

**City of Minneapolis  
2019 Budget**

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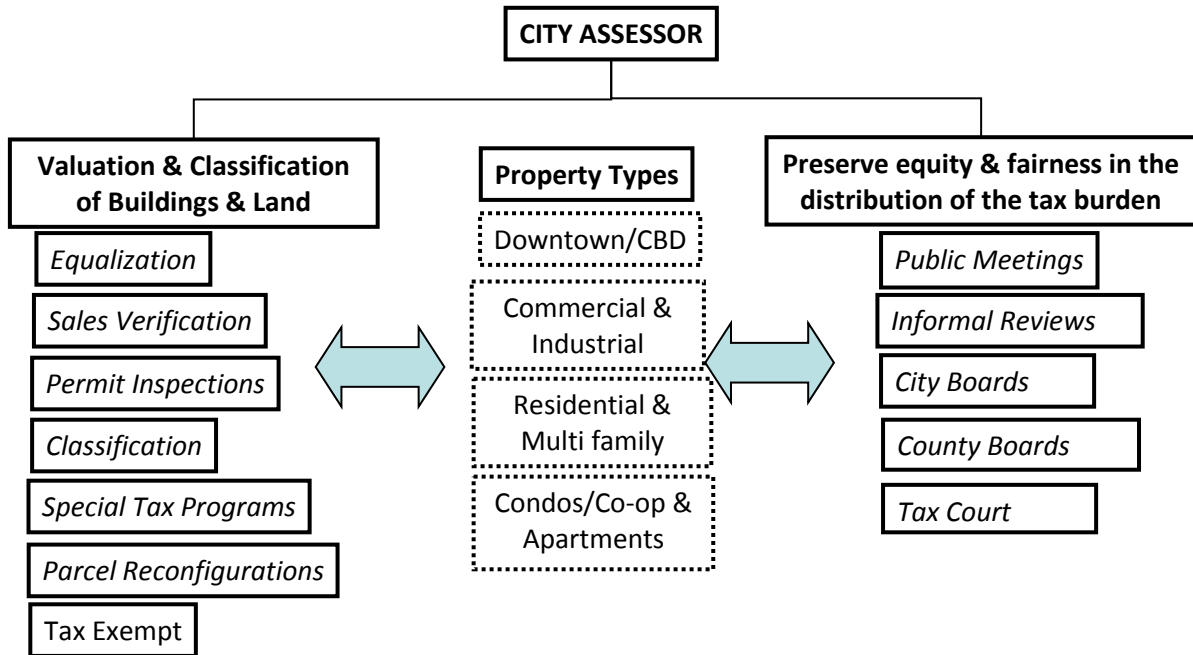
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## ASSESSOR

### MISSION

The Minneapolis Assessor's Office serves the taxpayers of the City by valuing and classifying real estate property in an accurate, ethical, equitable and defensible manner as prescribed by state law.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

### Appraisals and Assessment Administration

General Fund: \$6,148,000

The Assessor's office is statutorily mandated to determine the market value and classification of all land and improvements annually. An annual assessment includes: Property Inspections; Exemptions and Tax Relief Programs; Data & Record Management; Taxpayer Notification; Taxpayer Appeals and Reviews; Tax Court Litigation, Legislation, Neighborhood and Community Outreach and Business Relations. The office administers property tax programs in an accurate, ethical, equitable and defensible manner as prescribed by state law.

## **FINANCIAL ANALYSIS**

### **Expenditure**

The Assessor Department's budget decreases from \$6.9 million to \$6.1 million in 2018 to 2019. This is a decrease of \$727,000, or 10.6% due to inflationary increases in operating costs, and budgetary change items of \$415,000 in 2019 offset by elimination of one-time budget allocation of \$1.3 million from 2018.

### **Revenue**

This department does not generate revenue.

### **Fund Allocation**

This department is funded completely in the General Fund.

### **Budget Change Items**

Detailed change items are presented on the following pages.

# Assessor Computer Assisted Mass Appraisal (CAMA) System

2019 Change Item

Program: Appraisals and Assessment Administration

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$415	\$294	\$294	\$294	\$294	\$294
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$415	\$294	\$294	\$294	\$294	\$294

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

## Council Adopted Budget:

The City Council approves \$121,000 one-time and \$294,000 ongoing for a new Computer Assisted Mass Appraisal (CAMA) and Property Record system to replace Govern, its current legacy system.

## Rationale/Background:

The Assessor's primary objective is to value and classify 130,000 parcels in Minneapolis each year and it achieves this primary objective by using property data and CAMA analytics. The current CAMA system is at the end of its lifecycle, portions of the software are not supported by the vendor and updates are no longer available.

The Assessor's legacy CAMA system was developed by Govern in 1999. Govern CAMA was a successful application for many years; however, the system architecture is no longer relevant and fails to meet the needs of the department. Govern was installed in 2000 - 2001 and its technology platform is dangerously outdated, unstable, difficult to maintain and measurably inefficient to use. It's critical the Assessor modernize its current assessment technology and review business processes to ensure values, classifications and property tax programs are calculated and administered with precision and accuracy and to meet all statutory and Department of Revenue requirements.

Ownership and parcel data is used by Public Works, Regulatory Services, CPED, IT and the city's website. Fixing application problems is becoming more serious and harder to resolve quickly and cost effectively. The city enterprise will be negatively affected by a disruption in service caused by a failure in the Assessor's property record system. Application failures lead to a loss of productivity and reduce public confidence in city services.

## Description of the Change:

The CAMA system is replacing an 18-year old legacy system that's at end-of-life. This system provides the framework, data storage and assessment analytics to annually value, classify and manage 130,000 real estate and personal property accounts with a high degree of precision, accuracy and efficiency.



## Assessor Computer Assisted Mass Appraisal (CAMA) System

2019 Change Item

Funding will provide new and improved capabilities and functionality in the CAMA system:

- New CAMA analytical tools that will result in more precise and equitable real estate values citywide;
- Transparency in property value calculations and assessment methodology;
- Data verification, validation and reporting functionality;
- Mobile solution for appraisers in the field;
- Online self-service functionality for owners or taxpayers;
- Seamless integration with city enterprise systems like ELMS, MINS and COMET/COGNOS;
- New GIS mapping, charting and visualization tools;
- Vendor-hosted cloud-based solution

### Equity Impact:

A new CAMA system enables the assessing department to mass appraise with greater accuracy and equity ensuring owners and renters in every neighborhood are paying only their fair share of the tax burden. Analytical tools like Sales Ratios, Price Related Bias and Price Related Differential can identify and reduce tax regressivity (taxes as a percent of income that are disproportionately higher on low and middle income households) throughout the city.

Access to knowledge and information is a known racial and ethnic barrier to participation and engagement. The new CAMA system will provide more data, information and reports to the city's website and social media outlets. This will also improve transparency about the mass appraisal process and build trust, confidence and engagement between city staff and taxpayers.

### Results:

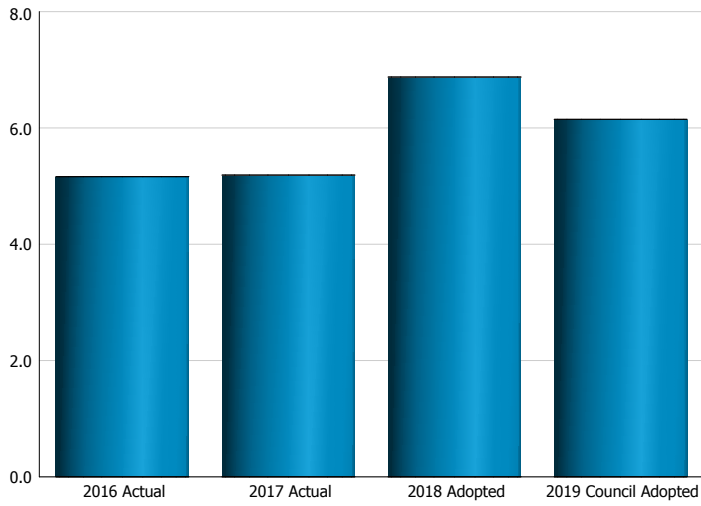
Performance Measures – Statistical, Financial and Community Focused
Improved COD, PRB, PRD and Sales Ratios
Increased quality and quantity of tools, reports and open data available to City staff and taxpayers on the city website
Decreased number of appeals to the local and county boards
Increased efficiency in expediting local and county board appeals and tax court
Improved community engagement with underserved and communities of color
Cost saving and cost sharing with metro counties using the same vendor and CAMA system
Increased employee job satisfaction and employee engagement
Decrease the number of abatements due to clerical and programming error

# ASSESSOR EXPENSE AND REVENUE INFORMATION

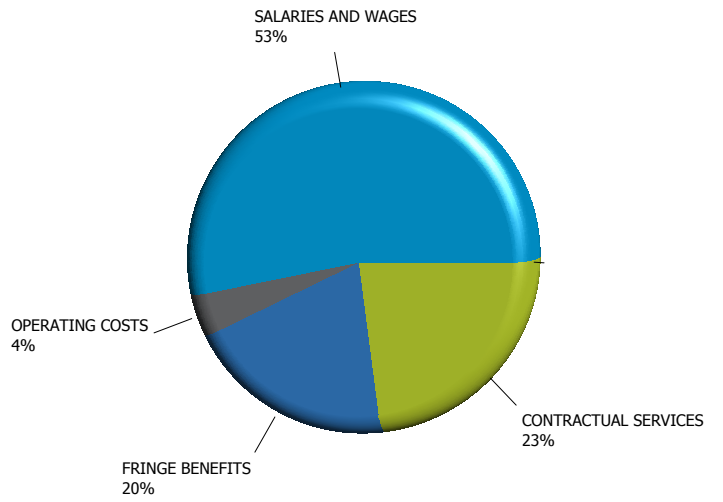
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	2,884,000	2,932,000	3,166,000	3,270,000	3.3%	104,000
FRINGE BENEFITS	1,062,000	1,126,000	1,202,000	1,221,000	1.6%	19,000
CONTRACTUAL SERVICES	973,000	861,000	2,228,000	1,410,000	-36.7%	-818,000
OPERATING COSTS	243,000	271,000	279,000	247,000	-11.5%	-32,000
CAPITAL	1,000			0		
<b>TOTAL GENERAL</b>	<b>5,163,000</b>	<b>5,190,000</b>	<b>6,875,000</b>	<b>6,148,000</b>	<b>-10.6%</b>	<b>-727,000</b>
<b>TOTAL EXPENSE</b>	<b>5,163,000</b>	<b>5,190,000</b>	<b>6,875,000</b>	<b>6,148,000</b>	<b>-10.6%</b>	<b>-727,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
CHARGES FOR SERVICES						
PROPERTY TAXES	47,000					
<b>GENERAL</b>	<b>47,000</b>					
<b>TOTAL REVENUE</b>	<b>47,000</b>					

# ASSESSOR EXPENSE AND REVENUE INFORMATION

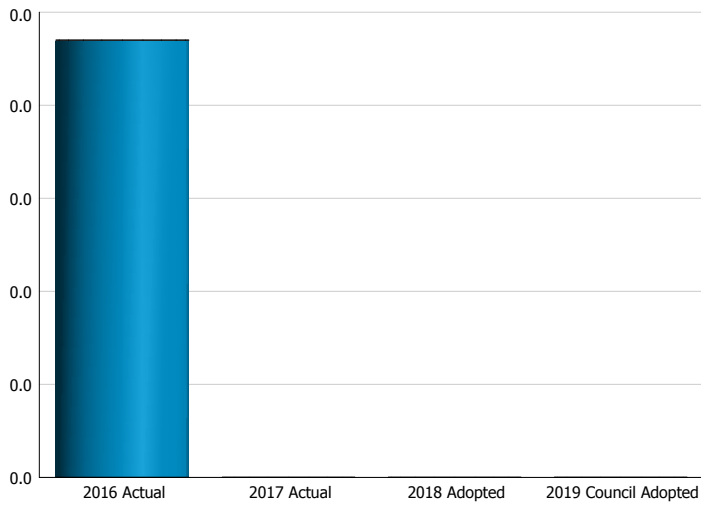
**Expense 2016 - 2019**  
In Millions



**Expense by Category**



**Revenue 2016 - 2019**  
In Millions

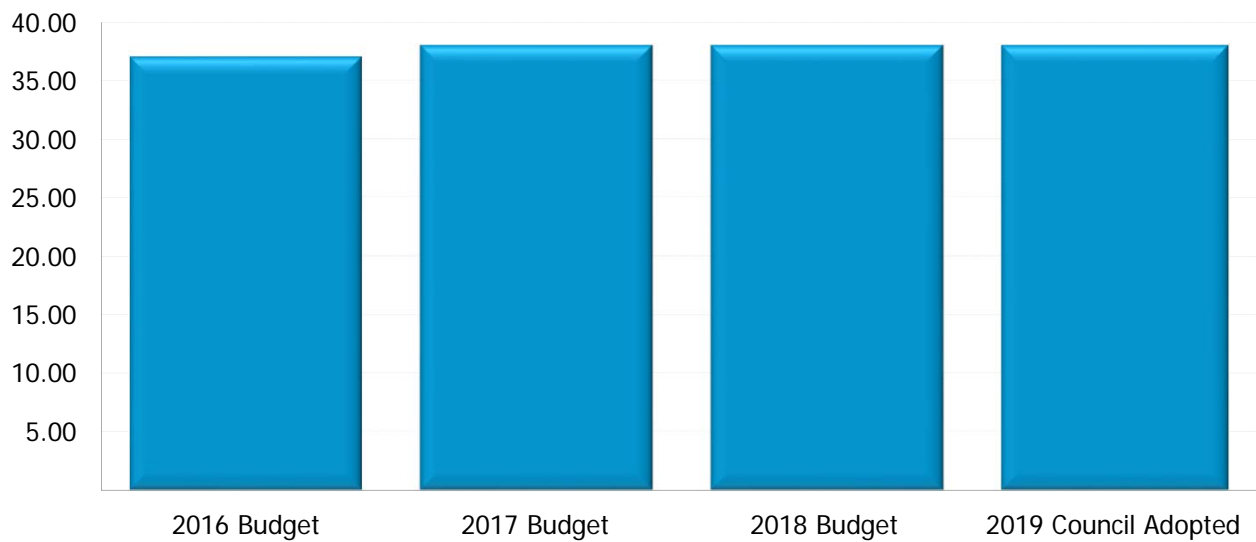


## ASSESSOR

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
ASSESSOR OPERATIONS	37.00	38.00	38.00	38.00	0.0%	0
Overall	37.00	38.00	38.00	38.00	0.0%	0

### Positions 2016-2019

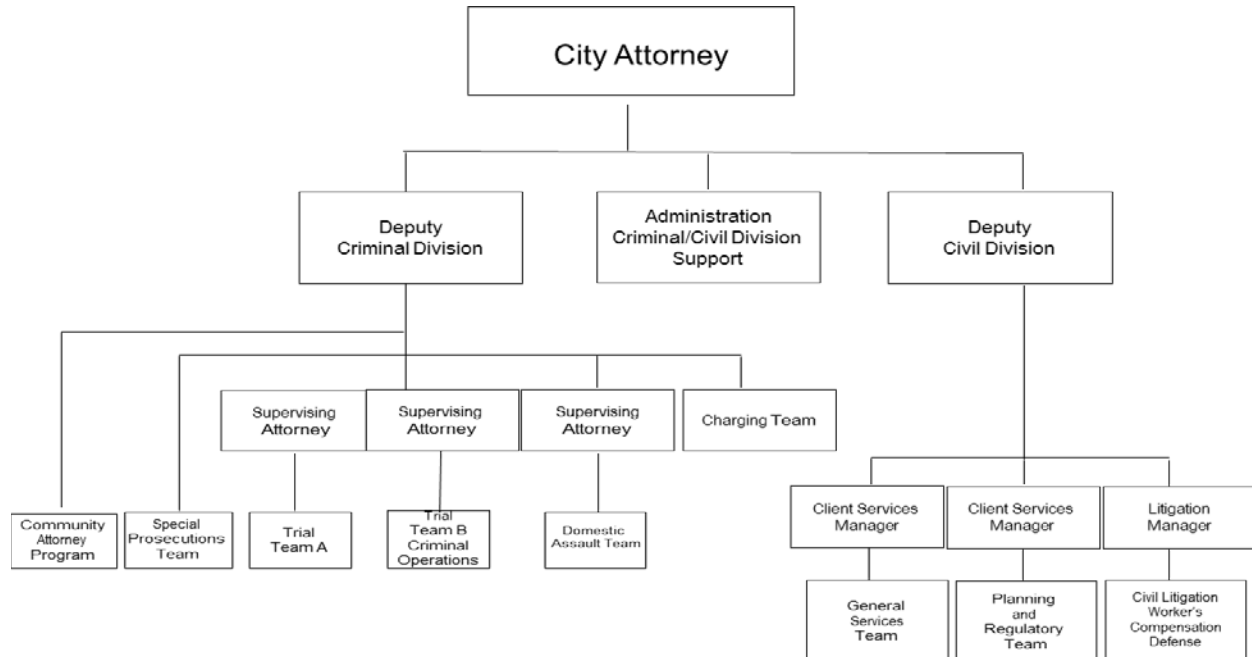


## CITY ATTORNEY

### MISSION

The City Attorney department's mission is to enhance public safety, serve justice and vigorously represent the interests of the City of Minneapolis and its residents by holding criminal offenders accountable and delivering the highest quality, cost effective legal services.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### Criminal Justice

General Fund: \$10,691,000  
Other Funds: \$335,000

The Criminal Justice Division of the City Attorney's Office (CAO) prosecutes all adult gross misdemeanor, misdemeanor and petty misdemeanor offenses in the City of Minneapolis. Prosecution is a mandated function. The criminal prosecution function is divided into five teams: domestic violence, special prosecution team and two general trial teams. The office places a special emphasis on domestic violence cases, with a coordinated, collaborative approach ensuring advocacy and services for victims while seeking effective intervention to prevent future violence. The CAO also has an active community attorney program with a prosecutor housed in each of the five police precincts. The program engages residents and neighborhood businesses in responding to the particular needs and public safety concerns of communities across the City.

The CAO has been a leader in criminal justice reform, without compromising public safety. The CAO has developed a number of unique programs that achieve more effective outcomes by addressing underlying needs of offenders, while reducing the collateral consequences of the criminal justice system. The CAO has greatly increased diversion opportunities and offers pre-charge diversion, allowing individuals to avoid a criminal record. We have reduced the number of individuals booked into jail for lower level offenses and bench warrants.

We have a proven track record of innovation, including the Minneapolis Model for domestic violence prosecutions, the Downtown 100 and Interact, a restorative justice model for misdemeanor obstruction of justice charges. One of the more recent new programs is the Pathways program for individuals charged with carrying a weapon without a permit. Instead of incarceration, the program offers a needs assessment and intensive, community-based, trauma-informed programming designed to help these offenders - who are mostly young adult males - to a better future and to avoid future violence. Successful participants avoid a conviction on their record. Prior to this program, those convicted of this offense had a high rate of recidivism and often for violent felonies. The early results from this program are promising. This budget provides ongoing funding for this new program.

#### **Civil Legal Services**

Other Funds: \$8,011,000

The Civil Division of the City Attorney's Office provides all legal services and representation to the City, including its elected officials, departments and boards and commissions and is a highly respected public law office. The Civil Division is divided into two teams, Client Services and Litigation. The Client Services team is called upon to draft ordinances, represent the City in complex real estate and development matters, draft and review contracts and advise the City on a myriad of legal questions ranging from governmental authority and constitutional questions to election law and compliance with the open meeting law and data practices act. The Litigation Team handles all litigation, both defending the City and, when appropriate City employees, as well as bringing affirmative litigation on behalf of the City. In addition to litigation, the team represents the City in labor arbitrations, civil service, worker's compensation and veteran's preference proceedings. The team is proactive in working with City officials and department staff to identify issues that raise a potential for litigation and provide advice on preventive measures.

### **FINANCIAL ANALYSIS**

#### **Expenditure**

The Attorney Department's budget increases from \$18.4 million to \$19.0 million in 2018 to 2019. This is an increase of \$592,000, or 3.2% due to routine inflationary increases in operating costs and budgetary change items of \$120,000 in 2019.

#### **Revenue**

Revenues are projected to remain flat at \$250,000 in 2019.

#### **Fund Allocation**

This department is funded primarily by the General Fund at 56.2% with the remainder of the department's funding provided by the Self Insurance Fund at 43.8% and 1.8% funded by the Special Revenue Fund.

#### **Budget Change Items**

Detailed change items are presented on the following pages.

**City Attorney****2019 Change Item****Pathways: Community-based Programming for Gross Misdemeanor Weapons Offenses**

Program: Criminal Prosecution  
Fund: General – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$35	\$35	\$35	\$35	\$35	\$35
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$35	\$35	\$35	\$35	\$35	\$35

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$35,000 ongoing to continue a program launched in 2017 with Urban Ventures as an improved alternative to standard conviction and sentencing for gross misdemeanor weapons charges.

**Rationale/Background:**

This program offers needs-based, trauma informed programming for these individuals through a community-based provider. Individuals who successfully complete this program avoid a criminal conviction and time in the County workhouse. The individuals charged with this offense tend to be young adults, often of color, with this as their first adult criminal offense. It serves the goals of criminal justice reform while improving public safety and providing a brighter future for these young adults.

The typical sentence obtained previously by the City Attorney's Office (CAO) in these types of cases involved a conviction and 30 days in the Hennepin County Adult Correctional Facility or electronic home monitoring. While we had a high conviction rate, there was also a high rate of recidivism (70% within a span of ten years or less), including many violent felony-level offenses. The CAO set out to create a more effective alternative that could help prevent future offenses.

Following an RFP, Urban Ventures was selected as the provider. The Urban Ventures program offers a needs assessment and 82 hours of intensive programming over a three-month period, with a year of bi-weekly follow-up. Individuals who successfully complete the program will have the criminal charge dismissed with no conviction on their records.

**Description of the Change:**

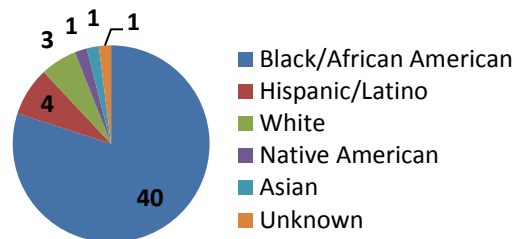
The CAO currently has a three-year agreement with Urban Ventures for this program. The current cost for the program is approximately \$3,000 per month. This change item provides ongoing funding for this program.

## Pathways: Community-based Programming for Gross Misdemeanor Weapons Offenses

**Equity Impact:**

The groups impacted so far by this change item are: 40 Black/African American, 4 Hispanic/Latino, 3 white, 1 Native American, 1 Asian, and 1 unknown.

**Number Referred by Race**

**Results:**

The first-year results have shown a high rate of success with virtually all who have accepted the program on path to complete the requirements with very positive reviews of the impact of the program.

While only a year in to the program, our current measures include the number of participants, their phases of completion, race/ethnicity, and reason for termination. We will track recidivism rates as individuals graduate from the program.



**City Attorney**  
Victim Witness Specialist

**2019 Change Item**

Program: Criminal Prosecution  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Federal & State Grant Fund	\$72					
General Fund	\$26					
<b>Expenditures</b>						
Personnel	\$98					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	1					

**Council Adopted Budget:**

The City Council approves one-time authorization to hire one FTE in 2019 for a grant-funded Victim/Witness Specialist (VWS) position.

**Rationale/Background:**

In 2017, the CAO applied for and received a grant jointly from the U.S. Department of Justice, Office of Justice Programs, Office for Victims of Crime and the Minnesota Department of Public Safety, Crime Victim Services. This grant enabled the CAO to improve its crime victim services for non-English speaking crime victims by hiring an additional Victim Witness Specialist who speaks Spanish, increasing the level of service to non-intimate partner domestic victims, assisting more victims with submitting restitution or reparation claims, providing more outreach in the community, and training other allied professionals about the criminal justice system response to crime.

**Description of the Change:**

Through a grant, the CAO was able to add a position to its Victim/Witness Specialist (VWS) program to provide improved services for crime victims who are non-English speakers.

The following are the added activities that this position makes possible:

- Begin calling victims/witnesses prior to the arraignment on non-intimate partner domestic cases. Currently VWAs only call on intimate partners cases prior to the arraignment to seek input,
- Calls to victims on Level 3 cases. Level 3 cases involve DWI related collisions with unoccupied vehicles, misdemeanor moving violations in which only property damage is alleged, 4th Degree assault on a police officer or assault on a police horse, criminal damage to property, theft related cases in which the loss was not recovered and disorderly conduct cases in which physical contact was alleged,
- Provide more support for victims in submitting restitution or reparations claims. Previously, only letters were sent.
- Provide a VWS staff to be present weekly at MPD's community based safety centers to meet with victims who need help filling out paperwork or feel more comfortable talking with someone in person, so that the victim

does not have to come downtown and park to speak to someone at our office and to collaborate with MPD, Probation, and advocates from Casa de Esperanza who currently staff the safety centers, in providing outreach to victims and the community,

- Provide regular roll-call trainings for police officers with the MCAO's community attorneys to inform officers about crime victim services and answer questions
- Attend community meetings with the MCAO's community attorneys to provide information about crime victim services and the criminal justice process, and
- Engage in outreach to immigrant communities to educate about crime victim services.

**Equity Impact:**

This position is specifically focused on immigrant communities. Over half of the crime victims/witnesses we serve are people of color. A significant number of our victims/witnesses are immigrants, refugees, LGBTQ or those with disabilities (cognitive or physical). As previously mentioned, having increased outreach to victims and witnesses of crimes in culturally responsive ways will ensure victims and witnesses will be able to better understand the criminal justice system and be more supported as they go through the process. One of the primary focuses of our outreach is to traditionally underserved and immigrant populations. We work with our existing collaborative partners, and hope to engage more partners through outreach by VWS staff, to educate the community about the criminal justice system in the United States and crime victim rights.

**Results:**

In the first quarter of 2018, CAO contacted 685 victims/witnesses, up by 16% from 1<sup>st</sup> quarter of 2017 when 592 victims/witnesses were contacted. The evaluation process for the expanded VWS program will include both qualitative and quantitative data. VWSs currently track and will continue to track;

- Number of victim cases and victims, victims successfully contacted and victims who appear for trial
- Number of victims who they meet with at the community safety centers, other contacts made with criminal justice system partners, and with individuals in the community
- Number of community meetings and trainings provided, and the number of attendees at each event
- Evaluate the effectiveness of trainings by providing a previously developed evaluation form to attendees to complete. This form rates the training, presenters, topics, and includes a spot to make suggestions for future trainings.

# City Attorney

## Domestic Violence Outreach

## 2019 Change Item

Program: Criminal Prosecution

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$30	\$30	\$30	\$30	\$30	\$30
Other	\$30	\$30	\$30	\$30	\$30	\$30
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$60	\$60	\$60	\$60	\$60	\$60

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$60,000 ongoing to continue the existing Minneapolis Violent Crime Hot Spots – Domestic Violence Outreach program.

### Rationale/Background:

The existing Minneapolis Violent Crime Hot Spots - Domestic Violence Outreach pilot was implemented in 2016 in North Minneapolis violent crime hot spots, and was expanded to include hot spots in South Minneapolis in 2017. The project involves pairing a specially trained MPD precinct officer with a family therapist to conduct follow-up visits at homes located in violent crime hot spots where a 911 call coded for domestic violence was made, but resulted in no police report. The goal of this program was to gather information on the reason for the call; offer resources to the family to help address needs; and help improve police-community relations by having the officers interact in a non-enforcement capacity.

With the data gathered, we know that there are missed opportunities to provide early support, particularly community-based supports, instead of a standalone police response in these situations. We would like to continue the pilot and expand upon it in 2019 by contracting with community-based, culturally specific providers to continue to innovate and improve service delivery in these areas of the city where families are so negatively impacted by the presence of higher levels of violent crime. The MPD Precinct Inspectors in North and South Minneapolis would also like to see this program continue and believe it adds a helpful resource to a police-only response.

The original genesis for the pilot project came out of an analysis of 911 calls in identified violent crime hot spots which showed that the number one citizen initiated request for police service (911 calls) were coded as domestic violence calls. Of these calls, only 20-25% resulted in a police report being written and 75-80% of the calls resulted in no police report, with no follow up intervention by the criminal justice system or by community-based domestic violence advocates. Our review of the calls showed that a majority of the 911 calls were for needing assistance in dealing with an immediate need and not necessarily a criminal justice response.

## City Attorney Domestic Violence Outreach

## 2019 Change Item

With this item, we will continue the follow-up outreach and work to develop a more proactive service delivery model to 911 callers and their families designed to better address the reasons for their 911 calls. This fits in with the department priority of domestic violence prevention and Mayoral priority of improving police community relations. The CAO will continue to devote paralegal and attorney time in supporting the work of this program.

### Description of the Change:

This is a continuation of the existing pilot program that has been funded through one-time funding. As part of the current pilot project, we have partnered with the Domestic Abuse Project (DAP) to provide a family therapist to conduct the follow-up home visits. The average annual costs are \$11,500 for DAP therapist home visits and \$30,000 for Police buy-back time. We request that these home visits continue, as our partners indicate that the home visits help the community feel more connected to both police and service providers as the follow-up visits allow the community to see that police are concerned enough to follow up with them after the initial 911 call and offer services and support.

We have and will continue to partner with the City's Health Department, MPD, County, non-profit and community members to help guide this work. For example, we recently contracted with the Cultural Wellness Center to host community forums to obtain community input into how the criminal justice system is responding to domestic violence. The forums have helped us gain valuable insight from the community about the criminal justice, and child protection response, to domestic violence.

The CAO has a strong commitment to developing new, innovative approaches to addressing domestic violence occurring within the City. This item complements the existing work of the CAO, as well as the work of the Police Department and Health Department, in providing early intervention in families experiencing domestic violence.

### Equity Impact:

Domestic violence is a crime that impacts all racial, economic and geographic areas. This initiative, however, is focused on areas of the City with higher numbers of people of color, seeking to provide improved service delivery and response in these areas. One or more of the intended outcomes of this project is to help address needs before the criminal justice and child protection systems are triggered.

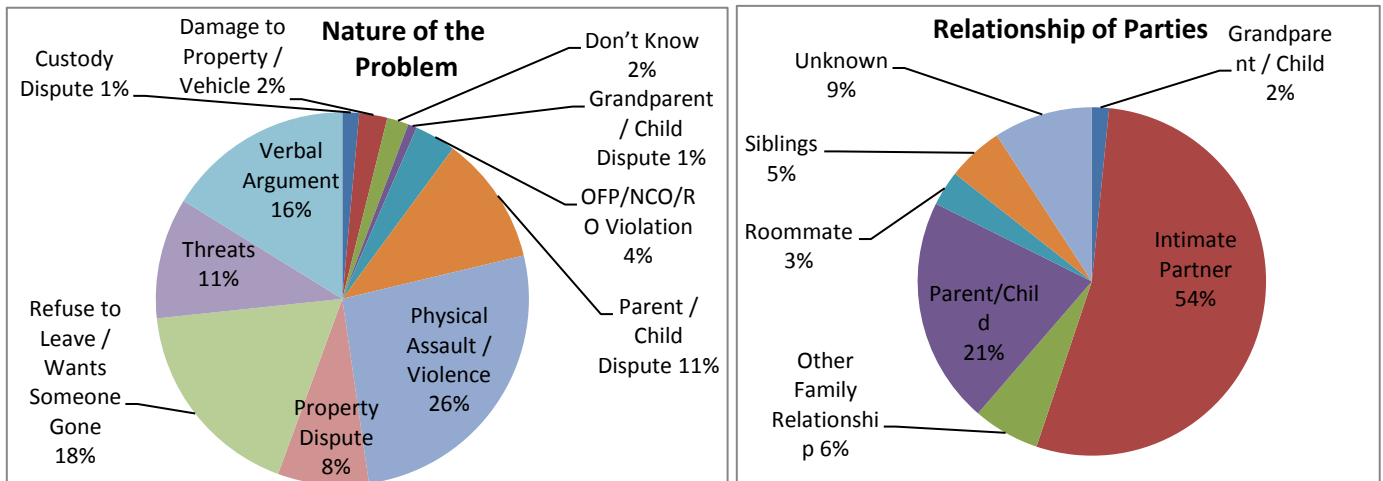
### Results:

The charts below illustrate the results from the current project and the data we have collected that supports our funding. Findings from these home visits show that the current criminal justice system based response to domestic violence 911 calls does not adequately address many of the concerns and issues expressed by the 911 callers and their families, and that many times the assistance sought by the 911 caller is not one that can be addressed effectively just by a police response to a 911 call.

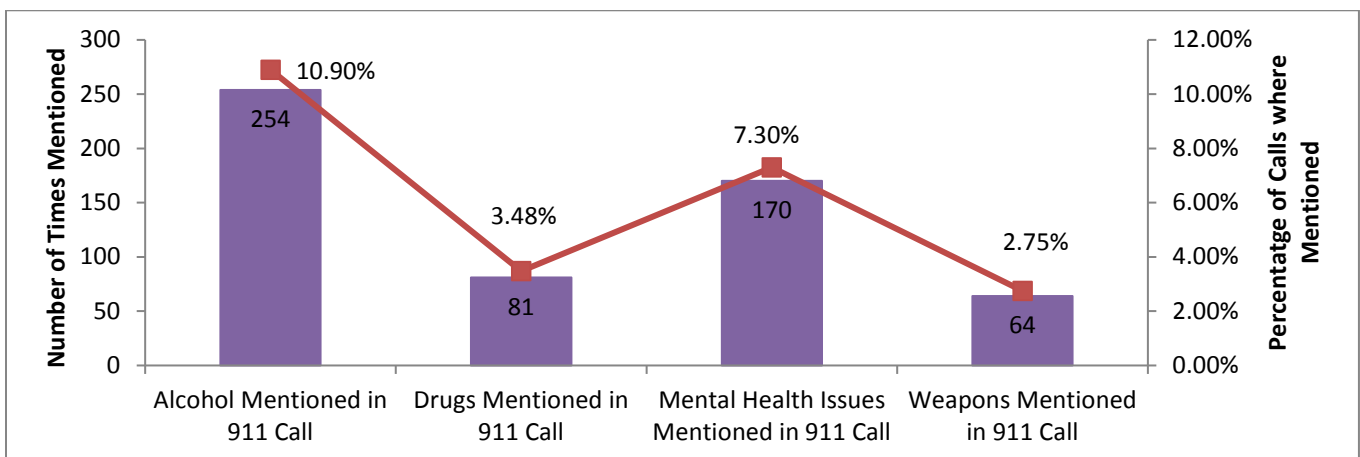
### Addresses Visited & Results of Visits

	2015-2018 Through Quarter 1 Data
Home Visits Made:	2330
Separate Addresses Visited:	1624
Persons spoken to during home visits indicated a lack of knowledge as to where to go for help:	172
Prior Police Reports at Address:	85%
Person at Address on Probation:	26%

**Domestic Violence 911 Calls in Violent Crime Hot Spots**



**Other Issues within the Home noted by 911 Caller during Call**



**City Attorney**  
**Juvenile Sex Trafficking Victim Shelter Services**

**2019 Change Item**

Program: Criminal Prosecution  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$25					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$25	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$25,000 one-time funding for shelter beds for juvenile sex trafficking victims.

**Rationale/Background:**

As the most populous city in the state, Minneapolis has vulnerable youth who are at high risk for commercial sexual exploitation. Services for youth who have been trafficked are underfunded. This item will continue to help fill the funding gap for shelter beds and services. Funding in this amount was included in both the 2017 and 2018 budgets.

**Description of the Change:**

This change item will continue funding for shelter services and beds for juvenile victims of sex trafficking.

**Equity Impact:**

The individuals most at risk of being sex trafficked are from vulnerable groups, such as members of the LGBTQIA community and those from underserved populations. While any child is at risk of being a trafficking victim, there is a disproportionate impact on communities of color, particularly Native American girls and women.

**Results:**

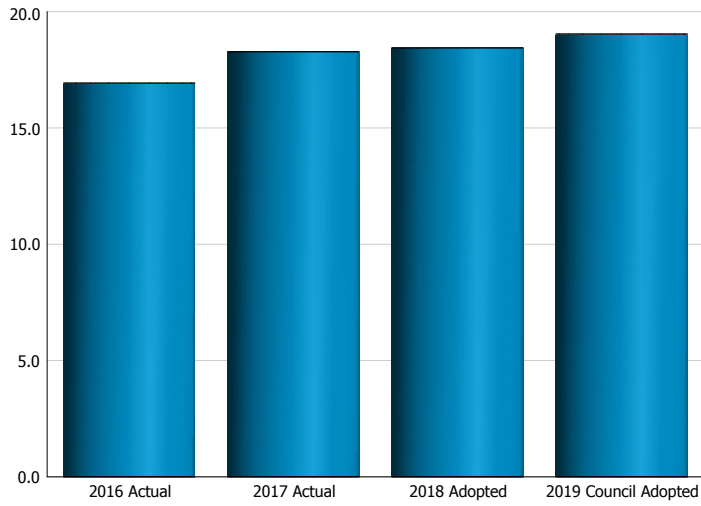
The City Attorney's Office (CAO) is working with the service provider to deliver data on victims served and outcomes.

# ATTORNEY EXPENSE AND REVENUE INFORMATION

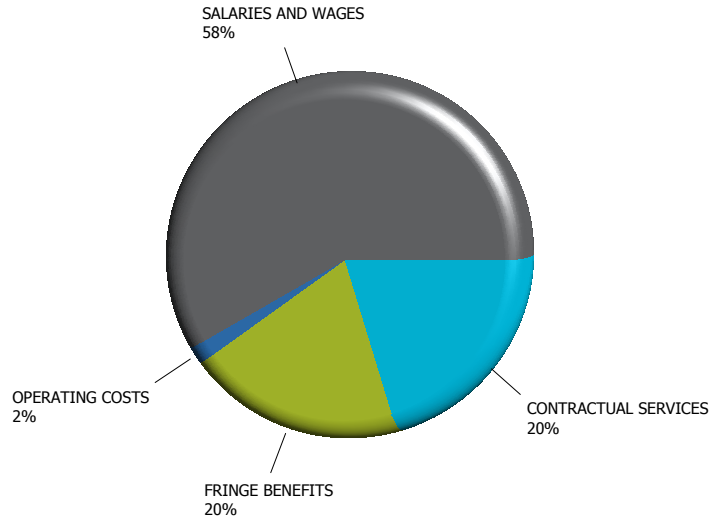
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	5,075,000	5,457,000	5,655,000	5,916,000	4.6%	261,000
FRINGE BENEFITS	1,680,000	1,787,000	2,029,000	2,103,000	3.6%	74,000
CONTRACTUAL SERVICES	2,494,000	2,272,000	2,519,000	2,501,000	-0.7%	-18,000
OPERATING COSTS	147,000	159,000	170,000	170,000		
<b>TOTAL GENERAL</b>	<b>9,396,000</b>	<b>9,675,000</b>	<b>10,373,000</b>	<b>10,690,000</b>	<b>3.1%</b>	<b>317,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	246,000	148,000	202,000	209,000	3.5%	7,000
FRINGE BENEFITS	84,000	53,000	65,000	90,000	38.5%	25,000
CONTRACTUAL SERVICES	215,000	120,000	66,000	36,000	-45.5%	-30,000
OPERATING COSTS	4,000			0		
<b>TOTAL SPECIAL REVENUE</b>	<b>549,000</b>	<b>321,000</b>	<b>333,000</b>	<b>335,000</b>	<b>0.3%</b>	<b>2,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	4,123,000	4,202,000	4,715,000	4,972,000	5.5%	257,000
FRINGE BENEFITS	1,273,000	2,520,000	1,538,000	1,577,000	2.5%	39,000
CONTRACTUAL SERVICES	1,437,000	1,430,000	1,348,000	1,325,000	-1.7%	-23,000
OPERATING COSTS	150,000	130,000	137,000	137,000		
<b>TOTAL INTERNAL SERVICE</b>	<b>6,983,000</b>	<b>8,282,000</b>	<b>7,738,000</b>	<b>8,011,000</b>	<b>3.5%</b>	<b>273,000</b>
<b>TOTAL EXPENSE</b>	<b>16,928,000</b>	<b>18,278,000</b>	<b>18,444,000</b>	<b>19,036,000</b>	<b>3.2%</b>	<b>592,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
CHARGES FOR SERVICES	8,000	8,000	10,000	10,000		
FINES AND FORFEITS	4,000	2,000	5,000	5,000		
OTHER MISC REVENUES	28,000	30,000	30,000	30,000		
<b>GENERAL</b>	<b>40,000</b>	<b>40,000</b>	<b>45,000</b>	<b>45,000</b>	<b>0</b>	
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	1,000			0		
FEDERAL GOVERNMENT	128,000	30,000		0		
LOCAL GOVERNMENT	200,000	200,000	200,000	200,000		
<b>SPECIAL REVENUE</b>	<b>329,000</b>	<b>230,000</b>	<b>200,000</b>	<b>200,000</b>	<b>0</b>	
<b>INTERNAL SERVICE</b>						
OTHER MISC REVENUES			5,000	5,000		
<b>INTERNAL SERVICE</b>			<b>5,000</b>	<b>5,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>369,000</b>	<b>270,000</b>	<b>250,000</b>	<b>250,000</b>	<b>0</b>	

## ATTORNEY EXPENSE AND REVENUE INFORMATION

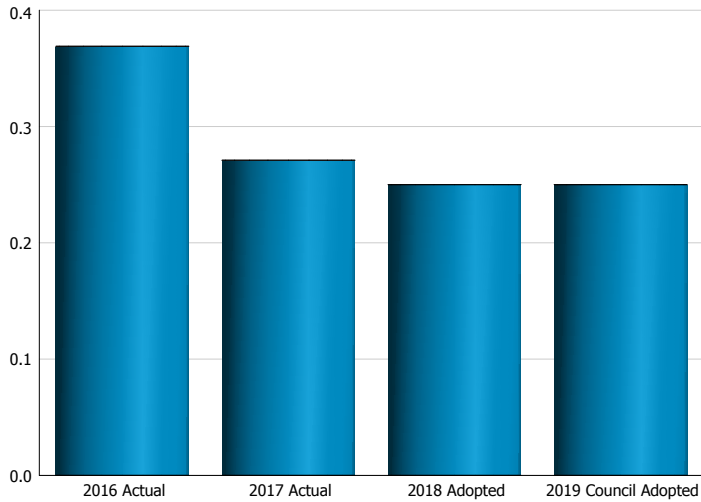
**Expense 2016 - 2019**  
In Millions



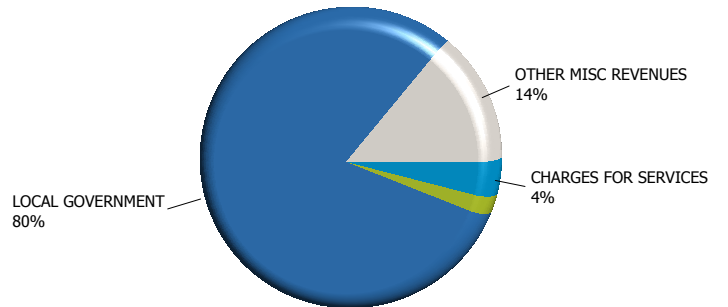
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

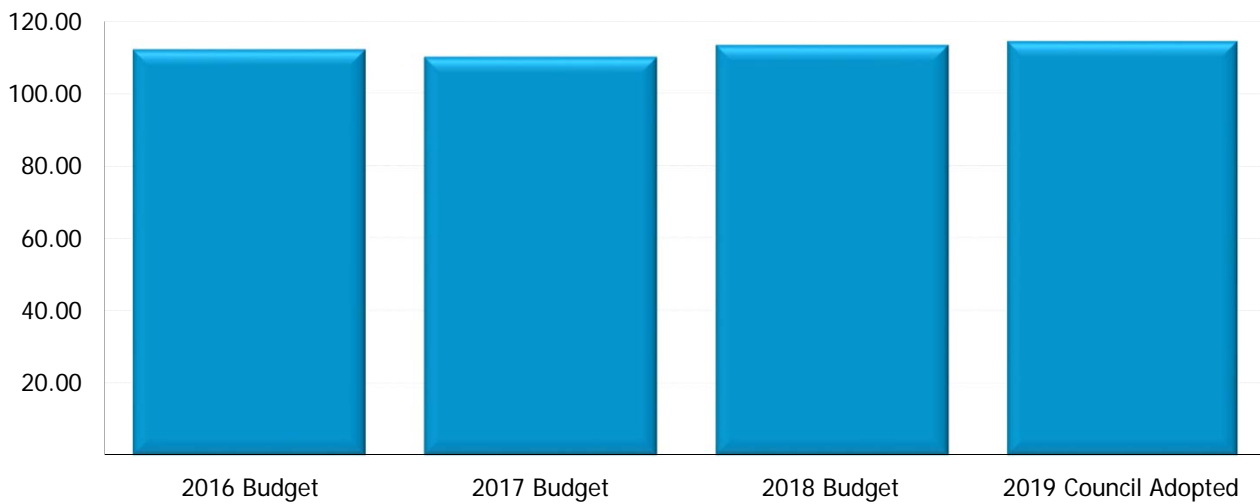




## CITY ATTORNEY Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
CIVIL DIVISION	47.50	47.50	47.50	47.50	0.0%	0
CRIMINAL DIVISION	64.50	62.50	65.80	66.80	1.5%	1.00
Overall	112.00	110.00	113.30	114.30	0.9%	1.00

### Positions 2016-2019



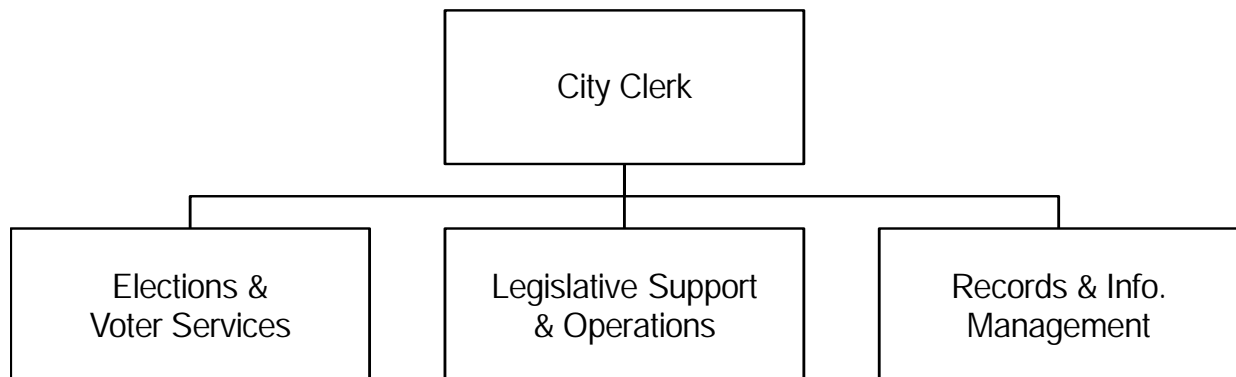
## CITY CLERK

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### MISSION

The Office of City Clerk is the secretariat of the City Council and facilitates legislative processes. In addition, the office serves as the organizational center for two enterprise programs: elections administration and voter services and records and information management.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Legislative Support and Operations

General Fund: \$3,172,000

The Legislative Support & Operations Division facilitates legislative and policy-making processes and provides meeting management services for the City Council, its standing policy committees, the independent Audit and Executive committees, as well as other assigned decision-making bodies; publishes and preserves the City Charter and Code of Ordinances; coordinates the appointments process to City boards and commissions; and delivers a myriad of delegated services. Additionally, this division is responsible for administrative operations of the City Council & Clerk Department.

#### Records and Information Management

General Fund: \$838,000

Other Funds: \$1,460,000

The Records & Information Management Division manages enterprise information assets across identified lifecycles to ensure business continuity, legal and regulatory compliance, probity, economy, and proper disposition; provides leadership and interdepartmental coordination on information governance, policies, and strategies; fulfills statutory duties assigned to the responsible authority and data compliance official; and oversees the City's archival collections. Additionally, this division provides printing and production services, centralized imaging/scanning, mail/courier/delivery services, and destruction/recycling to all departments.

## **FINANCIAL ANALYSIS – OFFICE OF CITY CLERK**

### **Expenditure**

The City Clerk Department's budget increases from \$5.0 million to \$5.5 million in 2018 to 2019. This is an increase of \$488,000, or 9.8% due to the routine inflationary increases in operating costs and the budgetary change items of \$275,000.

### **Revenue**

Revenues are projected to increase by 3.1% in this department due to projected increase in Copy Center Services. The department's total revenues in 2019 are projected to be \$1.3 million.

### **Fund Allocation**

This department is funded primarily by the General Fund at 73.3% with the remainder of the department's funding provided by the Internal Services Fund at 26.7%.

### **Elections & Voter Services**

General Fund: \$2,321,000

The Elections & Voter Services Division serves as the gateway to representative democracy, protecting voting rights guaranteed by both federal and state constitutions. By ensuring readiness and capability to conduct an election whenever required, this division ensures eligible voters have equitable, impartial access to the ballot box and that every ballot is accurately and properly counted.

## **FINANCIAL ANALYSIS – ELECTIONS AND VOTER SERVICES**

### **Expenditure**

The Elections Department's budget decreases from \$2.8 million to \$2.3 million in 2018 to 2019. This is a decrease of \$476,000, or 17.0% due to the routine inflationary increases in operating costs and the budgetary change items of \$300,000 in 2019 offset by elimination of one-time budget allocations of \$1.0 million from 2018 budget

### **Revenue**

Revenues are projected to remain flat at \$94,000 in 2019.

### **Fund Allocation**

This department is funded completely by the General Fund.

### **Budget Change Items**

Detailed change items are presented on the following pages.

# Office of City Clerk

## Legislative Information Management System – Phase 2

## 2019 Change Item

Program: Office of City Clerk – Legislative Support & Administration  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$150					
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$150	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$150,000 one-time to enhance Legislative Information Management System (LIMS) design, implementation, and full deployment through a vendor-hosted solution.

### Rationale/Background:

Policymakers, staff, media, and public need access to authoritative City data, particularly data on local laws and public policies. As a web-based, digital repository, the LIMS serves this need by enabling users to query, search, filter, review, and retrieve data. Phase one addressed overall system design and was configured to support the City Council and its standing committees, the Audit and Executive committees, and the Charter Commission. Launched in September 2017, it includes data from the 2014-2017 Council Term through current day. The Clerk's Office plans to transition existing digital records from 1997 to 2013 into LIMS, securing 20 years of data through the LIMS portal. The second phase will:

- Refine internal workflows based on user experience;
- Improve site navigation and search capacity;
- Support integration with other enterprise systems (e.g., ELMS);
- Provide an Application Program Interface (API) to enable bulk data access, download, and exchange consistent with industry standards for open data;
- Convert archival records and transfer into LIMS to ensure future access for permanent preservation strategies;
- Automate existing open appointments processes; and
- Extend LIMS meeting management functionality and public access to Appointed Boards & Commissions (ABCs) within the enterprise (approx. 50 decision-making bodies).

The Clerk's Office currently contributes 45% of all content to the City's website, the vast majority of which is legislative and policy data. The LIMS provides the technical infrastructure to manage this mission-critical data, increases the accessibility of this data for both internal and external users, eliminates the risk of unsupported legacy systems, and provides a digital repository for the City's official acts—ordinances, resolutions, actions, etc.—which must be permanently preserved under state law.

## Office of City Clerk Legislative Information Management System – Phase 2

## 2019 Change Item

### Description of the Change:

LIMS is an existing project first approved by City Council in 2014. Like “Google for Government,” LIMS is a public portal providing 24x7x365 access to the City’s legislative and policy data. This item completes system design, implementation, and full deployment through a vendor-hosted solution. Phase two funding is primarily focused on: (1) converting data from unsupported legacy systems and archival records as part of a permanent preservation plan and (2) extending system functionality to the City’s Appointed Boards & Commissions. The ROI is a web-based, public portal and a digital repository to house the City’s permanent official records.

Despite being an enterprise application used by every department, funding to-date has come from year-end budgetary and vacancy savings from the Office of City Clerk. This item will secure funding to complete the entire scope of services through the existing contract with DataNet Systems Corporation, including an option for a vendor-hosted solution. DataNet is a minority-owned IT-solutions company based in Washington D.C. that primarily works in the government sector.

LIMS replaces existing unsupported legacy systems that present a business risk, including the Enterprise Content Management System (Stellant/Oracle). Equally important, this system captures the institutional knowledge of the existing team of clerks, all of whom are eligible to retire within the next four years. Thus, this project supports succession planning by systematizing the team’s collective knowledge for the continued future benefit of the City enterprise. The Clerk’s Office envisions leveraging LIMS to support all policy-making bodies and advisory boards/commissions. This could include the potential to centralize meeting management functions in the Clerk’s Office. For example, in 2017 the office assumed support for the Ethical Practices Board and anticipates the potential for the Board of Estimate & Taxation pending retirement of its Executive Secretary. This benefits the enterprise by extending the procedural and protocol expertise in the Clerk’s Office to other decision-making bodies. By unifying and consolidating all data—and the underlying staffing for these decision-making bodies—the enterprise achieves productivity gains through the consolidation of resources and standardization of processes and products. For the public, this streamlines access through a single portal and provides uniformity in how policy data is published and presented. The Clerk’s Office has begun marketing LIMS through presentations to neighborhood associations and community stakeholder groups. Initial feedback has been very positive. Some neighborhood associations have requested to have their meeting information included in LIMS, though this is out-of-scope for the current project. Public users appreciate the ease of the system’s design and use and comprehensive access to data. The Clerk’s Office is exploring options to absorb some portion of phase two costs in FY18 using vacancy savings, which could reduce the overall impact of this FY19 cost.

### Equity Impact:

During concept planning, key departments provided input on options to address financial and equity impacts of agenda items. This resulted in the creation of a new fiscal impact analysis and review by the Civil Rights Department. These internal reviews support more scrutiny of policy and business proposals and provide policymakers a fuller understanding of the ramifications decisions intended to advance strategic goals tied to community growth, the reduction or elimination of disparity gaps, and similar metrics. Additionally, because those reviews are part of the public data in LIMS it increases public awareness about the context of these decisions and enables the community to hold elected policymakers accountable. Still, these new workflows require further refinement, which will be addressed in phase two.

In support of the City’s Open Data Policy, the Clerk’s Office engaged members of Open Twin Cities and the University of Minnesota’s Center for Urban & Regional Affairs (CURA) in early system development to discuss how LIMS could support bulk data access consistent with industry best practices for open government data. Follow-up discussions have continued with these groups since LIMS launched to solicit additional feedback and support. As part of the planned phase two work, an API interface will be developed to support bulk data access and to generate additional standard and ad hoc reports that can be published through LIMS and the Minneapolis Open Data Portal.

## Office of City Clerk Legislative Information Management System – Phase 2

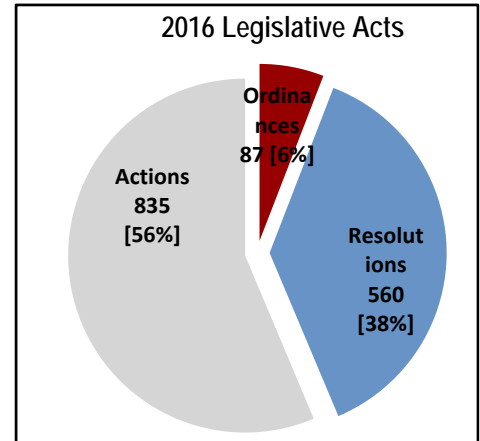
## 2019 Change Item

Finally, aware of the need to ensure the greatest access possible, the Clerk's Office required that the overall system design meet Web Content Accessibility Guidelines (WCAG) developed by the World Wide Web Consortium (W3C). The Clerk's Office is proud to be the first City department to provide a web-based system that fully satisfies WCAG 2.0 Level AA, which addresses the most common barriers for disabled users and aligns with Revised 508 Standards under federal regulations.

### Results:

Phase two funding will enable the Clerk's Office to achieve its multi-year objective of creating a single, web-based portal to access the City's legislative and policy information on an anytime, anywhere, any device basis. The system features a responsive design that enables it to function on standard computers as well as mobile devices. LIMS is the only City website compliant with WCAG standards, and this will be further improved in phase two by baking-in the technology to automatically convert documents to accessible standards in the future.

Providing a hosted solution reduces the demand on the City's networks for this significant volume of data which grows daily. Plus, in phase two the Clerk's Office will be converting existing digital files from 1997-2013 and beginning a secondary project to scan and import archival records as part of a permanent preservation strategy for the City's official records, consistent with state law. As a result of this work, the LIMS will—ultimately—be the digital repository for all official records (ordinances, resolutions, actions, proceedings) from incorporation in 1855 through present day, and into the future. This eliminates the need for unsupported legacy systems, which presents a savings for the enterprise and a reduction in the risk of losing these critical information assets. The annual cost for a hosted solution is approximately \$24,000. Here are some statistics from the Clerk's 2016 Annual Report tied to secretariat services to the City Council.



OFFICE OF CITY CLERK – 2016 ANNUAL REPORT	
Number of Decision-Making Bodies Supported	15
Number of Meetings Staffed	237
Number of Agenda Packets Produced in 2016	237
Number of Agenda Items Processed	1,516
Number of Legislative Files Created	1,482
Total Number of Ordinances Enacted in 2016	87
Total Number of Ordinances Codified in 2016	56
Percent of Ordinances Produced without Error	97%
Total Number of Resolutions Adopted in 2016	560
Percent of Resolutions Produced without Error	100%
Total Number of Actions Taken in 2016	835
Total Number of Actions Produced without Error	100%
Total Number of Committee Reports Produced	187
Total Number of Appointments Processed in 2016	123
Percent Notices Published Per Legal Timelines	100%
Total Costs for Legal Notices Published in 2016	\$37,574
Total Pages of Council Proceedings in 2016	1,406
Percent of Council Proceedings Produced without Error	100%
Number of Code Supplements Produced in 2016	2
Number of Certified Copies of Official Acts Produced	63
Number of Inquiries Processed (Research & Reference)	300

**Office of City Clerk**  
**Legislative Information Management System – Phase 2**

**2019 Change Item**

The statistics from 2016 (above) are for the City Council and its standing committees only, and only reflect the impact of a single year. Those statistics do not include the work of the approx. 50 ABCs. Over the four-year term of Council, the typical volumes (quantity) can be expected as shown below:

<b>TYPICAL WORKLOAD IMPACT OF A FOUR-YEAR TERM OF CITY COUNCIL</b>	
Number of Meetings	900
Number of Agenda Packets Produced	840
Number of Agenda Items Processed	7,600
Number of Legislative Files Created	6,300
Number of Ordinances Enacted	420
Number of Ordinances Codified	300
Number of Resolutions Adopted	2,200
Number of Actions Taken	3,700
Number of Committee Reports	900
Number of Appointments Processed	800
Pages of Council Proceedings	5,700
Number of Code Supplements Produced	8

# Office of City Clerk Records (Physical) Asset Inventory System

## 2019 Change Item

Program: Office of City Clerk – Records & Information Management

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$110	\$28	\$28	\$28	\$28	\$28
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$110	\$28	\$28	\$28	\$28	\$28

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$82,000 one-time and \$28,000 ongoing to purchase a physical records warehouse management system to replace the current system, which has been out of support since 2007.

### Rationale/Background:

Currently, the Clerk's Office manages two central storage locations for inactive records, one in the City Hall clock tower and the other in the Leamington parking ramp. Between both sites, the R&IM Division maintains approximately 18,000 boxes of records. Both warehouses are currently full and new material is accepted only as existing material is destroyed. Apart from these centrally-managed locations, departments also maintain inactive records storage on-site due to a lack of centralized storage space.

Stored records are currently tracked using Stellent Records Management v7.1.3, a system that tracks the receipt, storage, recall, expiration, and destruction of each box of records in the two storage locations. This system reached the end of its useful life and has been unsupported by the vendor since 2007. As a result, the current system (1) is unable to be configured to adapt to changing requirements, (2) lacks modern functionality, and, (3) presents risks to data integrity. The existing software must be run on older workstations as it is not compatible with the City's current workstations. The information tracked about the records is limited; the software tracks inventory locations and limited information about the type of information stored. Concurrently, departments maintain their own index (most commonly by using spreadsheets) of what information is in each box. As a result, there is a significant variance in the ability to locate and manage information between departments.

The move to the new building is pressuring the City to better manage physical files, regardless of their storage location. The current system is insufficient to meet these needs. To effectively manage paper material, a system will need to be available to departmental users. In preparation of the move, information about existing file rooms is being gathered; however, the current system is unable to leverage this information.



## Office of City Clerk Records (Physical) Asset Inventory System

## 2019 Change Item

### Description of the Change:

The Records and Information Management (R&IM) Division proposed to purchase a modern records warehouse management system to support the efficient data-entry/logging, physical tracking, and reporting of inactive records. This system will integrate with other enterprise systems, thereby enabling better search functionality and limiting redundant data entry. For example, some systems evaluated include integrated search of physical and electronic records via SharePoint. The proposed system supports access and security permissions and provide an auditable tracking history. Importantly, it is configurable and will allow centralized management of additional storage centers, including any additional centralized records warehouse storage, departmental file rooms, or vendor provided warehouse storage. The system will be managed by the Clerk's Office but will also support management of departmental file rooms.

The solution will be selected via an RFP process. This item is based on an initial exploration of available offerings and assumes leveraging a hosted out-of-the box solution. Configuring the system and migrating existing centralized data is anticipated to take 6-8 months is reflected in the higher first year costs. There may be additional efforts in departmental staff time required to fully leverage the search and management capabilities for those departments that have not maintained a detailed index of stored records. This does not include costs involved in storing or moving physical records—this item is only for management software.

### Equity Impact:

This enables departments to more effectively manage information, allowing focus on core business lines.

### Results:

The system's primary ROI is enabling centralized file management in a way that doesn't currently exist. **If in place today**, it will allow us to estimate departmental storage needs at the new building instead leveraging centrally stored data rather than conducting individual file room assessments to gather the data. **If implemented in 2019**, it will allow us to leverage data gathered in ongoing and planned file inventories in support of the move to the new building.

New capability	Current capability	Expected benefit
Manage space at current records centers, departmental file rooms, and storage vendors.	Manage space at current records centers only.	Enterprise storage needs (for physical records), trends, and opportunities are tracked centrally.
Manage indices for records centers and department record storage.	Limited indices for records centers only.	Physical records are managed using a standard minimum set of data.
Electronic check-outs/returns.	Manual checkout/return.	The location of physical records is tracked and proactively managed.
Electronic process to transfer materials to the records center.	Transfer by paper form.	The transfer process gathers key information about the records.
Electronic process to authorize destruction of eligible materials at all file storage locations.	Manual process to authorize destruction of eligible materials at current records centers only.	Paper records are consistently managed to the retention schedule, regardless of storage location.

# Office of City Clerk

## Master Data Practices Document Review Contract

## 2019 Change Item

Program: Office of City Clerk – Records & Information Management

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$15					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$15	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$15,000 one-time to develop a Master Data Practices Document Review contract under which verified document reviewers could be temporarily hired to assist processing data requests during high volume periods. Multiple departments—including Clerk, MPD, City Attorney, and Communications—could leverage qualified reviewers to respond to data practices requests or subpoenas.

### Rationale/Background:

The City is obligated to respond to requests for data under the MN Government Data Practices Act in a reasonable time. There have been consistent trends of strong growth in the number of requests received. Data requests are routinely filed by business interests and litigants as well as by the media, academics, and the interested public. The City staffs at a level to handle these routine requests. When request volumes rise due to a contentious or controversial event, such as the Jamar Clark shooting and related protests, they can overwhelm the existing queue. Responding to the spike takes significant effort over a significant period, which may give the appearance that the City is not being transparent. In addition, because the same staff handles all requests, a spike can cause delays that ripple through the routine requests, slowing request production overall.

Once data has been gathered, before it can be released, it must be reviewed to identify and remove information that is protected under the law. This review can be the most time-consuming portion of the process. The review is typically conducted by staff in the Clerk's Office, MPD, or the Attorney's Office. Because there are a limited number of review staff (and the staff have multiple duties beyond review) and the volume of requests varies significantly, the review can be a bottleneck in the process. Unless a request involves a very limited amount of data, it typically spends time, in some cases months, in a queue waiting to be reviewed. The city cannot effectively staff appropriately to cover high volume periods—it will require too many additional staff. Unlike similar challenges in Elections or public works, there are not predictable cycles allowing use of seasonal workers.

### Description of the Change:

The Clerk's Office will develop a Master Data Practices Document Review contract under which specialist document reviewers from the legal discovery industry could be temporarily hired to bolster permanent staff to review requested

## Office of City Clerk Master Data Practices Document Review Contract

## 2019 Change Item

data during high volume periods. This additional temporary staff will allow the city to be able to respond to requests in a reasonable time despite spikes in demand. In a year where no spike occurs or spikes requiring less than the allocated funds, the moneys can be returned to the general fund.

The City will contract with a document review staffing agency who will maintain a pool of background -checked reviewers. The Clerk's office, MPD Records unit, or the Attorney's office could leverage this contract to temporarily requisition additional reviewers. Unlike traditional staff, contract reviewers could be rapidly added for a short-term basis to cover unexpected spikes in request volume.

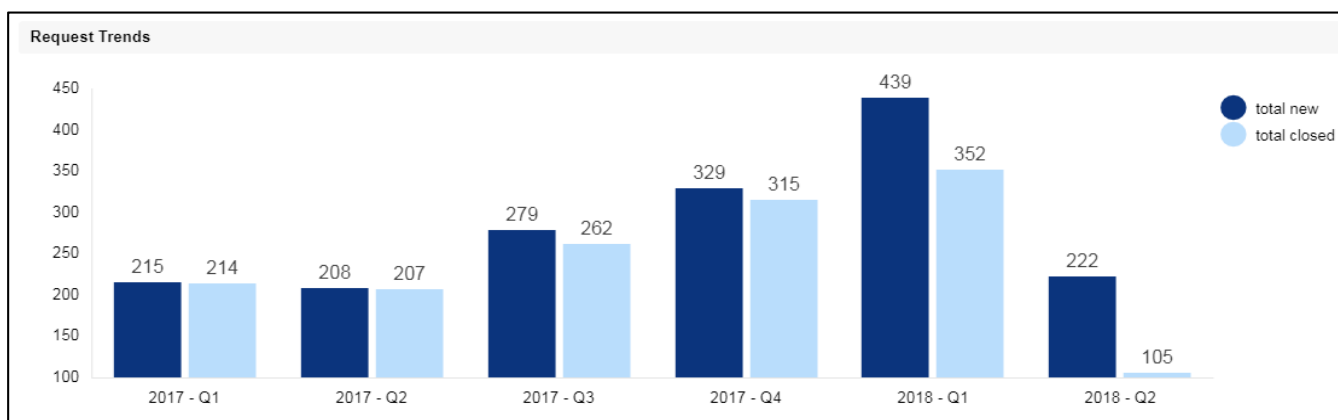
The Clerk's Office is currently piloting this model by leveraging funds available from a temporary vacancy to procure a reviewer. This has so far been a success. Temporary workers from the legal document review industry are typically familiar with the same processes and software that the city leverages. They do require additional training on the relevant laws and are best leveraged where a known and limited set of decisions are required. The contract reviewer was able to close numerous outstanding requests. This item will cover approximately 450 hours of review (at current industry rates of between \$30-\$40 hour) and could be leveraged by the Clerk's office, MPD Records unit, the City Attorney's Office, Communications, or any department facing a need to review data requests. The contract will be managed through the Clerk's Office as the City's designated responsible authority.

### Equity Impact:

This item will focus review efforts on reviewing data requests that have a significant community impact as well as those that effect police and community relations or serve traditionally disenfranchised groups. In particular, this could allow more rapid closing of police data requests regarding events which generates a spike in requests. Examples in recent years include officer involved shootings, police response to protests, community interest in police budget items (such as the 4<sup>th</sup> Precinct), and police actions in preparation for and during major events, such as the Super Bowl.

The City's response to data requests directly affect the trust placed in the city by residents. The Mayor has specifically prioritized fulfilling data practice requests in a timely manner, stating that "[b]eing committed to transparency in city government means promoting transparency with actions, not just public statements of support for the idea of open government. My office will prioritize fulfilling and complying with all requests by press and other individuals for emails and information sent by my staff using city resources."

### Results:



The number of data requests received is rising. The Clerk's Office has seen steady increases of approximately 1.6 year over year--2017 saw 160% of the number of requests received in 2016 and 2018 is on pace to maintain or exceed that

## **Office of City Clerk**

### **Master Data Practices Document Review Contract**

## **2019 Change Item**

growth rate. It will take significant productivity enhancements to handle this increase with existing staff even without experiencing spikes in requests.

While many requests involve a limited amount of data or standard redactions, other requests seek email correspondence, police case files, or other items requiring significant manual review. Requests relating to high profile events tend to involve the material requiring significant review. Average request close times for the Clerk's Office are approximately 30 days overall (large requests can take over a year). We are gathering data to better breakdown rates by type of request.

The Clerk's office has two FTE equivalents processing data requests and reviewing responsive data (there are 4 employees with 50% time dedicated to data practices work). Industry standards review rates average between 50-100 pages per hour and these typically assume reviewers are only classifying documents—our reviewers are required to make spot redactions throughout a document and cite the basis for each redaction. Currently, just in the Clerk's Office we have a queue of more than 60,000 documents containing a total of 785,000 pages for review. (Note this number is an imperfect proxy for the amount of queued work—on one hand it is low as it only includes material that has already been collected and ingested into the review tool but on the other hand it is high as it does count “near duplicates” that cannot be excluded by the system but which can be more rapidly assessed than unrelated documents.)

The success of a Master Data Practices Document Review contract can be evaluated by measuring how these average review rates are affected when a future spike occurs and contractors are onboarded.

# Elections & Voter Services Department

## Centralized Elections Space

## 2019 Change Item

Program: Elections & Voter Services

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$300	\$300	\$300	\$300	\$300	\$300
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$300	\$300	\$300	\$300	\$300	\$300

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$300,000 ongoing for a new Elections warehouse, early vote center, and training center.

### Rationale/Background:

The City has multiple and varied needs for space related to the administration of elections. Space is needed to store elections equipment – including voting booths, tabulation machines, and ballots. Space is needed to train election judges who administer this foundational process for our democracy. And space is needed for the professional staff who manage and coordinate all aspects of our elections system.

The need for elections space has been a constant discussion for the past several years, particularly with the increased activity around early voting. State law changed in 2014 to allow for No-excuse absentee voting (or early voting). The City put early voting in place immediately with City Hall serving as the early vote center. The early vote center has moved offsite – a block from City hall, and different satellites have been used in the years that followed.

In addition, other changes in state elections law, such as the addition of new “e-pollbooks,” have created additional administrative complexity which require additional staff – who need space to operate – and equipment which needs to be stored. And, there has never been a dedicated training center for election judges – shifting locations creates confusion and administrative complexity that distracts from the core work of election administration.

Finally, as City staff resources move from multiple sites across downtown to a centrally located new public service center and into City Hall, now is the right time to look at where the ‘best’ place is to house the elections staff team.

## **Elections & Voter Services Department**

### **Centralized Elections Space**

## **2019 Change Item**

#### **Description of the Change:**

This item provides funding for additional rent necessary to co-locate the City's elections warehouse, elections staff, and elections training center. No lease has been signed for such a centralized location, but staff are currently searching for space to move to in 2019.

#### **Equity Impact:**

Communities of color, unmarried women, and youth (18-34) have been historically underrepresented in elections. In funding this change item and strengthening the backbone of the City's elections operation, the City is making an investment in providing a stable and consistent location for residents to come and access the polls – regardless of where they live in the city. Additionally, in making a long-term commitment to funding a single elections location, staff who are currently being distracted by finding space can focus their time on the City's robust Voter Outreach & Education program that aims to reduce disparities in electoral participation.

#### **Results:**

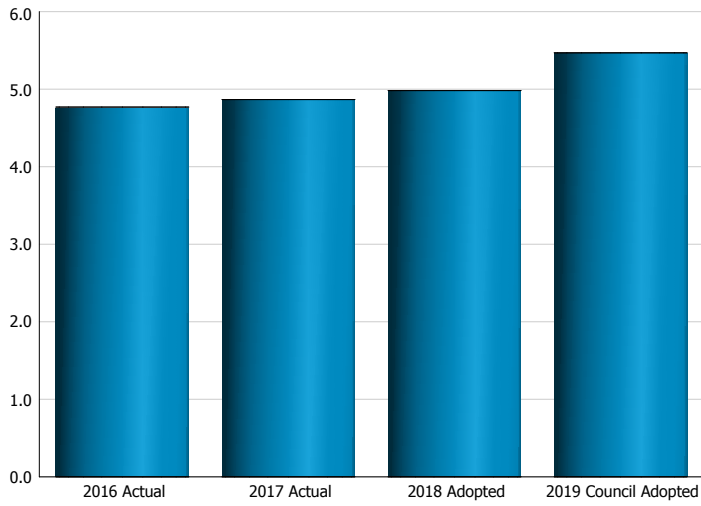
The City of Minneapolis regularly ranks as one of the highest participating jurisdictions in one of the highest participating states in the nation. However, until we are at equal participation across all groups there is always room to improve. We anticipate that this investment in elections administration will help free up other resources focused on increasing turnout and ensuring fair and free elections across our city.

# CITY CLERK EXPENSE AND REVENUE INFORMATION

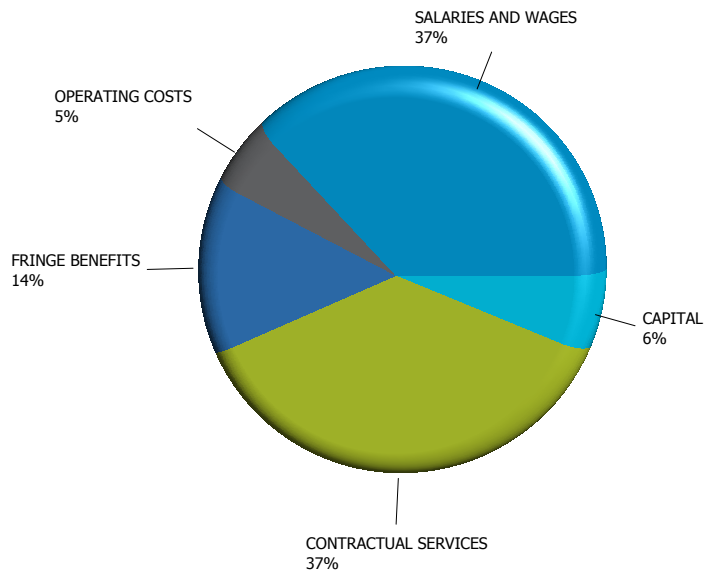
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	1,306,000	1,487,000	1,565,000	1,650,000	5.4%	85,000
FRINGE BENEFITS	432,000	469,000	600,000	630,000	5.0%	30,000
CONTRACTUAL SERVICES	982,000	1,079,000	1,090,000	1,227,000	12.6%	137,000
OPERATING COSTS	263,000	249,000	205,000	174,000	-15.1%	-31,000
CAPITAL			120,000	330,000	175.0%	210,000
<b>TOTAL GENERAL</b>	<b>2,983,000</b>	<b>3,284,000</b>	<b>3,580,000</b>	<b>4,011,000</b>	<b>12.0%</b>	<b>431,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	225,000	253,000	323,000	370,000	14.6%	47,000
FRINGE BENEFITS	75,000	145,000	152,000	149,000	-2.0%	-3,000
CONTRACTUAL SERVICES	1,288,000	1,048,000	796,000	809,000	1.6%	13,000
OPERATING COSTS	196,000	137,000	121,000	121,000		
CAPITAL			10,000	10,000		
<b>TOTAL INTERNAL SERVICE</b>	<b>1,784,000</b>	<b>1,583,000</b>	<b>1,402,000</b>	<b>1,459,000</b>	<b>4.0%</b>	<b>57,000</b>
<b>TOTAL EXPENSE</b>	<b>4,767,000</b>	<b>4,867,000</b>	<b>4,982,000</b>	<b>5,470,000</b>	<b>9.8%</b>	<b>488,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	5,000	7,000	5,000	5,000		
LICENSE AND PERMITS	3,000	4,000	3,000	3,000		
<b>GENERAL</b>	<b>8,000</b>	<b>11,000</b>	<b>8,000</b>	<b>8,000</b>	<b>0</b>	
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	1,642,000	1,355,000	1,326,000	1,366,000	3.1%	41,000
<b>INTERNAL SERVICE</b>	<b>1,642,000</b>	<b>1,355,000</b>	<b>1,326,000</b>	<b>1,366,000</b>	<b>3.1%</b>	<b>40,000</b>
<b>TOTAL REVENUE</b>	<b>1,650,000</b>	<b>1,366,000</b>	<b>1,334,000</b>	<b>1,374,000</b>	<b>3.1%</b>	<b>40,000</b>

# CITY CLERK EXPENSE AND REVENUE INFORMATION

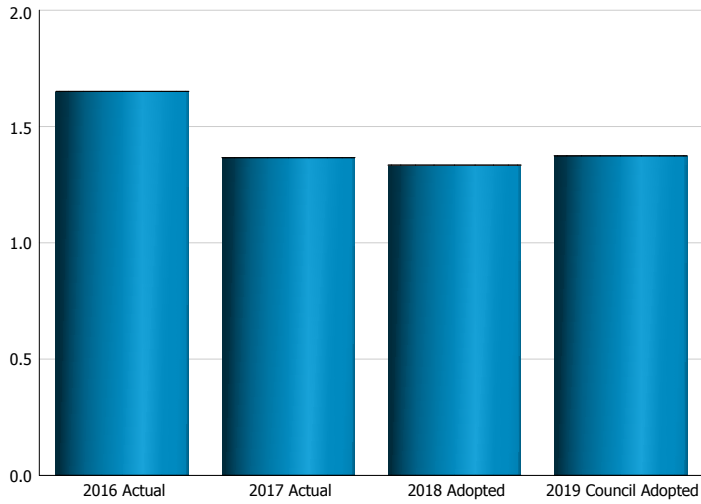
**Expense 2016 - 2019**  
In Millions



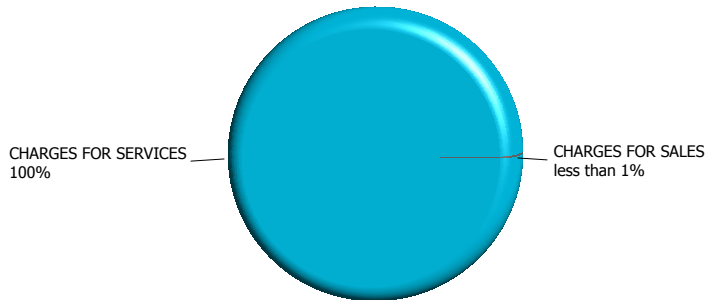
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**



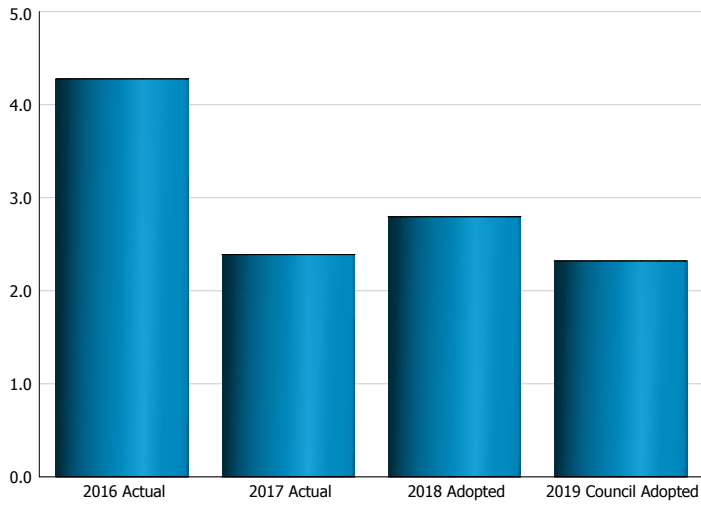


# ELECTIONS & VOTER SERVICES EXPENSE AND REVENUE INFORMATION

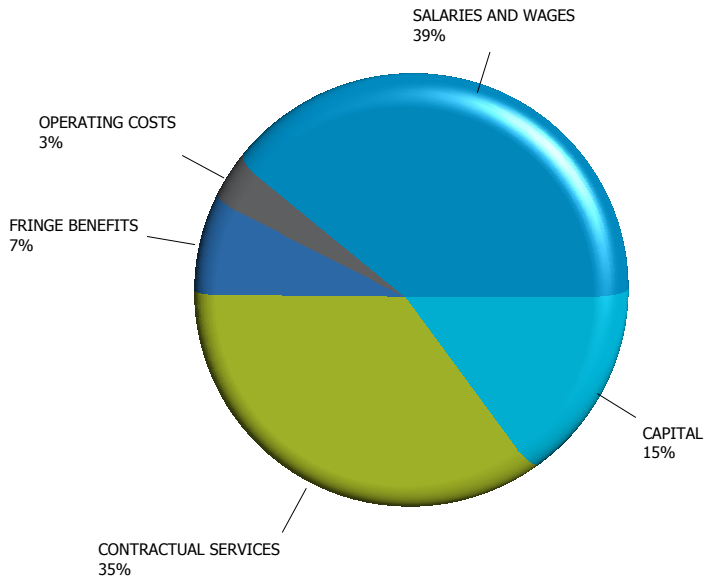
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	2,702,000	1,240,000	1,906,000	907,000	-52.4%	-999,000
FRINGE BENEFITS	346,000	247,000	182,000	171,000	-6.0%	-11,000
CONTRACTUAL SERVICES	1,135,000	780,000	639,000	818,000	28.0%	179,000
OPERATING COSTS	95,000	65,000	24,000	79,000	229.2%	55,000
CAPITAL		57,000	46,000	346,000	652.2%	300,000
<b>TOTAL GENERAL</b>	<b>4,278,000</b>	<b>2,389,000</b>	<b>2,797,000</b>	<b>2,321,000</b>	<b>-17.0%</b>	<b>-476,000</b>
<b>TOTAL EXPENSE</b>	<b>4,278,000</b>	<b>2,389,000</b>	<b>2,797,000</b>	<b>2,321,000</b>	<b>-17.0%</b>	<b>-476,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SERVICES	94,000	116,000	94,000	94,000		
CONTRIBUTIONS				0		
<b>GENERAL</b>	<b>94,000</b>	<b>116,000</b>	<b>94,000</b>	<b>94,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>94,000</b>	<b>116,000</b>	<b>94,000</b>	<b>94,000</b>	<b>0</b>	

# ELECTIONS & VOTER SERVICES EXPENSE AND REVENUE INFORMATION

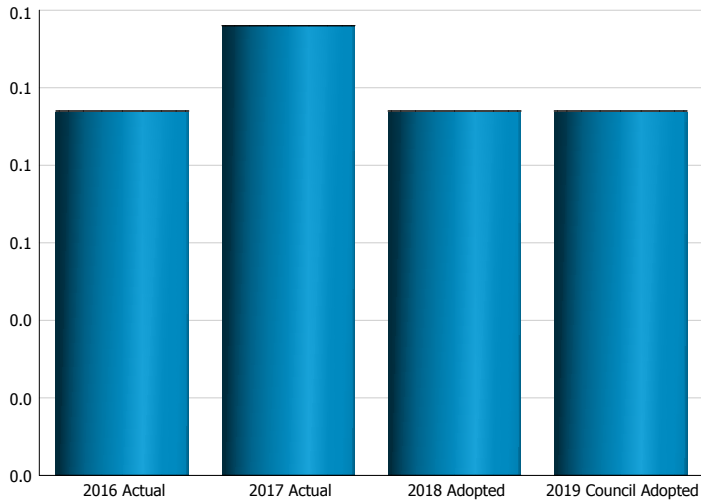
**Expense 2016 - 2019**  
In Millions



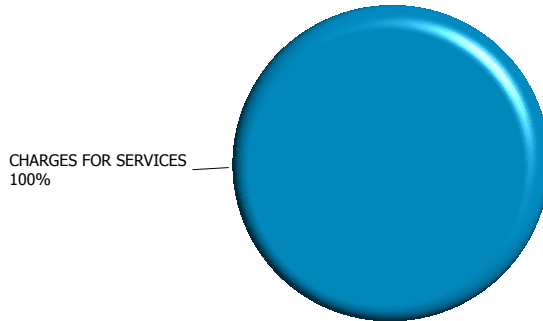
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

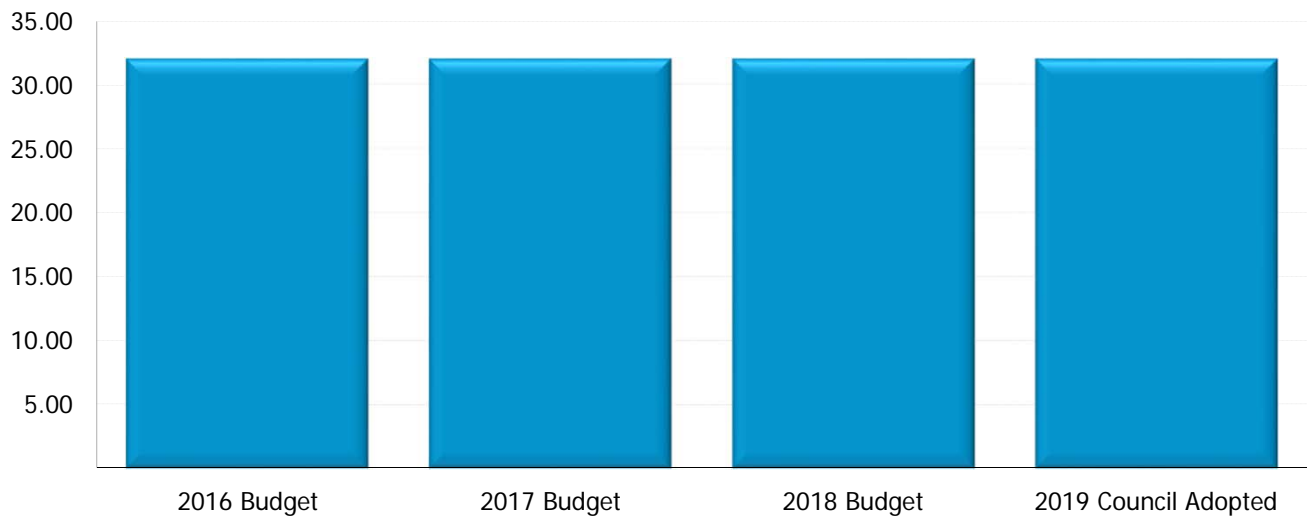


## CITY CLERK & ELECTIONS

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
CENTRAL MAILING	0.05	0.05	0.05		-100.0%	(0.05)
CITY CLERK - ADMINISTRATION	20.00	20.00	20.00	15.00	-25.0%	(5.00)
COPY CENTER	4.95	4.95	5.95	6.00	0.8%	0.05
RECORDS & INFO. MGMT	1.00	1.00		5.00	0.0%	5.00
ELECTIONS & REGISTRATION	6.00	6.00	6.00	6.00	0.0%	0
Overall	32.00	32.00	32.00	32.00	0.0%	0

### Positions 2016-2019



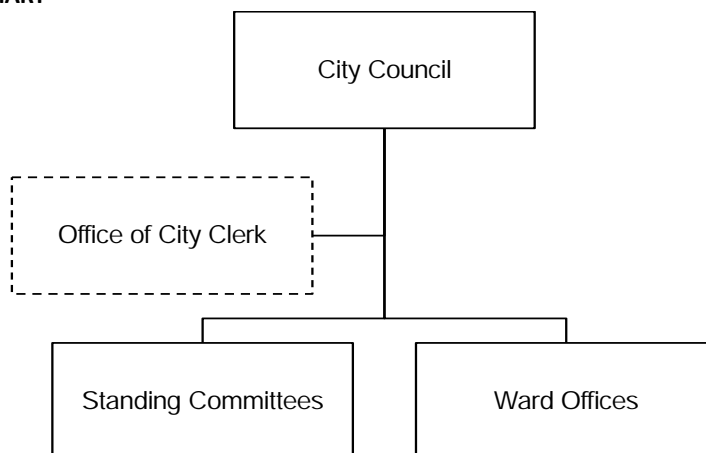
## CITY COUNCIL

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### MISSION

The City Council maximizes access to municipal government, exercises oversight of City departments and service delivery, and enables informed decision-making for community governance.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### City Council

General Fund: \$5,317,000

The City Council is the legislative body of the City of Minneapolis, providing a direct link between residents and the municipal government. The Council is composed of thirteen Members, each elected from separate wards of approximately 32,000 residents. The Council works in partnership with the Mayor to provide for the general health, safety, and welfare of the community. Without limiting the generality of the foregoing, the City Council has the power to:

1. Adopt, amend, and repeal public policies;
2. Levy and apportion taxes, make appropriations and adopt budgets; and
3. Oversee organizational performance and the delivery of municipal services.

### FINANCIAL ANALYSIS

#### Expenditure

The City Council Department's budget increases from \$5.2 million to \$5.3 million in 2018 to 2019. This is an increase of \$165,000, or 3.2% due to increases in routine inflationary operating costs and budgetary change items of \$48,000.

**Revenue**

This Department does not produce revenue.

**Fund Allocation**

This department is funded completely by the General Fund.

**Budget Change Items**

Detailed change items are presented on the following pages.

# City Council Department Constituent Relationship Management System

2019 Change Item

Program: City Council  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$48	\$24	\$24	\$24	\$24	\$24
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$48	\$24	\$24	\$24	\$24	\$24

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

## Council Adopted Budget:

The City Council approves \$24,000 ongoing and \$24,000 one-time to provide better constituent service, streamline operations, and improve reporting capabilities through a new Constituent Relationship Management (CRM) system.

## Rationale/Background:

Currently, the City Council uses Microsoft Dynamics CRM. Dynamics CRM is a complex system designed for large call centers. This tool has been difficult to use and most ward offices have now opted not to use it. Microsoft Dynamics CRM has proven to be difficult to maintain— frequent updates and Outlook compatibility issues require regular IT support. IT agrees that the cost of supporting Dynamics CRM is too high and we should look for an alternative.

Microsoft Dynamics CRM is currently included in the City's Enterprise Microsoft License Agreement. There are currently about 50 licensed users (Council/Clerk users and IT support) at a cost of \$47,000 annually. However, the City is not getting value for its money with this system, since most council staff are not regularly using the system, and IT is constantly having to address issues with the system.

The Council will be better served by a simpler system designed specifically for constituent services. The goal of a new CRM will be to centralize constituent communications into a single workflow so that requests by phone, email, or social media can be processed efficiently, and once the work is done, elected officials can see the results, trends, and issues.

## Description of the Change:

CRM software stores constituent data centrally, allowing staff to manage requests from constituents and report on trends, allowing elected officials to provide better service and get a better sense of their constituent's concerns. Implementing a new system, in conjunction with the Mayor's Office, will benefit the City by sharing the cost of staff training and support across offices. It will also provide residents with a consistent interaction with all elected officials. In addition, it will serve as a standard repository for information that is required to be gathered for data practice requests.

We estimate the new CRM will have 50 users—if all Council and Mayor's Office staff require a license—this number times an estimate of \$80/month will total \$4,000/month (or \$48,000 annually). The annual cost of a new CRM can be offset by discontinuing the Microsoft Dynamics CRM licenses that are included in the Enterprise Microsoft Agreement.

## City Council Department Constituent Relationship Management System

## 2019 Change Item

The only cost to this project is in transitioning between systems and training staff. The previous CRM project, which was completed in 2013, cost about \$90,000 to implement. This project included IT project management, CRM consultants (PowerObjects), requirements gathering, data migration, and training. Based on that first effort, the Clerk's Office estimates \$48,000 in project costs for set up and transition to a new externally-hosted system.

### **Equity Impact:**

A well-run constituent relationship management system will provide all residents with access to and accountability from their elected officials. Constituent issues will be tracked consistently with the ability to report on how resident concerns are addressed.

### **Results:**

Each day, ward offices receive dozens of emails, call, texts, and messages through social media. Currently, ward offices struggle with Dynamics CRM or use various other methods (Outlook, Excel, Smartsheet) to track constituent requests. Instead of those requests/contacts being scattered across numerous systems and email accounts, a CRM will provide a single source. Once those requests are centralized, they can be reported on.

It is not possible to determine how many incoming calls and requests are handled by ward offices since they do not manage the data in a similar manner. Even for users of Dynamics CRM, the data is not managed consistently. Cases can be categorized by how they came in to the office—by phone, email, or in-person, but requests are not consistently categorized by subject matter. Ward staff do not consistently resolve cases in Dynamics CRM in a way that makes it easy to track response time. Inconsistent data makes it hard to draw conclusions from the current data captured in CRM.

Measures that will be valuable to elected officials include:

- Number of requests
- Type of requests
- Number of open requests
- Response time to close requests
- Top issues
- Location of requests

The current CRM captures address, ward, and neighborhood but does not integrate mapping functionality which will make it easier to determine where residents are most engaged. CRM systems that we've reviewed generally include mapping functionality. Council Members will also like better methods of gathering input from the public by poll or survey, or through social media, neither of which are available in Dynamics CRM.

Improving constituent services for elected offices supports the City goal. A new constituent relationship management system will replace a system that isn't working, with one that will greatly benefit the City. The most important thing the City can do to make life easier for its residents is to guarantee them high quality and efficient city services.

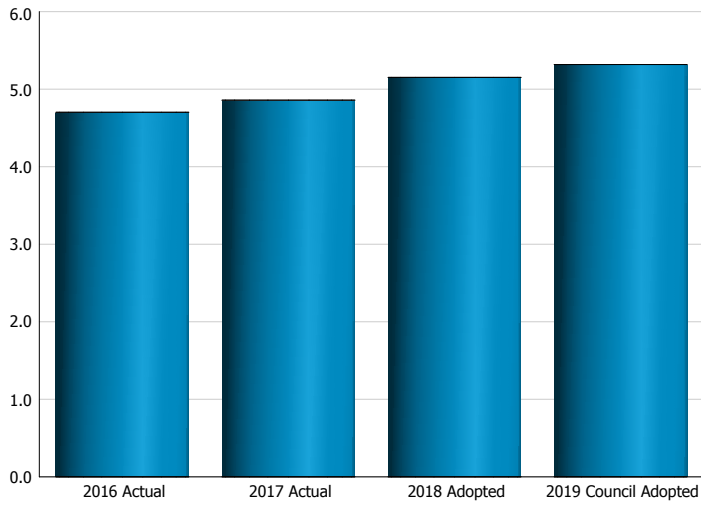
# CITY COUNCIL EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	2,732,000	2,840,000	2,959,000	3,194,000	7.9%	235,000
FRINGE BENEFITS	953,000	960,000	1,135,000	1,074,000	-5.4%	-61,000
CONTRACTUAL SERVICES	759,000	776,000	866,000	884,000	2.1%	18,000
OPERATING COSTS	259,000	282,000	192,000	165,000	-14.1%	-27,000
<b>TOTAL GENERAL</b>	<b>4,703,000</b>	<b>4,858,000</b>	<b>5,152,000</b>	<b>5,317,000</b>	<b>3.2%</b>	<b>165,000</b>
<b>TOTAL EXPENSE</b>	<b>4,703,000</b>	<b>4,858,000</b>	<b>5,152,000</b>	<b>5,317,000</b>	<b>3.2%</b>	<b>165,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
OTHER MISC REVENUES	2,000			0		
<b>GENERAL</b>	<b>2,000</b>					
<b>TOTAL REVENUE</b>	<b>2,000</b>					

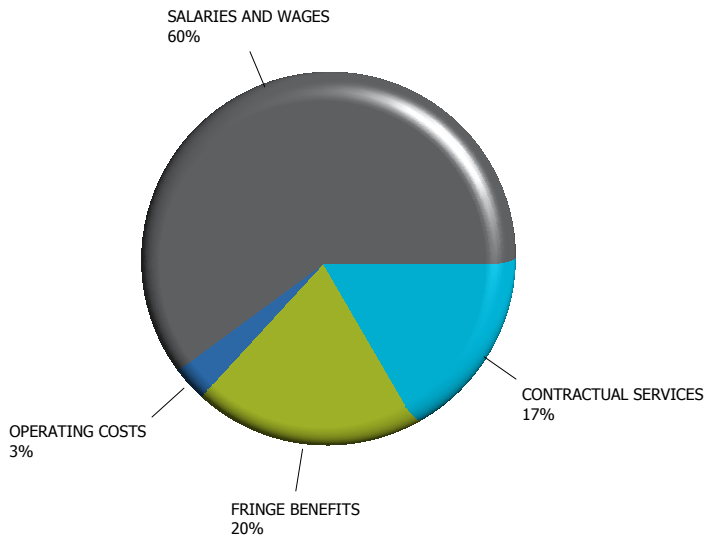


# CITY COUNCIL EXPENSE AND REVENUE INFORMATION

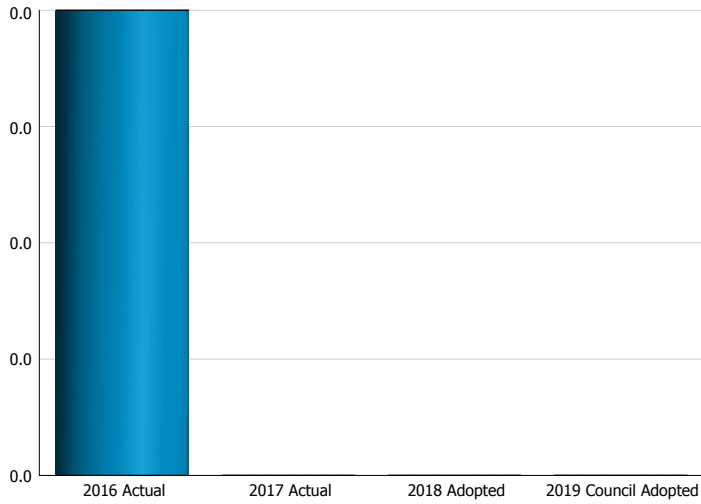
**Expense 2016 - 2019**  
In Millions



**Expense by Category**



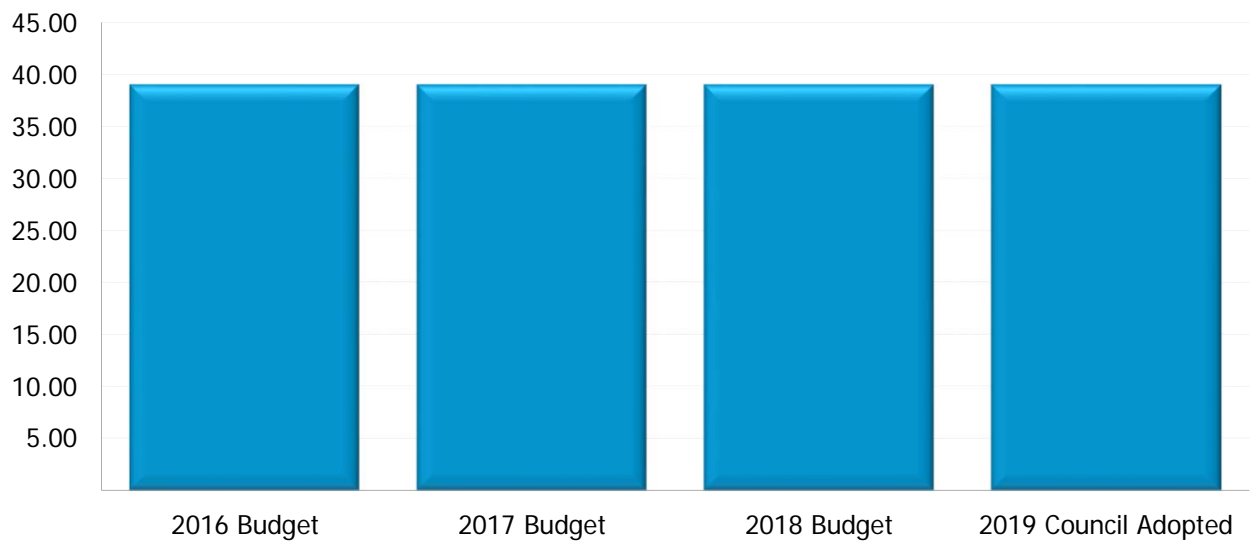
**Revenue 2016 - 2019**  
In Millions



## CITY COUNCIL Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
CITY COUNCIL STAFF	39.00	39.00	39.00	39.00	0.0%	0
Overall	39.00	39.00	39.00	39.00	0.0%	0

### Positions 2016-2019



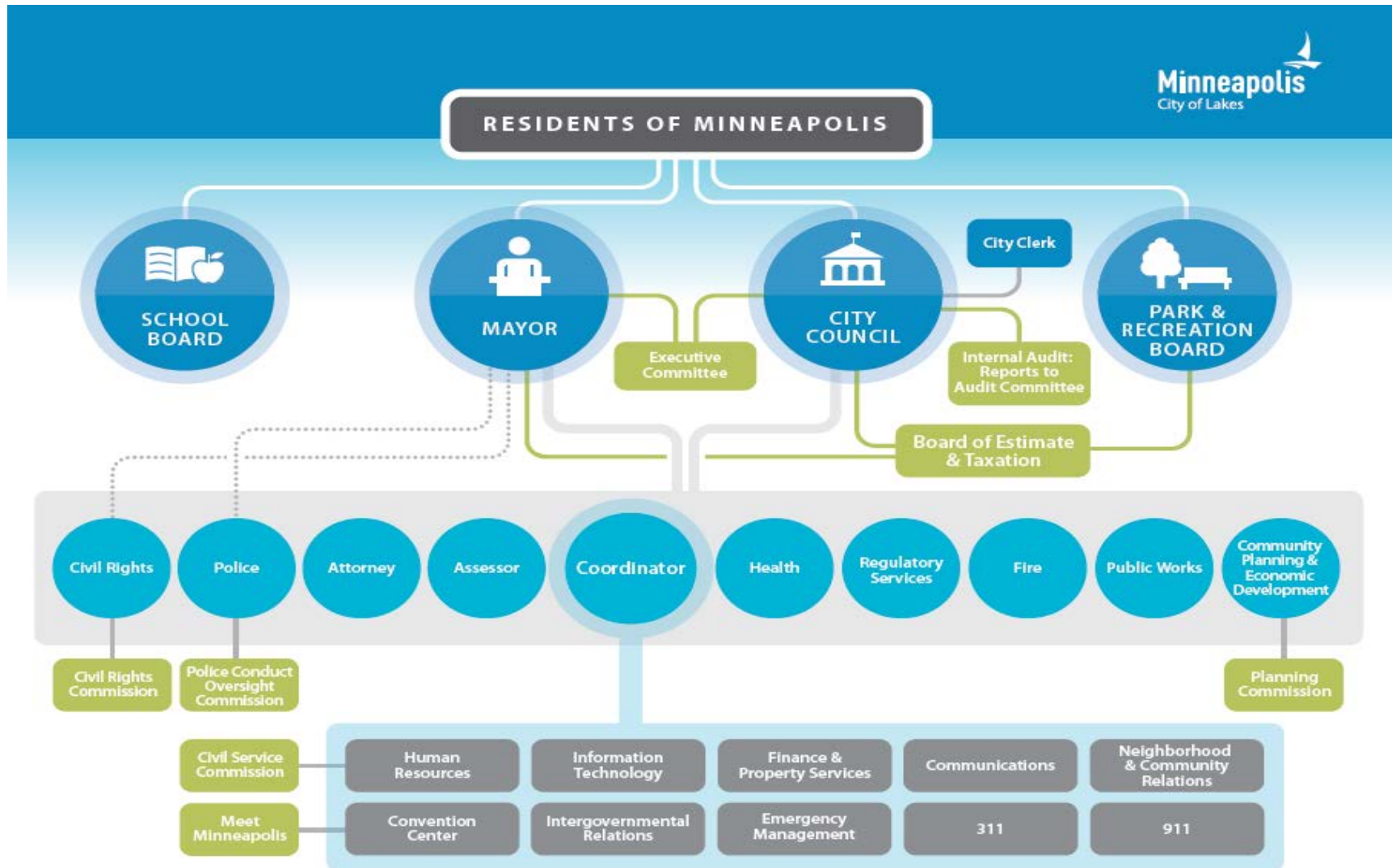
## **CITY COORDINATOR**

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### **MISSION**

The City Coordinator Department provides strategic, administrative and management services for the City, including but not limited to planning, budgeting and fiscal management, program monitoring and evaluation, personnel, data processing and purchasing. The City Coordinator is also charged with ensuring alignment and coordination across the enterprise, facilitating strategic and business planning, and supervising the Minneapolis Convention Center, federal programs, large city-wide events, and any other such activities as the City Council may direct.

## ORGANIZATION CHART



# CITY COORDINATOR

## EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>DEBT SERVICE</b>						
OPERATING COSTS		100,000		0		
<b>TOTAL DEBT SERVICE</b>		<b>100,000</b>		<b>0</b>		
<b>GENERAL</b>						
TRANSFERS		2,000		0		
SALARIES AND WAGES	25,083,000	26,453,000	28,392,000	30,074,000	5.9%	1,682,000
OPERATING COSTS	2,516,000	2,740,000	2,349,000	2,178,000	-7.3%	-171,000
FRINGE BENEFITS	8,741,000	9,231,000	10,958,000	10,783,000	-1.6%	-175,000
CONTRACTUAL SERVICES	12,931,000	13,976,000	15,224,000	17,726,000	16.4%	2,502,000
CAPITAL	231,000	793,000	376,000	968,000	157.4%	592,000
<b>TOTAL GENERAL</b>	<b>49,502,000</b>	<b>53,195,000</b>	<b>57,299,000</b>	<b>61,729,000</b>	<b>7.7%</b>	<b>4,430,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	13,878,000	15,406,000	16,284,000	16,933,000	4.0%	649,000
OPERATING COSTS	5,773,000	6,667,000	3,567,000	4,064,000	13.9%	497,000
FRINGE BENEFITS	4,759,000	9,760,000	5,980,000	5,873,000	-1.8%	-107,000
CONTRACTUAL SERVICES	36,451,000	39,778,000	31,917,000	33,174,000	3.9%	1,257,000
CAPITAL	663,000	47,000	6,730,000	5,056,000	-24.9%	-1,674,000
<b>TOTAL INTERNAL SERVICE</b>	<b>61,524,000</b>	<b>71,658,000</b>	<b>64,478,000</b>	<b>65,100,000</b>	<b>1.0%</b>	<b>622,000</b>
<b>SPECIAL REVENUE</b>						
TRANSFERS	2,000			0		
SALARIES AND WAGES	11,944,000	12,737,000	13,302,000	13,593,000	2.2%	291,000
OPERATING COSTS	2,379,000	2,272,000	1,875,000	1,623,000	-13.4%	-252,000
FRINGE BENEFITS	4,118,000	4,422,000	5,780,000	5,686,000	-1.6%	-94,000
CONTRACTUAL SERVICES	32,364,000	33,297,000	37,570,000	36,790,000	-2.1%	-780,000
CAPITAL	22,183,000	18,878,000	16,812,000	16,021,000	-4.7%	-791,000
<b>TOTAL SPECIAL REVENUE</b>	<b>72,990,000</b>	<b>71,606,000</b>	<b>75,339,000</b>	<b>73,713,000</b>	<b>-2.2%</b>	<b>-1,626,000</b>
<b>TOTAL EXPENSE</b>	<b>184,016,000</b>	<b>196,559,000</b>	<b>197,116,000</b>	<b>200,542,000</b>	<b>1.7%</b>	<b>3,426,000</b>

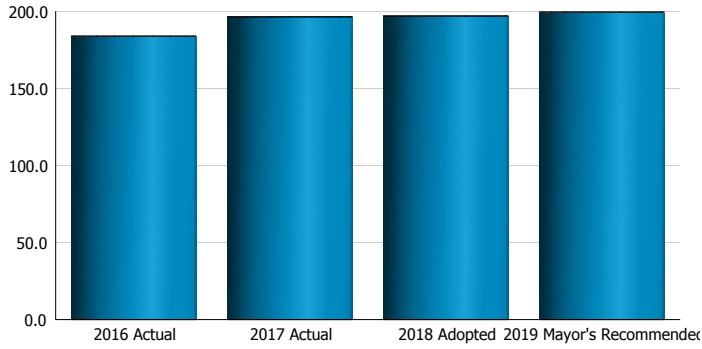
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>DEBT SERVICE</b>						
INTEREST		-908,000		0	0.0%	
<b>DEBT SERVICE</b>		<b>-908,000</b>				
<b>GENERAL</b>						
CHARGES FOR SALES	2,000	1,000	2,000	2,000	0.0%	
CHARGES FOR SERVICES	20,000	21,000		0	0.0%	
CONTRIBUTIONS	5,000			0	0.0%	
FRANCHISE FEES	1,247,000		1,250,000	1,250,000	0.0%	

## EXPENSE AND REVENUE INFORMATION

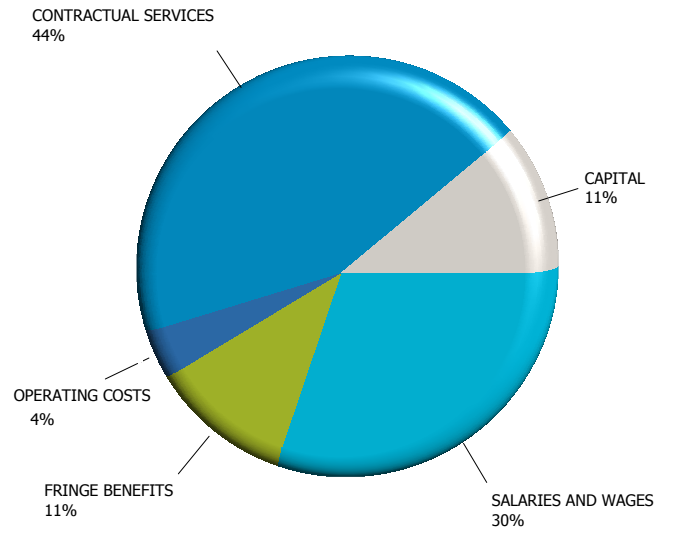
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
LOCAL GOVERNMENT		5,000		0	0.0%	
OTHER MISC REVENUES	39,000	37,000		0	0.0%	
RENTS				0	0.0%	
<b>GENERAL</b>	<b>1,313,000</b>	<b>64,000</b>	<b>1,252,000</b>	<b>1,252,000</b>	<b>0.0%</b>	
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	611,000	646,000	610,000	625,000	2.5%	15,000
CHARGES FOR SERVICES	47,412,000	47,204,000	38,736,000	40,360,000	4.2%	1,626,000
FINES AND FORFEITS	25,000	10,000		0	0.0%	
GAINS	-116,000			0	0.0%	
OTHER MISC REVENUES	13,000	321,000	3,000	3,000	0.0%	
RENTS	19,944,000	20,284,000	20,227,000	21,281,000	5.2%	1,054,000
STATE GOVERNMENT		8,000		0	0.0%	
USE OF FUND BALANCE			1,784,000	4,168,000	133.7%	2,386,000
<b>INTERNAL SERVICE</b>	<b>67,889,000</b>	<b>68,473,000</b>	<b>61,360,000</b>	<b>66,437,000</b>	<b>8.3%</b>	<b>5,081,000</b>
<b>SPECIAL REVENUE</b>						
CHARGES FOR SALES	13,000			0	0.0%	
CHARGES FOR SERVICES	6,907,000	6,613,000	7,300,000	6,700,000	-8.2%	-600,000
CONTRIBUTIONS	1,012,000	911,000	505,000	375,000	-25.7%	-130,000
FEDERAL GOVERNMENT	1,002,000	1,803,000	980,000	1,880,000	91.8%	900,000
INTEREST	197,000	79,000		15,000	0.0%	15,000
OTHER MISC REVENUES	3,755,000	4,083,000	9,314,000	8,000,000	-14.1%	-1,314,000
RENTS	9,080,000	11,270,000	9,657,000	9,321,000	-3.5%	-336,000
SALES AND OTHER TAXES	1,694,000	1,293,000	87,349,000	88,400,000	1.2%	1,051,000
STATE GOVERNMENT	865,000	438,000	515,000	515,000	0.0%	
TRANSFERS IN	6,127,000	6,489,000	6,682,000	6,883,000	3.0%	201,000
USE OF FUND BALANCE			7,506,000	8,389,000	11.8%	883,000
<b>SPECIAL REVENUE</b>	<b>30,652,000</b>	<b>32,979,000</b>	<b>129,808,000</b>	<b>130,478,000</b>	<b>0.5%</b>	<b>670,000</b>
<b>TOTAL REVENUE</b>	<b>99,854,000</b>	<b>100,608,000</b>	<b>192,420,000</b>	<b>198,167,000</b>	<b>2.9%</b>	<b>5,751,000</b>

## EXPENSE AND REVENUE INFORMATION

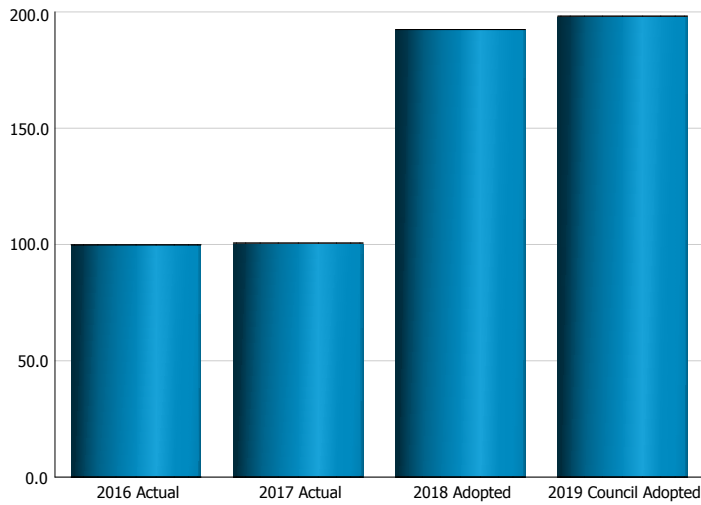
**Expense 2016 - 2019**  
In Millions



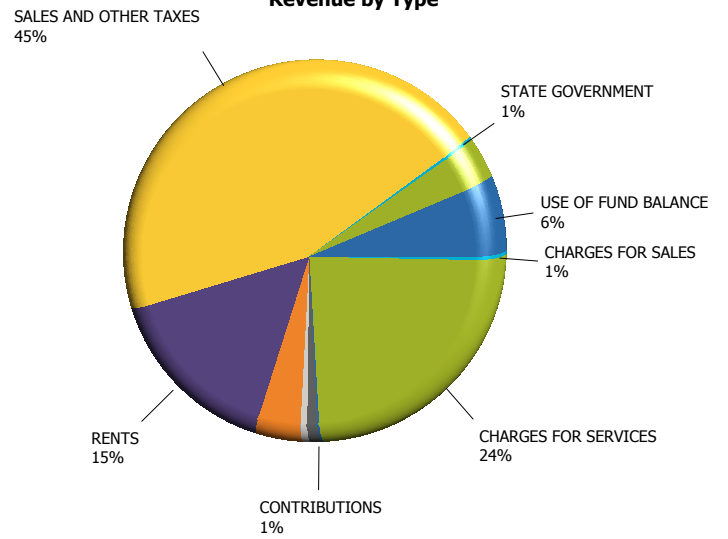
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

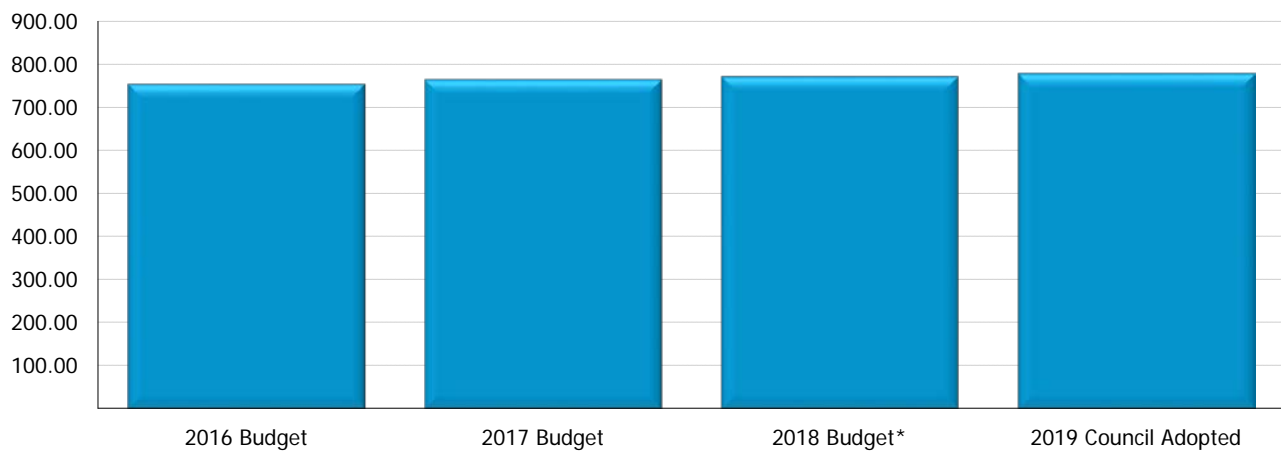


## CITY COORDINATOR

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council		
				Adopted	% Change	Change
311	30.00	30.00	30.00	30.00	0.0%	0
911	85.00	85.00	85.00	85.00	0.0%	0
City Coordinator	21.00	26.00	31.00	36.00	16.1%	5.00
Communications	12.00	12.00	12.00	12.00	0.0%	0
Convention Center	173.30	174.30	173.30	173.30	0.0%	0
Emergency Management	8.50	8.50	8.50	8.50	0.0%	0
Finance And Property Services	252.50	253.50	258.50	260.50	0.8%	2.00
Human Resources	52.80	53.80	55.00	55.00	0.0%	0
Information Technology	94.00	96.00	92.00	92.00	0.0%	0
Intergovernmental Relations	8.00	8.00	8.00	8.00	0.0%	0
Neighborhood & Community Relations	17.00	17.00	18.00	18.00	0.0%	0
<b>Total City Coordinator Depts.</b>	<b>754.10</b>	<b>764.10</b>	<b>771.30</b>	<b>778.30</b>	<b>0.9%</b>	<b>7.00</b>

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

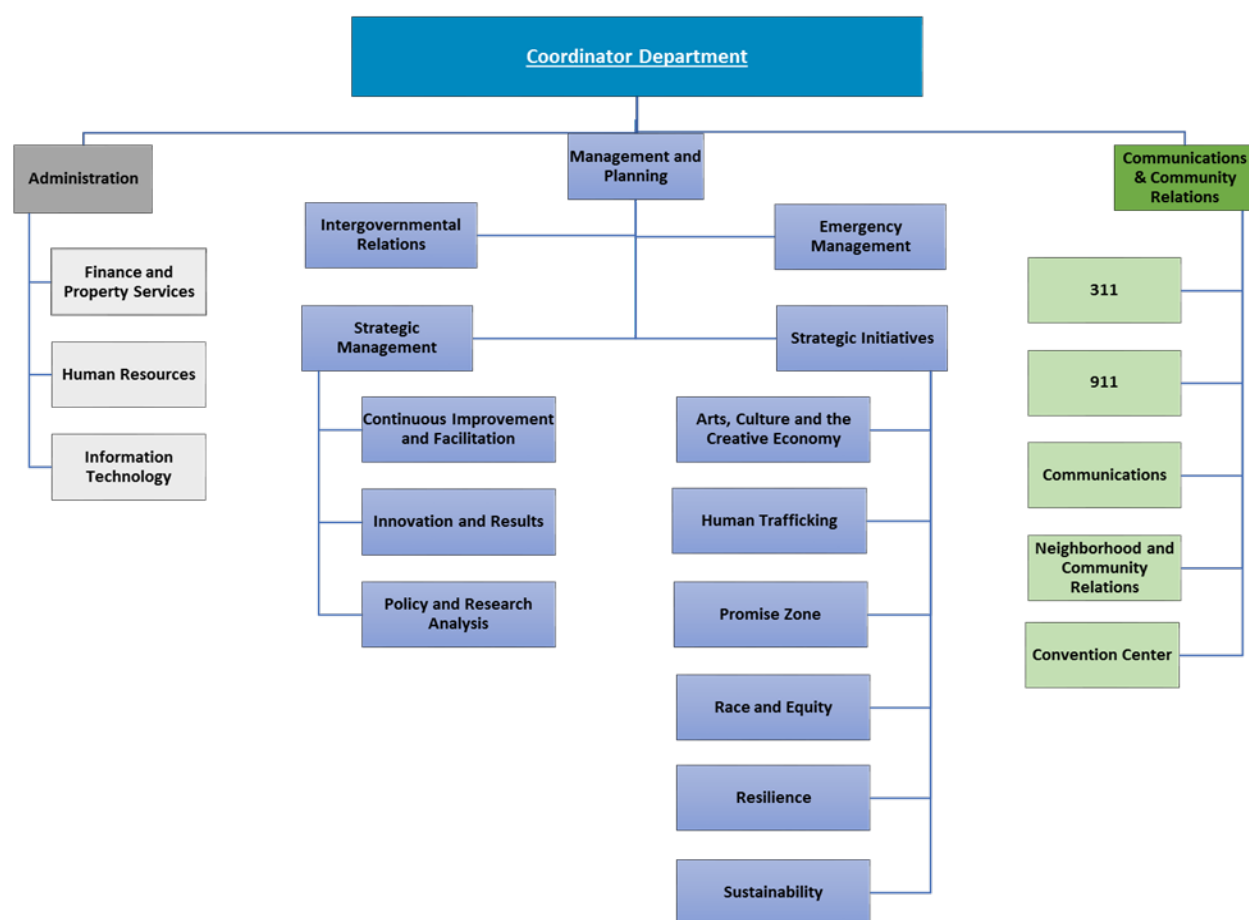


## CITY COORDINATOR - ADMINISTRATION

### MISSION

The City Coordinator Department provides strategic, administrative and management services for the City, including but not limited to planning, budgeting and fiscal management, program monitoring and evaluation, personnel, data processing and purchasing. The City Coordinator is also charged with ensuring alignment and coordination on a wide variety of cross-departmental initiatives across the enterprise, facilitating strategic and business planning, and supervising the Minneapolis Convention Center, federal programs, large city-wide events, and any other such activities as the City Council may direct.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcm:sp-199683> to find detailed information and analysis related to the budget programs listed below.

