appropriate times in the process.

Infrastructure as part of the urban fabric:

The City will use the opportunities infrastructure provides to maximize the physical characteristics, social activities and cultural resources of a community. As we plan our infrastructure improvements, the City will consider the important role transit and physical and technological infrastructure plays in supporting a strong vital community. We will work with our partners to encourage them to do the same.

Deliver consistently high quality City services at a good value to our taxpayers

Expectations:

Improve Service Delivery:

Minneapolis will develop a culture of customer service within City government. We will make City services more accessible and user-friendly and will make our processes clear and understandable. City government will deliver all services in an effective and cost-efficient manner. We will ensure equitable City service delivery for all communities and will advocate with our partners for community-based service delivery.

Service Delivery Opportunities:

Minneapolis will continue to find ways of improving upon the way we do business. City departments will work together to seek out and address opportunities for improving service delivery. We will engage the community in these efforts where appropriate.

Evaluate Service Delivery:

Minneapolis will explore strategies and technologies that measure service delivery. These tools will be used to determine where resources are most needed and what services the City should deliver.

Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Expectations:

Physical Assets:

City government will serve as a community catalyst for business development, job creation and transit access. The City's physical infrastructure will support our economic development policies and facilitate access to jobs and services. Land use policies will promote mixed uses and strategically locate job-intensive industries. The City will strategically target and leverage its economic development resources to maximize economic development opportunities by focusing on specific industry sectors and locations (including commercial corridors and brownfields) where there are opportunities for transit or mixed use.

Human Assets:

The City will focus its human infrastructure investments in preparing our workforce for living wage jobs, specifically targeting hard to employ populations and emerging markets. The City will support a diversity of jobs and access to those jobs for its residents by working with our partners in the private, educational, and non-profit sectors.

Amenities:

Minneapolis is the premier regional center for education, health care, arts, entertainment, and recreational opportunities, and the location of a major research university. The City will encourage the development of these amenities in order to create a strong sense of place and an environment in which businesses want to locate and workers want to live. Working with our partners in the private and non-profit sectors in the development of these amenities will serve as an economic development tool to encourage people to live, work and play in Minneapolis.

Seizing Opportunities:

Minneapolis will be recognized as a good place in which to do business. The City will develop understandable processes for development and will balance promoting development opportunities with minimizing potential negative impacts. In addition, the City will support building capacity within the business community, in order to strengthen the business community's ability to attract new businesses and foster entrepreneurship.

Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Expectations:

Housing Affordability:

The City will identify gaps in housing affordability and will target our affordable housing efforts to address those gaps. The City will continue to provide leadership, along with our partners, in order to ensure a range of housing affordability levels in all of our communities, particularly in adding affordable housing in non-concentrated areas. The City will focus its investments on projects that ensure long-term affordability, meet specific guidelines for leveraging private funding sources, and optimize the number of units produced.

Housing Quality:

The City will ensure housing quality through planning, zoning and building and housing code compliance. Housing quality is defined as housing that is safe, well constructed, well maintained, and designed to fit the character of the neighborhood in which it is built.

Housing Mix:

The City will promote a range of housing options to fit current needs and to capture future growth opportunities. This range should include a mix of densities, unit sizes, styles, and ownership and rental opportunities. Special focus will be given to addressing housing disparities, integrating housing with other development opportunities, and promoting the City as having a range of housing choices.

Interrelationship among City Goals:

As economic development, transportation and infrastructure policies are developed, special consideration will be given to how they integrate the City's housing objectives.

Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis

Expectations:

Environmental Policy:

The City's environmental policies will be focused on improving air, water and soil quality. The City will partner with county, state, federal and other jurisdictions to meet these objectives and to identify key areas where environmental damage can be mitigated. Key components of this policy will include monitoring, engaging the community, encouraging sustainable development (starting with City projects), environmental justice, conservation, addressing noise issues, and enforcement.

Clean Neighborhoods:

The City will work with residents and businesses to strengthen their role in enhancing the environment in Minneapolis neighborhoods. Special focus will be given to noise issues, litter and graffiti, and the urban forest. In addition to engaging the community, the City will be more aggressive in our enforcement efforts.

Environmentally friendly alternatives

Minneapolis will lead by example and encourage others to explore environmentally friendly and cost effective construction, transportation, energy, and solid waste strategies.

Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.

Expectations:

Partnerships:

The City will lead and promote public, community and private partnerships to address disparities in health, education and access to employment. We will advocate for change where disparities are identified. The City will identify our partners in building strong, healthy communities. We will work with the community to hold our partners accountable and expect them to hold the City accountable for our role as well.

Community Health:

Many of the services the City provides contribute to the health of our community, including our public safety services, infrastructure, community development efforts, and health advocacy, but our partners more directly impact the social and physical health of our residents through their social and health programs. The City will provide leadership, along with our partners, in maintaining healthy communities throughout the City, and will primarily deliver direct services through the use of community providers.

Strengthening Relationships among Communities:

The increasing diversity of Minneapolis creates both opportunities and challenges for our communities and the City as a whole. The City will support the strengthening of new relationships among our different communities and will lead by example within our own organization.

Strengthen City government management and enhance community engagement

Expectations:

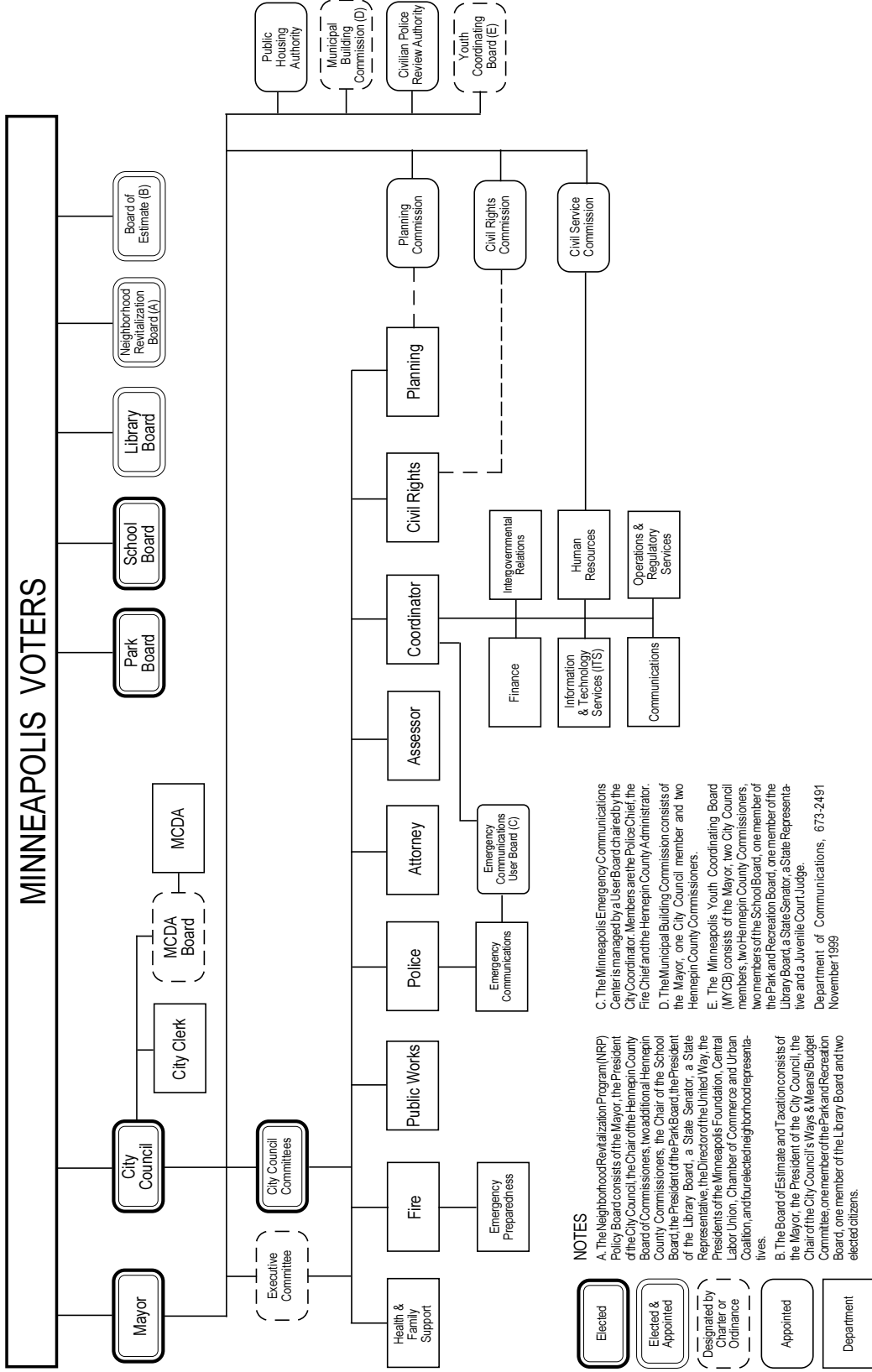
Community Engagement:

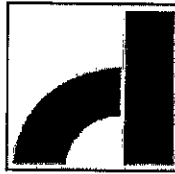
The voices of individuals and the community are valued and will be heard and involved at appropriate points in the City's decision-making processes. The City will be more effective and efficient in how we communicate with and engage communities, and will work to include those who are typically under-represented in public dialogue. We will focus our engagement efforts in a manner that supports the long-term strength of a community.

Government Management:

The City will focus on enhancing productivity and creating a customer service-oriented culture. We will create a work environment where employees can excel, by building employee skills and improving employee diversity. Better information and analysis will be used to allow for more informed decision-making at both the elected and staff levels. We will develop and maintain a long-term, sustainable financial plan for the City. Special focus will be given to engaging our employees and the community in how we address and communicate these financial challenges. Elected officials and departments will hold themselves accountable to City goals, policies and plans.

City of Minneapolis





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Minneapolis
Minnesota**

For the Fiscal Year Beginning
January 1, 2002

President

Executive Director

**City of Minneapolis
FY 2003 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

Minneapolis has an average annual temperature of 45° F (7° C). 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.

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-nine 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 2001 enrollment was 59,089 and for year 2002 enrollment was 60,373. Other institutions of higher education in Minneapolis include Minneapolis Community and Technical College, Dunwoody Institute, Minneapolis College of Art and Design, Augsburg College, Metropolitan State University, the University of Saint Thomas and the College of Saint Catherine.

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 completed a major expansion 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 2003 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 reports 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 Minneapolis City Hall/Hennepin 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 2003 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. With new elected leadership in 2002, the timing of these processes has changed. The following description covers the process for the 2003 budget development. Succeeding years may reflect additional refinements to the processes.

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.

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 Finance Department, the City Planning Department and the Capital Long-Range Improvements Committee (CLIC). CLIC is the citizen advisory committee to the Mayor and City Council on capital programming.

April

Preliminary Strategic Planning

The City Council and Mayor met for two half-day retreats to concentrate on financial and community development. The activities included a Strengths, Weaknesses, Opportunities and Threats (SWOT) presentation by department heads and a financial exercise.

April–June

Operating Budget Development

Departments work in coordination with the Finance Department to prepare department operating budget requests referred to as the "Current Service Level" (CSL). 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 proposals which describe policy and the organizational changes with financial implications. The Current Service Levels and proposals form the basis for the Mayor's budget meetings with departments in June and July.

June–August

Mayor's Recommended Budget

The Mayor holds departmental budget hearings to review department budget proposals, other additional policy changes, and alternative funding choices. 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 prepares and submits a budget to the City Council no later than August 15. The budget includes the Mayor's recommendation on annual property tax levy amounts.

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.

September-October

Strategic Planning

The City Council, with assistance from the Finance Department and leadership from the Chair of the Ways and Means Committee, addresses mission, goals, and key business decisions.

October–November

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 Committee 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.

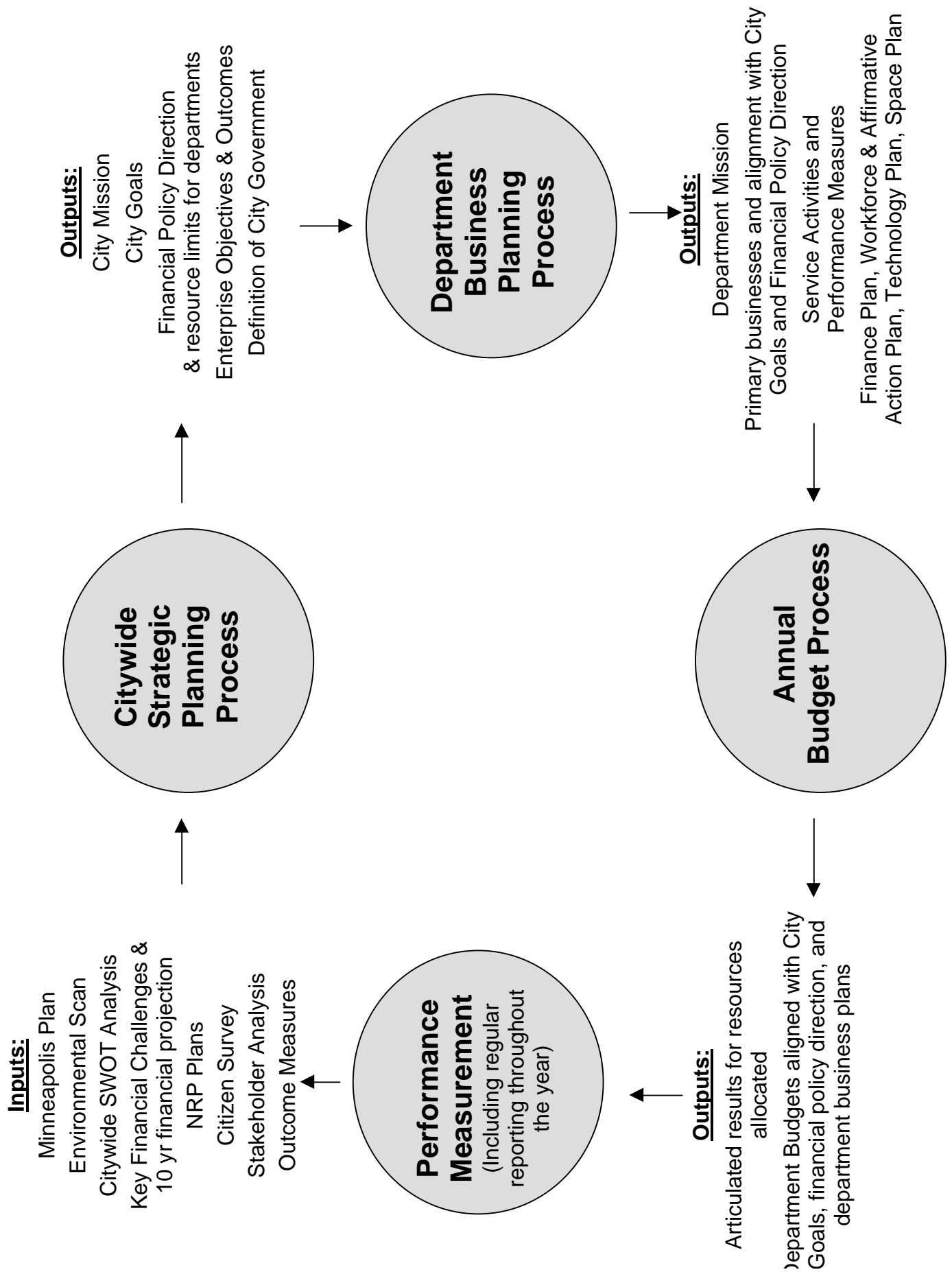
December

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.

INTEGRATING KEY CITY PROCESSES



City of Minneapolis FY 2003 Budget

Integrating Key City Processes

Setting priorities for the City is one of the most important responsibilities Minneapolis' elected officials have. These priorities are articulated and discussed through a number of different means: City-wide strategic planning, department business planning, the annual budget process, and performance measurement.

The diagram on the previous page illustrates the linkages among these key City processes. By fully integrating strategic planning, business planning, budgeting and performance measurement, Minneapolis has the opportunity to change the way it plans for the future and to ensure its efforts and resources are aligned in the same direction.

City-wide Strategic Planning

Strategic planning is a process in which an organization sets its long term future direction. It is a tool for assessing its current and future environment and for ensuring the organization's energies are focused towards achieving strategic goals.

During the strategic planning process, the Mayor and the City Council develop a long-term strategic policy direction for the City, including City Goals, objectives, and outcomes. This year the process also will include the Mayor and Council providing more specific direction to certain departments as well as long-term financial direction to all departments.

This strategic policy direction serves as a guide by which all other policy decisions should be assessed. As elected officials and departments make decisions throughout the year, they should be asking: "Does this support the strategic plan?"

Department Business Planning

The development of the Citywide strategic plan is intended to provide clear direction for departments' business planning efforts. Departments will be given direction as to City priorities and their projected level of resources over the next several years, and then will have the opportunity to structure their business plans accordingly. A department's business plan will articulate the alignment of its services with the City-wide strategic plan.

Business planning is a process that provides both strategic and tactical direction to City departments. A business plan is a mid-range plan (5-year planning horizon) that aligns department services with City strategic goals. A business plan addresses what the department does; what it is trying to achieve; who are its customers; how it will utilize its resources to achieve its goals; and how it will know when it has been successful.

Business Planning is one of the key City processes intended to ensure the alignment of City efforts with its priorities. A well-developed, focused business plan has the potential to assist departments in:

- ❑ Focusing their efforts on core mission and services and alignment with City Goals.
- ❑ Managing their resources.
- ❑ Measuring their results.
- ❑ Improving how departments convey what they do, what they accomplish, and what their business strategies are, to the public as well as in City Hall.

The Annual Budget Process

Minneapolis' annual budget process is when the Mayor and City Council articulate their priorities for the upcoming year by allocating City financial resources accordingly. As Minneapolis moves towards better integration of its key City processes, the annual budget process should become more straightforward.

As stated above, during the strategic planning process, departments will be given the projected level of financial resources to expect over the next several years – they will then be able to develop their business plans in accordance with these projections. Resource allocations will flow from the business plans – departments' annual budgets then will flow from their longer-term financial plans.

Performance Measurement

Performance Measurement is how we know when we have done the right things to achieve our goals and how we know when we have done those things right. A successful performance measurement system can lead to continuous improvement of program performance, improved customer service, strengthened accountability, and empowered employees.

Performance measurement has played a significant role in the development of this 2003 Budget. This year, the format of the department narratives has been revised to highlight departments' performance measurement information. The new format highlights key outcome/quality of life measures, as well as performance measures for each of the department's service activities. All departments have made concerted efforts to further develop and improve their performance measures as part of this process. As implementation of the Performance Measurement Model continues, departments will have the opportunity to strengthen their performance data.

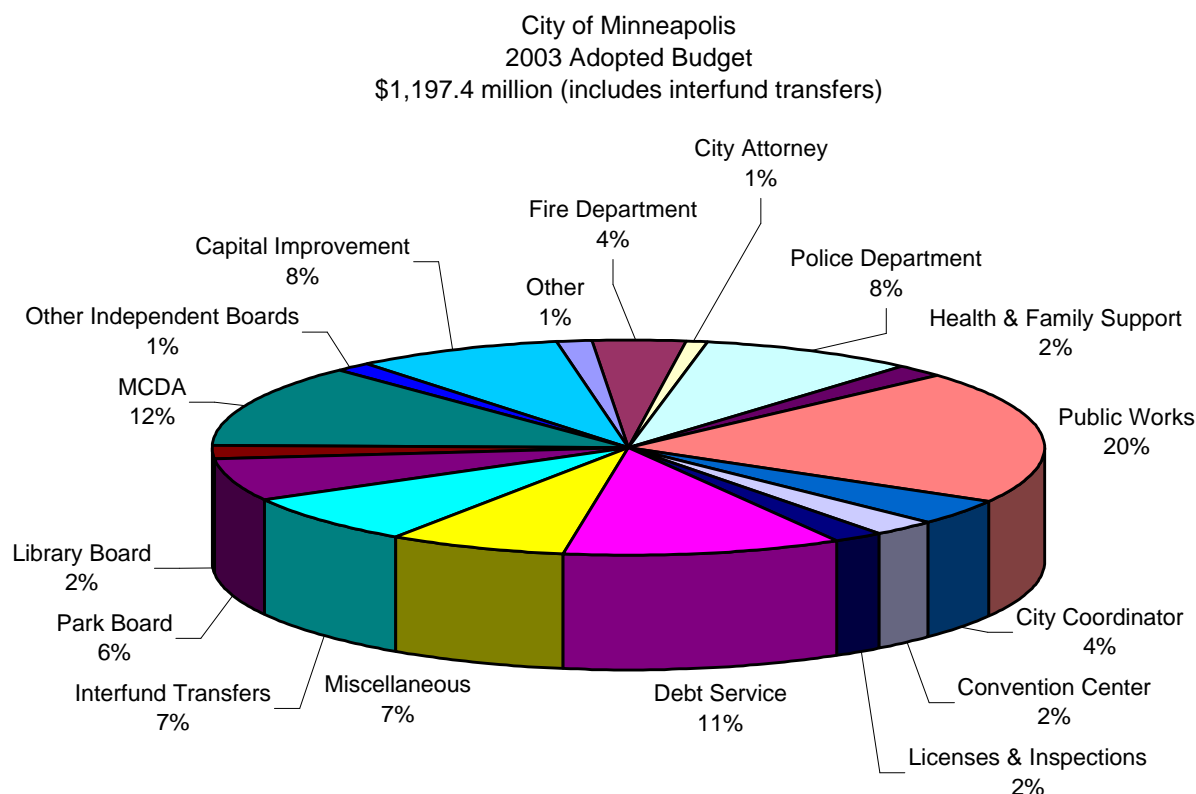
By including performance data in the budget process, the City stands to significantly improve its budget discussions. Performance measures can assist in keeping budget discussions focused on expected outcomes, allowing for greater creativity in how those outcomes are achieved. Finally, performance measures 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 2003 Budget

Financial Overview

The 2003 adopted budget for all City funds represents a 3.8 percent decrease from the 2002 adopted budget, with total expenditures decreasing from \$1.24 billion in 2002 to the adopted level of \$1.20 billion in 2003.¹ The adopted property tax rate is 66.58 percent, a tax rate increase of 8 percent from 2002 adopted. This tax rate will provide an additional \$11.8 million in property tax revenue, or 7.6 percent. This is an increase from \$153.9 million to \$165.7 million from 2002 adopted to 2003 adopted.² The City's net tax base (after reductions for tax increment and fiscal disparities) is projected to increase by 3.6 percent for taxes payable 2003, from \$208.2 million to \$215.8 million.

Below is a summary of the 2003 adopted expenditure budget, including Interfund Transfers and the Independent Boards and Agencies.



¹ Total expenditures include inter-fund transfers of \$89.6 million.

² This includes a \$520,000 tax abatement levy for the Minneapolis Community Development Agency, as well as a \$4 million Housing and Redevelopment Authority/Chapter 595 levy.

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

	2002 Adopted Budget	2003 Adopted Budget
City Coordinator (excluding Inspections and Licenses) ³	\$47.2	\$48.5
City Attorney	\$9.2	\$9.9
Convention Center and Greater Minneapolis Convention and Visitor's Association	\$26.3	\$27.5
Fire Department	\$42.3	\$44.3
Health and Family Support	\$22.1	\$21.3
Inspections and Licenses	\$24.1	\$23.1
Police	\$97.1	\$100.8
Public Works - Field Services	\$27.6	\$29.9
Public Works - Sewer, Storm Water, Flood Mitigation	\$38.9	\$39.9
Public Works - Solid Waste and Recycling	\$25.2	\$25.8
Public Works - Transportation	\$45.2	\$47.4
Public Works - Water Treatment and Distribution	\$31.5	\$34.8
Public Works - Other	\$55.6	\$61.3
Other City Services ⁴	\$15.2	\$16.4
Other ⁵	\$61.1	\$82.4
Debt Service ⁶	\$136.5	\$132.4
Capital Improvement	\$122.5	\$98.1
Subtotal	\$827.9	\$843.8
<i><u>Independent Boards</u></i>		
Community Development Agency (MCDA)	\$162.1	\$149.1
Library Board	\$22.0	\$22.0
Park Board	\$78.5	\$77.5
Youth Coordinating Board	\$6.8	\$6.1
Other Boards ⁷	\$9.0	\$9.2
Subtotal	\$278.5	\$264.1
Total Expenditures (without Transfers)	\$1,106.3	\$1,107.8
Transfers to other funds	\$138.4	\$89.6
Total Expenditures with Transfers	\$1,244.8	\$1,197.4

³ The 2003 adopted amount includes the budget for the newly created Community Planning & Economic Development (CPED). City Coordinator also includes: Communications, Finance, Human Resources, Intergovernmental Relations, and Information Technology Services.

⁴ Other City Services include the following departments: Assessor, City Council, City Clerk, Civil Rights (including the Civilian Review Authority), Mayor, and Planning.

⁵ Other includes non-departmental, pension, workers compensation, liability, and contingency expenses.

⁶ Debt Service does not include debt service paid directly from proprietary funds or by independent boards.

⁷ Other Boards include Park Museum, Minneapolis Public Housing Authority, 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, 40 percent of the City's funding comes from revenue from Charges for Service and the State of Minnesota. Although property tax revenue represents only 18 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 of dollars)

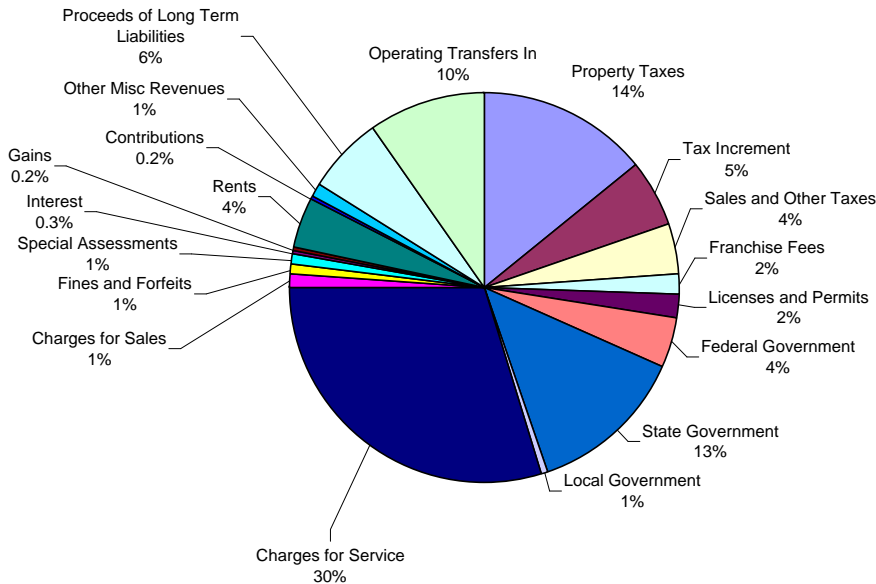
	2002 Adopted Budget	2003 Adopted Budget
Property Tax ⁸	\$151.3	\$166.5
Tax Increment Property Tax	\$58.7	\$64.6
Sales and Other Taxes	\$49.1	\$49.5
State Government	\$151.0	\$154.3
Local Government	\$8.5	\$8.3
Federal Government	\$39.2	\$50.0
Franchise Fees	\$21.6	\$20.4
Charges for Service	\$311.1	\$348.5
Charges for Sales	\$15.1	\$14.1
Licenses and Permits	\$19.6	\$21.7
Fines and Forfeitures	\$8.2	\$9.3
Special Assessments	\$10.0	\$10.2
Interest Income	\$6.4	\$3.6
Rents	\$46.2	\$49.9
Other ⁹	\$102.9	\$89.7
Subtotal	\$1,002.9	\$1,063.0
Transfers from Other Funds	\$280.9	\$116.0
Total Revenues ¹⁰	\$1,283.7	\$1,179.0

⁸ Property taxes are budgeted at 98 percent of gross levy to reflect anticipated delinquencies.

⁹ Other includes gains, contributions, other miscellaneous revenues, and proceeds from long-term liabilities.

¹⁰ Total expenditures exceed total revenue, 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.

**City of Minneapolis
2003 Adopted Budget
\$1,179.0 million (includes interfund transfers)**



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 23 percent of the 2003 adopted budget.

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.

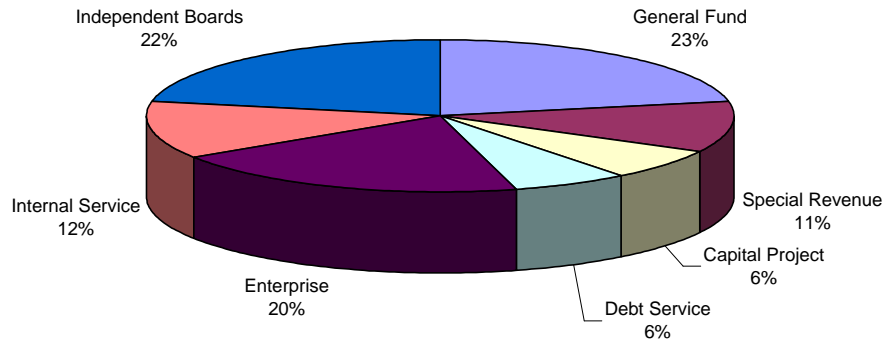
The **Independent Boards** include Board of Estimate and Taxation, Library, Park, Community Development Agency, Neighborhood Revitalization, Municipal Building Commission, and Youth Coordinating Board.

City of Minneapolis Budget By Fund (in millions of dollars)

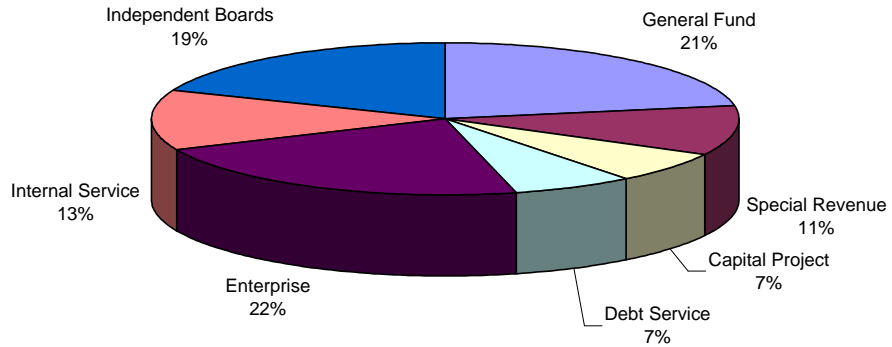
	2002 Adopted Budget	2003 Adopted Budget
<i>Expenditures:</i>		
General Fund	\$245.8	\$263.2
Enterprise Funds	\$242.9	\$239.6
Internal Service Funds	\$131.8	\$144.1
Special Revenue Funds	\$126.9	\$131.0
Capital Projects Funds	\$87.4	\$77.8
Debt Service Funds	\$131.5	\$77.8
Independent Board Funds	\$278.5	\$264.1
Total Expenditures	\$1,244.8	\$1,197.4
<i>Revenues:</i>		
General Fund	\$245.8	\$263.2
Enterprise Funds	\$247.7	\$260.9
Internal Service Funds	\$136.8	\$152.3
Special Revenue Funds	\$126.6	\$123.9
Capital Projects Funds	\$74.2	\$78.0
Debt Service Funds	\$192.7	\$78.7
Independent Board Funds	\$259.9	\$222.0
Total Revenues	\$1,283.7	\$1,179.0
Changes in Balances ¹¹	\$38.9	(\$18.4)

¹¹ Total expenditures exceed revenues in 2003, 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
2003 Adopted Expenditure Budget by Fund
\$1.197 million (includes interfund transfers)



City of Minneapolis
2003 Adopted Revenue Budget by Fund
\$1.179 million (includes interfund transfers)

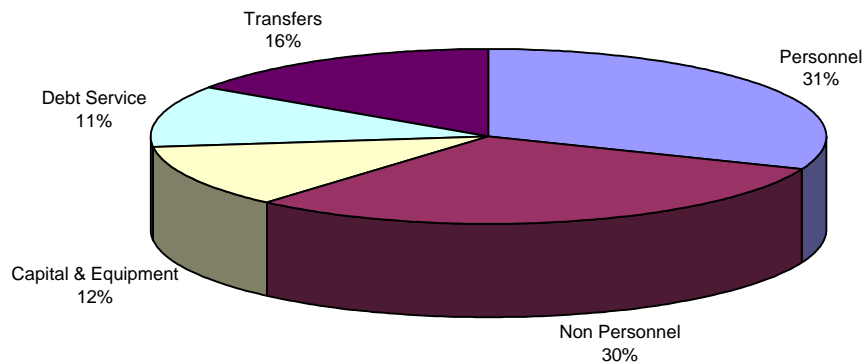


The majority of the City's budget is spent on personnel, \$372.9 million or 31 percent of the total budget. The 2003 adopted budget includes a decrease of 53 budgeted full time equivalent positions (FTE's). This is the net result of increases within the Independent Boards, and targeted reductions within General Fund and Independent board positions. This also includes a reconciliation of the police staffing (please see the police department section for further detail) to fully reflect prior year's budget decisions.

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

	2002 Adopted Budget	2003 Adopted Budget
Full Time Equivalent Positions	6,091	6,039
Expenditures:		
Personnel	\$ 348.3	\$372.9
Non-Personnel	\$ 338.7	\$362.9
Capital and Equipment	\$ 167.4	\$139.7
Debt Service	\$ 140.3	\$135.7
Transfers	\$ 250.1	\$186.4
Total Expenditures	\$ 1,224.8	\$1,197.4

City of Minneapolis
2003 Council Adopted Expenditure Budget by Category
\$1,197.4 million (includes interfund transfers)



Financial Drivers for the 2003 Adopted Budget: City Council Funds

➤ Personnel

Total Spending. The 2003 adopted budget includes an increase in total personnel expenditures from \$348.3 million to \$372.9 million, or 7 percent. This increase reflects contracted and projected labor settlement agreements.

General Fund. Salary expenditures for the City's General Fund have increased from \$135.0 million to \$144.2 million, or 7 percent, from 2002 adopted to 2003 adopted. This increase is slightly anomalous because the adopted budget held a placeholder for the \$5.2 million in cuts made by the Council at budget adoption. These cuts were ultimately not all made in personnel.

Health Insurance. Health and dental insurance expenditures are budgeted to increase by 21 percent from 2002 to 2003, from \$25.7 million to \$31.1 million. This change reflects both changes in premium expense and changes in coverage, for example changes between family and single coverage.

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

The 2003 adopted budget includes an additional \$3.5 million in base funding for internal city services: equipment services and information technology services (i.e., squad cars, fire trucks, and computers). For the several years during the 1990's, 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 2001, the City's Internal Service Funds had combined negative retained earnings of \$63.9 million, as compared to a negative \$68.5 million the year prior. The City has adopted financial workout plans for these funds, which will eliminate the negative balances over the course of several years.

➤ Debt Service and Debt Reduction Program

The 2003 budget does not include \$900,000, step 5 for the City's debt reduction program. The debt reduction began with the 1999 adopted budget, is a plan to reduce the City's reliance on debt funding on-going public works capital needs. The plan has called 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 has added \$3.6 million for debt reduction, including the \$900,000 in the 2002 budget. The adopted budget does not include this next step in light of the considerable demands on the property tax in the next ten years (see "Demands on the Property Tax Levy: Ten-Year Projection" discussion in this section.). The City is continuing to pay down its internal debt in its internal service funds (see narratives for the Self-Insurance, ITS and Equipment funds in the financial plan section of this book).

➤ **Infrastructure Investment**

Property Tax Supported –Public Works. The 2003 adopted budget includes \$16.7 million in funding for Public Works capital. From 1999 to 2003, \$7.0 million of base funding was added for the gap closure program. With these funding additions, the City will be on track to fund 27% of the identified Public Works infrastructure gap by 2009 ¹².

Below is a summary of the 2003-2007 adopted CIP for Public Works infrastructure “gap” closure program.

Adopted 2003-2007 CIP for Public Works (in millions)					
	2003	2004	2005	2006	2007
Base Program	\$14.7	\$14.8	\$15.4	\$14.7	\$15.5
Infrastructure “Gap” Closure Program	\$2.0	\$3.0	\$4.0	\$5.0	\$6.0
Total	\$16.7	\$17.8	\$19.4	\$19.7	\$21.5

Property Tax Supported—Park Board. The budget includes \$2.6 million in funding for Park Board capital. The Mayor and the Council support a future funding plan for the Park Board that closes 27 percent of the previously identified \$5.5 million annual funding gap for park infrastructure by 2009. To achieve this goal \$215,000 of additional property tax levy will be added annually to the Park Board levy, for a total of \$1.5 million in additional annual funding by 2009.

The Mayor and Council support reducing the base property tax revenue for the Park Board by the amounts added in 2001 and 2002 for Park Board capital purposes. In 2001 and 2002, \$1.5 million was added each year to the Park Board base property tax levy, totaling \$3.0 million over this two-year period of time. The Park Board has received the benefit of the additional \$4.5 million collected in property tax levy over this two-year period of time.

Adopted Park Board Capital Improvement Plan:							
<i>(In millions of dollars)</i>	2003	2004	2005	2006	2007	2008	2009
Base Capital Funding ¹³	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9
"Gap" Funding	\$0.2	\$0.4	\$0.6	\$0.9	\$1.1	\$1.3	\$1.5
Total Capital Funding	\$2.1	\$2.3	\$2.5	\$2.8	\$3.0	\$3.2	\$3.4

Utility Fee Supported. The budget includes funding 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 2003 budget reflected this planned investment.

¹² The 1997 State of the Public Works Infrastructure Report identified a \$44 million property tax supported funding gap for improving and maintaining public works infrastructure. The original plan was to fund 50% of this gap over a 10-year period of time.

¹³ The 2002-2006 adopted CIP includes \$1,920,000 in net debt bond funding for the Park Board.

➤ **Increased Pension Costs**

Increased costs associated with two of the City's pension funds, Minneapolis Employee's Retirement Fund (MERF) and Minneapolis Police Relief Association (MPRA), had a significant impact on the City's 2003 budget.

Minneapolis Employee's Retirement Fund (MERF): While the City and MERF members have been making the annual amount of contributions mandated by the state, MERF members have been retiring at a faster pace and at higher costs than originally forecasted by MERF actuaries.¹⁴ The City issued general obligation (pension) bonds in November of 2002 to cover the estimated cost of retirements in 2003; additional bonds will have to be issued to cover these costs in the future.

Minneapolis Police Relief Association: The increase in the City's contribution for the MPRA is directly related to an increase in the Association's unfunded liability. In the past year, the fund's unfunded liability has more than doubled, due primarily to the negative performance of the equity markets. This has increased the fund's unfunded liability from \$56 million in 2000 to \$115.5 million in 2001¹⁵, an increase of \$59.5 million. The 2003 adopted budget funds the incremental increase in the City's contribution to MPRA through bond proceeds in order to meet the Mayor and City Council's adopted tax policy.

The 2003 adopted budget includes the funds necessary to make the debt service payments associated with these bonds.

➤ **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 General Fund reductions of \$5.6 million, a net 2 percent reduction in operating expenditures. In addition to identifying spending reductions, the 2003 budget includes \$0.1 million in additional non-property tax General Fund revenue options to balance the budget, including new license fee proposals and additional reimbursement revenues.

Below is a summary by department of the general fund targeted expenditure reductions, as well as the associated revenue strategies that were adopted by the City Council. The Decision List (in this section of this budget document) contains the strategies as submitted by the departments.

¹⁴ The actuarial assumptions used by MERF are specified by state statute. These actuarial assumptions used have not materialized and as a result have not reflected the actual number and cost of retirements.

¹⁵ The City's municipal contribution is based on the most recent completed actuarial valuation. The City's 2003 contribution is based upon the 2001 actuarial valuation.

Department	Targeted Reductions
Police	\$ (2,100,000)
City Coordinator (Administration, Communications, Finance, HR, ITS)	(1,148,000)
Public Works	(698,000)
Fire	(582,000)
Licenses/Inspections	(180,000)
Planning	(128,000)
Health and Family Support	(110,000)
Civil Rights	(100,000)
Other/Transfers	(560,700)
Total	\$ (5,606,700)

Revenue Changes	Revenue Increase
Licenses and Consumer Services - increased fees	\$ 107,900
GRAND TOTAL	\$ 5,714,600

➤ Supplemental Funding

In addition, the 2003 budget includes \$1.2 million to fund new initiatives in Inspections and Police Departments, offset entirely by new revenue. Included in the budget for Inspections is \$300,000 for graffiti education, enforcement and removal services. The Police Department budget includes \$875,000 to respond to traffic enforcement concerns throughout the City.

Property Tax and Fee Changes for the 2003 Adopted Budget

➤ Property Tax Revenue

The 2003 adopted budget includes an \$11.8 million increase in property tax revenue, from \$154 million certified in 2002¹⁶ to \$165.7 million in 2003. The City's property tax rate increased approximately 5.3 percent, from 62.23 percent to an estimated 66.58 percent.

Property Tax Calculation (in millions of dollars)				
	2002 Adopted*		2003 Adopted*	
	Amount	% Change	Amount	% Change
Property Tax Revenue: Gross Levy	\$147.9	(9.7%)	\$165.7	7.6%
Net Levy	\$147.9	11.0%	\$165.7	7.6%
Less Fiscal Disparities Distribution	\$25.0	23.0%	\$22.0	(13.4%)
Net Spread Levy	\$122.9	8.9%	\$143.7	11.8%
Tax Base:				
Gross Tax Capacity	\$282.0	(22.3%)	\$296.5	5.1%
Less Fiscal Disparities Contribution	\$30.8	(34.3%)	\$34.0	10.4%
Less Tax Increment	\$43.0	(21.5%)	\$46.8	8.8%
Net Tax Capacity	\$208.2	(20.3%)	\$215.8	3.6%
Tax Capacity Rate	0.5904	36.6%	0.6658	7.9%

*Notes: 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 levy. The tax information listed under the 2002 Adopted column does not include the \$3.5 million MPRA pension levy. Included in the 2003 adopted gross levy includes approximately \$520,000 in an economic development tax abatement, \$4 million in an HRA levy, \$1.040 million in an MHPA levy and \$2.250 million in a Teachers' Retirement Fund (pension) levy. Not included in the 2003 adopted gross levy is the projected Minneapolis Public Library referendum revenue of \$450,000. This referendum will be spread on market value, not tax capacity.

➤ Utility Fees

To fund investments for the City's sewer, flood mitigation, storm water management, and water treatment and distribution systems, the 2003 adopted budget combines an increase in utility rates of \$0.22 for water and \$0.13 for storm water/sewer/flood mitigation (SWSFM). This represents an 11.1 percent increase for water and a 4.1 percent increase for SWSFM.

¹⁶ This is the total amount of property tax governed by the City's Board of Estimate and Taxation. This figures includes the \$4 million HRA/Chapter 595 levy, Minneapolis Teacher's Retirement, Minneapolis Public Housing Authority, Minneapolis Police Relief Association and an economic development tax abatement.

➤ Solid Waste and Recycling Fee

The 2003 adopted budget includes a 75-cent 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. This rate increase was anticipated in the previously adopted rate schedule for the Solid Waste and Recycling Fund.

Property Market Values and Tax Base Highlights

Following 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 resulting property tax reform.

For Taxes Collected in 2003 ¹⁷

Group	2003 Estimated Market Value	% Total	% Change	Tax Capacity	% Total	% Change
Commercial	\$4,985,935,400	19.2%	(2.0%)	\$95,783,720	33.2%	(2.2%)
Industrial	\$1,314,199,500	5.1%	14.5%	\$25,548,376	8.9%	14.9%
Residential	\$16,664,347,900	65.3%	15.4%	\$129,895,792	45.0%	10.6%
Apartment	\$2,633,849,100	10.3%	16.4%	\$36,973,301	12.8%	(0.3%)
Other	\$17,216,600	0.1%	22.3%	\$225,921	0.1%	9.5%
Total	\$25,525,548,500	100.0%	11.6%	\$288,427,110	100.0%	4.9%

The data above does not include personal property, which is estimated to be approximately \$6,834,000 for 2003. With personal property included, tax capacity is estimated to increase by approximately 5.2 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 2003.

For Taxes Payable 2003 ¹⁷

Gross Tax Capacity	\$288,427,000
+ Plus Personal Property	\$6,834,000
- Less Tax Increment Financing	(\$46,760,000)
- Less Fiscal Disparities Contribution	(\$33,999,000)
+ Plus Fiscal Disparities Distribution	\$35,677,000
Net Tax Capacity	\$250,179,000

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

¹⁷ This information was the most current information provided by the City Assessor's Office and Hennepin County as of January 13th, 2002.

spread across the adjusted net tax base. The net tax base used to calculate the City's tax rate for the adopted budget is \$215.8 million, a 3.6 percent increase from 2002 adopted to 2003 adopted.

Property Values and Tax Trends (*provided by the City Assessor's Office*)

The 2001 tax bill enacted by the state legislature, made comprehensive changes to the property tax laws. The way the state property tax system is set up, if the State reduces the level of property tax for one property type through changes in the classification system, the taxes shift to other property types. The same principle applies if market values change for one property type but not another.

Different property uses pay tax at a different rate as a result of the State's property tax classification system. The taxes are a function of the market value taken times the statutory class rate times the tax rate. The 2001 legislature made changes to the property tax classification rates that reduced the rates for commercial/industrial property, apartments and high valued homes.

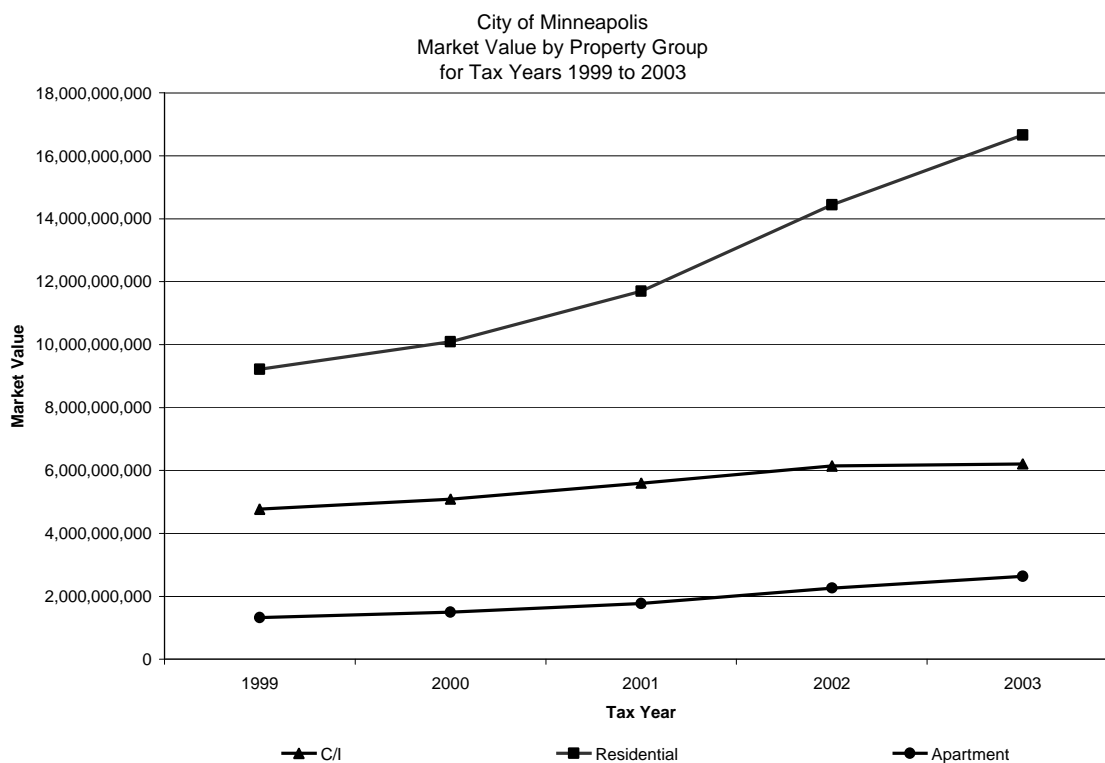
In 2001, the State Legislature enacted a statewide property tax on commercial, industrial and seasonal-residential recreational properties. The State of Minnesota now receives 28.2 percent of the property taxes paid on those property types. Until recent property tax reform, property taxes were collected and distributed exclusively at the local level.

Minneapolis has historically had a strong commercial and industrial tax base. For taxes payable in 1996, Minneapolis commercial and industrial property paid 54.7% of the total taxes for the city with the central business district alone paying almost 40%. After property tax reform, for taxes payable in 2003 this declined to 41.5% of the city total with the central business district paying approximately 30%. The commercial/industrial share of the City's taxes is projected to continue to decrease to 34.1% in payable 2010. Corresponding percentages for residential property (defined as 1-3 dwelling units) show that this class paid 33.6% of the city's taxes in 1986, increasing to 43.7% for payable 2003 and projected to be 56.3% in payable 2010. This represents almost a complete reversal in the share of the City's tax burden between the two property types.

The changes in distribution of tax base are a function of both market conditions and changing class rates. Residential property has increased in value at a higher rate than other property types in the past several years. The residential tax base grew 16.0% in 2000, 23.4% in 2001 and 15.2% in 2002. Similar increases in residential taxes have been avoided because of the *limited market value* law. The 2001 legislature phased out limited market value over a six-year period, with the final phase out in payable 2007. Minneapolis has a differential of over \$3 billion between total residential market value and limited market value. As the limited market value is phased out, even if the real estate market remains flat, this action will cause a significant shift in tax burden to residential property. If the market continues to be stronger for residential than other property types it will compound the property tax shift.

Commercial real estate values are traditionally cyclical with periods of high vacancy resulting in lower rents and values while periods of low vacancy result in high rents and high values. The Minneapolis central business district is in a period of high vacancy and the market value (and hence the tax) on downtown office buildings has recently declined. This reduction of tax paid by these properties at the city level is compounded by 28% of the tax being directed to the State of Minnesota rather than staying at the local level as a result of the 2001 Property Tax Reform. This state tax is used to increase the level of funding that the state provides to local school districts.

The market for Minneapolis commercial properties located in neighborhood commercial nodes or along the city's commercial corridors has been extremely strong over the past several years. However, their increased values cannot offset the enormous impact of a decline in value for over 25 million square feet of office space in the central business district.



Source: City of Minneapolis Assessor's Office

City of Minneapolis
2003 Decision List

Department	Description of Proposal	Fund Name	General Fund			Non-General Fund			
			Proposed by Department (if applicable)	Adopted	Adopted	Proposed by Department (if applicable)	Revenue (other than general fund)	Expense (other than general fund)	Revenue (other than general fund)
			General Fund Expense	General Fund Revenue	General Fund Expense	Expense (other than general fund)	Revenue (other than general fund)	Expense (other than general fund)	Revenue (other than general fund)
Citywide									
1	Eliminate transfer to Capital Improvement Plan	General Fund			(538,000)				(538,000)
2	Increase transfer from general fund to self-insurance fund to undo the City Attorney's target strategy related to the MCDA legal services	General Fund			186,000				
Citywide Total									
					(352,000)				(538,000)
City Assessor									
3	Eliminate 1.0 Assessor II position	General Fund	(60,694)						
4	Delay filling vacant positions and use more budgetary leave of absence	General Fund	(45,000)						
City Assessor Total									
			(105,694)						
City Attorney									
5	Renegotiate Office Lease (Fund 6900). The Council directed that this renegotiation occur with any savings reallocated back to the department.	Self-Insurance Fund, reduced payment from the General Fund	(86,443)						
6	Provide In-House Legal Services to MCDA (Fund 6900 & Fund 3400)	Self-Insurance Fund, reduced payment from the General Fund	(186,000)			46,840	232,808		
7	Charge Library Board for Legal Services (Fund 6900).	Self-Insurance Fund, reduced payment from the General Fund	(18,500)				18,500		
City Attorney Total									
			(290,943)			46,840	251,308		
City Coordinator Departments:									
Convention Center									
8	Technical adjustment to mayor's recommendation: Increase the Convention Center operating budget by \$500,000 to fund the Convention Center Event Security Services and Emergency Medical Services activities and to increase the operating revenue budget by \$560,000, as the RFP for these activities was previously approved by the City Council.	Conventions Center related fund						500,000	560,000
Convention Center Total									
								500,000	560,000

City of Minneapolis
2003 Decision List

Department	Description of Proposal	Fund Name	General Fund			Non-General Fund		
			Proposed by Department (if applicable)	Adopted	Adopted	Proposed by Department (if applicable)	Adopted	Adopted
			General Fund Expense	Revenue	General Fund Expense	Expense (other than general fund)	Revenue (other than general fund)	Revenue (other than general fund)
Communications								
9	Electronic publication for State of the City, reduce hard copy publication costs, in-source design to Communications (see line 48 for the savings)	General Fund			10,000			
10	Cut the Home Tour and Minneapolis Awards from the Communications Department (\$22,000)	General Fund			(22,000)			
11	Eliminate Minneapolis Home Tour; In-source City Calendar design work with the Planning Department; Eliminate Minneapolis Awards	General Fund	(30,242)					
Communications Total			(30,242)		(12,000)			
Community Planning and Economic Development (CPED)								
12	Add appropriation for an interim CPED office to support the interim director and project manager's salaries and related expenses, funded by reallocation of MCDA resources.	General Fund	250,000	250,000	250,000			(250,000)
13	Staff reductions at the Minneapolis Community Development Agency (MCDA) eliminated eight positions through attrition.	MCDA	(360,000)					(360,000)
14	Housing Redevelopment Authority (Chapter 595) property tax levy. The City Council reduced this levy from \$4.16 million recommended by the Mayor.	MCDA					4,160,000	4,000,000
CPED Total			(110,000)	250,000	250,000		4,160,000	4,000,000
Coordinator Administration								
15	Contract professional services reduction	General Fund	(20,000)		(20,000)			
Coordinator Administration Total			(20,000)		(20,000)			
Finance								
16	Contract professional services reduction	General Fund	(58,430)		(58,000)			
17	Deferred recruitment	General Fund	(58,430)		(58,000)			
18	Elimination of 2.0 FTE's	General Fund	(130,000)					
Finance Total			(246,860)		(116,000)			
Inspections								
19	An additional \$500,000 permit fee revenue is built into the base budget, based upon a Cost of Living Adjustment (COLA) of 4% Unpermitted Work - 10% reduction in gap between inspections performed and inspections requested	General Fund		300,000	299,000	300,000	300,000	

City of Minneapolis
2003 Decision List

Department	Description of Proposal	Fund Name	General Fund		Adopted		Non-General Fund		
			Proposed by Department (if applicable)	General Fund Expense	Revenue	General Fund Expense	Proposed by Department (if applicable)	Expense (other than general fund)	Revenue (other than general fund)
20	Technical Adjustment to Mayor's recommendation: Increase expense and revenue for inspections by \$75,000 to fund board-ups for the police department (existing program omitted from the Mayor's recommended budget).	General Fund				75,000			
21	Graffiti Eradication through education, enforcement, and removal services - including \$150,000 in one-time Information Technology costs. The council removed this program as a technical adjustment to the Mayor's recommended budget.	General Fund		530,000	530,000				
Inspections Total				829,000	830,000	374,000			375,000
Licenses and Consumer Services									
22	Children's Environmental Health - Lead Hazard Fees - fee removed by Council; cut added to the program.	General Fund			180,000	(180,000)			
23	Food Safety Institutional License Fee for daycares, private and public schools with food services. Fees are based on risk and square footage.	General Fund			29,900				29,900
24	Annual License Fee Cost of Living Adjustment	General Fund			78,000				78,000
Licenses and Consumer Services Total					287,900	(180,000)			107,900
Human Resources									
25	Reduction/elimination of merit pay, under-utilized educational/training programs, contract professional services reduction. Department was directed by the City Council to continue the Upward Mobility program without a restoration of this cut.	General Fund	(35,000)			(35,000)			
26	Health Care Savings Program	General Fund			166,574				
27	FICA savings Citywide	General Fund		(900,000)		(900,000)		900,000	
Human Resources Total				(935,000)	166,574	(935,000)		900,000	900,000
Information Technology Services Operations									
28	Cuts to GIS and Media/Telecomm (no cuts to MTN)	General Fund	(80,000)			(55,000)			
Information Technology Services Total				(80,000)		(55,000)			

City of Minneapolis
2003 Decision List

Department	Description of Proposal	Fund Name	General Fund			Non-General Fund		
			Proposed by Department (if applicable)	Adopted	Proposed by Department (if applicable)	Revenue (other than general fund)	Expense (other than general fund)	Adopted
			General Fund Expense	Revenue	General Fund Expense	Revenue (other than general fund)	Expense (other than general fund)	Revenue (other than general fund)
Information Technology Services Capital								
29	Infrastructure investment in current City systems. An additional \$3.78 million is allocated to this purpose, pending state budget deliberations on Local Government Aid. This \$3.78 million is not yet appropriated and available for expenditure.	Permanent Improvement Fund					1,000,000	
Information Technology Services Capital Total								
Intergovernmental Relations/Grants and Special Projects								
30	Personnel savings by underfilling existing Program Assistant position	General Fund	(10,500)					
31	Reduce, re-negotiate state lobby contracts	General Fund	(4,000)					
32	4% option would include additional reduction of contractual lobbying	General Fund	(14,924)					
Intergovernmental Relations/Grants and Special Projects Total								
			(29,424)					
CITY COORDINATOR GROUP TOTAL								
			(622,526)	1,534,474	(694,000)	732,900	900,000	4,160,000
City Clerk								
33	Eliminate Municipal Information Library	General Fund	(78,134)					
34	Defier Purchase of Equipment	General Fund	(24,378)					
35	Budgetary Leaves of Absence including Holiday Closures	General Fund	(22,700)		(22,700)			
City Clerk Total								
			(125,212)		(22,700)			
Civil Rights								
36	Reduce vacant Contract Compliance position to half-time (0.50)	General Fund	(50,000)		(50,000)			
37	Use in-house resources for publications	General Fund	(50,000)		(50,000)			
38	Enhance the capabilities of the Civil Rights Department by bringing 2 FTE's (\$211,000) related to the New Arrivals program and the Native American Advocate into the department (from the Health and Family Support Department). This will strengthen community outreach. The Council did not agree to this change.	General Fund						
39	Move Civilian Review Authority to Civil Rights, enhance CRA investigation capacity - add a Managing Attorney and funding for contract investigation. Reinstated the FTE's related to the CRA.	General Fund			325,000			
Civil Rights Total								
			(100,000)		225,000			

City of Minneapolis
2003 Decision List

Department		Description of Proposal	Fund Name	General Fund			Non-General Fund		
				Proposed by Department (if applicable)	Adopted		Proposed by Department (if applicable)	Adopted	
				General Fund Expense	Revenue	General Fund Expense	Expense (other than general fund)	Revenue (other than general fund)	
Civilian Review Authority									
40		Move Civilian Review Authority to Civil Rights	General Fund			(200,000)			
Civilian Review Authority Total						(200,000)			
Fire									
41		Using Quints equipment to deliver the same level of service	General Fund	(582,000)		(582,000)			
Fire Total				(582,000)		(582,000)			
Health and Family Support									
42		Reduce funding for the research division, seek grant funding	General Fund	(22,000)		(22,000)			
Reduce the following contracts with Non-Profits (4% cut):									
43		Shift services of Achieve Minneapolis (Youth Trust) to New Families Center	General Fund	(10,000)					
44		Domestic Abuse Project	General Fund	(2,000)		(2,000)			
45		Clinic Enhancements	General Fund	(15,000)		(15,000)			
46		348-TOTS	General Fund	(13,000)		(13,000)			
47		MN Visiting Nurse Agency	General Fund	(28,000)		(28,000)			
48		Way to Grow	General Fund	(22,000)		(22,000)			
49		Neighborhood Health Care	General Fund	(8,000)		(8,000)			
50		Enhance the capabilities of the Civil Rights Department by bringing 2 FTE's (\$211,000) related to the New Arrivals program and the Native American Advocate into the department. This will strengthen community outreach. The Council did not agree to this change. Reduce the public service grants funded by CDBG by 6% (\$167,000) (related to reversing the City Attorney's target strategy related to MCDA legal services).	General Fund					(167,000)	
Health & Family Support Total				(120,000)		(110,000)		(167,000)	
Planning									
51		Eliminate 0.5 FTE City Planner III	General Fund	(41,324)		(41,000)			
52		Electronic publication for State of the City, reduce hard copy publication costs, in-source design to Communications (see line 8 for the remaining funding)	General Fund			(38,000)			
53		Eliminate 1.0 FTE Community Crime Prevention Coordinator (vacant).	General Fund	(58,778)		(59,000)			
54		Reduce planning in the general fund, increase planning in CDBG (related to reversing City Attorney target strategy related to MCDA legal services).	General Fund/CDBG			(167,000)		167,000	
Planning Total				(100,102)		(305,000)		167,000	

City of Minneapolis
2003 Decision List

Department	Description of Proposal	Fund Name	General Fund			Non-General Fund		
			Proposed by Department (if applicable)	Adopted	Proposed by Department (if applicable)	Revenue (other than general fund)	Expense (other than general fund)	Revenue (other than general fund)
			General Fund Expense	General Fund Revenue	General Fund Expense	Revenue (other than general fund)	Expense (other than general fund)	Revenue (other than general fund)
Police								
55	Normal personnel attrition/turnover savings	General Fund	(1,358,389)		(1,358,000)			
56	Reduce administrative spending (cell phones, rent, parking, fleet, etc.)	General Fund	(742,233)		(742,000)			
57	Traffic Enforcement Enhancement Initiative - to reduce accident rates across the City. Specific outcomes to be defined through Public Safety and Regulatory Services committee process.	General Fund	874,377	874,377	874,377			
Police Total			(1,226,245)	874,377	(1,225,623)			
Public Works								
58	Close Snelling Office (one filled position)	General Fund	(130,700)		(131,000)			
59	Modify maintenance schedule - mowing cycle times would increase	General Fund	(424,350)					
60	Move Winter Street Sweeping to Sewer Fund	General Fund/ Sewer Fund	(275,500)		(276,000)			
61	Eliminate Stock Worker at Bridge (filled position)	General Fund	(55,094)		(55,000)			276,000
62	Eliminate Shop Worker (filled position)	General Fund	(53,794)		(54,000)			
63	Discontinue Administration Vehicle	General Fund	(8,000)		(8,000)			
64	Reallocation of traffic sign installation activities to different crews (two filled positions)	General Fund	(101,006)		(101,000)			
65	Pedestrian LED conversion funding change	General Fund	(33,000)		(33,000)			
66	Elimination of vacant Clerk Typist position	General Fund	(39,922)		(40,000)			
67	Add 3rd Shift and reduce overtime in maintenance shop	Equipment Fund					(200,000)	(200,000)
68	Eliminate vacant supervisor	Equipment Fund					(90,000)	(90,000)
69	Discontinue 4 division vehicles	Property Services					(24,000)	(24,000)
70	Reduce the amount of seasonal hours in Water Distribution	Water Fund					(100,000)	(100,000)
Public Works Total General Fund			(1,121,366)		(698,000)		(138,048)	(138,000)
Public Works Equipment								
71	Discontinue Pool Cars in the Haaf Ramp	Equipment					(10,800)	(10,800)
PW Equipment Subtotal							(10,800)	(10,800)
Public Works Property Services								
72	Increase one janitor position for police precincts (would increase general fund expense for rental rate increase)	Property Services					57,346	
73	Fund a graffiti removal program for public properties	CDBG						107,000
74	Create a Security Coordinator position	Property Services					85,000	
PW Property Services Subtotal							142,346	107,000

City of Minneapolis
2003 Decision List

			General Fund			Non-General Fund		
			Proposed by Department (if applicable)		Adopted	Proposed by Department (if applicable)		Adopted
Department	Description of Proposal	Fund Name	General Fund Expense	Revenue	General Fund Expense	Revenue	Expense (other than general fund)	Revenue (other than general fund)
Public Works Sewer Rental								
75 Sewer Maintenance/Field Services	Reduce holding pond maintenance	Sewer					(83,536)	(84,000)
76 Sewer Maintenance	Implementation and study costs for a Storm Water Utility.	Sewer					500,000	500,000
77 Sewer Maintenance	Combined Sewer Overflow (CSO) program	Sewer					536,828	537,000
PW Sewer Rental Subtotal							953,292	953,000
Public Works Water								
78 Water Distribution	Water security personnel (10 FTE Water, 12 FTE MPD) Recommendation does not include Minneapolis Police Department FTE's.	Water					1,544,000	500,000
PW Water Subtotal							1,544,000	500,000
Public Works Parking								
79 Transportation & Parking Services	Ramp Security system consolidation of three ramps to central facility (\$165,000 annual savings once accomplished)	Parking					350,000	350,000
80 Transportation & Parking Services	Authorize additional staffing for impound lot (5 FTE's), or reduce current hours of operation to 16 hours per day (two shifts, 8:00am to midnight) so that operation can be staffed at current authorized full time employee levels. The Council agreed to a change which adds hours back to the Impound Lot Service level adding \$119,000 (including adding 1 supervisor and 1.5 vehicle record aides) offsetting that by going to 17 hours of daily operations and adding \$3 to the impound charge effective April 1st, 2003 (adding new revenue totaling \$119,000).	Parking					229,028	119,000
PW Parking Subtotal							579,028	119,000
Public Works Solid Waste								
81 Solid Waste & Recycling	Consolidate 2 routes (4 filled positions)	Solid Waste Fund					(280,000)	(280,000)
PW Solid Waste Subtotal							(280,000)	
Public Works Total					(698,000)		2,789,818	119,000
GRAND TOTAL					(3,964,323)		3,736,658	4,411,308

**City of Minneapolis
FY 2003 Budget
Financial Overview**

Demands on the Property Tax Levy: Ten-Year Projection

Background

The financial pressure the City faces over the next several years is considerable. To respond to the pressure, elected leaders have stepped up work on comprehensive long-term financial planning. One of the major parts of this effort concentrates on the City Council and independent boards jointly reviewing all the demands on the property tax versus independently making property tax decisions. This joint decision-making occurs at the Board of Estimate and Taxation, which sets the maximum property tax levies for the City Council, and the Park and Library Boards. The decisions made by the Board of Estimate and Taxation are important because the property tax is a major revenue source for general city services, including parks and libraries. Other revenues for general city services are either set by another government entity, such as the state or federal government (i.e., Local Government Aid, Community Development Block Grant) or are restricted in how they can be spent (i.e., sales taxes).

During the first six-months of year 2003, the Mayor and City Council reviewed and discussed the long-term pressures on the property tax. The Mayor and Council discussions resulted in the adoption of a budget resolution to limit the growth in the levy. The next step in the financial planning process will be to develop a long-term financial plan that fits within the parameters of the newly adopted tax policy. The ten-year projection that the City Finance Department has developed – which is basically a listing of the known demands on the property tax levy – needs to be converted to a ten-year financial plan that sets how property tax levy will be allocated to the funds under the City Council's control. The Mayor and Council will need to make choices within the now defined level of maximum annual property tax revenue.

Budget Resolution to Limit Levy Increases Approved

The City Council passed a budget resolution on July 12, 2002 to limit the increase in property taxes. Because of previous city debt and legislative changes that shifted property tax burdens from commercial to residential property as well as other financial obligations, there will be considerable pressure on the property tax for the foreseeable future.

The resolution limits the City's levy increase to 8 percent annually through 2010. Approximately 4 percent of that will go to pay off debt obligations, both internal and external, and 4 percent for cost-of-living adjustments (inflation). The Board of Estimate and Taxation approved a similar policy statement limiting the levy increase to 8 percent on July 24, 2002.

Projected Future Pressures on the Property Tax Levy

The report that follows, “Details of Annual Demand (Increases) in Property Tax Revenue”, provides a detailed summary of the major pressures on the property tax, both past and future, for the City. The information in the report presents the annual incremental increases in property tax levy needed to support current service levels as well as past and future debt obligations (i.e., library referendum). The report includes information on the City’s general levies as well as independent boards and special levies. (The assumptions that went into the development of this report can be obtained by contacting the City of Minneapolis Finance Department at www.ci.minneapolis.mn.us).

The future projected demands on the property tax include the anticipated reductions or targeted strategies that the Mayor and Council will need to implement (based on projections) to manage the City’s General Fund budget within the adopted tax policy. The new policy requires the Park and Library Boards to implement budget plans that will allow for them to stay within a maximum 4 percent annual growth in property tax levy. Therefore, they will likely have to implement target strategies similar to what is shown for the City Council’s General Fund on the report (on the next page).

For the past few years, the City has made policy choices to fund park and library expenditures at a greater level in order to improve these services. Since 1994, property taxes and state aids have grown by 60% for the park board, and by 42% for the library board. (This does not count the voter approved Library referendum, which will start to show up on property tax payments in 2003.) The growth in the same set of resources - property tax and state aids - for general city services has been about 35%. What this means is that the City, like the Park and Library Boards, has had and will continue to find efficiencies and reductions in its budget in order to meet the normal costs of doing business (inflationary increases on wages, health insurance, and utilities). However, finding major cost reductions from efficiency gains in the major services areas funded by the property tax - police, fire and public works - is getting more and more difficult and as a result future funding cuts to these areas will have an impact on service delivery.

In order to continue to fund all that the City does and pay off its debts (both internal and external), it is estimated that the property tax revenues collected by the City would have to triple by 2010. (This increase does not include revenue to do new things - these amounts reflect current commitments for current programs only). This level of increase is not an option. The City’s policy-makers are working to make important decisions to balance the priorities of infrastructure investments, parks and recreation, public safety and library services.

City of Minneapolis - Details of Annual Demand (Increases) in Property Tax Revenue

(In millions of dollars)	Adopted			2003	Future Projected Demands on the Property Tax						
	2000	2001	2002		2004	2005	2006	2007	2008	2009	2010
City General Fund Operations:											
Net Base Increase (Current Service Level)	9.00	7.80	7.53	8.54	9.95	10.39	10.86	11.34	11.84	12.36	12.90
Decision Packages - New Programs/Initiatives	2.65	0.32	2.50								
Health Insurance (in addition to base increase)			2.10	2.44	2.83	3.28	3.80	4.41	5.11	5.93	6.88
Infrastructure Maintenance Gap Closure Program		1.60	0.55	0.40	0.80	0.80	0.80	0.80	0.80	0.80	
PERA Employer Contribution (change in formula)			0.40								
Internal Service Funds	2.00	2.00	3.20	3.70	3.70	3.70	1.70	1.70	1.70	0.50	0.50
Local Govt Aid/HACA - Chg in Distribution			(8.40)	1.00							
Tax Abatement			0.50								
General Fund Contingency			0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Targeted Strategies Needed to Balance Budget	(9.31)	(6.74)	(13.87)	(5.83)	(13.53)	(14.01)	(12.66)	(12.96)	(7.76)	(6.01)	(4.00)
Subtotal	4.33	4.98	(5.19)	10.55	4.05	4.47	4.80	5.59	11.99	13.88	16.58
City Capital/Debt:											
Infrastructure Capital Gap Closure Program began in 1999	2.00		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Permanent Improvement Fund			(0.02)	0.19	0.20	0.21	0.42	0.44	0.46	0.48	0.50
Ten Year Debt Reduction Program began in 1999	0.90	0.90	0.90								
Public Safety Initiative began in 2001		0.50	0.50	0.50							
Local Govt Aid/HACA - Chg in Distribution			3.40								
Judgment Bonds		1.10									
Subtotal	2.90	2.50	5.78	1.69	1.20	1.21	1.42	1.44	1.46	1.48	0.50
City Total	7.23	7.48	0.59	12.24	5.25	5.68	6.22	7.03	13.45	15.36	17.08
Independent Boards and Special Levies											
Park Board Base Levy (4.0% growth factor beg. in 2003)	1.57	1.54	1.88	1.66	1.73	1.80	1.87	1.94	2.02	2.10	2.18
Park Board - Local Govt Aid/HACA - Chg in Distribution			1.41	(1.00)							
Park Board Operating (Referendum Agreement)		1.13	1.20								
Park Board Capital (Referendum Agreement)		1.50	2.50	(3.00)							
Subtotal Park Board	1.57	4.17	6.99	(2.34)	1.73	1.80	1.87	1.94	2.02	2.10	2.18
Library Board Base Levy (4.0% growth factor)											
Library Board - Local Govt Aid/HACA - Chg in Distribution	0.65	0.63	2.03	(0.61)	0.73	0.76	0.79	0.82	0.85	0.89	0.92
Library Board - Referendum Levy			(0.55)		3.00	3.00	3.00	3.00			
Subtotal Library	0.65	0.63	1.48	(0.16)	3.73	3.76	3.79	3.82	0.85	0.89	0.92
Municipal Bldg Commission (4% growth factor)					0.24	0.25	0.26	0.27	0.28	0.29	0.30
Community Development - Chapter 595 Special Levy	0.05	0.13	0.76	0.23	0.17	0.17	0.18	0.19	0.19	0.20	0.21
Minneapolis Public Housing Authority - Special Levy			4.00	0.16	0.04	0.04	0.04	0.05	0.05	0.05	0.05
Teachers Retirement Assoc. - Special Levy				0.04							
Pension Funds MERF, Police, and Fire (debt service beg in 2003)	0.15	0.15	0.15	0.15							
	(1.45)	(2.13)	3.86	2.00	2.20	2.70	3.20	3.50	1.30	0.70	0.40
Total Independent Boards and Special Levies	0.97	2.95	17.24	0.08	8.10	8.72	9.34	9.76	4.69	4.23	4.07
Total Annual Increase in Property Tax Revenue	8.20	10.44	17.83	12.32	13.35	14.40	15.55	16.79	18.14	19.59	21.15
Total Property Tax Revenue	125.72	136.16	153.99	166.31	179.66	194.06	209.61	226.40	244.54	264.13	285.28
Annual Percent Increase	7.1%	8.3%	13.1%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%

**2003 City Council Adopted Budget
Estimated Tax Rates and Levies**

NET TAX CAPACITY BASED (NTC)

City Funds	2001		2002		2003 Council Adopted	
	Tax Rate (%)	Total Tax Levy	Tax Rate (%)	Total Tax Levy	Tax Rate (%)	Total Tax Levy
General ¹	19.653	\$ 77,692,084	23.437	\$ 58,285,520	27.58	\$ 68,658,521
Police Personnel Expansion	1.278	5,016,000	-	-	-	-
Estimate and Taxation	0.037	151,000	0.050	124,000	0.06	145,553
Building Commission	0.815	3,158,026	1.317	3,272,966	1.41	3,502,966
Permanent Improvement	0.806	2,964,000	1.025	2,547,240	1.10	2,737,240
Bond Redemption	7.094	24,829,000	11.484	28,560,040	12.85	31,982,883
Firefighter's Relief Association	0.067	311,000	-	-	-	-
Police Relief Association	-	-	1.192	2,962,300	1.19	2,962,300
Minneapolis Employees Retirement Fund	1.066	\$ 4,301,000	1.790	\$ 4,451,000	1.60	\$ 3,990,564
Total City Other	30.816	\$ 118,422,110	40.295	\$ 100,203,066	45.79	\$ 113,980,027
Lake Pollution Control	0.121	\$ 439,800	0.161	\$ 399,000	0.15	\$ 375,725
Park and Recreation	7.361	26,770,375	11.795	29,333,759	11.23	27,945,293
Tree Preservation and Ref.	0.783	2,846,363	1.038	2,580,000	0.97	2,420,977
Shade Tree Disease Control	0.754	\$ 2,741,405	0.999	\$ 2,484,000	0.94	\$ 2,332,764
Sub-Total Park Board	9.019	\$ 32,797,943	13.993	\$ 34,796,759	13.29	\$ 33,074,759
Library Board ⁴	3.365	\$ 12,514,165	4.766	\$ 11,852,485	4.57	\$ 11,360,485
Sub-Total City Funds	43.20	\$ 163,734,218	59.054	\$ 146,852,310	63.65	\$ 158,415,271
City-Related Special Levies						
Chapter 595/HRA Levy ⁵	-	\$ -	1.94	\$ 4,000,000	1.61	\$ 4,000,000
Teachers' Retirement	0.63	1,950,000	0.84	2,100,000	0.90	2,250,000
Public Housing	0.32	1,000,000	0.40	1,000,000	0.42	1,040,000
Watershed Districts ³	1.36	\$ 4,421,233	2.71	\$ 2,777,432	2.02	\$ 2,535,422
Sub-Total City-Related Specials	2.31	\$ 7,371,233	5.88	\$ 9,877,432	4.95	\$ 9,825,422
Other Special Levies						
Minneapolis Public Schools	51.94	\$ 162,615,100	32.96	\$ 79,247,352	33.44	\$ 84,395,623
Hennepin County ³	33.64	114,408,600	44.75	113,177,467	45.07	113,078,056
Other Special Taxing Districts ²	2.30	\$ 23,278,169	4.77	\$ 10,826,407	5.10	\$ 12,012,539
Sub-Total Other Specials	87.87	\$ 300,301,869	82.48	\$ 203,251,226	83.60	\$ 209,486,218
TOTAL NTC BASED	133.39	\$ 471,407,320	147.41	\$ 359,980,968	152.20	\$ 377,726,910

REFERENDUM MARKET VALUE BASED (RMV)

	2001		2002		2003	
	Tax Rate	Total Tax Levy	Tax Rate	Total Tax Levy	Tax Rate	Total Tax Levy
Minneapolis Public Library Referendum ³	-	-	-	-	0.00205	\$ 450,000
Minneapolis Public Schools Referendum ³	0.15077	\$ 32,419,500	0.07906	\$ 18,389,919	0.07675	19,647,416
Solid Waste Fee ^{3,6}	0.01857	13,500,000	0.01906	3,838,951	0.01896	4,176,099
	0.16934	\$ 45,919,500	0.09812	\$ 22,228,870	0.09776	\$ 24,273,515
TOTAL RMV BASED	0.16934	\$ 45,919,500	0.09812	\$ 22,228,870	0.09776	\$ 24,273,515

Notes:

¹ This amount includes the Economic Development/Tax Abatement Levy for both 2002 and 2003.

² Other special taxing jurisdictions include: Metro Mosquito Control, Metropolitan Council, Metro Transit, Park Museum, & Hennepin County Regional Railroad Authority.

³ The certified levy amounts and rates are 2003 proposed amounts. The watershed information is the average of watersheds 3 & 6.

⁴ This does not include the Library Board 2003 referendum. That amount is listed under "Referendum Market Value Based."

⁵ The 2003 Chapter 595 levy rate is the rate associated with the TNT maximum.

⁶ The 2001 Solid Waste Fee is the county-wide amount; the 2002 and 2003 Solid Waste Fee amounts are the portions associated with Minneapolis only.

Summary of Property Tax and Major Fee Increases

Property Taxes:

Property Value	City Property Taxes		Annual Increase	% Chg
	2002	2003		
\$155,500	\$394	\$472	\$78	19.8%
\$250,000	\$1,014	\$1,155	\$141	13.9%
\$510,000	\$2,541	\$2,803	\$262	10.3%

Note: The figures above factor in the impact of the phase out of limited market value. In addition, the figures are net of market value credits and therefore are impacted by changes in the credit from 2002 to 2003. The figures include only taxes under the Board of Estimate and Taxation's control and therefore do not include School, County, or other special taxing jurisdictions.

Utilities for Average Volume Consumer:

	Annual Charges		Annual Increase	% Chg
	2002	2003		
Water	\$191	\$212	\$21	11.1%
Storm Water, Sewer, Flood Mitigation	\$303	\$316	\$12	4.1%
Solid Waste and Recycling	\$222	\$231	\$9	4.1%
Total	\$716	\$758	\$42	5.9%

Note: Rate increases for Water and Storm Water, Sewer, Flood Mitigation reflect the additional revenue needed to fund major capital projects such as the water ultrafiltration system and the flood mitigation and combined sewer overflow programs, as well as other major initiatives approved in these services areas. The increase for Solid Waste and Recycling reflects a monthly 75-cents per dwelling unit increase, as programmed to fund this service area.

Other Fee Increases:

Business licensing fees	Licensing fees will be increased by 2-percent across the board, from 2002 to 2003 budget. This proposed inflationary adjustment was approved by the City Council on August 9.
Inspections permit fees	Value based and unit based permit fee increases will be tied to the annual increase in the cost of construction, which is assumed to be 4 percent for 2003 budget.

**City of Minneapolis
FY 2003 Budget
Financial Policies**

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

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 (FTE's), 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 (GASB) 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.

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 in 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.

Self-supporting Enterprises. All enterprise activities of the City shall be self-supporting to the greatest extent possible. These activities include, but are not limited to, water, sewer, convention center, parking ramps, municipal market, river terminal, certain park and recreation functions, certain library operations, and certain development activities.

Service Planning. All departments shall share in the responsibility of meeting policy goals and ensuring long-term financial viability. Future service plans and program initiatives shall be developed reflecting policy directives, projected resources and future service requirements. In order to ensure proper policy discussion, sunset provisions shall be incorporated into service plans, as appropriate.

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, in July 2002, that set the maximum increase in the total property tax levy collected by the City, including independent boards and special levies, at no more than 8-percent from the previous years' amount from year 2003 forward. 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.

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. Non-resident fees shall be structured at market levels so that resident users are subsidized to the greatest extent possible.

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 non-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 in other City funds reflecting the nature of the accounts:

Special Assessment Funds. The appropriate balance for these funds, which are traditionally used for capital project cost adjustments, shall be the amount needed for revolving fund cash flow purposes.

Permanent Improvement Funds. Tax section fund (40 Fund) balances shall be maintained for those projects which have been earmarked for future expenditures.

Sinking Funds. The sinking funds are restricted debt service reserve funds. Balances in these funds shall be maintained according to legal requirements.

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 2003

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 detail 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 be 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 2003 Budget
Financial Policies**

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 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 (MFRA), 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 (CDBG), 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 (ITS) 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, Management Information System debt supported by the City's General Fund, Great River Road Bonds, Edison Hockey, Community Health, Xcel Power- Revenue and Section 108 HUD 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: Water Sewer Solid Waste Parking	Internal Service Funds Including: Engineering Materials, Intergovernmental Services, Property Services, Equipment, Stores, Self-insurance
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
	Special Revenue Funds	Capital Projects Funds	Debt Service Funds
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 & 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

	<i>Fund Type:</i>		
	<i>Park Board Funds</i> <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>	<i>Library Board Fund</i> <i>The Library has a general fund which is treated as a special revenue fund.</i>	<i>Minneapolis Community Development Agency (MCDA) Funds</i> <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 2003 Budget
Financial Policies**

**Proposed City of Minneapolis
Financial Planning and Policy Resolution: Independent Boards**

*Mayor and Council Adopted, July 2002
Board of Estimate and Taxation Adopted, July 2002*

Whereas:

1. At the direction of the Mayor and City Council, the City has prepared a ten-year financial projection of demands on the city property-tax supported funds, a summary of which is attached as Exhibit A and incorporated herein by reference;
2. The projection demonstrates that the known demand on property tax revenues will significantly exceed reasonably foreseeable resources;
3. The Mayor and Council are developing a long-term strategy for managing the financial challenges documented in the ten-year projection and wish to engage the Independent Boards and the Board of Estimate and Taxation as partners in that strategy;
4. Recognizing that all City of Minneapolis taxing jurisdictions draw revenue from the same taxpayers, The Mayor and Council support an enterprise approach to establishing future property tax revenue projections. The Mayor and Council further support setting the maximum annual property tax levy at no more than an 8-percent annual increase for budget years' 2003 through 2010, inclusive of the levy for the Independent Boards, including the voter-approved library referendum;
5. The Mayor and Council desire to work with the Independent Boards and the Board of Estimate and Taxation to set long range financial parameters so that our joint taxpaying customers and our individual City governing boards can all make more informed business decisions about respective annual budgets.
6. The Mayor and Council desire to work with the Independent Boards in a fair and consistent manner.

Therefore Be It Resolved, That the Mayor and Council hereby adopt the following Policy Statements as provided below in Items A through E, with respect to the Independent Boards, to serve as a framework for developing the 2003 budget as well as long-term financial plans for the City and Independent Boards; and

Be It Further Resolved That the Mayor and Council submit to the Board of Estimate and Taxation recommended maximum property tax levies for taxes payable in year 2003, as

shown in Appendix A. The Mayor and Council also request the Board of Estimate and Taxation to consider adopting parallel policy statements to Policy Statements A through E, adopted by the Mayor and Council as part of this resolution.

Policy Statements (A through E):

(A) Local Government Aid (LGA) from the State of Minnesota

The Mayor and Council will remain committed to August 26, 1994, Council action which based the annual enterprise distribution of LGA revenues on a stable percentage in exchange for a cap in individual board property tax levies.¹

The Mayor and Council will allocate LGA consistent with the 1994 agreement provided the independent boards adhere to the tax levy provision outlined in the original agreement, with the one modification. The Mayor and Council hereby propose amending the policy to provide for a maximum 4-percent annual increase in property tax levy versus the 3-percent included in the original 1994 agreement.

Consistent with the 1994 adopted agreement with the Independent Boards, the Council will distribute LGA based upon the following percentage allocation, as outlined below.

	<u>% Distribution of LGA</u>
Library Board	8.05%
Park Board ²	11.79%
Municipal Building Commission	0.30%
Board of Estimate and Taxation	0.10%
City Council	79.76%
Total	100.00%

The Council policy will continue to be that the City and the Independent Boards will share any legislative reductions or increases in LGA, using the same percentages as outlined above.

In the event an Independent Board's property tax levy increase exceeds 4-percent (adjusted for any one-time shifts), the City Council will reduce the LGA payment to the board to offset the additional increase.

¹ LGA is calculated and distributed to the City by the State of Minnesota as provided for in State Statute 477A.

² The allocation of LGA to the Park Board will increase from 10.89% in budget year 2002 to 11.79% in budget year 2003, provided the Park Board reduces their base property tax levy by \$1.0 million, which will be added to the City's General Fund base levy. The allocation of LGA to the General Fund will decrease from 80.66% in budget year 2002 to 79.76% in budget year 2003. This net result will be a \$1.0 million shift in LGA distribution from the General Fund to the Park Board and a \$1.0 shift in property tax levy from the Park Board to the General Fund, from budget year 2002 to 2003.

If state legislation creates new aid programs for general city purposes, the Mayor and Council expresses the intent to negotiate with the Independent Boards an appropriate allocation basis for this revenue.

(B) Management Support Charges

The Independent Boards will be charged for the actual cost of providing management support services to the boards. The basis for allocating costs will be the same as that used for Council departments. Management support services include, but are not limited to, services provided by the following city departments: Information Technology, Finance, and Human Resources.

Management support charges, as included in the Council's adopted 2002 budget, will be capped at \$800,000 for the Park Board and \$300,000 for the Library Board for both the 2002 and 2003 budget.

Beginning with the 2004 budget, the management support charges to the Independent Boards will be based upon standard accounting practices for allocating costs. The method and procedure to calculate the pro-rated costs and collection of the charge will be finalized and communicated to the Independent Boards by December 31, 2002.

As provided for in the 2002 budget footnotes, the City Finance Officer has the authority to reduce LGA payments to the Independent Boards if payment of the management support charge is not received prior to the distribution of the December LGA payment.

(C) Adjustments to Prior Year Increases in Property Tax Levies

As stated in Item A, the Mayor and Council remain committed to the 1994 budgetary policy regarding the Independent Boards. The 1994 policy has two parts (1) a stable percent allocation of LGA and (2) a 3-percent cap in annual property tax levy increases for the Independent Boards, which will be amended to a 4-percent cap beginning with the 2003 budget. The Park and Library Boards both had increases in 2002 property tax levies above this threshold. The Mayor and Council consider the portion of property tax levy increase above the policy threshold to be one-time funds for year 2002. The baseline tax levies for both entities should return to a level that corresponds to the 1994 agreement.

(D) Infrastructure Gap Funding

The Mayor and Council will support funding infrastructure "gap" closure for the Independent Boards in a similar manner to that of Public Works.

The City's adopted 2002-2006 *Capital Improvement Plan (CIP)* provides for closing 27% of Public Works infrastructure "gap", supported by property taxes, by year 2009³. To achieve this goal the property tax levy will need to increase by \$1.0 million annually from 2003 to 2009.

The Mayor and Council support a future funding plan for the Park Board that closes 27% of the previously identified \$5.5 million annual funding gap for park infrastructure by 2009. To achieve this goal \$215,000 of additional property tax levy will be added annually to the Park Board levy, for a total of \$1.5 million in additional annual funding by 2009.

The Mayor and Council support reducing the base property tax revenue for the Park Board by the amounts added in years' 2001 and 2002 for Park Board capital purposes. In years' 2001 and 2002, \$1.5 million was added each year to the Park Board base property tax levy, or \$3.0 million in total over this two-year period of time. The Park Board has received the benefit of the additional \$4.5 million collected in property tax levy over this two-year period of time.

Recommended Park Board Capital Improvement Plan:

<i>(In millions of dollars)</i>	2003	2004	2005	2006	2007	2008	2009
Base Capital Funding ⁴	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9
"Gap" Funding	\$0.2	\$0.4	\$0.6	\$0.9	\$1.1	\$1.3	\$1.5
Total Capital Funding	\$2.1	\$2.3	\$2.5	\$2.8	\$3.0	\$3.2	\$3.4

(E) Alternative Revenue Strategies

The Mayor and Council will work in cooperation with the Park Board and Library Board to develop alternative funding strategies (i.e., land trusts and expanded friends of the parks and library), other than the property tax, for raising additional funds to support program and capital needs.

The Mayor and Council will not support any new referenda for the Independent Boards because of the significant pressure a referendum would create on the already burdened property tax. The Mayor and Council will act to educate taxpayers about the financial burden any new referenda would create for taxpayers.

³ The 1997 State of the Public Works Infrastructure Report identified a \$44 million property tax supported funding gap for improving and maintaining public works infrastructure. The original plan was to fund 50% of this gap over a 10-year period time.

⁴ The 2002-2006 adopted CIP includes \$1,920,000 in net debt bond funding for the Park Board.

Adopted Amendments:

1. Amendment to add an additional Policy Item, Policy Item F

The Mayor and City Council will support annual property tax increases for the Minneapolis Public Housing Authority at the same maximum 4-percent annual increase level as that established (in Policy Statement A) by this resolution for the Park Board, Library Board, Municipal Building Commission, and Board of Estimate and Taxation.

2. Amendment to Policy Item A

Amend Policy Item A to include the following language:

In the event the City Council reduces the LGA payment to an Independent Board (as provided for in this policy statement), the City will appropriate the additional LGA to the City's General Fund and reduce the City's General Fund property tax levy by an offsetting amount. This will be done in order to ensure the maximum property tax levy increase is maintained at 8-percent on a combined basis for the City, including the Independent Boards.

APPENDIX A

Certified Gross Property Tax Levy For City Council, Independent Boards, and Special Levies						
	2001 Adopted Base Levy	2002 Adopted Base Levy	2001 to 2002 % Chg	2003 Proposed Base Levy	2002 to 2003 % Chg	2001 to 2003 % Chg
City Council Funds	63,028,212	53,632,760	-14.9%	61,495,761	14.7%	-2.4%
City Council - Internal Service Funds	4,000,000	7,200,000	80.0%	10,900,000	51.4%	172.5%
Total City Council	67,028,212	60,832,760	-9.2%	72,395,761	19.0%	8.0%
City Council Debt Service ⁵	21,877,000	28,560,040	30.5%	29,060,040	1.8%	32.8%
Park Board	27,809,943	34,796,759	25.1%	32,671,759	-6.1%	17.5%
Library Board	10,374,165	11,852,485	14.3%	11,242,485	-5.1%	8.4%
Library Referendum ⁶				450,000		n/a
Total Library	10,374,165	11,852,485	14.3%	11,692,485	-1.3%	12.7%
Municipal Building Commission ⁷	2,511,026	3,272,966	30.3%	3,502,966	7.0%	39.5%
Board of Estimate and Taxation	114,000	124,000	8.8%	128,960	4.0%	13.1%
City Council Pensions ⁸	3,492,260	7,373,000	111.1%	9,373,000	27.1%	168.4%
City Council Community Development (Special Levy)		4,000,000	n/a	4,160,000	4.0%	n/a
Minneapolis Public Housing Authority (Special Levy)	1,000,000	1,000,000	0.0%	1,040,000	4.0%	4.0%
Teachers Retirement Fund (Special Levy) ⁹	1,950,100	2,100,000	7.7%	2,250,000	7.1%	15.4%
Total	136,156,706	153,912,010	13.0%	166,274,971	8.0%	22.1%

⁵ The Debt Service Levy increased significantly from 2001 to 2002 due to the elimination of HACA.

⁶ This amount has already been set by voter approval.

⁷ The Municipal Building Commission (MBC) property tax levy for year 2002 was adjusted to reflect an error in calculation from the prior year 2001 amount. In 2001, the MBC received cash from a General Fund transfer, which was then correctly replaced with property tax levy in year 2002.

⁸ This amount is set by state law.

⁹ This amount is set by state law.

APPENDIX B

Adopted Certified Property Tax Levies Plus State Aids For City Council, Independent Boards, and Special Levies					
	1994 Adopted	2002 Adopted	2003 Proposed	Cumulative % Change from 1994 to 2002	Cumulative % Change from 1994 to 2003
City Council	105,998,100	150,818,760	165,715,346	42.3%	56.3%
City Council Debt Service	16,000,000	28,560,040	29,060,040	78.5%	81.6%
Park Board	29,354,000	46,950,759	46,465,653	59.9%	58.3%
Library Board ¹⁰	14,491,000	20,833,485	21,111,137	43.8%	45.7%
Municipal Building Commission ¹¹	3,030,000	3,607,966	3,854,241	19.1%	27.2%
Board of Estimate and Taxation	202,000	236,000	245,553	16.8%	21.6%
City Council Pensions ¹²	18,855,000	7,373,000	9,373,000	-60.9%	-50.3%
City Council Community Development (Special Levy)	n/a	4,000,000	4,160,000	n/a	n/a
Minneapolis Public Housing Authority (Special Levy)	937,000	1,000,000	1,040,000	6.7%	11.0%
Teachers Retirement Fund (Special Levy) ¹³	1,250,000	2,100,000	2,250,000	68.0%	80.0%
Total	190,117,100	265,480,010	283,274,971	39.6%	49.0%

¹⁰ This amount includes \$450,000 (year 2003) of levy for payment on bonds set by voter approval.

¹¹ The Municipal Building Commission (MBC) property tax levy for year 2002 was adjusted to reflect an error in calculation from the prior year 2001 amount. In 2001, the MBC received cash from a General Fund transfer, which was then correctly replaced with property tax levy in year 2002.

¹² This amount is set by state law.

¹³ This amount is set by state law.

EXHIBIT A: Ten-Year Annual Demand on Property Taxes

Annual Property Tax Revenue Increases (in millions)	Adopted		Projected (before policy decisions)								
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
City General Fund Operations:											
Net Base Increase	9.00	7.80	7.53	8.53	8.97	9.42	9.90	10.40	10.91	11.46	12.02
Decision Packages - New Programs/Initiatives	2.65	0.32	2.50								
Health Insurance (in addition to base increase)			2.10	2.44	2.83	3.28	3.80	4.41	5.11	5.93	6.88
Infrastructure Maintenance Gap Closure Program		1.60	0.55	0.80	0.80	0.80	0.80	0.80	0.80		
PERA Employer Contribution (change in formula)			0.40								
CDBG overallocation for Block E project				1.00							(1.00)
Self Insurance Fund (placeholder)				0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Intergovernmental Services Fund adopted workout plan	1.00	1.00	1.20	1.20	1.20	1.20	1.20	1.20	1.20		
Equipment Services Fund adopted workout plan	1.00	1.00	2.00	2.00	2.00	2.00					
Local Govt Aid/HACA - Chg in Distribution			(8.40)	1.00							
Tax Abatement			0.50								
General Fund Contingency			0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Targeted Strategies to Decrease Spending/Raise Fees	(9.31)	(6.74)	(13.87)								
Subtotal	4.33	4.98	(5.19)	17.77	16.59	17.50	16.50	17.61	18.82	18.19	18.70
City Capital/Debt:											
Infrastructure Capital Gap Closure Program began in 1999			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	
Permanent Improvement Fund	2.00		(0.02)	0.19	0.20	0.21	0.42	0.44	0.46	0.48	0.50
Ten Year Debt Reduction Program began in 1999	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90		
Public Safety Initiative began in 2001		0.50	0.50	0.50							
Local Govt Aid/HACA - Chg in Distribution			3.40								
Judgement Bonds		1.10									
Subtotal	2.90	2.50	5.78	2.59	2.10	2.11	2.32	2.34	2.36	1.48	0.50
City Total	7.23	7.48	0.59	20.36	18.69	19.61	18.82	19.95	21.18	19.67	19.20
Independent Boards and Special Levies											
Park Board Base Levy (4.0% growth factor beg. in 2003)	1.57	1.54	1.88	1.66	1.73	1.80	1.87	1.94	2.02	2.10	2.19
Park Board - Local Govt Aid/HACA - Chg in Distribution			1.41	(1.00)							
Park Board Operating (Referendum Agreement)		1.13	1.20	1.30	1.30						
Park Board Capital (Referendum Agreement)		1.50	2.50	1.50	1.00						
Subtotal Park Board	1.57	4.17	6.99	3.46	4.03	1.80	1.87	1.94	2.02	2.10	2.19
Library Board Base Levy (4.0% growth factor)	0.65	0.63	2.03	0.69	0.71	0.74	0.77	0.80	0.83	0.87	0.90
Library Board - Local Govt Aid/HACA - Chg in Distribution			(0.55)								
Library Board - Referendum Levy				0.40	3.00	3.00	3.00	3.00			
Subtotal Library	0.65	0.63	1.48	1.09	3.71	3.74	3.77	3.80	0.83	0.87	0.90
Municipal Bldg Commission (4% growth factor)	0.05	0.13	0.76	0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30
Community Development - Chapter 595 Special Levy			4.00	4.00	4.00	4.00	4.00	4.00			
Minneapolis Public Housing Authority - Special Levy				1.00	1.40						
Teachers Retirement Assoc. - Special Levy	0.15	0.15	0.15	0.15							
Pension Funds MERF, Police, and Fire	(1.45)	(2.13)	3.86	2.00	2.20	2.70	3.20	3.50	1.30	0.70	0.40
Total Independent Boards and Special Levies	0.97	2.95	17.24	11.93	15.58	12.49	13.10	13.52	4.44	3.96	3.79
Grand Total	8.20	10.44	17.83	32.28	34.27	32.10	31.92	33.46	25.62	23.63	22.99
Total Property Tax Revenue	125.72	136.16	153.99	186.27	220.54	252.64	284.56	318.03	343.65	367.27	390.27
Annual Percent Increase		8.3%	13.1%	21.0%	18.4%	14.6%	12.6%	11.8%	8.1%	6.9%	6.3%

**City of Minneapolis
FY 2003 Budget**

Financial Plans

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**

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

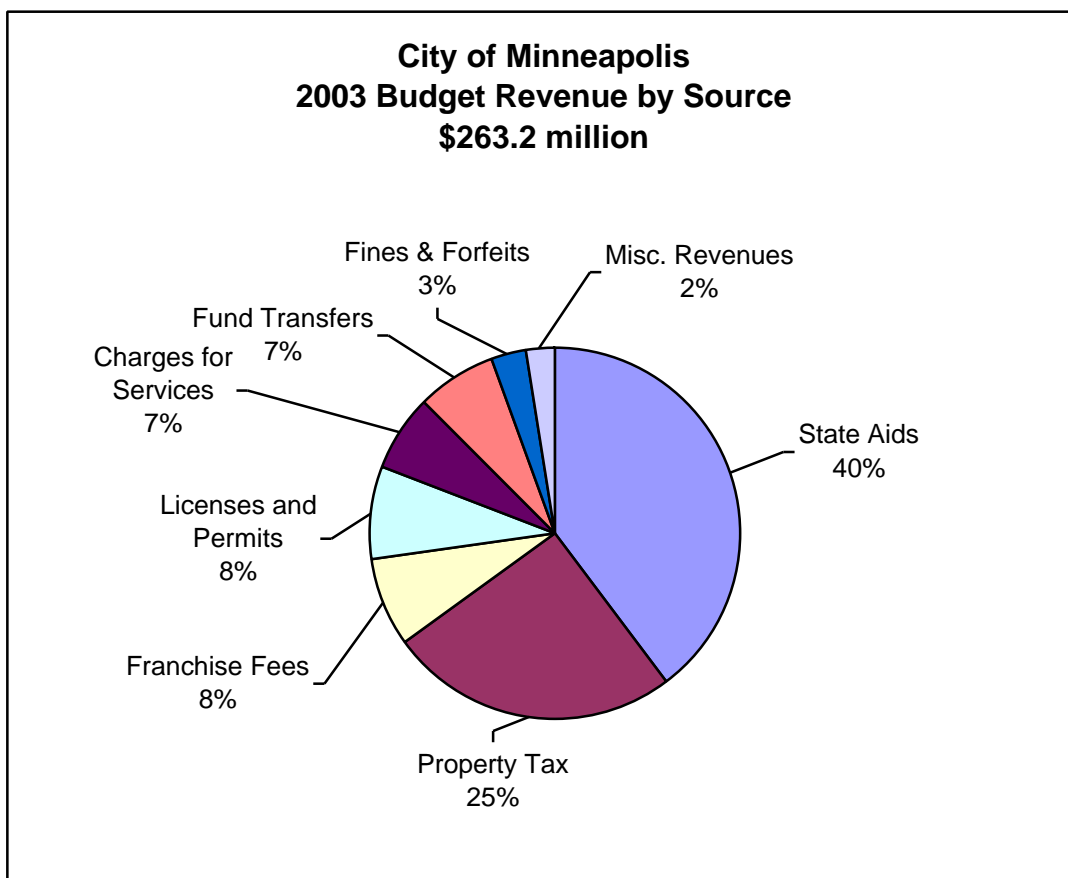
➤ **Internal Service Funds**

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

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:



Combined, the two largest revenues (State Aids and Property Tax) have historically accounted for approximately 60-65% of total sources of funds for the General Fund. The top four sources of funds account for more than 80% 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. 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 percent of the proceeding year's revenue budget amount.

For several years, the City has been able to increase its General Fund balance. At year-end 2001, the General Fund operations resulted in approximately a \$1.6 million increase in fund balance for a total year-end balance of \$39.6 million. This amount met the 10 percent reserve requirement and represents a reserve of 16.1 percent of budgeted revenues for year 2002. The City anticipates that it will again meet its reserve requirement at year-end 2002.

2003 Adopted Budget

Revenues

The General Fund 2003 budget includes a total of \$263.2 million of revenues and other sources including \$18.3 million from transfers from other funds. Budgeted General Fund revenues for 2003 are 7.1% higher than 2002 budget. The 2003 budgeted revenues represent a 5.3% increase over 2001 actual revenues.

As the chart below shows, the distribution of total revenue among the General Fund's revenue categories has remained fairly constant from 2002 to 2003 budget. That is, as General Fund revenues have changed, each revenue category has increased at roughly the same rate to maintain stable proportions among the various funding sources.

Revenue source	2002 Adopted Budget	2003 Adopted Budget	% Chg	2002 Budget as % of Total	2003 Budget as % Total
State Aids	100,696,807	104,534,904	3.8%	41.1%	40.0%
Property Tax	56,869,428	66,904,951	17.6%	23.1%	25.0%
Franchise Fees	21,600,000	20,410,000	-5.5%	8.8%	8.0%
Licenses and Permits	19,197,636	21,042,287	9.6%	7.8%	8.0%
Charges for Services	16,319,417	17,767,345	8.9%	6.6%	7.0%
Fund Transfers	17,398,834	18,278,703	5.1%	7.1%	7.0%
Fines & Forfeits	7,235,000	8,395,777	16.0%	2.9%	3.0%
Misc. Revenues	6,475,065	5,822,904	-10.1%	2.6%	2.0%
Total	245,792,187	263,156,871	7.1%	100%	100%

State Aids (including Local Government Aid): A significant development in the City's revenue picture remains the recently adopted changes in the State's tax law, which occurred during the 2001 special legislative session. The immediate impact to the City was the State's elimination of the Homestead and Agricultural Aid program (HACA), which was included in the City's adopted 2002 budget. For the 2002 budget, this change had no effect on the City; total aids actually increased slightly over budget year 2001.

Current State law provides for an increase in the Local Government Aid (state aid) received by the City. Total Local Government Aid (LGA) is projected to increase from \$111.0 million to \$117.5 million, from City budget year 2002 to 2003. The City's General Fund receives approximately 79.8 percent of the total LGA payment, while the remaining balance is allocated to the independent boards of the City (i.e., Park and Library Boards). The City's share of LGA will increase by \$3.8 million from 2002 to 2003 budget, which will be used to support 2003 budget expenditures. This increase is net of a one-time \$1.0 million adjustment between the City and the Park Board LGA allocations.

Franchise fees are 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 vary directly with the paying utility's gross revenues. Because of the high cost of natural gas, which was passed along to ratepayers, the City experienced "windfall" franchise earnings in year 2000. In year 2000, the City's franchise revenues were \$21.6 million versus a budget of approximately \$20 million. Franchise fees also exceeded budget expectations for year 2001.

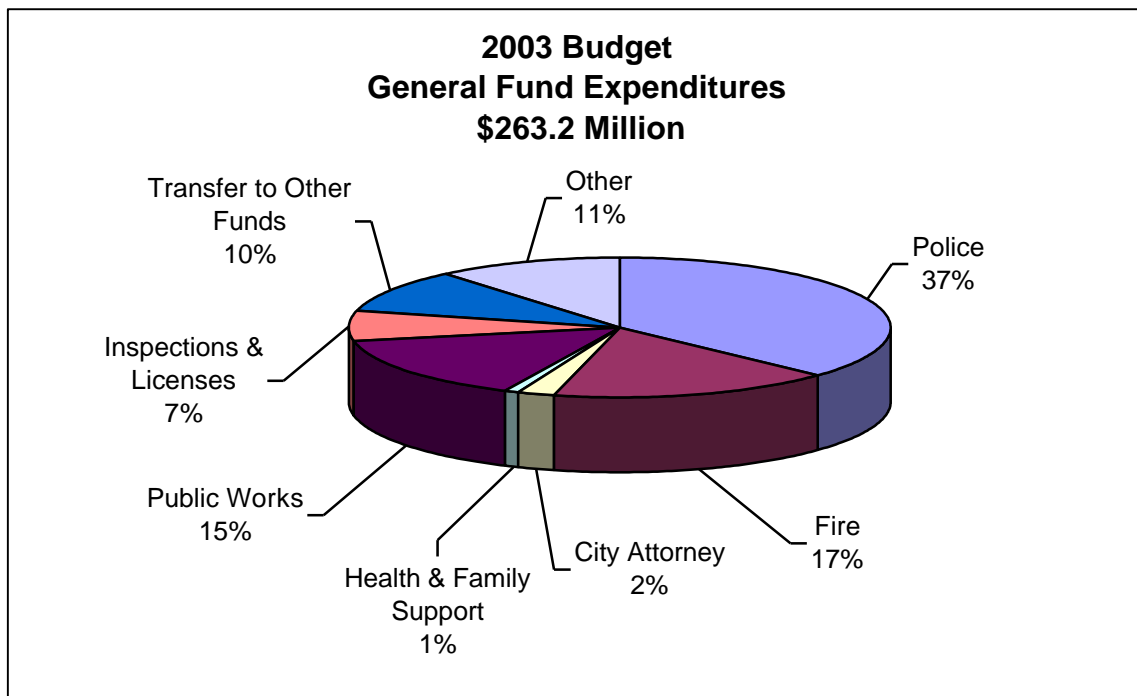
However, because of lower natural gas prices as well as a generally lower level of economic activity, the City is expecting franchise revenues to moderate in year 2002 and future years. The 2003 budget includes a \$1.2 million reduction to Franchise fees, from \$21.6 million to \$20.4 million based on mid-year 2002 estimates.

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 2002 budget, the City expects that the momentum of development/redevelopment activity in the City will help support permit revenues through the next year. The 2003 budget includes a 2-percent across the board increase for business licensing fees. This recommended inflationary adjustment along with projected stable base of regulated activities and some other new targeted fee proposals is anticipated to result in a 9.6% increase, from \$19.2 million to \$21.0 million, or a \$1.8 million increase in license and permit fees, from 2002 to 2003.

Expenditures

The total 2003 budget for the General Fund is \$263.3 million, which includes \$25.7 million in transfers to other funds. After adjusting for transfers, the budget increased from \$225.8 million as adopted in 2002, to \$237.5 million as adopted in 2003, a 5.1% increase.

Below is a graph with the 2003 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 includes \$5.6 million in **targeted budget reductions**, a net 2% reduction in operating expenditures.

In addition to identifying spending reductions, the 2003 Budget includes \$0.1 million in additional non-property tax General Fund revenue options to balance the budget – new license fee proposals and additional reimbursement revenues.

In addition, the 2003 budget includes \$1.2 million, offset entirely by new revenue, to fund new initiatives in Inspections and Police Departments. Included in the budget for Inspections is \$300,000 to deal with the issue of unpermitted construction work in the city. The Police Department includes \$875,000 to respond to traffic enforcement concerns throughout the City.

Transfers

The 2003 General Fund budget includes a \$5.7 million increase in transfer expense, from \$20.0 million to \$25.7 million. This increase in transfers is due to two main factors; the first is a planned increase in transfers to the city's internal service funds, as called for in the adopted financial workout plans for these funds. The second, is a one-time transfer of \$3.8 million to the capital improvement program to fund major information technology investments. Below is a summary of the transfer expense included in the 2003 budget.

Summary of Transfers to Other Funds

<i>(In millions of dollars)</i>	2002 Adopted Budget	2003 Adopted Budget	Change
Internal Service Funds ¹	\$18.1	\$21.4	\$3.3
Debt Service Transfers ²	\$0.7	\$0.1	(\$.6)
Capital improvement	\$0.7	\$3.8	\$3.1
Other transfers	\$0.5	\$0.4	(\$0.1)
Total	\$20.0	\$25.7	\$5.7

Summary of Transfers From Other Funds

<i>(In millions of dollars)</i>	2002 Adopted Budget	2003 Adopted Budget	Change
Enterprise Funds	\$10.7	\$11.1	\$0.4
Entertainment Tax	\$6.0	\$6.3	\$0.3
Capital improvement	\$0.3	\$0.2	(\$0.1)
Other transfers	\$0.4	\$0.7	\$0.3
Total	\$17.4	\$18.3	\$0.9

¹ This includes funds that are transferred to the internal service funds to cover the General Funds share of both operational costs and debt service payments, related to internal service fund activities.

² This includes funds transferred to the bond redemption fund to pay for bonds issued to purchase Operations and Regulatory Services fleet of vehicles.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)

General Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenues:									
Property Taxes	56,634	63,274	56,869	56,869	66,905	17.6%	56,869	60,919	65,389
Annual Property Tax Increase**							4,050	4,470	4,800
Subtotal - Property Taxes	56,634	63,274	56,869	56,869	66,905	17.6%	60,919	65,389	70,189
Local Government Aid	59,854	62,430	88,986	88,986	93,867	5.5%	93,867	93,867	93,867
Homestead Agricultural Credit Aid	17,566	18,164							
Subtotal - Shared taxes	77,420	80,594	88,986	88,986	93,867	5.5%	93,867	93,867	93,867
Other State Aids	11,055	11,141	11,711	11,711	10,668	-8.9%	10,828	10,990	11,155
Franchise Fees	21,594	25,563	21,600	20,000	20,410	-5.5%	20,716	21,027	21,342
Licenses and Permits	19,243	20,697	19,280	19,280	21,042	9.1%	21,673	22,323	22,993
Charges for Services and Sales	17,252	16,290	16,812	16,812	17,767	5.7%	18,034	18,304	18,579
Fines and Forfeits	6,742	7,974	7,235	7,335	8,396	16.0%	8,522	8,650	8,780
Special Assessments	2,766	2,637	3,040	3,040	2,834	-6.8%	2,877	2,920	2,963
Interest and Working Capital Charges	2,705	2,322	1,229	1,500	1,231	0.2%	1,249	1,268	1,287
Other Miscellaneous Revenues	1,199	808	1,770	1,770	1,758	-0.7%	1,784	1,784	1,811
Total Operating Revenues	216,610	231,300	228,532	227,303	244,878	7.2%	240,469	246,523	252,967
Operating Expenditures:									
Police	90,759	91,536	94,617	94,617	98,031	3.6%	101,952	106,030	110,272
Fire	37,634	39,079	42,411	41,911	44,181	4.2%	45,948	47,786	49,698
Public Works	34,744	38,812	36,320	37,000	38,271	5.4%	39,802	41,394	43,050
City Coordinator Departments	29,159	31,999	32,443	31,443	32,750	0.9%	34,060	35,422	36,839
City Attorney	4,080	4,633	4,351	4,351	4,642	6.7%	4,828	5,021	5,222
City Clerk	4,125	4,290	4,279	4,279	4,118	-3.8%	4,283	4,454	4,632
Health and Family Support	3,576	3,884	3,838	3,838	3,889	1.3%	4,045	4,206	4,375
Other Departments	6,654	8,847	7,758	7,158	11,625	49.8%	12,090	12,574	13,077
Future Target Strategies to Balance**							(10,285)	(14,281)	(18,291)
Total	210,731	223,080	226,017	224,597	237,507	5.1%	236,722	242,607	248,872
Net Operating Gain/(Loss)	5,879	8,220	2,515	2,706	7,371	193.1%	3,747	3,916	4,095
Non-Operating Revenues/(Expenditures):									
MERF/MFRA/MPRA Pension Exp.	(11,194)								
MERF/MFRA/MPRA Transfer In	11,194								
Net Retirement cost in General Fund									
Operating Transfers From Other Funds	15,086	18,733	17,399	17,399	18,279	5.1%	19,010	19,771	20,561
Operating Transfers To Other Funds	(11,945)	(25,369)	(19,914)	(19,914)	(25,650)	28.8%	(22,736)	(23,646)	(24,592)
Total	3,141	(6,636)	(2,515)	(2,515)	(7,371)	193.1%	(3,726)	(3,875)	(4,030)
Net Change in Balance	9,020	1,584		191			21	41	64
Fund Balance/Retained Earnings:									
Beginning Balance	29,038	38,040	39,624	39,624	39,815	0.5%	39,815	39,836	39,876
Ending Balance***	38,040	39,624	39,624	39,815	39,815	0.5%	39,836	39,876	39,941
Ten Percent Reserve Requirement (10% of following year's budget)	24,121	24,593	25,948	26,629	27,353	5.4%	26,629	27,353	28,162

* 2002 Projected as of May 6, 2002, preliminary estimate.

** The Annual Property Tax Increase is based on the adopted tax policy (July 2002). The target strategy amounts represent the anticipated cuts that will be necessary to balance the General Fund budget within this tax policy and projected growth in non-property tax revenue. This amount will change depending on future capital and debt decisions, which are not reflected here, as well as for other possible future reasons.

**City of Minneapolis
FY 2003 Budget
Financial Plans**

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 fiscal year-end 2001 fund balance for the Convention Center Special Revenue Fund was \$24.5 million. Local taxes support the Convention Center with \$47.6 million being collected in 2001 representing a decrease of 1.5 percent from the prior year. Approximately \$25.2 million was transferred for debt service obligations.

The collection amounts for were as follows:

	2000	2001
0.5% Citywide Sales Tax	\$27.4million	\$27.4 million
3.0% Entertainment Tax	\$7.1 million	\$7.0 million
3.0% Downtown Restaurant Tax	\$8.1 million	\$7.6 million
3.0% Downtown Liquor Tax	\$2.8 million	\$2.7 million
<u>2.0% Citywide Lodging Tax</u>	<u>\$3.0 million</u>	<u>\$2.9 million</u>
Total Tax Collection	\$48.3 million	\$47.6 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 spent in 2001.

As shown in 2001, the City collected \$7 million of entertainment tax. Traditionally this tax has been a funding source to the General Fund. In 2001, \$6.0 million of the tax proceeds were transferred to the general fund and \$1.0 million to the Arena Reserve fund. This Arena Reserve transfer amount represents the estimated amount of entertainment tax generated from Target Center activities. In addition, the Block E finance plan includes a provision to similarly direct a portion of the entertainment tax generated in the facility to debt service for that facility as it opens. These revenues would otherwise be directed to the General Fund.

Funds are transferred 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. In 2001, \$1.0 million was transferred to the Convention Center Reserve Fund.

2002 Financial Projections

Due to the national tragedy of September 11, 2001, and the recession, the hospitality industry has been negatively affected. The ending fund balance in the Convention Center Special Revenue Fund is projected to be \$20.2 million, an 18% reduction from the prior year. Operating revenues (mostly from events) while projected to exceed 2001 levels are also projected to be 22% below budget. Due to the increase in the citywide lodging tax from 2% to 3% in April 2002, tax proceeds are projected to be 2% above budget and 4% above the 2001 actual total.

With the new addition to the Convention Center becoming operational in April 2002, operating expenditures for the Center are projected to increase by 30% over 2001 levels but 16% below budget.

2003 Budget

Revenues

With the increase in local hotel/motel room rental rates and occupancy rates, the hospitality industries appear on the way to recovery from the September 11, 2001 national tragedy and recession. It is anticipated that tax revenues will increase from 2002 levels. Below is a summary of the budget revenue increases for 2003 over the 2001 actual totals. These estimates are based upon consultation with the State of Minnesota.

- 2.0% increase in sales tax
- 2.0% increase in Restaurant tax
- 2.0% increase in Liquor tax
- 2.0% increase in Lodging tax
- 2.0% increase in Entertainment tax

With the expanded facility being completely available for events in 2003, the Convention Center annual operating revenue budget increased 19% over projected 2002 revenue totals.

Expenditures

In 2002 Convention Center personnel related budgetary increases totaled \$2.1 million and non-personnel budgetary increases totaled \$3.2 million due to the opening of the expanded facility. In 2003, a \$500,000 decision package was approved for the Convention Center to provide for event security and medical services and will be funded by additional operating revenue. The 2003 operation budget for the Convention Center approximates its 2002 current service level. Also there were no target area strategy reductions in the fund as well in 2003.

In 2003, the transfer of revenue to the Greater Minneapolis Convention & Visitors Association (GMCVA) will be increased by approximately 1.2% from its 2002 level. The GMCVA functions as the primary booking agent of Convention Center events at least 18 months in advance of occurrence.

Cash Position Changes

In the Convention Center Special Revenue Fund, the projected cash balance in 2003 is impacted by the overall margin of the fund. Most operating revenues and expenditure transactions are cash transactions. Whatever affects the fund balance also affects the cash balance with the exception of the outstanding Convention Center receivables and loans to other funds. The Convention Center requires cash advances for space rent and exhibitor services. This policy keeps the fund in a positive cash position. Most often when event cancellations occur, the City retains client advances. At the end of 2001, client advances approximated \$1 million dollars. In some cases, the advances are made years before of the event. Client receivables were \$443,000. In 2000, the Convention Center, as part of the ITS internal service fund workout plan, advanced \$12.8 million to the fund as a long-term loan. While this does not impact the fund balance, cash balance is reduced. City tax revenue is collected by the State of Minnesota and remitted to the City twice a month.

Debt Service and Transfers

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 in bonds were issued in August 2001. The forecast 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. On May 17, 2002, the City Council authorized the Board of Estimate and Taxation to incur indebtedness of \$155 million to convert existing Convention Center variable rate bonds to fixed rate bonds.

Transfers

The total transfers to other funds, budgeted for 2003 at \$37.6 million, is a reduction of about 12% from the 2002 levels.

- General Fund - \$6.3 million – funded by entertainment tax proceeds, historically (since 1969) a revenue source to the General fund
- Arena Reserve - \$881,000 – that portion of the entertainment tax estimated to be derived by Target Center activities
- Convention Center Reserve - \$1.15 million for future major Convention Center repairs or replacement
- Convention Center Debt Service - \$20.9 million – current year debt service liability for the Convention Center bond issue
- Information Technology Services (ITS) Internal Service Fund - \$66,000 – current year funding for ITS workout plan
- Self-insurance Fund - \$19,000 - funding for current year self insurance liability pertaining to Convention Center activity
- Parking Fund - \$8.3 million - current year debt service obligation for the Convention Center related parking ramps and facilities

The City of Minneapolis receipts all of its State tax proceeds in the Convention Center Special Revenue Funds. All the tax proceeds except for the Entertainment tax are Convention Center related and are used primarily to fund the construction of the Convention Center, its operating deficit, and other related facilities.

The entertainment tax, established in 1969, before the other tax revenues, is a revenue source for the general fund -- it offsets additional police and fire department costs associated with citywide entertainment activities. In recent years, a portion of the tax was redirected to the Arena Reserve fund to fully credit the fund for entertainment tax proceeds generated from Target Center activities.

The ITS workout plan, approved by the City Council, requires annual transfers to the internal service fund through 2012. The Self-insurance fund transfer is made to reimburse the Human Resources Department for personnel benefits administration at the Convention Center.

Relative Operating and Non Operating Expenditures and Revenues

There are two types of expenditures and revenues in the Convention Center Special Revenue Fund: operating and non-operating.

Operating revenue and expenditures and are related to Convention Center activity and include any revenue or expense items directly associated with the generation of revenue by the Convention Center and include the Convention Center Operations, Finance, and Human Resources departments. Charges for Services, Rents, and other Miscellaneous Operating revenue line items are generated directly by the Convention Center.

Non-operating expense and revenue are all other revenue and expense line items reflected in the financial plan. They provide indirect support to the Convention Center or are earmarked for other purposes related to the hospitality industry. Transfer line items represent movements of cash to other funds for purposes discussed earlier.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)
Convention Center Special Revenue Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected Year-End	2003 Budget Total	% Chg From Budget	2004 Forecast	2005 Forecast	2006 Forecast
Operating Revenues:									
Charges For Services	2,416	2,507	4,367	3,439	4,743	8.6%	4,616	4,937	5,430
Rents	4,857	4,921	7,938	6,041	7,090	-10.7%	7,825	8,367	9,203
Other Miscellaneous Operating	1,932	1,718	2,448	2,057	2,433	-0.6%	2,685	2,871	3,158
Total	9,205	9,146	14,753	11,537	14,266	-3.3%	15,126	16,175	17,791
Non-Operating Revenues:									
Sales Tax	27,391	27,379	28,078	27,653	28,166	0.3%	29,011	30,171	31,378
Entertainment Tax	7,071	6,963	7,070	7,033	7,194	1.8%	7,410	7,706	8,014
Restaurant Tax	8,113	7,599	7,878	7,675	7,892	0.2%	8,129	8,454	8,792
Liquor Tax	2,767	2,729	2,828	2,756	2,822	-0.2%	2,907	3,023	3,144
Lodging Tax	2,983	2,934	2,828	4,300	3,065	8.4%	4,557	4,739	4,929
Transfer From Facility Reserve	713	-	-	-	-	-	-	-	-
Contributions	168	51	600	600	51	-91.5%	-	-	-
Interest	1,795	1,005	1,146	1,146	1,146	0.0%	1,180	1,216	1,252
Total	51,001	48,660	50,428	51,163	50,336	-0.2%	53,194	55,309	57,510
Total Revenue	60,206	57,806	65,181	62,700	64,602	-0.9%	68,320	71,484	75,301
Expenditures									
Convention Center Operations	11,309	12,409	18,533	15,317	20,005	7.9%	20,285	21,097	21,940
Ongoing Equipment and Improvement	1,219	619	1,589	1,589	993	-37.5%	1,033	1,074	1,117
Finance	225	241	315	315	309	-1.9%	315	321	328
Human Resources	50	45	56	48	57	1.8%	58	59	60
Retirement Incentive	16	0	-	-	-	-	-	-	-
Greater Minneapolis Convention & Visitors Association	5,005	6,595	7,002	7,002	6,480	-7.5%	6,610	6,742	6,877
Neighborhood Early Learning Centers	1,989	122	-	-	-	-	-	-	-
Convention Center Completion Project	4,043	393	91	91	-	-100.0%	-	-	-
Avenue of the Arts/Convention Center	77	-	-	-	-	-	-	-	-
Debt Service and Transfers	35,348	33,303	42,789	42,638	37,583	-12.2%	41,276	41,589	41,737
Total Expenditures	59,281	53,727	70,375	67,000	65,427	-7.0%	69,577	70,882	72,060
Net Income	925	4,079	(5,194)	(4,300)	(825)	-84.1%	(1,257)	602	3,241
Fund Balance/Retained Earnings:									
Beginning Balance	19,446	20,371	24,450	24,450	20,150	-17.6%	19,265	18,008	18,610
Ending Balance	20,371	24,450	19,256	20,150	19,325	0.4%	18,008	18,610	21,851

Notes:

As part of the Council approved work-out plan, an advance of \$12.8 million was made to ITS 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 was received in 2002. These grants will be used to reduce the principal outstanding debt and the amount of transfers to debt service.

**City of Minneapolis
FY 2003 Budget
Financial Plans
Community Development Block Grant (CDBG)**

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 U.S. Department of Housing and Urban Development (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. The fund may appear to have a negative fund balance because a draw on federal funds is in process.

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 amounts at any given time are due to the extent of timing differences between entitlement grant revenue receipts and grant expenditure disbursements.

Adopted Budget

Revenues

The entitlement funds drawn from HUD are budgeted based on the past relationship between national appropriations and local entitlement amounts. Amounts are based on the actions, to date, of the U.S. House and Senate. At the time of this publication, the City's total entitlement for 2003 will be approximately 3.4% less than the previous year based on preliminary information from HUD. The Community Development Block Grant will be \$341,000 less than last year and the HOME and HOPWA awards will be \$453,000 less. Final award numbers from Congress will not be expected before early in 2003. The HUD appropriation formula, which changed in 2002, includes variable factors based on 2000 Census information. The Census information includes population changes among all the cities within the total HUD appropriation.

Expenditures

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

Debt Service

The CDBG entitlement is obligated over and above the current grant budgets by \$7.38 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 \$7.38 million.

**City of Minneapolis
FY 2003 Budget
Financial Plan**

Municipal Parking Fund

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

For the past several years, actual revenue performance has exceeded the annual forecast. In 2001, because of the economic conditions, this was not the case. Major street reconstruction also impacted the performance restricting access to many of the facilities. The improved revenue prior to 2001 was attributed to the sound economy and weather conducive to greater use of ramps (in cold and snowy weather more people use the ramps).

The Public Works Department will prepare a comprehensive 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 a positive fund margin, fund-operating income is used not only to provide for the restoration of its productive assets (ramps) but is also committed to heavy debt service payments and makes substantial annual contributions to the general fund.

Rather than using equity to fund part of the capital cost of ramps, it has historically been financed 100% by debt. The fund carries \$11.68 million 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. Also the fund receives transfers from tax increment revenue to pay part of major downtown development projects. Combined, principal and interest payments and operating expenses 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, as projected in the original financing plans. If the tax increment or sales tax transfers do not come in as projected, it may be necessary to reduce the annual transfer to the general fund to avoid a negative cash position.

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.

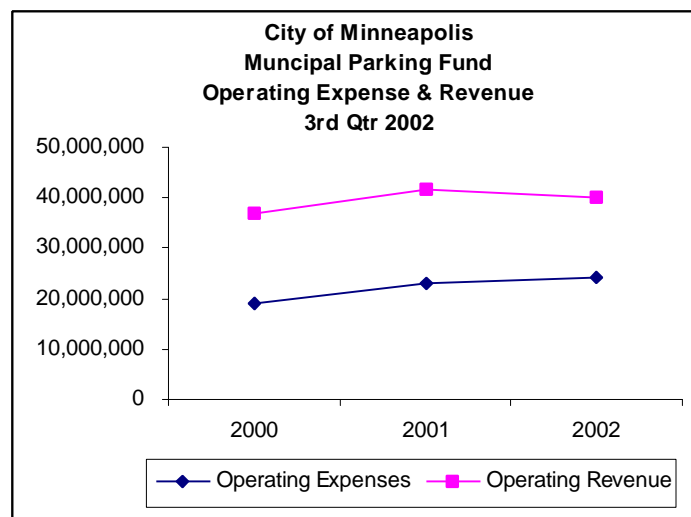
Current Year to Date / End of Year Financial Performance

Revenues

The revenues for 2002 in the operating budget are anticipated to increase by 5.9% from \$55.8 million to \$59.1 million. This increase is due to the addition of the LaSalle @ 10th ramp and staff adjustments to rates during the year (under policies approved by Council in November 2000). The 2002 projected amounts in the financial plan are based on the current adopted budget.

Expenditures

Actual 2002 3rd quarter operating expenditures are at 64% of budget. Based on the 2002 current budget operating expenses are projected to be \$37,400,000. At this point, the parking fund is not projected to exceed its current operating budget.



Cash Position

As of the 3rd quarter 2002 financial report the operating cash totaled \$21 million and the construction cash totaled \$3.6 million. Because most debt service payments are made semi-annually on June 1st and December 1st the cash balance will continue to rise until the payments are made and then will drop. The \$3.6 million in construction cash consists of \$1.4 million for the School Block

Skyway, \$150,000 for the Downtown East LRT Ramp and \$2.1 million remaining from the LaSalle @ 10th Ramp that will be used to pay debt service on that project.

2003 Budget

Revenues

The revenues for 2003 in the operating budget are anticipated to increase by 0.9%, from \$59.1 million to \$59.4 million. This is considerably lower than the 4.5% increase from 2002 mainly because additional revenues from new facilities were included in the 2002 base budget, and there are no new facilities that have been added at this time for the 2003 base budget. 2003 parking rate projections have been lowered for some facilities and raised for others to reflect market demands. Because of increased downtown office vacancy and unemployment rates, demand for parking is lower. The net increase is projected to be \$340,000 vs. the \$900,000 increase in 2002.

Non-operating revenues consist of interest revenue that is generated by investment earnings that show up as revenue, but transferred to the City's general long term debt account group and used to pay the general debt of the city instead of parking related debt. Since 1991, there has been over \$6 million of interest revenue that has been earned by cash balances in the parking fund. Special assessment revenue is received from the county for assessments received on payments made by business' to reimburse part of the capital expenses for the construction of the Lyn-Lake Lots that helped them meet minimum parking requirements.

Expenditures

The 2003 Adopted operating expenditure budgets for PW Transportation, Finance and Licenses & Consumer Services has increased by 3.9% from \$37.7 million to \$39.2 million. This is due to average personnel increases of 3% and non-personnel City wide increases of 2%. Interest expense is a non-operating expense that projected to total \$13 million for 2003 that consists of both fixed and variable rate bond debt.

Transfers

The transfer to the General Fund increased from \$10.6 to \$10.9 million based on a 3% inflationary adjustment. Transfers to the Target Center Arena Fund are increased from \$1.3 million to \$1.5 million based on the revised finance plan approved in 2000. To date the transfers have been taken out of the City owned ramps retained earnings and not the State owned ramps on the annual distribution performed by the state auditors. This practice will be reviewed in 2003 to determine whether a portion of the transfer can be made from the State

owned ramps. The State owned garages have reached a breakeven point and have a positive retained earnings. The ongoing annual operating transfer of \$146,000 to sanitation has been established to fund the bus shelter litter containers. The transfer to ITS has been increased by 4% based on the approved Financial Workout Plan.

Transfers from other funds for debt service payments for Convention Center related parking facilities decreased from \$8.8 million to \$7.8 million due to a grant that was received that retired some of the debt. Based on various construction facility finance plans where tax increment and abatement were a revenue source, it is estimated that \$5.3 million will be transferred for debt service from MCDA. The following is a breakdown of the \$5.3 million in transfers by facility: \$4,092,765 for LaSalle @ 10th Ramp, \$502,178 for East LRT Ramp, \$650,000 for the Hennepin @ 10th Ramp, and \$25,150 for 10th and Washington Ramp.

Debt Service

The debt service payable, including principal and interest, in 2003 is \$24.1 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, land and building costs that are reimbursed from tax increment revenue and sales tax proceeds for projects that had these financing sources identified in their original construction finance plans. The estimate for 2003 to be transferred in from the Convention Center Fund is \$8.3 million and the estimate to be transferred in from tax increment and abatement revenue is \$5.3 million.

Decision Packages and Target Strategies

The base budget includes funding a living wage adjustment for the ramp operator totaling \$53,597. This is a contractual obligation required by the City's Living Wage Ordinance.

The Council adopted the Mayor's recommendation to fund parking ramp security system consolidation for \$350,000. This would consolidate the security operations for the Plaza and Orchestra hall ramp into the Hawthorne Transportation Center Security Command Center. This will replace personnel with the use of technology that will generate substantial savings over the long term.

The Council also adopted the motion to fund 2.50 FTEs to staff the Impound Lot in order to increase the hours the lot remains open. The Impound Lot will be in operation 17 hours daily, with an additional \$3 dollars added to the impound charge effective April 1, 2003.

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

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Licenses and Permits	170	179	155	-	-		-	-	-
State Government	-	463	-	-	-		-	-	-
Charges for Service, Sales & Permits	49,125	53,257	59,091	59,892	60,232	-10%	61,437	62,666	63,919
Charges for Service (Transportation Capital)				180	180		184	187	191
Charges for Sales	886	1,149	826	-	-		-	-	-
Special Assessments	145	170	15	15	38	153.3%	39	40	40
Interest	25	2	1	-	-		-	-	-
Gains	132	(39)	-	-	-		-	-	-
Rents (Transportation)	97	274	18	18	18	-2.8%	18	18	19
Other Misc Revenues	45	79	1	-	9	100%	9	10	10
Other Misc Revenues (Transportation)				2	2		2	2	2
Transfers In	12,415	37,125	13,329	17,334	13,806	3.6%	14,520	14,410	14,547
Proceeds of Long Term Liabilities	30,931	18,673	-	-	-		-	-	-
Total	93,971	111,332	73,436	77,440	74,285	2	76,209	77,332	78,727
Expenditures									
Debt Service	18,577	14,286	23,241	27,045	24,149	3.9%	25,086	25,249	27,288
(2) Transfers	11,472	12,951	12,300	12,305	12,869	4.6%	13,276	13,740	14,002
Retiree Incentive	14	-	-	-	-		-	-	-
PW-Transportation	27,223	31,088	34,038	34,390	35,805	5.2%	36,521	37,251	37,996
Human Resources					225		230	234	239
Finance Department	486	548	498	509	607	21.9%	619	632	644
Licenses & Consumer Services	2,006	2,270	2,858	2,858	2,756	-3.6%	2,811	2,867	2,925
PW-Transportation Capital	32,469	22,341	180	180	180	100%	184	187	191
Total	92,247	83,484	73,115	77,287	76,591	1	78,727	80,161	83,285
Fund Margin									
TAD (State Owned) Ramps	3,410	3,193	3,472	3,472	3,433	(0)	3,502	3,572	3,643
City Ramps and Lots	(1,686)	24,655	(3,151)	(3,319)	(5,740)	0	(6,020)	(6,400)	(8,201)
(1) Total	1,724	27,848	321	153	(2,307)		(2,518)	(2,829)	(4,558)
Retained Earnings									
TAD (State Owned) Ramps	6,786	9,978	13,451	13,451	16,884	0	20,385	23,957	27,600
City Parking System	13,157	12,935	14,310	14,142	13,576	(0)	14,034	14,817	16,199
Total	19,943	22,913	27,761	27,593	30,459		34,419	38,774	43,799
Cash Balances									
TAD (State Owned) Ramps	7,448	10,640	14,113	14,113	17,546	0	21,048	24,619	28,262
City System Construction Cash	42,500	16,200	-	-	-		-	-	-
City System Op Cash w/o Temp Loan	13,042	7,452	4,300	4,132	(1,608)	(0)	(7,627)	(14,028)	(22,228)
Total	62,990	34,292	18,413	18,245	15,938		13,420	10,592	6,034

Footnotes:

(1) 2004-6 Revenue and expense projections are based on 2% increases

(2) 2004-6 General fund transfers are based on 3% annual increases

**City of Minneapolis
FY 2003
Financial Plan**

Solid Waste and Recycling Fund

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. 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.

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 become necessary. 2002 is the last year of the Hennepin County recycling grant that totaled \$937,000.

2003 Budget

Revenues

Effective January 1, 2002 a \$0.75 per dwelling unit monthly rate increase was put into effect. For years 2003 and 2004, a \$0.75 per dwelling unit monthly increase is planned. This will increase revenues by an average of \$954,000 per year. The Hennepin County Recycling Grant ended in 2002. This reduction will likely require a greater rate increase in the future to keep the fund with a positive cash balance.

Expenditures

Overall operating expenditures are budgeted to increase by 2.4% from 2002 to 2003. There is an Adopted 2003 Target Strategy reduction of \$280,000 to eliminate two solid waste routes. Solid Waste and Recycling is proposing to eliminate 2 municipal solid waste collection routes by consolidating the two subject routes into other existing routes, thus eliminating 4.0 Solid Waste & Recycling Worker positions and 2 of the oldest packer trucks.

Transfers

A transfer of \$11,818 for Information Technology Services is budgeted in 2003. A transfer of \$10,943 for liability and workers compensation payments to the Self-Insurance Fund is budgeted in 2003. A transfer of \$62,500 to fund IT projects is budgeted in 2003. A transfer of \$146,000 from the parking fund is in the budget for Litter Container pick-up for 2003.

Debt Service

This fund does not have any associated debt service payments.

**City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)**

Solid Waste Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Sales and Other Taxes	36	5	-	-	-		-	-	-
Local Government	964	943	937	937	804		-	-	-
Charges for Service	22,206	24,177	23,613	25,157	26,099	10.5%	26,882	26,882	26,882
Charges for Sales	957	668	640	640	640	0.0%	659	679	699
Special Assessments	97	143	-	54	-		-	-	-
Interest	-	-	-	-	-		-	-	-
Gains	-	-	-	9	-		-	-	-
Rents	-	-	-	-	-		-	-	-
Other Misc Revenues	1	-	-	3	-		-	-	-
Operating Transfers In	72	166	146	146	146		150	155	160
Proceeds of Long Term Liabilities			-	-	-		-	-	-
Total	24,333	26,102	25,336	26,946	27,689	9.3%	27,692	27,716	27,741
Expenses									
Debt Service					-		-	-	-
Transfers	12	183	193	193	143	-26.0%	88	90	93
Retiree Incentive	7				-		-	-	-
PW-Solid Waste Consolidating	22,044	24,576	25,240	25,190	25,783	2.2%	26,850	27,656	28,485
Finance Department	173	203	183	173	194	5.8%	181	187	192
Human Resources					225		232	239	246
SISPP Projects	24	32			-		-	-	-
PW- Capital					-		-	-	-
Total	22,260	24,994	25,617	25,556	26,345	2.8%	27,351	28,171	29,016
Solid Waste Fund Margin	2,073	1,108	(281)	1,390	1,344		341	(455)	(1,275)
Solid Waste Fund Balance	7,434	8,542	8,261	9,932	11,276		11,617	11,162	9,886
Solid Waste Cash Balance	3,816	4,827	4,627	4,627	5,971		6,312	5,857	4,581

**City of Minneapolis
FY 2003 Fund
Financial Plan**

Storm Water, Sewer Rental, and Flood Mitigation Utility 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 cost of street sweeping as a related cost activity.

Historical Financial Performance

The Sewer Rental Fund has had positive retained earning experience the last several years. This is due to the combination of rate increases being implemented as planned and unanticipated delays in capital project expenditures. Delay in capital project expenditures also impacts cash balance, when bonds are sold and the expenditures are delayed into the next year. This has made the cash balance of the fund positive. For the year ending in 2001, about \$11.0 million of cash was related to the capital improvements in the Fund and about \$7.0 million of cash for operations.

2003 Budget

Revenues

The Sewer Rental Fund has a projected rate increase of 13-cents (per 100 cubic feet) for 2003. The rate increase will be used to pay for ongoing operating expenses as well as debt service related to the CSO and flood mitigation programs. The following rate schedule is proposed for years' 2003 to 2006.

**Storm Water, Sewer, Flood Mitigation Utility Rate Schedule
Proposed Rates**

Effective Year	Increase	Total Rate*	% Change
2003	.13	3.29	4.1%
2004	.14	3.43	4.3%
2005	.15	3.58	4.4%
2006	.14	3.72	3.9%
2007	.14	3.86	3.8%

* 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 installed by the Metropolitan Council Environmental Services. For 2003, the capital expenditures will increase, as more sewer designs are ready for construction. The 2003 Adopted Budget includes a cost reduction strategy to consolidate holding pond maintenance saving \$84,000. Also included in the Adopted Budget is \$500,000 to evaluate the creation of a storm water utility fee. The Adopted Budget also includes funding to complete the CSO (combined sewer overflow) Separation Evaluation Project.

Transfers

A transfer of \$62,500 to general fund is budgeted in 2003. A transfer of \$9,700 for liability and workers compensation payments to the Self-Insurance Fund is budgeted in 2003. A transfer of \$66,189 for Information Technology Services is budgeted for 2003. A transfer of \$719,600 to the debt service fund is budgeted for 2003.

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
FY 2003 Budget
Financial Plan (in thousands of dollars)**

Storm Water, Sewer Rental, and Flood Mitigation Utility Fund

	2000	2001	2002			% Chg			
	Actual	Actual	Current Budget	2002 Projected	2003 Budget	from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Sales and Other Taxes	-	-	-	-	-		-	-	-
Federal Government	-	3,758	1,664	980	-				
State Government	364	365	630	630	516	-18.0%			
Local Government	118	148	148	148	148	-0.3%	152	157	162
Charges for Service	57,454	58,209	65,294	65,294	68,243	4.5%	70,973	73,883	78,020
Charges for Sales	-	-	1	4	-		-	-	-
Special Assessments	223	310	396	217	115	-70.9%	118	122	126
Interest	55	1	-	-	-		-	-	-
Gains	170	(14)	-	-	-		-	-	-
Rents	-	-	-	-	-		-	-	-
Other Misc Revenues	56	18	50	50	53	6.0%	55	56	58
Operating Transfers In	10,904	6,339	23	-	-		-	-	-
Proceeds of Long Term Liabilities	-	-	6,975	19,041	18,840	170.1%	2,500	2,000	2,200
Total	69,344	69,134	75,181	86,364	87,915	16.9%	73,798	76,218	80,565
Expenses									
Debt Service	13,682	2,547	9,700	9,647	8,151	-16.0%	8,395	8,647	8,907
Transfers	2,442	1,952	1,254	1,254	138	-89.0%	-	-	-
Retiree Incentive	24	-	-	-	-		-	-	-
PW-Sewer Design	1,615	1,755	3,066	3,066	4,484	46.2%	3,556	3,662	3,772
PW-Field Services	4,461	4,514	5,177	5,100	5,479	5.8%	5,427	5,590	5,758
PW-Sewer Maintenance	35,445	35,781	39,204	38,904	39,855	1.7%	40,838	42,064	43,326
Human Resources					225				
Finance Department	111	134	117	119	137	16.9%	141	145	150
SlSPP Projects	350	40	-	-	-		-	-	-
Government Service Fee					-		1,697	1,782	1,871
PW- Capital	15,892	11,772	37,049	35,535	11,918	-67.8%	12,400	12,570	13,370
Total	74,022	58,495	95,567	93,625	70,387	-26.3%	72,454	74,460	77,152
Sewer Fund Margin	(4,678)	10,639	(20,387)	(7,261)	17,528		1,344	1,758	3,413
Sewer Fund Balance	41,982	52,621	32,234	45,360	62,888		64,231	65,989	69,402
Sewer Cash Balance	4,909	18,887	9,103	9,103	27,924		29,268	31,026	34,438

**City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)**

Storm Water, Sewer Rental, and Flood Mitigation Utility Fund

	2000	2001	2002			% Chg			
	Actual	Actual	Current Budget	2002 Projected	2003 Budget	from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Sales and Other Taxes	-	-	-	-	-		-	-	-
Federal Government	-	3,758	1,664	980	-				
State Government	364	365	630	630	516	-18.0%			
Local Government	118	148	148	148	148	-0.3%	152	157	162
Charges for Service	57,454	58,209	65,294	65,294	68,243	4.5%	70,973	73,883	78,020
Charges for Sales	-	-	1	4	-		-	-	-
Special Assessments	223	310	396	217	115	-70.9%	118	122	126
Interest	55	1	-	-	-		-	-	-
Gains	170	(14)	-	-	-		-	-	-
Rents	-	-	-	-	-		-	-	-
Other Misc Revenues	56	18	50	50	53	6.0%	55	56	58
Operating Transfers In	10,904	6,339	23	-	-		-	-	-
Proceeds of Long Term Liabilities	-	-	6,975	19,041	18,840	170.1%	2,500	2,000	2,200
Total	69,344	69,134	75,181	86,364	87,915	16.9%	73,798	76,218	80,565
Expenses									
Debt Service	13,682	2,547	9,700	9,647	8,151	-16.0%	8,395	8,647	8,907
Transfers	2,442	1,952	1,254	1,254	138	-89.0%	-	-	-
Retiree Incentive	24	-	-	-	-		-	-	-
PW-Sewer Design	1,615	1,755	3,066	3,066	4,484	46.2%	3,556	3,662	3,772
PW-Field Services	4,461	4,514	5,177	5,100	5,479	5.8%	5,427	5,590	5,758
PW-Sewer Maintenance	35,445	35,781	39,204	38,904	39,855	1.7%	40,838	42,064	43,326
Human Resources					225				
Finance Department	111	134	117	119	137	16.9%	141	145	150
SlSPP Projects	350	40	-	-	-		-	-	-
Government Service Fee					-		1,697	1,782	1,871
PW- Capital	15,892	11,772	37,049	35,535	11,918	-67.8%	12,400	12,570	13,370
Total	74,022	58,495	95,567	93,625	70,387	-26.3%	72,454	74,460	77,152
Sewer Fund Margin	(4,678)	10,639	(20,387)	(7,261)	17,528		1,344	1,758	3,413
Sewer Fund Balance	41,982	52,621	32,234	45,360	62,888		64,231	65,989	69,402
Sewer Cash Balance	4,909	18,887	9,103	9,103	27,924		29,268	31,026	34,438

**City of Minneapolis
FY 2003 Budget
Financial Plan**

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 major 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. This program is expected to be expanded due to security plus less attended facility concerns. The Hilltop program is a 34 million-gallon finished water reservoir and is expected to be completed in November 2004.

Historical Financial Performance

This fund is financially stable. The Water Fund retained earnings have been positive the past several years, 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 programs.

2003 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 Proposed Rates

Effective Year	Increase	Total Rate*	% Change
2003	.22	2.21	11.1%
2004	.23	2.44	10.4%
2005	.24	2.68	9.8%
2006	.17	2.85	6.3%
2007	.08	2.93	2.8%

* Rate is based on cost per 100 cubic feet.

Expenditures

The Adopted Budget includes the anticipated increase of \$600,000 to the Water Works expenditures for 2003. This is the fifth year of the infrastructure improvement program. In addition, a \$500,000 increase for security is included in the budget. The Water Works submitted a target strategy to reduce the 2003 budget for \$100,000. Water Works will accomplish the savings by reducing the amount of seasonal labor hours. Duties and tasks have been consolidated and made more efficient through the Change Management process.

Transfers to Other Funds

The transfers represent annual payment for information technical services charges.

Debt Service

The debt service amounts are 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
FY 2003 Budget
Financial Plan (in thousands of dollars)

Water Works Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Licenses and Permits	11	1	16	16	1	-93.8%	1	1	1
Federal Government		765			-		-	-	-
Local Government	4								
Charges for Service	47,435	51,609	57,115	57,115	65,002	13.8%	67,206	72,851	77,077
Charges for Sales	1,780	1,991	1,602	1,602	1,625	1.4%	1,766	1,915	2,026
Special Assessments	567	713			-		-	-	-
Interest	4	18			-		-	-	-
Gains	220	(13)			-		-	-	-
Rents		8	4	4	2	-50.0%	2	2	2
Other Misc Revenues	23	21	23	23	16	-30.4%	16	17	17
Operating Transfers In	4,970	14,053			-		-	-	-
Proceeds of Long Term Liabilities			1,900	8,730	4,350	128.9%	27,175	29,540	52,000
Total	55,014	69,165	60,660	67,490	70,996	17.0%	96,167	104,326	131,123
Expenses									
Debt Service	9,337	3,285	15,988	12,607	13,566	-15.1%	13,973	14,392	14,824
Transfers	2,818	2,573	2,548	2,503	2,518	-1.2%	2,644	2,776	2,915
Retiree Incentive	128				-		-	-	-
PW-Engineering	427	486	657	657	779	18.5%	818	859	902
PW-Water	26,544	28,795	31,850	31,450	34,814	9.3%	36,555	38,382	40,302
Human Resources					225				
Finance Department	3,757	4,535	4,549	4,828	4,833	6.2%	5,075	5,328	5,595
PW-Water - Capital	15,828	13,735	69,936	49,629	9,525	-86.4%	37,920	43,106	63,500
SISPP Projects	356	31							
Government Service Fee					-		-	-	-
Total	59,195	53,440	125,529	101,674	66,260	-47.2%	96,984	104,844	128,037
Water Works Fund Margin	-4,181	15,725	-64,869	-34,184	4,736		-817	-518	3,086
Water Fund Balance	70,768	78,361	13,492	44,177	48,913		48,095	47,578	50,664
Water Cash Balance*	9,261	10,055	7,085	7,085	4,164		6,021	8,291	10,484

*Cash balances reflected the most current cash proforma for this fund as of July 2002.

**City of Minneapolis
FY 2003 Budget
Financial Plan**

Public Works Stores Fund

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 through Public Works Central Stores and Traffic Stores operations.

Historical Financial Information

Public Works has operated Central Stores since it was established by City Council in January 1965. At that time the stockrooms of Property Services, Bridge Maintenance, Paving Construction, and Sewer Construction and Maintenance were combined to establish a Central Stores. In 1980 it was deemed that Central Stores would handle all of the City's needs for office supplies and non-specialty items.

Due to decreasing revenues and increasing costs in the early 1990's, a study was proposed during the Priorities '97 process in 1996. The study was completed in June of 1998 with the proposed redesign of the Stores function to include a revamped overhead structure with new directives to utilize the Stores. These directives resulted in the fund showing profits of \$386,000 and \$210,000 in 2000 and 2001 respectively. Projections for 2002 indicate a profit of \$150,000, however there are indications of lower revenues.

2003 Budget

Revenues

Revenues for this fund are expected to decline for the year, however the overhead rates in place are expected to be adequate for the fund to break even in 2003. In order to replenish the fund's cash position beginning in 1999, aggressive overhead rates were implemented resulting in the profitable margins.

Expenditures

Expenditures in the fund are primarily for replenishing the fund's inventory and have resulted in the fund continuing to have a negative cash balance.

Transfers

Budgeted internal transfers for this fund are \$12,889 to the Intergovernmental Services Fund for information technology services support and \$779 to the Self- Insurance Fund.

Debt Service

This fund does not have long-term debt.

**City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)**

Public Works Stores Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected Year-end	2003 Budget	% Chg from Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Charges for Services	530	509	475	500	500	5.3%	500	515	531
Charges for Sales	3,583	3,681	3,345	3,091	3,245	-3.0%	3,285	3,392	3,494
Interest	-	-	-	-	-		-	-	-
Other Misc Revenues	79	5	-	-	-		-	-	-
Total	4,192	4,195	3,820	3,591	3,745	-2.0%	3,785	3,907	4,024
Expenses									
Personal Services	587	641	509	562	536	5.3%	553	571	588
Contractual Services	62	29	67	55	36	-46.3%	37	38	39
Materials and other	156	86	336	189	353	5.1%	364	376	387
Rent	41	61	61	61	93	52.5%	96	99	102
Cost of Stores Issuance	2,869	3,104	2,754	2,555	2,636	-4.3%	2,720	2,807	2,892
Depreciation	8	7	-	4					
Interest	72	43	75	-	77	2.7%			
Transfers	11	14	18	18	14	-22.2%	14	15	15
Total	3,806	3,985	3,820	3,444	3,745	-2.0%	3,785	3,907	4,024
Fund 6000 Fund Margin	386	210	-	147	-		(0)	0	0
Fund 6000 Fund Balance	611	821	821	968	968		968	968	969
Fund 6000 Cash Balance	(1,656)	(835)	(835)	(688)	(688)		(688)	(688)	(687)

Note: Cost of Stores Issuance results in recording the cost of items issued from inventory to customers. Because it is not budgeted, it has been added to this Financial Plan for comparative purposes.

**City of Minneapolis
FY 2003 Budget
Financial Plan**

Engineering Materials and Testing Fund

This fund is used to account for the operation of the City's asphalt plant and Engineering Laboratory. The Engineering Laboratory provides in-lab and on-site testing of concrete, soil, and asphalt to ensure quality control of construction materials for Public Works projects; geotechnical soil exploration services and environmental sampling; and Project Management.

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.

The City Council has authorized the purchase of asphalt through competitive bids on the private market for 2003, and to cease operation of the City asphalt plant once existing stockpiled products used for the production of hot-mix asphalt are eliminated. Upon elimination of the stockpiled products, operations shall be suspended for a one year maximum, during which Public Works is directed to further evaluate the most economical manner of providing hot-mix asphalt and report back to Council.

In 2002, the product price was based on 100% of the forecasted projects. Total bituminous mix production for the year is estimated to be 47,000 tons.

In 2001, due to a downturn in Public Works construction activities, the production of bituminous mixtures was lower as was the need for the services provided by the Engineering Laboratory. This trend again appears to be the case for the 2002 construction year.

Total bituminous mix production for 2001 was approximately 82,000 tons. Operation revenues for 2001 was \$3.3 million, a \$0.3 million decrease from 2000. Operation expenditures in 2001 were \$3.4 million, a \$0.1 million reduction from 2000.

2003 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.

Expenditures

The expenditures within the Asphalt plant are based on 90,000 tons of asphalt production. This cost of production is based on raw material expenses, which includes petroleum products. Pricing of petroleum products is volatile. Public Works will evaluate the most economical method to supply asphalt, as the City asphalt plant will cease operation when stockpiled products are used up. Public Works has been directed by Council to pursue a public/private partnership concerning an asphalt plant, and report back with the results. 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

Budgeted internal transfers for this fund are \$8,189 to the Intergovernmental Services Fund and \$1,687 to the Self Insurance Fund.

Debt Service

This fund does not have long-term debt.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)
Engineering Materials and Testing Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Federal Government	-	55	-		-		-	-	-
State Government	46	-	-		-		-	-	-
Charges for Services	921	762	1,083	700	850	-21.5%	876	902	929
Charges for Sales	2,697	2,419	2,556	1,980	2,200	-13.9%	2,266	2,334	2,404
Interest	-	-	-	-	-		-	-	-
Other Misc Revenues	-	46	-	-	-		-	-	-
Operating Transfers In		6	-	-	-		-	-	-
Total	3,664	3,288	3,639	2,680	3,050	-16.2%	3,142	3,236	3,333
Expenses									
Transfers Non Departmental Consolidating	139	11	14	12	10	-28.6%	10	11	11
Retiree Incentive	9	-	-		-		-	-	-
PW - Eng Materials and Testing	3,332	3,202	3,473	2,900	3,619	4.2%	3,733	3,845	3,960
Finance Department	90	99	143	139	164	14.7%	169	174	179
PW - Paving Products - Capital	46	-	-	-	-		-	-	-
Total	3,616	3,312	3,630	3,051	3,793	4.5%	3,912	4,029	4,150
Fund Margin	48	(24)	9	(371)	(743)		(770)	(794)	(817)
Fund Balance	1,906	1,734	1,743	1,363	620		(150)	(944)	(1,761)
Cash Balance	1,289	974	983	603	(140)		(910)	(1,704)	(2,521)

**City of Minneapolis
FY 2003 Budget
Financial Plan**

Intergovernmental Services Fund

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

The City Council approved the Financial Workout Plan for the Intergovernmental Services Fund on September 29, 2000, to resolve both the annual operating deficit and accumulated cash deficits for this fund. This plan projects a positive operating margin by 2003, and positive cash flow to the fund by 2008 if the following are realized:

- (1) Refund existing variable rate debt (see Debt Service section) -the variable debt was retired in 2001 and replaced with fixed rate debt at 4.75%;
- (2) Reduce ITS operating expenses – commitment has been made for reducing \$1.5 million in 2002;
- (3) Commit \$1.2 million in additional annual General Fund resources from 2002 to 2008;
- (4) All City Funds, except the General Fund, provide Pay-As-You-Go funding for ITS Capital projects;
- (5) Adjust the rates paid by user departments/funds on an annual basis;
- (6) Internal working capital charge has been eliminated as specified in the plan;
- (7) Implement permanent inter-fund loans.

An additional \$12.2 million of debt was issued for Capital projects in 2001 with fixed rates between 4 and 5%.

Historical Financial Performance

Fund balance/retained earnings have continued to decreased, from a negative\$1.15 million at the end of 1997 to a negative \$15.4 million at year-end 2001. This trend will be reversed under the workout plan, if the assumptions hold. The operation was projected to lose \$2.9 million in 2001 (as reflected in the workout plan) but only lost \$2.4 million.

Net Income (Loss):	2000	2001	2002	2003	2004	2005	2006
A) Estimates Included in Workout Plan	(3,945)	(2,868)	(403)	914	(139)	(1,316)	(184)
B) Actual/Current Projections	(3,597)	(2,440)	134	12	101	(1,417)	(260)
Performance Relative to Workout Plan (row B - A)	348 Favorable	428 Favorable	537 Favorable	(902) Unfavorable	239 Favorable	(101) Unfavorable	(76) Unfavorable
Cumulative Performance	348 Favorable	776 Favorable	1,313 Favorable	411 Favorable	650 Favorable	549 Favorable	473 Favorable

The Finance Department is in the process of updating the previously adopted financial workout plan to reflect actual financial performance for the last two years and to reflect the most current projected figures.

2003 Budget

Revenues

The workout plan required an additional \$1.0 million in 2001 and \$1.2 million annually from 2002-2008 of increased General Fund revenue transfers, to fund the cost of providing information technology services. Besides these transfers, the City Clerk will continue to receive revenue for charges for central mailing and printing services. City Clerk services are fully funded.

Expenses

The ITS Department will continue to reduce the number of contract positions through conversion to employee positions, thereby reducing \$1.5 million in operating expenses. As part of the adopted 2002 budget, an additional 20 FTE's were authorized as part of this planned conversion. The Council has also approved the ITS Outsourcing of Technology Operations Plan for 2003, in which ITS will move away from managing technology and concentrate on providing business analysis and information services. A projected savings of \$20 million over seven years is expected compared to maintaining and updating the current technology systems.

Expenses in the Intergovernmental Services Fund are comprised of the operating expenses (salaries/benefits, contractual, operating, equipment) of ITS, City Clerk, and Finance. Capital expenditures for information technology investments are budgeted in the City's Permanent Improvement Fund (4100) and not in the Intergovernmental Services Fund.

Debt Service

The remaining variable rate debt of \$16.1 million was retired in 2001. The final pay-off year was extended from 2005 to 2012. The City re-directed \$2.7 million of General Fund resources dedicated to variable rate debt, towards funding the operating costs of ITS. This will reduce the annual operating deficit for the fund by \$2.7 million. The financial plan reflects this change through 2006.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)

Intergovernmental Services Fund

	2000	2001	2002	2002	2003	% Chg	2004	2005	2006
	Actual	Actual	Current Budget	Projected	Budget	from 2002 Budget	Forecast	Forecast	Forecast
Revenue									
Charges For Service	2,896	3,300	3,120	3,300	2,910	-6.7%	3,400	3,502	3,607
Charges for Sales	-	(6)	2	2	2				
Interest	-	-	-	-	-		-	-	-
Gains	(3)	1	-	-	-		-	-	-
Other Miscellaneous Revenue	1	-	146	200	49	-66.4%	182	188	193
Operating Transfers In	15,333	17,438	18,769	18,840	20,020	6.7%	21,572	22,935	24,372
Total	18,227	20,733	22,037	22,342	22,981	4.3%	25,154	26,625	28,173
Expenses									
Transfers	6,853	4,047	4,358	3,868	3,862	-11.4%	5,591	7,996	7,786
Retiree Incentive	7	-	-	-	-		-	-	-
City Clerk	1,171	1,300	1,563	1,563	1,445	-7.5%	1,488	1,533	1,579
Human Resources	-	113	180	180	184	2.2%	190	195	201
Finance Department	103	130	168	168	188	11.9%	194	199	205
Information & Tech Services	13,690	17,582	16,319	16,429	17,290	6.0%	17,590	18,118	18,662
Total	21,824	23,172	22,588	22,208	22,969	1.7%	25,053	28,042	28,433
Intergovernmental Services Fund Margin	(3,597)	(2,439)	(551)	134	12		101	(1,417)	(260)
Intergovernmental Services Fund Balance	(13,115)	(15,554)	(16,105)	(15,420)	(15,408)		(15,307)	(16,724)	(16,984)
Intergovernmental Services Cash Balance	(12,147)	(14,586)	(15,137)	(14,452)	(14,440)		(14,339)	(15,756)	(16,016)

**City of Minneapolis
FY 2003 Budget
Financial Plan**

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 support of equipment supplied to operating divisions, the fund provides drivers and operators for equipment as necessary. In addition, the fund supports fuel, and maintenance facilities in support of a variety of operations both internal and external to the City.

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 snowplows). In 1995, the net book value of the fund's investment in equipment was \$6.7 million. The net book value of the funds investment in equipment has increased to \$18.0 million as of year-end 2001. The cost to replace the entire fleet controlled by the fund today would be about \$73 million. Prior to 2002, the fund also accounted for the operation of the cities internal radio communications operations. In 2002, the accounting for that function was moved to the Property Services Fund.

Historical Financial Performance

Since 1995, the Fund has had insufficient revenues to fund both operational, and capital needs. The retained earnings balance of \$10.7 million in 1995 fell to a negative \$6.2 million in 2000, rebounding by \$2.5 million in 2001 to a negative balance of \$3.7 million. Due to recent infusions of cash through a combination of transfers and bonding, the funds cash balance in 2001 rebounded by \$8.1 million to a negative balance of \$8.6 million.

2002 Budget

With the exception of contract equipment rental, the fund is performing on budget for both expense and revenue. Due to unexpectedly high demand by large capital projects such as the Heritage Park redevelopment and LRT, the current projection is that expenditures for contracted equipment will exceed the budgeted amount of \$1.2 million by as much as \$2.0 million. Since this service provided by the Equipment fund is a pass through item, all expenditures will be offset by corresponding increases in revenue flows from the capital projects requiring additional equipment.

2003 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 operating and capital needs of the fund. Over the short-run the workout bond proceeds are the most important factor in eliminating the fund's cash deficit. As a part of the plan revenues, primarily from the rental of equipment, are being ramped up at the rate of about \$1.5 million per year in preparation for the elimination of bonded cash support. Budgets subsequent to the implementation of the workout plan essentially represent an update to the plan based on current conditions and assumptions. The original plan called for the elimination of the retained earnings deficit by the end of 2001, and the elimination of the cash deficit by 2006. The fund is currently expecting its retained earnings deficit to be eliminated in 2002 and the cash deficit to be eliminated in 2005.

Debt Service

In 2001, the City issued \$26.1 million of bonded debt for the benefit of the fund; \$20.1 million issued to refund short-term debt that had been issued for fleet and facilities upgrades, \$6.0 million issued in conformance of the established workout plan. Council authorized, as part of the 2002 Adopted Budget, the issuance of an additional \$6.1 million in 2002, and the plan calls for the issuance of \$6.2 million in 2003. As a result of these issues, transfers to pay for debt service will increase to \$2.9 million in 2003.

Transfers

Reimbursements to HR benefits and ITS for services which those operations provide to the Equipment fund are made directly at the fund level and are currently budgeted at \$61,163 for 2003.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)

Permanent Improvement Equipment Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget Total	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Charges for Service	9,296	10,521	431	514	951	85.1%	984	1,019	1,055
Charges for Sales	3,107	3,580	3,436	2,570	3,241	26.1%	3,305	3,371	3,439
Interest	0	1	1	0	1		1	1	1
Gains	160	43	200	40	200	400.0%	200	200	200
Rents	15,901	19,249	24,996	27,958	27,832	-0.5%	29,557	30,643	31,771
Other Misc Revenue	252	482	315	460	315	-31.5%	315	315	315
Operating Transfers in	456	5,224	0	0	1,819		0	0	0
Proceeds of long term liabilities	0	0	6,100	6,444	12,400	92.4%	6,300	6,400	6,500
Total Revenue	29,172	39,100	35,479	37,986	46,758	23.1%	40,662	41,949	43,281
Expenditure									
Debt Service	1,566	854	1,381	1,381	2,928	112.0%	2,998	3,715	4,425
Transfers	269	829	91	91	61	-32.8%	63	66	68
Retiree Incentive	142	0	0	0	0		0	0	0
PW Equipment	24,969	25,551	31,081	33,200	32,005	-3.6%	33,276	35,279	36,812
PW Property Services	1,528	1,761	0	0	0	0.0%	0	0	0
Finance	441	527	506	506	597	18.0%	615	634	653
PW Equipment Capital	633	240	0	0	6,200		0	0	0
Total Expense	29,548	29,762	33,059	35,178	41,791	18.8%	36,952	39,694	41,958
Equipment Fund Margin	\$ (376)	\$ 9,338	\$ 2,420	\$ 2,808	\$ 4,967		\$ 3,710	\$ 2,255	\$ 1,323
Equipment Fund Balance	\$ (6,236)	\$ (3,700)	\$ (1,105)	\$ (54)	\$ 2,468		\$ 5,408	\$ 7,663	\$ 9,311
Equipment Fund Cash Balance	\$ (16,692)	\$ (8,555)	\$ (7,390)	\$ (5,340)	\$ (2,987)		\$ (267)	\$ 969	\$ 1,241

**City of Minneapolis
FY 2003 Budget
Financial Plan**

Property Services Fund

Background

This fund accounts for the physical management and maintenance of fire station, 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. Parking ramp maintenance and the radio shop operations were added to this fund in 2002. This change aligned operations along the lines of the Public Works 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. A mid-year Council action increased the transfer to the Intergovernmental Services fund by \$150,000 to pay for Public Works' information technology service expenditures.

