



2017 Annual Budget



**Minneapolis
Park & Recreation Board**



Minneapolis Park and Recreation Board



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Minneapolis Park and Recreation Board Commissioners



Brad Bourn
Commissioner District 6



John Erwin
Vice President
Commissioner At Large



Meg Forney
Commissioner At Large



Steffanie Musich
Commissioner District 5



Jon Olson
Commissioner District 2



Anita Tabb
President
Commissioner District 4



Scott Vreeland
Commissioner District 3



Liz Wielinski
Commissioner District 1



M. Annie Young
Commissioner At Large

Minneapolis Park and Recreation Board and Executive Leadership Team

Board of Commissioners

Anita Tabb

President

Commissioner District 4

Jon Erwin

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Brad Bourn

Commissioner District 6

Meg Forney

Commissioner at Large

M. Annie Young

Commissioner at Large

Executive Leadership Team

Jayne Miller

Superintendent

Jennifer Ringold

Deputy Superintendent

Jeremy Barrick

Assistant Superintendent for Environmental Stewardship

Michael Schroeder

Assistant Superintendent for Planning

Tyrize Cox

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.



2017 Annual Budget

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2017 Budget Message

January 1, 2017

President and Commissioners of the Minneapolis Park and Recreation Board,

2016 will always be a historic year for the Minneapolis Park and Recreation Board (MPRB) in many respects, with key accomplishments laying the foundation for many 2017 initiatives included in the Board adopted 2017 Annual Budget.

2016 marked completion of the Closing the Gap initiative, adoption of the 20 Year Neighborhood Park Plan by the City of Minneapolis and MPRB, adoption of the racial and economic equity based Criteria Based Matrix System Ordinance, national recognition for the 4th year in a row as the Number 1 park system in the United States by the Trust for Public Land, and selection as a Finalist for the Gold Medal Award for Excellence in Park and Recreation Management by the National Recreation and Park Association for cities over 400,000 in population. The year has also been marked with community concerns of racism despite years of focused work to create a fair and equitable work place and the provision of enhanced recreation service delivery and park capital investments in many racially diverse and at-risk neighborhoods.

The Closing the Gap: Investing in our Neighborhood Park initiative began in 2014 and culminated with two significant and historic outcomes: 1) a 20 Year Neighborhood Park Plan agreement between the MPRB and the City of Minneapolis providing long-term funding for Minneapolis neighborhood parks as well as explicit terms for all other funding between the MPRB and City, and 2) adoption of the Criteria Based System Ordinance for the spending of capital and rehabilitation funds for neighborhood parks based on racial and economic equity. Through the two-year Closing the Gap initiative, the MPRB quantified the maintenance and capital funding gap for each neighborhood park and for the neighborhood park system in totality, held extensive community education and engagement activities to communicate the funding gap and learn about the community's priorities for our neighborhood parks, examined the funding challenges and opportunities in other park systems across the country, explored alternative solutions to our funding gap, and worked extensively with community members and elected officials to come up with a viable long-term solution for the maintenance, rehabilitation and capital investment needs of our neighborhood parks. The 20 Year Neighborhood Park Plan concurrent Ordinances were passed by the Mayor and City Council and MPRB Board of Commissioners on April 29 and May 18, 2016, respectively. The concurrent Ordinances ensure an additional \$11 million, with scheduled inflationary increases, in annual funding for 20 years to the MPRB to revitalize Minneapolis' renowned network of neighborhood parks. The MPRB Board of Commissioners additionally adopted the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling Ordinance on July 6, 2016 which establishes an objective, criteria-based system to ensure that racial and economic equity



criteria are utilized in determining the distribution of funds to neighborhood parks. This has been the most significant, most challenging and most rewarding initiative led by a Superintendent in over half a century and is one of the most significant initiatives in the history of the MPRB. The results will have lasting positive impacts on the park system, the residents we serve, and the city as a whole for generations to come.

In May 2016, the MPRB was named the Number 1 park system in the nation for the 4th year in a row and earned another “five park bench” rating on **The Trust for Public Land’s ParkScore® index**. Also in May, the MPRB was recognized as a 2016 Finalist, for cities with populations over 400,000, for the National Recreation and Park Association Gold Medal Award for Excellence in Park and Recreation Management. It is because of the vision and commitment of those who have been here before us, and everyone who is committed to the Minneapolis park system today, that we receive these prestigious honors and recognitions and continue to be at the forefront of new innovation. It’s a wonderful tribute to all the dedication and hard work over our 133 year history. These honors and recognitions are also reflective of the organization’s focused work in recent years to meet the changing needs of our city. As the demographics of Minneapolis have changed and continue to change, the MPRB is working hard to be responsive to the changing needs of our current community and plan for the needs of future residents through more diverse service delivery, modifications to the system of parks and park assets to meet the diverse needs of our community, the updating of policies that demonstrate the respect of varied cultural values and needs, and the expanded employment of a diverse workforce at all levels of the organization. I am committed to this continued diversification of our organization and the expansion of diverse offerings throughout our city. I am extremely proud of our park system, the hard work of our employees, and the services we provide to our community and visitors from across the world.

It is my privilege to present the Board adopted 2017 Annual Budget. This budget fully integrates the 20 Year Neighborhood Park Plan into the MPRB budget and is the first MPRB annual budget to use a racial equity lens for budget decisions. This budget also continues to focus on sustainable funding, supporting ongoing operations, addressing threats to the urban tree canopy, and continued refinement and implementation of operating efficiencies and targeted service delivery, and employment and asset investment alignments to meet changing demographic needs across the city. It reflects the MPRB’s commitment to strategic long-term planning. It describes the strategic direction, implementation plan, and goals that will guide system-wide operations and initiatives in 2017.

The MPRB remains committed to establishing long-term financial sustainability in operations, rehabilitation, and capital infrastructure for all operations. While great strides have been made through organizational performance initiatives becoming an integral part of the MPRB way of doing business and the passing of the 20 Year Neighborhood Park Plan funding gaps still exist in our regional park system, recreation service delivery, internal services funds and enterprise fund operations. The MPRB is committed to addressing the ongoing financial challenges to ensure quality facilities and quality delivery of park and recreation services to Minneapolis



residents and park users. This budget supports, as best as is possible within the resources available, the continuation of this important work.

Sound Financial Management and Fiscal Responsibility

The MPRB is committed to providing excellent services and maintaining an extraordinary park system within available resources. Significant progress has been accomplished to improve work performance and operating efficiencies. We have identified and implemented improvements to meet operational challenges by evaluating and adjusting core services and staffing levels, increasing workforce flexibility, improving worker safety, and evaluating the allocation of resources based on utilization and community need. This budget reflects a 10.3 percent property tax levy increase for our General Fund operations and a 0.0 percent property tax levy increase for the fourth year, of an eight year program, for the Tree Preservation and Reforestation Levy to address Emerald Ash Borer infestation and tree loss due to storms. This budget focuses on balancing the need to maintain our existing facilities and programs with the importance of offering improved and new programs and services. This budget continues to improve the financial condition of the Enterprise and Internal Services Funds. The budget also continues the multi-year initiatives, including RecQuest and service area master planning, to provide system-wide reviews of facilities and other assets needed to meet today's recreation and operational demands and establish a long-range facility reinvestment strategy that aligns demands with available resources.

Diversity, Inclusion and Racial Equity

Because parks play an important and special role in people's quality of life, the MPRB embraces its responsibility to foster diversity, inclusion and racial equity in all aspects of the organization. Since 2011, the MPRB has focused efforts and made a commitment to reach out, connect with and serve groups and individuals who have traditionally been underserved including immigrant communities, communities of color, the LGBTQ community, and differently abled members of our community. The Community Outreach Department was created for this purpose. Since its inception in 2011, they've launched "Info Swaps" in the parks to share and receive information with community members; led MPRB's participation in the Government Alliance on Race and Equity; developed an ADA transition plan; and provided critical consultation and support to other departments to improve outreach to and input from diverse communities on key initiatives ranging from swim lessons to Closing the Gap to piloting racial equity tools for Planning Division projects. We are proud of these efforts and are excited about additional initiatives planned for 2017.

Since 2014, the MPRB has been an active member of the Government Alliance on Race and Equity (GARE), and is participating in local and national movements to advance opportunities for all, across the park system and within the organization. We are having conversations about race and putting strategies into practice. We are also collaborating with the City of Minneapolis and other government agencies to eliminate inequities so that everyone's ability to succeed is greatly enhanced. Through the work with GARE, the MPRB is developing a common



understanding about racial equity and tools to guide integrating racial equity into our work. Early examples include piloting the use of racial equity tools in capital projects including Bossen Field Master Plan, Chain of Lakes Master Plan, South Service Area Master Plan, RecQuest and the Urban Agriculture Implementation Plan. The most significant action is the development and adoption the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling Ordinance. Most recently, we've joined 13 other local and regional agencies in Minnesota as part of GARE's work to advance racial equity by guiding the MPRB and other participating agencies in developing racial equity action plans in tandem with each other but specific to each agency.

In 2017, we look forward to implementing our racial equity action plan that builds on our work with GARE and what we've heard so far from community groups and MPRB employees. We also look forward to progressing on organization capacity-building through training emphasizing cultural awareness and skills for identifying stakeholders and reaching diverse and underserved communities; expanding outreach and recruitment efforts to obtain diverse candidate pools for hiring; prioritizing and implementing the ADA transition plan; and working to develop a gender inclusion policy for the MPRB.

The 2017 Budget is the first budget that utilized a racial equity lens for budget decisions. This information was used individually and in aggregate to ensure that additions and reductions to the MPRB budget either enhanced racial equity or did not increase racial inequity. The 2017 budget also begins to make structural changes to the budget in order to facilitate the development of a criteria based system to ensure that racial and economic equity criteria are utilized in determining the distribution of operating funds to neighborhood parks.

Responsive Service Delivery

The MPRB must constantly evolve and be responsive to the changing demographics and needs of the community. This budget reflects the first year of funding through the 20 year Neighborhood Park Plan including increases in staffing and equipment, funding for maintenance activities, rehabilitation project dollars and capital project expansion for neighborhood parks. This budget continues to focus on addressing the increase in park attendance and usage as well as the increase in demands for new and varied programs and services. In order to provide responsive service delivery within existing resources, the revenue and expense sides of the budget were considered to make appropriate allocation shifts and changes to provide responsive service delivery. This budget includes expanded programming in the Environmental Management and Youth Development Departments respectively for operating the Carl W. Kroening Interpretive Center at North Mississippi Regional Park and expansion of the StreetReach program. This budget includes funding in the Park Police Department for a Youth Violence Prevention Coordinator and the purchase and implementation of Body-worn cameras for sworn/licensed patrol staff. This budget also includes NPP20 capital funds to augment other funding sources for the 2017 construction of the Phillips Community Center Pool. This budget addresses internal organizational coordination within the Asset Management Department and provides additional funding for regional park



maintenance. Fee and rental revenue is increased due to greater usage, new program offerings, and some market rate fee increases. Reductions are realized in operating expenses due to improved operating efficiencies, technology enhancements, and historical spending patterns.

The MPRB began the 2017 budget process with the Board retreat in May 2016 completed the budget process with the adoption of the 2017 Annual Budget. This budget is the culmination of a great deal of work, including thoughtful consideration and input from the Board of Commissioners and staff.

I thank all the members of the Board and staff for their efforts during this year's budget process to be outstanding stewards of and to provide services to meet the recreational needs of all Minneapolis residents and users of our amazing and diverse park system.

Sincerely,

Jayne Miller
Superintendent



2017 Budget Highlights

Board Direction

The Minneapolis Park and Recreation Board (MPRB) began the 2017 budget process with a retreat held in May. During the retreat, staff shared that many factors are impacting the MPRB five year financial outlook and 2017 budget. Broad financial impacts identified by staff included cost implications related to labor contract negotiations; continued Enterprise Fund and Internal Service Fund stabilization; workforce stabilization addressing MPRB policies and practices for hiring temporary, part-time and seasonal staff; and the impact of the state and city minimum wage increase on part-time staffing costs. The Superintendent also shared information regarding the soon to be adopted 20 Year Neighborhood Park Plan and Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling Ordinances including the program framework for neighborhood park maintenance service enhancements; timeline for implementation of rehabilitation and capital projects; revised organization charts; operating costs for maintenance, rehabilitation and 2016 start-up; and timeline for staff hiring and contract execution.

The Superintendent recommended a proposed 9.3 percent property tax levy increase which included 5.7 percent for the \$3.0 million operating increase for the 20 Year Neighborhood Park Plan, 3.9 percent for the General Fund annual operating increase, and 0.0 percent for the Tree Preservation and Reforestation Levy to address Emerald Ash Borer infestation and tree loss due to storms. Even with these proposed increases, the MPRB would begin the budget process with an estimated deficit of just under \$700,000.

The Board of Commissioners discussed the implementation of the 20 Year Neighborhood Park Plan as well as concerns regarding the impacts to the MPRB around City initiatives including paid sick time for part-time staff and a \$15 minimum wage. The Board directed the Superintendent to present a 2017 recommended budget with a 10.0 property tax levy increase. The direction included 5.7 percent for the \$3.0 million operating increase for the 20 Year Neighborhood Park Plan, 4.6 percent for the General Fund annual operating increase, and 0.0 percent for the Tree Preservation and Reforestation Levy to address Emerald Ash Borer infestation and tree loss due to storms. With this direction, the MPRB would begin the budget process with an estimated deficit of just over \$300,000, rather than a deficit of just under \$700,000. The Board further directed the Superintendent to request up to an additional 3.0 percent property tax levy increase for the General Fund impact of a \$15 minimum wage if it was implemented in 2017. The Superintendent and staff used this direction to guide the budget discussions and decisions in the preparation of the Superintendent's Recommended 2017 Budget that was presented to the Board on October 19, 2016.



20 Year Neighborhood Park Plan

The most remarkable and historic moments of 2016 centered on the adoption of the 20 Year Neighborhood Park Plan (NPP20) concurrent Ordinances passed by the Mayor and City Council and MPRB Board of Commissioners on April 29 and May 18, respectively, and the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling (Criteria Based System) Ordinance passed by the MPRB Board of Commissioners on July 6. The NPP20 concurrent Ordinances ensure an additional \$11 million, with scheduled inflationary increases, in annual funding for 20 years to the MPRB to revitalize Minneapolis' renowned network of neighborhood parks. The Criteria Based System Ordinance establishes an objective, criteria-based system to ensure that racial and economic equity criteria are utilized in determining the distribution of funds to neighborhood parks during the period of NPP20.

The passage of these Ordinances was the result of two years of community education and engagement that included sharing information, getting feedback and priorities on, and discussing how to close the city-wide neighborhood park maintenance, rehabilitation and capital investment funding gap. Many staff worked tirelessly on this initiative and can be extremely proud of what has been accomplished. This has been the most significant, most challenging and most rewarding initiative led by a Superintendent in over half a century and is one of the most significant initiatives in the history of the Park Board. It will have lasting positive impacts on the park system, the residents we serve, and the city as a whole for generations to come. It would not have been possible without the support of Commissioners, the Mayor and City Council Members, staff and those in the community, from residents to advocates to partners, who believe in the park system and all that it provides.

The NPP20 begins in 2017 and includes a MPRB General Fund property tax levy increase of \$3.0 million for maintenance of neighborhood parks. This increase in funding will focus on improving system-wide neighborhood park maintenance service levels in mowing, tree pruning, roof inspections, seasonal plumbing start up and shut down, and maintenance of playgrounds, buildings, sidewalks, parking lots, gardens and natural areas.

The NPP20 also includes an increase of \$8.0 million for investments in rehabilitation and capital of neighborhood parks. The MPRB Capital Improvement Program (CIP) for Neighborhood Parks has been expanded to include the additional NPP20 funding for 2017 - 2022. For 2017 – 2021 the capital projects and rehabilitation categories and amounts adopted by the Board in 2016 are honored and remain in the CIP with NPP20 dollars providing additional projects or enhancements to already planned capital projects as well as providing funding in new rehabilitation categories and additional funding for existing rehabilitation categories. Proposed funding is specific to each park and will remain allocated to that park and allows for community engagement and input which is critical when making future park improvements. If the community determines a different site improvement other than the improvement recommended by the Superintendent, dollars will be reallocated to fund that improvement. System-wide neighborhood park rehabilitation will focus on ADA improvements, building



repairs, roof and sidewalk repairs, park lighting improvements, repair of HVAC systems, below-grade infrastructure and maintenance facility improvements, with repairs at multiple sites throughout the city every year.

The Criteria Based System Ordinance passed by the Board of Commissioners is a new Ordinance that ensures specific, data-driven, racial and economic equity-based criteria will be used to prioritize capital investment and large rehabilitation projects in neighborhood parks. The enactment of the new system for prioritizing neighborhood park projects was developed in tandem with the NPP20 which provides a huge opportunity for the MPRB to be a leader in addressing racial and economic equity in Minneapolis and across the United States. The criteria fall in two categories: community characteristics and park characteristics. Community characteristics include neighborhood demographic data - identified racially concentrated areas of poverty, population density, youth population and crime statistics. Park characteristics include park asset data within each park - asset condition, asset lifespan and proportionality of investment over the past 15 years relative to the total value of the park assets. The individual park rankings are used to prioritize the order in which neighborhood parks will receive capital project funding during the NPP20 period.

The Board adopted 2017 Annual Budget supports the full integration of NPP20 into the MPRB budget. The NPP20 maintenance is budgeted in the General Fund. The NPP20 rehabilitation and capital are budgeted in the Capital Projects Funds.

Factors impacting 2017 Budget

In July, staff began preparing department budgets for inclusion in the 2017 Annual Budget. The following key factors were identified, considered and provided a basis for decision making during this process.

Key Financial and Service Challenges – There still remains several significant financial and service challenges facing the MPRB. Staff works hard to meet these challenges while providing the best possible services and programs for park visitors.

- **Regional park maintenance**

While operational improvements have been implemented over the past four years to improve operating efficiencies and worker safety, there is still inadequate funding for general park maintenance activities. NPP20 will begin to address those deficits in neighborhood park maintenance activities; however, additional resources are still necessary to provide adequate regional park maintenance services. The implementation of standard operating procedures for both neighborhood and regional park maintenance in conjunction with facility and park amenity assessments will identify areas to focus maintenance activities.

- **Recreation Centers and Programs and Youth Development services**

Operational improvements have been implemented to improve service delivery over the past four years; however, the level of resources available is inadequate to deliver quality recreation services, particularly youth services.



Staff/Consultants are currently assessing needs both at the center level as well as administratively in order to sustain and improve both programmatic and service delivery. RecQuest is currently assessing needs and will provide recommendations in 2017 to further address these service delivery gaps.

- **State Legislative Session**

The 2016 session ended with the tax bill vetoed, and no bonding bill or transportation funding packages passed. The impacts to the MPRB are significant. Local Government Aid (LGA) will remain at the same level, \$9.2 million; the vetoed tax bill would have brought the MPRB approximately \$282,000 in additional funding. Operations & Maintenance (O&M) Funding and Lottery Proceeds will also remain at the same level as no changes were made to these funding levels. The 2016 bonding bill was not signed into law and as a result, the MPRB is in jeopardy of not receiving the anticipated \$3.4 million for capital projects in regional parks for 2017.

- **City of Minneapolis \$15 minimum wage**

The City is studying a \$15 per hour minimum wage in Minneapolis. If enacted, the estimated annual impact to the MPRB is \$2.2 million to the General Fund (4.3% property tax levy increase) and \$450,000 to the Enterprise Fund. Also, such an increase may exert pressure on collective bargaining wages especially for low wage earners even though all current full-time MPRB employees earn over \$15 per hour.

Other key financial challenges continue: health care cost increases, state minimum wage increases, inflationary increases especially in construction costs, employer pension cost increases, internal services rate increases for stabilization of the mobile equipment fleet and information technology services, and the continued work to stabilize the Enterprise Fund. Other key service challenges with cost implications include Emerald ash borer infestation, tree losses due to storms, the need for improved operations facilities, and capital investment needs in regional parks that continue to outpace available funding in the aging park system.

Basis of 2017 Annual Budget

On September 7, the Board of Commissioners approved a resolution requesting the Board of Estimate & Taxation (BET) to set the maximum property tax levy for the 2017 budget at an estimated amount of \$61,374,450 to include a 13.3 percent property tax levy increase for the General Fund operating budget, for a total of \$59,642,450, and a 0.0 percent property tax increase for the Tree Preservation and Reforestation Levy, for a total of \$1,732,000. This request included NPP20, an annual operating increase and funding to cover a possible \$15 minimum wage. On September 21, the BET set the maximum property tax levy at \$59,745,000 to include a 10.3 percent property tax levy increase for the General Fund operating budget, for a total of \$58,013,000, and a 0.0 percent property tax increase for the Tree Preservation and Reforestation Levy, for a total of \$1,732,000. The BET did not include funding for a \$15



minimum wage. The 2017 Annual Budget utilizes the maximum tax levies authorized by the BET.

In developing the Board adopted 2017 Annual Budget the Superintendent implemented the use of a racial equity tool for department budget requests and impacts. This information was used individually and in aggregate to ensure that additions and reductions to the MPRB budget either enhance racial equity or did not increase racial inequity. The Superintendent also considered the direction received from the Board of Commissioners along with staff input, recommendations and requests. The Superintendent weighed this input and direction with the need for the park system to constantly evolve and be responsive to the changing demographics and needs of the community, with particular focus on racial equity, diversity, and inclusion. In order to provide responsive service delivery within existing resources, the revenue and expense sides of the budget were considered to make appropriate shifts and changes to provide for responsive service delivery.

The Superintendent is proud to present a Board adopted 2017 budget that continues to focus on the organization's internal coordination and customer service; continues evolving responsive service delivery; focuses on racial equity, diversity and inclusion; and continues to respond to urban tree canopy threats through a special tax levy. The budget also continues to be aligned with and supports the Board's approved 2007-2020 Comprehensive Plan and the 2014-2018 Strategic Direction and Implementation Plan.

General Fund Department Initiatives and Changes for 2017

- **Superintendent's Office**
- **Superintendent's Office**

The MPRB and City of St. Paul will be co-hosting the City Parks Alliance International Urban Park Conference, Greater & Greener 2017. The Board adopted 2017 Annual Budget supports funding costs associated with the conference.
- **Communications and Marketing**

The Communications and Marketing department will assist in the launch of a new intranet website in 2017. Board adopted 2017 Annual Budget supports additional part-time staffing to assist with the launch of the organization's intranet including conversion and migration of forms and data to the new intranet site. Savings in historical writing and web services and enhancements are also included in the 2017 budget.
- **Park Police**
 - The Board adopted 2017 Annual Budget supports a new position within the Park Police Department for youth violence prevention. The primary duties of this position will include: developing non-enforcement programming that reduces youth violence within Minneapolis parks; soliciting input from parents, teens, and community residents assuring target population representation in decision-making processes; fostering relationships between community and Park Police staff; providing training, advice, and counsel to



Park Police staff; and representing the Park Police on a variety of anti-violence/community building initiatives. These duties conform to President Obama's Task Force on 21st Century Policing recommendations and the Minneapolis Blueprint for Action to Prevent Youth Violence.

- The Board adopted 2017 Annual Budget supports the acquisition and implementation of Body-worn cameras (BWC) amongst Park Police sworn/licensed patrol staff in 2017. The funding level supports hardware, cloud-based data storage, and data management software. This level of funding provides for 30 BWCs, which covers all normally assigned sworn/licensed patrol staff.

- **Deputy Superintendent's Office**
- **Community Outreach**

The Board adopted 2017 Annual Budget supports the continued focus on racial equity, diversity and inclusion. Providing oversight and support for the development and implementation of the MPRB Racial Equity Action Plan; working directly with MPRB staff in the use of racial equity tools in projects and policies and procedures development, developing strong working relationships with race and social justice community organizing organizations including Voices for Racial Justice and Hope Community; and developing, implementing and training on the gender inclusion policy to ensure that built, programmatic and work space is inclusive to people of all genders. Operating efficiencies and minor increases in revenue are also reflected in this department's budget.
- **Customer Service**

The Board adopted 2017 Annual Budget includes minor revenue increases based on trends.
- **Finance**

The Board adopted 2017 Annual Budget includes minor operating efficiency reductions.

- **Environmental Stewardship Division**
- **Asset Management**
 - The Board adopted 2017 Annual Budget provides for the enhancement of neighborhood park maintenance through NPP20 funding.
 - The Board adopted 2017 Annual Budget supports the addition of five Park Operations Manager positions. In order to improve internal organizational coordination and service delivery, the structure of Asset Management Department is being aligned to include Park Operations Manager positions for each service area, consistent with the structure already put in place in the Recreation Division. NPP20 and the elimination of one vacant foreman position are funding two of the five additions.
 - The Board adopted 2017 Annual Budget provides for additional funding for contractual services and materials and supplies within the regional park



operations, increase in the overall overtime budget, and minor operating increases and efficiency reductions to align with actual spending and needs.

○ **Environmental Management**

- The Board adopted 2017 Annual Budget provides additional funds for the MPRB to be fully responsible for the operation of the Carl W. Kroening Interpretive Center (CKIC) at North Mississippi Regional Park. As of June 2016, the MRPB is responsible for complete operation of the CKIC as the Three Rivers Park District ended the 20+ year partnership agreement. The budget will result in an increase in operational hours and programs offered at this site.
- The Board adopted 2017 Annual Budget also includes an increase to staffing for Aquatic Invasive Species program coordination, revenue increases for services provided to other agencies, and operating efficiency reductions to align with actual spending.

○ **Forestry**

The Board adopted 2017 Annual Budget includes an increase to revenue and expense for the City's portion of the Forestry Preservation position. As a result of collaborative work between the City and the MPRB, a forestry preservation position was partially funded in the MPRB 2016 adopted budget, the balance of the funding for this position in 2017 will be covered by the City of Minneapolis Public Works Department and will be provided to the MPRB beginning in 2017 through a contractual services agreement. The budget also includes a revenue reduction for the elimination of the wood processing site.

• **Planning Division**

The Board adopted 2017 Annual Budget includes support for an additional urban scholar, a leadership and professional development internship program providing students from diverse racial and ethnic backgrounds with distinctive professional experience. The budget also includes increased support for community engagement by providing funds for food, translation services and child care for community meetings held by the Planning Division and a minor revenue increase.

• **Recreation Division**

○ **Athletic Programs & Aquatics**

The Board adopted 2017 Annual Budget supports youth sports end of season tournaments entry fee, part-time staffing for athletic and aquatic program marketing funded through donation revenue, and a wage adjustment for lifeguards.

○ **Recreation Centers & Programs**

The Board adopted 2017 Annual Budget includes Ambassador staffing at the Trailhead and increased program and rental revenue at recreation centers based on trends.



- **Youth Development**

The Board adopted 2017 Annual Budget supports the expansion of the StreetReach program through the addition of part-time Street Reach staff and also includes a revenue increase for Recreation Plus based on actual experience.

Other General Fund Initiatives and Changes for 2017

- **Recreation Analysis** - The Board approved a multi-year strategy in the 2013 Annual Budget to assess the current recreation center facility and programming offerings with the desires of the community for facilities and programs. **RecQuest**, which began in 2016, is the MPRB's in-depth assessment of its community recreation centers and programs designed to help guide recreation center investments and programming for the next 25-30 years. **RecQuest** is reviewing the physical spaces within the recreation centers and the programs, services and activities the centers currently provide, to assess if they are meeting the community's needs. **RecQuest** is also helping to identify any areas of Minneapolis where programming is not currently offered but needed. The Board adopted 2017 Annual Budget supports the continuation of this work with the continued operation of all recreation centers while the MPRB completes the **RecQuest** Project. The **RecQuest** project is scheduled to be completed along with a report to the Board of Commissioners by the fall of 2017.
- **Investments in Operations Facilities** – The conditions of many of the MPRB's operation facilities provide poor working conditions for staff and do not provide adequate space for storage of the organization's highly specialized and expensive equipment. The need for updated operations facilities to serve north, northeast and southeast Minneapolis parks are critical and the Board adopted 2017 Annual Budget supports continued funding for a debt service payment. A full assessment of MPRB operations facilities will be completed by December 2017 and will provide direction for investment.
- **Neighborhood Park Capital Levy**
With the adoption of NPP20, the Board adopted 2017 Annual Budget consolidates the pay-as-you-go capital levy and additional pay-as-you-go capital levy into one Neighborhood Park Capital Levy and sets the amount to \$2.18 million. This amount is dedicated to the Neighborhood Park CIP and is based on the average historical allocation to neighborhood parks. This amount will not be supplanted with the NPP20 dollars but will remain in addition to the NPP20 dollars going forward in the Neighborhood Park CIP.
- **Park Land Acquisition Fund**
This fund was established with proceeds from MPRB land that was designated as surplus and sold. Proceeds from the sale of land can only be used for future land purchases. The current balance of this fund is \$677,417. With RiverFirst acquisition



and development, the MPRB has experienced an increase in properties becoming available for purchase. The MPRB's strategy has been to utilize Metropolitan Council funding, lease revenue and partner agency funding whenever possible to fund these critical acquisitions. The speed at which land is becoming available will soon outpace the available outside resources. In 2016, the MPRB adopted budget included a General Fund transfer of \$300,000 and recommended the commitment of \$400,000 in 2017 for this purpose. The Board adopted 2017 Annual Budget supports the General Fund transfer of \$400,000 into this Special Revenue Fund.