**Administration and Partnerships**

General Fund: \$2,977,000

This program encompasses oversight of the City's Coordinator Departments, management of partnerships duly approved by City Council, and oversight of Coordinator's Office activities, including strategic initiatives and strategic management. It also provides support and coordination of Citywide large events, as well as coordination of large enterprise committees such as the Citywide Labor Management Committee; the Facilities, Space and Asset Management Committee; and, the Permanent Review Committee.

**Strategic Initiatives**

General Fund: \$5,168,000

Other Funds: \$1,616,000

This program provides strategy building oversight and planning of City-wide initiatives that are deemed critical to the business success of the enterprise and also meet stakeholder needs. It develops processes that ensure appropriate prioritization; implementation; growth; development; and approvals for complex initiatives in the City Coordinator's office. Those initiatives include but are not limited to: Sustainability, Race Equity, and Arts Culture and the Creative Economy, as well as complex cross departmental projects.

**Strategic Management**

General Fund: \$1,098,000

Other Funds: \$550,000

This program provides the management, administrative and operational direction for the City. It leads planning and implementation of strategic and business specific goals and objectives and manages initiatives that improve the delivery of City services and builds strategic management capacity throughout enterprise. This includes the teams responsible for enterprise and department strategic planning, analysis, reporting, innovation, policy research and analysis, continuous improvement and other City-wide management functions.

**Financial Analysis****Expenditure**

The total City Coordinator Department's budget increases from \$9.6 million to \$11.4 million from 2018 to 2019. This is an increase of \$1.8 million, or 19.3%. The City Coordinator Department's 2019 expenditure budget reflects the following changes from 2018: \$3.0 million in budgetary change items, \$58,000 reduction in cost allocation charges, \$343,000 transferred to CPED for Small Business Team, and elimination of \$239,000 grant funding and \$855,000 one-time general fund expenditures in 2018 budget.

**Revenue**

Revenues are projected to decrease by 9.9% due to a decrease in the rollover fund balance for the Bloomberg grant. The department's total revenues in 2019 are projected to be \$2.2 million.

**Fund Allocation**

This department is funded primarily by the General Fund (81.0%), with the remainder of the department's funding found in the Special Revenue grant funds (19.0%).

**Budget Change items**

Detailed change items are presented on the following pages.

**City Coordinator - Administration****2019 Change Item****Energy & Climate: staff support and programming**

Program: Sustainability  
Fund: General Fund – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Grant Funding	\$50					
<b>Expenditures</b>						
Personnel	\$282	\$282	\$282	\$282	\$282	\$282
IT						
Fleet						
Contractual Services	\$280	\$280	\$280	\$280	\$280	\$280
Other	\$900					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>\$1,412</b>	<b>\$562</b>	<b>\$562</b>	<b>\$562</b>	<b>\$562</b>	<b>\$562</b>

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	3	3	3	3	3	3

**Council Adopted Budget:**

The City Council approves \$1,412,000 (\$562,000 ongoing – includes 3.0 FTEs, \$850,000 one-time) General Fund resources to match a \$50,000 one-time grant, and expand the City's energy and climate operations.

**Rationale/Background:**

The utility franchise fee increase adopted in December 2017 began collecting increased city revenue in spring 2018. The estimated revenue from this increase is \$2,200,000 for partial-year collection in 2018 and increases to \$2,800,000 beginning in 2019 for full years.

Climate change disproportionately impacts the most vulnerable populations who have the fewest resources to respond to climate disruption. Programs that reduce energy consumption will also reduce greenhouse gas emissions and lessen the potential impacts of climate change.

Expanded staffing and programming will accelerate the City's ability to meet the City's adopted climate and energy goals (80% reduction in greenhouse emissions by 2050, 100% renewable electricity by 2030, and ensuring reliable, affordable, local and clean energy citywide by 2040) and will both help residents/businesses reduce their energy costs and increase access to renewable energy.

**Description of the Change:**

This change item would fund additional staff and programming aimed at delivering the following:

- Commercial Building Benchmarking FTE (\$94,000: One new FTE will fully implement the commercial building energy and water benchmarking ordinance adopted by City Council in 2013, replacing a part-time contracted consultant over the last 5 years. The FTE will provide needed assistance and expertise in energy efficiency, lending resources, grant funding, and utility programs so building owners can act upon reported building data. The Division of Sustainability will provide enhanced outreach, training, reporting, and engagement, partnering with the Health Department for enforcement and submission. This position will

## Energy &amp; Climate: staff support and programming

also provide new outreach to small and medium-sized buildings not covered by the ordinance but in need of the same assistance and services.

- Multifamily Building Benchmarking FTE (\$94,000): One new FTE will develop and implement a new multifamily building energy and water benchmarking ordinance in 2019 - estimated to impact 300 buildings and 50,000 housing units. This new FTE will operate similarly to the commercial FTE listed above, but in the multifamily sector, and will provide outreach to smaller residential buildings not covered by an ordinance. This FTE complements funding already provided in the 2018 budget to partners in the Health Department for a multifamily benchmarking policy.
- PUC / State Energy Policy FTE (\$94,000): One new FTE will engage on state-level energy policy primarily at the Public Utilities Commission (PUC). The city is constrained in meeting City's energy and climate goals by policies and regulations outside the city's authority. The city does not currently possess the staff resources and technical knowledge to strategically and successfully engage on energy regulatory issues in a concerted, long-term manner. This FTE is matched by an awarded grant of \$50,000 from the McKnight Foundation for regulatory intervention by building capacity, representing the city's interests, and coordinating engagement between FPS, the Division of Sustainability, the City Attorney's Office, and IGR.
- New and Expanded Energy and Programs: The remaining funding will be spent on new and expanded energy and climate programs. 2018 programs made possible by the already allotted portion of the franchise fee increase are shown in the table in the "Results" section of this request.

**Equity Impact:**

An American Council for an Energy Efficient Economy study recently found that "the median household energy cost burden in Minneapolis is 2.32% while the median burden on low-income households is 5.11%. The highest energy burden quartile for low income households is 8.2%, nearly four times the median rate. The energy burden for African-American and Latino households is above the median, 4.14% (7.9% highest quartile) and 3.14% (6.1% highest quartile) respectively (ACEEE April 2016)." According to the recent Minnesota Multifamily Rental Characterization Study, renters pay a significant amount for energy and water (see below), indirectly through increased rents or directly through utility bills. This disproportionate impact of energy burden on low-income residents and people of color contributes to the crisis in housing's overall affordability. Programming will incentivize landlords to make energy efficiency a reality in their rental properties, thereby reducing costs for renters. Programming will also help homeowners reduce their own energy bills through energy efficiency projects they can directly implement.

Many small businesses are operated by low- and middle-income owners and people of color. Programming will serve smaller businesses by directing resources to groups that have traditionally had less assistance with lowering their energy costs.

Additional funding for energy and climate programming will also prioritize resources for the North Side and South Side Green Zones, which represent low-income communities, Indigenous communities, and communities of color that experience unequal health, wealth, employment, and education outcomes, and also are overburdened by environmental conditions. The use of franchise fee increase funding in 2018 has followed through with the commitment to target resources at improving health and supporting economic development using environmentally conscious efforts in these communities.

**Results:**

The CCO anticipates the following results from the addition of each new position:

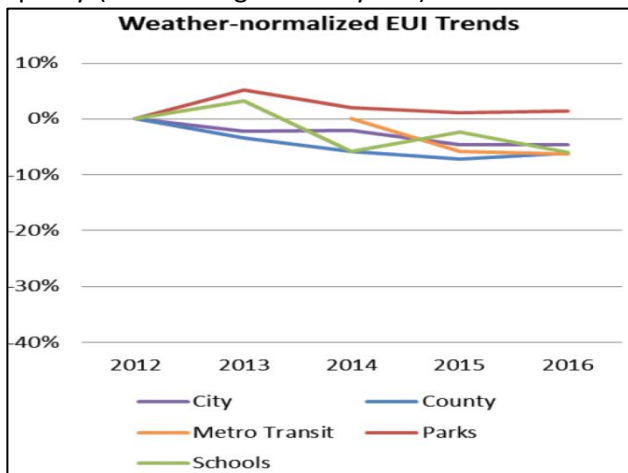
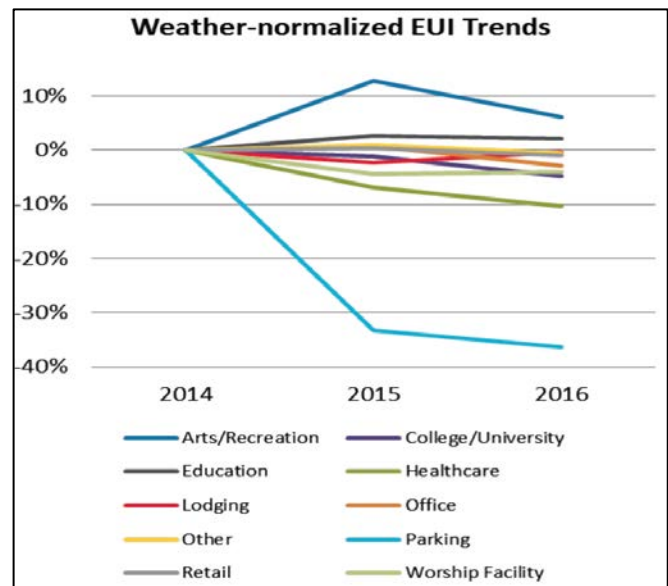
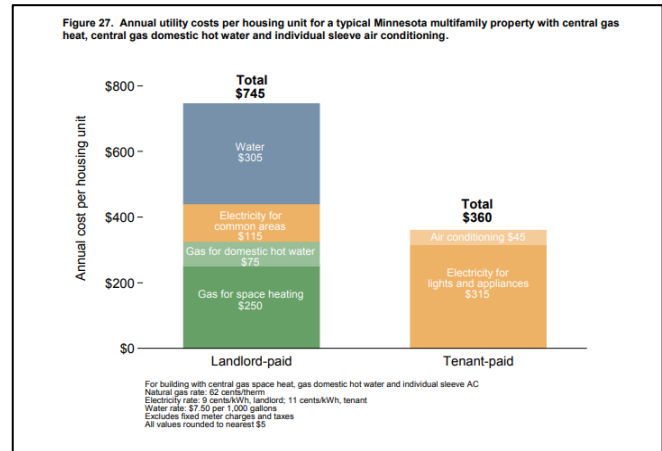
Energy & Climate: staff support and programming

Commercial Building Benchmarking FTE: The current commercial building energy and water benchmarking program covers the 434 largest commercial buildings in Minneapolis, representing 80% of total commercial building square footage, over \$170,000,000 in annual energy costs, and 16% of the entire city's greenhouse gas emissions (equivalent to 143,000 households). With the assistance of the ordinance and contracted support since 2013, private properties as a whole are using 3.4% less energy in 2016 than in 2014, with the largest savings coming from parking ramps, healthcare, and worship facilities (see below).

Additionally, the program has helped public buildings reduce energy by 3% over 5 years with the greatest decreases from schools, Metro Transit, and county buildings. More details on the success of this policy and related programming can be found in our annual report. By devoting an FTE to this ordinance, we can ensure the long-term stability of this successful program for large commercial buildings and provide similar assistance to smaller businesses and commercial properties that currently have fewer resources.

Multifamily Building Benchmarking FTE: An FTE to support the creation and implementation of a multifamily benchmarking policy will ensure the same level of success as the commercial building program and will provide much needed energy cost burden relief for renters.

An ordinance for multifamily buildings of 50,000 square feet or greater would cover approximately 300 buildings, representing 65% of total rental building areas and nearly 50,000 rental units. A multifamily benchmarking policy that shows the same results as the commercial policy (3.4% savings over 3 years) could result in lower



utility bills of nearly \$38 annually per household in covered buildings. To convey results of the policy, the FTE will provide an annual report of progress, similar to the commercial policy. Additionally, the FTE will support residential energy programs beyond a multifamily ordinance, including the single family housing sector (owner- and renter-occupied) and smaller multifamily buildings.

PUC / State Energy Policy FTE: City staff have been interveners or commenters in previous PUC dockets pertaining to data aggregation standards, energy cost rate cases, and others. Through this limited involvement, it has been challenging to see desired outcomes. With this FTE,

## Energy &amp; Climate: staff support and programming

the department will be able to measure the number of engagements across PUC dockets, and will dedicate particular attention to Xcel Energy's upcoming Integrated Resource Plan, which sets Xcel's greenhouse gas emissions for years to come.

Expected outcomes of the programs and the associated programming budgets (shown below for 2018) were [presented](#) to March 26, 2018 PECE Committee meeting. This change item request would further expand these programs and open up opportunities for new initiatives. Below is a current list of 2018 programs and initiatives; with these funds, the City Coordinator's Office would anticipate expanding on the items on this list and bolstering programs listed below.

Franchise Fee Increase Programming - Final 2018 allocations through the Clean Energy Partnership		
2018 Targets Current Budget	Category	Program Description
\$75,000	Single-Family Residential	Community-based organizations contracted in <u>Green Zones</u> for outreach based on community engagement pilot project recommendations
\$150,000		<u>\$0 Home Energy Squad (HES) Enhanced visits to residents in a Green Zone (regardless of income) and/or low-cost/no-cost visits for residents elsewhere in the city who are between 50-100% AMI. Resident signs programmatic data information release to be eligible. Builds on previous City of Mpls pilot. (Target: \$50,000 in 2018, which would fund 500+ audits)</u>
		<u>0% interest loans for insulation &amp; air-sealing through CEE financing. Resident signs programmatic data information release to be eligible. Builds on previous City of Mpls pilot. (Target: \$100,000 in 2018, which would fund ~140 loans)</u>
\$25,000	Single-Family & Multifamily Residential	<u>Contract for a feasibility and market study related to the Pay As You Save® (PAYS®) or similar on bill, inclusive financing program to be implemented in Minneapolis.</u>
\$139,000	Multi-Family Residential	<u>Green Cost Share program (Housing) - target expenditure for incentives added to utility rebates through the Multifamily Building Efficiency (MFBE) program. Includes single-family homes to leverage City's Lead &amp; Healthy Homes work.</u>
*Budget for additional resources in 2019*		<u>Policy development and outreach via contract(s) in 2018 utilizing Health Dept's \$74k budgeted for development. Add resources in 2019 and beyond to create a FTE in the division of Sustainability to implement policy and expand engagement to low-performing buildings/areas.</u>
\$50,000		<u>Green Cost Share program (Housing) - target expenditure for pilot program w/ CPED to utilize Class 4d (low-income rental housing) designation and insert energy efficiency incentives in upfront financial package. Utilize Multifamily Building Efficiency utility program participation of each building to identify eligible projects.</u>
<b>\$439,000</b>	<b>RESIDENTIAL Total</b>	
\$425,000	Small & Large Commercial	<u>Green Cost Share program (Business): target expenditure for incentives for general businesses, with priority for those participating in Xcel's refrigeration program and/or in a Green Zone</u>
\$100,000		<u>Fund 5 business districts / councils through B-TAP program to participate in the "Minneapolis Small Business Energy Initiative". Priority will be given to Green Zones.</u>
*Budget for resources in 2019*		<u>Enhanced outreach to benchmarked buildings via a new FTE in the division of Sustainability. Enhanced outreach starting in 2019 includes sector-specific workshops, CEP meetings with individual buildings, working w/ utility account managers to incorporate benchmarking data, and navigation of city program offerings.</u>
\$25,000		<u>Workforce Development Assessment for Renewable Energy and Energy Efficiency Sectors. Support pre-development and scoping of a study.</u>
<b>\$550,000</b>	<b>COMMERCIAL Total</b>	
<b>\$989,000</b>	<b>TOTAL</b>	

**City Coordinator - Administration**  
**Renters Legal Support**

**2019 Change Item**

Program: Strategic Initiatives  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$500					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$500					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$500,000 for a renters legal support program.

**Rationale/Background:**

This funding addresses the Mayoral priority of protecting Minneapolis renters. Approximately 2,700 households in Minneapolis face eviction without an attorney in the courtroom. While some of the households receive limited representation, for many in-court representation is necessary to vindicate their rights. Fewer than 10% of tenants facing eviction have attorneys by their side while their eviction cases are heard in court. More than 50% of landlords have legal representation in court. In addition to extremely low rates of legal representation for tenants facing eviction, 80% are facing eviction for the first time and many have limited English proficiency and lack the ability to explain legal defenses they have. Funds will be used to support current efforts in CPED focused on renters.

**Description of the Change:**

Studies have shown that renters who pursue enforcement actions through the courts or invest in legal defense to avoid unlawful evictions have much better outcomes than those who are unable to afford such legal protections. These funds will assist low income renters, many of whom are disproportionately renters of color, by contracting with legal service providers for mediation and other legal support services for low income renters facing evictions. These funds shall complement other work across the enterprise that is aimed at similarly supporting low income renters across the City.

**Equity Impact:**

Legal services will be provided to low income renters who cannot afford traditional legal service and are facing imminent displacement from their housing. Many households facing eviction have a family member with a disability. Nearly 70% are women or female-headed households, and 74% identify themselves as a race or ethnicity other than non-Hispanic white. By preventing homelessness, increasing housing stability, and improving housing quality, this pilot program will reduce housing disparities for persons with a disability, families with children, people of color, and other low-income renters.

**Renters Legal Support**

**Results:**

It is estimated that this funding would support legal services for 250-400 low income renter households facing eviction depending on complexity of the cases.

**Performance measures:**

- Reduction in eviction rates
- Prevention of homelessness among tenants facing eviction (as measured by use or lack of use of emergency shelter and/or rapid rehousing funding)
- Increase in repairs to correct health and safety problems in housing



## City Coordinator – Administration Partnerships

## 2019 Change Item

Program: Administration  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$675					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$675					

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$675,000 in one-time General fund resources Fund for Partnerships funding. These partnerships includes; \$125,000 for Greater MSP, \$100,000 for existing partnerships (Midtown Community Works, Cedar Riverside Opportunity Center, Government Alliance on Race and Equity (GARE), Minnesota Historical Society/St. Anthony Falls Heritage Board, and others), \$80,000 for Kajoog for 4H program in South Minneapolis, \$80,000 for Cedar Riverside Violence prevention Activities, \$100,000 to study ways to maximize investments in the Promise Zone, \$100,000 for North-North East and South Side Green Zones work, \$75,000 for additional security in Minneapolis Public Housing Authority residences; \$10,000 for the Community Peace Garden managed by the Korean Service Center; and, \$25,000 for the Midcontinent Oceanographic Institute. Additionally, \$20,000 has been reallocated on a one-time basis from City Coordinator's Partnerships program to fund Children's Saving Account program in Youth Coordinating Board.

### Rationale/Background:

The Coordinator's Office has been responsible for the oversight of various enterprise partnerships and endeavored to ensure that all contracts and agreements comply with appropriate city provisions. Such contracts vary from year to year. Midtown Community Works (through SmithPartners), Cedar Riverside (through SmithPartners), Center for Ethical Leadership – Government Alliance on Race and Equity (GARE), Minnesota Historical Society – St. Anthony Falls Heritage Board, and Everybody In. This change item will provide funding for those Citywide partnership agreements that have been duly authorized and approved by City Council, including funding for the City's engagement with Greater MSP. One-time funding for this change item will advance the Mayor's economic inclusion priority.

### Description of the Change:

Over the past several years the City Coordinator's Office has received one-time funding for a wide variety of partnerships. This funding will allow the City Coordinator's Office to continue contracting with partnership organizations such as Midtown Community Works, Cedar Riverside Opportunity Center, Government Alliance on Race and Equity (GARE), Minnesota Historical Society/St. Anthony Falls Heritage Board, and others.

## City Coordinator – Administration Partnerships

## 2019 Change Item

The above partnerships support the City in advancing its goals by supporting economic growth; job creation; investing in greenspace and the natural environment; providing a hub for youth and adults to access education and employment opportunities; promoting interpretation and preservation of the historic Minneapolis central riverfront; and more.

### Equity Impact:

These partnerships are intended to reflect and work in collaboration with community, and some, like GARE or the Everybody IN partnership, are specifically intended to advance and support the City's racial equity efforts.

### Results:

These contracts help keep the City connected to major community and infrastructure initiatives, ensuring the City's interests are represented, and that projects are connected to the community that the City serves.

This work aligns with both City that Works and Hub of Economic Activity and Innovation goals, as well as City's values of connectedness, vitality and growth.

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Contracts executed to date	4	4	2015 2016 2017 2018

# City Coordinator - Administration

## Relocate Small Business Support Team to CPED

2019 Change Item

Program: Administration  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	-\$298	-\$298	-\$298	-\$298	-\$298	-\$298
IT						
Fleet						
Contractual Services	-\$45	-\$45	-\$45	-\$45	-\$45	-\$45
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>-\$343</b>	<b>-\$343</b>	<b>-\$343</b>	<b>-\$343</b>	<b>-\$343</b>	<b>-\$343</b>

Personnel Impacts	2019	2020	2021	2022-	2023	2024
<b>Change in FTE Count</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>	<b>-3</b>

### Council Adopted Budget:

The City Council approves relocating the \$343,000 in ongoing General Fund dollars for the Small Business Support Team, including 3.0 FTEs, from the City Coordinator's Office to CPED. An inverse proposal is contained in the CPED budget, making this item a net-neutral cost to the City.

### Rationale/Background:

In 2017, the City Council established the Small Business Support Team with 3.0 FTEs in the City Coordinator's Office to directly help small businesses navigate processes across the Enterprise. This workgroup was directed to review existing efforts, programs, and initiatives focused specifically on the small business community to determine how best to align and/or reorganize small business touch points across the Enterprise. The workgroup is co-chaired by CPED and City Coordinator's Office in coordination with other City departments.

This workgroup was established to review the programs and business lines within CPED to determine how to best reconfigure workflow along with aligning these efforts with the City's racial equity goals to accelerate small business. As most of the interactions and transactions with the existing and growing business community are managed by CPED, the relocation of this team to CPED will be better aligned with this team's mission.

### Description of the Change:

Integration of the Small Business Support Team with CPED will help align department's workflow efforts with City's racial equity goals to accelerate small business efforts. This team's efforts on the online portal for business community will be best optimized when the CPED teams working with the business community will use this tool. This support team is also envisioned to assist in finalizing the business guides and supportive checklist for the business that will address gaps in processes and service delivery and provide additional staff training and other strategies aimed at increasing alignment with the small business community. Coordination for the development of a municipal design center, cluster-based small business development, creation of entrepreneurial incubator

**Relocate Small Business Office to CPED**

spaces, small recognition programs, micro-lending programs and many others will be more effective as this team has a better collaboration opportunity within CPED.

**Equity Impact:**

This item ties to the City goal of City that Works and aligns Small Business Support team's mission and services to be impactful to the growing and diverse business community. This team was established with a vision to ensure that workflow in the departments aligns with City's racial equity goals to accelerate small business.

**Results:**

The relocation of the team is expected to build off the continuous improvement work that has already been initiated to streamline and simplify processes for the business community. It will also realign the efforts with City's racial equity goals to accelerate the small business efforts.

**City Coordinator - Administration**  
**Race & Equity support**

**2019 Change Item**

Program: Division of Race and Equity  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$200	\$200	\$200	\$200	\$200	\$200
IT						
Fleet						
Contractual Services	\$50	\$50	\$50	\$50	\$50	\$50
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$250	\$250	\$250	\$250	\$250	\$250

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

**Council Adopted Budget:**

The City Council approves \$250,000 ongoing for the Division of Race and Equity program to increase the FTE count by 2.0 FTE and also add programming dollars to support the work.

**Rationale/Background:**

In 2014, in keeping with its longstanding commitment to address discrimination and racial equity, the City Council approved the creation of a staff position in the CCO to focus on the enterprise racial equity and inclusion efforts. As progress has been made since the position was filled in 2015, demand for these services now exceeds the capacity of a singular FTE. The CCO has shifted funding resources in the past to support a temporary, part-time employee to provide additional support, but the adoption of the Division of Race and Equity ordinance further exacerbates this challenge with the introduction of expanded responsibilities and an urgency from internal and external stakeholders to see the ordinance implemented fully. Successful implementation will require a heavier support model for staff, policymakers and City's external partners participating in the Racial Equity Community Advisory Committee which will not be feasible without increasing the dedicated FTE in this division.

Similarly, there has been no programming included in previous budgets to assist in advancing the City's equity work across the enterprise, and yet the division has taken a leadership role in providing resources and training to grow staff capacity to advance racial equity. Staff from all City departments have participated in these training efforts, arts-based engagement opportunities, and leveraged the division's online resource tool inventory. However, recent Council actions have created additional expectations that include embedding racial equity tools within City processes and procedures (including development of the Racial Equity Action Plan), and such efforts merit the need to include programming dollars to fulfill the responsibilities of this division and best position the City to support the Mayor and Council's racial equity goals.

**Description of the Change:**

The bulk of funds on this change item will be used to hire 2.0 FTE to coordinate racial equity engagement programming, staff the Racial Equity Steering Committee, the Racial Equity Community Advisory Committee and

## Race &amp; Equity support

the Racial Equity Coordinators teams, maintain the Race & Equity website, and the internal SharePoint site. This individual will also support training and team-building for department-level racial equity teams, capacity building across the enterprise, and support reporting and evaluation on the City's racial equity efforts as led by the Racial Equity Community Advisory Committee, per City Council resolution.

The funds will also allow the City to augment its capacity-building and technical assistance from GARE (Government Alliance on Race and Equity) and from CommonSense Consulting Services through which the 5-part Foundations of Equity series was developed and implemented. The City Coordinator's Office intends to reintroduce foundational elements of that training and provide new offerings based on needs expressed by staff and policy makers. This will assist staff in developing a robust framework for racial equity for the City, implement a racial equity action plan, integrate racial equity impact analysis tools, build additional capacity throughout the enterprise and assist in progress reporting, grounding staff in key elements of race and equity, Foundations of Equity complements training and other programming efforts in several City departments including Human Resources, NCR, the City Coordinator's Innovation Team and Arts, Culture and the Creative Economy.

**Equity Impact:**

The very nature of this work means that all groups will be positively impacted, with a special emphasis on communities of color. Programming dollars will strengthen the foundation of City to think critically about race in decision-making, plan and act accordingly towards more equitable outcomes. As a result, departments will be better able to reduce and eliminate disparities.

Additionally, the labor pool for candidates with the experience to lead this work is highly diverse. Candidates for these positions will likely include individuals who identify with a wide range of racial and ethnic cultures, those from LGBTQIA and other non-conforming groups as well as persons with disabilities and veterans groups.

**Results:**

The below graph shows current trends for the capacity building staff has been able to achieve thus far:

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Number of Department Race and Equity Teams	2	4	FY2017
Staff participation in enterprise racial equity engagement events	0	169	FY2017
Department participation in Racial Equity Coordinator program	0	10	FY2017
Staff participation in Foundations of Equity	0	320	FY2017
Staff completing Foundations of Equity series	0	60	FY2017
% of staff regarding Foundations of Equity favorably	0	100%	FY2017

As defined in the Race and Equity Ordinance and corresponding resolutions, the Division will partner with the Racial Equity Community Advisory Committee and Racial Equity Steering Committee to conduct an annual employee survey on racial equity. Thirty-seven measures have been developed to track quantitative and qualitative progress on staff culture and perceptions of racial equity in our workplace and our work, including measures around the use of the racial equity impact assessment, establishment of racial equity plans and goals, and staff assessments of understanding of racial equity and leadership/departments support for racial equity work.

## Municipal ID

Program: Strategic Management and Administration  
Fund: General - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$200					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$200					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$200,000 in one-time general funding to support Municipal ID Card Implementation.

**Rationale/Background:**

While it has not been determined where the work of the Municipal Identification Cards will live in the City enterprise, the funding for the program has been provided in City Coordinator's office as a placeholder. The Municipal Identification Cards will advance the city's goals that Minneapolis is a safe and livable and has an active and connected way of life, that disparities are eliminated so all Minneapolis residents can participate and prosper, and that the City government is run well and connects to the community it serves. It also helps promote the value of One Minneapolis by creating a sense of civic pride and belonging, and connected to the municipal government that serves all its residents.

**Description of the Change:**

The Municipal Identification Cards is a new initiative of the city and intended to make sure all our residents are able to access a wide array of financial, municipal and cultural amenities across the city. Once it is determined where in the City enterprise the Municipal Identification Card will be housed, a more complete budget will be drafted. Using an estimate of issuing 10,000 identification cards annually, the budget includes the following requests.

Many City residents do not have access to a driver's license or other proper forms of identification due to their experience with housing instability, gender identity, age, student status or immigration status. Providing a form of identification can assist individuals with opening a bank account, going to a hospital or obtaining prescription drugs, registering children for school, filing a police report, or obtaining an identification with correct gender identity. Partnership agreements with cultural institutions, financial institutions, retail businesses, government institutions, libraries and others will assure that residents have access to critical resources.

**Municipal ID****Equity Impact:**

The municipal identification will be available for all Minneapolis residents but will especially be impactful to marginalized populations such as residents that struggle with stable housing, communities of color including our indigenous population, immigrants, youth, and our senior and transgender communities. The impact can include access to bank account, ability to go to a hospital or obtain prescription drugs, registering children for school, or filing a police report. Members from various groups have been consulted through the exploration of this ordinance.

**Results:**

Municipal ID will offer City of Minneapolis residents accepted identification that demonstrates:

- City Pride
- Multiple “benefits” such as dual use as a library card or discounts with partnering businesses
- Builds a sense of community
- Offers alternative accepted form of identification when needed



**City Coordinator - Administration**  
Creative City Challenge

**2019 Change Item Request**

Program: Arts, Culture & the Creative Economy  
Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$100					
Other						
<b>Net Budgetary Impact</b>						
Expenditures - Revenues	\$100					

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Council Adopted Budget:**

The City Council approves \$100,000 one-time General Fund Resources to fund the Creative City Challenge (CCC) temporary public art commission and related Northern Spark opening celebrations in the Commons.

**Rationale/Background:**

The CCC is a temporary public art competition targeted at Minnesota-resident architects, landscape architects, urban designers, engineers, scientists, artists and individuals of all backgrounds to create and install a temporary, destination artwork. Each year the winning project is opened during Northern Spark and acts as a sociable and participatory platform that provides onsite programming throughout the summer.

This supports the City's Great Places goals, specifically to support iconic and inviting spaces and creating a sense of place. The program was originally developed in 2012 in collaboration with the Convention Center to serve the center's need to activate its underutilized plaza area, engage the community and connect it to the surrounding business district through the annual Northern Spark festival. On-going budget to support the program was approved by council in 2013 and went to the Convention Center. In 2017, the Convention Center closed its plaza for renovations and the program moved to the Commons, with administrative responsibility going to Arts, Culture and the Creative Economy (ACCE), however the budget and staffing did not transfer over from the Convention Center.

**Description of the Change:**

This change item provides one-time funding to continue the existing CCC activity under a contract with ACCE. ACCE manages the contract with Northern Lights.MN to deliver project management and festival programming to the Commons. The current value of the contract is \$150,000 and will end fall 2018. ACCE currently has allocated additional \$50,000 from its operating budget to pay for additional festival costs.

The move from the Convention Center Plaza has received positive community response. Relocation to the Commons has allowed ACCE and the Commons to add Northern Spark as a large-scale event to the city's existing

agreement with the sports authority, thereby allowing community access to a non-sport, free, annual, public event.

Now is an important time to set the CCC on solid footing. In 2019, the Americans for the Arts convention, the nation's largest annual arts national and international convention for art administrators will open in Minneapolis on the same weekend as, the Northern Spark. This presents the city with a unique opportunity to showcase its creative assets to its national target audience.

**Equity Impact:**

The CCC is conceived to showcase Minneapolis community identities and to act as a tangible symbol of the complex narratives that make up the City's urban landscapes in the downtown core. The issue of providing welcoming spaces and a sense of belonging for communities of color in downtown spaces has been anecdotally documented by ACCE. This program addresses the need to provide visible, public displays and stories connected with diverse groups in city.

The program has commissioned a diverse group of artists representing a range of age, gender, sexual orientation, race and ethnicity from Native American, Asian American, New Immigrant communities and collaborated with organizations such as Leonardo's Basement, Juxtaposition Arts, NACDI and Pillsbury House United Communities. These artists provide us with annual feedback on their experiences with the program, contribute to program for commissioned artists and sit on selection committees.

Northern Spark works with a community a programming council to ensure that the artists it commissions are from diverse communities; this council also provides feedback on its programs. It also works with community organizations to produce the festival including West Bank Business Assc. Twin Cities LISC and African Economic Development Solutions

**Results:**

Continued funding of the CCC will help deliver the same results as prior years' events. For example, in 2017 Northern Spark served 50,000 attendees, 53% from Minneapolis, 24% from St. Paul. 33% of its audience were below the age of 32 and 58% were female, with 80% white and 20% from communities of color. The festival in 2017 produced 11 million media impressions and 63 artist projects, 12 projects were presented in the Commons, making it a major programming node. ACCE has worked with Northern Spark to develop quantitative and qualitative performance data indicators and data gathering methods that are subsequently put forth in a data report.

**City Coordinator - Administration**  
Enterprise Engagement

**2019 Change Item**

Program: Administration  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$80					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$80					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$80,000 one-time General Fund resources for Enterprise Engagement Funds to support communications and engagement activities across the City where other resources don't already exist.

**Rationale/Background:**

The City has deployed an "Enterprise Engagement Fund" since 2017. This centralized resource is available to all departments which access funds via an established competitive process. Projects and ideas are submitted to the engagement design team (comprised of the Communications Director, head of NCR, City Clerk, and others), which provides a host of tools and resources for departments to achieve their intended engagements outcomes. When funds don't exist in a department to achieve those ends, and those initiatives are deemed a priority, the City Coordinator makes decisions about allocating resources from this fund to support department engagement efforts. These funds are used to ensure that residents are engaged on important topics with culturally-appropriate communications mechanisms.

The City frequently needs to engage with community for input on a variety of projects and processes. While the City has many tools across multiple departments to interface with community, departments were frequently left to their own devices to determine the right engagement tools, resources and processes for engagement. Departments also needed to work across multiple internal resources to try to find the right engagement tools. To address this, City leaders with engagement knowledge and expertise were convened to assess department projects and make recommendations about the right engagement tools and tactics needed to reach their intended outcomes. Launched in 2017, the Engagement Design team provides a multi-disciplinary consultative approach that ensures equitable engagement of diverse communities by leveraging the right tools for the job instead of a "one-size fits all" approach.

Additionally, the department is aware that continuous outreach to the community for input from multiple sources can result in community distrust. It is important that the City carefully considers the volume of input we request from residents, how we ask for this input, and the mechanisms by which we report how we have used this input to inform decisions.

**Enterprise Engagement**

The goal of this process is to create, support, and advance equitable engagement of diverse communities in City services, activities, and programs, by leveraging the right tools for the job.

**Description of the Change:**

The Enterprise Engagement process and funds represents a different approach to engagement and communication by creating a one-stop multi-disciplinary staff team that provides consultative services to the enterprise. Through this process, a cross-functional team works with departments to create engagement and communication strategies that adapt to their specific needs and desired outcomes rather than a “one-size fits all” approach, and ensures strategies include cultural considerations as well as more creative approaches to maximize engagement. The team consists of 311, NCR, Communications, the City Clerk’s office, Arts and Culture and the Office of Equity and Inclusion - departments that support the City’s engagement and communication resources.

Funding in a third year will ensure enterprise consistency on messaging and engagement with strategies tailored to specific desired outcomes. Internally, departments will have a single place in which to seek advice and guidance on outreach and engagement strategies that are tailored to their specific initiative. Externally, residents and businesses will benefit from communication and outreach strategies that are aimed at maximizing their involvement, awareness and access. All together, we believe this will ultimately help build public trust and provide the City with a robust set of traditional, creative and culturally specific engagement tools that will truly elevate City’s ability to engage with all its communities. This team supports departments with:

- A one-stop multi-disciplinary approach to building and supporting engagement strategies through a consultative approach
- Equitable considerations and impact
- Access to and understanding of a variety of engagement and communication resources
- A coherent, consistent, and coordinated engagement strategy

The engagement design team also assesses projects, makes recommendations and asks departments to fund projects on their own if there is already an existing budget or if the expectation is for the department to fund the project. Funding is provided where there is high need, greatest benefit to residents, and where existing funding isn’t available.

**Equity Impact:**

The funding will help the City realize its commitment to ensuring City programs, services and information are provided equitably to all residents, businesses and visitors. This enhancement will significantly move the dial on equity, and ensures the City runs more efficiently by leveraging cross-departmental staff and expertise, and better aligning resources with outreach initiatives to ensure broader and more effective communication with City’s diverse residents and businesses. Examples of this work include:

- Leveraging Spanish-language radio to reach out Latino communities
- Engaging in culturally specific dialogue sessions and facilitated dialogues between community members and city staff
- Engaging in cross-industry, cross-cultural listening sessions on important issues like municipal sick leave policy
- Partnering with community organizations to perform targeted outreach to specific cultural communities
- Staff trainings to ensure a consistent, principled enterprise approach to engagement

**Enterprise Engagement****Results:**

The projects that are funded through this effort vary greatly in their results metrics (reach, effectiveness etc.). As such, evaluating that projects are funded, the need, and the City's ability to be responsive to events throughout the year are an important way by which to know this funding is appropriately used. Below is a list of how the funds have been used or are slated to be used in 2018:

- Human Rights support for immigrants and refugees to Minneapolis: promote basic human needs of people in poverty
- La Raza radio station: translation services to broadcast public messages in Spanish
- Paid sick leave and minimum wage enforcement outreach: help businesses understand the rules and guidelines after the first year of enforcement
- Facilitation of the opioid taskforce
- We are Minneapolis: Public awareness campaign elevating unique voices in the city reflective of Minneapolis' rich diversity. The campaign reaffirms the City of Minneapolis' commitment to be a welcoming place for all people, regardless of ethnicity, race, national origin, gender identity, religion or birthplace.
- ReCAST
- Target Market Program outreach
- Several Public Works projects
- 311 10<sup>th</sup> Anniversary plan

**City Coordinator - Administration**  
ACE-TAP

**2019 Change Item**

Program: Arts, Culture & the Creative Economy  
Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$50					
Other						
<b>Net Budgetary Impact</b>						
Expenditures - Revenues	\$50					
Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Council Adopted Budget:**

The City Council approves \$50,000 one-time General Fund resources to test and pilot a creative sector business event that includes an opportunity fair for creative entrepreneurs, small businesses and creative nonprofits in collaboration with CPED business development.

**Rationale/Background:**

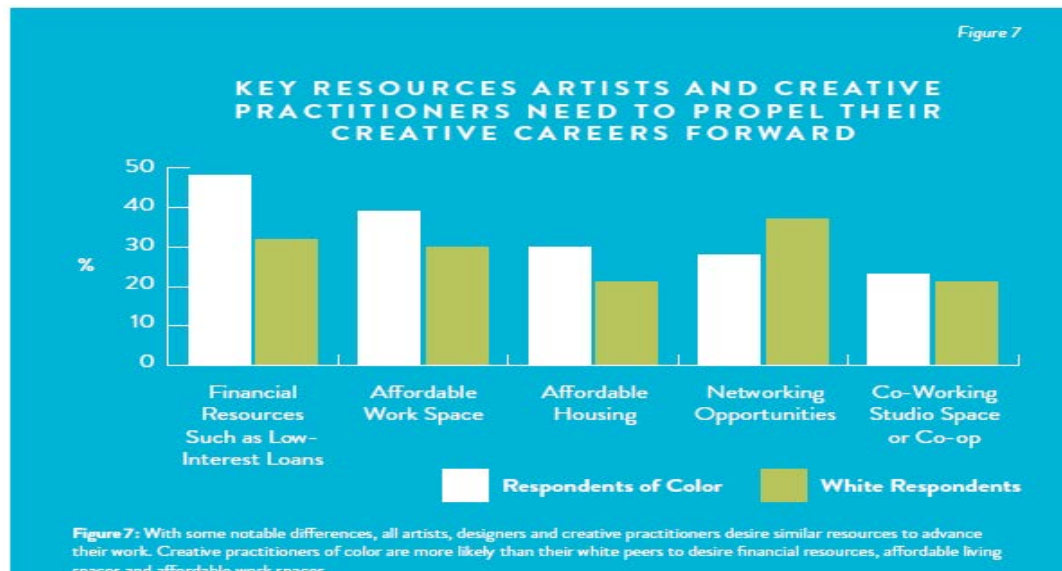
Creative sector job growth outpaces other job growth in Minneapolis by 10.4%. The Minneapolis Creative Index demonstrates the economic value and growth in the creative realm of 40 job types supporting and engaged in 72 industries at \$4.5 billion, 8 times greater than sports. Continued growth in this sector outpaces general advances in the overall service sector. Additionally, the sector is increasingly engaged in planning, community development and pace making in support of expansion in tourism and improved quality of life efforts. Yet creative entrepreneurs, enterprises and small businesses are struggling to start and grow their businesses in a time of shifting investor priorities. To meet investor shifts in the current climate, entrepreneurs must become aware and nimble in their business structures to stay relevant.

Accordingly, the CCO will use this additional funding for a new initiative designed to meet the unmet needs of creative sector entrepreneurs, small businesses, and creative enterprises.

The City runs a popular and successful business technical assistance program (B-TAP) out of Community Planning & Economic Development (CPED) – though that program currently does not provide access to business support services for creative sector entrepreneurs, small businesses, and creative nonprofits. Adding to that, business support services that are tailored to creative sector businesses are fragmented in the Metro Area across several providers and some require membership fees to access their services.

A need for better access to and availability of these services was evidenced through research and engagement during the Creative City Roadmap arts and cultural planning process, with business support service providers and in follow-up focus group conversations. The CCO learned that while many organizations offer technical

assistance, creatives either don't know about these resources or experience barriers to accessing them, especially creatives of color. There is a need for better City-facilitated access to business knowledge and support geared specifically to creative sector entrepreneurs, small businesses, and creative nonprofits. This is especially acute for creatives of color who expressed a greater need to access capital and low interest loans to either start or grow their businesses than their white colleagues.



This change item supports council adopted goals and policies in the Creative City Road Map that identify a need for the City to commit resources to supporting creative entrepreneurs, small businesses and creative nonprofits to grow and thrive.

#### **Description of the Change:**

Arts, Culture and the Creative Economy is working with CPED to incorporate creative sector service providers into its existing B-TAP program and this pilot is intended to support that effort. ACCE plans to also work with CPED on the development of a well-defined and directed ecosystem of support providers and services by hosting a creative sector resource fair that will:

- make visible and accessible options for business financing;
- feature opportunities for networking,
- showcase moderated topical panels populated by service provider experts; and,
- offer focused break-out sessions.

The aim of the event will be to facilitate a macro-scale view of the sector introducing fledgling and long-term creatives to the host of strategic planning opportunities available in this dynamic economy.

This event will be designed in consultation with area service providers in order to ensure that it is tailored to the broadest audience and that it also reaches and serves the needs of creatives of color. Currently the department is working with a group of six service providers who between them serve a broad range of business types and target communities. The pilot program will be developed with service provider input who will in turn market the event to their clients. The city will deliver the event on a trial basis, gathering participant responses through a survey tool to gauge its success. Once complete, CPED and ACCE will report on results, assess and make recommendations for next steps. Planning will begin winter 2019 with implementation in the spring.

Contracts with service providers: CPED has recently contracted with Springboard for the Arts and Propel, two service providers at \$7,500 each through their current B-TAP program.

## ACE-TAP

ACCE currently contracts with a Target Market, economic consulting specialist UrbanDRK at \$90,000 – this contract covers a range of work related to creative sector economic research and policy development, the work with CPED is approximately 10% of UrbanDRK's time. There are no plans currently for expanding these contracts.

Administrative or programmatic capacity: The ACCE director works with CPED business development to add creative sector specialist knowledge and capacity to their team. Additional administrative capacity for ACCE is provided by UrbanDRK who manages administrative duties related to relationship building, focus group events, programmatic design and consulting. CPED has 1.0 FTE devoted to the B-TAP program. This proposal overlaps with business development B-TAP services and expands its service delivery model.

**Equity Impact:**

In 2014 ACCE began the Creative City RoadMap (CCRM) cultural planning process with the objective to surface the present creative identity of Minneapolis and surface a future where all Minneapolitans can access and benefit from the creative economy. The planning process was informed by ACCE's commitment to racial equity and authentic engagement with diverse communities. The community engagement process intentionally included many voices, visions and understandings of the city. The plan's four vision, goals and objectives are structurally designed to reflect the city's racial equity definition.

This plan was adopted by the City council in 2016 and is now informing the city's comprehensive planning process. This budget proposal addresses goal 3 identified through the road map process: "Creative workers have the resources and opportunities they need to thrive; local artists and creative practitioners have access to resources and opportunities."

Because these goals were established through an extensively inclusive process, this event is intended to specifically address the needs of creative communities of color. In addition to the event itself being targeted at the needs of diverse creatives, the department intends to ensure the event is attended by and content relevant to creative communities of color.

**Results:**

Target audience: Creative small businesses, entrepreneurs and enterprises, in particular those established by creatives of color. Indicators of success are that city resources are used to:

- 1) increase awareness of technical assistance service providers
- 2) increase access to business technical assistance
- 3) increase networking opportunities

Quantitative and qualitative performance data will be collected through surveys and interviews with event participants. The City Coordinator's Office will also collect information from participants on demographics, business type and location of their business.



# City Coordinator - Administration

## TransEquity Summit

2019 Change Item

Program: Administration  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$15					
<b>Net Budgetary Impact</b>						
Expenditures - Revenues	\$15					

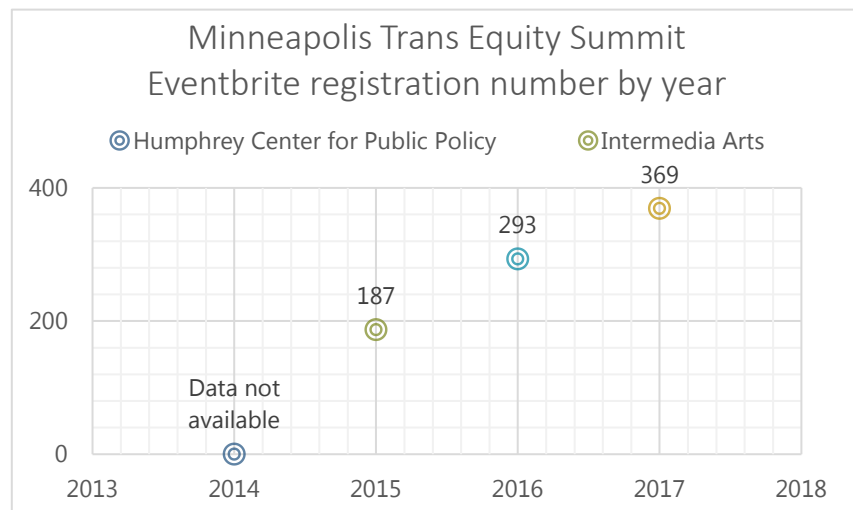
Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$15,000 one-time General Fund resources for the 6<sup>th</sup> annual Minneapolis Trans Equity Summit in 2019.

### Rationale/Background:

Hosting the annual Transgender Equity Summit supports the One Minneapolis goal and strategy that equitable systems and policies lead to a high quality of life for all. Specifically, it supports the broader work of the Transgender Issues Work Group and Transgender Equity Council advisory board. Residents and other community members connect with the City and other government agencies and resources. The event is planned with existing staff capacity and support of the City's Transgender Issues Work Group.



### Description of the Change:

This is an existing activity that has been growing and has broad support from community organizations and potential partners. In each of the past five years, funding has been provided on a one-time basis.

- This change item will buy contracts with service providers which the department anticipates will benefit City's target Market vendors as well as those in the transgender community. For example, any required

## TransEquity Summit

event rentals and catering. The proposal will also buy materials, such as printing of programs that are designed by the City's Communications department.

- This change item complements the work of the Transgender Equity Council advisory board, staffed by the Coordinator's office, and overlaps with the work of the Transgender Issues Works Group, which includes multiple City departments, the Minneapolis Park and Recreation Board, and Minneapolis Public Schools. It also builds off previous council actions establishing the Transgender Equity Council.
- The Summit, typically planned for September or October, helps connect people to each other, the City government, and other resources.

**Equity Impact:**

This change item directly impacts people who are transgender, gender-nonconforming, or non-binary, and takes into consideration intersectionality. The Summit is an opportunity for people to connect with the City and each other, to network, and share experiences and resources. This is especially critical as the city has recently seen the closing of several trans and queer community spaces. Representatives from the Transgender Equity Council and Transgender Issues Work Group have been consulted and invited to collaborate on the continuation of the annual Minneapolis Trans Equity Summit. Each year Summit participants are also asked to complete an evaluation form. A summary of the information from the completed evaluation forms is reported back to the Transgender Issues Work Group.

Community members who are often marginalized may connect with opportunities to become more engaged with City opportunities and policies. Also, practical resources, such as information about health care and employment opportunities will help lead to a higher quality of life for all. Listed below is some anecdotal data of the positive impacts:

- Power in numbers - good to see a room full of folks like me and/or support me.
- Inclusive community, warm, celebratory, serious, grassroots but institutionally recognized.
- Activism, intersectionality, + what individuals can do to make change.

**Results:**

Impacts of this change item will be measured in the following ways:

- Increased attendance at the Summit (see chart above for past attendance trends)
  - Attendance and feedback from an evaluation form are currently used as performance measures. For example, 92% of attendees responded that they would recommend the Summit.
  - Critical feedback was also included. For example, The Coordinator's department heard that accessibility could be improved (last year only one ASL interpreter was present and this funding would allow for additional interpreters).
- Based on feedback from prior summit surveys, develop contracting opportunities for transgender and gender nonconforming contractors.

**City Coordinator**  
**Final Four Reimbursable Expense**

**2019 Change Item**

Program: Administration  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$5					
<b>Expenditures</b>						
Personnel	\$5					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>\$0</b>					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$5,000 one-time for reimbursable expenses associated with the 2019 Final Four.

**Rationale/Background:**

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

**Description of the Change:**

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

**Equity Impact:**

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

**Results:**

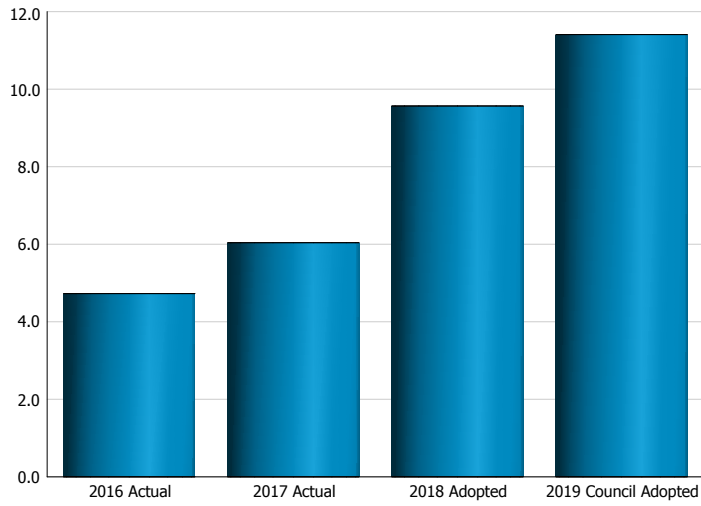
Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

# CITY COORDINATOR EXPENSE AND REVENUE INFORMATION

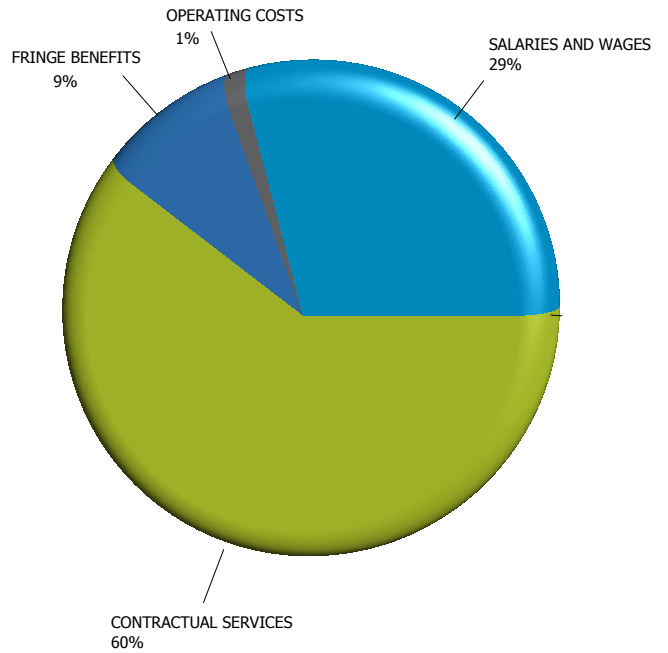
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	1,626,000	1,942,000	2,032,000	2,510,000	23.5%	478,000
FRINGE BENEFITS	472,000	588,000	712,000	776,000	9.0%	64,000
CONTRACTUAL SERVICES	1,603,000	1,943,000	4,292,000	5,794,000	35.0%	1,502,000
OPERATING COSTS	238,000	259,000	125,000	163,000	30.4%	38,000
CAPITAL	32,000	7,000		0		
<b>TOTAL GENERAL</b>	<b>3,971,000</b>	<b>4,739,000</b>	<b>7,161,000</b>	<b>9,243,000</b>	<b>29.1%</b>	<b>2,082,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	407,000	504,000	773,000	806,000	4.3%	33,000
FRINGE BENEFITS	126,000	160,000	277,000	260,000	-6.1%	-17,000
CONTRACTUAL SERVICES	185,000	575,000	1,327,000	1,100,000	-17.1%	-227,000
OPERATING COSTS	36,000	61,000	28,000	0	-100.0%	-28,000
<b>TOTAL SPECIAL REVENUE</b>	<b>754,000</b>	<b>1,300,000</b>	<b>2,405,000</b>	<b>2,166,000</b>	<b>-9.9%</b>	<b>-239,000</b>
<b>TOTAL EXPENSE</b>	<b>4,725,000</b>	<b>6,039,000</b>	<b>9,566,000</b>	<b>11,409,000</b>	<b>19.3%</b>	<b>1,843,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CONTRIBUTIONS	5,000			0		
LOCAL GOVERNMENT		5,000		0		
<b>GENERAL</b>	<b>5,000</b>	<b>5,000</b>				
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	1,004,000	1,447,000	505,000	375,000	-25.7%	-130,000
FEDERAL GOVERNMENT	48,000	450,000	950,000	950,000		
STATE GOVERNMENT	26,000	-3,000		0		
USE OF FUND BALANCE			950,000	841,000	-11.5%	-109,000
<b>SPECIAL REVENUE</b>	<b>1,078,000</b>	<b>1,894,000</b>	<b>2,405,000</b>	<b>2,166,000</b>	<b>-9.9%</b>	<b>-239,000</b>
<b>TOTAL REVENUE</b>	<b>1,083,000</b>	<b>1,899,000</b>	<b>2,405,000</b>	<b>2,166,000</b>	<b>-9.9%</b>	<b>-239,000</b>

# CITY COORDINATOR EXPENSE AND REVENUE INFORMATION

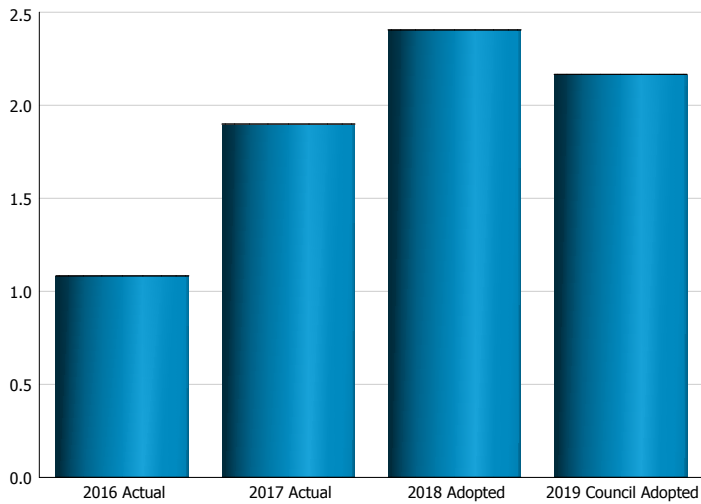
**Expense 2016 - 2019**  
In Millions



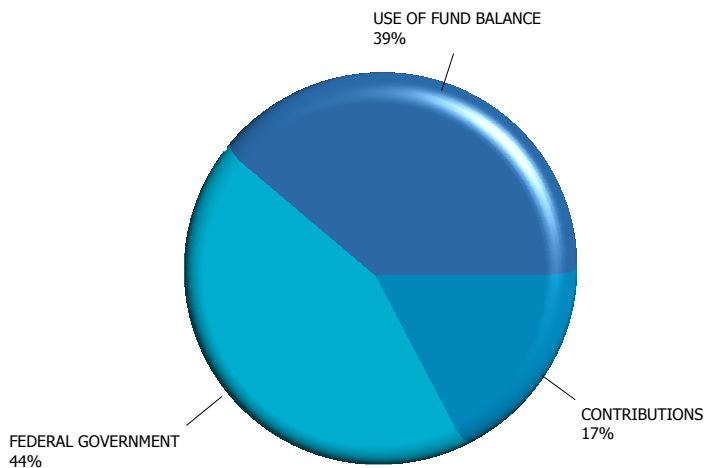
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



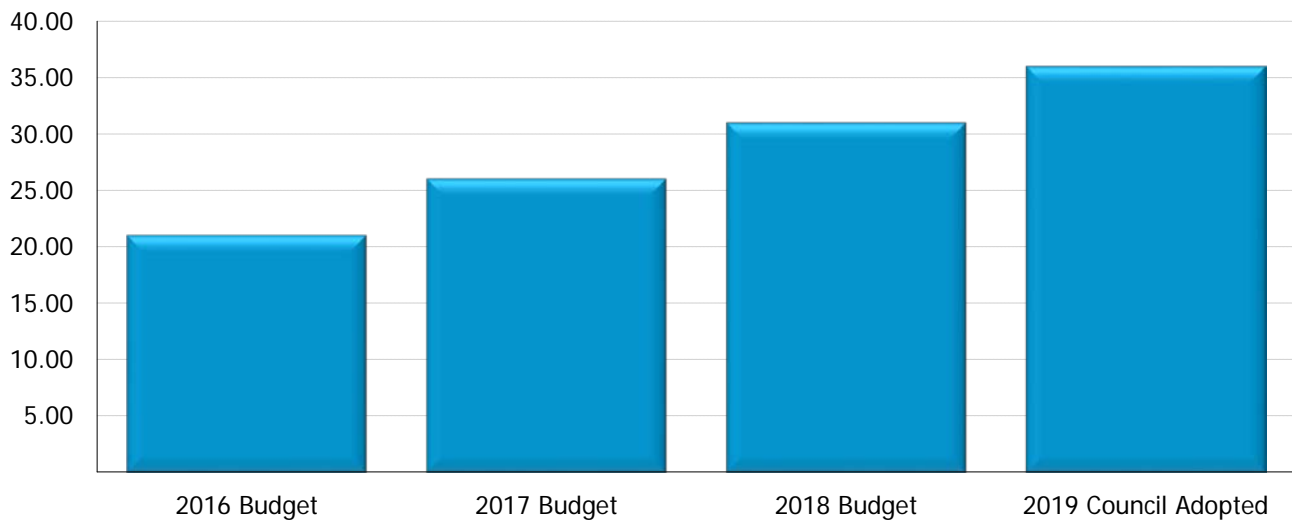
**Revenue by Type**



## CITY COORDINATOR Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
ADMIN & PARTNERSHIPS	18.00	23.00	31.00	6.00	-80.6%	(25.00)
STRATEGIC INITIATIVES				22.00		22.00
STRATEGIC MANAGEMENT				8.00		8.00
SUSTAINABILITY	3.00	3.00				0
Overall	21.00	26.00	31.00	36.00	16.1%	5.00

### Positions 2016-2019



## MINNEAPOLIS 311

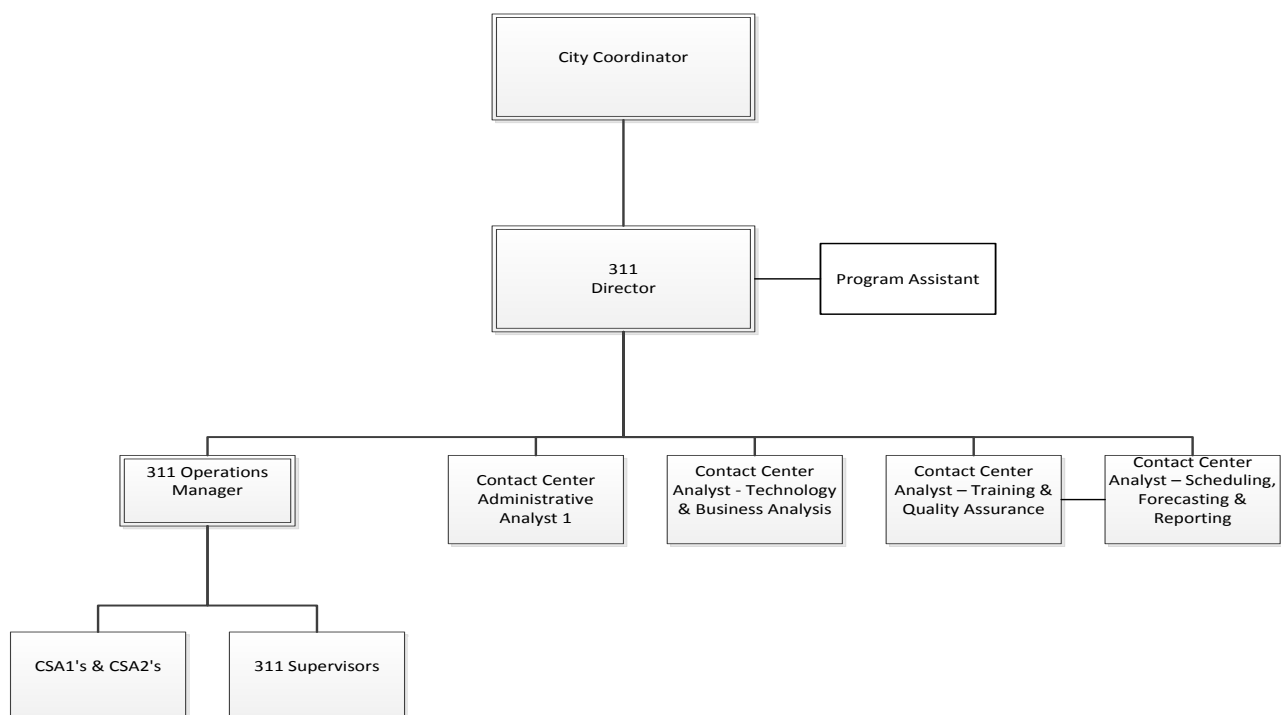
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### MISSION

311 serves as the gateway to the City of Minneapolis information and services providing accountability and transparency by:

- Simplifying access to city information and services
- Allowing departments to deliver services more effectively
- Tracking requests for service delivery from inception to completion
- Providing process solutions for citizen access

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### Minneapolis 311

General Fund: \$4,145,000

311 is the gateway to the City of Minneapolis information and services, ensuring customer service excellence by enabling the City to deliver services more effectively. Minneapolis 311 ensures the City provides accountability and transparency to the public by providing non-emergency assistance, creating

requests for service by connecting the public with a department expert. Services can be accessed via telephone, mobile app, online, text messaging, email and voicemail. Language line translation is available using the language line or by contact 311 directly.

## **Financial Analysis**

### **Expenditure**

The total 311 Department's budget increases from \$4.1 million to \$4.15 million from 2018 to 2019. This is an increase of \$48,000, or 1.2%. The 311 department's 2019 expenditure budget reflects inflationary increases in salaries and wages of \$55,000 wholly offset by reduced fringe benefits of \$69,000 (net reduction of \$14,000), \$203,000 in budgetary change items in 2019, and elimination of \$48,000 one-time budget allocation in 2018 budget.

### **Revenue**

This department does not produce revenue.

### **Fund Allocation**

This department is funded completely in the General Fund.

### **Budget Change items**

Detailed change items are presented on the following pages.



## Verint Upgrade 15r4

Program: 311 Operations  
Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT		\$40	\$40	\$40	\$40	\$40
Fleet						
Contractual Services	\$203					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$203	\$40	\$40	\$40	\$40	\$40

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Council Adopted Budget:**

The City Council approves \$40,000 ongoing and \$163,000 one-time General Fund resources to upgrade the current customer relationship management system (CRM).

**Rationale/Background:**

311's current CRM (Lagan) does not support Windows 10; therefore, an upgrade is needed from the current version to the latest and most up-to-date version. Lagan allows 311 to produce work orders for resolving departments, as well as giving the department access to live applications like map utilization and the knowledge base, for example. There are 18 resolving departments within the City who also use Lagan to work their service requests in conjunction with 311.

**Description of the Change:**

This will be an upgrade to the current CRM (Lagan) from version 14r2 to version 15r4. This new initiative will be a web based application and 311 will no longer rely on Java to run the application. Java has been problematic with caching and performance; users no longer will need to install certain versions to their PC's to make them run. Since the upgrade will be web based, city applications such as EAS, MinneAtlas, and PI will run more efficiently.

The 15r4 upgrade allows the vendor to support Windows 10 and will make it easier to create and manage cases, as well as track agent tool usage. The upgrade will also allow citizens to access and manage their cases, and public knowledge base contents will be made available. 15r4 provides a more powerful tool to manage and configure online forms (eForms), allowing 311 to customize the look and feel of the forms; reducing eForm development time and allowing 311 to produce one form that will serve 311's regular and self-service forms.

**Equity Impact:**

Currently, 311 does not have the capability to measure this impact. We do not believe this upgrade will either create or reduce disparities for underrepresented groups in the City.

## Verint Upgrade 15r4

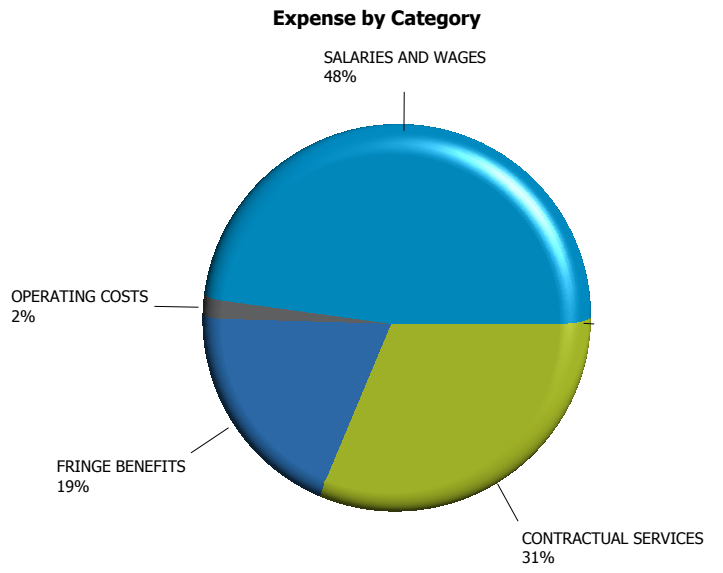
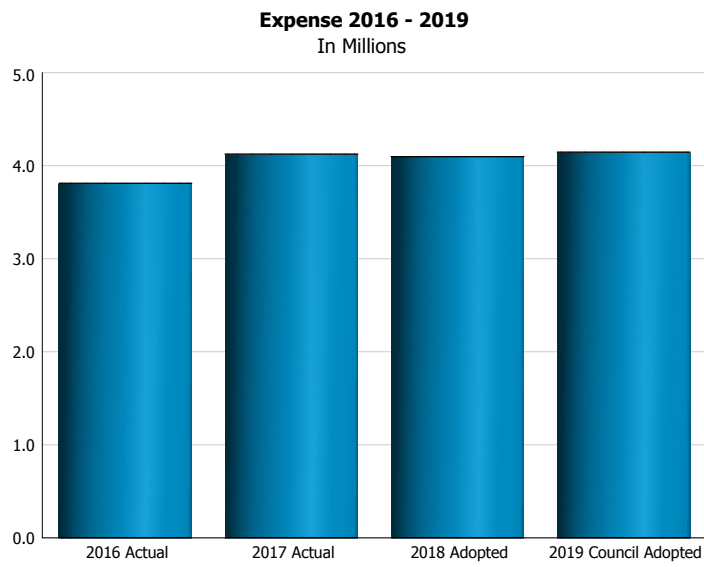
**Results:**

The first and most noticeable result is in helping provide a faster turnaround time for new service requests. 311 will gain new functionality and the ability to create cases at any point without the required order of contact and address. One advantage is the ability to create cases via knowledge base contents. The department will be able to maintain one eForm or Online Form for regular and self-service eForms. There will be less outages resulting in less disruption when users are navigating within the application. Turnaround time for creating new service requests and the ability to use a wide range of coding technologies will help create more robust and advanced service requests, and increase in user efficiency.

**311**  
**EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	1,829,000	1,892,000	1,927,000	1,982,000	2.9%	55,000
FRINGE BENEFITS	769,000	777,000	863,000	794,000	-8.0%	-69,000
CONTRACTUAL SERVICES	1,082,000	1,209,000	1,160,000	1,298,000	11.9%	138,000
OPERATING COSTS	113,000	114,000	99,000	71,000	-28.3%	-28,000
CAPITAL	9,000	122,000	48,000	0	-100.0%	-48,000
<b>TOTAL GENERAL</b>	<b>3,802,000</b>	<b>4,114,000</b>	<b>4,097,000</b>	<b>4,145,000</b>	<b>1.2%</b>	<b>48,000</b>
<b>SPECIAL REVENUE</b>						
OPERATING COSTS	9,000			0		
CAPITAL		11,000		0		
<b>TOTAL SPECIAL REVENUE</b>	<b>9,000</b>	<b>11,000</b>		<b>0</b>		
<b>TOTAL EXPENSE</b>	<b>3,811,000</b>	<b>4,125,000</b>	<b>4,097,000</b>	<b>4,145,000</b>	<b>1.2%</b>	<b>48,000</b>

311  
EXPENSE AND REVENUE INFORMATION

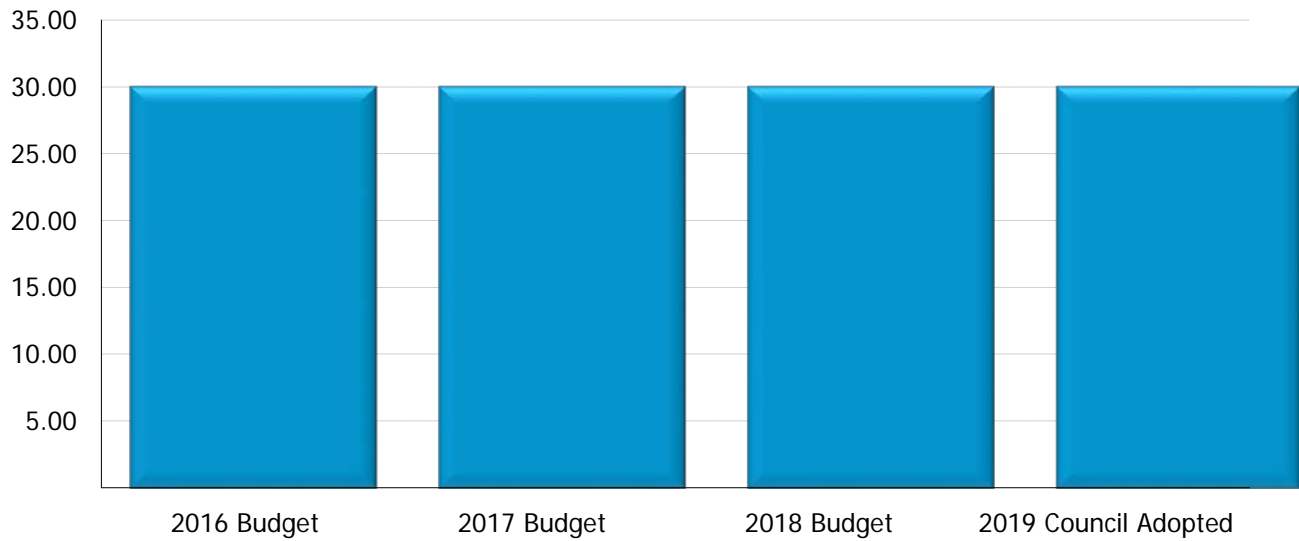


# 311

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
311	30.00	30.00	30.00	30.00	0.0%	0
Overall	30.00	30.00	30.00	30.00	0.0%	0

## Positions 2016-2019

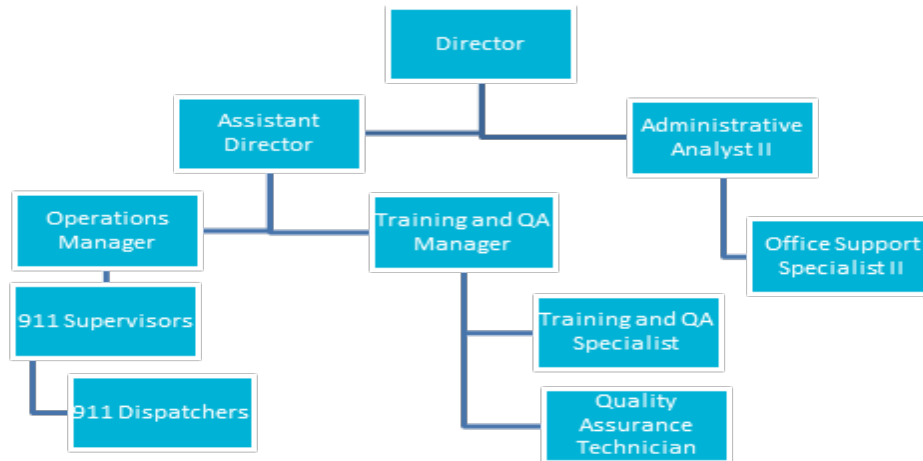


## 911

### MISSION

Minneapolis 9-1-1 forms the vital link between the public and the emergency responders. The department strives to collect and disseminate all requests for service in a prompt, courteous, and efficient manner. The department's actions help save lives, protect property and assist the public in their time of need. The department's motto is *"Always here, always ready!"*

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### 911 Call Handling and Dispatch Operations

General Fund: \$9,813,000  
Other Funds: \$515,000

911 is the link between the public and emergency public safety response. Professional, supportive and engaged 911 staff receive, prioritize, dispatch and manage public safety response throughout the city. No police car, fire truck or ambulance responds to an emergency in Minneapolis unless the call has first been answered and processed by the 911 department.

### FINANCIAL ANALYSIS

#### Expenditure

The total 911 Department's budget decreases from \$10.5 million to \$10.3 million in 2018 to 2019. This is a decrease of \$161,000, or 1.5% due to inflationary increases in operating costs offset by elimination of one-time budget allocations of \$311,000 from 2018.

**Revenue**

Revenues are projected to remain constant at \$515,000 due to no changes in the Enhanced 911 funds from the MN Department of Public Safety.

**Fund Allocation**

This department is funded primarily in the General Fund, with some of the funding in the Grants fund.

**Budget Change items**

Detailed change items are presented on the following pages.

## Final Four Reimbursable Expense

Program: 911 Call Handling and Dispatch Operation.

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$15					
<b>Expenditures</b>						
Personnel	\$15					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Proposal:**

The City Council approves \$15,000 one-time for reimbursable expenses associated with the 2019 Final Four.

**Rationale/Background:**

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

**Description of the Change:**

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

**Equity Impact:**

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

**Results:**

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

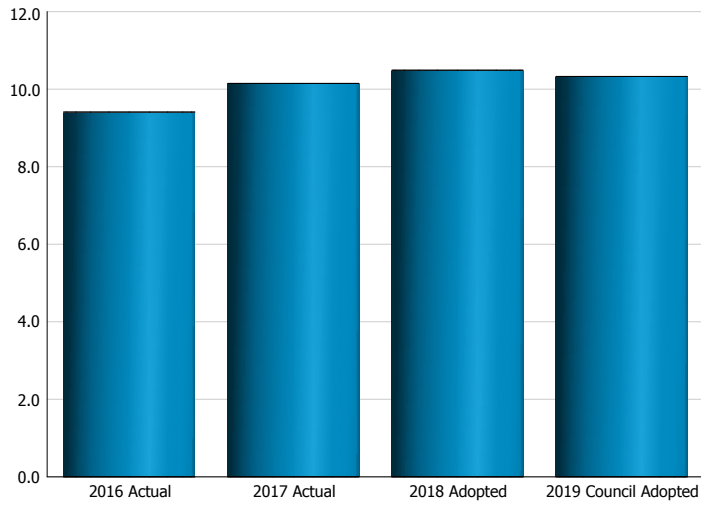


**911**  
**EXPENSE AND REVENUE INFORMATION**

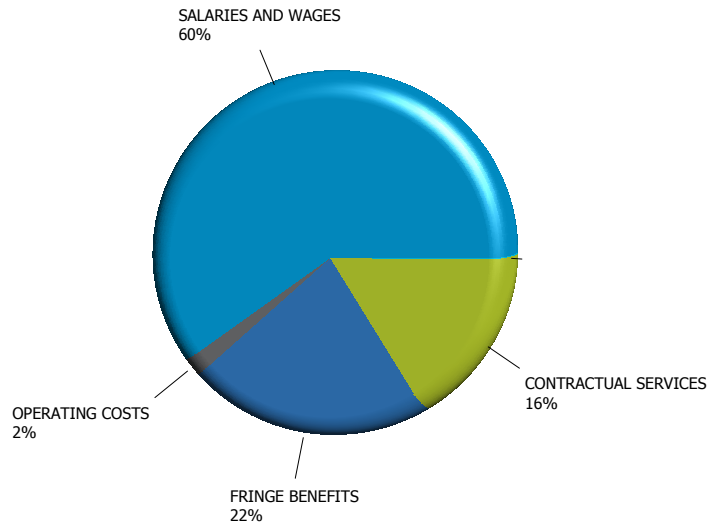
<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	5,632,000	5,944,000	5,919,000	6,183,000	4.5%	264,000
FRINGE BENEFITS	1,952,000	2,035,000	2,382,000	2,297,000	-3.6%	-85,000
CONTRACTUAL SERVICES	1,249,000	1,200,000	1,259,000	1,217,000	-3.3%	-42,000
OPERATING COSTS	146,000	157,000	133,000	105,000	-21.1%	-28,000
CAPITAL	89,000	379,000	281,000	11,000	-96.1%	-270,000
<b>TOTAL GENERAL</b>	<b>9,068,000</b>	<b>9,715,000</b>	<b>9,974,000</b>	<b>9,813,000</b>	<b>-1.6%</b>	<b>-161,000</b>
<b>SPECIAL REVENUE</b>						
CONTRACTUAL SERVICES	311,000	399,000	437,000	445,000	1.8%	8,000
OPERATING COSTS	31,000	34,000	78,000	70,000	-10.3%	-8,000
<b>TOTAL SPECIAL REVENUE</b>	<b>342,000</b>	<b>433,000</b>	<b>515,000</b>	<b>515,000</b>		
<b>TOTAL EXPENSE</b>	<b>9,410,000</b>	<b>10,148,000</b>	<b>10,489,000</b>	<b>10,328,000</b>	<b>-1.5%</b>	<b>-161,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
CHARGES FOR SERVICES				0		
<b>GENERAL</b>						
<b>SPECIAL REVENUE</b>						
INTEREST	84,000	4,000		0		
STATE GOVERNMENT	839,000	441,000	515,000	515,000		
<b>SPECIAL REVENUE</b>	<b>923,000</b>	<b>445,000</b>	<b>515,000</b>	<b>515,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>923,000</b>	<b>445,000</b>	<b>515,000</b>	<b>515,000</b>	<b>0</b>	

911  
EXPENSE AND REVENUE INFORMATION

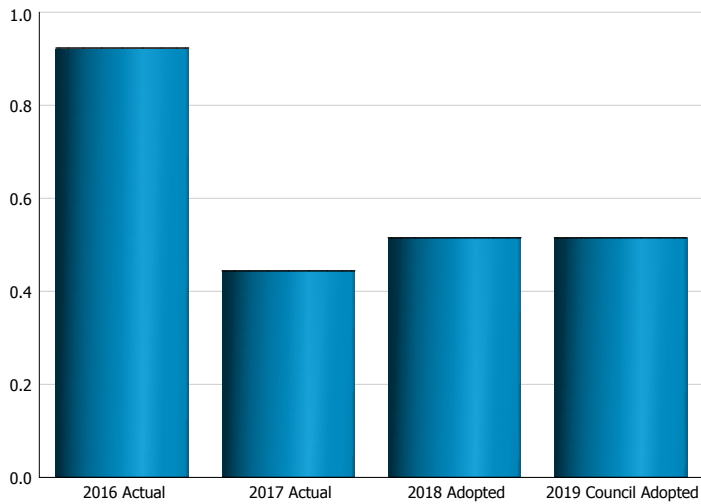
**Expense 2016 - 2019**  
In Millions



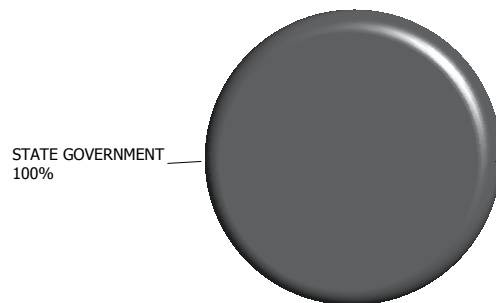
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

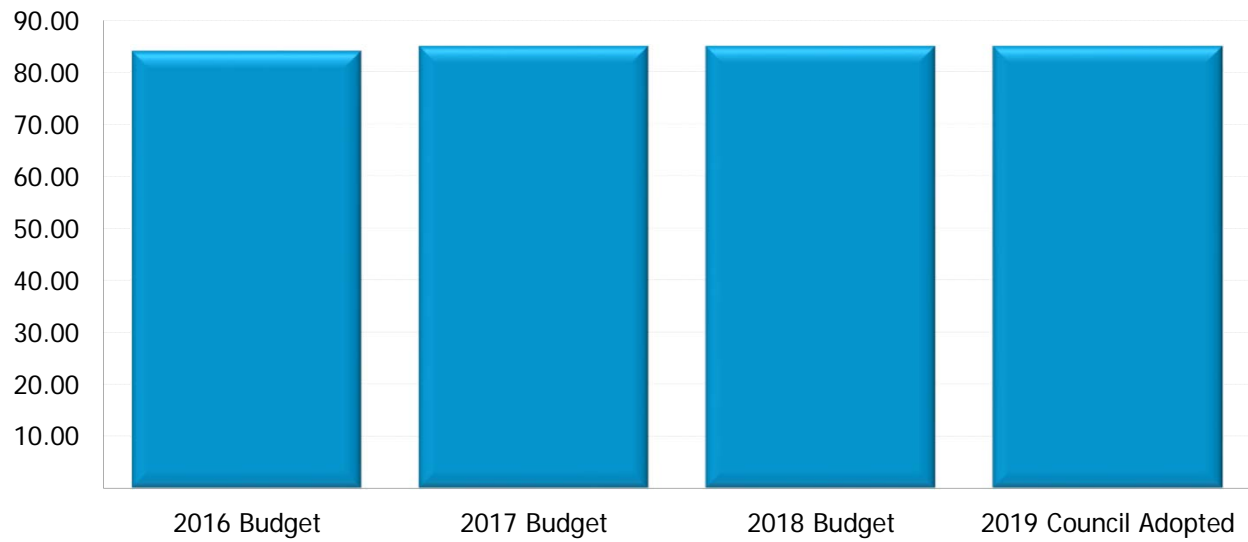


# 911

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
911	84.00	85.00	85.00	85.00	0.0%	0
Overall	84.00	85.00	85.00	85.00	0.0%	0

## Positions 2016-2019



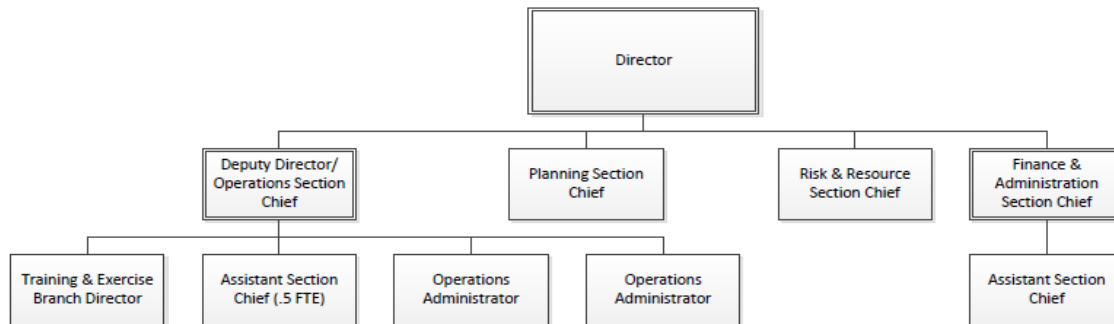
## OFFICE OF EMERGENCY MANAGEMENT

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### MISSION

The Office of Emergency Management (OEM) protects the people who live, work and play in the City, the State and Nation by building, sustaining and improving the department's capability to mitigate against, prepare for, respond to and recover from threatened or actual disasters, whether natural or man-made and acts of terrorism.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### Office of Emergency Management

General Fund: \$1,124,000

Other Funds: \$930,000

The OEM protects the people who live, work and play in the City, the State and Nation by building, sustaining and improving our capability to mitigate against, prepare for, respond to and recover from threatened or actual disasters, whether natural, man-made or acts of terrorism. As an enterprise office, the OEM serves other City departments through external emergency management coordination and internal continuity of operations planning efforts. In order to accomplish its mission, OEM partners with other local, regional, state and federal government agencies as well as the non-profit and private sectors. OEM functions are mandated by Minnesota statutes as well as Minneapolis ordinances.

### FINANCIAL ANALYSIS

#### Expenditure

The OEM Department's budget slightly decreases from \$2.1 million to \$2.1 million in 2018 to 2019. This is a reduction of \$28,000, or 1.4% due to inflationary increases in operating expenses in 2019 being offset by reduction in UASI grant award of \$100,000.

**Revenue**

Revenues are projected to decline by \$100,000 or 9.7% due to a reduction in grant funding. The department's total revenues in 2019 are projected to be \$930,000

**Fund Allocation**

This department is funded primarily in the General Fund at 54.7%, with some in the Grants Fund at 45.3%.

**Budget Change Items**

Detailed change items are presented on the following pages.

# Office of Emergency Management Enterprise Continuity Planning

## 2019 Change Item

Program: Office of Emergency Management

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$30	\$30	\$30	\$30	\$30	\$30
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$30	\$30	\$30	\$30	\$30	\$30

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$30,000 ongoing to maintain access the BOLD continuity planning software system and training services. This capability will benefit the whole enterprise by supporting the continuity plans that will be developed in 2018.

### Rationale/Background:

In 2018, the OEM will be initiating a Continuity of Operations Planning (COOP) program. OEM will work with a contractor called BOLD Planning to coordinate the development of department-specific COOP plans that will be used to identify the mission essential functions each department is responsible for and how they can be quickly restored after a hazard event. Each plan will be created using BOLD's online planning system. This COOP program will help Minneapolis reach its goal by ensuring all departments know their roles and priorities in maintaining or recovering the critical services our community depends on.

After successful plan creation in 2018, OEM will initiate a comprehensive training, exercise, and revision program for each department's plan. The access to BOLD's online planning system this item is asking for is crucial for the organized and efficient updating of department plans and procedures.

### Description of the Change:

This item is part of a new program initiative by OEM. By using a contractor to develop and maintain this capability, the City will be better positioned to respond to and recover from a hazard event that disrupts our staff, leadership, facilities, or technology capabilities. BOLD Planning will bring a full-package of subject matter expertise, software tools and proven project management to ensure the development of strong and detailed planning elements. Once the initial plans are created, each department will put their own plan through a cycle of training, testing, exercising and revising to not only maintain staff knowledge of the plans but to fix mistakes that have been discovered and develop stronger COOP procedures. In order to keep the City's access to BOLD's online planning software and training services, OEM will have to pay a total of \$30,000 per year. This amount will allow the City to build upon what will be created in the plan development phase in 2018 by being able to organize, review, and update each department's plan on an annual basis.

**Equity Impact:**

Due to the internal focus of COOP planning, this item will only impact City departments. It should be noted, however, that the successful implementation of these plans will ensure the quick recovery of the City after a hazard event.

**Results:**

Through the adoption of this change item, the City of Minneapolis will be able to maintain robust and comprehensive department-specific COOP plans. The below table includes draft performance measures related to continuity planning that OEM will be implementing in 2018. There currently are no performance measurement data for this capability.

<b>Activity 5: Develop, implement and maintain an ongoing process to identify the impacts of potential losses and sustain recovery strategies, recovery plans and continuity of services.</b>	
<b>Performance Measures</b>	<b>Metrics</b>
Time in which a process for attaining operational capability at the Continuity site(s) with minimal disruption to operations of plan activation is in place.	12 hours
Time in which continuity of operations (COOP) plans and continuity of government (COG) plans are successfully implemented.	12 hours
Plans include MOUs that specify notification time for owner/occupant of facility to have it available as a Continuity facility.	Yes or No
Operational procedures are in place to support city departments COOP plans.	Yes or No
Plan is flexible and scalable to respond to all continuity incidents that could disrupt operations with or without warning at all times.	Yes or No
OEM Continuity of Operations plan describes how personnel, equipment, and other resources support sustained response/survivability and recovery for all city departments.	Yes or No
Continuity readiness and preparedness activities and systems to undertake risks and threats are in place.	Yes or No
COOP plans and SOPS address dissemination of accurate, timely, accessible information to public, media, support agencies.	Yes or No
COOP training plan and procedures to identify, organize and train personnel are in place.	Yes or No
Plans include a procedure to identify essential functions including continuity communications' ability to support essential functions.	Yes or No
Review cycle is in place to update, revise and maintain plans, policies, and procedures.	Yes or No
Continuous improvement process via program reviews and corrective action process is in place for the OEM program.	Yes or No
COOP Plan is aligned with POETE elements to support an ongoing city-wide business continuity plan, organization and infrastructure.	Yes or No
COOP Plan defines the mission, goals and objectives.	Yes or No
Frequency with which plans are reviewed and updated are in accordance with Federal, State, and local regulations, ordinances, mandates and policies.	

# Office of Emergency Management

## Final Four Reimbursable Expense

## 2019 Change Item

Program: Office of Emergency Management  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$8					
<b>Expenditures</b>						
Personnel	\$8					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$8,000 one-time for reimburseable expenses associated with the 2019 Final Four.

### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in the activities, concerts and excitement associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from around the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local businesses, specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

### Description of the Change:

These one-time funds are primarily for administrative costs necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.



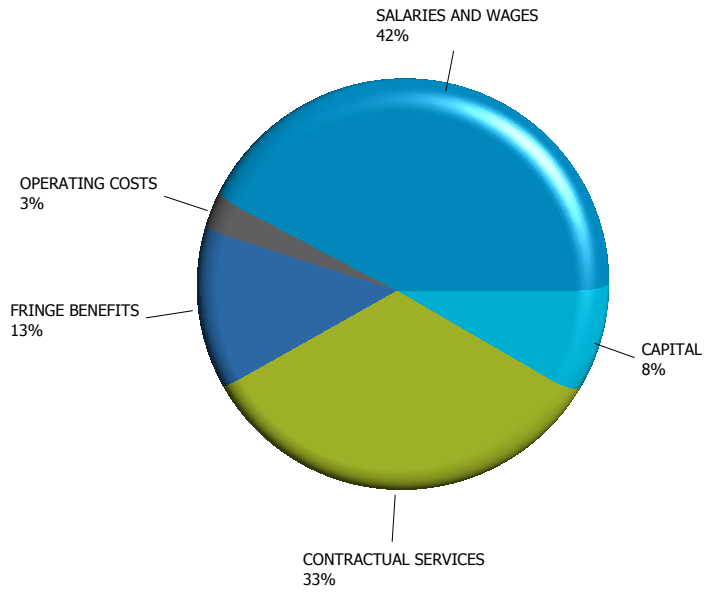
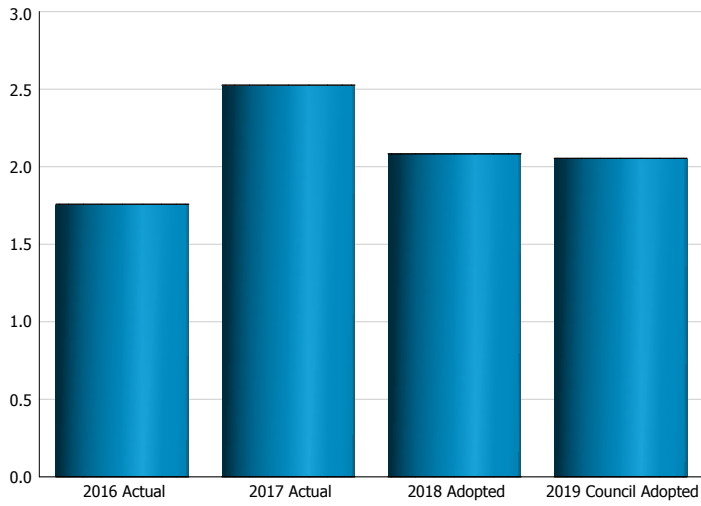
# **EMERGENCY MANAGEMENT EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	371,000	379,000	410,000	420,000	2.4%	10,000
FRINGE BENEFITS	102,000	103,000	134,000	131,000	-2.2%	-3,000
CONTRACTUAL SERVICES	283,000	408,000	457,000	516,000	12.9%	59,000
OPERATING COSTS	48,000	45,000	51,000	57,000	11.8%	6,000
CAPITAL		235,000		0		
<b>TOTAL GENERAL</b>	<b>804,000</b>	<b>1,170,000</b>	<b>1,052,000</b>	<b>1,124,000</b>	<b>6.7%</b>	<b>72,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	234,000	329,000	418,000	448,000	7.2%	30,000
FRINGE BENEFITS	30,000	82,000	141,000	138,000	-2.1%	-3,000
CONTRACTUAL SERVICES	551,000	226,000	219,000	172,000	-21.5%	-47,000
OPERATING COSTS	138,000	265,000		0		
CAPITAL		453,000	252,000	172,000	-31.7%	-80,000
<b>TOTAL SPECIAL REVENUE</b>	<b>953,000</b>	<b>1,355,000</b>	<b>1,030,000</b>	<b>930,000</b>	<b>-9.7%</b>	<b>-100,000</b>
<b>TOTAL EXPENSE</b>	<b>1,757,000</b>	<b>2,525,000</b>	<b>2,082,000</b>	<b>2,054,000</b>	<b>-1.4%</b>	<b>-28,000</b>
<b>REVENUE</b>						
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	1,000	-567,000		0		
FEDERAL GOVERNMENT	954,000	1,353,000	30,000	930,000	3,000.0%	900,000
USE OF FUND BALANCE			1,000,000	0	-100.0%	-1,000,000
<b>SPECIAL REVENUE</b>	<b>955,000</b>	<b>786,000</b>	<b>1,030,000</b>	<b>930,000</b>	<b>-9.7%</b>	<b>-100,000</b>
<b>TOTAL REVENUE</b>	<b>955,000</b>	<b>786,000</b>	<b>1,030,000</b>	<b>930,000</b>	<b>-9.7%</b>	<b>-100,000</b>

# EMERGENCY MANAGEMENT EXPENSE AND REVENUE INFORMATION

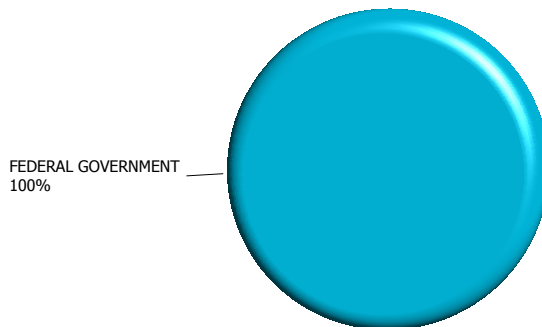
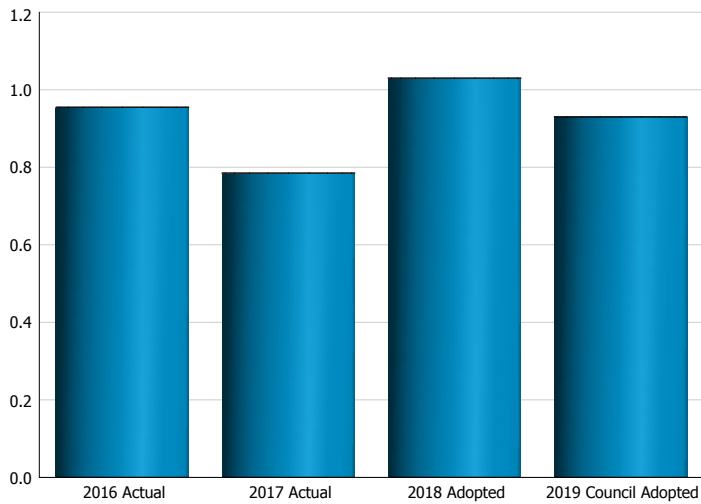
## Expense by Category

**Expense 2016 - 2019**  
In Millions



## Revenue by Type

**Revenue 2016 - 2019**  
In Millions

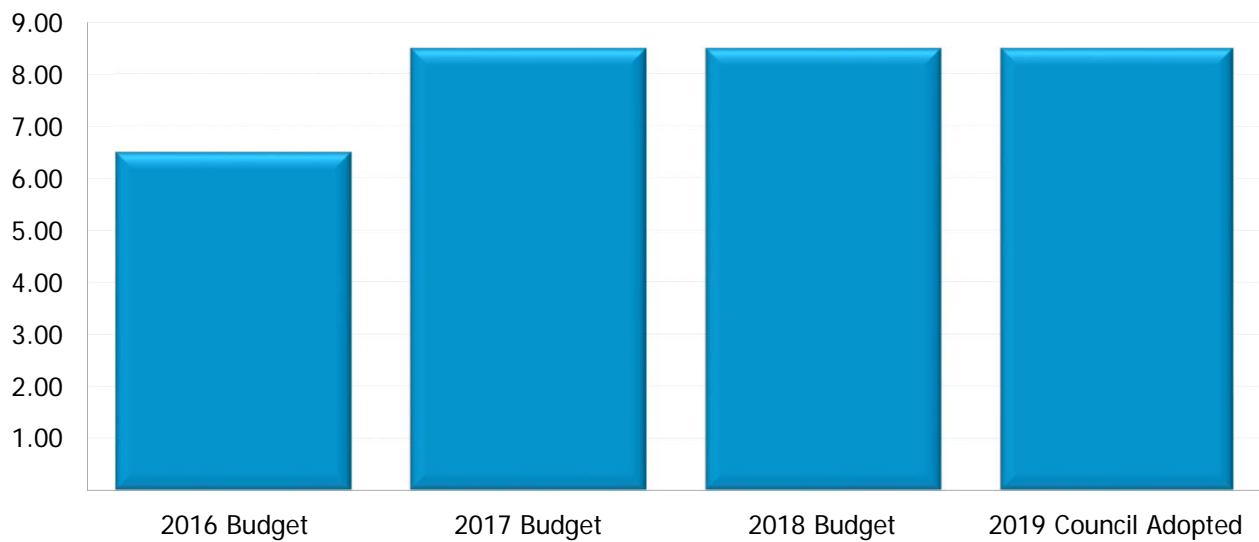


## EMERGENCY MANAGEMENT

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
EMERGENCY MANGEMENT	6.50	8.50	8.50	8.50	0.0%	0
Overall	6.50	8.50	8.50	8.50	0.0%	0

### Positions 2016-2019

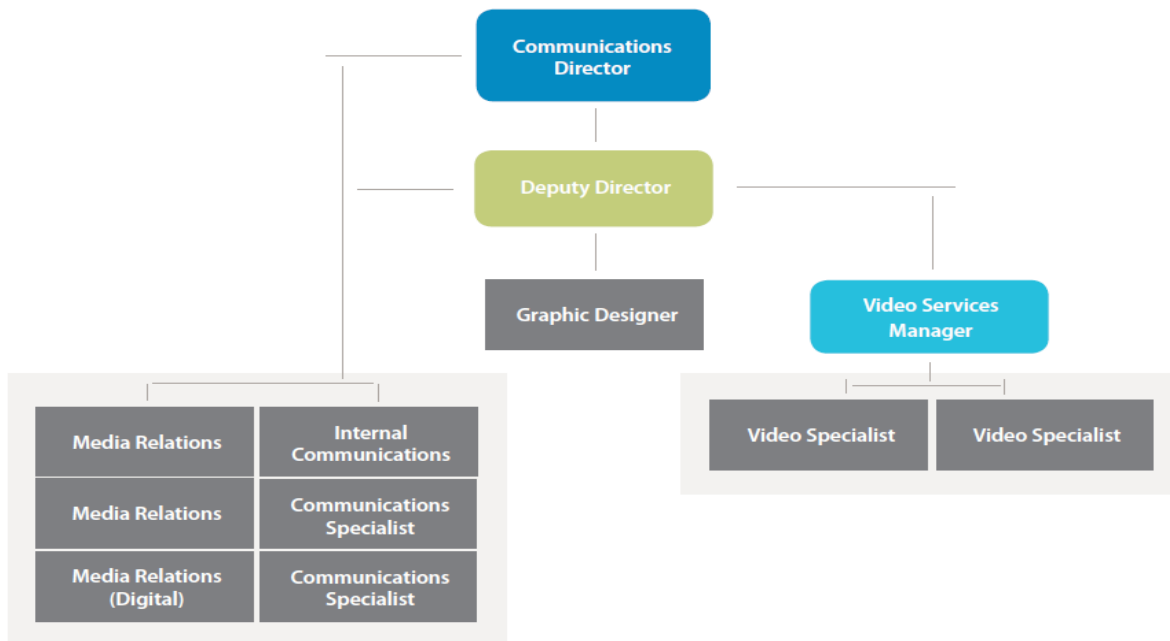


## COMMUNICATIONS DEPARTMENT

### MISSION

To actively communicate City government news and information to the public, so people who live, work and play in Minneapolis understand and benefit from the work the City does and know how to engage in the governing process.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

### Enterprise Communications

General Fund: \$1,836,000

The Communications Department drives proactive and responsive communications and provides strategic communications support to City departments so the people of Minneapolis have access to City news, information and services. The department's core work includes: media relations, digital communications, social media, internal employee communications, strategic marketing, video production and graphic design. Communications also produces live and rebroadcast City government meetings and manages the government access TV channels. In addition, Communications oversees the

City's cable TV franchises with Comcast and Century Link, and the contract with the Minneapolis Telecommunications Network (MTN) for public access services.

#### **Public Access TV**

General Fund: \$472,000

This is direct funding through a contract with Minneapolis Telecommunications Network (MTN) to operate the City's public access TV channels and provide the public with access to television broadcast equipment, training and airtime. MTN serves diverse populations by providing access to all City residents including those who produce programs in languages other than English.

### **Financial Analysis**

#### **Expenditure**

The total Communications Department's budget remains constant at \$2.31 million from 2018 and 2019. The Communications Department's 2019 expenditure budget reflects the following changes from 2018: \$41,000 inflationary increase in personnel costs, \$81,000 in budgetary change items, \$80,000 reduction in cost allocation charges, and elimination of \$40,000 one-time expenditures from the 2018 adopted budget.

#### **Revenue**

Revenues are projected to remain constant in this department for the PEG fees from cable subscribers. The department's total revenues in 2019 are projected to be \$1,252,000.

#### **Fund Allocation**

This department is funded completely in the General Fund.

#### **Budget Change items**

Detailed change items are presented on the following pages.

## Communications

## 2019 Change Item

### Cultural radio programming: Spanish, Somali, Hmong

Program: Cultural communications

Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$40					
Other						
<b>Net Budgetary Impact</b>						
Expenditures - Revenues	\$40					

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

#### Council Adopted Budget:

The City Council approves \$40,000 one-time General Fund resources to allow the department to provide City radio programming in Spanish, Somali and Hmong in 2019, to ensure access to City news and information for our Latino, East African and Hmong residents. The funding request is to cover 2019 annual contracts with 3 media outlets: Somali American Radio (KALY 101.7 FM); La Raza Spanish radio (AM 1400); Hmong radio (WIXK 1590 AM).

#### Rationale/Background:

The purpose of this change item is to continue City radio programming in Spanish, Somali and Hmong, serving our non-English speaking audiences. The programming began as an opportunity to pilot cultural radio and has seen great success in providing 3 new channels to reach non-English speaking audiences with City news and updates from departments across the enterprise. We would like to maintain these radio programs in 2019 so that departments can get information about services, programs and policies out to communities who do not communicate in English. Additionally, these channels will be critical pipelines of public information for our U.S. Census campaign, to ensure a complete count of all Minneapolis residents.

#### Description of the Change:

This change item will provide continued access to City news and information in Spanish, Somali and Hmong for non-English speaking residential and business audiences. This funding was not included in the Communications department budget in 2018 (paid for with Coordinator department dollars given pilot status) and it is recommended that these be included in 2019 budget since the Communications department manage and administer this communications program and their related contracts.

Funds acquired will be used to:

- Continue bi-weekly City radio show and public service announcements (PSAs) on La Raza radio (AM 1400).
- Continue monthly Somali radio show and PSAs on KALY (101.7 FM)
- Continue monthly Hmong radio show and PSAs on WIXK (1590 AM)

**Cultural radio programming: Spanish, Somali, Hmong****Equity Impact:**

To reach and engage audiences that do not communicate in English, the City has partnered with local community radio serving our Latino, Somali and Hmong residents. Without these formats, the City will have diminished ability to reach large portions of our community, widening information disparities. It is critical that the City have culturally relevant message channels that can connect vital information and news with these audiences. Additionally, many residents that speak Somali or Hmong do not consume written, translated information but communicate orally, making radio a highly efficient delivery vehicle. As the City moves into campaign mode on the U.S. Census, we want to ensure maximum outreach potential to our non-English speaking audiences who have disproportionately fewer connection points to the City in terms of information access.

**Results:**

As a result of this funding, the City will be able to maintain radio programming and PSAs that reach our residential and business audiences who consume information in Spanish, Somali and Hmong. These conversational formats allow the City to provide culturally relevant information and news that resonates with non-English speaking community members and which provide greater access and transparency to City services, programs and policies that affect their lives.

**Communications****2019 Change Item****Equipment maintenance & support, streaming and music licensing**

Program: Enterprise Communications

Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$30					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$30					

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Council Adopted Budget:**

The City Council approves \$30,000 one-time General Fund resources to support audio and video equipment, online streaming, archiving video files online and secure music licenses.

**Rationale/Background:**

Since 2012, the City has held a support contract (except for 2018). Audio and video equipment needs to be maintained by certified technicians to keep everything running smoothly and supported in case of an emergency. The services performed under these contracts include audio/video equipment maintenance and repair services for portable and integrated systems and equipment, replacement equipment and parts, simple installation services, staff training and consulting, preventative maintenance site visits and reporting services, remote telephone support services, coordinate the use of loaner equipment and standard and emergency assistance maintenance and repair at three locations: the council chamber, non-linear editing systems and channel playback.

**Description of the Change:**

This change item is for existing service maintenance contracts, streaming services and music production library. This project impacts the entire Enterprise as nearly every department is represented on the City's government access channels and affects City Council and committee meetings broadcast live to the public. Funds acquired will be used to support:

- Three non-linear editing systems
- All audio/video equipment
- Two editing servers
- Two playback servers
- Council chamber system
- Online archiving, live streaming, LIMS content, chaptering, indexing and support
- Production music library license



**Equipment maintenance & support, streaming and music licensing**

The City currently contracts with AVI Systems to support the non-linear editing systems, a/v equipment, editing servers, playback servers and council chamber system. The City contracts with Implex.net Inc. for streaming services and DeWolfe Music USA Inc. for all production music.

**Equity Impact:**

The change item will enable the department to continue to provide access and transparency of City Council and committee meetings, Minneapolis Park & Recreation Board meetings, NCEC meetings, budget meetings, Planning Commission meetings and government productions.

**Results:**

Equipment will be maintained in working order, supported in emergency situations, accessible production music library and unlimited archiving and streaming of all meetings and video productions. This funding will prevent the City from running into the risk of troubleshooting equipment issues without a certified technician and the immediate availability of a technician during a crisis or lose programming and/or live broadcast access.

**Communications****2019 Change Item****Final Four Reimbursable Expense**

Program: Enterprise Communications

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$12					
<b>Expenditures</b>						
Personnel	\$12					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>\$0</b>					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$12,000 one-time for reimbursable expenses associated with the 2019 Final Four.