The fund currently has a deficit in retained earnings of \$2.0 Million. Revenues are expected to equal expenditures in 2002. Analysis is being done to determine the best way to correct this deficit.

Current Year Financial Performance

In an effort to match the Public Works reorganization, the radio shop and ramp maintenance have been added to this fund. Radio shop is also beginning the implementation of the 800MHz communication system, which is part of the City's Public Safety Initiative. This capital project will have implications now and in the future for debt service from this fund.

2003 Budget

Revenues

Revenues for this fund are based on anticipated workload and associated expenditures for the year. The increase in revenues from 2001 to 2002 is related to the radio shop and ramp maintenance operations being added to this fund. Radio Shop was moved from the Equipment fund and ramp maintenance operations moved from the Transportation fund in order to better align the accounting structure to Public Works reorganization.

Expenditures

Expenses in the Property Services Fund are comprised of operating expenses (i.e. salaries/benefits, contractual, operating, and equipment) related to building maintenance, ramp maintenance, the radio shop, and project management.

Transfers to Other Funds and Debt Service

Transfers associated with this fund are an annual charge for Human Resources and Intergovernmental Services support. Part of the funding for the Public Safety Initiative is that the Radio Shop contributes \$350,000 per year to debt service.

City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)
Property Services Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget Total	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Charges for Services	2,324	3,274	4,010	4,766	4,384	9.3%	3,600	3,700	3,800
Charges for Sales	0	0	880	694	880	0.0%	900	900	900
Rents	3,163	3,901	7,795	7,795	6,428	-17.5%	7,100	7,200	7,300
Other Misc Revenues	0	3	3	3	3	20.0%	3	3	3
Operating Transfers in	0	3	118	118	130	9.8%	0	0	0
Proceeds of Long Term Liabilities	0	0	10,426	5,833	560	-94.6%			
Total	5,487	7,181	23,232	19,208	12,384	-46.7%	11,603	11,803	12,003
Expenditures									
Property Services Administration	0	0	141	172	177	25.7%	275	280	285
Radio Equipment	0	0	2,167	2,167	2,245	3.6%	2,300	2,320	2,340
Municipal Market	34	30	10	14	30	204.5%	35	40	45
Facilities Management	4,992	6,994	9,600	9,600	8,560	-10.8%	1,950	2,000	2,020
Capital Expenditures	0	0	10,426	5,834	0	-100.0%	2,243	2,250	2,275
Project Management Office	0	226	397	143	336	-15.2%	350	360	370
Retirement Incentive	10	0	0	0	0	n/a	0	0	0
Debt Service	54	17	72	73	73	2.0%	73	73	73
Transfers	178	29	38	38	33	-14.9%	33	34	35
Finance	108	79	103	103	116	12.4%	118	120	122
Total	5,376	7,375	22,954	18,144	11,571	-49.6%	7,153	7,323	7,408
Property Services Fund Margin	\$ 111	\$ (194)	\$ 278	\$ 1,064	\$ 813		\$ 4,450	\$ 4,480	\$ 4,595
Property Services Fund Balance	\$ (2,074)	\$ (2,268)	\$ (1,990)	\$ (1,204)	\$ (390)		\$ 4,060	\$ 8,540	\$ 13,135
Property Services Cash Balance	\$ (1,263)	\$ (1,457)	\$ (1,179)	\$ (393)	\$ 421		\$ 4,871	\$ 9,351	\$ 13,946

**City of Minneapolis
FY 2003 Budget
Financial Plan**

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 \$45.0 million at year-end 2001. 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.

In July 2002, the City Council adopted and the Mayor approved a property tax policy (for years 2003 to 2010), which included an annual commitment to provide \$500,000 in additional annual revenue increases for the Self-Insurance Fund. The annual revenue increase will be used to help eliminate the cash deficit by year-end 2006. Actual revenue will exceed expense (net income) by an increasing amount as interest paid on bonds decreases over time as the bonds are paid off. In addition, the retained earnings position of the fund should improve by nearly 30-percent from year-end 2001 to year-end 2006, although the negative balance will not be eliminated. On an annual basis, beginning with the adoption of the 2002 budget, expenditures and revenues have been and will continue to be in balance, therefore preventing further decline in the retained earnings.

2003 Budget

Revenues/Expenditures

Medical and Life programs are determined by and paid to the contractors so that revenues and expenses should be equal at year-end as premiums are. For 2003, the City continues its contract with Blue Cross Blue Shield as the health insurance carrier, with projected premium increases of 20%. The Dental and Minneflex program premiums are estimated, and actual costs are expensed.

The Unused Sick Leave Program provides pay out 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.

The Alternative Dispute Resolution (ADR) Program was established through funds collected through payroll deductions and direct payment as agreed to in previous labor contracts, and will be moved to the General Fund for 2003. ADR resided within Human Resources during 2001 and 2002. Occupational Health actual expenses are billed to departments.

The Workers' Compensation expenditures have increased from \$8.2 million in the 2002 budget to \$8.4 million in 2003, or a 3.7% 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 pay out. The 2003 base budget 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.

Debt Service

The 2003 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 2002 of \$0.6 and \$0.2 million, respectively. Both are to mature in 2003. In addition, the 2003 budget includes the \$1.1 million of funding for debt service on the settlement bonds issued during 2000.

**City of Minneapolis
FY 2003 Budget
Financial Plan (in thousands of dollars)**

Self Insurance Fund

	2000 Actual	2001 Actual	2002 Current Budget	2002 Projected	2003 Budget	% Chg from 2002 Budget	2004 Forecast	2005 Forecast	2006 Forecast
Revenue									
Charges for Service	43,701	42,412	49,659	49,759	57,427	15.6%	58,346	60,097	61,900
Interest	-	-	-	-	-	-	-	-	-
Other Misc Revenues	3,406	5,329	3,840	5,475	2,784	-27.5%	3,105	3,199	3,295
Operating Transfers In	350	1,950	2,503	2,244	3,143	25.6%	2,864	2,935	3,008
Total	47,457	49,691	56,003	57,477	63,354	13.1%	64,316	66,230	68,202
Expenses									
Debt Service	1,168	613	2,044	2,044	2,037	-0.3%	2,098	2,161	2,226
Transfers	50	-	8	7	5	-34.5%	5	5	5
Health and Welfare	31,521	35,760	37,432	37,432	43,280	15.6%	43,775	45,088	46,441
Attorney	3,952	4,277	4,205	4,205	4,850	15.3%	4,883	5,030	5,181
Workers Compensation	6,536	6,660	8,106	8,029	7,463	-7.9%	7,687	7,917	8,155
Liability	11,572	3,315	3,054	2,377	3,115	2.0%	3,208	3,305	3,404
Retiree Incentive	768	61	-	-	-	-	-	-	-
Alternate Dispute Resolution	29	-	-	-	-	-	-	-	-
Human Resources	462	691	585	516	573	-2.0%	592	610	628
Finance Dept	1,252	1,435	1,496	1,439	1,519	1.5%	1,567	1,614	1,662
Total	57,310	52,811	56,930	56,049	62,844	10.4%	63,816	65,730	67,702
Self Insurance Fund Margin	(9,853)	(3,120)	(927)	1,428	510		500	500	500
Self Insurance Fund Balance	(49,446)	(45,078)	(46,005)	(43,650)	(43,140)		(42,640)	(42,139)	(41,639)
Self Insurance Cash Balance	(5,059)	(8,179)	(9,106)	(6,751)	(6,241)		(5,741)	(5,240)	(4,740)

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

	2003 Projected Revenues	2003 Total Appropriations	Change in Fund Balance
GENERAL FUND	263,156,871	263,156,871	0
Total General Fund - City	263,156,871	263,156,871	0
ARENA - RESERVE	2,442,510	0	2,442,510
BOARD OF ESTIMATE AND TAXATION	260,642	245,414	15,228
CDBG & UDAG FUNDS	22,183,400	21,583,400	600,000
COMMUNITY DEVELOPMENT INVESTMENT FUND	4,000,000	913,526	3,086,474
CONVENTION CENTER OPERATIONS	64,601,956	65,427,187	-825,231
CONVENTION FACILITES - RESERVE	1,150,000	0	1,150,000
DEVELOPMENT ACCOUNT	100,000	1,424,547	-1,324,547
ECONOMIC DEVELOPMENT PROGRAM	1,720,000	1,611,339	108,661
EMPLOYEE RETIREMENT	12,256,726	23,119,465	-10,862,739
FEDERAL EMPOWERMENT ZONE	0	39,784	-39,784
GRANTS - FEDERAL	12,771,304	12,771,304	0
GRANTS - OTHER	7,432,729	7,488,729	-56,000
HOUSING FINANCE	150,000	133,550	16,450
HOUSING PROGRAM	1,000,000	1,454,259	-454,259
LIBRARY - GENERAL FUND	21,960,357	22,020,538	-60,181
MCDA - GENERAL FUND	5,149,506	6,483,597	-1,334,091
MCDA CDBG	9,703,700	9,837,490	-133,790
MCDA FEDERAL GRANTS-OTHER	4,650,000	4,070,267	579,733
MCDA NEIGHBORHOOD DEVEL ACCT	1,500,000	1,800,000	-300,000
MUNICIPAL BUILDING COMMISSION	7,447,711	7,260,912	186,799
NEIGHBORHOOD HOUSING	224,039	224,039	0
NEIGHBORHOOD REVITAL POLICY	1,750,855	1,743,355	7,500
NRP ADMINISTRATION	275,000	1,178,852	-903,852
PARK - FORESTRY	7,748,137	7,748,136	1
PARK - GENERAL FUND	42,505,255	42,507,254	-2,000
PARK - GRANT & SPECIAL REVENUE	67,600	67,600	0
PARK - MUSEUM (ART INSTITUTE)	7,362,291	7,362,921	-630
POLICE DEPT - SPECIAL REVENUE	1,170,000	1,155,509	14,491
RESIDENTIAL HOUSING	777,227	831,175	-53,948
THEATRES	1,295,000	125,000	1,170,000
YOUTH COORDINATING BOARD	6,137,094	6,137,094	0
Total Special Revenue Funds	249,793,038	256,766,243	-6,973,205
10TH AND WASHINGTON	44,553	484	44,069
110 GRANT	541,529	0	541,529
13th and Harmon	0	41,603	-41,603
2700 EAST LAKE	39,969	37,724	2,245
2ND ST N HOTEL/APTS TOWNPLACE	285,503	259,209	26,294
36TH AND MARSHALL	189,836	191,628	-1,792
50TH & FRANCE	183,709	167,008	16,701
900 6TH AVENUE SOUTH	0	4,037	-4,037
BLOCK 33	12,426	0	12,426
BOTTINEAU	0	41,574	-41,574
BROADWAY 35-W	1,516,398	3,099,489	-1,583,091
CAMDEN AREA IMPACT	5,486	0	5,486
CAMDEN MEDICAL FACILITY	38,742	0	38,742
CAPITAL PROJECTS- OTHER	0	40,769	-40,769
CEDAR RIVERSIDE	3,316,742	6,132,088	-2,815,346
CENTRAL & 20TH	138,676	0	138,676
CHICAGO AND LAKE	176,503	0	176,503
CITY CENTER	2,619,646	3,062,701	-443,055
CITY-CAPITAL IMPROVEMENTS FUND	60,197,196	59,728,467	468,729
COMMON PROJECT UNCERTIFIED	412,000	1,534,135	-1,122,135

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

	2003 Projected Revenues	2003 Total Appropriations	Change in Fund Balance
CONSERVATORY	3,371,240	2,530,325	840,915
CREAMETTE DISTRICT 84	150,186	135,167	15,019
DEEP ROCK TAX INCREMENT	53,586	81,131	-27,545
DOWNTOWN EAST LRT	50,000	164,393	-114,393
EAST BANK 1335	2,112,211	180,266	1,931,945
EAST HENNEPIN & UNIVERSITY	167,023	94,389	72,634
EAST VILLAGE	252,714	231,357	21,357
ELLIOT PARK	542,385	108,150	434,235
FORMER FED RESERVE	223,024	221,123	1,901
FRANKLIN AVENUE	32,421	68,641	-36,220
GRACO TI	204,581	223,684	-19,103
GRAIN BELT	0	865	-865
GRANT	869,891	764,264	105,627
HENNEPIN & 7TH ENTERTAINMENT	0	791,590	-791,590
HENNEPIN & LAKE	960,525	829,755	130,770
HENNEPIN ENTERTAINMENT TE BOND	0	265,250	-265,250
HERITAGE LAND APTS	592,649	536,664	55,985
HISTORIC DEPOT REUSE DIST 93	763,111	876,914	-113,803
HOLMES	2,242,948	4,960,021	-2,717,073
HOUSING FOR CHRONIC ALCOHOLICS	28,037	0	28,037
HSG REPLACE-WATERSHED 0	74,456	37,909	36,547
HSG REPLACE-WATERSHED 3	77,605	22,099	55,506
HUMBOLDT GREENWAY DIST 98	0	291,769	-291,769
IDS DATA SERVICE CENTER	4,394,598	650,000	3,744,598
INDUSTRY SQUARE	2,374,737	2,264,918	109,819
IVY TOWER	55,000	149,240	-94,240
LASALLE PLACE	2,250,105	0	2,250,105
LAUREL VILLAGE	1,354,797	2,360,208	-1,005,411
LIBRARY-CAPITAL IMPROVEMENTS FUND	7,240,000	7,240,000	0
LORING PARK	4,618,416	4,655,104	-36,688
LOWRY RIDGE	62,238	56,014	6,224
MBC-CAPITAL IMPROVEMENTS FUND	795,000	795,000	0
MILES I	94,010	0	94,010
NBA ARENA	2,169,981	4,193,300	-2,023,319
NEIMAN MARCUS	1,364,214	571,003	793,211
NICOLLET & LAKE	478,292	365,000	113,292
NICOLLET FRANKLIN	30,887	103,820	-72,933
NICOLLET ISLAND EAST BANK	1,818,496	4,728,837	-2,910,341
NINTH & HENNEPIN	135,921	112,422	23,499
NOKOMIS HOLMES	265,545	29,448	236,097
NORTH LOOP	7,865,912	8,649,979	-784,067
NWIP	2,700,731	3,841,386	-1,140,655
Parcel C Tax Increment District	0	58,124	-58,124
PARK-CAPITAL IMPROVEMENT FUND	9,305,500	9,520,500	-215,000
PARK-CAPITAL IMPROVEMENT-ASSESSED FUND	500,000	500,000	0
PHILLIPS PARK	47,664	42,898	4,766
PORTLAND PLACE	68,342	65,902	2,440
PRELIMINARY PLANNING	75,000	2,105,414	-2,030,414
ROSACKER NURSERY SITE	126,054	0	126,054
SEMI-PHASE 1	662,702	468,930	193,772
SEMI-PHASE 2	272,729	373,153	-100,424
SEMI-PHASE 3	81,322	98,248	-16,926
SEMI-PHASE 4	175,639	167,081	8,558
SEMI-PHASE 5	166,690	156,181	10,509
SEWARD SOUTH	1,841,659	1,648,722	192,937
SHINGLE CREEK CONDOMINIUMS	0	9,006	-9,006
SOUTH NICOLLET MALL	6,541,506	2,333,750	4,207,756
SPRING & CENTRAL	17,367	0	17,367
City of Minneapolis		2003 Adopted Budget	

SCHEDULE ONE
FUND SUMMARY - CHANGES TO FUND BALANCE

	2003 Projected Revenues	2003 Total Appropriations	Change in Fund Balance
STINSON	471,020	466,794	4,226
TAX INCREMENT ADMINISTRATION	0	2,043,154	-2,043,154
TOWERS AT ELLIOT PARK	0	54,765	-54,765
UNITED VAN BUS	53,202	0	53,202
URBAN VILLAGE	15,829	444,763	-428,934
Urban Village TE Bonds	0	90,000	-90,000
WEST BROADWAY	795,983	817,485	-21,502
WEST SIDE MILLING DISTRICT	740,009	940,508	-200,499
West Side Milling TE Bonds	0	53,288	-53,288
Total Capital Projects	144,514,604	150,980,987	-6,466,383
01 IMPROVEMENT BONDS - 20 YR	1,000,000	857,053	142,947
96 IMPROVEMENT BONDS	170,000	211,720	-41,720
97 IMPROVEMENT BONDS	300,000	269,918	30,082
98 IMPROVEMENT BONDS	200,000	191,730	8,270
BOND REDEM ARBIT 6/87 IMP BOND	60,000	225,213	-165,213
BOND REDEM ARBIT 6/88 IMP BOND	75,000	142,285	-67,285
BOND REDEM ARBIT 6/89 IMP BOND	70,000	142,765	-72,765
BOND REDEM ARBIT 6/90 IMP BOND	275,000	329,365	-54,365
BOND REDEM ARBIT 6/91 IMP BOND	230,000	254,103	-24,103
BOND REDEM ARBIT 6/92 IMP BOND	160,000	209,963	-49,963
BOND REDEM ARBIT 6/93 IMP BOND	240,000	316,600	-76,600
BOND REDEM ARBIT 6/94 IMP BOND	170,000	210,197	-40,197
BOND REDEM ARBIT 6/95 IMP BOND	260,000	290,463	-30,463
BOND REDEM ARBIT 9/87 IMP BOND	60,000	0	60,000
BOND REDEM ARBIT ASSESS PARK	220,000	395,900	-175,900
BOND REDEM ARBIT NIC MALL BOND	2,018,523	1,993,489	25,034
BOND REDEMPTION - ASSESSMENT	280,000	113,810	166,190
BOND REDEMPTION - DEBT SERVICE	33,033,564	31,005,376	2,028,188
CONCERT HALL - DEBT SERVICE	630,000	630,000	0
CONVENTION CENTER-DEBT SERVICE	20,853,662	20,853,662	0
MCDA DEBT SERVICE	0	35,195,000	-35,195,000
OCT 02 IMPROV BOND D/S	0	768,080	-768,080
Section 108 Loans - Debt Service	322,501	322,501	0
ST ANTHONY DEBT SERVICE	0	792,800	-792,800
TAX INCREMENT - DEBT SERVICE	18,077,562	18,077,562	0
Total Debt Service	78,705,812	113,799,555	-35,093,743
DEFAULTED PROPERTY ADMINISTRATION	3,700,000	3,500,206	199,794
FED HOME LN BANK ECON DEVELOP	0	261,677	-261,677
GARFS	225,000	461,609	-236,609
HOME OWNERSHIP & RENOVATION	725,000	707,345	17,655
HOUSING OWNERSHIP PROGRAM	2,000,000	1,929,496	70,504
LOAN & GRANT PROGRAMS	2,875	18,802	-15,927
MUNICIPAL PARKING ENTERPRISE FUND	74,285,404	76,591,597	-2,306,193
PARK - OPERATIONS - ENTERPRISE	12,012,600	12,009,500	3,100
RIVER TERMINAL	3,923,005	2,911,535	1,011,470
SEWER ENTERPRISE FUND	87,915,428	70,387,527	17,527,901
SOLID WASTE - ENTERPRISE	27,689,000	26,345,540	1,343,460
WATER ENTERPRISE FUND	70,995,750	66,260,115	4,735,635
Total Enterprise Funds	283,474,062	261,384,949	22,089,113
EQUIPMENT - INTERNAL SERVICE	46,758,200	41,790,733	4,967,467
INFO TECH - INTERNAL SERVICE	22,981,142	22,969,169	11,973
MATERIALS & LAB-INTERNAL SVC	3,050,000	3,792,987	-742,987
PARK - INTERNAL SERVICE	5,063,601	5,219,596	-155,995

City of Minneapolis

2003 Adopted Budget

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

	2003 Projected Revenues	2003 Total Appropriations	Change in Fund Balance
PARK-SELF INSURE-INTERNAL SVC	2,039,853	2,039,853	0
PROPERTY SERVICES INTERNAL SERVICE FUND	12,384,000	11,570,915	813,085
SELF INSURANCE-INTERNAL SVC	63,353,928	62,843,863	510,065
STORES - INTERNAL SERVICE	3,745,050	1,109,079	2,635,971
Total Internal Service Funds	159,375,774	151,336,195	8,039,579
 PUBLIC HOUSING AUTHORITY	 0	 0	 0
Total Agency - Inactive	0	0	0
 TOTAL ALL FUNDS	 1,179,020,161	 1,197,424,800	 -18,404,639

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
General Fund - City :					
GENERAL FUND(0100)					
Property Taxes	56,625,830	63,273,777	56,869,428	66,904,951	17.6%
Sales and Other Taxes	7,912	4,920	0	0	0.0%
Franchise Fees	21,592,970	25,563,397	21,600,000	20,410,000	-5.5%
Licenses and Permits	19,244,189	20,697,028	19,197,636	21,042,287	9.6%
State Government	87,639,254	91,089,440	100,696,807	104,534,904	3.8%
Local Government	836,602	641,251	815,890	770,143	-5.6%
Charges for Service	17,135,765	16,089,789	16,319,417	17,369,965	6.4%
Charges for Sales	480,039	199,008	450,130	397,380	-11.7%
Fines and Forfeits	6,742,402	7,974,048	7,235,000	8,395,777	16.0%
Special Assessments	2,765,679	2,637,446	3,039,500	2,834,300	-6.8%
Interest	1,200,487	479,942	228,650	236,100	3.3%
Gains	1,504,894	1,841,682	995,000	995,000	0.0%
Rents	48,363	40,813	5,600	5,600	0.0%
Contributions	293,762	150,444	297,500	297,500	0.0%
Other Misc Revenues	851,218	617,033	642,795	684,261	6.5%
Operating Transfers In	15,091,392	18,733,204	17,398,834	18,278,703	5.1%
Total GENERAL FUND	232,060,758	250,033,221	245,792,187	263,156,871	7.1%
Total General Fund - City	232,060,758	250,033,221	245,792,187	263,156,871	7.1%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>GRANTS - FEDERAL(0300)</u>					
Federal Government	12,410,150	13,258,610	15,018,448	12,663,304	-15.7%
State Government	-26,857	0	0	0	0.0%
Charges for Service	35,568	55,936	108,000	108,000	0.0%
Fines and Forfeits	0	59,652	100,000	0	-100.0%
Interest	53,683	76,747	0	0	0.0%
Other Misc Revenues	-637	210,500	0	0	0.0%
Operating Transfers In	70,700	71,154	70,927	0	-100.0%
Total GRANTS - FEDERAL	12,542,607	13,732,599	15,297,375	12,771,304	-16.5%
<u>CDBG & UDAG FUNDS(0400)</u>					
Federal Government	19,300,748	19,757,297	22,335,000	21,583,400	-3.4%
Special Assessments	84	-99	0	0	0.0%
Interest	462,238	386,795	0	0	0.0%
Other Misc Revenues	859,449	911,102	600,000	600,000	0.0%
Operating Transfers In	539,700	-160,450	0	0	0.0%
Total CDBG & UDAG FUNDS	21,162,219	20,894,644	22,935,000	22,183,400	-3.3%
<u>GRANTS - OTHER(0600)</u>					
Sales and Other Taxes	63,710	52,884	40,000	60,000	50.0%
Federal Government	48,896	0	3,250	0	-100.0%
State Government	7,375,027	8,203,830	7,761,675	5,715,565	-26.4%
Local Government	976,495	1,352,548	1,070,700	920,000	-14.1%
Charges for Service	279,060	464,024	0	25,000	0.0%
Charges for Sales	11,361	0	0	0	0.0%
Interest	52,546	43,109	0	0	0.0%
Contributions	245,092	337,881	176,680	161,627	-8.5%
Other Misc Revenues	87,404	414,812	10,000	165,537	1,555.4%
Operating Transfers In	291,496	617,796	216,000	385,000	78.2%
Total GRANTS - OTHER	9,431,086	11,486,884	9,278,305	7,432,729	-19.9%
<u>CONVENTION CENTER OPERATIONS(0760)</u>					
Sales and Other Taxes	48,325,892	47,604,090	48,682,000	49,139,000	0.9%
Charges for Service	2,416,505	2,506,704	4,366,689	4,742,800	8.6%
Interest	0	-0	0	0	0.0%
Gains	1,794,743	1,004,904	1,146,271	1,146,271	0.0%
Rents	4,857,260	4,921,217	7,937,603	7,090,200	-10.7%
Contributions	167,885	51,185	0	51,185	0.0%
Other Misc Revenues	1,932,052	1,718,297	2,447,634	2,432,500	-0.6%
Operating Transfers In	712,600	0	0	0	0.0%
Total CONVENTION CENTER OPERATIONS	60,206,937	57,806,397	64,580,197	64,601,956	0.0%
<u>EMPLOYEE RETIREMENT(0990)</u>					
Property Taxes	5,110,083	3,438,533	4,361,980	6,813,807	56.2%
Sales and Other Taxes	711	267	0	0	0.0%
State Government	5,773,251	8,158,172	5,476,786	5,442,919	-0.6%
Fines and Forfeits	500,000	517,118	0	0	0.0%
Total EMPLOYEE RETIREMENT	11,384,045	12,114,090	9,838,766	12,256,726	24.6%
<u>BOARD OF ESTIMATE AND TAXATION(1000)</u>					
Property Taxes	108,316	111,781	121,520	142,642	17.4%
Sales and Other Taxes	15	9	0	0	0.0%
State Government	112,115	115,149	112,000	0	-100.0%
City of Minneapolis					

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Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>BOARD OF ESTIMATE AND TAXATION(1000)</u>					
Proceeds of Long Term Liabilities	0	0	0	118,000	0.0%
Total BOARD OF ESTIMATE AND TAXATION	220,446	226,939	233,520	260,642	11.6%
<u>MUNICIPAL BUILDING COMMISSION(1100)</u>					
Property Taxes	2,425,208	2,456,437	3,207,507	3,432,907	7.0%
Sales and Other Taxes	340	192	0	0	0.0%
State Government	874,567	880,985	335,000	353,000	5.4%
Charges for Service	2,986,636	3,317,797	3,290,165	3,512,614	6.8%
Charges for Sales	78,427	89,901	85,650	85,800	0.2%
Rents	70,886	69,969	70,900	63,065	-11.1%
Other Misc Revenues	697	40,587	325	325	0.0%
Operating Transfers In	0	54,485	0	0	0.0%
Total MUNICIPAL BUILDING COMMISSION	6,436,761	6,910,353	6,989,547	7,447,711	6.6%
<u>PARK - GENERAL FUND(1500)</u>					
Property Taxes	19,271,698	22,508,364	29,138,095	26,873,937	-7.8%
Sales and Other Taxes	2,698	1,940	3,000	3,000	0.0%
Licenses and Permits	4,799	46,161	3,000	44,000	1,366.7%
Federal Government	107,500	62,500	0	0	0.0%
State Government	12,807,246	13,665,557	11,503,817	13,031,680	13.3%
Charges for Service	2,094,745	1,747,569	1,814,644	1,483,438	-18.3%
Charges for Sales	6,571	5,623	2,000	2,000	0.0%
Fines and Forfeits	329,457	451,011	311,500	331,500	6.4%
Interest	91	0	0	0	0.0%
Rents	80,555	27,952	199,798	195,500	-2.2%
Contributions	93,537	175,613	31,400	65,000	107.0%
Other Misc Revenues	15,377	318,318	20,200	7,200	-64.4%
Operating Transfers In	1,012,199	373,960	370,000	468,000	26.5%
Total PARK - GENERAL FUND	35,826,473	39,384,569	43,397,454	42,505,255	-2.1%
<u>PARK - MUSEUM (ART INSTITUTE)(1600)</u>					
Property Taxes	5,128,785	5,674,534	6,694,786	7,362,291	10.0%
Total PARK - MUSEUM (ART INSTITUTE)	5,128,785	5,674,534	6,694,786	7,362,291	10.0%
<u>PARK - FORESTRY(1700)</u>					
Property Taxes	4,165,835	4,650,989	4,962,729	5,539,327	11.6%
Sales and Other Taxes	583	92	600	600	0.0%
State Government	2,547,486	2,139,539	2,206,183	2,117,210	-4.0%
Local Government	0	0	4,000	4,000	0.0%
Charges for Service	195,040	167,076	70,000	70,000	0.0%
Charges for Sales	2,955	3,258	2,000	2,000	0.0%
Contributions	8,783	0	10,000	10,000	0.0%
Other Misc Revenues	4,319	2,481	5,000	5,000	0.0%
Operating Transfers In	4,015	0	0	0	0.0%
Total PARK - FORESTRY	6,929,015	6,963,435	7,260,512	7,748,137	6.7%
<u>LIBRARY - GENERAL FUND(1800)</u>					
Property Taxes	9,655,471	10,128,657	11,624,935	11,583,772	-0.4%
Sales and Other Taxes	1,352	791	0	0	0.0%
Federal Government	1,000	62,447	40,000	0	-100.0%
State Government	8,783,123	8,975,702	9,385,242	9,871,242	5.2%
Local Government	3,500	0	0	0	0.0%

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	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>LIBRARY - GENERAL FUND(1800)</u>					
Charges for Service	625,618	541,826	588,085	477,443	-18.8%
Charges for Sales	-6,452	24,360	13,000	2,000	-84.6%
Fines and Forfeits	0	0	10,000	1,000	-90.0%
Interest	0	667	0	0	0.0%
Rents	26,346	29,205	25,000	13,500	-46.0%
Contributions	464,150	10,000	10,000	10,000	0.0%
Other Misc Revenues	78,650	15,586	1,500	1,400	-6.7%
Operating Transfers In	98,673	251,480	0	0	0.0%
Total LIBRARY - GENERAL FUND	19,731,431	20,040,722	21,697,762	21,960,357	1.2%
<u>PARK - GRANT & SPECIAL REVENUE(1950)</u>					
Federal Government	12,405	10,039	160,000	0	-100.0%
State Government	273,574	-10,000	25,750	12,000	-53.4%
Local Government	520,272	1,593,990	25,000	25,000	0.0%
Charges for Service	0	5,977	0	0	0.0%
Charges for Sales	77,690	34,750	0	0	0.0%
Fines and Forfeits	1,282	0	6,000	6,000	0.0%
Rents	27,000	29,600	21,600	21,600	0.0%
Contributions	53,890	80,811	2,000	0	-100.0%
Other Misc Revenues	5,034	3,032	3,000	3,000	0.0%
Operating Transfers In	67,697	7,873	0	0	0.0%
Total PARK - GRANT & SPECIAL REVENUE	1,038,844	1,756,073	243,350	67,600	-72.2%
<u>PARK-SPEC REV-INTEREST BEARING(1960)</u>					
Gains	642	433	0	0	0.0%
Contributions	0	0	17,700	0	-100.0%
Total PARK-SPEC REV-INTEREST BEARING	642	433	17,700	0	-100.0%
<u>POLICE DEPT - SPECIAL REVENUE(2100)</u>					
Sales and Other Taxes	351,209	302,738	340,000	320,000	-5.9%
Licenses and Permits	186,285	215,946	250,000	250,000	0.0%
Fines and Forfeits	690,265	689,251	500,000	600,000	20.0%
Interest	10	2,886	0	0	0.0%
Other Misc Revenues	113,562	0	0	0	0.0%
Total POLICE DEPT - SPECIAL REVENUE	1,341,332	1,210,821	1,090,000	1,170,000	7.3%
<u>YOUTH COORDINATING BOARD(2200)</u>					
Federal Government	643,236	872,359	1,114,373	1,774,785	59.3%
State Government	185,000	159,255	175,000	100,000	-42.9%
Local Government	6,817,874	4,203,928	4,104,860	3,535,810	-13.9%
Interest	0	0	50,000	0	-100.0%
Gains	76,739	56,654	0	40,000	0.0%
Rents	56,053	74,786	80,000	64,000	-20.0%
Contributions	928,028	719,884	683,033	372,499	-45.5%
Other Misc Revenues	4,154	760	0	250,000	0.0%
Operating Transfers In	205,732	287,410	331,461	0	-100.0%
Total YOUTH COORDINATING BOARD	8,916,815	6,375,036	6,538,727	6,137,094	-6.1%
<u>NEIGHBORHOOD REVITAL POLICY(2300)</u>					
State Government	1,835,405	2,012,840	1,803,224	1,743,355	-3.3%
Gains	41,217	12,754	7,500	7,500	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>NEIGHBORHOOD REVITAL POLICY(2300)</u>					
Other Misc Revenues	2,498	16,062	0	0	0.0%
Total NEIGHBORHOOD REVITAL POLICY	1,879,119	2,041,655	1,810,724	1,750,855	-3.3%
<u>ARENA - RESERVE(2600)</u>					
Gains	307,724	96,882	0	0	0.0%
Operating Transfers In	2,775,559	2,284,573	2,290,500	2,442,510	6.6%
Total ARENA - RESERVE	3,083,283	2,381,455	2,290,500	2,442,510	6.6%
<u>CONVENTION FACILITES - RESERVE(2790)</u>					
Gains	0	82,790	0	0	0.0%
Operating Transfers In	950,000	1,047,000	1,100,000	1,150,000	4.5%
Total CONVENTION FACILITES - RESERVE	950,000	1,129,790	1,100,000	1,150,000	4.5%
<u>MCDA CDBG(FBG0)</u>					
Federal Government	0	-379,250	0	9,335,700	0.0%
Charges for Service	5,357	2,375	5,000	0	-100.0%
Charges for Sales	1,180,604	546,746	0	0	0.0%
Interest	34,347	41,587	24,000	0	-100.0%
Rents	1,972	26	0	0	0.0%
Other Misc Revenues	749,423	662,292	428,000	500,000	16.8%
Operating Transfers In	6,931,231	5,915,851	9,430,000	-132,000	-101.4%
Total MCDA CDBG	8,902,934	6,789,627	9,887,000	9,703,700	-1.9%
<u>FEDERAL EMPOWERMENT ZONE(FEZ0)</u>					
Federal Government	105,615	94,385	0	0	0.0%
Other Misc Revenues	0	500	0	0	0.0%
Operating Transfers In	317,090	1,047,797	0	0	0.0%
Total FEDERAL EMPOWERMENT ZONE	422,705	1,142,682	0	0	0.0%
<u>MCDA FEDERAL GRANTS-OTHER(FG00)</u>					
Federal Government	159,441	158,345	0	4,650,000	0.0%
Charges for Service	225	0	0	0	0.0%
Charges for Sales	62,473	94,200	0	0	0.0%
Interest	22,168	2,413	0	0	0.0%
Other Misc Revenues	27,703	166,750	0	0	0.0%
Operating Transfers In	4,672,170	4,974,302	0	0	0.0%
Total MCDA FEDERAL GRANTS-OTHER	4,944,181	5,396,010	0	4,650,000	0.0%
<u>MCDA UDAG LEVERAGE INVESTMENT(FLF0)</u>					
Interest	115,000	29,971	24,142	0	-100.0%
Gains	0	36,824	0	0	0.0%
Other Misc Revenues	678,920	70,831	0	0	0.0%
Total MCDA UDAG LEVERAGE INVESTMENT	793,920	137,626	24,142	0	-100.0%
<u>MCDA NEIGHBORHOOD DEVEL ACCT(FNA0)</u>					
Charges for Service	6,450	7,370	0	0	0.0%
Charges for Sales	216,151	-1	0	0	0.0%
Interest	77,172	66,668	16,315	0	-100.0%
Rents	9,300	-2,800	0	0	0.0%
Other Misc Revenues	1,225,876	1,660,350	1,400,000	1,500,000	7.1%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>MCDA NEIGHBORHOOD DEVEL ACCT(FNA0)</u>					
Operating Transfers In	2,324,681	1,454,238	80,000	0	-100.0%
Total MCDA NEIGHBORHOOD DEVEL ACCT	3,859,630	3,185,826	1,496,315	1,500,000	0.2%
<u>MCDA - GENERAL FUND(GEN0)</u>					
State Government	201,367	1,367	0	0	0.0%
Charges for Service	4,198,815	4,405,966	0	4,299,506	0.0%
Charges for Sales	0	208,951	650,000	750,000	15.4%
Interest	180,932	34,593	0	0	0.0%
Gains	484,287	460,510	0	0	0.0%
Rents	144,200	102,119	94,239	0	-100.0%
Contributions	43,092	0	0	0	0.0%
Other Misc Revenues	108,131	32,030	0	0	0.0%
Operating Transfers In	1,392,636	931,902	100,000	100,000	0.0%
Total MCDA - GENERAL FUND	6,753,458	6,177,439	844,239	5,149,506	510.0%
<u>JOINT BOARD(JTB0)</u>					
Charges for Service	5,525	53,500	0	0	0.0%
Gains	1,492	777	0	0	0.0%
Total JOINT BOARD	7,017	54,277	0	0	0.0%
<u>MEDC(MED0)</u>					
Charges for Service	250,306	310,105	0	0	0.0%
Total MEDC	250,306	310,105	0	0	0.0%
<u>NRP ADMINISTRATION(SAD0)</u>					
Interest	0	6,740	0	0	0.0%
Gains	0	50,727	0	0	0.0%
Other Misc Revenues	0	268,785	290,000	275,000	-5.2%
Operating Transfers In	0	1,904,620	770,161	0	-100.0%
Total NRP ADMINISTRATION	0	2,230,871	1,060,161	275,000	-74.1%
<u>COMMUNITY DEVELOPMENT INVESTMENT FUND(S)</u>					
Property Taxes	0	0	4,000,000	4,000,000	0.0%
Total COMMUNITY DEVELOPMENT INVESTMENT	0	0	4,000,000	4,000,000	0.0%
<u>DEVELOPMENT ACCOUNT(SDA0)</u>					
Charges for Service	234,520	-232,000	0	0	0.0%
Charges for Sales	1,991,579	1,427,704	0	0	0.0%
Interest	380,721	218,283	872,273	0	-100.0%
Gains	616,834	714,691	0	0	0.0%
Rents	62,852	62,132	132,500	0	-100.0%
Contributions	0	0	0	0	0.0%
Other Misc Revenues	1,468,425	156,678	200,000	100,000	-50.0%
Operating Transfers In	10,452,799	3,730,489	5,000,000	0	-100.0%
Total DEVELOPMENT ACCOUNT	15,207,731	6,077,976	6,204,773	100,000	-98.4%
<u>ECONOMIC DEVELOPMENT PROGRAM(SED0)</u>					
State Government	45,008	204,258	0	175,000	0.0%
Charges for Service	1,014,147	1,018,204	950,000	1,400,000	47.4%
Charges for Sales	585,500	0	0	0	0.0%
Interest	31,106	3,132	0	0	0.0%

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	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Special Revenue Funds:</u>					
<u>ECONOMIC DEVELOPMENT PROGRAM(SED0)</u>					
Gains	124,486	109,901	0	0	0.0%
Other Misc Revenues	46,712	46,712	30,000	145,000	383.3%
Total ECONOMIC DEVELOPMENT PROGRAM	1,846,959	1,382,207	980,000	1,720,000	75.5%
<u>HOUSING FINANCE(SFA0)</u>					
Charges for Service	85,602	39,659	84,000	0	-100.0%
Interest	992	262	0	0	0.0%
Gains	-13,847	-6,336	0	0	0.0%
Other Misc Revenues	12,240	36,898	400	0	-100.0%
Operating Transfers In	300,000	400,000	400,000	150,000	-62.5%
Total HOUSING FINANCE	384,987	470,483	484,400	150,000	-69.0%
<u>HOUSING PROGRAM(SHP0)</u>					
Charges for Service	614,622	671,373	0	0	0.0%
Interest	43,639	12,696	0	0	0.0%
Gains	157,238	147,330	0	0	0.0%
Contributions	0	0	0	1,000,000	0.0%
Total HOUSING PROGRAM	815,499	831,399	0	1,000,000	0.0%
<u>HOME OWNERSHIP WORKS(SHW0)</u>					
Charges for Sales	0	1,377,746	0	0	0.0%
Gains	-932	-32,251	0	0	0.0%
Total HOME OWNERSHIP WORKS	-932	1,345,495	0	0	0.0%
<u>MCDA LEVERAGE INVESTMENT(SLF0)</u>					
Interest	23,019	22,676	186,718	0	-100.0%
Gains	0	1,413	0	0	0.0%
Rents	0	0	140,000	0	-100.0%
Total MCDA LEVERAGE INVESTMENT	23,019	24,090	326,718	0	-100.0%
<u>MCDA STATE GRANTS & LOAN(SMN0)</u>					
State Government	4,019,048	7,810,629	0	0	0.0%
Local Government	396,142	-396,142	0	0	0.0%
Charges for Sales	398	0	0	0	0.0%
Interest	2,188	353	0	0	0.0%
Gains	-10,500	-11,700	0	0	0.0%
Other Misc Revenues	87,804	18,664	0	0	0.0%
Operating Transfers In	0	25,252	0	0	0.0%
Total MCDA STATE GRANTS & LOAN	4,495,080	7,447,055	0	0	0.0%
<u>NEIGHBORHOOD HOUSING(SNH0)</u>					
Charges for Sales	0	0	0	150,000	0.0%
Other Misc Revenues	74,036	74,036	74,039	74,039	0.0%
Total NEIGHBORHOOD HOUSING	74,036	74,036	74,039	224,039	202.6%
<u>COMMUNITY DEVELOPMENT(SPH0)</u>					
Interest	-270,279	564,302	0	0	0.0%
Gains	0	4,383	0	0	0.0%
Total COMMUNITY DEVELOPMENT	-270,279	568,685	0	0	0.0%
<u>RESIDENTIAL HOUSING(SRF0)</u>					

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	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>RESIDENTIAL HOUSING(SRF0)</u>					
State Government	126,659	144,302	125,000	147,227	17.8%
Charges for Service	603,295	631,076	623,000	500,000	-19.7%
Interest	48,155	45,614	25,000	20,000	-20.0%
Gains	12,651	20,139	0	0	0.0%
Other Misc Revenues	304,784	380,060	142,000	110,000	-22.5%
Operating Transfers In	75,000	0	0	0	0.0%
Total RESIDENTIAL HOUSING	1,170,543	1,221,191	915,000	777,227	-15.1%
<u>THEATRES(STH0)</u>					
Charges for Service	703,993	1,227,845	0	0	0.0%
Interest	30,634	1,806	0	0	0.0%
Gains	25,040	77,881	0	0	0.0%
Contributions	98,908	78,171	0	0	0.0%
Other Misc Revenues	8,963	6,317	1,599,000	0	-100.0%
Operating Transfers In	200,000	300,000	0	1,295,000	0.0%
Total THEATRES	1,067,537	1,692,020	1,599,000	1,295,000	-19.0%
<u>UPPER RIVER LAND BANK(SUR0)</u>					
Interest	0	43	0	0	0.0%
Gains	0	344	0	0	0.0%
Rents	5,773	4,811	0	0	0.0%
Total UPPER RIVER LAND BANK	5,773	5,197	0	0	0.0%
Total Special Revenue Funds	256,963,943	256,694,725	249,190,012	249,793,038	0.2%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>JUNE00 UST/SKYWAY TI BONDS(0P10)</u>					
Gains	140,540	250,302	0	0	0.0%
Total JUNE00 UST/SKYWAY TI BONDS	140,540	250,302	0	0	0.0%
<u>JUNE00 SEWER FIXED RATE BONDS(0S10)</u>					
Gains	222,150	226,038	0	0	0.0%
Total JUNE00 SEWER FIXED RATE BONDS	222,150	226,038	0	0	0.0%
<u>AUGUST 01 SEWER ARBITRAGE(0S20)</u>					
Gains	0	180,054	0	0	0.0%
Total AUGUST 01 SEWER ARBITRAGE	0	180,054	0	0	0.0%
<u>JUNE00 WATER FIXED RATE BONDS(0W10)</u>					
Gains	278,289	205,712	0	0	0.0%
Total JUNE00 WATER FIXED RATE BONDS	278,289	205,712	0	0	0.0%
<u>AUG 01 WATER ARBITRAGE(0W20)</u>					
Gains	0	67,103	0	0	0.0%
Total AUG 01 WATER ARBITRAGE	0	67,103	0	0	0.0%
<u>PARK-CAPITAL IMPROVEMENT-ASSESSED FUND(3)</u>					
Special Assessments	17,670	15,558	0	0	0.0%
Gains	0	4,935	0	0	0.0%
Other Misc Revenues	221,749	292,950	0	0	0.0%
Operating Transfers In	400,000	500,000	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	500,000	500,000	0.0%
Total PARK-CAPITAL IMPROVEMENT-ASSESSED	639,419	813,442	500,000	500,000	0.0%
<u>CITY-CAPITAL IMPROVEMENTS FUND(4100)</u>					
Property Taxes	1,966,580	2,426,820	2,496,295	2,682,495	7.5%
Sales and Other Taxes	276	189	0	0	0.0%
Licenses and Permits	220,114	197,366	0	205,000	0.0%
Federal Government	41,587	1,021,801	0	0	0.0%
State Government	5,064,795	7,259,239	7,479,598	10,559,920	41.2%
Local Government	598,426	542,877	56,000	1,089,000	1,844.6%
Charges for Service	8,447,701	6,457,240	4,930,495	4,109,781	-16.6%
Charges for Sales	380,576	241,764	75,000	50,000	-33.3%
Special Assessments	1,579,129	1,449,128	1,523,000	1,600,000	5.1%
Interest	-263	4,934	0	0	0.0%
Gains	1,451,499	-114,543	0	0	0.0%
Rents	31,630	28,889	0	0	0.0%
Contributions	216,838	1,448,887	0	693,000	0.0%
Other Misc Revenues	61,834	750,467	0	0	0.0%
Operating Transfers In	87,149,424	122,163,727	951,535	5,692,000	498.2%
Proceeds of Long Term Liabilities	0	3,900,000	47,406,500	33,516,000	-29.3%
Total CITY-CAPITAL IMPROVEMENTS FUND	107,210,146	147,778,785	64,918,423	60,197,196	-7.3%
<u>MBC-CAPITAL IMPROVEMENTS FUND(4200)</u>					
Charges for Service	203,677	696,186	0	0	0.0%
Operating Transfers In	585,534	3,424,083	220,000	0	-100.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>MBC-CAPITAL IMPROVEMENTS FUND(4200)</u>					
Proceeds of Long Term Liabilities	0	0	706,000	795,000	12.6%
Total MBC-CAPITAL IMPROVEMENTS FUND	789,210	4,120,268	926,000	795,000	-14.1%
<u>PARK-CAPITAL IMPROVEMENT FUND(4300)</u>					
Federal Government	303,670	701,762	0	0	0.0%
State Government	566,945	944,120	0	0	0.0%
Local Government	4,845,406	2,437,478	1,300,000	1,000,000	-23.1%
Charges for Service	321,703	253,709	30,000	30,000	0.0%
Charges for Sales	2,070	1,580	500	500	0.0%
Interest	0	0	5,000	5,000	0.0%
Gains	0	5,015	0	0	0.0%
Rents	136,730	184,343	0	0	0.0%
Contributions	464,709	1,233,772	0	0	0.0%
Other Misc Revenues	438,047	110,429	0	0	0.0%
Operating Transfers In	9,700,266	12,213,623	5,920,000	6,350,000	7.3%
Proceeds of Long Term Liabilities	0	0	0	1,920,000	0.0%
Total PARK-CAPITAL IMPROVEMENT FUND	16,779,546	18,085,831	7,255,500	9,305,500	28.3%
<u>LIBRARY-CAPITAL IMPROVEMENTS FUND(4400)</u>					
Charges for Sales	0	5,213	0	0	0.0%
Other Misc Revenues	0	150	0	0	0.0%
Operating Transfers In	155,372	1,629,561	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	577,000	7,240,000	1,154.8%
Total LIBRARY-CAPITAL IMPROVEMENTS FUND	155,372	1,634,925	577,000	7,240,000	1,154.8%
<u>ARBITRAGE 1991 VARIOUS PURPOSE(4A00)</u>					
Gains	598	0	0	0	0.0%
Total ARBITRAGE 1991 VARIOUS PURPOSE	598	0	0	0	0.0%
<u>August 01 Variable Purpose(4A10)</u>					
Gains	0	386,984	0	0	0.0%
Proceeds of Long Term Liabilities	0	35,514,642	0	0	0.0%
Total August 01 Variable Purpose	0	35,901,627	0	0	0.0%
<u>01 August Assessment Bonds(4A20)</u>					
Gains	0	125,432	0	0	0.0%
Proceeds of Long Term Liabilities	0	9,245,000	0	0	0.0%
Total 01 August Assessment Bonds	0	9,370,432	0	0	0.0%
<u>96 IMPROVEMENT BONDS(4A60)</u>					
Gains	3,386	2,266	0	0	0.0%
Total 96 IMPROVEMENT BONDS	3,386	2,266	0	0	0.0%
<u>JUNE99 VARIOUS PURPOSE BONDS(4A90)</u>					
Gains	611,903	167,550	0	0	0.0%
Total JUNE99 VARIOUS PURPOSE BONDS	611,903	167,550	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>ARBITRAGE 1995 WATER & SEWER(4B00)</u>					
Gains	-0	0	0	0	0.0%
Total ARBITRAGE 1995 WATER & SEWER	-0	0	0	0	0.0%
<u>97 FLEET BONDS(4B70)</u>					
Gains	0	0	0	0	0.0%
Total 97 FLEET BONDS	0	0	0	0	0.0%
<u>JUNE99 CONVENTION CENTER BONDS(4B90)</u>					
Gains	1,795,524	34,445	0	0	0.0%
Total JUNE99 CONVENTION CENTER BONDS	1,795,524	34,445	0	0	0.0%
<u>96 CONSTRUCTION BONDS(4C60)</u>					
Gains	8,752	4,097	0	0	0.0%
Total 96 CONSTRUCTION BONDS	8,752	4,097	0	0	0.0%
<u>97 SERIES B BONDS(4C70)</u>					
Gains	33,455	22,869	0	0	0.0%
Total 97 SERIES B BONDS	33,455	22,869	0	0	0.0%
<u>98 VAR RATE BONDS(4C80)</u>					
Gains	134,821	0	0	0	0.0%
Total 98 VAR RATE BONDS	134,821	0	0	0	0.0%
<u>97 CONVENTION CENTER BONDS(4D70)</u>					
Gains	-0	0	0	0	0.0%
Total 97 CONVENTION CENTER BONDS	-0	0	0	0	0.0%
<u>98 (OCTOBER) BONDS(4D80)</u>					
Gains	5,526	-0	0	0	0.0%
Total 98 (OCTOBER) BONDS	5,526	-0	0	0	0.0%
<u>FEB99 TARGET STORE RAMP BONDS(4D90)</u>					
Gains	189,288	-6,963	0	0	0.0%
Proceeds of Long Term Liabilities	4,756,226	0	0	0	0.0%
Total FEB99 TARGET STORE RAMP BONDS	4,945,514	-6,963	0	0	0.0%
<u>ARBITRAGE 1992 VARIOUS PURPOSE(4K00)</u>					
Gains	2,635	0	0	0	0.0%
Total ARBITRAGE 1992 VARIOUS PURPOSE	2,635	0	0	0	0.0%
<u>ARBITRAGE 1990 PARK BONDS(4P00)</u>					
Gains	934	0	0	0	0.0%
Total ARBITRAGE 1990 PARK BONDS	934	0	0	0	0.0%
<u>ARBITRAGE 1993 PARK BONDS(4U00)</u>					
Gains	4,894	3,635	0	0	0.0%
Total ARBITRAGE 1993 PARK BONDS	4,894	3,635	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>ARBITRAGE 1994 WATER & SEWER(4X00)</u>					
Gains	0	0	0	0	0.0%
Total ARBITRAGE 1994 WATER & SEWER	0	0	0	0	0.0%
<u>ARBITRAGE 1995 PARK BONDS(4Y00)</u>					
Gains	7,935	6,878	0	0	0.0%
Total ARBITRAGE 1995 PARK BONDS	7,935	6,878	0	0	0.0%
<u>JUNE00 VARIOUS PURPOSE BONDS(4Z00)</u>					
Gains	474,628	323,043	0	0	0.0%
Proceeds of Long Term Liabilities	25,763,451	0	0	0	0.0%
Total JUNE00 VARIOUS PURPOSE BONDS	26,238,079	323,043	0	0	0.0%
<u>SEPT 00 CONV CTR EXPN BONDS(4Z10)</u>					
Gains	1,342,433	2,228,329	0	0	0.0%
Proceeds of Long Term Liabilities	80,000,000	0	0	0	0.0%
Total SEPT 00 CONV CTR EXPN BONDS	81,342,433	2,228,329	0	0	0.0%
<u>NOV 00 NIC MALL TI(4Z20)</u>					
Gains	-29,871	29,871	0	0	0.0%
Total NOV 00 NIC MALL TI	-29,871	29,871	0	0	0.0%
<u>ITS RELATED BONDS(4Z30)</u>					
Interest	78,285	0	0	0	0.0%
Gains	8,671	351,042	0	0	0.0%
Proceeds of Long Term Liabilities	22,990,424	0	0	0	0.0%
Total ITS RELATED BONDS	23,077,381	351,042	0	0	0.0%
<u>OCT 01 CONV CTR BONDS(4Z40)</u>					
Gains	0	504,113	0	0	0.0%
Proceeds of Long Term Liabilities	0	36,400,000	0	0	0.0%
Total OCT 01 CONV CTR BONDS	0	36,904,113	0	0	0.0%
<u>900 NICOLLET TAX-EXEMPT(75A0)</u>					
Interest	186,184	0	0	0	0.0%
Gains	192,637	62,089	0	0	0.0%
Total 900 NICOLLET TAX-EXEMPT	378,821	62,089	0	0	0.0%
<u>900 NICOLLET TAXABLE(75B0)</u>					
Interest	16,695	0	0	0	0.0%
Gains	55,251	703,855	0	0	0.0%
Operating Transfers In	91	0	0	0	0.0%
Total 900 NICOLLET TAXABLE	72,038	703,855	0	0	0.0%
<u>AUG 01 LRT EAST RAMP(75C0)</u>					
Gains	0	218,392	0	0	0.0%
Total AUG 01 LRT EAST RAMP	0	218,392	0	0	0.0%
<u>HENNEPIN ENTERTAINMENT TE BOND(AHE0)</u>					
Gains	111,832	218,424	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>HENNEPIN ENTERTAINMENT TE BOND(AHE0)</u>					
Proceeds of Long Term Liabilities	10,610,000	0	0	0	0.0%
Total HENNEPIN ENTERTAINMENT TE BOND	10,721,832	218,424	0	0	0.0%
<u>Urban Village TE Bonds(AUV0)</u>					
Interest	0	6,862	0	0	0.0%
Proceeds of Long Term Liabilities	0	3,200,000	0	0	0.0%
Total Urban Village TE Bonds	0	3,206,862	0	0	0.0%
<u>West Side Milling TE Bonds(AWM0)</u>					
Gains	0	8,158	0	0	0.0%
Proceeds of Long Term Liabilities	0	1,100,000	0	0	0.0%
Total West Side Milling TE Bonds	0	1,108,158	0	0	0.0%
<u>BLOCK 33(C330)</u>					
Property Taxes	3,406	4,034	7,887	10,519	33.4%
Interest	0	0	2,499	1,907	-23.7%
Gains	2,677	2,401	0	0	0.0%
Total BLOCK 33	6,083	6,435	10,386	12,426	19.6%
<u>TAX INCREMENT ADMINISTRATION(CAD0)</u>					
Charges for Service	107,468	34,731	10,000	0	-100.0%
Gains	47,439	20,863	0	0	0.0%
Other Misc Revenues	360,446	303	0	0	0.0%
Operating Transfers In	7,226,519	5,409,270	3,008,874	0	-100.0%
Total TAX INCREMENT ADMINISTRATION	7,741,871	5,465,167	3,018,874	0	-100.0%
<u>CAMDEN MEDICAL FACILITY(CAM0)</u>					
Property Taxes	30,297	34,338	28,847	37,494	30.0%
Interest	0	0	0	1,248	0.0%
Gains	3,615	438	0	0	0.0%
Total CAMDEN MEDICAL FACILITY	33,912	34,776	28,847	38,742	34.3%
<u>COMMON PROJECT UNCERTIFIED(CAZ0)</u>					
Charges for Service	40	271,642	0	350,000	0.0%
Charges for Sales	57,009	1,736,112	14,351	0	-100.0%
Interest	12,925	0	0	0	0.0%
Gains	202,413	-14,131	0	0	0.0%
Rents	529,105	804,664	137,024	0	-100.0%
Other Misc Revenues	62,683	78,469	0	62,000	0.0%
Operating Transfers In	5,678,485	4,889,080	2,274,846	0	-100.0%
Total COMMON PROJECT UNCERTIFIED	6,542,660	7,765,836	2,426,221	412,000	-83.0%
<u>WEST BROADWAY(CBA0)</u>					
Property Taxes	656,665	818,692	561,600	777,619	38.5%
Charges for Sales	75,000	0	0	0	0.0%
Interest	0	0	0	18,364	0.0%
Gains	34,119	13,596	0	0	0.0%
Rents	900	0	0	0	0.0%
Other Misc Revenues	27,951	0	0	0	0.0%
Total WEST BROADWAY	794,635	832,288	561,600	795,983	41.7%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>EAST BANK 1335(CBB0)</u>					
Property Taxes	1,821,170	2,043,454	1,693,891	2,092,337	23.5%
Interest	0	0	0	19,874	0.0%
Gains	117,204	77,895	0	0	0.0%
Rents	2,700	0	0	0	0.0%
Total EAST BANK 1335	1,941,074	2,121,348	1,693,891	2,112,211	24.7%
<u>GRANT(CBC0)</u>					
Property Taxes	679,662	871,102	724,335	854,133	17.9%
Charges for Sales	17,575	14,872	0	0	0.0%
Interest	0	0	0	15,758	0.0%
Gains	26,051	22,584	0	0	0.0%
Rents	24	12	0	0	0.0%
Total GRANT	723,313	908,570	724,335	869,891	20.1%
<u>CHICAGO AND LAKE(CBD0)</u>					
Property Taxes	281,042	256,986	15,864	167,448	955.5%
Interest	0	0	6,876	9,055	31.7%
Gains	14,594	13,011	0	0	0.0%
Total CHICAGO AND LAKE	295,636	269,997	22,740	176,503	676.2%
<u>NINTH & HENNEPIN(CBE0)</u>					
Property Taxes	89,625	86,338	55,120	61,753	12.0%
Gains	11,605	11,153	0	0	0.0%
Rents	60,927	61,755	65,900	74,168	12.5%
Other Misc Revenues	0	0	9,000	0	-100.0%
Total NINTH & HENNEPIN	162,156	159,246	130,020	135,921	4.5%
<u>NORTH LOOP(CBF0)</u>					
Property Taxes	8,433,772	8,990,757	6,082,135	7,834,879	28.8%
Charges for Sales	2,315,905	0	0	0	0.0%
Interest	110,360	0	0	31,033	0.0%
Gains	272,268	121,511	0	0	0.0%
Operating Transfers In	90,000	0	0	0	0.0%
Total NORTH LOOP	11,222,305	9,112,268	6,082,135	7,865,912	29.3%
<u>INDUSTRY SQUARE(CBG0)</u>					
Property Taxes	4,820,266	3,411,540	1,995,432	2,370,415	18.8%
Charges for Service	0	32,263	0	0	0.0%
Interest	0	0	0	4,322	0.0%
Gains	311,656	107,476	0	0	0.0%
Rents	807,883	571,143	0	0	0.0%
Other Misc Revenues	48,969	139,763	0	0	0.0%
Operating Transfers In	60,529	0	0	0	0.0%
Total INDUSTRY SQUARE	6,049,302	4,262,185	1,995,432	2,374,737	19.0%
<u>SEWARD SOUTH(CBH0)</u>					
Property Taxes	1,587,524	1,834,858	1,385,456	1,830,795	32.1%
Interest	0	0	0	10,864	0.0%
Gains	83,561	39,586	0	0	0.0%
Rents	16,942	16,942	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>SEWARD SOUTH(CBH0)</u>					
Other Misc Revenues	8,166	2,042	0	0	0.0%
Total SEWARD SOUTH	1,696,194	1,893,427	1,385,456	1,841,659	32.9%
<u>CEDAR RIVERSIDE(CBJ0)</u>					
Property Taxes	3,372,382	3,623,647	3,399,546	3,315,568	-2.5%
Charges for Service	10,720	5,360	0	0	0.0%
Interest	0	0	0	1,174	0.0%
Gains	108,083	82,455	0	0	0.0%
Rents	11,950	3,089	0	0	0.0%
Operating Transfers In	936,952	0	0	0	0.0%
Total CEDAR RIVERSIDE	4,440,087	3,714,552	3,399,546	3,316,742	-2.4%
<u>HOUSING FOR CHRONIC ALCOHOLICS(CBL0)</u>					
Property Taxes	4,335	12,935	15,483	26,702	72.5%
Interest	0	0	0	1,335	0.0%
Gains	131	196	0	0	0.0%
Total HOUSING FOR CHRONIC ALCOHOLICS	4,466	13,131	15,483	28,037	81.1%
<u>HENNEPIN & LAKE(CBM0)</u>					
Property Taxes	956,473	1,123,393	732,076	956,945	30.7%
Interest	0	0	0	3,580	0.0%
Gains	51,127	12,280	0	0	0.0%
Total HENNEPIN & LAKE	1,007,599	1,135,673	732,076	960,525	31.2%
<u>BROADWAY 35-W(CBN0)</u>					
Property Taxes	1,925,843	2,095,225	1,205,584	1,491,023	23.7%
Interest	0	0	0	25,375	0.0%
Gains	58,679	51,718	0	0	0.0%
Other Misc Revenues	0	219	0	0	0.0%
Total BROADWAY 35-W	1,984,522	2,147,162	1,205,584	1,516,398	25.8%
<u>FRANKLIN AVENUE(CBP0)</u>					
Property Taxes	62,184	59,061	27,742	31,784	14.6%
Interest	0	0	0	637	0.0%
Gains	8,580	8,670	0	0	0.0%
Rents	6,157	6,204	0	0	0.0%
Total FRANKLIN AVENUE	76,921	73,934	27,742	32,421	16.9%
<u>CONSERVATORY(CBQ0)</u>					
Property Taxes	1,134,077	4,442,307	3,375,580	3,317,220	-1.7%
Interest	0	0	31,378	54,020	72.2%
Gains	6,601	41,932	0	0	0.0%
Total CONSERVATORY	1,140,679	4,484,239	3,406,958	3,371,240	-1.0%
<u>SYMPHONY PLACE(CBR0)</u>					
Property Taxes	-1,034,451	0	0	0	0.0%
Interest	-14,315	-252	0	0	0.0%
Gains	33,490	254	0	0	0.0%
Operating Transfers In	176,818	0	0	0	0.0%
Total SYMPHONY PLACE	-838,457	2	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>LORING PARK(CBT0)</u>					
Property Taxes	5,338,471	5,570,568	4,494,881	4,607,614	2.5%
Interest	0	0	0	10,802	0.0%
Gains	125,811	71,953	0	0	0.0%
Rents	99,545	0	0	0	0.0%
Total LORING PARK	5,563,827	5,642,521	4,494,881	4,618,416	2.7%
<u>LAUREL VILLAGE(CBU0)</u>					
Property Taxes	1,396,624	1,394,274	1,278,219	1,354,797	6.0%
Charges for Service	72,318	56,346	0	0	0.0%
Interest	0	0	41,542	0	-100.0%
Gains	53,534	33,741	0	0	0.0%
Rents	606,634	702,188	0	0	0.0%
Total LAUREL VILLAGE	2,129,110	2,186,549	1,319,761	1,354,797	2.7%
<u>CITY CENTER(CBX0)</u>					
Property Taxes	6,677,310	4,060,600	3,987,192	2,617,664	-34.3%
Interest	0	0	0	1,982	0.0%
Gains	128,755	67,424	0	0	0.0%
Rents	200,000	0	0	0	0.0%
Total CITY CENTER	7,006,065	4,128,025	3,987,192	2,619,646	-34.3%
<u>SOUTH NICOLLET MALL(CBY0)</u>					
Property Taxes	5,647,596	6,712,176	6,351,209	6,539,524	3.0%
Charges for Service	10,000	0	0	0	0.0%
Charges for Sales	1,573,736	0	0	0	0.0%
Interest	17,259	0	94,345	1,982	-97.9%
Gains	219,407	263,018	0	0	0.0%
Rents	0	140,953	0	0	0.0%
Operating Transfers In	7,416,599	6,594,724	0	0	0.0%
Total SOUTH NICOLLET MALL	14,884,597	13,710,871	6,445,554	6,541,506	1.5%
<u>CENTRAL CARE NURSING HOME(CCC0)</u>					
Gains	-38	-24	0	0	0.0%
Total CENTRAL CARE NURSING HOME	-38	-24	0	0	0.0%
<u>DEEP ROCK TAX INCREMENT(CDR0)</u>					
Property Taxes	152,112	150,405	28,600	53,586	87.4%
State Government	7,792	0	0	0	0.0%
Gains	10,796	8,306	0	0	0.0%
Total DEEP ROCK TAX INCREMENT	170,700	158,711	28,600	53,586	87.4%
<u>DOWNTOWN EAST LRT(CDT0)</u>					
Property Taxes	0	412,329	0	0	0.0%
Gains	0	20,384	0	0	0.0%
Rents	0	0	0	50,000	0.0%
Other Misc Revenues	0	0	615,000	0	-100.0%
Total DOWNTOWN EAST LRT	0	432,712	615,000	50,000	-91.9%
<u>2700 EAST LAKE(CEL0)</u>					
Property Taxes	0	2,795	2,457	39,969	1,526.7%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>2700 EAST LAKE(CELO)</u>					
Gains	0	24	0	0	0.0%
Total 2700 EAST LAKE	0	2,818	2,457	39,969	1,526.7%
<u>EAST VILLAGE(CEV0)</u>					
Property Taxes	0	7,341	105,143	252,714	140.4%
Gains	0	47	0	0	0.0%
Total EAST VILLAGE	0	7,388	105,143	252,714	140.4%
<u>50TH & FRANCE(CFF0)</u>					
Property Taxes	0	0	139,854	183,709	31.4%
Gains	9,343	1,050	0	0	0.0%
Total 50TH & FRANCE	9,343	1,050	139,854	183,709	31.4%
<u>FORMER FED RESERVE(CFR0)</u>					
Property Taxes	0	50,584	412,100	223,024	-45.9%
Gains	0	430	0	0	0.0%
Total FORMER FED RESERVE	0	51,013	412,100	223,024	-45.9%
<u>GRACO TI(CGC0)</u>					
Property Taxes	0	0	5,736	204,581	3,466.6%
Gains	-12	-74	0	0	0.0%
Total GRACO TI	-12	-74	5,736	204,581	3,466.6%
<u>110 GRANT(CGR0)</u>					
Property Taxes	625,974	780,083	655,738	514,014	-21.6%
Interest	0	0	20,022	27,515	37.4%
Gains	47,335	57,506	0	0	0.0%
Total 110 GRANT	673,309	837,589	675,760	541,529	-19.9%
<u>13th and Harmon(CHA0)</u>					
Property Taxes	0	0	2,704	0	-100.0%
Charges for Sales	0	2,200,000	0	0	0.0%
Total 13th and Harmon	0	2,200,000	2,704	0	-100.0%
<u>HISTORIC DEPOT REUSE DIST 93(CHD0)</u>					
Property Taxes	0	0	681,200	763,111	12.0%
Gains	19,482	59,815	0	0	0.0%
Proceeds of Long Term Liabilities	9,300,000	0	0	0	0.0%
Total HISTORIC DEPOT REUSE DIST 93	9,319,482	59,815	681,200	763,111	12.0%
<u>HENNEPIN & 7TH ENTERTAINMENT(CHE0)</u>					
Property Taxes	0	4,872	29,796	0	-100.0%
Gains	204,061	799,024	0	0	0.0%
Proceeds of Long Term Liabilities	18,390,000	0	0	0	0.0%
Total HENNEPIN & 7TH ENTERTAINMENT	18,594,061	803,896	29,796	0	-100.0%
<u>HUMBOLDT GREENWAY DIST 98(CHG0)</u>					
Gains	0	-23,043	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>HUMBOLDT GREENWAY DIST 98(CHG0)</u>					
Rents	0	252	0	0	0.0%
Total HUMBOLDT GREENWAY DIST 98	0	-22,791	0	0	0.0%
<u>HERITAGE LAND APTS(CHL0)</u>					
Property Taxes	0	214,806	678,600	592,649	-12.7%
Gains	0	714	0	0	0.0%
Total HERITAGE LAND APTS	0	215,520	678,600	592,649	-12.7%
<u>EAST HENNEPIN & UNIVERSITY(CHU0)</u>					
Property Taxes	0	20,210	21,623	167,023	672.4%
Gains	-287	46,086	0	0	0.0%
Proceeds of Long Term Liabilities	0	9,476,000	0	0	0.0%
Total EAST HENNEPIN & UNIVERSITY	-287	9,542,297	21,623	167,023	672.4%
<u>CAMDEN AREA IMPACT(CIM0)</u>					
Property Taxes	36,486	57,773	39,810	5,486	-86.2%
Gains	11,365	9,612	0	0	0.0%
Total CAMDEN AREA IMPACT	47,851	67,385	39,810	5,486	-86.2%
<u>IVY TOWER(CIT0)</u>					
Other Misc Revenues	0	0	0	55,000	0.0%
Total IVY TOWER	0	0	0	55,000	0.0%
<u>LOCAL CONTRIBUTION FUND(CLC0)</u>					
Gains	313,715	293,795	0	0	0.0%
Rents	0	262,911	100,000	0	-100.0%
Operating Transfers In	868,784	762,174	500,000	0	-100.0%
Total LOCAL CONTRIBUTION FUND	1,182,499	1,318,879	600,000	0	-100.0%
<u>LOWRY RIDGE(CLR0)</u>					
Property Taxes	23,115	43,585	56,152	62,238	10.8%
Gains	1,196	925	0	0	0.0%
Total LOWRY RIDGE	24,311	44,509	56,152	62,238	10.8%
<u>MAGNUM LOFTS(CML0)</u>					
Property Taxes	0	0	6,825	0	-100.0%
Total MAGNUM LOFTS	0	0	6,825	0	-100.0%
<u>NICOLLET FRANKLIN(CNF0)</u>					
Property Taxes	0	18,178	14,144	30,887	118.4%
Federal Government	0	0	500,000	0	-100.0%
Charges for Sales	0	0	500,000	0	-100.0%
Gains	0	-203	0	0	0.0%
Total NICOLLET FRANKLIN	0	17,975	1,014,144	30,887	-97.0%
<u>MRP(CNR0)</u>					
Charges for Service	874	18,470	0	0	0.0%
Charges for Sales	350,335	59,155	0	0	0.0%
Interest	107,780	415,082	2,000,000	0	-100.0%
Gains	3,252,101	2,693,704	0	0	0.0%
City of Minneapolis					2003 Adopted Budget

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>NRP(CNR0)</u>					
Rents	11,840	3,936	0	0	0.0%
Other Misc Revenues	884,771	893,636	0	0	0.0%
Operating Transfers In	16,498,328	17,410,715	6,000,000	0	-100.0%
Total NRP	21,106,029	21,494,698	8,000,000	0	-100.0%
<u>NWIP(CPA0)</u>					
Property Taxes	2,466,861	3,113,826	2,045,151	2,681,203	31.1%
Charges for Sales	55,802	5,000	0	0	0.0%
Interest	0	0	0	19,528	0.0%
Gains	77,949	50,044	0	0	0.0%
Rents	0	6,000	0	0	0.0%
Other Misc Revenues	75,875	1,253	0	0	0.0%
Total NWIP	2,676,487	3,176,123	2,045,151	2,700,731	32.1%
<u>HOLMES(CPB0)</u>					
Property Taxes	1,331,952	2,067,115	1,779,798	2,230,988	25.4%
Interest	65,712	0	0	11,960	0.0%
Gains	45,883	1,140	0	0	0.0%
Rents	12,240	4,080	0	0	0.0%
Other Misc Revenues	0	1	0	0	0.0%
Total HOLMES	1,455,788	2,072,335	1,779,798	2,242,948	26.0%
<u>NICOLLET ISLAND EAST BANK(CPC0)</u>					
Property Taxes	1,867,544	2,082,631	1,559,506	1,781,590	14.2%
Interest	0	0	0	36,906	0.0%
Gains	28,441	72,768	0	0	0.0%
Total NICOLLET ISLAND EAST BANK	1,895,985	2,155,399	1,559,506	1,818,496	16.6%
<u>PORTLAND PLACE(CPD0)</u>					
Property Taxes	0	27,147	49,582	68,342	37.8%
Interest	0	31,312	0	0	0.0%
Gains	0	14,716	0	0	0.0%
Proceeds of Long Term Liabilities	0	610,000	0	0	0.0%
Total PORTLAND PLACE	0	683,175	49,582	68,342	37.8%
<u>NOKOMIS HOLMES(CPE0)</u>					
Property Taxes	216,570	221,426	213,571	259,557	21.5%
Interest	0	0	0	5,988	0.0%
Gains	12,887	18,903	0	0	0.0%
Total NOKOMIS HOLMES	229,457	240,329	213,571	265,545	24.3%
<u>ELLIOT PARK(CPF0)</u>					
Property Taxes	426,138	475,965	428,702	527,051	22.9%
Interest	0	0	0	15,334	0.0%
Gains	155,193	143,256	0	0	0.0%
Total ELLIOT PARK	581,331	619,221	428,702	542,385	26.5%
<u>NICOLLET & LAKE(CPG0)</u>					
Property Taxes	429,944	524,067	471,601	473,894	0.5%
Interest	0	0	0	4,398	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>NICOLLET & LAKE(CPG0)</u>					
Gains	11,672	5,667	0	0	0.0%
Total NICOLLET & LAKE	441,616	529,733	471,601	478,292	1.4%
<u>CENTRAL & 20TH(CPH0)</u>					
Property Taxes	127,077	149,664	120,147	130,958	9.0%
Interest	0	0	6,372	7,718	21.1%
Gains	7,091	10,915	0	0	0.0%
Total CENTRAL & 20TH	134,168	160,579	126,519	138,676	9.6%
<u>CENTRAL AVE MARKET(CPI0)</u>					
Gains	140	118	0	0	0.0%
Total CENTRAL AVE MARKET	140	118	0	0	0.0%
<u>MILES I(CPJ0)</u>					
Property Taxes	89,394	93,050	82,508	88,433	7.2%
Interest	0	0	0	5,577	0.0%
Gains	10,733	12,444	0	0	0.0%
Total MILES I	100,127	105,494	82,508	94,010	13.9%
<u>NBA ARENA(CPK0)</u>					
Property Taxes	2,309,027	2,197,908	2,636,895	1,419,991	-46.1%
Interest	29,612	48,306	0	0	0.0%
Gains	-157,390	-28,914	0	0	0.0%
Other Misc Revenues	860,490	749,990	749,990	749,990	0.0%
Operating Transfers In	785,500	0	0	0	0.0%
Total NBA ARENA	3,827,239	2,967,290	3,386,885	2,169,981	-35.9%
<u>PHILLIPS PARK(CPL0)</u>					
Property Taxes	0	4,547	39,550	47,664	20.5%
Gains	0	28	0	0	0.0%
Total PHILLIPS PARK	0	4,575	39,550	47,664	20.5%
<u>LASALLE PLACE(CPM0)</u>					
Property Taxes	3,781,597	3,759,319	2,024,809	2,165,107	6.9%
Interest	0	0	83,334	84,998	2.0%
Gains	237,865	140,394	0	0	0.0%
Other Misc Revenues	6,489	0	0	0	0.0%
Total LASALLE PLACE	4,025,951	3,899,713	2,108,143	2,250,105	6.7%
<u>CAPITAL PROJECTS- OTHER(CPO0)</u>					
Interest	0	50,172	0	0	0.0%
Operating Transfers In	0	457,510	0	0	0.0%
Proceeds of Long Term Liabilities	0	20,975,419	0	0	0.0%
Total CAPITAL PROJECTS- OTHER	0	21,483,100	0	0	0.0%
<u>PRELIMINARY PLANNING(CPP0)</u>					
Charges for Service	264,592	134,853	200,000	75,000	-62.5%
Charges for Sales	37,400	1	0	0	0.0%
Rents	0	1,713	0	0	0.0%
Other Misc Revenues	28,875	35,042	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>PRELIMINARY PLANNING(CPP0)</u>					
Operating Transfers In	1,416,295	0	2,606,704	0	-100.0%
Total PRELIMINARY PLANNING	1,747,162	171,609	2,806,704	75,000	-97.3%
<u>NEIMAN MARCUS(CPQ0)</u>					
Property Taxes	2,724,139	2,183,726	1,973,400	1,344,012	-31.9%
Interest	0	0	81,735	20,202	-75.3%
Gains	119,005	155,813	0	0	0.0%
Total NEIMAN MARCUS	2,843,145	2,339,539	2,055,135	1,364,214	-33.6%
<u>IDS DATA SERVICE CENTER(CPR0)</u>					
Property Taxes	1,331,156	1,308,125	2,339,162	4,220,692	80.4%
Interest	0	0	83,557	173,906	108.1%
Gains	64,269	101,282	0	0	0.0%
Total IDS DATA SERVICE CENTER	1,395,425	1,409,407	2,422,719	4,394,598	81.4%
<u>BLOCK E(CPU0)</u>					
Property Taxes	11,798	0	0	0	0.0%
Charges for Service	543,600	0	0	0	0.0%
Gains	220,228	103,523	0	0	0.0%
Rents	17,706	0	0	0	0.0%
Other Misc Revenues	928	0	0	0	0.0%
Total BLOCK E	794,260	103,523	0	0	0.0%
<u>36TH AND MARSHALL(CPW0)</u>					
Property Taxes	221,579	238,135	149,474	189,836	27.0%
Gains	-196	-245	0	0	0.0%
Operating Transfers In	23,752	0	0	0	0.0%
Total 36TH AND MARSHALL	245,135	237,890	149,474	189,836	27.0%
<u>COMMON PROJECT RESERVE(CPZ0)</u>					
Interest	2,467,636	593,749	0	0	0.0%
Gains	796,290	837,362	0	0	0.0%
Operating Transfers In	7,196,022	0	0	0	0.0%
Total COMMON PROJECT RESERVE	10,459,949	1,431,111	0	0	0.0%
<u>CAPITAL PROJECTS-ARBITRAGE(CRB0)</u>					
Gains	38,749	30,112	0	0	0.0%
Total CAPITAL PROJECTS-ARBITRAGE	38,749	30,112	0	0	0.0%
<u>CREAMETTE DISTRICT 84(CRM0)</u>					
Property Taxes	85,632	94,260	102,505	150,186	46.5%
Gains	850	938	0	0	0.0%
Total CREAMETTE DISTRICT 84	86,482	95,198	102,505	150,186	46.5%
<u>ROSACKER NURSERY SITE(CRS0)</u>					
Property Taxes	61,908	120,619	98,917	123,485	24.8%
Interest	0	0	0	2,569	0.0%
Gains	1,470	1,507	0	0	0.0%
Total ROSACKER NURSERY SITE	63,378	122,126	98,917	126,054	27.4%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Capital Projects:</u>					
<u>SEMI-PHASE 1(CS10)</u>					
Property Taxes	633,756	649,806	488,712	662,702	35.6%
Gains	14,266	9,639	0	0	0.0%
Operating Transfers In	16,000	0	0	0	0.0%
Total SEMI-PHASE 1	664,022	659,445	488,712	662,702	35.6%
<u>SEMI-PHASE 2(CS20)</u>					
Property Taxes	343,117	339,919	198,718	272,729	37.2%
Gains	21,818	21,840	0	0	0.0%
Operating Transfers In	32,000	0	0	0	0.0%
Total SEMI-PHASE 2	396,935	361,759	198,718	272,729	37.2%
<u>SEMI-PHASE 3(CS30)</u>					
Property Taxes	0	39,497	35,510	81,322	129.0%
Gains	19	897	0	0	0.0%
Operating Transfers In	16,000	0	0	0	0.0%
Total SEMI-PHASE 3	16,019	40,394	35,510	81,322	129.0%
<u>SEMI-PHASE 4(CS40)</u>					
Property Taxes	190,393	191,036	132,886	175,639	32.2%
Gains	1,040	1,360	0	0	0.0%
Total SEMI-PHASE 4	191,433	192,396	132,886	175,639	32.2%
<u>SEMI-PHASE 5(CS50)</u>					
Property Taxes	18,580	26,718	122,278	166,690	36.3%
Gains	286	949	0	0	0.0%
Total SEMI-PHASE 5	18,867	27,667	122,278	166,690	36.3%
<u>SPRING & CENTRAL(CSC0)</u>					
Property Taxes	902	5,004	18,637	16,777	-10.0%
Interest	0	0	657	590	-10.2%
Gains	991	260	0	0	0.0%
Total SPRING & CENTRAL	1,894	5,263	19,294	17,367	-10.0%
<u>STINSON(CST0)</u>					
Property Taxes	0	0	258,410	471,020	82.3%
Gains	0	-127	0	0	0.0%
Total STINSON	0	-127	258,410	471,020	82.3%
<u>2ND ST N HOTEL/APTS TOWNPLACE(CTP0)</u>					
Property Taxes	0	20,048	257,075	285,503	11.1%
Gains	0	170	0	0	0.0%
Total 2ND ST N HOTEL/APTS TOWNPLACE	0	20,219	257,075	285,503	11.1%
<u>10TH AND WASHINGTON(CTW0)</u>					
Property Taxes	0	72,711	48,053	44,553	-7.3%
Total 10TH AND WASHINGTON	0	72,711	48,053	44,553	-7.3%
<u>UNITED VAN BUS(CUB0)</u>					
Property Taxes	39,259	37,469	36,561	49,187	34.5%
Interest	0	0	0	4,015	0.0%
City of Minneapolis				2003 Adopted Budget	

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>UNITED VAN BUS(CUB0)</u>					
Gains	5,355	5,253	0	0	0.0%
Total UNITED VAN BUS	44,614	42,722	36,561	53,202	45.5%
<u>URBAN VILLAGE(CUV0)</u>					
Property Taxes	0	0	7,420	15,829	113.3%
Interest	0	3,860	0	0	0.0%
Proceeds of Long Term Liabilities	0	1,800,000	0	0	0.0%
Total URBAN VILLAGE	0	1,803,860	7,420	15,829	113.3%
<u>HSG REPLACE-WATERSHED 3(CW30)</u>					
Property Taxes	16,858	33,081	72,769	77,605	6.6%
Gains	431	1,604	0	0	0.0%
Total HSG REPLACE-WATERSHED 3	17,289	34,685	72,769	77,605	6.6%
<u>WEST SIDE MILLING DISTRICT(CWM0)</u>					
Property Taxes	142,333	276,973	392,224	690,009	75.9%
Charges for Service	0	187,550	0	50,000	0.0%
Interest	172,375	51,212	0	0	0.0%
Gains	17,239	57,783	0	0	0.0%
Rents	0	0	200,000	0	-100.0%
Proceeds of Long Term Liabilities	2,960,000	15,275,000	0	0	0.0%
Total WEST SIDE MILLING DISTRICT	3,291,947	15,848,519	592,224	740,009	25.0%
<u>HSG REPLACE-WATERSHED 0(CWS0)</u>					
Property Taxes	29,836	51,293	54,340	74,456	37.0%
Gains	816	2,162	0	0	0.0%
Total HSG REPLACE-WATERSHED 0	30,652	53,455	54,340	74,456	37.0%
Total Capital Projects	439,022,713	434,725,712	152,658,361	144,514,604	-5.3%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Debt Service:</u>					
<u>BOND REDEMPTION - DEBT SERVICE(5250)</u>					
Property Taxes	22,384,398	21,248,063	27,988,839	31,343,226	12.0%
Sales and Other Taxes	3,175	1,668	0	0	0.0%
State Government	2,975,353	2,961,724	0	0	0.0%
Special Assessments	14,116	509	3,000	0	-100.0%
Interest	0	0	2,000	0	-100.0%
Gains	2,014,383	1,207,613	1,500,000	0	-100.0%
Rents	1,069,852	1,068,231	0	0	0.0%
Other Misc Revenues	91,362	30,000	949,550	0	-100.0%
Operating Transfers In	11,124,582	34,598,832	50,364,234	1,690,338	-96.6%
Total BOND REDEMPTION - DEBT SERVICE	39,677,221	61,116,640	80,807,623	33,033,564	-59.1%
<u>Section 108 Loans - Debt Service(5260)</u>					
Gains	0	23,033	0	0	0.0%
Other Misc Revenues	0	0	0	122,500	0.0%
Operating Transfers In	0	88,775	0	200,001	0.0%
Total Section 108 Loans - Debt Service	0	111,808	0	322,501	0.0%
<u>CONVENTION CENTER-DEBT SERVICE(5300)</u>					
State Government	1,517,000	3,288,000	3,288,000	0	-100.0%
Interest	5,512	0	0	0	0.0%
Gains	72,924	34,230	0	0	0.0%
Operating Transfers In	18,246,477	19,157,278	25,924,128	20,853,662	-19.6%
Total CONVENTION CENTER-DEBT SERVICE	19,841,913	22,479,509	29,212,128	20,853,662	-28.6%
<u>TARGET CENTER(5350)</u>					
Interest	49,752	38,236	0	0	0.0%
Operating Transfers In	4,035,561	4,226,209	0	0	0.0%
Total TARGET CENTER	4,085,312	4,264,446	0	0	0.0%
<u>BOND REDEMPTION - ASSESSMENT(5450)</u>					
Special Assessments	548,432	467,413	565,000	280,000	-50.4%
Gains	442,175	201,804	0	0	0.0%
Total BOND REDEMPTION - ASSESSMENT	990,608	669,217	565,000	280,000	-50.4%
<u>CONCERT HALL - DEBT SERVICE(5600)</u>					
Special Assessments	-4,896	0	0	0	0.0%
Gains	9,994	-50,805	0	0	0.0%
Rents	605,000	580,000	580,000	630,000	8.6%
Total CONCERT HALL - DEBT SERVICE	610,097	529,195	580,000	630,000	8.6%
<u>TAX INCREMENT - DEBT SERVICE(5900)</u>					
Gains	50,229	49,647	70,000	0	-100.0%
Operating Transfers In	14,181,051	18,686,524	76,555,913	18,077,562	-76.4%
Total TAX INCREMENT - DEBT SERVICE	14,231,280	18,736,170	76,625,913	18,077,562	-76.4%
<u>00 IMPROVEMENT BONDS(5A00)</u>					
Special Assessments	32,357	0	0	0	0.0%
Gains	564	575	0	0	0.0%
Total 00 IMPROVEMENT BONDS	32,921	575	0	0	0.0%
<u>96 IMPROVEMENT BONDS(5A60)</u>					

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Debt Service:</u>					
<u>96 IMPROVEMENT BONDS(5A60)</u>					
Special Assessments	181,952	177,550	220,000	170,000	-22.7%
Gains	16,807	13,077	10,000	0	-100.0%
Other Misc Revenues	1,918	0	0	0	0.0%
Operating Transfers In	0	3,000	0	0	0.0%
Total 96 IMPROVEMENT BONDS	200,677	193,628	230,000	170,000	-26.1%
<u>97 IMPROVEMENT BONDS(5A70)</u>					
Special Assessments	313,673	366,143	300,000	300,000	0.0%
Gains	9,367	9,993	4,000	0	-100.0%
Total 97 IMPROVEMENT BONDS	323,040	376,136	304,000	300,000	-1.3%
<u>98 IMPROVEMENT BONDS(5A80)</u>					
Special Assessments	356,086	239,472	0	200,000	0.0%
Gains	25,056	20,880	0	0	0.0%
Total 98 IMPROVEMENT BONDS	381,142	260,352	0	200,000	0.0%
<u>01 IMPROVEMENT BONDS - 10 YR(5AA0)</u>					
Gains	0	841	0	0	0.0%
Total 01 IMPROVEMENT BONDS - 10 YR	0	841	0	0	0.0%
<u>01 IMPROVEMENT BONDS - 20 YR(5AB0)</u>					
Special Assessments	0	1,031,753	0	1,000,000	0.0%
Gains	0	12,553	0	0	0.0%
Total 01 IMPROVEMENT BONDS - 20 YR	0	1,044,306	0	1,000,000	0.0%
<u>BOND REDEM ARBIT 6/90 IMP BOND(5B00)</u>					
Special Assessments	275,960	277,009	370,000	275,000	-25.7%
Gains	2,165	-2,543	0	0	0.0%
Total BOND REDEM ARBIT 6/90 IMP BOND	278,125	274,466	370,000	275,000	-25.7%
<u>BOND REDEM ARBIT 6/91 IMP BOND(5C00)</u>					
Special Assessments	283,543	235,644	320,000	230,000	-28.1%
Gains	43,877	37,283	20,000	0	-100.0%
Total BOND REDEM ARBIT 6/91 IMP BOND	327,420	272,927	340,000	230,000	-32.4%
<u>BOND REDEM ARBIT 6/92 IMP BOND(5E00)</u>					
State Government	-84	0	0	0	0.0%
Special Assessments	216,465	196,841	270,000	160,000	-40.7%
Gains	41,400	35,000	15,000	0	-100.0%
Total BOND REDEM ARBIT 6/92 IMP BOND	257,781	231,841	285,000	160,000	-43.9%
<u>BOND REDEM ARBIT 6/93 IMP BOND(5F00)</u>					
Special Assessments	305,382	306,501	301,000	240,000	-20.3%
Interest	0	0	18,000	0	-100.0%
Gains	47,876	41,502	30,000	0	-100.0%
Total BOND REDEM ARBIT 6/93 IMP BOND	353,258	348,003	349,000	240,000	-31.2%
<u>BOND REDEM ARBIT 6/94 IMP BOND(5G00)</u>					
Special Assessments	205,119	153,625	225,000	170,000	-24.4%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Debt Service:</u>					
<u>BOND REDEM ARBIT 6/94 IMP BOND(5G00)</u>					
Gains	68,770	61,692	25,000	0	-100.0%
Total BOND REDEM ARBIT 6/94 IMP BOND	273,888	215,317	250,000	170,000	-32.0%
<u>BOND REDEM ARBIT 6/95 IMP BOND(5H00)</u>					
Special Assessments	419,774	324,036	307,000	260,000	-15.3%
Gains	41,953	42,983	15,000	0	-100.0%
Total BOND REDEM ARBIT 6/95 IMP BOND	461,727	367,019	322,000	260,000	-19.3%
<u>BOND REDEM ARBIT ASSESS PARK(5P00)</u>					
Special Assessments	142,151	219,384	185,000	220,000	18.9%
Gains	4,778	9,596	10,000	0	-100.0%
Operating Transfers In	127,196	0	0	0	0.0%
Total BOND REDEM ARBIT ASSESS PARK	274,125	228,980	195,000	220,000	12.8%
<u>BOND REDEM 1995 ARBIT PKWY(5X00)</u>					
Special Assessments	0	0	7,000	0	-100.0%
Total BOND REDEM 1995 ARBIT PKWY	0	0	7,000	0	-100.0%
<u>BOND REDEM ARBIT 6/87 IMP BOND(5Z10)</u>					
Special Assessments	68,865	63,778	95,000	60,000	-36.8%
Gains	3,892	-3,852	7,000	0	-100.0%
Total BOND REDEM ARBIT 6/87 IMP BOND	72,757	59,925	102,000	60,000	-41.2%
<u>BOND REDEM ARBIT 9/87 IMP BOND(5Z20)</u>					
Special Assessments	100,651	82,100	110,000	60,000	-45.5%
Gains	-25,768	-17,000	0	0	0.0%
Total BOND REDEM ARBIT 9/87 IMP BOND	74,884	65,100	110,000	60,000	-45.5%
<u>BOND REDEM ARBIT 6/88 IMP BOND(5Z30)</u>					
Special Assessments	78,368	70,073	175,000	75,000	-57.1%
Gains	7,361	1,294	10,000	0	-100.0%
Total BOND REDEM ARBIT 6/88 IMP BOND	85,729	71,367	185,000	75,000	-59.5%
<u>BOND REDEM ARBIT 6/89 IMP BOND(5Z40)</u>					
Special Assessments	71,650	71,011	155,000	70,000	-54.8%
Gains	2,848	-1,193	4,000	0	-100.0%
Total BOND REDEM ARBIT 6/89 IMP BOND	74,498	69,818	159,000	70,000	-56.0%
<u>BOND REDEM ARBIT NIC MALL BOND(5Z50)</u>					
Special Assessments	1,854,348	1,626,558	1,700,000	1,800,000	5.9%
Gains	108,776	96,779	60,000	0	-100.0%
Operating Transfers In	203,669	212,668	0	218,523	0.0%
Total BOND REDEM ARBIT NIC MALL BOND	2,166,793	1,936,005	1,760,000	2,018,523	14.7%
<u>MCDA DEBT SERVICE(DDS0)</u>					
Interest	564,105	81,249	0	0	0.0%
Gains	1,458,590	670,128	0	0	0.0%
Operating Transfers In	2,284,932	18,851,951	34,057,782	0	-100.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Debt Service:</u>					
<u>MCDA DEBT SERVICE(DDS0)</u>					
Proceeds of Long Term Liabilities	0	7,249,581	0	0	0.0%
Total MCDA DEBT SERVICE	4,307,627	26,852,910	34,057,782	0	-100.0%
<u>ST ANTHONY DEBT SERVICE(DDT0)</u>					
Interest	0	5,433	0	0	0.0%
Gains	0	11,804	0	0	0.0%
Operating Transfers In	0	2,169,029	0	0	0.0%
Total ST ANTHONY DEBT SERVICE	0	2,186,266	0	0	0.0%
Total Debt Service	89,382,823	142,962,765	226,816,446	78,705,812	-65.3%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>SEWER ENTERPRISE FUND(7300)</u>					
Sales and Other Taxes	31	0	0	0	0.0%
Federal Government	0	3,757,899	0	0	0.0%
State Government	363,749	364,947	629,601	516,002	-18.0%
Local Government	118,107	148,444	148,444	148,444	0.0%
Charges for Service	57,453,660	58,209,244	65,293,926	75,493,482	15.6%
Charges for Sales	0	42	500	0	-100.0%
Special Assessments	223,436	310,333	115,000	115,000	0.0%
Interest	55,834	911	0	0	0.0%
Gains	170,063	-13,879	0	0	0.0%
Other Misc Revenues	55,803	18,148	50,000	52,500	5.0%
Operating Transfers In	10,903,539	6,338,748	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	6,975,000	11,590,000	66.2%
Total SEWER ENTERPRISE FUND	69,344,221	69,134,836	73,212,471	87,915,428	20.1%
<u>WATER ENTERPRISE FUND(7400)</u>					
Licenses and Permits	11,365	753	16,000	1,000	-93.8%
Federal Government	0	765,289	0	0	0.0%
Local Government	3,750	0	0	0	0.0%
Charges for Service	47,434,811	51,609,390	57,114,620	65,001,650	13.8%
Charges for Sales	1,780,314	1,990,930	1,601,907	1,625,000	1.4%
Special Assessments	567,372	712,758	0	0	0.0%
Interest	4,047	17,871	0	0	0.0%
Gains	219,724	-12,961	0	0	0.0%
Rents	480	7,588	4,000	2,000	-50.0%
Other Misc Revenues	23,072	20,782	23,200	16,100	-30.6%
Operating Transfers In	4,970,205	14,052,843	0	0	0.0%
Proceeds of Long Term Liabilities	0	0	1,900,000	4,350,000	128.9%
Total WATER ENTERPRISE FUND	55,015,140	69,165,242	60,659,727	70,995,750	17.0%
<u>MUNICIPAL PARKING ENTERPRISE FUND(7500)</u>					
Licenses and Permits	170,036	178,608	155,000	155,000	0.0%
State Government	0	462,688	0	0	0.0%
Charges for Service	49,125,421	53,257,222	59,090,880	59,431,216	0.6%
Charges for Sales	886,059	1,148,529	826,000	826,000	0.0%
Special Assessments	144,976	169,937	15,000	38,000	153.3%
Interest	24,514	1,834	750	750	0.0%
Gains	132,473	-39,140	0	0	0.0%
Rents	97,389	273,578	17,500	17,500	0.0%
Other Misc Revenues	45,408	78,970	1,000	11,000	1,000.0%
Operating Transfers In	43,346,278	55,798,349	13,329,261	13,805,938	3.6%
Proceeds of Long Term Liabilities	0	0	15,000,000	0	-100.0%
Total MUNICIPAL PARKING ENTERPRISE FUND	93,972,554	111,330,578	88,435,391	74,285,404	-16.0%
<u>10TH AND WASHINGTON RAMP ARBIT(7550)</u>					
Gains	341,147	4,315	0	0	0.0%
Total 10TH AND WASHINGTON RAMP ARBIT	341,147	4,315	0	0	0.0%
<u>97 TEMPORARY RAMP REVENUE BOND(7570)</u>					
Interest	174	0	0	0	0.0%
Gains	1,305	1	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>97 TEMPORARY RAMP REVENUE BOND(7570)</u>					
Operating Transfers In	39,601	0	0	0	0.0%
Total 97 TEMPORARY RAMP REVENUE BOND	41,080	1	0	0	0.0%
<u>GREYHOUND/JEFF PARK FACILITY(7580)</u>					
Gains	61,596	780	0	0	0.0%
Total GREYHOUND/JEFF PARK FACILITY	61,596	780	0	0	0.0%
<u>ST. THOMAS/GREYHOUND 1999 BOND(7590)</u>					
Gains	753,462	117,921	0	0	0.0%
Total ST. THOMAS/GREYHOUND 1999 BOND	753,462	117,921	0	0	0.0%
<u>SOLID WASTE - ENTERPRISE(7700)</u>					
Sales and Other Taxes	36,160	4,563	0	0	0.0%
Local Government	964,041	943,406	937,000	804,000	-14.2%
Charges for Service	22,205,856	24,176,900	23,612,800	26,098,800	10.5%
Charges for Sales	957,398	668,072	640,200	640,200	0.0%
Special Assessments	96,870	142,768	0	0	0.0%
Rents	0	580	0	0	0.0%
Other Misc Revenues	557	350	0	0	0.0%
Operating Transfers In	72,000	165,630	146,000	146,000	0.0%
Total SOLID WASTE - ENTERPRISE	24,332,881	26,102,270	25,336,000	27,689,000	9.3%
<u>PARK - OPERATIONS - ENTERPRISE(7800)</u>					
Licenses and Permits	0	500	0	0	0.0%
Federal Government	51,635	48,476	0	0	0.0%
State Government	0	29,441	0	8,000	0.0%
Charges for Service	11,236,850	10,600,129	11,530,523	11,383,505	-1.3%
Charges for Sales	535	2,789	0	0	0.0%
Fines and Forfeits	45,560	45,560	0	0	0.0%
Interest	3,107	14	0	0	0.0%
Gains	0	385	0	0	0.0%
Rents	604,820	497,755	626,768	465,031	-25.8%
Contributions	251,805	496,081	196,730	156,064	-20.7%
Other Misc Revenues	58,084	29,903	0	0	0.0%
Operating Transfers In	95,796	193,681	0	0	0.0%
Total PARK - OPERATIONS - ENTERPRISE	12,348,193	11,944,713	12,354,021	12,012,600	-2.8%
<u>98 SEWER FIXED RATE BONDS(8S10)</u>					
Gains	7,831	0	0	0	0.0%
Total 98 SEWER FIXED RATE BONDS	7,831	0	0	0	0.0%
<u>98 SEWER VARIABLE RATE BONDS(8S20)</u>					
Gains	6,724	0	0	0	0.0%
Total 98 SEWER VARIABLE RATE BONDS	6,724	0	0	0	0.0%
<u>98 SEWER (OCTOBER) BONDS(8S30)</u>					
Gains	1,911	0	0	0	0.0%
Total 98 SEWER (OCTOBER) BONDS	1,911	0	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>98 WATER FIXED RATE BONDS(8W10)</u>					
Gains	1,608	0	0	0	0.0%
Total 98 WATER FIXED RATE BONDS	1,608	0	0	0	0.0%
<u>99 SEWER FIXED RATE BONDS(9S10)</u>					
Gains	320,184	98,484	0	0	0.0%
Total 99 SEWER FIXED RATE BONDS	320,184	98,484	0	0	0.0%
<u>99 WATER FIXED RATE BONDS(9W10)</u>					
Gains	241,938	766	0	0	0.0%
Total 99 WATER FIXED RATE BONDS	241,938	766	0	0	0.0%
<u>DEFAULTED PROPERTY ADMINISTRATION(EDP0)</u>					
Rents	0	0	0	3,700,000	0.0%
Total DEFAULTED PROPERTY ADMINISTRATION	0	0	0	3,700,000	0.0%
<u>FED HOME LN BANK ECON DEVELOP(EED0)</u>					
Charges for Service	0	0	10,000	0	-100.0%
Interest	152,285	127,672	0	0	0.0%
Gains	28,003	30,697	0	0	0.0%
Total FED HOME LN BANK ECON DEVELOP	180,288	158,368	10,000	0	-100.0%
<u>FHLB HOUSING DEVELOPMENT(EHD0)</u>					
Charges for Service	43,963	0	0	0	0.0%
Interest	436,824	392,287	0	0	0.0%
Gains	5,082	-6,525	0	0	0.0%
Total FHLB HOUSING DEVELOPMENT	485,868	385,762	0	0	0.0%
<u>HOUSING OWNERSHIP PROGRAM(EH00)</u>					
Interest	3,254,387	1,948,311	1,750,000	2,000,000	14.3%
Gains	7,125	5,429	0	0	0.0%
Other Misc Revenues	0	49,466	0	0	0.0%
Total HOUSING OWNERSHIP PROGRAM	3,261,512	2,003,206	1,750,000	2,000,000	14.3%
<u>HOME OWNERSHIP & RENOVATION(EHR0)</u>					
Interest	833,356	748,584	750,000	725,000	-3.3%
Gains	575	237	0	0	0.0%
Total HOME OWNERSHIP & RENOVATION	833,931	748,821	750,000	725,000	-3.3%
<u>LOAN & GRANT PROGRAMS(ELG0)</u>					
Charges for Service	759	325	0	0	0.0%
Interest	19,980	13,444	3,600	2,875	-20.1%
Gains	14,707	13,260	0	0	0.0%
Other Misc Revenues	0	3,979	0	0	0.0%
Total LOAN & GRANT PROGRAMS	35,446	31,008	3,600	2,875	-20.1%
<u>RIVER TERMINAL(ERT0)</u>					
Charges for Service	3,322,542	2,956,847	2,982,360	3,572,315	19.8%
Gains	-4,039	-10,735	0	0	0.0%
Rents	42,295	531	0	0	0.0%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>RIVER TERMINAL(ERT0)</u>					
Other Misc Revenues	0	0	0	350,690	0.0%
Total RIVER TERMINAL	3,360,797	2,946,643	2,982,360	3,923,005	31.5%
<u>GARFS(ERZ0)</u>					
Charges for Service	50,000	0	10,000	50,000	400.0%
Charges for Sales	975,250	0	0	0	0.0%
Interest	35,285	8,723	0	0	0.0%
Gains	74,868	80,722	0	0	0.0%
Other Misc Revenues	700,320	155,579	150,000	175,000	16.7%
Operating Transfers In	0	0	120,432	0	-100.0%
Proceeds of Long Term Liabilities	62,794	33,873	0	0	0.0%
Total GARFS	1,898,517	278,897	280,432	225,000	-19.8%
Total Enterprise Funds	266,846,830	294,452,611	265,774,002	283,474,062	6.7%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Internal Service Funds:					
<u>MATERIALS & LAB-INTERNAL SVC(6000)</u>					
Federal Government	0	54,541	0	0	0.0%
State Government	45,573	0	0	0	0.0%
Charges for Service	921,471	761,582	1,083,000	850,000	-21.5%
Charges for Sales	2,696,614	2,418,578	2,556,000	2,200,000	-13.9%
Interest	0	21	0	0	0.0%
Other Misc Revenues	10	45,706	0	0	0.0%
Operating Transfers In	0	6,091	0	0	0.0%
Total MATERIALS & LAB-INTERNAL SVC	3,663,668	3,286,519	3,639,000	3,050,000	-16.2%
<u>EQUIPMENT - INTERNAL SERVICE(6100)</u>					
Charges for Service	9,296,498	10,521,260	431,200	951,200	120.6%
Charges for Sales	3,107,219	3,580,167	3,435,500	3,240,500	-5.7%
Interest	184	1,456	500	500	0.0%
Gains	159,872	42,886	200,000	200,000	0.0%
Rents	15,901,168	19,249,330	24,995,939	27,832,000	11.3%
Other Misc Revenues	251,502	481,775	315,000	315,000	0.0%
Operating Transfers In	456,112	5,224,436	0	1,819,000	0.0%
Proceeds of Long Term Liabilities	0	0	6,100,000	12,400,000	103.3%
Total EQUIPMENT - INTERNAL SERVICE	29,172,554	39,101,310	35,478,139	46,758,200	31.8%
<u>PROPERTY SERVICES INTERNAL SERVICE FUND(62)</u>					
Charges for Service	2,323,657	3,274,390	1,510,000	4,383,500	190.3%
Charges for Sales	0	0	880,000	880,000	0.0%
Interest	345	-209	0	0	0.0%
Rents	3,163,030	3,901,277	7,795,000	6,427,500	-17.5%
Other Misc Revenues	30	2,892	2,500	3,000	20.0%
Operating Transfers In	0	3,189	118,400	130,000	9.8%
Proceeds of Long Term Liabilities	0	0	6,426,000	560,000	-91.3%
Total PROPERTY SERVICES INTERNAL SERVICE F	5,487,062	7,181,539	16,731,900	12,384,000	-26.0%
<u>STORES - INTERNAL SERVICE(6300)</u>					
Charges for Service	529,740	508,695	475,000	500,000	5.3%
Charges for Sales	3,583,240	3,681,386	3,345,000	3,245,000	-3.0%
Interest	-1	-0	50	50	0.0%
Other Misc Revenues	79,061	4,604	0	0	0.0%
Total STORES - INTERNAL SERVICE	4,192,040	4,194,684	3,820,050	3,745,050	-2.0%
<u>INFO TECH - INTERNAL SERVICE(6400)</u>					
Charges for Service	2,896,184	3,300,407	3,119,600	2,910,007	-6.7%
Charges for Sales	105	-5,800	1,800	1,800	0.0%
Interest	-2	0	0	0	0.0%
Gains	-2,722	769	0	0	0.0%
Other Misc Revenues	500	0	146,701	49,329	-66.4%
Operating Transfers In	15,333,046	17,438,024	18,768,565	20,020,006	6.7%
Total INFO TECH - INTERNAL SERVICE	18,227,112	20,733,399	22,036,666	22,981,142	4.3%
<u>PARK - INTERNAL SERVICE(6600)</u>					
Sales and Other Taxes	-277	0	0	0	0.0%
Charges for Service	610,770	674,327	1,794,025	1,822,464	1.6%
Charges for Sales	497,822	542,220	37,000	0	-100.0%
Gains	10,670	18,191	0	0	0.0%
Rents	2,770,819	3,018,367	2,932,860	3,241,137	10.5%
City of Minneapolis				2003 Adopted Budget	

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Internal Service Funds:					
<u>PARK - INTERNAL SERVICE(6600)</u>					
Other Misc Revenues	9,966	6,405	0	0	0.0%
Total PARK - INTERNAL SERVICE	3,899,770	4,259,510	4,763,885	5,063,601	6.3%
<u>PARK-SELF INSURE-INTERNAL SVC(6700)</u>					
Other Misc Revenues	1,921,022	2,508,181	1,934,219	2,039,853	5.5%
Total PARK-SELF INSURE-INTERNAL SVC	1,921,022	2,508,181	1,934,219	2,039,853	5.5%
<u>SELF INSURANCE-INTERNAL SVC(6900)</u>					
Charges for Service	43,701,158	42,411,704	49,659,228	57,427,310	15.6%
Interest	38	0	0	0	0.0%
Other Misc Revenues	3,405,766	5,328,503	2,990,294	3,017,023	0.9%
Operating Transfers In	349,500	1,950,624	2,443,364	2,909,595	19.1%
Total SELF INSURANCE-INTERNAL SVC	47,456,462	49,690,832	55,092,886	63,353,928	15.0%
<u>98 EQUIP VARIABLE RATE BONDS(8E10)</u>					
Gains	-0	0	0	0	0.0%
Total 98 EQUIP VARIABLE RATE BONDS	-0	0	0	0	0.0%
<u>99EQUIP VARIABLE RATE BONDS(9E10)</u>					
Gains	2,467	0	0	0	0.0%
Total 99EQUIP VARIABLE RATE BONDS	2,467	0	0	0	0.0%
Total Internal Service Funds	114,022,156	130,955,973	143,496,745	159,375,774	11.1%

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Investment Management Funds:</u>					
<u>INVESTMENT POOL(Z990)</u>					
Gains	-202,965	-295,264	0	0	0.0%
Total INVESTMENT POOL	-202,965	-295,264	0	0	0.0%
Total Investment Management Funds	-202,965	-295,264	0	0	

SCHEDULE TWO
Revenues by Fund and Type

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
<u>Agency - Inactive:</u>					
<u>PUBLIC HOUSING AUTHORITY(2900)</u>					
Gains	0	1,548	0	0	0.0%
Total PUBLIC HOUSING AUTHORITY	0	1,548	0	0	0.0%
<u>LUMBER EXCHANGE SKYWAY(8390)</u>					
Gains	9,222	8,134	0	0	0.0%
Total LUMBER EXCHANGE SKYWAY	9,222	8,134	0	0	0.0%
Total Agency - Inactive	9,222	9,682	0	0	
TOTAL ALL FUNDS	1,398,105,480	1,509,539,424	1,283,727,753	1,179,020,161	-8.2%

SCHEDULE TWO
Revenues by Type

Revenues by Type	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Property Taxes	190,461,514	205,532,284	210,003,546	231,055,588	10.0%
Sales and Other Taxes	48,793,787	47,974,342	49,065,600	49,522,600	0.9%
Franchise Fees	21,592,970	25,563,397	21,600,000	20,410,000	-5.5%
Licenses and Permits	19,836,788	21,336,362	19,621,636	21,697,287	10.6%
Federal Government	33,185,883	40,246,500	39,171,071	50,007,189	27.7%
State Government	143,112,396	158,861,183	151,003,683	154,328,024	2.2%
Local Government	16,080,615	11,467,778	8,461,894	8,296,397	-2.0%
Charges for Service	294,627,824	303,442,945	311,106,657	348,478,996	12.0%
Charges for Sales	24,037,260	22,302,855	15,116,538	14,098,180	-6.7%
Fines and Forfeits	8,308,966	9,736,640	8,162,500	9,334,277	14.4%
Special Assessments	10,859,212	11,347,228	10,000,500	10,157,300	1.6%
Interest	11,178,820	6,632,360	6,409,315	3,624,791	-43.4%
Gains	26,505,117	20,234,454	4,128,771	2,388,771	-42.1%
Rents	32,198,326	36,756,141	46,162,231	49,892,801	8.1%
Contributions	3,330,479	4,782,729	1,425,043	2,816,875	97.7%
Other Misc Revenues	18,478,446	19,669,428	15,830,347	13,872,247	-12.4%
Operating Transfers In	320,684,181	418,873,284	280,867,921	116,049,838	-58.7%
Proceeds of Long Term Liabilities	174,832,895	144,779,515	85,590,500	72,989,000	-14.7%
Total Revenues by Type	1,398,105,480	1,509,539,424	1,283,727,753	1,179,020,161	-8.2%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
General Fund - City :					
<u>GENERAL FUND (0100)</u>					
ASSESSOR	2,587,729	2,479,318	2,588,041	2,730,224	5.5%
CORRECTIONS - NON-DEPT	696,185	517,528	845,000	861,900	2.0%
NON-DEPARTMENTAL	1,554,894	639,211	1,588,582	2,556,251	60.9%
INTERFUND TRANSFERS	11,944,490	25,369,003	20,002,231	25,650,364	28.2%
UNFUNDED PENSION EXPENSE	-3,484,434	0	-3,029,339	-2,382,131	-21.4%
ATTORNEY	4,079,808	4,632,958	4,355,371	4,642,827	6.6%
RETIREMENT INCENTIVE	323,257	0	0	0	
CONTINGENCY	61,371	20,903	1,350,610	1,653,610	22.4%
CITY COUNCIL	1,005,526	992,331	1,049,283	1,123,145	7.0%
CITY CLERK	3,203,012	3,318,140	3,347,432	3,217,766	-3.9%
CITY CLERK - ELECTIONS	921,862	971,776	994,364	900,367	-9.5%
FIRE DEPARTMENT	37,838,321	39,078,769	41,634,036	44,181,259	6.1%
CIVIL RIGHTS	1,680,055	1,699,189	1,678,125	1,984,306	18.2%
MAYOR	881,186	934,632	898,945	893,592	-0.6%
PLANNING DEPARTMENT	1,571,032	1,674,208	1,675,552	2,203,972	31.5%
POLICE DEPARTMENT	90,224,466	91,017,992	92,943,978	98,030,798	5.5%
CIVILIAN POLICE REVIEW AUTHORITY	473,723	408,863	447,704	0	-100.0%
PW - ENGINEERING SERVICES	784,659	895,299	970,199	1,000,545	3.1%
PW - FIELD SERVICES	22,163,701	24,838,334	22,482,712	23,963,921	6.6%
PW - ADMINISTRATIVE SERVICES	1,391,201	1,753,745	1,971,448	2,021,748	2.6%
PW - TRANSPORTATION	10,403,349	11,324,453	10,880,237	11,283,723	3.7%
HUMAN RESOURCES	4,331,853	4,512,238	4,769,239	3,903,215	-18.2%
FINANCE DEPARTMENT	5,626,489	5,520,757	5,788,260	5,839,379	0.9%
LICENSES & CONSUMER SERVICES	4,332,452	5,683,576	5,729,256	5,935,022	3.6%
CITY COORDINATOR	799,051	883,260	958,647	459,609	-52.1%
INTERGOVERNMENTAL RELATIONS	2,637,099	732,206	732,265	845,238	15.4%
COMMUNICATIONS	0	829,802	752,881	658,107	-12.6%
INSPECTIONS	11,433,200	12,455,613	13,257,583	12,913,657	-2.6%
HEALTH AND FAMILY SUPPORT	3,575,262	3,884,756	3,983,558	3,889,486	-2.4%
INFORMATION AND TECHNOLOGY SERVICES	0	1,380,369	1,145,987	1,944,971	69.7%
COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT	0	0	0	250,000	
Total GENERAL FUND	223,040,798	248,449,226	245,792,187	263,156,871	7.1%
Total General Fund - City	223,040,798	248,449,226	245,792,187	263,156,871	7.1%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>GRANTS - FEDERAL (0300)</u>					
NON-DEPARTMENTAL	0	0	42,886	0	-100.0%
INTERFUND TRANSFERS	1,263,128	1,037,053	46,500	62,000	33.3%
ATTORNEY	321,534	445,432	326,414	325,000	-0.4%
FIRE DEPARTMENT	29,065	43,281	700,000	0	-100.0%
PLANNING DEPARTMENT	9,000	20,000	6,000	20,000	233.3%
POLICE DEPARTMENT	2,392,440	2,407,679	1,663,107	490,000	-70.5%
FINANCE DEPARTMENT	108,518	133,062	180,516	153,651	-14.9%
LICENSES & CONSUMER SERVICES	1,576,265	1,065,030	2,070,052	1,237,320	-40.2%
CITY COORDINATOR	512,916	1,494,912	3,638,719	3,553,488	-2.3%
INTERGOVERNMENTAL RELATIONS	14,409	0	483,964	0	-100.0%
HEALTH AND FAMILY SUPPORT	6,205,857	7,078,153	6,813,975	6,929,845	1.7%
INFORMATION AND TECHNOLOGY SERVICES	0	0	0	0	
PUBLIC WORKS TRANSPORTATION CAPITAL	109,476	8,000	0	0	
Total GRANTS - FEDERAL	12,542,607	13,732,601	15,972,133	12,771,304	-20.0%
<u>CDBG & UDAG FUNDS (0400)</u>					
NON-DEPARTMENTAL	1,647,664	1,743,186	5,029,000	4,119,000	-18.1%
INTERFUND TRANSFERS	14,094,902	11,993,919	9,559,000	9,414,751	-1.5%
CIVIL RIGHTS	303,575	215,891	330,000	349,502	5.9%
PLANNING DEPARTMENT	1,046,937	971,325	1,112,000	1,282,980	15.4%
PW - PROPERTY SERVICES	52,741	162,498	160,000	267,000	66.9%
FINANCE DEPARTMENT	260,770	231,968	339,000	342,928	1.2%
LICENSES & CONSUMER SERVICES	0	55,994	0	0	
INTERGOVERNMENTAL RELATIONS	886,396	1,447,906	1,636,000	1,693,739	3.5%
INSPECTIONS	116,296	175,090	202,000	202,000	0.0%
HEALTH AND FAMILY SUPPORT	3,705,212	4,053,306	3,968,000	3,911,500	-1.4%
Total CDBG & UDAG FUNDS	22,114,493	21,051,083	22,335,000	21,583,400	-3.4%
<u>GRANTS - OTHER (0600)</u>					
NON-DEPARTMENTAL	819,461	1,671,843	1,071,589	56,000	-94.8%
INTERFUND TRANSFERS	107,850	941,554	110,250	115,750	5.0%
ATTORNEY	277,063	31,175	138,445	75,000	-45.8%
FIRE DEPARTMENT	0	0	3,250	70,000	2,053.8%
PLANNING DEPARTMENT	146,458	307,839	0	205,000	
POLICE DEPARTMENT	508,875	599,576	422,750	254,795	-39.7%
HUMAN RESOURCES	5,534	3,081	10,000	10,000	0.0%
FINANCE DEPARTMENT	63,289	43,808	61,363	64,683	5.4%
LICENSES & CONSUMER SERVICES	12,641	54,889	0	25,000	
CITY COORDINATOR	27,684	135,232	51,000	0	-100.0%
INTERGOVERNMENTAL RELATIONS	285,087	10,369	74,179	0	-100.0%
COMMUNICATIONS	0	27,258	0	0	
INSPECTIONS	0	20,000	0	0	
HEALTH AND FAMILY SUPPORT	7,231,775	7,445,777	7,317,241	6,612,501	-9.6%
PUBLIC WORKS TRANSPORTATION CAPITAL	36,000	4,500	0	0	
Total GRANTS - OTHER	9,521,719	11,296,901	9,260,067	7,488,729	-19.1%
<u>CONVENTION CENTER OPERATIONS (0760)</u>					
NON-DEPARTMENTAL	1,989,176	122,500	0	0	
INTERFUND TRANSFERS	38,948,364	33,303,130	42,788,691	37,582,797	-12.2%
RETIREMENT INCENTIVE	16,344	0	0	0	
HUMAN RESOURCES	50,253	44,776	55,980	57,241	2.3%
FINANCE DEPARTMENT	225,050	241,537	308,925	308,861	-0.0%
GMCVA	5,004,700	6,595,065	6,402,299	6,480,000	1.2%
CONVENTION CENTER SITE	519,712	391,734	91,250	0	-100.0%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>CONVENTION CENTER OPERATIONS (0760)</u>					
CONVENTION CENTER	12,527,914	13,028,907	19,861,506	20,998,288	5.7%
Total CONVENTION CENTER OPERATIONS	59,281,513	53,727,648	69,508,651	65,427,187	-5.9%
<u>EMPLOYEE RETIREMENT (0990)</u>					
INTERFUND TRANSFERS	12,679,410	3,751,325	0	0	
MPLS EMPLOYEE RETIREMT FD	0	3,177,061	4,301,000	4,387,020	2.0%
POLICE RELIEF ASSOCIATION	0	5,674,077	4,770,000	18,477,316	287.4%
FIRE DEPT RELIEF ASSOC	0	253,200	285,734	255,129	-10.7%
Total EMPLOYEE RETIREMENT	12,679,410	12,855,663	9,356,734	23,119,465	147.1%
<u>POLICE DEPT - SPECIAL REVENUE (2100)</u>					
INTERFUND TRANSFERS	70,700	71,951	71,407	519	-99.3%
POLICE DEPARTMENT	1,322,394	1,261,046	1,183,707	1,154,990	-2.4%
FINANCE DEPARTMENT	478	0	0	0	
Total POLICE DEPT - SPECIAL REVENUE	1,393,572	1,332,997	1,255,114	1,155,509	-7.9%
<u>ARENA - RESERVE (2600)</u>					
INTERFUND TRANSFERS	5,429,293	4,931,339	0	0	
Total ARENA - RESERVE	5,429,293	4,931,339	0	0	
<u>CONVENTION FACILITES - RESERVE (2790)</u>					
INTERFUND TRANSFERS	4,212,600	0	0	0	
Total CONVENTION FACILITES - RESERVE	4,212,600	0	0	0	
<u>Park - Special Revenue Funds (RPRK)</u>					
UNFUNDED PENSION EXPENSE	-782,831	-709,364	-730,000	-625,000	-14.4%
PARK BOARD	43,001,359	48,279,359	52,340,575	50,910,990	-2.7%
PARK MUSEUM	5,128,786	5,674,534	6,694,786	7,362,921	10.0%
PARK BOARD CAPITAL IMPROVEMENT	83,446	119,375	210,750	37,000	-82.4%
Total Park - Special Revenue Funds	47,430,761	53,363,903	58,516,111	57,685,911	-1.4%
<u>MCDA - Special Revenue Funds (RMCD)</u>					
MCDA	35,335,054	42,172,085	43,038,300	30,127,425	-30.0%
JOINT BOARD	112,880	369,246	0	0	
Total MCDA - Special Revenue Funds	35,447,934	42,541,332	43,038,300	30,127,425	-30.0%
<u>Board of Estimate and Taxation - Spec. Rev. (RBET)</u>					
BOARD OF ESTIMATE & TAXATION	205,614	220,493	236,800	245,414	3.6%
Total Board of Estimate and Taxation - Spec. Rev.	205,614	220,493	236,800	245,414	3.6%
<u>MBC - Special Revenue (RMBC)</u>					
MUNICIPAL BUILDING COMMISSION	6,478,353	7,002,663	6,965,009	7,260,912	4.2%
Total MBC - Special Revenue	6,478,353	7,002,663	6,965,009	7,260,912	4.2%
<u>Library Board - Special Revenue (RLIB)</u>					
UNFUNDED PENSION EXPENSE	-256,583	-228,332	-230,000	0	-100.0%
LIBRARY BOARD	19,067,512	20,451,175	22,028,636	22,020,538	-0.0%
Total Library Board - Special Revenue	18,810,929	20,222,843	21,798,636	22,020,538	1.0%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Special Revenue Funds:					
<u>Neighborhood Revitalization Program - Spec. Rev. (</u>					
NRP - ADMINISTRATION	1,835,405	2,028,423	1,803,224	1,743,355	-3.3%
Total Neighborhood Revitalization Program - Spec.	1,835,405	2,028,423	1,803,224	1,743,355	-3.3%
<u>Youth Coordinating Board - Special Revenue (RYC)</u>					
YOUTH COORDINATING BOARD	7,874,383	6,362,891	6,793,237	6,137,094	-9.7%
Total Youth Coordinating Board - Special Revenue	7,874,383	6,362,891	6,793,237	6,137,094	-9.7%
Total Special Revenue Funds	245,258,587	250,670,780	266,839,016	256,766,243	-3.8%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>CITY-CAPITAL IMPROVEMENTS FUND (4100)</u>					
INTERFUND TRANSFERS	1,168,303	163,691	604,441	727,682	20.4%
RETIREMENT INCENTIVE	79,447	0	0	0	
PW - ENGINEERING SERVICES	3,567,776	3,909,414	5,163,475	5,301,090	2.7%
PW - FIELD SERVICES	435,666	392,802	207,426	487,843	135.2%
PW - PROPERTY SERVICES	432,709	4,083	0	0	
FINANCE DEPARTMENT	497,433	511,890	1,255,798	1,013,629	-19.3%
PUBLIC WORKS PROPERTY SERVICES CAPITAL	8,199,259	3,462,365	12,224,000	15,464,710	26.5%
PUBLIC WORKS SEWER CONSTRUCTION CAPITAL	3,050,005	2,318,000	631,000	5,688,092	801.4%
PUBLIC WORKS PAVING CONSTRUCTION	22,784,232	21,214,854	38,631,000	23,850,978	-38.3%
PUBLIC WORKS TRANSPORTATION CAPITAL	6,593,308	8,351,099	4,723,500	3,915,443	-17.1%
CAPITAL IMPROVEMENTS NON-DEPARTMENTAL	3,830,029	6,193,084	3,555,000	3,279,000	-7.8%
INFORMATION TECHNOLOGY SYSTEMS CAPITAL	6,873,817	13,127,840	350,000	0	-100.0%
CONVENTION CENTER SITE	51,590,960	95,109,793	0	0	
Total CITY-CAPITAL IMPROVEMENTS FUND	109,102,943	154,758,915	67,345,640	59,728,467	-11.3%
<u>JUNE00 UST/SKYWAY TI BONDS (0P10)</u>					
INTERFUND TRANSFERS	462,535	573,612	0	0	
Total JUNE00 UST/SKYWAY TI BONDS	462,535	573,612	0	0	
<u>JUNE00 SEWER FIXED RATE BONDS (0S10)</u>					
INTERFUND TRANSFERS	6,265,501	3,838,819	0	0	
Total JUNE00 SEWER FIXED RATE BONDS	6,265,501	3,838,819	0	0	
<u>AUGUST 01 SEWER ARBITRAGE (0S20)</u>					
INTERFUND TRANSFERS	0	376,202	0	0	
Total AUGUST 01 SEWER ARBITRAGE	0	376,202	0	0	
<u>JUNE00 WATER FIXED RATE BONDS (0W10)</u>					
INTERFUND TRANSFERS	404,720	8,807,409	0	0	
Total JUNE00 WATER FIXED RATE BONDS	404,720	8,807,409	0	0	
<u>ARBITRAGE 1991 VARIOUS PURPOSE (4A00)</u>					
INTERFUND TRANSFERS	24,511	-21	0	0	
Total ARBITRAGE 1991 VARIOUS PURPOSE	24,511	-21	0	0	
<u>AUG 01 WATER ARBITRAGE (0W20)</u>					
INTERFUND TRANSFERS	0	5,699,801	0	0	
Total AUG 01 WATER ARBITRAGE	0	5,699,801	0	0	
<u>August 01 Variable Purpose (4A10)</u>					
INTERFUND TRANSFERS	0	26,854,311	0	0	
Total August 01 Variable Purpose	0	26,854,311	0	0	
<u>01 August Assessment Bonds (4A20)</u>					
INTERFUND TRANSFERS	0	8,395,091	0	0	
Total 01 August Assessment Bonds	0	8,395,091	0	0	
<u>96 IMPROVEMENT BONDS (4A60)</u>					

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>96 IMPROVEMENT BONDS (4A60)</u>					
INTERFUND TRANSFERS	18,044	4,536	0	0	
Total 96 IMPROVEMENT BONDS	18,044	4,536	0	0	
<u>JUNE99 VARIOUS PURPOSE BONDS (4A90)</u>					
INTERFUND TRANSFERS	11,264,481	2,458,099	0	0	
Total JUNE99 VARIOUS PURPOSE BONDS	11,264,481	2,458,099	0	0	
<u>ARBITRAGE 1995 WATER & SEWER (4B00)</u>					
INTERFUND TRANSFERS	-0	0	0	0	
Total ARBITRAGE 1995 WATER & SEWER	-0	0	0	0	
<u>97 FLEET BONDS (4B70)</u>					
INTERFUND TRANSFERS	0	0	0	0	
Total 97 FLEET BONDS	0	0	0	0	
<u>JUNE99 CONVENTION CENTER BONDS (4B90)</u>					
INTERFUND TRANSFERS	47,541,538	3,957,574	0	0	
Total JUNE99 CONVENTION CENTER BONDS	47,541,538	3,957,574	0	0	
<u>96 CONSTRUCTION BONDS (4C60)</u>					
INTERFUND TRANSFERS	183,679	14,616	0	0	
Total 96 CONSTRUCTION BONDS	183,679	14,616	0	0	
<u>97 SERIES B BONDS (4C70)</u>					
INTERFUND TRANSFERS	302,009	20,601	0	0	
Total 97 SERIES B BONDS	302,009	20,601	0	0	
<u>98 VAR RATE BONDS (4C80)</u>					
INTERFUND TRANSFERS	8,052,781	33	0	0	
Total 98 VAR RATE BONDS	8,052,781	33	0	0	
<u>97 CONVENTION CENTER BONDS (4D70)</u>					
INTERFUND TRANSFERS	-0	0	0	0	
Total 97 CONVENTION CENTER BONDS	-0	0	0	0	
<u>98 (OCTOBER) BONDS (4D80)</u>					
INTERFUND TRANSFERS	167,688	-364	0	0	
Total 98 (OCTOBER) BONDS	167,688	-364	0	0	
<u>FEB99 TARGET STORE RAMP BONDS (4D90)</u>					
INTERFUND TRANSFERS	-674,046	856,280	0	0	
PUBLIC WORKS TRANSPORTATION CAPITAL	15,339,553	0	0	0	
Total FEB99 TARGET STORE RAMP BONDS	14,665,508	856,280	0	0	
<u>ARBITRAGE 1992 VARIOUS PURPOSE (4K00)</u>					

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>ARBITRAGE 1992 VARIOUS PURPOSE (4K00)</u>					
INTERFUND TRANSFERS	130,622	-12	0	0	
Total ARBITRAGE 1992 VARIOUS PURPOSE	130,622	-12	0	0	
<u>ARBITRAGE 1994 WATER & SEWER (4X00)</u>					
INTERFUND TRANSFERS	0	0	0	0	
Total ARBITRAGE 1994 WATER & SEWER	0	0	0	0	
<u>JUNE00 VARIOUS PURPOSE BONDS (4Z00)</u>					
INTERFUND TRANSFERS	17,669,954	5,806,567	0	0	
Total JUNE00 VARIOUS PURPOSE BONDS	17,669,954	5,806,567	0	0	
<u>SEPT 00 CONV CTR EXPN BONDS (4Z10)</u>					
INTERFUND TRANSFERS	3,790,373	79,578,584	0	0	
Total SEPT 00 CONV CTR EXPN BONDS	3,790,373	79,578,584	0	0	
<u>ITS RELATED BONDS (4Z30)</u>					
INTERFUND TRANSFERS	36,749	23,349,499	0	0	
Total ITS RELATED BONDS	36,749	23,349,499	0	0	
<u>OCT 01 CONV CTR BONDS (4Z40)</u>					
INTERFUND TRANSFERS	0	7,257,767	0	0	
Total OCT 01 CONV CTR BONDS	0	7,257,767	0	0	
<u>900 NICOLLET TAX-EXEMPT (75A0)</u>					
INTERFUND TRANSFERS	24,032,466	22,419,339	0	0	
Total 900 NICOLLET TAX-EXEMPT	24,032,466	22,419,339	0	0	
<u>900 NICOLLET TAXABLE (75B0)</u>					
INTERFUND TRANSFERS	759,898	8,769,390	0	0	
Total 900 NICOLLET TAXABLE	759,898	8,769,390	0	0	
<u>AUG 01 LRT EAST RAMP (75C0)</u>					
INTERFUND TRANSFERS	0	8,983,666	0	0	
Total AUG 01 LRT EAST RAMP	0	8,983,666	0	0	
<u>HENNEPIN ENTERTAINMENT TE BOND (AHE0)</u>					
MCDA	2,993,176	5,921,885	0	265,250	
Total HENNEPIN ENTERTAINMENT TE BOND	2,993,176	5,921,885	0	265,250	
<u>Urban Village TE Bonds (AUV0)</u>					
MCDA	0	33,999	0	90,000	
Total Urban Village TE Bonds	0	33,999	0	90,000	
<u>West Side Milling TE Bonds (AWM0)</u>					
MCDA	0	33,270	0	53,288	
Total West Side Milling TE Bonds	0	33,270	0	53,288	

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Capital Projects:					
<u>Park - Capital (CPRK)</u>					
INTERFUND TRANSFERS	107,663	101,272	0	0	
PARK BOARD CAPITAL IMPROVEMENT	16,820,870	19,645,588	7,755,500	10,020,500	29.2%
Total Park - Capital	16,928,533	19,746,861	7,755,500	10,020,500	29.2%
<u>MBC - Capital (CMBC)</u>					
BUILDING COMMISSION CAPITAL IMPROVEMENT	795,232	4,132,399	706,000	795,000	12.6%
Total MBC - Capital	795,232	4,132,399	706,000	795,000	12.6%
<u>Library - Capital (CLIB)</u>					
LIBRARY-CAPITAL IMPROVEMENTS FUND	152,522	1,635,040	577,000	7,240,000	1,154.8%
LIBRARY BOARD-CAP REFERENDUM	0	658,577	10,965,900	0	-100.0%
Total Library - Capital	152,522	2,293,616	11,542,900	7,240,000	-37.3%
<u>Capital - MCDA (CMCD)</u>					
MCDA	136,670,470	159,291,626	79,316,358	72,788,482	-8.2%
Total Capital - MCDA	136,670,470	159,291,626	79,316,358	72,788,482	-8.2%
Total Capital Projects	402,415,934	564,233,969	166,666,398	150,980,987	-9.4%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Debt Service:					
<u>Debt Service - Multi-Purpose (DAA)</u>					
DEBT SERVICE - NON-DEPT	41,033,102	61,178,608	37,406,202	31,723,777	-15.2%
Total Debt Service - Multi-Purpose	41,033,102	61,178,608	37,406,202	31,723,777	-15.2%
<u>Debt Service - Special Assessments (DBA)</u>					
DEBT SERVICE - NON-DEPT	6,116,937	6,186,807	6,280,315	6,526,754	3.9%
Total Debt Service - Special Assessments	6,116,937	6,186,807	6,280,315	6,526,754	3.9%
<u>Debt Service - Development Projects (DCA)</u>					
DEBT SERVICE - NON-DEPT	41,605,246	45,957,349	44,590,972	39,326,224	-11.8%
INTERFUND TRANSFERS	0	0	43,250,143	235,000	-99.5%
Total Debt Service - Development Projects	41,605,246	45,957,349	87,841,115	39,561,224	-55.0%
<u>Debt - MCDA (CDA)</u>					
MCDA	9,759,123	32,549,493	33,564,432	35,987,800	7.2%
Total Debt - MCDA	9,759,123	32,549,493	33,564,432	35,987,800	7.2%
Total Debt Service	98,514,409	145,872,257	165,092,064	113,799,555	-31.1%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>SEWER ENTERPRISE FUND (7300)</u>					
DEBT SERVICE - NON-DEPT	13,682,464	2,546,855	8,784,703	8,150,931	-7.2%
INTERFUND TRANSFERS	2,441,650	1,952,072	1,249,412	138,389	-88.9%
RETIREMENT INCENTIVE	24,127	0	0	0	
PW - ENGINEERING SERVICES	1,615,008	1,754,519	3,065,845	4,483,983	46.3%
PW - FIELD SERVICES	4,461,497	4,513,727	4,877,356	5,479,284	12.3%
PW - SEWER MAINTENANCE	35,445,126	35,780,667	38,904,243	39,854,876	2.4%
HUMAN RESOURCES	0	0	0	225,000	
FINANCE DEPARTMENT	111,037	133,857	113,086	136,704	20.9%
PUBLIC WORKS SEWER CONSTRUCTION CAPITAL	15,891,823	11,393,106	13,288,000	11,918,360	-10.3%
CAPITAL IMPROVEMENTS NON-DEPARTMENTAL	0	378,611	0	0	
INFORMATION TECHNOLOGY SYSTEMS CAPITAL	349,684	40,410	0	0	
Total SEWER ENTERPRISE FUND	74,022,416	58,493,824	70,282,645	70,387,527	0.1%
<u>WATER ENTERPRISE FUND (7400)</u>					
DEBT SERVICE - NON-DEPT	9,337,369	3,284,743	12,607,024	13,566,344	7.6%
INTERFUND TRANSFERS	2,817,703	2,573,195	2,476,392	2,517,500	1.7%
RETIREMENT INCENTIVE	128,463	0	0	0	
PW - ENGINEERING SERVICES	427,292	486,292	657,250	779,232	18.6%
PW - WATER	26,544,437	28,795,165	31,450,063	34,813,710	10.7%
HUMAN RESOURCES	0	0	0	225,000	
FINANCE DEPARTMENT	3,756,605	4,534,924	4,589,208	4,833,329	5.3%
PUBLIC WORKS SEWER CONSTRUCTION CAPITAL	0	0	0	0	
PUBLIC WORKS WATER CAPITAL	15,827,834	13,328,848	7,225,000	9,525,000	31.8%
CAPITAL IMPROVEMENTS NON-DEPARTMENTAL	0	405,727	0	0	
INFORMATION TECHNOLOGY SYSTEMS CAPITAL	355,817	31,467	0	0	
Total WATER ENTERPRISE FUND	59,195,521	53,440,362	59,004,937	66,260,115	12.3%
<u>MUNICIPAL PARKING ENTERPRISE FUND (7500)</u>					
DEBT SERVICE - NON-DEPT	18,577,027	14,286,237	23,241,051	24,149,469	3.9%
INTERFUND TRANSFERS	11,471,539	12,950,802	12,300,349	12,869,368	4.6%
RETIREMENT INCENTIVE	14,317	0	0	0	
PW - TRANSPORTATION	27,223,004	31,088,047	34,037,752	35,804,715	5.2%
HUMAN RESOURCES	0	0	0	225,000	
FINANCE DEPARTMENT	485,990	548,477	498,226	606,615	21.8%
LICENSES & CONSUMER SERVICES	2,005,690	2,269,610	2,858,061	2,756,430	-3.6%
PUBLIC WORKS TRANSPORTATION CAPITAL	32,468,531	22,341,194	15,180,000	180,000	-98.8%
Total MUNICIPAL PARKING ENTERPRISE FUND	92,246,099	83,484,367	88,115,439	76,591,597	-13.1%
<u>10TH AND WASHINGTON RAMP ARBIT (7550)</u>					
INTERFUND TRANSFERS	10,900,902	44,249	0	0	
Total 10TH AND WASHINGTON RAMP ARBIT	10,900,902	44,249	0	0	
<u>97 TEMPORARY RAMP REVENUE BOND (7570)</u>					
INTERFUND TRANSFERS	1,167	138	0	0	
Total 97 TEMPORARY RAMP REVENUE BOND	1,167	138	0	0	
<u>GREYHOUND/JEFF PARK FACILITY (7580)</u>					
INTERFUND TRANSFERS	0	22,463	0	0	
PUBLIC WORKS TRANSPORTATION CAPITAL	4,869,408	0	0	0	
Total GREYHOUND/JEFF PARK FACILITY	4,869,408	22,463	0	0	
<u>ST. THOMAS/GREYHOUND 1999 BOND (7590)</u>					

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Enterprise Funds:					
<u>ST. THOMAS/GREYHOUND 1999 BOND (7590)</u>					
INTERFUND TRANSFERS	13,349,516	1,248,356	0	0	
Total ST. THOMAS/GREYHOUND 1999 BOND	13,349,516	1,248,356	0	0	
<u>SOLID WASTE - ENTERPRISE (7700)</u>					
INTERFUND TRANSFERS	12,000	183,442	179,058	143,261	-20.0%
RETIREMENT INCENTIVE	7,130	0	0	0	
PW - SOLID WASTE	22,043,512	24,575,590	25,189,836	25,782,789	2.4%
HUMAN RESOURCES	0	0	0	225,000	
FINANCE DEPARTMENT	173,370	202,615	172,856	194,490	12.5%
INFORMATION TECHNOLOGY SYSTEMS CAPITAL	23,750	32,247	0	0	
Total SOLID WASTE - ENTERPRISE	22,259,762	24,993,894	25,541,750	26,345,540	3.1%
<u>98 SEWER FIXED RATE BONDS (8S10)</u>					
INTERFUND TRANSFERS	407,032	24	0	0	
Total 98 SEWER FIXED RATE BONDS	407,032	24	0	0	
<u>98 SEWER VARIABLE RATE BONDS (8S20)</u>					
INTERFUND TRANSFERS	515,383	-7	0	0	
Total 98 SEWER VARIABLE RATE BONDS	515,383	-7	0	0	
<u>98 SEWER (OCTOBER) BONDS (8S30)</u>					
INTERFUND TRANSFERS	85,379	7	0	0	
Total 98 SEWER (OCTOBER) BONDS	85,379	7	0	0	
<u>98 WATER FIXED RATE BONDS (8W10)</u>					
INTERFUND TRANSFERS	240,139	-33	0	0	
Total 98 WATER FIXED RATE BONDS	240,139	-33	0	0	
<u>99 SEWER FIXED RATE BONDS (9S10)</u>					
INTERFUND TRANSFERS	3,966,379	2,692,682	0	0	
Total 99 SEWER FIXED RATE BONDS	3,966,379	2,692,682	0	0	
<u>99 WATER FIXED RATE BONDS (9W10)</u>					
INTERFUND TRANSFERS	4,583,794	-14,103	0	0	
Total 99 WATER FIXED RATE BONDS	4,583,794	-14,103	0	0	
<u>Enterprise Funds - Park (ENTP)</u>					
PARK BOARD	12,366,230	11,907,600	12,486,471	12,009,500	-3.8%
Total Enterprise Funds - Park	12,366,230	11,907,600	12,486,471	12,009,500	-3.8%
<u>Enterprise Funds - MCDA (ENTD)</u>					
MCDA	6,949,606	6,574,979	6,186,740	9,790,670	58.3%
Total Enterprise Funds - MCDA	6,949,606	6,574,979	6,186,740	9,790,670	58.3%
Total Enterprise Funds	305,958,734	242,888,799	261,617,982	261,384,949	-0.1%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Internal Service Funds:					
<u>MATERIALS & LAB-INTERNAL SVC (6000)</u>					
INTERFUND TRANSFERS	138,869	11,009	11,692	9,876	-15.5%
RETIREMENT INCENTIVE	9,314	0	0	0	
PW - ENG MATERIALS & TESTING	3,332,347	3,202,020	3,473,089	3,619,347	4.2%
FINANCE DEPARTMENT	90,228	99,252	139,184	163,764	17.7%
PW - PAVING PRODUCTS-CAPITAL	45,573	0	0	0	
Total MATERIALS & LAB-INTERNAL SVC	3,616,330	3,312,281	3,623,965	3,792,987	4.7%
<u>EQUIPMENT - INTERNAL SERVICE (6100)</u>					
DEBT SERVICE - NON-DEPT	1,565,757	854,161	1,358,750	2,927,750	115.5%
INTERFUND TRANSFERS	268,546	828,766	1,367,537	61,163	-95.5%
RETIREMENT INCENTIVE	141,670	0	0	0	
PW - EQUIPMENT	24,969,104	25,550,840	29,737,681	32,004,863	7.6%
PW - PROPERTY SERVICES	1,527,551	1,760,818	0	0	
FINANCE DEPARTMENT	440,985	527,319	506,294	596,957	17.9%
PW - EQUIPMENT DIV-CAPITAL	632,661	240,031	0	6,200,000	
Total EQUIPMENT - INTERNAL SERVICE	29,546,273	29,761,935	32,970,262	41,790,733	26.8%
<u>PROPERTY SERVICES INTERNAL SERVICE FUND (620)</u>					
DEBT SERVICE - NON-DEPT	54,375	17,437	72,000	73,440	2.0%
INTERFUND TRANSFERS	177,974	29,400	32,549	32,685	0.4%
RETIREMENT INCENTIVE	9,711	0	0	0	
PW - PROPERTY SERVICES	5,025,403	7,249,645	9,787,537	11,349,079	16.0%
FINANCE DEPARTMENT	108,358	78,767	102,974	115,711	12.4%
PUBLIC WORKS PROPERTY SERVICES CAPITAL	0	0	6,426,000	0	-100.0%
Total PROPERTY SERVICES INTERNAL SERVICE FUND	5,375,820	7,375,250	16,421,060	11,570,915	-29.5%
<u>STORES - INTERNAL SERVICE (6300)</u>					
DEBT SERVICE - NON-DEPT	71,887	43,179	75,000	76,500	2.0%
INTERFUND TRANSFERS	11,440	14,037	15,397	13,648	-11.4%
PW - ENG MATERIALS & TESTING	483,440	451,224	587,148	621,680	5.9%
PW - TRANSPORTATION	235,179	246,691	274,547	272,225	-0.8%
FINANCE DEPARTMENT	128,171	119,313	106,591	125,026	17.3%
Total STORES - INTERNAL SERVICE	930,116	874,444	1,058,683	1,109,079	4.8%
<u>INFO TECH - INTERNAL SERVICE (6400)</u>					
DEBT SERVICE - NON-DEPT	0	0	0	3,854,950	
INTERFUND TRANSFERS	6,853,270	4,047,156	4,357,614	7,123	-99.8%
RETIREMENT INCENTIVE	6,486	0	0	0	
CITY CLERK	1,170,929	1,299,989	1,563,130	1,445,483	-7.5%
HUMAN RESOURCES	0	113,420	180,000	183,600	2.0%
FINANCE DEPARTMENT	103,480	130,250	168,416	188,389	11.9%
INFORMATION AND TECHNOLOGY SERVICES	13,690,288	17,582,407	16,319,278	17,289,624	5.9%
Total INFO TECH - INTERNAL SERVICE	21,824,453	23,173,223	22,588,438	22,969,169	1.7%
<u>SELF INSURANCE-INTERNAL SVC (6900)</u>					
DEBT SERVICE - NON-DEPT	1,168,036	612,621	2,043,750	2,037,250	-0.3%
INTERFUND TRANSFERS	50,000	0	7,635	5,445	-28.7%
HEALTH AND WELFARE	31,521,303	35,760,242	36,377,776	43,280,278	19.0%
ATTORNEY	3,951,707	4,276,872	4,331,899	4,850,182	12.0%
WORKERS COMPENSATION	6,536,178	6,659,884	7,176,000	7,463,040	4.0%
LIABILITY	11,571,520	3,315,110	3,054,268	3,115,353	2.0%
RETIREMENT INCENTIVE	767,891	61,002	0	0	
ALTERNATE DISPUTE RESOLUTION	29,061	0	0	0	

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Internal Service Funds:					
<u>SELF INSURANCE-INTERNAL SVC (6900)</u>					
HUMAN RESOURCES	462,324	690,994	585,374	573,457	-2.0%
FINANCE DEPARTMENT	1,252,040	1,434,550	1,496,405	1,518,858	1.5%
Total SELF INSURANCE-INTERNAL SVC	57,310,061	52,811,274	55,073,107	62,843,863	14.1%
<u>98 EQUIP VARIABLE RATE BONDS (8E10)</u>					
INTERFUND TRANSFERS	-0	0	0	0	
Total 98 EQUIP VARIABLE RATE BONDS	-0	0	0	0	
<u>99EQUIP VARIABLE RATE BONDS (9E10)</u>					
INTERFUND TRANSFERS	107,451	-18	0	0	
Total 99EQUIP VARIABLE RATE BONDS	107,451	-18	0	0	
<u>Park - Internal Service Funds (IPRK)</u>					
PARK BOARD	5,065,011	5,621,554	7,024,301	7,259,449	3.3%
Total Park - Internal Service Funds	5,065,011	5,621,554	7,024,301	7,259,449	3.3%
Total Internal Service Funds	123,775,514	122,929,942	138,759,816	151,336,195	9.1%

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Investment Management Funds:					
<u>INVESTMENT POOL (Z990)</u>					
INVESTMENT MGMT INTERFACE	-455,383	-213,259	0	0	
Total INVESTMENT POOL	-455,383	-213,259	0	0	
Total Investment Management Funds	-455,383	-213,259	0	0	

**SCHEDULE THREE
OPERATING EXPENDITURES BY FUND AND AGENCY**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
Agency - Inactive:					
<u>PUBLIC HOUSING AUTHORITY (2900)</u>					
PUBLIC HOUSING	-528,284	53,982	0	0	
Total PUBLIC HOUSING AUTHORITY	-528,284	53,982	0	0	
Total Agency - Inactive	-528,284	53,982	0	0	
Total All Funds	1,397,980,309	1,574,885,697	1,244,767,463	1,197,424,800	-3.8%

SCHEDULE THREE
Expenditures by Agency

Agency	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
ALTERNATE DISPUTE RESOLUTION	29,061	0	0	0	
ASSESSOR	2,587,729	2,479,318	2,588,041	2,730,224	5.5%
ATTORNEY	8,630,113	9,386,436	9,152,129	9,893,009	8.1%
BOARD OF ESTIMATE & TAXATION	205,614	220,493	236,800	245,414	3.6%
BUILDING COMMISSION CAPITAL IMPROVEMENT	795,232	4,132,399	706,000	795,000	12.6%
CAPITAL IMPROVEMENTS NON-DEPARTMENTAL	3,830,029	6,977,422	3,555,000	3,279,000	-7.8%
CITY CLERK	4,373,941	4,618,128	4,910,562	4,663,249	-5.0%
CITY CLERK - ELECTIONS	921,862	971,776	994,364	900,367	-9.5%
CITY COORDINATOR	1,339,651	2,513,404	4,648,366	4,013,097	-13.7%
CITY COUNCIL	1,005,526	992,331	1,049,283	1,123,145	7.0%
CIVIL RIGHTS	1,983,630	1,915,080	2,008,125	2,333,808	16.2%
CIVILIAN POLICE REVIEW AUTHORITY	473,723	408,863	447,704	0	-100.0%
COMMUNICATIONS	0	857,060	752,881	658,107	-12.6%
COMMUNITY PLANNING AND ECONOMIC DEVELOPME	0	0	0	250,000	
CONTINGENCY	61,371	20,903	1,350,610	1,653,610	22.4%
CONVENTION CENTER	12,527,914	13,028,907	19,861,506	20,998,288	5.7%
CONVENTION CENTER SITE	52,110,672	95,501,526	91,250	0	-100.0%
CORRECTIONS - NON-DEPT	696,185	517,528	845,000	861,900	2.0%
DEBT SERVICE - NON-DEPT	133,212,200	134,967,996	136,459,767	132,413,389	-3.0%
FINANCE DEPARTMENT	13,432,290	14,492,347	15,827,102	16,202,974	2.4%
FIRE DEPARTMENT	37,867,385	39,122,050	42,337,286	44,251,259	4.5%
FIRE DEPT RELIEF ASSOC	0	253,200	285,734	255,129	-10.7%
GMCVA	5,004,700	6,595,065	6,402,299	6,480,000	1.2%
HEALTH AND FAMILY SUPPORT	20,718,106	22,461,992	22,082,774	21,343,332	-3.3%
HEALTH AND WELFARE	31,521,303	35,760,242	36,377,776	43,280,278	19.0%
HUMAN RESOURCES	4,849,965	5,364,509	5,600,593	5,627,513	0.5%
INFORMATION AND TECHNOLOGY SERVICES	13,690,288	18,962,776	17,465,265	19,234,595	10.1%
INFORMATION TECHNOLOGY SYSTEMS CAPITAL	7,603,067	13,231,964	350,000	0	-100.0%
INSPECTIONS	11,549,496	12,650,703	13,459,583	13,115,657	-2.6%
INTERFUND TRANSFERS	268,860,344	326,269,271	138,430,298	89,587,321	-35.3%
INTERGOVERNMENTAL RELATIONS	3,822,991	2,190,481	2,926,408	2,538,977	-13.2%
INVESTMENT MGMT INTERFACE	-455,383	-213,259	0	0	
JOINT BOARD	112,880	369,246	0	0	
LIABILITY	11,571,520	3,315,110	3,054,268	3,115,353	2.0%
LIBRARY BOARD	19,067,512	20,451,175	22,028,636	22,020,538	-0.0%
LIBRARY BOARD-CAP REFERENDUM	0	658,577	10,965,900	0	-100.0%
LIBRARY-CAPITAL IMPROVEMENTS FUND	152,522	1,635,040	577,000	7,240,000	1,154.8%
LICENSES & CONSUMER SERVICES	7,927,047	9,129,098	10,657,369	9,953,772	-6.6%
MAYOR	881,186	934,632	898,945	893,592	-0.6%
MCDA	191,707,429	246,577,337	162,105,830	149,102,915	-8.0%
MPLS EMPLOYEE RETIREMT FD	0	3,177,061	4,301,000	4,387,020	2.0%
MUNICIPAL BUILDING COMMISSION	6,478,353	7,002,663	6,965,009	7,260,912	4.2%
NON-DEPARTMENTAL	6,011,195	4,176,741	7,732,057	6,731,251	-12.9%
NRP - ADMINISTRATION	1,835,405	2,028,423	1,803,224	1,743,355	-3.3%
PARK BOARD	60,432,600	65,808,514	71,851,347	70,179,939	-2.3%
PARK BOARD CAPITAL IMPROVEMENT	16,904,316	19,764,963	7,966,250	10,057,500	26.3%
PARK MUSEUM	5,128,786	5,674,534	6,694,786	7,362,921	10.0%
PLANNING DEPARTMENT	2,773,428	2,973,371	2,793,552	3,711,952	32.9%
POLICE DEPARTMENT	94,448,175	95,286,293	96,213,542	99,930,583	3.9%
POLICE RELIEF ASSOCIATION	0	5,674,077	4,770,000	18,477,316	287.4%
PUBLIC HOUSING	-528,284	53,982	0	0	
PUBLIC WORKS PAVING CONSTRUCTION	22,784,232	21,214,854	38,631,000	23,850,978	-38.3%
PUBLIC WORKS PROPERTY SERVICES CAPITAL	8,199,259	3,462,365	18,650,000	15,464,710	-17.1%
PUBLIC WORKS SEWER CONSTRUCTION CAPITAL	18,941,829	13,711,106	13,919,000	17,606,452	26.5%
PUBLIC WORKS TRANSPORTATION CAPITAL	59,416,277	30,704,793	19,903,500	4,095,443	-79.4%
PUBLIC WORKS WATER CAPITAL	15,827,834	13,328,848	7,225,000	9,525,000	31.8%
PW - ADMINISTRATIVE SERVICES	1,391,201	1,753,745	1,971,448	2,021,748	2.6%
PW - ENG MATERIALS & TESTING	3,815,786	3,653,244	4,060,237	4,241,027	4.5%
PW - ENGINEERING SERVICES	6,394,736	7,045,524	9,856,769	11,564,850	17.3%
PW - EQUIPMENT	24,969,104	25,550,840	29,737,681	32,004,863	7.6%
PW - EQUIPMENT DIV-CAPITAL	632,661	240,031	0	6,200,000	
PW - FIELD SERVICES	27,060,864	29,744,863	27,567,494	29,931,048	8.6%
PW - PAVING PRODUCTS-CAPITAL	45,573	0	0	0	

City of Minneapolis

2003 Adopted Budget

SCHEDULE THREE
Expenditures by Agency

Agency	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	Percent Change
PW - PROPERTY SERVICES	7,038,402	9,177,045	9,947,537	11,616,079	16.8%
PW - SEWER MAINTENANCE	35,445,126	35,780,667	38,904,243	39,854,876	2.4%
PW - SOLID WASTE	22,043,512	24,575,590	25,189,836	25,782,789	2.4%
PW - TRANSPORTATION	37,861,531	42,659,191	45,192,536	47,360,663	4.8%
PW - WATER	26,544,437	28,795,165	31,450,063	34,813,710	10.7%
RETIREMENT INCENTIVE	1,528,156	61,002	0	0	
UNFUNDED PENSION EXPENSE	-4,523,847	-937,697	-3,989,339	-3,007,131	-24.6%
WORKERS COMPENSATION	6,536,178	6,659,884	7,176,000	7,463,040	4.0%
YOUTH COORDINATING BOARD	7,874,383	6,362,891	6,793,237	6,137,094	-9.7%
Total All Expenditures by Agency	1,397,980,309	1,574,885,697	1,244,767,463	1,197,424,800	-3.8%

SCHEDULE FOUR
Year 29 (2003) - Community Development Block Grant

Organization	Project	Year 28 (2002) Council Approved	Year 29 (2003) Mayor's Recommended	Year 29 (2003) Final Approved Budget
Capital /Other---CDBG				
Mpls Public Housing	General Rehabilitation	313,000	313,000	313,000
Public Works	Community Center Operations	42,000	42,000	42,000
Greater Minneapolis Day care Association	Childcare Facilities Loan/Grant	323,000	323,000	323,000
METP/MCDA	Industry Cluster Program (Living Wage Jobs)	99,000	99,000	99,000
METP	Adult Training, Placement and Retention	441,000	441,000	441,000
Inspections Department	Boarded Buildings Demolition	202,000	202,000	202,000
Minneapolis American Indian Center	Facility improvements	118,000	118,000	118,000
MCDA	Specific MCDA program allocations in 2003 will be determined through Mayor/Council Policy direction:		8,736,190	8,792,241
MCDA	Homeownership Recycling Program	628,000	-	-
MCDA	Multifamily Rental/Cooperative Housing	3,308,000	-	-
MCDA	Mortgage Foreclosure Prevention Program	250,000	-	-
MCDA	NEDF/CEDF	398,000	-	-
MCDA	Rehabilitation Support Program	390,000	-	-
MCDA	Residential Loan/Grant	1,214,000	-	-
MCDA	Vacant & Boarded Housing	2,640,000	-	-
Heart of the Beast	Capital Project	-	188,051	-
Public Works	Graffiti Removal on Public Property	-	-	107,000
Capital Long-Range Improvement Committee	Sidewalk/Curb Cuts	104,000	-	-
Eastside Neighborhood Services	Capital Campaign	323,000	-	-
Urban League	Capital Project	148,000	-	-
Total Capital/Other		10,941,000	10,462,241	10,437,241

SCHEDULE FOUR
Year 29 (2003) - Community Development Block Grant

Organization	Project	Year 28 (2002) Council Approved	Year 29 (2003) Mayor's Recommended	Year 29 (2003) Final Approved Budget
Public Service---CDBG*				
Neighborhood Health Care Network	Community Health Clinics	424,000	421,000	394,000
Minneapolis Urban League	Curfew/Truancy Center	112,000	111,000	104,000
Domestic Abuse Project	Domestic Abuse Project	94,000	93,000	87,000
Children's Dental Services	Child Dental Services	18,000	18,000	17,000
Greater Minneapolis Day Care Association	Coordinated Child Development	522,000	519,000	486,000
Harriet Tubman	Harriet Tubman Women's Shelter	67,000	66,000	62,000
PICA	Head Start	107,000	106,000	99,000
Dept of Health & Family Support	Youth Employment	610,000	606,000	568,000
Minnesota AIDS Project	Minnesota AIDS Project	38,000	37,000	35,000
Volunteers of America/MAO	Volunteers of America/MAO	130,000	129,000	121,000
Dept of Health & Family Support	Block Nurse Program	71,000	70,000	66,000
Youth Coordinating Board	Way to Grow	356,000	353,000	331,000
Dept of Health & Family Support	Senior Services Initiative	99,000	98,000	92,000
Mpls Park Board	Teen Teamworks	25,000	25,000	23,000
	Ground Works	0	0	25000
Total Public Service		2,673,000	2,652,000	2,510,000

SCHEDULE FOUR
Year 29 (2003) - Community Development Block Grant

Organization	Project	Year 28 (2002) Council Approved	Year 29 (2003) Mayor's Recommended	Year 29 (2003) Final Approved Budget
Administration---CDBG				
Civil Rights Department	Fair Housing Initiative	330,000	349,502	349,502
Intergovernmental Relations	Grants & Special Projects	225,000	229,339	229,339
Finance Dept	Administration	339,000	342,928	342,928
Dept of Health & Family Support	Admin and Advocacy	194,000	210,000	210,000
Dept of Health & Family Support	Neighborhood Services	89,000	161,500	161,500
Dept of Health & Family Support	Way to Grow Admin	46,000	46,000	46,000
Dept of Health & Family Support	New Arrivals	79,000	120,000	120,000
MCDA	Neighborhood Business Associations	174,000	174,000	174,000
MCDA	Citizen Participation	349,000	345,510	345,510
MCDA	General Admin	49,000	50,000	50,000
MCDA	Program Admin	30,000	30,000	30,000
Mpls Public Housing	Citizen Participation	98,000	98,000	98,000
Youth Coordinating Board	Administration	48,000	48,000	48,000
Planning Dept.	Administration	1,112,000	1,115,980	1,282,980
Legal Aid Society	Legal Aid Society	49,000	49,000	49,000
Total Administration		3,211,000	3,369,759	3,536,759
CDBG Total		16,825,000	16,484,000	16,484,000
Other Consolidated Plan Entitlement Funds				
HOME Investment Partnerships	MCDA	4,099,000	3,660,000	3,660,000
Emergency Shelter Grants (ESG)	MCDA	594,000	580,000	580,000
Housing Opportunities for Persons with AIDS (HOPWA)	Minnesota Housing Finance Agency	817,000	859,400	859,400
Grand Total Consolidated Plan		22,335,000	21,583,400	21,583,400

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	2000	2001	2002	2003	
	Authorized	Authorized	Adopted	Adopted	% Change
General Fund (0100)					
General					
Assessor	38.00	37.00	35.50	35.50	0.00%
Attorney	48.96	48.46	49.30	48.33	-1.97%
City Clerk	46.75	46.00	46.00	43.00	-6.52%
City Clerk Elections	24.50	24.50	24.00	24.00	0.00%
City Council	13.00	13.00	13.00	13.00	0.00%
Civil Rights	20.65	19.68	19.68	23.18	17.78%
Civilian Police Review Authority	7.00	5.00	5.00	-	-100.00%
Fire Department	493.00	483.00	482.50	469.50	-2.69%
Health and Family Support	15.21	18.21	21.21	19.71	-7.07%
Mayor's Office	13.00	13.00	12.00	11.00	-8.33%
Planning Department	22.30	24.40	23.40	31.50	34.62%
Police Department	1,184.75	1,182.50	1,177.50	1,146.00	-2.68%
Total General Fund	1,927.12	1,914.75	1,909.09	1,864.72	-2.32%
City Coordinator					
City Coordinator Administration	5.00	6.00	5.00	4.00	-20.00%
Office of Cultural Affairs	4.00	4.00	4.00	-	-100.00%
Communications	14.00	7.00	7.00	6.80	-2.86%
Finance Department	87.00	86.55	136.00	129.25	-4.96%
Human Resources	49.50	51.25	53.25	51.00	-4.23%
Information and Technology Services		5.00	5.00	12.00	140.00%
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%
Grants & Special Projects		3.00	3.00	2.45	-18.33%
Inspections	154.00	153.00	158.50	150.50	-5.05%
Licenses and Consumer Services	68.25	81.25	81.25	78.09	-3.89%
Community Plng & Econ Devlpm	-	-	-	2.00	-
Total City Coordinator	385.75	401.05	457.00	440.09	-3.70%
Public Works					
Administration	20.00	20.00	21.00	20.00	-4.76%
Engineering Services	11.00	12.00	12.00	12.00	0.00%
Field Services	166.35	175.80	172.36	168.56	-2.20%
Transportation	56.74	62.34	59.74	57.74	-3.35%
Total Public Works	254.09	270.14	265.10	258.30	-2.57%
Total General Fund	2,566.96	2,585.94	2,631.19	2,563.11	1.75%
Federal Grants (0300)					
General					
Attorney	11.37	11.37	9.00	8.63	-4.11%
Fire Department		-	-	-	0.00%
Health and Family Support	22.90	23.90	24.90	27.40	10.04%
Police Department	1.00	1.00	-	-	0.00%
Total General	35.27	36.27	33.90	36.03	6.28%
City Coordinator					
City Coordinator Empowerment Zone	2.00	2.00	3.00	3.00	0.00%
Grants & Special Projects	0.45	0.45	0.45	-	-100.00%
Finance Department	2.05	2.05	2.67	2.17	-18.73%
Licenses and Consumer Services	11.00	8.00	8.00	8.00	0.00%
Total City Coordinator	15.50	12.50	14.12	13.17	-6.73%
Total Federal Grants	50.77	48.77	48.02	49.20	2.46%
CDBG/UDAG Fund (0400)					
General					
Civil Rights	4.35	4.32	4.32	4.32	0.00%
Health and Family Support	6.15	7.15	7.15	8.15	0.00%
Planning Department	16.70	15.10	15.10	14.50	0.00%
Total	27.20	26.57	26.57	26.97	0.00%

City of Minneapolis

2003 Adopted Budget

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	2000	2001	2002	2003	
	Authorized	Authorized	Adopted	Adopted	% Change
City Coordinator					
Grants & Special Projects	3.55	3.55	3.55	3.55	0.00%
Finance Department	4.80	5.05	3.56	3.31	-29.50%
Total City Coordinator	8.35	8.60	7.11	6.86	-17.33%
Total CDBG/UDAG Fund	35.55	35.17	33.68	33.83	0.45%
Grants - Other (0600)					
General					
Attorney	1.50	6.00	5.50	4.00	-27.27%
Health and Family Support	29.64	31.14	32.14	36.39	13.22%
Police Department			-	-	0.00%
Total General	31.14	37.14	37.64	40.39	7.31%
City Coordinator					
Communications	3.00	1.00	-	-	0.00%
Finance Department	0.95	0.95	0.77	0.77	0.00%
Total City Coordinator	3.95	1.95	0.77	0.77	0.00%
Total Grants - Other	35.09	39.09	38.41	41.16	7.16%
Convention Center Related (0760)					
City Coordinator					
Finance Department	4.00	4.00	-	-	0.00%
Human Resources	1.00	1.00	1.00	1.00	0.00%
Convention Center Operations	141.40	201.20	213.60	213.60	0.00%
Total City Coordinator	146.40	206.20	214.60	214.60	0.00%
Total Convention Center Related	146.40	206.20	214.60	214.60	0.00%
Police Special Revenue (2100)					
Police Department	7.25	5.50	6.00	5.00	-16.67%
Total Police Special Revenue	7.25	5.50	6.00	5.00	-16.67%
Permanent Improvement Projects (4100)					
City Coordinator					
Finance Department	9.70	8.70	-	-	0.00%
Near North Implementation	2.50	-	-	-	0.00%
Total City Coordinator	12.20	8.70	-	-	0.00%
Public Works					
Engineering Services	53.60	52.60	58.60	58.60	0.00%
Field Services	4.85	6.00	5.00	6.00	20.00%
Property Services	6.00	-	-	-	0.00%
Total Public Works	64.45	58.60	63.60	64.60	1.57%
Total Permanent Improvement	76.65	67.30	63.60	64.60	1.57%
Paving Products (6000)					
City Coordinator					
Finance Department	1.60	1.60	-	-	0.00%
Total City Coordinator	1.60	1.60	-	-	0.00%
Public Works					
Engineering Materials and Testing	20.00	19.50	19.50	19.50	0.00%
Total Public Works	20.00	19.50	19.50	19.50	0.00%
Total Paving Products	21.60	21.10	19.50	19.50	0.00%

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	2000 Authorized	2001 Authorized	2002 Adopted	2003 Adopted	% Change
Equipment Fund (6100)					
City Coordinator					
Finance Department	8.80	8.45	-	-	0.00%
Total City Coordinator	8.80	8.45	-	-	0.00%
Public Works					
Equipment	247.60	247.60	257.60	257.10	-0.19%
Property Services	10.30	10.30	-	-	
Total Public Works	257.90	257.90	257.60	257.10	-0.19%
Total Equipment Fund	266.70	266.35	257.60	257.10	-0.19%
Property Services (6200)					
City Coordinator					
Finance Department	1.25	1.50	-	-	0.00%
Total City Coordinator	1.25	1.50	-	-	0.00%
Public Works					
Property Services	48.85	51.85	66.80	96.35	44.24%
Total Public Works	48.85	51.85	66.80	96.35	44.24%
Total Property Services	50.10	53.35	66.80	96.35	44.24%
Public Works Stores (6300)					
City Coordinator					
Finance Department	2.50	2.50	-	-	0.00%
Total City Coordinator	2.50	2.50	-	-	0.00%
Public Works					
Engineering Materials and Testing	6.00	7.00	7.00	7.00	0.00%
Transportation	2.00	2.00	2.00	2.00	0.00%
Total Public Works	8.00	9.00	9.00	9.00	0.00%
Total Public Works Stores	10.50	11.50	9.00	9.00	0.00%
Intergovernmental Services (6400)					
City Clerk					
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	1.90	2.25	-	-	0.00%
Information and Technology Services	67.35	74.85	76.85	93.10	21.15%
Total City Coordinator	69.25	77.10	76.85	93.10	21.15%
Total Intergovernmental Services	74.75	82.60	82.35	98.60	19.73%
Self Insurance (6900)					
Attorney					
Attorney	43.67	47.67	47.70	49.67	4.13%
Total Attorney	43.67	47.67	47.70	49.67	4.13%
City Coordinator					
Finance Department	11.10	10.40	10.00	10.00	0.00%
Human Resources	5.25	6.25	5.25	5.00	-4.76%
Alternate Dispute Resolution	0.75	-	-	-	
Total City Coordinator	17.10	16.65	15.25	15.00	-1.64%
Total Self Insurance	60.77	64.32	62.95	64.67	2.73%
Sewer (7300)					

SCHEDULE FIVE
Permanent Positions by Fund and Agency

	2000 Authorized	2001 Authorized	2002 Adopted	2003 Adopted	% Change
City Coordinator					
Finance Department	1.80	1.80	-	-	0.00%
Total City Coordinator	1.80	1.80	-	-	0.00%
Public Works					
Engineering Services	19.90	19.90	23.90	30.90	29.29%
Field Services	25.30	25.30	26.34	26.34	0.00%
Sewer Maintenance	59.10	61.10	61.90	63.60	2.75%
Total Public Works	104.30	106.30	112.14	120.84	7.76%
Total Sewer	106.10	108.10	112.14	120.84	7.76%
Water Revenue (7400)					
City Coordinator					
Finance Department	53.30	53.10	45.00	49.30	9.56%
Total City Coordinator	53.30	53.10	45.00	49.30	9.56%
Public Works					
Administration	-	-			
Engineering Services	13.35	11.15	11.00	11.00	0.00%
Water Department	240.75	240.75	241.00	239.75	-0.52%
Total Public Works	254.10	251.90	252.00	250.75	-0.50%
Total Water Revenue	307.40	305.00	297.00	300.05	1.03%
Municipal Parking (7500)					
City Coordinator					
Finance Department	9.60	9.45	5.00	5.20	4.00%
Licenses and Consumer Services	37.00	38.00	42.00	42.00	0.00%
Total City Coordinator	46.60	47.45	47.00	47.20	0.43%
Public Works					
Transportation	49.30	45.30	54.80	55.30	0.91%
Total Public Works	49.30	45.30	54.80	55.30	0.91%
Total Municipal Parking	95.90	92.75	101.80	102.50	0.69%
Solid Waste and Recycling (7700)					
City Coordinator					
Finance Department	3.65	3.65	-	-	-100.00%
Total City Coordinator	3.65	3.65	-	-	-100.00%
Public Works					
Solid Waste	120.65	126.65	126.50	124.80	-1.34%
Total Public Works	120.65	126.65	126.50	124.80	-1.34%
Total Solid Waste and Recycling	124.30	130.30	126.50	124.80	-1.34%
Independent Boards - Informational Only					
Board of Estimate and Taxation	2.00	2.00	2.00	2.00	0.00%
Library Board	358.89	357.99	368.00	363.40	-1.25%
MCDA	157.00	158.00	150.63	143.23	-4.91%
Municipal Building Commission	66.50	66.50	66.50	64.00	-3.76%
Neighborhood Revitalization Program	16.00	15.00	13.00	12.00	-7.69%
Park Board	832.15	877.84	950.57	936.12	-1.52%
Mpls. Public Housing Authority (MPHA)	334.00	332.00	330.00	327.00	-0.91%
Youth Coordinating Board	28.50	28.50	39.40	26.50	-32.74%
Total Independent Boards	1,795.04	1,837.83	1,920.10	1,874.25	-2.39%
Total All Funds	5,831.83	5,961.17	6,091.24	6,039.16	-0.85%

SCHEDULE FIVE
Staffing Information

Department/Board	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change from 2002 Adopted to 2003 Adopted	Change 2002 to 2003
Assessor	38.00	37.00	35.50	35.50	0.00%	-
Attorney	105.50	113.50	111.50	110.63	-0.78%	(0.87)
Civil Rights	25.00	24.00	24.00	27.50	14.58%	3.50
Civilian Police Review	7.00	5.00	5.00	-	-100.00%	(5.00)
City Clerk/Elections	80.25	77.00	75.50	72.50	-3.97%	(3.00)
City Council	13.00	13.00	13.00	13.00	0.00%	-
Fire	493.00	483.00	482.50	469.50	-2.69%	(13.00)
Health & Family Support	73.90	80.40	85.40	91.65	7.32%	6.25
Mayor	13.00	13.00	12.00	11.00	-8.33%	(1.00)
Planning	39.00	39.50	38.50	46.00	19.48%	7.50
Police	1,191.00	1,182.50	1,183.50	1,151.00	-2.75%	(32.50)
Total	2,078.65	2,067.90	2,066.40	2,028.28	-1.84%	(38.12)
City Coordinator Department						
City Coordinator Administration	5.00	6.00	5.00	4.00	-20.00%	(1.00)
Office of Cultural Affairs	4.00	4.00	4.00	-	-100.00%	(4.00)
Empowerment Zone	2.00	2.00	3.00	3.00	0.00%	-
Communications	11.00	7.00	7.00	6.80	-2.86%	(0.20)
Grants & Special Projects	10.00	8.00	7.00	6.00	-14.29%	(1.00)
Finance	204.00	202.00	203.00	200.00	-1.48%	(3.00)
Human Resources	56.50	58.50	59.50	57.00	-4.20%	(2.50)
Information Technology Systems	67.35	79.85	81.85	105.10	28.41%	23.25
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%	-
Convention Center	141.40	201.20	213.60	213.60	0.00%	-
Licensing & Consumer Services	116.25	127.25	131.25	128.09	-2.41%	(3.16)
Inspections	154.00	153.00	158.50	150.50	-5.05%	(8.00)
Community Plng & Econ Devlpm	-	-	-	2.00	-	2.00
Total City Coordinator	775.50	852.80	877.70	880.09	0.27%	2.39
Public Works Department						
Administration	20.00	20.00	21.00	20.00	-4.76%	(1.00)
Engineering Services	98.50	98.50	105.50	112.50	6.64%	7.00
Field Services	196.50	207.10	203.70	200.90	-1.37%	(2.80)
Sewer Maintenance	59.10	61.10	61.90	63.60	2.75%	1.70
Engineering Materials	26.50	26.50	26.50	26.50	0.00%	-
Soild Waste	120.65	126.65	126.50	124.80	-1.34%	(1.70)
Transportation	108.04	110.54	116.54	115.04	-3.43%	(1.50)
Water Treatement/Distribution	240.75	240.75	241.00	239.75	-0.52%	(1.25)
Equipment	247.60	247.60	257.60	257.10	-0.19%	(0.50)
Property Services	65.00	63.90	66.80	96.35	42.74%	29.55
Total Public Works	1,182.64	1,202.64	1,227.04	1,256.54	2.12%	29.50
TOTAL CITY	4,036.79	4,123.34	4,171.14	4,164.91	-0.26%	(6.23)
INDEPENDENT BOARDS - Informational Only						
Board of Estimate and Taxation	2.00	2.00	2.00	2.00	0.00%	-
Library Board	358.89	357.99	368.00	363.40	-1.25%	(4.60)
Mpls. Community Development Agency (MCDA)	157.00	158.00	150.63	143.23	-4.91%	(7.40)
Municipal Building Commission (MBC)	66.50	66.50	66.50	64.00	0.00%	(2.50)
Neighborhood Revitalization Program (NRP)	16.00	15.00	13.00	12.00	-7.69%	(1.00)
Park Board	832.15	877.84	950.57	936.12	-0.54%	(14.45)
Mpls. Public Housing Authority (MPHA)	334.00	332.00	330.00	327.00	-1.52%	(3.00)
Youth Coordinating Board	28.50	28.50	39.40	26.50	-23.86%	(12.90)
TOTAL INDEPENDENT BOARDS	1,795.04	1,837.83	1,920.10	1,874.25	-1.70%	(45.85)
TOTAL CITY (including Boards)	5,831.83	5,961.17	6,091.24	6,039.16	-0.85%	(52.08)

**City of Minneapolis
FY 2003 Budget
Capital Programs**

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**City of Minneapolis
2003 – 2007 Capital Program**

Capital Budget Narrative Overview

Capital Improvement Budget Development

The City has a five year capital improvement plan (CIP). Annually, departments prepare and modify capital improvement proposals. The Finance Department, the City Planning Department, and the Capital Long-Range Improvement Committee (CLIC) review capital improvement proposals.

