

Policy Work Group Report October, 1999

Minneapolis Park and Recreation Board/Public Works Service Overlap Project

**Submitted by:
Mayor Sharon Sayles Belton
Council Member Doré Mead
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I. Background

The Minneapolis Park & Recreation Board (MPRB) and the Department of Public Works (PW) have a long history of cooperation and collaboration on services. Over the last several decades, a number of interdepartmental arrangements have been made to coordinate services and maximize resources.¹

During 1997, a renewed interest in exploring additional cooperative arrangements surfaced as part of the Priorities '98 process. The Mayor and City Council directed the Director of Public Works to:

“[Undertake] a comprehensive effort to review and recommend service changes between Public Works and the MPRB in areas where services are replicated. The example reviewed by the work team was solid waste collection that is performed by both entities. This redesign will include a review of all activities in 1997/1998 and identify cost savings, service improvement, equipment reductions and other benefits for specific service areas.”

A study committee of top managers from both entities was formed, and the project was staffed by the Management Analysis Division of Finance. After a year of extensive research and discussions, a report was presented to the Mayor, City Council, and MPRB in the fall of 1998.² The report reviewed 20 service areas within the general area of infrastructure maintenance, and recommended greater coordination or specific changes in these areas.

¹ See Appendix 1 for a list of many of these past cooperative efforts, which was previously published in the original 1998 report.

² Public Works/Minneapolis Park and Recreation Board Service Overlaps; Priorities '98 Redesign Project Team Report, published September, 1998.

Overall the results of the project showed that while both entities have indeed collaborated on numerous efforts, there are areas that can benefit from greater coordination, or actual transfer of service responsibility from one entity to the other. The process itself fostered a greater understanding and commitment among management staff to work together on an ongoing basis to achieve better service delivery.

The work of the project team also revealed five significant service areas that needed to be addressed by the policymakers of one or both entities. In some cases, these services were viewed as candidates for realignment from Public Works to the Park Board or vice versa; in other cases, there were significant financial or policy issues associated with them. These items were:

1. the deferred maintenance needs of the **MPRB's storm sewer system**;
2. insufficient resources for **urban forest management**, particularly on City-owned parcels;
3. the **need for a publicly-owned composting facility** rather than continued use of contractors by both departments;
4. an increasing concern about the growth of **City-owned green space** and the resulting ongoing management costs; and
5. lack of clear assignment of responsibility for new **trails and bikeways**.

In order to address the above list of major policy and financial issues, the staff committee recommended the establishment of a working group composed of elected representatives from the respective bodies. This recommendation was approved by the Mayor and City Council as well as the MPRB.

The Mayor convened the working group in April of 1999. The group has met several times since the spring, with additional meetings of the staff support team. Group members include:

Chair: Mayor Sharon Sayles Belton
Robert Fine, President of the MPRB
Council Member Doré Mead,
Chair of the City Council's Transportation and Public Works Committee

Analytical and logistical support was provided by staff from Public Works, MPRB and the Management Analysis Division of the Finance Department.

The working group's charge, as approved by the MPRB, City Council and Mayor, was:

"to review the five policy issues and develop joint recommendations on how to proceed in each of the areas."

Following are brief descriptions of the policy issues and recommendations from the policy work group. In addition, the work group also addressed three other related topics: transfer of overall maintenance and repair responsibility for the MPRB parkway and lighting systems to PW, as well as City financial policy related to the relationship of capital and operating budgets. Results of these discussions also follow.

II. Policy Issues and Recommendations

1. Storm Sewer System Maintenance

Overview:

The MPRB and Public Works operate similar systems but on a different scale. Public Works maintains 530 miles of pipeline, 10,000 manholes and some 50,000 catch basins. The system is fairly new, with 75% constructed within the past 30 years. The MPRB's system is approximately one-fifth of this size, is older and therefore needs more maintenance. MPRB historically spends an average of \$20,000 per year for maintenance, whereas Public Works currently spends approximately \$2 million per year.

Because these two networks of pipelines essentially comprise one major system throughout the City, the Work Group believes that management of the system should be done by one agency. Since Public Works has the expertise in this service area, the Group believes that it is the better choice to assume overall control of this infrastructure component. Part of the rationale for this approach is an awareness that the system's weak points – in this case that part of the system owned by the MPRB – are ultimately a public financial responsibility regardless of whether it is under the jurisdiction of MPRB or PW. Better management in the short term should result in fewer costly breakdowns and a lower life cycle cost in the long run.

With that in mind, the MPRB storm drainage system should be transferred to PW jurisdiction effective January 1, 2000. PW would expand its operations to include a conditions survey, maintenance, and repair on this element of the system just as it does on the storm drain system currently under PW jurisdiction. Public Works would thus acquire more specific inventory and condition information over a period of time, incorporating necessary maintenance as part of its sewer maintenance activities and programming necessary capital work through the capital budgeting process. The portions of the storm drainage system to be transferred would be the engineered conveyances (i.e. the pipes, catch basins, and the constructed elements at the outlets). The natural, open areas that surface water flows through as part of the overall system would remain the responsibility of the MPRB.

