

City of Minneapolis
Public Works Department

2004 Business Plan

Draft – March 2004

Public Works Department Business Plan - March 2004

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EXECUTIVE SUMMARY

The 2004 Public Works Business Plan is the result of hard work on the part of many Public Works employees. Over 100 Minneapolis Public Works employees along with representatives from other departments and the unions worked on the plan. This plan lays the foundation for Public Works and is a first step in charting the Department's future. Each year the plan will be refined, however, the mission will remain.

The mission of the Public Works department is: To build and maintain the public infrastructure of the City, and to provide basic services and products to support a high quality urban environment and a desirable quality of life for our citizens.

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

There are other challenges that also affect the future of the Department:

- *Aging infrastructure*
- *Ability to meet customer expectations with increasing financial challenges*
- *Additional regulations and unfunded mandates*
- *Inter- and intradepartmental communication*
- *Attracting and retaining qualified diverse employees*
- *Increasing focus on emergency preparedness and security concerns*
- *Balancing efficiencies and service – looking for alternative service delivery options or eliminating services*
- *Ability of workforce to adapt to change*
- *Opportunities for technology enhancements*
- *Operating in a larger bureaucracy that can constrain procurement and management of personnel resources*

This business plan focuses on four main business lines. These lines encompass numerous services that are provided to Minneapolis residents and customers on a daily basis.

Four Business Line Teams

1. Public Works Internal Services
2. Sewer & Water
3. Solid Waste and Recycling
4. Transportation

Each team discussed trends and challenges, and developed outcomes, performance measures, services activities, and key initiatives.

Peer Review Process

Internal Review

- The draft plan was sent to all Public Works employees, union representatives, and City Department Heads
- Discussion session was held February 12th, 2004
- Feedback from PW employees, Fire, Community Planning & Economic Development, Human Resources, Finance and Business Information Services

External Review

The draft plan was sent to over 35 external peers including:

- Minneapolis Park & Recreation Board
- State of Minnesota: Department of Transportation, Met Council, Office of Environmental Assistance, Health
- Hennepin County
- St. Paul, Bloomington, Duluth, Winnipeg, Burnsville, League of Minnesota Cities
- University of Minnesota

Some of the feedback from the peer review process was used to improve the plan. Additional comments will be used during the year to improve and expand the plan.

Executive Assessment

In March 2004, the Public Works Executive Team conducted an in-depth assessment of the business line categories and the organizational structure of the department. Ideas and issues raised during this assessment will be considered further and incorporated into the 2004 business planning process. Therefore, the plan is being published now as a working draft.

DEPARTMENT OUTCOMES

The Outcomes for the Public Works Department are below. These outcomes are overarching. The business lines used these outcomes as the foundation for their own set of outcomes.

Financial Effectiveness

- Management of our financial resources results in cost effective, competitive services

Operational Effectiveness

- Quality public works services are provided in the most efficient ways possible
- Meaningful and efficient, effective balance between centralization and decentralization of customer activities is established
- Quality public infrastructure is built, maintained and operated in the most efficient way possible

Workforce Effectiveness

- Responsibilities and authority are clearly aligned and understood
- Our workforce is highly qualified, flexible, diverse and respectful
- Our working environment is healthy and safe
- The Department of Public Works attracts and retains quality employees

Customer Satisfaction

- Customers' service level expectations are satisfied
- We are transparent, open, easily accessible and responsive to customer needs
- We achieve partnerships with our customers

Public Works Key Initiatives

- 11 Department-wide Initiatives were identified. The priority items are:
- Customer Response Improvement
 - One Stop Shop/Development Review Center
 - Asset Management
 - Transportation Revenue
 - Organizational Roles & Responsibilities
 - Workforce Flexibility
 - Balanced Workforce

Public Works Business Line Descriptions and Overview:

INTERNAL SERVICES

Services provided primarily to City departments; funded mostly by Internal Service funds; includes equipment/fleet and property services.

Outcomes

1. City Investments and Assets are protected
2. Customers have what they need (equipment, wireless communications, space, etc.) to do their jobs
3. Revenues and Expenses are in balance
4. City receives quality services at a good value within their financial resources
5. Our workforce is knowledgeable, flexible, diverse and respectful
6. Our working environment is healthy and safe
7. Internal Services attracts and retains quality employees

Performance measures

There are 20 measures identified, these include:

- Increase in uptime / availability of assets (radio, fleet, and equipment)
- Decrease in number of complaints about radio, fleet, equipment, and facilities.
- Decrease in reactive maintenance work orders as a proportion of all work orders.

Key Initiatives

11 Key Initiatives were identified. The priority items are:

- Educate customers about the services provided by the Internal Services business line. (Align customer expectations with service provided).
- Centralize the City's energy management effort.
- Develop a Strategic Space Plan for the City, from global perspective.

SEWER & WATER

Services that promote the health and safety of people and property by providing potable water and managing non-potable water.

Outcomes

1. Consumer satisfaction with sewer and water services
2. Meeting or exceeding regulatory sewer and water requirements
3. Protect people, property, and the environment from sewer and water damage
4. Cost effective & efficient sewer and water services

Performance measures

There are 41 measures identified, these include:

- Decrease in annual emergency response dollars
- Decrease in number of re-repairs
- Customer cost per 100 cubic feet of water sold
- Decrease in time needed to address water complaints
- Decrease in flood response dollars
- Decrease in number of over-flows

Key Initiatives

5 Key Initiatives were identified. The priority items are:

- Explore additional revenue options
- Technology - Future development of existing sewer plan
- Technology - Computerized maintenance management system (CMMS)
- Develop new customer service line policy regarding service leak repair

SOLID WASTE & RECYCLING

Provides trash and recycling collection & support services, Clean City programs.

Outcomes

1. Our business is financially stable and cost effective (Make money/break even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Protect health and safety in Minneapolis
4. Increase City livability and City cleanliness
5. Ensure our business is environmentally and legally compliant
6. Our employees have high morale

Performance measures

There are 20 measures identified, these include:

- Decrease in number of missed pick-ups
- Increase in customer satisfaction with quality and types of services
- Decrease in variance between expenses and revenues
- Increase in number of work orders completed within set timing standards

Key Initiatives

25 Key Initiatives were identified. The priority items are:

- Graffiti: obtain program funding and do it right
- Improve current web site
- Ensure competitive process for all contracts
- Implement and enhance Clean City program
- Make changes to operating procedures: cross-train employees
- Consider expansion of services: multi-family housing
- Explore expanding Solid Waste Information System in PW and City as a customer records management system

TRANSPORTATION

Offers people a variety of safe, convenient options for moving throughout the City and within the region

Outcomes

1. **Mobility** – People get where they want to go
2. **Safety** – Accidents and fatalities are reduced
3. **Operational Improvement** – Quality services are delivered in a cost effective manner
4. **Infrastructure Quality** – transportation infrastructure is aesthetically pleasing, enhances livability in the City, is context sensitive and environmentally responsible
5. **Customers** indicate that services are accessible and staff is responsive

Performance measures

There are 29 measures identified, these include:

- Satisfaction levels of services (snowplowing, providing/maintaining streets, alleys & bridges, providing safe movement for pedestrians & motorists)
- Decrease in response time to customer requests
- Increase in lane miles for those having a pavement condition index above 70
- Decrease in congestion in priority corridors

Key Initiatives

7 Key Initiatives were identified. The priority items are:

- Transportation planning (dept-wide also)
- Parking Workout Plan
- Public outreach improvements
- Traffic signal improvements /efficiencies

RESOURCE PLANS

Finance Plan

- 14% of Public Works' budget is governed by the City's 5 year General Fund Financial Plan
- Enterprise and Internal Service Funds have their own multi-year financial plans
- The Finance section describes the relationship between business lines, accounting, and organization structure
- The Business Plan is the framework for our yearly financial decisions.

Workforce Plan

Building Our Workforce

Goal: To continue to develop and maintain a highly productive, diverse and professional workforce, and to create a work environment that promotes professional development and respect.

Three areas of focus:

1. Workforce Flexibility – reduce administrative costs and increase work assignment flexibility
2. Balanced Workforce – explore option for achieving a year-round workforce
3. Training & Professional Development
 - Mentoring
 - Dept-wide Training Plan and Professional Development Plans for all employees
 - Management Skills
 - Specialized Training Programs

While the above three areas will be the focus, the Department will continue its recruiting and community outreach efforts. Through these efforts, Public Works promotes City services and jobs, reinforces the value of diversity in the Department and discovers new ways to connect with Minneapolis communities.

Technology Plan

- Identification and integration of PW data planning within the Enterprise data plan
- Department-wide data plan / data model. This effort will provide management with a blueprint of the status of Public Works' technology landscape.
- Department-wide Strategic Business Systems Plan based on the data plan.
- Department-wide Tactical Business Systems Plan.

Equipment & Space Plan

Equipment Plan

The primary vehicle purchasing location for the Public Works Department is the Equipment Services Division. On an annual basis, an equipment prioritization list is compiled. The Equipment Services Fund proforma has designated \$6.2 million annually (with inflationary increases after 2002) for equipment replacement needs. This annual expenditure is expected to be sufficient to maintain and modernize the City's fleet of vehicles under their control.

Space Plan

The 1991 Comprehensive Facility Master Plan document is the governing document for Public Works facilities. The plan called for two primary services nodes and two satellite service centers. The Royalston and Currie Maintenance Facilities comprise service node one. The north and south satellite sites are also in place (located in the Southwest and Northeast sections of the City). The next phase of the master plan, which we are taking steps towards in 2004, is the planning and development of the Hiawatha site. The final phase of the Master Plan would be to relocate the north satellite facility to a less residential area.

I. DEPARTMENT OVERVIEW

A. Department Mission Statement and Outcomes

The mission of the Public Works department is: To build and maintain the public infrastructure of the City, and to provide basic services and products to support a high quality urban environment and a desirable quality of life for our citizens.

Department Outcomes

The Outcomes for the Public Works Department are below. These outcomes are overarching. The business lines used these outcomes as the foundation for their own set of outcomes.

Financial Effectiveness

- Management of our financial resources results in cost effective, competitive services

Operational Effectiveness

- Quality public works services are provided in the most efficient ways possible.
- Meaningful and efficient, effective balance between centralization and decentralization of customer activities is established
- Quality public infrastructure is built, maintained and operated in the most efficient way possible

Workforce Effectiveness

- Responsibilities and authority are clearly aligned and understood
- Our workforce is highly qualified, flexible, diverse and respectful
- Our working environment is healthy and safe
- The Department of Public Works attracts and retains quality employees

Customer Satisfaction

- Customers' service level expectations are satisfied
- We are transparent, open, easily accessible and responsive to customer needs
- We achieve partnerships with our customers

B. Identification of Primary Business Lines

The 2003 – 2004 Public Works business planning process involved over 100 employees from all disciplines including laborers, drivers and operators to engineering technicians and senior management engineers. Labor unions were involved in all phases and there was ongoing communication to all Public Works employees.

Four Business Line Teams were formed

1. Public Works Internal Services
2. Sewer and Water
3. Solid Waste and Recycling
4. Transportation

These groupings encouraged employees to explore alternative ways of delivering services outside of their traditional groupings.

C. Department Alignment with Citywide Strategic Plan

As Public Works developed its plan, it was guided by the following City goals:

- Build communities where all people feel safe and trust the City's public safety professionals and systems
- Maintain the physical infrastructure to ensure a healthy, vital and safe City
- Deliver consistently high quality City services at a good value to our taxpayers
- Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis

It also responded to the Mayor and City Council's expectations:

- Prevention and Response
- Maintaining the existing public infrastructure
- Improve and evaluate service delivery and seek opportunities
- Infrastructure is part of the urban fabric

The alignment between the Mayor and City Council's strategic plan and Public works business is quite apparent and consistent. Each business line team developed outcomes that reflect the essence of the Mayor and Council's goals and expectations.

D. Key Trends and Challenges Impacting the Department

To set the framework for the business planning process, each of Public Works' four business line teams began with an environmental scan. These discussions identified many challenges and opportunities facing the business lines over the next five years. The results of these discussions are the basis of the initiatives put forth by each of the business lines.

Although each of these analyses was conducted separately, several common themes arose among the four business lines.

- *Aging infrastructure*
- *Ability to meet customer expectations with increasing financial challenges*
- *Additional regulations and unfunded mandates*
- *Inter- and intradepartmental communication*
- *Attracting and retaining qualified diverse employees*
- *Increasing focus on emergency preparedness and security concerns*
- *Outsourcing – Balancing efficiencies and service*
- *Ability of workforce to adapt to change*
- *Opportunities for technology enhancements*
- *Operating in a larger bureaucracy that can constrain procurement and management of personnel resources*

Department-wide Key Initiatives and Other Models of Providing Service

The following initiatives were developed to begin enumerating the highest priority initiatives that Public Works will be taking in the next five years. One of the main purposes of our business planning process is to develop the framework with which we will make the yearly decisions on how we will allocate our base line resources within the planned resource level. These yearly decisions will be based on further analysis of resource implications and then further prioritization based upon available resources.

Key Initiatives:

1. Customer Response Improvement

- Staff Lead(s): PW Management Services working with Business Information Systems and other City Departments.
- PW Outcome(s) influenced:
- ✓ Management of our financial resources results in cost effective, competitive services
 - ✓ Quality public works services are provided in the most efficient ways possible.
 - ✓ Meaningful and efficient, effective balance between centralization and decentralization of customer activities is established.
 - ✓ Customers' service level expectations are satisfied
 - ✓ We are transparent, open, easily accessible and responsive to customer needs
 - ✓ **We achieve partnerships with our customers**

Description: This project embarks on a Public Works department-wide pilot dealing with Citizen Relationship Management (CRM), and is being done in conjunction with BIS, MECC and the Mayor's Office. As part of this pilot we are gathering data regarding business services (current and future) that require the tracking of information and workflow (within and outside of our department). This data will be used for in-depth business process analysis. In addition, the results will also be used as business requirements for a CRM Request for Proposal.

Schedule: The current known schedule for the CRM project is as follows:

- RFP issued to possible respondents: December 2003
- RFP proposals due back to City: January 22, 2004
- Vendor selection: February 13, 2004
- Begin pilot project implementation: March 1, 2004

- Complete full Public Works implementation rollout: December 2004

Public Works Milestones:

- By May 2004 we should be able to log approximately 80% of all calls from the public coming into Public Works, who the resolver was, and when the issue was resolved.
- By August 2004 all of the employees who answer Public Works general phone lines should have the CRM software installed, with 100% of calls logged that will be tracked on the system.

Resources needed to work on the initiative:

As a result of the pilot project we will have a number of examples of how constituent and internal requests for service or information can be tracked on the selected CRM system. Once the new system is selected, the next steps in the CRM initiative will be to identify and map how other requests for service or information can be entered onto the new system, and to do the system setup required. We are assuming that the City's roll out process identified by BIS will include assistance to us for business analysis and system setup. We will be able to identify Public Works resources required in detail, as the roll out plan is developed. Additionally, we are assuming that the computer system and access costs will be dealt with as part of the City roll out.

However, we do have some preliminary estimates of required Public Works resource needs of the full CRM project, in order to reach a successful implementation. We anticipate that the CRM project will require about 1,900 hours of Public Works staff time in 2004, spread out over 61 individuals including the project manager. We also expect that about 190 employees will need the CRM software on their workstations, requiring about 63 concurrent software seats. There will also be an ongoing administration and maintenance effort for the Public Works Department after the CRM implementation. This requirement will be known in more detail after the CRM vendor is chosen.

2. One Stop Shop/Development Review Center

Staff Lead(s): Representatives from every division in Public Works are working with the several teams involved in the City's Development Workflow Project.

PW Outcome(s) influenced:

- ✓ Management of our financial resources results in cost effective, competitive services
- ✓ Quality public works services are provided in the most efficient ways possible.
- ✓ Meaningful and efficient, effective balance between centralization and decentralization of customer activities is established.
- ✓ Customers' service level expectations are satisfied
- ✓ We are transparent, open, easily accessible and responsive to customer needs
- ✓ We achieve partnerships with our customers

Description: The City would like to achieve "one stop" development review. Public Works is reviewing, documenting, and analyzing those activities we are responsible for in the current development process. These activities are in the area of site-plan-review and other permits issued by the Department. Public Works is listing requirements, identifying the governing authority and documenting possible process improvements. Public Works is also cataloging all of its permits issued, both those part of the City's development process and those independent of the development process. Each permit type will be analyzed to determine if it can be issued and tracked through KIVA. This data collection will help identify Public Works' role in the "one stop" project and assist in its implementation. It will also be used to identify streamlining options, improve the workflow processes and future automation efforts.

In addition to the reviews we do and permits we issue for development, Public Works performs other regulatory functions. Concurrently with our development-related process review and permit analysis, we will be putting in place a systemized way of tracking the number and time required for all the permits we issue.

Schedule: Public Works will be making recommendations for process improvements as the analysis work continues. The analysis of Public Works permits will begin in December 2003 and is scheduled to be complete by February 2004. If it is determined that any of those permits can be issued and tracked on KIVA, setup and training will begin in the second quarter 2004. The documentation and identifications of the workflows should be complete by the 2nd quarter of 2004. The complete CPED-Development Workflow System is scheduled to be implemented in the 4th quarter of 2005.

Public Works Milestones:

- By the second quarter of 2004 we will complete the analysis of Public Works permits.
- By the third quarter of 2004 we will develop a base line of permits issued and the average time to issue and process those permits.

Resources needed to work on the initiative:

Public Works has staff experts from all levels of the department involved in seven of the Development Workflow Project work teams. The project is identifying in detail the processes and how the different departments' roles are integrated. The project is moving forward assuming that the primary data repository will be KIVA. At this time, Public Works personnel do not access KIVA. Resources required for setup and ongoing costs for the required connections remains to be addressed.

3. Asset Management

Staff Lead(s): Management Services
PW ✓ Management of our financial resources results in cost effective, competitive services
Outcome(s) influenced: ✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible

Description: The purpose of this new initiative is to upgrade the Department's various asset management systems so that all business units have access to asset management tools that provide minimum business functionality. Because the Department does face considerable financial pressure, a desired outcome would be to leverage one or more existing systems in providing standard capabilities to all as a means of containing costs.

Another desired outcome entails identifying standards for minimum functionality that improve all business units' capabilities in project management, work order management, cost accounting and asset inventorying – no business unit should experience any diminution of asset management capabilities as a result of developing and deploying minimum system standards for functionality.

Implementation of the selected solution should save the Department significant money by improving how assets are managed. Cost savings should result from streamlined processes, more effective work scheduling, better asset utilization and longevity, lowered inventory costs and increased leverage of warranties.

In addition, this initiative would contribute to improved performance measurement in Public Works. Deloitte Consultants developed a **Gap Analysis Report** for PW that identified the information available for performance measurements. Deloitte offered the following observations as part of the report.

- Observation #1: DPW is data rich but information poor. Hundreds of applications serve as repositories for a great deal of performance results. However, these performance results are not systematically collected or reported in coordinated ways that demonstrate performance improvements or changes towards specific performance goals or objectives.
- Observation #2: Many of DPW's performance information needs relate to work order and project management – DPW would like to better understand how well current operations design, develop and maintain a diverse array of city assets. Current systems used in work order and project management are not used to provide standard or systematic performance

reports. This lack of workflow information increases the difficulty of gauging how specific divisions are doing generally, and hinders DPW's ability to assess the relative value of services.

- Observation #3: Current systems used in work order and project management do not facilitate identification of operational improvement efforts. Performance results are difficult to obtain and generally too unsystematically produced and analyzed to support root cause analysis and identify strong business cases as the bases for service improvement efforts
- Observation #4: The City administers the Resident Survey on a bi-annual basis, soliciting resident satisfaction for areas across the City. DPW is interested in measuring customer satisfaction and other aspects of service quality more extensively. To do this, DPW should develop a process which supplements the Resident Survey, but provides more details on satisfaction specific to DPW activities and delves deeper to identify why residents are satisfied or unsatisfied by the services provided.
- Observation #5: Accountabilities for measurable results requires further clarification. Not all outcomes have measures, and links between service activities and the specific outcomes they are intended to help attain is undefined. This complicates assessment of the extent to which service activities help achieve outcomes.

The implemented solution should integrate with other City tools as a means of keeping costs low by leveraging existing resources/information. Integration would help avoid duplicated efforts and eliminate redundancies, especially in financial and personnel management. Integration would also improve inter-departmental relationships and knowledge about respective roles, responsibilities, and capabilities.

Enterprise asset management encompasses many functions across the entire Department. This new initiative would focus on four specific areas of asset management within Public Works: project management; work order management; cost accounting; and asset inventory/condition.

While the initiative would focus on four specific areas of asset management, consideration will be given to other areas of asset management affected by changes in one or more of these four areas. For example, crew assignments and scheduling are significantly impacted by work order management and project management. In turn, cost accounting is significantly impacted by crew assignments and scheduling. The project will identify impacts and interfaces with other aspects of enterprise-wide asset management.

Schedule: Implementation strategies will be developed in 2004.

Public Works Milestones:

By September 2004, our goal is to have a functioning project management system/processes in place.

Resources needed to work on the initiative:

Our business planning process thus far has identified the major component groups of activities/systems that make up asset management. We have begun to identify the specifics of how these activity/system groups interact with each other. Some of the other component groups are City enterprise systems. With the decision to start on the groups related to work-order management, project management, and cost calculation, our next step is to identify the details of the types of information needed for these areas and cross-reference those data types with information kept of other systems. We will identify the information required to perform our core business processes by documenting business requirements, including performance information and reporting needs. Next, we will evaluate our existing systems against these comprehensive, standardized business requirements to determine if existing systems are appropriate for wider use within the department. Included in that analysis will be analysis of critical interfaces with enterprise systems like FISCOL, HRIS, PEIRS, and the data warehouse.

We have started conversations with Finance and BIS about this initiative, and are exploring resources those departments will have available to assist us. Following those discussions, we will be able to quantify better the dollar resources needed for consultant help. Once we gain consensus on this phased approach and better identify resources required, we will develop a more detailed work plan.