**Rationale/Background:**

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

**Description of the Change:**

These one-time funds are for operational expenses related to establishing and operating a four day Joint Information Center, for cultural community public safety outreach and communication, as well as for staff overtime necessary to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

**Equity Impact:**

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

**Results:**

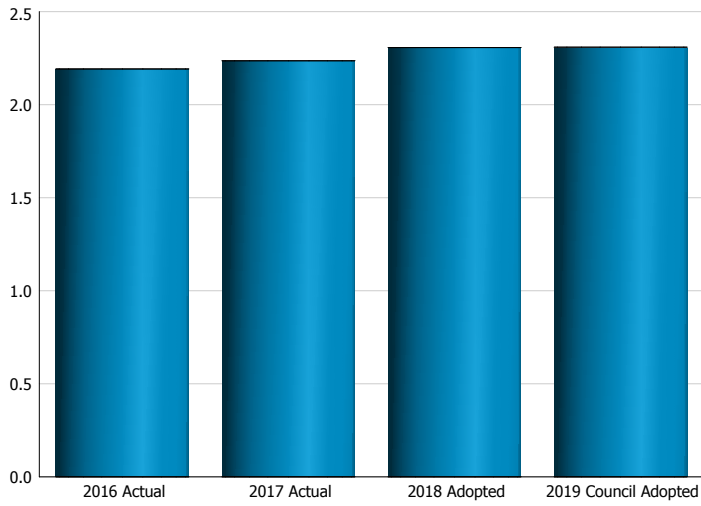
Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

# **COMMUNICATIONS EXPENSE AND REVENUE INFORMATION**

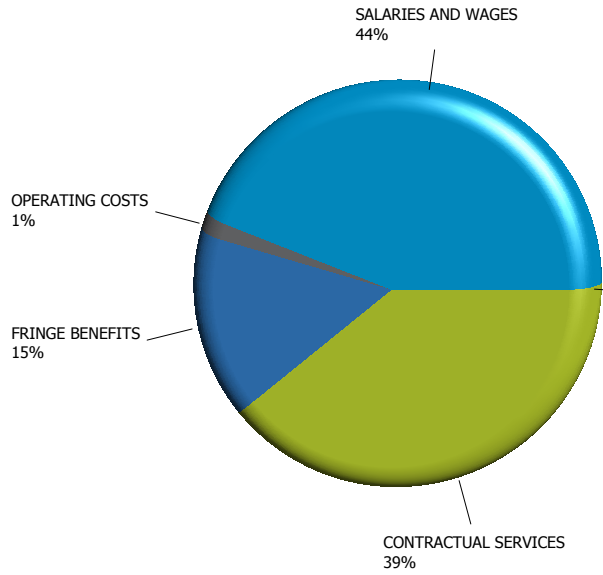
<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	827,000	912,000	973,000	1,016,000	4.4%	43,000
FRINGE BENEFITS	275,000	304,000	357,000	355,000	-0.6%	-2,000
CONTRACTUAL SERVICES	881,000	856,000	846,000	904,000	6.9%	58,000
OPERATING COSTS	110,000	114,000	91,000	33,000	-63.7%	-58,000
CAPITAL	99,000	49,000	40,000	0	-100.0%	-40,000
<b>TOTAL GENERAL</b>	<b>2,192,000</b>	<b>2,235,000</b>	<b>2,307,000</b>	<b>2,308,000</b>	<b>0.1%</b>	<b>1,000</b>
<b>TOTAL EXPENSE</b>	<b>2,192,000</b>	<b>2,235,000</b>	<b>2,307,000</b>	<b>2,308,000</b>	<b>0.1%</b>	<b>1,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
CHARGES FOR SALES	2,000		2,000	2,000		
FRANCHISE FEES	1,247,000		1,250,000	1,250,000		
RENTS				0		
<b>GENERAL</b>	<b>1,249,000</b>		<b>1,252,000</b>	<b>1,252,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>1,249,000</b>		<b>1,252,000</b>	<b>1,252,000</b>	<b>0</b>	

## COMMUNICATIONS EXPENSE AND REVENUE INFORMATION

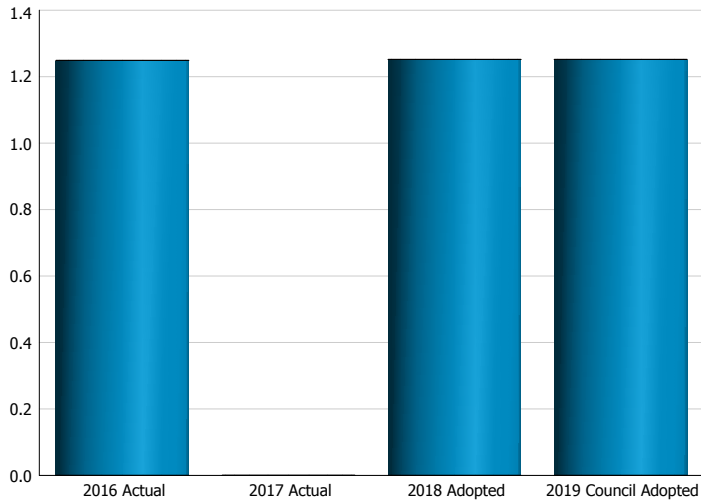
**Expense 2016 - 2019**  
In Millions



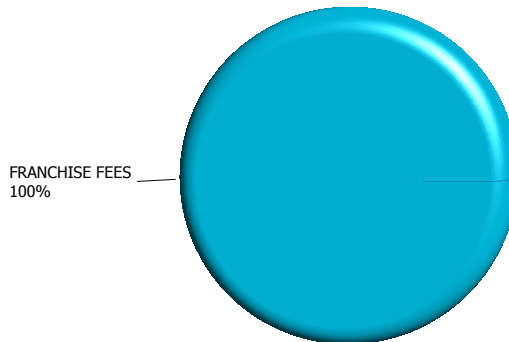
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

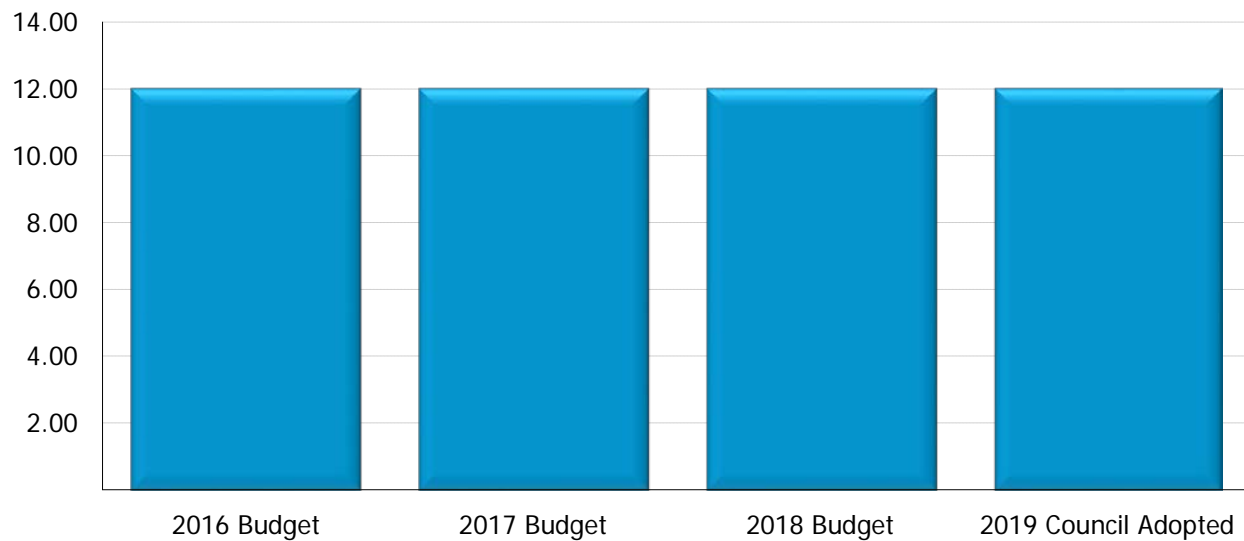


## COMMUNICATIONS

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
COMMUNICATIONS	12.00	12.00	12.00	12.00	0.0%	0
Overall	12.00	12.00	12.00	12.00	0.0%	0

### Positions 2016-2019



# MINNEAPOLIS CONVENTION CENTER & DOWNTOWN ASSETS

## MISSION

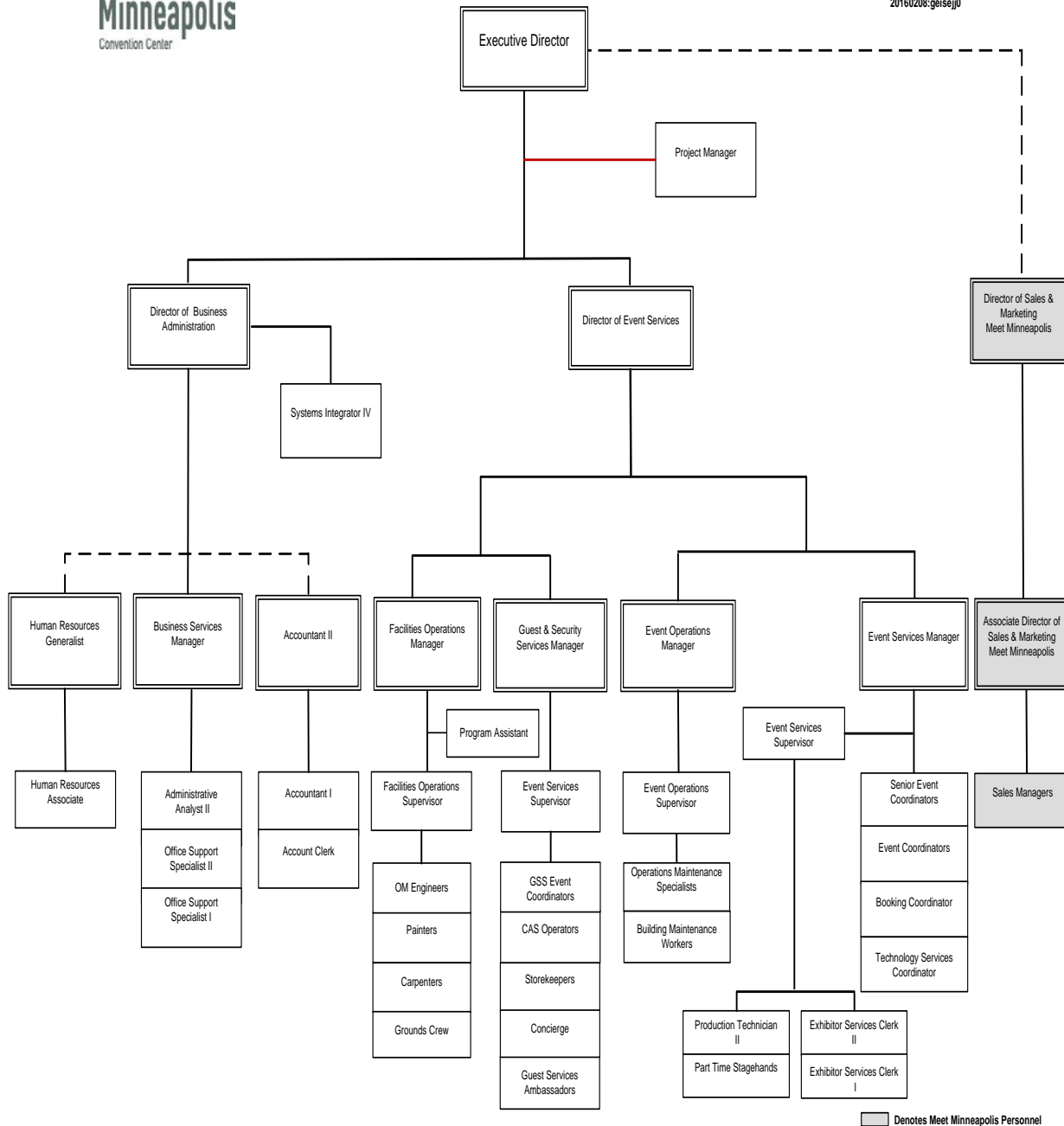
The Minneapolis Convention Center will be the best Convention Center by providing an exceptional facility, outstanding internal and external customer service, and responsible use of our resources.

## ORGANIZATION CHART



### Minneapolis Convention Center Organization Chart

February 8, 2016  
20160208:geisej0



## PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

### **Minneapolis Convention Center Events Program**

Other Fund: \$25,260,000

The Convention Center Events Program provides sales, event coordination, delivery of audio visual, utilities, security and guest services to international, national, regional, state and local clients and their attendees. This program also includes the City's contract with Meet Minneapolis, which provides sales and marketing services for the convention center as well as destination marketing for the City of Minneapolis.

Convention Center events drive economic impact to the City as these clients and their attendees purchase goods and services from the convention center as well as local businesses (hotels, restaurants, retail, recreational, arts) sustaining an estimated 11,000 hospitality jobs and contributing to a vibrant downtown. Meet Minneapolis also pursues leisure travelers and sponsorship opportunities.

### **Minneapolis Convention Center Facilities Program**

Other Fund: \$24,387,000

The Convention Center Facility Program provides the physical building and grounds of the Convention Center as well as the staff to maintain this City asset. The Events Program utilizes the facility to sell and host events. The Facilities Program includes repair and maintenance expenditures as well as Internal Service charges.

### **Minneapolis Convention Center Tallmadge Building Program**

Other Fund: \$50,000

The Convention Center Tallmadge Building is currently operated as an office building that is leased to local businesses.

### **Target Center Program**

Other Fund: \$6,362,000

The Target Center program provides an operator reimbursement and capital funds for this City-owned facility through a contractual agreement with its operator, AEG.

### **The Commons Program**

Other Fund: \$1,000,000

The Commons Program provides operating funds for maintenance and upkeep of this City-owned asset.

### **Peavey Plaza Program**

Other Fund: \$412,000

The Peavey Plaza Program provides operating and capital funds for this City-owned asset.

## **FINANCIAL ANALYSIS**

### **Expenditure**

For 2019, the Convention Center Department's budget is \$56.1 million, an increase of 5.7% from the 2018 budget of \$53.0 million. The 2019 Downtown Assets budget is \$1.4 million, a decrease of 72.6% from the 2018 budget of \$5.2 million.

### **Revenue**

Revenues are projected to decrease by 53.9% in the Convention Center Department. The department's total revenues in 2019 are projected to be \$21.2 million compared to \$46.1 million in the 2018 budget. The 2019 Downtown Assets revenue budget is \$94.9 million, an increase of 39.5% from the 2018 budget of \$68.1 million.

### **Fund Allocation**

This department is funded primarily in the Convention Center and Arena Funds and from funds transferred from the Downtown Assets Fund.

### **Budget Change items**

Detailed change items are presented on the following pages.



# Minneapolis Convention Center Commons

## 2019 Change Item

Program: Commons  
Fund: Downtown Assets – 8750000

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$750					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$750	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The Council approves \$750,000 one-time to contract with Green Minneapolis to serve as Operator of the Commons.

### Rationale/Background:

The Downtown East Commons is a public green space designed as a place for respite, everyday activities, and events for residents, workers, and visitors. The Downtown East Commons serves as a public amenity for passive recreation, gatherings, organized events and other park and plaza-like purposes, and is considered a public forum for First Amendment purposes.

The Commons fosters inclusion. In 2017, 500,000 patrons utilized the park. There were 68 free public events with 20,000+ attendees. Free events included outdoor orchestra performances, fitness activities (yoga, kickboxing), games (lawn and board games, ping pong), movies, reading events, and food (Tues eve farmers market, monthly happy hours and lunchtime food trucks). Current programming by Green Minneapolis is free and open to the public. This green space provides respite for resident, downtown workers and visitors. Jeff Johnson manages the contract with Green Minneapolis.

### Description of the Change:

This is year 2 of the Commons being managed and funded through the Downtown Assets Fund.

We currently contract with Green Minneapolis to serve as the operator of the Commons. Green Minneapolis programs, schedules, manages and maintains the park and conducts continuing fundraising. That contract value is \$750,000 annually. Green Minneapolis operates on a budget of \$1,500,000.

**Equity Impact:**

Green Minneapolis provides free programming in the Commons space for all Minnesotans. This programming includes arts & culture, games for kids and adults, reading/book carts, music and fitness activities. This green space provides respite for residents, downtown workers and visitors.

**Results:**

The Commons will continue to be maintained, managed, and programmed. There are currently no performance measures outside of the contractual obligations.

# Minneapolis Convention Center

## Final Four Reimbursable Expense

2019 Change Item

Program: DTA – Special Events  
Fund: Downtown Assets - 875000

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$638					
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$638					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The Council approves \$638,000 one-time for reimbursable expenses associated with the 2019 Final Four.

### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

### Description of the Change:

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

# Minneapolis Convention Center 2019 X-Games

## 2019 Change Item

Program: DTA – Special Events  
Fund: Downtown Assets – 8750000

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$250					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$250	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The Council approves \$250,000 one-time from the Downtown Assets Fund to pay for city services for the X-Games in Summer 2019.

### Rationale/Background:

Events bring visitors to the City who stimulate spending in our community, thereby contributing to increased tax collections. This event is considered a 'mega' event - significant in size and scope that requires additional resources. These additional resources place a strain on city service budgets particularly those of police, fire, public works, and emergency management. These events foster economic inclusion through opportunities for women and minority-owned businesses to participate in the visitor spending.

Due to the magnitude of this event, additional tax collections will cover the reimbursement to City departments as well as any contractual RFP items.

### Description of the Change:

Hosting Mega events create opportunities to obtain the goals of the Destination Transformation 2030 Plan through increased awareness, jobs, and economic impact while also creating obligations for the City. The sheer number of people coming to enjoy and experience our City requires a City-wide coordinated effort. These events take staff time and expenditures in traffic control, emergency management services, police, fire, and public works.

An estimated 35,000 will attend with anticipated economic impact of over \$24 million. While the work of the departments is consistent with the work they currently do, the scope of their work will increase in magnitude due to the influx of visitors.

### Equity Impact:

The X Games will attract all groups of people. Events are ticketed, but available to all members of the community.

## **Minneapolis Convention Center 2019 X-Games**

## **2019 Change Item**

### **Results:**

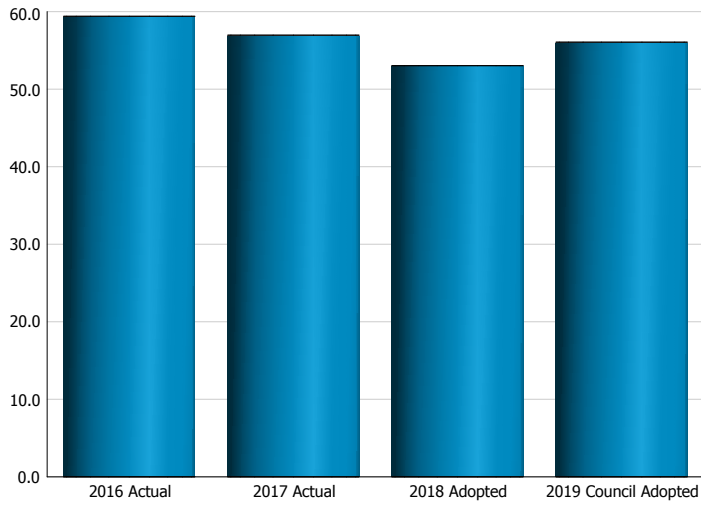
The X-Games provide opportunities to showcase the City of Minneapolis nationally and internationally through media exposure. Visitor spending helps local businesses and generates local taxes. The hospitality industry continues to support over 36,000 jobs, Minneapolis' 4<sup>th</sup> largest industry.

# CONVENTION CENTER EXPENSE AND REVENUE INFORMATION

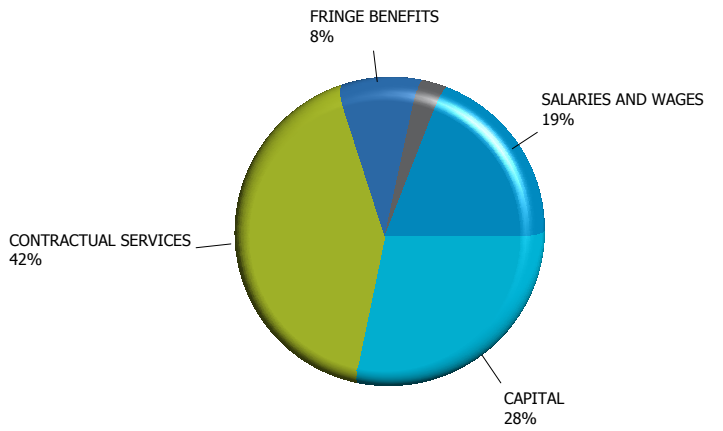
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	9,864,000	10,426,000	10,491,000	10,690,000	1.9%	199,000
FRINGE BENEFITS	3,492,000	3,677,000	4,775,000	4,681,000	-2.0%	-94,000
CONTRACTUAL SERVICES	22,077,000	22,954,000	23,679,000	23,410,000	-1.1%	-269,000
OPERATING COSTS	1,997,000	1,684,000	1,530,000	1,429,000	-6.6%	-101,000
CAPITAL	21,972,000	18,222,000	12,560,000	15,849,000	26.2%	3,289,000
<b>TOTAL SPECIAL REVENUE</b>	<b>59,402,000</b>	<b>56,963,000</b>	<b>53,035,000</b>	<b>56,059,000</b>	<b>5.7%</b>	<b>3,024,000</b>
<b>TOTAL EXPENSE</b>	<b>59,402,000</b>	<b>56,963,000</b>	<b>53,035,000</b>	<b>56,059,000</b>	<b>5.7%</b>	<b>3,024,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>SPECIAL REVENUE</b>						
CHARGES FOR SALES	13,000			0		
CHARGES FOR SERVICES	6,907,000	6,613,000	7,300,000	6,700,000	-8.2%	-600,000
CONTRIBUTIONS		32,000		0		
INTEREST	114,000	76,000		15,000		15,000
OTHER MISC REVENUES	3,749,000	4,083,000	4,514,000	4,000,000	-11.4%	-514,000
RENTS	9,080,000	11,270,000	9,657,000	9,321,000	-3.5%	-336,000
SALES AND OTHER TAXES	1,694,000	1,293,000		0		
USE OF FUND BALANCE			24,633,000	1,209,000	-95.1%	-23,424,000
<b>SPECIAL REVENUE</b>	<b>21,557,000</b>	<b>23,367,000</b>	<b>46,104,000</b>	<b>21,245,000</b>	<b>-53.9%</b>	<b>-25,040,000</b>
<b>TOTAL REVENUE</b>	<b>21,557,000</b>	<b>23,367,000</b>	<b>46,104,000</b>	<b>21,245,000</b>	<b>-53.9%</b>	<b>-24,859,000</b>

# CONVENTION CENTER EXPENSE AND REVENUE INFORMATION

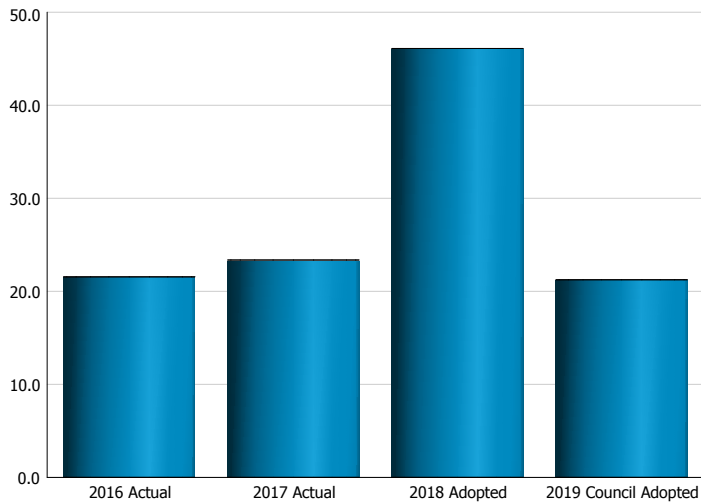
**Expense 2016 - 2019**  
In Millions



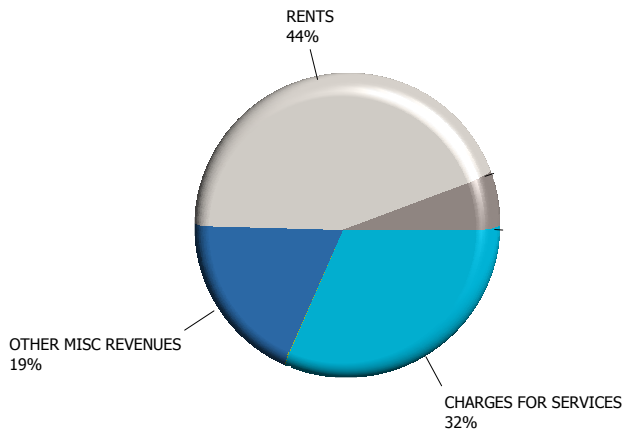
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**



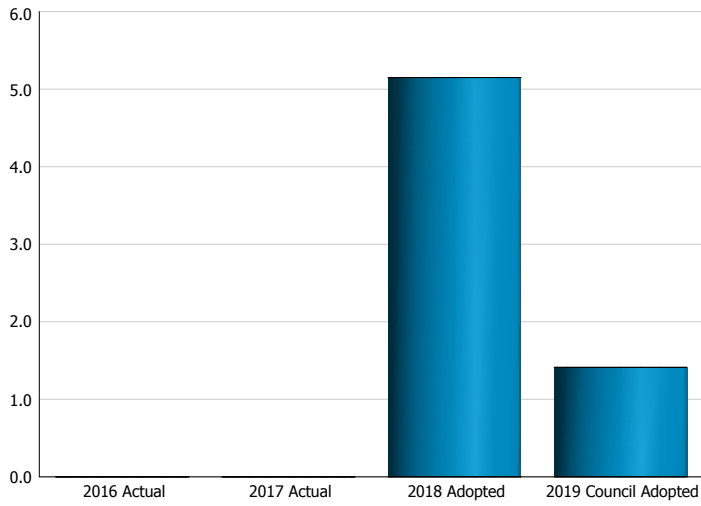
# **DOWNTOWN ASSETS EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>SPECIAL REVENUE</b>						
CONTRACTUAL SERVICES			1,150,000	1,392,000	21.0%	242,000
OPERATING COSTS				20,000		20,000
CAPITAL			4,000,000	0	-100.0%	-4,000,000
<b>TOTAL SPECIAL REVENUE</b>			<b>5,150,000</b>	<b>1,412,000</b>	<b>-72.6%</b>	<b>-3,738,000</b>
<b>TOTAL EXPENSE</b>			<b>5,150,000</b>	<b>1,412,000</b>	<b>-72.6%</b>	<b>-3,738,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>SPECIAL REVENUE</b>						
SALES AND OTHER TAXES			87,349,000	88,400,000	1.2%	1,051,000
USE OF FUND BALANCE			-19,297,000	6,520,000	-133.8%	25,817,000
<b>SPECIAL REVENUE</b>			<b>68,052,000</b>	<b>94,920,000</b>	<b>39.5%</b>	<b>26,606,000</b>
<b>TOTAL REVENUE</b>			<b>68,052,000</b>	<b>94,920,000</b>	<b>39.5%</b>	<b>26,868,000</b>

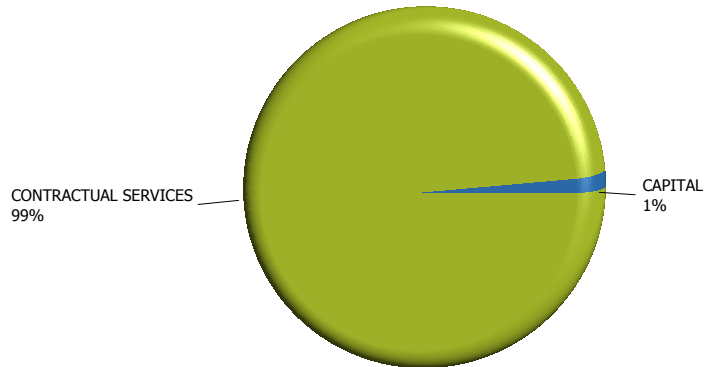


## DOWNTOWN ASSETS EXPENSE AND REVENUE INFORMATION

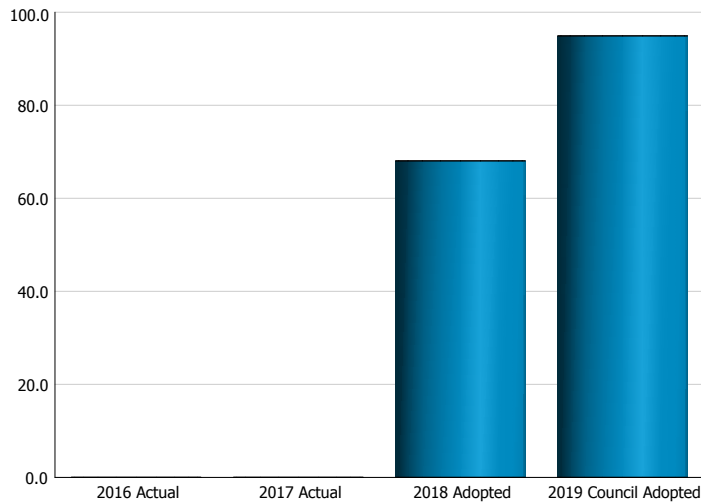
**Expense 2016 - 2019**  
In Millions



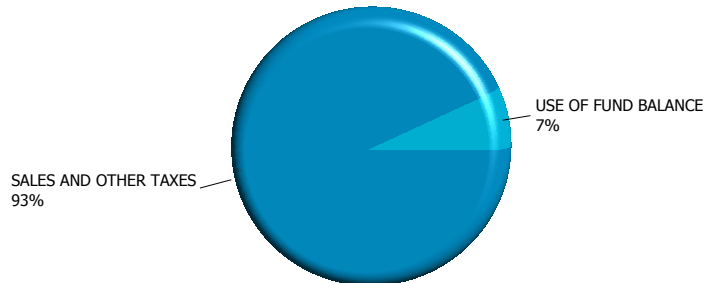
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

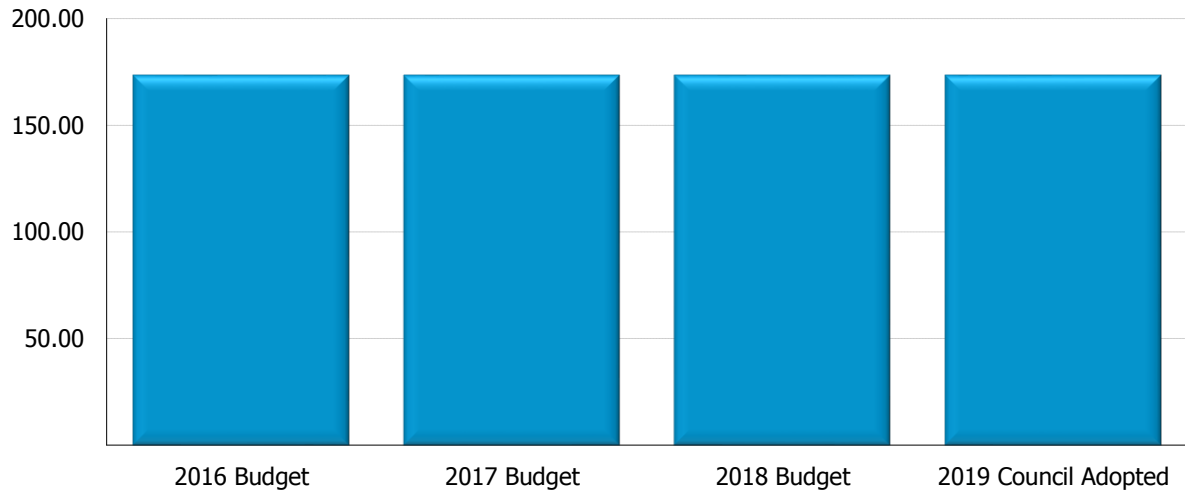


## CONVENTION CENTER

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
CONVENTION CENTER	172.10	172.10	172.10	172.10	0.0%	0
TARGET CENTER	1.20	1.20	1.20	1.20	0.0%	0
Overall	173.30	173.30	173.30	173.30	0.0%	0

### Positions 2016-2019

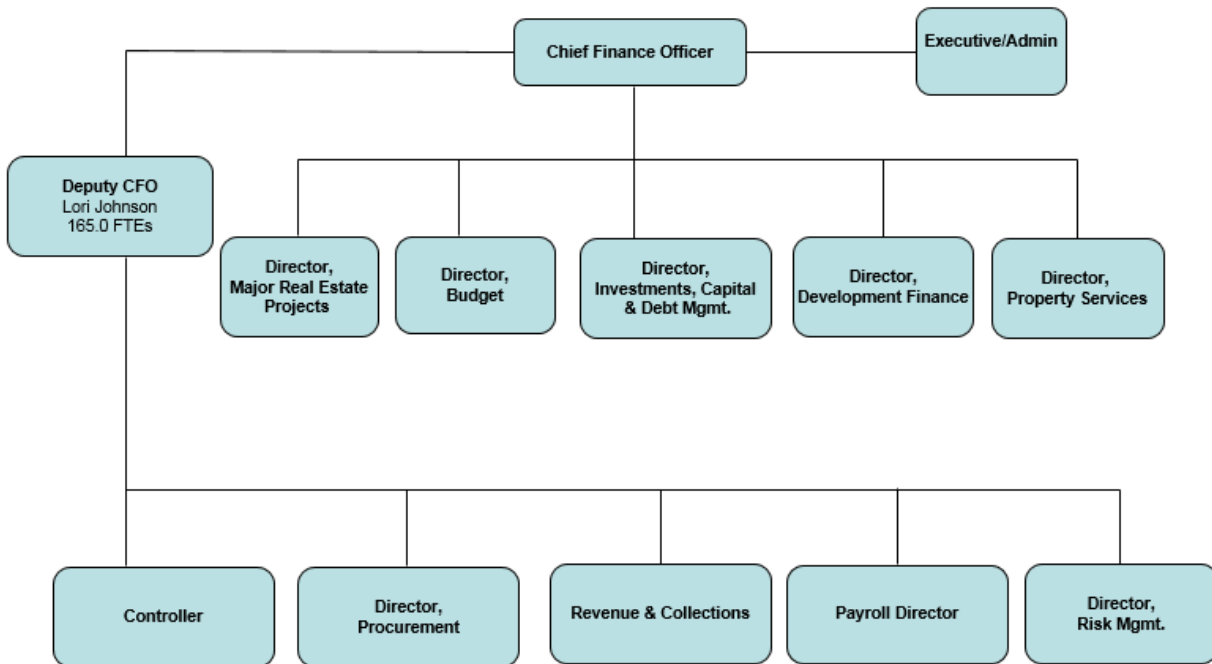


## FINANCE & PROPERTY SERVICES DEPARTMENT

### MISSION

Provide essential financial, resource and asset management services, and engage Enterprise partners in decision-making to uphold the City's lasting vibrancy and strength.

### Organization Chart



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Controller

General Fund: \$7,571,000  
Other Funds: \$257,000

This program plays a critical role in providing financial information to City policy-makers, City staff and decision-makers enabling them to perform their job more effectively and provide services to City residents. Information also is made accessible for external stakeholders such as the public, City investors, bond rating agencies, the State Auditor and grant agencies. A primary goal of this program is to ensure fiscal responsibility through monitoring and internal controls, and provision of financial information for strategic decision-making among department managers and leadership.

Key services provided by this program include: monitor and report department revenues and expenditures to managers and policy-makers including grant-related revenues and expenses, and report

this information to grantors, provide information on the City's human and financial resources using COMET (City of Minneapolis Enterprise Technology), prepare City's quarterly financial report and Comprehensive Annual Financial Report (CAFR), respond to internal and external audits, design and administer rate models that allocate shared costs for internal services and assist managers during the annual budget process and to provide financial analyses and pertinent information necessary to support City decisions and investment.

#### **Procurement**

General Fund: \$3,667,000

Other Funds: \$1,149,000

This program manages, facilitates and oversees bidding and contracting for, purchase of and payment for all goods and services for all City departments and independent boards. City departments and independent boards rely on this program for obtaining goods and services through open, competitive and cost effective processes that reflect City values, safe-guarding against malfeasance and for ensuring that vendors are paid in a prompt manner. Through this program external stakeholders also are invited and encouraged to work with the City and establish procurement relationships. Further, this program supports activities related to green purchases and strives to increase the percentage of green purchases throughout City departments, wherever possible.

#### **Revenue & Collections**

General Fund: \$6,967,000

Utility billing, a division within Revenue and Collections, is mandated by Minneapolis City Ordinance, is collaboration between the Finance and Property Services and Public Works Departments to invoice, collect revenue and provide specific utility customer account information related to the delivery of City water, sewer, solid waste and storm water services. The revenues generated sustain the operation of these departments making it imperative that revenues are billed and collected in an efficient and timely manner.

In addition, Accounts Receivable, a division within Revenue and Collections, performs accounts receivable activities for non-utility services provided by other City Departments.

#### **Payroll**

General Fund: \$1,839,000

This program effectively administers the provisions of twenty-three City labor agreements and labor-related pay work rules, numerous federal and state laws, and detailed chart of accounts coding used by some City departments to efficiently and accurately pay 5,000 to 7,000 City employees every two weeks (the number of City employees on the payroll fluctuates throughout the year). Through this program, the City also pays various benefit-related payments such as health and dental premiums, deferred compensation and mini-flex accounts as well as other payments such as union dues.

#### **Risk Management & Claims**

Other Funds: \$2,019,000

The goals of this program are the preservation of City assets, prevention of the loss of financial resources and injury to City employees, administration and management of workers' compensation claims and tort claims (liability claims under \$25,000), unemployment program administration as well as loss prevention activities, which include safety, OSHA, ergonomic programs and subrogation. This program plays a pivotal role in supporting the City in its ability to provide services to residents, administration of claims, and safety to the work environment, employees, and its citizens.

**Executive / Administration**

General Fund: \$680,000

The Finance Officer (CFO), a position defined by City Charter, is responsible for maintaining the City's financial health so that it can continue to provide a wide array of services to residents, business and visitors, and maintain public health and safety. In addition, this program provides strategic oversight and coordination of the department; and, human resource and administrative support for the department.

**Budget**

General Fund: \$1,549,000

This program is responsible for the management, planning, and oversight of the City's financial resources and commitments. In doing so, city departments are challenged to think of innovative and cost effective ways to provide their services and optimize the use of their resources. Policy-makers, City Department staff, residents and businesses rely on this program for information and direction on City finances, budget development and strategic use of resources.

**Investments, Capital, and Debt Management**

General Fund: \$724,000

This program oversees and manages the City's investment relationships to provide the best return on financial assets, is responsible for leading the capital budget process through CLIC, and for managing the city's debt. This program is also responsible for facilitating City bond issues, making debt service payments, and tracking the use of bond authority.

**Development Finance**

General Fund: \$1,635,000

This program provides financial management, analysis, planning and administrative services to the Community Planning and Economic Development (CPED) Department, the Neighborhood and Community Relations (NCR) Department, the Chief Financial Officer, and elected officials in support of the City's economic development and housing policies, objectives, programs, and projects.

**Property Services**General Fund: \$264,000  
Other Funds: \$23,154,000

The primary purpose of this program is to comprehensively and strategically provide for the land, facility, and furnishing needs of City owned, operated and leased facilities through various activities including preventive maintenance and corrective maintenance, routine cleaning and maintenance, construction, tenant improvements, space and asset management, and security and life safety needs. Also to provide centralized energy management services that support energy conservation, renewable energy and alternative fuels, and emissions reductions. Additionally, to provide centralized internal security management services that reduce risk to the City's Operating Departments. The goals of this program are to provide safe working environments for employees, their clients and visiting members of the public.

**Financial Analysis****Expenditure**

The total Finance and Property Services Department's budget increases from \$49.1 million to \$51.5 million from 2018 to 2019. This is an increase of \$2.4 million, or 4.8%. The Finance and Property

Services Department's 2019 expenditure budget reflects the following changes from 2018: \$574,000 inflationary increases in personnel costs, \$1.9 million in budgetary change items, \$248,000 increase in cost allocation charges, elimination of 1.0 FTE from the controller division valued at \$114,000, and elimination of \$225,000 one-time expenditures from the 2018 budget.

**Revenue**

Revenues are projected to increase by 1.2% in this department due to increased rent charged to departments housed in City owned buildings for property maintenance and facility repairs. The department's total revenues in 2019 are projected to be \$24.9 million.

**Fund Allocation**

This department is funded primarily by Internal Service Funds (51.3%), with the remainder of the department's funding found in the General Fund (48.4%) and Special Revenue Grant funds (0.3%).

**Budget Change items**

Detailed change items are presented on the following pages.

## Finance & Property Services

## 2019 Change Item

### Finance Fellow

Program: Controller  
Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$100	\$100	\$100	\$100	\$100	\$100
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	\$100	\$100	\$100	\$100	\$100

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

#### Council Adopted Budget:

The City Council approves \$100,000 to fund 1.0 FTE for the Finance Fellow Program with authority for a second FTE that Finance and Property Services (FPS) will fund from other budgetary line items, both ongoing from General Fund resources.

#### Rationale/Background:

FPS has found it difficult to attract quality candidates to the City to fill positions with specialized knowledge such as accounting, accounts payable and accounts receivable roles. Often when the City hires people, it is from other governmental entities, which does not increase the overall diversity of people employed in public service. In addition, with limited staffing, FPS is not always able to adequately transition responsibilities and document procedures when long-term employees retire.

#### Description of the Change:

This is an expansion of a pathways program implemented in 2018 with two FTE's. The program is modelled after a Ramsey County finance department program that has proven successful in attracting quality candidates to public service. The additional FTE "buys" a long-term and intentional program to inspire more public servants to work in the City. The 2019 change item is to expand the program from the currently budgeted 2.0 FTEs to 4.0 FTEs with new, on-going funding for only one of the FTEs.

The program has partnered with local colleges that have a non-traditional and diverse student body. This program has the benefit of improving communications and relationships between the City and faculty of local colleges. In addition to funding one of the FTEs from existing resources, FPS Leadership will assist in providing career growth opportunities by regular meetings with fellows. Leadership will also offer choices to fellows about what areas they have interest in and matching those interests with FPS opportunities for work. Fellows may work in one or more divisions during their two year term. Because it is a two year program, this second round of funding will enable the department to hire two fellows each year without additional budget requests in the future. These additional positions will help fill the knowledge gap as seasoned staff retires.

**Finance Fellow****Equity Impact:**

This program will impact women and persons of color who might not normally consider working for the City. By hiring people while they are in school or recently graduated, this program can introduce the City as an employer of choice and enable those participating in the fellowship to get a broad view of City services early in their careers. This program will increase the diversity in the Finance and Property Services department.

**Results:**

The specific measurement of success for this program is the number of women and people of color who are hired as well as the number of fellows that are hired into long-term positions in the City. For the 2018 fellowship, one candidate was a non-white female and one was a non-white male.



# Finance & Property Services

## Village Financial Cooperative

## 2019 Change Item

Program: Budget  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$500					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$500					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$500,000 one-time General Fund resources to continue to support the development and launch of Village Financial Cooperative for the purpose of providing banking services to underserved members of our community under such conditions established by the City.

### Rationale/Background:

Minneapolis residents and businesses, much like those across the nation, continue to enjoy the effects of the economic expansion following the Great Recession. However, also like other areas of the nation, not all racial and socioeconomic groups are enjoying those effects equally. Instead, many groups continue to find less access to adequate banking services. These individuals and businesses, the unbanked or underbanked, need banking services, a pathway out of predatory lending cycles, and access to affordable capital. Village Financial Cooperative (Village) will be chartered as a Credit Union that will serve as a leader in closing this gap.

The City contracted with Village in 2018 to develop an implementation plan for a portfolio of depository and loan products to be made available to residents and businesses of the City of Minneapolis. At least one loan product will focus on the needs of small businesses that are financing building improvements and/or major production equipment and meet the requirements of participation loans under the City's 2% Loan program through the Community Planning & Economic Development department (CPED).

As Village is engaging in this work with the City they are also working with a number of other individuals and organizations to establish space, receive a federal charter, and open their doors to customers in 2019.

### Description of the Change:

The \$500,000 provided under this recommendation will be deployed to support the launch of Village and their development and provision of equitable banking services including:

1. Build-out of a cashless financial services facility in North Minneapolis equipped with a state-of-the-art core processor and full-service ATM.
2. All Access Checking and Savings Accounts for unbanked and underbanked Minneapolis residents.
3. Support the City's goal of closing the equity gap through Village's "Approve or a Plan" model under which a member will either be approved for a loan, or if the member is unable to meet the Village standards for creditworthiness, be provided an actionable plan to bring themselves up to being credit worthy. This is a comprehensive partnership pathway program ensuring Village never "deny" an application for a loan.
4. Launch a competitive Business and Personal CDs and Savings account portfolio.

**Equity Impact:**

An estimated 21% of Black Households are unbanked or underbanked, many depending on extractive and expensive check cashing and payday lending services. Mainstream banks have repeatedly failed the Black community by denying access to business loans and in the foreclosure and other recent banking crisis. In Minnesota communities of color, particularly Black and Latino businesses, continue to face barriers to economic inclusion in accessing capital and through procurement efforts.

According to an American Express Open report, women-owned firms are growing fastest in number and employment. Businesses owned by minority-owned firms outpace non-minority women-owned firms. In Minnesota, Black women entrepreneurs are outpacing all their peers but barriers to financial capital and inclusive financial services stifle the prosperity of the community and the city at large. The Latino community faces similar challenges. Even when they have access to banking through the ability to make deposits, these communities report that they are not able to gain access to loans. A public purpose of the City's assistance to Village is to promote economic development in these communities through access to capital.

Village is an outgrowth of a local organization, the Association for Black Economic Power (ABEP), as an intentional strategy of the Black community in and beyond North Minneapolis. Village will be owned by all its members who represent many ethnicities and racial groups. However, as a Black-led credit union it will be focused specifically on correcting for this systemic racism and building wealth in the Black community. Membership will be open widely to a number of individuals, including anyone who lives, works, or is educated in Hennepin or Ramsey Counties.

**Results:**

Village has over \$3,000,000 in pledged deposits from the community and the number keeps growing. Village will provide a clear pathway for businesses to access capital, which has been cited as a key barrier to economic inclusion and the growth of our economy. They will work with their members to eliminate debt from payday loans and establish financial health and security for their families. As a community development credit union they will circulate money within the membership, creating wealth and reinvesting in and transforming the community. Village will begin lending, providing CDs, savings accounts, and checking accounts on Juneteenth, 2019.

## Finance & Property Services

### Supplier Diversity Staffing

## 2019 Change Item

Program: Procurement  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$101	\$101	\$101	\$101	\$101	\$101
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
Expenditures - Revenues	\$101	\$101	\$101	\$101	\$101	\$101
Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count	1	1	1	1	1	1

#### Council Adopted Budget:

The City Council approves \$101,000 ongoing General Fund resources for 1.0 FTE to facilitate the implementation of three new procurement modules in January 2019.

#### Rationale/Background:

In late 2016 with the passing of the Target Market Program (TMP) ordinance, the City Council approved the automation of the city procurement process to provide the much-needed infrastructure to support the new initiative around supplier diversity, increase spending transparency, eliminate the current manual processes resulting in long cycle times, frequent reworking of contracts and insufficient overall service to the city. The department is scheduled to implement three new modules; eSupplier, Strategic Sourcing and Supplier Contracts in January of 2019. To sustain the new process, additional FTEs are needed in Procurement. Currently, part of the work (bids) are all done in Procurement, while sourcing for professional services is being done at the departments. The 'future' process is providing for consistency where all the sourcing will be done in Procurement.

The new process will be instrumental in helping foster inclusion through economic growth especially that of emerging, small women and minority owned businesses. Through the new system, the department will have the ability to capitalize on strategic sourcing and category management. This will be data driven and will cover such areas as current and target spending goals. Automating the bidding and RFP processes will provide the tools for the city to determine all the businesses in a given category and more easily make solicitations available to relevant suppliers. It will also allow businesses to express interest in city bidding opportunities and submit responses electronically. Additionally, there will be better reporting of metrics related to purchases by City departments.

Finance and Property Services Department is re-defining workloads and re-purposing the current positions to better align with the critical needs of the new process equal to one position.

**Supplier Diversity Staffing****Description of the Change:**

This is a new initiative based on a council directive from December 2016. Currently, both the bid and contract management processes are operating on a paper process and are completely manual. Annually, Procurement processes an average of 1,800 bids (both formal and informal) and over 1,500 professional service contracts. In addition, currently, there are over 6,000 active contracts. All these contracts are constantly being amended or being touched in one way or another within the year. The work related to 1,800 bids is mostly centralized at Procurement and there are 3.0 FTE Buyers to handle the work.

The selection and award of the 1,500+ professional service contracts work is currently being done at the department level, (including Park Board and MBC). The contracts are then forwarded to Procurement for final review and execution. There is only one (1) Buyer in Procurement for this work. In the new system, this current process will be changed to better support the departments in the buying process and hence the change item for additional 1.0 FTE.

With the new process aiming at bringing consistency where all the sourcing will be done at Procurement, it will be addressing the current pain points at the City:

- Increase transparency and accountability in sourcing
- Affirm contract compliance requirements under the Small and Underutilized Business Program (SUBP) as well as ensure the businesses have an approved Affirmative Action Plan in place before contract award.
- Administering and supporting supplier diversity goals
- Streamline and increase timely flow of information between collaborators (Departments, City Attorney's Office, Risk Management, Civil Rights and Businesses (vendors), for faster processing
- Contract monitoring
- Track supplier performance and compliance
- Enforce compliance with procurement laws, policies and procedures – of importance is ensuring that departments have secured funds for a purchase before bidding or getting into a contract.

The new process will go live in January 2019, so the additional FTEs will be needed prior to this date for a smooth transition.

**Equity Impact:**

The new procurement process and the centralization thereof will be a tool to advancing equity and inclusion with the business community leading to economic growth. The modules being implemented provide for ease of registration (self-service) to be notified of bidding opportunities. It will also allow businesses to express interest in City bidding opportunities and submit responses electronically.

It is important to note that the Target Market Program (TMP) MarketPlace will now be housed in one of the modules. Based on the registration requirements and data collected, with a keystroke, Procurement will be able to see and filter business by their group orientation amongst other criteria. For purchases up to \$100,000 that are TMP eligible, the department will be able to directly solicit, with ease, to these groups and others as opposed to them looking for available opportunities with the City. Finance and Property Services department will also be in a position to gauge their participation and response to solicitations (since all responses will be submitted electronically) to identify areas of training and support.

This information will also be a resource for departments to assist them in meeting their supplier diversity goals. In the event that a race and gender specific subset is adopted as per the supplier diversity exploratory work underway, this new centralized process will provide the infrastructure for facilitation and enforcement

**Supplier Diversity Staffing****Results:**

- Increase transparency and accountability in sourcing
- Affirm contract compliance requirements under the Small and Underutilized Business Program (SUBP) as well as ensure the businesses have an approved Affirmative Action Plan in place before contract award.
- Administering and supporting supplier diversity goals
- Streamline and increase timely flow of information between collaborators (Departments, City Attorney's Office, Risk Management, Civil Rights and Businesses (vendors), for faster processing
- Robust Contract management
- Track supplier performance and compliance.
- Enforce compliance with procurement laws, policies and procedures – of importance is ensuring that departments have secured funds for a purchase before bidding or getting into a contract.

**Performance Measures**

- Managing total cost as a measure of effectiveness in terms of outcomes such as best practices in achieving better prices, managing specifications, timely completion of work etc.
- How well the City is engaging, managing and collaborating with suppliers (businesses)
- Better and more accurate reporting of metrics related to purchases by City departments including spend with diverse suppliers.
- Managing internal operations and customer (departments and boards) satisfaction by measuring cycle times, internal procurement function costs and customer satisfaction with the procurement function.
- If not a delivered functionality with the system, the department is customizing the system to facilitate data collection.
- The data will be communicated through various means:
  - The department has ensured the provision of a dash board in the system where at any given time, customer departments will, in real-time, see:
    - their participation in the Target Market Program
    - an analysis of their diverse spend
    - their progress in their goal achievement towards Supplier Diversity
  - Enterprise-wide reports of metrics related to purchases by City departments
  - Presentations and trainings, handouts etc.

# Finance & Property Services

## New Budget System

# 2019 Change Item Request

Program: Budget  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Current Budget System Maintenance Fees	\$60	\$60	\$60	\$60	\$60	\$60
<b>Expenditures</b>						
Personnel						
IT	\$266	\$266	\$266	\$266	\$266	\$266
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$206	\$206	\$206	\$206	\$206	\$206

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$206,000 ongoing General Fund resources to buy and deploy a new enterprise budgeting solution.

### Rationale/Background:

The current budget system is built in a software environment that will cease to be supported by the vendor in the next three years. As a result, the City needs to buy or build a new software platform to fulfill the Charter requirement to produce an annual budget.

The full cost of this software is approximately \$266,000 per year but some of that expense is offset by dollars currently being spent on maintenance of our current budget system – as a result, the net budgetary impact is reduced to \$206,000.

### Description of the Change:

It is imperative that the City act now to replace its aging budget platform. Section 9.3(a)(3) of the City charter lays out the requirements of a budget document which must be produced annually by the Mayor no later than August 15<sup>th</sup>. Given the size and complexity of the City's budget, which surpassed \$1.5 Billion in 2018, we simply must have a modern and reliable technology solution to support the budget's development.

The City has been engaged with a new vendor in the public finance software sector – OpenGov – since 2014 to provide its online Financial Transparency platform. In 2017, OpenGov launched a new budget software product. The Budget Office has been testing that software through the first half of 2018 to determine whether or not it could serve as a viable replacement to our current system and we believe that it could.

The budgeting product is sold as a Software As A Service (SAAS) product, which means we are not responsible for maintaining servers or updating software versions as they become outdated over time. In the alternate, as OpenGov continues to improve the product and roll out new features, these will be incorporated in real time to

the City's budget tool – ensuring that we're able to capitalize on the most recent technological advances in budgeting software as they're available. Over the next 6 months alone OpenGov plans to deploy:

- personnel cost forecasting tools which will help us more accurately plan for one of the largest expenditures in our budget;
- a strategic initiatives module which will allow policymakers to plan for and prioritize spending across departments, but within a particular strategic initiative such as the push for more affordable housing, or the improvement of community-police relations;
- and, additional modules to help allocate central costs across all departments, and to track transfers across funds.

The other primary benefit associated with the OpenGov budgeting tool is its association with another product called Wdesk. Through, Wdesk we will be able to publish the financial information found in our budget book at the push of a button. It currently takes a team of four budget analysts a month to produce the Mayor's Adopted budget book, and another month to produce the Council Adopted budget book. With the implementation of the Wdesk tool we assume that it will only take a week to produce each document. This will yield a savings of roughly 400 hours, or 0.2 FTE. This capacity will be used within the Budget Office to provide additional financial analysis to help support department heads and policymakers to deploy City resources to the greatest effect for residents and visitors.

Finally, as the City has already engaged with OpenGov to test the budgeting product, implementation will be seamless. The Budget Office anticipates being able to deploy across all departments by the end of January, 2019 in order to begin development of the 2020 budget a few months later.

**Equity Impact:**

The City's budget is itself a tool to use in the fight to eliminate disparities across Minneapolis. As we are beginning to refine our processes to ferret out ways that spending on particular initiatives will impact different Racial and Ethnic Groups, Lesbian, Gay, Bisexual, Transgender, Queer, and Gender Non-Conforming groups, it is important too that we improve our technological tools to help us collect and act on this information. The aforementioned strategic initiatives module can be deployed to that end so that policymakers can understand which change items have positive equity impact, and to what extent their proposed investments will help to eliminate disparities.

**Results:**

In addition to maintaining our ability to meet the City's legal obligations as outlined in our Charter, the most visible and measurable impact of this change will be a reduction in the time it takes to produce the City's budget book.

Name of Measure	Current	Projected	Dates
Hours spent preparing the Budget Book	500+	100+	2018, 2019

# Finance and Property Services Fee Study

## 2019 Change Item Request

Program: Budget  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$50					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$50					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$50,000 one-time from the General Fund to build on the 2018 fee study, performing a best practices analysis related to certain business licenses (including Food, Lodging, and Pools and other license types).

### Rationale/Background:

Until 2012, the City of Minneapolis regularly updated its Business License Fee Schedule on an annual basis – typically by the annual cost of inflation, or around 2%. In 2012 that practice stopped and the Business License Fee Schedule remained constant through 2018, with the exception of pollution control licenses which were adjusted for inflation in 2013, and rental housing licenses which were structurally modified in 2016 to begin to include prices that reflect the level of work required for properties that fall farther out of code compliance.

At the direction of the City Council, and in conjunction with partners in Community Planning and Economic Development (CPED), the Health Department, and Regulatory Services, FPS conducted a comprehensive fee study in 2018. This study focused on evaluating whether and how the prices of each business license raised enough revenues to cover the current level of regulatory activity performed by the City – including all direct and appropriate overhead expenses.

The results of the 2018 study were clear: after holding fee pricing flat over the years, while at the same time in some cases adding staff and increasing regulatory activities, the City now faces a shortfall of license revenues as compared to the cost of regulation and licensure. In total, that gap was projected to be over \$12M for 2017 (the last year for which complete data are currently available).

Business license fees, including those related to Food, Lodging, and Pools, are increasing by an inflationary amount for 2019 – however during the discussion about the revenue shortfall, policymakers raised questions about whether we’re currently engaged in the “right” level of regulatory activity. Just as a shortfall in revenues can be solved by increasing fees, it is also possible to eliminate the gap by reducing regulatory expense.



**Description of the Change:**

Funds provided under this recommendation will be used to contract with an outside consultant to help the City determine what the appropriate level of regulatory activity is, particularly as it relates to on-site inspections. In performing this analysis, the consultant should consider all legal requirements outlined in state statute, municipal code, and issued by the federal government. The consultant will also review the level of inspection performed by other cities in the metro region and peer cities across the country.

**Equity Impact:**

Small businesses are seen as a primary economic opportunity for minority- and women-owned businesses across Minneapolis. Regulation of these small businesses is an essential component of safe-guarding their products for Minneapolis residents, but it can also be seen and felt as an impediment to success and viability in the marketplace. In performing a study on the proper level of inspection and regulation, and then following up on and adjusting our regulatory and inspections activity to match the study results, we can be sure that the City is doing what it must to provide consumer protections while also doing what it can to reduce barriers to participation in our economy.

**Results:**

The direct results of this study will be measured as whether or not it was completed. However, its impact will be felt and can be measured in a number of ways:

- Number of inspections in performed in excess of (or below) best practice
- Level of fee revenues in excess of (or below) regulatory expense
- Level of property tax subsidy of regulatory activity
- Level of property tax subsidy of regulatory activity in excess of (or below) policymaker intent

# **FINANCE AND PROPERTY SERV EXPENSE AND REVENUE INFORMATION**

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	10,871,000	11,270,000	12,536,000	13,137,000	4.8%	601,000
FRINGE BENEFITS	3,861,000	4,044,000	4,889,000	4,794,000	-1.9%	-95,000
CONTRACTUAL SERVICES	5,620,000	5,690,000	4,537,000	5,100,000	12.4%	563,000
OPERATING COSTS	950,000	1,120,000	939,000	908,000	-3.3%	-31,000
CAPITAL	2,000	2,000	8,000	958,000	11,875.0%	950,000
<b>TOTAL GENERAL</b>	<b>21,304,000</b>	<b>22,126,000</b>	<b>22,909,000</b>	<b>24,897,000</b>	<b>8.7%</b>	<b>1,988,000</b>
<b>DEBT SERVICE</b>						
OPERATING COSTS		100,000		0		
<b>TOTAL DEBT SERVICE</b>		<b>100,000</b>		<b>0</b>		
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	126,000	105,000	117,000	118,000	0.9%	1,000
FRINGE BENEFITS	32,000	28,000	44,000	43,000	-2.3%	-1,000
<b>TOTAL SPECIAL REVENUE</b>	<b>158,000</b>	<b>133,000</b>	<b>161,000</b>	<b>161,000</b>		
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	6,033,000	6,497,000	6,535,000	6,765,000	3.5%	230,000
FRINGE BENEFITS	2,402,000	4,188,000	2,678,000	2,630,000	-1.8%	-48,000
CONTRACTUAL SERVICES	14,248,000	17,719,000	11,537,000	11,752,000	1.9%	215,000
OPERATING COSTS	1,387,000	2,251,000	1,481,000	1,579,000	6.6%	98,000
CAPITAL	151,000	40,000	3,798,000	3,692,000	-2.8%	-106,000
<b>TOTAL INTERNAL SERVICE</b>	<b>24,221,000</b>	<b>30,695,000</b>	<b>26,029,000</b>	<b>26,418,000</b>	<b>1.5%</b>	<b>389,000</b>
<b>TOTAL EXPENSE</b>	<b>45,683,000</b>	<b>53,054,000</b>	<b>49,099,000</b>	<b>51,476,000</b>	<b>4.8%</b>	<b>2,377,000</b>

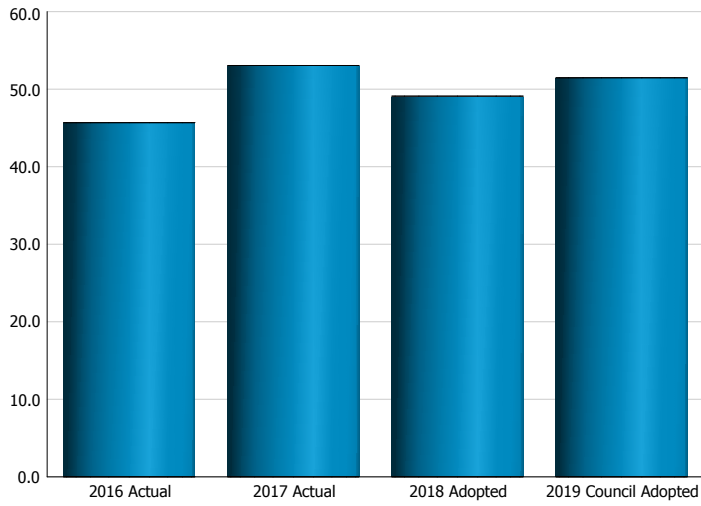
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES		1,000		0		
CHARGES FOR SERVICES	20,000	21,000		0		
OTHER MISC REVENUES	39,000	37,000		0		
<b>GENERAL</b>	<b>59,000</b>	<b>59,000</b>				
<b>DEBT SERVICE</b>						
INTEREST		-908,000		0		
<b>DEBT SERVICE</b>		<b>-908,000</b>				
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	611,000	646,000	610,000	625,000	2.5%	15,000

# **FINANCE AND PROPERTY SERV EXPENSE AND REVENUE INFORMATION**

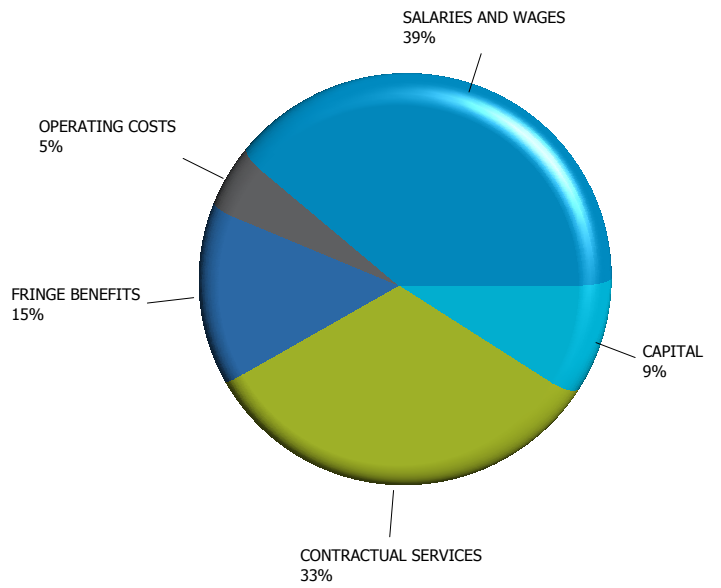
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
CHARGES FOR SERVICES	5,273,000	7,306,000	2,806,000	2,833,000	1.0%	27,000
OTHER MISC REVENUES	11,000	251,000	3,000	3,000		
RENTS	19,944,000	20,284,000	20,227,000	21,281,000	5.2%	1,054,000
STATE GOVERNMENT		3,000		0		
USE OF FUND BALANCE			952,000	151,000	-84.1%	-801,000
<b>INTERNAL SERVICE</b>	<b>25,839,000</b>	<b>28,490,000</b>	<b>24,598,000</b>	<b>24,893,000</b>	<b>1.2%</b>	<b>295,000</b>
<b>TOTAL REVENUE</b>	<b>25,898,000</b>	<b>27,641,000</b>	<b>24,598,000</b>	<b>24,893,000</b>	<b>1.2%</b>	<b>295,000</b>

# FINANCE AND PROPERTY SERV EXPENSE AND REVENUE INFORMATION

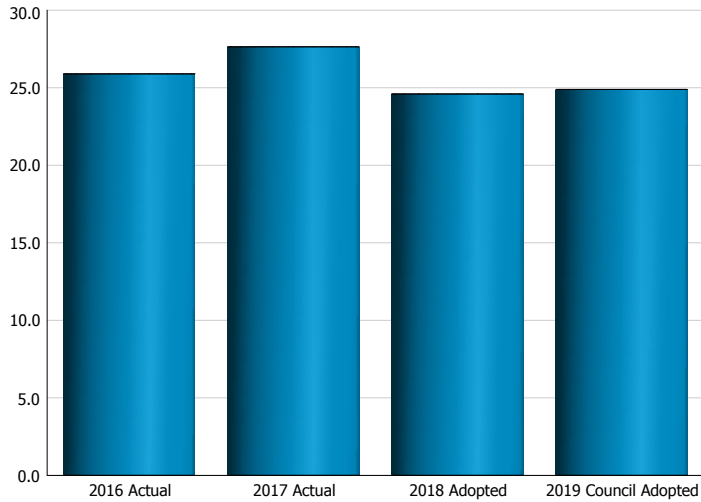
**Expense 2016 - 2019**  
In Millions



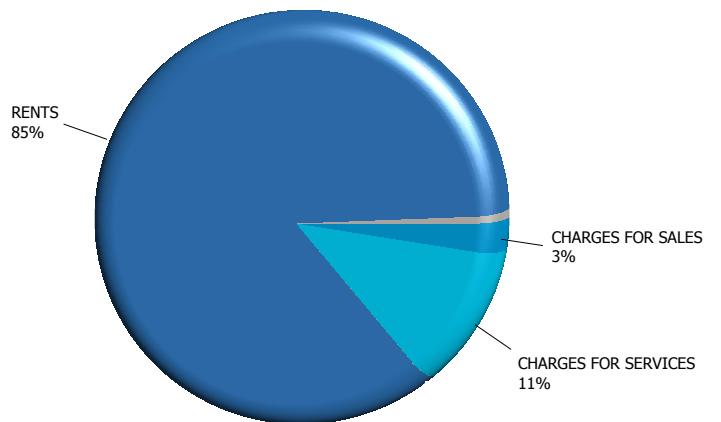
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

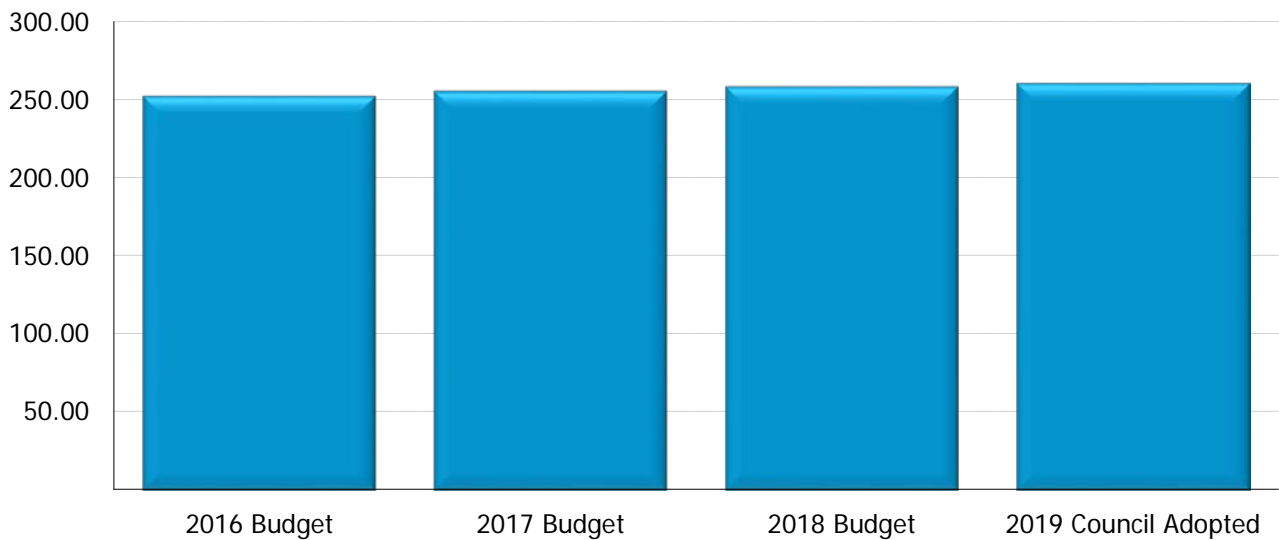


# FINANCE & PROPERTY SERVICES DEPARTMENT

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
CONTROLLER	68.00	68.00	74.00	75.00	1.4%	1.00
DEVELOPMENT FINANCE	11.00	10.00	10.00	10.00	0.0%	0
EXECUTIVE	6.00	6.00	4.00	4.00	0.0%	0
MANAGEMENT & BUDGET	8.00	9.00	5.00	5.00	0.0%	0
INVESTMENT CAPITAL & DEBT			3.00	3.00	0.0%	0
PROCUREMENT	27.00	29.00	39.00	40.00	2.6%	1.00
PROPERTY SERVICES	68.50	68.50	69.50	69.50	0.0%	0
RISK MANAGEMENT	9.00	9.00	9.00	9.00	0.0%	0
TREASURY	55.00	56.00	45.00	45.00	0.0%	0
Overall	252.50	255.50	258.50	260.50	0.8%	2.00

### Positions 2016-2019



## HUMAN RESOURCES DEPARTMENT (HR)

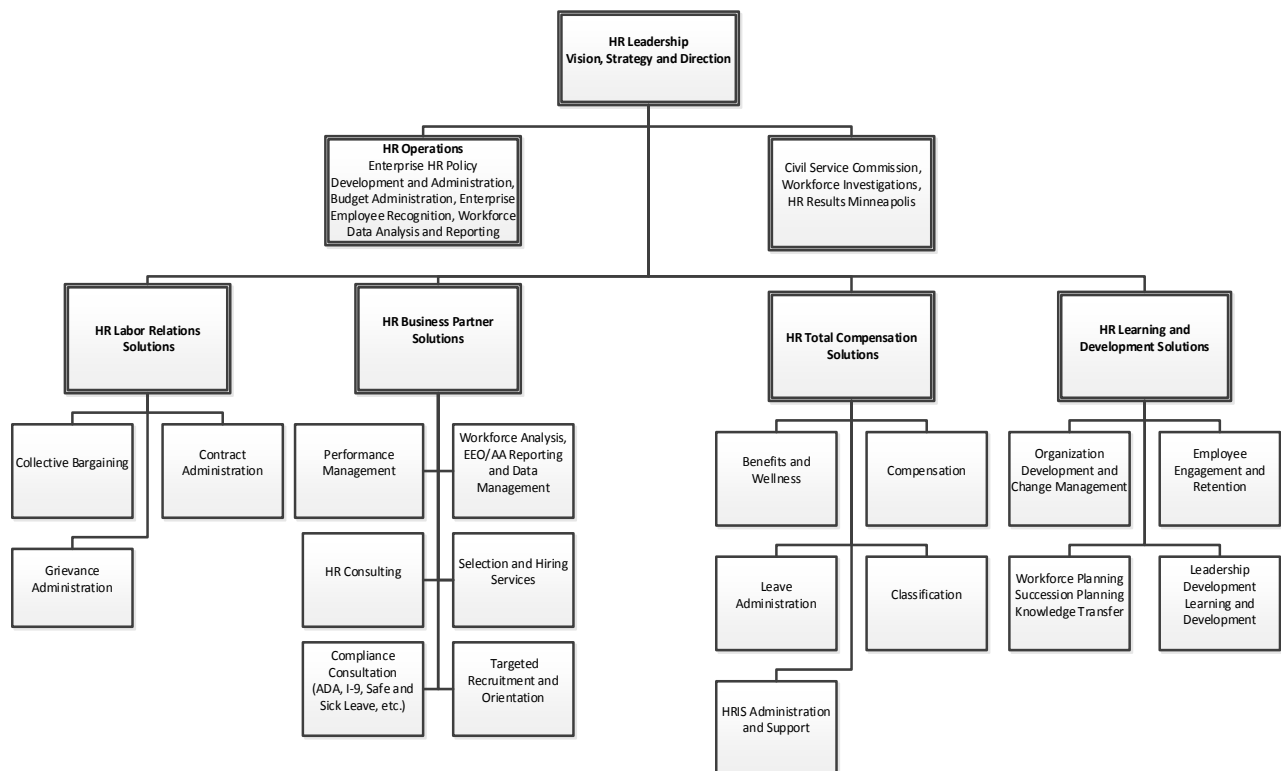
### MISSION

To attract and engage the best workforce to serve our community.

Human Resources team members demonstrate the following professional qualities, competencies and behaviors:

- **Strategic.** Provide people strategies in alignment with the City's vision and goals.
- **Talent-driven.** Recruit and retain great people to the City and help employees do their best work.
- **Partners.** Work hand in hand with leaders by providing innovative, value-added Human Resource solutions.
- **Ethical and Respectful.** Create policies, practices and processes designed to promote equity and fairness in employee decisions.

### ORGANIZATION CHART



## PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

### HR Administration

General Fund: \$2,429,000  
Other Funds \$627,000

Provides enterprise-wide HR leadership and oversight by ensuring the HR strategic direction aligns with City values and goals, ensures fair HR practices in hiring, selection and promotions, ensures EEO and Affirmative Action goals are developed and integrated into enterprise-wide business plans and ensures the integration of racial equity processes in HR programs, policies and practices. HR Administration also ensures that HR practices align with local, state and federal laws and Civil Service rules.

### HR Business Partner Solutions

General Fund: \$2,869,000  
Other Funds: \$86,000

Supports the City's goals and values by ensuring effective, value added, human resource services that align and support business objectives through collaboration and strategic partnership with City leaders. Services are focused on attracting, retaining, leading and managing the City's increasingly diverse workforce.

### HR Learning & Development Solutions

General Fund: \$1,165,000

Helps City employees develop their knowledge and skill to accomplish the City's key strategic initiatives while growing their careers. We engage and retain our increasingly diverse workforce by offering a variety of programs and services designed to support their development.

### HR Labor Relations Solutions

General Fund: \$592,000

Carries out the City's legal obligations under the Minnesota Public Employee Labor Relations Act (PELRA). The division leads and manages all areas of labor relations including the collective bargaining, administration and implementation of 23 collective bargaining agreements. In addition, HR Labor Relations Solutions oversees and implements the City's grievance process. The key activities essential in this program are: negotiate collective bargaining agreements, administer and interpret collective bargaining agreements to insure compliance, provide guidance to City departments on implementation and contract compliance, manage the grievance process, including hearings and addressing third step grievances, oversee contract administration.

### HR Total Compensation Solutions

General Fund: \$655,000  
Other Funds: \$1,405,000

Provides leadership and management in the areas of compensation, classifications, benefits, wellness and leave administration. The key services provided in this program are: Benefits and Wellness - develop strategy, design, negotiate and implement health and wellness programs and all other benefit programs, including leaves, Classification Administration - Evaluate work in the context of all other work in the City

and maintain the integrity of the classification system. (MN Statutes 471.991-999 and MN Rules Chapter 3920), Compensation Administration - Maintain competitive pay and ensure internal equity based on compensable factors (MN Statutes 471.991-999 and MN Rules Chapter 3920).

## **Financial Analysis**

### **Expenditure**

The total Human Resources Department's budget increases from \$9.4 million to \$9.8 million from 2018 to 2019. This is an increase of \$406,000, or 4.3%. The 2019 expenditure budget reflects \$252,000 inflationary increases in personnel costs and job reclassifications, and \$150,000 in budgetary change items.

### **Revenue**

Revenues are projected to increase by 9.2% in this department due to increased charges for services to align with expenses included in the cost allocation model. The department's total revenues in 2019 are projected to be \$2.0 million.

### **Fund Allocation**

This department is funded primarily by the General Fund at 78.5%, with the remainder of the department's funding found in the Self Insurance fund at 21.5%.

### **Budget Change items**

Detailed change items are presented on the following pages.



## Human Resources

### Human Capital Management System Evaluation

## 2019 Change Item

**Program:** HR Administration  
**Fund:** General Fund - 00100/ Self Insurance Fund - 06900

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$150					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$150					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

#### Council Adopted Budget:

The City Council approves \$150,000 one-time resources (\$75,000 from General Fund and \$75,000 from Self Insurance Fund) for evaluating transitioning of HR and payroll from existing Oracle PeopleSoft HRIS to a more flexible and cloud based Human Capital Management System (HCMS).

#### Rationale/Background:

The existing Oracle PeopleSoft HRIS for HR and Payroll was first implemented over 20 years ago (Went live in September of 1997). The current HRIS is expensive to maintain, support and upgrade. Although the City has kept current with basic system updates we are still not using all existing system functionality many of which are key to future business and workforce related operations. This change item aligns with the existing City Goal of a City that Works: City government runs well and connects to the community it serves and the supporting strategic directions associated with this goal.

In the long-term, many of the existing HR, Finance & Property Services, and IT resources that are used to support and maintain the existing Oracle PeopleSoft HRIS can be eliminated. An estimated annual savings of \$885,000 to \$1.1 million will be realized due to reductions in system maintenance, staffing levels, etc.

#### Description of the Change:

The change item dollars will allow the City to initiate the necessary efforts to explore moving to new integrated HCMS and Payroll Management System. The following is the breakdown of resources need over time:

- Up to \$4.5 million dollars beginning with an initial investment in 2019 of \$150,000.
- 2019 - Phase I: Retain consultant to document business requirements and assist in preparation of RFP. This phase of the project is critical to ensure business requirements are documented correctly and with appropriate systems and marketplace expertise.
- 2020 - Phase II: Select future vendor and begin implementation of new HCMS.
- 2021 - Phase III: Implementation of new HCMS completed. System goes live.

## Human Capital Management System Evaluation

This is an initiative that will lead to the improvement of our HR and Payroll systems. Before releasing an RFP, HR (and Finance & Property Services) plans to retain a consultant in 2019 to begin and complete Phase I of the project. The consultant will assist the City to document business requirements and assist in preparation of the RFP. This phase of the project is critical to ensure business requirements are documented correctly along with having the necessary expertise.

Below are examples of what may be impacted by the implementation of the new system:

- Contracts with service providers: The City of Minneapolis currently has contracts with the following vendors that support existing HCMS and Payroll (Annual Costs):
  - Oracle PeopleSoft HCM (\$385,000)
  - Oracle database for HCM (\$45,000)
  - Data Storage (\$50,000)
  - Halogen (\$155,000)
  - Sogeti for Workforce Director (\$420,000)

In addition to the above, the City recently extended its contract with Government Jobs.com (NeoGov) for five years. NeoGov provides applicant tracking cloud based solution to the City.

- Administrative or programmatic capacity: If the City moves to a cloud based HCMS and Payroll system many of the costs listed above can be reduced or even eliminated. In addition there is the potential that a number of FTEs in various departments could be eliminated that currently support Oracle PeopleSoft. Information technology: Implementation of a new cloud-based system would cost approximately \$4.5 million. However, after implementation, the overall cost of system maintenance, licensing, staffing requirements would result in annual savings to the City between \$885,000 - \$1.1 million. (Source: IT). The City would recoup its initial investment in four to five years. The new cloud based system would have more of the functionality the City needs.

Overall savings could include staff reductions in IT, HR and Finance (Payroll). These employees maintain the current Oracle PeopleSoft system. The City also plans to integrate with ServiceNow – a technology being built out in HR and IT and also used by other departments to increase efficiency and improve customer service. Internal – Finance & Property Services and IT.

Organizations that implement a cloud based HCMS also typically see a 12% reduction in overall overtime costs due to real-time reporting which allows managers and supervisors greater visibility and flexibility in decisions regarding staffing. The City's overtime costs were more than \$15 million in 2017. Even a 5% reduction in overtime would yield over \$750,000 in annual savings. (These numbers were not included in the cost savings calculations.) We are proposing a four (4) year transition and implementation plan beginning in 2019 to move HR and Payroll to a more flexible and cloud based technology system.

**Equity Impact:**

Eventually all employees will be impacted by a new HCMS albeit through information access, benefits administration, reporting their time or enrolling in learning and development opportunities. Employees have greater expectations regarding technology than ever before. It is our belief that having a more consistent and integrated system will provide a more positive user friendly experience for employees. There will be also more access for field staff due to mobile application features afforded by newer technology.

A new HCMS will have better reporting systems giving City Leaders access to more information/ data about the employees in their department or under their span of control. This information will help leaders have the tools and resources to run their departments more effectively. The system will also allow HR staff to quickly identify

**Human Capital Management System Evaluation**

trends and/or practices that potential to have a disparate impact on employees (compensation practices, performance review results, etc.)

**Results:**

Increased efficiency and effectiveness; Because there are so many manual processes involved in the existing system, staff spend quite a bit of time reworking and or redoing their work which often results increased labor costs in the form of overtime. In addition to the increased efficiencies gained, the new HCMS will increase the HR department's ability to be more agile, responsive and flexible resulting in a more positive user experience.

Because the system has greater reporting capabilities, the City will have stronger reports/dashboards which can be communicated and utilized in the following ways by the following:

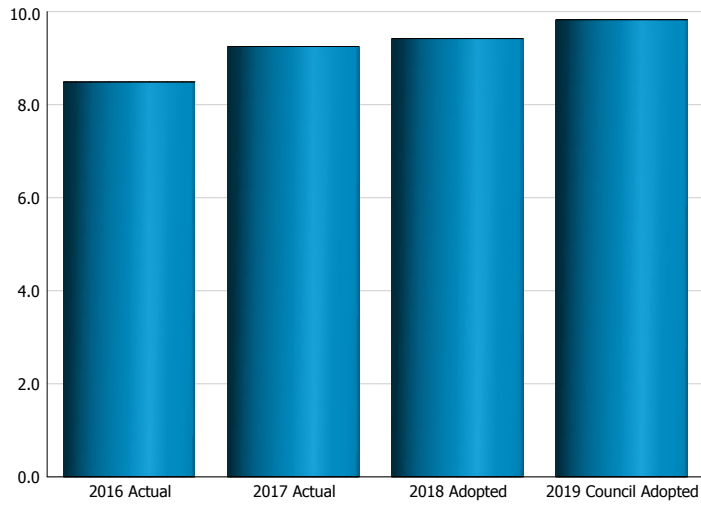
- Enterprise Committee
- Budget planning – (Workforce needs, personnel costs)
- Workforce and Succession planning
- Council Study Sessions
- Internal Audit Committee
- Results Minneapolis dashboards
- Compliance reporting (EEOC, Affirmative Action, Workers Compensation, FMLA, etc.)
- Enterprise Workforce reporting
- Perform Minneapolis
- Training and Development Records (including Ethics and ADHR training)
- Department Head Meetings
- City Website - Dashboards
- Internal and external personnel data requests
- Quarterly HR business meetings with Management teams
- Other key information can also be used to assist in making business and policy decisions

## HUMAN RESOURCES EXPENSE AND REVENUE INFORMATION

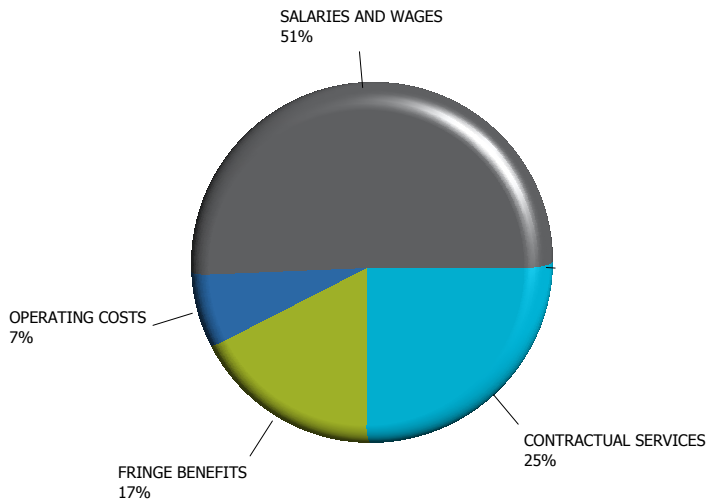
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	3,260,000	3,406,000	3,803,000	3,960,000	4.1%	157,000
FRINGE BENEFITS	1,133,000	1,189,000	1,359,000	1,367,000	0.6%	8,000
CONTRACTUAL SERVICES	1,497,000	2,008,000	1,728,000	1,722,000	-0.3%	-6,000
OPERATING COSTS	676,000	690,000	675,000	661,000	-2.1%	-14,000
TRANSFERS		2,000		0		
<b>TOTAL GENERAL</b>	<b>6,566,000</b>	<b>7,295,000</b>	<b>7,565,000</b>	<b>7,710,000</b>	<b>1.9%</b>	<b>145,000</b>
<b>SPECIAL REVENUE</b>						
CONTRACTUAL SERVICES				0		
OPERATING COSTS		1,000		0		
<b>TOTAL SPECIAL REVENUE</b>		<b>1,000</b>		<b>0</b>		
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	886,000	879,000	935,000	1,019,000	9.0%	84,000
FRINGE BENEFITS	312,000	568,000	341,000	349,000	2.3%	8,000
CONTRACTUAL SERVICES	719,000	499,000	567,000	736,000	29.8%	169,000
OPERATING COSTS	6,000	9,000	13,000	13,000		
<b>TOTAL INTERNAL SERVICE</b>	<b>1,923,000</b>	<b>1,955,000</b>	<b>1,856,000</b>	<b>2,117,000</b>	<b>14.1%</b>	<b>261,000</b>
<b>TOTAL EXPENSE</b>	<b>8,489,000</b>	<b>9,251,000</b>	<b>9,421,000</b>	<b>9,827,000</b>	<b>4.3%</b>	<b>406,000</b>
<b>REVENUE</b>						
	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
OTHER MISC REVENUES	1,000			0		
<b>GENERAL</b>	<b>1,000</b>					
<b>SPECIAL REVENUE</b>						
TRANSFERS IN		2,000		0		
<b>SPECIAL REVENUE</b>		<b>2,000</b>				
<b>INTERNAL SERVICE</b>						
CHARGES FOR SERVICES	1,587,000	1,772,000	1,850,000	2,020,000	9.2%	170,000
FINES AND FORFEITS	25,000	10,000		0		
OTHER MISC REVENUES	2,000	70,000		0		
<b>INTERNAL SERVICE</b>	<b>1,614,000</b>	<b>1,852,000</b>	<b>1,850,000</b>	<b>2,020,000</b>	<b>9.2%</b>	<b>170,000</b>
<b>TOTAL REVENUE</b>	<b>1,615,000</b>	<b>1,854,000</b>	<b>1,850,000</b>	<b>2,020,000</b>	<b>9.2%</b>	<b>170,000</b>

## HUMAN RESOURCES EXPENSE AND REVENUE INFORMATION

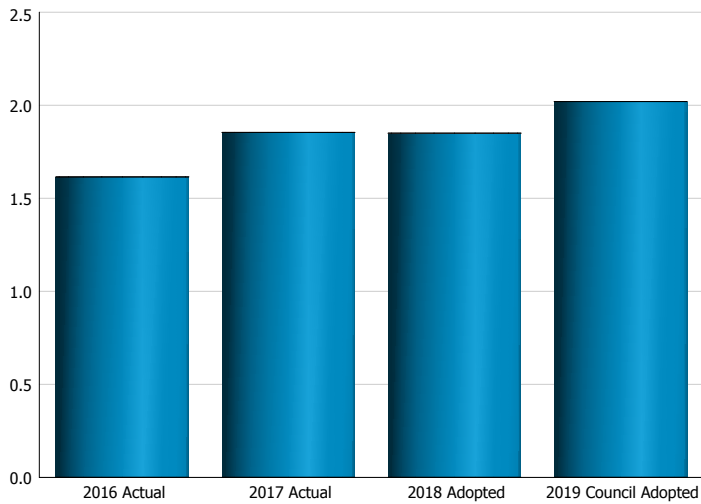
**Expense 2016 - 2019**  
In Millions



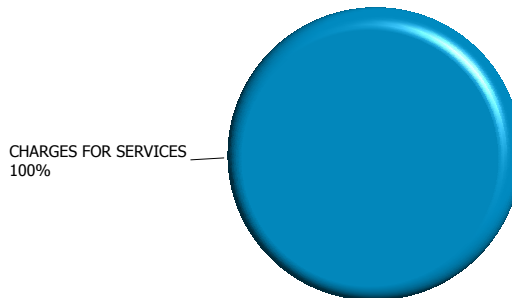
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

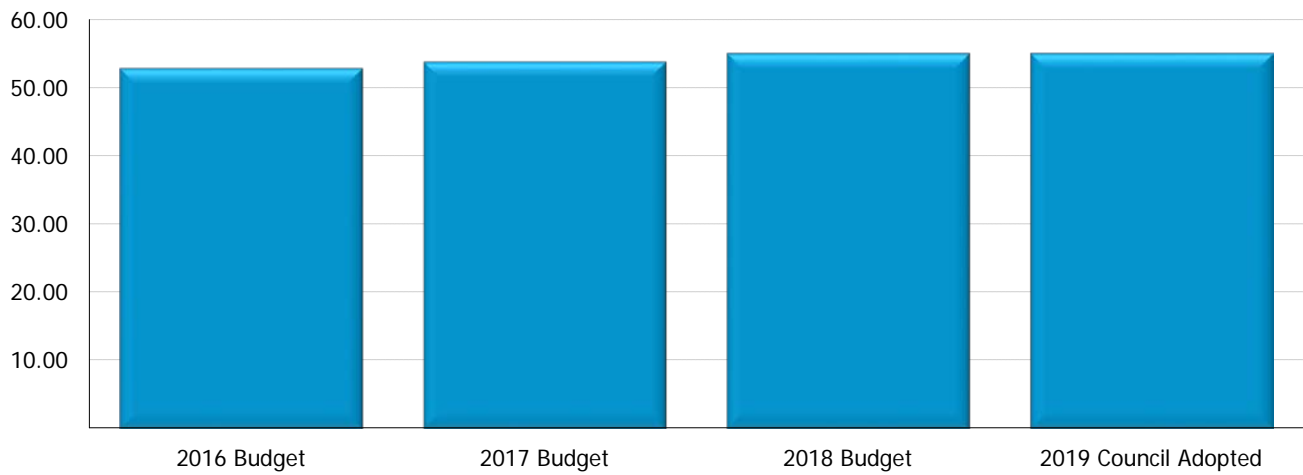


## HUMAN RESOURCES

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
HR ADMINISTRATION	4.00	4.00	6.00	6.00	0.0%	0
HR EMPLOYEE SERVICES	12.80	13.80				0
HR LABOR RELATIONS SOLUTIONS			4.00	3.95	-1.3%	(0.05)
HR LEARNING & DEVELOPMENT SOLUTIONS	7.00	8.00	8.00	8.00	0.0%	0
HR BUSINESS PARTNER SOLUTIONS	29.00	28.00	28.00	28.00	0.0%	0
HR TOTAL COMPENSATION			9.00	9.05	0.6%	0.05
Overall	52.80	53.80	55.00	55.00	0.0%	0

### Positions 2016-2019



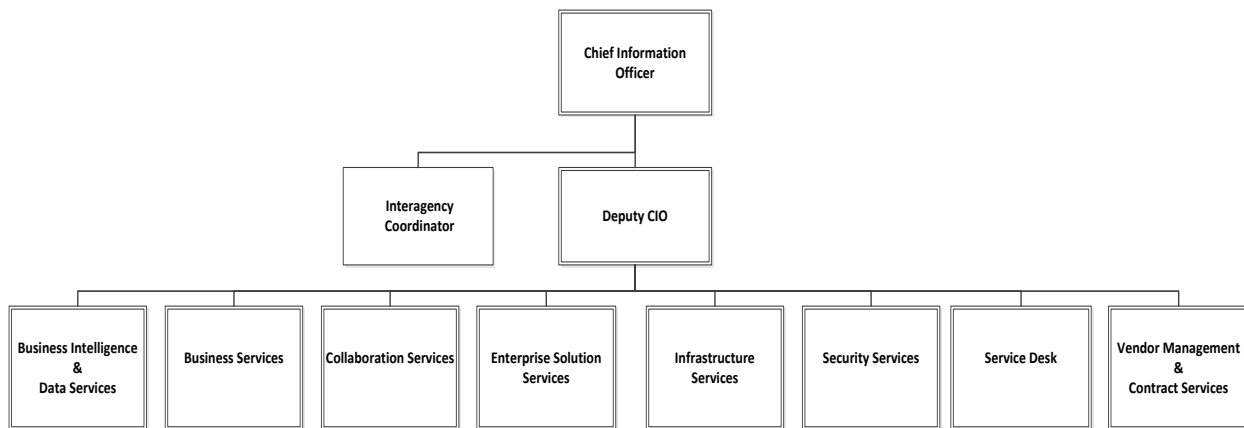
## INFORMATION TECHNOLOGY

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### MISSION

The mission of Information Technology (IT) is to deliver innovative, high quality, cost effective decision support, technology, infrastructure and workforce enablement services to City departments in support of their business goals and objectives. IT strives to be a valued partner to *transform Minneapolis through technology* by providing innovative technology solutions to meet City needs, challenges and opportunities.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### PROGRAMS

#### Decision Support Services

Other Funds: \$2,016,000

The Decision Support Services program utilizes technology to turn the city's data into information and knowledge for better decision making. The program supports enterprise applications for document management, business intelligence, advanced analytics, modeling, simulation, and data visualization. It provides work team support through electronic communications.

**Infrastructure Services**

Other Funds: \$14,688,471

The Infrastructure Services program maintains the City's computers and networks for high availability, reliability and performance. Services include IT architecture, cybersecurity, service desk, deskside support, oversight of managed services and broadband services. Enterprise applications such as email and office applications, telecommunications and network services, and networked copiers are also included in this program.

**Workforce Enablement Services**

Other Funds: \$19,860,896

Workforce Enablement Services leverages technology to increase worker productivity. Services include the project management office, contract administration, IT solution development and engineering services, and portfolio management for enterprise resource planning, public safety, land management, etc.

**FINANCIAL ANALYSIS****Expenditure**

The total Information Technology Department budget remains level at \$36.6 million from 2018 to 2019, with a slight decrease of \$28,000 or 0.1%. This results from a mix of inflationary increases in operating expenditures, budget change items, and the elimination of \$1.9 million in one-time expenditures from the 2018 budget.

**Revenue**

Revenues are projected to increase by 4.2% in this department as charges for services will increase by \$1.4 million to \$35.5 million in 2019, excluding use of fund balance.

**Fund Allocation**

This department is funded completely in the Intergovernmental Services Fund.

**Budget Change items**

Detailed change items are presented on the following pages.



Program: Decision Support Services  
Fund: Intergovernmental Services – 06400

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Rents						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	111	111	111	111	111	111
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	111	111	111	111	111	111

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Mayor's Recommended Budget:**

The City Council approves \$111,000 in ongoing funding to support a new digital services portal that modernizes the City's online presence and provides ongoing maintenance funding in subsequent years.

**Rationale/Background:**

In 2017, more than 4.1 million people visited the City of Minneapolis website. More people interact with the City by using the website annually than will ever visit City Hall or the new office building, and online visitors will only grow. The new digital city service portal should positively reflect the City, represent its values and provide services in a new digital home to accompany the new office building.

This change item request is to support the Digital City Services Portal's goals to:

- meet the needs of a diverse audience by:
  - Becoming ADA compliant
  - Becoming accessible to people in all disability categories
- make it easy for website visitors to quickly and meaningfully interact with the City and access city services without knowledge of the City's organizational structure.
- accurately represent the City's vision, values and diverse community.
- implement a scalable, cost-effective technology solution.
- Change the way the public engages with the City, and support a growing and changing city now and in the future.

The City's existing website does not reflect the City or its residents. The content is outdated, inconsistent and buried. The user experience is poor. And, the website and the technology/content management system are at the end of life, becoming ever more costly to support, maintain and ensure security. The project also lessens or eliminates the need for expensive workaround solutions, and contract designer/web development costs of external third-party websites, while also reabsorbing many existing sites to further long-term cost savings.

The 2018 budget adopted by the City Council provided for over \$2M to do this work. These funds have been or will be used to:

- Evaluate our current Public Website, and heuristic review
- Interview both internal and external users of the site, including those with disabilities and diverse backgrounds
- Write the request for proposal for the web content management system
- Create five profiles of users and how they will use the site
- Develop a web content strategy
- Create layouts and designs for web pages
- Create wireframes and site map for better information architecture and user experience, focusing on user needs
- Develop a change management strategy and plan
- Develop design concepts
- Create content modeling

A project objective is to “design for the City we aspire to be,” focused on growth and is aligned with the following existing City initiatives:

- Racial Equity: Use data and visualizations to encourage a deep dive into the underlying issues that feed racial inequity such as scarcity of affordable housing and police community relations.
- City Vision and Values: Minneapolis is a growing and vibrant world-class city with a flourishing economy and a pristine environment, where all people are safe, healthy and have equitable opportunities for success and happiness.
- #wearempls: The City of Minneapolis strives to be a welcoming place for all people.
- Minneapolis 2040: Minneapolis is growing, and will continue to grow.
- ADA Action Plan: The City’s existing Website Management System has a slew of limitations which are exacerbated by the demands of emerging assistive technologies and devices.
- Language Access Plan: The plan is a guide to ensure City programs, services and activities are accessible to non-to-limited English speaking residents.
- Open Data Policy: Timely and consistent access to public data is an essential component of an open, transparent, collaborative and effective government.
- Affordable housing and renters’ rights: To provide quick and easy access to information about affordable housing, resources for those seeking assistance and the rights of renters.
- Improving Police/Community Relations: To consolidate websites and provide better and easier access to information, data and dashboards, news and gives the ability for transparency and to better highlight the positive work of the MPD.

The digital city service portal is an interdepartmental effort. The IT and Communications departments are devoting staff resources and time to this effort with 6 core team members; however, this project affects the entire enterprise and every department.

**Description of the Change:**

This change item provides ongoing funding for maintenance contracts associated with the underlying technologies behind the City’s new digital services portal.

**Equity Impact:**

Within the goals of the Digital City Services Portal, a commitment is being made to serve the following constituencies in the best ways possible through the new website:

- Cultural communities
- English as a Second Language (ESL)
- LGBTQ communities
- Gender non-conforming communities
- People with Disabilities
- Aging communities
- Youth communities

This will be achieved by prioritizing web accessibility, translating vital content on the new site, and generating photography and content on the site that is reflective of and celebrates our City's diversity.

An end goal of this project is to ensure that diverse communities feel equally represented and served by the City of Minneapolis and that the website reflects the true diversity of Minneapolis. To date, the following constituencies have been engaged:

- Minneapolis Advisory Committee on People with Disabilities
- Minneapolis Advisory Committee on Aging
- Transgender Equity Council
- Latinx community members
- Somali community members
- Southeast Asian community members
- Native American community members
- And more through the Community Connections Conference

For non-qualitative outcomes, specific guidelines will be met to ensure that the new site is ADA compliant.

**Results:**

In 2018, the Project team will define a Measurement Plan, which will detail metrics that tie to the project's objectives. The following results are anticipated to be measured:

<b><i>Measure</i></b>	<b><i>Measurement Type</i></b>	<b><i>Tactic</i></b>
Reduced cost to develop and support external sites outside of the System	Quantitative	<i>Procurement</i>
Increased traffic and engagement on the new site 2017 traffic: 4.1 million visitors	Quantitative	Site analytics
Reduced time for residents to accomplish priority tasks online	Quantitative	Site analytics: visit length
Increased mobile usage of the site 2017 mobile usage: 33.7%	Quantitative	Site analytics: mobile device usage
Reduced time needed for content training	Qualitative	Staff survey
Reduced resources need to maintain the website	Qualitative	Staff survey
Better alignment with 311 on website content	Qualitative	311 survey
Contribute to a unified, consistent brand voice for the City	Qualitative	Public survey

# Information Technology

## Paper Reduction

2019 Change Item

Program: Decision Support Services  
Fund: Intergovernmental Services (06400)

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Rents						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	187	-	-	-	-	-
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	187	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Mayor's Recommended Budget:

The City Council approves \$187,000 in one-time funding in 2019 to support an enterprise purchase to move the City towards a "paperless office" strategy which will increase internal efficiency and make it easier for constituents to do business with the City.

### Rationale/Background:

The City is currently set to move into a new office building in 2020 with the goal of a "paperless office". As the City moves to a new public service building, we desire to limit the footprint dedicated to storing paper documents. Offsite storage will increase time to retrieve documents and increase costs to store and transport documents. So, conversion of paper documents to electronic versions is the best option to meet this goal.

In addition to reducing paper files, another key aspect of the "paperless office" strategy is an electronic signature platform. Currently constituents must print and sign paper forms and then mail or fax them to the City. This unnecessary complexity creates delays. Additionally, these documents are then kept in a paper format for records retention purposes, leading to additional paper files stored throughout the City. The electronic signature platform will be used both internally and externally to sign documents and forms. Using its existing budget, IT will fund the purchase of the technology that will allow electronic signature to be used.

Finally, the City is currently in the process of migrating from an outdated Electronic Content Management System, Oracle ECMS, to a newer and more supportable platform, SharePoint Online. Oracle ECMS is expensive to support and maintain, does not provide the functionality desired by City departments, and does not align with the City's technology roadmap. Completing the migration will reduce costs over the long term, while moving the City to a supported technology. IT will absorb project management costs for this effort out of its existing budget.

Once the new document management and electronic signature platforms are in place the City will require an increase in electronic storage to maintain electronic documents through their retention schedules. Funding in the additional years is anticipated to cover the estimated storage increase for future documents.

**Description of the Change:**

This change is to support costs related to a three-part initiative around a “paperless office”; electronic document management, electronic signatures, and electronic document storage. IT plans to absorb project management costs into its existing budget and staffing complement, and will use existing IT fund balance to purchase electronic signature capability, but additional funds are needed to support electronic document management and storage. Without the funds, the City will need to find alternatives to store a huge number of paper documents.

Electronic Document Management

These funds will be used to digitize, tag, and store numerous large paper document collections that have been identified across City departments, while also providing for ongoing hosting and licensing fees. This strategy will also yield the following operational benefits:

- Provide for the ability to maximize physical space by reducing physical storage space needed for paper documents; and,
- Increase operational efficiency by reducing time to retrieve documents.

Electronic Signatures

This solution will help to simplify the permit and other submission processes for constituents, reduce time to process a submission, and reduce the creation of paper documents in the future. The requested funds will be used to purchase and implement an Enterprise solution for electronic signatures. This will include licenses as well as professional services.

Electronic Storage

To support the “paperless office”, the requested funds will be used to buy additional electronic storage for the electronic document management system, SharePoint Online.

**Equity Impact:**

The Enterprise electronic signature solution is compliant with the Americans with Disabilities Act (ADA) guidelines as approved by Council in January of 2017 in the ADA Compliance Plan. This means that our constituents with disabilities will also be able to take advantage of electronic signatures.

Storing documents electronically allows greater flexibility for reading documents using adaptive technology.

**Results:**

At a high level, below are the results that are anticipated and how they will be measured.

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Number of documents with electronic signatures	0	10,000	Dec 31, 2019
Number of documents with electronic signatures	10,000	30,000	Dec 31, 2020
Reduction in the number of boxes of paper documents	Currently evaluating	Fewer boxes or linear feet	Dec 31, 2019

**Information Technology****2019 Change Item****Emergency Operations Training Facility / Strategic  
Information Center Technology Upgrades**

Program: Infrastructure Services

Fund: Intergovernmental Services - 06400

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$150					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$150					
<b>Personnel Impacts</b>						
<b>Change in FTE Count</b>						

**Recommendation:**

The City Council approves \$150,000 one-time to replace and refresh technology at the Strategic Information Center (SIC) and the city Emergency Operations Training Facility (EOTF).

These funds are not available until the Minneapolis Police Department (MPD), Minneapolis Fire Department (MFD), Office of Emergency Management (OEM), and Information Technology (IT) departments submit an agreed-upon workplan to the City's budget director.

**Rationale/Background:**

The SIC opened in 2010 to support MPD patrol and investigation functions as well as the MFD and OEM. The facility and all technology are shared between MPD, MFD, and OEM. This proposal seeks funding in cooperation with funding requests from MFD and OEM.

Conference rooms 121, 123 and 126 at the EOTF all have advanced technology used in training and in the case of an emergency. The Fire Department is responsible for maintaining the technology equipment in these conference rooms, such as projectors. These projectors have a life expectancy of roughly 6-8 years and we are currently on year 8.

The IT systems and resources in the EOTF is in its eighth year of use and is beginning to fail. To increase the reliability of the IT hardware and systems of the facility, certain upgrades and replacements must be made. City IT staff has provided estimated costs to evaluate and upgrade or replace essential technology to ensure continued operations.

**Emergency Operations Training Facility / Strategic  
Information Center Technology Upgrades****Description of the Change:**

Working closely with City IT staff as well as partners at the EOTF, Fire and Emergency Management, those technologies will be identified that are past life, near end of life, or are able to be kept in service. This evaluation will cover EOTF digital infrastructure such as the AVI/SPL video management system, the Creston system, projectors, servers, switches, PCs, monitors, and disc burning equipment, and specialized analytical software not normally refreshed in standard IT protocols. Specific costs per room and per department over the three year project life are as follows:

- Communications Room - \$472,000 (Shared) this room is the brains of the audio/visual at the EOTF Specific costs for the Communications room are at the bottom of this form
- Replacement of Audio Visual in Room #121 - \$12,891 (MFD)
- Replacement of Audio Visual in room #123 - \$12,820 (MFD)
- Replacement of Audio Visual for room #126 - \$22,060 (MFD)
- Replacement of Audio Visual for room #127 - \$36,700 (OEM)
- Replacement of Audio Visual for room \$128 - \$24,230 (OEM)
- Replacement of Audio Visual for room \$109 - \$42,100 (OEM)

Items found to be past life will be replaced as soon as is practical through normal city purchasing processes. For items near end of life a plan will be developed to ensure that they do not go down without a replacement being readily available. Software titles and services will be evaluated to ensure they are still able to support SIC / EOTF operations including comparing to other available options. Those found to still be best suited for the SIC will be upgraded to current versions and staff trained on the new version.

**Equity Impact:**

An updated IT infrastructure would solely benefit the activities and City functions that happen in the EOTF.

**Results:**

Planning for needed refresh and replacement of needed technologies will ensure that the center is able to perform to expectations always. In addition, the EOTF is used for city and regional training, including the MFD academy, annual EMS refreshers, and most other MFD training. OEM uses the EOTF for regional emergency management training and coordination meetings. In 2018 the five primary meeting / training rooms have been used almost every workday including 24 hour operation for the 10 day SB52 operational period. If the critical technology at the EOTF / SIC fails, it will render the facility largely useless, putting city public safety operations at great risk.

Through the adoption of this change item, the City of Minneapolis will be able to more reliably support the functions and activities that occur at the EOTF under normal operations and during EOC activations.

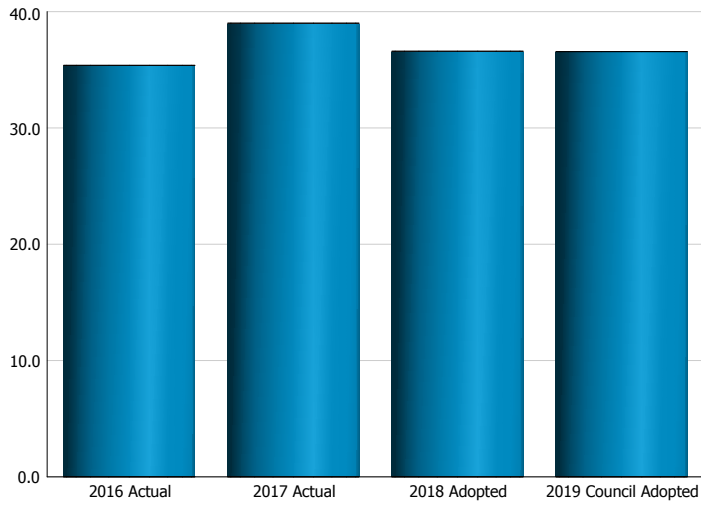
# INFORMATION TECHNOLOGY EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	6,959,000	8,030,000	8,814,000	9,149,000	3.8%	335,000
FRINGE BENEFITS	2,045,000	5,003,000	2,961,000	2,894,000	-2.3%	-67,000
CONTRACTUAL SERVICES	21,484,000	21,560,000	19,814,000	20,686,000	4.4%	872,000
OPERATING COSTS	4,380,000	4,406,000	2,072,000	2,471,000	19.3%	399,000
CAPITAL	512,000	6,000	2,932,000	1,365,000	-53.4%	-1,567,000
<b>TOTAL INTERNAL SERVICE</b>	<b>35,380,000</b>	<b>39,005,000</b>	<b>36,593,000</b>	<b>36,565,000</b>	<b>-0.1%</b>	<b>-28,000</b>
<b>TOTAL EXPENSE</b>	<b>35,380,000</b>	<b>39,005,000</b>	<b>36,593,000</b>	<b>36,565,000</b>	<b>-0.1%</b>	<b>-28,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>INTERNAL SERVICE</b>						
CHARGES FOR SERVICES	40,551,000	38,126,000	34,079,000	35,507,000	4.2%	1,429,000
GAINS	-116,000			0		
OTHER MISC REVENUES				0		
STATE GOVERNMENT		6,000		0		
USE OF FUND BALANCE			831,000	4,018,000	383.5%	3,187,000
<b>INTERNAL SERVICE</b>	<b>40,435,000</b>	<b>38,132,000</b>	<b>34,910,000</b>	<b>39,525,000</b>	<b>13.2%</b>	<b>4,395,000</b>
<b>TOTAL REVENUE</b>	<b>40,435,000</b>	<b>38,132,000</b>	<b>34,910,000</b>	<b>39,525,000</b>	<b>13.2%</b>	<b>4,395,000</b>

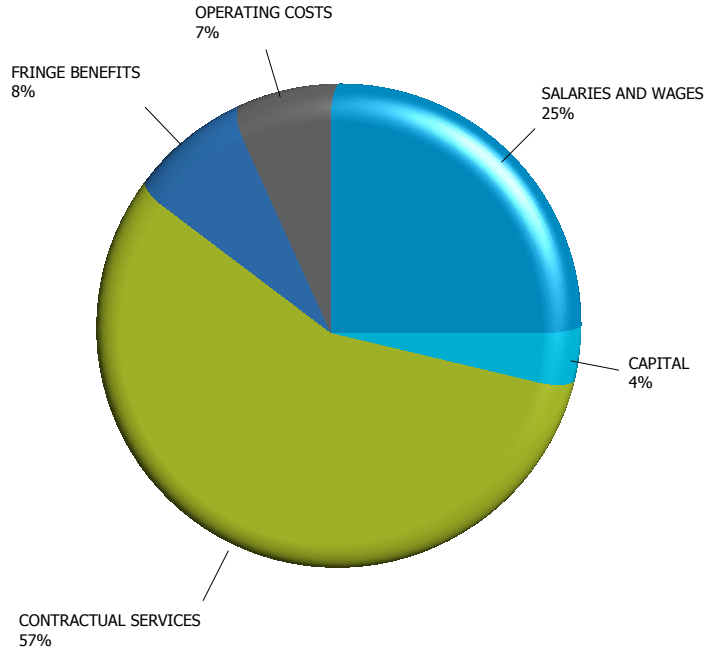


# INFORMATION TECHNOLOGY EXPENSE AND REVENUE INFORMATION

**Expense 2016 - 2019**  
In Millions

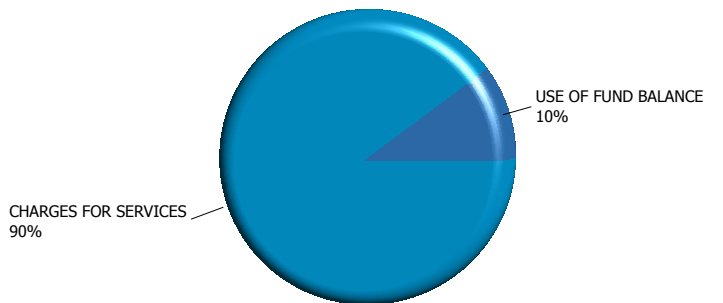
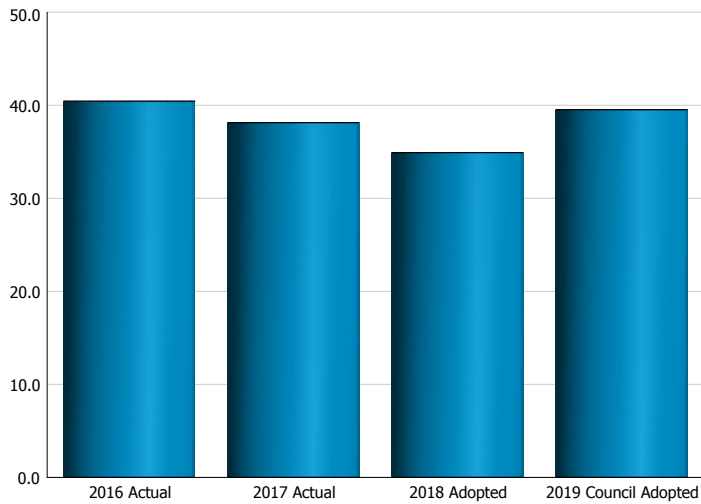


**Expense by Category**



**Revenue by Type**

**Revenue 2016 - 2019**  
In Millions

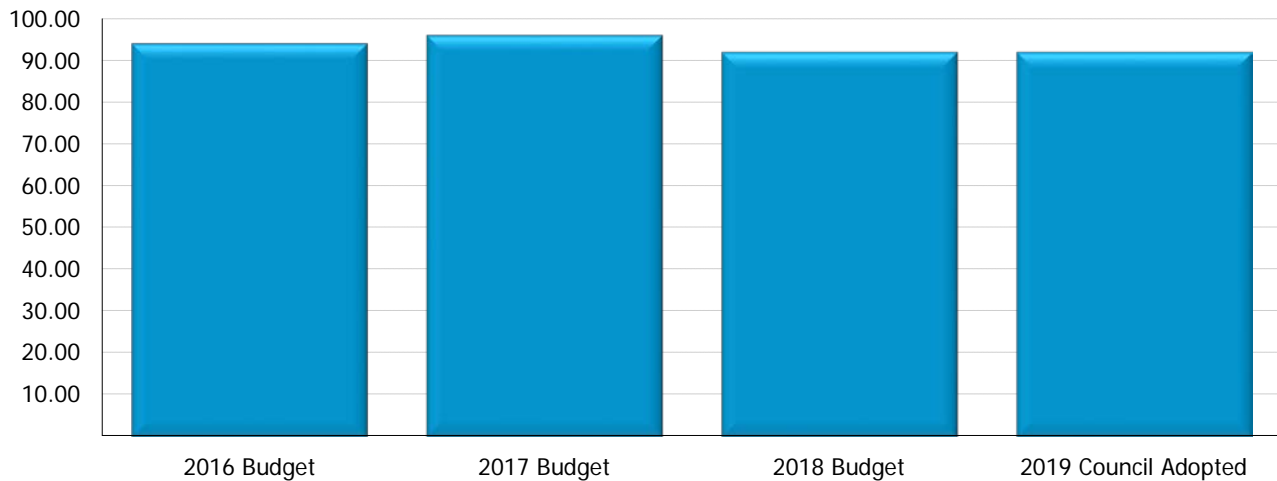


# INFORMATION TECHNOLOGY

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council		
				Adopted	% Change	Change
ADMINISTRATION	8.00	9.00	9.00	9.00	0.0%	0
BUSINESS INTEL. + DATA SERVICES	5.00	6.80	6.80	6.80	0.0%	0
BUSINESS SERVICES	28.25	27.25	27.25	27.25	0.0%	0
ENTERPRISE SOLUTION SERVICES	8.90	7.10	10.10	10.10	0.0%	0
INFRASTRUCTURE SERVICES	18.85	17.85	17.85	17.85	0.0%	0
IT COLLABORATION SERVICES	4.00	5.00	5.00	5.00	0.0%	0
SECURITY SERVICES	3.00	3.00	3.00	3.00	0.0%	0
SERVICE DESK	18.00	20.00	13.00	13.00	0.0%	0
Overall	94.00	96.00	92.00	92.00	0.0%	0

## Positions 2016-2019



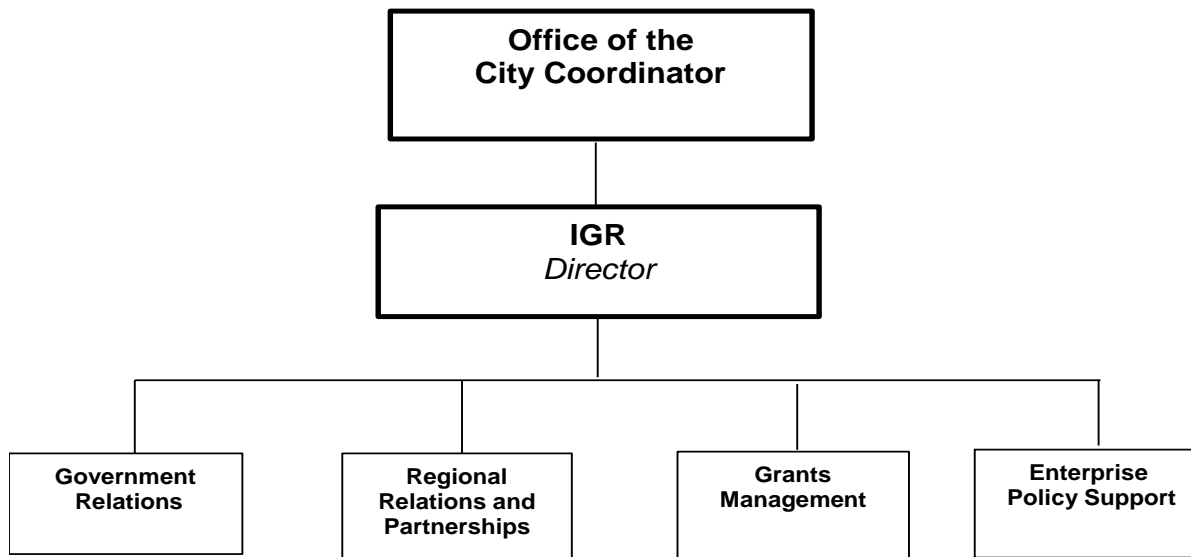
## INTERGOVERNMENTAL RELATIONS

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### MISSION

Effectively represent the City of Minneapolis with integrity and dedication to its partners at multiple levels of governance: federal, state, regional, and local to achieve legislative and program success.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

### Intergovernmental Relations

General Fund: \$1,376,000

This program provides resources for advocacy activities with federal agencies, state branches and regional bodies. Under the leadership of the department's director, the program represents city interests at the federal and state level, and enhances the city's partnership and communications with metropolitan and local units of government, and the Metropolitan Airports Commission. Specifically, the program provides for:

#### Federal Government Relations

This program advocates for both legislative and administrative policies on behalf of the City to Congress and federal agencies. The work in Washington, D.C. is completed by contracted firms while IGR administers the program locally. Business plan objectives related to this program include identifying federal funding opportunities and support of policy priorities that meet the City's values and goals.

