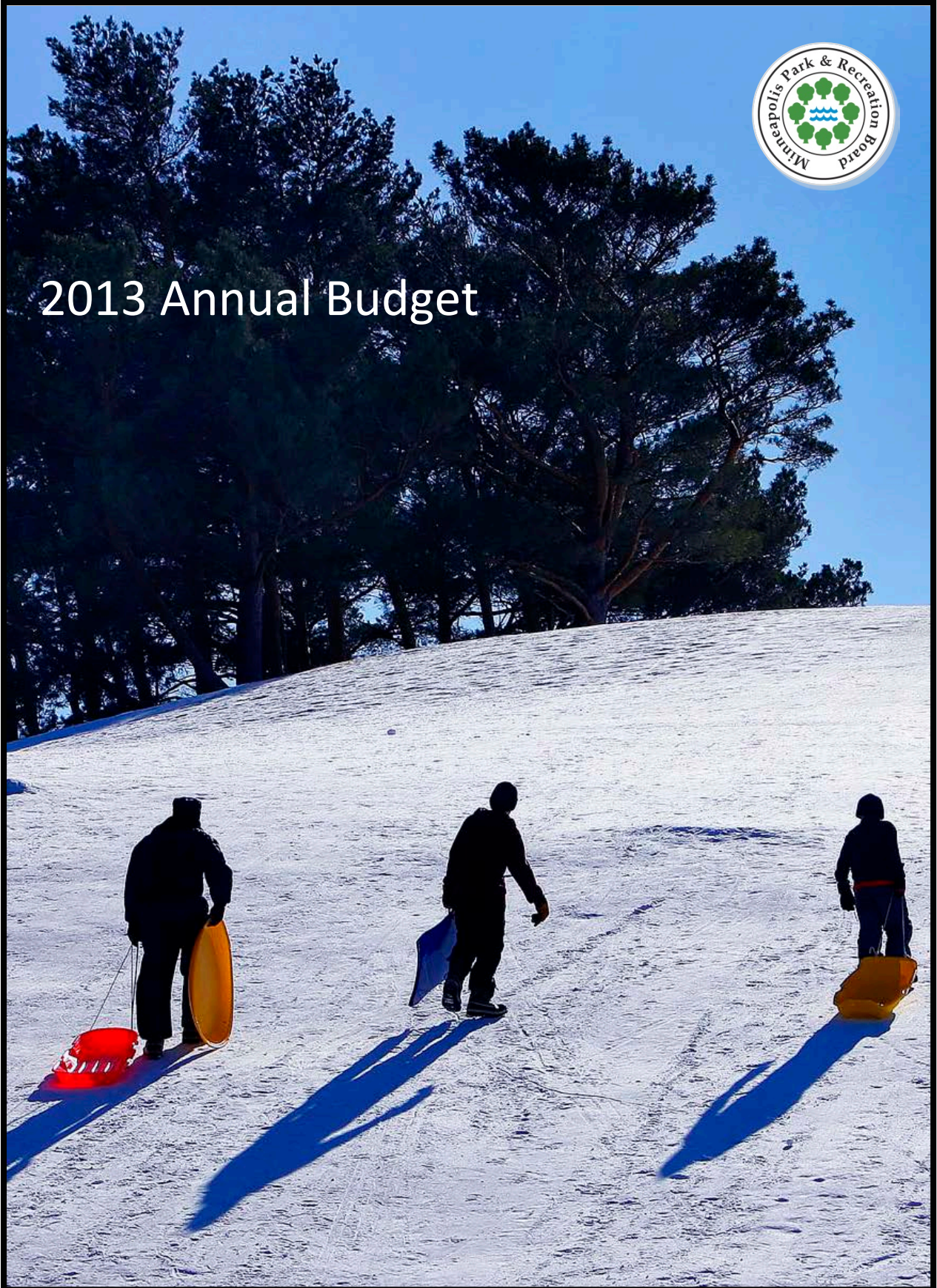




2013 Annual Budget



Minneapolis Park and Recreation Board



2013 Annual Budget

Minneapolis Park and Recreation Board Commissioners



Brad Bourn
Commissioner District 6



John Erwin
President
Commissioner At Large



Bob Fine
Commissioner At Large



Carol A. Kummer
Commissioner District 5



Jon Olson
Commissioner District 2



Anita Tabb
Commissioner District 4



Scott Vreeland
Commissioner District 3



Liz Wielinski
Vice President
Commissioner District 1



M. Annie Young
Commissioner At Large

Minneapolis Park and Recreation Board and Executive Leadership Team

Board of Commissioners

John Erwin
President
Commissioner At Large

Liz Wielinski
Vice President
Commissioner District 1

Jon Olson
Commissioner District 2

Scott Vreeland
Commissioner District 3

Anita Tabb
Commissioner District 4

Carol A. Kummer
Commissioner District 5

Brad Bourn
Commissioner District 6

Bob Fine
Commissioner at Large

M. Annie Young
Commissioner At Large

Executive Leadership Team

Jayne Miller
Superintendent

Vacant
Deputy Superintendent

Bruce Chamberlain
Assistant Superintendent for Planning

Michael P. Schmidt
Assistant Superintendent for Operations

J. Nicholas Williams
Assistant Superintendent for Recreation

Minneapolis Park and Recreation Board

Mission and Vision

Mission

The Minneapolis Park and Recreation Board shall permanently preserve, protect, maintain, improve, and enhance its natural resources, parkland, and recreational opportunities for current and future generations.

The Minneapolis Park and Recreation Board exists to provide places and recreation opportunities for all people to gather, celebrate, contemplate, and engage in activities that promote health, well-being, community, and the environment.

Vision to 2020

In 2020, the Minneapolis park system is a premier destination that welcomes and captivates residents and visitors. The park system and its beauty are part of daily life and shape the character of Minneapolis. Natural, cultural, artistic, historical, and recreational resources cultivate outstanding experiences, health, enjoyment, fun, and learning for all people. The park system is sustainable, well-maintained and safe, and meets the needs of individuals, families, and communities. The focus on preserving land continues, with a strong emphasis on connecting people to the land and each other. Aware of its value to their lives, residents are proud stewards and supporters of an extraordinary park and recreation system.



2013 Annual Budget

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**Minneapolis
Park & Recreation Board**

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2013 Budget Message

January 1, 2013

President and Commissioners of the Minneapolis Park and Recreation Board;

It is my privilege to present the Board adopted 2013 Annual Budget. This budget is focused on maintaining what we have and implementing organizational changes that will improve efficiency and enhance service delivery. It reflects the MPRB commitment to sound financial management and strategic long-term planning. It describes the frameworks and goals that will guide system-wide operations and initiatives in 2013.

Balancing the budget continues to be challenging given economic pressures and the increased demand for park services. Despite significant reductions in the number of full time employees and implementation of initiatives designed to reduce spending and raise revenue, the rising costs of energy and health insurance continue to reduce the amount of funds available for programs and services. The long-awaited opening of new facilities and the increase in park visits over the last several years has resulted in a dilution of services as the organization struggles to bear these reductions in resources.

The MPRB is committed to addressing these ongoing financial challenges and ensuring quality delivery of park and recreation services to Minneapolis residents and park users.

Sound Financial Management and Fiscal Responsibility

The Budget strategically positions the organization, from a service and financial perspective to prepare for future financial challenges. Initiatives begun in 2012 to align revenue and expenses to department activity areas are continued in this budget. While the organization’s budget and personnel numbers remain similar to 2012, positions and budget accounts have been realigned in the budget to meet the needs of the community and the organization.

The budget reflects the continued commitment to neighborhood parks and parkway capital improvements with a focus on maintaining existing infrastructure and investing in energy efficiency/rehabilitation to improve facility operations and the park system’s impact on the environment.

President
John Erwin

Vice President
Liz Wielinski

Commissioners
Brad Bourn
Bob Fine
Carol A. Kummer
Jon C. Olson
Anita Tabb
Scott Vreeland
M. Annie Young

Superintendent
Jayne Miller

Secretary to the Board
Michael P. Schmidt



The budget also includes an investment in technology. Our network infrastructure has been underfunded for years, and this investment is critical in order to improve internal and external services and provide organizational efficiencies and savings.

Organizational Performance Initiatives

The budget incorporates many of the initiatives resulting from the organizational performance project launched in 2012. Reorganization and a new leadership team structure will improve internal and external communications and streamline service delivery. An in-depth assessment of our Forestry Department resulted in changes that optimize labor and equipment to improve safety, efficiency and productivity and result in annual operating savings. Realignment of neighborhood and regional service areas will improve internal operations and coordination, and result in better delivery of services to the community.

Enhancing Service Delivery

The budget includes expanded community engagement by the Community Outreach Department and Recreation Division to ensure all residents have access to programs and services that are designed based on community input, participation and the diverse needs of residents. In order to ensure the long-term sustainability and integration of recreation services, a multi-year initiative will be launched in 2013 to provide a system-wide review of recreation facilities needed to meet today's recreation demands and establish a long-range facility reinvestment strategy that aligns demands with available resources.

Acknowledgements

The MPRB began the 2013 budget process with the Board retreat on June 14, 2012 and completed the process with the adoption of the Annual 2013 Budget on December 12, 2012. This budget is the culmination of a great deal of work, including thoughtful consideration and input from the Board and staff. I want to thank all the members of the Board and staff for their efforts during this budget process.

Sincerely,



Jayne Miller
Superintendent



2013 Budget Highlights

Board Direction

The MPRB began the 2013 budget process with a retreat held on June 14, 2012. During the retreat, staff shared that despite significant reductions in the number of full time employees and implementation of initiatives designed to reduce spending, the rising costs of health insurance, pensions and energy continue to reduce the amount of funds available for programs and services. During this same period, the economy has been in a decline and state actions relating to property taxes have placed more of the overall tax burden on residential property owners in the City of Minneapolis. Residential property owners communicated their concerns to the City and MPRB and in 2012 the MPRB approved a zero percent property tax levy increase. The result has been a dilution of services as management and staff has struggled to bear the reductions in resources and work force while providing programs and services to its residents.

At the conclusion of the June 2012 retreat, the Board directed the Superintendent to present a 2013 proposed budget that maintains what we have and provides for no new initiatives. The Board further directed the Superintendent to present a proposed budget that reflects a zero percent property tax levy increase and to provide prioritized budget package options for Board consideration that would fund specific programs and services up to the maximum of a three percent property tax levy increase. The Superintendent and staff used this direction to guide the budget discussions and decisions in the preparation of the Superintendent's Recommended 2013 Budget.

The Superintendent presented the Recommended 2013 Budget to the Board on October 24, 2012. During November, the Board took public comment regarding the budget; reviewed and considered the impact of the zero percent property tax levy increase on the operations of the MPRB; and considered the prioritized budget package options. The Board determined that the impact to MPRB operations was too great and on December 12, 2012 adopted the 2013 Annual Budget that included a three percent increase to the MPRB property tax levy. Details regarding the specific programs and services funded through the three percent property tax levy increase can be found in the Appendix Section starting on page 181.

Strategic Direction

The Superintendent and Board continue to support a strategic approach to address the financial and operational challenges facing the MPRB. And while change within the organization is needed, change should be guided by the 2007-2020 Comprehensive Plan (Comp



Plan). There was tremendous community and organizational input, work and collaboration into the development of the plan, which was written by employees and adopted by the Board in 2007. Since then, work plans and budgets have been developed based on the adopted Comp Plan. The MPRB needs to continue to honor the vision, values, goals and strategies outlined in the Comp Plan. If we do, we will see progress and improvements in how we work together and serve the public.

To understand the budget process, it's important to know that the 2007-2020 Comprehensive Plan drove development of the Board of Commissioner's 2011-2013 Strategic Direction and that in turn, drove development of the 2013 budget frameworks which were approved by the Board on July 18, 2012. Included in the 2013 Annual Budget are department goals and performance measures and budgets in alignment with the adopted frameworks, Strategic Direction and Comprehensive Plan.

Organizational Performance Project

The Organizational Performance Project began in December, 2011 with the hiring of a consultant to support efforts to improve performance and efficiency. The MPRB is committed to providing excellent services and maintaining an extraordinary park system within available resources. Difficult economic times have made it increasingly challenging to meet this goal. The consultant was hired to engage the organization in a process to identify and implement improvements to meet the challenge. The consultant explains it this way "If this was merely an efficiency project, we could simply identify ways to cut costs and be done with it. This is about improving performance with the resources available. For that, we need to have everyone engaged in the process."

The Board is pleased to provide an overview of the work accomplished through the Organizational Performance Project that has been included as an integral part of the 2013 Annual Budget.

Occupational Health & Safety Officer - The consultant completed an Occupational Health and Safety Review in March, 2012. The report identified deficiencies in the MPRB's current safety practices and recommended the hiring of an Occupational Health & Safety Officer. An organization of this size and complexity should have such a professional on staff responsible for building a culture of safety and reducing risk to employees and the MPRB. The position is being filled in 2013 and is included in the 2013 Annual Budget.

Leadership Structure - The Leadership Team Structure Project Team was established to identify and recommend a leadership team structure that provides the organizational leadership



necessary to meet the broad set of community and organization needs. The recommendations outlined below have been implemented and are included in the 2013 Annual Budget.

The leadership structure reflects the following key elements:

- Deputy Superintendent - The Deputy Superintendent will be responsible for the day-to-day management and functioning of the MPRB. The Superintendent will continue to provide leadership and direction for the entire MPRB, while the Deputy will be responsible for implementation and coordination of that direction. The Superintendent will continue to focus on external relations and provide the necessary support to the Board of Commissioners.
- Assistant Superintendents – The leadership structure retains three Assistant Superintendents who are responsible for the core service delivery groups of the MPRB - Environmental Stewardship, Planning and Recreation.
- Creating a broad leadership team with leaders of the external relations group, support services group, and service delivery group.
 - The external services group is represented by three departments with the key focus on external relations – Community Outreach, Communications & Marketing, and Park Safety & Security. Consistent with the role of the Superintendent as the staff leader of the MPRB in the community, these functions will report directly to the Superintendent.
 - The support services group is comprised of four departments responsible for providing support to the organization – Customer Service, Information Technology, Human Resources and Finance. These functions strengthen service delivery and are essential components of MPRB operations. They will report to the Deputy Superintendent.
 - The service delivery group is represented by the three divisions responsible for direct service delivery – Environmental Services, Planning and Recreation. The three assistant superintendents are responsible for the delivery of core services that are central to the MPRB mission. They will continue to work closely with the Superintendent, as well as the new Deputy Superintendent, to strengthen the value we deliver to the public.

New Tree Pruning Practices – Looking at tree pruning practices was identified as the number one priority in forestry based on safety record and employee feedback. The consultant and



forestry staff worked together to develop a recommended plan for pruning the estimated 200,000 trees that line the City's residential streets, and thousands more that are located along parkways and trails. After months of assessing the MPRB Forestry Department's annual pruning practices, leaders within the department identified a plan for purchasing equipment and optimizing work crews that results in safer work practices, less injuries, improved efficiency and a shorter pruning cycle for the urban canopy (productivity will increase by 40%). These changes will allow the MPRB to return to providing tree pruning services at industry standards.

Key to this plan is the optimization of equipment. We will move from chipping brush in the street to carrying it to central locations where it will be processed in bulk. We will add two additional aerial tower (*bucket*) trucks and four additional log loaders. Large chippers and many trucks will be removed from the fleet. These equipment changes are essential to providing a much safer work environment for Arborists and Mobile Equipment Operators. Overall, the forestry fleet will be reduced from 62 to 46 vehicles. The cost of purchasing two new aerial tower trucks and four log loaders will be funded through the use of General Fund excess fund balance. Log loaders are highly versatile and will be used for tree planting and removal, in addition to pruning.

The total MPRB annual savings from implementing this plan will be in excess of \$400,000, and includes staff and equipment redeployments to park maintenance. In the 2013 Annual Budget these savings have been utilized to fund other areas of MPRB operations.

Service Areas – The Community Needs and Organizational Structure Project Team designed a process for determining service area boundaries that included input from more than 150 employees in the decision making process. A recommendation has been presented that aligns MPRB services and recognizes the unique needs of neighborhoods, regional park assets and areas requiring special maintenance. The final version of the service area boundaries is included in the 2013 Annual Budget. Each division and department has considered how services and work will be provided within these new boundaries.

Service Area Leadership Teams representing all functional areas of the MPRB will be established. These teams will meet on a regular basis to coordinate work, identify opportunities for improvement and develop common objectives to meet the unique needs of the service area and the diverse neighborhoods within each service area. The development of these teams is essential to the MPRB's objectives of more effectively coordinating internal operations, and strengthening the ability to engage with external stakeholders.

The Board is thrilled that this was a staff driven effort – it gave individuals from all departments and divisions the opportunity to work together to recommend how we can best serve the



residents and visitors of Minneapolis. This type of cross-functional collaboration is essential to the long-term success of the MPRB.

Community Engagement

The Budget supports continued work toward fulfilling the MPRB mission to engage community. With the adoption of the community engagement ordinance and policy, the Planning Division has made great strides in the community engagement process as it relates to capital projects. Staff knowledge of community engagement has also increased by multiple departments attending an intensive training course. The staff participated in the training course designed to provide the development of effective approaches and techniques for engaging diverse communities, experience in stakeholder identification, application of appropriate participation tools, and integration of this knowledge into daily work.

In 2013, community engagement activities are directed to other areas of the organization with a particular focus and emphasis on the Recreation Division. The Superintendent and Board are committed to improving diversity within the organization and improving outreach and services to the community. The MPRB workforce should reflect the diversity of the city. All residents should have access to programs and services that are designed based on their input and participation. To ensure this happens the Community Outreach department budget includes five community engagement lead positions aligned with the MPRB's Service Areas that will work closely with the Recreation Division in evaluating programs and services, engaging underserved segments of the community and reducing barriers to participation. Programs and services will be redefined, developed and offered to meet the diverse needs of the community.

Recreation Center Facilities Analysis

The MPRB currently operates 47 of the 50 recreation centers in the system. Resources are not sufficient to provide the staffing and funding levels necessary for quality programming at all locations. In addition, recreation center deferred maintenance demands exceed the resources to keep pace.

In 2013, the MPRB will begin a multi-year strategy to address the mismatch between recreation center demands and available resources. The strategy includes:

1. Initiate a recreation center facilities plan in 2013 to provide a system-wide review of recreation facilities needed to meet today's recreation demands and establish a long-range facility reinvestment strategy that aligns demands with available resources.
2. Redirect financial resources toward recreation center operations by reducing the Capital Improvement Program expenditure of additional pay-as-you-go capital by \$670,000 in 2013 and 2014.



3. Provide \$88,000 of additional property tax support to retain the current level of public hours available at all recreation centers for 2013.

This strategy will allow for the continued operations of all Recreation Centers while the MPRB engages the community in conversations regarding the sustainability of neighborhood recreation centers.

Enterprise Fund

Matching operational revenues to operational expenditures is an important part of understanding the financial impacts of activities on the budget of an organization. The manner in which activities are funded is also important. The Superintendent had concerns that certain activities in the enterprise fund weren't enterprise activities and that all operational revenues and expenses weren't properly aligned. The Superintendent directed staff to review this fund in order to ensure the accounting of activities within the enterprise fund was appropriate.

An Enterprise Fund is established to account for government activities that operate as a business and provide goods or services to the public on a consumer charge basis. Most government business-type activities are accounted for and reported in this type of fund. Enterprise activities are meant to be self-supporting; and include operations, capital improvements and debt service. The MPRB enterprise fund included activities that were not business-type activities and were not self-supporting when all costs associated with those activities were identified. In addition, the enterprise fund has subsidized general fund activities to the detriment of the enterprise activities the fund is designed to support. Staff completed analysis of the activities accounted for in the Enterprise fund and the 2013 Annual Budget provides for changes in this fund.

When the costs and type of activities are considered the following activity areas were not considered enterprise activities and are budgeted within the General Fund in 2013.

- MPRB city-wide events
- Recreation center fee based programs
- Rec Plus
- Lupient Waterpark
- Adult sports
- Athletic facilities

The following activity areas are in transition with potential major renovations and negotiation of new and existing partnership agreements. These items will remain in the Enterprise Fund



until the transition processes are complete, financial impacts are known, and decisions can be made to determine if either activity belongs in the enterprise fund.

- Sculpture Garden
- Winter recreation

The following MPRB activities meet the definition of an enterprise activity and will remain in the Enterprise Fund.

- Golf
- Ice arenas
- Parking
- Use & event permitting
- Vendor agreements & concessions

Historically the enterprise fund has financed its capital improvement program with profits generated in the current year. If profits generated that year were not sufficient to cover the costs of all scheduled projects they would be deferred or cancelled based on prioritized need. This financing model along with the decline in the golf industry, annual subsidies to the general fund, and the debt obligations associated with the Neiman Sports Complex, enterprise fund capital improvement project deferrals have reached a critical stage. In order to begin establishing a capital reserve, the Board approved a 2013 capital improvement program that only includes projects that must be completed within the next year. The Board also included funding in 2013 to complete a facilities review process that will identify and assess the enterprise facilities capital needs; establish a multi-year capital improvement program; and provide for the establishment of a capital reserve within the enterprise fund to provide needed long-term financial stability to the fund.

The enterprise fund supports general fund activities by providing \$295,000 annually to the general fund. This contribution is not an enterprise activity and no longer sustainable. The Board approved this support be phased out and reduced the amount to \$200,000 in 2013. The amount will be further reduced to \$100,000 in 2014 and \$0 in 2015.

The implementation of these recommendations properly aligns activities within the appropriate funds, allow the enterprise fund to operate in a financially appropriate manner, improve the enterprise fund financial position and build sustainable enterprise operations.



Internal Services Stabilization

Internal Service funds are designed to operate on a break-even basis for operations, while accruing additional funds to finance future capital costs. Direct costs for services will be allocated to departments using an appropriate rate model developed for each internal service type. Funding is also provided in an amount to fund the replacement of assets (i.e. vehicles, computers, software) at a level consistent with a depreciation-based methodology.

The internal services operations for Equipment and Information Technology Services have experienced deferred maintenance and investment. In order to stabilize these two areas significant capital and operational investments will be required, which require rate models to cover needed operating and capital investments

Information Technology Services 2013 budget includes significant investment in the MPRB network infrastructure. This is an important first step. This investment in Broadband and Network Co-location services improves network security while also increasing speeds and efficiencies in outlying facilities and provides the foundation for increased capacity for the future.

The MPRB mobile equipment fleet is in a position where current rental rates are not sufficient to cover both the annual operating costs of the fund and the replacement of assets. Equipment rental rates have been held down due to budget constraints of the General Fund and they have not kept pace with costs of the mobile equipment fleet resulting in a decline in capital reserves. Over the next three years the equipment fund will be stabilized and returned to a fully funded operation. This will be accomplished by completing a review of equipment operations through the organizational performance project as well as establishing an equipment rental rate model sufficient to cover operational and replacement costs.

General Fund – Excess Fund Balance

Sound financial management principles require that sufficient funds be retained by the MPRB to provide a stable financial base. The MPRB maintains a fund balance sufficient to fund all cash flows of the MPRB, to provide for financial reserves for unanticipated expenditures of a non-recurring nature, revenue shortfalls, and/or emergency needs. The MPRB financial management policy requires that the General Fund maintain a fund balance of 5% of the annual adopted expenditure appropriation. A fund balance larger than this minimum may also be maintained for future purposes and the use of those funds should not be relied upon for ongoing operational needs. The December 31, 2012 fund balance is estimated to be at 9.0% or \$2.4 million in excess of the requirement.



During the budget process items were identified as essential one-time activities and not included in the General Fund operating budget since they were one-time in nature. The Board approved these one-time activities totaling \$1,739,500 be financed through use of the General Fund excess fund balance.

2013 Projects Approved For Funding Through Use of General Fund Excess Fund Balance

Division	Explanation	Amount
General Fund - Estimated Fund Balance, December 31, 2012		\$5,627,936
Fund Balance requirement (5% of adopted expenditure appropriation)		3,206,588
Fund Balance in Excess of Requirement		\$2,421,378
Superintendent's Office	Fund contract to complete website redesign and content development	(150,000)
Environmental Stewardship	Fund required grant match for 1-4 person Conservation Corp Minnesota crew	(62,000)
Environmental Stewardship	Fund contract to examine the existing MPRB pavement markings and signage and develop a uniform code of traffic markings to be utilized on all MPRB trails and parkways.	(60,000)
Environmental Stewardship	Fund capital equipment purchases required to implement the changes to the Forestry tree pruning practices	(356,000)
Planning	Fund contract to develop an operations facilities strategic plan, with implementation plan, for long-term facility investments	(220,000)
Planning	Fund two-year contract to develop a recreation facilities strategic plan, with implementation plan, for long-term neighborhood recreation facility investments.	(230,000)
Recreation	Restore funds to the Capital Projects Fund for costs associated with the 2006 Board contractor settlement for work done at the Fort Snelling 201 Building. Based on previous executive leadership direction the Enterprise Fund has made annual payments of \$94,500 for this purpose since 2009. At the end of 2012 the fund would have seven payments remaining totaling \$661,500. Utilizing excess fund balance will eliminate the \$94,500 annual payment allowing those dollars to be allocated to facility improvements. Since the Enterprise Fund has provided \$295,000 of annual support to the General Fund, the Board approves this use of excess fund balance.	(661,500)
Estimated Remaining Fund Balance in Excess of Requirement		\$681,878





2011-2013 Strategic Direction with 2013 Budget Frameworks

2011-2013 Strategic Direction

In 2010, the Commissioners of the Minneapolis Park and Recreation Board participated in a three month strategic planning process to set the strategic direction for the Minneapolis Park and Recreation Board for the next three years. The Commissioners identified priorities through the completion of surveys, work session discussions and committee study reports. The 2011–2013 Strategic Direction represents Board and Superintendent priorities that are aligned with comprehensive plan goals and objectives. The 2011–2013 Strategic Direction was adopted by the Board on August 18, 2010.

2013 Budget Frameworks

The 2013 budget frameworks within the 2011-2013 Strategic Direction were adopted by the Board on July 18, 2012. The frameworks combine Board and Superintendent priorities and direction along with comprehensive plan goals and objectives. The 2013 budget frameworks within the 2011-2013 Strategic Direction provided the outline and context for the development of the 2013 Annual Budget. Departmental goals and performance measures that align with the 2013 budget frameworks and 2011-2013 Strategic Direction were developed for the individual departments during the 2013 Budget process.

- I. **Focus resources on a well maintained park system. Address issues of aging infrastructure especially in neighborhood parks. Use Comprehensive plan as guidance for maintenance of natural areas and boulevard trees.**

2013 Budget Frameworks

- a. Continue funding and implementation of the 2012-2018 parkway paving and lighting improvement program in partnership with the City of Minneapolis.
- b. Identify strategies that focus on sustainable models for maintaining the park system's physical infrastructure, including evaluating, identifying and recommending alternative capital revenue sources such as partnerships, sponsorships and special taxing districts.
- c. Identify strategies to maintain natural areas.
- d. Identify strategies to maintain the Urban Forest Canopy and respond to threats to the canopy (i.e. disease, storms, and other natural disasters)



- II. Become a national leader in issues of sustainability, including collaborative efforts with the City Council, Mayor, County, local business leaders, and the public, making our city greener, cleaner, and energy efficient.**

2013 Budget Frameworks

- a. Identify strategies to operate and maintain the Park system in a more sustainable manner. Strategies need to address issues such as improved energy efficiency, improving the City's natural habitats, hosting green events, implementing operational sustainability initiatives. Incorporate partnerships with other agencies in these efforts.
- b. Implement priority elements of the 2012 urban agriculture activity plan.

- III. Focus on our partnerships, especially with the City and the Public schools to focus on the service delivery and responsibilities across jurisdictions to assess what is working and what can be changed or improved in difficult financial times.**

2013 Budget Frameworks

- a. Continue to implement changes in fleet management as recommended by the operations review completed in 2012.
- b. Improve delivery and coordination of recreation programs and services through clearly defined partnership and shared use agreements, leases, and strategic outreach and engagement initiatives.
- c. Participate actively in the implementation of the Fort Snelling Upper Bluff Joint Powers Agreement with the Minnesota Department of Natural Resources, Hennepin County, National Park Service and Minnesota Historical Society.

- IV. Focus on: new strategies of community engagement, including greater transparency and information that is posted online, outreach strategies, and clarity about our processes and procedures. Enhance our communications and relationships with communities, media, agencies, and partners.**

2013 Budget Frameworks

- a. Develop communications and marketing strategies for MPRB that provide for improved transparency and information sharing, opportunities for community outreach, and sharing of MPRB processes and procedures.



- b. Identify strategies for addressing the technology infrastructure needs across the Park system; improve and enhance the MPRB's utilization of technology to improve access to information, enhance service delivery and improve operating efficiencies.

V. Focus on a financial plan that increases revenue growth with grants, new program offerings, sponsorships and foundation giving, but also plan for potential budget reductions that are the result of projected state deficits or increased costs.

2013 Budget Frameworks

- a. Develop a strategic financial plan that provides for improved operating efficiencies, increased workforce flexibility, exploration of new program opportunities, leveraging volunteers, and expanded revenue growth with nontraditional sources.
- b. Develop a long-range plan to address business operations and program development and delivery service needs for golf operations.
- c. Evaluate, identify, and recommend strategies for improved self-sufficiency.
- d. Develop a strategic plan to improve workplace safety and implement recommendations identified in the Occupational Health and Safety Review completed in 2012.

VI. Assure that basic services and programs remain accessible, community based, and equitable. Reaffirm the importance of outdoor activities for children.

2013 Budget Frameworks

- a. Facilitate evaluation process of youth and adult programs that engages program participants and non-participants to assess needs, interests, access, fee structures and variety.
- b. Increase offerings and promotion of programs that re-connect children to the outdoor environment.
- c. Evaluate demand for facilities and athletic fields and develop a strategic plan for providing facilities that meet community priorities.
- d. Develop ADA compliance plan and implementation strategy for the plan.
- e. Identify areas for improved park user safety and develop strategic plan to implement recommendations.



VII. Shape city character through nationally recognized park development and redevelopment strategies.

2013 Budget Frameworks

- a. Finalize RiverFirst schematic design and prepare construction documents for 2013-2014 phase-one implementation at the Scherer site.
- b. Identify capital funding strategies (as alternative to State bonding) for rehabilitation of the Minneapolis Sculpture Garden; work with the Walker Art Center to develop and implement a jointly agreed upon operational agreement for the garden that is mutually beneficial and sustainable.
- c. Utilize development and redevelopment tools that focus on use of cutting edge technologies, energy efficiency models and reducing impact on the environment.
- d. Begin systematic implementation of the Missing Link of the Grand Rounds Master Plan.



Background Information

- Organization Profile Pages 20-21
- Commissioner Districts Map Page 22
- Service Areas Map Page 23
- Organization Chart Page 24
- Fund Descriptions Page 25



Organization Profile

History

In 1883, after an act of the Minnesota Legislature enabled the city to hold an election to determine if an independent Park Board would be established, the citizens of Minneapolis voted to create the Board of Park Commissioners.



Location

Minneapolis is the largest city in Minnesota and the center of finance, industry, trade and transportation for the Upper Midwest. At 44.58°–north latitude and 93.15°–west longitude, Minneapolis is 59 square miles (153 square kilometers), including 3.6 square miles of inland water. It drapes along the banks of the nation’s largest river, the Mississippi.

Population Served

Minneapolis is home to 382,578 people (2010 Census). Males comprise 50.3% of the population, while the percentage of females is 49.7%. Children and youth aged 17 and younger make up 20.2% of the population. Residents aged 55 and above, are 17.7% of the population. The median age is 31.4 years. African Americans comprise 18.3% of the population. People of American Indian and Alaska Native descent are 1.7% of the population. People of Asian ethnicity make up 5.6% of the population. The percentage of Hispanic population is 10.5% of the City.



Minneapolis Park and Recreation Board At-A-Glance Facts

Year agency was established	1883
Minneapolis population as of 2010 Census	382,578
Regional parks visits	15.4 Million
Estimated neighborhood park visits	5 Million
Park Properties	197
Acres of land and water	6,744
Boulevard trees	200,000
Recreation centers	50*
Interpretive center	1
Computer labs open to the public	29
Skate parks	6
Playgrounds	215
Wading pools	65
Water parks	2
Authorized beaches	12
Fishing piers	11
Boat launches	5
Canoe launches	4
Sailboat Buoys	370
Canoe/kayak racks	438
Outdoor performance stages	5
Miles of parkways	55
Miles of Grand Round walking paths	51
Miles of Grand Round biking paths	51
Dog off-leash recreation areas	6
Gardens	12
Bird sanctuaries	2
Golf courses	7
Golf driving ranges	3
Winter recreation area	1
Indoor ice arenas	2
Outdoor ice rinks	47
Multipurpose Sports fields	396

Nationally Recognized Park Board

The Minneapolis Park and Recreation Board receives national recognition for its work in providing a quality park system. The following is a sample of some of the Park Board's honors:

- The Park Board achieved accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). CAPRA accreditation is a highly-respected measure of an agency's overall quality of operation, management and service to the community.
- Minneapolis ranked fittest city in the nation by *Shape*, 2012
- Minneapolis ranked among the 25 best cities for walking by *Prevention*, 2012
- Minneapolis named most bikeable City in the U.S. by *Walk Score*, 2012

*46 Recreation Centers operated by MPRB, 1 operated as MPRB event center, 3 operated by non-profit organizations.

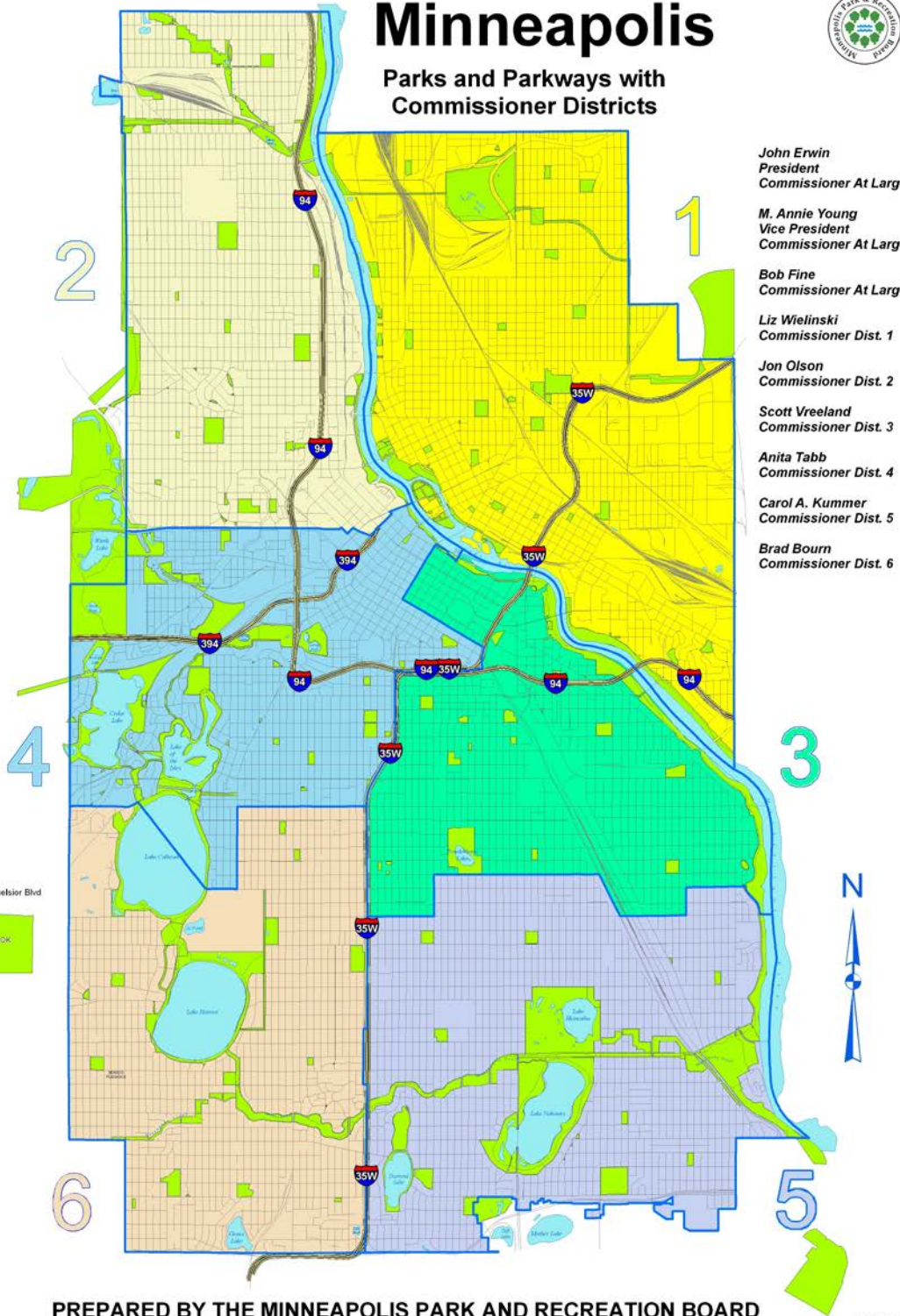


Commissioner Districts



Minneapolis

Parks and Parkways with
Commissioner Districts



John Erwin
President
Commissioner At Large

M. Annie Young
Vice President
Commissioner At Large

Bob Fine
Commissioner At Large

Liz Wielinski
Commissioner Dist. 1

Jon Olson
Commissioner Dist. 2

Scott Vreeland
Commissioner Dist. 3

Anita Tabb
Commissioner Dist. 4

Carol A. Kummer
Commissioner Dist. 5

Brad Bourn
Commissioner Dist. 6

1.5 Miles West on Excelsior Blvd



PREPARED BY THE MINNEAPOLIS PARK AND RECREATION BOARD

2010-2011



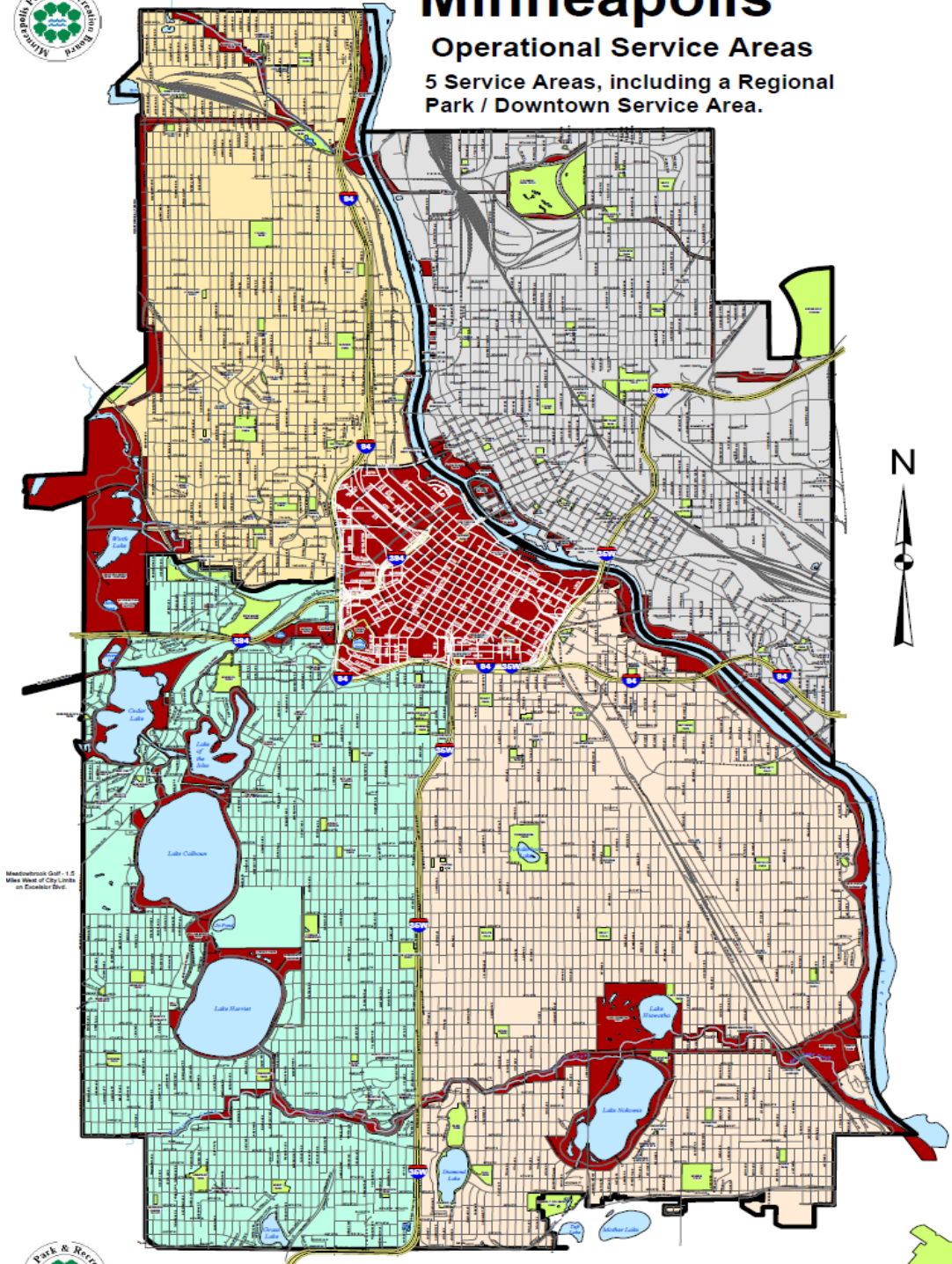
Service Areas



Minneapolis

Operational Service Areas

5 Service Areas, including a Regional Park / Downtown Service Area.



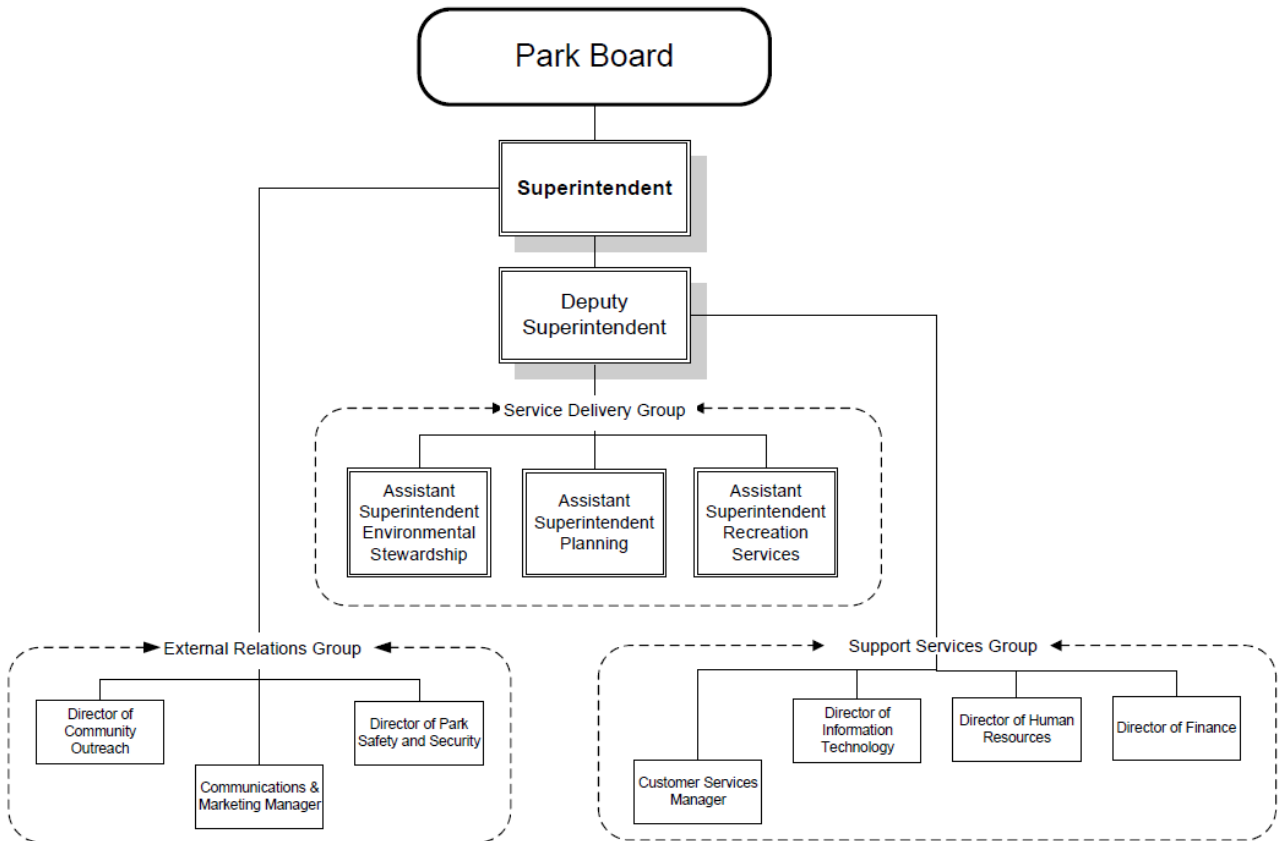
Macdonald Golf - 1.5 Miles West of City Limits at Excelsior Blvd



Prepared by the Minneapolis Park and Recreation Board



Organization Chart





Fund Descriptions

General Fund

The General Fund is the MPRB's main operating fund that reports activities not reported in other funds.