- **General Fund - Excess Fund Balance**

MPRB financial management policy requires the General Fund balance be maintained at a level of 5 percent of the current year adopted expenditure appropriation. The December 31, 2015 audited fund balance is \$5.6 million, which is 7.8 percent of the current year adopted expenditure appropriation. This fund balance exceeds financial policy requirements by \$2.0 million. With a 2017 budget of \$76.6 million, the required fund balance would increase by \$282,000 in 2017. That would still leave \$1.7 million of excess fund balance. During the budget process an essential one-time activity was identified and was not included in the operating budget since it was one-time in nature. The Board adopted 2017 Annual Budget supports utilizing a portion of the General Fund – excess fund balance to finance \$678,000 for the acquisition and implementation of the MPRB Asset Management System Software.

Special Revenue Fund Initiatives and Changes for 2017

- **Environmental Stewardship Division**

- **Forestry**

The Board adopted 2017 Annual Budget provides for continuation of the Tree Preservation & Reforestation Levy. This eight year plan was formulated in 2013 in response to the increase in the number and intensity of storms and the infestation of Emerald Ash Borer. 2017 is the fourth year of the eight year plan to remove and replace ash trees and replant trees lost during storms. The Board continues to utilize the Tree Preservation and Reforestation Tax Levy that was reinstated in 2014 to restrict these property tax proceeds to this specific purpose.

- **Special Revenue Fund Balance**

The MPRB Special Revenue Fund includes an amount set aside for specialized department equipment. During the budget process an essential one-time activity was identified and was not included in the operating budget since it was one-time in nature. The Board adopted 2017 Annual Budget supports utilizing this amount to provide \$120,000 for the acquisition and development of the MPRB intranet website.



Stabilization of Enterprise Fund

An Enterprise Fund is established to account for government activities that operate as businesses 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 has historically included activities that are not business-type activities and are not self-supporting when all costs associated with those activities are identified. In addition, the MPRB 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 in 2012. Significant modifications have been made since 2012, realigning activities between the Enterprise and General Funds, yet not fully realigning all activities. The Superintendent supports continuing the initiative to properly align activities in the Enterprise and General Funds, and improving the financial condition of the Enterprise Fund.

On Sept. 7 the Board approved three agreements with the Loppet Foundation that facilitate the construction, donation, lease and operation of a new outdoor recreation hub in Theodore Wirth Regional Park. With these agreements Winter Recreation will no longer be operated by the MPRB; full-time golf course staff that had worked in Winter Recreation will now work in golf year-round, and some remaining costs resulting from these agreements have been shifted to the General Fund beginning in 2017.

The agreements between the MPRB and Loppet Foundation guide enhanced coordination between the two organizations to provide outdoor experiences for Minneapolis residents and park users superior to what either organization could deliver independently. The Loppet will break ground on The Trailhead (formerly called Wirth Welcome and Adventure Center), a 14,000-square-foot building that will serve as a jumping-off point to year-round outdoor activities such as mountain biking, cross-country skiing, snowshoeing, trail running and hiking. The Trailhead will open in 2017. Starting in the fourth quarter of 2016, the Loppet will oversee snow-making and all winter programming at Wirth Park and cross-country ski trail maintenance across the Minneapolis park system. Starting spring 2017, the Loppet will also oversee mountain bike trail maintenance at Wirth.

The MPRB will remain in charge of all golf operations, maintenance, and programming, with the exception of Loppet staff providing customer service within The Trailhead. The Trailhead will replace the Par 3 clubhouse. At the regulation course, holes 17 and 18 will be shifted to make room for The Trailhead. No full-time MPRB positions will be eliminated; in fact, one additional full-time parkkeeper position has been added in the Board adopted 2017 Annual Budget for the General Fund as a result of savings achieved through these agreements. In addition, the Loppet will be creating approximately 35 new jobs paying livable wages. The Donation Agreement allows the Loppet to construct The Trailhead building, and once it's completed, the Loppet will donate the building to the MPRB. The Operation Agreement allows the Loppet to operate The



Trailhead with the MPRB's support. The Lease Agreement defines a 20-year arrangement where the Loppet pays the MPRB an annual lump sum and 18% of its net income to lease The Trailhead.

In the Board adopted 2017 Annual Budget, there is one main functional area, the Minneapolis Sculpture Garden, which remains within the Enterprise Fund and is currently not self-supporting. The Sculpture Garden has received capital funding from the State of Minnesota and Mississippi Watershed Management Organization and is undergoing \$10 million in improvements beginning in 2016. As a component of the rehabilitation project, the Cowles Conservatory will be repurposed. The Conservatory is being planned to function as part of an Enterprise Fund operation encompassing aspects of the Minneapolis Sculpture Garden.

Historically, the Enterprise Fund has financed its capital improvement program with profits generated in the current year. If profits generated in a particular year were not sufficient to cover the costs of all scheduled projects the projects 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 debt obligations associated with the Neiman Sports Complex has resulted in Enterprise Fund capital improvement project deferments reaching a critical stage. Although improvements have been made, the level of deferments and the critical capital needs within the Enterprise Fund has resulted in major concerns for the long-term viability of this fund. As capital improvements become necessary and reserves are not available, debt is being utilized as a financing source which is more costly to the MPRB and accentuates the problem. The Superintendent has begun to identify the annual set asides that are required in order to establish proper reserves for repair and replacement of specific asset types within the Fund.

Enterprise Fund Department Initiatives and Changes for 2017

- **Deputy Superintendent's Office**
 - **Customer Service – Parking Operations**

The Board adopted 2017 Annual Budget supports parking fee increases due to rate model changes, revenue increases based on historical averages, and a revenue reduction at one site due to the RiverFirst project. The budget supports expense increases based on actuals and equipment purchases for West River Parkway and the Parade/Sculpture Garden parking.
 - **Customer Service – Vendor Agreements/Concessions**

The Board adopted 2017 Annual Budget includes an increase in revenue based on historical averages.



- **Environmental Stewardship Division**
 - **Asset Management – Sculpture Garden and Cowles Conservatory**

The Board adopted 2017 Annual Budget supports the reopening of Sculpture Garden and Cowles Conservatory in 2017. As agreements are reached with the Walker Art Center, the operating revenues and expenses will be adjusted.
- **Recreation Division**
 - **Golf**

The Board adopted 2017 Annual Budget supports the reopening of Meadowbrook golf course and the reopening of the back nine at Hiawatha golf courses; a new golf point-of-sale system; expense reductions based on historical averages; golf fee increases resulting in revenue increases; Wirth golf course revenue reductions due to construction; the full funding of golf staff that are reassigned golf duties due to the elimination of Winter Recreation activities; and the transition of golf mobile equipment replacement to be managed through the Internal Services Fund and the Asset Management - Equipment Services.
 - **Athletics & Aquatics – Ice Arena Operations**

The Board adopted 2017 Annual Budget includes an increase in revenue based on historical averages and a market based increase to the ice time rental fee. The budget also supports additional part-time staff hours for marketing of the ice arenas and programs offered and minor roof repairs at Northeast Ice Arena.

Stabilization of Internal Services Funds

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 are allocated to departments using an appropriate rate model developed for each internal service type. 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. Equipment and information technology, which are funded through internal services funds, have historically experienced deferred maintenance and inadequate investment. Over the past three years, rate model changes have been instituted for equipment and ITS needs to ensure annual revenue is provided to cover annual operating equipment needs. Additional work has also focused on establishing appropriate fund reserves for equipment and ITS to meet fleet and ITS equipment replacement needs for the organization. The Equipment Services is on a five year plan, with 2017 being year three of that plan, to fully stabilize the fund to meet its annual operating and capital replacement needs. During 2017, Equipment Services will take over the management of golf mobile equipment replacement and will develop a plan to bring this fleet of equipment up to golf business standards and fully integrate this equipment into the fund. During 2017, ITS will focus on developing a strategy for meeting its long term capital replacement needs.



Internal Service Fund Initiatives and Changes for 2017

- **Environmental Stewardship Division**
- **Asset Management – Equipment Services**

The MPRB mobile equipment fleet continues to move to a position where current rental rates are sufficient to cover both the annual operating costs of the fund and the replacement of assets. Historically, equipment rental rates had been held down due to budget constraints of the General Fund and had not kept pace with cost of the mobile equipment fleet resulting in a decline in capital reserves. The Board adopted 2017 Annual Budget continues the phased approach to stabilize Equipment Services and return it to a fully funded operation by 2019. The budget also supports the utilization of fund reserves for acquisition and implementation of an automatic vehicle management system and to provide \$500,000 in funding to replace outdated golf mobile equipment.

Capital Projects Funds Initiatives and Changes for 2017

- **Capital Improvement Program (CIP)**

The Board adopted 2017 Annual Budget provides for the inclusion of NPP20 in the 2017-2022 CIP. The CIP retains projects from the existing CIP while adding new projects based on the equity metrics developed for NPP20. The 2017-2022 CIP provides new or enhanced funding for neighborhood parks ranked up to #29 using the equity matrix. It also designates rehabilitation funds, allocates resources to a NPP20 construction contingency fund, makes additional park dedication allocations, and identifies - beginning in 2022 - playground rehabilitation projects. Because of the historic NPP20 funding agreement, funding sources familiar from previous CIP years have been modified. Net Debt Bonds are collapsed into the overall NPP20 source, because the City of Minneapolis has discretion on how it provides funds to the MPRB. Former Capital Levy and Additional Pay-As-You-Go Capital sources are now a single Neighborhood Capital Levy source, and Neighborhood and Regional projects have been separated.



2014-2018 MPRB Strategic Direction

Strategic directions guide annual budget, budget goal and work plan development, and are meant to guide short-term implementation of the 2007 – 2020 Comprehensive Plan. In January and February of 2014, the Commissioners of the Minneapolis Park and Recreation Board shared and discussed vision, issues/challenges, strength/opportunities, organization effectiveness, and desired accomplishments. This information was used to guide the development of the strategic directions and implementation plan to be utilized over the term of this Board. The 2014-2018 Strategic Direction and Implementation Plan represents Board and Superintendent priorities that are aligned with comprehensive plan goals and objectives. The 2014-2018 Strategic Direction and Implementation Plan was adopted by the Board on June 4, 2014.

What we do

Strategic Direction A: Create and implement sustainable and equitable development and maintenance plans for the built infrastructure.

Strategic Direction B: Assess and deliver programs, services, and facilities that equitably meet the community's park and recreation needs, leveraging relationships with partners.

Strategic Direction C: Develop and implement a strategic, sustainable, and equitable approach to the management and protection of the system's land, air and water resources.

How we do our work

Strategic Direction 1: Address equity and access issues within the organization and across the park and recreation system.

Strategic Direction 2: Be measurable and accountable; ensure organization decisions are data driven and customer focused.

Strategic Direction 3: Engage all users. Communicate well and often. Listen and empower.

Strategic Direction 4: Build capacity – financial, staffing, partnerships, volunteers - to achieve MPRB's mission, vision, and goals.



2014-2018 MPRB Implementation Plan

Introduction

The Minneapolis Park and Recreation Board's (MPRB's) Comprehensive Plan articulates the overarching vision for the Minneapolis park and recreation system through 2020. The Implementation Plan, updated yearly, is intended to be a blueprint for achieving the strategies, goals and, ultimately, the vision of the Comprehensive Plan.

This is the 2014-2018 Implementation Plan. It recommends a strategic sequence of initiatives and projects that are consistent with the Comprehensive Plan. Findings reported in the Comprehensive Plan as well as priorities articulated in Board visioning sessions or budget workshops are the basis for the recommended implementation priorities.

This is the first implementation plan since the approval of the Comprehensive Plan. It is expected that the content contained in it and the process for updating it will be refined over time. As key influences and opportunities, or priorities change, the plan will be modified within each five (5) year Implementation Plan period.

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.

As a renowned and award winning park and recreation system, the Minneapolis Park and Recreation Board delivers:

Vision Theme 1 - *Urban forests, natural areas, and waters* that endure and captivate

Vision Theme 2 - *Recreation* that inspires personal growth, healthy lifestyles, and a sense of community

Vision Theme 3 - *Dynamic parks* that shape city character and meet diverse community needs

Vision Theme 4 - *A safe place* to play, celebrate, contemplate, and recreate



Recommended Implementation Priorities through 2018

For 2014-2018, with the 2007-2020 Comprehensive Plan as the guidepost, the Board of Commissioners provided direction for commissioners and employees to focus on equity, performance measurement, communication, capacity building, long-term facility planning, assessment of community park and recreation needs, and natural resource management. This approach will position the MPRB to retain a high level of excellence, equitably serve community park and recreation needs, set a sustainable baseline for service delivery, and prepare to seek and apply new funding sources. To achieve this, the following strategic directions help prioritize how and what work will be done within the five year period of 2014-2018.

What we do

Strategic Direction A: Create and implement sustainable and equitable development and maintenance plans for the built infrastructure.

5-year Priorities:

- Implementation of riverfront master plans
- Complete service area master plans
- Develop new asset management system
- Complete activity plans for critical activities that establish a baseline for infrastructure delivery and maintenance
- Secure national register of historic places designation for Grand Rounds
- Develop operations facilities plan

Strategic Direction B: Assess and deliver programs, services, and facilities that equitably meet the community's park and recreation needs, leveraging relationships with partners.

5-year Priorities:

- Conduct RecQuest – assessment of recreation facilities and services
- Develop unified system for sports teams across the city
- Implement golf course strategic improvement plan

Strategic Direction C: Develop and implement a strategic, sustainable and equitable approach to the management and protection of the system's land, air, and water resources.

5-year Priorities:

- Develop ecological systems plan
- Develop natural resource management plan
- Develop water resources management plan
- Implement tree canopy management plan, include storm response and an ash tree strategies



How we do our work

Strategic Direction 1: *Address equity and access issues within the organization and across the park and recreation system.*

5-year Priorities:

- Define equity for the delivery of MPRB programs, services, and facilities, including racial equity, ADA transition planning and gender inclusion planning
- Conduct work place climate and cultural assessment
- Conduct an analysis of the demographics of the workforce and community
- Identify key diversity & inclusion competencies needed to meet MPRB goals
- Complete and begin implementing the MPRB's Racial Equity Action Plan

Strategic Direction 2: *Be measurable and accountable; ensure organization decisions are data driven and customer focused.*

5-year Priorities:

- Develop Minneapolis Parks "Scoreboard" reporting system for organization-wide performance measures
- Conduct ongoing comprehensive plan implementation planning
- Develop department level performance measures

Strategic Direction 3: *Engage all users. Communicate well and often. Listen and empower.*

5-year Priorities:

- Launch new web site
- Develop translation plan
- Launch social media
- Report on Minneapolis Parks "Scoreboard"

Strategic Direction 4: *Build capacity – financial, staffing, partnerships, volunteers - to achieve MPRB's mission, vision, and goals.*

5-year Priorities:

- Complete 5-year financial plan
- Evaluate and create new partnerships
- Seek new funding sources and revenue generation opportunities
- Review joint-use agreements
- Strengthen volunteerism
- Strengthen employee training and development
- Development and implement sustainable approach to fleet management

2017 Department Goals and Benchmarks

Departmental goals and benchmarks that align with the 2014-2018 Strategic Directions and Implementation Plan were developed for the individual departments during the 2017 Budget process.



Background Information

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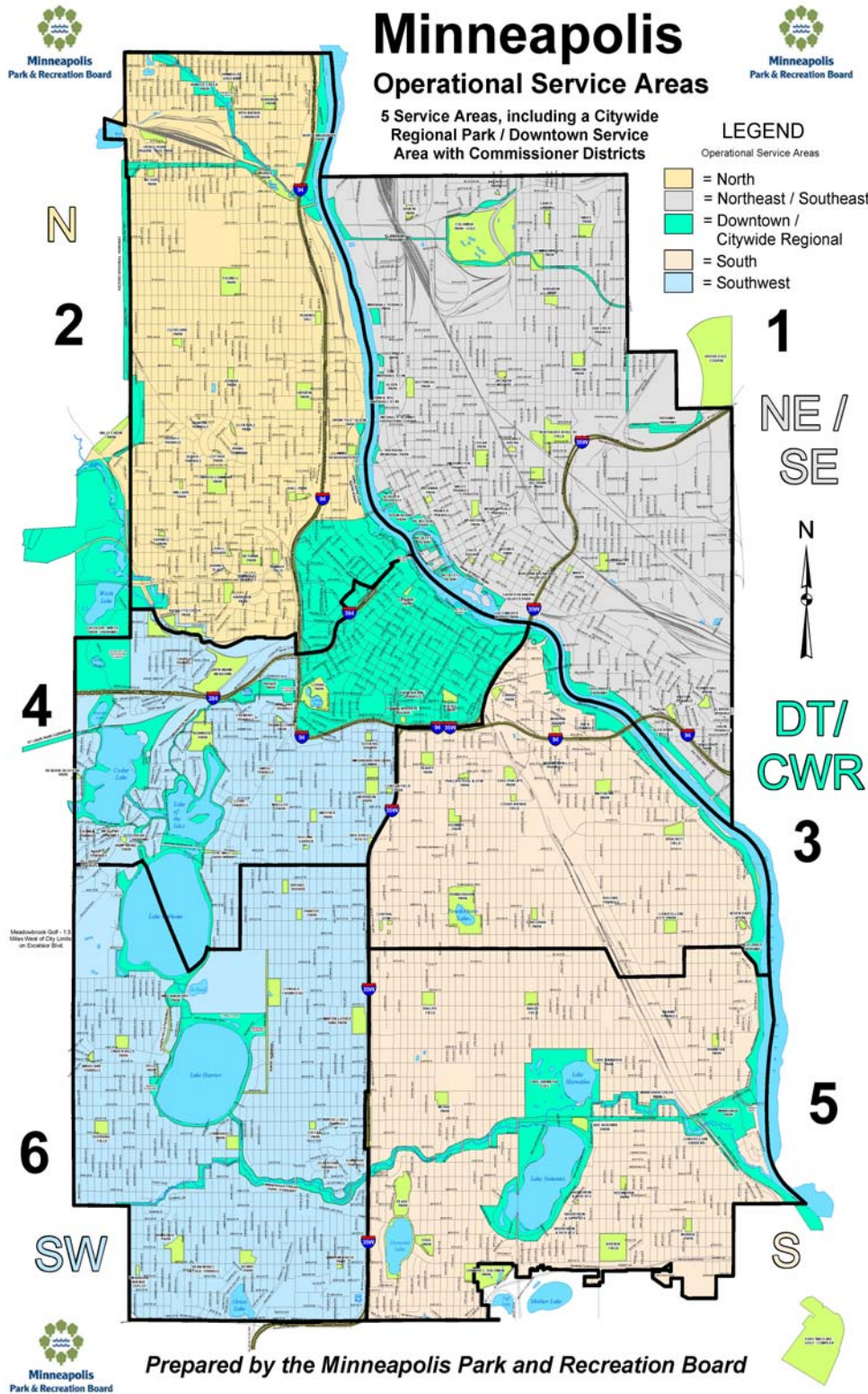
Acronym Glossary

Acronyms and abbreviations are used throughout the 2017 Annual Budget. This glossary provides a quick reference to the terms, acronyms and abbreviations used in this book.

ACP – Area of Concentrated Poverty
ADA – Americans with Disabilities Act
AIS – Aquatic Invasive Species
BET – Board of Estimate & Taxation
BWC – Body-worn Cameras
CIP – Capital Improvement Program
CKIC – Carl W. Kroening Interpretive Center
CTG Order – Closing the Gap Order
COMET – City of Minneapolis Enterprise Technology
FFE – Furniture, Fixtures and Equipment
GARE – Government Alliance on Race and Equity
HR – Human Resources
HVAC – Heating, Ventilation and Air Conditioning
ITS – Information Technology Services
LGA – Local Government Aid
LGBTQ – Lesbian, Gay, Bisexual, Transgender, and Queer
MDL – Minnesota Digital Library
MEO – Mobile Equipment Operator
MPRB – Minneapolis Park and Recreation Board
NPP20 – 20 Year Neighborhood Park Plan
O&M – Operations & Maintenance
PC – Personal Computer
PGA – Professional Golfers' Association (of America)
POS – Point of Sale
RCAP – Racially Concentrated Areas of Poverty
RFP – Request for Proposal
WPA – Work Progress Administration

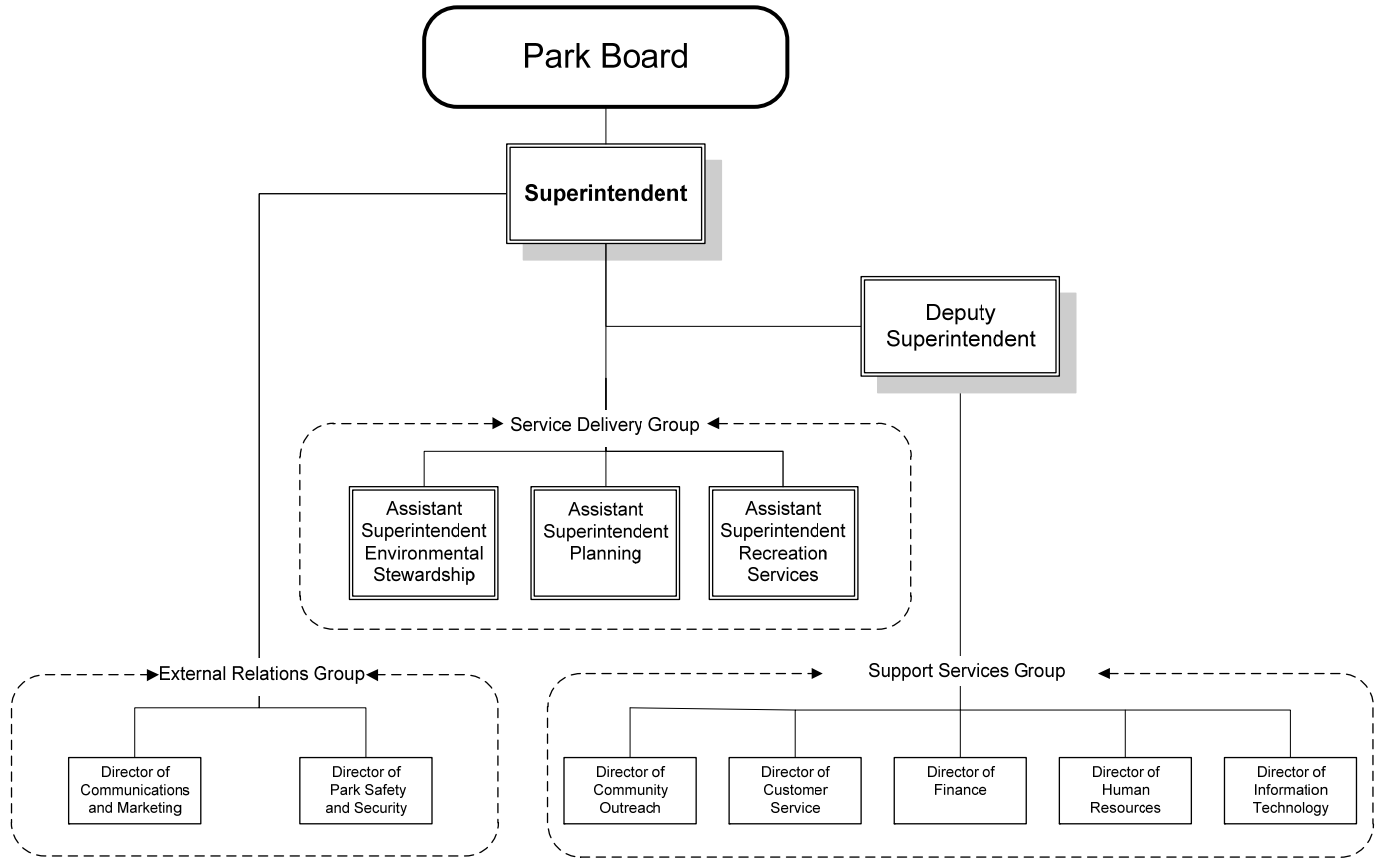


Service Areas & Commissioner Districts





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 Funds**Park Grant and Dedicated Revenue Fund**

This fund accounts for grants and other revenue that has been designated for specific purposes through grantor requirements, donor requests or Board direction. It also accounts for small land sales and acquisitions.

Tree Preservation & Reforestation Fund

This fund accounts for a special property tax levy recommended by the Board to address threats to the urban forest due to Emerald Ash Borer and tree loss due to storms.

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, and Minneapolis Sculpture Garden.

Internal Service Funds**Park Internal Services Fund**

This fund accounts for the rental of equipment and the information technology services provided to other MPRB 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 Assessment 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:
Prior Version: December 7, 2009
Revised: May 20, 2015



Minneapolis Park & Recreation Board Financial Management Policies

INTRODUCTION

The Minneapolis Park & Recreation Board's (Park Board) 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.

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.

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 expenditures. 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 sustainable resources when appropriate.

The Park Board reviews and recommends to the Board of Estimate and Taxation a maximum adjustment to its tax levy. The Board of Estimate and Taxation adopts the maximum tax levy amount allowable for the Park Board. The Park Board adopts its annual tax levy amount within that maximum.

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

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



J. **Special Assessments.** The Park Board has the authority to levy certain special assessments.² 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 statute.³ 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.

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

² Minnesota Statute §430

³ Minnesota Statute §429.061, Subd. 2



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		<p>“Fund balance should be reported as restricted when constraints placed on the use of resources are either:</p> <p>a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or</p> <p>b. Imposed by law through constitutional provisions or enabling legislation.”⁵</p>	<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 purposes, but are neither restricted nor committed” ⁷	<ul style="list-style-type: none"> • The Board delegates the authority to assign fund balance to the Superintendent • 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	

⁴ GASB Statement No. 54, ¶ 6

⁵ GASB Statement No. 54, ¶ 8

⁶ GASB Statement No. 54, ¶10

⁷ GASB Statement No. 54, ¶13

⁸ GASB Statement No. 54, ¶17



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 Park Board will establish and maintain minimum levels of fund balance/net assets in each of the various fund types of the Park Board 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, 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 capital 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 Deputy Superintendent 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 more.⁹ The City of Minneapolis purchasing division by City Charter authority shall administer the formal bid process for all departments of the City and its independent boards.¹⁰ 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.

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"

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



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 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 Board 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 card.¹¹ 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 contributions.¹² 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 and the Minneapolis Police Relief Association.

B. Pension 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

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*



- 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 all 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 Board.¹³ 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 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.

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

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 organization.¹⁴

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



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.

G. 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.

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 may 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

- 2017 Property Tax Overview Page 52
- Local Government Aid Overview Page 53



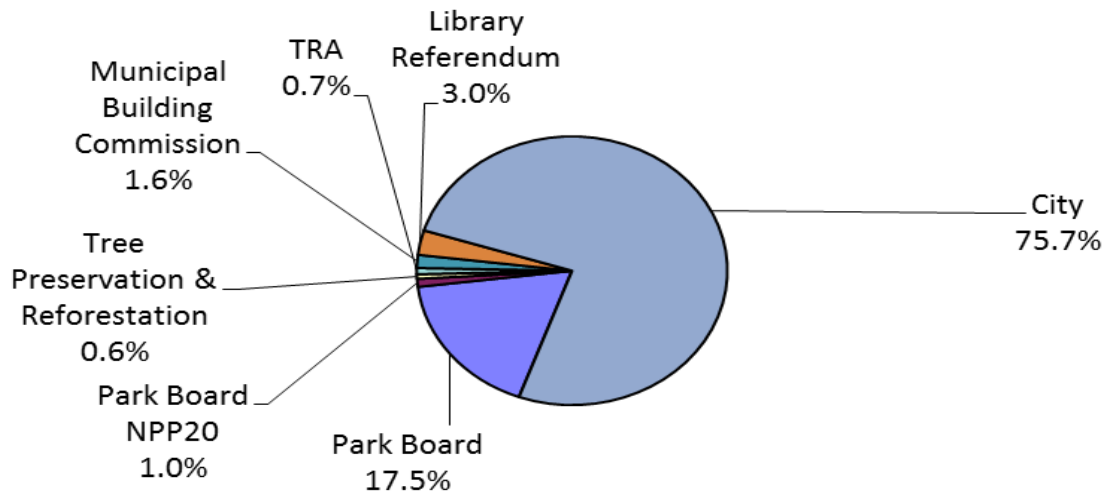
2017 Property Tax Overview

The Board of Estimate and Taxation passed a resolution on September 21, 2016 setting the MPRB 2017 maximum property tax levy at \$59.7 million, a 10.0 percent increase from 2016. The resolution included the MPRB General Fund maximum property tax levy of \$58.0 million, an increase of \$5.4 million from 2016. Included in the MPRB General Fund maximum property tax levy is \$3 million for the maintenance of neighborhood parks as a part of the 20 Year Neighborhood Park Plan. The maximum property tax levy for the MPRB Tree Preservation & Reforestation Fund was set at \$1.7 million, the same as 2016.