Services provided under this program include (1) assisting in the development of City Council approved federal agenda; (2) providing information to city officials and staff regarding federal issues; (3) arranging for meetings with Washington-based federal elected officials and staff; and (4) consulting on city grant applications for federal assistance and proposed federal regulations.

#### **State Government Relations**

The objective of this program is to work with the legislative and executive branches of Minnesota state government to foster the development of the city and the state. A legislative agenda and policies that include city positions on numerous public policy issues is adopted annually by the City Council. Additionally, this program is responsible for liaising with state agencies, other local units of government, partners associations, and outside organizations to further City objectives.

Services provided under this program are: (1) informing city staff on the legislative process and on legislation that could impact their respective areas of work; (2) preparation of the legislative agenda; (3) publication of a legislative newsletter; (4) assisting elected city officials and staff at legislative meetings; (5) drafting legislation and supporting documents; (6) advocating for the City's position on relevant legislation and providing information to state lawmakers regarding the impact of legislation on the City; and (7) maintaining communication with state agencies.

#### **Regional Relations and Partnerships**

The objective of this program is to represent the interests of the City of Minneapolis at the Metropolitan Council and the Metropolitan Airports Commission (MAC). The program works with city officials and staff to develop responses to and recommendations for regional development policies and programs. The program also aids city officials and staff in reviewing Metropolitan Council and MAC policies and plans through monitoring Metropolitan Council and MAC meetings, serving on work groups, and staffing the city's Airport Working Group. Program staff also serves on policy committees of the Metro Cities organization.

#### **Enterprise Policy Support**

This program is the support the Department provides to city enterprise policy initiatives that address City's federal or state legislative agenda priorities but also work that the Department has been identified as being able to provide policy planning assistance. Current work includes opportunity zones, opioid policy response, and local support of immigration friendly programming initiatives.

#### **Grant Management**

General Fund: \$147,000

Other Funds: \$1,488,000

This program provides and administers federal and state resources to support city services and programs including but not limited to community development, housing, economic development, job training, public safety, public health and public infrastructure improvements. The resources obtained are primarily focused on low- and moderate-income households.

Services provided under this program are: (1) administering the United States Department of Housing and Urban Development's (HUD) community development programs; (2) providing technical assistance to city departments and the Promise Zone regarding federal and state grants; (3) preparation and submission of the annual community development plan and performance report to HUD; (4) issuance of

requests for proposals and monitoring and managing of recipients of the federal community development program resources.

## **Financial Analysis**

### **Expenditure**

The total Intergovernmental Relations Department's budget increases from \$2.99 million to \$3.01 million from 2018 to 2019. This is an increase of \$24,000, or 0.8% due to inflationary increases in operating costs.

### **Revenue**

This department does not produce revenue.

### **Fund Allocation**

This department's 2019 budget is funded 51.0% by the General Fund and 49.0% from the Special Revenue grant funds.

### **Budget Change items**

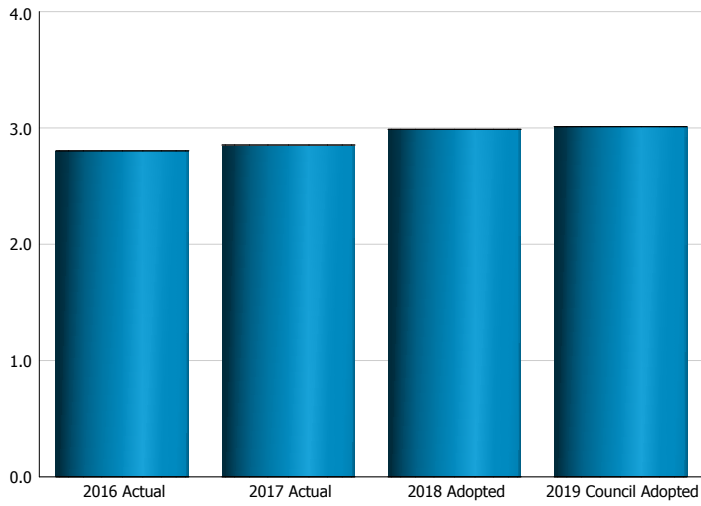
Detailed change items are presented on the following pages.

# **INTERGOVERNMENTAL RELATIONS EXPENSE AND REVENUE INFORMATION**

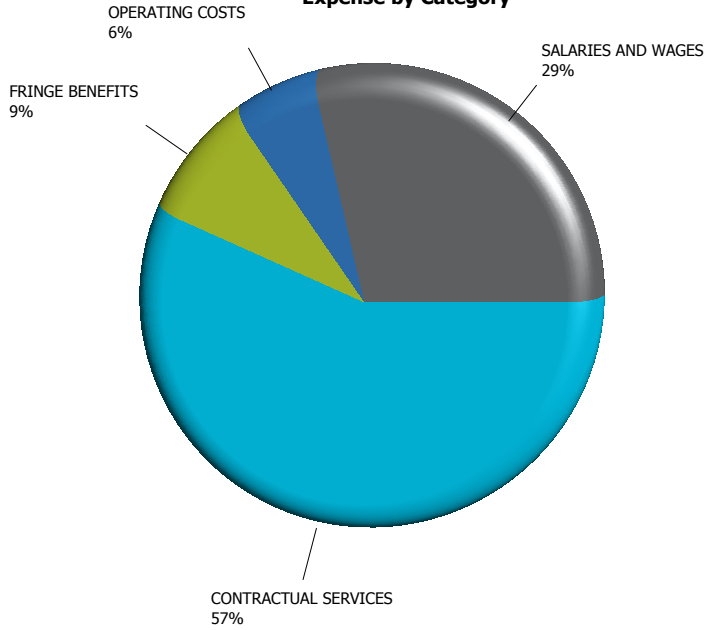
<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	594,000	649,000	647,000	685,000	5.9%	38,000
FRINGE BENEFITS	161,000	169,000	205,000	204,000	-0.5%	-1,000
CONTRACTUAL SERVICES	446,000	478,000	430,000	455,000	5.8%	25,000
OPERATING COSTS	235,000	240,000	236,000	180,000	-23.7%	-56,000
<b>TOTAL GENERAL</b>	<b>1,436,000</b>	<b>1,536,000</b>	<b>1,518,000</b>	<b>1,524,000</b>	<b>0.3%</b>	<b>6,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	137,000	151,000	173,000	177,000	2.3%	4,000
FRINGE BENEFITS	45,000	49,000	60,000	58,000	-3.3%	-2,000
CONTRACTUAL SERVICES	1,184,000	1,114,000	1,237,000	1,253,000	1.3%	16,000
OPERATING COSTS		2,000		0		
<b>TOTAL SPECIAL REVENUE</b>	<b>1,366,000</b>	<b>1,316,000</b>	<b>1,470,000</b>	<b>1,488,000</b>	<b>1.3%</b>	<b>18,000</b>
<b>TOTAL EXPENSE</b>	<b>2,802,000</b>	<b>2,852,000</b>	<b>2,988,000</b>	<b>3,012,000</b>	<b>0.8%</b>	<b>24,000</b>
<b>REVENUE</b>						
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	7,000			0		
<b>SPECIAL REVENUE</b>	<b>7,000</b>					
<b>TOTAL REVENUE</b>	<b>7,000</b>					

# INTERGOVERNMENTAL RELATIONS EXPENSE AND REVENUE INFORMATION

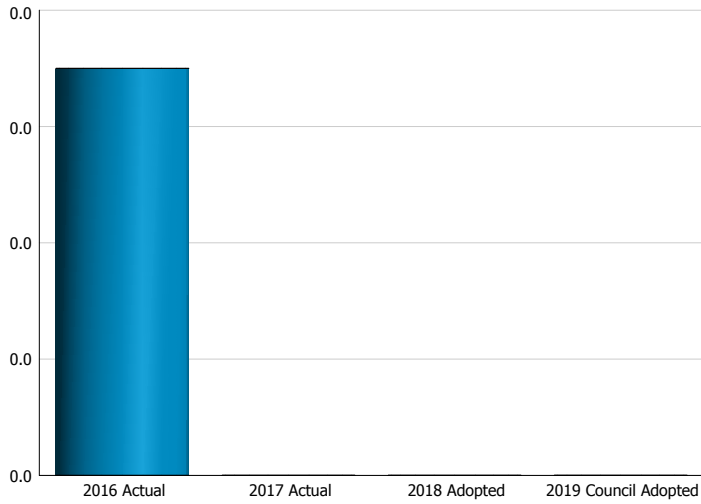
**Expense 2016 - 2019**  
In Millions



**Expense by Category**



**Revenue 2016 - 2019**  
In Millions

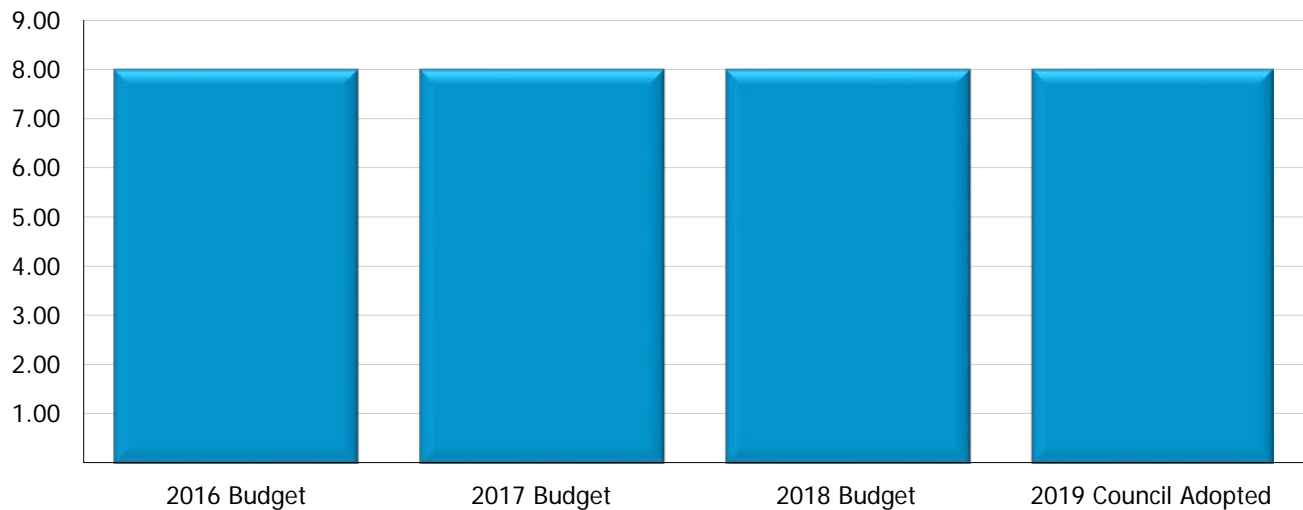


## INTERGOVERNMENTAL RELATIONS

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
GRANTS & SPECIAL PROJECTS	3.25	3.25	3.25	3.25	0.0%	0
INTERGOVERNMENTAL RELATNS	4.75	4.75	4.75	4.75	0.0%	0
Overall	8.00	8.00	8.00	8.00	0.0%	0

### Positions 2016-2019





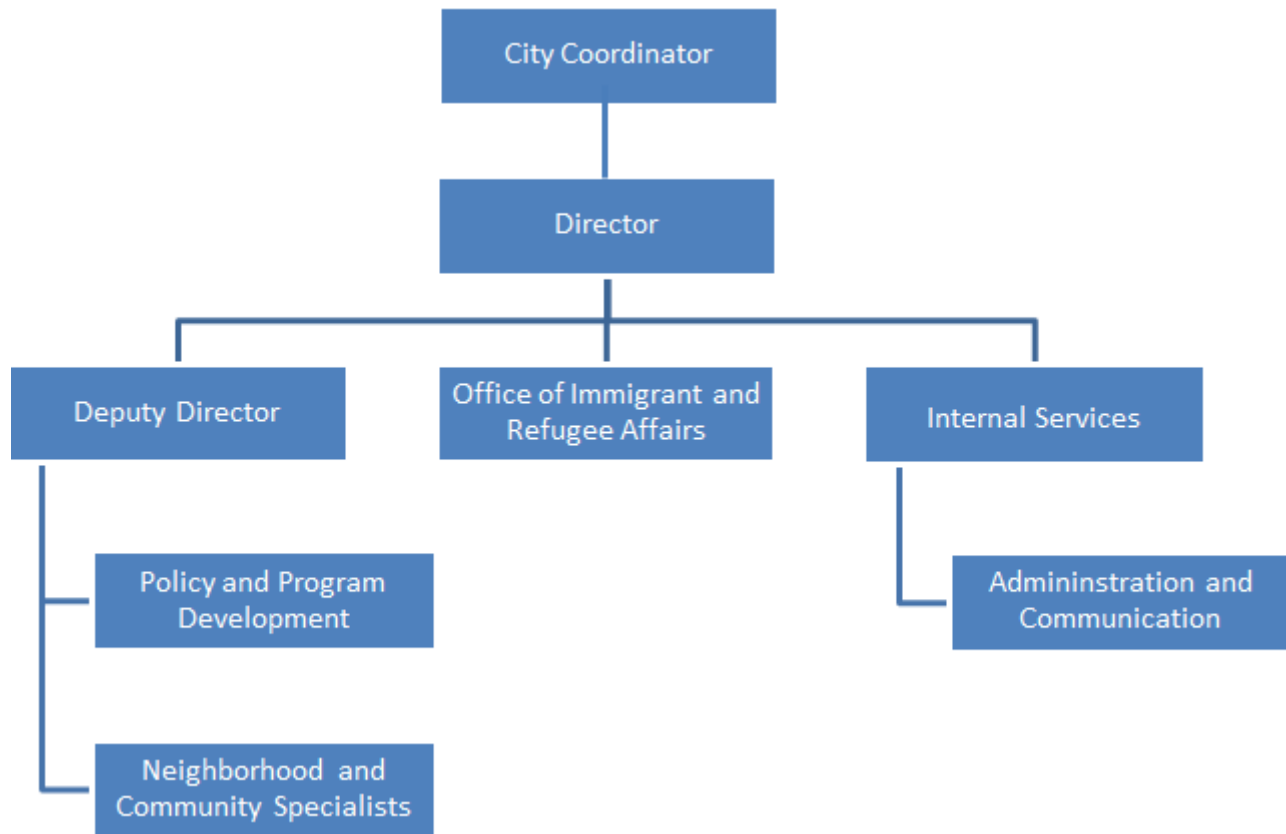
## NEIGHBORHOOD AND COMMUNITY RELATIONS

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### MISSION

The mission of Neighborhood and Community Relations (NCR) department is to connect the community to the City and the City to the community. NCR fosters public participation and meaningful engagement of all residents by removing barriers and creating equitable access to City programs, services and the decision making process.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

## **Access and Outreach Support**

General Fund: \$615,000

Other Funds: \$79,000

Access and Outreach provides the logistical and office support for cultural engagement services and federally mandated programming. The program is aimed at broadening engagement through enterprise support of federal mandates and the elimination of barriers to participation by underrepresented groups in neighborhood organizations, boards and commissions and City governance. The services provided include ADA compliance, implementation of the City's ADA transition plan, implementation of language access plan, interpretation and translation services, and administration of program funding for the One Minneapolis Fund.

## **Coordinated Engagement Services**

General Fund: \$350,000

Other Funds: \$789,000

This program builds a coordinated resident engagement strategy for the city. Following the City's adopted Core Principles of Engagement, this program provides staff support to the City's engagement systems – neighborhood organizations, boards and commissions and enterprise engagement efforts. The various efforts underway at NCR will be connected to and coordinated with other engagement related activities in the city and with multijurisdictional partners. This program includes a blueprint for equitable engagement, which includes American Indian Memorandum of Understanding, Latino Engagement Task Force, staff support to the city's 70 neighborhood organizations, Minneapolis for a Lifetime, ongoing engagement with cultural communities, diversification of the city's 18 advisory boards and commissions, city Academy, and staff support to four advisory commissions.

## **Neighborhood Engagement and Support**

Other Funds: \$9,625,000

This program supports the department's support services for neighborhood organizations. The program helps sustain a world-class community engagement program through neighborhood-based priority setting, planning and implementation; and the coordination of this work with the work of the City. This program also includes the direct allocations to neighborhood organizations through the three primary funding programs. The services provided include Community Participation Program (CPP) allocation, Neighborhood Revitalization Program (NRP) allocation, Community Innovation Fund (CIF) funding, and other support services such as contract management, directors and officers insurance, auditing, training, legal support and other related activities.

## **Operations**

Other Funds: \$487,000

This program provides department-wide leadership and support for internal City services including budget, business planning, IT, technology services and space. The operations program is also responsible for coordinating department related contracts and invoices, internal and external communications, the department website and committee actions and council process.

## **Financial Analysis**

### **Expenditure**

For 2019, the Neighborhood and Community Relations budget is \$11.9 million, a decrease of 2.8% from the 2018 budget of \$12.3 million.

**Revenue**

In 2019, the department anticipates \$10.9 million in revenue, a decrease of 7.0% from 2018 revenue of \$11.7 million.

**Fund Allocation**

This department is funded primarily by the NCR Special Revenue Fund, with remainder of the department's funding in General Fund.

**Budget Change items**

Detailed change items are presented on the following pages.

## Neighborhood and Community Relations 2020 Census Project

2019 Change Item

Program: Coordinated Engagement Support

Fund: General - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$50					
Fleet						
Contractual Services	\$100					
Other	\$200					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$350	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

### Council Adopted Budget:

The Council approves \$350,000 one-time general funding for the 2020 Census project.

### Rationale/Background:

The 18-month project includes funding to organize and implement community-driven education and engagement efforts to increase the response rate of all Minneapolis residents in the 2020 Census. Efforts will be citywide, and focus on including historically undercounted residents of the city in a meaningful way in the 2020 Census. Once a Complete Count Committee, made up of community partners and leaders, has been appointed by the Mayor and City Council, there may be considerations for additional requests as directed by them.

The 2020 census impacts all of the Mayor's and City's goals. The data collected affects our ability to ensure equal representation and equal access to important governmental and private sector resources for all Americans, including across racial and ethnic lines. Census results are used to allocate seats and draw district lines for federal, state, and local representation; to target more than \$800 billion annually in federal assistance to states, localities, and families; and to guide community decision-making affecting schools, housing, health care services, business investment, and much more. That translates to about \$1,532 per person per year. An undercounting of residents in Minneapolis leads to an underinvestment in the city and those individuals. This data is locked in for a decade.

Certain population groups are at a higher risk of not being fully counted in the census. Some of these groups have been historically underrepresented in the census for decades; some may experience new or increased vulnerability due to major changes in methodology, such as relying on the internet as the primary way for households to respond to the 2020 Census; and some may be reluctant to respond due to concerns about data confidentiality. With the addition of a citizenship question and the rhetoric at the national level toward immigrants and refugees, there are increased challenges for our city to get an accurate count of all our residents.

Being hard-to count can lead to unequal political representation and unequal access to vital public and private resources for these groups and their communities. Historically undercounted communities include People of

## Neighborhood and Community Relations 2020 Census Project

## 2019 Change Item

Color, immigrants, Native Americans, renters, low income households, people experiencing homelessness, and children.

The federal investment in outreach and enumeration efforts still remains unclear. Not only is the amount of funding unclear, the timing of the funding decisions has been delayed in comparison to previous years. At the local level, this translates to an uncertainty in when, and if any, resources will be made available.

### Description of the Change:

The 2020 Census Project is a new one time initiative that will begin in 2018 with the primary activities and costs beginning in January 2019 through June 2020. In 2018, the Mayor and City Council will establish a Complete Count Committee (CCC) that will be made up of community leaders from the many cultural and affinity groups in the City. The CCC will guide and support outreach and educational activities. The CCC will help guide the City's efforts in identifying meaningful messages and opportunities for engaging residents. These efforts will require financial support in the following ways:

- Information Technology (\$50,000) – With the online platform as the primary tool for completing the Census, the City can engage historically undercounted members of our community using technology in new ways. This may include the need for hot spots or tablets.
- Contractual Services (\$100,000) –
  - The City Clerk and Communications departments will work with contractors to support outreach and education efforts. This may include media ad buys.
- Other (\$200,000) –
  - NCR will work with a contracted project manager who will be dedicated to organizing the city's efforts around getting an accurate count of all residents.
  - The Complete Count Committee will meet starting in 2018 through June 2020. Meetings costs will be covered through this project.
  - Interpretation will be available for CCC meetings and events.
  - Translation services will be available for materials that the US Census Bureau does not provide, but are needed by Minneapolis residents.

The census project will leverage current activities, relationships, and tools. Elected officials will utilize their communication and outreach activities. The City Clerk will use seasonal election workers. Communications will use cultural radio programs, public service announcements, the city website, earned media, social media, digital billboards, and videos. NCR staff will work with neighborhood and cultural and affinity community leaders and organizations.

The project is overseen by a citywide team made up of staff, including representation from the many departments enterprise wide. The team has already been established, with room to grow or change. The city is part of a statewide and regional census mobilization group. The CCC will be established in the mid-2018 and will meet on a regular basis through June 2020.

### Equity Impact:

Without adequate resources, the City risks undercounting its actual population, losing political representation, losing funding, as well as hurting relationships with many communities.

Since the first enumeration in 1790, the census data is what is used to determine congressional apportionment. In addition, the census guides the distribution of more than \$8 billion federal dollars to the State of Minnesota each year. Both congressional representation and federal dollars have an impact on all residents.

The census traditionally undercounts People of Color, immigrants, renters, low income households, and children. To assure our city's efforts are meaningful, the CCC will consist of leaders from these communities, as well as

others that may be at risk of being undercounted. The CCC will provide guidance to the City as well as identify outreach and engagement strategies, messages, and potential funding investments.

With an authentic approach toward working in collaboration with community partners, the City can build awareness and confidence about the census efforts. With an increased awareness and confidence in the activity, the City may be able to increase the response rate in the census. The direct impact of this will be a more accurate representation at the federal, state and city level as well as higher levels of financial investments from the federal government to the city and state. The City can strengthen its current relationships with many communities and build new relationships with community partners.

**Results:**

The US Census Bureau will track the participation rate. In 2010, the city of Minneapolis saw a 78% participation rate, up 5% from the 2000 census. Minneapolis tied 5<sup>th</sup> for cities over 100,000 overall, and 1<sup>st</sup> for cities over 300,000. Presentations and updates will be shared all partners, including the Mayor and City Council. In addition, the city's website will include meeting notes, presentations, and updates on response rates.

The City will track the impact of the city effort. Below are some ways that will be tracked in order to measure the impact of this project. Other measures may be added as the Complete Count Committee is established.

- How many Complete Count Committee members participated?
- How many Complete Count Committee meetings were hosted?
- How many events were hosted by the City and partnering organizations?
- How many organizations were engaged during these activities?
- What was the response rate of Minneapolis residents?
- What was the response rate of historically undercounted residents?
- How engaged were complete count committee members?

For more information about undercounted communities, go to: <https://www.censushardtocountmaps2020.us/>

## Neighborhood and Community Relations

### ADA Action Plan Implementation

2019 Change Item

Program: Access and Outreach Support

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$130					
Fleet						
Contractual Services	\$15	\$15	\$15	\$15	\$15	\$15
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$145	\$15	\$15	\$15	\$15	\$15

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

#### Council Adopted Budget:

The Council approves \$130,000 in one-time general funding and \$15,000 ongoing to implement the City's ADA Action Plan.

#### Rationale/Background:

In 2016, the City Council adopted the Americans with Disabilities (ADA) Action Plan, a comprehensive policy document with strategies to remove physical, communication, and policy barriers. The plan meets ADA Title II legal requirements of identifying deficiencies and solutions for people with disabilities to access and participate in City programs, services and activities. Incorporating captioning services in the City's operations meets the ADA's Title II, § 35.160 requirement for ensuring effective communications in addition to the City's One Minneapolis goals.

During the ADA Action Plan development, the Minneapolis Advisory Committee on People with Disabilities, Commission on Deaf, Deafblind, and Hard-of-Hearing Minnesotans, as well as individual people with disabilities, were engaged to identify deficiencies in core City service areas. The lack of services to caption live City Council meetings was listed as a barrier and conflicted with the Effective Communications guidelines under the ADA.

Staff from NCR will work closely with staff from the Communications Department and the City Clerk's Office to implement these new enhancements and make sure that community members are aware of and can access them.

#### Description of the Change:

Captioning Services (\$130,000 one-time; \$10,000 ongoing):

Captioning services is a new initiative. Implementing captioning services for live-broadcasted City Council meetings and informational videos is identified in the ADA Action Plan as a program enhancement. NCR worked with Communications Department and the Clerk's Office on developing the logistics. Captioning will be accomplished by a vendor contract, similar to how other state and local government agencies caption broadcasted meetings. For example, the State of Minnesota's Legislature and Hennepin County contract with Paradigm

## Neighborhood and Community Relations

### ADA Action Plan Implementation

## 2019 Change Item

Reporting and Captioning, a local company. The contract amount is dependent on the frequency of broadcasted meetings. See Captioning Attachment A. In 2017, the City Council had 177 broadcasted meetings. These meetings included standing council committees, full City Council meetings, Committee of the Whole, the Mayor's Budget Address, and Budget Hearings. See Attachment B.

Captioning services is an enhancement and efficiency gain. Currently, the process is City Council meetings are recorded, uploaded to YouTube and auto-captioned after the scheduled meetings. A person with disabilities has little or no opportunities for active participation and has to wait until it's uploaded. On top of increasing access, captioning services provides accuracy. YouTube captioning is not an effective mode of communication under the ADA.

#### AIRA (\$5,000 ongoing):

The investment in supporting the Aira is a new activity. This is an emerging and innovative technology solution to assist people with low-to-no vision safely travel through physical spaces. The Aira App connects the user to trained human agents who then assists them navigate spaces such as facilities, streets, events, and parks. The City contracts with AIRA and determines the area to be geo-fenced. Potential areas are City Hall, Nicollet Mall, and the Convention Center. Other cities and government agencies are exploring this technology in highly-used public spaces. San Diego did a pilot with public parks and the convention center. The Minneapolis-St. Paul Airport started services at the beginning of the year. See AIRA Attachment A.

Aira will create "geo-fence" of City of Minneapolis' locations and users in these areas can use Aira services free of charge. Geo-fencing works in the same matter of a Wi-Fi hotspot, it's a digital perimeter. Users need to be within the designated proximity to access the complimentary services. Users download the AIRA app on their phone and call an Aira Agent. The agents access the user's smartphone camera/smart-glasses, allowing them to see the environment, and gives audio-descriptions to guide the users.

#### **Equity Impact:**

The communities impacted by the captioning enhancement are people with communication disabilities, people that are deaf and/or hard-of-hearing, the aging community, English Language Learners, and the general public. The current process is committee meetings are recorded, uploaded and auto-captioned after the scheduled meetings. Limiting people that deaf and hard-of-hearing to obtain information and participate in council proceedings real-time. Captioning enhances the City's communication and auxiliary modes by eliminating these barriers; therefore, increasing accessibility to vital City information and the ability to participate (live) in the City's legislative process.

Currently, the only way a person that's deaf or hard-of-hearing can participate at City Council meetings is by requesting an ASL interpreter; however, not everyone understands ASL or an interpreter may not be available. Actively captioning broadcasted meetings is a benefit for everyone, people with perfect and impaired hearing.

The AIRA app allows people with low-to-no vision to independently navigate and participate in public spaces, events, and activities. This is a tremendous opportunity to eliminate barriers in order for people with low-to-no vision to be independent and access areas in ways never before possible.

The AIRA app is a navigation tool for people with low-to-no vision to independently traverse public spaces, events, and activities. The City's physical infrastructure is constantly changing. With that change, come new elements and initiatives that may conflict with how a person with low-to-no vision learned to navigate that space. For example, Nicollet Mall's reconstruction installed raised intersections to increase accessibility; however, a person that's blind (w/ a cane or guide dog) learned to stop at intersections due to pedestrian ramps. Flushed intersections may not



be detected which may potentially lead them into traffic. The AIRA app is an additional assistive tool to help in these situations. The user still relies on their other assistive tools and training with the AIRA app.

Both initiatives are positive impacts, not only for people with disabilities but the general public. Everyone benefits from increased accessibility. For example, installed ramps or sliding doors, were to assist people in wheelchairs or with limited-mobility; although, it further benefits seniors, mothers and carriages, veterans, etc. These initiatives are the same. Created for certain segments of the disability communities, however, is an asset and service for everyone.

**Results:**

The City has roughly 175+ City Council and committee meetings broadcasted annually via online streaming and public channels. Broadcasted meetings are recorded, catalogued, re-aired and stored online. Measures for captioning will utilize the current process by tracking number of broadcasted meetings (monthly and annually) and duration of meetings.

Aira generates a monthly report that breaks down usage for designated zones. The report has data on minutes used (daily and monthly), costs, usage dates, start and end times, and duration of calls.

Implementing these services accomplishes multiple achievements such as ADA compliance, accessibility best-practices, effective communication for people with disabilities, increasing trust and accountability for communities that's deaf and hard-of-hearing, increasing independence for people with low-to-no vision, assisting the aging community and the general public, and making the City more accessible. Both initiatives are positive impacts, not only for people with disabilities but the general public. Everyone benefits from increased accessibility.

NCR will work closely with partnering departments to ensure effective delivery of services and report on performance data. The Minneapolis Advisory Committee on People with Disabilities, Commission on Deaf, Deafblind, and Hard-of-Hearing Minnesotans, and people with disabilities will continually be engaged and consulted to ensure efficacy of services. NCR will communicate this information during its an annual report-presentation to the City Council. The presentation covers ADA Action Plan implementation and progress, the Language Access Plan implementation and progress, and enterprise-wide accessibility practices and successes.

## Neighborhood and Community Relations Aging Support Services

2019 Change Item

Program: Access and Outreach Support

Fund: General – 0010

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$80					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$80	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The Council approves \$80,000 in one-time general funding for senior support services.

### Rationale/Background:

In 2010, the census identified a dramatic loss of our older adult populations within the city. The City of Minneapolis and community stakeholders came together to develop the Minneapolis for a Lifetime Action Plan to address the issues that affected our older adults. These goals and action steps were identified through research and extensive community engagement. The primary “domains” identified are:

- City Services are delivered effectively addressing the needs of older adults
- Housing
- Transportation
- Health and Wellness
- The value our older adults bring to our communities

The City of Minneapolis goals the Minneapolis for a Lifetime addresses are: Living Well and One Minneapolis – where all ages can live safely, stay connected, and have access to what they need – when they need it.

Additionally, The City of Minneapolis adopted the Minneapolis for a Lifetime: Age Friendly Action Plan in 2015. The plan’s goal is to support the aging population in Minneapolis with the ability to remain in their community as they age. The plan was developed by a diverse discipline of stakeholders and over 250 community members were engaged in its development. This item will accomplish Priority Areas:

- Housing – #3 provide low intensity in-home supportive assistance to older adults and their caregivers where gaps exist
- Transportation - #2 expand ride sharing options
- Health and Wellness - #1 help older adults maintain and improve their physical fitness
- Health and Wellness - #2 promote health, self-care, and health literacy
- Health and Wellness - #3 prevent decline associated with hospitalization by improving post-discharge follow up

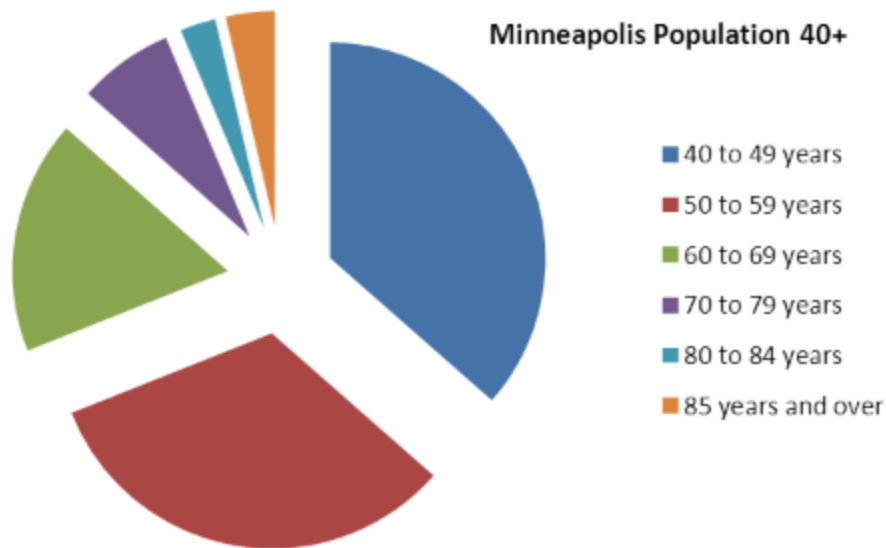


Chart data from 2010 Census.

**Description of the Change:**

NCR has been funding these services at varying funding levels since 2016 to provide these critical services to Minneapolis' aging community consistently from year to year. NCR will contract with the following community based service agencies:

- Nokomis Healthy Seniors
- Longfellow/Seward Living Well at Home Nurse Program
- Southeast Seniors Living Well at Home Nurse Program
- Senior Community Services (serves predominately North Minneapolis)

Each contract will be \$20,000. This item estimates to serve 500 seniors and their caregivers across the city bringing the total number of seniors served at a minimum of 1,600 older adults. The seniors who participate in these programs typically receive multiple services ongoing as the senior needs them – daily, weekly, monthly. These services include (but not limited to):

- Chore services such as snow removal, lawn maintenance, home repair
- Health and wellness activities such as blood pressure checks, fitness classes, health education, healthy eating, classes to assist in improving balance
- In home services such as nurse home visits-particularly after release from hospital, home safety assessments
- Caregiver support
- Rides to medical appointments, grocery, other needs

**Equity Impact:**

Residents of the City of Minneapolis are living longer and healthier lives and as a result the desire for residents to remain in their communities is growing. In 2011, the leading edge of the baby boomers turned 65 years old. Their numbers will continue to increase dramatically over the next 20 years so it is critically important for the city to maintain an aged-balanced population that can withstand the shift in demographics from the aging baby boomers. Surveys show that the vast majority of older adults want to remain in their homes and communities. The Minneapolis for a Lifetime Strategic Plan will aim to put in place the policies and support services that promote independent living, meaningful engagement and provide resources and information to older residents so they can remain part of the fabric of this community.

For over thirty years, non-profit, community-owned Living at Home/Block Nurse/Chore Programs have helped Minnesota's elders stay healthy, safe and independent while living in their own homes – whether homeowner or

## Neighborhood and Community Relations

### Aging Support Services

## 2019 Change Item

living in multi-unit communities. In turn, these communities have been made stronger by the continued contributions of their elders. These services are free or low-cost. Women and our non-white elders are disproportionately affected due to the long-standing inequities of employment discrimination and wealth distribution. These agencies specifically do outreach to these communities and work with other partners as a referral resource.

Minneapolis for a Lifetime: Age Friendly Action Plan was developed by a diverse discipline of stakeholders and over 250 community members were engaged (18 listening sessions conducted) in its development. The framework was adopted in 2014 and the action plan was adopted in 2015. The Action Plan is currently the responsibility of the City of Minneapolis Advisory Committee on Aging who monitors progress, recommends evaluation/adjustments based on results, and will continue to develop the plan based on current needs of our aging population.

#### Results:

Name of Measure	2016	2017	2018	2019
Dollar amount of each contract	\$25,000	\$20,000	\$15,000	\$20,000
How many contracts awarded	3	1	4	4
Total amount dedicated to senior services	<b>\$75,000</b>	<b>\$20,000</b>	<b>\$60,000</b>	<b>\$80,000</b>
How many seniors served with city funds (approx.)	250	55	Estimated 200	Estimated 500

This item estimates to serve **500** seniors and their caregivers across the city bringing the total number of seniors served at a minimum of **1,600** older adults throughout the City of Minneapolis. The seniors who participate in these programs typically receive multiple services ongoing as the senior needs them – daily, weekly, monthly. These services include (but not limited to):

- Chore services such as snow removal, lawn maintenance, home repair
- Health and wellness activities such as blood pressure checks, fitness classes, health education, healthy eating, classes to assist in improving balance
- In home services such as nurse home visits-particularly after release from hospital, home safety assessments
- Caregiver support
- Rides to medical appointments, grocery, other needs

## Neighborhood and Community Relations

### Legal Services for Immigrant and Refugee Residents

2019 Change Item

Program: Access and Outreach Support  
Fund: General - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$75	\$75	\$75	\$75	\$75	\$75
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$75	\$75	\$75	\$75	\$75	\$75

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

#### Council Adopted Budget:

The Council approves \$75,000 in ongoing general funding for partnership agreements providing legal services for immigrant and refugee residents.

#### Rationale/Background:

One of the roles the Office of Immigrant and Refugee Affairs (OIRA) will play in the City enterprise is to develop and enhance programs and services for immigrant and refugee residents in Minneapolis. This item will allow the OIRA to begin its important work.

Funding for the partnership agreements were previously approved in the 2017 adopted budget as part of the city's welcoming Cities initiative and designation. The contracts help keep the City connected to major community and infrastructure initiatives, ensuring the City's interested are represented, and that projects are connected to the community we serve.

The partnership agreements ensure that disparities are eliminated so all Minneapolis residents can participate and prosper, that the city is a hub of economic activity and innovation, and that the City government is run well and connects to the community it serves.

The Director of the Office of Immigrant and Refugee Affairs will be the lead staff in implementing these funds. In addition, NCR will provide additional staff support through the work of Community Specialists and administrative oversight of the contracts.

#### Description of the Change:

The \$40,000 in funding for partnership agreements will be distributed to three organizations to continue providing the same services. The following organizations are:

- The Immigrant Law Center;
- Volunteer Lawyers Network; and

## Neighborhood and Community Relations

### Legal Services for Immigrant and Refugee Residents

## 2019 Change Item

- Advocates for Human Rights

#### **Equity Impact:**

The partnership agreements will impact immigrants in Minneapolis. Services available include legal consultation and representation. The positive impacts will include keeping families together, increased economic stability, and reduce the amount of fear and instability residents feel.

#### **Results:**

The partnership agreements have been in place since 2017, with the first round of grants completed in June 2018. Currently the contracts request partners to report on the some of the following quantitative measures. These are examples of some that may be included in future agreements.

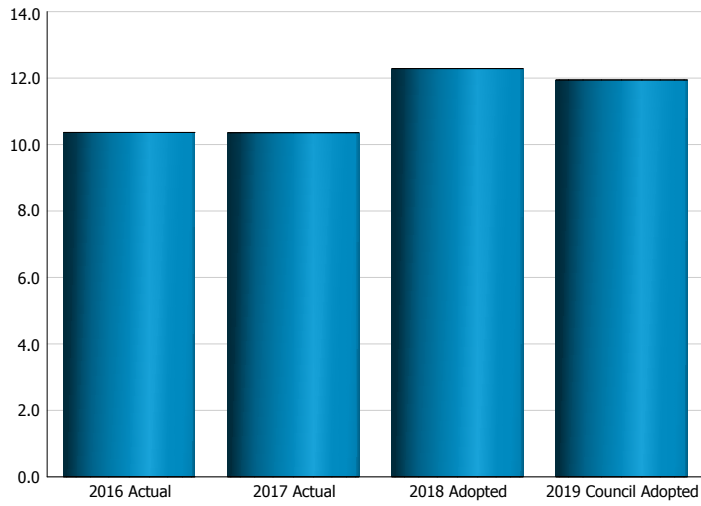
- The number of calls received;
- The number of hours working with clients;
- The number of clients served;
- The number of deportation cases assisted;
- The number of pro-bono hours donated to cases; and
- The number of community education trainings offered.

# **NEIGHBORHOOD & COMMUNITY RELATIONS EXPENSE AND REVENUE INFORMATION**

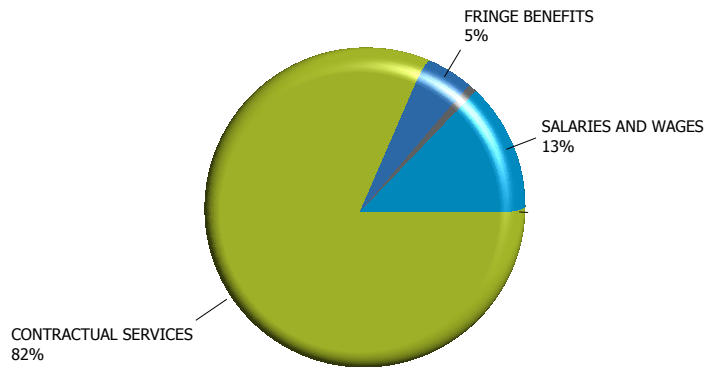
<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	73,000	59,000	143,000	182,000	27.3%	39,000
FRINGE BENEFITS	16,000	21,000	56,000	65,000	16.1%	9,000
CONTRACTUAL SERVICES	271,000	184,000	515,000	718,000	39.4%	203,000
<b>TOTAL GENERAL</b>	<b>360,000</b>	<b>264,000</b>	<b>714,000</b>	<b>965,000</b>	<b>35.3%</b>	<b>251,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	1,175,000	1,221,000	1,331,000	1,353,000	1.7%	22,000
FRINGE BENEFITS	393,000	426,000	483,000	506,000	4.8%	23,000
CONTRACTUAL SERVICES	8,056,000	8,030,000	9,521,000	9,018,000	-5.3%	-503,000
OPERATING COSTS	167,000	225,000	240,000	103,000	-57.1%	-137,000
CAPITAL	211,000	192,000		0		
TRANSFERS	2,000			0		
<b>TOTAL SPECIAL REVENUE</b>	<b>10,004,000</b>	<b>10,094,000</b>	<b>11,575,000</b>	<b>10,980,000</b>	<b>-5.1%</b>	<b>-595,000</b>
<b>TOTAL EXPENSE</b>	<b>10,364,000</b>	<b>10,358,000</b>	<b>12,289,000</b>	<b>11,945,000</b>	<b>-2.8%</b>	<b>-344,000</b>
<b>REVENUE</b>						
<b>SPECIAL REVENUE</b>						
OTHER MISC REVENUES	6,000		4,800,000	4,000,000	-16.7%	-800,000
TRANSFERS IN	6,127,000	6,488,000	6,682,000	6,883,000	3.0%	201,000
USE OF FUND BALANCE			220,000	0	-100.0%	-220,000
<b>SPECIAL REVENUE</b>	<b>6,133,000</b>	<b>6,488,000</b>	<b>11,702,000</b>	<b>10,883,000</b>	<b>-7.0%</b>	<b>-819,000</b>
<b>TOTAL REVENUE</b>	<b>6,133,000</b>	<b>6,488,000</b>	<b>11,702,000</b>	<b>10,883,000</b>	<b>-7.0%</b>	<b>-819,000</b>

# NEIGHBORHOOD & COMMUNITY RELATIONS EXPENSE AND REVENUE INFORMATION

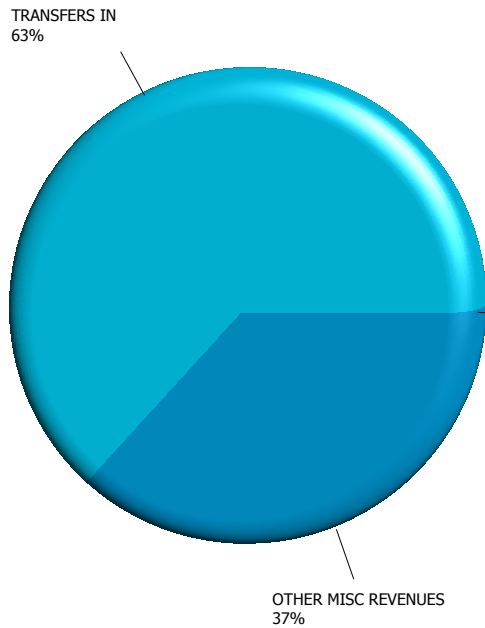
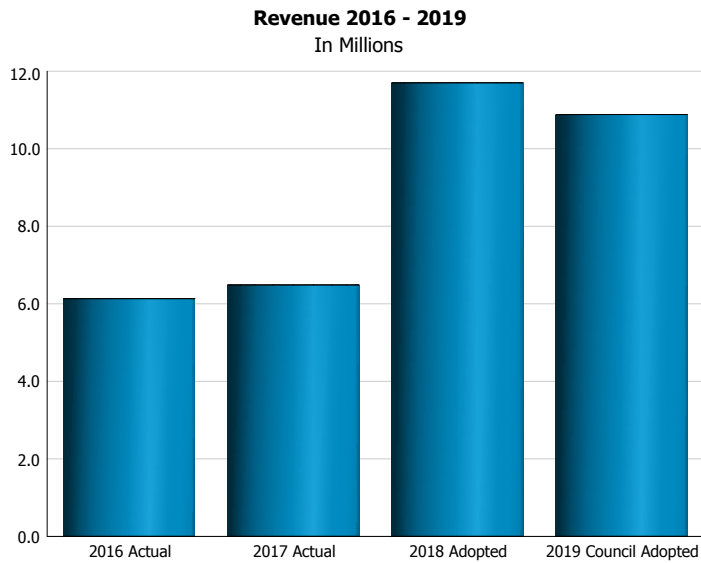
**Expense 2016 - 2019**  
In Millions



**Expense by Category**



**Revenue by Type**



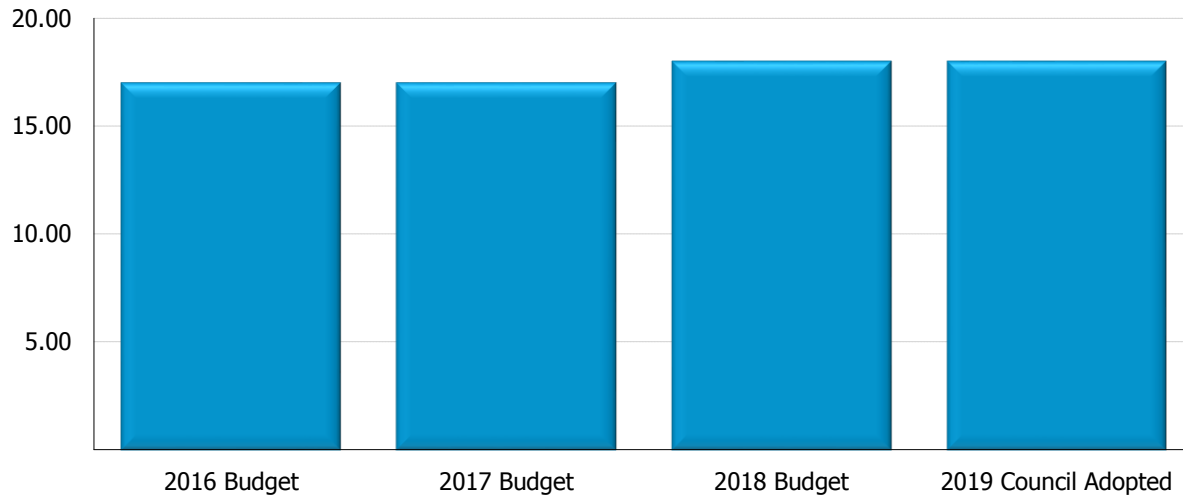


## NEIGHBORHOOD & COMMUNITY RELATIONS

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
ADMINISTRATION	17.00	17.00	18.00	18.00	0.0%	0
Overall	17.00	17.00	18.00	18.00	0.0%	0

### Positions 2016-2019

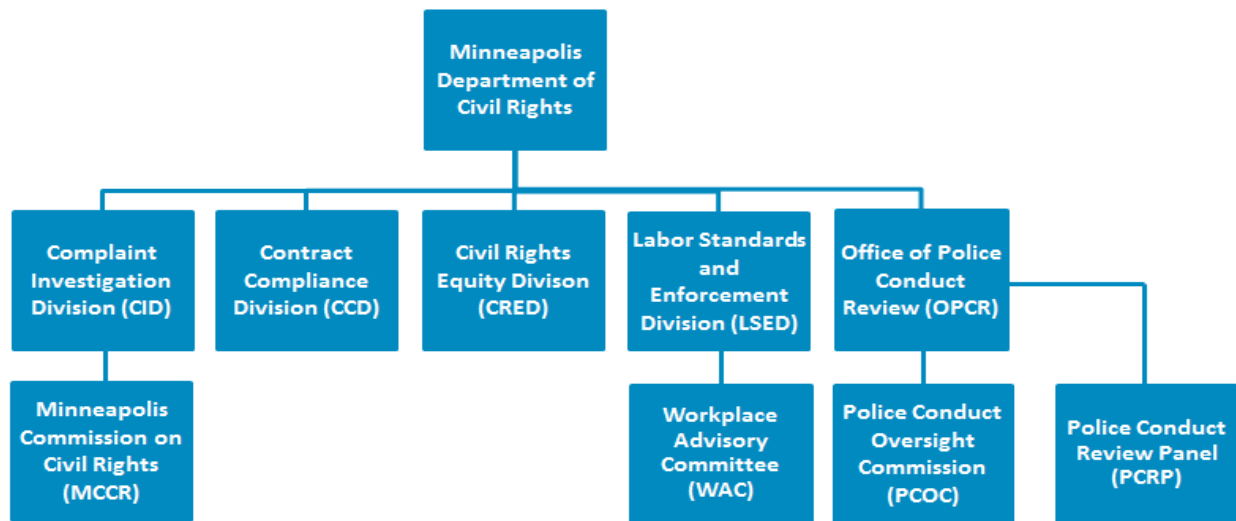


## CIVIL RIGHTS

### MISSION

The mission of the Department of Civil Rights is to enforce Minneapolis Code of Ordinances Title 7 (non-discrimination); Title 9, Chapter 172 (civilian police review authority); Title 16, Chapter 423 (small and underutilized business programs); Title 23, Chapter 6 (prevailing wage); Title 2, Chapter 40 (workplace regulations); and to promote understanding of civil rights among residents, business and government.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Complaint Investigations

General Fund: \$625,000

Other Funds: \$42,000

The Complaint Investigation Division (CID) is required by City Ordinance to neutrally enforce the City's anti-discrimination laws and policies by investigating complaints of discrimination. Also, through a work sharing agreement with the U.S. Equal Employment Opportunity Commission (EEOC), the City serves as a Fair Employment Practice Agency (FEPA), investigating employment discrimination claims dual-filed and/or cases transferred from the EEOC. This program also administers an Alternative Dispute Resolution (ADR) Program to resolve complaints that allege discrimination and provide staff support to the Minneapolis Civil Rights Commission

**Equity Division**

General Fund: \$607,000

This Civil Rights Equity Division (CRED) program in collaboration with other City departments supports and encourages efforts in the City to develop policies, practices, and strategic investments to reverse racial disparity trends, eliminate institutional racism, and ensure that outcomes and opportunities for all people are no longer predictable by race. In support of the divisions within the Civil Rights Department and in cooperation with its private, public, and nonprofit partners, CRED works to create fair and just opportunities and outcomes for all people. The division also manages Urban Scholars, the City's leadership development internship program for post-secondary students from diverse racial and ethnic backgrounds.

**Contract Compliance**

General Fund: \$1,640,000

Other Funds: \$322,000

This Contract Compliance Division (CCD) ensures that City procurement of construction and development services, commodities and supplies, and professional and technical services includes women, minorities, and low-income workers and businesses. CCD also ensures that workers on construction and development projects are paid in accordance with prevailing wage laws. This division monitors and ensures compliance in four primary program areas that affect the general fund: Affirmative Action, Minority and Women Business Inclusion, Low Income Residents and Business Inclusion, and Prevailing Wage Compliance.

**Office of Police Conduct Review**

General Fund: \$993,000

The Office of Police Conduct Review (OPCR) ensures the processing of police conduct complaints in a fair manner with a civilian-sworn leadership model of oversight. OPCR utilizes a hybrid review panel of community members and police officers to issue recommendations. The OPCR provides staff support to the Police Conduct Oversight Commission (Commission), an all civilian commission that recommends policy and training that is positioned to change a culture, build community trust and have a lasting impact on the practice of police oversight. The Commission provides transparency, citizen engagement, and meaningful participation related to police conduct by advising on police policy, auditing OPCR cases, and engaging the community in discussions of police procedure. The ultimate goal is to foster mutual respect between the MPD and all populations of the City.

**Labor Standards Enforcement**

General Fund: \$678,000

The Labor Standards Enforcement Division (LSED) enforces the City's labor standards, which include the sick and safe time and minimum wage ordinances. The work of the division supports the City's goal with a focus on racial equity and inclusive economic. The program also provides staff support to the Workplace Advisory Committee, an appointed group of 15 community stakeholders that focus on workplace issues and serves as a resource on outreach and implementation. Services provided by the division include culturally specific education and outreach to employees; consulting with and educating of employers about their obligations; complaint investigation; workplace audits; and compliance reporting.

**FINANCIAL ANALYSIS****Expenditure**

The Civil Rights Department's budget slightly increases from \$4.9 million to \$4.9 million in 2018 to 2019. This is an increase of \$41,000, or 0.9% due to inflationary increases in operating costs and budgetary

change items of \$432,000 in 2019 offset by elimination of one-time budget allocations of \$465,000 from 2018.

**Revenue**

Revenues are projected to remain flat at \$42,000 in 2019 in the City's federal grant fund.

**Fund Allocation**

This department is funded primarily in the General Fund at 92.6%, with the remainder funding in the Grants fund at 7.4%.

**Budget Change Items**

Detailed change items are presented on the following pages.

# Civil Rights

## Labor Standards Enforcement Investigator

2019 Change Item

Program: Labor Standards Enforcement

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$100	\$100	\$100	\$100	\$100	\$100
IT	\$2					
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$102	\$100	\$100	\$100	\$100	\$100

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	1	1	1	1	1	1

### Council Adopted Budget:

The City Council approves \$100,000 ongoing and \$2,000 one-time for one Labor Standards Enforcement Investigator (1.0 FTE) in the Labor Standards Enforcement Division (LSED).

### Rationale/Background:

Beginning in 2018, both the City's Sick and Safe Time and Municipal Minimum Wage Ordinances authorized investigation and enforcement of suspected violations as well as compensatory resolutions based on the offense. It is imperative that LSED be adequately resourced and equipped to proactively and comprehensively enforce the City's Minimum Wage and Sick and Safe Ordinances and any additional wage and hour protections the city explores.

LSED is currently allocated one supervisory and one non-supervisory investigator. Outreach and media coverage have helped contribute to a rise in complaints being filed (168 total from July 2017 through April 2018). That already high case-load is set to jump as the city's minimum wage ordinance begins to affect more employers and employees. On average, LSED investigators spend several months per case from inquiry, intake, investigation, negotiation, and resolution of a meritorious claim. The division is also tasked with communications and outreach to thousands of businesses and tens of thousands of workers. Drafting rules and tools and distributing this information across the city while corresponding directly with well over one thousand employers and employees to resolve their questions or concerns stretches existing staff extremely thin.

As Minneapolis employers and employees become more familiar with the Minimum Wage and Sick and Safe Time Ordinances, LSED is also seeing fewer cases being resolved via technical assistance and outreach. Cases are requiring more resources, time intensive data analysis, and investigative site visits. This change item is intended to fit the tiered and strategic case prioritization of LSED, ensuring cases can be categorized and processed as efficiently as possible using an intake classification and assignment process.

Minneapolis currently lags far behind peers in Seattle, San Francisco, New York, Los Angeles and Washington DC in its ratio of labor standards investigators per capita. For example, in 2017 Seattle's labor standards investigator

## Civil Rights Labor Standards Enforcement Investigator

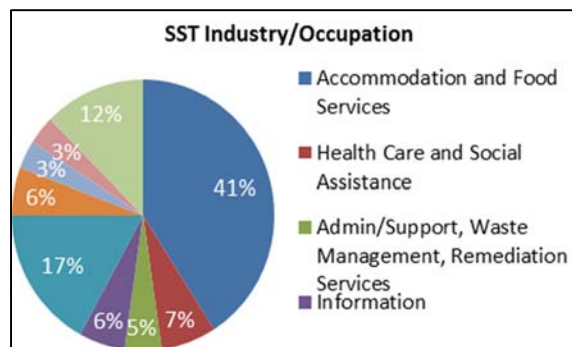
## 2019 Change Item

ratio is approximately 1 to 60,400 (12 investigators for a population of 724,745 in July 2017). That same calculation for Minneapolis is approximately 1 to 211,200 (2 investigators for a population of 422,331 in July 2017). Effective enforcement requires the resources to regulate high violation industries and employers with enforcement actions alongside community partners. This high impact strategy simply cannot occur without sufficient capacity and appropriate oversight mechanisms.

### Description of the Change:

This item will add one (1) FTE to the existing enforcement and investigations work carried out by LSED.

LSED has engaged in – and will continue – on-going collaboration with the Office of Mayor, City Council, City Coordinator's Office, CPED, Health, 311, NCR, and Communications. These collaborations have been immensely valuable in providing strategic communication, messaging, and public outreach. LSED has also collaborated with CTUL in order to leverage their resources and relationships with communities in Minneapolis. An increase in investigative resources is the main tool to effectively address an increase in enforcement responsibility, increased complaint filing and strategic focus on more proactive, company-wide investigations in partnership with community.



Effective implementation of the FTE will begin immediately in 2019. Since LSED has already created process-flow and investigative method documentation, the new investigator could be trained and utilized immediately. Civil Rights is working on classification on this position and will work with the Mayor and Council on approval once the analysis is completed.

### Equity Impact:

The adoption of the Sick and Safe Time and Minimum Wage ordinances were explicit strategies to address economic disparities across the City. Much of the data is readily available and has been reported extensively; 41% of all black workers and 54% of all Latino workers- and their 71,000 families currently earn less than \$15 per hour. Similarly, we know that workers of color, particularly Latino workers, did not previously have access to sick leave like their white counterparts.

However, one area that has not been addressed is the resources required to bring people and business along. While LSED is tasked with enforcement, the division must also take care to build relationships and not punish those businesses that want to be in compliance but are struggling to do so. They must balance two of the City's goals around an inclusive economy; both protecting the rights of workers, while still supporting an environment where small businesses can thrive. Current investigators are acting as investigators, technical assistant providers, and working to ensure businesses are indeed implementing these changes. This takes substantial time.

Those businesses requiring assistance are disproportionately small women and minority owned business. The 2016 disparity study determined these businesses lack access to many of the same resources enjoyed by their majority owned business counterparts. Many of these changes have created a substantial amount of work. Increasing staffing and establishing divisional oversight will not only increase wages for many of our residents, it will also ensure staff can be responsive to our small business communities in a way that builds relationships, not widens the gap.

## Civil Rights Labor Standards Enforcement Investigator

## 2019 Change Item

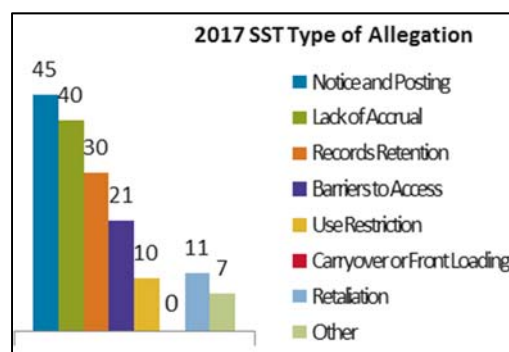
### Results:

LSED's results focus has been similar to other Civil Rights divisions with the goals of Eliminating Discrimination and Meeting Stakeholder Needs. The measurement of LSED's effectiveness comes from a combination of outreach efforts and enforcement actions taken.

Since both the City's Sick and Safe Time (SST) Ordinance and Municipal Minimum Wage Act are still relatively new, LSED's strategy has been focused on outreach and education while also providing the investigative capacity for cases that are filed as more elements become enforceable. By compiling reliable data, trends and issues can be identified and corrective action can be taken to ensure that policies are having their intended impact on affected communities.

Additionally, increasing the number of investigators in LSED will improve the department's ability to respond to and process alleged violations. To date, only 9 of the 173 complaints received involved allegations of minimum wage violations while the remainder related solely to sick and safe time. Importantly, the nine minimum wage complaints received thus far have taken a vastly disproportionate amount of time and resources to resolve. This is because the majority of minimum wage investigations require site visits to a place of business, evidence gathering, and investigative interviews with employees, many of whom are reticent to testify out of a fear of retaliation from an employer. In general, an effective minimum wage investigation is far more time and labor intensive than a sick and safe time investigation without minimum wage violations, which can often be resolved through email correspondence and negotiations by phone (through technical assistance and verification of records).

The reason we have received so few minimum wage complaints is because the minimum wage ordinance has only been effective since January 1, 2018 and only for large businesses (most of which already paid more than \$10 per hour to employees). The ordinance is not yet effective for small businesses, which represent the vast majority of employers in Minneapolis. In short, both large and small businesses and their employees have yet to feel much, if any, impact from the minimum wage ordinance. That will change on July 1, 2018 when the required minimum wage rises to \$11.25 for large.



## Civil Rights

## 2019 Change Item

### Office of Police Conduct Review Case Investigator

Program: Police Conduct Review

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$99	\$100	\$100	\$100	\$100	\$100
IT	\$1					
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	\$100	\$100	\$100	\$100	\$100

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	1	1	1	1	1	1

#### Council Adopted Budget:

The City Council approves \$100,000 ongoing for a Police Conduct Review Case Investigator (1.0 FTE) position in the Office of Police Conduct Review (OPCR).

#### Rationale/Background:

The OPCR ensures police conduct complaints are processed fairly in order to foster mutual respect between the Minneapolis Police Department (MPD) and all populations of the City of Minneapolis. These efforts are a cornerstone of Mayoral efforts to increase police-community relations and ensure the effective operations of the City's civilian oversight mechanism.

OPCR's Case Investigators also aid the creation, protection, and retention of affordable housing in Minneapolis. In 2018, the Police Conduct Oversight Commission (PCOC) released findings from its Housing Study that included issues arising from MPD procedures and practices when responding to incidents at properties deemed affordable housing. The ability of Case Investigators to continue meeting increased demand from rising complaint filings is critical since these investigations can help identify issues and trends impacting residents. The availability of data from investigators was key in supporting the PCOC decision to request the 2018 Housing Study, leading to identification and correction of practices that may have been barriers to residents maintaining a stable housing situation. Due to a recent ordinance change, the OPCR is also able to conduct research and study projects based on trends found in complaints. Case Investigators' work on cases is very important to being able to identify issues that need to be addressed. Community members filing complaints also frequently request civilian investigators and more civilians are needed to meet this growing need.

The shift to civilian investigations decreases the resources needed to be allocated by MPD to a similar function while also providing increased transparency to members of the public. When coupled with the increase in demand for civilian investigators, this may be a good indication that the current allocation of investigators with MPD may be more useful to all parties if converted to positions within the civilian mechanism for police oversight.



## Civil Rights Office of Police Conduct Review Case Investigator

## 2019 Change Item

Numerous focus groups and listening sessions tell us that people want to feel heard, want to understand the process, and want to understand why decisions are made. These are just three of the things community members say they need when interacting with the City. We also know time becomes the most valuable resource staff has and it gets shifted to administration and actual investigation, leaving complainants feeling discouraged. These feelings are shared within and across communities perpetuating distrust and a reluctance to report incidence of misconduct. With investigators currently undertaking a case load higher than recommended by national best practices, the City runs the risk of further straining community relationships. Therefore, it is of utmost importance our investigators are able to continue to give the best services possible to further the efforts of the City in growing relationships and repair years of distrust in government.

### **Description of the Change:**

This proposed request will allocate an additional 1.0 FTE Case Investigator position as well as the associated funding for the creation and operation of this position. Currently, OPCR operates with two dedicated civilian Case Investigators. Data analysis from Q4 of 2017 and Q1 of 2018 shows a 72% increase in complaints filed compared to the same period of the prior year. If these trends continue, projections indicate approximately 650 complaints filed and 162 new investigations in 2019. Joint supervisors have considered it best practice to maintain an investigator caseload of roughly 10 cases at any given time.

Case Investigators are responsible for the civilian investigation of complaints filed against the MPD. Investigative reports created by this position are the foundation for disciplinary action and are often the key element for the how a case is routed by the joint supervisors (Director of OPCR and the Commander of IA), decisions on merit by the review panel, as well as decisions made by the Chief of Police.

On average, a Case Investigator will spend 135 days on a specific case (when removing cases dismissed at intake that average 34.37 days). The current police oversight environment uses a mixture of civilian and police investigators and the increase in total complaints coupled with the reallocation of Internal Audit Investigators within MPD is shifting the caseload balance further towards OPCR and a comparably smaller civilian investigations division.

The work being performed by OPCR investigators provides direct support to both Internal Affairs and the Minneapolis Police Department. While reducing the need for MPD to allocate resources to this work it also provides increased transparency and accountability which benefits all parties involved. Additionally, the data portal created and operated by OPCR is a direct result of investigations performed by OPCR and ensuring resources to continue meeting demand plays a large roll in producing reliable and detailed breakdowns on cases from year to year. OPCR already has the structure and procedures in place for case investigators and would be ready to train and implement staff as soon as allocations and resource provision is complete.

### **Equity Impact:**

Cases of police misconduct continue to increase with OPCR seeing more cases filed in 2017 than in previous years. Investigators are currently assigned more cases than national best practices recommends. Acts of police misconduct disproportionately impact people of color, people who identify as LGBTQA/ I, and those people with mental health issues or are in a time of crisis.

The City's current processes give a complainant the opportunity to file with Internal Affairs or OPCR, and people are overwhelmingly choosing to file with OPCR. We believe this is due to ongoing tensions and the historical lack of trust between communities of color and institutions like the City and the police department.

## Office of Police Conduct Review Case Investigator

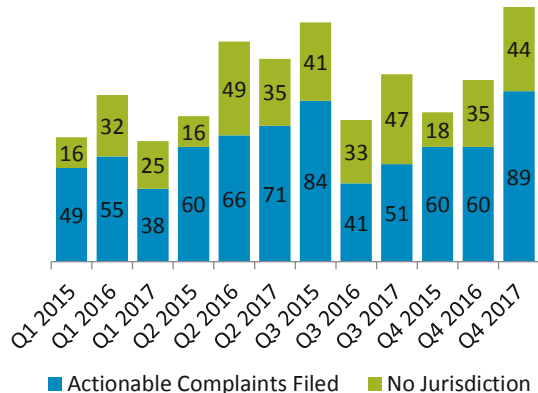
Complaints are predominately filed by people of color and there is also significant under reporting related to police misconduct. According to the 2016 Resident Survey, 50% of residents in Camden and Phillips neighborhoods reported having contact with the police in the last 12 months compared to only 25% of most other communities. Forty-four percent of those who experienced discrimination while receiving City Services reported it was while interacting with police. The rate was almost 10% higher for those living in Near North. So, while cases are up, there is still evidence of under reporting overall.

### Results:

The work of OPCR is critical in addressing the Results goals of Eliminating Discriminations and Meeting Stakeholder Needs. OPCR Case Investigators are the individuals responsible for working with complainants and MPD to provide an independent review of information and ensure that parties are held accountable. Meeting Stakeholder Needs is a major portion of the Results goals set by the Department of Civil Rights. In the context of OPCR, stakeholders include residents of Minneapolis, the MPD, and City officials. Case Investigators provide a service to stakeholders in the form of civilian oversight on investigations as well as being the data producing element that contributes to the OPCR data portal which provides transparency in support of open-government.

To accurately measure performance, OPCR relies on the volume of cases filed and an increased focus on the time needed to complete investigations. The joint supervisors have made it a focus to lower the average time an investigation is open and this data is being tracked for comparison to the previous two years. As the volume of cases filed increases, having additional resources to ensure effective turnaround times will be important in achieving the high standards set for this division.

2015 – 2017 Complaints Filed by Quarter



2015 – 2017 Allegations Filed

	2015	2016	2017
<b>Criminal Misconduct</b>	0	2	6
<b>Discrimination</b>	7	20	11
<b>Theft</b>	2	2	0
<b>Harassment</b>	42	7	8
<b>Failure to Provide Protection</b>	51	62	47
<b>Use of Excessive Force</b>	49	66	33
<b>Inappropriate Language/Attitude</b>	85	79	68
<b>Violation of Policy Manual</b>	75	129	172
<b>Total</b>	<b>311</b>	<b>367</b>	<b>345</b>

## Civil Rights Collaborative Enforcement Program

2019 Change Item

Program: Labor Standards Enforcement Division (LSED)

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$200	\$200	\$200	\$200	\$200	\$200
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$200	\$200	\$200	\$200	\$200	\$200

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$200,000 ongoing for collaborative enforcement of the City's Sick and Safe Time and Municipal Minimum Wage Ordinances in the Labor Standards Enforcement Division (LSED).

### Rationale/Background:

The LSED is currently responsible for oversight and enforcement of the City's Sick and Safe Time and Municipal Minimum Wage Ordinances. LSED has utilized Community Based Organizations' (CBOs) expertise and resources at many points during the implementation of these ordinances to ensure that outreach and education are connecting with the individuals who will be impacted most. CBOs can utilize knowledge and relationships with Minneapolis workers groups which can provide a tremendous benefit to the City as it continues to ensure employers and employees are aware of changes and policies being implemented as part of ordinances.

The role of Labor Standards Enforcement includes outreach and education elements but as ordinances become more established and visible, the need for LSED resources to place more emphasis on the investigations of violations will continue to increase. This results in few resources that LSED is able to deploy to outreach and education efforts, which is an area that CBOs have proven incredibly valuable. By working with CBOs, Minneapolis can use a collaborative effort to reach impacted residents and take full advantage of groups that have made improving the lives of workers in Minneapolis their mission.

### Description of the Change:

This item of \$200,000 will pilot a program for a collaborative enforcement contracts with CBOs next year. Funds will be used by CBOs to conduct outreach, engagement, and provide technical assistance to both low wage workers and small businesses. At the end of the pilot, a determination of the impact and effectiveness will be presented as a justification for continuation, modification, or termination of the program. Effectiveness will be measured in how many complaints are brought or identified by CBOs, how many workers receive sick and safe time or wage compensation that will not otherwise have occurred, or numbers of businesses receiving payroll and other types of compliance technical assistance. The number of compliance issues resolved and workers and businesses trained can all be quantified. To date, almost fully half of the meritorious complaints received by the

## Civil Rights Collaborative Enforcement Program

## 2019 Change Item

LSED were brought by our initial partnership with a community based organization called Centro de Trabajadores Unidos en Lucha (CTUL). Even more importantly, every single one of these complaints involved financial harm to Spanish-speaking or African-American low wage workers. Workers received remedies and training in every one of these cases. In comparison, other complaints filed (unaffiliated with a community based organization) have come from predominantly Caucasian complainants, many of whom were union members.

This item ensures that the City is able to leverage partnerships with agencies that serve a similar mission and have detailed knowledge of the landscape impacted by City labor regulations. This partnership will begin immediately (likely in the first quarter of 2019) once the funding is allocated and a contract is finalized.

### **Equity Impact:**

The adoption of the Sick and Safe Time and Minimum Wage ordinances were explicit strategies to address economic disparities across the City. Much of the data is readily available and has been reported extensively; 41% of all black workers and 54% of all Latino workers- and their 71,000 families currently earn less than \$15 per hour. Similarly, we know that workers of color, particularly Latino workers, did not previously have access to sick leave like their white counterparts.

A co-enforcement model of enforcement, in partnership with CBOs, is the single most effective way to ensure that the intended benefits of low wage workers protections are actually realized in traditionally underrepresented communities. Government, by definition, cannot have nearly the same access and trust within traditionally underserved communities, compared to relationships built by CBOs. When executed properly, community members themselves are empowered through the enforcement of their labor standards. A rising minimum wage and enforcement of sick and safe time intends to attack race and income disparities across the city, by empowering lower wage communities and the businesses they patronize. The work, strategic priorities, and investments of LSED through co-enforcement can effect transformational change if fully funded.

Minneapolis Workplace Advisory, a collection of stakeholders in the City, has continued to bring the concerns of the community to the department each month. They highlight the many small businesses working diligently to implementation and adhere to several new workplace regulations. While LSED is tasked with enforcement, the division must also take care to build relationships and not punish those businesses that want to be in compliance but are struggling to do so. They must balance two of the City's goals around an inclusive economy; both protecting the rights of workers, while still supporting an environment where small businesses can thrive. Current investigators are acting as investigators, technical assistant providers, and working to ensure businesses are indeed implementing these changes. This takes substantial time.

### **Results:**

Extensive data will be collected so that the effectiveness and impact can be properly evaluated. Effectiveness will be measured in how many complaints are identified by CBOs, how many workers receive sick and safe time or wage compensation that will not otherwise have occurred, or numbers of businesses receiving payroll and other types of compliance technical assistance from CBOs. The number of compliance issues resolved and workers and businesses trained by CBOs can all be quantified. By collecting data and analyzing trends, the goal is to have a clear picture of the impact a co-enforcement model has on labor standards work in Minneapolis and the merits of continuing this arrangement in the future.

## Civil Rights Urban Scholars Funding

## 2019 Change Item

Program: Civil Rights Equity Division

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$30	\$30	\$30	\$30	\$30	\$30
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$30	\$30	\$30	\$30	\$30	\$30

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves an increase of \$30,000 in ongoing to right size wages for Urban Scholars program participants and meet the needs of Department requests.

### Rationale/Background:

Urban Scholars is the Twin City's premier leadership and professional development program for students from diverse racial and ethnic backgrounds and is directly connected to the Mayor's priorities around building an inclusive economy for all. The program includes training and development as well as an internship at one of nine partner organizations, including the City. In 2017, Urban Scholars was comprised of more than 85% students of color.

Urban Scholars was a strategy implemented in response to the 2010 Uneven Pain report from the Economic Policy Institute. The program intentionally address the four main reasons identified for the metro's employment gap: achievement gap, hiring bias, lack of professional networks for people of color, and the lack of meaningful work experience the workforce of color has. While the program alone will never close the gap, the program reaches further than one job for one student and partners with organizations across the metro to shift organizational culture through training and coaching, addressing hiring bias through the development and use of innovative hiring tools, and equipping college aged students with the skills our largest employers have deemed necessary to their organization.

### Description of the Change:

This item is an enhancement to an existing program with approximately \$30,000 to increase wages for existing 23 positions, and increase the number of funded placements to partially meet department's needs. In order for the City to stay competitive amongst the various internship opportunities across the metro, the Urban Scholars program needs to be prepared to raise wages for participants. The City currently starts their Urban Scholar at \$16.00 an hour, and while the program does provide an increase wage to students who return to the program, current funding levels did not account for over 90% of the Scholars returning. On average the following organizations pay their incoming interns:

## Civil Rights Urban Scholars Funding

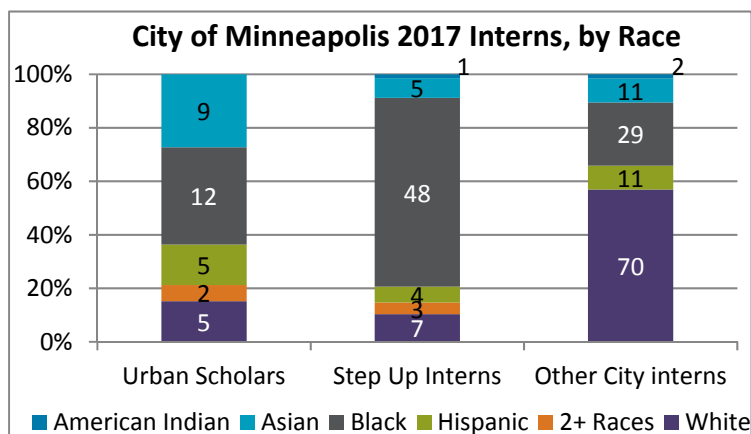
## 2019 Change Item

- Target: \$19.00
- State of Minnesota: \$18.63
- 3M: \$20.00
- General Mills: \$24.88

In 2018, Urban Scholars received an unprecedented 50 placement requests, including 9 in council offices and two in the mayor's office. At current wages and training costs, our program is only able to place 23-25 students, depending on level of schooling and if they are new or returning. While the City does not have a centralized internship program, it is clear departments believe they are receiving a quality service with 95% of supervisors saying they will rehire their Scholars.

### Equity Impact:

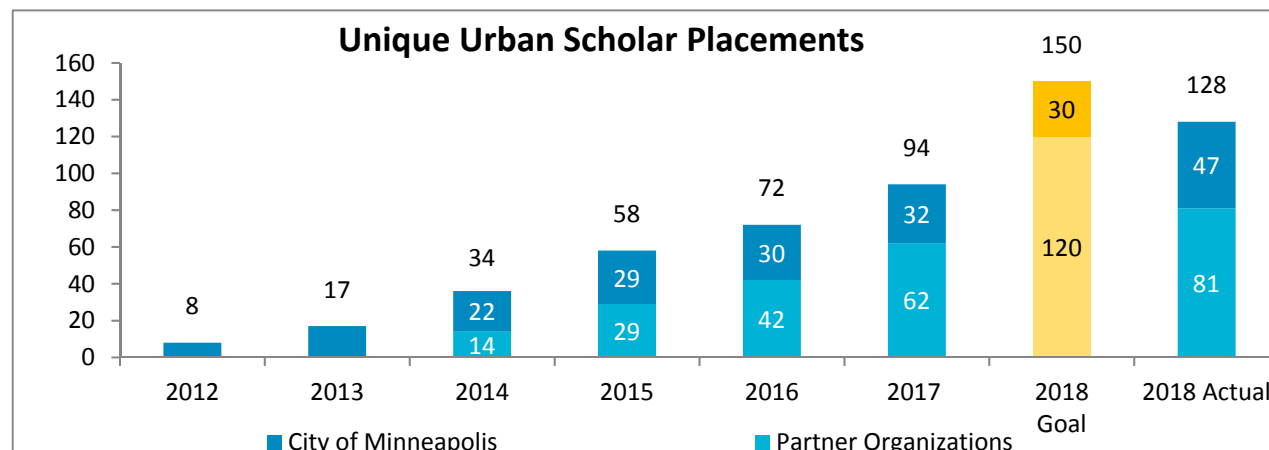
The employment gap in the region persists and it is necessary to be working across sectors and organizations to address this. The gap also continues within our own workforce. In 2017, Urban Scholars was comprised of more than 85% students of color, whereas students of color only made up 40% of other internship placements here at the City. The City continues to look for ways to diversify our own workforce in anticipation of the City's changing demographics and to have a workforce that is truly reflective of the community it serves.

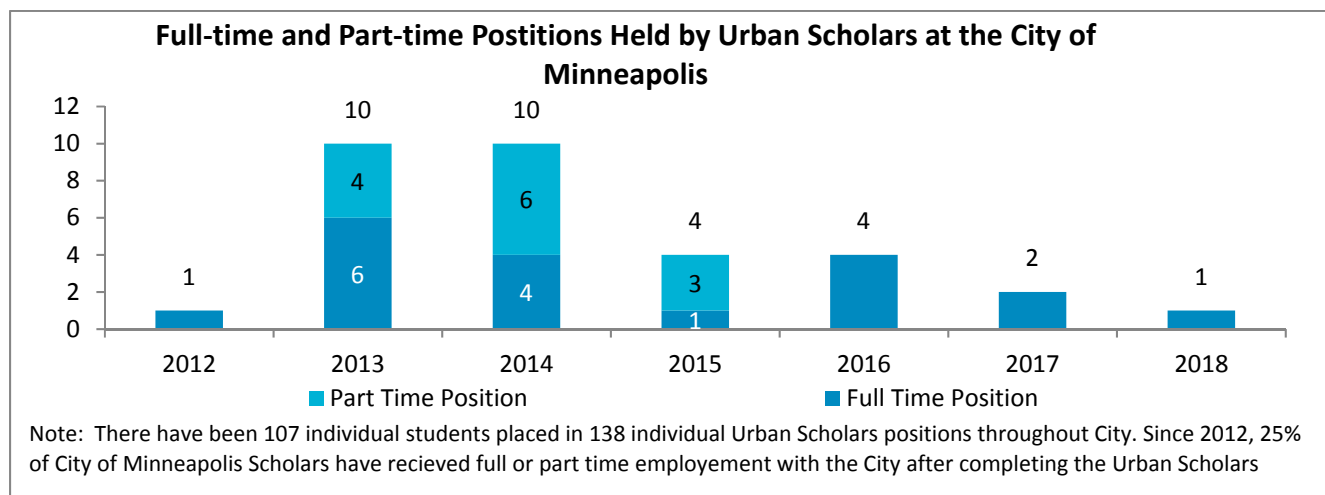
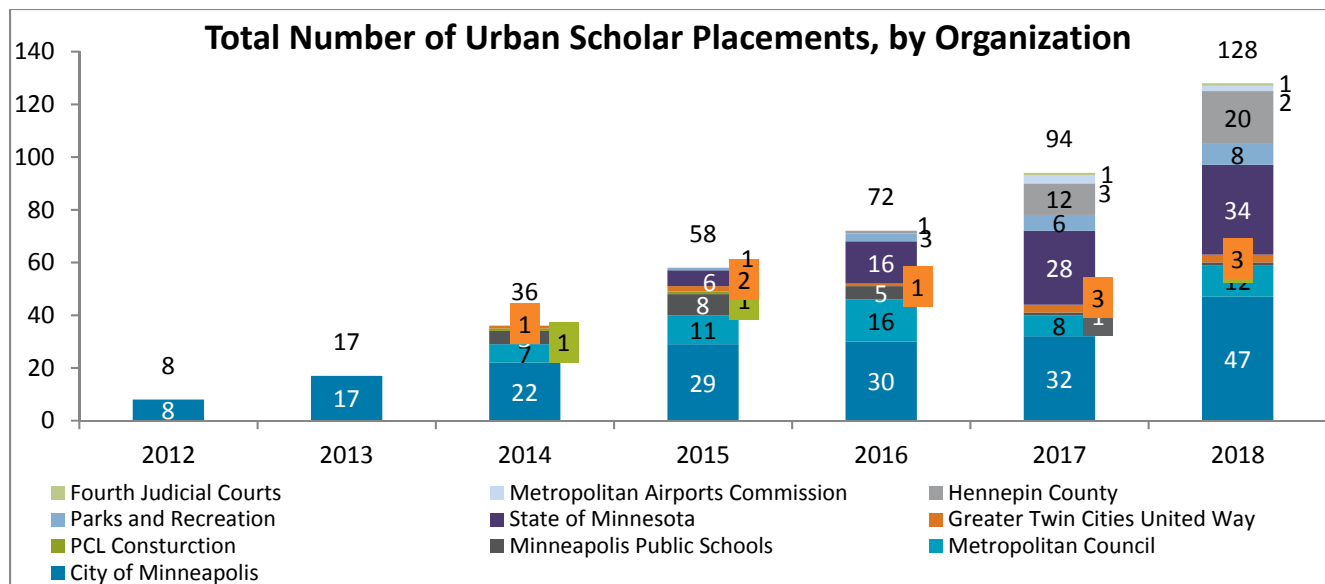


As is clear by the formation of the 29% club and our employee numbers sitting at 25% employees of color for years, it is clear that the work needs to extend beyond traditional methods for addressing these gaps.

### Results:

Urban Scholars will continue to attract top talent from around Minnesota, introducing them to opportunities here at the City and equipping them with the skill necessary to succeed here in the Twin Cities. Our staff implements best practices and have expanded our reach by including other agencies. See below for a graphical representation of our results over the last several years.





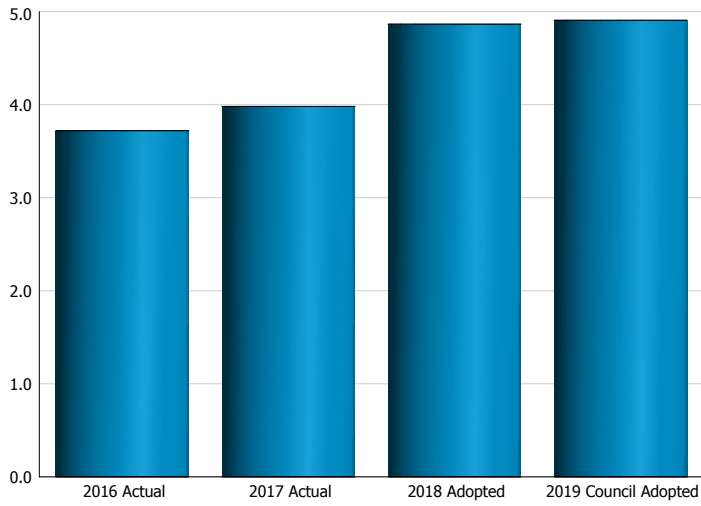
# CIVIL RIGHTS EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	1,612,000	1,904,000	2,072,000	2,299,000	11.0%	227,000
FRINGE BENEFITS	522,000	600,000	837,000	833,000	-0.5%	-4,000
CONTRACTUAL SERVICES	841,000	796,000	1,339,000	1,100,000	-17.8%	-239,000
OPERATING COSTS	412,000	428,000	254,000	311,000	22.4%	57,000
<b>TOTAL GENERAL</b>	<b>3,387,000</b>	<b>3,728,000</b>	<b>4,502,000</b>	<b>4,543,000</b>	<b>0.9%</b>	<b>41,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	246,000	188,000	227,000	234,000	3.1%	7,000
FRINGE BENEFITS	93,000	64,000	95,000	88,000	-7.4%	-7,000
CONTRACTUAL SERVICES	-17,000		42,000	42,000		
OPERATING COSTS	12,000	1,000		0		
<b>TOTAL SPECIAL REVENUE</b>	<b>334,000</b>	<b>253,000</b>	<b>364,000</b>	<b>364,000</b>		
<b>TOTAL EXPENSE</b>	<b>3,721,000</b>	<b>3,981,000</b>	<b>4,866,000</b>	<b>4,907,000</b>	<b>0.9%</b>	<b>41,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>SPECIAL REVENUE</b>						
CHARGES FOR SERVICES	13,000			0		
CONTRIBUTIONS	73,000			0		
FEDERAL GOVERNMENT	32,000	7,000	42,000	42,000		
OTHER MISC REVENUES	4,000			0		
<b>SPECIAL REVENUE</b>	<b>122,000</b>	<b>7,000</b>	<b>42,000</b>	<b>42,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>122,000</b>	<b>7,000</b>	<b>42,000</b>	<b>42,000</b>	<b>0</b>	

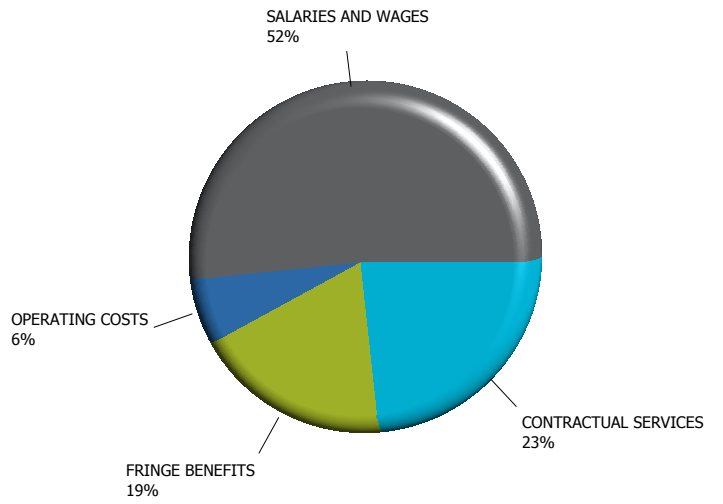


# CIVIL RIGHTS EXPENSE AND REVENUE INFORMATION

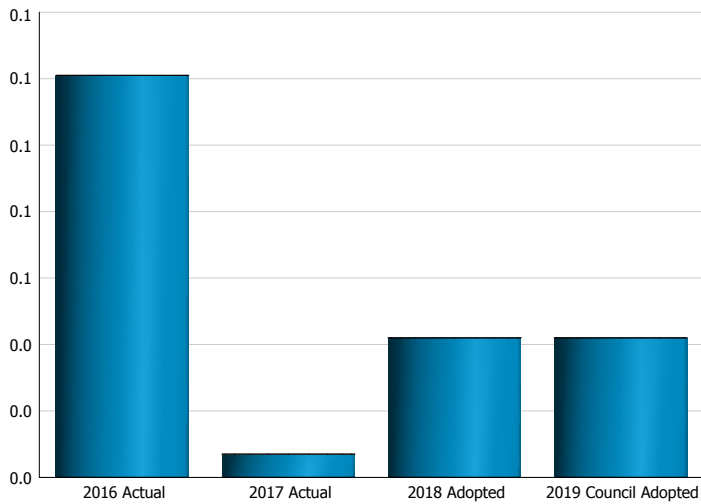
**Expense 2016 - 2019**  
In Millions



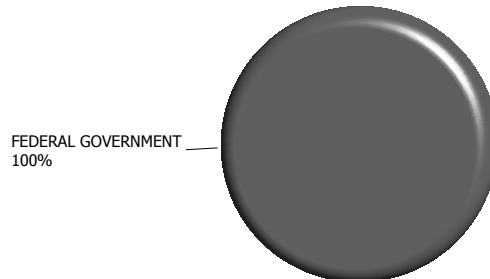
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



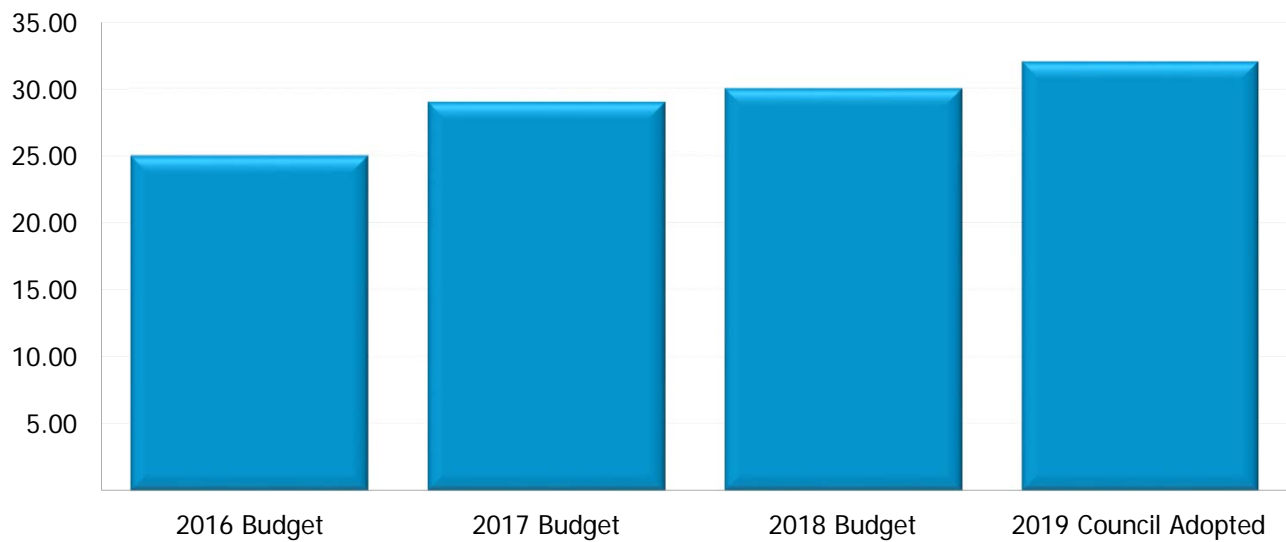
**Revenue by Type**



## CIVIL RIGHTS Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council	% Change	Change
				Adopted		
COMPLAINT INVESTIGATION	5.52	6.52	5.69	5.63	-1.1%	(0.06)
CONTRACT COMPLIANCE	9.74	10.74	10.05	9.96	-0.9%	(0.09)
EQUITY IN EMPLOYMENT	2.22	3.22	3.36	3.33	-0.9%	(0.03)
LABOR STANDARDS ENFORCEMENT	2.00	2.00	3.21	4.33	34.9%	1.12
POLICE CONDUCT REVIEW	5.52	6.52	7.69	8.75	13.8%	1.06
Overall	25.00	29.00	30.00	32.00	6.7%	2.00

### Positions 2016-2019

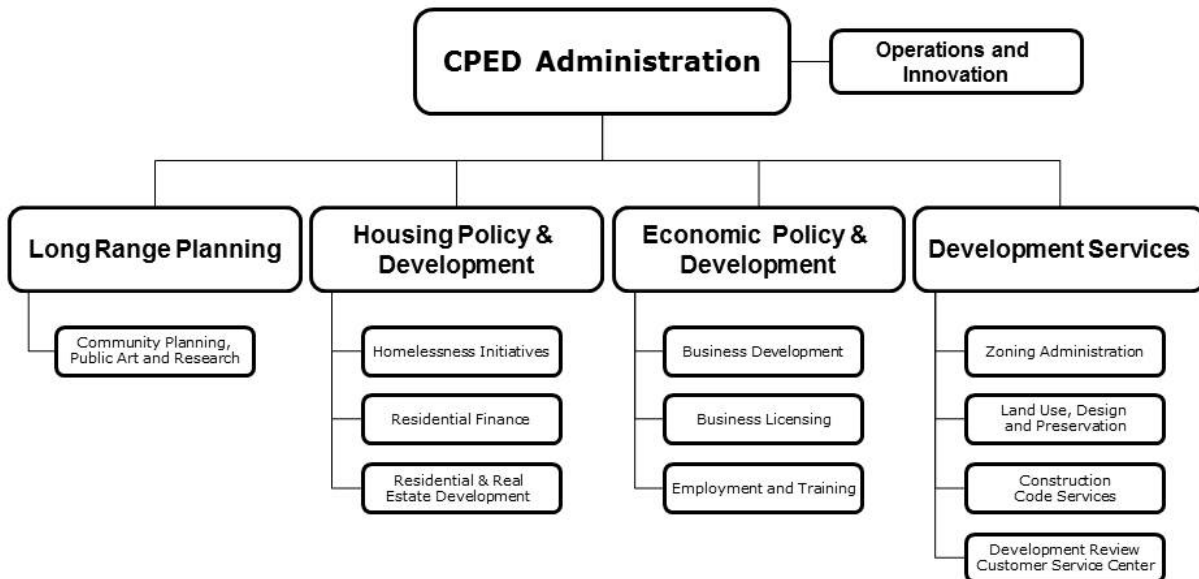


## COMMUNITY PLANNING AND ECONOMIC DEVELOPMENT

### MISSION

Grow a vibrant, livable, safely built city for everyone.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Administration and Support

General Fund: \$8,697,000

Other Funds: \$1,448,000

This division provides department-wide leadership and support for internal City services including budget, technology services, business process improvements, finances, information-technology, communications, fleet management, space management, employee engagement, and workforce planning, and community engagement/outreach. It is also responsible for oversight and management of data analytics and administrative enforcement. The division strives to improve and facilitate accountability and innovation throughout its divisions, providing analysis and long-range thinking that supports responsible decision making. It is also responsible for coordination of projects, public policy process and implementation, committee actions and council process.

## **Housing Policy and Development**

Housing Policy & Development establishes housing policy, finances and redevelops single and multifamily residential real estate to stimulate private investment, increase the tax base and sustain a healthy housing market.

### **Affordable Housing Development**

General Fund: \$1,282,000

Other Funds: \$29,562,000

This program provides necessary financing for the development, redevelopment or preservation of affordable and mixed income rental housing to meet current and future resident needs, stimulate private investment, increase tax base, and sustain a healthy housing market.

### **Homeownership Support & Development**

General Fund: \$1,013,000

Other Funds: \$12,956,000

This program is designed to assist with the development, redevelopment and support of ownership housing of 1-4 units. The work is critical to promote high quality and healthy housing, and promote affordable, sustainable homeownership, with a strong focus on reducing racial disparities in homeownership rates. The major sub programs include Minneapolis Homes: Buy, Build, Rehab, Home Ownership Works, Homeownership Opportunity Minneapolis, Homeownership Counseling and Education, Homeowner Rehab, Vacant and Boarded program and property management of vacant properties.

## **Economic Policy and Development**

Economic Policy & Development supports investment that grows businesses, jobs and the City's tax base, and works to ensure that Minneapolis residents are competitive for those jobs.

### **Business Development**

General Fund: \$2,688,000

Other Funds: \$6,982,000

Business Development helps businesses to start, stay and grow in Minneapolis to expand job growth, business ownership, tax base and commercial vitality particularly for those populations and neighborhoods that have been disenfranchised. To accomplish its work, Business Development has an array of programs and projects including small business loans and facade grants, business technical assistance, site search assistance, and commercial real estate development.

### **Adult Workforce Development**

General Fund: \$1,051,000

Other Funds: \$4,744,000

Through a network of community-based employment service providers, Adult Workforce Development helps Minneapolis residents find and retain jobs or pursue training that will lead to employment. The Minneapolis Works, Career Pathways, and WIOA Adult programs serve low-income Minneapolis job seekers, while the Dislocated Worker Program helps recently laid-off adults return to the workforce. In partnership with community-based agencies, the adult

programs provide career counseling, job readiness training, job search assistance, and job placement. Many of the clients served through the programs have multiple barriers to employment, including ex-offender status, lack of consistent work history, unstable housing, low educational attainment, and/or chemical dependency.

In 2017, through its various programs and strategies, Adult Workforce Development programs assisted over 2,000 Minneapolis residents through employment training, career navigation, and job counseling services; over 1,000 gained employment. The remaining job seekers continue to utilize employment services provided by these programs to secure permanent or temporary employment. Annual reports can be found on the [Minneapolis Employment and Training website](#).

#### **Youth Training and Development**

General Fund: \$927,000

Other Funds: \$3,234,000

The City of Minneapolis Youth Programs aim to create a strong future workforce by reducing youth unemployment and racial employment disparities. The STEP-UP Program and the Year Round WIOA Youth Program are distinct but well-linked programs that provide employment for low-income Minneapolis youth, ages 14-21. Both programs are designed to give Minneapolis youth from minority communities and low-income families the tools to find their place with the workforce.

STEP-UP, a nationally recognized youth employment program, serves nearly 2,000 Minneapolis youth every summer, connecting them to real and valuable summer work experiences. STEP-UP interns receive critical work readiness training prior to being placed in a summer job. Through STEP-UP, youth learn good work habits, earn wages, and gain experience while providing valuable services to local businesses. Augmenting the summer job experience is the opportunity to attend camp, participate in workshops, and earn high school credit via classroom training.

The Year Round WIOA Youth Program provides approximately 1,000 youth with year-round stabilization programming, including employment placement services. All youth participants experience barriers to employment, including homelessness, high school dropout, and juvenile criminal records. This program increases youths' long-term employability by enhancing educational, occupational, and leadership skills.

#### **Business Licensing**

General Fund: \$3,337,000

This program regulates business licensing for liquor establishments and over 200 other types of businesses and annually licenses 11,000 businesses and individuals. The service includes assisting business owners through various regulatory processes, license application review, background checks, on-site facility inspections, and the collection of license fees with an annual renewal billing system.

#### **CPED Long Range Planning Division**

General Fund: \$1,918,000

Other Funds: \$1,206,000

Long Range Planning Division has four key components:

- (1) Comprehensive Planning actively aligns the City's planning, economic development, housing development, and transportation planning functions into a sustainable, regional framework for managed growth over the next generation.
- (2) Research activities guide and inform our planning work; this includes developing and utilizing applied research derived from quantitative and qualitative methods and data.
- (3) The Art in Public Places program is comprised of six areas of regular work activity which include the commissioning and creation of art in public places, conservation, technical assistance to other agencies, public art policy, proposals for art on city property, proposals for art on private property, and working with cultural communities.
- (4) Creating public realm guidelines and strategies, establishing a coordinated governmental strategy for all public realm improvements.

## **Development Services**

Development Services manages zoning administration, land use, design and preservation review, construction code services and the customer service center that serves as the front door for the City's consolidated development activities.

### **Development Services – Customer Service Center**

General Fund: \$2,219,000

The Customer Service Center serves as the front door and service center for the City's consolidated development activities and focuses on consistent, streamlined customer service. It ensures high-quality development while requiring that building construction and rehabilitation projects meet the City's standards in terms of safety, livability and health and environmental sensitivity. Business licenses, rental licenses and critical parking permits may also be obtained at this center.

### **Land Use, Design and Preservation**

General Fund: \$2,264,000

Other Funds: \$770,000

The Land Use, Design, Preservation and Zoning department guides development as required by law, helping residents and property owners invest in the City in a way that aligns with the City's comprehensive plan and development regulations. The department is responsible for managing, reviewing, and enforcing land use, zoning, preservation, and environmental review applications. The department staffs and administers public processes, including public meetings of the City Planning Commission, Heritage Preservation Commission and Zoning Board of Adjustment. The department performs administrative reviews and preservation permits at the customer service center, as well as guiding ongoing regulatory reform affecting land use and development.

### **Construction Codes Services**

General Fund: \$9,400,000

Construction Code Services (CCS) ensures the comprehensive application of the Minnesota State Building Code and applicable city ordinances. CCS consists of the three business lines of construction plan review, construction inspections, and programs. Construction plan review accepts all applications for building, elevator, mechanical, and plumbing work that require a plan review and a permit. Plans are reviewed and permits are issued for these projects. Construction inspections performs all required inspections for building, elevator, mechanical, and plumbing work covered by issued permits and respond to complaints regarding construction

projects. Programs include elevator registration and annual inspections, code compliance, truth-in-sale-of-housing, certificate of occupancy, and fire escrow.

#### **CPED Debt Service & Transfers**

Other Funds: \$35,167,000

This program relates to the administration and management of certain CPED financial resources, both with external partners and between CPED funds. This program provides for the transfer of revenues necessary to pay annual debt service on bonds and other contractual obligations issued to undertake various CPED activities as well as the internal transfer of eligible revenues to finance CPED development activities.

#### **FINANCIAL ANALYSIS**

##### **Expenditure**

For 2019, Community Planning and Economic Development's (CPED) budget is \$130.9 million, an increase of 31.6% or \$34.5 million from the 2018 budget. The increase is attributable to routine inflationary operating increases and the recommended additions.

##### **Revenue**

In 2019, the department anticipates \$143.7 million in revenue, an increase of \$23.4 million or 21.5% from 2018. Revenues in the department exceed expenditures due to the lagging nature of review work performed in association with the collection of license and permit fees.

##### **Fund Allocation**

In 2019, 40.2% of the department's budget is funded from general fund resources, or \$51.8 million. The remaining budget is funded from federal and state grants, tax increment property taxes and transfers as well as other resources.

##### **Budget Change items**

Detailed change items are presented on the following pages.

## Community Planning & Economic Development 4d Expansion

## 2019 Change Item

Program: Affordable Housing Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$250	\$250	\$250	\$250	\$250	\$250
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$250	\$250	\$250	\$250	\$250	\$250

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The Council approves \$250,000 in ongoing other funding to support the expansion of the City's 4d Pilot initiative into a full City program.

### Rationale/Background:

Funds will be used to cover City expenses related to payment of document recording fees, Low Income Rental Classification (LIRC) application fees to Minnesota Housing, data analysis on program outcomes and equity impacts, and consultant fees to assist with energy efficiency and healthy homes improvements.

This item addresses the Mayor's priority of expanding access to affordable housing throughout the City. The City is now a majority renter population. Approximately 50,000 Minneapolis renter households earn less than 60% of the area median income (\$51,400 for a family of four in 2016). The majority of these households (78%) are cost burdened, meaning that they pay more than 30% of their income for housing. Almost half (46%) are paying more than half of their income for housing. Minneapolis renters are facing increasing housing costs with decreasing incomes, and the city has fewer affordable housing units today than it did 15 years ago. The energy cost burden is also disproportionately high for low income renters, and disparities in housing quality have serious health impacts for residents, especially children. The private market is unable to produce or rehabilitate rental housing at an affordable level due to the costs associated with constructing, owning, and operating developments.

The 4d Pilot initiative utilizes the State Low Income Rental Classification tax status to preserve NOAH properties that have at least 20% of the units with rents affordable to households with incomes at or below 60% of the Area Median Income (AMI). Naturally Occurring Affordable Housing, or NOAH, refers to unsubsidized, typically Class C buildings. Minneapolis has approximately 30,000 Class C units in buildings of 4 or more units, and fewer than 15,000 of these units have rents affordable to households with incomes at or below 60% AMI. NOAH properties have become progressively attractive to local and national speculators intent on maximizing cash flow through increasingly higher rents.



## 4d Expansion

**Description of the Change:**

This item is an expansion of the 4d Pilot Initiative. State statute provides for a LIRC tax classification that results in a 40% reduction in property taxes on rent and income restricted units. To qualify for the preferred tax status, the property must be subject to a recorded document due to financial assistance from a unit of federal, state or local government that restricts at least 20% of the units to be affordable to and occupied by households at or below 60% of Area Median Income (AMI). Funds will be used for the City's local government contribution for a full program rollout (beyond Pilot phase) and associated program costs related to data acquisition and analysis on program outcomes and equity impacts. Funds will also support consulting services related to the sustainability elements of the Pilot. Demand for this program exceeded capacity in the Pilot phase. Staff anticipates preserving 1,000-5,000 NOAH units through this program expansion, and aims to enroll participants in every City ward.

This program will complement other work throughout the City enterprise designed to address the need for more affordable housing. It overlaps most directly with other NOAH preservation activities and the energy efficiency and healthy homes work of the City Health Department and Sustainability Office. Staff anticipates this program will include adjustments and learnings from the Pilot phase, including expanding the program to buildings with 4 or more units and evaluating the possibility of offering the program to buildings with 2-3 units.

The City external partners for this program will primarily be smaller scale private rental property owners and Minnesota Housing. Internally, the Health Department and Sustainability team are partners in the 4d program's offerings related to optional energy efficiency and healthy housing improvements.

The implementation date of this program will be January 1, in anticipation of the March 31 application deadline established by Minnesota Housing. Sustainability improvements will follow according to utility company and Health Department schedules.

**Equity Impact:**

In Minneapolis, the population of color is growing faster than the population as a whole. The facts that racial and ethnic groups are over-represented amongst low income households, and that most people of color are renters means that the negative impacts of the shortage of affordable rental housing are disproportionately experienced by communities of color. Cost burdened households are disproportionately communities of color. For example, 66% of women of color were cost burdened in Minneapolis compared to 37% of white men. Energy cost burden is also disproportionately high for communities of color. Housing stability is a major concern, as evictions disproportionately impact neighborhoods with majority non-white populations. Historic discriminatory housing policies have had a lasting impact on development patterns. Persons with disabilities experience poverty at higher rates than the population, and veterans are overrepresented among the homeless population.

NOAH preservation programs are specifically designed as anti-displacement strategies, which are part of the City's duty to Affirmatively Further Fair Housing, defined as taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. NOAH preservation will help to reduce housing disparities among affected groups by expanding locational choice and access to decent, safe, affordable housing, and was supported by the Housing Preservation roundtable led by the Mayor's Affordable Housing Committee. Anticipated program changes will make the program feasible for very small-scale owners located throughout the entire city.

**Results:**

## 4d Expansion

Performance for this program will be measured by the number and location of units preserved through participation in the program. An additional metric will be the number of units/buildings that receive optional energy assessments, the amount and type of energy/healthy housing improvements made, and the anticipated cost savings. Program restricted rent levels can also be compared to average rents in the open market in both sold and unsold properties to measure the relative affordability impact for renters. This information is available through the City's CoStar market data subscription.

<b><i>Name of Measure</i></b>	<b><i>2018 budget</i></b>	<b><i>2019</i></b>	<b><i>Notes</i></b>
# of NOAH units preserved	200 units (pilot)	1,000-5,000 units	Range reflects variability in program demand.
# of properties making energy efficiency/healthy housing improvements	TBD	10-30 properties	Energy efficiency and healthy homes improvements will be encouraged; outcomes dependent on availability of funding for improvements outside of CPED.
# of wards with participating buildings	8 wards	13 wards	Goal is to preserve units throughout the City.

**Community Planning & Economic Development**  
**800 West Broadway (North Workforce Center)**

**2019 Change Item**

Program: Adult Workforce Development

Fund: General Fund – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$75					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$75	-	-	-	-	-

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The Council approves \$75,000 in one-time general funding for the 800 West Broadway – North Minneapolis Workforce Center.

**Rationale/Background:**

This item will support programming at 800 West Broadway - North Minneapolis Workforce Center that aligns to their 2019 goals and priorities. These goals and priorities focus on connecting community residents to work and career opportunities.

The Northside of Minneapolis has unemployment 2x-3x the Minneapolis average, as well as some of the highest poverty rates in the City. 800 West Broadway is an important center for opening opportunities and delivering employment and training programs for residents, both adults and youth.

**Description of the Change:**

800 West Broadway opened in late 2016, and this change item reflects need in 2019 for program support dollars. At this point the 2019 priorities of the Center are undeveloped, however, 100% of the allocation will support contractual services for programming related to employment and training counseling for occupations in demand. No funding for these activities has existed in past years.

The work of the Center fits within our Place-based strategy approach. This Center alongside the Cedar Riverside Opportunity Center, represent specific place-based approaches that address joblessness through collaboration and partnership.

Beyond Minneapolis staff support at 800 West Broadway, core partners include MN DEED, Veterans Services, Rehab Services, Minneapolis Public Schools Adult Education, North Point Health and Wellness, and many community partners; each partner provides services to residents each day.

Programming within 800 West Broadway is aimed at bringing key employment and training resources to the neighborhood.

The programming will occur throughout 2019, and future years.

**Equity Impact:**

800 West Broadway is a comprehensive workforce center with core employment and training programs offered each day. These services are provided by both the State of MN staff and community-based non-profit staff. This new resource, leveraged with other partner resources and in-kind investments will produce excellent results. Further, this intentionality of effort, coupled with a strong economy, has seen the unemployment rate drop considerably over the last three years. While this drop points in the right direction, more and ongoing investments are necessary.

**Results:**

The Center measures a number of inputs and outputs. Please see a snapshot of 800 West Broadway's reporting matrix below:

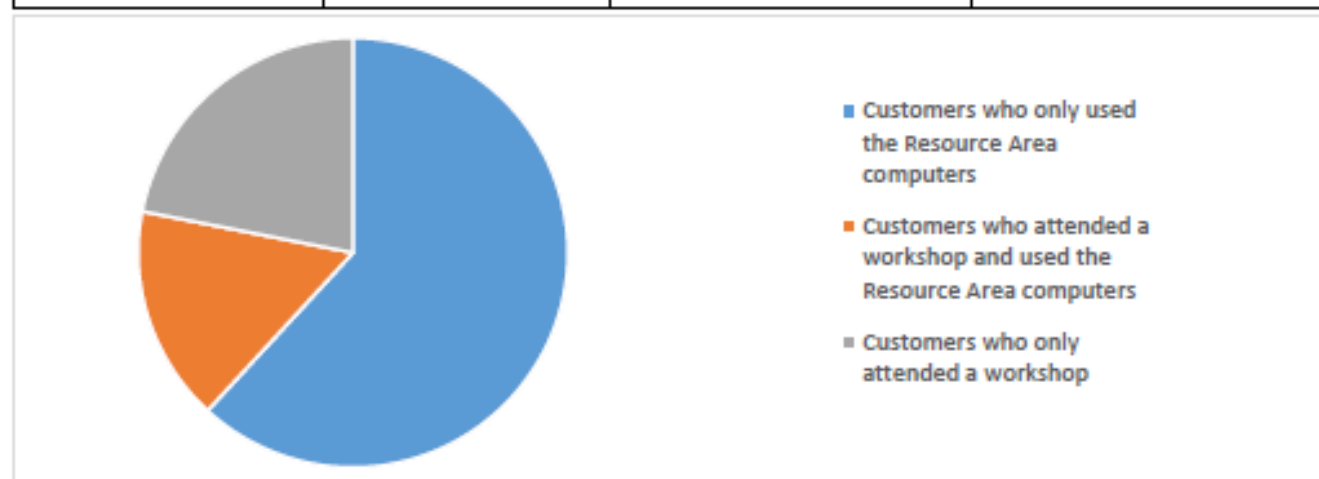
## Analysis of Cybrarian Customers - Mpls North WFC

DEED Agency Performance Office  
May 7, 2018

### I. Cybrarian Customer Activity

Count of logins into the WorkForce Center's Resource Area computers and attending statewide workshops			
Count of Cybrarian logins (duplicate customer count)	Average logins per customer	Count of workshop attendances (duplicate customer count)	Average attendance of workshops per customer
10,022	4.76	1,932	1.88

Unduplicated customer usage of WorkForce Center's Resource Area computers and/or attending statewide workshops			
Customers using Resource Area computers and/or attending a workshop	Customers who only used the Resource Area computers	Customers who attended a workshop and used the Resource Area computers	Customers who only attended a workshop
2,697	1,668	438	591



# Community Planning & Economic Development

## Affordable Missing Middle

2019 Change Item

Program: Homeownership Support & Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$500					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$500	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

### Council Adopted Budget:

The Council approves \$500,000 in one-time other funding for a new pilot initiative to create Affordable Missing Middle housing.

### Rationale/Background:

The Missing Middle initiative builds off of historic City investments. From 2008-2014, the City invested \$115 million in foreclosure recovery efforts and disaster relief from the North Minneapolis tornado. A majority of the vacant lots remaining in CPED's inventory were acquired during the foreclosure recovery era. As a result, properties are concentrated in the geographic areas of North Minneapolis and South Central Minneapolis that are the most vulnerable and most effected by past discriminatory policies. In these geographic areas there are higher rates of buildings with code violations, as well as the highest concentrations of residents in poverty. A more recent trend throughout the City that is also concentrated in North Minneapolis and South Central Minneapolis is a concern about resident displacement—distressed ownership housing is being purchased and converted to rental and rental rates are increasing faster than the incomes of area residents.

### Description of the Change:

This item is a new pilot initiative that will facilitate up to three pilot projects that result in an estimated six-12 affordable housing units on City-owned property. It is intended that the pilot initiative will inform a future expansion of the program. Financing the pilot initiative will enable staff to begin the work of program development in partnership with residents, developers, funders, and other City divisions.