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 2003 - 2007, there were 131 CBR’s reviewed and a review of the ongoing Public Safety Initiative Program. The total requested capital budget for the five years was \$654.2 million.

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 2003-2007 Capital Improvement Plan

Property Tax Supported – Public Works. The 2003 adopted budget includes \$16.7 million in funding for Public Works capital. From 1999 to 2003, \$7.0 million of base funding was added for the gap closure program. With these funding additions, the City will be on track to fund 27% of the identified Public Works infrastructure gap by 2009¹.

Below is a summary of the 2003-2007 adopted CIP for the Public Works infrastructure “gap” closure program.

Adopted 2003-2007 CIP for Public Works (in millions)					
	2003	2004	2005	2006	2007
Base Program	\$14.7	\$14.8	\$15.4	\$14.7	\$15.5
Infrastructure “Gap” Closure Program	\$2.0	\$3.0	\$4.0	\$5.0	\$6.0
Total	\$16.7	\$17.8	\$19.4	\$19.7	\$21.5

Property Tax Supported—Park Board. The 2003 budget includes \$2.6 million in funding for Park Board capital. The Mayor and the Council support a future funding plan for the Park Board that closes 27% of the previously identified \$5.5 million annual funding gap for park infrastructure by 2009. To achieve this goal, \$215,000 of additional property tax levy will be added annually to the Park Board levy, for a total of \$1.5 million in additional annual funding by 2009.

The Mayor and Council support reducing the base property tax revenue for the Park Board by the amounts added in years' 2001 and 2002 for Park Board capital purposes. In years' 2001 and 2002, \$1.5 million was added each year to the Park Board base property tax levy or \$3.0 million in total over this two year period of time. The Park Board has received the benefit of the additional \$4.5 million collected in property tax levy over this two-year period.

Adopted Park Board Capital Improvement Plan:							
<i>(In millions of dollars)</i>	2003	2004	2005	2006	2007	2008	2009
Base Capital Funding ²	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9	\$1.9
"Gap" Funding	\$0.2	\$0.4	\$0.6	\$0.9	\$1.1	\$1.3	\$1.5
Total Capital Funding	\$2.1	\$2.3	\$2.5	\$2.8	\$3.0	\$3.2	\$3.4

Utility Fee Supported. The budget includes funding for 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 2003 budget reflected this planned investment.

¹ The 1997 State of the Public Works Infrastructure Report identified a \$44 million property tax supported funding gap for improving and maintaining public works infrastructure. The original plan was to fund 50% of this gap over a 10-year period of time.

² The 2003-2007 adopted CIP includes \$1,920,000 in net debt bond funding for the Park Board.

Relationship between the Capital and Operating Budgets

As part of the CLIC process, Departments and Independent Boards identify capital projects that effect operating costs in many cases. They identify some of the aspects of the projects that may increase or decrease operating costs. As part of the 2003-2007 capital submittals, these are the self-reported effects on operating budgets (please refer to this sections glossary for definitions of abbreviations):

Project Name	Submitting Department or Board	Comments
Art in Public Places	Planning Department – Office of Cultural Affairs	Not Available.
Life Safety Improvements	Municipal Building Commission	Decrease of \$7,000 from \$43,000 to \$36,000 (decrease of personnel related costs by \$9,000, increase equipment/materials/other by \$2,000). Funding from tax supported – general fund.
Mechanical Systems Upgrade	Municipal Building Commission	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 workers compensation claims related to indoor air quality.
Ground Floor Public Restrooms	Municipal Building Commission	Increase of \$12,000 from \$12,000 to \$24,000 for personnel related costs. Funding from tax supported – general fund.
Tower and Interior Court Elevators	Municipal Building Commission	Decrease of \$9,000 from \$20,000 to \$11,000. Decrease of \$6,000 in personnel related costs and a decrease of \$3,000 in equipment/material/other.
Moat/Inner Court Water Proofing	Municipal Building Commission	Decrease of \$14,000 from \$20,000 to \$6,000. Decrease of \$11,000 in personnel related costs and a decrease of \$3,000 equipment/material/other.
Pierre Bottineau Library Relocation	Library Board	Increase of \$338,776, from \$165,732 to \$504,508. Increase of personnel related costs by \$168,371, increase utility costs by \$29,987, and an increase equipment/materials/other by \$140,418.
Franklin Library Historic Preservation/Expansion	Library Board	Increase of \$212,707, from \$549,456 to \$762,163. Increase of personnel related costs by \$152,975, increase of utility costs by \$18,452, and an increase of equipment/materials/other by \$41,280.
Sumner Library Expansion/Remodeling/Preservation	Library Board	Increase of \$321,245 from \$304,465 to \$625,710. Increase of personnel related costs by \$145,519, increase of utility costs by \$13,146, and an increase equipment/materials/other by \$162,580.
Roosevelt Community	Library Board	Increase of \$164,439 from \$336,543 to \$500,982.

Library Replacement		Increase of personnel related costs by \$107,859, increase of utility costs by \$21,530, and an increase equipment/materials/other by \$35,050.
East Lake Library Expansion/Remodeling	Library Board	Increase of \$80,809 from \$531,137 to \$611,946. Increase in personnel related costs.
Webber Park Library Expansion	Library Board	Increase of \$204,505 from \$253,346 to \$457,851. Increase of personnel related costs by \$90,026, increase of utility costs by \$20,882, and an increase equipment/materials/other by \$93,597.
Southeast Library Capital Improvements	Library Board	Increase of \$17,802 from \$375,568 to \$393,370. Increase of utility costs by \$1,987, increase equipment/materials/other by \$15,815.
Northeast Library Expansion/Remodeling	Library Board	Increase of \$93,356 from \$506,541 to \$599,897. Increase of personnel related costs by \$74,149, decrease of utility costs by \$1,784, and an increase equipment/materials/other by \$20,991.
Nokomis Library Capital Improvements	Library Board	Increase of \$121,541 from \$510,640 to \$632,181. Increase of personnel related costs by \$58,103, increase of utility costs by \$10,993, and an increase equipment/materials/other by \$52,445.
North Regional Library Improvements	Library Board	Increase of \$202,026 from \$933,191 to \$1,135,217. Increase of personnel related costs by \$115,942, increase of utility costs by \$33,854, and an increase equipment/materials/other by \$52,230.
Walker Library Expansion/Improvements	Library Board	Increase of \$405,382 from \$779,923 to \$1,185,305. Increase of personnel related costs by \$263,005, increase of utility costs by \$18,495, and an increase equipment/materials/other by \$123,882.
Washburn Library Expansion/Improvements	Library Board	Increase of \$560,712 from \$990,950 to \$1,551,662. Increase of personnel related costs by \$380,317, increase of utility costs by \$13,658, and an increase equipment/materials/other by \$166,737.
Hosmer Library Improvements	Library Board	Increase of \$256,624 from \$453,921 to \$710,545. Increase of personnel related costs by \$165,028, increase of utility costs by \$11,055, and an increase equipment/materials/other by \$80,541.
Community & Neighborhood Center Rehabilitation	Park Board	Not Available.
Site and Tot Lot Rehab	Park Board	Not Available.
Rehabilitation of Shelter Buildings	Park Board	Not Available.
Athletic Field Renovation	Park Board	Not Available.
Tier 2 Athletic Fields	Park Board	Not Available.
Service Center Rehabilitation	Park Board	Not Available.
Tennis Court Rehabilitation	Park Board	Not Available.
Gym Floor Replacement	Park Board	Not Available.
HVAC Improvements	Park Board	Not Available.
Grant Matching Funds	Park Board	Not Available.
Loring Art Center	Park Board	Not Available.
Northeast Waterpark	Park Board	Not Available.
Building Security and Fire Systems	Park Board	Not Available.
Contingency	Park Board	Not Available.
Off Leash Recreation Areas	Park Board	Not Available.
Roof Replacement	Park Board	Not Available.

Community Skate Parks	Park Board	Not Available.
Webber Water Park	Park Board	Not Available.
Diseased Tree Program	Park Board	Not Available.
Facilities Repair and Improvements	PW-Property Services	Not Available.
PW Facilities Program	PW-Property Services	There are numerous funds and agency paying for the O & M expenses. Funds would include but are not limited to the general fund, materials and lab, permanent improvement, stores, and sewer.
Space Management – Functional Improvements	PW-Property Services	Not Available.
Parkway Paving and Parkway Gap Program	PW-Paving	Not Available.
Miscellaneous Segments Program	PW-Paving	Not Available.
Miscellaneous Segments Program – Gap	PW-Paving	Not Available.
Street Renovation Program	PW-Paving	Not Available.
Street Renovation Program – Gap	PW-Paving	Not Available.
CSAH Paving Program	PW-Paving	Not Available.
Snelling Avenue Extension	PW-Paving	Not Available.
Alley Resurfacing & Retaining Wall Rehabilitation	PW-Paving	Not Available.
SEMI (phase II)	PW-Paving	Increase from \$0 to \$16,000 for equipment/materials/other.
I-35W & Lake St. Interchange Reconstruction	PW-Paving	Not Available.
I-35W (42 nd St- Crosstown)	PW-Paving	Not Available.
Nicollet Avenue South Phase II	PW-Paving	Not Available.
Tenth Street South	PW-Paving	Not Available.
15 th Avenue SE	PW-Paving	Not Available.
LaSalle Avenue South	PW-Paving	Decrease from \$358 to \$0, for personnel related costs by \$31 and equipment/material/other by \$327.
27 th Avenue South	PW-Paving	Decrease from \$480 to \$0, for personnel related costs by \$44 and utility costs by \$436.
Richfield Road	PW-Paving	Not Available.
Como Avenue Southeast	PW-Paving	Decrease of \$297 to \$0, for personnel related costs by \$26 and equipment/material/other by \$271.
East 38 th Street	PW-Paving	Not Available.
Sixth Avenue North	PW-Paving	Decrease of \$113 to \$0, for personnel related costs by \$10 and equipment/material/other by \$103.
Loring Greenway, Infrastructure Gap Project	PW-Paving	Not Available.
33 rd Avenue SE and Talmage Ave	PW-Paving	Decrease of \$297 to \$0, for personnel related costs by \$27 and equipment/material/other by \$270.
Lyndale Ave N (Plymouth-Broadway)	PW-Paving	Decrease of \$218 to \$0, for personnel related costs by \$19 and equipment/material/other by \$199.
28 th Ave South	PW-Paving	Not Available.
60 th Street East	PW-Paving	Decrease of \$372 to \$0, for personnel related costs by \$33 and equipment/material/other by \$339.
Fremont Ave N	PW-Paving	Decrease of \$37,464 to \$0, for personnel related costs by \$3,266 and equipment/material/other \$34,198.

Reimbursable Paving Projects	PW-Paving	Not Available.
Lake St. Reconstruction & Streetscape (Seg. 1)	PW-Paving	Not Available.
Lake St. Reconstruction & Streetscape (Seg. 2)	PW-Paving	Not Available.
Lake St. Reconstruction & Streetscape (Seg. 3)	PW-Paving	Not Available.
Defective Hazardous Sidewalks & Complete Gaps in the System	PW – Sidewalks	Not Available.
Heritage Park – MCDA	PW and MCDA	Not Available.
Major Bridge Repair and Rehabilitation	PW-Bridges	Not Available.
East River Parkway Bridge	PW-Bridges	Not Available.
Chicago Avenue Bridge	PW-Bridges	Not Available.
Pleasant Avenue Bridge	PW-Bridges	No Change, cost \$1800, funding \$2,100 from General Fund.
Fremont Avenue South Bridge	PW-Bridges	Decrease of \$6,250 to \$0, for personnel related costs by \$5,200 and equipment/material/other by \$1,050, funding from the General Fund.
First Avenue South Bridge over HCRRA	PW-Bridges	Decrease from \$4,000 to \$2,100, for personnel related costs (from \$3,000 to \$1,800) and equipment/material/other (from \$1,000 to \$300).
Plymouth Avenue/BNSF, Bassett Creek	PW-Bridges	Not Available.
Stevens Avenue Bridge	PW-Bridges	Not Available.
Camden Avenue Bridge	PW-Bridges	Not Available.
St. Anthony Parkway Bridge over B.N.R.R.	PW-Bridges	Not Available.
10 th Avenue SE Bridge Arch Rehab.	PW-Bridges	Not Available.
Nicollet Avenue Bridge from lake St. to 29 th St.	PW-Bridges	Not Available.
Parkway Bridge 94246 Rehab (Bridge #9)	PW-Bridges	Not Available.
New Traffic Signals	PW-Transportation	Increase from \$0 to \$4,200, funding from tax supported – general fund.
Dinkytown Bypass – Phase 1	PW-Transportation	Not Available.
LED Replacement Program	PW-Transportation	Increase of \$64,000 from \$281,000 to \$345,000, funding from tax supported – general fund.
Computerized Traffic Signal Control Expansion	PW-Transportation	Increase from \$0 to \$1075, funding from tax supported – general fund.
Controller Conversion	PW-Transportation	Decrease from \$1000 to \$0., funding from tax supported – general fund.
Controller Conversion Gap	PW-Transportation	Decrease from \$800 to \$0., funding from tax supported – general fund.
Priority Vehicle Control System	PW-Transportation	Increase from \$0 to \$7,000, funding from tax supported – general fund.
Traffic Signal, Signing & Lighting Improvements	PW-Transportation	Increase from \$0 to \$75, funding from tax supported – general fund. Overhead Signal Addition – proposal would increase operating costs by \$12.50 per unit per year.
Traffic Signal, Signing & Lighting Improvements Gap	PW-Transportation	Decrease from \$0 to \$-12,500

Parkway Street Lighting Replacement	PW-Transportation	Decrease of \$8,000 from \$331,000 to \$323,000, funding from tax supported – general fund (\$228,000) and Other (\$95,000).
Minneapolis Stop Sign Plan Completion	PW-Transportation	Increase from \$0 to \$100,000, funding from tax supported – general fund.
Reimbursable Transportation Projects	PW-Transportation	Not in Book
Cedar Lake Trail	PW-Transportation	Not Available.
Commuter Bicycle Route System	PW-Transportation	No Change (\$10,000 – funds from tax supported – general fund).
Henn/Lake Bicycle Project (Loring Bikeway)-Phase I & II	PW-Transportation	Increase from \$0 to 2,800.
18 th Avenue NE Bikeway	PW-Transportation	Increase from \$0 to \$3,500, funding (\$1,000) from Other sources.
Storm Tunnel, Sanitary Tunnel & Sanitary Sewer Rehab.	PW-Sewer	Not Available.
Miscellaneous Storm Drains	PW-Sewer	Increase from \$0 to \$700, funding from Fees/service charges – enterprise funds.
Storm & Sewer Work on Street Renovation Program	PW-Sewer	Not Available.
Implementation of US EPA Storm Water Regulations	PW-Sewer	No Change (\$700, funding from fees/service charges – enterprise funds).
Combined Sewer Overflow Improvements – Phase II	PW-Sewer	Increase from \$0 to \$17,350, funding from fees/service charges – enterprise funds.
City Facilities – CSO Separation	PW-Sewer	Not Available.
Chain of Lakes Water Quality Improvements – Phase II	PW-Sewer	Increase from \$0 to \$700, funding from fees/service charges – enterprise funds.
Park Board Capital Storm Drain	PW-Sewer	Increase from \$0 to \$1700, funding from fees/service charges – enterprise funds.
Reimbursable Sanitary Sewer and Storm Drain Construction	PW-Sewer	Not Available.
Shop and Stores Facilities (Fridley)	PW-Water	Not Available.
New 40 Million Gallon SW Reservoir	PW-Water	There will be no change in personnel or materials. There will be a slight decrease in energy use since the new pumping station will utilize energy efficient technology than the existing pumping station.
Gates and Manholes	PW-Water	Slight decrease in operations costs since no street excavation would need to be done in order to repair or replace hydrants (i.e. hydrants hit in traffic accidents). This also reduces the time required for the work.
Large Gate & Valve replacement	PW-Water	Maintenance costs are reduced with life cycle change-out of gates and valves.
Watermain Replacement or Cleaning and Lining	PW-Water	Cleaning & lining watermain reduces the frictional resistance, which means that the pumping stations don't have to boost quite as much.
Large Watermain Cleaning and Lining	PW-Water	Cleaning & lining watermain reduces the frictional resistance, which means that the pumping stations don't have to boost quite as much.
Manhole	PW-Water	No net operational effect.

Repair/Replacement		
Complete SCADA System	PW-Water	Technology and organizational changes will enable the Water Works to less attend certain facilities. New pumping and operational strategies will be more efficient, this will reduce energy and chemical use.
Ultrafiltration Program	PW-Water	The ultrafiltration membrane filtration system will use additional electrical energy and also membrane filaments will have to be changed out as the pores become clogged (beyond backwashing can correct) from removal of undesirable particles in the untreated water.
Reimbursable Watermain Projects	PW-Water	This project is cost neutral to the City.
Northside Parking Ramp	PW-Parking	Increase from \$0 to \$1,500,000 – funding from fees/service charges – enterprise funds
Residential Parking Program	PW-Parking	Not Available.
Bicycle Parking	PW-Parking	Not Available.
MPD Forensic Laboratory	Police Department	Increase from \$0 to \$139,000 – funding from tax supported – general funds. The City has avoided investing in crime lab infrastructure for at least 20 years. This avoided cost should be taken into account when considering the new crime lab project. Crime lab staff have in some sense paid the price for non-investment by diligently working in inefficient, non-professional, and unsafe conditions. The cost for proposed capital projects should be evaluated in the context of total operating costs. Project evaluation should not just be a comparison of costs of one capital project to another. The potential liability of operating unsafe facilities should be considered when evaluating infrastructure projects to replace those facilities.
MPD Evidence Unit	Police Department	Not Available.
Emergency Ops Center/Fire & Police Classrooms	Fire Department	Decrease from \$9,969 to \$0
New Fire Station 14	Fire Department	Decrease from \$75,425 to \$44, 076 (increase in utility cost - \$7,210, but a decrease in equipment/materials/other - \$38,559).
Fire Station Space Privacy	Fire Department	Not Available.
Information & Technology Data Center	ITS Department	Increase from \$0 to \$75,000 – funding (\$80,000) from fees/services – enterprise funds. This capital budget request for the City of Minneapolis primary and secondary data center is a contingency/backup plan if the ITS outsourcing request is not pursued by City Council. The lease for the data center expires on December 2005. Hennepin County cannot extend the lease, but would work cooperatively with the City in transitioning to a new location or outsourcing initiative.
800 Megahertz Radio System	Public Safety Initiative	Not Available.
Expand Police Precinct #3	Public Safety Initiative	Not Available.
Security Enhancements	Public Safety Initiative	Not Available.
Public Safety Initiative Contingency	Public Safety Initiative	Not Available.

City Debt Information

Minneapolis' total general obligation debt decreased from \$1.174 billion at 12/31/2001 to \$1.121 billion at 12/31/2002.

In 2002, the City of Minneapolis issued bonds totaling \$283,990,000. Of this amount, \$156,600,000 was issued to refund existing debt and/or convert variable rate debt to fixed rate debt. The following information provides details of Year 2002 Bond Sales:

June

In June, the City issued \$35,200,000 of General Obligation Various Purpose Bonds supporting the five year capital plan and \$108,200,000 of General Obligation Convention Center Bonds. The Convention Center bonds were issued to refund a portion of the existing 1992 bonds and to convert \$76,400,000 of variable rate bonds to fixed rate bonds.

The various purpose bonds were for construction activities as follows:

2,200,000	Park Acquisition
500,000	Park Diseased Trees
4,330,000	Water Works
11,160,000	Public Safety Initiative Projects
674,000	Library Improvements
2,919,500	Public Buildings
2,340,000	Park Improvements
9,596,500	Street Improvements
800,000	Parkway Improvements
480,000	Storm Drains
200,000	Bridges

October

In October, the City issued \$5,890,000 of General Obligation Special Assessment Improvement Bonds, \$25,000,000 of General Obligation Parking Assessment Bonds for construction of the Walker Art Center Parking Ramp and \$48,400,000 of General Obligation Convention Center Bonds to convert variable rate bonds to fixed rate bonds.

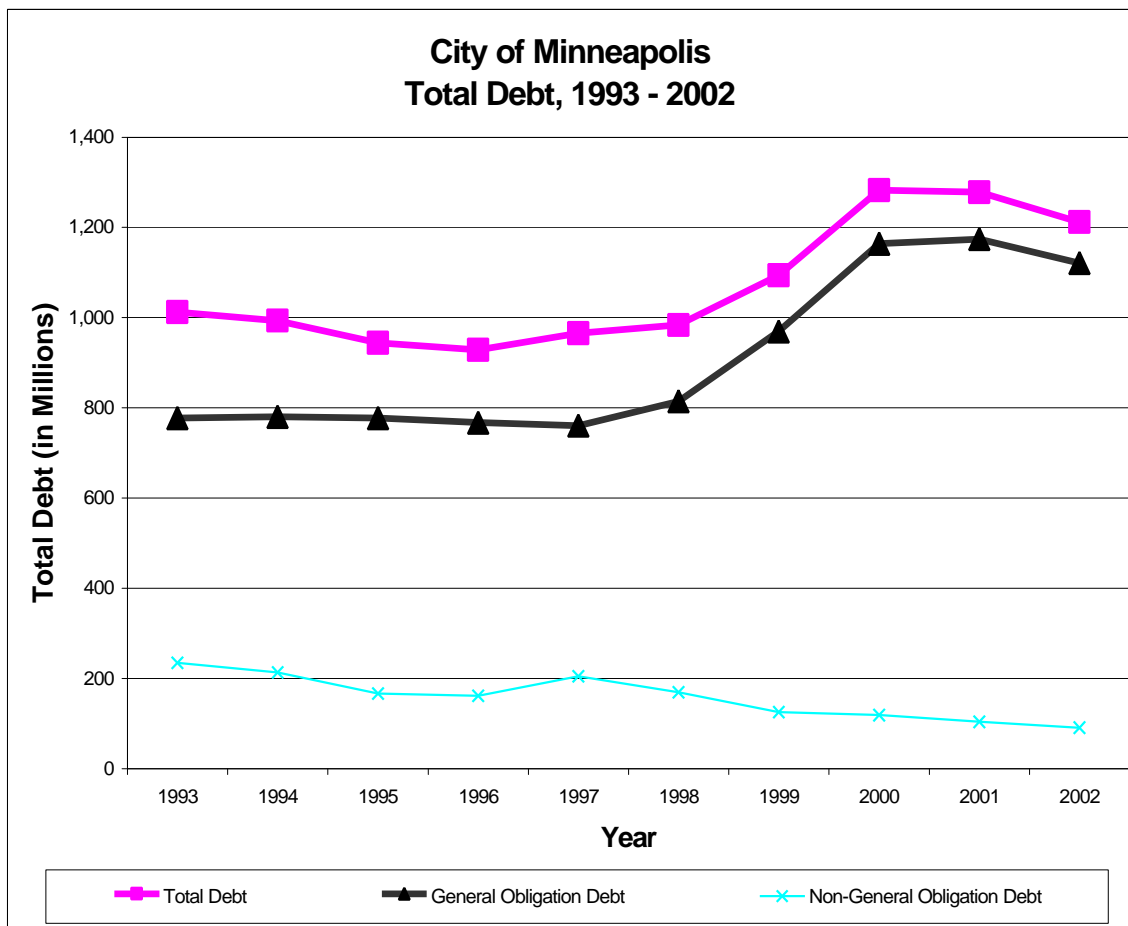
December

In December, the City issued \$16,200,000 of General Obligation Various Purpose Bonds, \$6,100,000 for equipment fleet purchases and \$10,100,000 for construction of the Central Library Parking Ramp. Also issued were \$9,500,000 of General Obligation Library Referendum Bonds for construction of the new Central Library and other community library improvements, \$25,000,000 of Taxable General Obligation Pension Bonds for MERF and \$10,600,000 of Taxable General Obligation Pension Bonds for MPRA.

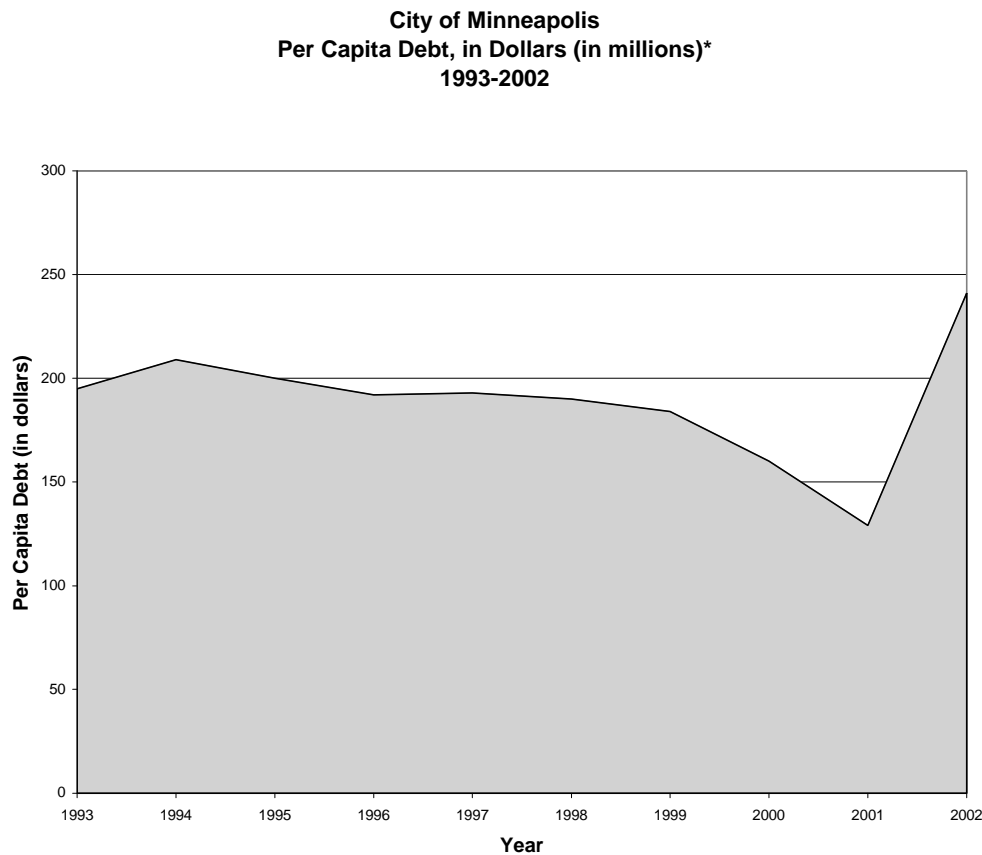
Management of the City's debt involves consideration not only of the absolute amount of debt, but also attention to yearly trends in the relationship of the debt to other financial measures. For purposes of this presentation, Mortgage Revenue bonds and General Agency Reserve Fund System bonds of the 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 1993 - 2002. 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 decreased until 2001. Part of the reduction in 2000 and 2001 is due to the revision in the reported population from 368,383 to 382,618. In 2002, the City incurred tax supported debt to fund Minneapolis Police Relief Association (MPRA) and Minneapolis Employee Retirement Fund (MERF) pension obligations which has caused a spike in the debt per capita. This upward trend will continue to occur for at least the next five years while the unfunded pension liabilities are paid.



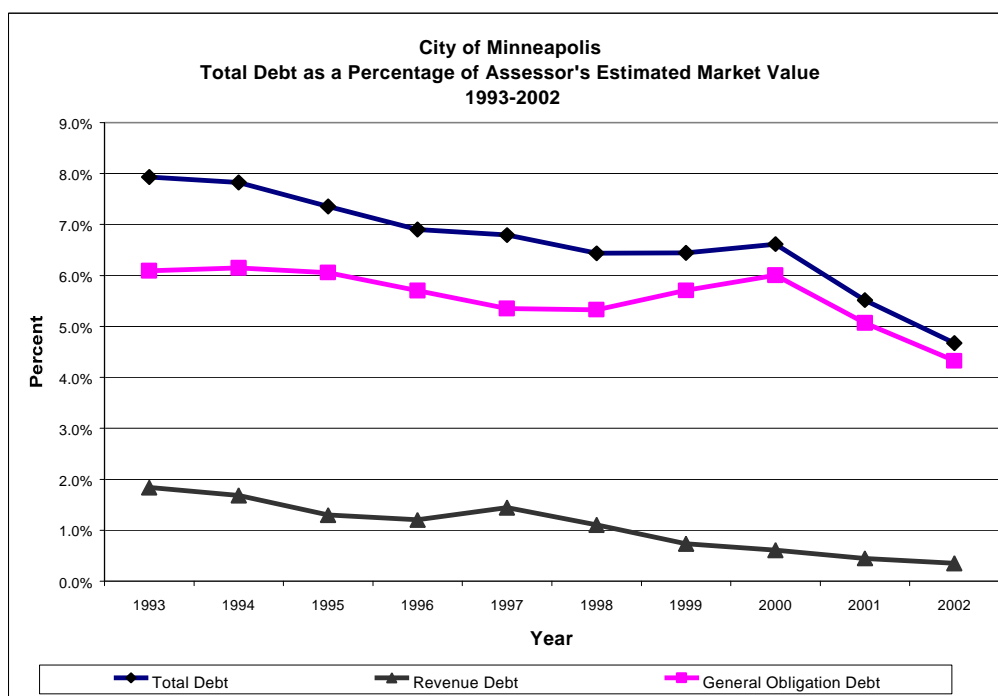
* Figures shown are adjusted indebtedness, which represents the total general obligation indebtedness of the City less that indebtedness supported by revenues other than general property taxes.

Debt Capacity – Total Debt

The primary goal of the City's debt management effort is to maintain the 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 ratio of total outstanding debt to the Minneapolis City Assessor's market value of taxable property decreased to an estimated 4.7 percent in 2002, from 5.5 percent the previous year.*

The data from 1993 & 1994 shows the highest total debt/market ratio even though total debt was decreasing. This 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 in 2000 and 2001 before declining in 2002 but the impact of these higher debt levels have been more than 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. These amounts are currently unaudited numbers. Final numbers will be included in the City's Comprehensive Annual Financial Report for December 31, 2002.

	Dollars in Thousands
Real Property (2002 Market Value)	\$ 25,586,249
Personal Property (2002 Market Value)	<u>346,780</u>
	25,933,029
Adjustment for Exempt Personal Property (1966 Market Value)	298,030
Adjustment for Net Fiscal Disparities Contribution/Distribution	<u>61,211</u>
Total Market Value Applicable to Debt Limit	<u><u>26,292,270</u></u>
Debt Limit (3-1/3% of Market Value Applicable to Debt Limit) \$	876,409
General Obligation Bonds Subject to Debt Limit:	
Supported by Property Tax Levy	109,670
Supported by Special Assessments:	
Park Diseased Trees	1,230
Lyn-Lake Municipal/Commercial Parking	1,826
Self-Supporting (Supported by Internal User Charges):	
Management Information Systems	45,330
Park Board - Land acquisitions & athletic field development	12,975
Public Works Fleet and Equipment	32,155
Self-Insurance Fund	<u>8,745</u>
Total General Obligation Bonds Subject to Debt Limit	211,931
Less: Assets in Debt Service Fund (Statement C-1)	<u>(17,381)</u>
Total Debt Applicable to Debt Limit	<u>194,550</u>
Legal Margin for New Bonds Subject to Debt Limit	<u><u>\$ 681,859</u></u>

Debt Service and Debt Reduction Program

The 2003 budget does not include step 5 for the City's debt reduction program. The debt reduction program which began with the 1999 adopted budget, is a plan to reduce the City's reliance on debt funding for on-going capital needs. The plan called 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 added \$3.6 million for debt reduction. The adopted budget does not include this next step in light of the considerable demands on the property tax in the next ten years (see the financial overview section of this book). The City is continuing its efforts to pay down debt in its internal service funds (see narratives for the Self-Insurance, ITS and Equipment funds in the financial plan section of this book).

**City of Minneapolis
FY 2003 Budget
Background Information**

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.

**City of Minneapolis
FY 2003 Budget
Background Information**

Glossary of Terms & Abbreviations for the Capital Program

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

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

2003 - 2007 Council Adopted Capital Resources Property Tax Supported Infrastructure Improvements

Recommended Resources by Category	2003	2004	2005	2006	2007	Totals (In thousands)
Base Net Debt Bonds	18,600	18,600	18,600	20,500	20,500	96,800
Pay as you go - PI Tax Levy	385	385	385	385	385	1,925
Community Development Block Grant (CDBG) funds	0	0	0	0	0	0
General Fund Transfers to the Capital Program	3,788	0	0	0	0	3,788
Information Technology Infrastructure Program	1,000	1,000	1,000	1,000	1,000	5,000
Public Works Infrastructure Gap	2,000	3,000	4,000	5,000	6,000	20,000
Park Board Infrastructure Gap	215	430	645	860	1,075	3,225
Sub-total before Adjustments	25,988	23,415	24,630	27,745	28,960	130,738
Prior Year Adjustments made by Mayor and Council*	94	-813	-177	0	0	
2003 - 2007 Council Adopted Capital Resources	26,082	22,602	24,453	27,745	28,960	129,842

Notes:

* - Adjustments represent dollars advanced to/from projects in the Capital programs approved for years 1998 to 2001.

This resource summary represents the City's commitment for General Infrastructure assets within the City of Minneapolis. General Infrastructure assets include public buildings, roads, bridges, street lights, traffic signals, parks & libraries.

Amounts above do not include funding for the Public Safety Initiative. Funding for this initiative is being provided at \$1,500 in the Bond Redemption Levy as indicated below.

2003 Council Adopted Bond Redemption Levy

	Amount Notes (In thousands)
Tax Levy Certified for Bond Redemption in 2002	28,560
Public Works Infrastructure Gap	1,000 2003 Step Increment
Public Safety Initiative	500 \$500 for 2003 is the third and final step. This Initiative now has \$1,500 each year for Debt Service through 2026.
Minneapolis Police Relief Association (MPRA) & Minneapolis Employees Retirement Fund (MERF)	1,944 Pension Bond Debt Service
Adjustment for Delinquencies	-21
Tax Levy Certified for Bond Redemption in 2003	<u>31,983</u>

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL
							(in thousands)
PUBLIC ART							
ART01	Art in Public Places	220	230	240	270	270	1,230
	Total Public Art	220	230	240	270	270	1,230
MUNICIPAL BUILDING COMMISSION							
MBC01	Life Safety Improvements	225	225	240	240	305	1,235
MBC02	Mechanical Systems Upgrade	570	570	570	570	570	2,850
MBC03	Ground Floor Public Restrooms	0	0	0	0	0	0
MBC04	Tower and Interior Court Elevators	0	0	0	0	0	0
MBC05	Moat/Inner Court Water Proofing	0	0	0	342	0	342
	Total Municipal Building Commission (City Contribution Only)	795	795	810	1,152	875	4,427
LIBRARY BOARD*							
MPL01	Pierre Bottineau Library Relocation	900	0	0	0	0	900
MPL02	Franklin Library Historic Preservation/Expansion	1,000	2,430	0	0	0	3,430
MPL03	Sumner Library Expansion/Remodeling/Preservation	2,100	2,000	0	0	0	4,100
MPL04	Roosevelt Community Library Replacement	1,500	1,115	0	0	0	2,615
MPL05	East Lake Library Expansion/Remodeling	1,000	2,960	0	0	0	3,960
MPL06	Webber Park Library Expansion	100	1,000	780	0	940	2,820
MPL07	Southeast Library Capital Improvements	340	1,800	1,000	0	0	3,140
MPL08	Northeast Library Expansion/Remodeling	300	1,300	1,480	0	0	3,080
MPL09	Nokomis Library Capital Improvements	0	300	0	0	0	300
MPL10	North Regional Library Improvements	0	300	1,401	1,600	660	3,961
MPL11	Walker Library Improvements	0	0	0	0	0	0
MPL12	Washburn Library Expansion/Improvements	0	0	0	0	0	0
MPL13	Hosmer Library Improvements	0	0	0	0	0	0
	Total Library Board (Community Libraries)	7,240	13,205	4,661	1,600	1,600	28,306

* - Amounts include \$24,106 of Special Levy Referendum and \$4,200 of City funding from the five year capital improvements program.

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL
(in thousands)							
PARK BOARD							
PRK01	Community & Neighborhood Center Rehabilitation	1,250	1,250	1,250	1,250	1,250	6,250
PRK02	Site and Tot Lot Rehab	750	750	750	750	750	3,750
PRK03	Rehabilitation of Shelter Buildings	0	0	0	105	0	105
PRK04	Athletic Field Renovation	135	0	0	0	0	135
PRK05	Tier 2 Athletic Fields	0	0	0	0	0	0
PRK06	Service Center Rehabilitation	0	0	0	0	0	0
PRK07	Tennis Court Rehabilitation	0	150	150	150	150	600
PRK08	Gym Floor Replacement	0	50	150	150	75	425
PRK09	HVAC Improvements	0	0	115	225	0	340
PRK10	Grant Matching Funds	0	0	0	0	0	0
PRK11	Loring Art Center	0	0	0	0	0	0
PRK12	Northeast Waterpark	0	0	0	0	0	0
PRK13	Building Security and Fire Systems	0	0	0	0	0	0
PRK14	Contingency	0	0	0	0	0	0
PRK15	Off Leash Recreation Areas	0	0	0	0	0	0
PRK16	Roof Replacement	0	150	150	150	150	600
PRK17	Community Skate Parks	0	0	0	0	0	0
PRK18	Webber Water Park	0	0	0	0	620	620
PRKDT	Diseased Tree Program	500	500	500	500	500	2,500
Total Park Board		2,635	2,850	3,065	3,280	3,495	15,325
PUBLIC WORKS DEPARTMENT							
FACILITY IMPROVEMENTS							
PSD01	Facilities Repair and Improvements	1,500	1,500	1,500	1,500	2,000	8,000
PSD02	Public Works Facilities Program	1,378	2,788	6,178	3,033	3,264	16,641
Total Facility Improvements		2,878	4,288	7,678	4,533	5,264	24,641

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL
(in thousands)							
STREET PAVING							
PV001	Parkway Paving and Parkway Gap Program	650	650	850	1,050	1,050	4,250
PV002	Miscellaneous Segments Program	0	1,093	654	0	0	1,747
PV02G	Miscellaneous Segments Program - Gap	0	0	0	0	3,257	3,257
PV003	Street Renovation Program	7,607	6,124	4,728	4,903	4,217	27,579
PV03G	Street Renovation Program Gap	0	0	2,589	1,649	3,387	7,625
PV004	CSAH Paving Program	850	0	1,000	1,000	1,000	3,850
PV005	Snelling Avenue Extension	0	452	0	0	0	452
PV006	Alley Resurfacing & Retaining Wall Rehabilitation	251	251	251	251	251	1,255
PV007	SEMI (Phase II)	5,691	4,769	2,811	0	3,785	17,056
PV008	I-35W & Lake St. Interchange Reconstruction	1,000	553	0	0	0	1,553
PV009	I-35W (42nd Street - Crosstown)	0	0	485	485	485	1,455
PV011	Nicollet Avenue South Phase II	3,758	0	0	0	0	3,758
PV012	Tenth Street South	2,365	0	0	0	0	2,365
PV013	15th Avenue SE	0	2,558	0	0	0	2,558
PV014	LaSalle Avenue South	0	2,961	0	0	0	2,961
PV015	27th Avenue South	0	0	0	5,571	0	5,571
PV016	Richfield Road	0	3,482	0	0	0	3,482
PV017	Como Avenue Southeast	0	0	2,808	0	0	2,808
PV018	East 38th Street	2,711	0	0	0	0	2,711
PV019	Sixth Avenue North	0	0	1,447	0	0	1,447
PV020	Loring GreenWay, Infrastructure Gap Project	0	0	0	1,500	0	1,500
PV021	33rd Avenue Southeast and Talmage Avenue	0	0	0	0	0	0
PV022	Lyndale Ave N (Plymouth - Broadway)	0	0	0	0	2,435	2,435
PV023	28th Ave South	0	0	0	0	0	0
PV024	60th Street East	0	0	0	0	0	0
PV025	Fremont Ave N	0	0	0	0	0	0
PV00R	Reimbursable Paving Projects	3,000	3,000	3,000	3,000	4,074	4,074
Total Street Paving Projects		27,883	25,893	20,623	19,409	26,941	120,749
STREETSCAPES							
STS01	Lake St. Reconstruction & Streetscape (Segment 1)	0	799	1,133	0	0	1,932
STS02	Lake St. Reconstruction & Streetscape (Segment 2)	115	421	1,094	0	0	1,630
STS03	Lake St. Reconstruction & Streetscape (Segment 3)	151	32	2,204	0	0	2,387
Total Streetscape Projects		266	1,252	4,431	0	0	5,949

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL (in thousands)
SIDEWALK PROGRAM							
SWK01	Defective Hazardous Sidewalks and Complete Gaps in the System	1,738	1,825	1,916	2,012	2,124	9,615
HERITAGE PARK (NEAR NORTH) INFRASTRUCTURE							
CDA01	Heritage Park Redevelopment Project	3,059	5,121	3,653	100	0	11,933
BRIDGES							
BR001	Major Bridge Repair and Rehabilitation	200	200	200	200	200	1,000
BR002	East River Parkway Bridge	0	0	0	0	0	0
BR003	Chicago Avenue South Bridge	0	2,712	0	0	0	2,712
BR004	Pleasant Avenue Bridge	0	0	0	0	0	0
BR005	Fremont Avenue South Bridge	0	0	0	629	0	629
BR006	First Avenue South Bridge over HCRRA	0	0	0	1,721	0	1,721
BR007	Plymouth Avenue/BNSF, Bassett Creek	1,429	0	0	0	0	1,429
BR008	Stevens Avenue Bridge	0	0	0	0	0	0
BR009	Camden Avenue Bridge Rehabilitation	0	0	1,271	0	0	1,271
BR010	St. Anthony Parkway Bridge over B.N.R.R.	0	781	0	0	0	781
BR011	10th Avenue SE Bridge Arch Rehabilitation	0	0	921	0	0	921
BR012	Nicollet Avenue Bridge from Lake St. to 29th St.	0	0	0	1,668	0	1,668
BR013	Parkway Bridge 94246 Rehab (Bridge #9)	0	0	0	0	1,543	1,543
Total Bridge Projects		1,629	3,693	2,392	4,218	1,743	13,675
TRAFFIC CONTROL & STREET LIGHTING							
TR001	New Traffic Signals	90	0	100	100	311	601
TR002	Dinkytown Bypass - Phase 1	0	0	0	0	0	0
TR003	LED Replacement Program	0	0	0	1,000	625	1,625
TR004	Computerized Traffic Signal Control Expansion	73	121	149	166	40	549
TR005	Controller Conversion	400	400	200	500	500	2,000
TR05G	Controller Conversion Gap	0	0	300	350	400	1,050
TR006	Priority Vehicle Control System	0	425	425	425	413	1,688
TR007	Traffic Signal, Signing & Lighting Improvements	344	414	476	331	456	2,021
TR07G	Traffic Signal, Signing & Lighting Improvements Gap	0	0	0	0	0	0
TR008	Parkway Street Lighting Replacement	0	0	0	0	0	0
TR009	Minneapolis Stop Sign Plan Completion	0	0	0	50	50	100
TR00R	Reimbursable Transportation Projects	500	500	500	500	500	2,500
Total Traffic Control & Street Lighting Projects		1,407	1,860	2,150	3,422	3,295	12,134

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL
(in thousands)							
BIKE TRAILS							
BIK01	Cedar Lake Trail (Phase 3B)	0	0	0	300	250	550
BIK02	Commuter Bicycle Route System	200	300	492	450	400	1,842
BIK03	Henn/Lyn Bicycle Project (Loring Bikeway)-Phase I & II	100	100	150	0	0	350
BIK04	18th Avenue NE Bikeway	110	0	0	0	50	160
Total Bike Trail Projects		410	400	642	750	700	2,902
SEWER							
SW001	Storm Tunnel, Sanitary Tunnel & Sanitary Sewer Rehabilitation	2,650	3,100	3,300	4,000	4,000	17,050
SW002	Miscellaneous Storm Drains	200	200	220	220	220	1,060
SW003	Storm & Sewer Work on Street Renovation Program	0	0	0	917	0	917
SW004	Implementation of US EPA Storm Water Regulations	250	250	250	250	250	1,250
SW005	Combined Sewer Overflow Improvements - Phase 2	2,000	2,000	2,000	2,000	2,000	10,000
PSD04	City Facilities - CSO Separation	0	0	0	0	500	500
SW006	Chain of Lakes Water Quality Improvements - Phase 2	250	150	0	0	0	400
SW007	Park Board Capital Storm Drain	600	700	800	900	900	3,900
SW00R	Reimbursable Sanitary Sewer and Storm Drain Construction	3,000	3,000	3,000	3,000	3,000	15,000
Various	Flood Mitigation Projects - approved for 2003 - 2006 only	2,915	5,620	2,545	1,525	0	12,605
Total Sewer Fund Projects		11,865	15,020	12,115	12,812	10,870	62,682
WATER							
WTR01	Shop and Stores Facilities (Fridley)	1,750	2,850	700	0	0	5,300
WTR02	New 40 Million Gallon Southwest Reservoir	0	0	2,000	11,000	11,000	24,000
WTR03	Gates and Manholes	75	80	85	90	95	425
WTR04	Large Gate & Valve Replacement	200	210	220	230	240	1,100
WTR05	Watermain Replacement or Cleaning & Lining	2,000	2,500	5,200	5,400	5,600	20,700
WTR06	Large Watermain Cleaning and Lining	750	1,250	3,520	3,615	3,595	12,730
WTR07	Manhole Repair/Replacement	150	155	160	165	170	800
WTR08	Complete SCADA System	2,600	2,600	1,600	0	0	6,800
WTR09	Ultrafiltration Program (\$20,000 for 2003 was appropriated in 2002)	0	25,000	27,540	41,000	19,920	113,460
WTR0R	Reimbursable Watermain Projects	2,000	2,000	2,000	2,000	2,000	10,000
Total Water Fund Projects		9,525	36,645	43,025	63,500	42,620	195,315

**CITY OF MINNEAPOLIS
2003 - 2007 COUNCIL ADOPTED CAPITAL BUDGET**

Project ID	Project Title	2003	2004	2005	2006	2007	TOTAL
(in thousands)							
PARKING							
RMP01	Northside Parking Ramp	0	0	0	15,000	0	15,000
RMP02	Residential Parking Program	150	150	150	150	150	750
BIK05	Bicycle Parking	30	30	30	35	40	165
Total Parking Fund Projects		180	180	180	15,185	190	15,915
Total Public Works Department Projects							
		60,840	96,177	98,805	125,941	93,747	475,510
MISCELLANEOUS PROJECTS							
MPD01	MPD Forensic Laboratory	0	0	0	828	0	828
MPD02	MPD Evidence Unit	0	0	0	0	300	300
FIR01	Emergency Ops Center / Fire and Police Classrooms	0	0	0	0	0	0
FIR02	New Fire Station 14	0	0	0	0	0	0
FIR03	Fire Station Space Privacy	0	0	0	0	0	0
PSD03	Space Management - Functional Improvements	415	415	415	415	415	2,075
ITS01	Information & Technology Data Center	0	0	0	0	0	0
ITS02	ITS Core Infrastructure Investments	1,000	1,000	1,000	1,000	1,000	5,000
Total Miscellaneous Projects		1,415	1,415	1,415	2,243	1,715	8,203
PUBLIC SAFETY INITIATIVE PROGRAM							
	Various Projects (see detail tab for individual projects)	12,725	0	0	0	0	12,725
EQUIPMENT SERVICES DIVISION WORKOUT PLAN							
ESD01	Fleet Equipment Purchases	6,200	6,300	6,400	7,000	7,100	33,000
TOTAL CAPITAL PROGRAM ADOPTED BY COUNCIL		92,070	120,972	115,396	141,486	108,802	578,726

PUBLIC ART FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	HD01	Art in Public Places	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
2007			270	0	0	0	270	0
Total			1,230	0	0	0	1,230	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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
2007	270	0	0	0	270	0
Total Art in Public Places	1,230	0	0	0	1,230	0

**MUNICIPAL BUILDING COMMISSION FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET**

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	MBC01	Life Safety Improvements	225	0	0	0	225	401
2004			225	0	0	0	225	401
2005			240	0	0	0	240	401
2006			240	0	0	0	240	401
2007			305	0	0	0	305	402
Total			1,235	0	0	0	1,235	2,006
2003	MBC02	Mechanical Systems Upgrade	570	0	0	0	570	770
2004			570	0	0	0	570	770
2005			570	0	0	0	570	770
2006			570	0	0	0	570	770
2007			570	0	0	0	570	770
Total			2,850	0	0	0	2,850	3,850
2003	MBC03	Ground Floor Public Restrooms	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
2007			0	0	0	0	0	100
Total			0	0	0	0	0	100
2003	MBC04	Tower & Interior Court Elevators	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
2007			0	0	0	0	0	417
Total			0	0	0	0	0	417
2003	MBC05	Moat/Inner Court Water Proofing	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			342	0	0	0	342	0
2007			0	0	0	0	0	342
Total			342	0	0	0	342	342

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	795	0	0	0	795	1,171
2004	795	0	0	0	795	1,171
2005	810	0	0	0	810	1,171
2006	1,152	0	0	0	1,152	1,171
2007	875	0	0	0	875	2,031
Total Municipal Bldg Commission	4,427	0	0	0	4,427	6,715

LIBRARY BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	MPL01	Pierre Bottineau Library Relocation	0	0	0	900	900	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	900	900	0
2003	MPL02	Franklin Library Historic Preservation/Expansion	1,000	0	0	0	1,000	0
2004			0	0	0	2,430	2,430	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			1,000	0	0	2,430	3,430	0
2003	MPL03	Sumner Library Expansion/Remodeling/Preservation	0	0	0	2,100	2,100	0
2004			0	0	0	2,000	2,000	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	4,100	4,100	0
2003	MPL04	Roosevelt Community Library Replacement	0	0	0	1,500	1,500	0
2004			0	0	0	1,115	1,115	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	2,615	2,615	0
2003	MPL05	East Lake Library Expansion/Remodeling	0	0	0	1,000	1,000	0
2004			0	0	0	2,960	2,960	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	3,960	3,960	0
2003	MPL06	Webber Park Library Expansion	0	0	0	100	100	0
2004			0	0	0	1,000	1,000	0
2005			0	0	0	780	780	0
2006			0	0	0	0	0	0
2007			940	0	0	0	940	0
Total			940	0	0	1,880	2,820	0
2003	MPL07	Southeast Library Capital Improvements	0	0	0	340	340	0
2004			0	0	0	1,800	1,800	0
2005			0	0	0	1,000	1,000	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	3,140	3,140	0

LIBRARY BOARD FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	MPL08	Northeast Library Expansion/ Remodeling	0	0	0	300	300	0
2004			0	0	0	1,300	1,300	0
2005			0	0	0	1,480	1,480	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	3,080	3,080	0
2003	MPL09	Nokomis Library Capital Improvements	0	0	0	0	0	0
2004			0	0	0	300	300	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	300	300	0
2003	MPL10	North Regional Library Improvements	0	0	0	0	0	0
2004			0	0	0	300	300	0
2005			0	0	0	1,401	1,401	0
2006			1,600	0	0	0	1,600	0
2007			660	0	0	0	660	0
Total			2,260	0	0	1,701	3,961	0
2003	MPL11	Walker Library Improvements	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	MPL12	Washburn Library Expansion/ Improvements	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	MPL13	Hosmer Library Improvements	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
2007			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
2003	1,000	0	0	6,240	7,240	0
2004	0	0	0	13,205	13,205	0
2005	0	0	0	4,661	4,661	0
2006	1,600	0	0	0	1,600	0
2007	1,600	0	0	0	1,600	0
Total Library Board	4,200	0	0	24,106	28,306	0

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PRK01	Community and Neighborhood Center Rehabilitation	1,250	0	0	0	1,250	0
2004			1,250	0	0	0	1,250	0
2005			1,250	0	0	0	1,250	0
2006			1,250	0	0	0	1,250	0
2007			1,250	0	0	0	1,250	0
Total			6,250	0	0	0	6,250	0
2003	PRK02	Site & Tot Lot Rehabilitation	750	0	0	0	750	0
2004			750	0	0	0	750	0
2005			750	0	0	0	750	0
2006			750	0	0	0	750	0
2007			750	0	0	0	750	0
Total			3,750	0	0	0	3,750	0
2003	PRK03	Rehabilitation of Shelter Buildings	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			105	0	0	0	105	0
2007			0	0	0	0	0	0
Total			105	0	0	0	105	0
2003	PRK04	Athletic Field Renovation	135	0	0	0	135	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			135	0	0	0	135	0
2003	PRK05	Tier 2 Athletic Fields	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK06	Service Center Rehabilitation	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK07	Tennis Court Rehabilitation	0	0	0	0	0	0
2004			150	0	0	0	150	0
2005			150	0	0	0	150	0
2006			150	0	0	0	150	0
2007			150	0	0	0	150	0
Total			600	0	0	0	600	0

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PRK08	Gym Floor Replacement	0	0	0	0	0	0
2004			50	0	0	0	50	0
2005			150	0	0	0	150	0
2006			150	0	0	0	150	0
2007			75	0	0	0	75	0
Total			425	0	0	0	425	0
2003	PRK09	HVAC Improvements	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			115	0	0	0	115	0
2006			225	0	0	0	225	0
2007			0	0	0	0	0	0
Total			340	0	0	0	340	0
2003	PRK10	Grant Matching Funds	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK11	Loring Art Center	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK12	Northeast Waterpark	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK13	Building Security and Fire Systems	0	0	0	0	0	
2004			0	0	0	0	0	
2005			0	0	0	0	0	
2006			0	0	0	0	0	
2007			0	0	0	0	0	
Total			0	0	0	0	0	0
2003	PRK14	Contingency	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0

PARK BOARD FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PRK15	Off Leash Recreation Areas	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK16	Roof Replacement	0	0	0	0	0	0
2004			150	0	0	0	150	0
2005			150	0	0	0	150	0
2006			150	0	0	0	150	0
2007			150	0	0	0	150	0
Total			600	0	0	0	600	0
2003	PRK17	Community Skate Parks	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PRK18	Webber Water Park	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
2007			620	0	0	0	620	0
Total			620	0	0	0	620	0
2003	PRKDT	Diseased Tree Removal	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
2007			0	0	500	0	500	0
Total			0	0	2,500	0	2,500	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	2,135	0	500	0	2,635	0
2004	2,350	0	500	0	2,850	0
2005	2,565	0	500	0	3,065	0
2006	2,780	0	500	0	3,280	0
2007	2,995	0	500	0	3,495	0
Total Park Board	12,825	0	2,500	0	15,325	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

FACILITY IMPROVEMENTS

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PSD01	Facilities Repair and Improvements	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
2007			2,000	0	0	0	2,000	0
Total			8,000	0	0	0	8,000	0
2003	PSD02	Public Works Facilities Program	1,378	0	0	0	1,378	0
2004			2,788	0	0	0	2,788	0
2005			6,178	0	0	0	6,178	0
2006			3,033	0	0	0	3,033	0
2007			3,264	0	0	0	3,264	0
Total			16,641	0	0	0	16,641	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	2,878	0	0	0	2,878	0
2004	4,288	0	0	0	4,288	0
2005	7,678	0	0	0	7,678	0
2006	4,533	0	0	0	4,533	0
2007	5,264	0	0	0	5,264	0
Total Facility Improvements	24,641	0	0	0	24,641	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREET PAVING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PV001	Parkway Paving & Parkway Gap Program	600	0	50	0	650	0
2004			600	0	50	0	650	0
2005			800	0	50	0	850	0
2006			1,000	0	50	0	1,050	0
2007			1,000	0	50	0	1,050	0
Total			4,000	0	250	0	4,250	0
2003	PV002	Miscellaneous Segments Program	0	0	0	0	0	0
2004			942	0	151	0	1,093	0
2005			528	0	126	0	654	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			1,470	0	277	0	1,747	0
2003	PV02G	Miscellaneous Segments Gap Program	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
2007		Winter St NE Res/Commercial	2,424	0	833	0	3,257	0
Total			2,424	0	833	0	3,257	0
2003	PV003 (2003-Fulton N, University E, N Phillips)	Street Renovation Program	5,817	0	1,790	0	7,607	0
2004			5,002	0	1,122	0	6,124	0
2005			3,695	0	1,033	0	4,728	0
2006		Non Approp-See Sewer SW003	4,238	0	665	0	4,903	679
2007			3,536	0	681	0	4,217	0
Total			22,288	0	5,291	0	27,579	679
2003	PV03G	Street Renovation Program Gap	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			1,624	0	965	0	2,589	0
2006		Non Approp-See Sewer SW003	1,416	0	233	0	1,649	238
2007			2,753	0	634	0	3,387	0
Total			5,793	0	1,832	0	7,625	238
2003	PV004	CSAH Paving Program	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
2007			250	0	750	0	1,000	3,000
Total			850	0	3,000	0	3,850	12,000
2003	PV005	Snelling Avenue Extension	0	0	0	0	0	0
2004			358	0	94	0	452	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			358	0	94	0	452	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREET PAVING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PV006	Alley Renovation	188	0	63	0	251	0
2004			188	0	63	0	251	0
2005			188	0	63	0	251	0
2006			188	0	63	0	251	0
2007			188	0	63	0	251	0
Total			940	0	315	0	1,255	0
2003	PV007	Southeast Minneapolis Industrial	0	1,073	0	4,618	5,691	0
2004			0	2,457	237	2,075	4,769	0
2005			182	0	51	2,578	2,811	0
2006			0	0	0	0	0	0
2007			9	1,785	1,457	534	3,785	0
Total			191	5,315	1,745	9,805	17,056	0
2003	PV008	I-35W & Lake St. Interchange Reconstruction	0	1,000	0	0	1,000	11,550
2004			0	553	0	0	553	76,120
2005			0	0	0	0	0	47,960
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	1,553	0	0	1,553	135,630
2003	PV009	I-35W (42nd Street-Cross- town)	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			17	468	0	0	485	0
2006			17	468	0	0	485	0
2007			17	468	0	0	485	0
Total			51	1,404	0	0	1,455	0
2003	PV011	Nicollet Avenue South Phase II	785	2,470	503	0	3,758	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			785	2,470	503	0	3,758	0
2003	PV012	Tenth Street South	344	1,711	310	0	2,365	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			344	1,711	310	0	2,365	0
2003	PV013	15th Avenue SE	0	0	0	0	0	0
2004			456	1,693	409	0	2,558	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			456	1,693	409	0	2,558	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREET PAVING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PV014	LaSalle Avenue South	0	0	0	0	0	0
2004			935	1,905	121	0	2,961	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			935	1,905	121	0	2,961	0
2003	PV015	27th Avenue South	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			1,623	3,742	206	0	5,571	0
2007			0	0	0	0	0	0
Total			1,623	3,742	206	0	5,571	0
2003	PV016	Richfield Road	0	0	0	0	0	0
2004			695	716	10	2,061	3,482	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			695	716	10	2,061	3,482	0
2003	PV017	Como Avenue Southeast	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			520	2,092	196	0	2,808	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			520	2,092	196	0	2,808	0
2003	PV018	East 38th Street	522	1,783	406	0	2,711	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			522	1,783	406	0	2,711	0
2003	PV019	Sixth Avenue North	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			57	1,210	180	0	1,447	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			57	1,210	180	0	1,447	0
2003	PV020	Loring Greenway, Infrastructure Gap Project	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
2007			0	0	0	0	0	0
Total			1,500	0	0	0	1,500	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREET PAVING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PV021	33rd Avenue Southeast and Talmage Avenue	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PV022	Lyndale Ave N (Plymouth - Broadway)	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
2007			652	1,651	132	0	2,435	0
Total			652	1,651	132	0	2,435	0
2003	PV023	28th Avenue South	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PV024	60th Street East	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PV025	Fremont Avenue N	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
2007			857	2,798	419	0	4,074	0
Total			857	2,798	419	0	4,074	0
2003	PV00R	Reimbursable Paving Projects	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
2007			0	0	0	3,000	3,000	0
Total			0	0	0	15,000	15,000	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	8,356	8,037	3,872	7,618	27,883	14,550
2004	9,176	7,324	2,257	7,136	25,893	76,120
2005	7,861	3,770	3,414	5,578	20,623	50,960
2006	10,232	4,210	1,967	3,000	19,409	3,917
2007	11,686	6,702	5,019	3,534	26,941	3,000
Total Street Paving	47,311	30,043	16,529	26,866	120,749	148,547

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

STREETSCAPES

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	STS01	Lake St. Reconstruction & Streetscape (Segment 1)	0	0	0	0	0	0
2004			0	0	799	0	799	0
2005			0	0	1,133	0	1,133	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	1,932	0	1,932	0
2003	STS02	Lake St. Reconstruction & Streetscape (Segment 2)	115	0	0	0	115	0
2004			0	0	421	0	421	0
2005			0	0	1,094	0	1,094	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			115	0	1,515	0	1,630	0
2003	STS03	Lake St. Reconstruction & Streetscape (Segment 3)	151	0	0	0	151	0
2004			32	0	0	0	32	0
2005			0	0	2,204	0	2,204	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			183	0	2,204	0	2,387	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	266	0	0	0	266	0
2004	32	0	1,220	0	1,252	0
2005	0	0	4,431	0	4,431	0
2006	0	0	0	0	0	0
2007	0	0	0	0	0	0
Total Streetscapes	298	0	5,651	0	5,949	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

SIDEWALK PROGRAM

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	SWK01	Defective Hazardous Sidewalks and Complete Gaps in the System	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
2007			168	0	1,956	0	2,124	0
Total			763	0	8,852	0	9,615	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
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
2007	168	0	1,956	0	2,124	0
Total Sidewalk Program	763	0	8,852	0	9,615	0

HERITAGE PARK (NEAR NORTH) INFRASTRUCTURE

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	CDA01	Heritage Park Redevelopment Project	3,059	0	0	0	3,059	0
2004			1,846	0	0	3,275	5,121	0
2005			1,770	0	0	1,883	3,653	0
2006		Total estimated cost of program since inception is \$76,605.	0	0	0	100	100	0
2007			0	0	0	0	0	0
Total			6,675	0	0	5,258	11,933	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	3,059	0	0	0	3,059	0
2004	1,846	0	0	3,275	5,121	0
2005	1,770	0	0	1,883	3,653	0
2006	0	0	0	100	100	0
2007	0	0	0	0	0	0
Total Near North Infrastructure	6,675	0	0	5,258	11,933	0

Note: Other/Transfers will be appropriated as agreements are approved for these miscellaneous sources.
There were other sources of \$7,825 identified in 2003 for this project which had not yet been formalized.

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

BRIDGES

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	BR001	Major Bridge Repair and Rehabilitation	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
2007			200	0	0	0	200	0
Total			1,000	0	0	0	1,000	0
2003	BR002	East River Parkway Bridge	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	BR003	Chicago Avenue South Bridge	0	0	0	0	0	0
2004			394	2,077	241	0	2,712	1,180
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			394	2,077	241	0	2,712	1,180
2003	BR004	Pleasant Avenue Bridge	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	BR005	Fremont Avenue South Bridge	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			528	0	0	101	629	0
2007			0	0	0	0	0	0
Total			528	0	0	101	629	0
2003	BR006	First Avenue South Bridge over HCRRA	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			274	1,009	323	115	1,721	1,121
2007			0	0	0	0	0	0
Total			274	1,009	323	115	1,721	1,121
2003	BR007	Plymouth Avenue/BNSF, Bassett Creek	736	0	0	693	1,429	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			736	0	0	693	1,429	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

BRIDGES

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	BR008	Stevens Avenue Bridge	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	BR009	Camden Avenue Bridge Rehabilitation	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			17	1,254	0	0	1,271	1,062
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			17	1,254	0	0	1,271	1,062
2003	BR010	St. Anthony Parkway Bridge over BNSF	0	0	0	0	0	0
2004			590	0	191	0	781	3,709
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			590	0	191	0	781	3,709
2003	BR011	10th Avenue SE Bridge Arch 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
2007			0	0	0	0	0	0
Total			234	687	0	0	921	4,762
2003	BR012	Nicollet Avenue Bridge from 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	898	0	0	1,668	1,681
2007			0	0	0	0	0	0
Total			770	898	0	0	1,668	1,681
2003	BR013	Parkway Bridge 94246 Rehab. (Bridge #9)	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
2007			1,543	0	0	0	1,543	4,865
Total			1,543	0	0	0	1,543	4,865

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	936	0	0	693	1,629	0
2004	1,184	2,077	432	0	3,693	4,889
2005	451	1,941	0	0	2,392	5,824
2006	1,772	1,907	323	216	4,218	2,802
2007	1,743	0	0	0	1,743	4,865
Total Bridges	6,086	5,925	755	909	13,675	18,380

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	TR001	New Traffic Signals	3	87	0	0	90	0
2004			0	0	0	0	0	0
2005			50	0	0	50	100	0
2006			75	0	0	25	100	0
2007			11	113	0	187	311	0
Total			139	200	0	262	601	0
2003	TR002	Dinkytown Bypass - Phase I	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	TR003	LED Replacement Program	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
2007			625	0	0	0	625	0
Total			1,625	0	0	0	1,625	0
2003	TR004	Computerized Traffic Signal Control Expansion	3	70	0	0	73	0
2004			4	117	0	0	121	0
2005			4	145	0	0	149	0
2006			6	79	0	81	166	0
2007			2	0	0	38	40	0
Total			19	411	0	119	549	0
2003	TR005	Controller Conversion	400	0	0	0	400	0
2004			400	0	0	0	400	0
2005			200	0	0	0	200	0
2006			500	0	0	0	500	0
2007			500	0	0	0	500	0
Total			2,000	0	0	0	2,000	0
2003	TR05G	Controller Conversion Gap	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
2007			400	0	0	0	400	0
Total			1,050	0	0	0	1,050	0
2003	TR006	Priority Vehicle Control System	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
2007			25	388	0	0	413	0
Total			100	1,588	0	0	1,688	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

TRAFFIC CONTROL & STREET LIGHTING

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	TR007	Traffic Signal, Signing & Lighting Improvements	280	48	0	16	344	0
2004			312	51	0	51	414	0
2005			290	80	0	106	476	0
2006			297	17	0	17	331	0
2007			331	50	0	75	456	0
Total			1,510	246	0	265	2,021	0
2003	TR07G	Traffic Signal, Signing & Lighting Improvements Gap	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	TR008	Parkway Street Lighting Replacement	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	TR009	Minneapolis Stop Sign Plan Completion	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			50	0	0	0	50	0
2007			50	0	0	0	50	0
Total			100	0	0	0	100	0
2003	TR00R	Reimbursable Transportation Projects	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
2007			0	0	0	500	500	0
Total			0	0	0	2,500	2,500	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	686	205	0	516	1,407	0
2004	741	568	0	551	1,860	0
2005	869	625	0	656	2,150	0
2006	2,303	496	0	623	3,422	0
2007	1,944	551	0	800	3,295	0
Total Traffic Control & Street Lighting	6,543	2,445	0	3,146	12,134	0

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

BIKE TRAILS

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	BIK01	Cedar Lake Trail (Phase 3)	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
2007			250	0	0	0	250	0
Total			550	0	0	0	550	0
2003	BIK02	Commuter Bicycle Route System	200	0	0	0	200	1,912
2004			300	0	0	0	300	0
2005			492	0	0	0	492	0
2006			400	0	0	50	450	5,926
2007			400	0	0	0	400	0
Total			1,792	0	0	50	1,842	7,838
2003	BIK03	Henn/Lyn Bicycle Project (Loring Bikeway)-Phase I & II	100	0	0	0	100	0
2004			100	0	0	0	100	1,797
2005			150	0	0	0	150	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			350	0	0	0	350	1,797
2003	BIK04	18th Avenue NE Bikeway	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
2007			50	0	0	0	50	0
Total			160	0	0	0	160	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	410	0	0	0	410	1,912
2004	400	0	0	0	400	1,797
2005	642	0	0	0	642	0
2006	700	0	0	50	750	5,926
2007	700	0	0	0	700	0
Total Bike Trails	2,852	0	0	50	2,902	9,635

PUBLIC WORKS DEPARTMENT FIVE YEAR CAPITAL PROGRAM

(GENERAL INFRASTRUCTURE)

COUNCIL ADOPTED BUDGET

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	16,729	8,242	5,472	8,827	39,270	16,462
2004	17,812	9,969	5,589	10,962	44,332	82,806
2005	19,423	6,336	9,609	8,117	43,485	56,784
2006	19,700	6,613	4,142	3,989	34,444	12,645
2007	21,505	7,253	6,975	4,334	40,067	7,865
Total PW General Infrastructure	95,169	38,413	31,787	36,229	201,598	176,562

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2003	SW001a	Storm Tunnel Rehabilitation	0	1,500	0	1,500	0
2004			0	1,500	0	1,500	0
2005			0	1,500	0	1,500	0
2006			0	1,700	0	1,700	0
2007			0	1,700	0	1,700	0
Total			0	7,900	0	7,900	0
2003	SW001b	Sanitary Tunnel Rehabilitation	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
2007			0	1,100	0	1,100	0
Total			0	4,950	0	4,950	0
2003	SW001c	Sanitary Sewer Rehabilitation	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
2007			0	1,200	0	1,200	0
Total			0	4,200	0	4,200	0
2003	SW002	Miscellaneous Storm Drains	0	200	0	200	0
2004			0	200	0	200	0
2005			0	220	0	220	0
2006			0	220	0	220	0
2007			0	220	0	220	0
Total			0	1,060	0	1,060	0
2003	SW003	Storm & Sewer Work on Street Renovation Program (see PV003 & PV03G in Paving)	0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	917	0	917	0
2007			0	0	0	0	0
Total			0	917	0	917	0
2003	SW004	Implementation of US EPA Storm Water Regulations	0	250	0	250	0
2004			0	250	0	250	0
2005			0	250	0	250	0
2006			0	250	0	250	0
2007			0	250	0	250	0
Total			0	1,250	0	1,250	0
2003	SW005	Combined Sewer Overflow Improvements - Phase 2	2,000	0	0	2,000	0
2004			2,000	0	0	2,000	0
2005			2,000	0	0	2,000	0
2006			2,000	0	0	2,000	0
2007			2,000	0	0	2,000	0
Total			10,000	0	0	10,000	0

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2003	PSD04	City Facilities CSO Separation	0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	0	0	0	0
2007			0	500	0	500	0
Total			0	500	0	500	0
2003	SW006	Chain of Lakes Water Quality Improvements - Phase 2	0	250	0	250	0
2004			0	150	0	150	0
2005			0	0	0	0	0
2006			0	0	0	0	0
2007			0	0	0	0	0
Total			0	400	0	400	0
2003	SW007	Park Board Capital Storm Drain	0	600	0	600	0
2004			0	700	0	700	0
2005			0	800	0	800	0
2006			0	900	0	900	0
2007			0	900	0	900	0
Total			0	3,900	0	3,900	0
2003	PS31	Flood Area # 24, 25	0	0	0	0	0
2004			0	0	0	0	0
2005			0	390	0	390	0
2006			0	0	0	0	0
2007			0	0	0	0	0
Total			0	390	0	390	0
2003	PS55	E. 37th St. & Columbus Ave - Pond (12, 21, 22)	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
2007			0	0	0	0	0
Total			2,880	0	0	2,880	0
2003	PS56	Crystal Lake New Storm Drain (5)	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
2007			0	0	0	0	0
Total			3,200	0	0	3,200	0
2003	PS57	Lake Hiawatha New Storm Drain (27)	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
2007			0	0	0	0	0
Total			2,750	0	0	2,750	0

SEWER FUND FIVE YEAR CAPITAL PROGRAM

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	SEWER BONDS	SEWER REVENUE	REIMB	CITY TOTAL	NON APPROP
2003	PS59	New Storm Drains - 35W (18)	0	300	0	300	0
2004			0	780	0	780	0
2005			0	780	0	780	0
2006			0	775	0	775	0
2007			0	0	0	0	0
Total			0	2,635	0	2,635	0
2003	PS61	Flood Area #43	0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	550	0	550	0
2007			0	0	0	0	0
Total			0	550	0	550	0
2003	PS62	Flood Area #46	0	0	0	0	0
2004			0	0	0	0	0
2005			0	0	0	0	0
2006			0	200	0	200	0
2007			0	0	0	0	0
Total			0	200	0	200	0
2003	SW00R	Reimbursable Sewer and Storm Drain Projects	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
2007			0	0	3,000	3,000	0
Total			0	0	15,000	15,000	0

FUNDING SUMMARY BY YEAR	SEWER BONDS	SEWER REVENUE	REIMB	TOTAL	NON APPROP
2003	4,615	4,250	3,000	11,865	0
2004	6,840	5,180	3,000	15,020	0
2005	3,375	5,740	3,000	12,115	0
2006	2,000	7,812	3,000	12,812	0
2007	2,000	5,870	3,000	10,870	0
Total Sewer Fund	18,830	28,852	15,000	62,682	0

WATER FUND FIVE YEAR CAPITAL PROGRAM **COUNCIL ADOPTED BUDGET**

YEAR	PROJECT ID	PROJECT TITLE	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2003	WTR01	Shop & Stores Facilities (Fridley)	1,750	0	0	1,750
2004			2,850	0	0	2,850
2005			700	0	0	700
2006			0	0	0	0
2007			0	0	0	0
Total			5,300	0	0	5,300
2003	WTR02	New 40 Million Gallon Southwest Reservoir	0	0	0	0
2004			0	0	0	0
2005			2,000	0	0	2,000
2006			11,000	0	0	11,000
2007			11,000	0	0	11,000
Total			24,000	0	0	24,000
2003	WTR03	Gates and Manholes	0	75	0	75
2004			0	80	0	80
2005			0	85	0	85
2006			0	90	0	90
2007			0	95	0	95
Total			0	425	0	425
2003	WTR04	Large Gate & Valve Replacement	0	200	0	200
2004			0	210	0	210
2005			0	220	0	220
2006			0	230	0	230
2007			0	240	0	240
Total			0	1,100	0	1,100
2003	WTR05	Watermain Replacement or Cleaning and Lining	0	2,000	0	2,000
2004			0	2,500	0	2,500
2005			0	5,200	0	5,200
2006			0	5,400	0	5,400
2007			0	5,600	0	5,600
Total			0	20,700	0	20,700
2003	WTR06	Large Watermain Cleaning and Lining	0	750	0	750
2004			0	1,250	0	1,250
2005			0	3,520	0	3,520
2006			0	3,615	0	3,615
2007			0	3,595	0	3,595
Total			0	12,730	0	12,730
2003	WTR07	Manhole Repair/Replacement	0	150	0	150
2004			0	155	0	155
2005			0	160	0	160
2006			0	165	0	165
2007			0	170	0	170
Total			0	800	0	800

WATER FUND FIVE YEAR CAPITAL PROGRAM **COUNCIL ADOPTED BUDGET**

YEAR	PROJECT ID	PROJECT TITLE	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2003	WTR08	Complete SCADA System	2,600	0	0	2,600
2004			2,600	0	0	2,600
2005			1,600	0	0	1,600
2006			0	0	0	0
2007			0	0	0	0
Total			6,800	0	0	6,800
2003	WTR09	Ultrafiltration Program \$20 million was approved in 2002 via 2002R-395 to be able to participate in a special financing program through the State of MN	0	0	0	0
2004			25,000	0	0	25,000
2005			27,540	0	0	27,540
2006			41,000	0	0	41,000
2007			19,920	0	0	19,920
Total			113,460	0	0	113,460
2003	WTR0R	Reimbursable Water Projects	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
2007			0	0	2,000	2,000
Total			0	0	10,000	10,000

FUNDING SUMMARY BY YEAR	WATER BONDS	WATER REVENUE	REIMB	TOTAL
2003	4,350	3,175	2,000	9,525
2004	30,450	4,195	2,000	36,645
2005	31,840	9,185	2,000	43,025
2006	52,000	9,500	2,000	63,500
2007	30,920	9,700	2,000	42,620
Total Water Fund	149,560	35,755	10,000	195,315

PARKING FUND FIVE YEAR CAPITAL PROGRAM **COUNCIL ADOPTED BUDGET**

YEAR	PROJECT ID	PROJECT TITLLE	PARKING BONDS	PARKING REVENUE	CITY TOTAL	NON APPROP
2003	RMP01	Northside Parking Ramp	0	0	0	0
2004			0	0	0	0
2005			0	0	0	0
2006			15,000	0	15,000	0
2007				0	0	0
Total			15,000	0	15,000	0
2003	RMP02	Residential Parking Program	0	150	150	0
2004			0	150	150	0
2005			0	150	150	0
2006			0	150	150	0
2007			0	150	150	0
Total			0	750	750	0
2003	BIK05	Bicycle Parking	0	30	30	0
2004			0	30	30	0
2005			0	30	30	0
2006			0	35	35	0
2007			0	40	40	0
Total			0	165	165	0

FUNDING SUMMARY BY YEAR	PARKING BONDS	PARKING REVENUE	CITY TOTAL	NON APPROP
2003	0	180	180	0
2004	0	180	180	0
2005	0	180	180	0
2006	15,000	185	15,185	0
2007	0	190	190	0
Total Parking Fund	15,000	915	15,915	0

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

GENERAL INFRASTRUCTURE IMPROVEMENTS FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	16,729	8,242	5,472	8,827	39,270	16,462
2004	17,812	9,969	5,589	10,962	44,332	82,806
2005	19,423	6,336	9,609	8,117	43,485	56,784
2006	19,700	6,613	4,142	3,989	34,444	12,645
2007	21,505	7,253	6,975	4,334	40,067	7,865
Total Public Works General Infrastructure Improvements	95,169	38,413	31,787	36,229	201,598	176,562

ENTERPRISE FUND CAPITAL* FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2003	8,965	7,605				5,000	21,570	0
2004	37,290	9,555				5,000	51,845	0
2005	35,215	15,105				5,000	55,320	0
2006	69,000	17,497				5,000	91,497	0
2007	32,920	15,760				5,000	53,680	0
Total Public Works Enterprise Fund Capital	183,390	65,522	0	0	0	25,000	273,912	0

* - 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
2003	8,965	7,605	16,729	8,242	5,472	13,827	60,840	16,462
2004	37,290	9,555	17,812	9,969	5,589	15,962	96,177	82,806
2005	35,215	15,105	19,423	6,336	9,609	13,117	98,805	56,784
2006	69,000	17,497	19,700	6,613	4,142	8,989	125,941	12,645
2007	32,920	15,760	21,505	7,253	6,975	9,334	93,747	7,865
Total Public Works Department Projects	183,390	65,522	95,169	38,413	31,787	61,229	475,510	176,562
Total PW Funding Source Percentages	38.6%	13.8%	20.0%	8.1%	6.7%	12.9%	100.0%	37.1%

COUNCIL ADOPTED

Water and Sewer Utility Rate Structure

Rates reflect 3% Inflation for Operating Cost Centers after 2003
 Cash Goals are met for individual funds and on a Combined Basis
 Rates will generate three months of Operating reserves by 2007
 Rates incorporate all currently Approved Water & Sewer Capital Plans
 Rates reflect current and projected debt service associated with all Capital Plans
 Sewer Rates fund Park Board Sewer Maintenance & Capital Program from 2002 on under Public Works
 Sewer Rates fully fund the Street Sweeping Program

Water Rates

Effective Date	Increase	Total Rate	% Change
01/01/97	0.06	1.35	4.7%
01/01/98	0.08	1.43	5.9%
01/01/99	0.10	1.53	7.0%
01/01/00	0.12	1.65	7.8%
01/01/01	0.16	1.81	9.7%
01/01/02	0.18	1.99	9.9%
01/01/03	0.22	2.21	11.1%
01/01/04	0.23	2.44	10.4%
01/01/05	0.24	2.68	9.8%
01/01/06	0.17	2.85	6.3%
01/01/07	0.08	2.93	2.8%

Sewer Rates

Effective Date	Increase	Total Rate	% Change
01/01/97	0.16	2.35	7.3%
01/01/98	0.16	2.51	6.8%
01/01/99	0.16	2.67	6.4%
01/01/00	0.20	2.87	7.5%
01/01/01	0.17	3.04	5.9%
01/01/02	0.12	3.16	3.9%
01/01/03	0.13	3.29	4.1%
01/01/04	0.14	3.43	4.3%
01/01/05	0.15	3.58	4.4%
01/01/06	0.14	3.72	3.9%
01/01/07	0.14	3.86	3.8%

Combined Rate Impact

Utility Rates expressed in \$/100 Cubic Feet			
Effective Date	Increase	Total Rate	% Change
01/01/97	0.22	3.70	6.3%
01/01/98	0.24	3.94	6.5%
01/01/99	0.26	4.20	6.6%
01/01/00	0.32	4.52	7.6%
01/01/01	0.33	4.85	7.3%
01/01/02	0.30	5.15	6.2%
01/01/03	0.35	5.50	6.8%
01/01/04	0.37	5.87	6.7%
01/01/05	0.39	6.26	6.6%
01/01/06	0.31	6.57	5.0%
01/01/07	0.22	6.79	3.3%

MISCELLANEOUS PROJECTS IN THE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	MPD01	MPD Forensic Laboratory	0	0	0	0	0	0
2004			0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			828	0	0	0	828	0
2007			0	0	0	0	0	0
Total			828	0	0	0	828	0
2003	MPD02	MPD Evidence Unit	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
2007			300	0	0	0	300	0
Total			300	0	0	0	300	0
2003	FIR01	Emergency Ops Center / Fire & Police Classrooms	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	FIR02	New Fire Station 14	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	FIR03	Fire Station Space Privacy	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PSD03	Space Management - Functional Improvements	415	0	0	0	415	0
2004			415	0	0	0	415	0
2005			415	0	0	0	415	0
2006			415	0	0	0	415	0
2007			415	0	0	0	415	0
Total			2,075	0	0	0	2,075	0
2003	ITS01	Information & Technology Data Center	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
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0

MISCELLANEOUS PROJECTS IN THE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	ITS02	ITS Core Infrastructure	1,000	0	0	0	1,000	0
2004		Investments	1,000	0	0	0	1,000	0
2005		(For 2003, a \$3,788 general fund	1,000	0	0	0	1,000	0
2006		transfer is also reserved for this	1,000	0	0	0	1,000	0
2007		pending final revenue forecasts)	1,000	0	0	0	1,000	0
Total			5,000	0	0	0	5,000	0

FUNDING SUMMARY BY YEAR	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	1,415	0	0	0	1,415	0
2004	1,415	0	0	0	1,415	0
2005	1,415	0	0	0	1,415	0
2006	2,243	0	0	0	2,243	0
2007	1,715	0	0	0	1,715	0
Total Miscellaneous Projects	8,203	0	0	0	8,203	0

PUBLIC SAFETY INITIATIVE FIVE YEAR CAPITAL PROGRAM
COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	PSI01	800 Megahertz Radio System	560	0	0	0	560	0
2004		Funded in current & prior years	0	0	0	0	0	0
2005		for \$11,751. Total projected	0	0	0	0	0	0
2006		program cost is now \$12,311.	0	0	0	0	0	0
2007		See Notes below.	0	0	0	0	0	0
Total			560	0	0	0	560	0
2003	PSI02	Expand Police Precinct #3	5,000	0	0	0	5,000	0
2004		Originally funded as \$2,500 in	0	0	0	0	0	0
2005		2002 and \$2,500 in 2003. Project	0	0	0	0	0	0
2006		was increased \$2,500 by Council	0	0	0	0	0	0
2007		in Nov of 2002 for a \$7,500 total.	0	0	0	0	0	0
Total			5,000	0	0	0	5,000	0
2003	PSI03	Remodel Fire Station #6	760	0	0	0	760	0
2004		Originally funded at \$2,750 in	0	0	0	0	0	0
2005		2002. Project authorization was	0	0	0	0	0	0
2006		increased by \$760 for a revised	0	0	0	0	0	0
2007		total of \$3,510.	0	0	0	0	0	0
Total			760	0	0	0	760	0
2003	PSI04	Downtown Command Precinct	0	0	0	0	0	0
2004		Station	0	0	0	0	0	0
2005		(Funded at \$2,734 in 2002)	0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PSI05	New Fire Station #14	2,145	0	0	0	2,145	0
2004		Mayor recommended amount of	0	0	0	0	0	0
2005		\$1,161 for Land Acquisition was	0	0	0	0	0	0
2006		increased by net PSI01 savings.	0	0	0	0	0	0
2007		See Notes below	0	0	0	0	0	0
Total			2,145	0	0	0	2,145	0
2003	PSI06	Police Facility Study	0	0	0	0	0	0
2004		(Funded at \$150 in 2002)	0	0	0	0	0	0
2005			0	0	0	0	0	0
2006			0	0	0	0	0	0
2007			0	0	0	0	0	0
Total			0	0	0	0	0	0
2003	PSI07	Security Enhancements	4,260	0	0	0	4,260	0
2004		This program is being studied	0	0	0	0	0	0
2005		and will be revised in 2003.	0	0	0	0	0	0
2006			0	0	0	0	0	0
2007		See Notes below	0	0	0	0	0	0
Total			4,260	0	0	0	4,260	0

PUBLIC SAFETY INITIATIVE FIVE YEAR CAPITAL PROGRAM **COUNCIL ADOPTED BUDGET**

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
2003	12,725	0	0	0	12,725	0
2004	0	0	0	0	0	0
2005	0	0	0	0	0	0
2006	0	0	0	0	0	0
2007	0	0	0	0	0	0
Total Public Safety Initiative	12,725	0	0	0	12,725	0

Notes:

The 800 Mhz Radio System was originally budgeted at \$16,554. The total projected cost is now expected to be \$12,311. The \$4,243 savings was used to increase Fire Station #6 by \$760 and Police Precinct #3 by \$2,500. The \$983 balance is being allocated to New Fire Station #14. Reallocated savings approved by Council in 2002 are being appropriated in 2003.

Total funding for the Public Safety Initiative has been finalized at \$32,610. The Security Enhancements and New Fire Station #14 projects were rounded to the nearest \$5 to balance the program.

EQUIPMENT SERVICES DIVISION WORKOUT PLAN

COUNCIL ADOPTED BUDGET

YEAR	PROJECT ID	PROJECT TITLE	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003	ESD01	Fleet Equipment Purchases	0	0	0	6,200	6,200	0
2004			0	0	0	6,300	6,300	0
2005			0	0	0	6,400	6,400	0
2006			0	0	0	7,000	7,000	0
2007			0	0	0	7,100	7,100	0
Total			0	0	0	33,000	33,000	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
2007			0	0	0	0	0	0
Total			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
2007			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
2003	0	0	0	6,200	6,200	0
2004	0	0	0	6,300	6,300	0
2005	0	0	0	6,400	6,400	0
2006	0	0	0	7,000	7,000	0
2007	0	0	0	7,100	7,100	0
Total Equipment Services Division	0	0	0	33,000	33,000	0

Note: This program is an Equipment Purchases Replacement program for the City of Minneapolis.

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

GENERAL INFRASTRUCTURE IMPROVEMENTS FUNDING SUMMARY BY YEAR		PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003		22,294	8,242	5,972	15,067	51,575	17,633
2004		22,602	9,969	6,089	24,167	62,827	83,977
2005		24,453	6,336	10,109	12,778	53,676	57,955
2006		27,745	6,613	4,642	3,989	42,989	13,816
2007		28,960	7,253	7,475	4,334	48,022	9,896
Total General Infrastructure Improvements		126,054	38,413	34,287	60,335	259,089	183,277

PUBLIC SAFETY INITIATIVE FUNDING SUMMARY BY YEAR		PI TAX NDB/CDBG	MSA	ASSM	OTHER/ TRANSFERS	CITY TOTAL	NON APPROP
2003		12,725	0	0	0	12,725	0
2004		0	0	0	0	0	0
2005		0	0	0	0	0	0
2006		0	0	0	0	0	0
2007		0	0	0	0	0	0
Total Public Safety Initiative		12,725	0	0	0	12,725	0

ENTERPRISE FUND CAPITAL* FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/** REIMB	CITY TOTAL	NON APPROP
2003	8,965	7,605				11,200	27,770	0
2004	37,290	9,555				11,300	58,145	0
2005	35,215	15,105				11,400	61,720	0
2006	69,000	17,497				12,000	98,497	0
2007	32,920	15,760				12,100	60,780	0
Total Enterprise Fund Capital	183,390	65,522	0	0	0	58,000	306,912	0

* - Enterprise funds include Sewer, Water and Parking.

** - The Equipment Services Division Workout Plan (an Internal Service Fund) is also included in this Other Section.

CONSOLIDATED CITY-WIDE CAPITAL FUNDING SUMMARY BY YEAR	ENTERPRISE BONDS	ENTERPRISE REVENUES	PI TAX NDB/CDBG	MSA	ASSM	OTHER/ REIMB	CITY TOTAL	NON APPROP
2003	8,965	7,605	35,019	8,242	5,972	26,267	92,070	17,633
2004	37,290	9,555	22,602	9,969	6,089	35,467	120,972	83,977
2005	35,215	15,105	24,453	6,336	10,109	24,178	115,396	57,955
2006	69,000	17,497	27,745	6,613	4,642	15,989	141,486	13,816
2007	32,920	15,760	28,960	7,253	7,475	16,434	108,802	9,896
Total City-Wide Capital - All Sources	183,390	65,522	138,779	38,413	34,287	118,335	578,726	183,277
Total Funding Source Percentages	31.7%	11.3%	24.0%	6.6%	5.9%	20.4%	100.0%	31.7%

CITY OF MINNEAPOLIS

FIVE YEAR CAPITAL INVESTMENT ALLOCATION

COUNCIL ADOPTED BUDGET

COMMISSION/BOARD/DEPARTMENT	2003-2007 TOTAL *	PERCENT OF TOTAL
	(in thousands)	
PUBLIC ART	1,230	0.2%
MUNICIPAL BUILDING COMMISSION	4,427	0.8%
LIBRARY BOARD	28,306	4.9%
PARK BOARD	15,325	2.6%
PUBLIC WORKS DEPARTMENT		
- FACILITY IMPROVEMENTS	24,641	4.3%
- STREET PAVING	120,749	20.9%
- STREETSCAPES	5,949	1.0%
- SIDEWALK PROGRAM	9,615	1.7%
- HERITAGE PARK INFRASTRUCTURE	11,933	2.1%
- BRIDGES	13,675	2.4%
- TRAFFIC CONTROL & STREET LIGHTING	12,134	2.1%
- BIKE TRAILS	2,902	0.5%
- SEWER	62,682	10.8%
- WATER	195,315	33.7%
- PARKING	15,915	2.8%
PUBLIC WORKS DEPARTMENT TOTAL	475,510	82.2%
MISCELLANEOUS PROJECTS	8,203	1.4%
PUBLIC SAFETY INITIATIVE PROGRAM	12,725	2.2%
EQUIPMENT SERVICES DIVISION WORKOUT PLAN	33,000	5.7%
TOTAL CITY-WIDE CAPITAL PROGRAM	578,726	100.0%

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

2003 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
ART01	Art in Public Places	Public Art	220	220	220	220
MBC01	Life Safety Improvements	MBC	225	225	225	225
MBC02	Mechanical Systems Upgrade	MBC	570	570	570	570
MPL01	Pierre Bottineau Library Relocation	Library Board	900	900	900	900
MPL02	Franklin Library Historic Preservation/Expand.	Library Board	2,100	1,600	1,000	1,000
MPL03	Sumner Library Expansion/Remodel/Preserve.	Library Board	2,100	2,100	2,100	2,100
MPL04	Roosevelt Comm. Library Replacement	Library Board	1,500	1,500	1,500	1,500
MPL05	East Lake Library Expansion/Remodeling	Library Board	1,000	1,000	1,000	1,000
MPL06	Webber Park Library Expansion	Library Board	100	100	100	100
MPL07	Southeast Library Capital Improvements	Library Board	340	340	340	340
MPL08	Northeast Library Expansion/Remodeling	Library Board	300	300	300	300
PRK01	Comm. & Neigh. Center Rehabilitation	Park Board	945	1,250	1,250	1,250
PRK02	Site and Tot Lot Rehab	Park Board	1,220	750	750	750
PRK04	Athletic Field Renovation	Park Board	450	135	135	135
PRK06	Service Center Rehabilitation	Park Board	175	0	0	0
PRK07	Tennis Court Rehabilitation	Park Board	150	0	0	0
PRK09	HVAC Improvements	Park Board	85	0	0	0
PRK10	Grant Matching Funds	Park Board	200	0	0	0
PRK11	Loring Art Center	Park Board	500	0	0	0
PRK12	Northeast Waterpark	Park Board	1,500	0	0	0
PRK14	Contingency	Park Board	150	0	0	0
PRK15	Off Leash Recreation Area	Park Board	50	0	0	0
PRK16	Roof Replacement	Park Board	150	0	0	0
PRKDT	Diseased Tree Program	Park Board	500	500	500	500
PSD01	Facilities Repair and Improvements	PW - Property Service	1,500	1,500	1,500	1,500
PSD02	Public Works Facilities Program	PW - Property Service	1,466	1,466	1,378	1,378
PSD03	Space Management-Functional Improvements	PW - Property Service	415	415	415	415
PV001	Parkway Paving and Parkway Gap Program	PW - Paving	1,050	735	650	650
PV002	Misc. Segments Program	PW - Paving	290	0	0	0
PV003	Street Renovation Program	PW - Paving	7,607	7,606	7,607	7,607
PV004	CSAH Paving Program	PW - Paving	850	850	850	850
PV006	Alley Renovation	PW - Paving	251	251	251	251
PV007	Southeast Minneapolis Industrial	PW - Paving	5,691	5,691	5,691	5,691
PV008	I-35W & Lake St Interchange Reconstruction	PW - Paving	1,000	1,000	1,000	1,000
PV00R	Reimbursable Paving Projects	PW - Paving	3,000	3,000	3,000	3,000
PV011	Nicollet Avenue South Phase II	PW - Paving	3,758	3,758	3,758	3,758
PV012	Tenth Street South	PW - Paving	2,365	2,365	2,365	2,365
PV018	East 38th Street	PW - Paving	0	2,711	2,711	2,711
STS02	Lake Street Reconstruct/Streetscape (Segment 2)	PW - Paving	115	115	115	115
STS03	Lake St Reconstruct/Streetscape (Segment 3)	PW - Paving	151	151	151	151
SWK01	Defective Hazardous Sidewalks/Complete Gaps	Sidewalk Program	1,738	1,738	1,738	1,738
CDA01	Heritage Park Redevelopment Project	PW and MCDA	10,884	10,884	10,884	3,059
BR001	Major Bridge Repair and Rehabilitation	PW - Bridges	200	200	200	200
BR003	Chicago Avenue South Bridge	PW - Bridges	2,712	0	0	0

2003 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
BR007	Plymouth Avenue/BNSF, Bassett Creek	PW - Bridges	1,429	1,429	1,429	1,429
TR001	New Traffic Signals	PW -Transportation	90	90	90	90
TR004	Computerized Traffic Signal Control Expansion	PW -Transportation	73	73	73	73
TR005	Controller Converison	PW -Transportation	400	400	400	400
TR007	Traffic Signal, Signing & Lighting Improvements	PW -Transportation	344	344	344	344
TR00R	Reimbursable Transportation Projects	PW -Transportation	500	500	500	500
BIK02	Commuter Bicycle Route System	PW - Transportation	200	200	200	200
BIK03	Henn/Lyn Bike Project(Loring Bikeway)-Phase 1&2	PW - Transportation	100	100	100	100
BIK04	18th Avenue NE Bikeway	PW - Transportation	110	110	110	110
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	PW - Sewer	2,650	2,650	2,650	2,650
SW002	Misc. Storm Drains	PW - Sewer	200	200	200	200
SW004	Implementation of US EPA Storm Water Regulations	PW - Sewer	250	250	250	250
SW005	Combined Sewer Overflow Improvements - Phase 2	PW - Sewer	2,000	2,000	2,000	2,000
SW006	Chain of Lakes Water Quality Improve.- Phase 2	PW - Sewer	250	250	250	250
SW007	Park Board Capital Storm Drain	PW - Sewer	600	600	600	600
SW008	Flood Mitigation Projects	PW - Sewer	2,915	2,915	2,915	2,915
SW00R	Reimbursable Sanitary Sewer & Storm Drain Const.	PW - Sewer	3,000	3,000	3,000	3,000
WTR01	Shop and Stores Facilities (Fridley)	Water	1,734	1,750	1,750	1,750
WTR03	Gates and Manholes	Water	75	75	75	75
WTR04	Large Gate & Valve Replacement	Water	200	200	200	200
WTR05	Watermain Replacement or Cleaining & Lining	Water	2,687	2,000	2,000	2,000
WTR06	Large Watermain Cleaning and Lining	Water	1,188	750	750	750
WTR07	Manhole Repair/Replacement	Water	150	150	150	150
WTR08	Complete SCADA System	Water	2,574	2,600	2,600	2,600
WTR09	Ultrafiltration Program	Water	20,000	20,000	20,000	0
WTR0R	Reimbursable Watermain Projects	Water	2,000	2,000	2,000	2,000
BIK05	Bicycle Parking	PW - Transportation	30	30	30	30
RMP02	Residential Parking Program	PW - Transportation	150	150	150	150
FIR01	Emergency Ops Center/Fire & Police Classrooms	Fire Department	1,627	0	0	0
FIR02	New Fire Station 14	Fire Department	348	0	0	0
FIR03	Fire Station Space Privacy	Fire Department	656	0	0	0
ITS01	Information & Technology Data Center	ITS Department	1,025	0	0	0
ITS02	ITS Core Infrastructure Investments	ITS Department	0	0	4,788	1,000
PSI01	800 Megahertz Radio System	Public Safety Initiative	8,803	8,803	4,803	560
PSI02	Expand Police Precinct #3	Public Safety Initiative	2,500	2,500	2,500	5,000
PSI03	Remodel Fire Station #6	Public Safety Initiative	0	0	0	760
PSI05	New Fire Station 14	Public Safety Initiative	0	0	1,161	2,145
PSI07	Security Enhancements	Public Safety Initiative	4,263	4,263	4,263	4,260
PSI08	Public Safety Initiative Contingency	Public Safety Initiative	1,161	1,161	0	0
ESD01	Fleet Equipment Purchases	PW- Equipment	0	0	6,200	6,200
TOTAL			126,755	117,469	123,685	92,070

2004 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
ART01	Art in Public Places	Public Art	230	230	230	230
MBC01	Life Safety Improvements	MBC	225	225	225	225
MBC02	Mechanical Systems Upgrade	MBC	570	570	570	570
MPL02	Franklin Library Historic Preservation/Expand.	Library Board	2,430	2,930	2,430	2,430
MPL03	Sumner Library Expansion/Remodel/Preserve.	Library Board	2,000	2,000	2,000	2,000
MPL04	Roosevelt Comm. Library Replacement	Library Board	1,615	1,615	1,115	1,115
MPL05	East Lake Library Expansion/Remodeling	Library Board	2,960	2,960	2,960	2,960
MPL06	Webber Park Library Expansion	Library Board	1,500	1,100	1,000	1,000
MPL07	Southeast Library Capital Improvements	Library Board	2,300	2,300	1,800	1,800
MPL08	Northeast Library Expansion/Remodeling	Library Board	1,300	1,300	1,300	1,300
MPL09	Nokomis Library Capital Improvements	Library Board	300	300	300	300
MPL10	North Regional Library Improvements	Library Board	300	300	300	300
PRK01	Comm. & Neigh. Center Rehabilitation	Park Board	1,600	1,250	1,250	1,250
PRK02	Site and Tot Lot Rehab	Park Board	1,225	750	750	750
PRK03	Rehabilitation of Shelter Buildings	Park Board	350	0	0	0
PRK05	Tier 2 Athletic Fields	Park Board	750	0	0	0
PRK06	Service Center Rehabilitation	Park Board	300	0	0	0
PRK07	Tennis Court Rehabilitation	Park Board	150	150	150	150
PRK08	Gym Floor Replacement	Park Board	150	50	50	50
PRK09	HVAC Improvements	Park Board	135	0	0	0
PRK10	Grant Matching Funds	Park Board	200	0	0	0
PRK13	Building Security and Fire Systems	Park Board	75	0	0	0
PRK14	Contingency	Park Board	150	0	0	0
PRK15	Off Leash Recreation Area	Park Board	50	0	0	0
PRK16	Roof Replacement	Park Board	150	150	150	150
PRKDT	Diseased Tree Program	Park Board	500	500	500	500
PSD01	Facilities Repair and Improvements	PW - Property Service	1,500	1,500	1,500	1,500
PSD02	Public Works Facilities Program	PW - Property Service	2,754	2,754	2,788	2,788
PSD03	Space Management-Functional Improvements	PW - Property Service	415	415	415	415
PV001	Parkway Paving and Parkway Gap Program	PW - Paving	1,050	650	650	650
PV002	Misc. Segments Program	PW - Paving	803	803	1,093	1,093
PV003	Street Renovation Program	PW - Paving	6,124	5,504	6,124	6,124
PV005	Snelling Avenue Extension	PW - Paving	0	452	452	452
PV006	Alley Renovation	PW - Paving	251	251	251	251
PV007	Southeast Minneapolis Industrial	PW - Paving	4,769	4,769	4,769	4,769
PV008	I-35W & Lake St Interchange Reconstruction	PW - Paving	553	553	553	553
PV00R	Reimbursable Paving Projects	PW - Paving	3,000	3,000	3,000	3,000
PV013	15th Avenue SE	PW - Paving	2,558	2,558	2,558	2,558
PV014	LaSalle Avenue South	PW - Paving	2,961	2,961	2,961	2,961
PV016	Richfield Road	PW - Paving	3,482	3,482	3,482	3,482
PV03G	Street Renovation Program Gap	PW - Paving	1,336	0	0	0
STS01	Lake Street Reconstruct/Streetscape (Segment 1)	PW - Paving	799	799	799	799
STS02	Lake Street Reconstruct/Streetscape (Segment 2)	PW - Paving	421	421	421	421
STS03	Lake St Reconstruct/Streetscape (Segment 3)	PW - Paving	32	32	32	32

2004 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
SWK01	Defective Hazardous Sidewalks/Complete Gaps	Sidewalk Program	1,825	1,825	1,825	1,825
CDA01	Heritage Park Redevelopment Project	PW and MCDA	5,121	5,121	5,121	5,121
BR001	Major Bridge Repair and Rehabilitation	PW - Bridges	200	200	200	200
BR002	East River Parkway Bridge	PW - Bridges	658	0	0	0
BR003	Chicago Avenue South Bridge	PW - Bridges	0	2,712	2,712	2,712
BR010	St. Anthony Parkway Bridge over BNSF	PW - Bridges	781	781	781	781
TR004	Computerized Traffic Signal Control Expansion	PW -Transportation	121	121	121	121
TR005	Controller Converison	PW -Transportation	400	400	400	400
TR006	Priority Vehicle Control System	PW -Transportation	425	425	425	425
TR007	Traffic Signal, Signing & Lighting Improvements	PW -Transportation	414	414	414	414
TR00R	Reimbursable Transportation Projects	PW -Transportation	500	500	500	500
BIK02	Commuter Bicycle Route System	PW - Transportation	300	300	300	300
BIK03	Henn/Lyn Bike Project(Loring Bikeway)-Phase 1&2	PW - Transportation	100	100	100	100
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	PW - Sewer	3,100	3,100	3,100	3,100
SW002	Misc. Storm Drains	PW - Sewer	200	200	200	200
SW004	Implementation of US EPA Storm Water Regulations	PW - Sewer	250	250	250	250
SW005	Combined Sewer Overflow Improvements - Phase 2	PW - Sewer	2,000	2,000	2,000	2,000
SW006	Chain of Lakes Water Quality Improve.- Phase 2	PW - Sewer	150	150	150	150
SW007	Park Board Capital Storm Drain	PW - Sewer	700	700	700	700
SW008	Flood Mitigation Projects	PW - Sewer	5,620	5,620	5,620	5,620
SW00R	Reimbursable Sanitary Sewer & Storm Drain Const.	PW - Sewer	3,000	3,000	3,000	3,000
WTR01	Shop and Stores Facilities (Fridley)	Water	2,846	2,850	2,850	2,850
WTR03	Gates and Manholes	Water	80	80	80	80
WTR04	Large Gate & Valve Replacement	Water	210	210	210	210
WTR05	Watermain Replacement or Cleaining & Lining	Water	3,323	2,500	2,500	2,500
WTR06	Large Watermain Cleaning and Lining	Water	1,732	1,250	1,250	1,250
WTR07	Manhole Repair/Replacement	Water	155	155	155	155
WTR08	Complete SCADA System	Water	2,574	2,600	2,600	2,600
WTR09	Ultrafiltration Program	Water	25,000	25,000	25,000	25,000
WTR0R	Reimbursable Watermain Projects	Water	2,000	2,000	2,000	2,000
BIK05	Bicycle Parking	PW - Transportation	30	30	30	30
RMP02	Residential Parking Program	PW - Transportation	150	150	150	150
FIR01	Emergency Ops Center/Fire & Police Classrooms	Fire Department	4,390	0	0	0
FIR02	New Fire Station 14	Fire Department	714	0	0	0
FIR03	Fire Station Space Privacy	Fire Department	656	0	0	0
ITS01	Information & Technology Data Center	ITS Department	2,551	0	0	0
ITS02	ITS Core Infrastructure Investments	ITS Department	0	0	1,000	1,000
ESD01	Fleet Equipment Purchases	PW- Equipment	0	0	6,300	6,300
TOTAL			126,599	114,328	120,972	120,972

2005 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
ART01	Art in Public Places	Public Art	240	240	240	240
MBC01	Life Safety Improvements	MBC	240	240	240	240
MBC02	Mechanical Systems Upgrade	MBC	570	570	570	570
MPL06	Webber Park Library Expansion	Library Board	1,760	2,160	780	780
MPL07	Southeast Library Capital Improvements	Library Board	1,000	1,000	1,000	1,000
MPL08	Northeast Library Expansion/Remodeling	Library Board	1,980	1,700	1,480	1,480
MPL09	Nokomis Library Capital Improvements	Library Board	2,000	0	0	0
MPL10	North Regional Library Improvements	Library Board	2,060	1,401	1,401	1,401
PRK01	Comm. & Neigh. Center Rehabilitation	Park Board	2,950	1,250	1,250	1,250
PRK02	Site and Tot Lot Rehab	Park Board	800	750	750	750
PRK03	Rehabilitation of Shelter Buildings	Park Board	1,200	0	0	0
PRK05	Tier 2 Athletic Fields	Park Board	750	0	0	0
PRK07	Tennis Court Rehabilitation	Park Board	150	150	150	150
PRK08	Gym Floor Replacement	Park Board	150	150	150	150
PRK09	HVAC Improvements	Park Board	235	115	115	115
PRK10	Grant Matching Funds	Park Board	200	0	0	0
PRK13	Building Security and Fire Systems	Park Board	75	0	0	0
PRK14	Contingency	Park Board	150	0	0	0
PRK16	Roof Replacement	Park Board	150	150	150	150
PRK17	Community Skate Parks	Park Board	275	0	0	0
PRKDT	Diseased Tree Program	Park Board	500	500	500	500
PSD01	Facilities Repair and Improvements	PW - Property Service	1,500	1,500	1,500	1,500
PSD02	Public Works Facilities Program	PW - Property Service	5,353	5,353	6,178	6,178
PSD03	Space Management-Functional Improvements	PW - Property Service	415	415	415	415
PV001	Parkway Paving and Parkway Gap Program	PW - Paving	1,580	850	850	850
PV002	Misc. Segments Program	PW - Paving	654	654	654	654
PV003	Street Renovation Program	PW - Paving	4,728	4,725	4,728	4,728
PV004	CSAH Paving Program	PW - Paving	1,000	1,000	1,000	1,000
PV006	Alley Renovation	PW - Paving	251	251	251	251
PV007	Southeast Minneapolis Industrial	PW - Paving	2,811	2,811	2,811	2,811
PV009	I-35W (42nd Street - Crosstown)	PW - Paving	485	485	485	485
PV00R	Reimbursable Paving Projects	PW - Paving	3,000	3,000	3,000	3,000
PV017	Como Avenue Southeast	PW - Paving	2,808	2,808	2,808	2,808
PV018	East 38th Street	PW - Paving	2,743	0	0	0
PV019	Sixth Avenue North	PW - Paving	1,447	1,447	1,447	1,447
PV021	33rd Avenue Southeast and Talmage Avenue	PW - Paving	1,695	0	0	0
PV03G	Street Renovation Program Gap	PW - Paving	2,589	2,589	2,589	2,589
STS01	Lake Street Reconstruct/Streetscape (Segment 1)	PW - Paving	1,133	1,133	1,133	1,133
STS02	Lake Street Reconstruct/Streetscape (Segment 2)	PW - Paving	1,094	1,094	1,094	1,094
STS03	Lake St Reconstruct/Streetscape (Segment 3)	PW - Paving	2,204	2,204	2,204	2,204
SWK01	Defective Hazardous Sidewalks/Complete Gaps	Sidewalk Program	1,916	1,916	1,916	1,916
CDA01	Heritage Park Redevelopment Project	PW and MCDA	3,653	3,653	3,653	3,653
BR001	Major Bridge Repair and Rehabilitation	PW - Bridges	200	200	200	200
BR009	Camden Avenue Bridge Rehabilitation	PW - Bridges	1,271	1,271	1,271	1,271

2005 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
BR011	10th Avenue SE Bridge Arch Rehabilitation	PW - Bridges	921	921	921	921
TR001	New Traffic Signals	PW -Transportation	100	100	100	100
TR004	Computerized Traffic Signal Control Expansion	PW -Transportation	149	149	149	149
TR005	Controller Converison	PW -Transportation	200	200	200	200
TR006	Priority Vehicle Control System	PW -Transportation	425	425	425	425
TR007	Traffic Signal, Signing & Lighting Improvements	PW -Transportation	476	476	476	476
TR00R	Reimbursable Transportation Projects	PW -Transportation	500	500	500	500
TR05G	Controller Conversion Gap	PW -Transportation	300	300	300	300
BIK02	Commuter Bicycle Route System	PW - Transportation	492	492	492	492
BIK03	Henn/Lyn Bike Project(Loring Bikeway)-Phase 1&2	PW - Transportation	150	150	150	150
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	PW - Sewer	3,300	3,300	3,300	3,300
SW002	Misc. Storm Drains	PW - Sewer	220	220	220	220
SW004	Implementation of US EPA Storm Water Regulations	PW - Sewer	250	250	250	250
SW005	Combined Sewer Overflow Improvements - Phase 2	PW - Sewer	2,000	2,000	2,000	2,000
SW007	Park Board Capital Storm Drain	PW - Sewer	800	800	800	800
SW008	Flood Mitigation Projects	PW - Sewer	2,545	2,545	2,545	2,545
SW00R	Reimbursable Sanitary Sewer & Storm Drain Const.	PW - Sewer	3,000	3,000	3,000	3,000
WTR01	Shop and Stores Facilities (Fridley)	Water	725	700	700	700
WTR02	New 40 Million Gallon Southwest Reservoir	Water	2,000	2,000	2,000	2,000
WTR03	Gates and Manholes	Water	85	85	85	85
WTR04	Large Gate & Valve Replacement	Water	220	220	220	220
WTR05	Watermain Replacement or Cleaining & Lining	Water	5,200	5,200	5,200	5,200
WTR06	Large Watermain Cleaning and Lining	Water	3,520	3,520	3,520	3,520
WTR07	Manhole Repair/Replacement	Water	160	160	160	160
WTR08	Complete SCADA System	Water	1,656	1,600	1,600	1,600
WTR09	Ultrafiltration Program	Water	27,540	27,540	27,540	27,540
WTR0R	Reimbursable Watermain Projects	Water	2,000	2,000	2,000	2,000
BIK05	Bicycle Parking	PW - Transportation	30	30	30	30
RMP02	Residential Parking Program	PW - Transportation	150	150	150	150
FIR02	New Fire Station 14	Fire Department	3,201	0	0	0
FIR03	Fire Station Space Privacy	Fire Department	656	0	0	0
ITS01	Information & Technology Data Center	ITS Department	357	0	0	0
ITS02	ITS Core Infrastructure Investments	ITS Department	0	0	1,000	1,000
ESD01	Fleet Equipment Purchases	PW- Equipment	0	0	6,400	6,400
TOTAL			125,293	108,768	115,396	115,396

2006 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
ART01	Art in Public Places	Public Art	270	270	270	270
MBC01	Life Safety Improvements	MBC	240	240	240	240
MBC02	Mechanical Systems Upgrade	MBC	570	570	570	570
MBC05	Moat/Inner Court Water Proofing	MBC	0	342	342	342
MPL08	Northeast Library Expansion/Remodeling	Library Board	0	280	0	0
MPL09	Nokomis Library Capital Improvements	Library Board	2,100	0	0	0
MPL10	North Regional Library Improvements	Library Board	1,600	1,320	1,600	1,600
MPL11	Walker Library Improvements	Library Board	200	0	0	0
PRK01	Comm. & Neigh. Center Rehabilitation	Park Board	3,400	1,250	1,250	1,250
PRK02	Site and Tot Lot Rehab	Park Board	450	750	750	750
PRK03	Rehabilitation of Shelter Buildings	Park Board	450	105	105	105
PRK05	Tier 2 Athletic Fields	Park Board	750	0	0	0
PRK07	Tennis Court Rehabilitation	Park Board	150	150	150	150
PRK08	Gym Floor Replacement	Park Board	150	150	150	150
PRK09	HVAC Improvements	Park Board	225	225	225	225
PRK10	Grant Matching Funds	Park Board	250	0	0	0
PRK13	Building Security and Fire Systems	Park Board	25	0	0	0
PRK14	Contingency	Park Board	150	0	0	0
PRK16	Roof Replacement	Park Board	150	150	150	150
PRK17	Community Skate Parks	Park Board	275	0	0	0
PRKDT	Diseased Tree Program	Park Board	500	500	500	500
PSD01	Facilities Repair and Improvements	PW - Property Service	1,500	1,500	1,500	1,500
PSD02	Public Works Facilities Program	PW - Property Service	3,799	3,799	3,033	3,033
PSD03	Space Management-Functional Improvements	PW - Property Service	415	415	415	415
PV001	Parkway Paving and Parkway Gap Program	PW - Paving	1,580	1,050	1,050	1,050
PV003	Street Renovation Program	PW - Paving	4,903	4,909	4,903	4,903
PV004	CSAH Paving Program	PW - Paving	1,000	1,000	1,000	1,000
PV005	Snelling Avenue Extension	PW - Paving	452	0	0	0
PV006	Alley Renovation	PW - Paving	251	251	251	251
PV009	I-35W (42nd Street - Crosstown)	PW - Paving	485	485	485	485
PV00R	Reimbursable Paving Projects	PW - Paving	3,000	3,000	3,000	3,000
PV015	27th Avenue South	PW - Paving	5,571	5,571	5,571	5,571
PV020	Loring GreenWay, Infrastructure Gap Project	PW - Paving	1,500	1,500	1,500	1,500
PV03G	Street Renovation Program Gap	PW - Paving	1,649	1,649	1,649	1,649
SWK01	Defective Hazardous Sidewalks/Complete Gaps	Sidewalk Program	2,012	2,012	2,012	2,012
CDA01	Heritage Park Redevelopment Project	PW and MCDA	100	100	100	100
BR001	Major Bridge Repair and Rehabilitation	PW - Bridges	200	200	200	200
BR005	Fremont Avenue South Bridge	PW - Bridges	629	629	629	629
BR006	First Avenue South Bridge over HCRRRA	PW - Bridges	1,721	1,721	1,721	1,721
BR012	Nicollet Avenue Bridge from Lake St. to 29th St.	PW - Bridges	1,668	1,668	1,668	1,668
TR001	New Traffic Signals	PW -Transportation	100	100	100	100
TR003	LED Replacement Program	PW -Transportation	1,000	1,000	1,000	1,000
TR004	Computerized Traffic Signal Control Expansion	PW -Transportation	166	166	166	166
TR005	Controller Converison	PW -Transportation	500	500	500	500

2006 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
TR006	Priority Vehicle Control System	PW -Transportation	425	425	425	425
TR007	Traffic Signal, Signing & Lighting Improvements	PW -Transportation	331	331	331	331
TR009	Minneapolis Stop Sign Plan Completion	PW -Transportation	0	50	50	50
TR00R	Reimbursable Transportation Projects	PW -Transportation	500	500	500	500
TR05G	Controller Conversion Gap	PW -Transportation	350	350	350	350
BIK01	Cedar Lake Trail (Phase 3)	PW - Transportation	300	300	300	300
BIK02	Commuter Bicycle Route System	PW - Transportation	450	450	450	450
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	PW - Sewer	4,000	4,000	4,000	4,000
SW002	Misc. Storm Drains	PW - Sewer	220	220	220	220
SW003	Storm & Sewer Work on Street Renovation Program	PW - Sewer	917	917	917	917
SW004	Implementation of US EPA Storm Water Regulations	PW - Sewer	250	250	250	250
SW005	Combined Sewer Overflow Improvements - Phase 2	PW - Sewer	2,000	2,000	2,000	2,000
SW007	Park Board Capital Storm Drain	PW - Sewer	900	900	900	900
SW008	Flood Mitigation Projects	PW - Sewer	1,525	1,525	1,525	1,525
SW00R	Reimbursable Sanitary Sewer & Storm Drain Const.	PW - Sewer	3,000	3,000	3,000	3,000
WTR02	New 40 Million Gallon Southwest Reservoir	Water	11,000	11,000	11,000	11,000
WTR03	Gates and Manholes	Water	90	90	90	90
WTR04	Large Gate & Valve Replacement	Water	230	230	230	230
WTR05	Watermain Replacement or Cleaning & Lining	Water	5,400	5,400	5,400	5,400
WTR06	Large Watermain Cleaning and Lining	Water	3,615	3,615	3,615	3,615
WTR07	Manhole Repair/Replacement	Water	165	165	165	165
WTR09	Ultrafiltration Program	Water	41,000	41,000	41,000	41,000
WTR0R	Reimbursable Watermain Projects	Water	2,000	2,000	2,000	2,000
BIK05	Bicycle Parking	PW - Transportation	35	35	35	35
RMP01	Northside Parking Ramp	PW - Transportation	15,000	15,000	15,000	15,000
RMP02	Residential Parking Program	PW - Transportation	150	150	150	150
FIR03	Fire Station Space Privacy	Fire Department	656	0	0	0
ITS01	Information & Technology Data Center	ITS Department	1,314	0	0	0
ITS02	ITS Core Infrastructure Investments	ITS Department	0	0	1,000	1,000
MPD01	MPD Forensic Laboratory	Police Department	828	828	828	828
ESD01	Fleet Equipment Purchases	PW- Equipment	0	0	7,000	7,000
TOTAL			142,757	134,258	141,486	141,486

2007 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
ART01	Art in Public Places	Public Art	270	270	270	270
MBC01	Life Safety Improvements	MBC	305	305	305	305
MBC02	Mechanical Systems Upgrade	MBC	570	570	570	570
MBC03	Ground Floor Public Restrooms	MBC	100	0	0	0
MBC04	Tower and Interior Court Elevations	MBC	417	0	0	0
MBC05	Moat/Inner Court Water Proofing	MBC	342	0	0	0
MPL06	Webber Park Library Expansion	Library Board	0	0	940	940
MPL10	North Regional Library Improvements	Library Board	0	940	660	660
MPL11	Walker Library Improvements	Library Board	240	260	0	0
MPL12	Washburn Library Expansion/Improvements	Library Board	200	200	0	0
MPL13	Hosmer Library Improvements	Library Board	200	200	0	0
PRK01	Comm. & Neigh. Center Rehabilitation	Park Board	1,750	1,250	1,250	1,250
PRK02	Site and Tot Lot Rehab	Park Board	2,250	750	750	750
PRK03	Rehabilitation of Shelter Buildings	Park Board	450	0	0	0
PRK05	Tier 2 Athletic Fields	Park Board	750	0	0	0
PRK06	Service Center Rehabilitation	Park Board	275	0	0	0
PRK07	Tennis Court Rehabilitation	Park Board	150	150	150	150
PRK08	Gym Floor Replacement	Park Board	75	75	75	75
PRK09	HVAC Improvements	Park Board	100	0	0	0
PRK10	Grant Matching Funds	Park Board	250	0	0	0
PRK14	Contingency	Park Board	150	0	0	0
PRK16	Roof Replacement	Park Board	150	150	150	150
PRK17	Community Skate Parks	Park Board	200	0	0	0
PRK18	Webber Water Park	Park Board	1,500	620	620	620
PRKDT	Diseased Tree Program	Park Board	500	500	500	500
PSD01	Facilities Repair and Improvements	PW - Property Service	2,000	2,000	2,000	2,000
PSD02	Public Works Facilities Program	PW - Property Service	9,000	3,500	3,264	3,264
PSD03	Space Management-Functional Improvements	PW - Property Service	415	415	415	415
PSD04	City Facilities-CSO Separation	PW - Sewer	500	500	500	500
PV001	Parkway Paving and Parkway Gap Program	PW - Paving	1,050	1,050	1,050	1,050
PV003	Street Renovation Program	PW - Paving	4,217	4,831	4,217	4,217
PV004	CSAH Paving Program	PW - Paving	1,000	1,000	1,000	1,000
PV006	Alley Renovation	PW - Paving	251	251	251	251
PV007	Southeast Minneapolis Industrial	PW - Paving	3,785	3,785	3,785	3,785
PV009	I-35W (42nd Street - Crosstown)	PW - Paving	485	485	485	485
PV00R	Reimbursable Paving Projects	PW - Paving	3,000	3,000	3,000	3,000
PV022	Lyndale Ave N (Plymouth - Broadway)	PW - Paving	2,435	2,435	2,435	2,435
PV023	28th Ave South	PW - Paving	4,678	0	0	0
PV024	60th Street East	PW - Paving	3,910	0	0	0
PV025	Fremont Ave N	PW - Paving	4,074	4,074	4,074	4,074
PV02G	Misc. Segments Program - Gap	PW - Paving	3,257	3,257	3,257	3,257
PV03G	Street Renovation Program Gap	PW - Paving	1,939	3,387	3,387	3,387
SWK01	Defective Hazardous Sidewalks/Complete Gaps	Sidewalk Program	2,124	2,124	2,124	2,124
BR001	Major Bridge Repair and Rehabilitation	PW - Bridges	200	200	200	200

2007 Capital Budget Decision Summary

Project ID	Project Title	Submitting Agency	Capital Budget Request	CLIC Recomm.	Mayor Recomm.	Council Adopted
BR004	Pleasant Avenue Bridge	PW - Bridges	942	0	0	0
BR008	Stevens Avenue Bridge	PW - Bridges	982	0	0	0
BR013	Parkway Bridge 94246 Rehab (Bridge #9)	PW - Bridges	1,543	1,543	1,543	1,543
TR001	New Traffic Signals	PW -Transportation	311	311	311	311
TR002	Dinkytown Bypass - Phase 1	PW -Transportation	600	0	0	0
TR003	LED Replacement Program	PW -Transportation	1,000	625	625	625
TR004	Computerized Traffic Signal Control Expansion	PW -Transportation	40	40	40	40
TR005	Controller Converison	PW -Transportation	500	500	500	500
TR006	Priority Vehicle Control System	PW -Transportation	413	413	413	413
TR007	Traffic Signal, Signing & Lighting Improvements	PW -Transportation	456	456	456	456
TR008	Parkway Street Lighting Replacement	PW -Transportation	700	0	0	0
TR009	Minneapolis Stop Sign Plan Completion	PW -Transportation	100	50	50	50
TR00R	Reimbursable Transportation Projects	PW -Transportation	500	500	500	500
TR05G	Controller Conversion Gap	PW -Transportation	400	400	400	400
TR07G	Traffic, Signal, Signing & Lighting Improve. Gap	PW -Transportation	177	0	0	0
BIK01	Cedar Lake Trail (Phase 3)	PW - Transportation	250	250	250	250
BIK02	Commuter Bicycle Route System	PW - Transportation	400	400	400	400
BIK04	18th Avenue NE Bikeway	PW - Transportation	50	50	50	50
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	PW - Sewer	4,000	4,000	4,000	4,000
SW002	Misc. Storm Drains	PW - Sewer	220	220	220	220
SW004	Implementation of US EPA Storm Water Regulations	PW - Sewer	250	250	250	250
SW005	Combined Sewer Overflow Improvements - Phase 2	PW - Sewer	2,000	2,000	2,000	2,000
SW007	Park Board Capital Storm Drain	PW - Sewer	900	900	900	900
SW00R	Reimbursable Sanitary Sewer & Storm Drain Const.	PW - Sewer	3,000	3,000	3,000	3,000
WTR02	New 40 Million Gallon Southwest Reservoir	Water	11,000	11,000	11,000	11,000
WTR03	Gates and Manholes	Water	95	95	95	95
WTR04	Large Gate & Valve Replacement	Water	240	240	240	240
WTR05	Watermain Replacement or Cleaining & Lining	Water	5,600	5,600	5,600	5,600
WTR06	Large Watermain Cleaning and Lining	Water	3,595	3,595	3,595	3,595
WTR07	Manhole Repair/Replacement	Water	170	170	170	170
WTR09	Ultrafiltration Program	Water	19,920	19,920	19,920	19,920
WTR0R	Reimbursable Watermain Projects	Water	2,000	2,000	2,000	2,000
BIK05	Bicycle Parking	PW - Transportation	40	40	40	40
RMP02	Residential Parking Program	PW - Transportation	150	150	150	150
FIR03	Fire Station Space Privacy	Fire Department	656	0	0	0
ITS01	Information & Technology Data Center	ITS Department	554	0	0	0
ITS02	ITS Core Infrastructure Investments	ITS Department	0	0	1,000	1,000
MPD01	MPD Forensic Laboratory	Police Department	6,135	0	0	0
MPD02	MPD Evidence Unit	Police Department	3,355	300	300	300
ESD01	Fleet Equipment Purchases	PW- Equipment	0	0	7,100	7,100
TOTAL			132,758	101,552	108,802	108,802

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.

Primary Businesses:

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

Key Trends and Challenges Impacting the Department:

The department's budget is over 85 percent salaries and benefits. Absorption of COLA, step increases and other inflating costs have been absorbed through staff cuts over the past several years. For example, the 1996 budget was \$2,472,907 with 41.3 staff. Market value per staff member was approximately \$300 million. Compared to the proposed 2002 budget, in six years the budget has increased by 8.6 percent and staff has decreased by 17.7 percent. The market value per staff member is almost \$700 million.

The staff cutbacks occur at a time when property tax appeals are increasing. Minneapolis Tax Court cases, after declining for several years, are increasing at a rapid pace. Payable 2003 cases are 621 parcels covered by 303 petitions, an increase over payable 2000 of 126.6 percent and 122.2 percent, respectively. There is currently \$2.6 billion in market value under appeal including most of the City's Class A office buildings.

Key Enterprise Outcome Measures Influenced by the: City Assessor

1. Foster the competitive environment for development
2. Increase the percentage of private sector businesses that report satisfaction with doing business in the City of Minneapolis
3. Increase the consistency of elected officials tax related decisions with a comprehensive municipal tax policy

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% change in residential property values	16.0%	23.4%	15.2%	10.0%	10.0%
% change in commercial/industrial property values	9%	10%	1%	4.5%	4.5%
Informal & formal appeals as a % of commercial/industrial parcels	5.2%	7.3%	10.4%	12%	12%
City of Minneapolis' credit rating	AAA x 3	AAA x 2 AA1 x 1	AAA x 2 AA1 x 1	NA	NA

Explanation of Performance Data for Key Enterprise Outcome Measures: Data for percentage change in values is from the Market Value History and Projections

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

(Service activities and performance measures sorted by business)

Service Activity: Estimate the value of all taxable property and maintain property descriptions

Description: This activity is the annual valuation of all taxable property per state law and in compliance with good assessment practices.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Average assessment to sale ratio -- Goal 94%	89.0%	100.8%	98.8%	94%	94%
Informal and formal appeals as a % of taxable parcels -- Goal 2.5%	2.2%	2.5%	2.7%	2.7%	2.7%
% parcels inspected each year -- Goal 25%	25%	25%	25%	25%	25%

Explanation of Key Performance Measures: Ratio studies are from MN Department of Revenue study for State Board of Equalization for residential property.

Service Activity: Classification and processing of parcels and owners qualifying for homestead status, exempt status or special classifications

Description: The classification function is generally a routine review but some taxable/exempt issues become very complex. The other performance measures are support functions within the department.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of state and county deadlines in the assessment calendar met -- Goal 100%	100%	100%	100%	100%	100%
Assessment roll change orders submitted to Hennepin County as a % of taxable parcels -- Goal 2.5 %	2.0%	3.0%	2.7%	2.5%	2.5%
% of property transfers recorded into the appropriate database within 5 days of receipt	<40%	<40%	50%	60%	60%
Accuracy level -- Goal 97%	97%	97%	97%	97%	97%

Explanation of Key Performance Measures: The implementation of a new software system resulted in an increase in changes to the assessment roll. The data presented are estimates. The department has had staffing shortages during most of 2000, 2001 and first half of 2002.

Service Activity: Respond to all formal owner/taxpayer valuation appeals and requests for property reviews

Description: With the phase out of limited market value, the market value of residential property will become more critical and result in more residential taxpayer appeals. The commercial market for office space has abruptly changed with many aggressive challenges for CBD and other properties.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Net total reduction because of formal appeals as a % of total market value appealed. Goal -- less than 5%	< 4.0%	<4.0%	,5.0%	<5.0%	<5.0%
% of appeals upheld by local, county appeal boards or Tax Court -- Goal 70%	>75%	>75%	>75%	>75%	>75%
% informal appeals resolved prior to those appeals advancing to a formal appeal -- Goal 70%	>75%	>75%	>75%	>75%	>75%
% of taxpayer requests for reviews responded to within 5 days of receipt	.>85%	>85%	>85%	>90%	>90%

Explanation of Key Performance Measures: Most data represents estimates.

Service Activity: Support of City initiatives, Property Tax Programs, Minneapolis School District and other City Departments

Description: The department is continually involved in citywide projects, especially property-related technology projects.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Participation in enterprise projects	Chair of Technology Steering Committee; Nature of Change; Rewards and Recognition; Real Estate Advisory Board	Chair of Technology Steering Committee; Real Estate Advisory Board	Chair of Technology Steering Committee; Real Estate Advisory Board	Real Estate Advisory Board	Real Estate Advisory Board

Explanation of Key Performance Measures: Tax base growth of 21.9 percent from 2000 to 2001 supports all programs and financial strength of the City. Maintaining the assessment function at the city versus county level provides both tangible and intangible benefits with the same cost to perform the services.

Service Activity: Verify and maintain records of property transfers

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The Department's expenditures are increasing a total of 5.49 percent over the 2002 adopted amount. This total represents an increase in personnel of 5.9 percent and a non-personnel increase of 2.87 percent. Fringe benefits represent the largest increase in the Department's budget, with a 16.07 percent increase. Salaries and wages were the second largest increase, with a 3.5 percent increase.

Revenues

No change in the Department's revenue is expected for 2003. The Department expects to receive \$130,000 in property tax revenue due to Payments in Lieu of Taxes (PILOT). These payments are from nonprofit nursing homes that do not pay a property tax, but that do pay for a share of the services they receive (i.e., Police, Fire, etc.). In addition there is \$1,000 in revenue in charges for services, which represents revenue received from the processing of various information requests.

Fund Allocation

One hundred percent of the Department's budget is found in the General Fund.

FTE Changes

The Department's 2003 City Council adopted budget included funding for 35.50 FTE's. Included in this FTE count is the following positions that are directly involved in the assessment function:

- Assessor I, 9.0
- Assessor II, 9.0
- Assessor III, 4.0
- Real Estate Investigator Aide II, 2.0
- Supervisor Real Estate Assessment, 3.0
- Director/Supervisor/Manager positions, 3.0

Summary of Target Strategies:

2 Percent Reduction Strategy: Elimination of 1.0 Assessor II position.

4 Percent Reduction Strategy: Elimination of 1.0 Assessor II position and use of BLOA.

Title: Elimination of 1.0 Assessor II position

Fund #	Agency #	Organization #
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<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$60,694)		(1.0)	Elimination of 1.0 Assessor II position

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$0

Revenue: \$0

Proposal Description: This position is a field appraiser who has the responsibility to list, value and classify all real property in the city, both taxable and exempt. Elimination of the position will shift their parcels to other field staff.

The primary activities of an Appraiser II are: 1) to inspect all property at least once every four years (required by State law). Reducing the staff devoted to this activity erodes the current nature and accuracy of the property data base. This data base is used by Planning, MCDA, Inspections, NRP and other property related departments. 2) Update the records/values of properties that have had building permits impacting value in the previous year (as of the January 2nd Assessment date). 3) Respond to all taxpayer appeals ranging from the informal appeal to Tax Court trials. Appeals are increasing for income producing property as a result of economic conditions and increased vacancy rates. Residential appeals are expected to increase as a result of elimination of Limited Market Value. Reduction in staff devoted to defense of values has a likely erosion of the tax base and increased property tax refund similar to the situation that occurred in the early 1990's when the department had 50 percent more staff.

Describe how the proposal impacts your service activities and performance measures:

Customer service, accuracy of the assessment roll, successful defense of market values being appealed and ability to "discover" new value for tax base have a direct correlation with the level of staffing. The Assessors Office has experienced more reductions in staffing than any other city department with the exception of Public Health, During this time period the tax base has increased by over 100 percent.

The department's budget is more than 85 percent wages and benefits. Budget cuts have to be absorbed through staff reductions. However with fewer staff, the tax base is constrained through an inability to adequately measure improving market conditions and to defend value appeals. Inadequate staffing for the assessment function can actually cost the City of Minneapolis property tax revenue rather than save money by reduction of staff.

Title: Elimination of Assessor II position and use of budgetary leave of absence (BLOA)/delayed hiring

Fund #		Agency #		Organization #
<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$60,694)		(1.0)	Elimination of 1.0 Assessor II position
0100	(\$45,000)			Use more BLOA and delay filling open positions

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$0

Revenue: \$0

Proposal Description: This position is a field appraiser who has the responsibility to list, value and classify all real property in the city, both taxable and exempt. Elimination of the position will shift their parcels to other field staff.

The primary activities of an Appraiser II are: 1) to inspect all property at least once every four years (required by State law). Reducing the staff devoted to this activity erodes the current nature and accuracy of the property data base. This data base is used by Planning, MCDA, Inspections, NRP and other property related departments. 2) Update the records/values of properties that have had building permits impacting value in the previous year (as of the January 2nd Assessment date). 3) Respond to all taxpayer appeals ranging from the informal appeal to Tax Court trials. Appeals are increasing for income producing property as a result of economic conditions and increased vacancy rates. Residential appeals are expected to increase as a result of elimination of Limited Market Value. Reduction in staff devoted to defense of values has a likely erosion of the tax base and increased property tax refund similar to the situation that occurred in the early 1990's when the department had 50 percent more staff.

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ASSESSOR

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	140	2,424	500	510	2.0%	10
Contractual Services	260,111	213,478	197,795	203,598	2.9%	5,803
Equipment	2,528	433	1,000	1,020	2.0%	20
Fringe Benefits	371,008	357,617	428,428	497,289	16.1%	68,861
Operating Costs	135,028	149,534	145,281	149,348	2.8%	4,067
Salaries and Wages	1,818,915	1,755,832	1,815,037	1,878,459	3.5%	63,422
Total for General Fund - City	2,587,729	2,479,318	2,588,041	2,730,224	5.5%	142,183
Total for ASSESSOR	2,587,729	2,479,318	2,588,041	2,730,224	5.5%	142,183

ASSESSOR

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	0	307	0	0	0.0%	0
Charges for Service	3,597	11,032	1,000	1,000	0.0%	0
Other Misc Revenues	90	0	0	0	0.0%	0
Property Taxes	134,344	129,624	130,000	130,000	0.0%	0
Total for General Fund - City	138,031	140,963	131,000	131,000	0.0%	0
Total for ASSESSOR	138,031	140,963	131,000	131,000	0.0%	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.

Primary Businesses:

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

Key Trends and Challenges Impacting the Department:

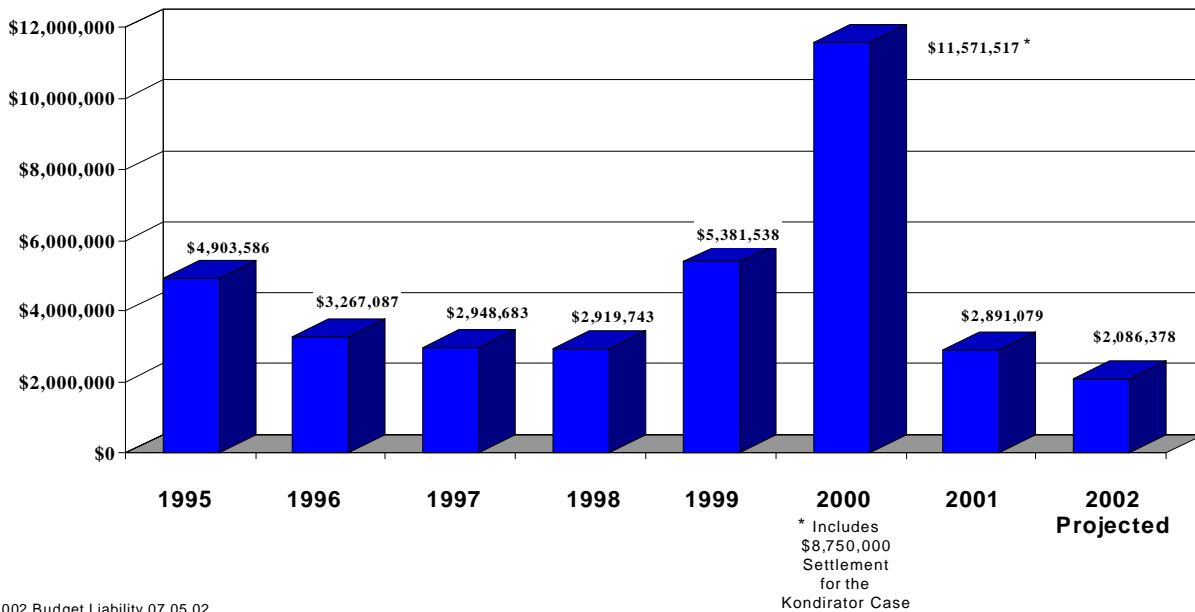
TRENDS:

The Civil Division caseload continues at approximately the same level as during the last two years. This "flattening" of caseload allows our Office to direct more attention to a preventive law practice. Attorneys are housed in the Human Resources, Police, Fire, Regulatory Services departments, and the Minneapolis Community Development Agency so that legal services are delivered more quickly and more effectively.

The City's total liability payments are projected to be \$2,086,378 in 2002. This would be the lowest total amount paid since 1995 and nearly \$3 million less than the \$4,903,586 paid in 1995. Police misconduct cases - one of the Office's key liability indicators - continues a downward trend both in the number of cases filed and the average amount of settlements. For example, the number of new cases filed has declined from 69 in 1998 to 24 in 2001. Thus far this year, 11 cases have been filed. Settlement data confirms this trend. In 1998, the total amount of settlements for police misconduct was \$1,250,000. In 2001, it was \$436,996. Thus far in 2002, there have been three settlements for a total amount of \$75,606 or an average of \$25,202 per settlement. This is the lowest average settlement amount since our Office started tracking this information in 1997.

The City Attorney's Office continues to enhance public safety in the City through its three-pronged strategy: (1) aggressive prosecution of livability crime, (2) proactive involvement in improving the criminal justice system, and (3) active collaboration with neighborhoods on community justice. The Criminal Division caseload continues to decline. The projected caseload for CY 2002 is 42,806. In contrast, the Office handled 44,970 cases in CY 2001; 51,808 cases in CY 2000; 55,027 cases in CY 1999. Despite this projected decline, the criminal caseload continues to be extremely heavy for the authorized complement. An annual caseload of 42,806 cases is still more than three times the American Bar Association and State Public Defender standards for misdemeanor cases and more than five times the standard for gross misdemeanor cases.

Minneapolis City Attorney's Office Total Liability Payment



MTN:2002 Budget.Liability.07.05.02

CHALLENGES:

The City Attorney's Office faces five major organizational and budgetary challenges over the next few years. They are: 1) purchasing and installing effective technological systems in the Office, 2) dedicating stable sources of funding to support adequate staffing in the Criminal Division, 3) redesigning the Office's managerial and supervisory structure so that the Office's "span of control" problem is addressed, 4) implementing cost effective ways to meet our obligations to victims of crime, and 5) addressing the Office's lease. Although all of these challenges may not be met and resolved in this budget cycle, it is important that steps be taken to address each issue.

CHALLENGE 1: Purchasing and Installing Effective Technological Systems in the Office

The case management system in the Criminal Division is inadequate. Because the Division prosecutes a high volume of cases, the lack of an effective system impairs the Division's ability to effectively manage the caseload and the human resources in the Division. Further, the community expects access to information about active cases. Citizen access to this information is important for individual feelings of safety and for the public to have confidence in its criminal justice system. A fully functioning case management system which would produce accessible information should result in our citizens being more willing to report crime, testify as witnesses, and be more active in their neighborhoods. Finally, without an adequate prosecution case management system, the City will not be able to connect to CriMNet, the state-wide integrated criminal justice system, that currently is being developed.

The Office responded to this challenge by undertaking an extensive Request for Proposal (RFP) process in 2000, utilizing Office personnel, staff from ITS, and a representative from the Hennepin County Attorney's Office who was extensively involved with CriMNet. Of the many proposals received, only two met ITS' technology requirements. Using the RFP responses, staff from the City Attorney's Office and ITS prepared a cost estimate for total system implementation, including ITS costs, and determined it could be as high as \$1.5 million (in 2000

dollars). The Office has sought funding through the budget process and through SISF. These efforts have not been successful. In addition, the Office applied to the federal government for a grant to purchase a new prosecution case management system. That application was denied. Most recently, the Office has been working with ITS and Hennepin County to secure funding through CrimNet. ITS has estimated that the analysis phase of designing a new case management system is \$233,500. It is hoped that funding for this analysis can be obtained through a CrimNet grant. Even if such a grant is received, the City will still need to make a significant financial commitment in the near term in order to ensure that this Office has an effective prosecution case management system.

In addition, it is likely that the current CityLaw system, which is utilized by the Civil Division, will need to be upgraded in the near future. It was last upgraded after Y2K since the system was not Y2K compliant. If a prosecution case management system is designed and installed in the Criminal Division, it may be cost effective to design a system that also could be used in the Office's Civil Division.

CHALLENGE 2: Dedicating Stable Sources of Funding to Support Adequate Staffing in the Criminal Division

Since 1997, federal block grants have been used to fund a number of positions in the Office's Criminal Division so that the Office could aggressively prosecute livability offenses in the City. Although the City has appropriately capitalized on the availability of federal block grant dollars to fund Criminal Division positions, federal block grant dollars are not a reliable long term source of funding because the amount of federal block grant dollars available to the City is declining. The formula for awarding federal block grant dollars is based on the Part 1 crime rate, which has decreased in recent years. Accordingly, the amount the City receives through the federal block grant also has decreased. Currently, there are 7 positions in the Criminal Division that are funded through federal block grant dollars. The CY 2002 cost for these positions is \$375,416. The projected allocation of this year's federal block grant to the City Attorney's Office is \$325,000. This is the same amount as was allocated last year. Consequently, there is a projected \$50,416 shortfall (in 2002 dollars) for CY 2003. Further, if the amount of the federal block grant continues to decline, another source of funding will need to be found or positions will need to be eliminated. Elimination of these positions would further exacerbate the staffing problems in the Criminal Division.

CHALLENGE 3: Redesigning the Office's Managerial and Supervisory Structure so that the Office's "Span of Control" Problem is Addressed

Effective organizational management dictates that each manager and supervisor have a reasonable number of direct reports to supervise. This principle is sometimes referred to as "span of control". Organizational management experts suggest that the effective "span of control" ranges for direct reports from 5 to 12. In determining the appropriate number, factors that should be considered include whether the work being performed is routine or complex, the qualifications and experience of the staff, and the motivations of the employees. The current "span of control" in the City Attorney's Office is as follows:

City Attorney	5
Deputy City Attorney, Civil	35
Deputy City Attorney, Criminal	20
Managing Attorney, Criminal	28
Program Assistant	10
Program Assistant	6
Clerical Supervisor	5

Although the "span of control" for the clerical positions in the office is adequate, there is a serious "span of control" problem for the attorney, paralegal and investigator positions in both the Criminal and Civil divisions.

The Office attempted to address this problem in the 1998 budget process. This resulted in the creation of two Managing Attorney positions in the Criminal Division. No Managing Attorney positions were created for the Civil Division. Even though one of these positions was eliminated in February 2002 budget discussions, the structure of two managing attorney positions did not prove to be sufficiently effective to address the "span of control" problem in the Criminal Division. The City Attorney's Office currently is participating in Workforce Planning.

Resolution of the "span of control" issue has been identified as a priority. It is expected that a proposed solution for the problem will be one of the outcomes of Workforce Planning. The final report and action plan should be completed by Fall, 2002.

CHALLENGE 4: Implementing Cost Effective Ways to Meet our Obligations to Victims of Crime

For many years, the City Attorney's Office has provided crime victim/witness liaison services, including those services required by the Minnesota Victim's Rights Law. In recent years, the City has contracted with the Council on Crime and Justice (CCJ) to provide these services. The current contract is in effect from January 1, 2002 through December 31, 2004. The three-year cost to the City under this contract is \$862,604. This contract replaced an earlier three-year contract, which had a total cost of \$683,912. This represented an increase of \$178,692 - a 26% increase. When the current contract with CCJ expires, it is likely that the cost to continue providing these services will increase.

Before the contract was awarded to the Council on Crime and Justice in 2001, the City Attorney's Office, with the assistance of the Human Resources Department and the Finance Department, conducted an extensive analysis of the alternatives for delivering these services. This analysis concluded that it was less expensive for an outside vendor to deliver the same level of services than if they were provided by City employees.

The City needs to make a policy decision regarding the level of services it will provide to victims of crime in the future. After that decision is made, the alternatives for delivering this determined service level will be analyzed. If the City decides to create new City positions to meet these responsibilities, that decision would need to be made in sufficient time to address the time required to describe and classify the positions, recruit personnel, and hire and train staff.

CHALLENGE 5: Addressing the Office's Lease

In 1993, the City Attorney's Office entered into a 12 year lease for 34,573 square feet of space in the then Lincoln Centre building, the City Attorney's Office current location. The current lease terminates in June, 2005.

Commercial leasing specialists recommend that leasees begin releasing activities 18 months prior to the expiration of their current lease. This time period allows the leasee to evaluate all options, including moving to other space.

As part of this year's budget process, the Office has begun preliminary conversations to determine whether the Office could reduce its rent obligations because of current commercial real estate market conditions. Those conversations are the basis for the rent reduction proposal described in the target budget reduction strategy section.

Key Enterprise Outcome Measures Influenced by the: City Attorney's Office

1. Increase participation in restorative justice programs
2. Improve Community Court process
3. Aggressively prosecute chronic offenders
4. Foster cooperation with our criminal justice partners
5. Minimize the City's financial exposure through a proactive preventative law practice and through aggressive litigation

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of cases in restorative justice programs	157	231	242		
Community Court caseload	165	715	750		
Number of chronic offenders who did not reoffend.	56%	58%	60%		
Innovative system changes with the City's criminal justice partners	Community Court, Violations Bureau, Community Impact Calendar, Domestic Court	Community Court, Violations Bureau, Community Impact Calendar, Domestic Court	Community Court, Violations Bureau, Community Impact Calendar, Domestic Court, CriMNet		
Average time between first appearance and second appearance	14 days	Figures not available from Hennepin County District Court	13 days		
Total liability payments	\$11,571,517	\$2,891,079	\$2,086,378		

Explanation of Performance Data for Key Enterprise Outcome Measures:

The total number of cases participating in restorative justice increased significantly in 2001 because the Office redesigned its internal referral process. Cases are now reviewed daily by a paralegal. The paralegal prepares the case and then gives it to the programs' assigned liaison attorneys for review. The paralegal also conducts a review every morning of all defendants who were arrested overnight. Many of the defendants who are screened as eligible for restorative justice do not appear in court when originally scheduled, but are later arrested on a warrant for non-appearance. This procedural change has allowed the Office to capture for referral those defendants who are arrested on non-appearance warrants. The paralegal then provides the restorative justice program referral information for the in-custody court appearances.

The total number of gross misdemeanor and misdemeanor cases heard in Community Court is projected to be slightly higher in 2002.

The performance measure related to number of targeted chronic offenders who did not reoffend reflects an end-of-year snapshot of all targeted chronic offenders and whether they committed a new offense within that year. This measure is important in evaluating the Office's efforts to reduce the "revolving door of justice".

The innovative criminal justice system changes reflect joint efforts by the Office and its criminal justice partners to make systemic reforms. These reforms have allowed the Office to focus its resources on livability offenses.

The projected total liability payments for CY 2002 are nearly \$3 million less than the total amount paid in 1995.

Primary Business: Aggressively prosecute livability crimes that occur in the City

(Service activities and performance measures sorted by business)

Service Activity: Aggressive prosecution of offenders under the City Attorney's Office Jurisdiction.

Description: Aggressive prosecution of livability crime is one prong of the Office's public safety strategy. Both chronic offenders and perpetrators of domestic violence crimes are a priority for the Office. The Special Prosecutions Team focuses on "relentless pursuit" of the 100 worst livability crime offenders in the City. A specialized domestic prosecution team vertically prosecutes domestic violence crimes.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Percentage of chronic offenders identified by the Police Department and the City Attorney's Office that were prosecuted	100%	100%	100%		
Percentage of chronic offenders who did not re-offend	56%	58%	59%		
Average time a case takes from initiation to resolution	18.47 days	19 days	17 days		
Percentage of cases where defendant failed to make appearance (bench warrant issued)	15.4%	15%	14.5%		
Percentage of Minneapolis livability offenses heard on the Minneapolis Community Impact Calendar	85%	80%	90%		
Conviction rate at First appearance	28%	37%	42%		

Explanation of Key Performance Measures:

The percentage of chronic offenders identified by the Police Department and The City Attorney's Office that were prosecuted reflects those identified chronic livability crime offenders who receive targeted prosecution by the Office's Special Prosecutions Team. The team maintains a list of approximately 100 offenders that is updated every two weeks based on the most recent offense data. It is important to note that when a chronic offender is sent to jail for a significant period of time, that offender's name is usually removed from the list while he or she is in custody. New offenders names are then added to the list. The performance measure related to number of targeted chronic offenders who did not reoffend reflects an end-of-year snapshot of all targeted chronic offenders and whether they committed a new offense within that year.

The performance measures related to the Minneapolis Community Impact Calendar reflect improvements in case processing resulting in swifter resolution of cases and an increase in convictions at the first appearance. The Minneapolis Community Impact Calendar was initiated in 1999. Thus, it is important to compare 1999 data to data from subsequent years. For example, in 1999 livability crimes were resolved, on average, in 28.62 days. That number was reduced to 18.47 days with the initiation of the Minneapolis Community Impact Calendar. Unfortunately, in 2001, there were court scheduling problems that resulted in non-livability cases being added to the calendar. The inclusion of these cases diluted the effectiveness of the Minneapolis Community Impact Calendar. Thus, in 2001, there was a slight increase in case resolution time from 18.47 days to 19.00 days. Those cases have now been removed from the Minneapolis Community Impact Calendar. Therefore, the Minneapolis Community Impact Calendar should continue to have a positive impact on the resolution of livability crime cases. Other 1999 data reflect the benefits of this calendar. For example, in 1999, the average time between the first and second appearance was 38 days. That number was reduced to 14 days in 2000. Similarly, in 1999, the percentage of cases where a warrant was issued because a defendant failed to appear was 22% and was reduced to 15.4% in 2000 and 15% in 2001.

The Special Prosecutions Team has been successful in persuading the court to impose significant jail time for chronic offenders.