4. Transportation Revenue

Staff Lead(s): Management Services
PW ✓ Management of our financial resources results in cost effective, competitive services
Outcome(s) influenced: ✓ Quality public works services are provided in the most efficient ways possible.
✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible
✓ Customers' service level expectations are satisfied

Description: The budget reduction in the transportation field over the past years has created a deficit in infrastructure maintenance, especially in the transportation areas. In 2003, preliminary research was done in finding resources to address these financial concerns. This project will take that research and identify options for increasing revenues.

Public Works Milestones:

We will schedule a work session with the elected officials to outline alternatives for transportation revenues. Other stakeholder will be part of the discussion. The session will follow up on the information requested at our previous study session.

By June 2004 we will make recommendations for development of implementation steps for the chosen alternative.

Resources needed to work on the initiative: When the City decides which mechanism, if any, it will pursue to diversify its revenue sources by creating a transportation funding stream, the pre-planning, development of options, and implementation of that mechanism will need to occur. We are planning for that to happen in 2004. This initiative has been discussed by the elected officials and was identified in the Mayor's recommended budget, but sufficient information is not available at this time to make a realistic estimate of the resources required. This resource issue will be addressed in 2004 as the City makes more decisions on the direction it will follow.

5. Organizational Roles and Responsibilities

Staff Lead(s): Administrative Services along with PW Divisions
PW
Outcome(s) influenced: ✓ Management of our financial resources results in cost effective, competitive services
✓ Quality public works services are provided in the most efficient ways possible.
✓ Responsibilities and authority are clearly aligned and understood.

Description: As the Department has evolved, the roles and responsibilities among several divisions have blurred. In addition, as budgets have been reduced, it is critical that divisions reassess the services they are providing for efficiency or streamlining purposes. This project takes a critical look at the roles and responsibilities of each division to clarify, streamline and improve the service systems. Initial focus is on those divisions providing transportation services.

Schedule: Public Works has begun identifying the tasks and the work unit responsible for key processes in the Transportation Business Line. This work is projected to be completed the 1st quarter of 2004. The work on the other three business lines will be completed during the 3rd quarter of 2004.

Resources needed to work on the initiative: This process may lead to organizational changes such as modifications to individual position responsibilities, which in turn could lead to reclassifications, re-titling of positions or other adjustments between divisions in Public Works.

6. Workforce Flexibility

Staff lead(s): Public Works management working with Human Resources
PW
Outcome(s) influenced: ✓ Management of our financial resources results in cost effective, competitive services
✓ Quality public works services are provided in the most efficient ways possible.
✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible
✓ Responsibilities and authority are clearly aligned and understood.
✓ Our workforce is highly qualified, flexible, diverse and respectful

Description: This project is intended to simplify the labor contracts to reduce administrative costs and increase work assignment flexibility. This year's contract negotiations will be the focus of this effort.

Resources needed to work on the initiative: Staff time

7. Balanced Workforce

Staff lead(s): Administration in concert with all Public Works division.
PW
Outcome(s) influenced: ✓ Management of our financial resources results in cost effective, competitive services
✓ Quality public works services are provided in the most efficient ways possible.

Description: The goal of this effort is to explore options for achieving a year-round workforce. Currently, a portion of the laborer workforce is laid off during the winter months when the construction season ends and is brought back in the spring. The workforce is sized to the summer construction months. This project will re-evaluate how the workforce should be sized for the construction season. One option will be to study the implications of sizing the workforce to the winter months.

Resources needed to work on the initiative: Staff time

8. Department standards and procedures

Staff lead(s): PW	Management Services in concert with all Public Works divisions.
Outcome(s) influenced:	<ul style="list-style-type: none">✓ Management of our financial resources results in cost effective, competitive services✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible✓ Responsibilities and authority are clearly aligned and understood.
Description:	Many of the Department's standards and procedures are not documented nor well defined. This project is a comprehensive effort to identify, clarify and document technical standards and procedures.
Resources needed to work on the initiative:	Position to be created that is dedicated to Standards and Procedures

Other Department-wide Initiatives:

9. Develop & maintain current design standards:

Staff Lead(s): PW	Engineering Services
Outcome(s) influenced:	<ul style="list-style-type: none">✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible✓ Customers' service level expectations are satisfied✓ We achieve partnerships with our customers
Description:	Identify & evaluate current standards; identify & fill holes; identify requirements for standards updating & access; use requirements to recommend processes and tools needed to maintain & communicate current standards; implement recommended processes & standards
Resources needed to work on the initiative:	Continue work that has begun on the book of design standards.

10. Optimize Engineering Technology (E2K):

Staff Lead(s): PW	Engineering Services
Outcome(s) influenced:	<ul style="list-style-type: none">✓ Management of our financial resources results in cost effective, competitive services✓ Quality public works services are provided in the most efficient ways possible.✓ Quality public infrastructure is built, maintained and operated in the most efficient way possible
Description:	Review ideas raised during E2K to maximize use of existing technology, including concurrent engineering, real time project status updates, addition of current standards, workflow management, as-built repository, etc.
Resources needed to work on the initiative:	Staff continue to work on this ongoing effort.

11. Security System Integration:

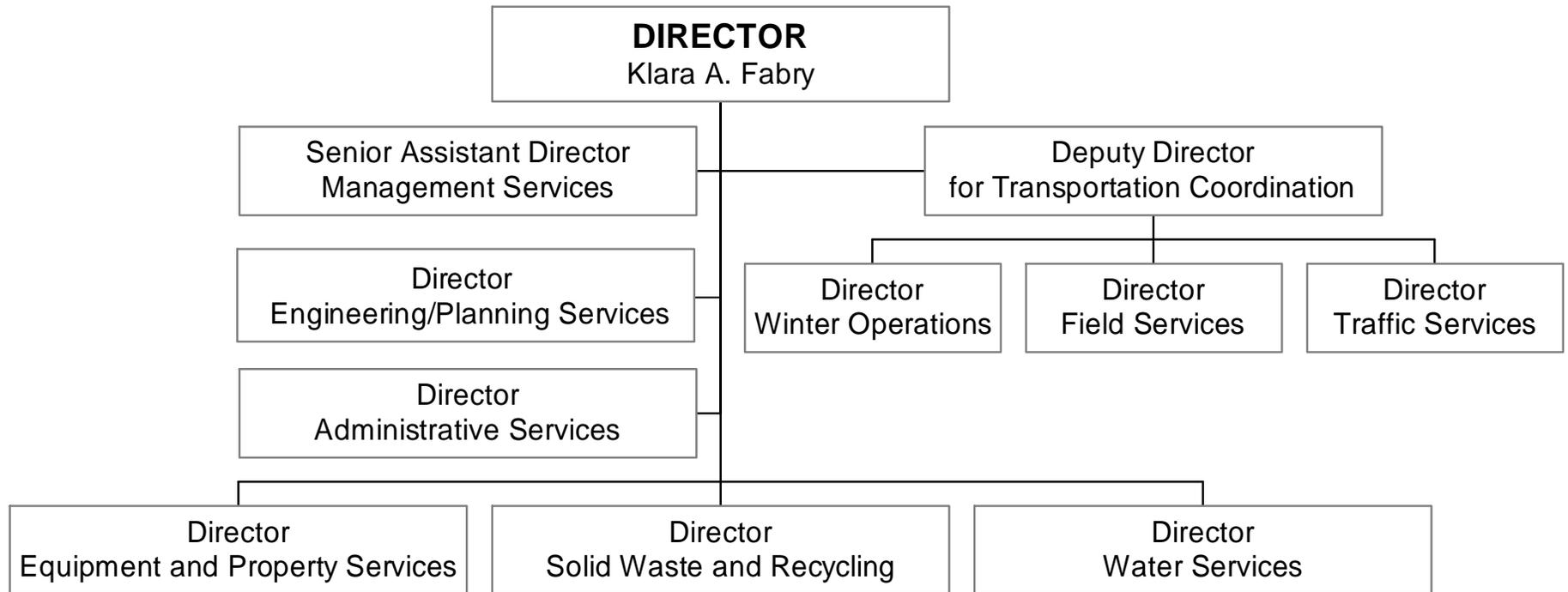
Staff Lead(s): PW	Property Services and Traffic & Parking Services
Outcome(s) influenced:	<ul style="list-style-type: none">✓ Management of our financial resources results in cost effective, competitive services✓ Meaningful and efficient, effective balance between centralization and decentralization of customer activities is established.✓ We achieve partnerships with our customers
Description:	Identify City security needs (traffic, police, parking, other) and to evaluate an enterprise approach to procedural and technical solutions.
Resources needed to work on the initiative:	Hiring of Security Manager

Other issues raised: The following issues were identified through the Business Line teams and were classified as Department-wide initiatives. These issues are related to other major Department initiatives and are integrated into those described above. The issues are documented here so they can be monitored and re-evaluated as the business planning process continues.

12. **Communication** - improve communication within PW, with other governmental jurisdictions and communities, and with residents/customer, especially in dealing with requests
13. **Improve customer service** - reduce transfers needed for callers to connect to the right area of the business, track and report on resolution of customer issues, reduce repeat calls for the same location/issue, improve coordination with other City departments, improve billing procedures and the accuracy of invoices, collect and analyze complaint data, ensure that callers get consistent and accurate information, provide callers with accurate information about work being done in their area (address linked), provide access to descriptions of work done near their property through enhanced self-service, on-line tools
14. **Streamline Accounts Payable** - pay bills in a timely manner, leverage discounts for prompt pay and other contractual benefits of paying early if possible
15. **Improve access to relevant, timely financial information** - user friendly access, real-time data, consistent project numbering, unit cost information for projects, improved project estimator functionality, project budget tracking (fund source, business unit, person, materials, equipment), invoices, payments, expense coverage)

Public Works Organization

January 23, 2004



II. BUSINESS LINE OVERVIEW

The Public Works Business Plan focuses on **four main business lines** that are described individually in the following sections. These business lines encompass numerous services that are provided to Minneapolis residents and customers on a daily basis.

Public Works Internal Services – Services provided primarily to City departments; funded mostly by Internal Service funds; includes equipment/fleet and property services.

Sewer & Water – Services that promote the health and safety of people and property by providing potable water and managing non-potable water.

Solid Waste and Recycling – Provides trash and recycling collection & support services; Clean City programs.

Transportation – Offers people a variety of safe, convenient options for moving throughout the City and within the region.

Over 100 Minneapolis Public Works employees worked on the plan along with representatives from Finance, Human Resources and Business Information Services, and union representatives. The Business Line Teams developed the plan for each Business Line. See Appendix A. for a listing of the Business Line Team members.

Each team discussed trends and challenges, and developed outcomes, performance measures, services activities, and key initiatives. Work continued with management input and further business team review.

Internal and External Review: All Public Works employees and union representatives were encouraged to review the draft plan and had the opportunity to provide feedback. In addition, the department conducted an extensive peer review process where City Departments and external peers reviewed the plan and provided feedback.

PUBLIC WORKS INTERNAL SERVICES

A. Primary Business Line Definition and Description

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

The Internal Services business line is comprised of the following **SEVEN OUTCOMES**:

1. **City Investments and Assets are protected.**
2. **Customers have what they need (equipment, wireless communications, space, etc.) to do their jobs.**
3. **Revenues and Expenses are in balance.**
4. **City receives quality services at a good value within their financial resources.**
5. **Our workforce is knowledgeable, flexible, diverse and respectful.**
6. **Our working environment is healthy and safe.**
7. **Internal Services attracts and retains quality employees.**

B. Service Activities

Business Line	Internal Services												
Level 1 Service Activities	Acquire & provide equipment and space				Operate equipment and space				Maintain equipment and space		Manage resources		
Level 2 Service Activities	Fleet Supply	Facility Design & Construction	Radio Supply	Fuel Supply	Space & Asset Mgmt	Field Support	Radio Operations	Facility Maintenance & Operations	Radio Maintenance & Repair	Fleet Maintenance	Manage People	Manage finances	Promote Safety

**Internal Services Business Line
Service Activities Descriptions:**

Level One Service Activity: **Acquire & provide equipment and space:** Provide adequate and appropriate equipment and space to our customers in order to assist them in accomplishing their mission.

Level Two Service Activities: **Fleet Supply:** Acquire the most cost-effective fleet units that meet customer operational needs. Establish a charge out rate and recover all costs incurred from customers.

Facility Design & Construction: Provide for the major repair, renovation, or replacement of the City's owned and operated facilities that support the City's Charter Departments.

Radio Supply: Supply wireless communications equipment and miscellaneous electronic accessories, to all City departments.

Fuel Supply: Tender and acquire required fuels and maintain safe and environmentally sound dispensing facilities to meet the City's fuel needs. Establish overhead charges and recover costs through direct customer billings.

Space & Asset Mgmt: Provide for functional needs and the efficient use of space to support the operational needs of the City's Charter Departments.

Level One Service Activity: **Operate equipment and space:** Provide for the operational needs of the City's rented and/or purchased equipment and space, as a service to our customers.

Level Two Service Activities: **Space & Asset Mgmt:** Provide for functional needs and the efficient use of space to support the operational needs of the City's Charter Departments.

Field Support: Maintain an inventory of job-ready fleet and trained drivers and operators to support customer field operations. Establish and recover all-inclusive costs incurred through regular customer billings.

Radio Operations: Operate the supporting base station infrastructure and antenna systems located in hi-rise buildings that enable the mobiles, portables, dispatch center console and fire alerting and mobile data equipment to communicate with each other. We Represent the City on the Metropolitan Radio Board's Technical Operating Committee (TOC) and System Manager's Groups (SMG).

Facility Maintenance & Operations: Provide for the daily needs of our customers while protecting the City investments in facilities that support the operational needs of the City's Charter Departments.

Level One Service Activity: **Maintain equipment and space:** Maintain the City's rented and/or purchased equipment and space, as a service to our customers.

Level Two Service Activities: **Facility Maintenance & Operations:** Provide for the daily needs of our customers while protecting the City investments in facilities that support the operational needs of the City's Charter Departments.

Radio Maintenance & Repair: Maintain, install and remove in buildings and vehicles, the above supplied equipment and accessories. Maintain all necessary FCC licenses.

Fleet Maintenance: Establish maintenance standards, maintain the fleet at an optimal level and charge customers on a pay-as-you-go basis to recover costs incurred. Retain an appropriate complement of trained technicians and operate in a safe and environmentally sound manner

Level One Service Activity: **Manage resources:** Provide the most efficient and effective management possible to insure that the City's resources, People and Finances are invested to the greatest benefit possible for the City of Minneapolis.

Level Two Service Activities: **Manage people:** Manage and direct staff, provide training, mentoring and tuition reimbursements, provide space, equipment, workforce planning (including succession planning), create and classify positions, obtain funding, advertise/post positions, screen applicants, conduct background checks and investigations, interview etc.

Manage finances: Provide the most effective management of the City's finances by constantly being diligent in our planning, prioritization, and execution of service delivery within the Internal Services Business Line functional areas.

Promote safety: Always be aware of the safety of our people and their work environment, and provide adequate training on safety subjects.

C. Identification of Markets, Customers and their Expectations

EQUIPMENT SERVICES CUSTOMERS

1. Police

- Customers: Police Chief, Deputy Chief, Inspector or civilian equivalents;
- Primary Contact: Deputy Chief, Inspector or civilian equivalents;
- Consumer: Lieutenants, sergeants, and patrol officers;

Trends/Issues:

- Constrained budgets
- New Chief and Deputy Chief
- 9/11 has resulted in new kinds of units for emergency preparedness
- Fleet has issues with room, expectations, capacities, utilization, life cycles and safety issues

2. Fire

- Customers: Fire Chief, Assistant Fire Chief, Deputy Fire Chief, Captain/Engineering Officer;
- Primary Contact: Fire Chief, Assistant Fire Chief, Captain/Engineering Officer;
- Consumers: Battalion Chief, Captains, FMO, Firefighters;

Trends/Issues:

- Number of fires are decreasing
- EMS responses are increasing
- Overall response levels are stable
- Constrained budgets
- Moving to new technology – quints in lieu of pumpers, ladders, aerials and platforms
- Undertaking inspections, could impact fleet requirements
- 9/11 has resulted in new kinds of units for emergency preparedness
- Collaboration with other cities could result from “Automatic Aid” which may affect fleet utilization.

3. Regulatory Services

- Customers: Asst. City Coordinator Operations/Regulatory Services, Deputy Director Operations/Administration Regulatory Services;
- Primary Contact: Regulatory Services Fleet Administrator;
- Consumers: Regulatory Services staff/field personnel;

4. Public Works Paving

- Customers: Public Works Director, Division Head, Paving Engineer;
- Primary Contact: Division Head, Paving Engineer;
- Consumers: General Foreman, Supervisors and Foreman;

Trends/Issues:

- Asphalt plant closure would affect fleet units for hauling and recycling
- Heritage Park completion would reduce fleet utilization
- Contracting/outsourcing some projects a potential to reduce fleet utilization
- Faces uncertainty regarding future workloads
- Future of Linden yards is uncertain – hauling distance for rubble may increase.

5. Public Works Streets/Bridges

- Customers: Public Works Director, Division Head, Street Maintenance Engineer;
- Primary Contact: Division Head, Street Maintenance Engineer;
- Consumers: General Foreman/Engineer, Supervisors, Foreman, and Crew Leaders;

Trends/Issues:

- Constrained budgets
- Contracting/outsourcing some services or reduction in service levels potential to reduce fleet utilization
- Future of Linden yards is uncertain – Snow, leaves, sweepings haul distance may increase, increasing fleet utilization and cost
- Construction of PW Primary Node 2 (Hiawatha) may require another branch equipment maintenance operation

6. Public Works Water& Sewer

- Customers: Public Works Director, Division Head, Sewer Construction and Maintenance Engineer/Water Distribution Engineer;
- Primary Contact: Division Head, Sewer Construction and Maintenance Engineer/Water Distribution Engineer;
- Consumers: General Foreman and Foreman;

Trends/Issues:

- Financially stable
- Construction of PW Primary Node 2 (Hiawatha) may require another branch equipment maintenance operation
- Completion of Heritage Park would decrease fleet utilization
- Potential to consolidate Water equipment with Equipment Services Division
- Future of Linden yards is uncertain – Storage of materials for construction use may be eliminated.

7. Most Other City Departments

- Customers: Department Heads;
- Primary Contact: Department Heads or Designee;
- Consumers: City Staff;

Trends/Issues:

- Constrained budgets
- Effort to increase the use of private vehicles
- Focusing on Green initiatives

PROPERTY SERVICES CUSTOMERS

1. Police

- Customers: Police Chief, Deputy Chief, Inspector or civilian equivalents;
- Primary Contact: Space Liaisons;
- Consumer: Lieutenants, sergeants, and patrol officers;

Trends/Issues:

- Constrained budget
- New Chief and Deputy Chief
- Enhanced security related concerns
- Focusing on Green initiatives
- Janitorial services
- Police long term facilities plan
- Support of new technologies – safe zones

2. Fire

- Customers: Fire Chief, Assistant Fire Chief, Deputy Fire Chief, Captain/Engineering Officer;
- Primary Contact: Captain/Engineering Officer;
- Consumers: Battalion Chief, Captains, FMO, Firefighters;

Trends/Issues:

- Constrained budget
- 9/11 has resulted in new kinds of units for emergency preparedness
- Enhanced security related concerns
- Focusing on Green initiatives
- Trend toward larger equipment requiring facility modifications
- Gender privacy
- Support of new technologies

3. Public Works Parking

- Customers: Traffic & Parking Engineering
- Primary Contact: Parking System Engineer and Manager of Ramps and Lots;
- Consumers: All daily and monthly parking patrons of the parking facilities;

Trends/Issues:

- Constrained budget
- Aging parking facilities

- Potential sale of some ramps
- Construction of new ramps
- Enhanced security related concerns
- Focusing on Green initiatives
- Support of new technologies

4. Public Works General

- Customers: Public Works Director, Division Heads;
- Primary Contact: Division Head, Space Liaisons;
- Consumers: General Foreman, Supervisors and Foreman;

Trends/Issues:

- Constrained budget
- Inadequate and aging facilities
- Neighborhood Service Center concept
- Enhanced security related concerns
- Focusing on Green initiatives
- Support of new technologies

5. Most Other City Departments

- Customers: Charter Dept. Heads & Assistant City Coordinators: Chief Finance Officer, Chief Information Officer, City Assessor, City Attorney, City Clerk, City Coordinator, Civil Rights Director, Communications Director, CPED Director, Fire Chief, Interim Health Commissioner, Interim Human Rights Director, Intergovernmental Relations Director, Operations / Regulatory Services Director, & Police Chief.
- Primary Contact: Division Head, Space Liaisons;
- Consumers: Building Occupants;

Trends/Issues:

- Reduction in leases
- Reduction in real estate
- Compliance with space standards
- Trend toward telecommuting / working at home
- Trend toward on-site consultants
- Constrained budget
- Inadequate and aging facilities
- Enhanced security related concerns
- Energy conservation

RADIO SHOP CUSTOMERS

1. Police

- Customers: Police Chief, Deputy Chief, Inspector or civilian equivalents;
- Primary Contact: Deputy Chief;
- Consumer: Lieutenants, sergeants, and patrol officers;

Trends/Issues:

- Constrained budget
- Move of ECC to Coordinator's Office
- Enhanced security related concerns
- New Chief, Deputy Chief
- More inter-operability between agencies
- Inter-jurisdictional partnerships
- New technologies in voice communications
- New technologies in data communications
- Future of the Metropolitan Radio Board
- Grant funding causing non-strategic approaches to wireless technology solutions

2. Fire

- Customers: Fire Chief, Assistant Fire Chief, Deputy Fire Chief, Captain/Engineering Officer;
- Primary Contact: Assistant Fire Chief;
- Consumers: Battalion Chief, Captains, FMO, Firefighters;

Trends/Issues:

- Constrained budget
- Move of ECC to Coordinator's Office
- Enhanced security related concerns
- More inter-operability between agencies
- Inter-jurisdictional partnerships
- New technologies in voice communications
- New technologies in data communications
- Future of the Metropolitan Radio Board
- Grant funding causing non-strategic approaches to wireless technology solutions

3. Emergency Communications/911

- Customers: Director of ECC, Assistant Director of ECC;
- Primary Contact: Director of ECC;
- Consumers: ECC Shift Supervisors and Dispatchers;

Trends/Issues:

- Constrained budget
- Move of ECC to Coordinator's Office
- Enhanced security related concerns
- More inter-operability between agencies
- Inter-jurisdictional partnerships
- New technologies in voice communications
- New technologies in data communications
- Future of the Metropolitan Radio Board
- Grant funding causing non-strategic approaches to wireless technology solutions
- New Computer Aided Dispatch (CAD) technology will drive the mobile data decisions.