City of Minneapolis Property Tax

	2016	2017	Change	% Change
Total City of Minneapolis	226,855,000	237,641,895	10,786,895	4.8%
Minneapolis Park Board	52,583,000	55,013,000	2,430,000	4.6%
Minneapolis Park Board NPP20	0	3,000,000	3,000,000	
Tree Preservation & Reforestation	1,732,000	1,732,000	0	0.0%
Park Board Total	54,315,000	59,745,000	5,430,000	10.0%
Library (Referendum)	9,300,000	9,300,000	0	0.0%
Municipal Building Commission	4,810,000	4,954,300	144,300	3.0%
Teachers Retirement Association	2,300,000	2,300,000	0	0.0%
Total	297,580,000	313,941,195	16,361,195	5.5%

Property Tax Allocation by Area



Source: City of Minneapolis Mayor’s Recommended Budget Book – Financial Overview



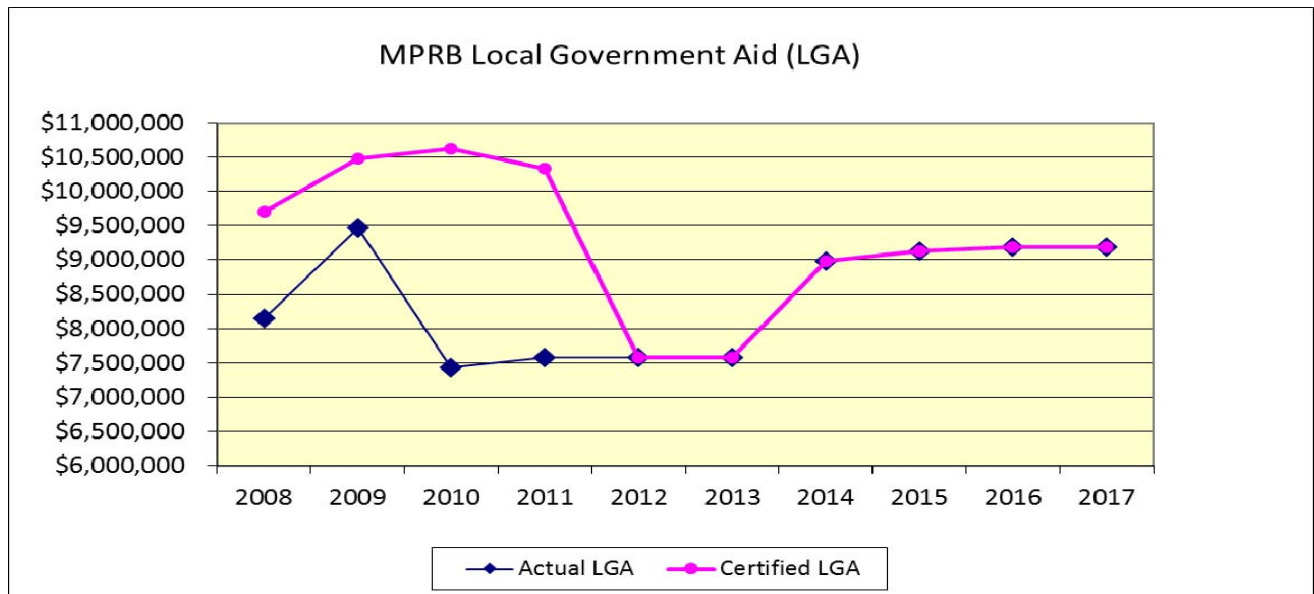
Local Government Aid Overview

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 \$8.5 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.

The MPRB expects to see an increase of \$11,437 in 2017 LGA, for a total of \$9.2 million, based on the LGA formula in state law and agreement with the City of Minneapolis to transfer 11.79 percent of City of Minneapolis LGA to the MPRB.

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	
2014	\$8,977,319	\$8,977,319	
2015	\$9,133,360	\$9,133,360	
2016	\$9,182,581	\$9,182,581	
2017	\$9,194,018		\$9,194,018







General Fund

- General Fund Overview Pages 56-60

- Department Budgets
 - Superintendent's Office Pages 61-68
 - Deputy Superintendent's Office Pages 69-82
 - Environmental Stewardship Division Pages 83-95
 - Planning Division Pages 96-102
 - Recreation Division Pages 103-113

- Personnel Summary Pages 114-115



General Fund Overview

The MPRB'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, park safety and general government administration.

General Fund Balanced Budget

	2016 Approved	2017 Approved
Revenues	70,982,445	76,613,494
Expenditures	70,982,445	76,613,494
Balance	0	0

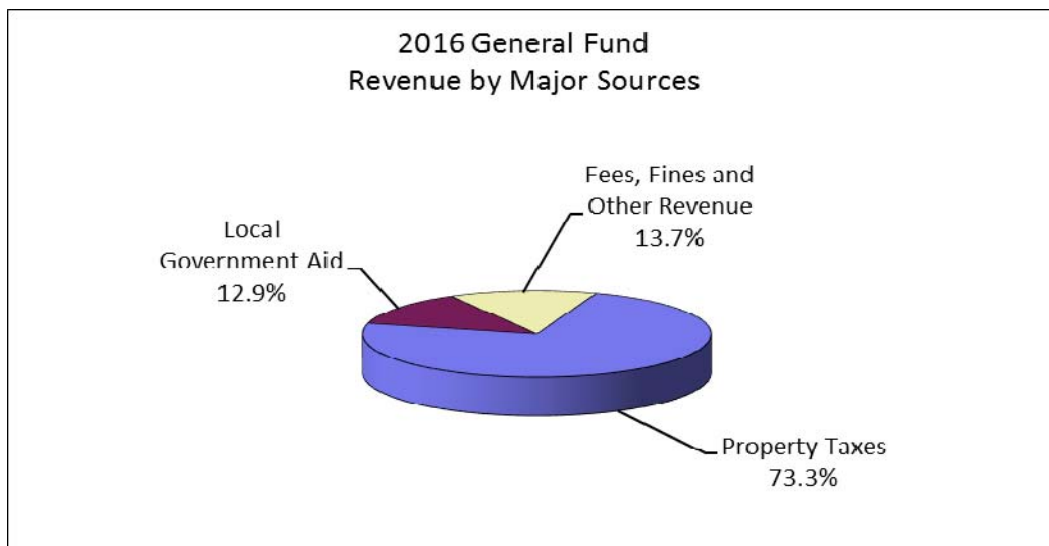
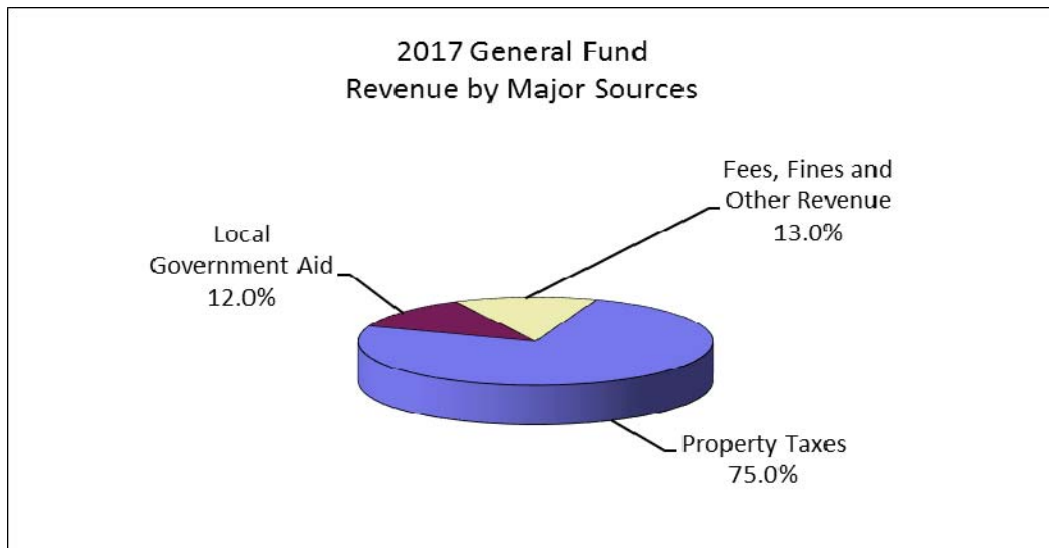
The approved 2017 budget for the General Fund is \$77 million, an increase of 8 percent from the 2016 approved budget. The MPRB depends on property taxes and Local Government Aid (LGA) to fund operations. The 8 percent increase in the 2017 budget is primarily due to a \$5 million increase in property tax that includes \$3 million for the 20 Year Neighborhood Park Plan operating costs and \$2 million for other General Fund operations. The operating budget is 87 percent supported by property taxes and LGA and 13 percent supported by other revenues.

Operations account for 97 percent of the General Fund budget, capital expenditures account for 3 percent. The majority of the MPRB operating budget provides resources to fund programs and services to maintain neighborhood parks, natural resources and urban forest (52 percent); recreation (23 percent); and park safety (8 percent).



General Fund Revenue by Major Sources

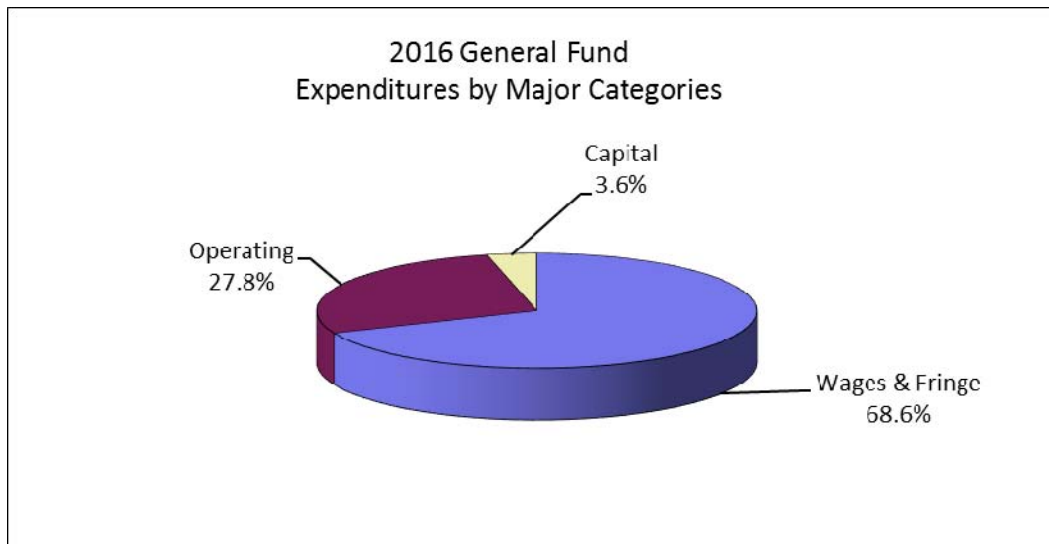
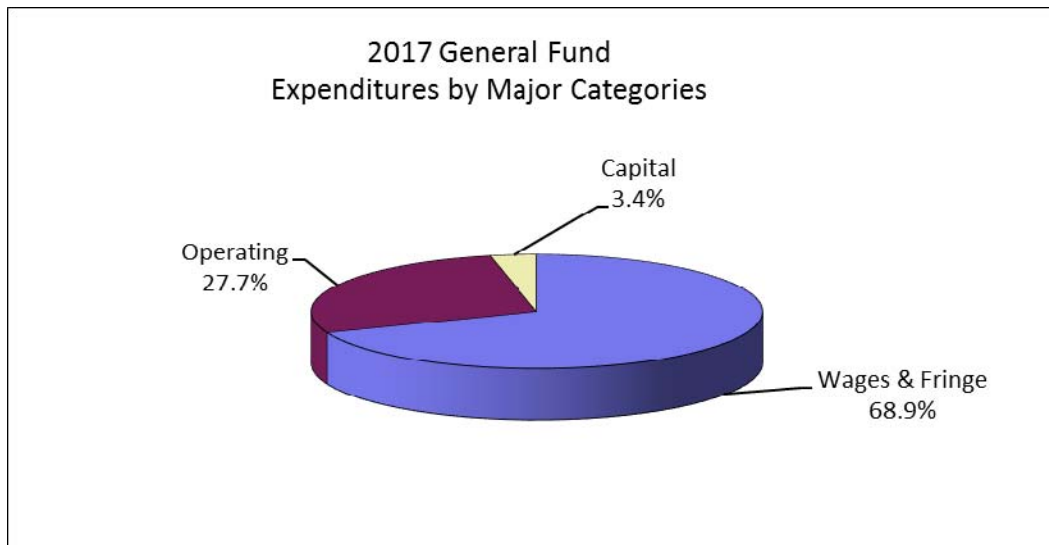
	2016 Approved	2017 Approved	Change	% Change
Current Property Taxes	52,057,170	57,462,870	5,405,700	10.4%
Local Government Aid (LGA)	9,182,581	9,194,054	11,473	0.1%
Fees, Fines and Other Revenues	9,742,694	9,956,570	213,876	2.2%
Total Revenue	70,982,445	76,613,494	5,631,049	7.9%





General Fund Expenditures by Major Categories

	2016 Approved	2017 Approved	Change	% Change
Wages & Fringe	48,700,268	52,801,058	4,100,790	8.4%
Operating	19,702,177	21,232,436	1,530,259	7.8%
Capital	2,580,000	2,580,000	0	0.0%
Total Expenditures	70,982,445	76,613,494	5,631,049	7.9%





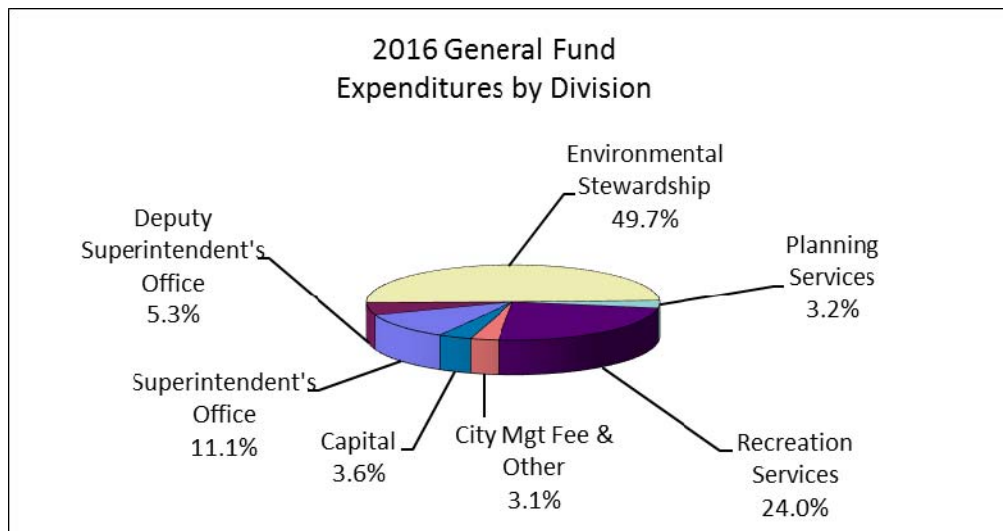
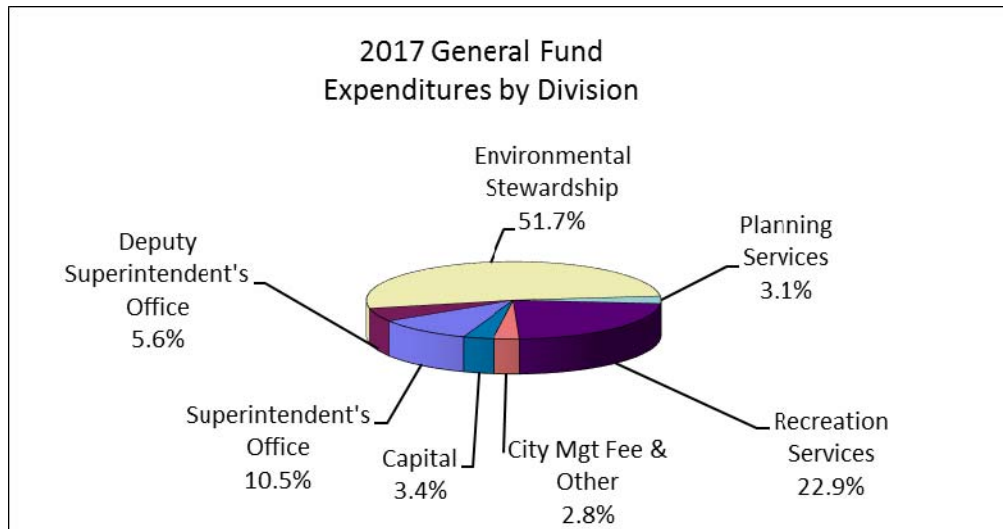
**General Fund
Expenditures by Division/Departments**

	2016 Approved	2017 Approved	Change
Superintendent's Office			
Superintendent's Office	982,720	749,070	(233,650)
Board of Commissioners	650,441	658,984	8,543
Communications & Marketing Department	681,237	738,349	57,112
Park Police Department	5,531,048	5,867,073	336,025
Deputy Superintendent's Office			
Deputy Superintendent's Office	0	254,832	254,832
Community Outreach Department	1,411,199	1,426,118	14,919
Customer Service Department	409,301	440,769	31,468
Finance Department	980,455	1,068,970	88,515
Human Resources Department	983,068	1,102,950	119,882
Environmental Stewardship Division			
Asset Management Department	23,488,580	27,271,698	3,783,118
Environmental Management Department	2,760,414	2,989,633	229,219
Forestry Department	9,024,374	9,352,470	328,096
Planning Services Division			
Design & Project Management Department	1,444,008	1,486,470	42,462
Strategic Planning Department	846,795	867,699	20,904
Recreation Services Division			
Athletic Programs & Aquatics Department	2,805,184	2,881,845	76,661
Recreation Centers & Programs Department	10,254,134	10,529,092	274,958
Youth Development Department	3,963,479	4,167,379	203,900
City Mgmt Fee, Contributions & Other	2,186,008	2,180,093	(5,915)
Operating Expenditures	68,402,445	74,033,494	5,631,049
Neighborhood Park Capital Levy	2,280,000	2,180,000	(100,000)
Park Land Acquisition Reserve	300,000	400,000	100,000
Total Capital & Reserve	2,580,000	2,580,000	0
Total General Fund	70,982,445	76,613,494	5,631,049



General Fund Expenditures by Division

	2016 Approved	2017 Approved	Change	% Change
Superintendent's Office	7,845,446	8,013,476	168,030	2.1%
Deputy Superintendent's Office	3,784,023	4,293,639	509,616	13.5%
Environmental Stewardship	35,273,368	39,613,801	4,340,433	12.3%
Planning Services	2,290,803	2,354,169	63,366	2.8%
Recreation Services	17,022,797	17,578,316	555,519	3.3%
City Mgmt Fee, Contributions & Other	2,186,008	2,180,093	(5,915)	-0.3%
Capital	2,580,000	2,580,000	0	0.0%
Total General Fund	70,982,445	76,613,494	5,631,049	7.9%

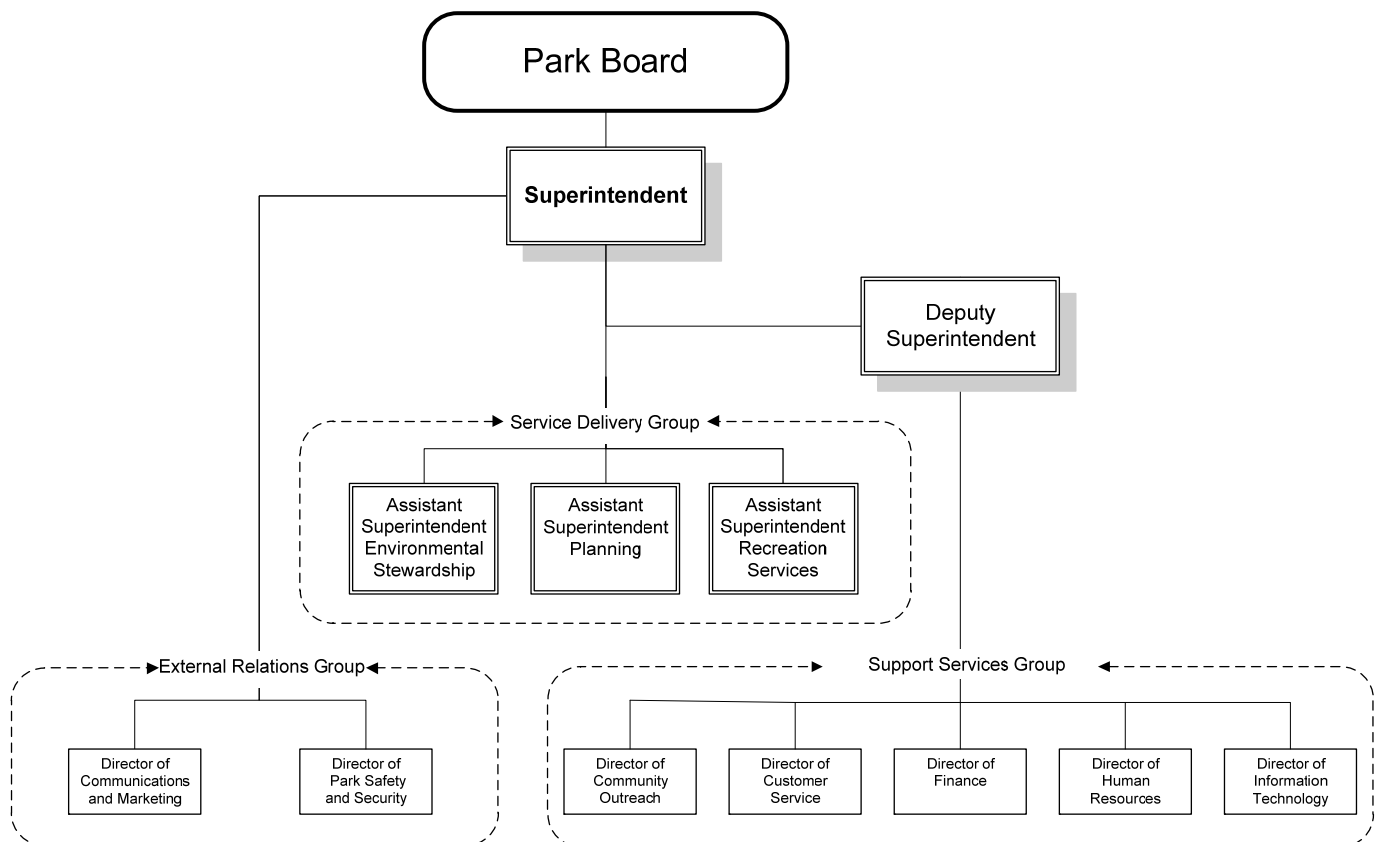




Department Budgets

Superintendent's Office

The Superintendent's Office is responsible for the executive management of the highly diverse services and operations of the MPRB. 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, communications and marketing, and park safety and security.





Superintendent's Office

The Superintendent's Office provides organization leadership, management and support of MPRB staff and departments and provides for the development and implementation of MPRB policies. It also supports lobbying efforts to aggressively seek external funding to the MPRB.

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	374,780	212,688
Fringe Benefits	114,169	55,875
Operating Costs	493,771	480,507
Superintendent's Office	982,720	749,070

Superintendent's Office Personnel	2016 Approved	2017 Approved
Deputy Superintendent	1.00	0.00
Executive Assistant to the Deputy Superintendent	0.60	0.00
Executive Assistant to the Superintendent	0.75	0.60
Superintendent of Parks	1.00	1.00
Full Time	3.35	1.60

Superintendent's Office	3.35	1.60
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Board of Commissioners

The Board of Commissioners provides organizational policy direction to the Superintendent.

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	149,753	158,597
Fringe Benefits	134,782	141,557
Operating Costs	365,906	358,830
Board of Commissioners	650,441	658,984

Board of Commissioners Personnel	2016 Approved	2017 Approved
Executive Assistant to the Deputy Superintendent	0.40	0.25
Executive Assistant to the Superintendent	0.25	0.40
Park Board Commissioners	9.00	9.00
Full Time	9.65	9.65
Board of Commissioners	9.65	9.65



Communications and Marketing

The Communications and Marketing Department manages a variety of communications initiatives for the organization, including news releases, media relations, crisis communications, social media, email subscription services, 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 and Marketing Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Develop and launch a new MPRB intranet that is mobile friendly, easily accessible and features updated design and effective content management and navigation systems to improve internal information sharing and work efficiencies. This new intranet will be accessible by all MPRB staff, both internal and external to the network, and addresses equity for access to MPRB information in a highly secure method.	Easily accessible information supports enjoyment and use of the park and recreation system.	1, 3 & 4
Benchmarks		Target Date
Establish cross-departmental intranet team. Contract for professional services to build new intranet site.		3/1/2017
Based on employee input and site development needs, determine design direction and site map for new intranet.		5/1/2017
Identify solutions to ensure intranet will be accessible to all MPRB staff, including those who are not assigned a MPRB desktop PC, laptop or mobile phone. Present recommended solution to, and receive feedback from, the Executive Team.		6/1/2017
Implement and complete intranet production, including configuration of content management system, content migration, new online form development and user testing.		11/15/2017
Determine site analytics and performance measurements for 2018. Launch intranet site.		12/1/2017
Provide training for staff, including general overview of new site features for all staff as well as launching ongoing session specific to departmental roles and responsibilities for keeping site updated.		12/31/2017



Communications and Marketing Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Develop and implement a plan for posting digitized historic park images on the MPRB website (www.minneapolisparcs.org) to improve public access to the images, provide a visual record of the early history of the park system, and increase appreciation of past and present MPRB programs and facilities. This is a carryover of a 2016 goal; applications for digitization of historic images were submitted to the Minnesota Digital Library in early 2016 but MDL projects are backlogged due to the volume of projects.	Easily accessible information supports enjoyment and use of the park and recreation system	3, 4
Benchmarks		Target Date
Develop plan for accessing and posting digitized historic park images on MPRB website, and for promoting availability of images.		4/15/2017
Implement plan by uploading images and creating communications promoting historic images and early history of the park system.		6/15/2017
Monitor and assess June through November website analytics to determine traffic and web usage patterns related to pages featuring historic images and make adjustments as needed.		12/15/2017



Communications and Marketing (continued)

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	396,213	439,534
Fringe Benefits	135,440	140,914
Operating Costs	149,584	157,901
Communications & Marketing	681,237	738,349

	2016 Approved	2017 Approved
Communications & Marketing		
Communications Representative	1.00	1.25
Director, Communications & Marketing	1.00	1.00
Social Media & Marketing Consultant	0.85	0.85
Web & Interactive Media Administrator	1.00	1.00
Web Content Producer	0.90	1.00
Full Time	4.75	5.10
Admin Support/Intern - Web Technician	0.45	0.80
Admin Support/Intern - Photojournalist	0.40	0.40
Admin Support/Intern - Graphic Designer	0.40	0.40
Communications Assistant	0.40	0.40
Marketing Assistant	0.00	0.20
Part Time	1.65	2.20
Communications & Marketing	6.40	7.30



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 goal of making safe parks, facilities and programs.

Park Police Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
<p>The Park Police Department will develop a body-worn camera (BWC) policy and contract with a vendor for hardware, data storage, and data management services. All sworn/licensed officers, assigned to patrol duties, will have body cameras upon goal completion. BWC program goals include: increased Park Police officer accountability, better evidence and arrests, and a reduction in conduct complaints and applications of force.</p>	<p>Intervention and communication reduce safety concerns</p>	<p>1 & 2</p>	<p>A5</p>
Performance Measures			Target Date
<p>Review best practices and model policies pertaining to body-worn cameras in policing. Conduct public engagement and seek public comment.</p>			<p>5/1/2017</p>
<p>Develop a Department policy, based on research, law, and public comment, for body-worn cameras. Once developed, obtain program authorization from the MPRB.</p>			<p>6/1/2017</p>
<p>Execute a contract with an appropriate vendor for hardware, data storage, and data management services.</p>			<p>6/30/2017</p>
<p>Train Park Police sworn/licensed patrol officers on policy and camera operation.</p>			<p>7/31/2017</p>
<p>Deploy body-worn cameras to all sworn/licensed patrol staff.</p>			<p>8/1/2017</p>
<p>Evaluate impact of body-worn cameras on conduct complaints of sworn/licensed patrol staff.</p>			<p>12/31/2017</p>



Park Police (continued)

Fund 11500	2016 Approved	2017 Approved
Fees	44,835	44,835
Fines	341,000	321,000
Other Revenue	15,000	15,000
Park Police Revenue	400,835	380,835

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	3,360,423	3,492,768
Fringe Benefits	1,184,669	1,257,900
Operating Costs	985,956	1,116,405
Park Police Expense	5,531,048	5,867,073

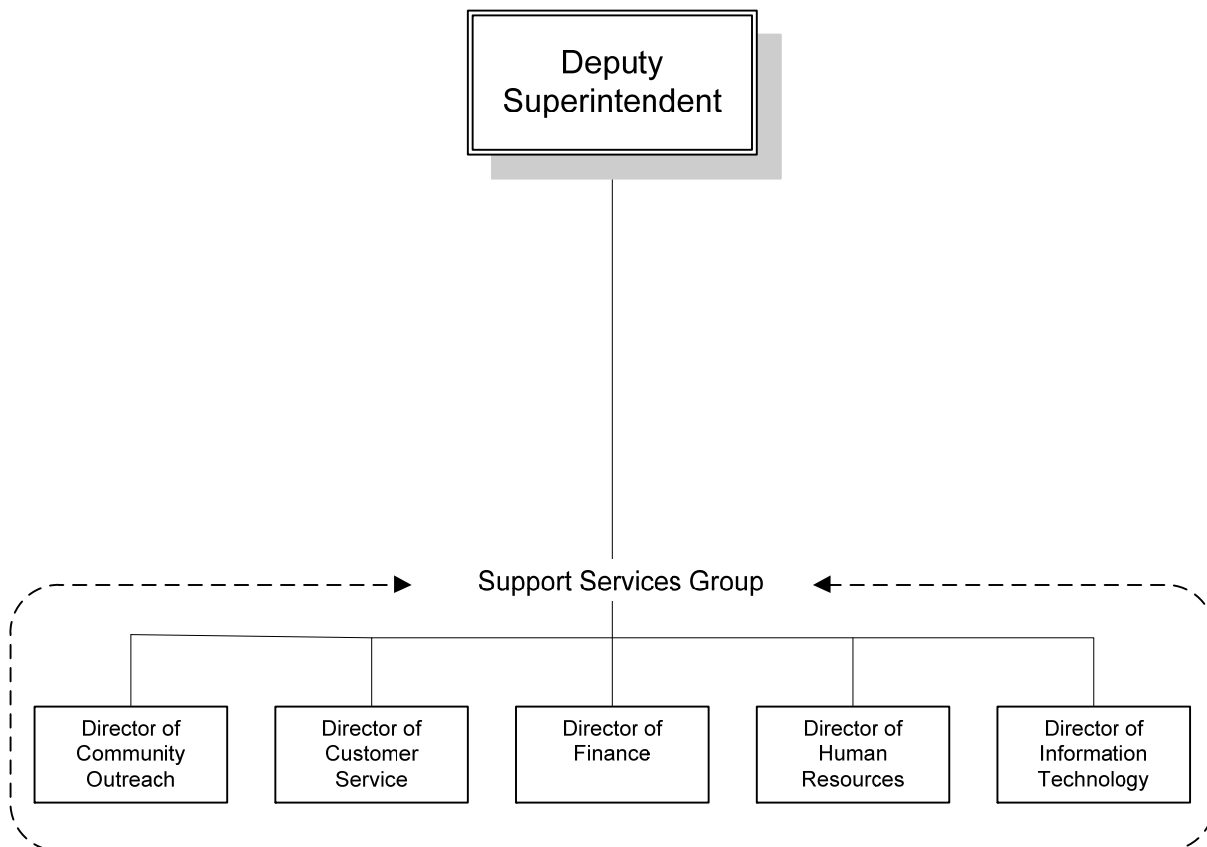
Park Police Personnel	2016 Approved	2017 Approved
Administrative Assistant	0.85	0.85
Director, Park Safety and Security	1.00	1.00
Park Patrol Agent	2.00	2.00
Police Lieutenant, Parks	2.00	2.00
Police Officer, Parks	25.00	25.00
Police Sergeant, Parks	7.00	7.00
Youth Violence Prevention	0.00	1.00
Full Time	37.85	38.85
Park Patrol Agent Seasonal	11.16	11.16
Part Time	11.16	11.16
Park Police	49.01	50.01



Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent is responsible for the coordination of the day-to-day operations of the support services group of the MPRB. The Superintendent provides leadership and direction for the entire MPRB, while the Deputy is responsible for cross-departmental coordination and leadership. The Deputy Superintendent provides oversight of MPRB's community outreach, customer service, finance, human resources and information technology departments as well as records management and risk management.