Service Activity: Proactive Involvement in Improving the Criminal Justice System

Description: The second prong of the Office's public safety strategy is proactive involvement in improving the criminal justice system. These systemic changes have helped the Office focus its resources on those livability crimes that threaten the fabric of the City and its neighborhoods. The Office's proactive involvement takes a number of forms, from participation in committees and planning groups to courtroom strategies that deliver results more quickly and improve the ability of the public to observe and understand court proceedings.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Maintain active involvement with the Criminal Justice Coordinating Committee (CJCC)	Attended all CJCC meetings	Attended all CJCC meetings; work related to CriMNet planning	Attend all CJCC meetings; work on CriMNet implementation	Attend all CJCC meetings; continue work on CriMNet implementation; MNCIS	Attend all CJCC meetings; continue work on CriMNet implementation; MNCIS
Participate in partnerships to improve the criminal justice system	Initiated pre-screening of all cases; worked to create "Minneapolis Community Impact Calendar", which focuses on the prosecution of livability crimes; helped create the Domestic Violence Court	Continued prescreening of all cases; continued participation in the "Minneapolis Impact Calendar" and Community Court and the Domestic Violence Court	Continue prescreening of all cases; continued participation in the "Minneapolis Community Impact Calendar", Community Court, and the Domestic Violence Court.	Continue pre-screening of all cases; continue participation in the Minneapolis Community Impact Calendar, Community Court, and Domestic Violence Court; explore reforms related to petty misdemeanors	Continue pre-screening of all cases; continue participation in the Minneapolis Community Impact Calendar, Community Court, and Domestic Violence Court; explore reforms related to petty misdemeanors
Livability crimes where sentence to service was part of the resolution	5.4%	Figures not available from Hennepin County District Court	6.0%		
Number of traffic cases sent to court from Violations Bureau	9,208	6,862	7,186		
Number of City Attorney cases addressed by 3rd Precinct Community Court Calendar	165	715	750		
Percentage of domestic violence cases resulting in a conviction	27.4% (Pre-Domestic Violence Court)	50.8%	52%		

Explanation of Key Performance Measures:

The Office had a lead role in the Criminal Justice Coordinating Committee's chronic offender study. The Chronic Offender study resulted in a demonstration project in the 3rd precinct.

The Office played a key role in the creation of the "Minneapolis Community Impact Calendar", which focuses on the prosecution of livability crimes in all parts of the City. Since the implementation of the Minneapolis Community Impact Calendar, the average time that a case takes from initiation to resolution has been significantly reduced. The Calendar was implemented in 2000. Thus, it is important to compare 1999 data to data from following years. For example, only 1.2% of livability crimes included sentence to service as part of the resolution in 1999. In 2000, that number increased to 5.4% of all livability crimes.

The Office worked with the Hennepin County District Court to facilitate resolution of matters at the Violations Bureau in order to minimize the number of these cases that appear on court calendars. By increasing the number of routine traffic cases resolved at the Violations Bureau, the Minneapolis Community Impact Calendar is able to focus on livability crimes. This change occurred in 2000. Thus, it is important to compare the 2000 and 2001 data to 1999 data. In 1999, the Violations Bureau referred 13,500 moving violations and parking tickets compared to 9,208 in 2000 and 6,208 in 2001, a reduction of over 50%.

The total number of gross misdemeanor and misdemeanor cases heard in Community Court is likely to be higher in 2002. The Office remains committed to Community Court.

The Domestic Violence Court began in November, 2000. This Court allows the Office's Domestic Abuse Team to handle all stages of the prosecution of intimate-partner domestic violence cases. There has been a significant improvement in the conviction rate for domestic violence cases. The conviction data should be evaluated in light of the fact that Minneapolis has a high percentage of cases that are "tab-charged", meaning the case is initiated by the police without any review by a prosecutor. In 2001, 73.6% of all domestic violence cases in Minneapolis were "tab-charged". In the suburbs, that number is 51.8%.

Service Activity: Active Collaboration with Neighborhoods on Community Justice.

Description: The third prong of the Office's public safety strategy is active collaboration with the neighborhoods on community justice. The Office is committed to supporting neighborhood community restorative justice programs. The Office meets regularly with the Central City Neighborhood Restorative Justice Program (CCNP) and the Midtown (formerly Powderhorn) Restorative Justice Program to review issues related to case referral and case processing. These efforts have resulted in both increased numbers of case referrals and expansion of these programs. In July 1, 2002, the Office began a Community Attorney demonstration program in the 4th precinct. The Office anticipates that this demonstration program will increase community involvement with the criminal justice system and better serve community needs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of cases referred to CCNP	35	132	85		
Number of cases referred to the Midtown Restorative Justice Program	122	99	122		
Number of City Attorney cases addressed by 3rd Precinct Community Court Calendar	165	715	750		
Weed and Seed Initiative	Staffed all meetings	Staffed all meetings	Staff all meetings	Staff all meetings	Staff all meetings
Number of cases handled by Community Mediation Program	64	66	N/A	N/A	N/A
4th Precinct Community Attorney Initiative: cases where Community Attorney provides assistance	New indicator	New indicator	300	400	400
Community Meetings attended by 4th Precinct Community Attorney	New indicator	New indicator	41	60	60

Explanation of Key Performance Measures:

Assistant City Attorneys are assigned to the neighborhood restorative justice programs to screen and refer appropriate cases for the individual neighborhood programs. The Office worked extensively with the CCNP and Midtown programs to improve the case referral process and created feedback programs to determine reasons why eligible cases were not referred. The Office also worked with Midtown Restorative Justice Project to broaden the types of cases referred to the program.

The total number of gross misdemeanor and misdemeanor cases heard in Community Court should be higher in 2002. The City Attorney's Office sought to have misdemeanor and gross misdemeanor cases from the Downtown Command included in the Community Court, but the Hennepin County District Court Steering Committee determined that there would be too many cases for the Court to handle if these cases were included.

In 1999, the Office created a Community Mediation Program. This program was developed as a diversion program for certain livability crimes. Sometimes, neighborhood disputes that result in crimes, such as vandalism or disorderly conduct, are better suited to be resolved through a mediation process rather than a criminal trial, which is adversarial and results in a verdict of guilt or innocence rather than resolution of the conflict. The Office's Community Mediation Program was eliminated in the 2002 budget process.

The Community Attorney demonstration project is designed to determine how the City Attorney's Office can become more involved with our community and more effective in communicating with the community on criminal justice matters and to provide more training to the police and improve the quality of their reports.

Primary Business: Provide high quality, cost effective legal services to the City's elected officials, departments and independent boards and commissions.

(Service activities and performance measures sorted by business)

Service Activity: Assist the City in Managing Its Financial Exposure to Claims Brought against the City.

Description: One focus of the Office's Civil Division is to provide proactive legal advice and training to the City's elected officials and staff and to aggressively represent the City in litigation, administrative hearings, and other judicial and quasi-judicial proceedings so that the City's potential liability in these matters is minimized.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of adverse matters open at year's end	688	697	650		
Number of adverse matters closed during year	266	390	230		
Total liability resulting from the City's risk generating activities	\$11,571,517	\$2,891,079	\$2,086,378		
Number of employees trained in key liability areas	1,500	3,187	1,380		

Explanation of Key Performance Measures: The liability indicator reflects the Office's philosophy of aggressively litigating cases to minimize the City's liability. The total liability payments for 2002 are projected to be the lowest since 1995. One key component of this indicator is police misconduct cases. In 2001, 29 misconduct cases were filed as compared to 69 cases for the comparable period in 1998. For the period December 1, 2001, through May 31, 2002, 11 police misconduct cases have been filed. All 12 police misconduct cases litigated in 2001 were successfully defended by the City. For the period December 1, 2001, through May 31, 2002, no cases have been litigated. In 2001, the total amount of settlements for police misconduct cases was \$436,996. In comparison, for the comparable period in 1998, the total amount of settlements for these cases was \$1,250,000.

The training indicator measures the number of employees trained in key liability areas.

Service Activity: Provide High Quality Services to the City's Elected Officials, Its Departments and Staff.

Description: The City's elected officials, its departments and staff are the Office's primary clients. Services include oral advice, written opinions, support of the City's procurement activities, and liaison services for the City Council and its committees.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of requests received for advice, procurement support or other services	1,467	1,382	1,512	1,663	1,663
Average number of requests for service per attorney	133	126	137	151	151

Explanation of Key Performance Measures: These performance measures are used to manage divisional workload and staff. The Office has entered into service agreements with individual City departments. These

service agreements set out the mutual departmental expectations and obligations so that legal services can be effectively, efficiently and promptly delivered.

In 1999, the Office established a Code Compliance Unit, which is designed to focus legal resources on violations of the Minneapolis City Code. In July 2001, the Tenant Remedies Action Demonstration Project, a major responsibility for this unit, began. That initiative is designed to evaluate whether utilizing the Tenant Remedies Act is a more effective method of addressing certain rental housing code violations. Thus far, the results suggest that it is a highly effective tool.

Similar activities occurred in 2000 regarding the City's fire code. Working with the Fire Prevention Bureau, a Uniform Fire Code Enforcement Plan was developed and adopted by the City Council. This plan establishes the City's regulatory objectives and the criteria for prioritizing Fire Code enforcement actions.

Service Activity: Provide High Quality Legal Services To the City's Independent Boards and Commissions.

Description: The City's independent boards and commissions also are clients of the office. Services include oral advice, written opinions, support of the independent boards and commissions' procurement activities, and liaison services.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of requests received for advice, procurement support or other services	166	190	122	134	134
Average number of requests for service per attorney	83	95	61	67	67

Explanation of Key Performance Measures: These performance measures are used to manage divisional workload and staff. Two Assistant City Attorneys are assigned to the Minneapolis Community Development Agency and Assistant City Attorneys provide legal services to the Library Board. Significant legal resources were dedicated to the expansion of the Convention Center and are supporting the construction of the new central library. In addition, the Office provides legal services to the Civil Service Commission, the Civil Rights Commission, the Board of Estimate and Taxation, and the Charter Commission. In 2001 and 2002, the Charter Commission and Redistricting Commission have been advised and represented on the decennial redistricting activities.

Financial Analysis:

The City Attorney 2003 Adopted Budget is 8.10%, or \$740,880, higher than the 2002 Adopted Budget across all funds. Most of the increase is attributable to personnel costs (\$618,953). Health insurance and salary increases make up the larger portions of the increase. The Mayor recommended a target strategy that adds 1.0 FTE to the Civil Division to provide in-house legal services for the MCDA. The Council did not concur with this strategy. The Council instead adopted the target strategy to renegotiate the office lease, with the savings applied toward City Attorney's office for work on traffic enforcement, ethics, development counsel and livability crimes.

The General Fund and Self-Insurance Fund are the main funding sources for the Attorney. The Federal Grants Fund, and Other Grants Fund make up the remaining sources of funding. The 2003 Adopted Budget for the General Fund increased 6.6%, while the Self-Insurance Fund budget increased 12.0%. The only non-personnel expenditure item that increased significantly was the office space lease (\$94,000 increase under the current lease agreements at the Metro Center and with Hennepin County). Federal grant revenues are expected to remain at the same levels as last year, but state grant funding is projected to decrease.

Additional target strategy reductions adopted during 2002 included the elimination of a Managing Attorney in the Criminal Division, a vacant condemnation Attorney, along with a vacant Paralegal in the Civil Division. The Council approved funding the temporary Assistant City Attorney II for the Central Library Project through December 31, 2004 to be billed to the Library Capital Fund. Federal Block Grants have continued to decrease, so a higher proportion of FTEs will be funded through the Self-Insurance Fund for 2003. During 2002, the City Attorney received grant funding for an additional Assistant City Attorney.

The Council approved a decision package for the funding for a Civil Division condemnation attorney and paralegal in 2001. The decision package was funded by a reduction in the outside legal services budget. In 2000, decision packages were adopted to fund the shortfall amounts for Federal Block Grant supported Criminal Division positions (General Fund), and to fund a code compliance Attorney in the Civil Division (Self-Insurance Fund).

Summary of Target Strategies:

The City Attorney's Office proposal for 2003 budget reductions has three components: (1) renegotiate the City Attorney's Office lease (\$86,000 savings), (2) provide all in-house legal services to the Minneapolis Community Development Agency (\$186,000 net City savings), and (3) charge the Library Board for the actual cost of legal services provided by the City Attorney's Office.

The Mayor has recommended the target strategy proposing to provide all in-house services to the MCDA (+1.0 FTE). The Council did not concur with this target strategy. In addition, the Council adopted the motion for the City representatives on the Criminal Justice Coordinating Committee to bring City plans to the attention of Hennepin County. The Council also adopted the motion to waive the procurement policy to allow the City Attorney to proceed without a "Request For Proposal" for renegotiation of the office lease.

Title: Renegotiate Office Lease

Fund # 6900

Agency # 140

Organization # 1440

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6900	(\$86,000)			Renegotiate Office Lease

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Expense: -\$0-

Revenue:

Council Adopted:

The Council recommends this strategy with the savings added back for work on traffic enforcement, ethics, development counsel and livability crimes.

Expense: -\$0-

Revenue:

Proposal Description:

The City Attorney's Office leases 34,573 square feet of space in the Metropolitan Centre. The lease expires June, 2005. Because of the current commercial real estate market conditions, it may be possible to reduce significantly the City's lease payments for CYs 2003, 2004, and 2005. These savings could begin as early as January 1, 2003. This portion of the budget reduction strategy proposes renegotiating the City Attorney's Office lease and extending its expiration date to June 30, 2010. Preliminary estimates suggest CY 2003 savings in the range of \$63,960 to \$110,634. \$86,443 is proposed for CY 2003 savings. Additional savings could occur in CY 2004 and CY 2005.

In order to accomplish these savings, it is necessary to begin immediately the negotiation process. This requires the City Council to authorize these negotiations and to decide whether the commercial real estate consultant needed to renegotiate the lease would be selected through a Request for Proposal (RFP) process. If an RFP process is used, it becomes even more critical that the authority to renegotiate the lease be given as soon as possible so that maximum time would be available to accomplish these savings prior to the adoption of the 2003 budget.

Title: Provide In-House Legal Services to MCDA

Fund # 6900

Agency # 140

Organization # 1440

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6900	+\$47,000	\$233,000	+1.0	1.0 Paralegal

Mayor's Recommendation:

The Mayor recommends this strategy. These increased revenues decrease the general fund requirements to the Self-Insurance Fund.

Expense: +\$47,000

Revenue: \$233,000

Council Adopted:

The Council does not concur with this strategy. The Council reversed this change, funding the Self-Insurance Fund from other sources. This action does not indicate staffing decisions but it is expected that the City Attorney will allocate staff resources according to City Priorities.

Expense: -\$0-

Revenue: -\$0-

Proposal Description: Minneapolis Code of Ordinances, Section 422.140 provides: "The City Attorney shall be legal counsel for the agency. The agency may retain its own legal counsel in accordance with administrative procedures approved by the City Council and/or utilize the services of the City Attorney's Office". The MCDA has elected to use the City Attorney's Office only partially for its legal service needs. The MCDA employs 2 assistant development counsels (in addition to the Chief Development Counsel who is in charge of the Legal/Real Estate Department). The CY 2003 salary and benefit cost for the 2 assistant development counsels is \$233,000. The City Attorney's Office proposes to provide all in-house legal services to the MCDA through a combination of 3 existing attorney positions (2 assistant city attorneys are currently assigned to the MCDA) and 1 new paralegal position. A well-trained paralegal could handle certain of the routine activities now handled by an assistant development counsel. Accordingly, this proposal includes the addition of 1 paralegal position to the City Attorney's Office, Civil Division (6900). The current cost for 1 paralegal position is \$47,000. The net savings to the City by this part of the budget proposal is \$186,000.

Describe how the proposal impacts your service activities and performance measures: The proposed 2003 target strategy is consistent with the Office's mission, service activities and performance measures. The proposal to provide all in-house legal services to the Minneapolis Community Development Agency includes minimal staffing. Although economies are anticipated to be achieved in "merging" the two legal services functions, future legal services needs may require revisiting the proposed staffing plan.

Title: Charge Library Board for Legal Services

Fund # 6900

Agency # 140

Organization # 1440

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6900		\$18,500		

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Expense:

Revenue: -\$0-

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense:

Revenue: -\$0-

Proposal Description:

Minneapolis City Charter Chapter 3, Section 7 provides that the City Attorney is the attorney for various boards of the City, including the Minneapolis Library Board. The City Attorney's Office has provided legal services to the Board for years. The Office has not charged the Board for those services. Reviewing the files for 1999, 2000 and 2001, the City Attorney's Office has provided services valued as follows: 1999 - \$14,767; 2000 - \$18,530; 2001 - \$19,699. These figures do not include any costs associated with the new Central Library Project. This part of the City Attorney's Office budget reduction strategy proposes that the Library Board be charged for legal services. This could be accomplished in two ways. The City Attorney's Office could bill, on a monthly basis, the actual cost of the legal services provided in the preceding month. Alternatively, the City and the Library Board could enter into a retainer agreement and agree to pay a monthly fee for all legal services, except for those associated with capital projects and litigation. Of these two options, I recommend that the Library Board be charged the actual costs of the legal services it is receiving. Accordingly, this portion of the budget reduction strategy proposes a \$18,500 increase in revenue from the Library Board. This proposal is based on the range of costs outlined above.

ATTORNEY

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	0	534	0	0	0.0%	0
Contractual Services	743,198	596,350	816,439	879,455	7.7%	63,016
Equipment	719	1,837	8,322	8,488	2.0%	166
Fringe Benefits	537,034	600,827	625,558	699,795	11.9%	74,237
Operating Costs	171,530	198,951	69,453	71,592	3.1%	2,139
Salaries and Wages	2,627,327	3,234,458	2,835,599	2,983,497	5.2%	147,898
Total for General Fund - City	4,079,808	4,632,957	4,355,371	4,642,827	6.6%	287,456
Internal Service Funds						
Capital Outlay	0	1,633	0	0	0.0%	0
Contractual Services	599,784	678,493	409,970	464,857	13.4%	54,887
Equipment	3,812	12,180	0	0	0.0%	0
Fringe Benefits	544,181	575,575	738,373	876,162	18.7%	137,789
Operating Costs	213,664	200,577	51,832	53,551	3.3%	1,719
Salaries and Wages	2,590,266	2,808,414	3,131,724	3,455,612	10.3%	323,888
Total for Internal Service Funds	3,951,707	4,276,872	4,331,899	4,850,182	12.0%	518,283
Special Revenue Funds						
Contractual Services	0	62	0	0	0.0%	0
Fringe Benefits	100,248	64,939	157,622	172,823	9.6%	15,201
Salaries and Wages	498,349	411,605	307,237	227,177	-26.1%	-80,060
Total for Special Revenue Funds	598,598	476,606	464,859	400,000	-14.0%	-64,859
Total for ATTORNEY	8,630,113	9,386,436	9,152,129	9,893,009	8.1%	740,880

ATTORNEY
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Service	29,580	18,189	20,000	10,000	-50.0%	-10,000
<i>Total for General Fund - City</i>	29,580	18,189	20,000	10,000	-50.0%	-10,000
Internal Service Funds						
Charges for Service	227,333	261,325	300,000	445,968	48.7%	145,968
Other Misc Revenues	0	1,882	0	0	0.0%	0
<i>Total for Internal Service Funds</i>	227,333	263,207	300,000	445,968	48.7%	145,968
Special Revenue Funds						
Federal Government	0	123,898	325,000	325,000	0.0%	0
State Government	289,481	53,675	138,000	75,000	-45.7%	-63,000
<i>Total for Special Revenue Funds</i>	289,481	177,572	463,000	400,000	-13.6%	-63,000
Total for ATTORNEY	546,393	458,969	783,000	855,968	9.3%	72,968

ATTORNEY
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ATTORNEY						
General Fund - City						
Salaries and Wages	0	0	-96,000	0	-100.0%	96,000
Total for General Fund - City	0	0	-96,000	0	-100.0%	96,000
Internal Service Funds						
Fringe Benefits	0	0	0	0	0.0%	0
Total for Internal Service Funds	0	0	0	0		0
Total for ATTORNEY	0	0	-96,000	0	-100.0%	96,000
CIVIL DIVISION						
Internal Service Funds						
Capital Outlay	0	1,633	0	0	0.0%	0
Contractual Services	599,784	678,493	409,970	464,857	13.4%	54,887
Equipment	3,812	12,180	0	0	0.0%	0
Fringe Benefits	544,181	575,575	738,373	876,162	18.7%	137,789
Operating Costs	213,664	200,577	51,832	53,551	3.3%	1,719
Salaries and Wages	2,590,266	2,808,414	3,131,724	3,455,612	10.3%	323,888
Total for Internal Service Funds	3,951,707	4,276,872	4,331,899	4,850,182	12.0%	518,283
Total for CIVIL DIVISION	3,951,707	4,276,872	4,331,899	4,850,182	12.0%	518,283
CRIMINAL DIVISION						
General Fund - City						
Capital Outlay	0	534	0	0	0.0%	0
Contractual Services	743,198	596,350	816,439	879,455	7.7%	63,016
Equipment	719	1,837	8,322	8,488	2.0%	166
Fringe Benefits	537,034	600,827	625,558	699,795	11.9%	74,237
Operating Costs	171,530	198,951	69,453	71,592	3.1%	2,139
Salaries and Wages	2,627,327	3,234,458	2,931,599	2,983,497	1.8%	51,898
Total for General Fund - City	4,079,808	4,632,957	4,451,371	4,642,827	4.3%	191,456
Special Revenue Funds						
Contractual Services	0	62	0	0	0.0%	0
Fringe Benefits	100,248	64,939	157,622	172,823	9.6%	15,201
Salaries and Wages	498,349	411,605	307,237	227,177	-26.1%	-80,060
Total for Special Revenue Funds	598,598	476,606	464,859	400,000	-14.0%	-64,859
Total for CRIMINAL DIVISION	4,678,406	5,109,564	4,916,230	5,042,827	2.6%	126,597
Total for ATTORNEY	8,630,113	9,386,436	9,152,129	9,893,009	8.1%	740,880

ATTORNEY
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Criminal	61.83	65.83	63.83	60.96	-4.50%	(2.87)
Civil	43.67	47.67	47.67	49.67	4.20%	2.00
Total FTE's	105.50	113.50	111.50	110.63	-0.78%	(0.87)

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.

Primary Businesses:

Information Management: Coordinate Council Committee activities; Guide the City's management of electronic and paper records; Maintain access to current and past Council actions; Provide historical and reference information for public and 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

Key Trends and Challenges Impacting the Department:

Enterprise Information Management: Internal policies and procedures

The City needs to develop policies and procedures integrating and governing information management systems. These include citywide document management standards, Web site governance and information system purchase and implementation policies. Integration of these systems into an enterprise information system will require coordination of policy makers in the Clerk, Attorney, Coordinator and Information Services departments.

Citizen Access to Information: External strategies to increase citizen participation

The Clerk's Department will continue efforts to provide easily accessible, quality information to the public concerning Council issues and actions. These efforts include completing electronic information of staff inputs and committee actions, Council chamber automation including speaker's lists and voting and Web presentation of all Council activities.

Enterprise Records and Information Management: The City began building enterprise systems with Human Resources and Finance over the last three years. The need now is to expand to information management systems so there will be effective and efficient policies and procedures across all city departments for the production, use, storage and destruction of paper and electronic records. This effort requires an initial investment of \$200,000, and a leadership and staff commitment from the City Coordinator, City Clerk, City Attorney and the Chief Information Officer. Without this coordinated investment, each of these departments will continue to pick away at the problems in a piece-meal manner, providing crisis management instead of a permanent solution.

Current Problems:

1. Document Management Standards: No enterprise policies or guiding principles covering electronic information management. No consistent application of standards for document management, data ownership or security. No department policies consistent across the organization. Without consistent records management practices, transfer of personnel or functions and mergers of divisions or departments is much more difficult.
2. Web Sites: No consistent standards for what has to be on the department's web site and how that information is maintained. Some department sites have inadequate information others have information that's not useful from a public perspective.
3. Hardware and software: Computer systems are not designed and implemented with consideration for records management legal requirements or cost effectiveness. More is purchased than is needed and less is used than is available. Instead of efficiently managing information, bigger server capacity is purchased, as current servers become full.
4. Efficiency: Information is not always found or shared. Productivity suffers by searching for files because systems are inadequate and unorganized. With lack of consistent organization of information across departments, the ability to share information is lost. Additionally, document volume increases every year, compounding the problem.

The cost of doing nothing:

1. Lawsuits: Requests for records in lawsuits become extremely costly because paper and electronic systems take hundreds of hours to search. Records produced by unreliable or unauthenticated systems may not be viable in court.
2. Disaster: If there was a fire in the tower, all records could be lost because the Records Center does not meet basic fire and safety standards. Records stored in other parts of the city - both paper and electronic - do not have disaster recovery plans.
3. Uncontrolled Costs: Costs will continue to escalate for hardware, software, staff time, and storage space for mixed or duplicate records. The City will continue to buy its way out of current problems unless a long-term solution is found.

Suggested Work Plan:

1. Form a Policy Team consisting of the City Coordinator, City Clerk, City Attorney and Chief Information Officer.
2. Form a Work Group consisting of the City Records Manager/Data Compliance Officer, an Assistant City Attorney, the City Web Master, the Communications Director and the ITS Development Director.
3. Conduct an audit of current systems and an inventory of information, identifying technology, communications, training and records management issues.
4. Target high-risk and high-impact issues that need immediate action.
5. Develop enterprise policies, procedures and a 5-year implementation plan.

Key Enterprise Outcome Measures Influenced by the: Office of the City Clerk

1. Increase number of people using the City's online services
2. Increase the percentage of people who live and work in Minneapolis that report satisfaction with City services

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% Citizens who have visited the City's website based on data from citizen survey	N/A	23%	N/A	30%	30%
% residents who rate Minneapolis' efforts at communicating with its citizens as good or very good	N/A	49%	N/A	55%	55%
# visits to the Clerk's webpage	Data not available	107,675	71,096	75,000	75,000

Explanation of Performance Data for Key Enterprise Outcome Measures:

It's important to note that the first two measures are based on the citizen survey, which is only done every other year. While the Clerk's Office is committed to citizen access through the Web, the Clerk's Office only partially influences these measures for the enterprise.

Primary Business: Information Management

(Service activities and performance measures sorted by business)

Service Activity: Committee Coordinators - Coordinate Council Committee activities

Description: Provide administrative services to City Council standing committees, Executive committee, Charter Commission, Committee of the Whole, and City Council meetings to insure that all proceedings follow legal requirements and are accurately reflected.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Council committee meetings coordinated per coordinator	30	30	30	30	30
Avg. # of agenda items per Committee Coordinator per year	375	380	380	378	378
Cost of City Council official publications	\$77,209	\$85,187	\$92,000	\$93,840	\$93,840
Council meetings coordinated	52	23	24	24	24
Charter Commission meetings coordinated	12	12	14	12	12
Executive Committee meetings coordinated	22	25	30	25	25
Official council proceedings published to the City Web site	52	32	28	24	24

Explanation of Key Performance Measures:

E-packets - Committee Coordinators create electronic packets for all committee meetings so there is quick and easy access of this information to the Council Members and the public.

Service Activity: Records Management - Guide the City's management of electronic and paper records

Description: Provide uniform and consistent guidance for the management of all City records including existing paper and electronic records and records created from evolving technologies such as e-mail, Web postings, GIS and electronic commerce. Maintain inactive records held in the City Records Center and the collection of historical records held in the City Archives.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Data practice requests involving Records Manager	no data	no data	80	100	100
% of data practices requests that are fulfilled in statutorily defined timeframes	no data	no data	100%	100%	100%
Retrieved and re-filed records per year per FTE	3,187	2,808	3,000	3,000	3,000
% retrieval of requested records within two hours of receipt of request	99%	99%	99%	99%	99%

Explanation of Key Performance Measures:

In 2003, the Records Management area expects to begin Phase III of the Records Redesign Project to schedule department specific records not currently covered under the City of Minneapolis General Retention Schedule.

Service Activity: Council Information - Maintain public access to current and past Council actions

Description: Provide information on past and current Council actions. Catalog Council proceedings and associated documents. Maintain the City Charter and Code of Ordinances. Manage the department's office technology systems.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of Official Proceedings created; published on Web; and proofread within five (5) working days	80%	95%	100%	100%	100%
% Council Committees agendas with supporting documentation on the Internet	N/A	20%	100%	100%	100%
Council proceeding pages proofread and indexed	1,327	1,432	1,500	1,419	1,419
Ordinances passed	150	182	300	180	180
Contracts processed	536	738	N/A		
% Response to current and historical inquiries within stated goals; researched within 3 working days unless specified	100%	100%	100%	100%	100%

Explanation of Key Performance Measures:

The Council Information area creates council proceedings and publishes on the Internet with a watermark stating "Unofficial pending Mayors Signature" the Tuesday after the meeting for faster citizen access. Indexing the final version of the proceedings (petition references, committee reports, ordinances, resolutions and motions) provides a logical tool for accessing historical and current actions.

Publishing Council Committee agendas with supporting documentation on the Internet started in 2001 with two committees. In 2002, all standing committees have an electronic agenda with the supporting documents linked for citizen access off the Internet. The process used for creating e-packets demands cooperation from City departments as well as Clerk's staff.

The number of ordinances passed in 2002 will likely be much higher than the average due to a change in licensing fee schedules that will put fee schedules in one section rather than throughout the Code.

In 2002 a process change occurred that eliminated the requirement for the Clerk's signature.

Council Information Division has spent much of 2002 working on the electronic voting package in the Council Chambers.

Service Activity: Administration and Customer Service - Provide public access to City services through referrals and by answering questions about City policies and procedures

Description: Provide support services for City Council and City Clerk offices including managing budget, personnel issues and coordinating customer services.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of workforce: people of color female	12% 76%	12% 73%	17% 82%	20% 77%	20% 77%
Special Council permits	242	174	182	199	199
Block event permits	837	810	825	830	830
Board of equalization applications	107	100	182	150	150
Approximate cost to fill open appointments					
Domestic partner applications processed	73	49	54	60	60

Explanation of Key Performance Measures:

The Customer Service area assists in the process of creating electronic packets for all committee meetings, Update Council Member Web pages. Costs to fill open appointments will be measured beginning in 2003.

Service Activity: Municipal Information Library - Provide reference and historical information to City employees and the public

Description: Provide library reference and current awareness services to City employees, manage a collection of City of Minneapolis documents and other publications of interest to City officials and employees. Respond to reference questions from the public pertaining to City of Minneapolis City government.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Research projects completed	664	803	780	800	800
Cost per project	\$72.88	\$64.83	\$56.55	\$69.78	\$69.78
Documents delivered	1,923	2,768	2,780	2800	2800
% of research requests completed within negotiated time frame	100%	100%	100%	100%	100%
Items added to collection	960	1,657	1,000	1,200	1,200

Explanation of Key Performance Measures:

Primary Business: Printing and mailing services for City departments

(Service activities and performance measures sorted by business)

Service Activity: Copy and Mail Center

Description: Provide mail service and high quality, low cost copying and duplicating services to all departments located in City Hall and other City offices in the downtown area.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
High speed impressions per year	11.7 million	9.5 million	9 million	9.2 million	9.2 million
% of orders completed within customer time frame with percent meeting quality expectations	98%	98%	98%	98%	98%
Convenience copier impressions per year	7.037 million	6.969 million	7 million	7 million	7 million
Pieces of City interoffice mail processed per FTE per year	190,000	190,000	175,000	170,000	170,000
Pieces of United States Postal Service (USPS) mail processed	1.42 million	1.3 million	1.3 million	1.3 million	1.3 million

Explanation of Key Performance Measures:

High speed copying is on a downturn due to tightened departmental budgets and the increasing use of e-mail and other electronic communication. Pieces of interoffice mail distributed has also declined because of electronic mail dissemination of information in lieu of hard copy.

Primary Business: Elections and voter registration

(Service activities and performance measures sorted by business)

Service Activity: Manage election process and maintain voter registration records for city residents

Description: Conduct well-organized and accurate elections, which facilitates the maximum participation of all Minneapolis residents eligible to vote. Ensure that all elections are in compliance with Federal, State, and City election laws. Maintain a voter registration data base of over 200,000 Minneapolis residents.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
New Election judges recruited	700	283	1000	200	200
Election judges trained and staffed on primary and general election	2,711	2,160	2,500	N/A	N/A
Number of ballots cast	225,324	149,559	200,000	N/A	N/A
Average cost per ballot cast	\$4.09	\$6.08	\$4.30	N/A	N/A
% precincts reporting results within 30 minutes of polls closing	75%	85%	90%	N/A	N/A
Voter registration data processed in statewide voter registration system	83,269	20,222	36,135	15,000	15,000
Voter data entered per FTE	9,252	5,055	9,033	5,000	5,000

Explanation of Key Performance Measures:

Costs vary by type of election year due to cost allocation procedures established within state election laws (e.g. City pays for ballot printing costs in City election years). In high volume years such as the presidential and state elections, temporary employees are utilized to keep overtime costs down.

In 2003, the Elections Office will institute a more formal, comprehensive quality assurance review process for evaluating election judge and polling place operations to determine error ratio per ballot cast and will use that as a future performance measure.

Financial Analysis:

For the 2003, General Fund budget, the Office of City Clerk and Elections & Registrations proposed, the Mayor recommended, and Council adopted target strategy reductions totaling \$22,700. These savings can be achieved with office holiday closure and budgetary leaves-of-absence without pay. The Department is requesting additional funding to expand and secure efforts for "Enterprise Records and Information Management" (refer to the "Key Trends and Challenges" section).

For 2003, the Department estimates that it will contribute \$27,000 General Fund revenue from printing records and fee income. This estimate has been reduced by 19.4% from 2002 to reflect actual reductions in sales of printed records. Internal Service Fund revenue from the Print Shop and the Copy Center of \$1.4 million is equally offset by operations expenses. Reflecting a declining demand for copy services due to increased use of online resources, these Internal Service Fund revenue estimates have been lowered by 11% for 2003.

On the expense side, the Department's \$4.6 million budget is funded 69% from the General Fund and 31% from the Internal Service Fund. The Elections & Registrations division budget is \$900,000, funded 100% from the General Fund. From 2002 to 2003, Elections & Registrations' one-time County-funded Redistricting budget was removed, reducing both expenses and revenue by \$95,700. For 2003, to consolidate inter-governmental related expenses into one area, budget amounts totaling approximately

\$110,000 have been transferred from the City Clerk's budget to the Intergovernmental Relations Department budget.

The 2003 total Clerk's expense budget has been reduced for the completion of one-time equipment upgrades approved as Decision Packages in 2002. From 2002 to 2003, General fund expense levels were reduced as the result of the City's \$5.2 million budget cuts: the Clerk office eliminated 3.0 vacant positions including two Council support staff personnel. Elections & Registrations reduced its level of funding for Election Judges for the equivalent of 1.0 position. For 2003, the number of Election Judges has been reduced by an equivalent of 2.75 FTE as a one-time item to account for election year demands. The 2002 budget includes targeted savings of \$76,000 including savings from voluntary leaves without pay, office closure over holidays, and the deferment of purchases of supplies and equipment.

Summary of Target Strategies:

Title: Close Municipal Information Library

Fund # 0100	Agency # 260	Organization # 2611
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<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$78,134)	\$0.00	0.00	None

Mayor's Recommendation:

The Mayor does not recommend this strategy

Council Adopted:

The Council does not recommend this strategy

Expense:

Revenue:

Proposal Description: The Municipal Information Library is a joint project of the Minneapolis Public Library (MPL) and the City Clerks Office. The City Clerk pays the services of 1.0 FTE Librarian III and 1.0 FTE college intern, usually in a library school. The Librarian III is an employee of the MPL. The library would close on January 1, 2003 and the collection would be distributed to other collections or thrown out.

Describe how the proposal impacts your service activities and performance measures:

Title: Defer Purchase of Equipment

Fund # 0100	Agency # 260	Organization # 2611
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<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$24,378)	\$0.00	0.00	None

Mayor's Recommendation:

The Mayor does not recommend this strategy

Council Adopted:

The Council does not recommend this strategy

Expense:**Revenue:**

Proposal Description: Defer the purchase of equipment such as faxes, scanners, transcribing machines, printers, replacement computers, etc.

Describe how the proposal impacts your service activities and performance measures: Other than more frequent repairs, deleting the funds for one year will have a minimal impact on ongoing operations.

Title: Holiday Closure

Fund # 0100

Agency # 260

Organization # 2611

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$10, 500)	\$0.00	0.00	None

Mayor's Recommendation:

The Mayor recommends this strategy

Council Adopted:

The Council concurs with this recommendation

Expense: (\$10,500)**Revenue:**

Proposal Description: To close the City Clerks Office for four days during Christmas week. For employees, it would count as voluntary leave without pay. Any employee who wanted to work any or all of Christmas week would be allowed to do so. The expectation is that a majority of the staff will take some leave without pay during that week.

Describe how the proposal impacts your service activities and performance measures: Service might be minimally affected, but there will always be staff present to assist customers. Christmas week is typically the quietest week of the year as far as citizen assistance is concerned.

Title: Leaves of Absence

Fund # 0100

Agency # 260

Organization # 2611

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$12,200)	\$0.00	0.00	None

Mayor's Recommendation:

The Mayor recommends this strategy

Council Adopted:

The Council concurs with this recommendation

Expense: (\$12,200)

Revenue:

Proposal Description: Beginning in 2001, the City Clerks Office successfully proposed leaves of absence without pay. The Clerk's Office continued the voluntary program into 2002. Leave without pay is granted for time beyond the normal paid vacation or sick leave.

Describe how the proposal impacts your service activities and performance measures:

Continuing leaves of absence without pay will have a minimum impact on services because it is only done on a preapproved basis. If an employees' workload will not allow leave without pay, none will be granted. City Clerk employees are cross-trained to cover other responsibilities in case of absences.

CITY CLERK
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	491,164	493,068	413,404	411,732	-0.4%	-1,672
Equipment	13,878	13,581	52,034	37,774	-27.4%	-14,260
Fringe Benefits	424,887	434,255	518,627	529,928	2.2%	11,301
Operating Costs	199,969	231,423	219,430	118,680	-45.9%	-100,750
Salaries and Wages	2,073,115	2,145,812	2,143,937	2,119,652	-1.1%	-24,285
Total for General Fund - City	3,203,012	3,318,140	3,347,432	3,217,766	-3.9%	-129,666
Internal Service Funds						
Contractual Services	711,598	721,875	813,668	829,942	2.0%	16,274
Equipment	50,082	160,321	223,000	125,460	-43.7%	-97,540
Fringe Benefits	46,714	40,417	59,360	62,853	5.9%	3,493
Operating Costs	202,227	213,401	284,704	239,413	-15.9%	-45,291
Salaries and Wages	160,307	163,975	182,398	187,815	3.0%	5,417
Total for Internal Service Funds	1,170,929	1,299,989	1,563,130	1,445,483	-7.5%	-117,647
Total for CITY CLERK	4,373,941	4,618,129	4,910,562	4,663,249	-5.0%	-247,313

CITY CLERK - ELECTIONS
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	184,739	221,314	233,627	166,456	-28.8%	-67,171
Equipment	2,755	257	15,717	5,100	-67.6%	-10,617
Fringe Benefits	73,623	75,917	87,234	85,461	-2.0%	-1,773
Operating Costs	26,463	23,580	31,772	25,337	-20.3%	-6,435
Salaries and Wages	634,283	650,708	626,014	618,013	-1.3%	-8,001
<i>Total for General Fund - City</i>	921,862	971,776	994,364	900,367	-9.5%	-93,997
Total for CITY CLERK - ELECTIONS	921,862	971,776	994,364	900,367	-9.5%	-93,997

CITY CLERK
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	9,842	8,196	3,500	2,000	-42.9%	-1,500
Charges for Service	10,800	8,200	13,000	8,000	-38.5%	-5,000
Licenses and Permits	19,469	15,950	15,000	15,000	0.0%	0
Other Misc Revenues	53,739	66,755	2,000	2,000	0.0%	0
Total for General Fund - City	93,850	99,101	33,500	27,000	-19.4%	-6,500
Internal Service Funds						
Charges for Sales	0	-5,800	0	0	0.0%	0
Charges for Service	1,349,647	1,334,311	1,626,300	1,416,707	-12.9%	-209,593
Gains	-2,722	769	0	0	0.0%	0
Other Misc Revenues	500	0	0	30,000	0.0%	30,000
Total for Internal Service Funds	1,347,425	1,329,280	1,626,300	1,446,707	-11.0%	-179,593
Total for CITY CLERK	1,441,275	1,428,381	1,659,800	1,473,707	-11.2%	-186,093

CITY CLERK - ELECTIONS
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	2,174	803	1,000	1,000	0.0%	0
Charges for Service	230	1,440	67,500	67,500	0.0%	0
Local Government	0	0	95,700	0	-100.0%	-95,700
Other Misc Revenues	0	375	0	0	0.0%	0
<i>Total for General Fund - City</i>	2,404	2,618	164,200	68,500	-58.3%	-95,700
Total for CITY CLERK - ELECTIONS	2,404	2,618	164,200	68,500	-58.3%	-95,700

CITY CLERK
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
CENTRAL MAILING						
Internal Service Funds						
Contractual Services	500,857	520,339	571,106	582,528	2.0%	11,422
Equipment	0	30,372	0	0	0.0%	0
Fringe Benefits	8,046	7,867	9,387	10,479	11.6%	1,092
Operating Costs	4,266	4,015	4,179	4,335	3.7%	156
Salaries and Wages	25,724	24,878	27,739	29,097	4.9%	1,358
Total for Internal Service Funds	538,893	587,471	612,411	626,439	2.3%	14,028
Total for CENTRAL MAILING	538,893	587,471	612,411	626,439	2.3%	14,028
CITY CLERK - TOTAL						
General Fund - City						
Salaries and Wages	0	0	-78,000	0	-100.0%	78,000
Total for General Fund - City	0	0	-78,000	0	-100.0%	78,000
Total for CITY CLERK - TOTAL	0	0	-78,000	0	-100.0%	78,000
CITY CLERK OPERATIONS						
General Fund - City						
Contractual Services	491,164	493,068	413,404	411,732	-0.4%	-1,672
Equipment	13,878	13,581	52,034	37,774	-27.4%	-14,260
Fringe Benefits	424,887	434,255	518,627	529,928	2.2%	11,301
Operating Costs	199,953	231,423	219,430	118,680	-45.9%	-100,750
Salaries and Wages	2,073,115	2,145,812	2,221,937	2,119,652	-4.6%	-102,285
Total for General Fund - City	3,202,996	3,318,140	3,425,432	3,217,766	-6.1%	-207,666
Total for CITY CLERK OPERATIONS	3,202,996	3,318,140	3,425,432	3,217,766	-6.1%	-207,666
COPY CENTER						
General Fund - City						
Operating Costs	16	0	0	0	0.0%	0
Total for General Fund - City	16	0	0	0		0
Internal Service Funds						
Contractual Services	210,741	201,536	242,562	247,414	2.0%	4,852
Equipment	50,082	129,949	223,000	125,460	-43.7%	-97,540
Fringe Benefits	38,668	32,549	49,973	52,374	4.8%	2,401
Operating Costs	197,962	209,386	280,525	235,078	-16.2%	-45,447
Salaries and Wages	134,583	139,098	154,659	158,718	2.6%	4,059
Total for Internal Service Funds	632,036	712,518	950,719	819,044	-13.9%	-131,675
Total for COPY CENTER	632,052	712,518	950,719	819,044	-13.9%	-131,675
Total for CITY CLERK	4,373,941	4,618,129	4,910,562	4,663,249	-5.0%	-247,313

CITY CLERK - ELECTIONS
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
<i>ELECTIONS & REGISTRATION</i>						
General Fund - City						
Contractual Services	184,739	221,314	163,192	166,456	2.0%	3,264
Equipment	2,755	257	5,000	5,100	2.0%	100
Fringe Benefits	73,623	75,917	87,234	85,461	-2.0%	-1,773
Operating Costs	26,463	23,580	26,602	25,337	-4.8%	-1,265
Salaries and Wages	634,283	650,708	616,636	618,013	0.2%	1,377
Total for General Fund - City	921,862	971,776	898,664	900,367	0.2%	1,703
Total for ELECTIONS & REGISTRATION	921,862	971,776	898,664	900,367	0.2%	1,703
<i>Redistricting</i>						
General Fund - City						
Contractual Services	0	0	70,435	0	-100.0%	-70,435
Equipment	0	0	10,717	0	-100.0%	-10,717
Operating Costs	0	0	5,170	0	-100.0%	-5,170
Salaries and Wages	0	0	9,378	0	-100.0%	-9,378
Total for General Fund - City	0	0	95,700	0	-100.0%	-95,700
Total for Redistricting	0	0	95,700	0	-100.0%	-95,700
Total for CITY CLERK - ELECTIONS	921,862	971,776	994,364	900,367	-9.5%	-93,997

CITY CLERK
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Operations	47.75	46.00	46.00	43.00	-6.52%	(3.00)
Central Mailing	0.80	0.80	0.80	0.80	0.00%	-
Central Copy Center	4.70	4.70	4.70	4.70	0.00%	-
Elections & Registration	27.00	25.50	27.75	24.00	-13.51%	(3.75)
Total FTE's	80.25	77.00	79.25	72.50	-8.52%	(6.75)

Expense Information for City Coordinator

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Contractual Services	19,316	-293	250,000	0	-100.0%	-250,000
Equipment	1,770	327	0	0		0
Fringe Benefits	92,279	105,790	0	7,266		7,266
Operating Costs	4,594	3,081	1,005,798	1,006,363	0.1%	565
Salaries and Wages	379,474	402,984	0	0		0
Total for Capital Projects	497,433	511,890	1,255,798	1,013,629	-19.3%	-242,169
Enterprise Funds						
Capital Outlay	0	3,621	26,000	26,520	2.0%	520
Contractual Services	1,148,730	1,400,699	1,406,392	1,454,673	3.4%	48,281
Equipment	20,647	118,426	469,714	201,548	-57.1%	-268,166
Fringe Benefits	987,753	1,020,322	959,685	1,217,017	26.8%	257,332
Operating Costs	275,982	887,640	1,307,700	2,339,899	78.9%	1,032,199
Salaries and Wages	4,099,582	4,258,775	4,061,946	4,187,911	3.1%	125,965
Total for Enterprise Funds	6,532,693	7,689,483	8,231,437	9,427,568	14.5%	1,196,131
General Fund - City						
Capital Outlay	103,872	109,318	190,000	268,800	41.5%	78,800
Contractual Services	5,548,969	6,489,797	6,609,148	5,547,671	-16.1%	-1,061,477
Equipment	501,809	611,136	325,945	313,526	-3.8%	-12,419
Equipment Labor	0	70	0	0		0
Fringe Benefits	3,819,565	4,121,086	5,516,416	5,958,679	8.0%	442,263
Operating Costs	1,254,039	613,066	-1,882,273	-3,076,474	63.4%	-1,194,201
Salaries and Wages	17,931,889	20,053,346	22,374,882	23,736,996	6.1%	1,362,114
Total for General Fund - City	29,160,143	31,997,820	33,134,118	32,749,198	-1.2%	-384,920
Internal Service Funds						
Contractual Services	9,129,125	11,654,219	9,057,536	7,182,874	-20.7%	-1,874,662
Equipment	576,340	768,272	83,600	391,272	368.0%	307,672
Equipment Labor	56,405	85,385	0	0		0
Fringe Benefits	1,101,823	1,246,419	1,426,670	1,921,034	34.7%	494,364
Operating Costs	682,462	1,293,934	3,047,676	3,571,665	17.2%	523,989
Salaries and Wages	4,758,779	5,728,044	5,989,034	7,688,541	28.4%	1,699,507
Total for Internal Service Funds	16,304,933	20,776,273	19,604,516	20,755,386	5.9%	1,150,870
Special Revenue Funds						
Capital Outlay	116,296	175,090	203,165	228,188	12.3%	25,023
Contractual Services	12,636,600	15,741,225	20,952,497	20,037,302	-4.4%	-915,195
Equipment	1,235,331	630,843	1,355,676	1,003,942	-25.9%	-351,734
Fringe Benefits	1,457,805	1,558,319	2,683,881	3,058,944	14.0%	375,063
Operating Costs	511,876	549,143	1,275,374	1,429,804	12.1%	154,430
Salaries and Wages	5,720,293	6,154,263	8,904,910	9,369,019	5.2%	464,109
Total for Special Revenue Funds	21,678,201	24,808,883	35,375,503	35,127,199	-0.7%	-248,304
Total for City Coordinator	74,173,402	85,784,349	97,601,372	99,072,980	1.5%	1,471,608

**CITY COORDINATOR
Staffing Information**

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Department						
Coordinator Administration	5.00	6.00	5.00	4.00	-20.00%	(1.00)
Office of Cultural Affairs	4.00	4.00	4.00	-	-100.00%	(4.00)
Empowerment Zone	2.00	2.00	3.00	3.00	0.00%	-
Communications	11.00	7.00	7.00	6.80	-2.86%	(0.20)
Grants & Special Projects	10.00	8.00	7.00	6.00	-14.29%	(1.00)
Finance	204.00	202.00	205.00	200.00	-2.44%	(5.00)
Human Resources	56.50	58.50	59.50	57.00	-4.20%	(2.50)
Information Technology	67.35	79.85	81.85	105.10	28.41%	23.25
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%	-
Operations & Regulatory Services	411.65	481.45	503.35	492.19	-2.22%	(11.16)
Community Plng & Econ Devlpm	-	-	-	2.00	-	2.00
Total FTE's	775.50	852.80	879.70	880.09	0.04%	0.39

CITY COORDINATOR'S OFFICE

Mission Statement:

The mission of the City Coordinator's Office is to continually improve the management systems of the City to ensure a high quality, cost-effective, representative local government for the people who live and work in Minneapolis.

Primary Businesses:

The City Coordinator has two primary businesses.

- 1. Management Oversight: The City Coordinator oversees the city's management departments to ensure excellence in service and public accountability.*
- 2. Initiatives Management: The City Coordinator works to coordinate and implement special projects and initiatives as directed by the Mayor and City Council.*

Key Trends and Challenges Impacting the Department:

Newly Elected Political Body. The City Coordinator works closely with the Mayor and City Council to develop and implement city goals and special projects. With the recent election of a new Mayor and 7 new Council Members, the City's elected body has dramatically changed from the one that governed for almost a decade. As a result, the goals and priorities for the City have and will continue to change. The City Coordinator must work to address this reorganization and resulting changes in city policy, priorities and goals.

Limited Financial Resources. The City suffers from limited financial resources. Over the past decade, the City has worked itself into an overburdened internal services fund and misguided development policies. The result has been the lowering of the City's Triple A Bond rating, severe shortages in revenue, and increasing property taxes. On top of this, the state legislature in 2001 changed important property tax laws and development tools further jeopardizing city's financial integrity. The Coordinator must work to address these issues while continuing to provide quality services with less money.

Diversity. Minneapolis' minority population grew at a rate faster than any other city in Minnesota. In addition to the quickly growing African American and Hispanic/Latino communities, the influx of non-English speaking immigrants and new arrivals has brought the City a wealth of culture and unique issues. The Coordinator is challenged to ensure that the community's government is representative of the community it serves.

Key Enterprise Outcome Measures Influenced by the: City Coordinator's Office

1. Increase percentage of people who live and work in Minneapolis that report satisfaction with city services.
2. Improve enterprise performance using accountability and quality service
3. Increase opportunities among citizens for dialogue about their expectations for Minneapolis city government
4. Increase the consistency of elected officials tax-related decisions with a comprehensive municipal tax policy
5. Increase the percentage of city general fund resources coming from other sources than property taxes
6. Increase the percentage of departments which achieve proposed annual target levels within existing budget
7. Increase the percentage of departments with a strong, diverse, competent workforce

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
1.a. % of citizens rating Minneapolis a good place to live 1.b. % increase in citizens who think Minneapolis is a better place to live than 3 years ago	NA	44% 33%	NA		
2.a. % of Department Heads who have stay within budget and meet performance expectations (annual review) 2.b. Implementation of Duffy Report recommendations	NA	NA	NA Implementation of One-Stop Shops		
3. % increase in opportunities for citizens to provide input (internet, community meetings, etc.)	NA	NA	CPED Community Meetings, CRA Redesign, Ethics Task Force, Police Use of Force	Citizen's Survey, Strategic Planning, Public Works	Citizen's Survey, Strategic Planning, Public Works
4. City of Minneapolis credit rating	AAAx3	AAAx2 AA1x1	AAAx2 AA1x1	AAAx2 AA1x1	AAAx2 AA1x1
5.a. % decrease in citywide general fund spending 5.b. % increase in programs/policies that increase general fund revenue					
6. (see number 2)					
7. % increase in number of people of color in workforce (citywide)	18%	19.1%			

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Management Oversight: The City Coordinator oversees the city's management departments to ensure excellence in service and public accountability.

(Service activities and performance measures sorted by business)

Service Activity: Strengthen Management Systems

Description: The City Coordinator oversees the 6 management departments in the City: Communications, Finance, Human Resources, Intergovernmental Relations, ITS, and Operations & Regulatory Services. Performance measures of this service activity highlight the Coordinator's role as the manager of these key city functions.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% customer departments expressing satisfaction with the services provided by Human Resources, ITS and Finance.	NA	NA	NA	80%	80%
Governing Magazine Grade for Management	A				
% of Management departments staying within allocated budget				90%	90%
% increase in Management departments revenue generating activities					
% increase of people of color in management (ACC) departments	2%	-.2%	2.5%		

Explanation of Key Performance Measures:

Service Activity: Assist in developing multi-year financial plan and tax policy

Description: The City Coordinator oversees the Finance Department and takes an active role in working with the Mayor and Ways & Means Chair to develop a multi-year financial plan and responsible tax policy.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Participation on Finance Working Group			Yes	Yes	Yes
Resolutions passed that positively affect the City's Tax Policy			Mayor/Council adoption of tax policy / Independent Board Resolution		
Maintenance of 8% (maximum) annual property tax levy			Mayor/Council adoption of tax policy / Independent Board Resolution		
Direct sound pension fund investment management and practices			Member, MERF Board of Trustees	Member, MERF Board of Trustees	Member, MERF Board of Trustees

Explanation of Key Performance Measures:

Primary Business: Initiatives Management: The City Coordinator works to coordinate and implement special projects and initiatives as directed by the Mayor and Council

(Service activities and performance measures sorted by business)

Service Activity: Coordinate and implement special projects

Description: The City Coordinator is in a unique position as the sole department head tasked with coordinating and implementing a variety of special projects and initiatives to meet elected officials goals and priorities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Lead Strategic Planning	NA	NA	NA	Development of Strategic Planning Work Team and Identification of new City Goals	Development of Strategic Planning Work Team and Identification of new City Goals
Transitioning the City to outsourcing ITS activities			Approval of City Council to outsource key ITS servicing activities.	Sign contract with consultant to transition services to private firm	Sign contract with consultant to transition services to private firm
Redesign of the Civilian Review Authority			Approval of the recommendations for a new process for filing complaints against police approved by City Council.		
Redesign of the Office of Cultural Affairs			In April 2002, the City Council approved the redesign of the OCA and transitioned staff to the Planning Department.		
New Central Library Project milestones achieved			Design of Library approved	Ground breaking for construction	Ground breaking for construction
% of Empowerment Zone goals and objectives met	66%	72%	88%	90%	90%
Support and assist Community Planning and Economic Development Implementation			Member, CPED Staff Advisory Team Passage of resolution supporting CPED	Hire CPED Director	Hire CPED Director

Explanation of Key Performance Measures:

Financial Analysis:

For the 2003 General Fund budget, Coordinator Administration proposed, the Mayor recommended, and Council adopted a budget reduction target strategy, reducing the professional services budget by \$20,000. Coordinator Administration has a \$460,000 budget, including 4.0 personnel FTEs, funded entirely from the General Fund. This reflects a 12.2% reduction from 2002 as funds for the Citizen's survey were transferred to the Finance Department (within the Coordinator group), and from 2002 to 2003, a receptionist position (1.0 FTE) was eliminated from the Coordinator's office as a result of the City's \$5.2 million budget cut.

From 2002 to 2003, and reflected in the total 53% budget reduction in this Department, is the redesign of the Office of Cultural Affairs as a result of the City's \$5.2 million budget cut: both executive/professional positions and administrative positions were eliminated, and one remaining General fund position and one Capital fund position were moved to the City's Planning Department. From 2002 to 2003, \$20,000 of local government grant revenues were shifted from the Coordinator to the Planning department for art-related grants and contributions.

The Special Revenue Funds is the Empowerment Zone (EZ) federal grants administered within the Coordinator's agency. For 2003, the Empowerment Zone office expects to recognize grant funding activity at the same level as 2002. The Empowerment Zone has 3.0 FTEs and a federally funded administrative budget of \$342,329.

Summary of Target Strategies:

Title: 2003 City Coordinator - Administration Budget Reduction Proposal

Fund # 0100

Agency # 840

Organization # 8401

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$20,000)	\$0.00	0.00	Professional Services

Mayor's Recommendation:

The Mayor Recommends this proposal

Council Adopted:

The Council concurs with this recommendation

Expense: (\$20,000)

Revenue:

Proposal Description: Reduce professional services budget by \$20,000

Describe how the proposal impacts your service activities and performance measures: This reduction will limit the City Coordinator's professional services funds, therefore reducing the level of flexibility for supporting requests of the Mayor and City Council. The City Coordinator will also have less flexibility when an opportunity or crisis arises.

CITY COORDINATOR
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
General Fund - City						
Contractual Services	88,601	102,237	124,727	57,222	-54.1%	-67,505
Equipment	5,371	408	1,400	1,428	2.0%	28
Fringe Benefits	51,269	58,381	50,024	68,741	37.4%	18,717
Operating Costs	30,104	37,149	35,010	36,095	3.1%	1,085
Salaries and Wages	279,012	360,400	312,577	296,123	-5.3%	-16,454
Total for General Fund - City	454,357	558,575	523,738	459,609	-12.2%	-64,129
Total for ADMINISTRATION	454,357	558,575	523,738	459,609	-12.2%	-64,129

CITY COORDINATOR
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
EMPOWERMENT ZONE						
Special Revenue Funds						
Contractual Services	387,946	1,339,724	3,404,520	3,319,271	-2.5%	-85,249
Equipment	4,779	2,512	14,360	3,000	-79.1%	-11,360
Fringe Benefits	16,106	21,324	22,360	39,797	78.0%	17,437
Operating Costs	9,856	15,364	14,500	12,000	-17.2%	-2,500
Salaries and Wages	95,829	122,500	182,979	179,420	-1.9%	-3,559
Total for Special Revenue Funds	514,516	1,501,423	3,638,719	3,553,488	-2.3%	-85,231
Total for EMPOWERMENT ZONE	514,516	1,501,423	3,638,719	3,553,488	-2.3%	-85,231

CITY COORDINATOR **Revenue Information**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Service	0	1,400	500	0	-100.0%	-500
Contributions	500	0	0	0	0.0%	0
<i>Total for General Fund - City</i>	500	1,400	500	0	-100.0%	-500
Special Revenue Funds						
Contributions	20,456	12,671	0	0	0.0%	0
Federal Government	587,728	2,454,730	3,553,488	3,553,488	0.0%	0
Local Government	0	0	20,000	0	-100.0%	-20,000
Other Misc Revenues	0	489,762	0	0	0.0%	0
<i>Total for Special Revenue Funds</i>	608,184	2,957,162	3,573,488	3,553,488	-0.6%	-20,000
Total for CITY COORDINATOR	608,684	2,958,562	3,573,988	3,553,488	-0.6%	-20,500

CITY COORDINATOR ADMINISTRATION
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	5.00	6.00	5.00	4.00	-20.00%	(1.00)
Office of Cultural Affairs	4.00	4.00	4.00	-	-	-
Empowerment Zone	2.00	2.00	3.00	3.00	0.00%	-
Total FTE's	11.00	12.00	12.00	7.00	-41.67%	(5.00)

COMMUNICATIONS DEPARTMENT

Mission Statement:

The Department of Communications' mission is to increase public awareness among residents, stakeholders and city employees about Minneapolis City government, services and successes and to provide communications support to city departments.

Primary Businesses:

Develop and deliver accurate and timely information on Minneapolis City government, services and successes to the public and provide opportunities for public feedback and input.

Key Trends and Challenges Impacting the Department:

Minneapolis is an increasingly diverse community. The challenge of communicating core messages effectively throughout these diverse populations will continue to grow, at a time when resources are limited and shrinking. As an example, the department's limited budget dictates that free media be a primary method for delivering information to residents and stakeholders; however, not all residents obtain their news from media outlets. In addition, by its nature the city cannot control the message through this venue.

Discussions about moving to a centralized City communications department are beginning. Although the department staff and budget would grow as a result of a restructure, the demands made by departments and elected officials will exceed resources; therefore priorities must be established and followed. In addition, city departments will likely wish to continue their communications activities (such as publication development and seeking and responding to media inquiries) unfettered by the communications department.

Key Enterprise Outcome Measures Influenced by the: Communications Department

1. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services
2. Increase opportunities among citizens for dialogue about their expectations for Minneapolis City government
3. Increase the percentage of departments with a strong, diverse, competent workforce
4. Increase interaction and relationships with other jurisdictions in the metropolitan area

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% citizens who report using the City Calendar (2001 city survey)		47%			
% citizens who rate Minneapolis' efforts at communicating with its citizens as "good" or "very good" (2001 city survey)		49%			
Special initiatives to increase opportunities among citizens for dialogue		Community Meetings/dialogues organized for: budget/tax changes; performance measurements	Community meetings/dialogues organized (see list below). Web/Mail feedback opportunities (see list below).		
# of participants in the Minneapolis Home Tour			5,800		
% of Home Tour survey respondents who were "satisfied" with HomeTour			96%		
% of 2002 Calendar respondents who found the calendar "excellent" or "good"			85%		

Special initiatives to increase interaction and relationships with other jurisdictions in the metropolitan area.		Participate in monthly Joint Public Information Officers Committee (JPIC) meeting on crisis and emergency preparedness	Participate in monthly Joint Public Information Officers Committee (JPIC) meeting on crisis and emergency preparedness		
Increase the percentage of departments with a strong, diverse, competent workforce		Employee communications efforts (i.e. FYI newsletter and support to HR materials) reinforce messages that City is a good employer and that employees are competent and engaged.	Employee communications efforts (i.e. FYI newsletter and support to HR materials) reinforce messages that City is a good employer and that employees are competent and engaged.		

Explanation of Performance Data for Key Enterprise Outcome Measures:

2002 Meetings/dialogues organized: McKinsey recommendations (2 citywide; 20 stakeholder mtgs.); Civilian Review redesign (3 citywide; 10 stakeholder); Affordable Housing summit (assisted);

2002 Web/mail feedback opportunities: McKinsey recommendations; Civilian Review redesign;

2001 Meetings/dialogues organized: Budget/tax changes (6 neighborhood); Performance measurements (4 neighborhood)

Primary Business: Develop & deliver accurate & timely information on Minneapolis City government, services & successes & provide opportunities for public feedback

(Service activities and performance measures sorted by business)

Service Activity: Working to ensure that Minneapolis' residents and stakeholders have access to accurate and timely information, through communications planning & implementation on key city programs & initiatives.

Description: Plan effectively communicates key messages on City programs and initiatives, reflects program or situations needs; plan is attainable within budget and time parameters; plan is on message, on time, on budget, with expected results.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Produce cost-effective, audience appropriate collateral materials to support key programs and initiatives (see list below).		* Web issues pages * Fact sheets/FAQs * IGR fact sheets; * Brochures and flyers	* Web issues pages; * Fact sheets/FAQs; * IGR fact sheets; Brochures & flyers	* Web issues pages * Fact sheets/FAQs; * IGR fact sheets; Brochures & flyers	* Web issues pages * Fact sheets/FAQs; * IGR fact sheets; Brochures & flyers

Educate and engage members of the media to accurately cover issues (see list below).		* Media materials produced and distributed; *Media briefings & editorial meetings conducted; *Consistent & timely response to reporters (new media tracking system)	* Media materials produced/ distributed; *Media briefings & editorial mtgs. conducted; *Timely response to reporters (media tracking system) * assign one staff a media contact	Produce and distribute media materials; conduct media briefings & editorial meetings; provide consistent & timely response to reporters; develop; * assign one staff a media contact	Produce and distribute media materials; conduct media briefings & editorial meetings; provide consistent & timely response to reporters; develop; * assign one staff a media contact
User feedback		Anecdotal -- positive feedback and continued requests for assistance	Anecdotal -- positive feedback and continued requests for assistance	Debrief discussions on communications efforts for large projects.	Debrief discussions on communications efforts for large projects.
Examples of Strategic communications planning		*Legislative session prep; * Herron/reg srvs investigation/Duffy report *Citizen Survey; Clean City; Snow Emergency	* McKinsey recommendations; * Combined Sewer Overflow; * Civilian Review redesign * Legislative session prep & potential LGA cuts; *Clean City; Snow Emergency		

Explanation of Key Performance Measures:

2001 media briefings/edit boards include: baseball plan; budget situation; 2002 media briefings/edit boards include: McKinsey recommendations; \$5.2 mill budget reductions.

Service Activity: Assist city leadership in strategic communications about goals, priorities, services, successes and challenges, including crisis communications support and confidential services.

Description: Provide communications counsel to elected and departmental leadership on a range of issues. Leadership is informed, practiced, prepared; feels confident in decisions and readiness for their communications role.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Stay on message, put a human face on the organization			*Encourage dept's & leadership to contact communications when media calls; Provide media w/background & context; Develop positive media relationships	* Develop communications policy for dept's; *Encourage dept's & leadership to contact communications when media calls; Provide media w/background & context; Develop positive media relationships	* Develop communications policy for dept's; *Encourage dept's & leadership to contact communications when media calls; Provide media w/background & context; Develop positive media relationships
User feedback		Anecdotal -- positive feedback and continued requests for assistance	Anecdotal -- positive feedback and continued requests for assistance		

Examples of significant communications counsel efforts		Major issues: * Herron/Reg Srvs investigation; * Changes in tax structure; Sept. 11	Major issues: * Appointment process; * Civilian Review redesign; * Potential LGA cut		
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Explanation of Key Performance Measures:

Service Activity: Employee communications, in collaboration with Human Resources and work site leadership

Description: Better informed employees have improved “quality of work life;” information is clear, timely, congruent. Success linked to informed employee decisions, retention and general satisfaction

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
FYI Satisfaction		Anecdotal -- positive feedback	*FYI survey scheduled for 2002	*Annual FYI reader survey	*Annual FYI reader survey
FYI Editorial trends					
FYI Distribution		*distributing 5,500 copies per issue	* a strong push to increase web-based readership by working with departments' staff, which resulted in a scaled-back distribution (3,000 copies)	* continued focus to further reduce paper copies of the FYI.	* continued focus to further reduce paper copies of the FYI.
Avg. cost/per FYI publication			23 cents/issue		
Partner with HR, other departments and elected officials on key (or special) employee issues		* communicating on benefit changes; * conducted focus groups on employee recruitment and retention	* communicating on changes to payroll process; * conduct staff briefings regarding the McKinsey recommendations;		

Explanation of Key Performance Measures:

Service Activity: Organize special events (Home Tour, Minneapolis Awards, Take Child to Work Day) and City Calendar to promote City government and city living and educate the public.

Description: On time, on budget, on message; outcome as required

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Retooling Minneapolis Awards to reinvigorate event and recognition		*Minneapolis Awards interest diminished. About 40 nominations for awards received and 14 awards presented.	*Planning for 2002 event underway, including focus award recipient categories and create new energy & enthusiasm for awards.		

User Feedback		Take Your Child to Work event popular with employees (anecdotal)	* HomeTour participant survey found that 96% of respondents satisfied with Tour; *85% of 2002 Calendar respondents rated the calendar "excellent or good"	* include response form for 2003 calendar;	* include response form for 2003 calendar;
Media coverage		Media coverage for Take Child to Work day; Home Tour and Minneapolis Awards.	* Minneapolis HomeTour generated dozens of positive stories (print and television). Home&Garden TV will be featuring Mpls homes as a result	Continue to use special events and projects to generate free media.	Continue to use special events and projects to generate free media.
City of Minneapolis Calendar		2001 Calendar costs: appx 61 cents/calendar	*Instituted several cost cutting measures. 2002 calendar costs: appx 58 cents/calendar; 2003 calendar in process. exploring strategic partnerships with city departments (see below);	*Exploring options for 2004 calendar (2003 budget process) to further reduce costs ... art contest is an idea.	*Exploring options for 2004 calendar (2003 budget process) to further reduce costs ... art contest is an idea.

Explanation of Key Performance Measures:

2004 Calendar: Looking at partnerships with city departments where the calendar could be used to deliver information to the public and eliminate the need for other publications (i.e. recycling calendars).

Service Activity: Provide interpretive & advocacy services to city customers who are hearing impaired.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total # of cases assisted					
# of public events/speeches where interpretive services are provided			appx one per month (six so far this year)		
Special initiatives where interpreter's expertise utilized with other departments and agencies			* see list below		
Conduct trainings on TTY use			appx five per year		

Explanation of Key Performance Measures:

* Departments and agencies that interpreter partners with include: Police; Health & Family Support; MPHA; MCDA; Hennepin County social service; and the Hennepin County Sheriff.

Service Activity: Communications planning and support surrounding emergency preparedness activities.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Communications activities in response to an emergency are planned and coordinated			<ul style="list-style-type: none"> *Participate in monthly public info officers mtg.; *Participated in two Emergency Preparedness training exercises; *Updating Communications annex for emergency plan 	<ul style="list-style-type: none"> *Participate in monthly public info officers mtg.; *Maintain involvement in Emergency Preparedness training opptys; *Make updates to Communications annex for emergency plan as needed 	<ul style="list-style-type: none"> *Participate in monthly public info officers mtg.; *Maintain involvement in Emergency Preparedness training opptys; *Make updates to Communications annex for emergency plan as needed
Educate the public about emergency preparedness and response efforts		<ul style="list-style-type: none"> *developed Emergency Prep materials, including web docs; *established emergency prep hotline for the public *created media opportunities 	<ul style="list-style-type: none"> *work with emergency prep communications officer on training and education (proactive); *update emergency prep materials; *maintain emergency prep hotline for the public *media opptys 	<ul style="list-style-type: none"> *work with emergency prep communications officer on training and education (proactive); *update emergency prep materials; *maintain emergency prep hotline for the public *media opptys 	<ul style="list-style-type: none"> *work with emergency prep communications officer on training and education (proactive); *update emergency prep materials; *maintain emergency prep hotline for the public *media opptys

Explanation of Key Performance Measures:

Financial Analysis:

For 2003, the Department estimates that it will collect \$80,000 less in General Fund revenue, down 48.5% from 2002. This reflects a decrease in publication and sponsorship revenues from the Home Tour, and the elimination of the Clean City Campaign.

For 2003, Communication's expense budget is 12.6% lower than in 2002. The operating budget was reduced in 2003 with the elimination of the Clean City Campaign. For 2003, the Mayor recommended, and Council adopted, changing the hard-copy publication of "State of the City" to a publication design being transferred from the Planning Department to the Communications Department for a web-based strategy -- for an operating budget increase of \$10,000.

From 2002 to 2003, as the result of the City's \$5.2 million budget cuts, the Communications office proposed, and the Council and Mayor approved, \$43,900 in budget reductions including administrative changes and reducing the use of sign language coordinator from full to part-time. The 2002 adopted budget includes a target strategy budget reduction of \$21,500 from contractual services for re-evaluation and redesign of the Home Tour Program.

Summary of Target Strategies:

Title: Communications Department – 2 & 4 percent Budget Reduction

Fund # 0100

Agency # 842

Organization # 8411

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$15,121)	\$0.00	0.00	5070 Professional Services
0100	(\$7,500)	\$0.00	0.00	6194 Mtgs
0100	(\$7,621)	\$0.00	0.00	5070 Professional Services

Mayor's Recommendation:

The Mayor does not recommend this strategy

Council Adopted:

The Council recommends eliminating "Minneapolis Awards" and "Minneapolis & Saint Paul Home Tour". The Council does not recommend eliminating "City of Minneapolis Calendar".

Expense: (\$22,000)

Revenue:

Proposal Description: This 2-percent reduction reflects a cut to professional services to support the Minneapolis & Saint Paul Home Tour. The Communications Department proposes cutting the Home Tour from its service activities in 2003. The Tour, which has been organized for 15 years, was originally conceived to promote city living, at a time when the core cities of Minneapolis and Saint Paul were struggling to compete with suburban communities for residents seeking homeownership opportunities. Once used to promote Minneapolis as an attractive, appealing and safe place to live, the Tour has become a showcase for do-it-yourself and professional remodelers.

To achieve the 4 percent Target Reduction, professional services (\$7,612 in design services) for the 2004 calendar will be eliminated. The Communications Department would enlist the City's graphics division to design the calendar.

This 4-percent reduction also reflects the elimination of the Minneapolis Awards. The primary expense (approximately \$6,000) for the Awards is food and beverages for the reception and the selection committee deliberations. The remaining \$1,500 Refreshment reduction reflects the elimination of the Minneapolis & Saint Paul Home Tour.

Describe how the proposal impacts your service activities and performance measures: The Home Tour is an opportunity to showcase Minneapolis to its residents and visitors ... individuals who participate in the event (either as homeowners or as visitors) report that it is a positive event that promotes the City.

The 4 % budget reduction would eliminate the Minneapolis Awards, which build a sense of community in the city and promote the citizen involvement and public service. In addition, the reduction would reduce the Communications Departments professional services funds, which are used to support the City of Minneapolis Calendar.

COMMUNICATIONS Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	0	322,563	257,270	140,937	-45.2%	-116,333
Equipment	0	0	2,000	2,040	2.0%	40
Fringe Benefits	0	80,880	93,849	103,028	9.8%	9,179
Operating Costs	0	50,769	38,534	39,735	3.1%	1,201
Salaries and Wages	0	375,590	361,228	372,367	3.1%	11,139
Total for General Fund - City	0	829,802	752,881	658,107	-12.6%	-94,774
Special Revenue Funds						
Contractual Services	0	27,258	0	0	0.0%	0
Total for Special Revenue Funds	0	27,258	0	0		0
Total for COMMUNICATIONS	0	857,060	752,881	658,107	-12.6%	-94,774

COMMUNICATIONS

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	0	32	0	0	0.0%	0
Charges for Service	0	197,458	165,000	85,000	-48.5%	-80,000
<i>Total for General Fund - City</i>	0	197,490	165,000	85,000	-48.5%	-80,000
Special Revenue Funds						
Contributions	0	54,515	0	0	0.0%	0
<i>Total for Special Revenue Funds</i>	0	54,515	0	0	0.0%	0
Total for COMMUNICATIONS	0	252,005	165,000	85,000	-48.5%	-80,000

COMMUNICATIONS
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Communications	11.00	7.00	7.00	6.80	-2.86%	(0.20)
Total FTE's	11.00	7.00	7.00	6.80	-2.86%	(0.20)

COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT

Beginning with 2003, the City's budget will include the new Office of Community Planning and Economic Development (CPED). As recommended by the Mayor, and adopted by the Council in Resolution 2002R-303 (the Focus Minneapolis resolution), CPED is directed to oversee and coordinate all City planning and development activity, including the transition from the current organizational structure to a new structure. Initially, CPED will replace the existing Minneapolis Community Development Agency (MCDA) and Planning Department. Pending further policy decisions, it may eventually include parts of Regulatory Services, the Neighborhood Revitalization Program (NRP), and the Department of Health and Family Support.

Initially, CPED will be placed within the Coordinator Division with \$250,000 in budgeted appropriation and two authorized positions. Based on the direction set forth in 2002R-303(I), "any increases in appropriation or authorized positions for CPED must include offsetting appropriation and position decreases in the predecessor departments so that there is no net change in overall citywide appropriation or authorized position totals".

To support this start-up appropriation, the City Coordinator has provided two positions, and \$250,000 was transferred from the budget of the MCDA to the City General Fund. A Senior Project Manager has been assigned, and a Director of Community Planning and Economic Development (CPED) has been appointed to oversee and coordinate all City planning and development activity.

Pending further development, implementation, and final transition of the Focus Minneapolis resolution, the City Coordinator will report back to the Community Development and Ways & Means/Budget Committees as changes occur to the appropriation or position authority levels in the effected departments.

COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	0	0	0	30,000	0.0%	30,000
Fringe Benefits	0	0	0	66,000	0.0%	66,000
Salaries and Wages	0	0	0	154,000	0.0%	154,000
<i>Total for General Fund - City</i>	0	0	0	250,000		250,000
Total for COMMUNITY PLANNING AND ECONC	0	0	0	250,000		250,000

COMMUNITY PLANNING & ECONOMIC DEVELOPMENT
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	-	-	-	2.00	-	2.00
Total FTE's	-	-	-	2.00	-	2.00

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.

Primary 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.

Management and Budget: Provides objective professional support on major strategic and financial initiatives that inform decision-making, including budget development and project management.

Accounting: Serves key stakeholders (city government, citizens, taxpayers, employees) by processing transactions; administering the financial database; analyzing and interpreting financial information; and creating financial management solutions

Procurement: Provides procurement of required equipment, supplies and services for the City and related boards including Contract Management.

Risk Management: Creates and promotes a safe and supportive work environment, preserves city assets and reduces financial exposures.

Treasury: Ensures proper, accurate and timely service activities for invoicing, collecting, receipting, depositing, forecasting and investing and disbursing all monies. Ensures that strong relationship management and customer services are at the forefront of each service activity.

Key Trends and Challenges Impacting the Department:

The key trends and challenges that impact the Finance Department include:

1. A major initiative to improve accounting policies, practices and procedures citywide is being undertaken simultaneously with planning and implementing the most wide reaching changes in accounting standards for state and local governments (GASB 34).
2. Financial management has become a high priority for the newly elected Mayor and City Council. The Finance Department has responded to this focus with a realignment of resources to support the City's elected leadership in financial planning and decision-making.
3. Like all City departments the Finance Department expects continued constrained growth in future resources. Constrained resources calls for greater efforts by management and employees to make process improvements that result in achieving desired outcomes with fewer resources.
4. Department efficiency, productivity and cohesiveness is challenged by a lack of physical proximity. Personnel are located in 15 different locations.
5. The Department is challenged by other City businesses to improve financial reports for managing daily operations.

The Finance Department has responded to these trends and challenges with the following actions:

1. The City and the Department have allocated considerable resources to planning and implementing new accounting standards on time and within budgeted funds as well as making considerable improvement in upgrading basic accounting practices across all accounting units.
2. To respond to the City's elected leadership's focus on financial issues the Finance Department combined budget and management services into a better staffed Management and Budget Division; this newly created Division focused its Director's efforts solely on strategic financial planning and decision support.
3. Reduced general fund support for the Finance Department has been managed through reductions due to process improvements (paperless payroll initiative and payroll) and reduced services to customer departments in space and asset management, management analysis services, and budgeting.
4. Space consolidation plans have been made; however, these plans will not be implemented until 2003 at the earliest.
5. Financial reports to managers have improved after interviewing senior managers in departments, however, additional progress in this area is constrained by the efforts placed on planning and implementing the new accounting standards (GASB 34), which have higher priority in 2002.

Key Enterprise Outcome Measures Influenced by the: Finance Department

1. Increase the consistency of elected officials' tax-related decisions with a comprehensive municipal tax policy.
2. Increase the percentage of City general fund resources coming from other sources than property taxes.
3. Increase the percentage of departments, which achieve proposed annual target levels within existing budget.
4. Increase the percentage of elected official decisions and management decisions based on performance measurement data.
5. Increase the percentage of departments using a City standard business plan to increase alignment with City goals.
6. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
City of Minneapolis credit rating	AAA x 3	AAA x 2 AA1 x 1	AAA x 2 AA1 x 1		
Existence of a long term, comprehensive tax policy	No	No	Mayor/Council adoption of comprehensive tax policy in July	Consist application of comprehensive tax policy	Consist application of comprehensive tax policy
% of general fund revenues from sources other than property tax	76.50%	74.44%	75.00%	75.00%	75.00%
% of departments & % of total general fund spending within original budget the previous year	75% departments 100% of general fund spending	80% of departments 100% of general fund spending	80% of departments 100% of general fund spending	85% of departments 100% of general fund spending	85% of departments 100% of general fund spending
% of departments and elected officials who report using performance measures to inform decision making on a regular basis	N/A	N/A	N/A	Survey planned for 2003	Survey planned for 2003
% of departments with an up-to-date business plan that is consistent with the citywide business planning model	N/A	N/A	2 pilots planned by end of 2002*	N/A	N/A

%of citizens who rate Minneapolis as good or very good in providing value for their tax dollars	N/A	54%	N/A	Citizen survey planned for 2003	Citizen survey planned for 2003
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Explanation of Performance Data for Key Enterprise Outcome Measures:

* All departments have gone through a process to identify their mission, primary businesses, service activities, and key performance measures, although much work and refinement needs to be done. Development of a complete business planning model and handbook is currently underway and will be piloted in the 3rd and 4th quarters of 2002.

Primary Business: Executive Finance

(Service activities and performance measures sorted by business)

Service Activity: Provide strategic financial advice to City decision-makers and make certain enterprise-level decisions.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
City of Minneapolis credit rating	AAA x 3	AAA x 2 AA1 x 1	AAA x 2 AA1 x 1		

Explanation of Key Performance Measures:

Primary Business: Management and Budget

(Service activities and performance measures sorted by business)

Service Activity: Provide project management, including business process redesign, research and analysis, and best practice review.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of projects that are acted upon by Mayor and City Council or applicable departments	N/A	N/A	80%		
% of projects completed that will result in identifiable increases in revenue or decrease in expenses	N/A	N/A	80%		

Explanation of Key Performance Measures: The Management and Budget Division is in the process of identifying key performance measurements that quantify the effectiveness of work completed versus tracking the output or number of projects/reports completed. The 80-percent figure included above is a preliminary estimate.

Service Activity: Provide financial planning and budgeting services.

Description: This includes assisting the Mayor in developing a budget recommendation and the City Council in final budget adoption.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Obtain the Government Finance Officers (GFOA) Certificate of Achievement for Excellence in Budgeting.	Did not apply	Applied for, but did not receive award.	Award notice pending.	Achieve award recognition.	Achieve award recognition.
% of General Fund revenue recognized (actual) compared to original budget projection:	Total: 106.5%	Total: 105.73%	Total: 105.73%	Total: 105.73%	Total: 105.73%
Fines and Forfeits	108.75%	110.21%	110.21%	110.21%	110.21%
Licenses and Permits	119.55%	111.5%	111.5%	111.5%	111.5%
Property Taxes	101.27%	100.4%	100.4%	100.4%	100.4%
Franchise Fees	109.6%	131.15%	131.15%	131.15%	131.15%

Explanation of Key Performance Measures: Other related performance measurement information that relates to financial planning and budget is included in the enterprise information at the beginning of this report for the Finance Department.

Service Activity: Provide payroll processing services.

Description: Central payroll processing services is part of the Management and Budget Division, although both the Accounting and Treasury Divisions in Finance also have direct involvement with payroll processing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of employees paid electronically	72.48%	73.37%	79.20% avg. year to date	85-88%	85-88%
% payroll payments issued without corrections	99.91%	99.98%	99.94% to date	99.99%	99.99%

Explanation of Key Performance Measures:

Service Activity: Assist departments in the development of business plans and performance measures, which support citywide efforts and strengthen department management

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of departments and elected officials who report using performance measures to inform decision making on a regular basis	N/A	N/A	N/A	Survey planned for 2003	Survey planned for 2003
% of departments with an up-to-date business plan that is consistent with the citywide business planning model *	N/A	N/A	2 pilots planned by end of 2002*	N/A	N/A
% City employees that report an understanding of how they contribute to the City Goals.	N/A	N/A	N/A	Will be in discussions with HR to do an Employee engagement	Will be in discussions with HR to do an Employee engagement

				survey in 2003	survey in 2003
# of managers participating in performance measurement/business planning training and % expressing satisfaction with the training.	N/A	193 trained 96% reporting satisfaction 61% reporting confidence in City's ability to address barriers to implementation	N/A	Additional training planned in 2003 as part of business planning process	Additional training planned in 2003 as part of business planning process
Total \$ value of city contracts with consultants for business planning services.	N/A	N/A	N/A	Survey planned for 2003	Survey planned for 2003

Explanation of Key Performance Measures: * All departments have gone through a process to identify their mission, primary businesses, service activities, and key performance measures, although much work and refinement needs to be done. Development of a complete business planning model and handbook is currently underway and will be piloted in the 3rd and 4th quarters of 2002.

Primary Business: Accounting

(Service activities and performance measures sorted by business)

Service Activity: Process transactions

Description: This includes paying bills, assisting departments and the budget office with budget development, billing customers, and processing and auditing payroll.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of all valid transactions authorized, approved and paid within 30 days of invoice receipt	No exceptions noted	No exceptions noted	N/A	100% compliance	100% compliance

Explanation of Key Performance Measures: This is measured through a sample audit.

Service Activity: Administer the financial database

Description: This includes performing general accounting and account reconciliations; establishing and maintaining accounting policies and procedures; administering FISCOL; and establishing and executing internal controls.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of accounts identified on the close checklist	N/A	<30%	50%	60%	60%

Explanation of Key Performance Measures: This is measured by review the close checklist.

Service Activity: Analyze and interpret financial information

Description: This includes performing reporting (monthly, quarterly, annual, prospective, ad hoc); mining information from the corporate database; and performing financial trend analysis.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Receipt of an unqualified audit opinion	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
% monthly reports prepared prior to completion of the subsequent month	N/A	N/A	75% (100% from April)	100%	100%
% quarterly reports available within 45 days of quarter end	N/A (enterprise reports performed)	N/A (proprietary special revenue reports performed)	100%	100%	100%
Date of submission of CAFR to GFOA (Goal -- June 30th)	June 30th	June 28th	June 26th	June 24th	June 24th
Date of submission of OSA compliance report (Goal -- June 30th)	June 30	June 28	June 26	June 24th	June 24th

Explanation of Key Performance Measures:

Service Activity: Create financial management solutions

Description: This includes consulting department management on budget options; developing rate models for cost recovery; providing financial management support for grants and projects; advising department on key decisions; and using a variety of analytical tools to explain amount, timing and uncertainty of past and future cash flows related to policy and operational decisions.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Pro forma available for CLIC, Budget Book, and Rate-setting	All deadlines met	2 of 3 deadlines met	All deadlines met	All deadlines met	All deadlines met
Date of execution of approved indirect cost plan (Goal -- May 30th)	May 30th	May 30th	May 25th	May 23rd	May 23rd

Explanation of Key Performance Measures:

Primary Business: Procurement

(Service activities and performance measures sorted by business)

Service Activity: Procurement

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Percent of formal bids completed with Council Approval within an average of 30 days of initial solicitation.	100% -- avg. 24 days	100% -- avg. 24 days	Less than 30 days	Less than 30 days	Less than 30 days
Number and dollar value of formal bids processed.	265 formal bids for \$113 million	228 formal bids for \$81 million	Estimated 240 formal bids for \$65 million	Estimated 240 formal bids for \$65 million	Estimated 240 formal bids for \$65 million

Explanation of Key Performance Measures:

Service Activity: Contract management

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of new contracts processed					
a)\$50M or less	987	1,139	1,230	1,200	1,200
b)over \$50M	286	331	370	350	350
% of time contracts turned around in 24 hours	N/A	N/A	95%	95%	95%
Number of individuals trained and percent expressing satisfaction.	122 100%	155 100%	200 100%	150 100%	150 100%

Explanation of Key Performance Measures: Training provided in conjunction with updates to the Professional Services manual and as needed for contract administration. Training is provided as needed for new individuals and for any upgrade in conjunction with FISCOL administration.

Primary Business: Risk Management

(Service activities and performance measures sorted by business)

Service Activity: Work with departments on education and compliance in the area of loss prevention and claims administration.

Description: This includes education and compliance with federal and state legislation, rules and regulations regarding OSHA, workers' compensation, re-employment and tort claims.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
WC paid wage substitution	\$2,325,560	\$2,482,845	\$2,600,000		
WC paid medical benefits	\$2,318,683	\$2,236,678	\$2,204,376		
Tort claims: # claims filed	694	863	761		
Tort claims: \$ claims value	\$1,261,226	\$1,054,614	\$1,083,830		
Tort claims: # claims paid	243	249	253		
Tort claims: \$ claims paid	\$417,617	\$364,721	361,563		

Explanation of Key Performance Measures: Quarterly Reports will be provided to each department to provide a baseline to target their self-audits, trainings, risk assessments and/or hazard analysis evaluations.

Service Activity: Provide leadership on asset preservation (human & financial), including policies and practices to make behavioral changes throughout City Departments.

Description: Develop an actuarial-based cost allocation formula to promote risk control. Develop a Loss Prevention rating scale to be added to City Department Annual Performance Evaluations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of Depts. completing annual self-audits that measure compliance with State & Federal regulations			25%		
# of trainings conducted on cost reduction & claims administration					
% of Depts. implementing loss control strategies			50%		
% of Depts. with a Loss Prevention rating scale on Performance Evaluations					

Explanation of Key Performance Measures: As a consulting function, this Division will assist Departments in developing tools to be used for their self-audits, identification of risk areas, and strategies to reduce human and financial losses.

Primary Business: Treasury

(Service activities and performance measures sorted by business)

Service Activity: Ensure accurate and efficient cash management processes.

Description: Accurately report, document and process all cash transactions for the City of Minneapolis and component units, while adhering to strong internal controls. Establish, process, receipt, and approve receivables with proper attention to delinquent accounts. Accurately monitor, receipt, and report special assessment payments in a timely manner. Continually increase utilization of e-commerce activities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Accuracy percentage rate of Central Counting Facility vault balance.	99.9%	99.9%	99.9%	99.9%	99.9%
Percentage of revenues collected electronically.					
Percentage of disbursements paid electronically.		46%	60%	65%	65%

Explanation of Key Performance Measures: The electronic receipt of revenues demonstrates that the funds are available for usage in a more efficient and cost effective manner. The electronic disbursements of funds provides the City with greater accuracy of cash balances and provides increased customer service.

Service Activity: Effectively administer the City Utility Billing System

Description: Administer water-metering services and perform billing, collection and customer service functions for the City's Water, Sewer and Solid Waste services.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of meters read on a monthly basis (goal 95%)	90%				
% of accounts billed within 4 working days of meter reading (goal 100%)					
% of revenue on active accounts collected within 90 days of billing.					
% of inactive accounts assessed to the property within 18 months of final billing (goal 98%)					
% of telephone calls responded to within 30 seconds.					

Explanation of Key Performance Measures: Enhanced technology will increase accessibility for customers and reduce telephone inquiries.

Service Activity: Invest all cash reserves on a daily basis for optimum yield, safety and liquidity.

Description: Daily oversight of internal investment portfolio and external investment managers and ensuring proper investment selection and earnings are within the established policy. Maintain an enterprise cash forecast utilizing future-funding requirements that support the City's strategic objectives.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% short term internal (liquidity) investment portfolio that achieve yields in excess of 90-day Treasury bill annualized					
% of short term investments that are invested in securities other than money market funds.					
% of bank and trust reconciliations completed within 30 days of period end.					
% of accuracy of the annual cash forecast to actual.					

Explanation of Key Performance Measures:

Summary of Finance Department General Fund Target Strategies, 2000-2002

2000 Adopted Budget

Description

- Eliminate Administrative Analyst and Governmental Relations Representative
- Cut subscription costs
- Reallocate some of the cuts to provide additional resources for Space and Asset Management, FISCOL, and contractual services related to the new financial reporting model.

Amount of Reduction

Total Reduction: \$182,889
Amount of Reduction Requested: \$182,457
Difference: \$432

2001 Adopted Budget

Description

- Elimination of Payroll Clerk II and Account Clerk I
- Reduce professional services and administrative supplies budget

Amount of Reduction

\$98,080
\$79,387
Total Reduction: \$177,467
Amount of Reduction Requested: \$177,467

2002 Adopted Budget

<u>Description</u>	<u>Amount of Reduction</u>
• Eliminate 1.0 Budget Analyst	\$55,000
• Base Reduction	\$150,000
• Shifting of Costs to Water Fund	\$250,000
	Total Reduction: \$455,000
	Amount Requested: \$268,561
	Difference: \$186,439
• Reduce funding for Management Analysis Division (MAD)	\$100,000
• Mandatory Direct Deposit	\$55,000
• Eliminate Space and Asset Division	\$250,000
	Total Reduction: \$405,000
	Amt. Of Reduction Requested: \$135,000
	Difference: \$270,000
	Total 2002 Difference: \$456,439

FTE Changes

In addition to the budget initiatives listed above, the Department has streamlined management by eliminating 5.0 Director-level positions since the 2001 budget.

Financial Analysis:

Expenditures

The City Council adopted budget has total Finance Department expenditures increasing by 2.37 percent, across all funds. In the General Fund, the Council adopted the Department's budget decrease of approximately \$51,000 over the 2002 adopted amount, equating to a General Fund decrease of approximately 0.88 percent.

The majority of 2003 increases in the Department's General Fund budget were offset by the \$400,000 in target reductions implemented as part of the \$5.2 million reduction passed in January of 2002. As with other City departments the largest expenditure increases are found in salaries and fringe benefits, which increased 7.41 percent and 3.64 percent, respectively. Non-personnel spending decreased in contractual services by 16.04 percent and operating costs increased by 9 percent. The large decreases in non-personnel are directly tied to the Department's January 2002 target cut.

Revenues

The Finance Department's CSL includes \$4.87 million in estimated revenue. The largest source of revenue for the Department, approximately 98 percent, is charges for the City's water service, which is estimated at \$4.79 million for 2003.

The budget for this department includes \$343,000 in CDBG funding. This represents a \$4,000 increase, or approximately 1 percent, over the 2002 adopted amount. This appropriation covers 3.3 FTE's who work on CDBG-related activities.

Fund Allocation

The Finance Department has expenditures in sixteen different City funds. The two largest funds for the Department are the General Fund and the Water Fund, with 35.76 percent and 29.96 percent of the Department's budget, respectively. The Department's General Fund budget totals approximately \$5.8 million for 2003, while the Water Fund budget is currently at approximately \$4.8 million.

FTE Changes

The Department's FTE total decreased by 3.0 FTE's from the 2002 adopted level. These three positions were eliminated as part of the 2002 target process and were 2.0 FTE's associated with the City's Space and Asset Management function and 1.0 FTE, which was part of the Department's Management Analysis Division. The Department's CSL includes 200 FTE's.

Summary of Target Strategies:

2 percent strategy (\$116,860): Reduce professional services and defer recruitment when filing vacant positions. Each of these actions will contribute equally to meet this Target Strategy.

4 percent strategy (\$230,000): The 2 percent strategy actions plus eliminate two positions in the Department.

Title: Reduction in professional services (GASB 34) and deferred recruitment

Fund # 0100

Agency # 8220

Organization # 5070

Fund # 0100

Agency # 8230

Organization # 4000

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$58,000)	\$0		Reduction in professional services (GASB 34)
0100	(\$58,000)	\$0		Deferred recruitment

Mayor's Recommendation:

The Mayor recommends this target strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: (\$116,860)

Revenue: \$0

Proposal Description: This target strategy will be achieved by a reduction in the Department's professional services budget, which funds the current GASB 34 project, and deferred recruitment for vacant positions.

Describe how the proposal impacts your service activities and performance measures: This target strategy can be implemented without any reductions in the current level of service provided to the Finance Department customers. There would be a one-month lag in filling the Department's vacant positions.

The professional services reduction of \$58,000 is funding for the City's GASB 34 project. The reduction in this spending area would result in the Department being able to employ fewer consulting hours for this project.

Title: Reduction in professional services (GASB 34) deferred recruitment and elimination of 2.0 positions.

Fund # 0100	Agency # 8220	Organization # 5070
Fund # 0100	Agency # 8220	Organization # 4000
Fund # 0100	Agency # 8230	Organization # 4000

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$50,000)	\$0		Reduction in professional services (GASB 34)
0100	(\$50,000)	\$0		Deferred recruitment
0100	(\$130,000)	\$0	(2.0)	Elimination of 2.0 positions

Mayor's Recommendation:

The Mayor does not recommend this target strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$0

Revenue: \$0

Proposal Description: The 4 percent strategy will be achieved by a \$50,000 reduction in the Department's professional services budget, deferred recruitment for vacant positions (estimated \$50,000 savings) and the elimination of two positions. The Financial Management & Budget Division and Controller Division would each eliminate one position.

Describe how the proposal impacts your service activities and performance measures: This target strategy can be implemented without any reductions in the current level of service provided to the Finance Department customers.

The elimination of 2.0 positions would cause a reduction in the service to strategic (Mayor and Council) and managerial (department managers) customers. Reductions in service will take the form of slower response to questions and information and less capacity for the analysis that supports decision-making.

FINANCE DEPARTMENT

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Contractual Services	19,316	-293	250,000	0	-100.0%	-250,000
Equipment	1,770	327	0	0	0.0%	0
Fringe Benefits	92,279	105,790	0	7,266	0.0%	7,266
Operating Costs	4,594	3,081	1,005,798	1,006,363	0.1%	565
Salaries and Wages	379,474	402,984	0	0	0.0%	0
Total for Capital Projects	497,433	511,890	1,255,798	1,013,629	-19.3%	-242,169
Enterprise Funds						
Capital Outlay	0	3,621	26,000	26,520	2.0%	520
Contractual Services	956,122	1,167,833	1,103,230	1,145,446	3.8%	42,216
Equipment	9,776	34,740	95,410	103,318	8.3%	7,908
Fringe Benefits	639,570	661,741	512,828	697,272	36.0%	184,444
Operating Costs	204,731	787,661	1,217,397	1,347,380	10.7%	129,983
Salaries and Wages	2,716,804	2,764,278	2,418,511	2,451,202	1.4%	32,691
Total for Enterprise Funds	4,527,003	5,419,873	5,373,376	5,771,138	7.4%	397,762
General Fund - City						
Capital Outlay	3,810	0	0	0	0.0%	0
Contractual Services	653,893	899,256	1,095,906	920,108	-16.0%	-175,798
Equipment	40,064	93,349	114,665	110,022	-4.0%	-4,643
Fringe Benefits	828,139	849,873	1,526,075	1,581,681	3.6%	55,606
Operating Costs	147,136	-583,841	-3,152,688	-3,436,235	9.0%	-283,547
Salaries and Wages	3,953,446	4,262,121	6,204,302	6,663,803	7.4%	459,501
Total for General Fund - City	5,626,488	5,520,757	5,788,260	5,839,379	0.9%	51,119
Internal Service Funds						
Contractual Services	617,431	690,838	733,899	748,577	2.0%	14,678
Equipment	0	24,001	5,000	5,100	2.0%	100
Fringe Benefits	295,730	318,312	137,501	188,414	37.0%	50,913
Operating Costs	52,059	115,643	1,061,183	1,184,969	11.7%	123,786
Salaries and Wages	1,158,041	1,240,658	582,281	581,645	-0.1%	-636
Total for Internal Service Funds	2,123,261	2,389,452	2,519,864	2,708,705	7.5%	188,841
Special Revenue Funds						
Capital Outlay	0	0	1,165	1,188	2.0%	23
Contractual Services	30,709	218	111,296	119,337	7.2%	8,041
Fringe Benefits	119,581	115,989	95,831	90,601	-5.5%	-5,230
Operating Costs	3,154	1,516	268,486	300,806	12.0%	32,320
Salaries and Wages	504,661	532,652	413,026	358,191	-13.3%	-54,835
Total for Special Revenue Funds	658,105	650,375	889,804	870,123	-2.2%	-19,681
Total for FINANCE DEPARTMENT	13,432,290	14,492,347	15,827,102	16,202,974	2.4%	375,872

FINANCE DEPARTMENT

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	792	362	0	0	0.0%	0
Charges for Service	3,372,991	3,772,517	3,817,897	4,362,850	14.3%	544,953
Local Government	3,750	0	0	0	0.0%	0
Other Misc Revenues	80	200	0	0	0.0%	0
Total for Enterprise Funds	3,377,614	3,773,079	3,817,897	4,362,850	14.3%	544,953
General Fund - City						
Charges for Sales	178	143	0	0	0.0%	0
Charges for Service	89,911	125,716	86,700	86,700	0.0%	0
Interest	49,026	77,250	33,600	33,600	0.0%	0
Local Government	11,250	15,000	15,000	15,000	0.0%	0
Other Misc Revenues	54,925	24,456	1,500	1,500	0.0%	0
Total for General Fund - City	205,290	242,565	136,800	136,800	0.0%	0
Internal Service Funds						
Charges for Service	249,737	326,671	327,000	342,068	4.6%	15,068
Other Misc Revenues	0	0	19,329	19,329	0.0%	0
Total for Internal Service Funds	249,737	326,671	346,329	361,397	4.4%	15,068
Special Revenue Funds						
Contributions	1,630	-1	0	0	0.0%	0
Total for Special Revenue Funds	1,630	-1	0	0	0.0%	0
Total for FINANCE DEPARTMENT	3,834,271	4,342,314	4,301,026	4,861,047	13.0%	560,021

FINANCE DEPARTMENT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
CONTROLLER DIVISION						
Capital Projects						
Contractual Services	3,050	-294	0	0	0.0%	0
Equipment	1,770	0	0	0	0.0%	0
Fringe Benefits	90,891	32,223	0	0	0.0%	0
Operating Costs	1,874	23	0	0	0.0%	0
Salaries and Wages	371,329	93,799	0	0	0.0%	0
Total for Capital Projects	468,914	125,750	0	0		0
Enterprise Funds						
Contractual Services	22,075	-228	0	0	0.0%	0
Fringe Benefits	207,704	195,951	0	66,088	0.0%	66,088
Operating Costs	2,958	655,284	0	0	0.0%	0
Salaries and Wages	783,087	707,933	0	0	0.0%	0
Total for Enterprise Funds	1,015,824	1,558,941	0	66,088		66,088
General Fund - City						
Contractual Services	42,061	499,463	485,000	436,700	-10.0%	-48,300
Equipment	-94	0	0	0	0.0%	0
Fringe Benefits	263,508	377,368	1,012,827	965,645	-4.7%	-47,182
Operating Costs	6,880	-711,869	30,300	30,906	2.0%	606
Salaries and Wages	1,200,774	1,818,511	4,345,925	3,982,347	-8.4%	-363,578
Total for General Fund - City	1,513,129	1,983,472	5,874,052	5,415,598	-7.8%	-458,454
Internal Service Funds						
Contractual Services	23,304	-125	0	0	0.0%	0
Fringe Benefits	176,259	156,230	0	49,170	0.0%	49,170
Operating Costs	525	75,293	0	0	0.0%	0
Salaries and Wages	642,816	524,691	0	0	0.0%	0
Total for Internal Service Funds	842,904	756,090	0	49,170		49,170
Special Revenue Funds						
Contractual Services	673	218	6,964	7,103	2.0%	139
Fringe Benefits	109,460	70,316	71,536	75,924	6.1%	4,388
Operating Costs	1,641	5	154	158	2.6%	4
Salaries and Wages	453,354	312,803	318,110	292,390	-8.1%	-25,720
Total for Special Revenue Funds	565,127	383,342	396,764	375,575	-5.3%	-21,189
Total for CONTROLLER DIVISION	4,405,898	4,807,595	6,270,816	5,906,431	-5.8%	-364,385
EXECUTIVE						
Capital Projects						
Fringe Benefits	1,387	144	0	0	0.0%	0
Operating Costs	2,720	2,719	3,663	0	-100.0%	-3,663
Salaries and Wages	8,146	932	0	0	0.0%	0
Total for Capital Projects	12,253	3,795	3,663	0	-100.0%	-3,663
Enterprise Funds						
Fringe Benefits	1,309	144	0	0	0.0%	0

FINANCE DEPARTMENT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
EXECUTIVE						
Enterprise Funds						
Operating Costs	31,720	31,718	42,725	44,434	4.0%	1,709
Salaries and Wages	7,684	932	0	0	0.0%	0
Total for Enterprise Funds	40,713	32,795	42,725	44,434	4.0%	1,709
General Fund - City						
Contractual Services	91,025	66,634	56,608	56,624	0.0%	16
Equipment	1,567	0	2,000	2,040	2.0%	40
Fringe Benefits	48,510	37,237	28,159	30,342	7.8%	2,183
Operating Costs	37,548	39,321	54,891	57,901	5.5%	3,010
Salaries and Wages	283,316	215,329	146,707	150,994	2.9%	4,287
Total for General Fund - City	461,966	358,521	288,365	297,901	3.3%	9,536
Internal Service Funds						
Fringe Benefits	1,308	144	0	0	0.0%	0
Operating Costs	3,384	3,378	3,514	3,656	4.0%	142
Salaries and Wages	7,684	932	0	0	0.0%	0
Total for Internal Service Funds	12,376	4,454	3,514	3,656	4.0%	142
Special Revenue Funds						
Fringe Benefits	2,682	0	3,300	3,560	7.9%	260
Operating Costs	1,512	1,511	2,035	2,116	4.0%	81
Salaries and Wages	15,820	0	17,714	18,376	3.7%	662
Total for Special Revenue Funds	20,013	1,511	23,049	24,052	4.4%	1,003
Total for EXECUTIVE	547,321	401,075	361,316	370,043	2.4%	8,727
FINANCE DEPARTMENT						
General Fund - City						
Salaries and Wages	0	0	0	-58,000	0.0%	-58,000
Total for General Fund - City	0	0	0	-58,000		-58,000
Internal Service Funds						
Fringe Benefits	0	0	5,554	0	-100.0%	-5,554
Total for Internal Service Funds	0	0	5,554	0	-100.0%	-5,554
Special Revenue Funds						
Contractual Services	0	0	-5,702	0	-100.0%	5,702
Total for Special Revenue Funds	0	0	-5,702	0	-100.0%	5,702
Total for FINANCE DEPARTMENT	0	0	-148	-58,000	39,089.2%	-57,852
FINANCIAL SERVICES AND BUDGET						
Capital Projects						
Contractual Services	16,266	1	250,000	0	-100.0%	-250,000
Equipment	0	327	0	0	0.0%	0
Fringe Benefits	0	72,949	0	7,266	0.0%	7,266
Operating Costs	0	339	1,002,135	1,006,363	0.4%	4,228

FINANCE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FINANCIAL SERVICES AND BUDGET						
Capital Projects						
Salaries and Wages	0	306,496	0	0	0.0%	0
Total for Capital Projects	16,266	380,113	1,252,135	1,013,629	-19.0%	-238,506
Enterprise Funds						
Contractual Services	32,566	0	0	0	0.0%	0
Fringe Benefits	0	15,309	0	0	0.0%	0
Operating Costs	0	0	1,040,122	1,165,704	12.1%	125,582
Salaries and Wages	0	79,057	0	0	0.0%	0
Total for Enterprise Funds	32,566	94,366	1,040,122	1,165,704	12.1%	125,582
General Fund - City						
Contractual Services	159,769	113,742	304,804	293,429	-3.7%	-11,375
Equipment	1,816	91,382	94,400	96,288	2.0%	1,888
Fringe Benefits	307,322	222,236	216,117	379,389	75.5%	163,272
Operating Costs	42,705	41,565	-3,289,929	-3,570,280	8.5%	-280,351
Salaries and Wages	1,512,281	1,172,754	681,738	1,678,748	146.2%	997,010
Total for General Fund - City	2,023,894	1,641,678	-1,992,870	-1,122,426	-43.7%	870,444
Internal Service Funds						
Contractual Services	33,443	0	0	0	0.0%	0
Fringe Benefits	0	35,683	0	0	0.0%	0
Operating Costs	60	0	1,026,914	1,149,942	12.0%	123,028
Salaries and Wages	0	164,207	0	1,886	0.0%	1,886
Total for Internal Service Funds	33,503	199,890	1,026,914	1,151,828	12.2%	124,914
Special Revenue Funds						
Capital Outlay	0	0	1,165	1,188	2.0%	23
Contractual Services	30,036	0	97,035	98,976	2.0%	1,941
Fringe Benefits	3,481	41,478	13,998	2,370	-83.1%	-11,628
Operating Costs	1	0	264,397	296,594	12.2%	32,197
Salaries and Wages	17,801	197,540	44,640	14,194	-68.2%	-30,446
Total for Special Revenue Funds	51,318	239,018	421,235	413,322	-1.9%	-7,913
Total for FINANCIAL SERVICES AND BUDGET	2,157,547	2,555,065	1,747,536	2,622,057	50.0%	874,521
PROCUREMENT						
General Fund - City						
Capital Outlay	3,810	0	0	0	0.0%	0
Contractual Services	226,990	96,248	103,563	27,604	-73.3%	-75,959
Equipment	36,775	1,967	6,800	0	-100.0%	-6,800
Fringe Benefits	108,606	115,473	145,165	132,819	-8.5%	-12,346
Operating Costs	21,481	16,203	25,075	17,723	-29.3%	-7,352
Salaries and Wages	502,886	575,811	520,604	541,245	4.0%	20,641
Total for General Fund - City	900,548	805,702	801,207	719,391	-10.2%	-81,816
Special Revenue Funds						
Contractual Services	0	0	12,999	13,258	2.0%	259

FINANCE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PROCUREMENT						
Special Revenue Funds						
Fringe Benefits	3,959	4,195	6,997	8,747	25.0%	1,750
Operating Costs	0	0	1,900	1,938	2.0%	38
Salaries and Wages	17,687	22,309	32,562	33,231	2.1%	669
Total for Special Revenue Funds	21,646	26,504	54,458	57,174	5.0%	2,716
Total for PROCUREMENT	922,194	832,206	855,665	776,565	-9.2%	-79,100
RISK MANAGEMENT						
Internal Service Funds						
Contractual Services	560,684	690,963	733,899	748,577	2.0%	14,678
Equipment	0	24,001	5,000	5,100	2.0%	100
Fringe Benefits	118,163	126,255	131,947	139,244	5.5%	7,297
Operating Costs	48,090	36,972	30,755	31,371	2.0%	616
Salaries and Wages	507,541	550,828	582,281	579,759	-0.4%	-2,522
Total for Internal Service Funds	1,234,477	1,429,019	1,483,882	1,504,051	1.4%	20,169
Total for RISK MANAGEMENT	1,234,477	1,429,019	1,483,882	1,504,051	1.4%	20,169
TREASURY						
Enterprise Funds						
Capital Outlay	0	0	0	26,520	0.0%	26,520
Contractual Services	18,317	25,798	22,319	1,145,446	5,032.2%	1,123,127
Equipment	0	0	450	103,318	22,859.6%	102,868
Fringe Benefits	28,258	35,288	512,357	631,184	23.2%	118,827
Operating Costs	2,545	2,749	4,550	137,242	2,916.3%	132,692
Salaries and Wages	138,852	155,095	2,060,883	2,451,202	18.9%	390,319
Total for Enterprise Funds	187,971	218,930	2,600,559	4,494,912	72.8%	1,894,353
General Fund - City						
Contractual Services	134,048	123,170	145,931	105,751	-27.5%	-40,180
Equipment	0	0	11,465	11,694	2.0%	229
Fringe Benefits	100,173	97,559	123,807	73,486	-40.6%	-50,321
Operating Costs	38,522	30,940	26,975	27,515	2.0%	540
Salaries and Wages	454,189	479,716	509,328	368,469	-27.7%	-140,859
Total for General Fund - City	726,931	731,384	817,506	586,915	-28.2%	-230,591
Total for TREASURY	914,903	950,314	3,418,065	5,081,827	48.7%	1,663,762
UTILITY BILLING						
Capital Projects						
Fringe Benefits	0	475	0	0	0.0%	0
Salaries and Wages	0	1,757	0	0	0.0%	0
Total for Capital Projects	0	2,232	0	0		0
Enterprise Funds						
Capital Outlay	0	3,621	26,000	0	-100.0%	-26,000

FINANCE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
UTILITY BILLING						
Enterprise Funds						
Contractual Services	883,165	1,142,263	1,080,911	0	-100.0%	-1,080,911
Equipment	9,776	34,740	94,960	0	-100.0%	-94,960
Fringe Benefits	402,299	415,049	471	0	-100.0%	-471
Operating Costs	167,508	97,909	130,000	0	-100.0%	-130,000
Salaries and Wages	1,787,181	1,821,260	357,628	0	-100.0%	-357,628
Total for Enterprise Funds	3,249,929	3,514,841	1,689,970	0	-100.0%	-1,689,970
General Fund - City						
Fringe Benefits	21	0	0	0	0.0%	0
Total for General Fund - City	21	0	0	0		0
Total for UTILITY BILLING	3,249,950	3,517,073	1,689,970	0	-100.0%	-1,689,970
Total for FINANCE DEPARTMENT	13,432,290	14,492,347	15,827,102	16,202,974	2.4%	375,872

FINANCE
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Executive	7.00	6.00	2.00	2.00	0.00%	-
Treasury	62.00	61.00	61.00	61.00	0.00%	-
Procurement	9.00	9.00	12.50	10.00	-20.00%	(2.50)
Management Analysis ¹	5.00	5.00	5.50	-	-100.00%	(5.50)
Risk Management	11.00	11.00	10.00	10.00	0.00%	-
Financial Management and Budget ²	110.00	110.00	112.00	25.00	-77.68%	(87.00)
Controller	NA	NA	NA	92.00	NA	92.00
Total FTE's	204.00	202.00	203.00	200.00	-1.48%	(3.00)

¹ Starting with the 2003 budget the FTE's in the Management Analysis Division (MAD) are allocated to the Financial Management and Budget Division.

² In 2002, the Financial Services and Budget Division became two separate Finance Divisions: Financial Management & Budget and Controller.

HUMAN RESOURCES

Mission Statement:

The mission of the Human Resources Department is to enable the City make the best decisions about its human capital investments.

Primary Businesses:

Employment Services: Provide employment services so that operating departments have diverse competent employees in the positions they need at the right time

Employee Services: Provide employee services so that employees receive competitive compensation, working conditions, supervision and challenging assignments to remain high performing employees

Enterprise Services: Provide enterprise services so that the expectations of elected officials, department heads and citizens for organizational improvement can be realized

Key Trends and Challenges Impacting the Department:

1. The ongoing budget constraints on the general fund will cause some departments to layoff employees. The HR Department must carefully manage the Job Bank to assure expected savings and fair treatment of employees.
2. Even with the slowed economy and budget constraints, the City will continue to have difficulty filling some positions as experienced employees retire (engineers, IT professionals, forensic scientists, etc.). HR must continue its aggressive recruiting campaigns for these positions, focusing on the creation of a diverse workforce.
3. The remaining employees will need to be more productive and more creative in providing City services. HR will need to expand its role in employee training and development. Supervisory and managerial training are most critical.
4. Eleven collective bargaining agreements will be open for renegotiations. Employees will expect increases in salary and benefits.

Key Enterprise Outcome Measures Influenced by the: Human Resources Department

1. Direct all HR functions so that each department can make the best decisions about their human capital investments.
2. Increase the percentage of departments utilizing a performance appraisal system for determining the training and development of employees
3. Stay within original budget

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Survey results from customer departments about quality of services provided by HR.	NA	NA	60% satisfaction		
% departments using the standard performance appraisal system	NA	45%	50%		
% of annual budget spent	96.3%	98.3%	100%	100%	100%

Primary Business: Employment Services

(Service activities and performance measures sorted by business)

Service Activity: Help departments increase the racial, gender and disabled diversity within a respectful work environment.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of protected class applicants on eligible list	66%*	70%*	51%**	55%	55%
% City workforce that are women, people with disabilities, & people of color	Women 32.4% Disabled 7.1% POC 17.4%	Women 32.9% Disabled 6.2% POC 18.4%	Women 34% Disabled 6% POC 20%	Women 50% Disabled 7% POC 24%	Women 50% Disabled 7% POC 24%

Explanation of Key Performance Measures: * Includes total population of applicants, and counts women and people of color separately. So an African American female would be counted twice. ** Includes only those applicants that were placed on the eligible lists, and does not double count women of color.

Service Activity: Provide highly qualified, diverse candidates for employment in City departments, Park Board, and Library Board in a timely manner.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of managers expressing satisfaction with support received from HR generalists	90%	NA	80%	80%	80%
Avg. # of days to create an eligible list (sorted by types).	60 days	48.5 days	37 days	35 days	35 days
Avg. score on customer satisfaction surveys re: staffing function.	3.81 (of 5.0)	4.08 (of 5.0)	4.5 (of 5.0)	4.5 (of 5.0)	4.5 (of 5.0)

Primary Business: Employee Services

(Service activities and performance measures sorted by business)

Service Activity: Negotiate and administer fair and affordable collective bargaining agreements.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of collective bargaining agreements within the operational and financial parameters established by the Executive Committee.	12	8	9	12	12

Service Activity: Administer compensation and classification programs that provide for fair and equitable salaries.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of reclass requests completed within 60 days or less	84%	92%	96%	95%	95%
% of job titles reviewed for proper classification and compensation	N/A	N/A	10%	20%	20%
% salary new schedules within 4% of the City's internal pay equity line	N/A	100%	100%	95%	95%

Service Activity: Design and manage employee benefit plans, and assure compliance with all applicable laws.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Scope and cost of City benefit packages compared to similar public jurisdictions.	N/A	Monthly premium for City single and family contracts are less than those for comparable plans at Hennepin County and the State of Minnesota. \$70 - \$200 = single \$75 - \$314 = family	Vastly similar to 2001	Similar to 2002	Similar to 2002
Number of sustained complaints regarding compliance with federal and state IRS regulations regarding benefits	0	0	0	0	0
% employees expressing satisfaction with choice of benefits	N/A	93%	85%	85%	85%

Service Activity: Administer programs (ADR, RTW/Job Bank) and investigate complaints in order to assure fair & equitable treatment for all employees.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of employees placed in a transitional job within 3 days of release to return to work with restrictions	N/A	76%	90%	90%	90%
% of arbitration hearings won	85%	92%	90%	85%	85%
# referrals/request for ADR services	11	9	6	5	5
% discrimination complaints investigated and resolved within 60 days	N/A	N/A	80%	90%	90%

Primary Business: Enterprise Services

(Service activities and performance measures sorted by business)

Service Activity: Conduct workforce action planning with each operating department.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of City Council Departments with a current Workforce Action Plan completed within the last 3 years	41%	77%	94%	100%	100%
% of City Council Departments using their WFAP six months after its completion	92%	94%	93%	100%	100%

Service Activity: Provide employees and supervisors with training that teaches them the enterprise competencies they need to perform their jobs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Avg. # of hours of training per full time employee	3	4	3	4	4

Explanation of Key Performance Measures: The hiring freeze impacted 2002.

Service Activity: Use information technology to insure ease of access for up-to-date applicant and employment records and management reports.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Accuracy of standard HRIS management reports, biweekly paychecks, mostly PM report, etc...	98%	98%	99%	99%	99%
Timeliness of data available within HRIS	98%	98%	99%	99%	99%

Financial Analysis:

The Human Resources 2003 Adopted Budget increased 0.5% to \$5,627,513 across all funds compared to the 2002 Adopted Budget of \$5,600,593. Relative to the 2002 Modified Budget of \$5,494,593, the increase is 3% because of the additional 2002 target reductions, which included the elimination of 2.50 FTEs. Health insurance is the largest contributor of the increase, with fringe benefits 10% higher than the previous year.

The majority of HR's expenditure budget is found in the General Fund (69.36%). The other funds include the Self-Insurance Fund (10.18%), Convention Center Operating Fund (1.02%), Internal Service Fund (3.26%), Grants-Other Fund (0.18%), and Enterprise Funds (16.00%).

General Fund revenue is expected to decrease for 2003, since the contract with the Minneapolis School Board has ended. Revenue to support Employee Services Division Self-Insurance Fund activities such as benefits administration comes from direct charges to the City departments and Independent Boards and Agencies.

As part of its 2002 Target Strategy, 2.50 FTEs were cut along with some contractual services expenditure items for a total General Fund reduction of \$241,000. Total FTEs for the 2003 Adopted Budget are 57.00.

The Council adopted a motion directing Human Resources-Labor Relations/MCDA Labor Relations staff to negotiate with the MCDA attorneys' bargaining unit to combine with the City Attorneys' bargaining unit, including making all elements of compensation on the same basis. The Council also voted to restore the Upward Mobility Program within existing Human Resources funding.

Summary of Target Strategies:

HR has proposed three items as part of their Target Strategy. The first is a Citywide General Fund savings of \$166,574 through the implementation of the Employee Health Care Savings Program. The second is to allocate \$900,000 in HR General Fund expenditures to the enterprise funds. A General Fund reduction of \$35,000 in various HR programs, such as merit pay for special projects, is the last reduction strategy.

The Mayor has recommended the \$35,000 General Fund reduction in various HR programs strategy, and the allocation of \$900,000 in General Fund expenditures to the enterprise funds. The Council concurs with the Mayor's recommendations, but directed that the Department continue the Upward Mobility Program from within current resources.

Title: FICA Savings from Health Care Savings Program

Fund # 0100

Agency # 815

Organization # 8150

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100		\$166,574		

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Expense:

Revenue: \$-0-

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense:

Revenue: \$-0-

Proposal Description: FICA savings from the new Health Care Savings Program

Describe how the proposal impacts your service activities and performance measures: In estimating the FICA and PERA savings from the new Employee Health Care Savings Program, we assumed half of the unions will participate in the plan and will contribute at a rate of \$500 per year, per member. We assumed participating members will contribute half of the value of their Annual Sick Leave Credit. We assumed appointed employees will contribute \$800 per year per member, and non-represented members will contribute \$600 per year per member.

Title: Various Program Reductions

Fund # 0100

Agency # 815

Organization # 8155,8156,8160

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$5,000)			Discontinue merit pay for special projects
0100	(\$20,000)			Eliminate Upward Mobility Program
0100	(\$10,000)			Insourse training and reduce Professional Services expenditures

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$35,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation, but directs the Department to continue the Upward Mobility Program within current resources.

Expense: (\$35,000)

Revenue:

Proposal Description: Discontinue merit pay for special projects - \$5,000
Eliminate Upward Mobility Program, only 1% of employees participate - \$20,000
Insourse training and reduce Professional Services - \$10,000

Describe how the proposal impacts your service activities and performance measures: The projects that warrented the merit pay will be completed in 2002, so the salary reductions would occur regardless.

The elimination of the Upward Mobility Program will cause some employees to spend more of their own money on their career development.

The insourcing of some of our employee training will require the current city staff to spend more time designing curriculum and delivering classes.

Title: Allocate General Fund Expenditures to Enterprise Funds

Fund # 0100

Agency # 815

Organization # 815

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$900,000)			
7300	\$225,000			
7400	\$225,000			
7500	\$225,000			
7700	\$225,000			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: -\$0-

Revenue: -\$0-

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: -\$0-

Revenue: -\$0-

Proposal Description: Redistribute HR overhead costs to Enterprise Funds that use HR services (20% of workforce) - \$900,00

Describe how the proposal impacts your service activities and performance measures: This strategy is similar to how Finance Services have been funded since 1996. Pending rate modeling for many City services, these allocations may change in 2004 and beyond.

HUMAN RESOURCES

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Operating Costs	0	0	0	900,000	0.0%	900,000
Total for Enterprise Funds	0	0	0	900,000		900,000
General Fund - City						
Contractual Services	815,828	1,050,427	760,417	738,810	-2.8%	-21,607
Equipment	99,805	22,733	5,500	5,610	2.0%	110
Fringe Benefits	537,837	516,031	676,105	735,089	8.7%	58,984
Operating Costs	281,111	360,632	316,983	-646,318	-303.9%	-963,301
Salaries and Wages	2,597,272	2,562,415	3,010,234	3,070,024	2.0%	59,790
Total for General Fund - City	4,331,853	4,512,238	4,769,239	3,903,215	-18.2%	-866,024
Internal Service Funds						
Contractual Services	76,001	207,181	370,868	362,985	-2.1%	-7,883
Equipment	0	0	3,600	3,672	2.0%	72
Fringe Benefits	66,843	98,759	74,714	80,263	7.4%	5,549
Operating Costs	6,674	7,705	13,493	13,821	2.4%	328
Salaries and Wages	312,807	490,770	302,699	296,316	-2.1%	-6,383
Total for Internal Service Funds	462,324	804,414	765,374	757,057	-1.1%	-8,317
Special Revenue Funds						
Contractual Services	0	675	0	0	0.0%	0
Fringe Benefits	11,270	9,781	13,178	14,565	10.5%	1,387
Operating Costs	6,266	3,137	10,984	11,023	0.4%	39
Salaries and Wages	38,252	34,264	41,818	41,653	-0.4%	-165
Total for Special Revenue Funds	55,788	47,857	65,980	67,241	1.9%	1,261
Total for HUMAN RESOURCES	4,849,965	5,364,509	5,600,593	5,627,513	0.5%	26,920

HUMAN RESOURCES

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	243	38	300	0	-100.0%	-300
Charges for Service	394,000	128,518	96,550	0	-100.0%	-96,550
Other Misc Revenues	5,469	4,586	7,250	7,000	-3.4%	-250
Total for General Fund - City	399,712	133,141	104,100	7,000	-93.3%	-97,100
Internal Service Funds						
Charges for Service	103,093	148,963	0	23,817	0.0%	23,817
Other Misc Revenues	-217	31	0	0	0.0%	0
Total for Internal Service Funds	102,876	148,994	0	23,817	0.0%	23,817
Special Revenue Funds						
Charges for Sales	140	0	0	0	0.0%	0
Contributions	2,250	0	2,250	0	-100.0%	-2,250
Other Misc Revenues	6,215	4,664	10,000	10,000	0.0%	0
Total for Special Revenue Funds	8,605	4,664	12,250	10,000	-18.4%	-2,250
Total for HUMAN RESOURCES	511,193	286,799	116,350	40,817	-64.9%	-75,533

HUMAN RESOURCES

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
HR ADMINISTRATION						
Enterprise Funds						
Operating Costs	0	0	0	121,532	0.0%	121,532
Total for Enterprise Funds	0	0	0	121,532		121,532
General Fund - City						
Contractual Services	350,513	292,800	283,790	283,050	-0.3%	-740
Equipment	17,765	8,053	0	0	0.0%	0
Fringe Benefits	199,932	32,942	25,877	31,425	21.4%	5,548
Operating Costs	136,679	106,728	161,503	45,579	-71.8%	-115,924
Salaries and Wages	995,269	167,408	173,195	166,992	-3.6%	-6,203
Total for General Fund - City	1,700,158	607,932	644,365	527,046	-18.2%	-117,319
Special Revenue Funds						
Operating Costs	2,250	0	0	0	0.0%	0
Total for Special Revenue Funds	2,250	0	0	0		0
Total for HR ADMINISTRATION	1,702,408	607,932	644,365	648,578	0.7%	4,213
HR EMPLOYEE SERVICES						
Enterprise Funds						
Operating Costs	0	0	0	139,048	0.0%	139,048
Total for Enterprise Funds	0	0	0	139,048		139,048
General Fund - City						
Contractual Services	31,203	43,752	47,385	50,373	6.3%	2,988
Fringe Benefits	77,189	86,915	113,640	122,431	7.7%	8,791
Operating Costs	21,388	37,550	35,635	-127,800	-458.6%	-163,435
Salaries and Wages	408,338	454,001	544,173	573,217	5.3%	29,044
Total for General Fund - City	538,118	622,217	740,833	618,221	-16.6%	-122,612
Internal Service Funds						
Contractual Services	76,001	146,236	190,868	179,385	-6.0%	-11,483
Equipment	0	0	3,600	3,672	2.0%	72
Fringe Benefits	65,804	91,358	48,878	52,011	6.4%	3,133
Operating Costs	6,674	7,705	13,493	13,821	2.4%	328
Salaries and Wages	304,690	445,695	185,503	175,316	-5.5%	-10,187
Total for Internal Service Funds	453,169	690,994	442,342	424,205	-4.1%	-18,137
Total for HR EMPLOYEE SERVICES	991,287	1,313,211	1,183,175	1,181,474	-0.1%	-1,701
HR EMPLOYMENT SERVICES						
Enterprise Funds						
Operating Costs	0	0	0	423,882	0.0%	423,882
Total for Enterprise Funds	0	0	0	423,882		423,882
General Fund - City						
Contractual Services	265,994	342,081	204,411	175,860	-14.0%	-28,551
Equipment	30,160	13,929	5,500	5,610	2.0%	110

HUMAN RESOURCES

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
HR EMPLOYMENT SERVICES						
General Fund - City						
Fringe Benefits	178,222	331,386	355,236	388,753	9.4%	33,517
Operating Costs	86,715	169,207	80,910	-388,273	-579.9%	-469,183
Salaries and Wages	820,823	1,598,569	1,456,381	1,503,454	3.2%	47,073
Total for General Fund - City	1,381,915	2,455,172	2,102,438	1,685,404	-19.8%	-417,034
Internal Service Funds						
Fringe Benefits	1,039	0	0	0	0.0%	0
Salaries and Wages	8,117	0	0	0	0.0%	0
Total for Internal Service Funds	9,156	0	0	0		0
Special Revenue Funds						
Contractual Services	0	675	0	0	0.0%	0
Fringe Benefits	11,270	9,781	13,178	14,565	10.5%	1,387
Operating Costs	4,016	3,137	10,984	1,023	-90.7%	-9,961
Salaries and Wages	38,252	34,264	41,818	41,653	-0.4%	-165
Total for Special Revenue Funds	53,538	47,857	65,980	57,241	-13.2%	-8,739
Total for HR EMPLOYMENT SERVICES	1,444,608	2,503,028	2,168,418	2,166,527	-0.1%	-1,891
HR ENTERPRISE SERVICES						
Enterprise Funds						
Operating Costs	0	0	0	215,538	0.0%	215,538
Total for Enterprise Funds	0	0	0	215,538		215,538
General Fund - City						
Contractual Services	164,374	371,795	224,831	229,527	2.1%	4,696
Equipment	5,075	751	0	0	0.0%	0
Fringe Benefits	39,340	64,787	181,352	192,480	6.1%	11,128
Operating Costs	35,439	47,110	38,935	-175,824	-551.6%	-214,759
Salaries and Wages	165,803	342,437	836,485	826,361	-1.2%	-10,124
Total for General Fund - City	410,032	826,880	1,281,603	1,072,544	-16.3%	-209,059
Internal Service Funds						
Contractual Services	0	60,945	180,000	183,600	2.0%	3,600
Fringe Benefits	0	7,400	25,836	28,252	9.4%	2,416
Salaries and Wages	0	45,075	117,196	121,000	3.2%	3,804
Total for Internal Service Funds	0	113,420	323,032	332,852	3.0%	9,820
Special Revenue Funds						
Operating Costs	0	0	0	10,000	0.0%	10,000
Total for Special Revenue Funds	0	0	0	10,000		10,000
Total for HR ENTERPRISE SERVICES	410,032	940,301	1,604,635	1,630,934	1.6%	26,299
HRIS						
General Fund - City						
Contractual Services	3,744	0	0	0	0.0%	0

HUMAN RESOURCES

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
HRIS						
General Fund - City						
Equipment	46,804	0	0	0	0.0%	0
Fringe Benefits	43,153	0	0	0	0.0%	0
Operating Costs	890	0	0	0	0.0%	0
Salaries and Wages	207,039	0	0	0	0.0%	0
Total for General Fund - City	301,631	0	0	0		0
Total for HRIS	301,631	0	0	0		0
HUMAN RESOURCES						
General Fund - City						
Operating Costs	0	37	0	0	0.0%	0
Total for General Fund - City	0	37	0	0		0
Total for HUMAN RESOURCES	0	37	0	0		0
Total for HUMAN RESOURCES	4,849,965	5,364,509	5,600,593	5,627,513	0.5%	26,920

HUMAN RESOURCES **Staffing Information**

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	3.00	3.00	2.00	2.00	0.00%	-
Employment Services	33.50	34.50	30.00	28.00	-6.67%	(2.00)
Enterprise Services	7.00	8.00	15.50	15.00	-3.23%	(0.50)
Employee Services	13.00	13.00	12.00	12.00	0.00%	-
Total FTE's	56.50	58.50	59.50	57.00	-4.20%	(2.50)

INFORMATION TECHNOLOGY SERVICES

Mission Statement:

Provide effective and reliable information services to support efficient management of city government, easy access to city products and services, and measurement of city business units' performance.

Note: This 2003 Budget submission is subject to change based on the results of the ITS infrastructure outsourcing initiative.

Primary Businesses:

Administration - Monitor and control ITS finances, administer IT contracts, coordinate ITS interface with finance and HR.

Architecture - Establish and manage IT strategic planning, develop, implement and institutionalize IT architectural frameworks, policies, procedures, and best practices.

Action Center – Provide a central point of contact for all internal customers.

Customer Relations and GIS Services - Provide business-consulting and GIS services to all City Departments, including defining and monitoring of services level agreements.

Information Technology Operations - Implement and maintain the City's IT systems and infrastructure, security services, data center operations, telephony services, and desktop support.

Information Access - Provide structure, guidelines, policies and technology for Web & Telephone access to City information and Application Development and maintenance.

Program Management Division - Provide business process development, project management and facilitated implementation of new IT solutions that are fully supported by institutionalized enterprise business practice.

Telecommunications and Media Services - Develop and coordinate telecommunications provider activities including franchise development, regulatory oversight, and service delivery and provide cable and media services to support City services.

Key Trends and Challenges Impacting the Department:

Funding

Funding for on-going ITS operations and future information technology investments is the most serious challenge facing ITS. ITS needs sustainable financing models that will provide service levels demanded by the Enterprise and insure a reliable source of funding for business outcome driven technology investments that reduce cost and improve the delivery of City services. The ITS work-out plan provided interim financing for on-going ITS operations through an offsetting revenue increase in the Intergovernmental Services Fund. The source of the revenue was an increase in payments from other City funds. Future technology investment was not addressed in the work-out plan.

Outsourcing

The City is at a critical juncture with its information technology systems. Owning and maintaining IT assets is no longer considered a "core business function" in the mix of information services provided by governmental ITS departments. This public sector change in direction involves a shift from the

traditional focus on information technology to delivery of information services. Outsourcing Technology Operations will make it possible for the City's ITS organization to concentrate on becoming information brokers and refocus on delivery of information services within the enterprise. The end result will be predictable technology costs and consistent service delivery. The Council and Mayor approved the release of an RFP for the outsourcing initiative. ITS negotiated a contract with Unisys covering January 1, 2003 through December 31, 2009 in the amount of \$53,000,000 which the Council approved. It is projected that \$20,000,000 will be saved over the life of the contract compared to maintaining and upgrading the current technology systems.

Disaster Recovery-Business Continuation

The City of Minneapolis has an urgent need to create an Enterprise Business Continuation plan. An Enterprise Business Continuation plan is more than an ITS Disaster Recovery plan; it includes Departmental Business Continuation Plans that ensure the ability to conduct business and deliver critical services in the aftermath of a natural or perpetrated catastrophe. The Information Services Disaster Recovery-Business Continuation plan is a response to Departmental Information Services priorities and recovery protocols. Business Continuation is an extension of the Emergency Preparedness Plan. The Emergency Preparedness Plan should include an Information Services Annex that addresses first response, situational awareness needs as well as disaster recovery. The commitment of City Policy Makers and Department Heads is required before an Enterprise Business Continuation Plan can be effective.

Common Contact Center

For the past several years, responsibility and power have been steadily shifting from the federal government to state and local governments. The result is increased demand on state and local delivery of services, often without a corresponding increase in funding. Citizens and local businesses frequently interact with private sector organizations that are providing new levels of customized service through E-Business channels and expect the same from the public sector. This means local governments must find ways to save money by improving service delivery and streamlining processes. Government stakeholders - Policy makers, department heads, citizens and local businesses are recognizing that being highly responsive to citizens' needs by improving services is the most important reason to change the way a government does business.

Common Contact Centers are an emerging response to this trend within state and local government. The Common Contact Center integrates associated technologies with enterprise business processes to support submission, tracking and reporting of non-emergency service requests. The Common Contact Center can provide access to the same information, service request capabilities and level of service, regardless of the channel - over the phone, online, by mail or in person. It also enables departments to share information, manage service fulfillment and offer policymakers the ability to analyze business trends as well as set City goals and priorities.

Key Enterprise Outcome Measures Influenced by ITS

1. Increase the development of communications infrastructure to support business communications technology.
2. Increase the number of people using the City's e-government services.
3. Increase percentage of the City having high-speed broadband Internet access.
4. Increase the percentage of departments using the City standard information technology system architecture.
5. Provide IT application and IT investment management for the Enterprise.

6. Increase the return on enterprise technology investments (EG: GIS, FISCOL, HRIS, BIIS, etc.) through IT application audits that include business process redesign to ensure effective use of software.
7. Institute measurable enterprise data stewardship programs (e.g., data quality, data sharing, and data governance).
8. Increase E-Government business services supported by inter-agency and inter-jurisdictional business processes.
9. ITS participation in Departmental Business planning process.
10. Increase ITS service levels to match enterprise business requirements.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Examples of City Involvement in the development of communications infrastructure		Enforced franchise provisions requiring state-of-the art system to deploy broadband services City-wide	Oversight of roll-out completion including deployment to MDU's	Increase bandwidth for e-government applications	Increase bandwidth for e-government applications
% of visits to City's website		1.3 million Visits 4.6 million Page Views	1.43 million Visits 5.1 million Page Views	1.57 million Visits 5.6 million Page Views	1.57 million Visits 5.6 million Page Views
% of City where broadband internet access is available	45%	65%	95%	Initiatives will focus on encouraging development of low cost alternatives to all residents	Initiatives will focus on encouraging development of low cost alternatives to all residents
% City departments using City Standard IT architecture		N/A	50%	Would like 70% compliance, success would depend on policy reinforcement by CC and DH and funding support	Would like 70% compliance, success would depend on policy reinforcement by CC and DH and funding support
# City transactions performed over the internet	N/A	N/A	To Be Defined	+10%	+10%
Examples of new capabilities for performing transactions over the internet				Proposed Coordinated Telecom Ordinance suggests several web based permit applications	Proposed Coordinated Telecom Ordinance suggests several web based permit applications
Provide and institute measurable enterprise data stewardship plan			Document and presented to TSC for review and approval	Implement plan	Implement plan
Examples of e-gov business services		Job application, property information	GIS, Property Information, On-Line Job Applications	MNCIS, CRIMNET, MNIS,	MNCIS, CRIMNET, MNIS,
Include ITS in City departmental business planning				IT participating in interdepartmental business plans	IT participating in interdepartmental business plans

Primary Business: Administration

(Service activities and performance measures sorted by business)

Service Activity: Provide for the efficient and effective administration of the City's ITS department.

Description: Monitor and control ITS finances, administer IT contracts, coordinate ITS interface with finance and HR.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Assure Expenditures to stay within approved budget	13.5 million	16.4 million	17.4 million	19.1 million	19.1 million
Ratio of FTC's to FTE's	74.14%	77.61%	44.87%	30%	30%

Explanation of Key Performance Measures: This is subject to change based on ITS Outsourcing Initiatives.

Primary Business: Architecture

(Service activities and performance measures sorted by business)

Service Activity: Establish and manage IT strategic planning, develop, implement and institutionalize IT architectural frameworks, policies, procedures, and best practices.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Ensure that a three year rolling plan exists and accurately describes enterprise and customer business needs to address	N/A	Yes	Yes	Yes	Yes
ITS values and principles ratified and supported by the Technology Steering Committee	N/A	N/A	Yes	Yes	Yes
# of ITS architectural frameworks documented	N/A	N/A	4	11	11
% of ITS projects adhering to ITS' Solution Development Life Cycle methodology	N/A	N/A	50%	70%	70%

Primary Business: Action Center

(Service activities and performance measures sorted by business)

Service Activity: Receives, records, dispatches and monitors requests for ITS services.

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Average monthly abandonment rate	N/A	20%	11%	8%	8%
Average monthly hold time	N/A	2 minutes	1 minute	30 Seconds	30 Seconds
Average # of calls per analyst per day	N/A	26	41	30	30

Explanation of Key Performance Measures: This is subject to change based on ITS Outsourcing Initiatives.

Service Activity: Provides ongoing education and user guidance in the use of City standard software and enterprise applications.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Level 1 "help desk" staff answer "how to" questions and provide first call resolution	N/A	40%	48%	60%	60%

Primary Business: Customer Relations and GIS Services

(Service activities and performance measures sorted by business)

Service Activity: Customer Relations - Provide IT consulting services to City Departments.

Description: Translate departmental business plans into strategic technology direction and service level agreements.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of Service Level Agreements in place.	N/A	2	4 ¹	13	13
% of Departments with Technology Roadmaps in Business plans.	N/A	0	0 ²	2	2
% Departments expressing satisfaction with ITS Service Level performance.	N/A	44% ³	N/A ¹	Department Head survey will be conducted in 4Q03.	Department Head survey will be conducted in 4Q03.

Explanation of Key Performance Measures:

1. Outsourcing decision will have a direct impact on the substance of the Service Level Agreements.
2. The Departmental Business Planning process will be established in 2002 and the development of Enterprise Technology Roadmaps should be incorporated into this process. Department's Heads will be encouraged to create 3-5 year roadmaps and investment plans.
3. Performance levels from the 2001 customer satisfaction surveys.

Service Activity: Customer Relations - Liaison between City departments and ITS.

Description: Improve business outcomes through coordination of ITS responses to service requests, application management and implementation of new IT solutions.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Public Safety –Customer satisfaction rating.			N/A ¹	Department Head survey will be conducted in 4Q03	Department Head survey will be conducted in 4Q03
Property & Regulatory Services – Customer satisfaction rating.			N/A ¹	Department Head survey will be conducted in 4Q03	Department Head survey will be conducted in 4Q03
Public Works –Customer satisfaction rating.			N/A ¹	Department Head survey will be conducted in 4Q03	Department Head survey will be conducted in 4Q03
Central Administration - Customer satisfaction rating.			N/A ¹	Department Head survey will be conducted in 4Q03	Department Head survey will be conducted in 4Q03

Explanation of Key Performance Measures: The Business Technology Management function will be restructured in 2002 and the roles/responsibilities of the Business Sector Liaisons realigned with the new business and information services model.

Service Activity: GIS Business Services - Assist in the integration of *GIS Services* into Departmental Business Processes.

Description: Assist departments to become self sufficient utilizing GIS by helping the departments identify the business need, resource requirements, and provide educational and technical assistance. 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of new data types provisioned into the enterprise		N/A ¹	1500	150	150
% of data enterprise data types tied to business process to ensure the accuracy of information.		N/A ¹	30%	50%	50%

Service Activity: GIS Analytical Services - Work with departments and the public to define and implement their geographic (*GIS*) 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 their ongoing GIS needs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% users reporting that the GIS website is easy to use and that data is readily available		N/A ¹	N/A ¹	Customer survey will be conducted in 2003	Customer survey will be conducted in 2003
# requests for services received		N/A ¹	N/A ¹	600	600

Explanation of Key Performance Measures: GIS Business is a new organization instituted 4Q2001 and is in startup mode. No meaningful performance data will be available until 2003.

Service Activity: Inter-Agency GIS Coordination.

Description: Formalize relationships with Metro GIS, Hennepin County, State of Minnesota, Independent Boards within the City, as well as adjacent municipalities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Implement Data Sharing agreements		N/A ¹	County	- Metro GIS - State GIS	- Metro GIS - State GIS
Memorandum of Understanding to share technology solutions		N/A ¹	County	- Metro GIS	- Metro GIS

Explanation of Key Performance Measures: The GIS Services Division is a new enterprise support division, starting its delivery of services in 2002. The performance measures that have been established contain two key evaluation components. These components are the departments services are delivered to, there commitment to apply the technology to improve delivery of services and the GIS Division support for the department. The year 2002 will begin to document actual strategic measures for evaluation.

For the City of Minneapolis to realize the return on investment in GIS, departments heads need to leverage the technology within their departments to improve services and departmental business processes.

Primary Business: Information Technology Operations

(Service activities and performance measures sorted by business)

Service Activity: Telephony Services provides voice and physical cabling infrastructure operations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% time voice mail system is available	99	99	99	99	99
Number of cabling tickets performed by staff	480/yr	360/yr	240/yr	240/yr	240/yr
% completed within service level	80%	90%	90%	95%	95%
Cabling projects performed by cabling contractor	60/yr	48/yr	48/yr	48/yr	48/yr

Service Activity: Security Services electronically guards the City, internally and externally, against computer virus attacks and hacking attempts into the City's network.

Description: Security Services monitors and maintains the firewalls, consults on systems and network projects to provide security impact assessments. It is Security Services policy to provide the most secure environment possible while maintaining business function.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of unsuccessful hacking attempts	N/A	0	0	0	0
# of viruses contained before impacting city systems	N/A	N/A	Unknown	Quantifying	Quantifying
Develop Security policy			Develop	Implement	Implement

Service Activity: Systems & Network Administration components allow electronic information exchange across the network .

Description: Systems & Infrastructure provides network planning, design and management, including server and database administration, backup/recovery planning and execution, storage management, and remote administration.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Apply hardware and database monitoring software to detect infrastructure weaknesses that require system reconfiguration or additional equipment to provide fault tolerance	N/A	N/A	Implement monitoring software	Implementing intrusion detection software	Implementing intrusion detection software
% time network is operational/available	87%	91%	94%	98%	98%
% of Enterprise & Systems/Application Backup/Recovery Plan	100%	100%	100%	100%	100%
% of time servers are operational	99%	99%	99.9%	99.99%	99.99%

Explanation of Key Performance Measures: Funding for proposals for business continuance plans have not been approved by City Council. This is subject to change based on ITS Outsourcing Initiatives.

Service Activity: Data Center Operations manages servers and batch jobs, which reside in the Data Center.

Description: Data Center Operations provides printing services, batch processing, backup/ recovery, production server installations, monitoring and maintenance.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of batch jobs completed successfully	91%	94%	97%	97%	97%
# of successful payroll runs	100%	100%	100%	100%	100%
% of Utility Billing Statement produced on a timely basis	97%	98%	99%	99.9%	99.9%
# of successful Accounts Payable check printing runs	100%	100%	100%	100%	100%

Explanation of Key Performance Measures: Performance will increase with proactive involvement with various Departments and ITS by establishing Service Level Agreements that outline policy and procedure.

Service Activity: Desktop Services.

Description: Desktop Services – include workstation image standardization; troubleshooting and resolution of workstation issues; application installation and configuration; moves, adds, or changes; and the planning and implementation of workstation application upgrade projects.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% customers expressing satisfaction with desktop support services	Not Available	70%	80%	90%	90%
Avg. time to respond to desktop support requests	Not Available	2-3 Days	1-2 Days	1 Day	1 Day
Moves, Adds and Changes within specified Service Levels		N/A	97%	99%	99%

Explanation of Key Performance Measures: This is subject to change based on ITS Outsourcing Initiatives.

Primary Business: Information Access

(Service activities and performance measures sorted by business)

Service Activity: Web Site Management and Development.

Description: Web site management provides web design, content management, usability testing and site usage analysis. Web development translates business requirements for a proposed business system into technical requirements that define user interface and data access needs for the system.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Annual Random Satisfaction Survey Score (survey mechanism and scoring criteria to be determined.	N/A	N/A	Planning Stages	Implemented	Implemented
Usage statistics					
Internet Content Server		Visits: 1.3 million Page Views: 4.6 million	Visits 1.43 million Page Views 5.1 million	Visits 1.57 million Page Views 5.6 million	Visits 1.57 million Page Views 5.6 million
Insite Content Server	Unavailable	Visits: 311,000 Page Views: 1.2 million	Visits 342,000 Page Views 1.3 million	Visits 376,000 Page Views 1.4 million	Visits 376,000 Page Views 1.4 million
#City Transactions supported on line					
# PDF Forms available for download.	Unavailable	30	40	50	50
# Electronic e-mail response forms	Unavailable	25	35	40	40
Content Management quantitative and qualitative measures					
Annual percentage of pages less than 12 months old.	Unavailable	Not Measured	Establish baseline	+10%	+10%
#Targeted major content creation/redesign initiatives	Unavailable	5	10	12	12

Service Activity: The ITS *Call Center* provides frontline customer service to incoming calls and web site emails.

Description: City Information Operators at 673-3000 respond to incoming calls and web site emails arriving in the City's generic 'contact us' and e-government mailboxes.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Abandoned Rate	10%	11%	5%	4%	4%
Calls answered within 20 seconds	83%	81%	88%	92%	92%
Customer Satisfaction	N/A	89% Satisfied	92% Satisfied	95% Satisfied	95% Satisfied
Respond to Emails within 24 hrs	N/A	N/A	100%	100%	100%
*Figures exclude calls prior to implementation of the SMIS system on 3/22/00					
**Figures exclude emails prior to implementation of Excel tracking system on 4/1/01					

Explanation of Key Performance Measures: Customer Satisfaction: Last year, the *Call Center* conducted an informal telephone survey that resulted in 89% of callers stating that they were satisfied or very satisfied with the Operator's assistance.

Service Activity: Provide *Application Maintenance and Support*.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total average % Time Customer Business Applications are Available	Not accurately tracked	96.7%	97.25%	99+%	99+%

Explanation of Key Performance Measures:

% Time Customer Business Applications are Available is a measure of the percentage of time the application is available during regularly scheduled hours, excluding any unavailability due to hardware reasons. The time unavailable is that time the application was not available on an unscheduled basis.

of Significant Upgrades and Implementations is the measure of those changes that have significantly increased functionality to the customers. This does not include corrections of errors.

of Other Upgrades and Implementations is the measure of other changes that have increased functionality to the customers or resulted in corrections of errors.

Primary Business: *Program Management Division*

(Service activities and performance measures sorted by business)

Service Activity: Provide Project Management services.

Description: Project Management - Implement business outcome driven, IT solutions on-schedule, within budget and that exceed customer expectations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Projects delivered on-schedule and within budget. (%)	N/A	75% ¹	95%	100%	100%
Projects that produced documented business unit cost savings. (%)	N/A	0% ¹	0%	10% ²	10% ²
Projects that resulted in improved delivery of services. (%)	N/A	20% ¹	95%	60% ²	60% ²
Facility infrastructure Projects delivered on-schedule and within budget. (%)	N/A	80% ¹	95%	95% ²	95% ²
IMAC orders that met or exceeded service level agreements (%)	N/A	70% ¹	95%	60% ²	60% ²
PMD annual project cost recovered (%)	N/A	70% ¹	95%	60% ²	60% ²
Annual dollar volume of projects in-flight & completed	N/A	\$6,670,000 ¹	\$5,300,000	\$2,500,000 ²	\$2,500,000 ²

Explanation of Key Performance Measures:

1. The Program Management Division was instituted on January 1, 2001 and the first six months of operation was devoted to developing and implementing project management methods and best practice. The PMD methodology was applied to several in-flight SISF projects to validate a new, non-traditional business centric approach to IT solution development and implementation. Performance metrics and measurements evolved during the 2001 PMD ramp-up period and tend to be somewhat subjective.

2. There is no funding for future technology investments, consequently, the 2003 plan is purely speculative.

Service Activity: Business Process Re-Engineering - Deliver business centric IT solutions, integrated into the Enterprise information management environment, that improve citizen access to City services.

Description: Combine appropriate technology, existing IT applications/infrastructure & commercial products into cost effective enterprise IT solutions through business process reengineering.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Projects resulting in departmental , inter-agency business and inter-jurisdictional process redesign. ¹	N/A	- GIS 2000 - Zoning Administration - MECC Enterprise Spatial Data	- Engineering 2000 - City Clerk eVote - City Store's Bar Code - Remote Inspector - City Attorney Bar Code RMS - MNIS - SWIS	- ITS Outsourcing - City Attorney Case Management - MPD CodeFor - MECC CAD - City Clerk EIM	- ITS Outsourcing - City Attorney Case Management - MPD CodeFor - MECC CAD - City Clerk EIM
Solutions that directly improved Citizen access to City services. ²	N/A	- Zoning Administration	- Remote Inspector - SWIS	- City Clerk EIM	- City Clerk EIM
Solutions that directly increased Citizen involvement in community development	N/A		- MNIS	- MPD CodeFor	- MPD CodeFor

Explanation of Key Performance Measures:

1. PMD is committed to moving away from business function automation to improving business outcomes through enterprise information services which requires Business Process Development leadership and working collaboratively with and across departments to ensure the City makes timely and efficient investments in enterprise technology.

2. PMD has leveraged Industry recognized Business Process Engineering methods to reduce the impact of migrating “Departmental Silo” business processes, applications and technology infrastructure to improve Citizen access to City services.

Primary Business: Telecommunications and Media Services

(Service activities and performance measures sorted by business)

Service Activity: Develops and administers coordinated telecommunication ordinance & franchise agreements, monitors franchisee technical and service compliance, and resolves citizen complaints.

Description: Building on the established service areas of Video Services and Cable Regulation, the ITS Division of Telecommunications and Media Services was initiated in May 2001, to reflect changing technologies and regulatory landscape, and to acknowledge the role of government in guiding the growth and development of the Information Highway and assuring effective deployment of services to citizens and business', and decreasing the technological Digital Divide.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% City where high speed data access is available	45%	65%	95%	97%	97%
% of Cable complaints resolved	NA	98%	99%	99%	99%
Conduct internal City Needs Assessment for Voice, Data, and Video applications, current and future needs	N/A	Complete study	Finalize Negotiations	Implement Negotiated plan*	Implement Negotiated plan*

Explanation of Key Performance Measures: In compliance with franchise language requiring Time Warner to provide a state-of-the-art communication system in Minneapolis, Time Warner upgraded their system to make high-speed internet (Broadband) access available to Minneapolis residents.

When customers have a complaint related to reception, billing, or customer service issues related to Time Warner, that they are unable to resolve by dealing directly with Time Warner, this office has authority mandated by the 1996 Cable Act to regulate the resolution of those complaints.

The I-Net is a City-owned and managed infrastructure to provide voice, data, and video services to all city owned facilities. Implementation of the I-Net would reduce rapidly escalating communication costs and dramatically improve the delivery of City services at a reduced cost. Success will be dependent on successful negotiation of terms with company and council approval of negotiated deal.

Service Activity: Manages the City's Media Services and production facility.

Description: Provides televised coverage of all regularly scheduled meetings of the Minneapolis City Council on Government Meeting Channel 71 and the internet, provides video support for the Minneapolis Police Department Training Unit, facilitates delivery of the satellite based Fire Training Channel, provides technical support for City Departments in using media resources to accomplish their work plans related to support of City goals.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of informational and training programs produced in cooperation with City Departments to support City goals	214 studio shows training videos and council meetings produced and/or video taped	358 studio shows, training videos and council/committee meetings produced and/or taped	394 studio shows, training videos and council/committee meetings produced and/or taped	400+ studio shows, training videos and council/committee meetings planned	400+ studio shows, training videos and council/committee meetings planned

Explanation of Key Performance Measures: Examples of regular studio monthly/bi-weekly shows MPD LIVE, Eye on Crime, Mayors Round Table, City Beat, A Public Health Journal, On CUE (Committee on Urban Environment), Stop Drop and Take Five (Fire Department), Job of the Month (HR), At Your Library (Library), Playing for Life (Park Board), as well as Public Service Announcements.

Financial Analysis:

The ITS 2003 Council Adopted expenditure budget is 10.1% higher than the 2002 Adopted Budget. The transfer of the Geographic Information System (GIS) business line from Inspections to ITS increased the ITS 2003 budget by \$729,872, and makes up 3.8% of the total ITS budget.

The General Fund and Intergovernmental Service Fund make up the two sources from which ITS activities are funded. The General Fund Adopted Budget is \$798,984 or 69.7% higher than 2002, due primarily to the GIS reorganization. Telecommunications and Media Services is also funded through the General Fund. The Intergovernmental Service Fund expense budget is \$17,289,624 and represents an increase of 5.9%.

The Full Time Equivalent (FTE) employee count for 2003 has increased by 23.25. Seven FTEs were gained from the transfer-in of the GIS business line. The footnotes to the 2002 Operating Budget authorizes the Chief Information Officer to create and hire up to 20 FTE positions funded by a reduction in the professional services budget for contractors. The 2002 General Fund expenditure budget was decreased by \$33,000 per the Council Amendment to the 2002 Adopted Budget.

The Council adopted the motion to reduce the 2003 capital appropriation for the ITS Core Infrastructure capital project from \$4.78 million to \$3.78 million until after the City's LGA for 2003 is finalized.

Decision Package Summary History

Adopted Decision Packages

<u>Year</u>	<u>Amount</u>	<u>Description</u>	<u>Fund</u>
2002	\$563,000	GIS Application	Intergovernmental Service
2002	\$586,420	Software/Hardware Maintenance Contracts	Intergovernmental Service
2002	\$853,000	Microsoft Licensing Contracts	Intergovernmental Service
2002	\$320,000	Oracle Licensing Contract	Intergovernmental Service
2002	(\$253,453)	Conversion of Contractors to FTEs	Intergovernmental Service
2002	\$100,000	MUPS Utility Billing (funded by dept.)	Permanent Improvement
2002	\$250,000	HRIS/Payroll Upgrade (funded by dept.)	Permanent Improvement
2001	\$51,000	City Council Videotaping	General Fund
2001	\$100,000	MTN Operating & Youth Services Staff	General Fund
2001	\$10,130,000	Strategic Information System Planning Investments	Permanent Improvement
2000	\$400,000	Work Stations for Public Works	Intergovernmental Service
2000	\$6,556,000	Strategic Information System Planning Investments	Permanent Improvement

Summary of Target Strategies:

The ITS target strategies include a 2% General Fund reduction of \$40,000 to contractual and operating expenditure line items of Telecom and Media Services (\$25,000), and GIS Services (\$15,000). The 4% reduction strategy proposes a total reduction of \$80,000, (\$50,000) for Telecom and Media Services and (\$30,000) for GIS. The Mayor has recommended \$55,000 in target reductions, with the stipulation that no cuts be made to the Minneapolis Telecommunications Network (MTN) budget. The Council adopted the Mayor's recommendation.

Title: ITS General Fund Reductions

Fund # 0100

Agency # 880

Organization # 8891 & 8910

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$25,000)			Various expenditures, not to include MTN
0100	(\$30,000)			Various administrative expenditures

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$55,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: Reduction in various expenditures (excluding the MTN budget) for Telecom and Media Services (\$25,000), and a reduction in administrative expenditures including travel, equipment purchases and software licenses for GIS (\$30,000).

INFORMATION AND TECHNOLOGY SERVICES
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	0	957,510	717,523	920,517	28.3%	202,994
Equipment	0	19,069	55,000	46,100	-16.2%	-8,900
Equipment Labor	0	70	0	0	0.0%	0
Fringe Benefits	0	53,938	65,494	161,457	146.5%	95,963
Operating Costs	0	48,423	56,254	148,685	164.3%	92,431
Salaries and Wages	0	301,359	251,716	668,212	165.5%	416,496
Total for General Fund - City	0	1,380,369	1,145,987	1,944,971	69.7%	798,984
Internal Service Funds						
Contractual Services	8,433,330	10,756,201	7,952,769	6,071,312	-23.7%	-1,881,457
Equipment	576,340	744,270	75,000	382,500	410.0%	307,500
Equipment Labor	56,405	85,385	0	0	0.0%	0
Fringe Benefits	737,151	829,349	1,214,455	1,652,357	36.1%	437,902
Operating Costs	611,098	1,170,586	1,973,000	2,372,875	20.3%	399,875
Salaries and Wages	3,275,965	3,996,616	5,104,054	6,810,580	33.4%	1,706,526
Total for Internal Service Funds	13,690,288	17,582,407	16,319,278	17,289,624	5.9%	970,346
Special Revenue Funds						
Equipment	0	0	0	0	0.0%	0
Total for Special Revenue Funds	0	0	0	0		0
Total for INFORMATION AND TECHNOLOGY S	13,690,288	18,962,776	17,465,265	19,234,595	10.1%	1,769,330

INFORMATION AND TECHNOLOGY SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	0	600	4,600	4,600	0.0%	0
Charges for Service	0	240	0	0	0.0%	0
Contributions	0	150,319	297,500	297,500	0.0%	0
Franchise Fees	0	2,127,483	2,000,000	2,000,000	0.0%	0
Other Misc Revenues	0	5	900	900	0.0%	0
Rents	0	2,320	0	0	0.0%	0
Total for General Fund - City	0	2,280,967	2,303,000	2,303,000	0.0%	0
Internal Service Funds						
Charges for Sales	105	0	1,800	1,800	0.0%	0
Charges for Service	1,546,538	1,966,096	1,493,300	1,493,300	0.0%	0
Interest	-2	0	0	0	0.0%	0
Total for Internal Service Funds	1,546,641	1,966,096	1,495,100	1,495,100	0.0%	0
Total for INFORMATION AND TECHNOLOGY S	1,546,641	4,247,063	3,798,100	3,798,100	0.0%	0

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
Internal Service Funds						
Contractual Services	417,067	1,010,922	3,994,524	3,720,239	-6.9%	-274,285
Equipment	0	3,971	0	0	0.0%	0
Fringe Benefits	94,785	141,452	192,766	235,466	22.2%	42,700
Operating Costs	278,094	451,250	1,397,344	1,838,038	31.5%	440,694
Salaries and Wages	160,446	339,046	477,630	556,900	16.6%	79,270
Total for Internal Service Funds	950,393	1,946,640	6,062,264	6,350,643	4.8%	288,379
Total for ADMINISTRATION	950,393	1,946,640	6,062,264	6,350,643	4.8%	288,379
CAPITAL INVESTMENT CONSOLIDATING						
Internal Service Funds						
Contractual Services	0	0	0	685,634	0.0%	685,634
Equipment	0	0	0	382,500	0.0%	382,500
Operating Costs	0	0	0	155,040	0.0%	155,040
Total for Internal Service Funds	0	0	0	1,223,174		1,223,174
Total for CAPITAL INVESTMENT CONSOLIDATING	0	0	0	1,223,174		1,223,174
CUSTOMER RELATIONS						
Internal Service Funds						
Contractual Services	1,065,294	891,537	695,000	204	-100.0%	-694,796
Equipment	8,798	14,058	0	0	0.0%	0
Equipment Labor	11,765	12,940	0	0	0.0%	0
Fringe Benefits	167,765	151,060	215,515	16,092	-92.5%	-199,423
Operating Costs	2,591	4,269	25,000	4,080	-83.7%	-20,920
Salaries and Wages	851,139	889,959	1,124,746	115,344	-89.7%	-1,009,402
Total for Internal Service Funds	2,107,351	1,963,823	2,060,261	135,720	-93.4%	-1,924,541
Total for CUSTOMER RELATIONS	2,107,351	1,963,823	2,060,261	135,720	-93.4%	-1,924,541
GIS BUSINESS SERVICES						
General Fund - City						
Contractual Services	0	0	0	186,300	0.0%	186,300
Fringe Benefits	0	0	0	86,344	0.0%	86,344
Operating Costs	0	0	0	103,806	0.0%	103,806
Salaries and Wages	0	0	0	353,422	0.0%	353,422
Total for General Fund - City	0	0	0	729,872		729,872
Total for GIS BUSINESS SERVICES	0	0	0	729,872		729,872
INFORMATION ACCESS						
Internal Service Funds						
Contractual Services	2,318,565	2,561,493	1,027,588	42,616	-95.9%	-984,972
Equipment	493,512	382,096	75,000	0	-100.0%	-75,000
Equipment Labor	10,635	12,945	0	0	0.0%	0
Fringe Benefits	128,961	155,816	166,800	541,975	224.9%	375,175

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
INFORMATION ACCESS						
Internal Service Funds						
Operating Costs	136,846	182,738	25,000	60,537	142.1%	35,537
Salaries and Wages	638,932	855,541	725,397	2,438,103	236.1%	1,712,706
Total for Internal Service Funds	3,727,451	4,150,628	2,019,785	3,083,231	52.7%	1,063,446
Special Revenue Funds						
Equipment	0	0	0	0	0.0%	0
Total for Special Revenue Funds	0	0	0	0		0
Total for INFORMATION ACCESS	3,727,451	4,150,628	2,019,785	3,083,231	52.7%	1,063,446
IT OPERATIONS						
Internal Service Funds						
Contractual Services	3,979,704	4,945,341	2,466,769	1,988,703	-19.4%	-478,066
Equipment	70,611	88,879	0	0	0.0%	0
Equipment Labor	34,005	59,500	0	0	0.0%	0
Fringe Benefits	326,669	293,731	450,002	559,310	24.3%	109,308
Operating Costs	191,248	396,423	490,656	270,300	-44.9%	-220,356
Salaries and Wages	1,524,051	1,421,695	1,963,012	2,400,334	22.3%	437,322
Total for Internal Service Funds	6,126,288	7,205,568	5,370,439	5,218,647	-2.8%	-151,792
Total for IT OPERATIONS	6,126,288	7,205,568	5,370,439	5,218,647	-2.8%	-151,792
ITS ACTION CENTER						
Internal Service Funds						
Contractual Services	12,140	297,015	156,888	915	-99.4%	-155,973
Equipment	568	231,504	0	0	0.0%	0
Fringe Benefits	18,008	55,278	34,220	56,726	65.8%	22,506
Operating Costs	130	814	25,000	12,903	-48.4%	-12,097
Salaries and Wages	94,246	291,345	151,901	232,710	53.2%	80,809
Total for Internal Service Funds	125,092	875,957	368,009	303,254	-17.6%	-64,755
Total for ITS ACTION CENTER	125,092	875,957	368,009	303,254	-17.6%	-64,755
ITS Architecture - Consolidating						
Internal Service Funds						
Contractual Services	640,415	164,794	40,000	34,884	-12.8%	-5,116
Equipment	0	7,771	0	0	0.0%	0
Fringe Benefits	962	18,373	51,778	64,862	25.3%	13,084
Operating Costs	0	955	5,000	10,353	107.1%	5,353
Salaries and Wages	7,151	96,662	221,446	294,227	32.9%	72,781
Total for Internal Service Funds	648,528	288,554	318,224	404,326	27.1%	86,102
Total for ITS Architecture - Consolidating	648,528	288,554	318,224	404,326	27.1%	86,102
PROGRAM MANAGEMENT OFFICE						
Internal Service Funds						
Contractual Services	0	885,099	-428,000	-401,883	-6.1%	26,117

INFORMATION AND TECHNOLOGY SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PROGRAM MANAGEMENT OFFICE						
Internal Service Funds						
Equipment	0	15,993	0	0	0.0%	0
Fringe Benefits	0	13,608	103,374	177,926	72.1%	74,552
Operating Costs	0	134,108	5,000	21,624	332.5%	16,624
Salaries and Wages	0	101,961	439,922	772,962	75.7%	333,040
Total for Internal Service Funds	0	1,150,768	120,296	570,629	374.4%	450,333
Total for PROGRAM MANAGEMENT OFFICE	0	1,150,768	120,296	570,629	374.4%	450,333
TELECOMMUNICATIONS AND MEDIA SERVICES						
General Fund - City						
Contractual Services	0	957,510	717,523	734,217	2.3%	16,694
Equipment	0	19,069	55,000	46,100	-16.2%	-8,900
Equipment Labor	0	70	0	0	0.0%	0
Fringe Benefits	0	53,938	65,494	75,113	14.7%	9,619
Operating Costs	0	48,423	56,254	44,879	-20.2%	-11,375
Salaries and Wages	0	301,359	251,716	314,790	25.1%	63,074
Total for General Fund - City	0	1,380,369	1,145,987	1,215,099	6.0%	69,112
Internal Service Funds						
Contractual Services	145	0	0	0	0.0%	0
Equipment	2,850	0	0	0	0.0%	0
Fringe Benefits	0	31	0	0	0.0%	0
Operating Costs	2,189	30	0	0	0.0%	0
Salaries and Wages	0	408	0	0	0.0%	0
Total for Internal Service Funds	5,185	469	0	0		0
Total for TELECOMMUNICATIONS AND MEDIA SERVICES	5,185	1,380,838	1,145,987	1,215,099	6.0%	69,112
Total for INFORMATION AND TECHNOLOGY SERVICES	13,690,288	18,962,776	17,465,265	19,234,595	10.1%	1,769,330

INFORMATION AND TECHNOLOGY SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	5.00	9.68	9.68	8.00	-17.36%	(1.68)
Action Center	-	3.00	3.00	3.00	0.00%	-
Business Applications	11.00	15.00	15.00	-	-100.00%	(15.00)
Customer Relations	-	-	-	1.00	-	1.00
GIS	-	-	-	7.00	-	7.00
IT Architecture	4.60	3.00	3.00	3.00	0.00%	-
IT Operations	25.00	30.17	29.17	36.00	23.41%	6.83
Information Access	21.75	11.00	11.00	33.10	200.91%	22.10
Program Management	-	3.00	6.00	9.00	50.00%	3.00
Telecommunications & Media Services	-	5.00	5.00	5.00	0.00%	-
Total FTE's	67.35	79.85	81.85	105.10	28.41%	23.25

INTERGOVERNMENTAL RELATIONS

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.

