

**City of Minneapolis  
FY 2009 Budget**

**Strategic Planning**

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## **MINNEAPOLIS 2020 – A CLEAR VISION FOR THE FUTURE**

Minneapolis is a vibrant and welcoming city that encourages learning and innovation and embraces diversity. A mixture of accessible housing, jobs and educational opportunities creates a livable city and stimulates growth. Neighborhoods give the comfort and safety of home while offering the connectedness of community. Thriving commercial areas are linked by state-of-the-art transit and generous green spaces. Renowned cultural and recreational activities entertain and inspire. Minneapolis is a valued state resource and a city people enjoy visiting and calling home. The City's future is shaped through thoughtful and responsible leadership in partnership with residents and coordinated with a regional vision.

### **FIVE-YEAR GOALS (ADOPTED IN 2006 FOR 2006 TO 2010)**

#### **A SAFE PLACE TO CALL HOME**

##### HOUSING, HEALTH AND SAFETY

In five years all Minneapolis residents will have a better quality of life and access to housing and services; residents will live in a healthy environment and benefit from healthy lifestyles; the city's infrastructure will be well-maintained and people will feel safe in the City.

##### STRATEGIC DIRECTIONS

- A. GUNS, GANGS, GRAFFITI GONE
- B. CRIME REDUCTION: COMMUNITY POLICING, ACCOUNTABILITY & PARTNERSHIP
- C. LIFECYCLE HOUSING THROUGHOUT THE CITY
- D. "GET FIT" AND MAKE HEALTHY CHOICES
- E. YOUTH: VALUED, CHALLENGED & ENGAGED

#### **ONE MINNEAPOLIS**

##### EQUAL ACCESS, EQUAL OPPORTUNITY, EQUAL INPUT

In five years the gap will be closing for access to housing, health care, education and employment; diversity will be welcome, respected and valued; the city's middle class will be thriving; there will be living-wage jobs or entrepreneurial opportunities for everyone; all residents will have confidence in public safety services; and residents will have access to fair, open and transparent decision-making.

##### STRATEGIC DIRECTIONS

- A. CLOSE RACE & CLASS GAPS: HOUSING, EDUCATIONAL ATTAINMENT, HEALTH
- B. MIDDLE CLASS: KEEP IT, GROW IT
- C. EQUITABLE CITY SERVICES & GEOGRAPHICALLY PLACED AMENITIES
- D. ELIMINATE HOMELESSNESS
- E. DECONCENTRATE POVERTY

#### **LIFELONG LEARNING SECOND TO NONE**

##### SCHOOLS, LIBRARIES AND INNOVATION

In five years Minneapolis will provide a superior education for all students; literacy rates will be increasing; everyone entering adulthood will have the knowledge and skills to earn a living wage; educational resources will be a top priority; the city will fully realize the benefits of having renowned educational and research institutions such as the U of M; the wisdom of the senior population will be harnessed; and Minneapolis will be known as a center of ideas.

##### STRATEGIC DIRECTIONS

- A. ALL KIDS READY-TO-READ BY KINDERGARTEN
- B. ECONOMIC ENGINE: GENERATING IDEAS, INVENTIONS & INNOVATIONS
- C. 21ST CENTURY SKILLS FOR ALL 21 YEAR-OLDS
- D. EMBRACE THE U'S OUTREACH & LAND-GRANT EXPERTISE
- E. EDUCATION: STRONGER PARTNERSHIPS TOWARD BETTER RESULTS
- F. TAP THE CONTRIBUTION POTENTIAL AND WISDOM OF RETIREES & SENIORS

## **CONNECTED COMMUNITIES**

### **GREAT SPACES & PLACES, THRIVING NEIGHBORHOODS**

In five years, Minneapolis will be a connected collection of sustainable urban villages where residents will live within walking distance of what they need or of public transit; there will be a connected network of transportation options; streets will be destinations; a mix of unique small businesses will be thriving; and Minneapolis' neighborhoods will have unique identities and character.