4. Other Local Government Departments/Divisions

- Customers: FBI, St. Paul School System, PW, Traffic Control, Animal Control, Municipal Building Commission, Park Board, Convention Center, Library, Mpls. School Board, and Health Department;
- Primary Contact: Department Head / Division Head;
- Consumers: Wireless device users

Trends/Issues:

- Constrained budget
- Enhanced security related concerns
- More inter-operability between agencies
- Inter-jurisdictional partnerships
- New technologies in voice communications
- New technologies in data communications
- Future of the Metropolitan Radio Board
- Grant funding causing non-strategic approaches to wireless technology solutions
- Internal Services fund concept drives away work for others

D. Relationship to other Departments' and Agencies' Businesses

EQUIPMENT SERVICES

- Sole provider except for PW Solid Waste & Recycling and Street Maintenance (Small equipment & skid steers)
- Equipment interacts with a variety of organizations including: Federal, State, County governments along with St. Paul and also the Park Board, and Mpls School system.
- Other departments: Human Resources, Finance, Finance Purchasing, Stores, and BIS
- Functions with the Internal Services business line essential to other businesses with in the City are: Fleet Supply, Fleet Maintenance, and Fuel.

PROPERTY SERVICES

- Sole provider for maintenance and operations except for Convention Center and leased space.
- For Space and Asset Management – sole provider
- For Design and Construction – not sole provider; MBC provide similar services.
- Property Services uses a shared project methodology and a software application (Aperture), and uses shared contracts
- Other departments: Human Resources, Finance, Finance Purchasing, Stores, and BIS
- Functions with the Internal Services business line essential to other businesses with in the City are: Space and Asset Management

RADIO SHOP

- Not the sole provider for cell phone management
- Radio uses shared contracts
- Equipment interacts with a variety of organizations including: FCC, Metropolitan Radio Board and member agencies, equipment suppliers, MPHA, equipment maintenance contractors
- Other departments: Human Resources, Finance, Finance Purchasing, Stores, and BIS

E. Key Performance Measures by Category

As the Internal Services Business Line planning team identified performance measures aligned to both the outcomes and service activities during the planning process, the number of measures quickly grew unmanageable in the shorter term. Additional analysis revealed poor quality data sources for almost 50% of measures. Given resource constraints to obtaining vast amounts of new performance information, team leadership determined that focusing on fewer measures in the first year constituted an appropriate strategy in building more robust performance management capabilities.

Team leaders prioritized measures using the following process. Measures were sorted into 16 categories including, for example, customer satisfaction, service quality and financial management. From the 16 categories, leaders identified **seven priority categories** on which to focus during the FY 04 year:

1. Quality
2. Customer Satisfaction
3. Budget Forecasting and Expenditure Accuracy
4. Asset Management – Project Management
5. Asset Management – Work Order Management
6. Asset Management – Cost Information
7. Asset Management – Asset Tracking and Physical Condition

Measures in each category were refined as a means of identifying the critical few. It is for these measures that the Department is currently establishing valid and verifiable data sources.

Measures for each of the seven categories are presented in the table below. Recognizing that the ideal performance management framework links measurable outcomes to measurable service activities, the business planning process will refine both outcomes and service activities, establish clear alignment between them (illustrating how service activities are employed to attain outcomes), and focus on obtaining yet another handful of the most critical performance information, given resource and time availability.

Quality Measures	
Performance Measure	Comments/Definitions
% increase in uptime/availability of assets	<ul style="list-style-type: none"> • Uptime addresses radio assets • Radio uptime is currently measured • Radio uptime units are hours • Availability addresses fleet and equipment assets • An asset is considered “unavailable” when it is undergoing reactive maintenance • Fleet and equipment asset “availability” are calculated in days
% decrease in number of complaints about radio, fleet, equipment and facilities	<ul style="list-style-type: none"> • Measurement efforts will begin with sorting of complaints into “types” • Types of complaints will be established as complaint data is collected and analyzed over the first year • Complaint types will serve as basis for targeting improvement efforts in subsequent years • Deloitte will suggest mechanisms for gathering and analyzing complaint feedback as part of their final Gap Analysis Report

Customer Satisfaction Measures	
Performance Measure	Comments/Definitions
% decrease in number of complaints about radio, fleet, equipment and facilities	<ul style="list-style-type: none"> • % decrease will be accompanied by sorting of complaints into “types” • Types of complaints will be established as complaint data is collected and analyzed over the first year • Complaint types will serve as basis for targeting improvement efforts in subsequent years • Deloitte will suggest mechanisms for gathering and analyzing complaint feedback as part of their final Gap Analysis report
% decrease in time needed to resolve customer complaints	<ul style="list-style-type: none"> • Refers to fleet, equipment and facilities related complaints • Requires that complaints either go into work order systems or are logged separately, if “work” required to address complaint doesn’t involve some kind of repair • Systems currently sort work orders as “complaints” or “requests” – and should be able to generate resolution time reports • Suggest tracking for one year, and using Year 1 data to establish timing standards for types of complaints and requests occurring most frequently • Year 2+ would then entail measuring extent to which staff improve their ability to meet established timing standards
% decrease in time needed to fulfill customer requests	<ul style="list-style-type: none"> • Refers to radio and facilities service requests • System for facilities currently sorts work orders into “complaints” or “requests” – and should be able to generate resolution time reports • Radio work orders generated from customer requests will need identification mechanism • Suggest tracking for one year, and using Year 1 data to establish timing standards for types of complaints and requests occurring most frequently • Year 2+ would then entail measuring extent to which staff improve their ability to meet established timing standards

Budget Forecasting and Expenditure Accuracy Measures	
Performance Measure	Comments/Definitions
% decrease in variance between expenditures and revenues	<ul style="list-style-type: none"> • Information can be provided by FISCOL • Measure calculated after conclusion of the fiscal year, at a minimum
% decrease in variance between budgeted and actual expenditures	<ul style="list-style-type: none"> • Calculation made at the budget line item level (sub-object level) • Measure calculated on an annual basis – could benefit from quarterly or monthly reports though • Will need to explore how FISCOL could provide information detail at the budget line item level – sub-object level (i.e.: training, etc.) • Assumes object and sub-object level descriptions are clear and used consistently to sort budget and expenditure information
# of annual rate adjustments	<ul style="list-style-type: none"> • Should be easy to count – number of published changes then recorded in FISCOL and used as basis for charge-back to customers in exchange for services • Refers to number of times rate models for any asset need to be recalculated during a fiscal year

Asset Management – Project Management Measures	
Performance Measure	Comments/Definitions
% increase in number of projects completed within budget	<ul style="list-style-type: none"> Refers to facilities only – other work units within Internal Services don't have "projects" Budget is defined as dollar amount in statement of work equivalent negotiated up front with customer Customers are entities that commission Internal Services to undertake projects
% decrease in number of post-occupancy work orders of completed projects	<ul style="list-style-type: none"> Measured on an annual basis # and type of post-occupancy issues need to be recorded and analyzed over a two to three year period as a basis for establishing patterns and trends Pattern and trend analysis will be used to identify specific improvement opportunities

Asset Management – Work Order Management	
Performance Measure	Comments/Definitions
% increase in number of work orders completed within set timing standards	<ul style="list-style-type: none"> Refers to timing standards ultimately set for radio, equipment and some types of property services Need to spend Year 1 collecting baseline information about all work order completion times Need to spend Year 2 identifying common work order types and establishing timing standards from Year 1 baseline information Year 2 timing standards need to establish performance improvements
% decrease in reactive maintenance work orders as a proportion of all work orders	<ul style="list-style-type: none"> Refers to work orders for radio, fleet, equipment and facilities Need to establish total number of work orders Then need to sort into preventive vs. reactive work orders to obtain proportion Compare relative proportions over time – suggest quarterly
% decrease in reactive maintenance dollars as a proportion of all dollars spent on work orders	<ul style="list-style-type: none"> Refers to equipment and facilities only
% decrease in total hours spent on reactive maintenance as a proportion of hours spent on all work orders	<ul style="list-style-type: none"> Refers to equipment only

Asset Management – Cost Information	
Performance Measure	Comments/Definitions
<ul style="list-style-type: none"> • % of billable time as a proportion of total time — fleet • % of time that is billable - facilities • % of overtime as a proportion of total time - fleet • Dollar value of rework work-orders occurring within 45 day warranty period • Distribution cost per gallon (of fuel) • Average cost of relocation by type • % of total costs (radio repair) attributed to overhead • Average cost per sq ft by type of space and types of services 	<ul style="list-style-type: none"> • See Deloitte's Gap Analysis Report for definitions • Begin collecting cost information for all "green" measures – information should be readily available – ensure that these performance results serve as inputs into budgeting process • Strategy for closing cost information gaps entails building more detailed functional requirements for all asset management tools used in DPW and mapping minimum functional requirements (including performance and cost information and reporting) against current functionality • Gaps in functionality then need specific plans developed to deliver minimum functionality in asset management tools

Asset Management – Asset Tracking and Physical Condition	
Performance Measure	Comments/Definitions
% increase in accuracy of inventory (ascertained on a sample basis)	<ul style="list-style-type: none"> • Annual measure • Ascertained on a sample basis, periodically – perhaps quarterly in business units that acquire lots of assets • Work should be conducted by an entity viewed as neutral and objective • Sampling process should be determined prior to conducting inventory
% of assets functioning beyond estimated lifespan (determined when asset was acquired and booked)	<ul style="list-style-type: none"> • Assumes systems retain information about expected asset lifespan • Asset lifespan should be entered when asset is initially booked into system • Systems should be able to generate reports for assets exceeding initial estimate of lifespan • Need to understand implications of inaccurate lifespan estimates on GASB 34 reporting

F. Business Line Strategies - Key Initiatives and Other Models of Providing Service

Property and Equipment Services is responsible for taking the lead on each initiative unless otherwise noted.

1. Educate customers about services provided:

Internal Services Outcome(s) influenced:	<ol style="list-style-type: none"> 1. City Investments and Assets are protected. 2. Customers have what they need to do their jobs. 3. Revenues and Expenses are in balance. 4. City receives quality services at a good value within their financial resources.
Description:	<p>This initiative includes 3 phases: 1) Develop policies and procedures for all areas of internal services so they can be effectively communicated to our customers and be used to develop service agreements; 2) Strengthen relationships with department liaisons/reinforce how we operate and why we operate in a specific manner – develop service level agreements with customer departments. 3) Provide education on the financial aspects of internal services - what administrative benefits they receive and the hidden costs of providing the service themselves. Upgrade PW intranet website to be more informative and to describe internal services to a greater degree. This is an ongoing effort and will be supported by the results of the discussion regarding internal service funds</p>
Resources needed to work on the initiative:	<p>Internal services will need the assistance of the PW policies and procedures coordinator to work on this initiative.</p>

2. Strategic Space Plan

Internal Services Outcome(s) influenced:	<ol style="list-style-type: none"> 1. City Investments and Assets are protected. 2. Customers have what they need to do their jobs. 4. City receives quality services at a good value within their financial resources. # 6. Our working environment is healthy and safe.
Description:	<p>Develop strategic space planning policies, procedures and tools to forecast the space needs of departments and the City as a whole. Establish workplans addressing those needs in order to maximize the efficient use of City owned and leased space resource.</p>
Resources needed to work on the initiative:	<p>Staff time, approximately \$50,000/year for consultant(s) on strategic issues and rent negotiations; continuation of the partnership with the Municipal Building Commission.</p>

3. Centralize energy management effort.

Internal Services Outcome(s) influenced:	<ol style="list-style-type: none"> 1. City Investments and Assets are protected. 4. City receives quality services at a good value within their financial resources.
Description:	<p>This will be a complex project that will involve the evaluation of process and technical software applications.</p>
Resources needed to work on the initiative:	<p>Initial startup funds of approximately \$x will be needed. In addition, Internal Services will need support from BIS and our other partners within Public Works</p>

4. Expand partnerships with other government agencies and the private sector

Internal Services Outcome(s) influenced: 1. City Investments and Assets are protected.
2. Customers have what they need to do their jobs.
3. Revenues and Expenses are in balance.
4. City receives quality services at a good value within their financial resources.

Description: The first phase of this initiative entails identifying potential partnerships at both the higher management level and at the foreman level. The second phase would be to approach these other organizations. For example partnering with Hennepin County for job order contracts, and sharing resources with Saint Paul. This is an ongoing effort that can be expanded. The section and division leaders will assume responsibility for their areas.

Resources needed to work on the initiative: Staff time.

5. Development of new wireless Data Communications System

Staff lead(s): Property and Equipment Services along with Business Information Services

Internal Services Outcome(s) influenced: 2. Customers have what they need to do their jobs.
4. City receives quality services at a good value within their financial resources.

Description: This is a major new effort to address the direction the City should take in the development of a new wireless data communications system. BIS will take the leadership of this effort with Property Services as a partner. The effort also needs to be coordinated with MECC's new CAD system as well as other City wireless data communications needs. We will need to work to identify the City's business needs, identify our business partners and identify the appropriate technologies to meet those needs. We will also work with other agencies to determine what infrastructure system is most appropriate and will consider a regional solution.

Resources needed to work on the initiative: A Steering Committee to give general direction. A technical committee to explore and examine technology solutions. Funding estimates and funding sources will need to be identified. A significant amount of staff time will also be needed.

6. Develop fleet and dispatch management systems

Staff lead(s): Property and Equipment Services along with Management Services

Internal Services Outcome(s) influenced: 2. Customers have what they need to do their jobs.
4. City receives quality services at a good value within their financial resources.

Description: This will be a complex project that will involve the evaluation of process and technical software applications. The following steps are necessary prior to implementing a system: 1) Identify needs; 2) Evaluate potential applications and develop a cost estimate; 3) Develop a project scope.

Resources needed to work on the initiative: A fleet management system is estimated to cost approximately \$300,000. The estimate amount for a dispatch management system is not yet available. TBD.

7. Explore centralization/consolidation of common sets of services throughout the City:

Internal Services Outcome(s) influenced: 1. City Investments and Assets are protected.
2. Customers have what they need to do their jobs.
3. Revenues and Expenses are in balance.
4. City receives quality services at a good value within their financial resources.

Description: First identify criteria for when a department or a division should consider providing the service themselves or going outside the City and then develop a Citywide policy related to the use of internal services

- Dispatch (including but not limited to paving yard, park board)
- Facilities (clarifications of roles with water and parking)
- Equipment (including but not limited to solid waste, regulatory services)
- Parking (including but not limited to CPED, City of Lakes parking lot)
- Small Engine Repair (including but not limited to our small engines serviced by the park board)
- Real Estate
- Others

Resources needed to work on the initiative: Staff resources need to implement this initiative include 1 FTE assigned to the project for 6 months.

8. Review and modification of Collision Review Board policies and procedures

Staff lead(s): Property and Equipment Services along with Management Services, and assistance from City Attorneys Office and Finance Department (Risk Management & Treasury)

Internal Services Outcome(s) influenced: 1. City Investments and Assets are protected.
4. City receives quality services at a good value within their financial resources.
6. Our working environment is healthy and safe.

Description: Include subrogation issues

Resources needed to work on the initiative: This effort will require staff time

9. Explore expanding internal services' customer base outside Minneapolis

Internal Services Outcome(s) influenced: 3. Revenues and Expenses are in balance.
4. City receives quality services at a good value within their financial resources.

Description: Beyond the City, for example the University of Minnesota, Hennepin County, other local jurisdictions. Opportunities need to be identified and benefits and capacities determined. The section and division leaders will assume responsibility for their areas.

Resources needed to work on the initiative: Staff Time

10. GPS: develop a global positioning system for locating and tracking vehicles and equipment

Internal Services Outcome(s) influenced: 1. City Investments and Assets are protected.
2. Customers have what they need to do their jobs.
4. City receives quality services at a good value within their financial resources.
6. Our working environment is healthy and safe.

Description: GPS offers the City the opportunity to track our assets as well as enhance productivity and communication. The first phase will be to identify and document customer needs related to GPS. We will need to determine whether we can address these diverse needs through a single system or multiple systems.

A study of this issue was conducted in 2001. We will revisit this study and proceed from there.

Resources needed to work on the initiative: Startup funds for pilot program estimated at \$20,000. Funding source through increased rental rates for classes of units with the system.

11. Investigate obstacles to employees using their personal vehicles for work:

Staff lead(s): Property and Equipment Services

Internal Services Outcome(s) influenced: 3. Revenues and Expenses are in balance.
4. City receives quality services at a good value within their financial resources.

Description: Reduce under-utilized fleet components (Reduce the number of vehicles assigned to individuals.)

Resources needed to work on the initiative: This effort will require staff time.

SEWER & WATER BUSINESS LINE

A. Primary Business Line Definition and Description

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

OUTCOMES

- 1. Consumer satisfaction with sewer and water services**
- 2. Meeting or exceeding regulatory sewer and water requirements**
- 3. Protect people, property, and the environment from sewer and water damage**
- 4. Cost effective & efficient sewer and water services**

B. Service Activities

<p>Level 2 Service Activities</p>		<p>Business Line</p>											
		<p>Sewer & Water</p>											
<p>Level 1 Service Activities</p>		<p>Plan and build Water/ Sewer infrastructure</p>	<p>Operate Water/ Sewer infrastructure</p>		<p>Maintain water/ sewer infrastructure</p>		<p>Manage resources</p>	<p>Engineering</p>					
		<p>Sanitary Sewer Capital</p>	<p>Storm Sewer Capital</p>	<p>Water Capital</p>	<p>Sanitary Sewer Operations</p>	<p>Storm Sewer Operations</p>	<p>Water Operations</p>	<p>Sanitary Sewer Maintenance</p>	<p>Storm Sewer Maintenance</p>	<p>Water Maintenance</p>	<p>Manage people</p>	<p>Manage finances</p>	<p>Manage technology</p>

**Sewer & Water Business Line
Service Activities Descriptions:**

Level One Service Activity: **Plan and build Water/ Sewer infrastructure:** Component tasks include water distribution system construction, new facilities, cleaning and lining projects, field surveying, and collection systems

Level Two Service Activities: **Sanitary Sewer Capital:** Sanitary sewer collection system and appurtenances, lift stations, and tunnel system

Storm Sewer Capital: Stormwater collection system and appurtenances, tunnel system and ponds

Water Capital:
Purchase and construction: treatment facilities and equipment, pumping stations and equipment, softened and finished water storage. Construction and rehabilitation of water-main appurtenances. Source water initiatives.

Level One Service Activity: **Operate Water/ Sewer infrastructure:** Component tasks include operating pump stations, laboratory services, monitor weather and river conditions, treatment of water

Level Two Service Activities: **Sanitary Sewer Operations:** Includes collection system operations, odor and vermin control, emergency response, and cave-in investigation.

Storm Sewer Operations: Includes collections system operations, water quality & flood complaint response, cave-in investigation, and emergency response

Water Operations: Includes treatment of water, operating pump stations, water treatment process residual management, water quality testing, water quality complaint response, and emergency response

Level One Service Activity: **Maintain water/ sewer infrastructure:** Component tasks include vermin control, shop maintenance, pond maintenance, system investigation, water quality erosion control/grit chamber cleaning, hydrant maintenance/flushing, maintaining water pump stations

Level Two Service Activities: **Sanitary Sewer Maintenance:** Includes maintenance on the following assets: Lift stations, collection system, tunnel system

Storm Sewer Maintenance: Includes maintenance on the following assets: Lift stations, collection system, storage facilities, tunnel system

Water Maintenance: Includes maintenance on the following assets: Treatment facilities and equipment, storage facilities, pumping stations and equipment, and the distribution system and appurtenances, doing "locates" for Gopher State One Call's.

Level One Service Activity: **Manage resources:** Component tasks include drafting services, prepare permit applications and reports, financial support, internal service support functions, hiring and training of personnel

Level Two Service Activities: **Manage people:** This activity includes human resource efforts, staff training, and work environment safety.

Manage finances: This activity includes support from the City's Finance Department as well as reporting efforts within the Public Works Department.

Manage technology: This activity includes investigation, selection, training and implementation of technology.

Level One Service Activity: **Engineering:** Component tasks include recording and maintaining "as-built" records of public infrastructure, Gopher State One Call locates, analyze existing infrastructure, develop the Capital Improvement Program, Engineering and Design of public infrastructure, design and review of stormwater treatment

Level Two Service Activities: **Provide project/program management:** This activity includes all aspects of project management (investigation/pre-engineering, designing projects, managing projects to completion, reporting to management and council, etc.)

Coordinate activities: This activity includes, doing sewer "locates" for Gopher State One Call's, respond to public requests for information, analyzing existing infrastructure needs, develop the Public Works Capital Improvement Program, and maintaining "as-built" records of the public infrastructure, preparation of permit applications and related reports.

C. Identification of Markets, Customers and their Expectations

Customers

The Sewer and Water Business Line provides services to City Residence, City Staff, City Facilities, Suburban Customers/Residence, Governmental agencies, Contractors/developers, Elected Officials, Business Owners, People who work in water service area, Visitors to supplied areas, Regulatory Agencies and Institutions.