The addition of the MPRB system to existing PW responsibilities would increase the storm drainage system by approximately 20 percent. As noted above, the MPRB system is relatively old and has not had the benefit of regular maintenance for many years. Therefore it will be necessary to increase the storm drainage portion of the PW Sewer Maintenance budget by 25 percent annually, which reflects an increase of \$500,000 from the current level, from \$2,000,000 to \$2,500,000. Additionally, given the age and poor condition of the MPRB storm drainage system, Public Works is estimating it will be necessary to increase the capital budget for storm drainage by a minimum of \$500,000 annually for a yet-to-be-determined number of years in order to bring the system up to minimal standards.

The estimated \$1,000,000 increase in expenditures for maintenance and capital is equivalent to a 6 cent rate increase (2 cents for each \$500,000 increase). The

expenditure increase has been programmed into a revised utility rate proforma allowing the increase to be spread over multiple years.

It needs to be clearly understood that the efficiencies to be gained by transferring responsibility for what is now the MPRB storm drainage system to PW are not efficiencies that translate into reduced costs in the foreseeable future, but efficiencies related to restoring this element of the storm drainage infrastructure to minimal acceptable levels of service and maintaining them in such a manner that it maximizes their useful life. By so doing, Public Works will maximize the public's investment and minimize life cycle costs on a system-wide basis. This transfer becomes a win-win situation in that the level of service is raised to that of reasonable public expectations while at the same time minimizing unforeseen breakdowns and long-term costs.

Recommendation:

1. The MPRB will transfer ownership with appropriate easement rights such that the authority and responsibility for the MPRB storm drainage system is conveyed to Minneapolis Public Works effective January 1, 2000 with the understanding that Public Works will expand its operations to include necessary inventory surveys, maintenance, and repair on this system just as it does on the storm drain system currently under its jurisdiction.
2. As a result of this transfer, the Mayor and City Council will direct staff to incorporate into the Sewer Fund proforma the increase in revenue and expenditures needed to cover the maintenance and capital costs of managing the MPRB storm drain system and present the plan for approval as part of the Year 2000 budget. There will be no charge back to MPRB for this work.

2. *Urban Forest Management*

Overview:

The goal of the MPRB's Forestry Section is to increase awareness, importance and value of our urban forest through 1) community partnerships and education programs; 2) innovative and effective leadership; 3) cost effective management; 4) design and execution of tree planting and maintenance policies and programs. Public Works' forestry goal is to provide cost effective and appropriate tree care on city-owned and other public right-of-ways within budgetary constraints. The contrast between these two goals is significant, reflecting the difference in basic missions of the MPRB and Public Works, despite the fact that the urban forest is a valuable asset of the City.

The number of trees on properties managed by Public Works is approximately 3,000+. These properties include police and fire stations as well as Pioneers and Soldiers Memorial Cemetery, Rainville Hill Square, Loring Greenway, Grass Lake, Ryan Lake, Kasota Park and flood retention areas. Due to budget constraints and

given that forest management is not part of its core mission, Public Works' trees are not actively managed.

It has been shown that active tree management (e.g. periodic trimming and pruning) lengthens life span and reduces potentially dangerous situations from falling trees and limbs. The Park Board has a long history of managing trees on its properties as well as the City-owned boulevards. Furthermore, the same issue of functional alignment arises with trees as it does with the storm sewer system: the urban forest would be better served if the City had a single agency actively manage all municipally-owned trees. In this case, the Work Group strongly believes that the MPRB has the best expertise to manage the urban forest.

Although the City Charter places the responsibility for all trees located on municipally owned property on the MPRB³, in practice, the MPRB has only maintained those trees located on the boulevards and MPRB property. MPRB's budget for tree management has followed this practice.

It is the Work Group's belief that this practice should be changed. The Park & Recreation Board should assume day to day management and maintenance responsibility for the trees on all City-owned property, and in all Special Service Districts. This would include police stations, fire stations, storm water detention areas, Public Works shops, and storage yard areas, in addition to all green space owned by the City of Minneapolis. Not included would be schools, libraries, state, federal, and county owned land, nor green space that the City of Minneapolis maintains for other agencies or governmental units under contractual arrangements. (e.g. County, State, or Federal Highway Right of Way.)

The Park & Recreation Board would be the owner of the trees, and would replace trees lost to age, disease, storms, and other causes as resources permit. The Park & Recreation Board would have final tree related design authority for all sites it maintains including species selection and spacing. Not included in the Park & Recreation Board responsibility are understory plants, hedge, or other ornamental plants, trash, turf, or other amenities.

The Park & Recreation Board would assimilate this additional work into their annual work plan. It is estimated that it would take the Park & Recreation Board five (5) to seven (7) years to get to all of the properties owned by the City of Minneapolis.

Projected costs are:

³ Chapter 16, §16 of the City Charter gives authority over trees to the Park Board as follows: "Planting of Trees. The Board of Park Commissioners [Park and Recreation Board] of the City of Minneapolis shall hereafter have the authority to direct and regulate the planting and preservation of shade and ornamental trees and shrubbery in the streets, alleys and public grounds of said City."