#### **STRATEGIC DIRECTIONS**

- A. INTEGRATED, MULTIMODAL TRANSPORTATION CHOICES BORDER-TO-BORDER
- B. WALKABLE, BIKABLE, SWIMMABLE!
- C. CUSTOMER-FOCUSED, OUTCOME-BASED, PERFORMANCE-DRIVEN DEVELOPMENT SERVICES
- D. NORTHSTAR COMPLETED; CENTRAL CORRIDOR UNDERWAY; SW CORRIDOR FULLY-DESIGNED
- E. STREETS & AVENUES: REOPEN NICOLLET AT LAKE; REVITALIZE BROADWAY & LOWRY; REALIZE WASHINGTON BOULEVARD

## **ENRICHED ENVIRONMENT**

### **GREENSPACE, ARTS, SUSTAINABILITY**

In five years there will be plentiful green spaces, public gathering areas, celebrated historic architectural features and urban forests in Minneapolis; lakes, rivers and the soil and air will be clean; the city's parks and the Mississippi riverfront will be valued and utilized; opportunities to experience diverse cultures and the arts will abound; and usage of renewable energy will be increasing.

#### **STRATEGIC DIRECTIONS**

- A. ENERGY INTO RENEWABLE & ALTERNATIVE ENERGY
- B. REPLANT, RESTORE, REVERE OUR URBAN FOREST
- C. ARTS – LARGE & SMALL – ABOUND AND SURROUND
- D. UPPER MISSISSIPPI PLANNED AND PROCEEDING
- E. FULLY IMPLEMENT THE CITY'S CULTURAL & SUSTAINABLE WORK PLANS

## **A PREMIER DESTINATION**

### **VISITORS, INVESTMENT AND VITALITY**

In five years Minneapolis will be the economic leader in the region with vast potential for growth and development; investors will see Minneapolis as a sure thing; a distinctive mix of amenities, entertainment and culture will be available downtown and in Minneapolis neighborhoods; people who visit the city will want to come back; the city will be an attractive landing spot for people in all life stages and will be well-positioned for the creative class; and the country will see Minneapolis as a national treasure.

#### **STRATEGIC DIRECTIONS**

- A. RETAIN & GROW BUSINESSES IN LIFE SCIENCES & THE CREATIVE ECONOMY
- B. REPOSITION CITY IN MINDS OF REGION, STATE, NATION & WORLD
- C. CLEANER, GREENER, SAFER DOWNTOWN
- D. JOBS: BE A TALENT MECCA
- E. LEVERAGE OUR ENTERTAINMENT EDGE ... HECK, BE EDGY!

*This city vision for the year 2020, the five-year goals and the strategic directions were developed and approved by the Minneapolis City Council in June 2006.*

**City of Minneapolis  
FY 2009 Budget  
Strategic Planning  
Annual Budget Process**

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The City of Minneapolis annual budget process integrates information from the City's enterprise priority-setting process, capital long-range improvement committee process and the departmental performance review process to establish annual resource allocations.

**March**

***Preliminary year-end budget status report***

Finance presents a year-end budget status report for the previous year to the Ways and Means/Budget Committee. This is a preliminary report because the audited comprehensive annual financial report (CAFR) is available in the second quarter of the year.

**March–April**

***Capital improvement budget development***

The City has a five-year capital improvement plan. The departments prepare and modify capital improvement proposals on annual basis. Finance, Planning, and the capital long-range improvements committee (CLIC) review capital improvement proposals of the departments. CLIC is the citizen advisory committee to the Mayor and the City Council on capital programming.

***Strategic planning***

The City engages in city-wide strategic planning every four years to develop city-wide goals and strategic directions. These city-wide goals and strategic directions set guidelines for each department to develop its business plan. In 2006, the elected officials participated in three sessions which aimed at setting a future direction for the City within the financial parameters anticipated. As a result of the decisions arrived in these sessions, a new vision, five-year goals and strategic directions have been adopted.

**April–June**

***Operating budget development***

Departments work in coordination with Finance to prepare operating budgets referred to as the "current service level" (CSL). The current service level budget reflects the current year cost of providing the same level of service as provided in the prior year. In addition to preparing a current service level budget, departments prepare proposals that describe policy and the organizational changes with financial implications. The current service levels and proposals form the basis for the Mayor's budget meetings with departments held in June and July.

***Business Planning***

Each department maintains a five-year business plan. As part of the budget process, departments provide status reports on their plan outlining progress made on their department and City goals.

**June–August**

***Mayor's recommended budget***

Mayor holds departmental budget meetings to review department budget proposals, other additional policy changes, and alternative funding choices. In addition to reviewing operating budgets, Mayor meets representatives from CLIC before finalizing the capital budget recommendation.