Trends

External trends, which will impact the Sewer and Water Business Line are, new developments throughout the city, the aging of our infrastructure, new water quality regulations, new technologies, and weather extremes.

Internal trends would include financial challenges (budget reductions), loss of experience due to employee turnover, lack of training for employees and lack of transition planning.

D. Relationship other Departments' and Agencies' Businesses

The Sewer and Water Business Line work with a variety of organizations.

Business relationships to other City of Minneapolis entities include:

- Other Public Works Divisions – provides support in conducting daily work efforts
- Fire Department – we provide water usage support, maintain hydrants, document out of service hydrants
- CPED – work with development plans in providing service to development projects
- Police Department – Police provide security for water facilities
- Inspections – provides services to the water/sewer customer
- Regulatory Services – provides water quality oversight
- Park Board – provides water quality education

Business relationships to entities outside of the City of Minneapolis:

- Federal Government – Establish & enforce water quality regulations. Creates taskforces in which we participate
- Minnesota Pollution Control - Establish & enforce water quality regulations. Creates taskforces in which we participate
- Minnesota Department of Health – Monitors and reacts to health and safety issues involving water
- Metro Council Environmental Services – provides sanitary water treatment for the City. Oversees regional water & sewer issues
- Watershed Management Organizations – provide recommendations on projects impacting watershed districts.
- Metropolitan Airports Commission – the City provides water & sewer conveyance

E. Key Performance Measures by Category

As the Sewer & Water Business Line planning team identified performance measures aligned to both the outcomes and service activities during the planning process, the number of measures quickly grew unmanageable in the shorter term. Additional analysis revealed poor quality data sources for almost 50% of measures. Given resource constraints to obtaining vast amounts of new performance information, team leadership determined that focusing on fewer measures in the first year constituted an appropriate strategy in building more robust performance management capabilities.

Team leaders prioritized measures using the following process. Measures were sorted into 16 categories including, for example, customer satisfaction, service quality and financial management. From the 16 categories, leaders identified **seven priority categories** on which to focus during the FY 04 year:

1. Quality
2. Customer Satisfaction
3. Budget Forecasting and Expenditure Accuracy
4. Asset Management – Project Management
5. Asset Management – Work Order Management
6. Asset Management – Cost Information
7. Asset Management – Asset Tracking and Physical Condition

Measures in each category were refined as a means of identifying the critical few. It is for these measures that the Department is currently establishing valid and verifiable data sources.

Measures for each of the seven categories are presented in the table below. Recognizing that the ideal performance management framework links measurable outcomes to measurable service activities, the business planning process will refine both outcomes and service activities, establish clear alignment between them (illustrating how service activities are employed to attain outcomes), and focus on obtaining yet another handful of the most critical performance information, given resource and time availability.

Quality Measures	
Performance Measure	Comments/Definitions
% decrease in number of sewer back-ups	<ul style="list-style-type: none"> ▪ Quarterly count is possible
% decrease in flood response dollars	<ul style="list-style-type: none"> ▪ Measure indicates how well prevention efforts have succeeded – somewhat like return on investment ▪ Measure can be annual
% decrease in total number of hours that customers are without water	<ul style="list-style-type: none"> ▪ Need to ascertain how hours would be counted
% decrease in number of over-flows	<ul style="list-style-type: none"> ▪ Need to ascertain how events would be counted, and by whom – may be engineering services
% decrease in number of complaints about water quality	<ul style="list-style-type: none"> ▪ Captured in the utility billing system? Need to ascertain reliability of MUPS or other automated tool in data capture

Customer Satisfaction	
Performance Measure	Comments/Definitions
% decrease in number of complaints about water quality	<ul style="list-style-type: none"> ▪ Captured in MUPS? Need to ascertain reliability of MUPS or other automated tool in data capture
% decrease in time needed to address water complaints	<ul style="list-style-type: none"> ▪ Some water complaints take years to resolve ▪ While resolution times should be tracked immediately, with the subsequent goal of establishing standard resolution times for specific issues (i.e.: top three most pervasive complaints), this is a place to start.
% decrease in time needed to respond to sewer complaints	<ul style="list-style-type: none"> ▪ There are some current response times – sewer back-ups during and after business hours (15 and 30 minutes, respectively) ▪ There is little way to track compliance with current response times for sewer back-ups ▪ There is interest in understanding how many complaints relate to sanitary and how many relate to storm water ▪ Collecting response data is a first step towards providing insight into the nature of complaints, sorting complaints by type, and then establishing response times for complaint types with high volumes.

Budget Forecasting and Expenditure Accuracy Measures	
Performance Measure	Comments/Definitions
% decrease in variance between expenses and revenues in water	<ul style="list-style-type: none"> ▪ Refers to water only ▪ Needs to consider Council rules for enterprise funds and “cushion” mandated by Council rules ▪ Cushion is 3% or 10% - Susan will ascertain for Solid Waste & Recycling – need to check that same rule applies to water ▪ Expenses should reflect \$% cushion mandated by Council rule for enterprise fund
% decrease in variance between forecasted and actual revenue	<ul style="list-style-type: none"> • Intent is to improve revenue forecast accuracy
Next step requires identifying budget management measure(s) that do not drive organization to spend total amount of appropriation to cover likely variance	<p>Issues in financial information include the following:</p> <ul style="list-style-type: none"> ▪ Periodicity of report – not real time information, report not received regularly ▪ Report level of detail is insufficient – need to understand useful level of detail ▪ Need to receive report on a regular basis – same report for comparative purposes

Asset Management – Work Order Management	
Performance Measure	Comments/Definitions
% increase in number of work orders completed within set timing standards	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Need to review work orders and determine “types” ▪ Need to review work order “types and determine timing standards ▪ Need to communicate timing standards ▪ Monitor extent to which work orders, by type, are then completed within timing standards
# decrease in number of re-repairs	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Sewer – applies specifically to warranty work on the construction side
% decrease in reactive maintenance dollars as a proportion of all maintenance dollars	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Sewer has no automated work order tracking capabilities
% decrease in total number of reactive maintenance work orders as a proportion of all work orders	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Sewer has no automated work order tracking capabilities

Asset Management – Project Management	
Performance Measure	Comments/Definitions
% increase in the number of projects completed on time	<ul style="list-style-type: none"> ▪ Applies to sewer and water ▪ Time against which to measure is established in approved funding request document
% increase in the number of projects completed within budget	<ul style="list-style-type: none"> ▪ Applies to sewer and water ▪ Budget against which to measure is approved funding request document
% decrease in variation from standards set for design costs as a proportion of total project costs	<ul style="list-style-type: none"> ▪ Applies to sewer and water ▪ Budget against which to measure is approved funding request document – should describe design costs, based on established standards by project type ▪ May need to spend first year establishing project types and associated design cost standards
% decrease in annual emergency response dollars	<ul style="list-style-type: none"> ▪ Applies to sewer – should apply to water projects ▪ Intended to drive better articulation of project value prior to project approval for rehab and replacement projects – investments in rehabilitating and/or replacing sewer infrastructure should result in lower emergency response costs over time

Asset Management – Cost Information	
Performance Measure	Comments/Definitions
<ul style="list-style-type: none"> ▪ Customer cost per 100 cubic feet of water sold ▪ Capital cost per 100 cubic feet of water sold ▪ Cost/mile of administration for water distribution ▪ O&M cost per mile for sanitary sewer ▪ O&M cost per mile for storm sewer ▪ O&M cost per mile for water distribution ▪ Capital cost per 100 cubic feet of sanitary sewage collected ▪ Capital cost per acre for storm water management ▪ Cost per foot for pipe rehabilitation (up-grade) ▪ Cost/mile of administration for sanitary sewer ▪ Cost/mile of administration for storm sewer ▪ Cost of treatment of residual/million gallons sold ▪ Customer cost per 100 cubic feet of sanitary sewage collected ▪ Average job cost ▪ Engineering costs as a % of total infrastructure costs ▪ Average administrative cost per capital job ▪ Cost per foot of pipe installed ▪ Cost per foot for manhole construction 	<ul style="list-style-type: none"> ▪ See Deloitte's Gap Analysis Report for definitions ▪ Begin collecting cost information for all "green" measures – information should be readily available – ensure that these performance results serve as inputs into budgeting process ▪ Strategy for closing cost information gaps entails building more detailed functional requirements for all asset management tools used in DPW and mapping minimum functional requirements (including performance and cost information and reporting) against current functionality ▪ Gaps in functionality then need specific plans developed to deliver minimum functionality in asset management tools

Asset Management – Asset Tracking and Physical Condition	
Performance Measure	Comments/Definitions
% increase in assets entered into inventory within 30 days of acquisition	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Sewer – have as-built drawings for all parts of infrastructure – need to ascertain availability of asset information though, and ease of accessing asset information
% increase in accuracy of inventory (ascertained on a sample basis)	<ul style="list-style-type: none"> ▪ Applies to both sewer and water
% increase in assets with preventive maintenance schedules loaded into system within 30 days of asset acquisition	<ul style="list-style-type: none"> ▪ Applies to both sewer and water
% of assets functioning beyond estimated lifespan (determined when asset was acquired and booked)	<ul style="list-style-type: none"> ▪ Applies to both sewer and water ▪ Asset lifespan should be entered when asset is initially booked into system ▪ Systems should be able to generate reports for assets exceeding initial estimate of lifespan ▪ Need to understand implications of inaccurate lifespan estimates on GASB 34 reporting

F. Business Line Strategies – Key Initiatives and Other Models of Providing Service

Sewer and Water have several initiatives that are ongoing and which are part of the Capital Improvement program and annual operating work. The list of initiatives below does not include these ongoing activities.

1. Develop new Customer Service Line policy regarding service line leak repair.

Staff lead(s): Water Works

Water/Sewer Outcome(s) influenced: -Consumer satisfaction with sewer and water services
-Protect people, property, and the environment from sewer and water damage
-Cost effective & efficient sewer and water services

Description: Investigate options to provide timely repair to reduce water loss and infrastructure damage

Resources needed to work on the initiative: **Other City departments will need to be contacted to better detail the resources required.**

2. Technology (funding and implementing): computerized Maintenance Management System (CMMS)

Staff lead(s): Water Works, Sewer Maintenance/Construction, and Engineering Services

Water/Sewer Outcome(s) influenced: -Consumer satisfaction with sewer and water services
-Meeting or exceeding regulatory sewer and water requirements
-Protect people, property, and the environment from sewer and water damage
-Cost effective & efficient sewer and water services

Description: Scheduling and tracking of maintenance on the Sewer and Water infrastructure.

Resources needed to work on the initiative: PW staff and consultant

**3. Technology (funding and implementing):
maintenance/rehabilitation/finance reporting/GIS**

Staff lead(s): Water Works and Sewer Maintenance/Construction

Water/Sewer Outcome(s) influenced: -Consumer satisfaction with sewer and water services
-Meeting or exceeding regulatory sewer and water requirements
-Protect people, property, and the environment from sewer and water damage
-Cost effective & efficient sewer and water services

Description: Understand/improve interaction between financial reporting, PIERS, FISCOL, CRS and GIS. Looking how we can use these tools to maximize efficiencies and improve communication
Current staff within BIS, finance, PW.

Resources needed to work on the initiative:

4. Explore additional revenue sources:

Staff lead(s): Water Works

Water/Sewer Outcome(s) influenced: -Consumer satisfaction with sewer and water services
-Meeting or exceeding regulatory sewer and water requirements
-Protect people, property, and the environment from sewer and water damage
-Cost effective & efficient sewer and water services

Description: Consider the following possibilities: Fire line monthly charge; summer water rate; routing, emergency and delinquent turn-on & turn-off charge; pick up readings charge for customers who refuse automatic meter reading equipment (AMR) installation

Resources needed to work on the initiative: Current staff: meter shop, east yard, finance, PW management, Fire Department

5. Clearly identify the organizational impacts (including costs/benefits)of the Water/Sewer business line:

Staff lead(s): Management Services

Water/Sewer Outcome(s) influenced: -Consumer satisfaction with sewer and water services
-Protect people, property, and the environment from sewer and water damage
-Cost effective & efficient sewer and water services

Description: The purpose of this project is to identify potential areas in which efficiencies can be found between the water and sewer workforces. Much of the work these two work groups do is below ground. Efficiencies may be found by sharing or collaborating on technologies, planning, program development, etc.

Resources needed to work on the initiative: Staff time

SOLID WASTE & RECYCLING

A. Primary Business Line Definition and Description

The Solid Waste and Recycling Business Line (SW&R) focuses on the following **SIX OUTCOMES**:

- 1. Our business is financially stable and cost effective (Make Money/Break Even)**
- 2. Customers receive high quality, comprehensive solid waste and recycling services**
- 3. Protect health and safety in Minneapolis**
- 4. Increase City livability and City cleanliness**
- 5. Ensure our business is environmentally and legally compliant**
- 6. Our employees have high morale**

B. Service Activities

Business Line	Solid Waste & Recycling									
Level 1 Service Activities	Operate solid waste collection and clean city activities				Customer Service (Work with customers)			Manage Solid Waste and Recycling Resources		
Level 2 Service Activities	Solid Waste and Recycling Collections and Disposal	Collections Support	Manage Solid Waste and Recycling Fleet and Equipment	Coordinate all clean city activities	Providing the Public with Information	Responding to Customer Requests	Regulating and Educating re non-compliance	Manage people	Manage Finances	Manage technology

Solid Waste & Recycling Service Activity Descriptions:

Level One Service Activity: **Operate solid waste collection and clean city activities:** Provide the logistical and operational activities to keep Minneapolis clean through the collecting and disposing of solid waste, recyclables, problem materials and yard waste, and coordinating clean city activities.

Level Two Service Activities: **Collection and disposal services:** Safely pick up, haul, and dispose of solid waste, recyclables, problem materials and yard waste at a competitive cost to our customers. These collections provide a clean city for the residents.

Collections support: Perform the field and office activities needed to allow timely, safe, and cost effective performance of collection functions, pre-route, mid-route and post-route.

Manage Solid Waste and Recycling fleet and equipment: Acquire appropriate vehicles that are cost effective and maintain Solid Waste and Recycling's fleet for optimal availability to support operations.

Coordinate all clean city activities: Provide coordination and oversight of all city activities that impact Minneapolis' cleanliness, including those for which Solid Waste and Recycling is directly responsible as well as those under other Public Works divisions or other City Departments.

Level One Service Activity: **Customer service:** Listen to customers to gain information that helps us provide them with better service at a reasonable cost, while keeping them educated and involved in the policies/services provided by our department and other outside agencies.

Level Two Service Activities: **Providing the public with information:** Provide proactive and reactive communications, including the solid waste and recycling web site, the annual recycling calendar, utility bill inserts, and all other education materials.

Responding to customer requests: Staff a full customer service call center, coordinate requests with foremen or crew, and educate customers on proper procedure.

Regulating and educating re non-compliance: Enforce regulations through tag system, letters and work orders for clean up.

Level One Service Activity: **Manage Solid Waste and Recycling resources:** Ensure efficient use of all division resources to maintain a clean city.

Level Two Service Activities: **Manage people:** Component tasks include managing and directing staff, hiring people, managing labor contracts, offering training, mentoring, and tuition reimbursement programs, and workforce planning (including succession planning),

Manage finances: Manage contracts, work with utility billing, manage financial pro formas, market recyclable commodities.

Manage technology: Maintain and maximize the capabilities of the Solid Waste Information System (SWIS).

C. Identification of Markets, Customers and their Expectations

Although the obvious primary customers of Solid Waste and Recycling are the residential dwelling units whose garbage is collected weekly (and recycling bi-weekly), there are many other customers and consumers that rely on the successful operation of this business line.

For the purposes of identifying their customers and consumers, the Solid Waste and Recycling business line has clustered its service activities into 2 areas – those service activities that are externally focused – Collections, Customer Service and Clean City, and those service activities that are internally focused – Collections Support, Fleet Management, Human & Financial Resources Management.

CUSTOMERS AND CONSUMERS

Customers are defined as those that pay for the service. Consumers rely on the service but do not directly pay for it.

Collections, Customer Service & Clean City Service Activities:

Customers:

- Utility Bill Payers
- Landlords
- Tenants
- Small Businesses

- Special Service Districts
- Litter Container Payers
- Other City Agencies and Departments
- Park Board

Consumers:

- Business Community
- Visitors to Minneapolis
- People who work in Minneapolis
- Residents who have private service

Collections Support, Fleet Management, and Human & Financial Resources Management:

Customers:

These internal support service activities do not have any direct customers. Ultimately their customers are the same as those listed above.

Consumers:

- Dispatchers
- Drivers
- Crews
- Laborers
- Foremen
- Employees

CHANGES IN DEMAND

Solid Waste and Recycling tracks trends and changes in demand for its Business Line through a number of different indicators, including:

- Number of Dwelling Units served
- Number of carts serviced
- Tons of solid waste collected
- Tons of yard waste collected
- Tons of recycling collected
- Tons of problem materials collected
- Number of dirty collection points abated

Although overall demand has remained relatively steady over the past several years, changes in our customer base and changes to how we provide service have and will continue to significantly impact our business.

External or Internal Trends and Factors

- New Dwellings – 26,000 new dwelling units expected by 2030
- City Population and Housing Changes
- Rate Increases/budgetary pressures
- City Hiring Freeze and Lay-offs
- Multi-Language Communities
- State Law Changes on Disposal
- Federal Mandates
- Future Contracts
- Tipping Fees at the County
- Political decisions
- Health Care Costs
- Equipment Costs
- Workers Compensation Costs
- Customer Expectations
- Problem Materials Expansion
- New Diesel Standards/alternative fuels
- Advances in Automation
- Changes in technology (GPS, sorting)
- Trends in Packaging
- Changes in the products people are disposing

D. Relationship to other Departments' and Agencies' Businesses

Solid Waste and Recycling relies on many key partnerships to successfully operate its business. The following describes the key relationships and then notes improvements that need to be made in the services they receive from their partners. Solid Waste and Recycling is committed to working with these partners to better articulate their business needs.

For the purposes of analyzing their relationship with other departments and agencies, the Solid Waste and Recycling business line has clustered its six service activities into 2 areas – those service activities that are externally focused – Collections, Customer Service and Clean City, and those service activities that are internally focused – Collections Support, Fleet Management, Human & Financial Resources Management.

Partners for Collections, Customer Service & Clean City Services

INTERNAL PARTNERS

Partner	Relationship / services provided to SW&R	How to improve upon the partnership
Utility Billing	Joint partnership to provide customer billing. UB distributes bills to customers, collects payments and provides customer service.	Work with Utility Billing to ensure customer questions regarding SW&R are referred to SW&R customer service representatives; ensure utility billing system improvements meet the needs of SW&R.
Inspections	Partners with SW&R on our Clean City efforts. Inspections provides enforcement actions.	Work with Inspections to determine how to improve their response time for clean up efforts. Determine how the Fire Department will partner with SW&R when they begin doing Housing inspections.
Sewer/ Water	Provides services in the City that impact SW&R's ability to access customers.	Continue improving communication, improve consistency with informing SW&R of closings.
Streets/ Bridges	Provides services in the City that impact SW&R's ability to access customers.	Continue improving communication, improve consistency with informing SW&R of closings.

EXTERNAL PARTNERS

Partner	Relationship / services provided to SW&R	How to improve upon the partnership
MRI	Contracts with SW&R to provide garbage collection services to half of the City.	Work with MRI to ensure better communication between MRI crews and city workers (particularly regarding tags); help develop an improved training program that includes ride alongs for new MRI employees.
Waste Management	Contracts with SW&R to operate the City's transfer station.	Work with Waste Mgmt to enhance staffing levels, improve monitoring of items disposed and scales (cameras); and ensure better customer service.
BFI	Contracts with SW&R for the processing and marketing of all Minneapolis recycling.	Work with BFI to improve (shorten) processing times.
Special Services Districts	SW&R provides litter containers and minimal collection services. Districts provide collection beyond minimum or payment.	Pursue better communication and understanding of the roles between partners.
Hennepin County	Contracts with SW&R for disposal of all Minneapolis garbage.	Communicate with Hennepin County for the need to improve reliability of scales; wait time; customer service; communication; and cleanliness at their facility.
Sentence to Serve	Contracts with SW&R for litter collection along major arterials.	Pursue better communication with STS. Ensure that SW&R's expectations are clearly articulated and met or the contract ended.

Partners for Collections Support, Fleet Management, and Human & Financial Resources Management

INTERNAL PARTNERS

Partner	Relationship / services provided to SW&R	How to improve upon the partnership
Equipment	Provides SW&R fuel, tires, operators, and cars.	Contract with Foth and VanDyke to conduct cost/benefit analysis of whether to contract with the Equipment Division to provide SW&R fleet services.
Property Services	Provides building maintenance, repairs, remodeling, ramps, and utilities.	Express desire for property services to improve response time.
Radio shop	Provides radios and intercoms.	Express desire for the radio shop to provide field service. Work with the radio shop to resolve 800 MHz clarity issues.
Traffic	Provides signage as needed.	
Central stores	Provides supplies.	
Safety	Establishes safety standards and provides monitoring, training, and accident investigation.	
Human Resources Finance & Business Inform. Services	Provide human resources, financial, and technology services.	Work with Finance to improve FISCOL training for SW&R employees. Express the need for better integration of the Management information systems – BRASS, FISCOL, PIERS, HRIS. Work with Purchasing to streamline contract process and expand bid specifications. Some requirements are onerous – (small business, living wage, partner benefits). Express desire for Unisys to improve customer service and response time.
City Attorney's Offices	Provides legal services, particularly in the area of property damage.	Work with the Attorney's office to identify what is needed in order for them to be more aggressive.
Unions	Represent SW&R employees.	