Startup:

One (1) Crew Van	30,000
Miscellaneous tools and supplies	<u>15,000</u>
Total One Time Startup Costs	\$45,000

Annual Ongoing:

One (1) Crewleader	47,700
One (1) Mobile Equipment Operators	39,000
Three (3) Arborists	129,300
Eqpt. rental, waste disposal costs, & annual operational expense	<u>25,000</u>

Annual Total	\$241,000
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Recommendation:

3. The MPRB will assume ownership, day to day management, maintenance, and replacement responsibility for the trees on all City of Minneapolis owned property and in all Special Service Districts effective January 1, 2000.
4. Beginning with the Year 2000 budget, the MPRB will provide its Forestry Division with sufficient resources to take on the additional workload. As with the storm drain transfer, there will be no charge back to Public Works for this work.

3. Publicly-Owned Composting Facility

Overview:

The City and MPRB have a great need for a locally-controlled composting facility that will process grass clippings, fallen trees, and other vegetative materials on a routine basis. Since Hennepin County stopped providing a location for deposit of municipal organic waste approximately 10 years ago, both PW and the MPRB have contracted with private firms, sometimes at a great distance and expense, to dispose of this material. Currently the Park Board hauls its organic waste to a site in Northfield. Both agencies have experienced high transportation and disposal costs with private vendors. Together, the two agencies spend approximately \$1 million per year for this service. In addition, last year's storms highlighted the need for a facility that could handle high volumes of compostable materials on short notice. Both the Park Board and the City used temporarily vacant MNDOT land last year to store and process storm debris, but this land will not be available in the future.

A composting facility is a relatively simple operation requiring 1 – 2 tub grinders (\$150,000/grinder to purchase), and an FTE to oversee operations. Approximately 7 – 10 acres is required to operate the facility, including a buffer zone for any noise or odor that may result from the time to time in its operation.

The Work Group believes that staff should seriously explore the possibility of a jointly owned composting facility. If a site within or close to the City boundaries can be found, staff estimates 30% - 50% in annual savings (\$300,000-\$500,000) could result.

Recommendation:

5. Public Works and MPRB staff are directed to develop a joint proposal for the development and operation of a composting facility, on either an ownership or long-term leased basis. This proposal, outlining potential location(s), one-time start-up costs, and ongoing operational costs, should be submitted to the 2001 capital planning process. The proposal should include a cost-benefit comparison with the current composting operations of both entities, and should provide for recapturing the one-time capital and equipment start-up costs through savings in ongoing operations.

Because finding a site relatively close to city boundaries will be difficult, staff are directed to take steps to take advantage of an opportunity if a potential site were to become available in the marketplace. Even though a capital budget proposal submittal made in 2001 will be for 2005 (as required by the Capital Budget process), the efforts to identify a site should be ongoing. If a potential site is found, steps should be taken to acquire site and amend the capital program.

4. Public Works' Green Spaces

Overview:

Public Works is responsible for maintaining a number of green spaces throughout the city. Many parcels have been acquired on a piecemeal basis over many years, and all serve a variety of public purposes, such as right-of-way, holding areas for storm water accumulations. In some cases, the City chose to acquire open spaces that the Park Board declined due to the parcel not fitting within the Board's master plan.⁴ Together these parcels comprise approximately 370 acres, or approximately one fourth of acreage currently under active management by the Park Board. The cumulative impact of these acquisitions is that Public Works is in the open space management business. The Work Group focused its attention on those properties such as Grass Lake and Rainville Hill Square, which primarily serve an open space purpose. This purpose is not a core mission for Public Works, and consequently its scarce resources are not focused on these parcels and they are not maintained in as good a condition as they should be.

This issue raises the same policy question of whether the MPRB should take responsibility for maintaining some or all of the City's green spaces, since that is clearly within its core mission. From a functional perspective this proposal seems to have merit. The MPRB currently owns and maintains 6,000+ acres of parks and parkways within the City, of which 1,500+ acres are under active management.

⁴ See Appendix 2 for a list of these areas, which also appeared in last year's report.

However, it is not anxious to add parcels of marginal utility as park space when operational resources are already stretched.

Upon review of the Public Works' green space parcels, the Work Group is recommending transfer of responsibility (including maintenance) for a limited number parcels, totaling approximately 11 acres, to the MPRB. They are listed in the following recommendation:

Recommendation:

6. Public Works will transfer responsibility, including maintenance and management, for the following parcels to the MPRB which will incorporate them into the park system as appropriate.⁵ There will be no exchange of funds related to this transfer of responsibility.
 - Sibley Holding Pond
 - W. River Road from Plymouth Avenue to approximately 22nd Avenue North
 - Irving Avenue & 22nd Avenue North
 - Ryan Lake
 - Rainville-Hill Square
 - Stevens Square Overlook
 - Grass Lake
 - Osseo Road Railroad Open Space
 - Sunset Boulevard median

5. **MPRB Parkways**

Overview:

Currently, Public Works performs most, but not all pavement maintenance on the parkways. There is no written service agreement governing the arrangement, but the MPRB is billed for some of this work totaling an average of \$600,000/year. The two entities currently use different pavement management systems to track maintenance needs, but both systems are based on the same standards. An exception to this was pothole patching. As an outcome of the first report, pothole patching was added to the list of parkway maintenance services performed by Public Works on behalf of the MPRB. In addition, the Park Board spends approximately \$100,000 on sweeping the Parkways and parking lots annually, as well as a smaller amount on parkway signage and pavement markings. Public Works has estimated the cost of sign and pavement marking maintenance to be \$105,000 annually.