Deputy Superintendent's Office

The Deputy Superintendent's Office provides oversight of MPRB's community outreach, customer service, finance, human resources and information technology departments as well as records management and risk management. The Deputy Superintendent's Office is also responsible for the cross-departmental coordination and leadership of the MPRB.

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	0	177,078
Fringe Benefits	0	52,618
Operating Costs	0	25,136
Deputy Superintendent's Office	0	254,832

	2016 Approved	2017 Approved
Deputy Superintendent's Office Personnel		
Deputy Superintendent	0.00	1.00
Executive Assistant to the Deputy Superintendent	0.00	0.75
Full Time	0.00	1.75
Deputy Superintendent's Office	0.00	1.75



Community Outreach

The Community Outreach Department leads organizational efforts to build and maintain critical relationships with underrepresented communities (including communities of color, immigrant communities, English-language learners, people with disabilities and LGBTQ communities) and serves as the bridge for the organization to provide equitable access to and use of parks, programs, opportunities, and information. The department prepares the organization to be responsive to the changing needs of the community by educating staff on cultural differences and racial equity, providing staff with tools and resources to better serve the diverse communities of the City and by working with other departments to ensure that demographic data and community feedback drive decision making. Department staff serves as a resource to other departments to facilitate connections with underserved groups or organizations and staff assist in identifying community needs, gaps in service and duplication of service. The department proactively supports the Human Resources Department in developing and sustaining organizational capacity to recruit and retain a workforce reflective of the community through equitable recruitment and hiring practices as well diversity and inclusion training for staff. Additionally, the department produces and supports community events that connect people across cultures to the parks and each other.

Community Outreach Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
Implement Racial Equity Training for all MPRB staff utilizing train-the-trainer model which will continue to build internal capacity and staff expertise.	Dynamic parks that shape city character and meet diverse community needs	A, B, C & 1	A3

Performance Measures	Target Date
Work with Racial Equity Steering Committee to research racial equity training models (in particular, ones that utilize a train-the-trainer model) in other local jurisdictions. Develop levels of training and goals keeping in mind needs of different departments throughout the organization.	12/31/2016
Work with consultant to develop training content and structure, including expectations of staff trainers.	3/31/2017
Recruit staff trainers as identified in model. Work with consultant to prepare trainers to conduct organization-wide training.	4/30/2017
Launch racial equity training for all full-time staff, beginning with supervisory staff. Conduct evaluations of all training sessions. Utilize feedback from sessions for continuous improvement of training series.	6/30/2017
Complete training for all current full-time staff.	11/30/2017
Develop system to provide racial equity training (at various levels) for all new staff as part of onboarding process.	12/31/2017



Community Outreach Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Complete and begin implementation of Gender Inclusion Policy and Action Plan to ensure that built, programmatic and work space is inclusive to people of all genders.	Dynamic parks that shape city character and meet diverse community needs	A, B, C & 1

Benchmarks	Target Date
Complete best practices research on Gender Inclusion in both the field of Parks and Recreation and in other public and private entities.	10/31/2016
Identify departments and representatives for gender inclusion policy development and implementation.	12/31/2016
Develop recommended Gender Inclusion Policy and implementation action plan.	2/28/2017
Present recommended policy to Executive Team for review and comment.	3/31/2017
Present recommended policy to Board for acceptance.	4/30/2017
Identify training needs by department and conduct all staff training on creating built, programmatic and work space that is inclusive to people of all genders.	8/31/2017
Evaluate training, implement organization-wide evaluation of policy impacts and make necessary changes.	12/31/2017

Goal	Comp Plan Goal	Strategic Direction
Develop ADA event guidelines to ensure that events produced by Community Outreach Events are welcoming and accessible to people with disabilities.	Dynamic parks that shape city character and meet diverse community needs	A, B, C & 1

Benchmarks	Target Date
Complete best practices research on accessible events in both the field of Parks and Recreation and event management.	1/31/2017
Develop draft guidelines.	2/28/2017
Train events staff on best practices for accessible event guidelines.	3/31/2017
Pilot accessible events guidelines at key community outreach produced events.	9/31/2017
Utilizing learnings from pilot events, finalize and begin implementation of organization-wide guidelines for community outreach produced events.	10/31/2017
Develop and begin utilizing an evaluation process for tracking use of the accessibility guidelines at Community Outreach produced events.	12/31/2017



Community Outreach (continued)

Fund 11500	2016 Approved	2017 Approved
Fees	10,000	10,000
Other Revenue	36,000	41,000
Community Outreach Revenue	46,000	51,000

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	844,466	858,650
Fringe Benefits	293,791	281,949
Operating Costs	272,942	285,519
Community Outreach Expense	1,411,199	1,426,118

Community Outreach	2016 Approved	2017 Approved
Community Engagement Coordinator	4.00	4.00
Community Event Supervisor	1.00	1.00
Director, Community Outreach	1.00	1.00
Event Coordinator	2.00	2.00
Event Technician	1.00	1.00
Manager, Community Outreach, Equity & Inclusion	1.00	1.00
Full Time	10.00	10.00
Administrative Assistant	0.50	0.50
Recreation Specialist C	3.00	1.50
Seasonal Mobile Equipment Operator	0.12	0.12
Special Service Attendant	0.00	1.81
Part Time	3.62	3.93
Community Outreach	13.62	13.93



Customer Service

The Customer Service Department provides the management and support of customer relations and is responsible for regulatory permits and concessionaire contracts. The department issues facility use permits for picnics, weddings, parkway use, portrait photography, annual parking permits, contract parking permits, and annual off-leash permits. The department processes administrative tickets issued by MPRB Police Department. The department administers the Memorials & Tributes program, coordinating purchase and installation of tribute benches and trees throughout the park system. Other functions include customer service staff training; duplication, binding and mail services; walk-up and phone activity registration; general reception; and internal support services.

Customer Service Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Initiate a comprehensive review of watercraft storage permitting policies and practices to identify areas of improvement which will create an equitable approach to permit issuance resulting in higher customer satisfaction.	Easily accessible information supports the enjoyment and use of the park and recreation system.	B 1, 2, 3
Benchmarks		Target Date
Form a work team to work on data collection and current MPRB policy review for improvement of processes related to watercraft storage permitting.		3/31/2017
Research best practices in permitting, specifically related to equitable permit issuance practices; returning permit holders and priority group based permitting practices.		5/31/2017
Work collaboratively with Community Outreach Department staff on collection of feedback from past and current watercraft storage permit holders, customers who have applied for but not received watercraft storage permits in the past and other targeted focus groups.		5/31/2017
Analyze data collected and begin to formulate recommendations for improvement using racial equity tools.		7/31/2017
Provide recommendations to MPRB legal counsel for review.		8/15/2017
Create a formal draft of recommended improvements to Superintendent's Leadership Team for feedback.		9/1/2017
Make changes to current policy and related procedure, as necessary.		10/1/2017
Work with Communications & Marketing Department on a Communications Plan to articulate changes to programs which will be implemented in 2018.		11/15/2017



Customer Service Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Develop and implement a set of abbreviated customer service trainings which will be used as a supplement to the new Human Resources Department Onboarding program and the In-Service program to establish a strong foundation of customer service expectations amongst all staff across the MPRB.	Easily accessible information supports the enjoyment and use of the park and recreation system.	B 2
Benchmarks		Target Date
Set up meetings with Department Heads to determine core concepts from the Customer Service Standards which apply directly to the expectations of employees within their departments based on typical job duties.		1/31/2017
Draft training plans for each department and for the onboarding program as a whole.		2/28/2017
Research and brainstorm training activities and job aides required to deliver the sessions.		3/31/2017
Provide the draft training plans to department heads for review and approval.		4/15/2017
Implement newly developed training sessions.		4/30/2017
Based on evaluation tools, make adjustments to training content, activities and job aides as necessary.		12/31/2017



Customer Service (continued)

Fund 11500	2016 Approved	2017 Approved
Fees	717,500	723,683
Customer Service Revenue	717,500	723,683

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	256,879	275,706
Fringe Benefits	104,443	107,222
Operating Costs	47,979	57,841
Customer Service Expense	409,301	440,769

Customer Service Personnel	2016 Approved	2017 Approved
Customer Service Representative I	1.38	1.38
Customer Service Representative II	1.00	1.00
Copy Center Operator	1.00	1.00
Director, Customer Service	0.75	0.75
Event Coordinator	0.40	0.40
Full Time	4.53	4.53
Special Service Attendant	0.54	0.54
Youth Worker	0.35	0.35
Part Time	0.89	0.89
Customer Service	5.42	5.42



Finance

The Finance Department provides the management and support of the Accounting & Financial Reporting and Budget & Financial Analysis functions of the MPRB. Department responsibilities include general accounting, procurement, billing, capital project accounting, financial reporting and auditing, risk management, financial analysis, budget development and budget monitoring. 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 benchmark reporting.

Finance Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
Develop and implement the use of racial equity tools within the MPRB budget process to provide assessment of racial equity in the distribution of funds and racial equity impacts of budget decisions.	Financially Independent and sustainable parks prosper.	1,2,3,4	A4
Performance Measures			Target Date
Research and identify racial equity tools best practices for budgeting and racial equity budgeting processes utilized by other governmental entities.			2/15/2017
Develop a structured and phased implementation plan for racial equity tools that will be utilized in the MPRB budget process.			3/30/2017
Review implementation plan with Executive Team, obtain feedback, modify plan and obtain Executive Team approval of the plan.			5/15/2017
Develop forms and instructions for 2018 budget process and provide training to staff responsible for budget development.			6/1/2017
Continue the implementation of the plan until fully executed. Evaluate the process, review outcomes, and make modifications as needed.			ongoing



Finance Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
Develop and implement the use of racial equity tools in the review and update of MPRB Procurement policies and procedures to ensure barriers to racial equity are reduced and dollars are accessible to and benefiting the diversity of the region.	Financially Independent and sustainable parks prosper.	1,2,3,4	A5,D1
Performance Measures			Target Date
Identify and prioritize the MPRB procurement policies and procedures to be reviewed and updated.			3/30/2017
Obtain and review disparities studies conducted by the City of Minneapolis and League of Minnesota Cities and identify information and measures that are applicable to the MPRB.			5/30/2017
Develop a structured and phased implementation plan for review and update of MPRB procurement policies and procedures.			7/30/2017
Review implementation plan with Executive Team, obtain feedback, modify plan and obtain Executive Team approval of the plan.			8/30/2017
Begin work on the review and update of MPRB procurement policies and procedures utilizing racial equity tools.			9/15/2017
Continue the implementation of the plan until fully executed. Evaluate the process, review outcomes, and make modifications as needed.			ongoing



Finance (continued)

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	632,483	691,517
Fringe Benefits	211,440	250,046
Operating Costs	136,532	127,407
Finance	980,455	1,068,970

	2016 Approved	2017 Approved
Finance Personnel		
Account Clerk	2.00	2.50
Account Clerk NPP20	0.00	0.50
Accountant	1.00	1.00
Accounting Supervisor	1.00	1.00
Capital Projects Accountant	0.00	0.43
Director, Finance	0.80	0.80
Financial Services Asst/Payroll	1.00	1.00
Financial Analyst	1.00	1.00
Manager, Budget & Analysis	1.00	1.00
Senior Financial Analyst	0.75	0.75
Full Time	8.55	9.98
Account Clerk	0.50	0.00
Part Time	0.50	0.00
Finance	9.05	9.98



Human Resources

The Human Resources Department provides management and support of personnel initiatives. Human Resources staff reviews best practices for policies, procedures and processes aimed at better efficiency and overall customer service in the areas of recruitment, staffing, performance management, employee development and HR policy management.

Human Resources Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Implement internal job fair for all MPRB staff.	Through outreach and research, park and recreation services are relevant today and tomorrow	1, 3, 4
Benchmarks		Target Date
Establish committee representative of multiple career paths available at MPRB.		1/31/2017
Determine timeline and logistics for internal job fair.		2/28/2017
Assemble necessary partners and materials.		4/30/2017
Establish and execute marketing and communication plan to MPRB personnel.		6/30/2017
Execute job fair.		9/15/2017
Evaluate event and determine if event should be repeated and its frequency.		9/30/2017

**Human Resources (continued)**

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	539,876	612,689
Fringe Benefits	179,327	219,151
Operating Costs	263,865	271,110
Human Resources	983,068	1,102,950

Human Resources Personnel	2016 Approved	2017 Approved
Director, Human Resources	1.00	1.00
Human Resources Associate	2.00	2.00
Human Resources Consultant	2.00	2.00
Human Resources Consultant NPP20	0.00	1.00
Occupational Health & Safety Consultant	0.10	0.10
Senior Human Resources Consultant	1.50	1.50
Training & Professional Development Consultant	1.00	1.00
Full Time	7.60	8.60
Human Resources	7.60	8.60



City Management Fee, Contributions & Other

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

	2016	2017
Fund 11500	Approved	Approved
Fees	192,000	192,000
Other Revenue	498,382	537,707
Park Board Wide Revenue	690,382	729,707

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	322,135	397,799
Fringe Benefits	137,669	59,669
Operating Costs	1,726,204	1,722,625
City Management Fee, Contributions & Other Expense	2,186,008	2,180,093

City Management Fee	1,024,256	1,033,904
Internal Service Fund Loan Repayment	130,000	130,000
City of Minneapolis Benefit Administration Fee	154,910	177,903
Affordable Care Act Impact	137,669	59,669
St. Anthony Heritage Board	31,000	31,000
Civil Rights Commission	30,000	0
Youth Coordinating Board	14,415	16,577
Other Operating Costs	111,623	103,241
Funding for Operations Service Centers	230,000	230,000
Provision for Wage, Insurance, & Pension Adjustments	322,135	397,799
City Management Fee, Contributions & Other	2,186,008	2,180,093

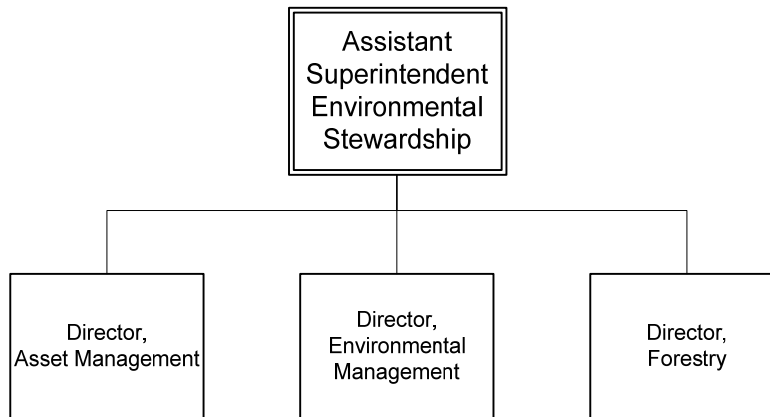


Department Budgets

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, water resources, and forestry.

Environmental Stewardship Leadership Team





Asset Management

The Asset Management Department provides the management and maintenance of parks and park assets in the north, northeast, southeast, south, southwest, regional, and downtown. Facilities and amenities that are maintained include buildings, turf, natural areas, gardens, trails, play areas, rental facilities, pools, and skating areas. In addition, the department maintains all city-wide athletic fields at Neiman Sports Complex and Parade. The department manages and coordinates plumbing, electrical, paint, carpentry and cement finishing services. 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.

Asset Management Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Reduce fuel use and reduce the length of the current mowing cycle for all park properties using data about allocation of resources and mowing routes.	Sound management techniques provide healthy, diverse, and sustainable natural resources.	C,2
Benchmarks	Target Date	
Complete assessment of current mowing responsibilities including shared sites with Minneapolis Public Schools and others.	3/1/2017	
Establish a system-wide baseline mowing cycle and time parameters for each park by analyzing data collected in 2016.	4/15/2017	
Review current mowing cycle to create new goals, mowing standards, and routing practices.	5/15/2017	
Begin newly defined routes that accounts for different types of mowers, travel times, and garaging locations.	6/1/2017	
Reassess and make any necessary changes to ensure new, shorter maintenance cycle is sustainable across seasons.	9/1/2017	

**Asset Management (continued)**

Fund 11500	2016 Approved	2017 Approved
Fees	217,641	217,641
Other Revenue	679,066	679,066
Asset Management Revenue	896,707	896,707

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	10,905,214	12,672,166
Fringe Benefits	5,473,193	6,200,060
Operating Costs	7,110,173	8,399,472
Asset Management Expense	23,488,580	27,271,698

**Asset Management (continued)**

Asset Management Personnel	2016 Approved	2017 Approved
Administrative Assistant	1.00	1.00
Assistant Director, Asset Management NPP20	0.00	1.00
Assistant Superintendent Env. Stewardship	0.40	0.40
Automotive Mechanic	1.35	1.35
Carpenter	3.00	3.00
Carpenter NPP20	0.00	2.00
Carpenter Apprentice NPP20	0.00	1.00
Cement Finisher	2.00	2.00
Construction Engineer	1.00	1.00
Director, Asset Management	0.75	0.75
Electrician	2.00	2.00
Executive Assistant	0.50	0.50
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 Plumber	1.00	1.00
Foreman Service Area	4.00	3.00
Gardener	8.00	8.00
Gardener NPP20	0.00	1.00
Management Analyst	2.00	2.00
Manager, Park Operations	1.00	5.00
Manager, Park Operations NPP20	0.00	1.00
Mobile Equipment Operator	13.45	13.45
Mobile Equipment Operator NPP20	0.00	3.00
Occupational Health & Safety Consultant	0.40	0.40
Painter	3.00	3.00
Parkkeeper	90.88	91.88
Parkkeeper NPP20	0.00	4.00
Parkkeeper Trainee NPP20	0.00	10.00
Parkkeeper Crew Leader	18.00	18.00
Pipefitter	1.00	1.00
Plumber	3.00	3.00
Refuse & Recycling Crew Leader (MEO)	1.00	1.00
Full Time	162.73	189.73



Asset Management Personnel (continued)

Trades	0.83	0.83
Trades -Apprentice	0.50	0.50
Seasonal Gardener	1.00	1.00
Seasonal Management Intern NPP20	0.00	0.75
Seasonal Mobile Equipment Operator	7.53	7.53
Seasonal Mobile Equipment Operator NPP20	0.00	2.00
Seasonal Park Maintenance Worker	30.46	30.46
Seasonal Park Maintenance Worker NPP20	0.00	3.25
Part Time	40.32	46.32
Asset Management	203.05	236.05



Environmental Management

The Environmental Management Department provides management and support of environmental education, natural and water resources management, and volunteer coordination for the Environmental Stewardship Division. Environmental education 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, manages, and protects the water quality of Minneapolis lakes and creeks and manages beach and Webber Natural Swimming Pool bacteria monitoring. Aquatic invasive species prevention, protection and management work is also a focus of the environmental education and water resources staff. Natural resources staff manages more than 400 acres of prairies, shorelines, wetlands, and woodlands, and coordinates re-vegetation projects. Natural resources staff focuses much of their work on the management of terrestrial invasive species. Each year, more than 8,000 volunteers contribute more than 69,000 hours to help maintain the park system. Volunteer programs encompass one-time service projects, ongoing site-based activities, Park Stewards agreements and working collaboratively with other departments on volunteer activities throughout the parks.



Environmental Management Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Begin development of vegetation management strategies for MPRB natural resources	Sound management techniques provide healthy, diverse, and sustainable natural resources	C, 3

Benchmarks	Target Date
Develop internal Natural Resources Vegetation Management Team.	1/20/2017
Develop professional services scope and Requests for Proposals (RFP).	3/1/2017
Send out RFP and assess proposals.	3/15/2017
Hire a professional consultant to implement initial steps to define and develop planning and management strategies for MPRB natural areas vegetation.	4/30/2017
Team works with consultant to implement scope including identifying, categorizing and developing nomenclature for various natural areas.	5/1/2017 - 7/1/2017
Consultant assesses identified vegetation management areas.	10/1/2017
Based on assessments, consultant develops initial recommendations for natural areas management.	11/1/2017
Team works with consultant to implement scope by identifying community and agency stakeholders.	11/1/2017
Consultant develops recommendations for future stakeholder engagement steps.	12/31/2017

**Environmental Management (continued)**

	2016	2017
Fund 11500	Approved	Approved
Fees	486,488	541,740
Other Revenue	22,410	16,549
Environmental Management Revenue	508,898	558,289

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	1,319,731	1,460,800
Fringe Benefits	426,478	472,369
Operating Costs	1,014,205	1,056,464
Environmental Management Expense	2,760,414	2,989,633

**Environmental Management (continued)**

Environmental Management Personnel	2016 Approved	2017 Approved
AIS Program Administrator	0.00	1.00
Assistant Superintendent Env. Stewardship	0.20	0.20
Director, Environmental Management	1.00	1.00
Env. Stewardship Volunteer Coordinator	1.00	1.00
Environmental Education Supervisor	1.00	1.00
Gardener Curator	1.00	1.00
Mobile Equipment Operator	1.55	1.55
Natural Resources Coordinator	1.00	1.00
Naturalist	0.00	1.00
Naturalist Programs Coordinator	1.00	1.00
Water Resources Supervisor	1.00	1.00
Water Resources Technician	2.00	2.00
Full Time	10.75	12.75
Environmental Specialist A	11.69	13.19
Environmental Specialist B	2.37	2.27
Environmental Specialist C	0.25	0.25
Program Aide I	0.60	0.60
Program Aide II	0.50	0.50
Seasonal Gardener	0.70	0.70
Seasonal Park Maintenance Worker	2.00	2.00
Water Quality Support	1.66	1.66
Youth Worker	0.16	0.66
Part Time	19.93	21.83
Environmental Management	30.68	34.58



Forestry

The Forestry Department provides for management and support of forestry operation services. As the steward of the municipal urban forest, 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 to replace those that are removed and the removal of resulting 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 & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Implement a "stump free parks" plan which would catch up on the backlog of existing stumps in neighborhood parks by facilitating their removal throughout the calendar year.	Sound management techniques provide healthy, diverse and sustainable natural resources.	B, C, 2, 3
Benchmarks		Target Date
Using MPRB data, confirm the location of all neighborhood parks within each Forestry Service Area and create a project name within the computerized tree inventory program for recording stump grinding work.		3/15/2017
Review with Forestry staff the expectations involving information to be recorded for stump grinding work whether performed contractually or in-house.		4/1/2017
Following a predetermined route that specifies the length of time spent in each Forestry Service Area, begin the equitable removal of stumps by cycling through neighborhood parks using contractors.		4/15/2017 - 12/15/17
Following a predetermined route that specifies the length of time spent in each Forestry Service Area, begin the equitable removal of stumps by cycling through neighborhood parks using in-house personnel.		6/15/2017 - 12/15/17
Review with Forestry staff the status of removing all stumps from neighborhood parks and determine if the goal of "stump free parks" has been met. If the goal has not been met, what would be needed for accomplishment in 2018.		12/15/2017



Forestry Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Continue to improve the procedure of monitoring park trees near playgrounds by using tree risk assessment techniques to identify and mitigate high-risk trees through pruning of branches or total tree removal.	A safe place to play, recreate, contemplate and celebrate.	B, C, 2 & 3
Benchmarks		Target Date
Using MPRB data, confirm the location of each playground within Forestry Service Areas and record said location within computerized tree inventory program.	3/1/2017	
Review with existing Tree Inspectors and train new Tree Inspectors on monitoring expectations and the method of recording inspection results in computerized tree inventory program.	6/15/2017	
Begin recording visits to playgrounds in computerized tree inventory program for the purpose of documenting inspection.	7/1/2017 - 12/15/2017	
Begin the elimination of discovered tree hazards through prioritization of work assignments to Forestry crews.	7/1/2017 - 12/15/2017	
Seek feedback from Tree Inspectors and Foremen on ways to further improve the mitigation of high-risk trees near playgrounds.	12/15/2017	

**Forestry (continued)**

	2016	2017
Fund 11500	Approved	Approved
Fees	125,000	0
Other Revenue	0	49,869
Forestry Revenue	125,000	49,869

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	4,465,079	4,655,693
Fringe Benefits	2,328,989	2,426,943
Operating Costs	2,230,306	2,269,834
Forestry Expense	9,024,374	9,352,470

**Forestry (continued)**

Forestry Personnel	2016 Approved	2017 Approved
Administrative Assistant	2.60	2.60
Arborist	39.00	39.00
Arborist NPP20	0.00	2.00
Arborist Crew Leader	13.00	13.00
Assistant Superintendent Env. Stewardship	0.35	0.35
Automotive Mechanic	0.50	0.50
Director, Park Forestry	1.00	1.00
Foreman Arborist	5.00	5.00
Manager, Forestry	1.00	1.00
Mobile Equipment Operator	9.00	9.00
Occupational Health & Safety Consultant	0.40	0.40
Sustainable Forestry Coordinator	1.00	1.00
Tree Preservation Coordinator	1.00	1.00
Full Time	73.85	75.85
Clerk Typist I	0.35	0.35
Seasonal Mobile Equipment Operator	1.50	1.50
Part Time	1.85	1.85
Forestry	75.70	77.70



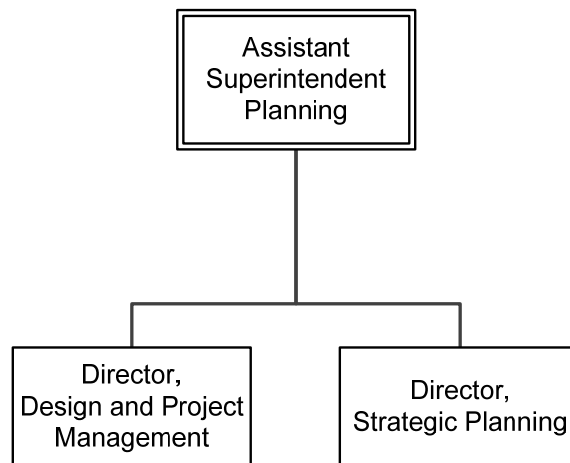
Department Budgets

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.