EXTERNAL PARTNERS

Partner	Relationship / services provided to SW&R	How to improve upon the partnership
A&D American Iron	Contracts with SW&R to accept and market metals.	Tighten bid specifications to address issues of consistency in processing and waiting time.
Park Nicollet	Provides workers compensation exams, drug and alcohol testing, and physicals.	Express the need to improve waiting times, doctors' understanding of City's workers compensation needs, and address HMO restrictions.
City of Hutchinson	Contractor	
Vendors	Provide SW&R various products and services as necessary.	Work with vendors to ensure appropriate service quality, timeliness, cost, control, and location, (these do not always come from the low bid). Improve input and communication with and from the department.
OSHA	Establish and enforce safety regulations.	
Utilities	Provides services in the City that impact SW&R's ability to access customers.	Work with utilities to address problems with response time to reports of with low wires, lines down in alleys.

E. Key Performance Measures by Category

The Solid Waste and Recycling Business Line has identified the following key performance measures.

Quality Measures	
Performance Measure	Comments/Definitions
% decrease in number of missed pick-ups	<ul style="list-style-type: none"> • Captured in Solid Waste Information System • Should be reported monthly by route
% decrease in number of make-sures	<ul style="list-style-type: none"> • Captured in SWIS? • Clarify definition • Should be reported monthly by route

Customer Satisfaction	
Performance Measure	Comments/Definitions
% increase in customer satisfaction with quality and types of services	<ul style="list-style-type: none"> • Currently measured every two years in City's survey • Need more frequent data • Deloitte needs to suggest options – identifying pros and cons • Options need to consider customer demographics (i.e.: digital divide for e-surveys, etc.)

Budget Forecasting and Expenditure Accuracy	
Performance Measure	Comments/Definitions
% decrease in variance between expenses and revenues	<ul style="list-style-type: none"> • Needs to consider Council rules for enterprise funds and "cushion" mandated by Council rules • Cushion is 3% or 10% - Susan will ascertain • Expenses should reflect % cushion mandated by Council rule for enterprise fund
% decrease in variance between forecasted and actual revenue	<ul style="list-style-type: none"> • Intent is to improve revenue forecast accuracy

Asset Management – Project Management	
Performance Measure	Comments/Definitions
N/A	<ul style="list-style-type: none"> • SW&R doesn't have projects

Asset Management – Work Order Management	
Performance Measure	Comments/Definitions
% increase in number of work orders completed within set timing standards	<ul style="list-style-type: none"> • Need to review work orders and determine "types" • Need to review work order "types and determine timing standards • Need to communicate timing standards • Monitor extent to which work orders, by type, are then completed within timing standards
% decrease in abuse equipment repair dollars as proportion of all maintenance dollars	<ul style="list-style-type: none"> • Available currently
% decrease in hours spent on abuse equipment repair as a proportion of all maintenance hours	<ul style="list-style-type: none"> • Available currently

Asset Management – Cost Information	
Performance Measure	Comments/Definitions
<ul style="list-style-type: none"> ▪ Shop rate ▪ \$ value of repairs due to accidents ▪ \$ value of repairs due to abuse ▪ Administrative costs as a % of total budget and by function ▪ Operating cost per ton for recycling collection ▪ Operating cost per ton for problem material collection ▪ Operating cost per ton for yard waste collection ▪ Operating cost per ton for voucher program 	<ul style="list-style-type: none"> • See Deloitte's Gap Analysis Report for definitions • Begin collecting cost information for all "green" measures – information should be readily available – ensure that these performance results serve as inputs into budgeting process • Strategy for closing cost information gaps entails building more detailed functional requirements for all asset management tools used in DPW and mapping minimum functional requirements (including performance and cost information and reporting) against current functionality • Gaps in functionality that need specific plans developed to deliver minimum functionality in asset management tools

Asset Management – Asset Tracking and Physical Condition	
Performance Measure	Comments/Definitions
% increase in assets entered into inventory within 30 days of acquisition	<ul style="list-style-type: none"> • Assets include trucks, bins and carts
% increase in accuracy of inventory (ascertained on a sample basis)	<ul style="list-style-type: none"> • Assets include trucks, bins and carts
% increase in assets with preventive maintenance schedules loaded into system within 30 days of asset acquisition	<ul style="list-style-type: none"> • Assets include trucks, bins and carts
% of assets functioning beyond estimated life span (determined when asset was acquired and booked)	<ul style="list-style-type: none"> • Assets include trucks, bins and carts • Asset life span should be entered when asset is initially booked into system • Systems should be able to generate reports for assets exceeding initial estimate of life span • Need to understand implications of inaccurate life span estimates on GASB 34 reporting

F. Business Line Strategies - Key Initiatives and Other Models of Providing Service

The Following Key Initiatives and Other Models of Providing Service have been identified for further examination. These range from significant changes in the way Solid Waste and Recycling does business to relatively minor adjustments that could be implemented quickly.

Solid Waste & Recycling is responsible for taking the lead on each initiative unless other wise noted.

1. Improve recycling within the Department of Public Works:

Solid Waste Outcome(s) influenced:	2. Customers receive high quality, comprehensive solid waste and recycling services 5. Our business is environmentally and legally compliant
Description:	The PW department needs to serve as a model for other City departments in recycling. Street maintenance crews and other city employees should clean areas in which they work (as able).
Resources needed to work on the initiative:	Cooperation with Municipal Building Commission recycling task force & cooperation and leadership of all PW division directors.

2. Graffiti: obtain funding for program and do it right.

Solid Waste Outcome(s) influenced:	4. Increase livability and City cleanliness
Description:	In 2004, utilize CDBG funds in targeted neighborhoods and recycling grant funds in other areas to remove reported graffiti.
Resources needed to work on the initiative:	Staff time and graffiti rigs. \$104,000 in grant funding for the time period July 1, 2003 – June 30, 2004.

3. Make changes to operating procedures: obtain laminated wall maps of routes

Solid Waste Outcome(s) influenced:	1. Our business is financially stable and cost effective (Make Money/Break Even) 2. Customers receive high quality, comprehensive solid waste and recycling services
Description:	Obtain laminated wall maps of routes
Resources needed to work on the initiative:	Coordination with GIS

4. Improve current web site:

Solid Waste Outcome(s) influenced:	2. Customers receive high quality, comprehensive solid waste and recycling services 5. Our business is environmentally and legally compliant 6. Our employees have high morale
Description:	Provide recycling and day-of-collection information to customers. Include interactive features for customers in multiple languages.
Resources needed to work on the initiative:	Coordination with BIS

5. Ensure competitive process for all Solid Waste and Recycling Contracts.

Solid Waste Outcome(s) influenced:	1. Our business is financially stable and cost effective (Make Money/Break Even) 2. Customers receive high quality, comprehensive solid waste and recycling services 3. Health and safety in Minneapolis is protected 4. Increase livability and City cleanliness 5. Our business is environmentally and legally compliant 6. Our employees have high morale
Description:	Ensure competitive process for all Solid Waste and Recycling Contracts
Resources needed to work on the initiative:	Cooperation and support from elected officials. Coordination with the Permanent Review Committee (PRC), Finance - Procurement, and Civil Rights.

6. Implement and Enhance the Clean City program:

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Validate program scope; identify & document roles and responsibilities; conduct planning; procure stable funding; execute plans and track results

Resources needed to work on the initiative: Cooperation of internal and external entities to whom a clean city is important

7. Explore the possibility of merging SW&R fleet services into the Equipment Division.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services

Description: Evaluate pluses and minuses and financial costs of several service level options with fleet maintenance.

Resources needed to work on the initiative: Staff time. Have hired Foth and Van Dyke consultants to evaluate SW&R fleet.

8. Make changes to operating procedures: cross-train litter container workers to do cart/maintenance on off or slow days.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
3. Health and safety in Minneapolis is protected
6. Our employees have high morale

Description: Cross-train litter container workers to do cart/maintenance on off or slow days.

Resources needed to work on the initiative: Staff Time

9. Consider expansion of services: get into multi-family housing business by marketing to landlords.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness

Description: Determine legal impediments to offering a full range of Solid Waste and Recycling services throughout the City.

Resources needed to work on the initiative: Staff time and coordination with City Attorney's office and Intergovernmental relations.

10. Explore expanding the Solid Waste Information System (SWIS) to other areas of the department and City as a customer records management system.

Solid Waste Outcome(s) influenced:

Description:

Resources needed to work on the initiative: Staff time.

11. Explore outsourcing of Solid Waste and Recycling Billing.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services

Description: SW&R currently pays Utility Billing \$1.8 million per year. Possible need to influence Utility Billing in upcoming negotiations, establish partnership.

Resources needed to work on the initiative: Cooperation with Finance on evaluation of alternatives

12. Health & Safety: Work with other areas of Public Works and the City to model Solid Waste and Recycling's Job Safety analysis and training.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Work with other areas of Public Works and the City to model Solid Waste and Recycling's Job Safety analysis and training.

Resources needed to work on the initiative: Cooperation of other PW divisions.

13. Consider changes to appliances and problem materials collection:

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected

Description: Consider a voucher program for appliances. One of the six allowed vouchers could be used for up to two appliances. After that, the City would charge for additional appliances. Customers would call to arrange for special pick up.

Resources needed to work on the initiative: Staff time

14. Make changes to operating procedures: eliminate problem materials processing rotation:

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
6. Our employees have high morale

Description: The problem materials processing rotation requires 1-2 days of adjustment, which results in loss of routine, lack of teamwork, decreased productivity.

Resources needed to work on the initiative: Cooperation of union

15. Enhance education efforts:

Solid Waste Outcome(s) influenced: 2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness
5. Our business is environmentally and legally compliant

Description: Improve youth education re: litter and the environment, teach people to crush their cups; encourage home composting to reduce volume

Resources needed to work on the initiative: Cooperation of school district and neighborhood organizations. Identification of additional partners to spread the message.

16. Consider expansion of services: Compete for small business solid waste and recycling services.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness

Description: Determine legal impediments to offering a full range of Solid Waste and Recycling services throughout the City.

Resources needed to work on the initiative: Staff time and coordination with City Attorney's office and Intergovernmental relations.

17. Consider expansion of services: perform dirty collection points (DCP) services for locations with private service.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness

Description: Provide proposal to Regulatory Services at their next bid opportunity to provide clean up of sites identified by inspectors.

Resources needed to work on the initiative: Staff time and knowledge of Regulatory Services bid cycle.

18. Explore new methods for service delivery and pricing

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Evaluate changing technology in the solid waste and recycling arena. Determine applicability and cost efficiency to Minneapolis operations.

Resources needed to work on the initiative: Staff time and professional association contacts (SWANA).

19. Examine possibility of new facilities

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Evaluate locations and services to determine if new facilities for SW&R would enhance City Goals and the cost effectiveness of the SW&R program.

Resources needed to work on the initiative: **Coordination with PW internal services business line.**

20. Make changes to operating procedures: work with other areas of Public Works to develop checklists of standard operating procedures to enable cross-training and succession planning

Solid Waste Outcome(s) influenced: 2. Customers receive high quality, comprehensive solid waste and recycling services
6. Our employees have high morale

Description: Work with other areas of Public Works to develop checklists of standard operating procedures to enable cross-training and succession planning

Resources needed to work on the initiative: Cooperation of other areas of PW

21. Address accident rate among SW&R employees

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
3. Health and safety in Minneapolis is protected
6. Our employees have high morale

Description: Evaluate training and other techniques to lower collision and injury rates

Resources needed to work on the initiative: Staff time and permission to implement incentive program

22. Backyard (appliance/PM area) needs supervision and better organization (possible training needs), and old salt shed needs remodeling.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
3. Health and safety in Minneapolis is protected
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Backyard (appliance/PM area) needs supervision and better organization (possible training needs), and old salt shed needs remodeling.

Resources needed to work on the initiative: **Cooperation with PW Internal Services business line for facility enhancement. Staff time to evaluate options.**

23. Maintain transfer station with city employees and add one additional employee to decrease incidence of contaminated loads.

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
5. Our business is environmentally and legally compliant
6. Our employees have high morale

Description: Maintain transfer station with city employees and add one additional employee to decrease incidence of contaminated loads.

Resources needed to work on the initiative: Staff time and cooperation of unions

24. Provide specialized services for Downtown

Solid Waste Outcome(s) influenced: 1. Our business is financially stable and cost effective (Make Money/Break Even)
2. Customers receive high quality, comprehensive solid waste and recycling services
3. Health and safety in Minneapolis is protected
4. Increase livability and City cleanliness

Description: Explore expanding Nicollet Mall special services district to a larger area of downtown, coordinate cleaning with inspections, provide accelerated clean-up downtown, address issues of litter containers on Nicollet Mall (requires accelerated service).

Resources needed to work on the initiative: Leadership by downtown and political entities. Coordination with IGR

25. Develop a more aesthetically pleasing design for litter containers

Solid Waste Outcome(s) influenced: 2. Customers receive high quality, comprehensive solid waste and recycling services
4. Increase livability and City cleanliness

Description: Develop a more aesthetically pleasing design for litter containers

Resources needed to work on the initiative: Staff Time

TRANSPORTATION

A. Primary Business Line Definition and Description

The Transportation business line within the Department of Public Works exists to offer people a variety of safe, convenient options for moving throughout the City and within the region. Transportation options enhance the aesthetics of the environment, improving livability, while contributing to economic vitality through the safe, efficient movement of people and goods.

Staff within the Transportation Business Line work towards achieving the following **FIVE OUTCOMES**:

- 1. Mobility – People get where they want to go**
- 2. Safety – Accidents and fatalities are reduced**
- 3. Operational Improvement – Quality services are delivered in a cost effective manner**
- 4. Infrastructure Quality – transportation infrastructure is aesthetically pleasing, enhances livability in the City, is context sensitive and environmentally responsible**
- 5. Customers indicate that services are accessible and staff is responsive**

B. Service Activities

The Transportation Business Line, comprised of staff from three divisions within Public Works, offers the following service activities:

Business Line	Transportation																																																
Level 1 Service Activities	Build transportation related assets & infrastructure				Maintain transportation related assets & infrastructure			Manage & operate transportation related assets & infrastructure				Manage resources		Customer communication and interaction																																			
Level 2 Service Activities	Plan, design & construct streets/ alleys/ bridges/ sidewalks/ bike ways/ retaining walls				Plan, design, construct greenspaces / streetscapes			Plan, design, construct traffic safety systems: signs/ signals/ lighting/ striping				Plan, design & construct Off-Street Parking		Maintain streets/ alleys/ bridges/ sidewalks/ bike ways/ retaining walls			Maintain traffic safety systems: signs/ signals/ lighting/ striping			Maintain greenspaces/ streetscapes			Operate streets/ alleys/ bridges/ sidewalks/ bike ways/ retaining walls		Operate traffic safety systems: signs/ signals/ lighting/ striping		Manage off-street parking system		Manage on-street parking system		Manage access to right of way		Prepare for & respond to emergencies		Manage people		Manage equipment, space, tools, technology		Manage Finances		Providing public information			Soliciting public involvement			Responding to customer requests		

Transportation Business Line Service Activities Descriptions:

Level One Service Activity:	<p>Build transportation related assets & infrastructure: Component tasks include capital budgeting, planning, designing, obtaining funding, project management, construction, public communication, and contract management</p>
Level Two Service Activities:	<p>Plan, design & construct streets/ alleys/ bridges/ sidewalks/ bike ways/ retaining walls: Component tasks includes investigation and scope, capital budget request, preliminary review process, design, pre-construction, construction, funding finalization, and as-built drawings. There are many individual tasks under each component tasks for the successful completion of any project. Examples include an involved public involvement, overall project communication, appropriate funding mechanisms and strategies, potential utilization of and/or development of contracts, overall project timeline, etc.</p> <p>Plan, design, construct greenspaces/streetscapes: Component tasks include investigation and scope, capital budget request, preliminary review process, design, pre-construction, construction, funding finalization, and as-built drawings. There are many individual tasks under each component tasks for the successful completion of any project. Examples include an involved public involvement, overall project communication, appropriate funding mechanisms and strategies, potentially utilizing and/or developing of contracts, overall project timeline, etc.</p> <p>Plan, design, construct traffic safety systems: signs/ signals/ lighting/ striping: Component tasks include investigation and scope, capital budget request, preliminary review process, design, pre-construction, construction, funding finalization, and as-built drawings. There are many individual tasks under each component tasks for the successful completion of any project. Examples include an involved public involvement, overall project communication, appropriate funding mechanisms and strategies, potentially utilizing and/or developing of contracts, overall project timeline, etc.</p> <p>Plan, design & construct off-street parking: Oversee the assessment, planning, design, location and construction of new off-street parking ramps and lots. Analyze the potential need for, feasibility of, and potential performance of proposed parking facilities. Assist in the design of approved new parking facilities. Oversee the construction management of new parking facilities.</p>

Level One Service Activity:	<p>Maintain transportation related assets & infrastructure: component tasks include maintenance planning, maintenance scheduling, conducting maintenance, etc. of pavement, facilities, equipment, other assets</p>
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Level Two Service Activities:	<p>Maintain streets/ alleys/ bridges/ sidewalks/bike ways/ retaining walls: Appropriate and responsive renovation, preventative and routine maintenance activities such as street overlays and pothole patching, bridge flushing, and other repair activities.</p>
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Maintain traffic safety systems: signs/ signals/ lighting/striping: Includes tasks that annually keep the asset and infrastructure in appropriate working condition such as replacement of knockdowns, relamping, and restriping.

Maintain greenspaces/ streetscapes: Appropriate and responsive renovation, preventative and routine maintenance activities such as mowing and turf management, and minor structural replacement and repairs. Manage and administer Special Service Districts.

Level One Service Activity:	<p>Manage & Operate transportation related assets & infrastructure: Component tasks include managing and operating pavement surfaces, facilities, equipment and other assets.</p>	<p>Prepare for & respond to emergencies: Component tasks include planning, taking calls, assembling response resources, dispatching resources, tracking and communicating results, research and analysis to solve recurring issues/situations, etc.</p>
Level Two Service Activities:	<p>Operate streets/ alleys/ bridges/ sidewalks/ bike ways/ retaining walls: Manage access to the City's travel ways through activities such as snow and ice control, pavement cleaning and sweeping, and lane use permitting.</p> <p>Operate traffic safety systems: signs/ signals/ lighting/ striping Manage the operation and performance of the traffic safety systems such as adjusting signal timing, signing for changed conditions, responding to accident conditions and histories, traffic calming, responding to customer requests and multi-modal use needs. Review and implement new technologies to improve performance and enhance customer service.</p> <p>Manage off-street parking system: Manage the operation, performance and maintenance of the City's off-street parking system, which includes parking ramps, lots, and skyways, and coordinating and managing the Municipal Impound Lot. Oversee the operation of existing facilities by reviewing and adjusting rates, managing the maintenance of the infrastructure, and managing the City's parking contractor's performance. Review and implement new technologies to improve performance and enhance customer service.</p> <p>Manage on-street parking system: Manage the operation, performance and maintenance of the City's on-street parking system, which includes meters, parking and loading zones, and disabled parking spaces. Review and adjust rates, hours of enforcement, and time limits in various areas of the system as analysis warrants. Maintain parking meters. Add or remove meters in various areas of the City based on usage patterns. Implement new technology to improve efficiency (e.g. smart cards, electronic meters).</p> <p>Manage access to right of way: Component tasks include issuing of various permits and permissions for multiple purposes of managing access to the Right-of-Way (i.e. encroachments, excavations, obstructions, access, etc.), street and alley vacations, and acquisition and disposal of public Right of Way.</p>	<p>Level One Service Activity:</p> <p>Manage resources: Optimize existing and identify future Transportation resources to provide services in an efficient, effective and stable manner.</p> <p>Level Two Service Activities:</p> <p>Manage people: Component tasks include managing and directing staff, offering training, mentoring, tuition reimbursement programs, providing space, providing equipment, workforce planning (including succession planning), creating and classifying positions, obtaining position funding, advertising/posting positions, screening applicants, conducting background checks and investigations, interviewing, on-boarding, etc.</p> <p>Manage equipment, space, tools, technology: Maximizing the use of current inventory and technology such as E2K. Continue to update and search for better ways to make use of equipment/space/tools/technology, and utilize trends in technology to optimize efficiencies.</p> <p>Manage finances</p> <p>Level One Service Activity:</p> <p>Customer Communication and interaction: Providing, soliciting and responding to the public to enhance our responsiveness and effectiveness.</p> <p>Level Two Service Activities:</p> <p>Providing public information: Component tasks include reviewing project plans, drafting and posting communications, etc.</p> <p>Soliciting public involvement: Component tasks include identifying areas for public input, scheduling public meetings, attending and documenting public meetings, etc.</p> <p>Responding to customer requests: Component tasks include documenting requests, routing requests, fulfilling requests, etc.</p>

C. Identification of Markets, Customers and their Expectations

The Transportation Business Line planning team has many entities that affect and are affected by how it plans for and conducts business. The number of entities involved in the delivery of transportation services calls for greater delineation of these entities, identification of relationships between such entities and the Transportation Business Line, and analysis of what various entities expect from the business line. For this reason, the team identified the following **three sets of stakeholder groups**:

- **Customers:** People who pay for the infrastructure, assets and services. Customers include taxpayers; permit purchasers; Special Service Districts; special assessment payers; other agencies (City Departments, County and State agencies); citation payers and users of parking lots/ramps and meters.
- **Consumers:** People who use the services. Consumers of Transportation Business Line include city residents, city businesses and organizations, commuters who work in Minneapolis, tourists and recreational users.
- **Constituents:** People who have a vested interest in how the Transportation Business Line arranges for and delivers its many services. Constituents include the Mayor and the City Council, other City Departments, Agencies external to the City, taxpayers (business and private residents), employees and area businesses.

Stakeholders sometimes belong in more than one the three above groups. For example, city business owners may be consumers because they use city roads. They are also customers because they pay for transportation services. Finally, they are constituents because they have an interest in how the City plans for and delivers transportation-related services.

After identifying different stakeholder groups, the team identified the needs of members of each group, and also identified obstacles to meeting needs and expectations. Needs and the challenges associated with meeting these needs are depicted in the three tables below – one table for each stakeholder group.