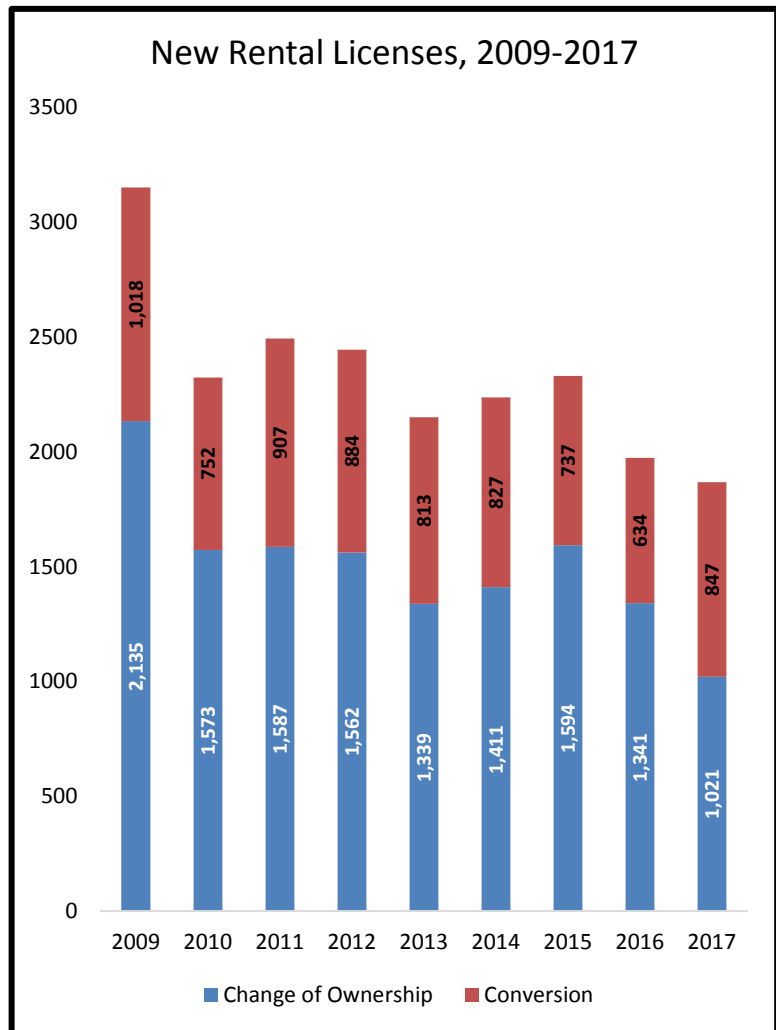
The housing will be on CPED-owned development parcels that are zoned for medium density and located on community and transit corridors by providing financial assistance for two to nine-unit housing development. CPED has identified 81 parcels that are zoned R3 or higher and is additionally conducting analysis of contiguous properties to determine feasible sites for development of Affordable Missing Middle housing. These parcels are suitable sites for development that is denser than single family or duplex ownership housing financed through

## Affordable Missing Middle

Minneapolis Homes, but not sufficiently sized for a development financed through the Affordable Housing Trust Fund, which has a 10-unit development minimum.

Affordable Missing is complementary with neighborhood stabilization efforts by CPED that seek to reduce vacancy, support existing businesses or residents, and create new business or housing opportunities. Complementary activities include:

- Minneapolis Homes program that creates new affordable one to two-unit ownership opportunities.
- The Homeownership Opportunity Minneapolis program, that pairs Financial Wellness counseling with down payment assistance to improve access to homeownership opportunities
- Homeowner rehabilitation loans that helps stabilize existing owners in their housing through support for code and health and safety improvements
- The City of Minneapolis Great Streets program that supports key commercial corridors throughout the City
- The Affordable Housing Trust Fund that creates high quality rental units, with a focus along transit corridors and within areas of opportunity
- The initiatives of the North Side Home Fund and Promise Zone, which coordinate investment of resources to maximize impact within North Minneapolis.
- Transit investments in North Minneapolis, including the Bottineau Light Rail Line, Rapid bus lines on Emerson and Fremont, and investments along Penn, Lowry, and Broadway.



The program enhancement described will require partnership and coordination with Hennepin County, as several sites are adjacent to Hennepin County-owned property that could be mutually developed. It will also require the participation of for-profit and non-profit developers for implementation and potential capacity building to facilitate this type of development.

It is anticipated the program will require the following steps during the pilot year—2019:

- January – April: Draft program guidelines and facilitate listening sessions for community and stakeholder feedback
- May – July: Finalize program guidelines for approval by Council
- August – October: Request proposals and make funding determinations

## Community Planning & Economic Development

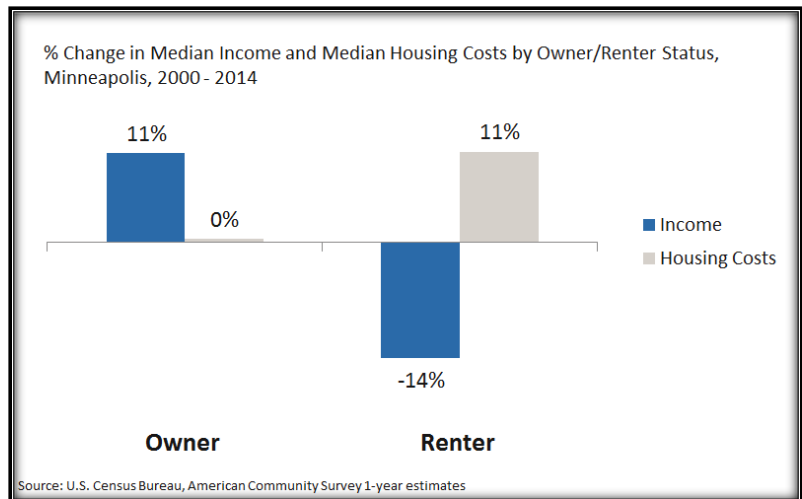
### Affordable Missing Middle

2019 Change Item

- November: Finalize staff recommendation for council approval
- December: Encumber funds and finalize contracts

#### Equity Impact:

Affordable Missing Middle is intended to provide either owner or rental housing of two to nine units on City owned property. This program is consistent with the draft Minneapolis 2040 Comprehensive Plan, which indicates that missing middle housing is the primary type of development that can result in naturally occurring affordable housing (NOAH) and that an increase in this development type is needed to meet population growth goals of the City. Communities of color in the City of Minneapolis are more likely to be renters, cost burdened, pay higher energy costs and face instability due to housing evictions. The program enhancement seeks to increase the number of housing units in the City, reducing pressure on the housing market as population growth continues. The program will create units that are affordable at or below 80% of area median income. Newly constructed homes are inherently more energy efficient than existing homes. Ownership units will stabilize households, and the proposal selection process for landlords will ensure that rental units are responsibly managed.



The Affordable Missing Middle enhancement is consistent with the strategic plan formed by Northside Home Fund and with the draft Minneapolis 2040 Comprehensive plan. The potential properties build off of the target areas established during foreclosure recovery in 2008-2014, which engaged residents, funders, and stakeholders to define the areas of investment based on rates of foreclosure, abandonment, and vacancy occurring in the target areas. A component of this program is to engage with the communities where investments are likely to be most concentrated. CPED will partner with NCR staff to design and implement a community engagement strategy about program guidelines.

#### Results:

<i>Name of Measure</i>	<i>Previous</i>	<i>Current</i>	<i>Dates</i>
# of new housing units developed	N/A	6-12 units	2018 previous, 2020
# of CPED-owned lots (zoned R3 or higher) returned to the tax rolls	NA	3-6 lots	2018 previous; 2020

New program guidelines will be developed that incorporate culturally comprehensive feedback from area residents. It is anticipated that six to 12 units of affordable housing will be created through the development of one to three project sites. The six to 12 units will serve households at 80% AMI. The results of the pilot will help develop a disposition strategy for the remaining CPED-owned parcels that are zoned for medium density. It is anticipated that as more sustainable affordable housing is developed, this will reduce the demand for rental conversions and will result in better managed units.

**Community Planning & Economic Development**  
**African American Museum and Center for Racial Healing**

**2019 Change Item**

Program: Business Development

Fund: General Fund – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$40					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$40	-	-	-	-	-

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The Council approves \$40,000 in one-time general funding for site investigation and predevelopment work for African American Museum and Center for Racial Healing.

**Rationale/Background:**

The idea for the African American Museum and Center for Racial Healing comes from the community. Discussed as part of community dialogues (#futureof38th), the Museum will be located in the historic heart of the African American community in Minneapolis. It could be a home for Mapping Prejudice work, and it will serve both to remind the public of the important role African Americans play in our city and to remind visitors that healing still needs to take place between the City and its African American residents.

**Description of the Change:**

This funding will be used for site investigation and predevelopment work.

**Equity Impact:**

The African American Museum and Center for Racial Healing will serve as a point of entry to trauma recovery and mental health services. As is the case for African American museums across the globe, it will serve as a destination and support the economic vitality for the historic corridor. This project will serve more residents and the number of trainings provided to mental health professionals in a cultural affirming environment.

**Results:**

Help improve relationship with the community especially with African American residents.



**Community Planning & Economic Development**  
Affordable Housing Trust Fund

**2019 Change Item**

Program: Affordable Housing Development

Fund: TIF Funds

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$234	\$234	\$234	\$234	\$234	\$234
IT	\$3					
Fleet						
Contractual Services	\$7	\$2	\$2	\$2	\$2	\$2
Other	\$13,837					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$14,081	\$236	\$236	\$236	\$236	\$236

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

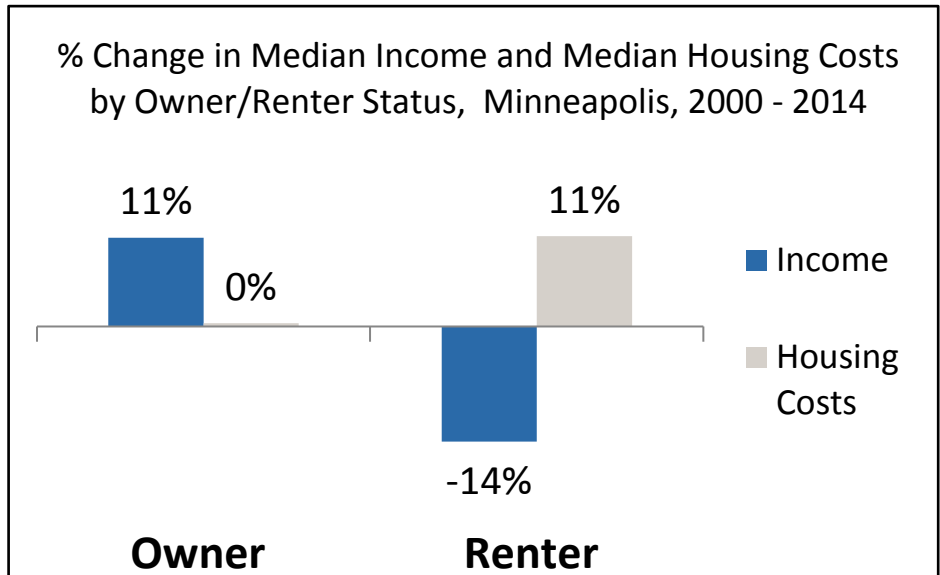
**Council Adopted Budget:**

The Council approves \$13,845,000 one-time other funding for the Affordable Housing Trust Fund (AHTF) and \$236,000 in ongoing other funding to support 2 new FTEs to expand the capacity of staff to administer and deliver this program.

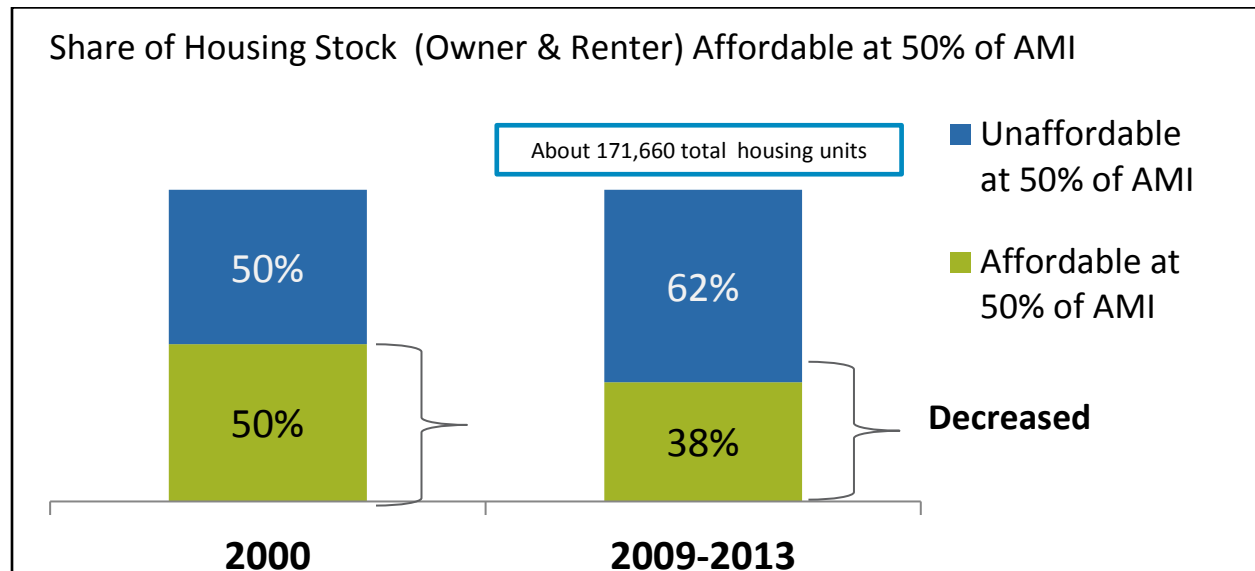
**Rationale/Background:**

This item assumes existing base budget of \$6,513,000 and rolls a previously separately allocated program amount of \$1,000,000 for the Family Housing Initiative into the AHTF, for a total AHTF amount of \$21,000,000. Funds will be used to provide gap financing for the production and preservation of affordable rental housing.

This item directly addresses the Mayor's priority of expanding access to affordable housing throughout the City. The City is growing faster than it has since 1950, and is now a majority renter population. Minneapolis renters are facing increasing housing costs with decreasing incomes, and the city has fewer affordable housing units today than it did 15 years ago. Production is not keeping pace with unit loss. Approximately 50,000 Minneapolis renter households earn less than 60% of the area median income (\$51,400 for a family of four in 2016). The



majority of these households (78%) are cost burdened, meaning that they pay more than 30% of their income for housing. Almost half (46%) are paying more than half of their income for housing. The energy cost burden is also disproportionately high for low income renters, and disparities in housing quality have serious health impacts for residents, especially children. The private market is unable to produce or rehabilitate rental housing at an affordable level due to the costs associated with constructing, owning, and operating developments.



The AHTF is one of the City's primary tools for providing financing to help close the gap between what it costs to provide decent, safe housing and what low-income residents can afford. Through the issuance of AHTF deferred loans, the City assists in financing the new production and preservation/stabilization of affordable and mixed-income rental housing. And, the challenges listed above are addressed through program requirements related to affordability level and term, green and healthy building techniques, locational choice, and others. Significantly increased resources for the AHTF, thereby increasing the number of projects that can be fully funded and constructed on a faster timeline, is perhaps the most direct way the City can expand access to affordable housing.

#### **Description of the Change:**

This item is an expansion of a well-established program. The item will double the historical AHTF budget target of \$10,000,000 per year to \$21,000,000 in 2019 (inclusive of the Family Housing Initiative).

- Loan Funds available – \$14,337,000 in loan funds to support the capital costs of affordable housing production and preservation, plus base budget of \$6,513,000, for a total AHTF budget of \$21,000,000. Of this amount, \$1,000,000 will be set aside to support 20 units (\$50,000/unit) of large family housing for families at risk of homelessness (3-bedroom units at 30% AMI). For the remaining \$20,000,000, the City could fund 500-800 units, depending on the maximum AHTF award limit allowed. (The current maximum of \$25,000/unit represents the ability to fund an additional 800 units. If the AHTF award limit was raised to \$40,000/unit, the number of units funded will drop to 500, and will adjust accordingly for amounts in between.)
- Administrative or programmatic capacity – Additional amount for \$236,000 for 2 new FTEs to support program implementation due to increased budget capacity. Specifically, one additional Senior Project Coordinator is needed to underwrite, process, and implement AHTF applications and loans, and one additional Project Coordinator is needed to support due diligence collection and loan closings. Current staff capacity is insufficient to sustain and implement the program in a timely manner.

The AHTF complements other work throughout the City enterprise designed to address the need for more affordable housing. It overlaps most directly with the federal Low-Income Housing Tax Credit program and the Housing Revenue Bond program, and is in some ways constrained by the resources available in those programs. Due to the costs associated with housing development, it is rarely feasible to finance a new project without bonds and/or tax credits in addition to AHTF.

The City relies on multiple partners to execute the AHTF program including private developers (both nonprofit and for profit) and other funding partners (federal, state, regional, and local). The typical affordable housing project requires anywhere between 3-12 or more funding sources.

The AHTF results in directly expanding access to affordable housing by providing capital for the production and preservation of housing units. Trust Funds are awarded on an annual RFP cycle administered by staff that is a year-round process beginning January 1.

**Equity Impact:**

In Minneapolis, the population of color is growing faster than the population as a whole. The facts that racial and ethnic groups are over-represented amongst low income households, and that most people of color are renters means that the negative impacts of the shortage of affordable rental housing are disproportionately experienced by communities of color. Cost burdened households are disproportionately communities of color. Energy cost burden is also disproportionately high for communities of color. Housing stability is a major concern, as evictions disproportionately impact neighborhoods with majority non-white populations. Historic discriminatory housing policies have had a lasting impact on development patterns. Persons with disabilities experience poverty at higher rates than the population as a whole, and veterans are overrepresented among the homeless population.

The AHTF is one tool the City utilizes to implement its duty to Affirmatively Further Fair Housing, defined as taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. There are many requirements in the AHTF designed to improve disparities in housing need and access, replace segregated living patterns with integrated and balanced living patterns, improve access to opportunity in area of concentrated poverty where a majority of residents are people of color, and foster and maintain compliance with civil rights and fair housing laws. Robust community engagement has been and will continue to be a key component of the City's certifications related to Affirmatively Furthering Fair Housing.

The production and preservation of an increased number of affordable housing units made possible by expanded funding and capacity within the AHTF program, in accordance with our fair housing obligations, will help to reduce disparities among affected groups by expanding locational choice and access to decent, safe, affordable housing, both inherently and as the result of specific program policies and rules designed to achieve that outcome. (i.e. federal program rules, affirmative fair marketing requirements, tenant selection plan requirements, design standards, accessibility requirements, source of income nondiscrimination, relocation protections, etc.)

**Results:**

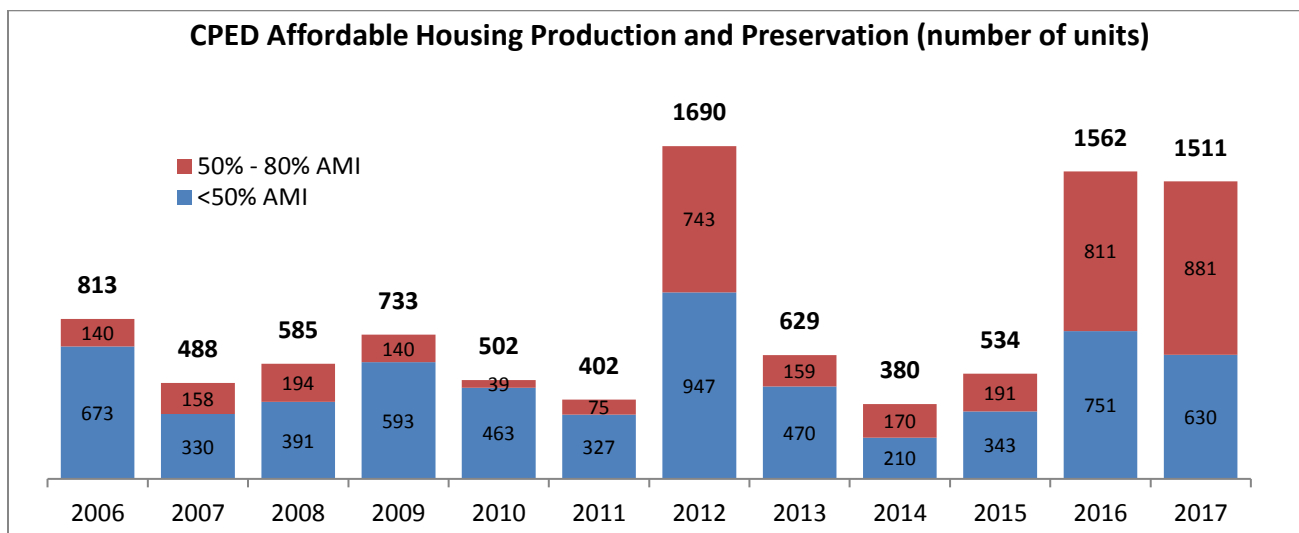
AHTF resources will be used to blend with other financial tools (low income housing tax credits, tax exempt bonds, tax increment financing) and to leverage other funding sources (debt, private equity, Minnesota Housing, Hennepin County, Federal Home Loan Bank, private philanthropy, etc.) to increase the number of affordable

**Community Planning & Economic Development**  
Affordable Housing Trust Fund

**2019 Change Item**

housing units produced and preserved. Projects funded through the AHTF are required to remain affordable for a minimum of 30 years. Currently, CPED reports on units produced and preserved below 80% of Area Median Income (AMI) and below 50% of AMI. In 2019, we recommend a shift to begin tracking outcomes consistent with Results Minneapolis reporting changes being coordinated by the City Coordinator's office. We have data available to report on various other AMI limits (30%, 50%, 60% and 80%).

<i><b>Name of Measure</b></i>	<i><b>2018 budget</b></i>	<i><b>2019 Recommendation</b></i>	<i><b>Notes</b></i>
# of new housing units financed	260 units	500-800 units	Units funded will depend on maximum award. This shows range from \$25,000-\$40,000/unit. Units funded in 2019 typically aren't available for occupancy for 2-3 years.
# of large family units financed	20 units	20 units	No change to funding level recommended for this set-aside



**Community Planning & Economic Development**  
Cedar Riverside Opportunity Center

**2019 Change Item**

Program: Adult Workforce Development  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$100					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The Council approves \$100,000 in one-time general funding for the Cedar Riverside Opportunity Center (the Center).

**Rationale/Background:**

This item will support programming at the Center that aligns to the Center's 2019 community goals. For example, programming in 2018 focused on the following for priorities: Health Care Careers, IT Careers, Youth Entrepreneurship, and outreach to high barrier youth.

The Cedar Riverside neighborhood has unemployment three times the Minneapolis average, as well as some of the highest poverty rates in the City. The Center is a key driver toward economic inclusion of community residents, both adults and youth.

**Description of the Change:**

In each of the past two budgeting processes, 2017 and 2018, the center has received one-time funding for program. This item reflects continued need in 2019 and beyond for program support dollars. At this point the 2019 priorities of the Center are still in development, however, 100% of the allocation will:

- Promote Youth entrepreneurship (\$40,000)
- Provide for media awareness / outreach to drive center utilization (\$30,000)
- Support center operations (\$30,000)

The work of the Center fits within our place-based strategy approach. This Center, alongside 800 West Broadway (north Workforce Center), represent specific place-based approaches that address joblessness through collaboration and partnership.

## Community Planning & Economic Development

### Cedar Riverside Opportunity Center

## 2019 Change Item

Beyond Minneapolis staff support at the Center, Hennepin County Libraries, Minneapolis College, and Emerge Community Development form the core partners that provide services to residents each day.

Programming within the Center is aimed at bringing key employment and training resources to the neighborhood. Example for 2018 was a youth entrepreneurship class the engaged nearly 30 youth in exposure and age-appropriate plan development to start a business.

#### Equity Impact:

The Center, while serving the entire community, focuses on culturally appropriate services to the East African community, however, Oromo, Ethiopian, African American communities' members do and are seeking services at the center.

This resource, leveraged with other partner resources and in-kind investments are producing excellent results. Within the first year, over 500 residents connected to work through the centers efforts. Further, this intentionality of effort, coupled with a strong economy, has seen the unemployment rate drop to below 10%. While still nearly 3x the city average, in 2015 when the center was in the development stage the Cedar Riverside unemployment rate was close to 20%.

#### Results:

The Center measures several inputs and outputs. Please see the Center's reporting matrix below which highlights just a fraction of the information and data collected. The data below is collected by EMERGE and represents a variety of employment services in the last two quarters as well as cumulative since the center opened in March 2017:

Services Provided									
The number of participants who have received below services									
EMERGE	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL		CUMMULATIVE TOTAL		
Number of participants attended Employer Day Fairs	81	10	0	0	91			283	
Number of participants attended Community Events with Em	52	0	0	0	52			257	
Number of participants receiving Case Management/Career	251	87	0	0	276			606	
Number of participants assisted with job search activities	25	5	0	0	29			70	
Number of participants assisted with resume	30	2	0	0	31			84	
Number of participants who received Financial Coaching	34	15	0	0	46			82	
Specific activities (not otherwise counted above - such as Service Learning, Pathways Prep, FAFSA Assistance)	4	0	0	0	4			8	
Number of participants who received Support Service Dollars	158	75	0	0	163			310	
Support Services Dollar amount provided to participants	\$27,843.20	\$6,320.00	\$0.00	\$0.00	\$34,163.20			\$105,403.23	
TOTAL	311	145	0	0	346	(Includes lines 91-96)		728	

**Community Planning & Economic Development**  
**Discontinue CPED Participation in 01900 Fund**

**2019 Change Item**

Program: Construction Code Services  
Fund: General Fund - 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Fees	\$300	\$300	\$300	\$300	\$300	\$300
<b>Expenditures</b>						
Personnel	\$257	\$257	\$257	\$257	\$257	\$257
IT						
Fleet						
Contractual Services	\$43	\$43	\$43	\$43	\$43	\$43
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	2	2	2	2	2	2

Program: Construction Code Services  
Fund: Regulatory Services Fund - 01900

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Fees	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)
<b>Expenditures</b>						
Personnel	(\$257)	(\$257)	(\$257)	(\$257)	(\$257)	(\$257)
IT						
Fleet						
Contractual Services	(\$43)	(\$43)	(\$43)	(\$43)	(\$43)	(\$43)
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	(2)	(2)	(2)	(2)	(2)	(2)

**Council Adopted Budget:**

The Council approves an ongoing transfer of \$300,000 and 2 FTE's from the Regulatory Service Special Revenue Fund (01900) to the General Fund.

**Rationale/Background:**

Three divisions from Regulatory Services (Business Licensing, Minneapolis Development Review, Construction Code Services) were merged into CPED in 2013. Part of that merger included two revenue-supported positions (District Manager, Building Inspector). The revenues generated by these positions, and their associated expenses,

**Discontinue participation in 1900 fund**

are currently managed within the Regulatory Services Special Revenue Fund. However, as these activities are more closely tied to other work that is currently performed under the general fund, it makes the most sense to reallocate these positions and the associated funding into the General Fund from an administrative standpoint.

**Description of the Change:**

This item will move the expenditure related to two (2) FTEs, and the revenues generated by the work they perform, from the Regulatory Services Special Revenue Fund – increasing both revenues and expenditures in the General Fund by \$300,000, and decreasing revenues and expenditures in the regulatory services special revenue fund by the same amount.

**Equity Impact:**

NA

**Results:**

NA



## Community Planning & Economic Development

## 2019 Change Item

### Eviction Representation Pilot

Program: Affordable Housing Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$150					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$150	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

#### Council Adopted Budget:

The Council approves \$150,000 in one-time other funding for Eviction Representation Pilot.

#### Rationale/Background:

This proposal addresses the Mayoral priority of protecting Minneapolis renters. Approximately 2,700 households in Minneapolis face eviction without an attorney in the courtroom. While some of the households receive limited representation, for many in-court representation is necessary to vindicate their rights. Fewer than 10% of tenants facing eviction have attorneys by their side while their eviction cases are heard in court. More than 50% of landlords have legal representation in court. In addition to extremely low rates of legal representation for tenants facing eviction, 80% are facing eviction for the first time and many have limited English proficiency and lack the ability to explain legal defenses they have. This pilot will seek to prevent families from becoming homeless. Preventing evictions is a fiscally prudent decision and saves public money. Hennepin County pays \$4,354 to \$5,062 for shelter for an average household experiencing homelessness.

Representation of families facing evictions has the added benefit of connecting families affected by unhealthy or unsafe living conditions with City services and legal interventions. This pilot will meet the City's goals of preventing displacement and resolving health and safety problems in homes.

#### Description of the Change:

This new program that will be administered through a contract or contracts with service providers, will complement the housing inspection and rental licensing work of Regulatory Services. Minneapolis is now a majority renter city facing increasing affordable housing challenges, particularly for low income renters, who are disproportionately people of color. This service will help address inequities in rental housing opportunities by helping to stabilize housing for low income renters and improve rental housing quality by preventing landlords from using evictions to avoid making needed repairs to housing.

**Eviction Representation Pilot**

This program will complement the City's work to prevent homelessness, including Emergency Solutions Grant support of rapid rehousing funding and coordination with Hennepin County and Minneapolis Office to End Homelessness. A request for proposal or qualifications will be issued in early 2019; a request for City Council approval to award a contract or contract will be made in Spring 2019; for implementation of services in mid-2019.

**Equity Impact:**

Legal services will be provided to low income renters who cannot afford traditional legal service and are facing imminent displacement from their housing. Many households facing eviction have a family member with a disability. Nearly 70% are women or female-headed households, and 74% identify themselves as a race or ethnicity other than non-Hispanic white. By preventing homelessness, increasing housing stability, and improving housing quality, this pilot program will reduce housing disparities for persons with a disability, families with children, people of color, and other low-income renters.

**Results:**

It is estimated that this funding would support legal services for 100-125 low income renter households facing eviction

Performance measures:

- Reduction in eviction rates
- Prevention of homelessness among tenants facing eviction (as measured by use or lack of use of emergency shelter and/or rapid rehousing funding)
- Increase in repairs to correct health and safety problems in housing

**Community Planning & Economic Development****2019 Change Item**

Great Streets and B-TAP (Business Technical Assistance Program)

Program: Business Development

Fund: CDBG Program Income – Fund 01400

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Program Income from CDBG grant	\$547					
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$547					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	0	0	0	0	0	0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	0	0	0	0	0	0

**Council Adopted Budget:**

The Council approves \$547,000 in one-time funding of Community Development Block Grant (CDBG) funds for Great Streets and Business Technical Assistance (B-TAP).

**Rationale/Background:**

Great Streets Real Estate Gap Financing loans provide critical funding to catalytic commercial real estate revitalization projects located in designated Great Street neighborhood commercial districts. The loan is often the last piece of funding needed to allow a project to close and begin construction. The projects involve taking blighted and underutilized commercial properties and improving them into community-benefiting assets. Examples of past projects include Project for Pride in Living's Franklin Theater, the Eastside Food Co-op, the Five Points building, Chicago Avenue Fire Arts Center, African Development Center's headquarters, Kindred Kitchen, and the main Seward Coop store. These funds are also available to fund loans under the City's Grow North program focused on Northside businesses and employers.

**Description of the Change:**

This funding will allow existing activities to continue. Business Development received a large allocation of CDBG funds several years ago and has been spending it down through Great Streets and B-TAP activities. With less than \$200,000 left and given the projected need in 2019, more CDBG allocation is needed. This allocation will fund 1) a round of annual B-TAP contracts in 2019 (approximately \$300,000) with our nonprofit community development partners such as African Development Center, Metropolitan Consortium of Community Developers, Neighborhood Development Center, etc. and 2) at least two Great Streets Gap loans of up to \$500,000 each. Potential projects in the pipeline that may seek a Great Streets Gap loan include the Baldwin Square project at 42<sup>nd</sup> and Fremont Ave N, 1001 West Broadway, 1400 Block of West Broadway, the Indigenous People's Task Force project at 2313 13<sup>th</sup> Ave S, the Cultural Wellness Center at 3800 3<sup>rd</sup> Ave S, the Family Partnership project at Bloomington and Lake St. Other eligible projects can arise unexpectedly.

**Great Streets and B-TAP (Business Technical Assistance Program)****Equity Impact:**

As evidenced by past loans in West Broadway, Franklin Avenue, and 38<sup>th</sup> & Chicago, Great Streets Gap loans address real estate funding needs in economically challenged neighborhood commercial districts with higher proportions of residents of color. The projects often clean up blighted or underutilized properties and provide commercial and/or social services to the community. As part of the development process, neighborhood groups and other community stakeholders provide input on the project. Given the projects in the pipeline located in multiple parts of North Minneapolis and the Phillips-Powderhorn areas, future loans stand to assist projects benefiting people of color and residents in those communities.

The B-TAP program, particularly the activities funded with CDBG dollars, serves a high proportion of low income and minority entrepreneurs. In 2017 for the BTAP program overall, 87% of B-TAP clients had low to extremely-low incomes, 43% were women, and 64% were people of color (29% African Immigrant, 19% Black/African American, 7% Latino/Hispanic, 5% Asian, and 4% American Indian).

**Results:**

Funding Great Streets Gap loan will allow commercial revitalization projects to occur that would otherwise not. This leads to improved commercial and social services in a community, job opportunities, and an enhanced tax base.

Funding the B-TAP CDBG activities will allow the program to continue to reach high proportions of low-income and minority entrepreneurs, metrics around which are included in CPED's Results reports.

**Community Planning & Economic Development****2019 Change Item****Homeowner Rehab Program**

Program: Homeownership Support &amp; Development

Fund: 01400 - CDBG Program Income

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Program Income from CDBG grant	\$750					
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$750					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	0	0	0	0	0	0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	0	0	0	0	0	0

**Counsel Adopted Budget:**

The Council approves \$750,000 in one-time funding from Community Development Block Grant (CDBG) fund for the Homeowner Rehab Program.

**Rationale/Background:**

Since the 1960s, the City of Minneapolis has offered affordable home improvement loan programs to improve the condition of its aging housing stock. The goal has been to preserve property values and assist homeowners in making basic livability improvements and increase living space for growing families. For over a decade, the City of Minneapolis outsourced the lending services associated with the administration of its home improvement programs to Greater Metropolitan Housing Corporation (GMHC). In 2017, GMHC notified the City it was ending its lending activities.

In an effort to make an informed business decision, staff contracted with Ehlers, Inc. to perform an analysis of our programs. It was determined that it was more cost-effective to perform the services in-house as opposed to outsourcing. Based on the findings, CPED commenced the process of creating the infrastructure to support this transition.

To expand the resources available to assist homeowners with the repair and improvement of their property, the City applied for and received an Impact Fund award from Minnesota Housing to support the Rehab Support Program. These funds are used to write down the interest rate on Minnesota Housing's Fix Up Loan from their current rate of 5.99% down to 2.00%. Since GMHC was already a lender of Minnesota Housing's programs, they were able to provide the lending services for this program. To allow the Rehab Support Program to continue, CPED applied to Minnesota Housing and was approved to become a lender of their products. As an approved lender, the City will be able to utilize any Minnesota Housing loan product, which allows more resources to be available to Minneapolis homeowners.

**Homeowner Rehab Program****Description of the Change:**

The City will no longer outsource this work; instead, it will be administered by CPED staff. The program design does not change. The purpose of this item is for \$750,000 in one-time CDBG program income to support the program.

**Equity Impact:**

The City of Minneapolis does not have a goal related to rate of service to any one population for the rehab program, as the focus of this program is to assist existing homeowners in need of rehab work to their homes. There is an income cap of 80% AMI. We will continue to work with the Department of Neighborhood and Community Relations to ensure our outreach efforts are diverse and reach all segments of our population.

**Results:**

The funding of this program has allowed us to secure additional resources from Minnesota Housing. This leverage will more than double the households served through our program in the coming year from 38 households in 2017 to approximately 80 in 2019.

## Community Planning & Economic Development

## 2019 Change Item

### Homeownership Counseling and Outreach

Program: Homeownership Support & Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$50					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$50	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

#### Council Adopted Budget:

The Council approves \$50,000 in one-time other funding to expand the Homeownership Counseling and Outreach program.

#### Rationale/Background:

The program provides administrative support to the Minnesota Homeownership Center (HOC) and its network of homebuyer educators providing service to Minneapolis homeowners and prospective homebuyers. Funds will be used to increase the capacity of homebuyer education programs in the City of Minneapolis.

The program expansion addresses the Mayoral priority of preserving and expanding access to affordable and sustainable homeownership and reducing racial disparities in homeownership rates. The Homeownership Counseling and Outreach program provides educational resources to current and future Minneapolis residents to facilitate future home purchase. Homebuyer Education through a certified agency is a required step for accessing most down payment assistance resources, including through City of Minneapolis programs. Support for Homeownership Counseling and Outreach furthers City of Minneapolis goals to affirmatively further fair housing in the Twin Cities region.

To increase the opportunity for sustainable homeownership for low- to moderate-income households and communities of color in Minneapolis, the City began to contract with the Minnesota Homeownership Center (HOC) to offer financial wellness services in 2016. HOC has a network of culturally-specific service providers that assist households in becoming mortgage-ready. Depending on the household's current condition, this process could last up to two years. In 2016, 97 households were counseled and in 2017, the households served quadrupled to 407.

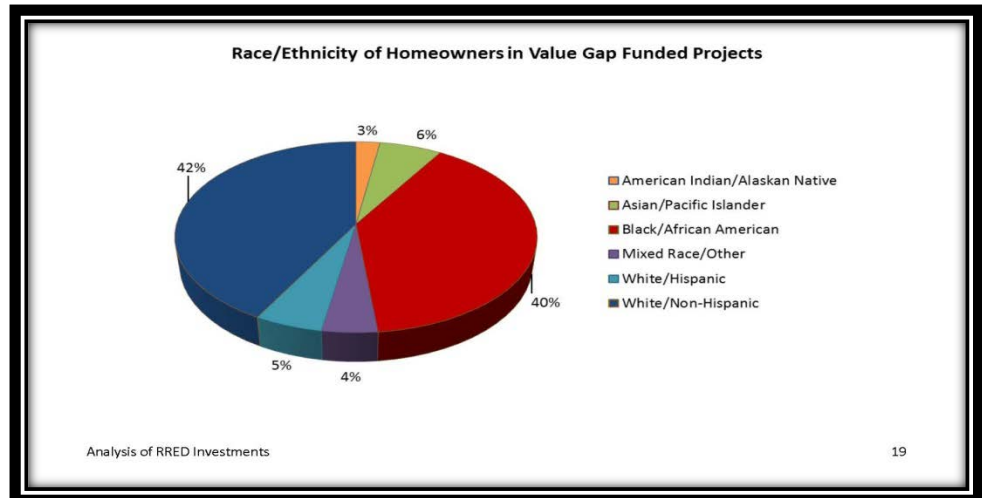
#### Description of the Change:

The item is a modification to the existing Homeownership Counseling and Outreach program. This \$25,000 increase is intended to expand the delivery system that supports the Minnesota Homeownership Center and its

# Homeownership Counseling and Outreach

service providers. We have made significant advances in our outreach efforts to the African-American households, but our results are not favorable in the Asian, Hispanic and American-Indian communities and it is envisioned that this increase in the budget will cater to expanded outreach in these communities.

Homeownership Counseling and Outreach is complementary with neighborhood stabilization efforts by CPED that seek to reduce vacancy, support existing businesses or residents, and create new business or housing opportunities. Complementary activities include:



- Minneapolis Homes program that creates new affordable 1-2 unit ownership opportunities.
- Homeowner rehabilitation loans that help stabilize existing owners in their housing through support for code and health and safety improvements
- The City of Minneapolis Great Streets program that supports key commercial corridors throughout the City
- The Affordable Housing Trust Fund that creates high quality rental units, with a focus along transit corridors and within areas of opportunity
- The initiatives of the North Side Home Fund and Promise Zone, which coordinate investment of resources to maximize impact within North Minneapolis.
- Transit investments in North Minneapolis, including the Bottineau Light Rail Line, Rapid bus lines on Emerson and Fremont, and investments along Penn, Lowry, and Broadway.

The program expansion described will require partnership and coordination with Homeownership Counseling and Outreach agencies and with the Minnesota Homeownership Center. Currently there are 18 Homeownership Counseling and Outreach agencies that serve residents of the City of Minneapolis and represent a diverse cross section of cultural competency, including:

- |  |  |
|--|--|
| • 1 <sup>st</sup> Home Network                   | • Lao Assistance Center of MN          |
| • African Development Center                     | • Lutheran Social Service of Minnesota |
| • African Families Development Network           | • Minneapolis Urban League             |
| • Anoka County Community Action                  | • Model Cities                         |
| • Bii Gii Wiin                                   | • Neighborhood Development Alliance    |
| • Community Action Partnership – Hennepin County | • NeighborWorks Home Partners          |
| • Comunidades Latinas Unidas En Servicio         | • PRG, Inc.                            |
| • Dakota County CDA                              | • Project for Pride in Living          |
| • Hmong American Partnership                     | • Strickland & Associates              |

This item affirmatively furthers fair housing by providing education and capacity building for homeownership. It is anticipated the program expansion will be implemented beginning January 2019.



# Homeownership Counseling and Outreach

## Equity Impact:

The City of Minneapolis and Twin Cities Region have the worst racial disparities in homeownership in the nation (Exhibit 1). Communities of color in the City of Minneapolis are more likely to be cost burdened (Exhibit 2), pay higher energy costs and face instability due to housing evictions. The Homeownership Counseling and Outreach program seeks to mitigate these disparities by stabilizing households in homeownership. Homebuyers that participate in the program are better informed homebuyers and therefore better positioned to be successful homeowners.

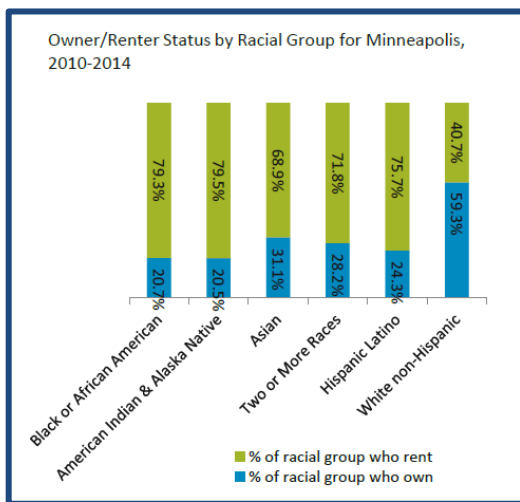


Exhibit 1

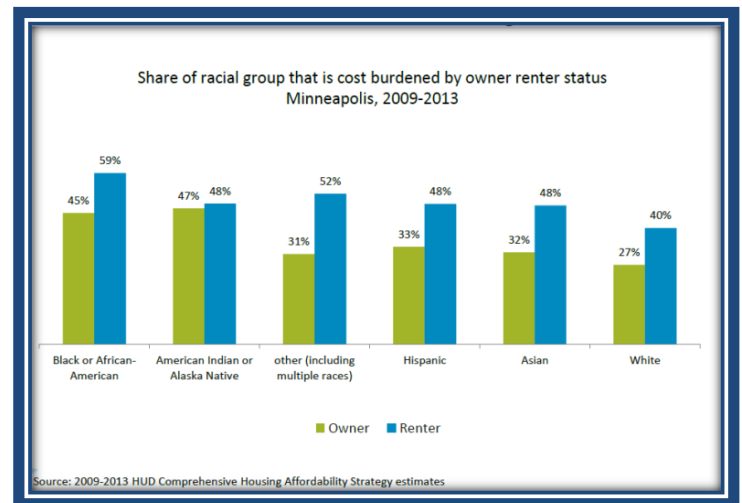


Exhibit 2

The Homeownership Counseling and Outreach program is informed by stakeholder groups including the Northside Home Fund, the Minnesota Homeownership Center, the recent Mayor's forum on affordable housing, as well as by the Financial Wellness counseling agencies that provide services.

## Results:

This expansion seeks to serve additional households in Minneapolis through Homebuyer Education and Counseling.

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Number of households served through counseling and education services	1,067	1,250	2017 previous; 2019 current
Rate of service to households of color	68%	70%	2017 previous; 2019 current

**Community Planning & Economic Development**  
**Homeownership Opportunity Minneapolis (HOM)**

**2019 Change Item**

Program: Homeownership Support & Development  
Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$96	\$96	\$96	\$96	\$96	\$96
Other	\$100	\$100	\$100	\$100	\$100	\$100
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$196	\$196	\$196	\$196	\$196	\$196

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

**Council Adopted Budget:**

The Council approves \$196,000 ongoing other funding for expansion of the Homeownership Opportunity Minneapolis (HOM) program.

**Rationale/Background:**

The HOM program provides down payment assistance to homebuyers with income below 115% of area median income (AMI) that have completed Financial Wellness counseling. The strategy is to increase the maximum per homebuyer subsidy [80% AMI: \$10,000 (previously \$7,500) and 115% AMI: \$5,000 (no change)] to position more households to be able to meet the down payment and closing costs requirements in an increasing housing market. The program is administered by a contracted vendor, BuildWealth MN, selected through a competitive request for proposals process. The cost for the service is \$1,200 per closed loan. With the program changes identified above, we anticipate closing 80 loans.

The HOM program expansion addresses the Mayoral priority of expanding access to affordable and sustainable homeownership and reducing racial disparities in homeownership rates. This was recommended by the Homeownership Round table convened by the Mayor's Housing Committee. HOM assists eligible homebuyers in overcoming down payment barriers to homeownership by providing up to \$7,500 of down payment assistance. Households of color disproportionately experience both down payment barriers and credit barriers to homeownership. HOM has been modified to require Financial Wellness counseling, which provides intensive assistance with overcoming credit barriers. The modification has resulted in a higher rate of service to households of color. The HOM program is not geographically restricted and has no sales price limits in order to affirmatively further fair housing throughout the City of Minneapolis by reducing barriers to homeownership. HOM funds are often layered with other NON City-funded programs.

**Description of the Change:**

This item is a modification to the existing HOM program. It is not intended to increase the number of households served, rather further reducing one of the barriers households at this income level face—increase in down payment and closing costs associated with the increases in sales prices over the last 3 years. To ensure that the

## Community Planning & Economic Development

### Homeownership Opportunity Minneapolis (HOM)

## 2019 Change Item

households are successful, each has to go through a Financial Wellness counseling to be eligible for the down payment assistance for a home purchase.

HOM is complementary with neighborhood stabilization efforts by CPED that seek to reduce vacancy, support existing businesses or residents, and create new business or housing opportunities. Complementary activities include:

- Minneapolis Homes program that creates new affordable 1-2 unit ownership opportunities.
- Homeowner rehabilitation loans that helps stabilize existing owners in their housing through support for code and health and safety improvements
- The City of Minneapolis Great Streets program that supports key commercial corridors throughout the City
- The Affordable Housing Trust Fund that creates high quality rental units, with a focus along transit corridors and within areas of opportunity
- The initiatives of the North Side Home Fund and Promise Zone, which coordinate investment of resources to maximize impact within North Minneapolis.
- Transit investments in North Minneapolis, including the Bottineau Light Rail Line, Rapid bus lines on Emerson and Fremont, and investments along Penn, Lowry, and Broadway.

The program expansion described will require partnership and coordination with Financial Wellness counseling agencies and with selected program administrators of the program. Currently there are eight Financial Wellness counseling agencies that receive support through the City of Minneapolis, representing a diverse cross section of cultural competency and include:

- African Development Center
- Bii Gii Wiin
- Community Action Partnership – Hennepin County
- Comunidades Latinas Unidas En Servicio
- Hmong American Partnership
- Lutheran Social Services
- Minneapolis Urban League
- Neighborhood Development Alliance
- Project for Pride in Living
- PRG, Inc.

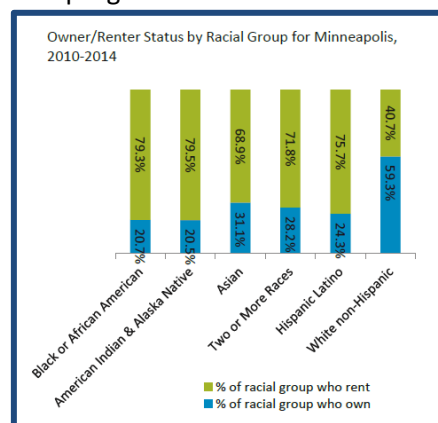
The current administrator for the HOM program is Build Wealth Minnesota, it is anticipated that additional administrators will be added through a request for proposal process underway in 2018. The program assists with reducing racial disparities in homeownership through focused marketing and a program structure that includes both Financial Wellness counseling and down payment assistance. It is anticipated the program expansion will be implemented beginning January 2019.

#### Equity Impact:

The City of Minneapolis and Twin Cities Region have the worst racial disparities in homeownership in the nation.

#### Exhibit 1

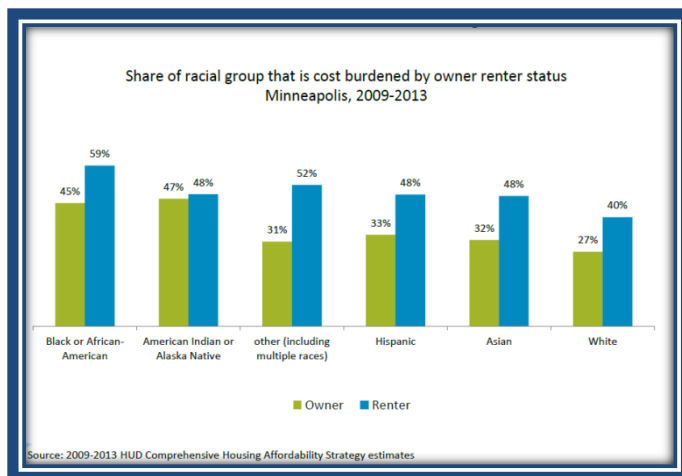
Communities of color in the City of Minneapolis are more likely to be cost burdened, pay higher energy costs and face instability due to housing evictions. Minneapolis Homes seeks to mitigate these disparities by stabilizing households in homeownership. Homebuyers that qualify for the program have the opportunity to



## Community Planning & Economic Development

### Homeownership Opportunity Minneapolis (HOM)

## 2019 Change Item



choose their home and location, which promotes goals to affirmatively further fair housing. The HOM program is informed by stakeholder groups including the Northside Home Fund, the Minnesota Homeownership Center, the recent Mayor's forum on affordable housing, as well as by the Financial Wellness counseling agencies.

### Results:

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Number of households served	69	80	2017 previous; 2019 current
Rate of service to households of color*	62%	70%	2017 previous; 2019 current

\*Based on reported data

The change to connect the HOM program to Financial Wellness counseling resulted in a 53% increase in the rate of service to households of color from 2015-2017.

## Community Planning & Economic Development Housing Stabilization Program

2019 Change Item

Program: Homeownership Support & Development  
Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$1,500					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$1,500	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

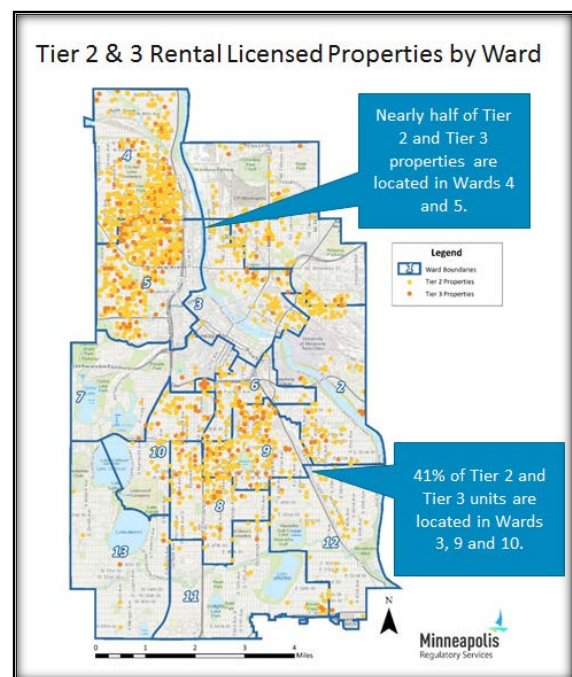
### Council Adopted Budget:

The Council approves \$1,500,000 in one-time other funding for a new pilot Housing Stabilization Program.

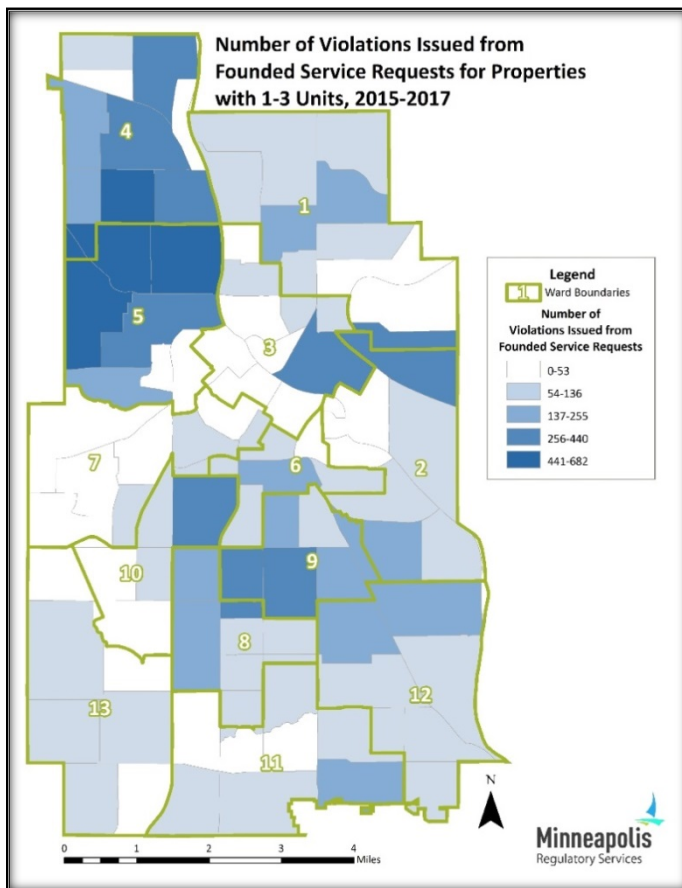
### Rationale/Background:

This program will stabilize 1-4 unit rental housing by providing financial assistance for acquisition, rehabilitation, and tenant stabilization. The program's focus is on community wealth building—supporting local community-based organizations, promoting tenant stability among existing tenants and expanding affordable sustainable homeownership opportunities to community residents.

This program addresses the Mayoral priority of promoting tenant stability, affordable, sustainable homeownership and reduced racial disparities in housing. Every rental dwelling, including single-family rental dwellings and rental units in owner-occupied duplexes, and rooming and shared-bath units (unless they are in a licensed lodging house) must have a rental license. The City of Minneapolis uses a three-tiered rental license billing structure (Tier 1—well maintained and Tier 3—poorly maintained). A property's designation is based on its rental history, focused primarily on the condition and maintenance of the property itself. The tier determines what rental license fee will be imposed and the inspection schedule.



Tier 2 and Tier 3 rental license buildings in Minneapolis are concentrated in the geographic areas of the City that are the most vulnerable. The poor condition of housing stock in these areas subjects residents to worse housing



conditions and management practices. In these same geographic areas there are higher rates of buildings with code violations, as well as the highest concentrations of residents in poverty.

A more recent trend throughout the City that is also concentrated in North Minneapolis and South Central Minneapolis is a concern about resident displacement. During the peak of the foreclosure crisis, investors bought foreclosed and short-sale properties at rock-bottom prices with the intention of flipping them and reselling for a profit once the market picked back up. That strategy was a good move for investors who had the cash, but was bad news for the people who wanted to buy low- and mid-priced homes. This program anticipates being poised to strategically acquire properties where these investors will try to unload now that the market is strong. If these investors start to unload their inventory, the ramification to the tenants could be dire and have a significant impact on these communities.

In 2017-2018 over 60 rental units were subject to revocation, causing displacement of mostly

Black/African American households. The households displaced experience barriers to safe and stable housing due to lower incomes, higher eviction rates, and higher rates of housing discrimination. The Housing Stabilization Program seeks to proactively prevent future displacement of tenants in rental units by financing the acquisition, rehabilitation, and stabilization of tenants throughout Minneapolis.

#### **Description of the Change:**

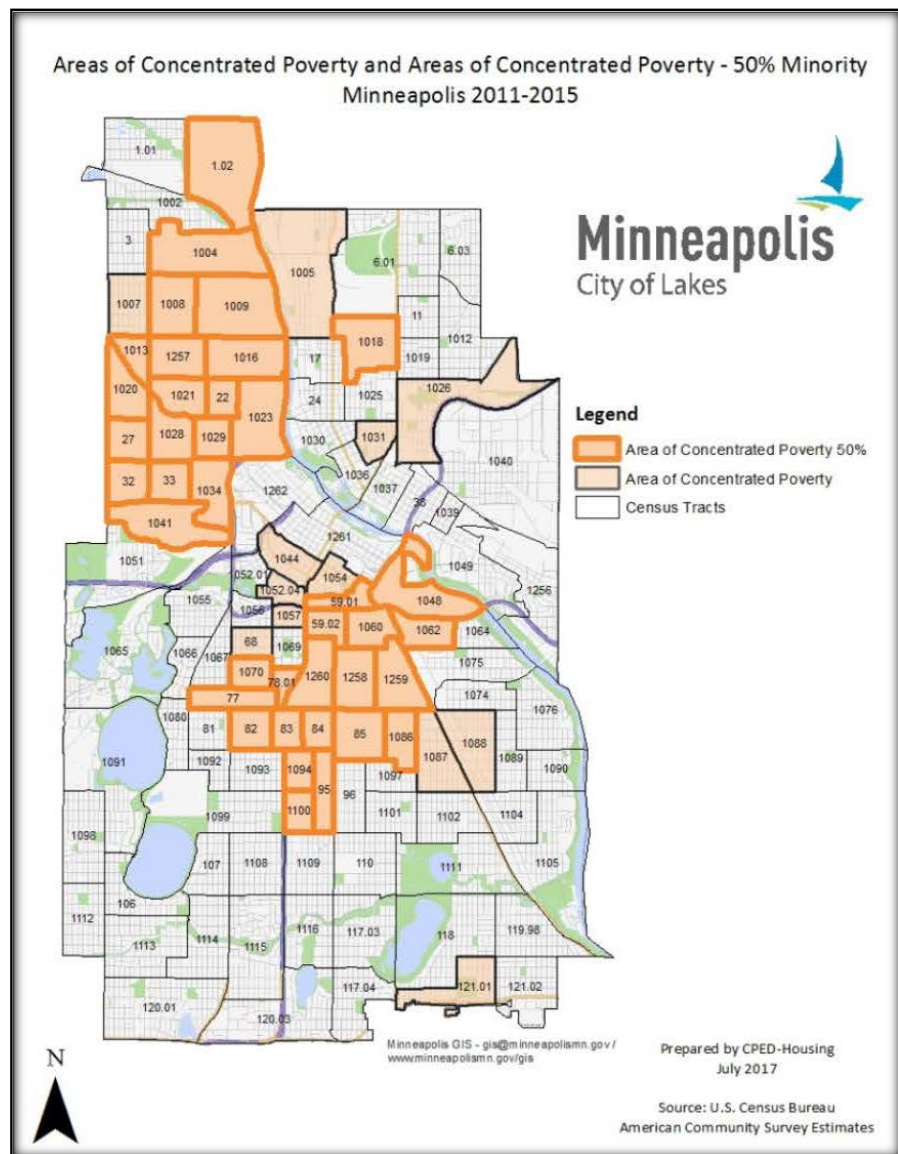
This item is a new pilot initiative that will initially impact an estimated 15 units of stabilized rental housing. Any property acquired will be resold and program income generated could be used to support future projects. It is intended that the Housing Stabilization Program pilot initiative will inform a future expansion of the program. Financing the pilot initiative will enable staff to begin the work of program development in partnership with residents, developers, funders, and other City divisions.

The Housing Stabilization Program is complementary with neighborhood stabilization efforts CPED that seek to reduce vacancy, support existing businesses or residents, and create new business or housing opportunities. Complementary activities include:

- Minneapolis Homes program that creates new affordable 1-2 unit ownership opportunities.
- The Homeownership Opportunity Minneapolis program, that pairs Financial Wellness counseling with down payment assistance to improve access to homeownership opportunities



- Homeowner rehabilitation loans that helps stabilize existing owners in their housing through support for code and health and safety improvements
- The City of Minneapolis Great Streets program that supports key commercial corridors throughout the City
- The Affordable Housing Trust Fund that creates high quality rental units, with a focus along transit corridors and within areas of opportunity
- The initiatives of the North Side Home Fund and Promise Zone, which coordinate investment of resources to maximize impact within North Minneapolis.
- Transit investments in North Minneapolis, including the Bottineau Light Rail Line, Rapid bus lines on Emerson and Fremont, and investments along Penn, Lowry, and Broadway.



The program enhancement described will require the participation of developers for implementation and potential capacity building to facilitate this activity. It is anticipated the program will commence in 2019 with the development of the program guidelines and facilitation of listening sessions for community and stakeholder feedback.

#### **Equity Impact:**

Communities of color in the City of Minneapolis are more likely to be cost burdened, pay higher energy costs and face instability due to housing evictions. The program is focused on structures less than 10 units that are not currently served by the Naturally Occurring Affordable Housing (NOAH) Preservation Program. The Housing Stabilization Program enhancement seeks to prevent displacement by acquiring and rehabilitating existing 1-4 unit rental buildings that are in substandard condition or where investors are looking to unload their inventory. This program will maintain units that are affordable at or below 80% of area median income.

The Housing Stabilization Program enhancement is consistent with the strategic plan formed by Northside Home Fund, the recent Mayor's forum on affordable housing, and with the draft Minneapolis 2040 Comprehensive plan.

**Community Planning & Economic Development**  
**Housing Stabilization Program**

**2019 Change Item**

Additionally, a component of this program enhancement is directly engaging with the communities where investments are likely to be most concentrated—in North and South Central Minneapolis. CPED will partner with the Neighborhood and Community Relations department to design and implement a community engagement strategy about program guidelines.

**Results:**

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Number of households served	N/A	15	2018 previous; 2019 current
Percentage of Households at 80% AMI	N/A	100%	2018 previous; 2019 current

New program guidelines will be developed that incorporate culturally comprehensive feedback from area residents. It is anticipated that 15 affordable housing units will be maintained through the acquisition and rehabilitation process. The units will be affordable at 80% of AMI.



## Community Planning & Economic Development Minneapolis Homes

## 2019 Change Item

Program: Homeownership Support & Development

Fund: General Fund - 00100, Community Improvement  
Fund, TIF Funds

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$233	\$233	\$233	\$233	\$233	\$233
IT	\$3					
Fleet						
Contractual Services	\$7	\$10	\$10	\$10	\$10	\$10
Other	\$4,050					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$4,293	\$243	\$243	\$243	\$243	\$243

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

### Council Adopted Budget:

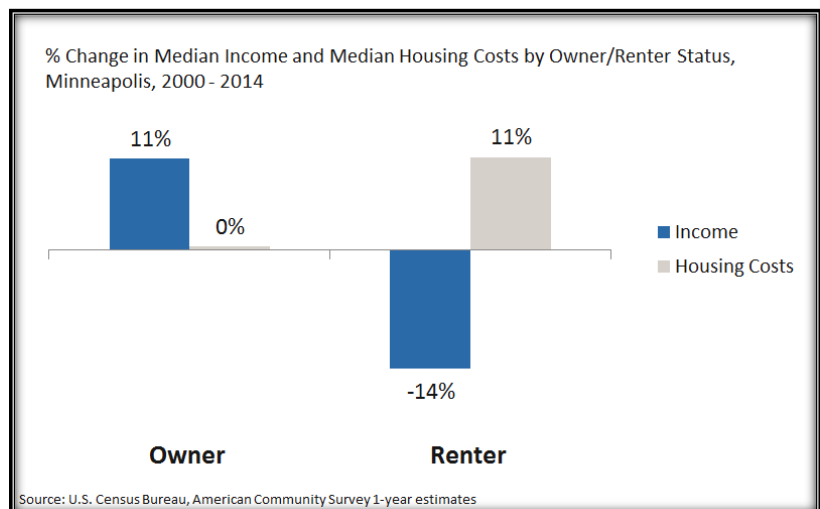
The Council approves \$4,050,000 in one-time other funding to enhance its Minneapolis Homes program, and \$243,000 in ongoing general funding for 2.0 FTE's to support this work.

### Rationale/Background:

Minneapolis Homes provides financial assistance to create homeownership housing opportunities, facilitate development of CPED-owned properties, and provide long term affordability of ownership housing. Funds will be used to facilitate development of approximately 80 of the approximately 450 vacant CPED-owned development properties through a request for proposals process. The cost for developing these vacant lots are more than what they will sell for so there is a need to subsidize these units through development gap assistance.

CPED base budget for this activity is \$750,000. The total budget including this expansion is \$5 million.

This program addresses the Mayoral priority of promoting inclusive and equitable development. This was the high priority recommendation of Homeownership Roundtable convened by the Mayor's Housing Committee. It is one component of the overall strategy to improve the housing stock and livability choices for residents. The activity of providing development gap assistance for the purpose of creating new housing opportunities furthers City goals to grow the City's population, reduce racial disparity rates in homeownership, provide equitable access to city programs, and



## Minneapolis Homes

provide a diversity of housing stock to meet population needs. This will be accomplished while also restoring these properties as productive tax-producing assets to the City.

Minneapolis Homes builds off of historic City investments. From 2008-2014, the City invested \$115 million in foreclosure recovery efforts and disaster relief from the North Minneapolis tornado. As a result, the CPED-owned properties are concentrated in the geographic areas of North Minneapolis and South-Central Minneapolis that are the most vulnerable and most effected by past discriminatory policies. In these geographic areas there are higher rates of disinvestment and high concentration of residents in poverty. A more recent trend throughout the City that is also concentrated in these areas is a concern about resident displacement—distressed ownership housing is being purchased and converted to rental and rental rates are increasing faster than the incomes of area residents.

Minneapolis Homes includes several components that respond to current market trends and City goals:

- Developing diverse housing options: program guidelines encourage development of large family housing (4+ bedrooms), visitable or ADA accessible design, and construction of owner occupied ADU or duplexes where feasible.
- Creating affordable homeownership opportunity: program guidelines require affordability at 115% of area median income and encourage creation of long term affordable units at 80% of area median income or below.
- Capacity building to improve equitable program access: information sessions, training materials, and outreach are targeted to improving access to programs by minority-owned and women-owned developers and by Minneapolis residents that have the greatest disparity in homeownership rates.

**Description of the Change:**

The item is an expansion of the existing Minneapolis Homes program. It would result in the following:

- Increased programmatic capacity to develop housing: current capacity of the Minneapolis Homes program is approximately 20-25 units annually. The item estimates production to increase to approximately 80-100 units, helping to address affordable homeownership shortages experienced in Minneapolis. NOTE: This assumes our ability to leverage these dollars at the historic rate of the program. (\$4.0M)
- Increased programmatic capacity to create long term affordable units: Current capacity of Minneapolis Homes program is 10 units annually. This item will increase capacity to 20 units, addressing the need to ensure long term access to affordable housing throughout Minneapolis. (\$1.0M)
- Increased capacity: Hiring two additional FTEs would facilitate management of underwriting projects, capacity building for developers and residents, and construction oversight needed to implement the enhanced program. The additional FTEs will conduct culturally competent training and outreach, with a focus on increasing outreach to both developers and contractors, with emphasis on Minneapolis-based business owners and residents. (\$0.243M)

Minneapolis Homes is complementary with neighborhood stabilization efforts by CPED that seek to reduce vacancy, support existing businesses or residents, and create new business or housing opportunities.

Complementary activities include:

- The Homeownership Opportunity Minneapolis program, that pairs Financial Wellness counseling with down payment assistance to improve access to homeownership opportunities
- Homeowner rehabilitation loans that helps stabilize existing owners in their housing through support for code and health and safety improvements
- The Affordable Housing Trust Fund that creates high quality rental units, with a focus along transit corridors and within areas of opportunity

- Transit investments in North Minneapolis, including the Bottineau Light Rail Line, Rapid bus lines on Emerson and Fremont, and investments along Penn, Lowry, and Broadway.

The program enhancement described will require partnership and coordination with key funders, including Minnesota Housing, Hennepin County, and the Met Council. It will also require the ongoing participation of for-profit and non-profit developers for implementation. Currently land trust is the only active long term affordable housing model. Ongoing capacity building with that organization or to creating additional long term affordable models will be needed to achieve the enhancements described. It is anticipated the program enhancements will be implemented beginning January 2019.

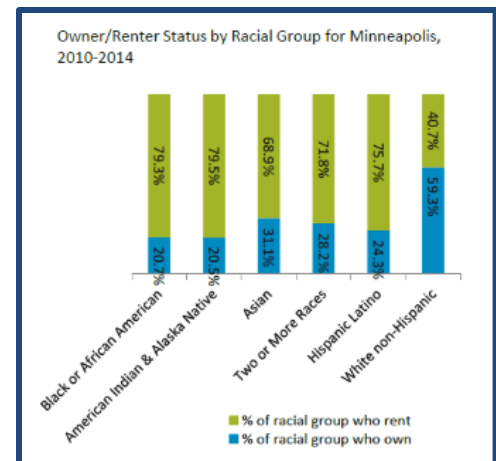


Figure 1

### Equity Impact:

The City of Minneapolis and Twin Cities Region have the worst racial disparities in homeownership in the nation (Figure 1). Communities of color in the City of Minneapolis are more likely to be cost burdened (Figure 2), pay higher energy costs and face instability due to housing evictions. Minneapolis Homes seeks to mitigate these disparities by stabilizing households in homeownership.

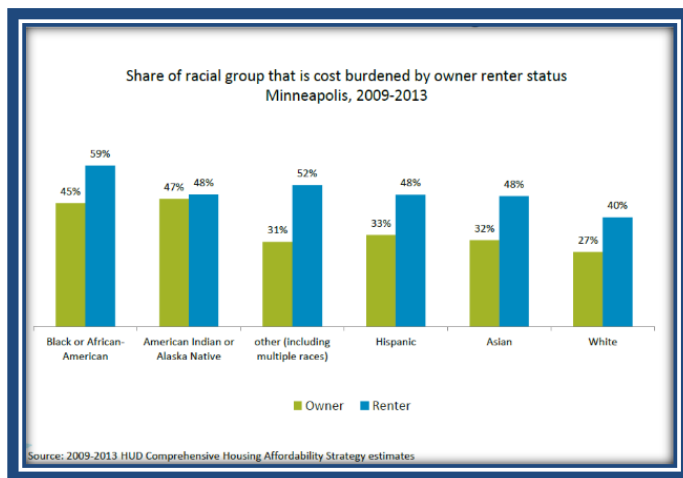


Figure 2

Black/African American and White/Caucasian households that purchase program homes, but has a low rate to all other ethnic groups (Figure 3).

Historically, 70% of homebuyers of Minneapolis Homes housing units have been existing residents of the City of Minneapolis, with average incomes below 60% of area median income (AMI). Given the increasing market concern about displacement of existing residents the continuation and extension of this program to provide affordable homeownership opportunity is needed. All housing created in South and Northeast Minneapolis is required to be affordable to households at 80% AMI for 30 years through the Minneapolis Homes model. Due to the increasing home sale prices and rental prices in these areas, long term affordable units are also encouraged in North Minneapolis. The Minneapolis Homes program has a strong history of a high rate of service to

The Minneapolis Homes program was developed as a result of a City Council action that created an Infill Housing Task Force. Through multiple stakeholder meetings, the Task Force engaged over 1,000 residents, funders, neighborhood groups, and representatives of housing providers to develop program guidelines in 2016-2017. Additionally, the properties impacted by Minneapolis Homes build off of the target

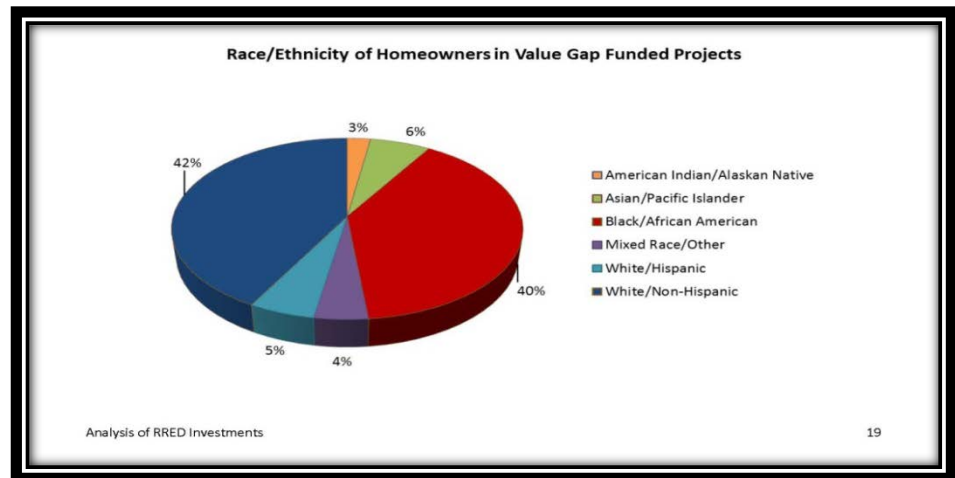


Figure 3

areas established during foreclosure recovery in 2008-2014, which engaged residents, funders, and stakeholders to define the areas of investment based on rates of foreclosure, abandonment, and vacancy occurring in the target areas.

**Results:**

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
# of new housing units financed	20-25 units	80-100 units	2017 previous, 2019
Rate of service to households of color	60%	65%	2017 previous; 2019

This item will increase the number of housing units created under the Minneapolis Homes program and increase the rate of service to households of color. It is additionally anticipated that the increase in housing units created through the program will result in more units affordable to households at 80% AMI or below. Both are the primary success measure of the program.

## Community Planning & Economic Development MSP TechHire

## 2019 Change Item

Program: Adult Workforce Development

Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$100					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The Council approves \$100,000 in one-time general funding for MSP TechHire.

### Rationale/Background:

MSP TechHire aligns to the goals and priorities of diversifying the tech workforce. These goals and priorities focus on connecting community residents to work and career opportunities through intense and accelerated training in tech skills. MSP TechHire is in its third year of programming and in that time has worked to train and help find employment for hundreds of Minneapolis residents. The program is shown great success in creating 50% wage change for participants from time of enrollment to job placement with the new in-demand skill set gained through the various training opportunities.

### Description of the Change:

MSP TechHire is an existing initiative. This item reflects the increased need and demand for more tuition support dollars in 2019. At this point the 2019 priorities of the Center are undeveloped, however, 100% of the allocation will be contractual services for programming.

The work fits squarely into our career pathways models, with intense/accelerated training with business partner input and hiring post training.

Beyond Minneapolis staff support for TechHire, core partners include MN Tech Association, Prime Academy, Software Guild, Creating IT futures foundation, and a number of community partners; each partner provides services to residents each day. A full list of partners can be found at: <http://www.minneapolismn.gov/cped/metp/TechHire>

### Equity Impact:

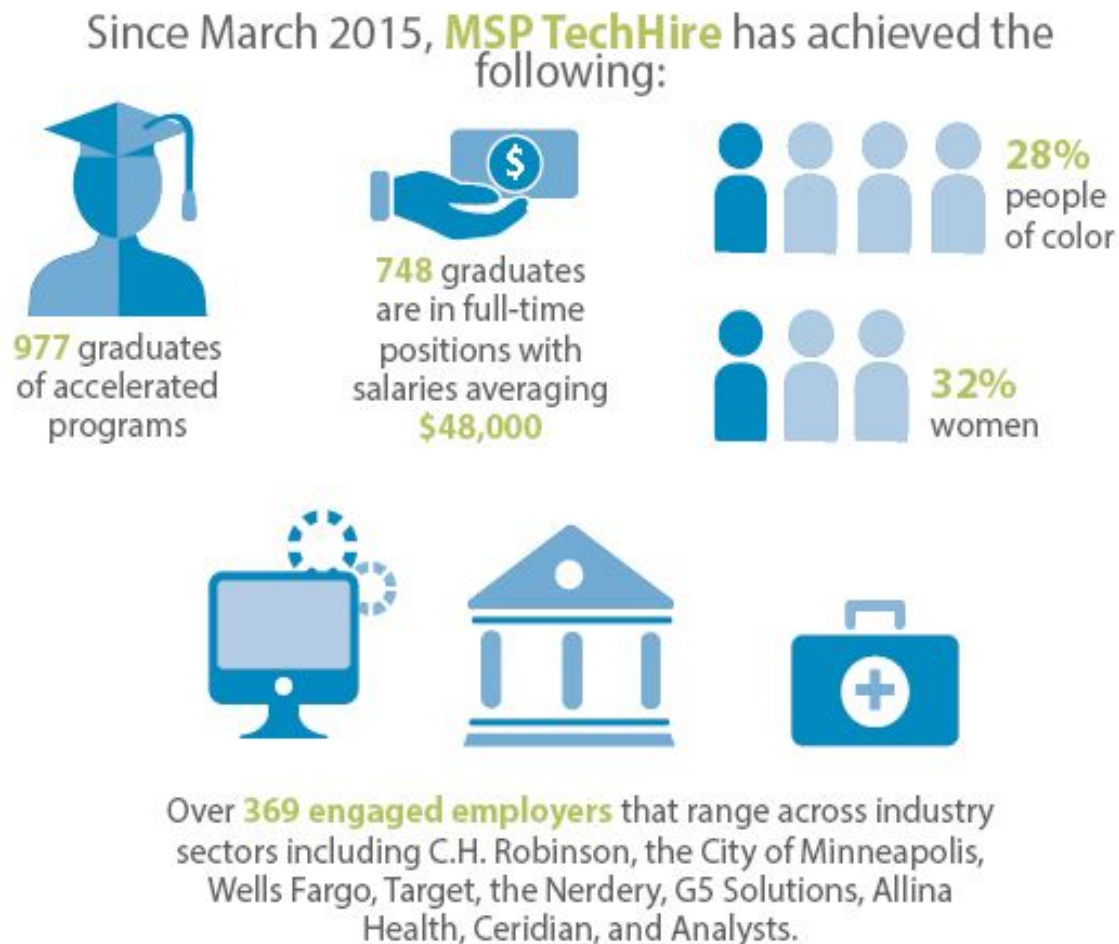
With workforce diversity (people of color and women) in IT jobs well below other economic sectors, TechHire deliberately and intentionally recruits training participants from underserved communities including people of

## MSP TechHire

color and women. Further, this intentionality of effort, coupled with a strong economy, has resulted in new opportunities in the tech sector to adapt to and adopt new strategies for workforce diversity. TechHire is one of those solutions.

**Results:**

A snapshot of the results of MSP TechHire can be found below:



**Community Planning & Economic Development**  
Naturally Occurring Affordable Housing (NOAH) Preservation

**2019 Change Item**

Program: Affordable Housing Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$1,850					
Other	\$1,450					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$3,300	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The Council approves \$3,300,000 in one-time other funding for Naturally Occurring Affordable Housing (NOAH) properties.

**Rationale/Background:**

This item directly addresses the Mayor's priority of expanding access to affordable housing throughout the City. The City is now a majority renter population. Approximately 50,000 Minneapolis renter households earn less than 60% of the area median income (\$51,400 for a family of four in 2016). The majority of these households (78%) are cost burdened, meaning that they pay more than 30% of their income for housing. Almost half (46%) are paying more than half of their income for housing. Minneapolis renters are facing increasing housing costs with decreasing incomes, and the city has fewer affordable housing units today than it did 15 years ago. The energy cost burden is also disproportionately high for low income renters, and disparities in housing quality have serious health impacts for residents, especially children. The private market is unable to produce or rehabilitate rental housing at an affordable level due to the costs associated with constructing, owning, and operating developments.

NOAH properties generally refer to unsubsidized multifamily, Class C rental housing projects that have at least 20% of the units with rents affordable to households with incomes at or below 60% of the Area Median Income (AMI). Minneapolis has approximately 30,000 Class C units in buildings of 4 or more units, and fewer than 15,000 of these units have rents affordable to households with incomes at or below 60% AMI. Preservation of NOAH properties has become a critical issue given the growing overall shortage of affordable housing. With metro area rental vacancy rates at about 2.7%, NOAH properties have become progressively attractive to local and national speculators intent on maximizing cash flow through increasingly higher rents. Once a NOAH property is up-scaled or torn down, it's lost forever. Despite the tens of millions of dollars invested in affordable housing production and preservation in the subsidized market, today, there are about 10,000 fewer rental housing units affordable to households with incomes at or below 50% AMI compared to 2000. This is largely a result of NOAH properties transitioning to higher rent properties.

**Description of the Change:**

This item is a continuation of one-time budget support of existing programs.

- NOAH Preservation Fund – \$1,500,000 to assist eligible preservation buyers to acquire and preserve NOAH rental property in Minneapolis that is at risk of increased rents in order to protect low-income tenants occupying such housing that are at risk of involuntary displacement. Program guidelines are currently under review in order to make these funds more flexible in their implementation. At \$25,000 - \$50,000/unit, this would represent the ability to support acquisition of an additional 30-60 units.
- Small and Medium Multifamily Land Banking Pilot Program – \$1,900,000 for a new, innovative model to help stabilize buildings with 2 or more units that are occupied by low to moderate income tenants throughout Minneapolis. These properties are susceptible to market pressure resulting in property sales, increased evictions, and rising rents. The goal of the program is to remove these properties from the speculative market and restrict them as affordable for the long-term. Funds will support acquisition or property management costs for 100 units (up to \$15,000/unit acquisition plus property management costs).

These NOAH preservation programs complement other work throughout the City enterprise designed to address the need for more affordable housing.

City partners for the NOAH Preservation Fund include experienced nonprofit housing owner operators, or public agencies, or the Land Bank Twin Cities and potentially local Community Development Financial Institutions. City partners for the SMMF Land Banking Pilot Program include Twin Cities Local Initiative Support Corporation (LISC), the Land Bank Twin Cities, and experienced mission-driven long-term owners.

These programs will result in directly expanding access to affordable housing and stabilizing tenants by providing for the acquisition and ownership of NOAH housing assets by preservation-minded organizations. The NOAH Preservation Fund operates on an open pipeline basis. The SMMF pilot is currently under development. Staff anticipates bringing the program details to City Council for approval in July 2018. 2019 funds would be made available beginning January 1.

**Equity Impact:**

In Minneapolis, the population of color is growing faster than the population as a whole. The facts that racial and ethnic groups are over-represented amongst low income households, and that most people of color are renters means that the negative impacts of the shortage of affordable rental housing are disproportionately experienced by communities of color. Cost burdened households are disproportionately communities of color. Energy cost burden is also disproportionately high for communities of color. Housing stability is a major concern, as evictions disproportionately impact neighborhoods with majority non-white populations. Historic discriminatory housing policies have had a lasting impact on development patterns. People with a disability experience poverty at higher rates than the population as a whole, and veterans are overrepresented among the homeless population.

NOAH preservation programs are specifically designed as anti-displacement strategies, which are part of the City's duty to Affirmatively Further Fair Housing, defined as taking meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. NOAH preservation will help to reduce housing disparities among affected groups by expanding locational choice and access to decent, safe, affordable housing, and was supported by the Housing Preservation roundtable led by the Mayor's Affordable Housing Committee. Anticipated program changes will make the program feasible for very small-scale owners located throughout the entire city.



**Results:**

Performance for these programs will be measured by the number of units acquired and preserved as affordable at or below 60% of AMI on an annual basis. This can be compared to the number of NOAH properties/units sold on an annual basis to measure relative impact. Program restricted rent levels can also be compared to average rents in the open market in both sold and unsold properties to measure relative affordability impact for renters. This information is available through the City's CoStar market data subscription.

<i><b>Name of Measure</b></i>	<i><b>2018 budget</b></i>	<i><b>2019</b></i>	<i><b>Notes</b></i>
# of NOAH units preserved (NOAH Preservation Fund)	30-60 units	30-60 units	No change to funding level
# of NOAH units preserved (SMMF Land Banking Pilot)	100 units	100 units	No change to funding level

## Community Planning & Economic Development Regulatory Reform

## 2019 Change Item

Program: Land Use, Design and Preservation

Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$91	\$91	\$91	\$91	\$91	\$91
IT	\$2					
Fleet						
Contractual Services	\$8	\$10	\$10	\$10	\$10	\$10
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$101	\$101	\$101	\$101	\$101	\$101

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count	1	1	1	1	1	1

### Council Adopted Budget:

The Council approves \$101,000 in ongoing general funding for an additional city planner (1.0 FTE).

### Rationale/Background:

The City's new comprehensive plan, expected to be adopted at the end of 2018, proposes bold land use reforms that will require CPED to focus resources on timely and effective implementation. The comprehensive plan proposes change that could not be accomplished using only the existing zoning districts and standards. The new position, housed in CPED-Development Services, will collaborate with staff in the Long-Range Planning and Zoning sections to reform the zoning code and map to align with policy objectives.

The item envisions ongoing regulatory reform that will extend beyond implementation of the comprehensive plan and could also include evaluation of heritage preservation regulations and guidelines.

### Description of the Change:

The position will focus on regulatory reform; implementing the new comprehensive plan and overhauling land use and development regulations and processes. One vacant position within the department will provide a match this position.

This item will allow for the planners to focus on timely implementation of regulatory reform. Zoning code text amendments are currently a function primarily of the Land Use, Design and Preservation section. These positions also review development projects and staff the City Planning Commission and Heritage Preservation Commission. The level of development activity stretches the capacity of this team and complying with state-mandated timelines related to timely approval (or denial) of development projects has to be this team's top priority. The amount of regulatory reform that will be required to effectively implement the proposed comprehensive plan could not be accommodated by the Land Use, Design and Preservation staff. It's not anticipated that the new section will rely entirely on newly hired planners. Instead, the section needs the expertise of staff who have been drafting and

implementing regulations—those who are in the best position of evaluating what is working, what is not, and what changes are required in order to achieve the vision outlined by the city’s policies. Some personnel could be shifted to the new FTEs in the Regulatory Improvement section and those positions will be back-filled with new hires.

In addition to collaboration with other CPED staff, this team will work with elected officials, the City Planning Commission, and the City Attorney’s Office to develop approaches to regulatory reform to ensure logical and achievable policy implementation. Because complete overhaul of a major City’s zoning ordinance typically takes years, the team will likely develop a phased approach to implementation to minimize the period of time when the City’s land use regulations are not in alignment with its major land use policies.

As noted above, the section envisions that regulatory improvement will be an ongoing function of CPED rather establishing a specific implementation date.

**Equity Impact:**

Equity is a major focus of the City’s comprehensive plan update. In particular, the City aims to establish land use policies and regulations that help to create a wider range of housing options throughout the City.

**Results:**

Following adoption of the new comprehensive plan, this manager and these staff members will ensure that the City avoids ongoing conflicts between the its land use/development policies and the regulations and processes that implement those policies. The team will work with the City Planning Commission and elected officials to outline a likely phasing of implementation to ensure that key policies are implemented in a timely fashion. The team will work on ongoing regulatory improvement, including changes to review processes and communication tools (e.g., online resources and technical bulletins) rather than only being limited to ordinance reform.

**Community Planning & Economic Development****2019 Change Item****Relocate Small Business Support Team to CPED**

Program: Business Development

Fund: General Fund – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Transfer Funding from Coordinator	\$343	\$343	\$343	\$343	\$343	\$343
<b>Expenditures</b>						
Personnel	\$305	\$305	\$305	\$305	\$305	\$305
IT						
Fleet						
Contractual Services						
Other	\$38	\$38	\$38	\$38	\$38	\$38
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>	3	3	3	3	3	3

**Council Adopted Budget:**

The Council approves relocating the Small Business Support Team, including 3.0 FTEs, from the City Coordinator's Office to CPED.

**Rationale/Background:**

In 2017, the City Council established the Small Business Support Team with 3.0 FTEs in the City Coordinator's Office to directly help small businesses navigate processes across the Enterprise. This workgroup was directed to review existing efforts, programs, and initiatives focused specifically on the small business community to determine how best to align and/or reorganize small business touch points across the Enterprise. The workgroup is co-chaired by CPED and City Coordinator's Office in coordination with other City departments.

This workgroup was established to review the programs and business lines within CPED to determine how to best reconfigure workflow along with aligning these efforts with the City's racial equity goals in order to accelerate small business. As most of the interactions and transactions with the existing and growing business community are managed by CPED, the relocation of this team to CPED will be better aligned with this team's mission.

**Description of the Change:**

Integration of the Small Business Support Team with CPED will help align department's workflow efforts with City's racial equity goals in order to accelerate small business efforts. This team's efforts on the online portal for business community will be best optimized when the CPED teams working with the business community will use this tool. This support team is also envisioned to assist in finalizing the business guides and supportive checklist for the business that will address gaps in processes and service delivery and provide additional staff training and other strategies aimed at increasing alignment with the small business community. Coordination for the development of a municipal design center, cluster-based small business development, creation of entrepreneurial

**Relocate Small Business Office to CPED**

incubator spaces, small recognition programs, micro-lending programs and many others will be more effective as this team has a better collaboration opportunity within CPED.

**Equity Impact:**

This item ties to the City goal of City that Works and aligns Small Business Support team's mission and services to be impactful to the growing and diverse business community. This team was established with a vision to ensure that workflow in the departments aligns with City's racial equity goals in order to accelerate small business.

**Results:**

The relocation of the team is expected to build off the continuous improvement work that has already been initiated to streamline and simplify processes for the business community. It will also realign the efforts with City's racial equity goals to accelerate the small business efforts.

## Community Planning & Economic Development

## 2019 Change Item

### Stable Homes, Stable Schools

Program: Affordable Housing Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$3,350	\$3,350	\$3,350			
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$3,350	\$3,350	\$3,350	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

#### Council Adopted Budget:

The Council Approves \$3.35 million in one-time other funding for three years to support Stable Homes, Stable Schools.

#### Rationale/Background:

Stable Homes, Stable Schools is an innovative partnership with Minneapolis Public Housing Authority (MPHA), Minneapolis Public Schools, Hennepin County, and rental housing owner-operators to prevent or reduce homelessness for families in Minneapolis Public Pre-K-8<sup>th</sup> Grade Schools by providing housing subsidies and supports for families that lead to students graduating from high school.

In Minneapolis Public Elementary Schools, 8.2 percent (3,586) of students experience homelessness, and in areas of concentrated poverty, 10 percent or more of the students face homelessness as a daily threat. Increasing rents and record low vacancy rates in Minneapolis create insurmountable barriers for some low-income families to find affordable housing. A significant barrier to student success is long-term stable housing.

To create a thriving community, Minneapolis must address the following barriers to success for children:

- There are 15 schools where more than 10 percent of enrolled students experienced homelessness at some point during the school year (In six schools, 20% or more students are affected). Students who have experienced homelessness are less likely to attend secondary level education programs.
- Students are more successful when families have long-term housing supports and students receive academic supports.

#### Description of the Change:

The program will provide funding for 21 vouchers to be made available to each of the 15 schools that face the worst problems with homelessness, supporting up to 320 families per year.

**Stable Homes, Stable Schools**

The total program budget is \$4.7 million per year, or \$14.3 million over 3 years, exclusive of in-kind contributions of supportive services. The City portion of the funding is \$10,000,000 over 3 years. The remaining funds are from Minneapolis Public Housing Authority, foundations, and in-kind services from Hennepin County.

City funding will be used to support housing subsidies, non-housing supports, saving funds match, case management and program management. The program is to be administered by MPHA and will not require any additional City administrative or FTE capacity, equipment, supplies or IT support.

The program complements the City's support for Heading Home Hennepin and the Minneapolis-Hennepin Office to End Homelessness goals of ending and preventing family homelessness. It complements work of City departments of CPED, Regulatory Services, and Health, to promote quality housing, healthy homes and affordable housing for low income families and children.

While public (City, MPHA, Hennepin County) and philanthropy partners will provide necessary funding for the program, the program's success depends on a strong alliance and critical support from the business community to provide rental units and employment opportunities for parents. Broad community support is necessary for all families to thrive. The program will start implementation in January 2019 and will require an agreement between the City, MPHA, Hennepin County and funding approvals from philanthropy.

**Equity Impact:**

Low-income families with children experiencing homelessness and housing instability in Minneapolis are disproportionately people of color. Homelessness causes trauma in the lives of children and families. Housing instability negatively impacts the health and success of both children and parents, perpetuation income and wealth inequality.

**Results:**

MPHA will work with third-party researchers or local universities to monitor outcomes and program success. An evaluation will track an array of metrics for students, parents, school success and housing stability. MPHA will issue an RFP and seek funding for the cost of baseline assessment, annual evaluation and three-year report.

## Community Planning & Economic Development Tenant Hotline

## 2019 Change Item

Program: Affordable Housing Development  
Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$125					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$125	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The Council approves \$125,000 in one-time other funding to support the Tenant Hotline.

### Rationale/Background:

Since 2015, the City has supported this service to provide free legal advice to Minneapolis renters in English, Spanish and Somali via phone, email and distribution of materials. The City currently contracts with HOME Line to operate its Tenant Hotline. HOME Line is staffed by lawyers and law students, who respond to renter inquiries, provide follow up support and assistance with document preparation. The Tenant Hotline focuses its service towards low income renters who cannot afford traditional legal services and are more seriously affected by wrongly withheld security deposits, the prospect of eviction, and serious repair issues.

This service was recommended as a priority in the Housing Stability Roundtable convened by the Mayor's Housing Committee in early 2018.

### Description of the Change:

This service has been supported by the City through a \$100,000 appropriation in the 2015, 2016, 2017 and 2018 budgets. Minneapolis is now a majority renter city facing increasing affordable housing challenges, particularly for low income renters, who are disproportionately people of color. Given the ongoing and increasing importance of renter protections, staff recommends transitioning this budget item from a one-time to an on-going budget item.

This service complements housing inspection and rental licensing work of Regulatory Services. CPED and Regulatory Services jointly recommend funding for this service



**Tenant Hotline****Equity Impact:**

Services are primarily used by low income renters who cannot afford traditional legal services and are more seriously affected by wrongly withheld security deposits, the prospect of eviction, and serious repair issues. Low income renter households in need of this service are disproportionately women and people of color. Somali and Spanish speaking tenant advocates work with these immigrant communities in their native languages.

**Results:**

HOME Line reports the following metrics for services provided in 2017 to Minneapolis renters:

- Recovered and/or saved an estimated \$342,691 which includes damage deposits returned and rent abatements.
- Prevented an estimated 218 evictions.
- Represented 2,956 Minneapolis renter households and 7,390 total renters, who called for legal advice to solve their rental problems.
- Total cost borne by HOME Line to serve Minneapolis in 2017 was \$129,095.
- 85% of HOME Line Minneapolis callers were low income residents who do not qualify for Legal Aid and who need help with rental issues beyond evictions.
- Minneapolis callers comprised of 49% Caucasian, 36% African American, 7% Hispanic, 3% are Asian, and 3% are Native American, and 2% are other.
- Women represented 68% of callers.

## Tenant Stability: Tenant Legal Services

Program: Affordable Housing Development

Fund: Community Improvement

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$175					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$175	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The Council approves \$175,000 in one-time other funding for Tenant Legal Services.

**Rationale/Background:**

This program supports free legal services for low income Minneapolis renters to protect and enforce their right to live in safe, quality housing that is in compliance with City code. This item addresses the Mayoral priority of protecting Minneapolis renters. This service was recommended as a priority in the Housing Stability Roundtable convened by the Mayor's Housing Committee in early 2018. \$175,000 is included in CPED's 2018 budget on a one-time basis for this service.

Minnesota State Law establishes legal processes for tenants to enforce their legal rights to live in safe and healthy housing, including Rent Escrow Actions and Tenant Remedies Actions. Unfortunately, many low-income tenants believe they must live with the poor conditions in their apartments and homes because they are unaware of their rights and how to enforce them, fear retaliation from their landlord or involvement in the legal system, or lack the time and resources to this. For these tenants, having a skilled attorney advise and assist them throughout the process has demonstrated success in improving tenant outcomes in court and improvements in housing conditions..

**Description of the Change:**

This service will be supported by the City in 2018 for the first time in many years. Minneapolis is now a majority renter city facing increasing affordable housing challenges, particularly for low income renters, who are disproportionately people of color. This service will help address inequities in rental housing opportunities by forcing landlords who maintain substandard housing to remedy defects so that Minneapolis tenants, independent of racial or economic background, can live in acceptable, well-maintained housing.

This service complements housing inspection and rental licensing work of Regulatory Services. CPED and Regulatory Services jointly recommend funding for this service.

**Tenant Stability: Tenant Legal Services****Equity Impact:**

Legal services will be provided to low income renters who cannot afford traditional legal services and are living in housing in need of repairs to meet City code standards. Low income renter households in need of this service are disproportionately women and people of color.

**Results:**

This program was funded in the 2018 budget but has not yet been implemented, so performance metrics have not yet been established. This funding will support expanded legal services to represent 225 renter households in Hennepin County District Court.

# Community Planning & Economic Development

# 2019 Change Item

## Trades Pilot Program

Program: Adult Workforce Development

Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$50					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$50	-	-	-	-	-

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	0	0	0	0	0	0

### Council Adopted Budget:

The Council approves \$50,000 in one-time general funding for Trades Pilot Program.

### Rationale/Background:

Building on the success of the Trades apprenticeship ready project with the American Indian communities of Northern Minnesota, the Trades Pilot Program model will be adapted to an urban focus and for an East African community. The construction trades apprenticeship readiness model focusing on the Somali/East African community will recruit community members interested in the broad set of skills necessary for the construction trades and through curriculum developed by the Trades, prepare them to be competitive for an apprenticeship in a trade union.

### Description of the Change:

An additional \$50,000 to CPED/Employment and Training above the existing requests to council via our budgetary items approved by CPED leadership.

### Equity Impact:

This program is expressly equity focused and directly tied to equity impacts. The project is designed to recruit into training those of Somali/East African identity and exit the Trades work readiness project into an apprenticeship program. The aim is two-fold, prepare the next generation of workers in the trades, many of who will be people of color, and to move historically under-represented communities within the trades into apprenticeship programs.

### Results:

With a \$50,000 investment from council and an additional \$50,000 from CPED, the projected number of residents served will be between 15-30 depending on the length of training, additional work-readiness training necessary prior to the trades curriculum, and cost of support services per participant. Expected outcome post-training, would be apprenticeship application ready participants who can now compete for open apprenticeships at the various trade unions within the metro area.

# COMMUNITY PLANNING & ECONOMIC DEVELOPMENT EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	14,856,000	14,893,000	15,918,000	17,115,000	7.5%	1,197,000
FRINGE BENEFITS	5,207,000	5,307,000	5,810,000	6,269,000	7.9%	459,000
CONTRACTUAL SERVICES	8,039,000	8,421,000	8,535,000	9,014,000	5.6%	479,000
OPERATING COSTS	2,203,000	2,428,000	2,967,000	2,289,000	-22.9%	-678,000
CAPITAL	2,344,000	2,411,000	7,828,000	109,000	-98.6%	-7,719,000
<b>TOTAL GENERAL</b>	<b>32,649,000</b>	<b>33,460,000</b>	<b>41,058,000</b>	<b>34,796,000</b>	<b>-15.3%</b>	<b>-6,262,000</b>
<b>CAPITAL PROJECT</b>						
CONTRACTUAL SERVICES	480,000	257,000		0		
OPERATING COSTS	1,000	1,000		0		
CAPITAL	3,000		716,000	730,000	2.0%	14,000
<b>TOTAL CAPITAL PROJECT</b>	<b>484,000</b>	<b>258,000</b>	<b>716,000</b>	<b>730,000</b>	<b>2.0%</b>	<b>14,000</b>
<b>DEBT SERVICE</b>						
CONTRACTUAL SERVICES		4,000	1,000	1,000		
CAPITAL	9,000	30,000	63,000	68,000	7.9%	5,000
DEBT SERVICE	2,075,000	2,099,000	2,095,000	2,135,000	1.9%	40,000
TRANSFERS	1,104,000	1,904,000	2,000	4,000	100.0%	2,000
<b>TOTAL DEBT SERVICE</b>	<b>3,188,000</b>	<b>4,037,000</b>	<b>2,161,000</b>	<b>2,208,000</b>	<b>2.1%</b>	<b>47,000</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	96,000	85,000	101,000	103,000	2.0%	2,000
FRINGE BENEFITS	35,000	31,000	33,000	34,000	3.0%	1,000
CONTRACTUAL SERVICES	1,145,000	1,313,000	1,238,000	1,238,000		
OPERATING COSTS			1,000	1,000		
CAPITAL	123,000	68,000		0		
<b>TOTAL ENTERPRISE</b>	<b>1,399,000</b>	<b>1,497,000</b>	<b>1,373,000</b>	<b>1,376,000</b>	<b>0.2%</b>	<b>3,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	4,340,000	4,914,000	4,477,000	4,546,000	1.5%	69,000
FRINGE BENEFITS	1,236,000	1,360,000	1,594,000	1,640,000	2.9%	46,000
CONTRACTUAL SERVICES	11,104,000	7,693,000	24,202,000	31,346,000	29.5%	7,144,000
OPERATING COSTS	4,712,000	4,156,000	1,244,000	1,842,000	48.1%	598,000
CAPITAL	51,439,000	37,276,000	20,242,000	41,442,000	104.7%	21,200,000
DEBT SERVICE			20,000	20,000		
TRANSFERS	17,560,000	16,788,000	13,110,000	10,919,000	-16.7%	-2,191,000
<b>TOTAL SPECIAL REVENUE</b>	<b>90,391,000</b>	<b>72,187,000</b>	<b>64,889,000</b>	<b>91,755,000</b>	<b>41.4%</b>	<b>26,866,000</b>
<b>TOTAL EXPENSE</b>	<b>128,111,000</b>	<b>111,439,000</b>	<b>110,197,000</b>	<b>130,865,000</b>	<b>18.8%</b>	<b>20,668,000</b>

# COMMUNITY PLANNING & ECONOMIC DEVELOPMENT EXPENSE AND REVENUE INFORMATION

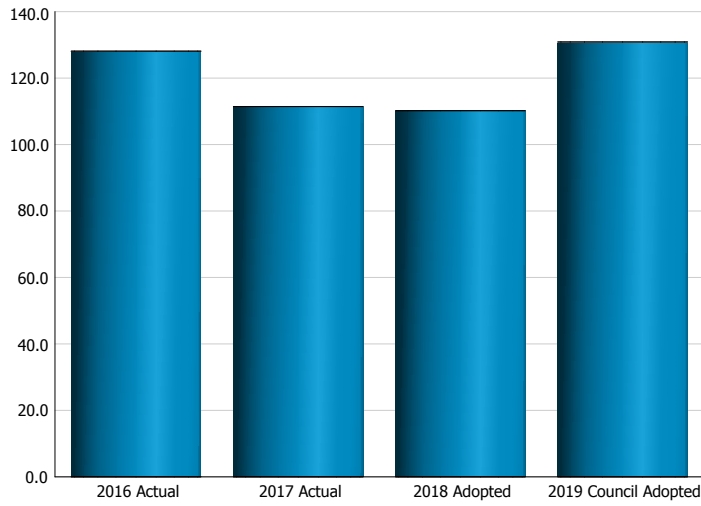
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES			1,000	1,000		
CHARGES FOR SERVICES	3,238,000	3,313,000	3,240,000	3,240,000		
CONTRIBUTIONS		5,000		0		
FINES AND FORFEITS	138,000	218,000	157,000	157,000		
INTEREST	207,000	153,000		0		
LICENSE AND PERMITS	35,848,000	33,682,000	33,152,000	33,778,000	1.9%	626,000
OTHER MISC REVENUES	2,478,000	2,108,000	2,250,000	2,250,000		
RENTS				0		
SPECIAL ASSESSMENTS			30,000	330,000	1,000.0%	300,000
<b>GENERAL</b>	<b>41,909,000</b>	<b>39,479,000</b>	<b>38,830,000</b>	<b>39,756,000</b>	<b>2.4%</b>	<b>926,000</b>
<b>SPECIAL REVENUE</b>						
CHARGES FOR SALES	1,697,000	2,519,000		0		
CHARGES FOR SERVICES	1,509,000	1,312,000		10,000,000		10,000,000
CONTRIBUTIONS	156,000	20,000		0		
FEDERAL GOVERNMENT	3,829,000	3,378,000	4,631,000	4,931,000	6.5%	300,000
FINES AND FORFEITS	54,000	72,000		0		
INTEREST	1,772,000	232,000	535,000	561,000	5.4%	29,000
LICENSE AND PERMITS	145,000	78,000		0		
LOCAL GOVERNMENT	11,149,000	6,859,000		0		
OTHER MISC REVENUES	7,437,000	3,368,000	2,636,000	1,952,000	-25.9%	-684,000
PROPERTY TAXES	48,172,000	52,908,000	54,903,000	60,718,000	10.6%	5,810,000
RENTS	2,378,000	2,449,000	2,335,000	528,000	-77.4%	-1,807,000
SALES AND OTHER TAXES				0		
SPECIAL ASSESSMENTS	158,000	447,000	300,000	0	-100.0%	-300,000
STATE GOVERNMENT	5,066,000	5,803,000	2,000,000	1,800,000	-10.0%	-200,000
TRANSFERS IN	8,587,000	8,076,000	2,538,000	184,000	-92.8%	-2,355,000
USE OF FUND BALANCE			-3,797,000	18,949,000	-599.2%	22,751,000
<b>SPECIAL REVENUE</b>	<b>92,109,000</b>	<b>87,521,000</b>	<b>66,081,000</b>	<b>99,623,000</b>	<b>50.8%</b>	<b>33,542,000</b>
<b>CAPITAL PROJECT</b>						
LONG TERM LIABILITIES PROCEEDS			716,000	741,000	3.5%	25,000
TRANSFERS IN	492,000	259,000		0		
<b>CAPITAL PROJECT</b>	<b>492,000</b>	<b>259,000</b>	<b>716,000</b>	<b>741,000</b>	<b>3.5%</b>	<b>25,000</b>
<b>DEBT SERVICE</b>						
INTEREST		6,000		0		
PROPERTY TAXES	10,000	67,000	70,000	75,000	7.1%	5,000
TRANSFERS IN	3,682,000	4,128,000	2,095,000	2,135,000	1.9%	40,000
USE OF FUND BALANCE			-4,000	-4,000		
<b>DEBT SERVICE</b>	<b>3,692,000</b>	<b>4,201,000</b>	<b>2,161,000</b>	<b>2,206,000</b>	<b>2.1%</b>	<b>45,000</b>

**COMMUNITY PLANNING & ECONOMIC DEVELOPMENT  
EXPENSE AND REVENUE INFORMATION**

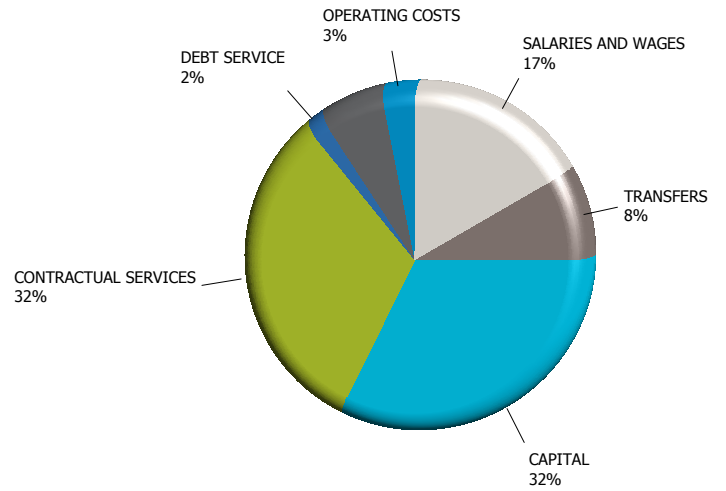
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	2,000			0		
CHARGES FOR SERVICES	1,360,000	969,000	1,280,000	1,280,000		
INTEREST	23,000	92,000		0		
OTHER MISC REVENUES	45,000	102,000		0		
RENTS	214,000	201,000		0		
TRANSFERS IN	268,000			0		
USE OF FUND BALANCE			92,000	95,000	3.3%	3,000
<b>ENTERPRISE</b>	<b>1,912,000</b>	<b>1,364,000</b>	<b>1,372,000</b>	<b>1,375,000</b>	<b>0.2%</b>	<b>3,000</b>
<b>TOTAL REVENUE</b>	<b>140,114,000</b>	<b>132,824,000</b>	<b>109,160,000</b>	<b>143,701,000</b>	<b>31.6%</b>	<b>34,541,000</b>

# COMMUNITY PLANNING & ECONOMIC DEVELOPMENT EXPENSE AND REVENUE INFORMATION

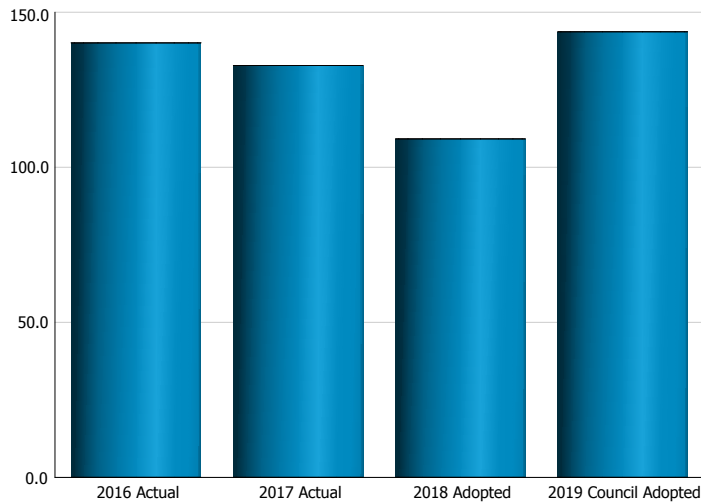
**Expense 2016 - 2019**  
In Millions



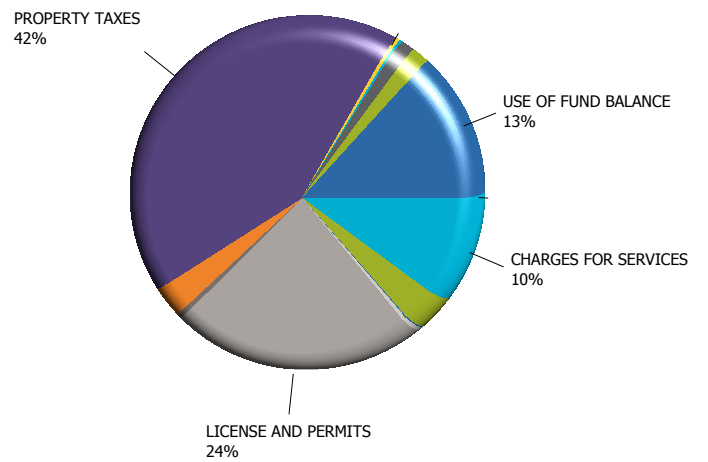
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**



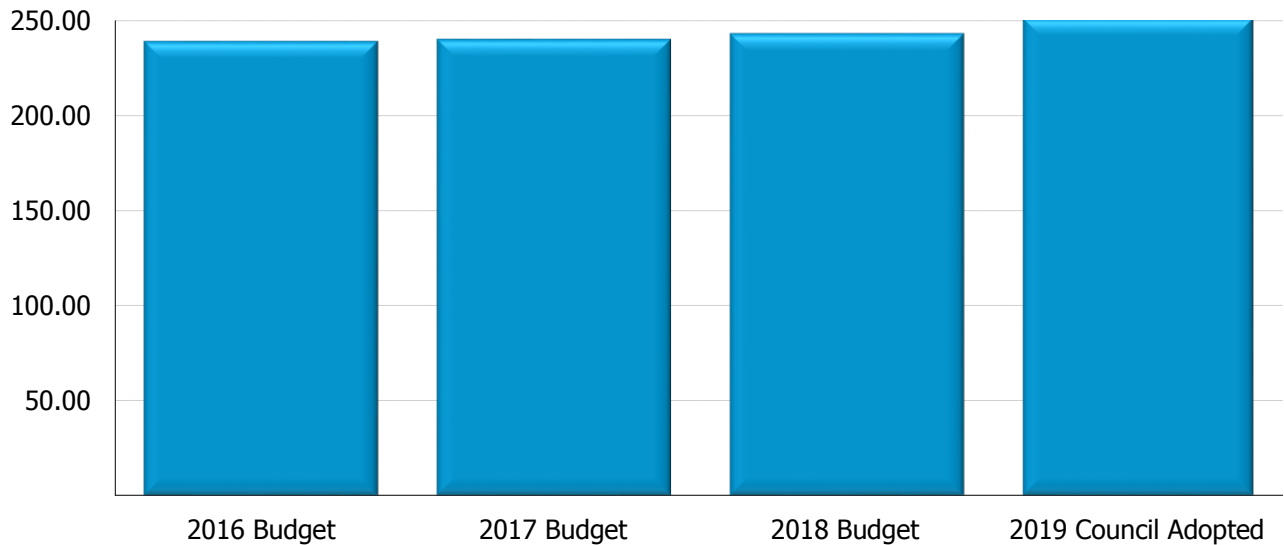


# COMMUNITY PLANNING & ECONOMIC DEVELOPMENT

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
ADMIN AND SUPPORT	11.00	11.00	12.00	12.00	0.0%	-
HOUSING POLICY & DEV	30.00	30.00	33.00	37.00	12.1%	4.00
ECONOMIC POLICY & DEV	67.00	68.00	68.00	71.00	4.4%	3.00
LONG RANGE PLANNING	15.00	15.00	15.00	15.00	0.0%	-
DEVELOPMENT SERVICES	116.00	116.00	115.00	116.00	0.9%	1.00
Overall	239.00	240.00	243.00	251.00	3.3%	8.00

## Positions 2016-2019

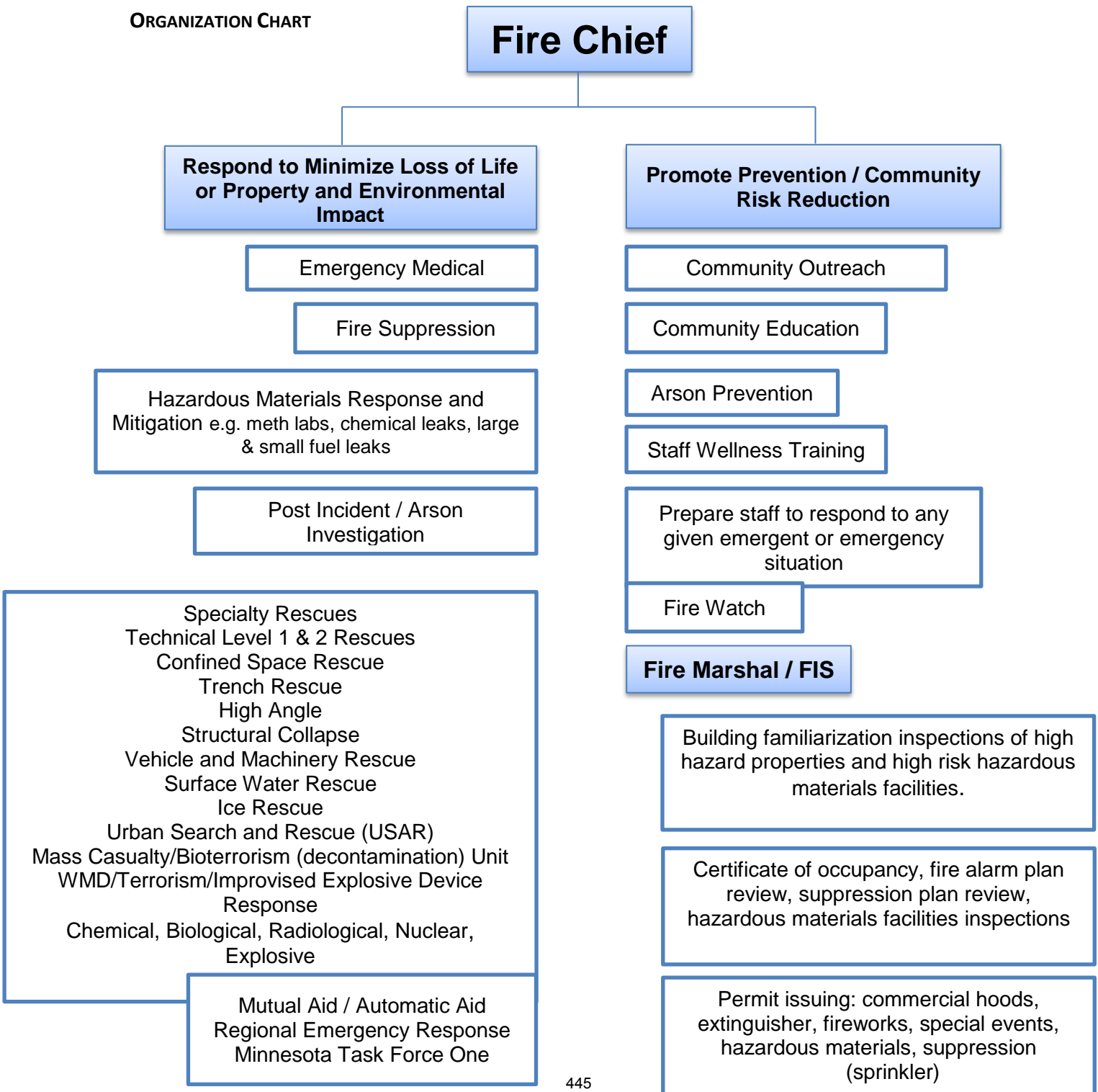


## FIRE

### MISSION

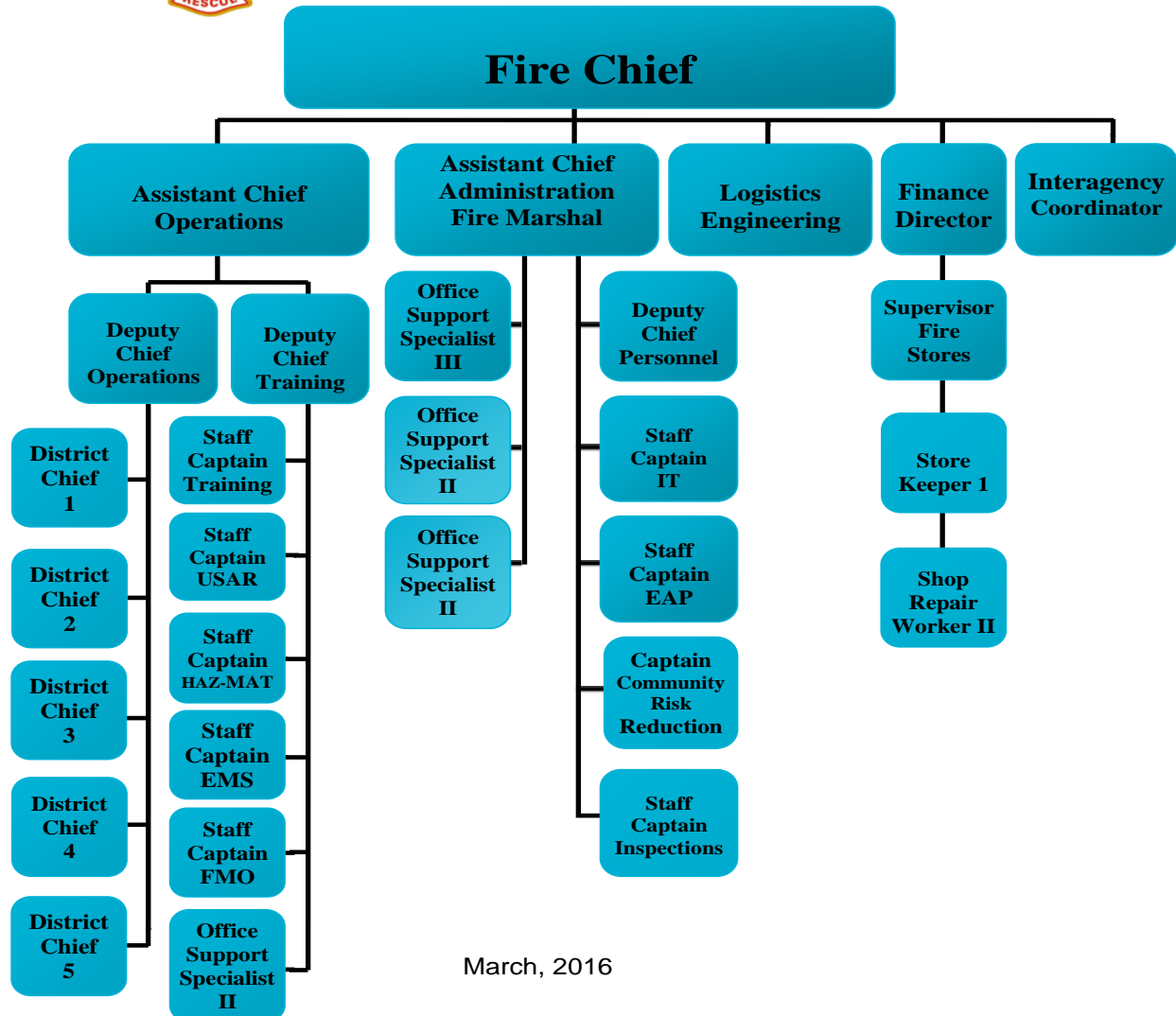
The Minneapolis Fire Department is thoroughly trained and ready to protect lives, property and the environment by rapidly responding to emergencies and hazardous situations. The department is committed to prevention by proactively working with the community to reduce risk to life, property and the environment.