Planning





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 & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Reduce the number and magnitude of amendments to agreements for professional services. Savings from this action can be properly redirected to capital improvements in parks.	Easily accessible information supports enjoyment and use of the park and recreation system	4
Benchmarks		Target Date
Research and develop an outcomes based approach to soliciting consulting services.		2/1/2017
Review process of soliciting consulting services with staff and provide guidance on outcomes based solicitation.		3/1/2017
Identify a pilot solicitation for use of the outcomes based solicitation for consulting services and draft request using outcomes.		3/15/2017
Review responses from pilot solicitation and determine appropriateness for expanding to all requests for consulting services.		5/1/2017



Design & Project Management (Continued)

	2016	2017
Fund 11500	Approved	Approved
Fees	100,000	100,000
Other Revenue	1,138,000	1,142,375
Design & Project Management Revenue	1,238,000	1,242,375

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	924,721	954,102
Fringe Benefits	332,614	342,937
Operating Costs	186,673	189,431
Design & Project Management Expense	1,444,008	1,486,470

	2016	2017
Design & Project Management Personnel	Approved	Approved
Assistant Superintendent Planning	0.50	0.50
Construction Project Manager	2.00	2.00
Design Project Manager	5.00	5.00
Director, Planning and Project Management	1.00	1.00
Engineering Technician II	2.50	2.50
Executive Assistant	0.50	0.50
Project Designer	1.00	1.00
Full Time	12.50	12.50
Urban Scholar	0.00	0.20
Part Time	0.00	0.20
Design & Project Management	12.50	12.70



Strategic Planning

The Strategic Planning 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 Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
With involvement from the NPP20 Work Group, create and implement a metrics-based approach to selecting capital projects in the Regional Park System that ensures equitable decision-making similar to that developed for the neighborhood system and implemented in the 2017-2022 CIP.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility, and beauty	A, B, 1, 2	A4,A5

Benchmarks	Target Date
Convene NPP20 work group to discuss general parameters of Regional Parks metrics.	2/1/2017
Develop Draft Regional Parks Metrics in collaboration with NPP20 work group.	4/1/2017
Present Draft Regional Parks Metrics to Superintendent and Executive Team and modify according to input.	5/1/2017
Present Draft Regional Parks Metrics to organizations whose work is focused on racial equity (i.e. GARE, Hope Community, Voices for Racial Justice).	6/15/2017
Present Draft Regional Park Metrics to Board of Commissioners for review and adoption.	7/19/2017
Utilize Regional Parks Metrics in creation of 2018-2023 CIP.	8/1/2017



Strategic Planning Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
<p>Create and implement a uniform method for tracking progress on implementation of Service Area Master Plans and Regional Park Master Plans. This tracking form can be reported out to elected officials and the public, and will serve as proof of movement forward with master plan and park plan implementation.</p>	<p>Easily accessible information supports enjoyment and use of the park and recreation system</p>	<p>A, 2</p>
Performance Measures		Target Date
<p>Create draft tracking methodology, using project lists and cost estimates from existing plans.</p>		<p>2/1/2017</p>
<p>Present methodology to Planning Division in a workshop format to test usability.</p>		<p>3/1/2017</p>
<p>Present methodology to Executive Team.</p>		<p>4/1/2017</p>
<p>Populate tracking form with project lists from adopted master plans.</p>		<p>5/1/2017</p>
<p>Schedule frequency of communication to the public via Board Petitions & Communications, and submit first Petitions & Communications item.</p>		<p>6/1/2017</p>



Strategic Planning (continued)

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	488,634	507,480
Fringe Benefits	189,460	194,832
Operating Costs	168,701	165,387
Strategic Planning Expense	846,795	867,699

	2016 Approved	2017 Approved
Strategic Planning		
Assistant Superintendent Planning	0.50	0.50
Director, Strategic Planning	1.00	1.00
Engineering Technician II	0.50	0.50
Executive Assistant	0.50	0.50
Project Planner	1.00	1.00
Real Property Administrator	1.00	1.00
Senior Planner	2.00	2.00
Full Time	6.50	6.50
Seasonal Visitor Counters	1.00	1.00
Urban Scholar	0.00	0.20
Part Time	1.00	1.20
Strategic Planning	7.50	7.70



Capital & Reserve

Capital & Reserve includes the Neighborhood Park Capital Levy which provides funding for the neighborhood capital improvement program through the allocation of current year operating revenues, and a General Fund transfer to the Park Land Acquisition Reserve to support riverfront acquisitions.

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	0	0
Fringe Benefits	0	0
Capital Outlay	2,580,000	2,580,000
Capital Projects	2,580,000	2,580,000

Neighborhood Park Capital Levy	2,280,000	2,180,000
Park Land Acquisition Reserve	300,000	400,000
Capital Projects	2,580,000	2,580,000

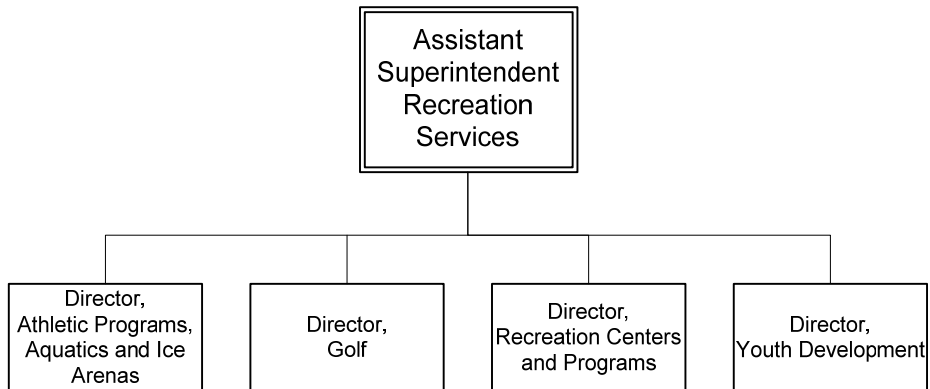


Department Budgets

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; and recreation, education, and interpretive programming.

Recreation Leadership Team





Athletic Programs, Aquatics & Ice Arenas

The Athletic Programs, Aquatics & Ice Arenas department provides the management and support for citywide youth and adult sports programs, MPRB aquatic programs, Parade and Northeast Ice Arenas, and the Recreation Division volunteer program. Youth and adult sports are organized and administered through 11 youth sports leagues and 13 adult sports leagues. Administration of recreation division volunteers is organized system wide with particular collaboration with recreation centers, program staff and the Environmental Stewardship division. The MPRB aquatic programs include North Commons Water Park, Jim Lupient Water Park, Webber Pool, 12 beaches (8 with lifeguard services), swimming lessons, water safety clinics, open swimming program, lifeguard training, log rolling lessons and sailing lessons.

Athletic Programs, Aquatics & Ice Arenas Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Develop and implement an adult 3 on 3 basketball league for 50+ to enhance their opportunities to stay active and be able to socialize by participating on a team.	People play, learn, and develop a greater capacity to enjoy life	B,3
Benchmarks		Target Date
Based on information from the National Senior Olympics program develop rules for a 50+ 3 on 3 basketball league.		1/31/2017
Formulate a budget and fees for the league. Work with Recreation Centers to find gymnasiums for the league. Set up league dates and days of play.		2/14/2017
Work with Communications and Marketing to promote the league. Input league registration into Team Sideline registration site. Begin registration.		2/28/2017
Begin league play. Monitor league play and ensure participants are pleased with experience.		4/3/2017
Develop an online evaluation survey tool for league participants to give feedback on their experience.		6/30/2017
Compile and share year-end report with management staff and Board.		12/31/2017



Athletic Programs, Aquatics & Ice Arenas Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
Develop and implement an Adaptive Recreation sports program for youth at up to three park sites.	People play, learn and develop a greater capacity to enjoy life	B,3	A5
Performance Measures			Target Date
Work with Therapeutic Recreation Coordinator to develop curriculum for a interactive sports sampler program for youth at up to three recreation centers. Promote program in the winter activity guides.			1/10/2017
Using the racial equity tool kit, create program fees based on other similar programs in the metro area. Fee waivers will be offered.			1/30/2017
Work with Communications and Marketing to create an Adaptive Programs site on the web page. Input Adaptive Sports Sampler registration information into Active.net.			2/14/2017
Create and implement staff training for the program.			3/6/2017
Begin program at park sites and monitor program to ensure participant satisfaction.			4/30/2017
Develop an online and in person evaluation survey tool for post program input.			12/31/2017

**Athletic Programs, Aquatics & Ice Arenas (continued)**

	2016	2017
Fund 11500	Approved	Approved
Fees	1,172,099	1,190,814
Other Revenue	0	2,427
Athletic Programs & Aquatics Revenue	1,172,099	1,193,241

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	1,438,680	1,499,371
Fringe Benefits	354,460	375,596
Operating Costs	1,012,044	1,006,878
Athletic Programs & Aquatics Expense	2,805,184	2,881,845

**Athletic Programs, Aquatics & Ice Arenas (continued)**

	2016	2017
Athletic Programs & Aquatics Personnel	Approved	Approved
Administrative Assistant	1.00	1.00
Aquatics Coordinator	1.00	1.00
Assistant Superintendent Recreation	0.20	0.20
Athletic Program Specialist	6.00	6.00
Director, Athletic Programs & Aquatics	1.00	0.90
Executive Assistant	0.12	0.12
Manager, Athletics & Aquatics	1.00	1.00
Recreation Administration Coordinator	0.25	0.25
Recreation Volunteer Coordinator	1.00	1.00
Full Time	11.57	11.47
Aquatics Attendant	3.96	3.96
Aquatics Instructor	0.80	0.80
Lifeguard I, Class A	20.65	20.65
Lifeguard II, Class C	0.30	0.30
Recreation Attendant I	0.50	0.50
Recreation Specialist B	1.92	1.92
Recreation Specialist C	1.99	1.99
Recreation Specialist D	0.25	0.25
Part Time	30.37	30.37
Athletic Programs & Aquatics	41.94	41.84



Recreation Centers & Programs

The Recreation Centers and Programs Department operates 47 year-round, neighborhood-based Recreation Centers and coordinates and oversees the leases of two recreation centers to non-profit entities. Each center employs full- and part-time staff committed to providing quality recreation opportunities and programs. Recreation Centers are the focal point of extensive activities, programs and special events. Many are full-service facilities with meeting rooms, kitchens and gymnasiums for individual and group use.

Recreation Centers & Programs Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction	Racial Equity Action Plan
Expand the scope and offerings of the Summer Meal Program to include cooked and school year options	Residents, visitors, and workers enjoy opportunities to improve health and fitness.	B, 1, 3	A5
Performance Measures			Target Date
Work with food service agencies to assess potential for partnering in expanded food service programs in the recreation centers			2/15/2017
Assess recreation centers and capacities for serving additional meals throughout the school year and/or using equipment to serve warm meals - ensure food serving standards are met.			3/31/2017
Apply racial equity tool to assess sites that would potentially have expanded meal service.			5/30/2017
Identify sites for expanded meal service			6/30/2017
Train staff and promote the expanded service			8/30/2017
Begin expanded service at recreation centers			9/12/2017

**Recreation Centers & Programs (continued)**

	2016	2017
Fund 11500	Approved	Approved
Fees	1,744,547	1,897,950
Other Revenue	23,454	23,842
Recreation Centers & Programs Revenue	1,768,001	1,921,792

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	5,907,020	6,177,149
Fringe Benefits	1,650,084	1,703,753
Operating Costs	2,697,030	2,648,190
Recreation Centers & Programs Expense	10,254,134	10,529,092

**Recreation Centers & Programs (continued)**

Recreation Centers & Programs Personnel	2016 Approved	2017 Approved
Assistant Superintendent Recreation	0.50	0.50
Asst. Director, Recreation Centers & Programs	1.00	1.00
Director, Recreation Centers & Programs	1.00	1.00
Executive Assistant	0.26	0.26
Manager, Recreation Service Area	5.00	5.00
Recreation Administration Coordinator	0.50	0.50
Recreation Specialists	46.00	46.00
Full Time	54.26	54.26
Recreation Attendant I	4.22	4.22
Recreation Attendant II	18.13	18.13
Recreation Specialist A	12.24	12.24
Recreation Specialist B	51.29	51.76
Recreation Specialist C	23.15	23.15
Recreation Specialist D	2.78	2.78
Recreation Specialist E	0.08	0.08
Youth Worker	1.27	1.27
Part Time	113.16	113.63
Recreation Centers & Programs	167.42	167.89



Youth Development

The Youth Development Department provides Recreation Plus, affordable quality school-age care for children grades kindergarten through sixth grade at 18 neighborhood recreation centers; the Youthline Outreach Mentorship Program, outreach and engagement of youth ages 12 to 16 in recreational activities, leadership opportunities and mentorship with positive adults at 17 parks; Teen Teamworks, year-round employment, work readiness training, summer educational sessions, and career guidance for at risk youth and young adults ages 14 to 24; StreetReach, street and park-based outreach to engage youth in positive conversation, intervene with negative behaviors, connect youth to parks and other community resources, and provide mentoring; and other citywide youth development programs and projects.

Youth Development Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Develop and deliver training on communicating and connecting with youth and de-escalating conflict for 100 part-time and full-time MPRB and youth-serving agency staff to actively promote a welcoming environment and reduce safety concerns.	Intervention and communication reduce safety concerns	B,1,3,4
Benchmarks		Target Date
Meet with departmental/divisional supervisors/managers to discuss staff youth development training needs.		1/31/2017
Customize core communication training to address staff needs.		2/28/2017
Identify dates, create online sign ups, promote internally, and invite select partner staff.		3/30/2017
Deliver training to staff and collect evaluations from minimum 75% of participants.		8/31/2017
Analyze evaluations and modify/enhance training based on feedback.		12/31/2017

**Youth Development (continued)**

	2016	2017
Fund 11500	Approved	Approved
Fees	2,159,272	2,189,072
Other Revenue	20,000	20,000
Youth Development Revenue	2,179,272	2,209,072

	2016	2017
Fund 11500	Approved	Approved
Salaries and Wages	2,435,065	2,563,323
Fringe Benefits	688,108	710,557
Operating Costs	840,306	893,499
Youth Development Expense	3,963,479	4,167,379

**Youth Development (continued)**

Youth Development Personnel	2016 Approved	2017 Approved
Assistant Superintendent Recreation	0.20	0.20
Child Care Worker	9.00	9.00
Director, Youth Development	1.00	1.00
Executive Assistant	0.12	0.12
Manager, Child Development	1.00	1.00
Recreation Administration Coordinator	0.25	0.25
Recreation Plus Supervisor	1.00	1.00
Teen Teamworks Program Coordinator	1.00	1.00
Therapeutic Recreation	1.00	1.00
Youth Development Supervisor	2.00	2.00
Youth Program Specialist	10.00	10.00
Full Time	26.57	26.57
Recreation Attendant I	1.60	1.60
Recreation Attendant II	3.00	3.00
Child Care Worker	7.73	7.73
Recreation Specialist A	8.21	8.21
Recreation Specialist B	11.05	13.33
Recreation Specialist C	7.46	7.46
Youth Worker	23.65	23.65
Part Time	62.70	64.98
Youth Development	89.27	91.55



Personnel Summary General Fund

Full Time	2016 Approved	2017 Approved
Superintendent's Office		
Superintendent's Office	3.35	1.60
Board of Commissioners	9.65	9.65
Communications & Marketing Department	4.75	5.10
Park Police Department	37.85	38.85
Deputy Superintendent's Office		
Deputy Superintendent's Office	0.00	1.75
Community Outreach Department	10.00	10.00
Customer Service Department	4.53	4.53
Finance Department	8.55	9.98
Human Resources Department	7.60	8.60
Environmental Stewardship Division		
Asset Management Department	162.73	189.73
Environmental Management Department	10.75	12.75
Forestry Department	73.85	75.85
Planning Services Division		
Design & Project Management Department	12.50	12.50
Strategic Planning Department	6.50	6.50
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	11.57	11.47
Recreation Centers & Programs Department	54.26	54.26
Youth Development Department	26.57	26.57
Total Full Time	445.01	479.69
Part Time		
Superintendent's Office		
Communications & Marketing Department	1.65	2.20
Park Police Department	11.16	11.16
Deputy Superintendent's Office		
Community Outreach Department	3.62	3.93
Customer Service Department	0.89	0.89
Finance Department	0.50	0.00
Environmental Stewardship Division		
Asset Management Department	40.32	46.32
Environmental Management Department	19.93	21.83
Forestry Department	1.85	1.85

**Personnel Summary General Fund (Continued)**

	2016	2017
Part Time	Approved	Approved
Planning Services Division		
Design & Project Management Department	0.00	0.20
Strategic Planning Department	1.00	1.20
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	30.37	30.37
Recreation Centers & Programs Department	113.16	113.63
Youth Development Department	62.70	64.98
Total Part Time	287.15	298.56
Total	732.16	778.25





Special Revenue Funds

- Special Revenue Funds Overview Pages 118-122



Special Revenue Funds Overview

The MPRB has two Special Revenue Funds; the Park Grant and Dedicated Revenue Fund and the Tree Preservation and Reforestation Fund.

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 Acquisition 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, sustainability fund, gift program, privately funded programs or projects and operations and maintenance lottery proceeds received from the State. The Park Land Acquisition Reserve is a Board designated fund to account for small land sales and acquisitions. Revenue received from land sales and other sources are earmarked for land acquisition and are accounted for in this fund.

The **Tree Preservation and Reforestation Fund** accounts for a special property tax levy recommended by the Board to address threats to the urban forest due to Emerald Ash Borer and tree loss due to storms.

Special Revenue Funds Approved 2017 Budget

	2016 Approved	2017 Approved
Revenues	3,110,842	3,122,537
Expenditures	3,110,842	3,242,537
Balance	0	(120,000)

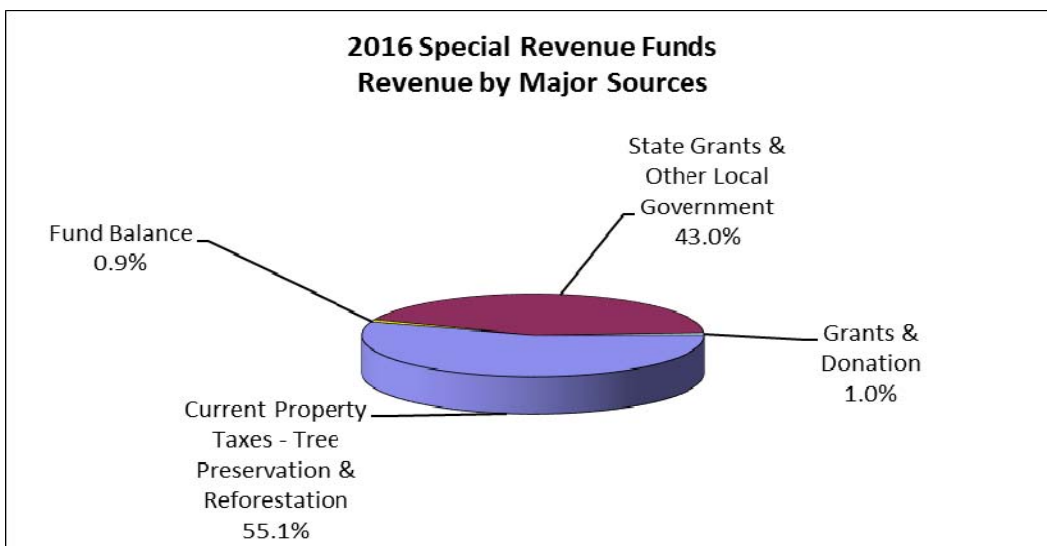
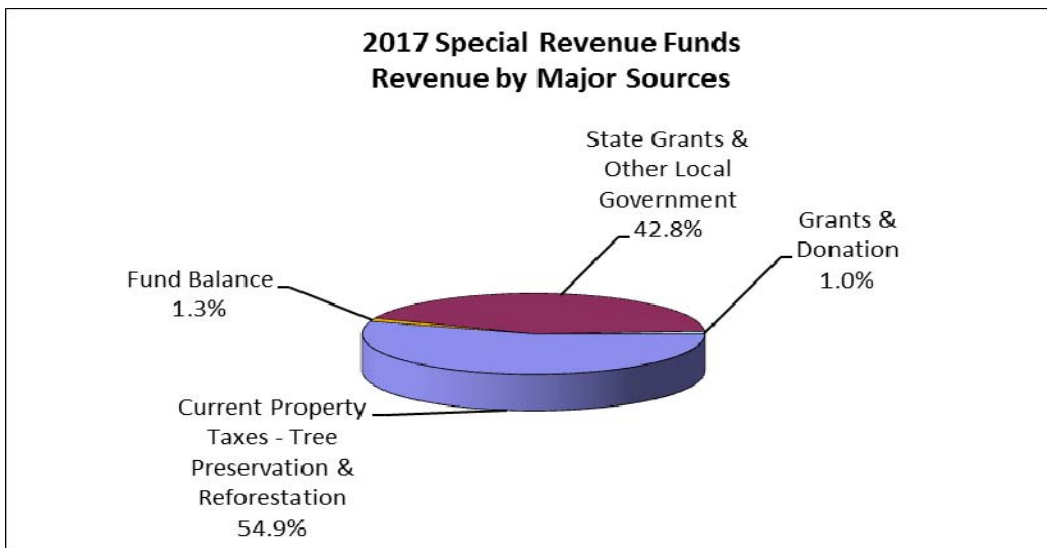
Special Revenue Funds Balance

Estimated Net Asset Balance January 1, 2017	9,179,900
2017 Budgeted Excess Revenues Over/(Under) Expenses	<u>(120,000)</u>
Estimated Net Asset Balance December 31, 2017	9,059,900



Special Revenue Funds Revenue by Major Sources

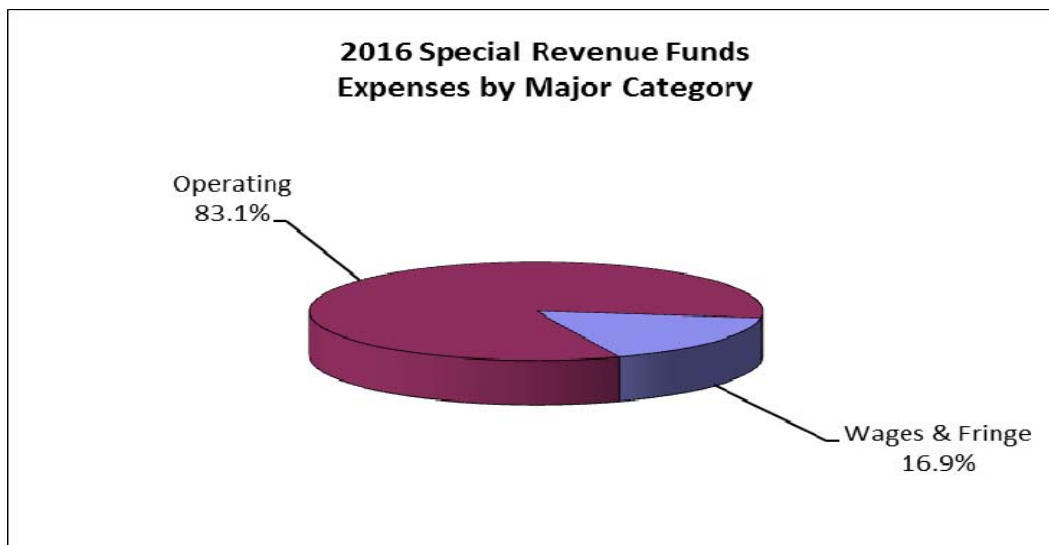
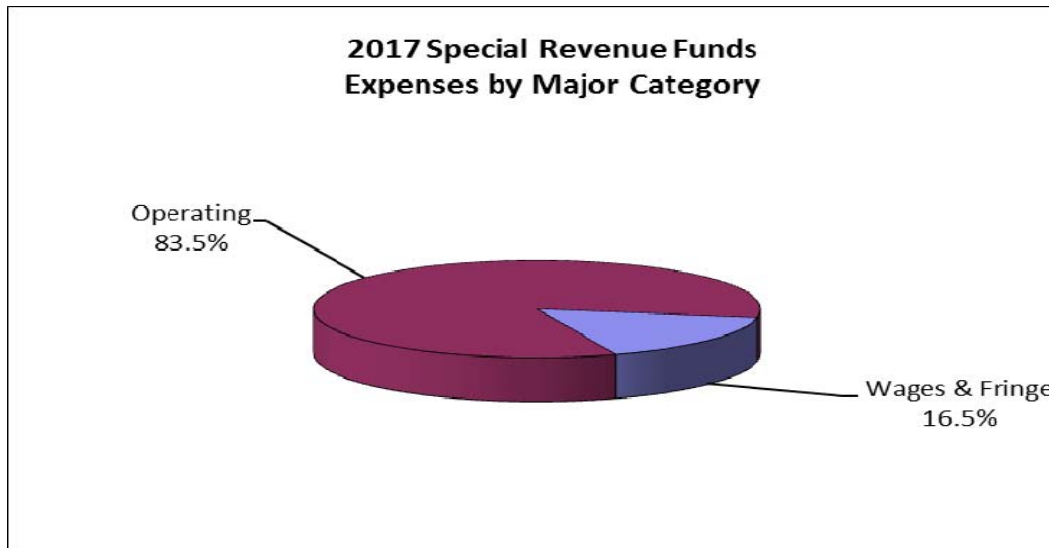
	2016 Approved	2017 Approved	Change	% Change
Current Property Taxes - Tree Preservation & Reforestation	1,714,503	1,714,503	0	0.0%
Fund Balance (Tree Preservation)	28,739	40,434	11,695	40.7%
State Grants & Other Local Government	1,337,000	1,337,000	0	0.0%
Grants & Donation	30,600	30,600	0	0.0%
Total Revenue	3,110,842	3,122,537	11,695	0.4%





Special Revenue Funds Expenditures by Major Categories

	2016 Approved	2017 Approved	Change	% Change
Wages & Fringe	524,261	534,836	10,575	2.0%
Operating & Equipment	2,586,581	2,707,701	121,120	4.7%
Total Expenditures	3,110,842	3,242,537	131,695	4.2%





Forestry Tree Preservation and Reforestation

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Current Property Taxes - Tree Preservation & Reforestation	1,714,503	1,714,503
Fund Balance	28,739	40,434
Total Operating Revenues	1,743,242	1,754,937
Operating Expenses		
Salaries & Wages	337,463	347,300
Fringe Benefits	186,798	187,536
Operating Costs	1,218,981	1,220,101
Total Operating Expenses	1,743,242	1,754,937
Excess Revenues Over/(Under) Expenses	0	0

Tree Preservation and Reforestation Personnel	2016 Approved	2017 Approved
Arborist	4.00	4.00
Arborist Crew Leader	1.00	1.00
Mobile Equipment Operator	1.00	1.00
Full Time	6.00	6.00
Tree Preservation and Reforestation	6.00	6.00

**Park Grant & Dedicated Revenue Fund**

Statement of Revenues and Expenses	2016 Approved	2017 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		
Operating Costs	1,367,600	1,367,600
Total Operating Expenses	1,367,600	1,367,600
Capital		
Software- MPRB Intranet	0	120,000
Total Capital Expenses	0	120,000
Excess Revenues Over/(Under) Expenses	0	-120,000



Enterprise Fund

- Enterprise Fund Overview Pages 124-126
- Department Budgets
 - Deputy Superintendent's Office Pages 127-131
 - Environmental Stewardship Division Pages 132-133
 - Recreation Division Pages 134-139
- Personnel Summary Page 140



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 capital rehabilitation, construction or improvements as well as debt service.

Enterprise Fund Approved 2017 Budget

	2016 Approved	2017 Approved
Revenues	10,166,753	11,666,415
Expenditures	9,468,696	10,679,932
Balance	698,057	986,483

Enterprise Fund Balance

Estimated Net Asset Balance January 1, 2017	1,844,221
2017 Budgeted Excess Revenues Over/(Under) Expenses	986,483
Estimated Net Asset Balance December 31, 2017	2,830,704

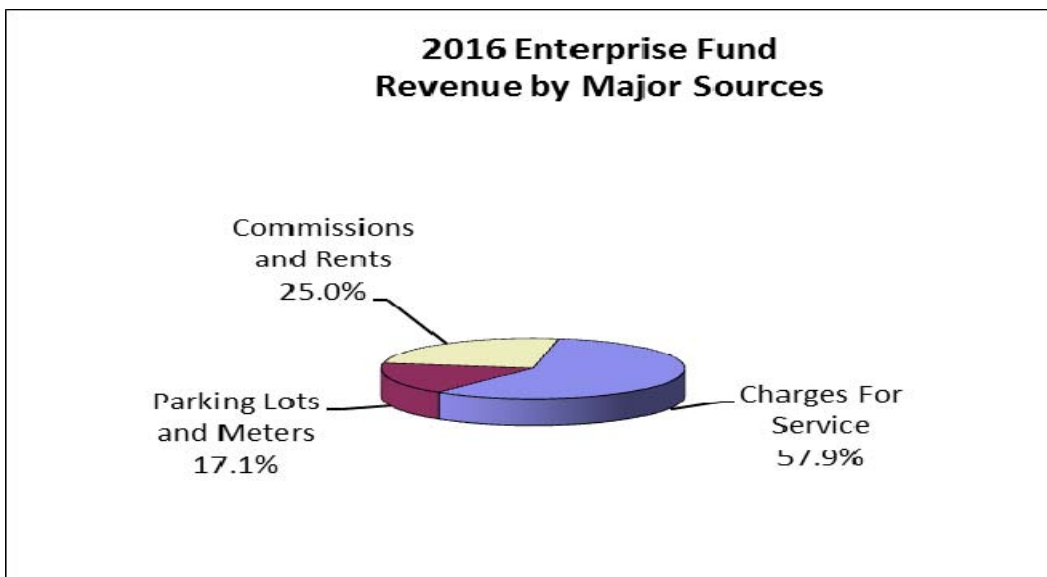
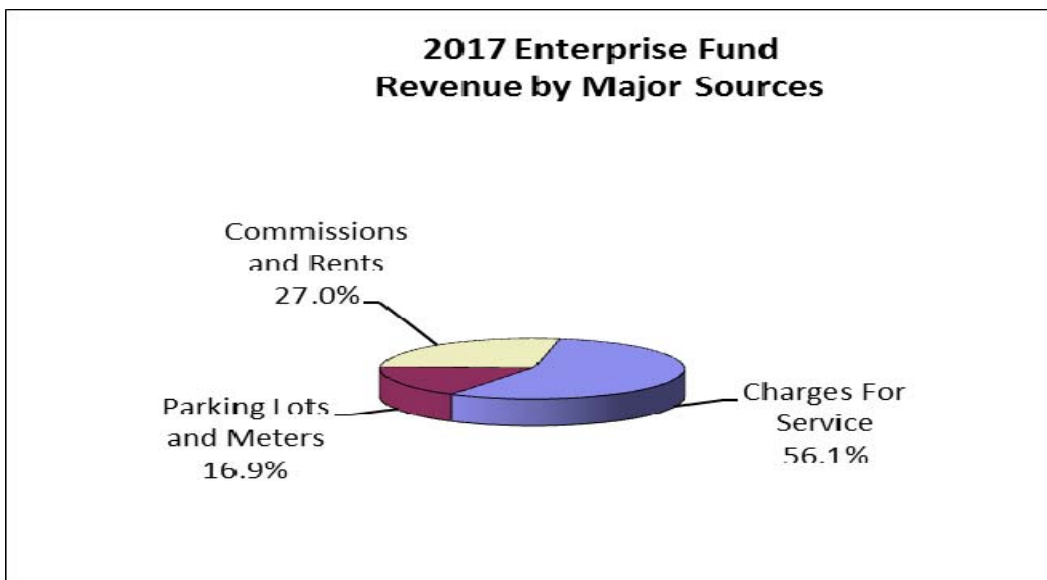
The Net Asset Balance is reserved to offset the fluctuations in improvement expenses from year to year.