Primary Businesses:

Present a clear message of the policy position and service needs of Minneapolis to the federal, state and regional governments

Provide leadership and direction to the City and its departments in the areas of grant seeking, writing and management

Key Trends and Challenges Impacting the Department:

In 2002, the Intergovernmental Relations & Grants & Special Projects department initially provided a 3.9% spending reduction resulting in overall savings of \$30,230. Also, in 2002, when departments were asked to revise budgets and propose additional spending reductions, the International Affairs Coordinator position was eliminated resulting in an additional 7.3% reduction.

Key Enterprise Outcome Measures Influenced by the: Department of Intergovernmental Relations

1. Increase City's knowledge about the challenges and issues facing other levels of government
2. Increase awareness by other levels of government of Minneapolis' role in addressing our challenges
3. Increase interaction and relationships with other jurisdictions in the metropolitan area

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Special initiatives achieved to increase City's knowledge of other levels of gov't			New Council Orientation. Council Member trip to D.C. Mayor's trip to D.C.	Mayor's trip to D.C. - USCM. Council Members trip to D.C./NLC Annual Meeting. League of MN Cities, Rochester.	Mayor's trip to D.C. - USCM. Council Members trip to D.C./NLC Annual Meeting. League of MN Cities, Rochester.
Special initiatives achieved to increase awareness of Mpls by other levels of gov't	Statewide trips by elected officials throughout MN. Nat'l Conf. of State Legislators meeting in Mpls. IGR chair meetings w/delegation and key House and Senate leaders. League of MN Cities Convention.	Statewide trips by elected officials throughout MN. IGR chair meetings w/delegation and key House and Senate leaders. League of MN Cities Convention. Capitol bonding tours.	Statewide trips by elected officials throughout MN. IGR chair meetings w/delegation and key House and Senate leaders. League of MN Cities Convention. Capitol bonding tours.	Statewide trips by elected officials throughout MN. IGR chair mtgs. w/delegation and key House/Senate leaders. League of MN Cities Conv. Nat'l Conf. of State Legislators Mpls mtg. Capitol bonding tours	Statewide trips by elected officials throughout MN. IGR chair mtgs. w/delegation and key House/Senate leaders. League of MN Cities Conv. Nat'l Conf. of State Legislators Mpls mtg. Capitol bonding tours

Examples of relationship building with other jurisdictions			AMM LMC CJCC Metro Mayors Property Tax Study Project. I-35 USCM NLC	AMM LMC CJCC Metro Mayors Property Tax Study Project. I-35 USCM NLC	AMM LMC CJCC Metro Mayors Property Tax Study Project. I-35 USCM NLC
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Explanation of Performance Data for Key Enterprise Outcome Measures:

All of these meetings serve several purposes -- relationship building and educational.

Primary Business: Present a clear message of the policy position and service needs of Minneapolis to the federal, state and regional governments

(Service activities and performance measures sorted by business)

Service Activity: 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

Description: Identify issues and political concerns needing review and decision by the Mayor, Council and Department Heads. Offer profession advice on such issues.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Inclusion of Minneapolis Legislative delegation and Congressional representation in accomplishing legislative priorities			Individual and delegation meetings. Several meetings with Congressman Sabo and his staff.	IGR Chair met individually with legislation delegation. Meetings with Congressman Sabo.	IGR Chair met individually with legislation delegation. Meetings with Congressman Sabo.
User feedback		Positive	Positive		
Special Initiatives			"Office Hours." Joint Mpls/St. Paul delegation meeting.	"Office Hours." Joint Mpls/St. Paul delegation meeting.	"Office Hours." Joint Mpls/St. Paul delegation meeting.

Explanation of Key Performance Measures:

The legislative delegation is the primary mover of the City's legislative agenda. In 2002, numerous delegation meetings were held. The federal lobbyist is in daily communication with the congressional delegation.

Service Activity: Assist elected officials in the development of the City's Legislative Agenda

Description: Establish work teams and incorporate team research results into legislative package. Develop unique action plan for each priority

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Produce a clear, concise legislative package which incorporates team results, reflects City needs and is realistic and attainable		Limited legislative agenda with very few changes.	Submitted preliminary drafts of agenda to Council Members and Mpls. Delegation.	Limited agenda. Few top priorities. Few changes.	Limited agenda. Few top priorities. Few changes.

Explanation of Key Performance Measures:

Service Activity: Federal, state and local lobbying advocating on behalf of Minneapolis interests as outlined and prioritized by the Council and Mayor

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Success of legislative priorities agenda and completion of comprehensive issue management strategy.	LRT. Increases in LGA. Empowerment Zone Funding.	Increase in LGA. LRT.	NO LGA Cut. Successful in bonding bill. LRT still on track.	Pensions. Work to repass bonding bill. Governor's veto.	Pensions. Work to repass bonding bill. Governor's veto.
User feedback	Positive	Positive	Positive	Positive	Positive
Success in retaining and defending local control	Kondirator	Financing LRT, Upper Harbor.	Zoning. Building Inspectors.	As it arises.	As it arises.

Explanation of Key Performance Measures:

Service Activity: 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

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Participation of city elected officials and IGR staff on various boards and commissions to put a face on Minneapolis	AMM, LMC, CJCC, North Metro Mayors, Suburban Mayors, Property Tax Study Group.	Same as 2000	Large increase of local participation in all of these organizations.	Continue to involve elected officials as opportunities arise.	Continue to involve elected officials as opportunities arise.

Explanation of Key Performance Measures:

Primary Business: Provide leadership and direction to the City and its departments in the areas of grant seeking, writing and management

(Service activities and performance measures sorted by business)

Service Activity: Provide leadership and coordination to attract program revenues from external funding sources. Provide administrative management of Consolidated Plan funded projects, Agency 123 funded projects

Description: Locate and distribute information about grant opportunities to city departments and external service providers. Provide assistance to city departments and external providers with the City's approval and contract process. Provide monitoring of some grant-related expenditures.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Percentage of grant-related revenue contributed to City revenue budget.	13.20%	12.53%	13.00%	13.00%	13.00%
The amount of money applied for versus the amount of money received.*	unknown	more than \$30M received **			

Explanation of Key Performance Measures:

* Information about grant applications is not routinely sent by all departments to the Office of Grants and Special Projects. It is anticipated that as the awareness of the Integrated Grants Management Process is increased, more departments will inform the office of their applications and their awards. The amount of grant funds awarded is tracked by using City Council actions requesting the authority to accept the money.

**Amount reported includes the Consolidated Plan Award.

Service Activity: Lend technical assistance and training to City departments on grantor expectations, requirements, and performance reporting

Description: The Office of Grants and Special Projects works to develop each department's capacity to locate, apply for and manage grants on their own. To develop this internal capability, a Users' Group was implemented and meets every other month. Topics covered have included finding grant sources, the application process, monitoring, audits, contracts and financial information. In addition, staff meets on an "as requested" basis with elected officials, city departments and external service providers to discuss funding options for programs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Grant-related findings and exceptions in government audits			0	0	0
Number of meetings to discuss funding options	Unknown	15	30	30	30
Grant User Meetings Held	0	2	6	6	6
Number of Participants	0	15	20	25	25
Percent reporting satisfaction with office service	0	0	50	50	50

Explanation of Key Performance Measures:

Financial Analysis:

Since 2001, the Office of Grants & Special Projects has been part of the Office of Intergovernmental Relations. As a result of a prior-year department reorganization, the year-2000 "Expense Information" report includes the Telecommunications and Media department that moved into the Department of Information and Technology Services (ITS) in 2001.

On the operating expense side, the Department's personnel and operating budget totaling \$1.01 million is funded 79% from the General fund and 21% from CDBG. For 2003, the General Fund budget increased 15.4%. Reflected in this are personnel increases and modifications for personnel expensed between funds. Also, for 2003, to consolidate inter-governmental related expenses into one area, budget amounts totaling approximately \$110,000 have been transferred from the City Clerk's budget to the Intergovernmental Relations Department budget. For 2003 the budget for Contractual services is reduced by \$28,000 upon completion of a multi-year Federal lobbyist contract begun in 1999.

In addition to the operating general fund budget, the Department's 2003 revenue and expense budget estimates include *non-general fund amounts*, adjusted to reflect the year-to-year varying levels of pass-through activity in Special Revenue Funds; this includes federal entitlements from the City's Federal Housing and Urban Development's (HUD's) Consolidated Plan. These funds are the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), Housing Opportunities for Everyone (HOME) and Housing Opportunities for Persons with AIDS (HOPWA). The budget for this department includes CDBG funding at a base level. These amounts will change as the federal appropriation is set. The difference between revenue and expense in the Special Revenue Funds is the amount of the CDBG appropriation recognized as revenue at the city level.

From 2002 to 2003 the operating budget was reduced as the result of the City's \$5.2 million budget cuts: the Office of International Affairs was eliminated for a personnel reduction of 1.0 FTE and a savings of \$54,000. For 2002, the Department proposed a reduction in non-personnel expenses for a total of \$30,230.

Summary of Target Strategies:

Title: Intergovernmental Relations 2% Target Strategy and 4% Target Strategy

Fund # 0100

Agency # 841

Organization # 8410; 8031

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$10,500)	\$0.00	0	Wages & Salaries
0100	(\$4,000)	\$0.00	0	Contractual Services
0100	(\$14,425)	\$0.00	0	Contractual Services

Mayor's Recommendation:

The Mayor does not recommend this strategy

Council Adopted:

The Council does not recommend this strategy

Expense:

Revenue:

Proposal Description:

A decrease of \$14,462 represents a 2% spending reduction. The department would achieve this as follows:

- Underfill the program assistant position resulting in a savings of \$10,500.
- Renegotiate the consultant contracts for a savings of \$4,000. This would mean hiring contract lobbyists at a lower rate than the previous year.

A decrease of \$28,924 represents a 4% spending reduction. The department would achieve this as follows: - Further reduce the consultant contracts by \$14,425.

Describe how the proposal impacts your service activities and performance measures: In 2002, the Intergovernmental Relations & Grants & Special Projects department initially provided a 3.9% spending reduction resulting in an overall savings of \$30,230. Also in 2002 when departments were asked to revise budgets and propose additional spending cuts, the International Affairs Coordinator position was eliminated resulting in an additional 7.3% reduction.

Option 1 - 2% Total Cut:

- Refilling the program assistant position at an underfilled level will result in savings to the department. The current program assistant is at the top step at 28 years.
- With a reduction in lobbying contract fees, the City may experience diminished representation at the federal and state level.

Option 2 - 4% Total Cut:

- Deeper reductions in the lobbying contracts would not only mean diminished representation, but also minimal opportunities for strategic planning and relationship building.

INTERGOVERNMENTAL RELATIONS
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	1,323,273	131,659	117,033	90,813	-22.4%	-26,220
Equipment	50,144	873	2,794	2,851	2.0%	57
Fringe Benefits	180,801	85,994	95,516	92,651	-3.0%	-2,865
Operating Costs	170,931	57,152	61,918	189,845	206.6%	127,927
Salaries and Wages	911,950	456,527	455,004	469,078	3.1%	14,074
Total for General Fund - City	2,637,099	732,206	732,265	845,238	15.4%	112,973
Special Revenue Funds						
Capital Outlay	0	0	0	25,000	0.0%	25,000
Contractual Services	1,051,839	1,318,301	1,926,460	1,439,400	-25.3%	-487,060
Fringe Benefits	21,743	19,500	47,458	39,112	-17.6%	-8,346
Operating Costs	2,073	4,962	11,978	0	-100.0%	-11,978
Salaries and Wages	110,237	115,513	208,247	190,227	-8.7%	-18,020
Total for Special Revenue Funds	1,185,892	1,458,275	2,194,143	1,693,739	-22.8%	-500,404
Total for INTERGOVERNMENTAL RELATIONS	3,822,991	2,190,481	2,926,408	2,538,977	-13.2%	-387,431

INTERGOVERNMENTAL RELATIONS
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	70	175	150	150	0.0%	0
Charges for Service	169,613	0	0	0	0.0%	0
Contributions	292,707	0	0	0	0.0%	0
Franchise Fees	2,613,804	-22,607	0	0	0.0%	0
Interest	-43	0	0	0	0.0%	0
Operating Transfers In	20,000	0	0	0	0.0%	0
Other Misc Revenues	135,539	15	15,500	15,500	0.0%	0
Sales and Other Taxes	1	0	0	0	0.0%	0
Total for General Fund - City	3,231,691	-22,417	15,650	15,650	0.0%	0
Special Revenue Funds						
Contributions	11,844	-34,643	35,000	0	-100.0%	-35,000
Federal Government	0	0	481,035	0	-100.0%	-481,035
Interest	383	-383	0	0	0.0%	0
Local Government	-12,469	1,325	0	0	0.0%	0
Other Misc Revenues	3,957	0	0	0	0.0%	0
State Government	250,000	0	208,581	0	-100.0%	-208,581
Total for Special Revenue Funds	253,714	-33,700	724,616	0	-100.0%	-724,616
Total for INTERGOVERNMENTAL RELATIONS	3,485,405	-56,117	740,266	15,650	-97.9%	-724,616

INTERGOVERNMENTAL RELATIONS
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
GRANTS AND SPECIAL PROJECTS						
General Fund - City						
Contractual Services	1,150,410	9,279	6,215	6,339	2.0%	124
Equipment	49,284	0	925	944	2.1%	19
Fringe Benefits	128,483	30,867	36,466	29,037	-20.4%	-7,429
Operating Costs	128,250	17,661	11,429	11,775	3.0%	346
Salaries and Wages	631,122	151,626	162,358	139,925	-13.8%	-22,433
Total for General Fund - City	2,087,549	209,434	217,393	188,020	-13.5%	-29,373
Special Revenue Funds						
Capital Outlay	0	0	0	25,000	0.0%	25,000
Contractual Services	1,051,839	1,318,301	1,926,460	1,439,400	-25.3%	-487,060
Fringe Benefits	21,743	19,500	47,458	39,112	-17.6%	-8,346
Operating Costs	2,073	4,962	11,978	0	-100.0%	-11,978
Salaries and Wages	110,237	115,513	208,247	190,227	-8.7%	-18,020
Total for Special Revenue Funds	1,185,892	1,458,275	2,194,143	1,693,739	-22.8%	-500,404
Total for GRANTS AND SPECIAL PROJECTS	3,273,441	1,667,709	2,411,536	1,881,759	-22.0%	-529,777
INTERGOVERNMENTAL RELATIONS						
General Fund - City						
Contractual Services	172,862	122,380	110,818	84,474	-23.8%	-26,344
Equipment	860	873	1,869	1,907	2.0%	38
Fringe Benefits	52,318	55,126	59,050	63,614	7.7%	4,564
Operating Costs	42,681	39,492	50,489	178,070	252.7%	127,581
Salaries and Wages	280,829	304,901	292,646	329,153	12.5%	36,507
Total for General Fund - City	549,550	522,772	514,872	657,218	27.6%	142,346
Total for INTERGOVERNMENTAL RELATIONS	549,550	522,772	514,872	657,218	27.6%	142,346
Total for INTERGOVERNMENTAL RELATIONS	3,822,991	2,190,481	2,926,408	2,538,977	-13.2%	-387,431

INTERGOVERNMENTAL RELATIONS
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Intergovernmental Relations	4.00	4.00	4.00	4.00	0.00%	-
Total FTE's	4.00	4.00	4.00	4.00	0.00%	-

GRANTS AND SPECIAL PROJECTS
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
FTE's	10.00	8.00	7.00	6.00	-14.29%	(1.00)
Total FTE's	10.00	8.00	7.00	6.00	-14.29%	(1.00)

Operations and Regulatory Services Expense Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Contractual Services	192,607	232,866	303,162	309,227	2.0%	6,065
Equipment	10,870	83,687	374,304	98,230	-73.8%	-276,074
Fringe Benefits	348,183	358,581	446,857	519,745	16.3%	72,888
Operating Costs	71,251	99,979	90,303	92,519	2.5%	2,216
Salaries and Wages	1,382,778	1,494,497	1,643,435	1,736,709	5.7%	93,274
Total for Enterprise Funds	2,005,690	2,269,610	2,858,061	2,756,430	-3.6%	-101,631
General Fund - City						
Capital Outlay	100,062	109,318	190,000	268,800	41.5%	78,800
Contractual Services	2,587,985	2,954,595	3,344,722	2,649,264	-20.8%	-695,458
Equipment	301,374	471,570	144,586	145,475	0.6%	889
Fringe Benefits	2,187,802	2,442,278	2,966,132	3,150,032	6.2%	183,900
Operating Costs	582,848	615,426	739,416	591,719	-20.0%	-147,697
Salaries and Wages	10,005,579	11,546,001	11,601,983	12,043,389	3.8%	441,406
Total for General Fund - City	15,765,652	18,139,188	18,986,839	18,848,679	-0.7%	-138,160
Special Revenue Funds						
Capital Outlay	116,296	175,090	202,000	202,000	0.0%	0
Contractual Services	6,138,597	6,333,591	9,056,922	8,679,294	-4.2%	-377,628
Equipment	1,230,552	628,331	1,341,316	1,000,942	-25.4%	-340,374
Fringe Benefits	1,289,106	1,391,725	2,505,054	2,874,869	14.8%	369,815
Operating Costs	487,250	521,839	969,426	1,105,975	14.1%	136,549
Salaries and Wages	4,971,314	5,349,334	8,058,840	8,599,528	6.7%	540,688
Total for Special Revenue Funds	14,233,116	14,399,910	22,133,558	22,462,608	1.5%	329,050
Total for Operations and Regulatory Services	32,004,457	34,808,708	43,978,458	44,067,717	0.2%	89,259

Operations and Regulatory Services Revenue Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	-1,559	0	0	0		0
Charges for Service	30,761	29,361	0	0		0
Other Misc Revenues	3,536	0	0	10,000		10,000
Total for Enterprise Funds	32,737	29,361	0	10,000		10,000
General Fund - City						
Charges for Sales	1,578	2,447	2,600	2,680	3.1%	80
Charges for Service	819,038	856,746	925,600	690,782	-25.4%	-234,818
Contributions	55	25	0	0		0
Fines and Forfeits	3,787,282	4,726,008	3,950,000	4,396,400	11.3%	446,400
Licenses and Permits	18,937,808	19,871,592	18,920,186	20,308,744	7.3%	1,388,558
Local Government	33,480	17,480	33,000	33,000	0.0%	0
Other Misc Revenues	21,303	34,258	30,000	114,748	282.5%	84,748
Rents	42,938	34,442	0	0		0
Special Assessments	1,073,194	836,410	1,370,000	1,124,800	-17.9%	-245,200
Total for General Fund - City	24,716,677	26,379,408	25,231,386	26,671,154	5.7%	1,439,768
Special Revenue Funds						
Charges for Service	2,452,073	2,562,640	4,474,689	4,850,800	8.4%	376,111
Contributions	0	563	0	0		0
Federal Government	1,583,578	1,048,166	1,200,000	1,200,000	0.0%	0
Interest	0	-0	0	0		0
Other Misc Revenues	1,932,052	1,718,297	2,447,634	2,432,500	-0.6%	-15,134
Rents	4,857,260	4,921,217	7,937,603	7,090,200	-10.7%	-847,403
Sales and Other Taxes	48,325,892	47,604,090	48,682,000	49,139,000	0.9%	457,000
State Government	12,641	74,326	7,600	25,000	228.9%	17,400
Total for Special Revenue Funds	59,163,496	57,929,298	64,749,526	64,737,500	-0.0%	-12,026
Total for Operations and Regulatory Services	83,912,909	84,338,068	89,980,912	91,418,654	1.6%	1,437,742

OPERATIONS AND REGULATORY SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Convention Center Operations	141.40	201.20	213.60	213.60	0.00%	-
Inspections	154.00	153.00	158.50	150.50	-5.05%	(8.00)
Licenses	116.25	127.25	131.25	128.09	-2.41%	(3.16)
Total FTE's	411.65	481.45	503.35	492.19	-2.22%	(11.16)

OPERATIONS AND REGULATORY SERVICES – CONVENTION CENTER

Mission Statement:

Created to foster economic growth and vitality, the Minneapolis Convention Center (MCC) 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 Minneapolis Convention Center (MCC) 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.

Key Trends and Challenges Impacting the Department:

Overview

The Minneapolis Convention Center (MCC) is entering a time of challenge, but also a time of opportunity. On April 1, 2002, the MCC welcomed the first trucks from the AFL-CIO Trade Industries Show at the docks of Hall B. This marked the first event to move into the expanded MCC. The completion marks the end of one long journey, but it also marks the beginning of a challenge to fully utilize the new space.

The expansion resulted in significant additions to the existing facility. Following is a summary of the changes in MCC spaces.

	Pre-Completion	Post-Completion	Difference	% Increase
Gross Square Footage	800,000	1,500,000	700,000	88%
Exhibit Space	277,000	475,000	198,000	71%
Largest Contiguous Exhibit Space	277,000	376,000	99,000	36%
Ballroom Space	28,000	88,000	60,000	214%
Exhibit Halls	3	5	2	67%
Meeting Rooms	54	87	33	61%
Fixed Seats	-	3,400	3,400	New Feature

Expenses

The staff of the MCC has worked diligently to keep a tight reign on operational expenses. A thorough reorganization was planned to allow us to increase service while, minimizing increases in staff due to the expansion. Every attempt has been made to place our dollars where they impact the customers most. To that end, while increasing total FTE's from 141.4 to 213.2 between 2000 and 2003, we have made no increases in appointed management staff (in fact we returned one appointment in 2001) or administrative support staff. We have slightly higher increases in training and education/travel budgets in 2003 to address deficiencies and to provide opportunities for our management level staff to increase their professional development. In order to do this without disproportionate increases in these line items, we have reevaluated the travel budgets provided for directors and reallocated some of these funds to other staff members.

Following is a comparative breakdown of the increases in several key budget areas over the last 2 years.

	Pre-Completion	Post-Completion	Difference	% Increase
Utilities	2,119,000	3,323,250	1,204,250	57%
Personnel Budget	7,511,485	10,610,192	3,098,707	41%
FTE's	141.4	213.2	72	51%
Supervisor & Professional FTE's	17	25	8	47%
Appointed FTE's	9	9	-	0%
Travel and Education	32,245	47,195	14,950	46%
Training	21,860	38,600	16,740	77%

In Fiscal Year 2003, the MCC will operate within the target budget without request for additional funds or special one-year decision packages. Within this budget, we will begin to address various issues of tying the existing facility to the new and providing equal service levels to both areas of the facility. Due to lower than expected revenue projections for the first two years of operation for the MCC, the MCC has contained all costs for these items in its base budget.

Revenue

While the immediate impact of September 11, 2001 was minimal to the MCC, the short to medium range impacts are becoming readily apparent. Many of the MCC shows are showing major drops in attendance. Corporations began to show a hesitation to book celebratory or year-end events during the fourth quarter of 2001 and many firms tightened their travel budgets. Coupled with facility opening jitters, the net effect has been a significantly weaker opening than expected. While April 2002 rentals were 233% above the average of the previous 6 years, May saw a return to normal figures as May 2002 netted \$20,000 less than the average of the preceding 6 years. After a thorough review of all business booked for 2002 and 2003 in May 2002, we have made significant adjustments to our revenue projections for both years. While revenue is weaker than expected in these first two years, the booking rate of the GMCVA provides encouragement that the long term occupancy rates will begin to work themselves back to the levels experienced by the old facility prior to the expansion.

New Solutions

Rent typically accounts for approximately 48% of all MCC revenue. With significantly increased utility and personnel expenses to service the additional 700,000 square foot of space in the expanded center, the MCC will continue to face larger than desirable operating deficits until rental increases significantly or the MCC can begin to recoup a significantly higher percentage of ancillary revenues.

To help generate new revenue outside rent, the MCC is currently exploring ways to move away from being a four-wall rental towards being a full service facility. The challenge will be to increase profit centers without removing all customer options. The attempt will be to create exclusives for some key profitable services and developed preferred vendor lists for areas where more competition is desirable or necessary. To this end, the goal of the MCC is to increase non-rental revenues from 52% to 57% of all revenues during fiscal year 2003.

In fiscal year 2003, four major services will be developed as exclusives, preferred contractors or in-house providers. We have identified event security, medical services, event radios, and business services (copying, printing, faxing, and shipping) as areas, which can provide additional revenue while increasing the level of service to our clients. The MCC is currently at various stages of preparation for providing these services, and will go online with each in Fiscal Year 2002.

As each package is developed and finalized, an RFP for provider will be submitted and a request for additional funds offset by corresponding revenue will be presented. Each of these items are profit centers with straight pass-through costs so no package will be presented that would result in a net loss.

Additionally, the MCC is exploring several other areas for inclusion in its service package. The criterion for including new services will be profitability, ease of integration, and ability to service customers. Areas of exploration are ticketing, and ISP services.

Finally, the key untapped revenue sources for the MCC are naming rights and advertising displays. During late Fiscal Year 2002 and early 2003 the MCC will begin looking at how it can package it's unfinished space with areas in the expansion and potential display opportunities to find the most profitable combination to the facility. The primary goals are revenue creation and completion of the two large unfinished spaces on the Lower Level of the expanded MCC. \$100,000 is included in the base budget for research and development funds to secure the services of a firm to help package the proper naming rights product and to develop an integrated plan for all video signage and imaging within the facility. While a naming rights package progressed to the point of a memorandum of understanding early in the expansion project, the MCC believes there are sufficient changes in the marketplace to warrant a fresh review of it's product prior to searching for a new potential suitor.

Summary

Fiscal Year 2003 will be a year of challenges and transition. It will mark the movement from a focus on opening the new facility to a need to fully utilize the facility and maximize revenue. The MCC management team is prepared for the challenges ahead as we continue to keep a tight reign on expenses and begin a new search for additional revenue sources. At all times the focus will be on servicing the customers of the Minneapolis MCC and the City of Minneapolis.

Key Enterprise Outcome Measures Influenced by the: Minneapolis 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:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
\$ value of convention delegate spending	127,545,000	125,545,000	170,274,000	177,970,000	177,970,000
# of people attending events at the MCC	1,000,243	1,000,500	1,100,000	1,250,000	1,250,000

Explanation of Performance Data for Key Enterprise Outcome Measures:

While the MCC sales staff has been merged into the Greater Minneapolis Convention and Visitors Association, all GMCVA and MCC staff play a role in securing and retaining clients. While economic impact is not figured into the bottom line of our budget, these figures are provided as a benchmark for new dollars carried into the market by MCC delegates and the total number of people who utilize the Center in a given year. Please note that changes in these two lines are not related as delegate spending is figured on a subset of total attendance.

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

Description: The MCC Event Services Department is responsible for all guest, exhibitor and client services. The work of this Department is driven by the event load in the facility and involves providing all services, and coordinating all event logistics.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Attendance	1,000,243	1,000,500	1,100,000	1,250,000	1,250,000
# of events	534	547	625	700	700
Event days	1,199	1,200	1350	1500	1500
Exhibit Hall Occupancy	83.00%	83.00%	67.00%	73.00%	73.00%
Average delegate expenditure	925	925	961	961	961
Total Convention delegate spending	127,545,000	125,545,000	170,274,000	177,970,000	177,970,000
Customer Satisfaction Ratings-Overall (5-point scale)		4.47	4.5	4.6	4.6

Explanation of Key Performance Measures:

These measures identify utilization of the facility. The MCC staff is not tasked with booking the facility, it does provide the types of service to more fully enhance the capacity utilization of the facility. In 2003, the MCC is introducing a new performance measure, overall customer satisfaction rating, based on customer service surveys. This measure provides the most direct measure of the MCC's ability to service our clients. In 2001 and 2002, the MCC was able to maintain extremely high averages throughout construction. Estimates for 2002 and 2003 are above previous year totals based on additional space, however they are below earlier projections.

Service Activity: Facility Services: Business Services, Facility Operations, Safety and Security

Description: The facility services department is responsible for all facility and staff needs as well as all internal services. The facility services department is also the bridge to centralized City services including ITS, Finance, and Human Resources.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Annual operating expenses	12,157,611	12,621,710	16,468,072	19,968,207	19,968,207
Annual earned revenue	8,892,139	8,839,895	11,187,542	13,205,500	13,205,500
Percentage of Non-Rental Revenue	52.6	51.5	51.6	57.0	57.0

Explanation of Key Performance Measures:

The key measure for facility service is the ability to maintain efficient expense budgets. In 2003, the MCC is introducing a new measure, Percentage of Non-Rental Revenue. This is a strong measure, tracked for the first time, of how successfully new revenue streams are pursued. In 2003 the MCC will attempt to gain approximately a five-percent increase in the ratio of non-rental to rental revenue. By finding new ways to increase revenue outside rental, the MCC can begin to insulate itself more from small variances in the business cycle, and in difficult times, as it is facing in the short-term, it can help control operating deficits.

Service Activity: Tallmadge Building Operations

Description: The MCC also is responsible for overseeing the management of the Tallmadge Office Building located at 1219 Marquette.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Annual operating expenses	234,557	224,617	200,000	204,000	204,000
Annual earned revenue	287,833	290,000	290,000	300,000	300,000
% Occupancy	91.36%	89.21%	89.21%	92.66%	92.66%

Explanation of Key Performance Measures:

The MCC tracks three main performance measures with respect to the Tallmadge Building: Revenue, expense and occupancy. Performance in these areas in 2003 is expected to be similar to previous years.

Service Activity: Parking Ramp Operations

Description: The MCC staff manages the parking ramp immediately east of the facility. Beginning in August 2002, the MCC will begin to recoup revenue from approximately 270 parking spots. Until July 2003, sales will be limited to staff and clients. As of July 2003, by the terms of its agreement with Central Lutheran Church, the MCC will be able to sell to the general public.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Annual operating expenses	135,745	214,143	240,050	255,500	255,500
Annual earned revenue	25,845	12,200	60,000	200,000	200,000

Explanation of Key Performance Measures:

Revenue and Expenses are measured for the parking ramp. While fixed expenses have risen during the first two years of operation, the MCC will be able to apply revenue from paying clients beginning 2002 and 2003. The long-term expectation with including public sales will be to maintain a breakeven position. It is important to note that, by agreement with Central Lutheran Church, the MCC is responsible for all upkeep and maintenance while only recouping revenue for one-half of the parking spots.

Financial Analysis:

For 2003, the Minneapolis Convention Center's (MCC's) contributions to the MCC Operations Fund are estimated at levels below those of 2002. Revenue estimates from operations for 2003 have been lowered by 3.3% to \$14.3 million. Booking activity for events is down and the full potential is not expected until after 2003 as the hospitality industry is suffering post 9/11 changes. For 2002, the increase in the revenue budget was based on the MCC expansion, with space rates based on a 75% occupancy. Actual occupancy has been at levels lower than previously estimated.

On the expense side, the MCC's \$21.0 million budget is funded 100% from the MCC Operations Fund. The total expense budget increase of \$1.1 million, or 5.7% over 2002, includes personnel expense increases due to benefits increases and job reclassifications; additionally, the budget was increased \$500,000 on the expense side, and \$560,000 on the revenue side as a Council adopted technical adjustments to account for Event Security and Emergency Medical services provided on-site; these services are expensed through the MCC and billed-through to clients. The equipment expense budget has been reduced 25% as interior painting and carpeting projects were completed as part of the expansion in 2002; excluding these expenditures from the base, the rate of increase for equipment expense was 5.1%.

The GMCVA (Greater Minneapolis Convention & Visitor's Association) is a separate contractual expense. The GMCVA is budgeted from the MCC Operations Fund and for 2003 this amount has been reduced by \$425,000 upon completion of a one-time expense budget increase in 2002 for the grand opening of the MCC expansion.

Summary of Target Strategies:

Not Applicable

CONVENTION CENTER Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Contractual Services	4,927,401	5,496,888	7,514,578	7,998,492	6.4%	483,914
Equipment	1,219,084	618,902	1,334,000	993,480	-25.5%	-340,520
Fringe Benefits	1,232,074	1,343,734	2,406,113	2,759,249	14.7%	353,136
Operating Costs	450,637	488,233	921,671	1,057,266	14.7%	135,595
Salaries and Wages	4,698,717	5,081,151	7,685,144	8,189,801	6.6%	504,657
<i>Total for Special Revenue Funds</i>	12,527,914	13,028,907	19,861,506	20,998,288	5.7%	1,136,782
Total for CONVENTION CENTER	12,527,914	13,028,907	19,861,506	20,998,288	5.7%	1,136,782

CONVENTION CENTER **Revenue Information**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Charges for Service	2,416,505	2,506,704	4,366,689	4,742,800	8.6%	376,111
Interest	0	-0	0	0	0.0%	0
Other Misc Revenues	1,932,052	1,718,297	2,447,634	2,432,500	-0.6%	-15,134
Rents	4,857,260	4,921,217	7,937,603	7,090,200	-10.7%	-847,403
Sales and Other Taxes	48,325,891	47,604,090	48,682,000	49,139,000	0.9%	457,000
<i>Total for Special Revenue Funds</i>	57,531,708	56,750,308	63,433,926	63,404,500	-0.0%	-29,426
Total for CONVENTION CENTER	57,531,708	56,750,308	63,433,926	63,404,500	-0.0%	-29,426

GMCVA
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Contractual Services	5,004,700	6,595,065	6,402,299	6,480,000	1.2%	77,701
<i>Total for Special Revenue Funds</i>	5,004,700	6,595,065	6,402,299	6,480,000	1.2%	77,701
Total for GMCVA	5,004,700	6,595,065	6,402,299	6,480,000	1.2%	77,701

**CONVENTION CENTER
Staffing Information**

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Convention Center Operations	141.40	201.20	213.60	213.60	0.00%	-
Total FTE's	141.40	201.20	213.60	213.60	0.00%	-

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:

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.

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.

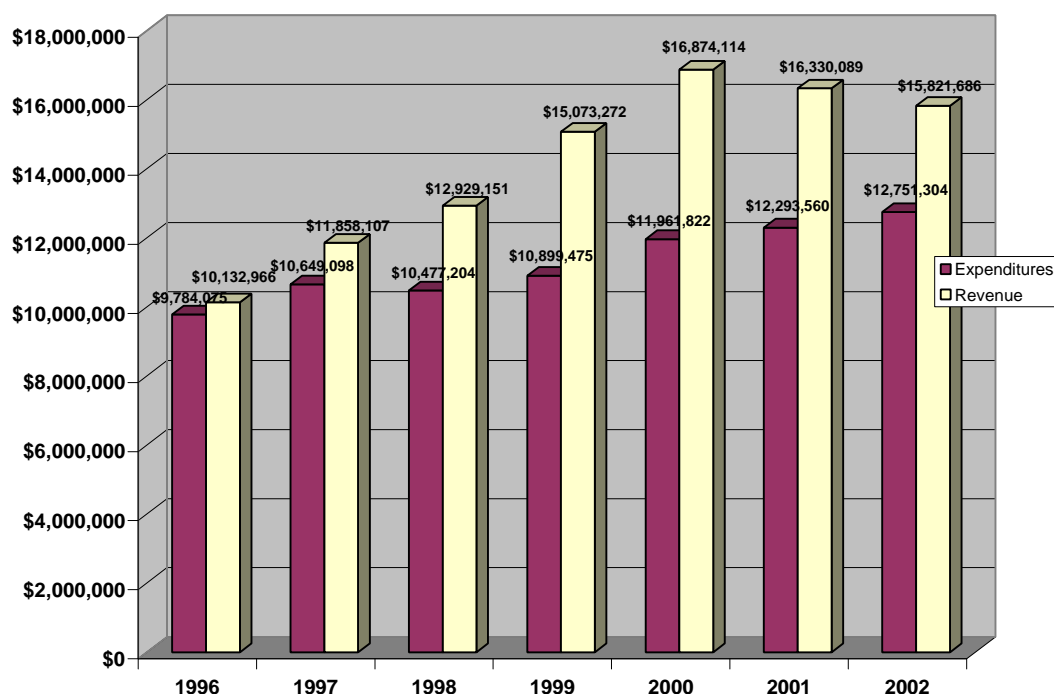
Housing Inspection Services: To provide quality education and consistent enforcement of the Housing Maintenance and other applicable codes to the community in order to maintain, improve and protect the housing stock and livability of the City.

Key Trends and Challenges Impacting the Department:

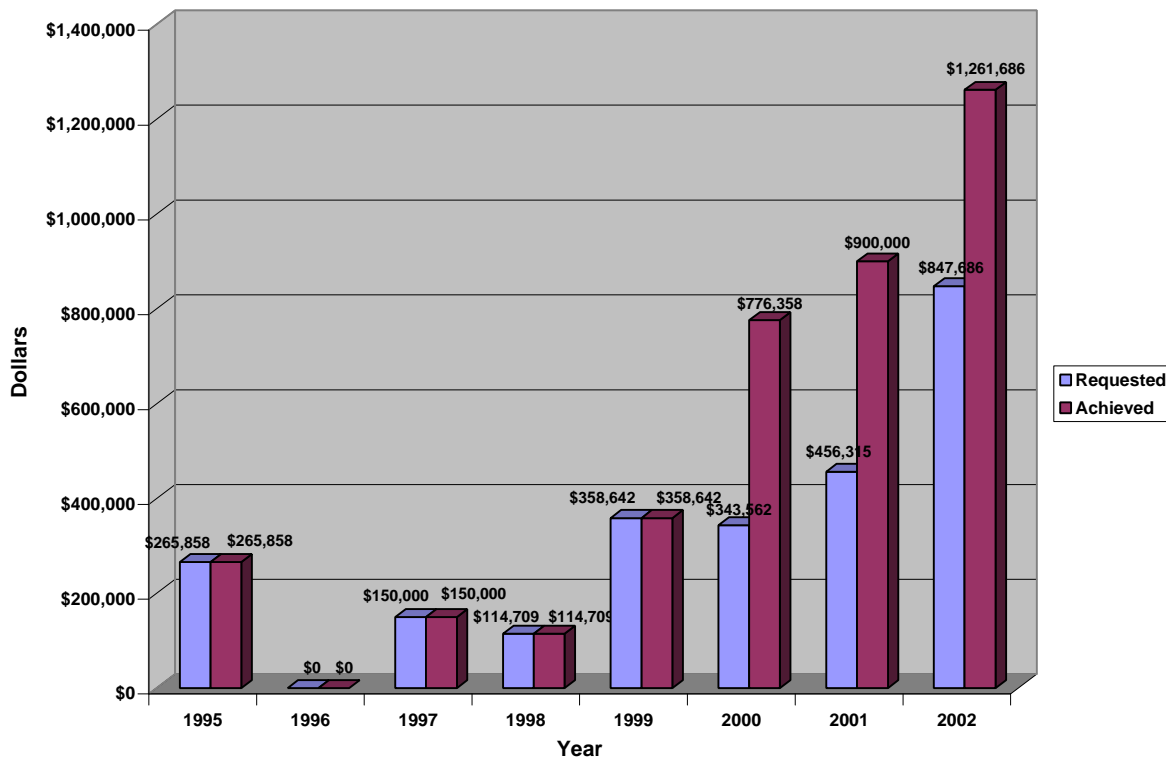
Key Trends

Inspections Division revenues have historically exceeded expenditures, as shown in the first graph below. Several million in excess revenue is turned over to the general fund annually. However, the gap between revenue and expenditures has been closing since 2000, due in part to a slowing economy. The second graph shows how in recent years Inspections have exceeded its targeted amounts.

Direct Expenditure vs Revenue
General Fund



Inspections Division Target Strategy History



Challenges

Fee for Service Match:

Customers and State Government are clamoring for cities to match their regulatory services with the fees charged for those services. Spurred on by the construction and remodeling industry, the 2001 Legislature passed a law requiring cities to show that revenues collected from permit fees are less than or equal to the cost of providing services, beginning this year. If a city's municipal construction and development fees exceed costs, the city will be required to increase services to match or exceed revenues or reduce permits fees to equal the level of service provided.

One of Inspections' key challenges is to determine the appropriate methods for closing the service gap (see Key Performance Measures) while meeting the legal responsibility to inspect for public health and safety, and at the same time implementing service improvements in accessibility and quality. Inspections will be propose working with Finance and the City Coordinator to develop a professional, accountable, and sensible plan for transitioning Regulatory Services Inspections and Licenses Divisions to an Enterprise Fund model to provide services in accordance with fees for services. Acting now, Inspections will be able to preserve the permit fee revenue stream, which will allow improvement public safety for citizens and improve customer satisfaction with the regulatory process.

Regulatory Reform:

This reform initiative significantly impacts the regulatory environment in which the Division works. The Division supports the goals of Regulatory Reform and has devised strategies to implement these reforms, many of which are also major recommendations of the McKinsey study. These strategies include streamlining the development process through work flow management, enhancing the one-stop permit center, revising codes, and expanding public access to services through GIS, Internet based permit and license transactions, and Remote Inspector.

Regulatory Reform's emphasis on more efficiency, quality, and access to services and federal, state, and local mandates to protect the public through more regulation are often perceived to be in stark contrast. Regulations can protect the welfare of the public but regulations also add complexity to providing services and slow down the provision of services. Inspections' challenge is to seek a balance between an accepted level of regulation and the desired level of customer service. Inspections' goal is to transform the conventional tension between public health and safety regulations and customer expectations from habitual conflict and miscommunication, to agreement based on common interests and the public good. The McKinsey study recommendations, to implement these strategies, are part of the answer to providing better, more accountable and policy directed development services. The details of implementation and integration within the regulatory environment, including Inspections' particular challenges, are still to be determined. Inspections is ready to take a leadership role in making reform strategies work through its continuing regulatory reform efforts and planning that may result from the McKinsey recommendations.

Data Integrity:

The City's continuing progress towards enterprise level provision of services has revealed a tremendous need to improve data integrity not only within the Division but also throughout the City. The overall trend towards increasing complexity and the need for increased collaboration between departments to achieve enterprise level services will demand improved data integrity. Inspections' challenge is to creatively garner other resources to continue to improve Enterprise Land and Regulatory Services data quality while implementing service improvements.

911 and Emergency Preparedness & Security:

Since the national tragedy of September 11, the concerns for public safety and personal security have been transformed. This is exemplified with the President's creation of a homeland security office. Local government is being asked to prepare for a myriad of possible terrorist attacks. Additionally, the Inspections' staff will need specialized training to assist in the response. How Inspections Department interacts with the public, whether in the office, or in the field, has completely changed, adding another challenge to providing responsive customer service.

Key Enterprise Outcome Measures Influenced by the: Inspections Division

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:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of vacant and boarded buildings under Chapter 249	257	195	160	120	120
# of registered vacant buildings	vacant building	165	120	100	100

without boards - secured by normal means	registration program not in effect				
% housing units below average condition rating per Assessor	21.5%	19.6%			
% of businesses that report satisfaction with inspections services				survey planned	survey planned
% of citizens reporting satisfaction with the City's efforts at cleaning up graffiti		71%			
% of citizens reporting that their neighborhood is clean and well maintained		80%			
% of cases where design or development guidelines and regulatory tools are followed			survey planned		
# of incidents of illegal dumping and littering					
# of graffiti incidents	3924	9163	8700		
% citizens reporting satisfaction with City's efforts at dealing with problem businesses and unkempt properties		58%			

Explanation of Performance Data for Key Enterprise Outcome Measures: Many of the enterprise measures above, and those appearing under specific service activities related to customer satisfaction, 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.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of plans reviewed	2,886	2,600 (1)	2800 (2)	3000	3000
Number of zoning applications processed	493	500	500	500	500
Number of permits issued	57,000	55,000	57,000	57,000	57,000
Permits issued per reviewer		469-550	550	550	550
\$ value of permits issued	\$1.16 billion	805 million (3)	850 million (3)	850 million (3)	850 million (3)
Revenue received	\$13.8 million	\$12.1 million	13 million	14 million	14 million
# permits issued/plans reviewed during "Homeowners Night"	14 permits	186 permits	400 customers 200 permits	400 permits 800 customers	400 permits 800 customers
% customers expressing satisfaction with development review services	50% (4)	75% (5)	75% (5)	80%	80%
Number of preliminary plan review meetings	0	67 (6)	120	150	150

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. For 2002, Homeowner's Night continues every Monday through September.

- (1) Data on plans reviewed are estimated. In midyear 2001 all BOTC (Building Over the Counter) permits issued by plan review staff became BIRE (Building Remodeling) permits. This was to distinguish between permits approved at the permit counter and those needing plan review approval. Year 2001 actual number of plans reviewed is an estimate out of the total of 4691 permits issued by plan review that year.
- (2) Because of the plan review process change mid-year in 2001, this is the first full year of the expanded BIRE permits. Plan review will issue an estimated 5000-6000 permits in 2002. Of these we estimate 2800 to involve plan reviews.
- (3) Totals are building permits only. Previous totals may have included all permit types.
- (4) This measure is currently based on customer survey cards which our section only receives 5 to 10 back in a year. Negative comments often related to lack of parking or length of time needed to obtain permits.
- (5) In general, there are positive comments regarding homeowner night and customer use of this service is increasing.
- (6) The Preliminary plan review process began in mid 2001.

Service Activity: Provide zoning services, including consultation with customers, evaluation and processing of applications, and zoning and sign inspections *(effective in 2002-2003, Zoning activities are done in conjunction with, or through the Planning Department -- See Financial Narrative)*

Description: Includes zoning consultation with customers, and evaluation and processing of applications. Respond to customer requests for zoning inspections. Inspect signs for adherence to zoning codes.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of customer service requests received	465 zoning 64 sign	664 zoning 557 sign	662 zoning 648 sign	675 zoning 650 sign	675 zoning 650 sign
Number of inspections conducted	96 zoning 64 sign	541 zoning 229 sign	712	800	800
Number of inspections per inspector		513	475	533	533
% cases brought into voluntary compliance		10%	15%	15%	15%
Average time between initial inspection and abatement			48 days	45 days	45 days
Customers served, counter		4218	4300	4400	4400
Customers served, appointments		1978	2000	2100	2100
Customers preliminary plan review group		178	200	230	230
Building permits reviewed for zoning compliance		2460	2720	3000	3000
Zoning confirmation letters for mortgages			650	700	700

Explanation of Key Performance Measures: Zoning issues range from set backs to extremely complicated cases involving multiple allowable use issues. The percentage of cases brought into voluntary compliance is relatively low due to the handling of complex cases, which are those that have the greatest impact on the City requiring extensive research, several inspections, legal issues and several agency, Planning Commission, and Council meetings to resolve. Resolutions involve new zoning permits, orders that have substantial impact on business and neighborhoods, legal actions, and property/development transactions.

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 all new

construction, remodeling, site alteration, and wrecking, for which permits are issued. Coordinate the issuance of certificates of approval for the occupancy of new buildings, the rehabilitation of condemned buildings, and compliance with truth in housing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total Permits Issued x 2 = projected minimum demand for construction inspections*	57,192 x 2 = 114,384	52,648 x 2 = 105,296	47,424 x 2 = 94,848	52,000 x 2 = 104,000	52,000 x 2 = 104,000
Number of construction inspections conducted	79,272	78,286	71,112	80,000	80,000
Service Gap: Demand - inspections performed	35,112	27,010	23,736	24,000	24,000
Average # of inspections per inspector per day	10	10	10	10	10
Number of certificates of occupancy issued**	119	322	320	275	275
% customers expressing satisfaction with inspections services				survey planned	survey planned

Explanation of Key Performance Measures:

* Each year, conservatively on average, Inspections' is unable to perform approximately 27,000 required construction inspections. This backlog, or service gap, compounds itself each year with the inability to respond. The Insurance Services Organization's recommends 8 inspections per day per inspector as an optimum for quality assurance. Currently, inspectors are exceeding that optimum and still unable to provide the necessary service. The key challenge is to determine the appropriate methods of closing this service gap, while meeting legal responsibilities to inspect for public health and safety. This issue is particularly challenging considering the limited resources, the ever-increasing regulatory environment, ongoing customer service demand, and the legal obligation to inspect.

**This number reflects new or newly classified building structures approved for occupancy. Therefore, many more dwelling units or businesses are actually involved. For example, within the 322 buildings approved in 2001, it included 855 dwelling units, 336 hotel units, 6 schools, 6 day care centers and a myriad of retail spaces, offices, restaurants and parking ramps.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of TISH certificates of approval issued	4,372	4760	4500	4400	4400
Number of violations identified to be corrected	26,515	23855	21000*		
% homebuyers and homesellers expressing satisfaction with TISH				survey planned**	survey planned**
No. of TISH evaluations processed	6487	7040	6700	6800	6800

Explanation of Key Performance Measures:

Since the early '70's the City has had a truth in housing program (TISH), which provides critical housing condition information for consumer protection. In 1999, the TISH program was significantly changed to include the correction of specific hazards either at time of sale or within 90 days of closing. The program modification augmented consumer protection with the improvement and/or maintenance of the City's housing infrastructure at time of sale.

Effective June 1st of this year, the program was again modified in three major ways: 1) The responsibility for the repairs legally defaults to the buyer if the seller chooses not to make the repairs. Also, if the property

does not sell, the repairs do not need to be made. 2) The required repairs were refocused to include only the critical main building systems and smoke detectors, and 3) The closing process was streamlined with limited City involvement, placing responsibility on the private parties to send information to the City after closing.

*This recent ordinance change will certainly reduce the number of violations identified as the required repair list as been reduced. Although repairs are not required if the property does not sell, Inspections believes this will only slightly reduce the number of certificates issued.

**A survey will assist in determining whether the recent ordinance changes have improved customer satisfaction with the program.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# requests for information				New phone system*	New phone system*
# Communications produced and distribution levels			2 cable TV prgs. Utility insert 2 news articles 10 handouts at 2 fire stations		
# partnerships with community organizations					
# hits to the inspections website		40,000	60,000	80,000	80,000
languages in which basic information is provided	English, Spanish, Somali		10	20	20
% customers expressing satisfaction with information received				survey planned	survey planned

Explanation of Key Performance Measures:

* CIS has installed a customer service line. In 2003 the phone system will be modified to track the number of customer requests for service.

Inspections has also 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# competency cards issued	5,500	5,500	6,535*		
# of validated exams coord. with HR	201	344	426	1,750**	1,750**

Explanation of Key Performance Measures: *The competency card process is being reformed to eliminate competencies and/or licenses issued by the State or seen as unnecessary for public safety/consumer

protection. As a result, there will be a reduction in the number of comp cards issued. If plumbing is locally also eliminated, there will be another reduction of 1,312 comp cards in this trade alone.

**Due to the 2002 reform of the competency card program, validated testing will replace previous board issued exams. Therefore, there will be a significant increase in validated testing in 2003 and beyond.

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, CityWide Inspector Assignment, Citizen Inspections, Board and Lodging, Graffiti Removal, New Arrival Initiative, and other special neighborhood inspection projects.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# Housing cases addressed	54,000	61678	59500	60000	60000
Average # cases per inspector	1800	2126	2051	2068	2068
Average # days to respond to customer service requests	6	5	5	5	5
% cases brought into voluntary compliance	58	55	55	58	58
% cases brought into compliance through admin/judicial action	20	32	30	30	30
# of reinspections conducted on cases due to noncompliance with initial orders	76965	82598	82000	83000	83000

Explanation of Key Performance Measures:

Service Activity: License rental properties and inspect owner occupied properties.

Description: Conduct systematic inspections of rental and owner occupied properties to ensure preservation of the housing supply

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of buildings and units with rental licenses	16,000	16167 properties 80191 units	16000 properties 80000 units	16000 properties 80000 units	16000 properties 80000 units
% rental properties inspected annually	46	45	47	50	50
# of owner occupied properties with violations				to be reported in 2003	to be reported in 2003
# rental licenses revoked	8	8	3	3	3
# licenses reinstated after remedial action	2	3	5	5	5
# of violations cited on rental properties	32026	31636	35000	36000	36000
# of units approved for rental licenses	2288	3412	4500	5500	5500

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# hazardous buildings boarded and \$ value of assessments	148 \$44,440 assessed	115 \$27,090 assessed	104 \$20000 assessed		
# of hazardous buildings demolished (249 program and emergency demolitions)	18 (249 program) 20 emergency	11 (249 program) 5 emergency	18 (249 program)		
# boarded buildings rehabbed	80	83	80		
# bldgs open to trespass	263	17	104		
# buildings condemned due to boarding	77	70	60		
# of code compliance certificates issued	118	160	74		
# of fire escrow accounts processed & escrowed funds	45 \$280,000	60 521000	71 1031646		
# buildings boarded by Police	not in effect in 2000	183	425		

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# requests for service	31148	32959	34858	35000	35000
# proactive inspections	27,845	28607	29247	30000	30000
# violations/orders issued	34,216	36843	37539	38000	38000
# graffiti cases	315 50,703 sq. ft.	343 55266 sq ft.	1000	1200	1200
% of citizens reporting that their neighborhood is clean and well maintained		80%			
% of citizens reporting satisfaction with the City's efforts at cleaning up graffiti		71%			
\$ cost of trash clean up	214765	188620	190000	200000	200000
\$ cost of graffiti abatement	183768	208471	*		
Avg. # days in which graffiti is removed			45	45	45
\$ cost of removing inoperable vehicles		8550 (June - Dec.)	16000	16000	16000
\$ cost of hazardous tree removal	147135	138956	120000	120000	120000
\$ cost of removing long grass/weeds	72836	85484	75000	75000	75000

Explanation of Key Performance Measures: * Due to budget cuts, the Inspections Department no longer provides contractual services for sensitive surface graffiti removal. At this time, only enforcement on sensitive surface and non-sensitive surface graffiti incidents will be done.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# and \$ value of special assessments processed for nuisance abatement	5,985 \$1,079,345	3,525 \$740,916	5,000 \$600,000	\$650,000	\$650,000
# and \$ value of special assessments processed for vacant building registration	program not in effect	152 properties \$69,200	160 properties \$75,000	150 properties \$68,250	150 properties \$68,250
Total # and \$ value of special assessments	5,985 \$1,079,345	4,010 \$1,065,408	,500 \$1,050,000	6,000 \$1,060,000	6,000 \$1,060,000

Explanation of Key Performance Measures: In 2001, a decrease in special assessments occurred due to weather changes and a decrease in grass cutting. The Vacant Building Registration Program was implemented in September 2001; under this program, unpaid registrations will also be assessed.

Service Activity: Provide for the efficient and effective administration of the Inspections Department.

Description: Partner with internal and external customers to provide innovative ideas and enterprise solutions supporting Regulatory Services and citywide business processes and operations. 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
IMPLEMENT WORKFORCE PLAN: In 2002 initiate supervisory training program for all supervisors.	Initiate Workforce Planning	Complete Workforce Plan	100% of all 24 Division supervisors attend supervisory training	100% participation in training program	100% participation in training program
% employees participating in training and education opportunities	68%	estimate 60%	60% - Develop survey instrument to track employee training and development	Implement survey instrument to track employee training and development	Implement survey instrument to track employee training and development
A current business plan in place	Yes	Yes	Yes	Yes	Yes
% of business plan initiatives implemented		15% estimate	30%	50%	50%
Affirmative Action goals met	Yes	Yes	Yes	Yes	Yes
% customers expressing satisfaction with access to inspections services and problem resolution			Begin tracking and tabulating customer comment cards	survey planned	survey planned

Explanation of Key Performance Measures:

Business Plan for Inspections completed in August 2000; Workforce Plan for Regulatory Services completed in 2001.

Financial Analysis:

From 2002 to 2003, for a total revenue increase of 2.7%, Inspections expects to produce \$16.2 million in General Fund revenue from operations. Revenue estimates were adjusted upward, with consideration given to a combination of factors including increases in permits fees and an expected reduction in the level of construction activity. Additionally, the Department proposed a revenue-neutral initiative, recommended by the Mayor, and adopted by the Council, to increase the revenue budget by \$299,000 for unpermitted work inspection fees -- and an equal expense budget increase of \$299,000 with the addition of five Inspectors (5.0 FTEs).

For 2003, the total expense budget is \$13.1 million: 98.5% from the General Fund and 1.5% from CDBG funds. Included for 2003 is the transfer of the Zoning division to the Planning Department (as Council directed for 2002, "the position, duties and authority of the Zoning Administrator be transferred from the Director of the Inspection Division to the Planning Director"). With the transfer of Zoning to Planning, moved from Inspections were 8.0 Zoning personnel (FTEs) and related expenses, for a total of \$548,000; also moved to Planning was a revenue budget amount of \$284,000 for Zoning ordinance fees. Also included in 2003, as a technical budget adjustment, is an increase to expense and revenue of \$75,000 for Inspections to fund the existing board-up program for the Police Department.

General fund expense levels were reduced during 2002 as a result of the City's \$5.2 million budget reductions: eliminated were the Clean City public relations program and the graffiti sensitive surface program, saving \$490,000. The Clean City program for 2002 originally included \$300,000 from funds first appropriated during the 2001 budget cycle for Graffiti removal and public relations.

As part of their 2002 budget target strategy, Inspections proposed, and the Mayor and Council approved, revenue increases of \$772,000 for permit fee inflationary increases, zoning application fees retained, and for clarifying fee valuations.

The budget for this department includes CDBG funding at a base level. 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.

Effective in the 2003 budget, the Geographic Information Systems (GIS) business line moved within the City's Coordinator departments, to ITS (Information Technology Services). This accounts for the transfer of 5.0 personnel FTEs and a total expense reduction of \$750,000. The GIS program was added as a Decision Package during the 2002 budget process.

Summary of Target Strategies:

In lieu of a Target Strategy, Inspections has built into its base budget for 2003, revenue projections for value based and unit based permit fees tied to the annual increase in the cost of construction. Inspections estimates a 4% increase in permit fees will additionally generate \$500,347. The actual 2001 increase in the cost of construction was 5%; this figure is what the 2002 budget is built on.

Other Target Strategies/Budget Proposals:

Title: Eradicatinig Graffiti Proposal

Fund # 0100

Agency # 850

Organization # 8510

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$350,000)	\$350,000	(0.0)	Graffiti Removal Services
0100	0	\$180,000	(0.0)	Administrative Fees
0100	(\$30,000)	0	(0.0)	Education
0100	(\$50,000)	0	(0.0)	System Modification
0100	(\$100,000)	0	(0.0)	MPD & Inspections development, integration

Mayor's Recommendation:

The Mayor recommends this proposal

Council Adopted:

The Council does not recommend this proposal

Expense: (\$530,000) **Revenue:** \$530,000

Proposal Description: A cross-departmental team has worked on solutions to the graffiti issue for a number of years. The team has determined that a successful graffiti eradication program must be comprehensive. There are four major areas where resources are needed: education, enforcement/prosecution, eradication-public/private & technology changes. Any number of these areas can be funded, but the end result will be less effective than the total program.

Title: Unpermitted Work

Fund # 0100

Agency # 850

Organization # 8510

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$80,000)	\$0.00	(2.0)	Code Compliance Inspector
0100	(\$219,000)		(3.0)	Trades Inspector
0100	0	\$299,000	0.0	Offsetting Permit Revenue (1000 x \$300)

Mayor's Recommendation:

The Mayor recommends this proposal

Council Adopted:

The Council concurs with this recommendation

Expense: (\$299,000) **Revenue:** \$299,000

Proposal Description: This proposed model will provide a self-funded solution that identifies unpermitted work, provides the inspection services for the unpermitted work, and reduces the current service gap in requested inspections. It is estimated that this model may reduce the service gap by 10 percent. The assumptions for this model include: each permit generates at least two inspections, the average permit fee is \$150, and each inspector can perform 2,000 annual inspections. The two code compliance inspectors will work flexible and alternating weekends in order to identify an additional 1,000 permits annually. These permits will generate at least 2,000 inspections. The three trades inspectors, in turn, will respond to those required inspections and perform an additional 4,000 of the 27,000 backlogged inspections.

INSPECTIONS

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	100,062	109,318	190,000	268,800	41.5%	78,800
Contractual Services	2,070,761	2,152,653	2,625,722	1,919,887	-26.9%	-705,835
Equipment	188,679	386,085	115,900	116,216	0.3%	316
Fringe Benefits	1,549,074	1,639,641	2,002,460	2,157,909	7.8%	155,449
Operating Costs	358,440	360,391	513,235	378,717	-26.2%	-134,518
Salaries and Wages	7,166,184	7,807,526	7,810,266	8,072,128	3.4%	261,862
Total for General Fund - City	11,433,200	12,455,613	13,257,583	12,913,657	-2.6%	-343,926
Special Revenue Funds						
Capital Outlay	116,296	175,090	202,000	202,000	0.0%	0
Contractual Services	0	20,000	0	0	0.0%	0
Total for Special Revenue Funds	116,296	195,090	202,000	202,000	0.0%	0
Total for INSPECTIONS	11,549,496	12,650,703	13,459,583	13,115,657	-2.6%	-343,926

INSPECTIONS

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	1,159	2,137	2,000	2,080	4.0%	80
Charges for Service	560,543	566,686	535,000	272,282	-49.1%	-262,718
Fines and Forfeits	28,721	44,917	35,000	36,400	4.0%	1,400
Licenses and Permits	15,395,250	14,872,602	13,871,686	14,725,553	6.2%	853,867
Other Misc Revenues	7,149	2,453	8,000	83,320	941.5%	75,320
Rents	36,425	0	0	0	0.0%	0
Special Assessments	1,073,194	836,410	1,370,000	1,124,800	-17.9%	-245,200
Total for General Fund - City	17,102,441	16,325,205	15,821,686	16,244,435	2.7%	422,749
Special Revenue Funds						
State Government	0	20,000	0	0	0.0%	0
Total for Special Revenue Funds	0	20,000	0	0	0.0%	0
Total for INSPECTIONS	17,102,441	16,345,205	15,821,686	16,244,435	2.7%	422,749

INSPECTIONS

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMIN. & PLAN REVIEW						
General Fund - City						
Capital Outlay	100,062	109,318	190,000	75,000	-60.5%	-115,000
Contractual Services	2,067,444	2,151,804	2,404,797	-158,681	-106.6%	-2,563,478
Equipment	188,679	386,085	115,900	7,196	-93.8%	-108,704
Fringe Benefits	1,549,074	1,639,641	1,917,492	86,736	-95.5%	-1,830,756
Operating Costs	358,440	360,391	389,529	33,051	-91.5%	-356,478
Salaries and Wages	7,166,184	7,807,526	7,489,877	522,142	-93.0%	-6,967,735
Total for General Fund - City	11,429,884	12,454,763	12,507,595	565,444	-95.5%	-11,942,151
Special Revenue Funds						
Capital Outlay	116,296	175,090	202,000	202,000	0.0%	0
Contractual Services	0	20,000	0	0	0.0%	0
Total for Special Revenue Funds	116,296	195,090	202,000	202,000	0.0%	0
Total for ADMIN. & PLAN REVIEW	11,546,180	12,649,853	12,709,595	767,444	-94.0%	-11,942,151
CONSTRUCTION - INSPECTION						
General Fund - City						
Capital Outlay	0	0	0	193,800	0.0%	193,800
Contractual Services	0	0	0	528,024	0.0%	528,024
Equipment	0	0	0	51,527	0.0%	51,527
Fringe Benefits	0	0	0	1,018,842	0.0%	1,018,842
Operating Costs	0	0	0	163,491	0.0%	163,491
Salaries and Wages	0	0	0	3,718,511	0.0%	3,718,511
Total for General Fund - City	0	0	0	5,674,195		5,674,195
Total for CONSTRUCTION - INSPECTION	0	0	0	5,674,195		5,674,195
DEVELOPMENT SERVICES						
General Fund - City						
Contractual Services	212	0	0	160,930	0.0%	160,930
Equipment	0	0	0	18,525	0.0%	18,525
Fringe Benefits	0	0	0	330,094	0.0%	330,094
Operating Costs	0	0	0	57,348	0.0%	57,348
Salaries and Wages	0	0	0	1,247,594	0.0%	1,247,594
Total for General Fund - City	212	0	0	1,814,491		1,814,491
Total for DEVELOPMENT SERVICES	212	0	0	1,814,491		1,814,491
ENVIRONMENTAL CONTROL						
General Fund - City						
Contractual Services	55	0	0	0	0.0%	0
Total for General Fund - City	55	0	0	0		0
Total for ENVIRONMENTAL CONTROL	55	0	0	0		0

GIS

General Fund - City

City of Minneapolis

2003 Adopted Budget

INSPECTIONS

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
GIS						
General Fund - City						
Contractual Services	0	0	220,925	0	-100.0%	-220,925
Fringe Benefits	0	0	84,968	0	-100.0%	-84,968
Operating Costs	0	0	123,706	0	-100.0%	-123,706
Salaries and Wages	0	0	320,389	0	-100.0%	-320,389
Total for General Fund - City	0	0	749,988	0	-100.0%	-749,988
Total for GIS	0	0	749,988	0	-100.0%	-749,988
HOUSING INSPECTIONS						
General Fund - City						
Contractual Services	3,050	849	0	1,389,614	0.0%	1,389,614
Equipment	0	0	0	38,968	0.0%	38,968
Fringe Benefits	0	0	0	722,237	0.0%	722,237
Operating Costs	0	0	0	124,827	0.0%	124,827
Salaries and Wages	0	0	0	2,583,881	0.0%	2,583,881
Total for General Fund - City	3,050	849	0	4,859,527		4,859,527
Total for HOUSING INSPECTIONS	3,050	849	0	4,859,527		4,859,527
Total for INSPECTIONS	11,549,496	12,650,703	13,459,583	13,115,657	-2.6%	-343,926

INSPECTIONS
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Inspections	154.00	153.00	158.50	-	-100.00%	(158.50)
Administration	-	-	-	8.00	-	8.00
Construction Inspections	-	-	-	66.00	-	66.00
Housing Inspections	-	-	-	52.50	-	52.50
Development Services	-	-	-	24.00	-	24.00
Total FTE's	154.00	153.00	158.50	150.50	-5.05%	(8.00)

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:

Business Services: Ensuring compliance with business standards and consumer protection.

Traffic Control: Facilitating the movement of pedestrians and vehicles in a safe and orderly manner

Environmental Management: Protecting and enhancing the air, water, land and other natural resources.

Children's Environmental Health / Healthy Housing: Preventing and responding to childhood environmental health threats

Food Safety – Environmental Health: Protecting citizens from food born illnesses

Animal Control: Facilitating relationships between citizens and animals

Key Trends and Challenges Impacting the Department:

Licenses and Consumer Services is challenged with the budget cut scenarios in its general fund allocations. Proposed are offsetting new revenue scenarios. This is a 3 to 5 year plan to move all cost centers toward self-sufficiency and cost neutrality to the general fund.

As the financial picture for the City becomes increasingly difficult in future years, as predicted, meaningful program eliminations are anticipated to augment the increased revenue strategies.

In the year of 2003, it is proposed that new revenues are to be generated in the following ways:

Adding a \$3 license fee increase to the rental property license to offset children's lead hazard general fund expenditures	\$180,000
Establishing food license fees for schools (per new state statute) and to commercial daycare establishments	\$ 29,900
Annual inflationary license fee increases based upon a reliable index	\$ 78,000
Total new revenues	\$287,900

OTHER KEY CHALLENGES

As a result of prior Council decisions, the License Department has absorbed additional expense for Administrative Adjudication (vs. criminal adjudication) through increased numbers of TAC hearings, Administrative Law Judge hearings, and administrative citations. These activities are expected to produce revenue to offset expenses. To the extent that revenues do not cover these additional expenses, the Department is asking the City Council to address the funding challenge that accommodates this administrative process.

Children's Lead Hazard Environmental Program: Federal and State Grants have allowed us to put \$10 million into the City's affordable housing over the last six years, creating lead-safe environments for lead poisoned children, and reducing the number of condemned properties due to lead to virtually none. Current grant funding expires in 2003, and although we are well positioned to receive future grants, the program remains dependant upon such continued Federal funding to reach it's goal of elimination of lead as a major problem by 2010. Weaning the program from the City General Fund to make it self-sufficient remains a continued goal, and the rental property license fee surcharge proposed this year advances that goal.

Environmental Management: Two key initiatives have come to fruition this year.

The combined sewer overflow problem of rainwater overtaxing the City's sewer systems and causing pollution to enter the watersheds is now being addressed through the hiring of three FTE's (funded by the sewer fund) to identify and eliminate the offending rainwater systems. This program is intended to escalate in activity over the next several years until all the non-compliant systems have been identified and abated.

The Middle Mississippi Watershed District is being staffed by EM and funded through a watershed levy. Although this watershed was established earlier, it is in its first year of active projects and EM is gearing up to provide staff management for those approved projects. This watershed district is a consortium of several municipalities and will offer the City a new opportunity to accomplish projects in the Mississippi River Watershed.

Traffic and Parking Control: Together with PW Transportation and the MPD, Traffic Control is deeply involved in the development of an articulated DT transportation management plan which revisits issues as wide as crowd control, lane closures, parking turnover, etc. Currently, the issue of handicap parking permits is being discussed since the majority of DT meters are being utilized all day by such permits.

Animal Care and Control: A new animal control shelter is being designed with the anticipated bids to be requested this fall, for construction to begin in the early spring of 2003. Current progress is on schedule and on budget. Seamless cooperation with the Hennepin County Humane Society and other adoption services will allow us to build a smaller shelter than previous planned, and is also anticipated to reduce the pressure on staff time for the care of impounded animals. Dangerous biting dogs continue to tax both AC staff and Police resources.

Outreach to Businesses: The McKinsey report, the Small Business Task Force, and multiple immigrant support organizations continue to drive the Department to re-examine it's approach to businesses in the City. Discussions regarding access to City services, simplification of license and permit processes, coordination of staff departments, and funding for the mandated inspection services will demand extensive staff attention and resources.

Animal Care and Control budget deficiencies: Several line item operating costs have been historically underfunded for years. Staff recommends that they be fully funded since these escalating costs have no relationship to management decisions, but rather reflect only the non-discretionary operating costs of the unit. New funds requested total \$44,500.

- | | | |
|----|---|-----------|
| 1. | Veterinary Services (5130-06) | \$ 15,000 |
| | Costs for 2002 are projected at \$50,000 yet only \$36,000 is budgeted. | |
| 2. | Operating Supplies (Animal Meds) (6110) | \$ 8,000 |
| | Costs of the intranasal and injectable vaccines required to control disease in the City's animal shelter as well as costs of euthanasia solution are projected at \$21,000 yet only 12,900 is budgeted. | |
| 3. | Professional Services (5070) | \$ 3,500 |
| | Chameleon, the specialized software upon which field services and shelter operations depend, costs \$7,710 yet only \$4,500 is budgeted. | |
| 4. | Radio Services (5024-01) | \$ 6,000 |
| | Due to 24/7 field services, costs for 2002 are projected at \$15,000 yet only \$9,000 is budgeted. | |

5. Telephone (5025-01) \$ 4,400
Costs for 202 are projected at \$9,400 yet only \$4,928 is budgeted.
6. Printing (5055) \$ 5,500
Costs for 2002 are projected at \$8,000 yet only 2,500 is budgeted.
7. Cash Management (6030) \$ 2,100
An internal finance department charge for cash management services costs for 2002 are projected at \$3,000 yet only \$900 is budgeted.

Key Enterprise Outcome Measures Influenced by the: Licenses and Consumer Services Department

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:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% businesses reporting satisfaction with business licensing		Not Available	Not Available	Not Available	Not Available
% citizens reporting satisfaction with City's efforts at dealing with problem businesses and unkempt properties		58%	60%		
% business licensing violations brought into voluntary compliance		87	86		
% downtown businesses reporting congestion as a significant issue		Not Available	Not Available	Not Available	Not Available
% citizens reporting satisfaction with the City's efforts to protect the environment		72%			
% citizens who consider noise as a problem in their neighborhood		15%			
Average water quality rating of City bodies of water:	City Lakes - B Creeks - NA River - Full use	City Lakes - B Creeks - Not Avail River- Not posted	Systems will show improvement or maintain quality if		

	supported but threatened		weather conditions remain favorable		
Number of existing open polluted sites (brownfields) in Minneapolis	140	134	134 YTD	Can not estimate	Can not estimate
# of complaints regarding violation of the City's noise ordinance	NA	255	103 YTD	Trends indicate a decrease with education and enforcement programs	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	4 events Air Quality Index	1 YTD		
# of dwelling units made lead-safe	134	110	150		
Number of EBL cases (Elevated levels of lead in the blood)	120	100	90		
# food borne illness outbreaks	2	4	3		
# dogs declared dangerous	370	400			
# complaints regarding barking dogs	1727	1700			
% citizens that report satisfaction with animal control services		80%			

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Business Services

(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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Business license applications	11,140	11,994	11,800***	11,800***	11,800***
# of Business licenses issued	9,900*	9734	9700	9700	9700
% of delinquent licenses**	6.2%	7%	7%	7%	7%
% of licensed businesses expressing satisfaction with license services		Not Avail	Not Avail	Not Avail	Not Avail

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.

*** Some trade category licenses such as plasterer and drywall contractor are proposed for elimination.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# violations issued		Not Avail	200*	500	500
Number of TAC Hearings	25	29	25	25	25
% successful agreements reached (problem addressed)	84%	87%	86%	86%	86%
# of ALJ Hearings	4	4 done, 3 in process	4	4	4
# Ordinance changes		10	15	10	10

Explanation of Key Performance Measures:

TAC hearings are administrative hearings conducted within the department. Most problem business issues are corrected and disciplinary action agreed to in these hearings. When these do not work or the violations warrant revocation, Administrative law judge hearings are scheduled with the State of MN, Dept. of Administration. This year the Department is implementing two new projects. The first is computerization of our enforcement activity (not done before). This will allow the Department to track the number of requests for service. Also new this year will be implementing the issuance of administrative tickets rather than criminal tickets when violations are found. It is anticipate this will bring better compliance and provide a more self-supporting system.

* Implemented in May 2002.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Requests for Service		Not Avail	500*	800	800
% of clients satisfied with information services		Not Avail	Not Avail	Not Avail	Not Avail
languages in which information is translated and provided		2	2*	2	2

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.

In 2002 coordinated with MCDA and several other departments to have booklet, "Starting a Business in Minneapolis", translated into Somali and Spanish.

* System implemented in May 2002.

Service Activity: Facilitate the coordination of interdepartmental teams to address specific city livability issues .

Description: The coordination of key departments involved in resolution of chronic nuisance properties is one of the main tactics used to abate problem properties. The continuation of this program will help resolve individual problem addresses as well as highlight business practices in need of improvement.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Nuisance Business Team meetings annually	8	8	8	8	8
% of addresses on list resolved	Not Avail	Not Avail	Not Avail		

Explanation of Key Performance Measures:

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of accidents occurring where TCA's were posted	0	0	0		
# of hours of traffic control services provided	12,438.75 total 2645 hrs staffing rush hour 9,793.75 hrs staffing special events	15,000 total 4,700 hrs staffing rush hour 10,300 hrs staffing special events	16,000 total 5,500 hrs staffing rush hour 10,500 hrs staffing special events	16,000 total 6,000 hrs staffing rush hour 10,500 hrs staffing special events	16,000 total 6,000 hrs staffing rush hour 10,500 hrs staffing special events
Avg. cost per rush hour	\$48,429.95	\$86,057.00	\$111,100.00	\$121,200	\$121,200
# requests for services	Not Documented	694	700	700	700

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Avg. coin revenue per TCA	146,916.32	177,912.00	200,000.00	200,000	200,000
Total Coin revenue	4,113,656.91	4,600,00.00	\$4,900,00.00	\$5,100,000.00	\$5,100,000.00
# of snow emergencies	6	5	4	4	4
# of snow emergency citations	29,037	25,229	28,000	28,000	28,000
# of abandoned vehicle complaints	5,078	5,500	5500	5500	5500
# of rush hour restriction violation citations	13,165	15,000	15,500	15,500	15,500

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: A clean outdoor environment – air, water, and land – is the responsibility of the Environmental Management Section. This team works to prevent, control, and clean up pollution of our natural environment, including odors and toxic air emissions, spills and discharges to surface and ground waters, dumping and contamination of our land, and noise pollution control. Environmental Management also addresses issues of critical environmental importance to Minneapolis such as clean water, brownfields, safe drinking water, clean air, Smart Growth, and climate change. The implementation of a Noise Control Program allows for the better enforcement and control of a primary livability issue, noise, by improving coordination and communication. Environmental Management also works with local businesses and groups to address several thousand environmental complaints relating to spills/discharges, noises, odors/emissions, and illegal dumping.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# requests for service	926	1275	503 YTD	1200	1200
# requests for services closed	926	856	234 YTD	900	900
% companies reporting reduction in toxic emissions	2000 Data NA Until 2003 Trends indicate continued overall reductions in total TRI emissions	2001 Data NA Until 2004 Trends indicate continued overall reductions in total TRI emissions	2002 Data NA Until 2005 Trends indicate continued overall reductions in total TRI emissions		
# of Brownfield sites closed : new sites open for current year	69:50	44:42	21:21 YTD		
Total revenue generated in fees and permits	\$779,711	\$789,290	\$881,290	\$881,290	\$881,290
Revenue per inspector (6 inspectors)	\$129,952	\$131,548	\$146,881	\$146,881	\$146,881
% improvement in avg. water quality indices	Creeks NA Lakes +4% River NA	Currently NA	Currently NA		

Explanation of Key Performance Measures:

YTD: Year to date

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. Toxic Release Inventory data is compiled from reported information. Current summaries of the report are not yet prepared. Careful evaluation and understanding of the data must accompany for volume reductions as compared to the hazards, toxicity, and concentrations of materials involved.

Service Activity: Provide effective response to environmental emergencies

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of environmental emergencies					
% water contamination					
% spills on land					
% toxic air releases					
Total Cost per emergency					
\$ amount recuperated / charged to violator					

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: Children's Environmental Health – 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of EBL cases	120	100	100	120	120
% of cases where initial response time met state standards	N/A	N/A	N/A	N/A	N/A
Average length of time cases remain open	9 Mo.	9 Mo.	8 Mo.	8 Mo.	8 Mo.
# of EBL risk assessments	142	125	100	100	100
# of EBL risk assessments per FTE	35	31	25	25	25
Average Cost per EBL risk assessment	1500	1500	1500	1500	1500
Total number of orders brought into compliance	134	110	100	100	100
# of condemnations	3	2	3	3	3
% of orders brought into compliance without federal funding	30%	30%	25	25	25
% of orders brought into compliance with federal lead grant assistance	70%	70%	75%	75%	75%

Explanation of Key Performance Measures: Performance measures reflect continuing decline in diagnosed elevated blood lead levels (EBLs) in children. Only 20% of at-risk children in the city are tested, however, indicating that actual rates are at least double of those reported. In 2002, CEH began a Low Level Intervention where the Department remedies lead hazards in housing when a child is tested and shows exposure to lead but their blood lead level is lower than the amount classified as an EIBLL. Increase in percentage of federal lead grant assistance reflects development of new sources of matching funds for building owners, leading in increased participation in grant funded programs.

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 almost zero units in the past few years. The program is building on the Lead Hazard Control program and infrastructure to include other children's environmental and healthy housing activities and programs based on trends, regulations, CHE and directives from federal and state agencies and partners.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of dwelling units made lead-safe	260	128	225	1000	1000
Average cost per dwelling unit	\$5,700	\$5,700	\$5,000	\$4,500	\$4,500
# of non-EBL lead risk assessments per FTE	83	80	100	250	250
Total \$ amount for property owner matching funds	\$36,660	\$1,398	\$40,000	\$50,000	\$50,000
Number of education and outreach events	1300	300	1000	1200	1200
# of Risk Assessments provided to other organizations	0	25	100	300	300
Total lead risk assessment revenue	0	\$15,000	\$20,000	\$40,000	\$40,000
# of Indoor Air Quality (IAQ) requests for service	20	100	120	220	220

Explanation of Key Performance Measures: Development of new funding streams has enabled the program to reduce the amount of federal grant funds required per dwelling. Non-EBL risk assessments have increased dramatically with the implementation and enforcement of federal regulations and will continue to do so for the next few years. Revenues from these risk assessments will also increase as more are performed on a fee basis.

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 and educational system for licensed facilities. Also includes body piercing, tattooing and suntanning licensing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of licensed food facilities	2334	2359	3718	3768	3768
Total number of inspections	3222 food relate 445 other inspections	3500 food relate 500 other inspections	4000 476 other inspection	3762 485 other inspections	3762 485 other inspections
# reinspections required	187	230	300	350	350
# of alleged food borne illness complaints received	109	160	160	175	175
# of confirmed food borne illness (FBI) outbreaks	2	4	3		
# emergency closures	6	6	4	0	0
# voluntary closures	19	5	5	0	0
Total revenue			Not available	Not Available*	Not Available*
Avg. cost per business			Contact Finance		

Explanation of Key Performance Measures: The Department expects more foodborne illness complaints due the Food Code requirement for management to report customer complaints to the regulatory authority. The Department is seeing more confirmation of foodborne illness due the increased testing abilities of the State Health Lab and announced inspection.

Currently reflected in Business Licenses revenue.

Service Activity: Provide training and public information to prevent foodborne illnesses and food safety risks and hazards.

Description: Environmental Health Specialists will provide training, consultation and public information to prevent foodborne, waterborne illness. The Department will do this through multi-cultural training, education and consumer awareness. Staff will review plans for new food facilities to promote a safe operating environment. District supervisors will work with multi-cultural and linguistically diverse community members to develop and establish a food safety council in partnership with food industries and other stakeholders. The Department has created cross-functional teams to implement geographical service delivery; created opportunities for staff to be promotable to district supervisor positions; generated innovative ideas from staff to increase the efficiency of the department. Staff has developed the business plan for the next two years and working on implementing the strategies. This will increase customer satisfaction and communication with the community. This process will improve response time to concerns and complaints. Department staff is committed to introduce a neighborhood ownership philosophy.

We are creating a strong partnership with the business community, the FDA, State Health Department, Hennepin County and other local agencies to provide and maintain a safe food and water supply in Minneapolis and a high level of sanitation through all licensed facilities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Food Manager Certification (FMC) courses offered & recertification	33 (2 Spanish 1 Somali)	34 (4 Spanish 1 Somali)	44 (4 Spanish, 2 Somali)	48 (5 Spanish, 2 Somali)	48 (5 Spanish, 2 Somali)
# of FMCs issued	664	650	841	917	917
# of Food Handler courses offered	8	35 (6 Spanish)	20 (6 Spanish, 4 Somali)	30 (10 Spanish, 4 Somali)	30 (10 Spanish, 4 Somali)
# of food handlers trained	158	450	250	375	375
Cost vs. Revenue of classes offered					
# Businesses receiving env. health news letters	1,915	2,196	3,125		

Explanation of Key Performance Measures: Total number of plans review in 2001 is 161. Total number of new restaurants opened in 2001 is 106. Total number of short-term permits issued in 2001 is 164.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of service responses	17,550	17,592	17,750	18,000	18,000
# of service responses per Animal Control Officer FTE	1,132	1,135	1,145	1,161	1,161
# of licensed cats and dogs*	12,518	12,974	13,000	14,000	14,000
Income from pet licenses and other fees	\$256,477	\$248,902	\$315,000	\$350,000	\$350,000
# of off leash permits**	NA	2007	3,500	4,000	4,000
OMIT--Avg. cost per service					
# of animal bites reported	516	521	525	550	550
# of animals deemed dangerous	370	336	350	375	375
OMIT--Avg. response time					
# Hearings	170	200	210	210	210

% citizens that report satisfaction with animal control services		80%			
--	--	-----	--	--	--

Explanation of Key Performance Measures:

*The number of licensed animals includes some license applications sold when animals are impounded from the City's Animal Shelter. Licenses for these animals require proof of rabies vaccination, which is not always forthcoming. In 2001, there were 617 such applications.

**The off leash recreation area program began in late summer of 2000 but 2001 permits were issued for the program from the time that it began until the end of 2001. This program is administered and operated through the Minneapolis Park and Recreation Board with the cooperation of the Animal Care and Control Program which issues the required permits. The Department's program keeps an administrative fee and the remainder goes to the Park Board for the operation of these areas.

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of impounded animals	6,003	5,487	6,000	6,250	6,250
Avg. # shelter days of potentially adoptable animals *	10.91	10.81	10.5	10.25	10.25
OMIT--Avg. cost animal					
% placement rate	55%	57%	58%	59%	59%
# animals placed through partnerships with animal rescue groups**	543	524	550	550	550
# of volunteer hours at the shelter	485	269	350	375	375

Explanation of Key Performance Measures:

*Potentially adoptable animals are a sizable but select group of animals because it is not inclusive of all living animals. Some animals 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.

**Placement rate includes living impounded animals that are returned to owners (or custodians) as well as animals placed in new homes by partnering rescue organizations or directly adopted from the City's Animal Shelter.

Financial Analysis:

For the 2003 General Fund budget, the Licenses and Consumer Services Division of Operations and Regulatory Services proposed, the Mayor recommended, and Council Adopted revenue target strategies totaling \$107,900. Revenue strategies include \$29,900 for food safety inspection license fee for schools and commercial daycare's, and \$78,000 for annual license fee cost of living adjustment. Additionally, during the budget hearing process, Council reduced the License expense budget by \$180,000 and removed a fee recommended by the Mayor (please see Target Strategies section of this narrative).

Also, for 2003, Licenses and Consumer Services requested additional funding for animal care and control related programs. This request was based on escalating costs to the Department for animal

care (refer to the Other Key Challenges section). The Mayor and Council did not add funding for these requests.

For 2003, based on the Department's revenue estimates, Licenses and Consumer Services will contribute \$10.4 million to the General Fund from operations. This has increased by 10.8% for increases in ticket count, fees to more closely match related operational expenses, and cost of living increases on business licenses. Through Environmental Services, the Department includes Special Revenue funds of \$1.3 million from Federal grant programs including Lead, Environmental Health, others. These grants provide funding for contracts and staffing (8.0 FTEs). Grant revenue and contractual expenses are adjusted to reflect actual grant activity. For 2003, the Department's Parking & Traffic Control division estimates that it will contribute \$5.1 million in revenue to the Parking Fund (recognized in the City's Public Works Department) for ticket writing and coin collection.

On the expense side, the Department's \$10.0 million budget is funded 60% from the General Fund, 27% from Enterprise Funds (Parking Fund), and 13% from Special Revenue Funds. For 2003, the General fund budget increase of 3.1% is due to personnel job reclassifications and benefits increases. For 2003, the Enterprise Fund expense budget was reduced by \$278,000 from 2002 for the one-time ticketwriter-replacement Decision Package approved during the last budget cycle.

General fund expense levels were reduced from 2002 as a result of the City's \$5.2 million budget reductions: eliminated were 3.16 vacant positions, saving \$260,000; and revenue enhancements for fees from food licenses, well monitoring, and other license fees to contribute \$125,000. For 2002, the Department proposed, and the Mayor and Council approved, targeted revenue enhancements of \$400,000 including animal control fee, service fee, license reinspection fee, and tobacco license fee increases.

Summary of Target Strategies:

PLAN REVIEW FEE COMPARISON						
CURRENT FEES						AVERAGE
RAMSEY COUNTY		PRE-LIC INSP FEE/PLAN	SMALL RESTAURANT	LARGE RESTAURANT		
New		\$140	\$320	\$460		\$530
Remodel			\$160	\$230		\$195
ANOKA COUNTY			SMALL RESTAURANT	LARGE RESTAURANT	VERY LARGE RESTAURANT	
New			\$200	\$550	\$750	\$500
Remodel			\$100	\$275	\$375	\$250
HENNEPIN COUNTY	CONFECTIONERY	SMALL GROCERY	PIZZA/LRG GROC	LARGE RESTAURANT	VERY LARGE RESTAURANT	
New	\$83	\$300	\$453	\$597	\$743	\$435
Remodel	\$42	\$150	\$227	\$299	\$372	\$218
MINNEAPOLIS	1 - 1000 SQ FT	1001 - 5000 SQ FT	> 5001 SQ FT			
New	\$100	\$150	\$200			\$150
Remodel	\$100	\$150	\$200			\$150

AVERAGE FEE COMPARISON	
PROPOSED (2002-03)	AVG. FEE
RAMSEY COUNTY	
New	\$530
Remodel	\$195
ANOKA COUNTY	
New	\$500
Remodel	\$250
HENNEPIN COUNTY	
New	\$435
Remodel	\$218
MINNEAPOLIS	
New	\$375
Remodel	\$281

OPERATIONS AND REGULATORY SERVICES -- LICENSES AND CONSUMER SERVICES

PROPOSED FEES FOR 2002 - 2003					AVERAGE
	< 1000 SF	1001 - 3000 SF	3001 - 5000 SF	5001 - 7000 SF	
RISK 1					
New	\$300	\$400	\$500	\$600	\$450
Remodel	\$225	\$300	\$375	\$450	\$338
RISK 2					
New	\$250	\$350	\$450	\$550	\$400
Remodel	\$187	\$262	\$337	\$412	\$300
RISK 3					
New	\$150	\$250	\$300	\$400	\$275
Remodel	\$112	\$187	\$225	\$300	\$206
AVERAGE					
New	\$233	\$333	\$417	\$517	\$375
Remodel	\$175	\$250	\$312	\$387	\$281

Title: Children's Environmental Health - Lead Hazard Fees

Fund # 0100

Agency # 835

Organization # 8392

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	\$0.00	\$180,000	0	

Mayor's Recommendation:

The Mayor recommends this proposal

Council Adopted:

The Council does not recommend this proposal. The Council added a cut of \$180,000 to the department.

Expense: (\$180,000)

Revenue:

Proposal Description: The Department is proposing a modest \$3 surcharge per unit to be added on Rental Licenses for properties built prior to 1978. The Department estimates there are:

*70,000 units in buildings with two or more units built prior to 1978

*16,181 rental licenses issued last year, with a total of 80,086 licensed units

Considering these numbers, the Department estimates a minimum of 60,000 units would be impacted by this surcharge. Over 60% of Children's Environmental Health program general funds are used to manage childhood lead poisoning cases that occur in rental properties. This proposal seeks to replace those expenditures. If the property owner can show that the property has been tested to be lead free

the fee will be waived permanently. If the property has been deemed lead safe in the past 24 months, the fee will be waived.

Describe how the proposal impacts your service activities and performance measures: The program targets rental properties that are over 60% of the budget burden for Children's Environmental Health - Lead Hazard program and pose the greatest hazard to children. This proposal is both incentive and education based. This proposed surcharge will give the City's Children's Environmental Health a greater opportunity to educate rental property owners (RPO's) about the federal requirements to work lead safe and disclose lead information to tenants and give owners information about resources to assist them in making their properties lead safe. The pre-1978 surcharge for rental units was supported throughout the Comprehensive Lead Plan (CLP) and is currently supported by the Lead Network. The CLP and the Lead Network were created through a cooperative and inclusive approach with participants from housing, government, health care, impacted citizens, and community based organizations. This surcharge furthers the Department's efforts to create more lead-safe affordable housing and end childhood lead poisoning.

Title: Food Safety Institutional License Fee Proposal

Fund # 0100

Agency # 835

Organization # 8391

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	\$0.00	\$14,000		
0100	\$0.00	\$900		
0100	\$0.00	\$15,000		

Mayor's Recommendation:

The Mayor recommends this strategy

Council Adopted:

The Council recommends this proposal

Expense:

Revenue: \$29,900

Proposal Description: DAYCARES: proposed institutional license fees based on risk and square footage. There are 114 daycares (24 risk 1s, 89 risk 2s, and 1 risk 3). These are commercial daycares, not home daycares.

2. PRIVATE SCHOOLS: use new proposed institutional license fees based on risk and square footage. There are eight private schools (6 risk 2s and 2 risk 1).

3. PUBLIC SCHOOLS: State law now requires schools to be licensed, the existing contract, as it stands, can qualify as a license. If the schools choose to discontinue a contract with Environmental Health Food Safety, the 108 schools, the summer feeding sites (150), and the Nutrition Center will be required to have a license.

Describe how the proposal impacts your service activities and performance measures:

Currently, private schools and commercial daycares are inspected, but the City does not recuperate its costs to provide these services. The School Board has a contract with Environmental Health for .5 FTE

to inspect the Nutrition Center and the schools. An outbreak of E. coli at a private elementary school resulted in the hospitalization of two children and other children ill but not hospitalized. Institutions serving our City's youth can pose a serious risk to our community's health if they are not regulated and inspected. Several outbreaks of Shigella and Giardia in preschools and daycare's have occurred in the last four years. In addition to regular inspections, Sanitarians provide a variety of resources, including training, tools, and information. 114 daycares and 109 schools will benefit from this proposal. Implementing the proposed fees assures that the City continues to provide the utmost service level to these institutions. This proposal generates fees of \$29,900.

Title: Annual License Fee Adjustment

Fund # 0100

Agency # 835

Organization # 8360

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	\$0.00	\$78,000		

Mayor's Recommendation:

The Mayor recommends this proposal

Council Adopted:

The Council recommends this proposal

Expense:

Revenue: \$78,000

Proposal Description: Adjust license fees for 2003 to take into account inflationary increases in City costs of regulation including new labor agreements. The Department is currently estimating the adjustment to be 2% for 2003. This increase would take effect with licenses due for renewal starting January 1, 2003.

Describe how the proposal impacts your service activities and performance measures: Will increase revenue by approximately \$78,000 if increase is approved by Council.

LICENSES & CONSUMER SERVICES

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Contractual Services	192,607	232,866	303,162	309,227	2.0%	6,065
Equipment	10,870	83,687	374,304	98,230	-73.8%	-276,074
Fringe Benefits	348,183	358,581	446,857	519,745	16.3%	72,888
Operating Costs	71,251	99,979	90,303	92,519	2.5%	2,216
Salaries and Wages	1,382,778	1,494,497	1,643,435	1,736,709	5.7%	93,274
Total for Enterprise Funds	2,005,690	2,269,610	2,858,061	2,756,430	-3.6%	-101,631
General Fund - City						
Contractual Services	517,224	801,942	719,000	729,377	1.4%	10,377
Equipment	112,695	85,485	28,686	29,259	2.0%	573
Fringe Benefits	638,728	802,638	963,672	992,123	3.0%	28,451
Operating Costs	224,409	255,035	226,181	213,002	-5.8%	-13,179
Salaries and Wages	2,839,396	3,738,476	3,791,717	3,971,261	4.7%	179,544
Total for General Fund - City	4,332,452	5,683,576	5,729,256	5,935,022	3.6%	205,766
Special Revenue Funds						
Contractual Services	1,211,196	816,702	1,542,344	680,802	-55.9%	-861,542
Equipment	11,468	9,429	7,316	7,462	2.0%	146
Fringe Benefits	57,032	47,991	98,941	115,620	16.9%	16,679
Operating Costs	36,613	33,607	47,755	48,709	2.0%	954
Salaries and Wages	272,597	268,183	373,696	409,727	9.6%	36,031
Total for Special Revenue Funds	1,588,906	1,175,912	2,070,052	1,262,320	-39.0%	-807,732
Total for LICENSES & CONSUMER SERVICES	7,927,047	9,129,098	10,657,369	9,953,772	-6.6%	-703,597

LICENSES & CONSUMER SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	-1,559	0	0	0	0.0%	0
Charges for Service	30,761	29,361	0	0	0.0%	0
Other Misc Revenues	3,536	0	0	10,000	0.0%	10,000
Total for Enterprise Funds	32,737	29,361	0	10,000	0.0%	10,000
General Fund - City						
Charges for Sales	419	310	600	600	0.0%	0
Charges for Service	258,495	290,060	390,600	418,500	7.1%	27,900
Contributions	55	25	0	0	0.0%	0
Fines and Forfeits	3,758,562	4,681,091	3,915,000	4,360,000	11.4%	445,000
Licenses and Permits	3,542,558	4,998,990	5,048,500	5,583,191	10.6%	534,691
Local Government	33,480	17,480	33,000	33,000	0.0%	0
Other Misc Revenues	14,154	31,804	22,000	31,428	42.9%	9,428
Rents	6,513	34,442	0	0	0.0%	0
Total for General Fund - City	7,614,235	10,054,203	9,409,700	10,426,719	10.8%	1,017,019
Special Revenue Funds						
Charges for Service	35,568	55,936	108,000	108,000	0.0%	0
Contributions	0	563	0	0	0.0%	0
Federal Government	1,583,578	1,048,166	1,200,000	1,200,000	0.0%	0
State Government	12,641	54,326	7,600	25,000	228.9%	17,400
Total for Special Revenue Funds	1,631,787	1,158,990	1,315,600	1,333,000	1.3%	17,400
Total for LICENSES & CONSUMER SERVICES	9,278,759	11,242,554	10,725,300	11,769,719	9.7%	1,044,419

LICENSES & CONSUMER SERVICES

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ANIMAL CONTROL						
General Fund - City						
Contractual Services	175,959	178,496	165,526	193,039	16.6%	27,513
Equipment	4,345	1,613	12,866	13,123	2.0%	257
Fringe Benefits	148,124	186,125	201,809	241,985	19.9%	40,176
Operating Costs	64,563	70,593	65,829	67,392	2.4%	1,563
Salaries and Wages	654,509	805,927	841,259	915,988	8.9%	74,729
Total for General Fund - City	1,047,500	1,242,756	1,287,289	1,431,527	11.2%	144,238
Special Revenue Funds						
Operating Costs	0	563	0	0	0.0%	0
Total for Special Revenue Funds	0	563	0	0		0
Total for ANIMAL CONTROL	1,047,500	1,243,318	1,287,289	1,431,527	11.2%	144,238
CNAP - SPACE PLANNING						
General Fund - City						
Contractual Services	3,743	14,945	26,047	0	-100.0%	-26,047
Equipment	5,909	6,926	500	0	-100.0%	-500
Fringe Benefits	10,117	11,513	12,228	0	-100.0%	-12,228
Operating Costs	4,364	2,293	5,912	0	-100.0%	-5,912
Salaries and Wages	56,634	68,014	57,868	0	-100.0%	-57,868
Total for General Fund - City	80,767	103,691	102,555	0	-100.0%	-102,555
Total for CNAP - SPACE PLANNING	80,767	103,691	102,555	0	-100.0%	-102,555
ENVIRONMENTAL SERVICES						
General Fund - City						
Contractual Services	0	41,396	83,956	70,277	-16.3%	-13,679
Equipment	0	852	6,100	6,222	2.0%	122
Fringe Benefits	0	86,457	98,083	109,446	11.6%	11,363
Operating Costs	0	11,835	11,500	8,415	-26.8%	-3,085
Salaries and Wages	0	458,764	481,559	506,963	5.3%	25,404
Total for General Fund - City	0	599,304	681,198	701,323	3.0%	20,125
Special Revenue Funds						
Contractual Services	0	9,576	0	0	0.0%	0
Total for Special Revenue Funds	0	9,576	0	0		0
Total for ENVIRONMENTAL SERVICES	0	608,879	681,198	701,323	3.0%	20,125
FOOD						
General Fund - City						
Contractual Services	117,829	129,527	179,872	184,323	2.5%	4,451
Equipment	6,206	14,021	2,668	2,721	2.0%	53
Fringe Benefits	194,301	214,831	289,018	298,315	3.2%	9,297
Operating Costs	82,260	82,049	68,500	57,867	-15.5%	-10,633

LICENSES & CONSUMER SERVICES

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FOOD						
General Fund - City						
Salaries and Wages	807,641	963,291	1,045,037	1,066,992	2.1%	21,955
Total for General Fund - City	1,208,237	1,403,718	1,585,095	1,610,218	1.6%	25,123
Total for FOOD	1,208,237	1,403,718	1,585,095	1,610,218	1.6%	25,123
LEAD CONTROL - HUD PROJECT						
Special Revenue Funds						
Contractual Services	1,028,368	946,664	1,542,344	655,802	-57.5%	-886,542
Equipment	10,455	9,429	7,316	7,462	2.0%	146
Fringe Benefits	54,910	46,139	0	0	0.0%	0
Operating Costs	35,422	27,905	47,755	48,709	2.0%	954
Salaries and Wages	263,731	250,889	0	0	0.0%	0
Total for Special Revenue Funds	1,392,887	1,281,027	1,597,415	711,973	-55.4%	-885,442
Total for LEAD CONTROL - HUD PROJECT	1,392,887	1,281,027	1,597,415	711,973	-55.4%	-885,442
LEAD PROGRAM						
General Fund - City						
Contractual Services	77,456	79,628	28,015	31,848	13.7%	3,833
Equipment	6,520	3,535	0	0	0.0%	0
Fringe Benefits	45,794	55,650	53,824	5,683	-89.4%	-48,141
Operating Costs	25,517	17,224	11,433	8,647	-24.4%	-2,786
Salaries and Wages	170,551	230,019	207,139	102,368	-50.6%	-104,771
Total for General Fund - City	325,837	386,057	300,411	148,546	-50.6%	-151,865
Special Revenue Funds						
Contractual Services	182,828	-159,570	0	25,000	0.0%	25,000
Equipment	1,012	0	0	0	0.0%	0
Fringe Benefits	2,122	0	98,941	115,620	16.9%	16,679
Operating Costs	1,191	591	0	0	0.0%	0
Salaries and Wages	8,866	0	373,696	409,727	9.6%	36,031
Total for Special Revenue Funds	196,019	-158,979	472,637	550,347	16.4%	77,710
Total for LEAD PROGRAM	521,856	227,078	773,048	698,893	-9.6%	-74,155
LICENSES & CONS SVC-ADMIN						
General Fund - City						
Contractual Services	142,238	357,949	235,584	249,890	6.1%	14,306
Equipment	89,715	58,537	6,552	7,193	9.8%	641
Fringe Benefits	240,392	248,062	308,710	336,694	9.1%	27,984
Operating Costs	47,705	71,041	63,007	70,681	12.2%	7,674
Salaries and Wages	1,150,060	1,212,461	1,158,855	1,378,950	19.0%	220,095
Total for General Fund - City	1,670,111	1,948,050	1,772,708	2,043,408	15.3%	270,700
Special Revenue Funds						
Contractual Services	0	20,033	0	0	0.0%	0

LICENSES & CONSUMER SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
LICENSES & CONS SVC-ADMIN						
Special Revenue Funds						
Fringe Benefits	0	1,852	0	0	0.0%	0
Operating Costs	0	4,548	0	0	0.0%	0
Salaries and Wages	0	17,294	0	0	0.0%	0
Total for Special Revenue Funds	0	43,726	0	0		0
Total for LICENSES & CONS SVC-ADMIN	1,670,111	1,991,776	1,772,708	2,043,408	15.3%	270,700
PARKING & TRAFFIC CONTROL						
Enterprise Funds						
Contractual Services	192,607	232,866	303,162	309,227	2.0%	6,065
Equipment	10,870	83,687	374,304	98,230	-73.8%	-276,074
Fringe Benefits	348,183	358,581	446,857	519,745	16.3%	72,888
Operating Costs	71,251	99,979	90,303	92,519	2.5%	2,216
Salaries and Wages	1,382,778	1,494,497	1,643,435	1,736,709	5.7%	93,274
Total for Enterprise Funds	2,005,690	2,269,610	2,858,061	2,756,430	-3.6%	-101,631
Total for PARKING & TRAFFIC CONTROL	2,005,690	2,269,610	2,858,061	2,756,430	-3.6%	-101,631
Total for LICENSES & CONSUMER SERVICES	7,927,047	9,129,098	10,657,369	9,953,772	-6.6%	-703,597

LICENSES AND CONSUMER SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	24.00	24.00	24.00	24.00	0.00%	-
Parking and Traffic Control	37.00	38.00	42.00	42.00	0.00%	-
CNAP - Space Planning	1.00	1.00	1.00	-	-	-
Environmental Health	34.25	34.25	34.25	32.95	-3.80%	(1.30)
Animal Control	20.00	21.00	21.00	20.50	-2.38%	(0.50)
Environmental Services	-	9.00	9.00	8.64	-4.00%	(0.36)
Total FTE's	116.25	127.25	131.25	128.09	-2.41%	(3.16)

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

Primary Businesses:

Develop and implement city policies and programs in conjunction with the Mayor.

Serve as a resource and advocate for constituents.

Key Enterprise Outcome Measures Influenced by the: City Council

1. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services
2. Increase opportunities among citizens for dialogue about their expectations for Minneapolis City government.
3. Increase the consistency of elected officials tax related decisions with a comprehensive municipal tax policy
4. Increase the impact of City goals on determining City services

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% citizens who rate Mpls as a good or very good place to live	n/a	86%	n/a	Survey to be conducted again in 2003	Survey to be conducted again in 2003
% citizens who rate Mpls govt. as good or very good at communicating with citizens	n/a	49%	n/a	Survey to be conducted again in 2003	Survey to be conducted again in 2003
% citizens who rate Mpls govt. as good or very good at representing and providing for the needs of all citizens	n/a	48%	n/a	Survey to be conducted again in 2003	Survey to be conducted again in 2003
% citizens who rate Mpls govt. as good or very good at effectively planning for the future	n/a	49%	n/a	Survey to be conducted again in 2003	Survey to be conducted again in 2003
% citizens who rate Mpls govt. as good or very good at providing value for their tax dollars	n/a	54%	n/a	Survey to be conducted again in 2003	Survey to be conducted again in 2003
% citizens who rate Mpls city govt. officials as acting with integrity				Potential question for survey to be conducted in 2003	Potential question for survey to be conducted in 2003
Opportunities among citizens for dialogue re City govt.					
Existence of a comprehensive municipal tax policy	n/a	n/a	Adoption of comprehensive tax policy in July	Consist application of comprehensive tax policy	Consist application of comprehensive tax policy
Initiatives to increase the impact of City goals on determining City services	n/a	n/a	Expected development of new City Goals for current 4-year term		

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Develop and implement city policies and programs in conjunction with the Mayor

(Service activities and performance measures sorted by business)

Service Activity: Work with the Mayor, city departments and external partners to address emerging city issues.

Description:

Service Activity: Conduct regularly scheduled council meetings, committee meetings and public hearings to develop and implement City policies.

Description:

Primary Business: Serve as a resource and advocate for constituents

(Service activities and performance measures sorted by business)

Service Activity: Provide information to constituents to engage them in city issues.

Description:

Service Activity: Respond to constituent concerns and complaints.

Description:

Financial Analysis:

For 2003, the City Council budget of \$1,123,145, funded 100% from the General Fund, includes salaries and benefits for the thirteen elected Council members. This is a 7% increase from 2002.

**CITY COUNCIL
Expense Information**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Fringe Benefits	166,775	160,735	187,197	209,998	12.2%	22,801
Operating Costs	22,292	22,291	30,776	32,007	4.0%	1,231
Salaries and Wages	816,459	809,305	831,310	881,140	6.0%	49,830
<i>Total for General Fund - City</i>	1,005,526	992,331	1,049,283	1,123,145	7.0%	73,862
Total for CITY COUNCIL	1,005,526	992,331	1,049,283	1,123,145	7.0%	73,862

**CITY COUNCIL
Staffing Information**

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
City Council	13.00	13.00	13.00	13.00	0.00%	-
Total FTE's	13.00	13.00	13.00	13.00	0.00%	-

CIVIL RIGHTS

Mission Statement:

To eliminate discriminatory practices that have an adverse affect on the health, welfare, economic well-being, peace and safety of the citizens of Minneapolis

Primary Businesses:

1. LEADERSHIP

- a. Leadership through Community Outreach, Education, and Advocacy*
- b. Leadership through effective administration and support of the Commission on Civil Rights.*

2. REGULATORY ENFORCEMENT

- a. Complaint Investigations*
- b. Contract Compliance / Davis Bacon / Prevailing Wage*
- c. Small and Underutilized Business Program [SUBP]*
- d. Commission on Civil Rights*
- e. Civilian Police Review Ombudsman*

Key Trends and Challenges Impacting the Department:

Trends:

- 1. City Survey results and information regarding Civil Rights.
- 2. Doing more with less.

Challenges:

- 1. Impact of proposed Office of Community Planning and Economic Development [CPED] on Minneapolis Department of Civil Rights (MDCR), particularly in visibility and enforcement of (SUBP) and Contract Monitoring activities to meet City goals.
- 2. Effectively enforcing Civil Rights Ordinances in light of reduced resources.
- 3. To accomplish the mandate of the City's Civil Rights Ordinances MDCR must retain powers while providing leadership through community outreach, education, and advocacy. Core service of investigation and resolution of civil rights complaints should be retained as an integral and critical component of MDCR's leadership and advocacy for the historically under-served population protected by Minneapolis' Civil Rights Ordinances and the new arrivals also in similar need for civil rights protection.
- 4. The future redesigned Civilian Police Review Authority may be housed in MDCR, as it has been during the interim. Challenges related to CRA are:
 - a. Timely and smooth transition from former CRA to the 'redesigned' CRA that includes inquiries, intakes, open cases, charges, hearings, etc.
 - b. Build citizens' accessibility and trust in CRA through enhanced education and community relations.
 - c. Assist police in effecting change in improper police conduct.
 - d. Enhance police accountability by tracking complaints and follow-up through regular meeting with the Police Chief/liaison.
 - e. Overcome legal hurdles to building a more effective CRA [subpoena power/data practices, etc.].
 - f. Establish a graduated means of handling complaints.

5. If MDCR is to provide a critical leadership role in the City for diversifying the workforce [e.g. Police Department in collaboration with Human Resources], assisting new arrivals, community outreach, and advocacy, MDCR will need to have

- governing ordinances modified,
- sufficient authority for enforcement and internal oversight of other departments, and
- access to sufficient resources to effect Mayoral and City Council goals

Key Enterprise Outcome Measures Influenced by the: Department of Civil Rights

1. Increase opportunities among citizens for dialogue about their expectations of Minneapolis City government.
2. Increase residents' knowledge of City services and City goals by involving other City Departments in disseminating information to the community,
3. Increase confidence in public safety through reporting outcomes of Civil Rights and CRA complaints and related trends.
4. Maximize employment opportunities for women and minorities on projects monitored by our Department through community outreach initiatives.
5. Increase attendance at local celebrations and City-wide community events.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Reduce % citizens who reported experiencing discrimination in the past year		16%			
# of public forums and seminars offered	NA	NA	8	10	10
# of community events attended with other City Departments	2	1	6	8	8
# of reports to community regarding police / community relations, etc.	NA	NA	4	4	4
# of citizens contacting MDCr booth at local celebrations and City-wide	NA	NA	NA	1200	1200
% of city contracts awarded to small and underutilized businesses					

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Leadership through Community Outreach, Education, and Advocacy.

(Service activities and performance measures sorted by business)

Service Activity: Community outreach activities, through education and advocacy, targets at Protected Classes [includes New Arrivals]. Note: Each units outreach activities are included in the Enforcement Data.

Description: Community Outreach targeted at Protected Classes, which includes New Arrivals.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Community Forums on specific enforcement-related topics.*	NA	NA	6	4	4
#of community outreach activities that provide information about our services and resources, e.g. community cultural events, forums, etc.**	10	6	5	8	8
# of contacts with community organizations.***	10	6	5	8	8
# of publications in other languages.	10	0	2	2	2
# of community intake sites for complaint handling.	0	2	3		
# of media advertising opportunities e.g. radio, newspaper, etc.	3	15	26+	26+	26+
# of departments that partner with MDCR on community initiatives.	2	0	4	5	5
Activate Website and report # of hits to website.	NA	NA	1	1	1
# of events co-sponsored by MDCR and MCCR.	1	1	1	3	3
# of community recommendations to elected officials.					
# of recommendations accepted by elected officials result in change.	1	1	1	3	3

Explanation of Key Performance Measures:

*This includes forums on KMOJ and Lucille's Kitchen

**We attended job fairs

*** Includes new arrivals, can track separately if comes into department

Primary Business: Leadership through effective Administration and Support to the Commission on Civil Rights.

(Service activities and performance measures sorted by business)

Service Activity: Effective Administration and Support to the Commission on Civil Rights.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of employee training courses completed.					
Number of Performance Appraisals completed/number of employees in department.	0	0	100%	100%	100%
Percentage of Diversity in the department.					
Operate within budget. Percentage of budget spent.	Over	Under	Under		
Provide a quarterly report to elected officials, department heads, MCCR, and key stakeholders.			Annual Quarterly Community	Annual Quarterly Community	Annual Quarterly Community
# of Commissioners serving on MCCR Board.	21	19	9*	21	21

Explanation of Key Performance Measures:

*Delay in appointment process and resignations account for this very low number

Primary Business: 2. Regulatory Enforcement.

(Service activities and performance measures sorted by business)

Service Activity: Reduce discriminatory practices in Minneapolis, [e.g. employment, housing, racial profiling] through enforcement, mediation, and conciliation.

Description: Complaint Handling

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of intake inquiries.*	523	444	400	425	425
# of complaints filed with the department.**	274	201	300	325	325
Case Closures per year.***	158	244	250	275	275
% of cases resolved through mediation or conciliation.****	6%	5%	7%	8%	8%
# of : Community Outreach Activities. Community Intake Sessions.****		80	100	120	120

Explanation of Key Performance Measures:

*Estimating a lower number of intake inquiries due to potential complainants being more prepared and are ready to file a claim upon their first visit vs. making two visits. MDCR feels that this is attributable to the amount of community outreach and education achieved in 2002

**MDCR projects a 50% increase in complaints in 2002 based on June YTD number of 159

*** If MDCR had a full complement of staff, its projections would be higher. However case closures correlate to the number of investigators MDCR has on staff and their level of experience. Currently, MDCR is down by one investigator and MDCR's newer investigator recently moved past the training period. EEOC cases are included.¹

****Outreach activities include community intake that MDCR has done twice monthly at Oak Park Neighborhood Center, Pillsbury House, and the Brian Coyle Center. Presentation made to community groups, employers, and other (20 per year). Community events distribution of MDCR materials are MLK Celebration event, Cinco de Mayo, Juneteenth, GLBT Pride, and similar festivals and events (6-8 per year). Unlike investigators at other civil rights agencies, one of the core functions of the Complaint Investigators unit for MDCR is an outreach and community education function. Investigators are currently performing on-site intakes to take charges of discrimination at sites in both north and south Minneapolis. The outreach activities of the investigators are an integral function of the MDCR outreach mission. Investigators have been active in providing educational sessions at the American Indian OIC, the Summit Academy OIC, in the Somali and Latino communities, the taxicab industry, the Disability Advisory Committee, and are available at many of the community events. Investigators spend time in the community explaining potential complainant's rights under the Ordinance as well taking complaints of discrimination.

Service Activity: 2B. 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

Description: Contract Compliance/ Davis Bacon/ Prevailing Wage

¹ The MDCR has a contract and work-share agreement with the EEOC that permits the investigation of cases for which it has concurrent jurisdiction (i.e., cases that could be investigated by the EEOC). At present, the MDCR receives \$500 per case from the EEOC for those cases that are concurrent with that agency. The EEOC however, has considerably less jurisdiction than that of the MDCR as they only investigate cases brought under Title VII, the Americans with Disabilities Act (ADA), and the Age Discrimination in Employment Act (ADEA). The MDCR Ordinance in contrast, is much more expansive and covers discrimination in other areas, including the areas of public services, public accommodations, lending, real estate, housing, and educational institutions. For the year 2001, the EEOC handled only 77 cases that had concurrent jurisdiction with the MDCR. The EEOC has 11 investigators who handled a total of 369 cases, for an average of 35 cases per investigator.

City of Minneapolis – Civil Rights

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Construction and Development Projects.*	Active- 36 Closed- 70 Pending- 45 Total-151	Active- 40 Closed- 73 Pending- 38 Total-152	Active- 60 Closed- 35 Pending-65 Total-170	Active- 60 Closed- 35 Pending-65 Total-170	Active- 60 Closed- 35 Pending-65 Total-170
Total \$ Value of all projects	\$496,832,310	\$1,082,509,361	\$1,174,637,496	\$1,200,000,000	\$1,200,000,000
# of Conciliation meetings with contractors not meeting goals.	22	22	24	26	26
# Affirmative Action plans reviewed and approved of partnerships with community organizations	866	680	750	750	750
Davis Bacon and prevailing wage.***	Total # of Projects-37 Value of Projects-\$38,100,000 #receiving restitution-5 \$amount of restitution-\$4,110	Total # of Projects-15 Value of Projects-52,048,000 #receiving restitution-32 \$amount of restitution-\$25,128	Total #of Projects-20 Value of Projects-\$791,346,000 #receiving restitution-10 \$amount of restitution-\$12,000	Total # of Projects-20 Value of Projects-\$792,000,000 #receiving restitution-10 \$amount of restitution-\$12,000	Total # of Projects-20 Value of Projects-\$792,000,000 #receiving restitution-10 \$amount of restitution-\$12,000

Explanation of Key Performance Measures: *Quarterly reports submitted by department specify results. Overall, contractor affirmative action goals met for 2000, 2001, and 2002. Major projects are tracked separately and require on-site compliance monitoring by a dedicated Compliance Officer. Factors that determine if a dedicated compliance officer is assigned: #of contractors and sub-contractors, complexity of the project, community issues surrounding the project, political issues surrounding the project, and communication strategies required for the project and ability of project to fund the monitoring activities. Examples of major projects are: Convention Center, Heritage Park, and the New Central Library.

**Conciliation is held when a project does not meet goals. An agreement is usually reached when the contractor agrees to link up with a community-based job developer (Urban League, Summit Academy OIC, etc) to hire qualified candidates for future job openings.

***Davis-Bacon Act only applies to projects receiving federal funds. Prevailing wages cover most other projects but are investigated only upon receipt of a complaint.

Service Activity: 2C. Small and Underutilized Business Program.

Description: Small and Underutilized Business Program (SUBP).

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
\$ of city contracts awarded to small and underutilized businesses.*	\$16,839,893.	\$355,089,141	\$500,000	\$1,000,000	\$1,000,000
Number/percentage of City-sponsored projects meeting SUBP participation goals.**	no data available.	41			
# of certified businesses enrolled in the SUBP program.***	796	403	455	425	425
Number of Procurement Fairs, pre-bid meetings, and other related activities the city's goals for SUBP.****	approx. 28-six month	30	30	30	30
% of City department's assigning liaison to SUBP	N/A	NA	100%	100%	100%
# educational seminars for certified businesses.*****	0	0	7	4	4

Explanation of Key Performance Measures: *Work to develop SUBP infrastructure did not begin until December 2001. Since that time, the infrastructure has been a work in progress. The SUBP monitoring database was designed and on-line in June 2001. Until 2002, SUBP goals were not placed on professional service contracts. SUBP language to include in Request for Proposal packages was approved by the Permanent Review Committee on June 6, 2002. The SUBP RFP template will be included on the City's website in June 2002. SUBP language for bid packages is in use as of second quarter of 2002. Minneapolis Community Development Agency has agreed to incorporate approved SUBP language in their purchasing/construction/development processes. As a result, the value of contracts awarded to small and underutilized businesses should greatly increase.

** Of the 46 projects monitored in 2001, only 5 did not meet the project goals. The SUBP unit's current monitoring database urgently needs to be upgraded. If approved, the addition BizTrak, a sophisticated project monitoring/data tracking system, will greatly enhance the SUBP unit's ability to collect, track, and report relevant program data.

***Decrease in numbers attributed to vendors not going through the recertification process. The Central Certification Executive Committee streamlined the recertification process in 2002. Making it easier for a vendor to become certified.

****Includes pre-bid meetings, Construction Partnering Program, the Central Certification (CERT) Program Executive Committee, community organizations, trades and other association (e.g. Metropolitan Economic Development Association, Minnesota Minority Supplier Development Council, Small and Disadvantaged Business Opportunity Council, Hispanic Chamber of Commerce, Minnesota American Indian Chamber of Commerce) and the Permanent Review committee bi-monthly meetings.

*****SUBP also participates in meetings relating to Heritage Park and the New Central Library. SUBP partners with U.S. Bancorp Piper Jaffray to hold small business seminars during 2002. The first seminar was held in March 2002. The second will be held in September 2002, with a possible third one in the fall of 2002. SUBP partnered with the Minnesota Surety Association and held a surety bonding seminar in May 2002. SUBP agreed to partner with the City's Children Environment Health Program on the proposed EACH project, a Health Homes Demonstration Program Grant. SUBP is serving on the AD Hoc Committee on the African American Men's Project. SUBP will hold citywide program training sessions for project managers, coordinators, liaisons, engineers, managers, and other interested City personnel, in June 2002.

Service Activity: Maintain an active involved Commission on Civil Rights.

Description: Commission on Civil Rights

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Cases referred to MCCR by MDCR.	40	53	60	65	65
# of Cases closed by MCCR.	27	51	55	60	60
# Days on Docket from referral to closure PC/NPC.*	302.50/188.58	509.23/184.84	389/124.05	365/90	365/90
# of Community outreach activities that Commissioners were involved in.	no data available	4	5	5	5

Explanation of Key Performance Measures: *# Days on Docket from referral to closure is affected by:

-Number of Commissioners to handle cases, which was severely reduced in 2002.

-Mediation. Commission is unable to proceed until parties reach an agreement or request that Commission take action.

-When a PC case is referred to Commission for Public Hearing, there are a number of steps involved including scheduling and holding pre-hearing conferences, preparing Scheduling Orders, how many motions are filed by each side, how involved the case is, how long parties need for discovery, depositions, if mediation is attempted/requested or how many times a complaint or respondent changes attorneys, if they are even requested.

-Increase in the number of cases referred to the Commission.

For the 2003 General Fund budget, the Department of Civil Rights has proposed, the Mayor recommended, and Council has adopted target strategy reductions of \$100,000. These savings will be achieved by reducing a vacant Contract compliance position (including related expenses) from full-time to half-time for \$50,000, and by maximizing in-house publication resources for \$50,000 savings.

On the expense side, the Department's \$2.3 million budget is funded 85% from the General Fund and 15% from the Community Development Block Grant (CDBG). The 2003 total expense budget increased 16.2% from last year; contributing to this are salary and benefit increases, personnel position vacancies filled by transfers-in at higher step levels, plus, for 2003, the Mayor recommended and the Council adopted that \$325,000 be added to the General Fund for 2003, to move CRA (Civilian Review Authority) to the Department of Civil Rights, to enhance CRA investigation capacity by adding a Managing Attorney, two investigators, and a program assistant for a total of 4.0 FTEs.

The 2002 budget included targeted savings in non-personnel expense of \$80,000, and a revenue budget increase of \$80,000 for service fees generated from outside agencies. Additionally, as part of the City's \$5.2 million 2002 budget reduction, the Department proposed, and the Mayor and Council approved, a \$39,000 reduction to non-personnel expense items.

Title: Reduce Contract Compliance Position to half-time

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$50,000)	\$0.00	0.50	Contract Compliance Officer
0100	(\$50,000)	\$0.00	0.00	5010-15,000, 5070-15,000, 5130-10,000, 8040-10,000

The Mayor recommends this proposal

The Council concurs with this recommendation

Revenue:

Proposal Description: MDCR will reduce Contract Compliance unit by a .50FTE. MDCR will use the remaining .50 FTE to hire a contract position (without benefits) . The contract position will provide the department with more flexibility in balancing its compliance workload and projects.

A review of the Department's line items coupled with what the new equipment can do, should allow for more in-house printing of brochures, newsletters, and other publications. The department has formed effective partnerships with local media representatives and the 2002 Community Summits will be important venues to support marketing/advertising strategies. MDCR will continue to maximize its efficiencies in view of this proposed cut of expenses by \$50,000.

Describe how the proposal impacts your service activities and performance measures: If city construction projects take an upward trend in 2003, MDCR's compliance workload will increase accordingly. (Contract Compliance and Small and Underutilized Business Program). This could impact MDCR's ability to respond quickly to City contracts requiring acceleration of our analysis.

MDCR had a very aggressive image-building strategy in 2001 which has resulted in an increase in complaints of discrimination. In 2002, MDCR planned many community outreach and education activities. MDCR is providing leadership for four Community Summits held in various cultural communities. These efforts need to be supported by an adequate department infrastructure. When expenses are cut, it jeopardizes the Department's ability to respond.

CIVIL RIGHTS
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	0	0	10,000	200	-98.0%	-9,800
Contractual Services	255,166	316,362	240,818	400,034	66.1%	159,216
Equipment	5,790	45,712	27,000	27,540	2.0%	540
Fringe Benefits	224,254	233,943	273,339	294,429	7.7%	21,090
Operating Costs	124,382	69,663	107,780	105,411	-2.2%	-2,369
Salaries and Wages	1,070,463	1,033,509	1,019,188	1,156,692	13.5%	137,504
Total for General Fund - City	1,680,055	1,699,189	1,678,125	1,984,306	18.2%	306,181
Special Revenue Funds						
Capital Outlay	0	0	1,923	1,961	2.0%	38
Contractual Services	23,542	12,412	23,586	24,058	2.0%	472
Equipment	0	421	3,990	4,070	2.0%	80
Fringe Benefits	40,922	26,829	50,352	53,713	6.7%	3,361
Operating Costs	22,350	15,269	14,860	15,157	2.0%	297
Salaries and Wages	216,761	160,959	235,289	250,543	6.5%	15,254
Total for Special Revenue Funds	303,575	215,891	330,000	349,502	5.9%	19,502
Total for CIVIL RIGHTS	1,983,630	1,915,080	2,008,125	2,333,808	16.2%	325,683

CIVIL RIGHTS
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Service	445	0	215,500	253,200	17.5%	37,700
Other Misc Revenues	72,865	939	3,000	0	-100.0%	-3,000
<i>Total for General Fund - City</i>	73,310	939	218,500	253,200	15.9%	34,700
Special Revenue Funds						
Federal Government	0	55,000	46,500	62,000	33.3%	15,500
<i>Total for Special Revenue Funds</i>	0	55,000	46,500	62,000	33.3%	15,500
Total for CIVIL RIGHTS	73,310	55,939	265,000	315,200	18.9%	50,200

CIVIL RIGHTS

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
General Fund - City						
Capital Outlay	0	0	10,000	200	-98.0%	-9,800
Contractual Services	255,166	316,362	240,818	400,034	66.1%	159,216
Equipment	5,790	45,712	27,000	27,540	2.0%	540
Fringe Benefits	139,488	138,567	98,853	118,873	20.3%	20,020
Operating Costs	124,382	69,663	107,780	105,411	-2.2%	-2,369
Salaries and Wages	631,368	560,560	343,668	501,932	46.1%	158,264
Total for General Fund - City	1,156,193	1,130,864	828,119	1,153,990	39.4%	325,871
Special Revenue Funds						
Capital Outlay	0	0	1,923	1,961	2.0%	38
Contractual Services	23,542	12,412	23,586	24,058	2.0%	472
Equipment	0	421	3,990	4,070	2.0%	80
Fringe Benefits	13,602	5,846	9,080	9,848	8.5%	768
Operating Costs	22,350	15,269	14,860	15,157	2.0%	297
Salaries and Wages	78,686	45,446	41,121	42,706	3.9%	1,585
Total for Special Revenue Funds	138,180	79,394	94,560	97,800	3.4%	3,240
Total for ADMINISTRATION	1,294,374	1,210,258	922,679	1,251,790	35.7%	329,111
COMPLAINT INVESTIGATION						
General Fund - City						
Fringe Benefits	39,318	34,410	72,741	74,579	2.5%	1,838
Salaries and Wages	194,187	180,529	263,425	302,906	15.0%	39,481
Total for General Fund - City	233,505	214,939	336,166	377,485	12.3%	41,319
Special Revenue Funds						
Fringe Benefits	10,822	10,810	22,985	24,330	5.9%	1,345
Salaries and Wages	55,937	61,411	100,720	112,182	11.4%	11,462
Total for Special Revenue Funds	66,759	72,221	123,705	136,512	10.4%	12,807
Total for COMPLAINT INVESTIGATION	300,264	287,160	459,871	513,997	11.8%	54,126
CONTRACT COMPLIANCE						
General Fund - City						
Fringe Benefits	45,448	60,966	101,745	100,977	-0.8%	-768
Salaries and Wages	244,909	292,420	412,095	351,854	-14.6%	-60,241
Total for General Fund - City	290,357	353,386	513,840	452,831	-11.9%	-61,009
Special Revenue Funds						
Fringe Benefits	16,498	10,174	18,287	19,535	6.8%	1,248
Salaries and Wages	82,138	54,102	93,448	95,655	2.4%	2,207
Total for Special Revenue Funds	98,636	64,276	111,735	115,190	3.1%	3,455
Total for CONTRACT COMPLIANCE	388,993	417,661	625,575	568,021	-9.2%	-57,554
Total for CIVIL RIGHTS	1,983,630	1,915,080	2,008,125	2,333,808	16.2%	325,683

CIVIL RIGHTS
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Civil Rights Admin	9.00	7.00	7.00	11.00	57.14%	4.00
Complaint Investigation	8.00	8.00	8.00	8.00	0.00%	-
Civil Rights Contracts	8.00	9.00	9.00	8.50	-5.56%	(0.50)
Total FTE's	25.00	24.00	24.00	27.50	14.58%	3.50

FIRE DEPARTMENT

Mission Statement:

To provide the City of Minneapolis with a highly qualified and 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.

Primary Businesses:

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.

Key Trends and Challenges Impacting the Department:

1. Increased threat from terrorist events since 9/11/01. More resources devoted to emergency preparedness activities and equipment. Increased funding for emergency preparedness available from Federal and State Agencies.
2. Increased need for current and accurate data from information systems to meet standards from the Commission on Accreditation International and develop plans to work more efficiently and effectively in the future.
3. Development of the fire service leaders of tomorrow (succession planning)

Key Enterprise Outcome Measures Influenced by the: Fire Department

1. Decrease the number of fires
2. Increase the percentage of citizens, especially victims, who report satisfaction regarding interactions with public safety staff (police, fire, and inspections)
3. Reduce the loss of life and property due to emergency events and crime
4. Increase prevention education (fire and crime) efforts for citizens
5. Reduce opportunities for emergency situations and crime (i.e. vacant buildings)
6. Increase the number of community events with a Fire and/or Police Presence
7. Increase the percentage of media stories regarding public safety that are positive
8. Increase the percentage of departments with a highly qualified and diverse workforce.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of fires (residential and commercial/industrial)	519	454	440	430	430
% of citizens who report satisfaction with Fire Dept	NA	96%	96%	96%	96%
\$ value of property lost due to fires	\$12,036,265	\$11,722,521	\$11,500,000	11,400,000	11,400,000
# of lives lost due to fires	4	7	5	5	5
# of fire prevention education events attended	651	711	725	750	750
# of inspections of vacant and boarded buildings inspected each week.	320 100%	247 100%	225 100%	225 100%	225 100%
# of community events with a Fire Dept presence	228	315	330	345	345
Examples of positive media stories re: MFD					

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Prevent or safely minimize the loss of life and property due to emergency events.

(Service activities and performance measures sorted by business)

Service Activity: Provide effective response to emergency events

Description: Duty Deputy and Chief Dewall

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of occurrences where response time is less than five minutes	87.73%	85.88%	90%	90%	90%
% of structure fires held to room of origin	63%	62%	64%	65%	65%
# of structure fires	519	454	440	430	430
# of automobile fires	503	509	500	490	490
% sworn personnel maintaining required certifications.	100%	100%	100%	100%	100%
Cost per citizen to provide fire and emergency service	\$98.36	\$101.75	\$103	\$105	\$105
MFD Employee job satisfaction index	NA				

Explanation of Key Performance Measures:

Service Activity: Provide fire prevention inspections and enforce the Fire Code

Description: Fire Marshal Deegan

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of vacant and boarded buildings inspected each week	320	247	225	225	225
% of all commercial property in the City inspected annually	29%	49%	33%	34%	34%
% of all hazardous materials occupancies inspected annually	NA	NA	100%	100%	100%
% of all structure fires where a cause is determined	79%	79.5%	80	80	80
% of all Minneapolis residences where fire prevention literature is delivered each year	23.7%	27.5%	25%	25%	25%
Number of building familiarizations conducted by fire companies					

Explanation of Key Performance Measures:

Primary Business: Keep the City safe for the people who live, work and play in Minneapolis.

(Service activities and performance measures sorted by business)

Service Activity: Prepare the City for major emergency events and weapons of mass destruction.

Description: Deputy Chief Turner

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Successful completion of a disaster simulation exercise.	2	0	5	2	2
% of participants who report satisfaction with the simulation exercise as a means of preparing for large emergencies.	NA	NA	90	90	90
\$ value of funding received from outside sources to acquire equipment and supplies for effective disaster response.	*MMRS \$600,000	*Continuation of MMRS	\$700,000 Fire Act Grant \$162,000 Decon Rig	\$100,000 for Defibrillators	\$100,000 for Defibrillators

Explanation of Key Performance Measures:

* Metropolitan Medical Response System (MMRS)

Service Activity: Provide fire education programs and safety information to the public.

Description: Fire Marshal Deegan

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of community events with a Fire Dept presence	228	315	325	325	325
# of students provided fire education	2456	3345	3400	3500	3500
# of adults provided fire education.		200	200	200	200

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The City Council adopted budget includes Fire Department expenditures, which, in total, have increased 4.52 percent over the 2002 adopted amount. The greatest increases are found contractual services and fringe benefits, which have increased 7.72 percent and 6.41 percent, respectively. Non-personnel has decreased a total of 3.21 percent.

While the Fire Department labor contract has not yet been negotiated, a 3.2 percent rate of increase was assumed for this and all other labor contracts which are yet unsettled.

The Department is also experiencing a decrease of approximately 70 percent in the equipment category, which is largely the result of the closing of the \$700,000 Federal Emergency Management Agency (FEMA) grant. This grant funded the purchase of breathing apparatuses, the cost of which would have come from the General Fund if not for the grant. This grant required a \$300,000 General Fund match.

The Department currently has \$100,000 in turnover costs. In addition, there is no budget allocated for Bell Curve staffing. The same budgeting practices were implemented in 2001 and the Department finished the year with approximately \$130,000 in overtime costs. It should be noted that for 2003 this result might again occur.

Revenues

The Department is experiencing a 20.6 percent decrease in revenues. This decrease is primarily a result of the closing out of the FEMA grant, which provided approximately \$700,000 in revenue to the Department in 2002.

The charges for service revenue related to the hazardous materials site permits is expected to increase \$135,000. This increase is based on the performance of this revenue in 2002.

A decrease of approximately \$50,000 is expected in the licenses and permits revenue category, from \$220,000 in 2002 to \$170,000 for 2003. This decrease is due to fewer building permits in the City; this revenue typically decreases as new construction within the City slows. It is expected that this revenue will remain around \$150,000-\$170,000 in coming years.

The 2003 current service level also estimates approximately \$100,000 in other miscellaneous general fund revenue, which is the level adopted for 2002 as well. This revenue is part of the Fire Watch program whereby Department employees on injured leave are detailed to events for light duty (i.e., 4th of July fireworks displays). This program brings in revenue through fees charged for the services provided.

The largest revenue source for the Department is state government grants, particularly \$1.2 million that is allocated to the Department's General Fund revenue budget, to offset PERA pension costs.

Fund Allocation

For 2003, 100 percent of the Fire Department's expenditure and revenue budgets are found in the General Fund. This is a change from the 2002 adopted budget, where approximately 98 percent of the Department's budget was found in the General Fund, while the remaining 2 percent was located in various grant funds.

FTE Changes

The Fire Department's 2003 adopted budget includes 469.5 FTE's, made up of the following sworn positions:

- 1 Fire Chief
- 1 Assistant Fire Chief
- 2 Staff Deputies
- 7 Deputy Chiefs
- 19 Battalion Chiefs
- 5 Fire Investigators
- 4 Staff Captains
- 108 Captains
- 103 Fire Motor Operators
- 200 Firefighters

The remaining 19.5 positions are non-sworn positions. The total number of FTE's allowed through Bell Curve Staffing currently is 489.5 FTE's.

Summary of Target Strategies:

2 percent strategy: Reduce FTE's by 9.00. This reduction would include: 1.0 Office Reception, 1.0 Fire Inspector, 1.0 Captain, 3.0 Fire Motor Operators, 3.0 Firefighters. In addition, 3.0 Battalion Chiefs will be eliminated over three years, starting in 2004.

4 percent strategy: Reduce FTE's by 22.00. This strategy would include the following FTE reductions: 3.0 Battalion Chiefs, 9.0 Captains, Fire Inspectors and a Receptionist positions, 9.0 Fire Motor Operators, and 1.0 Firefighter. Three of these positions are currently filled and would require demotions, reassignments or the release of the FTE's involved.

Title: Service Delivery Redesign

Fund # 0100

Agency # 280

Organization # 4000

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$582,000)	\$0	(9.00)	Elimination of 1.0 Receptionist position, 1.0 Fire Inspector, 1.0 Captain, 3.0 Fire Motor Operators and 3.0 Firefighters.

Mayor's Recommendation:

The Mayor recommends this target strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: (\$582,000)

Revenue: \$0

Proposal Description: The Department will reduce our authorized FTE's by 9.0 as outlined above. In addition, 3.0 Battalion Chief positions will be eliminated. The Captain, Fire Motor Operator and Firefighter positions are unfilled at this point. The 3.0 Battalion Chief positions

and the receptionist positions are filled and will require incumbents to be demoted, reassigned or released. We would like to phase in the reduction in Battalion Chiefs over three years starting in 2004, if possible. The duties of the receptionist position will be shared and absorbed by office staff. In addition, we will further reduce our overtime budget by \$34,000.

Describe how the proposal impacts your service activities and performance measures: The reduction in Battalion Chiefs will be made in the Incident Safety Officer positions. The Incident Safety Officer provides training and is in charge of safety at all fires. Because we are a relatively inexperienced fire department, especially in the rank of Firefighter, we would like to postpone the reduction in these positions until 2004. The safety and training duties of the ISO will be absorbed by the remaining Chief Officers. The duties of the receptionist can be absorbed by remaining office staff. The Captain, Fire Motor Operator and Firefighter positions are unfilled at this point, but these reductions will result in an average daily staffing reduction from 111 to 109 on emergency apparatus.

FIRE DEPARTMENT Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	2,855,902	4,128,242	5,135,554	5,461,985	6.4%	326,431
Equipment	90,200	49,221	313,232	319,497	2.0%	6,265
Fringe Benefits	6,551,673	6,432,041	7,198,837	7,660,574	6.4%	461,737
Operating Costs	1,630,419	1,677,983	1,724,379	1,772,026	2.8%	47,647
Salaries and Wages	26,710,127	26,791,281	27,262,034	28,967,177	6.3%	1,705,143
Total for General Fund - City	37,838,321	39,078,769	41,634,036	44,181,259	6.1%	2,547,223
Special Revenue Funds						
Contractual Services	37	4,025	0	70,000	0.0%	70,000
Equipment	25,786	10,127	700,000	0	-100.0%	-700,000
Operating Costs	3,242	3,730	3,250	0	-100.0%	-3,250
Salaries and Wages	0	25,398	0	0	0.0%	0
Total for Special Revenue Funds	29,065	43,281	703,250	70,000	-90.0%	-633,250
Total for FIRE DEPARTMENT	37,867,385	39,122,050	42,337,286	44,251,259	4.5%	1,913,973

FIRE DEPARTMENT Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	177,725	-3,714	177,130	170,200	-3.9%	-6,930
Charges for Service	31,084	31,919	40,000	175,000	337.5%	135,000
Licenses and Permits	232,723	173,125	220,000	170,000	-22.7%	-50,000
Other Misc Revenues	970	1,043	100,500	100,500	0.0%	0
State Government	1,133,000	1,133,000	1,133,000	1,200,000	5.9%	67,000
Total for General Fund - City	1,575,502	1,335,373	1,670,630	1,815,700	8.7%	145,070
Special Revenue Funds						
Contributions	0	-1	0	70,000	0.0%	70,000
Federal Government	29,065	43,281	703,250	0	-100.0%	-703,250
Total for Special Revenue Funds	29,065	43,280	703,250	70,000	-90.0%	-633,250
Total for FIRE DEPARTMENT	1,604,566	1,378,654	2,373,880	1,885,700	-20.6%	-488,180

FIRE DEPARTMENT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
General Fund - City						
Contractual Services	1,382,575	234,025	240,801	245,617	2.0%	4,816
Equipment	39,918	18,375	29,400	29,988	2.0%	588
Fringe Benefits	238,103	285,917	336,438	375,403	11.6%	38,965
Operating Costs	445,033	408,424	196,170	200,093	2.0%	3,923
Salaries and Wages	1,188,480	1,458,596	644,505	1,682,449	161.0%	1,037,944
Total for General Fund - City	3,294,109	2,405,336	1,447,314	2,533,550	75.1%	1,086,236
Total for ADMINISTRATION	3,294,109	2,405,336	1,447,314	2,533,550	75.1%	1,086,236
EMERGENCY PREPAREDNESS						
General Fund - City						
Contractual Services	17,464	18,324	17,450	17,799	2.0%	349
Equipment	27,583	0	54,732	55,827	2.0%	1,095
Fringe Benefits	23,191	19,045	19,874	21,408	7.7%	1,534
Operating Costs	4,191	3,680	3,735	3,810	2.0%	75
Salaries and Wages	104,559	62,055	88,927	-9,078	-110.2%	-98,005
Total for General Fund - City	176,989	103,104	184,718	89,766	-51.4%	-94,952
Special Revenue Funds						
Contractual Services	37	4,025	0	0	0.0%	0
Equipment	25,786	10,127	0	0	0.0%	0
Operating Costs	3,242	3,730	0	0	0.0%	0
Salaries and Wages	0	25,398	0	0	0.0%	0
Total for Special Revenue Funds	29,065	43,281	0	0		0
Total for EMERGENCY PREPAREDNESS	206,054	146,385	184,718	89,766	-51.4%	-94,952
FIRE PREVENTION						
General Fund - City						
Contractual Services	43,270	61,278	52,317	53,363	2.0%	1,046
Equipment	0	0	1,500	1,530	2.0%	30
Fringe Benefits	194,994	223,778	296,109	316,460	6.9%	20,351
Operating Costs	16,839	21,468	21,285	21,711	2.0%	426
Salaries and Wages	932,750	1,028,149	1,224,094	1,302,814	6.4%	78,720
Total for General Fund - City	1,187,853	1,334,673	1,595,305	1,695,878	6.3%	100,573
Total for FIRE PREVENTION	1,187,853	1,334,673	1,595,305	1,695,878	6.3%	100,573
FIRE SUPPRESSION AND EMS						
General Fund - City						
Contractual Services	1,412,593	3,814,616	4,824,986	5,145,206	6.6%	320,220
Equipment	22,698	30,846	227,600	232,152	2.0%	4,552
Fringe Benefits	6,095,385	5,903,302	6,546,416	6,947,303	6.1%	400,887
Operating Costs	1,164,356	1,244,411	1,503,189	1,546,412	2.9%	43,223

FIRE DEPARTMENT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
<i>FIRE SUPPRESSION AND EMS</i>						
General Fund - City						
Salaries and Wages	24,484,338	24,242,482	25,304,508	25,990,992	2.7%	686,484
<i>Total for General Fund - City</i>	33,179,369	35,235,656	38,406,699	39,862,065	3.8%	1,455,366
Special Revenue Funds						
Contractual Services	0	0	0	70,000	0.0%	70,000
Equipment	0	0	700,000	0	-100.0%	-700,000
Operating Costs	0	0	3,250	0	-100.0%	-3,250
<i>Total for Special Revenue Funds</i>	0	0	703,250	70,000	-90.0%	-633,250
<i>Total for FIRE SUPPRESSION AND EMS</i>	33,179,369	35,235,656	39,109,949	39,932,065	2.1%	822,116
Total for FIRE DEPARTMENT	37,867,385	39,122,050	42,337,286	44,251,259	4.5%	1,913,973

**FIRE DEPARTMENT
Staffing Information**

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	19.00	21.00	20.50	17.50	-14.63%	(3.00)
Fire Suppression & Emergency Services	457.00	444.00	444.00	431.00	-2.93%	(13.00)
Fire Prevention	15.50	16.50	16.50	19.00	15.15%	2.50
Emergency Preparedness	1.50	1.50	1.50	2.00	33.33%	0.50
Total FTE's	493.00	483.00	482.50	469.50	-2.69%	(13.00)

*Bell Curve Staffing adds an additional 20 cadets to the FTE count.

MINNEAPOLIS DEPARTMENT OF HEALTH & FAMILY SUPPORT

Mission Statement:

To strengthen Minneapolis families by partnering with stakeholders to build an accessible and seamless infrastructure that responds to residents' human development needs.

Primary Businesses:

Direct Services

Deliver services to City and community enterprises and residents – Public Health Laboratory, School-Based Clinics, New Families Center, Housing Advocates, Minneapolis Multicultural Services, Senior Ombudsman and Skyway Senior Center.

Community Initiatives

Community partnerships, Policy Development, Research, Health Education, and special projects. MDHFS works with community partners to define and address issues that support the City's families, children, disenfranchised residents, and the community-based service delivery system. Examples include supporting the Health Disparities grantees, a range of activities that support improving the health outcomes of the American Indian Community, the Tobacco and Alcohol initiatives, the Curfew/Truancy Center, SHAPE, improving birth outcomes and school readiness, and Weed and Seed.

Manage the Workforce Development System

Administer grant funded employment and training dollars in a manner that is consistent with local emerging growth industries, aligned with City development initiatives, and attentive to the workforce development needs of youth, the unemployed and underemployed.

Supporting the Community Safety-Net

Oversee contracts with public and not-for-profit organizations that support a healthier community. These include the Neighborhood Health Care Network (community clinics), Children's dental care, home visiting, childcare, and chore services for senior citizens.

The Department of Health and Family Support recognizes that many of the challenges that exist in our community are complex and interrelated. Therefore, the nature of the department's work often requires the development of approaches that are interdisciplinary and that cut across different levels of public and private jurisdictions. For these reasons, the business lines can arguably be cut in a number of different ways. However, they are tied together by four strategic directions:

- 1) *Improving community health,*
- 2) *Eliminating health disparities,*
- 3) *Supporting and welcoming new arrivals, and*
- 4) *Developing a healthy workforce.*

The Department addresses the complexities within the human service delivery system through community partnerships with consumers, public and private funders, and service delivery organizations. This is accomplished in a manner that holds all partners, including ourselves, accountable.

The department has adopted six guiding principles that govern how we make our choices and do business:

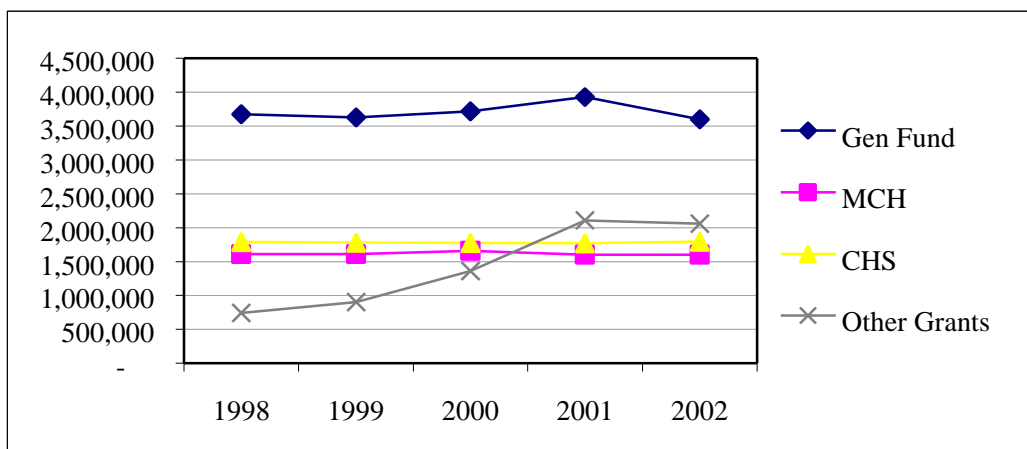
1. ***Our activities are investments in the health and social and economic well being of the citizens of Minneapolis.***
2. ***Our work is accomplished through collaborations and partnerships. We acknowledge the complexity and challenge of this approach and are committed to creating and nurturing these efforts.***
3. ***We work actively to build community capacity.***
4. ***We recognize, reflect and respond to the increasing diversity of our city.***
5. ***We identify and define outcomes and evaluate and report on results.***
6. ***We make decisions about resource allocation based on sound research or promising strategies.***

Key Trends and Challenges Impacting the Department:

Service needs still growing. During the past decade, and particularly the last five years, government, foundation, and private resources that provide core health and employment services to the Minneapolis community have, in many instances, been flat or diminished. Among the reasons are the ripple effects of cutbacks at all levels of government due to the recession, and shifts in investment priorities since September 11th. Nonetheless, city residents continue to have unmet needs, ranging from access to living wage jobs, and quality education to affordable housing and health care.

Shift from general fund to competitive grants. For MDHFS, as operating costs have increased, the publicly funded or “pass through” dollars, including the City’s General Fund have been essentially flat, and are carrying a smaller share of the department’s overall community investment. In 1998 those funds (General Fund, CHS & MCH) accounted for 65% of the MDHFS budget. In 2001, those comprised 54% of the budget. During that same time grant funds secured competitively have increased by 63%. It should be noted that most of these external grants are for targeted activities and funding is temporary. The following table shows the trends with respect to funding sources for the MDHFS health activities:

Growing number of at-risk populations. At the same time, membership in the Minneapolis community continues



to change and to have an impact on the configuration of service delivery systems. In the mid-nineties, for the first time the Minneapolis Public School population became a majority “minority” student population, while at the same time welcoming students and their families who now speak more than seventy different languages. Major disparities in health, wealth, school achievement, pregnancy rates, infant mortality, insurance participation and sexually transmitted disease rates exist between white and non-white residents of Minneapolis. The common thread within these categories of disparity is poverty.

Poverty. According to the 2000 U.S. Census, one of six Minneapolis residents lives in poverty. Many others struggle to meet basic needs. More than one of five homeowners and more than one of three renters pay more than 30% of their income for housing. Changes to the City’s demographics also affect the need for basic services. The number of foreign-born residents rose during the 1990s and now represents more than 14% of the City’s population; the majority have limited English proficiency. One of nine of city residents lack health insurance, a rate more than double those for the metropolitan area and the state as a whole. Foreign-born

residents are more likely to be uninsured, with rates of uninsurance especially high among Latino and African immigrants. Two-thirds of the uninsured are working.

Economic downturn impacts city's youth programs. As we approach 2003, TANF caseloads are beginning to trend upward, demonstrating the vulnerability of recent entrants into the workforce during periods of economic recession. At the same time TANF resources have been reduced by 5%. The funding shortage presently leaves 1,000 eligible families without services. In the 1990s, the Summer Youth Employment Program was able to target 14-15 year olds, as the private sector was anxious to employ most able older youth. In 2002, older youth are again competing for the subsidized jobs.

City residents also experience a disproportionate share of the state's health burden, including greater prevalence of infant mortality, poor nutrition, lead poisoning, asthma, sexually transmitted diseases, complications from alcohol and drug use, and violent crime.

School performance. Poverty and the lack of affordable housing are contributing factors to academic performance among children. The graduation rate for Minneapolis public school students is much lower than the statewide rate (43.3% versus 78.5% for the class of 2000). Academic success in the city is complicated by a variety of factors. Student mobility is one key factor, with 35% of Minneapolis students transferring schools within district or across districts in the 2000-2001 school year. Limited English proficiency is another challenge for the district. In the 2001-2002 school year, almost one-third (30.1%) of students reported a language other than English as their primary language, a rate 3½ times higher than the statewide rate of 8.3%, and an increase of two-thirds over the 18.2% rate reported for the 1996-97 school year.

Key Enterprise Outcome Measures Influenced by the Minneapolis Department of Health & Family Support

The Department of Health and Family Support manages a relatively small portion of the health and human service dollars that flow into the Minneapolis community. Therefore, the Department's approach is to examine and help define community issues, including spheres of influence, and to both target and leverage those resources in a manner that can have a measurable impact on community indicators of well-being. This is accomplished by targeted, direct programmatic interventions, capacity building activities with community providers, applied research activities and policy work to develop recommendations that support improvements in the delivery system.

Following is a summary of some of the outcomes that MDHFS can influence, although most outcomes measured will be subsets of broad community indicators. For example, it is nearly impossible to count the number of youth participating in positive youth development programs. However, the department can identify best practices in youth development and work with the Little Earth community to improve participation rates for the children living there. We can also ensure that its Summer Youth Employment Program employs best practices at more than 50 community based work sites. In another instance, the best methods within reach to reduce child poverty in Minneapolis include management of an effective employment and training system that helps families get living-wage jobs and a range of investments that support school success.

Among the indicators that MDHFS can influence are:

Performance Data for Key Enterprise Outcome Measures*

	Baseline Data	Sample 2002 Activities	
Poverty rate Mpls Residents (by race if possible)	16.9%	All Employment and Training programs	
Child Poverty Rate	24.5%	All Employment and Training programs	
% Minneapolis residents employed in living wage jobs	Census Data not available 'til late summer	<ul style="list-style-type: none"> Adult Placement Programs TANF Dislocated Worker Programs 	<ul style="list-style-type: none"> Job Cluster Training Program
% residents uninsured	11%	<ul style="list-style-type: none"> New Families Center Neighborhood Health Care Network School-Based Clinics 449-Care 	
Immigrants: Latino African	54% 27%	<ul style="list-style-type: none"> School to Career Program in MPS Youth Risk Behavior Grants TANF Home Visiting Teen Parent Programs 	
MPS High School Graduation Rate	43.3%		<ul style="list-style-type: none"> Summer Youth CLASS project Year Around Jobs-School Retention Services
% of children who are school ready	Available in 2003	<ul style="list-style-type: none"> Way to Grow 348-TOTS 	<ul style="list-style-type: none"> TANF Home Visiting Pre-school Screening
Birth rate 15-19 yr. olds Per 1,000 teen females		<ul style="list-style-type: none"> School Based Clinics TANF Home Visiting Community clinic services MVNA home visiting nursing services 	
• White	41.2		
• African	115.5		
• American Indian	166.7		
Gonorrhea rate per 100,000		<ul style="list-style-type: none"> School-Based Clinics Public Health Laboratory Research/Surveillance Fact Sheets Health Education Activities 	
• White	94.4		
• African American	1410.2		
• American Indian	282.9		
Examples of strategic partnerships to improve health & well-being		<ul style="list-style-type: none"> Metropolitan Medical Response System MFIP Management Team Children's Defense Fund Stairstep Foundation U of M Institute on Criminal Justice Truancy Task Force MHP Adolescent Health Task Force Curfew Truancy Center Weed and Seed Steering Committees 	<ul style="list-style-type: none"> Minneapolis Urban American Indian Directors Neighborhood Employment Network Healthy Learner's Board Hennepin County: Attorney, District Court, Community Health, Community Corrections, Training and Employment, Human Services, Medical Center, Economic Assistance, Planning and Development

*Current and planned activity outcomes are noted in the Business lines section.

Primary Business I: Provide Direct Services

The MDHFS has seven direct service activities including:

- Public Health Laboratory
- School Based Clinics in five MPS high schools and one alternative school
- New Families Center at Four Winds School in South Minneapolis
- Housing Advocacy
- Minneapolis Multicultural Service Center
- Senior Ombudsman Activities
- Skyway Senior Center

Service Activity: Public Health Laboratory

Description: The Public Health Laboratory provides a range of clinical (medical), environmental (water, lead, food) and chemical (law enforcement – drug) testing for a variety of partners in the City of Minneapolis, the metro area and beyond. Combined, these partners create the volume of testing that is necessary to keep the cost per test affordable, and allow the laboratory to cover most of its operating expenses and fulfill its public health responsibilities. These include monitoring STDs, blood leads, food borne illnesses, and water quality. The laboratory provides technical support to the City's Emergency Response Plan, and is part of a statewide network of laboratories that provide back up in the event of a massive bioterrorism or chemical event. Since 2001, the laboratory has supported workforce development as a training site for the U of M School of Medical Technology. In 2002 the laboratory is working with an external consultant to complete updated cost benefit analysis of lab as a City enterprise.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
# test performed	95,800	103,300	70,000	80,000
Revenue Generated	544,734	675,161	540,000	620,000
% Costs re-couped	92%	93%	75%	85%
Special Initiatives			<ul style="list-style-type: none">• Develop client satisfaction survey• Complete cost-benefit analysis of enterprise	

Explanation of Key Performance Measures:

Projected revenue for 2002 is down due to the post September 11th slowdown in immigration. The largest clinical partner is the Hennepin County Health Assessment Promotion (HAP) clinic, which serves new immigrants. Hennepin County officials expect business to pick up, but there is no date certain. The laboratory will reduce some budgeted costs by not filling a vacant position until the end this summer and by reducing expenditures on some planned new equipment purchases.

The key performance measure will continue to be recovering 90% of the laboratory's operating costs, while retaining the capacity to serve its core public health functions. However, this standard must be viewed in the context of an organization that has improved from a cost recovery rate of 58% in 1997.

- In 2002 the laboratory will expand its marketing efforts, particularly in the area of non-city law enforcement organizations.
- The laboratory is working with an external consultant in 2002 to evaluate the enterprise regarding business practices and cost vs. benefit to the City. Recommendations will be forwarded to City leadership for review.

Service Activity: School Based Clinics

Description: School-Based Clinics are a key to the health care delivery system for under served Minneapolis teens. The City of Minneapolis operates clinics at five of the seven Minneapolis major high schools, and a clinic for pregnant and parenting teens at the Broadway School. Clinic staff include Nurse Practitioners, Registered Nurses, Social Workers and Clerks, who team with contracted physician groups and Hennepin County nutrition services to deliver a broad range of prevention and direct intervention services to students. These range from wellness promotion and connecting teens to other health and social services, to reproductive health, mental health and the diagnosis and treatment of illnesses and injuries.

School Based Clinics are not designed to operate as primary care providers, but do serve as an entry point to health services for teens, and often as a default provider to the uninsured. In that role, they frequently deal with the health as well as the social service access issues. Clinic staff facilitates the link for students and their families to a source of primary care. If students/families have insurance, but do not know how to use it, the SBC staff can assist them in accessing an appropriate clinic or health care provider.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Student Encounters	10,426	10,016	9,875	TBD
Revenue Generated: Billing	NA	19,000	55,000	65,000
Revenue Generated: Grants	\$78,050	\$89,580	\$88,498	\$57,890
New managed care contracts	NA	3	1	0

Explanation of Key Performance Measures:

The key challenge for the School-Based Clinics is generating the resources necessary to remain a viable enterprise. *This is a national issue.* The clinics have been aggressive in developing contracts with health plans and can now bill Medical Assistance for three of the States largest managed care organizations and are negotiating with a fourth. However, contracts do not automatically translate into revenue, and it is not cost effective to develop contracts with all insurance payers for a variety of reasons:

- 1) A large portion of the services provided at the clinics are considered confidential (e.g., mental health counseling and family planning services). With the exception of some students on public assistance, those services cannot be billed because the carriers cannot ensure that the student's confidentiality will be protected through their billing system. This is true for all private insurance and most of the private carriers that manage public program participants.
- 2) Negotiating the complex health care contracts is labor intensive and expensive. MDHFS in cooperation with the City Attorney's office has retained outside counsel to assist. Costs have ranged from \$6,000 to \$9,000 per contract. Most of the private carriers cover less than 2% of our student population. That volume of business, particularly when considering the high percentage of confidential services provided, does not justify the cost.
- 3) Finally, many of the services provided, such as connecting students to health insurance and other community services are not billable.

City Support: City General Fund dollars for the School Based Clinics have been reduced from \$340,788 in 1994 to \$107,724 or (7% of the budget) in 2002. At the same time the cost of doing business has increased (up 42% since 2000) at a rate greater than the capacity to raise funds through billing or other grants. One net result is fewer student encounters, but with a larger budget. In 2001-2 the SBCs have left two nursing positions unfilled, reconfigured clinic staffing accordingly, and are considering further reorganization for 2003.

Service Activity: New Families Center

Description: The New Families Center is a cooperative initiative with the Minneapolis Public Schools, the Children's Defense Fund and the Healthy Learner Board. It is located at the Four Winds School and works with families of children enrolling or enrolled in MPS. Staff at the Center perform an assessment of health problems that may affect school attendance and learning, give immunizations to children who need them, and help families enroll in health insurance programs and access health care. The majority of the families served are immigrants and refugees. Interpreters are on site to facilitate communication. The application process for public insurance programs is complex and requires that staff have multiple encounters with families and bureaucrats before a family is successfully enrolled. The Center is both enriched and challenged by being a collaborative effort. Ongoing funding for the interpreters is a challenge.

Key Performance Measures:

	2001	Projected 2002*	Approved 2003
# of families enrolled in health coverage	400 families (881 children)	400 families (800 children)	400 families (800 children)
# of immunizations administered	2,137	2,000	2,000

Explanation of Key Performance Measures:

Enrollment in health insurance is a key resource for families that helps them gain and maintain health, stay in school and keep a job. The New Families Center is one of the first places families come when they arrive in the city. It provides a unique opportunity to help families get established in the community so that they can be productive. Funding for this effort is flat. If additional assistance from county workers and others is secured, enrollment could increase.

Without proper immunizations children cannot attend school. Immunizations are also available in the community but often involve waiting for appointments and may not be at locations with appropriate interpreters. Immunizations at the New Families Center allow children to enter school sooner.