Special Revenue Fund

Park Grant and Dedicated Revenue

This fund accounts for the activities associated with the purchase and improvement of land used for park purposes and to account for revenue received that is designated for specific purposes, such as donations and grants.

Enterprise Fund

Park Operating Fund

This fund accounts for the activities of the Park and Recreation Board's golf courses, ice arenas, parking, permitting, concessions, sculpture garden and winter recreation.

Internal Service Funds

Park Internal Services Fund

This fund accounts for the rental of equipment and the information technology services provided to other Park and Recreation Board Funds.

Park Self-Insurance Fund

This fund accounts for the insurance activities of the MPRB. These activities include workers compensation, property insurance, general liability, automotive liability and police professional liability.

Capital Project Funds

Park Acquisition and Improvement Fund

This fund accounts for special assessments for parkway paving and the removal of diseased trees from private residential property.

Permanent Improvement Fund

This fund accounts for the resources used for capital acquisition, construction and improvements.





Financial Management Policies

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Adopted by the Board on:
Prior Version: December 7, 2009
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Minneapolis Park and Recreation Board Financial Management Policies

INTRODUCTION

The Park Board's Financial Management Policies provide a framework for the fiscal management of the Park Board. These policies are designed to ensure the efficient, responsible management of financial resources and to provide for the Park Board's long-term fiscal stability.

I. OPERATING BUDGET POLICIES

The objective of the operating budget policies is to ensure that sound fiscal management practices are followed in operating and maintaining the Park Board System.

- A. **Fiscal Year.** The fiscal year of the Park Board is January 1 through December 31.
- B. **Balanced Budget.** The operating budget for the Park Board shall be balanced. For each fund, ongoing costs are not to exceed ongoing revenues and available fund balances are used in accordance with reserve policies.
- C. **Enterprise Operations.** All enterprise activities of the Park Board shall be self-supporting whereby revenues cover operating costs, capital improvements, debt service payments and support to other funds as approved by the Board in the annual adopted budget. While there may be imbalances from year-to-year, funds are not to create a negative fund balance.
- D. **Internal Services.** Internal service funds are to operate on a break-even basis. While there may be imbalances from year-to-year, funds should neither make an excess net profit nor a loss over the long run, and in no case should they create a negative fund balance.
- E. **Budget Guidelines.** The annual budget process is intended to weigh all competing requests for Park Board resources within expected fiscal constraints.
 - 1. **Performance Measurement and Productivity Indicators.** Performance measurement and productivity indicators shall be integrated into the annual budget process. Performance measures will identify major initiatives to be completed annually, productivity indicators will be utilized as a guide to assist in determining the level at which programs and services are funded.
 - 2. **Personnel Expenses.** Additional personnel shall be requested only after service needs have been thoroughly documented or after it is substantiated that the



addition will result in increased revenue or enhanced operating efficiencies. To the extent feasible, any FTE personnel cost reductions will be achieved through attrition.

3. **Overtime Limitation.** The Park Board allows the use of overtime if emergency, weather, or operating conditions necessitate its use. Overtime shall be prior approved by management. No departmental overtime may exceed five percent of its personnel budgets and must be approved in the annual budget of the service area.
 4. **New or Expanded Programs or Facilities.** The Park Board commits to managing the park system effectively and efficiently in order to provide services based on community needs and to enhance and expand the capacity of the system while maintaining sustainable operations. Requests for new or expanded programs or facilities made outside the annual budget process are discouraged to allow the expansion to be weighed against other agency needs and requests. New or expanded programs or facilities for the park system may include buildings, trails, policing, supervision, maintenance, recreation and additional hours of operation, legal compliance or improvements and should be sought through grant or other outside funding.
 5. **Grant or Other Outside Funded Programs.** Programs financed with grant or other outside monies shall be budgeted in special revenue funds. The service or program shall be separately accounted for in the financial system with budgets adjusted to reflect the level of available grant or other outside funding. In the event of reduced grant or other outside funding, Park Board resources shall be substituted only after all competing program priorities have been considered during the annual budget process.
- F. **Basis of Budgeting.** The budgets of all governmental funds are developed using the modified accrual basis. Revenues are budgeted if they are measurable and available as net current assets. Expenditures are generally budgeted when the related fund liability is incurred. The accrual basis of accounting is used for proprietary funds. Revenues are budgeted as they are anticipated to be earned.
- G. **Budgetary Controls.** The legal level of budgetary control is at the fund level. Budgetary amendments at the fund level must be approved by the Board. Appropriations lapse at year end.
- H. **Purchase orders, contracts, and other commitments** are recorded as encumbrances, which reserve appropriation authority. Encumbrances outstanding at year end generally lapse and become the obligation of the next fiscal year if carried forward. If a non-recurring purchase is ordered and the delivery occurs after the end of the current fiscal year the Park Board may determine to re-appropriate the funds in the next year.



- I. **Use of One-Time Resources.** One-time resources such as proceeds from asset sales, debt refinancing, one-time grants, revenue spikes, budget savings and similar non-recurring revenue shall not be used for current or new ongoing operating expenses. Appropriate uses of one-time resources include establishing and rebuilding emergency or operating reserves, early retirement of debt, capital expenditures and other non-recurring expenditures.
- J. **Public Participation.** Information regarding Park Board budget, financial statements and performance measurement shall be available to the public. Various methods shall be used to ensure public input into the budgeting process, such as informational hearings, on-line surveys and community meetings.

II. REVENUE POLICIES

The objective of the revenue policies is to ensure that funding is derived from a fair, equitable, and adequate resource base, while minimizing property tax burdens.

- A. **Revenue Structure and Sources.** The Park Board will maintain a diverse revenue structure that protects programs and services from short-term fluctuations in any single revenue source. Services having a system-wide benefit shall be financed with revenue sources generated from a broad base, such as property taxes and state aids. Discrete services shall be financed with user fees, charges and assessments.
- B. **Property Taxes.** The Park Board strives to ensure that the taxes it levies are no greater than the absolute minimum needed to efficiently, effectively, and responsibly manage the system. The Park Board places a high priority on finding ways to proportionately reduce its dependency on taxes by pursuing new profitable revenue generating programs and facilities when appropriate.

The Park Board reviews and recommends to the Board of Estimate and Taxation an adjustment to its tax levy annually.

- C. **Fees and Charges.** The Park Board shall implement user fees and charges in lieu of support from other general revenue sources for identified discrete services. Fees and charges shall be reviewed annually to ensure appropriate fee structures.
 1. **Cost Recovery.** Levels of cost recovery vary depending on the service, funding source and user group.
 2. **Policy and Market Considerations.** The Park Board shall consider policy objectives, market rates and charges levied by other public and private organizations for similar services when Park Board fees and charges are established.



3. **Non-Resident Charges.** Whenever practical user fees and other appropriate charges shall be levied for Park Board activities, services or facilities in which non-residents participate. The Metropolitan Regional Parks system is funded through a combination of state and local funding sources. The Metropolitan Council regional parks policy prohibits the discouragement of non-resident use of regional parks and fees and charges shall be applied equally to residents and non-residents. Non-regional parks determine user fees and other charges based on activity.
 4. **Enterprise Service Fees.** User charges for Enterprise Services such as golf, recreation, and parking, shall be set at rates sufficient to finance direct and indirect operating, capital, reserve/working capital and debt service costs. Overhead expenses and general government services provided to the enterprise activities shall be included as indirect costs. Rates will be set such that the enterprise fund is never in a cash deficit position at year end.
 5. **Internal Service Fees.** When interdepartmental charges are used to finance internal service functions, the charges shall reflect full costs. Direct costs for services will be allocated to departments using an appropriate rate model developed for each internal service type.
- D. **Fines.** Levels of fines shall be set according to legal guidelines and consider deterrent effect, administrative costs and revenue potential.
 - E. **Dedicated Revenues.** All Revenues shall be deposited in the general fund, except where required by law, funding requirements or generally accepted accounting principles (GAAP). Non-restricted revenue shall be used for general fund purposes unless dedicated through the annual budget process or Board action.
 - F. **Grants.** The Park Board will actively pursue government and private grants that are consistent with the Comprehensive Plan, mission and goals. All grants received shall be subject to grant solicitation and acceptance procedures, and shall be deposited in the appropriate Park Board fund and accounted for through the Park Board financial system. The finance department will maintain Park Board wide grant information and grant accounting to facilitate the annual audit and compliance with federal and state requirements. Grants in the amount of \$50,000 or more shall be presented to the Board for approval and acceptance of the grant. Staff shall periodically inform the Board of all grant applications submitted and grant awards received.
 - G. **Private Revenues.** All private money donated, contributed or lent to the Park Board shall be subject to gift solicitation and acceptance procedures, and shall be deposited in the appropriate Park Board fund and accounted for through the Park Board financial system. Gifts and donations in the amount of \$5,000 or more shall be presented to the Board for recognition of the gift.



- H. **Non-recurring Revenues.** To the extent possible, one-time revenues will be applied to one-time expenses.
- I. **Leases.** The leasing of Park Board land requires Board approval and the affirmative vote of at least six Commissioners.¹
- J. **Special Assessments.** The Park Board has the authority to levy certain special assessments². Special assessments administered by the Park Board include the following:
- Parkway improvement
 - Parkway lighting
 - Parkway sidewalk improvement/replacement
 - Removal of insect infested or diseased trees
1. **Method of Payment for Public Improvement Assessments.** Owners of benefiting properties shall have the option of paying their assessment in full or in installments as part of their annual real estate taxes. The Park Board shall determine the number of equal annual installments, not to exceed twenty, in which assessments may be paid. The Park Board shall determine the interest rate to be paid annually on all unpaid installments; this rate shall not exceed the maximum rate of interest as provided for in statute³. The first installment shall be payable in the year following completion of the project and in the same manner as real estate taxes.
2. **Uniform Assessment Rate.** The City of Minneapolis calculates and adopts a Uniform Assessment Rate which is the standardized rate applied in street construction and street renovation projects. The policy requires that assessments be part of the funding for all street paving construction/reconstruction projects for which the Park Board is to bear any part of the cost. This rate shall be applied to the square footage per parcel in the project area to determine an assessment cost for each benefited property. The goal of the rate is to ensure an equitable distribution of costs among projects and to assess no more than approximately 25% of project costs. The Uniform Assessment Rate is calculated annually and approved by the Transportation and Public Works Committee of the City Council. Separate rates are established based on the type of project (construction or renovation), funding category (local or other) and benefited parcel category (non-residential or residential).
- K. **Identity Theft.** The Park Board will employ all federal rules and regulations related to identity theft prevention.

¹ City of Minneapolis Charter, Chapter 16, Section 1, *Park and Recreation Board-Election-Terms of Office*.

² Minnesota Statute §430

³ Minnesota Statute §429.061, Subd. 2



- L. **Debt Collection.** The Park Board will make every reasonable attempt to collect debts owed to the Park Board.

III. FUND BALANCE POLICIES

Sound financial management principles require that sufficient funds be retained by the Park Board to provide a stable financial base. The Park Board will maintain a fund balance sufficient to fund all cash flows of the Park Board, to provide for financial reserves for unanticipated one-time expenditures, revenue shortfalls, and/or emergency needs.

The objective of the fund balance policies is to specify the size and composition of the Park Board’s desired fund balance (net assets for enterprise funds) and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

- A. **Classifications.** The following individual components shall constitute the fund balance for all Governmental Funds.

Classification		Definition	Examples
Nonspendable		“Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.” ⁴	<ul style="list-style-type: none"> • Inventories • Prepaid items • Long-term receivables • Permanent Endowments
Restricted		“Fund balance should be reported as restricted when constraints placed on the use of resources are either: <ol style="list-style-type: none"> Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or Imposed by law through constitutional provisions or enabling legislation.”⁵ 	<ul style="list-style-type: none"> • Restricted by state statute • Grants earned but not spent • Taxes dedicated to a specific purpose • Revenues restricted by enabling legislation
Unrestricted	Committed	“Used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority” ⁶	<ul style="list-style-type: none"> • Amounts the Board sets aside by resolution.
	Assigned	“Amounts that are constrained by the government’s intent to be used for specific	<ul style="list-style-type: none"> • The Board delegates the authority to assign fund

⁴ GASB Statement No. 54, ¶ 6
⁵ GASB Statement No. 54, ¶ 8
⁶ GASB Statement No. 54, ¶10



	purposes, but are neither restricted nor committed” ⁷	balance to the Superintendent <ul style="list-style-type: none"> • The Board has appropriated fund balance during the budget process
Unassigned	Unassigned fund balance is the residual classification for the General Fund. This is fund balance that has not been reported in any other classification. The General Fund is the only fund that can report a positive unassigned fund balance. Other governmental funds would report deficit fund balances as unassigned. ⁸	

1. **Committing Fund Balance.** In order to commit fund balance, the Board, as the highest level of decision-making authority, must incorporate in a resolution the commitment of funds for specific purposes. These funds must be fully expended for their committed purpose or by a separate action by the Board for the funds to become uncommitted.
2. **Assigning Fund Balance.** In order to assign fund balance, the Board designates the Superintendent, or his/her designee, as the authority to assign fund balance.

B. Minimum Level of Fund Balance/Net Assets. The City will establish and maintain minimum levels of fund balance/net assets in each of the various fund types of the City as follows:

1. **General Fund.** In the General Fund, there shall be a minimum balance (assigned and unassigned fund balance) of five percent of expenditures. For purposes of this calculation, the expenditures will be the amount of the budget as originally adopted in December of each year. The fund balance will be maintained for cash flow purposes, unanticipated expenditures of a non-recurring nature, or to meet unexpected increases in service delivery costs. To the extent that unusual contingencies exist as a result of state or federal aid uncertainties, or other highly variable factors, a balance larger than this minimum amount may be maintained. A fund balance larger than this minimum may also be maintained for Board directed purposes including future capital investment. Non-recurring revenues may be a source of accumulating fund balance and should not be relied upon for operational and maintenance needs.
2. **Special Revenue Funds.** Special revenue funds are created to account for the proceeds from specific revenue sources that are legally restricted for specific purposes. No specific reservation of fund balance is created by this policy. Rather,

⁷ GASB Statement No. 54, ¶13

⁸ GASB Statement No. 54, ¶17



each fund must adhere to any underlying guidelines attached to that revenue source.

3. **Capital Projects Funds.** Capital project funds are created to account for resources set aside to construct or acquire fixed assets or improvements. These projects may extend beyond one fiscal year. No specific reserve is required, however the fund must ensure enough reserve exists to cover existing construction or acquisition commitments for the life of the existing construction or acquisition. Project funds will remain open until all claims on the project are settled.
4. **Enterprise Funds.** Enterprise funds should strive for positive net operating income to provide necessary funds for operations, capital outlay, debt service and recreation programming support. The enterprise fund balance policy serves two primary purposes:
 - To facilitate a repair and replacement program for enterprise fund facilities
 - To reserve funds to develop new revenue-producing enterprise fund facilities

Operating contingencies shall be maintained in the enterprise fund net assets to provide for business interruption costs and other unanticipated expenditures of a non-recurring nature.

5. **Internal Service Funds-** Internal Service funds, by nature, are designed to operate on a break-even basis for operations, while, if applicable, accruing additional funds to finance future capital costs or potential liabilities.
 - a. **Equipment Division and Information Technology Services.** Funding is provided in an amount to fund the replacement of assets (i.e. vehicles, computers, software) at a level consistent with a depreciation-based methodology. Funding shall be designated to maintain the condition of assets at a desirable service level without shifting the costs disproportionately to future taxpayers.
 - b. **Self-Insurance.** Funding is provided in an amount to fund the costs of workers compensation, insurance claims and premiums. This fund calculates a reserve for incurred but not reported claims as determined by an actuarial valuation.
- C. **Replenishment of the General Fund Minimum Requirements.** In the event, the minimum balance (assigned and unassigned fund balance as a percentage of total expenditures) fall below the five percent threshold for the General Fund, the Board must approve and adopt a plan to restore the balance to the target level within a specific period of time. When developing a restoration plan, the following items should be considered in establishing the appropriate time period:
 - The budgetary reasons behind the fund balance targets
 - Recovery from an extreme event



- Long-term forecasts and economic conditions
- Milestones for gradual replenishment
- External financing expectations

D. **Use of Fund Balance.** Available fund balances shall not be used for ongoing operating expenditures unless a determination has been made that available balances are in excess of required guidelines and that plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions.

E. **Order of Resource Use.** In general, restricted funds are used first when expenditure is incurred for the purposes for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed; 2) assigned; and 3) unassigned.

IV. ACCOUNTING POLICIES

The objective of the accounting policies is to ensure that all financial transactions of the Park Board conform to the City Charter, Minnesota statutes, grant requirements, the principles of sound financial management and GAAP.

- A. **Accounting Standards.** The Park Board shall establish and maintain accounting systems according to GAAP, which are set by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB). The Park Board will use the central financial system of the City for all financial transactions of the Park Board.
- B. **Disclosure and Monitoring.** Full disclosure is provided in all financial statements. Financial systems are maintained to monitor expenditures and revenues on a daily, monthly, and year end basis. Regular monthly, quarterly and annual financial reports will be prepared to provide a summary of financial activity by fund. The reports will be submitted to the Board at least quarterly. A Comprehensive Annual Financial Report (CAFR) is published by the Park Board within six (6) months of the following year.
- C. **Annual Audit.** An annual financial audit shall be performed by the Minnesota Office of the State Auditor in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.
- D. **Internal Audit.** The Park Board shall maintain an internal audit function that provides an independent and objective review and assessment of the business activities, operations, financial systems and internal accounting controls of the Park Board.

The Assistant Superintendent for Administrative Services shall administer the internal audit function through the finance department. The Internal Audit function shall



conduct operational, financial and performance audits, selected as a result of a risk assessment process. The internal audit function will complete a comprehensive internal audit program annually and will communicate significant results to the Board and senior management.

In order to maintain independence and objectivity, the finance department may enlist the services of outside consultants, State of Minnesota Office of the State Auditor or the City of Minneapolis Internal Audit Department.

- E. **Accounting Policies and Procedures.** The Park Board shall establish, maintain and monitor accounting policies and procedures to ensure
- Financial transactions conform with GAAP, Charter and State Statutes
 - Park Board assets are safeguarded
 - Internal controls are maintained

V. PROCUREMENT POLICIES

The Park Board shall adhere to all applicable Minnesota Statutes related to procurement of goods and services. The Park Board also adheres to all applicable City of Minneapolis procurement policies unless otherwise stipulated by Board policy.

- A. **State of Minnesota Statutes.** Minnesota Statute §471.345 (Uniform Municipal Contracting Law) is the umbrella statute governing public procurement by local governments in Minnesota.
- B. **City of Minneapolis Charter.** Chapter 4, Section 19 of the City of Minneapolis Charter authorizes the City Council to establish a purchasing department as a branch of the city government to have full charge of purchases under the supervision of the city council and its independent boards.
- C. **City Procurement Division.** The City of Minneapolis acts as the purchasing agent for the Park Board through its Purchasing Division. The city buyers are responsible for review and approval of all purchases and with assuring compliance with all purchasing laws and policies. A City buyer directs the bid process and solicits, advertises and receives all bids.
- D. **Bid Process.** The City of Minneapolis procurement policies require a formal sealed bid process for purchases of \$50,000 or more⁹. The City of Minneapolis purchasing division by City Charter authority shall administer the formal bid process for all departments of

⁹ Minnesota Statute §471.345, *Uniform Municipal Contracting Law*. Subd. 3, “If the amount of the contract is estimated to exceed \$100,000 sealed bids shall be solicited by public notice”



the City and its independent boards¹⁰. City policies require two quotations for purchases between \$1,000 and \$50,000. Staff designated as approvers may approve purchases up to \$1,000.

- E. **Board Approval.** Purchases of \$50,000 or more require Board approval. Purchases of \$50,000 or more for standard operating purposes in the department's approved annual budget will be presented to the Full Board as a consent item. All non-standard purchases of \$50,000 or more will be presented at the Committee level.
- F. **Public Purpose.** All materials and services purchased by the MPRB shall have a public purpose and be funded through the current adopted budget. A public purpose is an activity directly related to the functions of the organization that provide benefit to the community.
- G. **Contracts.**
1. **Professional Services Contracts.** Professional services are intellectual or creative in nature and may require specialized training, including, but not limited to, analysis, design, evaluation, programming and training.
 - a. **Standard Agreement Form.** Professional services agreements will be submitted on the Board adopted standard agreement form. The form provides for the acquisition of professional services while providing the Board with approved contractual protections. Any substantive changes to this form require review and approval by the Park Board attorney. Contracts of \$50,000 or more require Board approval.
 - b. **Amendments.** The Park Board will use amendments to authorize modifications to professional services agreements. Administrative approval of amendments by the appropriate Assistant Superintendent is allowed provided that the following conditions are met.
 - Amendment does not alter the character of the contract
 - The necessary funds are available in the approved budget
 - Amendments increasing the amount of a contract utilize the Standard Professional Services Contract Amendment form
 - The amendment does not increase the contract total to \$50,000 or more. An amendment increasing the contract total to \$50,000 or more requires Board Approval.
 2. **Price Contracts.** Price contracts are contracts between the Park Board and a vendor for goods and/or non-professional services at a predetermined price for a specified period of time (usually one year). Pricing contracts may result from cooperative agreements bid by municipal agencies. The assigned City Buyer manages the entire

¹⁰ City of Minneapolis Charter, Chapter 4, Section 19, *City Council May Establish Purchasing Department*



bid process for the establishment of the price contract or utilization of an existing cooperative agreement. Contracts of \$50,000 or more require City approval of the Small & Underutilized Business Program goals and Board approval. Changes to price contracts are made by contacting the assigned City Buyer.

3. **Construction Contracts.** Construction contracts are contracts between the Park Board and a vendor for construction services for a particular project or set of projects. Contracts of \$50,000 or more require City approval of the Small & Underutilized Business Program goals, and Board approval. All construction contracts, regardless of dollar amount require Park Board attorney review and approval prior to work commencing

a. **Construction Contract Form.** Construction contracts will utilize the American Institute of Architects contract form with counsel approved modifications. The form provides for the acquisition of construction services while providing the Board with approved contractual protections. All approved construction funds not required for project completion will be returned to the original funding source for other future use. Contracts of \$50,000 or more require City approval of the Small & Underutilized Business Program goals; Park Board attorney review and approval; and Board approval prior to work commencing.

b. **Construction Contingency.** At the time of construction contract award and when funding sources allow, the Park Board will authorize a construction contingency of up to 10% of the construction contract for use toward necessary contract change orders.

c. **Change Orders.** The Park Board will use change orders to authorize modifications to construction contracts. Administrative approval of change orders by the appropriate Assistant Superintendent is allowed provided that the following conditions are met.

- Change order does not alter the character of the contract
- The necessary funds are available from approved project funding sources
- The sum of project change orders is within the construction contingency authorized by the Board at the time of construction contract award
- Change orders increasing the amount of a contract utilize the American Institute of Architects contract change order form with counsel approved modifications.
- A change order increasing the contract total to \$50,000 or more requires Board Approval.

H. **Emergency Authority of Superintendent.** The Superintendent shall have the authority to authorize emergency purchases or other expenditures of funds of up to \$100,000 under the following conditions:



1. A sudden, unanticipated or unexpected event occurs, whether by an act of nature or by humans, which demands an immediate response by the Park Board;
2. The failure to respond to the event would be a severe detriment to the best interests of the Park Board, its operations or the public interest;
3. There are no adequate existing appropriations or fund authorizations available to the Superintendent to properly respond to the event or occurrence; and
4. The Superintendent prior to authorizing the expenditure of funds shall advise the President of the need for a response and proposed expenditure and secures the President's approval for the expenditure of funds. In the event that the President cannot be contacted, the Superintendent shall advise and seek approval from the Vice-President, the Chair of the Administration and Finance Committee, or the Chair of the Planning committee in that order. If none of those officers is available, the Superintendent will contact any other Commissioner and advise them of the need and proposed response and seek their approval. The approval of one of the foregoing officers or Commissioners is sufficient for the Superintendent to exercise this authority.

The Superintendent will provide a complete report on the need for and expenditure of funds under this paragraph to the entire Board at the next meeting of the Board at which time the Board will then consider a motion to ratify the expenditure of funds.

- I. **Park Board Credit Card.** State law provides cities with the authority to make purchases through the use of a credit card¹¹. The Park Board may use a Park Board issued credit card to facilitate purchases necessary for Park Board operations, lodging and travel, and to facilitate other necessary transactions. Credit card usage is subject to all applicable Minnesota Statutes and City of Minneapolis procurement policies.

VI. PENSION POLICIES

The City of Minneapolis administers the pension program for all eligible employees including employees of the Park Board.

- A. **Authorizing Employer Pension Deductions.** Pension benefits are funded from member and employer contributions and income from the investment of fund assets. Minnesota Statutes set the rates for employer and employee contributions¹². The City of Minneapolis charges all funds under the Park Board's jurisdiction the appropriate bi-weekly amounts, as provided for in state law, for each member of the Public Employees Retirement Association, Minneapolis Employees Retirement Fund (MERF) and the Minneapolis Police Relief Association.

¹¹ Minnesota Statute §471.382, *Credit Cards*

¹² Minnesota Statute §353, *Public Employees Retirement Association*; Minnesota Statute §422A, *Minneapolis Employees Retirement Fund*; Minnesota Statute §69.77, *Minneapolis Police Relief Association*



- B. **MERF Unfunded Liability.** These liability amounts are included in the departmental appropriations and will be billed to the affected departments. Reinsurance amounts will be paid to a self-insurance pool funded through premiums paid by departments and tracked by department.

VII. APPROPRIATION POLICIES

- A. **Budget Appropriation.** The annual budget appropriation is adopted by the Board at a meeting each year.
- B. **Legal Level of Appropriation.** The Park Board adopts an annual budget by fund setting the legal level of appropriation at the fund level.
- C. **Authority of the Superintendent.** The Board has delegated the following authorities to the Superintendent or his/her designee related to budget appropriations. The Superintendent shall notify the Board whenever the authority granted under this section has been exercised.
- To establish or modify revenue estimates and expenditure appropriations allowing departments to receive and spend grants or private contributions under \$50,000 for projects or programs consistent with donor requirements and Board mission.
 - To re-appropriate non-recurring purchases that were encumbered in the previous fiscal year and delivered in the current year
 - To re-appropriate all capital project year-end balances
 - To modify appropriations related to technical accounting treatment changes
 - To establish or modify appropriations, revenue estimates to carry out the intent of the Board approved Budget and effectuate any action or resolution passed, approved or any legal agreement passed, approved and executed with respect to any inter-fund loans, advances operating transfers or their repayment
 - To modify revenue estimates and expenditure appropriations for the proprietary funds as necessary during the course of the year to reflect the most current estimates as long as there is no change in the projected net revenues

VIII. ADMINISTRATIVE FINANCIAL POLICIES

Administrative financial policies provide direction that is financial in nature. Park Board administrative policies that are not financial in nature are not included in this section.

- A. **Fraud in the Workplace.** The Park Board shall protect the revenue, property, information and other assets from any attempt, either by members of the public, contractors, subcontractor, agents, or employees, to gain by deceit, financial or other benefits at the expense of City taxpayers. The Park Board will provide systems and procedures for the prevention and detection of fraud and will support and promote a culture and environment that fosters honest and ethical behavior.



- B. **General Fund Administrative Overhead Charge.** The Park Board will recover costs within the General Fund related to services it provides to non-General Fund departments. The allocation of those costs will be based on a fair and consistent methodology, applied organization-wide and developed and administered by the Finance Department.

- E. **Gifts and Donations.** Gifts of personal and real property are encouraged and will be accepted if consistent with the overall plans and objectives of the Park Board. Gifts and donations become the property of the Park Board. Where applicable, the Park Board will encourage donors to include a stipend creating a perpetual trust for the continued care and maintenance of the gift. Monetary contributions are also encouraged. Gifts which are not consistent with the overall plans of the Park Board may be accepted by the Park Board if they benefit the Park Board by production of income or, in the case of land, may be used for trade or sale.

When a gift or donation is received, the Park Board will accept the gift, record the gift, deposit the gift in the appropriate fund and receipt the contributor per IRS regulations. The Park Board will maintain a graduated process for gift recognition including Board acknowledgement, listing in the Park Board Annual Report and formal thank-you letters from the Board President and/or Superintendent.

- F. **Foundations.** The Park Board recognizes the value and encourages the development of park foundations and other philanthropic efforts to advance the purposes of the Park Board and the Metropolitan Regional Park System.

IX. DEBT MANAGEMENT POLICIES

- A. **Bond Sales.** The City of Minneapolis by authority of the City Charter acts as the Treasurer for the Minneapolis Park and Recreation Board¹³. The Park Board issues and sells bonds under the full faith and credit of the City.

The objective of the City's debt management policies is to provide a framework for managing the City's capital financing and economic development activities in a way that preserves the public trust and balances costs to current and future taxpayers without endangering essential City and Park Board services.

- 1. **Guiding Principles for City of Minneapolis Debt Issuance Method of Sale.** The three primary methods of selling bonds include competitive sale, negotiated sale and private placement. The City uses the competitive sale method for its general obligation bond sales unless factors such as structure, size or market conditions compel the use of a negotiated sale. The City may use the negotiated sale method

¹³ City of Minneapolis Charter, Chapter 3, Section 11, *Finance Officer-Powers and Duties*



- on economic development related projects when the characteristics of the transaction require a more specific marketing plan and/or the issue lacks an investment grade rating due to complex security provisions or other factors.
2. **Selection of Independent Advisors.** The City uses competitive processes to select all service providers involved in the bond issuance process.
 3. **Variable Rate Debt.** The City uses variable rate debt to provide debt structuring flexibility and potential interest savings to the total debt portfolio. Generally, the City maintains no more than 25% of its total debt obligations in variable rate model.
 4. **General Obligation Bonds, Property Tax Supported.** General obligation, property tax supported bonds finance only those capital improvements and long-term assets that have been determined to be essential to the maintenance or development of the City.
 5. **Special Obligation Revenue Bonds.** Special obligation revenue bonds, those bonds for which the City incurs no financial or moral obligation, are issued only if the associated development projects can be shown to be financially feasible and contributing substantially to the welfare and/or economic development of the City and its inhabitants.
 6. **Bond Term.** The City shall issue bonds with terms no longer than the economic useful life of the project. For self-supporting bonds, maturities and associated debt service shall not exceed projected revenue streams.
 7. **Feasibility.** The City shall obtain secured guarantees for self-supporting bonds to the extent possible. The City shall also obtain assurances of project viability and guarantees of completion prior to the issuance of bonds.
- B. **Other Debt.** The Park Board has authority to obtain private financing and inter-fund loans when deemed appropriate and after approval of the Board.
1. **Long-Term Financing.** Long-term financing will be considered to finance certain capital improvements or property acquisition as an alternative to bond issuance when conditions warrant. There are situations when such loans are both prudent and appropriate and can result in cost savings for the Park Board.
 2. **Short-Term Financing/Capital Lease Debt.** Short-term financing or capital lease debt will be considered to finance certain equipment purchases. Adequate funds for the repayment of principal and interest must be included in the approved budget of the requesting service area. The term of financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed fifteen years.



3. **Inter-fund Loans.** The Park Board will consider loans to individual funds from the pool of invested funds for a specific purpose. The loan would be considered when the following conditions are met.
 - Adequate funding is available in the fund providing the loan without placing the fund at risk for fund balance deficits.
 - The fund receiving the loan has adequate resources to make the appropriate annual payments and said payments are provided for in the annual budget.
 - The inter-fund loan will result in cost savings for the Park Board.

X. CAPITAL BUDGET POLICIES

The objective of the capital budget policies is to ensure maintenance of public infrastructure in the most cost-efficient manner.

- A. **Asset Management.** The Park Board will maintain, manage, rehabilitate, and replace existing assets through the development of annual, short-term (five year) and long-term (20+ year) plans in accordance with industry best management practices and as adopted by the Board.
- B. **Capital Improvement Program.** The Park Board will develop an annual and five-year Capital Improvement Program (CIP) that will include land acquisition, new development and the functional redevelopment of existing facilities as authorized by the Board. The CIP will detail each capital project, the estimated cost and funding sources.
- C. **Operating Budget Impacts.** Operating expenditures/savings of each capital project are included in the cost of implementing the CIP and reflect estimates of all personnel expenses and other operating costs attributable to the capital outlays. Departments benefiting from the capital investment must account for the increased operating costs resulting from capital projects.
- D. **Repair and Replacement.** The Park Board strives to maintain its physical assets at a level that protects the Park Board's capital investments and minimizes future maintenance and replacement costs. Where possible, the capital budget shall provide for the adequate maintenance, repair and replacement of the capital infrastructure and equipment from current revenues.

XI. RISK MANAGEMENT POLICIES

The Park and Recreation Board is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters.

- A. **Property Insurance.** The Park Board will purchase commercial property insurance to insure against theft of, damage to, and destruction of assets.



- B. **Health and Dental Insurance.** For employee health and dental, the Park Board as a component unit of the City of Minneapolis participates in the City's process of obtaining risk financing for these types of losses. The Park Board pays an employer share of commercial health coverage based on negotiated terms within the various union contracts which cover Park and Recreation Board employees. Dental coverage is a self-insured function administered by the City and the Park Board pays the amount set annually by the City.

For all other risks of loss the Park Board operates a Self-Insurance Internal Service Fund for accounting and financing purposes. No excess commercial coverage is purchased and the Park Board assumes all risk associated with these activities.

- C. **Workers Compensation.** The Park Board shall maintain and manage a workers compensation self insurance program to fund liabilities due to work place injuries. The Park Board will contract with a third party administrator to administer the program on behalf of the Park Board. Minnesota statute requires the Park Board to participate in the Workers' Compensation Reinsurance Association and Park Board shall select the retention level deemed appropriate for the organization¹⁴.
- D. **General Liability.** The Park Board shall maintain and manage a general liability self insurance program to fund liabilities related to general, motor vehicle and police professional liabilities. The Park Board will handle claims internally when possible and will use legal counsel when necessary.
- E. **Authority of the Superintendent.** The Board has delegated the following authorities to the Superintendent or his/her designee related to risk management.
- Workers compensation settlements shall be presented to the Board for approval
 - Authority to settle general liability claims up to \$15,000 without Board Action
- F. **Rates.** All funds of the Park Board will participate in the Self-Insurance Fund and will make monthly payments to the fund based on historical experience of the amounts needed to pay prior and current year claims which become payable in the given year.
- H. **Self-Insurance Fund Liabilities.** Governmental Accounting Standards Board Statement 10 requires that a liability must be recognized when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. The Park Board shall provide actuarially determined liability estimates and will revise those estimates every two years.

¹⁴ Minnesota Statute §79.34, *Creation of Reinsurance Association*



XII. TRANSFER POLICIES

The objective of the transfer policies is to ensure the transfer of money between funds is done in a fiscally sound manner. Transfers are indicative of funding for capital projects, general operations and subsidies of various Park Board operations and re-allocations of special revenues.

- A. **Enterprise Fund.** The enterprise operations of the Park Board shall provide support to the General Fund on an annual basis. The amount of this support shall be determined and approved in the adoption of the annual budget.
- B. **Capital Project Funds.** General Fund pay as you go capital rehabilitation dollars shall be transferred to the Capital Project Fund on an annual basis as the projects that utilize this funding source are established. Regional park operations and maintenance funding from lottery-in-lieu of proceeds are recorded in the Park Board special revenue fund and shall be transferred to the capital project fund as project costs are authorized and incurred.
- C. **Authority of the Superintendent.** The Board has delegated the following authorities to the Superintendent or his/her designee related to transfers. The Superintendent shall notify the Board whenever the authority granted under this section has been exercised.
 - To make temporary loans to cover fund cash deficits at the end of each fiscal year
 - To transfer balances to carry out the intent of the Board approved Budget and effectuate any action or resolution passed, approved or any legal agreement passed, approved and executed with respect to any inter-fund loans, advances operating transfers or their repayment



Tax Levy & Local Government Aid

- 2013 Property Tax Overview Page 48
- Local Government Aid Overview Page 49



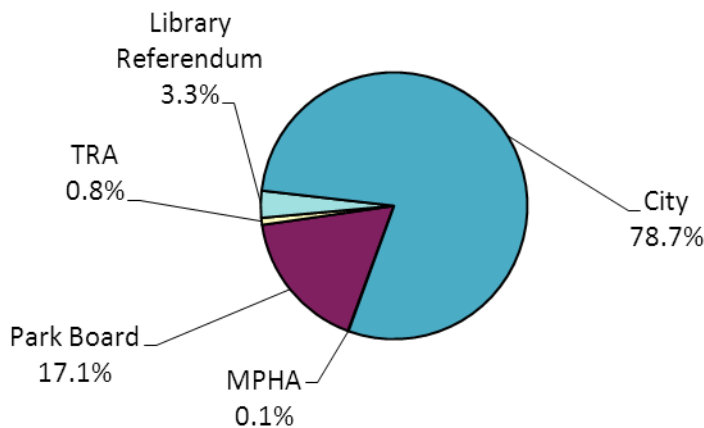
2013 Property Tax Overview

The Board of Estimate and Taxation passed a resolution on September 12, 2012 setting the MPRB 2013 maximum property tax levy at an increase of three percent over 2012. The Board of Commissioners requested the Superintendent present a 2013 recommended budget with no property tax levy increase. The Board considered prioritized budget packages funding specific programs and services, and approved budget packages requiring a property tax levy increase of three percent.

City of Minneapolis Property Tax

	2012	2013	Change	% Change
Total City of Minneapolis	220,640,000	224,049,000	3,409,000	1.5%
Minneapolis Park Board	47,217,000	48,616,000	1,399,000	3.0%
Library (Referendum)	9,300,000	9,300,000	0	0.0%
Minneapolis Public Housing	0	200,000	200,000	
Teachers Retirement Association	2,450,000	2,400,000	(50,000)	-2.0%
Total	279,607,000	284,565,000	4,958,000	1.8%

Property Tax Allocation by Area





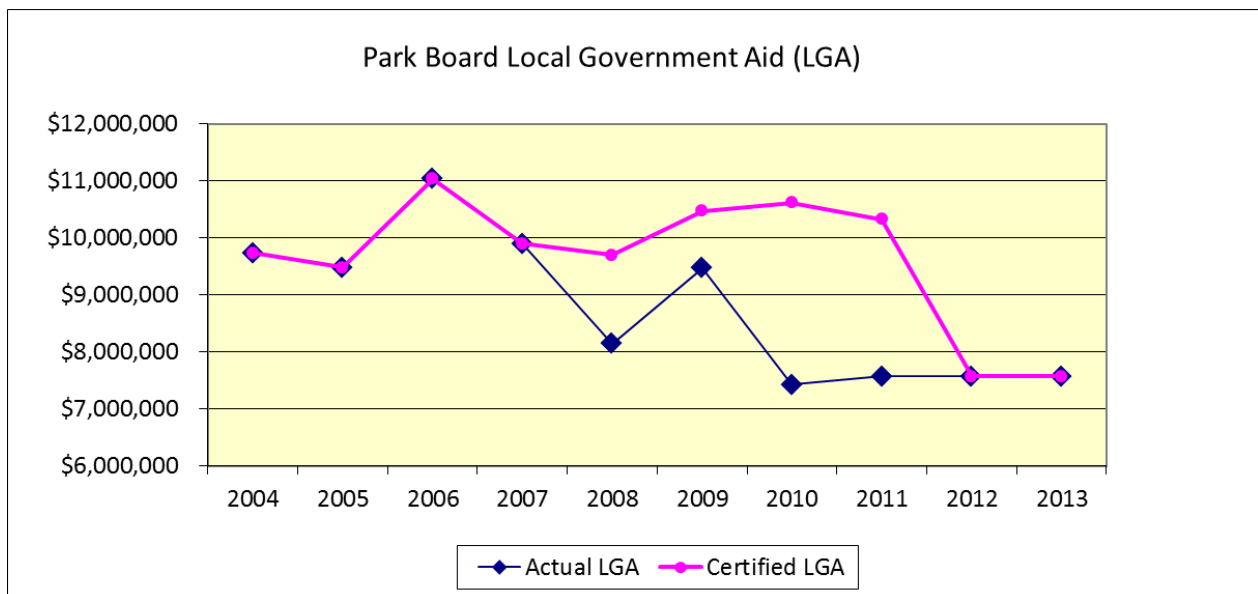
Local Government Aid Overview

Local Government Aid (LGA) has been an unpredictable funding source. State budget deficits resulted in substantial reductions of local government aid between 2008 and 2011. Actions taken by the State to balance the State budget from 2008 through 2011, resulted in a loss of \$8.6 million in certified state aids to the MPRB General Fund.

MPRB LGA funding stabilized in 2012, with the certified amount substantially lower than past years. Current law freezes 2013 LGA at the same level as 2012.