The 2017 approved budget for the Enterprise Fund is \$10.7 million. Charges for service (fees) comprise 56 percent of total revenue. Commissions, rents, and parking lots & meters, comprise the remaining 44 percent. The operating budget is comprised of three major categories, wages and fringe, 45 percent; operating costs, 40 percent; and improvements and debt service, 15 percent.



Enterprise Fund Revenue by Major Sources

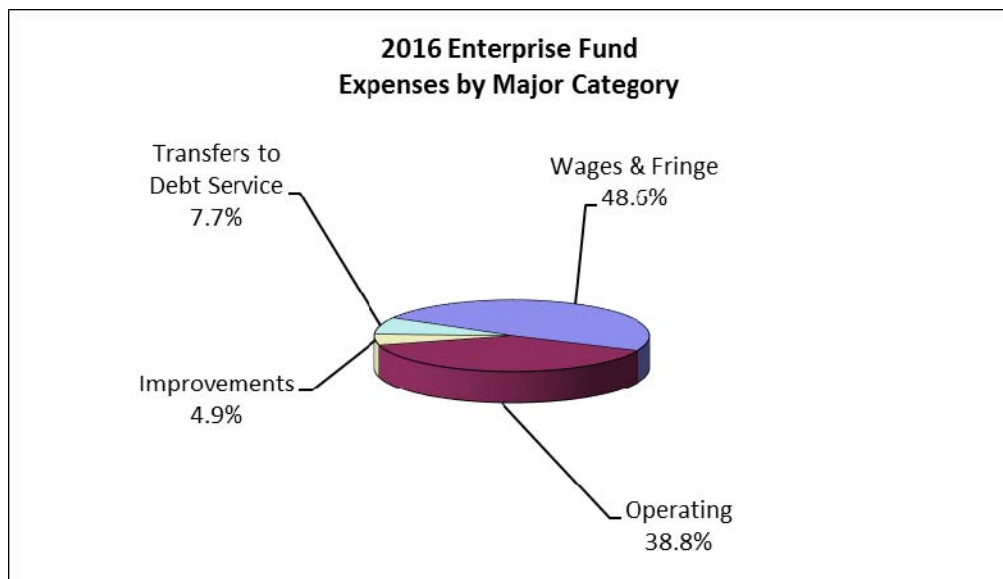
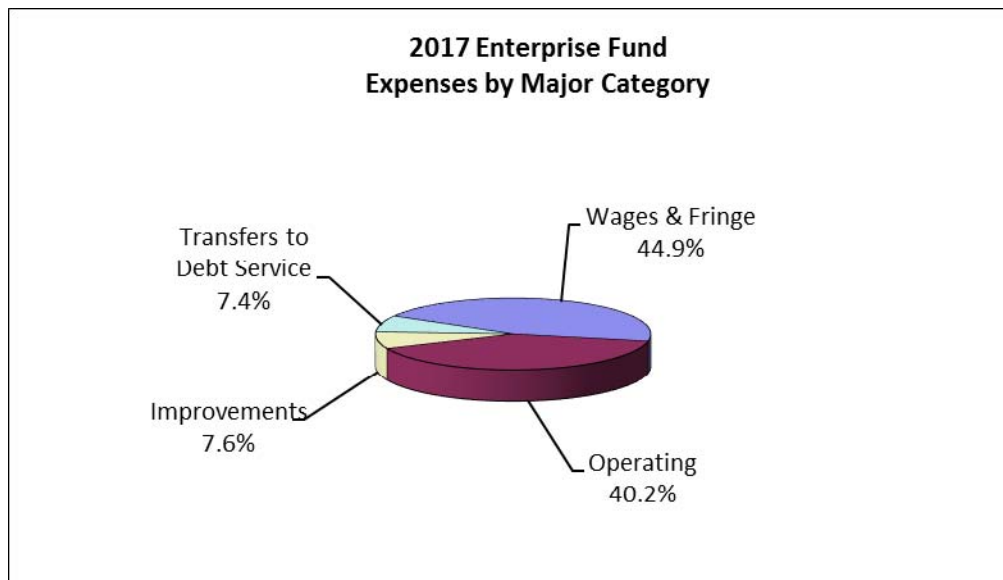
	2016 Approved	2017 Approved	Change	% Change
Charges For Service	5,874,290	6,545,578	671,288	11.4%
Parking Lots and Meters	1,739,550	1,942,000	202,450	11.6%
Commissions and Rents	2,552,913	3,178,837	625,924	24.5%
Total Revenue	10,166,753	11,666,415	1,499,662	14.8%





Enterprise Fund Expenses by Major Categories

	2016 Approved	2017 Approved	Change	% Change
Wages & Fringe	4,600,808	4,790,261	189,453	4.1%
Operating	3,674,168	4,290,034	615,866	16.8%
Improvements	463,583	810,000	346,417	74.7%
Transfers to Debt Service	730,137	789,637	59,500	8.1%
Total Expenses	9,468,696	10,679,932	1,211,236	12.8%

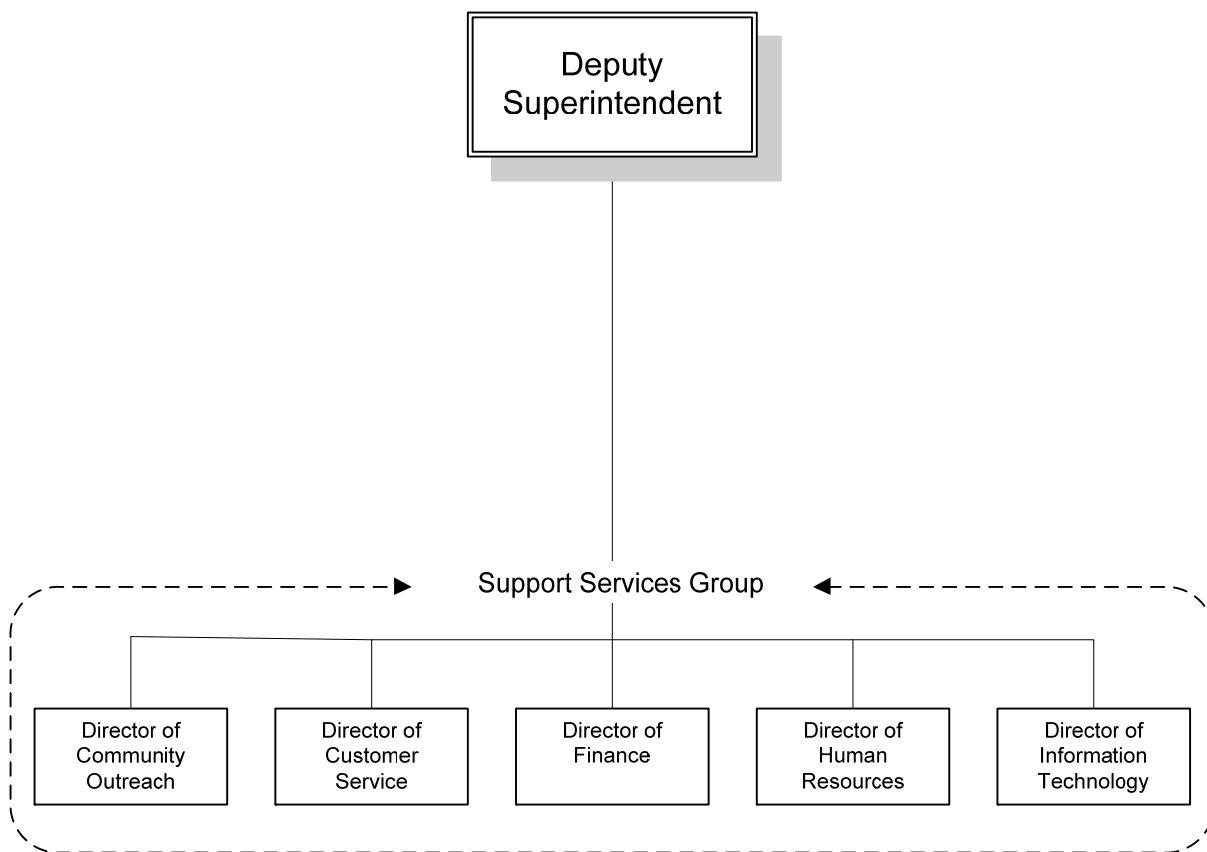




Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent provides oversight of MPRB's community outreach, customer service, finance, human resources and information technology departments as well as records management and risk management. The Deputy Superintendent is responsible for the coordination of the day-to-day operations of the support services group of the MPRB. The Superintendent provides leadership and direction for the entire MPRB, while the Deputy is responsible for cross-departmental coordination and leadership.





Customer Service - 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 2,278 of them are pay spaces; a regional parking system consisting of 27 lots, 20 of which are pay lots, and 99 on-street meters; and a commercial parking system, used primarily by commuters, consisting of 5 pay lots and 154 on-street meters.



Customer Service – Parking Operations (continued)

Parking Operations

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Parking Lots & Meters	1,739,550	1,942,000
Commissions and Rents	26,000	26,000
Total Operating Revenues	1,765,550	1,968,000
Operating Expenses		
Salaries & Wages	104,554	112,203
Fringe Benefits	24,147	26,675
Operating Costs	321,881	362,364
Total Operating Expenses	450,582	501,242
Operating Income	1,314,968	1,466,758

Customer Service - Parking Operations Personnel	2016 Approved	2017 Approved
Customer Service Representative I	0.50	0.50
Director, Customer Service	0.25	0.25
Full Time	0.75	0.75
Trades	0.08	0.08
Parking Coordinator	0.75	0.75
Seasonal Park Maintenance Worker	0.07	0.07
Special Service Attendant	0.22	0.22
Youth Worker	0.35	0.35
Part Time	1.47	1.47
Customer Service - Parking Operations	2.22	2.22



Customer Service - Use and Events Permitting

The Use and Events Permitting Unit, within the Customer Service Department, regulates activities in the parks through the issuance of permits and contracts in compliance with MPRB ordinances, rules and standards. Regional park facilities are reserved and permitted for MPRB and outside organizations for both public and private events. The Use and Events Permitting Unit works collaboratively across MPRB departments to assure that events permitted on park property are executed correctly.

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Charges for Service	1,024,860	1,024,860
Commissions and Rents	105,000	105,000
Total Operating Revenues	1,129,860	1,129,860
Operating Expenses		
Salaries & Wages	453,776	464,869
Fringe Benefits	134,220	145,628
Operating Costs	109,428	95,874
Total Operating Expenses	697,424	706,371
Operating Income	432,436	423,489

Customer Service - Use and Events Permitting Personnel	2016 Approved	2017 Approved
Customer Service Rep I	1.12	1.12
Event Coordinator	1.60	1.60
Manager, Permits	0.75	0.75
Full Time	3.47	3.47
Trades	0.13	0.13
Seasonal Mobile Equipment Operator	0.03	0.03
Special Service Attendant	3.59	3.59
Park Patrol Agent, Seasonal	0.32	0.32
Part Time	4.07	4.07
Customer Service - Use and Events Permitting	7.54	7.54



Customer Service - 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	2016 Approved	2017 Approved
Operating Revenues		
Commissions and Rents	1,499,500	1,523,500
Total Operating Revenues	1,499,500	1,523,500
Operating Expenses		
Salaries & Wages	69,101	73,835
Fringe Benefits	22,942	24,175
Operating Costs	104,738	105,282
Total Operating Expenses	196,781	203,292
Operating Income	1,302,719	1,320,208

Customer Service - Vendor Agreements/Concessions Personnel	2016 Approved	2017 Approved
Manager, Permits	0.25	0.25
Full Time	0.25	0.25
Trades	0.09	0.09
Part Time	0.09	0.09
Customer Service - Vendor Agreements/Concessions	0.34	0.34

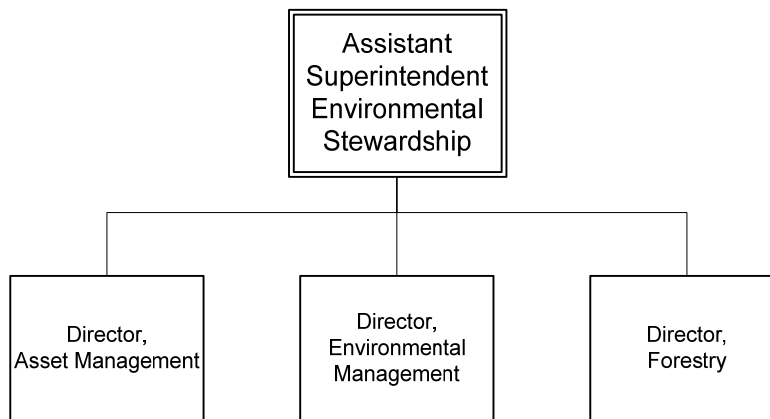


Department Budgets

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, water resources, and forestry.

Environmental Stewardship Leadership Team





Asset Management - 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 and an automatic renewal term. The operating agreement was renewed for an additional 5-year term 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 is slated to reopen in the summer of 2017 and MPRB is in negotiation with the Walker Art Center on a new operating agreement.

Asset Management - Sculpture Garden & Cowles Conservatory

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Commissions and Rents	0	57,800
Total Operating Revenues	0	57,800
Operating Expenses		
Salaries & Wages	18,129	70,833
Fringe Benefits	6,738	27,400
Operating Costs	49,917	121,278
Total Operating Expenses	74,784	219,511
Operating Income	-74,784	-161,711

Sculpture Garden and Cowles Conservatory Personnel	2016 Approved	2017 Approved
Gardener	1.00	1.00
Parkkeeper	0.12	0.12
Full Time	1.12	1.12
Trades	0.03	0.03
Seasonal Park Maintenance Worker	0.33	0.33
Part Time	0.36	0.36
Sculpture Garden & Cowles Conservatory	1.48	1.48

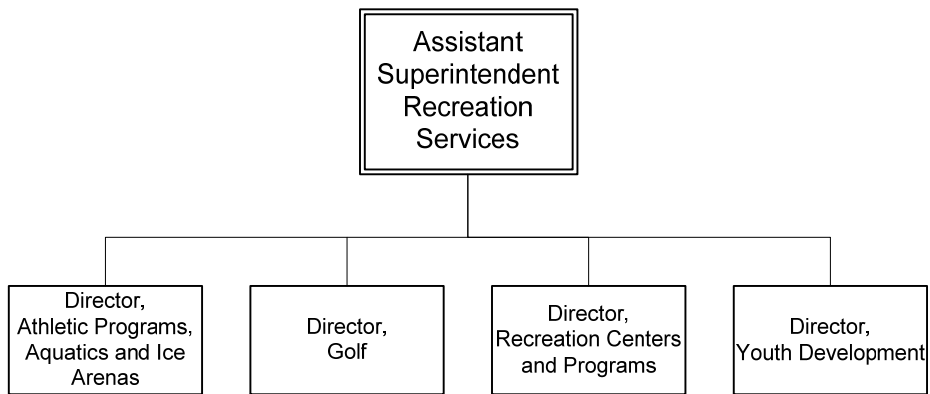


Department Budgets

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; and recreation, education, and interpretive programming.

Recreation Leadership Team





Golf

The Golf Department monitors, maintains, and markets 108 holes of golf that include the following facilities and programs: 18 hole courses at Columbia Golf Club, Gross National Golf Club, Hiawatha Golf Club, Meadowbrook Golf Club, Theodore Wirth Golf Club; a nine hole par three course at Wirth; and a nine hole executive golf course at Fort Snelling. There are three learning centers: Columbia Learning Center (42-station learning center/driving range), Gross National Learning Center (18-station learning center/driving range) and Hiawatha Learning Center (53-station learning center/driving range). Our staff works closely with First Tee of the Twin Cities directors and instructors to promote junior golf to all youth throughout our city and our recreation programs. Adult lessons and clinics continue to be offered by PGA professionals. Gross Golf Club features 2 golf simulators available for use during the winter months. The Department 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. FootGolf operates at Hiawatha and Columbia. There is Disc Golf available at Fort Snelling and at the Wirth Par 3 course.

Golf Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Continue process to reopen Meadowbrook golf course for play in 2017.	Residents, visitors and workers enjoy opportunities to improve health and fitness	B, C, 2, 3 & 4
Benchmarks		Target Date
Hire golf course foreman.		3/31/2017
Hire golf course manager.		3/31/2017
Lease temporary golf shop facility and have utilities hooked up.		6/15/2017
Order or restore needed course supplies for opening of course (e.g. tee markers, rakes, flagsticks, trash cans, FFE for temporary golf shop, scorecards).		7/15/2017
Clear cart barn for storage of cart fleet.		7/15/2017
Develop and promote reopening event for public users and for media.		8/1/2017
Stage and execute reopening event (just prior to course opening).		8/15/2017



Golf Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Work with equipment shop to develop improved performance measures. Receive new equipment for 2017 season and re-assess equipment needs for 2018 - 2022.	Financially Independent and Sustainable Parks Prosper	A, 2
Benchmarks		Target Date
Monitor and ensure performance measures plan and rotation of equipment from courses to shop is being followed and on schedule.		2/1/2017
Receive new equipment for 2017 season.		3/10/2017
Finalize 2018 - 2022 equipment replacement program and adjust if necessary after analysis of 2016 and 2017.		6/15/2017

Goal	Comp Plan Goal	Strategic Direction
Develop and institute new point of sale (POS) accounting structure and training plan for golf shop employees.	Financially Independent and Sustainable Parks Prosper	A, 2
Benchmarks		Target Date
Finalize training of managers and specialists on use of new POS and tee time reservation system.		1/31/2017
Promote league play for 2017 and have capacity to sign up online and recognize revenue within new POS system.		2/21/2017
Review accounting structure and revenue departments within new POS - have current inventory retagged and inputted into new POS.		2/28/2017
Train seasonal employees on POS.		3/10/2017



Golf (continued)

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Charges for Services	3,658,478	4,481,718
Commissions and Rents	922,413	1,466,537
Total Operating Revenues	4,580,891	5,948,255
Operating Expenses		
Salaries & Wages	1,959,524	2,599,001
Fringe Benefits	739,200	880,422
Operating Costs	2,493,159	3,124,661
Total Operating Expenses	5,191,883	6,604,084
Operating Income	-610,992	-655,829

	2016 Approved	2017 Approved
Golf Operations Personnel		
Assistant Superintendent Recreation	0.10	0.10
Automotive Mechanic	0.15	0.15
Director, Golf	1.00	1.00
Foreman Golf Maintenance	3.40	5.00
Golf Course Specialist	2.20	3.00
Manager, Golf Course	3.50	5.00
Parkkeeper	3.00	5.00
Social Media & Marketing Consultant	0.15	0.15
Web Content Producer	0.10	0.00
Full Time	13.60	19.40
Golf, Aquatic and Ice Attendant	27.25	29.86
Seasonal Mobile Equipment Operator	0.10	0.10
Seasonal Park Maintenance Worker	18.42	20.34
Trades	0.86	0.86
Part Time	46.63	51.16
Golf Operations	60.23	70.56



Athletic Programs, Aquatics & Ice Arena Operations

The MPRB operates the Parade Ice Garden and the Northeast Ice Arena. Both arenas are available to rent on an hourly rate. Parade Ice Garden is open year round and consists of two full sheets of ice and a studio rink. Parade also has public skating and open hockey. Northeast Ice Arena is a seasonal facility with a single full sized sheet of ice. Northeast Ice Arena offers indoor turf for soccer and lacrosse use from March through July.

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Charges for Services	854,779	1,039,000
Total Operating Revenues	854,779	1,039,000
Operating Expenses		
Salaries & Wages	279,921	283,378
Fringe Benefits	87,253	81,842
Operating Costs	463,039	480,575
Total Operating Expenses	830,213	845,795
Operating Income	24,566	193,205

	2016 Approved	2017 Approved
Ice Arena Operations Personnel		
Director, Athletic Programs & Aquatics	0.00	0.10
Ice Arena Supervisor	1.00	1.00
Facility Coordinator	1.00	1.00
Full Time	2.00	2.10
Golf, Aquatic and Ice Attendant	5.70	5.70
Marketing Assistant	0.00	0.10
Part Time	5.70	5.80
Ice Arena Operations	7.70	7.90



Recreation Centers & Programs - Winter Recreation

On Sept. 7, 2016 the Board of Commissioners approved three agreements with the Loppet Foundation that facilitate the construction, donation, lease and operation of a new outdoor recreation hub in Theodore Wirth Regional Park. With these agreements Winter Recreation will no longer be operated by the MPRB; full-time golf course staff that had worked in Winter Recreation will now work in golf year-round, and some remaining costs resulting from these agreements have been shifted to the General Fund beginning in 2017.

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Charges for Services	336,173	0
Total Operating Revenues	336,173	0
Operating Expenses		
Salaries & Wages	536,205	0
Fringe Benefits	165,098	0
Operating Costs	132,006	0
Total Operating Expenses	833,309	0
Operating Income	-497,136	0

	2016 Approved	2017 Approved
Winter Recreation Personnel		
Foreman Golf Maintenance	1.60	0.00
Golf Course Specialist	0.80	0.00
Manager, Golf Course	1.50	0.00
Parkkeeper	2.00	0.00
Full Time	5.90	0.00
Special Service Attendant	5.11	0.00
Recreation Specialist D	0.15	0.00
Seasonal Mobile Equipment Operator	0.04	0.00
Seasonal Park Maintenance Worker	2.50	0.00
Trades	0.14	0.00
Part Time	7.94	0.00
Winter Recreation	13.84	0.00



Personnel Summary Enterprise Fund

Full Time	2016 Approved	2017 Approved
Deputy Superintendent's Office		
Customer Service Department	4.47	4.47
Environmental Stewardship Division		
Sculpture Garden & Cowles Conservatory	1.12	1.12
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	2.00	2.10
Golf Operations Department	13.60	19.40
Recreation Centers & Programs - Winter Recreation	5.90	0.00
Total Full Time	27.09	27.09
Part Time		
Deputy Superintendent's Office		
Customer Service Department	5.63	5.63
Environmental Stewardship Division		
Sculpture Garden & Cowles Conservatory	0.36	0.36
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	5.70	5.80
Golf Operations Department	46.63	51.16
Recreation Centers & Programs - Winter Recreation	7.94	0.00
Total Part Time	66.26	62.95
Total	93.35	90.04



Internal Service Funds

- Internal Service Funds Overview Pages 142-144
- Department Budgets
 - Deputy Superintendent's Office Pages 145-151
 - Environmental Stewardship Division Pages 152-155
- Personnel Summary Page 156



Internal Service Funds Overview

The MPRB has two Internal Service Funds. The **Park Internal Services Fund** accounts for the rental of equipment and the information technology services provided to other MPRB Funds. The **Park Self-Insurance 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 2017 Budget

	2016 Approved	2017 Approved
Revenues	9,156,985	9,751,269
Expenditures	9,076,985	10,312,968
Balance	80,000	(561,699)

The 2017 approved budget for Internal Service Funds is \$10.3 million, a 13.6 percent increase in spending from the 2016 approved budget.

Equipment rental fees comprise 59 percent of total revenue. Insurance and workers comp premiums comprise 23 percent and Information Technology Services and sales of fixed assets the remaining 18 percent. The operating budget is comprised of two major categories; wages and fringe, 45 percent; operating costs & equipment replacement, 55 percent.