The Work Group believes that Public Works should take over complete maintenance and repair responsibilities for the Parkway system, including street

⁵ In general, the expectation is that ownership of these parcels will remain with Public Works. In some cases where an actual recreational use may be feasible, such as Rainville Hill Square, a transfer of title from Public Works to the MPRB may occur.

sweeping and structural pavement design, while the Park Board would retain ultimate authority for Parkway layout and routing decisions that exists in City Charter.

Recommendation:

7. The Parkway system, including but not limited to street sweeping, snow and ice control, pavement maintenance and marking, will be maintained by Public Works. This will allow Public Works to provide comprehensive service to all of the City's streets and parkways. As with the earlier recommendations on storm water system and urban forest, no transfer of funds will accompany this transfer of responsibility, and the existing transfer of funds from the MPRB to the City for part of this function (\$600,000) will cease.

6. MPRB Streetlights

Overview:

The MPRB and The Department of Public Works operate distinctively different street lighting systems. The MPRB street lighting system consists of approximately 1500 light units that are adjacent to Parkways, most of which include mercury vapor luminaries. The Department of Public Works street lighting system consists of approximately 32,000 light units which include high pressure sodium (HPS) and metal halide (MH) luminaries. Both systems contain unique poles, fixtures and parts. A majority of the MPRB light units are approaching the end of their service life and therefore will either need to be either retrofitted or replaced. Federal lighting guidelines are currently being developed as a result of the Energy Policy Act of 1992. These guidelines will include new light efficiency standards that will not allow for any further installations or detailed maintenance tasks to be performed with some mercury vapor systems other than their complete removal. With this in mind it has been determined that the MPRB system needs to be converted to an operation that is acceptable within these federal guidelines, probably a HPS or MH type of lighting system. Transportation Division staff estimates that the cost of converting to a MH or HPS system by retrofitting existing fixtures would be \$750 per light unit. The staff also estimated the cost of converting to a MH or HPS system by a complete change out of the pole and fixture to be \$2,400 per light unit. The MPRB currently spends approximately \$200,000/year on its system. This figure does not include any provision for converting to a MH or HPS system. A complete conversion of the MPRB system over the next ten years would result in an annual capital cost of approximately \$342,000.

Recommendation:

8. The Work Group recommends that the Department of Public Works incorporate the maintenance and operation of the Minneapolis Park and Recreation Board street lighting system. This would include the addition of approximately 1500 street lights to the Public Works street lighting maintenance operation. The cost to Public Works for the operation and maintenance of the additional lights is

estimated to be \$200,000/year. The Work Group also recommends that an additional \$342,000/year in capital costs be allocated over the next ten years for the conversion of the Park Board street lighting system to a mode of operation that anticipates the forthcoming federal regulations.

7. ***New Trails and Bikeways***

Overview:

Currently there are several plans underway to expand the existing bikeways and trails by developing new routes such as along the 29th Street Corridor and the LRT route.⁶ Historically, these amenities have been developed through cooperation among the City, MPRB and County. An outstanding issue, not completely resolved, is which entity will be responsible for managing and maintaining new trails in the future and how will this activity be funded? In essence, which entity "owns" these amenities and is the responsible party? Neither the MPRB nor Public Works have currently identified resources to manage all of these additional areas. Annual operating costs are estimated to be about \$2 per lineal foot. At this time, staff is approaching maintenance responsibility and budgeting as follows:

MPRB

The Cedar Lake Trail is owned, operated and maintained by the MPRB within their current budget. The unresolved issue is the resurfacing of the trail five to ten years in the future, however there is an existing agreement that any funds generated from the volleyball complex located north of 3rd Avenue North could be used for this purpose.

The MPRB plans to operate and maintain the Bassetts Creek and Kenilworth Trails. For both trails, there is co-ownership between the Park Board and the Hennepin County Regional Railroad Authority (HCRRA). Funding for maintenance is being requested by MPRB staff in their 2000 budget request. The unresolved issue is the resurfacing of the trail five to ten years in the future.

Public Works

Public Works anticipates that it will maintain the 29th Street Midtown Greenway and the University Connector. The owner of the 29th Street Corridor is the HCRRA. The owner of the University Connector is the University of Minnesota. The western part of the 29th Street Corridor is being constructed under contract, the central part of the 29th Street Corridor is scheduled in 1999, and the University Connector is scheduled to open in 1999/2000. Funding for maintenance of these sections is being requested in their 1999 and 2000 budget requests. Due to security concerns associated with the Mid-town Greenway, it is estimated that annual operating costs will be an additional \$3 per linear foot for a total of \$5 per linear foot.