Service Activity: Housing Advocacy

Description: Two Housing Advocates provide information and advocacy services for Minneapolis tenants and landlords. Included is a contract with Legal Aid to provide technical support to staff and legal advice and representation to consumers. Services include preparation of cases and legal representation for tenants, as well as assistance finding funding for housing. A positive outcome was reported for 81% of the Legal Aid cases.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Housing Advocates: number served	12,263	11,594	10,000	10,000
Legal Aid: Number Served	211	205	193	180

Explanation of Key Performance Measures:

A reduction in numbers served over reflects a gradual shift in some of the responsibilities of Housing Advocate staff. Increasingly they have been asked use their time to provide education about tenant rights and responsibilities to consumers and consumer service organizations. This includes presentations to high school groups, Minneapolis Community Education classes, and community organizations such as PICA and the Crossroads MOMs group. In 2002 the advocates represented the City's Housing Advocates Office at the Mayor's monthly open house, and are key informants to policy makers in support of City efforts to recommend changes in eviction procedures and water shut off issues. In 2002 staff will also develop and begin to implement a customer survey to examine the quality of their service delivery model.

Service Activity: Minneapolis Multicultural Services

Description: The mission of Minneapolis Multicultural Services (MMS) is to make services offered by the City of Minneapolis accessible to residents who speak limited English. We currently provide culturally sensitive bilingual assistance for Latino and Somali residents with city related issues. MMS also works with city departments on cultural competency issues and to streamline city services and processes to improve accessibility. Staff are engaged in developing and maintaining positive working relationships with immigrant and refugee community based organizations.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Number of client encounters	NA	NA	800 client encounters.	1,000 client encounters
Number of departments served	NA	Worked with almost every city departments to develop MMS	Currently serve all city departments	Will serve all city departments.
Community Outreach Activities	NA	Worked with community groups on development of MMS	Activities include introductory meetings with organizations, presentations at meetings, conferences, serving on advisory committees.	Will continue to strengthen community outreach—especially among the Somali, Hispanic and Hmong communities.

Explanation of Key Performance Measures:

Client encounters encompass services to city residents including interpretation, translation advocacy, outreach, and technical assistance to ensure that basic customer service is provided to limited English speaking persons (immigrants and refugees). Work with city departments entails many special projects like cultural competency planning and implementation of services including signage (Municipal Buildings Commission), streamlining city procedures with respect to starting a business in Minneapolis (MCDA, Zoning, Inspections), and cultural competency training for staff (HR, Inspections). Staff plan community outreach activities such as La Feria, a family fair for Hispanic families in Minneapolis.

Service Activity: Senior Ombudsman

Description: The Senior Ombudsman assists a growing, diverse population of seniors, people with disabilities, new arrivals, and low income households with information and assistance so they may fully access and utilize resources to meet their needs. The Ombudsman facilitates services with the Mayor, City Council and other City departments and works in cooperation with other agencies, programs and professionals to provide necessary service and respond to requests for assistance and provide awareness of senior needs to City departments. The office is host to the year-round volunteer tax assistance program for seniors and low-income persons. The 23-member Senior Citizen Advisory Committee to the Mayor and City Council and the 15-member Advisory Committee on People with Disabilities are also staffed through this office. The office serves as training and work site for Welfare to Work Initiatives, the federally-funded Senior Aide program, the Retired Senior Volunteer Program, METP's summer youth interns and Labor Relation's "return to work" employees. The Ombudsman is responsible for oversight of the Skyway Senior Center. Continuing challenges for the offices are to maintain and expand services to the community where the needs of frail, older seniors are increasing and funds are limited. The office reaches out to unserved populations to provide resources and assistance.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Contacts with Seniors	11,301	13,506	14,500	15,000
Tax program -# Served	8,129	8,595	8,500	8,500

Explanation of Key Performance Measures:

The Senior Ombudsman engages in a range of other activities such as: recruitment and training of volunteers and temporary workers who help staff the office, participating in Senior Forums with council members, coordinating the opening of the Skyway Senior Center, hosting a City Hall open house for Seniors, helping to coordinate intergenerational tennis and the Mayor's Cup, and working with Minneapolis Multicultural services to expand services to unserved seniors.

Service Activity: Skyway Senior Center

Description: The Skyway Senior Center, which opened in November 2001, provides a safe, comfortable gathering place for the more than 9,000 Senior Citizens who live downtown and those who visit. The Center provides a range of life-long learning opportunities; offers wellness programs including blood pressure screening; and provides access to the Internet, e-mail communications, and connections to other services that are of interest to older adults. The center has exceeded all projections and has had an extremely favorable community impact. Nearly 2,000 older learners participated in one of 122 programs and classes offered at the center between January and June. Over 2,400 individuals are registered in the center database. More than 1,100 visitors frequent the center each month. Collaborative partnerships have been established with 40 community organizations and businesses. Support ranges from financial and in-kind resources to health services and fitness programs. A full-time coordinator, two Senior Aides and 45 dedicated volunteers staff the center.

There are two key challenges for the center: 1) Keeping pace with managing community interests, needs and expectations. The Center's popularity has far exceeded the level anticipated by staff and the Senior Citizen's advisory committee, and 2) Achieving the goal of making the Center a sustainable operation without the use of City cash investments.

Key Performance Measures:

	Projected 2002	Approved 2003
Daily Visits to Center - 12 month total	13,500	16,000
Classes and other Activities	225	300
Class Participants	4,000	5,000
Volunteer hours	2,500	3,000
New Partnerships Developed	40	10
Non-Grant Revenue from Classes/Donations	\$4,000	\$6,000

Explanation of Key Performance Measures:

A monthly newsletter is distributed to 3,000 seniors which promotes the Skyway Senior Center programs, Senior Ombudsman Services, downtown activities, City services, wellness and consumer information as well as general news of interest to seniors.

A new outreach program for foreign-born elders is scheduled for fall. Volunteers and instructors are being recruited for a 12-week English conversation program that will meet at the center. The program is targeted to Somali, Hispanic and Russian elders.

Expanded programming with community partners is in the works. For example, with support from the Minnesota Humanities Commission, the Center and the University of St. Thomas are initiating a Lunch 'N Learn series. In collaboration with the Friends of the Library, a lecturer affiliated with the Smithsonian Institute is scheduled for a presentation in October.

Screenings for glaucoma, hearing and diabetes will take place at the center in partnership with Vision Loss Resources and the University of Minnesota.

A Skyway Senior Center Advisory Committee was established, recruited from center volunteers and program participants to advise the center staff on operations, activities and programs of particular value to seniors.

Primary Business II: Community Initiatives

Service Activity: Reducing Health Disparities in the Community - Grants

Description: The Minnesota Department of Health allocated approximately \$6 million in grants to 32 community based organizations doing work in Minneapolis to reduce health disparities in 8 areas: unintentional injuries and violence, cardiovascular disease, diabetes, teen pregnancy prevention, HIV/AIDS and STIs, breast and cervical cancer, infant mortality, and immunizations. Because eliminating health disparities is a MDHFS strategic direction, staff are working closely with several of these grantee partners to help them implement or shape their initiatives. We intend to work with a majority of grantees on some level and will host a meeting for all grantees in September. In addition to supporting the grantees, MDHFS offered a range of technical assistance (community data for needs assessments and grant writing support) to applicant organizations to help ensure that a core of strong proposals would be forthcoming from the Minneapolis community.

Key Performance Measures:

	2001	Projected 2002	Approved 2003
Contacts with Health Disparities Grantees	Completed Minority Health Assessment. Helped write 5 of the EHDI grants	Have established working relationships with the following grantees: StairStep Foundation, Indian Health Board (MUID Group), Carondelet Life Care Ministries/St. Mary's Health Clinics, CLUES, MN International Health Volunteers, Dar Al-Hajah Cultural Center.	Will establish a supportive or working relationship with all grantees.

Explanation of Key Performance Measures:

These community agencies are a key part of the delivery system for reducing health disparities in Minneapolis. Relationships with these groups need to be established or maintained so that MDHFS can bring to bear our resources to support the efforts of these groups. In addition, we hope to work through these organizations to accomplish community capacity building, enhance our community connections and learn more about reducing health disparities based on the work of these grantees.

Service Activity: Improving health outcomes in the American Indian community

Description: In collaboration with the Metropolitan Urban Indian Directors, the Little Earth community, and Hennepin County, Health and Family Support is working to address several issues that have been identified by the community as important to health and well-being: head lice as an issue affecting school attendance; engaging youth at Little Earth in meaningful activities to reduce violence and promote youth development; addressing longstanding mental health issues in the Little Earth community; and articulating an overall Urban Indian health agenda. Addressing longstanding challenges in the American Indian Minneapolis community will require a commitment over time to build relationships and trust.

Key Performance Measures - American Indian Community:

	2001	Projected 2002	Approved 2003	
Implement a program to improve the community response to head lice	Pilot project in Little Earth initiated	Evaluate pilot project – Fall 2002. Seek stable funding source for ongoing program.	Continue program with sustainable funding	
Engage community in addressing depression, historical trauma and alcohol use		Seek grant funding for yearlong effort to address issue	Implement effort and evaluate.	
Increase American Indian Youth participation in activities		Convene meeting of organizations serving youth at Little Earth, develop resource book, fund part time youth worker	Evaluate effort, seek ongoing financial support	
Urban Indian Health Agenda	Wrote application for Disparities Planning Grant	MUID received grant, assist in development of health agenda	Support effort to seek implementation grant	
Helped organize Metro Urban Indian Day at the Capitol event in conjunction with the MUID group			In addition to well attended Rotunda Rally, teams of American Indian leaders and youth met with 12 legislators regarding health and social services issues.	Metro Urban Indian Advocacy Event will be planned during 2003 Session

Explanation of Key Performance Measures:

The American Indian community has identified head lice as one issue affecting school attendance because of the time involved in completing the steps to treat the lice before being allowed to reenter school. The pilot was instituted to see if making supplies and information available at community sites would increase the efficiency of treating head lice and decrease days missed from school.

Depression and the effects of historical trauma have been identified by the American Indian community as issues underlying many challenges in their community. A proposal to address these issues as a community and not simply as individual concerns is being explored. American Indian youth at Little Earth need more positive activities. Youth serving programs in the community need help connecting with Little Earth youth. The community has identified and is piloting some strategies to address these needs.

The American Indian community has expressed the need to frame health issues within the context of their culture – to serve as an organizing framework both for working within the community to address health disparities but also as a framework for public policy discussions.

Metro Urban Indian Day at the Capitol is part of a larger advocacy strategy to develop and promote an Indian Health Agenda.

Service Activity: Health Education

Description: includes part-time (0.8 FTE) health education consultant who provides technical assistance, project management, and training services to MDHFS and partner agencies, as needed. Also coordinates monthly newsletter distributed to Mayor, City Council, City department heads, and partner agency directors.

Examples of current projects include a multi-agency coalition to reach parents of teens with positive parenting messages, coordinating implementation of Life Skills Training curriculum in Minneapolis Public Schools, investigating healthy alternatives for vending machines in MPS high schools, and coordinating an ad campaign for a community newspaper (Spokesman Recorder).

Other services include updating staff on training opportunities, and updating internal units (such as school based clinic staff and METP youth vendors) on best practices and recent research for adolescent health.

Past projects include publicity and promotion of a flu shots campaign for City employees; providing health education resources for Twin Cities Healthy Start and School Based Clinic clients; and writing an overview report on teen pregnancy prevention strategies.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Manage the DHFS investment of Life Skills Curriculum for MPS middle schools.	Planned implementation of curriculum with MPS—implemented in 5 classrooms	Implemented in 90% classrooms and conducted training for 80 middle school staff.	Implemented in 85% of sixth grade classrooms	Expand to 95 of 6 th grade classrooms and expand to 7 th and 8 th grade classrooms.
General Health Education	Spearheaded tobacco prevention initiatives in preparation for MDH grant. Provided health ed for MDHFS projects. Worked on teacher education re: Methamphetamine s. Coordinated MPAAT grant on smoking cessation for pregnant women.	Provided health education support for Twin Cities Healthy Start. General health education including teen pregnancy prevention support. Conducted healthy sexuality training for MPS and alternative school staff.	Focus on nutrition, physical activity, and teacher training. General Health ed support for MDHFS programs including Youth Employment and Training providers. Work on Adolescent Health initiatives.	Will continue general health education work and emphasis on physical education and nutrition projects and emergency preparedness.
Department Communications Initiatives	Initiated Healthy City, Thriving Families.	Coordinate monthly dept. newsletter, Healthy City; Thriving Families.	Coordinate Communications. Developed relationships re: community press Strengthening marketing materials for dept. programs.	Will continue internal and external communications activities.

Explanation of Key Performance Measures:

Highlights of performance measures include shepherding the implementation of Life Skills Training Curriculum so that there is a 90% penetration for grades 6-8, providing general health promotion resources to support MDHFS programs including connecting with Youth employment and training vendors on adolescent health issues. Communications successes include developing projects with community media outlets to promote messages about health and to reduce health disparities.

Service Activity: Tobacco and Alcohol Initiatives

Description: MDHFS is part of a comprehensive youth tobacco initiative (Communities Targeting Tobacco-CTT) funded by the Minnesota Department of Health and managed by Hennepin County Community Health. Primary goals are to educate the public about secondhand smoke (SHS), support local coalitions that promote smoke-free policies, encourage youth leadership in tobacco education and prevention, work with schools to prevent tobacco use, work with law enforcement to reduce youth access to tobacco and publicize programs that help young smokers quit. In addition, MDHFS works with Police and Consumer Licensing departments to ensure that youth do not have access to alcohol through licensed beverage establishments and through social providers. In addition, through a peer education approach, we work on preventing youth alcohol use.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Community Organizing to reduce youth tobacco use	Worked with Hennepin County to obtain grant	Established working relationships with 14 community based organizations	Maintain current relationships	Establish additional relationships
Conducted Second hand smoke campaign	Worked with Hennepin County to obtain grant		Campaign launched in Feb. 2002 in Near North and Camden neighborhoods	Continue campaign in Near North and Phillips and expand to Phillips and Powderhorn
Conducted peer education trainings regarding youth alcohol use	Wrote grant to fund this activity	Conducted training in Oct. with 72 peer educators	Will conduct additional training in Oct involving 50 peer educators.	Will continue to work on youth alcohol prevention and enforcement activities.

Explanation of Key Performance Measures:

Tobacco Prevention: Performance measures are from the CTT project and from the MDH grant.

Alcohol: Performance measures are established in the grant from Department of Public Safety.

In addition, MDHFS works with Police and Consumer Licensing departments and Hennepin County to reduce reduction of youth access to alcohol through licensed beverage establishments and social providers. In addition, through a peer education approach, we work on preventing youth alcohol use.

Service Activity: Surveillance, Research, and Program Evaluation.

Description: Through its Research Division, DHFS conducts a wide range of activities that address three major objectives: |

- reducing risk behaviors and promoting health-enhancing behaviors;
- targeting social and environmental determinants of health; and
- improving access to and quality of health services.

One major project is the Survey of the Health of Adults, the Population and the Environment (SHAPE). Conducted for the second time in 2002, SHAPE provides comprehensive information on health behaviors, health status, access to health care, and community assets and concerns for the city as a whole, individual neighborhoods, and individual racial/ethnic groups. The City Health Statistics trends data system is used to monitor changes over time among subgroups of residents and a Quality of Life indicator system, under development, tracks social and environmental determinants of health. These data systems will enable city

and neighborhood planners to identify and target local priorities. Major program evaluation efforts include Twin Cities Healthy Start, the New Families Center, and contracted health care services.

Sample of Key Performance Measures:

	2001	Projected 2002	Approved 2003
SHAPE II Survey	Survey development, sampling strategy	Completion of 9,500 interviews. Preliminary data analyses focusing on new arrivals and other communities of color.	Comprehensive summary of findings, neighborhood analyses
Neighborhood health insurance, health care utilization study		Analyses of public/private insurance rates and utilization of preventive health services by health plan by neighborhood; implications and recommendations	
Research Briefs: Analyze and report on data from various sources to disseminate information to city stakeholders	3 Briefs in 2001: Teen Parent Report Card, Uninsured in Minneapolis, Health Disparities in Minneapolis	<u>Completed:</u> Teen Pregnancy Prevention in Minneapolis, Snapshot of Urban American Indians, Snapshot of Urban African Americans <u>Planned:</u> Adolescent Sports Participation, Adolescent Sexual Health	Issue specific briefs from SHAPE II, others as necessary

Explanation of Key Performance Measures:

Performance measures for the Research Division are evaluated by the implementation and completion of research projects. These activities provide information about issues that affect the quality of life in Minneapolis. This information can be used by those involved in changing policy, making improvements in programming, and influencing community priorities. The performance of the Research Division can be measured by the delivery of thorough and easy-to-understand research products to these groups

Service Activity: Improving birth outcomes and school readiness

Description: A healthy birth is an important first step to a healthy life and school success. The Twin Cities Healthy Start program is a federally funded program to address infant mortality among African Americans and American Indians in Minneapolis and St. Paul. DHFS administers this grant and works with community agencies to deliver case management, health education and outreach services to pregnant women.

Systems issues affect the kind of support pregnant women and young families receive. In June 2002 Policy staff researched and wrote recent report: *Falling Through the Cracks: An analysis of Care Coordination for low-income women in Hennepin and Ramsey Counties*. DHFS is working with health systems and state government to improve systems and reimbursement.

The City is a significant financial supporter of Way to Grow, a program designed to promote healthy births and school readiness. DHFS has worked closely with WTG and Hennepin County to develop outcome measures for the program. WTG is experiencing decreased funding from all sources and is being restructured.

Benchmarks have been developed so that by the end of 2003, children who are not school-ready can be identified and appropriate interventions can be initiated. Preschool screening is one means of identifying children in need of additional support in order to be ready to start school. DHFS is meeting with MPS, Hennepin County and community organizations to improve the number of children screened early.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
# families enrolled in Healthy Start (Mpls/St. Paul)	150	270	350	400
Improve perinatal system	Initiate Perinatal Systems Study		Issue report analyzing current system and it's impact on poor families. Disseminate findings.	Convene work groups to address findings of report.
WTG is effective in reaching at risk women and young families		Institute outcome measures	Evaluate success in achieving outcome measures. Participate in restructuring of WTG to meet objectives with fewer resources.	Evaluate capacity of WTG to achieve outcomes with new structure /funding.
Number of pregnant women actively participating in WTG (% of pregnant women in the City)	329	477	509 (8%)	624 (10%)
# of children receiving pre school screening		3500	3500	5000

Explanation of Key Performance Measures:

The number of high-risk women needing the type of services provided by Healthy Start is significantly more than those enrolled. Flat funding is a challenge to maintaining and growing the program to meet the need. The program is reaching increasingly high-risk families who are often headed by teens and are facing severe housing shortages. The State goal is to decrease disparities in infant mortality by 50% by 2010. Currently there is a twofold to threefold difference between infant mortality rates for African Americans and American Indians and Whites. Additional improvement in outcomes may be achieved through system change.

WTG is a well-established community organization currently going through significant transitions. It is important to both evaluate the ongoing effectiveness of the WTG program and also the effect of reorganization. WTG should seek to be actively engaged with at least 10% of the pregnant women in the city; this target may be difficult to obtain in light of shrinking financial resources.

There are approximately 5,000 children entering Kindergarten each year in the MPS. Screening is available for 3-5 year olds. The program goal is to screen children between the ages of 3½–4 so that they can be connected to needed services at least a year before starting school.

Service Activity: Improving Adolescent and Young Adult Health

Description: In addition to providing direct services to teens through the School Based Clinics, DHFS works with community organizations to address teen pregnancy and parenting, and to decrease sexually transmitted diseases (STDs). The Youth Risk Behavior Grant from the State tobacco endowment is used in Minneapolis to address sexuality-related risk factors. Six community organizations receive sub-grants to provide youth development programming combined with sexuality education. Additional funds are used to provide a uniform health decision-making curriculum to MPS Middle Schools. DHFS is working with MOAPPP, the Minneapolis Foundation, MPS and Hennepin County to improve case finding and coordination of services to teen parents and their children towards the goals of reducing repeat pregnancies, improving school attendance for the teens and improving school readiness for the young children.

DHFS is working with a coalition of providers and community members to improve awareness of STDs and to increase testing and treatment among high risk groups including teens and young adults on the North Side, chemical dependency treatment program participants, and individuals

connected to the criminal justice system. Efforts include encouraging providers to offer more testing and media campaigns.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Gonorrhea rates per 100,000 among AA 15-19 year olds	4253	Not yet available	Goal: Decrease from 2001	Further decrease
Repeat Teen Births	210 (24% of teen births)	Not yet available	Goal: Decrease from 2001	Further decrease
Births to teens	858 (13% of births)	Not yet available	Goal: Decrease from 2001	Further decrease

Explanation of Key Performance Measures:

Minneapolis has one of the highest STD rates in the nation especially among African Americans. However, the African American rate decreased 30% between 1998 and 2000.

In 1998 Minneapolis ranked 44th among 50 large cities in the number of repeat teen births. By 1999 the Minneapolis rate was better than the national average. The teen birth rate is slightly better than the national average. Both indicators were slightly worse in 2000 than in 1999.

Reporting of vital statistics data from the state does not allow for current data to be included.

Service Activity: Weed and Seed (Federal Department of Justice)

Description: This Initiative is a community-based multi-agency approach to law enforcement, crime prevention, and neighborhood restoration. The Weed and Seed Strategy “weeds” out violent crime, drug trafficking, and drug-related crime in targeted high-crime neighborhoods, and “seeds” in social services and economic revitalization, providing a safe environment free of crime and drug use for residents.

The Weed and Seed strategy brings together federal, state, and local crime-fighting agencies, social service providers, representatives of the public and private sectors, prosecutors, business owners, and neighborhood residents working in unison on collaboration, coordination, community participation, and leveraging resources. Weed and Seed sites maximize existing programs and resources by coordinating and integrating existing federal, state, local, and private sector initiatives, criminal justice efforts, and social services.

Currently, the Phillips and Northside Neighborhood Weed & Seed Initiatives of Minneapolis have seen a significant increase in gang violence (guns) and an increase in the distribution of drugs, which continues to drive the open-air drug market in and around the Weed and Seed target areas. Weed & Seed neighborhood-based safety strategies that address drug-related activities, gang association, and prostitution, while deterring juvenile crime will be continued and enhanced.

A key challenge this year is to ensure that competing neighborhood interests for resources do not interfere with Weed and Seed community goals.

Key Performance Measures:

Part 1 Crime Reduction	Year 2001	Year 2002	Approved 2003
Fourth Precinct	-16.3%	-12.83%	-14.56%
Third Precinct	-1.5%	-4.2%	-2.9%
Average Crime Reduction in Weed & Seed Zones	-8.9%	-8.51%	-8.73%

Explanation of Key Performance Measures:

Because Weed and Seed is a collaborative process that is able to bring together the resources of a number of organizations, including the police, this program is in a unique position to demonstrate impact.

Service Activity: Legislative Agenda and public policy activities

Description: MDHFS works with IGR staff to develop and advocate for health and family support legislative priorities. Perennial issues include: access to health care, welfare reform, protecting access to family planning and confidential services especially for adolescents, elimination of health disparities, tobacco prevention and workforce development issues. Legislative agenda is developed in coordination with Children's Defense Fund, Local Public Health Association, MN Workforce Council Association and other health and human services groups.

Explanation of Performance Measures:

Lobbying for a legislative agenda is challenging since health and family support issues not a top priority for City IGR staff. DHFS has worked successfully with other groups mentioned above to advocate for issues. During the 2003 session, DHFS worked on protecting the tobacco endowment, family planning funding and safety net programs such as General Assistance Medical Care. With a budget deficit projected for 2003, it will be more difficult to obtain new funding for special projects and protect funding for critical health and human services.

Primary Business III: Manage the Workforce Development Systems

There are five workforce development programs overseen in MDHFS. Each is funded through several different funding streams.

*Description: **Adult Training, Placement, Retention***

Neighborhood organizations throughout the City provide assistance with skill assessment, career planning, access to training to build job-related skills, job search, job development, job placement, and support for retention in employment. Services are funded by a variety of federal programs and are available to low-income Minneapolis residents, including those unemployed and receiving public assistance.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Number served	620	759	900	800
Number placed	610	704	850	750
Average wage	\$10.06	\$10.96	\$9.84	\$9.80

*Description: **Welfare To Work***

The Welfare to Work Programs provide assessment, job readiness, education, job placement and job retention services to welfare recipients as well as non-custodial parents of children on welfare. Employment services are provided by Workforce Centers and community based organizations throughout Hennepin County.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Served	12,288	11,901	14,364	15,100
Placed	5,164	4,511	5,168	5,400
Average wage	\$8.82	\$9.16	\$9.37	\$9.35

Explanation of Key Performance Measures:

- The number served equals all mandatory MFIP participants who received employment services including assessment, job readiness, education and training, placement, support services and retention services.
- The number placed equals all participants working and receiving partial MFIP benefits at the end of the year plus all participants whose employment put them over 120% of poverty who left MFIP.
- The average wage is a weighted average of those working and still on MFIP and those who worked their way off MFIP.

Description: Summer Youth Employment

Non-profit organizations and public school special needs programs provide learning-rich work opportunities that are subsidized with city, state and federal funds. In addition, participants age 14-21 have the opportunity to attend the academic enrichment component, have a business mentor and experience work, leadership development, multi-cultural living and environmental education at Camp Sunrise.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Served	1,427	1,378	1,106	1,200
Academic enrichment	374	343	350	375
Mentorships	200	211	110	125

Explanation of Key Performance Measures:

The number served equals those youth in subsidized and non-subsidized positions.

Academic enrichment is provided through C.L.A.S.S. Mentorships are through private employers.

Service Activity: Year Round Youth Program - Youth Placement - School Retention**Description:**

Community Based Organizations provide case management services through objective assessment, individual service strategies and goal setting to help at-risk 14-21 year olds achieve target outcomes in the areas of work, school and employability skills.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Served	415	393	385	400
Skill Attainments	450	876	810	890
Retention 90 days	N/A	63%	70%	70%
Retention 183 days	N/A	55%	60%	60%

Explanation of Key Performance Measures:

The number served includes new enrollments during the program year. Many others also receive services. The skill attainments represent work readiness, basic skills and occupational skills attained by the participants.

The 90 and 183-day retention percentages are figures that represent the levels of those employment terminations that are still working.

Service Activity: Dislocated Worker Program**Description**

Non-profit and government agencies are funded with federal and state resources to assist workers who lose their jobs through downsizing, reorganizations, and closings. Workers receive individually tailored services leading to reemployment in comparable jobs. Services may include assessment, career counseling, skills updating, retraining, and job search support.

Key Performance Measures:

	2000	2001	Projected 2002*	Approved 2003
Number served	620	1,024	1,206	800
Number placed	550	543	405	340
Average wage of placement	\$18.67	\$20.08	\$19.59	\$19.50
Wage replacement	97%	101%	90%	85%

Explanation of Key Performance Measures:

Wage replacement is the percentage of average wages at the new job versus the average wage of the last job.

Primary Business IV: Supporting the Community Safety Net

Service Activity: Neighborhood Health Care Network (NHCN)

Description: The Neighborhood Health Care Network represents a major investment in the Minneapolis health care safety net. The City contributes \$832,402, from three sources: General fund, CDBG and federal maternal and child health pass through dollars. Eighty percent of the funds are targeted to provide patient subsidies in areas in medical and dental care to uninsured residents. Target groups are in the areas of maternal and child health and general health care needs. Fifteen percent covers a range of activities (489-Care program) that assist residents with access to affordable health insurance options and access to health care providers. The balance assists network clinics with maintenance activities related to their on-going connection to and participation with the IMMULINK Immunization Registry.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Medical Visits	8,773	6,332	6,217	6,017
Dental Visits	1,044	834	848	798
489-Care Contacts	5,024	5,544	5,026	4,875

Explanation of Key Performance Measures:

The target strategy recommendation reflects a three- percent reduction in the initial overall planned budget for 2003. Planned 2003 numbers reflect that. The same occurred as part of the 2002 target strategy process. The drop in visits from 2000 to 2001 represents an increase in the reimbursement rate per visit – hence fewer visits. This however assumes no addition CDBG reductions and that no further adjustments are made to the MCH portion. 2003 MCH allocations are as yet unknown.

Service Activity: Home Visiting

Description: The Minnesota Visiting Nurse Agency (MVNA). provides community nursing for high risk and low-income women, children, and families in Minneapolis. Services target pregnant and postpartum women, infants, and preschool children and include home health care and therapeutic services for high risk and low-income seniors age 60 and over. The needs in Minneapolis exceeds the funds available.

MVNA also provides oversight and consultations to Minneapolis Day Care Centers and consultation to legally licensed and legally unlicensed Minneapolis family day care homes to promote safe and healthy childcare environments. It is a continuing challenge to discover and establish contact with the legally unlicensed family day care units due to the lack of reliable lists and their reoccurring mobility.

Block Nurse Programs: Southeast Seniors, Longfellow/Seward, and Nokomis block nurse programs provide public health nursing, home health, homemaker, volunteer, service coordination, and health promotion services. A primary goal is to assist seniors with remaining independent in their own homes. Maintaining levels of funding remains a challenge for the block nurse programs.

TANF: The goals of the TANF Home Visiting Program, funded through the Minnesota Department of Health, is to promote economic self sufficiency, improve the health and well being of families with young children, and reduce out of wedlock pregnancies. The primary strategy is public health nurse directed case management. Minneapolis has focussed primarily on reaching and serving pregnant and parenting teens with an emphasis on connecting them with school. Initially the program was administered through counties. In January 2002, Minneapolis was given direct access to the funds.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
MVNA–Home Visiting	7663	5,778	4,563	4,525
MVNA-Senior Visits	NA	322	322	313
Child Care Site Training/Consultations	465	465	465	465
Senior/Block Nursing Visits	489	809	691	649
TANF Home Visiting teen families	Project development	546	800	Depends on funding levels

Explanation of Key Performance Measures:

The City of Minneapolis passes through both General Funds and CHS to support these MVNA activities. Given the 4% target strategy recommendation, and the historically flat CHS funding combined with the rising cost of doing business means reduced performance outcomes are expected for 2003.

TANF: This is only one population of several being served with TANF funds but is the largest group and so is a proxy for overall program activity. The number represents families served in all of Hennepin County; more than 70% are Minneapolis residents. To be successful the program requires a larger public health nurse workforce and the development of stronger relationships among community agencies. It has taken time to build this infrastructure which has meant that all funds were not spent initially. We are on course to spend all of the allocated funds in State fiscal year 2003. Funds may be cut by as much as two-thirds in FY2004 depending on Congressional and Legislative action.

Service Activity: Child Care

Description: The Greater Minneapolis Day Care Association, Coordinated Child Development program partially subsidizes child care services to low and low moderate income families based on a sliding fee scale with a portion of the funds set aside specifically to support participants in METP job training programs who are ineligible for subsidized child care. Families who receive sliding fee child care assistance are able to work and/or attend school while their children are cared for in a legal child care setting chosen by the family.

Greater Minneapolis Day Care Association, Childcare Facilities Loan/Grant Program
GMDCA administers a child care facilities capital improvement program that offers loans to family day care homes and centers so that the facility can meet state childcare guidelines and improve services to children. The primary outcome of these loans have been to create healthier, safer, and more appropriate environments for young children in child care, with a special emphasis on reducing potential environmental health hazards. Among the challenges is managing the increased costs brought upon by HUD lead reduction mandates with fewer resources.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
# Loans to Centers	7	11	7	5
# Loans to Family Child Care Centers.	35	31	31	28
Number of Families Served, Day Care subsidies	120	124	128	115

Explanation of Key Performance Measures:

Declining number of loans and families receiving subsidized day care reflects the reduction in funds and increased cost of environmental (lead) requirements from HUD.

Service Activity: Children's Dental Services

Description: This project provides dental services to low income children through eleven Head Start and Minneapolis Public School sites as well as their main clinic location at Minneapolis Community and Technical College. Children's Dental Services play a significant role in reducing barriers to accessing dental care for low-income children; 93% of those served are children of color; 73% receive some form of Medical Assistance, and 22% qualify for free or sliding fee scale services. City funds cover 630 children who are uninsured and accounts for 13% of the total budget for this project.

Key Performance Measures:

	2000	2001	Projected 2002	Approved 2003
Children's Dental Visits	1,756	2117	2,011	1,910

Explanation of Key Performance Measures:

In spite of major strides in improving organizational efficiencies, other cost increases and CDBG reductions contribute to fewer visits.

Service Activity: Chore services for Senior Citizens

Description: The Greater Minneapolis Council of Churches Handyworks program and Pilot City Neighborhood Services provide home maintenance services with the goal of assisting seniors in remaining in their homes. The services provided include minor home repairs and chore services (e.g. shovel snow, cut grass). Volunteers of America assists Minneapolis seniors in remaining in their homes and maintaining independent living by providing such services as homemaking, home repair, legal, and transportation services. Challenges are the extent of need of the senior community and the declining levels of funding.

Key Performance Measures

	2000	2001	Projected 2002*	Approved 2003
VOA – All Services	3,123	5,132	4,788	4,351#
Residences Served Chore Project	NA	7,133*	4,788	6,354#

Explanation of Key Performance Measures:

2001 numbers reflects project start up in fall of 2001, and for 2003 the reduction in CDBG Year 28.

Financial Analysis:

Summary of Target Strategies:

Decisions on reductions to meet Target Strategies fall into three general categories:

- Pass-through cuts to three of our largest contracts: Minnesota Visiting Nurse Agency, Neighborhood Health Care Network, and Way To Grow.
- Shifts in services: 348-TOTS (reflects a reduction in the amount of developmental screening being provided through the program); Youth Trust (the agency merged with the Minneapolis Public Schools Foundation; the balance of the funds will be shifted to support the New Family Center as part of a strategic realignment of MDHFS school health investments).
- Other/reprioritization: Research (reflects the department's commitment to seeking grant funding for as much of the research division's activities as possible); Domestic Abuse Project and Clinic Enhancement funds were chosen in an effort to minimize the effects of cuts on services contracted to other community agencies.

Title: Health Contracts: Clinic Enhancements and 348-TOTS

Fund # 0100

Agency # 860

Organization # 8623

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$15,000)	\$0.00	0	Clinic Enhancements
0100	(\$13,000)	\$0.00	0	348-TOTS/Hennepin County

Mayor's Recommendation:

Council Adopted:

The Council concurs with this recommendation

Expense:

Revenue:

Proposal Description: Reduce the amount available for Clinic Enhancement grants by \$15,000. These funds have been provided to five community clinics not served through the Neighborhood Health Care Network (Planned Parenthood, Indian Health Board, Glenwood Lyndale Community Clinic, Family Medical Center, and Uptown Clinic). These funds have been provided since the restructure of the department in 1996/97, with the purpose of supporting "wrap around" services such as health education, advocacy, interpreting, and assistance with applying for Medical Assistance or Minnesota Care.

Reduce 348-TOTS contract with Hennepin County by \$13,000. This reduction reflects the changes in early childhood screening that have taken place with the County reducing the amount of developmental screening provided to children between the ages of 3 1/2 and six.

Describe how the proposal impacts your service activities and performance measures: This proposal will reduce the City's support of the health safety net in Minneapolis, through the reduction of wrap around services in five clinics. The will reduce the amount available to \$100,000, or \$20,000 per clinic.

348-TOTS: The provision of preschool screening that is required for kindergarten has shifted from Hennepin County to Minneapolis Public Schools. Efforts are underway to identify grant funding for MPS to help them with the start-up costs of the screening program.

Title: Domestic Abuse Project

Fund # 0100

Agency # 860

Organization # 8605

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$2,000)	\$0.00	0	

Mayor's Recommendation:

Council Adopted:

The Council concurs with this recommendation

Expense:

Revenue:

Proposal Description: Reduce the contract with Domestic Abuse Project by \$2,000. DAP advocates work with victims of domestic assault as their abuser's case proceeds through the criminal court system, providing information and support to the victim and ensuring that the victim's concerns were made known to the court. Advocates also provide assistance with basic life needs that arise as a result of domestic violence, including getting locks changed so that domestic abuse victims can remain safely in their own homes.

Describe how the proposal impacts your service activities and performance measures: This reduction represents a loss of services to about 40 clients.

Title: Research Division

Fund # 0100

Agency # 860

Organization # 8618

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$22,000)	\$0.00	0	

Mayor's Recommendation:

Council Adopted:

The Council concurs with this recommendation

Expense:

Revenue:

Proposal Description: For a number of years, research has received general fund support for the significant health assessment activities undertaken by the department. These activities have included data collection efforts such as SHAPE, SHAPE II (surveys of the health of Minneapolis adults), and CHAMP (survey of Minneapolis infant health). In addition, fact sheets, reports, and educational memos based on the analyses of these and other City of Minneapolis – Health & Family Support

2003 Adopted Budget

data have been produced concerning various health issues affecting City residents. This reduction reflects the department's commitment to seeking grant funding for as much of the department's future studies, assessments, and communications as possible.

It should be noted that this General Fund allocation was initially \$200,000 in 1999, and has been reduced annually since then to the 2002 level of only \$100,000.

Describe how the proposal impacts your service activities and performance measures: This proposal will reduce the City's investment in research activities that support the collection, assessment, and analysis of health data that impacts City residents, and shifts funding to grants. Also, the communication of one-time and regularly-scheduled research findings will be reduced.

Title: Youth Trust

Fund # 0100

Agency # 860

Organization # 8605

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$10,000)	\$0.00	0	

Mayor's Recommendation:

Council Adopted:

The Council does not recommend this strategy

Expense:

Revenue:

Proposal Description: This proposal reduces the investment in the Youth Trust (presently known as Achieve Minneapolis) from \$25,000 to \$15,000. The Youth Trust, which this year merged with the Minneapolis Public Schools Foundation to become Achieve Minneapolis, has been a long-standing City investment. The funds have been used to support General Operating expenses for the Youth Trust in their mission of supporting the linkage between area businesses and the Minneapolis Schools. They engage in a range of activities such as developing mentoring, tutoring and career exploration programs that support success in school, and providing technical assistance to school staff and area businesses. The remaining \$15,000 will be shifted to support the New Families Center as part of a strategic re-alignment of the MDHFS school health investment.

Describe how the proposal impacts your service activities and performance measures: This proposal will reduce the City's investment in activities that support student achievement and retention in school. The net effect of the 4% reductions in addition to the re-alignment of the balance of this investment will reduce services to more than 2,000 Minneapolis Public School students.

Title: Health Contracts: MVNA, Way to Grow, and NHCN

Fund # 0100

Agency # 860

Organization # 8623

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
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0100	(\$28,000)	Minnesota Visiting Nurse Agency
0100		Way to Grow
0100	(\$8,000)	Neighborhood Health Care Network

Mayor's Recommendation:

Council Adopted:

The Council concurs with this recommendation

Expense:

Revenue:

Proposal Description: Reduce the Minnesota Visiting Nurse Agency contract by \$28,000. This four percent reduction from their 2002 General Fund amount reflects a pass through to our largest contractor.

Reduce the Way to Grow contract by \$22,000. This four percent reduction from their 2002 General Fund amount reflects a pass through to one of our largest contractors.

Reduce Neighborhood Health Care Network contract by \$8,000. This four percent reduction from their 2002 General Fund amount reflects a pass through to one of our largest contractors, and represents a loss of 40 visits by low income and uninsured patients for primary medical and dental services through five clinics.

Describe how the proposal impacts your service activities and performance measures: MVNA:

The reduction reflects a loss of 311 public health nursing visits to low income and at-risk women and children.

Way to Grow: The reduction reflects less school readiness services for predominately low income children 0-6, and some public health nursing hours to provide home visits and health assessments for pregnant women served by Way to Grow.

NHCN: The reduction represents a loss of subsidy for 80 visits by low income and uninsured patients for primary medical and dental services through five clinics.

These organizations are all recipients of multiple pass through grants from the City (Community Health Services, Maternal and Child Health, CDBG) which have been flat or reduced annually for the past few years. Combined with increased labor and other costs, these result in further decreases in service levels.

HEALTH AND FAMILY SUPPORT Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	0	0	2,650	2,703	2.0%	53
Contractual Services	2,466,002	2,606,104	2,532,990	2,421,239	-4.4%	-111,751
Equipment	4,616	53,114	0	0	0.0%	0
Fringe Benefits	178,119	192,063	235,584	277,283	17.7%	41,699
Operating Costs	127,732	148,654	187,039	117,130	-37.4%	-69,909
Salaries and Wages	798,794	884,821	1,025,295	1,071,131	4.5%	45,836
Total for General Fund - City	3,575,262	3,884,756	3,983,558	3,889,486	-2.4%	-94,072
Special Revenue Funds						
Contractual Services	11,406,273	11,896,383	12,215,170	10,812,962	-11.5%	-1,402,208
Equipment	18,531	24,536	4,500	4,590	2.0%	90
Fringe Benefits	638,054	716,248	753,926	947,522	25.7%	193,596
Operating Costs	1,502,880	1,704,032	717,083	731,424	2.0%	14,341
Salaries and Wages	3,557,106	4,134,104	4,408,537	4,957,348	12.4%	548,811
Transfers	20,001	101,933	0	0	0.0%	0
Total for Special Revenue Funds	17,142,844	18,577,236	18,099,216	17,453,846	-3.6%	-645,370
Total for HEALTH AND FAMILY SUPPORT	20,718,106	22,461,992	22,082,774	21,343,332	-3.3%	-739,442

HEALTH AND FAMILY SUPPORT Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Service	544,733	611,642	550,000	540,000	-1.8%	-10,000
Contributions	500	0	0	0	0.0%	0
Other Misc Revenues	5,147	63	0	0	0.0%	0
Total for General Fund - City	550,381	611,705	550,000	540,000	-1.8%	-10,000
Special Revenue Funds						
Charges for Service	279,060	464,025	0	25,000	0.0%	25,000
Contributions	138,858	199,040	100,000	61,832	-38.2%	-38,168
Federal Government	6,316,447	7,307,892	6,736,344	7,012,816	4.1%	276,472
Interest	11,474	4,012	0	0	0.0%	0
Local Government	988,964	1,291,223	1,050,700	900,000	-14.3%	-150,700
Operating Transfers In	171,721	420,196	0	200,000	0.0%	200,000
Other Misc Revenues	22,580	95,396	0	155,537	0.0%	155,537
Sales and Other Taxes	63,710	52,884	40,000	60,000	50.0%	20,000
State Government	5,428,233	5,091,003	5,815,905	5,274,815	-9.3%	-541,090
Total for Special Revenue Funds	13,421,046	14,925,671	13,742,949	13,690,000	-0.4%	-52,949
Total for HEALTH AND FAMILY SUPPORT	13,971,427	15,537,376	14,292,949	14,230,000	-0.4%	-62,949

HEALTH AND FAMILY SUPPORT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
Special Revenue Funds						
Fringe Benefits	0	0	0	0	0.0%	0
Total for Special Revenue Funds	0	0	0	0		0
Total for ADMINISTRATION	0	0	0	0		0
ADMINISTRATION & ASSURANCE						
General Fund - City						
Capital Outlay	0	0	2,650	2,703	2.0%	53
Contractual Services	232,719	235,948	211,834	240,809	13.7%	28,975
Equipment	4,616	39,739	0	0	0.0%	0
Fringe Benefits	141,828	144,953	173,180	179,532	3.7%	6,352
Operating Costs	109,723	106,844	87,640	89,797	2.5%	2,157
Salaries and Wages	604,987	647,723	669,124	701,172	4.8%	32,048
Total for General Fund - City	1,093,874	1,175,206	1,144,428	1,214,013	6.1%	69,585
Special Revenue Funds						
Contractual Services	79,908	76,055	90,769	92,585	2.0%	1,816
Equipment	134	1,935	0	0	0.0%	0
Fringe Benefits	36,696	37,588	45,731	36,173	-20.9%	-9,558
Operating Costs	26,334	29,328	16,533	16,863	2.0%	330
Salaries and Wages	186,068	207,451	205,317	159,320	-22.4%	-45,997
Total for Special Revenue Funds	329,140	352,358	358,350	304,941	-14.9%	-53,409
Total for ADMINISTRATION & ASSURANCE	1,423,014	1,527,563	1,502,778	1,518,954	1.1%	16,176
COMMUNITY SERVICES						
General Fund - City						
Contractual Services	62,523	165,125	101,442	199,730	96.9%	98,288
Equipment	0	8,312	0	0	0.0%	0
Fringe Benefits	16,953	17,026	18,786	63,278	236.8%	44,492
Operating Costs	2,766	32,986	92,494	20,290	-78.1%	-72,204
Salaries and Wages	87,175	92,912	254,300	223,468	-12.1%	-30,832
Total for General Fund - City	169,418	316,361	467,022	506,766	8.5%	39,744
Special Revenue Funds						
Contractual Services	2,331,183	2,700,478	2,597,601	2,480,199	-4.5%	-117,402
Equipment	0	17,824	0	0	0.0%	0
Fringe Benefits	58,112	59,826	75,508	139,932	85.3%	64,424
Operating Costs	24,452	53,419	3,604	3,676	2.0%	72
Salaries and Wages	278,557	306,469	316,479	501,625	58.5%	185,146
Transfers	20,001	101,933	0	0	0.0%	0
Total for Special Revenue Funds	2,712,305	3,239,949	2,993,192	3,125,432	4.4%	132,240
Total for COMMUNITY SERVICES	2,881,723	3,556,310	3,460,214	3,632,198	5.0%	171,984

HEALTH AND FAMILY SUPPORT Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
EMPLOYMENT & TRAINING						
General Fund - City						
Contractual Services	60,000	19,259	45,000	30,600	-32.0%	-14,400
Operating Costs	230	384	1,605	1,637	2.0%	32
Salaries and Wages	491	0	0	0	0.0%	0
Total for General Fund - City	60,721	19,643	46,605	32,237	-30.8%	-14,368
Special Revenue Funds						
Contractual Services	5,283,199	5,327,578	6,275,662	4,972,130	-20.8%	-1,303,532
Equipment	1,915	811	4,500	4,590	2.0%	90
Fringe Benefits	244,218	272,193	188,663	206,754	9.6%	18,091
Operating Costs	1,333,878	1,476,284	650,000	663,000	2.0%	13,000
Salaries and Wages	1,634,114	1,899,713	1,999,371	2,081,377	4.1%	82,006
Total for Special Revenue Funds	8,497,325	8,976,578	9,118,196	7,927,851	-13.1%	-1,190,345
Total for EMPLOYMENT & TRAINING	8,558,046	8,996,221	9,164,801	7,960,088	-13.1%	-1,204,713
HEALTH						
General Fund - City						
Contractual Services	1,960,848	1,910,229	1,918,392	1,719,799	-10.4%	-198,593
Fringe Benefits	7,733	14,196	22,436	14,409	-35.8%	-8,027
Operating Costs	12,643	4,009	3,000	3,060	2.0%	60
Salaries and Wages	37,547	70,440	109,741	65,855	-40.0%	-43,886
Total for General Fund - City	2,018,771	1,998,875	2,053,569	1,803,123	-12.2%	-250,446
Special Revenue Funds						
Contractual Services	3,593,407	3,556,714	3,103,724	3,117,685	0.4%	13,961
Equipment	1,134	3,541	0	0	0.0%	0
Fringe Benefits	199,327	246,104	299,695	407,119	35.8%	107,424
Operating Costs	93,121	124,151	39,646	40,439	2.0%	793
Salaries and Wages	997,244	1,212,020	1,300,365	1,606,404	23.5%	306,039
Total for Special Revenue Funds	4,884,233	5,142,530	4,743,430	5,171,647	9.0%	428,217
Total for HEALTH	6,903,004	7,141,405	6,796,999	6,974,770	2.6%	177,771
POLICY AND ADVOCACY						
General Fund - City						
Contractual Services	116,508	154,471	152,084	150,301	-1.2%	-1,783
Equipment	0	1,032	0	0	0.0%	0
Fringe Benefits	11,605	15,888	21,182	20,064	-5.3%	-1,118
Operating Costs	1,783	4,305	2,300	2,346	2.0%	46
Salaries and Wages	68,594	73,746	-7,870	80,636	-1,124.6%	88,506
Total for General Fund - City	198,488	249,442	167,696	253,347	51.1%	85,651
Special Revenue Funds						
Contractual Services	14,350	72,627	13,280	13,546	2.0%	266
Equipment	551	425	0	0	0.0%	0
Fringe Benefits	40,620	44,858	63,298	65,581	3.6%	2,283

HEALTH AND FAMILY SUPPORT

Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
POLICY AND ADVOCACY						
Special Revenue Funds						
Operating Costs	9,188	16,553	3,700	3,774	2.0%	74
Salaries and Wages	192,774	232,540	256,931	249,577	-2.9%	-7,354
Total for Special Revenue Funds	257,483	367,004	337,209	332,478	-1.4%	-4,731
Total for POLICY AND ADVOCACY	455,972	616,446	504,905	585,825	16.0%	80,920
RESEARCH						
General Fund - City						
Contractual Services	33,404	121,072	104,238	80,000	-23.3%	-24,238
Equipment	0	4,031	0	0	0.0%	0
Operating Costs	587	127	0	0	0.0%	0
Total for General Fund - City	33,991	125,230	104,238	80,000	-23.3%	-24,238
Special Revenue Funds						
Contractual Services	104,226	162,931	134,134	136,817	2.0%	2,683
Equipment	14,796	0	0	0	0.0%	0
Fringe Benefits	59,080	55,679	81,031	91,963	13.5%	10,932
Operating Costs	15,908	4,297	3,600	3,672	2.0%	72
Salaries and Wages	268,348	275,910	330,074	359,045	8.8%	28,971
Total for Special Revenue Funds	462,357	498,817	548,839	591,497	7.8%	42,658
Total for RESEARCH	496,349	624,047	653,077	671,497	2.8%	18,420
Total for HEALTH AND FAMILY SUPPORT	20,718,106	22,461,992	22,082,774	21,343,332	-3.3%	-739,442

HEALTH AND FAMILY SUPPORT
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Health and Family Support	73.90	80.40	85.40	91.65	7.32%	6.25
Total FTE's	73.90	80.40	85.40	91.65	7.32%	6.25

OFFICE OF THE MAYOR

Mission Statement:

To provide the Mayor with skillful, informed guidance and support in the development, oversight and promotion of policies and programs that reflect the needs and values of Minneapolis residents, and maintain high standards of quality and service.

Primary Businesses:

Policy & Program Development

- Identify and prioritize needs and issues identified by city residents*
- Participate in annual strategic planning and goal setting processes*
- Organize and facilitate collaborative priority-focused work teams*

Policy & Program Oversight

- Assist in the development of specific performance and outcome measures*
- Assist with feedback gathering, analysis and quality improvement planning*
- Participate in individual and departmental performance evaluations*

Policy & Program Promotion

- Use the "bully pulpit" to promote policies, programs and city as a whole*
- Assist residents to understand and access city programs and services*
- Participate in development and promotion of the city's brand and image*

Key Trends and Challenges Impacting the Department:

1. Growing diversity of City's population, which requires new approaches and dedication of additional resources to the task of communicating effectively with and engaging the full spectrum of city residents.
2. Growing needs (including housing, jobs, transportation, education and community building) at a time of shrinking financial resources (as a result of tax law changes and the economic downturn).
3. Need for better alignment of Mayor's and City Council's priorities, goals and strategies.
4. Need for better connection between city government and residents' daily lives, which makes it difficult to engage them in finding and implementing creative solutions to the challenges we face as a community.
5. Need for better cooperation between levels of government (local, regional, state and federal), which makes it difficult to plan and support comprehensive approaches to problems that cannot be solved locally.
6. The Mayor's Office reduced its 2002 budget more than its share of the \$5.2 million reduction. To accomplish this, Mayor Rybak requested a restructuring of the office staff that saved an additional \$46,000. The net change in the overall departmental operating budget from the previous year was as follows:

Original 2002 budget (as proposed by previous administration)	\$960,017
Revised 2002 budget (Clerk Typist eliminated by previous admin.)	\$920,945
Reduced 2002 budget (as required by \$5.2 million reduction)	\$898,945
Final 2002 budget (following Mayor Rybak's staff restructuring)	\$852,945
<hr/>	
Total reduction from original 2002 Mayor's office budget	\$107,126
Total reduction as a percentage of original 2002 budget	11%

This reduction required a decrease in the overall budget for appointed positions in the Mayor's Office. It also required the elimination of one support staff position (Receptionist), in addition to the position that had been eliminated by the previous administration (Clerk Typist II), resulting in decreased administrative support capacity

for the Mayor's office. This level of reduction was designed to anticipate future budget constraints, and to allow the office to operate through fiscal 2003 without further loss of staff.

Key Enterprise Outcome Measures Influenced by the: Office of the Mayor

1. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services
2. Improve enterprise performance using accountability and quality service
3. Increase opportunities among citizens for dialogue about their expectations for Minneapolis City government.
4. Increase the consistency of elected officials tax related decisions with a comprehensive municipal tax policy
5. Increase residents' knowledge of City services and City goals

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% citizens who rate Mpls as a good or very good place to live	n/a	86%	n/a	survey to be conducted again in 2003	survey to be conducted again in 2003
% citizens who rate Mpls govt as good or very good at communicating with citizens	n/a	49%	n/a	survey to be conducted again in 2003	survey to be conducted again in 2003
% citizens who rate Mpls govt as good or very good at representing and providing for the needs of all citizens	n/a	48%	n/a	survey to be conducted again in 2003	survey to be conducted again in 2003
% citizens who rate Mpls govt as good or very good at effectively planning for the future	n/a	49%	n/a	survey to be conducted again in 2003	survey to be conducted again in 2003
% citizens who rate Mpls govt as good or very good at providing value for their tax dollars	n/a	54%	n/a	survey to be conducted again in 2003	survey to be conducted again in 2003
accomplishments in improving accountability and service	n/a	n/a	reorganization of planning and development	reorganization of public works; use of CityStat system	reorganization of public works; use of CityStat system
opportunities among citizens for dialogue re City govt	n/a	n/a	Mayor's community forums; outreach on reorganization	Mayor's community forums; outreach on reorganization	Mayor's community forums; outreach on reorganization
existence of a comprehensive municipal tax policy	n/a	n/a	Finance Work Group & tax/ budget resolution	more of same	more of same
initiatives to increase residents' knowledge of City services & goals	n/a	n/a	improvement of web site; remote service locations	integrated city communications strategy/systems	integrated city communications strategy/systems

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Policy & Program Development

(Service activities and performance measures sorted by business)

Service Activity: Identify and prioritize needs and issues identified by city residents

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
key issues identified by city residents that became part of the Mayor's agenda	n/a	n/a	building vibrant, affordable neighborhoods; restoring trust in City Hall; improving fiscal management and basic services; protecting the environment	development priorities of housing, jobs, transportation, education and community building; plus other goals identified by strategic planning	development priorities of housing, jobs, transportation, education and community building; plus other goals identified by strategic planning

Explanation of Key Performance Measures:

Service Activity: Participate in annual strategic planning and goal setting processes

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
enterprise goals and strategies established with the Mayor's involvement	n/a	n/a	specific development goals for housing and jobs priorities	to be determined through strategic planning and goal setting in 2003	to be determined through strategic planning and goal setting in 2003

Explanation of Key Performance Measures:

Service Activity: Organize and facilitate collaborative priority-focused work teams

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
collaborative work teams facilitated by Mayor's office	n/a	n/a	Finance Work Group; CPED Work Group; Ethics Task Force	to be determined	to be determined
policies and programs adopted (outcomes) from these collaborative teams	n/a	n/a	budget principles; tax policy; long-range financial strategy; 2002 budget revisions; 2003 budget; planning and development reorganization; revised ethics policy	to be determined	to be determined
vote margin on City Council when adopting key policies and programs	n/a	n/a	budget revision: 13-0 tax resolution: 11-1-1	go for 13-0	go for 13-0

Explanation of Key Performance Measures:

Primary Business: Policy & Program Oversight

(Service activities and performance measures sorted by business)

Service Activity: Assist with feedback gathering, analysis and quality improvement planning

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
key policies/programs for which performance measures were established	n/a	n/a	housing and jobs development activities	public works	public works
feedback gathering systems developed	n/a	n/a	improved web site; customer satisfaction forms	to be determined	to be determined

Explanation of Key Performance Measures:

Service Activity: Participate in individual and departmental performance evaluations.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
improvements in individual & departmental performance evaluation process	n/a	n/a	introduced common measures for department head performance	link performance measures to enterprise goals and strategies	Link performance measures to enterprise goals and strategies

Explanation of Key Performance Measures:

Primary Business: Policy & Program Promotion

(Service activities and performance measures sorted by business)

Service Activity: Use the “bully pulpit” to promote policies, programs and city as a whole.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of public speaking invitations received	n/a	n/a	n/a	track in 2003	track in 2003
# of media hits relative to promotional initiatives	n/a	n/a	n/a	track in 2003	track in 2003
key initiatives to promote policies and programs	n/a	n/a	n/a	track in 2003	track in 2003
survey public awareness of key events and activities	n/a	n/a	n/a	conduct survey	track in 2003

Explanation of Key Performance Measures:

Service Activity: Assist residents to understand and access city programs and services

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
initiatives to assist residents to understand and access programs and services	n/a	n/a	promotion and simplification of application process for boards and commissions	to be determined	to be determined
number of residents who report satisfactory access to programs and services	n/a	n/a	n/a	survey people who have contacted Mayor's office	survey people who have contacted Mayor's office

Explanation of Key Performance Measures:

Service Activity: Participate in development and promotion of the city's brand and image

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
key initiatives to develop and promote city brand and image	n/a	n/a	n/a	to be determined	to be determined
survey to determine increased awareness of the city's brand and image	n/a	n/a	n/a	conduct survey	conduct survey

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The Council Adopted budget includes a 0.6 percent decrease in the Mayor's Office expenditures. This decrease is due primarily to the cuts the Mayor's Office made as part of the January 2002 budget reductions. The Mayor's Office eliminated approximately 11 percent of their 2002 original budget; \$46,000 above the amount they were allocated.

The largest percentage increase in the Mayor's Office budget is due to a reallocation of appropriation within their Department; the equipment line item was increased by \$1,000 and the miscellaneous spending category was decreased by \$1,000. All other increases are found in personnel.

Revenues

The Mayor's Office does not have any revenues.

FTE Changes

The Mayor recommended budget for 2003 includes 11 FTE's, which is the same as at the end of 2002, following the staff reductions described above, and is made up of the following positions:

1.0 Mayor	1.0 Senior Policy Aide/Council Liaison
1.0 Mayor's Administrative Deputy (Deputy Mayor)	1.0 Policy Aide/Community Outreach
1.0 Mayor's Executive Assistant	1.0 Policy Aide/Constituent Services
1.0 Senior Policy Aide/Project Coordinator	1.0 Clerical Supervisor
1.0 Senior Policy Aide/Press Secretary	2.0 Clerk Typist II (share reception duties)

MAYOR
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	35,255	50,200	45,866	45,763	-0.2%	-103
Equipment	0	0	4,391	5,499	25.2%	1,108
Fringe Benefits	137,366	128,269	143,728	130,006	-9.5%	-13,722
Operating Costs	55,980	80,908	58,268	59,876	2.8%	1,608
Salaries and Wages	652,586	675,255	646,692	652,448	0.9%	5,756
<i>Total for General Fund - City</i>	881,186	934,632	898,945	893,592	-0.6%	-5,353
Total for MAYOR	881,186	934,632	898,945	893,592	-0.6%	-5,353

MAYOR
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Mayor	13.00	13.00	12.00	11.00	-8.33%	(1.00)
Total FTE's	13.00	13.00	12.00	11.00	-8.33%	(1.00)

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, arts, cultural, historic and social environments.

Primary Businesses:

Exercise leadership in facilitating a shared vision for Minneapolis' future

Ensure compatibility with approved city's comprehensive plan, zoning code, and land subdivision heritage preservation regulations and guidelines.

Key Trends and Challenges Impacting the Department:

Managing work volume. The department has eight vacant positions and a growing workload.

Review of Comprehensive Plan by new Mayor and City Council: The comprehensive plan lays out a vision for the City's development over the next 15-20 years. The new Mayor and City Council need to affirm that vision or make appropriate changes in areas like affordable housing, sustainability and the arts agenda.

Land Use: The Planning Department has completed or is nearing completion on a number of land use studies. These studies include: the 29th Street Corridor, the Upper River Master Plan, 46th and Hiawatha Station Area, Hiawatha-Lake Station Area, Cedar-Franklin Station Areas, Windom and West Broadway. In each case, land use needs translation into appropriate zoning.

Policy Studies: The Planning Department needs to address several policy issues for consideration by the Mayor and City Council. Examples of these policy areas include: affordable housing, industrial land supply; parking in all areas of the city; spacing requirements for various uses; and an overview of how the new zoning code has worked.

Improved Approvals: The City needs to improve the handling of development approvals to ensure good front-end information as well as a speed trip through the city system.

Staff Retention: To be able to keep a competitive package to retain current employees and attract new employees.

Addressing Change: Deal with changes directed by Mayor and City Council on McKinsey and the recent Zoning Administration/Planning merger.

Key Enterprise Outcome Measures Influenced by the: Planning Department

1. Increase the number of mixed-use developments along commercial corridors
2. Increase the percentage of cases where design or development guidelines and regulatory tools are successfully followed and/or incorporated into development projects
3. Enhance the pedestrian orientation and character of commercial corridors
4. Increase number of housing units downtown
5. Support implementation of Hiawatha Light Rail transit plan
6. Decrease number of historic buildings demolished; increase percentage of development dollars spent on renovations of historic buildings

7. Increase number of historic buildings renovated for new uses in a timely manner; increase the number of historic buildings that are incorporated into new developments; increase the number of buildings that are designated as historic
8. Increase opportunities among citizens for dialogue about their expectations for Minneapolis City government
9. Develop and advocate City positions and policies on airport and aviation issues to appropriate agencies.
10. As the Part 150 Program is extended out to the 60 DNL area, work with MAC to maintain its current standards of a 5-decibel reduction of aircraft noise in each home and air-conditioning as a key component that enables residents to keep windows closed.
11. Work with State to develop air transport/airport utilization plan - in the "post capacity" world (short-term).
12. Provide professional analysis & recommendation, prepare report & presentation for public hearing in 30 days (CPC, Z&P, BOA). Review & comment on consistency of reviews with the City's comprehensive plan.
13. Provide technical support for required environmental reviews to be completed within state & federal mandated regulations (EAWs & EISs).
14. 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.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of new mixed use developments along commercial corridors			4	4	4
Examples of key developments along commercial corridors where Planning provided assistance implementing development guidelines			3	4	4
Examples of key projects along corridors to enhance pedestrian orientation			3	4	4
# housing units downtown			400	400	400
Special initiatives to promote development around LRT stations			6	8	8
# historic buildings (historic resources) demolished (est)	15	21	15		
# historic buildings renovated (est)	70	70	60		
Examples of historic buildings incorporated into new development	Linden Hills Library	Village at St. Anthony; Milwaukee Depot	Ivy Tower; Grain Belt		
# buildings designated as historic	3 individual designations	1 district & 1 individual designation	1 district designation		
Examples new initiatives to engage citizens in planning issues					
Special initiatives to influence outcome measures regarding the Airport	N/A	N/A	2	3	3
Identify & evaluate state & federal legislation	N/A	N/A	4	6	6
Employment					
Affordable Housing					
# of households contacted through CUE-Mpls Blooms Program	1,144	1,955	2,000	2,200	2,200

Explanation of Performance Data for Key Enterprise Outcome Measures:

While the Planning Department doesn't directly provide these development services, its activities encourage and advance these outcomes.

Primary Business: Exercise leadership in facilitating a shared vision for Minneapolis' future

(Service activities and performance measures sorted by business)

Service Activity: Guide public and private investment and activities in a manner that implements the City's comprehensive plan

Description: The Planning Department partners with and provides support to elected officials, residents, City departments, neighborhood groups, developers and others in order to implement The Minneapolis Plan. This service includes Community Planning, support of CLIC, consulting services on land use and development, and special projects

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of presentations of TMP for City departments, elected officials, and neighborhood organizations	4		4	20	20
# of community- or citywide initiatives coordinated/assisted	12-15		10	15	15
Percent consistent with comp plan	to be measured in 2002				
# of departments and agencies assisted	14		15	20	20
# of planning projects assisted by the Planning Department	25		30	35	35
% of CLIC members expressing satisfaction with Planning Department staffing	100%		100%	100%	100%

Explanation of Key Performance Measures:

The comp plan work will greatly accelerate in 2002 as well as 2003 due to the Mayor/Council directives to link the plan more closely to city activities and neighborhood plans.

Service Activity: Support the development of a well-designed urban environment

Description: Educate and support on delivery design principals for various projects; Staff coordinates and negotiates with developers, architects, neighborhood groups, business owners, and others to ensure good urban design, pedestrian enhancements, safety, other desirable amenities, and aesthetics. This service activity also includes crime prevention through environmental design (CPTED) and supporting the Committee on Urban Environment (CUE).

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of design review project consultations:	45	25	45	65	65
# of Blooming Boulevard Award applications	1,144	1,955	2,000	2,200	2,200
# of CUE Award applications:	70	70	60	60	60
% of CUE members satisfied with staff support	100%	100%	100%	100%	100%
# of CPTED project consultations and training initiatives	10	48	24	24	24
% of site plans received for CPTED review	Will first be measured in 2001	100%	100%	100%	100%
# of projects given plants & technical advice	N/A	6	12	20	20
# of participants at public meetings for plan development process	N/A	40	80	N/A	N/A

Explanation of Key Performance Measures:

Educate and support on design principals for projects. The type of design renew projects vary as well as the level of staff involvement. Design guidelines and/or plans require significant staff time and are very detailed. Few are completed each year. Project management also requires significant staff time. This involves monitoring the development and design of a project throughout the approval process (sometimes prior to and after the approval process as well). Design review consultations occur frequently for various projects and are worked into staff schedules.

The magnitude and complexity of projects determines the measured outcomes. These vary.

Service Activity: Provide Research and analysis to guide and support policy development and decision making

Description: This includes research projects, analysis of citywide trends (including census data) airport planning support, State of the City publication, and maintenance of the City's Zoning Map.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of reports produced	12	10	8	80	80
% of CLIC members expressing satisfaction with Planning Department staff	95%	96%	100%	100%	100%
# of public information (Census 2000) released, distributed and presented to	35	50	130	150	150
# of reports and brochures (Census 2000) produced and distributed	5	4	5	5	5
# of hits to Minneapolis Census 2000 web site/State of the City web site	N/A	N/A/6,623	7,000 (actual 11,475 Jan-May)/N/A	15,000/N/A	15,000/N/A
# of State of the City produced and distributed	1,200 produced/1,180 distributed	1,200	1,300	1,500	1,500
Cost per State of the City report produced	N/A	\$14.16	\$16.07	\$17.00	\$17.00
# of citizen requests responded to neighborhood groups; 300 maps			25	30	30
# of times participating and leading the discussion on Met Blueprint 2030 (population projections and TAZ)	N/A	N/A	25	10	10
# of project reviews for Part 150 Noise Compatibility Program and MAC Capital Improvement	N/A	2	2	2	2
# of times information provided to citizens, neighborhood groups, and policy makers	N/A	18	35	35	35
Evaluate, develop positions for city on various local & regional airport committees	N/A	N/A	4	8	8

Explanation of Key Performance Measures:

* 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.

Service Activity: Provide for the Efficient & Effective Administration of the Planning Department

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of employees for which biweekly payroll is provided	34	39.5/5 vacancies	38.5 FTEs/7 are vacant	40.5 FTEs*	40.5 FTEs*
Affirmative Action	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)	39.5 employees, 3 minorities; 6 disabled; 19 males (18 white; 1 Asian); 15.5 females (1 Hispanic; 1 Black; 13 White); 30 non-clerical of which 11 were female)	38.5 employees, 2 minorities; 3 disabled; 16 males (15 white; 1 Asian); 15.5 females (1 Black; 14.5 White); 26.5 non-clerical of which 10 were female)	40 employees, 5 minorities; 3 disabled; 19 males (18 white; 2 of color); 15.5 females (2 if color; 13 White); 32 non-clerical of which 12 were female)	40 employees, 5 minorities; 3 disabled; 19 males (18 white; 2 of color); 15.5 females (2 if color; 13 White); 32 non-clerical of which 12 were female)
OSHA	Annual OSHA 200 Reports (2000 = 2)	Annual OSHA 200 Reports (2001 = 0)	Annual OSHA 200 Reports (2002 = 0)	Annual OSHA 200 Reports (2003 = 0)	Annual OSHA 200 Reports (2003 = 0)
ADA	: Develop & maintain ADA standards providing material to blind and sign language interpreters to improve integration of services	Maintain ADA standards providing material to blind and sign language interpreters to improve integration of services	Maintain ADA standards providing material to blind and sign language interpreters to improve integration of services	Maintain ADA standards providing material to blind and sign language interpreters to improve integration of services	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	Safety checks and reports begun and completed in timely manner; annual emergency evacuation drills; periodic CCP Safe presentations to staff; visitors check in at reception & escorted; IDs worn	Safety checks and reports begun and completed in timely manner; annual emergency evacuation drills; periodic CCP Safe presentations to staff; visitors check in at reception & escorted; IDs worn	Safety checks and reports begun and completed in timely manner; annual emergency evacuation drills; periodic CCP Safe presentations to staff; visitors check in at reception & escorted; IDs worn	Safety checks and reports begun and completed in timely manner; annual emergency evacuation drills; periodic CCP Safe presentations to staff; visitors check in at reception & escorted; IDs worn
Training	Conference/Seminars attendance; publications	Conference/Seminars attendance; publications	Conference/Seminars attendance; publications	Conference/Seminars attendance; publications	Conference/Seminars attendance; publications

Explanation of Key Performance Measures:

* 2003 includes the additional of Cultural Affairs to the Planning Department (2.0 FTEs) - 1 male; 1 female

Service Activity: Provide professional graphic & publication services.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of work orders processed	458	580	570		
% of work orders originating from City Planning Department	50%	554	550		
Timeliness	Response time met, and sometimes exceeded expectations of customers	Response time met, and sometimes exceeded expectations of customers	Response time met, and sometimes exceeded expectations of customers		

Explanation of Key Performance Measures:

Service Activity: Coordinate development of citywide public art policy recommendations

Description: Staff coordinate the development of arts policy recommendations with broad-based input from stakeholders and community members. Public arts staff oversees the inventory, development, conservation, and maintenance of public art projects. The Film/Video Coordinator coordinates film & video permits. Staff also administers the 2003 multicultural arts festivals and visual arts installations in City Hall.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Pilot 4 projects which integrate public art into city infrastructure develop: # of dollars leveraged for support from other depts/partners/# of city staff engaged in process/# of artists selected for	N/A	N/A	\$100,000/50/6		
Engage community in dev of public art projects: # neighborhood gateway projects completed/# community mtgs. held gathering input/# of community-based steering committee developed to coord projects	N/A	N/A	3/4/1		
Maintain & conserve city-owned artwork: # of artwork;# of improved maint;# artwork assessed for maint needs/# prtships dev w/city boards & depts	N/A	N/A	10/25/35/3		
Maintain inventory city-owned artwork: # of artwork; # of new artwork to FISCOL; # artwork receiving location codes	N/A	N/A	75/60/75		
Coordinate permits for variety of film, video & media productions: # productions; \$ oprtg budgets; # locations assistance	N/A	206/\$6.2 million/200	225/\$6.2 million/205	240/\$6.3 million/210	240/\$6.3 million/210
Develop & Admin Steering Committee for Multicultural Arts Festival:# com prtners; # neighborhoods served; # artists/performance	N/A	N/A	N/A	20/81/tbd	20/81/tbd
Foster & promote visual arts installs in municipal bldgs: # art in Mayor's; # city/cty art show; # city-owned artwork	N/A	6/tbd in 2003/152	6/tbd in 2003/134	6/tbd in 2003/tbd in 2003	6/tbd in 2003/tbd in 2003
Develop internal exhibition policy w/ MBC	N/A	N/A	N/A	TBD in 2003	TBD in 2003

Explanation of Key Performance Measures: No data available for 2000.

Primary Business: Ensure compatibility with approved City's comprehensive plan, zoning code, land subdivision, and heritage preservation regulations and guidelines.

(Service activities and performance measures sorted by business)

Service Activity: Provide analysis & recommendation on land use & development issues to CPC, Z&P, and Board of Adjustment

Description: Provide professional analysis & recommendation, prepare report & presentation for public hearing in 30 days, and review & comment on consistency of reviews with the City's comprehensive plan.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# reviews/development services staff	765	801	800*	950	950
# reviews submitted - complete/incomplete			44/53*		
Board of Adjustment-# of items appealed			4		
Board of Adjustment-# of items recommendation followed			33		
Board of Adjustments - Items complete/incomplete**			35/15		

Explanation of Key Performance Measures:

*55% of these items were incomplete which caused delay for scheduling before the Commission; there were 15 applications in which the Planning Commission did not follow staff recommendations; 85% of staff recommendations were followed; there were 8 appeals of Planning Commission decisions; 8% of applications were appealed.

**30% of the items of the Board of Adjustment were incomplete which caused delay for scheduling before the Board; there were 17 applications in which the Board did not follow staff recommendations; 67% of staff recommendations were followed; there were 4 appeals of Board decisions; 8% of applications were appealed.

Service Activity: Conduct mandatory review of capital improvements, redevelopment activities, and land disposition

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of mandatory reviews conducted *	45				
% of Planning Dept. recommendations that are followed	99%				
% of reviews consistent with the comprehensive plan	100%				
# of location & design review	93	83	115	100	100

Explanation of Key Performance Measures:

* These include development districts; redevelopment plans, TIF plans; location & design reviews; public land sales; Tax-Based Revitalization applications; bond sales, Livable Communities applications
Location and design reviews entail compiling all projects capitally funded; reviewing these projects to determine projects that can be waived and those requiring additional renewal; analyzing the review projects for compliance with the Minneapolis Plan, preparing a staff report and presenting to the Planning Commission. This process begins in January and MUST be completed by the end of April for bond sale.

Service Activity: Promote the recognition, preservation and reuse of landmarks, properties in historic districts and other historic resources

Description: Includes, identification of historic resources; designation of historic landmarks & historic districts; review of applications for required approvals; implementation of new heritage preservation regulations; participation in required Section 106 Review(s), and Education and outreach.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Regulatory Activities-Historic Designations	3*	2**	1		
Regulatory Activities-#demo reviews to determine if any historic resource	375	125	150		
Regulatory Activities-# apps reviewed for major alterations	74	86	60***		
Regulatory Activities-# apps reviewed for historic variances	0	1	4		
Regulatory Activities-# of pre-permit discussions	12	12	12		
Regulatory Activities-# of CNCs issued for minor alterations	131	124	125		
Regulatory Activities-# National Register nominations reviewed	6	2	2		
Education/Outreach Activities-# walking tours/total attendance	10/178	26/393	22/350		
Education/Outreach Activities-Lectures/other preservation week activities/Preservation Awards Luncheon	5/1	5/1	1/1		

Explanation of Key Performance Measures:

* Band Box, Montefiore Chapel and Cemetery, Shoreham Yards Roundhouse in 2000

** MacPhail School of Music and Harmon Place Historic District

*** Decrease in the number of applications reflects revised approval process put in place after the adoption of the new HPC ordinance in 2001. One application can now cover what were previously multiple applications.

Other Activities:

Work on numerous Federal Section 106 reviews, average 7-10 new reviews per year.

Complete two historic context studies in 2000.

Adopt design guidelines for the Band Box and Montefiore Cemetery in 2000.

Prepare and adopt new preservation ordinance in 2000-2001.

Survey 8,000 plus buildings to identify historic resources in 2001.

Worked with other city agencies to complete the mills District Master Plan Update in 2001.

Complete adoption of new HPC Bylaws in 2002.

Survey 8,000-10,000 buildings to identify historic resources in 2002.

Adopt design guidelines for the Harmon Place Historic District and MacPhail School of Music in 2002.

Financial Analysis:

For the 2003 General Fund budget, the Planning Department proposed, the Mayor recommended, and the Council adopted two target strategies: a reduction of \$41,000 achievable by cutting a part-time (0.5 FTE) Planner III position; and a reduction of \$59,000 achievable by cutting the vacant Community Crime Prevention Coordinator position (1.0 FTE). Additionally, for a savings of \$38,000, the Mayor has recommended Planning change its hard-copy publication of "State of the City" and transfer publication design to the Communications Department for a web-based strategy.

Included in Planning's budget for 2003 is the transfer of the Zoning division from the Inspections' Department (as Council directed for 2002, "the position, duties and authority of the Zoning Administrator be transferred from the Director of the Inspection Division to the Planning Director"). With the transfer of Zoning, 8.0 Zoning personnel (FTEs) and related expenses, for a total of \$548,000 plus a revenue budget of \$284,000 for Zoning ordinance fees was moved to Planning. For 2003, the Planning Department has estimated that it will contribute other revenue of \$20,000 to the General Fund generated through operations, including development services for sub-divisions and plats. The Special Revenue Funds (Federal, State, and local grants) have been reduced for 2003 as the State Light Rail Transit Grant (LRT) for \$130,000 ended in 2002.

On the expense side, the Department's 2003 budget of \$3.7 million includes 60% General Fund and 40% CDBG (Community Development Block Grant). As part of the adopted budget, the Council modified Planning's funding-source balance by "increasing Planning in the CDBG fund by \$167,000 and decreasing Planning in the General Fund by a like amount". Excluding this funding shift, for 2003, the General Fund expense budget increased by 8.8% for recent personnel upgrades, job reclassifications, and \$75,000 from moving the Office of Cultural Affairs personnel (1.0 FTE) to Planning from the Coordinator Department during 2002. In addition to the level of budgeted personnel shown on the Staffing Information schedule, the Public Arts Administrator position, transferred from the former Office of Cultural Affairs, is funded from the Capital Fund. Additionally for 2003, \$20,000 in Special Revenue Funds, associated with Office of Cultural Affairs' activity, moved to Planning from the Coordinator's Department. 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.

Summary of Target Strategies:

Title: City Planner III

Fund # 0100

Agency # 380

Organization # 3820

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$41,324)	\$0.00	(0.5)	City Planner III

Mayor's Recommendation:

The Mayor recommends this strategy

Council Adopted:

The Council concurs with this recommendation

Expense: (\$41,000)

Revenue:

Proposal Description: If 2% is the department reduction amount, this .5 FTE City Planner III would be cut. This is a position that is currently filled.

Describe how the proposal impacts your service activities and performance measures: The primary duties of this position were related to The Minneapolis Plan and neighborhood profiles. This work will have to be distributed to one or more other positions.

Title: Community Crime Prevention Coordinator (CPTED)

Fund # 0100

Agency # 380

Organization # 3820

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$58,778)	\$0.00	(1.0)	Community Crime Prevent Coordinator

Mayor's Recommendation:

The Mayor recommends this strategy

Council Adopted:

The Council concurs with this recommendation

Expense: (\$59,000)

Revenue:

Proposal Description: If 4% is the department reduction amount, this 1.0 FTE Community Crime Prevention Coordinator would be cut.

Describe how the proposal impacts your service activities and performance measures: The duties of this position will have to be distributed among a couple other City Planners.

PLANNING DEPARTMENT
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Capital Outlay	0	0	1,000	1,020	2.0%	20
Contractual Services	275,981	231,377	73,650	92,649	25.8%	18,999
Equipment	36,531	29,466	1,700	3,734	119.6%	2,034
Fringe Benefits	198,072	218,733	291,376	381,802	31.0%	90,426
Operating Costs	102,528	118,476	68,593	91,945	34.0%	23,352
Salaries and Wages	957,921	1,076,155	1,239,233	1,632,822	31.8%	393,589
Total for General Fund - City	1,571,032	1,674,208	1,675,552	2,203,972	31.5%	528,420
Special Revenue Funds						
Contractual Services	225,118	338,755	82,657	303,191	266.8%	220,534
Equipment	7,430	0	1,300	1,326	2.0%	26
Fringe Benefits	176,153	158,322	193,221	245,688	27.2%	52,467
Operating Costs	3,819	678	9,250	9,435	2.0%	185
Salaries and Wages	789,874	801,407	831,572	948,340	14.0%	116,768
Total for Special Revenue Funds	1,202,395	1,299,163	1,118,000	1,507,980	34.9%	389,980
Total for PLANNING DEPARTMENT	2,773,428	2,973,371	2,793,552	3,711,952	32.9%	918,400

PLANNING DEPARTMENT
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	7,479	2,660	4,000	0	-100.0%	-4,000
Charges for Service	15,780	19,024	17,000	304,118	1,688.9%	287,118
Operating Transfers In	29,500	0	0	0	0.0%	0
Other Misc Revenues	16,048	9,139	5,000	0	-100.0%	-5,000
Total for General Fund - City	68,806	30,823	26,000	304,118	1,069.7%	278,118
Special Revenue Funds						
Contributions	0	3,979	0	0	0.0%	0
Federal Government	9,000	20,000	20,000	20,000	0.0%	0
Local Government	0	60,000	0	20,000	0.0%	20,000
Operating Transfers In	119,775	139,860	185,000	185,000	0.0%	0
State Government	26,684	103,999	130,000	0	-100.0%	-130,000
Total for Special Revenue Funds	155,458	327,839	335,000	225,000	-32.8%	-110,000
Total for PLANNING DEPARTMENT	224,265	358,662	361,000	529,118	46.6%	168,118

PLANNING DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMIN & SUPPORT SERVICES						
General Fund - City						
Contractual Services	21,178	0	0	0	0.0%	0
Fringe Benefits	36,243	0	0	0	0.0%	0
Operating Costs	20,853	0	0	0	0.0%	0
Salaries and Wages	165,220	-23,334	0	0	0.0%	0
Total for General Fund - City	243,494	-23,334	0	0		0
Special Revenue Funds						
Fringe Benefits	17,087	0	0	0	0.0%	0
Salaries and Wages	72,738	23,334	0	0	0.0%	0
Total for Special Revenue Funds	89,825	23,334	0	0		0
Total for ADMIN & SUPPORT SERVICES	333,319	0	0	0		0
GRAPHICS						
General Fund - City						
Contractual Services	399	115	0	0	0.0%	0
Equipment	0	579	0	0	0.0%	0
Fringe Benefits	24,237	23,658	48,136	31,109	-35.4%	-17,027
Operating Costs	1,745	976	0	0	0.0%	0
Salaries and Wages	109,125	111,730	213,378	125,950	-41.0%	-87,428
Total for General Fund - City	135,505	137,060	261,514	157,059	-39.9%	-104,455
Special Revenue Funds						
Fringe Benefits	19,908	20,453	0	22,078	0.0%	22,078
Salaries and Wages	90,904	95,048	0	94,298	0.0%	94,298
Total for Special Revenue Funds	110,812	115,501	0	116,376		116,376
Total for GRAPHICS	246,317	252,560	261,514	273,435	4.6%	11,921
PLANNING						
General Fund - City						
Capital Outlay	0	0	1,000	1,020	2.0%	20
Contractual Services	254,404	231,262	73,650	54,464	-26.1%	-19,186
Equipment	36,531	28,886	1,700	1,734	2.0%	34
Fringe Benefits	137,592	195,075	243,240	260,176	7.0%	16,936
Operating Costs	79,930	117,500	68,593	70,536	2.8%	1,943
Salaries and Wages	683,576	987,759	1,025,855	1,110,942	8.3%	85,087
Total for General Fund - City	1,192,033	1,560,482	1,414,038	1,498,872	6.0%	84,834
Special Revenue Funds						
Contractual Services	225,118	338,755	82,657	303,191	266.8%	220,534
Equipment	7,430	0	1,300	1,326	2.0%	26
Fringe Benefits	139,158	137,869	193,221	223,610	15.7%	30,389
Operating Costs	3,819	678	9,250	9,435	2.0%	185

PLANNING DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PLANNING						
Special Revenue Funds						
Salaries and Wages	626,233	683,026	831,572	854,042	2.7%	22,470
Total for Special Revenue Funds	1,001,758	1,160,328	1,118,000	1,391,604	24.5%	273,604
Total for PLANNING	2,193,791	2,720,810	2,532,038	2,890,476	14.2%	358,438
ZONING						
General Fund - City						
Contractual Services	0	0	0	38,185	0.0%	38,185
Equipment	0	0	0	2,000	0.0%	2,000
Fringe Benefits	0	0	0	90,517	0.0%	90,517
Operating Costs	0	0	0	21,409	0.0%	21,409
Salaries and Wages	0	0	0	395,930	0.0%	395,930
Total for General Fund - City	0	0	0	548,041		548,041
Total for ZONING	0	0	0	548,041		548,041
Total for PLANNING DEPARTMENT	2,773,428	2,973,371	2,793,552	3,711,952	32.9%	918,400

PLANNING DEPARTMENT
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Planning	35.00	35.50	34.50	34.00	-1.45%	(0.50)
Graphics	4.00	4.00	4.00	4.00	0.00%	-
Zoning	-	-	-	8.00	-	8.00
Total FTE's	39.00	39.50	38.50	46.00	19.48%	7.50

POLICE DEPARTMENT

Mission Statement:

Implement effective prevention strategies and reduce crime in collaboration with the community and our criminal justice partners in an effort to realize our vision to have the City of Minneapolis be the safest place to live, work and visit.

Our Values are the following:
A workforce that reflects our community
Employees are our greatest asset
Protection of human rights
Excellence in serving the public
Honesty and integrity
Community and Community participation

Primary Businesses:

Crime Prevention and Reduction – Educating citizens, promoting prevention of crime and implementing crime reduction strategies, such as CODEFOR.

Law Enforcement – Enforcing the law, investigating crimes and prosecuting offenders.

Emergency Services – Responding to citizen calls for service and providing emergency police response to any emergency situation.

Internal Services – Providing strong organizational structure and support and assuring the police department operates efficiently and effectively.

Key Trends and Challenges Impacting the Department:

2003 will present significant challenges for the Police Department if it is to maintain its five-year string of continuous reductions of crime. Although our overall strategies such as CODEFOR, decentralization of services, problem solving, accountability and civilianization of some positions have been institutionalized within the organization, we now face new challenges such as the unforeseen tragedy of September 11, 2001, an ever-increasing immigrant population in our city, and high profile national policing issues such as racial profiling. These issues continue to test and stretch our ability to deal with the ever changing and increasing public service demands of our community. We will, however, do everything we can to build on successful strategies, continually striving to improve the quality of life for our residents, as defined in the trends and challenges we have outlined below:

Crime Reduction / CODEFOR:

Challenge: Achieving the MPD goal of a 3% reduction in crime in 2002.

Challenge: Significant reductions in crime from previous years now leveling off or in some cases, rising.

Current Crime Trend (Jan-June 2002): Increase of gang activity; increase in amount of narcotics seized; increase in property crimes; increase in financial crimes.

Challenge: Modifying CODEFOR to adapt to changing crime trends and community needs/concerns.

Challenge: Alleviating misperceptions of CODEFOR with concerned communities.

Challenge: Developing and implementing new and differing crime prevention strategies that are reflective of the ever changing methods of criminal activity including more sophisticated and cyber-crime.

Challenge: Working towards further reductions in crime with fewer numbers of sworn than in previous years while maintaining high levels of service to the community.

With over five years of strong reduction in serious crime in Minneapolis, we were faced with addressing a disturbing trend, started in September 2001, of increases in many crime categories. Coupled with our critical shortages of personnel, budget cuts and looming state deficits, our ability to reverse this trend will be seriously challenged. The MPD however, is rising to the challenge and confident that we can achieve our goal of a 3% reduction in crime in 2002. As of June 2002, we are seeing signs of the crime statistics rolling back to previous levels. We continue to attack crime at all avenues including: collaborations with our partners in the criminal justice system, focusing on Top Ten and repeat offenders, pro-active patrols, resource sharing, exploring new tactical and preventive options, strengthening partnerships with the community and establishing service priorities.

We are holding public CODEFOR meetings each month, geographically rotating through our thirteen Sector areas. These evening meetings give the citizens an opportunity to observe and discuss this most successful crime management strategy ever utilized in the City's history.

Increasing Immigrant Population:

Trend: Increasing numbers of people (non-English speaking) coming to Minneapolis from other countries.

Challenge: Connecting with the immigrant community and educating them about the MPD, laws, customs, crime prevention, etc.

Challenge: Communication with non-English speaking crime victims and persons needing police assistance.

Challenge: Educating Minneapolis Police officers on diverse cultures and differing perceptions of police.

Challenge: Recruiting/Hiring police officers representative of the increasingly diverse community we serve.

In 2002, the MPD was successful in hiring a full time FTE Somali liaison and a grant funded Latino liaison. Through our liaisons and community leaders, we offer bi-lingual informational and safety seminars. We are putting together an internal multicultural recruitment team whose members will attend career fairs and community events. We continue with our very successful Community Service Officer (CSO) program as a prelude to candidates for police officers. The response to recruitment for CSO is currently 50% protected class. The Human Resource Department concluded that a study of our promotion process resulted in no adverse impact for any group.

We have conducted awareness training on the Asian and Somali cultures and offer Street Spanish courses for our employees. We continue to use certified translation services, as we have in past decades, both for 911 emergencies and long-term bi-lingual communication (i.e. victim interview). We need to look at balancing the growing need to expand bi-lingual services and how-to-pay for these services

Community Involvement/Connections:

Challenge: Making meaningful connections with the Minneapolis communities and educating them on the values/mission of the department.

Challenge: Instilling a high level of respect and trust between the police and the community.

Challenge: Working with the community on changing negative perceptions of the MPD that may result due to lack of understanding by the police or the community.

Challenge: Connecting with our City's youth population in order to educate and foster relationships with our future community leaders.

Challenge: Meeting the citizen's customer service demands. Looking at how best to align resources and prioritize services to meet expectations.

Challenge: Working with the media to provide positive coverage of police activities.

The MPD has recently partnered with PERF (Police Executive Research Forum) on the Collaborative Leadership Project (Community Outreach), funded by the Federal COPS Office with the intent of bringing accountability to departments in building community relations with an emphasis on bias policing. We plan to use this process to institutionalize an infrastructure to build new and enlarge the pool of permanent connections between the sector lieutenants and the communities they serve. Just as the sector lieutenants are now held accountable for crimes being reported in their sectors, they will also be accountable for and reporting through our management strategy on the effectiveness of their community collaboration and relationships.

Meeting increased customer demands, including livability crimes (i.e. street corner drug dealing, drug houses, loitering, prostitution, etc.) will remain challenging. With budgets impacting many social agencies, we see the increase in demand for more overall police services and police with specialized training. We have instituted Crisis Intervention Teams, training officers to assist with responding to mentally ill calls, and we continue to explore equipment options for other crisis situations. 2003 will be one of challenge in prioritizing and communicating police service responses, realizing not all citizens will agree with our decisions.

The Police Activity League (PAL), SAFE workshops and other youth outreach programs have been very successful in bringing the department and the community together to help youth make better choices and convey to them an understanding of the police. The Public Information Officer will be tasked with helping commanders clarify the department's goals to the media and community. The new Chief's Advisory Council quarterly meeting, starting in the fall of 2002, will benefit from the groundwork of our community outreach efforts. At the council meetings, citizens will have the opportunity to discuss any topic with the chief and command staff.

Internal (Department Operations):

Trend: Increasing demand for police services; decreasing budgets.

Challenge: Streamlining the MPD and modifying the existing organizational structure of the department to meet community, organizational, and budget goals.

Challenge: Making the MPD run in the most efficient and effective way possible.

Challenge: Maintaining the highest standards of equipment and training for our existing employees and new hires.

Challenge: Working to maintain a positive working environment of our employees.

For 2002 the Department was mandated to operate with a \$4.2 million dollar cut from current service levels in 2001. We are striving to achieve this goal through effective use of our attrition, reductions of hiring new sworn employees and downsizing our organization; focusing on our main business lines of crime prevention, aggressive enforcement and collaboration with our criminal justice partners. The Department has been restructured to meet this goal including the elimination of one of our five Bureaus. We anticipate future streamlining, departmental restructuring and staff reassignment, as the funding projections for 2003 appear bleak.

Commanders have been directed to closely monitor overtime and expenses. We have encouraged employees to suggest cost-saving strategies. We look towards innovations in technology and management strategies to assist us in being able to continue outstanding service while projecting decreasing costs benefits.

Emergency Services:

Trend: Increasing demands on MPD for all emergency services.

Challenge: Meeting increased personnel, training and equipment needs in the face of tightening budgets.

Challenge: Assuring that the City of Minneapolis and the MPD are prepared to respond to any emergency situation.

Challenge: Maintaining vigilance within the department in our heightened level of alert.

Challenge: Maintaining the highest level of service and response to 911 calls for service.

Challenge: Increasing our level of internal technology and communications capabilities in an ever-increasing technological age.

The MPD, with support from the City, has always been a lead agency in emergency planning and preparedness. After the traumatic events of September 11, 2001, demands for police service skyrocketed, paralleling the fears of citizens and businesses whom expressed concerns about their safety. We now serve on the FBI's Joint Terrorism Task Force through a liaison assigned full-time from our Organized Crime Unit. Police Administration meets monthly (or as needed) with Hennepin County and other agencies to share information and coordinate future response protocols and we continue to be in contact with the Federal Government. Through grants in 2001 and 2002, we have been able to purchase Hazmat and other equipment and provide training to officers. We have supported the City's efforts to expand security at various locations, including City Hall hall. New policies were put in place, including responding to suspicious mail. In 2003 we look at facing a continued increase in challenges and calls from concerned citizens.

911 response remains our primary responsibility. As we look at ways to work smarter, with fewer resources, we will continue to focus our staffing priority to be the precinct officers who respond to 911 calls. Technological advancements, including Mobile Data Computers (MDC) in squad cars and 800 MHz Radio System will support efforts to continue our high level of service. We will continue to provide training and priority equipment to officers.

Special Events are an opportunity for both community relations and to strengthen our ability to manage large proceedings. "Staffing-up" for events is always a challenge, in staff and cost resources. Crowd control (planning for emergencies, potential arrests, traffic (foot and vehicle) flow, area security and general safety) is the main emphasis of special event planning. The annual standards, such as the Aquatennial are well established and event managers work smoothly with City departments. The Dome and Target Center attract large crowds enjoying sporting and musical events. We provide dignitary protection for Presidential visits. The MPD continues to assist other agencies in major events and emergency situations.

Key Enterprise Outcome Measures Influenced by the: Police Department

1. Reduce the number of serious (Part I) and livability crimes
2. Increase the percentage of citizens, especially victims, who report satisfaction regarding interactions with public safety staff (police, fire, inspections)
3. Reduce the loss of life and property due to emergency events and crime
4. Increase prevention education (fire and crime) efforts for citizens
5. Reduce opportunities for emergency situations and crime (i.e. vacant buildings)
6. Increase the percentage of citizens and business owners who report feeling safe in their neighborhoods and in commercial corridors

7. Increase the number of community events with a Fire and/or Police presence
8. Increase the percentage of media stories regarding public safety that are positive
9. Increase the percentage of people who live and work in Minneapolis that report satisfaction with City services
10. Increase the percentage of departments with a strong, diverse, competent workforce

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of Part I crimes	27,750	27,079	26,267	25,479	25,479
# of Part II crimes (Includes arrests generated by police activity)	45,070	45,169	43,814	42,500	42,500
% citizens who report satisfaction with the professionalism shown by police officers	data not available	78% *	data not available	data not available	data not available
# of homicides	50	43	43	40	40
\$ value of stolen during criminal activity	\$12,805,678	\$13,758,521	data not available	data not available	data not available
\$ value of expenditures for crime prevention education	data not available	data not available	data not available	data not available	data not available
# safety assessments conducted	374	470	502	536	536
# burglaries where entry was made through an unlocked door or window	1,602	1,659	1,102	748	748
% citizens who report feeling safe in their neighborhoods	data not available	80% *	data not available	data not available	data not available
% citizens who report feeling safe walking through DT during evening hours	data not available	74% *	data not available	data not available	data not available
# of community events where police were present to interact with the community	n/a	n/a	n/a	n/a	n/a
Examples of positive media stories regarding the police	data not available	data not available	data not available	data not available	data not available
% citizens expressing satisfaction with Police services	data not available	86% *	data not available	data not available	data not available
% of MPD employees who are women or people of color	40.4%	41.2%	41.1%	42%	42%

*Explanation of Performance Data for Key Enterprise Outcome Measures: ** Data from 2001 survey conducted of random sample of 1200 Minneapolis households by Market Line Research Corp on behalf of City of Minneapolis.

Primary Business: Crime Prevention and Reduction

(Service activities and performance measures sorted by business)

Service Activity: CODEFOR

Description: Computer Optimized Deployment Focus On Results. The four elements essential for crime control: accurate and timely information about crime that is occurring; rapid deployment of personnel and resources; effective tactics; and relentless follow-up and assessment. The CODEFOR unit is also responsible for compiling and submitting UCR crime statistics for the MPD.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% change in Part I crimes	10.6% reduction	3.3% reduction	3% reduction	3% reduction	3% reduction
# authorized sworn officers per 1000 residents	2.4	2.3	2.3	2.3	2.3
Part I reported crimes per 1000 residents*	72.5	71.1	68.6	66.6	66.6
Part II reported crimes per 1000 residents*	117.8	118.1	114.5	111.1	111.1
# Drug-related arrests	4,140	3,980	4,685	4,938	4,938
# Gang-related homicides	12	9	24	12	12
Total # homicides	50	43	43	40	40

Explanation of Key Performance Measures: Total Part I crimes decreased 2.4 percent from 2000 to 2001. Part I Violent Crimes decreased 6.9 percent and Part I Property Crimes decreased 1.6 percent.

*Based on the 2000 Census population of 382,618 residents.

	2001	2000	% Change	1999	1998	1997	1996	1995
Homicide	43	50	- 14.0	47	58	58	83	97
Rape	399	422	- 5.5	479	489	575	560	604
Robbery	1,943	1,948	- 0.3	2,122	2,400	3,325	3,268	3,577
Agg. Assault	1,716	1,984	-13.5	2,387	2,691	2,860	2,999	2,873
Burglary	4,092	4,514	- 9.3	5,634	6,560	8,302	7,717	8,071
Larceny	14,548	14,788	- 1.6	16,552	18,322	20,945	20,789	21,816
Motor Veh. Theft	4,079	3,783	+ 7.8	3,941	4,540	5,834	5,694	5,441
Arson	259	261	- 0.8	298	427	391	496	449
Total	27,079	27,750	- 2.4	31,460	35,487	42,290	41,606	42,928

Service Activity: Crime Prevention Education and Opportunity Reduction

Description: Includes prevention activity from the MPD's CCP/SAFE teams currently assigned to each precinct and the Downtown Command as well as the Police Athletic League (PAL).

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of CCP/SAFE and RECAP education outreach programs conducted with businesses and property owners	435 programs with 4,532 attendees	470 programs with 3,094 attendees	609 programs	649 programs	649 programs
# of CCP/SAFE and RECAP education outreach programs conducted with youths	95 programs with 2,718 youths	204 programs with 6,093 youths	195 programs	203 programs	203 programs
# security/safety workshops conducted	78 workshops with 2,356 attendees	110 workshops with 3,094 attendees	161 workshops	107 workshops	107 workshops
# home and business security and CPTED surveys conducted	523	210	204	195	195
% of burglaries with no sign of forced entry	35.5%	40.6%	35%	35%	35%
% youth participating in PAL cited or arrested vs. city juvenile population	data not available	2% of PAL youth participants 11% of all city juveniles	n/a	n/a	n/a
Youth brought to the Truancy Center	1,959	1,612*	1,850	n/a	n/a
Youth brought to the Curfew Center**	1,318	1,376	1,400	n/a	n/a

Explanation of Key Performance Measures: * Decrease due in part to the 4th Pct/Minneapolis Public Schools initiating a Truancy Determination program.

** CAPRS data, some precinct officers take youths directly home.

Service Activity: Organizing and Connecting with the Community

Description: The MPD organizes and connects with the community in a number of different ways. The below data provides only a snapshot of some of the methods used by the MPD to connect with the citizens of Minneapolis.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# Community Response Unit meetings attended	146	159	146	159	159
# block club activities	1,203 by over 990 block clubs with 45,694 attendees (inc. NNO)	1,552 by over 990 block clubs with 198,603 attendees (inc. NNO)	1,383 by over 990 block clubs (inc. NNO)	1,405 by over 990 block clubs (inc. NNO)	1,405 by over 990 block clubs (inc. NNO)
# Public Housing Team meetings attended	509	333	500	500	500
CCP/SAFE community meetings attended	4,008 meetings 99,663 attendees	3,782 meetings 86,877 attendees	3,872 meetings	3,990 meetings	3,990 meetings
# new block clubs: organized- new block leaders trained	77 261	57 207	78 228	80 231	80 231
School Liaison meetings attended	n/a	4,280	4,897	3,310	3,310

Explanation of Key Performance Measures:

Primary Business: Law Enforcement

(Service activities and performance measures sorted by business)

Service Activity: Apprehending suspects and investigating cases

Description: Includes information from patrol, investigations, and Public Housing Unit.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of arrests	Part I - 4,555 Part II - 31,723 Total - 36,278	Part I - 4,194 Part II - 31,218 Total - 35,412	Part I - 4,068 Part II - 30,281 Total - 34,394	Part I - 3,946 Part II - 29,373 Total - 33,319	Part I - 3,946 Part II - 29,373 Total - 33,319
% of Part I violent crime cases cleared	33.4%	data not available			
Precinct Investigations	# of reported crimes - 42,935 17.3% of crimes investigated 35% of investigations closed	# of reported crimes - 46,740 16% of crimes investigated 38% of investigations closed			
# of total crimes against persons cases reported*	19,809	19,311			
% of crimes against persons cases investigated	27.5%	24.9%			
% of crimes against persons investigations that were closed	31.9%	data not available			
Public Housing Team Cases investigated Arrests made	Cases - 860 Arrests - 141	Cases - 678 Arrests - 204			

Explanation of Key Performance Measures: * Crimes against persons includes Sex Crimes, Family Violence, Fraud/Forgery, and Homicide Unit cases.

Service Activity: Collaborations with criminal justice agencies

Description: The MPD partners with several law enforcement agencies in task forces which address specific crime and criminal activity directly affecting the City of Minneapolis.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Task Force	# of sworn assigned	# of sworn assigned	# of sworn assigned	# of sworn assigned	# of sworn assigned
Minnesota Gang Strike Force	9	10	7	1	
FBI Fugitive Task Force	2	2	2	1	
FBI Joint Terrorism Task Force	0	1	1	1	
DEA Task Force	2	2	1	1	
Mpls/St. Paul Airport Task Force	1	1	0	0	
Minnesota Financial Crimes Task Force	0	1	1	0	

Explanation of Key Performance Measures: Other collaborations include: Criminal Justice Coordinating Committee (CJCC), Integrated System Advisory Board, Community Court Task Force, Public Safety Facility Executive Committee, Drug Court Steering Committee, Metropolitan Medical Response System, Joint Committee on Community Corrections, Criminal Justice Task Force, Family Violence Coordinating Committee, MN HEALS Committee.

Service Activity: Traffic enforcement and investigation

Description: The MPD traffic unit handles accident investigations, reconstructions, and conducts proactive enforcement of traffic laws.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total accidents reported	8,418	8,079			
# of Accidents with personal injuries	4,140	3,626			
# of Accident fatalities	17	19	19	19	19
Accident investigations	5,294	2,015	2,100	2,800	2,800
# Hazardous citations issued by Traffic Unit	11,416	12,425	12,500	14,000	14,500
Total traffic arrests	1,482	1,605	1,650	1,800	1,800
DUI arrests	1,124	1,047	980	1,000	1,000
Hit and Run cases charged	842 (59%)	850 (67%)	900 (50%)	950 (50%)	950 (50%)

Explanation of Key Performance Measures:

Primary Business: Emergency Services

(Service activities and performance measures sorted by business)

Service Activity: 9-1-1 Emergency call response and dispatching (police, fire and medical)

Description: MECC dispatches emergency calls for service to both the MPD and MFD.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total 9-1-1 calls answered	418,890	426,423	450,000	475,000	475,000
Total events dispatched	Police - 409,657 Fire - 34,553 Ambulance - 40,649	Police - 451,457 Fire - 34,924 Ambulance - 40,115	Police- 450,000 Fire-35,000	Police- 450,000 Fire- 35,000	Police – 450,000 Fire – 35,000
Calls answered per 9-1-1 dispatcher	12,114	11,802	12,828	15,833	15,833
Average answer time	6 seconds	5 seconds	5 seconds	5 seconds	5 seconds
% of calls answered in less than 10 seconds	89%	90%	90%	90%	90%
Avg. # of calls dispatched per dispatcher	12,488	13,798	14,697	14,697	14,697
# of quality of service inquiries	88	104	62	75	75
# of sustained errors	34 (39%)	67 (64%)	32 (52%)	36 (48%)	36 (48%)

Explanation of Key Performance Measures:

Service Activity: Police emergency service/response

Description: The MPD handles many special events and details throughout the year that involve the entire department. The MPD Emergency Response Unit responds to emergency situations throughout the City of Minneapolis which require resources beyond the capability of regular MPD services.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Operation 100's	6	6	5	6	5
# of high risk warrants served	274	362	270	290	290
# of Protests and dignitary functions	35	33	24	24	24
# of Special events	95	110	120	120	120
Police Reserve	n/a	Special events: 81 Emergency Call-outs: 4	Special events: 166 Emergency Call-outs: 5	Special events: 223 Emergency Call-outs: 5	Special Events: 223 Emergency Call outs: 5

Explanation of Key Performance Measures:

Primary Business: Internal Services

(Service activities and performance measures sorted by business)

Service Activity: Support Services (property, incident reporting)

Description: Support Services includes, property and evidence, transcription, teleserve, criminal history/records.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of offense reports entered into the CAPRS case management system.	113,691	108,550	114,401	115,199	115,199
# of offense/arrest reports taken by Support Services personnel.	105,748	98,828	98,000	97,000	97,000
# of offense/arrest reports taken by TeleServ Unit	9,270	9,617	9,600	9,600	9,600
Total pieces of property processed.	275,535	287,588	300,000	300,000	300,000
Criminal history packs processed	34,894	33,392	33,500	33,500	33,500
NCIC/MINCIS criminal histories/driving records Entries/Retrievals	6,496	6,453	6,500	6,500	6,500

Explanation of Key Performance Measures:

Service Activity: Identification

Description: Identification Division is responsible for identifying criminal suspects through the gathering and processing of evidence. This includes crime scene and evidence processing, forensic photography and video, latent print development and identification, firearm and toolmark examinations, firearm proximity and function testing, and operating the robbery suppression camera and Varda alarm programs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Latent Prints Examined	5,674	7,481	7,200	7,300	7,300
MAFIN fingerprint entries processed	8,100	7,324	7,500	7,500	7,500
Suspects Identified	171	226	200	200	200
Suspects identified as % of crime scenes processed	14.9%	20%	15%	18%	18%
# of service calls	2,718	2,678	2,700	2,700	2,700
# of crime scenes processed	1,142	1,104	1,150	1,150	1,150
# of firearms, toolmarks, serial numbers examined	1,902	962*	1,000	1,000	1,000
# of automobiles processed	443	488	470	475	475

Explanation of Key Performance Measures: * One trained examiner retired and the promoted trained examiner was on maternity leave so case work was not performed.

Service Activity: License Investigations - Gambling and Liquor functions

Description: Initiates and completes investigations of license applicants as required by statute and ordinance and investigates criminal and regulatory violations of gambling laws.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Gambling	premise permits - 44 Exempt applications - 96	premise permits - 45 Exempt applications - 102	premise permits - 45 Exempt applications - 116	premise permits - 45 Exempt applications - 110	premise permits - 45 Exempt applications - 110
Gambling	Complaints - 47 On-site inspections - 73 Compliance reviews - 16	Complaints - 40 On-site inspections - 55 Compliance reviews - 12	Complaints - 40 On-site inspections - 75 Compliance reviews - 16	Complaints - 40 On-site inspections - 60 Compliance reviews - 16	Complaints - 40 On-site inspections - 60 Compliance reviews - 16
Gambling tax revenue	\$351,209	\$302,738	\$300,000	\$300,000	\$300,000
Liquor, wine and beer license application reports	200	178	200	200	200
Temporary beer permits	37	40	40	40	40
Alcohol related complaints	80	80	80	80	80
Underage liquor decoys	372	398	450	450	450
Handgun applications	1,650	1,737	1,650	1,700	1,700
Business License	applications - 406 On-site inspections - 450	applications - 418 On-site inspections - 478	applications - 400 On-site inspections - 450	applications - 400 On-site inspections - 450	applications - 400 On-site inspections - 450

Explanation of Key Performance Measures:

Service Activity: Licensing Pawn/Handgun Function

Description: This function processes all requests for handgun applications to carry and purchase and operates and maintains electronic pawn database (APS).

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Automated Pawn System participating agencies	41	47	60	200	200
APS new items in system	256,961	299,691	400,000	500,000	500,000
Total items in system	644,011	963,740	1,363,000	1,863,000	1,863,000
Total customer records	129,000	172,310	222,000	297,000	297,000
Total items held/confiscated	807	857	1,000	1,200	1,200
Handgun applications	1,650	1,737	1,650	1,700	1700

Explanation of Key Performance Measures:

Service Activity: Professional Development

Description: Conducts pre-service and in-service training for new and existing employees of the MPD. Ensures that all continuing education requirements mandated by statute and policy are met. Also responsible for recruitment of new personnel and completion of background investigations for new sworn/non-sworn employees. Below data summarizes recruitment activity and background investigations occurring within the Professional Development Unit.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# new officers attended Recruit School	22*	24	30	25	25
# Crisis Intervention Team officers	0	43	77	120	120
In-service training attendees	Officers - 900+ non-sworn - 50	Officers - 850+ non-sworn - 265	Officers - 861 non-sworn - 272	Officers - 861 Non-Sworn - 272	Officers - 861 Non-Sworn - 272
Firearms training (FATS)	7	25	50	50	50

Interview/interrogation - # officers attending	46	7	20	58	58
New supervisor training - # sworn officers attending	22	17	20	20	20
Recruitment contacts made:	2,500	4,000	3,200	3,000	3,000
Career fairs participated in:	5	8	10	8	8
# Recruit applicants	n/a, protected class - n/a	313, 14.7% protected class	400, 37.5% protected class	400, 37.5% protected class	400, 37.5% protected class
# Recruits hired: # CSOs hired:	0 0	16, 37.5% protected class 15, 50% protected class	30, 20% protected class 20, 50% protected class	25, 30% protected class 20, 50% protected class	25, 30% protected class 20, 50% protected class
# of pre-hires investigated (sworn)	130	209	150	200	200
# of sworn pre-hires hired	20	16	45	45	45
# pre-hires rejected or withdrawn	n/a	35	400	400	400
Civilian employee background checks	250	304	350	400	400
# of Non-criminal background checks (MPD only)	433	836	650	650	650
# of HUD background checks	2,909	3,585	3,000	3,000	3,000

Explanation of Key Performance Measures: * Includes 2 Park PD, ** Includes 1 Park PD

In a recent five-year study covering the years 1995 through 2000, the promotion rate was 30 percent for Asians and 15.2 percent for African Americans, compared to 9.6 percent for Caucasians. The female promotion rate was 14.2 percent compared to 9.4 percent for males. The study concluded that the promotion process in MPD has operated without adverse impact against any group for the period studied.

Service Activity: Operations Development

Description: Operations Development is responsible for reviewing and updating MPD policies and procedures, researching, developing and implementing new and existing programs, policies, procedures, and equipment. Maintains vehicle fleet and manages/distributes all equipment and supplies and manages the MPD court liaison function.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Manual policy revisions	15	47	60	40	40
Other special orders	40	11	10	10	10
Information requests (internal and external)	n/a	47	50	50	50
Surveys completed	n/a	11	15	15	15
Grant applications	15	20	20	20	20
Grant awards	14	16	16	16	16
Projects completed	n/a	13	20	20	20

Explanation of Key Performance Measures:

Service Activity: Internal Affairs

Description: The Internal Affairs Unit is responsible for conducting investigations of police/employee misconduct based upon internal/external complaints.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# complaints against officers investigated by Internal Affairs	45	38	40	40	40
# separate allegation of misconduct	70	41	60	45	45
% of sustained allegations by Internal Affairs	22.8%	53%	25%	50%	50%
# CRA complaints investigated	95	114	20*	20*	20*
# CRA complaints sustained	1	0	0	0	0
Civil legal claims against the MPD	214 claims (\$305,904) 71 claims paid (\$107,280)	207 claims (\$125,226) 54 claims paid (\$48,806)	200 claims (\$118,000) 48 claims paid (\$40,000)	190 claims (\$115,000) 45 claims paid (\$39,000)	190 claims (\$115,000) 45 claims paid (\$39,000)

Explanation of Key Performance Measures: There was a 16% decrease in the number of cases investigated and a 41% decrease in the number of allegations.

*The impact of the redesign of the CRA on the Internal Affairs caseload is not known.

Service Activity: Quality Assurance

Description: The Quality Assurance Unit routinely reviews and audits Department operations on a wide scale and makes recommendations for corrective actions and/or changes in policy to the Administration as appropriate. The unit also performs audits of various organizations as requested by the Administration.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Quality Assurance Unit audits conducted	n/a	2	5	3	3
Operational assessments	n/a	6	8	2	2
Agency/unit reviews	n/a	1	1	0	0
Precinct/Unit Inspections	n/a	0	1	4	4

Explanation of Key Performance Measures: The QAU conducted audits of the Canine Unit and 5th Precinct Investigations Unit. Assessments of the Use of Force Policy, Informant Funds Policy, Consent Search Policy, Auto Desk Function, Arrest Reports, Booking, and Special Duty/Training timekeeping reporting were performed. The agencies reviewed were the Minnesota Gang Strike Force and Minneapolis Impound Lot.

Financial Analysis:

Due to a systems error the financial information reported in this section may not match the information presented in the Police Department's budget pages, which follow. The total expenditure budget figures for the Department are correct; however, percentage change figures associated with expenditure line items may not match up exactly. The percentages reported in this Financial Analysis section are the correct figures.

Expenditures

The majority of the Police Department's expenditure increases come in the form of salaries/wages and fringe benefits increases. While the Police Department labor contract has not yet been negotiated, a 3.2 percent rate of increase was assumed for this and all other labor contracts which are yet unsettled.

The salary and wages component of the Police Department's adopted budget increased 6.84 percent from the 2002 adopted budget to the 2003 adopted budget. The Department's fringe benefits increase 6.01 percent over the 2002 adopted amount.

The largest non-personnel increases in the General Fund are for natural gas and electricity, which combined are expected to increase approximately \$85,000.

Non-personnel costs across all fund decreased 6.7 percent from the 2002 adopted budget. This decrease can be largely attributed to a decrease in the Department's estimated equipment expenditures. The equipment category shows a 58 percent decrease in projected expenditures, which equates to a decrease of approximately \$1 million. The bulk of this spending decrease is due to reductions in the grant fund equipment budget and is largely due to the fact that the department does not budget grant revenue until the grant is received.

The City Council adopted budget also includes an enhanced traffic enforcement initiative.

Revenue

The primary sources of revenue for the Police Department in the General Fund are state grants (\$4.5 million), fines and forfeitures (\$4.0 million), and charges for services (\$2.06 million). The most significant state grants received in the past has been the Public Employees Retirement Association (PERA) aid, which is reserved to offset Police PERA pension costs in the General Fund. The revenue in the charges for services category encompasses several items such as the police services contracts with the Minneapolis Public Housing Authority (MPHA) and Minneapolis Public Schools, detox billing to the County, fingerprint services, background checks, and other security services that are billed to City departments, such as water plant security

The most significant changes in revenue for the Police Department are directly related to the Police Department's work with the MPHA. In 2001, the overtime rates related to MPHA were significantly reduced. However, this decrease was not evident when 2002 revenue estimates were prepared so the decrease is seen starting in 2003. This overtime is reimbursed by the MPHA on an annual basis.

Another decrease in revenue is seen in the other services provided category, reflecting a change in billing practices for boarded buildings. Starting with the 2003 budget, this billing function has been transferred to the Inspections Department.

Finally, decreases in grant revenue reflect the practice of recognizing grant revenue when the grants are received and appropriated by the Council. These decreases do not necessarily reflect a decrease in the amount of grant revenue received; however, that is a possible scenario as many state and federal grant programs are experiencing financial constraints as well.

Fund Allocation

Ninety-eight percent of the Police Department's budget is located in the General Fund. The remainder, approximately 2 percent, of the Department's budget is found in the Special Revenue Funds (i.e., grant funds).

FTE Changes

In addition to the Mayor recommended and City Council adopted target strategy, the Police Department FTE's have been reduced by 31.5 from their 2002 adopted level. Twenty-two of these FTE's are sworn personnel, while the remaining 9.5 are non-sworn. The reductions in sworn FTE's are as follows:

- Reduction of 3.0 Lieutenants
- Reduction of 3.0 Officers
- Reduction of 16.0 Sergeants

It should be noted that while the Department has, as part of their cost-savings strategies in previous years, left many of these positions vacant. As such, the majority of these positions have been essentially "cut" for some time. Removing them from the Department's FTE count reconciles the past practice of leaving them vacant.

Summary of Target Strategies:

2 Percent Reduction Strategy: The Department's 2 percent strategy totals approximately \$2.1 million in savings. This strategy outlines reductions in personnel, both sworn and civilian personnel, and non-personnel.

Personnel

The reduction in personnel would entail leaving 24 sworn positions open for the entire year, as well as factoring in attrition of 2.5 sworn FTE's per month. This strategy would achieve a reduction of approximately \$1.3 million. Six civilian positions would remain unfilled allowing for estimated savings of approximately \$400,000.

Non-Personnel

The Department is proposing reducing their fleet, parking, rent, cell phones and radio expenses for savings of approximately \$400,000.

4 Percent Reduction Strategy: The 4 percent strategy would be achieved by implementing the 2 percent strategy and eliminating the Hennepin County Jail fees, which are estimated to total approximately \$2.5 million for 2003. The assessment to the City would be replaced by a citation surcharge throughout Hennepin County. This strategy would need to be in place by January 21st for the savings to be fully recognized.

Title: Target Option 1 (2 percent reduction)

Fund # 0100

Agency # 400

Organization # B137, P300,
DT03 and 4000

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	\$49,100	\$0	1.0	Janitor at First Precinct, remodeled fire station
0100	(\$2,046,176)	\$0		Attrition, related equipment, rent and parking
0100	(\$103,549)			Rent old First Precinct; part of this revenue will be used to offset expense of Janitor

Mayor's Recommendation:

The Mayor recommends this target strategy.

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: (\$2,100,622)

Revenue: \$0

Proposal Description:

Describe how the proposal impacts your service activities and performance measures: In order to reach the 2% \$2 million dollar reduction proposal for the Police Department, our current hiring and attrition projections for sworn personnel will result in a \$2,563,643 savings from current service level.

Offsetting that, we will hire a class of 25 new officers in March and an October class of 17 new officers at a cost of \$1,205,255 for a net attrition savings in 2003 of \$1,358,389. In addition, the Department will average six unfilled civilian positions through the year for a civilian attrition savings from current service level of \$392,784. A review of our non-personnel budget as identified savings in fleet reduction, parking, rent, equipment rent, cell phone change-over for an additional \$300,508 for a sub-total savings of \$2,046,173.

In addition, the move from the Downtown Command to the newly renovated fire station will result in a net savings from current service level of an additional \$54,449 for a total 2 percent option reduction of \$2,100,622. In order to reach the 2 percent, \$2 million dollar reduction proposal for the Police Department, our current hiring and attrition projections for sworn personnel will result in a \$2,563,643 savings from current service level.

POLICE DEPARTMENT
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	9,080,926	8,988,252	10,859,204	10,776,748	-0.8%	-82,456
Equipment	185,369	136,033	157,675	185,207	17.5%	27,532
Fringe Benefits	15,333,071	14,586,906	16,701,652	16,404,866	-1.8%	-296,786
Operating Costs	4,474,631	4,188,146	5,271,593	6,515,856	23.6%	1,244,263
Salaries and Wages	61,150,469	63,118,656	59,953,854	64,148,121	7.0%	4,194,267
Total for General Fund - City	90,224,466	91,017,993	92,943,978	98,030,798	5.5%	5,086,820
Special Revenue Funds						
Contractual Services	1,538,425	926,767	641,031	468,534	-26.9%	-172,497
Equipment	731,279	1,317,311	1,704,598	590,828	-65.3%	-1,113,770
Fringe Benefits	263,401	301,113	104,056	98,376	-5.5%	-5,680
Operating Costs	392,937	313,649	462,532	252,184	-45.5%	-210,348
Salaries and Wages	1,290,867	1,399,461	357,347	489,863	37.1%	132,516
Transfers	6,800	10,000	0	0	0.0%	0
Total for Special Revenue Funds	4,223,709	4,268,301	3,269,564	1,899,785	-41.9%	-1,369,779
Total for POLICE DEPARTMENT	94,448,175	95,286,294	96,213,542	99,930,583	3.9%	3,717,041

POLICE DEPARTMENT Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	245,891	47,445	240,100	201,500	-16.1%	-38,600
Charges for Service	1,916,587	2,188,199	2,314,719	2,059,820	-11.0%	-254,899
Fines and Forfeits	2,955,120	3,248,040	2,930,000	3,999,377	36.5%	1,069,377
Interest	1,061	-1,464	50	0	-100.0%	-50
Licenses and Permits	967	2,365	3,000	2,300	-23.3%	-700
Operating Transfers In	191,332	120,660	190,000	157,000	-17.4%	-33,000
Other Misc Revenues	23,768	59,116	23,210	1,680	-92.8%	-21,530
State Government	4,300,499	4,512,896	4,450,000	4,450,000	0.0%	0
Total for General Fund - City	9,635,227	10,177,257	10,151,079	10,871,677	7.1%	720,598
Special Revenue Funds						
Charges for Sales	11,221	0	0	0	0.0%	0
Contributions	34,055	74,057	29,795	29,795	0.0%	0
Federal Government	2,612,931	2,387,002	1,542,000	490,000	-68.2%	-1,052,000
Fines and Forfeits	690,265	748,903	600,000	600,000	0.0%	0
Interest	76,609	109,248	0	0	0.0%	0
Licenses and Permits	186,285	215,946	250,000	250,000	0.0%	0
Operating Transfers In	70,700	71,154	0	0	0.0%	0
Other Misc Revenues	113,562	0	0	0	0.0%	0
Sales and Other Taxes	351,209	302,738	340,000	320,000	-5.9%	-20,000
State Government	504,058	599,381	390,000	340,750	-12.6%	-49,250
Total for Special Revenue Funds	4,650,896	4,508,429	3,151,795	2,030,545	-35.6%	-1,121,250
Total for POLICE DEPARTMENT	14,286,123	14,685,686	13,302,874	12,902,222	-3.0%	-400,652

POLICE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
CENTRAL SERVICE BUREAU						
General Fund - City						
Contractual Services	5,422,402	5,369,091	6,327,859	8,297,455	31.1%	1,969,596
Equipment	57,542	12,254	14,400	184,707	1,182.7%	170,307
Fringe Benefits	3,595,707	3,635,061	2,380,458	2,250,358	-5.5%	-130,100
Operating Costs	2,473,851	2,293,177	2,751,776	2,984,662	8.5%	232,886
Salaries and Wages	9,506,477	9,573,919	9,888,343	9,474,618	-4.2%	-413,725
Total for General Fund - City	21,055,979	20,883,502	21,362,836	23,191,800	8.6%	1,828,964
Special Revenue Funds						
Contractual Services	295,125	372,217	118,482	100,000	-15.6%	-18,482
Equipment	62,255	12,015	46,000	81,250	76.6%	35,250
Fringe Benefits	48,214	51,007	0	16,140	0.0%	16,140
Operating Costs	99,778	128,084	119,132	100,000	-16.1%	-19,132
Salaries and Wages	228,736	282,863	0	161,898	0.0%	161,898
Total for Special Revenue Funds	734,108	846,185	283,614	459,288	61.9%	175,674
Total for CENTRAL SERVICE BUREAU	21,790,087	21,729,687	21,646,450	23,651,088	9.3%	2,004,638
EMERGENCY COMMUNICATIONS CTR						
General Fund - City						
Contractual Services	337,128	240,627	400,156	414,846	3.7%	14,690
Equipment	28,324	83,764	68,400	0	-100.0%	-68,400
Fringe Benefits	1,550,282	1,499,264	1,730,145	1,875,076	8.4%	144,931
Operating Costs	250,777	234,325	326,034	333,444	2.3%	7,410
Salaries and Wages	6,466,475	6,703,354	6,904,919	7,086,601	2.6%	181,682
Total for General Fund - City	8,632,986	8,761,334	9,429,654	9,709,967	3.0%	280,313
Special Revenue Funds						
Contractual Services	100,392	75,557	0	0	0.0%	0
Equipment	98,638	569,301	250,100	275,000	10.0%	24,900
Operating Costs	9,705	8,316	0	0	0.0%	0
Total for Special Revenue Funds	208,736	653,174	250,100	275,000	10.0%	24,900
Total for EMERGENCY COMMUNICATIONS C1	8,841,721	9,414,508	9,679,754	9,984,967	3.2%	305,213
INTERNAL SERVICES BUREAU						
General Fund - City						
Contractual Services	1,792,616	1,507,365	2,065,480	0	-100.0%	-2,065,480
Equipment	9,940	480	63,275	0	-100.0%	-63,275
Fringe Benefits	279,756	112,371	221,187	0	-100.0%	-221,187
Operating Costs	341,972	341,972	472,141	0	-100.0%	-472,141
Salaries and Wages	0	0	339,382	0	-100.0%	-339,382
Total for General Fund - City	2,424,283	1,962,188	3,161,465	0	-100.0%	-3,161,465

POLICE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
INTERNAL SERVICES BUREAU						
Special Revenue Funds						
Fringe Benefits	0	0	18,301	0	-100.0%	-18,301
Total for Special Revenue Funds	0	0	18,301	0	-100.0%	-18,301
Total for INTERNAL SERVICES BUREAU	2,424,283	1,962,188	3,179,766	0	-100.0%	-3,179,766
NORTH FIELD SERVICE BUREAU						
General Fund - City						
Contractual Services	953,718	1,036,466	1,428,228	1,461,536	2.3%	33,308
Equipment	76,527	14,392	8,000	0	-100.0%	-8,000
Fringe Benefits	5,115,168	4,583,531	5,134,922	5,666,437	10.4%	531,515
Operating Costs	1,056,943	970,424	1,331,169	1,541,118	15.8%	209,949
Salaries and Wages	21,603,229	22,398,402	23,099,656	24,143,640	4.5%	1,043,984
Total for General Fund - City	28,805,585	29,003,214	31,001,975	32,812,731	5.8%	1,810,756
Special Revenue Funds						
Contractual Services	79,729	61,877	44,500	0	-100.0%	-44,500
Equipment	149,266	37,781	774,068	0	-100.0%	-774,068
Fringe Benefits	44,112	66,525	0	0	0.0%	0
Operating Costs	49,835	87,478	191,000	0	-100.0%	-191,000
Salaries and Wages	260,245	427,964	0	70,000	0.0%	70,000
Total for Special Revenue Funds	583,187	681,626	1,009,568	70,000	-93.1%	-939,568
Total for NORTH FIELD SERVICE BUREAU	29,388,772	29,684,840	32,011,543	32,882,731	2.7%	871,188
POLICE DEPARTMENT						
General Fund - City						
Contractual Services	66,129	65,179	53,853	50,143	-6.9%	-3,710
Equipment	1,953	0	0	0	0.0%	0
Fringe Benefits	272,580	223,781	247,756	167,331	-32.5%	-80,425
Total for General Fund - City	340,662	288,960	301,609	217,474	-27.9%	-84,135
Total for POLICE DEPARTMENT	340,662	288,960	301,609	217,474	-27.9%	-84,135
POLICE DEPARTMENT						
General Fund - City						
Fringe Benefits	0	0	2,166,538	0	-100.0%	-2,166,538
Total for General Fund - City	0	0	2,166,538	0	-100.0%	-2,166,538
Total for POLICE DEPARTMENT	0	0	2,166,538	0	-100.0%	-2,166,538
POLICE DEPARTMENT						
General Fund - City						
Operating Costs	144,277	105,677	166,848	171,653	2.9%	4,805
Total for General Fund - City	144,277	105,677	166,848	171,653	2.9%	4,805
Total for POLICE DEPARTMENT	144,277	105,677	166,848	171,653	2.9%	4,805

POLICE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	0	0	0	-1,751,173	0.0%	-1,751,173
Total for General Fund - City	0	0	0	-1,751,173		-1,751,173
Total for POLICE DEPARTMENT	0	0	0	-1,751,173		-1,751,173
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	1,222,171	1,188,625	1,233,836	757,488	-38.6%	-476,348
Total for General Fund - City	1,222,171	1,188,625	1,233,836	757,488	-38.6%	-476,348
Total for POLICE DEPARTMENT	1,222,171	1,188,625	1,233,836	757,488	-38.6%	-476,348
POLICE DEPARTMENT						
General Fund - City						
Salaries and Wages	0	0	-4,797,363	0	-100.0%	4,797,363
Total for General Fund - City	0	0	-4,797,363	0	-100.0%	4,797,363
Total for POLICE DEPARTMENT	0	0	-4,797,363	0	-100.0%	4,797,363
POLICE DEPARTMENT						
Special Revenue Funds						
Contractual Services	575	0	800	0	-100.0%	-800
Equipment	0	0	0	1,545	0.0%	1,545
Operating Costs	407	2,033	2,700	0	-100.0%	-2,700
Total for Special Revenue Funds	982	2,033	3,500	1,545	-55.9%	-1,955
Total for POLICE DEPARTMENT	982	2,033	3,500	1,545	-55.9%	-1,955
SOUTH FIELD SERVICE BUREAU						
General Fund - City						
Contractual Services	508,934	769,524	583,628	552,768	-5.3%	-30,860
Equipment	11,084	25,143	3,600	500	-86.1%	-3,100
Fringe Benefits	4,519,578	4,532,899	4,820,646	6,445,664	33.7%	1,625,018
Operating Costs	206,811	242,571	223,625	1,484,979	564.0%	1,261,354
Salaries and Wages	22,352,116	23,254,355	23,285,081	24,436,947	4.9%	1,151,866
Total for General Fund - City	27,598,523	28,824,492	28,916,580	32,920,858	13.8%	4,004,278
Special Revenue Funds						
Contractual Services	1,062,604	417,116	477,249	368,534	-22.8%	-108,715
Equipment	421,120	698,213	634,430	233,033	-63.3%	-401,397
Fringe Benefits	171,074	183,581	85,755	82,236	-4.1%	-3,519
Operating Costs	233,213	87,738	149,700	152,184	1.7%	2,484
Salaries and Wages	801,885	688,634	357,347	257,965	-27.8%	-99,382

POLICE DEPARTMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
<i>SOUTH FIELD SERVICE BUREAU</i>						
Special Revenue Funds						
Transfers	6,800	10,000	0	0	0.0%	0
<i>Total for Special Revenue Funds</i>	2,696,696	2,085,282	1,704,481	1,093,952	-35.8%	-610,529
<i>Total for SOUTH FIELD SERVICE BUREAU</i>	30,295,218	30,909,775	30,621,061	34,014,810	11.1%	3,393,749
<i>Total for POLICE DEPARTMENT</i>	94,448,175	95,286,294	96,213,542	99,930,583	3.9%	3,717,041

POLICE DEPARTMENT
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	13.00	13.00	13.00	12	-7.69%	(1.00)
North Field Services Bureau	386.00	384.00	386.00	423.50	9.72%	37.50
South Field Services Bureau	411.00	411.00	410.00	436.00	6.34%	26.00
Central Services Bureau	140.50	138.50	138.50	130.00	-6.14%	(8.50)
Internal Services Bureau	136.50	140.50	140.50	-	-	-
Emergency Communications Center	104.00	95.50	95.50	149.50	56.54%	54.00
Total FTE's	1,191.00	1,182.50	1,183.50	1,151.00	-2.75%	(32.50)

Expense Information for Public Works

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Capital Outlay	17,294	3,274	0	0		0
Contractual Services	800,046	1,197,140	1,601,936	1,624,046	1.4%	22,110
Equipment	86,815	84,800	65,200	79,620	22.1%	14,420
Fringe Benefits	663,170	536,192	816,515	872,138	6.8%	55,623
Operating Costs	173,497	175,945	-8,010	197,065	-2,560.2%	205,075
Salaries and Wages	2,695,329	2,308,949	2,895,260	3,016,064	4.2%	120,804
Total for Capital Projects	4,436,151	4,306,300	5,370,901	5,788,933	7.8%	418,032
Enterprise Funds						
Capital Outlay	12,763	481,585	62,500	63,750	2.0%	1,250
Contractual Services	56,309,096	85,648,125	63,517,593	67,757,511	6.7%	4,239,918
Equipment	1,584,196	1,258,322	2,107,362	2,527,490	19.9%	420,128
Equipment Labor	7,795	1,180	0	0		0
Fringe Benefits	7,101,221	7,230,265	8,446,459	9,703,174	14.9%	1,256,715
Operating Costs	30,510,809	7,739,084	38,464,791	38,922,822	1.2%	458,031
Salaries and Wages	22,233,997	23,955,446	25,583,640	28,023,842	9.5%	2,440,202
Transfers	0	680,000	0	0		0
Total for Enterprise Funds	117,759,877	126,994,007	138,182,345	146,998,589	6.4%	8,816,244
General Fund - City						
Capital Outlay	0	0	2,455	2,504	2.0%	49
Contractual Services	14,660,390	16,506,237	15,499,759	16,429,000	6.0%	929,241
Equipment	276,008	404,923	326,285	307,311	-5.8%	-18,974
Fringe Benefits	3,627,593	3,758,038	4,292,890	4,514,069	5.2%	221,179
Operating Costs	4,040,856	4,635,442	3,897,826	4,044,519	3.8%	146,693
Salaries and Wages	12,138,063	13,507,190	12,285,381	12,972,534	5.6%	687,153
Total for General Fund - City	34,742,910	38,811,830	36,304,596	38,269,937	5.4%	1,965,341
Internal Service Funds						
Capital Outlay	64,376	2,008	7,000	7,140	2.0%	140
Contractual Services	7,134,481	11,124,954	8,443,601	8,414,475	-0.3%	-29,126
Equipment	3,069,712	24,000	6,750,750	6,885,765	2.0%	135,015
Equipment Labor	15,163	16,259	0	0		0
Fringe Benefits	4,667,988	4,799,717	5,267,778	6,472,785	22.9%	1,205,007
Operating Costs	5,932,970	6,632,012	6,654,630	6,780,982	1.9%	126,352
Salaries and Wages	14,688,332	15,862,288	16,736,243	19,306,047	15.4%	2,569,804
Total for Internal Service Funds	35,573,022	38,461,238	43,860,002	47,867,194	9.1%	4,007,192
Special Revenue Funds						
Contractual Services	52,388	162,498	160,000	267,000	66.9%	107,000
Operating Costs	353	0	0	0		0
Total for Special Revenue Funds	52,741	162,498	160,000	267,000	66.9%	107,000
Total for Public Works	192,564,700	208,735,873	223,877,844	239,191,653	6.8%	15,313,809

PUBLIC WORKS DEPARTMENT
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	20.00	20.00	21.00	20.00	-4.76%	(1.00)
Engineering Materials	26.50	26.50	26.50	26.50	0.00%	-
Engineering Services	98.50	98.50	105.50	112.50	6.64%	7.00
Equipment Services	247.60	247.60	257.60	257.10	-0.19%	(0.50)
Field Services	196.50	207.10	203.70	200.90	-1.37%	(2.80)
Property Services	65.00	63.90	66.80	96.35	44.24%	29.55
Sewer Maintenance	59.10	61.10	61.90	63.60	2.75%	1.70
Solid Waste	120.65	126.65	126.50	124.80	-1.34%	(1.70)
Transportation	108.04	110.54	116.54	115.04	-1.29%	(1.50)
Water	240.75	240.75	241.00	239.75	-0.52%	(1.25)
Total FTE's	1,182.64	1,202.64	1,227.04	1,256.54	2.40%	29.50

PUBLIC WORKS

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.

Primary Businesses:

Provide a strong, safe and cost-efficient infrastructure

Provide an adequate supply of quality water

Manage residential solid waste

Manage vehicular and pedestrian traffic/parking

Ensure a clean, safe public right-of-way

Support the City's internal operations

Key Trends and Challenges Impacting the Department:

I. Infrastructure gap

In 1997, Public Works produced the State of the Public Infrastructure Report. The report identified then-current infrastructure maintenance and capital expenditures and the recommended amounts based on recommended standards. The gap between current and recommended was identified, and the City programmed a gap closure plan. The report categorized the City's infrastructure into 16 elements: streets, alleys, retaining walls, bridges, traffic signals, streetlights, traffic signs, parking meters, storm drainage, sanitary sewers, storm tunnels, sanitary tunnels, water treatment, water distribution, buildings, and radio. From 1997 to present, approved infrastructure maintenance gap decision packages have closed part of the gap in the enterprise funds (sewer and water). However, because of simultaneous target reductions in General Fund areas, even with the approved decision packages since 1997, the maintenance gap has increased in streets, alleys, retaining walls, bridges, traffic signals, streetlights, and traffic signs.

Public Works is submitting infrastructure maintenance gap decision packages for the 2003 budget. They total \$740,000 in the General Fund, \$100,000 in the Sewer Fund, \$600,000 in the Water Fund, and \$130,000 in the Lands and Buildings Fund. The Department believes these budget initiatives should be approved so that the

infrastructure maintenance gap does not grow larger. If they are not approved, the target reductions in these infrastructure maintenance areas should be reduced by this amount since the City gap that produced the targets included the aforementioned maintenance gap reductions as a given.

II. Target Reductions

Over the past several months, the Public Works management team has been developing a framework of how the department should be changing to meet the City's needs in the future. Public Works has discussed and questioned all the services provided by the department. The Department identified categories of services which Public Works, as part of the City enterprise, must and should do to protect the health and welfare of our citizens as well as those services we provide that could be described as nice-to-do. Public Works has looked for different ways of doing business, especially where those ways could result in efficiencies. This process drove the identification of our target reduction options.

The 2% and 4% target reduction options for Public Works total \$750,000 and \$1,500,000 respectively. Public Works has prepared a prioritized list of reduction options:

	Target Reduction Options	Amount	Cumulative Subtotal
1.	Move winter sweeping from Snow & Ice to Sewer Fund	\$275,500	\$ 275,500
2.	Eliminate PW Admin. Vehicle	\$ 8,000	\$ 283,500
3.	Eliminate vacant Clerk Typist position in Transportation	\$ 39,922	\$ 323,422
4.	Eliminate Field Services shop worker position	\$ 53,794	\$ 377,216
5.	Eliminate stock worker position in Field Services bridge section	\$ 55,094	\$ 423,310
6.	Completion of reallocation of routine traffic sign installation activities	\$101,006	\$ 533,316
7.	Close 44th & Snelling facility, eliminate District Supervisor position	\$130,700	\$ 664,016
8.	Divert controller conversion capital funding to pedestrian LED conversion. Results in long term electrical savings.	\$ 33,000	\$ 697,016
9.	Reduce 5th (2003) Infrastructure Maintenance Gap increment, Alley Maintenance	\$100,000	\$ 797,016
10.	Reduce 5th (2003) Infrastructure Maintenance Gap increment, Streetlight Maintenance	\$ 10,000	\$ 807,016
11.	Reduce 5th (2003) Infrastructure Maintenance Gap increment, Signal Maintenance	\$ 80,000	\$ 887,016
12.	Reduce 5th (2003) Infrastructure Maintenance Gap increment, Street Maintenance	\$500,000	\$1,387,016
13.	Reduce 5th (2003) Infrastructure Maintenance Gap increment, Bridge Maintenance	\$ 50,000	\$1,437,016
14.	Reduce Field Services staffing, 4 FTE at downtown district, 1 @ at each of the four districts	\$424,350	\$1,861,366

III. Savings in Non-General funds

In addition to the reductions in the General Fund, Public Works has identified efficiencies and reduction options in other funds.

Savings

Equipment Services

- Add 3rd shift Monday through Friday and reduce overtime, resulting in increased service to our customers
\$200,000
- [Reduction option] Discontinue providing Haaf Ramp Pool Cars (net savings = expenses – revenues)
\$10,800
- Eliminate vacant supervisor position
\$ 90,048

Property Services

- Reduce number of vehicles and parking space rental \$ 24,000

Field Services, Sewer Maintenance

- [Reduction option] Eliminate holding pond maintenance \$ 83,536

Water Treatment and Distribution

- Reduction in staffing due to implementation of Supervisory Control and Data Acquisition (SCADA) technology

Solid Waste and Recycling

- Eliminate two routes \$280,000

IV. New Initiatives

Public Works has prepared new initiative submittals for the fifth increment of the Infrastructure Maintenance Gap. There are five submittals in the General Fund: Street Maintenance, Alleys, Bridges, Traffic Signals, and Streetlights. There are two submittals in the Sewer Fund: Storm Drainage and Sanitary Sewer. There is one submittal in Water Treatment and Distribution. And, there is one submittal in the Lands and Building fund.

In addition to the infrastructure maintenance gap initiatives, Public Works has eight new initiative requests:

Description	Cost
-------------	------

- | | |
|---|-------------|
| 1. Establish Stormwater Utility [Sewer fund] | \$500,000 |
| 2. Combined Sewer Overflow (CSO) program [Sewer fund] | \$536,828 |
| 3. Increase one janitor position for Police precincts [Lands and Buildings fund] | \$57,346 |
| 4. Create a Security Coordinator position [Lands and Buildings fund] | \$85,000 |
| 5. Municipal Parking Inc. (MPI) Living Wage Adjustment for contract employees (to keep current) [Parking fund] | \$53,597 |
| 6. Ramp Security system consolidation of three ramps to central facility (\$165,000 annual savings once accomplished) [Parking fund] | \$350,000 |
| 7. Authorize additional staffing for Impound lot (5 FTEs), or reduce current hours of operation to 16 hours per day (two shifts, 8:00 am to midnight) so that operation can be staffed current authorized full time employee levels. [Parking fund] | \$229,028 |
| 8. Water security personnel (10 FTE Water, 12 FTE MPD) [water fund] | \$1,544,000 |

Key Enterprise Outcome Measures Influenced by the: Public Works Department

1. Increase citizen satisfaction with the water quality of City's lakes, creeks, and the Mississippi River
2. Improve water quality as tracked by improved City performance on Standard Water Quality Indicators
3. Reduce damages caused by flooding
4. Maximize utilization of outside funding accessed for infrastructure repairs (State, Federal and Railroad programs)
5. Increase percentage of bridges that meet the Federal Highway Administration Structural Sufficiency Rating
6. Increase percentage of City streets and alleys receiving a "favorable" Pavement Condition Index rating.
7. Improve the condition of sewer system
8. Improve the condition of water system
9. Increase compliance of EPA/Safe Drinking Water Act
10. Decrease the amount of inflow and infiltration of storm water into the sanitary sewer system
11. Increase percentage of people who live and work in Minneapolis that report satisfaction with City services
12. Decrease downtown congestion

13. Implement parking pricing policies that encourage short term parking and discourage long term parking in the downtown core

14. Support implementation of Hiawatha Light Rail transit plan

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% Citizens expressing satisfaction with City's efforts at protecting the environment, including air, water and land	N/A	72%	N/A	75%	75%
% of Lakes with improving or stable water quality indicators	These measures are new. Information will be provided in the 2004 Budget				
% of Streams with improving or stable water quality indicators					
% of Properties protected against 100 yr storm event	These measures are new. Information will be provided in the 2004 Budget				
% of City infrastructure funded by outside sources	These measures are new. Information will be provided in the 2004 Budget				
% of bridges with a favorable structural sufficiency rating	81%	80%	80%	80%	80%
% of city streets with a favorable pavement condition index rating	81%	82%	83%	84%	84%
# of sewer cave ins	93	123	150	170	170
% days in compliance with the Safe Drinking Act					
# of events where the sanitary sewer overflowed into the Mississippi River	29	10	8	6	6
% of citizens expressing satisfaction with repairing streets and alleys	N/A	66%	N/A		
% citizens expressing satisfaction with keeping streets clean	N/A	83%	N/A		
% of citizens who report satisfaction with snowplowing	N/A	74%	N/A		
% of citizens who report satisfaction with providing garbage collection and recycling programs	N/A	92%	N/A		
Lane use permits issued (linear feet) Bike Lane Moving Lane Parking Lane Sidewalk		(8/1/01 -12/31/01) 2,132 13,143 18,657 47,086	Projections will follow after one year of information has been collected.		
Parking policies implemented that encourage short term parking and discourage long term parking in the downtown core					
Progress made on the Hiawatha light rail line	11.1%	32%	68%	89%	89%

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. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total # of vehicular bridges maintained by the City	83	83	83	83	83
Total # alley retaining walls maintained by the City	N/A	2,258	2,560	2,560	2,560
% of bridges maintaining a favorable sufficiency rating of x or above	81%	80%	80%	80%	80%
Average age of City bridges	64	65	66	60	60
# bridges needing to be replaced within the next 5 years	N/A	N/A	9	7	7
Avg \$ dedicated to repair and maintenance per bridge maintained	\$10,100	\$9,900	\$10,000	\$10,000	\$10,000
% of bridges inspected on an annual basis	100%	100%	100%	100%	100%

Explanation of Key Performance Measures: The actual number of alley retaining walls has not increased dramatically, the count has been better defined starting in 2002.

Service Activity: Provide repair and maintenance of City streets and alleys. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total number of paved lane miles	2,559	2,538	2,538	2,538	2,538
% streets with a satisfactory pavement condition index of 70 or greater*	81%	82%	83%	84%	84%
Avg \$ dedicated to repair and maintenance per lane mile	\$2,589	\$2,874	\$3,060	\$3,167	\$3,167
Avg cost per lane mile repaired	\$1,402	\$1,487	\$1,350	\$1,397	\$1,397

Explanation of Key Performance Measures:

*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 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. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# miles storm and sanitary sewers	1,337	1,337	1,337	1,337	1,337
\$ dedicated to repair and maintenance per sewer mile	\$2,188	\$2,591	\$2,300	\$2,369	\$2,369
# cave ins	93	123	150	170	170
# sanitary sewer back ups	25	35	27	27	27

Service Activity: Plan, program, design, inspect, coordinate, and provide construction management for all City bridge projects. (Engineering Services)

Description: This includes partnership efforts for Park Board, County, and MnDOT bridge projects within the City limits.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Average project cost per square foot of bridge	118	188	167	140	140
# of Bridge projects completed each year	2	1	1	3	3
Design Cost as % of total project	50%	19%	12%	12%	12%

Service Activity: Plan, program, design, survey, coordinate, and provide construction assistance for City, Park Board, County and MnDOT road projects. (Engineering Services)

Description: This includes partnership efforts for Park Board, County, and MnDOT road projects within the City limits.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Design hours per mile of reconstruction projects	900 hrs				
Design hours per mile of renovation projects					

Explanation of Key Performance Measures: At the present time we are no longer able to track this information with our new engineering software. It is our goal to create a new procedure to capture this information again in the future.

Service Activity: Plan for signal and lighting modifications/improvements at intersections, special projects, spot locations, and paving programs. (Engineering Services)

Description: This includes preparing 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of plans and estimates prepared annually for signal and lighting modifications.	40	42	55	55	55
# of Special Lighting Projects	9	10	10	10	10

Service Activity: Plan, program, design, survey, coordinate, and provide construction assistance for all City, Park Board, County, and MnDOT sewer projects, including flood control projects. (Engineering Services)

Description: Public Works Engineering Services staff provides all aspects of facility planning and design development for all public entity water resources related projects located within the City of Minneapolis. These projects include storm drains, flood control improvements and water quality improvement facilities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total acres served by subwatershed flood project	225	409	475	450	450

Explanation of Key Performance Measures: Storm drains are constructed to provide land area with adequate drainage systems. Our newly constructed storm drains provide flood protection from a 100 year storm event. This measurement indicates the yearly areas that now benefit from this greater level of flood protection. Other key indicators are previously noted in other service activities

Service Activity: Develop an electronic database of the sanitary and storm drainage utility system. (Engineering Services)

Description: The current sanitary and storm drainage records for the City of Minneapolis exist in a paper format only. Public Works Engineering Services staff will completely convert this paper database into a digital component of the City's GIS records. This conversion will preserve these important records for the indefinite future. Completing this task will also allow staff to easily extract the data contained within these records with computer analysis tools.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of system entered into the database.	50% Storm/ 30% Sanitary	50%Storm 30% Sanitary	100% Storm 75% Sanitary	100% Storm 100% Sanitary	100% Storm 100% Sanitary
% of Park Board system entered into the database			Pilot Project	25%	25%

Service Activity: Combined Sewer Overflow Project. (Engineering Services)

Description: This program is aimed at reducing and hopefully eliminating combined sewer flow to the Mississippi River.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Write the Ordinance			Council Adopted		
Total Acres of drainage area disconnected from the sanitary sewer (overland/roof tops)	89	108	80	160	160

Explanation of Key Performance Measures: Surface water making its way to sanitary sewer lines is the leading cause of combined sewer overflow events. This measurement tracks the yearly removal of surface water acreage from our sanitary sewers which will in turn reduce overflow events into the Mississippi River.

Service Activity: Manage watershed work and related Special Water Quality project work. (Engineering Services)

Description: Examples include the Chain of Lakes project including environmental related investigation and remediation to protect City's built environment.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Staff's hour worked on cooperative watershed management in planning, projects or other issues.					

Explanation of Key Performance Measures: This measurement has not been tracked in the past. Staff will initiate tracking during 2002.

Service Activity: Perform field location services and related administration tasks for sewer and other underground facilities using information that PW Engineering Design maintains. (Engineering Services)

Description: Public Works Engineering Services staff provide in field location and marking of utilities owned and maintained by the sewer department. City staff is required by law to provide this service any time a public or private entity will be performing excavation within the city owned right of way.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of locates	3,763	3,622	4,000	4,000	4,000

Service Activity: Manage National Pollutant Discharge Elimination System (NPDES) permit for stormwater including coordinating these activities with State and Federal agencies. (Engineering Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of hours to assure compliance with the permits					
Compliance with EPA/MPCA	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures: This is a new measurement tracks the number of staff hours required to maintain compliance with EPA requirements. Information will be available for the 2004 budget

Service Activity: Provide technical site planning review services. (Engineering Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of site plans reviewed	235	215	250	250	250
Hours spent in informational meetings with site plan clients outside the formal site plan review meeting			Currently not tracking hours. Will initiate for 2003.		

Service Activity: Administer and manage traffic signal design, data collection and records management, and site plan review. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total # of traffic counts performed (mechanical and manual)	880	850	900	900	900

Service Activity: Provide a suitable location and relevant services for the Municipal Market to adequately function. (Property Services)

Description: Provide preventive and corrective maintenance of the City owned property to protect the city's investment and to support the Municipal Market function

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Cost of maintenance per vendor stall provided at the Municipal Market. (88 stalls)	\$393	\$264	\$400	\$479	\$479

Explanation of Key Performance Measures: 2003 Planned costs include, for the first time, administrative overheads.

Service Activity: Facilities Management service for City-owned (Charter Departments) buildings and grounds under the jurisdiction of Property Services and utilized by City Charter departments. (Property Services)

Description: Service includes providing facility management functions such as planning, design, project management services. Operation, maintenance, repair, and construction services as required/requested by tenants and local authorities including structural certification. Responsible for life safety issues such as indoor air quality, accessibility, and compliance with State and Local Building Codes. Manage and provide for the capital improvement needs of City owned buildings and grounds.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Maintenance & operation costs per gross square foot of general building space a year. (1,138,457) square feet)	\$4.50	\$3.88	\$4.02	\$4.04	\$4.04
Provide preventive and corrective maintenance for 18 City owned and 3 State owned parking ramps, 11 skyways, and 10 surface parking lots. Approximately 9.0 million square feet in 2001.	NA	\$.26	\$.27	\$.28	\$.28
Receive satisfactory responses on customer survey for custodial services based on service level agreements with customer departments	NA	NA	NA	90 %	90 %
Structural Certification for City and State owned parking ramps	100%	100%	100%	100%	100%
Complete preventive maintenance work orders within time scheduled				90%	90%
Respond to requests for corrective maintenance within 24 hours of notification.				98%	98%
Complete MAC Projects on time and within budget based upon agreed upon scope of services.				80%	80%

Explanation of Key Performance Measures: General building space maintained increased 42,507 square feet from 2000 to 2001. Parking ramps space increased 528,540 in 2002 with the addition of the 10th and LaSalle and the East Light Rail Transit ramp. Square footage and costs indicated do not include the water works facilities (40 buildings/508,000 square, Fund 9500). Four of the Key Performance Measures are new and therefore do not have historic information.

Service Activity: Provide building and grounds services at the Pilot City Regional Center and the Native American Center. (Property Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Cost of maintenance per square foot (94,420) of Pilot City Regional Center and the Native American Center	\$3.46	\$3.46			

Explanation of Key Performance Measures: We are in the process of selling these properties therefore we will not track performance measures.

Service Activity: Prepare and maintain assessment rolls. (Management Services)

Description: This includes assessment rolls for capital projects, special service districts, Nicollet Mall, and other special assessments.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of assessment rolls processed per FTE	15	N/A	13	14	14
Total Dollars Assessed Capital Operations & Maint	N/A	N/A	\$14,363,000 \$11,256,000 \$3,256,000		

Service Activity: Provide Sewer Information and Technical Assistance to the Public, City Departments and other Public Agencies (Engineering Services)

Description: Provide Sewer As-Built plans, Flood Plain designations and technical assistance for private connections to public infrastructure and other miscellaneous approvals for various public and governmental clients.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of request for city sanitary/storm drain information.					
Number of requests for flood plain information					
Number of backwater valve reviews conducted					
Number of drainage complaints received					

Explanation of Key Performance Measures: Blank items have not been tracked in the past. Staff will begin to track these measurements in 2002.

Primary Business: Provide Adequate Supply of Quality Water

(Service activities and performance measures sorted by business)

Service Activity: Provide an adequate supply of quality (Palatable and Potable) water to Minneapolis and suburban customers. (Water Treatment & Distribution Services)

Description: Includes treating, pumping, monitoring, and administering Water plant and pumping operations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Treatment and pumping cost per 100,000 gallons of water	\$44.10	\$45.40	\$48.00	\$48.00	\$48.00
Construction of 34MG Drinking Water Reservoir	Constuction on-going	Concrete structure completed	Earth work & overflow pipe completed	Landscaping & project completed	Landscaping & project completed
Pump Station No. 5 Hweader & Valves Replacement	Design completed	Construction on-going	Complete the project		
Reservior Rehabilitation & new connection	Construction on-going	Construction on-going	Complete the project		
Supervisory Control & Data Acquisition (SCADA)	Pump Stations @ 1,2,3 & 6 completed	Columbia Heights Filtration Plant & Pump Stations # 7,8,9 & Kenwood High Srvice Area completed	Pump Stations 4,5, & 8 North High service Southwest High service, Southwest High Service, Wasburn Tower & Filtration Plant completed	Fridley Softening Plant, Dewatering Plant & Distribution system remotes completed	Fridley Softening Plant, Dewatering Plant & Distribution system remotes completed

Service Activity: Perform scheduled and unscheduled maintenance and construction to ensure operation of water treatment and pumping facilities. (Water Treatment & Distribution Services)

Description: This function is critical to the activity of providing an adequate supply of quality water to Minneapolis and suburban customers.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total maintenance cost per million gallons of water produced	\$200	\$181 high water use year	\$214		
% maintenance that is reactive vs proactive - Goal 10%:90%		Hard to quantify in a meaningful manner	CMMS will make this number viewable and useable		
CMMS		Purchase	Develop	Implement	Implement

Explanation of Key Performance Measures: By the end of 2002, the pilot project for the Computer Maintenance Management System (CMMS) will have started.

Service Activity: Provide scheduled and unscheduled maintenance and construction of the water distribution system. (Water Treatment & Distribution Services)

Description: to ensure delivery of a quality water supply to Minneapolis and suburban customers

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Maintenance cost per mile of water main	\$4,815 per mile	\$5,031 per mile	\$5,653 per mile		
Number of feet of new watermain installed	7,240 feet	36,400 feet	16,900 feet	26,000 feet	26,000 feet
Number of fire hydrants greased and packed vs total number of hydrants	12.5% 1,000 of 8,000	12.5% 1,000 of 8,000	12.5% 1,000 of 8,000	12.5% 1,000 of 8,000	12.5% 1,000 of 8,000
Number of fire hydrants painted vs. total number of hydrants.	25% 2,000 of 8,000 painted	25% 2,000 of 8,000 painted	25% 2,000 of 8,000 painted	25% 2,000 of 8,000 painted	25% 2,000 of 8,000 painted
Number of valves operated vs. total number of valves	6% 480 of 8,000	4% 320 of 8,000	4% 350 of 8,000	13% 1000 of 8,000	13% 1000 of 8,000
Number of valves greased and packed vs. total number of valves	16% 2,700 of 16,500	17% 2,800 of 16,500	17% 2,800 of 16,500	18% 3,000 of 16,500	18% 3,000 of 16,500
Length of water system flushed vs. total length of watermain in system*.	25%	25%	25%	25%	25%

Explanation of Key Performance Measures: *Flushing the water system involves isolating sections of watermain by closing connecting gates so that the flow in the system is unidirectional and running water through the pipe and out a hydrant. This ensures that the water in the system is turning over to maintain high quality water.

Service Activity: Complete major repairs and replacement projects to support providing a quality water supply to Minneapolis and suburban customers. (Water Treatment & Distribution Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Completed major repair and replacement/Infrastructure project dollars		expect to complete	expect to complete		
Completed major plant repair and replacement cost per million gallons of water treated.	\$99 per million gallons				

Service Activity: Provide supervision and support services for the distribution maintenance and construction work force. (Water Treatment & Distribution Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Average repair/rebuild cost per hydrant vs. new hydrant cost.*	\$200 rebuild vs. \$750 new	\$206 rebuild vs. \$1,000 new	\$212 rebuild vs. \$1,200 new	\$218 rebuild vs. \$1,260 new	\$218 rebuild vs. \$1,260 new
Change management	Competitive assessment	completed task analysis for all work performed by Water Distribution	Piloted and developed a new process for handling delinquents which has decreased the number of past due customer accounts. Will highlight new organizational changes.	Will pilot and develop phase II change management projects.	Will pilot and develop phase II change management projects.

Explanation of Key Performance Measures: *The hydrant shop rebuilds hydrants that can be salvaged. Cost for new or rebuilt hydrant does not include installation since that cost is the same either way.

Service Activity: Provide Water Works management direction to efficiently and effectively provide safe water to Minneapolis and suburban customers. (Water Treatment & Distribution Services)

Description: Includes issuing water connection and hydrant use permits.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% of overall Water operating and capital budget spent on Water Administration	1.41%	2.67%	2.54%		

Service Activity: Meter Services: Read, Install, and Repair water meters. (Water Treatment & Distribution Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Average annual meter maintenance and operating cost per customer	\$11.82				
AMR installation base					
*telephone	85,000	85,000	84,000		
*radio	9,000	12,000	13,000		

Explanation of Key Performance Measures: Automated meter reading (AMR) saves reading costs and allows monthly billing to increase cash flow and lower outstanding receivables.

Service Activity: Perform location services and related administration functions to facilitate location of water works underground facilities. (Water Treatment & Distribution Services)

Description: This service is for public and private contractors and for private landowners as required by Minnesota Statute 216.0. (Gopher State One Call)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of Gopher State One Call tickets which required locates vs. number of tickets received and processed			23,000 tickets will be processed with 10,000 actual locates.	23,000 tickets will be processed with 10,000 actual locates.	23,000 tickets will be processed with 10,000 actual locates.

Explanation of Key Performance Measures: Numbers for 2000 and 2001 will be obtained at a later time from Gopher State One Call records.

Service Activity: Provide engineering services for Water Works Capital Improvement, Major Repairs and Replacement, and Maintenance projects. (Engineering Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Engineering Personnel costs vs Water Works Capital spending					

Explanation of Key Performance Measures: This is a new measurement that we will begin collecting data in 2002.

Primary Business: Manage Residential Solid Waste

(Service activities and performance measures sorted by business)

The Mission of Solid Waste and Recycling is to protect the health and safety of Minneapolis residents by providing solid waste management services that result in a clean and livable city.

Service Activity: Provide garbage collection services. (Solid Waste & Recycling Services)

Description: Provide collection of garbage and large burnable items on a weekly basis. Provide and maintain garbage carts.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of dwelling units per day, per crew	646	642	720	720	720
Total tons of garbage collected	113,580	116,754	118,000	120,000	120,000
Avg cost per ton	\$39	\$37	\$34	\$35	\$35
# of missed pick ups	1,015	925	890	850	850
% of citizens expressing satisfaction with solid waste & recycling services	na	92%	na	93%	93%
Number of dwelling Units	109,931	108,761	107,452	106,100	106,100

Explanation of Key Performance Measures: dwelling units/day just for "City-side," all other information is city-wide

Service Activity: Dispose of solid waste, from collection, at the contracted disposal sites. (Solid Waste & Recycling Services)

Description: Provide disposal of a wastes collected, including compost, garbage and hazardous wastes processed from appliances after collection and before sale as scrap.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Amount of garbage disposed of	113,000	116,754	118,000	120,000	120,000
Total avg cost per ton for disposal	\$39	\$37	\$34	\$35	\$35
Tons of HazWaste disposed	NA	5.8	6.0	6.4	6.4
Cost of HazWaste disposed Per Ton	NA	\$8,569	\$9,000	\$9,600	\$9,600

Explanation of Key Performance Measures: Does not count yard waste, transfer station wastes.

Service Activity: Provide Recycling service activities. (Solid Waste & Recycling Services)

Description: Provide collection, processing and marketing of recyclables from our customers, provide recycling and waste reduction education programs.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of stops per day, per crew	290	288	285	286	286
Total tons of recyclables collected	23,077	21,993	22,000	22,000	22,000
Amount of recyclables as a % of total solid waste collected	14.32	13.22	13.5	13.0	13.0
Total revenue from recycling	\$957,398	\$482,962	\$160,000	\$175,000	\$175,000
Hennepin County Grant	\$964,041	\$943,406	\$900,000	\$800,000	\$800,000
# misses	1,152	1,059	1,000	950	950
Pounds of household batteries recycled	50,660	33,420	50,000	50,000	50,000

Explanation of Key Performance Measures: Tonnage of recyclables went down due to reduction in width of newspapers by 11%. ONP (newspapers) are 50% of our yearly tonnage. Aluminum cans, plastic bottles, and other recyclables have also been downsized or thinwalled.

Service Activity: Provide Problem Materials/Large Item services. (Solid Waste & Recycling Services)

Description: Provide collection of items that are 50% or more metal, processing and disposal of hazardous constituents and sale of scrap metal.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Amount of problem materials/large items collected	4,638 tons	5,076 tons	6,000 tons	7,400 tons	7,400 tons
Amount of televisions, VCR's, and computers collected	404 tons	422 tons	480 tons	560 tons	560 tons
Number of PM misses	241	245	240	240	240
Revenue from scrap sales		\$57,521	\$22,000	\$15,000	\$15,000
Number of employees required to conduct program	5.5	6	7	7	7
Number of PM stops per year (est.2000 & 2001)	100,000	115,000	130,000	140,000	140,000
Disposal of "NH3 and SO4" appliances		\$14,332 (106)	\$32,000 (210)		
Pounds of Freon disposed		1,100	1,155	1,213	1,213

Explanation of Key Performance Measures: Regulations requiring increased processing of appliances before scrap sale are very labor intensive to comply with. The scrap market has plummeted. Even though we will see greatly increasing metals collections (tons), it is expected that scrap revenue (\$) will continue to decrease. Increasing costs of processing and lowering revenue from scrap will continue to increase the percentage of the fund that this cost center requires.

Service Activity: Provide Seasonal Yard Waste collection services from Spring through Fall. (Solid Waste & Recycling Services)

Description: Provide collection of bagged or bundled yard and garden wastes from customers from the second week of April through the week before Thanksgiving.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Amount of yard waste composted	17,700 tons	19,594 tons	23,000 tons	23,000 tons	23,000 tons
Cost per ton for composting	\$35.00	\$35.00	\$35.00	\$40.00	\$40.00
YW misses	440	565	260	250	250

Service Activity: Provide Voucher programs for tires, construction debris, and other materials to City residents. (Solid Waste & Recycling Services)

Description: Provides a convenient, cost-effective method for customers to properly dispose of construction and demo debris, large amounts of household debris, tires, and related items at no cost to the customer. Reduces pressure to illegally dump debris. Provides convenient, cost effective service (with costs) for contractors in City to properly dispose of debris. Maintains disaster-readiness with transfer and disposal options.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Tonnage collected through vouchers	9,701 tons	11,813 tons	13,000 tons	15,000 tons	15,000 tons
# voucher customers	10,842	27,914	29,000	28,000	28,000
Tons tires collected	284 tons	294 tons	302 tons	320 tons	320 tons
# Tire Voucher customers	1,365	2,147	2,000	2,000	2,000

Explanation of Key Performance Measures: In 2001 we had massive abuse of the voucher program by Property Management companies. In 2002 the policy was changed to allow 6 vouchers per property per year, instead of 4 vouchers per dwelling unit per year. The program is designed to help our residential customers; the change in policy focused the program to assist those customers, and stop abuse by others.