MPRB Local Government Aid

	Certified	Actual	Budget
2008	\$9,704,890	\$8,146,017	
2009	\$10,478,975	\$9,471,504	
2010	\$10,623,674	\$7,423,928	
2011	\$10,331,471	\$7,570,039	
2012	\$7,570,039	\$7,570,039	
2013	\$7,570,039		\$7,570,039







General Fund

- General Fund Overview Pages 52-56
- Department Budgets Pages 57-102
- Personnel Summary Page 103-104



General Fund Overview

The Park and Recreation Board's General Fund is an operating fund established to account for all financial resources except those required to be accounted for in another fund. The General Fund includes activities such as environmental stewardship, planning, recreation, public safety and general government administration.

General Fund Balanced Budget

	2012 Approved	2013 Approved
Revenues	58,687,896	64,131,151
Expenditures	58,687,896	64,131,151
Balance	0	0

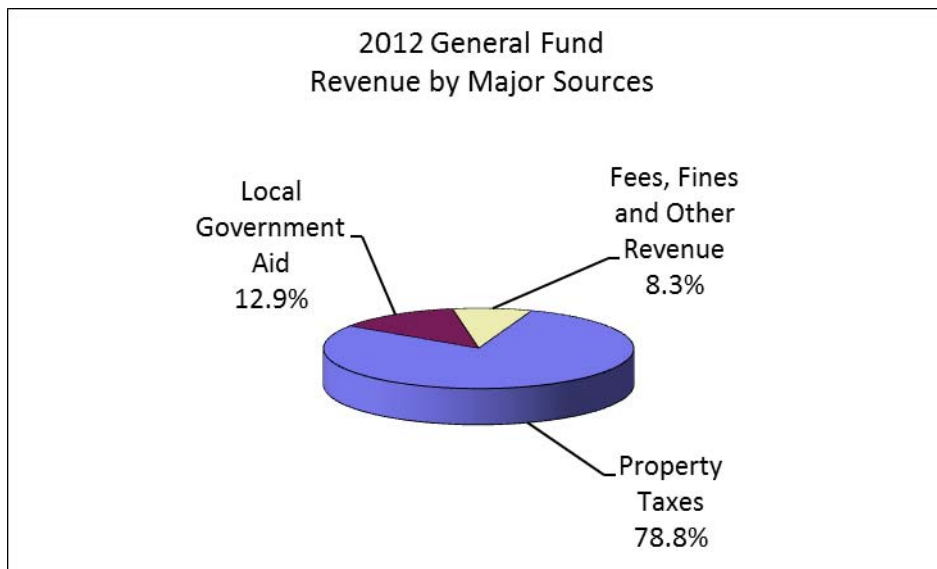
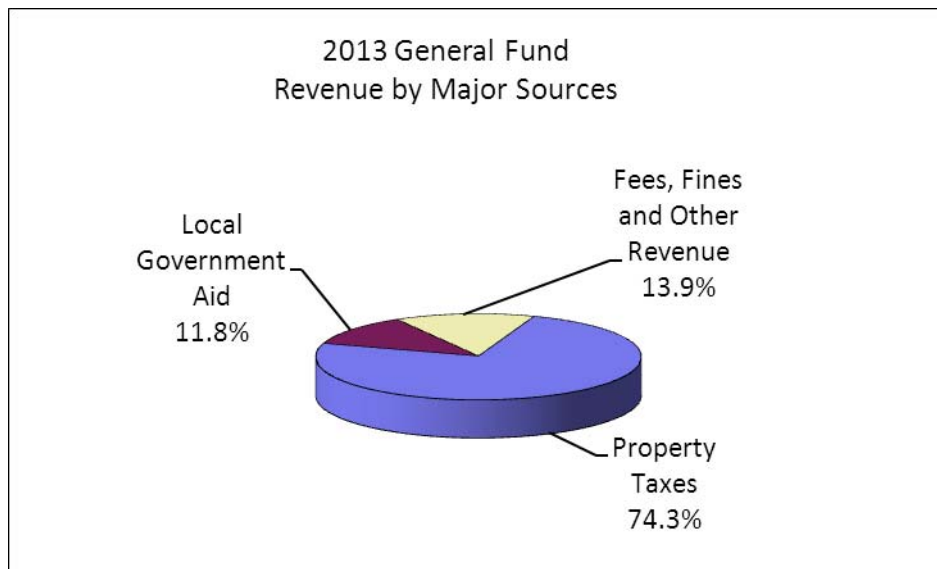
The approved 2013 budget for the General Fund is \$64.1 million, an increase of nine percent from the 2012 approved budget. The increase is largely due to the budgets for Lupient Water Park, athletic facilities, school age child care, fee based community programs and adult athletics being moved from the Enterprise Fund to the General Fund in 2013. The MPRB depends on property taxes and Local Government Aid (LGA) to fund operations. The operating budget is 86 percent supported by property taxes and LGA and 14 percent supported by other revenues.

Operations account for 93 percent of the General Fund budget, capital expenditures account for 7 percent. The majority of the MPRB operating budget provides resources to fund programs and services to maintain neighborhood parks, natural resources and urban forest (50 percent), recreation (21 percent), and park safety (8 percent).



General Fund Revenue by Major Sources

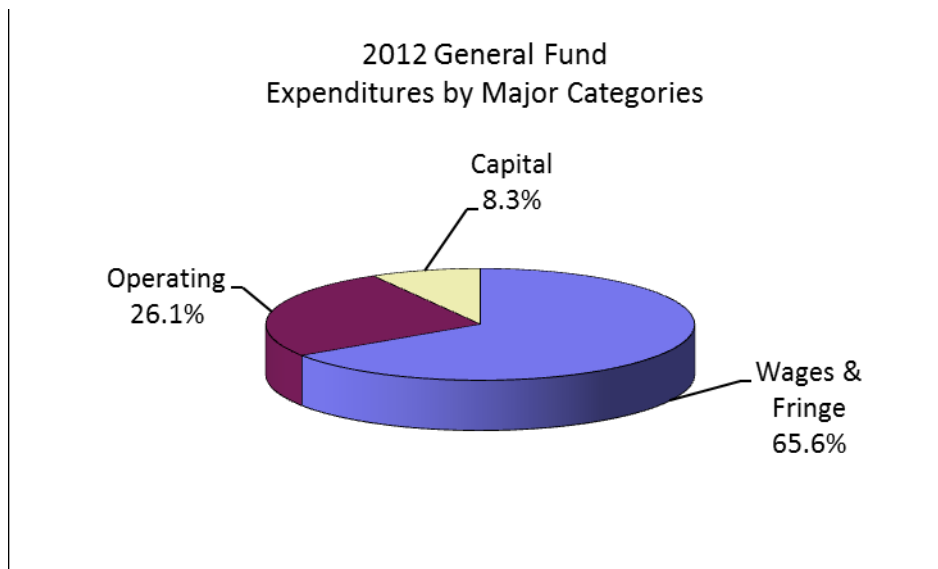
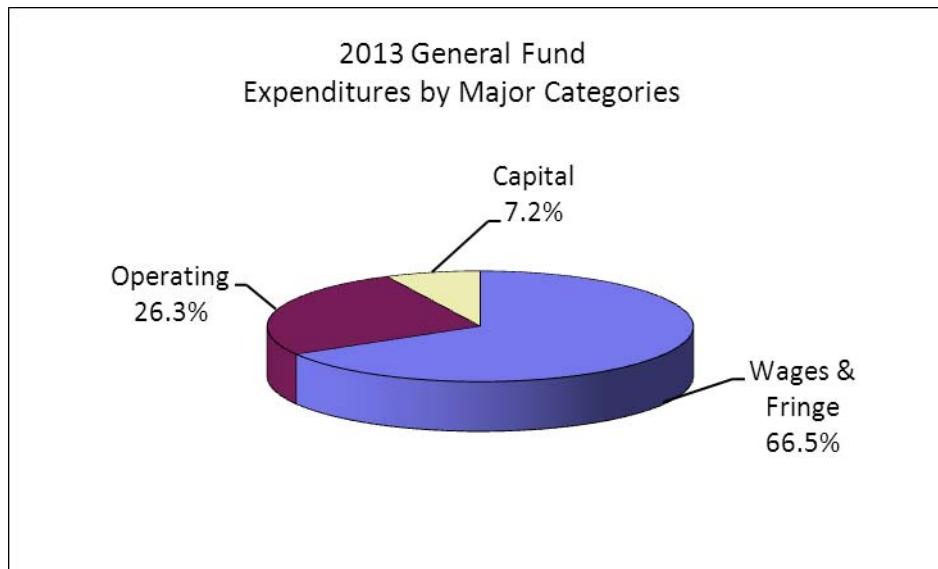
	2012 Approved	2013 Approved	Change	% Change
Current Property Taxes	46,272,466	47,643,486	1,371,020	3.0%
Local Government Aid (LGA)	7,570,039	7,570,039	0	0.0%
Fees, Fines and Other Revenues	4,845,391	8,917,626	4,072,235	84.0%
Total Revenue	58,687,896	64,131,151	5,443,255	9.3%





General Fund Expenditures by Major Categories

	2012 Approved	2013 Approved	Change	% Change
Wages & Fringe	38,489,287	42,660,779	4,171,492	10.8%
Operating	15,313,361	16,840,515	1,527,154	10.0%
Capital	4,885,248	4,629,857	(255,391)	-5.2%
Total Expenditures	58,687,896	64,131,151	5,443,255	9.3%





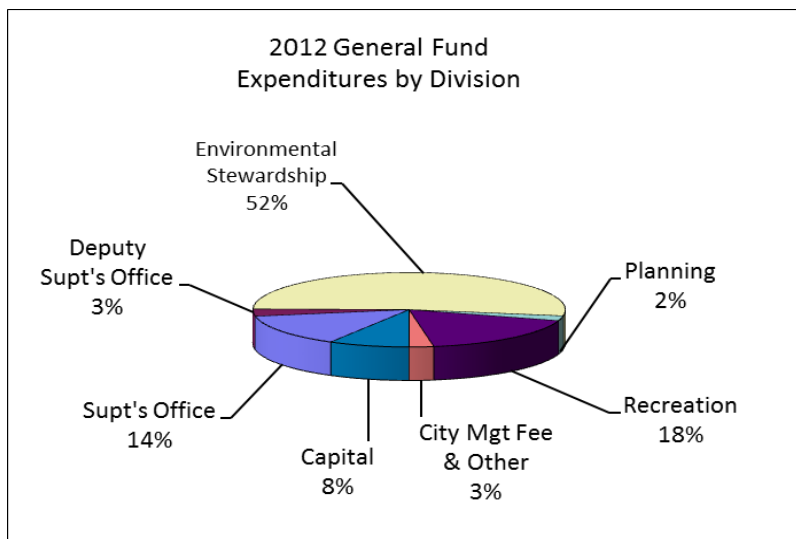
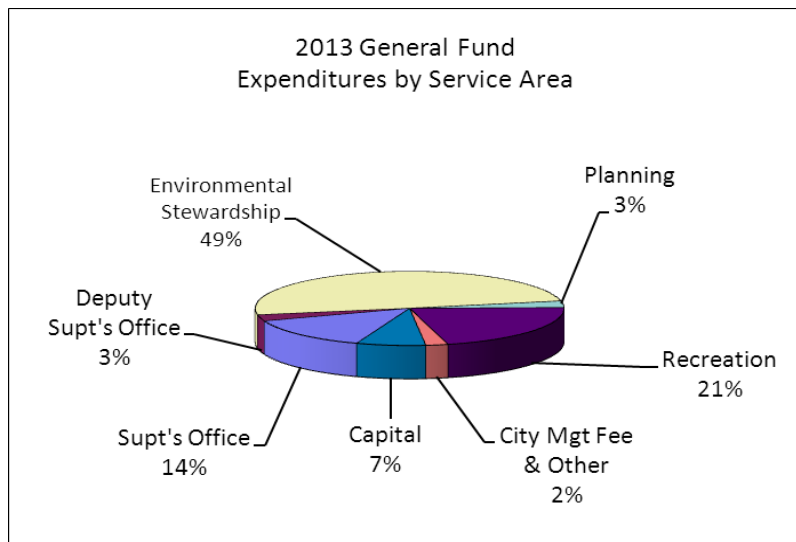
**General Fund
Expenditures by Division/Departments**

	2012 Approved	2013 Approved	Change
Superintendent's Office			
Superintendent's Office	732,403	964,179	231,776
Board of Commissioners	561,083	575,372	14,289
Communications & Marketing	399,210	428,325	29,115
Community Outreach	1,380,472	1,850,205	469,733
Police	5,032,451	5,075,744	43,293
Deputy Superintendent's Office			
Customer Service	475,716	413,350	(62,366)
Finance	880,752	875,519	(5,233)
Human Resources	475,677	480,777	5,100
City Mgmt Fee, Contributions & Other	1,487,245	1,498,749	11,504
Environmental Stewardship			
Asset Management	19,368,856	17,107,664	(2,261,192)
Environmental Management	1,714,436	5,802,336	4,087,900
Forestry	9,678,831	8,928,425	(750,406)
Planning Services			
Design & Project Management	736,890	1,091,899	355,009
Strategic Planning & Real Estate Mgmt	502,383	734,283	231,900
Recreation Services			
Athletic Programs & Aquatics	744,168	2,434,694	1,690,526
Recreation Services	9,632,075	11,239,773	1,607,698
Operating Expenditures	53,802,648	59,501,294	5,698,646
Pay-as-You-Go-Rehabilitation	4,885,248	4,629,857	(255,391)
Total Capital & Reserve	4,885,248	4,629,857	(255,391)
Total General Fund	58,687,896	64,131,151	5,443,255



General Fund Expenditures by Division

	2012 Approved	2013 Approved	Change	% Change
Superintendent's Office	8,105,619	8,893,825	788,206	9.7%
Deputy Superintendent's Office	1,832,145	1,769,646	(62,499)	-3.4%
Environmental Stewardship	30,762,123	31,838,425	1,076,302	3.5%
Planning Services	1,239,273	1,826,182	586,909	47.4%
Recreation Services	10,376,243	13,674,467	3,298,224	31.8%
City Mgt Fee & Other	1,487,245	1,498,749	11,504	0.8%
Capital	4,885,248	4,629,857	(255,391)	-5.2%
Total General Fund	58,687,896	64,131,151	5,443,255	9.3%

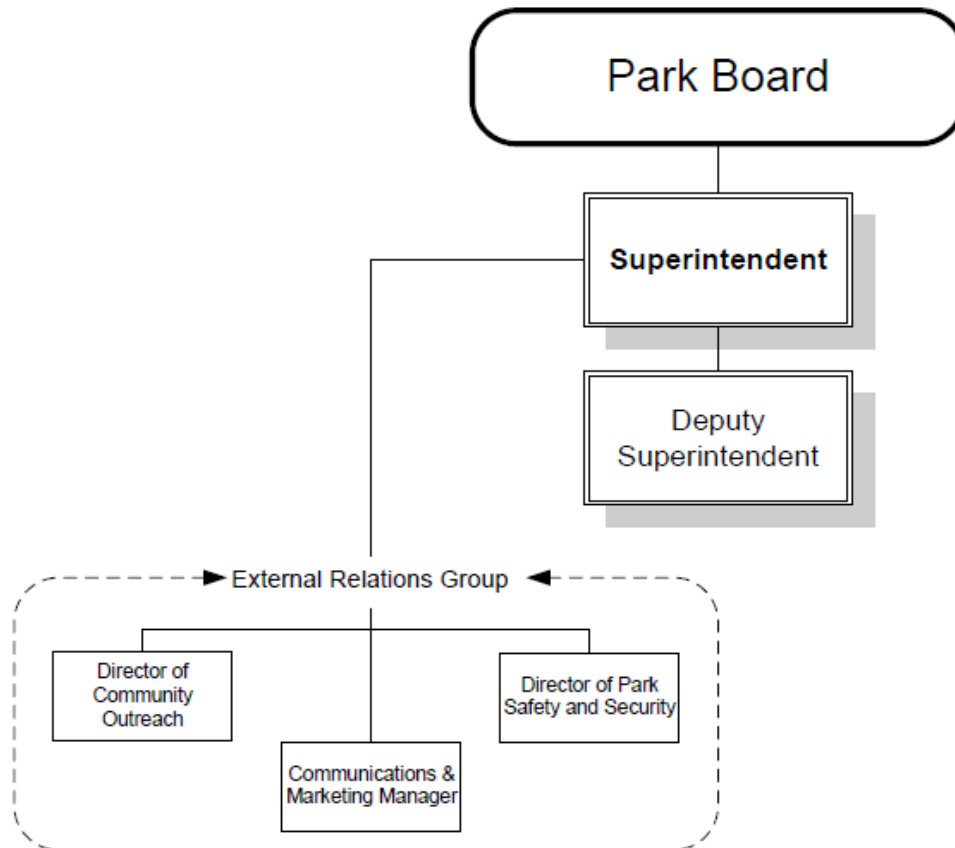




Department Budgets

Superintendent's Office

The Superintendent's Office is responsible for the executive management of the highly diverse services and operations of the Minneapolis Park and Recreation Board. The Superintendent provides leadership, vision, and direction to MPRB's service areas, implements Board policy, and works with the Board and leadership staff to craft strategic and financial planning objectives. The Superintendent serves in a highly visible capacity as an ambassador to the community and to other governmental agencies. The Superintendent provides expertise and leadership in general MPRB administration, organizational development, community relations, intergovernmental relations, Board support/relations, MPRB budget and financial strategic planning, marketing and communications, community outreach, and park safety and security.





Superintendent's Office

The Superintendent's Office provides the organization leadership, public data response, records retention, management and support of MPRB staff and departments and provides for the development and implementation of MPRB policies. This department also supports grant writing efforts and lobbying efforts to aggressively seek external funding to the MPRB.

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	205,327	367,972
Fringe Benefits	39,886	107,072
Operating Costs	487,190	489,135
Superintendent's Office	732,403	964,179

	2012 Approved	2013 Approved
Superintendent's Office Personnel		
Deputy Superintendent	0.00	1.00
Executive Assistant	0.50	0.50
Executive Office Support Administrator	0.00	1.00
Superintendent	1.00	1.00
Full Time	1.50	3.50
Office Support Specialist	0.70	0.00
Part Time	0.70	0.00
Superintendent's Office	2.20	3.50



Board of Commissioners

The Board of Commissioners provides policy direction for the MPRB and administrative support for the Board.

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	156,347	131,199
Fringe Benefits	148,684	142,990
Operating Costs	256,052	301,183
Board of Commissioners	561,083	575,372

Board of Commissioners Personnel	2012 Approved	2013 Approved
Assistant Superintendent Administration	0.20	0.00
Executive Assistant	0.50	0.50
Park Board Commissioners	9.00	9.00
Full Time	9.70	9.50
Board of Commissioners	9.70	9.50



Communications and Marketing

The Communications and Marketing department provides the management and support of external communications and marketing. The department manages a variety of communications initiatives for the organization, including news releases, media relations, district publications, photography, web site maintenance and enhancements, special promotions development, special project writing support and consultation with staff relating to public relations issues.

Communications & Marketing Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy. Framework
Audit existing MPRB website, publications and social media sites, to gain an inventory of these MPRB external communication tools for analysis, including message consistency, appearance, communications effectiveness, and representation of all community segments.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b
Performance Measures	Target Date	
Complete audit and analysis of MPRB social media sites, which began fourth quarter 2012.	3/1/13	
Complete audit and analysis of MPRB website content.	5/1/2013	
Complete audit and analysis of MPRB existing external publications.	8/1/13	
Complete 2013 audit report and incorporate findings into 2014 Communications and Marketing Plan. Identify additional MPRB internal and external communication tools to be audited. Present report to Board and staff.	12/31/2013	



Communications and Marketing (continued)

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	222,178	244,090
Fringe Benefits	79,640	94,063
Operating Costs	97,392	90,172
Communications & Marketing	399,210	428,325

	2012 Approved	2013 Approved
Communications & Marketing		
Communications Marketing Specialist	0.85	0.85
Manager, Communications & Marketing	1.00	1.00
Web Marketing Specialist	0.90	0.90
Full Time	2.75	2.75
Admin Support/Intern - Web Technician	0.45	0.45
Admin Support/Intern - Photojournalist	0.40	0.40
Admin Support/Intern - Graphic Designer	0.40	0.40
Communications Assistant	0.00	0.40
Marketing Specialist	0.00	0.25
Part Time	1.25	1.90
Communications & Marketing	4.00	4.65



Community Outreach

The Community Outreach Department will enhance community relationships, collaborations and partnerships; engage at-risk youth with targeted outreach through the development and implementation of a comprehensive community outreach program; identify and establish working relationships with community groups and agencies to enhance service delivery for the community. The Community Outreach department includes community engagement, community relations, citywide events, diversion, diversity and inclusion.

Community Outreach Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Work with the Human Resources Department to ensure that all employees complete cultural competencies awareness training for Hispanic and Somali cultures, to foster better understanding of these cultures that we serve.	Through outreach and research, park and recreation services are relevant today and tomorrow.	IV.a
Performance Measures		Target Date
Research and identify external resources, including agencies or organizations that serve the Hispanic and Somali communities that would help MPRB develop cultural competencies awareness training for staff.		1/31/13
Develop cultural specific competencies awareness training focusing on Hispanic and Somali cultures, in collaboration with Human Resources Department and external resources.		2/28/13
Set training timeline; work through the Human Resources Department and the external resources to roll out cultural competencies awareness training for staff.		3/31/13
Human Resource Department will work with the identified agencies to implements training program.		4/1 - 6/30/13
Evaluate training program and report outcomes to Superintendent, Board and staff, including recommendations for future training focusing on additional specific cultures.		10/31/13



Community Outreach Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy Framework
Develop and implement a comprehensive internal and external assessment process (including use of focus groups, surveys, in person, street outreach) for all service areas to assess program and service needs, interests, access and fees of park users and non-users to assure that programs and services align with communities.	Through outreach and research, park and recreation services are relevant today and tomorrow.	VI.a

Performance Measures	Target Date
Identify resources, including internal staff and contracted professionals, to provide leadership for project and to develop assessment plan.	6/31/2013
Engage community representatives in the development of assessment tools and materials to ensure that the information collected is relevant to their needs and expectations.	7/30/13
Finalize development of assessment tools and materials.	8/31/13
Implement assessment process through multiple methods (focus groups, surveys, in-person, street outreach) and in multiple languages. Collect data from park users and non-users of all ages.	8/31-9/31/13
Collect and assess data, prepare report and conclusions and present outcomes to Superintendent, Board and staff.	11/31/2013



Community Outreach (continued)

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	744,992	1,081,947
Fringe Benefits	300,410	385,697
Operating Costs	335,070	382,561
Community Outreach	1,380,472	1,850,205

Community Outreach	2012 Approved	2013 Approved
Community Engagement Leader	0.00	5.00
Community Event Supervisor	0.00	1.00
Community Outreach Specialist	0.00	3.00
Community Outreach Supervisor	0.00	1.00
Director, Community Outreach	1.00	1.00
Event Coordinator	1.00	2.00
Manager, Community Engagement	0.00	1.00
Manager, Youth Development	0.50	0.00
Office Support Specialist I	0.00	1.00
Senior Youth Program Specialist	0.60	0.00
Youth Development Coordinator	1.00	0.00
Youth Program Specialist	8.40	0.00
Full Time	12.50	15.00
Recreation Specialist C	3.00	4.20
Part Time	3.00	4.20
Community Outreach	15.50	19.20



Park Police

The Park Police department is responsible for policing within the Minneapolis park system. This includes: preventing crimes, answering calls for service, enforcing laws, and related duties. The Park Police department consists of sworn Police Officers, Park Patrol Agents, and support staff. Members of the Park Police are devoted to developing strong relationships with community and MPRB staff with the goals of making parks safe and enjoyable.

Park Police Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Develop, implement, and evaluate yearly safety and crime prevention training for full-time and part-time Recreation field staff.	Residents, park visitors, and staff make safe choices in the parks	V.d VI.e
Performance Measures		Target Date
Work with Recreation managers to develop training curriculum.		3/1/13
Deliver staff training and gather participant evaluations.		10/1/13
Use participant evaluations to enhance and update future training on an ongoing basis.		Ongoing

**Park Police (continued)**

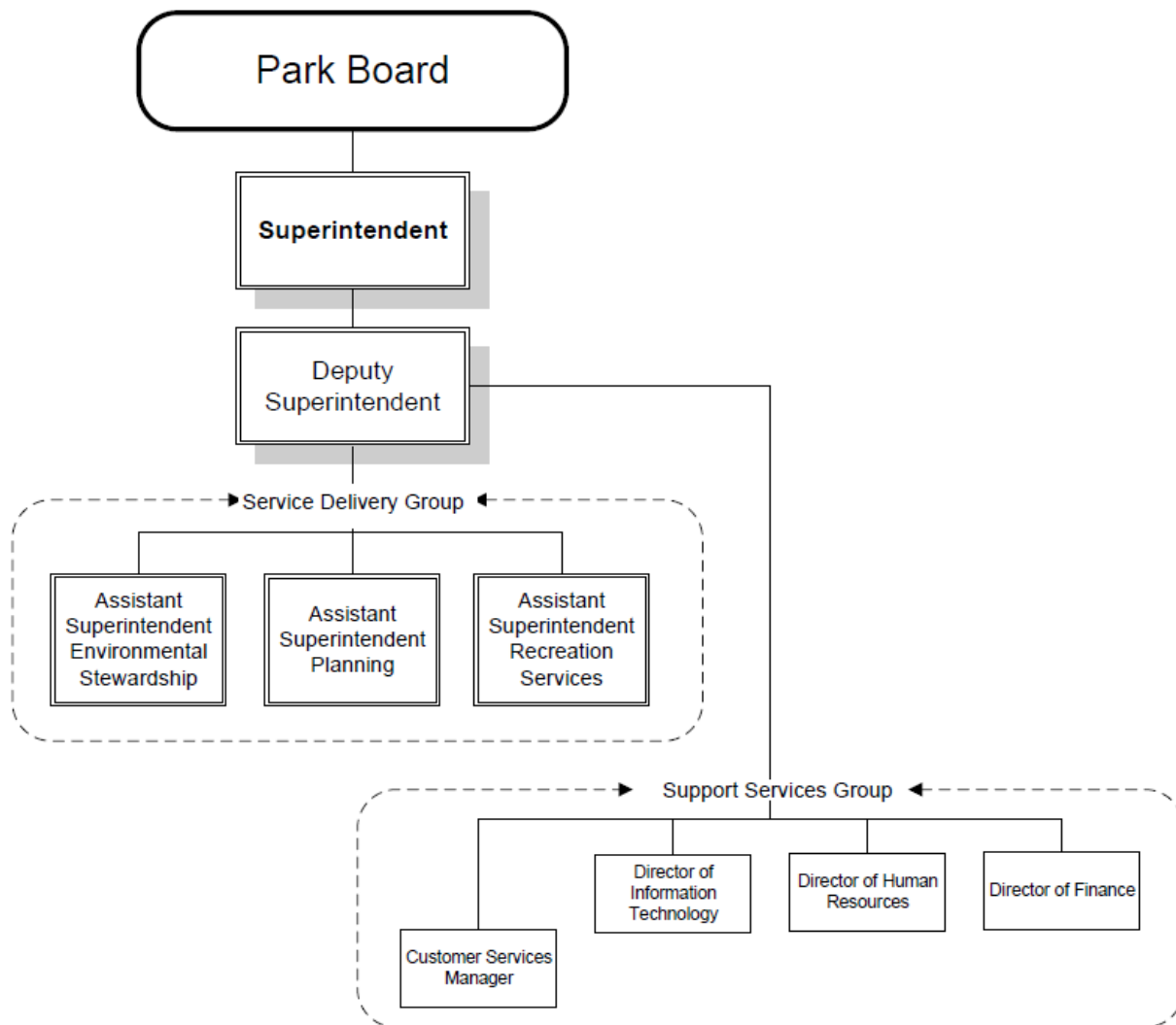
Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	3,206,770	3,149,510
Fringe Benefits	1,044,287	1,027,193
Operating Costs	781,394	899,041
Park Police	5,032,451	5,075,744

Park Police Personnel	2012 Approved	2013 Approved
Director, Park Safety and Security	1.00	1.00
Asst. Superintendent Environmental Stewardship	0.25	0.00
Occupational Health & Safety Coordinator	0.00	0.03
Office Support Specialist I	1.00	1.00
Park Patrol Agent	1.00	1.00
Police Lieutenant, Parks	2.00	2.00
Police Officer, Parks	23.00	23.00
Police Sergeant, Parks	7.00	7.00
Full Time	35.25	35.03
Park Patrol Agent (Seasonal)	11.31	11.31
Part Time	11.31	11.31
Park Police	46.56	46.34

Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent will be responsible for the day-to-day management and functioning of the MPRB. The Superintendent will continue to provide leadership and direction for the entire MPRB, while the Deputy will be responsible for implementation and coordination of that direction. The Deputy Superintendent's Office provides expertise and leadership in supporting the environmental stewardship, planning and recreation divisions of the MPRB. The Deputy's Office also provides oversight of MPRB's information technology, finance, customer service and human resources departments as well as records management and risk management.





Customer Service

The Customer Service department provides the management and support of customer relations. Customer Service staff issue facility use permits for picnics, weddings, parkway use, portrait photography, annual parking permits, contract parking permits, and annual off-leash permits. Customer Service staff handle the entry and processing of administrative tickets issued by MPRB public safety personnel. Customer Service staff oversee the operation of the Longfellow House Visitor Center at Minnehaha Park. Other functions handled by this area include duplication, binding and mail services, walk-up adult sport league registration, walk-up and phone activity registration, general reception, mail distribution and internal support services.

Customer Service Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Develop and launch a Secret Shopper Program as a means to evaluate customer service delivered by employees throughout the organization	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a

Performance Measures	Target Date
Identify departments and services to be evaluated by the program.	3/1/2013
Form a cross-departmental work team to support the development of methods and tools necessary to effectively evaluate programs and services through a Secret Shopper Program.	4/1-6/1/2013
Identify target audience to serve as evaluators. Develop strategies on recruitment, participation, and compensation.	7/1-9/1/2013
Launch program and evaluate success.	9/1-12/1/2013

Goal	Comp Plan Goal	Board Strategy Framework
Work collaboratively with Minneapolis Animal Care and Control in the packaging of Minneapolis Pet License and Minneapolis Park Off-Leash Permit sales with the intention of making the package available for purchase at veterinary clinics and animal shelters throughout Minneapolis.	Easily accessible information supports enjoyment and use of the park and recreation system	III.b

Performance Measures	Target Date
Identify clinics and shelters to target for potential points of sale.	2/1/2013
Develop procedures for packaging and selling permits and licenses.	3/1/2013
Contact locations and develop sales agreements.	4/1-12/31/2013
Maintain and evaluate success of program. Make adjustments as needed.	9/1-12/1/2013



Customer Service (continued)

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	308,656	274,858
Fringe Benefits	131,517	102,949
Operating Costs	35,543	35,543
Customer Service	475,716	413,350

Customer Service Personnel	2012 Approved	2013 Approved
Assistant Superintendent Administration	0.20	0.00
Customer Service Representative I	1.00	1.00
Customer Service Representative II	1.00	1.00
Copy Center Operator	1.00	1.00
Manager, Support Services	1.00	1.00
Full Time	4.20	4.00
Attendant II	0.13	0.00
Customer Service Representative I	0.00	0.50
Office Support Specialist (Next Step Program)	1.00	0.00
Recreation Specialist D	0.29	0.29
Special Service Attendant	0.75	0.54
Youth Worker	0.50	0.70
Part Time	2.67	2.03
Customer Service	6.87	6.03



Finance

The Finance department provides the management and support of general accounting, procurement, billing, capital project accounting, financial reporting and auditing, risk management, financial analysis, budget development and budget monitoring services. The department also provides the financial analysis and data collection necessary to support activity based accounting and reporting and will assist departments when financial data is needed for departments' goals and performance measures reporting.

Finance Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Expand the focus of the Grant Committee to design and implement a donation program for the MPRB to provide a sustainable method for the receipt of individual donations, gifts, bequests and endowments.	Financially independent and sustainable parks prosper.	V.a V.c

Performance Measures	Target Date
Utilize the Grant/Donation Committee to research and collect information on local government donation programs and identify current best practices that are consistent with the MPRB Comprehensive Plan.	3/31/13
Develop donation program policies and procedures including recognition guidelines in collaboration with MPRB divisions and departments.	6/30/13
Develop and execute implementation plan for the new policies and procedures including timeline and staff training.	8/15/13
Develop and define MPRB donation strategies and goals for 2013-2014.	9/15/13
Design and implement pilot donation programs based on defined MPRB donation strategies.	10/31/13
Design and implement monitoring and evaluation systems based on donation type and collection process.	12/31/13

**Finance (Continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	539,220	547,380
Fringe Benefits	213,777	198,464
Operating Costs	127,755	129,675
Finance	880,752	875,519

Finance Personnel	2012 Approved	2013 Approved
Account Clerk I	1.00	0.00
Account Clerk II	2.00	1.00
Accountant I	0.75	1.75
Accountant II	1.00	1.00
Assistant Superintendent Administration	0.20	0.00
Director, Finance	0.00	0.80
Finance Services Assistant	0.00	1.00
Manager, Finance	1.00	0.00
Senior Financial Analyst	2.00	2.00
Full Time	7.95	7.55
Account Clerk I	0.00	0.75
Part Time	0.00	0.75
Finance	7.95	8.30



Human Resources

The Human Resources department provides management and support of personnel initiatives. Human Resources staff are reviewing best practices for policies, procedures and processes aimed at better efficiency and overall customer service in the areas of recruitment, staffing, job classification and policy management. In the area of workers' compensation, Human Resources staff will work with an outside expert to conduct a review of MPRB business processes to help reduce work injuries and work collaboratively with those affected to recommend changes for improved risk management strategies.

Human Resources Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy. Framework
Work with staff, management, consultant, and unions to review and revise Park Board position descriptions to promote flexibility in the workforce to efficiently provide core services.	Financially independent and sustainable parks prosper.	V.a
Performance Measures		Target Date
Reformat position descriptions based on the organizational performance work plan and efficiencies job redesign.		1/1/13 - 12/31/13
Review and finalize job descriptions with appropriate supervisors, staff and unions as required.		1/1/13 - 12/31/13
Complete compensation and grade analysis where a change in the duties occurs, or on new positions using the payroll system - the CRESAP system.		1/1/13 - 12/31/13
Proceed with filling vacant positions following all Civil Service job posting requirements.		1/1/13 - 12/31/13



Human Resources Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Strengthen the Park Board workforce through an onboard training of all new employees.	Through outreach and research, park and recreation services are relevant today and tomorrow.	IV.a

Performance Measures	Target Date
Work with a cross-functional committee made up of MRPB staff to develop topics and training format.	6/30/13
Work with a cross-functional committee made up of MRPB staff to prepare a draft implementation plan.	9/30/13
Present draft implementation plan and training program to the superintendent leadership team for approval.	9/30/13
Roll out the new on-boarding training to current employees. Begin applying training to new employees.	12/31/13

Goal	Comp Plan Goal	Board Strategy. Framework
Strengthen and standardize the management of the Park Board workforce through supervisor training.	Through outreach and research, park and recreation services are relevant today and tomorrow.	IV.a

Performance Measures	Target Date
Work with a cross-functional committee made up of MRPB staff to develop topics and training format.	6/30/13
Work with a cross-functional committee made up of MRPB staff to prepare a draft implementation plan.	9/30/13
Present draft implementation plan and training program to the superintendent leadership team for approval.	9/30/13
Roll out the new supervisor training to current supervisors. Begin applying training to new supervisors.	12/31/13

**Human resources (continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	283,114	240,443
Fringe Benefits	96,348	71,150
Operating Costs	96,215	169,184
Human Resources	475,677	480,777

Human Resources Personnel	2012 Approved	2013 Approved
Director, Human Resources	0.00	1.00
Human Resources Associate	1.00	1.00
Human Resources Generalist	0.50	0.50
Manager, Human Resources	1.00	0.00
Occupational Health & Safety Coordinator	0.00	0.03
H.R./Payroll Systems Specialist	1.00	1.00
Payroll/Personnel Services Assistant	1.00	0.00
Full Time	4.50	3.53
Human Resources	4.50	3.53



City Management Fee, Contributions & Other

This area accounts for expenditures benefiting the entire MPRB, rather than a specific department. MPRB contributions to outside agencies are paid from this area, along with fees charged by the City of Minneapolis for benefit administration, financial systems, and other services.

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	0	281,601
Fringe Benefits	0	0
Operating Costs	1,487,245	1,217,148
City Management Fee, Contributions & Other	1,487,245	1,498,749

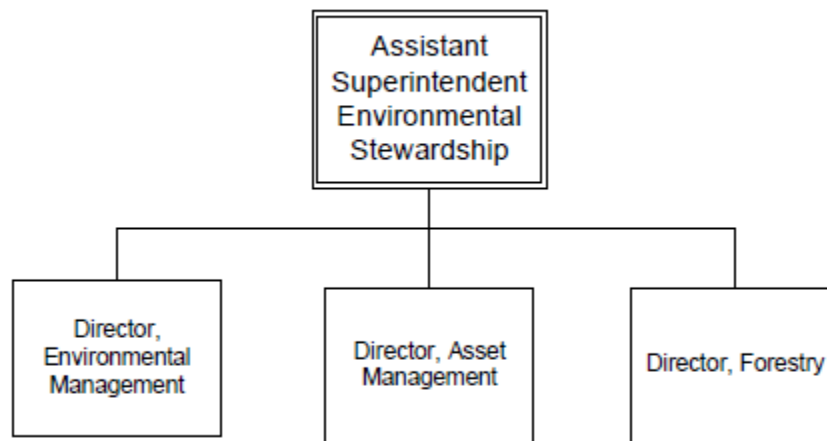
City Management Fee	931,670	839,100
Internal Service Fund Loan Repayment	130,000	130,000
City of Minneapolis Benefit Administration Fee	125,491	127,910
St. Anthony Heritage Board	31,000	31,000
Civil Rights Commission	30,000	30,000
Youth Coordinating Board	14,415	14,415
Minneapolis Riverfront Corporation	20,000	0
Minneapolis Parks Foundation	50,000	25,000
Other Operating Costs	11,213	19,723
Compensation Adjustments	0	281,601
Organizational Performance Project	143,456	0
City Management Fee, Contributions & Other	1,487,245	1,498,749



Department Budgets

Environmental Stewardship Division

The Environmental Stewardship Division provides expertise for the care and maintenance of the Minneapolis Park system. The division oversees the maintenance of the Minneapolis park system's physical infrastructure, equipment and fleet, natural areas and water resources, and forestry.





Asset Management

The Asset Management department provides for the management and maintenance needed to provide clean and safe park facilities. Facilities that are maintained include buildings, turf, natural areas, gardens, trails, play areas, rental facilities, pools, and skating areas. In addition the department will manage the operation of Nieman Sports Complex, Parade and all athletic fields city-wide. To provide for routine repair and replacement the department supports plumbing, electrical, paint, carpentry and cement finishing services and a Trades Manager to coordinate and priorities these efforts. The department also provides management of the internal services fund - equipment services and is responsible for the maintenance, repair, and replacement of more than 1,700 pieces of MPRB equipment. In 2013, the addition of an engineer in the position of Quality Assurance Manager will provide engineering oversight and leadership for the Training, Certification & Data and Occupational Health & Safety Coordinators.

Asset Management Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy. Framework
Working in partnership with the Organizational Performance Project, create and implement operational model for Asset Management department.	Park facility renewal and development respects history & focuses on sustainability, accessibility, flexibility, and beauty	II.a V.a
Performance Measures		Target Date
Assess staff assignments, bids, etc. to operate Asset Management Department.		1/1/13
Using best practices, articulate performance standards for maintenance and trades management responsibilities for MPRB operational areas that increase efficiency and sustainability.		3/1/13
Transition from a three district maintenance service area model to a five district service area model to focus on four neighborhood service areas in conjunction with the Recreation Division.		5/1/13
Conduct staff education and outreach program on new service alignments.		5/1/13
Assess operational efficiencies and allocations; adjust as necessary.		10/1/13



Asset Management Goals & Performance Measures (Continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Develop, track and report to all MPRB employees health and safety performance indicators to reinforce the importance of workplace safety in the MPRB's every day work culture.	Work safely to support a thriving work environment and an outstanding park experience for visitors	V.d
Performance Measures		Target Date
Develop principles of effective measurements and targets for MPRB.		8/31/13
Identify key health and workplace safety performance indicators and collect data that is currently available and identify gaps.		9/31/2013
Develop a plan for communicating, reporting and training staff about the indicators to increase understanding of the health and safety metrics.		11/30/13
Conduct evaluation with staff on safety metrics communication comprehension and adjust the work plan accordingly.		12/1/13

Asset Management

	2012 Approved	2013 Approved
Fund 11500		
Salaries and Wages	9,321,322	8,154,532
Fringe Benefits	4,453,847	4,057,338
Operating Costs	5,593,687	4,895,794
Asset Management	19,368,856	17,107,664

**Asset Management (continued)**

Asset Management Personnel	2012 Approved	2013 Approved
Asst. Superintendent Environmental Stewardship	0.25	0.40
Auto Mechanic	1.35	1.35
Carpenter	3.00	2.00
Cement Finisher	2.00	2.00
Director, Asset Management	1.00	0.75
Electrician	2.00	2.00
Field Operations Coordinator	1.00	0.00
Foreman Carpenter	1.00	1.00
Foreman Cement Finisher	1.00	1.00
Foreman Electrician	1.00	1.00
Foreman Painter	1.00	1.00
Foreman Park Maintenance	3.00	3.00
Foreman Plumber	1.00	1.00
Gardener	7.67	2.00
Manager, Maintenance & Equipment	0.00	1.00
Manager, Quality Assurance	0.00	1.00
Manager, Trades & Projects	0.00	1.00
Mobile Equipment Operator	14.60	13.28
Occupational Health & Safety Coordinator	0.00	0.43
Office Support Specialist III	1.00	1.00
Painter	3.00	3.00
Park keeper	86.65	69.65
Park keeper Crew leader	18.00	15.00
Plumber	4.00	3.00
Training, Certification & Data Coordinator	0.00	1.00
Full Time	153.52	127.86
Electrician	0.30	0.30
Mobile Equipment Operator	0.00	0.35
Painter	0.50	0.50
Pipefitter	1.00	1.00
Program Aide I	0.10	0.10
Seasonal Park Maintenance Worker	27.00	28.89
Part Time	28.90	31.14
Asset Management	182.42	159.00



Environmental Management

The Environmental Management department provides management of and support to the regional parks/downtown service area, environmental education, natural and water resources management, and volunteer and community partnerships. The regional service area was created during the MPRB's organizational boundary assessment work in 2012 and recognizes the special needs these areas have from an environmental and managerial perspective. The alignment of these areas is intended to heighten the MPRB's attention to and management of environmental stewardship, especially in the regional park system. This service area encompasses regional maintenance functions, environmental education, water resources, natural resources, and volunteers and community partners.