### ORGANIZATION CHART





## Minneapolis Fire Department 1-400.00 - Organizational Chart



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Fire Suppression, Emergency Medical Service and Technical Rescue

General Fund: \$49,292,000

Other Funds: \$10,000

Fire Suppression, Emergency Medical Service and Technical Rescue describes the increased demand for services by cross-trained personnel who perform multiple functions in a growing range of services, such as Fire Response, Emergency & Medical Services, Hazardous Materials Response (Terrorism/WMD Response), Technical Rescue, Community Outreach and Prevention Education.

**Training & Recruitment**

General Fund: \$10,238,000

The Training program is fundamental in building and maintaining firefighter's skills. The program aims at and developing a high-performing diverse workforce where personal strengths are recognized and individual differences are respected. The aim is to create potential career opportunities both internal and external, and cross disciplinary.

**Community Risk Reduction and Community Outreach**

General Fund: \$9,801,000

Prevention is the best form of suppression. The Community Risk Reduction and Community Outreach program promotes prevention/community risk reduction by proactively working with and in the community to support changes that will preserve life, property and the environment. This can be accomplished through community education, coaching organizations, focusing on school age children for early interventions and providing warning equipment to residents. The highest need populations include juveniles, non-English speaking residents, low income and our aging populations.

**FINANCIAL ANALYSIS****Expenditure**

The Fire Department's budget increases from \$66.5 million to \$69.3 million in 2018 to 2019. This is an increase of \$2.8 million, or 4.3%. The Fire Department's 2019 expenditure budget reflects the following changes from 2019; routine inflationary increases in personnel costs including \$278,000 in Pension due to change in Pension policy, and the budgetary change items of \$620,000.

**Revenue**

Revenues are projected to increase by 8.9% in this department due to contracts to provide services to the Whipple Federal Building and the VA Hospital. The department's total revenues in 2019 are projected to be \$2.3 million.

**Fund Allocation**

This department is funded completely in the General Fund at 100.0%, with the exception of \$10,000 in private donations/ contributions.

**Budget Change Items**

Detailed change items are presented on the following pages.

## Fire

### Increase Fire Personnel

## 2019 Change Item

Program: Fire Suppression, Emergency Medical Service and Technical Rescue  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$500	\$500	\$500	\$500	\$500	\$500
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$500	\$500	\$500	\$500	\$500	\$500

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	5	5	5	5	5	5

#### Council Adopted Budget:

The City Council approves \$500,000 ongoing for additional five fire personnel (5.0 FTE) increasing the authorized strength to 419.

#### Rationale/Background:

Mobile integrated healthcare and community paramedicine (MIH and CP/EMT) - many believe these innovations have the potential to transform EMS from a strictly emergency care service to a value-based mobile healthcare provider that is fully integrated with an array of healthcare and social services partners to improve the health of the community

Though still evolving, MIH and CP/EMT programs operating around the nation are providing a range of patient-centered services, including sending EMTs, paramedics or community EMTs/paramedics into the homes of patients to help with chronic disease management and education, or post-hospital discharge follow-up, to prevent hospital admissions or readmissions, and to improve patients' experience of care.

This program also navigates patients to destinations such as primary care, urgent care, mental health or substance abuse treatment centers instead of emergency departments to avoid costly, unnecessary hospital visits.

#### Description of the Change:

The development of the North Loop, Warehouse District and the expanded development of the East side of downtown has created operational challenges for the department responding to the increased demand for service. As a result, the City is looking to open ladder 1 downtown to be located in new Fire Station 1 on the corner of Third Street and Fifth Avenue. The department will use existing apparatus by repositioning apparatus to fill the gap created by opening Ladder 1, however additional personnel is needed to staff this new Station.

In addition, the City is launching a Mobile Integrated Healthcare study in partnership with Hennepin County to provide a variety of healthcare and social services to our city. The funding provided under this change item will position the City to be able to respond to both of these emerging needs.

## **Fire**

### **Increase Fire Personnel**

## **2019 Change Item**

#### **Equity Impact:**

Disparities in healthcare access have a significant impact on the Fire Departments emergency medical response in the City of Minneapolis. Underserved and vulnerable populations have increasingly used 911 as a first point of access to the healthcare system. Additionally a growing percentage of our calls for service are for non-emergent issues that do not require rapid response or transport to an emergency room. The MIH and CP/EMT program would allow for the Fire Department to play a role in the prevention side of healthcare. This new response model would allow for the Fire Department to align the right resources with the correct event, improving efficiency and lowering service costs.

#### **Results:**

Anticipated results include:

- Reduction in runs involving engines at stations where there is an ambulance.
- Reduction in costs for fuel, parts, labor and service for repairs.
- There should be revenue impacts as well once an agreement is formed on reimbursement for each run or visit.

# Fire Department

## Personal Protective Equipment

## 2019 Change Item

Program: Fire Suppression, EMS and Technical Rescue  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other	\$110					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$110	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$110,000 one-time to replace personal protective equipment (turnout gear) for firefighters.

### Rationale/Background:

Each of the 400+ sworn members of the Fire Department needs 2 sets of turnout gear as part of their standard equipment. Approximately 800 sets are needed to outfit the entire department. Turnout gear has a life of 4-6 years with a mandatory replacement after 10 years. A standard set of turnout gear costs a little under \$2,000.

The Fire Department has received an annual one-time appropriation through the CARS program of \$100,000 to \$200,000 each year since 2014 for this purpose.

### Description of the Change:

A \$110,000 one-time investment will purchase roughly 100-120 sets of turnout gear (consisting of helmet, jacket, pants, boots and gloves), allowing the department to turn inventory over every 7 years. This is a critical component of a firefighter's job safety. Given its heavy use, constant and consistent replacement of old equipment is necessary.

### Equity Impact:

NA

### Results:

National standards require turnout gear to be in service no longer than 10 years. It is reasonable to assume that newer, more current turnout gear could mean fewer injuries and a reduction in pay for firefighters who are injured on duty. In addition, maintaining a steady stream of funds to allow for continual replacement avoids the possibility of a significant one-time expense in future years.

# Fire Department

## Final Four Reimbursable Expense

2019 Change Item

Program: Fire Suppression, EMS and Technical Rescue  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$10					
<b>Expenditures</b>						
Personnel	\$10					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$10,000 one-time for reimbursable expenses associated with the 2019 Final Four.

### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

### Description of the Change:

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

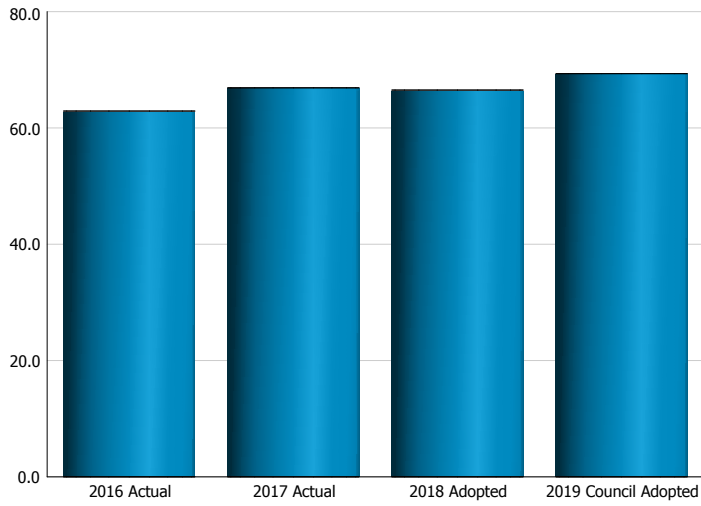


# FIRE EXPENSE AND REVENUE INFORMATION

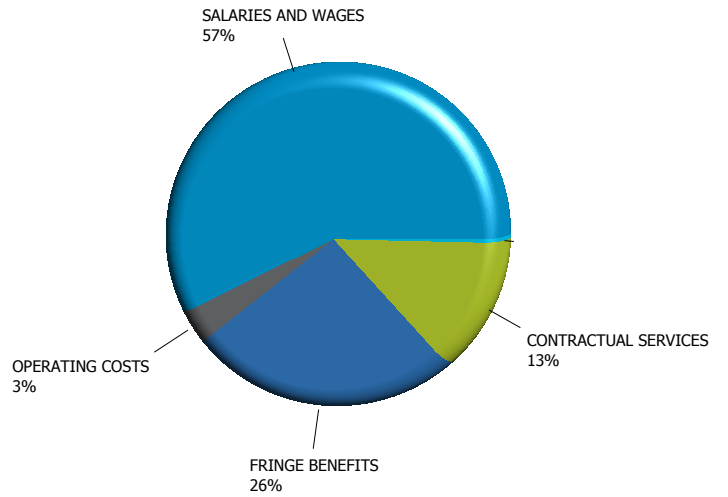
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	36,060,000	38,236,000	38,562,000	39,741,000	3.1%	1,179,000
FRINGE BENEFITS	16,126,000	16,766,000	16,655,000	18,129,000	8.9%	1,474,000
CONTRACTUAL SERVICES	8,051,000	8,332,000	8,843,000	8,929,000	1.0%	86,000
OPERATING COSTS	2,375,000	2,356,000	2,180,000	2,272,000	4.2%	92,000
CAPITAL	36,000	421,000	260,000	260,000		
<b>TOTAL GENERAL</b>	<b>62,648,000</b>	<b>66,111,000</b>	<b>66,500,000</b>	<b>69,331,000</b>	<b>4.3%</b>	<b>2,831,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	128,000	495,000		0		
FRINGE BENEFITS		156,000		0		
CONTRACTUAL SERVICES	37,000	138,000	10,000	10,000		
OPERATING COSTS	82,000	1,000		0		
CAPITAL	9,000			0		
<b>TOTAL SPECIAL REVENUE</b>	<b>256,000</b>	<b>790,000</b>	<b>10,000</b>	<b>10,000</b>		
<b>TOTAL EXPENSE</b>	<b>62,904,000</b>	<b>66,901,000</b>	<b>66,510,000</b>	<b>69,341,000</b>	<b>4.3%</b>	<b>2,831,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	114,000	114,000	116,000	303,000	161.2%	187,000
OTHER MISC REVENUES	40,000	29,000		0		
SPECIAL ASSESSMENTS	31,000	11,000		0		
STATE GOVERNMENT	1,979,000	2,055,000	1,980,000	1,980,000		
<b>GENERAL</b>	<b>2,164,000</b>	<b>2,209,000</b>	<b>2,096,000</b>	<b>2,283,000</b>	<b>8.9%</b>	<b>187,000</b>
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	81,000	20,000	10,000	10,000		
FEDERAL GOVERNMENT	77,000	554,000		0		
STATE GOVERNMENT	143,000	198,000		0		
<b>SPECIAL REVENUE</b>	<b>301,000</b>	<b>772,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	
<b>TOTAL REVENUE</b>	<b>2,465,000</b>	<b>2,981,000</b>	<b>2,106,000</b>	<b>2,293,000</b>	<b>8.9%</b>	<b>187,000</b>

## FIRE EXPENSE AND REVENUE INFORMATION

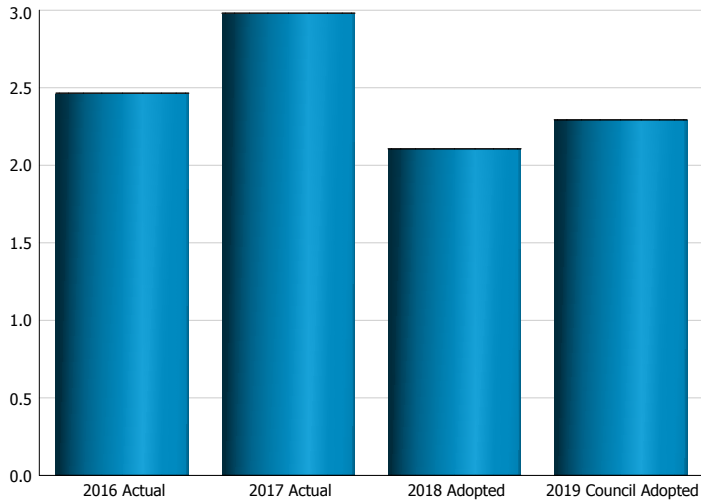
**Expense 2016 - 2019**  
In Millions



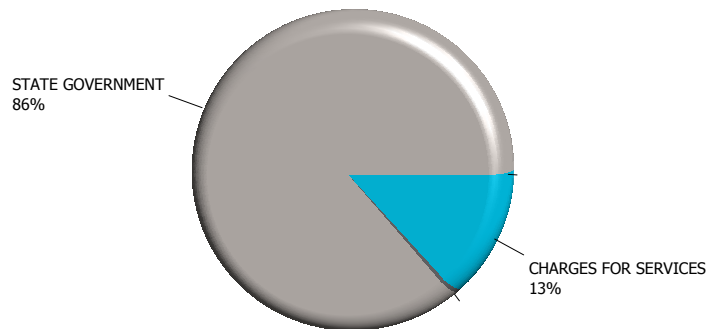
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

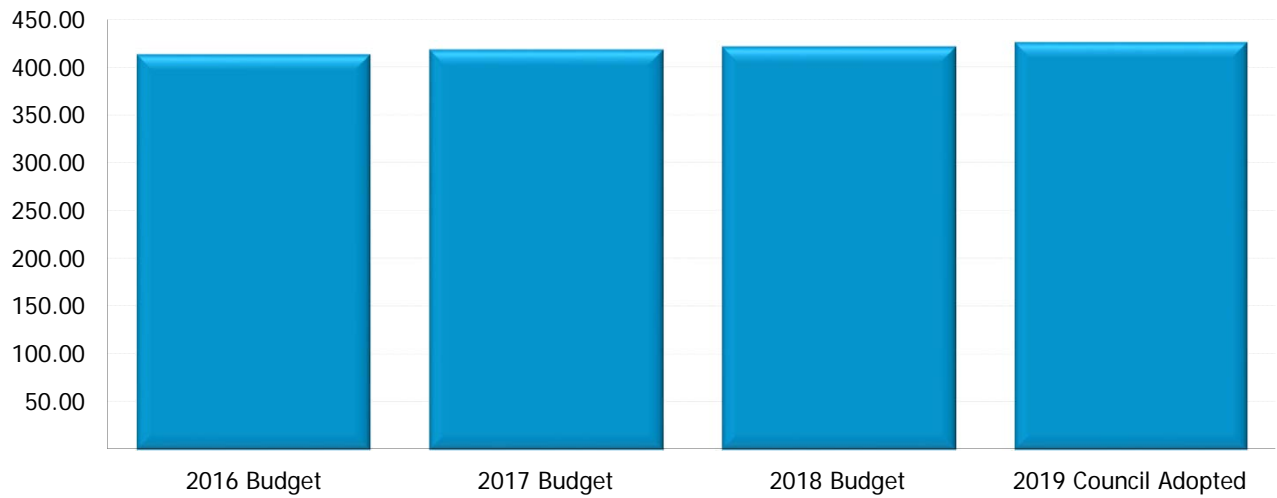


## FIRE

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
FIRE EMERGENCY RESPONSE	288.83	293.83	296.83	301.83	1.7%	5.00
FIRE EMPLOYEE TRAINING AND DEV	60.68	60.68	60.68	60.68	0.0%	0
FIRE PREVENTION SERVICES	63.48	63.48	63.48	63.48	0.0%	0
Overall	413.00	418.00	421.00	426.00	1.2%	5.00

### Positions 2016-2019

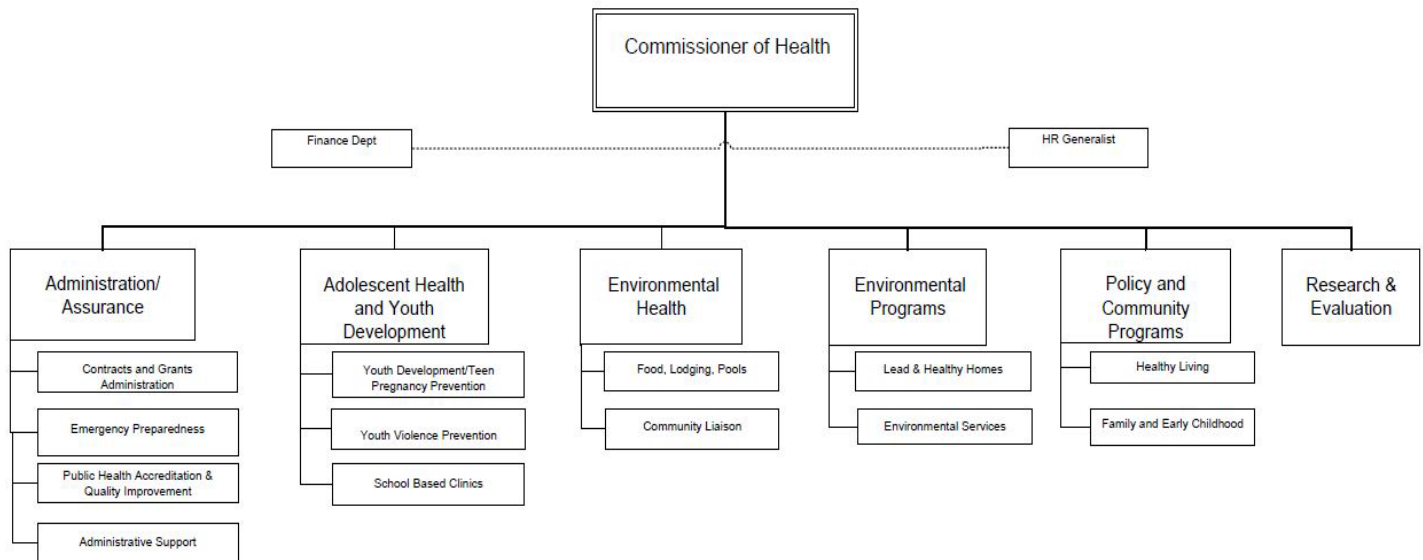


## HEALTH DEPARTMENT

### MISSION

The Minneapolis Health Department improves the quality of life for all people in the city by protecting the environment, preventing disease and injury, promoting healthy behaviors, and creating a city that is a healthy place to live, work, and play.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Family and Early Childhood

General Fund: \$511,000  
Other Funds: \$3,181,000

Programs and services promote healthy birth outcomes, positive parent-child interaction, child growth and development, family self sufficiency, nutrition education, and family planning and connection to early childhood education. Additional programs promote school ready children.

#### School Based Clinic Program

General Fund: \$193,000  
Other Funds: \$3,123,000

The Department operates School Based Clinics (SBC) in six Minneapolis public high schools and health education and screening services at one alternative school site for pregnant and parenting teens. All clinic

services are provided by medical, behavioral health, and health education professionals. The focus is on adolescent health services including acute illness care, well-teen exams, reproductive care, nutrition education, immunizations, individual and group health education, and mental health screenings, diagnostic assessments and counseling.

#### **Youth Development and Sexual Health**

General Fund: \$717,000

Other Funds: \$1,143,000

This program includes policy work and out-of-school time services for low income youth; collaborative partnerships with schools, county and community-based agencies; technical assistance and training to youth workers, teachers and volunteers; comprehensive sexual health education; and coordination of the City's prevention response to the Safe Harbors Act.

#### **Youth Violence Prevention**

General Fund: \$1,617,000

Other Funds: \$683,000

The Health Department leads and coordinates citywide efforts around Youth Violence Prevention through policy work, planning, community support, and programming. Activities include service coordination with jurisdictional partners, capacity building with small community-based agencies, and partnerships on community engagement activities. MHD programming includes: Group Violence Intervention, in collaboration with the Minneapolis Police Department; hospital-based violence intervention, in partnership with HCMC and North Memorial; the Juvenile Supervision Center for curfew, truancy, and low-level offenders alongside Hennepin County and Minneapolis Public Schools; individualized case management and mentoring for youth at risk of involvement with violence; street and community outreach and positive youth engagement; and implementation of a teen dating violence curriculum.

#### **Senior Services**

General Fund: \$69,000

The Minnesota Visiting Nurse Agency provides home health care/therapeutic services for eligible high-risk and low-income seniors age 60 and older who lack medical reimbursement. Eligible seniors receive skilled nursing and therapy visits and home health aide/ homemaker visits; a significant number require interpreter services.

#### **Lead Poisoning and Healthy Homes**

General Fund: \$687,000

Other Funds: \$1,118,000

The Lead Poisoning Prevention and Healthy Homes initiative assures residential homes are safe from lead hazards by conducting inspections for children with diagnosed lead poisoning. The program repairs lead hazards to protect children from exposure to lead which interferes with brain development during a critical stage. Minneapolis currently inspects homes of children with a blood lead level of 5 ug/dl of blood. A Federal grant also supports efforts to address other healthy homes concerns such as radon, asthma triggers, and slip/trip/fall hazards.

#### **Emergency Preparedness and Infectious Disease Prevention**

General Fund: \$36,000

Other Funds: \$432,000

The Minneapolis Health Department is required by Minnesota statute and City Charter to assure the health and safety of residents and visitors from infectious disease; to prepare for and respond to

emergencies; and assist the community in recovery. The Department does so through collaboration, contracts, and participation in a community-wide continuum of care. Public health response includes: routine prevention and intervention activities (provided through contract with Hennepin County); response to small events such as measles and food borne illness; planning and preparing to host large events such as the Super Bowl and NCAA Final Four; support for residents affected by natural or other disasters such as the Northside tornado; and, response to large public health emergencies such as a flu epidemic.

#### **Food Lodging and Pools**

General Fund: \$3,413,000

The Food Lodging and Pools program ensures commercial and institutional foods are safe and in compliance with state and local health codes by conducting more than 8,000 inspections a year of over 5,000 facilities including restaurants, schools, board and lodging facilities, hotels, pools, tanning and body arts establishments, day care centers, farmers markets, groceries, and food vendors. Health inspectors investigate all food and water borne illness outbreaks that occur in the City. The Health Department has become a national leader in providing outreach, education and business support to all our licensed food businesses with a special focus on providing culturally and linguistically appropriate support to immigrant managers and workers.

#### **Environmental Services**

General Fund: \$1,925,000

Other Funds: \$19,000

Environmental Services protects environmental and public health from the adverse effects of pollution through two states delegated well programs, one federally mandated storm water program, nine local environmental permits, and immediate response to spills and citizen concern. The Health Department has become a progressive leader in local environmental work conducting local air quality studies, management of the Midwest's first energy disclosure policy, the strongest renewable energy incentives by any city in the country and nationally recognized partnership programs with local businesses to improve neighborhood environmental quality.

#### **Minneapolis Healthy Living Initiative**

Other Funds: \$1,070,000

The Healthy Living Initiative is a collection of 34 projects implemented at 640 sites with community partners to increase opportunities for healthy eating, physical activity and tobacco-free living in public housing, schools, neighborhoods, clinics, food shelves, stores, restaurants, worksites and other settings. The goal of these strategies is to reduce the burden of tobacco- and obesity-related chronic diseases on individuals, communities, employers, and the health care system.

#### **Core Public Health Infrastructure**

General Fund: \$3,137,000

Other Funds: \$961,000

As a local public health entity operating under a Community Health Board (City Council), the department is mandated by Minnesota Statutes, chapter 145A, to provide directly or contract for essential public health services for Minneapolis residents. An adequate public health infrastructure includes a governance structure, assessing community health needs, setting health priorities, meeting state reporting requirements, engaging the community, advocating for policy changes, fostering healthy environments, and ensuring that staffing reflects the diversity of the Minneapolis community. In Minneapolis, grant writing to address priority needs is also an essential component of the Public Health Infrastructure.

## **FINANCIAL ANALYSIS**

### **Expenditure**

The Health Department's budget increases from \$22.7 million to \$24.0 million in 2018 to 2019. This is an increase of \$1.3 million, or 5.9% due to inflationary increases in operating costs offset by elimination of one-time budget allocations of \$626,000 from 2018 and budgetary change items of \$1.6 million in 2019.

### **Revenue**

Revenues are projected to increase by \$365,000, or 2.7% in this department due to increase in grant funding. The department's total revenues in 2019 are projected to be \$14.0 million.

### **Fund Allocation**

This department is funded partially by the General Fund (51.2%), with the remaining funding from in State and Other Funds and Federal Funds (48.8%).

### **Budget Change Items**

Detailed change items are presented on the following pages.

## Health Department Next Step

## 2019 Change Item

Program: Youth Violence Prevention

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$130	\$130	\$130	\$130	\$130	\$130
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$130	\$130	\$130	\$130	\$130	\$130

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$130,000 ongoing to continue contracted hospital based youth violence prevention services.

### Rationale/Background:

Violence among youth and young adults directly impacts the health and wellbeing of many Minneapolis residents. Exposure to violence is linked to trauma, chronic disease, mental health conditions, lower quality of life, and increased likelihood of perpetration of violence. Without an intervention, victims of violence are at high risk for subsequent additional violent injury. Research estimates put hospital recidivism for violently injured youth as high as 40%, with a 5-year mortality rate as high as 20%. Additionally, being shot at or witnessing a shooting can double the probability that the victim/witness will themselves perpetrate violence within 2 years.

In 2018, with assistance from the Minneapolis Health Department, HCMC secured increased grant funds from the MN Office of Justice Programs to expand Next Step. Additional funds will fill critical gaps in program coverage at HCMC and allow for expansion to North Memorial, which sees roughly half of the victims of violent trauma from the City.

The increase and \$130,000 in 2018 City General Funds is enough for full-scale implementation in 2018. However, the City's \$130,000 for 2018 is one-time and HCMC's grants funds alone are not enough for full implementation moving forward. The absence of City (or other) funds for 2019 will require a reduction to staffing, reducing the overall reach and impact. HCMC's current staffing for combined services at HCMC and North Memorial is five full-time (1 program manager and 4 case managers) and eight part-time (.2 FTE hospital responders) staff.

HCMC and NMHH bring significant in-kind contributions to the partnership. HCMC agreed to forgo administrative costs through the grant, freeing about \$110,000 per year for program operation. Additionally, both hospitals are providing oversight from non-direct service staff, office space, IT, office supplies, and training. This represents progress toward the Health Department's vision of progressing from City-led program incubation to eventual hospital ownership of the program.



By interrupting the cycle of community violence, Next Step can reduce the burden of violence on both police and the community, leaving more space for positive and proactive engagement and improved police-community relations. In their role as credible messengers, under certain circumstances Next Step staff can serve as liaisons between police and individuals who may historically have distrust in the system.

By working alongside participants on health, housing, employment, education, and other areas, Next Step is able to address health disparities and other inequities. By reducing community violence, Next Step makes Minneapolis more safe and livable.

### **Description of the Change:**

The recommendation of \$130,000 in ongoing for 2019 will close the gap between the outside funding already secured for the program (a grant held by HCMC for approx. \$495,000/year) and the amount needed for full program implementation at HCMC and North Memorial (approx. \$625,000/year).

Funds will be contracted to HCMC by the Health Department. HCMC is the administrative and programmatic home of Next Step and employs the program staff that serve both HCMC and North Memorial. HCMC's grant funds primarily pay for personnel, technology, and some training costs. The majority of the City's funds will cover participant need costs – items and services participants need to be safe, healthy, and make progress toward their goal plans, including things like clothing, hygiene and personal items, shelter, transportation, etc.

These costs are an integral part of the service model. Intervention during the golden opportunity of the hospital stay is meaningful. However, in many cases, long-term, sustainable change comes through long-term follow-up work. Without tangible financial resources to support and encourage participants' success toward their identified goals, it is very difficult to move toward sustained impact. As a result, the absence of City (or other) funds for 2019 will necessitate a reduction in staffing to fund those essential participant needs.

Next Step is part of the Blueprint for Action, the City's comprehensive public health response to violence. City partners include the Mayor's office, Health, Police, Minneapolis Employment and Training, the Youth Coordinating Board, and the City Coordinator's office. HCMC and NMHH have been and will continue to be community partners for Next Step program. Hospital-based violence intervention programs like Next Step are a powerful way to stop the revolving door of violent injury in our hospitals and our community. Engaging patients in the hospital during their recovery is a golden opportunity to change their lives, helping to reduce re-injury, prevent retaliatory violence, and create a new path for them. Evaluations using randomized controlled trial or retrospective matched cohort have demonstrated the effectiveness of hospital-based intervention programs, showing evidence of increased self-efficacy, decreased physical aggression, higher rates of employment, decreased involvement in the criminal justice system, decreased self-reported injuries, and lower rates of hospital recidivism for participants.

### **Equity Impact:**

Individuals of color are disproportionately overrepresented among violent injury victims. The vast majority of Next Step participants have been individuals of color (approximately 65% Black, 9% Hispanic, 7% White, 6% American Indian, and 5% multiple races). By working alongside participants around goals related to health, housing, employment, education, and other areas, Next Step is able to address health disparities and other inequities. The input of participants is incorporated into the shaping of service delivery on an ongoing basis. Next Step staff consistently enhance their knowledge base of community resources based on participant need, and participants attend Next Step staff meetings to share their perspectives and offer insights to program leadership.

**Results:**

The goals of Next Step are to:

- Reduce the rate of violent re-injury and re-hospitalization for youth and young adults who are victims of violent assault injuries
- Support positive development and holistic healing for victims and families who are affected by violence
- Interrupt the cycle of recurrent violence

<b>Next Step Program Success Through 2017</b>			
	Program participants	% of participants who agreed to post-discharge community-based services	% of those who achieved progress toward co-identified goal plan
2016	68	81% (n=55)	65% (n=36)
2017	67	72% (n=48)	96% (n=46)

Program participants are those who received at minimum a bedside intervention from a Next Step Violence Intervention Specialist. While not all participants have longer-term needs, many do need significant support around safety, basic needs, housing, health, employment, and education. Those participants who agree to post-discharge services co-create goal plans with staff and receive community-based follow-up services that can last up to one year.

Next Step staff have excelled in engaging violent assault victims, illustrating their skill and the value of a “credible messenger” model: through 2017, 76% of participants agreed to community-based services. Staff also excelled in supporting the diverse needs of participants: through 2017, 80% received support toward goals.

During the program’s first year, only 3 of the program’s 98 participants (3%) had returned to HCMC with a new violent injury (per staff check of HCMC records). Research estimates put rates of hospital recidivism for violently injured youth as high as 40%.

<b>Next Step Program Success Projections</b>			
	Program participants	% of participants who agreed to post-discharge community-based services	% of those who achieved progress toward co-identified goal plan
2018	90	70%	70%
2019	130	70%	70%

North Memorial implementation planning is currently underway. Participant projections for 2018 are based on maintaining similar number of HCMC participants from previous years and adding participants served through four months of service at North Memorial.

Participant projections for 2019 are based on full implementation at both hospitals. Projected percentage goals for participants who agree to post-discharge community-based services and those who achieve progress toward co-identified goal plan take into account uncertainty around needs and characteristics of new service population at North Memorial.

# Health Department

## Group Violence Intervention (GVI) / Project Plan

2019 Change Item

Program: Youth Violence Intervention  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$370	\$300	\$300	\$300	\$300	\$300
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$370	\$300	\$300	\$300	\$300	\$300

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$300,000 ongoing and \$70,000 one-time to support community resources for participants in the Group Violence Intervention (GVI) project.

### Rationale/Background:

GVI is a gun violence prevention and intervention model focused on gang involved individuals. It brings the Community, Law Enforcement and Social Services together to address the issue of gang and gun violence. GVI offers real opportunities that support individuals transitioning out of a violent lifestyle (employment, education, mentorship, emergency housing) and simultaneously puts additional law enforcement attention on groups who continue to perpetrate acts of gun violence.

By encouraging and assisting gang involved individuals to stop the violence and become employed these individuals can contribute to society. Additionally, by decreasing their contact with the criminal justice system these individuals require fewer government resources as it relates to jail, prisons, hospital and criminal investigations. GVI is deeply rooted in police legitimacy. Its guiding principles include police transparency and increasing the community's capacity to participate in its own public safety. By bringing the community and law enforcement together to problem solve community violence as equal partners GVI is a tool that lends itself to improving community and police relations. In the 12 months of program implementation GVI has shown significant reductions of shooting victims in Minneapolis.

### Description of the Change:

The Health Department currently receives \$290,000 in general funds and is the current recipient of a \$325,000 Dept. of Justice grant be used Sept. 2016- September 2018. These federal funds will be fully expended during the 2018 budget cycle and will greatly reduce the resources available in 2019 to implement this program in its current configuration which is focused on the African American community primarily on the Northside. This item allows us to maintain our current level of operations as well as begin some expansion of our efforts to other parts of the city impacted by high rates of gang violence.

## Health Department Group Violence Intervention (GVI) / Project Plan

## 2019 Change Item

GVI was designed to service 20 clients total per year in Minneapolis. In year one the program has completed 89 intakes for active clients. GVI is already seeing the limitations the project has by only offering services in North Minneapolis with a focus on the African American Community. Currently gun violence is down in the GVI catchment areas (4th Precinct) however, gun violence is up by 290% in the 3rd Precinct, an area with high rates of gang activity. Request for expansion to other communities have been made by community leaders, city council members and community organizations however, due to fiscal limitations, expanding the program with fidelity and high quality programing has not been option in 2018.

Crucial to the success of this project is collaboration with the Minneapolis Police department, Mayor's office, City and County Attorney, U.S Attorney, FBI, Judicial courts and probation. Other key partnership are community residents especially members of our community moral voice committee and community contractors (Change Equal Opportunities, Northpoint). If fully funded January 1, 2019 the Health department will begin conversations with culturally specific social service agencies in South Minneapolis to vet potential partners to help us more effectively serve participants from the American Indian, Latino and Somali communities.

This additional funding will allow us to contract with Northpoint Incorporated as well as establish smaller contracts with other community based agencies to provide outreach, monitoring and follow up services with clients identified through GVI. This is one of two initiatives being implemented by the Health department that are focused on reducing gun related violence.

### **Equity Impact:**

GVI focuses its efforts on communities most impacted by violence. As it relates to racial equity, people/communities of color are disproportionately impacted by violence in comparison to white people/communities in Minneapolis and nationally. Currently 100% of the clients being provided GVI service are people of color. 100% of the staff providing GVI services are people of color and 100% of the Community Moral Voice Advisory (CMVA) group are people of color. GVI's current catchment area is in Minneapolis Police Department 4<sup>th</sup> Precinct which covers all of North Minneapolis. Currently, most GVI clients, staff and CMVA members represent the African American Community. Additional resources would allow GVI to be more inclusive of other communities of color who are also highly impacted by gun and gang violence. Inquiries for GVI services have been received from the American Indian, Latino and Somali communities however, due to limited capacity adequate services are not currently available in those ethnic or geographic communities. The overall intended goals of the project are a reduction in shootings and an increase in illegal gun recoveries. Positive achievement of these goals will improve the quality of life and resident safety in neighborhoods with populations of color and American Indians.

### **Results:**

In the current catchment area (4th PCT) shooting victimizations are down by nearly 20% over 2017. This suggests that the combination of tailored services through GVI paired with targeted law enforcement focused on gang activity is having a positive impact. In addition, illegal gun recoveries are up city wide by 54%. It is believed that GVI intelligence is assisting in this increase by identifying those who are most likely to have illegal guns in the community. Below please see a grid that highlights the reductions in shootings in the first year of GVI's implementation compared to the year before.

Additionally, GVI currently have 89 individuals who have enrolled in services. Some of those individuals have been stabilized enough to be funneled into more long term programs at North Point or other social service agencies. GVI staffs remain in contact with most of the individuals given the short duration that the program has existed. We are using evidence based models to guide our work and they suggest that gang members are at greatest risk

## Health Department

### Group Violence Intervention (GVI) / Project Plan

## 2019 Change Item

for being a victim or a perpetrator of gun violence over a two year window therefore, GVI intends to continue some level of follow up with clients for two years to minimize risk of recidivism.

<b>GVI Results Year One</b>	<b>2016</b>	<b>2017</b>
<b>Group member involved (GMI) Homicides</b>	<b>12</b>	<b>9</b>
Non-GMI Homicides	9	11
<b>GMI non –fatal shootings</b>	<b>93</b>	<b>42</b>
Non-GMI, Non-fatal shootings	29	18
Unknown non-fatal shootings	41	53

# Health Department

## Asthma Intervention

## 2019 Change Item

Program: Lead & Healthy Homes

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$55	\$55	\$55	\$55	\$55	\$55
IT						
Fleet						
Contractual Services						
Other	\$16	\$16	\$16	\$16	\$16	\$16
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>\$71</b>	<b>\$71</b>	<b>\$71</b>	<b>\$71</b>	<b>\$71</b>	<b>\$71</b>

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>

### Council Adopted Budget:

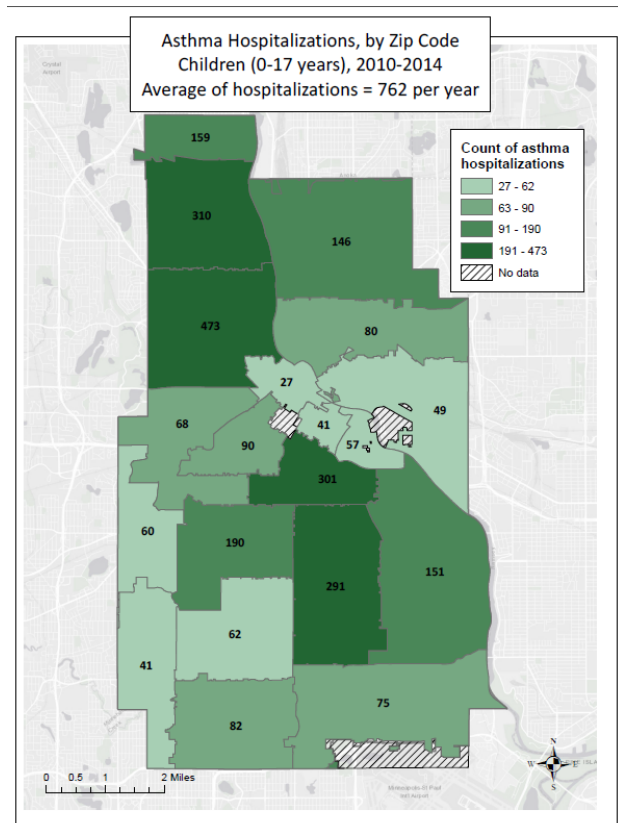
The City Council approves \$71,000 and a 0.5 FTE position ongoing to develop effective intervention programs for children with poorly controlled asthma.

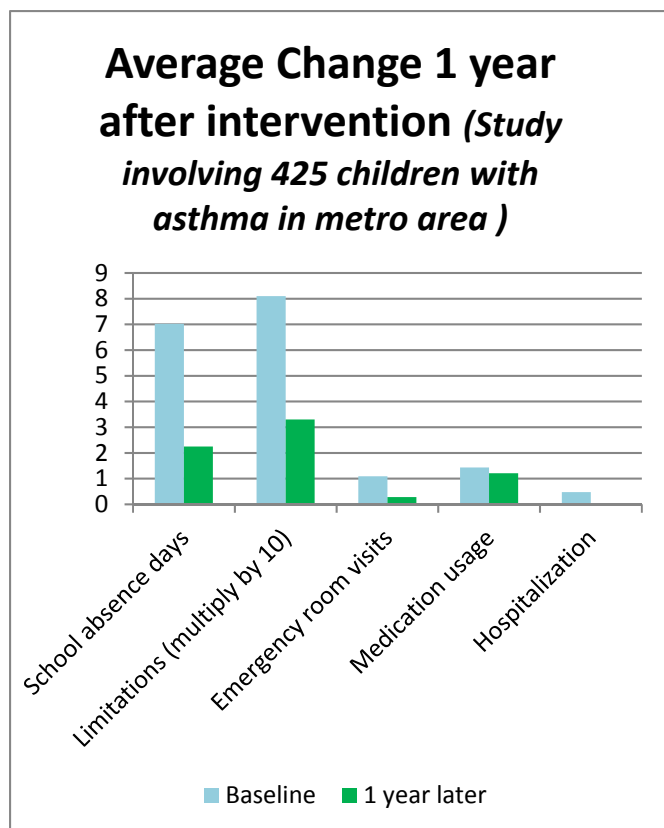
### Rationale/Background:

This initiative aligns with the mayoral goal of safe and affordable housing by providing health inspections of housing of children with asthma that are referred as a result of hospitalization, urgent care service, doctor visit or excessive school absence due to asthma. This also connects to the mayoral goal of economic growth as sick children often result in parents missing work.

This model builds on the lessons learned in the four previous pilot projects that the Health Department participated and/or designed that demonstrated a return on investment of \$1.61 - \$14/\$1 invested. The pilots identified that families living in poor quality housing that contained mold or pests need the assistance of city health inspectors to compel landlords to make repairs that violate current codes. These pilots have been tested locally and are implemented nationally.

Currently the city spends less than \$5,000 annually to directly address children's asthma with effective direct services. In addition to a half time position and intervention products, this item will put in place a 311 referral mechanism for healthcare providers to trigger needed city





services. The department has trained and experienced staff but has lacked the funding to implement this initiative in a way that could significantly reduce the impact of asthma on Minneapolis children. By combining a match of current department program funding with the \$71,000, we can serve 100-200 children with targeted inspection, education relevant to allergen triggers in their specific home, enforcement (rental only) and supplies such as allergen bedding and HEPA air cleaners for the child's bedroom.

#### Description of the Change:

This item will fund \$55,000 for a 0.5 FTE position to provide inspections, and \$16,000 for interventions to reduce home asthma triggers. This initiative is a change in scope from an existing activity. We currently are only able to serve around 10 families a year with current resources that come from cost saving in the current budgets. This initiative will not require contracts with a service provider, but it will leverage the current HCMC program (started in 2018) of providing a warm-hand off with a public health nurse before discharge from their emergency room. The inspector will become part of that process by providing parents with a technical

expert to review their home, educate about what is within a parents control vs what will need to be addressed by violation correction orders in rental housing.

This service should be offered to all Minneapolis children when discharged from hospitalization. We anticipate being able to provide services to 100-200 families this first year as part of the time will be devoted to contacting emergency rooms, urgent care and schools to spread awareness of this service availability. The supplies are estimated at \$110 per allergen vacuum, \$100 for a HEPA air cleaner, \$100 to provide allergen covers for beds and mattresses, and integrated pest management for a single family home is around \$250. Average product cost for services is \$350.

This initiative will complement the current healthy homes work being done by Environmental Programs in their grant work when rehabbing homes for lead paint and other safety hazards, as well as with the missions of Maternal and Child Health who contract with Hennepin HealthCare Systems, Inc. for public health nurses, and with Regulatory Services by increasing the number of rental homes that will receive an inspection. The external partners are school nurses, emergency and urgent care providers, and pediatric asthma physicians and parents. This will provide a sustainable funding to replicate the successful outcomes demonstrated in previous pilots (see chart under Rationale).

Contacting partners to start setting up the referral process and a 311 workflow can start immediately upon approval of the budget to be ready to kick off delivery of services starting January 1, 2019. The Department will continue to work with IGR to advocate for state policy change that will provide Medical Assistance reimbursement for these services.

**Equity Impact:**

Asthma is a housing quality issue linked to poverty (see map in Rational section). Children in low-income households (25%) are more likely than children from non-low-income households (8%) to seek emergency room or urgent care due to asthma. A higher percentage of American Indian (24%) and Black/African/African Am. (24%) youth have asthma than Hispanic/Latino (18%), White (18%) or Asian/Pacific Islander (14%). Members of these racial and ethnic groups were participants in the previous pilot projects and gave their feedback of services and products delivered.

Providing the proposed services and reducing allergens that result from poor housing quality will reduce the burden of disparities the children/families face. As proven by previous pilot projects carried out in Minneapolis, outcomes resulted in 5 fewer days missed from school, 0.5 fewer hospitalizations, 1 less emergency department visits, significant reduction in medication usage and an increased ability to participate in physical activities. When a child's bedroom has allergen reduction, the child is able to get a good night's sleep, go to school the next day, and their life functional scores are equivalent to children without asthma and higher than children who were just being treated at the clinic.

Services will be available to homeowners and renters. A homeowner can address structural issues that result in mold growth and pests, but as demonstrated in the pilot program a Health Inspector is often needed to compel a landlord to repair violations that result in the same conditions. When corrective orders are written on rental properties landlords will sometimes retaliate by evicting tenants. In communicating with the landlord staff is careful to convey that the referral for services was made by a medical professional, not the tenant which can reduce retaliation. Working with these landlords to provide access to resources provided by grant programs we currently administer such as the Lead Hazard Control grants from HUD and the Weatherization grants from the franchise fee result in enhancement of rental property for current and future tenants. The education provided by a Health Inspector by walking through the inspection process with an occupant has enabled many parents to correct conditions within their power and to provide them with the knowledge to assist them in selecting housing without asthma triggers in the future.

**Results:**

This will be a new activity. The following are potential measures for monitoring performance.

<i><b>Name of Measure</b></i>	<i><b>2017</b></i>	<i><b>2018</b></i>	2019
Number of inspections for asthma triggers, vs how many referrals	10 inspections 40 referrals	Est 10	100-200
How many items of concern were identified, how many were addressed?	Not collected		
Ask families if they are better off after services received.	Not asked		

Numbers of inspections and non-violation items (educational interactions and products delivered) can be tracked in the current ECOSpec data base, violations of the rental licensing code can be tracked through ELMS. Families can be provided with a written survey or a phone call to ask if they are better off. This information can be graphed and presented on the unit webpage or in Results Minneapolis.



## Health Department

### Health Inspectors for a growing economy

## 2019 Change Item

Program: Food, Lodging and Pools

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$200					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$200	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2					

#### Council Adopted Budget:

The City Council approves \$200,000 one-time to sustain and enhance the thriving and growing food and lodging industry in Minneapolis.

#### Rationale/Background:

Health inspectors protect public health and serve a thriving hospitality industry by assuring commercial and institutional foods, lodging businesses and pools are safe and in compliance with state and local health codes. These efforts protect the integrity of Minneapolis' growing hospitality industry which in 2017, provided over 28,000 jobs and over \$27 million in direct sales tax revenue to the City. Unlike the surrounding suburbs where corporate chains make up 80% of the restaurants, approximately 70% of Minneapolis' restaurants are locally owned. Small business owners do not have the resources of large corporations to train staff and develop systems to meet health codes. Minneapolis' health inspection program supports local entrepreneurs by providing training, consultation and technical assistance in linguistic and culturally appropriate ways.

Minneapolis' food scene is full of small business success stories. Appropriate staffing levels allow health inspectors to work with owners and managers as partners in food safety instead of just compliance officers. As evidenced by the 80% reduction in health citation revenue levied against businesses since 2010, health inspectors support and partner with our businesses to foster economic inclusion through economic growth in every corner of Minneapolis.

As Health Inspectors are regularly in over 5,000 licensed businesses they often assist other departments with inspection duties. For example, while conducting health inspections, staff verifies regular hood cleaning on behalf of Fire Inspection Services and compliance with portions of Sick and Safe time for Civil Rights.

License and permitting fees are paid by businesses to cover services provided by the City. As business numbers grow, fee and tax revenue grows, but so does inspector workload. At the request of Council, Finance is leading a City team with the goal of aligning city costs with license fees. The number of required health inspections increased from 2016 to 2017 by almost 1,000 inspections, an increase of 24%. A new Minnesota Food Code will go into effect

## Health Department

### Health Inspectors for a growing economy

## 2019 Change Item Request

### Priority 3 of 10

in 2019. The current code, adopted in 1996, is significantly out of date. While this new code will provide more flexibility for business, it will place a greater burden on inspectors and management- increasing workload. Significant department resources will go to revising city codes, ELMS and procedures as well as inspector training.

#### **Description of the Change:**

This proposal provides \$220,000 to retain two existing Health Inspectors on a temporary basis for one-year. Sustaining and enhancing the thriving and growing food and lodging industry in Minneapolis are critical to the City maintaining its reputation as a premiere destination city. Maintaining adequate leadership and a skilled workforce are essential to protecting public health by ensuring safety standards are met. Council approved one-time funding for additional health inspectors in the adopted 2018 budget but the need remains and continues to grow as local industries thrive. In order to meet current demands and continue to meet state requirements outlined in the City's delegation agreements, we are requesting ongoing funding for the inspectors added in 2018. Because the span of control and workload for the current supervisors is unmanageable, we request an additional supervisor position.

Minneapolis Health Inspector staffing levels are far behind national standards and regional partners. Without continued funding for the inspectors added in 2018, Minneapolis will have one inspector to 638 food inspections; falling well short of FDA's minimal staffing recommendations of one inspector to 320 food inspections. Although overall improvements in food safety fueled by educational and outreach efforts and operational efficiencies allow Minneapolis to operate a lean health inspections unit, ongoing funding for inspectors is required to maintain inspection frequency and keep pace with economic growth. These additional inspectors are especially important in order for the department to be prepared for the NCAA Final Four and other marquee events. Currently two supervisors manage the entire health inspections program and 22 inspectors, creating an unworkable span of control, necessitating an additional Supervisor. Minneapolis' Food, Lodging and Pools program is audited externally by both the Minnesota Department of Health (MDH) and the Minnesota Department of Agriculture (MDA) and audited internally to state standards. A 2010 audit of Minneapolis' program almost resulted in the City losing its ability to conduct its own health inspections. The program is now on solid footing, but additional staff persons are needed to maintain compliance with state standards.

#### **Equity Impact:**

Approximately 70% of licensed establishments inspected by Food, Lodging and Pools are locally owned (Advance Practice Center, 2008). Many of these are owned by immigrants and persons of color. Minneapolis' food service industry, with its 28,000+ jobs, is a major employer of persons of color within the city. In fact, the food service industry employs the highest proportion of foreign-born workers of all US industries (Mauer, W. A. et al., 2006). Minneapolis is the region's food destination. Only Minneapolis has the variety offered by the likes of the Bachelor Farmer, Manny's Tortas, Ted Cook's, Quangs and the Holy Land. Maintaining adequate inspector staffing levels provides the capacity for the department to support businesses, not focus solely on regulation. Minneapolis health inspectors take the time needed to explain the health code to our local businesses. Inspectors speak English, Hmong, Spanish, Somali, Lao, Thai, Portuguese and Korean. Additional educational resources, in-house training and community forums are provided in these and other languages to support the needs of our businesses. These include specialized training for Latino –owned and operated restaurants, the only Somali Certified Food Manager program in the country, and free vouchers to on-line courses for workers at Minneapolis licensed food businesses.

#### **Results:**

Environmental Health programs ensure the City's vibrant hospitality industry is safe and in compliance with state and local health codes by conducting more than 7,000 inspections a year of over 5,000 facilities including restaurants, schools, hotels, pools, tattoo parlors, day care centers, farmers markets, groceries, and food vendors.

## Health Department

### Health Inspectors for a growing economy

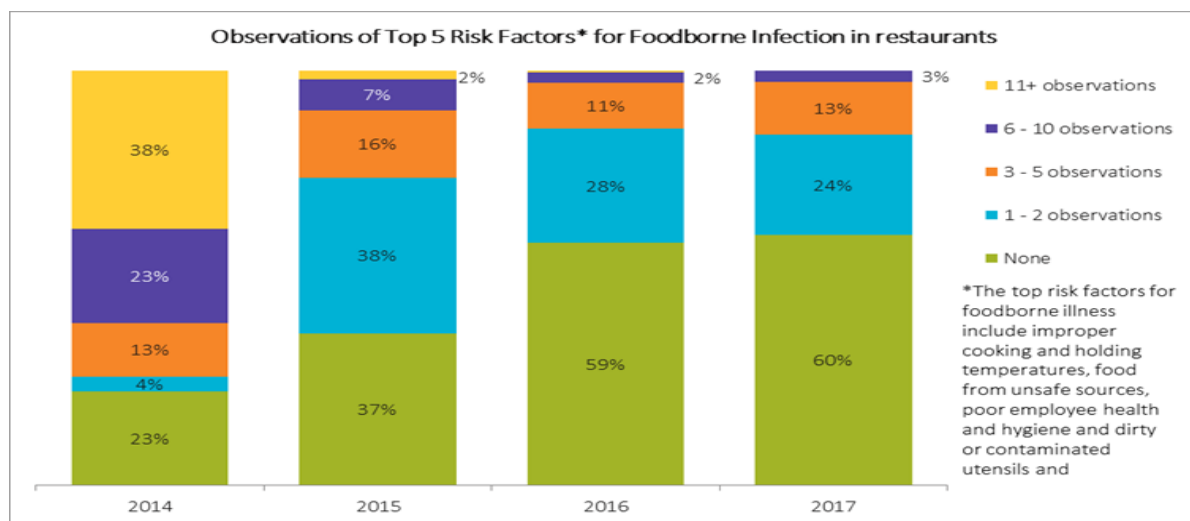
## 2019 Change Item Request

### Priority 3 of 10

Over the past four years, health inspectors have partnered with community organizations and the business community to address unacceptably high levels of foodborne illness risk factors in Minneapolis food establishments. The department has increased inspector training, inspection frequency and inspection rigor. This has been combined with Serving Safety, a comprehensive program providing culturally appropriate educational resources, free in-house and online training and community outreach. This collaborative approach to food safety has dramatically improved the safety of restaurants and other food businesses in Minneapolis, as evidenced by the increase in inspections with no critical risk factors observed and the decline in observations of multiple risk factors observed.

Since rebuilding the program after its failed 2010 state audit, the performance of the health inspections program is best measured by the profound reduction in Minneapolis restaurants of these top five food safety risk factors. Restaurants are safer in Minneapolis than four years ago. However, without ongoing additional funding for inspectors and a supervisor: the program will be forced to end its educational and community outreach programs; inspectors will spend less time with business managers and focus solely on code enforcement; and cuts will be made to the number of food trucks and festival vendors inspected each year. This will reverse the gains made in food safety over the past 4 years resulting in increased risk of foodborne illness and death. According to standards set by the FDA for health inspection programs, Minneapolis falls well short of the number of inspectors recommended per required inspections. Due to the high work standards and efficiencies of the department, Minneapolis Health Inspectors can exceed these recommendations, however, not to the excesses outlined below.

FDA recommended staffing ratio	1 inspector to 280-320 inspections
Staffing ratio no additional FTE	1 inspector to 638 inspections
Staffing ratio with our request of 3 FTE	1 inspector to 491 inspections



# Health Department

## Opioid Prevention and Coordination

2019 Change Item

Program: Youth Development and Sexual Health

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$50					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$50	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$50,000 one-time to provide funding for a multijurisdictional opioid coordinator to serve on opioid related responses including opioid prevention efforts.

### Rationale/Background:

Over the past four years, Minneapolis has seen a rapid increase in the number of reported opioid overdoses. While we have been able to equip our firefighters and now police officers with naloxone to ensure our first responders can help save lives, to holistically address the epidemic, we must be proactive in systems coordination. The City is especially concerned with the disproportionate number of American Indian and African American families being impacted by opioid abuse. Although the City allocates limited funding annually to local non-profits to help Indigenous people impacted by this issue, we want to spur a multi-jurisdictional collaboration to bring synergy to the financial resources and focus to the work that the City, County, and State can bring to the table to end the opioid abuse in our most impacted communities.

The Health Commissioner serves on the Mayor's Opioid task force and will help inform staff work plans. The Opioid Coordinator would work with an existing internal health department opioid prevention workgroup made up of staff representing family and early childhood health, youth development, and youth violence prevention.

### Description of the Change:

Although the Mayor has convened an opioid task force, currently there are no staff resources to implement the task force recommendations. A dedicated FTE for two years could expand the city's role in addressing the opioid issue working closely with community stakeholders and other multijurisdictional partners, and provide time to determine what if any ongoing investments should be provided by the City. The City of Minneapolis is highly motivated to work with existing partners in these communities to formalize and deepen our response to reduce the trauma of opioid use in Minneapolis' American Indian Community as well as strengthening prevention efforts with African American youth through youth violence prevention efforts. One of the greatest challenges that the City faces, along with the County, the State, and the Federal Government, is gaining the trust of the impacted individuals that the system is here to help them. Historical and generational trauma is heavy in Minneapolis' most

## Health Department

### Opioid Prevention and Coordination

## 2019 Change Item

impacted communities, and it is imperative that we talk about this reality and understand how the work of all levels of government must be in strong coordination to not further harm our communities.

The opioid coordinator would work closely with the police, fire and health department in addition to coordinating policy approaches with IGR. In addition to these city departments, the coordinator will work with members of the Mayor's task force which includes other jurisdictions such as Hennepin County.

Dedicated city staff is needed to pull together internal city efforts and spur innovative approaches with community and other governmental stakeholders, with an implementation date of April 2019 following the hiring and orientation for the coordinator. A two year implementation period will give us time to assess if sufficient activities have been launched and coordinated, and if they can continue with existing resources, or allow for grant writing time if more resources are needed.

#### Equity Impact:

The burden of opioid-related deaths is greatest among white, black and American Indian residents. Increases are evident in all three of these subgroups, with white deaths increasing from 10 deaths in 2011 to 32 deaths in 2016; black deaths, 3 to 18; and American Indian deaths (alone or in combination with other races/ethnicities), 3 to 12. Stakeholders from the American Indian and African American communities participate in the Mayor's task force. A key goal for this staff position is to focus efforts on those most impacted by the opioid crisis. Job responsibilities will include seeking federal, state and other resources to affected communities in addition to helping departments better coordinate their resources and funding.

#### Results:

The City of Minneapolis is highly motivated to work with existing partners in these communities to formalize and deepen our response to reduce the trauma of opioid use in Minneapolis' American Indian Community as well as strengthening prevention efforts with African American youth through youth violence prevention efforts. Historical and generational trauma is heavy in Minneapolis' most impacted communities, and it is imperative that we talk about this reality and understand how the work of all levels of government must be in strong coordination to not further harm our communities.

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Enterprise coordination of existing opioid related efforts			
Implementation of specific task force recommendations			
Amount of funding obtained by the City to address the opioid issue			

# Health Department

## Office of Violence Prevention & Violence Prevention Fund

2019 Change Item

Program: Youth Violence Intervention  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$145	\$145	\$145	\$145	\$145	\$145
IT						
Fleet						
Contractual Services	\$483	\$312	\$312	\$312	\$312	\$312
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$628	\$457	\$457	\$457	\$457	\$457

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	1	1	1	1	1	1

### Council Adopted Budget:

The City Council approves \$171,000 one-time and \$457,000 ongoing to design and implement an Office of Violence Prevention and Violence Prevention Fund. This will be done by analyzing the work of other cities with a similar model and approach to violence prevention and develop a plan for implementation in the City of Minneapolis.

### Rationale/Background:

Violence represents a major health, criminal justice, human rights, and development challenge. It threatens the lives and physical and mental health of millions of people, overburdens health systems, undermines human capital formation, and slows economic and social development. Violence affects a significant proportion of the population. For people aged 15–44 years, homicide and suicide are among the top five causes of death. The annual toll of 1.6 million violence-related deaths is about half as many as those due to HIV/AIDS, roughly the same as those due to tuberculosis, and more than the annual number of deaths due to malaria or road traffic injuries.

Several initiatives have been created in the city to prevent, intervene, and cope with violence in various forms. We are using a public health based approach to dealing with violence with a focus on prevention. Currently, efforts are scattered in different departments. This item will propose one centralized Office of Violence Prevention that will coordinate all efforts for efficiency as well as information sharing. This will also signal that we are already doing this work, but the need to highlight our successes and continue to build upon them is essential for collaborative and efficient strategies around violence prevention. The Office of Violence Prevention will provide strategic direction and oversight for City efforts to reduce risk of violence through linked strategies in partnership with government, non-profit, neighborhood, and faith organizations

### Description of the Change:

Some of the current initiatives for violence prevention include Group Violence Intervention (GVI), Next Step, Youth Violence Prevention (Blueprint), Mental Health Co-Responder Pilot, Domestic Violence Hotspot Pilot, Human trafficking, Sex trafficking, Homeless outreach within MPD, ReCAST, Collaborative Public Safety Strategies, Diversion Efforts, and First-time gun offenders program.

Centralizing these efforts increases city's ability to provide comprehensive services and impacts to individuals, youth, and families. It also improves coordination, elevates Minneapolis profile as major city doing this work, highlights efforts that are tied in with public health, procedural justice, law enforcement and criminal justice, increase capacity to extend current efforts and take on new initiatives, and sets the stage for the creation of a comprehensive plan.

The Violence Prevention fund shall be used to invest in community-led strategies that address violence in the community, domestic violence, community trauma and healing, and childhood trauma and adverse childhood experiences. At least \$150,000 from the Fund shall be designated specifically for community-based downtown safety strategies. The Health Department shall report back to Council on recommended use of monies within the Fund no later than April 30, 2019.

**Equity Impact:**

While violence affects people everywhere, it takes an inequitable toll on specific neighborhoods and populations including youth, women, and people of color. Multiple forms of oppression contribute to violence, and these must be acknowledged, addressed, and dismantled, including institutional racism. When violence does occur in these communities, people there have limited access to adequate emergency medical services, psychosocial help, and legal assistance.

From a societal perspective, violence prevention initiatives must also address the sociocultural factors that underlie violence prevention. The high sensitivity of violence to macro-level factors such as unemployment, income inequality, rapid social change, and access to education means that any comprehensive violence prevention strategy must include policies directed at these macro-level social factors and harness their potential to reduce the inequities that fuel interpersonal violence.

**Results:**

The City of Minneapolis, through its Blueprint for Youth Violence Prevention monitors progress toward youth violence prevention and incorporates strategies that are grounded in research and responsive to residents' needs. The Health Department youth violence prevention evaluation efforts involve coordination with various internal and external partners, including the Minnesota Department of Health, Minneapolis Police Department, Minneapolis Public Schools, the Minneapolis Park and Recreation Board, University of Minnesota, Hennepin County, and community-based youth-serving organizations. The city-wide results accountability process (Results Minneapolis) with indicators identified around goals. These goals should be identified through the planning and implementation phases for an Office of Violence Prevention. An example of these goals can be taken from the Blueprint for Youth Violence Prevention and include 1) Connect every youth to a trusted adult, 2) intervene at the first sign of risk, 3) restore youth who are going down the wrong path, and 4) unlearn the culture of violence. Indicators that demonstrate outcomes for these goals include Youth homicide victims, juvenile violent crime, hospitalizations from assault injuries, curfew truancy pickups, perception of safety in school, high school graduation, participation in extracurricular activities, teen pregnancy rates, number of shots fired in Minneapolis neighborhoods, resident's perception of safety and suitability for raising children, employment, recidivism rates during probation or within six months upon completing probation.

**Health Department****2019 Change Item****Part-Time Youth Workers in Cedar Riverside & Seward Neighborhood**

Program: Core Infrastructure

Fund: General – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$40					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$40	\$0	\$0	\$0	\$0	\$0

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$40,000 one-time to contract with Youth Coordinating Board in support of part time youth workers to work in the Cedar Riverside and Seward Neighborhood.

**Rationale/Background:**

Community, driven by the West Bank Business Association, forwarded this request in response to increase criminal activity and observable violence in the Cedar Riverside Area. They saw the improvements in downtown Minneapolis due to the presence of the YCB team and asked for funding so that the same intervention could happen on the West Bank.

**Description of the Change:**

The YCB Youth Street Outreach Team interrupts behavior cycles of youth who are disruptive or disengaged by connecting them to meaningful activities and or resources. This is a new program for Cedar Riverside conducted by an experienced team of youth worker professionals with demonstrated success.

**Equity Impact:**

The YCB Youth Street Outreach Team model uses the approach that young people are more positively impacted by caring adults who are from their communities and who have a connection to them. The Cedar Riverside team will be made up of caring adult youth work professionals who are relatable to them and who have had similar experiences as the youth they will be serving.

**Results:**

The First Precinct of Minneapolis reports that juvenile and youth crimes decrease when the YCB Youth Street Outreach is out and working. We anticipate a similar result in the Cedar Riverside area.



## Health Department

### Children's Savings Account Program

## 2019 Change Item

Program: Core Infrastructure

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$43					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$43	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

#### Council Adopted Budget:

The City Council approves \$43,000 one-time to Youth Coordinating Board for the Children's Savings Account program.

#### Rationale/Background:

A Children's Savings Account (CSA) program is a tool for creating the tangible hope families need to build a brighter future for their children, and, in turn, a more equitable future for the City of Minneapolis. The City of Minneapolis has invested \$55,000 since 2016 for this project.

#### Description of the Change:

Funds for 2018 will be used to build out the infrastructure of Children's Savings Accounts, for developing additional resources through private philanthropy and other public funding streams, and for designing effective community outreach.

#### Equity Impact:

People of color, including indigenous peoples and recent immigrants, make up the fastest-growing segment of our population. Yet people of color in Minnesota are more likely to live in poverty, less likely to graduate from high school, less likely to own a home, more likely to be unbanked, and more likely to suffer major health challenges. With growing populations of color, the future economic success of Minneapolis depends on everyone having the opportunity to reach their full potential. As a city we need to begin to look at how we help children, from birth to early adulthood, acquire the skills and gain access to institutions needed to succeed, build wealth and sustain wealth over the course of their lifetime. Children's Savings Accounts (CSAs) can help us achieve this.

A CSA program creates the infrastructure that the City of Minneapolis and our families can use to build wealth. A seeded savings account is a vehicle for future savings and, when more public and private funds are allocated, larger and more long-term savings.

**Children's Savings Account Program****Results:**

Health & Well-Being of Families: Low-moderate income mothers whose children receive a CSA at birth have reduced maternal depression symptoms. In turn, their children score higher on early social-emotional measurements than their peers. CSAs provide tangible hope to both parents and children.

College-Bound Identity: Youth participating in a CSA program are more likely to plan to attend college after high school. Students who expect to attend post-secondary education are more likely to do so when they have dedicated school savings. CSAs put students on the pathway to college.

Early Academic Success: CSAs can have an impact on early academic achievement in grade school, including positively impacting math and reading scores. A CSA turns children's hopes for a college degree into a strategy.

College Enrollment & Completion: Children with a college-saver identity and \$500 or more saved are two times more likely to graduate from post-secondary education than children with a college-bound identity only. For children in low and moderate-income households, this figure is three times more likely. CSAs can be a driving force in closing the opportunity gap.

## Health Department

### Final Four Reimbursable Expense

## 2019 Change Item

Program: Environmental Health-Food, Lodging and Pools  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$16					
<b>Expenditures</b>						
Personnel	\$16					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

#### Council Adopted Budget:

The City Council approves \$16,000 one-time for reimbursable expenses associated with the 2019 Final Four.

#### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

#### Description of the Change:

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

#### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

#### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

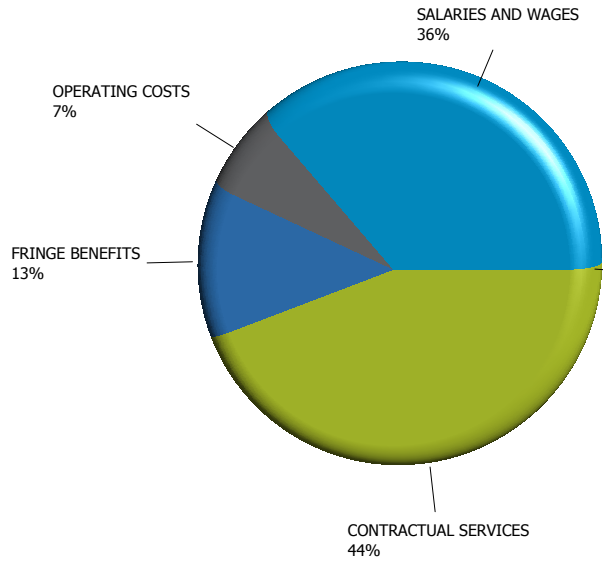
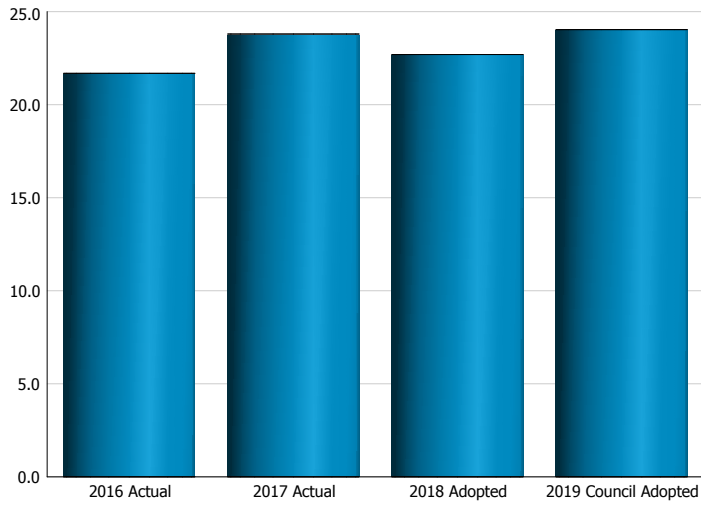
# MINNEAPOLIS HEALTH DEPARTMENT EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	3,835,000	4,004,000	4,344,000	4,788,000	10.2%	444,000
FRINGE BENEFITS	1,476,000	1,531,000	1,721,000	1,697,000	-1.4%	-24,000
CONTRACTUAL SERVICES	3,312,000	4,384,000	4,380,000	5,124,000	17.0%	743,000
OPERATING COSTS	424,000	507,000	597,000	697,000	16.8%	100,000
CAPITAL	15,000		30,000	0	-100.0%	-30,000
<b>TOTAL GENERAL</b>	<b>9,062,000</b>	<b>10,426,000</b>	<b>11,072,000</b>	<b>12,306,000</b>	<b>11.1%</b>	<b>1,233,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	3,412,000	3,563,000	4,044,000	3,932,000	-2.8%	-112,000
FRINGE BENEFITS	1,160,000	1,226,000	1,536,000	1,368,000	-10.9%	-168,000
CONTRACTUAL SERVICES	7,566,000	8,029,000	4,533,000	5,500,000	21.3%	967,000
OPERATING COSTS	476,000	553,000	1,509,000	929,000	-38.4%	-580,000
CAPITAL	8,000			0		
<b>TOTAL SPECIAL REVENUE</b>	<b>12,622,000</b>	<b>13,371,000</b>	<b>11,622,000</b>	<b>11,729,000</b>	<b>0.9%</b>	<b>107,000</b>
<b>TOTAL EXPENSE</b>	<b>21,684,000</b>	<b>23,797,000</b>	<b>22,694,000</b>	<b>24,035,000</b>	<b>5.9%</b>	<b>1,341,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SERVICES	7,000			0		
FINES AND FORFEITS	52,000	43,000	65,000	65,000		
LICENSE AND PERMITS	2,335,000	2,665,000	2,498,000	2,748,000	10.0%	250,000
OTHER MISC REVENUES	104,000	122,000	100,000	100,000		
SPECIAL ASSESSMENTS	326,000			0		
<b>GENERAL</b>	<b>2,824,000</b>	<b>2,830,000</b>	<b>2,663,000</b>	<b>2,913,000</b>	<b>9.4%</b>	<b>-111,000</b>
<b>SPECIAL REVENUE</b>						
CHARGES FOR SALES	3,000			0		
CHARGES FOR SERVICES	996,000	1,325,000	1,317,000	1,254,000	-4.8%	-63,000
CONTRIBUTIONS	317,000	170,000	186,000	300,000	61.3%	114,000
FEDERAL GOVERNMENT	6,638,000	7,064,000	4,992,000	4,277,000	-14.3%	-713,000
LOCAL GOVERNMENT	283,000	54,000	19,000	221,000	1,063.2%	202,000
OTHER MISC REVENUES	4,000	9,000	200,000	200,000		
SALES AND OTHER TAXES	59,000	39,000	7,000	7,000		
STATE GOVERNMENT	2,634,000	4,165,000	4,220,000	4,797,000	13.7%	577,000
<b>SPECIAL REVENUE</b>	<b>10,934,000</b>	<b>12,826,000</b>	<b>10,941,000</b>	<b>11,056,000</b>	<b>1.1%</b>	<b>115,000</b>
<b>TOTAL REVENUE</b>	<b>13,758,000</b>	<b>15,656,000</b>	<b>13,604,000</b>	<b>13,969,000</b>	<b>2.7%</b>	<b>365,000</b>

# MINNEAPOLIS HEALTH DEPARTMENT EXPENSE AND REVENUE INFORMATION

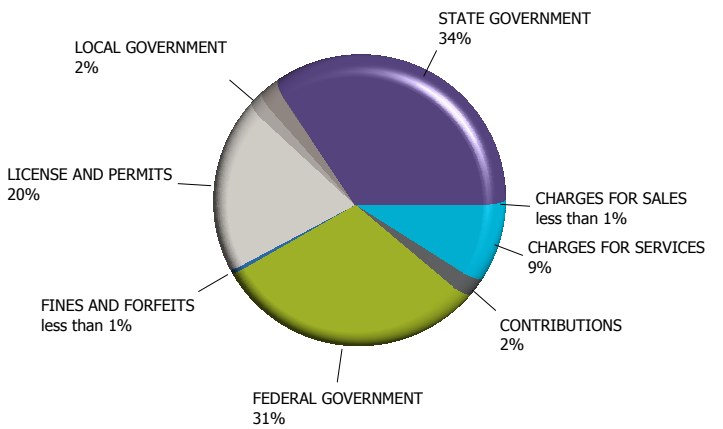
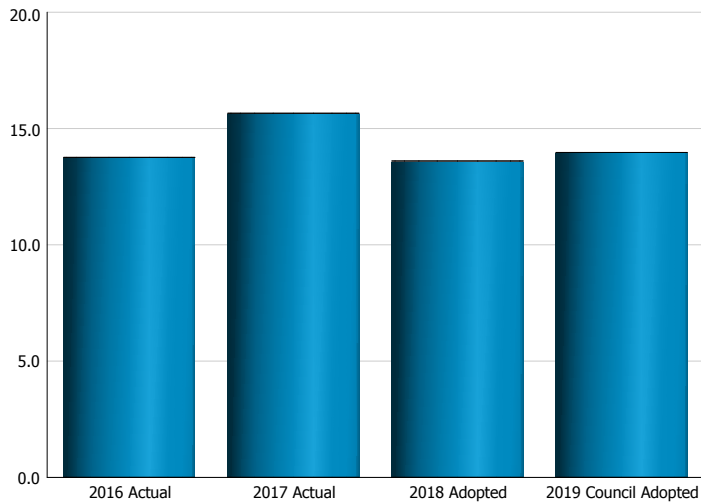
## Expense by Category

**Expense 2016 - 2019**  
In Millions



## Revenue by Type

**Revenue 2016 - 2019**  
In Millions

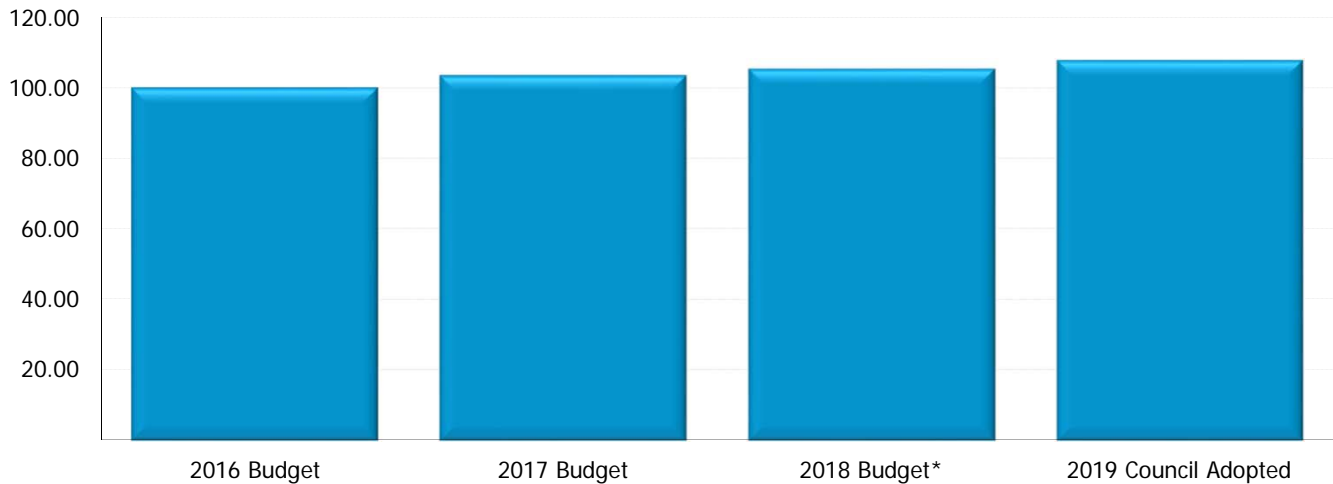


## MINNEAPOLIS HEALTH DEPARTMENT

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
CORE INFRASTRUCTURE	15.75	14.30	15.82	15.82	0.0%	0
EMERGENCY PREP & INFECTIOUS DISEASE	2.60	2.70	2.30	2.30	0.0%	0
ENVIRONMENTAL SERVICES	11.75	12.75	12.80	12.80	0.0%	0
FOOD LODGING AND POOLS	23.00	25.00	26.00	28.00	7.7%	2.00
HEALTHY HOMES AND ENVIRONMENT						0
HEALTHY LIVING	7.40	6.65	5.85	5.85	0.0%	0
LEAD AND HEALTHY HOMES	9.00	9.00	9.00	9.50	5.6%	0.50
PERINATAL EARLY CHILDHOOD/FAMILY	2.35	2.55	2.25	2.25	0.0%	0
SCHOOL BASED CLINICS	23.30	23.05	24.25	24.25	0.0%	0
SENIOR SERVICES	1.00					0
YOUTH DEVEL- TEEN PREG PREV	1.40	2.25	1.75	1.75	0.0%	0
YOUTH VIOLENCE PREVENTION	2.50	5.25	5.33	5.33	0.0%	0
Overall	100.05	103.50	105.35	107.85	2.4%	2.50

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

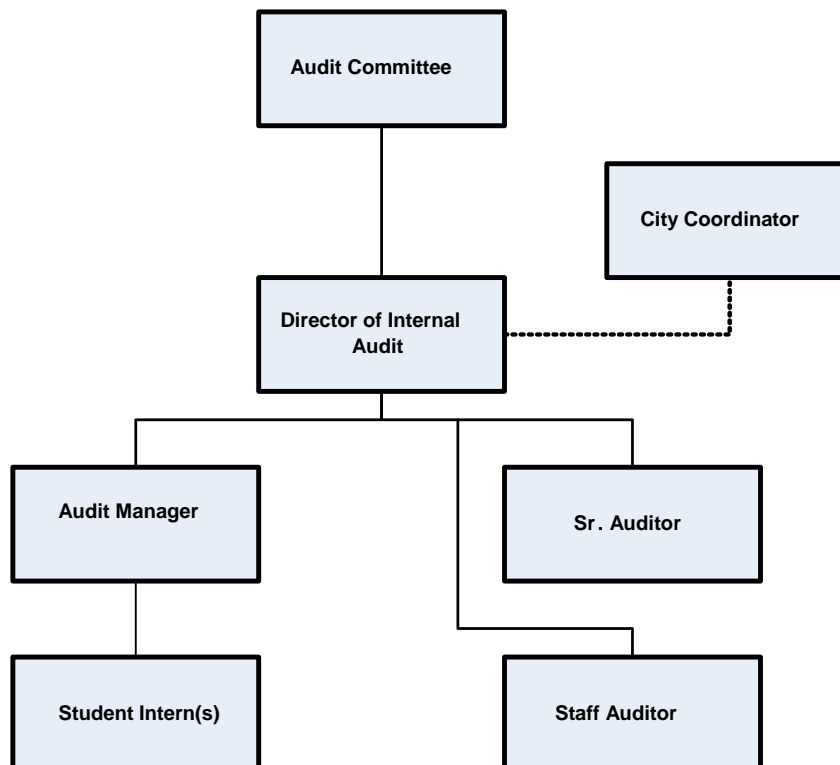
## INTERNAL AUDIT

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### MISSION

To serve the City of Minneapolis and the public interest by providing objective services that enhance the City's ability to manage risk, improve internal controls, optimize efficiencies, reduce costs and strengthen accountability.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmssp-199683> to find detailed information and analysis related to the budget programs listed below.

### Internal Audit

General Fund: \$858,000

Internal Audit provides objective and independent assessment on the effectiveness and efficiency of City operations and reports results to the Audit Committee at public meetings.

Through an annual risk assessment process, Internal Audit collaborates with management to identify program or department risks and expected controls to manage those risks. Risks may include financial, operational, information technology, reputation, regulatory, third party, and strategic risks. Internal Audit analyzes annual department/program risk assessment results to update the overall audit plan which must be approved by the Audit Committee. During an audit engagement, Internal Audit independently assesses the design and operating effectiveness of controls that mitigate key risks in scope for the audit.

Internal Audit also provides consulting services upon management request but does not participate in management decision-making. Internal Audit conducts investigations when requested through the complaints management process.

## **Financial Analysis**

### **Expenditure**

The total Internal Audit Department's budget increases from \$760,000 to \$858,000 from 2018 to 2019. This is an increase of \$98,000, or 12.7%. The Internal Audit Department's 2019 expenditure budget reflects \$58,000 inflationary increases in operating costs, and \$40,000 in budgetary change items.

### **Revenue**

This department does not produce revenue.

### **Fund Allocation**

This department is funded completely in the General Fund.

### **Budget Change items**

Detailed change items are presented on the following pages.



# Internal Audit

## Increase funding for IT Auditor

# 2019 Change Item

Program: Internal Audit  
Fund: General Fund – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
<i>Enter Source (Grant, Fee, etc.)</i>						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$40					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$40					

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$40,000 one-time General Fund resources for professional services to maintain or increase the hours the department contracts for Information Technology Audit Services

### Rationale/Background:

Internal Audit provides objective services to increase the City's ability to manage risk, improve internal controls, find efficiencies and strengthen accountability. Audit projects cover subjects that impede the City in accomplishing its goals, identified as risks internally, by departments, or by City Council. Depending on the scope, projects either target and improve a specific element of a department's work, or generally aid the City in functioning more effectively to be in a better position to achieve goals.

Internal Audit contracts for IT audit services to an IT audit firm selected through an RFP process in 2014. There are three considerations triggering this change item:

- The contract with current IT audit provider is expiring this year. Internal Audit must issue a new RFP for these services and it is likely due to inflation and market forces that the new best candidate rate will be higher than the rate for the current contract established in 2014.
- The amount of technology used, reliance on technology, and visibility of technology at the City has increased in the last four years and will likely continue to increase.
- Since 2016, Internal Audit has had a budget of \$90,000 in professional services specifically for IT audit services.

Internal Audit considered transitioning to internal staffing to provide IT audit services instead of contracting externally. An initial review suggests that to obtain adequate expertise to cover current IT risks, multiple FTEs with technical skills would need to be added and hired, or one FTE with the ability to occasionally contract needed subject matter experts. While this could eventually be a cost-effective solution, at this time continuing to contract for services provides the broadest coverage.

## Internal Audit

### Increase funding for IT Auditor

## 2019 Change Item

#### Description of the Change:

This change item will increase funds dedicated to providing the City with IT audit services from \$90,000 to \$130,000. At current rates, this equates to an increase from ~1/3 of an FTE to ~1/2 of an FTE. This will provide additional project or review coverage of one additional high-risk IT area and provide more hours spent on annual IT risk assessment and planning.

Because the current provider's contract is expiring the Internal Audit department does not have a specific service provider for 2019 services. The Internal Audit department anticipates the current provider, Backbone Consultants, will submit a proposal and could be reselected depending on the other responses received. The hourly rates for this service are likely to go up, though this is dependent on the results of the RFP, so some amount of increase is likely needed to maintain current service levels.

IT is a growing part of the City and impacts all City work, thus Internal Audit believes it is reasonable to attempt to increase coverage rather than maintain current levels, especially as IT works to identify and protect critical city systems and increase transparency and access to public data. The funding will impact the expected scope of work stated in the RFP to be issued for IT audit services late this year.

#### Equity Impact:

The current provider of IT audit services is a Minneapolis based, minority-owned firm that was also the lowest-cost proposal in 2014. While this contract is expiring this year and the Internal Audit department need to issue a new RFP for 2019+ services, the department anticipates the current provider will submit a proposal and could be selected again.

#### Results:

Internal Audit reports annually the number of audits and consultations planned and completed each year, the number of findings issued, the number of implementation steps to be taken by management, and the number of steps that were completed. Projects are generally broken out into internal projects and IT projects.

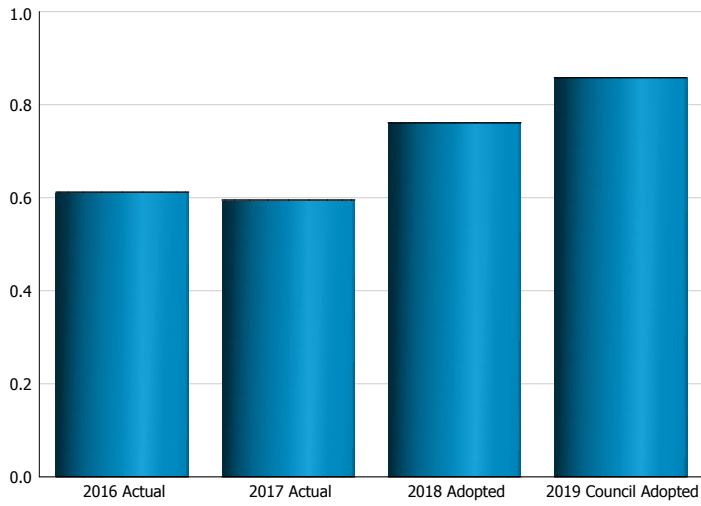
<i><b>Name of Measure</b></i>	<i><b>2015</b></i>	<i><b>2016</b></i>	<i><b>2017</b></i>	<i><b>2018 (plan)</b></i>
Audits/Consults completed during year (IT)	1	3	2	(5)

# INTERNAL AUDIT EXPENSE AND REVENUE INFORMATION

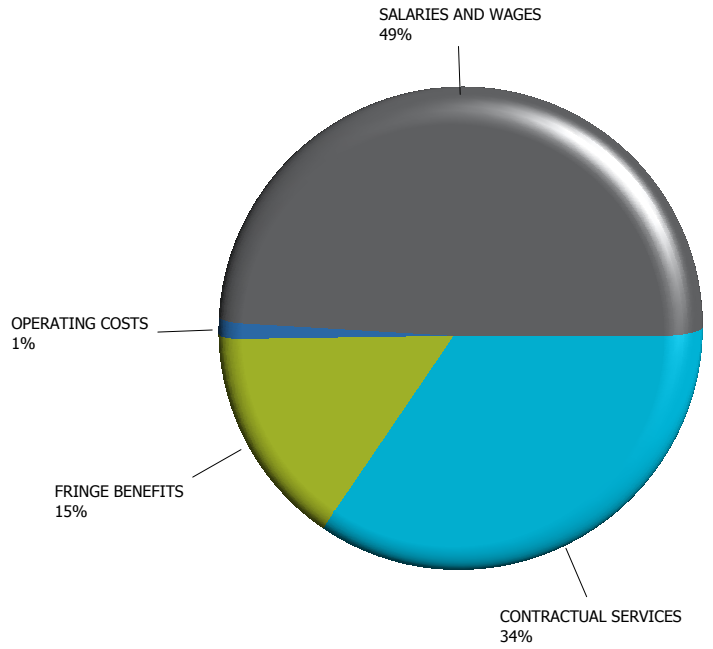
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	295,000	319,000	390,000	421,000	7.9%	31,000
FRINGE BENEFITS	71,000	75,000	133,000	131,000	-1.5%	-2,000
CONTRACTUAL SERVICES	237,000	180,000	227,000	296,000	30.4%	69,000
OPERATING COSTS	9,000	20,000	10,000	10,000		
<b>TOTAL GENERAL</b>	<b>612,000</b>	<b>594,000</b>	<b>760,000</b>	<b>858,000</b>	<b>12.7%</b>	<b>98,000</b>
<b>TOTAL EXPENSE</b>	<b>612,000</b>	<b>594,000</b>	<b>760,000</b>	<b>858,000</b>	<b>12.7%</b>	<b>98,000</b>

# INTERNAL AUDIT EXPENSE AND REVENUE INFORMATION

**Expense 2016 - 2019**  
In Millions



**Expense by Category**

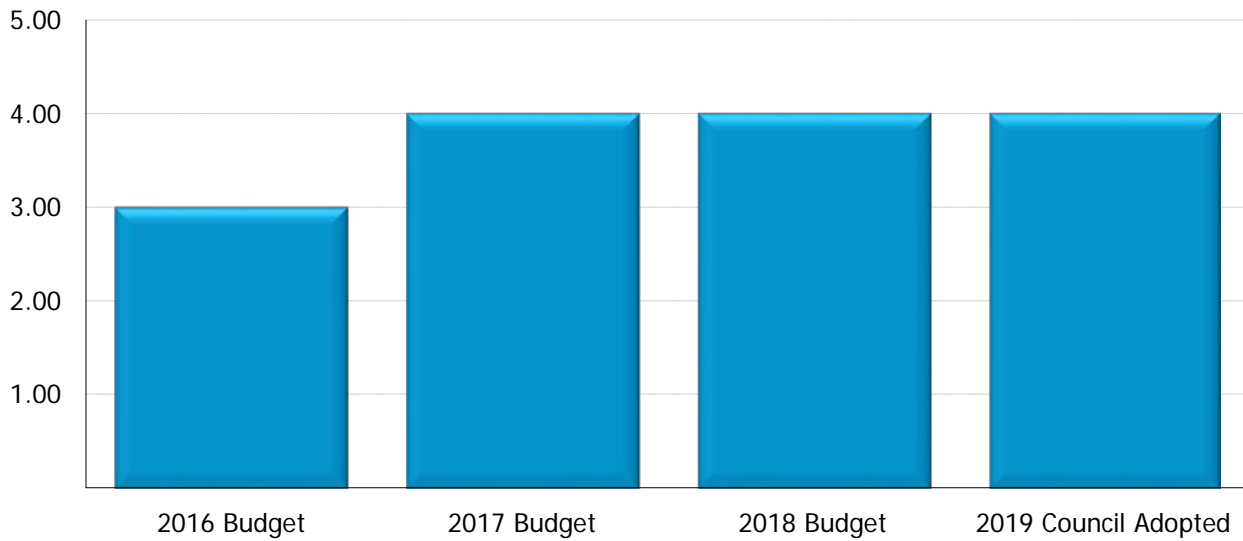


## INTERNAL AUDIT

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
INTERNAL AUDIT	3.00	4.00	4.00	4.00	0.0%	0
Overall	3.00	4.00	4.00	4.00	0.0%	0

### Positions 2016-2019

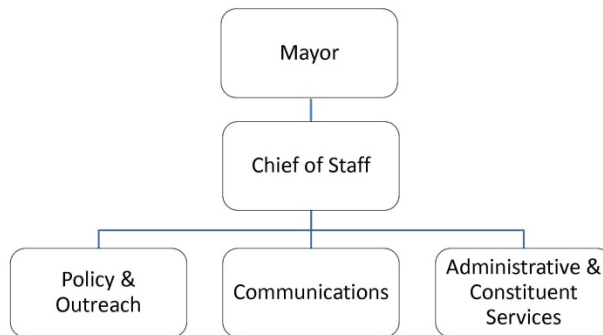


## MAYOR

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### MISSION

Dedicated to making Minneapolis a vibrant, safe city that offers opportunity for all.



### Mayor Policy & Operations

General Fund: \$2,388,000

This program is charged with leading strategic policy development and supports policy implementation to meet the goals of the city. The program is also in charge of nominating and supporting strong department heads, overseeing the performance and accountability of the Police and Civil Rights departments, and developing responsible fiscal policies and an annual budget that reflects the City's goals.

### Financial Analysis

#### Expenditure

The total Mayors' Department's budget increases from \$2.1 million to \$2.4 million from 2018 to 2019. This is an increase of \$256,000 or 12.0%. The Mayors' Department's 2019 expenditure budget reflects \$56,000 inflationary increases in operating costs and \$200,000 in budgetary changing items.

#### Revenue

This department does not produce revenue.

#### Fund Allocation

This department is funded completely in the General Fund.

#### Budget Change items

Detailed change items are presented on the following pages.

**Mayor's Office**  
**Director, Strategic Partnerships**

**2019 Change Item Request**

Program: Mayor Policy and Operations  
Fund: General Fund - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$200	\$200	\$200	\$200	\$200	\$200
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$200	\$200	\$200	\$200	\$200	\$200

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	1	1	1	1	1	1

**Council Adopted Budget:**

The City Council approves \$200,000 ongoing General Fund resources to fund 1.0 FTE to develop and foster partnerships with community, businesses, foundations, and educational institutions working collaboratively to achieve the City's mission and goals of ensuring affordable housing for all residents. This is an appointed position that was transferred to the Mayor's office in May 2018.

**Rationale/Background:**

The Director of Strategic Partnership position will fill the need for a dedicated, appointed position to advocate for the City's affordable housing goals with external partners. This work will involve developing strong partnerships through engagement with non-profit, business and corporate leaders to address the ongoing housing crisis. Focus areas will include ensuring housing for deeply affordable housing, at or below 30% AMI, and developing a coalition which can drive significant progress and the regional and state level on housing policy and funding.

**Description of the Change:**

The Director of Strategic Partnerships was transferred to the Mayor's office in May 2018 from the City Coordinator's office. It is a vital component to the successful achievement of the City's affordable housing goals. The position will work directly with regional coalitions to lead on new federal initiatives, as well as key external stakeholders, multiple city departments, the City Coordinator, and City Council.

As this position has not yet been hired for, we do not know the exact level of compensation needed. Accordingly, this recommendation includes funding for the position at the top step of the pay range. If the position is filled anywhere below the top of the range, the Mayor's Office will transfer the difference back to the General Fund.

**Equity Impact:**

This position, and the work product, will play a direct, focused role in closing the racial disparities in housing.

**Results:**

Measurement of success will initially be based on resource alignment and allocation amongst external partners. Ultimately, increased homeownership and rental stock, lower vacancy rates, and access for all residents to housing along an affordability continuum will indicate success.

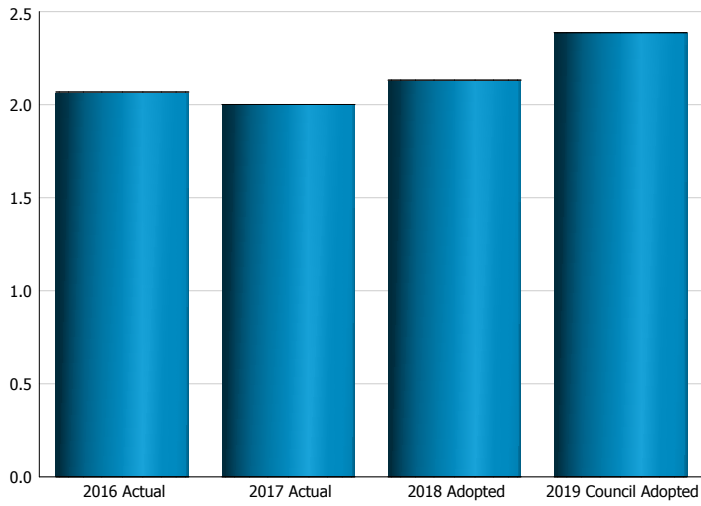


# MAYOR EXPENSE AND REVENUE INFORMATION

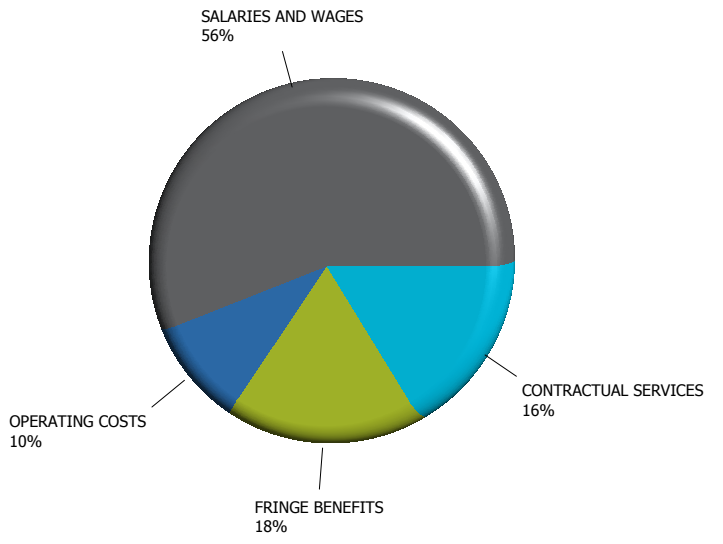
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	1,084,000	1,125,000	1,126,000	1,337,000	18.7%	211,000
FRINGE BENEFITS	326,000	281,000	402,000	433,000	7.7%	31,000
CONTRACTUAL SERVICES	401,000	371,000	377,000	388,000	2.9%	11,000
OPERATING COSTS	248,000	224,000	227,000	230,000	1.3%	3,000
<b>TOTAL GENERAL</b>	<b>2,059,000</b>	<b>2,001,000</b>	<b>2,132,000</b>	<b>2,388,000</b>	<b>12.0%</b>	<b>256,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	6,000	1,000		0		
FRINGE BENEFITS	2,000			0		
CONTRACTUAL SERVICES				0		
<b>TOTAL SPECIAL REVENUE</b>	<b>8,000</b>	<b>1,000</b>		<b>0</b>		
<b>TOTAL EXPENSE</b>	<b>2,067,000</b>	<b>2,001,000</b>	<b>2,132,000</b>	<b>2,388,000</b>	<b>12.0%</b>	<b>256,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS	10,000	1,000		0		
<b>SPECIAL REVENUE</b>	<b>10,000</b>	<b>1,000</b>				
<b>TOTAL REVENUE</b>	<b>10,000</b>	<b>1,000</b>				

# MAYOR EXPENSE AND REVENUE INFORMATION

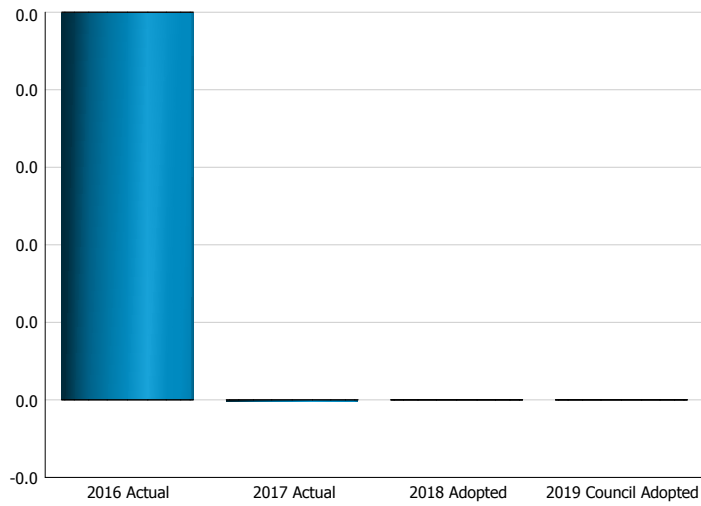
**Expense 2016 - 2019**  
In Millions



**Expense by Category**



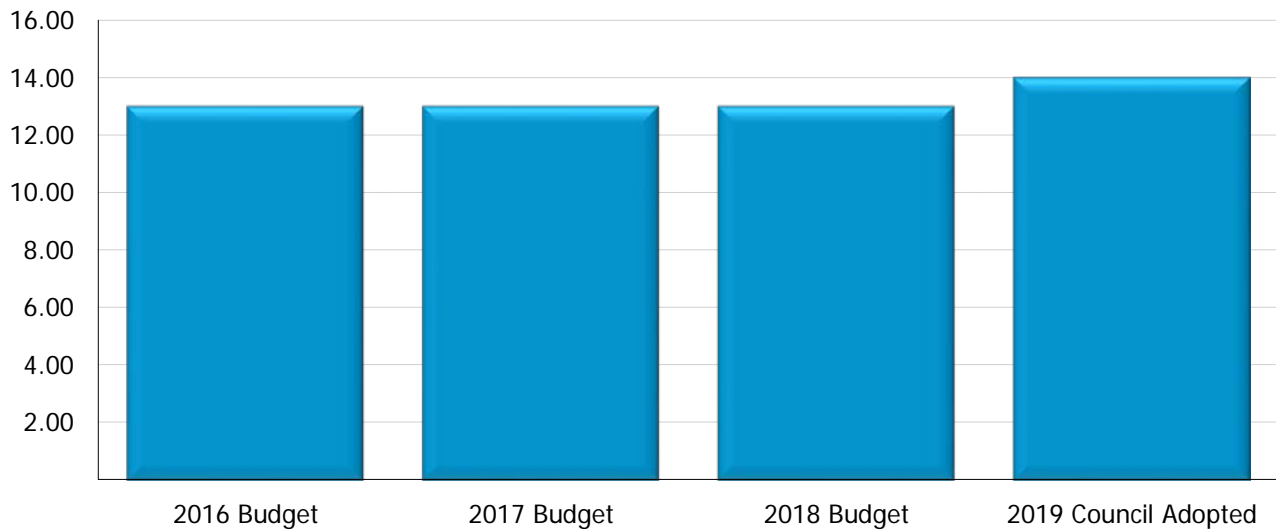
**Revenue 2016 - 2019**  
In Millions



## MAYOR Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
MAYOR - ADMINISTRATION	13.00	13.00	13.00	14.00	7.7%	1.00
Overall	13.00	13.00	13.00	14.00	7.7%	1.00

### Positions 2016-2019

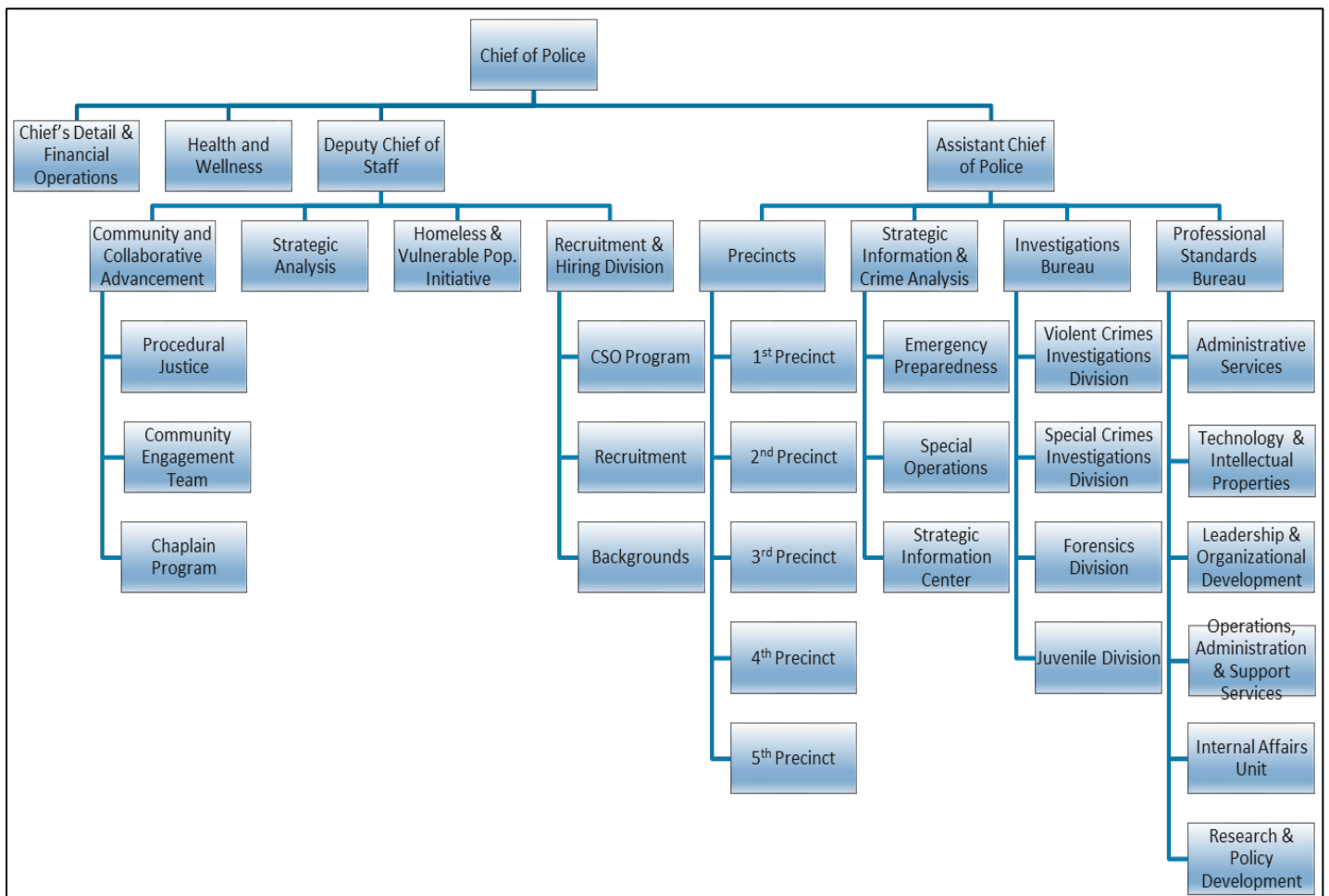


## MINNEAPOLIS POLICE DEPARTMENT

### MISSION

The Minneapolis Police Department is committed to providing quality and professional service in partnership with all communities to continue to advance the City's safety, growth and viability. The department relies upon trust, accountability and professional services to the citizens of Minneapolis for its effectiveness.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

**MPD Public Safety Services**

General Fund: \$99,734,000

Other Funds: \$1,716,000

The chief responsibility of MPD is maintaining law and order and restoring peace when public safety is threatened. Public Safety Services includes all the work in the city's five police precincts including 9-1-1 response and patrol, Property Crimes investigations, Community Response Teams (CRT), the Bicycle Rapid Response Team (BRRT), and Mounted Patrol specialty units. Services provided within this program are truly the "backbone" of the Minneapolis Police Department.

**MPD Investigations and Forensics**

General Fund: \$36,805,000

Other Funds: \$1,558,000

Investigations and Forensics provides both initial and follow-up investigations regarding criminal activity in Minneapolis, compiles comprehensive and factual case files to be presented in court, and assists with proactive enforcement to curtail future criminal activity from occurring. The employees who conduct criminal investigations and provide forensics services work ethically and professionally to provide justice for victims and their families. The program includes three units. The Violent Crimes Investigations Division includes both reactive units (Homicide, Assault, Robbery, and Weapons) and proactive units (FBI Safe Streets Task Force, DEA Task Force, ATF Task Force and the Violent Crimes Apprehension Team). Investigators assigned to the Special Crimes Division also work collaboratively with criminal justice partners and community stakeholders to investigate and hold those who commit crimes accountable. Special Crimes Units include: Domestic Assault, Crimes against Children (child abuse and juvenile sex trafficking, absent/missing children), Sex Crimes, Traffic Investigations, and Licensing. The Juvenile Division is also part of the Investigative Bureau. It not only contains investigative resources and personnel dedicated to working cases involving juvenile suspects, it also includes robust outreach efforts like the Police Activities League (PAL), School Resource Officers (SROs) and the Juvenile Outreach and Diversion Unit. Finally, MPD Forensic professionals provide scientifically-based information through the analysis of physical evidence collected at crime scenes, and is responsible for the identification, analysis, and preservation of physical evidence that meet professional standards in order to be admissible in court.

**MPD Community and Collaborative Advancement**

General Fund: \$10,572,000

Other Funds: \$429,000

The MPD is working diligently to increase community relationships and public safety partnerships, and that mission focuses on building community trust. The Community and Collaborative Advancement Division is dedicated to improving the way police interact with the public, and how the characteristics of those interactions shape crime rates and the public's view of the police. The program's goal is to enable the MPD to respectfully provide effective, unbiased public safety, and enhance community partnerships that encourage collaborative problem solving. The Division is comprised of various components – Community Crime Prevention, a Community Engagement Team, the Procedural Justice Unit, the Strategic Analysis Unit, Recruiting and Hiring, and the Community Service Officer Program.

**MPD Special Operations and Intelligence**

General Fund: \$9,199,000

Other Funds: \$1,037,000

The Special Operations and Intelligence Division delivers specialized response to support the patrol mission. Officers assigned to this program have undergone specialized training and are equipped with state of the art equipment allowing them to effectively respond to rapidly evolving, unexpected police

emergencies which might otherwise result in substantial loss of life and/or property damage. Special Operations personnel are the first group to be called in the event of a large-scale disaster or event. Services provided under this program include crisis negotiation, mobile command, SWAT response, Canine, and special events/dignitary protection. The program also includes the Strategic Information Center, which combines real-time intelligence, deep data mining, and link analysis to aid in the deployment of department resources and maximize effectiveness. To assist in operations, incidents and arrests are reviewed for criminal patterns, threats, gang involvement, and criminal associations.

#### **MPD Professional Standards, Administration, and Professional Development**

General Fund: \$22,885,000

Other Funds: \$1,002,000

The MPD's Administration (Chief, Assistant Chief, Deputy Chiefs and Finance Director) lead the department through the allocation of financial and personnel resources under the umbrella of improving trust, accountability and professional service. The Administration determines how to best leverage the various programs and external resources to address needs and emerging public safety issues. While providing vital public safety services is at the core of the services the Department provides, the Office of Professional Standards ensures integrity, accountability and professional service within the MPD through the Internal Affairs and the Leadership and Organizational Development Divisions (training and the academy). Also included under Administration are Property and Evidence, Business Technology, Fleet and Support Services, and other support services.

#### **FINANCIAL ANALYSIS**

##### **Expenditure**

The Minneapolis Police Department's budget increases from \$179.4 million to \$184.9 million in 2018 to 2019. This is an increase of \$5.5 million, or 3.1%. The Police Department's 2019 expenditure budget reflects routine inflationary increases in operating costs and the budgetary change items of \$2.5 million.

##### **Revenue**

Revenues are projected to decrease by \$278,000 or 1.9% in this department due to reduction in charges for services and Federal grants. The department's total revenues in 2019 are projected to be \$14.7 million.

##### **Fund Allocation**

This department is funded primarily in the General Fund at 96.9%, with the remainder of the department's funding found in the Special Revenue, Federal Grant, Other Grant funds and the CDBG fund.

##### **Budget Change Items**

Detailed change items are presented on the following pages.

# Minneapolis Police Department

## Maintain Current Level of Service

## 2019 Change Item

Program: Professional Standards

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$100	\$100	\$100	\$100	\$100	\$100
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	\$100	\$100	\$100	\$100	\$100

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$100,000 ongoing to maintain current service levels for Academy training required by the Minnesota law enforcement governing board.

### Rationale/Background:

The 2019 Target Budget is broken out below showing type of expenditure. Personnel costs, salary and wages, account for 79.1% of total costs. Most other costs are fixed or mandatory and it can be difficult to maintain service levels with significant program changes or external cost increases. It is important to maintain current service levels and meet Community expectations for new initiatives to maintain public trust and Department accountability.

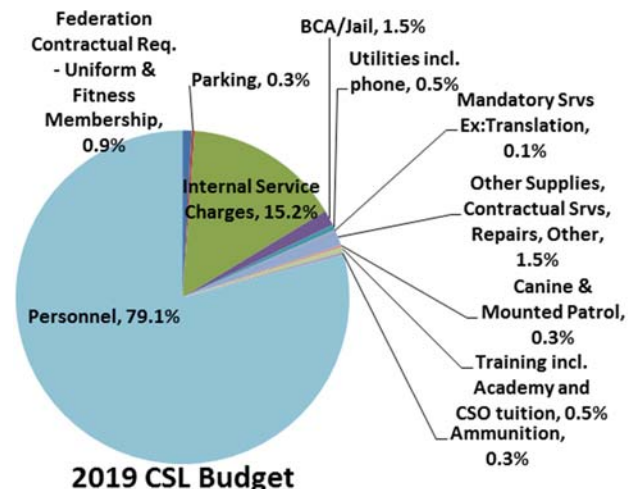
### Academy Costs

The Minnesota Board of Peace Officers Training (POST), the governing board for Minnesota law enforcement, has determined that the MPD Cadet Academy program must consolidate training under one responsible entity. The result is that training previously provided in-house will now need to be performed under our current training provider, Hennepin Technical College. The result is that our cost for the Cadet Academy, provided through Hennepin Technical College increased approximately \$100,000 starting in 2018.

The current service level allows the MPD to hire and train 32 cadets annually. Without the additional funding the class will drop to approximately 20 cadets, which, when combined with the MPD annual recruit class, is insufficient in meeting department attrition.