⁶ See map, Appendix 3

Unknown

The future Hiawatha and North Mississippi bikeways are in the conceptual phases. Ownership of the corridors is unknown because their exact locations have not been finalized. Maintenance responsibility has not been addressed.

The key concern of staff from both agencies is that responsibilities and funding for ongoing operational costs are clearly identified at the point where the policy decision is made to do the project. In some cases, other governmental entities such as Hennepin County and MnDOT need to be included in the discussions. Members of the Work Group are in agreement with this position. Since the issue of operating budget impacts of capital acquisition is broader than just trails and bikeways, the Work Group decided to address this concern in a more global fashion, which is described in the next section.

8. *Recommended City policy to coordinate approval of capital projects with related operating budget changes*

Overview

In order to better understand and manage the operating impact of adding or expanding capital facilities, the City should adopt a similar policy as the one the MPRB has. That policy is:

"It will be the policy of the Board that new or expanded facilities can only be added to the system when additional funds are assured for their operation, or an off-setting reduction in another cost center can be accomplished in order to provide for the increased cost of operating the new or expanded program or facility."

With the adoption of a similar policy the City can more accurately identify and plan for the full costs of proposed capital acquisitions or expansions, and avoid future budget surprises because the ongoing maintenance costs will be clearly identified as the acquisition is approved.

Recommendation:

9. The City Finance Officer and City Engineer are directed to prepare appropriate policy and/or process recommendations for consideration by the Mayor and Council before the distribution of the 2001 Capital Budget instructions to ensure that operating costs changes associated with proposed capital projects are adequately identified and considered as part of the capital budget process and better coordinated with the operating budget process.

9. *Summary Recommendations*

Our park system is unquestionably one of our most prized assets. Public Works is an essential core city activity and efficient operation of this core city activity is critical. Successful completion of this Park Board/Public Works redesign process

will greatly enhance efficiency, reduce redundancy and save money and provide resources to maintain and operate our city's world class system of parks and other green open space that are tremendously important to our citizens.

Furthermore, we owe it to our citizens and the integrity of fiduciary responsibility to eliminate costly duplication of publicly funded services. Good government requires each organization to harness its expertise to provide high quality services, efficiently. This realignment of services provides resources to get this job done.

This redesign package will allow the Minneapolis Park & Recreation Board to enhance both existing programs and offer expanded program services that directly address the defined issues, needs and interests of the neighborhood. The redesign funding opportunity will continue support and implementation of a comprehensive menu of youth and family program services offered at the 50 neighborhood/community park centers, including:

- Demonstrating the value of positive leisure time experiences by increasing the number and variety of sports opportunities for Minneapolis youth (leagues/team sports, clinics/camps, and fundamental sports for younger children).
- Appropriate park center staffing that directly correlates with and improves program and service quality.
- Strengthening appropriate behavior and safe park environments by creating opportunities for families to be in the parks to interact with other neighborhood residents, celebrate the diversity of the community and enhance community life.

The Work Group therefore recommends that:

1. The City Council and MPRB approve the nine specific recommendations in this report.
2. The City Engineer and the Park Superintendent are directed to negotiate a service agreement reflecting these changes. It is understood by both parties that no funds will be transferred from one agency to the other as a result of these changes.

The following table summarizes the report's key recommendations and resulting financial implications. A more complete table of the financial impact of these changes is presented in Appendix 4.

Function	Change	Existing Budget at current agency	Recommended Budget for Function at new agency
MPRB Storm Sewers	Transfer responsibility to PW	@ \$20,000 annually	\$500,000 operating \$500,000 capital
PW Trees	Transfer responsibility to MPRB	@ \$5,000 annually	\$ 45,000 start-up \$241,000 operating
Composting Facility	PW and MPRB directed to develop capital proposal for 2001 budget	NA	NA
PW Green Spaces	Transfer responsibility for 9 sites totaling @ 11 acres to MPRB	Part of the \$1.6 million Malls and Plazas budget	\$15,000 start-up \$25,000 ongoing
MPRB Parkways	Transfer maintenance responsibility to PW	\$700,000	\$805,000
MPRB Streetlights	Transfer responsibility to PW	\$200,000	\$200,000 operating \$342,000 capital
Trails & Bikeways	Clarify responsibility for ongoing costs at time of acquisition	NA	NA
Coordination of capital and operating budget decisions	Staff to prepare policy changes for Mayor, Council consideration	NA	NA

Appendices

1. Current Status of PW/MPRB Cooperation (from original 1998 Service Overlap Report)
2. List of Selected Public Works' Green Space Areas (from same report)
3. Map of Trails and Bikeways
4. Table of Recommended Functional Transfers and Resulting Budgetary Adjustments