Environmental education staff develops and implements engaging environmental programs for residents of all ages. Major focus areas include the Neighborhood Naturalist program which serves all recreation centers, the Eloise Butler Wildflower Garden and Bird Sanctuary, the JD Rivers' Children's Garden, as well as partnership based projects and programs. Water resources staff monitors, manage, and protect the water quality of Minneapolis lakes and creeks. Aquatic invasive species prevention, protection and management work is a focus of the environmental education, water resources and regional park maintenance staff. Natural resources staff manages over 400 acres of prairies, shorelines, wetlands, and woodlands, and coordinates native re-vegetation projects. Natural resources staff focuses much of their work on the management of terrestrial invasive species and will be working closely with regional maintenance staff on these initiatives in 2013.

Regional maintenance staff will also continue to partner with volunteer initiatives and community partnerships. Each year, more than 8,000 volunteers contribute more than 69,000 hours to the park system. The volunteer and community partnership program coordinates one-time service projects, ongoing Park Stewards agreements and works collaboratively with other departments to lead volunteer activities for the annual Earth Day Watershed Cleanup Event, the annual Arbor Day Celebration and the Minneapolis Bike Tour.



Environmental Management Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Working in partnership with Organizational Performance Project, create and implement operational model for Regional Parks/Downtown Service Area	Sound management techniques provide healthy, diverse, and sustainable natural resources	I.c II.a

Performance Measures	Target Date
Assess staff assignments, bids, etc. to operate Regional Parks/Downtown Service Area.	1/1/2013
Using best practices, articulate performance standards for environmental and natural resource management responsibilities for MPRB operational areas that increase efficiency and sustainability.	4/1/2013
Transition from existing three district maintenance service area model to five district service area model to focus on regional parks and the downtown service area.	5/1/2013
Conduct staff education and outreach program on new service alignments.	5/1/2013
Assess operational efficiencies and allocations; adjust as necessary.	10/1/2013

Goal	Comp Plan Goal	Board Strategy Framework
Request approval of Aquatic Invasive Species (AIS) Task Force (TF) 2013 recommendations and implement AIS TF 2013 recommendations to protect water quality.	People & the environment benefit from the expansion and protection of natural resources.	I.c

Performance Measures	Target Date
Seek Board approval of Task Force recommendations.	3/6/2013
Develop Communication Plan for approved AIS TF initiatives.	2/1 -4/1/2013
Implement Communication Plan.	4/1 - 10/1/2013
Implement necessary on-site and infrastructure changes based on approved AIS TF recommendations.	4/1 - 8/1/2013
Implement 2013 AIS inspections program based on approved AIS TF recommendations.	Ice-out or fishing opener
Launch 2013 education and community outreach for approved 2013 AIS programs as determined by AIS TF recommendations.	4/1/2013
Develop and implement evaluation tools for approved 2013 AIS program.	4/1-7/1/2013
Conduct overall evaluation of approved 2013 AIS programs.	11/30/2013



Environmental Management Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Develop and implement an expanded Conservation Corps of Minnesota (CCM) program for urban park conservation to maintain park natural areas and engage youth and volunteers in park land conservation as identified in the MPRB's 2007-2020 Comprehensive Plan.	Sound management techniques provide healthy, diverse, and sustainable natural resources	I. c, II. A, VI.b
Performance Measures		Target Date
Outline the program for the adult CCM crews for the year in coordination with Environmental Education and Volunteer Programs Coordinators, Maintenance and Forestry staff, and enter into new contract with CCM.		2/20/2013
Hire and train temporary staff and CCM crews that will support the program.		3/1/2013
Develop programming for spring-term school year in coordination with Environmental Education and Volunteer Programs Coordinators, Maintenance and Forestry staff.		3/18/2013
Implement programming for spring-term school year.		3/18/2013-6/14/2013
Implement natural areas site management with adult CCM crew.		3/18/2013-12/20/2013
Develop programming for fall-term school year in coordination with Environmental Education and Volunteer Programs Coordinators, Maintenance and Forestry staff.		8/30/2013
Implement programming for fall-term school year.		8/30/2013-12/20/2013
Evaluate expanded 2013 CCM program based on site maintenance needs accomplished and MPRB resources needed to support the program.		12/31/2013



Environmental Management Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Work with ITS and Communications & Marketing to ensure that volunteer services is included in web enhancements to increase volunteer recruitment and improve communication.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b
Performance Measures		Target Date
Add a "volunteer interest" category to Gov Delivery topics and send out quarterly volunteer newsletters to those that sign up.		1/30/2013
Develop and implement interactive form for volunteers to express general volunteer interest (application form).		5/30/2013
Develop and implement interactive form for individuals to register for one-time opportunities.		6/30/2013
Evaluate effectiveness of tools and update forms and process for 2014.		12/30/2013

Goal	Comp Plan Goal	Board Strategy. Framework
Cultivate \$25,000 in cash donations and/or materials for projects associated with volunteers.	Financially independent parks prosper	V. a
Performance Measures		Target Date
Work with Communications & Marketing to develop appropriate donor recognition levels.		1/30/2013
Work with staff system-wide to identify 2013 projects that are appropriate for financial partnership based on size of project and interest to corporate groups at the identified recognition levels.		2/15/2013
Actively recruit corporate volunteer groups that include funding contributions for identified projects.		6/15/2013
Evaluate projects and impacts and make adjustments to recognitions and revenue goal for 2014.		11/30/2013

**Environmental Management (continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	832,945	2,781,893
Fringe Benefits	281,771	1,033,980
Operating Costs	599,720	1,986,463
Environmental Management	1,714,436	5,802,336

Environmental Management Personnel	2012 Approved	2013 Approved
Asst. Superintendent Environmental Stewardship	0.20	0.20
Director, Environmental Management	0.75	1.00
Environmental Education Coordinator	1.00	1.00
Foreman Park Maintenance	0.00	1.00
Gardener	0.00	5.67
Gardener Curator	1.00	1.00
Mobile Equipment Operator	1.13	6.32
Natural Resources Coordinator	1.00	1.00
Naturalist Programs Administrator	1.00	1.00
Occupational Health & Safety Coordinator	0.00	0.06
Parkkeeper	0.00	17.00
Parkkeeper Crewleader	0.00	3.00
Volunteers & Community Partnership Coordinator	1.00	1.00
Water Quality Specialist	2.00	2.00
Water Resources Coordinator	0.00	1.00
Full Time	9.08	42.25
Environmental Specialist A	3.37	7.38
Environmental Specialist B	0.93	1.23
Mobile Equipment Operator	0.00	0.18
Program Aide I	0.20	0.45
Program Aide II	0.75	0.50
Seasonal Park Maintenance Worker	2.00	6.00
Water Quality Support	1.05	1.05
Youth Worker	0.16	0.16
Part Time	8.46	16.95
Environmental Management	17.54	59.20



Forestry

The Forestry department provides for management and support of forestry operation services. The Forestry department is responsible for the care of nearly 200,000 boulevard trees on 1,100 miles of streets as well as all trees on more than 6,000 acres of park land. This work is done by professional arborists who plant, prune and remove trees. The budget includes funding for the planting of a diverse population of new trees and removal of stumps. The budget also supports monitoring the urban forest for invasive tree pests, specifically Emerald Ash Borer and Dutch Elm Disease. In addition, support is provided for the clean-up of fallen trees and debris caused by storms.

Forestry Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Proactively remove boulevard and park ash trees that will ultimately succumb to Emerald Ash Borer and replant with diverse tree types.	Healthy boulevard trees connect all city residents to their park system.	I.d

Performance Measures	Target Date
Using baseline data, determine location of 300 ash trees to be removed.	8/15/2013
Develop a communications plan with Communications & Marketing that includes a community engagement component for the removal and replanting effort.	9/15/2013
Implement community engagement portion of communications plan.	10/15/2013
Complete the removal of ash trees in preparation for replanting the following spring.	12/15/2013

Goal	Comp Plan Goal	Board Strategy Framework
Expand upon the Forestry department's community engagement strategy by continuing the use of forestry technology to share park tree inventory data with the public.	Healthy boulevard trees connect all city residents to their park system.	I.d IV.b

Performance Measures	Target Date
Confirm tree inventory data is correct for nine new parks.	2/17/2013
Develop a communications plan with Communications & Marketing that contains a web-based reporting format for tree inventory data at nine parks.	4/1/2013
Launch and promote the public access to tree inventory data for the nine parks based on the communications plan.	8/1/2013



Forestry Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Implement a boulevard reforestation plan in four neighborhoods of North and Northeast Minneapolis by filling vacant planting sites that are the result of routine removals.	Healthy boulevard trees connect all city residents to their park system.	I.d
Performance Measures		Target Date
Analyze tree planting vacancies on boulevards and select two Northside and two Northeast neighborhoods so that trees may be ordered for reforestation.		2/1/2013
Develop a communications plan with Communications & Marketing that includes a community engagement component for the reforestation effort		3/1/2013
Implement community engagement portion of communications plan.		4/1/2013
Complete planting per direction of reforestation plan.		11/15/2013

**Forestry (continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	4,546,343	4,104,686
Fringe Benefits	2,660,811	2,449,915
Operating Costs	2,471,677	2,373,824
Forestry	9,678,831	8,928,425

Forestry Personnel	2012 Approved	2013 Approved
Arborist	41.00	36.00
Arborist Crew Leader	14.00	13.00
Asst. Superintendent Environmental Stewardship	0.25	0.35
Automotive Mechanic	0.50	0.50
Director, Park Forestry	1.00	1.00
Foreman Arborist	5.00	5.00
Mobile Equipment Operator	17.87	12.82
Occupational Health & Safety Coordinator	0.00	0.42
Office Support Specialist I	1.60	1.60
Office Support Specialist III	1.00	1.00
Sustainable Forestry Coordinator	0.00	1.00
Supervisor, Park Forestry	1.00	1.00
Full Time	83.22	73.69
Clerk Typist I	0.35	0.35
Mobile Equipment Operator	0.00	0.18
Part Time	0.35	0.53
Forestry	83.57	74.22

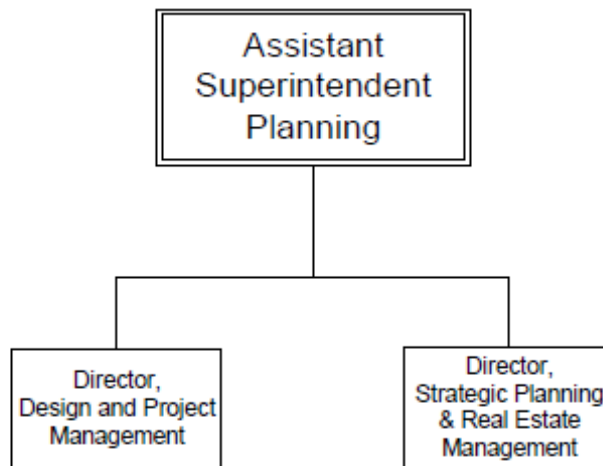


Department Budgets

Planning Division

The Planning Division provides expertise to lead, advise and guide the development and redevelopment of the Minneapolis Park and Recreation system. The division oversees park system analysis and master planning, capital program development, real estate management, design and engineering, physical development and redevelopment, and construction permitting.

The division strives to provide dynamic parks that shape city character and meet diverse community needs. The staff work to provide continual renewal and development that respects history and focuses on sustainability, accessibility, flexibility and beauty and to ensure that parks are safe and welcoming by design.





Design and Project Management

The Design and Project Management department provides community engagement, design, construction document development, construction administration and permitting services for the park system. This department focuses on building relationships with communities and private and public partners to envision the next generation of parks for Minneapolis while rejuvenating the existing park and recreation system.

Design & Project Management Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Revise master plans for the Above the Falls and Mississippi Central Riverfront and use them to guide future park development.	Parks shape an evolving city	VII.a
Performance Measures		Target Date
Submit Above the Falls master plan to the Board for approval.		3/1/2013
Submit the Above the Falls master plan to the Metro Council for approval.		5/1/2013
Develop Central Mississippi Riverfront master plan.		9/1/2012 - 3/1/2014
Submit Central Mississippi Riverfront master plan to the Board for approval.		3/1/2014
Submit the Central Mississippi Riverfront master plan to the Met Council for approval.		5/1/2014

Goal	Comp Plan Goal	Board Strategy Framework
As the first chapters of a multi-year effort to establish "park development performance standards", prepare guidelines for outdoor lighting and building sustainability. The guidelines will promote innovation, consistent design practices, increased safety, ADA compliance and reduced operating costs.	Focused land management supports current and future generations	II.a VI.d VI.e
Performance Measures		Target Date
Complete draft format and table of contents for full spectrum performance standards recognizing that only lighting and building sustainability will be completed in 2013. Present to the Board for feedback.		4/1/2013
Create draft standards for outdoor lighting and building sustainability and present to Board for feedback.		8/1/2013
Seek Board approval of final performance standards.		11/1/2013



Design & Project Management Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Participate actively in the implementation of the Fort Snelling Upper Bluff Joint Powers Agreement with the MN DNR, Hennepin County, NPS and MNHS.	Focused land management supports current and future generations	III.c

Performance Measures	Target Date
Relocate maintenance operations out of Area J at the Upper Bluff.	6/1/2013
Coordinate on redevelopment opportunities.	ongoing

Goal	Comp Plan Goal	Board Strategy. Framework
Accelerate implementation of past-year and current-year capital program in order to position future construction to occur the year in which it is identified in the CIP, including parkways and Missing Link.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.a I.b VII.c VII.d

Performance Measures	Target Date
Complete design (including sustainability measures), community engagement/communications, construction documents, and operations modeling for all 2011/2012 CIP projects and 20% of 2013 CIP projects. Provide recommendations to the Board, when possible, for additional capital revenue sources that may be applied to the project.	5/1/2013
Award construction contracts on all 2011 and 2012 CIP projects and 20% of 2013 CIP projects.	7/1/2013
Initiate design (including community engagement) for all 2013 CIP projects.	9/1/2013
Complete design (including sustainability measures), community engagement/communications, construction documents, and operations modeling for 60% of 2013 CIP projects. Provide recommendations to the Board, when possible, for additional capital revenue sources that may be applied to the project.	2/1/2014



Design & Project Management (continued)

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	646,590	650,555
Fringe Benefits	234,893	218,922
Direct Charge to Capital Projects	(399,000)	
Operating Costs	254,408	222,422
Design & Project Management	736,891	1,091,899

Design & Project Management Personnel	2012 Approved	2013 Approved
Administrative Assistant	0.50	0.50
Assistant Superintendent Planning	0.50	0.50
Director, Design and Project Management	1.00	1.00
Engineering Technician II	2.50	2.50
Manager, Construction	1.00	1.00
Manager, Project	3.00	3.00
Project Designer	1.00	1.00
Full Time	9.50	9.50
Design & Project Management	9.50	9.50



Strategic Planning & Real Estate Management

The Strategic Planning and Real Estate Management department provides comprehensive system and master planning, community research, capital program development and real estate management services for the park system. The department focuses on collaborating with the city, county and other jurisdictions on development projects throughout the city to meet the park and recreation needs of residents.

Strategic Planning & Real Estate Management Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Complete activity plan for skate parks that articulates capital needs based on an evaluation of current and potential infrastructure, sustainable goals for service delivery, maintenance guidelines, design standards that incorporate sustainable techniques, and sustainable maintenance and operating options to meet the diverse community needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.b
Performance Measures		Target Date
Complete the community outreach for the skate park plan that will provide a baseline understanding of community needs for each activity and develop a communications plan for the project.		1/1/2013
Present the first draft of the skate park plan to the Board to approve a 45-day comment period for the plan.		5/1/2013
Present the final plan to the Board for approval.		9/1/2013



Strategic Planning & Real Estate Management Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Complete and begin implementation of activity plan for urban agriculture that articulates capital needs, based on an evaluation of current and potential infrastructure, sustainable goals for service delivery, maintenance guidelines, design standards that incorporate sustainable techniques, and sustainable maintenance and operating options to meet the diverse community needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	II.b
Performance Measures		Target Date
Complete a communications plan for the project.		10/5/2012
Present the first draft of the urban agriculture plan to the Board to approve a 45-day comment period for the plan.		4/15/2013
Present the final plan to the Board for approval.		7/1/2013
Establish implementation team with appropriate MPRB staff and partners.		8/1/2013
Begin implementation of high priority strategies of the plan.		9/15/2013

Goal	Comp Plan Goal	Board Strategy Framework
Develop and complete an activity plan for fields that articulates capital needs evaluation of current and potential infrastructure, sustainable goals for service delivery, maintenance guidelines, design standards that incorporate sustainable techniques, and sustainable maintenance and operating options to meet the needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.b VI.c
Performance Measures		Target Date
Assess remaining work to be completed for fields activity plan and re-assemble staff team to initiate next steps, including any additional community engagement needed to assess community needs and the development of a community engagement plan for the project.		5/1/2013
Complete additional community engagement for fields activity plan.		9/1/2013
Present the plan to the Board to approve a 45-day comment period.		12/1/2013
Make edits and present final plan to the Board for approval.		2/1/2014



Strategic Planning & Real Estate Management Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
In collaboration with the Walker Art Center, seek new capital funding sources and develop a sustainable operating agreement to revive the Minneapolis Sculpture Garden.	Financially independent and sustainable parks prosper.	VII.b
Performance Measures		Target Date
In collaboration with the Walker Art Center, established a strategic master plan for the Parade and Sculpture Garden area that considers capital needs and a sustainable operating model.		8/1/2013
Based on the strategic planning, draft a new operating agreement for the Minneapolis Sculpture Garden with the Walker Art Center.		11/1/2013
Based on the strategic planning, identify potential capital sources that would be suitable for improvements to the Minneapolis Sculpture Garden, including relevant funding request deadlines and who will write the requests for 2014.		12/15/2013

**Strategic Planning & Real Estate Management (continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	410,043	412,559
Fringe Benefits	146,160	136,222
Direct Charge to Capital Projects	(266,000)	
Operating Costs	212,179	185,502
Strategic Planning & Real Estate Management	502,382	734,283

	2012 Approved	2013 Approved
Strategic Planning & Real Estate Mgmt Personnel		
Administrative Assistant	0.50	0.50
Assistant Superintendent Planning	0.50	0.50
Community Outreach and Research Planner	1.00	1.00
Director, Strategic Planning & Real Estate Management	0.00	1.00
Engineering Technician II	0.50	0.50
Manager, Public Engagement and Citywide Planning	1.00	0.00
Project Planner	0.00	1.00
Real Estate Coordinator	1.00	1.00
Full Time	4.50	5.50
Planning/Design Apprentice	1.00	0.00
Seasonal Visitor Counters	1.00	1.00
Part Time	2.00	1.00
Strategic Planning & Real Estate Management	6.50	6.50



Pay-as-You-Go-Rehabilitation

The Pay-as-You-Go-Rehabilitation provides funding for the neighborhood capital improvement program through the allocation of current year operating revenues. The MPRB intends to provide up to \$5,000,000 in annual funding through this source.

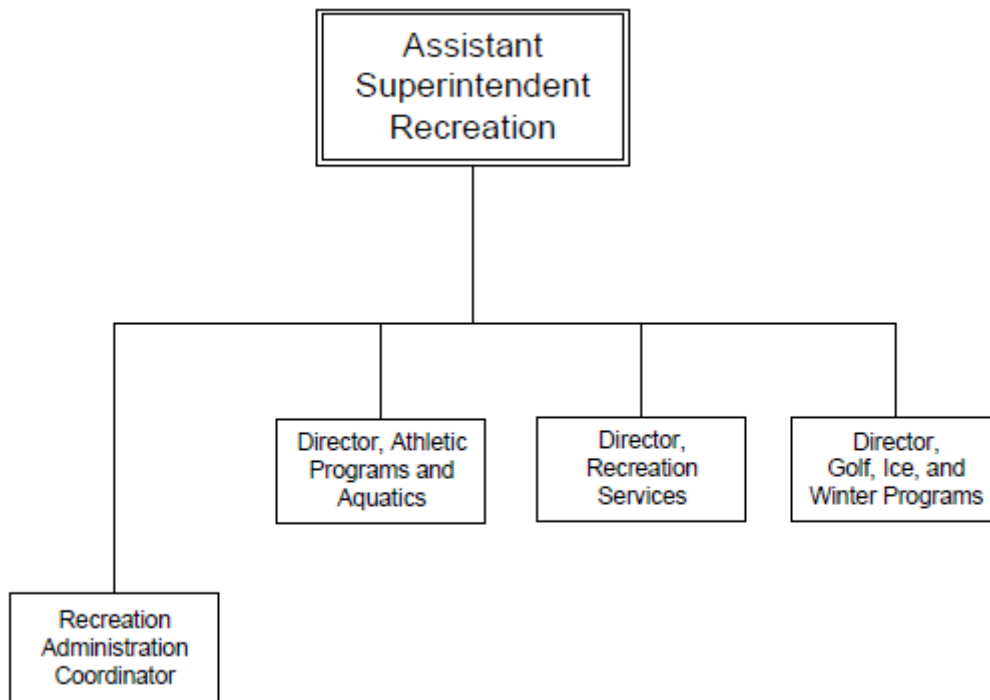
Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	0	0
Fringe Benefits	0	0
Capital Outlay	4,885,248	4,629,857
Capital Projects	4,885,248	4,629,857



Department Budgets

Recreation Division

The Recreation Division provides expertise to lead, provide and create affordable recreational, cultural, educational, and leisure opportunities to benefit and enhance the lives of all Minneapolis residents. The division oversees recreation facility operations, including recreation centers, golf courses, aquatic facilities and beaches, ice arenas, cross country skiing venues, and Wirth Winter Recreation Complex; recreation, education, and interpretive programming.





Athletic Programs & Aquatics

The Athletic Programs and Aquatics department provides the management and support for citywide youth and adult sports programs and the MPRB aquatic programs. Youth and adult sports are organized and administered through 11 youth sports leagues and 13 adult sports leagues. League officials are hired, trained and assigned to all games. Youth volunteer coaches are certified and trained in concussion awareness and the sport fundamentals. Community engagement through the Youth Sports Commissions assures that the needs of the community are being met. Collaborations with external youth serving agencies occur with teams participating in the leagues. Athletic facilities are reserved and permitted for MPRB and outside organization youth and adult sports games. The MPRB aquatic programs include North Commons Water Park (contracted), Jim Lupient Water Park, Webber Pool, 12 beaches (8 with lifeguard services), swimming lessons and sailing lessons.

The 2013 budget includes the adult athletic program and Lupient Water Park which were budgeted in the Enterprise Fund in 2012.

Athletic Programs & Aquatics Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Develop and implement youth football helmet reconditioning program to increase safety and expand the lifecycle of the MPRB helmets.	Residents, visitors and workers enjoy opportunities to improve health and fitness	VI. a
Performance Measures		Target Date
Develop and distribute a request for proposal for helmet reconditioning services and select a vendor.		3/1/2013
Complete a safety inventory of park helmets.		4/1/2013
Schedule and complete reconditioning of one third (400) of the MPRB helmets.		8/1/2013
Develop a plan for maintaining the helmet reconditioning program each year.		12/31/2013

**Athletic Programs & Aquatics (continued)**

Fund 11500	2012 Approved	2013 Approved
Salaries and Wages	286,655	1,058,173
Fringe Benefits	54,680	334,738
Operating Costs	402,833	1,041,783
Athletic Programs & Aquatics	744,168	2,434,694

Athletic Programs & Aquatics Personnel	2012 Approved	2013 Approved
Athletic Program Specialist Adult Sports	0.00	2.00
Athletic Program Specialist Aquatics	0.00	1.00
Athletic Program Specialist Youth Sports	0.00	3.00
Director Athletic Programs & Aquatics	0.00	1.00
Manager Athletic Programs	0.65	0.00
Office Support Specialist I	0.70	1.00
Recreation Leader	0.25	0.00
Recreation Officials Coordinator	0.00	1.00
Recreation Volunteer Coordinator	0.00	1.00
Full Time	1.60	10.00
Aquatics Attendant	0.19	3.30
Aquatics Instructor	0.00	0.80
Lifeguard I, Class A	5.33	12.97
Lifeguard II, Class C	0.30	0.30
Recreation Attendant I	0.00	0.50
Recreation Specialist B	1.32	2.02
Recreation Specialist C	0.60	2.65
Part Time	7.74	22.54
Athletic Programs & Aquatics	9.34	32.54



Recreation Services

The Recreation Services department provides the management and support of Service Area programming, neighborhood events, recreation volunteers and youth fundamental athletics. The department also provides the management and support of youth development services including the Youthline Outreach Mentorship Program which provides recreational activities, leadership opportunities and mentorship for youth ages 12 to 17; Teen Teamworks, year-round youth employment; and Recreation Plus, affordable quality school-age child care for children ages 5 to 12 at neighborhood recreation centers. Recreation is developing a scholarship program that will improve access and encourage participation in activities for families who meet income guidelines.

The 2013 budget includes fee-based programs and services offered through the recreation centers which were budgeted in the Enterprise Fund in 2012.

Recreation Services Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Develop and implement a MPRB scholarship program to replace existing fee waiver system to improve program access and reduce or eliminate financial barriers to participation.	People play, learn, and develop a greater capacity to enjoy life.	VI.a
Performance Measures		Target Date
Conduct research to assess needs, review scholarship options and draft MRPB scholarship program.		3/30/2013
Develop and implement process for staff and community review of and comment on proposed scholarship program.		6/30/2013
Revise proposed scholarship program based on staff and community review. Present updated program information to Board of Commissioners for their review and input.		8/30/2013
Establish training schedule and tutorial materials for staff - including activenet functionality implementation.		9/30/2013
Launch new scholarship program and promote program through internal and external communications.		1/1/2014



Recreation Services Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy. Framework
Develop and implement programs focused on improving the health of children and youth and connecting them to the outdoors.	Residents, visitors, and workers enjoy opportunities to improve health and fitness.	VI.b
Performance Measures		Target Date
Identify and establish partnerships for summer camps and park programs that engage children and youth in programs that promote healthy lifestyles and a connection to the outdoors.		4/30/2013
Implement programs, in collaboration with partners, that focus on healthy lifestyles and outdoor skill-building and learning.		9/30/2013
Evaluate program outcomes and participation.		12/30/2013

Recreation Services

	2012 Approved	2013 Approved
Fund 11500		
Salaries and Wages	5,864,740	6,923,386
Fringe Benefits	1,692,333	1,895,302
Operating Costs	2,075,002	2,421,085
Recreation Services	9,632,075	11,239,773

**Recreation Services (continued)**

Recreation Services Personnel	2012 Approved	2013 Approved
Assistant Superintendent Recreation	0.50	0.90
Community Service Area Leader	13.00	0.00
Director, Recreation Services	0.00	1.00
Lead Child Care Worker	0.00	6.00
Manager, Programs and Facilities	1.00	0.00
Manager, Service Area	0.00	4.00
Manager, Youth Development	0.40	1.00
Occupational Health & Safety Coordinator	0.00	0.03
Office Support Specialist I	0.00	0.75
Program Assistant Teen Teamworks	1.00	1.00
Recreation Administration Coordinator	0.00	1.00
Recreation Coordinator	8.00	0.00
Recreation Leader	20.00	0.00
Rec Plus Supervisor	0.00	1.00
Recreation Specialists	0.00	40.00
Recreation Supervisor	11.00	0.00
Senior Youth Program Specialist	0.40	0.00
Youth Program Specialist	5.60	8.00
Full Time	60.90	64.68
Recreation Attendant I	24.66	30.00
Recreation Attendant II	31.96	37.00
Rec Plus Coordinator	0.00	8.00
Recreation Specialist A	26.87	25.00
Recreation Specialist B	35.38	50.00
Recreation Specialist C	2.84	11.70
Recreation Specialist D	0.90	2.00
Recreation Specialist E	0.96	1.00
Youth Worker	22.66	24.00
Part Time	146.23	188.70
Recreation Services	207.13	253.38



Personnel Summary General Fund

Full Time	2012 Approved	2013 Approved
Superintendent's Office		
Superintendent's Office	1.50	3.50
Board of Commissioners	9.70	9.50
Communications & Marketing	2.75	2.75
Community Outreach	12.50	15.00
Police	35.25	35.03
Deputy Superintendent's Office		
Customer Service	4.20	4.00
Finance	7.95	7.55
Human Resources	4.50	3.53
Environmental Stewardship		
Asset Management	153.52	127.86
Environmental Management	9.08	42.25
Forestry	83.22	73.69
Planning Services		
Design & Project Management	9.50	9.50
Strategic Planning	4.50	5.50
Recreation Services		
Athletic Programs & Aquatics	1.60	10.00
Recreation Services	60.90	64.68
Total Full Time	400.67	414.34
Part Time		
Superintendent's Office		
Superintendent's Office	0.70	0.00
Communications & Marketing	1.25	1.90
Community Outreach	3.00	4.20
Police	11.31	11.31
Deputy Superintendent's Office		
Customer Service	2.67	2.03
Finance	0.00	0.75
Environmental Stewardship		
Asset Management	28.90	31.14
Environmental Management	8.46	16.95
Forestry	0.35	0.53

**Personnel Summary General Fund (Continued)**

Part Time	2012 Approved	2013 Approved
Planning Services		
Strategic Planning	2.00	1.00
Recreation Services		
Athletic Programs & Aquatics	7.74	22.54
Recreation Services	146.23	188.70
Total Part Time	212.61	281.05
Total	613.28	695.39



Special Revenue Fund

- Special Revenue Fund Overview Page 106



Special Revenue Fund Overview

The Park Grant and Dedicated Revenue Fund is a special revenue fund established to account for resources designated for specific purposes. The fund consists of two designations, Special Reserves and Park Land Reserve.

Special Reserves represent grant and other revenue that has been designated for specific purposes through grantor requirements, donor requests or Board direction. Some items included in this area are Loring Tree Trust, gift program, privately funded programs or projects and operations and maintenance lottery proceeds received from the State.

The Park Land Reserve Fund is a Board designated fund to account for land sales and purchases. Revenue received from land sales and other sources that are earmarked for land purchase is accounted for in this fund.

Statement of Revenues and Expenditures

Fund 11950	2012 Approved	2013 Approved
Operating Revenues		
State Grants & Other Local Government	1,337,000	1,337,000
Grant & Donations	30,600	30,600
Total Operating Revenues	1,367,600	1,367,600
Operating Expenses		
Park Land Reserve	37,000	37,000
Special Reserves	1,330,600	1,330,600
Total Operating Expenses	1,367,600	1,367,600
Excess Revenues Over/(Under) Expenses	0	0



Enterprise Fund

- Enterprise Fund Overview Pages 108-110
- Recreation Division Pages 111-123
- Deputy Superintendent's Office Pages 124-127
- Personnel Summary Page 128



Enterprise Fund Overview

The Enterprise Fund is a self-supporting fund established to account for all business-type operations including golf courses, concessions, ice arenas, permits. Net income from operations provides general fund support, capital rehabilitation, construction or improvements as well as debt service. In 2013 Lupient Water Park, athletic facilities, school age child care, fee based community programs and adult athletics are budgeted in the General Fund.

Enterprise Fund Approved 2013 Budget

	2012 Approved	2013 Approved
Revenues	14,287,599	10,662,009
Expenditures	14,287,599	10,245,866
Balance	0	416,143

Enterprise Fund Balance

Estimated Net Asset Balance January 1, 2013	1,298,687
2013 Budgeted Excess Revenues Over/(Under) Expenses	416,143
Estimated Net Asset Balance December 31, 2013	1,714,830

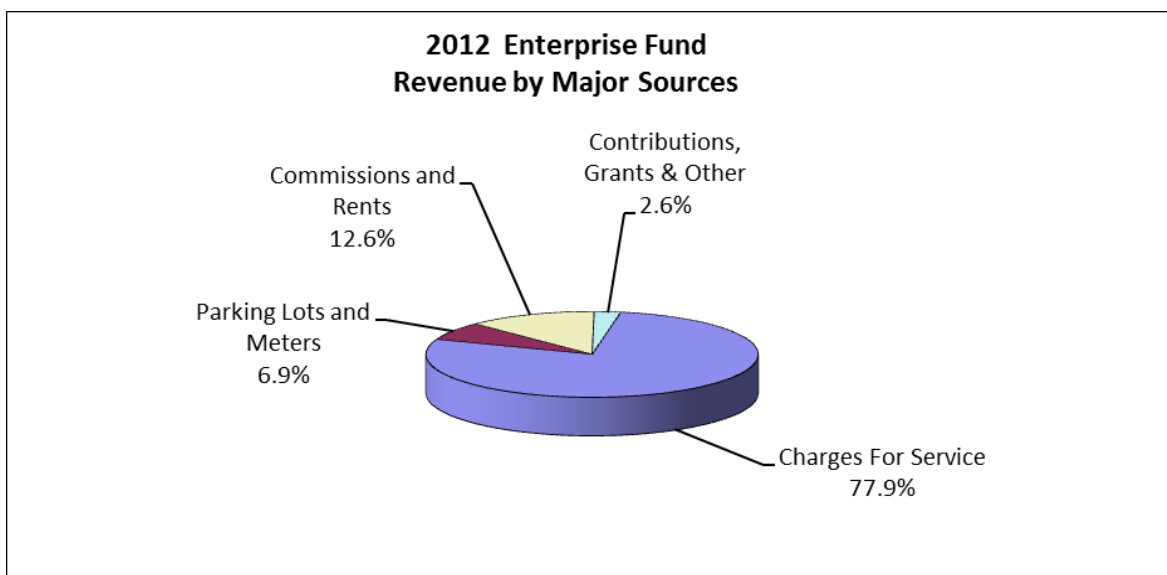
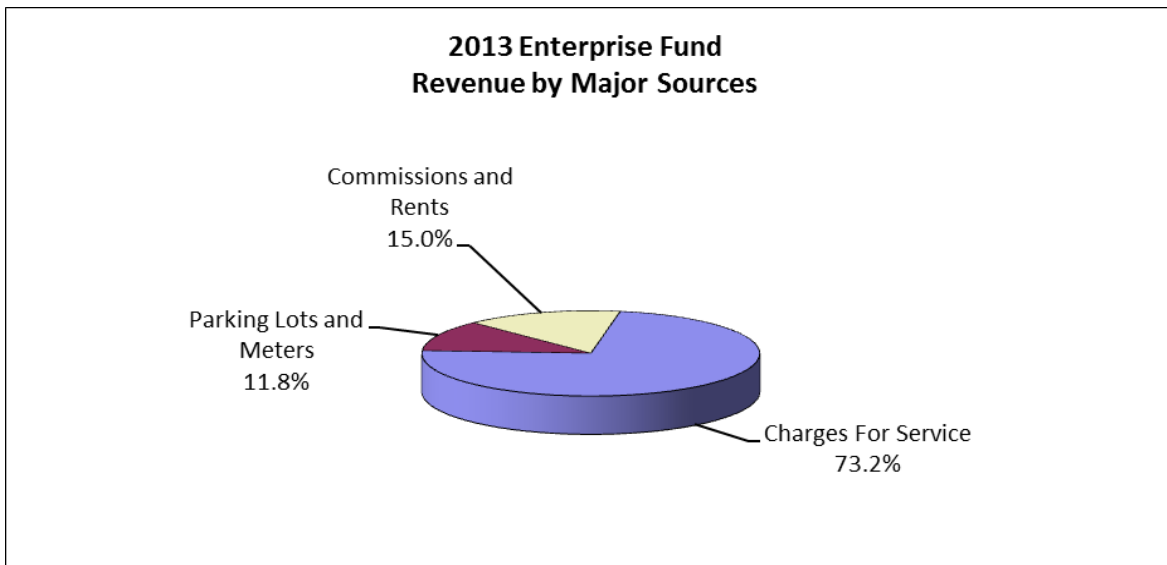
The Net Asset Balance is reserved to offset the fluctuations in improvement expenses from year to year.

The 2013 approved budget for the Enterprise Fund is \$10.2 million. Charges for service (fees) comprise 73 percent of total revenue. Commissions, rents, parking lots and meters, contributions and grants comprise the remaining 27 percent. The operating budget is comprised of three major categories. They are: Wages and fringe, 44 percent; operating costs, 37 percent; and improvements and transfers, 19 percent.



Enterprise Fund Revenue by Major Sources

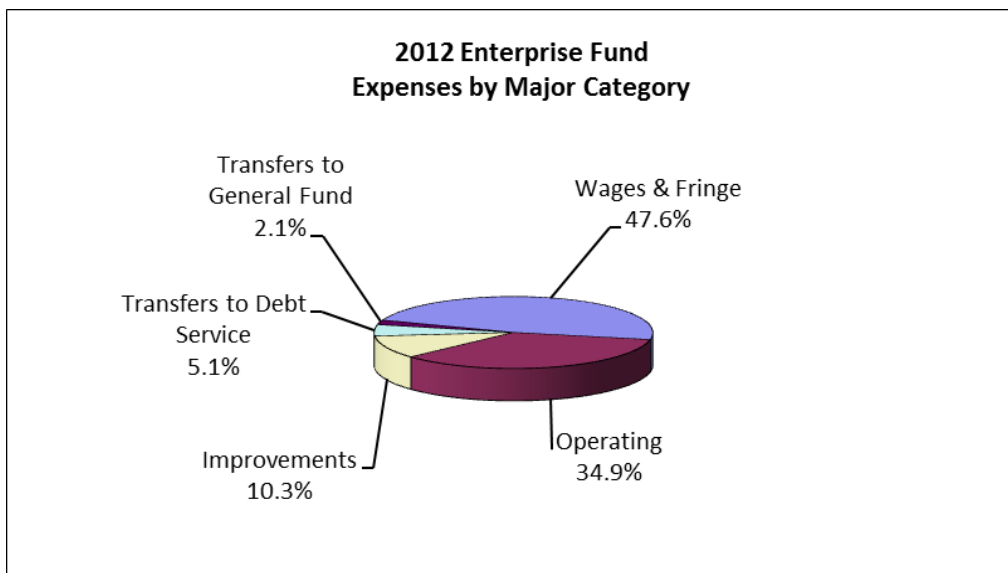
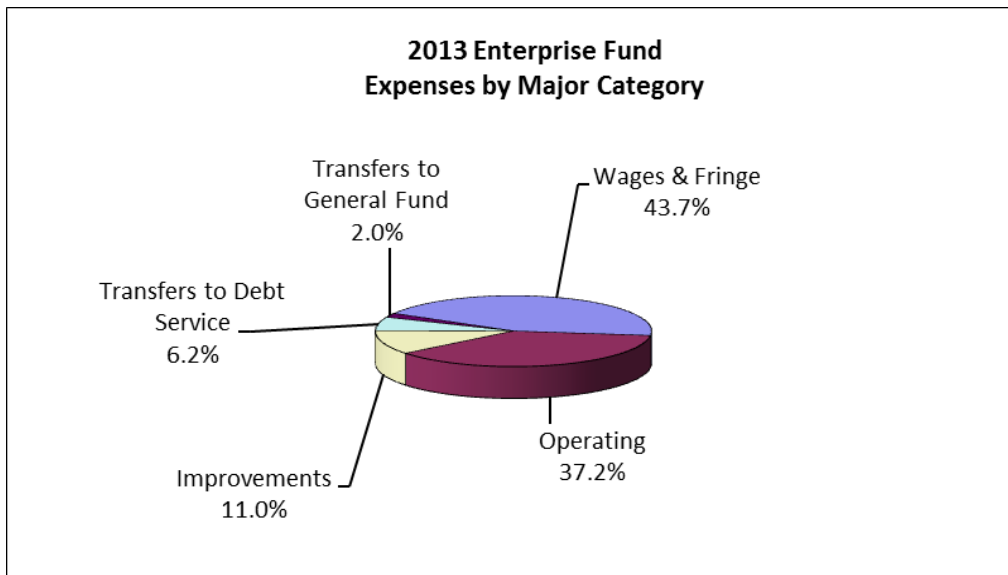
	2012 Approved	2013 Approved	Change	% Change
Charges For Service	11,128,269	7,804,078	(3,324,191)	-29.9%
Parking Lots and Meters	987,000	1,257,000	270,000	27.4%
Commissions and Rents	1,803,400	1,600,931	(202,469)	-11.2%
Contributions, Grants & Other	368,930	0	(368,930)	-100.0%
Total Revenue	14,287,599	10,662,009	(3,625,590)	-25.4%





Enterprise Fund Expenses by Major Categories

	2012 Approved	2013 Approved	Change	%Change
Wages & Fringe	6,804,779	4,477,453	(2,327,326)	-34.2%
Operating	4,989,990	3,810,008	(1,179,982)	-23.6%
Improvements	1,469,180	1,125,000	(344,180)	-23.4%
Transfers to Debt Service	728,650	633,405	(95,245)	-13.1%
Transfers to General Fund	295,000	200,000	(95,000)	-32.2%
Total Expenses	14,287,599	10,245,866	(4,041,733)	-28.3%

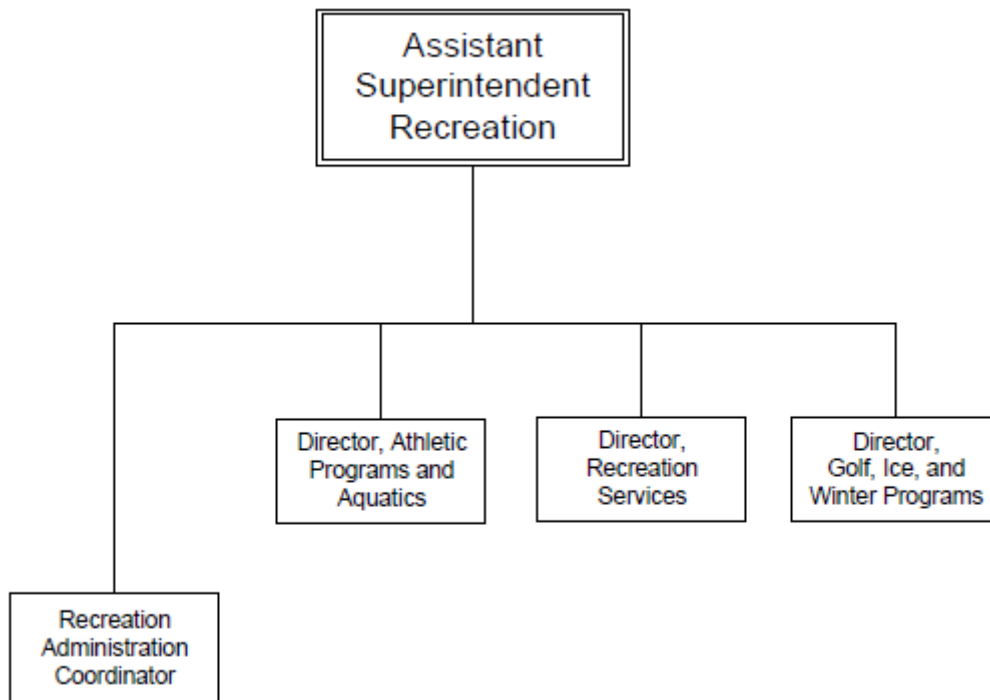




Department Budgets

Recreation Division

The Recreation Division provides expertise to lead, provide and create affordable recreational, cultural, educational, and leisure opportunities to benefit and enhance the lives of all Minneapolis residents. The division oversees recreation facility operations, including recreation centers, golf courses, aquatic facilities and beaches, ice arenas, cross country skiing venues, and Wirth Winter Recreation Complex; recreation, education, and interpretive programming.