## **September**

### ***Maximum proposed property tax levy***

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

## **October–November**

### ***City Council budget review and development***

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

### ***Truth in Taxation***

"Truth in Taxation" property tax statements are mailed by Hennepin County to property owners indicating the maximum amount of property taxes that the owner will be required to pay. These statements also indicate the dates when truth in taxation public hearings will be held. Such hearings are held in late November or early December as required by State law.

## **December**

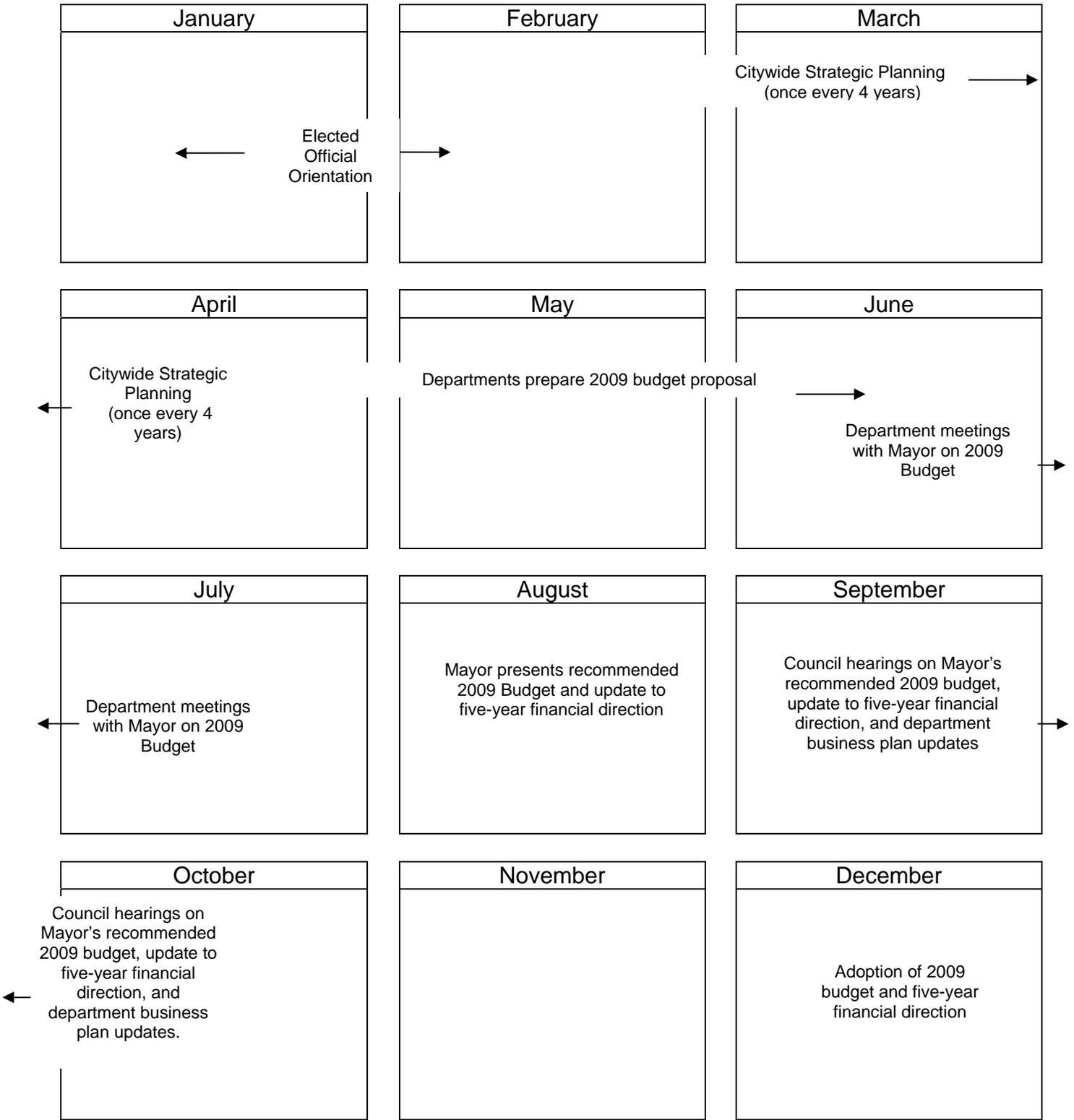
### ***City Council budget adoption***

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

**Specific significant dates for 2009 budget adoption are as follows:**

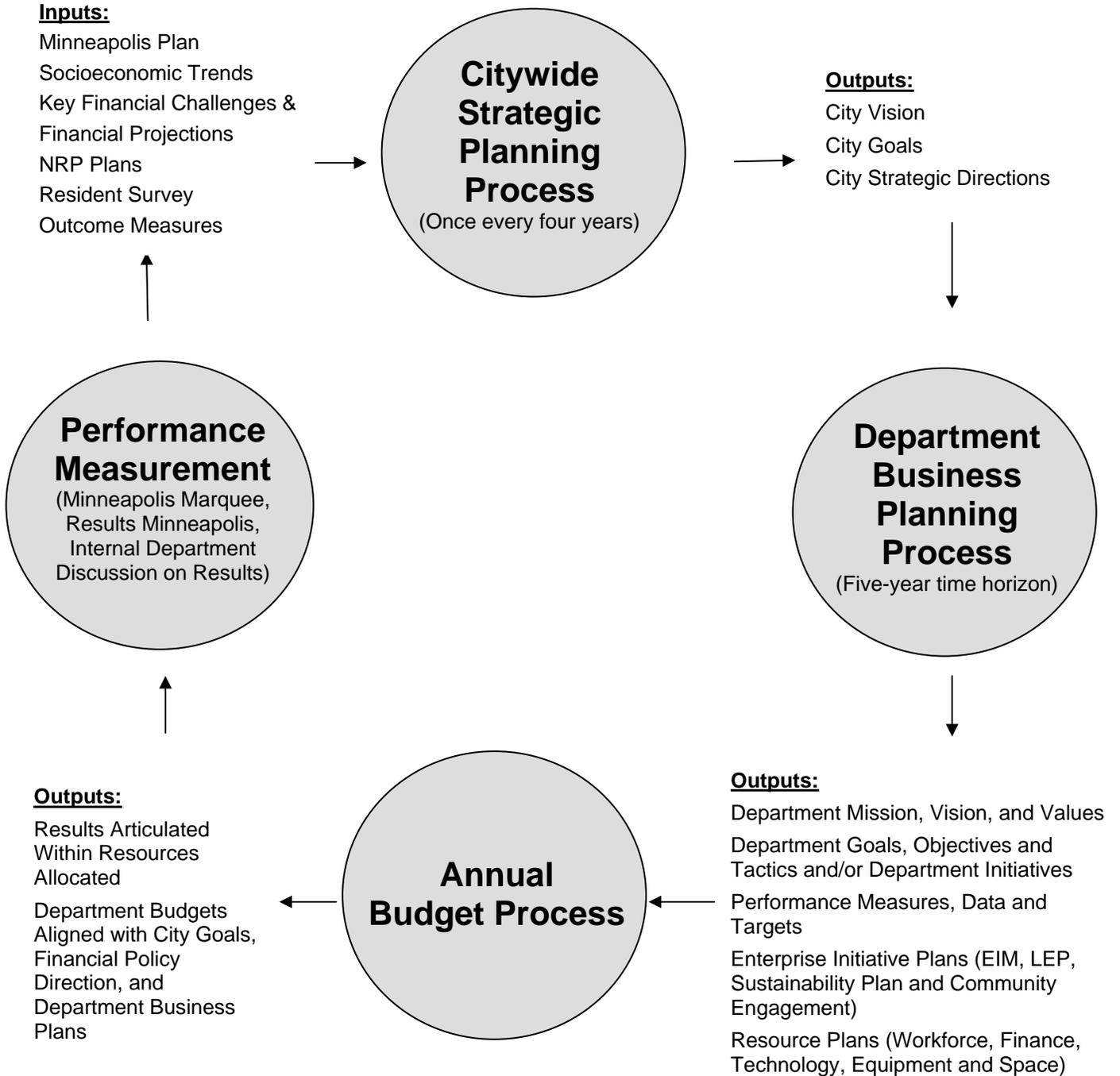
Mar 5	State of the City Speech
Mar 31	Capital project requests due for Capital Long Range Improvement Committee (CLIC) consideration
Apr 19- May 2	CLIC review and presentations of capital proposals
June-July	Mayor met with each city department and the independent boards to review budget and business plan proposals.
June 5	Joint public hearing of CLIC and Planning Commission on 2009 Capital Plan
July-Aug	Mayor finalizes budget recommendation
Third Week In July	CLIC report distributed to Mayor and Council Members
By Aug 14	Mayor's budget Recommendation presented to Council
Sept 3	Board of Estimate public hearing on maximum property tax levies
Sept 10	Board of Estimate meeting to set the maximum property tax levies
Sept - Oct	Ways and Means/Budget Hearings on the budget and business plan updates (schedule determined by City Council)
Dec 1	Truth in Taxation public hearing (Tentative) 5:05 pm
Dec 5	Mark-up by Ways and Means/Budget Committee, with all Council Members invited to attend
Dec 11	Truth in Taxation continuation hearing (if needed) (Tentative) 5:05 pm Official Council budget adoption 5:05 pm