### Description of the Changes:

The change item allows the MPD to maintain current service levels for the existing Cadet program. The MPD contracts with Hennepin Technical College for their Cadet Academy, and partially trains a 32 person Cadet class. A decrease



## **Minneapolis Police Department Maintain Current Level of Service**

## **2019 Change Item**

in funding will reduce the class size to 20 Cadets. The additional funding (\$100,000) will increase the current contract to maintain program capacity and maintain the existing timeline for hiring and training. The MPD does not have the resources or the educational requirements to bring the Cadet program in-house.

### **Equity Impact:**

The additional funding will allow the MPD to maintain the service levels provided by the program. The Academy program allows the MPD to hire staff from a broader range of candidates than a typical recruit class.

### **Results:**

This item will allow the MPD to maintain current service levels and provide continuation of the program. The Cadet program allows us to hire a diverse group of employees from various educational backgrounds, not limited to enforcement degrees, which has a positive impact on the department and the Community. It gives the MPD a broader range of eligible candidates that more closely represents the community it serves. Without the additional funding the class will drop to approximately 20 cadets, which, when combined with the MPD annual recruit class, is insufficient in meeting department attrition.



# Minneapolis Police Department

## Health and Wellness Training

## 2019 Change Item

Program: Professional Standards, Administration and Professional Development  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$150					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$150	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$150,000 one-time to develop a Health and Wellness program to improve both the physical and mental wellbeing of staff resulting in decreased departmental costs, increased wellness, and improved job performance.

### Rationale/Background:

Employee health and wellness is part of an overall departmental cultural change. These efforts, combined with existing Early Intervention efforts, are looking at innovative ways that will enhance the home/work lives of our employees, which will contribute to overall mental and physical health and wellness. Physically fit and mentally healthy individuals are better able to perform their job functions, effectively handle stressful situations, and maintain positive interactions with Community members.

Excellent physical and mental health is a significant component of hiring for new officers yet little emphasis is made to maintain good health during the ensuing years of employment. The decline of mental and physical health among law enforcement has significant consequences; increase of on-duty illness and injury, increased liability and workers' compensation costs, and loss of respect and trust within the Community. Lack of fitness programs contribute to a decline in physical and mental fitness, both of which are requirements for exemplary performance and accountability to the Community.

Loss of work time due to illness, injuries incurred on duty, workers' compensation, and overtime incurred to fill in for sick staff is significant:

- In 2017 approximately 67,000 hours were lost due to sick or injured on duty time at a cost in excess of \$2,700,000
- If 30% of the 67,000 hours lost were replaced with staff working overtime, the additional cost will be close to \$1,500,000

Efforts to improve employee health and wellness have monetary rewards, improve employee satisfaction, and result in improved job performance directly benefiting the Community.

**Description of the Change:**

Health and Wellness training is part of a broader initiative of Wellness and Collective Healing efforts, which began at the end of 2017. The training will be multi-pronged and concentrate primarily in the two areas of physical fitness and mental health. Initial plans for physical fitness include the following:

- Review of physical fitness entrance requirements – in progress
- Base line development for officer fitness needs
- Goal setting, both departmental and individual, for physical fitness with follow up
- Training/Classes for physical health

The steps will involve a combination of in-house training, train the trainer costs, and external service providers. Initial plans for mental health fitness include the following:

- Peer mentoring
- Peer counseling and support in conjunction with EAP services
- Trauma Training
- Stress and relaxation training such as meditation/other

The steps will involve a combination of in-house training and external service providers. There are qualified, trained providers available to teach evidence-based techniques of meditation and other stress reducing techniques. These providers are especially sensitive to working with military/law enforcement personnel.

These steps will overlap with current department efforts with mentoring, counseling and yoga classes.

**Equity Impact:**

Healthy officers are better able to perform their job duties, effectively handle stressful situations, and better able to maintain positive interactions with their peers and those they encounter in the Community. This will have a positive impact on many groups of people including those most vulnerable in the Community.

**Results:**

The Health and Wellness program will result in fewer hours lost to sick and injured on duty time especially in our Patrol units, which should result in an overall decrease, over time, in workers' compensation and sick costs (see above costs). The MPD will track reductions of sick time and time not worked due to injuries.

As a new activity, performance will be measured to evaluate the effectiveness of the program. The performance measures will include increased fitness from established baselines, improved ability to reduce stress, measured through survey, and a comparison of work interactions used to measure the value of the program. Program costs will be tracked, which should be less than the financial benefit derived from a reduction in sick time and time lost to injuries.

Physical and mental wellbeing is an important part of job performance in public safety and Community relations.

# Minneapolis Police Department

## Mobile Data Computers

## 2019 Change Item

Program: Public Safety Services (Patrol)

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$100	\$100	\$100	\$100	\$100	\$100
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$100	\$100	\$100	\$100	\$100	\$100

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$100,000 ongoing to maintain and upgrade, as needed, out of date/end of life Mobile Data Computers (MDC) used in patrol cars.

### Rationale/Background:

The MDC is the primary device used for non-voice data transmission between MECC and MPD patrol units responding to 911 calls. The data includes call for service detail information, bulletins including missing persons, wanted subjects, officer safety information, and general notifications. MDCs are also used by officers to check for warrants, driver's license status, and all other non-voice information. They are an essential tool in a patrol squad.

The current fleet of Data 911 brand MDCs dates to 2010. The machines are at end of life and are unable to adequately operate the software used on them. Breakdowns are frequent and require an inordinate amount of Radio Shop time sending MDCs to the manufacturer for repair and then refitting them into squads. For the last year the radio Shop has averaged almost 45 repairs per month of Data 911 MDCs. Well maintained equipment improves the effectiveness and efficiency of the department. Productivity is significantly reduced when computers are broken or in need of maintenance.

MDC's have a life expectancy of approximately 7 years. The item is an ongoing funding for a replacement program that will replace a portion of the squad computers yearly on a continuous basis as the current devices reach end of life. Because new hardware is not always interchangeable with old mounts, wiring is necessary when replacing the units making it important for the devices to be on a replacement cycle in the future.

### Description of the Change:

Currently about 110 marked squads are operating with the old Data 911 MDCs. In conjunction with the upgrade of the Police Information Management System (PIMS), the MPD has purchased 67 Panasonic Toughbook MDC compatible laptop computers. These are currently being used for PIMS training and will be installed in patrol squads once the PIMS system is live. Installation of these MDCs is expected to tax the capabilities of the Radio Shop for 2018. Toughbooks are more flexible than the three-piece Data 911 computers they are replacing. The

## **Minneapolis Police Department**

### **Mobile Data Computers**

## **2019 Change Item**

Toughbooks set on a lockable dock but can be easily released and are in laptop format, allowing officers to remove them from squads for community meetings and other public events where access to a computer will be useful.

The item is to purchase additional Toughbook MDCs to fully outfit the fleet of approximately 200 patrol cars with functional computers. On-going funding will the MPD to initiate an on-going maintenance and replacement program on a more systematic basis to ensure operability of the equipment.

#### **Equity Impact:**

NA

#### **Results:**

The new MDCs are expected to perform more reliably than the old machines they are replacing. They are better able to handle the demands of the modern PIMS software and better able to run multiple programs at once allowing officers to multitask.

The replacement of old MDCs is also expected to significantly reduce the amount of time the Radio Shop spends removing, packaging, shipping, and reinstalling failed devices, as well as keeping more squads on the street rather than frequently being brought to the radio Shop for MDC service.

The current repair rate is about 45 incidents per month, with each requiring a trip to the radio shop by a patrol unit and a car being left at the shop while waiting for a repaired computer to be installed and configured. The new computers, once they are in service throughout the fleet, are expected to need repairing much less often. Difficult to predict but a rate of 10 or fewer repairs per month is likely.

The upgrade and replacement program will result in less downtime for Patrol officers, squads and Radio Shop personnel.

# Minneapolis Police Department

## Body Camera Interface to 911 CAD

## 2019 Change Item

Program: Public Safety Services

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$105	\$105	\$105	\$105	\$105	\$105
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$105	\$105	\$105	\$105	\$105	\$105

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$105,000 ongoing to expand the current body camera program to include interface capability with the 911 dispatch system.

### Rationale/Background:

The MPD currently uses body cameras from Axon and uses, along with MECC, Minneapolis Fire, and Hennepin EMS, the Tri Tech dispatch software. Currently these systems operate independently. Data from the dispatch system including Case Control Number (CCN) is the primary source for linking all data related to any call for service. To best locate video clips related to any call for service, the CCN must be linked to each clip. Manually entering call data to recorded body camera video clips is cumbersome and results in a significant error rate. Once implemented, the interface will automatically apply all relevant dispatch meta-data to each video clip, creating significant efficiencies and eliminating data errors, making it much more effective in locating relevant videos.

### Description of the Change:

This item will allow for the build out and maintenance of an automated interface between the City's 911 dispatch system and body camera systems – increasing accuracy and usefulness of the integrated data, and making work more efficient at the same time. Data entry on the body camera device is cumbersome for several reasons, and the result is a high number of videos labeled incorrectly. Mislabeled video clips require extensive manual searching to locate when needed.

The project will allow Axon to activate an interface between the dispatch system and the body cameras, so that relevant call data, including the CCN, will be automatically ascribed to all video and photos created in relation to any dispatched call. The interface will ensure that all video clips related to any given incident will be quickly available for review, enhancing accountability and promoting the council directive that all police / public contacts be recorded and retrievable to the extent possible. The interface will improve accountability and transparency by making information easier to obtain, and improve the efficiency of the department by reducing both errors and officer time working on an administrative task of entering data manually. It will also increase transparency and accountability due to reduction of errors thereby enhancing Community-Police relations.

# Minneapolis Police Department

## Body Camera Interface to 911 CAD

## 2019 Change Item

The interface is a monthly charge per device. The item will cover those cameras primarily used by Patrol.

### Equity Impact:

This tool ensures accuracy and completeness of information.

### Results:

It is expected that the result of the project will be a significant reduction in mislabeled and unlabeled video clips. Currently staff involved in maintaining the body camera system estimate that about 20% of recorded videos have missing or incorrect labels, which equates to around 200 per day. Mislabeled and unlabeled clips can be located in the body cam storage system, but it is a time consuming manual process that takes investigators away from other duties. The interface will allow quicker access to relevant data. By eliminating data errors and omissions, this interface will increase accountability and aide investigations.

<i><b>Name of Measure</b></i>	<i><b>Current</b></i>	<i><b>Future</b></i>	<i><b>Dates</b></i>
% Body Cam videos incorrectly labeled	20%	<3%	2019

# Minneapolis Police Department

## Body Worn Cameras

## 2019 Change Item

Program: Special Operations and Intelligence and Investigations & Forensics

Fund: General – 00100 and Self-Insurance – 06900

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Transfer from Self-Insurance Fund	\$60					
<b>Expenditures</b>						
Personnel						
IT	\$111	\$111	\$111	\$111	\$111	\$111
Fleet						
Contractual Services	\$126	\$66	\$66	\$66	\$66	\$66
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>	<b>\$177</b>

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$177,000 ongoing and \$60,000 one-time for year two of three-year plan to equip all sworn staff with body worn cameras. The initial purchase of equipment of \$60,000 will be funded by the City's self-insurance fund while other costs will be funded by through the General Fund.

### Rationale/Background:

Body cameras were originally assigned in 2016 to approximately 600 officers. In efforts to improve police accountability and trust and reduce liability, the Mayor and Council requested that all sworn MPD personnel have and use body worn cameras during interactions with the public. The 2019 item is the second year of a three-year project to fully provide cameras for all sworn MPD personnel.

Currently all sworn officers assigned to patrol have been issued body worn cameras. Approximately 300 sworn personnel primarily assigned to investigations, administration, and special non-patrol functions do not currently have cameras. Though not regular 911 responders, many of these sworn officers often have ancillary duties such as SWAT, bicycle patrol or mounted patrol which cause them to work in uniform and interact with the public. Further, many work off duty jobs in uniform and interact with the public then.

The first 100 of those new cameras are budgeted in 2018. This item will add 100 more in each of the years 2019 and 2020 for a total of 300 new cameras.

### Description of the Change:

The MPD has in place an on-going multiyear contract with Axon to provide body worn cameras and associated docks and data storage. The Axon solution also relies on iPhones and associated apps for still photographs. The addition of 100 body worn cameras in each of the years 2019 and 2020 along with additional camera docks, cloud based video storage, phones & service, and associated peripherals, will increase the scope of this contract but will not result in any entirely new initiative.

# Minneapolis Police Department

## Body Worn Cameras

## 2019 Change Item

### Body Cameras – Cost for 100

Phones @\$200 each	\$20,000	one-time
Docks @ \$250 each	\$25,000	one-time
Clips/other	\$15,000	one-time
<i>Subtotal</i>	<i>\$60,000</i>	<i>one-time</i>
IT Costs	\$16,200	ongoing
IT Costs – Axon Storage @ \$79 per month per device	\$94,800	ongoing
Phone Service @\$55 per month per device	\$66,000	ongoing
<i>Subtotal</i>	<i>\$177,000</i>	<i>ongoing</i>
<b>Total</b>	<b>\$237,000</b>	

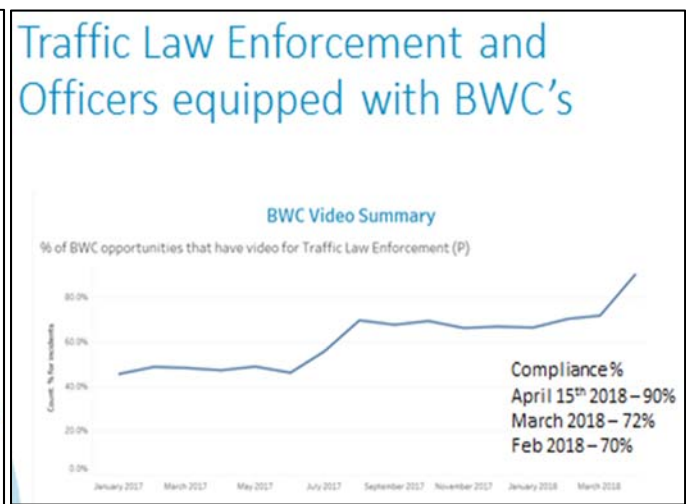
### Equity Impact:

Body worn cameras enhance police accountability and credibility. With persistent accountability and credibility issues regarding traditionally marginalized communities it is expected that an increase in body worn cameras amongst MPD employees will have a positive effect in police interactions.

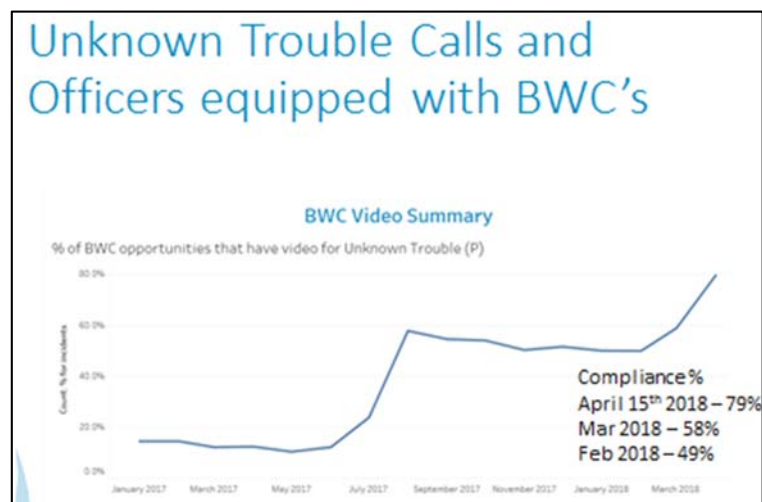
### Results:

By the end of 2020 all sworn MPD personnel will be using body worn cameras, fulfilling the council's stated desire that this occur. This will result in an increase of police / citizen interactions being recorded and available for review. So far in 2018, with 614 deployed body worn cameras, MPD officers are recording on average 1485 videos each day. Though adding 300 body cameras will increase the number of deployed units by 50%, because many of those yet to receive body worn cameras are not 911 responders and / or do not work in uniform daily, it is expected that there will be an increase in recordings, but not a full 50% increase in recordings.

Importantly, once the new cameras are fully deployed, all interactions between uniformed MPD personnel and the public will be recordable within the limits of policy. Attached is a selection of first quarter 2018 compliance metrics for cameras already deployed, showing a significant increase in compliance with the body worn camera policy.







# Minneapolis Police Department Co-Responder Program

## 2019 Change Item

Program: Public Safety Services (Patrol)

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet	\$90	\$18	\$18	\$18	\$18	\$18
Contractual Services	\$350					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$440	\$18	\$18	\$18	\$18	\$18

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$18,000 ongoing and \$422,000 one-time to continue the Co-Responder program in the 3<sup>rd</sup> and 5<sup>th</sup> Precinct and to expand the program to the remaining 3 Precincts. Funding includes the purchase of 3 unmarked vehicles specifically for the program. Additional ongoing costs of \$6,000 per vehicle will be incurred for fleet costs.

### Rationale/Background:

In 2016, the MPD received over 5,484 Emotionally Disturbed Person (EDP) calls. While officers have Crisis Intervention Training, they do not always have adequate time or training to effectively help individuals in crisis, or in-depth knowledge of services available. The purpose of the Minneapolis Police Co-Responder Program is to provide effective and compassionate crisis intervention to individuals with mental illness in the community. The Unit delivers comprehensive services to those with a mental illness as they work alongside Hennepin County mental health professionals who can conduct onsite assessments with greater knowledge of resources available. The goals of the program include:

- Reduce overall EDP-related calls for police service
- Increase time non-co-responder officers can spend on other calls
- Reduce hospitalization and/or arrest of individuals experiencing mental illness
- Reduce injuries to officers, individuals experiencing mental illness and others involved
- Reduce future Use of Force events
- Improve Community outreach, trust and accountability
- Reduce overall costs by providing the correct services to those in need

Continuing and expanding the program will allow the MPD to advance community outreach, assist some of our most vulnerable citizens to receive timely and appropriate help, and reduce overall costs.

### Description of the Change:

The MPD provides 2 full-time officers, oversight, vehicle, computers, and space for the program. The officers work full time with 2 mental health professionals as part of a pilot-program. The one-time funding, currently in place,

## Minneapolis Police Department Co-Responder Program

## 2019 Change Item

is used exclusively to contract with Hennepin County for the 2 mental health professionals. This item will increase program capacity by allowing the MPD to permanently continue the program and expand the work to include areas all areas within Minneapolis with 3 additional Hennepin County professional for a one-year pilot program. The MPD will also add 3 existing sworn staff for a total of 5 officers. The funds will be used exclusively to contract with mental health professionals and add 3 unmarked vehicles for transporting EDP clients.

The funding and expansion will increase capacity and allow the MPD to help additional community members in crisis. Some of the follow-up EDP calls are based on data/tips received from patrol officers, Crime Prevention Staff, or the community requesting that the Co-Responder Unit look into a possible EDP to ensure that they are receiving the appropriate mental health resources and services. Additional staff will enable officers and Community members to more easily gain access to specialized staff for quicker response to help those in need.

### **Equity Impact:**

Program expansion could have a positive impact as some of our most vulnerable people may have quicker access to needed support services.

### **Results:**

149 EDP clients were able to remain in their home during the 6-month period. Expansion of the program will enable an estimated 450 EDP clients to remain in their home yearly, a major goal of the program.

In a recent 6-month period, 326 contacts were attempted by the Unit as 911 responses or follow up calls. 277 were adult and 49 were juveniles. Based on current trends, over 950 attempted contacts will be made to help Community members gain quicker access to support services each year.

109 mental health assessments were conducted by the Co-Responder mental health professionals during the 6-month period. Additional staff will allow for the completion of over 300 assessments per year.

96 EDP clients were transported to the hospital for further care. Expansion of the program will result in 288 receiving hospitalized care.

# Minneapolis Police Department

## Fix It, Not Ticket

## 2019 Change Item

Program: Public Safety Services (Patrol)

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	\$25					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$25	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

### Council Adopted Budget:

The City Council approves \$25,000 one-time to support a Fix It, Not Ticket program within the Minneapolis Community.

### Rationale/Background:

Functioning car lights are important for public safety, but the financial burden for repairs and tickets can have a spiraling negative impact for people struggling to make ends meet including loss of jobs and vehicle impounds.

MicroGrants, a non-profit organization whose mission is to promote economic self-sufficiency through strategic grants to low income community members, began a Lights On! Program throughout the Twin Cities. The MPD seeks to create and expand a similar program within Minneapolis for 2019.

### Description of the Change:

Police officers, stopping cars for broken headlights, tail lights, brake light or turn signal, can offer vouchers for free repairs of broken lights for those who can't afford the repairs. This will enable people to fix broken lights on their cars before multiple tickets create additional financial hardships. The MPD will work with City Procurement in developing an RFP to select an auto repair vendor to provide the repair services.

### Equity Impact:

Program expansion could have a positive impact as some of our most vulnerable people may have quicker access to needed repair services to avoid the spiraling economic impact of multiple tickets or vehicle impounds. It will also improve the safety of City streets by enabling drivers to have functioning lights.

### Results:

Improved street safety due to functioning vehicle lights.  
 Gives people dependable transportation for employment.  
 Helps mitigate hardships of repairs and multiple tickets for those struggling economically.  
 Helps build goodwill between police and the Community.

# Minneapolis Police Department

## ShotSpotter Expansion

## 2019 Change Item

Program: Special Operations and Intelligence

Fund: General - 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT	\$10					
Fleet						
Contractual Services	\$65	\$65	\$65	\$65	\$65	\$65
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$75	\$65	\$65	\$65	\$65	\$65

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$65,000 ongoing and \$10,000 one-time to expand the coverage area, by approximately 1 square mile, of the ShotSpotter gunshot detection system to include areas in Minneapolis that have seen a historically high number of shots fired and shooting reports.

### Rationale/Background:

The MPD has used the ShotSpotter gunshot detection system for approximately 10 years. In the coverage areas there has been a significant increase in speed and accuracy of response to shootings and shots fired calls, and a significant increase in the collection of evidence related to shots fired. The current coverage area includes portions of both north and south Minneapolis.

An analysis of violent crime reports since 2015 shows several areas of Minneapolis currently just outside the ShotSpotter coverage area but with a high concentration of shootings and shots fired reports. These areas each have a high enough concentration of shots to warrant consideration for expanded ShotSpotter coverage. See attached map for details.

### Description of the Change:

The MPD has a current contract with ShotSpotter for gunshot detection coverage in two large areas of Minneapolis. The current contract would be amended to include any of the identified areas. ShotSpotter service is based on an implementation fee of \$10,000 plus an annual flat fee of \$65,000 per square mile of coverage. The expansion would be based on activity level and done in consultation with council staff from the affected wards.

ShotSpotter personnel would be responsible for determining the best location for additional sensors and reaching agreements with property owners to allow placement of sensors. Sensors are typically placed on the roofs of buildings such as schools, churches, or businesses.

## Minneapolis Police Department ShotSpotter Expansion

## 2019 Change Item

Once the sensors are placed and activated ShotSpotter and MPD personnel work together to test the system before acceptance. This would all take place over just a few months depending on how fast ShotSpotter can reach sensor placement agreements.

Once activated the new coverage areas would alert on the sound of gunfire just like the areas already covered.

### Equity Impact:

The areas identified for potential ShotSpotter expansion are plagued by high levels of violent crime specifically shots fired and shootings. These areas are also home to high concentration of historically underserved minority populations.

The impetus for this proposed expansion came from council members responding to requests from constituents requesting better police response to violent crime. ShotSpotter expansion will lead to faster and more accurate response to shots fired and shooting reports and to the collection of more shots related evidence.

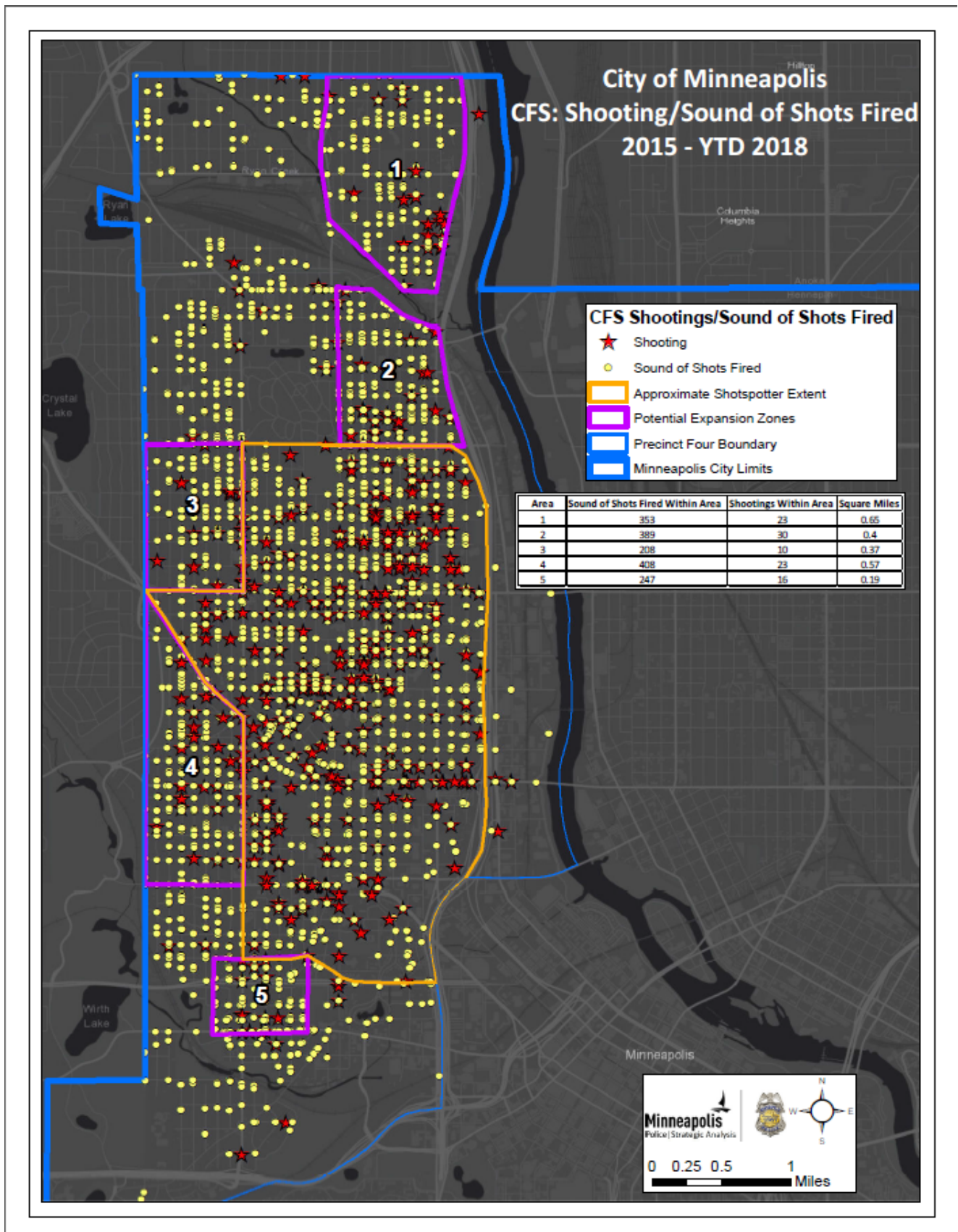
### Results:

The expanded ShotSpotter coverage will result in faster and more accurate response to shots fired calls:

- ShotSpotter locates the shots to a very specific location, much more accurately than a typical 911 caller, allowing officers to quickly find the exact location of the shots.
- ShotSpotter generally alerts MECC and officers in less than 30 seconds after a shot is detected, often faster than 911 callers
- Due to the way Shots Fired 911 calls and ShotSpotter activations are recorded in MECC, there is no precise way to compute shots that activate ShotSpotter but do not result in a 911 call, but anecdotally this happens fairly frequently in the ShotSpotter coverage areas.

In the first few years after ShotSpotter was implemented, the MPD more than doubled the number of shots & shooting cases where shell casings were recovered. This is due to the accuracy of ShotSpotter. These shell casings are very important evidence in matching a gun to a crime scene (and therefore the suspect with the gun to a crime). Expanding ShotSpotter will result in the collection of more shell casings in the expanded areas.

<i><b>Name of Measure</b></i>	<i><b>Previous</b></i>	<i><b>Current</b></i>	<i><b>Dates</b></i>
Discharged Cartridge Casings Recovered	<150	>300	2007 - 2012



# Minneapolis Police Department

## Final Four Reimbursable Expense

## 2019 Change Item

Program: Public Safety Services  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$1,301					
<b>Expenditures</b>						
Personnel	\$1,301					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$1,301,000 one-time for reimbursable expenses associated with the 2019 Final Four.

### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

### Description of the Change:

These one-time funds are for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.



## POLICE EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	87,127,000	92,098,000	99,586,000	100,487,000	0.9%	901,000
FRINGE BENEFITS	32,343,000	33,874,000	37,356,000	39,187,000	4.9%	1,831,000
CONTRACTUAL SERVICES	22,717,000	24,089,000	25,404,000	28,364,000	11.7%	2,960,000
OPERATING COSTS	10,989,000	10,999,000	10,632,000	10,948,000	3.0%	316,000
CAPITAL	1,066,000	1,375,000	690,000	210,000	-69.6%	-480,000
<b>TOTAL GENERAL</b>	<b>154,242,000</b>	<b>162,435,000</b>	<b>173,668,000</b>	<b>179,196,000</b>	<b>3.2%</b>	<b>5,528,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	2,767,000	3,121,000	3,283,000	3,217,000	-2.0%	-66,000
FRINGE BENEFITS	652,000	752,000	925,000	1,022,000	10.5%	97,000
CONTRACTUAL SERVICES	721,000	867,000	850,000	1,031,000	21.3%	181,000
OPERATING COSTS	866,000	388,000	583,000	415,000	-28.8%	-168,000
CAPITAL	109,000	87,000	130,000	56,000	-56.9%	-74,000
<b>TOTAL SPECIAL REVENUE</b>	<b>5,115,000</b>	<b>5,215,000</b>	<b>5,771,000</b>	<b>5,741,000</b>	<b>-0.5%</b>	<b>-30,000</b>
<b>TOTAL EXPENSE</b>	<b>159,357,000</b>	<b>167,650,000</b>	<b>179,439,000</b>	<b>184,937,000</b>	<b>3.1%</b>	<b>5,498,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	1,377,000	1,386,000	1,450,000	1,450,000		
FEDERAL GOVERNMENT				0		
FINES AND FORFEITS	1,345,000	1,182,000	1,300,000	1,050,000	-19.2%	-250,000
LICENSE AND PERMITS	2,000			0		
OTHER MISC REVENUES	67,000	55,000		0		
SALES AND OTHER TAXES				0		
STATE GOVERNMENT	7,164,000	7,563,000	7,160,000	7,160,000		
TRANSFERS IN				0		
<b>GENERAL</b>	<b>9,955,000</b>	<b>10,186,000</b>	<b>9,910,000</b>	<b>9,660,000</b>	<b>-2.5%</b>	<b>-250,000</b>
<b>SPECIAL REVENUE</b>						
CHARGES FOR SERVICES	1,102,000	1,336,000	2,074,000	2,033,000	-2.0%	-41,000
CONTRIBUTIONS	143,000	39,000	30,000	0	-100.0%	-30,000
FEDERAL GOVERNMENT	2,329,000	1,499,000	1,621,000	1,939,000	19.6%	318,000
FINES AND FORFEITS	406,000	493,000	338,000	338,000		
INTEREST	3,000	3,000		0		
LICENSE AND PERMITS	974,000	892,000		0		
OTHER MISC REVENUES	-1,000	-1,000		0		
SALES AND OTHER TAXES	213,000	224,000	200,000	231,000	15.5%	31,000
STATE GOVERNMENT	263,000	257,000	314,000	508,000	61.8%	194,000
TRANSFERS IN	1,000			0		
USE OF FUND BALANCE			500,000	0	-100.0%	-500,000

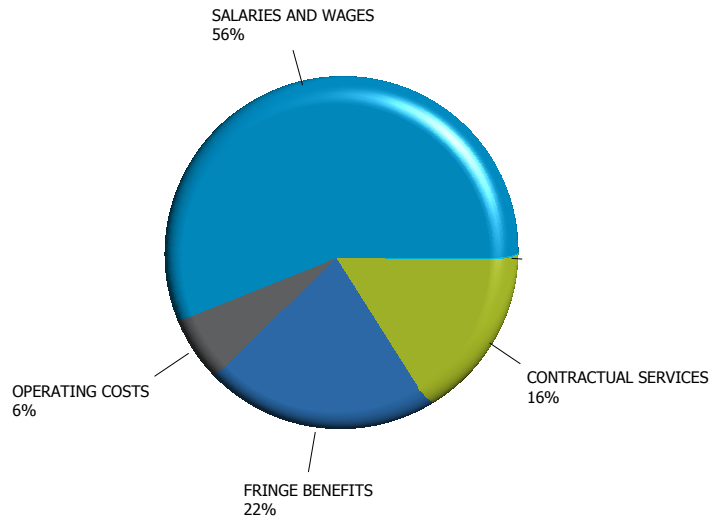
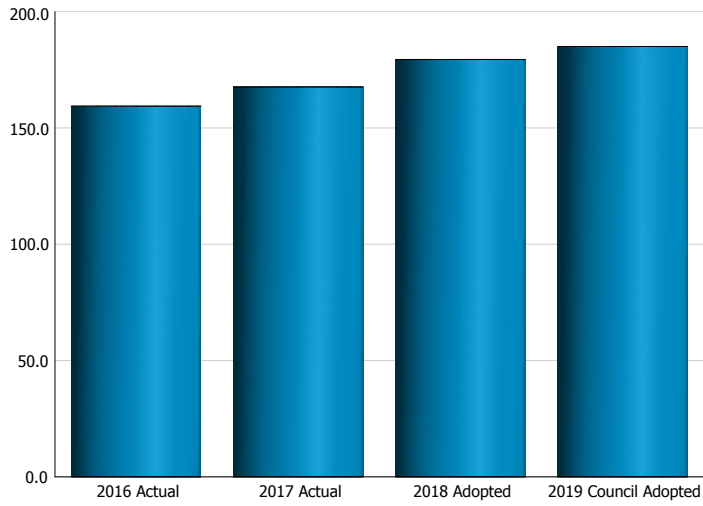
**POLICE  
EXPENSE AND REVENUE INFORMATION**

<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>SPECIAL REVENUE</b>	<b>5,433,000</b>	<b>4,742,000</b>	<b>5,077,000</b>	<b>5,049,000</b>	<b>-0.6%</b>	<b>-28,000</b>
<b>TOTAL REVENUE</b>	<b>15,388,000</b>	<b>14,928,000</b>	<b>14,987,000</b>	<b>14,709,000</b>	<b>-1.9%</b>	<b>-278,000</b>

# POLICE EXPENSE AND REVENUE INFORMATION

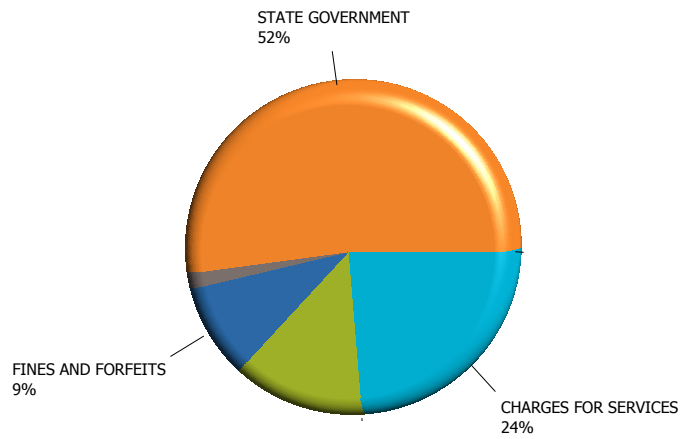
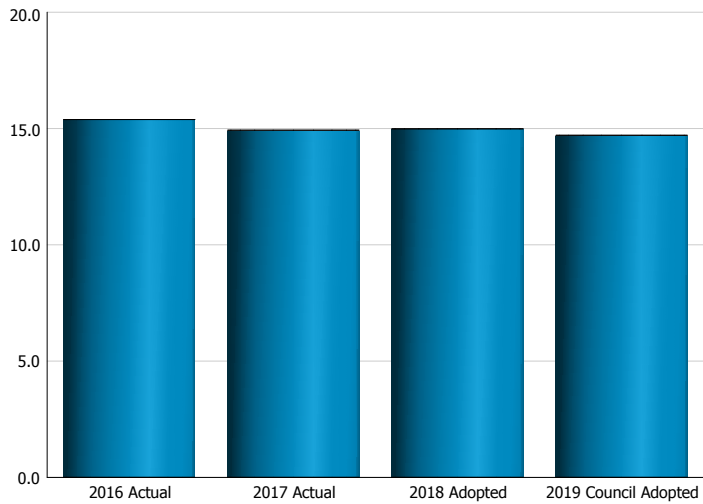
## Expense by Category

**Expense 2016 - 2019**  
In Millions



## Revenue by Type

**Revenue 2016 - 2019**  
In Millions

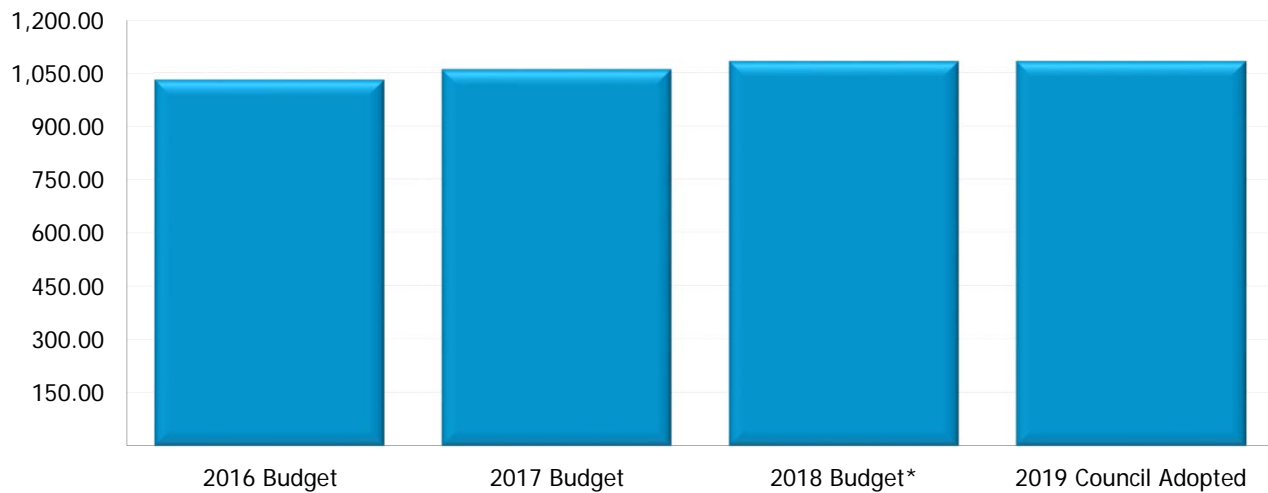


# MINNEAPOLIS POLICE DEPARTMENT

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
INVESTIGATIONS & FORENSICS	206.00	202.50	205.00	218.00	6.3%	13.00
PUBLIC SAFETY SERVICES	615.00	627.00	596.00	605.00	1.5%	9.00
COMMUNITY & COLLABORATIVE ADVNCE	18.50	27.00	48.70	82.20	68.8%	33.50
PROFESSIONAL STNDRDS, DEV, ADMIN	140.00	192.00	192.00	132.50	-31.0%	(59.50)
SPECIAL OPERATIONS & INTELLIGENCE	50.00	46.00	40.00	44.00	10.0%	4.00
Overall	1,029.50	1,058.50	1,081.70	1,081.70	0.0%	0

### Positions 2016-2019



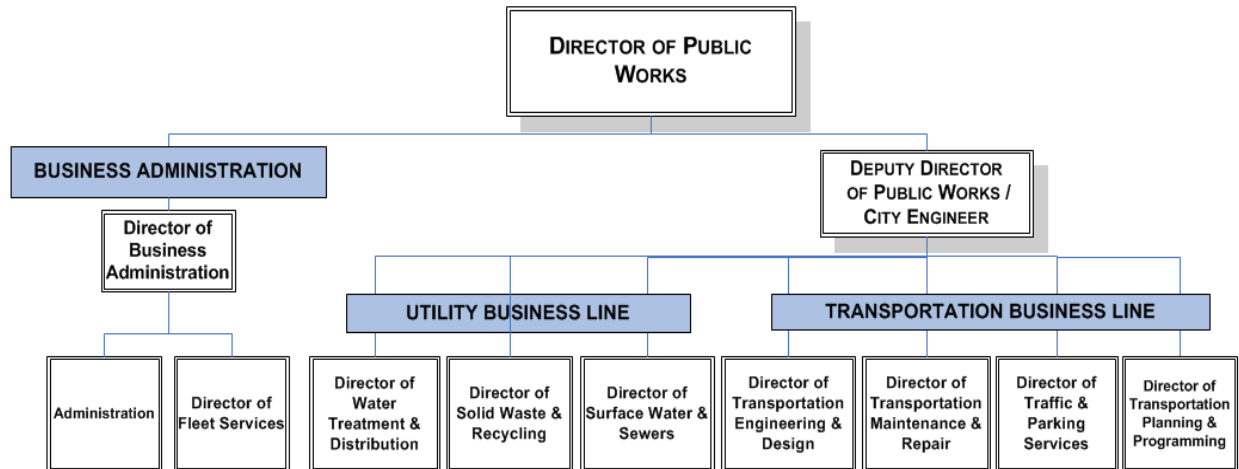
\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

## PUBLIC WORKS DEPARTMENT

### MISSION

To be effective stewards of the public infrastructure, and provide valued city services that contributes to public safety, economic vitality and neighborhood livability in Minneapolis.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Fleet Operations

Other Funds: \$39,370,00

Fleet operations provides fleet management, service maintenance, and field support. Fleet management includes developing fleet replacement programs for all vehicles and equipment to meet the needs of using departments. Service maintenance includes set-up, maintenance, repair, and decommissioning of all vehicles and equipment as well as managing fueling sites at City-owned facilities and environmental compliance with federal, state, and local laws, rules, and policies. This program also provides support to field operations through staffing and equipment resources, as well as providing services in safety, training, and emergency management.

#### Potable Water Supply

Other Funds: \$61,315,000

This program provides for the distribution of clean and reliable drinking water to every residential and non-residential City customer. The program also provides water for fire-fighting and maintains a system to bill and collect for the water used to provide sustainability of the water system.

**Public Works Administration**

General Fund: \$3,934,000

Public Works Administration provides leadership to its divisions and works with City leaders in maintaining and preserving its public infrastructure, delivering related essential services as efficiently as possible with the financial resources provided and ensuring that public safety is not compromised. The program strives to improve and facilitate accountability and innovation throughout its divisions, providing analysis and long-range thinking that supports responsible decisionmaking.

**Sanitary - Collection and Treatment**

Other Funds: \$69,923,000

The sanitary program meets regulatory requirements while collecting sanitary flow data within the City of Minneapolis for Metropolitan Council Environmental Service (MCES) treatment and discharge to the Mississippi River. Maintaining system flow is critical in minimizing the risk of sanitary backups and combined sewer overflows to the Mississippi River. Activities in this program include the design and analysis of the sanitary system for self-cleaning velocity in pipes and identifying sources of clear water. It also includes daily cleaning and operation of the system as well as emergency responses and payments to MCES for the treatment of the sanitary discharge.

**Solid Waste and Recycling**

Other Funds: \$43,355,000

The purpose of this program is to manage collection of solid waste, recyclables, white goods, and yard waste for 100,000 residential customers as well as support clean city programs such as graffiti abatement. Services provided by this program include collection and disposal of solid waste, collection of recyclable materials including household organics and household electronics, collection and disposal of large items such as appliances, and collection of yard waste.

**Stormwater - Collection and Treatment**

Other Funds: \$22,165,000

The stormwater program meets regulatory requirements while collecting stormwater and treating it prior to entering the lakes, creeks and rivers in the City of Minneapolis. Maintaining stormwater in the system is essential to control the flow of stormwater and minimize flooding risks while protecting water quality. Activities range from the design and analysis of the stormwater system including pipes and water quality infrastructure components to implementation and completion of regulatory activities, as well as daily cleaning and ongoing operation of the system.

**Transportation Maintenance**

General Fund: \$36,014,000

Other Funds: \$18,322,000

The Transportation Maintenance and Repair division provides basic maintenance and repair services on over 600 City vehicular, pedestrian and other bridges, 1,000 miles of City streets and parkways, 400 miles of alleys, and 2,000 miles of sidewalks. Services include pothole patch and repair, crack sealing, sealcoating, utility cut restoration, and other pavement-related repairs, as well as snow and ice control and other winter maintenance services, including enforcing the City's sidewalk shoveling ordinance in the winter season, and acts as a first responder for bridge and storm-related emergency response. In

addition to repair and maintenance on bridges, streets, parkways, alleys, and sidewalks, this program provides year round basic maintenance on all greenspaces, minimalls, plazas, and bike trails in the public right-of-way throughout the City. The Street Cleaning group mitigates surface water runoff pollution and addresses general cleanliness of streets and alleys and overall neighborhood livability by cleaning the streets and alleys, parade and other event cleanup from streets and the public right-of-way, and responds to general trash, debris or other materials that are illegally left or dumped in the public right-of-way. In addition, this program provides for service delivery and administrative support for Special Service Districts in Minneapolis.

#### **Transportation Operations and Mobility**

General Fund: \$19,766,000

Other Funds: \$48,287,000

This program includes the Traffic and Parking Services division as well as a portion of the Transportation Engineering, and Design division. This program supports the operations and maintenance of existing traffic control devices (800 signals, 100,000 traffic signs and numerous pavement markings), their related infrastructure for traffic management and safety equipment, and 48,000 streetlights, both city metal pole lights (20,000) and Xcel wood pole lights (28,000). On-Street and Off-Street Parking, which includes a portfolio of City and State-owned and leased parking ramps and parking lots is included in this program. As an integral part of the City's transportation infrastructure, these parking facilities promote the City's multi-modal vision. Designed, in part, on a hub-and-spoke model, the system leverages a network of skyways, bike paths and transit routes to offer a multimodal transportation solution to residents, visitors and commuters while reducing traffic congestion in the downtown core. Additionally, several facilities were built as part of development agreements and continue to play an important role in the area of economic development. In addition, Right of Way management for the city's roads, sidewalks, and alleys from a use and real estate perspective is part of this program, which includes providing encroachment permits, banner permits, Right of Way vacation requests, real estate management, and special assessment support for all Public Works projects and programs. One final part of this program is The Minneapolis Impound Lot, operated by the Public Works Department, and is responsible for towing, storing and processing vehicles removed by law enforcement in accordance to applicable City ordinances and State statutes.

#### **Transportation Planning, Design, and Engineering**

General Fund: \$2,851,000

Other Funds: \$22,132,000

The Transportation Planning and Programming division develops and coordinates policies and actions to promote a safe, efficient and integrated multi-modal transportation system, safe and well-maintained public infrastructure, and community connectedness. Transportation planning involves long-range multi-modal transportation planning; coordination and development of the Public Works Capital Improvement Plan; partnerships with other public agencies such as Met Council, Hennepin County, and the State of Minnesota; grant applications for outside funding sources; and community engagement around transportation projects along with representing the City on policy boards and technical and advisory committees. This program also encompasses Minneapolis' advisory efforts and planning analysis related to the Minneapolis-St. Paul International Airport. The Transportation Engineering, and Design division provides oversight of all engineering and design for Minneapolis roadways, bridges, streetscapes, and bike trails as well as manages the coordination of work associated with State of Minnesota and Hennepin County projects within Minneapolis. This program provides varying degrees of

construction management and oversight of construction requirements for all roadways, bridges, streetscapes, and bike paths within the City of Minneapolis. These activities include, but are not limited to, field surveying activities, geotechnical analysis, field inspection, material inspection and research, and overall quality control including a significant amount of the actual lab testing being performed by the City's in-house facility. City staff take the lead on construction-related environmental contamination issues associated with construction projects, including a fully-trained staff to deal with site-specific construction contingency and remedial action plans, as well as managing the necessary contracts and consultants.

## **FINANCIAL ANALYSIS**

### **Expenditure**

The total expenditure budget for all Public Works divisions combined is \$387.4 million for 2019. This is an increase of 4.5% or \$16.7 million over the 2018 budget. The largest appropriation increases are found in the internal services fund, with a budgeted increase of 9.9% from 2018. The 2019 budget includes budgetary change items of \$648,000.

### **Revenue**

Total revenue for all Public Works divisions combined is projected to be \$413.9 million, excluding the use of fund balance. This is an increase of 1.1% or \$4.3 million over the 2018 budget.

### **Fund Allocation**

The department is funded from a variety of sources including Enterprise Funds (77.6%), the General Funds (5.8%), Internal Service Funds (11.5%), Capital Project Funds (3.5%), and Special Revenue Funds (1.7%).

### **Budget Change items**

Detailed change items are presented on the following pages.



**Public Works Department**  
**Modernization and Records Digitization**

**2019 Change Item**

Program Administration  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
<i>Enter Source (Grant, Fee, etc.)</i>						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	100					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	100	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Mayor's Recommendation:**

The City Council approves \$100,000 in one-time funding for scanning expenses for modernization and records digitization for Transportation Planning and Programming and Transportation Engineering and Design.

**Rationale/Background:**

Public Works is committed to modernizing departmental operations, moving only what needs to be moved to the new office building, and limiting the amount of paper storage needed in the new building. The near term goal is to better serve the public and reduce the amount of paper moving to the new office building and manage future storage needs.

The department has identified that with current staffing, city services and existing technology (Copy Center, KnowledgeLake, and Sharepoint/ELMS/Projectwise), over 700 boxes of paper records could be converted to a digital format. This format would prepare documents for the public (available via customer portals or on the city's open data platform), improve business processes, allow automated records management, and reduce storage needs.

This funding leverages existing resources by:

- The more prep done to the records, the lower the scanning costs. Public Works proposes using light duty staff (recovering from a work-related injury) to prepare documents for the scanning process. These staff could also be available for the indexing process.
- The department has discussed this project with the City Clerk's office and believes the copy center has the ability to scan the documents.
- Conversations with IT and a demonstration of software owned by the city are promising.

**Public Works Department**  
Modernization and Records Digitization

**2019 Change Item**

**Description of the Change:**

This is a new effort, but very timely. Given the impending move to the new office building for these groups, 2019 is a critical year to go through a records management project to evaluate how the department can use existing technology to digitize current and future records; and to determine what paper can be destroyed and the best way to manage the records that need to be retained.

**Equity Impact:**

NA

**Results:**

A successful modernization and records management program will allow Public Works operations to move to the new office building and make records more accessible to the public and city staff. This should positively impact customer service.

Basement storage in City of Lakes building.



**Public Works Department**  
**Right of Way Inspection**

**2019 Change Item**

Program: Transportation Operations and Mobility  
Fund: General – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
Rents	150	150	150	150	150	150
<b>Expenditures</b>						
Personnel	50	50	50	50	50	50
IT						
Fleet						
Contractual Services	100	100	100	100	100	100
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	0	0	0	0	0	0
<b>Personnel Impacts</b>						
<b>Change in FTE Count</b>						

**Mayor's Recommended Budget:**

The City Council approves \$150,000 in ongoing General Fund appropriation backed by new small cell revenue for the electricity costs and additional inspection effort attributable to small cell devices.

**Rationale/Background:**

In 2018, wireless technology companies made significant investments in small cell technology in Minneapolis. The hardware associated with these networks has been installed on city infrastructure resulting in ongoing additional electrical costs and staff effort and associated permit revenue.

**Description of the Change:**

The change will appropriate General Fund revenues attributable to new small cell revenue for the electricity costs attributable to small cell devices and related staff effort.

**Equity Impact:**

This proposal enables the City to continue to support small cell installations on City infrastructure, which is maintained for the benefit of residents, businesses, and visitors to the City.

**Results:**

Public Works expects the following outcome as a result of this change item:

Ability to keep pace with the growing demands on Public Works to support small cell installations in the City.

**Public Works Department**  
Gap Funding for UTIF

**2019 Change Item**

Program: Administration  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Rents						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	25	0	0	0	0	0
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	25	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

**Mayor's Recommendation:**

The City Council approves \$25,000 of one-time appropriation to complete a funding gap for an Urban Transportation Innovation Fellow from October 2019 until the end of December 2019. Funding is being pursued through the McKnight Foundation for one year of a Transportation Innovation Fellow, which would be funded from October 2018 through October 2019. A two-year fellowship is desired by all parties. Additional resources could be pursued as part of a 2020 budget, however a gap remains within 2019.

**Rationale/Background:**

As part of Public Works' participation in the Transportation for America Smart Cities Collaborative, a convening of several cities to advance the work of innovation in transportation, the department identified the need for an augmented approach to readying the City for change. Working with Transportation for America, who is working under a current grant with the McKnight Foundation, the department pursued additional funding to hire an Urban Transportation Innovation Fellow, a model that has been successful in several other cities. The purpose of the fellow is to:

- Promote a better understanding of emerging technologies
- Identify potential threats and opportunities of quickly changing technology
- Incorporate a pro-active strategy into Access Minneapolis to ensure equity and opportunity for all.
- Ability to implement public/private partnership pilot programs that serve goals of Minneapolis
- Work collaboratively with the region, including a mirror fellow in St. Paul

**Public Works Department**  
**Gap Funding for UTIF**

**2019 Change Item**

**Description of the Change:**

The Mayor recommends only the amount of funding to ensure a fellow can work through the end of 2019, and the department will consider additional requests to continue the work as part of a future budget. The table below provides additional detail:

Sources	2018 Costs	2019 Costs
Department Funded	\$30,000	
Budget Request		\$25,000

The difference between 2018 and 2019 costs is related to grant requirements in the first year of the fellowship. Absent the 2019 budget, there will be a funding gap for a portion of 2019. This gap will present difficulties in terms of retaining a fellow for the duration of 2019, which could present challenges if the department wishes to consider an additional funding request for 2020.

**Equity Impact:**

One of the threats of emerging technology is that not all people will be served equally. Because emerging technologies almost always rely on the interface between phone and transportation service, a targeted strategy is needed to avoid widening the gap that exists today.

**Results:**

Public Works anticipates the following outcomes:

1. Opportunity to extend the fellowship beyond one year
2. Better understanding of opportunities of challenges
3. Potential for pilot programs working together with the private sector

**Public Works Department**  
**Winter Maintenance Funding**

**2019 Change Item**

Program: Administration  
Fund: General – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
<i>Enter Source (Grant, Fee, etc.)</i>						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	200					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	200					
<b>Personnel Impacts</b>						
<b>Change in FTE Count</b>						

**Mayor's Recommended Budget:**

The City Council approves \$200,000 in one-time General Fund appropriation for funding snow and ice control (salt) material.

**Rationale/Background:**

Public Works budgets snow and ice control operations using a five-year historical trend. Moderate winters over this period allowed the department to manage its 2018 budget target using lower salt cost assumptions (Chart 1). A rugged start to 2018 will cause snow and ice expenditures to be well above recent spending. For 2019, it is necessary to reset the five-year trend by adding resources to the materials (salt) budget to avoid other operational trade-offs.

**Description of the Change:**

This change would increase the salt budget above 2018 levels. This adjustment will account for increased spending in 2018 due to the severe winter and retain the budgeting approach to snow and ice.

**Equity Impact:**

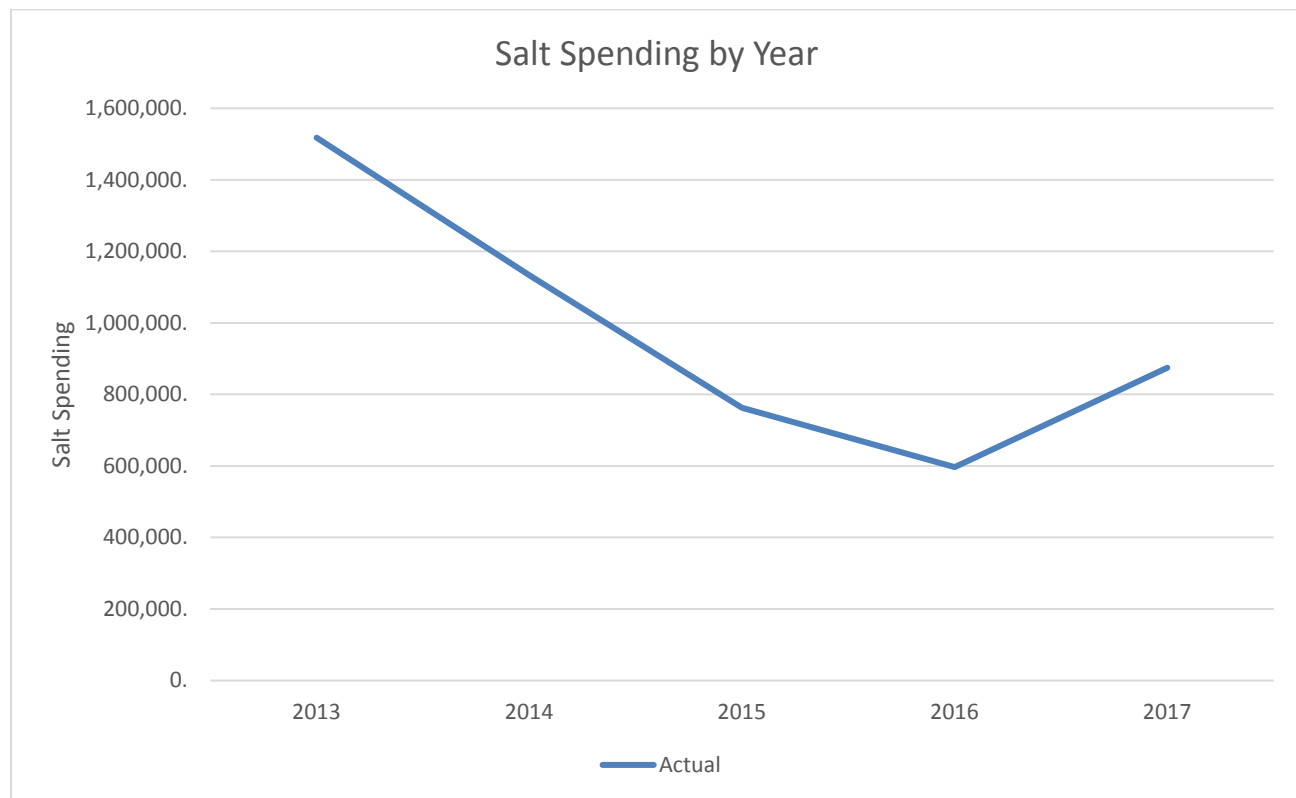
NA

**Results:**

Public Works anticipates the following outcomes of these investments:

- Stable response to 311 Street Snow and Ice 311 complaints as measured by Service Level Agreement

Chart 1





**PW – Traffic & Parking Services**  
**Final Four Reimbursable Expense**

**2019 Change Item**

Program: Transportation Operations & Mobility  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	60					
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	60					
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	0	0	0	0	0	0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Proposal:**

The City Council approves \$60,000 one-time for reimbursable expenses and \$60,000 anticipated revenues associated with the 2019 Final Four.

**Rationale/Background:**

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

**Description of the Change:**

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

**Equity Impact:**

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

**Results:**

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

**Public Works**  
**Infrastructure Improvement Planning**

**2019 Change Item**

Program: Transportation, Planning, Design, and Engineering  
Fund: General – 00100

<b>Overall Impact (\$000s)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Revenue Sources</b>						
CPED Base Reduction	50	50	50	50	50	50
Transportation Operations Mobility Base Reduction	30	30	30	30	30	30
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services	113	113	113	113	113	113
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>	<b>33</b>

<b>Personnel Impacts</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Change in FTE Count</b>						

**Proposal:**

The City Council approves \$113,000 ongoing funding to increase the capacity to proactively plan infrastructure improvements, working in collaboration with CPED, to keep pace with the rapid growth in development. Revenues have been identified in savings in existing ongoing budgeted activities.

**Rationale/Background:**

Maximizing the benefits of private development requires coordination with public infrastructure. In addition to providing the best possible space for the public, this can also provide benefits to the public, the city, and developers by reducing costs and avoiding future disruptions. This proposal will result in dedicated staff resources for coordinating and collaborating around development and public infrastructure.

**Description of the Change:**

Maximizing the benefits of private development requires coordination with public infrastructure. This proposal creates a dedicated resource to focus on this work. The person will work within the Public Works Transportation Planning and Programming Division and work in collaboration with Public Works and Community Planning and Economic Development staff within the development review process. This person will be able to support the city's planning work, such as small area plans and modal plans, as well as adopted policies such as the city's Complete Streets Policy. Internal partners include Community Planning and Economic Development. External partners include other public agencies such as Hennepin County, the State of Minnesota, Metropolitan Council, etc.

**Infrastructure Improvement Planning****Equity Impact:**

This change will help the City pursue equity-related transportation and land use goals, by giving more people better transportation options. Better options will help more people reduce or eliminate their dependence on personal vehicles, enabling them to avoid the significant cost of car ownership and therefore hold on to more disposable income.

**Results:**

Commute Mode Share – very broadly, high functioning coordination between infrastructure improvements and development will further city progress on transportation and land use goals, making the city more accessible via nonmotorized modes and transit.

# PUBLIC WORKS

## EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>CAPITAL PROJECT</b>						
SALARIES AND WAGES	3,350,000	3,634,000	4,525,000	4,700,000	3.9%	175,000
OPERATING COSTS	91,000	73,000	118,000	116,000	-1.7%	-2,000
FRINGE BENEFITS	1,105,000	1,303,000	1,741,000	1,795,000	3.1%	54,000
CONTRACTUAL SERVICES	4,917,000	7,916,000	7,982,000	8,211,000	2.9%	229,000
CAPITAL	37,000	28,000	240,000	80,000	-66.7%	-160,000
<b>TOTAL CAPITAL PROJECT</b>	<b>9,500,000</b>	<b>12,954,000</b>	<b>14,606,000</b>	<b>14,902,000</b>	<b>2.0%</b>	<b>296,000</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	33,795,000	35,058,000	38,935,000	40,972,000	5.2%	2,037,000
OPERATING COSTS	61,812,000	61,653,000	63,212,000	64,198,000	1.6%	986,000
FRINGE BENEFITS	15,524,000	21,488,000	19,275,000	19,619,000	1.8%	344,000
CONTRACTUAL SERVICES	107,966,000	110,799,000	120,226,000	124,668,000	3.7%	4,442,000
CAPITAL	406,000	335,000	2,723,000	5,207,000	91.2%	2,484,000
<b>TOTAL ENTERPRISE</b>	<b>219,503,000</b>	<b>229,333,000</b>	<b>244,371,000</b>	<b>254,664,000</b>	<b>4.2%</b>	<b>10,293,000</b>
<b>GENERAL</b>						
SALARIES AND WAGES	18,942,000	19,399,000	20,050,000	21,058,000	5.0%	1,008,000
OPERATING COSTS	8,340,000	9,228,000	9,060,000	8,870,000	-2.1%	-190,000
FRINGE BENEFITS	8,674,000	8,773,000	9,495,000	9,770,000	2.9%	275,000
CONTRACTUAL SERVICES	20,740,000	21,658,000	22,180,000	22,626,000	2.0%	446,000
CAPITAL	214,000	492,000	154,000	241,000	56.5%	87,000
<b>TOTAL GENERAL</b>	<b>56,910,000</b>	<b>59,550,000</b>	<b>60,939,000</b>	<b>62,565,000</b>	<b>2.7%</b>	<b>1,626,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	5,863,000	5,749,000	6,255,000	6,495,000	3.8%	240,000
OPERATING COSTS	6,010,000	10,708,000	13,377,000	14,333,000	7.1%	956,000
FRINGE BENEFITS	2,962,000	5,078,000	3,156,000	3,062,000	-3.0%	-94,000
CONTRACTUAL SERVICES	7,498,000	8,079,000	8,135,000	9,127,000	12.2%	992,000
CAPITAL	7,889,000	319,000	12,926,000	15,163,000	17.3%	2,237,000
<b>TOTAL INTERNAL SERVICE</b>	<b>30,222,000</b>	<b>29,933,000</b>	<b>43,849,000</b>	<b>48,180,000</b>	<b>9.9%</b>	<b>4,331,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	12,000	3,000		0		
OPERATING COSTS	4,000			0		
FRINGE BENEFITS	4,000	1,000		0		
CONTRACTUAL SERVICES	6,108,000	6,902,000	6,920,000	7,121,000	2.9%	201,000
<b>TOTAL SPECIAL REVENUE</b>	<b>6,128,000</b>	<b>6,906,000</b>	<b>6,920,000</b>	<b>7,121,000</b>	<b>2.9%</b>	<b>201,000</b>
<b>TOTAL EXPENSE</b>	<b>322,263,000</b>	<b>338,676,000</b>	<b>370,685,000</b>	<b>387,432,000</b>	<b>4.5%</b>	<b>16,747,000</b>

# PUBLIC WORKS

## EXPENSE AND REVENUE INFORMATION

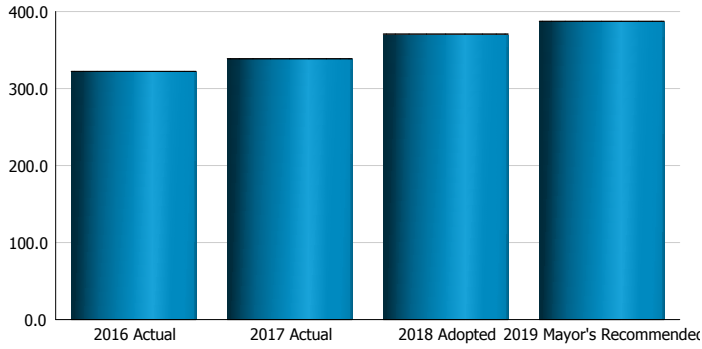
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>CAPITAL PROJECT</b>						
CHARGES FOR SERVICES	7,633,000	7,416,000	16,291,000	12,825,000	-21.3%	-3,466,000
FEDERAL GOVERNMENT	89,000			0	0.0%	
LICENSE AND PERMITS	118,000	337,000	310,000	310,000	0.0%	
OTHER MISC REVENUES	1,000	2,000		0	0.0%	
SPECIAL ASSESSMENTS	137,000	60,000	100,000	100,000	0.0%	
TRANSFERS IN		-500,000		0	0.0%	
USE OF FUND BALANCE			-2,094,000	1,666,000	-179.6%	3,760,000
<b>CAPITAL PROJECT</b>	<b>7,978,000</b>	<b>7,315,000</b>	<b>14,607,000</b>	<b>14,901,000</b>	<b>2.0%</b>	<b>294,000</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	3,401,000	1,609,000	1,668,000	1,510,000	-9.5%	-158,000
CHARGES FOR SERVICES	285,497,000	291,736,000	304,876,000	313,739,000	2.9%	8,861,000
FINES AND FORFEITS	65,000	66,000	45,000	45,000	0.0%	
GAINS	208,000	24,878,000	6,000,000	0	-100.0%	-6,000,000
INTEREST	3,000			0	0.0%	
LICENSE AND PERMITS	614,000	565,000	590,000	670,000	13.6%	80,000
LOCAL GOVERNMENT	1,935,000	2,244,000	2,035,000	2,143,000	5.3%	107,000
LONG TERM LIABILITIES PROCEEDS				0	0.0%	
OTHER MISC REVENUES	512,000	23,000		0	0.0%	
RENTS	32,000	717,000		49,000	0.0%	49,000
SPECIAL ASSESSMENTS	1,502,000	1,566,000	1,733,000	1,896,000	9.4%	163,000
STATE GOVERNMENT	1,478,000	1,691,000	1,204,000	1,346,000	11.7%	141,000
TRANSFERS IN	1,101,000	1,213,000		0	0.0%	
USE OF FUND BALANCE			-1,414,000	7,857,000	-655.6%	9,270,000
<b>ENTERPRISE</b>	<b>296,348,000</b>	<b>326,308,000</b>	<b>316,737,000</b>	<b>329,255,000</b>	<b>4.0%</b>	<b>12,513,000</b>
<b>GENERAL</b>						
CHARGES FOR SALES	71,000	107,000	60,000	65,000	8.3%	5,000
CHARGES FOR SERVICES	14,115,000	15,849,000	11,961,000	12,474,000	4.3%	513,000
GAINS	2,000			0	0.0%	
LICENSE AND PERMITS	3,138,000	3,358,000	2,360,000	2,965,000	25.6%	605,000
LOCAL GOVERNMENT	1,165,000	1,015,000	861,000	880,000	2.2%	19,000
LONG TERM LIABILITIES PROCEEDS	-2,000			0	0.0%	
OTHER MISC REVENUES	162,000	458,000	215,000	225,000	4.7%	10,000
RENTS	52,000	314,000		400,000	0.0%	400,000
SPECIAL ASSESSMENTS	2,381,000	2,494,000	2,460,000	2,460,000	0.0%	
STATE GOVERNMENT	5,746,000	5,158,000	4,949,000	5,340,000	7.9%	391,000
<b>GENERAL</b>	<b>26,830,000</b>	<b>28,753,000</b>	<b>22,866,000</b>	<b>24,809,000</b>	<b>8.5%</b>	<b>1,943,000</b>
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	6,764,000	11,017,000	14,242,000	14,930,000	4.8%	688,000
CHARGES FOR SERVICES	11,364,000	12,386,000	11,311,000	12,106,000	7.0%	796,000

**PUBLIC WORKS**  
**EXPENSE AND REVENUE INFORMATION**

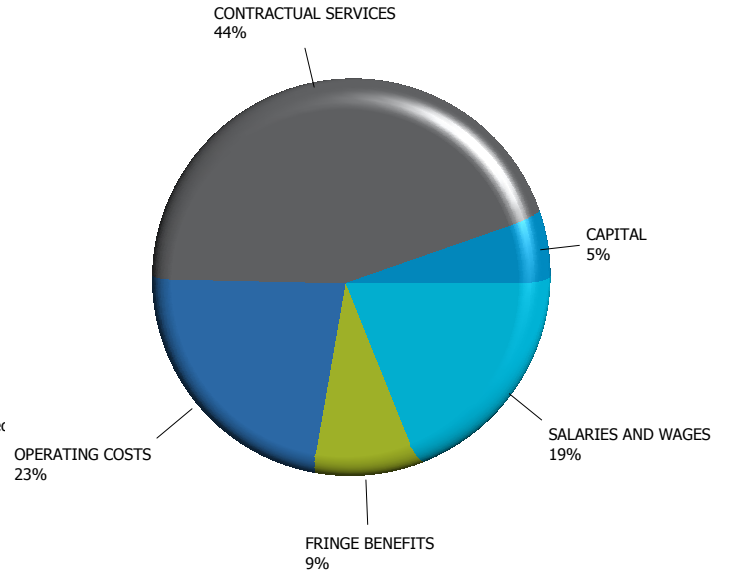
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
GAINS	424,000	290,000		0	0.0%	
LONG TERM LIABILITIES PROCEEDS	-407,000			0	0.0%	
OTHER MISC REVENUES	74,000	18,000	10,000	10,000	0.0%	
RENTS	16,446,000	19,195,000	19,639,000	20,329,000	3.5%	690,000
STATE GOVERNMENT		4,000		0	0.0%	
USE OF FUND BALANCE			7,311,000	1,489,000	-79.6%	-5,823,000
<b>INTERNAL SERVICE</b>	<b>34,665,000</b>	<b>42,910,000</b>	<b>52,513,000</b>	<b>48,864,000</b>	<b>-6.9%</b>	<b>-3,649,000</b>
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS		-5,000		0	0.0%	
OTHER MISC REVENUES	19,000	20,000		0	0.0%	
SPECIAL ASSESSMENTS	6,119,000	6,693,000	6,670,000	7,121,000	6.8%	451,000
STATE GOVERNMENT		9,000		0	0.0%	
<b>SPECIAL REVENUE</b>	<b>6,138,000</b>	<b>6,717,000</b>	<b>6,670,000</b>	<b>7,121,000</b>	<b>6.8%</b>	<b>451,000</b>
<b>TOTAL REVENUE</b>	<b>371,959,000</b>	<b>412,003,000</b>	<b>413,393,000</b>	<b>424,950,000</b>	<b>2.8%</b>	<b>11,552,000</b>

# **PUBLIC WORKS EXPENSE AND REVENUE INFORMATION**

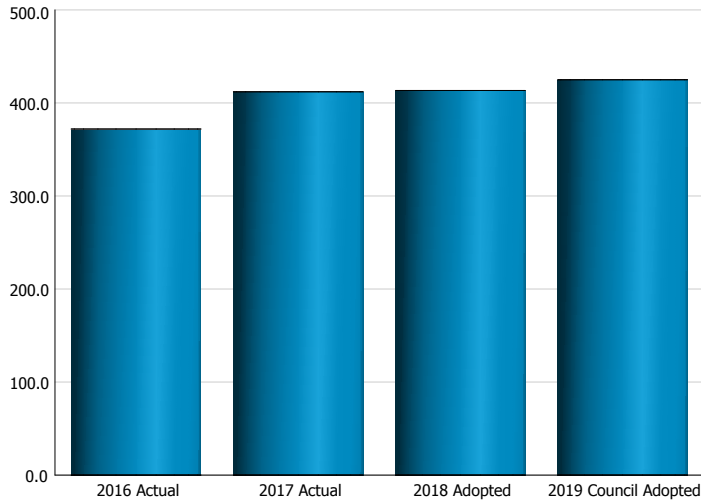
**Expense 2016 - 2019**  
In Millions



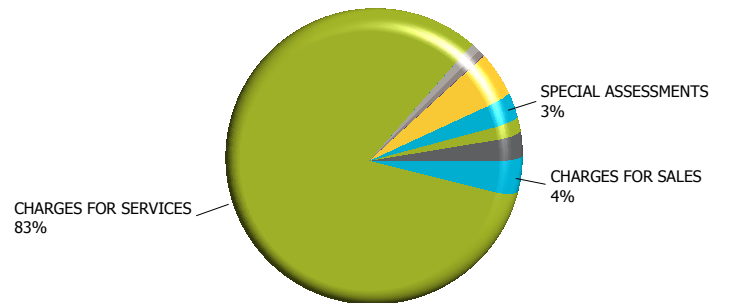
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

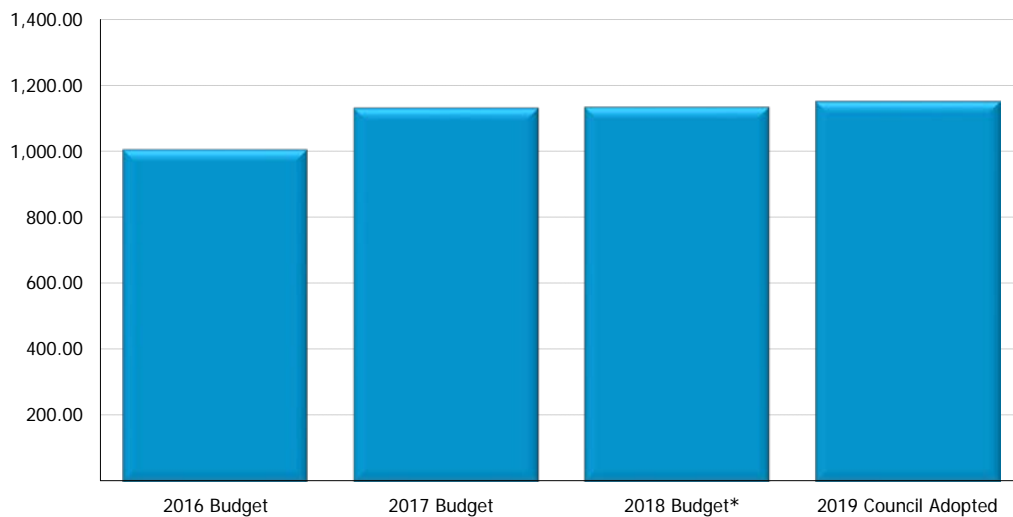


# PUBLIC WORKS

## Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
ADMINISTRATIVE SERVICES	16.00	16.00	16.00	16.00	0.0%	0
FLEET	75.00	75.00	75.00	75.00	0.0%	0
SOLID WASTE	151.00	151.00	151.00	151.00	0.0%	0
SURFACE WATER & SEWERS-SANITARY	47.75	59.75	59.75	60.25	0.8%	0.50
SURFACE WATER & SEWERS-STORMWATR	51.00	53.50	54.00	54.50	0.9%	0.50
TRAFFIC AND PARKING SERVICES	103.00	112.40	114.40	114.40	0.0%	0
TRANSPORTATION MAINTENANCE AND REPAIR	216.15	219.95	219.95	219.95	0.0%	0
TRANSPORTATION PLAN/PROGRAMING	17.00	21.00	21.50	22.50	4.7%	1.00
TRANSPORTATION PLANNING AND ENGINEERING	75.00	81.00	81.00	81.50	0.6%	0.50
WATER TREATMENT & DISTR.	193.00	192.00	192.00	195.75	2.0%	3.75
CAPITAL	61.00	150.00	150.00	161.00	7.3%	11.00
Overall	1,005.90	1,131.60	1,134.60	1,151.85	1.5%	17.25

Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.



## **FINANCIAL ANALYSIS - PUBLIC WORKS ADMINISTRATIVE SERVICES**

### **Expenditure**

The total budget for Public Works Administrative Services decreases from \$4.0 million to \$3.9 million from 2018 to 2019. This is a decrease of \$56,000, or 1.4%. The 2019 expenditure budget reflects a decrease of \$750,000 in one-time items from 2018 partially offset by general and inflationary expenses and new change items.

### **Revenue**

The total budget for Public Works Administrative Services increases from \$3.3 million to \$3.5 million from 2018 to 2019. This is an increase of \$189,000, or 5.8%. This increase is driven by an increase in charges to other departments.

### **Fund Allocation**

This department is funded completely in the General Fund.

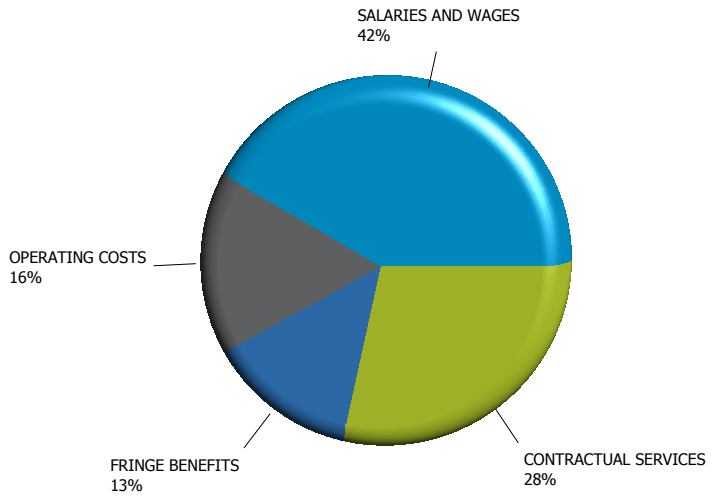
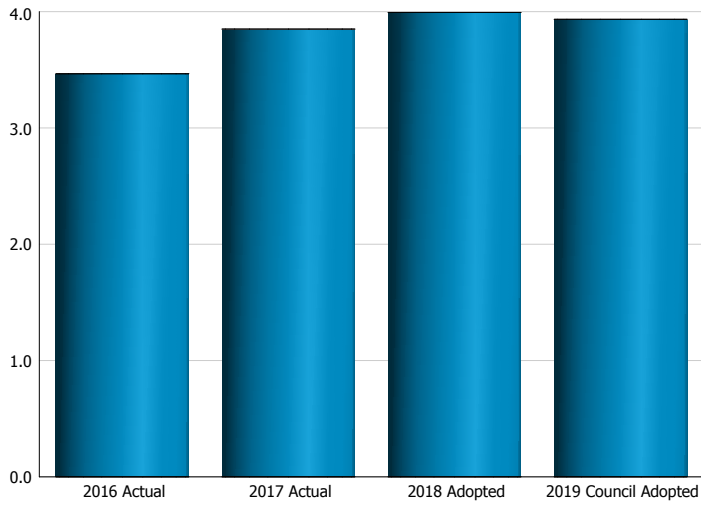
**PW - ADMINISTRATIVE SERVICES  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	1,367,000	1,427,000	1,516,000	1,637,000	8.0%	121,000
FRINGE BENEFITS	417,000	439,000	514,000	531,000	3.3%	17,000
CONTRACTUAL SERVICES	924,000	1,222,000	1,502,000	1,118,000	-25.6%	-384,000
OPERATING COSTS	730,000	753,000	460,000	648,000	40.9%	188,000
CAPITAL	28,000	9,000	1,000	1,000		
<b>TOTAL GENERAL</b>	<b>3,466,000</b>	<b>3,850,000</b>	<b>3,993,000</b>	<b>3,935,000</b>	<b>-1.5%</b>	<b>-58,000</b>
<b>TOTAL EXPENSE</b>	<b>3,466,000</b>	<b>3,850,000</b>	<b>3,993,000</b>	<b>3,935,000</b>	<b>-1.5%</b>	<b>-58,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
CHARGES FOR SALES		1,000		0		
CHARGES FOR SERVICES	2,358,000	2,941,000	2,665,000	2,854,000	7.1%	189,000
LICENSE AND PERMITS	840,000	729,000	600,000	600,000		
<b>GENERAL</b>	<b>3,198,000</b>	<b>3,671,000</b>	<b>3,265,000</b>	<b>3,454,000</b>	<b>5.8%</b>	<b>189,000</b>
<b>TOTAL REVENUE</b>	<b>3,198,000</b>	<b>3,671,000</b>	<b>3,265,000</b>	<b>3,454,000</b>	<b>5.8%</b>	<b>189,000</b>

**PW - ADMINISTRATIVE SERVICES  
EXPENSE AND REVENUE INFORMATION**

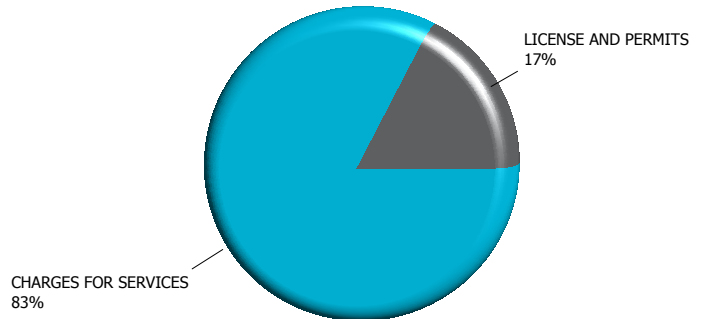
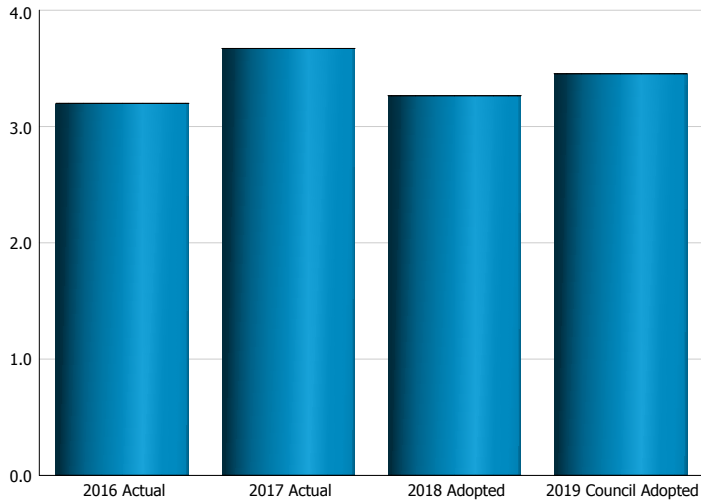
**Expense by Category**

**Expense 2016 - 2019**  
In Millions



**Revenue by Type**

**Revenue 2016 - 2019**  
In Millions

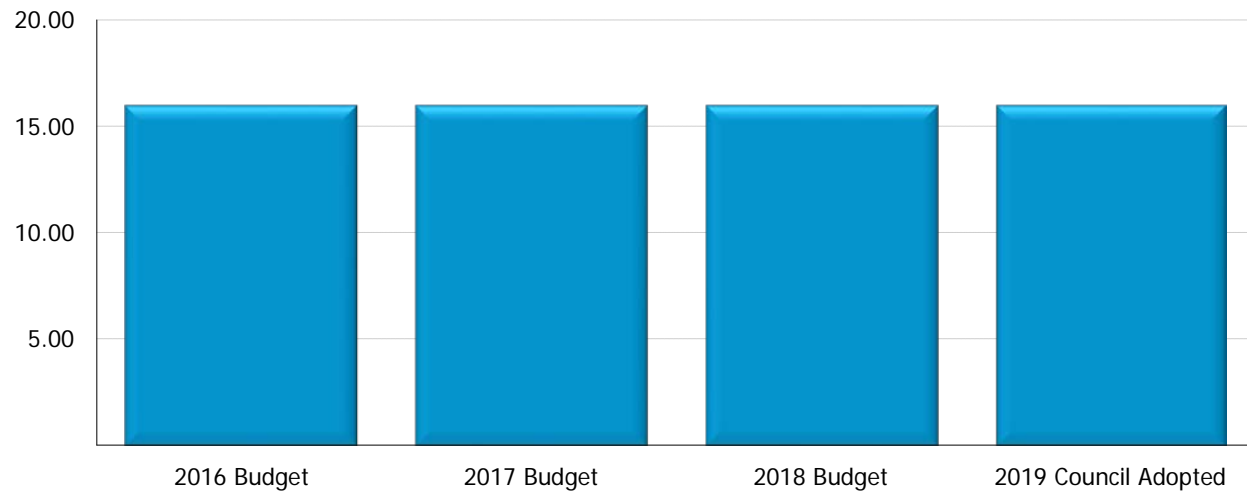


## PW - ADMINISTRATIVE SERVICES

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
MANAGEMENT SERVICES	13.00	13.00	13.00	13.00	0.0%	0
SAFETY/RISK MANAGEMENT	3.00	3.00	3.00	3.00	0.0%	0
Overall	16.00	16.00	16.00	16.00	0.0%	0

### Positions 2016-2019



## **FINANCIAL ANALYSIS - FLEET SERVICES DEPARTMENT**

### **Expenditure**

The total Public Works – Fleet Services Department budget increases from \$36.1 million to \$39.4 million from 2018 to 2019. This is an increase of \$3.2 million, or 8.9%. The department's 2019 expenditure budget reflects general and inflationary cost increases, and the planned increase of \$3.1 million in capital purchases based on the vehicle and equipment replacement schedule.

### **Revenue**

Revenues are projected to increase by 2.8% in this department due to an increase in fleet rental rates. The department's total revenues in 2019 are projected to be \$38.6 million, excluding use of fund balance.

### **Fund Allocation**

This department is funded completely in the Fleet Services Division Fund.

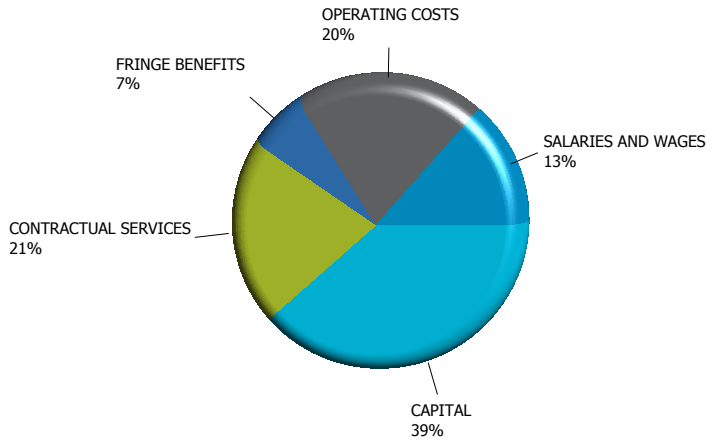
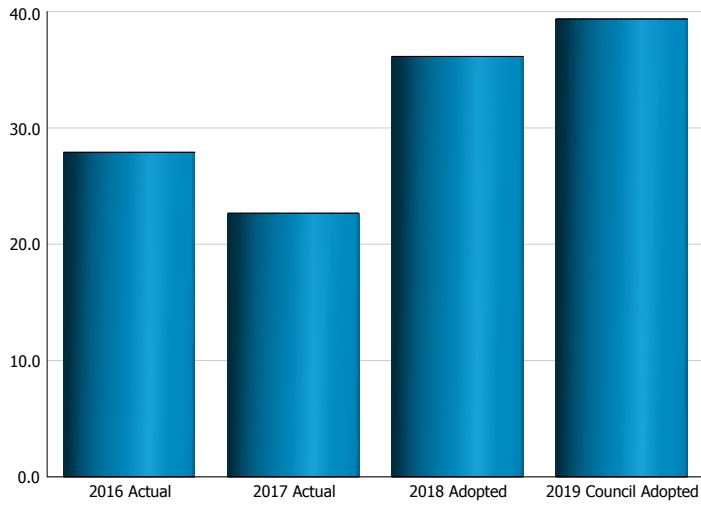
**PW - FLEET  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	4,734,000	4,690,000	5,122,000	5,306,000	3.6%	184,000
FRINGE BENEFITS	2,570,000	4,383,000	2,693,000	2,576,000	-4.3%	-117,000
CONTRACTUAL SERVICES	6,842,000	7,197,000	7,489,000	8,287,000	10.7%	798,000
OPERATING COSTS	5,869,000	6,077,000	7,916,000	8,038,000	1.5%	122,000
CAPITAL	7,889,000	319,000	12,926,000	15,163,000	17.3%	2,237,000
<b>TOTAL INTERNAL SERVICE</b>	<b>27,904,000</b>	<b>22,666,000</b>	<b>36,146,000</b>	<b>39,370,000</b>	<b>8.9%</b>	<b>3,224,000</b>
<b>TOTAL EXPENSE</b>	<b>27,904,000</b>	<b>22,666,000</b>	<b>36,146,000</b>	<b>39,370,000</b>	<b>8.9%</b>	<b>3,224,000</b>
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	6,441,000	6,311,000	8,625,000	8,441,000	-2.1%	-183,000
CHARGES FOR SERVICES	8,953,000	9,703,000	9,225,000	9,773,000	6.0%	549,000
GAINS	424,000	290,000		0		
LONG TERM LIABILITIES PROCEEDS	-407,000			0		
OTHER MISC REVENUES	4,000	17,000	10,000	10,000		
RENTS	16,446,000	19,195,000	19,639,000	20,329,000	3.5%	690,000
STATE GOVERNMENT		3,000		0		
USE OF FUND BALANCE			7,311,000	1,499,000	-79.5%	-5,813,000
<b>INTERNAL SERVICE</b>	<b>31,861,000</b>	<b>35,519,000</b>	<b>44,810,000</b>	<b>40,052,000</b>	<b>-10.6%</b>	<b>-4,758,000</b>
<b>TOTAL REVENUE</b>	<b>31,861,000</b>	<b>35,519,000</b>	<b>44,810,000</b>	<b>40,052,000</b>	<b>-10.6%</b>	<b>-4,758,000</b>

## PW - FLEET EXPENSE AND REVENUE INFORMATION

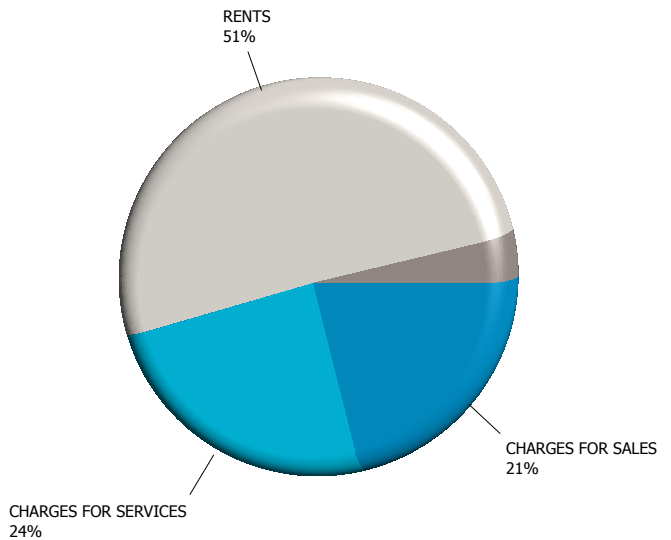
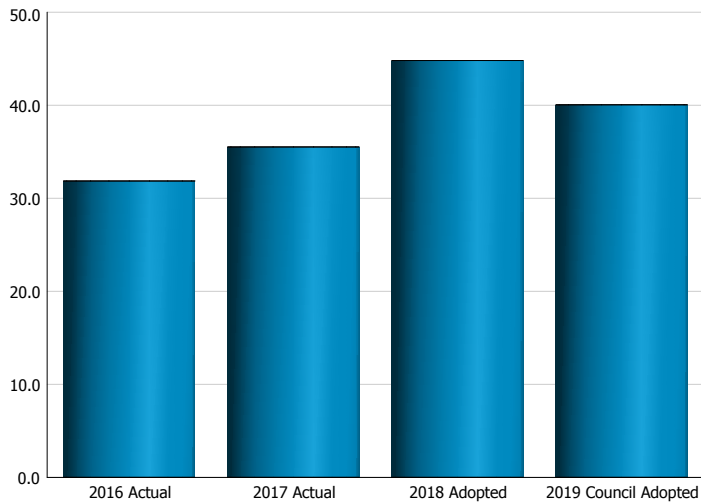
### Expense by Category

**Expense 2016 - 2019**  
In Millions



### Revenue by Type

**Revenue 2016 - 2019**  
In Millions

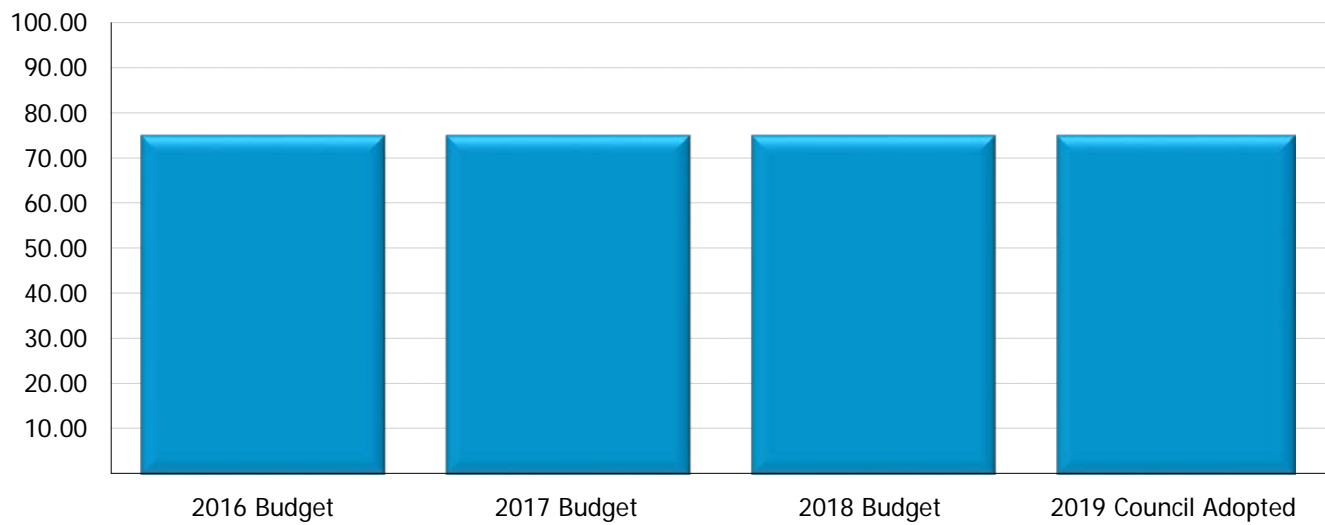


## PW - FLEET

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
FSD Administration	10.00	10.00	10.00	10.00	0.0%	0
FSD Operations	5.00	4.00	5.00	5.00	0.0%	0
MAINTENANCE	60.00	61.00	60.00	60.00	0.0%	0
Overall	75.00	75.00	75.00	75.00	0.0%	0

### Positions 2016-2019





## **FINANCIAL ANALYSIS - SOLID WASTE AND RECYCLING**

### **Expenditure**

The total Solid Waste and Recycling Department budget increased from \$40.8 million to \$43.4 million from 2018 to 2019. This is an increase of \$2.5 million, or 6.1%. The department's 2019 expenditure budget reflects the following changes from 2018:

- Increase in personnel cost by \$702,000 as result of new contracts and step increases;
- Increase in yard waste, garbage, TV and mattress collection, hauling, disposing, and recycling costs by \$860,000 due to new vendor contracts;
- Increase in equipment, vehicle, capital repairs, operating supplies, and cart purchases by \$612,000;
- An overall increase of \$376,000 in payment to City services as set by the 2019 allocation rate model;
- Increase in IT project relating to SWIS software by \$299,000; and
- Decrease in general maintenance, abatement, and contractual services by \$341,000.

### **Revenue**

Revenues are projected to increase by 2.4% in this department due to increase in (i) service revenue by \$892,000 due to increase in rates in the monthly utility billing from \$23.99 to \$24.53 per dwelling unit; and (ii) recycling grants by \$67,00 based on SCORE projections. The department's total revenues in 2019 are projected to be \$41.5 million, not including use of fund balance.

### **Fund Allocation**

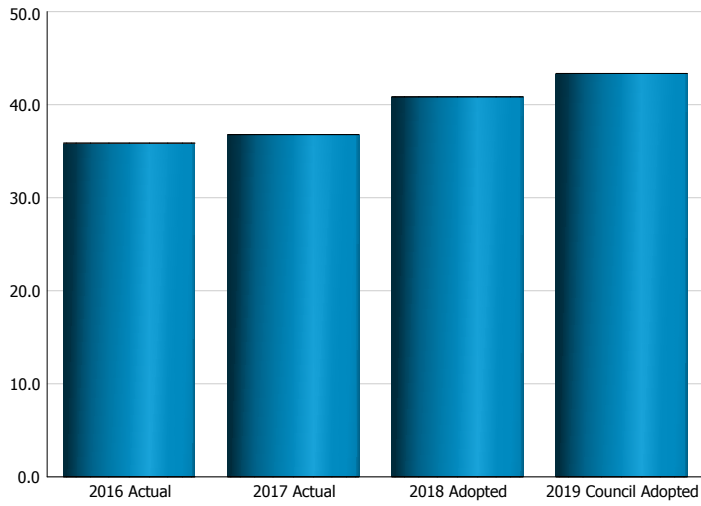
This department is funded completely in the Solid Waste and Recycling fund.

**PW - SOLID WASTE  
EXPENSE AND REVENUE INFORMATION**

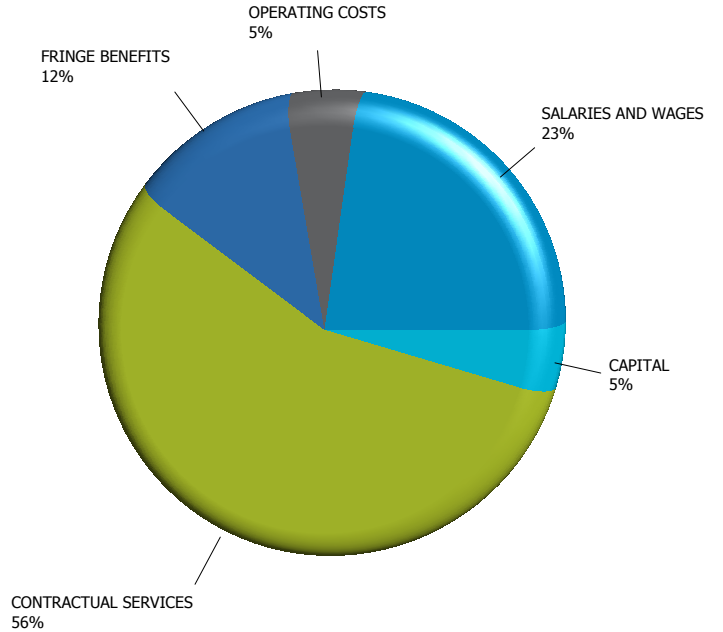
<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	7,708,000	8,308,000	9,338,000	9,867,000	5.7%	529,000
FRINGE BENEFITS	4,200,000	4,479,000	5,079,000	5,212,000	2.6%	133,000
CONTRACTUAL SERVICES	21,189,000	21,492,000	23,064,000	24,136,000	4.6%	1,072,000
OPERATING COSTS	2,769,000	2,506,000	1,817,000	2,150,000	18.3%	333,000
CAPITAL			1,549,000	1,990,000	28.5%	441,000
<b>TOTAL ENTERPRISE</b>	<b>35,866,000</b>	<b>36,785,000</b>	<b>40,847,000</b>	<b>43,355,000</b>	<b>6.1%</b>	<b>2,508,000</b>
<b>TOTAL EXPENSE</b>	<b>35,866,000</b>	<b>36,785,000</b>	<b>40,847,000</b>	<b>43,355,000</b>	<b>6.1%</b>	<b>2,508,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	407,000	626,000	368,000	350,000	-4.9%	-18,000
CHARGES FOR SERVICES	36,601,000	37,490,000	38,247,000	39,356,000	2.9%	1,109,000
GAINS	207,000	103,000		0		
INTEREST	3,000			0		
LOCAL GOVERNMENT	1,595,000	1,526,000	1,701,000	1,768,000	3.9%	67,000
OTHER MISC REVENUES	38,000	2,000		0		
SPECIAL ASSESSMENTS	227,000	222,000	190,000	0	-100.0%	-190,000
STATE GOVERNMENT	21,000	11,000	8,000	0	-100.0%	-8,000
USE OF FUND BALANCE			-138,000	2,059,000	-1,592.0%	2,197,000
<b>ENTERPRISE</b>	<b>39,099,000</b>	<b>39,980,000</b>	<b>40,376,000</b>	<b>43,533,000</b>	<b>7.8%</b>	<b>4,165,000</b>
<b>TOTAL REVENUE</b>	<b>39,099,000</b>	<b>39,980,000</b>	<b>40,376,000</b>	<b>43,533,000</b>	<b>7.8%</b>	<b>4,165,000</b>

# PW - SOLID WASTE EXPENSE AND REVENUE INFORMATION

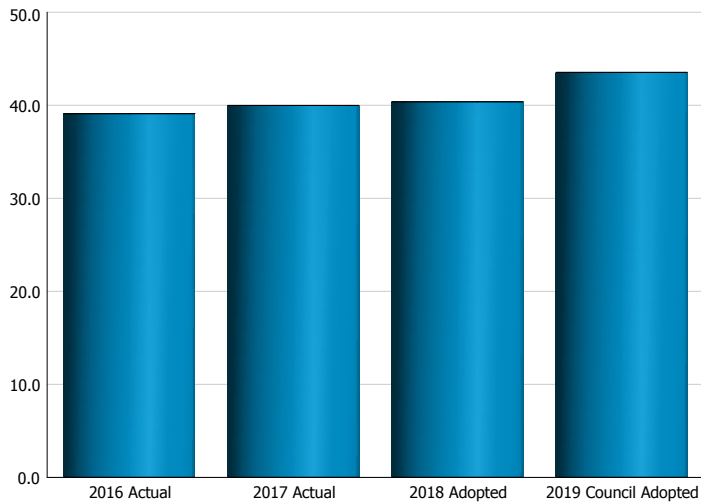
**Expense 2016 - 2019**  
In Millions



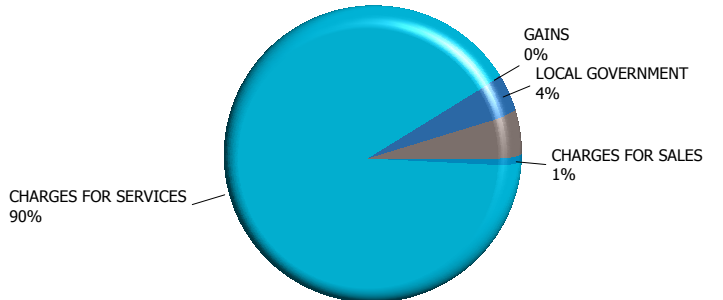
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

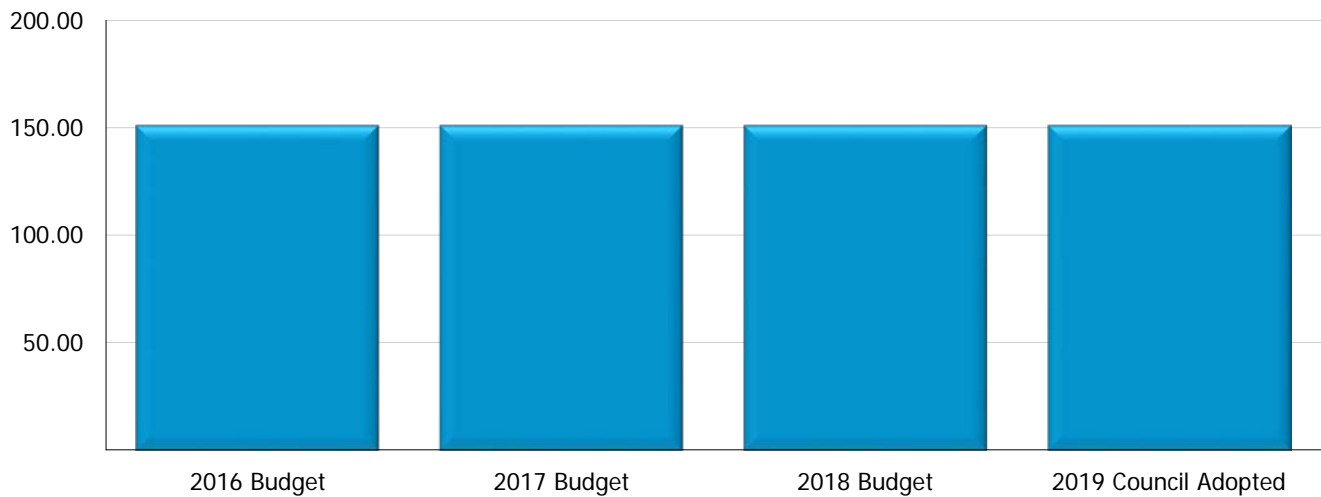


## PW - SOLID WASTE

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget	2019 Council Adopted	% Change	Change
ADMINISTRATION	16.00	16.00	17.00	17.00	0.0%	0
CLEAN CITY	19.00	19.00	19.00	19.00	0.0%	0
COLLECTION	38.00	38.00	38.00	39.00	2.6%	1.00
CUSTOMER SERVICE	8.00	8.00	8.00	8.00	0.0%	0
EQUIPMENT	12.00	12.00	11.00	11.00	0.0%	0
LARGE ITEM/PROBLEM MATERIAL	8.00	8.00	8.00	8.00	0.0%	0
ORGANICS	17.00	17.00	17.00	16.00	-5.9%	(1.00)
RECYCLING	20.00	20.00	20.00	20.00	0.0%	0
TRANSFER STATIONS	1.00	1.00	1.00	1.00	0.0%	0
YARD WASTE PROGRAM	12.00	12.00	12.00	12.00	0.0%	0
Overall	151.00	151.00	151.00	151.00	0.0%	0

### Positions 2016-2019



## **FINANCIAL ANALYSIS - SANITARY SEWER DEPARTMENT**

### **Expenditure**

The total Sanitary Sewer Department budget increased from \$67.5 million to \$69.9 million from 2018 to 2019. This is an increase of \$2.5 million, or 3.7%. The department's 2019 expenditure budget reflects the following changes from 2018:

- Estimated rate increase of 1.5% in monthly Met Council fees for waste water discharge totaling \$41.9 million, an increase of \$637,000 over 2018;
- Increase in personnel totaling an increase of \$307,000 in salaries and fringes due to step increase and health cost;
- Increase in payments to City services by \$586,000 as set by the 2019 rate model allocations;
- Increase in contractual services by \$300,000 relating to design, cleaning, rehab, repairs, and maintenance work;
- Increase in SAC charges by \$1.0 million due to increase in construction activities; and
- Decrease in fleet, equipment gap, and equipment by \$363,000.

### **Revenue**

Revenues are projected to increase by 8.2% in this department due to a combined increase in: (i) service revenue by \$5.2 million due to increase in monthly variable and fixed utility rates of \$0.33 and \$0.50 per billing unit; (ii) SAC revenue by \$1.0 million due to increase in construction activities; and (ii) a decrease in miscellaneous revenue by \$15,000 due to decrease in design activities. The department's total revenues in 2019 are projected to be \$80.9 million, not including use of fund balance.

### **Fund Allocation**

This department is funded completely in the Sanitary Sewer Fund.

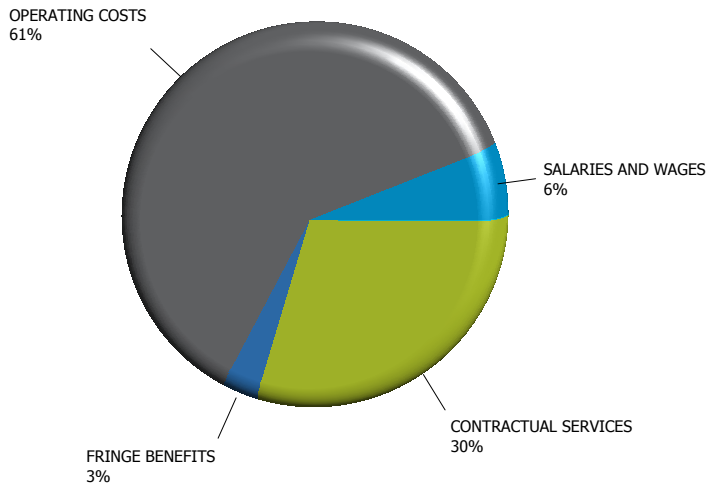
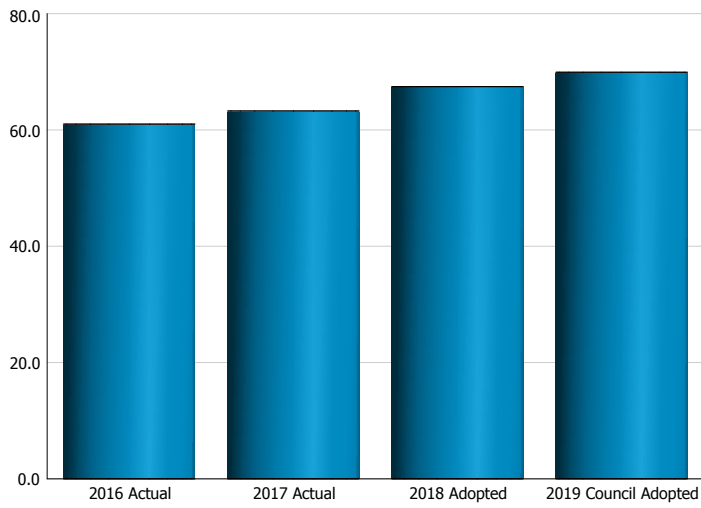
**PW - SURFACE WATER & SEWERS-SANITARY  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	3,488,000	3,670,000	4,010,000	4,189,000	4.5%	179,000
FRINGE BENEFITS	1,720,000	1,786,000	2,075,000	2,161,000	4.1%	86,000
CONTRACTUAL SERVICES	16,868,000	18,192,000	18,825,000	20,654,000	9.7%	1,829,000
OPERATING COSTS	38,925,000	39,609,000	42,334,000	42,850,000	1.2%	516,000
CAPITAL			206,000	70,000	-66.0%	-136,000
<b>TOTAL ENTERPRISE</b>	<b>61,001,000</b>	<b>63,257,000</b>	<b>67,450,000</b>	<b>69,924,000</b>	<b>3.7%</b>	<b>2,474,000</b>
<b>TOTAL EXPENSE</b>	<b>61,001,000</b>	<b>63,257,000</b>	<b>67,450,000</b>	<b>69,924,000</b>	<b>3.7%</b>	<b>2,474,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	9,000	27,000		0		
CHARGES FOR SERVICES	67,649,000	68,304,000	74,748,000	80,835,000	8.1%	6,086,000
LICENSE AND PERMITS	79,000	24,000	50,000	100,000	100.0%	50,000
SPECIAL ASSESSMENTS	103,000	75,000		0		
STATE GOVERNMENT		311,000		0		
USE OF FUND BALANCE			89,000	-732,000	-922.5%	-821,000
<b>ENTERPRISE</b>	<b>67,840,000</b>	<b>68,741,000</b>	<b>74,887,000</b>	<b>80,203,000</b>	<b>7.1%</b>	<b>5,316,000</b>
<b>TOTAL REVENUE</b>	<b>67,840,000</b>	<b>68,741,000</b>	<b>74,887,000</b>	<b>80,203,000</b>	<b>7.1%</b>	<b>5,316,000</b>

# PW - SURFACE WATER & SEWERS-SANITARY EXPENSE AND REVENUE INFORMATION

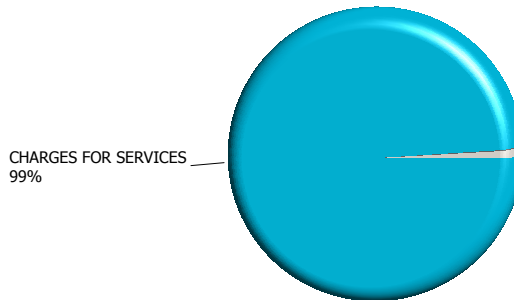
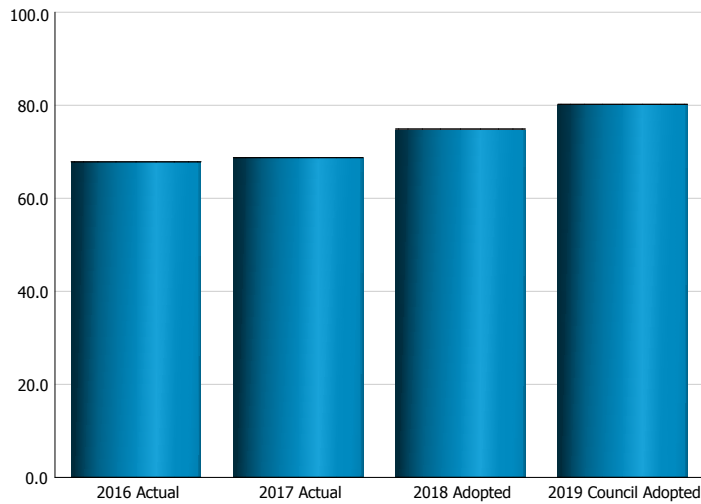
## Expense by Category

**Expense 2016 - 2019**  
In Millions



## Revenue by Type

**Revenue 2016 - 2019**  
In Millions

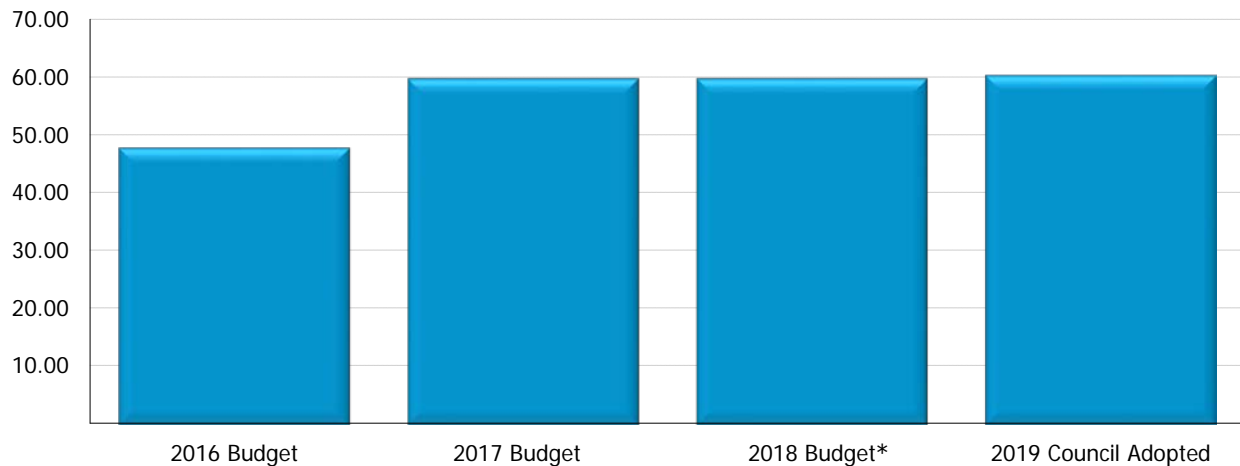


## PW - SURFACE WATER & SEWERS-SANITARY

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
DESIGN	5.50	5.50	5.50	5.00	-9.1%	(0.50)
SANITARY SEWER	38.75	47.25	47.25	46.25	-2.1%	(1.00)
SEWER ADMINISTRATION	3.50	7.00	7.00	9.00	28.6%	2.00
Overall	47.75	59.75	59.75	60.25	0.8%	0.50

### Positions 2016-2019



\*2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.