Golf Operations

Golf Operations includes the following facilities and programs: five eighteen hole golf courses including Columbia Golf Club, Gross National Golf Club, Hiawatha Golf Club, Meadowbrook Golf Club, Wirth Golf Club; a nine hole par three at Wirth; a nine hole executive golf course at Fort Snelling; three learning centers: Columbia Learning Center (a 42 station learning center/driving range), Gross National Learning Center (an 18 station learning center/driving range) and Hiawatha Learning Center (a 53 station learning center/driving range). The golf operation also operates the First Tee of Minneapolis Junior Golf Program, a LPGA/USGA Girls Golf Program and Adult Golf Schools and Clinics.

Golf Operations operates two banquet/reception facilities, Columbia Manor Reception Hall and the Wirth Fireplace Reception Hall. In addition, the golf course clubhouses are available for small meeting rentals during the late fall and winter months.

Economic conditions, weather patterns and competition challenged the MPRB Golf operations. Staff is committed to meeting challenges through innovative program development, enhancement of revenue through marketing strategies, and cost review and containment to provide Minneapolis residents with championship golf at public golf rates.

The 2013 budget includes the development of a Citizen Advisory Committee that will conduct community outreach and development of long term capital improvement plans that will guide future course renovations and address programmatic and customer service enhancements.



Golf Operations Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
<p>Conduct community engagement for golf operations that gives various user and non-user groups the ability to provide input, insight and recommendations that guides staff on planning for improvements in customer service, development of future capital improvement projects at the golf courses and enhanced adult, senior and junior programming and instructional offerings.</p>	<p>Financially independent and sustainable parks prosper.</p>	<p>V.b</p>
Performance Measures		Target Date
<p>Identify and establish the goals and desired results for community engagement including the possibility of development of a Citizen Advisory Committee. Identify the various user and non-user groups to be included in the public engagement process.</p>	<p>2/28/2013</p>	
<p>Plan the community engagement process, including working with staff, golf course architects and the Community Outreach Department to develop surveys in multiple languages and formats and hosting community meetings to gather input on capital improvements, improved customer service and enhanced program offerings.</p>	<p>5/31/2013</p>	
<p>Evaluate and analyze data collected during the community engagement process. Present a preliminary plan to user and non-user groups and receive additional input. Revise plan based on comments.</p>	<p>7/31/2013</p>	
<p>Present to the MPRB Leadership team a 10-year capital improvement, customer service and program offering plan based on community engagement for golf operations and allow for comments. Revise plan based on MPRB Leadership team comments, present to the Board and include in the 2014 Recommended Superintendents Budget for Board approval.</p>	<p>8/31/2013</p>	



Golf Operations Goals & Performance Measures (continued)

Goal	Comp Plan Goal	Board Strategy Framework
Conduct financial and operational analysis of the equipment fund as it pertains to the golf fleet, to reduce expenses and enhance servicing of golf equipment.	Financially independent and sustainable parks prosper.	V.b V.c
Performance Measures		Target Date
Conduct, in collaboration with MPRB Finance Department and an independent equipment lease consultant, a Lease/Buy Analysis for equipment used on the golf courses.		6/30/2013
Develop cost benefit analysis for purchasing or leasing the golf course equipment fleet.		7/31/2013
Develop cost benefit analysis for maintaining and servicing the golf course equipment fleet.		7/31/2013
Review results of analyses with Finance Department and present report and recommendation to MPRB leadership team.		9/30/2013



Golf Operations (continued)

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Services	5,268,100	5,248,929
Commissions and Rents	866,500	910,531
Total Operating Revenues	6,134,600	6,159,460
Operating Expenses		
Salaries & Wages	2,117,132	2,223,419
Fringe Benefits	768,849	937,045
Operating Costs	2,371,591	2,758,955
Total Operating Expenses	5,257,572	5,919,419
Operating Income	877,028	240,041

	2012 Approved	2013 Approved
Golf Operations Personnel		
Assistant Superintendent Recreation	0.10	0.10
Automotive Mechanic	0.16	0.15
Communication Marketing Specialist	0.15	0.15
Director, Golf, Ice and Winter Programs	0.00	0.40
Foreman Golf Course	5.00	5.00
Golf Course Assistant Manager	2.75	1.80
Golf Course Operations Manager	4.00	4.75
Manager, Golf Operations	0.66	0.00
Mobile Equipment Operator	0.11	0.11
Office Support Specialist	0.00	0.25
Parkkeeper	2.90	2.90
Web Marketing Specialist	0.10	0.10
Full Time	15.93	15.71
Golf, Aquatic and Ice Attendant	29.88	34.33
Recreation Specialist C	0.75	0.00
Seasonal Park Maintenance Worker	19.40	20.56
Trades	0.85	0.91
Part Time	50.88	55.80
Golf Operations	66.81	71.51



Ice Arena Operations

The MPRB operates the Parade Ice Garden and the Northeast Ice Arena. Parade Ice Garden is open year round and consists of two full sheets of ice and a studio rink. Northeast Ice Arena is a seasonal facility with a single full sized sheet of ice. Both locations offer indoor turf for soccer and lacrosse use from March through July.

The 2013 budget includes planning for facility improvements that address the original refrigeration infrastructure of the north and studio rink at Parade Ice Garden as well as energy efficiency improvements at both arenas.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Services	842,050	792,449
Total Operating Revenues	842,050	792,449
Operating Expenses		
Salaries & Wages	199,995	216,353
Fringe Benefits	64,555	72,786
Operating Costs	474,481	525,057
Total Operating Expenses	739,031	814,196
Operating Income	103,019	-21,747

	2012 Approved	2013 Approved
Ice Arena Operations Personnel		
Manager, Ice Arena Operations	0.90	1.00
Facility Coordinator	1.00	1.00
Full Time	1.90	2.00
Golf, Aquatic and Ice Attendant	4.82	4.82
Part Time	4.82	4.82
Ice Arena Operations	6.72	6.82



Parking Operations

The MPRB operates and maintains regional parks throughout the system. Pay Parking was developed as a means to generate revenue from the millions of visitors who utilize the regional system yet live outside of the City of Minneapolis. The Metropolitan Council Regional Parks Policy Plan requires that parking fees be uniform and prohibits residential discounts.

Parking Operations for the MPRB include the Parade parking complex, Regional Parks parking lots and on-street meters, Commercial parking lots and on-street meters and special event parking. Currently the MPRB provides 5,201 parking spaces and 2,015 of them are pay spaces. The regional parking system consists of 27 lots and 14 of them are pay lots. The regional parking system also includes 40 on-street meters. The commercial parking system consists of 5 pay and 177 on-street meters. Commercial parking is used primarily by commuters and includes parking lots on the periphery of downtown Minneapolis and meters in commercial areas.

The MPRB has utilized automation to maintain relatively low costs while working to increase revenues. Parking pay station machines have proven to be more cost effective than individual parking meters. The annual parking permit program is also an effective low cost method to provide parking to frequent park users. While parking usage is primarily weather dependent, it is also affected by local events. The MPRB continues to improve parking system operations and is committed to maintaining reasonably priced parking for park users while providing increased revenue for the organization.



Parking Operations (continued)

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Parking Lots & Meters	987,000	1,254,000
Commissions and Rents	0	3,000
Total Operating Revenues	987,000	1,257,000
Operating Expenses		
Salaries & Wages	57,384	52,326
Fringe Benefits	18,710	17,095
Operating Costs	118,021	134,781
Total Operating Expenses	194,115	204,202
Operating Income	792,885	1,052,798

	2012 Approved	2013 Approved
Parking Operations Personnel		
Assistant Superintendent Recreation	0.10	0.00
Director, Golf, Ice and Winter Programs	0.00	0.40
Manager, Golf, Ice and Winter Programs	0.34	0.00
Full Time	0.44	0.40
Trades	0.08	0.08
Seasonal Park Maintenance Worker	0.00	0.07
Special Service Attendant	0.22	0.15
Part Time	0.30	0.30
Parking Operations	0.74	0.70



Sculpture Garden and Cowles Conservatory

The MPRB entered into an operating agreement with the Walker Art Center on April 3, 1985 to operate the Sculpture Garden and the Cowles Conservatory. This agreement was amended in 1987 with a 25 year term. The operating agreement expires in 2013. The University of Minnesota became a partner to the agreement in 1987 and operated Cowles Conservatory from 1987 to 1992. That partnership ended after the five year term and the Minneapolis Park and Recreation Board has operated Cowles ever since.

The Sculpture Garden and Cowles Conservatory do not generate revenue sufficient to support operations. As a result, they are supported by the profits of other enterprise activities. Staff is working with the Walker Art Center on developing a new operating agreement.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Commissions and Rents	50,900	51,900
Total Operating Revenues	50,900	51,900
Operating Expenses		
Salaries & Wages	67,163	67,163
Fringe Benefits	32,120	36,792
Operating Costs	147,067	148,598
Total Operating Expenses	246,350	252,553
Operating Income	-195,450	-200,653

Sculpture Garden and Cowles Conservatory Personnel	2012 Approved	2013 Approved
Gardener	1.00	1.00
Full Time	1.00	1.00
Trades	0.03	0.03
Seasonal Park Maintenance Worker	0.50	0.50
Part Time	0.53	0.53
Sculpture Garden & Cowles Conservatory	1.53	1.53



Winter Recreation

Winter Recreation provides management and support to the 759 acre Wirth Park which offers a wide range of winter recreational activities, including cross country skiing, snowboarding, tubing and snowshoeing. In 2002, the Wirth Winter Recreation Area began the first inner-city snowboard program that offered snowboarding to the general public at an affordable cost. There are 700 to 800 meters of cross country ski trails for all skill levels and a tubing hill located down the tenth fairway. Winter Recreation also provides cross country ski grooming at Columbia, Gross National, and Hiawatha Golf Courses as well as the Chain of Lakes.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Services	291,200	291,200
Total Operating Revenues	291,200	291,200
Operating Expenses		
Salaries & Wages	234,244	266,169
Fringe Benefits	88,592	104,647
Operating Costs	89,109	93,843
Total Operating Expenses	411,945	464,659
Operating Income	-120,745	-173,459

Winter Recreation Personnel	2012 Approved	2013 Approved
Director, Golf, Ice and Winter Programs	0.00	0.20
Foreman Park Maintenance	0.25	0.00
Gardener	0.33	0.33
Golf Course Assistant Manager	0.25	0.20
Golf Course Operations Manager	0.00	0.25
Mobile Equipment Operator	0.04	0.04
Park keeper	2.33	2.33
Full Time	3.20	3.35
Special Service Attendant	3.03	3.52
Rec Specialist B	0.18	0.49
Rec Specialist D	0.32	0.55
Seasonal Part Time	3.53	4.56
Winter Recreation	6.73	7.91



Athletic Facilities

In 2013 Athletic Facilities including the Neiman Sports Complex, Parade Complex and Tier I fields including Frank Quilici, Van Cleve, Northeast and Pearl Baseball Fields are included in the Asset Management Budget in the General Fund.

Athletic Facilities

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		In General Fund
Commissions and Rents	254,000	
Total Operating Revenues	254,000	0
Operating Expenses		
Salaries & Wages	200,008	
Fringe Benefits	46,712	In General Fund
Operating Costs	183,104	
Total Operating Expenses	429,824	0
Operating Income	-175,824	0

	2012 Approved	2013 Approved
Athletic Facilities Personnel		
Foreman Park Maintenance	0.75	In General Fund
Parkkeeper	0.00	
Mobile Equipment Operator	0.03	
Full Time	0.78	0.00
Trades	0.03	
Special Service Attendant	1.20	In General Fund
Recreation Specialist B	0.30	
Seasonal Park Maintenance Worker	4.39	
Part Time	5.92	0.00
Athletic Facilities	6.70	0.00



Aquatics - Lupient Water Park

In 2013 Lupient Water Park is budgeted in Athletic and Aquatics Programs budget in the General Fund.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Service	244,703	In General
Commissions and Rents	0	Fund
Total Operating Revenues	244,703	0
Operating Expenses		
Salaries & Wages	163,518	
Fringe Benefits	15,038	In General
Operating Costs	151,251	Fund
Total Operating Expenses	329,807	0
Operating Income	-85,104	0

Lupient Water Park Personnel	2012 Approved	2013 Approved
Manager, Ice Rink & Aquatics	0.10	In General
Facility Coordinator	0.00	Fund
Full Time	0.10	0.00
Golf, Aquatic and Ice Attendant	2.36	
Aquatics Instructor	0.80	In General
Lifeguard I, Class A	4.20	Fund
Recreation Specialist C	0.40	
Part Time	7.76	0.00
Lupient Water Park	7.86	0.00



Recreation – Self Supporting

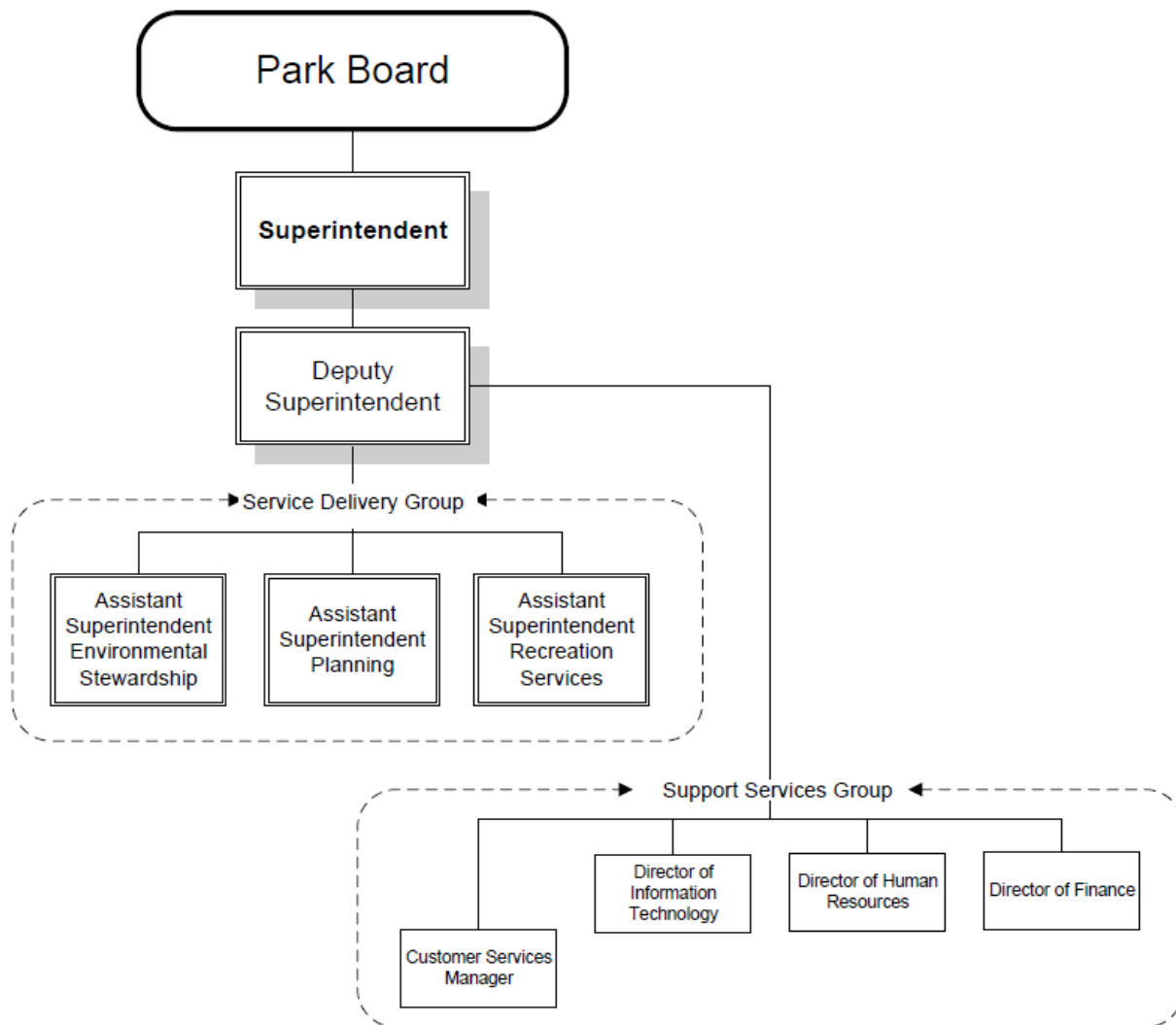
In 2013 self-supporting recreation programming including school-aged child care, adult athletics and fee based community programs are budgeted in the General Fund.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Services	2,926,216	
Federal Grant	128,930	
Commissions and Rents	120,000	
Contributions & Donations	220,000	In General
Other Revenues	20,000	Fund
Total Operating Revenues	3,415,146	0
Operating Expenses		In General
Recreation	3,415,146	Fund
Total Operating Expenses	3,415,146	0
Operating Income	0	0
	2012	2013
Recreation - Self Supporting Personnel	Approved	Approved
Assistant Superintendent Recreation	0.10	
Child Care Worker	6.00	In General
Manager, Athletic Programs	0.35	Fund
Manager, Youth Development	0.10	
Office Support Specialist I	0.30	
Rec Plus Program Supervisor	1.00	
Recreation Leader - Athletic Programs	1.75	
Senior Youth Program Specialist	1.50	
Full Time	11.10	0.00
Recreation Attendant I	13.00	
Recreation Attendant II	1.00	In General
Recreation Plus Coordinator	8.25	Fund
Recreation Specialist A	5.00	
Recreation Specialist B	12.00	
Recreation Specialist C	3.00	
Recreation Specialist D	0.85	
Recreation Specialist E	4.65	
Part Time	47.75	0.00
Recreation	58.85	0.00

Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent will be responsible for the day-to-day management and functioning of the MPRB. The Superintendent will continue to provide leadership and direction for the entire MPRB, while the Deputy will be responsible for implementation and coordination of that direction. The Deputy Superintendent's Office provides expertise and leadership in supporting the environmental stewardship, planning and recreation divisions of the MPRB. The Deputy's Office also provides oversight of MPRB's information technology, finance, customer service and human resources departments as well as records management and risk management.





Use and Events Permitting

The primary goal of the Use and Events Permitting area is to regulate activities in the parks through the issuance of permits to assure that all users can enjoy the park system. Each permit is distributed internally to appropriate park staff to notify them of events that will be occurring in the parks and the conditions of use.

Use & Event Permitting - Annual Permitted Events

Year	Road Closures	Walks/Runs	Special Events	Total Events	Total Revenue
2009	45	41	67	153	\$824,776
2010	54	39	72	165	\$972,363
2011	63	43	74	180	\$971,822



Use and Events Permitting (continued)

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Service	1,040,000	865,000
Commissions and Rents	0	132,500
Total Operating Revenues	1,040,000	997,500
Operating Expenses		
Salaries & Wages	379,542	309,116
Fringe Benefits	112,812	87,837
Operating Costs	134,265	70,212
Total Operating Expenses	626,619	467,165
Operating Income	413,381	530,335

Use and Events Permitting Personnel	2012 Approved	2013 Approved
Assistant Superintendent Recreation	0.10	0.00
Administrative Analyst I	1.00	0.75
Event Coordinator	1.00	0.00
Senior Event Coordinator	1.00	1.00
Mobile Equipment Operator	0.07	0.03
Park keeper	0.12	0.12
Full Time	3.29	1.90
Trades	0.13	0.13
Special Service Attendant	1.82	1.82
Park Patrol Agent, Seasonal	0.32	0.32
Part Time	2.27	2.27
Use and Events Permitting	5.56	4.17



Vendor Agreements/Concessions

The MPRB contracts with private vendors for a wide range of services, including excursion boats, food vending, boat rentals and bicycle rentals.

Statement of Revenues and Expenses	2012 Approved	2013 Approved
Operating Revenues		
Charges for Service	516,000	600,500
Commissions and Rents	512,000	512,000
Total Operating Revenues	1,028,000	1,112,500
Operating Expenses		
Salaries & Wages	59,939	64,878
Fringe Benefits	17,856	21,827
Operating Costs	66,565	78,562
Total Operating Expenses	144,360	165,267
Operating Income	883,640	947,233

	2012 Approved	2013 Approved
Vendor Agreements/Concessions Personnel		
Administrative Analyst I	0.00	0.25
Assistant Superintendent Recreation	0.10	0.00
Full Time	0.10	0.25
Trades	0.07	0.09
Part Time	0.07	0.09
Vendor Agreements/Concessions	0.17	0.34



Personnel Summary Enterprise Fund

	2012	2013
Full Time	Approved	Approved
Athletic Facilities	0.78	0.00
Golf Operations	15.93	15.71
Ice Arena Operations	1.90	2.00
Lupient Water Park	0.10	0.00
Parking Operations	0.44	0.40
Recreation -Self Supporting	11.10	0.00
Sculpture Garden & Cowles Conservatory	1.00	1.00
Use & Events Permitting	3.29	1.90
Vendor Agreements/Concessions	0.10	0.25
Winter Recreation	3.20	3.35
Total Full Time	37.84	24.61
Part Time		
Athletic Facilities	5.92	0.00
Golf Operations	50.88	55.80
Ice Arena Operations	4.82	4.82
Lupient Water Park	7.76	0.00
Parking Operations	0.30	0.30
Recreation -Self Supporting	47.75	0.00
Sculpture Garden & Cowles Conservatory	0.53	0.53
Use & Events Permitting	2.27	2.27
Vendor Agreements/Concessions	0.07	0.09
Winter Recreation	3.53	4.56
Total Part Time	123.83	68.37
Total	161.67	92.98



Internal Service Funds

- Internal Service Funds Overview Pages 130-132
- Equipment Services Pages 133-136
- Information Technology Services Pages 137-140
- Self-Insurance Pages 141-142
- Personnel Summary Page 143



Internal Service Funds Overview

The MPRB has two internal service funds. The first fund accounts for the rental of equipment and the information technology services provided to other MPRB Funds. The second internal service fund accounts for the insurance activities of the MPRB. These activities include workers compensation, property insurance, general liability, automotive liability and police professional liability.

Internal Service Funds Approved 2013 Budget

	2012 Approved	2013 Approved
Revenues	7,222,318	7,347,204
Expenditures	7,264,275	7,454,362
Balance	(41,957)	(107,158)

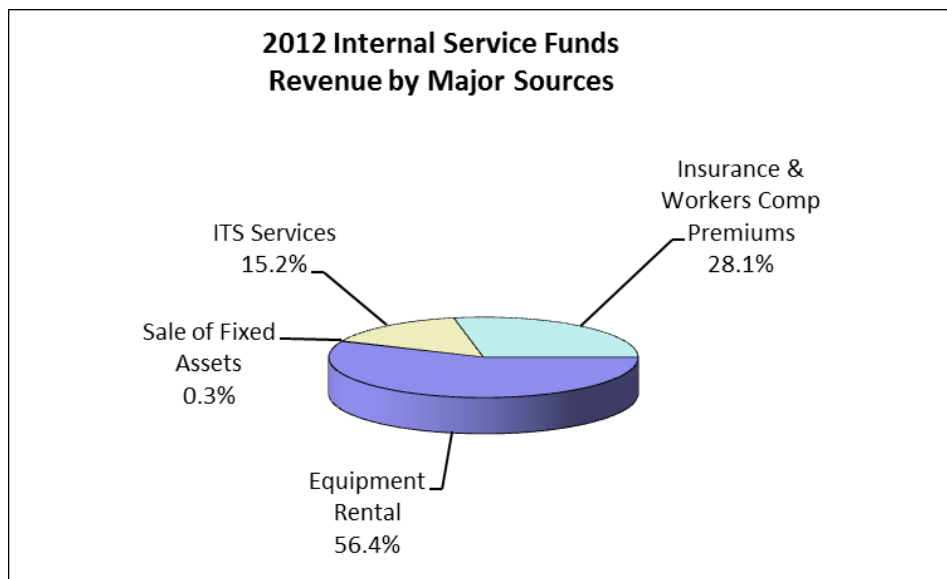
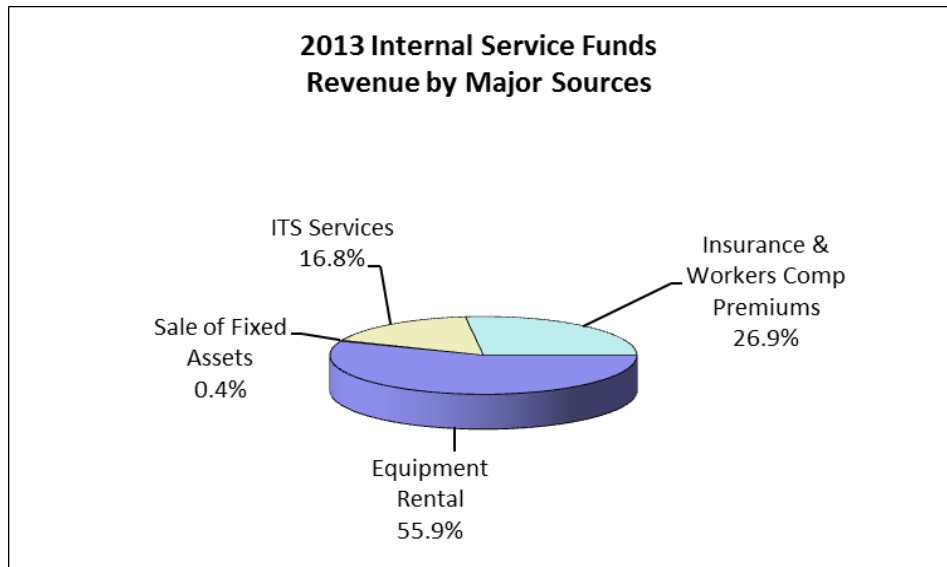
The 2013 Approved budget for Internal Service Funds is \$7.5 million, a 2.6 percent increase in spending from the 2012 approved budget.

Equipment rental fees comprise 56 percent of total revenue. Insurance and workers comp premiums comprise 27 percent and Information Technology Services and sales of fixed assets the remaining 17 percent. The operating budget is comprised of two major categories; wages and fringe, 53 percent; operating costs & equipment replacement, 47 percent.



Internal Service Funds Revenue by Major Sources

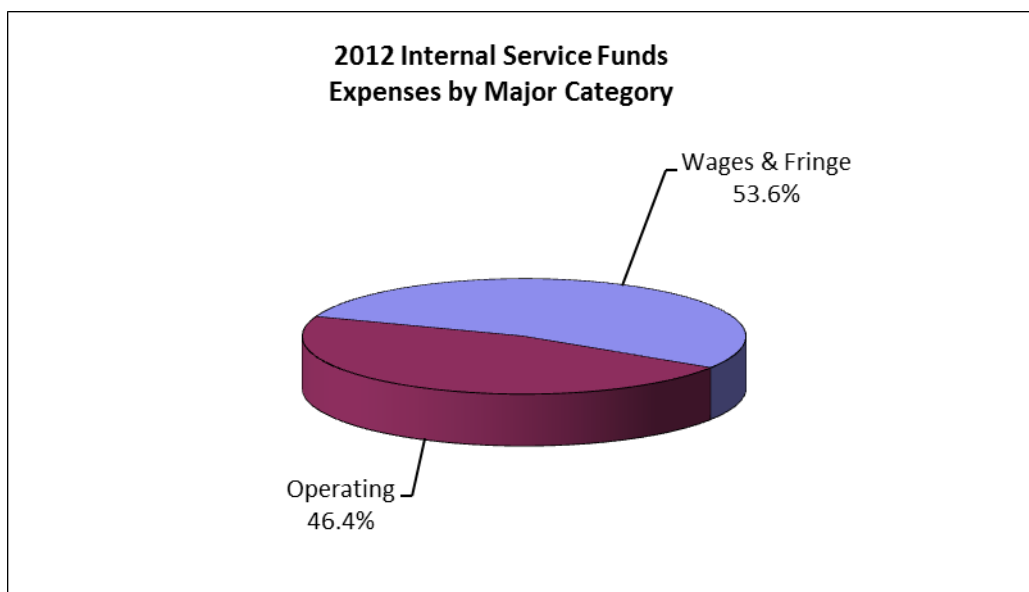
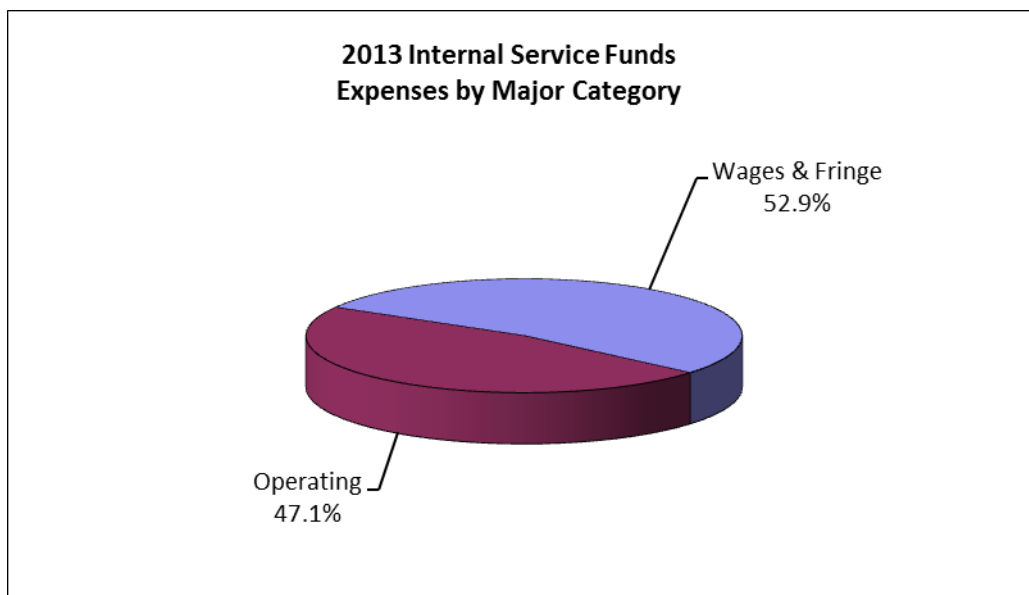
	2012 Approved	2013 Approved	Change	% Change
Equipment Rental	4,074,401	4,104,903	30,502	0.7%
Sale of Fixed Assets	20,000	33,000	13,000	65.0%
ITS Services	1,099,890	1,234,080	134,190	12.2%
Insurance & Workers Comp Premiums	2,028,027	1,975,221	(52,806)	-2.6%
Total Revenue	7,222,318	7,347,204	124,886	1.7%





Internal Service Funds Expenditures by Major Categories

	2012 Approved	2013 Approved	Change	% Change
Wages & Fringe	3,893,965	3,945,630	51,665	1.3%
Operating & Equipment	3,370,310	3,508,732	138,422	4.1%
Total Expenditures	7,264,275	7,454,362	190,087	2.6%

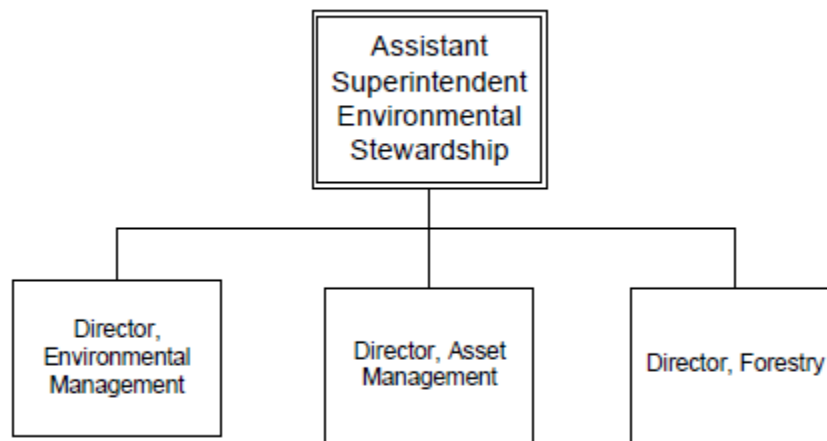




Department Budgets

Environmental Stewardship Division

The Environmental Stewardship Division provides expertise for the care and maintenance of the Minneapolis Park system. The division oversees the maintenance of the Minneapolis park system's physical infrastructure, equipment and fleet, natural areas and water resources, and forestry.





Equipment Services

Equipment Services is responsible for the maintenance, repair, and replacement of more than 1,700 pieces of MPRB equipment used by various MPRB departments. Equipment Services is responsible for developing and managing a replacement and repair program for MPRB equipment. Monthly and hourly rental rates are determined annually for use of mobile equipment by various departments. In 2013, Equipment Services will be working closely with the MPRB Forestry Department on the equipment change-outs associated with the Forestry Equipment Optimization. Equipment Services will also be developing a new Activity Based Cost (ABC) rate model for MPRB large equipment (rolling stock) for use in 2014 budgets.

Equipment Services Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Develop new Activity Based Cost (ABC) rate model for MPRB large equipment for use in 2014 budget.	Financially independent and sustainable parks prosper	III.a

Performance Measures	Target Date
Assess City of Minneapolis ABC rate model for applicability to MPRB.	3/1/2013
Modify City of Minneapolis ABC rate model as needed for use by MPRB.	4/30/2013
Assess data capture ability through M5 Fleet Management software. Modify data capture as needed to support the new rate model.	6/1/2013
Develop 2014 Equipment Fund budget with new ABC rate model.	8/1/2013

Goal	Comp Plan Goal	Board Strategy Framework
As part of Operational Performance Project and as a follow-up to 2012 Effective Management Decisions consultant study, have consultant conduct work process study for Equipment Services.	Financially independent and sustainable parks prosper	II.a V.a

Performance Measures	Target Date
Review Effective Management Decisions study and recommendations implemented to date with consultant.	2/15/2013
Lay out scope of Operational Performance Project work process study.	4/1/2013
Begin work process study.	5/1/2013
Complete work process study.	7/1/2013
Review recommendations for implementation and implement where appropriate in 2013. Plan for implementation for future years.	8/1/2013

**Equipment Services (continued)****Statement of Revenues and Expenses**

	2012 Approved	2013 Approved
Revenues		
Rental	4,074,401	4,104,903
Sale of Fixed Assets	20,000	33,000
Total Operating Revenues	4,094,401	4,137,903
Expenses		
Operating Expenses	3,134,898	3,040,142
Equipment Replacement	797,874	1,205,000
Total Operating Expenses	3,932,772	4,245,142
Excess Revenues Over/(Under) Expenses	161,629	(107,239)

Equipment Services Fund Balance

Estimated Net Asset Balance January 1, 2013	1,030,025
2013 Budgeted Excess Revenues Over/(Under) Expenses	(107,239)
Estimated Net Asset Balance December 31, 2013	922,786

The Net Asset Balance is reserved to offset the fluctuations in equipment replacement expenses from year to year.

**Equipment Services (continued)**

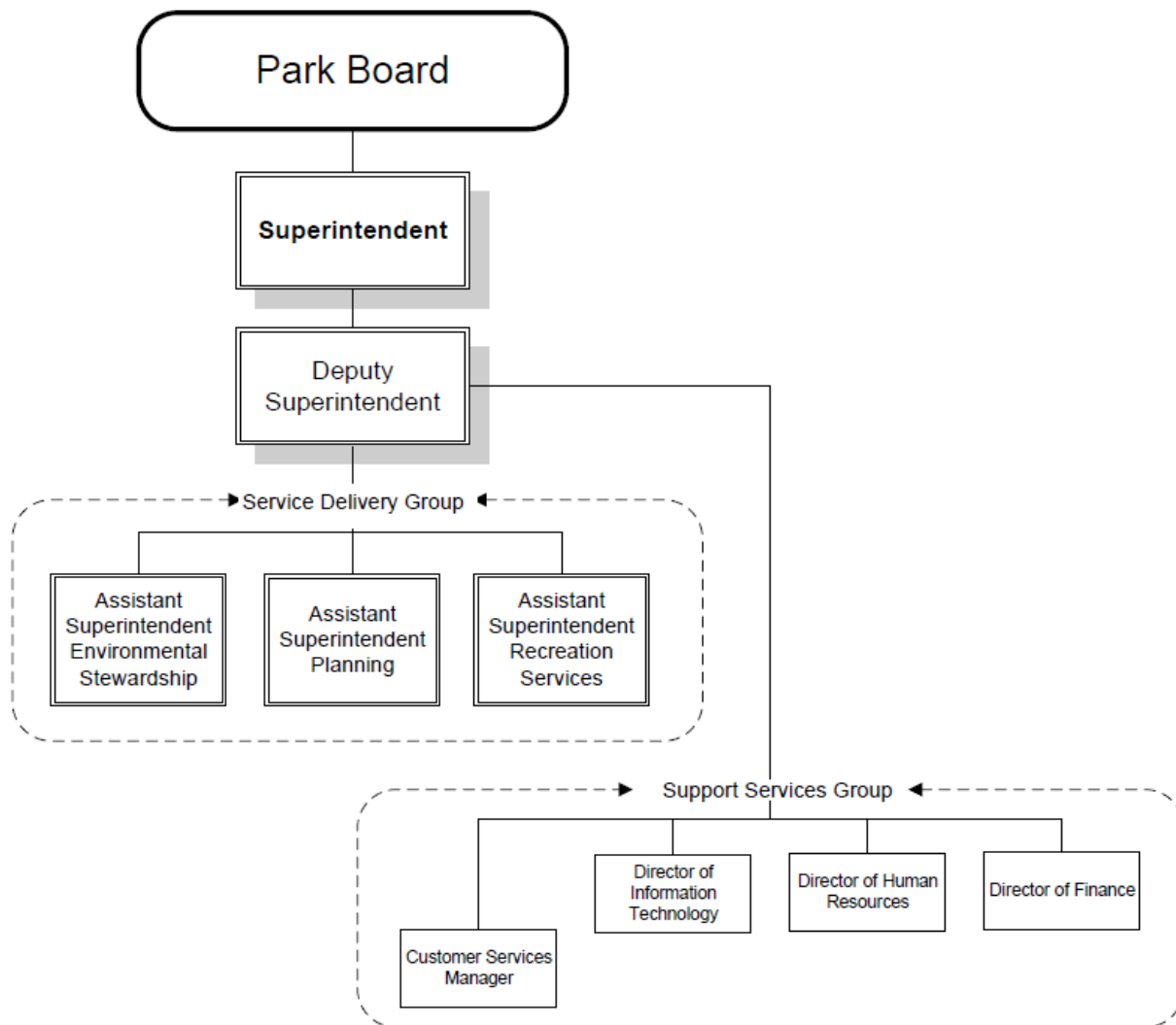
Fund 16600	2012 Approved	2013 Approved
Salaries and Wages	1,036,584	973,220
Fringe Benefits	594,594	599,341
Operating Costs	2,301,594	2,672,581
Equipment Services	3,932,772	4,245,142

	2012 Approved	2013 Approved
Equipment Services Personnel		
Asst. Superintendent Environmental Stewardship	0.05	0.05
Automotive Mechanic	10.00	10.00
Director, Environmental Management	0.25	0.00
Director, Asset Management	0.00	0.25
Equipment Dispatcher	1.30	0.40
Foreman Equipment Repair	1.00	1.00
Mobile Equipment Operator	1.00	1.00
Office Support Specialist I	1.00	1.00
Storekeeper I	2.00	2.00
Full Time	16.60	15.70
Carpenter	0.04	0.04
Electrician	0.04	0.04
Painter	0.10	0.10
Plumber	0.02	0.02
Part Time	0.20	0.20
Equipment Services	16.80	15.90

Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent will be responsible for the day-to-day management and functioning of the MPRB. The Superintendent will continue to provide leadership and direction for the entire MPRB, while the Deputy will be responsible for implementation and coordination of that direction. The Deputy Superintendent's Office provides expertise and leadership in supporting the environmental stewardship, planning and recreation divisions of the MPRB. The Deputy's Office also provides oversight of MPRB's information technology, finance, customer service and human resources departments as well as records management and risk management.





Information Technology Services

Information Technology Services (ITS) provides service and support for all MPRB technology initiatives including; computer hardware and software, network and servers, landline phones, cell phones, and multifunctional printing devices.

The 2013 ITS budget includes infrastructure improvements in the areas of broadband network service, offsite storage, and data center facilities to address increasing capacities in network and connectivity services. The budget also includes department restructuring that aligns job titles and positions to industry best practices and supports necessary infrastructure improvements to meet these technology needs.

ITS Goals & Performance Measures

Goal	Comp Plan Goal	Board Strategy Framework
Refine and communicate an internal services rate model that establishes revenue for ITS Business Solution services and equipment replacement and aligns with activity based budgeting.	Easily accessible information supports enjoyment and use of the park and recreation system.	IV.b
Performance Measures		Target Date
Determine pricing structure for Business Solutions.		3/31/2013
Determine replacement costs for all infrastructure assets over the life of the asset.		4/30/2013
Communicate new rate model to allow staff to plan for the 2014 budget.		5/31/2013
Revise internal services rate model as needed to finalize the 2014 Superintendent's budget.		10/1/2013

**Information Technology Services (continued)****Statement of Revenues and Expenses**

	2012 Approved	2013 Approved
Revenues		
Information Technology Services	1,099,890	1,234,080
Total Operating Revenues	1,099,890	1,234,080
Expenses		
Operating Expenses	1,153,476	1,183,999
Capital Expenses	150,000	50,000
Total Expenses	1,303,476	1,233,999
Excess Revenues Over/(Under) Expenses	(203,586)	81

Information Technology Services Fund Balance

Estimated Net Asset Balance January 1, 2013	291,490
2013 Budgeted Excess Revenues Over/(Under) Expenses	81
Estimated Net Asset Balance December 31, 2013	291,571

The Net Asset Balance is reserved to offset the fluctuations in equipment replacement expenses from year to year.



Information Technology Services (continued)

Fund 16600	2012 Approved	2013 Approved
Salaries and Wages	603,280	598,258
Fringe Benefits	227,212	230,621
Operating Costs	322,984	355,120
Equipment Replacement	150,000	50,000
Information Technology Services	1,303,476	1,233,999

	2012 Approved	2013 Approved
Information Technology Services Personnel		
Assistant Superintendent Administration	0.20	0.00
Business Solutions Architect	0.00	1.00
Datacenter Technician	0.00	1.00
Desktop Support Specialist	1.00	0.00
Director, Information Technology Operations	1.00	1.00
GIS Coordinator	1.00	0.00
Help Desk Specialist	1.00	0.00
IT Project Coordinator	1.00	0.00
ITS Specialist	0.00	1.00
ITS Technician	0.00	1.00
Manager, Resource Center & Business Solutions	0.00	1.00
Network & Operations Coordinator	1.00	1.00
PC Network Administrator	1.00	1.00
Senior PC Network Administrator	1.00	0.00
Systems Administrator	1.00	1.00
Full Time	9.20	9.00
Administrative Support (Intern)	0.50	0.00
ITS Technician	0.00	0.50
Part Time	0.50	0.50
Information Technology Services	9.70	9.50



Self-Insurance

The Self Insurance Fund covers liability for the activities the MPRB has chosen to insure. These activities include workers compensation, property loss, general liability, automotive liability and police professional liability.

Funding is provided through a department distribution model that is based on analysis that maintains the required actuarially determined fund reserve level and accurately distributes costs to departments based on actual costs and experience.