# FINANCIAL/BUSINESS DECISIONS CALENDAR



## INTEGRATING KEY CITY PROCESSES

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## City of Minneapolis FY 2009 Budget

### Integrating Key City Processes

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

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

#### **Citywide Strategic Planning**

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

In June 2006 the Mayor and the City Council adopted a new set of City Goals and Strategic Directions. This work builds on previous City goals and a resolution establishing commitment to business planning and five-year financial direction. This strategic policy direction serves as a guide by which all other policy decisions should be assessed. As elected officials and departments make decisions throughout the year, they should be asking: "Does this support the City's strategic plan?"

#### **Department Business Planning**

The development of the Citywide strategic plan is intended to provide clear direction for departments' business planning efforts. Through the planning and budgeting processes, departments are given direction as to City priorities and their projected level of resources over the next several years, and now have the opportunity to structure their work accordingly. A department's business plan will articulate the alignment of its services with the Citywide strategic plan.

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

#### **Long-Term Timeline for Business Planning**

The City has moved from asking departments to complete annual re-writes of their business plans to the development of one five- year 2007-2011 Business Plan followed by expanded annual budget submissions beginning in 2007 (for the 2008 budget cycle). The annual budget submissions beginning in 2007 will include annual business plan status reports and serve as departments' annual articulation of progress and focus.

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
2006				5-Year 2007-2011 Business Plans						Council Consideration		
2007				2008 Budget and Status Report 2007						Council Consideration		
2008				2009 Budget and Status Report 2008						Council Consideration		
2009				2010 Budget and Status Report 2008						Council Consideration		
2010											↑ Election	

### The Annual Budget Process

Minneapolis' annual budget process is when the Mayor and City Council articulate their priorities for the upcoming year by allocating City financial resources accordingly. Through the further integration of the City's planning, budgeting and performance measurement processes it is expected that the decisions surrounding the budget process will be better informed. The business plans provide greater clarity of the hoped for future direction of departments and performance measurement helps assess whether current strategies are yielding those expected results.

As stated above, during the planning and budgeting process, departments are given the projected level of financial resources to expect over the next several years –business plans are adjusted accordingly.

### Performance Measurement

Performance Measurement is the means we use to monitor our progress toward both our City and department goals. A successful performance measurement system can lead to continuous improvement of program performance, improved customer service, strengthened accountability, and empowered employees.

Performance measures can assist in keeping budget discussions focused on expected outcomes, allowing for greater creativity in how those outcomes are achieved. Finally, performance measures can give both the policy makers and department management the language they need to have a discussion about what resources are needed and why.

In addition to incorporating performance measures into the budget process, the City has recently begun an effort called *Results Minneapolis*. *Results Minneapolis* is a performance measure accountability effort whereby each City department stands before a peer review panel at least semi-annually to discuss progress on the departments' most critical outcome measures.