Service Activity: Provide Solid Waste Customer Service. (Solid Waste & Recycling Services)

Description: Provide phone call customer assistance, education and outreach programs and "Special Services" to our customers. Provide notification of violations to customers so that they can correct problems, and provide service and bill for costs of cleanup of non-corrected violations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Annual # customer calls	81,455	83,613	73,000	75,000	75,000
Avg wait time per call in seconds	17.07	10.34	7.99	6.5	6.5

Service Activity: Provide Solid Waste Equipment Maintenance. (Solid Waste & Recycling Services)

Description: Cost center includes purchase, maintenance and repair of the specialized Solid Waste and Recycling Fleet. All equipment is purchased and maintained through user-involved division specifications, on a pay-as-we-go basis.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Avg maintenance expenditures per vehicle	\$7,303	\$6,577	\$6,319	\$5,973	\$5,973
# of vehicles	129	134	136	118	118
% of vehicles available on a daily basis	90.7%	88.8%	90.4%	95.9	95.9
Accident damage (\$)	\$1,774	\$3,348	\$2,101 (ytd)	\$3,000	\$3,000
Abuse damage (\$)	na	\$1,655	\$1,109 (ytd)	\$1,800	\$1,800

Primary Business: Manage Vehicular and Pedestrian Traffic/Parking

(Service activities and performance measures sorted by business)

Service Activity: Construct, operate, and maintain all traffic control devices and facilities. (Transportation & Parking Services)

Description: Traffic control devices and facilities include signs, signals, pavement markings, bus lanes, bike lanes, etc.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of work orders related to traffic control devices/facilities completed per FTE, per year	675	700	800	800	800

Service Activity: Manage and Administer the Minneapolis Street Lighting System. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Annual maintenance cost per street light. (With or without electricity expenses).	\$4,497,529/ 34,000 = \$132.28	\$4,869,378/ 35,000=\$139.13	\$4,528,241/ 36,000=\$125.78	\$4,600,000/ 37,000=\$124.32	\$4,600,000/ 37,000=\$124.32

Service Activity: Coordinate and Manage the performance, construction, operation, and maintenance of the Municipal Parking System, which include the parking ramps & lots. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Parking System average revenue per parking stall, per year	\$1,995	\$1,889	\$1,978	\$1,950	\$1,950

Service Activity: Administer and Manage Transportation System. (Transportation & Parking Services)

Description: The Transportation System includes autos, buses, bikes, pedestrians, trucks, taxis, limos, and any operational and safety issues involved in those systems.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of requests & complaints received per FTE per year	2,000	2,133	2,333	2,400	2,400

Service Activity: Coordinate and manage the performance, construction, operation, and maintenance of the On-Street Parking System -- parking meters. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Average revenue per parking meter, per year.	\$4,737,339/6,800 = \$696.67	\$5,453,205/6,800 = \$801.94	\$5,725,000/6,800 = \$841.91	\$5,897,750/6,800 = \$867.32	\$5,897,750/6,800 = \$867.32

Service Activity: Provide all street lighting engineering design services, including NRP areas requesting improved lighting. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of lighting projects designed and constructed	9	10	10	10	10

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. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Annual snowfall	65 inches	53 inches	55 inches	55 inches	55 inches
# snow emergencies called	5	4	4	4	4
% citizens expressing satisfaction with snow plowing	N/A	74%	N/A	75%	75%
Expenditures per paved lane mile per inch of snow received	\$42.75	\$47.83	\$48.77		

Service Activity: Provide street and alley sweeping and cleaning. (Field Services).

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Cost per street sweeping per curb mile					
-Spring	\$315	\$474	\$425		
-Summer	\$228	\$289	\$305		
-Fall	\$368	\$524	\$596		
Tonnage of debris collected					
-Spring					
-Summer					
-Fall					
% citizens expressing satisfaction with keeping streets clean		83%			
% citizens who consider their neighborhood clean and well-maintained					
% citizens who consider downtown to be clean					

Service Activity: Inspect and repair sidewalks as needed. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Administrative costs per sidewalk inspected and replaced (by property)	\$80.06	\$54.40	\$66.25		
% of city sidewalks inspected on an annual basis		9%	9%	9%	9%
# of sidewalk liability claims against the City and % paid	12 claims 17% paid	25 claims 4% paid	0 claims 0% paid	0 claims 0% paid	0 claims 0% paid

Service Activity: Enforce snow removal ordinance by issuing warning tickets and removing uncleared snow. (Field Services)

Description: The purpose of enforcing the snow removal ordinance is to maintain a safe and accessible environment for pedestrians.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# tickets issued	3,189	1,020	1,925	2,000	2,000
Annual snowfall	65 inches	53 inches	55 inches	55 inches	55 inches
Administrative costs per warning ticket issued	\$45.65	\$128.37	\$70.35		
# and % of tickets requiring City crew clean up	366 11%	55 5%	165 9%		
# of complaints received		1,824			
# of liability claims against the City and % paid					

Service Activity: Maintain and clean all landscaped areas of the public right of way. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Total # acres	350	350	350	350	350
Average size of landscaped area					
Cost per acre to maintain green areas	\$3,837	\$4,428	\$5,406	\$4,453	\$4,453

Service Activity: Manage and coordinate the Municipal Impound Lot. (Transportation & Parking Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of tows per year	42,654	44,930	44,000	44,000	44,000

Service Activity: Manage land-related aspects of City's street and alley rights of way. (Engineering Services)

Description: This includes processing of 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of vacations and encroachments permits reviewed per FTE	188	395	324	286	286
\$ generated from encroachment permit fees	\$38,320	\$24,590	\$22,000	\$25,000	\$25,000
# of excavations permits issued	3,449	3,407	3,337	3,398	3,398

Explanation of Key Performance Measures: These measures dependant upon industry demand for services.

Primary Business: Support the City's Internal Operations

(Service activities and performance measures sorted by business)

Service Activity: Provide Public Works management direction to efficiently and effectively accomplish services to meet City's Goals and Objectives. (Management Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted

Explanation of Key Performance Measures: Management Services is in the process of creating performance measures for this service activity.

Service Activity: Provide effective administrative management of City and Departmental personnel policies. (Management Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted

Explanation of Key Performance Measures: Management Services is in the process of creating performance measures for this service activity.

Service Activity: Provide leadership for and management of the Department's Safety and Loss Control Program. (Management Services)

Description: The Public Works Safety Group conducts and coordinates all OSHA and other regulatory mandated training. The Safety Group consults and advises Public Works departments on the development of operational policies and procedures. The Safety Group also provides a variety of services including worksite audits, worksite inspections, safety recordkeeping, accident investigations, defensive driving, safety research, safety consulting, respiratory fit testing and indoor air quality testing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Provide mandated safety training to all affected Public Works employees	770	850	800	750	750
Reduction in vehicular crashes	193	141	130	115	115
OSHA citations	6	1	1	0	0
Public Works employee safety complaints	37	34	25	20	20

Service Activity: Provide liaison services for Public Works to the Neighborhood Revitalization Program . (Management Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# of reimbursement agreements processed with MCDA					

Explanation of Key Performance Measures: This is a new measurement which will be tracked starting in 2002.

Service Activity: Provide maintenance and repair of Police Vehicles and Fire vehicles other Mobile Equipment. (Equipment Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Fire Pumps					
Count	23	23	23	23	23
FTE's Required	2.04	2.04	2.04	2.04	2.04
Maint cost per unit	\$14,771	\$12,271	\$12,700	\$13,145	\$13,145
Squads					
Count	275	261	260	260	260
FTE's Required	13.75	13.05	13.00	13.00	13.00
Maint cost per unit	\$2,700	\$1,910	\$1,977	\$2,046	\$2,046

Service Activity: Assign and dispatch truck drivers, equipment operators and equipment. (Equipment Services)

Description: Assigns and dispatch 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Hours provided to Field ops	252,312	261,634	260,000	260,000	260,000
Disp/Admin cost/hour	\$2.87	\$2.95	\$3.05	\$3.16	\$3.16

Service Activity: Provide maintenance and repair to Construction Equipment and Large Trucks, in compliance with Federal and State DOT regulations, for all Public Works field operations. (Equipment Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Tandems					
Count	56	56	56	56	56
FTE's Required	4.36	4.36	4.36	4.36	4.36
Maint cost per unit	\$18,228	\$11,222	\$11,615	\$12,021	\$12,021
2 yd Loaders					
Count	14	14	14	14	14
FTE's Required	1.09	1.09	1.09	1.09	1.09
Maint cost per unit	\$16,780	\$13,067	\$13,524	\$13,998	\$13,998

**Service Activity: Procurement and Disposal Administration of mobile equipment.
(Equipment Services)**

Description: Prepare specifications, manage procurement and re-marketing of all mobile equipment and attachments.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Units Procured	73	154	160	138	138
\$ value of purchases	\$2,878,092	\$5,207,871	\$7,448,408	\$6,165,500	\$6,165,500
Procurement admin cost/unit	\$1,460	\$756	\$750	\$800	\$800
Squads beyond useful life	58%	43%	41%	33%	33%
Pumpers beyond useful life	65%	65%	64%	48%	48%
Tandems beyond useful life	18%	18%	13%	5%	5%
Loaders beyond useful life	50%	50%	50%	36%	36%
Sedans beyond useful life	11%	4%	4%	4%	4%
Pickups beyond useful life	35%	29%	11%	11%	11%

Service Activity: Provide maintenance, service, and repair to Sedans and Light Trucks in order to provide reliable transportation for City departments and agencies. (Equipment Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Sedans					
Count	112	101	100	95	95
FTE's required	1.24	1.12	1.11	1.06	1.06
Maint cost per unit	\$914	\$869	\$899	\$931	\$931
% level of Preventive Maint with 1/2 hour	95%	95%	96%	96%	96%
3/4 T Pickups					
Count	198	202	200	200	200
FTE's required	6.60	6.73	6.67	6.67	6.67
Maint cost per unit	\$1,365	\$1,079	\$1,117	\$1,156	\$1,156

Service Activity: Fueling Operations. (Equipment Services)

Description: - 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Fuel					
Gallons issued	1,432,517	1,682,002	1,700,000	1,700,000	1,700,000
Distribution cost/gal	0.1708	0.2231	0.2309	0.2309	0.2309
Gap to retail (savings)/cost	(\$0.23)	(\$0.20)	(\$0.20)	(\$0.20)	(\$0.20)

Service Activity: Provide for the wireless communications needs of City Departments. (Property Services)

Description: 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 addresses, and cable TV systems inside buildings, video, audio and control equipment and FCC licensing; maintenance of emergency generators for Police and other departments. Customers include Police, Fire, Public Works, and other city departments.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Cost to provide wireless communication services per unit per year	\$202.93/unit/year				
Cost to provide 800 MHz two way radio communication system per unit				\$36/per/unit	\$36/per/unit
Cost to provide mobile data computers per unit				\$30/per/unit	\$30/per/unit
computers per unit					

Explanation of Key Performance Measures: Starting in 2003 with the new 800 Mhz radio system in operation we will track costs specific to that system. Starting in 2003 with roll out of the new Police Mobile Data Computers we will track costs specific to that system. We are eliminating the cost to provide wireless communication services performance measure due to the overly general nature of the data.

Service Activity: Provide advanced planning, project coordination, and project management services for projects with multi-disciplinary professional service. (Property Services)

Description: This includes Architecture, Engineering, and Landscape Architecture for City and other governmental agencies such as MCDA, Park Board, NRP, MPHA, and the Minneapolis School Board.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
% billable hours compared to total hours	72%		75%	80%	80%

Explanation of Key Performance Measures: Due to several vacant position during 2001 we had inadequate data to support our 2001 actual performance measure.

Service Activity: Provide a Central Stores Inventory Function. (Property Services)

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of transactions per FTE per Year	5,090				

Service Activity: Purchase, provide, and manage air time for cellular telephone equipment as requested and provide and manage paging services for all City Departments. (Property Services)

Description: Customers include Police, Fire, Public Works, and other City departments

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Cost to provide complete cell phone and pager services, excluding airtime expenses, per unit per year.	\$8.18 per unit per year. (2288 phones/.3FTE)				
Cost per minute used					

Explanation of Key Performance Measures: We are currently creating a new method and data base to analyse cellphone useage and plans. We anticipate significant savings by insuring people are utilizing the proper plans.

Service Activity: Provide Traffic Stores that procures and stocks materials and equipment as requested for the Transportation Division and for other departments and agencies. (Property Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Number of transactions per FTE per year	\$5,454/2 = \$2,727				

Service Activity: Provide the environmental and geo-technical services function. (Field Services)

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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Annual overhead rate	2.5	2.5	2.5	2.5	2.5
% of billable hours	74	74	74	74	74

Service Activity: Produce bituminous products for Public Works construction and maintenance projects. (Field Services)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
# tons of asphalt produced	92,280 tons	86,859 tons	47,000 tons		
% of production goal achieved	103%	97%	100%		
% of total Recycled Asphalt Pavement asphalt products	90%	90%	90%		
% of passing asphalt tested passing quality control	98%	99%	99%		

Service Activity: Continue to develop and maintain a highly productive, diverse and professional workforce, and to create a work environment that promotes professional development and respect. (Management Services)

Description: This activity is focused in two areas: recruiting qualified employees from diverse populations; and, developing and retaining a highly trained and professional workforce.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Adopted
Recruiting: % people of color & Women applicants % people of color & Women Eligible list Identification of recruiting list % of people of color & women hired					
Retention: % of people of color & women promoted Development & implementation of Trng prog					

Explanation of Key Performance Measures: All of the key performance measures for this service activity are new. Public Works is working with the Human Resource department to determine the availability of data for these measures. A process for acquiring data and tracking performance measures will be in place no later than December 2002.

Financial Analysis:

The Public Works Department 2003 Adopted Budget is 6.8%, or \$15.0 million, higher than the 2002 Adopted Budget across all funds. \$6 million of the increase is in salaries and wages, and is the result of labor agreements settled over the last year, and also the inclusion of seasonal employees that were allocated in non-personnel expenditure categories and capital organizations in prior years. Total target reductions across all funds is -\$1.2 million, and total additional decision package funding is \$2.7 million.

Public Works is funded by the General Fund, one grant fund, the Permanent Improvement Projects Fund, four internal services funds, and four enterprise funds.

The increases for the General Fund, Equipment Fund, and Property Services Fund are mostly due to new labor contracts. The Property Services Fund budget also includes the seasonal FTEs that were budgeted as non-personnel expenses and based in Capital Project organizations last year.

Administrative Services:

As part of the 2002 target strategy, 1.0 FTE was eliminated (\$72,000). The 2003 Adopted FTE count is 20. All of Administration's budget is in the General Fund, with a total expenditure increase from 2002 of \$50,300. This represents an increase of 2.6%.

Engineering Materials & Testing:

The increase in the 2003 Adopted Budget is 4.5%. Total budget is \$4,241,027 with 85% found in the Engineering Materials & Testing Fund and 15% found in the Public Works Stores Fund. The FTE count of 26.5 remains the same as last year.

Engineering Services:

The Council Adopted Budget increase over the 2002 Adopted budget is 17.3% in total. Engineering Services is funded by the Capital Improvements Fund (46% of total Adopted Budget), Sewer Enterprise Fund (39%), General Fund (9%), and Enterprise Fund (6%). The increase over 2002 is attributable to the recommendation of two decision packages totaling \$1.037 million (Establishment of Stormwater Utility Fee \$500,000; Combined Sewer Overflow Program \$537,000), and two labor agreement settlements that have occurred during the past year. The increase in salaries/benefits from 2002 is 11.2%. Personnel costs make up 61% of Engineering Services 2003 Adopted Budget of \$11,564,850. Total FTEs of 107.5 is an increase of 2.0 from the prior year.

Equipment Services:

This division operates out of the Equipment Fund. The 2003 Adopted Budget increases 7.4% from the 2002 Adopted. Total Adopted is \$31,942,824. Increases in salaries and wages, the result of labor contract agreements, make up the majority of the increase. Total FTEs decrease 1.0 FTE from 2002 as a result of the Adopted recommended target reduction to eliminate a vacant supervisor.

Field Services:

The General Fund 2003 Adopted Budget increase is 6.6% and the Sewer Enterprise Fund increase is 12.3%. The increase over 2002 is also due to labor agreements that have settled during the past year. Salaries and benefits comprise 44% of Field Services total Adopted Budget of \$29,931,048. The 204.1 FTE count reflects the addition of seasonal employees which were not included in the 2002 count, and the target reduction of 3.0 FTEs.

Property Services:

The 2003 FTE count is 29.05 higher because seasonal employees that were previously budgeted using non-personnel expense items are included as FTEs. These amounts will change as the federal appropriation is set. The Council concurred with the Mayor recommended decision package related to building GAP maintenance for \$130,000 that was not included in the base budget. The total Adopted Budget is higher by \$1,603,487, which represents a 16% increase. The CDBG budget includes funding for community center maintenance (\$160,000) and for a new effort to remove graffiti from public property (\$107,000).

Sewer Maintenance:

The budget for Sewer Maintenance is entirely in the Sewer Enterprise Fund, and increased 2.4% from the 2002 Adopted Budget. The 2003 Adopted Budget is \$39,854,876, with operating expenditures making up 89% of the total expenditures. Part of the Field Services Director cost is allocated to the Sewer Maintenance division causing an increase in the FTE count.

Solid Waste:

The total Adopted Budget is \$25,782,789, which is an increase of 2.4% over 2002. Total FTEs decreased 1.70 for a total count of 124.80. The decrease is the net effect of a target strategy reducing 4.0 FTEs and the inclusion of seasonal laborers that were formerly accounted for in non-personnel expenditure line items. The fund where this division is budgeted is the Solid Waste Fund. Total revenues are expected to increase 6%, or \$1.5 million to \$26.7 million.

Transportation:

This division is funded by the Municipal Parking Fund (75% of total budget), the General Fund (24%), and the Public Works Stores Fund (1%). The 2002 target strategy recommends the elimination of 1.0 vacant position. The 2003 Adopted Budget increase is 10.0%. Transportation has the largest budget of Public Works with \$47.3 million. Projected revenue is estimated to be \$65.6 million, which represents an increase of \$0.7 million across all funds. The Mayor has recommended one decision package

related to parking ramp security system consolidation with which the Council concurred. The Council also adopted a decision package increasing the staffing of the Impound Lot by 2.5 FTEs to allow for more hours of service to the public.

Water:

The 2003 Council Adopted Budget increase is \$3.3 million, which represents a 10.7% increase over the prior year. The majority of the increase is due to the recommendation of increased security at water works facilities, and infrastructure maintenance. The decrease in FTEs is the result of transferring positions to Property Services. 2003 revenue is projected to be \$4.2 million higher for a total of \$56.9 million.

Decision Package History Summary:

The majority of the decision packages that have been adopted for the past two years have been related to funding the Infrastructure Maintenance Gap. A decision package was adopted in 2002 to address the elimination of combined sewer overflow to allow for permit renewal from the Minnesota Pollution Control Agency. Several others are aimed at using resources more efficiently, such as the hiring of additional drivers and operators versus contracting out.

Adopted Decision Packages

Year	Division	Amount	Description	Fund
2002	Engineering	\$101,956	Infrastructure Gap- Capital Support Program	Permanent Improvement
2002	Engineering	\$59,598	Infrastructure Gap- Capital Support Program	Permanent Improvement
2002	Engineering	\$50,950	Infrastructure Gap	Water
2002	Engineering	\$566,926	Combined Sewer Overflow Project	Sewer
2002	Equipment Services	\$584,000	Contractual Repairs/ Maintenance	Equipment
2002	Equipment Services	\$506,494	Additional Drivers and Operators	Equipment
2002	Field Services	\$10,000	Infrastructure Gap - Bridge yr. 4	General
2002	Field Services	\$345,000	Infrastructure Gap - Street yr. 4	General
2002	Field Services	\$50,000	Infrastructure Gap - Alley yr. 4	General
2002	Property Services	\$160,000	Infrastructure Gap- Maintenance	Land and Buildings
2002	Transportation	\$332,054	Parking Services Business Plan	Municipal Parking
2002	Water	\$899,020	Infrastructure Gap - Water Treatment	Water Revenue
2001	Engineering	\$115,000	Mapping of Utilities	General
2001	Field Services	\$90,000	Infrastructure Gap - Bridge yr. 3	General
2001	Field Services	\$380,000	Infrastructure Gap - Street yr. 3	General
2001	Field Services	\$50,000	Infrastructure Gap - Alley yr.3	General
2001	Field Services	\$50,000	Infrastructure Gap - Bridge yr. 2	General
2001	Field Services	\$725,000	Infrastructure Gap - Street yr. 2	General
2001	Field Services	\$50,000	Infrastructure Gap - Alley yr. 2	General
2001	Property Services	\$50,000	Infrastructure Gap- Maintenance yr. 3	Land and Buildings
2001	Sewer Maintenance	\$150,000	Infrastructure Gap - Sewer yr.3	Sewer
2001	Transportation	\$120,000	Infrastructure Gap - Street Lights yr. 2	General
2001	Transportation	\$60,000	Infrastructure Gap - Signals yr. 3	General
2001	Transportation	\$10,000	Infrastructure Gap - Signs yr. 3	General
2001	Transportation	\$10,000	Infrastructure Gap - Signals yr. 2	General
2001	Transportation	\$20,000	Infrastructure Gap - Signs yr. 2	General
2001	Transportation	\$350,000	Living Wage Increase	Municipal Parking
2001	Water	\$90,000	Infrastructure Gap - Water Treatment yr. 3	Water Revenue

Summary of Target Strategies:

The 2% and 4% target reduction options for Public Works total \$750,000 and \$1,500,000 respectively. Public Works has prepared a prioritized list of reduction options listed in the table below.

Target Reduction Options	Amount	Cumulative Subtotal
1. Move winter sweeping from Snow & Ice to Sewer Fund	\$275,500	\$ 275,500
2. Eliminate PW Admin. Vehicle	\$ 8,000	\$ 283,500
3. Eliminate vacant Clerk Typist position in Transportation	\$ 39,922	\$ 324,422
4. Eliminate Field Services shop worker position	\$ 53,794	\$ 377,216
5. Eliminate stock worker position in Field Services bridge section	\$ 55,094	\$ 432,310
6. Complete the reallocation of routine traffic sign installation activities	\$101,006	\$ 533,316
7. Close 44 th & Snelling facility, eliminate District Supervisor position	\$130,700	\$ 664,016
8. Divert controller conversion capital funding to pedestrian LED conversion. Results in long term electrical savings.	\$ 33,000	\$ 697,016
9. Reduce 5 th (2003) Infrastructure Maintenance Gap increment, Alley Maintenance	\$100,000	\$ 797,016
10. Reduce 5 th (2003) Infrastructure Maintenance Gap increment, Streetlight Maintenance	\$10,000	\$ 807,016
11. Reduce 5 th (2003) Infrastructure Maintenance Gap increment, Signal Maintenance	\$ 80,000	\$ 887,016
12. Reduce 5 th (2003) Infrastructure Maintenance Gap increment, Street Maintenance	\$500,000	\$1,387,016
13. Reduce 5 th (2003) Infrastructure Maintenance Gap increment, Bridge Maintenance	\$ 50,000	\$1,437,016
14. Reduce Field Services staffing, 4 FTE at downtown district, 1 @ at each of the four districts	\$424,350	\$1,861,366
TOTAL	\$1,861,366	

Council Adopted Target Strategies and Decision Packages:

The Mayor recommended 15 out of the 20 target strategies that were proposed. Eight of the recommended strategies are General Fund reductions. Public Works proposed five target strategies reductions related to GAP maintenance funding that are included in their base. The Council adopted Mayor's recommendations. The Mayor also recommended funding for 7 decision packages. The Council also adopted the Mayor's 7 funding recommendations, with the Council funding three additional amendments/decision packages.

Council Adopted Target Strategies	Fund	Expense	FTEs
1. Close 44 th & Snelling facility, eliminate District Supervisor position	General	(\$131,000)	-1.0
2. Move winter sweeping from Snow & Ice to Sewer Fund	General Sewer	(\$276,000) +\$276,000	
3. Eliminate stock worker position in Field Services bridge section	General	(\$ 55,000)	-1.0
4. Eliminate Field Services shop worker position	General	(\$ 54,000)	-1.0
5. Eliminate Administration Vehicle	General	(\$ 8,000)	
6. Reallocation of traffic sign installation activities	General	(\$101,000)	-2.0
7. Divert controller conversion capital funding to pedestrian LED conversion	General	(\$ 33,000)	
8. Eliminate vacant Clerk Typist	General	(\$ 40,000)	-1.0
9. Add 3 rd shift to reduce overtime in maintenance shop	Equipment	(\$200,000)	
10. Eliminate vacant supervisor	Equipment	(\$ 90,000)	-1.0
11. Reduce number of vehicles and parking space rental	Property	(\$ 24,000)	
12. Reduce amount of seasonal hours in Water Distribution	Water	(\$100,000)	
13. Discontinue pool cars in Haaf ramp	Equipment	(\$ 10,800)	
14. Reduce Holding Pond maintenance	Sewer	(\$ 84,000)	
15. Consolidate 2 routes	Solid Waste	(\$280,000)	-4.0
GRAND TOTAL		(\$1,210,800)	-11.0

Council Adopted Target Strategies By Fund		Expense	FTEs
TOTAL GENERAL FUND		(\$698,000)	-6.0
TOTAL EQUIPMENT FUND		(\$300,800)	-1.0
TOTAL PROPERTY SERVICES FUND		(\$ 24,000)	
TOTAL SEWER RENTAL FUND		+\$192,000	
TOTAL WATER FUND		(\$100,000)	
TOTAL SOLID WASTE AND RECYCLING FUND		(\$280,000)	-4.0
GRAND TOTAL		(\$1,210,800)	-11.0

Council Adopted Decision Packages	Fund	Expense	FTEs
1. Establish Stormwater Utility Fee	Sewer	\$500,000	
2. Combined Sewer Overflow Program	Sewer	\$537,000	+2.0
3. Sanitary Sewer & Storm Drainage GAP Maintenance	Sewer	\$100,000	+1.0
4. Water Works Security	Water	\$500,000	
5. Water Treatment & Distribution GAP Maintenance	Water	\$600,000	
6. Building GAP Maintenance	Property	\$130,000	
7. Ramp Security System Consolidation	Parking	\$350,000	
8. Graffiti Removal on Public Property	CDBG	\$107,000	
9. Impound Lot Staffing	Parking	\$119,000	+2.5
10. Police precinct Janitorial Functions managed by Property Services	Property	\$ TBD	+1.0
GRAND TOTAL		\$2,943,000	+6.5
Council Adopted Decision Packages By Fund		Expense	FTEs
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND		\$ 107,000	
TOTAL PROPERTY SERVICES FUND		\$ 130,000	+1.0
TOTAL SEWER RENTAL FUND		\$1,137,000	+3.0
TOTAL WATER FUND		\$1,100,000	
TOTAL PARKING FUND		\$ 469,000	+2.5
GRAND TOTAL		\$2,943,000	+6.5

Title: CLOSING OF SNELLING OFFICE

Fund # 0100

Agency # 607

Organization # 6160 6180 6220

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$42,440)		(0.50)	District Street Supervisor (org 6160)
0100	(\$42,440)		(0.50)	District Street Supervisor (org 6220)
0100	(\$45,820)			Contractual/Operating Expenditures
Total	(\$130,700)			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$131,000)

Revenue:

Council Adopted:

The Council concurs with this target strategy.

Proposal Description: As part of the long range Public Works facilities plan, the Street Maintenance District office at 44th and Snelling (4th District) will be closed and merged with the 5th District staff the newly remodeled facility at 6036 Harriet. This proposal includes the elimination of a Street District Supervisor I. Crews and staffing will be merged and reconfigured to serve the bulk of south Minneapolis out of the Harriet office.

Describe how the proposal impacts your service activities and performance measures: Some minor impacts to service may be evident related to travel time since the District office is not centrally located in its service area.

Title: REDUCE STAFFING (Maintenance 4 Outlying Districts/4 Downtown)

Fund # 0100

Agency # 607

Organization # 6220 & 6240

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$400,350)		(8.0)	Construction Maintenance Laborers
0100	(\$24,000)			Equipment Rental Expenditures

Mayor's Recommendation:

The Mayor does not recommend this strategy.

Expense: -\$0-

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: GRAND TOTAL \$ 424,350

Reduce permanent staffing on the maintenance crews. District maintenance crews would be reduced by one permanent FTE in each of the four Maintenance Districts and up to four additional on the Malls and Plazas crew for up to a total of 8. With current vacancies, and given the current usage of seasonal labor on the Malls and Plazas crew, this could be accomplished through attrition and less use of seasonal labor, rather than laying off permanent staff.

Describe how the proposal impacts your service activities and performance measures:

Summer mowing cycle times would increase. Litter control and miscellaneous cleaning activities would be reduced. The Street Department will not have in-house staff to meet the peak labor need activities such as the comprehensive spring and fall sweeps. It will require coordination with other Divisions for intermittent labor requirements. Spring may not be too great a problem as construction slowly gears up, but labor may not be available for the even more labor intensive fall sweep. Service delivery will have to be more focused and diminish the ability to answer a variety of complaints. Delivery of services performed for the state and county under routine maintenance agreements (i.e., the city is paid for these services) cannot be diminished, resulting in an even greater reduction of activities performed on city property. Snow clearing on city owned sidewalks will take longer (resulting in the city being out of compliance of its own ordinances).

Title: FUND WINTER CLEANING ACTIVITIES OUT OF FUND 7300

Fund # 0100

Agency # 607

Organization # 6220

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$275,500)			
7300	\$275,500			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$276,000) **Revenue:** \$276,000 (Fund 7300)

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: During the winter season, a variety of street cleaning activities are performed during times that snow and ice control activities are not required. This strategy proposes that funding for these activities be transferred to the 7300 fund that supports street cleaning. The dollar amount represents an average cost of these activities as they will vary with the winter season. This would lessen the burden on the General Fund that supports snow and ice control, and place the financial responsibility in line with all other street cleaning activities.

Describe how the proposal impacts your service activities and performance measures: There would be no impact to service levels or performance measures.

Title: ELIMINATE BRIDGE STORES FUNCTION

Fund # 0100

Agency # 607

Organization # 6112

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$55,094)		(1.0)	Stock Worker

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$55,000) **Revenue:**

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: It is proposed to eliminate the Bridge Stores Function. The function provides support to bridge maintenance activities for the procurement of supplies and materials. These functions would be transferred to Central Stores and done by existing personnel.

Describe how the proposal impacts your service activities and performance measures: Increase in the amount of time supervisory personnel spends procuring supplies and materials.

Title: ELIMINATE SHOP WORKER POSITION

Fund # 0100

Agency # 607

Organization # 6160

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$53,794)		(1.0)	Shop Repair Worker

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$54,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: It is proposed to eliminate a Shop Worker Position. The position provides support to the repair and maintenance of street repair, lawn mowing and small snow plowing equipment. With the reduction in street repair and possible maintenance actives, this functional need is reduced.

Describe how the proposal impacts your service activities and performance measures: The elimination of this position will have an impact on the number of persons scheduled for work force coverage of equipment repair, which may have an effect of the turn-around time for servicing snow and ice control equipment. In addition, replacement cycles of equipment may need to be shortened to assure equipment availability for task assignments.

Title: ELIMINATE PUBLIC WORKS ADMIN. & MANAGEMENT SERVICES VEHICLE

Fund # 0100

Agency # 650

Organization # 6510

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$8,000)			

Mayor's Recommendation:

The Mayor recommends this target strategy.

Expense: (\$8,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: This proposal would eliminate the vehicle that is currently available to be used by all Public Works Administration and Management Services employees in City Hall as well as PW Finance staff in City Hall. The savings are from discontinuing vehicle rental and parking space rental

in the Haaf Parking Ramp. In place of this vehicle, staff would either use their personal vehicles and receive mileage reimbursements or staff would use taxi cabs to get to other City sites.

Describe how the proposal impacts your service activities and performance measures: This request will have minimal impact on services activities within Public Works.

Title: REALLOCATION OF TRAFFIC SIGN INSTALLATION ACTIVITIES

Fund # 0100

Agency # 685

Organization # 6874

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$101,000)		(2.0)	Contruction Main Laborer & Crew Leader

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$101,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: This initiative will continue to move and incorporate the scheduled routine replacement of traffic signage (100,000 signs in total) throughout the City in with the reconfigured Field Services Street Maintenance organization. In accomplishing this, the sign installation function in Traffic Field Operations will focus on new sign installation, placement of sign mounting posts, and replacing signs damaged by accidents. Routine replacement of faded signs will be done by Field Services personnel, primarily during the non-construction seasons.

Title: PEDESTRIAN LED CONVERSION FUNDING CHANGE

Fund # 0100

Agency # 685

Organization # 6874

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$33,000)			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$33,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: By diverting controller conversion capital funding (4100-943-9440) in the amount of \$375,000 to accomplish the Pedestrian LED Conversion at 160 intersections this results in a long term electrical savings in the General Fund of \$33,000. A request has been sent to T&PW to shift the capital dollars to start the LED changeover. There is no impact on FTE's because these are savings in energy costs.

Title: ELIMINATE VACANT CLERK TYPIST POSITION

Fund # 0100

Agency # 685

Organization # 6874

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0100	(\$40,000)		(1.0)	Clerk Typist II

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$40,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: This will eliminate a vacant Clerk Typist II position in the Transportation & Parking Services Division courthouse office.

Title: ADD 3RD SHIFT MONDAY THROUGH FRIDAY IN MAINTENANCE SHOPS

Fund # 6100

Agency # 685

Organization # 6752

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6100	(\$200,000)			Shop overtime reductions M-F.

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$200,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: Equipment maintenance shops are currently staffed for two shifts: day shifts and swing shifts. This proposal includes the addition of a 3rd (night) shift from Monday thru Friday. This additional shift will be staffed from existing personnel and 2 vacant positions within the Division. This 3rd shift, Monday thru Friday, will reduce shop overtime, especially during the snow removal season, and improve service to ESD customers by servicing the City's fleet during periods when the equipment is not in use.

Title: ELIMINATE VACANT SUPERVISOR POSITION

Fund # 6100

Agency # 675

Organization # 6752

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6100	(\$90,000)		(1.0)	Supervisor-Equipment

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$90,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: With the recent reorganization of Public Works, the Equipment Services Division was combined with the Property Services Division under the direction of the Director, Property Services.

Because of the realignment of the two divisions and the efficiencies resulting from the consolidation of supervisory responsibilities, and, consistent with current budgetary constraints, we are able to redistribute the duties of a Supervisor, Equipment, position.

Title: REDUCTION IN EQUIPMENT/PARKING RENTAL

Fund # 6200

Agency # 680

Organization # 6824

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6200	(\$24,000)			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$24,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: Property Services custodial staff would buy additional cleaning equipment (no longer transport equipment from site to site, requiring the use of vans) and cross-utilize three Property Services vehicles used by the maintenance staff during first shift. Property Services professional staff would reduce one pool car. Savings would also be realized through reduction in parking space rental. Net savings is 4 vehicles and one parking space.

Title: REDUCE THE AMOUNT OF PERMIT STAFFING HOURS NECESSARY

Fund # 7400

Agency # 690

Organization # 6980

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7400	(\$100,000)			

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$100,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: The Water Distribution Maintenance section will reduce the amount of seasonal labor hours at the Water East Yard facility. Duties and tasks have been consolidated and made more efficient through the Change Management process that the Water Division is going through.

Describe how the proposal impacts your service activities and performance measures: This request will have minimal impact on services activities within Public Works.

Title: DISCONTINUE PROVIDING CITY POOL CARS AT THE HAAF RAMP

Fund # 6100

Agency # 675

Organization # 6752

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6100	(\$10,800)			Reduced parking costs.

Mayor's Recommendation:

The Mayor recommends this strategy.

Expense: (\$10,800)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: ESD currently provides a fleet of four (4) sedans and one (1) van in the Haaf Ramp for daily rental by City Departments/Agencies. Based on the usage, daily/half day rental rates and parking costs, ESD incurred a loss of \$17,400 in 2001.

Because of budgetary constraints, ESD is forced to identify and eliminate service activities within its operations that are not cost effective or are not within the core services Public Works is charged with providing. The pool cars being provided at the Haaf Ramp are currently not cost neutral. By no longer providing pool cars at the Haaf Ramp, ESD will be able to more efficiently accomplish its mission along with that of Public Works.

Title: ADDING ONE JANITOR FOR MPLS. POLICE DEPT. PRECINCTS

Fund # 6200

Agency # 680

Organization # 6827

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6200	TBD		1.0	Janitorial Worker

Mayor's Recommendation:

The Mayor does not recommend this decision package.

Expense: -\$0-

Revenue:

Council Adopted:

The Council adopted the motion to authorize the Finance Officer to modify the FTE and appropriation levels of the Public Works Property Services and the Police Department.

Expense: To Be Determined

Revenue:

Proposal Description: The MPD Downtown Command is currently in leased space that includes janitorial services in the monthly lease payment. The new City owned and operated Downtown Command Facility will be completed and occupied by the MPD in August of 2002. Comprehensive janitorial services will be provided by Property Services for the renovated facility. Property Services will require additional staffing to provide this service.

The Council instead approved a pilot program that will begin in 2003 involving the transfer of all janitorial precinct functions from the Police Department to the Property Services Division. Once the program is underway, 1.0 FTE Janitorial Worker positions will be transferred from the Police Department to the Property Services Division, with the amount of property services rent charged to the Police Department modified to reflect the FTE transfer.

Title: CREATE A SECURITY COORDINATOR POSITION

Fund # 6200

Agency # 680

Organization # 6801

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6200	\$85,000		1.0	Security Coordinator

Mayor's Recommendation:

The Mayor does not recommend this decision package.

Expense: -\$0-

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: -\$0-

Revenue:

Proposal Description: In light of the tragic events of September 11, 2001 the City has reassessed the security and safety of its employees and physical assets. In November 2001 the City Council established the City Security Response Team to develop and implement recommendations on Security and Safety issues. The Security Response Team has determined that a new position is required to organize, implement, monitor, and coordinate the City's security program across all City properties and departments. Property Services was asked by the Security Response Team to submit a request in the 2003 budget process to establish a Security Coordinator position within Property Services.

Title: CONSOLIDATE HOLDING POND MAINTENANCE

Fund # 7300

Agency # 630

Organization # 6310

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7300	(\$83,536)			

Mayor's Recommendation:

The Mayor recommends this target strategy.

Expense: (\$84,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Title: ESTABLISH STORMWATER UTILITY FEE

Fund # 7300

Agency # 600

Organization # 6065

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7300	\$500,000			

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$500,000

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$500,000

Revenue:

Proposal Description: During 1995, Public Works evaluated the creation of a Stormwater Utility Fee. The fee would have been added to the monthly utility bill. Revenues would be used to fund stormwater related programs and projects, including CSO debt service, programs mandated by the NPDES stormwater permit, and capital improvement projects that are intended to improve the quality of stormwater runoff. Historically, stormwater related projects have been funded by the Sewer Fund. In 1995, it was found that the total utility fee that would be paid by the residential customer would be about the same whether or not sewer-related charges were split into two line items on the utility bill. However, there would be many properties in the City where having separate stormwater and sanitary sewerage charges would significantly change their bills.

Since 1995 the City has implemented significant stormwater related changes. In 1997 a \$60M flood mitigation program was approved. During 1999, the funding for street sweeping was deemed to be a water quality benefit and the cost for the entire sweeping program was transferred to the sewer fund. In 2000, the City was sued by a property owner contending that use of sewer funds for stormwater related costs is in fact inequitable. Finally, in 2001, the MPCA notified the City that significant additional improvements to the storm drainage and sanitary sewer system will be necessary to further reduce, and probably eliminate, the ongoing overflows of combined sewage to the Mississippi River (CSO).

In addition to this, the EPA is considering the future implementation of the TMDL regulation that would have significant financial impact to Public Works.

If Minneapolis creates a stormwater user fee, the fee would be equitable between different land use codes, be consistent with other city fee systems, and should use existing information sources.

Advantages and disadvantages to creating a new fee:

pros:

- Allocates costs based on pollution and runoff potential
- Shows City's emphasis on maintaining environment
- Coordinates all stormwater functions into dedicated fund
- Allows for credits to properties which have onsite stormwater structures
- Ability to charge all property owners

cons:

- New fee
- Will require changes to Utility Billing System
- Will require creation and ongoing maintenance of data about land use and changes in land use.

Therefore, staff is recommending that the feasibility of a stormwater utility fee be re-evaluated. The estimated cost to hire a consultant to complete the study is \$250,000. Cost of the implementation of the stormwater utility fee is estimated at an additional \$250,000. This request would be funded from Fund 7300, Storm and Sanitary Sewers.

Title: COMBINED SEWER OVERFLOW PROGRAM**Fund # 7300****Agency # 600****Organization # 6065**

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7300	\$106,000		2.0	Engineering Aide II
7300	\$162,658			Operating expenses.
7300	\$250,000			One-time consultant cost
7300	\$18,170			One-time computer workstation and setup

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$537,000**Revenue:****Council Adopted:**

The Council concurs with the Mayor's recommendation.

Expense: \$537,000**Revenue:**

Proposal Description: Background: The City of Minneapolis and the Metropolitan Council are joint permit holders for a Minnesota Pollution Control Agency (MPCA) permit that regulates combined sewer overflows (CSO) into the Mississippi River. This permit expired on June 30, 2001 and we have begun talks with the MPCA for renewal. It appears that the total elimination of CSOs, perhaps within 5 years, will be a condition of the new permit and the MPCA would like to see this issue resolved as quickly as possible. Some environmental groups are also very concerned about the City's efforts as well. Our challenge was to formulate a long-range for eliminating CSOs, so as to have the permit reissued as quickly as possible and begin the work to create a cleaner river, alleviate a potential public health issue, and complete improvements for a more efficient waste treatment system.

Staff and outside analysis has clearly shown that CSOs occur when there are heavy rains. In certain areas of the City, runoff from buildings, parking lots and streets that drained directly to the sanitary sewers fills up the capacity of the pipes and overflows into the adjoining stormwater system, which ends up putting millions of gallons of combined sewage and stormwater into the Mississippi River.

Solutions: To correct this problem, a multi-pronged plan has been recommended including the following:

- Community outreach and education
- Residential and commercial buildings rainleader disconnection
- Capital improvements to the system

A three-department project team of Public Works, Regulatory Services and Public Affairs would jointly carry out an intensive five to six year plan. The 2002 budget included 6 new FTEs (3 in Regulatory Services and 3 in Public Works). 5 FTEs (plumbing inspectors) were also approved to start in 2003.

Proposal Overview: This project would be funded entirely from the Sewer Rental Fund. A potential funding source for this request is described in another decision package for the establishment of a Stormwater Utility Fee.

There are 2 additional FTEs that are now requested for this project including operating budgets for these additional FTEs and the 5 FTEs already approved for 2003. The other primary components of this proposal are to fund supporting services for the overall program:

- Flow and pollutant monitoring services and equipment
- Public education program services and materials

- Consultant services for City sanitary in-line storage/hydraulic modeling study to identify specific system improvements

Proposal Details:

- City sanitary in-line storage/hydraulic modeling study:
This proposal component would provide funding to hire a consultant to look for in-line storage opportunities in large City-owned sanitary pipes. The study would require flow monitoring and modeling to find safe and effective locations for system modifications. This was not within the scope of the recently completed CSO Separation Evaluation Project. This Project only evaluated in-line storage opportunities in the Metropolitan Council's interceptor system.
Adding in-line storage in the City sanitary system would offer considerable cost-savings over construction of large underground off-line storage or conveyance facilities. Space requirements may make sites for such facilities difficult to locate in a fully developed city because of the amount of underground utilities currently existing within City right-of-ways and lack of available property outside of City right-of-ways. Such facilities may also be problematic and expensive to maintain. The CSO Separation Evaluation Project recommended primary corrective actions of interceptor modifications by the Met Council, and inflow reduction by the City through private (roof rainleader, parking lot) and public (catch basin, area drain) inflow source disconnection.
Study and implementation of additional improvements to increase storage capacity were recommended to achieve the ultimate goal of total elimination of combined sewer overflows.
- ES staffing additions and operating budget (2 Engineering Aides):
This proposal will add 2 technicians to the 3 FTE CSO engineering team approved last year for 2002-2006. \$5 million a year in capital projects have been estimated for the CSO 2 Program. Capital project engineering teams are typically comprised of 1 engineer and 3 or 4 technicians. In addition to CSO capital project design, plan production, and construction management; this engineering team will have additional duties. This team will provide technical engineering expertise, GIS maps, and database support for rainleader disconnection inspections and permitting by Regulatory staff. Other duties include identification and research of problems in high inflow areas, completion of status reports and annual CSO permit reports, and contract management for studies, modeling, and monitoring to help identify sanitary system improvements and evaluate the effectiveness of improvements implemented prior to overflow elimination.
The contractual services included in the operating budget are for flow monitoring during the rainy season in order to:
 1. Help identify needed sanitary system improvements or repairs by data collection and field investigations of inflow problems, and to
 2. Evaluate the effectiveness of improvements implemented prior to overflow elimination. This step was recommended in the CSO Separation Evaluation Project - Final Report. Monitoring prior to overflow elimination will help determine whether the job of CSO control is complete, and if overflow bypasses can be closed without causing sewage backups in homes and businesses or damage to sewerage infrastructure.

Title: WATER WORKS PROPOSED SECURITY STAFFING**Fund # 7400****Agency # 690****Organization # 6930**

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7400	\$1,544,000		10.0	Security Guards
			12.0	Police Officers

Mayor's Recommendation:

The Mayor recommends part of this decision package.

Expense: \$500,000**Revenue:****Council Adopted:**

The Council concurs with the Mayor's recommendation.

Expense: \$500,000**Revenue:**

Proposal Description: The addition of twelve (12) Mpls. Police Officers including benefits and training; three (3) Squad Cars including accessories and fuel for \$1,000,000. The addition of ten (10) Security Guards including benefits for \$544,000.

This is to provide access control and security for 8 geographically diverse Water Works sites.

Title: RAMP SECURITY SYSTEM CONSOLIDATION OF THREE RAMPS TO CENTRAL FACILITY**Fund # 7500****Agency # 685****Organization # 6892**

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7500	\$350,000			

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$350,000**Revenue:****Council Adopted:**

The Council concurs with the Mayor's recommendation.

Expense: \$350,000**Revenue:**

Proposal Description: As the City accomplishes the consolidation of all 9 individual CCTV Security Monitoring Centers into a single central facility, it will improve cost efficiency and minimize personnel with state-of-the-art equipment, and ultimately generate staff and equipment savings of over \$1,000,000 per year upon completion of the final phase to the Municipal Parking enterprise fund.

This centralization achievement is made possible by utilizing a downtown Fiber Optic Network (FON) installed by Public Works Transportation & Parking Services, in an effort to transform City services through optimizing information and technology systems.

This is not a request for ongoing funding, but a one time request of funding for this phase of the project. With this funding, we will bring the Plaza/Orchestra Hall monitoring center to the central facility and will have 5 of the 9 separate monitoring centers centralized. We would intend to return in subsequent budget years with further one-time requests to complete the project.

Savings of \$165,000 per year are expected.

Title: ADEQUATE IMPOUND LOT STAFFING OR REDUCE HOURS OF OPERATION

Fund # 7500

Agency # 685

Organization # 6898

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7500	\$176,000		4.0	Vehicle Record Aides
7500	\$53,000		1.0	Supervisor

Mayor's Recommendation:

The Mayor does not recommend this decision package.

Expense: -\$0-

Revenue:

Council Adopted:

The Council adopted partial funding and approval for 1.5 Record Aides and 1.0 Supervisor positions for this decision package. This level of additional staffing would allow 17 hours of daily operation. A \$3 increase to the impound charge will go into effect April 1, 2003.

Expense: \$119,000

Revenue: \$119,000

Proposal Description: Request to adequately staff the Impound Lot during the present hours of operation, or to reduce the official hours of Impound Lot operations.

Currently the Impound Lot needs to employ staff from other City departments or hire permit employees in order to accommodate its customers with a reasonable level of customer service during peak seasonal hours of operation such as Snow Emergencies and Street Sweeping. The creation of a trained employee pool would enable the Impound Lot to utilize a workforce familiar with a complex operation involving cash transactions. This change would require 5 FTE's, 4 Vehicle Records Aides and 1 Supervisor. The funding for these positions is available within the Parking Fund and is well within the revenues of the Impound Lot. The Impound Lot has paid for these positions in previous years from redirected dollars from other line items and from appropriation increases above the original budget. It is proposed to utilize the HR category of personnel known as a permanent intermittent position for the Vehicle Records Aides, pending union approval. These additional staff would also drastically reduce the need for overtime at the Impound Lot.

The Impound Lot currently does not have enough properly trained supervisors available for the late night shift and for coverage of the 7 day a week operation and for coverage of sickness and/or vacations of the other supervisors.

The Impound Lot is currently closed from 3 a.m. until 6 a.m. daily except during Snow Emergencies. **Without this additional staffing, the Impound Lot will need to reduce its hours of operation to 8 a.m. until 12 midnight**, which can be accomplished within the current authorized personnel levels. Reducing the hours of operation would impact owners of cars towed at night who attempt to pickup their vehicles prior to 8 a.m.

Title: ELIMINATE TWO SOLID WASTE ROUTES

Fund # 7700

Agency # 664

Organization # 6641

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7700	(\$200,000)		(4.0)	Solid Waste & Recycling Workers
7700	(\$80,000)			Reduction of 2 trucks and related costs

Mayor's Recommendation:

The Mayor recommends this target strategy.

Expense: (\$280,000)

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Proposal Description: Solid Waste and Recycling is proposing to eliminate 2 municipal solid waste collection routes by consolidating the two subject routes into other existing routes, thus eliminating 4.0 Solid Waste & Recycling Worker positions and 2 of our oldest packer trucks.

Describe how the proposal impacts your service activities and performance measures: This reduction will not affect any customer service adversely.

Title: SANITARY SEWER GAP MAINTENANCE

Fund # 7300

Agency # 630

Organization # 6310

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7300	\$100,000		+1.0	Engineering Aide II

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$100,000

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$100,000

Revenue:

Proposal Description: As described in the 1997, "State of the Public Infrastructure," report, this is the fifth annual increment of the approved 10 year phased plan. This request for (2003) Sanitary Sewer maintenance funding will provide for the following:

- Add one Engineering Aide II to assist with the sewer maintenance related records and paperwork for increased NDPES permit requirements and to assist with overall sewer maintenance scheduling.
- Contract out peak loads of sewer maintenance activities, such as sewer line television inspection, television inspection of the Park Board sewer system, sewer jet cleaning, and sewer system rehabilitation work.

Title: WATER TREATMENT & DISTRIBUTION GAP MAINTENANCE

Fund # 7400

Agency # 690

Organization # 6990

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
7400	\$600,000			

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$600,000

Revenue:

Council Adopted:

The Council concurs with the Mayor's recommendation.

Expense: \$600,000

Revenue:

Proposal Description: As described in the 1997, "State of the Public Infrastructure," report, this is the fifth annual increment of the approved 10 year phased plan. This request for (2003) Water treatment and distribution maintenance funding will provide for the following:

Increased activity in repair, restoration and/or replacement for coagulation basins, coagulation corridor ceilings, and heating/ventilating/air conditioning (HVAC) components and systems all within the treatment and pumping facility. Also, included are the repair, restoration and/or replacement of hydrants, small valves and manholes in the distribution system.

Title: BUILDINGS- GAP MAINTENANCE

Fund # 6200

Agency # 680

Organization # 6821

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
6200	\$130,000			

Mayor's Recommendation:

The Mayor recommends this decision package.

Expense: \$130,000**Revenue:****Council Adopted:**

The Council concurs with the Mayor's recommendation.

Expense: \$130,000**Revenue:**

Proposal Description: As described in the 1997, "State of the Public Infrastructure," report, this is the fifth annual increment of the approved 10 year phased plan. This request for (2003) building maintenance funding will provide for the following:

Increase the frequency of carpet replacement in City owned buildings and increase the amount of preventative exterior maintenance to walls and roof systems for City owned buildings.

Title: GRAFFITI REMOVAL ON PUBLIC PROPERTY

Fund # 0400

Agency # 680

Organization # 6824

<u>Fund</u>	<u>Cost</u>	<u>Revenues</u>	<u>FTE's</u>	<u>Job Titles/Other related costs</u>
0400	\$107,000			

Council Adopted:

The Council adopted the motion to fund a graffiti removal program.

Expense: \$107,000**Revenue:**

Proposal Description: This is a capital program added to the Community Development Block Grant program for graffiti removal on public property by Public Works. The program will target graffiti on public property in low to moderate income areas of Minneapolis.

PW - ADMINISTRATIVE SERVICES
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Contractual Services	164,260	139,753	254,962	252,474	-1.0%	-2,488
Equipment	39,829	41,044	26,250	26,775	2.0%	525
Fringe Benefits	181,103	263,211	315,282	337,696	7.1%	22,414
Operating Costs	60,927	81,277	77,064	79,340	3.0%	2,276
Salaries and Wages	945,082	1,228,459	1,297,890	1,325,463	2.1%	27,573
Total for General Fund - City	1,391,201	1,753,745	1,971,448	2,021,748	2.6%	50,300
Total for PW - ADMINISTRATIVE SERVICES	1,391,201	1,753,745	1,971,448	2,021,748	2.6%	50,300

PW - ADMINISTRATIVE SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
General Fund - City						
Charges for Sales	0	0	250	250	0.0%	0
Charges for Service	618,173	1,222,380	1,340,000	1,340,000	0.0%	0
Interest	0	9	0	0	0.0%	0
Other Misc Revenues	88	0	0	0	0.0%	0
Total for General Fund - City	618,261	1,222,389	1,340,250	1,340,250	0.0%	0
Total for PW - ADMINISTRATIVE SERVICES	618,261	1,222,389	1,340,250	1,340,250	0.0%	0

PW - ADMINISTRATIVE SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
MANAGEMENT SERVICES						
General Fund - City						
Contractual Services	64,109	76,925	166,209	161,533	-2.8%	-4,676
Equipment	23,968	15,799	10,250	10,455	2.0%	205
Fringe Benefits	114,585	183,668	223,131	228,771	2.5%	5,640
Operating Costs	45,445	57,629	61,788	63,758	3.2%	1,970
Salaries and Wages	617,131	884,975	913,579	930,113	1.8%	16,534
Total for General Fund - City	865,238	1,218,996	1,374,957	1,394,630	1.4%	19,673
Total for MANAGEMENT SERVICES	865,238	1,218,996	1,374,957	1,394,630	1.4%	19,673
SAFETY/RISK MANAGEMENT						
General Fund - City						
Contractual Services	95,611	59,214	55,221	56,738	2.7%	1,517
Equipment	15,860	15,020	15,500	15,810	2.0%	310
Fringe Benefits	35,803	45,184	56,236	62,030	10.3%	5,794
Operating Costs	14,797	22,926	14,900	15,198	2.0%	298
Salaries and Wages	185,102	196,074	235,064	245,317	4.4%	10,253
Total for General Fund - City	347,173	338,417	376,921	395,093	4.8%	18,172
Total for SAFETY/RISK MANAGEMENT	347,173	338,417	376,921	395,093	4.8%	18,172
SPECIAL ASSESSMENTS						
General Fund - City						
Contractual Services	4,540	3,615	33,532	34,203	2.0%	671
Equipment	0	10,226	500	510	2.0%	10
Fringe Benefits	30,715	34,359	35,915	46,895	30.6%	10,980
Operating Costs	685	722	376	384	2.1%	8
Salaries and Wages	142,850	147,411	149,247	150,033	0.5%	786
Total for General Fund - City	178,789	196,332	219,570	232,025	5.7%	12,455
Total for SPECIAL ASSESSMENTS	178,789	196,332	219,570	232,025	5.7%	12,455
Total for PW - ADMINISTRATIVE SERVICES	1,391,201	1,753,745	1,971,448	2,021,748	2.6%	50,300

PUBLIC WORKS ADMINISTRATION
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Management Services	13.00	13.00	14.00	13.00	-7.14%	(1.00)
Safety/Risk Management	4.00	4.00	4.00	4.00	0.00%	-
Special Assessments	3.00	3.00	3.00	3.00	0.00%	-
Total FTE's	20.00	20.00	21.00	20.00	-4.76%	(1.00)

PW - ENG MATERIALS & TESTING
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Internal Service Funds						
Contractual Services	667,281	652,305	651,648	682,312	4.7%	30,664
Equipment	2,062	0	2,000	2,040	2.0%	40
Fringe Benefits	322,229	325,160	370,284	426,427	15.2%	56,143
Operating Costs	1,686,407	1,510,390	1,782,550	1,819,051	2.0%	36,501
Salaries and Wages	1,137,807	1,165,389	1,253,755	1,311,197	4.6%	57,442
<i>Total for Internal Service Funds</i>	3,815,786	3,653,244	4,060,237	4,241,027	4.5%	180,790
Total for PW - ENG MATERIALS & TESTING	3,815,786	3,653,244	4,060,237	4,241,027	4.5%	180,790

PW - ENG MATERIALS & TESTING
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Internal Service Funds						
Charges for Sales	4,098,772	3,979,359	3,868,000	3,412,000	-11.8%	-456,000
Charges for Service	1,386,258	1,158,211	1,483,000	1,275,000	-14.0%	-208,000
Federal Government	0	54,541	0	0	0.0%	0
Interest	0	21	0	0	0.0%	0
Other Misc Revenues	79,071	45,706	0	0	0.0%	0
State Government	-112,127	0	0	0	0.0%	0
<i>Total for Internal Service Funds</i>	5,451,973	5,237,839	5,351,000	4,687,000	-12.4%	-664,000
Total for PW - ENG MATERIALS & TESTING	5,451,973	5,237,839	5,351,000	4,687,000	-12.4%	-664,000

PW - ENG MATERIALS & TESTING
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ASPHALT PLANT						
Internal Service Funds						
Contractual Services	400,836	352,115	305,901	323,165	5.6%	17,264
Equipment	352	0	0	0	0.0%	0
Fringe Benefits	132,757	126,584	128,475	147,362	14.7%	18,887
Operating Costs	1,553,782	1,452,518	1,622,467	1,655,389	2.0%	32,922
Salaries and Wages	316,835	331,101	349,555	373,881	7.0%	24,326
Total for Internal Service Funds	2,404,562	2,262,318	2,406,398	2,499,797	3.9%	93,399
Total for ASPHALT PLANT	2,404,562	2,262,318	2,406,398	2,499,797	3.9%	93,399
CENTRAL STORES						
Internal Service Funds						
Contractual Services	34,906	34,936	67,459	68,808	2.0%	1,349
Equipment	0	0	2,000	2,040	2.0%	40
Fringe Benefits	63,609	71,358	74,383	91,902	23.6%	17,519
Operating Costs	110,609	42,576	142,659	145,889	2.3%	3,230
Salaries and Wages	274,315	302,354	300,647	313,041	4.1%	12,394
Total for Internal Service Funds	483,440	451,224	587,148	621,680	5.9%	34,532
Total for CENTRAL STORES	483,440	451,224	587,148	621,680	5.9%	34,532
ENGINEERING LABORATORY						
Internal Service Funds						
Contractual Services	231,539	265,255	278,288	290,339	4.3%	12,051
Equipment	1,710	0	0	0	0.0%	0
Fringe Benefits	125,863	127,218	167,426	187,163	11.8%	19,737
Operating Costs	22,017	15,297	17,424	17,773	2.0%	349
Salaries and Wages	546,657	531,933	603,553	624,275	3.4%	20,722
Total for Internal Service Funds	927,785	939,702	1,066,691	1,119,550	5.0%	52,859
Total for ENGINEERING LABORATORY	927,785	939,702	1,066,691	1,119,550	5.0%	52,859
PW - ENG. MATERIALS & TESTING						
Internal Service Funds						
Fringe Benefits	0	0	0	0	0.0%	0
Total for Internal Service Funds	0	0	0	0		0
Total for PW - ENG. MATERIALS & TESTING	0	0	0	0		0
Total for PW - ENG MATERIALS & TESTING	3,815,786	3,653,244	4,060,237	4,241,027	4.5%	180,790

PUBLIC WORKS ENGINEERING MATERIAL AND TESTING
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Central Stores	6.00	6.00	7.00	7.00	0.00%	-
Asphalt Plant	8.00	8.00	7.00	7.00	0.00%	-
Engineering Laboratory	12.50	12.50	12.50	12.50	0.00%	-
Total FTE's	26.50	26.50	26.50	26.50	0.00%	-

PW - ENGINEERING SERVICES
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Capital Outlay	17,294	3,274	0	0	0.0%	0
Contractual Services	642,142	1,121,290	1,495,156	1,515,131	1.3%	19,975
Equipment	86,815	84,800	65,200	79,620	22.1%	14,420
Fringe Benefits	516,319	476,684	752,769	790,470	5.0%	37,701
Operating Costs	142,107	163,289	177,053	181,603	2.6%	4,550
Salaries and Wages	2,163,099	2,060,077	2,673,297	2,734,266	2.3%	60,969
Total for Capital Projects	3,567,776	3,909,414	5,163,475	5,301,090	2.7%	137,615
Enterprise Funds						
Capital Outlay	1,199	207	0	0	0.0%	0
Contractual Services	614,062	730,227	1,364,331	2,301,972	68.7%	937,641
Equipment	10,264	22,054	87,862	117,600	33.8%	29,738
Fringe Benefits	260,598	256,434	477,710	499,222	4.5%	21,512
Operating Costs	54,013	66,558	92,864	89,015	-4.1%	-3,849
Salaries and Wages	1,102,164	1,165,331	1,700,328	2,255,406	32.6%	555,078
Total for Enterprise Funds	2,042,300	2,240,811	3,723,095	5,263,215	41.4%	1,540,120
General Fund - City						
Capital Outlay	0	0	455	464	2.0%	9
Contractual Services	124,856	191,679	214,815	206,910	-3.7%	-7,905
Equipment	5,293	12,196	5,000	5,100	2.0%	100
Fringe Benefits	119,754	120,539	143,769	174,194	21.2%	30,425
Operating Costs	18,359	26,424	13,459	13,895	3.2%	436
Salaries and Wages	516,396	544,460	592,701	599,982	1.2%	7,281
Total for General Fund - City	784,659	895,299	970,199	1,000,545	3.1%	30,346
Total for PW - ENGINEERING SERVICES	6,394,736	7,045,524	9,856,769	11,564,850	17.3%	1,708,081

PW - ENGINEERING SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Sales	79,499	64,338	75,000	50,000	-33.3%	-25,000
Charges for Service	1,607,850	26,746	1,430,495	1,069,781	-25.2%	-360,714
Interest	0	-0	0	0	0.0%	0
Other Misc Revenues	451	1,345	0	0	0.0%	0
State Government	1,160,752	987,167	844,598	676,920	-19.9%	-167,678
Total for Capital Projects	2,848,553	1,079,596	2,350,093	1,796,701	-23.5%	-553,392
Enterprise Funds						
Charges for Service	1,011,485	1,249,551	850,000	1,500,000	76.5%	650,000
Other Misc Revenues	0	505	0	0	0.0%	0
State Government	0	0	42,000	151,002	259.5%	109,002
Total for Enterprise Funds	1,011,485	1,250,056	892,000	1,651,002	85.1%	759,002
General Fund - City						
Charges for Sales	100	122,000	0	0	0.0%	0
Charges for Service	549,647	737,804	675,000	675,000	0.0%	0
Interest	86	-74	0	0	0.0%	0
Licenses and Permits	38,320	22,140	35,000	25,000	-28.6%	-10,000
Other Misc Revenues	250	0	0	0	0.0%	0
Total for General Fund - City	588,403	881,870	710,000	700,000	-1.4%	-10,000
Total for PW - ENGINEERING SERVICES	4,448,441	3,211,522	3,952,093	4,147,703	4.9%	195,610

PW - ENGINEERING SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
RIGHT OF WAY MANAGEMENT						
General Fund - City						
Capital Outlay	0	0	455	464	2.0%	9
Contractual Services	124,856	191,679	214,815	206,910	-3.7%	-7,905
Equipment	5,293	12,196	5,000	5,100	2.0%	100
Fringe Benefits	119,720	120,539	143,769	174,194	21.2%	30,425
Operating Costs	18,359	26,424	13,459	13,895	3.2%	436
Salaries and Wages	516,130	544,460	592,701	599,982	1.2%	7,281
Total for General Fund - City	784,358	895,299	970,199	1,000,545	3.1%	30,346
Total for RIGHT OF WAY MANAGEMENT	784,358	895,299	970,199	1,000,545	3.1%	30,346
SEWER DESIGN						
Enterprise Funds						
Capital Outlay	1,199	207	0	0	0.0%	0
Contractual Services	596,381	711,546	1,364,331	1,171,140	-14.2%	-193,191
Equipment	10,264	22,054	87,862	70,462	-19.8%	-17,400
Fringe Benefits	194,092	184,817	359,137	273,304	-23.9%	-85,833
Operating Costs	53,782	66,348	92,864	76,775	-17.3%	-16,089
Salaries and Wages	759,273	769,547	1,161,651	938,225	-19.2%	-223,426
Total for Enterprise Funds	1,614,992	1,754,519	3,065,845	2,529,906	-17.5%	-535,939
Total for SEWER DESIGN	1,614,992	1,754,519	3,065,845	2,529,906	-17.5%	-535,939
STORM WATER MANAGEMENT						
Enterprise Funds						
Contractual Services	16	0	0	1,130,832	0.0%	1,130,832
Equipment	0	0	0	47,138	0.0%	47,138
Fringe Benefits	0	0	0	71,634	0.0%	71,634
Operating Costs	0	0	0	12,240	0.0%	12,240
Salaries and Wages	0	0	0	692,233	0.0%	692,233
Total for Enterprise Funds	16	0	0	1,954,077		1,954,077
Total for STORM WATER MANAGEMENT	16	0	0	1,954,077		1,954,077
STREET DESIGN						
Capital Projects						
Capital Outlay	17,294	3,274	0	0	0.0%	0
Contractual Services	642,142	1,121,290	1,495,156	1,515,131	1.3%	19,975
Equipment	86,815	84,800	65,200	79,620	22.1%	14,420
Fringe Benefits	516,319	476,684	752,769	790,470	5.0%	37,701
Operating Costs	142,107	163,289	177,053	181,603	2.6%	4,550
Salaries and Wages	2,163,099	2,060,077	2,673,297	2,734,266	2.3%	60,969
Total for Capital Projects	3,567,776	3,909,414	5,163,475	5,301,090	2.7%	137,615
General Fund - City						
Fringe Benefits	34	0	0	0	0.0%	0

PW - ENGINEERING SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
STREET DESIGN						
General Fund - City						
Salaries and Wages	267	0	0	0	0.0%	0
Total for General Fund - City	301	0	0	0		0
Total for STREET DESIGN	3,568,077	3,909,414	5,163,475	5,301,090	2.7%	137,615
WATER						
Enterprise Funds						
Contractual Services	17,665	18,681	0	0	0.0%	0
Fringe Benefits	66,505	71,617	118,573	154,284	30.1%	35,711
Operating Costs	232	210	0	0	0.0%	0
Salaries and Wages	342,891	395,783	538,677	624,948	16.0%	86,271
Total for Enterprise Funds	427,292	486,292	657,250	779,232	18.6%	121,982
Total for WATER	427,292	486,292	657,250	779,232	18.6%	121,982
Total for PW - ENGINEERING SERVICES	6,394,736	7,045,524	9,856,769	11,564,850	17.3%	1,708,081

PUBLIC WORKS ENGINEERING SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Street Design	56.60	55.60	58.60	58.60	0.00%	-
Water	10.00	10.00	11.00	11.00	0.00%	-
Sewer Design	20.90	20.90	23.90	20.90	-12.55%	(3.00)
Storm Water Management	-	-	-	10.00	-	10.00
Right of Way Management	11.00	12.00	12.00	12.00	0.00%	-
Total FTE's	98.50	98.50	105.50	112.50	6.64%	7.00

PW - EQUIPMENT
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Internal Service Funds						
Capital Outlay	64,376	0	0	0	0.0%	0
Contractual Services	4,277,201	6,593,877	3,594,635	3,746,424	4.2%	151,789
Equipment	2,980,372	-49,195	6,265,000	6,390,300	2.0%	125,300
Equipment Labor	15,163	16,259	0	0	0.0%	0
Fringe Benefits	3,474,638	3,536,508	3,858,682	4,476,664	16.0%	617,982
Operating Costs	3,415,972	4,008,111	4,012,400	4,083,928	1.8%	71,528
Salaries and Wages	10,741,383	11,445,280	12,006,964	13,307,547	10.8%	1,300,583
Total for Internal Service Funds	24,969,104	25,550,840	29,737,681	32,004,863	7.6%	2,267,182
Total for PW - EQUIPMENT	24,969,104	25,550,840	29,737,681	32,004,863	7.6%	2,267,182

PW - EQUIPMENT
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Internal Service Funds						
Charges for Sales	2,454,047	2,803,623	3,435,500	3,240,500	-5.7%	-195,000
Charges for Service	9,293,641	10,520,899	431,200	951,200	120.6%	520,000
Gains	159,872	42,886	200,000	200,000	0.0%	0
Interest	184	1,456	500	500	0.0%	0
Operating Transfers In	304,000	0	0	0	0.0%	0
Other Misc Revenues	250,149	482,714	315,000	315,000	0.0%	0
Proceeds of Long Term Liabilities	0	0	6,100,000	6,200,000	1.6%	100,000
Rents	14,068,757	17,619,479	24,995,940	27,832,000	11.3%	2,836,060
Total for Internal Service Funds	26,530,650	31,471,057	35,478,140	38,739,200	9.2%	3,261,060
Total for PW - EQUIPMENT	26,530,650	31,471,057	35,478,140	38,739,200	9.2%	3,261,060

PW - EQUIPMENT
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
MAINTENANCE						
Internal Service Funds						
Capital Outlay	64,376	0	0	0	0.0%	0
Contractual Services	1,966,158	2,517,892	1,964,926	2,075,189	5.6%	110,263
Equipment	102,280	-58,793	160,000	163,200	2.0%	3,200
Fringe Benefits	1,031,412	1,231,339	1,464,208	1,737,612	18.7%	273,404
Operating Costs	2,969,984	3,365,285	3,402,000	3,459,240	1.7%	57,240
Salaries and Wages	2,687,068	2,603,536	3,719,153	3,945,256	6.1%	226,103
Total for Internal Service Funds	8,821,278	9,659,258	10,710,287	11,380,497	6.3%	670,210
Total for MAINTENANCE	8,821,278	9,659,258	10,710,287	11,380,497	6.3%	670,210
MUNICIPAL GARAGE						
Internal Service Funds						
Contractual Services	226,704	295,469	256,293	270,351	5.5%	14,058
Equipment	0	9,597	5,000	5,100	2.0%	100
Fringe Benefits	159,707	141,027	196,581	216,204	10.0%	19,623
Operating Costs	358,453	434,808	340,400	347,208	2.0%	6,808
Salaries and Wages	410,445	386,504	494,578	558,613	12.9%	64,035
Total for Internal Service Funds	1,155,309	1,267,405	1,292,852	1,397,476	8.1%	104,624
Total for MUNICIPAL GARAGE	1,155,309	1,267,405	1,292,852	1,397,476	8.1%	104,624
OPERATIONS						
Internal Service Funds						
Contractual Services	2,059,062	3,760,808	1,316,416	1,342,744	2.0%	26,328
Equipment Labor	15,163	16,259	0	0	0.0%	0
Fringe Benefits	2,283,519	2,164,142	2,197,893	2,522,848	14.8%	324,955
Operating Costs	82,754	208,018	120,000	124,480	3.7%	4,480
Salaries and Wages	7,643,870	8,455,241	7,793,233	8,803,678	13.0%	1,010,445
Total for Internal Service Funds	12,084,367	14,604,468	11,427,542	12,793,750	12.0%	1,366,208
Total for OPERATIONS	12,084,367	14,604,468	11,427,542	12,793,750	12.0%	1,366,208
PURCHASING						
Internal Service Funds						
Contractual Services	25,278	19,708	57,000	58,140	2.0%	1,140
Equipment	2,878,092	0	6,100,000	6,222,000	2.0%	122,000
Operating Costs	4,781	0	150,000	153,000	2.0%	3,000
Total for Internal Service Funds	2,908,151	19,708	6,307,000	6,433,140	2.0%	126,140
Total for PURCHASING	2,908,151	19,708	6,307,000	6,433,140	2.0%	126,140
Total for PW - EQUIPMENT	24,969,104	25,550,840	29,737,681	32,004,863	7.6%	2,267,182

PUBLIC WORKS EQUIPMENT SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Maintenance	75.60	75.60	75.60	75.10	-0.66%	(0.50)
Municipal Garage	12.00	12.00	12.00	12.00	0.00%	-
Operations	160.00	160.00	170.00	170.00	0.00%	-
Total FTE's	247.60	247.60	257.60	257.10	-0.19%	(0.50)

PW - FIELD SERVICES
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Contractual Services	100,980	75,850	106,780	108,915	2.0%	2,135
Fringe Benefits	65,329	58,950	63,746	81,668	28.1%	17,922
Operating Costs	10,839	12,656	-185,063	15,462	-108.4%	200,525
Salaries and Wages	258,518	245,346	221,963	281,798	27.0%	59,835
Total for Capital Projects	435,666	392,802	207,426	487,843	135.2%	280,417
Enterprise Funds						
Contractual Services	3,176,251	3,304,284	3,284,840	3,426,789	4.3%	141,949
Fringe Benefits	297,311	279,042	374,879	448,571	19.7%	73,692
Operating Costs	19,768	36,931	17,575	17,927	2.0%	352
Salaries and Wages	968,167	893,470	1,200,062	1,585,997	32.2%	385,935
Total for Enterprise Funds	4,461,497	4,513,727	4,877,356	5,479,284	12.3%	601,928
General Fund - City						
Contractual Services	8,973,013	10,437,027	9,276,192	10,181,325	9.8%	905,133
Equipment	191,993	184,129	185,335	163,542	-11.8%	-21,793
Fringe Benefits	2,329,708	2,381,556	2,806,167	2,891,045	3.0%	84,878
Operating Costs	3,080,801	3,398,382	3,018,689	3,145,654	4.2%	126,965
Salaries and Wages	7,588,186	8,437,241	7,196,329	7,582,355	5.4%	386,026
Total for General Fund - City	22,163,701	24,838,334	22,482,712	23,963,921	6.6%	1,481,209
Total for PW - FIELD SERVICES	27,060,864	29,744,863	27,567,494	29,931,048	8.6%	2,363,554

PW - FIELD SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Service	66,094	13,673	0	40,000	0.0%	40,000
Licenses and Permits	220,114	197,366	0	205,000	0.0%	205,000
Total for Capital Projects	286,208	211,038	0	245,000	0.0%	245,000
Enterprise Funds						
Charges for Sales	0	33	500	0	-100.0%	-500
Charges for Service	16,834	2,068	3,000	2,000	-33.3%	-1,000
Interest	0	35	0	0	0.0%	0
Local Government	118,107	148,444	148,444	148,444	0.0%	0
Other Misc Revenues	4,621	2,353	0	2,500	0.0%	2,500
Special Assessments	114,475	113,730	115,000	115,000	0.0%	0
State Government	363,749	364,947	587,601	365,000	-37.9%	-222,601
Total for Enterprise Funds	617,786	631,610	854,545	632,944	-25.9%	-221,601
General Fund - City						
Charges for Sales	16,468	4,800	4,500	3,000	-33.3%	-1,500
Charges for Service	2,695,742	3,371,309	1,878,503	2,129,500	13.4%	250,997
Contributions	0	100	0	0	0.0%	0
Interest	199	1,572	0	0	0.0%	0
Local Government	407,651	324,838	300,690	350,643	16.6%	49,953
Other Misc Revenues	105,385	245,754	88,502	75,000	-15.3%	-13,502
Rents	2,400	2,400	2,200	2,200	0.0%	0
Special Assessments	1,401,036	1,461,499	1,494,500	1,529,500	2.3%	35,000
State Government	2,527,252	2,315,176	2,446,354	2,336,451	-4.5%	-109,903
Total for General Fund - City	7,156,133	7,727,448	6,215,249	6,426,294	3.4%	211,045
Total for PW - FIELD SERVICES	8,060,127	8,570,096	7,069,794	7,304,238	3.3%	234,444

PW - FIELD SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
BRIDGE MAINTENANCE AND REPAIR - C						
General Fund - City						
Contractual Services	645,187	756,642	400,779	412,936	3.0%	12,157
Equipment	7,070	21,580	13,200	13,464	2.0%	264
Fringe Benefits	202,387	193,555	301,090	322,994	7.3%	21,904
Operating Costs	161,702	313,349	103,537	75,008	-27.6%	-28,529
Salaries and Wages	806,647	795,443	493,495	1,043,165	111.4%	549,670
Total for General Fund - City	1,822,992	2,080,569	1,312,101	1,867,567	42.3%	555,466
Total for BRIDGE MAINTENANCE AND REPAIR	1,822,992	2,080,569	1,312,101	1,867,567	42.3%	555,466
MALLS & PLAZAS - MAINTENANCE						
General Fund - City						
Contractual Services	320,078	297,012	580,700	592,315	2.0%	11,615
Fringe Benefits	251,928	245,149	292,338	332,019	13.6%	39,681
Operating Costs	98,903	127,994	126,003	128,523	2.0%	2,520
Salaries and Wages	877,091	879,495	893,216	934,028	4.6%	40,812
Total for General Fund - City	1,548,000	1,549,650	1,892,257	1,986,885	5.0%	94,628
Total for MALLS & PLAZAS - MAINTENANCE	1,548,000	1,549,650	1,892,257	1,986,885	5.0%	94,628
NICOLLET MALL						
General Fund - City						
Contractual Services	317,076	323,360	367,542	473,983	29.0%	106,441
Equipment	0	38,124	25,000	0	-100.0%	-25,000
Fringe Benefits	145,998	146,654	170,446	136,735	-19.8%	-33,711
Operating Costs	94,939	104,061	27,500	114,000	314.5%	86,500
Salaries and Wages	507,983	509,715	591,397	411,295	-30.5%	-180,102
Total for General Fund - City	1,065,996	1,121,915	1,181,885	1,136,013	-3.9%	-45,872
Total for NICOLLET MALL	1,065,996	1,121,915	1,181,885	1,136,013	-3.9%	-45,872
SIDEWALK INSPECTION						
Capital Projects						
Contractual Services	100,980	75,850	106,780	108,915	2.0%	2,135
Fringe Benefits	65,329	58,950	63,746	81,668	28.1%	17,922
Operating Costs	10,839	12,656	14,937	15,462	3.5%	525
Salaries and Wages	258,518	245,346	221,963	281,798	27.0%	59,835
Total for Capital Projects	435,666	392,802	407,426	487,843	19.7%	80,417
Enterprise Funds						
Fringe Benefits	0	0	0	32,666	0.0%	32,666
Total for Enterprise Funds	0	0	0	32,666		32,666
General Fund - City						
Fringe Benefits	3	0	0	0	0.0%	0

PW - FIELD SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
SIDEWALK INSPECTION						
General Fund - City						
Salaries and Wages	39	0	0	0	0.0%	0
Total for General Fund - City	42	0	0	0		0
Total for SIDEWALK INSPECTION	435,708	392,802	407,426	520,509	27.8%	113,083
SNOW & ICE CONTROL						
General Fund - City						
Contractual Services	4,153,282	4,899,732	4,293,800	4,471,054	4.1%	177,254
Fringe Benefits	430,055	440,676	416,202	449,526	8.0%	33,324
Operating Costs	904,338	804,697	887,788	905,544	2.0%	17,756
Salaries and Wages	1,624,580	1,758,502	1,291,000	1,060,461	-17.9%	-230,539
Total for General Fund - City	7,112,255	7,903,607	6,888,790	6,886,585	-0.0%	-2,205
Total for SNOW & ICE CONTROL	7,112,255	7,903,607	6,888,790	6,886,585	-0.0%	-2,205
SPECIAL SERVICE DISTRICTS						
General Fund - City						
Contractual Services	330,089	399,441	325,970	400,000	22.7%	74,030
Operating Costs	11,247	6,380	0	0	0.0%	0
Total for General Fund - City	341,336	405,821	325,970	400,000	22.7%	74,030
Total for SPECIAL SERVICE DISTRICTS	341,336	405,821	325,970	400,000	22.7%	74,030
STREET ADMINISTRATION						
General Fund - City						
Contractual Services	698,333	1,178,258	579,376	574,858	-0.8%	-4,518
Equipment	184,923	124,425	147,135	150,078	2.0%	2,943
Fringe Benefits	617,297	627,495	482,099	490,269	1.7%	8,170
Operating Costs	695,103	642,984	776,679	803,453	3.4%	26,774
Salaries and Wages	1,448,978	1,907,875	578,877	654,307	13.0%	75,430
Total for General Fund - City	3,644,635	4,481,037	2,564,166	2,672,965	4.2%	108,799
Total for STREET ADMINISTRATION	3,644,635	4,481,037	2,564,166	2,672,965	4.2%	108,799
STREET CLEANING						
Enterprise Funds						
Contractual Services	3,176,251	3,304,284	3,284,840	3,426,789	4.3%	141,949
Fringe Benefits	297,311	279,042	374,879	415,905	10.9%	41,026
Operating Costs	19,768	36,931	17,575	17,927	2.0%	352
Salaries and Wages	968,167	893,470	1,200,062	1,585,997	32.2%	385,935
Total for Enterprise Funds	4,461,497	4,513,727	4,877,356	5,446,618	11.7%	569,262
General Fund - City						
Contractual Services	1,455	0	0	0	0.0%	0
Fringe Benefits	26	0	0	0	0.0%	0
Operating Costs	0	0	0	0	0.0%	0

PW - FIELD SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
STREET CLEANING						
General Fund - City						
Salaries and Wages	0	0	0	0	0.0%	0
Total for General Fund - City	1,482	0	0	0		0
Total for STREET CLEANING	4,462,979	4,513,727	4,877,356	5,446,618	11.7%	569,262
STREET MAINTENANCE & REPAIR						
Capital Projects						
Operating Costs	0	0	-200,000	0	-100.0%	200,000
Total for Capital Projects	0	0	-200,000	0	-100.0%	200,000
General Fund - City						
Contractual Services	2,507,513	2,582,581	2,728,025	3,256,179	19.4%	528,154
Fringe Benefits	682,013	728,027	1,143,992	1,159,502	1.4%	15,510
Operating Costs	1,114,569	1,398,918	1,097,182	1,119,126	2.0%	21,944
Salaries and Wages	2,322,869	2,586,210	3,348,344	3,479,099	3.9%	130,755
Total for General Fund - City	6,626,964	7,295,735	8,317,543	9,013,906	8.4%	696,363
Total for STREET MAINTENANCE & REPAIR	6,626,964	7,295,735	8,117,543	9,013,906	11.0%	896,363
Total for PW - FIELD SERVICES	27,060,864	29,744,863	27,567,494	29,931,048	8.6%	2,363,554

PUBLIC WORKS FIELD SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Sidewalk Inspections	6.00	6.00	5.00	6.00	20.00%	1.00
Bridge Maintenance	17.50	20.70	21.80	20.80	-4.59%	(1.00)
Nicollet Mall	11.80	11.80	11.80	8.30	-29.66%	(3.50)
Street Maintenance	75.50	82.80	77.76	77.66	-0.13%	(0.10)
Street Administration	10.80	10.80	10.80	11.80	9.26%	1.00
Street Cleaning	26.10	26.10	26.34	26.34	0.00%	-
Snow & Ice Control	27.80	28.20	29.20	28.70	-1.71%	(0.50)
Malls and Plazas Maintenance	21.00	20.70	21.00	21.30	1.43%	0.30
Total FTE's	196.50	207.10	203.70	200.90	-1.37%	(2.80)

PW - PROPERTY SERVICES
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Contractual Services	56,924	0	0	0	0.0%	0
Fringe Benefits	81,522	558	0	0	0.0%	0
Operating Costs	20,550	0	0	0	0.0%	0
Salaries and Wages	273,712	3,526	0	0	0.0%	0
Total for Capital Projects	432,709	4,083	0	0		0
Internal Service Funds						
Capital Outlay	0	2,008	7,000	7,140	2.0%	140
Contractual Services	2,130,490	3,823,355	4,136,460	3,925,389	-5.1%	-211,071
Equipment	87,278	73,195	468,000	477,360	2.0%	9,360
Fringe Benefits	836,945	902,989	1,005,974	1,541,214	53.2%	535,240
Operating Costs	786,340	1,071,211	790,653	807,444	2.1%	16,791
Salaries and Wages	2,711,900	3,137,705	3,379,450	4,590,532	35.8%	1,211,082
Total for Internal Service Funds	6,552,953	9,010,463	9,787,537	11,349,079	16.0%	1,561,542
Special Revenue Funds						
Contractual Services	52,388	162,498	160,000	267,000	66.9%	107,000
Operating Costs	353	0	0	0	0.0%	0
Total for Special Revenue Funds	52,741	162,498	160,000	267,000	66.9%	107,000
Total for PW - PROPERTY SERVICES	7,038,403	9,177,045	9,947,537	11,616,079	16.8%	1,668,542

PW - PROPERTY SERVICES
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Service	389,231	-6,795	0	0	0.0%	0
Other Misc Revenues	8,768	0	0	0	0.0%	0
Rents	3,375	0	0	0	0.0%	0
<i>Total for Capital Projects</i>	401,374	-6,795	0	0	0.0%	0
Internal Service Funds						
Charges for Sales	653,173	776,544	880,000	880,000	0.0%	0
Charges for Service	2,326,513	3,274,751	1,510,000	4,383,500	190.3%	2,873,500
Interest	345	-209	0	0	0.0%	0
Other Misc Revenues	1,382	1,953	2,500	3,000	20.0%	500
Rents	4,995,440	5,531,129	7,795,000	6,427,500	-17.5%	-1,367,500
<i>Total for Internal Service Funds</i>	7,976,853	9,584,168	10,187,500	11,694,000	14.8%	1,506,500
Total for PW - PROPERTY SERVICES	8,378,227	9,577,373	10,187,500	11,694,000	14.8%	1,506,500

PW - PROPERTY SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
COMMUNITY CENTER OPERATIONS						
Special Revenue Funds						
Contractual Services	52,388	162,498	162,498	160,000	-1.5%	-2,498
Operating Costs	353	0	0	0	0.0%	0
Total for Special Revenue Funds	52,741	162,498	162,498	160,000	-1.5%	-2,498
Total for COMMUNITY CENTER OPERATIONS	52,741	162,498	162,498	160,000	-1.5%	-2,498
FACILITIES MANAGEMENT						
Internal Service Funds						
Capital Outlay	0	2,008	0	0	0.0%	0
Contractual Services	1,326,634	2,897,222	3,168,064	2,908,448	-8.2%	-259,616
Equipment	25,421	18,878	13,000	13,260	2.0%	260
Fringe Benefits	702,509	725,622	734,745	1,268,625	72.7%	533,880
Operating Costs	709,529	870,824	643,497	657,037	2.1%	13,540
Salaries and Wages	2,226,820	2,478,953	2,484,644	3,713,090	49.4%	1,228,446
Total for Internal Service Funds	4,990,913	6,993,506	7,043,950	8,560,460	21.5%	1,516,510
Special Revenue Funds						
Contractual Services	0	0	0	107,000	0.0%	107,000
Total for Special Revenue Funds	0	0	0	107,000		107,000
Total for FACILITIES MANAGEMENT	4,990,913	6,993,506	7,043,950	8,667,460	23.0%	1,623,510
MUNICIPAL MARKET						
Internal Service Funds						
Contractual Services	24,747	14,898	10,000	30,445	204.5%	20,445
Fringe Benefits	1,897	2,511	0	0	0.0%	0
Operating Costs	0	40	0	0	0.0%	0
Salaries and Wages	7,846	12,230	0	0	0.0%	0
Total for Internal Service Funds	34,490	29,679	10,000	30,445	204.5%	20,445
Total for MUNICIPAL MARKET	34,490	29,679	10,000	30,445	204.5%	20,445
PROJECT MANAGEMENT OFFICE						
Capital Projects						
Contractual Services	56,924	0	0	0	0.0%	0
Fringe Benefits	81,522	558	0	0	0.0%	0
Operating Costs	20,550	0	0	0	0.0%	0
Salaries and Wages	273,712	3,526	0	0	0.0%	0
Total for Capital Projects	432,709	4,083	0	0		0
Internal Service Funds						
Capital Outlay	0	0	7,000	7,140	2.0%	140
Contractual Services	0	8,979	68,980	70,360	2.0%	1,380
Equipment	0	5,122	13,000	13,260	2.0%	260
Fringe Benefits	0	45,769	72,970	61,117	-16.2%	-11,853
Operating Costs	0	8,683	15,966	16,375	2.6%	409

PW - PROPERTY SERVICES
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PROJECT MANAGEMENT OFFICE						
Internal Service Funds						
Salaries and Wages	0	157,908	226,702	167,997	-25.9%	-58,705
Total for Internal Service Funds	0	226,460	404,618	336,249	-16.9%	-68,369
Total for PROJECT MANAGEMENT OFFICE	432,709	230,544	404,618	336,249	-16.9%	-68,369
PROPERTY SERVICES ADMINISTRATION						
Internal Service Funds						
Fringe Benefits	0	0	23,717	28,907	21.9%	5,190
Salaries and Wages	0	0	117,516	148,364	26.3%	30,848
Total for Internal Service Funds	0	0	141,233	177,271	25.5%	36,038
Total for PROPERTY SERVICES ADMINISTRATION	0	0	141,233	177,271	25.5%	36,038
PW - PROPERTY SERVICES						
Special Revenue Funds						
Contractual Services	0	0	-2,498	0	-100.0%	2,498
Total for Special Revenue Funds	0	0	-2,498	0	-100.0%	2,498
Total for PW - PROPERTY SERVICES	0	0	-2,498	0	-100.0%	2,498
RADIO EQUIPMENT						
Internal Service Funds						
Contractual Services	779,108	902,257	889,416	916,136	3.0%	26,720
Equipment	61,857	49,195	442,000	450,840	2.0%	8,840
Fringe Benefits	132,539	129,087	174,542	182,565	4.6%	8,023
Operating Costs	76,811	191,664	131,190	134,032	2.2%	2,842
Salaries and Wages	477,235	488,615	550,588	561,081	1.9%	10,493
Total for Internal Service Funds	1,527,550	1,760,818	2,187,736	2,244,654	2.6%	56,918
Total for RADIO EQUIPMENT	1,527,550	1,760,818	2,187,736	2,244,654	2.6%	56,918
Total for PW - PROPERTY SERVICES	7,038,403	9,177,045	9,947,537	11,616,079	16.8%	1,668,542

PUBLIC WORKS PROPERTY SERVICES
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Radio	10.30	10.30	11.30	11.00	-2.65%	(0.30)
Municipal Market	0.15	0.15	-	-	-	-
Lands and Building Maintenance	50.55	50.45	52.50	82.85	57.81%	30.35
Special Projects	4.00	3.00	3.00	2.50	-16.67%	(0.50)
Total FTE's	65.00	63.90	66.80	96.35	44.24%	29.55

PW - SEWER MAINTENANCE
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Contractual Services	6,283,050	30,576,403	7,037,666	7,373,961	4.8%	336,295
Equipment	257,968	30,105	154,000	157,080	2.0%	3,080
Fringe Benefits	988,046	1,034,514	1,184,754	1,312,303	10.8%	127,549
Operating Costs	25,198,305	1,271,076	27,735,348	27,968,716	0.8%	233,368
Salaries and Wages	2,717,757	2,868,569	2,792,475	3,042,817	9.0%	250,342
Total for Enterprise Funds	35,445,126	35,780,667	38,904,243	39,854,877	2.4%	950,634
Total for PW - SEWER MAINTENANCE	35,445,126	35,780,667	38,904,243	39,854,877	2.4%	950,634

PW - SEWER MAINTENANCE
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	0	8	0	0	0.0%	0
Charges for Service	56,898,073	57,244,302	61,640,928	63,941,480	3.7%	2,300,552
Gains	156,184	0	0	0	0.0%	0
Interest	55,834	877	0	0	0.0%	0
Operating Transfers In	0	-79,181	0	0	0.0%	0
Other Misc Revenues	50,696	15,290	50,000	50,000	0.0%	0
<i>Total for Enterprise Funds</i>	57,160,787	57,181,296	61,690,928	63,991,480	3.7%	2,300,552
Total for PW - SEWER MAINTENANCE	57,160,787	57,181,296	61,690,928	63,991,480	3.7%	2,300,552

PW - SEWER MAINTENANCE
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
MET COUNCIL ENVIRONMENTAL SVCS						
Enterprise Funds						
Contractual Services	5,045,124	29,221,300	4,970,040	5,280,441	6.2%	310,401
Operating Costs	24,123,156	0	26,733,074	26,942,736	0.8%	209,662
Total for Enterprise Funds	29,168,280	29,221,300	31,703,114	32,223,177	1.6%	520,063
Total for MET COUNCIL ENVIRONMENTAL SV	29,168,280	29,221,300	31,703,114	32,223,177	1.6%	520,063
SEWER MAINTENANCE						
Enterprise Funds						
Contractual Services	1,237,927	1,355,103	2,067,626	2,093,520	1.3%	25,894
Equipment	257,968	30,105	154,000	157,080	2.0%	3,080
Fringe Benefits	988,046	1,034,514	1,184,754	1,312,303	10.8%	127,549
Operating Costs	1,075,149	1,271,076	1,002,274	1,025,980	2.4%	23,706
Salaries and Wages	2,717,757	2,868,569	2,792,475	3,042,817	9.0%	250,342
Total for Enterprise Funds	6,276,847	6,559,367	7,201,129	7,631,700	6.0%	430,571
Total for SEWER MAINTENANCE	6,276,847	6,559,367	7,201,129	7,631,700	6.0%	430,571
Total for PW - SEWER MAINTENANCE	35,445,126	35,780,667	38,904,243	39,854,877	2.4%	950,634

PUBLIC WORKS SEWER MAINTENANCE
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Sewer Maintenance	59.10	61.10	61.90	63.60	2.75%	1.70
Total FTE's	59.10	61.10	61.90	63.60	2.75%	1.70

PW - SOLID WASTE
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Capital Outlay	0	478,373	41,000	41,820	2.0%	820
Contractual Services	14,451,334	15,474,392	15,413,662	15,516,128	0.7%	102,466
Equipment	589,196	909,634	1,094,500	1,116,390	2.0%	21,890
Fringe Benefits	1,636,418	1,751,846	2,057,807	2,344,354	13.9%	286,547
Operating Costs	615,197	618,500	756,651	875,315	15.7%	118,664
Salaries and Wages	4,751,367	5,342,846	5,826,216	5,888,782	1.1%	62,566
<i>Total for Enterprise Funds</i>	22,043,512	24,575,590	25,189,836	25,782,789	2.4%	592,953
Total for PW - SOLID WASTE	22,043,512	24,575,590	25,189,836	25,782,789	2.4%	592,953

PW - SOLID WASTE
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	957,398	668,072	640,200	640,200	0.0%	0
Charges for Service	22,205,855	24,176,900	23,612,800	26,098,800	10.5%	2,486,000
Local Government	964,041	943,406	937,000	804,000	-14.2%	-133,000
Operating Transfers In	0	-106,370	0	0	0.0%	0
Other Misc Revenues	557	350	0	0	0.0%	0
Rents	0	580	0	0	0.0%	0
Sales and Other Taxes	36,160	4,563	0	0	0.0%	0
Total for Enterprise Funds	24,164,011	25,687,501	25,190,000	27,543,000	9.3%	2,353,000
Total for PW - SOLID WASTE	24,164,011	25,687,501	25,190,000	27,543,000	9.3%	2,353,000

PW - SOLID WASTE
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
Enterprise Funds						
Capital Outlay	0	10,969	0	0	0.0%	0
Contractual Services	220,211	1,818,105	68,261	338,923	396.5%	270,662
Equipment	130,513	19,091	0	0	0.0%	0
Fringe Benefits	189,860	191,100	210,978	267,568	26.8%	56,590
Operating Costs	76,788	269,090	0	161,321	0.0%	161,321
Salaries and Wages	906,057	894,829	934,474	914,459	-2.1%	-20,015
Total for Enterprise Funds	1,523,429	3,203,184	1,213,713	1,682,271	38.6%	468,558
Total for ADMINISTRATION	1,523,429	3,203,184	1,213,713	1,682,271	38.6%	468,558
CLEAN CITY						
Enterprise Funds						
Capital Outlay	0	117,526	0	0	0.0%	0
Contractual Services	308,743	436,771	7,173	295,976	4,026.3%	288,803
Equipment	11,808	0	0	0	0.0%	0
Fringe Benefits	59,893	120,515	149,972	165,514	10.4%	15,542
Operating Costs	118,923	27,904	0	53,397	0.0%	53,397
Salaries and Wages	221,013	400,550	695,110	537,921	-22.6%	-157,189
Total for Enterprise Funds	720,380	1,103,266	852,255	1,052,808	23.5%	200,553
Total for CLEAN CITY	720,380	1,103,266	852,255	1,052,808	23.5%	200,553
COLLECTION						
Enterprise Funds						
Capital Outlay	0	348,718	41,000	41,820	2.0%	820
Contractual Services	3,528,023	3,564,507	5,928,824	3,902,257	-34.2%	-2,026,567
Equipment	387,039	449,921	799,000	814,980	2.0%	15,980
Fringe Benefits	643,675	691,556	862,684	964,594	11.8%	101,910
Operating Costs	309,748	194,597	640,986	430,460	-32.8%	-210,526
Salaries and Wages	1,582,434	1,732,005	1,912,483	1,882,627	-1.6%	-29,856
Total for Enterprise Funds	6,450,919	6,981,304	10,184,977	8,036,738	-21.1%	-2,148,239
Total for COLLECTION	6,450,919	6,981,304	10,184,977	8,036,738	-21.1%	-2,148,239
CUSTOMER SERVICE						
Enterprise Funds						
Contractual Services	1,400,914	25,056	0	938,763	0.0%	938,763
Fringe Benefits	71,705	86,984	103,781	117,036	12.8%	13,255
Operating Costs	24	0	0	0	0.0%	0
Salaries and Wages	286,273	341,315	349,751	346,678	-0.9%	-3,073
Total for Enterprise Funds	1,758,917	453,356	453,532	1,402,477	209.2%	948,945
Total for CUSTOMER SERVICE	1,758,917	453,356	453,532	1,402,477	209.2%	948,945
DISPOSAL						
Enterprise Funds						

PW - SOLID WASTE
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
DISPOSAL						
Enterprise Funds						
Contractual Services	5,644,830	6,180,057	4,684,800	6,311,038	34.7%	1,626,238
Fringe Benefits	73,468	0	12,732	8,794	-30.9%	-3,938
Operating Costs	2,389	2,331	3,665	3,738	2.0%	73
Salaries and Wages	0	0	38,910	40,588	4.3%	1,678
Total for Enterprise Funds	5,720,686	6,182,388	4,740,107	6,364,158	34.3%	1,624,051
Total for DISPOSAL	5,720,686	6,182,388	4,740,107	6,364,158	34.3%	1,624,051
EQUIPMENT						
Enterprise Funds						
Capital Outlay	0	637	0	0	0.0%	0
Contractual Services	300,092	330,753	0	322,463	0.0%	322,463
Equipment	51,818	5,833	0	0	0.0%	0
Fringe Benefits	123,387	170,437	78,211	100,965	29.1%	22,754
Operating Costs	83,116	87,093	0	19,646	0.0%	19,646
Salaries and Wages	392,814	441,036	358,685	407,780	13.7%	49,095
Total for Enterprise Funds	951,227	1,035,788	436,896	850,854	94.7%	413,958
Total for EQUIPMENT	951,227	1,035,788	436,896	850,854	94.7%	413,958
LARGE ITEM/PROBLEM MATERIAL						
Enterprise Funds						
Contractual Services	482,453	509,882	576,324	532,775	-7.6%	-43,549
Equipment	7,028	3,120	16,000	16,320	2.0%	320
Fringe Benefits	100,128	146,551	118,651	115,917	-2.3%	-2,734
Operating Costs	8,816	11,512	0	28,251	0.0%	28,251
Salaries and Wages	414,411	445,320	368,089	370,580	0.7%	2,491
Total for Enterprise Funds	1,012,835	1,116,385	1,079,064	1,063,843	-1.4%	-15,221
Total for LARGE ITEM/PROBLEM MATERIAL	1,012,835	1,116,385	1,079,064	1,063,843	-1.4%	-15,221
PW - SOLID WASTE						
Enterprise Funds						
Fringe Benefits	0	0	0	101,420	0.0%	101,420
Salaries and Wages	0	0	0	288,740	0.0%	288,740
Total for Enterprise Funds	0	0	0	390,160		390,160
Total for PW - SOLID WASTE	0	0	0	390,160		390,160
RECYCLING						
Enterprise Funds						
Contractual Services	1,617,182	1,655,667	2,118,761	1,760,637	-16.9%	-358,124
Equipment	0	431,670	279,500	285,090	2.0%	5,590
Fringe Benefits	252,353	239,521	318,312	295,997	-7.0%	-22,315
Operating Costs	7,157	11,562	68,500	127,701	86.4%	59,201

PW - SOLID WASTE
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
RECYCLING						
Enterprise Funds						
Salaries and Wages	665,600	728,583	724,585	674,551	-6.9%	-50,034
Total for Enterprise Funds	2,542,291	3,067,002	3,509,658	3,143,976	-10.4%	-365,682
Total for RECYCLING	2,542,291	3,067,002	3,509,658	3,143,976	-10.4%	-365,682
TRANSFER STATIONS						
Enterprise Funds						
Capital Outlay	0	523	0	0	0.0%	0
Contractual Services	210,713	228,859	510,469	383,733	-24.8%	-126,736
Equipment	990	0	0	0	0.0%	0
Fringe Benefits	13,948	580	21,680	12,216	-43.7%	-9,464
Operating Costs	8,005	3,901	28,500	13,770	-51.7%	-14,730
Salaries and Wages	1,351	4,089	33,450	24,106	-27.9%	-9,344
Total for Enterprise Funds	235,008	237,952	594,099	433,825	-27.0%	-160,274
Total for TRANSFER STATIONS	235,008	237,952	594,099	433,825	-27.0%	-160,274
YARD WASTE PROGRAM						
Enterprise Funds						
Contractual Services	738,173	724,735	1,519,050	729,563	-52.0%	-789,487
Fringe Benefits	108,002	104,602	180,806	194,333	7.5%	13,527
Operating Costs	232	10,510	15,000	37,031	146.9%	22,031
Salaries and Wages	281,413	355,118	410,679	400,752	-2.4%	-9,927
Total for Enterprise Funds	1,127,820	1,194,965	2,125,535	1,361,679	-35.9%	-763,856
Total for YARD WASTE PROGRAM	1,127,820	1,194,965	2,125,535	1,361,679	-35.9%	-763,856
Total for PW - SOLID WASTE	22,043,512	24,575,590	25,189,836	25,782,789	2.4%	592,953

PUBLIC WORKS SOLID WASTE AND RECYCLING
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Collection	67.45	44.15	41.00	44.00	7.32%	3.00
Recycling	28.40	15.00	17.00	14.00	-17.65%	(3.00)
Disposal	2.20	4.00	1.00	1.00	0.00%	-
Yard Waste	17.30	9.50	9.50	9.50	0.00%	-
Large Item & Problem Materials	2.00	9.00	9.00	8.00	-11.11%	(1.00)
South Transfer Station	3.30	2.00	1.00	1.00	0.00%	-
Administration	-	17.00	17.50	17.30	-1.14%	(0.20)
Customer Service	-	8.00	9.00	9.00	0.00%	-
Clean City	-	9.00	12.50	12.00	-4.00%	(0.50)
Equipment	-	9.00	9.00	9.00	0.00%	-
Total FTE's	120.65	126.65	126.50	124.80	-1.34%	(1.70)

PW - TRANSPORTATION
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Capital Outlay	0	0	15,000	15,300	2.0%	300
Contractual Services	23,468,323	26,475,321	29,739,551	30,832,437	3.7%	1,092,886
Equipment	561,153	153,580	587,555	949,307	61.6%	361,752
Fringe Benefits	581,850	628,431	710,084	804,366	13.3%	94,282
Operating Costs	419,427	608,375	463,283	475,650	2.7%	12,367
Salaries and Wages	2,192,251	2,542,341	2,522,279	2,727,655	8.1%	205,376
Transfers	0	680,000	0	0	0.0%	0
Total for Enterprise Funds	27,223,004	31,088,047	34,037,752	35,804,715	5.2%	1,766,963
General Fund - City						
Capital Outlay	0	0	2,000	2,040	2.0%	40
Contractual Services	5,398,261	5,737,778	5,753,790	5,788,291	0.6%	34,501
Equipment	38,893	167,554	109,700	111,894	2.0%	2,194
Fringe Benefits	997,027	992,732	1,027,672	1,111,134	8.1%	83,462
Operating Costs	880,769	1,129,359	788,614	805,630	2.2%	17,016
Salaries and Wages	3,088,399	3,297,030	3,198,461	3,464,734	8.3%	266,273
Total for General Fund - City	10,403,349	11,324,453	10,880,237	11,283,723	3.7%	403,486
Internal Service Funds						
Contractual Services	59,508	55,417	60,858	60,350	-0.8%	-508
Equipment	0	0	15,750	16,065	2.0%	315
Fringe Benefits	34,176	35,060	32,838	28,480	-13.3%	-4,358
Operating Costs	44,252	42,299	69,027	70,559	2.2%	1,532
Salaries and Wages	97,242	113,915	96,074	96,771	0.7%	697
Total for Internal Service Funds	235,179	246,691	274,547	272,225	-0.8%	-2,322
Total for PW - TRANSPORTATION	37,861,531	42,659,191	45,192,536	47,360,663	4.8%	2,168,127

PW - TRANSPORTATION
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	880,626	1,148,167	826,000	826,000	0.0%	0
Charges for Service	49,034,525	53,186,195	58,910,880	59,251,216	0.6%	340,336
Interest	1,418	1,371	750	750	0.0%	0
Licenses and Permits	170,036	178,608	155,000	155,000	0.0%	0
Operating Transfers In	0	680,000	0	0	0.0%	0
Other Misc Revenues	25,521	-24,974	1,000	1,000	0.0%	0
Rents	97,389	273,578	17,500	17,500	0.0%	0
State Government	0	416,000	0	0	0.0%	0
Total for Enterprise Funds	50,209,514	55,858,945	59,911,130	60,251,466	0.6%	340,336
General Fund - City						
Charges for Sales	11,186	6,260	12,000	12,000	0.0%	0
Charges for Service	189,099	670,245	309,500	302,000	-2.4%	-7,500
Franchise Fees	141,296	92,569	100,000	110,000	10.0%	10,000
Interest	4,200	3,487	-5,000	2,500	-150.0%	7,500
Licenses and Permits	250	601,587	4,450	521,243	11,613.3%	516,793
Local Government	384,221	283,933	371,500	371,500	0.0%	0
Other Misc Revenues	355,376	170,786	200,000	200,000	0.0%	0
Special Assessments	51,422	59,978	55,000	60,000	9.1%	5,000
State Government	1,693,052	1,514,293	1,687,000	1,687,000	0.0%	0
Total for General Fund - City	2,830,101	3,403,137	2,734,450	3,266,243	19.4%	531,793
Internal Service Funds						
Charges for Sales	2,181,082	2,120,604	2,033,000	2,033,000	0.0%	0
Charges for Service	64,954	112,066	75,000	75,000	0.0%	0
Interest	-1	-0	50	50	0.0%	0
Other Misc Revenues	0	4,604	0	0	0.0%	0
Total for Internal Service Funds	2,246,035	2,237,273	2,108,050	2,108,050	0.0%	0
Total for PW - TRANSPORTATION	55,285,650	61,499,355	64,753,630	65,625,759	1.3%	872,129

PW - TRANSPORTATION
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FIELD OPERATIONS						
Enterprise Funds						
Contractual Services	210	395	400	408	2.0%	8
Fringe Benefits	17,353	98,900	86,365	109,360	26.6%	22,995
Operating Costs	198	0	0	0	0.0%	0
Salaries and Wages	61,124	136,420	182,227	207,591	13.9%	25,364
Total for Enterprise Funds	78,885	235,715	268,992	317,359	18.0%	48,367
General Fund - City						
Contractual Services	1,357,578	1,621,919	1,467,530	1,416,306	-3.5%	-51,224
Equipment	23,672	26,431	85,000	86,700	2.0%	1,700
Fringe Benefits	813,437	786,674	846,857	904,868	6.9%	58,011
Operating Costs	765,005	981,868	647,774	661,973	2.2%	14,199
Salaries and Wages	2,395,324	2,530,999	2,759,346	2,738,252	-0.8%	-21,094
Total for General Fund - City	5,355,015	5,947,891	5,806,507	5,808,099	0.0%	1,592
Total for FIELD OPERATIONS	5,433,900	6,183,607	6,075,499	6,125,458	0.8%	49,959
INVENTORY						
Internal Service Funds						
Contractual Services	59,508	55,417	60,858	60,350	-0.8%	-508
Equipment	0	0	15,750	16,065	2.0%	315
Fringe Benefits	34,176	35,060	32,838	28,480	-13.3%	-4,358
Operating Costs	44,252	42,299	69,027	70,559	2.2%	1,532
Salaries and Wages	97,242	113,915	96,074	96,771	0.7%	697
Total for Internal Service Funds	235,179	246,691	274,547	272,225	-0.8%	-2,322
Total for INVENTORY	235,179	246,691	274,547	272,225	-0.8%	-2,322
OFF-STREET PARKING						
Enterprise Funds						
Capital Outlay	0	0	15,000	15,300	2.0%	300
Contractual Services	20,499,177	23,416,175	26,626,174	27,656,793	3.9%	1,030,619
Equipment	500,120	108,480	490,000	849,800	73.4%	359,800
Fringe Benefits	194,972	161,860	250,385	215,148	-14.1%	-35,237
Operating Costs	301,016	424,598	341,952	351,891	2.9%	9,939
Salaries and Wages	776,663	744,846	922,615	818,750	-11.3%	-103,865
Transfers	0	680,000	0	0	0.0%	0
Total for Enterprise Funds	22,271,947	25,535,958	28,646,126	29,907,682	4.4%	1,261,556
Total for OFF-STREET PARKING	22,271,947	25,535,958	28,646,126	29,907,682	4.4%	1,261,556
ON-STREET PARKING						
Enterprise Funds						
Contractual Services	242,306	213,353	214,649	218,942	2.0%	4,293
Equipment	0	0	35,380	36,088	2.0%	708
Fringe Benefits	120,530	126,495	154,403	200,346	29.8%	45,943
Operating Costs	43,820	64,840	82,657	84,311	2.0%	1,654

PW - TRANSPORTATION
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ON-STREET PARKING						
Enterprise Funds						
Salaries and Wages	333,482	429,849	515,327	623,112	20.9%	107,785
Total for Enterprise Funds	740,138	834,537	1,002,416	1,162,799	16.0%	160,383
Total for ON-STREET PARKING	740,138	834,537	1,002,416	1,162,799	16.0%	160,383
PLANNING & DESIGN						
Enterprise Funds						
Contractual Services	85	0	0	0	0.0%	0
Total for Enterprise Funds	85	0	0	0		0
General Fund - City						
Contractual Services	92,373	95,826	146,547	149,478	2.0%	2,931
Equipment	15,222	15,878	24,700	25,194	2.0%	494
Fringe Benefits	82,489	59,834	73,908	86,838	17.5%	12,930
Operating Costs	15,513	21,295	13,783	14,059	2.0%	276
Salaries and Wages	345,208	314,351	286,551	291,862	1.9%	5,311
Total for General Fund - City	550,805	507,184	545,489	567,431	4.0%	21,942
Total for PLANNING & DESIGN	550,890	507,184	545,489	567,431	4.0%	21,942
STREET LIGHTING						
General Fund - City						
Capital Outlay	0	0	2,000	2,040	2.0%	40
Contractual Services	3,948,310	4,020,033	4,139,713	4,222,507	2.0%	82,794
Equipment	0	125,245	0	0	0.0%	0
Fringe Benefits	101,102	146,224	106,907	119,428	11.7%	12,521
Operating Costs	100,250	126,196	127,057	129,598	2.0%	2,541
Salaries and Wages	347,867	451,680	152,564	434,620	184.9%	282,056
Total for General Fund - City	4,497,529	4,869,378	4,528,241	4,908,193	8.4%	379,952
Total for STREET LIGHTING	4,497,529	4,869,378	4,528,241	4,908,193	8.4%	379,952
TOWING AND IMPOUND						
Enterprise Funds						
Contractual Services	2,726,544	2,845,398	2,898,328	2,956,294	2.0%	57,966
Equipment	61,033	45,100	62,175	63,419	2.0%	1,244
Fringe Benefits	248,995	241,176	218,931	279,512	27.7%	60,581
Operating Costs	74,394	118,938	38,674	39,448	2.0%	774
Salaries and Wages	1,020,982	1,231,225	902,110	1,078,202	19.5%	176,092
Total for Enterprise Funds	4,131,948	4,481,836	4,120,218	4,416,875	7.2%	296,657
Total for TOWING AND IMPOUND	4,131,948	4,481,836	4,120,218	4,416,875	7.2%	296,657
Total for PW - TRANSPORTATION	37,861,531	42,659,191	45,192,536	47,360,663	4.8%	2,168,127

PUBLIC WORKS TRANSPORTATION
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Street Lighting	7.45	6.60	5.60	6.60	17.86%	1.00
Planning and Design	6.50	6.50	6.50	6.50	0.00%	-
Inventory	2.00	2.00	2.00	2.00	0.00%	-
Field Operations	51.14	53.24	51.54	48.54	-5.82%	(3.00)
On-Street Parking	8.30	8.30	10.30	12.30	19.42%	2.00
Off-Street Parking	10.85	12.10	18.10	14.10	-22.10%	(4.00)
Towing and Impound	21.80	21.80	22.50	25.00	11.11%	2.50
Total FTE's	108.04	110.54	116.54	115.04	-1.29%	(1.50)

PW - WATER
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Capital Outlay	11,564	3,005	6,500	6,630	2.0%	130
Contractual Services	8,316,076	9,087,498	6,677,543	8,306,224	24.4%	1,628,681
Equipment	165,614	142,950	183,445	187,113	2.0%	3,668
Equipment Labor	7,795	1,180	0	0	0.0%	0
Fringe Benefits	3,336,999	3,279,999	3,641,225	4,294,358	17.9%	653,133
Operating Costs	4,204,099	5,137,644	9,399,070	9,496,200	1.0%	97,130
Salaries and Wages	10,502,291	11,142,890	11,542,280	12,523,185	8.5%	980,905
Total for Enterprise Funds	26,544,437	28,795,165	31,450,063	34,813,710	10.7%	3,363,647
Total for PW - WATER	26,544,437	28,795,165	31,450,063	34,813,710	10.7%	3,363,647

PW - WATER
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	1,780,314	1,990,930	1,601,907	1,625,000	1.4%	23,093
Charges for Service	43,269,117	46,189,611	51,096,724	55,263,801	8.2%	4,167,077
Federal Government	0	155,479	0	0	0.0%	0
Interest	4,047	17,871	0	0	0.0%	0
Licenses and Permits	11,365	753	16,000	1,000	-93.8%	-15,000
Other Misc Revenues	19,101	20,582	23,200	16,100	-30.6%	-7,100
Rents	480	7,588	4,000	2,000	-50.0%	-2,000
Total for Enterprise Funds	45,084,423	48,382,813	52,741,831	56,907,901	7.9%	4,166,070
Total for PW - WATER	45,084,423	48,382,813	52,741,831	56,907,901	7.9%	4,166,070

PW - WATER
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
CONTRIBUTION TO OTHER FUNDS						
Enterprise Funds						
Contractual Services	29,308	30,654	25,756	26,271	2.0%	515
Fringe Benefits	424,672	437,396	361,198	497,646	37.8%	136,448
Operating Costs	339,612	339,612	457,480	475,779	4.0%	18,299
Total for Enterprise Funds	793,592	807,662	844,434	999,696	18.4%	155,262
Total for CONTRIBUTION TO OTHER FUNDS	793,592	807,662	844,434	999,696	18.4%	155,262
DISTRIBUTION						
Enterprise Funds						
Capital Outlay	11,125	3,005	5,000	5,100	2.0%	100
Contractual Services	1,245,450	1,355,461	961,085	987,631	2.8%	26,546
Equipment	72,574	69,353	75,500	77,010	2.0%	1,510
Equipment Labor	7,795	0	0	0	0.0%	0
Fringe Benefits	932,076	908,729	1,173,711	1,286,395	9.6%	112,684
Operating Costs	477,507	875,735	805,750	821,865	2.0%	16,115
Salaries and Wages	3,465,339	3,690,755	3,968,120	4,212,555	6.2%	244,435
Total for Enterprise Funds	6,211,866	6,903,038	6,989,166	7,390,556	5.7%	401,390
Total for DISTRIBUTION	6,211,866	6,903,038	6,989,166	7,390,556	5.7%	401,390
MAJOR REPAIRS & REPLACEMENT						
Enterprise Funds						
Contractual Services	2,555,608	2,819,751	982,304	1,601,950	63.1%	619,646
Fringe Benefits	132,488	131,018	29,385	18,026	-38.7%	-11,359
Operating Costs	395,124	521,959	4,638,416	4,631,184	-0.2%	-7,232
Salaries and Wages	445,290	434,963	3,487	95	-97.3%	-3,392
Total for Enterprise Funds	3,528,509	3,907,691	5,653,592	6,251,255	10.6%	597,663
Total for MAJOR REPAIRS & REPLACEMENT	3,528,509	3,907,691	5,653,592	6,251,255	10.6%	597,663
OPERATIONS - WATER						
Enterprise Funds						
Contractual Services	3,773,047	4,031,698	3,826,672	4,776,662	24.8%	949,990
Equipment	25,750	17,353	10,875	11,092	2.0%	217
Equipment Labor	0	1,180	0	0	0.0%	0
Fringe Benefits	996,252	1,038,540	1,220,489	1,451,192	18.9%	230,703
Operating Costs	2,477,548	2,880,048	2,930,373	2,988,980	2.0%	58,607
Salaries and Wages	3,376,946	3,873,156	3,924,984	4,427,673	12.8%	502,689
Total for Enterprise Funds	10,649,542	11,841,974	11,913,393	13,655,599	14.6%	1,742,206
Total for OPERATIONS - WATER	10,649,542	11,841,974	11,913,393	13,655,599	14.6%	1,742,206
TREATMENT MAINTENANCE						
Enterprise Funds						
Capital Outlay	439	0	500	510	2.0%	10
Contractual Services	603,607	756,669	649,305	669,616	3.1%	20,311

PW - WATER
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
TREATMENT MAINTENANCE						
Enterprise Funds						
Equipment	66,839	56,243	94,760	96,655	2.0%	1,895
Fringe Benefits	739,389	681,178	757,368	936,555	23.7%	179,187
Operating Costs	445,572	451,255	491,257	501,082	2.0%	9,825
Salaries and Wages	2,897,127	2,761,623	3,256,442	3,475,757	6.7%	219,315
Total for Enterprise Funds	4,752,974	4,706,968	5,249,632	5,680,175	8.2%	430,543
Total for TREATMENT MAINTENANCE	4,752,974	4,706,968	5,249,632	5,680,175	8.2%	430,543
WATER ADMINISTRATION & PERMITS						
Enterprise Funds						
Capital Outlay	0	0	1,000	1,020	2.0%	20
Contractual Services	109,055	93,265	232,421	244,094	5.0%	11,673
Equipment	451	0	2,310	2,356	2.0%	46
Fringe Benefits	112,123	83,139	99,074	104,544	5.5%	5,470
Operating Costs	68,736	69,035	75,794	77,310	2.0%	1,516
Salaries and Wages	317,589	382,393	389,247	407,105	4.6%	17,858
Total for Enterprise Funds	607,954	627,831	799,846	836,429	4.6%	36,583
Total for WATER ADMINISTRATION & PERMITS	607,954	627,831	799,846	836,429	4.6%	36,583
Total for PW - WATER	26,544,437	28,795,165	31,450,063	34,813,710	10.7%	3,363,647

PUBLIC WORKS WATER
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	6.00	6.00	7.00	7.00	0.00%	-
Treatment	79.75	79.75	80.00	79.75	-0.31%	(0.25)
Treatment Maintenance	59.00	59.00	59.00	59.00	0.00%	-
Distribution	96.00	96.00	95.00	94.00	-1.05%	(1.00)
Total FTE's	240.75	240.75	241.00	239.75	-0.52%	(1.25)

BOARD OF ESTIMATE AND TAXATION

Mission Statement:

Provide full administrative services to the Board of Estimate and Taxation to assist the Board in carrying out its governmental responsibilities under the City Charter, ordinances and State statutes.

Primary Businesses:

Independent internal audit function of the City.

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.

Key Trends and Challenges Impacting the Department:

Key Enterprise Outcome Measures Influenced by the: Board of Estimate and Taxation

1. Changes made are a result of audits conducted.
2. Increase the consistency of elected officials tax-related decisions with a comprehensive municipal tax policy.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Internal Audit reviews and evaluates accounting, financial and operating policies and programs on a city-wide basis, furnishing city management with objective information on city business as well as making recommendations for future efficiencies.

(Service activities and performance measures sorted by business)

Service Activity: Develop and execute an annual audit plan to review financial, operational and compliance of selected city departments/divisions/subdivisions.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Service Activity: Conduct reviews for audit requests discussed and prioritized by the Audit Management Committee.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Service Activity: Present audit reports for review to the Audit Management Committee, the Board of Estimate & Taxation and the appropriate policy committees.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Service Activity: Assess internal controls within City departments or with entities with whom the City may conduct business and provide written audit reports on the results of those reviews. Conduct special reviews/audits, as requested, as well as assisting external auditors.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Service Activity: Conduct special reviews/audits, as requested, as well as assisting external auditors.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Primary Business: Ensure sound debt and fiscal management, provide technical financial resources.

(Service activities and performance measures sorted by business)

Service Activity:

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Key Performance Measures:

Primary Business: Provide policy and strategic guidance to the Board; provide high-quality service to customers.

(Service activities and performance measures sorted by business)

Service Activity: Technical financial support to customers

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Customer satisfaction measures					

Explanation of Key Performance Measures:

Service Activity: Administrative and policy support to the Board

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Board of Estimate and Taxation member's satisfaction measures.					

Explanation of Key Performance Measures:

Primary Business: Bond offerings as approved by Board of Estimate and Taxation.

(Service activities and performance measures sorted by business)

Service Activity: Pre- and post-bond sale activities

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Percentage of timely and successful closings of bond offerings. Goal - %					

Explanation of Key Performance Measures:

Financial Analysis

Revenue

Starting in 2003 the Board of Estimate will not receive Local Government Aid (LGA) as has been done in previous years. Instead, the Board will receive a like amount of revenue, approximately \$118,000 in 2003, from bond proceeds.

The Board's share of LGA will be divided up between the City, Municipal Building Commission, Park Board and Library Board according to the set percentage allocations (i.e., City: 79.76%, Park Board: 11.79%, Library Board: 8.05%, MBC: 3%).

The City Council adopted budget includes property tax revenue for the Board, increasing 4 percent over the 2002 levy amount.

BOARD OF ESTIMATE & TAXATION
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Contractual Services	4,744	6,189	6,126	6,249	2.0%	123
Equipment	370	0	0	0	0.0%	0
Fringe Benefits	29,180	30,761	39,801	43,596	9.5%	3,795
Operating Costs	9,866	11,430	16,160	16,483	2.0%	323
Salaries and Wages	161,455	172,113	174,713	179,086	2.5%	4,373
<i>Total for Special Revenue Funds</i>	205,614	220,493	236,800	245,414	3.6%	8,614
Total for BOARD OF ESTIMATE & TAXATION	205,614	220,493	236,800	245,414	3.6%	8,614

BOARD OF ESTIMATE & TAXATION
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Proceeds of Long Term Liabilities	0	0	0	118,000	0.0%	118,000
Property Taxes	108,316	111,781	121,520	126,381	4.0%	4,861
Sales and Other Taxes	15	9	0	0	0.0%	0
State Government	112,115	115,149	112,000	0	-100.0%	-112,000
<i>Total for Special Revenue Funds</i>	220,446	226,939	233,520	244,381	4.7%	10,861
Total for BOARD OF ESTIMATE & TAXATION	220,446	226,939	233,520	244,381	4.7%	10,861

BOARD OF ESTIMATE AND TAXATION
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Board of Est./Tax	2.00	2.00	2.00	2.00	0.00%	-
Total FTE's	2.00	2.00	2.00	2.00	0.00%	-

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 informational, educational and cultural resource for the people of the community.

Primary 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 informational 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.

Coordinate budgeting, personnel, contracts, operational and capital construction projects for the Library system.

Ensure sound library management by assessing, developing and implementing appropriate library policies, procedures, operations, training and staffing

Key Trends and Challenges Impacting the Department:

Young families, new immigrants, entrepreneurs, working professionals and active retirees all expect high quality, easily accessible public library services. Maintaining and improving library facilities strains a budget that is inadequate to meet the challenges and expectations. GASB 34 will change how the Library tracks workload measures in the future.

Key Enterprise Outcome Measures Influenced by the: Library Board

1. Increase the number of Minneapolis residents who use the library.
2. Increase the availability of current items in the Library's collection
3. Maintain and preserve library materials.
4. Improve library physical facilities.
5. Increase variety of programs offered.
6. Maintain hours of services
7. Promote and operate the library in the most cost effective way

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Circulation	2,663,751	2,848,860	2,900,000	TBD	TBD
Library Visits	1,518,621	1,519,868	1,520,000	TBD	TBD
Items added each year	38,190	39,025	39,000	TBD	TBD
Hours Open	39,750	40,250	40,250	TBD	TBD
Total Number of Borrowers	320,316	345,000	342,000	TBD	TBD

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Ensure equal opportunity of information access by making accessible library resources in multiple formats and languages

(Service activities and performance measures sorted by business)

Service Activity: Provide library service at the Central Library and fourteen Community Libraries, through the Bookmobile and at the Municipal Information Library.

Description: The hours of library service were expanded and adjusted, including the addition of Sunday hours, to meet various community demands.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Community Library weekly hours of service	692	725.5	725.5	725.5	725.5
Central Library weekly hours of service	62	65	65	65	65
Weekly Sunday service hours	0	16	16	16	16
Annual Visits to Central Library	716,968	744,946	740,000		
Annual Visits to Community Libraries	576,644	774,922	750,000		

Explanation of Key Performance Measures: The Library adjusted hours to reflect community needs and added Sunday service at four locations. Providing additional hours of service allowed more opportunity for youths and families to visit and use the Minneapolis Public Libraries.

Service Activity: Acquire new print and non-print materials and weed collections to meet the needs of users

Description: Staff select materials based on professional expertise and patron requests to provide materials that meet user needs

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Items added at Central	38,190	39,025	39,000		
Items withdrawn	35265	45842	50000		
Print Collection	3,050,116	3,063,140			
Non-print collection	205,820	129,463	TBD		
Collection total	3,255,936	3,222,603	3,220,600		

Explanation of Key Performance Measures:

Service Activity: Maintain and preserve the collection to meet current and future user needs

Description: The Library uses an in-house binder and commercial vendors to bind and preserve materials in various formats

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Commercial binding		4415	4,500	TBD	TBD
In-House binding		15,035	16,000	TBD	TBD
Brittle Books		263	200	TBD	TBD
Sheet music encapsulation	3653	9398	3224	0	TBD

Explanation of Key Performance Measures: The above are some of the workload measures for preserving the collection.

Primary Business: Connect library users to the resources and information needed through expeditious information and delivery services

(Service activities and performance measures sorted by business)

Service Activity: Provide reference, electronic and in-person assistance at all Library locations

Description: The Library provides assistance to in-person users and users by telephone and through e-mail

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Telephone Reference	846,253	748,652	745,000		
In-Person Assistance	1,423,398	1,419,410	1,400,000		
Electronic/Virtual Reference	N/A	8,939	9,000		
Machine Assistance	N/A	139,116	140,000		
E-Paging at Central	75152	95251	95,000		
Interlibrary Loan for Mpls patrons	3,271	2,736	2,500		
Online catalog searches	2,283,780	2,402,832	2,500,000		
Remote web/home page hits	172,201	244,827	250,000		

Explanation of Key Performance Measures: Patrons utilize the Library's services through different formats and locations

Service Activity: Provide a collection that meets user needs

Description: The Library circulates materials in various formats for adults and youth

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Central Library adult circulation	770,830	820,507	900,000		
Community Library adult circulation	1,063,163	1,126,990	1,127,000		
Central Library juvenile circulation	128,622	141,400	150,000		
Community Library juvenile circulation	701,142	759,963	800,000		
Adult circulation	1,833,993	1,947,497	1,950,000		
Juvenile circulation	701,142	901,363	900,000		
Total Circulation	2,663,757	2,848,860	2,900,000		

Explanation of Key Performance Measures:

Service Activity: Provide specialized reference service to business and patrons

Description: The Library provides in-depth, rush and specialized reference and research services to patrons through INFORM, the fee-based reference service

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Research Requests	880	1,201	1,000	TBD	TBD
Research Hours	1,438	941	1,000	TBD	TBD
Document Delivery	742	708	700	TBD	TBD

Explanation of Key Performance Measures:

Primary Business: Support school readiness, literacy development, and educational and job success through educational services for adults and children.

(Service activities and performance measures sorted by business)

Service Activity: Provide Homework Helper tutoring assistance at various Library locations

Description: The Library provides Homework Helper assistance to Minneapolis youth to help them improve their school grades

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Student Visits	10157	9599	10,000		

Explanation of Key Performance Measures:

Service Activity: Summer Reading and Activities Program

Description: The Library provides a focused theme Summer Reading Program (SRP) to Minneapolis youth including reading incentives, special programming, and the involvement of the Read Team volunteers (high school youth)

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
SRP Registrations	10,811	8,223	7,000		
SRP Attendance	12,779	12,368	12,000		
SRP Youth Group participants	3,855	4,187	3,000		
SRP live programs	7,080	5,906	4,000		
Number of books read in SRP	N/A	62,106	TBD		
SRP Planetarium programs	485	571	450		

Explanation of Key Performance Measures:

Service Activity: Provide educational services for adults through the Franklin Learning Center

Description: The Franklin Learning Center is the Library's literacy tutoring and educational center

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total student hours	14,137	14,526	15,000		
Total students	370	448	450		
New students	258	342	360		
Volunteers	105	115	100		
Volunteer Hours	5268	6,270	6000		

Explanation of Key Performance Measures:

Service Activity: Operate the Hosmer Technology Learning Center

Description: The Library provides computer training through the Technology Learning Center

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Total Class Attendance	641	796			
Total Senior Lab Attendance	192	200			
Open Lab Attendance	0	7,130			
Individual Users	13,328	8,646			

Explanation of Key Performance Measures: Individuals may use the Center with or without staff assistance

Service Activity: Provide school and class visit orientations to the Library and its services

Description: Library staff visits schools and teachers to encourage library use. Staff provides in-library orientations for school groups from Minneapolis and surrounding suburbs

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Library Visits	949	828	600	600	600
Student Visits to Library	19,584	16,586	12,000	12,000	12,000
Class Visits to the Library by Mpls Public School classes	626	472	400	425	425
MPS student visits	12,208	9,679	9,800	9000	9000
Staff visits to schools	326	438	450	500	500
Staff visits and student outreach	12,272	24,563	25,000	25,000	25,000

Explanation of Key Performance Measures:

Service Activity: Provide services targeted to teens

Description: The Library utilizes teen-age volunteers for the Read Team activities

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Read Team Volunteers	101	96	90		
Read Team Volunteer Hours	2,192	1,660	1,000		
Teen Advisory Volunteers	25	21	12		
Teen Advisory Volunteer Hours	176	264	150		

Primary Business: Promote lifelong learning, community engagement and respect for diversity through cultural and educational programming.

(Service activities and performance measures sorted by business)

Service Activity: Programming for the Summer Reading Program (SRP) including the Read Team volunteers

Description: The Library involves high school youth in the Read Team activities to assist younger students in the SRP

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
SRP Planetarium programs	485	571	450		
SRP Live programs	7,080	5,906	4,000		
Read Team Volunteers	101	96			
Read Team Volunteer Hours	2,192	1,660			

Explanation of Key Performance Measures:

Service Activity: Operate the Library Links! multilingual outreach program and provide other bilingual services

Description: The Library Links! program started in 1999 through a Carnegie grant to provide outreach to new immigrant youth and families

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
New immigrant contacts	12,000+	26,249			
Hosmer Technology Center Spanish lab attendance	500+	720	TBD		

Explanation of Key Performance Measures:

Service Activity: Provide programming for youth of all ages

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Storytime Programs		1,128	1,000		
Storytime Attendance		21,614	22,000		
Read to Me Program Volunteers		34			
Read to Me Program Volunteer Hours		294			

Explanation of Key Performance Measures:

Service Activity: Provide programs and services related to new technology

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Internet/Computer tutorials		390 sessions			
Internet/Computer tutor attendance		750+			

Explanation of Key Performance Measures:

Primary Business: Coordinate budgeting, personnel, contracts, operational and capital construction projects for the Library system.

(Service activities and performance measures sorted by business)

Service Activity: Provide sound fiscal management for the Library Board

Description: The Library's Finance Office provides budgeting, purchasing and other financial processing for the Library Board

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Undergoing change due to GASB 34					
Invoices Paid	11,661	10,627	10,600		
Cash Deposits	152	150	152	150	150

Explanation of Key Performance Measures: The Library received its 12th consecutive Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting

Service Activity: Provide administrative and clerical support for the Library Board and its Committees

Description: The Library Board, an independent jurisdiction, governs the Library Board and meets regular to conduct business

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Undergoing change due to GASB34					

Explanation of Key Performance Measures: Key executive and clerical staff attend Board meetings to provide information to the Board so that Trustees can make informed and sound decisions regarding Library operations.

Service Activity: Provide publicity and public relations opportunities for the Library Board

Description: The Library's Public Affairs Office produces routine and special publications about the Library, its programs and capital projects

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Undergoing change due to GASB 34					
Internal newsletters produced	52	52	52	52	52
News Releases issued	40	46	60	70	70
Cable TV shows produced	0	0	11	12	12

Explanation of Key Performance Measures:

Service Activity: Ensure that the Library's infrastructure is maintained and improved to meet user needs

Description: Staff ensure that library facilities are maintained, improved and renovated or expanded in accordance with the Board's capital improvement schedule.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
To Be Determined					

Explanation of Key Performance Measures:

Primary Business: Ensure sound library management by assessing, developing and implementing appropriate library policies, procedures, operations, training and staffing

(Service activities and performance measures sorted by business)

Service Activity: Provide the Human Resources Functions for the Library.

Description: Provide support to the Library through the functions of payroll, employee benefits, workers compensation, training, labor relations, filling staff vacancies, scheduling substitutes and human resources consultation.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Full and part time clerical, technical, classified, buildings and supervisory position appointments		42	TBD	TBD	TBD
Substitute and Homework Helper appointments		68	TBD	TBD	TBD
New librarians and library assistants hired, full time, part time and substitute		25	TBD	TBD	TBD
Permit workers hired		19	TBD	TBD	TBD
Position reclassifications		35	TBD	TBD	TBD
Workers compensation claims processed			TBD	TBD	TBD

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The Library Board's total expenditures have remained at approximately the same level in comparison to the Board's 2002 adopted amount; there is a slight decrease of approximately \$8,000. The Library Board's personnel expenditures have decreased 2.62 percent, while their non-personnel expenditures have increased 7.3 percent.

The two largest non-personnel spending categories which show the largest increases are contractual services and capital outlay, with increases of 25.29 percent and 18.96 percent, respectively. The capital outlay increase is found in the spending category buildings and structures, which is experiencing an increase of \$30,000, from approximately \$158,000 to \$188,000.

The contractual services increase is due primarily to the significant increase in the building/office rental spending category, which is estimated to increase 6,026 percent, from the 2002 adopted amount of \$9,600 to approximately \$590,000. This category of spending is increasing as a result of the rent associated with the Central Library interim location.

The operating cost category shows an increase of approximately 10 percent. This increase is due primarily to an increase in the Library Board's insurance expenses. The insurance spending is increasing from \$222,500 to \$326,000, or approximately 46.5 percent. This increase is due to additional insurance requirements the Library will have at the Central Library interim location.

A 10.8 percent decrease is seen in the MERF spending category, which is due to fewer numbers of MERF employees employed with the Library Board. The utilities of electricity and natural gas show a 33.4 percent and 25 percent decrease, respectively. Decreased utility costs are a direct result of the library's smaller interim location. The decrease in supplies represents a transfer of \$50,000 from publicity supplies to a separate line item for fundraising campaign expenditures. The 39.05 percent decrease in hardware represents the removal of a one-time increase, which was part of the 2002 adopted budget, for computer equipment. Lastly, the \$65,000 decrease seen in the miscellaneous spending category represents the removal of a one-time increase included in the 2002 budget which financed the Library Board's move to the Minnesota Access Center.

Revenue

The 2003 adopted revenue budget for the Minneapolis Public Library Board shows a slight increase, approximately 1.2 percent. Included in this revenue piece is the Board's property tax revenue of approximately \$11.58 million, which is a decrease of \$41,000 over the 2002 adopted levy. The only increase in Library Board revenue is in the state government revenue category, which shows a 5 percent increase. All other revenue categories show a decrease in their revenue estimates for 2003. Included in these decreases is a 100 percent decrease in revenue from the federal government, which translates to a \$40,000 decrease and is the result of a federal grant, which ended in June of 2002.

As with expenditures, the Library Board is projecting decreases in revenues, which stem from the move to the Central Library interim location. Two examples of this type of decrease are meeting room and parking meter fees. The revenue from INFORM, a research service provided by the Library, is also expected to decrease. This decrease is based upon current usage amounts.

FTE Changes

The Library Board's 2003 CSL includes personnel totaling 363.40 FTE's. This is a decrease of 4.60 from the 2002 original authorized amount of 368 FTE's.

LIBRARY BOARD Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Capital Outlay	91,114	172,756	158,224	188,224	19.0%	30,000
Contractual Services	1,259,731	1,548,950	1,826,493	2,288,408	25.3%	461,915
Equipment	2,888,845	2,862,876	2,858,050	2,698,450	-5.6%	-159,600
Fringe Benefits	2,510,763	2,572,939	2,912,260	3,346,681	14.9%	434,421
Operating Costs	538,668	678,754	894,106	980,506	9.7%	86,400
Salaries and Wages	11,778,390	12,582,500	13,379,503	12,518,269	-6.4%	-861,234
Transfers	0	32,400	0	0	0.0%	0
Total for Special Revenue Funds	19,067,512	20,451,175	22,028,636	22,020,538	-0.0%	-8,098
Total for LIBRARY BOARD	19,067,512	20,451,175	22,028,636	22,020,538	-0.0%	-8,098

LIBRARY BOARD

Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Charges for Sales	-6,452	24,360	13,000	2,000	-84.6%	-11,000
Charges for Service	625,618	541,826	588,085	477,443	-18.8%	-110,642
Contributions	464,150	10,000	10,000	10,000	0.0%	0
Federal Government	1,000	62,447	40,000	0	-100.0%	-40,000
Fines and Forfeits	0	0	10,000	1,000	-90.0%	-9,000
Interest	0	667	0	0	0.0%	0
Local Government	3,500	0	0	0	0.0%	0
Operating Transfers In	98,673	251,480	0	0	0.0%	0
Other Misc Revenues	78,650	15,586	1,500	1,400	-6.7%	-100
Property Taxes	9,655,471	10,128,657	11,624,935	11,583,772	-0.4%	-41,163
Rents	26,346	29,205	25,000	13,500	-46.0%	-11,500
Sales and Other Taxes	1,352	791	0	0	0.0%	0
State Government	8,783,123	8,975,702	9,385,242	9,871,242	5.2%	486,000
Total for Special Revenue Funds	19,731,430	20,040,722	21,697,762	21,960,357	1.2%	262,595
Total for LIBRARY BOARD	19,731,430	20,040,722	21,697,762	21,960,357	1.2%	262,595

LIBRARY BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
BUILDING MAINTENANCE						
Special Revenue Funds						
Capital Outlay	70,003	167,867	158,224	188,224	19.0%	30,000
Contractual Services	254,338	296,021	296,547	303,642	2.4%	7,095
Equipment	2,810	27,655	65,700	39,700	-39.6%	-26,000
Fringe Benefits	368,603	403,050	453,530	536,395	18.3%	82,865
Operating Costs	-13,659	986	175,502	161,302	-8.1%	-14,200
Salaries and Wages	1,574,197	1,779,496	1,761,103	1,692,915	-3.9%	-68,188
Transfers	0	32,400	0	0	0.0%	0
Total for Special Revenue Funds	2,256,292	2,707,474	2,910,606	2,922,178	0.4%	11,572
Total for BUILDING MAINTENANCE	2,256,292	2,707,474	2,910,606	2,922,178	0.4%	11,572
CENTRAL LIBRARY						
Special Revenue Funds						
Capital Outlay	6,416	0	0	0	0.0%	0
Contractual Services	176,180	292,531	344,754	791,981	129.7%	447,227
Equipment	1,240,163	1,324,996	1,329,955	1,338,139	0.6%	8,184
Fringe Benefits	766,733	737,033	917,442	1,043,245	13.7%	125,803
Operating Costs	66,611	67,331	74,462	74,462	0.0%	0
Salaries and Wages	3,603,879	3,755,375	4,047,815	3,594,487	-11.2%	-453,328
Total for Special Revenue Funds	5,859,982	6,177,265	6,714,428	6,842,314	1.9%	127,886
Total for CENTRAL LIBRARY	5,859,982	6,177,265	6,714,428	6,842,314	1.9%	127,886
COMMUNITY LIBRARIES						
Special Revenue Funds						
Contractual Services	357,896	374,977	304,918	324,342	6.4%	19,424
Equipment	1,314,534	1,228,492	991,775	988,522	-0.3%	-3,253
Fringe Benefits	727,165	767,406	794,690	903,386	13.7%	108,696
Operating Costs	46,949	43,030	20,315	18,315	-9.8%	-2,000
Salaries and Wages	3,720,659	3,923,814	4,162,650	3,838,697	-7.8%	-323,953
Total for Special Revenue Funds	6,167,203	6,337,720	6,274,348	6,073,262	-3.2%	-201,086
Total for COMMUNITY LIBRARIES	6,167,203	6,337,720	6,274,348	6,073,262	-3.2%	-201,086
LIBRARY BOARD - ADMIN.						
Special Revenue Funds						
Contractual Services	237,272	292,639	525,821	546,915	4.0%	21,094
Equipment	32,885	26,897	99,166	97,989	-1.2%	-1,177
Fringe Benefits	197,739	229,452	198,513	216,893	9.3%	18,380
Operating Costs	238,216	381,130	379,375	480,375	26.6%	101,000
Salaries and Wages	939,811	1,054,261	1,170,298	1,144,137	-2.2%	-26,161
Total for Special Revenue Funds	1,645,924	1,984,378	2,373,173	2,486,309	4.8%	113,136
Total for LIBRARY BOARD - ADMIN.	1,645,924	1,984,378	2,373,173	2,486,309	4.8%	113,136

LIBRARY BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
SPECIAL SERVICES						
Special Revenue Funds						
Contractual Services	18,777	32,194	40,743	18,150	-55.5%	-22,593
Equipment	378	234	23,606	22,429	-5.0%	-1,177
Fringe Benefits	35,365	32,548	51,184	61,604	20.4%	10,420
Operating Costs	33,272	16,724	9,894	9,894	0.0%	0
Salaries and Wages	144,119	140,305	151,908	147,557	-2.9%	-4,351
Total for Special Revenue Funds	231,911	222,006	277,335	259,634	-6.4%	-17,701
Total for SPECIAL SERVICES	231,911	222,006	277,335	259,634	-6.4%	-17,701
TECHNICAL SERVICES						
Special Revenue Funds						
Capital Outlay	14,695	4,889	0	0	0.0%	0
Contractual Services	215,268	260,587	313,710	303,378	-3.3%	-10,332
Equipment	298,075	254,602	347,848	211,671	-39.1%	-136,177
Fringe Benefits	415,159	403,451	496,901	585,158	17.8%	88,257
Operating Costs	167,278	169,553	234,558	236,158	0.7%	1,600
Salaries and Wages	1,795,726	1,929,250	2,085,729	2,100,476	0.7%	14,747
Total for Special Revenue Funds	2,906,201	3,022,332	3,478,746	3,436,841	-1.2%	-41,905
Total for TECHNICAL SERVICES	2,906,201	3,022,332	3,478,746	3,436,841	-1.2%	-41,905
Total for LIBRARY BOARD	19,067,512	20,451,175	22,028,636	22,020,538	-0.0%	-8,098

LIBRARY BOARD
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Mayor Recomm.	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division							
Administration	23.00	23.50	23.50	23.50	23.50	0.00%	-
Central Library	112.30	110.70	116.70	116.20	116.20	-0.43%	(0.50)
Community Libraries	109.69	110.69	113.20	108.40	108.40	-4.24%	(4.80)
Technical Services	63.31	61.60	62.10	62.80	62.80	1.13%	0.70
Building Maintenance	45.50	47.50	49.50	49.50	49.50	0.00%	-
Special Services	5.09	4.00	3.00	3.00	3.00	0.00%	-
Total FTE's	358.89	357.99	368.00	363.40	363.40	-1.25%	(4.60)

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY

Mission Statement:

The Minneapolis Community Development Agency (MCDA) 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.

Primary Businesses:

Housing - The MCDA provides sites for housing, assists in financing production and preservation of affordable and mixed-income housing, and provides financing for home improvements 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 (NRP) and assists in providing some of the amenities that contribute to a vibrant, strong and livable city.

Key Trends and Challenges Impacting the Department:

The MCDA 2003 budget reflects the Agency's best recommendations for funding its community development mission while recognizing that key decisions on city-wide priorities and community development restructuring have not yet been made. The budget choices made in preparing this budget take into account both the immediate and longer-term implications of the mission, resources and structure of the MCDA, as the Agency currently understands it.

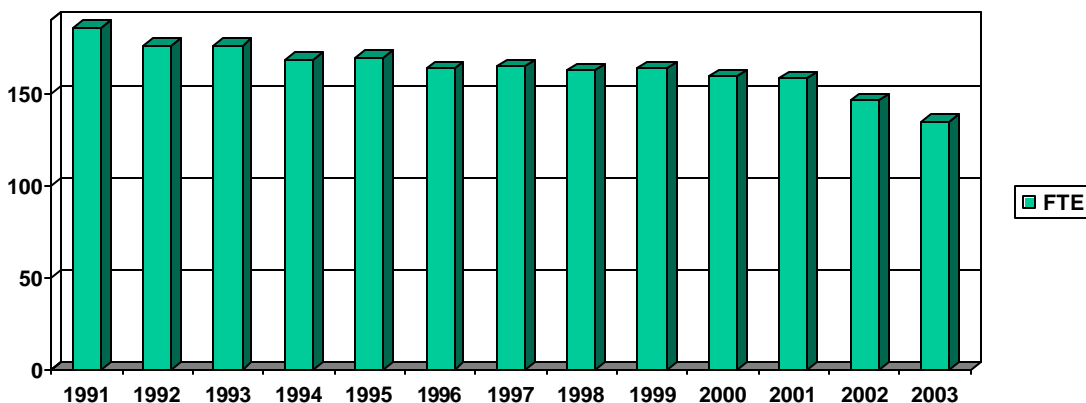
Economies

A number of cost-reduction measures were put into place as soon as the effects of 2001 legislative action were apparent. These measures continue in place and are reflected in the Agency's budget submission.

1- Continuing Job Freeze and Staff reductions

In 2001, as the MCDA recognized the implications of tax reform on community development resources, management imposed an immediate job freeze effective August 1, 2001. This job freeze

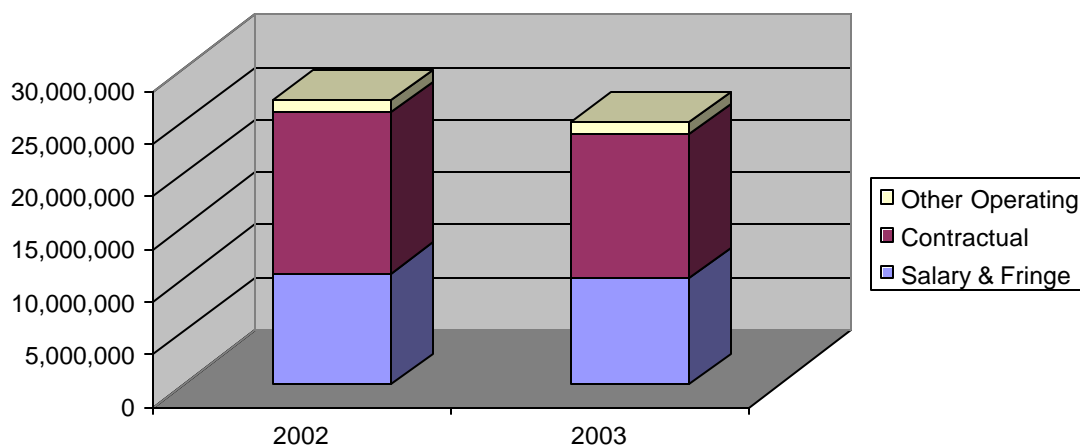
Thirteen Year History of MCDA FTE Staff



remains in place and will continue through at least 2003. As a result, FTE levels have shrunk from 158 FTE in 2001 to the current level of 143. This exceeded the drop to 147 FTE planned through 2002. The MCDA 2003 budget assumes the loss of an additional eight positions through attrition by the end of 2003. This will bring the 2003 year-end FTE level to 135, a three-year reduction of 15%. If this goal for staff attrition is not met, then staff cuts will be made to stay within the approved salary appropriation. The Agency will need to work with the bargaining units to match workload needs with available staff as future attrition occurs.

Under these staff reduction assumptions, the end of 2003 will find the MCDA with 23 fewer FTE's than existed at the end of the 2001 legislative session, and continues a reduction in MCDA personnel that has been occurring since 1991 – a total reduction of 51.0 FTE's, or over one-fourth of the Agency's workforce.

2- Operating Budget Reduction



Reductions in each category of the MCDA operating budget -- salary, fringe, contractual and other operating costs – result in a four percent decrease in the Agency's 2003 operating budget, from the 2002 operating budget.

Labor agreements with MCDA bargaining units expire at the end of 2002 and this budget does not include costs that may result from the renegotiation of those agreements. The budgetary implications of those negotiations will be brought back to the Council at a later date.

The above numbers do not include estimated operating costs for the Saks parcel, which are estimated to total \$3,362,000 in 2003. Estimated operating revenues of \$3,700,000 from this property for the same period offset these costs.

Support of City Activity

As in past years, a portion of the MCDA expense budget has been transferred to the City, in support of its activities. 2002 was the last year in which the MCDA provided \$200,000 to the Planning Department, but the following items are included in the Agency's budget request:

City Admin Fee - \$215,215	Affirmative Action - \$232,000
Home Tour - \$25,000	ITS Services - \$20,102
Minneapolis Calendar- \$5,000	HR Benefits Admin - \$18,453
North Metro Mayors membership - \$19,000	Northwest Corridor membership - \$10,000

Revenue constraints and reductions have caused the MCDA to remove some past allocations, i.e. \$35,000 for Minneapolis Unwrapped and \$50,000 for the production of a Mississippi Mile brochure.

Chapter 595 Levy

The MCDA request included \$4,160,000 of Chapter 595 levy appropriation, consistent with the level funded in 2002 and assuming an inflationary increase of 4 percent. The City Council adopted a levy of \$4,000,000.

CDBG

The MCDA Year 29 CDBG budget assumes an entitlement slightly less than Year 28 and further assumes that the percentage available to the MCDA will remain the same. A breakdown of the Agency's Year 29 request by program is attached (Attachment A). Not reflected in this Year 29 budget is the increase in the portion of the entitlement dedicated to affordable housing that has been discussed when considering long-range planning.

NRP Finance Plan

Although alternative models are under discussion this budget anticipates funding the NRP program at the \$11 million annual level expected by the Council when the MCDA 2002 budget was approved. This is accomplished in 2003 by using a combination of Fund CNR (NRP) interest earnings of \$2,184,000 and Development Account funding of \$8,816,000.

Attachment A

MCDA Year 29 CDBG Request & Prior Years Comparison

	Year 26 Approved	Year 27 Approved	Yr 28 Approved	Year 29 Request
NCEDF	198,000	405,000	398,000	320,557
Business Association Assistance	174,000	174,000	174,000	174,000
Loan & Grant				
Regular, Rental & Equity Loans	1,293,930	774,000	764,000	756,360
Last Resort*		410,000	400,000	396,000
Lead Abatement*	*included in totals			
Assistance to NHS*		50,000	50,000	49,500
HI Lead Loan				150,000
Subtotal Loan & Grant	1,293,930	1,234,000	1,214,000	1,351,860
Home Ownership Programs				
GMMHC Home Ownership	633,000	638,000	628,000	621,720
Neighborhood Housing Services	0			
HOWN/SF	0			
Rehab Support Program	287,100	272,000	390,000	386,100
Vacant/Boarded Housing	3,297,690	3,700,000	2,640,000	2,613,600
Subtotal Homeownership	4,217,790	4,610,000	3,658,000	3,621,420
Multi-Family/Affordable Housing		2,600,000	3,308,000	3,274,920
Affordable Housing				
Non-Profit Admin				
Subtotal Multi-Family	2,482,000	2,600,000	3,308,000	3,274,920
Jordan	177,000	0	0	-
Mortgage Foreclosure Prevention Program			250,000	167,433
Subtotal HUD Non Admin	8,542,720	9,023,000	9,002,000	8,910,190
Program Administration	44,000	30,000	30,000	30,000
MCDA CDBG Administration	36,000	50,000	49,000	50,000
Citizen Participation	355,000	355,000	349,000	345,510
Total	8,977,720	9,458,000	9,430,000	9,335,700

Key Enterprise Outcome Measures Influenced by the: Minneapolis Community Development Agency (MCDA)

1. 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
2. Improve the quality of existing housing
3. Increase the quantity of new housing starts
4. Increase the city's residential population
5. Increase the number of affordable housing units
6. Increase the number of affordable senior housing units
7. Increase the number of new commercial and industrial business establishments
8. Increase the number of mixed-use developments along commercial corridors
9. Increase the amount of private investment in designated priority corridors
10. Increase the percentage of Minneapolis residents that are employed in living wage jobs
11. Increase the percentage of businesses receiving economic assistance from the City that hire and retain City residents at a living wage
12. Increase number of housing units downtown
13. Increase the range of amenities for residents downtown
14. Increase the number of housing units downtown that attract all income levels
15. Increase number of people working downtown
16. Increase the number of visitors downtown

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
(Relates to Key Enterprise Outcome Measure #1) # of new/conversion multifamily units completed	637	563	653	720	720
(1) # of rehabilitated multifamily units completed	240	268	388	385	385
(1) total multifamily loans closed	\$21,368,996	\$45,654,313	\$48,000,000	\$58,000,000	\$58,000,000
(1) # of multifamily units closed	845	1,136	1,200	1,350	1,350
(2) # of single-family units rehabilitated	22	31	25	20	20
(2) # of home improvement loans	164	75	76	100	100
(2) amount of home improvement loans	\$1,679,090	\$1,061,937	\$1,267,284	\$1,667,479	\$1,667,479
(3) # of single-family units constructed	58	131	130	140	140
(4) # of mortgage loans	463	119	178	200	200
(4) amount of mortgage loans	\$22,419,502	\$9,562,154	\$18,791,093	\$27,000,000	\$27,000,000
(5) # affordable (<50%) multifamily housing units completed	505	504	575	649	649
(5) # of affordable (<80%) single-family housing units completed	39	74	64	62	62
(6) # of affordable (<50%) senior housing units completed	120	15	0	22	22

(7) # of economic development projects completed, closed or under construction	39	38	24	20	20
(7) total development cost of economic development projects completed, closed or under construction	\$866,454,589	\$886,562,281	\$610,000,000	\$400,000,000	\$400,000,000
(7) contamination cleanup grants secured	\$4,891,996	\$6,138,803	\$4,500,000	\$4,000,000	\$4,000,000
(7) # of business loans	146	161	170	180	180
(7) amount of business loans	\$29,445,000	\$106,823,000	\$110,000,000	\$115,000,000	\$115,000,000
(7) amount of private investment leveraged through business loans	\$23,264,000	\$99,566,000	\$100,000,000	\$105,000,000	\$105,000,000
(7) # of business assisted through BusinessLink	250	250	250	250	250
(7) # of telephone/e-mail inquiries to BusinessLink	1,500	1,500	2,000	2,000	2,000
(8) examples of new mixed-use developments along commercial corridors	Established Hiawatha & Lake Redevelopment Area	Coliseum (27th & Lake); Village at St. Anthony Falls started construction		Nicollet Commons; Hi-Lake LRT Station Site; Nicollet & Franklin	Nicollet Commons; Hi-Lake LRT Station Site; Nicollet & Franklin
(9) examples of private investment in priority commercial corridors	\$198,952 leveraged by NEDF investment of \$33,388.	\$545,1670 leveraged by NEDF investment of \$110,274.	\$600,000 leveraged by NEDF investment \$196,000; West River Commons (\$1.9 million)	Penn/Lowry senior housing (\$6 mill); Nicollet Franklin (\$5mill)	Penn/Lowry senior housing (\$6 mill); Nicollet Franklin (\$5mill)
(10) # of jobs provided through job linkage agreements	689	1,020	1,500	1,500	1,500
(10) % of job linkage agreement jobs that pay living wage	87.95%	87.05%	87%	85%	85%
(10) % of job linkage agreement hires that reside in Minneapolis	60.66%	56.6%	51%	55%	55%
(11) # of job linkage agreements executed	4	6	4	4	4
(12) # of downtown housing units produced	357	350	808	66	66
(13) examples of new amenities for downtown residents	Depot skating rink; Cirque du Soleil	Target Store senior facility; Pantages restoration begun	Block E theaters, restaurant & retail	St. Andrew's Golf Academy	St. Andrew's Golf Academy
(14) examples of mixed-income downtown housing projects	TownePlace/Mill City Apts;Heritage Landing	East Village	13th & Harmon; Washburn Lofts	Lamoreaux; Humboldt Mill	Lamoreaux; Humboldt Mill
(15) examples of job-producing downtown developments	American Red Cross (3 new & 55 preserved jobs)	900 Nicollet (Target store and office) (740 new & 1,000 preserved jobs); Milwaukee Depot (125 new jobs)	Block E		
(16) # of visitors to Target Center	1,827,258	1,481,081	1,500,000	1,500,000	1,500,000
(16) # of visitors to downtown theaters	421,259	495,436	510,299	510,299	510,299

Explanation of Performance Data for Key Enterprise Outcome Measures: Additional measures and data not directly related to the 16 Key Enterprise Outcome Measures appear below under the appropriate Service Activities.

Primary Business: Housing

(Service activities and performance measures sorted by business)

Service Activity: Develop and preserve affordable and mixed-income multifamily housing.

Description: The MCDA administers a number of programs for the development and preservation of affordable and mixed-income housing.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of new /conversion multifamily units completed	637	563	653	720	720
# of rehabilitated multifamily units completed	240	268	388	385	385
# of affordable (<50%) multifamily housing units completed	505	504	575	649	649

Explanation of Key Performance Measures:

- "Conversion" means previously non-residential properties have been converted to residential use.
- "Multifamily" means all rental projects and ownership projects with more than 10 units.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- "Affordable (<50%)" means units that are affordable to families with incomes at or below 50 percent of the metropolitan median family income.
- The third measure listed above (number of affordable units) is a subset of the first two measures, and includes both new/conversion and rehabilitated units.

Service Activity: Develop and rehabilitate single-family ownership housing.

Description: The MCDA administers programs to return vacant lots and vacant and/or boarded structures to the city's housing supply.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of single-family units constructed	58	131	130	140	140
# of single-family units rehabilitated	22	31	25	20	20
# of affordable (<80%) single-family units completed	39	74	64	62	62

Explanation of Key Performance Measures:

- "Constructed" means a Certificate of Completion has been issued by the MCDA.
- "Single-family" means all ownership projects with 10 or fewer units.
- "Affordable (<80%)" means units that are affordable to families with incomes at or below 80 percent of the metropolitan median family income.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.

Service Activity: Finance home improvement and home mortgage loans.

Description: The MCDA provides home improvement loans to Minneapolis homeowners who might not otherwise be able to carry out home improvements or code repairs. MCDA mortgage programs provide affordable financing to low, moderate and middle-income households to increase owner-occupancy rates, especially among under-served populations (minorities and female-headed households), and to help existing homeowners complete major repairs and improvements.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# home improvement loans	164	75	76	100	100
% of loans going to minorities	30%	23%	27%	27%	27%
% of loans going to female-headed households	60%	38%	45%	45%	45%

% of loans going to households <50% of median income	77%	51%	63%	65%	65%
# mortgage loans	463	119	178	200	200
% of loans going to minorities	27%	27%	27%	27%	27%
% of loans going to female-headed households	35%	45%	30%	30%	30%
% of loans going to households <50% of median income	25%	23%	25%	25%	25%

Explanation of Key Performance Measures:

- Loan recipients indicate minority status on program application forms.
- Loan recipients indicate female-headed household status on program application forms.
- "Affordable (<50%)" means units that are affordable to families with incomes at or below 50 percent of the metropolitan median family income.

Primary Business: Business Development

(Service activities and performance measures sorted by business)

Service Activity: Provide sites and financing for commercial and industrial development.

Description: The MCDA provides site assembly and financial assistance for commercial and industrial development in order to preserve and create living-wage jobs, enhance the City's tax base, redevelop blighted and contaminated areas and provide commercial services to City residents.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of economic development projects completed	4	12	14	10	10
total development cost of projects completed	\$11,525,000	\$235,236,795	\$376,791,000	\$74,000,000	\$74,000,000
Increase in EMV due to completed projects					
contamination cleanup grants secured	\$4,891,996	\$6,138,803	\$4,500,000	\$4,000,000	\$4,000,000
contaminated acres cleaned					
# of new jobs projected	202	1,445	973	439	439
# of existing jobs	230	1,637	489	492	492

Explanation of Key Performance Measures:

- "Completed" means there has been a final construction disbursement or a Certificate of Completion has been issued by the MCDA.
- "New jobs projected" means a developer's estimate of the number of new jobs resulting from activity financed with MCDA assistance. Estimates are not available for all completed projects.
- "Existing jobs" means the number of jobs at assisted businesses prior to activity financed with MCDA assistance, as reported by the developer. Estimates are not available for all completed projects.
- Jobs estimates include jobs resulting from all business development projects, including downtown, riverfront and those covered by job linkage agreements.
- Numbers reported under 2003 Planned category reflect both known and projected activity.

Service Activity: Provide financing for small businesses.

Description: The MCDA uses a variety of funding tools to leverage private financing for business expansion projects that keep businesses in the city, increase the availability of neighborhood commercial services, retain and create jobs, and support business start-ups among minority and immigrant populations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of business loans	146	161	170	180	180
public/private investment ratio	1:4	1:14	1:10	1:11	1:11
# of new jobs projected	377	304	325	350	350
# of existing jobs	1,044	1,561	1,550	1,600	1,600

Explanation of Key Performance Measures:

- "New jobs projected" means a developer's estimate of the number of new jobs resulting from activity financed with MCDA assistance.
- "Existing jobs" means the number of jobs at assisted businesses prior to activity financed with MCDA assistance, as reported by the developer.

Service Activity: Operate BusinessLink, a technical referral service for Minneapolis businesses.

Description: BusinessLink is a "first-stop" business service center at the MCDA. Local firms use BusinessLink to access City regulatory services and to locate affordable financing and office space.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of telephone/e-mail inquiries to BusinessLink	1,500	1,500	2,000	2,000	2,000
# of businesses assisted through BusinessLink	250	250	250	250	250

Explanation of Key Performance Measures:

- "Inquiries" means requests that can be addressed within the initial phone call.
- "Assisted" means the request involves staff work beyond the initial phone call.

Primary Business: Community Building

(Service activities and performance measures sorted by business)

Service Activity: Provide living wage job opportunities for Minneapolis residents.

Description: The MCDA addresses workforce issues such as Living Wage, job training and placement, Empowerment Zone employment opportunities and partnerships among majority, minority and women-owned general contractors.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of jobs provided through job linkage agreements	689	1,020	1,500	1,500	1,500
% of job linkage agreement jobs that pay living wage	87.95%	87.05%	87%	85%	85%
% of job linkage agreement hires that reside in Minneapolis	60.66%	56.6%	60%	60%	60%

Explanation of Key Performance Measures:

- A "living wage" job pays 110 percent of the federal poverty level for a family of four (currently \$9.57 per hour); pays 100 percent of the federal poverty level for a family of four and also provides health benefits; or pays wages in accordance with a union contract.