Statement of Revenues and Expenses

	2012 Approved	2013 Approved
Operating Revenues		
Workers Compensation Contribution	1,660,794	1,629,826
General Liability Contribution	234,574	229,573
Property Insurance Premium	132,659	115,822
Total Operating Revenues	2,028,027	1,975,221
Operating Expenses		
Workers Compensation	1,660,794	1,629,826
General Liability	234,574	229,573
Property Insurance	132,659	115,822
Total Operating Expenses	2,028,027	1,975,221
Excess Revenues Over/(Under) Expenses	0	0

Self Insurance Fund Balance

Estimated Net Asset Balance January 1, 2013	7,548,236
2013 Budgeted Excess Revenues Over/(Under) Expenses	0
Estimated Net Asset Balance December 31, 2013	7,548,236

The Net Asset Balance is reserved to offset the fluctuations in expenses from year to year.

**Self Insurance (continued)**

Fund 16700	2012 Approved	2013 Approved
Salaries and Wages	77,322	77,322
Fringe Benefits*	1,354,973	1,466,868
Operating Costs	595,732	431,031
Self Insurance	2,028,027	1,975,221

Self Insurance Personnel	2012 Approved	2013 Approved
Accountant I	0.25	0.25
Assistant Superintendent Administration	0.20	0.00
Director, Finance	0.00	0.20
Human Resources Generalist	0.50	0.50
Full Time	0.95	0.95
Self Insurance	0.95	0.95

*Fringe benefits include expenses for workers compensation claims.



Personnel Summary Internal Service

Full Time	2012 Approved	2013 Approved
Equipment Services	16.60	15.70
Information Technology Services	9.20	9.00
Self Insurance	0.95	0.95
Total Full Time	26.75	25.65
Part Time		
Equipment Services	0.20	0.20
Information Technology Services	0.50	0.50
Total Part Time	0.70	0.70
Total	27.45	26.35





Capital Project Funds

- Capital Program Overview Page 146
- 2013 Capital Improvement Program, Non-Enterprise Pages 147-149
- 2013-2018 Capital Improvement Program, Non-Enterprise Pages 150-159
- 2013-2017 Capital Improvement Program, Enterprise Pages 160-161
- Capital Project Funds Budgets Pages 162-163



Capital Program Overview

The MPRB's 2013-2018 Capital Improvement Program includes improvements for regional, neighborhood and enterprise facilities. It focuses on:

- clear demonstrated need
- sustainability practices
- potential lost opportunities
- complete projects
- infrastructure gaps in north and northeast Minneapolis
- parkways and parkway lighting

Funding Sources

Capital improvements in the Minneapolis Park system are funded by several sources. Each source has specific funding requirements and limitations. The funding sources below are categorized by those used to fund neighborhood park, regional park or enterprise capital improvements.

Projected Neighborhood Park Funding Source (in millions)	2013	2014	2015	2016	2017	2018
Net Debt Bonds	\$5.00	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Infrastructure Acceleration	0.13					
Pay as You Go - Capital Levy	1.50 ¹	1.50	1.50	1.50	1.50	1.50
Pay as You Go - Additional	3.13 ¹	2.83	3.50	3.50	3.50	3.50
Minnesota State Bonding	1.75					
Total	\$11.51	\$6.83	\$7.50	\$7.50	\$7.50	\$7.50

Projected Regional Park Funding Source (in millions)	2013	2014	2015	2016	2017	2018
Met Council/Regional Parks	\$0.45	\$4.11	\$0.45	\$4.11	\$0.45	\$4.11
Parks and Trails - Legacy	3.236	3.6	3.6	3.6	3.6	3.6
Federal Transportation Grants	2.05	1.73				
Lottery In Lieu (O and M)	1.3	1.3	1.3	1.3	1.3	1.3
Mississippi Watershed Mgmt Org ²	1.65	1.5				
Total	\$8.69	\$12.24	\$5.35	\$9.01	\$5.35	\$9.01

Projected Enterprise Funding (in millions)	2013	2014	2015	2016	2017	2018
Operating Income	\$1.13	\$1.30	\$1.50	\$1.55	\$1.60	\$1.60
Total	\$1.13	\$1.30	\$1.50	\$1.55	\$1.60	\$1.60

¹Approved 2013 General Fund Pay As You Go Capital Rehabilitation Budget-\$4.63 million

²Please note that the numbers for MWMO contributions are estimates at this time and should be viewed as potential amounts that the MPRB may receive. A feasibility study of the project and the MWMO's funding guidelines will determine what aspects of the project may be funded. The MWMO Board will review and approve all final project budgets and agreements.



Approved 2013 Capital Improvement Program, Non-Enterprise

Park	Approved 2013	Funding Source	Commissioner District
Above the Falls Regional Park			
26th Avenue N	50,000	MWMO ²	2
Plan Implementation	383,000	Parks and Trails	1,2
Scherer Acquisition	1,429,970	Parks and Trails	1
	1,400,230	Additional Neighborhood Pay as You Go Capital	1
Upper River Property Management	200,000	O and M Lottery Proceeds	1,2
East Bank Trail (Plymouth to BN Bridge)	1,000,000	Transportation Enhancement Grants	1
Sub- Total	4,463,200		
Bryant Square			
Building Improvements	125,000	Capital Levy	6
	100,000	Net Debt Bonds	6
Sub-Total	225,000		
Central Mississippi Riverfront Regional Park			
East Falls Stormwater and Water Quality	100,000	MWMO ²	1
Master Planning and Implementation	200,000	Parks and Trails	1,2,3,4
Sub-Total	300,000		
Chain of Lakes Regional Park			
Trail Renovation - 394 to Cedar Lake Bridge	500,000	Transportation Enhancement Grants	4
	125,000	O and M Lottery Proceeds	4
Trail Renovation - Dean Parkway	550,000	Transportation Enhancement Grants	4
	125,000	O and M Lottery Proceeds	4
Pedestrian Trail Renovation - William Berry Parkway	100,000	O and M Lottery Proceeds	6
Sub-Total	1,400,000		
Dickman Park			
Playground and Site Improvements	200,000	Net Debt Bonds	1
Sub-Total	200,000		
Fuller Park			
Playground and Site Improvements	125,000	Infrastructure Acceleration Fund	6
Sub-Total	125,000		
Harrison Park			
Wading Pool and Site Improvements	500,000	Capital Levy	4
Sub-Total	500,000		



Approved 2013 Capital Improvement Program, Non-Enterprise (continued)

Park	Approved 2013	Funding Source	Commissioner District
Kenwood Park			
Building Improvements	125,000	Capital Levy	4
Sub-Total	125,000		
Logan Park			
Wading Pool and Site Improvements	500,000	Net Debt Bonds	1
Sub-Total	500,000		
Minneapolis Sculpture Garden			
Stormwater Reuse and Water Quality Improvements	1,500,000	MWMO ²	4
Sub-Total	1,500,000		
Minnehaha Regional Park			
Roof	200,000	O and M Lottery Proceeds	5
Sub-Total	200,000		
Mississippi River Gorge Regional Park			
Bank Stabilization and WPA Wall Repair	240,000	O and M Lottery Proceeds	3
Sub-Total	240,000		
Nokomis- Hiawatha Regional Park			
Trails and Shoreline	273,030	Parks and Trails	5
Play Areas	950,000	Parks and Trails	5
Sub-Total	1,223,030		
North Mississippi Regional Park			
Master Planning and Implementation	450,000	Met Council Regional Funds	2
Sub-Total	450,000		
Northeast Park			
Building Improvements	1,900,000	Net Debt Bonds	1
Athletic Field and Site Improvements	450,000	Capital Levy	1
Sub-Total	2,350,000		
Peavey Park			
Athletic Field and Site Improvements	225,000	Net Debt Bonds	3
Sub-Total	225,000		
Phillips Community Center			
Aquatic Facility	1,750,000	MN State Bonding	3
Sub-Total	1,750,000		
Rev. Dr. Martin Luther King, JR			
Playground and Site Improvements	225,000	Net Debt Bonds	6
Sub-Total	225,000		
Service Area - South			
Implementation	500,000	Additional Neighborhood Pay as You Go Capital	3, 5
Sub-Total	500,000		



Approved 2013 Capital Improvement Program, Non-Enterprise (continued)

Park	Approved 2013	Funding Source	Commissioner District
Service Area - Regional/Downtown			
Implementation	500,000	Net Debt Bonds	3
Sub-Total	500,000		
Stevens Square			
Playground and Site Improvements	150,000	Net Debt Bonds	4
Sub-Total	150,000		
Van Cleve Park			
Wading Pool and Site Improvements	500,000	Net Debt Bonds	1
Sub-Total	500,000		
Waite Park			
Playground and Site Improvements	200,000	Net Debt Bonds	1
Wading Pool and Site Improvements	500,000	Net Debt Bonds	1
Sub-Total	700,000		
Grant Matches			
Hennepin Youth Sports Program (Athletic Fields)	200,000	Capital Levy	various
Sub-Total	200,000		
Parkways			
Parkway Paving and Lighting	879,627	Additional Neighborhood Pay as You Go Capital	various
Sub-Total	879,627		
Rehabilitation Funds			
ADA Improvements	50,000	Additional Neighborhood Pay as You Go Capital	various
Neighborhood Rehabilitation Fund	100,000	Additional Neighborhood Pay as You Go Capital	various
Operations Facilities Rehabilitation	200,000	Additional Neighborhood Pay as You Go Capital	various
Regional Park Amenity Fund	50,000	O and M Lottery Proceeds	various
Regional Park Vegetation Management	60,000	O and M Lottery Proceeds	various
Sidewalks/Pedestrian Path Reconstruction	100,000	Capital Levy	various
Regional Trail Rehabilitation	200,000	O and M Lottery Proceeds	various
Sub-Total	760,000		
Total	\$20,190,857		

²Please note that the numbers for MWMO contributions are estimates at this time and should be viewed as potential amounts that the MPRB may receive. A feasibility study of the project and the MWMO's funding guidelines will determine what aspects of the project may be funded. The MWMO Board will review and approve all final project budgets and agreements.



MPRB - 2013 to 2018 Capital Improvement Program (Non-Enterprise)								
Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Above the Falls Regional Park								
26th Avenue N	50,000						50,000	MWMO ²
Plan Implementation	383,000	1,150,000				340,000	1,873,000	Parks and Trails
		1,898,730				1,160,000	3,058,730	Met Council Regional Funds
Scherer Acquisition	1,429,970						1,429,970	Parks and Trails
	1,400,230	1,361,040					2,761,270	Additional Neighborhood Pay as You Go Capital
Upper River Property Management	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	O and M Lottery Proceeds
Plan Acquisition		1,600,000	2,600,000				4,200,000	Parks and Trails
Scherer Park stormwater, water quality, habitat		1,500,000					1,500,000	MWMO ²
Riverfront Development/Missing Link Fund			1,000,000				1,000,000	Additional Neighborhood Pay as You Go Capital
					300,000		300,000	Capital Levy
East Bank Trail (Plymouth to BN Bridge)	1,000,000						1,000,000	Transportation Enhancement Grants
		346,250	253,750				600,000	O and M Lottery Proceeds
Sub- Total	4,463,200	8,056,020	4,053,750	200,000	500,000	1,700,000	18,972,970	
Bassett's Creek Park								
Playground, Sidewalk and Site Improvements			350,000				350,000	Net Debt Bonds
Sub-Total	0	0	350,000	0	0	0	350,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Bethune Park							0	
Playground and Site Improvements		150,000					150,000	Capital Levy
Wading Pool and Site Improvements		500,000					500,000	Net Debt Bonds
Sub-Total	0	650,000	0	0	0	0	650,000	
Bossen Fields								
Athletic Field and Site Improvements			950,000	2,500,000			3,450,000	Net Debt Bonds
Athletic Field and Site Improvements				400,000			400,000	Capital Levy
Sub-Total	0	0	950,000	2,900,000	0	0	3,850,000	
Bottineau Park								
Playground and Site Improvements						200,000	200,000	Capital Levy
Sub-Total	0	0	0	0	0	200,000	200,000	
Bryn Mawr Meadows								
Athletic Field and Site Improvements						500,000	500,000	Capital Levy
						1,000,000	1,000,000	Net Debt Bonds
Playground and Site Improvements						200,000	200,000	Net Debt Bonds
Sub-Total	0	0	0	0	0	1,700,000	1,700,000	
Bryant Square								
Building Improvements	125,000						125,000	Capital Levy
	100,000						100,000	Net Debt Bonds
Wading Pool and Site Improvements		500,000					500,000	Net Debt Bonds
Playground and Site Improvements			225,000				225,000	Capital Levy
Sub-Total	225,000	500,000	225,000	0	0	0	950,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Central Mississippi Riverfront Regional Park								
East Falls Stormwater and Water Quality	100,000						100,000	MWMO ²
Master Planning and Implementation	200,000	300,000				760,000	1,260,000	Parks and Trails
Master Planning and Implementation				1,500,000			1,500,000	Met Council Regional Funds
Trail Renovation - 13th to Plymouth West Bank		800,000					800,000	Transportation Enhancement Grants
		200,000					200,000	O and M Lottery
Riverfront Development/Missing Link Fund				1,000,000	1,000,000	1,000,000	3,000,000	Additional Neighborhood Pay as You Go Capital
Sub-Total	300,000	1,300,000	0	2,500,000	1,000,000	1,760,000	6,860,000	
Chain of Lakes Regional Park								
Trail Renovation - 394 to Cedar Lake Bridge	500,000						500,000	Transportation Enhancement Grants
	125,000						125,000	O and M Lottery Proceeds
Trail Renovation - Dean Parkway	550,000						550,000	Transportation Enhancement Grants
	125,000	12,500					137,500	O and M Lottery Proceeds
Calhoun and Harriet Improvements			700,000	3,000,000			3,700,000	Parks and Trails
Roberts Bird Sanctuary Restoration			300,000				300,000	Parks and Trails
Pedestrian Trail Renovation - William Berry Parkway	100,000						100,000	O and M Lottery Proceeds
Sub-Total	1,400,000	12,500	1,000,000	3,000,000	0	0	5,412,500	
Cleveland Park								
Playground and Site Improvements					200,000		200,000	Capital Levy
Sub-Total	0	0	0	0	200,000	0	200,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Dickman Park								
Playground and Site Improvements	200,000						200,000	Net Debt Bonds
Sub-Total	200,000	0	0	0	0	0	200,000	
Farview								
Playground and Site Improvements					200,000		200,000	Capital Levy
Sub-Total	0	0	0	0	200,000	0	200,000	
Folwell Park								
Athletic Field and Site Improvements		250,000					250,000	Capital Levy
			250,000				250,000	Net Debt Bonds
Playground and Site Improvements				150,000			150,000	Capital Levy
Sub-Total	0	250,000	250,000	150,000	0	0	650,000	
Fuller Park								
Playground and Site Improvements	125,000						125,000	Infrastructure Acceleration Fund
Wading Pool and Site Improvements					500,000		500,000	Net Debt Bonds
Sub-Total	125,000	0	0	0	500,000	0	625,000	
Harrison Park								
Wading Pool and Site Improvements	500,000						500,000	Capital Levy
Sub-Total	500,000	0	0	0	0	0	500,000	
Hiview Park								
Playground and Site Improvements		150,000					150,000	Capital Levy
Wading Pool and Site Improvements		500,000					500,000	Net Debt Bonds
Sub-Total	0	650,000	0	0	0	0	650,000	
Holmes Park								
Playground and Site Improvements					200,000		200,000	Capital Levy
Sub-Total	0	0	0	0	200,000	0	200,000	
Keewaydin Park								
Playground and Site Improvements						300,000	300,000	Net Debt Bonds
Wading Pool and Site Improvements						500,000	500,000	Net Debt Bonds
Sub-Total	0	0	0	0	0	800,000	800,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Kenwood Park								
Building Improvements	125,000						125,000	Capital Levy
Sub-Total	125,000	0	0	0	0	0	125,000	
Lake Nokomis Park								
Playground and Site Improvements (At Recreation Center)			250,000				250,000	Net Debt Bonds
Sub-Total	0	0	250,000	0	0	0	250,000	
Linden Hills Park								
Playground and Site Improvements					100,000		100,000	Net Debt Bonds
					100,000		100,000	Capital Levy
Sub-Total	0	0	0	0	200,000	0	200,000	
Logan Park								
Wading Pool and Site Improvements	500,000						500,000	Net Debt Bonds
Sub-Total	500,000	0	0	0	0	0	500,000	
Longfellow Park								
Playground and Site Improvements					200,000		200,000	Capital Levy
Sub-Total	0	0	0	0	200,000	0	200,000	
Luxton Park								
Playground and Site Improvements			200,000				200,000	Capital Levy
Sub-Total	0	0	200,000	0	0	0	200,000	
Lyndale Farmstead Park								
Building Improvements			225,000				225,000	Capital Levy
Sub-Total	0	0	225,000	0	0	0	225,000	
Matthews Park								
Playground and Site Improvements			150,000				150,000	Capital Levy
Wading Pool and Site Improvements			500,000				500,000	Net Debt Bonds
Sub-Total	0	0	650,000	0	0	0	650,000	
Minneapolis Sculpture Garden								
Stormwater Reuse and Water Quality Improvements	1,500,000						1,500,000	MWMO ²
Sub-Total	1,500,000	0	0	0	0	0	1,500,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Minnehaha Creek Regional Trail								
Trails and Shoreline						2,500,000	2,500,000	Parks and Trails
Sub-Total	0	0	0	0	0	2,500,000	2,500,000	
Minnehaha Regional Park								
Roof	200,000						200,000	O and M Lottery Proceeds
Sub-Total	200,000	0	0	0	0	0	200,000	
Missing Link								
Ridgway Parkway Implementation		300,000					300,000	Met Council Regional Funds
Sub-Total	0	300,000	0	0	0	0	300,000	
Mississippi River Gorge Regional Park								
Bohemian Flats Implementation				1,160,000			1,160,000	Met Council Regional Funds
Bohemian Flats Implementation				600,000	3,600,000		4,200,000	Parks and Trails
Bank Stabilization and WPA Wall Repair	240,000		340,000	340,000	340,000	200,000	1,460,000	O and M Lottery Proceeds
Trail Renovation - West Bank Franklin to 13th		927,311					927,311	Transportation Enhancement Grants
		231,250					231,250	O and M Lottery Proceeds
Sub-Total	240,000	1,158,561	340,000	2,100,000	3,940,000	200,000	7,978,561	
Nokomis- Hiawatha Regional Park								
Trails and Shoreline	273,030	550,000					823,030	Parks and Trails
Play Areas	950,000						950,000	Parks and Trails
Sub-Total	1,223,030	550,000	0	0	0	0	1,773,030	
North Mississippi Regional Park								
Master Planning and Implementation	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000	Met Council Regional Funds
Sub-Total	450,000	450,000	450,000	450,000	450,000	450,000	2,700,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Northeast Park								
Building Improvements	1,900,000						1,900,000	Net Debt Bonds
Athletic Field and Site Improvements	450,000	200,000					650,000	Capital Levy
		500,000					500,000	Net Debt Bonds
Sub-Total	2,350,000	700,000	0	0	0	0	3,050,000	
Painter Park								
Building Improvements			225,000				225,000	Capital Levy
Sub-Total	0	0	225,000	0	0	0	225,000	
Peavey Park								
Playground and Site Improvements					200,000		200,000	Net Debt Bonds
Athletic Field and Site Improvements	225,000						225,000	Net Debt Bonds
Sub-Total	225,000	0	0	0	200,000	0	425,000	
Pearl Park								
Playground and Site Improvements						200,000	200,000	Capital Levy
Sub-Total	0	0	0	0	0	200,000	200,000	
Phelps Park								
Wading Pool and Site Improvements				500,000			500,000	Capital Levy
Playground and Site Improvements				150,000			150,000	Capital Levy
Sub-Total	0	0	0	650,000	0	0	650,000	
Phillips Community Center								
Aquatic Facility	1,750,000						1,750,000	MN State Bonding
Sub-Total	1,750,000	0	0	0	0	0	1,750,000	
Powderhorn Park								
Playground and Site Improvements		300,000					300,000	Capital Levy
			200,000				200,000	Net Debt Bonds
Wading Pool and Site Improvements		500,000					500,000	Net Debt Bonds
Sub-Total	0	800,000	200,000	0	0	0	1,000,000	
Rev. Dr. Martin Luther King, JR								
Playground and Site Improvements	225,000						225,000	Net Debt Bonds
Sub-Total	225,000	0	0	0	0	0	225,000	
Service Area A - Southwest								
Implementation						500,000	500,000	Net Debt Bonds
Sub-Total	0	0	0	0	0	500,000	500,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Service Area - South								
Implementation	500,000						500,000	Additional Neighborhood Pay as You Go
Sub-Total	500,000	0	0	0	0	0	500,000	
Service Area - Northeast/Southeast								
Implementation					500,000		500,000	Net Debt Bonds
Sub-Total	0	0	0	0	500,000	0	500,000	
Service Area - North								
Implementation					500,000		500,000	Net Debt Bonds
Sub-Total	0	0	0	0	500,000	0	500,000	
Service Area - Regional/Downtown								
Implementation	500,000						500,000	Net Debt Bonds
Sub-Total	500,000	0	0	0	0	0	500,000	
Sibley Field								
Playground and Site Improvements					200,000		200,000	Net Debt Bond
Wading Pool and Site Improvements					500,000		500,000	Net Debt Bond
Sub-Total	0	0	0	0	700,000	0	700,000	
Stevens Square								
Playground and Site Improvements	150,000						150,000	Net Debt Bonds
Sub-Total	150,000	0	0	0	0	0	150,000	
Theodore Wirth Regional Park								
Implementation						1,500,000	1,500,000	Met Council Regional Funds
Sub-Total	0	0	0	0	0	1,500,000	1,500,000	
Van Cleve Park								
Wading Pool and Site Improvements	500,000						500,000	Net Debt Bonds
Sub-Total	500,000	0	0	0	0	0	500,000	
Waite Park								
Playground and Site Improvements	200,000						200,000	Net Debt Bonds
Wading Pool and Site Improvements	500,000						500,000	Net Debt Bonds
Sub-Total	700,000	0	0	0	0	0	700,000	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Washburn Ave								
Playground and Site Improvements			175,000				175,000	Capital Levy
Sub-Total	0	0	175,000	0	0	0	175,000	
Whittier Park								
Playground and Site Improvements						200,000	200,000	Capital Levy
Sub-Total	0	0	0	0	0	200,000	200,000	
Windom NE Park								
Playground and Site Improvements		150,000					150,000	Capital Levy
Sub-Total	0	150,000	0	0	0	0	150,000	
Grant Matches								
Regional Parks and Trails			196,250	450,000	450,000	450,000	1,546,250	O and M Lottery Proceeds
Hennepin Youth Sports Program (Athletic Fields)	200,000	200,000					400,000	Capital Levy
Hennepin Youth Sports Program (other)			200,000	200,000	200,000	200,000	800,000	Capital Levy
Sub-Total	200,000	200,000	396,250	650,000	650,000	650,000	2,746,250	
Parkways								
Parkway Paving		1,461,270		1,000,000		1,000,000	3,461,270	Met Council Regional Funds
Parkway Paving and Lighting	879,627	1,118,960	2,150,000	2,150,000	2,150,000	2,150,000	10,598,587	Additional Neighborhood Pay as You Go Capital
Sub-Total	879,627	2,580,230	2,150,000	3,150,000	2,150,000	3,150,000	14,059,857	



2013 Annual Budget

Park	2013	2014	2015	2016	2017	2018	Total	Funding Source
Rehabilitation Funds								
ADA Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000	Additional Neighborhood Pay as You Go Capital
Neighborhood Rehabilitation Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Additional Neighborhood Pay as You Go Capital
Operations Facilities Rehabilitation	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	Additional Neighborhood Pay as You Go Capital
Regional Park Amenity Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000	O and M Lottery Proceeds
Regional Park Vegetation Management	60,000	60,000	60,000	60,000	60,000	100,000	400,000	O and M Lottery Proceeds
Sidewalks/Pedestrian Path Reconstruction	100,000	100,000	100,000	100,000	100,000	100,000	600,000	Capital Levy
Synthetic Turf Rehabilitation						100,000	100,000	Capital Levy
Regional Trail Rehabilitation	200,000	200,000	200,000	200,000	200,000	300,000	1,300,000	O and M Lottery Proceeds
Sub-Total	760,000	760,000	760,000	760,000	760,000	1,000,000	4,800,000	
Total	\$20,190,857	\$19,067,311	\$12,850,000	\$16,510,000	\$12,850,000	\$16,510,000	\$97,978,168	

²Please note that the numbers for MWMO contributions are estimates at this time and should be viewed as potential amounts that the MPRB may receive. A feasibility study of the project and the MWMO's funding guidelines will determine what aspects of the project may be funded. The MWMO Board will review and approve all final project budgets and agreements.



Approved 2013 - 2017 Capital Improvement Program, Enterprise

The Enterprise Fund finances capital investment through the operating income the fund generates each year. The 2013-2017 Enterprise Capital Improvement Program is shown below.

Park	2013	2014	2015	2016	2017	Commissioner District
Columbia Golf Course						
Columbia Cart Path Replacement	0	50,000	50,000	50,000	50,000	1
Columbia Bunker Renovations	0	0	0	50,000	50,000	1
Sub-Total	0	50,000	50,000	100,000	100,000	
Gross Golf Course						
Gross Irrigation System	0	0	0	0	400,000	1
Gross Cart Path Replacement	0	50,000	50,000	50,000	50,000	1
Gross - Exterior Renovations	0	75,000	0	0	0	1
Gross Bunker Renovations	0	0	0	50,000	50,000	1
Sub-Total	0	125,000	50,000	100,000	500,000	
Hiawatha Golf Course						
Hiawatha Irrigation System	0	0	0	400,000	400,000	5
Hiawatha Cart Path Replacement	0	50,000	50,000	50,000	50,000	5
Hiawatha Parking Lot Renovation	375,000	0	0	0	0	5
Hiawatha Club House Renovation	0	0	75,000	90,000	0	5
Hiawatha Bunker Renovation	0	0	0	50,000	50,000	5
Sub-Total	375,000	50,000	125,000	590,000	500,000	
Meadowbrook Golf Course						
Meadowbrook Well Renovation	400,000	0	0	0	0	6
Meadowbrook Irrigation System	0	630,000	170,000	0	0	6
Meadowbrook Cart Path Replacement	0	50,000	50,000	50,000	50,000	6
Meadowbrook Clubhouse Renovation	0	0	0	0	75,000	6
Meadowbrook Bunker Renovations	0	0	0	50,000	50,000	6
Sub-Total	400,000	680,000	220,000	100,000	175,000	
Wirth Golf Course						
Wirth Cart Path Replacement	0	50,000	50,000	50,000	50,000	2
Wirth Irrigation System	0	0	660,000	340,000	0	2
Wirth Bunker Renovation	0	0	0	50,000	50,000	2
Sub-Total	0	50,000	710,000	440,000	100,000	
Parking System Improvements (Machines/Signage)						
Pay Machines	20,000	15,000	15,000	15,000	15,000	various
Signage	5,000	5,000	5,000	5,000	5,000	various
Sub-Total	25,000	20,000	20,000	20,000	20,000	



Approved 2013 - 2017 Capital Improvement Program, Enterprise (continued)

Park	2013	2014	2015	2016	2017	Commissioner District
Parade Ice Garden & Northeast Ice Arena						
Zamboni Replacement	0	125,000	125,000	0	0	4
Building Improvements	0	25,000	25,000	25,000	25,000	4
Sub-Total	0	150,000	150,000	25,000	25,000	
Equipment Purchases						
	150,000	150,000	150,000	150,000	150,000	various
Sub-Total	150,000	150,000	150,000	150,000	150,000	
Golf Facilities Review						
	150,000	0	0	0	0	various
Sub-Total	150,000	0	0	0	0	
Concession						
Improvements	25,000	25,000	25,000	25,000	25,000	various
Sub-Total	25,000	25,000	25,000	25,000	25,000	
Total	\$1,125,000	\$1,300,000	\$1,500,000	\$1,550,000	\$1,595,000	



Capital Project Funds

Statement of Revenues & Expenditures	2012 Approved	2013 Approved
Capital Revenues		
11500 Fund - General		
Pay-as-You-Go Capital	4,885,248	4,629,857
2011 Pay-as-You-Go Capital	150,000	
11950 Fund - Park Dedicated Revenue		
Lottery Proceeds	1,300,000	1,300,000
14370 Fund - Special Assessments		
Assessment Bonds	500,000	300,000
14300 Fund - Capital Projects Fund		
Bonds	2,500,000	5,000,000
City of Minneapolis- Infrastructure Acceleration Program	500,000	125,000
Federal Transportation Grants		2,050,000
Metropolitan Council Grants	4,110,000	450,000
Minnesota State Bonding		1,750,000
Mississippi Watershed Management Org.		1,650,000
Parks & Trails - State Legacy Fund	3,179,000	3,236,000
17800 Fund - Enterprise Fund		
Operating Income	1,469,180	1,125,000
Total Capital Revenues	18,593,428	21,615,857
Capital Expenditures		
14370 Fund - Special Assessments		
Diseased Tree Removal	500,000	300,000
14300 Fund - Capital Projects Fund		
Capital Outlay	16,624,248	20,190,857
17800 Fund - Enterprise Fund		
Capital Improvements	1,469,180	1,125,000
Total Capital Expenditures	18,593,428	21,615,857
Excess Revenues Over/(Under) Expenses	0	0

**Capital Projects**

Fund 14370, 14300 and 17800	2012 Approved	2013 Approved
Salaries and Wages	0	0
Fringe Benefits	0	0
Operating Costs	18,593,428	21,615,857
Capital Projects	18,593,428	21,615,857





Personnel Summary

Full Time	2012 Approved	2013 Approved
Superintendent's Office		
Superintendent's Office	1.50	3.50
Board of Commissioners	9.70	9.50
Communications & Marketing	2.75	2.75
Community Outreach	12.50	15.00
Police	35.25	35.03
Deputy Superintendent's Office		
Customer Service	4.20	4.00
Finance	7.95	7.55
Human Resources	4.50	3.53
Information Technology Services	9.20	9.00
Self Insurance	0.95	0.95
Environmental Stewardship		
Asset Management	153.52	127.86
Athletic Facilities	0.78	0.00
Environmental Management	9.08	42.25
Equipment Services	16.60	15.70
Forestry	83.22	73.69
Sculpture Garden & Cowles Conservatory	1.00	1.00
Planning Services		
Design & Project Management	9.50	9.50
Strategic Planning	4.50	5.50
Recreation Services		
Athletic Programs & Aquatics	1.60	10.00
Golf Operations	15.93	15.71
Ice Arena Operations	1.90	2.00
Lupient Water Park	0.10	0.00
Parking Operations	0.44	0.40
Recreation -Self Supporting	11.10	0.00
Recreation Services	60.90	64.68
Use & Events Permitting	3.29	1.90
Vendor Agreements/Concessions	0.10	0.25
Wirth Winter Recreation Area	3.20	3.35
Total Full Time	465.26	464.60

**Personnel Summary (Continued)**

Part Time	2012 Approved	2013 Approved
Superintendent's Office		
Superintendent's Office	0.70	0.00
Communications & Marketing	1.25	1.90
Community Outreach	3.00	4.20
Police	11.31	11.31
Deputy Superintendent's Office		
Customer Service	2.67	2.03
Finance	0.00	0.75
Information Technology Services	0.50	0.50
Environmental Stewardship		
Asset Management	28.90	31.14
Athletic Facilities	5.92	0.00
Environmental Management	8.46	16.95
Equipment Services	0.20	0.20
Forestry	0.35	0.53
Sculpture Garden & Cowles Conservatory	0.53	0.53
Planning Services		
Strategic Planning	2.00	1.00
Recreation Services		
Athletic Programs & Aquatics	7.74	22.54
Golf Operations	50.88	55.80
Ice Arena Operations	4.82	4.82
Lupient Water Park	7.76	0.00
Parking Operations	0.30	0.30
Recreation -Self Supporting	47.75	0.00
Recreation Services	146.23	188.70
Use & Events Permitting	2.27	2.27
Vendor Agreements/Concessions	0.07	0.09
Wirth Winter Recreation Area	3.53	4.56
Total Part Time	337.14	350.12
Total	802.40	814.72



MPRB 2013 Fee Schedule

Events Permits and Fees

Description	2012 Fee	2013 Fee	Increase
Artist Booth Fee	\$50	\$50	\$0
Bandstand Rental - Father Hennepin Bluffs	\$300 / 3hours	\$300 / 3hours	\$0
Bandstand Rental - Powderhorn Stage	\$300 / 3hours	\$300 / 3hours	\$0
Bandstand Rental - Loring Performance	\$300 / 3hours	\$300 / 3hours	\$0
Bandstand Rental - Minnehaha Bandstand	\$300 / 3hours	\$300 / 3hours	\$0
Bandstand Rental - Lake Harriet Bandshell	\$300 / hour	\$300 / hour	\$0
Barricade Rental	\$10 / each	\$10 / each	\$0
Cone Rental	\$1.00 / each	\$1.00 / each	\$0
Vendor - Donation / Income	10 - 20%	10 - 20%	\$0
Participation Fee-Non-exclusive Path Fee - Non-Profit	\$1,000 / section of pkwy (limit 750 participants)	\$1,000 / section of pkwy (limit 750 participants)	\$0
Participation Fee-Exclusive pkwy fee, pledge walks	\$2 / person per section	\$2 / person per section	\$0
Participation Fee-Races with entry fee	\$4 / person per 1 section	\$4 / person per 1 section	\$0
Participation Fee-Races with entry fee	\$3 / person per 2 sections	\$3 / person per 2 sections	\$0
Participation Fee-Races with entry fee	\$2/person per 3+ sections	\$2/person per 3+ sections	\$0
Police Staff-Supervisor	\$65	\$65	\$0
Police Staff-Officer	\$60	\$60	\$0
Police Staff-Agent	\$40	\$40	\$0
Sampling Fee during events	\$2,000 / unit	\$2,000 / unit	\$0
Event Coordinator	\$50 per hour	\$50 per hour	\$0
Display Vehicles	\$1,000 / vehicle	\$1,000 / vehicle	\$0
Promotional, Commercial, < 25% Private Use	\$15,000, \$10,000 \$5,000	\$15,000, \$10,000 \$5,000	\$0
Promotional, Commercial, 26 - 50% Private Use	\$30,000, \$20,000, \$10,000	\$30,000, \$20,000, \$10,000	\$0
Promotional, Commercial, > 50% Private Use	\$40,000, \$30,000, \$10,000	\$40,000, \$30,000, \$10,000	\$0
General Event (open to public), < 25%	\$5,000, \$3,000, \$1,500	\$5,000, \$3,000, \$1,500	\$0
General Event (open to public), 26 - 50%	\$10,000, \$6,000, \$3,000	\$10,000, \$6,000, \$3,000	\$0
General Event (open to public), > 50%	\$20,000, \$10,000, \$5,000	\$20,000, \$10,000, \$5,000	\$0
Stage - 1000-2500 cubic ft	\$2,000, \$1,500 \$500	\$2,000, \$1,500 \$500	\$0
Stage - 2501 - 10,000 cubic ft	\$7,000, \$5,000, \$3,000	\$7,000, \$5,000, \$3,000	\$0
Stage - > 10,000 cubic ft	\$14,000, \$10,000, \$6,000	\$14,000, \$10,000, \$6,000	\$0
Amplified Sound	\$100	\$100	\$0
Concerts in the park	% of gate plus usage fees	% of gate plus usage fees	\$0
Usage Fee - 18-48 hours	\$7,000, \$5,000, \$3,000	\$7,000, \$5,000, \$3,000	\$0
Usage Fee - 49-96 hours	\$14,000, \$10,000, \$6,000	\$14,000, \$10,000, \$6,000	\$0
Usage Fee - 97-168 hours	\$28,000, \$20,000, \$12,000	\$28,000, \$20,000, \$12,000	\$0
Usage Fee - 169 or more hours	priced by negotiation	priced by negotiation	\$0



Events Permits and Fees (Continued)

Description	2012 Fee	2013 Fee	Increase
Cowles Conservatory - Exclusive Use	\$1,000	\$1,000	\$0
Grounds Damage Deposit	\$500	\$500	\$0
Meter Hooding	\$18 / Day	\$18 / Day	\$0
Special Services Permit Administrative Charge	\$50	\$50	\$0
Squad Car - Motorcycle	\$20 / hour	\$20 / hour	\$0
Tent Rental Fee - 100 - 500 sq ft	\$50	\$50	\$0
Tent Rental Fee - 501 - 1000 sq ft	\$200	\$200	\$0
Tent Rental Fee - 1001 - 2000 sq ft	\$500	\$500	\$0
Tent Rental Fee - 2001 - 5000 sq ft	\$1,000	\$1,000	\$0
Tent Rental Fee - 5001 - 10000 sq ft	\$5,000	\$5,000	\$0
Tent Rental Fee - 10001 - > sq ft	\$10,000	\$10,000	\$0

Sailboat Buoy & Canoe Rack Rental

Description	2012 Fee	2013 Fee	Increase
Sailboat Buoy Rental - Resident	\$450	\$450	\$0
Sailboat Buoy Rental - Non-Resident	\$550	\$550	\$0
Canoe Rack Rental - Resident Seasonal	\$150	\$150	\$0
Canoe Rack Rental - Non-Resident Seasonal	\$200	\$200	\$0
Canoe Rack Rental - Resident Annual	\$200	\$200	\$0
Canoe Rack Rental - Non-Resident Annual	\$250	\$250	\$0

Parking Permit Fees

Description	2012 Fee	2013 Fee	Increase
Annual Parking Pass - 1st vehicle	\$34	\$34	\$0
Annual Parking Pass - Additional vehicle	\$17	\$17	\$0
Annual Parking Pass - Senior Rate - 1st vehicle	\$27	\$27	\$0
Annual Parking Pass - Senior Rate - Additional vehicle	\$12	\$12	\$0
Annual Parking Pass - Replacement	\$22	\$22	\$0
Annual Parking Pass - Senior Replacement	\$15	\$15	\$0
Daily Parking - Regional	\$3	\$3	\$0
Daily Parking - Parade	\$3.5	\$3.5	\$0
Contract Parking - Parade	\$45	\$45	\$0
Contract Parking - Fuji Ya	\$75	\$60	(\$15)
Contract Parking – East River Flats and Bohemian Flats	\$55	\$60	\$5



Picnic Shelters

Description	2012 Fee		2013 Fee		Increase
	Half Day/Whole Day	Half Day/Whole Day	Half Day/Whole Day	Half Day/Whole Day	
Beard's Plaisance Main Shelter	\$150	\$300	\$150	\$300	\$0
Columbia Main Shelter	\$100	\$200	\$100	\$200	\$0
North Mississippi Main Shelter	\$200	\$400	\$200	\$400	\$0
North Mississippi Beaver Shelter A	\$100	\$200	\$100	\$200	\$0
North Mississippi Turtle Shelter B	\$100	\$200	\$100	\$200	\$0
Boom Island Shelter A	\$100	\$200	\$100	\$200	\$0
Boom Island Shelter B	\$100	\$200	\$100	\$200	\$0
Boom Island Shelter C	\$100	\$200	\$100	\$200	\$0
Theodore Wirth Picnic Pavilion	\$250	\$500	\$250	\$500	\$0
Minnehaha Falls Main Pavilion	\$250	\$500	\$250	\$500	\$0
Minnehaha Falls Wabun A	\$100	\$200	\$100	\$200	\$0
Minnehaha Falls Wabun B	\$100	\$200	\$100	\$200	\$0
Minnehaha Falls Wabun C	\$200	\$400	\$200	\$400	\$0
Minnehaha Falls Wabun D	\$200	\$400	\$200	\$400	\$0
Minnehaha Falls Wabun Area E	\$50	\$100	\$50	\$100	\$0
Minnehaha Falls Wabun F	\$100	\$200	\$100	\$200	\$0
Minnehaha Falls Wabun G	\$100	\$200	\$100	\$200	\$0
Minnehaha Falls Area 2	\$50	\$100	\$50	\$100	\$0

Still Photo and Filming Fees

Description	2012 Fee	2013 Fee	Increase
Video Filming - Documentary	\$250/day & location	\$250/day & location	\$0
Video Filming - Commercial - Low Impact Per Day	\$500	\$500	\$0
Video Filming - Commercial - High Impact Per Day	\$1,000	\$1,000	\$0
Major Motion Picture Filming	fees negotiable	fees negotiable	\$0
Still Photography - Commercial	\$300/day & location	\$300/day & location	\$0
Still Photography - Portrait Annual	\$300	\$300	\$0
Still Photography - Portrait	\$45 per 1 1/2 hr	\$45 per 1 1/2 hr	\$0

Wedding Fees

Description	2012 Fee	2013 Fee	Increase
Wedding Permit Outdoor 3 hr.	\$500	\$500	\$0
Wedding Permit Cowles Conservatory after 3pm	\$1,000	\$1,000	\$0
Wedding Permit Outdoor Bandstand 3 hr.	\$800	\$800	\$0



Parkway Use Fees

Description	2012 Fee	2013 Fee	Increase
Bus on Parkway - Daily	\$50-100	\$50-100	\$0
Limousine / Carriage - Daily	\$50-100	\$50-100	\$0
Dumpster on Parkway - Weekly	\$50	\$50	\$0
Truck on Parkway - Daily	\$50	\$50	\$0

Facilities Use Fees

Description	2012 Fee	2013 Fee	Increase
Inflatable Permit	\$50	\$50	\$0
Additional Amenities	\$50	\$50	\$0
Small Facilities Use - Event	\$50	\$50	\$0

Off-Leash Permit Fees

Description	2012 Fee	2013 Fee	Increase
Off Leash Dog Permit - Resident	\$35	\$35	\$0
Off Leash Dog Permit - Resident additional	\$25	\$25	\$0
Off Leash Dog Permit - Non-Resident	\$60	\$60	\$0
Off Leash Dog Permit - Non-Resident additional	\$35	\$35	\$0
Off Leash Dog Permit - Daily	\$5	\$5	\$0

Aquatics Fees

Description	2012 Fee	2013 Fee	Increase
Jim Lupient Water Park - daily pass	\$6 over 42" & \$5 under 42"	\$6 over 42" & \$5 under 42"	
Jim Lupient Water Park - season pass, individual	\$50	\$50	\$0
Jim Lupient Water Park - season pass, dual	\$80	\$80	\$0
Jim Lupient Water Park - season pass, additional	\$25	\$25	\$0
Jim Lupient season pass member golf over 42"	\$1	\$1	\$0
Jim Lupient season pass member golf under 42"	\$1	\$1	\$0
Grand Rounds golf only over 42"	\$6	\$6	\$0
Grand Rounds golf only under 42"	\$5	\$5	\$0
Grand Rounds golf and water park over 42"	\$10	\$10	\$0
Grand Rounds golf and water park under 42"	\$7	\$7	\$0
Weber Pool - daily pass	\$2.50	\$2.50	\$0
Webber Pool - season pass, individual	\$25	\$25	\$0
Webber Pool - season pass, dual	\$42	\$42	\$0
Webber Pool - season pass, additional	\$18	\$18	\$0
Swim Lessons - Resident	\$45	\$45	\$0
Swim Lessons - Non-resident	\$55	\$55	\$0