In all three stakeholder groups information needs to be continually updated and disseminated to raise the visibility of and improve the understanding of services provided.

Customer	Anticipated Needs Over Next 5 Years	Anticipated Barriers to Meeting Needs/Expectations
Taxpayers	<ul style="list-style-type: none"> • Best value for taxes paid • Quality services at good value • Safer transportation • Smoother transportation • Easy to use services • Transportation alternatives 	<ul style="list-style-type: none"> • Budget and resources • Organizational structure
Permit purchasers	<ul style="list-style-type: none"> • E-payment and credit card purchasing • On-line transaction capability • Simpler processes • Easier to use/navigate processes • Better information about what permits are required • Fair charges for permits– value 	<ul style="list-style-type: none"> • Budget and resources • Strategy and vision • A plan for e-permitting and credit card payment • Communication • Technological and other tools • Lack of clarity for roles and responsibilities (for all parties involved in permitting)
Special Service Districts	<ul style="list-style-type: none"> • Quality and good value infrastructure • Understanding of costs • Replacement of infrastructure 	<ul style="list-style-type: none"> • Planning that includes replacement costs • Lack of customer understanding of Special Service Districts • Changing needs • Lack of service provider availability • Lack of internal administrative support • Turnover of the particular advisory boards can lead to policy changes.
Special assessment payers	<ul style="list-style-type: none"> • Quality infrastructure • Good value infrastructure • Understanding of costs 	<ul style="list-style-type: none"> • Budget and resources • Clear information • Changing policy directives
Other agencies	<ul style="list-style-type: none"> • Knowledge about DPW transportation and other business lines • Competitive costs for services • High service quality • Coordination/synergy for efforts invested 	<ul style="list-style-type: none"> • Budget and resources • Cooperation and coordination • Jurisdictional issues • Competing demands and interests

Customer	Anticipated Needs Over Next 5 Years	Anticipated Barriers to Meeting Needs/Expectations
Parking lot, meter and ramp users	<ul style="list-style-type: none"> • Safety • Convenience • Accessibility • Competitive cost • Easier payment options 	<ul style="list-style-type: none"> • Budget and resources • Aging infrastructure • Unclear capacity needs • Increased land value such that using it for parking creates an opportunity cost <ul style="list-style-type: none"> • Parking supply versus alternative modes
Citation payers	<ul style="list-style-type: none"> • Convenience • Short wait times • Pleasant facilities • Payment convenience • Friendly service 	<ul style="list-style-type: none"> • Budget and resources • Privatization may be an obstacle • Technology

Constituents	Anticipated Needs Over Next 5 Years	Anticipated Barriers to Meeting Needs/Expectations
Mayor and City Council	<ul style="list-style-type: none"> ▪ Safe streets ▪ Well constructed and 	<ul style="list-style-type: none"> ▪ Stable funding information ▪ Accurate, timely and
City departments		
External agencies		
Taxpayers		
Employees		
Area businesses		

Consumers	Anticipated Needs Over Next 5 Years	Anticipated Barriers to Meeting Needs/Expectations
City residents	<ul style="list-style-type: none"> ▪ Choice ▪ A safe, pleasant environment ▪ Ease of use ▪ Predictability ▪ Lively urban environment ▪ Relevant information when it is needed ▪ Understandable ways to engage/access the system 	<ul style="list-style-type: none"> ▪ Increasing pressure for choice ▪ Little knowledge about real needs ▪ Lack of interest in the process ▪ Changing demands ▪ Changing demographics ▪ Competing demands ▪ Emergencies ▪ Sheer volume of work needed ▪ Lack of resources (money and people) ▪ Aging infrastructure ▪ Aversion to change ▪ Lack of technology investment
City businesses and organizations		
Commuters who work in Minneapolis		
Tourists and Recreational users		

Clearly, certain themes emerge in analyzing the challenges to both understanding and meeting stakeholder needs. Themes characterizing stakeholder needs across all groups include a lack of understanding about direction, roles and responsibilities, an aversion to surprises, and competing demands. The most common challenges include fluctuating and insufficient budget and resources, competing/conflicting demands and clear vision/leadership.

D. Relationship to other Departments' and Agencies' Businesses

The Transportation Business line depends on close collaboration with a number of other City, County and State entities to transact business and deliver services.

Business relationships to other City of Minneapolis entities include the following:

- Regulatory Services - Traffic Control
- Community Planning and Economic Development – Development and long term planning related needs
- Police – Enforcement, safety, accidents and traffic control
- Fire – Opticom System, street vacations, emergency vehicle access
- Minneapolis Park and Recreation Board – infrastructure, service delivery
- Other Public Works divisions

Business relationships to counties and municipalities entities include:

- Hennepin County Public Works
- Hennepin County Regional Railroad Authority
- Other adjacent Cities and Counties

Business relationships to Federal, State and Regional entities include:

- Minnesota Department of Transportation
- Metropolitan Council including Metro Transit
- University of Minnesota
- Federal Highway Administration

Involvement with Professional organizations:

- American Public Works Association (APWA) and Minnesota Public Works Association (MPWA)
- Institute of Transportation Engineers (ITE)
- Intelligent Transportation Systems (ITS)
- American Association of State Highway and Transportation Officials (AASHTO)
- City Engineers Association of Minnesota (CEAM)

E. Key Performance Measures by Category

As the Transportation Business Line planning team identified performance measures aligned to both the outcomes and service activities during the planning process, the number of measures quickly grew unmanageable. Additional analysis revealed poor quality data sources for almost 50% of measures. Given resource constraints to obtaining vast amounts of new performance information, team leadership determined that focusing on fewer measures in the first years constituted an appropriate strategy in building more robust performance management capabilities.

Team leaders prioritized measures using the following process. Measures were sorted into 16 categories including, for example, customer satisfaction, service quality and financial management. From the 16 categories, leaders identified **seven priority categories** on which to focus during the FY 04 year:

1. Quality
2. Customer Satisfaction
3. Budget Forecasting and Expenditure Accuracy
4. Asset Management – Project Management
5. Asset Management – Work Order Management
6. Asset Management – Cost Information
7. Asset Management – Asset Tracking and Physical Condition

Measures in each category were refined as a means of identifying the critical few. It is for these measures that the Department is currently establishing valid and verifiable data sources.

Measures for each of the seven categories are presented in the table below. Recognizing that the ideal performance management framework links measurable outcomes to measurable service activities, the business planning process will refine both outcomes and service activities, establish clear alignment between them (illustrating how service activities are employed to attain outcomes), and focus on obtaining yet another handful of the most critical performance information, given resource and time availability.

Quality Measures	
Performance Measure	Comments/Definitions
% decrease in crashes per lane mile	<ul style="list-style-type: none"> • Have access to data –Traffic Division gets reports by intersection
% increase in the number of lane miles with a Pavement Condition Index of at least 70 (on a scale from 1 – 100) or above	<ul style="list-style-type: none"> • Pavement Condition Index (PCI) information already collected
% increase in the number of bridges with sufficiency index greater than 70%	<ul style="list-style-type: none"> • Rating already collected and reported annually to MnDOT for PONTIS
% crash reductions in priority corridors	<ul style="list-style-type: none"> • Priority corridors are selected on an annual basis • Definition of corridor is at Division discretion • Number of priority corridors selected for improvement based on available dollars and/or unacceptable crash rates • Improvements are focused on crash reduction • Results are measured after focused efforts are completed
% decrease in congestion in priority corridors	<ul style="list-style-type: none"> • Priority corridors are selected on an annual basis • Definition of corridor is at Division discretion • Number of priority corridors selected for improvement based on available dollars and/or unacceptable congestion levels (congestion is defined as volume: theoretical capacity) • Improvements are focused on congestion reduction to acceptable levels (acceptable defined by user expectations for that corridor) • Results are measured after focused efforts are completed

Customer Satisfaction	
Performance Measure	Comments/Definitions
% decrease in number of complaints about transportation services	<ul style="list-style-type: none"> Multi modal use in corridor Measurement efforts will begin with sorting of all complaints into "types" Types of complaints will be established as complaint data is collected and analyzed over the first year Complaint types will serve as basis for targeting improvement efforts in subsequent years We will suggest mechanisms for gathering and analyzing complaint feedback from the Deloitte Gap Analysis Report
Increase in Transportation service satisfaction levels	<ul style="list-style-type: none"> This would be data available from the biannual Residents Satisfaction Survey
% decrease in time needed to fulfill customer requests	<ul style="list-style-type: none"> Measure applies specifically to site-plan reviews, critical parking permits and lane use permits First year baseline data would be used to establish performance standards in these areas – subsequent year data would track improvement in meeting standards Customer complaint information would be used to identify additional types of requests around which to set and track attainment of fulfillment timing standards

Budget Forecasting and Expenditure Accuracy Measures	
Performance Measure	Comments/Definitions
% decrease in variance between forecast and approved budget	<ul style="list-style-type: none"> Intent is to improve forecasting accuracy and effective budget justification Applies to general fund budgets only
% decrease in variance between budgeted and actual expenditures	<ul style="list-style-type: none"> Intent is to improve budget management Need cost center level data Need real time data
% decrease in variance between forecasted and actual revenue	<ul style="list-style-type: none"> Intent is to improve revenue forecast accuracy

Asset Management – Project Management	
Performance Measure	Comments/Definitions
% increase in the number of projects completed on time	<ul style="list-style-type: none"> Actual time compared to timeline that is established in approved funding request document
% increase in the number of projects completed within budget	<ul style="list-style-type: none"> Budget against which to measure is approved funding request document
% decrease in variation between standards set for design costs and actual design costs	<ul style="list-style-type: none"> Six types of projects with differing standards for design costs – signals, pedestrian lighting, overlays/renovations, bridge renovation and bridge reconstruction Set design cost standards for each type of project Measure variance from standard in each project type – count project by project
% increase in number of projects that deliver expected benefits	<ul style="list-style-type: none"> Expected benefits should be in approved funding request document – part of project justification Initial focus will be on traffic calming projects – with one of a handful of traffic calming objectives (i.e.: air quality improvement, reduced speeds).

Asset Management – Work Order Management	
Measurement	Comments/Definitions
% of increase in the number of work orders completed within established timing standards	<ul style="list-style-type: none"> Need to determine "types" of work orders in Transportation – what is and isn't a work order – i.e.: does NOT include winter or summer street maintenance Need to review work order "types and determine timing standards Need to communicate timing standards Monitor extent to which work orders, by type, are then completed within timing standards
% increase in proactive maintenance dollars as a proportion of all maintenance dollars	<ul style="list-style-type: none"> Need to determine "types" of work orders in Transportation – what is and isn't a work order – i.e.: does NOT include winter or summer street maintenance Need to define what is preventive and what is reactive
% increase in proactive maintenance hours as a proportion of all maintenance hours	<ul style="list-style-type: none"> Need to determine "types" of work orders in Transportation – what is and isn't a work order – i.e.: does NOT include winter or summer street maintenance Need to define what is preventive and what is reactive

Asset Management – Cost Information	
Performance Measure	Comments/Definitions
<ul style="list-style-type: none"> • Annual average energy cost for lighting • Annual average energy cost for signals • Annual average cost per lane mile for striping • Annual average cost per lane mile for signs • Unit cost of maintenance activity • Average operating cost per parking stall per year • Average operating cost per meter per year 	<ul style="list-style-type: none"> • See Deloitte Gap Analysis Report for definitions • Strategy for closing cost information gaps entails building more detailed functional requirements for all asset management tools used in PW and mapping minimum functional requirements (including performance and cost information and reporting) against current functionality

Asset Management – Asset Tracking and Physical Condition	
Performance Measure	Comments/Definitions
% increase in assets entered into inventory in a timely manner	<ul style="list-style-type: none"> • Timely for Transportation infrastructure assets including streets, pavements, alleys and retaining walls is defined as annually • Timely for all other assets is defined as within 30 days of acquisition - affects signs, parking meters, etc.
% increase in accuracy of inventory (ascertained on a sample basis)	<ul style="list-style-type: none"> • Applies to all assets and infrastructure
% increase in assets with preventive maintenance schedules loaded into system within 30 days of asset acquisition	<ul style="list-style-type: none"> • Applies to all assets and infrastructure
% of assets functioning beyond estimated lifespan	<ul style="list-style-type: none"> • Asset lifespan should be entered when asset is initially booked into system • Systems should be able to generate reports for assets exceeding initial estimate of lifespan • Need to understand implications of inaccurate lifespan estimates on GASB 34 reporting

F. Business Line Strategies – Key Initiatives and Other Models of Providing Service

The Transportation Business Line planning team identified several initiatives through initial brainstorming. Key initiatives were then further defined and analyzed to ascertain their potential for helping the business line achieve its measurable outcomes. There are two related items that need to be taken into account when reviewing these items:

1. *Department-wide Key Initiatives:* Some of the key initiatives that were identified through the Transportation Business Line Team meetings related to issues that will be addressed through Department-wide Key Initiatives described in the Department Overview section. See page 11 for more information. These included:

- Asset Management/Computerized Maintenance Management System
- More proactive Transportation planning (See Organizational Roles & Responsibilities Department-wide Initiative)
- Transportation Revenue
- Investigate contracting out paving construction and review construction lines (See Workforce Flexibility and Balanced Workforce Department-wide initiatives)

The development and implementation of these Public Works Key Initiatives will require major staffing/resources from the Transportation related areas.

2. *Technology, Equipment and Space Plans:* The initiatives related to technology, equipment and space issues in the Transportation Business Line are addressed in the Technology, Equipment and Space Plan sections beginning on page 89. Issues identified by the Transportation Business Line include:

- Identify technology and space improvements at the Impound Lot.
- Improve physical surroundings (Border and Hiawatha facilities)
- Determine PW groups such as traffic maintenance, engineering services and water maintenance to be co-located at Hiawatha with Field Services.

The key initiatives that will address issues specific to the Transportation Business Line are as follows:

1. Establish a Transportation Planning Function (department wide)

Staff lead(s): Engineering Services

Description: Transportation Planning has been critically absent from the City of Minneapolis. As such, the Public Works Department will establish, develop and implement a program to accomplish the city's transportation planning needs. This program will include Public Works, CPED, transit providers, and others as needed. Specific resources (personnel, financial, responsibilities) will be developed. The first transportation planning priority will be to lead the study development of the Mobility 2030 Transportation Plan in 2004 and 2005.

2. Improve efficiency and customer service in all parking service activities

Staff lead(s): Traffic & Parking Services

Transportation Outcome(s) influenced:

- ✓ Mobility: Customers get where they want to go
- ✓ Safety: Accidents and fatalities are reduced
- ✓ Quality services are provided in a cost-effective manner
- ✓ Customers feel services are accessible and staff are responsive

Description: The Public Works parking service activities include three areas: On-Street Parking, Off-Street Parking, and New Parking Facility Construction. The parking services initiatives shall include increased systematic oversight and analysis through increased staffing levels, automation and centralization of parking processes, and implementation of state of the art parking technology and equipment. Develop, evaluate and implement parking industry best practices for operation and management of parking system. Addressing parking system ride-share and occupancy needs. Implement the parking meter management plan while exploring other methods to generate revenue. The initiatives' detail descriptions are outlined in Appendix B-- Parking System Business Plan

Resources needed to work on the initiative: See Appendix B – Parking Services Business Plan

3. Improve efficiency and customer service in all impound lot activities

Staff lead(s): Traffic & Parking Services

Transportation Outcome(s) influenced: ✓ Mobility: Customers get where they want to go
 ✓ Quality services are provided in a cost-effective manner
 ✓ Customers feel services are accessible and staff are responsive

Description: These activities include coordinating and managing the operation of the Municipal Impound Lot. The impound lot initiatives shall include the identification and implementation of new space, technology, and operational improvements to enhance efficiency, improve customer service, and reduce the total number of vehicle tows and impound lot vehicle inventory. The initiatives' detail descriptions are outlined in Appendix B. -- Parking System Business Plan.

Resources needed to work on the initiative: See Appendix B.

LED program that results in longer service life, lower maintenance, and reduced energy usage yield a short payback time, on the order of 3-4 years, for the upfront capital expense. Also, the program will replace the incandescent green indications at the 804 traffic signals with green LED's. The will reduce the number of maintenance calls for burned out indications and reduce energy usage up to 90% for the green indications.

Traffic Signal Operations --Public Works will further develop needs and seek resources to improve and expand the traffic signal operational systems to all of downtown, the University of Minnesota area and other key travel corridors. This will allow the signal controllers to be more responsive to traffic demand on individual approaches and results in more efficiently traffic flow and decrease traffic accidents. Also, this program will accelerate the installation of emergency vehicle priority systems at existing traffic signal systems.

ITS Video and Electronic Based Upgrades -- This proposal will develop further Intelligent Transportation System (ITS) video and electronic upgrades to the existing central traffic signal computer system and operations. This will lead to Internet viewing of roadway conditions, enhanced traffic surveillance and management plus improved security and evacuation communication links with various city and regional partners. Overall traffic operations and public safety will be more responsive.

4. Traffic Signal Improvements and Efficiencies

Staff lead(s): Traffic & Parking Services

Transportation Outcome(s) influenced: ✓ Mobility: Customers get where they want to go
 ✓ Safety: Accidents and fatalities are reduced
 ✓ Quality services are provided in a cost-effective manner
 ✓ Infrastructure Quality: Transportation infrastructure is aesthetically pleasing, enhances livability in the City and is environmentally responsible
 ✓ Customers feel services are accessible and staff are responsive

Description: The Department-wide initiatives for Asset Management and Transportation Revenue address the traffic signal infrastructure replacement, maintenance and regular services.

There are three additional traffic signal initiatives that will be pursued:

LED Program -- This program will accelerate the current pedestrian

Resources needed to work on the initiative:

To be determined.

5. Increase Use of Durable Pavement Markings

Staff lead(s): Traffic & Parking Services

Transportation Outcome(s) influenced: ✓ Mobility: Customers get where they want to go
 ✓ Safety: Accidents and fatalities are reduced
 ✓ Quality services are provided in a cost-effective manner
 ✓ Infrastructure Quality: Transportation infrastructure is aesthetically pleasing, enhances livability in the City and is environmentally responsible
 ✓ Customers feel services are accessible and staff are responsive

Description: Durable pavement marking products should be used in lieu of paint for roadway markings that are labor intensive and hazardous to maintain. The life cycle of durable markings is 3-6 years depending on conditions. The durable markings are well suited for crosswalks and messages, which need to be redone annually when they are installed with paint. Even with annual painting, markings are often absent due to poor durability.

The initial cost of durable markings is high, but savings are realized by eliminating repeated trips to the site for repainting, thereby reducing worker exposure to passing traffic and reducing delays to the traveling public. The markings are also visible year around.

Resources needed to work on the initiative: To be determined - program development in the early stages.

6. Determine the best way to produce or procure Asphalt materials

Staff lead(s): Field Services

Transportation Outcome(s) influenced: ✓ Quality services are provided in a cost-effective manner

Description: The city asphalt plant has reached a point in its life cycle where a significant investment is required to renovate or replace it, or even keep it operable for another season. Also, projected city asphalt needs, as based upon the 5-year CIP, shows that there may not be enough need make it economically viable for the city to own and operate an asphalt plant. And the preliminary Hiawatha facility upgrade program does not include an asphalt plant at the current

location so there are questions as to future location. Public Works will use the 2004 construction season to take bids and procure asphalt products from the private sector to gain experience with obtaining asphalt in this manner. They may also work with the private sector to investigate possible public/private joint ventures for a new plant, or creative partnerships to procure asphalt.

In the Fall of 2004, Public Works will have more experience and data required to make a final decision regarding the long term future of asphalt production or procurement.

Resources needed to work on the initiative: Management staff time from Public Works Field Services and the Finance Department.

7. Improve Public Outreach for Major Construction Projects

Staff lead(s): Engineering Services

Transportation Outcome(s) influenced: ✓ Infrastructure Quality: Transportation infrastructure is aesthetically pleasing, enhances livability in the City and is environmentally responsible
 ✓ Customers indicate services are accessible and staff are responsive

Description: Effective, responsive public outreach is critical to the success of transportation related construction projects. Stakeholders - including residents, businesses and public officials - want to have input into projects and understand the timelines for completion. The degree of public outreach and involvement will depend upon the complexity, the type of projects, and the opportunities for change (such as in streetscape alternatives). There are a wide variety of tools for communications including the City's web site, email alerts, letters, and different types of public forums that can be used to enhance our outreach efforts.