Appendix 1: Current Status of PW/MPRB Cooperation

EXISTING AREAS OF PARK BD, PW COOPERATION Working draft -October, 1997				
Service Title	Description	Year Begun	Reason Initiated (what prompted this)	Financial Impact? Operational Impact?
1) Snow & Ice Removal	Snow & ice removal and maintenance for the parkway system.	1970's	Staff initiated	
2) Sweeping	Sweeping the parkway system 2x per year	1980's	"	
3) Facilities Review Committee	Public Works-General Services, MPRB and other city entities are cooperating in facility mgmt issues such as Energy Tracking, Energy Retrofit Program, shared databases, etc.	1996	"	
4) Underground Fuel Storage Tanks	Task Force to remove underground fuel storage tanks, and consolidate fuel delivery	1996	"	
5) Vehicles	Fleet Services for extra vehicles	1970's	"	
6) Inventory Items/Electrician Trade	Traffic Stores or purchasing and inventory of items unique to the Electrician Trade	1980's	"	
7) Intersection Light Poles	Traffic Stores to dig all the holes and help set all the intersection light poles	1980's	"	
8) Heavy Equipment	Public Works for all heavy equipment and backhoe work	1980's	"	
9) Traffic Management Issues	Public Works Traffic Engineering for opinions on traffic management issues on the parkway system	1970's	"	
10) Bridge Inspection & Maintenance	Public Works Bridge Inspections & Maintenance for help with bridge repairs and engineering expertise	1970's	"	
11) Painting/Traffic Signing/Pkwy. System	Public Works from painting of the crosswalks, parking bays, and traffic signing on the Parkway system	1970's	"	
12) Clean Water Partnership	Involved with Public Works as part of the Clean Water Partnership including storm water issues, grit chambers, public education, publicity, erosion control, and related issues	1990	Grant	
13) Catch Basin Repairs	Public Works to assist with Catch basin repairs, storm water line cleaning, pothole patching, and repairs to the Parkway system	1980's		
14) Labor/Cement Finisher	Public Works to provide extra labor to the Cement Finisher Shop when needed seasonally	1980's		
15) Central Stores	Central Stores and Supply for items MPRB does not have immediate access to	1980's		
16) Bike Transportation Corridors	Maintain the Cedar Lake Blvd Corridor, and other bike transportation corridors, which are for commuter bike traffic, not recreational use	1994		
17) City Compost Facility	City Compost facility to provide compost for construction projects	1995		
18) Solid Waste	Solid Waste on City Wide Cleanup programs	1993		
19) Piers	Payroll system development	1997		
20) Tree Planting	MPRB Forestry Section (Forestry) functions as the tree planting contractor for the Dept. of Public Works	1992		
21) Tree Pruning	Forestry performs contractual tree pruning for PW	1970's		
22) Tree Removals	PW uses Forestry to remove trees on a contractual basis	1970's		
23) Hazardous Trees on Private Property	Forestry acts as a consultant to Housing Inspections (HI) in the Division of Regulatory Services by examining trees on private property & determining if they are hazardous	1995		
24) Permits for Driveway Aprons	Forestry & PW Transportation & Special Projects (T&SP) have a cooperative arrangement for dealing with property owners who request a permit to install a	1970's		

EXISTING AREAS OF PARK BD, PW COOPERATION
Working draft - October, 1997

Service Title	Description	Year Begun	Reason Initiated (what prompted this)	Financial Impact? Operational Impact?
25) Sidewalk Construction	driveway apron Forestry & PW Sidewalk Division (SD) have been working to lessen the impact of sidewalk construction on tree roots	1970's		
26) Street Re-Paving Projects	As part of street re-paving and/or reconstruction, PW Paving Construction (PC) and Forestry have developed a cooperative working relationship.	1992		
27) Technical Assistance to PW	Technical assistance to PW - Operations as part of the street sweeper selection study	1996	PW request	
28) PW-Engineering Design Water Quality	Work with PW-Engineering Design on water quality and water quantity projects, Forestry projects and formal & informal design	1992	NPDES storm water permit application	
29) Storm Sewer Monitoring	Storm sewer monitoring work for Public Works - Engineering Design	1991-1993; 1997	MPRB staff availability	MPRB provides staff to maintain & service sampling equipment, collect samples, analyze data and deliver samples to labs.
30) Streambank Erosion Control	Use PW-Operations for streambank erosion control construction	1994		Payment for services by MPRB
31) Storm Sewer Repairs	Use PW - Operations for storm sewer repairs	1991		Payment for services by MPRB
32) Design Services & Surveying	PW - Operations for various design services & surveying for small scale projects	1995		Sometimes for a cost; other times gratis
33) Horticultural Consultation	Provide horticultural/forestry consultation to Public Works - Malls & Plazas for plantings	1990		
34) Plant Selection & Planting Advice & IPM	Work with PW-Maintenance District Foremen on plant selection & planting advice, weed control & erosion control	1994		
35) Earth Day	Cooperative city-wide Earth Day Watershed Clean-up with PW - Solid Waste & Recycling Division	1994	Grant initiated project	
36) Water Quality Education Committee	Minneapolis Water Quality Education Committee	1993	Citizens advisory committee	Staff with Public Works - Engineering Design
37) Solid Waste & Recycling Education	Coordinate with PW - Solid Waste and Recycling Division to implement education	1995	Grant initiated project	
38) Curbside Pick-up of Recyclables	PW-Sanitation picks up recyclables at Park Center buildings	1992-93	Staff initiated	
39) Catch Basin Stenciling	Coordinate with PW - Engineering Design on the catch basin stenciling program	1994	NPDES storm water permit application	
40) NRP	Working together on design & implementation of neighborhood projects	1992		
41) Intersection Design	PW-Traffic assists the Park Board in this service area	1930's	Staff initiated	
42) Critical Parking Areas	"	1997	Staff initiated	
43) Special Event Coordination	"	1930's		
44) Traffic Counts	"	1940's		
45) Accident Analysis	"	1970's		
46) Parking Meters on Parkways	"	1980's		