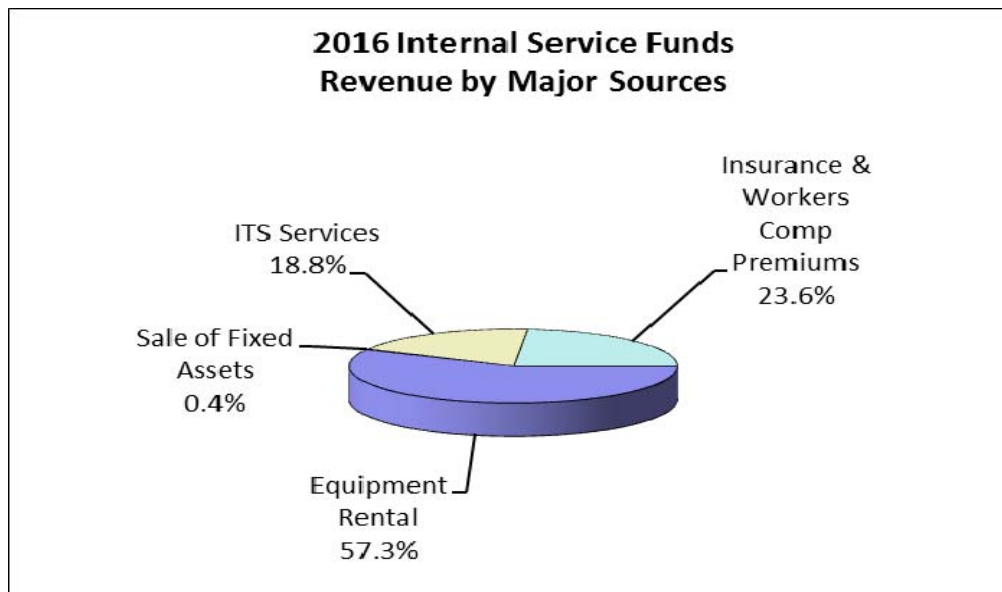
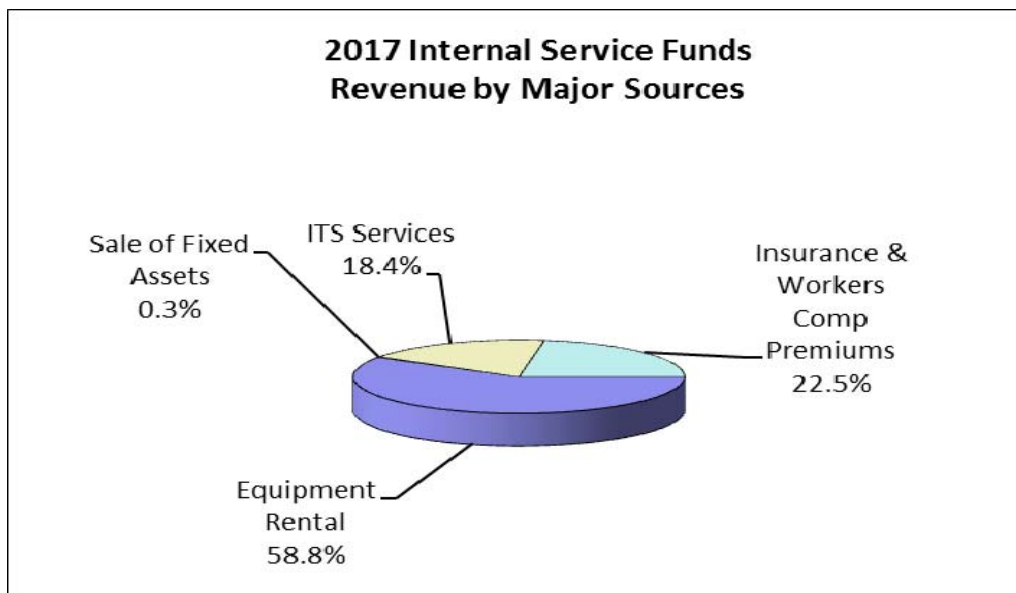
Internal Service Funds Balance

Estimated Net Asset Balance January 1, 2017	9,683,496
2017 Budgeted Excess Revenues Over/(Under) Expenses	<u>(561,699)</u>
Estimated Net Asset Balance December 31, 2017	9,121,797



Internal Service Funds Revenue by Major Sources

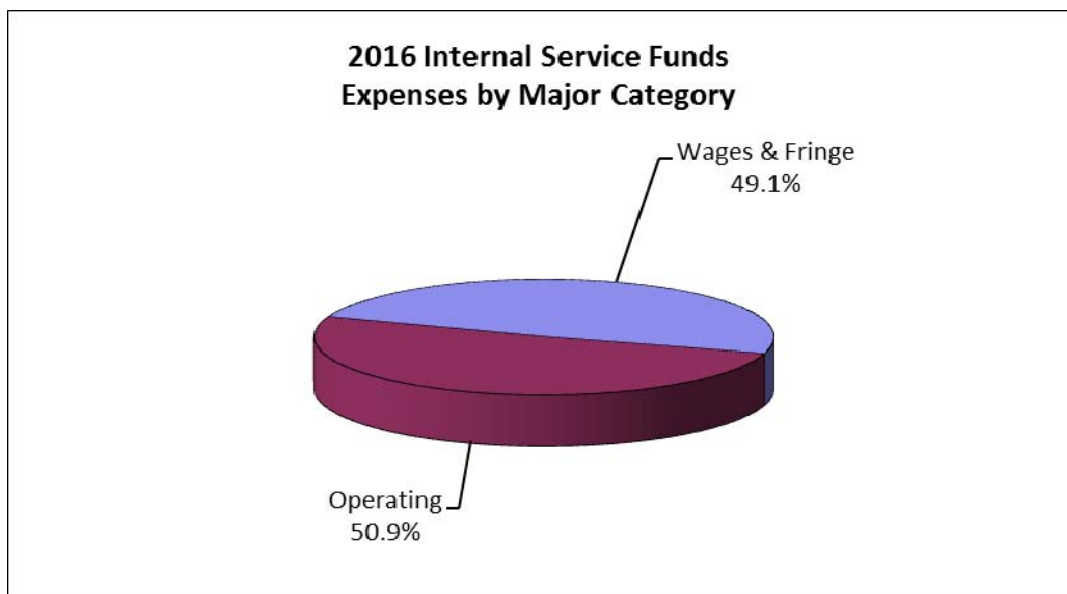
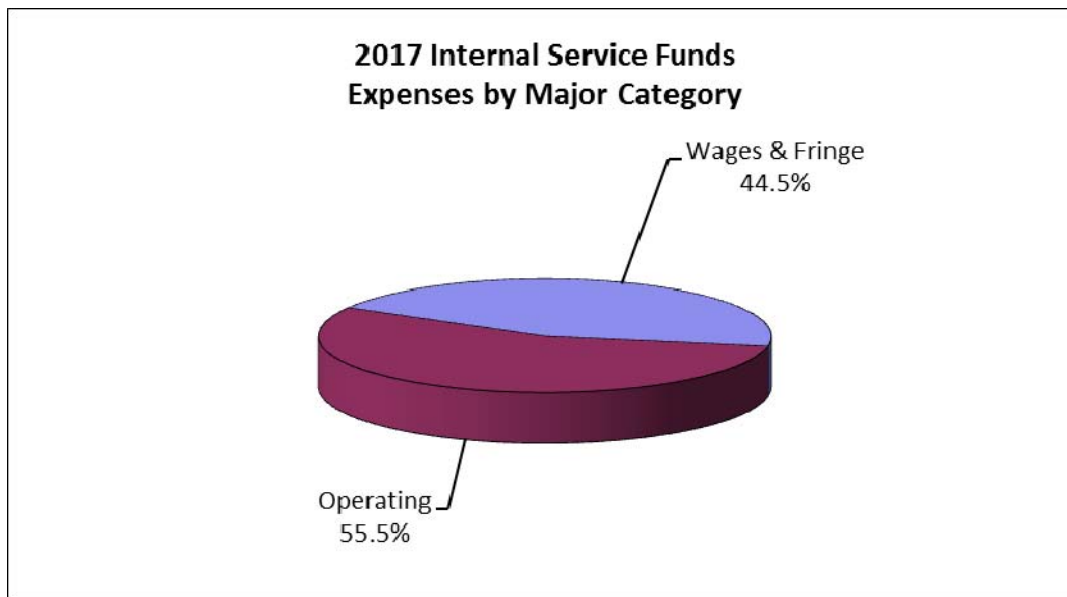
	2016 Approved	2017 Approved	Change	% Change
Equipment Rental	5,242,504	5,731,389	488,885	9.3%
Sale of Fixed Assets	33,000	33,000	0	0.0%
ITS Services	1,718,122	1,789,672	71,550	4.2%
Insurance & Workers Comp Premiums	2,163,359	2,197,208	33,849	1.6%
Total Revenue	9,156,985	9,751,269	594,284	6.5%





Internal Service Funds Expenditures by Major Categories

	2016 Approved	2017 Approved	Change	% Change
Wages & Fringe	4,455,747	4,591,109	135,362	3.0%
Operating & Equipment	4,621,238	5,721,859	1,100,621	23.8%
Total Expenditures	9,076,985	10,312,968	1,235,983	13.6%

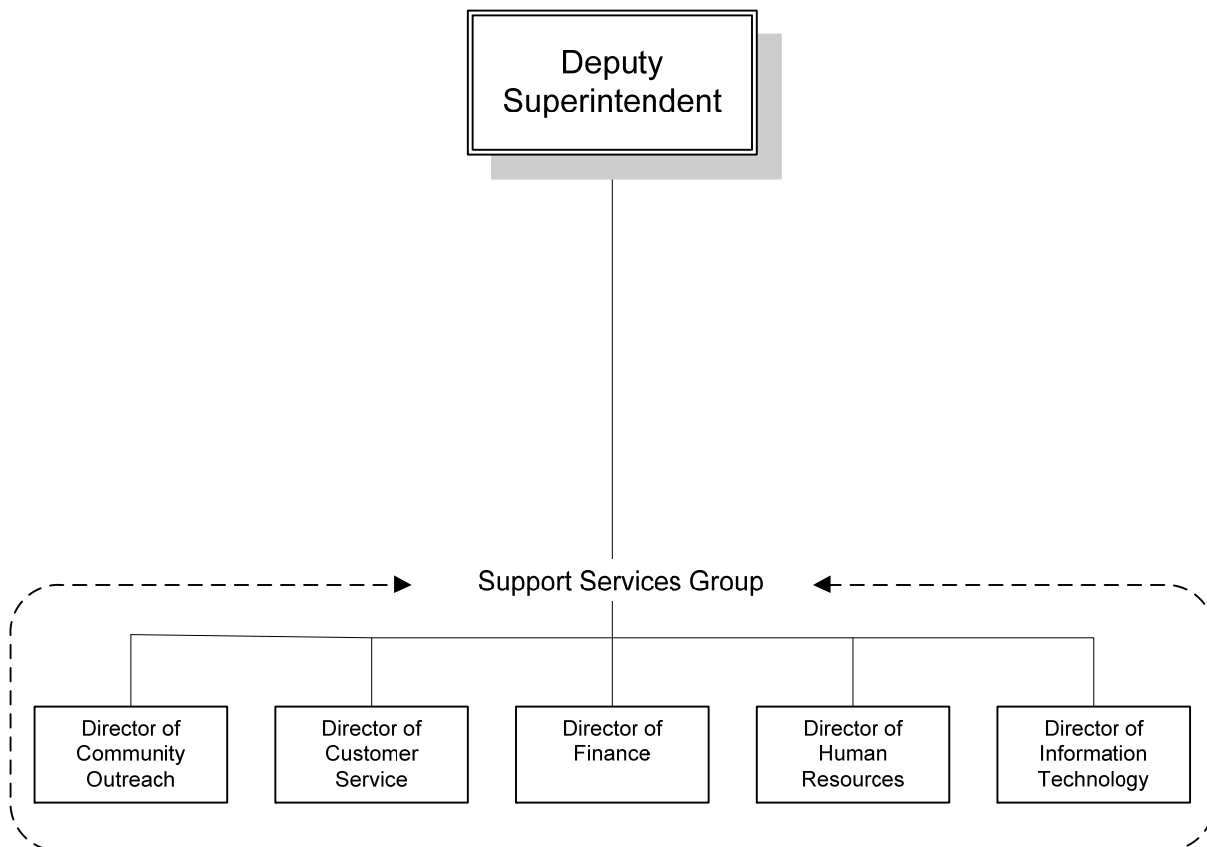




Department Budgets

Deputy Superintendent's Office

The Deputy Superintendent provides oversight of MPRB's community outreach, customer service, finance, human resources and information technology departments as well as records management and risk management. The Deputy Superintendent is responsible for the coordination of the day-to-day operations of the MPRB. The Superintendent provides leadership and direction for the entire MPRB, while the Deputy is responsible for cross-departmental coordination and leadership.





Information Technology Services

Information Technology Services Department (ITS) provides service and support for all MPRB technology initiatives including computer hardware, software, network and connectivity, wireless access, servers, telephony, mobile devices, multifunctional printing devices, and multimedia equipment. The 2017 ITS budget includes infrastructure improvements to improve network speed and redundancy, lifecycle hardware replacements for desktop and laptops, security systems, software licensing, web hosting, and, and data center facilities to address increasing needs in network and connectivity services.

ITS Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Continued development of the Information Technology Chargeback / Showback process to enhance transparency of ITS Costs to other departments and allow for the management of a lifecycle inventory/budgeting cycle and ensure we adequately fund the IT Reserves. In 2016 ITS created and implemented a new chargeback process focused on the IT Hardware Assets of the MPRB. In 2017 the focus will be on the addition of software assets for major software systems such as ActiveNet, Asset Management, Comet, etc.	Dynamic parks that shape city character and meet diverse community needs	4

Benchmarks	Target Date
Assemble cross functional team of ITS, Accounting/Finance, and other department managers.	1/15/2017
ITS Staff will complete implementation of a new ITS Helpdesk Ticket and Inventory software and import/enter all required information into the system.	1/30/2017
Complete inventory of all software at MPRB using automated tools as well as past invoices, software directories on the network, and reports from the City of Minneapolis.	2/28/2017
Update the chargeback and lifecycle documents with software inventory information.	3/31/2017
Distribute new chargebacks to budget managers and work with them to ensure accuracy.	5/1/2017
Present new chargeback process to the MPRB in advance of 2017 budget preparation.	6/31/2017



ITS Goals & Benchmarks (continued)

Goal	Comp Plan Goal	Strategic Direction
Implementation of a comprehensive Asset Management system for the MPRB.	Easily accessible information supports enjoyment and use of the park and recreation system	A, B, C, 2, 3 & 4
Benchmarks		Target Date
Using data from our Asset Management consultants issue RFP for Asset Management software and implementation. Evaluate, score, and negotiate contracts with selected vendor.		1/30/2017
Team presents to Executive Team the findings from the selection process and plans to move forward with selected vendor. Including Board resolutions.		2/28/2017
Obtain Board of Commissioners approval for selected vendor.		4/1/2017
Begin implementation of Asset Management system plan and work schedule. Anticipate beta testing beginning in August.		6/30/2017
Complete beta testing and initial configuration of Asset Management Solution.		9/1/2017
Begin deployment and issue deployment schedule for the Asset Management system.		11/1/2017

**Information Technology Services (continued)**

Statement of Revenues and Expenses		2016	2017
		Approved	Approved
Revenues			
	Information Technology Services	1,718,122	1,789,672
Total Operating Revenues		1,718,122	1,789,672
Expenses			
	Operating Expenses	1,482,919	1,604,469
	Capital Expenses	175,203	175,203
Total Expenses		1,658,122	1,779,672
Excess Revenues Over/(Under) Expenses		60,000	10,000

Information Technology Services Fund Balance

Estimated Net Asset Balance January 1, 2017	225,340
2017 Budgeted Excess Revenues Over/(Under) Expenses	10,000
Estimated Net Asset Balance December 31, 2017	235,340

The Net Asset Balance is reserved for future capital investments.

**Information Technology Services (continued)**

Fund 16600	2016 Approved	2017 Approved
Salaries and Wages	710,244	782,600
Fringe Benefits	255,806	295,984
Operating Costs	516,869	525,885
Equipment Replacement	175,203	175,203
Information Technology Services	1,658,122	1,779,672

Information Technology Services Personnel	2016 Approved	2017 Approved
Director, Information Technology Services	1.00	1.00
IT Network & Systems Specialist	1.00	1.00
IT Network & Systems Specialist II	1.00	1.00
IT Project Manager	2.00	2.00
IT Support Technician	3.00	3.00
IT Support Technician NPP20	0.00	1.00
IT Support Technician Lead	1.00	1.00
Manager Infrastructure & Operations	1.00	1.00
Full Time	10.00	11.00
Information Technology Services	10.00	11.00



Finance - 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 charges to departments based on actual costs and experience.

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Operating Revenues		
Workers Compensation Contribution	1,818,759	1,821,235
General Liability Contribution	234,331	275,973
Property Insurance Premium	110,269	100,000
Total Operating Revenues	2,163,359	2,197,208
Operating Expenses		
Workers Compensation	1,818,759	1,821,235
General Liability	234,331	275,973
Property Insurance	110,269	100,000
Total Operating Expenses	2,163,359	2,197,208
Excess Revenues Over/(Under) Expenses	0	0

Self Insurance Fund Balance

Estimated Net Asset Balance January 1, 2017	6,552,902
2017 Budgeted Excess Revenues Over/(Under) Expenses	<u>0</u>
Estimated Net Asset Balance December 31, 2017	6,552,902

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

**Finance – Self-Insurance**

Fund 16700	2016 Approved	2017 Approved
Salaries and Wages	94,016	93,917
Fringe Benefits*	1,612,645	1,609,029
Operating Costs	456,698	494,262
Finance - Self Insurance	2,163,359	2,197,208

	2016 Approved	2017 Approved
Finance - Self-Insurance Personnel		
Director, Finance	0.20	0.20
Occupational Health & Safety Consultant	0.10	0.10
Senior Human Resources Consultant	0.50	0.50
Senior Financial Analyst	0.25	0.25
Full Time	1.05	1.05
Finance - Self-Insurance	1.05	1.05

*Fringe benefits include expenses for workers compensation claims.

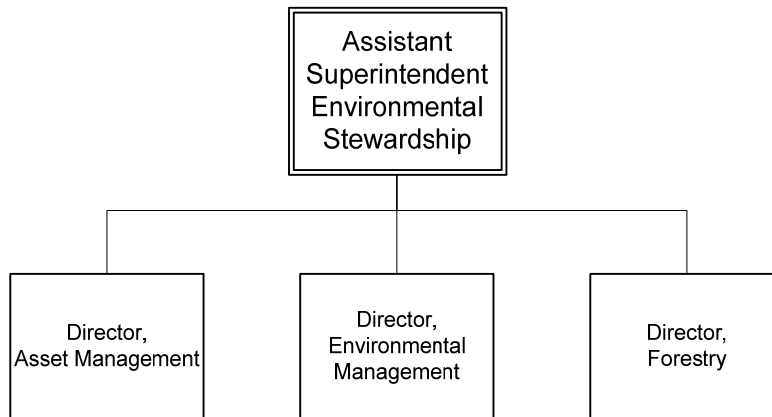


Department Budgets

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, water resources, and forestry.

Environmental Stewardship Leadership Team





Asset Management - Equipment Services

The Equipment Services Unit manages the acquisition, maintenance and disposal of approximately 1,700 units of large and small equipment; primarily the MPRB's fleet of vehicles, including small and large trucks, plows, police vehicles, weed harvesters, tractors, along with a variety off-road equipment and specialized mowers. This unit provides mechanics to maintain the equipment as well as the staff to support the intake process, training and delivery of effective and efficient customer service. In addition, this unit maintains reporting programs to adhere to all Federal, State and local regulations required by law.

Asset Management - Equipment Services Goals & Benchmarks

Goal	Comp Plan Goal	Strategic Direction
Fully develop a parts inventory control system.	Financially independent and sustainable parks prosper	A, 2, 3, 4
Benchmarks		Target Date
Evaluate M5 (fleet management software) ordering and COMET (financial system) compatibility to streamline and automate ordering and stocking capabilities.		9/1/2017
Complete site visit and system comparison with City of Minneapolis Fleet.		9/15/2017
Select a system of controls and redesign current stockroom layout to support operation. Define standard inventory quantities and update M5 system to support new controls.		10/1/2017
Launch inventory control system on all new stockroom orders and begin deployment to all current equipment shop inventory.		12/31/2017

**Asset Management - Equipment Services (continued)**

Statement of Revenues and Expenses	2016 Approved	2017 Approved
Revenues		
Rental	5,242,504	5,731,389
Sale of Fixed Assets	33,000	33,000
Total Operating Revenues	5,275,504	5,764,389
Expenses		
Operating Expenses	3,459,593	3,618,692
Equipment Replacement	1,795,911	2,717,396
Total Operating Expenses	5,255,504	6,336,088
Excess Revenues Over/(Under) Expenses	20,000	(571,699)

Equipment Services Fund Balance

Estimated Net Asset Balance January 1, 2017	2,905,254
2017 Budgeted Excess Revenues Over/(Under) Expenses	<u>(571,699)</u>
Estimated Net Asset Balance December 31, 2017	2,333,555

The Net Asset Balance is reserved for future equipment purchases.



Asset Management - Equipment Services (continued)

Fund 16600	2016 Approved	2017 Approved
Salaries and Wages	1,131,501	1,148,979
Fringe Benefits	651,535	660,600
Operating Costs	1,676,557	1,809,113
Equipment Replacement	1,795,911	2,717,396
Equipment Services	5,255,504	6,336,088

	2016 Approved	2017 Approved
Equipment Services Personnel		
Administrative Assistant	1.00	1.00
Assistant Superintendent Env. Stewardship	0.05	0.05
Automotive Mechanic	9.00	9.00
Automotive Mechanic Shop Leader	1.00	1.00
Director, Asset Management	0.25	0.25
Equipment Repair Supervisor	1.00	1.00
Equipment Supervisor	1.00	1.00
Mobile Equipment Operator	1.00	1.00
Storekeeper I	2.00	2.00
Full Time	16.30	16.30
Seasonal Mobile Equipment Operator	0.40	0.40
Part Time	0.40	0.40
Equipment Services	16.70	16.70



Personnel Summary Internal Service

Full Time	2016 Approved	2017 Approved
Deputy Superintendent's Office		
Information Technology Services Department	10.00	11.00
Finance - Self Insurance	1.05	1.05
Environmental Stewardship Division		
Asset Management - Equipment Services	16.30	16.30
Total Full Time	27.35	28.35
Part Time		
Environmental Stewardship Division		
Asset Management - Equipment Services	0.40	0.40
Total Part Time	0.40	0.40
Total	27.75	28.75



Capital Project Funds

- Capital Program Overview Page 158-160
- 2017 Capital Improvement Program Pages 161-164
- 2017-2022 Capital Improvement Program Pages 165-174
- Park Metrics Pages 175-177
- Capital Project Funds Budgets Pages 178-179



Capital Program Overview

Capital Program Overview

The MPRB's 2017-2022 Capital Improvement Program (CIP) includes improvements for regional, neighborhood and enterprise facilities. It focuses on:

- Fully integrating the 20 Year Neighborhood Park Plan into the CIP process
- Projects with clear demonstrated need
- Integration of sustainability practices
- Ensuring realistic budgets for proposed and past projects
- Funding for operations facilities needs
- Prioritizing existing assets above system expansion
- Working with communities to implement culturally appropriate recreation options

20 Year Neighborhood Park Plan (NPP20)

The NPP20 includes an increase of \$8.0 million for investments in rehabilitation and capital of neighborhood parks. The MPRB CIP for Neighborhood Parks has been expanded to include the additional NPP20 funding for 2017 - 2022. For 2017 – 2021 the capital projects and rehabilitation categories and amounts adopted by the Board in 2016 are honored and remain in the CIP with NPP20 dollars providing additional projects or enhancements to already planned capital projects as well as providing funding in new rehabilitation categories and additional funding in existing rehabilitation categories. It also allocates resources to a NPP20 construction contingency fund, makes additional park dedication allocations, and identifies - beginning in 2022 - playground rehabilitation projects. Proposed funding is specific to each park and will remain allocated to that park and allows for community engagement and input which is critical when making future park improvements. If the community determines a different site improvement other than the improvement recommended by the Superintendent dollars will be reallocated to fund that improvement. System-wide neighborhood park rehabilitation will focus on ADA improvements, building repairs, roof and sidewalk repairs, park lighting improvements, HVAC system repairs and below-grade infrastructure and maintenance facility improvements, with repairs at multiple sites throughout the city every year. Neighborhood Park Rehabilitation, Neighborhood Park Capital and Regional Park Capital information has been separated in the CIP and will be accounted for in separate departments beginning in 2017.

The Criteria Based System Ordinance passed by the Board of Commissioners is a new ordinance that ensures specific, data-driven, racial and economic equity-based criteria will be used to prioritize capital investment and large rehabilitation projects in neighborhood parks. The enactment of the new system for prioritizing neighborhood park projects was developed in



tandem with the NPP20 Ordinance which provides a huge opportunity for the MPRB to be a leader in addressing racial and economic equity in Minneapolis and across the United States.

The criteria fall in two categories: community characteristics and park characteristics. Community characteristics include neighborhood demographic data - identified racially concentrated areas of poverty, population density, youth population and crime statistics. Park characteristics include park asset data within each park - asset condition, asset lifespan and proportionality of investment over the past 15 years relative to the total value of the park assets. The individual park rankings are used to prioritize the order in which neighborhood parks will receive capital project funding. The 2017-2022 CIP provides new or enhanced funding for neighborhood parks ranked up to #29 using the equity matrix. The individual park scores and rankings can be found beginning on page 173.

Funding Sources

Capital improvements in the Minneapolis Park system are funded by several sources. Each source has specific funding requirements and limitations. Because of the historic NPP20 funding agreement, funding sources familiar from previous CIP years have been modified. Net Debt Bonds are collapsed into the overall NPP20 source, because the City of Minneapolis has discretion on how it provides funds to the MPRB. Former Capital Levy and Additional Pay-As-You-Go Capital sources are now a single Neighborhood Capital Levy source. Metropolitan Council/State bond funds have been reduced to reflect the potential of a reduced bond allocation during the 2017 legislative session. The funding sources below are categorized by those used to fund neighborhood park, regional park or operations facilities capital improvements.

Projected Neighborhood Park Funding Source (in millions)	2017	2018	2019	2020	2021	2022*
NPP20	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50	\$10.50
Neighborhood Park Capital Levy	2.18	2.18	2.18	2.18	2.18	2.18
Park Dedication (allocated)	0.01	0.05	0.00	0.00	0.00	0.00
Other Outside Funding	0.00	0.00	0.00	0.00	0.20	0.00
Total	\$12.69	\$12.73	\$12.68	\$12.68	\$12.88	\$12.68

*The amount of funding in 2022 will be adjusted in December 2020 based on objective measures of inflationary costs and other salient factors mutually acceptable to the City of Minneapolis and MPRB, per the NPP20 concurrent ordinances.



Projected Regional Park Funding Source (in millions)	2017	2018	2019	2020	2021	2022
Met Council/Regional Parks	\$4.17	\$0.00	\$3.72	\$0.00	\$3.72	\$0.00
Parks and Trails - Legacy	3.46	3.50	3.83	3.25	3.25	3.25
Lottery In Lieu (O & M)	1.30	1.30	1.30	1.30	1.30	1.30
Park Dedication (allocated)	0.35	0.00	0.00	0.00	0.00	0.00
Other Outside Funding	0.33	0.00	0.00	0.00	0.00	0.00
Total	\$9.60	\$4.80	\$8.85	\$4.55	\$8.27	\$4.55

Projected Operations Facilities Funding Source (in millions)	2017	2018	2019	2020	2021	2022
General Fund Transfer	0.23	0.23	0.23	0.23	0.23	0.23
Total	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23



2017 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks						
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20¹	2017	Funding Source²	Commissioner District
1	Bassett's Creek Park	Playgrounds, paths	NPP20	\$92,825	NPP20	2, 4
4	Bossen Field Park	Playground, neighborhood park amenities, and field lighting	NPP20	\$737,500	NPP20	5
		Field replacement	CIP 2016-21	\$862,300	NPP20	5
87	Bryant Square	Wading pool and site improvements	CIP 2016-21	\$297,675	Neighborhood Capital Levy	6
3	Central Gym Park	Playground, athletic fields, and site improvements	NPP20	\$1,100,000	NPP20	3
			Park Dedication	\$4,542	Park Dedication	3
19	Folwell Park	Additional site improvements	NPP20	\$75,000	NPP20	2
		Playground and site improvements	CIP 2016-21	\$264,000	NPP20	2
			Park Dedication	\$7,042	Park Dedication	2
78	Luxton Park	Playground and site improvements	CIP 2016-21	\$263,000	NPP20	1
85	Matthews Park	Playground and site improvements	CIP 2016-21	\$197,500	NPP20	3
			Park Dedication	\$3,021	Park Dedication	3
90	Northeast Athletic Field Park	Recreation center	CIP 2016-21	\$150,000	NPP20	1
17	Painter Park	Building improvements	CIP 2016-21	\$65,925	Neighborhood Capital Levy	6
			CIP 2016-21	\$231,750	NPP20	6
10	Peavey Park	Playground and site improvements	CIP 2016-21	\$264,600	NPP20	3
6	Phillips Community Center	Building upgrades for new pool, parking lot	NPP20	\$725,000	NPP20	3
13	Powderhorn Park	Playground improvements, athletic fields, waterfront improvements	NPP20	\$75,000	NPP20	3
64	Washburn Ave Totlot	Playground and site improvements	CIP 2016-21	\$231,525	NPP20	6
n/a	Replace and Invest Construction Contingency Fund		NPP20	\$680,000	NPP20	all
	Total			\$6,328,205		

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



2017 Capital Improvement Program

REPLACE & INVEST PROJECTS: Regional Parks					
Park/Project Name	Proposed Park Improvements	CIP / NPP20	2017	Funding Source	Commissioner District
Above the Falls	Hall's Island and the Park on the Scherer Site	CIP	\$1,861,730	Met Council Regional Funds	1
	Upper River Property Management	CIP	\$200,000	O and M Lottery Proceeds	1,2
	Sheridan Park	CIP	\$140,000	Parks and Trails	1
Central Mississippi Riverfront	Water Works	CIP	\$1,119,000	Met Council Regional Funds	4
	Nicollet-BF Nelson Bridge	CIP	\$140,000	O and M Lottery Proceeds	1
		CIP	\$1,200,000	Parks and Trails	1
Chain of Lakes	South Cedar Beach Improvements	Park Dedication	\$350,000	Park Dedication	4
		Outside Funds	\$325,000	Outside Funds	4
Minnehaha Park	General Park Development	CIP	\$50,000	O and M Lottery Proceeds	5
Mississippi River Gorge	Bohemian Flats Implementation	CIP	\$90,000	Met Council Regional Funds	3
	Master Plan and Bohemian Flats	CIP	\$2,116,000	Parks and Trails	3,5
	Bank Stabilization and WPA Wall Repair	CIP	\$225,000	O and M Lottery Proceeds	3,5
North Mississippi	Natural Swimming Pool and Building Improvements	CIP	\$450,000	Met Council Regional Funds	2
Theodore Wirth	Master Plan Implementation	CIP	\$532,000	Met Council Regional Funds	2
	Adventure and Welcome Center	CIP	\$90,000	O and M Lottery Proceeds	2
Total			\$8,888,730		



2017 Capital Improvement Program

OTHER PROJECTS					
Park/Project Name	Proposed Park Improvements	CIP / NPP20	2017	Funding Source	Commissioner District
Service Centers	North and Northeast Service Centers	CIP	\$230,000	General Fund	1, 2
Northtown Bridge	Reconstruction	CIP	\$469,000	Neighborhood Capital Levy	1
Service Area Master Plans	North	CIP	\$400,000	Neighborhood Capital Levy	2
	Northeast/SE	CIP	\$149,000	Neighborhood Capital Levy	1
Nieman Fields	Renovation Debt Service	CIP	\$636,400	Neighborhood Capital Levy	5
Grant Matches	Regional Parks and Trails	CIP	\$285,000	O and M Lottery Proceeds	All
Parkway Paving & Lighting		CIP	\$121,000	Met Council Regional Funds	All
		CIP	\$62,000	Neighborhood Capital Levy	All
Total			\$2,352,400		



2017 Capital Improvement Program

REHABILITATION PROGRAM				
Program Name	Description of Category	CIP / NPP20	2017	Funding Source²
ADA Improvements	Improve accessibility in all neighborhood park sites and buildings	NPP20	\$800,000	NPP20
General Building and Recreation Center Rehabilitation	Repair or replace elements of buildings	NPP20	\$500,000	NPP20
Roofs	Repair or replace roofs	NPP20	\$900,000	NPP20
Heating, Ventilation, and Air Conditioning	Repair or replace components and/or systems	NPP20	\$500,000	NPP20
Neighborhood Park Amenity Fund	Repair or replace exterior park amenities, features, and site furnishings	NPP20	\$450,000	NPP20
Park Lighting	Repair or replace exterior lighting systems and supporting infrastructure	NPP20	\$500,000	NPP20
Below-Grade Infrastructure	Repair, replace, or remove underground pipes, conduits, wiring, etc.	NPP20	\$200,000	NPP20
Sidewalk and Pavement	Repair or replace exterior hard surfacing (bituminous, concrete, pavers, etc.)	NPP20	\$500,000	NPP20
		CIP	\$100,000	Neighborhood Capital Levy
Operations Facilities	Repair and improvements to staging, storage, workshops, and equipment areas	NPP20	\$200,000	NPP20
Regional Park Amenity Fund	Repair or replace exterior park amenities, features, and site furnishings in Regional Parks	CIP	\$50,000	O and M Lottery Proceeds
Regional Trail Rehabilitation	Repair or replace exterior hard surfacing (bituminous, concrete, pavers, etc.) in Regional Parks	CIP	\$200,000	O and M Lottery Proceeds
Regional Park Habitat Management	Create, enhance, maintain, and manage naturalized habitat areas in Regional Parks	CIP	\$60,000	O and M Lottery Proceeds
Total			\$4,960,000	