Resources needed to work on the initiative: We need to develop standards and develop related training. It is expected that on average, 3-5% of all construction project costs will be for public outreach. This initiative also involves the assistance of other City departments such as Communications and will be apart of the future Community Involvement Amendment to the Business Plan discussion

III. DEPARTMENT RESOURCES

A. Finance Plan

General Fund

	2002 Actual	2003 YTD	2004 Budget	2005 Forecast	2006 Forecast	2007 Forecast	2008 Forecast
Revenues:							
Licenses & Permits	619,165	1,108,657	531,243	539,212	547,300	555,509	563,842
Charges For Service	4,847,369	6,699,047	4,421,000	4,487,315	4,554,625	4,622,944	4,692,288
Charges For Sales	20,879	51,885	16,500	16,747	16,999	17,254	17,512
State Grants	5,471,978	3,988,035	3,802,480	3,859,517	3,917,410	3,976,171	4,035,814
Local Grants	553,815	558,591	558,592	566,971	575,475	584,108	592,869
Special Assessments	1,690,742	1,585,888	1,612,295	1,636,479	1,661,027	1,685,942	1,711,231
Rents	2,400	2,400	2,200	2,233	2,266	2,300	2,335
Franchise Fees	91,014	85,997	100,000	101,500	103,022	104,568	106,136
Other	240,380	365,521	250,450	254,207	258,020	261,890	265,819
Total Revenues:	13,537,741	14,446,021	11,294,760	11,464,181	11,636,144	11,810,686	11,987,847
Expenses:							
Engineering Design	801,208	888,249	1,066,143	1,071,623	1,076,811	1,081,086	1,093,584
Field Services	21,924,519	20,947,001	22,787,749	22,904,877	23,015,770	23,107,130	23,374,281
Administrative Services	1,893,993	1,952,955	2,017,199	2,027,567	2,037,384	2,045,471	2,069,119
Transportation	10,554,010	9,748,599	10,295,838	10,348,758	10,398,861	10,440,139	10,560,842
Total Expenses:	35,173,731	33,536,804	36,166,929	36,352,826	36,528,826	36,673,826	37,097,826

Enterprise Funds (Water, Sewer, Solid Waste, Transportation)

	2002 Actual	2003 YTD	2004 Budget	2005 Forecast	2006 Forecast	2007 Forecast	2008 Forecast
WATER:							
Sources	67,502,000	79,212,523	101,580,000	106,917,000	135,250,000	115,270,000	90,134,690
Uses	58,056,000	75,289,169	97,350,000	103,388,000	132,512,000	112,335,000	91,164,554
Net Margin	9,446,000	3,923,354	4,230,000	3,529,000	2,738,000	2,935,000	(1,029,864)
SEWER:							
Sources	74,001,000	70,612,674	81,289,000	79,887,000	82,638,000	83,318,000	78,982,537
Uses	66,394,000	70,710,245	81,900,000	79,454,000	79,074,000	75,469,000	71,755,118
Net Margin	7,607,000	(97,571)	(611,000)	433,000	3,564,000	7,849,000	7,227,419
SOLID WASTE:							
Sources	26,733,000	28,195,139	27,739,000	27,689,000	28,515,000	29,366,000	30,200,333
Uses	24,647,000	25,185,826	26,896,000	26,966,000	27,773,000	28,603,000	29,417,667
Net Margin	2,086,000	3,009,313	843,000	723,000	742,000	763,000	782,667
TRANSPORTATION:							
Sources	87,932,000	90,643,331	72,903,000	73,299,000	76,727,000	78,172,000	80,939,000
Uses	91,916,000	94,120,224	81,186,000	81,419,000	84,258,000	85,697,000	88,069,333
Net Margin	(3,984,000)	(3,476,893)	(8,283,000)	(8,120,000)	(7,531,000)	(7,525,000)	(7,130,333)

Internal Service Funds

	2002 Actual	2003 YTD	2004 Budget	2005 Forecast	2006 Forecast	2007 Forecast	2008 Forecast
ENGR. MAT. & TESTING:							
Sources	2,695,827	5,351,734	3,200,000	3,264,000	3,329,280	3,395,866	3,463,783
Uses	3,016,042	5,167,915	3,400,000	3,468,000	3,537,360	3,608,107	3,680,269
Net Margin	(320,215)	183,819	(200,000)	(204,000)	(208,080)	(212,242)	(216,486)
EQUIPMENT:							
Sources	37,985,000	40,498,198	42,395,000	43,163,000	44,961,000	46,297,000	46,382,646
Uses	42,134,000	32,097,152	38,010,000	41,633,000	44,212,000	46,744,000	44,429,060
Net Margin	(4,149,000)	8,401,046	4,385,000	1,530,000	749,000	(447,000)	1,953,586
PROPERTY SERVICES:							
Sources	19,812,000	15,548,040	12,935,000	13,850,000	14,404,000	14,981,000	15,542,667
Uses	18,865,000	12,538,433	13,364,000	13,850,000	14,356,000	14,881,000	15,393,333
Net Margin	947,000	3,009,607	(429,000)	-	48,000	100,000	149,333
STORES:							
Sources	3,740,716	4,715,044	3,620,000	3,639,000	3,639,000	3,659,000	3,659,000
Uses	3,454,000	4,300,000	3,300,000	3,300,000	3,300,000	3,335,000	3,335,000
Net Margin	286,716	415,044	320,000	339,000	339,000	324,000	324,000

The structural (divisional) organization, financial organization and the business line organization of Public Works are all different from one another. The main category of the City's financial organization is fund. Within each fund, there are a number of agencies; individual agencies can be in more than one fund. Within each agency are a number of organizations (cost centers). Public Works has eight divisions, roughly correlating to the agency level in the finance organization.

Public Works operates out of nine funds, General (0100), Capital Improvement (4100), Equipment (6100), Property Services (6200), Public Works Stores (6300), Storm Water, Sewer, and Flood Mitigation (7300), Water Treatment and Distribution (7400), Municipal Parking (7500), and Solid Waste and Recycling (7700).

The financial organization of Public Works is 10 operating agencies and 7 capital agencies. Several of the agencies operate in more than one fund. Within the agencies, Public Works tracks its operating budget in 57 operating organizations.

The following is a map of the Public Works financial organization to our business lines and the level 1 service activities in the business lines:

The four business lines in the business plan have level 1 service activities that generally can be described as capital, maintenance, and managing and operating. The relationship of our financial organization to our business lines and level 1 service activities is:

INTERNAL SERVICES BUSINESS LINE

<u>Fund</u>	<u>Agency</u>	<u>Organization</u>
-------------	---------------	---------------------

Capital level 1 service activity

6100	675 Equipment	6765 Equipment Purchasing
4100	923 Lands and Buildings Capital	
6100	927 Equipment Capital	
6300	930 Central Stores Capital	
6000	930 Asphalt, Concrete, Paving Laboratory Capital	

Maintenance level 1 service activity

6100	675 Equipment	6752 Equipment Maintenance
6100	675 Municipal Garage	6754 Municipal Garage
6200	680 Property Services	6821 Lands & Buildings Maint.

Managing and operating level 1 service activity

0100	650 Administrative Services	6510 Management Services
0100	650 Administrative Services	6520 Safety
6100	675 Equipment	6758 Equipment Operations
6200	680 Property Services	6801 Property Services Admin.
6200	680 Property Services	6803 Radio Equipment
6200	680 Property Services	6818 Municipal Market
6200	680 Property Services	6840 Special Projects
6300	640 Eng. Materials & Testing	6403 Central Stores
6300	685 Transportation	6870 Traffic Inventory

SEWER AND WATER BUSINESS LINE

Fund Agency Organization

Capital level 1 service activity

7300 600 Engineering Design 6063 Sewer Design *
 7300 600 Engineering Design 6065 Storm Water Management *
 7400 600 Engineering Design 6050 Water Design
 4100 932 Sewer Construction Capital
 7300 932 Sewer Construction Capital
 7400 950 Water Capital

* significant managing and operating component

Maintenance level 1 service activity

7300 630 Sewer Maintenance 6310 Sewer Maintenance
 7400 690 Water Treat. & Distribution 6950 Water Treatment Maint.
 7400 690 Water Treat. & Distribution 6980 Water Distribution
 7400 690 Water Treat. & Distribution 6990 Water Major Repairs and
 Replacement

Managing and operating level 1 service activity

7300 607 Field Services 6200 Street Sweeping
 7300 630 Sewer Maintenance 6370 Met Council Environ Serv
 7400 690 Water Treat. & Distribution 6901 Water Contributions to
 Other Funds
 7400 690 Water Treat. & Distribution 6905 Water Admin and Permits
 7400 690 Water Treat. & Distribution 6930 Water Operations

SOLID WASTE & RECYCLING BUSINESS LINE

Fund Agency Organization

Maintenance level 1 service activity

7700 664 Solid Waste & Recycling 6675 Solid Waste Equipment

Managing and operating level 1 service activity

7700 664 Solid Waste & Recycling 6641 Collection
 7700 664 Solid Waste & Recycling 6650 Recycling
 7700 664 Solid Waste & Recycling 6657 Yard Waste
 7700 664 Solid Waste & Recycling 6658 Large Item / Problem
 Material
 7700 664 Solid Waste & Recycling 6659 Transfer Stations
 7700 664 Solid Waste & Recycling 6660 Solid Waste Admin.
 7700 664 Solid Waste & Recycling 6665 Customer Service
 7700 664 Solid Waste & Recycling 6670 Clean City

TRANSPORTATION BUSINESS LINE

Managing and operating level 1 service activity

<u>Fund</u>	<u>Agency</u>	<u>Organization</u>
Capital level 1 service activity		
4100	600 Engineering Design	6025 Street Design
4100	607 Field Services	6076 Sidewalks
6000	640 Eng. Materials & Testing	6407 Asphalt Materials
6000	640 Eng. Materials & Testing	6411 Concrete Materials
4100	937 Paving Construction Capital	
4100	943 Traffic Capital	
7500	943 Off-Street, On-Street Parking Capital	
Maintenance level 1 service activity		
0100	607 Field Services	6112 Bridge Maintenance
0100	607 Field Services	6130 Nicollet Mall
0100	607 Field Services	6140 Special Service Districts
0100	607 Field Services	6160 Street Maintenance
0100	607 Field Services	6180 Street Administration
0100	685 Transportation	6851 Street Lighting (activity-wise)
0100	685 Transportation	6874 Traffic Field Operations
7500	685 Transportation	6874 Traffic Field Operations
7500	685 Transportation	6888 On-Street Parking

0100	600 Engineering Services	6040 Right-of-Way
0100	607 Field Services	6220 Snow and Ice
0100	607 Field Services	6240 Malls and Plazas
0100	650 Administrative Services	6530 Special Assessments
0100	685 Transportation	6851 Street Lighting (dollar-wise)
0100	685 Transportation	6860 Traffic Planning and Design
6000	640 Eng. Materials & Testing	6414 Engineering Lab
7500	685 Transportation	6860 Traffic Planning and Design
7500	685 Transportation	6892 Off-Street Parking
7500	685 Transportation	6898 Towing and Impound

The City's financial planning is by fund. The City has an adopted five-year financial resource direction for the General Fund; the adopted budget has a five-year plan for each of the other funds.

The yearly budget process updates the projected revenues and expenses for each Public Works division's operating budget. The budget process is structured at the financial organization level. The projected revenues and expenses are rolled up to the fund level for the Mayor's and Council's consideration in the yearly budget process. The yearly capital budget process has a five-year planning timeframe. Each year, Public Works updates the scope and cost estimates for each of the projects in the capital program and submits recommended new projects for five years out. The balancing of projects with the projected available resources results in the new adopted capital program.

Our business planning process looks beyond the one-year operating budget into the five-year horizon and beyond. Our process also incorporated our longer-range capital planning (10 to 15 years out) into our discussions. Identifying the resources to accomplish our initiatives is a major challenge. The City's budget process, based on the five-year financial plans, expects departments to reallocate within current service level to accomplish their initiatives.

One of the main purposes of our business planning process is to develop the framework with which we will make the yearly decisions on how we will allocate our base line resources within the planned resource level.

Public Works intends to make yearly reallocations to shift resources from area to area to accomplish the priority initiatives and achieve our identified outcomes. The number of initiatives in the Public Works business plan will have to be spread out over several years to conform with the expected budget levels. Our business planning process prioritized the department-wide initiatives and the business line initiatives.

The following are financial planning issues for each of our business lines:

Internal Services

The Equipment Services division has implemented a new billing method based on the full cost of the equipment provided and actual work done on the assigned equipment. This billing method will raise revenues to cover the full cost of operations. The Equipment fund will reach a positive cash balance this year and continue to remain positive. We will pursue our planned initiatives within the limits of maintaining a positive cash balance in the fund.

The Property Services division will continue to bill its customers to raise revenues to cover the operational costs in the Property Services fund.

A major issue facing Public Works is the continuation of the Public Works Facilities Plan, begun in 1991. The next phase of the master plan is the planning and building of the Hiawatha primary service node. Public Works and the Finance department have been following the approach in the past few years of making an annual request in the capital budget process to accumulate a sufficient appropriation to be able to acquire the footprint of the site and begin the phased construction. The yearly budget decisions, however, have been decreasing the overall planned appropriation such that the schedule of the master plan is being delayed. There is a more complete description of the master plan in the Equipment and Space section of this business plan. Our direction to address this issue is to work with Finance to develop a long-range funding strategy to accomplish the overall facilities master plan.

Sewer and Water

Both the Sewer and Water enterprise funds have five-year financial plans in the yearly-adopted budget. The finance plans are coordinated with more detailed, long-range sewer and water pro formas. With the pro forma tool, we balance operating and capital long-range plans to be accomplished within planned sewer and water rates.

There are two financial issues in the Sewer fund. The first is the proposed creation of a storm water utility. Revenues generated from the current sewer rate are used for sanitary and storm drainage purposes. Public Works is in the process of developing a modified method to bill for sanitary sewerage and storm drainage. The principle is to continue to bill for sanitary sewer based on water usage and to charge for storm drainage based on services rendered to properties generating runoff as well as properties being protected from the effects of runoff. The first phase of the project will be complete by early 2004; there will be a presentation to the Council in 2004. If the policy decision is to continue with this project, we will prepare for implementation in 2005.

A second issue in the Sewer fund is the flood mitigation program. Previous financial policy decisions had brought about extending the schedule for the flood areas in the original plan from six year to nine years. The flood program in the 2004 proposed budget has been re-programmed to postpone a number of the projects in the last years of the nine-year schedule (2007 and 2008). These projects are no longer in the approved capital program. The primary reason for the re-scheduling was the decision to keep the projected sewer rate increases at

the same level as in previously adopted budgets while adding new expenses. The main new expense that needed to be accommodated was the Government Service Fee, which will begin in 2004. This \$3.1 million fee is a payment to the General Fund for the general government services that support activities in the Sewer fund. The proposed sewer rate increase for 2004 is 14 cents. That rate increase will produce about \$2.6 million to the Sewer fund. The rate increase that would be required to cover the new government service fee would be 16.5 cents. Therefore, we have adjusted our planned expenditures by balancing reductions among our planned capital, major rehabilitation, operations and maintenance activities. We intend to re-introduce the unscheduled flood mitigation projects in future capital budget requests.

The Water Services division has a twenty-year pro forma projection to plan the major ultra filtration project, and will continually plan to keep expenditures within the projected rates.

Solid Waste

The Solid Waste enterprise fund has a five-year financial plan in the yearly-adopted budget. With tight control of expenditures, the Solid Waste and Recycling division has been able to postpone a planned rate increase in 2004. The division will continue to manage within the adopted budgets.

Transportation

At this time, most of the maintenance and operating activities in the transportation business line are funded from the General fund. Other capital and operating activities are funded from the Capital Improvements fund and the Parking fund. Public Works has previously identified gaps between the current and recommended expenditures for maintenance and capital improvement to our transportation system elements of streets, bridges, alleys, retaining walls, traffic signals, street lights, signs, pavement markings as well as parking ramps and meters. We anticipate that the infrastructure capital and maintenance gaps will continue to grow over the next five years with the pressure on the City's tax supported funds. Adding to the problem is the prospect of declining or flat State and County resources for those state, state aid, and county aid streets. Those units of government have revenue constraints, just as the City has.

Each of our infrastructure elements has an expected life. For example, the design life of a street is 60 years, assuming regular preventive maintenance (e.g. patching and seal coating), and periodic rehabilitation (e.g. mill and

overlay). Without preventive maintenance and rehabilitation, the life of the street will be shortened so that it may be necessary to replace it after 30 years. For these reasons, we know that the current level of maintenance and capital replacement is not sustainable. Our number one challenge is how to deal with deferred maintenance of the transportation infrastructure.

Public Works has started conversations with the Finance department about the financial organization of the Transportation business line. Among the topics of our discussions is the concept of creating a Transportation fund. As we address the alignment and interaction of the many work units in the divisions involved in the Transportation business line, we will be identifying ways to improve our financial reporting and tracking. We also plan to continue to pursue the concept of dedicated revenue sources for the transportation services we provide in this business line.

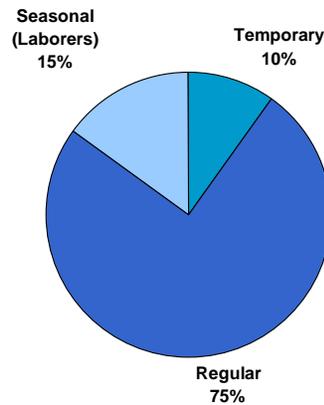
There are financial impacts to the other categories of our resource planning. Public Works, as all other departments, has addressed in our business planning process the four categories of resource planning: financial, people, equipment and space, and technology. We need to identify how we will accomplish financially the improvements in the City's and our department's automation systems so we will get the information necessary to help us make the best decisions. We will be continuing to work with Human resources and Finance to appropriately budget and account for the costs of the permanent positions we have in our capital funds.

In the Transportation business line, as in all our other business lines, we will take all available steps to minimize the need for additional resources. We will balance between capital and operating activities to best expend our resources. We will continue to optimize the operations of the current public infrastructure systems so that they function at the highest practical capacity. We will prioritize our activities to make the best use of the systems available to us.

B. Workforce Plan

The Public Works Department is the largest City department, with a total of 1,256.5 FTEs (Full Time Equivalents) in the 2003 budget including Seasonal personnel. In addition, Public Works hires a number of temporary employees to supplement the permanent workforce during the construction season, for special projects, and for construction and building trades work. Chart 1 below shows the breakdown of Regular, Seasonal and Temporary employees in November of 2003.

Chart 1. Percentages of Employees by Status



Diversity of work in Public Works: There is a wide range of jobs in Public Works to provide the services of the four business lines. The Department currently has about 175 different job classifications for Regular and Seasonal employees.

Public Works employees are represented by 16 different labor unions/bargaining units. Public Works and labor representatives recognize the value of regular communication and partnership. The Public Works Department-wide Labor Management Committee meets on a quarterly basis. Other active Labor Management Committees include the Workforce Utilization Committee (the Teamsters Local 320 (Truck Drivers), the Operators and Mechanics Local 49), the Foremens' Association, the Engineers' Association as well as additional work-area committees.

Workforce Planning: The charts below show retirement projections over the next ten years, using age and years of service data compiled by Human Resources.

Chart 2 illustrates the percent of employees eligible to retire between 2003 and 2013. Over the ten-year period, a cumulative total of 31.2% of current Public Works employees will be eligible to retire.

Chart 2. Public Works - Employee Retirement Projections (2003 to 2013)
Percent Per Year

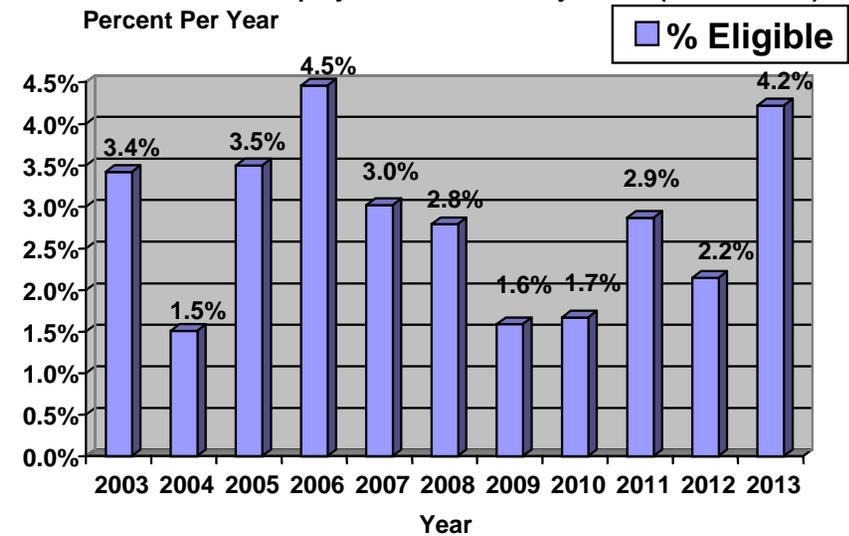
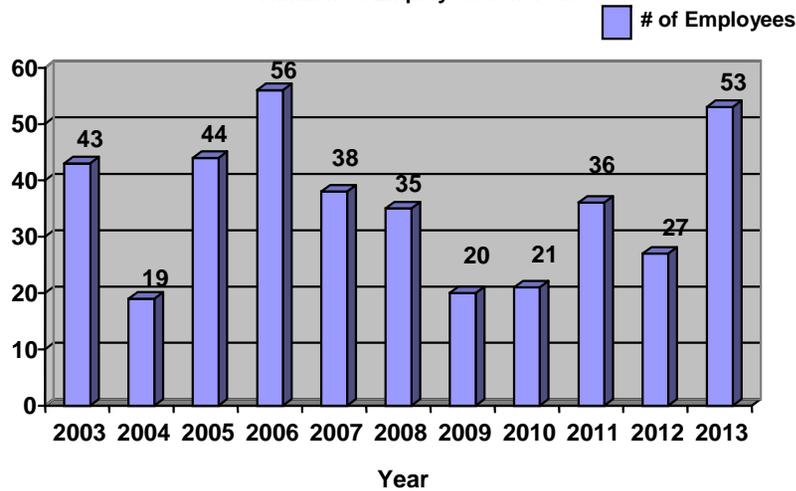


Chart 3 below shows the numbers of employees eligible to retire by year. The Divisions with the highest numbers of employees eligible to retire between 2003 and 2013 are:

1. Water Treatment and Distribution: 95 eligible employees out of 230 (41.3%)
2. Equipment Services: 82 eligible employees out of 223 (36.8%)
3. Field Services – Streets: 59 eligible employees out of 142 (41.5%)

Chart 3. Public Works - Employee Retirement Projections (2003 to 2013)
Number of Employees Per Year



The job classifications with the highest numbers of retirement-eligible employees over the next 10 years include:

1. Construction Maintenance Laborers: 54 eligible out of 275 (19.6%)
2. Foremen: 37 eligible out of 80 (46.25%)
3. Truck Drivers: 34 eligible out of 100 (34%)
4. Maintenance Crew Leaders: 31 eligible out of 53 (58.4%)
5. Automotive Mechanics: 17 eligible out of 42 (40.5%)
6. Equipment Operators: 13 eligible out of 62 (30%)

Achieving a Diverse Workforce in Public Works: The Department's goal for building our workforce is:

To continue to develop and maintain a highly productive, diverse and professional workforce, and to create a work environment that promotes professional development and respect.