## **FINANCIAL ANALYSIS - STORM WATER DEPARTMENT**

### **Expenditure**

The total Storm Water Department budget increased from \$21.6 million to \$22.2 million from 2018 to 2019. This is an increase of \$522,000, or 2.4%. The department's 2019 expenditure budget reflects the following changes from 2018:

- Increase in personnel cost by \$148,000 as result of increase in FTE's by 0.5, new contracts, and step increases;
- Increase in payment for City services by \$195,000 as set by the 2019 allocation rate model;
- Increase in fleet, equipment gap, and equipment by \$279,000;
- Increase in monthly Met Council fees by \$34,000 due to rate increase of 1.5% over 2018; and
- Decrease in professional services, storm tunnel cleaning, televising, upgrades, catch basin repairs, and maintenance work by \$135,000.

### **Revenue**

Revenues are projected to increase by 0.9% in this department due to increase in: (i) service revenue by \$1.1 million due to increase in monthly utility rates from \$12.71 to \$13.09 per ESU; (ii) maintenance revenue by \$28,000 according to the State and County schedule; and decrease in (iii) miscellaneous revenue by \$694,000 due to decrease in design activities. The department's total revenues in 2019 are projected to be \$42.3 million, not including use of fund balance.

### **Fund Allocation**

This department is funded completely in the Storm Water Fund.

**PW - SURFACE WATER & SEWERS-STORMWATR  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	3,803,000	3,667,000	4,021,000	4,237,000	5.4%	216,000
FRINGE BENEFITS	1,653,000	1,615,000	1,916,000	1,797,000	-6.2%	-119,000
CONTRACTUAL SERVICES	10,588,000	11,018,000	12,180,000	12,407,000	1.9%	227,000
OPERATING COSTS	3,838,000	3,216,000	3,217,000	3,449,000	7.2%	232,000
CAPITAL			309,000	275,000	-11.0%	-34,000
<b>TOTAL ENTERPRISE</b>	<b>19,882,000</b>	<b>19,516,000</b>	<b>21,643,000</b>	<b>22,165,000</b>	<b>2.4%</b>	<b>522,000</b>

<b>TOTAL EXPENSE</b>	<b>19,882,000</b>	<b>19,516,000</b>	<b>21,643,000</b>	<b>22,165,000</b>	<b>2.4%</b>	<b>522,000</b>
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<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
STATE GOVERNMENT	40,000			0		
<b>GENERAL</b>	<b>40,000</b>					

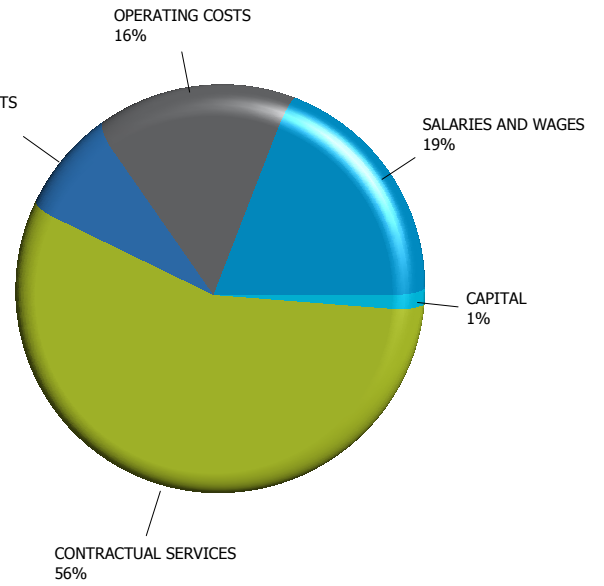
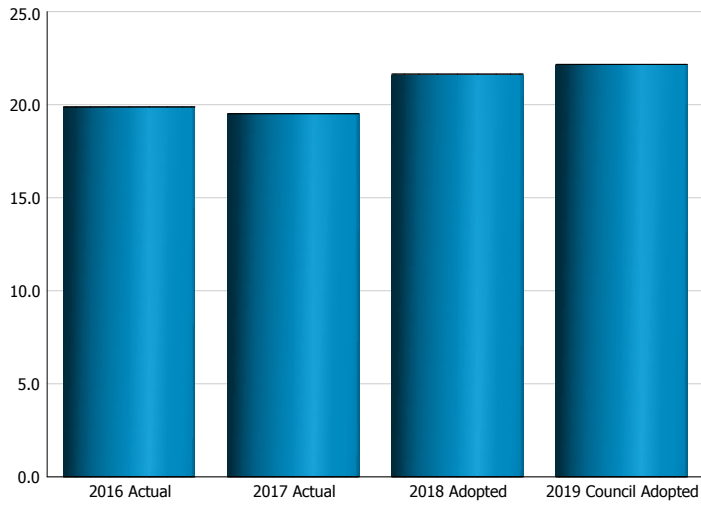
<b>ENTERPRISE</b>						
CHARGES FOR SALES		5,000		0		
CHARGES FOR SERVICES	37,438,000	40,181,000	41,678,000	42,041,000	0.9%	362,000
FINES AND FORFEITS	65,000	66,000	45,000	45,000		
GAINS	1,000			0		
LICENSE AND PERMITS	1,000			0		
LOCAL GOVERNMENT	81,000	434,000	75,000	84,000	12.0%	9,000
LONG TERM LIABILITIES PROCEEDS				0		
OTHER MISC REVENUES		1,000		0		
SPECIAL ASSESSMENTS	160,000	76,000		0		
STATE GOVERNMENT	328,000	254,000	100,000	119,000	19.0%	19,000
USE OF FUND BALANCE			2,759,000	578,000	-79.1%	-2,181,000
<b>ENTERPRISE</b>	<b>38,074,000</b>	<b>41,017,000</b>	<b>44,657,000</b>	<b>42,867,000</b>	<b>-4.0%</b>	<b>-1,790,000</b>

<b>TOTAL REVENUE</b>	<b>38,114,000</b>	<b>41,017,000</b>	<b>44,657,000</b>	<b>42,867,000</b>	<b>-4.0%</b>	<b>-1,790,000</b>
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# PW - SURFACE WATER & SEWERS-STORMWATR EXPENSE AND REVENUE INFORMATION

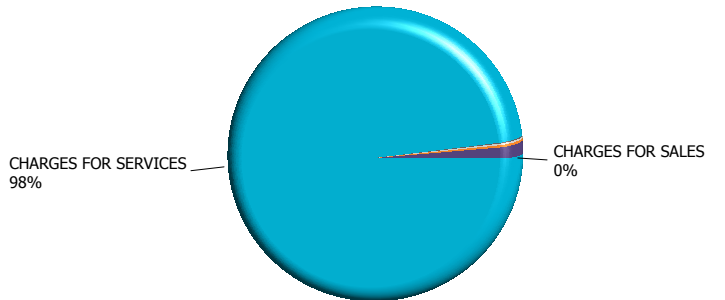
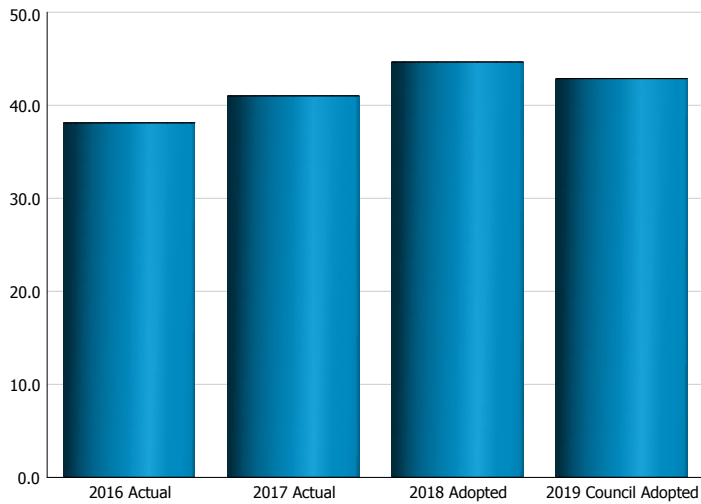
Expense by Category

Expense 2016 - 2019  
In Millions



Revenue by Type

Revenue 2016 - 2019  
In Millions

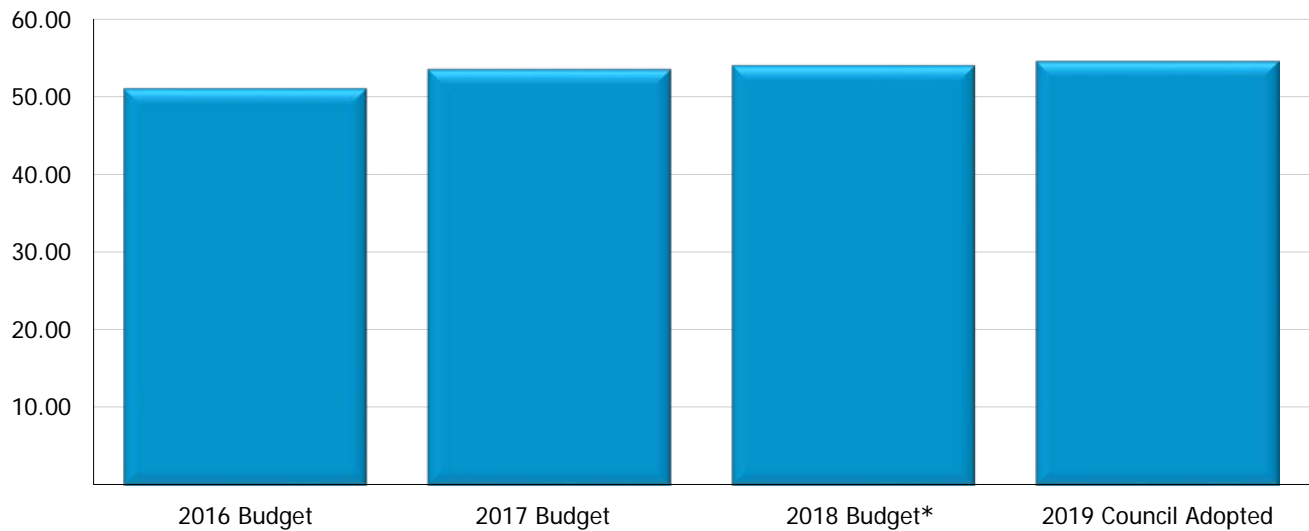


## PW - SURFACE WATER & SEWERS-STORMWATER

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
CSO PHASE II	2.00				0.0%	0
SANITARY STORMWATER DESIGN	22.00	24.00	24.00	24.00	0.0%	0
SEWER MAINTENANCE	22.50	23.00	23.00	21.50	-6.5%	(1.50)
STORMWATER ADMINISTRATION	4.50	6.50	7.00	9.00	28.6%	2.00
Overall	51.00	53.50	54.00	54.50	0.9%	0.50

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

## **FINANCIAL ANALYSIS - TRAFFIC & PARKING DEPARTMENT**

### **Expenditure**

The total Traffic & Parking Department's budget increases from \$61.7 million to \$65.9 million from 2018 to 2019. This is an increase of \$4.2 million, or 6.9%. The department's 2019 expenditure budget reflects general and inflationary expenses, new expenses under the Comprehensive Safety Program, and budget change items in 2019 including additional expenses related to the Final Four Tournament.

### **Revenue**

Revenues are projected to decrease by 2.1% in this department due to decreased revenue related to the sale of the Government Center Ramp and alignment with historical actuals, primarily in parking utilization, as well as a one-time increase related to the Final Four Tournament. The department's total revenues in 2019 are projected to be \$72.4 million excluding the use of fund balance.

### **Fund Allocation**

This department is funded primarily by the Parking Fund, with the remainder of the department's funding found in the General Fund and Traffic Stores Internal Service Fund.

# PW - TRAFFIC AND PARKING SERVICES EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	4,320,000	4,471,000	4,686,000	4,918,000	5.0%	232,000
FRINGE BENEFITS	1,877,000	1,883,000	1,925,000	2,077,000	7.9%	152,000
CONTRACTUAL SERVICES	7,558,000	7,818,000	7,728,000	8,051,000	4.2%	323,000
OPERATING COSTS	2,841,000	2,892,000	2,840,000	2,578,000	-9.2%	-262,000
CAPITAL	12,000	254,000		0		
<b>TOTAL GENERAL</b>	<b>16,608,000</b>	<b>17,318,000</b>	<b>17,179,000</b>	<b>17,624,000</b>	<b>2.6%</b>	<b>445,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	198,000	205,000	185,000	183,000	-1.1%	-2,000
FRINGE BENEFITS	74,000	142,000	85,000	84,000	-1.2%	-1,000
CONTRACTUAL SERVICES	88,000	78,000	34,000	32,000	-5.9%	-2,000
OPERATING COSTS	62,000	132,000	27,000	27,000		
<b>TOTAL INTERNAL SERVICE</b>	<b>422,000</b>	<b>557,000</b>	<b>331,000</b>	<b>326,000</b>	<b>-1.5%</b>	<b>-5,000</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	3,211,000	3,342,000	3,585,000	3,827,000	6.8%	242,000
FRINGE BENEFITS	1,110,000	2,300,000	1,644,000	1,703,000	3.6%	59,000
CONTRACTUAL SERVICES	34,663,000	35,354,000	35,557,000	36,543,000	2.8%	986,000
OPERATING COSTS	3,063,000	4,469,000	3,234,000	3,749,000	15.9%	515,000
CAPITAL		163,000	140,000	2,140,000	1,428.6%	2,000,000
<b>TOTAL ENTERPRISE</b>	<b>42,047,000</b>	<b>45,628,000</b>	<b>44,160,000</b>	<b>47,962,000</b>	<b>8.6%</b>	<b>3,802,000</b>
<b>TOTAL EXPENSE</b>	<b>59,077,000</b>	<b>63,503,000</b>	<b>61,670,000</b>	<b>65,912,000</b>	<b>6.9%</b>	<b>4,242,000</b>

REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES	66,000	97,000	50,000	55,000	10.0%	5,000
CHARGES FOR SERVICES	1,151,000	1,311,000	1,045,000	645,000	-38.3%	-400,000
GAINS				0		
LICENSE AND PERMITS	2,229,000	2,554,000	1,710,000	2,310,000	35.1%	600,000
LOCAL GOVERNMENT	905,000	822,000	690,000	690,000		
LONG TERM LIABILITIES PROCEEDS				0		
OTHER MISC REVENUES	161,000	441,000	215,000	225,000	4.7%	10,000
RENTS	52,000	314,000		400,000		400,000
SPECIAL ASSESSMENTS	201,000	197,000	200,000	200,000		
STATE GOVERNMENT	1,610,000	1,540,000	1,315,000	1,315,000		
<b>GENERAL</b>	<b>6,375,000</b>	<b>7,276,000</b>	<b>5,225,000</b>	<b>5,840,000</b>	<b>11.8%</b>	<b>315,000</b>
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	59,000	58,000		0		
CHARGES FOR SERVICES	839,000	1,033,000	330,000	325,000	-1.5%	-5,000

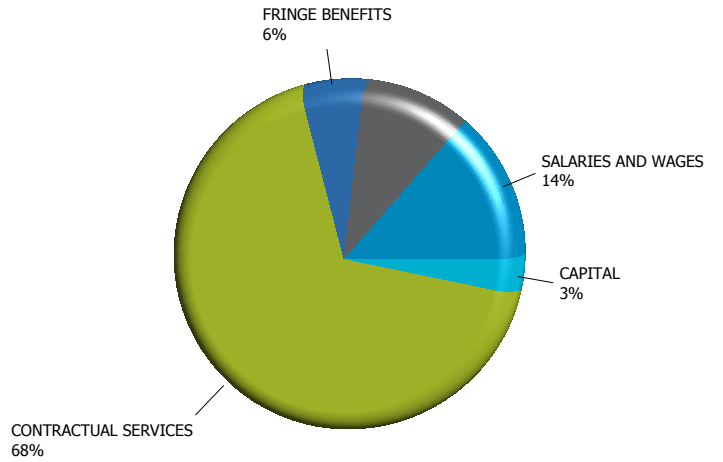
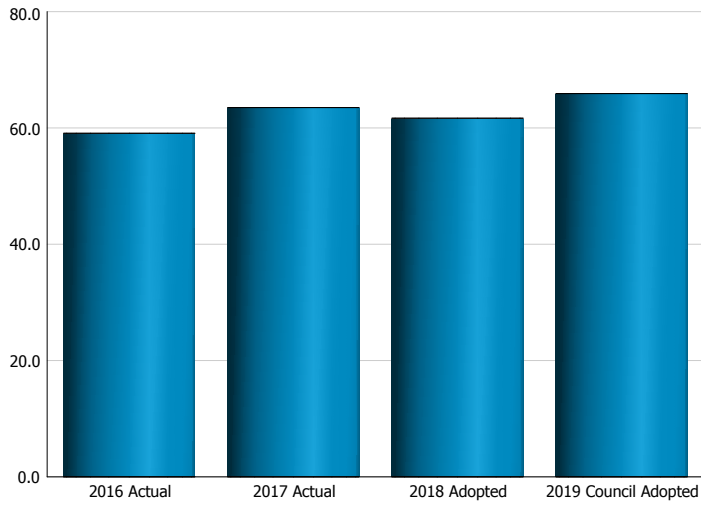
**PW - TRAFFIC AND PARKING SERVICES  
EXPENSE AND REVENUE INFORMATION**

<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
OTHER MISC REVENUES	69,000			0		
<b>INTERNAL SERVICE</b>	<b>967,000</b>	<b>1,091,000</b>	<b>330,000</b>	<b>325,000</b>	<b>-1.5%</b>	<b>-5,000</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	1,053,000	785,000	1,100,000	1,000,000	-9.1%	-100,000
CHARGES FOR SERVICES	66,066,000	64,737,000	61,139,000	64,142,000	4.9%	3,003,000
GAINS		24,774,000	6,000,000	0	-100.0%	-6,000,000
LICENSE AND PERMITS	457,000	488,000	450,000	495,000	10.0%	45,000
OTHER MISC REVENUES	11,000	13,000		0		
RENTS	32,000	717,000		49,000		49,000
SPECIAL ASSESSMENTS			543,000	543,000		
USE OF FUND BALANCE			-3,731,000	168,000	-104.5%	3,899,000
<b>ENTERPRISE</b>	<b>67,619,000</b>	<b>91,514,000</b>	<b>65,501,000</b>	<b>66,397,000</b>	<b>1.4%</b>	<b>204,000</b>
<b>TOTAL REVENUE</b>	<b>74,961,000</b>	<b>99,881,000</b>	<b>71,056,000</b>	<b>72,562,000</b>	<b>2.1%</b>	<b>514,000</b>

# **PW - TRAFFIC AND PARKING SERVICES EXPENSE AND REVENUE INFORMATION**

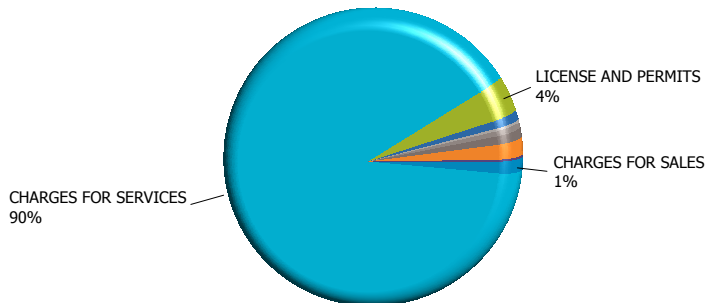
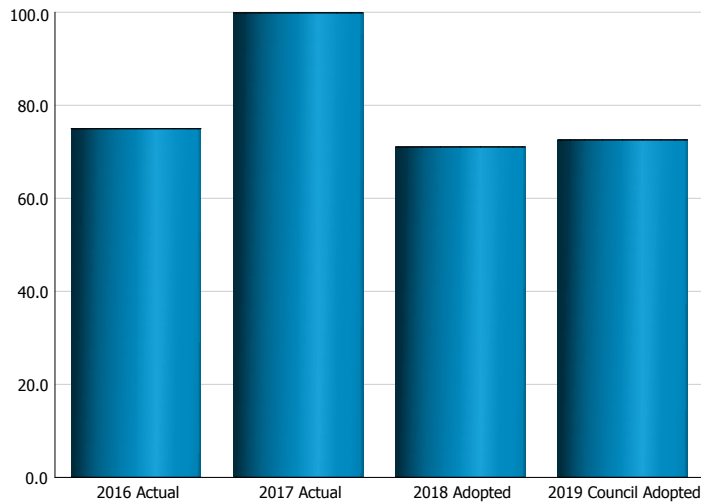
**Expense by Category**

**Expense 2016 - 2019**  
In Millions



**Revenue by Type**

**Revenue 2016 - 2019**  
In Millions



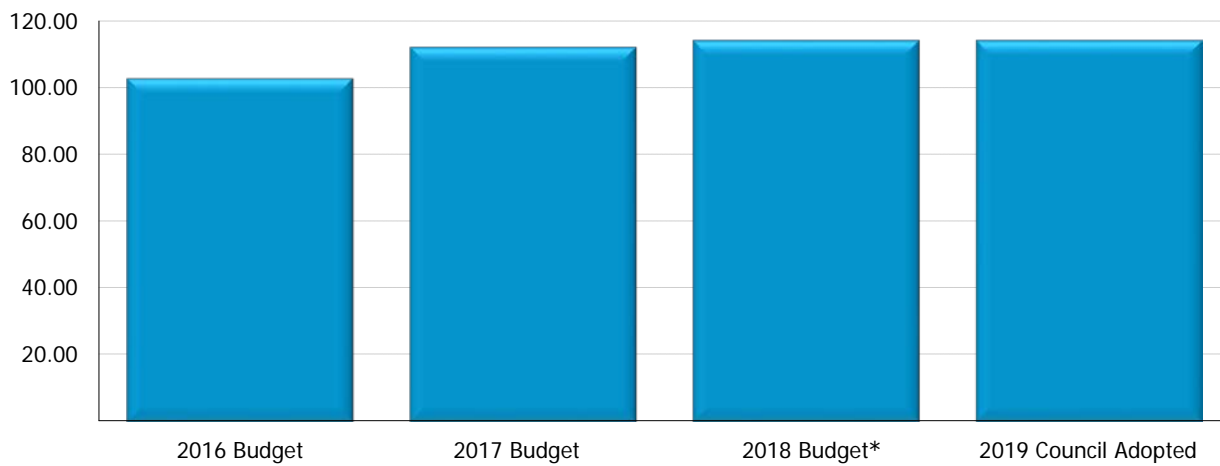


## PW - TRAFFIC AND PARKING SERVICES

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
FIELD OPERATIONS	39.45	46.30	46.30	44.30	-4.3%	(2.00)
INVENTORY	3.00	3.00	3.00	3.00	0.0%	0
OFF-STREET PARKING	11.50	11.95	11.95	12.95	8.4%	1.00
ON-STREET PARKING	15.05	15.90	17.90	18.90	5.6%	1.00
PLANNING & DESIGN	5.65	6.50	6.50	6.50	0.0%	0
STREET LIGHTING	5.45	5.85	5.85	5.85	0.0%	0
TOWING AND IMPOUND	22.90	22.90	22.90	22.90	0.0%	0
Overall	103.00	112.40	114.40	114.40	0.0%	0

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

## **FINANCIAL ANALYSIS - TRANSPORTATION MAINTENANCE & REPAIR**

### **Expenditure**

The total Public Works – Transportation Maintenance & Repair budget increases from \$53.1 million to \$54.3 million from 2018 to 2019. This is an increase of \$1.2 million, or 2.3%. The department's expenditure budget reflects general and inflationary cost increases and an increase of \$201,000 to represent the Special Service Districts' budget.

### **Revenue**

The total department budget increases from \$23.0 million to \$23.5 million from 2018 to 2019. This is an increase of \$1,395,000, or 6.3%, excluding use of fund balance. The increase reflects a general increase in revenues from charges for services and the state government, and special assessments, offset by a decrease in revenues for Capital Projects.

### **Fund Allocation**

This department is funded primarily in the General Fund, and receives partial funding from Special Revenue, Capital Projects, and Enterprise Funds.

# PW - TRANSPORTATION MAINTENANCE AND REPAIR EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	11,253,000	11,231,000	11,117,000	11,615,000	4.5%	498,000
FRINGE BENEFITS	5,657,000	5,677,000	6,047,000	6,133,000	1.4%	86,000
CONTRACTUAL SERVICES	11,021,000	11,640,000	12,051,000	12,457,000	3.4%	406,000
OPERATING COSTS	4,705,000	5,518,000	5,680,000	5,570,000	-1.9%	-110,000
CAPITAL	174,000	229,000	151,000	240,000	58.9%	89,000
<b>TOTAL GENERAL</b>	<b>32,810,000</b>	<b>34,295,000</b>	<b>35,046,000</b>	<b>36,015,000</b>	<b>2.8%</b>	<b>969,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	1,000	3,000		0		
FRINGE BENEFITS	1,000	1,000		0		
CONTRACTUAL SERVICES	6,108,000	6,902,000	6,920,000	7,121,000	2.9%	201,000
OPERATING COSTS	4,000			0		
<b>TOTAL SPECIAL REVENUE</b>	<b>6,114,000</b>	<b>6,906,000</b>	<b>6,920,000</b>	<b>7,121,000</b>	<b>2.9%</b>	<b>201,000</b>
<b>CAPITAL PROJECT</b>						
SALARIES AND WAGES	262,000	317,000	394,000	384,000	-2.5%	-10,000
FRINGE BENEFITS	92,000	124,000	157,000	148,000	-5.7%	-9,000
CONTRACTUAL SERVICES	364,000	608,000	727,000	701,000	-3.6%	-26,000
OPERATING COSTS	14,000	18,000	10,000	22,000	120.0%	12,000
CAPITAL	12,000			0		
<b>TOTAL CAPITAL PROJECT</b>	<b>744,000</b>	<b>1,067,000</b>	<b>1,288,000</b>	<b>1,255,000</b>	<b>-2.5%</b>	<b>-33,000</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	2,399,000	2,683,000	2,716,000	2,844,000	4.7%	128,000
FRINGE BENEFITS	1,008,000	1,321,000	1,479,000	1,508,000	2.0%	29,000
CONTRACTUAL SERVICES	4,595,000	4,914,000	4,893,000	4,908,000	0.3%	15,000
OPERATING COSTS	576,000	597,000	778,000	684,000	-12.1%	-94,000
<b>TOTAL ENTERPRISE</b>	<b>8,578,000</b>	<b>9,515,000</b>	<b>9,866,000</b>	<b>9,944,000</b>	<b>0.8%</b>	<b>78,000</b>
<b>TOTAL EXPENSE</b>	<b>48,246,000</b>	<b>51,783,000</b>	<b>53,120,000</b>	<b>54,335,000</b>	<b>2.3%</b>	<b>1,215,000</b>

REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES	4,000	9,000	10,000	10,000		
CHARGES FOR SERVICES	9,777,000	10,188,000	7,601,000	7,975,000	4.9%	374,000
GAINS	1,000			0		
LOCAL GOVERNMENT	260,000	193,000	171,000	190,000	11.1%	19,000
LONG TERM LIABILITIES PROCEEDS	-1,000			0		
OTHER MISC REVENUES		17,000		0		
SPECIAL ASSESSMENTS	2,180,000	2,298,000	2,260,000	2,260,000		
STATE GOVERNMENT	4,095,000	3,618,000	3,634,000	4,025,000	10.8%	391,000

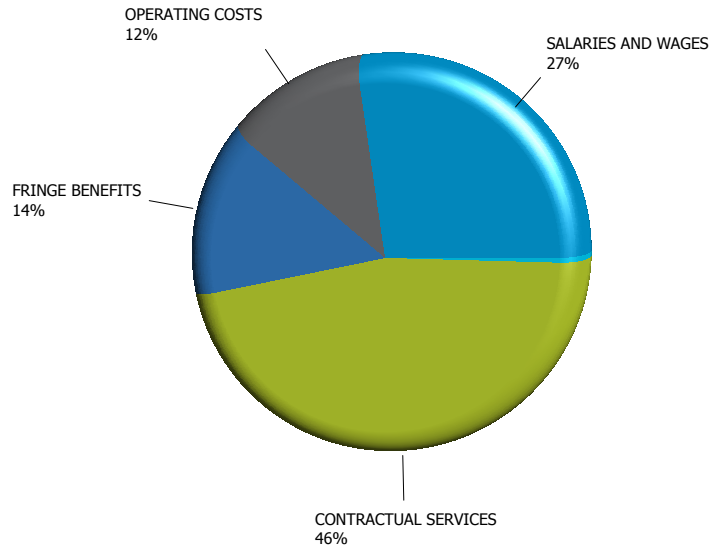
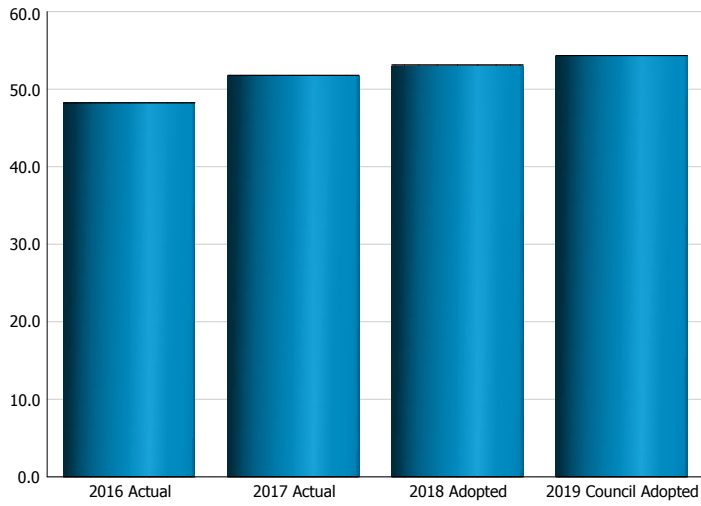
**PW - TRANSPORTATION MAINTENANCE AND REPAIR  
EXPENSE AND REVENUE INFORMATION**

<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>	<b>16,316,000</b>	<b>16,323,000</b>	<b>13,676,000</b>	<b>14,460,000</b>	<b>5.7%</b>	<b>784,000</b>
<b>SPECIAL REVENUE</b>						
CONTRIBUTIONS		-5,000		0		
OTHER MISC REVENUES	19,000	20,000		0		
SPECIAL ASSESSMENTS	6,119,000	6,693,000	6,670,000	7,121,000	6.8%	451,000
STATE GOVERNMENT		9,000		0		
<b>SPECIAL REVENUE</b>	<b>6,138,000</b>	<b>6,717,000</b>	<b>6,670,000</b>	<b>7,121,000</b>	<b>6.8%</b>	<b>451,000</b>
<b>CAPITAL PROJECT</b>						
LICENSE AND PERMITS	118,000	337,000	310,000	310,000		
OTHER MISC REVENUES		2,000		0		
SPECIAL ASSESSMENTS	137,000	60,000	100,000	100,000		
USE OF FUND BALANCE			878,000	846,000	-3.6%	-32,000
<b>CAPITAL PROJECT</b>	<b>255,000</b>	<b>399,000</b>	<b>1,288,000</b>	<b>1,256,000</b>	<b>-2.5%</b>	<b>-32,000</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	1,000	3,000	1,000	1,000		
LOCAL GOVERNMENT	260,000	284,000	260,000	291,000	11.9%	31,000
STATE GOVERNMENT	1,128,000	1,106,000	1,097,000	1,226,000	11.9%	130,000
<b>ENTERPRISE</b>	<b>1,389,000</b>	<b>1,393,000</b>	<b>1,358,000</b>	<b>1,518,000</b>	<b>11.9%</b>	<b>160,000</b>
<b>TOTAL REVENUE</b>	<b>24,098,000</b>	<b>24,832,000</b>	<b>22,992,000</b>	<b>24,355,000</b>	<b>5.9%</b>	<b>1,363,000</b>

## PW - TRANSPORTATION MAINTENANCE AND REPAIR EXPENSE AND REVENUE INFORMATION

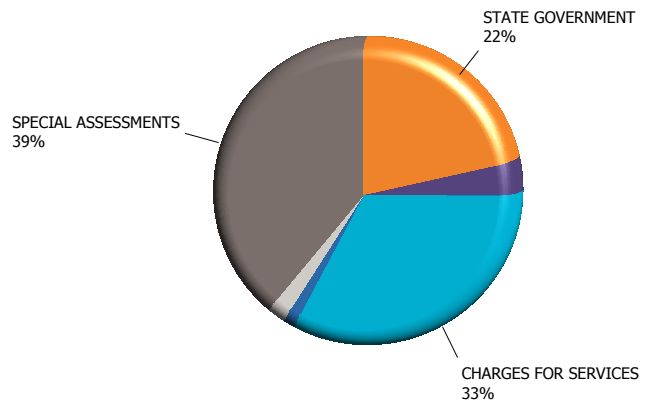
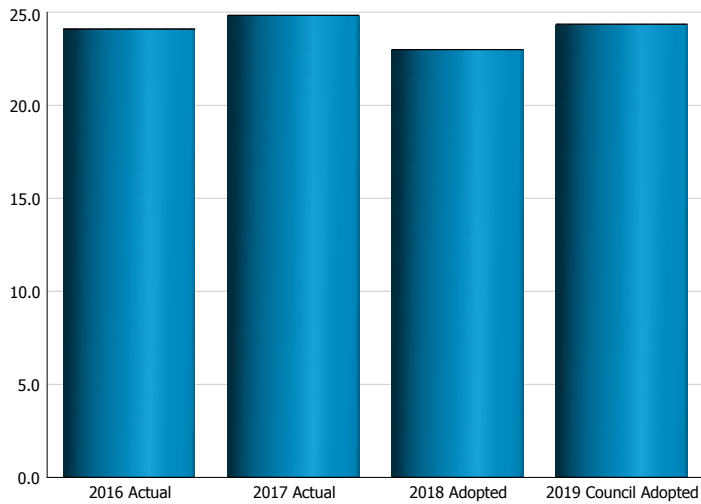
### Expense by Category

**Expense 2016 - 2019**  
In Millions



### Revenue by Type

**Revenue 2016 - 2019**  
In Millions

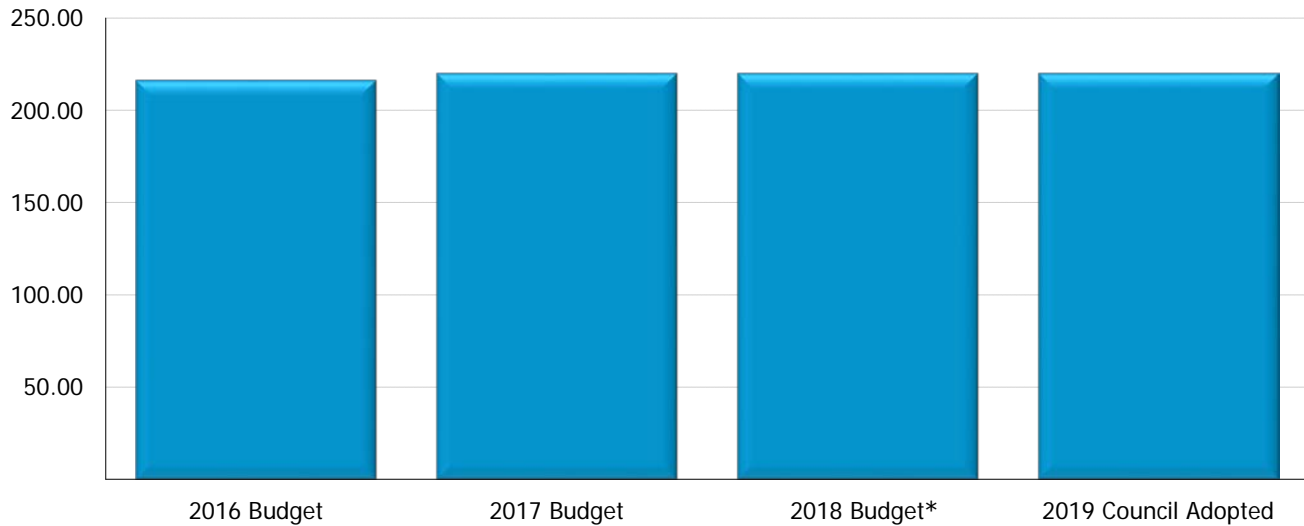


## PW - TRANSPORTATION MAINTENANCE AND REPAIR

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
BRIDGE MAINTENANCE & REPAIR	17.00	17.00	17.00	17.00	0.0%	0
MALLS & PLAZAS - MAINTENANCE	10.20	14.00	14.00	14.00	0.0%	0
Ramp Maintenance	17.00	17.00	17.00	17.00	0.0%	0
SIDEWALK INSPECTION	6.00	6.00	6.00	5.68	0.0%	0
SNOW & ICE CONTROL	52.40	52.40	52.40	52.40	0.0%	0
STREET ADMINISTRATION	10.50	10.50	10.50	10.82	0.0%	0
STREET CLEANING	46.05	46.05	46.05	46.05	0.0%	0
STREET MAINTENANCE & REPAIR	57.00	57.00	57.00	57.00	0.0%	0
Overall	216.15	219.95	219.95	219.95	0.0%	0

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

## **FINANCIAL ANALYSIS - TRANSPORTATION ENGINEERING & DESIGN**

### **Expenditure**

The total Transportation Engineering & Design Department budget increases from \$21.9 million to \$23.5 million from 2018 to 2019. This is an increase of \$1.6 million, or 7.2%. The department's 2019 expenditure budget reflects general and inflationary cost increases, and an increase for the purchase and sale of asphalt and concrete.

### **Revenue**

Revenues are projected to increase by 8.1% in this department due to the sale of asphalt/concrete and inspection fees, and the department's total revenues in 2019 are projected to be \$21.6 million, excluding use of fund balance.

### **Fund Allocation**

This department is funded primarily by the Capital Transportation Engineering and Design Fund, with the remainder of the department's funding found in the General funds and Internal Service funds.

# PW - TRANSPORTATION ENGINEERING AND DESIGN EXPENSE AND REVENUE INFORMATION

EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	1,053,000	1,034,000	1,146,000	1,221,000	6.5%	75,000
FRINGE BENEFITS	420,000	370,000	443,000	466,000	5.2%	23,000
CONTRACTUAL SERVICES	518,000	392,000	391,000	409,000	4.6%	18,000
OPERATING COSTS	33,000	24,000	53,000	47,000	-11.3%	-6,000
<b>TOTAL GENERAL</b>	<b>2,024,000</b>	<b>1,820,000</b>	<b>2,033,000</b>	<b>2,143,000</b>	<b>5.4%</b>	<b>110,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	10,000			0		
FRINGE BENEFITS	4,000			0		
CONTRACTUAL SERVICES				0		
<b>TOTAL SPECIAL REVENUE</b>	<b>14,000</b>			<b>0</b>		
<b>CAPITAL PROJECT</b>						
SALARIES AND WAGES	2,971,000	3,154,000	3,887,000	4,058,000	4.4%	171,000
FRINGE BENEFITS	997,000	1,129,000	1,494,000	1,560,000	4.4%	66,000
CONTRACTUAL SERVICES	4,172,000	6,332,000	6,815,000	7,069,000	3.7%	254,000
OPERATING COSTS	77,000	56,000	108,000	93,000	-13.9%	-15,000
CAPITAL	25,000	28,000	240,000	80,000	-66.7%	-160,000
<b>TOTAL CAPITAL PROJECT</b>	<b>8,242,000</b>	<b>10,699,000</b>	<b>12,544,000</b>	<b>12,860,000</b>	<b>2.5%</b>	<b>316,000</b>
<b>INTERNAL SERVICE</b>						
SALARIES AND WAGES	930,000	855,000	948,000	1,007,000	6.2%	59,000
FRINGE BENEFITS	318,000	554,000	377,000	403,000	6.9%	26,000
CONTRACTUAL SERVICES	568,000	804,000	613,000	808,000	31.8%	195,000
OPERATING COSTS	80,000	4,498,000	5,434,000	6,269,000	15.4%	835,000
<b>TOTAL INTERNAL SERVICE</b>	<b>1,896,000</b>	<b>6,711,000</b>	<b>7,372,000</b>	<b>8,487,000</b>	<b>15.1%</b>	<b>1,115,000</b>
<b>TOTAL EXPENSE</b>	<b>12,176,000</b>	<b>19,230,000</b>	<b>21,949,000</b>	<b>23,490,000</b>	<b>7.0%</b>	<b>1,541,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
CHARGES FOR SERVICES	828,000	1,296,000	650,000	1,000,000	53.8%	350,000
LICENSE AND PERMITS	69,000	74,000	50,000	55,000	10.0%	5,000
OTHER MISC REVENUES				0		
<b>GENERAL</b>	<b>897,000</b>	<b>1,370,000</b>	<b>700,000</b>	<b>1,055,000</b>	<b>50.7%</b>	<b>355,000</b>
<b>CAPITAL PROJECT</b>						
CHARGES FOR SERVICES	7,424,000	7,151,000	15,400,000	12,025,000	-21.9%	-3,375,000
FEDERAL GOVERNMENT	89,000			0		
OTHER MISC REVENUES	1,000			0		



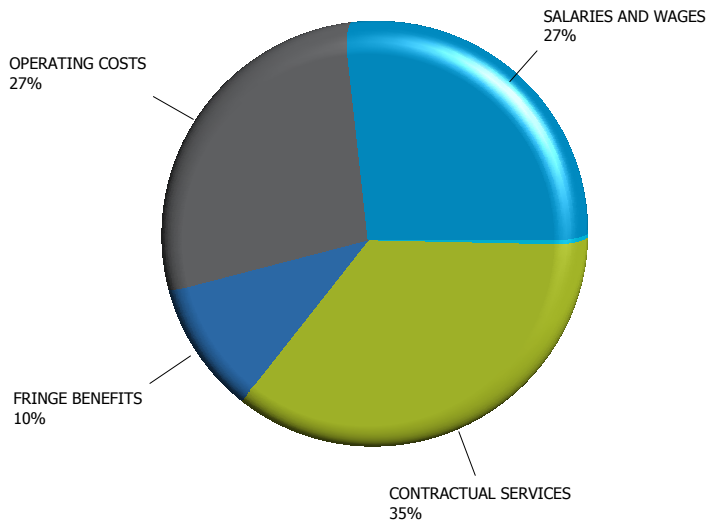
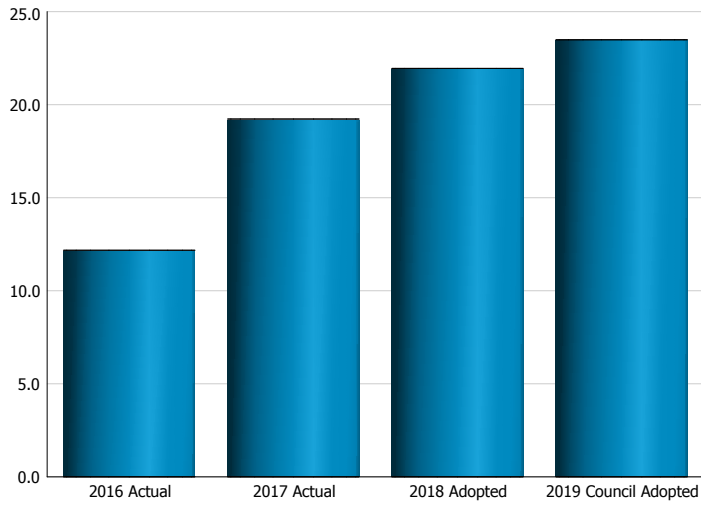
**PW - TRANSPORTATION ENGINEERING AND DESIGN  
EXPENSE AND REVENUE INFORMATION**

<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
TRANSFERS IN		-500,000		0		
USE OF FUND BALANCE			-2,972,000	820,000	-127.6%	3,792,000
<b>CAPITAL PROJECT</b>	<b>7,514,000</b>	<b>6,651,000</b>	<b>12,428,000</b>	<b>12,845,000</b>	<b>3.4%</b>	<b>417,000</b>
<b>INTERNAL SERVICE</b>						
CHARGES FOR SALES	264,000	4,647,000	5,618,000	6,489,000	15.5%	871,000
CHARGES FOR SERVICES	1,572,000	1,650,000	1,755,000	2,007,000	14.4%	252,000
OTHER MISC REVENUES	1,000	1,000		0		
STATE GOVERNMENT		1,000		0		
USE OF FUND BALANCE				-10,000		-10,000
<b>INTERNAL SERVICE</b>	<b>1,837,000</b>	<b>6,299,000</b>	<b>7,373,000</b>	<b>8,486,000</b>	<b>15.1%</b>	<b>1,113,000</b>
<b>TOTAL REVENUE</b>	<b>10,248,000</b>	<b>14,320,000</b>	<b>20,501,000</b>	<b>22,386,000</b>	<b>9.2%</b>	<b>1,885,000</b>

# PW - TRANSPORTATION PLANNING AND ENGINEERING EXPENSE AND REVENUE INFORMATION

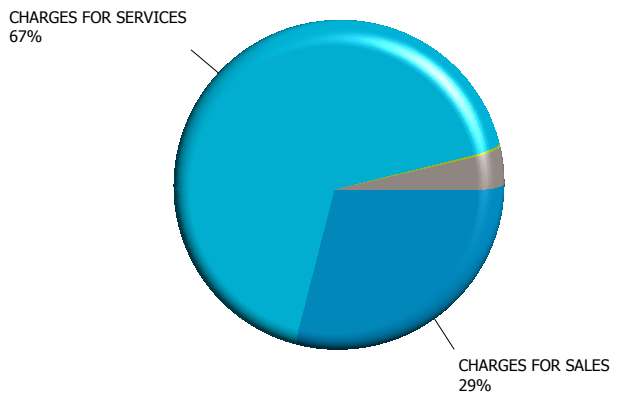
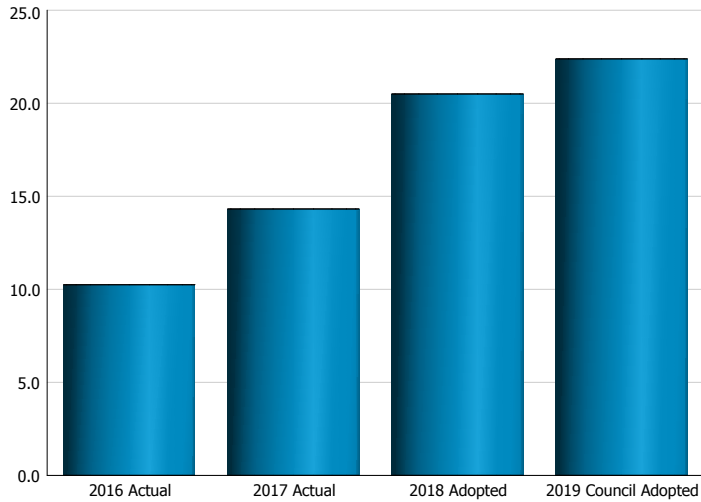
Expense by Category

Expense 2016 - 2019  
In Millions



Revenue by Type

Revenue 2016 - 2019  
In Millions

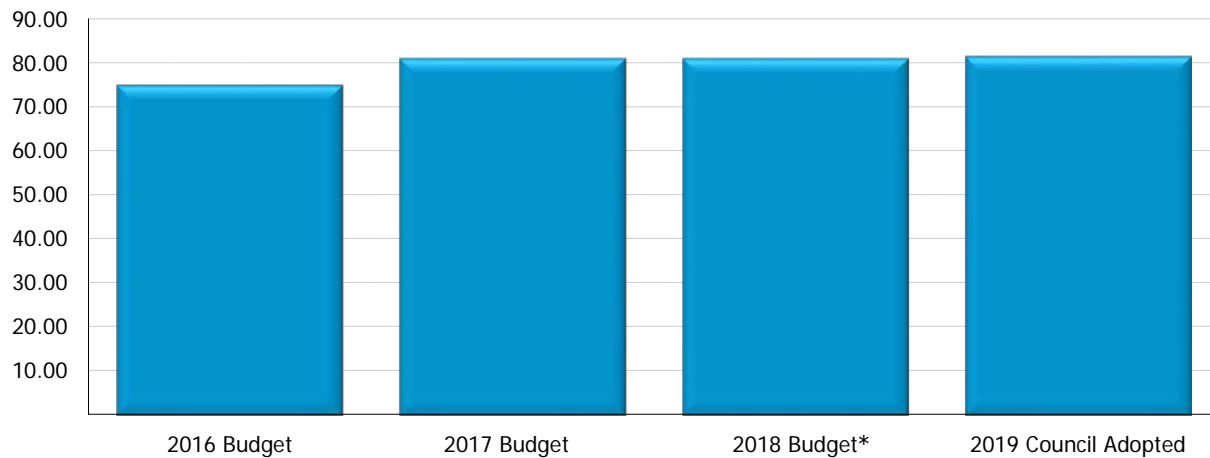


## PW - TRANSPORTATION ENGINEERING & DESIGN

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
BRIDGE INSPECTIONS	2.50	2.50	2.50	2.50	0.0%	0
ENGINEERING LABORATORY	13.50	13.50	13.50	14.00	3.7%	0.50
PLANNING AND DESIGN	46.00	52.00	52.00	52.00	0.0%	0
SP ASSESS & ROW MGNT	6.00	6.00	6.00	6.00	0.0%	0
UTILITY CONNECTIONS	7.00	7.00	7.00	7.00	0.0%	0
Overall	75.00	81.00	81.00	81.50	0.6%	0.50

### Positions 2016-2019



\*2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organization changes.

## **FINANCIAL ANALYSIS - TRANSPORTATION PLANNING & PROGRAMMING**

### **Expenditure**

The total Transportation Planning & Programming Department budget stays approximately level at \$3.5 million to \$3.7 million from 2018 to 2019, with an increase of \$172,000, or 5.0%. The Transportation Planning & Programming Department's 2019 expenditure budget reflects an increase of contractual services in the General Fund for specialized services, as well as increases due to new budget change items including new resources related to planning around infrastructure improvements, offset by a decrease of \$250,000 in one-time General Fund appropriations in 2018.

### **Revenue**

Revenues are projected to decline by 10.2% in this department due to the timing of the Capital Project startup. The department's total revenues in 2019 are projected to be \$800,000.

### **Fund Allocation**

This department is funded primarily by the General Fund, with the remainder of the department's funding found in the 04160 Capital Transportation Planning and Engineering funds.

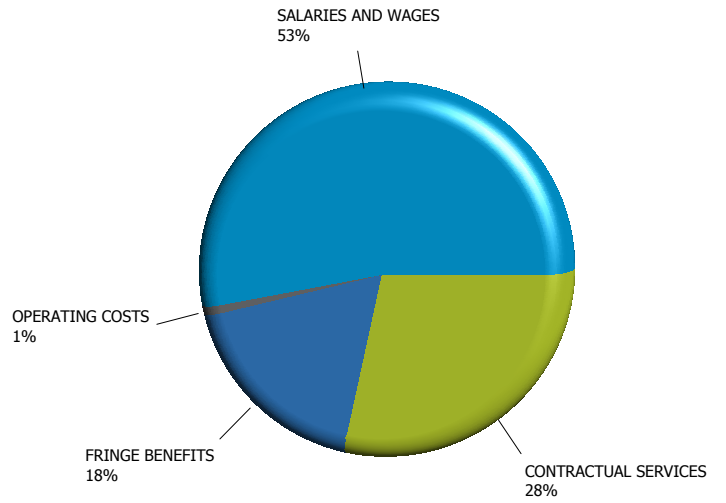
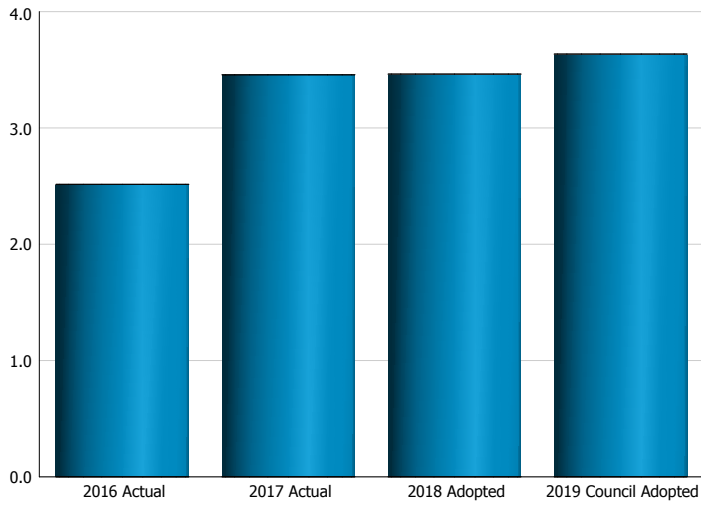
**PW - TRANSPORTATION PLAN/PROGRAMING  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>GENERAL</b>						
SALARIES AND WAGES	949,000	1,236,000	1,584,000	1,667,000	5.2%	83,000
FRINGE BENEFITS	303,000	404,000	567,000	563,000	-0.7%	-4,000
CONTRACTUAL SERVICES	719,000	586,000	508,000	592,000	16.5%	84,000
OPERATING COSTS	31,000	41,000	27,000	28,000	3.7%	1,000
CAPITAL			3,000	0	-100.0%	-3,000
<b>TOTAL GENERAL</b>	<b>2,002,000</b>	<b>2,267,000</b>	<b>2,689,000</b>	<b>2,850,000</b>	<b>6.0%</b>	<b>161,000</b>
<b>CAPITAL PROJECT</b>						
SALARIES AND WAGES	116,000	163,000	245,000	258,000	5.3%	13,000
FRINGE BENEFITS	16,000	50,000	89,000	86,000	-3.4%	-3,000
CONTRACTUAL SERVICES	381,000	977,000	440,000	441,000	0.2%	1,000
<b>TOTAL CAPITAL PROJECT</b>	<b>513,000</b>	<b>1,190,000</b>	<b>774,000</b>	<b>785,000</b>	<b>1.3%</b>	<b>11,000</b>
<b>TOTAL EXPENSE</b>	<b>2,515,000</b>	<b>3,457,000</b>	<b>3,463,000</b>	<b>3,635,000</b>	<b>5.0%</b>	<b>172,000</b>
<b>REVENUE</b>						
<b>GENERAL</b>						
CHARGES FOR SERVICES		113,000		0		
OTHER MISC REVENUES				0		
<b>GENERAL</b>		<b>113,000</b>				
<b>CAPITAL PROJECT</b>						
CHARGES FOR SERVICES	209,000	265,000	891,000	800,000	-10.2%	-91,000
<b>CAPITAL PROJECT</b>	<b>209,000</b>	<b>265,000</b>	<b>891,000</b>	<b>800,000</b>	<b>-10.2%</b>	<b>-91,000</b>
<b>TOTAL REVENUE</b>	<b>209,000</b>	<b>378,000</b>	<b>891,000</b>	<b>800,000</b>	<b>-10.2%</b>	<b>-91,000</b>

# PW - TRANSPORTATION PLAN/PROGRAMING EXPENSE AND REVENUE INFORMATION

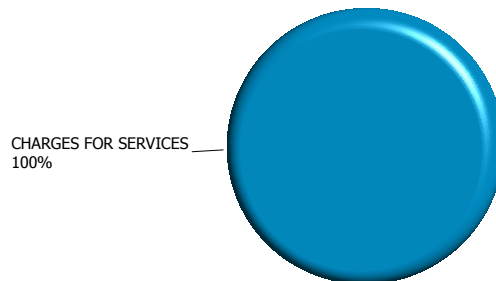
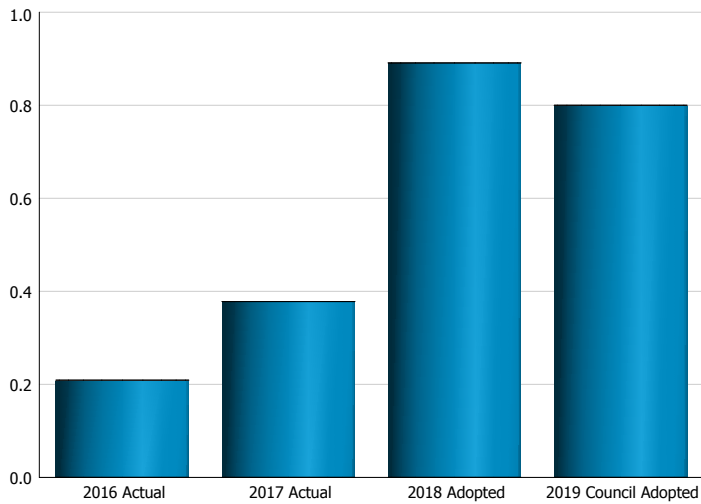
Expense by Category

Expense 2016 - 2019  
In Millions



Revenue by Type

Revenue 2016 - 2019  
In Millions

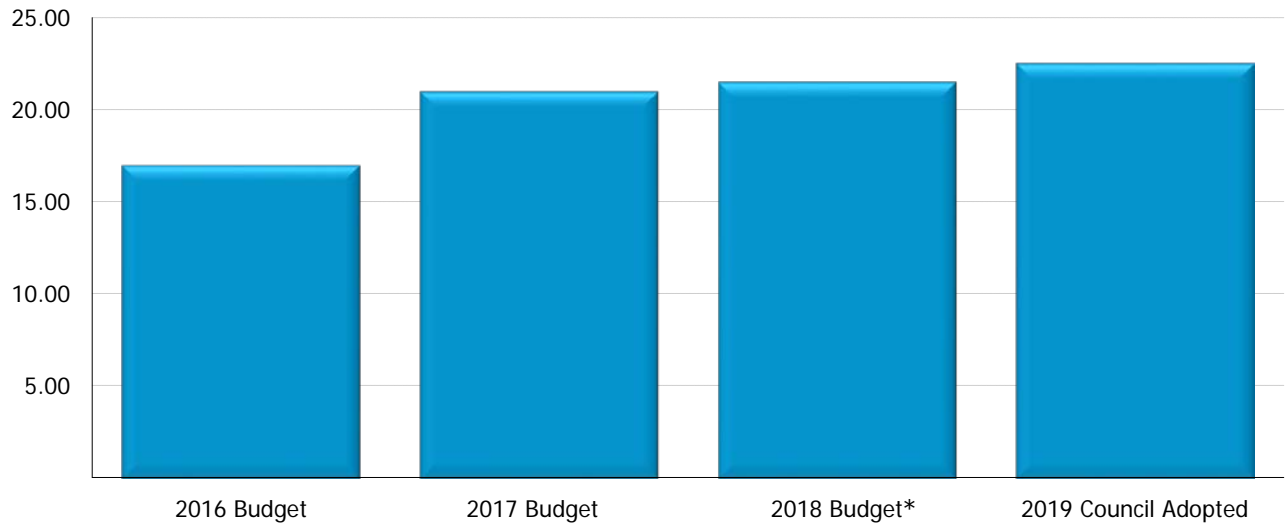


## PW - TRANSPORTATION PLAN/PROGRAMMING

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
TRANSPORTATION PLAN/PROGRAMING	17.00	21.00	21.50	22.50	4.7%	1.00
Overall	17.00	21.00	21.50	22.50	4.7%	1.00

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.

## **FINANCIAL ANALYSIS - WATER TREATMENT AND DISTRIBUTION SERVICES**

### **Expenditure**

The total Public Works – Water Treatment and Distribution Services Department’s budget increases from \$60.4 million to \$61.3 million from 2018 to 2019. This is an increase of \$.9 million, or 1.5%. The department’s 2019 expenditure budget reflects the following changes from 2018:

- Net increase of 3.75 FTEs.
- Investment in a vacuum truck.
- Reductions in a number of areas to minimize overall increase.

### **Revenue**

Revenues are projected to decrease by 1.6% in this department due mainly to a short-term wholesale contract with the City of New Brighton ending in 2018 that was expected to bring in \$1.7 million in water volume sales in 2018. There was a fixed charge rate increase of 50 cents per month and a water volume charge rate increase of 5 cents per unit. The department’s total revenues in 2019 are projected to be \$89.0 million excluding use of fund balance.

### **Fund Allocation**

This department is funded completely in the Water Treatment and Distribution Services Fund, which is an enterprise activity.



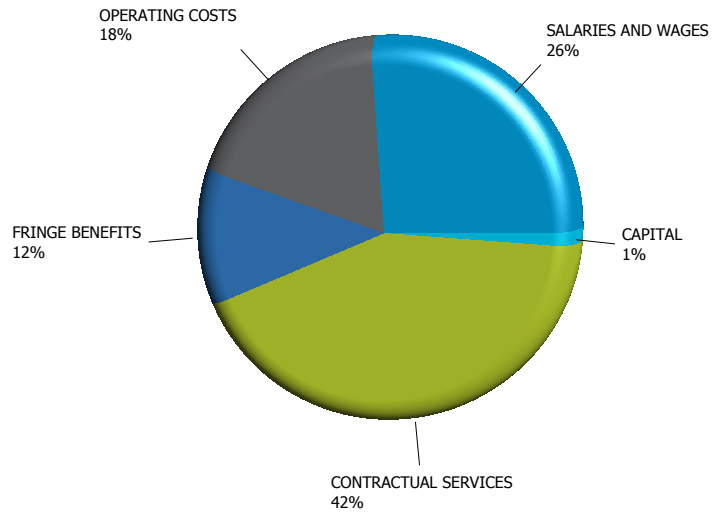
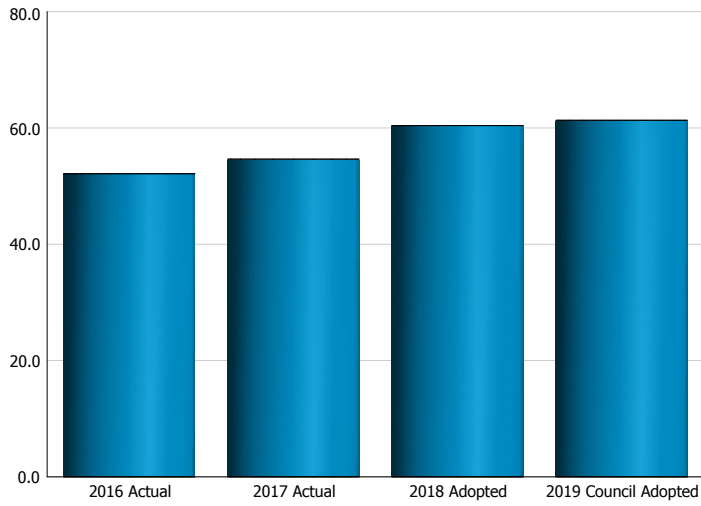
**PW - WATER TREATMENT & DISTR.  
EXPENSE AND REVENUE INFORMATION**

<b>EXPENSE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
SALARIES AND WAGES	13,187,000	13,387,000	15,265,000	16,008,000	4.9%	743,000
FRINGE BENEFITS	5,833,000	9,987,000	7,082,000	7,238,000	2.2%	156,000
CONTRACTUAL SERVICES	20,062,000	19,828,000	25,708,000	26,020,000	1.2%	312,000
OPERATING COSTS	12,641,000	11,255,000	11,832,000	11,316,000	-4.4%	-516,000
CAPITAL	406,000	171,000	519,000	732,000	41.0%	213,000
<b>TOTAL ENTERPRISE</b>	<b>52,129,000</b>	<b>54,628,000</b>	<b>60,406,000</b>	<b>61,314,000</b>	<b>1.5%</b>	<b>908,000</b>
<b>TOTAL EXPENSE</b>	<b>52,129,000</b>	<b>54,628,000</b>	<b>60,406,000</b>	<b>61,314,000</b>	<b>1.5%</b>	<b>908,000</b>
<b>REVENUE</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Adopted</b>	<b>2019 Council Adopted</b>	<b>Percent Change</b>	<b>Change</b>
<b>ENTERPRISE</b>						
CHARGES FOR SALES	1,932,000	166,000	200,000	160,000	-20.0%	-40,000
CHARGES FOR SERVICES	77,743,000	81,020,000	89,062,000	87,364,000	-1.9%	-1,699,000
LICENSE AND PERMITS	78,000	54,000	90,000	75,000	-16.7%	-15,000
OTHER MISC REVENUES	463,000	7,000		0		
SPECIAL ASSESSMENTS	1,012,000	1,193,000	1,000,000	1,353,000	35.3%	353,000
STATE GOVERNMENT		9,000		0		
TRANSFERS IN	1,101,000	1,213,000		0		
USE OF FUND BALANCE			-393,000	5,783,000	-1,571.5%	6,176,000
<b>ENTERPRISE</b>	<b>82,329,000</b>	<b>83,662,000</b>	<b>89,959,000</b>	<b>94,735,000</b>	<b>5.3%</b>	<b>4,776,000</b>
<b>TOTAL REVENUE</b>	<b>82,329,000</b>	<b>83,662,000</b>	<b>89,959,000</b>	<b>94,735,000</b>	<b>5.3%</b>	<b>4,776,000</b>

**PW - WATER TREATMENT & DISTR.  
EXPENSE AND REVENUE INFORMATION**

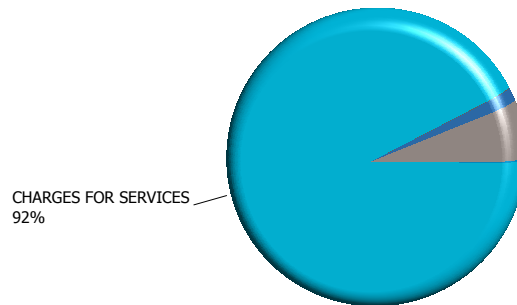
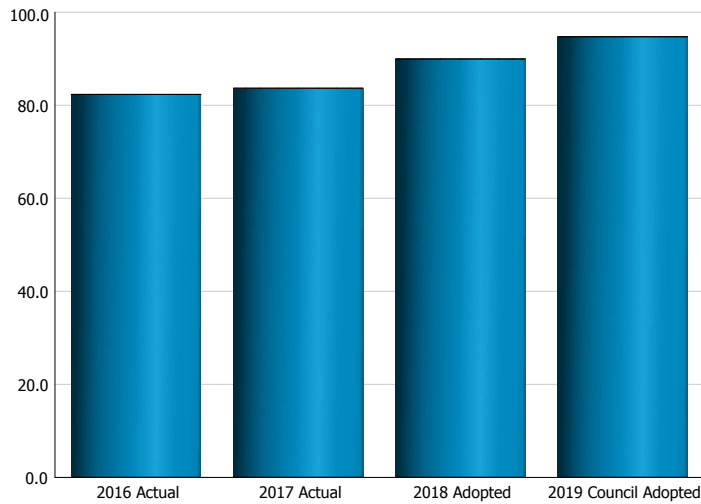
**Expense by Category**

**Expense 2016 - 2019**  
In Millions



**Revenue by Type**

**Revenue 2016 - 2019**  
In Millions

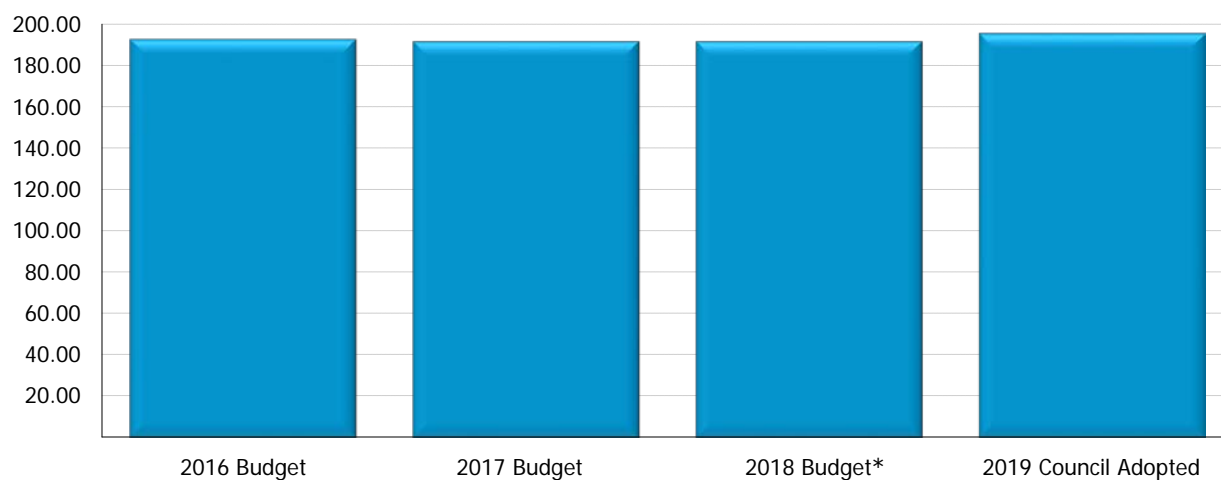


## PW - WATER TREATMENT & DISTR.

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
DISTRIBUTION	59.50	61.50	56.00	60.00	7.1%	4.00
METER SHOP	20.00	19.00	17.00	17.00	0.0%	0
OPERATIONS - WATER	89.50	88.50	81.00	81.00	0.0%	0
REIMBURSABLE ALTERATIONS	9.00	9.00	24.00	22.00	-8.3%	(2.00)
WATER ADMINISTRATION & PERMITS	6.00	5.00	5.00	5.75	15.0%	0.75
WATER ENGINEERING	9.00	9.00	9.00	10.00	11.1%	1.00
Overall	193.00	192.00	192.00	195.75	2.0%	3.75

### Positions 2016-2019



\*2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organization changes.

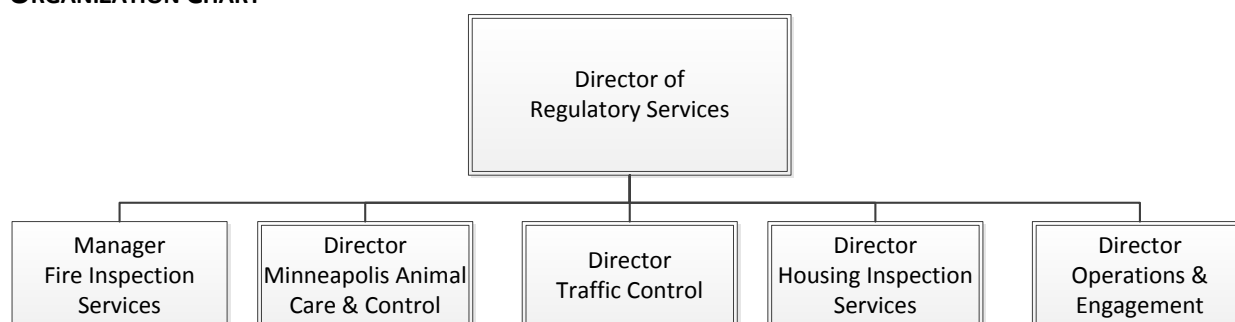
## REGULATORY SERVICES

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### MISSION

The Minneapolis Regulatory Services Department strengthens communities by partnering with residents, neighborhoods and businesses to make the city safer, healthier and more inviting for all.

### ORGANIZATION CHART



### PERFORMANCE MEASURES

All data and analysis generated through the City's performance measurement process, Results Minneapolis, can be found on the City's website. Please visit <http://www.minneapolismn.gov/coordinator/strategicplanning/wcmsp-199683> to find detailed information and analysis related to the budget programs listed below.

#### Animal Care & Control (MACC)

General Fund: \$3,354,000  
Other Funds: \$75,000

Minneapolis Animal Care & Control has a dual focus on public safety and shelter care that allows for a holistic view of animal welfare. MACC works with MPD, City Attorney, and non-profit partners to address criminal conduct involving animals. MACC promotes sound animal welfare policies such as pet licenses and spay and neuter programs; impounding, kenneling and providing proper veterinary care for injured, stray or surrendered animals; and adopting out pets in search of forever homes. MACC also conducts rabies quarantines for all bites to humans involving animals.

#### Fire Inspection Services (FIS)

General Fund: \$3,267,000

Fire Inspection Services is responsible for managing all Fire Suppression/Protection Permits including plan review and site inspections, conducting commercial and residential inspections and managing the City's Hazardous Materials facilities inventory and inspections. FIS also reviews and inspects thousands of fire suppression systems and supports and answers complex fire code questions. FIS works with property owners to ensure high-occupancy residential dwelling units are up to code for tenants and conducts hundreds of commercial inspections annually.

#### Housing Inspections Services (HIS)

General Fund: \$4,345,000  
Other Funds: \$5,569,000

HIS provides a range of programs and activities designed to ensure safe and quality properties for property owners and tenants. Mandated activities include enforcement of those portions of the International Property Maintenance Code pertaining to rental licensing, removal of hazardous structures and legal due process requirements for special assessments. HIS is responsible for managing the city's housing stock through enforcement of licensing standards and consistent enforcement of the Housing Maintenance Code. It is also responsible for code enforcement in rental properties of 1-3 units and all vacant residential buildings, removing substandard housing through demolition activity and creating incentives to rehab vacant properties by using and managing redevelopment through restoration agreements.

#### **Code Compliance & Traffic Control (Traffic)**

General Fund: \$5,914,000

Traffic Control provides parking enforcement and intersection control to assist traffic flow at intersections by providing for additional throughput on lights, allowing for additional turns and pedestrian movement. This allows for safer, more efficient traffic flow during rush hour, special events, around construction sites and during emergencies and natural disasters. CCTC also coordinates with public works for street cleaning operations and snow emergencies. CCTC also responds to 311-reported parking violation and abandoned vehicle service requests.

#### **Operations & Engagement**

General Fund: \$3,895,000

Other Funds: \$1,106,000

This division provides department-wide leadership and support for internal City services including budget, technology services, business planning, process improvement, finances, IT, space, employee engagement, workforce planning, and community engagement/outreach. It is also responsible for oversight and management of data quality, data analytics and administrative enforcement. It oversees the administrative hearing program and is responsible for coordination of projects, public policy process and implementation, committee actions and council process.

### **FINANCIAL ANALYSIS**

#### **Expenditure**

The Regulatory Services Department's budget increased from \$25.1 million to \$27.5 million in 2018 to 2019. This is an increase of \$2.4 million, or 9.5% due to inflationary increases in operating costs, and budgetary change items of \$2.6 million in 2019 offset by reduction on grant funds allocation of \$155,000.

#### **Revenue**

Revenues are projected to increase by \$4.0 million, or 23.4% in this department due to an increase in rental licensing fees revenues and assessment revenues. The department's total revenues in 2019 are projected to be \$20.9 million.

#### **Fund Allocation**

This department is funded primarily by the General Fund at 75.5%, with the remainder of the department's funding found in the special revenue funds.

#### **Budget Change Items**

Detailed change items are presented on the following pages.

## Regulatory Services

### Phased Sunset of Revolving Fund

2019 Change Item

Program: Housing Inspection Services/Fire Inspection Services/Operations/Administration & Community Engagement.

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel						
IT						
Fleet						
Contractual Services						
Other						
Transfer Out	\$800					
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$800	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

#### Council Adopted Budget:

The City Council approves \$800,000 one-time transfer from the General Fund to the Revolving Fund (Regulatory Services Special Revenue fund) as the City moves toward sunseting the Revolving Fund.

#### Rationale/Background:

The Revolving Fund was established in 2008 with funds from a City nuisance project account to recoup costs associated with nuisance abatement activities. During the economic downturn, the fund balance grew quickly due to a substantial number of vacant boarded properties. In early 2011, the City Council directed the department to take active steps to decrease the fund balance. During the same period, the department moved multiple divisions to other departments (2013) and began shifting its approach from enforcement to education and compliance to better serve Minneapolis residents and business owners. Additionally, as the economy improved, the number of housing violations and fees recovered from violations have decreased.

In early 2016, the department analyzed overall fund health and created projections of future years' revenues and expenses. This analysis showed that the combined factors of increased spending to reduce fund balance, and reduced revenues from greater compliance have put the Revolving Fund on a path towards deficit and insolvency sometime in 2019 (as noted in the 2018 budget). Based on the projections, in 2016 the department engaged Finance & Property Services and the Mayor's Office and took proactive steps to reduce pressure on the fund.

Regulatory Services has taken the following steps to shore up the fund: moving expenses from this fund to the General Fund in 2016 and 2017, eliminating 4 vacant positions and funding nuisance type activities with General Fund dollars. Through this work, nearly \$1 million of one-time and \$426,000 ongoing savings were realized. The department continues to evaluate spending through a lens of preserving fund balance in the Revolving Fund.

This item directly impacts the issue of quality, affordable housing in the City of Minneapolis. The department's commitment to taking the time to educate customers has resulted in greater compliance but has also reduced

## Regulatory Services Sunset Revolving Fund

## 2019 Change Item

revenue into this fund. This shifting workload, combined with a strong economy and a smaller department workforce are all factors calling into question the long-term sustainability of the fund.

### Description of the Change:

Regulatory Services proposes a gradual sunset of the Revolving Fund with a long-term goal of shifting all expenses out of the Revolving Fund and into the General Fund. During 2018, the department will evaluate spending in the fund, propose creative solutions to the growing workload and continue discussions with the Finance department and elected officials about sustainable staffing levels.

The item will further the efforts the Regulatory Services department has made over the past three years to limit spending and allow the department to evaluate the need and sustainability of current work and staffing models.

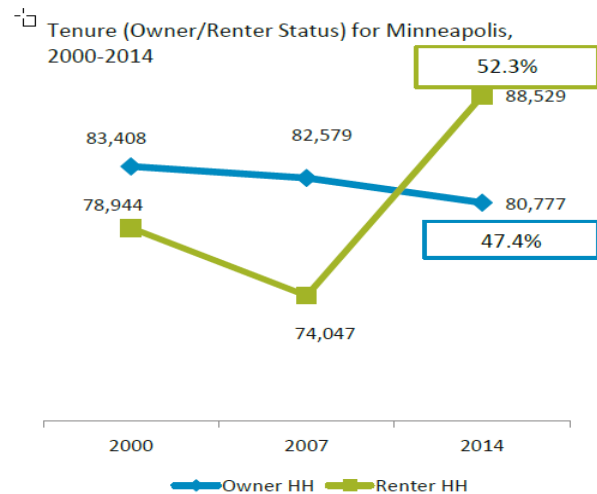
Please note that revenue into the fund has been decreasing due to greater compliance, so the FTE impact is based on projections and the exact need is unclear. In 2018, revenue will be especially low (estimated at \$2.0 million) due to an administrative calendaring change to ensure compliance with ordinance.

### Equity Impact:

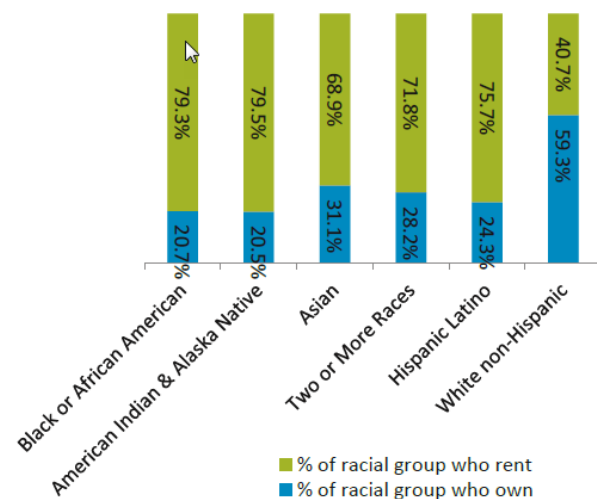
Staff funded from the Revolving Fund have a direct impact on tenants, now a majority of City residents and predominantly people of color. Regulatory Services will work to maintain tenant access to inspectors, along with engagement and administrative resources to address housing issues and concerns. Current staffing levels allow Regulatory Services to inspect more properties more often, ensuring safe rental housing stock in the City, as well as continuing outreach with tenant advocacy groups, neighborhood associations, property owner groups and other internal and external stakeholders. These efforts provide an increased positive impact to all residents of the City of Minneapolis.

### Results:

This funding allows progress to be made toward sunsetting the revolving fund while prioritizing performance measures across all divisions.



Owner/Renter Status by Racial Group for Minneapolis, 2010-2014



# Regulatory Services Department

## Permanent Part-Time Staffing for Traffic Control

2019 Change Item

Program: Code Compliance and Traffic Control

Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Citation Revenue	\$90	\$40	\$40	\$40	\$40	\$40
<b>Expenditures</b>						
Personnel	\$334	\$147	\$147	\$147	\$147	\$147
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$244	\$107	\$107	\$107	\$107	\$107

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

### Council Adopted Budget:

The City Council approves \$147,000 ongoing and \$187,000 one-time to hire part-time positions, equivalent to 2.0 FTE.

### Rationale/Background:

In 2017, the Twin Cities experienced a record-setting 33 million visitors. In supporting City initiatives such as Meet Minneapolis and the City's goal to attract 50 million annual visitors by 2030, traffic management needs will only continue to rise. With the Mayor's goal of fostering economic growth, the City will need to prepare to serve a larger number of clients while creating better outcomes for the public.

This is not a new trend. In recent years, demands on Traffic Control have increased dramatically. Between 2013 and 2017, Traffic Control-related 311 and 911 cases have increased 92%. In the same period, the number of events requiring traffic management has increased 79% and many days include multiple sporting and community events. Traffic Control works strategically to meet requests for staffing and ensure those travelling near and around these events are safe and not inconvenienced.

Regulatory Services has received one-time funding for part-time positions in the 2016, 2017 and 2018 budgets. These positions provide direct positive impacts on City goals of living well and a hub of economic activity and innovation by ensuring safe travel for residents and visitors to events and through heavily trafficked areas. Additionally, the positions positively impact the Mayor's priority of economic growth. With construction and road detour/closure season in full swing, these positions ensure traffic flows as smoothly as possible through challenging conditions.

### Description of the Change:

This item provides a combination of ongoing and onetime support for Traffic Control services in acknowledgement of the fact that events and construction continue to rise. The number of events in Minneapolis requiring traffic control has risen by 79% since 2013 and Regulatory Services hours directing traffic have increased 54% in the same period. The number of days on which multiple events occur have also increased, which puts considerable pressure



## Regulatory Services Department Permanent Part-Time Staffing for Traffic Control

## 2019 Change Item

on full-time staff. Part-time staffing allows the department to address event needs while retaining Traffic Control Agents on enforcement duty and minimizing overtime. Converting some of the funding of part-time agents from one-time to permanent is a natural continuation of three years of one-time funding for this purpose. The permanent

funding allows us to maintain trained staff and plan each year's transportation in conjunction with Public Works department to provide for the most efficient transportation possible during construction.

In the current environment of requesting one-time funds annually, long term planning is extremely challenging because funding is not assured

until mid-December. The combination of permanent and one-time staffing allows Regulatory Services to work proactively with Public Works on construction projects, street cleaning, construction site traffic issues and snow emergencies, while being responsive to business need. Coordination can be further enhanced with the Police and Fire Departments for emergencies, bar closures, community service parades, conferences and block party street closures, among other activities.

### Equity Impact:

Smooth traffic flow and abatement of parking violations gained by this item benefit all residents and visitors to Minneapolis. Traffic management services are visible downtown, but proactive management of neighborhood and other parking issues benefit residents and visitors Citywide.

Traffic Control as a division, and part-time staff especially, are proven, effective career entry points for City employment. Staff in the division is particularly representative of the diversity in Minneapolis and many specialists move from part-time to full-time employment, increasing retention and reducing training time for these positions. Additionally, Traffic Control Agents often move to other positions in the City and Regulatory Services, including MPD, Housing Inspection Services and Animal Care & Control. Given a constant interface of sensitive issues, it is particularly helpful to ensure that the public feels represented by our staff.

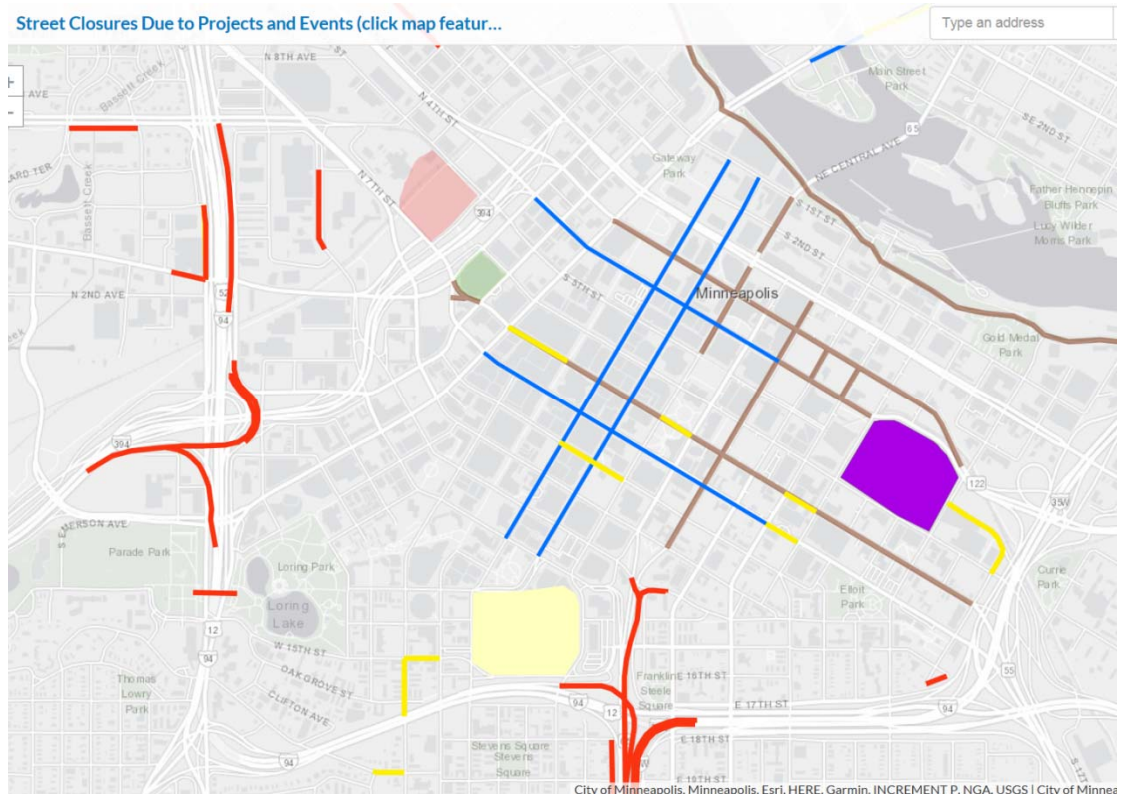


Figure 1. Map of planned downtown work this summer. Many major traffic corridors are affected.

# Regulatory Services Department

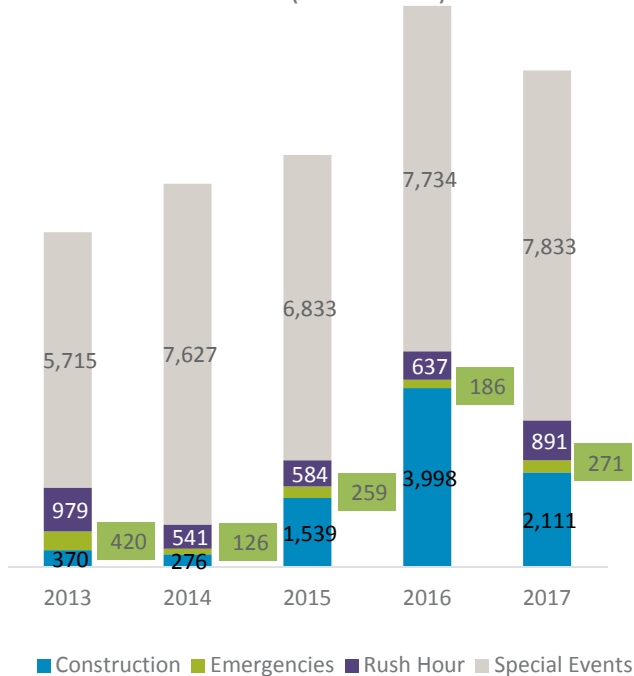
## Permanent Part-Time Staffing for Traffic Control

## 2019 Change Item

### Results:

Regulatory Services hours directing traffic have increased 54% since 2013. Part-time staff also allows progress on an increasing complaint workload in areas of noise complaints, dumpster violations and parking violations. Regulatory Services depends on these part-time staff to meet SLAs, handle summer peak issues and address unexpected congestion. Moving a portion of the staffing from one-time to ongoing dollars allows us to be even more effective by allowing early planning with other departments to create a viable staffing plan.

Traffic Control Hours (2013-2017)



Traffic Control 311 and 911 Complaints



# Regulatory Services Department

## Increased Inspections and Tenant Assistance Capacity

2019 Change Item

Program: Housing Inspection Services/Fire Inspection Services/Operations/Administration and Community Engagement  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
None						
<b>Expenditures</b>						
Personnel	\$206	\$206	\$206	\$206	\$206	\$206
IT						
Fleet	\$48	\$12	\$12	\$12	\$12	\$12
Contractual Services						
Other		\$36	\$36	\$36	\$36	\$36
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$254	\$254	\$254	\$254	\$254	\$254

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>	2	2	2	2	2	2

### Council Adopted Budget:

The City Council approves \$254,000 ongoing for two Housing Inspectors (2.0 FTE) and 2 vehicles.

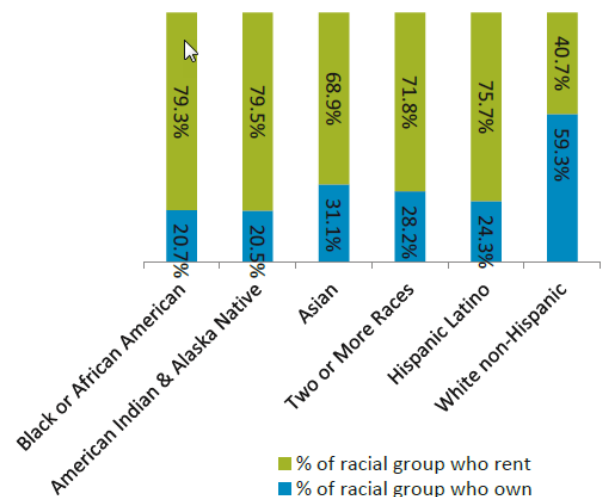
### Rationale/Background:

Over the last five years, the City of Minneapolis has added between 2,000 and 2,500 new residential dwelling units per year. In 2017, approximately 1,800 properties changed ownership or converted to rental properties. The City has transitioned from a City with a home ownership majority to a City with a rental majority. This increase in renters, combined with an aging housing stock, has produced an increased demand for inspection services.

The increases in rental and non-rental residential properties, along with the rise in tenant housing, has placed an increased burden on existing resources within Regulatory Services. Additionally, the new Short Term Rental program has associated workload implications. Despite technical advances, the demand for services outpaces the capacity of current staffing.

This item directly aligns with priorities of affordable housing and economic development. Increased staffing will allow Regulatory Services to undertake more inspections in rental properties where tenants are more likely to be low income and people of color. Housing stock will be maintained or improved, allowing for increased property values and a more stable tax base. The quality of basic living conditions will continue to improve and provide a safer and more livable environment for tenants and property owners.

Owner/Renter Status by Racial Group for Minneapolis, 2010-2014



## Regulatory Services Department

### Increased Inspections and Tenant Assistance Capacity

## 2019 Change Item

This item also addresses many of the City of Minneapolis' historical strategic goals. The positions protect housing stock and assure that residents are living well in safe and healthy neighborhoods. Working directly with our increasing tenant population helps close disparity gaps by providing safe housing and a higher quality of life for all Minneapolis residents. These positions, by working with underrepresented tenants, will help establish transparency and build public trust of City government.

#### Description of the Change:

These positions are both a new initiative and a change to existing activity. These positions allow Regulatory Services to meet the increased demand for service and mirror the tenant approach our Fire Inspection Services adopted with resources included in the 2018 budget. This demand will be met by providing additional services to underrepresented groups within the tenant population. By focusing on increasing diverse tenant voices and the resulting relationship work that has been developed in the department, we are aiming to ensure high-quality, affordable housing choices exist for all ages, incomes, and circumstances. Expanded funding will allow the department to explore and apply a "people and relational" approach for both tenants and property owners living and working inside a regulatory system.

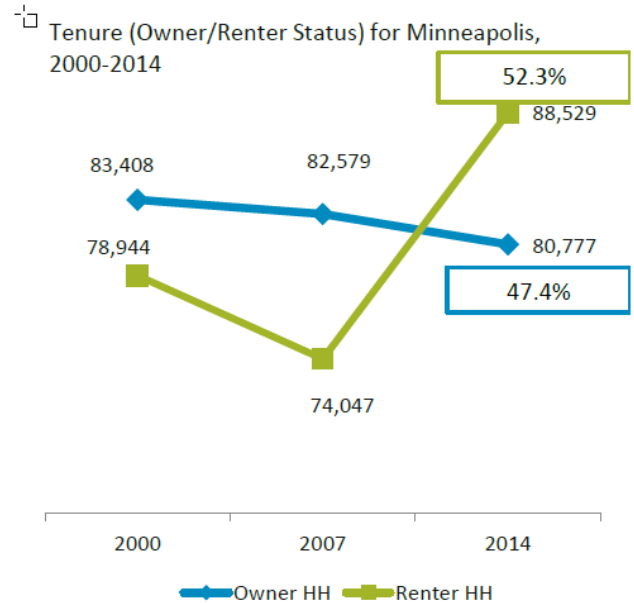
These additional positions increase rental license and complaint inspection capacity and allow for a quicker response time for conversion or change of ownership inspections. For the first time, Housing Inspection Services will have employees dedicated to interactions with tenants experiencing problems with their rental property and landlords. Additionally, Regulatory Services will continue to engage in additional activities associated with tenant rights, legal concerns and resources to address tenant problems.

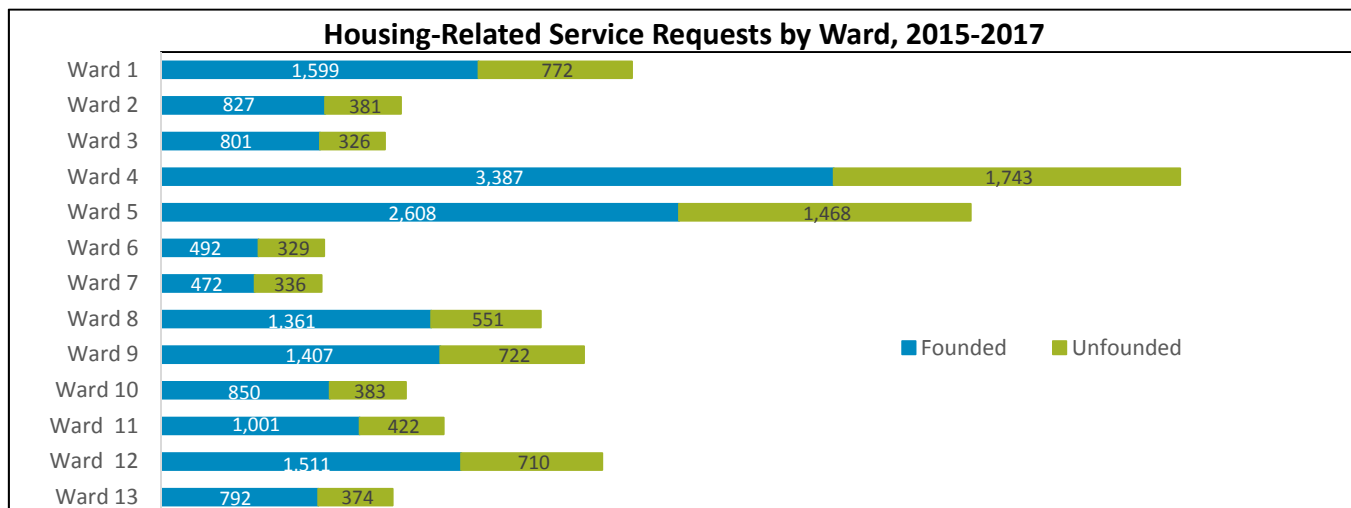
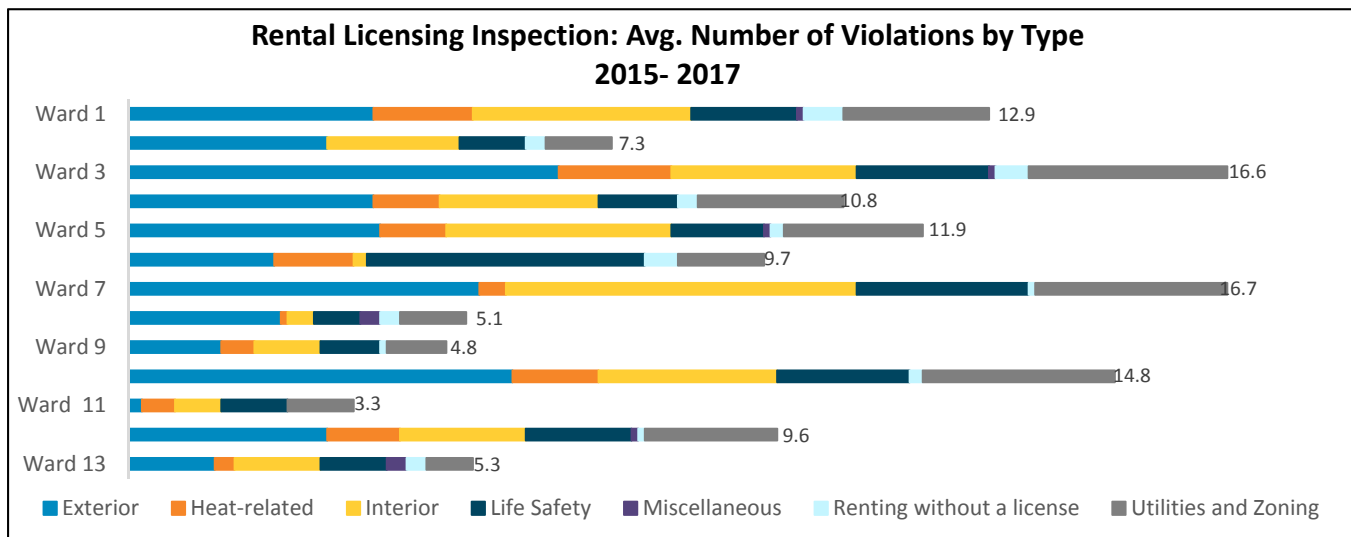
#### Equity Impact:

Tenants - now a majority of City residents and comprised predominantly of people of color - will have additional resources available to them to address housing issues and concerns. With these positions, Regulatory Services can inspect a greater number of properties on a more frequent basis, ensuring safe rental housing stock in the City. For the first time, tenants will have a dedicated Housing Inspector available to help with complicated tenant advocacy, understanding their legal rights and connecting to essential resources. Regulatory Services will continue to engage in outreach with tenant advocacy groups, neighborhood associations, property owner groups and other internal and external stakeholders. These efforts will provide an increased positive impact to all residents of the City of Minneapolis, especially to underserved populations who are most likely to lack the necessary resources to address tenant issues.

#### Results:

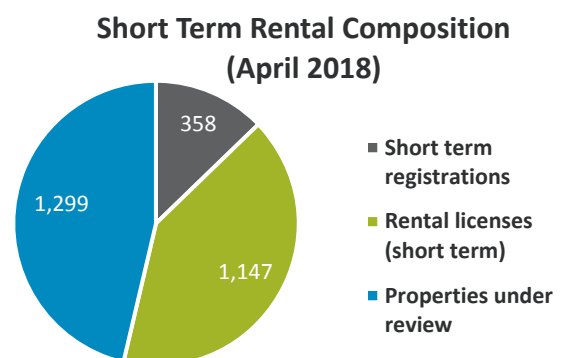
Housing inspections measures include the complaint to violation pipeline and number and distribution of inspections. This data is presented annually in our Results Minneapolis report. Recent analysis shows that nearly 70% of housing complaints received from 311 are founded, which led to the creation of 17,000 cases by inspectors over the past three years. Cases generated from founded service requests are in addition to the annual rental licensing and nuisance inspections undertaken by the housing inspectors.





Tenant advocacy interactions will be measured for the first time. Annual measures could include tenant contacts, tenant advocacy actions, code violations issued and referrals to other agencies.

Employee training on tenant issues will focus on equity issues and have a sizeable impact on equity, with a goal of a City that works for all and a focus on reducing disparate outcomes. With previously allocated dollars, the department has developed and implemented a 'Hearing Tenant Voices' program with 35 inspectors, arranged for employees to attend the Forum on Equity and Inclusion and scheduled implicit bias training for all department employees. Growing cultural awareness prepares employees for new and creative approaches to delivering services that minimize the unintended consequences a strictly enforcement and building-based approach can have on renters.



**Regulatory Services Department**  
**Rental Repair Revolving Fund**

**2019 Change Item**

Program: Housing Inspection Services (HIS)  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Special Assessments	\$2,000					
<b>Expenditures</b>						
Personnel	\$2,000					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
<b>Change in FTE Count</b>						

**Council Adopted Budget:**

The City Council approves \$2,000,000 one-time to increase the available use of the City's rental repair revolving fund.

**Rationale/Background:**

As a result of an aging housing stock and a growing number of landlords who do not bring their properties into compliance, rental conditions in many buildings do not meet basic code and safety requirements. Often, tenants living in these units are unable to move due to relocation costs and a host of other socioeconomic barriers. Since 2006, the City has maintained a revolving fund to address home improvements, abate nuisance issues and pay court administrator fees for tenants involved in a Tenant Remedy Action (TRA). The process has worked through a court-appointed administrator who hires contractors to do the work and then remits to the City for reimbursement of the repairs (e.g. livability issues, health and safety). In its current form, the ordinance allows the Director of Regulatory Services discretion to approve use of the TRA on a unit by unit basis.

**Description of the Change:**

Until now, the rental repair revolving fund has been restricted to tenants with a TRA in limited situations where landlords fail to remedy significant code violations in a timely manner. This one-time funding approval will exponentially increase the City's ability to address code and safety requirements and serve as a key component of the City's housing initiatives. By developing policies allowing for broader and more frequent uses of the fund, Regulatory Services can bring more housing units into code compliance and improve living situations for an increased number of tenants for years to come. Funds will continue to cover code violations repairs, including contractor and administrator costs as applicable. The self-sustaining fund will continue to collect either through direct payment or assessments, ensuring long-term sustainability.

**Equity Impact:**

Over the last few years, Minneapolis' population has changed to a renter majority comprised largely of people of color. As communities of color are also disproportionately cost-burdened, they are far more likely to be negatively impacted by the current shortage of affordable rental housing. Given this reduced housing stability, renters are

**Rental Repair Revolving Fund**

often afraid to pursue housing repairs with landlords for fear of retribution. This funding, alongside other Enterprise-wide affordable housing initiatives, will tackle substandard housing conditions, providing better living conditions for the City's most vulnerable residents, as well as improving the housing stock for the entire population.

**Results:**

This fund will ensure more of the city's housing stock meets basic code and safety requirements by bringing more properties into compliance when landlords prove either unable or unwilling to make life and safety repairs. By ensuring a sustainable source of revolving funding, the City can improve living conditions for tenants, particularly for low-income households struggling to find quality affordable housing.

# Regulatory Services Department

## Final Four Reimbursable Expense

## 2019 Change Item

Program: Traffic Control and Fire Inspection Services  
Fund: General – 00100

Overall Impact (\$000s)	2019	2020	2021	2022	2023	2024
<b>Revenue Sources</b>						
Host Committee Agreement	\$23					
<b>Expenditures</b>						
Personnel	\$23					
IT						
Fleet						
Contractual Services						
Other						
<b>Net Budgetary Impact</b>						
<b>Expenditures - Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0

Personnel Impacts	2019	2020	2021	2022	2023	2024
Change in FTE Count						

### Council Adopted Budget:

The City Council approves \$23,000 one-time for reimbursable expenses associated with the 2019 Final Four.

### Rationale/Background:

Bringing large scale events, like the Final Four, to Minneapolis gives residents a chance to participate in activities, concerts and events associated with the games. They also help cultivate a sense of community pride with the city welcoming visitors from across the world.

Major events bring major revenues to our city, not just in the form of taxes, but also in helping to support local business specifically in the hospitality industry. We also use these events to showcase our capital investments in US Bank Stadium and Nicollet Mall to the almost 90,000 visitors coming to town.

### Description of the Change:

These one-time funds are primarily for staff overtime necessary in order to execute the department's support of the event. These expenditures are offset by revenues associated with the local host committee agreement with the City.

### Equity Impact:

The Final Four is a whole weekend of activities, including the national semi-final and championship games -- but also multiple free and low-cost events for all residents to enjoy.

### Results:

Through the additional effort represented by the expenditure of these funds, and in partnership with the local host committee, the city will be able to effectively ensure the public's safety and ultimately host a successful event. These outcomes will position the city positively to host future NCAA events, amplifying the positive impacts for Minneapolis mentioned above.

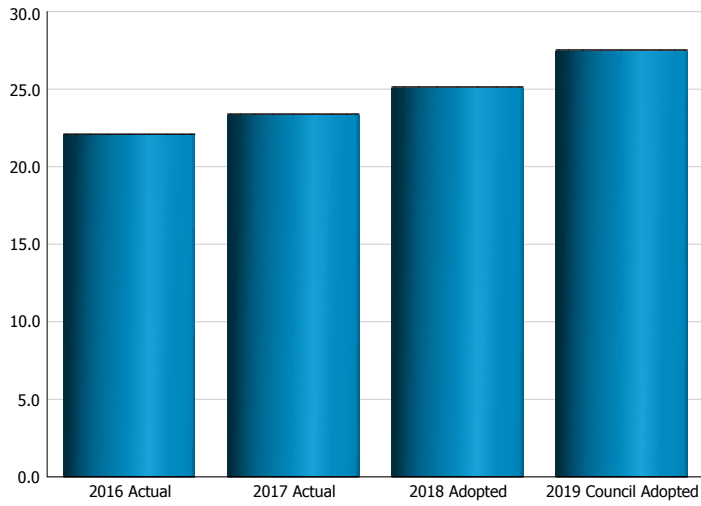


# REGULATORY SERVICES EXPENSE AND REVENUE INFORMATION

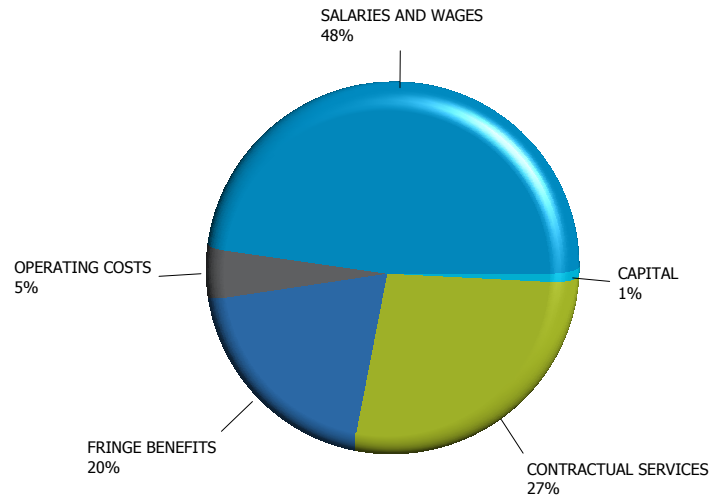
EXPENSE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
SALARIES AND WAGES	9,319,000	9,659,000	10,512,000	10,884,000	3.5%	372,000
FRINGE BENEFITS	3,664,000	3,702,000	4,471,000	4,488,000	0.4%	17,000
CONTRACTUAL SERVICES	3,982,000	4,204,000	4,045,000	4,199,000	3.8%	154,000
OPERATING COSTS	1,305,000	1,806,000	1,178,000	1,205,000	2.3%	27,000
CAPITAL	111,000	28,000	30,000	0	-100.0%	-30,000
<b>TOTAL GENERAL</b>	<b>18,381,000</b>	<b>19,399,000</b>	<b>20,236,000</b>	<b>20,776,000</b>	<b>2.7%</b>	<b>540,000</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	1,737,000	2,020,000	2,177,000	2,260,000	3.8%	83,000
FRINGE BENEFITS	674,000	796,000	920,000	903,000	-1.8%	-17,000
CONTRACTUAL SERVICES	1,039,000	954,000	1,317,000	3,302,000	150.7%	1,985,000
OPERATING COSTS	69,000	52,000	66,000	60,000	-9.1%	-6,000
CAPITAL	199,000	172,000	425,000	225,000	-47.1%	-200,000
<b>TOTAL SPECIAL REVENUE</b>	<b>3,718,000</b>	<b>3,994,000</b>	<b>4,905,000</b>	<b>6,750,000</b>	<b>37.6%</b>	<b>1,845,000</b>
<b>TOTAL EXPENSE</b>	<b>22,099,000</b>	<b>23,393,000</b>	<b>25,141,000</b>	<b>27,526,000</b>	<b>9.5%</b>	<b>2,385,000</b>
REVENUE	2016 Actual	2017 Actual	2018 Adopted	2019 Council Adopted	Percent Change	Change
<b>GENERAL</b>						
CHARGES FOR SALES				0		
CHARGES FOR SERVICES	697,000	720,000	690,000	690,000		
CONTRIBUTIONS				0		
FINES AND FORFEITS	4,750,000	6,067,000	5,031,000	5,325,000	5.8%	294,000
GAINS	3,000			0		
LICENSE AND PERMITS	5,704,000	5,383,000	5,557,000	8,000,000	44.0%	2,443,000
LONG TERM LIABILITIES PROCEEDS	-3,000			0		
OTHER MISC REVENUES	491,000	331,000	310,000	350,000	12.9%	40,000
SPECIAL ASSESSMENTS	711,000	646,000	512,000	650,000	27.0%	138,000
<b>GENERAL</b>	<b>12,353,000</b>	<b>13,147,000</b>	<b>12,100,000</b>	<b>15,015,000</b>	<b>24.1%</b>	<b>2,915,000</b>
<b>SPECIAL REVENUE</b>						
CHARGES FOR SERVICES	57,000	36,000	163,000	128,000	-21.5%	-35,000
CONTRIBUTIONS	112,000	35,000	75,000	75,000		
FINES AND FORFEITS		1,000		0		
LOCAL GOVERNMENT			85,000	0	-100.0%	-85,000
SPECIAL ASSESSMENTS	3,575,000	2,636,000	2,816,000	4,427,000	57.2%	1,611,000
USE OF FUND BALANCE			1,681,000	1,236,000	-26.5%	-445,000
<b>SPECIAL REVENUE</b>	<b>3,744,000</b>	<b>2,708,000</b>	<b>4,820,000</b>	<b>5,866,000</b>	<b>21.7%</b>	<b>1,046,000</b>
<b>TOTAL REVENUE</b>	<b>16,097,000</b>	<b>15,855,000</b>	<b>16,920,000</b>	<b>20,881,000</b>	<b>23.4%</b>	<b>3,961,000</b>

## REGULATORY SERVICES EXPENSE AND REVENUE INFORMATION

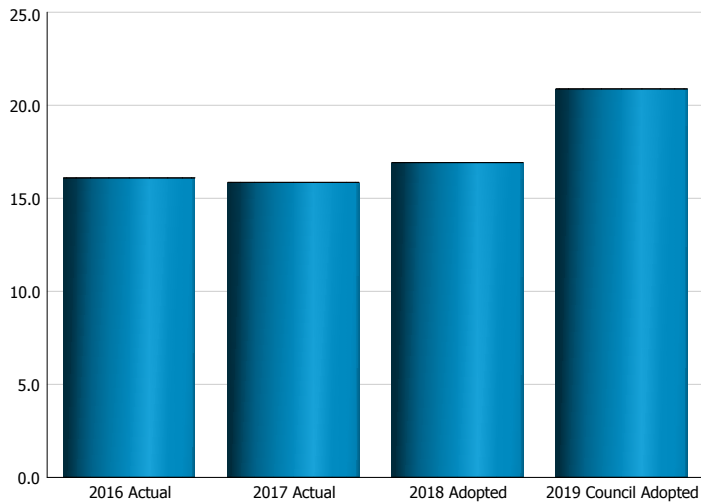
**Expense 2016 - 2019**  
In Millions



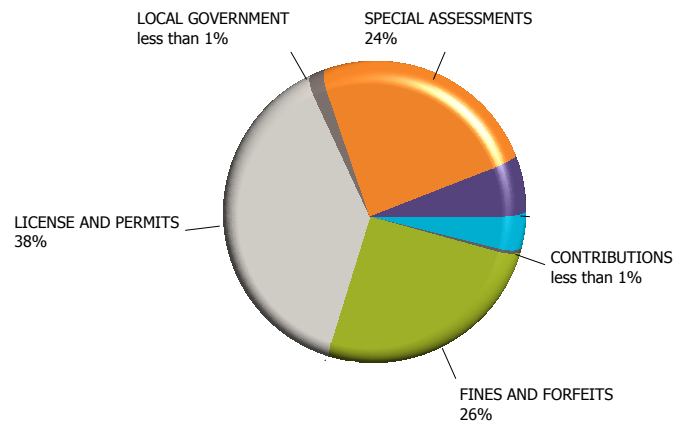
**Expense by Category**



**Revenue 2016 - 2019**  
In Millions



**Revenue by Type**

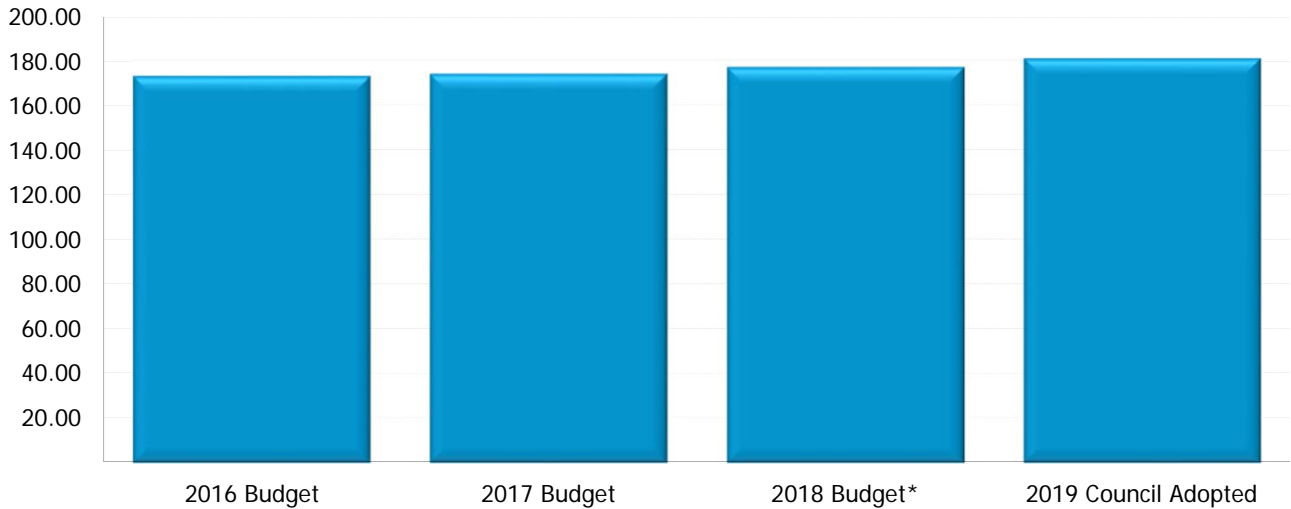


## REGULATORY SERVICES

### Staffing Information

Division	2016 Budget	2017 Budget	2018 Budget*	2019 Council Adopted	% Change	Change
OPERATIONS & ENGAGEMENT	29.00	26.00	26.00	36.00	38.5%	10.00
ANIMAL CONTROL	23.00	26.00	26.00	26.00	0.0%	0
FIRE INSPECTIONS	22.00	21.00	24.00	23.00	-4.2%	(1.00)
HOUSING INSPECTIONS	45.00	45.00	45.00	40.00	-11.1%	(5.00)
STRATEGIC INSPECTIONS GROUP	10.00	10.00	10.00	8.00	-20.0%	(2.00)
TRAFFIC CONTROL	44.00	46.00	46.00	48.00	4.3%	2.00
Overall	173.00	174.00	177.00	181.00	2.3%	4.00

### Positions 2016-2019



\* 2018 FTE counts may differ from 2018 adopted budget due to mid year adjustments, including funding and organizational changes.