### **What is “Results Minneapolis?”**

*Results Minneapolis* is a management tool Minneapolis city leaders use to monitor progress and offer strategic counsel toward achieving the City’s recently adopted five-year goals and 20-year vision. The six city goals are:

**A SAFE PLACE TO CALL HOME** - HOUSING, HEALTH AND SAFETY

**ONE MINNEAPOLIS** - EQUAL ACCESS, EQUAL OPPORTUNITY, EQUAL INPUT

**LIFELONG LEARNING SECOND TO NONE** - SCHOOLS, LIBRARIES AND INNOVATION

**CONNECTED COMMUNITIES** - GREAT SPACES & PLACES, THRIVING NEIGHBORHOODS

**ENRICHED ENVIRONMENT** - GREENSPACE, ARTS, SUSTAINABILITY

**A PREMIER DESTINATION** - VISITORS, INVESTMENT AND VITALITY

A review panel of city leaders meets with a different department head each week to track progress and discuss strategies on key performance measures. The discussions are meant to be probing, informative and at all times constructive. By regularly tracking performance data at “progress conferences,” city leaders can identify areas where the City is excelling, as well as opportunities for improvement.

*Results Minneapolis* is patterned after the Citistat program, a nationally recognized accountability tool pioneered in Baltimore. The method was originally based on ComStat, which was developed by the New York City Police Department and helped reduce crime through accountability sessions.

### **How *Results Minneapolis* is better helping us meet our goals**

After several years of business planning and performance measurement at the City, *Results Minneapolis* provides the next step in institutionalizing a results-focused, accountable and more transparent government. Monitoring performance helps city decision-makers to be more effective by providing the information they need to proactively implement management changes for improved results. *Results Minneapolis* ensures that all managers are focused on achieving common outcomes and resources are aligned with the greatest needs of the City.

### **Public reporting of our measures**

While *Results Minneapolis* has been largely inward facing to date, the City is currently in the early stages of developing an externally facing performance measurement website, *Minneapolis Marquee*. While performance data has for years been in the publicly available City’s budget document, we see the need to develop a more public “friendly” approach to sharing the City’s key performance information. When complete, *Minneapolis Marquee* is envisioned to be the residents’ window for monitoring our progress on the critical areas that residents care about most.

**City of Minneapolis  
FY 2009 Budget**

**Department 2007-2011 Business Plan Goals  
and Related City Goals**

**CITY GOALS REFERENCE KEY:**

Goal 1 Safe Place to Call Home



Goal 2 One Minneapolis



Goal 3 Lifelong Learning Second to None



Goal 4 Connected Communities



Goal 5 Enriched Environment



Goal 6 A Premier Destination



<b>Department</b>	<b>Department Goals</b>	<b>Related City Goal(s)</b>
<b>911</b>	Improve effectiveness & efficiency of 911 & 311 business processes	
	Semper Paratus (always ready) for 911	
	Ensure a highly qualified, trained and diverse workforce in 911 and 311	
	Expand 311 Center services; ensure it becomes THE de facto non-emergency gateway for city information and services	
<b>Assessor</b>	Provide value-added services to taxpayers	
	Improve the efficiency and effectiveness of business processes	
	Maintain a competent, positive and fully staffed workforce	
<b>Attorney</b>	Reduce crimes that occur in the City	
	Improve efficiency and responsiveness of the criminal justice system.	
	Continue active collaboration with neighborhoods on community justice	
<b>BIS</b>	Lead change and improve business process outcomes	

	Ensure business of BIS runs smoothly and effectively	
	Implement technology solutions that meet business and citizen needs	
	Provide cost effective, efficient and reliable information and consultation services	
<b>Clerk</b>	Provide administrative services to the City Clerk and Council offices, City boards and commissions	
	Create an atmosphere that honors the unity, commitment, diversity and professionalism of our workforce and the public	
	Increase access to information	
	Provide cost effective and efficient copying and bindery services for City departments	
	Meet the voting needs of residents relating to the election process	 
	Facilitate voter participation	
	Generate revenue	
	Guide the City's management of electronic and paper records to comply with State and Federal regulations	
<b>Civil Rights</b>	Enforce the Minneapolis Civil Rights Ordinance prohibiting discriminatory practices	
	Conduct investigations under Title 9, Chapter 172 of the Minneapolis Civilian Police Authority Ordinance	
	Enhance relationships with advisory councils, community groups and other stakeholders in order to advocate for social justice and systems change	
	Insure equal and timely access to City Services, Decision-making Processes and Resource Opportunities for all customers	
	Enforce the Minneapolis Civil Rights ordinance investigating and eliminating the underemployment of protected classes with our marketplace	
	Proactively support workforce diversity in the City of Minneapolis by establishing and monitoring employment hiring goals	
<b>Communi- cations</b>	Effectively tell the City's story to its internal & external customers Enhance and standardize community engagement practices	 
	Enhance and standardize community engagement practices (continued)	 
<b>Coordinator</b>	Shape, monitor progress, and support the implementation and	