**18 Hole Golf Courses - Rates do not include sales tax**

Description	2012 Fee	2013 Fee	Increase
18 Hole Weekend	\$32	\$32	\$0
18 Hole Weekend - Patron	\$25	\$25	\$0
18 Hole Weekday	\$28	\$28	\$0
18 Hole Weekday - Patron	\$21	\$21	\$0
18 Hole Senior	\$24	\$24	\$0
18 Hole Resident Senior Patron	\$16	\$16	\$0
18 Hole Junior	\$16	\$16	\$0
First Tee Rate	\$10	\$10	\$0
9 Hole	\$18	\$18	\$0
9 Hole Patron	\$16	\$16	\$0
Twilight	\$18	\$18	\$0
Evening	\$14	\$14	\$0
Fall - Weekday	\$19	\$19	\$0
Fall - Weekend	\$23	\$23	\$0
18 Hole Cart - Per Rider	\$15	\$15	\$0
9 Hole Cart - Per Rider	\$9	\$9	\$0
18 Hole Senior Cart - Per Rider	\$13	\$13	\$0
9 Hole Senior Cart - Per Rider	\$8	\$8	\$0
Pull Cart	\$4	\$4	\$0
Club Rental	\$12	\$12	\$0
Single Club Rental	\$2	\$2	\$0
Golf League Registration Fee	\$70	\$70	\$0
MGA Handicap Service	\$30	\$30	\$0
Patron Card - Adult Resident	\$60	\$60	\$0
Patron Card - Adult Non-Resident	\$90	\$90	\$0
Patron Card - Senior Resident	\$45	\$45	\$0
Patron Card - Senior Non-Resident	\$75	\$75	\$0
Family All Course Season Pass	\$3,000	\$3,000	\$0
Adult All Course Season Pass	\$1,365	\$1,365	\$0
Senior All Course Season Pass	\$1,225	\$1,225	\$0
Senior All Course M-F Only	\$930	\$930	\$0
Junior All Course Season Pass	\$295	\$295	\$0
Monthly All Course Pass	\$295	\$295	\$0
10 Round All Course Value Card	\$265	\$265	\$0
Adult One Course Season Pass	\$1,025	\$1,025	\$0
Senior One Course Season Pass	\$920	\$920	\$0
Senior One Course M-F Only	\$700	\$700	\$0
Private Cart - Season Pass	\$365	\$365	\$0
Locker Rentals - Season	\$30	\$30	\$0



Ft. Snelling 9 Hole Course - Rates do not include sales tax

Description	2012 Fee	2013 Fee	Increase
9 Holes	\$16	\$16	\$0
Continuation Round	\$8	\$8	\$0
Seniors/Juniors 9 Holes	\$13	\$13	\$0
Seniors/Juniors Continuation Round	\$8	\$8	\$0
Evening	\$13	\$13	\$0
Fall 9 Holes	\$13	\$13	\$0
Fall Continuation Round	\$6	\$6	\$0
First Tee Rate	\$5	\$5	\$0
9 Hole Cart - Per Rider	\$8	\$8	\$0
Season Pass	\$680	\$680	\$0
Season Pass M-F Only	\$520	\$520	\$0
Ten Round Ticket	\$145	\$145	\$0

Wirth Nine Hole Par 3 Course - Rates do not include sales tax

Description	2012 Fee	2013 Fee	Increase
9 Holes	\$11	\$11	\$0
Continuation Round	\$8	\$8	\$0
Seniors/Juniors 9 Holes	\$10	\$10	\$0
Seniors/Juniors Continuation Round	\$8	\$8	\$0
Fall 9 Holes	\$10	\$10	\$0
Fall Continuation Round	\$8	\$8	\$0
First Tee Rate	\$5	\$5	\$0
9 Hole Cart - Per Rider	\$6	\$6	\$0
Ten Round Ticket	\$95	\$95	\$0

First Tee Learning Centers - Rates do not include sales tax

Description	2012 Fee	2013 Fee	Increase
Columbia			
Large Bucket -80 Balls	\$9	\$9	\$0
Medium Bucket - 60 Balls	\$7	\$7	\$0
Small Bucket - 40 Balls	\$5	\$5	\$0
Warm Up Bucket - 20 Balls	\$2	\$2	\$0
Punch Card - 20 Tokens	\$36	\$36	\$0
Gross			
Token - 20 Balls	\$2	\$2	\$0
Hiawatha			
Token - 25 Balls	\$3	\$3	\$0



Ice Arenas

Description	2012 Fee	2013 Fee	Increase
Prime Time Ice Rental - Hourly	\$175	\$180	\$5
Non Prime Time Ice Rental - Hourly	\$140	\$150	\$10
Open Skating - Adults	\$3	\$3	\$0
Open Skating - Juniors & Seniors	\$3	\$3	\$0
Pros Ice - Hourly	\$10	\$10	\$0
Skate Rental	\$2	\$2	\$0
Skate Sharpening	\$5	\$5	\$0

Wirth Winter Recreation Area

Description	2012 Fee	2013 Fee	Increase
Cross Country Ski Rates			
Cross Country Trail Pass - Season	\$45	\$45	\$0
Cross Country Trail Pass - each additional family member	\$25	\$25	\$0
Cross Country Trail Pass – Half Season	\$23	\$23	\$0
Cross Country Trail Pass – Daily	\$8	\$8	\$0
Cross Country Ski Meets	\$450	\$450	\$0
High School Cross Country Trail Pass – Season	\$20	\$20	\$0
High School Cross Country Trail Pass – Daily	\$4	\$4	\$0
High School Cross Country Ski Meets 1-6 teams	\$250	\$250	\$0
High School Cross Country Ski Meets - each additional team		\$50	\$50
Cross Country Ski Rental Package	\$11	\$11	\$0
Cross Country Ski Rental – Daily	\$6	\$6	\$0
Cross Country Ski Boot Rental – Daily	\$4	\$4	\$0
Cross Country Ski Pole Rental – Daily	\$2	\$2	\$0
Cross Country Ski Lesson	\$20	\$20	\$0
Snowboard Recreation Rates			
Tow Ticket Season Pass	\$100	\$100	\$0
Tow Ticket – Daily – Weekday	\$10	\$10	\$0
Tow Ticket – Daily – Weekend	\$13	\$13	\$0
Snowboard Rental – Daily	\$17	\$17	\$0
Helmet Rental – Daily	\$6	\$6	\$0
Snowboard Lesson	\$20	\$20	\$0
Tubing Recreation Rates			
Adult Tube Rental - Daily	\$12	\$12	\$0
Junior Tube Rental - Daily	\$8	\$8	\$0
Adult & Junior Tube Rental – Daily - No tow rope	\$5	\$5	\$0
Snowshoe Rental – Daily	\$12	\$12	\$0

**Adult Sports**

Description	2012 Fee	2013 Fee	Increase
Basketball - Men's	\$555	\$555	\$0
Basketball - Men's	\$555	\$555	\$0
Basketball - Women's	\$555	\$555	\$0
Basketball - Women's	\$555	\$555	\$0
Broomball - #1, #2, #3	\$380	\$390	\$10
Dodgeball	\$125	\$125	\$0
Football - Co-Rec Flag	\$440	\$440	\$0
Football - Men's Touch	\$570	\$570	\$0
Football - Women's Flag	\$440	\$440	\$0
Kickball	\$370	\$370	\$0
Kickball - Adaptive Co-Rec	\$100	\$100	\$0
Kickball - Co-Rec	\$265	\$265	\$0
Pond Hockey	\$230	\$230	\$0
Soccer - 11x11	\$890	\$890	\$0
Soccer - 11x11	\$890	\$890	\$0
Soccer - 6x6	\$585	\$585	\$0
Soccer - 6x6	\$585	\$585	\$0
Soccer Indoor - 6x6	\$720	\$720	\$0
Softball - Adaptive	\$115	\$115	\$0
Softball - Session #1 W/Lights	\$375	\$375	\$0
Softball - Session #1 WO/Lights	\$320	\$320	\$0
Softball - Session #2	\$240	\$240	\$0
Softball - Single Games	\$435	\$435	\$0
Tennis Drill & Play	\$90	\$90	\$0
Tennis Summer Break	\$90	\$90	\$0
Tennis Lessons	\$75	\$75	\$0
Volleyball	\$375	\$375	\$0
Volleyball	\$375	\$375	\$0
Volleyball - (Fall/Winter Reg)	\$700	\$700	\$0
Volleyball - Adaptive	\$115	\$115	\$0
Volleyball - G.L.A.S.S.	\$375	\$375	\$0
Volleyball - Sand 2	\$135	\$135	\$0
Volleyball - Sand 4	\$235	\$235	\$0
Volleyball - Sand 6	\$295	\$295	\$0
Sports Official Certification Fee		\$20	\$20



Field & Court Use

Description	2012 Fee	2013 Fee	Increase
Fields - Football, Soccer, Cricket, Ultimate Frisbee,			
Rugby, Lacrosse			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$30/hour	\$30/hour	\$0
Non-Residents/Adults & Commercial Groups	\$40/hour	\$40/hour	\$0
Non-MPRB Youth Teams & Associations	\$8/hour	\$8/hour	\$0
Fields - Baseball, Softball, Rinks - Hockey, Broomball			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$25/hour	\$25/hour	\$0
Non-Residents/Adults & Commercial Groups	\$40/hour	\$40/hour	\$0
Non-MPRB Youth Teams & Associations	\$8/hour	\$8/hour	\$0
Courts - Volleball, Tennis, Kato			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$20/hour	\$20/hour	\$0
Non-Residents/Adults & Commercial Groups	\$25/hour	\$25/hour	\$0
Non-MPRB Youth Teams & Associations	\$8/hour	\$8/hour	\$0
Lights			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$25/hour	\$25/hour	\$0
Non-Residents/Adults & Commercial Groups	\$30/hour	\$30/hour	\$0
Non-MPRB Youth Teams & Associations	\$0	\$0	\$0
Staffing			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$15/hour	\$15/hour	\$0
Non-Residents/Adults & Commercial Groups	\$15/hour	\$15/hour	\$0
Non-MPRB Youth Teams & Associations	\$15/hour	\$15/hour	\$0
Permit Admin Fee			
MPRB & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$50 /per sports season	\$50 /per sports season	\$0
Non-Residents/Adults & Commercial Groups	\$50 /per sports season	\$50 /per sports season	\$0
Non-MPRB Youth Teams & Associations	\$50 /per sports season	\$50 /per sports season	\$0
Parade & Neiman Facilities			
Baseball & Softball Fields Youth	\$55/hour	\$55/hour	\$0
Baseball & Softball Fields Adult	\$100/hour	\$100/hour	\$0
Soccer/Football Field Youth	\$70/hour	\$70/hour	\$0
Soccer/Football Field Adult	\$100/hour	\$100/hour	\$0
Lighting Fee	\$30/hour	\$30/hour	\$0
Permit Admin Fee	\$50 minimum	\$50 minimum	\$0
MPRB Staffing	\$15/hour, 4 hour min.	\$15/hour, 4 hour min.	\$0
Grooming between games	\$50/hour, 4 hour min.	\$50/hour, 4 hour min.	\$0



Field & Court Use (continued)

Description	2012 Fee	2013 Fee	Increase
Van Cleve, Northeast, Pearl & Quilici Fields			
Youth		\$25/hour	
Adult		\$55/hour	
DeLasalle High School Field			
Soccer Field/Football Field	\$70/hour Youth Only	\$70/hour Youth Only	\$0

Recreation Center Fees

Rec Plus - school aged child care

Rec Plus School Year	2012-2013 School Year	2013-2014 School Year	
School Year AM 7-8:40	\$6/day	\$6.25/day	\$0.25
School Year AM 7-9:40	\$8.50/day	\$9.25/day	\$0.75
School Year PM 2-6	\$10.75/day	\$11.75/day	\$1
School Year PM 3:10-6	\$8/day	\$9/day	\$1
School Release Days	\$32/day plus trip fees	\$38/day (includes trip fees)	
Rec Plus Summer	2012 Summer	2013 Summer	
Summer Full-Time	\$165/week FT	\$172/week FT	\$7
Summer Part-Time	\$36/day plus trip fees	\$38/day (includes trip fees*)	\$2

*Trips over \$20 may have additional fees.

Recreation Center Facility Use

Description	2012 Fee	2013 Fee	Increase
Gym (standard)		\$40	
Gym (large)		\$75	
Meeting Room (small)		\$15	
Multi-Purpose Room (large)		\$25	
Kitchen (standard)		\$10	
Administrative Fee		\$25	
501c3 Non-Profit Organizations & Government Users			
Gym	\$25		
Multi-Purpose	\$0		
Kitchen	\$0		
Other	\$0		
Other Groups & Individual Users			
Gym	\$35		
Multi-Purpose	\$20		
Kitchen	\$5		
Other	\$10		
Private Enterprise Users			
Gym	\$75		
Multi-Purpose	\$40		
Kitchen	\$35		
Other	\$25		



Recreation Center Programs (including youth sports)

Description	2012 Fee	2013 Fee	Increase
Programming & Youth Sports*	\$0 - \$400	\$0 - \$400	
Sports Official Certification Fee		\$20	\$20
Participant Fee - Outside Agency		\$25	\$25

ActiveNet allows for flexible registration payments and fee waivers are available.
Average fee for program in 2012 is \$25.00

*Each park and sports/activity council charges different fees based on the type of program (e.g. football and hockey are most expensive due to equipment), economic area (example: Kenwood collects a higher fee where North Commons does not), and demand for the program (the goal is to have everyone participating). Fees are expected to cover the program costs for uniforms, program supplies, equipment, and in some cases a teacher/coach stipend or council staff salary. All parks and councils offer fee waivers to families who cannot afford to pay the fee.



Offered by: Scott Vreeland

Seconded by: Annie Young

Resolution 2012-328

Resolution to Set Tax Levy for the Minneapolis Park and Recreation Board for the Year 2013

Whereas, The Minneapolis Park and Recreation Board approves an annual property tax levy within the maximum set by the Board of Estimate and Taxation;

Whereas, The Minneapolis Park and Recreation Board requested the Board of Estimate and Taxation set the maximum certified property tax levy at a three percent increase from 2012;

Whereas, The Board of Estimate and Taxation set the 2013 maximum property tax levy for the Minneapolis Park and Recreation Board at \$48,616,000, a three percent increase, on September 12, 2012;

Whereas, The Superintendent’s Recommended 2013 Budget includes the 2013 property tax levy amount of \$47,217,000, with prioritized budget packages that fund specific programs and services up to the maximum of a three percent property tax levy;

Whereas, The Commissioners have considered and provided input into the 2013 property tax levy and received public comment on said levy;

Whereas, The Commissioners have considered the prioritized budget packages and have made the decision to fund specific programs and services resulting in a three percent increase to the Minneapolis Park and Recreation Board property tax levy;

RESOLVED, That the Commissioners of the Minneapolis Park and Recreation Board certify and levy the following amount upon all the taxable property of the City of Minneapolis, for the year 2013:

CERTIFIED LEVY AMOUNT

Park and Recreation \$48,616,000

Vote:

Commissioner	Aye	Nay	Abstain	Absent
Bourn	x			
Erwin	x			
Fine		x		
Kummer	x			
Olson	x			
Tabb		x		
Vreeland	x			
Wielinski	x			
Young	x			

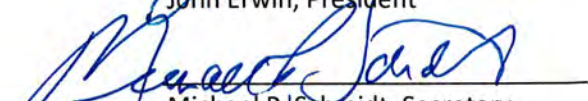
Adopted by the Minneapolis Park and Recreation Board
In formal meeting assembled on December 12, 2012

Approved:



R.T. Rybak, Mayor



John Erwin, President

Michael P. Schmidt, Secretary

Offered by: Scott Vreeland

Seconded by: Carol Kummer

Resolution 2012-329

Resolution to Adopt the 2013 Minneapolis Park and Recreation Board Budget

Whereas, The Minneapolis Park and Recreation Board approves an annual budget; and

Whereas, The Commissioners have considered and provided input into the Superintendent's Recommended 2013 Budget and received public comment on said budget;

RESOLVED, The Commissioners of the Minneapolis Park and Recreation Board adopt the following and appropriate as the 2013 operating budget for the Minneapolis Park and Recreation Board:

Governmental Funds

Park and Recreation	\$64,131,151
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Proprietary Funds

Park Enterprise Operations	\$10,245,866
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Park Mobile Equipment/Information Technology	\$5,479,141
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Park Self-Insurance	\$1,975,221
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RESOLVED, That the Minneapolis Park and Recreation Board adopt the Superintendent's Recommended 2013 Budget as amended;

ACTION to amend the General Fund Recreation Division budget for Athletics Programs & Aquatics to include \$80,911 for a full-time Recreation Officials Coordinator position.

ACTION to amend the General Fund Recreation Division budget for Recreation Services to include \$88,000 for continued operation of recreation centers.

ACTION to amend the General Fund Recreation Division budget for Recreation Services to include \$65,000 to provide adequate staffing and supplies to match attendance for eight current Night Owls program sites.

ACTION to amend the General Fund Board of Commissioners budget to decrease operating costs by \$7,200.

ACTION to amend the General Fund Recreation Division budget for Athletics Programs & Aquatics to include \$68,040 to provide funds for increased lifeguarding hours at Minneapolis beaches.

ACTION to amend the General Fund Recreation Division budget for Athletics Programs & Aquatics to include \$24,160 for free beach swimming lessons.

ACTION to amend the General Fund Recreation Division budget for Recreation Services to include \$10,000 to provide for expanded school release days and out of school time activities at Farview and Rev. Dr. Martin Luther King, Jr. Recreation Centers.

ACTION to amend the General Fund Environmental Stewardship Division budget for Environmental Management to include \$177,103 for the Aquatic Invasive Species Prevention Program with the use of three- four person Conservation Corps of Minnesota crews.

ACTION to amend the General Fund Environmental Stewardship Division budget for Forestry to include \$342,829 for the planting of 3,500 additional trees with the corresponding level of stump removal. This includes the use of gator bags for all trees planted and Conservation Corps of Minnesota crews to speed up planting.

ACTION to amend the General Fund Environmental Stewardship Division budget for Environmental Management to include \$188,000 for Minneapolis Park and Recreation Board required matching funds for two- four person Conservation Corps of Minnesota crews.

ACTION to amend the General Fund Pay as You Go Rehabilitation budget to increase the budget by \$299,857 to a new total of \$4,629,857.

ACTION to amend the General Fund Revenues to reduce Fees, Fines and Other Revenues by \$34,320 to eliminate the proposed \$10 park council participation fee for each team entered in Minneapolis Park and Recreation Board youth sports leagues.

ACTION to amend the General Fund Revenues to increase Current Property Taxes by \$1,371,020 to account for a three percent property tax increase.

RESOLVED, That the Minneapolis Park and Recreation Board adopt the 2013 to 2018 Capital Improvement Program as shown in the Capital Projects Fund section of the Superintendent's 2013 Recommended Budget as amended;

ACTION to amend the 2013 Capital Improvement Program, Non-Enterprise to increase Parkway Paving and Lighting by \$299,857 to a new total of \$879,627

RESOLVED, That the Minneapolis Park and Recreation Board adopt the fee schedule shown in the appendix of the Superintendent’s 2013 Recommended Budget as amended;

ACTION to remove the Youth Sports Participant Fee – Park Councils - \$10 from the Minneapolis Park and Recreation Board fee schedule.

RESOLVED, That the Minneapolis Park and Recreation Board adopt the following as the deliverables associated with the General Fund budget support for the Minneapolis Parks Foundation:

The MPRB will provide up to \$25,000 to Minneapolis Parks Foundation (MPF) in 2013 if the following conditions are met:

A 2 for 1 match for one of the following projects (MPRB will provide \$1 for every \$2 from the MPF); funds will be provided to the MPF in \$5,000 increments upon official notice of funds received in 2013 by MPF.

- Water Works Park Phase 2 – Pre-development: a partnership with MPRB and includes designer selection, concept development, and fund-raising for a \$300,000 budget.
- RiverFirst Initiative: Additional funding to support strategic plan development, capital acquisition for RiverFirst and on-going communication and stakeholder cultivation.
- SiteSeeing – As part of the Foundations mission to create the Next Generation of Parks™ stewards, we have the opportunity to offer SiteSeeing: Making Neighborhoods Visible — a curriculum that gives schoolchildren the tools to “see” their community, share responsibility for their environment, and participate in public decision-making processes throughout their lives – to MPRB Recreation Centers. We are hoping to secure a fund of \$50,000 to support this endeavor.

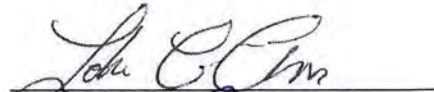
Commissioner	Aye	Nay	Abstain	Absent
Bourn	x			
Erwin	x			
Fine	x			
Kummer	x			
Olson	x			
Tabb	x			
Vreeland	x			
Wielinski	x			
Young	x			

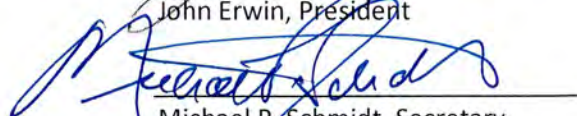
Adopted by the Minneapolis Park and Recreation Board
In formal meeting assembled on December 12, 2012

Approved:



R.T. Rybak, Mayor



John Erwin, President


Michael P. Schmidt, Secretary

Offered by: Scott Vreeland

Seconded by: Anita Tabb

Resolution 2012-330

Resolution to Approve the Use of General Fund Excess Fund Balance for Specific One-Time Purposes

Whereas, The Minneapolis Park and Recreation Board (MPRB) maintains a General Fund Balance sufficient to fund all cash flows of the MPRB, to provide for financial reserves for unanticipated expenditures of a non-recurring nature, revenue shortfalls, and/or emergency needs;

Whereas, The MPRB financial management policy requires that the General Fund maintain a fund balance of five percent of the annual adopted expenditure appropriation;

Whereas, The MPRB estimates the December 31, 2012 fund balance will be approximately \$5.6 million or 9.0 percent, \$2.4 million in excess of the financial policy requirement;

Whereas, The Superintendent identified essential one-time activities that are not included in General Fund operating budget since they are one-time in nature; and

Whereas, The Superintendent recommends these one-time activities totaling \$1,739,500 be financed through use of the General Fund excess fund balance;


- | | |
|--|-----------|
| 1. Website Redesign and Content Development | \$150,000 |
| 2. Conservation Corp of Minnesota one – four person crew | \$ 62,000 |
| 3. MPRB Pavement Markings and Signage Review | \$ 60,000 |
| 4. Tree Pruning Capital Equipment Purchases | \$356,000 |
| 5. Operations Facilities Analysis | \$220,000 |
| 6. Recreation Center Facilities Analysis | \$230,000 |
| 7. Capital Projects Fund Inter-Fund Loan Repayment | \$661,500 |

RESOLVED, That the Commissioners of the Minneapolis Park and Recreation Board approve the use of General Fund excess fund balance for the specific one-time purposes identified above.

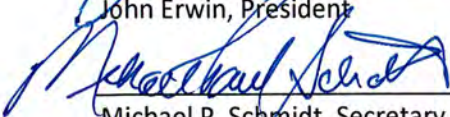
Vote:

Commissioner	Aye	Nay	Abstain	Absent
Bourn	x			
Erwin	x			
Fine		x		
Kummer	x			
Olson	x			
Tabb	x			
Vreeland	x			
Wielinski	x			
Young	x			

Adopted by the Minneapolis Park and Recreation Board
In formal meeting assembled on December 12, 2012



John Erwin, President



Michael P. Schmidt, Secretary

Approved:



R.T. Rybak, Mayor



2012 Department Goals & Performance Measures Report on Fourth Quarter Results

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**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Superintendent's Office	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Jayne Miller		

Goal:		
Improve Park Board and MPS relationship and coordination of shared use agreements, leases and partnerships.	People play, learn, and develop a greater capacity to enjoy life.	III.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Collect and review existing agreements and leases.	1/30/2012	Current agreements and leases have been collected. They are currently being reviewed. Additionally, the Board has created a MPRB-MPS Joint Commission to begin review and discussion of joint facility use.
Establish regular meeting schedules with Park Board and MPS staff to review agreements and coordinate partnership opportunities.	3/1/2012	This work will be driven by the MPRB-MPS Joint Commission being led by Commissioner Fine. MPRB-MPS staff of the Joint Commission met on July 31 to begin its work. A work plan with timelines is being developed for completion of the work, which will include establishing a regular meeting schedule.
Work with Park Board and MPS staff to develop new format for shared use and lease agreements.	6/30/2012	This work is underway and work will continue into 2013 with the expectation that a new format for shared use agreements be developed in 2013.
Begin revising agreements.	7/1/2012	This work is expected to begin in 2013.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Communications & Marketing	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Dawn Sommers		

Goal:		
Develop, implement, and evaluate a communication strategy for providing information to Minneapolis residents and park visitors who do not speak English to improve awareness and use of Park Board activities, facilities and services.	Easily accesible information supports enjoyment and use of the park and recreation system	IV.a IV.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a 2012 communications strategy for translation services that identifies tools and services, target goals and deliverables by June 1, 2012.	6/1/2012	First Quarter Results: Added Google translation to MPRB website and began research for local and online translation services. Need to meet with other departments to assess existing strategies, research additional tools and services, identify priorities and determine resources needed. Target deadline revised to July 1 for developing and implementing a communications strategy for translation services. Second Quarter Results: This work has been delayed and the target date for developing a system-wide communications strategy for translation services has been extended for implementation in 2013.
Implement 2012 communications strategy from June through December 2012.	6/1/12-12/31/12	This work has been delayed and the target date for implementing a system-wide communications strategy for translation services has been extended to 2013.
Development system to evaluate effectiveness of 2012 communications strategy by August 1, 2012.	8/1/2012	This work has been delayed and the target date for developing a system for evaluating effectiveness of a 2013 strategy for translation services has been extended to Dec 15, 2012.
Implement communication evaluation system from October 2012 through December 2012.	10/1/12-12/31/12	Fourth Quarter Results: A cross-departmental Translation Work Team and Team Charter have been established and is being co-led by Communications and Community Outreach for development of an organization-wide strategy and priorities for translating future information. 2013 funding is allocated in the Community Outreach Department for implementation of translation services based organizational priorities.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Communications & Marketing	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Dawn Sommers		

Goal:		
Develop, implement, and evaluate brand standards for all Park Board internal and external communications to create consistent image and identity for all Park Board activities, programs and services.	Easily accesible information supports enjoyment and use of the park and recreation system	IV.a IV.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop 2012 brand standards for all internal and external communications.	2/1/2012	First Quarter Results: Sustainability Communications Team drafted new Sustainability logo and brand standards, to be reviewed and approved by Sustainability Steering Committee in June and incorporated into the system-wide visual identity brand standards. Need to form cross-departmental brand team to develop priorities, visual brand identity and system-wide visual identity brand standards. Target date revised to July 1 for developing and implementing system-wide visual brand standards, styleguides and staff training. Second Quarter
Provide styleguides and staff training during February. Develop system to monitor and evaluate brand compliance and effectiveness of brand standards.	2/1 - 3/1/2012	Results: This work has been delayed and the target date has been extended to November 15.
Implement 2012 brand standards.	3/1- 12/31/2012	Third Quarter Results: This work has been delayed and the target date has been extended to November 15. Fourth Quarter Results: Visual brand standards were incorporated into planning division and communications-marketing department materials, including website. Standards, templates and guidelines for entire organization need to be developed in 2013.
Implement monitoring and evaluation system.	3/1 - 12/31/2012	Third Quarter Results: This work has been delayed and the target date has been extended to November 15. Fourth Quarter Results: Monitoring and evaluation of brand standards will be incorporated into 2013 audit and assessment project for website, social media and MPRB print publications.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Communications and Marketing
Fiscal Year: 2012
Manager: Dawn Sommers

Board
Strategy.
Framework

Comp Plan Goal:

Goal:

Develop, implement, and evaluate an internal and external communications strategy that utilizes the MPRB website, egov delivery system, Park Board intranet, and social media to improve communication about Park Board activities.

Easily accesible information supports enjoyment and use of the park and recreation system

IV.a IV.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a 2012 internal and external communications strategy that utilizes identified communications tools with specified deliverables, target goals, and timelines.	3/1/2012	First Quarter Results: Implemented Social Media RFP, selected consultant for social media audit, policy and strategy development. Presented report to Board for recommendation of website analysis and new website development in 2013-14. Need to development cross-departmental communications team and develop system-wide communications strategy. Propose new timeline of June 15 for development of system-wide plan. Second Quarter Results: Developed and implemented RFP for Website Needs Assessment, Content Audit and Analysis Oversight and Strategy, and RFP Development for Website Redesign, with vendor selection anticipated in early September. Development of cross-departmental team has been extended to September 4 and development of a system-wide strategy and evaluation has been extended until October 31.
Implement 2012 communications strategy.	3/1/12- 12/31/12	Development of cross-departmental team has been extended to September 4 and development of a system-wide strategy and evaluation has been extended until October 31. Fourth Quarter Results: Cross-departmental work teams were established for: Communications Management; Website Needs Assessment, Audit and Strategy; and Social Media Audit, Policy and Strategy Development. Evaluation audit and analysis of website, social media and print publications to be conducted in reported on in 2013.
Develop system to evaluate effectiveness of 2012 communications strategy.	6/30/2012	Development of cross-departmental team has been extended to September 4 and development of a system-wide strategy and evaluation has been extended until October 31.

Implement communication evaluation system.	10/1/12-12/31/12	Fourth Quarter Results: While web visits, egov subscriptions and social media likes/followers increased throughout 2012, a formal plan and strategy was not developed nor evaluated in 2012. An annual communications and marketing plan needs to be developed by end of January on a yearly basis. An audit and analysis of MPRB website, social media and print publications to be completed in 2013.
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**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Community Outreach	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Corky Wiseman		

Goal:		
Effectively engage at-risk youth through targeted outreach by Park Board staff.	Positive recreation experiences and welcoming parks prevent crime.	VI.a

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Identify Park Board staff that have key interactions with at-risk youth in all divisions of the Park Board.	4/1/2012	The evaluation of MPRB departments was completed in January 2012. The evaluation was based on the iPlan structure identifying groups based on the levels of interaction they have with at-risk youth. The categories include Intermittent (limited contact), interactive (moderate contact) and intensive (extensive contact, primary duty). The departments identified as having the most employees in the intensive category are Maintenance, Police, Recreation, & Community Outreach.
Develop training program with Human Resources for key staff that will assist them in effectively engaging at-risk youth.	8/1/2012	The training program "A Culture of Youth Develop" related to engaging at-risk youth was develop for key MPRB staff. The training program was develop by the University Of Minnesota - Youth Work Institute.
Implement training program.	9/1/2012	Phase one of the training program has begun with a MPRB review of the training materials. Meetings have been held with Human Resources and department supervisors/managers to get feedback on the training materials and to determine the most appropriate timing and process for the roll out of the training program. Training sessions will begin by the end of the year and be completed by August 31, 2013. An overview meeting with the Superintendent was held to review the training materials and the training implementation process. It was decided to hold off on the implementation of the training program because of how important it is to the organization and focus on more internal meetings with departments to ensure that all concerns and feedback on the training program and materials are captured.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Community Outreach	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Corky Wiseman		

Goal:

Develop, implement, and evaluate a community outreach plan that identifies the park and recreation needs of the city's dynamic populations, to assure that services and programs are relevant, accessible and equitable.	Through outreach and research, park and recreation services are relevant today and tomorrow.	IV.b VI.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a 2012 community outreach plan by April 1 that integrates MPRB Environmental and Organizational Analysis data and recommendations and has specified deliverables, target goals, and timelines.	4/1/2012	Community Outreach Department Mission, Vision and building blocks/service areas were developed and presented to the Board on April 18. Developed 2012 work plan based on the department building blocks.
Implement 2012 community outreach plan.	4/1/2012 to 12/31/2012	Developed interim 2012 departmental structure to implement the 2012 work plan. During the second quarter, launched the iPlan training tool for Customer Service & Youth Development. Held two job application fairs for summer seasonal employment; 260 people attended and 35 potential maintenance employees were identified. The Community Outreach Department worked with the Organizational Performance Project and finalized the departmental structure and staff resource allocation. Recommendations have been included in the Superintendent's Recommended 2013 Budget.
Develop system to evaluate effectiveness of 2012 community outreach plan.	6/30/2012	The Community Outreach Department is in a transitional phase and an outreach plan will be developed in 2013.
Implement evaluation system.	7/1/2012 to 12/31/2012	The Community Outreach Department is in a transitional phase and an outreach plan will be developed in 2013.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Human Resources	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Teresa Chaika		

Goal:

Work with staff, management, consultant, and unions to review and revise Park Board position descriptions to promote flexibility in the workforce to efficiently provide core services.	Financially independent and sustainable parks prosper.	V.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Reformat position descriptions for positions not represented by Collective Bargaining Agreements (CBAs) to provide internal consistency and develop position descriptions based on job redesigns as a result of the work process review.	4/1/2012	As new positions and vacancies of current positions occurred job descriptions continued to be re-formatted into the template now in use. Jobs reformatted in 2012 are the Deputy Superintendent, Assistant Superintendent for Recreation, Assistant Superintendent for Environmental Stewardship, Desktop/Field Technician, Event Coordinator, Executive Office Support Administrator, Occupational Health and Safety Coordinator, Project Designer, Recreation Plus Coordinator, Real Estate Coordinator, Social Media and Marketing Specialist, System Administrator, Infrastructure and Operations Coordinator and Resource Center and Business Solutions.
Reformat position descriptions for positions represented by CBAs to provide internal consistency and develop position descriptions based on job redesigns as a result of the work process review. Meet with union representatives to discuss any substantive changes.	3/1/2012-12/31/2012	The work process review is still in progress. HR will continue to work closely with the consultant as this work moves forward.
Evaluate and communicate changes to position descriptions to occupational health provider and determine if changes need to be made to exam protocols.	03/1/2012-12/31/2012	The work process review is still in progress. HR will continue to work closely with the consultant as this work moves forward.
Post revised position descriptions to Park Board Intranet.	03/1/2012-12/31/2012	Continuing from the 3rd quarter work as previously held positions are filled, job descriptions are reviewed and revised when needed before being posted on PBIIntra.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Human Resources/Community Outreach	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Teresa Chaika / Corky Wiseman		

Goal:		
Strengthen the Park Board workforce through improved cultural competencies that support a diverse and inclusive working environment.	Through outreach and research, park and recreation services are relevant today and tomorrow.	IV.a

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Work with the Community Outreach Director to collect, analyze and report on diversity percentages and current hiring practices for each division and department.	4/30/2012	HR continues to meet with the Director of Community Outreach to discuss the data from HRIS on the current workforce diversity makeup and to discuss other strategies. In the fourth quarter HR and Community Outreach had a meeting with all hiring supervisors and manager to discuss the 2013 job fairs. Two committees were formed and will meet again at the end of December to bring forward possible locations and timing.
Research and work with divisions/departments and Community Outreach to recommend and establish improved hiring standards and training needs that support a diverse and inclusive working environment.	8/30/2012	HR and Community Outreach are working with teams in the organization; CAPRA and Broadleadership team, to research and make recommendations for hiring standards and training. Community Outreach and HR are working with agencies to develop a training plan for the organization for cultural competencies in the Latino, Youth, and Muslim communities. In the 4th quarter managers met with three agencies to gain input on their programs. The information is being reviewed to finalize the 2013 training programs.
Research and provide list of agencies and organizations that can help enhance the hiring pool and/or provide cultural competency training.	9/30/2012	Community Outreach has established connections with several agencies to develop several training plans for the organization. HR is working closely with Community Outreach and a Broadleadership team to implement the training in 2013. The Minneapolis Urban League, EMERGE, University of Minnesota - Youth Work Institute, Red Fountain - Latino community, and Masjid AnNur - Muslim. In the 4th quarter Community Outreach and HR had several meetings with three agencies - Red Fountain, University of Minnesota - Youth Work Institute, and Masjid AnNur to go over their individual programs.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Customer Service		Board Strategy Framework
Fiscal Year: 2012		
Manager: Annie Olson	Comp Plan Goal:	

Goal:

Develop and implement a communication plan for the recently approved ordinance violations enforceable by Administrative Ticket to maintain transparency to park users.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Identify entities that will be affected by newly approved ordinance violations enforceable by Administrative Ticket.	1/31/2012	Completed identification of entities affected by the new ordinance violations process on 2/17/2012.
Create communication plan including, e-communications, word of mouth and hard copy on-site distribution as a part of an informational campaign targeted toward park users.	1/31/2012	Initial action plan developed 1/2/2012
Implement communication plan.	1/31/12-12/31/12	Communication strategies implemented in June 2012. An informational "Tips" document was created and distributed as part of the communication effort. Distribution included members of Meet Minneapolis and a target audience mailing list. This document will continue to be used as a method of communicating requirements for using Park Board property and is available online and at the Customer Service desk.
Review effectiveness of plan and update as needed.	2/2012-12/2012	Cross-functional discussions between Police and Customer Service staff have helped to identify areas of concern related to compliance. Customer Service is working with Police to assist in straightforward information sharing related to permitting, compliance and ticketing.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Customer Service		Board Strategy Framework
Fiscal Year: 2012		
Manager: Annie Olson	Comp Plan Goal:	

Goal:

Utilize ActiveNet software to streamline miscellaneous permit application, processing and fulfillment processes to improve customer experience, increase revenue, and improve efficiencies.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b IV.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Identify permits that are currently not available through online processing and develop a plan for utilizing ActiveNet software that would allow park users to submit permit requests online.	1/31/2012	Multiple permit types identified, including more sophisticated watercraft storage, parkway use, meter hooding & photography.
Launch and monitor new permitting functionality, and make corrections or modify as needed throughout the year.	1/31/12-12/31/12	A facilities team meets regularly to evaluate how tools in ActiveNet can be used to meet our needs. The Comprehensive Facility Policy team has been working towards a unified approach to application and issuance of facility permits. Work is being completed at the end of August with ActiveNet to prepare for new public interface functionality. Launch is on hold until the organization's Comprehensive Facility Use Policy takes effect.
Develop an evaluation system to collect user feedback on new online processes and customer experience.	7/31/2012	The evaluation system to collect user feedback has become an initiative of the ActiveNet Steering Committee and is on track to implement this in conjunction with functional roll-out timelines in place for each permit area.
Implement evaluation system and make changes, if necessary, using evaluation results.	8/15/2012-12/31/2012	Evaluation function will not roll-out in 2012, as it is tied to areas set to roll-out in 2013, as result of cross-organizational alignment of permitting procedures.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Customer Service		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Annie Olson			

Goal:			
Continue development of a system wide Customer Service Training program to provide enhanced, improved and consistent delivery of customer service.		Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Create new versions of Customer Service Training curriculum that span two years and will be adapted for each department with relevant information related to the services provided.	2/15/2012	New iPlan method of training was utilized to facilitate Customer Service Training for all MPRB staff. Curriculum development completed and used for the Customer Service Training.
Create training registration method to allow for work team leaders to easily sign up for training sessions offered by Customer Service staff.	4/1/2012	Registration method developed and training invitations sent on 4/19/12.
Implement training sessions in May 2012 using new curriculum as part of scheduled Customer Service Trainings for Park Board work teams.	5/1/2012-12/31/2012	Training sessions scheduled from 5/8/12 through August, 2012. Between May and August 2012 over 1,200 employees completed the training.
Evaluate new Customer Service Training Program and make modifications based on feedback received.	5/1/2012-12/31/2012	Evaluation of the Customer Service Training Program has begun with collection of feedback related content and delivery. Evaluation of Customer Service provided after participating in training has occurred through random Secret Shopping. Results are shared via scorecards to supervisors.

**Minneapolis Parks and Recreation Board
2012 Budget
Goal & Performance Measures**

Department: Finance
Fiscal Year: 2012
Manager: Juli Wiseman

Board
Strategy.
Framework

Comp Plan Goal:

Goal:

Implement activity based budgeting, monitoring and reporting to provide useful financial data and information to the Board, public and staff regarding the allocation and use of Park Board funds. Information will support knowledgeable and data driven decisions regarding financing Park Board programs and services.

Financially independent and sustainable parks prosper.

V.