Appendix 2: Selected Public Works' Green Space Parcels

Parcel	Owner/Acquired	Area (Sq. Yd.)	Maintenance Activities (see key)
Kasota Park	City	2,000	1,2,3,5
Main Street Mall	City	3,250	1,2,3,5,6,7
West River Road	City	86,000	1,2,3,5,7,8
Olson Mem. Highway	State	115,000	1,2,3,10,12
Irving & 22nd Ave. N	City	7,000	1,2,3,5
Ryan Lake	City	6,000	1,2,3,5
Rainville-Hill Square	City 1993	150,000	1,2,3,5
Royalston Ave. N	City	8,300	1,2,3,5,7,8
Washington Ave. S	City	1,600	1,2,3,7,12
Sunset Boulevard	City	8,000	1,2,3,5,7
I 35W Triangle	State	8,700	1,2,3,4,5,6,7,8,9,10,12
Stevens Square	City 1993	2,000	1,2,3,4,5,8,9,10
Peavey Plaza	City	8,700	1,2,3,4,5,6,7,8,9,10,11,12
Loring Greenway	City 1978	5,600	1,2,3,4,5,6,7,8,9,10,11,12
Hennepin/Dunwoody	City 1994	79,000	1,2,3,4,5,6,7,8,10,11,12
I 94 & Lyndale Bottleneck	State	19,000	1,2,3,4,5,10,12
Old Milwaukee Ave. Mall	City	1,300	8,10,12
Chowen/St. Paul/Depot	City	6,000	1,2,3,5
Pioneer's & Soldier's Cem.	City	108,000	1,2,3,5,6,8,9,10,11,12
Hiawatha Corridor	State 1990	152,000	1,2,3,4,5,6,7,10,12
Hiawatha Streetcar R/W	City	3,900	1,2,3,5
Grass Lake	City	3,500	1,2,3,5
W 31st Street Median	City 1992	5,000	1,2,3,4,5,7
Bloomington Holding Pond	City 1988	20,000	1,2,3,5,8,10,12
Sibley Holding Pond	City 1990	17,000	1,2,3,5,8,10,12
Osseo Road Area	City 1998	54,000	TBD



MAINTENANCE ACTIVITIES KEY:

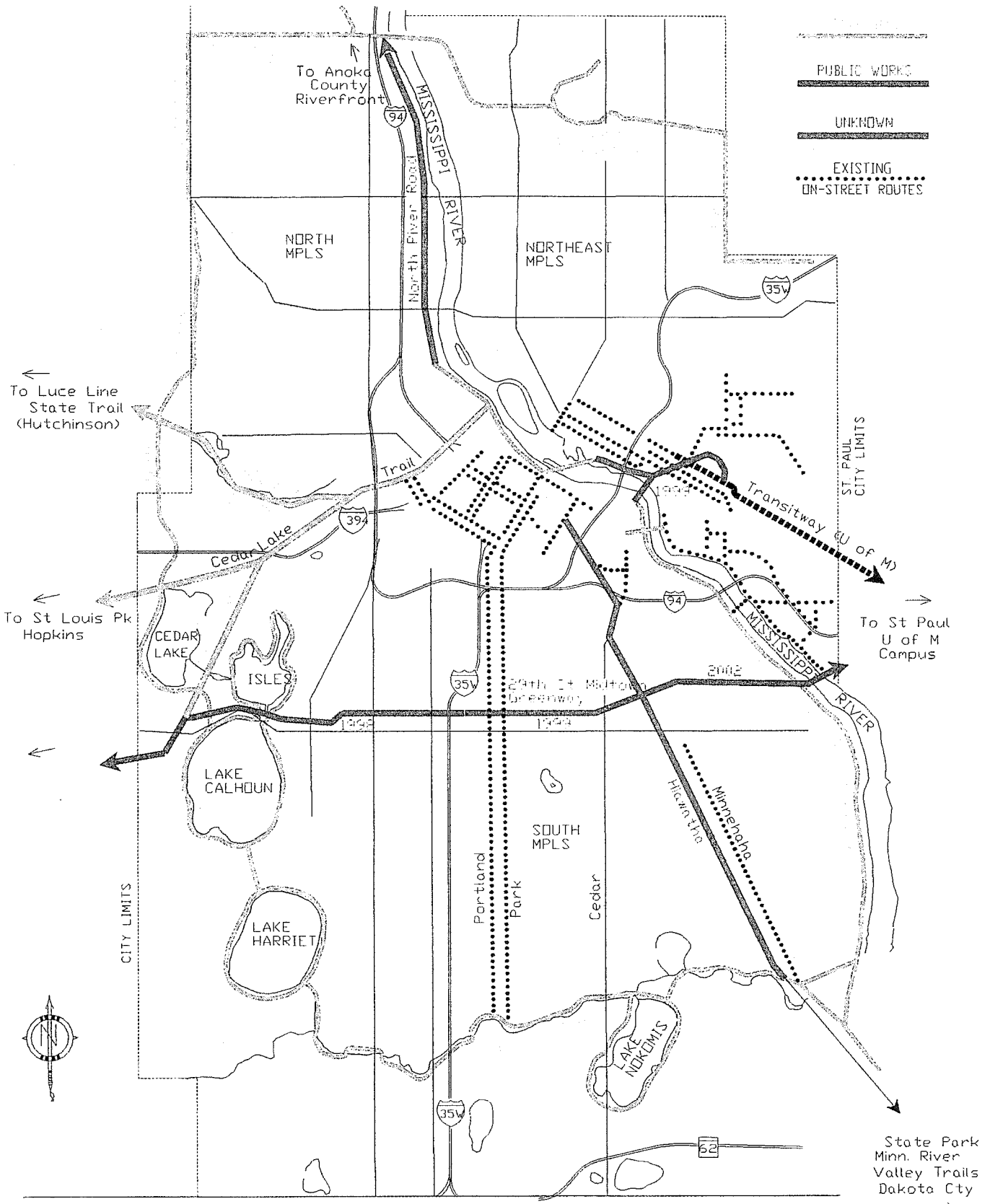
1. Grass Mowing, Weed Mowing
2. Weed Whip, Weed Control
3. Litter / Debris Pickup
4. Flower or Shrub Maintenance and Replacement (includes shrub pruning / cutting)
5. Tree Pruning, Maintenance (by PW or Park Board)
6. Watering Grass or Planting by Hand
7. Irrigation System Maintenance (including utilities cost)
8. Minor Structural Maintenance (fences, benches, etc.)
9. Lighting and Electrical Maintenance (including utilities cost)
10. Path / Sidewalk Repair
11. Major Structural Repair (Fountains, Buildings, etc.)
12. Winter Maintenance / Snow and Ice Control

TRAILS AND BIKEWAYS

Appendix 3

MAINTENANCE RESPONSIBILITY

-  PUBLIC WORKS
-  UNKNOWN
-  EXISTING ON-STREET ROUTES



**Appendix 4:
Recommended Functional Transfers and Resulting Budgetary Adjustments**

Service	Current Arrangement	Existing Budget at current agency		Recommended Change	Recommended Budget at new agency	
		Park Board	Public Works		Park Board	Public Works
MPRB Storm Sewers	MPRB maintains their system at a minimal level of maintenance & has deferred capital upgrade	@ \$20,000 operating \$0 capital	\$0	Transfer responsibility to Public Works	\$0	\$500,000 operating \$500,000 capital
PW Trees	PW maintains their trees at a minimal level of maintenance	\$5,000 (or whatever level PW requests)	@ \$5,000	Transfer responsibility to MPRB	\$45,000 start-up \$241,000 operating	\$0
PW Green Spaces	PW maintains their open spaces at a minimal level of maintenance	\$0	@\$1,600,000 operating	Transfer responsibility for 9 sites totaling @ 11 acres to MPRB	\$15,000 start-up \$25,000 operating	@\$1,600,000 operating
MPRB Parkways	MPRB pays PW to do most pavement maintenance; MPRB does own sweeping & sign maintenance	\$700,000 operating \$0 capital	\$600,000 operating (from Park Board) \$650,000 capital	Transfer complete maintenance responsibility to PW, including sweeping & sign maintenance; no revenue transfer	\$0	\$805,000 operating \$650,000 capital
MPRB Streetlights	MPRB maintains their own system of lights, but has deferred capital upgrade	\$200,000 operating \$0 capital	\$0	Transfer responsibility to Public Works	\$0	\$200,000 operating \$342,000 capital
Total Expenditures		\$925,000 operating \$0 capital	\$2,205,000 operating \$650,000 capital		\$60,000 1x \$266,000 oper \$0 capital	\$3,105,000 oper \$1,492,000 cap
Less interagency charges		(\$5,000)	(\$600,000)		(\$0)	(\$0)
Net Cost		\$920,000 operating \$0 capital	\$1,605,000 operating \$650,000 capital		\$60,000 1x \$266,000 oper \$0 cap	\$3,105,000 oper \$1,492,000 cap