	achievement of the City's goals and strategic directions	
	The City's management practices are continuously improving, and outcome and customer focused.	 
	Convene, coordinate and strategically manage multi-jurisdictional and inter-departmental efforts to successful outcomes.	 
<b>CPED</b>	Promote private sector growth to build a healthy economy	 
	Plan and develop a vibrant, sustainable community	
	Develop and preserve life-cycle housing throughout the City	
	Promote economic self-sufficiency for individuals and families	
	Partner effectively to promote regional growth and investment	
<b>Finance</b>	Ensure the City's financial stability through informed decision making, aligning with the City priorities	 
	Improve efficiency and effectiveness of Finance department by improving the business processes and the workforce	 
<b>Fire</b>	Provide effective customer service	
	Reduce risk to employees	
	Reduce risk in the community	
	Provide good value to the taxpayers	
<b>Health &amp; Family</b>	Improve infant & child health	
	Youth development and violence prevention	
	Improve teen & young adult sexual health	

	Increase exercise & healthy nutrition	
	Assure maintenance of healthcare safety net for underserved populations	
	Assure preparedness for public health emergencies – today and into the future	
<b>Human Resources</b>	The City of Minneapolis has a work environment and diverse workforce that fosters success	
	Provide departments with information and strategic support they need to make informed and timely business decisions	 
	Assist departments in the hiring and development of a workforce to achieve City, department and individual goals	
	Provide the City and its employees with competitive compensation program	
<b>Intergovernmental Relations</b>	Resources will be found to fund all city priority projects	
	Grant funds will be used to expand opportunities for all city residents	
	In 5 years there will be a 50% reduction in homelessness, ultimately transitioning our system from one that manages homelessness to one that ends homelessness for singles, families and youth by the end of 2016	

	Maximize the positive impact of legislation to the city	
<b>Police</b>	Prevent and reduce crime	
	Ensure effective prosecutions	
	Increase community satisfaction with their police department	
	MPD culture promotes satisfaction, professionalism and professional growth	
<b>Public Works</b>	Integrate department operations with enterprise-wide initiatives	
	Improve efficiency and effectiveness of overall business practices	
	Maintain customer centric business approach with internal and external customers, and employees	
	Protect and enhance livability, safety and environmental conditions of the City	
	Maintain/enhance the City's infrastructure (including facilities, equipment, streets, traffic, water systems, and sewer systems)	
<b>Regulatory Services</b>	Customer focused services	
	Efficient, effective delivery of services	
	Safe and productive work environment	

**INTRODUCED BY COUNCIL MEMBERS OSTROW, JOHNSON, AND LANE**

**COUNCIL RESOLUTION ESTABLISHING COMMITMENT TO  
BUSINESS PLANNING AND FIVE YEAR FINANCIAL DIRECTION**

**(January 31, 2003)**

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**Whereas:**

- The Council adopted and the Mayor approved a long-term (year 2010) property tax policy, which established the maximum annual revenue to be provided for from the property tax.
- The Council and Mayor adopted budget principles, which support long-term financial planning.
- The Council and Mayor want to provide financial resource direction, within the limits of the adopted tax policy, to departments as input into developing long-term (five-year) operating plans for the businesses of the City.
- The Council and Mayor believe that departments will be able to prepare better work force plans, and communicate anticipated service activity levels if they have better information on what to anticipate with respect to future resources.

**Now Therefore Be It Resolved as Follows by the City Council:**

- The City departments will prepare business plans with a five-year planning horizon. In connection with the 2004 budget, all departments will have a plan completed by year-end 2003. Each of these plans will be presented to the Mayor and Council for review and approval by no later than the end of First Quarter 2004.
- The Mayor, Council President, and Chair of Ways and Means/Budget Committee, and the Ways and Means/Budget Committee will provide specific direction to the departments concerning process, form, and time-line for completion of business plans.
- The City departments' business plans will reflect the allocation of general city revenues and property tax revenue provided for in the financial schedules.