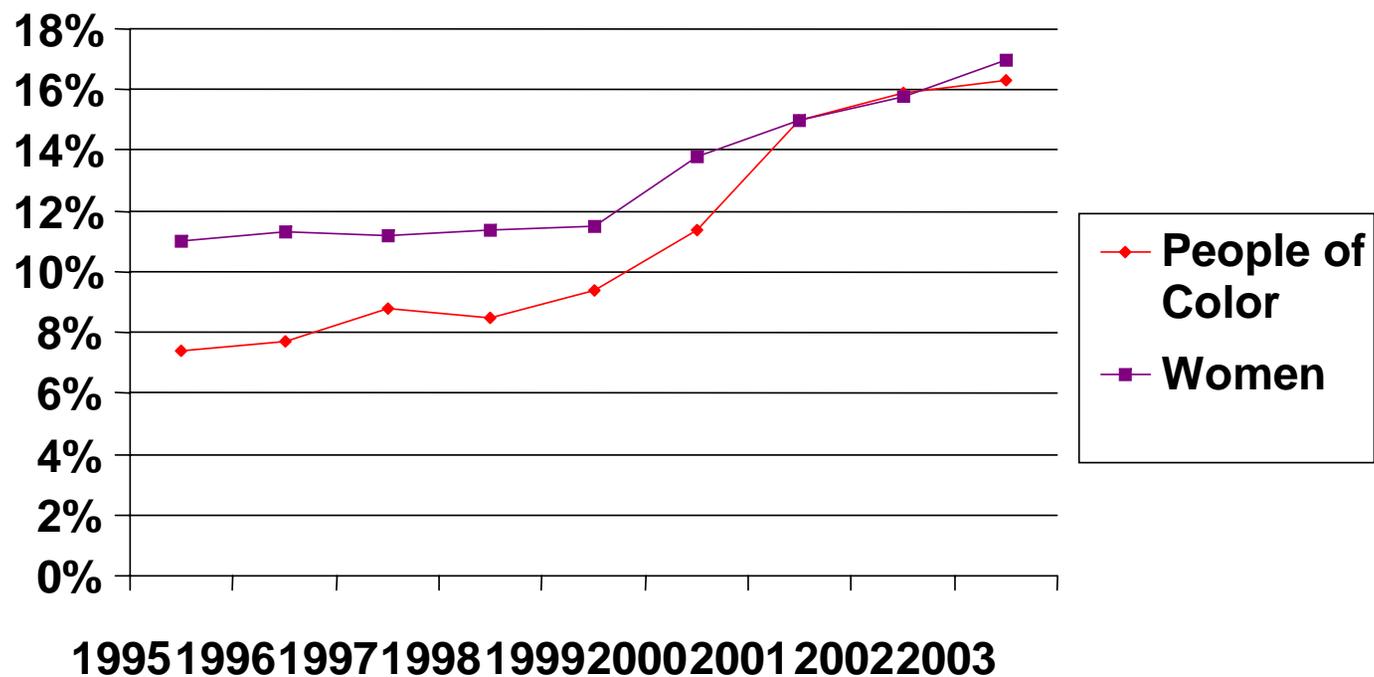
The charts on the following two pages show gender and racial diversity information for employees in Public Works.

According to workforce planning data, Public Works will have multiple opportunities to further increase the diversity of our workforce. Based on a review of the demographics of the employees who are or will be eligible to retire, 90.5% of projected retirees are male and 92.60% are White.

Efforts will also be focused on analyzing turnover rates, promotion rates and other indicators to gauge the retention of Public Works' diverse workforce.

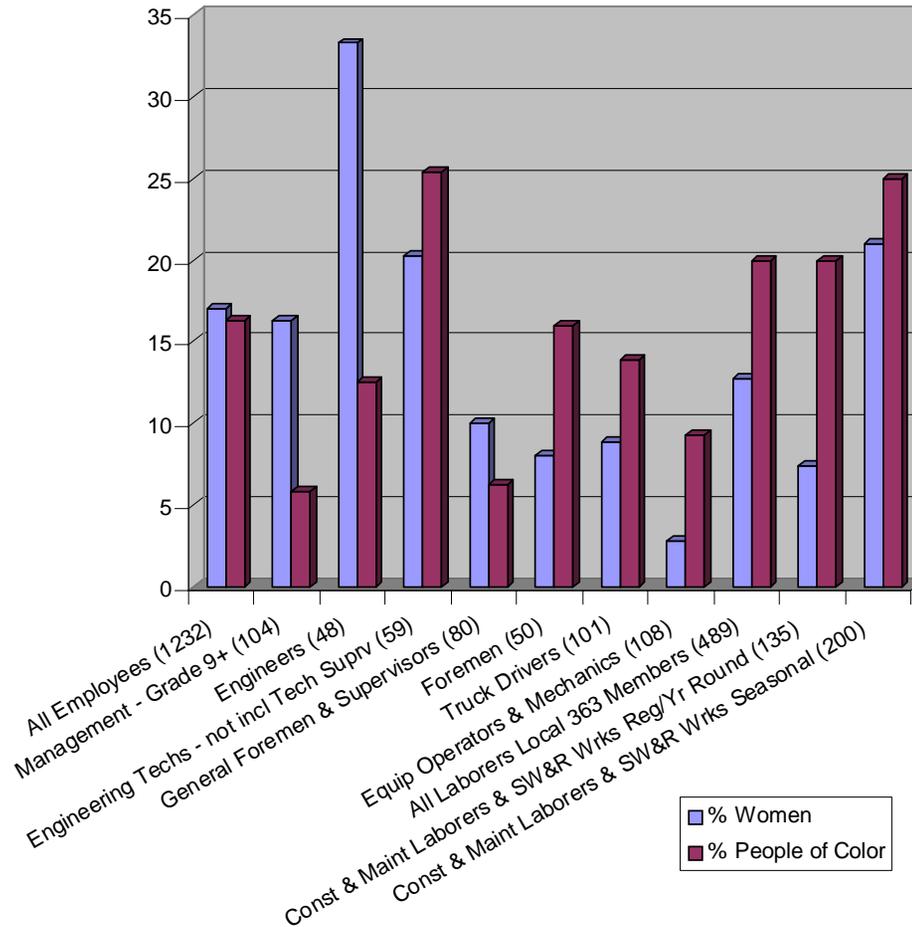
Workforce Demographics 1995 to 2003 Percentages of Women and People of Color

Regular & Seasonal Employees (not Temporary)



Workforce Demographics by Job Group

Regular & Seasonal Employees (not Temporary), November 2003



Workforce Development Plan

The business planning process identified three major areas of focus for 2004:

- ❑ **Workforce Flexibility** – this effort is intended to simplify the labor contracts to reduce administrative costs and increase work assignment flexibility. This year's contract negotiations will be the focus of this effort.
- ❑ **Balanced Workforce** – the goal of this effort is to explore options for achieving a year-round workforce. Currently, a portion of the laborer workforce is laid off during the winter months when the construction season ends and is brought back in the spring. The workforce is sized to the summer construction months. This project will re-evaluate how the workforce should be sized for the construction season. One option will be to study the implications of sizing the workforce to the winter months.
- ❑ **Training & Professional Development** - Efforts in 2004 will focus on retention and building the capacity of our existing employees:
 - **Mentoring:** Public Works plans to develop a mentoring program to facilitate professional development and upward mobility. A mentoring program will also promote internal communication and provide employees with an additional support network.
 - Efforts will focus on increasing training opportunities for all employees. The department will set the expectation that **Personal Development Plans** will be established for all employees and we will develop an **overall, department-wide training plan**. We recognize that in order to achieve a flexible and balanced workforce, ongoing skill-building and professional development needs to be enhanced in the Department.
 - An emphasis will be placed on improving **management skills** including employee performance management and project management, as well as improving customer service.
 - **Specialized training programs** or workshops will be held for employees interested in continuing their education and advancing their careers in Public Works.

While these three areas will be the focus of our workforce development plan, the Department will continue its recruiting and outreach efforts. The Department continues to work with the University of Minnesota, Minneapolis Public Schools and other organizations to expose students to careers in Public Works and highlight educational opportunities in engineering and technology.

In addition to improved recruiting, these outreach activities have a positive effect on our employees and department work units. Employees from various backgrounds and job titles in Public Works enjoy the opportunity to share their expertise with students and to network with others in the department. Through these efforts, we promote City services and jobs, reinforce the value of diversity in Public Works and discover new ways to connect with Minneapolis communities.

As we continue with the business planning process, we will identify new strategies for recruitment, employee development and retention while continuing activities that are successful.

Continue Activities Underway:

Development & Retention:

- ✓ More effective internal communications:
 - PW Director sends regular updates to all employees
 - Public Works Intranet/City Talk, employee bulletin boards
 - Labor Management Committees
 - Human Resources initiated the “HR Chat Sessions” on various topics
- ✓ Implement Performance Appraisals at the management level
- ✓ Work Environment Assessment – planning next steps
- ✓ Public Works Management Forums – sessions for over 100 managers covering key issues
- ✓ Continue implementation of Training & Career Development programs: training guidelines, tuition reimbursement, employee development plans, Public Works Training Compendium

Recruitment:

- ✓ Use of recruiters for high level positions
- ✓ Extensive community outreach – partnerships with educational institutions, community events, individual visits and tours;
- ✓ Employee involvement and networking

Focus Future Efforts:

Development & Retention:

- ✓ Develop a mentoring program in Public Works
- ✓ Develop a department-wide training plan
- ✓ Increase Performance Management activities including performance appraisals and professional development plans
- ✓ Encourage all employees to use the Business Plan as a tool for management, evaluation and continuous improvement
- ✓ Develop specialized training sessions
- ✓ More effective marketing communication tools on such issues as sexual harassment and respect in the workplace
- ✓ Expand collaboration with universities and educational institutions to meet training needs.

Recruitment:

- ✓ Targeted networking to recruit new employees through professional associations, community networks, and colleges and universities
- ✓ Continue outreach efforts to improve Public Works’ image and to be prepared for future hiring
- ✓ Improve promotional materials

C. Technology Plan

The Public Works technology plan will continue to be developed as we move into 2004. However, our general approach will be as follows:

1. Develop a Public Works department-wide data plan / data model. This effort will provide management with a blueprint of the status of Public Works' technology landscape. Deloitte's Gap Analysis Report that was begun as part of the first draft of the business planning effort will be helpful as we begin this effort.
 - ✓ The Citizen Relationship Management (CRM) pilot project, already underway, will provide some needed analysis of information for this effort.
 - ✓ The Development Review project will also provide input to this effort.
2. Develop a department-wide Strategic Technology Plan based on the data plan. This plan should allow department management to decide where the major needs are and the overall strategy to meet those needs, including funding strategies, with assistance from the Business Information Services (BIS) Department and the Finance Department.
3. Develop a department-wide Tactical Technology Plan. This effort will fully identify the specific systems that are required to provide key management information for the department and in some cases provide operations information. This step will also identify the priorities for scheduling future projects.

D. Equipment and Space Plan

EQUIPMENT PLAN SUMMARY

At the current time, the Public Works Department does not have a centralized approach to purchasing equipment. As needs arise equipment requests are placed. This is an area that will be address in future business planning efforts. One recommendation is that during the budget process each year, the different divisions (or business lines) will be required to supply an equipment plan. This plan should include the listing of equipment along with a condition rating for each pieced owned by the division. The rating system will indicate which pieces of equipment should be replaced. Small equipment (non-vehicle) purchases and maintenance are the responsibility of each division.

The primary vehicle purchasing location for the Public Works Department is the Equipment Services Division (ESD), although the Solid Waste Department also purchases vehicles. ESD prioritizes equipment needs on an annual basis. Within the Equipment Services Fund workout plan, the purchasing of capital equipment has been allocated \$6.2 million annually (adjusted for inflation after 2002). This annual expenditure is expected to be sufficient to maintain and modernize the City's fleet of vehicles currently under their control (which includes the Public Works Department, Fire Department and Police Department).

SPACE PLAN SUMMARY

Public Works operations are located through out the City at various sites and facilities. A Comprehensive Facility Master Plan document, which was written in 1991, is still the governing document for facility/space planning in the department. The service node concept, as noted in the Master Plan, is the prevailing approach although the original site plans have been altered to fit the current economic and community conditions. The essence of the plan is to consolidate most public works operations to two primary sites and two satellite sites. During the previous five years a portion of the service node concept has been realized in the construction of the Royalston Maintenance Facility and the Currie Maintenance Facility (primary service node 1).

The next planned phase of the Master Plan, is the planning and development of the Hiawatha site (primary service node 2). This site will allow for the consolidation of public works maintenance and construction operations at 26th and Hiawatha location. (CLIC has recommended partial funding for this project in their 2004 - 2008 report).

The one remaining recommendation from the Master Plan yet to be implemented, is to move the North Satellite location to a less residential area. At this time there is not a timeline on when this will be reviewed.

As the Public Works Department moves forward over the next five years, decisions will be made as to the direction of the department that will effect its space needs. Questions, which will need to be answered, include: type of labor force required, does the City need to own an asphalt plant, what operations can be outsource (if any) and what would be the ramifications of outsourcing.

Solid Waste & Recycling Division

Solid Waste field operations are located at 2710 Pacific Avenue, which is adjacent to the Mississippi River. The site currently satisfies their operational needs of the division, but the City's Upper River Master Plan may require the relocation of the operation in future years.

Water Division

Over the next five years several major physical changes are being planned for the Water Division. These changes include: infrastructure repair, new treatment buildings (membrane filtration), East Yard distribution buildings, new maintenance shops and material stockroom projects are being budgeted, including membrane filtration, maintenance building.

Traffic and Parking Services Division

The Traffic and Parking Services Division has three distinct areas of business: Traffic Management, Parking Services, and the Impound Lot.

Traffic Management: Due to the ongoing Park Board/Public Works jurisdictional trade an inventory of lights and signs are being conducted for the Park Board properties. Once this inventory has been completed, the impact (cost/storage space/staffing) of absorbing these items will be known.

Current efforts are underway to renovate the Border facility. Over the past 30 years physical and operational deficiencies have been noted and will be addressed. The continued increase of low-level street lighting may eventually impact staffing and equipment needs.

Parking Services: The municipal parking system is anticipated to increase between 13% and 35% over the next five years. Current space will accommodate any and all staffing additions for the foreseeable future.

Impound Lot: Based on the total number of tows, business has increased by 10% per year. Relocation of the lot has been discussed for several years. We are currently looking into location options. In addition to location options we are also identify technology and space improvements at the current location.

E. Department Summary

The 2004 Public Works Business Plan is the result of hard work on the part of many Public Works employees. In addition, the involvement of others in City government and union representatives helped turn the Plan into a strong foundation for future work. The planning process begun this year is a first step towards charting a successful future for the Department.

The business planning process is ongoing. This plan reflects challenges facing the Department and the City and the Department's response. It outlines the direction the Department is taking to tackle the state of the City's physical infrastructure and environmental challenges. Each year the plan will be refined, however, the basic tenet will remain: to build and maintain the public infrastructure of the City, and to provide basic services and products to support a high quality urban environment and a desirable quality of life for our citizens.

Among the major challenges facing the Department is the limited resources to maintain a strong infrastructure. Efforts to improve efficiencies can be effective, however, solid investment is needed to maintain the infrastructure over the long term for all of Public Works' basic services from water and sewer, to solid waste and recycling, to traffic and streets.

Focusing efforts on building a strong transportation system that improves mobility is also a key challenge. Transportation planning needs to expand and strengthen to coordinate and enhance all forms of transportation from vehicular to pedestrian. As Public Works grapples with maintaining the infrastructure, it also needs to improve its transportation systems so that all residents and businesses can reach their destinations safely and efficiently.

Finally, in order to achieve efficiencies, it is fundamental that support functions such as financial planning and analysis, space management, human resources and technology are strong. Strong project management and asset management tools are necessary for short and long term planning. With adequate tools, productivity can be improved and outcomes achieved. The department-wide key initiatives outlined for 2003 and 2004 focus on creating and enhancing these tools. Investments will need to be made to maximize the opportunities.

IV. APPENDICES

Appendix A - Business Line Team Membership

Klara A. Fabry, Director of Public Works

PUBLIC WORKS INTERNAL SERVICES

CHAIR: Steve Kotke, Director, Equipment and Property Services
David Babcock, Supervisor Equipment
Gary Dahl, Business Application Manager
William Gauthier, Supervisor Equipment
Greg Goeke, Facility Manager
Gary Hargreaves, Supv Building Operations/Maintenance
Dan Hoff, Property Services Project Coordinator
Wade Johnson, Electronic Technician
Rebecca Law, Management Analyst
Dick Livermore, Fleet Manager
Rod Olson, Foreman Electronics
Paul Price, Drivers
Prab Rao, Superintendent Equipment Services
Jay Smith, Supervisor Electronics
David Van-Patter, Mechanics
Roger Woods, Operator
Doug Gregerson, Management Analyst
Leslie Krueger, Business Planning Coordinator

SEWER AND WATER

CHAIR: Adam Kramer, Director, Water
Carin Archer, Systems Integrator IV
Marie Asgian, Engineer III
Tom Ashcraft, Gen Foreman Water Service Maintenance
Paul Chellsen, Engineering Tech Supervisor II
Richard Engel, Foreman, Pipefitter Instrumentation
Bill Fellows, Engineer Prof., Sewer Maintenance
Tony Ferraro, Maintenance Crew Leader, Sewer Maintenance
Cydney Holley, Water Treatment Plant Operator
Dale Ignatowicz, General Foreman Sewer Construction
James Jarosz, Commercial Meter Service Worker
Charles Kocourek, Supervisor Pumping Stations
Philip Kowitz, Coordinator Water Pumping
Jane Onorati, Engineer Professional, Engineering Services
Rich Profaizer, Engineer III, Sewer
Mike Pukay, Foreman Sewer Maintenance
Rick Rakow, Supervisor Sewer Maintenance
Francisco Rosales, Electrician
Foremen and Laborers, Sewer
Pat Wrase, Engineer III, Engineering Services
John McLain, Operations Analyst
Tim David, Deloitte, Management Solutions & Services

SOLID WASTE & RECYCLING

CHAIR: Susan Young, Director, Solid Waste and Recycling
Cheryl Banick, Office Support Specialist I
Angela Brenny, Customer Service Representative
Mike Danish, Solid Waste & Recycling Worker (Local 320 Steward)
Alan Ditty, Solid Waste & Recycling Worker (Local 363 Steward)
Al Gruidl, Foreman SW & R
Jeff Jenks, Systems Integrator
Dan Koosman, Maintenance Crew Leader, Solid Waste
Steve Marvin, Solid Waste and Recycling Worker
Joel Mather, Solid Waste and Recycling Worker
Marge Mollers, Solid Waste and Recycling Worker
Prab Rao, Superintendent, Equipment Services
Abdallah Sanouri, Accountant II/Finance
Rich Schoumacher, Foreman Equipment Repair
Harold Wright, Foreman SW & R
Stuart Borries, Solid Waste and Recycling Worker
Pierre Willette, Interagency Coordinator
Leslie Krueger, Business Planning Coordinator
Nicole Bell, Deloitte, Management Solutions & Services

TRANSPORTATION

CHAIR: Paul Ogren, Director, Engineering Services
Mike Kennedy, Director, Field Services
Jon Wertjes, Assistant Director, Transportation
David Babcock, Sup Equip-C Operations Sup V
Dan Bauer, Supervisor Sidewalk Inspection
Tim Blazina, Manager Parking Ramps & Lots, or Tim Drew, Engineer
Lisa Bourne, Program Assistant
Bob Carlson, Engineer Sr Professional
Steve Collin, Street Maintenance Engineer
Kevin Danen, Superintendent Environmental Engineering
Don Elwood, Engineer III
Pat Grant, Supervisor Traffic Equipment Maintenance
Heidi Hamilton, Engineer III
Charles Hedlund, Maintenance Crew Leader, Bridge
Steve Hoium, Business Application Manager
John Hotvet, Engineer III
Rich Inselmann, Chief Inspector Utility Connections
Ward Jeffers Jr., Foreman Street Maintenance
Jeff Johnson, Engineer Sr Professional
Joe Klejwa, Engineer Prof.
Greg Kolinski, District Street Supervisor Sr.

Rick Kreuser, Supervisor Engineering Tech II
Doug Maday, Supervisor Engineering Tech II
Project Manager, Property Services
Larry Matsumoto, Engineer III
Dennis Morris, Right of Way Specialist
Steve Mosing, Engineer Sr Professional
Janet Myles Campbell, Administrative Analyst II
Don Pflaum, Engineer
Rhonda Rae, Engineer III
Mike Sachi, Engineer III
Scott Tacheny, Engineer Professional
Dennis Thoreson, General Foreman Bridge Maintenance
Paul Urseth, Supervisor Engineering Tech I
Jack Yuzna, Engineer III
Representatives from Sewer/Water/Traffic One Call
Natalie Ellertson, Deloitte, Management Solutions & Services
Gayle Prest, Interagency Coordinator
Elise Ebhardt, Administrative Analyst II

Representatives from Finance, Business Information Services and Human Resources are as follows:

Finance

Linda Durand, Finance/PW Administration
Pam Fischer, Finance/Engineering Services
Kerry Gabrelcik, Finance/Field Services
LaTonia Green, Finance/Water Treatment & Distribution
Greg Johnson, Finance/Equipment Services
Bernie Maciej, Finance/Public Works
Colleen Marshall, Finance/Field Services
Abdallah Sanouri, Finance/Field Services, Solid Waste & Recycling
Roger Simonson, Finance/Transportation & Parking Services
Mike Suhr, Finance/Field Services
Tim Walmann, Finance/Equipment

Business Information Systems

Ilena Lonetti

Human Resources

Pam Nelms

Consultant

Deloitte Consulting LLP

Appendix B - Parking Services Business Plan

http://insite/depts/public-works/docs/Parking_Services_Bus_Plan.doc