Service Activity: Maintain a vital downtown.

Description: The MCDA helps to strengthen downtown retail and entertainment sectors, expand downtown housing opportunities and maintain downtown as the principal employment center of the region.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of downtown housing units completed	357	350	808	66	66
# of new downtown retail or entertainment establishments	10	18	16	6	6
# of patrons of MCDA-owned entertainment and sports venues	2,248,517	1,976,517	2,035,000	2,140,000	2,140,000
# of new job-producing downtown developments completed	1	2	4	4	4
# of hotel rooms added				256	256
net increase in office sq ft	615,000 sq ft	1,050,000 sq ft	1,250,000 sq ft	248,000 sq ft	248,000 sq ft
net increase in retail sq ft	30,000 sq ft	260,000 sq ft		32,000 sq ft	32,000 sq ft

Explanation of Key Performance Measures:

- All measures for this service activity reflect results from MCDA assistance; privately financed activity is not included in counts such as net increase in office or retail square feet.
- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- Number of downtown housing units completed is a subset of totals reported under Housing service activities.

Service Activity: Redevelop the central and upper Mississippi riverfront.

Description: The MCDA helps to remove barriers to riverfront development; install or rehabilitate infrastructure; develop a variety of riverfront housing types for all income levels; preserve historic buildings and resources; enhance recreational, entertainment and cultural amenities and attractions; and participate in partnerships with other agencies and entities involved in riverfront revitalization.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of riverfront housing units completed	269	488	189	221	221
total development cost of completed riverfront projects	\$57,200,000	\$157,653,000	\$263,591,000	\$72,110,000	\$72,110,000
# of historic riverfront structures preserved	0	2	14	2	2
# of entertainment, cultural, recreational and educational amenities	0	1	2	1	1

Explanation of Key Performance Measures:

- "Completed" means there has been a final construction disbursement, a Certificate of Completion has been issued by the MCDA, and/or a Certificate of Occupancy has been issued by the City.
- Number of riverfront housing units completed is a subset of totals reported under Housing service activities.

Service Activity: Provide technical and financial support to neighborhood organizations, business associations and the Neighborhood Revitalization Program.

Description: MCDA citizen participation activities increase involvement in neighborhood organizations to help communities address housing and economic development issues. The Business Association Assistance Program provides funds to strengthen business associations that stabilize neighborhood commercial areas.

As part of the administrative support provided by the MCDA to the Neighborhood Revitalization Program, the MCDA administers inter-jurisdictional contracts for implementation of NRP activities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
# of neighborhood organizations assisted	60	62	65	65	65
amount of financial assistance to neighborhood organizations	\$445,000	\$445,000	\$439,000	\$439,000	\$439,000
# of business associations assisted	34	33	34	34	34
amount of assistance to business associations	\$209,962	\$204,665	\$205,000	\$200,000	\$200,000
# of NRP contracts administered	450	380	400	450	450

Explanation of Key Performance Measures:

Financial Analysis:

Expenditures

The City Council adopted budget includes an MCDA budget with an 8 percent decrease in expenditures. This 8 percent equates to approximately \$13 million. The largest decrease in expenditures occurs in the land and prep costs spending category, which shows a decrease of approximately \$1.6 million. The principal on bonds spending category also shows a significant decrease, with a \$1.3 million decrease.

The most significant dollar increases in spending, not including transfers, are seen in the repair and maintenance supplies, interest/fiscal charges, and taxes, licenses and fees, showing increases of \$2.7 million, \$736,000 and \$350,000, respectively.

Revenues

The City Council adopted budget shows a 26 percent decrease in revenues for the MCDA, which equates to approximately \$38.5 million. Included in the revenue budget for a second year is the Chapter 595 levy for \$4 million.

The increase seen in the federal government revenue category is due primarily to how the agency records this revenue. In 2002, much of the federal CDBG revenue was recorded as a transfer in; for 2003 the CDBG revenue is recorded in the federal government revenue category.

The revenue budget for MCDA includes CDBG funding at \$9,392,000.

MCDA Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Capital Outlay	52,213,290	70,485,416	9,176,040	7,502,267	-18.2%	-1,673,773
Contractual Services	15,332,352	14,083,458	4,394,974	3,796,729	-13.6%	-598,245
Debt Service	45,694	0	0	0	0.0%	0
Equipment	21,571	22,090	12,900	12,300	-4.7%	-600
Fringe Benefits	728,556	515,633	587,663	486,799	-17.2%	-100,864
Operating Costs	270,537	725,714	297,093	230,887	-22.3%	-66,206
Salaries and Wages	3,531,100	2,736,638	2,798,423	2,318,081	-17.2%	-480,342
Transfers	67,520,545	76,711,830	62,049,265	58,849,957	-5.2%	-3,199,308
Total for Capital Projects	139,663,645	165,280,780	79,316,358	73,197,020	-7.7%	-6,119,338
Debt Service						
Debt Service	9,241,630	23,980,509	1,324,000	792,800	-40.1%	-531,200
Transfers	517,494	8,568,984	32,240,432	35,195,000	9.2%	2,954,568
Total for Debt Service	9,759,124	32,549,493	33,564,432	35,987,800	7.2%	2,423,368
Enterprise Funds						
Capital Outlay	111,542	60,976	115,000	142,000	23.5%	27,000
Contractual Services	3,339,866	3,219,875	3,236,274	3,709,486	14.6%	473,212
Debt Service	3,263,322	2,845,019	2,447,000	2,447,000	0.0%	0
Fringe Benefits	23,025	24,154	23,200	47,544	104.9%	24,344
Operating Costs	108,987	110,856	154,791	3,218,241	1,979.1%	3,063,450
Salaries and Wages	102,864	117,029	110,475	226,399	104.9%	115,924
Transfers	0	197,072	100,000	0	-100.0%	-100,000
Total for Enterprise Funds	6,949,606	6,574,979	6,186,740	9,790,670	58.3%	3,603,930
Special Revenue Funds						
Capital Outlay	21,236,283	25,042,205	15,019,851	14,315,687	-4.7%	-704,164
Contractual Services	5,523,358	6,169,058	7,724,172	7,584,054	-1.8%	-140,118
Debt Service	50,312	35,091	50,000	0	-100.0%	-50,000
Equipment	148,544	136,467	155,400	95,560	-38.5%	-59,840
Fringe Benefits	958,455	1,167,349	1,207,943	1,226,589	1.5%	18,646
Operating Costs	642,803	449,731	604,850	714,525	18.1%	109,675
Salaries and Wages	4,606,780	5,607,042	5,752,084	5,841,010	1.5%	88,926
Transfers	2,168,519	3,565,142	12,524,000	350,000	-97.2%	12,174,000
Total for Special Revenue Funds	35,335,055	42,172,086	43,038,300	30,127,425	-30.0%	12,910,875
Total for MCDA	191,707,429	246,577,337	162,105,830	149,102,915	-8.0%	13,002,915

MCDA
Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Sales	4,482,763	4,015,139	514,351	0	-100.0%	-514,351
Charges for Service	1,009,612	741,215	210,000	475,000	126.2%	265,000
Federal Government	0	0	500,000	0	-100.0%	-500,000
Interest	2,969,343	1,200,304	2,452,317	634,516	-74.1%	-1,817,801
Operating Transfers In	48,438,583	35,523,473	14,390,424	0	-100.0%	14,390,424
Other Misc Revenues	2,365,643	1,900,717	1,373,990	866,990	-36.9%	-507,000
Proceeds of Long Term Liabilities	41,260,000	52,436,420	0	0	0.0%	0
Property Taxes	63,619,311	69,614,329	58,537,432	64,376,234	10.0%	5,838,802
Rents	2,384,554	2,585,842	502,924	124,168	-75.3%	-378,756
State Government	7,792	0	0	0	0.0%	0
Total for Capital Projects	166,537,600	168,017,438	78,481,438	66,476,908	-15.3%	12,004,530
Debt Service						
Interest	564,105	86,682	0	0	0.0%	0
Operating Transfers In	2,284,932	21,020,979	34,057,782	0	-100.0%	34,057,782
Proceeds of Long Term Liabilities	0	7,249,581	0	0	0.0%	0
Total for Debt Service	2,849,037	28,357,243	34,057,782	0	-100.0%	34,057,782
Enterprise Funds						
Charges for Sales	975,250	0	0	0	0.0%	0
Charges for Service	3,417,264	2,957,172	3,002,360	3,622,315	20.6%	619,955
Interest	4,732,117	3,239,022	2,503,600	2,727,875	9.0%	224,275
Operating Transfers In	0	0	120,432	0	-100.0%	-120,432
Other Misc Revenues	700,320	209,024	150,000	525,690	250.5%	375,690
Proceeds of Long Term Liabilities	62,794	33,873	0	0	0.0%	0
Rents	42,295	531	0	3,700,000	0.0%	3,700,000
Total for Enterprise Funds	9,930,039	6,439,621	5,776,392	10,575,880	83.1%	4,799,488
Special Revenue Funds						
Charges for Sales	4,036,706	3,655,346	650,000	900,000	38.5%	250,000
Charges for Service	7,467,025	7,771,868	1,662,000	6,199,506	273.0%	4,537,506
Contributions	142,000	78,171	0	1,000,000	0.0%	1,000,000
Federal Government	265,056	-126,520	0	13,985,700	0.0%	13,985,700
Interest	719,794	1,051,138	1,148,448	20,000	-98.3%	-1,128,448
Local Government	396,142	-396,142	0	0	0.0%	0
Operating Transfers In	26,665,607	20,684,452	15,780,161	1,545,000	-90.2%	14,235,161
Other Misc Revenues	4,793,016	3,580,903	4,163,439	2,704,039	-35.1%	-1,459,400
Property Taxes	0	0	4,000,000	4,000,000	0.0%	0
Rents	224,096	166,288	366,739	0	-100.0%	-366,739
State Government	4,392,082	8,160,556	125,000	322,227	157.8%	197,227
Total for Special Revenue Funds	49,101,524	44,626,059	27,895,787	30,676,472	10.0%	2,780,685
Total for MCDA	228,418,200	247,440,361	146,211,399	107,729,260	-26.3%	38,482,139

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION SERVICES						
Capital Projects						
Contractual Services	0	16,090	0	0	0.0%	0
Equipment	0	0	2,500	0	-100.0%	-2,500
Operating Costs	55,169	50,906	66,200	0	-100.0%	-66,200
Total for Capital Projects	55,169	66,996	68,700	0	-100.0%	-68,700
Enterprise Funds						
Contractual Services	0	0	0	0	0.0%	0
Debt Service	-4,351	0	0	0	0.0%	0
Total for Enterprise Funds	-4,351	0	0	0		0
Special Revenue Funds						
Capital Outlay	0	0	188,000	0	-100.0%	-188,000
Contractual Services	1,495,505	1,973,405	2,857,720	2,628,092	-8.0%	-229,628
Equipment	94,188	98,887	83,000	50,860	-38.7%	-32,140
Fringe Benefits	213,469	275,401	198,780	213,780	7.5%	15,000
Operating Costs	146,880	97,477	211,545	333,970	57.9%	122,425
Salaries and Wages	939,261	1,051,138	946,564	1,018,000	7.5%	71,436
Total for Special Revenue Funds	2,889,304	3,496,309	4,485,609	4,244,702	-5.4%	-240,907
Total for ADMINISTRATION SERVICES	2,940,122	3,563,305	4,554,309	4,244,702	-6.8%	-309,607
ECONOMIC DEVELOPMENT						
Capital Projects						
Capital Outlay	31,856,721	52,913,639	2,875,400	2,753,000	-4.3%	-122,400
Contractual Services	509,959	1,485,390	718,950	680,880	-5.3%	-38,070
Equipment	7,092	9,246	2,000	1,500	-25.0%	-500
Fringe Benefits	277,310	222,733	250,594	190,852	-23.8%	-59,742
Operating Costs	49,825	61,215	109,183	105,697	-3.2%	-3,486
Salaries and Wages	1,341,567	1,191,403	1,193,293	879,072	-26.3%	-314,221
Total for Capital Projects	34,042,475	55,883,625	5,149,420	4,611,001	-10.5%	-538,419
Debt Service						
Debt Service	0	0	1,324,000	0	-100.0%	-1,324,000
Transfers	0	0	0	1,500,000	0.0%	1,500,000
Total for Debt Service	0	0	1,324,000	1,500,000	13.3%	176,000
Enterprise Funds						
Capital Outlay	104,000	50,000	65,000	75,000	15.4%	10,000
Contractual Services	195,854	177,942	209,000	509,000	143.5%	300,000
Debt Service	134,544	129,439	185,000	185,000	0.0%	0
Fringe Benefits	15,788	16,325	21,243	38,663	82.0%	17,420
Operating Costs	7,402	10,910	8,300	3,067,850	36,862.0%	3,059,550
Salaries and Wages	74,079	86,637	101,157	184,109	82.0%	82,952
Total for Enterprise Funds	531,668	471,254	589,700	4,059,622	588.4%	3,469,922
Special Revenue Funds						
Capital Outlay	5,865,455	10,401,093	2,834,112	2,808,557	-0.9%	-25,555

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ECONOMIC DEVELOPMENT						
Special Revenue Funds						
Contractual Services	237,648	304,855	223,200	200,710	-10.1%	-22,490
Equipment	2,307	2,169	0	0	0.0%	0
Fringe Benefits	110,610	135,496	136,714	165,093	20.8%	28,379
Operating Costs	197,779	167,104	128,400	44,250	-65.5%	-84,150
Salaries and Wages	552,548	687,321	651,017	786,158	20.8%	135,141
Transfers	0	0	1,324,000	0	-100.0%	-1,324,000
Total for Special Revenue Funds	6,966,348	11,698,038	5,297,443	4,004,768	-24.4%	-1,292,675
Total for ECONOMIC DEVELOPMENT	41,540,490	68,052,917	12,360,563	14,175,391	14.7%	1,814,828
EXECUTIVE ADMINISTRATION						
Capital Projects						
Capital Outlay	6,037	0	0	0	0.0%	0
Contractual Services	24,407	0	0	0	0.0%	0
Fringe Benefits	10,630	0	0	0	0.0%	0
Operating Costs	1,863	0	0	0	0.0%	0
Salaries and Wages	63,651	0	0	0	0.0%	0
Total for Capital Projects	106,588	0	0	0		0
Special Revenue Funds						
Capital Outlay	4,967	0	0	0	0.0%	0
Contractual Services	161,077	143,201	127,200	197,000	54.9%	69,800
Equipment	214	569	0	0	0.0%	0
Fringe Benefits	62,917	83,447	99,905	99,080	-0.8%	-825
Operating Costs	187,517	93,472	57,130	87,290	52.8%	30,160
Salaries and Wages	365,945	476,151	475,739	471,807	-0.8%	-3,932
Total for Special Revenue Funds	782,636	796,840	759,974	855,177	12.5%	95,203
Total for EXECUTIVE ADMINISTRATION	889,225	796,840	759,974	855,177	12.5%	95,203
Housing Development Consolidating						
Capital Projects						
Capital Outlay	6,318,549	8,703,048	230,000	350,000	52.2%	120,000
Contractual Services	659,564	416,705	571,800	576,700	0.9%	4,900
Equipment	11,315	9,882	8,100	10,500	29.6%	2,400
Fringe Benefits	159,117	84,275	102,089	85,581	-16.2%	-16,508
Operating Costs	42,164	307,594	72,065	88,230	22.4%	16,165
Salaries and Wages	714,428	421,794	486,161	437,272	-10.1%	-48,889
Total for Capital Projects	7,905,137	9,943,298	1,470,215	1,548,283	5.3%	78,068
Enterprise Funds						
Capital Outlay	7,542	10,976	50,000	57,000	14.0%	7,000
Contractual Services	205,744	168,392	189,800	169,200	-10.9%	-20,600
Debt Service	2,716,637	2,715,580	2,262,000	2,262,000	0.0%	0
Fringe Benefits	7,237	7,829	1,957	1,956	-0.1%	-1
Operating Costs	101,085	99,913	144,941	149,841	3.4%	4,900

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Housing Development Consolidating						
Enterprise Funds						
Salaries and Wages	28,785	30,391	9,318	9,313	-0.1%	-5
Transfers	0	100,000	100,000	0	-100.0%	-100,000
Total for Enterprise Funds	3,067,030	3,133,080	2,758,016	2,649,310	-3.9%	-108,706
Special Revenue Funds						
Capital Outlay	14,971,958	14,474,305	11,413,039	10,978,630	-3.8%	-434,409
Contractual Services	956,969	819,102	681,350	768,400	12.8%	87,050
Debt Service	50,312	35,091	50,000	0	-100.0%	-50,000
Equipment	49,299	31,135	70,400	40,700	-42.2%	-29,700
Fringe Benefits	463,923	517,256	566,345	542,786	-4.2%	-23,559
Operating Costs	83,444	72,191	184,175	227,060	23.3%	42,885
Salaries and Wages	2,191,908	2,546,783	2,696,867	2,584,789	-4.2%	-112,078
Transfers	0	0	0	150,000	0.0%	150,000
Total for Special Revenue Funds	18,767,814	18,495,862	15,662,176	15,292,365	-2.4%	-369,811
Total for Housing Development Consolidating	29,739,981	31,572,240	19,890,407	19,489,958	-2.0%	-400,449
INDIRECT COSTS MCDA						
Capital Projects						
Contractual Services	2,485,177	1,990,929	2,081,506	1,712,255	-17.7%	-369,251
Total for Capital Projects	2,485,177	1,990,929	2,081,506	1,712,255	-17.7%	-369,251
Enterprise Funds						
Contractual Services	62,730	67,366	75,123	153,951	104.9%	78,828
Total for Enterprise Funds	62,730	67,366	75,123	153,951	104.9%	78,828
Special Revenue Funds						
Contractual Services	1,597,820	2,102,270	2,427,452	2,433,303	0.2%	5,851
Fringe Benefits	-518	2,686	0	0	0.0%	0
Salaries and Wages	-1,098	15,473	0	0	0.0%	0
Total for Special Revenue Funds	1,596,204	2,120,429	2,427,452	2,433,303	0.2%	5,851
Total for INDIRECT COSTS MCDA	4,144,111	4,178,724	4,584,081	4,299,509	-6.2%	-284,572
NEIGHBORHOOD REVITALIZATION						
Capital Projects						
Capital Outlay	8,817,357	8,447,671	2,575,526	0	-100.0%	-2,575,526
Contractual Services	9,718,901	9,258,292	0	0	0.0%	0
Operating Costs	86,969	274,245	0	0	0.0%	0
Total for Capital Projects	18,623,227	17,980,208	2,575,526	0	-100.0%	-2,575,526
Special Revenue Funds						
Capital Outlay	0	2,824	0	0	0.0%	0
Total for Special Revenue Funds	0	2,824	0	0		0
Total for NEIGHBORHOOD REVITALIZATION	18,623,227	17,983,032	2,575,526	0	-100.0%	-2,575,526

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
OPERATIONS						
Capital Projects						
Capital Outlay	866,272	421,059	783,850	507,270	-35.3%	-276,580
Contractual Services	780,708	710,747	778,750	611,678	-21.5%	-167,072
Equipment	3,164	2,962	300	300	0.0%	0
Fringe Benefits	281,499	208,626	234,980	210,366	-10.5%	-24,614
Operating Costs	34,548	31,755	49,645	36,960	-25.6%	-12,685
Salaries and Wages	1,411,454	1,123,442	1,118,969	1,001,737	-10.5%	-117,232
Total for Capital Projects	3,377,644	2,498,590	2,966,494	2,368,311	-20.2%	-598,183
Enterprise Funds						
Capital Outlay	0	0	0	10,000	0.0%	10,000
Contractual Services	21,006	18,636	0	6,400	0.0%	6,400
Fringe Benefits	0	0	0	6,925	0.0%	6,925
Operating Costs	0	0	0	550	0.0%	550
Salaries and Wages	0	0	0	32,977	0.0%	32,977
Total for Enterprise Funds	21,006	18,636	0	56,852		56,852
Special Revenue Funds						
Capital Outlay	393,903	163,983	584,700	528,500	-9.6%	-56,200
Contractual Services	1,074,338	826,225	1,407,250	1,356,549	-3.6%	-50,701
Equipment	2,535	3,707	2,000	4,000	100.0%	2,000
Fringe Benefits	108,053	153,063	206,199	205,850	-0.2%	-349
Operating Costs	27,184	19,487	23,600	21,955	-7.0%	-1,645
Salaries and Wages	558,216	830,177	981,897	980,256	-0.2%	-1,641
Total for Special Revenue Funds	2,164,229	1,996,642	3,205,646	3,097,110	-3.4%	-108,536
Total for OPERATIONS	5,562,879	4,513,868	6,172,140	5,522,273	-10.5%	-649,867
PROGRAM INDIRECT COSTS						
Capital Projects						
Capital Outlay	4,348,354	0	2,711,264	3,891,997	43.5%	1,180,733
Contractual Services	1,153,636	205,305	243,968	215,216	-11.8%	-28,752
Debt Service	45,694	0	0	0	0.0%	0
Transfers	67,520,545	76,711,830	62,049,265	58,849,957	-5.2%	-3,199,308
Total for Capital Projects	73,068,228	76,917,135	65,004,497	62,957,170	-3.1%	-2,047,327
Debt Service						
Debt Service	9,241,630	23,980,509	0	792,800	0.0%	792,800
Transfers	517,494	8,568,984	32,240,432	33,695,000	4.5%	1,454,568
Total for Debt Service	9,759,124	32,549,493	32,240,432	34,487,800	7.0%	2,247,368
Enterprise Funds						
Debt Service	416,491	0	0	0	0.0%	0
Total for Enterprise Funds	416,491	0	0	0		0
Special Revenue Funds						

MCDA
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PROGRAM INDIRECT COSTS						
Special Revenue Funds						
Transfers	2,168,519	3,565,142	11,200,000	200,000	-98.2%	-11,000,000
Total for Special Revenue Funds	2,168,519	3,565,142	11,200,000	200,000	-98.2%	-11,000,000
Total for PROGRAM INDIRECT COSTS	85,412,363	113,031,769	108,444,929	97,644,970	-10.0%	-10,799,959
RIVER TERMINAL						
Enterprise Funds						
Contractual Services	2,854,532	2,787,539	2,762,351	2,870,935	3.9%	108,584
Operating Costs	500	32	1,550	0	-100.0%	-1,550
Transfers	0	97,072	0	0	0.0%	0
Total for Enterprise Funds	2,855,032	2,884,643	2,763,901	2,870,935	3.9%	107,034
Total for RIVER TERMINAL	2,855,032	2,884,643	2,763,901	2,870,935	3.9%	107,034
Total for MCDA	191,707,429	246,577,337	162,105,830	149,102,915	-8.0%	-13,002,915

MINNEAPOLIS COMMUNITY DEVELOPMENT AGENCY
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Mayor Recomm.	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division							
Executive Administration	6.00	7.00	6.00	6.00	6.00	0.00%	-
Operations	33.00	35.00	33.63	33.23	33.23	-1.19%	(0.40)
Economic Development	34.50	34.50	30.50	29.50	29.50	-3.28%	(1.00)
Administrative Services	19.00	18.00	17.00	17.00	17.00	0.00%	-
Housing Development	64.50	63.50	63.50	57.50	57.50	-9.45%	(6.00)
Total FTE's	157.00	158.00	150.63	143.23	143.23	-4.91%	(7.40)

MUNICIPAL BUILDING COMMISSION

Mission Statement:

The Municipal Building Commission's (MBC) 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.

Primary 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, and 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. Currently, security for personnel and visitors is not provided.

Repairs and Improvements: Provide physical plant repair, routine and preventive maintenance, life safety and temperature control for the historic City Hall/Courthouse building.

Adult Detention Center (ADC): Provide additional services as required by the Hennepin County Adult Sheriff's Department and the Minnesota Department of Corrections for the Hennepin County ADC, 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 the 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, Capital Long-Range Improvement Committee (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.)

Key Trends and Challenges Impacting the Department:

The MBC faced several challenges in developing the 2003 Operating Budget request:

Challenge 1: Escalating salary and fringe costs.

Salary and fringe costs continue to increase each year at a pace that has exceeded increases in annual operating budget appropriations. Cost of living increases for union employees increased by more than 3 percent in the last three years for AFSCME staff while building trade union employees experienced annual increases ranging from 4 to 6 percent. In 2002 and 2003, health care costs skyrocketed and grew 15 and 20 percent each year, respectively.

Challenge 2: Growing utility costs.

Costs for utilities -- heating, cooling, electricity, trash removal and sewer/water -- jumped by 26 percent between 2000 and 2001. The budget appropriation for these items in 2001 did not fully cover actual expenditures. Utility expenditures are expected to exceed appropriation amounts in 2002 and 2003 as well.

Challenge 3: Lack of appropriation increases for non-personnel.

For several budget years, non-personnel appropriations have remained flat. Annual budget appropriation increases granted to the MBC have been used entirely to cover rising salary and fringe costs. The true cost of non-personnel items, however, has continued to go up with inflation leaving the MBC with less buying power. With diminished resources, routine corrective and preventive maintenance, and overall care of the building is negatively impacted.

Challenge 4: Mechanical and Life Safety Systems Upgrade Project.

In 2001, the MBC initiated a 23-stage, multi-year capital project to upgrade outdated heating, cooling and life safety systems throughout the City Hall and Courthouse building. The goal is to replace tattered systems before they collapse. The MLSS project also presents a prime opportunity to simultaneously remove asbestos in the building and complete much needed routine repair and maintenance work such as replacing ceiling grids and tiles, carpeting, inefficient electrical wiring and lighting, and paint. Routine repair and maintenance work is being funded through the MBC operating budget. With budget appropriation increases being used to cover personnel-related expenses and no increases in non-personnel, completion of routine repair and maintenance in conjunction with the MLSS project is jeopardized.

Challenge 5: Mounting building insurance costs.

In part due to the events of 9/11, insurance premiums for the City Hall and Courthouse building nearly doubled. It is expected that insurance costs in 2003 will climb by another 20 percent.

Challenge 6: Maintaining and enhancing building security.

Again, in part due to the events of 9/11, concern over security in the City Hall and Courthouse building has grown. MBC staff worked with City and County staff to develop a proposal for implementing and improving building security systems, and contracting for additional personnel trained in the area of security measures and first responding. Budget constraints have resulted in a pared down security initiative leaving the building, tenants and public visitors potentially vulnerable.

Key Enterprise Outcome Measures Influenced by the: Municipal Building Commission

1. Maintain and preserve a historic facility.
2. Ensure a safe and functional environment for those who visit and work in City Hall/Courthouse.

Performance Data for Key Enterprise Outcome Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved

Explanation of Performance Data for Key Enterprise Outcome Measures:

Primary Business: Administration

(Service activities and performance measures sorted by business)

Service Activity: Communicate agency activities to MBC Board and execute Board directives.

Description: MBC staff meet with the MBC Board on a regular basis to communicate important agency activities. Board members are kept apprised of agency functions, and provide input and policy direction regarding agency operations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Hold monthly or bi-monthly meetings with MBC Board. Goal - Minimum of 6	5	7	7	At least 6	At least 6

Service Activity: Communicate with building tenants and visitors, and keep them informed of building policies and protocols.

Description: 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Update MBC Tenant Handbook on a regular basis. Goal - as needed	1			1	1
Publish quarterly newsletter via MBC Web site. Goal - quarterly		2 (first installment published in August 2001)	4	4	4
Inform tenants of building policies and other important matters. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Provide full administrative services to the MBC organization and communicate agency policies to employees.

Description: On a daily basis, administration staff coordinate and execute accounting, payroll, purchasing, budget, contract, labor and construction activities for the building. Activities are coordinated according to established state, county and municipal laws, guidelines and protocol.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Update MBC Employee Handbook on a regular basis. Goal - as needed		1		1	1
Bills are paid in a timely manner. Goal - ongoing	Yes	Yes	yes	Yes	Yes
Staff receive paychecks on a bi-weekly basis. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Necessary materials, supplies and equipment are ordered and purchased. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Budgets are developed on an annual basis. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Contracts are executed and monitored. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Staff are scheduled and directed in the course of completing their daily work throughout the building. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Construction projects are conducted and completed. Goal - ongoing	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Recruit, hire, train and develop workforce for care and custody of building.

Description: Administration staff secure professional, building trade, security, utility and custodial staff for maintaining the City Hall and Courthouse building.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Conduct safety and other training classes.	13	12	15	15	15
Update employee safety manual on a regular basis. Goal - as needed		1		1	1
Positions are filled as they become vacant. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Employees are notified and encouraged to participate in computer and safety training as well as other seminars and classes. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Tuition reimbursement program is available to employees. Goal - ongoing	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Oversee all personnel-related, union, benefits and workers' compensation functions for MBC employees.

Description: Administration staff coordinate and oversee health, dental, disability and life insurance benefits for employees as well as workers' compensation. Staff also participate in contract negotiations and ratification with AFSCME and Minneapolis Building and Construction Trades Union representatives.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Engage in contract negotiations and ratification for AFSCME and Building Trades. Goal - Every three years			2		
Health and dental care, retirement, life insurance, long-term disability and deferred compensation, Minneflex benefits for employees are explained, made available and administered. Goal - ongoing	Yes	Yes	Yes	Yes	Yes
Workers' compensation services and procedures are outlined to staff and administered. Goal - ongoing	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Develop and implement automation tools for streamlining MBC agency functions and improving overall agency decision-making, where appropriate.

Description: MBC staff continue to explore ways of using automation tools for supporting or improving agency activities.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Issue and track corrective maintenance work orders through the agency's work order software package. Goal - ongoing	Yes	Yes (6702)	Yes (6000)	Yes (6000)	Yes (6000)
Develop, implement and maintain the MBC's automated preventive maintenance program. Goal - ongoing			Yes	Yes	Yes
Develop, implement and maintain Aperture, the agency's computer aided facility management software package. Goal - ongoing	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures: Aperture provides graphic and attribute data about space throughout the building.

Service Activity: Maintain and update agency Internet and Intranet web site.

Description: The MBC Internet and Intranet Web sites provide information about the agency and the City Hall and Courthouse building to City and County employees as well as members of the public.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Implement the MBC Internet Web site.			Yes - launched in February 2002		
Update information on agency Internet on a regular basis. Goal - quarterly			3 (site launched in Spring 2002)	4	4
Update information on agency Intranet on a regular basis. Goal - quarterly		2 (site launched in Summer 2001)	4	4	4
Improve access to the Internet Web site by registering with search engines.			Yes		
Improve tenant access to services by adding on-line forms.			Yes		

Explanation of Key Performance Measures:

Primary Business: Custodial and Security

(Service activities and performance measures sorted by business)

Service Activity: Provide custodial and utility services including cleaning, trash removal, carpet cleaning, window washing, moving functions, workstation adjustments, re-lamping, deliveries and periodic maintenance.

Description: 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. Utility services are provided on a five-day per week frequency.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of custodial and utility requests that are completed within the week of the initial request. Goal - one week	80%	80%	80%	80%	80%
Number of custodial and utility tenant work order requests processed and completed. Goal - on-going	2318	3357	3000	3000	3000
Provide custodial services to building. Goal - on-going	Yes	Yes	Yes	Yes	Yes
Provide utility services to building. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Provide security services covering access control, emergency alarm monitoring and response, and security inspections of areas in the building outside of the Hennepin County - ADC.

Description: The MBC Information/Security Desk is staff 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 physical plant inspections throughout the building every night and on weekends.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Install secure gate at 4th Street/4th Avenue ramp.		Yes			
Install additional security cameras in basement of building.		Yes			
Install enhanced computerized security system.	Yes				
Observe activities through several cameras. Goal - on-going	Yes	Yes	Yes	Yes	Yes
Monitor building fire alarms. Goal - on-going	Yes	Yes	Yes	Yes	Yes
Conduct nightly and weekend physical plant inspections. Goal - on-going	Yes	Yes	Yes	Yes	Yes
Monitor and control access to the building. Goal - on-going	Yes	Yes	Yes	Yes	Yes
Install access control system in basement of building.			Yes		

Service Activity: Provide the building with emergency evacuation services.

Description: MBC staff have been and continue to work on developing and implementing evacuation procedures for fire, severe weather and bomb threat situations.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Conduct fire evacuation drill. Goal - annually	1	1	1	1	1
Number of minutes to evacuate building. Goal - under 14 minutes	Under 12 minutes	Under 14 minutes	Drill not yet conducted in 2002		
Conduct severe weather drill. Goal - annually		1	1	1	1
Update emergency procedures manual every two years.	Yes	Yes	Completed in early 2002		
Conduct training for department area monitors who assist with building emergency drills. Goal - annually	1	1	1	1	1

Explanation of Key Performance Measures:

Service Activity: Provide general groundskeeping services for the building.

Description: MBC staff perform routine grounds keeping services year-round including snow removal, ice/sand application, care of plants, sweeping sidewalks and trash removal.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Provide necessary grounds keeping services. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Primary Business: Repairs and Improvements

(Service activities and performance measures sorted by business)

Service Activity: Provide physical plant maintenance including mechanical, electrical, carpentry and painting. Services provided through a combination of skilled in-house personnel and service contracts.

Description: In addition to responding to a variety of tenant service requests, MBC trades staff perform repair and routine maintenance services for the building.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
% of request complete within a week of initial submittal. Goal -	80%	80%	80%	80%	80%
Number of trades staff tenant work order requests processed and completed. Goal - on-going	3699	3220	3000	3000	3000
Complete significant routine maintenance work in the City Council Office area.		Yes			
Complete significant routine maintenance work in the City Coordinator Office area.			Yes		
Complete significant routine maintenance work in the Finance Department area.			Yes		
Conduct physical plant maintenance and repair. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Implement and sustain a preventative maintenance program for the facility.

Description: Currently, periodic preventive maintenance activities such as changing air filters in air handling units, greasing motors and torquing electrical bus occurs throughout the building. Staff are in the process of developing a full-scale automated preventive maintenance program and schedule.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Develop, implement and maintain the MBC automated preventive maintenance program and schedule. Goal - on-going			Yes	Yes	Yes
Complete regular preventive maintenance on systems and equipment throughout the building. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Service Activity: Continue retrofit of inefficient systems in the building.

Description: The City Hall and Courthouse was built over 100 years ago. Various outdated systems in the building are in need of updating. MBC staff continue to work on retrofitting inefficient systems throughout the building.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Update lighting systems in the building during each phase of the Mechanical and Life Safety System Upgrade project. Goal - on-going		Yes	Yes	Yes	Yes
Install variable speed drives on air handling units.		Yes			

Explanation of Key Performance Measures: Updated lighting systems are more energy efficient. Variable speed drives provide greater output control and more consistent energy use.

Service Activity: Continue to update and maintain AutoCAD master drawings of the building to reflect existing conditions.

Description:

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Complete and disseminate agency AutoCAD drawing protocol outlining standards for creating, updating and maintaining electronic files.			Yes		
Collect building infrastructure information for the building during each phase of the Mechanical and Life Safety System Upgrade project for incorporation into electronic drawing files. Goal - on-going		Yes	Yes	Yes	Yes
Ensure accuracy and completeness, and maintain building drawings on AutoCAD. Goal - on-going	Yes	Yes	Yes	Yes	Yes

Explanation of Key Performance Measures:

Primary Business: Work for Others -- Service Requests

(Service activities and performance measures sorted by business)

Service Activity: Provide professional construction and project management services as requested.

Description: Work for others 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.

Key Performance Measures:

	2000 Actual	2001 Actual	2002 Estimated	2003 Planned	2003 Approved
Number of tenant service requests processed and completed. Goal - on-going	111	103	105	100	100
Total annual expenditures for work for others projects. Goal - on-going	\$236,374	\$461,746	\$332,608	\$346,015	\$346,015

Explanation of Key Performance Measures:

Financial Analysis:

Not including the Work for Others cost center the total MBC 2003 Operating Budget request is \$6,914,897. The Work for Others cost center (which is fully supported by revenue) total is \$346,015.00. The total MBC 2003 Operating Budget request including the Work for Others cost center is \$7,260,913. Total revenue for 2003 is estimated at \$633,987.

The City portion of the expense budget is \$4,230,020. This total includes the portion that is covered by Work for Others revenue because the City focuses on the total budget to be loaded into the FISCOL finance system. This budget request is a 4.25 percent increase over the 2002 total expense budget of \$6,965,009.

The largest increase to the adopted expenditure budget is found in the non-personnel spending category of contractual services, which increased approximately 7 percent from \$2.2 million to \$2.4 million. The second largest increase is seen in the fringe benefits category, increasing approximately 5.5 percent from \$944,000 to \$996,000.

The adopted MBC revenue budget is an increase of 6.55 percent over 2002 adopted amounts, equating to an increase of approximately \$490,000. The largest revenue increase is seen in the property tax revenue category, with an estimated increase of approximately \$225,000. The revenue category of "Rents" is projected to decrease by approximately 11 percent, reflecting an adjustment in the charging of rent to various City departments.

MUNICIPAL BUILDING COMMISSION
Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Contractual Services	2,320,615	2,618,283	2,218,533	2,364,408	6.6%	145,875
Equipment	80,929	4,842	9,368	9,368	0.0%	0
Fringe Benefits	773,724	800,438	943,688	995,607	5.5%	51,919
Operating Costs	730,957	820,752	637,405	654,018	2.6%	16,613
Salaries and Wages	2,572,128	2,674,348	3,156,015	3,237,511	2.6%	81,496
Transfers	0	84,000	0	0	0.0%	0
<i>Total for Special Revenue Funds</i>	6,478,353	7,002,663	6,965,009	7,260,912	4.2%	295,903
Total for MUNICIPAL BUILDING COMMISSION	6,478,353	7,002,663	6,965,009	7,260,912	4.2%	295,903

BUILDING COMMISSION CAPITAL IMPROVEMENT **Revenue Information**

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Capital Projects						
Charges for Service	203,677	696,186	0	0	0.0%	0
Operating Transfers In	585,534	3,424,083	0	0	0.0%	0
Proceeds of Long Term Liabilities	0	0	706,000	795,000	12.6%	89,000
Total for Capital Projects	789,210	4,120,268	706,000	795,000	12.6%	89,000
Total for BUILDING COMMISSION CAPITAL IN	789,210	4,120,268	706,000	795,000	12.6%	89,000

MUNICIPAL BUILDING COMMISSION
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION						
Special Revenue Funds						
Contractual Services	1,790,165	1,911,203	111,637	111,637	0.0%	0
Equipment	30,010	4,275	1,368	1,368	0.0%	0
Fringe Benefits	187,498	209,373	200,596	211,686	5.5%	11,090
Operating Costs	63,416	73,825	62,627	101,735	62.4%	39,108
Salaries and Wages	249,768	261,853	321,653	343,293	6.7%	21,640
Transfers	0	84,000	0	0	0.0%	0
Total for Special Revenue Funds	2,320,857	2,544,528	697,881	769,719	10.3%	71,838
Total for ADMINISTRATION	2,320,857	2,544,528	697,881	769,719	10.3%	71,838
ADULT DETENTION CENTER						
Special Revenue Funds						
Contractual Services	25,342	37,561	29,643	23,143	-21.9%	-6,500
Equipment	13,213	0	0	0	0.0%	0
Fringe Benefits	22,638	23,848	15,232	15,950	4.7%	718
Operating Costs	78,715	63,317	111,272	88,777	-20.2%	-22,495
Salaries and Wages	84,708	92,668	80,976	83,009	2.5%	2,033
Total for Special Revenue Funds	224,617	217,395	237,123	210,879	-11.1%	-26,244
Total for ADULT DETENTION CENTER	224,617	217,395	237,123	210,879	-11.1%	-26,244
CUSTODIAL AND SECURITY						
Special Revenue Funds						
Contractual Services	9,790	20,973	7,500	159,875	2,031.7%	152,375
Equipment	36,819	568	5,000	5,000	0.0%	0
Fringe Benefits	300,875	291,992	360,418	388,313	7.7%	27,895
Operating Costs	107,566	48,402	82,191	82,191	0.0%	0
Salaries and Wages	1,225,568	1,270,853	1,438,369	1,433,922	-0.3%	-4,447
Total for Special Revenue Funds	1,680,618	1,632,787	1,893,478	2,069,301	9.3%	175,823
Total for CUSTODIAL AND SECURITY	1,680,618	1,632,787	1,893,478	2,069,301	9.3%	175,823
MBC - WORK FOR OTHERS						
Special Revenue Funds						
Contractual Services	26,268	95,731	0	0	0.0%	0
Fringe Benefits	35,283	48,886	74,149	79,678	7.5%	5,529
Operating Costs	52,264	153,621	60,000	60,000	0.0%	0
Salaries and Wages	122,559	163,508	198,459	206,337	4.0%	7,878
Total for Special Revenue Funds	236,374	461,746	332,608	346,015	4.0%	13,407
Total for MBC - WORK FOR OTHERS	236,374	461,746	332,608	346,015	4.0%	13,407
REPAIRS AND IMPROVEMENTS						
Special Revenue Funds						
Contractual Services	469,050	552,815	2,069,753	2,069,753	0.0%	0
Equipment	887	0	3,000	3,000	0.0%	0

MUNICIPAL BUILDING COMMISSION
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
REPAIRS AND IMPROVEMENTS						
Special Revenue Funds						
Fringe Benefits	227,429	226,339	293,293	299,980	2.3%	6,687
Operating Costs	428,996	481,588	321,315	321,315	0.0%	0
Salaries and Wages	889,525	885,465	1,116,558	1,170,950	4.9%	54,392
Total for Special Revenue Funds	2,015,887	2,146,208	3,803,919	3,864,998	1.6%	61,079
Total for REPAIRS AND IMPROVEMENTS	2,015,887	2,146,208	3,803,919	3,864,998	1.6%	61,079
Total for MUNICIPAL BUILDING COMMISSION	6,478,353	7,002,663	6,965,009	7,260,912	4.2%	295,903

MUNICIPAL BUILDING COMMISSION
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Mayor Recomm.	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division							
Administration	7.50	5.00	5.50	5.50	5.50	0.00%	-
Custodial and Security	38.00	39.50	38.00	38.00	35.50	-6.58%	(2.50)
Repairs and Improvements	16.00	17.00	18.00	18.00	18.00	0.00%	-
Adult Detention Center	2.00	2.00	2.00	2.00	2.00	0.00%	-
Works for Others	3.00	3.00	3.00	3.00	3.00	0.00%	-
Capital Improvement	-	-	-	-	-	-	-
Total FTE's	66.50	66.50	66.50	66.50	64.00	-3.76%	(2.50)

The 2003 staffing numbers are not final until the MBC Board approves the final budget. The FTE numbers shown here are subject to change pursuant to MBC Board action.

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.

Primary 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

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Special Revenue Funds						
Contractual Services	1,034,306	1,171,835	867,000	809,800	-6.6%	-57,200
Equipment	25,523	16,088	13,500	9,500	-29.6%	-4,000
Fringe Benefits	117,529	121,560	203,024	142,450	-29.8%	-60,574
Operating Costs	64,574	94,057	60,500	97,250	60.7%	36,750
Salaries and Wages	593,473	624,882	659,200	684,355	3.8%	25,155
<i>Total for Special Revenue Funds</i>	1,835,405	2,028,423	1,803,224	1,743,355	-3.3%	-59,869
Total for NRP - ADMINISTRATION	1,835,405	2,028,423	1,803,224	1,743,355	-3.3%	-59,869

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>

<p>Planning continued...</p>	<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.

After-School Program continued...	<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>
4. Environmental	<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...	<ul style="list-style-type: none"> ▪ Reforestation—Plant trees in vacant planting sites which occur on boulevards or in parks to perpetuate the urban forest. <p>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.</p> <ul style="list-style-type: none"> ▪ 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. <p>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.</p> <p>PARK BOARD: FORESTRY (CONTINUED)</p> <ol style="list-style-type: none"> 1. Preventative Maintenance and Minor Storm Damage—Completion of clean-up and tree health improvement procedures. <p>Service Standards: Timely storm clean-up to eliminate hazardous tree debris. Tree health improvement procedures are performed on an as-needed basis.</p>
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<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>

<p>Park Maintenance continued...</p>	<ul style="list-style-type: none"> ▪ 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. <p>Service Standards: Groom all facilities on a daily basis.</p> <ul style="list-style-type: none"> ▪ 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. <p>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.</p> <ul style="list-style-type: none"> ▪ Structure Maintenance - Maintenance and repair of park equipment. <p>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.</p> <p>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.</p> <ul style="list-style-type: none"> ▪ Design, select and bid plant materials for these gardens. <p>Service Standards: Process designs and compile bid by late December-early January.</p> <ul style="list-style-type: none"> ▪ Plant, maintain, replace and water floral displays. <p>Service Standards: Plantings installed between late May to mid-June, watered as needed, and weekly maintenance by Horticulture staff.</p>
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Park Maintenance continued...	<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>
9. Parkway Maintenance	<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.

<p>Park Police continued...</p>	<p>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.</p> <ul style="list-style-type: none"> ▪ Investigate park offenses and incidents where the department is the primary investigating agency. <p>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.</p> <ul style="list-style-type: none"> ▪ Track and investigate significant crime patterns in parks. <p>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.</p> <ul style="list-style-type: none"> ▪ Plan and present crime prevention programs. <p>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.</p> <ul style="list-style-type: none"> ▪ Conduct background investigations of Park Board applicants who deal with children. <p>Service Standards: Complete investigations for 95% of all applicants for such positions.</p>
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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).

<p>Youthline Outreach continued...</p>	<p>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.</p> <ul style="list-style-type: none"> ▪ 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. <p>Service Standards: Implement major outreach efforts citywide four weeks annually (one per quarter) through school and neighborhood activities.</p> <ul style="list-style-type: none"> ▪ 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. <p>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.</p> <ul style="list-style-type: none"> ▪ Organize a Teen Council at each park to involve teens in planning and organizing activities and in the overall development of the Youthline program. <p>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.</p>
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PARK BOARD

Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Capital Outlay	1,239,545	386,208	1,010,000	1,230,000	21.8%	220,000
Contractual Services	2,185,784	2,437,294	2,147,091	2,142,811	-0.2%	-4,280
Equipment	475,151	227,707	18,813	2,019	-89.3%	-16,794
Fringe Benefits	956,544	1,019,679	1,001,486	1,076,881	7.5%	75,395
Operating Costs	1,992,177	2,020,444	1,768,917	1,689,159	-4.5%	-79,758
Salaries and Wages	4,412,370	4,963,631	4,869,927	4,519,880	-7.2%	-350,047
Transfers	1,104,659	852,637	1,670,237	1,348,750	-19.2%	-321,487
Total for Enterprise Funds	12,366,230	11,907,600	12,486,471	12,009,500	-3.8%	-476,971
Internal Service Funds						
Capital Outlay	33,195	31	25,000	25,000	0.0%	0
Contractual Services	417,384	442,606	520,387	513,152	-1.4%	-7,235
Equipment	1,046,937	1,074,567	1,577,214	1,521,497	-3.5%	-55,717
Fringe Benefits	1,538,107	2,015,791	1,561,055	1,650,180	5.7%	89,125
Operating Costs	1,101,273	918,833	2,181,933	2,298,618	5.3%	116,685
Salaries and Wages	912,958	1,169,726	1,158,712	1,251,002	8.0%	92,290
Transfers	15,157	0	0	0	0.0%	0
Total for Internal Service Funds	5,065,011	5,621,554	7,024,301	7,259,449	3.3%	235,148
Special Revenue Funds						
Capital Outlay	3,083	2,936	0	0	0.0%	0
Contractual Services	9,768,311	9,751,731	10,500,706	10,224,282	-2.6%	-276,424
Equipment	548,571	295,940	300,969	325,132	8.0%	24,163
Equipment Labor	0	180	5,859	6,922	18.1%	1,063
Fringe Benefits	6,238,129	6,577,625	7,562,564	8,344,263	10.3%	781,699
Operating Costs	2,819,915	2,751,004	2,535,281	2,462,262	-2.9%	-73,019
Salaries and Wages	23,429,939	26,118,335	28,340,596	28,854,689	1.8%	514,093
Transfers	193,413	2,781,609	3,094,600	693,440	-77.6%	-2,401,160
Total for Special Revenue Funds	43,001,360	48,279,359	52,340,575	50,910,990	-2.7%	-1,429,585
Total for PARK BOARD	60,432,600	65,808,513	71,851,347	70,179,939	-2.3%	-1,671,408

PARK BOARD Revenue Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
Enterprise Funds						
Charges for Sales	535	2,789	0	0	0.0%	0
Charges for Service	11,236,850	10,600,129	11,530,523	11,383,505	-1.3%	-147,018
Contributions	251,805	496,081	196,730	156,064	-20.7%	-40,666
Federal Government	51,635	48,476	0	0	0.0%	0
Fines and Forfeits	45,560	45,560	0	0	0.0%	0
Gains	0	385	0	0	0.0%	0
Interest	3,107	14	0	0	0.0%	0
Licenses and Permits	0	500	0	0	0.0%	0
Operating Transfers In	95,796	193,681	0	0	0.0%	0
Other Misc Revenues	58,084	29,903	0	0	0.0%	0
Rents	604,820	497,755	626,768	465,031	-25.8%	-161,737
State Government	0	29,441	0	8,000	0.0%	8,000
Total for Enterprise Funds	12,348,193	11,944,713	12,354,021	12,012,600	-2.8%	-341,421
Internal Service Funds						
Charges for Sales	497,822	542,220	37,000	0	-100.0%	-37,000
Charges for Service	610,770	674,327	1,794,025	1,822,464	1.6%	28,439
Gains	10,670	18,191	0	0	0.0%	0
Other Misc Revenues	1,930,988	2,514,585	1,934,219	2,039,853	5.5%	105,634
Rents	2,770,819	3,018,367	2,932,860	3,241,137	10.5%	308,277
Sales and Other Taxes	-277	0	0	0	0.0%	0
Total for Internal Service Funds	5,820,792	6,767,691	6,698,104	7,103,454	6.1%	405,350
Special Revenue Funds						
Charges for Sales	9,525	8,881	4,000	4,000	0.0%	0
Charges for Service	2,289,785	1,919,747	1,884,644	1,553,438	-17.6%	-331,206
Contributions	144,177	236,444	61,100	75,000	22.7%	13,900
Federal Government	107,500	62,500	0	0	0.0%	0
Fines and Forfeits	330,739	451,011	317,500	337,500	6.3%	20,000
Interest	91	0	0	0	0.0%	0
Licenses and Permits	4,799	46,161	3,000	44,000	1,366.7%	41,000
Local Government	520,272	1,593,990	4,000	4,000	0.0%	0
Operating Transfers In	1,016,214	381,833	370,000	470,000	27.0%	100,000
Other Misc Revenues	24,730	323,832	28,200	15,200	-46.1%	-13,000
Property Taxes	23,437,532	27,159,354	34,100,825	32,413,263	-4.9%	-1,687,563
Rents	107,555	49,552	221,398	217,100	-1.9%	-4,298
Sales and Other Taxes	3,282	2,032	3,600	3,600	0.0%	0
State Government	15,628,305	15,805,096	13,710,000	15,148,890	10.5%	1,438,890
Total for Special Revenue Funds	43,624,506	48,040,433	50,708,267	50,285,991	-0.8%	-422,277
Total for PARK BOARD	61,793,491	66,752,837	69,760,392	69,402,045	-0.5%	-358,348

PARK BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ADMINISTRATION-PARK BOARD						
Special Revenue Funds						
Contractual Services	1,063,973	497,806	1,361,836	643,478	-52.7%	-718,358
Equipment	83,464	19,449	60,585	60,568	-0.0%	-17
Fringe Benefits	688,609	349,797	411,493	385,098	-6.4%	-26,395
Operating Costs	519,844	122,732	104,603	99,228	-5.1%	-5,375
Salaries and Wages	1,493,378	1,630,689	1,723,884	1,492,070	-13.4%	-231,814
Transfers	93,375	82,500	0	0	0.0%	0
Total for Special Revenue Funds	3,942,643	2,702,973	3,662,401	2,680,442	-26.8%	-981,959
Total for ADMINISTRATION-PARK BOARD	3,942,643	2,702,973	3,662,401	2,680,442	-26.8%	-981,959
CITY-WIDE RECREATION						
Enterprise Funds						
Capital Outlay	0	8,592	0	0	0.0%	0
Contractual Services	326,461	383,748	251,254	291,514	16.0%	40,260
Equipment	22,428	30,315	0	0	0.0%	0
Fringe Benefits	102,932	142,605	106,614	143,845	34.9%	37,231
Operating Costs	455,373	447,188	263,279	263,279	0.0%	0
Salaries and Wages	898,549	1,184,010	1,115,907	1,057,466	-5.2%	-58,441
Total for Enterprise Funds	1,805,745	2,196,457	1,737,054	1,756,104	1.1%	19,050
Special Revenue Funds						
Contractual Services	1,708,462	2,000,113	1,766,430	1,790,747	1.4%	24,317
Equipment	72,946	28,110	46,149	46,184	0.1%	35
Fringe Benefits	1,037,200	1,174,034	1,373,735	1,515,848	10.3%	142,113
Operating Costs	433,207	438,978	451,280	371,263	-17.7%	-80,017
Salaries and Wages	6,080,654	7,022,264	7,425,192	7,375,108	-0.7%	-50,084
Total for Special Revenue Funds	9,332,469	10,663,498	11,062,786	11,099,150	0.3%	36,364
Total for CITY-WIDE RECREATION	11,138,214	12,859,956	12,799,840	12,855,254	0.4%	55,414
ENTITY WIDE COSTS						
Special Revenue Funds						
Contractual Services	0	714,646	1,503,659	1,525,297	1.4%	21,638
Fringe Benefits	0	432,520	389,742	622,592	59.7%	232,850
Operating Costs	0	343,038	407,918	364,130	-10.7%	-43,788
Salaries and Wages	0	0	390,000	1,043,579	167.6%	653,579
Transfers	0	7,500	100,000	82,500	-17.5%	-17,500
Total for Special Revenue Funds	0	1,497,704	2,791,319	3,638,098	30.3%	846,779
Total for ENTITY WIDE COSTS	0	1,497,704	2,791,319	3,638,098	30.3%	846,779
ENVIRIONMENTAL OPERATIONS						
Special Revenue Funds						
Contractual Services	251,032	324,614	360,955	352,061	-2.5%	-8,894
Equipment	22,286	23,702	13,480	9,500	-29.5%	-3,980
Fringe Benefits	81,668	115,473	169,953	175,427	3.2%	5,474

PARK BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
ENVIRONMENTAL OPERATIONS						
Special Revenue Funds						
Operating Costs	70,576	81,205	76,309	68,652	-10.0%	-7,657
Salaries and Wages	438,830	605,760	579,401	608,549	5.0%	29,148
Transfers	30,084	0	0	0	0.0%	0
Total for Special Revenue Funds	894,477	1,150,752	1,200,098	1,214,189	1.2%	14,091
Total for ENVIRONMENTAL OPERATIONS	894,477	1,150,752	1,200,098	1,214,189	1.2%	14,091
FORESTRY						
Special Revenue Funds						
Contractual Services	1,971,993	1,835,001	1,512,536	1,603,658	6.0%	91,122
Equipment	111,111	21,049	0	180	0.0%	180
Fringe Benefits	1,231,124	1,277,261	1,483,455	1,640,243	10.6%	156,788
Operating Costs	494,601	438,719	263,212	277,662	5.5%	14,450
Salaries and Wages	3,220,937	3,653,292	4,101,309	4,301,393	4.9%	200,084
Transfers	14,179	0	0	0	0.0%	0
Total for Special Revenue Funds	7,043,945	7,225,322	7,360,512	7,823,136	6.3%	462,624
Total for FORESTRY	7,043,945	7,225,322	7,360,512	7,823,136	6.3%	462,624
INFO TECHNOLOGY SYSTEMS						
Internal Service Funds						
Contractual Services	123,121	82,204	120,371	87,731	-27.1%	-32,640
Equipment	123,475	276,302	218,631	252,732	15.6%	34,101
Fringe Benefits	54,441	64,123	77,151	77,465	0.4%	314
Operating Costs	24,257	9,715	10,600	7,025	-33.7%	-3,575
Salaries and Wages	266,027	341,891	367,272	397,511	8.2%	30,239
Total for Internal Service Funds	591,321	774,236	794,025	822,464	3.6%	28,439
Total for INFO TECHNOLOGY SYSTEMS	591,321	774,236	794,025	822,464	3.6%	28,439
PARK EQUIPMENT						
Internal Service Funds						
Capital Outlay	33,195	31	25,000	25,000	0.0%	0
Contractual Services	173,476	211,762	180,760	222,953	23.3%	42,193
Equipment	915,286	778,257	1,358,583	1,268,765	-6.6%	-89,818
Fringe Benefits	232,347	283,108	255,219	258,506	1.3%	3,287
Operating Costs	708,843	604,169	739,597	782,661	5.8%	43,064
Salaries and Wages	634,207	816,218	777,646	839,247	7.9%	61,601
Total for Internal Service Funds	2,697,353	2,693,546	3,336,805	3,397,132	1.8%	60,327
Total for PARK EQUIPMENT	2,697,353	2,693,546	3,336,805	3,397,132	1.8%	60,327
PARK MAINTENANCE						
Special Revenue Funds						
Capital Outlay	0	436	0	0	0.0%	0
Contractual Services	2,788,457	3,202,083	2,881,479	3,069,819	6.5%	188,340

PARK BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PARK MAINTENANCE						
Special Revenue Funds						
Equipment	98,536	62,704	88,695	88,875	0.2%	180
Equipment Labor	0	180	5,859	6,922	18.1%	1,063
Fringe Benefits	2,519,243	2,474,135	2,776,499	3,083,149	11.0%	306,650
Operating Costs	1,106,275	1,077,477	1,003,452	1,037,727	3.4%	34,275
Salaries and Wages	8,598,055	9,099,871	9,783,660	9,874,063	0.9%	90,403
Transfers	0	3,200	0	0	0.0%	0
Total for Special Revenue Funds	15,110,566	15,920,085	16,539,644	17,160,555	3.8%	620,911
Total for PARK MAINTENANCE	15,110,566	15,920,085	16,539,644	17,160,555	3.8%	620,911
PARK POLICE						
Special Revenue Funds						
Capital Outlay	3,083	2,500	0	0	0.0%	0
Contractual Services	730,665	748,105	726,702	874,982	20.4%	148,280
Equipment	25,869	66,260	25,000	30,000	20.0%	5,000
Fringe Benefits	481,964	517,033	659,722	627,585	-4.9%	-32,137
Operating Costs	116,342	158,846	157,574	178,313	13.2%	20,739
Salaries and Wages	2,470,616	2,793,069	2,912,902	2,848,982	-2.2%	-63,920
Total for Special Revenue Funds	3,828,539	4,285,812	4,481,900	4,559,862	1.7%	77,962
Total for PARK POLICE	3,828,539	4,285,812	4,481,900	4,559,862	1.7%	77,962
PARK REHABILITATION						
Special Revenue Funds						
Contractual Services	77,995	263,485	173,102	177,653	2.6%	4,551
Equipment	54,213	55,719	51,110	51,110	0.0%	0
Fringe Benefits	1,930	21,832	0	0	0.0%	0
Operating Costs	13,951	22,067	3,373	3,373	0.0%	0
Salaries and Wages	8,210	79,762	0	0	0.0%	0
Transfers	10,000	9,138	0	0	0.0%	0
Total for Special Revenue Funds	166,298	452,002	227,585	232,136	2.0%	4,551
Total for PARK REHABILITATION	166,298	452,002	227,585	232,136	2.0%	4,551
PARK REVOLVING SUPPLIES						
Internal Service Funds						
Contractual Services	1,500	10,384	0	0	0.0%	0
Equipment	0	15,389	0	0	0.0%	0
Operating Costs	0	166	1,000,000	1,000,000	0.0%	0
Total for Internal Service Funds	1,500	25,939	1,000,000	1,000,000	0.0%	0
Total for PARK REVOLVING SUPPLIES	1,500	25,939	1,000,000	1,000,000	0.0%	0
PARK SELF-INS REVOLVING						
Internal Service Funds						
Contractual Services	119,287	138,255	219,256	202,468	-7.7%	-16,788

PARK BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
PARK SELF-INS REVOLVING						
Internal Service Funds						
Equipment	8,176	4,619	0	0	0.0%	0
Fringe Benefits	1,251,320	1,668,559	1,228,685	1,314,209	7.0%	85,524
Operating Costs	368,173	304,784	431,736	508,932	17.9%	77,196
Salaries and Wages	12,725	11,617	13,794	14,244	3.3%	450
Transfers	15,157	0	0	0	0.0%	0
Total for Internal Service Funds	1,774,837	2,127,833	1,893,471	2,039,853	7.7%	146,382
Total for PARK SELF-INS REVOLVING	1,774,837	2,127,833	1,893,471	2,039,853	7.7%	146,382
PARK SPECIAL SERVICES						
Enterprise Funds						
Capital Outlay	66,104	42,018	10,000	0	-100.0%	-10,000
Contractual Services	1,683,279	1,925,760	1,895,837	1,851,297	-2.3%	-44,540
Equipment	38,921	15,264	18,813	2,019	-89.3%	-16,794
Fringe Benefits	853,612	877,065	894,872	933,036	4.3%	38,164
Operating Costs	1,536,592	1,539,791	1,505,638	1,425,880	-5.3%	-79,758
Salaries and Wages	3,513,820	3,779,583	3,754,020	3,462,414	-7.8%	-291,606
Transfers	0	0	237	0	-100.0%	-237
Total for Enterprise Funds	7,692,329	8,179,482	8,079,417	7,674,646	-5.0%	-404,771
Total for PARK SPECIAL SERVICES	7,692,329	8,179,482	8,079,417	7,674,646	-5.0%	-404,771
PARKWAY MAINTENANCE						
Special Revenue Funds						
Contractual Services	994,295	0	0	0	0.0%	0
Total for Special Revenue Funds	994,295	0	0	0		0
Total for PARKWAY MAINTENANCE	994,295	0	0	0		0
PLANNING						
Special Revenue Funds						
Capital Outlay	0	0	0	0	0.0%	0
Contractual Services	136,487	111,813	152,021	131,560	-13.5%	-20,461
Equipment	30,322	8,948	13,700	6,485	-52.7%	-7,215
Fringe Benefits	148,963	169,524	255,567	251,923	-1.4%	-3,644
Operating Costs	36,995	38,482	48,254	40,969	-15.1%	-7,285
Salaries and Wages	719,503	825,289	1,042,188	930,945	-10.7%	-111,243
Transfers	30,000	30,000	30,000	20,000	-33.3%	-10,000
Total for Special Revenue Funds	1,102,271	1,184,056	1,541,730	1,381,882	-10.4%	-159,848
Total for PLANNING	1,102,271	1,184,056	1,541,730	1,381,882	-10.4%	-159,848
REVOLVING - OTHER CONSOLIDATING						
Special Revenue Funds						
Contractual Services	1,003	156	6,000	0	-100.0%	-6,000
Equipment	22,607	10,000	0	30,600	0.0%	30,600

PARK BOARD
Business Line Expense Information

	2000 Actual	2001 Actual	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
REVOLVING - OTHER CONSOLIDATING						
Special Revenue Funds						
Fringe Benefits	1,137	1,653	0	0	0.0%	0
Operating Costs	635	1,448	0	0	0.0%	0
Salaries and Wages	6,135	9,732	2,000	0	-100.0%	-2,000
Transfers	15,775	1,179,272	24,600	0	-100.0%	-24,600
Total for Special Revenue Funds	47,291	1,202,260	32,600	30,600	-6.1%	-2,000
Total for REVOLVING - OTHER CONSOLIDATING	47,291	1,202,260	32,600	30,600	-6.1%	-2,000
SPECIAL SERVICES IMPROVEMENTS						
Enterprise Funds						
Capital Outlay	1,173,440	335,598	1,000,000	1,230,000	23.0%	230,000
Contractual Services	176,044	127,786	0	0	0.0%	0
Equipment	413,802	182,128	0	0	0.0%	0
Fringe Benefits	0	8	0	0	0.0%	0
Operating Costs	212	33,465	0	0	0.0%	0
Salaries and Wages	0	38	0	0	0.0%	0
Total for Enterprise Funds	1,763,497	679,023	1,000,000	1,230,000	23.0%	230,000
Total for SPECIAL SERVICES IMPROVEMENT	1,763,497	679,023	1,000,000	1,230,000	23.0%	230,000
TEEN TEAMWORKS						
Special Revenue Funds						
Contractual Services	43,948	53,911	55,986	55,027	-1.7%	-959
Equipment	27,217	0	2,250	1,630	-27.6%	-620
Fringe Benefits	46,291	44,365	42,398	42,398	0.0%	0
Operating Costs	27,489	28,012	19,306	20,945	8.5%	1,639
Salaries and Wages	393,621	398,606	380,060	380,000	-0.0%	-60
Total for Special Revenue Funds	538,566	524,893	500,000	500,000	0.0%	0
Total for TEEN TEAMWORKS	538,566	524,893	500,000	500,000	0.0%	0
TRANSFERS						
Enterprise Funds						
Transfers	1,104,659	852,637	1,670,000	1,348,750	-19.2%	-321,250
Total for Enterprise Funds	1,104,659	852,637	1,670,000	1,348,750	-19.2%	-321,250
Special Revenue Funds						
Transfers	0	1,470,000	2,940,000	590,940	-79.9%	-2,349,060
Total for Special Revenue Funds	0	1,470,000	2,940,000	590,940	-79.9%	-2,349,060
Total for TRANSFERS	1,104,659	2,322,637	4,610,000	1,939,690	-57.9%	-2,670,310
Total for PARK BOARD	60,432,600	65,808,513	71,851,347	70,179,939	-2.3%	-1,671,408

PARK AND RECREATION BOARD
Staffing Information

	2000	2001	2002 Adopted Budget	2003 Adopted Budget	% Change 2002 to 2003	Change 2002 to 2003
FTE's by Division						
Administration	38.60	38.60	39.60	34.70	-12.37%	(4.90)
Parkway Maintenance	1.98	-	-	-	-	-
Environmental Operations	8.14	11.23	17.38	17.68	1.73%	0.30
Park Maintenance	239.27	237.77	233.56	233.02	-0.23%	(0.54)
Police	52.00	57.00	53.00	53.00	0.00%	-
Planning	17.00	17.00	18.00	16.00	-11.11%	(2.00)
Forestry	93.41	96.71	97.06	96.00	-1.09%	(1.06)
Special Services	56.53	56.53	129.89	129.89	0.00%	-
Revolving Other	-	-	-	-	-	-
Information Technology Sys	6.00	6.00	7.00	7.00	0.00%	-
Equipment	15.05	15.05	15.45	15.45	0.00%	-
Citywide Recreation	276.67	299.48	313.63	307.38	-1.99%	(6.25)
Teen Teamworks	10.00	21.75	25.75	25.75	0.00%	-
Youthline Outreach	17.25	20.47	-	-	-	-
Self-Insurance Revolving	0.25	0.25	0.25	0.25	0.00%	-
Total FTE's	832.15	877.84	950.57	936.12	-1.52%	(14.45)

**City of Minneapolis
FY 2003 Budget**

Glossary of Terms
Or a helping of "Alphabet Soup"

AC – Animal Control.

Accrual Basis of Accounting – Recognizes transactions when they occur regardless of the related cash flows. Recognizes revenues in the accounting period in which they are earned and measurable.

ACH – Automated Clearing House.

ADA – Americans With Disabilities Act.

ADC – Adult Detention Center, a Hennepin County facility in the City Hall/Courthouse.

ADR – Alternative Dispute Resolution program.

AFSCME – Association of Federal, State, County and Municipal Employees, bargaining unit.

Agency - This is the term for the highest organizational level, in most cases a city department or independent board.

ALJ – Administrative Law Judge.

AMM – Association of Metropolitan Municipalities.

AMR – Automated Meter Reading.

AMS LG FS – American Management Systems Local Government Financial System. The City's financial system, also known as FISCOL.

APO – Administrative Penalty Orders.

APS – Automated Pawn System, the Police Department's information System for regulating pawn and second hand dealers.

BET – Board of Estimate and Taxation, consisting of the Mayor, the President of the City Council, the Chair of the City Council's Ways and Means/Budget Committee, one member of the Park and Recreation Board, one member of the Library Board and two elected citizens.

BIIS – Building Inspections Information System, of the department of Regulatory Services.

BIRE – Remodeling type of building permit.

BLOA – Budgetary Leave of Absences. A term used to describe a type of unpaid leave.

Block E – a redevelopment area in downtown.

Board of Adjustment – To hear and decide appeals from decisions made by the Zoning Administrator under the Zoning Code; to hear and act upon applications for variances from the terms of the Zoning Code; to hear and recommend on all matters referred to it by the Zoning Code. The Zoning Code calls for a board of nine members appointed by the City Council. Members must be Minneapolis residents. Members serve a three year term. Applications are sought from persons, and nominations solicited from organizations broadly representative of community interests.

BOMA – Building Owners and Managers Association, a private association.

Bonds – General Obligation Bonds (GO Bonds): A bond secured by the “full faith and credit” of the issuing government and backed by taxing power.

BOTC – Building Over the Counter. A type of building permit that is issued at the Inspection’s permit counter.

Budget Committee – See Ways & Means/Budget Committee.

CADD – Computer Aided Design & Drafting, a component of the Public Works design software.

CAFR – Comprehensive Annual Financial Report.

CAO – City Attorney’s Office.

CAP – Coordinated Action Program.

Capital Improvement Plan (CIP) – A five-year plan for proposed capital improvements. The first year of the CIP is formally adopted as the Capital Budget.

Capital Program – see Capital Improvement Plan (CIP).

Capital Projects Funds – used to account for financial resources and expenditures applied to the construction of capital facilities and major purchased items for governmental fund types.

CAPRS – Computer Assisted Police Reporting System.

CBD – Central Business District.

CBTF – County Budget Task Force. Hennepin County's Capital Budget Process (similar in nature to CLIC).

CCNP – Central City Neighborhoods Partnership, a community non-profit.

CCP/SAFE – Community Crime Prevention/Safety for Everyone, program of the Police Department.

CD – Community Development, also a standing committee of the City Council.

CDBG – Community Development Block Grant. Grants provided to the City, based on its submitted consolidated plan, annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

CDC's – Community Development Corporations.

CFP – Capital Fund Program, a program funded by HUD.

CHAMP – Child Health Assessment and Monitoring Project, of the department of Health and Family Support.

CHS – Community Health Services.

CIO – Chief Information Officer.

CIS – Constriction Inspections Services. A section of the Inspections Division within Regulatory Services.

CJCC – Criminal Justice Coordinating Committee.

Claims – Requests for reimbursement for damages resulting from fault or liability of the City.

Class A – Newer buildings in the Central Business District in first class condition, design and décor. Large and/or tall in size with mostly multiple skyway (enclosed pedestrian bridge) linkage.

Class B – Seasoned buildings in good condition in the Central Business District and generally over ten years old. Mid-rise in size and may include skyway (enclosed pedestrian bridge) linkage.

CLIC – Capital Long- Range Improvements Committee a citizen advisory committee to the Mayor and City Council on capital programming.

CLUES – Chicanos Latinos Unidos en Servicio.

CMMS – Computer Maintenance Management System.

CNAP – Community Neighborhood Action Plan.

CODEFOR – Computer Optimized Deployment – Focus On Results. It is a strategy to reduce crime involving every unit of the Minneapolis Police Department, including patrol, investigations, administration, special units, and support services.

COLA – Cost of Living Adjustment.

Contingency – Budget for undesignated expenditures. These expenditures cannot be placed in departmental budgets, primarily due to uncertainty about the level or timing of expenditures when the budget is adopted. These funds are sometimes earmarked for unanticipated expenses, special projects or shortfalls in revenue. The release of these funds is governed by the City Council.

Contractual Services – The summary expense category, which displays expenses such as contracts for service, quasi-contractual arrangement such as utilities, or services billed by another unit of government.

COPS More – Community-Oriented Policing Services (COPS) grant from the U.S. Department of Justice.

Cost Center/Level 2 – The lowest level of organizational unit for purposes of budget presentation. Cost Centers are usually provided where organizational units below the department level are needed for a clear breakdown of budget information. Cost Centers are also referred to as Level 2 in some documents. This is the organizational level of Cost Centers in FISCOL.

CPED – Community Planning and Economic Development Department. CPED is directed to oversee and coordinate all City planning and development activity, including the transition from the current organizational structure to a new organizational structure as outlined in the adopted Focus Minneapolis Resolution.

CPC – City Planning Commission.

CPTED – Crime Prevention Through Environmental Design.

CRA – Civilian Review Authority.

CrimNet – A state of Minnesota effort to develop an architecture for criminal and juvenile justice information.

CRT – Community Response Team of the Police department.

CSA – County-State Aid, received by the City for work done on County roads.

CSAH – County State Aid Highways.

CSL – Current Service Level, the initial estimate the current budget year's costs of providing the same level of service as provided in the prior year.

CSO – Combined Sewer Overflow, which separates the remaining storm sewer lines that are connected to sanitary sewer lines.

CSO – Community Service Officer.

CUE – Committee on the Urban Environment, staffed by the Planning department.

CY - Calendar Year

DAP – Domestic Abuse Project, a community non-profit.

DAT – Domestic Abuse Prosecution Team, in the City Attorney's office.

DEA – Drug Enforcement Administration.

Debt Service – Money that is required in order to make payments on the principal and interest of outstanding bonds.

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

Decision Packages – A document, which seeks approval from the Mayor and City Council, requesting a change in a Department's operations. The changes requested in Decision Packages are usually a result of a directive or an attempt to improve service levels and/or service delivery. Typically these changes involve an increase or reallocation of Department expenditures and occasionally offsetting revenue if recommended by the Department.

DNR – Department of Natural Resources, a state government agency.

DRS – Department of Regulatory Services, a City department in the City Coordinator's group.

DTED – Department of Trade and Economic Development, state government agency.

E2K – Engineering 2000, a public works information technology system.

EAP – Employee Assistance Program.

EBL – Elevated Blood Level (term used to describe lead levels in children).

EC – Event Coordinator, at the Convention Center.

EEOC – Equal Employment Opportunities Commission, of the federal government.

EHDI – Eliminating Health Disparities Initiatives.

EMC – a company which provides data storage to the Information Technology Services Department.

EMIS – Equipment Management Information System.

EMS – Emergency Medical Services.

EMT – Emergency Medical Technician, employed in the Fire Department.

Enterprise Funds – 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.

EPA – Environmental Protection Agency, a federal government agency.

ERU – Emergency Response Unit, in Police.

ESD – Equipment Services Division of Public Works.

ESG – Emergency Shelter Grant, funded by the U.S. Department of Housing and Urban Development.

ESL – English as a Second Language.

ESRI – a company which provides geographic information system technology to the City.

Expenditure – Funds paid, or designated to be paid, for an asset or goods and services.

EZ – Empowerment Zone, a federal designation which the City received from the U.S. Department of Housing and Urban Development in 1999.

FCC – Federal Communications Commission.

FEMA – Federal Emergency Management Administration.

FERC – Federal Energy Regulatory Commission.

FF&E – Furniture, Fixtures and Equipment.

Fiscal Disparities – Fiscal Disparities is a law by which commercial-industrial tax base growth is shared annually among metropolitan taxing jurisdictions according to a statutory formula.

FISCOL – Acronym for Financial Information System City of Lakes, the automated finance system used to prepare most of the financial information in this document. This system is used for all accounting transactions within the City.

Focus Minneapolis – A major initiative aimed at making Minneapolis planning and community development functions more effective, responsive and accountable.

FSB – Financial Services and Budget Division of the Finance department.

FTC – Full Time Consultant.

FTE (Full Time Equivalent) – A unit of measurement to account for the number of positions authorized to departments. One FTE is equivalent to one employee working 2088 hours in 2001.

Fund – A major accounting vehicle used by the city to account for revenues, expenditures, assets, and liabilities of major sectors of city activities as established by legal requirements.

Fund Summary – A budgetary document that summarizes on an annual basis the activities of a city fund. It compares revenues with expenditures on an annual basis. This budget fund summary may not be the same as the audited financial statement since the fund summary includes only resources which are available to pay expenses of the fund (i.e. excludes inventory and depreciation) during the current year.

FY – Fiscal Year.

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board.

General Fund – 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.

GFOA – Government Finance Officers Association, the professional association of Finance professionals in the public sector.

GIS – Geographic Information Systems, a division of Regulatory Services created in 2002.

GLBT – Gay Lesbian Bisexual Transgender.

GMCVA – Greater Minneapolis Convention and Visitor's Association.

GMDCA – Greater Minneapolis Day Care Association, a community non-profit.

GMMHC – Greater Minneapolis Metropolitan Housing Corporation.

Gopher State One Call – A collaboration which allows property owners to call for mapping of utility lines.

Govern – Assessor's information technology equipment.

GRO – Glendale Residents Organization.

HACA – The Homestead and Agricultural Credit Aid is a form of state aid to local governments to compensate for tax revenue that is lost because of lower tax rates for homesteaded residential property (versus non-homesteaded). This category of aid was eliminated during the 2001 legislative session.

HC – Hennepin County.

HCRRA – Hennepin County Regional Railroad Authority.

Hennepin County (HC) – the county where the City of Minneapolis is located.

HOLLMAN DECREE – The Hollman Consent Decree is a 1995 lawsuit settlement (to which the City, MCDA, & MPHA were parties) designed to provide public housing in a full range of metropolitan communities, beyond the core city, in order to improve housing choice for public housing residents.

HOME – Home Investment Partnerships Program, a U.S. Department of Housing and Urban Development grant program.

HOPWA – Housing Opportunities for People with Aids, a U.S. Department of Housing and Urban Development grant program.

HOW – Home Ownership Works, a program of the MCDA.

HRA – Housing Redevelopment Authority.

HRG – Human Resources Generalist.

HRIS – Human Resources Information System.

HUD – U.S. Department of Housing and Development, a federal government agency.

IACP – International Association of Chiefs of Police.

ICMA – International City/County Managers Association.

IGR – Intergovernmental Relations.

IMMULINK – Immunization Registry, a program with Hennepin County.

Industrial Revenue Bond -- Bond proceeds are used to finance the purchase or construction of facilities or equipment to be leased to a private corporation. The bonds are backed by the revenue generated by the lease payment and ultimately by the credit of the corporation.

INFORM – A research service provided by the Minneapolis Library.

Internal Service Funds – used to account for those City services which are financed and operated in a manner similar to private business enterprises and the customer is other City departments instead of the public.

ISAB – Integrated Systems Advisory Board.

ITS – Information Technology Services.

IWR – Utility Billing's Interactive Web Response application.

JNET – the adult criminal justice system integrated data system.

JP – Joint Powers.

KIVA – the vendor that provides the City's Building Inspections Information System (BIIS).

LCTS – Long-term Collaborative Time Study, a funding program through the State and Hennepin County for the department of Health and Family Support.

LGA – Local Government Aid.

LIF – Leveraged Investment Fund.

LISC - Local Initiatives Support Corporation.

LMC – League of Minnesota Cities.

LRT – Light Rail Transit, to run from the Airport to Downtown Minneapolis.

MAC – Metropolitan Airports Commission, the independent body which runs the regions airports.

MAD – Management Analysis Division of the Finance Department, now a part of the Office of Management and Budget.

Market Value – The estimated amount as determined by the City Assessor that a willing seller and a willing buyer would agree upon for a piece of property.

MAXIMO – Building Maintenance information System of the Municipal Building Commission.

Mayor's Recommendation – The recommended annual budget by the Mayor as required by the City Charter.

MBC – Municipal Building Commission, a component unit of the City which operates the City Hall/Courthouse Building.

MCC – Minneapolis Convention Center.

MCCR – Minneapolis Commission on Civil Rights.

MCDA – Minneapolis Community Development Agency, the City's housing and economic development arm.

MCES – Metropolitan Council Environmental Services, provider of sewage interceptor and treatment services for the City.

MCH – Maternal Child Health.

MDCR – Minneapolis Department of Civil Rights.

MDC – Police Department's Mobile Data Computers

MDES – Minnesota Department of Economic Security, state agency.

MDHFS – Minneapolis Department of Health and Family Support.

MECC – Minneapolis Emergency Communications.

MERF – Minneapolis Employee Retirement Fund, a closed retirement plan for general City employees.

METP – Minneapolis Employment and Training Program.

Metropolitan Council – Regional government of the 7 county metro area.

MFD – Minneapolis Fire Department.

MFIP – Minnesota Family Investment Program, the State's successor to the Aid for Families with Dependent Children (MFIP).

MFRA – Minneapolis Firefighter's Relief Association, a closed retirement plan for firefighters.

MHFA – Minnesota Housing Finance Agency, state government agency.

MHRC – Minneapolis Highrise Representative Council, City's largest public housing resident organization that represents all residents in MPHA's 40 highrise apartment buildings located throughout the city of Minneapolis.

MIL – Municipal Information Library.

MILES – Minneapolis Industrial Land and Employment Strategy.

MJNO – Multiple Jurisdiction Network Organization, a statewide collaboration of police agencies.

MLK – Martin Luther King Jr.

MMRS – Metropolitan Medical Response System.

MNDNR – Minnesota Department of Natural Resources.

MNDOT – Minnesota Department of Transportation, state government agency.

MNHEALS – Minnesota HEALS (Hope, Education, and Law and Safety),
A program of comprehensive gun violence reduction strategies.

MOAPPP – Minnesota Organization on Adolescent Pregnancy Prevention & Parenting.

Modified Accrual Accounting – Recognizes expenses in the accounting period in which they are incurred and measurable. Recognizes revenues in the accounting period in which they are measurable and available.

MPAAT – Minnesota Partnership for Action Against Tobacco.

MPCA – Minnesota Pollution Control Agency.

MPD – Minneapolis Police Department.

MPHA – Minneapolis Public Housing Authority, the public agency responsible for administering public housing and Section 8 rental assistance programs for eligible individuals and families in Minneapolis.

MPI – Minnesota Parking Incorporated, contract operator of the City's municipal ramps.

MPRA – Minneapolis Police Relief Association, a closed retirement plan for police officers.

MPRB – Minneapolis Park and Recreation Board, a directly elected body.

MPS – Minneapolis Public Schools.

MRI – Municipal Refuse Incorporated, provider of solid waste disposal in parts of Minneapolis.

MSA – Municipal State Aid, a source of revenue for capital projects.

MUPS – Municipal Utility and Package System.

MVNA – Minneapolis Visiting Nurse's Association, a community non-profit.

NDB – Net Debt Bond.

NELC's – Neighborhood Early Learning Centers.

New Arrivals – City of Minneapolis efforts to assist emerging immigration population.

Net Tax Levy – This is the total tax levy less HACA (but including fiscal disparities). The net tax levy is now the certified tax levy as required by a change in state law.

NFPA – National Fire Protection Association, accreditation organization for Fire Departments.

NHCN – Neighborhood Health Care Network, a community health provider.

NIP – Neighborhood Initiatives Program of the MCDA.

NLC – National League of Cities

NNO – National Night Out

NPDES – National Pollutant Discharge Elimination System.

NRP – Neighborhood Revitalization Program, established in 1990, a joint powers agreement of the City to undertake neighborhood programs.

NSP – Northern State Power Company, now Xcel energy.

OCA – Office of Cultural Affairs of the City Coordinator's department..

OIC – Opportunities Industrialization Centers.

OJT – On the Job Training.

Operating Budget – Financial plan that allow City departments 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. A Department's Operating Budget authorizes designated spending, revenue, and personnel levels.

Operating Tax Funds – Those funds at least partially financed by property taxes, which support the normal functions of city government. They include the General fund, Board of Estimate and Taxation fund, Municipal Building Commission fund, Library fund, and the Park Tax funds.

Original/Current Appropriation – The amount of money allocated by the respective governing body for the budgeted year. The original appropriation is the amount approved at the time the budget was initially adopted. The current appropriation is the original budget as amended to reflect any approved changes.

OSHA – Occupational Safety and Health Administration, of the federal government.

OTP – Overtime Pay.

PAL – Police Activity League.

PAVER – Pavement Management System software application that computes the Pavement Condition Index (PCI) of roads and parking lots.

PCA – Pollution Control Agency, a state government agency.

PCAB – Pollution Control Annual Billing.

PCI – Pavement Condition Index, used to rate the condition of pavement.

PEIRS – Public Employee Information Retrieval System (the payroll system for Public Works Dept. and the Park Board).

PERA – Public Employees Retirement Association, state-wide pension plan, to which a majority of the City's employees belong.

PERF – Police Executive Research Forum.

PHDEP – Public Housing Drug Elimination Program, a federal government grant for security funding.

PI – Permanent Improvement.

PILOT – Payment in Lieu of Taxes.

PMD – Program Management Division of ITS.

PP – Problem Properties.

PPF – Preliminary Planning Fund of the MCDA.

PS&RS – Public Safety and Regulatory Services, standing committee of the City Council.

PSC – Public Service Center, one of the main buildings in the City's downtown campus.

PW – Public Works Department.

R&M – Repair and Maintenance.

RECAP – Repeat Address Call Policing, part of Central Services Bureau of the Police Department.

Revenue – Funds received from various sources used to finance City expenditures.

RFP – Request for Proposal, the process by which the City receives service descriptions and estimates of costs from potential providers of a service.

RFS – Request for Service, a violation related module of the Kiva application used by inspectors in Regulatory Services.

RPO – Rental Property Owners.

RTSF – Real Time Strategic Forum, a means used to rank strategic information systems improvements.

RTW – Return to Work.

SAC – Sewer Access Credits, issued by the Metropolitan Council.

SBA – Small Business Association, of the Federal Government.

SCADA – Supervisor Control and Data Acquisition, a program to automate the water control system from one point so that all gates, pumps, monitors and controls will be in one controlled area.

SCORE – Select Committee on Recycling & Environment.

SEMI – Southeast Minneapolis Industrial Area.

SFD – single family dwelling.

SHAPE - Survey of the Health of Adults, the Population, and the Environment, of the department of Health and Family Support.

SISP – Strategic Information Systems Plan.

SOC – State of the City, report published by the Planning Department.

Special Revenue Funds – used to account for the proceed of specific revenue sources that are restricted by legal and regulatory provisions to finance specific activities.

SRP – Summer Reading Program. A program offered by the Minneapolis Library.

STI – Sexually Transmitted Infection.

STOP – Chronic Offenders Team in the City Attorney's Office.

STS – Sentence to Serve.

SUBP – Small and Underutilized Business Program of the Civil Rights Department.

SWSFM – Storm Water/Sewer/Flood Mitigation program, the City's capital effort to limit residential flooding.

T&PW – Transportation and Public Works, a standing committee of the City Council. Also known by TAPS.

TAC – Technical Advisory Committee.

TAD – Third Avenue Distributor Ramps, built along the downtown core's border; owned by the State of Minnesota's Department of Transportation.

TANF – Temporary Aid for Needy Families, federal government grant.

Target Strategies – Changes that will produce a reduction in operating expenditures.

Tax Capacity – That amount of estimated market value subject to taxes after the total estimated value is multiplied by a "tax classification rate".

Tax Capacity Rate – After calculating the dollars to be levied, each taxing jurisdiction uses the total tax capacity to calculate their "tax capacity rate". This rate is essentially the percentage of tax capacity to be paid in taxes.

Tax Classification Rate – The percentage set by state statute that is applied to the market value of each property classification to arrive at tax capacity. (This replaced assessment ratios.)

Tax Increment (TI) – Tax increment of real property within a municipality whose assessed valuation for tax purposes is frozen when the tax increment district is certified. The proceeds from the tax increment bond sale are used to develop this distressed or under-utilized property. Taxes collected from the frozen assessed valuation continue to be distributed to the various taxing districts. As development caused the valuation of the property to rise, the difference or increment between the frozen valuation levels and increased value after development provides the needed payment to pay off the bonds. Tax Increment Finance Bonds (TIF): Bonds sold to investors to raise capital for development activities. Interest paid to bond purchasers is usually exempt from state and federal taxation, although TIF bonds can also be sold to investors with no interest exemption from state and federal taxes.

TBD – To be determined.

TELESERVE – is a system for reporting non-emergency crimes that occurred within the city limits of Minneapolis.

TISH – Truth in the Sale of Housing, in Inspections division of Regulatory Services.

TMP – The Minneapolis Plan, the City's comprehensive plan.

Total Expenses – The total costs of a cost center or department including debt service and capital improvements.

TRA – Tenant Remedies Act.

Truth In Taxation (TNT) Law – In 1988, the Minnesota Legislature passed a law designed to make local governments more accountable for property tax increases. The law requires that local governments inform taxpayers of proposed tax levy amounts and adopt budgets at public hearings.

UDAG – Urban Development Action Grant, of the U.S. Department of Housing and Urban Development.

UCR – Uniform Crime Rate.

USCM – U.S. Conference of Mayors.

Ways & Means/Budget Committee – City Council Sub-Committee made up of six City Council Members, which provides Council oversight on issues such as: acceptance of bids, appropriation of funds, approval of increases/decreases/transfers of funds, assignment of wages and salaries, budgetary items (including approval of the City's annual budget), the certification to Hennepin County of taxes to be levied for bonds sold, civil rights issues, execution of contracts, issuance of bonds, Minneapolis Employment and Training Program agreements, and the operating, structure and organization of departments (during the budget process).

YCB – Youth Coordinating Board, a joint power agreement of the City.

YMAP – Youth in Minneapolis After School Program (Park Board).

Z&P – Zoning and Planning, City Council Sub Committee.

MINNEAPOLIS CITY COUNCIL OFFICIAL PROCEEDINGS

ADJOURNED SESSION OF THE REGULAR MEETING OF NOVEMBER 22, 2002, HELD DECEMBER 16, 2002

(Published December 24, 2002
in Finance and Commerce)

Council Chamber
Minneapolis, Minnesota
December 16, 2002 - 5:05 p.m.

The Council met pursuant to adjournment.
President Ostrow in the Chair.

Present - Council Members Lane, Johnson, Colvin Roy, Zimmermann, Schiff, Zerby, Lilligren,
Johnson Lee, Niziolek, Benson, Goodman, Ostrow.

PETITIONS AND COMMUNICATIONS

WAYS AND MEANS BUDGET (See Rep):

BUDGET AND EVALUATION (268436)

2003 Budget: Budget book and supporting documents.

COMMUNITY DEVELOPMENT AGENCY, MINNEAPOLIS (MCDA) (268437)

2003 Budget: Property tax levy recommendation for the Minneapolis Community Development
Agency.

State and Orpheum Theatre Operating Budgets: 2002 Revised and 2003 Projected.

NEIGHBORHOOD REVITALIZATION PROGRAM (NRP) (268438)

Neighborhood Revitalization Program: 2003 Administrative Budget.

FILED:

LIBRARY, MINNEAPOLIS PUBLIC (268439)

"Financial Fast Facts 2003" and "2002 Revised Operating Budget and 2003 Original Budget".

REPORTS OF STANDING COMMITTEES

The **WAYS & MEANS/BUDGET** Committee submitted the following reports:

W&M/Budget - Your Committee recommends passage and summary publication of the
accompanying Resolution approving the 2002 property tax levies, payable in 2003, for various funds of
the City of Minneapolis for which the City levies taxes.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-469, approving the 2002 property tax levies, payable in 2003, for various funds of the City of Minneapolis for which the City Council levies taxes, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-469
By Johnson

Approving the 2002 property tax levies, payable in 2003, for the various funds of the City of Minneapolis for which the City Council levies taxes.

Resolved by The City Council of The City of Minneapolis:

That the following taxes and tax levies are hereby assessed against and levied upon the real and personal property in the City of Minneapolis in 2002 for taxes payable in 2003 for the following funds:

FUND	CERTIFIED LEVY AMOUNT	TAX CAPACITY RATES ¹
General Fund	\$68,658,521	27.588
Board of Estimate & Taxation	\$145,553	0.059
Municipal Building Commission (MBC)	\$3,502,966	1.408
Permanent Improvement	\$2,737,240	1.100
Bond Redemption	\$31,982,883	12.851
Firefighters Relief Association (MFRA)	\$0	0.000
Police Relief Association (MPRA)	\$2,962,300	1.191
Minneapolis Employees Retirement (MERF)	\$3,990,564	1.604
Total	\$113,980,027	45.801

¹ As provided by Hennepin County

Be It Further Resolved that the difference between the amounts herein levied by the Bond Redemption Fund and the aggregate of levies previously certified to the Hennepin County Auditor are made up by cash from prior years' balances. The tax capacity rates shown for each of the above funds are derived by applying the amount of the levy to an estimated tax capacity of \$251,640,697, same as above, and are advisory in nature only. The dollar amount shown in the levy hereby certified and such amounts to be determined by the County Auditor are to be due to the City under the "Fiscal Disparities" law.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolution fixing the maximum amounts to be expended by the various departments for 2003 (2003 General Appropriation Resolution), from the various funds under the jurisdiction of the City Council for which the City Council levies taxes, based on the recommendations submitted by the Mayor (Petr No 268436).

Niziolek moved to amend the resolution to allocate the City Attorney's Office renegotiated lease savings of \$86,000 back to the City Attorney's Office budget in recognition of that department's increased responsibilities in the areas of traffic enforcement, ethics, officer staffing and development counsel. Seconded.

Adopted upon a voice vote.

Schiff moved to amend the resolution, as amended, to reflect that Traffic Officers shall be assigned to the Police precincts and under the supervision of the Precinct Commanders and that traffic investigative duties shall remain under the Traffic Unit in the Central Services Bureau. Seconded.

Niziolek moved a substitute motion to refer the subject matter of the Schiff motion to the Public Safety & Regulatory Services Committee. Seconded.

The motion to substitute was adopted upon a voice vote.

Niziolek's motion to refer the subject matter of assigning traffic enforcement officers to the police precincts, as substituted, was adopted upon a voice vote.

Zerby moved to amend the resolution, as amended, to reverse the action that cut the lead inspections fee and related expenses of \$180,000. Seconded.

Lost. Yeas, 4; Nays, 8 as follows:

Yeas - Zimmermann, Schiff, Zerby, Benson.

Nays - Lane, Johnson, Colvin Roy, Lilligren, Johnson Lee, Niziolek, Goodman, Ostrow.

Lilligren moved to amend the resolution, as amended, by adding the following footnote:

"(I) That the Human Resources Department be directed to redirect funds within their budget in the amount of \$20,000 in order to continue the Upward Mobility Program." Seconded.

Adopted upon a voice vote.

Niziolek moved to amend the resolution, as amended, to reflect that one-time roll-over funding in the amount of \$59,000 that was unspent by the Planning Department be allocated to continue the Crime Prevention Planner position to enable the Planning Department to undertake the residential zoning remapping of the City. Seconded.

Lost. Yeas, 5; Nays, 7 as follows:

Yeas - Zimmermann, Schiff, Zerby, Johnson Lee, Niziolek.

Nays - Lane, Johnson, Colvin Roy, Lilligren, Benson, Goodman, Ostrow.

Johnson moved that the report be amended to grant authorization for the City Attorney to proceed with renegotiation of his office lease and that the City's procurement policy requiring a request for proposals process be waived. Seconded.

Adopted upon a voice vote.

The report, as amended, was adopted.

Yeas, 12; Nays none.

Passed December 16, 2002

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-470, fixing the maximum amounts to be expended by the various departments for 2003, from the various funds under the jurisdiction of the City Council for which the City Council levies taxes, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-470

By Johnson

Fixing the maximum amounts to be expended by the various departments for 2003 from the various funds under the jurisdiction of the City Council for which the City Council levies taxes and fees.

Resolved by the City Council of The City of Minneapolis:

That there be appropriated out of the monies in the City Treasury and revenues of the City applicable to specifically named funds the maximum appropriation amounts as outlined in Financial Schedules 1, 2, 3, 4, and 5 as published in the final 2003 Budget Book.

REVENUE ESTIMATES:

2003 revenue estimates as shown in the final column of Schedule Two are adopted as the "Approved Revenue Estimates".

Any changes to these revenue estimates that are not technical in nature will be made by Council action at the mid-year or third quarter reviews in 2003.

2003 Operating Budget

Resolution Footnotes:

Financial Policies and Appropriation Change Authority

a) The proper City Officials are directed to charge non-tax supported funds under the City Council jurisdiction, including all construction projects under City Council jurisdiction, and those in the Permanent Improvement Fund (4100), an amount equal to 3 1/2% of the expenditures of such funds. This shall exclude the Central Library Project, Convention Center Completion Project, the Near North Project, the Grant Funds (0300,0400,0600), the forfeitures revenue in Police Special Revenue Fund (2100), Engineering Materials and Testing Fund, Permanent Improvement Equipment Fund, Land and Buildings Fund, Public Works Stores Fund, Self-Insurance Fund, Intergovernmental Services Fund, Inter-Fund Transfers of all funds and the debt service in Enterprise Funds. The proceeds of such charges will be credited to the General Fund Overhead Revenue Account 3385/01 in the General Fund for 2003. Non-exempt expenditures in non-exempt MCDA tax increment district funds will be subject to a 3% General Fund overhead charge. The City Center District will be subject to a .6 of 1% charge.

b) The proper City Officials are directed to charge all funds under the City Council jurisdiction 10.86% of covered payroll costs to reflect the costs to the Minneapolis Employees Retirement Fund, to charge \$426.49 bi-weekly for each member of the Police Relief Association, and \$388.24 for each member of the Fire Department Relief Association. The pension costs, as determined above for the charge to the General and Permanent Improvement Tax Funds, shall be credited to Pension Expense, organization number 1280. The 2003 estimated credit to Pension Expense (128) is \$2,382,131 for the General Fund (0100), and may be revised periodically during the course of the year, as necessary, by the Finance Department to reflect more current estimates.

c) The proper City Officials are directed to charge all funds under the City Council jurisdiction for the employer's cost of employee health and welfare benefits.

d) The Finance Officer or his/her designee has the following authority to approve technical changes:

- (1) To make temporary loans to cover any cash deficits as of December 31, 2003.
- (2) To adjust appropriations in any fund to facilitate transfers for debt service which may be required, and to make all appropriate transfers and payments.
- (3) To amend appropriations related to technical accounting treatment changes.
- (4) To adjust re-appropriations for 2003 as noted in footnote (g) for grant funds within cost centers as appropriate
- (5) To allocate the State Insurance Aid payments received from the state for pension costs between the city and the Police and Fire Relief Associations. The city's allocation shall be for cost of Police and Fire PERA and shall be credited to the proper revenue account in the fund incurring the cost with the balance being allocated to the Relief Associations.
- (6) To adjust the appropriations of the special revenue funds for payments to various pension organizations as may be required during 2003: Pension Fund (0990).

- (7) To establish or adjust appropriations, to carry out the intent of the Federal Courts Project Financing Plan by facilitating the technical corrections, adjustment, and completions authorized by RESOLUTION 91R-328.
- (8) To establish or adjust appropriations, transfer balances, or make payments to carry out the intent of any action or resolution Passed and Approved, or any legal agreement Passed, Approved and Executed, with respect to any inter-fund loans, advances, residual equity transfers, or operating transfers, or the repayment thereof.
- (9) To make the necessary project and line item budget adjustments to periodically balance budgets and expenses between national objectives within given programs and within normal CDBG program constraints.
- (10) To establish and adjust accounts and appropriations, make payments and transfers, process transactions as necessary for the purpose of cash management of revenues pledged to the Council approved Target Center finance plan as adopted on March 10, 1995 and detailed in 95R-058, 95R-059, and 95R-060 so as to prevent situations that would require a market disclosure.
- (11) To make any necessary appropriation adjustments to allow departments to receive and spend NRP funds consistent with Council-approved NRP Action Plans, Early Access requests, and First Step Plans.
- (12) To appropriate available grant balances from the following grants:
 - (i) HUD Rental Rehab grant to MCDA Fund FG0
 - (ii) HUD HOME grant funds to MCDA Fund FG0
 - (iii) Federal Transit Administration (Trolley) grant funds to either MCDA Fund FG0 or City Fund 0300 for use by the Greater GMCVA
 - (iv) Eligible UDAG recapture funds to MCDA fund FNA
 - (v) State Economic Recovery Grants to MCDA fund FNA
 - (vi) HUD Special Purpose Grant MN47SPG507(TCOIC) funds to the Non-departmental Agency in the Fund (0400-1230)
- (13) To make appropriation adjustments to correct any errors, omissions or misstatements to accurately reflect the intent of the City Council in adopting the 2003 Operating Budget.
- (14) To authorize the Finance Officer to adjust the December 2003 Local Government Aid (LGA) payments to the Park Board and Library Board if payment is not received from these independent boards for the management support fees included in the adopted budget (\$300,000 from the Library Board and \$800,000 from the Park Board).
- (15) To make transfers of appropriation and authorized positions within the approved budgets for MCDA, Planning, and any other department or agency which is determined by City Council action to become part of the new Department of Community Planning and Economic Development (CPED) in order to facilitate the transition operations of the new CPED department. Based on the direction set forth in 2002R-303(l) (the Focus Minneapolis resolution), any increases in appropriation or authorized positions for CPED approved under this footnote must include offsetting appropriation and position decreases in the affected departments so that there is no net change in overall citywide appropriation or authorized position totals. The City Coordinator will report back to the Community Development and Ways & Means/Budget Committees as changes occur to the appropriation or position authority levels in the affected departments.
- (16) Authorize the Finance Officer to modify the FTE and appropriation levels of the Public Works Property Services Division and the Police Department to reflect the transfer of janitorial functions from the Police Department to the Property Services Division. A pilot program will begin in 2003 involving the two departments in which all Police precinct janitorial functions will be directed and delivered by the Property Services Division. Once the pilot program is underway 1.0 Janitor position will be transferred from the Police Department to the Property Services Division. The amount of property services rent charged to the Police Department will also be modified to reflect the transfer of the FTE.

e) The Budget Director or his/her designee may transfer appropriations as loaded on the FISCOL accounting system from one organization to another within the same Agency and fund and within and between Parking Funds upon request by the department. Such transfers shall not change the fund and Agency level totals as approved by the City Council and Mayor and shall not constitute approval of any policy change.

f) The legal appropriation level for Public Works, City Coordinator, and City Clerk/Elections is set at the total level by fund. Appropriation changes between departments within the legal level of appropriation can be executed by the Budget Director or his/her designee.

g) The balances of 2002 appropriations for the following grant funds are hereby re-appropriated in the year 2003:

- 0300 Grants - Federal
- 0400 CDBG/UDAG Fund
- 0600 Grants – Other

The balances of 2002 appropriations for administration in the CDBG/UDAG Grant fund (0400) shall be re-appropriated to the Non-Departmental Agency (1230) in 2003, except for the administrative portion of Way to Grow in Health (4413).

h) There is hereby appropriated in the various Debt Service Funds sufficient funds to pay the 2003 debt service requirements to the extent funds are available.

i) In all cases where tax funds and non-tax supported funds have appropriations which are based on or include work for others or on income from the Special Independent School District No. 1, or County, State or Federal Governments or any other grants, donations and contracts, expenditures shall be limited to the amounts which can be supported by billings against parties, agencies or funds for which work is to be done, or for which grants or aids are provided and the proper city officials shall treat such billings, actual and prospective, as revenues only to the extent such billings are collectible or such grants and aids are authoritatively assured.

j) The 2003 Allocation of Local Government Aid to Minneapolis from the State of Minnesota in the amount of \$117,571,000 is to be distributed to the various City Funds and Boards as indicated below:

General (0100)	\$93,869,000
Municipal Building Commission (1100)	353,000
Library (1800)	9,473,000
Park Board (1500 & 1700)	<u>13,876,000</u>
Total	\$117,571,000

k) MERF unfunded liability amounts are included in the departmental appropriations and will be billed to the affected departments during 2003. Reinsurance amounts will be paid to a self-insurance pool funded through premiums paid by departments and tracked by department.

l) The Public Works Equipment Division, cost center 6758, personnel services appropriation, as approved in the 2003 General Appropriation Resolution, shall be limited to only personnel services expenditures. Overall expenses are limited to revenues received.

m) The Local Government Aid funding for the Library Board is reduced by \$46,229 to fund the Board's share of Nicollet Mall Maintenance.

n) The policy approved by the Mayor and Council that limits all departmental overtime to 5% of personnel budgets is effective for the 2003 budget.

o) A year-end deficit will be allowed for each ward budget with the exception of the final year of term (but not for two consecutive years). The deficit will be paid by March 31 or the Council Member budget for the current year will be reduced at mid-year.

p) The Fire Chief is authorized the discretion to maintain up to a daily staffing of 109 Fire Fighters, Fire Motor Operators and Fire Captains on fire suppression and emergency medical duty within the overall constraints of the Fire department budget.

q) The Fire Department shall be authorized to exceed its authorized strength for firefighters for training purposes provided that the average strength for the year is at or below the total authorized and the department does not exceed its legal spending authority.

r) The Police Department shall be authorized to exceed its authorized strength sworn officers in order to achieve a higher strength in the summer months provided that the average monthly strength for the year is at or below the authorized strength and the department does not exceed its legal spending authority.

s) The Inspections Division of Operations and Regulatory Services shall be authorized to exceed its authorized number of Housing Inspectors to minimize service disruption to residents provided the department does not exceed its legal spending authority.

t) Be it Further Resolved that this resolution may be cited as the "General Appropriation Resolution of 2003."

Changes to the Recommended Budget

u) Technical Adjustment: Remove the graffiti initiative from the inspections department, reducing expense and revenue by \$530,000 (revenue from assessments will not be available to fund the program during the 2003 budget year).

v) Technical Adjustment: Increase expense and revenue for Inspections by \$75,000 to fund board-ups for the police department (existing program omitted from the Mayor's recommended budget).

w) Technical Adjustment: Increase the Convention Center operating budget by \$500,000 to fund the Convention Center Event Security Services and Emergency Medical Services activities and to increase the operating revenue budget by \$560,000, as the RFP for these activities was previously approved by the City Council.

x) Add appropriation for an interim CPED office to support the interim director and project manager's salaries and related expenses, funded by reallocation of MCDA resources (\$250,000).

y) Remove the target strategy related to MCDA Legal Services. Reduce the Public Service grants in the CDBG program by \$167,000 across the board (a 6% reduction); Increase Planning in the CDBG Fund by \$167,000 and decrease Planning in the General Fund by a like amount; Increase the transfer from the general fund to the self insurance fund by \$186,000. This action does not indicate staffing decisions but it is expected that the City Attorney will allocate staff resources according to City Priorities.

z) Reduce the Heart of the Beast grant by \$132,000; add a public service grant for Ground Works for \$25,000; add a capital program to the CDBG program for Graffiti removal on Public Property by Public Works for \$107,000.

aa) Direct the City Attorney to renegotiate their office lease for a savings of \$86,000.

bb) Move 3 positions from Civil Rights back to the Health Department; have the policy discussion on community engagement/outreach within the CPED conversation in the Health and Human Services Committee.

cc) Licenses and Consumer Services: remove lead inspection fee and related expense (\$180,000 revenue and expense)

dd) Cut the Home Tour and Minneapolis Awards from the Communications Department (\$22,000)

ee) Move the balance of the CDBG funds to the Heart of the Beast to be added to MCDA program allocations (\$56,000)

ff) Add hours back to the Impound Lot Service level adding \$119,000 (including adding 1 supervisor and 1.5 vehicle record aides) offsetting that by going to 17 hours of daily operations and adding \$3 to the impound charge effective April 1st, 2003 (adding new revenue totaling \$119,000)

gg) ITS Core Infrastructure Capital Appropriation to be reduced from \$4.78 million to \$1.0 million until after the City's LGA for 2003 is finalized by the State.

Directions to Staff

hh) Authorize the City Coordinator to centralize communications functions in the communications department. The finance officer, or designee, is authorized to adjust appropriations in departments as needed, including changes to FTE allocations. The City Coordinator will report to Ways and Means on the changes.

ii) Direct Human Resources-Labor Relations/MCDA Labor Relations staff to negotiate with the MCDA attorneys' bargaining unit to combine with the City Attorneys' bargaining unit, including making all elements of compensation on the same basis.

jj) Direct the Finance Officer to report back on proposal to calculate self-insurance rates based upon department settlement history

kk) Ask the City representatives on Criminal Justice Coordinating Committee to bring City plans to the attention of Hennepin County

ll) That the Human Resources Department be directed to redirect funds within their budget in the amount of \$20,000 in order to continue the Upward Mobility Program.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolution approving the property tax levy for 2002 taxes, payable in 2003, in the amount of \$4 million, for the Minneapolis Community Development Agency, for which the City Council levies taxes.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-471, approving the property tax levy for 2002 taxes, payable in 2003, in the amount of \$4 million, for the Minneapolis Community Development Agency, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-471

By Johnson

Approving the property tax levy for the 2002 taxes, payable in 2003, for the Minneapolis Community Development Agency for which the City Council levies taxes.

Resolved by The City Council of The City of Minneapolis:

That the Minneapolis Community Development Agency is hereby authorized to levy a 2002 property tax, payable in 2003, not to exceed \$4,000,000.

Fund	TOTAL LEVY AMOUNT	HACA	CERTIFIED LEVY AMOUNT
SCD0 – Community Development Investment	\$4,000,000	0	\$4,000,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolution fixing the maximum amounts to be expended from various funds in 2003 for the Minneapolis Community Development Agency (MCDA) (2003 MCDA Appropriation Resolution).

Your Committee further recommends adoption of the estimated revenues of the various MCDA funds and accounts for 2003 as shown in the final 2003 Budget document (Petn No 268437) and as adjusted in the revised revenue estimates prepared by the Finance Department, as the official 2003 revenue estimates.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-472, fixing the maximum amounts to be expended from various funds in 2003 for the Minneapolis Community Development Agency (2003 MCDA Appropriation Resolution), was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-472

By Johnson

Fixing the maximum amounts to be expended by various funds of the Minneapolis Community Development Agency in 2003.

Resolved by The City Council of The City of Minneapolis:

That there be appropriated out of the moneys in the City Treasury and revenues of the City applicable to the specially named funds the following maximum appropriation amounts for 2003:

Fund	Operating	Capital	Debt Service /Trans	Total
AHE0 HENNEPIN ENTERTAINMENT	0	0	265,250	265,250
AUV0 URBAN VILLAGE ARBITRAGE	0	0	90,000	90,000
AWM WEST SIDE MILLING	0	0	53,288	53,288
CAD0 TAX INCREMENT	2,040,954	2,200	0	2,043,154
CAZ0 COMMON PROJECT	1,173,490	360,645	0	1,534,135
CBA0 WEST BROADWAY	0	0	817,485	817,485
CBB0 EAST BANK 1335	0	0	180,266	180,266
CBC0 GRANT	0	0	764,264	764,264
CBE0 NINTH & HENNEPIN	15,824	96,598	0	112,422
CBF0 NORTH LOOP	0	0	8,649,979	8,649,979
CBG0 INDUSTRY SQUARE	0	0	2,264,918	2,264,918
CBH0 SEWARD SOUTH	0	0	1,648,722	1,648,722
CBJ0 CEDAR RIVERSIDE	0	0	6,132,088	6,132,088
CBM0 HENNEPIN & LAKE	0	0	829,755	829,755
CBN0 BROADWAY 35-W	0	0	3,099,489	3,099,489
CBO0 BOTTINEAU HOUSING	41,574	0	0	41,574
CBP0 FRANKLIN AVENUE	39,338	10,080	19,223	68,641
CBQ0 CONSERVATORY	0	0	2,530,325	2,530,325
CBT0 LORING PARK	0	0	4,655,104	4,655,104
CBU0 LAUREL VILLAGE	0	0	2,360,208	2,360,208
CBX0 CITY CENTER	0	0	3,062,701	3,062,701
CBY0 SOUTH NICOLLET MALL	22,500	0	2,311,250	2,333,750
CDR DEEP ROCK TAX	48,131	33,000	0	81,131

DECEMBER 16, 2002

Fund	Operating	Capital	Debt Service /Trans	Total
CDT0 DT EAST LRT	151,333	13,060	0	164,393
CEL0 2700 EAST LAKE	1,752	35,972	0	37,724
CEV0 EAST VILLAGE	3,914	227,443	0	231,357
CFF0 50TH & FRANCE	1,650	165,358	0	167,008
CFR0 FORMER FEDERAL	10,401	210,722	0	221,123
CGB0 GRAIN BELT TI	845	20	0	865
CGC GRACO	14,561	209,123	0	223,684
CHA0 13TH AND HARMON	41,603	0	0	41,603
CHC DEPOT PARCEL C	52,124	6,000	0	58,124
CHD HISTORIC MILWAUKEE	12,280	0	864,634	876,914
CHE0 HENNEPIN & 7TH	55,990	0	735,600	791,590
CHG HUMBOLDT GREENWAY	81,034	0	210,735	291,769
CHL0 HERITAGE LANDING APTS	3,280	533,384	0	536,664
CHT0 900 6TH AVE SE	4,037	0	0	4,037
CHU E. HENNEPIN & UNIVERSITY	50,839	0	43,550	94,389
CIT0 IVY TOWER	100,240	49,000	0	149,240
CLR0 LOWRY RIDGE	0	56,014	0	56,014
CNF0 NICOLLET FRANKLIN	61,022	42,798	0	103,820
CPA0 NWIP	0	0	3,841,386	3,841,386
CPB0 HOLMES	0	0	4,960,021	4,960,021
CPC0 NICOLLET ISLAND EAST	0	0	4,728,837	4,728,837
CPD0 PORTLAND PLACE	2,400	0	63,502	65,902
CPE0 NOKOMIS HOLMES	0	0	29,448	29,448
CPF0 ELLIOT PARK	3,150	105,000	0	108,150
CPG0 NICOLLET & LAKE	0	0	365,000	365,000
CPK0 NBA ARENA	271,839	2,501,470	1,419,991	4,193,300
CPL0 PHILLIPS PARK	0	42,898	0	42,898
CPO0 CAPITAL PROJECTS- OTHER	39,169	1,600	0	40,769
CPP0 PRELIMINARY PLANNING	1,825,649	279,765	0	2,105,414
CPQ0 NEIMAN MARCUS	0	336,003	235,000	571,003
CPR0 IDS DATA SERVICE CENTER	0	0	650,000	650,000
CPW 36TH AND MARSHALL	1,792	189,836	0	191,628
CRM CREAMETTES	0	135,167	0	135,167
CS10 SEMI-PHASE 1	12,726	456,204	0	468,930
CS20 SEMI-PHASE 2	157,793	215,360	0	373,153
CS30 SEMI-PHASE 3	25,058	73,190	0	98,248
CS40 SEMI-PHASE 4	9,006	158,075	0	167,081
CS50 SEMI-PHASE 5	6,160	150,021	0	156,181
CSH0 SHINGLE CREEK COMMONS	9,006	0	0	9,006
CST0 STINSON TECH CAMPUS	42,856	423,938	0	466,794
CTE0 TOWERS AT ELLIOT PARK	54,765	0	0	54,765
CTP0 2ND STREET HOTEL/APTS	2,236	256,973	0	259,209
CTW 10TH & WASHINGTON (J)	484	0	0	484
CUV0 URBAN VILLAGE	252,113	112,650	80,000	444,763
CW3 HSG REPLACE-WATERSHED	22,099	0	0	22,099
CWM WEST SIDE MILLING	27,570	25,000	887,938	940,508
CWS HSG REPLACE-WATERSHED	37,909	0	0	37,909
DDS0 MCDA DEBT SERVICE	0	0	35,195,000	35,195,000
DDT0 ST. ANTHONY DEBT	0	792,800	0	792,800
EDP0 DEFAULTED PROPERTY	3,490,206	10,000	0	3,500,206
EED0 FED HOME LN BANK ECON	51,677	210,000	0	261,677

Fund	Operating	Capital	Debt Service /Trans	Total
EHO0 HOUSING OWNERSHIP	215,496	1,714,000	0	1,929,496
EHR0 HOME OWNERSHIP & RENOVATION	102,345	605,000	0	707,345
ELG0 LOAN & GRANT PROGRAMS	18,802	0	0	18,802
ERT0 RIVER TERMINAL	2,911,535	0	0	2,911,535
ERZ0 GARFS	411,609	50,000	0	461,609
FBG0 MCDA CDBG	3,577,726	6,259,764	0	9,837,490
FEZ0 EPA PILOT GRANT	39,784	0	0	39,784
FGO0 MCDA FEDERAL	416,683	3,653,584	0	4,070,267
FNA0 MCDA NEIGHBORHOOD	0	1,800,000	0	1,800,000
GEN0 MCDA GENERAL FUND	5,667,737	815,860	0	6,483,597
SAD0 NRP ADMIN	936,352	42,500	200,000	1,178,852
SCD0 COMMUNITY DEVELOP.	782,026	131,500	0	913,526
SDA0 DEVELOPMENT ACCOUNT	799,695	47,500	0	847,195
SED0 ECONOMIC DEVELOPMENT	1,351,339	260,000	0	1,611,339
SFA0 HOUSING FINANCE	133,550	0	0	133,550
SHP0 HOUSING PROGRAM	453,759	1,000,500	0	1,454,259
SNH0 NEIGHBORHOOD HOUSING	150,000	74,039	0	224,039
SRF0 RESIDENTIAL HOUSING	680,175	1,000	150,000	831,175
STH0 THEATRES	0	125,000	0	125,000
Appropriation Total:	29,022,992	25,107,614	94,394,957	148,525,563

Appropriation Footnotes:

1. The Community Development Agency's authorized positions shall be limited to those that can be funded within the Agency's approved salary appropriation.
2. There is hereby appropriated in the various MCDA debt service funds sufficient funds to pay the 2003 MCDA debt service requirements to the extent that funds are available. The Finance Officer is authorized to adjust appropriations in any fund to facilitate transfers for debt service and to make appropriate transfers and payments.
3. Notwithstanding the provisions of the General Appropriation Resolution of 2003, the proper City Officials are directed to charge 3% to the expenditures of the Community Development Agency's Tax Increment Funds, but not to any other Agency expenditures for documented, tax increment eligible expenditures.
 - Fund CBX (City Center) shall be charged at 0.6%.
 - Fund CNR (NRP) shall be exempted from this charge.
 - Fund CEL (2700 East Lake) shall be exempted from this charge.
 - Fund CEV (St. Anthony East Village) shall be exempted from this charge.
 - The 3% fee on Fund CPW (36th & Marshall) is deferred until 2001.
 - The 3% fee is waived on payment of all pay-as-you-go tax increment revenue notes.
4. The Finance Officer is authorized to appropriate and transfer revenue within the Tax Increment capital project funds included in the MCDA Common Development and Redevelopment Plan and to fund CAZ (Common Project Uncertified), CLC (Local Contribution), CPP (Preliminary Planning Fund), CPZ (Common Project Reserve), CNR (NRP), SAD (NRP Planning & Implementation), SDA (Development Account), FNA (Neighborhood Development Account) and SPH (Community Development Revenue) consistent with the management of the Common Project, Development Accounts and Preliminary Planning Fund. MCDA staff is directed to report to Council at least annually on the status of past PPF allocations and expenditures.

5. The Finance Officer is authorized to establish or amend appropriations related to technical accounting treatment changes and is authorized to establish and adjust accounts and appropriations, make payments and transfers, process transactions as necessary for the purpose of cash management of revenues and facilitate any technical corrections, adjustments and completions authorized for the following projects:
 - Federal Courts Project as authorized by Council Resolution 91R-328;
 - Target Center Finance Plan as adopted on March 10, 1995 and detailed in resolutions 95R-058, 95R-059 and 95R-060.
6. The Finance Officer is authorized to establish or adjust appropriations in Fund STH (Theatres) to the extent permitted by the original bond resolutions, as necessary to facilitate the required transfers to and from the Theatre Operating Account as described in the "Management Agreement, Orpheum and State Theatres."
7. The Finance Officer is authorized to establish or adjust appropriations in Fund FBG (CDBG) to the extent necessary to accommodate consistency with the HUD IDIS system.
8. NRP carryover authorization: With the exception of NRP Administration, the balance of the 2002 appropriations for NRP projects within Fund CNR (NRP) are hereby appropriated for said purposes in 2003. Specific amounts re-appropriated will be determined after the close of the 2002 fiscal year and upon review and approval of the Finance Officer.
9. MCDA capital project carryover authorization: The balance of 2002 capital appropriations and related city administrative costs (Object 5060) and related transfers are hereby appropriated for said purposes in 2003. Specific amounts appropriated will be determined after the close of the 2002 fiscal year and upon review and approval of the Finance Officer.
10. That, notwithstanding prior direction, the proper City and MCDA officials are authorized to take actions necessary to re-invest Fund SPH (Community Development), the balance of the invested proceeds from the sale of the MCDA's and City's interests in the Hilton Hotel. The status of the fund, expenditures and balances are to be reported annually as part of the City's budget process.
11. To authorize the Finance Officer to make transfers of appropriation and authorized positions within the approved budgets for MCDA, Planning, and any other department or agency which is determined by City Council action to become part of the new Department of Community Planning and Economic Development (CPED) in order to facilitate the transition operations of the new CPED department. Based on the direction set forth in 2002R-303(I) (the Focus Minneapolis resolution), any increases in appropriation or authorized positions for CPED approved under this footnote must include offsetting appropriation and position decreases in the affected departments so that there is no new change in overall citywide appropriation or authorized position totals. The City Coordinator will report back to the Community Development and Ways & Means/Budget Committees as changes occur to the appropriation or position authority levels in the affected departments.
12. Add appropriation for an interim CPED office to support the interim director and project manager's salaries and related expenses, funded by reallocation of MCDA resources (\$250,000).
13. The 2003 capitalization of Fund CNR (the NRP fund) shall not take place until after the City Council adopts and the Mayor approves a long-term funding plan for NRP Phase Two, which will happen by the end of the first quarter 2003.

Adopted. Yeas, 12; Nays none.
Passed December 16, 2002.
Approved December 19, 2002. R.T. Rybak, Mayor.
Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee, having under consideration the State and Orpheum Theatres, now recommends approval of the 2002 revised annual budget and the 2003 projected annual budget for the State and Orpheum Operating Account, as set forth in Petn No 268437.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee, having under consideration the action of the Neighborhood Revitalization Program (NRP) Policy Board approving the NRP 2003 Administrative Budget, and having considered the same during budget deliberations, now recommends:

a) Approval of the 2003 NRP Administrative Budget as set forth in Petn No 268438;

b) Passage of the accompanying resolution increasing the NRP Program Fund (CNR0) by \$1,743,355 and requesting that the Minneapolis Community Development Agency (MCDA) immediately transfer \$1,743,355 to the NRP's City of Minneapolis Fund 2300;

c) That the proper City officers be authorized to enter into any contracts or agreements needed to implement activities set forth in the administrative budget; and

d) That this action be transmitted to the Board of Commissioners of the MCDA.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-473

By Johnson

Amending The 2002 Minneapolis Community Development Agency Appropriation Resolution.

Resolved by The City Council of The City of Minneapolis:

That the above-entitled resolution, as amended, be further amended by increasing Fund CNR0-NRP Program by \$1,743,355.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee, having under consideration the 2003 Consolidated Plan consisting of the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) funds, and having considered the Mayor's recommendations for allocation of said funds, now recommends:

a) Passage and summary publication of the accompanying Resolution approving the Mayor's FY 2003 CDBG recommendations and concurring with the allocations of HOME, ESG and HOPWA, with any amendments reflected on the Ways & Means/Budget Committee approved CDBG schedule;

b) That the proper City officers be authorized to execute or amend contracts to carry out the intent of the program allocations, as further detailed in the program budget set forth in Petn No 268436;

c) That the proper City officers be authorized to develop the Fiscal Year 2003 Consolidated Plan, included any amendments made in the Ways & Means/Budget Committee approved CDBG schedule;

d) That the proper City officers be authorized to enter into any necessary grant agreements with the Department of Housing and Urban Development to receive Fiscal Year 2003 Consolidated Plan funding.

The allocations set forth are based on current estimates of the City's Fiscal Year 2003 Consolidated Plan grant amount. If this grant amount is different and results in a substantial change in the proposed use of funds, there will be another public hearing prior to the 2003 April grant submission.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-474, approving the Mayor's FY 2003 Community Development Block Grant (CDBG) recommendations and concurring with the allocations of HOME Investment Partnerships Program (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) funds, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-474
By Johnson

Approving the Fiscal Year 2003 Consolidated Plan/Proposed Use of Federal Funds for Community Development Block Grant (CDBG) Programs, the HOME Investment Partnerships Program (HOME), the Emergency Shelter Grant (ESG) Program and Housing Opportunities for Persons with AIDS (HOPWA) Program.

FY 03 CONSOLIDATED PLAN/PROPOSED USE OF FEDERAL FUNDS

Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME),
Emergency Shelter Grant (ESG), Housing Opportunities for Persons with Aids (HOPWA)

Capital/Other – CDBG – Year 29 (2003)
Organization/Project

Minneapolis Public Housing	General Rehabilitation	313,000
Public Works	Community Center Operations	42,000
Greater Minneapolis Day Care Association	Childcare Facilities Loan/Grant	323,000
Minneapolis Employment and Training Program / Minneapolis Community Development Agency	Industry Cluster Program (Living Wage Jobs)	99,000
Minneapolis Employment and Training Program	Adult Training, Placement and Retention	441,000
Inspections Department	Boarded Buildings Demolition	202,000
Minneapolis American Indian Center	Facility Improvements	118,000
Minneapolis Community Development Agency	Specific MCDA program allocations in 2003 will be determined through Mayor/Council	
	Policy direction:	8,792,241
Public Works	Graffiti Removal on Public Property	107,000
Total Capital/Other		10,437,241

Public Service – CDBG – Year 29 (2003)

Organization/Project

Neighborhood Health Care Network	Community Health Clinics	394,000
Minneapolis Urban League	Curfew/Truancy Center	104,000
Domestic Abuse Project	Domestic Abuse Project	87,000
Children's Dental Services	Child Dental Services	17,000
Greater Minneapolis Day Care Association	Coordinated Child Development	486,000
Harriet Tubman	Harriet Tubman Women's Shelter	62,000
Parents in Community Action	Head Start	99,000
Department of Health & Family Support	Youth Employment	568,000
Minnesota AIDS Project	Minnesota AIDS Project	35,000
Volunteers of America	Minneapolis Age & Opportunity	121,000
Department of Health and Family Support	Block Nurse Program	66,000
Youth Coordinating Board	Way to Grow	331,000
Department of Health and Family Support	Senior Services Initiative	92,000
Minneapolis Park Board	Teen Teamworks	23,000
Public Service Grant	Ground Works	25,000
Total Public Service		2,510,000

Administration – CDBG – Year 29 (2003)

Organization/Project

Civil Rights Department	Fair Housing Initiative	349,502
Intergovernmental Relations	Grants and Special Projects	229,339
Finance Department	Administration	342,928
Department of Health and Family Support	Administration and Advocacy	210,000
Department of Health and Family Support	Neighborhood Services	161,500
Department of Health and Family Support	Way to Grow Administration	46,000
Department of Health and Family Support	New Arrivals	120,000
Minneapolis Community Development Agency	Neighborhood Business Associations	174,000
Minneapolis Community Development Agency	Citizen Participation	345,510
Minneapolis Community Development Agency	General Administration	50,000
Minneapolis Community Development Agency	Program Administration	30,000
Minneapolis Public Housing Authority	Citizen Participation	98,000
Minneapolis Youth Coordinating Board	Administration	48,000
Planning Department	Administration	1,282,980
Legal Aid Society	Fair Housing	49,000
Total Administration		3,536,759

Grand Total – CDBG

16,484,000

Other Consolidated Plan Funded Projects

Funding Source	Organization	
HOME Investment Partnership Program	Minneapolis Community Development Agency	3,660,000
Emergency Shelter Grants (ESG)	Minneapolis Community Development Agency	580,000
Housing Opportunities for Persons with AIDS (HOPWA)	Minnesota Housing Finance Agency	859,400
Total Other Consolidated Plan Funded Projects		5,099,400
Total Consolidated Plan Projects		21,583,400

FOOTNOTES

The changes to the Mayor's Recommended Budget included in the figures above, are also included in the Ways & Means Budget Committee 2003 Budget Mark-up summary schedule as follows:

10. Reduce the Public Service grants in the CDBG program by \$167,000 across the board (a 6% reduction); Increase Planning in the CDBG Fund by \$167,000 and decrease Planning in the General Fund by a like amount.
11. Reduce the Heart of the Beast grant by \$132,000; add a public service grant for Ground Works for \$25,000; add a capital program to the CDBG program for Graffiti removal on Public Property by Public Works for \$107,000.
12. Move the balance of the CDBG funds to the Heart of the Beast to be added to MCDA program allocations (\$56,000).

Adopted. Yeas, 12; Nays none.
 Passed December 16, 2002.
 Approved December 19, 2002. R.T. Rybak, Mayor.
 Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying resolution approving the property tax levy for the 2002 taxes, payable in 2003, for the Minneapolis Public Housing Authority, for which the City Council levies taxes.

Adopted. Yeas, 12; Nays none.
 Passed December 16, 2002.
 Approved December 19, 2002. R.T. Rybak, Mayor.
 Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-475, approving the property tax levy for the 2002 taxes, payable in 2003, for the Minneapolis Public Housing Authority, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-475

By Johnson

Approving the property tax levy for the 2002 taxes, payable in 2003, for the Minneapolis Public Housing Authority (MPHA) for which the City Council levies taxes.

Resolved by the City Council of The City of Minneapolis:

That the Minneapolis Public Housing Authority (MPHA) is hereby authorized to levy a 2002 property tax, payable in 2003, not to exceed \$1,040,000.

FUND	CERTIFIED LEVY AMOUNT	TAX CAPACITY RATES ¹
Public Housing Authority	\$1,040,000	0.410

¹ Tax capacity rates are based on a net tax capacity of \$251,640,697.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolution adopting the 2003-2007 Five Year Capital Program, as shown in the "Capital Section" of the adopted 2003 Budget Book (Petn No 268436), fixing the maximum amounts of capital funds to be expended by the various funds under the jurisdiction of the City Council.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-476, adopting the 2003-2007 Five Year Capital Program, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-476

By Johnson

Adopting the 2003-2007 Five Year Capital Program and fixing the maximum amounts for 2003 to be expended by the various funds under the jurisdiction of the City Council.

Resolved by The City Council of The City of Minneapolis:

That the Five Year Capital Program for 2003 - 2007 is hereby adopted and that there be appropriated out of the monies of the City Treasury and revenues of the City applicable to specifically named funds and revenue sources, the following maximum appropriation amounts for 2003:

DECEMBER 16, 2002

Fund	Agency	Org	Project	Amounts (in thousands)	Revenue Source Description
4200	MBC - CAPITAL IMPROVEMENTS FUND				
	901		MUNICIPAL BUILDING COMMISSION CAPITAL IMPROVEMENT		
		9013	MBC CITY/COUNTY CAPITAL IMPROVEMENTS		
			MBC01 Life Safety Improvements	225	Net Debt Bonds
			MBC02 Mechanical Systems Upgrade	570	Net Debt Bonds
			4200-901-9013 Subtotal	795	
			4200-901 Subtotal	795	
			TOTAL FOR FUND 4200	795	
4400	LIBRARY - CAPITAL IMPROVEMENTS FUND				
	907		LIBRARY BOARD CAPITAL IMPROVEMENT		
		9072	LIBRARY CAPITAL IMPROVEMENT		
			MPL01 Pierre Bottineau Library Relocation	900	Libr Referendum Bonds
			MPL02 Franklin Library Historic Preservation/Expansion	1000	Net Debt Bonds
			MPL03 Sumner Library Expansion/Remodel /Preservation	2100	Libr Referendum Bonds
			MPL04 Roosevelt Community Library Replacement	1500	Libr Referendum Bonds
			MPL05 East Lake Library Expansion/Remodeling	1000	Libr Referendum Bonds
			MPL06 Webber Park Library Expansion	100	Libr Referendum Bonds
			MPL07 Southeast Library Capital Improvements	340	Libr Referendum Bonds
			MPL08 Northeast Library Expansion/Remodeling	300	Libr Referendum Bonds
			4400-907-9072 Subtotal	7240	
			4400-907 Subtotal	7240	
			TOTAL FOR FUND 4400	7240	
3700	PARK - CAPITAL IMPROVEMENTS - ASSESSED FUND				
	910		PARK BOARD CAPITAL IMPROVEMENT		
		9140	FORESTRY & TREE DISEASE CONTROL		
			PRKDT Diseased Tree Program	500	Assessment Bonds
			3700-910-9140 Subtotal	500	
			3700-910 Subtotal	500	
			TOTAL FOR FUND 3700	500	
4300	PARK - CAPITAL IMPROVEMENTS FUND				
	910		PARK BOARD CAPITAL IMPROVEMENT		
		9136	PARK - CAPITAL IMPROVEMENT		
			PRK01 Community & Neighborhood Center Rehabilitation	1250	Net Debt Bonds
			PRK02 Site and Tot Lot Rehabilitation	535	Net Debt Bonds
			PRK02 Site and Tot Lot Rehabilitation	215	Park Board Tax Levy
			PRK04 Athletic Field Renovation	135	Net Debt Bonds
			4300-910-9136 Subtotal	2135	
			4300-910 Subtotal	2135	
			TOTAL FOR FUND 4300	2135	
4100	CITY-CAPITAL IMPROVEMENTS FUND				
	923		PUBLIC WORKS PROPERTY SERVICES CAPITAL		
		9242	PROPERTY SERVICES CAPITAL		
			PSD01 Facilities Repair and Improvements	1500	Net Debt Bonds
			PSD03 Space Management-Functional Improvements	415	Net Debt Bonds
Public Safety Initiative Projects - Total = \$12,165					

Fund	Agency	Org	Project	Amounts (in thousands)	Revenue Source Description
			PSI02 Expand Police Precinct #3	5000	Public Safety Bonds
			PSI03 Remodel Fire Station #6	760	Public Safety Bonds
			PSI05 New Fire Station #14 - see footnote u)	2145	Public Safety Bonds
			PSI07 Security Enhancements - see footnote u)	4260	Public Safety Bonds
			4100-923-9242 Subtotal	14080	
		9247	PUBLIC WORKS FACILITY IMPROVEMENTS		
			PSD02 Public Works Facilities Program	1378	Net Debt Bonds
			4100-923-9247 Subtotal	1378	
			4100-923 Subtotal	15458	
		932	PUBLIC WORKS SEWER CONSTRUCTION CAPITAL		
		9322	SEWER CONSTRUCTION		
			PV003 Street Renovation Program	145	Net Debt Bonds
			PV007 Southeast Minneapolis Industrial	1073	Municipal State Aid
			PV007 Southeast Minneapolis Industrial	2347	State of Minnesota
			PV007 Southeast Minneapolis Industrial	1907	MCDA - MMWMO*
			PV011 Nicollet Avenue South Phase II	76	Municipal State Aid
			PV011 Nicollet Avenue South Phase II	24	Net Debt Bonds
			PV012 Tenth Street South	53	Municipal State Aid
			PV012 Tenth Street South	17	Net Debt Bonds
			4100-932-9322 Subtotal	5642	
			4100-932 Subtotal	5642	
* - Minneapolis Community Development Agency - Middle Mississippi Watershed Management Organization					
		937	PUBLIC WORKS PAVING CONSTRUCTION		
		9372	PAVING CONSTRUCTION		
			PV001 Parkway Paving and Parkway Gap Program	600	Net Debt Bonds
			PV001 Parkway Paving and Parkway Gap Program	50	Assessment Bonds
			PV003 Street Renovation Program	5496	Net Debt Bonds
			PV003 Street Renovation Program	1790	Assessment Bonds
			PV004 CSAH Paving Program	100	Net Debt Bonds
			PV004 CSAH Paving Program	750	Assessment Bonds
			PV006 Alley Renovation	188	Net Debt Bonds
			PV006 Alley Renovation	63	Assessment Bonds
			PV007 Southeast Minneapolis Industrial	364	State of Minnesota
			PV008 I-35W & Lake St Interchange Reconstruction	1000	Municipal State Aid
			PV011 Nicollet Avenue South Phase II	2181	Municipal State Aid
			PV011 Nicollet Avenue South Phase II	648	Net Debt Bonds
			PV011 Nicollet Avenue South Phase II	156	Assessment Bonds
			PV012 Tenth Street South	980	Municipal State Aid
			PV012 Tenth Street South	310	Net Debt Bonds
			PV012 Tenth Street South	219	Assessment Bonds
4100	CITY-CAPITAL IMPROVEMENTS FUND				
	937		PUBLIC WORKS PAVING CONSTRUCTION - continued		
		9372	PAVING CONSTRUCTION		
			PV018 East 38th Street	1627	Municipal State Aid
			PV018 East 38th Street	454	Net Debt Bonds
			PV018 East 38th Street	181	Assessment Bonds

Fund	Agency	Org	Project	Amounts (in thousands)	Revenue Source Description
			STS02 Lake Street Reconstruct/Streetscape (Segment 2)	115	Net Debt Bonds
			STS03 Lake Street Reconstruct/Streetscape (Segment 3)	151	Net Debt Bonds
			PV00R Reimbursable Paving Projects	3000	Reimbursements
			4100-937-9372 Subtotal	20423	
			BRIDGE CONSTRUCTION		
			BR001 Major Bridge Repair and Rehabilitation	200	
			Bassett Creek	736	Net Debt Bonds
			BR007 Plymouth Avenue/BNSF, Bassett Creek	693	Private Contributions.
			4100-937-9386 Subtotal	1629	
		9390	SIDEWALK REPLACEMENT		
			SWK01 Defective Hazardous Sidewalks/Complete Gaps	138	Net Debt Bonds
			SWK01 Defective Hazardous Sidewalks/Complete Gaps	1600	Assessments
			4100-937-9390 Subtotal	1738	
			4100-937 Subtotal	23790	
		943	PUBLIC WORKS TRANSPORTATION CAPITAL		
		9432	STREET LIGHTING CAPITAL		
			PV011 Nicollet Avenue South Phase II	347	Assessment Bonds
			PV012 Tenth Street South	183	Municipal State Aid
			PV012 Tenth Street South	91	Assessment Bonds
			PV018 East 38th Street	225	Assessment Bonds
			4100-943-9432 Subtotal	846	
		9440	FIELD OPERATIONS CAPITAL		
			PV003 Street Renovation Program	176	Net Debt Bonds
			PV011 Nicollet Avenue South Phase II	213	Municipal State Aid
			PV011 Nicollet Avenue South Phase II	113	Net Debt Bonds
			PV012 Tenth Street South	495	Municipal State Aid
			PV012 Tenth Street South	17	Net Debt Bonds
			PV018 East 38th Street	156	Municipal State Aid
			PV018 East 38th Street	68	Net Debt Bonds
			TR001 New Traffic Signals	3	Net Debt Bonds
			TR001 New Traffic Signals	87	Municipal State Aid
			TR004 Computerized Traffic Signal Control Expansion	3	Net Debt Bonds
			TR004 Computerized Traffic Signal Control Expansion	70	Municipal State Aid
			TR005 Controller Conversion	400	Net Debt Bonds
			TR007 Traffic Signal, Signing & Lighting Improvements	280	Net Debt Bonds
			TR007 Traffic Signal, Signing & Lighting Improvements	48	Municipal State Aid
			TR007 Traffic Signal, Signing & Lighting Improvements	16	County State Aid
			TR00R Reimbursable Transportation Projects	500	Reimbursements
			4100-943-9440 Subtotal	2645	

Fund	Agency	Org	Project	Amounts (in thousands)	Revenue Source Description
4100 CITY-CAPITAL IMPROVEMENTS FUND					
	943		PUBLIC WORKS TRANSPORTATION CAPITAL - continued		
			9470 COMMUTER BIKE ROUTE SYSTEM IMPROVEMENTS		
		BIK02	Commuter Bicycle Route System	200	Net Debt Bonds
		BIK03	Henn/Lyn Bike Project (Loring Bikeway)-Phase 1&2	45	Net Debt Bonds
		BIK03	Henn/Lyn Bike Project (Loring Bikeway)-Phase 1&2	55	Perm Impr Tax Levy
		BIK04	18th Avenue NE Bikeway	110	Perm Impr Tax Levy
			4100-943-9470 Subtotal	410	
			4100-943 Subtotal	3901	
			970 CAPITAL IMPROVEMENTS NON-DEPARTMENTAL		
		9707	ART IN PUBLIC PLACES		
		ART01	Art in Public Places	220	Perm Impr Tax Levy
			4100-970-9707 Subtotal	220	
		9719	NEAR NORTH IMPLEMENTATION		
		CDA01	Heritage Park Redevelopment Project	3059	Net Debt Bonds
			4100-970-9719 Subtotal	3059	
			4100-970 Subtotal	3279	
			972 INFORMATION TECHNOLOGY SYSTEMS CAPITAL		
		9725	TECHNOLOGY INFRASTRUCTURE		
		ITS02	ITS Core Infrastructure Investments - see footnote v)	1000	Net Debt Bonds
			4100-972-9725 Subtotal	1000	
			4100-972 Subtotal	1000	
			TOTAL FOR FUND 4100	53070	
6100 EQUIPMENT SERVICES INTERNAL SERVICE FUND					
	675		PUBLIC WORKS EQUIPMENT SERVICES		
		6765	EQUIPMENT PURCHASES		
			Fleet Equipment Purchases	6200	Equipment Bonds
			6100-675-6765 Subtotal	6200	
			6100-675 Subtotal	6200	
			TOTAL FOR FUND 6100	6200	
6200 PROPERTY SERVICES INTERNAL SERVICE FUND					
	923		PUBLIC WORKS PROPERTY SERVICES CAPITAL		
		9242	PROPERTY SERVICES CAPITAL		
		PSI01	800 Megahertz Radio System	560	Public Safety Bonds
			6200-923-9242 Subtotal	560	
			6200-923 Subtotal	560	
			TOTAL FOR FUND 6200	560	
7300 SEWER ENTERPRISE FUND					
	932		PUBLIC WORKS SEWER CONSTRUCTION		
		9322	SEWER CONSTRUCTION		
		SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab	2650	Sewer Revenue
		SW002	Miscellaneous Storm Drains	200	Sewer Revenue
		SW004	Implementation of US EPA Storm Water Regulations	250	Sewer Revenue
		SW005	Combined Sewer Overflow Improvements - Phase 2	2000	Sewer Bonds

Fund	Agency	Org	Project	Amounts (in thousands)	Revenue Source Description
			SW006 Chain of Lakes Water Quality Improvements-Phase 2	250	Sewer Revenue
			SW007 Park Board Capital Storm Drain	600	Sewer Revenue
			SW008 Flood Mitigation Projects	2615	Sewer Bonds
			SW008 Flood Mitigation Projects	300	Sewer Revenue
			SW00R Reimbursable Sewer Projects	3000	Reimbursements
			7300-932-9322 Subtotal	11865	
			7300-932 Subtotal	11865	
			TOTAL FOR FUND 7300	11865	
7400	WATER ENTERPRISE FUND				
	950	PUBLIC WORKS WATER CAPITAL			
		9515	WATER TREATMENT CAPITAL		
			WTR08 Complete SCADA System	2600	Water Bonds
			WTR09 Ultrafiltration Program	0	
			(\$20 million was appropriated early in Nov of 2002)		Resolution 2002R-395
			7400-950-9515 Subtotal	2600	
		9535	WATER DISTRIBUTION CAPITAL		
			WTR01 Shop and Stores Facilities (Fridley)	1750	Water Bonds
			WTR03 Gates and Manholes	75	Water Revenue
			WTR04 Large Gate & Valve Replacement	200	Water Revenue
			WTR05 Watermain Replacement or Cleaning & Lining	2000	Water Revenue
			WTR06 Large Watermain Cleaning and Lining	750	Water Revenue
			WTR07 Manhole Repair/Replacement	150	Water Revenue
			7400-950-9535 Subtotal	4925	
		9545	WATER REIMBURSABLE CAPITAL		
			WTR0R Reimbursable Water Projects	2000	Reimbursements
			7400-950-9545 Subtotal	2000	
			7400-950 Subtotal	9525	
			TOTAL FOR FUND 7400	9525	
7500	MUNICIPAL PARKING-ENTERPRISE				
	943	PUBLIC WORKS TRANSPORTATION CAPITAL			
		9464	OFF-STREET PARKING		
			BIK05 Bicycle Parking	30	Parking Revenue
			RMP02 Residential Parking Program	150	Parking Revenue
			7500-943-9464 Subtotal	180	
			7500-943 Subtotal	180	
			TOTAL FOR FUND 7500	180	
			GRAND TOTALS FOR ALL FUNDS	\$92,070	

Capital & Debt Management Resolution Footnotes:

a) The amounts appropriated in any City fund to be financed by bond proceeds are contingent upon the necessary approvals for issuance. The Finance Officer is authorized to establish or adjust any bond financed appropriations when all the necessary approvals for issuance of bonds are obtained. Further, the Finance Officer is authorized and directed to adjust assessment appropriations set forth in this resolution to reflect the actual amount to be assessed, which will be established by a future Council action approving the assessment public hearing and the amount assessed for the project.

b) The Finance Officer is authorized to create or adjust certain appropriations subsequent to the sale of bonds, including all appropriate fund transfers and payments necessary to comply with arbitrage rebate and reporting to the federal government required under the Tax Reform Act of 1986.

c) The amounts appropriated in the various funds to be financed from various revenue sources are now hereby appropriated contingent only upon the reasonable expectation of the receipt of the required financing.

d) The investment earnings from unspent bond proceeds shall be accounted for in separate arbitrage funds and will be allocated to debt service on net debt bond issues and shall be transferred on the scheduled debt service payment dates. The exception to this is that investment earnings on unspent tax increment bonds are to be used only for tax increment eligible purposes related to that specific tax increment bond issue.

e) The Finance Officer is authorized to approve the closure of non-bond funded capital projects and the adjustment of said appropriations as identified and requested by the City Engineer for those projects under Public Works.

f) The Finance Officer is authorized to establish or adjust appropriations, make payments and transfers, and process transactions as necessary for the purpose of providing Departments, Boards and Commissions an internal financing alternative to lease/purchase agreements with external vendors. The Finance Officer may provide capital advances from individual funds to the extent funds are actually available. The Finance Officer shall establish the term and interest rate applicable to the capital advance. The principal amount of the capital advance can be transferred to the fund of the Department, Board or Commission after the purchase of the asset and an Internal Lease/Purchase Agreement has been signed between the Department, Board or Commission and the Finance Officer. Prior to issuing the capital advance, the Finance Officer shall determine that the Department, Board or Commission has made a commitment in their annual budgets to provide the funds necessary to repay the advance, with interest, over the term of the agreement.

g) This resolution constitutes an official declaration pursuant to IRS Treasury Regulations Section 1.150-2 that the City intends to reimburse expenditures which may be made for those projects designated herein to be funded with bond proceeds by incurring tax exempt debt of the City. The expenditures to be reimbursed include all preliminary expenses for planning, design, legal, consulting services and staff costs reasonably allocated to the project as well as costs incurred and paid for the design and construction of the projects after approval of the capital budget. The projects are more fully described in the Capital Budget Request forms on file in the office of the Director of Capital and Debt Management. The reasonably expected source of funds to pay debt service on the tax-exempt bonds to be issued by the City consists of the following according to the designated bond type:

Bond Type

Net Debt, Public Safety, Library
Referendum
Sewer
Water
Parking
Assessment

Source

Property taxes and Internal User Fees

Sewer Fund revenues, Fund 7300
Water Fund revenues, Fund 7400
Parking Fund revenues, Fund 7500
Special assessments

h) The Finance Officer is authorized to make further declarations of official reimbursement intent in connection with the projects described herein pursuant to IRS Treasury Regulations Section 1.150-2 on behalf of the City consistent with budgetary and financial circumstances. Copies of any such further declarations shall be filed with the Ways & Means/Budget Committee (W&M) and the Board of Estimate and Taxation.

i) The Finance Officer is authorized to adjust re-appropriations to capital project funds for 2003 as appropriate. The balances of 2002 appropriations in Capital funds are hereby re-appropriated in 2003 with the following exceptions:

Fund	Project or Operating Organization
4100 City-Capital Impr Fund	PW Engineering Services (4100-6025)
4100 City-Capital Impr Fund	Sidewalk Inspection (4100-6076)
4100 City-Capital Impr Fund	Finance Department (4100-8220)
4100 City-Capital Impr Fund	Reimbursable Paving Projects (4100-9372)
4100 City-Capital Impr Fund	Reimbursable Transportation Projects (4100-9440)

Balances of capital projects in 2002 in the following funds 6100, 6200, 7300, 7400 and 7500 are also hereby re-appropriated in 2003, with the exception of Reimbursable Sewer Projects (7300 – 9322) and Reimbursable Water Projects (7400-9545).

j) For certain capital projects, the funding is replenished annually due to the source of funding and/or recurring major maintenance nature of the projects. For these projects, the expenditures are to be paid from funds of the appropriation year in which the work occurs. These projects will not have their appropriations carried forward since they are replenished annually. This applies for all prior years for these projects. The projects are as follows:

SWK01	Defective Hazardous Sidewalks – Assessed portion
SW001	Storm Tunnel, Sanitary Tunnel & Sewer Rehab
SW002	Miscellaneous Storm Drains
SW004	Implementation of US EPA Storm Water Regulations
SW007	Park Board Capital Storm Drain
WTR03	Gates and Manholes
WTR04	Large Gate & Valve Replacement
WTR05	Watermain Replacement or Cleaning & Lining
WTR06	Large Watermain Cleaning and Lining
WTR07	Manhole Repair/Replacement
BIK05	Bicycle Parking
RMP02	Residential Parking Program

k) The Finance Officer is authorized to approve adjustments to Capital Appropriations between different agency and organization levels within the same fund and revenue source. Such budget transfers shall not constitute approvals of any policy change.

l) The Finance Officer is authorized to establish or adjust appropriations to pay all costs associated with authorized City of Minneapolis bond sales to include costs of issuance and annual maintenance type fees from the Bond Redemption Fund (5250) with the expenditures then being allocated to other funds as appropriate.

m) Public Works-Property Services is directed to provide CLIC a one page summary of major repair items completed in 2002 as part of their PSD01 Facilities Repair and Improvements capital program. This document should accompany the annual capital submittal for this program.

n) The Finance Officer is authorized to fund from investment earnings generated from capital project balances studies related to long-term financial planning models and related debt management activity.

o) Staff responsible for the Art in Public Places capital program are directed to provide CLIC a status of projects currently in the planning phase or under construction as part of their capital submittal for 2004 – 2008.

p) The Finance Officer is authorized to establish and adjust appropriations to provide for the transfer of funds to include bond proceeds and investment income for capital projects.

q) Park Board is requested to provide the Capital Long-Range Improvement Committee (CLIC) a report showing where capital expenditures were incurred by project for 2002 and details of what projects are planned by year and by funding source for the 2003-2008 timeframe. This report should be provided to CLIC as part of the Park Board capital submittal.

r) The Finance Officer is authorized to make corrections for errors of omission and misstatements in order to accurately reflect the 2003 Capital budget year of the adopted 2003-2007 Five Year Capital Program.

s) The adoption of the 2003-2007 Five Year Capital Program is to assist in planning and provide direction for City departments including Engineering Services, but it does not establish permanent Council commitment to the out-year projects either in scope or timeline of construction.

t) Be it Further Resolved that this resolution may be cited as "The Capital Improvement Appropriation Resolution of 2003."

u) The Public Safety Initiative (PSI) Program is a \$32,610,000 program comprised of seven capital projects, as follows:

- 1) 800 MHz Radio System, to be completed in 2003;
- 2) Expand Police Precinct #3, to be completed in 2003;
- 3) Remodel Fire Station #6, to be completed in 2003;
- 4) Downtown Command Precinct, completed in 2002;
- 5) Police Facility Study, completed in 2002;
- 6) New Fire Station #14, planning to start in 2003;
- 7) Security Enhancements, completed in 2003-4.

The Finance Plan calls for \$1,500,000 to be collected from property taxes from 2003 to 2026 as well as \$220,000 annually from the Permanent Improvement Tax Levy and a \$350,000 contribution to Debt Service until 2026 from the Radio Shop Internal Service fund. Public Works is directed to establish an appropriate scope for the security enhancements project with any excess resources to be reallocated to the New Fire Station #14 project. Staff are directed to report to W&M by April 1, 2003 with a progress report on the elements of this program.

v) The following transfer supports the 2003 Capital Program: \$3,788,000 from the General Fund 0100 to the City-Capital Improvements Fund 4100. This transfer is for the ITS Core Infrastructure Investments capital program. The Finance Officer is authorized to appropriate this capital program if it is determined that general fund revenues will be available from local government aid in 2003.

w) The 2003 Street Renovation Program will be comprised of the following projects:

- 1) University East
- 2) North Phillips

x) The Library Board is directed to provide CLIC an updated cost estimate of infrastructure needs by facility as part of the 2004 – 2008 Capital submittal.

y) Public Works and Park Board are directed to provide CLIC with an annual infrastructure gap spending report as part of their capital budget submittals, showing where the infrastructure gap dollars provided have been spent from inception of the respective programs through 2002. The report should differentiate between maintenance and capital expenditures and indicate units of accomplishment where possible.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolutions requesting the Board of Estimate and Taxation to incur indebtedness and issue and sell City of Minneapolis bonds for various amounts, as reflected in the 2003 Capital Appropriation Resolution.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolutions 2002R-477 through 2002R-484, requesting the Board of Estimate and Taxation to incur indebtedness and issue and sell City of Minneapolis bonds for various amounts, as reflected in the 2003 Capital Appropriation Resolution, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolutions.

RESOLUTION 2002R-477

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$500,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$500,000, the proceeds of which are to be used for diseased tree removal, for which assessments shall be collected in 5 successive equal annual installments payable in the same manner as real estate taxes.

PRKDT	Diseased Tree Program	500,000
	Total	\$500,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-478

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$3,872,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$3,872,000, the proceeds of which are to be used for the purpose of paying the portion of the cost of making and constructing certain local improvements to be assessed against benefited properties as estimated by the City Council and the Park Board, including assessable portions of the costs relating to sanitary sewers, paving, mill and overlays, alley resurfacing, retaining walls, streetscapes, landscaping, curb and gutter, street lighting, traffic management plans, ornamental lighting and bike lane development, of which assessments shall be collected in successive equal annual installments, payable in the same manner as real estate taxes, with the number of installments determined by the type of improvement and current City Council policy.

PV001	Parkway Paving and Parkway Gap Program	50,000
PV003	Street Renovation Program	1,790,000
PV004	CSAH Paving Program	750,000
PV006	Alley Renovation	63,000
PV011	Nicollet Avenue South Phase II	503,000
PV012	Tenth Street South	310,000
PV018	East 38th Street	406,000
	Total	\$3,872,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-479

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$21,694,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds, in the amount of \$21,694,000, the proceeds of which are to be used as follows:

Building Commission, in the amount of \$795,000

MBC01	Life Safety Improvements	225,000
MBC02	Mechanical Systems Upgrade	570,000

Library Board, in the amount of \$1,000,000

MPL02	Franklin Library Historic Preservation/Expansion	1,000,000
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Park & Recreation Board, in the amount of \$1,920,000

PRK01	Community & Neighborhood Center Rehabilitation	1,250,000
PRK02	Site and Tot Lot Rehabilitation	535,000
PRK04	Athletic Field Renovation	135,000

City Council, in the amount of \$17,979,000

BIK02	Commuter Bicycle Route System	200,000
BIK03	Henn/Lyn Bike Project(Loring Bikeway)- Phase 1&2	45,000
BR001	Major Bridge Repair and Rehabilitation	200,000
BR007	Plymouth Avenue/BNSF, Bassett Creek	736,000
CDA01	Heritage Park Redevelopment Project	3,059,000
ITS02	ITS Core Infrastructure Investments	1,000,000
PSD01	Facilities Repair and Improvements	1,500,000
PSD02	Public Works Facilities Project	1,378,000
PSD03	Space Management-Functional Improvements	415,000
PV001	Parkway Paving and Parkway Gap Program	600,000
PV003	Street Renovation Program	5,817,000
PV004	CSAH Paving Program	100,000
PV006	Alley Renovation	188,000
PV011	Nicollet Avenue South Phase II	785,000
PV012	Tenth Street South	344,000
PV018	East 38th Street	522,000
STS02	Lake Street Reconstruct/Streetscape (Segment 2)	115,000
STS03	Lake Street Reconstruct/Streetscape (Segment 3)	151,000
SWK01	Defective Hazardous Sidewalks/Complete Gaps	138,000
TR001	New Traffic Signals	3,000
TR004	Computerized Traffic Signal Control Expansion	3,000
TR005	Controller Conversion	400,000
TR007	Traffic Signal, Signing & Lighting Improvements	280,000
Total		\$17,979,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-480

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$17,625,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds, in the amount of \$17,625,000, the proceeds of which are to be used for projects defined as part of the Public Safety Initiative as follows:

PSI01	800 Megahertz Radio System	4,560,000
PSI02	Expand Police Precinct #3	5,750,000
PSI03	Remodel Fire Station #6	910,000
PSI05	New Fire Station #14	2,145,000
PSI07	Security Enhancements	4,260,000
Total		\$17,625,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-481

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$4,615,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$4,615,000, the proceeds of which are to be used for flood mitigation, sewer, and storm drain/tunnel projects, as follows:

SW005	Combined Sewer Overflow Improvements - Phase 2	2,000,000
SW008	Flood Mitigation Projects	2,615,000
Total		\$4,615,000

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-482

By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$4,350,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$4,350,000, the proceeds of which are to be used for Water Works related projects, as follows:

WTR01	Shop and Stores Facilities (Fridley)	1,750,000
WTR08	Complete SCADA System	2,600,000
Total		\$4,350,000

Adopted. Yeas, 12; Nays none.
Passed December 16, 2002.
Approved December 19, 2002. R.T. Rybak, Mayor.
Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-483
By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$6,200,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$6,200,000, the proceeds of which are to be used for fleet equipment purchases.

Adopted. Yeas, 12; Nays none.
Passed December 16, 2002.
Approved December 19, 2002. R.T. Rybak, Mayor.
Attest: S. Ristuben, Asst City Clerk.

RESOLUTION 2002R-484
By Johnson

Requesting that the Board of Estimate and Taxation incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$6,240,000 for certain purposes other than the purchase of public utilities.

Resolved by The City Council of The City of Minneapolis:

That the Board of Estimate and Taxation be requested to incur indebtedness and issue and sell City of Minneapolis bonds in the amount of \$6,240,000, the proceeds of which are to be used for capital improvements to community libraries, as follows:

MPL01	Pierre Bottineau Library Relocation	900,000
MPL03	Sumner Library Expansion/Remodel/Preservation	2,100,000
MPL04	Roosevelt Community Library Replacement	1,500,000
MPL05	East Lake Library Expansion/Remodeling	1,000,000
MPL06	Webber Park Library Expansion	100,000
MPL07	Southeast Library Capital Improvements	340,000
MPL08	Northeast Library Expansion/Remodeling	300,000
Total		\$6,240,000

Adopted. Yeas, 12; Nays none.
Passed December 16, 2002.
Approved December 19, 2002. R.T. Rybak, Mayor.
Attest: S. Ristuben, Asst City Clerk.

W&M/Budget - Your Committee recommends passage and summary publication of the accompanying Resolution designating the utility rates for water, sewer, solid waste and recycling services, effective on and after January 1, 2003.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Resolution 2002R-485, designating the utility rates for water, sewer, solid waste and recycling services, effective on and after January 1, 2003, was passed December 16, 2002 by the City Council and approved December 19, 2002 by the Mayor. A complete copy of this Resolution is available for public inspection in the office of the City Clerk.

The following is the complete text of the unpublished summarized resolution.

RESOLUTION 2002R-485

By Johnson

Designating the utility rates for water, sewer, solid waste, and recycling service effective with water meters read on and after January 1, 2003.

Resolved by The City Council of The City of Minneapolis:

Effective with utility billings for water meters read from and after January 1, 2003, the meter rates for water are hereby fixed and shall be collected as follows:

- (a) Charges commence when the street valve is turned on for water service.
- (b) Two dollars and twenty-one cents (\$2.21) per one hundred (100) cubic feet for customers not otherwise mentioned, within the limits of the City of Minneapolis.
- (c) Two dollars and twenty-one cents (\$2.21) per one hundred (100) cubic feet to the United States Government within the city limits, and outside of or adjacent to the city limits, such rates and upon such terms as may be agreed upon by the city and the United States Government.
- (d) Two dollars and twenty-one cents (\$2.21) per one hundred (100) cubic feet to the University of Minnesota, the United States Veterans' Hospital, the metropolitan airports commission for service to Minneapolis-St. Paul International Airport, and all city-owned property.
- (e) Two dollars and thirty cents (\$2.30) per one hundred (100) cubic feet to municipalities and villages outside the corporate limits of the city where service to such municipalities or villages is given through a master meter.
- (f) Two dollars and thirty-six cents (\$2.36) per one hundred (100) cubic feet to municipalities, municipal corporations, villages and customers outside the corporate limits of the city where service is furnished through individual customer meters.
- (g) Rates for municipalities, municipal corporations and villages, which are established by contract, shall continue on the existing contract basis.
- (h) Under the above rates no meter shall pay a less sum per billing period or fraction thereof for the use of water than the following:

Net Minimum Meter Size	Net Minimum Monthly Bill	Quarterly Bill
5/8-inch	\$ 2.00	\$ 6.00
3/4-inch	2.40	7.20
1-inch	4.80	14.40
1 1/2-inch	8.85	26.55
2-inch	14.00	42.00

3-inch	27.00	81.00
4-inch	50.00	150.00
6-inch	95.00	285.00
8-inch	135.00	405.00
10-inch	191.00	573.00
12-inch	231.00	693.00

- (i) The minimum bill for an owner occupied residential development serviced by a combined fire/general service line shall be a multiple of the number of units served, times the minimum charge for a three-fourth (3/4) inch meter.
- (j) All fire standpipes, supply pipes and automatic sprinkler pipes with detector meters, direct meters or non-metered, shall be assessed according to size of connection at the following rates each per annum for the service and inspection of the fire protection pipes and meters installed, as follows:

2 inch pipe connection	\$ 30.00
3 inch pipe connection	36.00
4 inch pipe connection	48.00
6 inch pipe connection	72.00
8 inch pipe connection	120.00
10 inch pipe connection	180.00
12 inch pipe connection	300.00

When the seal of any of the valves connecting with such fire protection pipes shall be broken, it shall be forthwith resealed by the superintendent of the waterworks. All connections for fire systems must have a post indicator valve installed at the curb if ordered by the superintendent of the waterworks. (Code 1960, As Amend., § 606.030; Ord. of 12-28-73, § 1)

The sewer rental rates shall be applied to utility billings for water meters read from and after January 1, 2003. The sewer rental rates to be charged properties within and outside the City of Minneapolis that are served directly by the City of Minneapolis sewer system and that are all served either directly or indirectly by the sewage disposal system constructed, maintained and operated by the Metropolitan Council Environmental Services under and pursuant to Minnesota Statutes Sections 473.517, 473.519 and 473.521, Sub. 2, are hereby set as follows:

- (a) The sewer rental rate applicable inside the City of Minneapolis is three dollars and twenty-eight cents (\$3.28) per one hundred (100) cubic feet. The minimum sewer rental rate shall be two dollars (\$2.00) per month.
- (b) The sewer rental rate applicable outside the City of Minneapolis for all sewage flow generated is three dollars and twenty-eight cents (\$3.28) per one hundred (100) cubic feet. The minimum sewer rental rate shall be six dollars (\$ 6.00) per month. Sewer rental only service shall be thirteen dollars (\$13.00) per month.
- (c) The sewer rental charge for residential property not exceeding three (3) residential units shall be based on the volume of water used during the winter season which is defined as a four (4) month period between November 1 and March 31.
- (d) The sewer rental charge for residential property exceeding three (3) residential units and all other commercial and industrial property shall be based on measured sewage volume or the total water volume used during the billing period as is appropriate.

Solid waste and recycling variable rate charges associated with water meter read dates from and after January 1, 2003, the charges shall be as follows:

- (a) The base unit charge shall be twenty-two dollars and twenty-five cents (\$22.25) per dwelling unit per month.
- (b) The recycling reduction shall be seven dollars (\$7.00) per dwelling unit per month for the units whose occupants qualify as participating in the city's recycling program.

- (c) The cart disposal charge shall be two dollars (\$2.00) per month for each small cart.
- (d) The cart disposal charge shall be four dollars (\$4.00) per month for each large cart assigned to a dwelling unit.

Adopted. Yeas, 12; Nays none.

Passed December 16, 2002.

Approved December 19, 2002. R.T. Rybak, Mayor.

Attest: S. Ristuben, Asst City Clerk.

Lilligren moved to adjourn. Seconded.

Adopted. Yeas, 12; Nays none.

Adjourned.

STEVEN J. RISTUBEN,
Assistant City Clerk.

Created: 12/18/2002
Modified: 12/20/2002;
12/26/2002