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Research and identify capabilities of current budget module and accounting system to accommodate activity based budgeting and reporting.	1/31/2012	Research and identification of current budget module capabilities has been completed. Plan has been developed to utilize functional based department structures and task codes to track and account for activities within department areas.
Develop and implement coding structure to support activity based budgeting.	1/31/2012	Code structure changes are in progress and will be developed throughout 2012 as operational performance work is completed and organization structures are finalized. Implementation will occur as the organizational structure changes are completed throughout 2012 and 2013.
Research current reporting capabilities and identify management and department report needs.	3/31/2012	Financial system report capabilities and Department reporting needs have been identified. Meetings were held with managers and supervisors responsible for budget monitoring and monthly reports were developed to meet the needs identified through this process.
Develop, design, and release reporting tools to assist managers in monitoring the financial performance of activities and programs. Train staff to run reports and interpret financial results.	7/31/2012	Reporting continues to be staged and established for departments with the completion of the organizational performance project work. Report development has required more manual effort than anticipated and automating this process is important moving forward. The finance department will work through 12/31/2013 to improve efficiencies in this area.
Incorporate activity based budgeting into the 2013 budget cycle.	9/30/2012	Activity based budgeting was incorporated into the development of the division and department budgets included in the Superintendent's Recommended 2013 Budget. Code structures have been established and will be used in 2013 to support the reporting structures associated with these activities.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Information Technology Services	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Ryan Masterson		

GOAL:

Evaluate technology infrastructure and revise the storage and delivery of data systems through server virtualization (consolidating many physical servers into a redundant virtual environment) to gain operating efficiencies to all Park Board facilities.	Financially independent and sustainable parks prosper	IV.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a server virtualization plan that identifies hardware and software requirements, core servers to migrate, and spatial and capacity needs in the datacenter.	3/1/2012	Plan design is complete, hardware and service vendors have been identified.
Acquire, integrate and pilot virtualized servers on new hardware and provide appropriate training to staff.	3/1/12 - 6/30/12	Hardware has been acquired and setup for both production and disaster recovery environments. A testing environment has been created with multiple virtualized servers running. ITS staff is receiving ongoing training in the virtual environment through professional services.
Develop a change management process for migrating physical servers to the new virtual environment to result in a reduction of server support costs. Perform test migrations on multiple different systems.	7/1/2012 - 9/30/12	ITS developed change management documentation which includes design, testing, timelines, communication, disaster recovery, and monitoring. New virtual servers have been created and are running in the virtual environment for evaluation.
Begin migration of production servers without adverse impact on data or end users.	10/1/12- 12/31/12	Migration of production servers to the virtual environment has commenced. Over 20 servers are running in the virtual environment utilizing new backup and redundancy systems.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Information Technology Services	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Ryan Masterson		

GOAL:

Implement organizational steering committee to ensure that decisions regarding technology are in line with the Board's mission and comprehensive plan goals	Financially independent and sustainable parks prosper.	IV.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a communication process for submitting technology issues and initiatives to the committee members	3/1/2012	ITS Project Request Form has been developed. All new technology initiatives are brought forward for review by Technology Steering Committee (TSC) members as discussion topics on the regular agenda.
Establish a framework for a decision making process to address setting project priority levels regarding technology issues and initiatives	3/1/12 - 6/30/12	Regular monthly Technology Steering Committee meetings are scheduled on an ongoing basis. New and existing technology issues are reviewed and prioritized at each steering meeting.
Develop communication system regarding technology issues that promotes coordination of efforts and resource allocations within the organization	10/1/2012	ITS department structure and processes, including the TSC process, were presented and communicated to executive management and the broad leadership team. Tools and communications vehicles were developed and shared with MPRB staff to facilitate coordination of technology initiatives.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Environmental Operations	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Debra Pilger		

GOAL:

Develop strategies to integrate environmental and natural resource management practices throughout Park Board maintenance practices.	Sound management techniques provide healthy, diverse, and sustainable natural resources	II.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Using best practices, determine environmental and natural resource management goals for Park Board operational areas that increase efficiency and sustainability.	2/15/2012	Organizational Performance Project is looking at organizing and prioritizing environmental stewardship (ES). Study has ES working group with reps from Maintenance, Forestry, Environmental. The work will significantly affect the outcome of this measure. Revised target dates to be established at a later date.
Examine structure of Operations to best integrate environmental and natural resource management goals in field management activities and implement staffing assignment changes where necessary.	3/15/2012	On hold pending outcomes from the Organizational Performance Project.
Develop program and support materials to educate Park Board Operations staff on natural resources management practices.	5/15/2012	On hold pending outcomes from the Organizational Performance Project.
Conduct initial Operations staff education and outreach program.	6/15/2012	On hold pending outcomes from the Organizational Performance Project.
Assess education and outreach program via staff discussions, focus groups, surveys and other appropriate measurement tools.	11/15/2012	On hold pending outcomes from the Organizational Performance Project.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Environmental Operations	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Debra Pilger		

GOAL:

Develop management strategies for the maintenance of natural areas, including the 9 high priority natural areas identified in the 2007-2020 Comprehensive Plan.	Sound management techniques provide healthy, diverse, and sustainable natural resources.	I.c, II.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop GIS-based mapping system for park natural area management, in coordination with Planning Division, that includes graphic delineation of park vegetation types, including a phasing plan for completing the mapping.	3/1/2012	Remnant native plant communities (Comp Plan map p.15) are GIS mapped. Delineating vegetation types is being worked on for system-wide Vegetation Management Plan.
Determine priority rating system of park natural areas.	5/1/2012	Env. Ops. has developed draft priority rating system based on: land cover ecological assessment (MN DNR classification and ranking system), funding potential and neighborhood investment. Will take draft out for comments and feedback. Based on this feedback, will set a date for development of final rating system.
Using best practices, develop management strategies for natural areas including prescribed burns, invasive species removal, seasonal mowing, seeding and other plantings.	5/1/2012	Prescribed burns were completed in April 2012. Invasive species removal, mowing and planting activities are being implemented throughout the growing season as part of regular natural area management.
Determine methods, staffing and other resources necessary to efficiently and sustainably implement the management strategies.	6/30/2012	Staffing resources are being assessed through organizational performance project. Env. Ops. has technical knowledge of natural area site needs and methods to implement management activities. Are assessing most appropriate work tasks for Env ops and / or maintenance for natural area management. Developing a program with CCM for 2013 system-wide conservation based projects working with Env. Ops., Forestry, Teenworks, Maintenance and Volunteers. Revised target dates to be established after Organizational Performance Project is completed.
Communicate developed management strategies to board and staff and community.	8/1/2012	Natural Resources section is being developed for MPRB website which will include information on natural areas, invasive species and wildlife. Other parts of this work are on hold pending outcomes from the Organizational Performance Project.
Begin implementation of the management strategies.	8/30/2012	On hold pending outcomes from the Organizational Performance Project.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Volunteers	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Michelle Kellogg		

GOAL:

Develop a 3-year strategic plan and tracking system for volunteerism in the Minneapolis Park System that incorporates existing and new technology for tracking and recruiting volunteers.	Volunteers make a vital difference to people, parks, and the community.	II.a, IV.b, and V.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Conduct a Strength/Weaknesses/Opportunities/Threats analysis in conjunction with organization-wide staff representatives to determine opportunities and needs for volunteerism.	2/1/2012	Completed Strength/Weaknesses/Opportunities/Threats analysis. Drafted first outline of Strategic Plan; met with Superintendent for feedback.
Identify the existing and new technology that will help the MPRB provide relevant statistics on volunteerism and increase efficiency of integrating volunteers in the system.	3/30/2012	Submitted IT Project Request Form for Volunteer Database needs to IT Steering Committee for review. Met with Melissa Shaw to discuss external database solutions as well as internal measures that could be developed. In process of narrowing down options based on ease of use, alignment with other systems (Active), features, and cost.
Based on volunteer needs and available or new technology, complete the development of 3-year strategic plan.	6/1/2012	Development of strategic plan on hold - awaiting direction re: possible recreation volunteer coordinator position to be added in 2013 budget as well as how much current volunteer department staff time will be allocated to Conservation Corps and memorial bench/tree program. These factors will affect the priorities and amount of time available for strategic direction. Revised target dates to be established at a later date.
Begin implementation of 3-year strategic plan.	11/1/2012	Per quarter 3 update, development of strategic plan on hold until a later date.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Equipment Services	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Debra Pilger		

GOAL:		
Complete fleet management study to improve management and operation of Park Board fleet.	Financially independent and sustainable parks prosper.	III.a

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Complete fleet management study evaluation that includes the following: fleet rate model, fleet management practices, fleet operations, fleet size, fleet financing, and partnerships with City of Minneapolis fleet services.	3/1/2012	Study completed. Final report received in April 2012. Forty recommendations were made for operational improvements. Key recommendations included improving fuel consumption data analysis and usage, migrating to a fleet-based asset management system, and developing written fleet operational procedures.
Present recommendations for improvements to fleet operations and management to Superintendent.	5/1/2012	Presentation to Superintendent and Board conducted April 2012.
Complete an implementation plan for recommendations.	8/1/2012	Priorities for implementation have been established as improving MPRB's ability and use of fuel consumption data, improving occupational safety, and strategizing on migration to a fleet-based asset management system.
Prepare 2013 Equipment Fund internal service fund budget with recommended operational, rate and service changes.	9/1/2012	2013 budget was developed with select operational changes (M5 transition, training dollar allocation). Budget was approved in December 2012
Begin implementation of recommendations.	9/15/2012	Implementation work in progress. As of the third quarter, new lifts were purchased to improve occupational safety, changes have been completed that require odometer readings prior to fueling on all MPRB street legal vehicles, and meetings have been held to strategize on migration to a fleet-based asset management system.
Complete implementation of recommendations.	12/31/2012	Select recommendations have been implemented. Further implementation will occur in 2013.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Forestry		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Ralph Sievert			

GOAL:

Develop an Emerald Ash Borer management plan for Golf Courses.	Healthy boulevard trees connect all city residents to their park system.	I.d
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Prepare baseline data for management plan.	2/1/2012	Tree inventories were conducted in all MPRB golf courses during 2011. Forestry staff has confirmed that the data is correct.
Using baseline data and current best practices, develop Emerald Ash Borer management plan for Golf Courses.	3/15/2012	A first draft of the EAB Management Plan for Golf Courses was developed as of November 1. Following input from Golf Course staff the final version was completed by December 21.
Communicate management plan to Park Board staff and Board and golfers.	5/1/2012	The EAB Management Plan for Golf Courses will be presented as a study item during the February 6, 2013 MPRB Board Meeting.
Begin implementation of management plan per pest management best practices.	9/15/2012	Implementation of the EAB Management Plan for Golf Courses will be begin on February 8, 2013.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Forestry		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Ralph Sievert			

GOAL:

Improve the Forestry Department's utilization of forestry technology to inform and engage the public.	Healthy boulevard trees connect all city residents to their park system.	I.d and IV.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Confirm tree inventory data is correct for eight parks.	2/1/2012	Tree inventories were conducted in eight parks during 2011. Forestry staff has confirmed that the data is correct.
Work with communications to develop a web-based reporting format and communications plan for launching the tree inventory data at the eight parks.	4/1/2012	Working with Communications, a web-based reporting format that displays tree inventory data for eight parks was developed by November 1. A draft communications plan was submitted during November.
Launch and promote public access to tree inventory data for eight parks via the Park Board web site.	7/1/2012	In November 2012 the tree inventory data for eight parks became available for public viewing on the MPRB website. By January 30th the information will be promoted via the communications plan.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Forestry	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Ralph Sievert		

GOAL:		
Establish and implement the 2012 reforestation plan for boulevards and parks.	Healthy boulevard trees connect all city residents to their park system.	I.d

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Set priorities for park and boulevard reforestation in 2012, including new trees in north Minneapolis and the Downtown Tree Planting Area (DTPA).	2/1/2012	In spring 2012 over 3200 new trees were planted in north Minneapolis. About 300 new trees will be planted in the DTPA in the fall. Including the 600 planted in fall 2011, the total for the DTPA will reach 900.
Communicate to staff and Board and the community the reforestation plan.	4/1/2012	Letters have been sent to each northside property informing them of the "Northside Treecoverry" effort & the tree type that will be planted. MPRB staff and Board have received updates via the Superintendent's newsletter.
Complete planting per direction of reforestation plan.	11/9/2012	As of October 19th over 170 trees were planted in the three remaining neighborhoods that comprise the DTPA. This brought the total number of trees planted in the DTPA to over 900. An additional 312 trees were planted in the Near North neighborhood which completes the planting of north Minneapolis. This brings the total number of trees planted as part of the Northside Treecoverry effort during 2012 to approximately 3600 trees.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Maintenance		Board Strategy Framework
Fiscal Year: 2012		
Manager: Lisa Beck	Comp Plan Goal:	

GOAL:

Develop and implement operating procedures to support the energy efficiency improvements that have been made to select buildings.	Park facility renewal and development respects history & focuses on sustainability, accessibility, flexibility, and beauty	I.b, II.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Working with Planning and the Energy Efficiency Action Team, develop procedures to report and track maintenance of energy efficiency improvements to buildings.	4/1/2012	1st Quarter Result: Met with Jennifer Ringold and LHB (State B3 contract holder) and reviewed method for entering baseline data into recommended system and discussed process for ongoing program measurement. 2nd Quarter Result: Reviewed Energy Benchmarking Assistance proposal from LHB and continue ongoing communicates with Jennifer Ringold's work with the Energy Efficiency Action Team.
Based on recommendations from the Energy Efficiency Action Team, Maintenance and Trades staff will develop tools to track and monitor and report initiatives.	8/1/2012	Maintaining and monitoring all Building Mechanical Schedule developed for Pershing, Logan, Mathews, McRae, and Lake Nokomis Parks by the McKinstry evaluation. Developed matrix to log and track recommended maintenance until data base is developed to track long term performance.
Implement Procedures.	12/31/2012	Maintain maintenance logs on all mechanics in the 5 buildings. Monitor controls on systems that were installed. Maintaining Plumbing and water usage to standards set and report data to McKinstry when requested. Completed all deduct meter installations where appropriate. Plan to add an additional 12 buildings in the system. When policy and procedures are developed by the Energy Efficiency Action Team Maintenance will implement procedures.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Maintenance		Board Strategy. Framework
Fiscal Year: 2012		
Manager: Lisa Beck	Comp Plan Goal:	

GOAL:

Improve operating efficiency and effectiveness of maintenance and trades to meet the needs of park visitors, contract management, manage regulatory requirements and strengthen internal and external communication.	Park facility renewal and development respects history & focuses on sustainability, accessibility, flexibility, and beauty	II.a and V.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Assess current maintenance and trades needs as they relate to organization-wide service delivery, new and ongoing regulatory requirements, contract management, and increased need for internal and external communications.	5/1/2012	On hold based on the outcomes of the Community Needs and Organizational Structure Team outcomes. In September will be working with Kerry Laycock specifically to evaluate waste collection process. At which time recommendations will be brought forward on ways staff can operate more effectively and efficiently. All initiatives will continue into 2013.
Determine initial adjustments that can be made to enhance communication and supervision of trades.	6/1/2012	On Hold pending outcomes of Organizational Performance Project.
Based on the assessment and data produced through the Work Process, Efficiency and Performance Improvements study, develop recommendations for re-organizing existing resources to best serve the needs of the community.	10/1/2012	On Hold pending outcomes of Organizational Performance Project.
Begin implementing recommendations.	11/1/2012	On Hold pending outcomes of Organizational Performance Project.

**Minneapolis Parks and Recreation Board
2012 Budget Development
Goals & Performance Measures**

Department: Teen Teamworks			Board Strategy Framework
Fiscal Year: 2012		Comp Plan Goal:	
Manager: Linda Tkaczik			
GOAL:			
Develop and implement expanded Teen Teamworks job program.		People connect through parks & recreation	II.a, V.a, and VI.a
PERFORMANCE MEASURES:	Target Date	4th Quarter Result	
Meet with the City, AmeriCorps and other potential partners to discuss possible program expansion.	2/1/2012	Conducted and participated in multiple meetings with the City of Minneapolis, Minneapolis Urban League, Emerge and Minneapolis Public Schools, and Conservation Corps to discuss opportunities to continue to develop and expand programing opportunities. Completed	
Interview internal staff for joint venture opportunities for youth across the organization with special focus on greening and sustainability projects.	2/15/2012	Working with Community Services to provide leadership camps to Teen Teamworks youth. Working with Maintenance, Gardeners and Environmental Operations to provide work opportunities focused on sustainability. Working with Recreation department to match individual teen placement to a particular recreation staff person. Created worksite development plan in collaboration with all departments. Completed	
Develop expanded youth employment opportunities based on input received from City, AmeriCorps, MPRB and other potential partners.	4/1/2012	Expanded youth development programs include; City/Regulatory Services funded mowing crew program for older youth on vacant lots located primarily on the Northside. In conjunction with the Urban League establish three new work experience opportunities in Culinary, STEM, and Building Trades & Construction work experience tracks. Establishment of crews that will include deaf, hard of hearing; special needs youth. Completed	
Recruit for expanded youth employment opportunities.	5/1/2012	Expanding individual placement youth to provide one on one mentorship. Providing funding for Park Pathways cultural diversity program. As of the 3rd quarter 302 youths have been placed; Urban League – 18, Green Team – 20, Mowing Crew – 6, Individual Placements – 58, Deaf/Hard of Hearing - 8, Special Needs – 12, Crew Members - 180	

<p>Report on expanded youth employment opportunities provided in summer 2012.</p>	<p>10/1/2012</p>	<p>This year we began a new partnership with the Minneapolis Urban League (MUL) which provided three new unique work opportunities for 18 youth. Teen Teamworks placed 4 youth in construction, 7 in culinary and 7 in STEM programs with the MUL. Staff will evaluate this program upon completion of the final report due November 2, 2012 from the Minneapolis Urban League staff. There were some challenges with behavior of youth and cost per participant that we will need to address.</p> <p>A new agreement was signed with the City/Regulatory Services to increased employment and entrepreneurial opportunities for 6 youth over the age of 18. Youth participants successfully completed their work assignments and scored high on evaluations. The predicted number of lots Regulatory Services estimated to be maintain by the crew fell far short of anticipated numbers. The revenue generated covered the cost of wages but not the investment of equipment.</p> <p>This summer Powderhorn Park hosted Teen Teamworks first all Deaf/Hard of Hearing crew. This crew of 8 deaf/hard of hearing and 12 special needs youth successfully interacted with other sites and work crews on many tasks bridging the communication gap. Leadership and guidance provided by site supervisors, educators and other park staff was exemplary.</p> <p>DEED funding was expanded to include a year-round youth employment opportunity which includes 9 week internships for 20 youth. These internships are divided into two sessions; the first session runs October to December and the second will be February to April. Youth are assigned to work one on one with recreation staff assisting with programing and Recreation Plus. These youth will receive work readiness training which will focus on such areas as MPRB policies and procedures, career interest assessment, skills inventory, resume writing and more.</p>
<p>Identify opportunities to improve and continue expansion of program for 2013.</p>	<p>10/1/2012</p>	<p>Continue to meet with Minneapolis Urban League to evaluate program, examine how to better share information, schedule visits and identify additional funding support for next summer to add additional positions and bring down the cost per participant.</p> <p>Continue to work with CSI, NCRT and Hennepin County workshops in the development of new youth employment initiatives for 2013.</p> <p>Based on our successful summer, we have partnered with Step Up Achieve to provide 5 additional fall internships for youth who did not receive a summer placement.</p>

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Minneapolis Park Police Fiscal Year: 2012 Manager: Linda Bergstrom	Comp Plan Goal:	Board Strategy Framework
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GOAL:

Increase visibility of park police officers and agents to heighten security and create community connections.	Intervention and communication reduce safety concerns.	IV.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
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Work with Recreation/Events staff to develop a staff schedule for key events where police officers can be goodwill ambassadors, provide safety tips and general park information.	1/31/2012	Ongoing during the 4th Quarter was Park Police attendance and participation during events and activities system-wide. Examples of some events include: Twin Cities Marathon, scores of MPRB Halloween events and Haunted Houses, and the Turkey Day 5k. In all, Park Police personnel made stops or participated at an estimated: 55 events in October, 29 events in November, 23 events in December.
Begin integrating schedule into shifts throughout the year.	2/15/2012	During every shift briefing, events and activities are reviewed by staff. This information is collected and disseminated to staff by supervisors.
Work with Recreation/Events staff to evaluate effectiveness of integration of police officers.	12/15/2012	During 2012, and finalized during the 4th Quarter, Park Police supervisory staff made increased efforts to evaluate effectiveness in policing special events. Park Police staff meet most weeks with Permits/Events to discuss upcoming events and conduct "after-action" evaluations.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Minneapolis Park Police	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Linda Bergstrom		

GOAL:		
Deploy park police resources efficiently and accurately through the use of technology.	Easily accessible information supports enjoyment and use of the park and recreation system.	IV.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Working with Information Technology Department, collect statistics, review information about problems and evaluate current police department's usage of technology.	3/31/2012	During 2012, Park Police worked to refine the data collection, entry, and analysis of information used to construct monthly statistical reports. During this period, more "automated" fields were created to reduce entry time. Additionally, new software ("Smart Stats") was acquired to analyze traffic data collected by the Park Police speed-wagon.
Begin deploying and coding resources efficiently and accurately as needed based on data.	4/15/2012	During 2012, Park Police continued to collect data using Daily Activity Logs. This data is being compiled into monthly statistical reports that are used by supervisors to support personnel assignments and deployment. As data collection and statistical reports are improved, they will be used increasingly to make decisions regarding resources. These reports are also considered in examining staff performance.
Working with Information Technology Department, develop strategies for improving technology utilization, including enhancing/upgrading technology hardware and software and providing training as necessary.	6/30/2012	Completed in 2012 was the acquisition of new Panasonic Toughbook computers. These computers were obtained at almost no cost from other local emergency service providers. These upgraded computers have dramatically improved field communications. Also, Park Police supervisors have continued to attend phased ActiveNet training, provided by MPRB ITS. ActiveNet is the software platform for reservations, permits, activities, etc.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Ginger Cannon			

GOAL:

Develop an activity plan for urban agriculture that articulates capital needs, delivery goals, maintenance guidelines, design standards, sustainable design options and technologies, and system-wide service delivery to meet the diverse community needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	II.b.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Activity plan for urban agriculture, including assembling staff team, conducting preliminary research and establishing a work plan initiated in 2011	11/1/2011	Preliminary research complete; Work plan initiated. Staff team identified.
Complete the community outreach for the urban agriculture plan that will provide a baseline understanding of community needs for each activity.	3/1/2012	Community engagement plan presented to the Board 8/1/2012. Community engagement to be complete by 10/15/2012. 3Q: Recommend new target date of 2/15/2013. Q4: Community engagement in progress, community meetings complete.
Present the first draft of the urban agriculture plan to the board to approve a 45-day comment period for the plan.	5/1/2012	Recommended new target date 2/15/2012 3Q/4Q: recommend 4/15/2013
Present the plan to the board for approval.	8/1/2012	Recommended new target date 3/1/2013; 3Q/4Q: recommend 7/1/2013

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Board Strategy Framework
Fiscal Year: 2012		
Manager: Jennifer Ringold	Comp Plan Goal:	

GOAL:

Implement system-wide sustainability initiatives that promote the 3 E's (economic, environment, equity) in the areas of energy efficiency, waste management, urban forest, events and communications.	Meet current park and recreation needs without sacrificing the ability of future generations to meet their own needs by balancing environmental, economic and equity concerns	II.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
The five action teams have completed 30% of their work plans and provided an update to the board, staff and the community on progress through board presentations, web updates and on-line communications.	1/15/2012	Board update provided on 1/11/2012; Communications through online and paper survey (internal and external) complete.
The five action teams have completed 50% of their work plans and are rolling out new initiatives for the 2012 spring/summer season in the parks.	4/1/2012	All teams in progress. "Elmer says" on-line, Community Education, Summer Education, and Summer/Fall Guide.
The five action teams have completed 75% of their work plans and provide an update to the board on policy needs and/or next steps	7/1/2012	All teams in progress. Identification of policy needs and next steps for 2013 underway. Update to Board anticipated in third quarter. Q3: recommend updated in fourth quarter. Q4: recommend update to Board in Q1 of 2013.
The five action teams have completed their action plans, articulated next steps and assisted steering committee with the transition to new teams and/or action plans for existing teams.	10/1/2012	Recommend new target date of 1/15/2013; 4Q: recommend target date of 3/1/2013

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Jennifer Ringold			

GOAL:

Develop an activity plan for recreation centers that articulates capital needs, delivery goals, maintenance guidelines, design standards, sustainable design options and technologies, and system-wide service delivery to meet the diverse community needs of Minneapolis residents and visitors. The plan will set the long-term vision for facility development/redevelopment, optimal placement and design.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.b, II.c, and VI.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Initiate an activity plan for recreation centers, including assembling staff teams, conducting preliminary research and establishing a work plan for the plans.	4/15/2012	New target date: 9/1/13
Work with CSA leads to determine programming goals and identify potential infrastructure needs within each CSA. Engage the community to determine desired programming and resulting infrastructure needs for recreation centers within each CSA.	9/1/2012	New target date: 2/1/14
Through the analysis of program needs, building condition, and building energy efficiency, develop recommendations for redevelopment, replacement, location and design for centers across the city. Present draft plan to the board to approve a 45-day public comment period.	1/1/2013	New target date: 9/1/14
Present revised plan to board for approval.	4/1/2013	New target date: 12/1/14

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Jennifer Ringold			

GOAL:

Develop an activity plan for skate parks that articulates capital needs, delivery goals, maintenance guidelines, design standards, sustainable design options and technologies, and system-wide service delivery to meet the diverse community needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.b, VI.a.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Initiate activity plan for skate parks, including assembling staff team, conducting preliminary research and establishing a work plan for the plan.	7/5/2012	Meeting with key stakeholders and developing community engagement plan. Community engagement plan to be sent to the Board in September 2012. 3Q: update to sent to board in November.
Complete the community outreach for the skate park plan that will provide a baseline understanding of community needs for each activity.	11/1/2012	Recommend new target date of 3/1/2013; Q4: Community engagement preparations in progress. First technical advisory committee meeting anticipated for Jan 24.
Present the first draft of the skate park plan to the board to approve a 45-day comment period for the plan.	2/1/2013	Recommend new target date of 5/15/2013
Present the plan to the board for approval.	6/1/2013	Recommend new target date of 8/15/2013

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning Fiscal Year: 2012 Manager: Ginger Cannon/Jennifer Ringold/Andrea Weber	Comp Plan Goal:	Board Strategy Framework
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GOAL:

Develop and complete the distinct activity plans for fields, trails, courts, and winter recreation that articulate capital needs, delivery goals, maintenance guidelines, design standards, sustainable design options and technologies, and system-wide service delivery to meet the diverse community needs of Minneapolis residents and visitors.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.b, II.a, and VI.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Assess remaining work to be completed for fields, trails, courts, and winter recreation activity plans and re-assemble staff teams to initiate next steps, including any additional community engagement needed to assess community needs.	1/15/2012	Assessment of previous work for courts and fields teams complete. Further work on winter recreation, field and trails postponed to 2013 work plan. 4Q: Additional community engagement in progress for court sports.
Complete fields, trails, courts and winter activity plans and present to the board to approve a 45-day comment period.	5/15/2012	New target date for courts plan: 10/15/2012; 3Q/4Q: recommend new date of 3/1/2013
Make edits on plans and present to the board for approval.	8/1/2012	New target date for courts plan: 2/1/2013; 3Q/4Q: recommend new date of 5/1/2013
Use activity plans to develop the 2013-2018 Capital Improvement Programs.	9/1/2012	New target dates for courts plan: 6/1/2013

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Bruce Chamberlain			

GOAL:

Redesign and reconstruct a portion of Planning Division existing office space to 1) retain secure and retrievable real estate records and 2) establish a collaborative planning and design studio that supports the recruitment/retention of talented staff and supports the work approach and community engagement goals of the Planning Division and the Park Board organization.	Focused land management supports current and future generations	IV.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Re-design work space to be open and fostering of collaboration and team work.	1/15/2012	Project placed on hold to address other pressing needs surfacing from organizational environmental analysis.
Implement new office design.	6/1/2012	
Realize heightened amount of staff, Board and community collaboration in redesigned space.	12/1/2012	

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Andrew Caddock			

GOAL:

Complete the master plan for the Grand Rounds "Missing Link" and use it to guide phase one implementation.	Parks shape an evolving city.	VII.d
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Revise the master plan to meet the Met Council standards for master plans and to incorporate changes made by the board based on community feedback when the initial CAC recommendations were approved by the board.	2/1/2012	Work is underway with a new target date for the Winter/Spring of 2013.
Submit the master plan to the board for approval.	3/1/2012	New target date: Winter/Spring 2013
Submit the master plan to the Met Council for approval.	4/15/2012	New target date: Spring 2013
Begin schematic design for the first phase of implementation.	6/1/2012	Contract with HNTB to Full Board on 9/19/2012. Their work includes completing preliminary engineering for the project.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Board Strategy Framework
Fiscal Year: 2012		
Manager: Jennifer Ringold	Comp Plan Goal:	

GOAL:

Develop and implement land management policies, procedures and practices that meet industry standards.	Focused land management supports current and future generations	IV.b, VII.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
With the assistance of a consultant, develop and implement a uniform filing system for all park properties and acquisitions consistent with industry standards.	2/1/2012	Consultant hired, development of unified filing system developed and being implemented.
Hire real estate professional to oversee property records management and the development and implementation of acquisition and disposition policies and procedures.	3/1/2012	Position filled 7-1-2012.
With the assistance of a consultant, work with staff and legal counsel to develop new acquisition, disposition and encroachment policies and procedures that are consistent with industry standards.	6/1/2012	Preliminary research underway. Based on findings, new target date will be recommended in third quarter. 3Q/4Q: recommend new target date of 7-1-2013
Establish standard agreements for purchase agreements, lease agreements and shared use agreements.	7/1/2012	Preliminary research and review underway; new target date of 10/15/2012 recommended. 3Q/4Q: Documents drafted and being prepared for review with legal counsel and staff. Expected completion is January 2013.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Cliff Swenson			

Goal:

Develop a strategy for maintaining parkway roads and lighting.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	I.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Work with the City of Minneapolis staff to recommend a strategy for long-term management of parkway paving and lighting using current funding data (needs and projections) and condition analysis.	2/1/2012	5-year Parkway reconstruction plan presented to the Board on 3/14/2012.
Work with the City of Minneapolis staff to determine high priority parkway paving and lighting projects for 2012.	3/1/2012	Intergovernment Agreement with City for 2012 parkway work approved by Planning Committee on 4/18/2012.
Complete design, bid and construct 2012 high priority parkway paving and lighting projects.	11/1/2012	2012 construction complete, held initial meeting with PW to discuss 2013 parkway work.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Board Strategy. Framework
Fiscal Year: 2012		
Manager: Jennifer Ringold / Andrew Caddock	Comp Plan Goal:	

GOAL:

Monitor energy consumption and carbon dioxide emissions of all 50 recreation centers, HQ, SSOC and the ice arenas and use the information to determine capital improvements for these facilities that will reduce overall energy use.	Meet current park and recreation needs without sacrificing the ability of future generations to meet their own needs by balancing environmental, economic and equity concerns	II.a and VII.c
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Enter all utility and building data of the recreation centers, HQ, SSOC and ice arenas into the B3 benchmarking system.	2/15/2012	Quote received for assistance and funding for project secured. 85% of data entered for facilities. New target date of 11/15/2012 4Q: utility data entered into B3 system.
Review data and develop method of categorizing buildings based on energy saving potential.	3/15/2012	3Q/4Q: New target date 1/15/13
Develop a new building efficiency policy that will guide renovation and new construction projects for buildings throughout the system	7/1/2012	3Q/4Q: New target date 4/15/13
Develop capital improvement recommendations for buildings based on B3 data.	9/1/2012	3Q/4Q: New target date 6/1/13 (recommend coordination with recreation center activity plan)

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning		Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012			
Manager: Andrew Caddock			

GOAL:

Revise master plans for the Above the Falls and Mississippi Central Riverfront and use them to guide future park development.	Parks shape an evolving city.	VII.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Revise the master plans to meet the Met Council standards for master plans and to the results of the Mississippi Riverfront Development Initiative.	11/1/2012	New target date for ATF: 3/1/2013. New target date for Central Riverfront plan: 10/31/2013
Submit the master plans to the board for approval.	12/1/2012	New target date for ATF: 1/31/2013. New target date for Central Riverfront plan: 11/30/2013
Submit the master plans to the Met Council for approval.	12/31/2012	New target date for ATF: 4/30/2013. New target date for Central Riverfront plan: 1/31/2014

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Planning	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Bruce Chamberlain		

Goal:

Development of a new operating agreement for the Sculpture Garden and Conservatory with the Walker Art Center and implement changes to enhance operations and financial stability of garden and conservatory.	Financially independent and sustainable parks prosper.	VIII.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a new operating and capital plan for the Sculpture Garden and Conservatory with the Walker Art Center	9/1/2012	Conducting regular coordination meeting with Walker representatives.
Development of a new operating agreement with the Walker Art Center for the Sculpture Garden and Conservatory.	12/31/2012	In 2013 a new State Bonding request will be made.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Recreation/Community Outreach
Fiscal Year: 2012
Manager: Heidi Pope/Corky Wiseman

Comp Plan Goal:

Board Strategy Framework

Goal:

Implement an evaluation system for youth and adult recreation programs to identify opportunities for improving services and reducing barriers to participation.

People play, learn, and develop a greater capacity to enjoy life.

VI.a

PERFORMANCE MEASURES:

Target Date

4th Quarter Results

Test pilot evaluation tools, developed in fourth quarter 2011, in four Community Service Areas to measure participant satisfaction, skill development and diversity in participation. Ten percent of all program participants within the four CSAs complete a written or online survey.

1/1/2012 - 3/30/2012

Evaluation tool was modified based on input from the Recreation Management Team and Community Service Area Leads. The pilot MOSAIC program evaluation process was launched on June 1 in five Community Service Areas (CSA 2, 4, 6, 8, and 12). Data was collected throughout the summer and the completion date for the pilot program was revised to 8/31/2012.

Analyze data from first quarter recreation program surveys and from Environmental and Organizational Analysis and use data to improve program planning and modify recreation evaluation system/tools if needed.

4/1/2012 - 5/30/2012

Analyses have been done for the following programs: Recreation Plus (children and parents), Leadership Camps (teens) and Special Events (various locations). All analyses offer conclusions for future program improvements as well as improving maintenance for program spaces when indicated. A Halloween Feedback Flyer was developed to get information on how the various parties were planned and managed. An analysis of those responses is complete. Evaluations completed by children and younger children and also completed by their parents is currently underway and will be completed by January 4, 2013. All responses have been recorded. The following program/age groups responses will be analyzed next: Teen, Self-Directed, Children, Younger Children, and Adults. Project completion date for these is February 1, 2013. The manual collection process has proved to be very labor intensive and has taken much longer than anticipated in the MOSAIC schedule. Electronic assistance through Survey Monkey is strongly recommended for all future evaluations.

Implement evaluation tools for all adult and youth programs offered.

6/1/2012 - 12/30/2012

Evaluation tool implementation needs to move to 2013 to be managed by new positions within the new organizational structure. The date is pending the filling of the positions.

Summarize and publish data results for internal and external review.	12/30/2012	The manual collection and analysis process of the data has proved to be much more labor intensive than expected. The publication of data needs to move to 2013 and will be managed by positions within the new organizational structure.
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**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Recreation
Fiscal Year: 2012
Manager: Sara Ackmann/Mimi Kalb/Heidi Pope

Comp Plan Goal:

Board
Strategy.
Framework

Goal:

Residents, visitors and workers enjoy opportunities to improve health and fitness.

VI.a
VI.b

Develop, implement and assess a program strategy for expanding services aimed at improving the health of youth program participants.

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Conduct research to assess the availability of partnership programs for providing healthy options for youth program participants. Develop strategy for implementing programs that focus on healthy food, physical activity and outdoor adventures.	1/1 - 3/30/2012	Completed. Program standards outline healthy program components in regard to food, physical activities and outdoor adventures each season for different age groups utilizing community partners.
Implement programs, in collaboration with partners, that focus on healthy food, physical activity and outdoor adventures for Recreation Plus school age care participants and Youthline teen participants.	4/1- 12/31/2012	Recreation Plus continues to use healthy food nutrition guidelines for all snacks, and continues to work with WiseKids educational program materials to teach good nutrition; Recreation Plus children participated in swimming lessons and active outdoor field trips and naturalist programs. Recreation Centers also offered environmental programs for children including fishing and outdoor roundup. Two major Zumba programs began this summer in collaboration with Health Care providers serving the Latino community - participation at two South locations is over 50/session. Village Parks staff also organized Zumba at two parks facilitated in Spanish, targeting Latina women.
Develop system to evaluate effectiveness of 2012 healthy programs strategy.	8/1/2012	This goal's new target date is Dec. 31, 2012, to coincide with approval of the Healthy Foods policy.
Implement evaluation system for healthy program strategy, with evaluations completed by children, youth and parents to measure skill development and quantify environmental/outdoor programming results.	6/1- 12/30/2012	Five CSAs piloted the MOSAIC evaluation system. 2000 evaluation forms were handed out to participants; 704 were completed and returned (35%). Analysis is underway.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Recreation
Fiscal Year: 2012
Manager: Sara Ackmann/Mimi Kalb/Heidi Pope

Comp Plan Goal:

Board
Strategy.
Framework

Goal:

Develop and implement strategies for improving volunteer opportunities within the recreation department to increase volunteerism and volunteer satisfaction, and to enhance and expand recreation programming

Volunteers make a vital difference to people, parks and community.

VI.a

PERFORMANCE MEASURES:

Target Date

4th Quarter Results

Develop and implement evaluation program for assessing recreation department volunteer involvement through evaluations of volunteers, staff and program participants.

3/30/2012

New target date of August 31, 2012. Evaluation tool will be ready for fall program volunteers.

Develop and implement an outreach plan to involve community members and councils in defining volunteer positions, promoting opportunities and recognizing volunteer contributions.

5/30/2012

Volunteer job descriptions are being collected and reviewed. New completion date: 10/31/2012.

Volunteer positions are evaluated and modified based on recommendations by volunteers, community members, councils, program participants and staff and based on MRPB Environmental and Organizational Analysis being conducted in fall 2011 through Spring 2012.

On hold pending outcome of the Organization Performance Project

Develop and implement plan for promoting and marketing volunteer opportunities through Park Board communications initiatives and through community councils/groups, to increase volunteer involvement by a minimum of 10% by December 31, 2012.

11/1/2012

Connected with outside volunteer resource websites to post recreation volunteer opportunities. Sites include Volunteer Match, Hands on Twins Cities and Idealist. Posted volunteer opportunities to Americorp program coordinators. Collected interest at area resource fairs and sent email blast to interested volunteers.

Volunteer involvement is evaluated by the volunteers, staff and participants and results are used to improve the opportunities and outcomes.

7/1-
12/31/2012

New target date is 2013

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Recreation
Fiscal Year: 2012
Manager: Sara Ackmann

Comp Plan Goal:

Board
Strategy.
Framework

Goal:

Develop and implement a Park Board scholarship program to replace existing fee waiver system to improve program access and reduce or eliminate financial barriers to participation.

People play, learn, and develop a greater capacity to enjoy life.

VI.a
VI.b

PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Conduct research to assess needs, review scholarship options and draft MRPB scholarship program.	3/30/2012	Established committee to research and study best practices and developed a draft concept.
Develop and implement process for staff and community review of and comment on proposed scholarship program.	6/30/2012	New target date is 2013.
Revise proposed scholarship program based on community review and present updated program information to Board of Commissioners for their review and input.	8/30/2012	New target date is 2013.
Launch new scholarship program and promote program through internal and external communications.	9/30/2011	New target date is 2013.

**Minneapolis Parks and Recreation Board
2012 Budget Development
Goals & Performance Measures**

Department: Golf	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Tim Kuebelbeck		

Goal:		
Conduct financial and operational analysis of the equipment fund as it pertains to the golf fleet, to reduce expenses and enhance servicing of golf equipment.	Financially independent and sustainable parks prosper.	V.b

Performance Measure:	Target Date	4th Quarter Results
Conduct, in collaboration with Park Board Finance Department, a Lease Buy Analysis with area golf equipment vendors.	7/31/2012	An analysis has been completed by an area golf equipment consultant using the equipment fleet at Hiawatha Golf Course as an example. Staff estimates cost savings of roughly \$10,650 per year at this one golf course. Additional savings, not yet determined, would also be realized on lower maintenance costs due to reducing the equipment lifespan. Hiring an outside lease consultant with no relationship to a manufacturer to review the modeling to ensure accurate results is recommended. Staff has identified Golf Maintenance Solutions to assist in the analysis and is in the process of developing a Professional Services Agreement that describes the work to be performed and desired outcomes. Staff anticipates this consultant will begin work in the 1st quarter of 2013.
Develop cost benefit analysis for maintaining (servicing, supplies, replacement parts) golf course equipment fleet.	7/31/2012	Staff has met five times to date collecting the necessary materials and information to complete the analysis. Additional meetings will occur to review findings from the lease consultant.
Review results of analyses with Finance Department and present report and recommendation to MPRB leadership team.	8/31/2012	Due to the technical and unique knowledge requirements necessitating the hiring of an independent lease consultant, staff anticipates that the accomplishment of this goal will be delayed to 2013.

**Minneapolis Parks and Recreation Board
2012 Budget Development
Goals & Performance Measures**

Department:	Parking		Board Strategy.
Fiscal Year:	2012		Framework
Manager:	Tim Kuebelbeck	Comp Plan Goal:	
Goal:			
Review and enhance on-street parking meter operations to increase revenue, reduce service costs, and improve customer service by utilizing parking stations that accept charge cards.		Financially independent and sustainable parks prosper.	V.a
Performance Measure:	Target Date	4th Quarter Results	
Launch pilot program, based on 2011 research of City on-street parking meter program, to install two multi-space parking pay stations with ability to accept charge cards	1/31/2012	Installed 2 electronic pay by space on-street parking meters on Main Street between Hennepin Avenue and Central Avenue that accept charge cards in the fall of 2011.	
Conduct comparison of the operational performance and revenue collection of new pay stations and existing single space meters within park system.	3/31/2012	Single head space meters being replaced are mechanical, accept only coins and frequently malfunction. Electronic pay by space on-street parking meters are powered by solar and accept coin and credit/debit cards. Through the 3rd quarter, no malfunctions have occurred with the electronic pay by space on-street parking meters installed on Main Street and revenues have increased dramatically.	
Review financial and operational performance data with Finance Department and present analysis and recommendations to Park Board leadership team, including, based on analysis, strategy for expanding use of multi-space parking pay stations.	6/1/2012	A financial and operational performance data presentation has been presented to the Park Board leadership team for their review that includes a multi-year expansion plan to replace single head mechanical space meters on parkways and in parking lots with electronic pay by space on-street parking meters.	
Implement improvements and install multi-space meters.	7/1/2012	Main Street has now been converted to electronic pay by space on-street parking meters. Electronic pay by space on-street parking meters were also installed along East River Parkway at the U of M campus in June, 2012.	
Monitor weekly revenues and evaluate expansion opportunities.	1/31-12/31/2012	Through the 4th Quarter: 2011 Revenues - \$189,400. 2012 Revenues - \$274,350. Increase of \$74,950 through the fourth quarter.	

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Use & Events Permitting	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Shane Stenzel		

Goal:

Develop, implement, and evaluate a strategy that utilizes better parkway signage, the Park Board website, egov delivery system, direct mail pieces and social media to improve communication about Park Board permitted events and permitted road closures that impact the general public.	Easily accessible information supports enjoyment and use of the park and recreation system	IV.a IV.b
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Develop a 2012 external communications strategy that utilizes identified communications tools with specified deliverables, target goals, and timelines.	3/1/2012	Use and Event Permitting has identified and implemented key communication tools. All events will be listed on MPRB web site, road closures will be blasted weekly on e-delivery and affected households will receive a direct mail piece, and parkway closure signs are now contracted and standardized.
Implement 2012 communications strategy.	3/1/12-12/31/12	Have begun implementing strategies through parkway signage, direct mailing, eblast and MPRB web site.
Develop system to evaluate effectiveness of 2012 communications strategy.	6/30/2012	Track growth of e subscriptions, monitor number of complaints, and track event organizer satisfaction through an online survey.
Implement communication evaluation system.	10/1/12-12/31/12	The number of e subscriptions increased by 4,109 from Jan. 1 2012. The number of complaints recorded by Customer Service and Use and Event Permitting decreased noticeably. An online survey for event organizers about their satisfaction will be part of a larger survey that will include work from the Events go Green department and ADA compliance.

**Minneapolis Parks and Recreation Board
2012 Budget
Goals & Performance Measures**

Department: Concessions	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2012		
Manager: Shane Stenzel		

Goal:

Implement process for establishing a committee to define the process for vendor selection, collect data through surveys on public opinion about a concession at Lake Nokomis and recommend a vendor to operate the concession.	Financially independent and sustainable parks prosper.	I.b V.a
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PERFORMANCE MEASURES:	Target Date	4th Quarter Results
Establish the committee based on Board direction, meet with the committee to discuss the selection process and gain insight into survey methods for the community.	11/30/2011	The committee has been established and has met. The committee has conducted a survey of users. Completed 3/2012.
Committee finishes the selection process, establishes criteria for selection and provides direction for potential vendors, approves the request for proposal.	12/31/2011	The committee has established criteria for selection, provided direction for potential vendors and approved the RFP. Completed 4/19/12.
Request for proposal is issued, pre proposal meeting is held, RFP is published on the Park Board web site, local papers promote the RFP process.	3/31/2012	Completed 4/30/12.
Committee interviews vendors, makes a recommendation for consideration by the Board, Board reviews committee recommendations and takes action, contract is negotiated.	7/30/2012	The committee has made it's recommendation for a vendor, MPRB is currently working on a preliminary contract for board review in September.



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