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks											
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20 ¹	2017	2018	2019	2020	2021	2022	Total	Funding Source ²
2	28th St Totlot	Playground and site improvements	CIP 2016-21					\$200,000		\$200,000	NPP20
			Outside Funds					\$200,000		\$200,000	Outside Funds
96	Armatage Park	Playground and site improvements	CIP 2016-21			\$291,900				\$291,900	NPP20
44	Audubon Park	Playground improvements	NPP20 Playground Rehab						\$338,000	\$338,000	Neighborhood Capital Levy
1	Bassett's Creek Park	Playgrounds, paths	NPP20	\$92,825						\$92,825	NPP20
4	Bossen Field Park	Playground, neighborhood park amenities, and field lighting	NPP20	\$737,500						\$737,500	NPP20
		Field replacement	CIP 2016-21	\$862,300						\$862,300	NPP20
89	Bottineau Park	Playground and site improvements	CIP 2016-21			\$80,000	\$135,370	\$23,216		\$238,586	Neighborhood Capital Levy
			CIP 2016-21				\$67,909			\$67,909	NPP20
87	Bryant Square	Wading pool and site improvements	CIP 2016-21	\$297,675						\$297,675	Neighborhood Capital Levy
59	Bryn Mawr Meadows Park	Athletic Fields Improvements	CIP 2016-21					\$1,142,065		\$1,142,065	Neighborhood Capital Levy
			CIP 2016-21				\$2,302,885		\$2,302,885	NPP20	
		Playground and site improvements	CIP 2016-21			\$291,900				\$291,900	NPP20
86	Cavell Park	Playground and site improvements	CIP 2016-21				\$294,595	\$27,225	\$321,820	NPP20	
25	Cedar Avenue Field Park	To be determined based on master plan	NPP20					\$600,000	\$600,000	NPP20	
3	Central Gym Park	Playground, athletic fields, and site improvements	NPP20	\$1,100,000						\$1,100,000	NPP20
			Park Dedication	\$4,542						\$4,542	Park Dedication
52	Cleveland Park	Playground and site improvements	CIP 2016-21		\$243,200	\$34,630				\$277,830	Neighborhood Capital Levy

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks											
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20 ¹	2017	2018	2019	2020	2021	2022	Total	Funding Source ²
70	Columbia Park	Playground improvements	NPP20 Playground Rehab						\$338,000	\$338,000	Neighborhood Capital Levy
14	Corcoran Park	Playground, athletic field, shelter	NPP20				\$331,975	\$618,025		\$950,000	NPP20
16	Currie Park	Phase 1 of major redesign: New fields, splash pad, plaza	NPP20		\$765,275	\$2,047,125				\$2,812,400	NPP20
27	East Phillips Park	Master Plan and initial site improvements	NPP20						\$428,464	\$428,464	NPP20
28	Elliott Park	Play area and splash pad	NPP20						\$1,502,775	\$1,502,775	NPP20
32	Farview Park	Playground and site improvements	CIP 2016-21			\$291,900				\$291,900	Neighborhood Capital Levy
9	Farwell Park	To be determined based on master plan	NPP20			\$279,100	\$420,900			\$700,000	NPP20
19	Folwell Park	Additional site improvements	NPP20	\$75,000						\$75,000	NPP20
		Playground and site improvements	CIP 2016-21	\$264,000						\$264,000	NPP20
			Park Dedication	\$7,042						\$7,042	Park Dedication
29	Franklin Steele Square	Great lawn, basketball court, site improvements	NPP20						\$740,000	\$740,000	NPP20
88	Fuller Park	Wading pool and site improvements	CIP 2016-21					\$804,050		\$804,050	NPP20
11	Hall Park	To be determined based on master plan	NPP20				\$371,375	\$378,625		\$750,000	NPP20
23	Harrison Park	To be determined based on master plan	NPP20						\$1,000,000	\$1,000,000	NPP20
75	Holmes Park	Playground and site improvements	CIP 2016-21			\$291,900				\$291,900	Neighborhood Capital Levy
15	Jordan Park	To be determined based on master plan	NPP20		\$1,270,000					\$1,270,000	NPP20
			Park Dedication		\$6,042					\$6,042	Park Dedication
43	Keewaydin Park	Playground and climbing wall phase 1, decommission wading pool	CIP 2016-21			\$541,246	\$626,454			\$1,167,700	NPP20
54	Kenny Park	Playground and site improvements	CIP 2016-21				\$306,495			\$306,495	NPP20

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks											
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20 ¹	2017	2018	2019	2020	2021	2022	Total	Funding Source ²
92	Lake Hiawatha Park (part of Nokomis-Hiawatha Regional Park)*	Playground improvements	NPP20 Playground Rehab						\$338,000	\$338,000	Neighborhood Capital Levy
79	Linden Hills Park	Playground and site improvements	CIP 2016-21			\$291,900				\$291,900	NPP20
45	Longfellow Park	Playground and site improvements phase 1 (existing containers)	CIP 2016-21		\$179,205					\$179,205	Neighborhood Capital Levy
			CIP 2016-21		\$98,625					\$98,625	NPP20
51	Loring Park	Playground and site improvements	CIP 2016-21			\$360,000				\$360,000	NPP20
8	Lovell Square Park	To be determined based on master plan	NPP20		\$350,000	\$50,000				\$400,000	NPP20
78	Luxton Park	Playground and site improvements	CIP 2016-21	\$263,000						\$263,000	NPP20
38	Lynnhurst Park	Playground and site improvements	CIP 2016-21				\$306,495			\$306,495	NPP20
49	Marcy Park	Playground and site improvements	CIP 2016-21				\$306,495			\$306,495	NPP20
85	Matthews Park	Playground and site improvements	CIP 2016-21	\$197,500						\$197,500	NPP20
			Park Dedication	\$3,021						\$3,021	Park Dedication
40	McRae Park	Playground and site improvements phase 1 (existing container)	CIP 2016-21				\$306,495			\$306,495	NPP20
22	Murphy Square Park	Walking paths and open field areas	NPP20						\$200,000	\$200,000	Neighborhood Capital Levy
20	North Commons Park	Phase 1-Major waterpark improvements	NPP20				\$1,800,000			\$1,800,000	NPP20
		Water Park improvements/Design Phase	CIP 2016-21			\$367,500				\$367,500	NPP20
90	Northeast Athletic Field Park	Recreation center	CIP 2016-21	\$150,000						\$150,000	NPP20
		Athletic Fields Improvements	CIP 2016-21		\$250,000	\$5,550				\$255,550	NPP20
			CIP 2016-21		\$80,000	\$249,450		\$235,940		\$565,390	Neighborhood Capital Levy
	Playground and site improvements	CIP 2016-21			\$75,600	\$310,275			\$385,875	NPP20	

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

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MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks											
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20 ¹	2017	2018	2019	2020	2021	2022	Total	Funding Source ²
17	Painter Park	To be determined based on master plan	NPP20			\$1,000,000				\$1,000,000	NPP20
		Building improvements	CIP 2016-21	\$65,925						\$65,925	Neighborhood Capital Levy
			CIP 2016-21	\$231,750						\$231,750	NPP20
74	Pearl Park	Playground and site improvements	CIP 2016-21				\$306,495			\$306,495	Neighborhood Capital Levy
10	Peavey Park	Major park renovation phase 1 based on master plan	NPP20		\$1,000,000					\$1,000,000	NPP20
		Playground and site improvements	CIP 2016-21	\$264,600						\$264,600	NPP20
18	Perkins Hill Park	To be determined based on master plan	NPP20		\$350,000					\$350,000	NPP20
			Park Dedication		\$4,521					\$4,521	Park Dedication
5	Phelps Field Park	Splash pad, playground, and site improvements	NPP20		\$500,000					\$500,000	NPP20
			CIP 2016-21		\$959,600					\$959,600	NPP20
			Park Dedication		\$8,463					\$8,463	Park Dedication
6	Phillips Community Center	Building upgrades for new pool, parking lot	NPP20	\$725,000						\$725,000	NPP20
13	Powderhorn Park	Playground improvements, athletic fields, waterfront improvements	NPP20	\$75,000				\$1,100,000		\$1,175,000	NPP20
26	Riverside Park (part of Mississippi Gorge Regional Park)*	To be determined based on master plan (<i>improvements within neighborhood-focused portion of regional park only</i>)	NPP20						\$1,060,000	\$1,060,000	NPP20
		Playground improvements	NPP20 Playground Rehab						\$338,000	\$338,000	NPP20

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Neighborhood Parks											
NPP20 ranking	Park/Project Name	Proposed Park Improvements	CIP / NPP20¹	2017	2018	2019	2020	2021	2022	Total	Funding Source²
46	Sibley Field Park	Wading pool, playground, and site improvements (demolish existing wading pool, decommission tennis, use existing playground container)	CIP 2016-21			\$518,179	\$503,025			\$1,021,204	NPP20
84	Smith Triangle	Sculpture and site improvements	CIP 2016-21						\$207,989	\$207,989	Neighborhood Capital Levy
			CIP 2016-21						\$23,536	\$23,536	NPP20
12	Stewart Field Park	New multi-use field, pool shade structure, premier field improvements	NPP20		\$300,000					\$300,000	NPP20
			Park Dedication		\$34,521					\$34,521	Park Dedication
7	Sumner Field Park	To be determined based on master plan	NPP20					\$100,000		\$100,000	NPP20
n/a	The Mall Park	Plan implementation	CIP 2016-21					\$89,279	\$258,011	\$347,290	Neighborhood Capital Levy
103	Van Cleve Park	Playground and site improvements	CIP 2016-21					\$321,820		\$321,820	NPP20
64	Washburn Ave Totlot	Playground and site improvements	CIP 2016-21	\$231,525						\$231,525	NPP20
24	Whittier Park	Playground and site improvements	CIP 2016-21				\$72,107			\$72,107	NPP20
			CIP 2016-21				\$234,388			\$234,388	Neighborhood Capital Levy
		To be determined based on master plan	NPP20				\$390,000			\$390,000	NPP20
		To be determined based on master plan	NPP20			\$45,370	\$365,130			\$410,500	Neighborhood Capital Levy
21	Willard Park	To be determined based on master plan	NPP20					\$1,000,000	\$1,000,000	NPP20	
n/a	Replace and Invest Construction Contingency Fund		NPP20	\$680,000	\$680,000	\$680,000	\$680,000	\$680,000	\$680,000	\$4,080,000	NPP20
	Total			\$6,328,205	\$7,079,452	\$7,793,250	\$7,841,383	\$8,490,500	\$9,080,000	\$46,612,790	

¹CIP 2016-21 represents the projects that were adopted in the 2016-2021 CIP.

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.

Four neighborhood-focused areas exist within regional parks, and are included in the NPP-20 metrics and project scheduling: Lake Hiawatha Park and Recreation Center, the Nokomis Community Center area, Riverside Park, and Marshall Terrace Park. NPP-20 funds will be used ONLY in these neighborhood-focused areas and not in the larger regional park surrounding them.



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Regional Parks										
Park/Project Name	Proposed Park Improvements	CIP / NPP20	2017	2018	2019	2020	2021	2022	Total	Funding Source
Above the Falls	Hall's Island and the Park on the Scherer Site	CIP	\$1,861,730		\$749,245		\$573,000		\$3,183,975	Met Council Regional Funds
		CIP		\$464,485	\$164,565	\$1,160,000	\$2,310,900		\$4,099,950	Parks and Trails
	Upper River Property Management	CIP	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,000	O and M Lottery
	Sheridan Park	CIP	\$140,000						\$140,000	Parks and Trails
Central Mississippi Riverfront	Water Works	CIP	\$1,119,000		\$1,782,755				\$2,901,755	Met Council Regional Funds
		CIP		\$1,090,485	\$415,325				\$1,505,810	Parks and Trails
	Nicollet-BF Nelson Bridge	CIP	\$140,000						\$140,000	O and M Lottery
		CIP	\$1,200,000						\$1,200,000	Parks and Trails
Chain of Lakes	Kenilworth Channel	CIP			\$1,500,000				\$1,500,000	Parks and Trails
	Trail Improvement and Rehabilitation	CIP						\$900,000	\$900,000	Parks and Trails
	South Cedar Beach Improvements	Park Dedication	\$350,000						\$350,000	Park Dedication
		Outside Funds	\$325,000						\$325,000	Outside Funds
Minnehaha Creek Trail	Master Plan, Trails, and Shoreline	CIP		\$1,450,000	\$1,200,000	\$461,270			\$3,111,270	Parks and Trails
Minnehaha Park	Pavilion	CIP			\$550,000	\$628,730			\$1,178,730	Parks and Trails
	General Park Development	CIP	\$50,000	\$50,000	\$58,000				\$158,000	O and M Lottery
	Trail Improvement and Rehabilitation	CIP						\$900,000	\$900,000	Parks and Trails



MPRB 2017-2022 Capital Improvement Program

REPLACE & INVEST PROJECTS: Regional Parks										
Park/Project Name	Proposed Park Improvements	CIP / NPP20	2017	2018	2019	2020	2021	2022	Total	Funding Source
Mississippi River Gorge	Bohemian Flats Implementation	CIP	\$90,000		\$1,191,000		\$1,375,000		\$2,656,000	Met Council Regional Funds
	Master Plan and Bohemian Flats Implementation	CIP	\$2,116,000	\$44,000			\$939,100		\$3,099,100	Parks and Trails
	Bank Stabilization and WPA Wall Repair	CIP	\$225,000	\$200,000					\$425,000	O and M Lottery Proceeds
Nokomis-Hiawatha	Hiawatha Trail Loop and Bridges, and other Trail Improvement and Rehabilitation	CIP					\$1,775,000		\$1,775,000	Met Council Regional Funds
		CIP						\$1,200,000	\$1,200,000	Parks and Trails
North Mississippi	Natural Swimming Pool and Building Improvements	CIP	\$450,000						\$450,000	Met Council Regional Funds
		CIP		\$450,000					\$450,000	Parks and Trails
	Master Plan and Programmatic Plan, with Promotion of Upper River	CIP						\$250,000	\$250,000	Parks and Trails
Theodore Wirth	Master Plan Implementation	CIP				\$1,000,000			\$1,000,000	Parks and Trails
		CIP	\$532,000						\$532,000	Met Council Regional Funds
	Adventure and Welcome Center	CIP	\$90,000						\$90,000	O and M Lottery Proceeds
Total			\$8,888,730	\$3,948,970	\$7,810,890	\$3,450,000	\$7,173,000	\$3,450,000	\$34,721,590	



MPRB 2017-2022 Capital Improvement Program

OTHER PROJECTS										
Park/Project Name	Proposed Park Improvements	CIP / NPP20	2017	2018	2019	2020	2021	2022	Total	Funding Source
Service Centers	North and Northeast Service Centers	CIP	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$230,000	\$1,380,000	General Fund
Northtown Bridge	Reconstruction	CIP	\$469,000						\$469,000	Neighborhood Capital Levy
Service Area Master Plans	North	CIP	\$400,000						\$400,000	Neighborhood Capital Levy
	Northeast/SE	CIP	\$149,000	\$251,000					\$400,000	Neighborhood Capital Levy
	Southwest	CIP		\$400,000					\$400,000	Neighborhood Capital Levy
Nieman Fields	Renovation Debt Service	CIP	\$636,400	\$644,450	\$636,750	\$643,750			\$2,561,350	Neighborhood Capital Levy
Grant Matches	Hennepin Youth Sports Program (and other)	CIP		\$49,765	\$200,000		\$189,500		\$439,265	Neighborhood Capital Levy
	Regional Parks and Trails	CIP	\$285,000	\$425,000	\$417,000	\$450,000	\$450,000	\$450,000	\$2,477,000	O and M Lottery Proceeds
Parkway Paving & Lighting		CIP	\$121,000						\$121,000	Met Council Regional Funds
		CIP	\$62,000						\$62,000	Neighborhood Capital Levy
Total			\$2,352,400	\$2,000,215	\$1,483,750	\$1,323,750	\$869,500	\$680,000	\$8,709,615	



MPRB 2017-2022 Capital Improvement Program

REHABILITATION PROGRAM										
Program Name	Description of Category	CIP / NPP20	2017	2018	2019	2020	2021	2022	Total	Funding Source ²
ADA Improvements	Improve accessibility in all neighborhood park sites and buildings	NPP20	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$700,000	\$4,700,000	NPP20
General Building and Recreation Center Rehabilitation	Repair or replace elements of buildings	NPP20	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$400,000	\$2,900,000	NPP20
Roofs	Repair or replace roofs	NPP20	\$900,000	\$700,000	\$700,000	\$700,000	\$700,000	\$600,000	\$4,300,000	NPP20
Heating, Ventilation, and Air Conditioning	Repair or replace components and/or systems	NPP20	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$200,000	\$1,900,000	NPP20
Neighborhood Park Amenity Fund	Repair or replace exterior park amenities, features, and site furnishings	CIP		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	Neighborhood Capital Levy
		NPP20	\$450,000						\$450,000	NPP20
Park Lighting	Repair or replace exterior lighting systems and supporting infrastructure	NPP20	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$400,000	\$2,900,000	NPP20
Synthetic Turf Rehabilitation	Repair or replace surface and/or base of synthetic athletic fields	CIP		\$100,000	\$250,000	\$350,000	\$400,000	\$400,000	\$1,500,000	Neighborhood Capital Levy
Below-Grade Infrastructure	Repair, replace, or remove underground pipes, conduits, wiring, etc.	NPP20	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000	\$1,150,000	NPP20
Sidewalk and Pavement	Repair or replace exterior hard surfacing (bituminous, concrete, pavers, etc.)	NPP20	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000	NPP20
		CIP	\$100,000	\$96,420		\$44,867			\$241,287	Neighborhood Capital Levy
Operations Facilities	Repair and improvements to staging, storage, workshops, and equipment areas	NPP20	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000	\$1,150,000	NPP20

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.



MPRB 2017-2022 Capital Improvement Program

REHABILITATION PROGRAM										
Program Name	Description of Category	CIP / NPP20	2017	2018	2019	2020	2021	2022	Total	Funding Source²
Regional Park Amenity Fund	Repair or replace exterior park amenities, features, and site furnishings in Regional Parks	CIP	\$50,000	\$50,000	\$250,000	\$50,000	\$50,000	\$50,000	\$500,000	O and M Lottery Proceeds
Regional Trail Rehabilitation	Repair or replace exterior hard surfacing (bituminous, concrete, pavers, etc.) in Regional Parks	CIP	\$200,000	\$275,000	\$275,000	\$500,000	\$500,000	\$500,000	\$2,250,000	O and M Lottery Proceeds
Regional Park Habitat Management	Create, enhance, maintain, and manage naturalized habitat areas in Regional Parks	CIP	\$60,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$560,000	O and M Lottery Proceeds
Amount to be Distributed	*See Note Below	CIP		\$276,500					\$276,500	NPP20
		CIP		\$35,960					\$35,960	Neighborhood Capital Levy
Total			\$4,960,000	\$4,733,880	\$4,675,000	\$4,844,867	\$4,850,000	\$4,250,000	\$28,313,747	

²The funding source NPP20 is the consolidation of the original \$2.5 million net debt bonds and the \$8 million received from the NPP20 Ordinance.

*\$35,960 in Neighborhood Capital Levy Funds and \$276,500 in NPP20 Funds were originally scheduled to be spent in 2018 for capital improvements at Lyndale Farmstead Park, but instead \$297,675 in 2017 Rehabilitation Program Funds will be used. Specific 2017 rehabilitation funding categories and category amounts will be determined based on specific rehabilitation projects completed at Lyndale Farmstead. The 2018 \$35,960 in Neighborhood Capital Levy Funds and \$276,500 in NPP20 Funds will be moved to the Rehabilitation Program in 2018, proportionally allocating these funds to specific rehabilitation funding categories based on the specific rehabilitation funding categories and proportionality of spending for the 2017 Lyndale Farmstead Park Rehabilitation Project.



Neighborhood Park Metrics Resulting from Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling

CTG ORDER	Park Name	Total Score	Neighborhood Name	Service Area	District	ACP	RCAP	1. RCAP WEIGHT	POPULATION DENSITY	2. DENSITY WEIGHT	YOUTH POPULATION	3. YOUTH WEIGHT	NEIGHBORHOOD SAFETY	4. SAFETY WEIGHT	AVERAGE ASSET CONDITION	5. CONDITION WEIGHT	LONGEVITY	6. LONGEVITY WEIGHT	PROPORTIONALITY	7. PROPORTIONALITY WEIGHT
1	Bassett's Creek Park	20.40	Harrison / Bryn Mawr	North/Southwest	2, 4	Yes	Yes	5	6536	1	29.6%	2	16.12	2	4.40	4.40	2006	3	0.0%	3
2	28th St Totlot	18.50	Whittier	Southwest	4	Yes	Yes	5	17554	3	16.0%	1	8.94	1	4.50	4.50	2016	1	0.0%	3
3	Central Gym Park	17.70	Central	South	3	Yes	Yes	5	14357	3	30.2%	2	12.92	2	2.70	2.70	2023	0	0.0%	3
4	Bossen Field Park	17.61	Wenonah	South	5	Yes	Yes	5	3742	1	24.0%	2	6.76	1	4.61	4.61	2003	3	17.0%	1
5	Phelps Field Park	17.28	Bryant	South	5	Yes	Yes	5	10104	3	31.3%	2	5.31	1	3.28	3.28	2010	1	3.2%	2
6	Phillips Pool & Gym	17.00	Midtown Phillips	South	3	Yes	Yes	5	12688	3	23.9%	1	29.42	2	5.00	5.00	2026	0	23.2%	1
7	Sumner Field Park	17.00	Sumner - Glenwood	North	2	Yes	Yes	5	6227	1	36.8%	2	10.95	2	3.00	3.00	2018	1	0.0%	3
8	Lovell Square Park	17.00	Near - North	North	2	Yes	Yes	5	5457	1	33.8%	2	24.52	2	3.00	3.00	2015	1	0.0%	3
9	Farwell Park	17.00	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	3.00	3.00	2026	0	0.0%	3
10	Peavey Park	16.79	Ventura Village	South	3	Yes	Yes	5	15693	3	27.0%	2	24.98	2	3.79	3.79	2022	0	14.2%	1
11	Hall Park	16.72	Near - North	North	2	Yes	Yes	5	5457	1	33.8%	2	24.52	2	2.72	2.72	2019	1	0.0%	3
12	Stewart Field Park	16.38	Midtown Phillips	South	3	Yes	Yes	5	12688	3	23.9%	1	29.42	2	3.38	3.38	2024	0	8.2%	2
13	Powderhorn Park	16.25	Powderhorn Park	South	5	Yes	Yes	5	11611	3	28.1%	2	12.72	2	3.25	3.25	2022	0	15.0%	1
14	Corcoran Park	15.88	Corcoran	South	5	Yes	Yes	5	8534	2	24.8%	2	9.49	1	3.88	3.88	2013	1	10.9%	1
15	Jordan Park	15.63	Jordan	North	2	Yes	Yes	5	10490	3	39.1%	2	27.29	2	3.63	3.63	2026	0	42.9%	0
16	Currie Park	15.50	Cedar Riverside	South	3	Yes	Yes	5	13220	3	16.8%	1	11.30	2	3.50	3.50	2020	1	39.3%	0
17	Painter Park	15.42	Lyndale	Southwest	6	Yes	Yes	5	15097	3	23.5%	1	7.95	1	3.42	3.42	2015	1	16.1%	1
18	Perkins Hill Park	15.33	McKinley	North	2	Yes	Yes	5	4740	1	37.1%	2	36.84	2	2.33	2.33	2022	0	0.0%	3
19	Folwell Park	15.30	Folwell	North	2	Yes	Yes	5	9205	2	35.3%	2	32.43	2	3.30	3.30	2026	0	13.3%	1
20	North Commons Park	15.15	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	3.15	3.15	2023	0	12.8%	1
21	Willard Park	15.08	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	3.08	3.08	2019	1	52.7%	0
22	Murphy Square Park	15.00	Cedar Riverside	South	3	Yes	Yes	5	13220	3	16.8%	1	11.30	2	1.00	1.00	#N/A	0	0.0%	3
23	Harrison Park	14.93	Harrison	North	2	Yes	Yes	5	6536	1	29.6%	2	16.12	2	2.93	2.93	2015	1	21.1%	1
24	Whittier Park	14.77	Whittier	Southwest	4	Yes	No	3	17554	3	16.0%	1	8.94	1	2.77	2.77	2014	1	0.0%	3
25	Cedar Field Park	14.75	East Phillips	South	3	Yes	Yes	5	10648	3	42.4%	2	31.62	2	2.75	2.75	2028	0	83.9%	0
26	Riverside Park	14.70	Cedar Riverside	South	3	Yes	Yes	5	13220	3	16.8%	1	11.30	2	2.70	2.70	2011	1	27.7%	0
27	East Phillips Park	14.48	East Phillips	South	3	Yes	Yes	5	10648	3	42.4%	2	31.62	2	2.48	2.48	2024	0	99.7%	0
28	Elliot Park	14.39	Elliot Park	South	4	Yes	Yes	5	16230	3	8.2%	0	12.96	2	3.39	3.39	2025	0	24.4%	1
29	Franklin Steele Park	14.00	Elliot Park	South	4	Yes	Yes	5	16230	3	8.2%	0	12.96	2	4.00	4.00	2033	0	60.0%	0
30	Cottage Park	14.00	Jordan	North	2	Yes	Yes	5	10490	3	39.1%	2	27.29	2	2.00	2.00	2033	0	47.1%	0
31	Humboldt Triangle	14.00	Near - North	North	2	Yes	Yes	5	5457	1	33.8%	2	24.52	2	1.00	1.00	#N/A	0	0.0%	3
32	Farview Park	13.98	Hawthorne	North	2	Yes	Yes	5	4723	1	39.1%	2	46.81	2	2.98	2.98	2023	0	11.1%	1
33	Glen Gale Park	13.33	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	2.33	2.33	2032	0	38.7%	0
34	Bethune Park	13.29	Near - North	North	2	Yes	Yes	5	5457	1	33.8%	2	24.52	2	2.29	2.29	2016	1	37.7%	0
35	Victory Park	13.17	Victory	North	2	Yes	No	3	6795	2	22.3%	1	7.75	1	3.17	3.17	2019	1	2.8%	2
36	Lyndale School Pool	13.00	East Harriet	Southwest	6	No	No	0	3011	1	16.3%	1	1.63	0	5.00	5.00	2002	3	0.0%	3
37	Jackson Square Park	12.70	Holland	Northeast/Southeast	1	Yes	Yes	5	8753	2	26.4%	2	10.11	2	1.70	1.70	2027	0	63.1%	0
38	Lynnhurst Park	12.23	Lynnhurst	Southwest	6	No	No	0	5833	1	27.1%	2	0.86	0	4.23	4.23	2004	3	1.3%	2
39	Beltrami Park	12.00	Beltrami	Northeast/Southeast	1	No	No	0	4322	1	22.1%	1	14.73	2	3.00	3.00	2003	3	0.4%	2
40	McRae Park	11.55	Northrop	South	5	No	No	0	6224	1	23.7%	1	4.07	1	3.55	3.55	1999	3	5.2%	2
41	Waveland Triangle	11.50	Lowry Hill	Southwest	6	No	No	0	6084	1	12.5%	0	1.06	0	4.50	4.50	2002	3	0.0%	3
42	Hiawatha School Park	11.19	Hiawatha	South	5	No	No	0	4472	1	16.8%	1	4.59	1	3.19	3.19	2007	3	9.3%	2
43	Keewaydin Park	11.03	Keewaydin	South	5	No	No	0	3788	1	17.7%	1	2.08	0	4.03	4.03	2003	3	8.6%	2
44	Audubon Park	10.52	Audubon Park	Northeast/Southeast	1	No	No	0	7564	2	16.3%	1	3.38	0	3.52	3.52	2015	1	0.0%	3
45	Longfellow Park	10.48	Longfellow	South	3	No	No	0	5507	1	21.6%	1	18.33	2	3.48	3.48	2015	1	4.1%	2
46	Sibley Field Park	10.48	Standish	South	5	No	No	0	7984	2	21.0%	1	3.67	0	3.48	3.48	2012	1	0.0%	3
47	Webber Park	10.02	Webber - Camden	North	2	Yes	No	3	5787	1	31.1%	2	19.91	2	2.02	2.02	2024	0	47.1%	0
48	Shingle Creek Park	10.00	Shingle Creek	North	2	No	No	0	7181	2	32.4%	2	4.77	1	3.00	3.00	2014	1	23.5%	1
49	Marcy Park	10.00	Marcy Holmes	Northeast/Southeast	1	No	No	0	11394	3	2.7%	0	7.02	1	3.00	3.00	2024	0	0.0%	3
50	Xcel Field Park	10.00	Marshall Terrace	Northeast/Southeast	1	Yes	No	3	2077	1	18.6%	1	6.77	1	1.00	1.00	2029	0	0.0%	3
51	Loring Park	9.67	Loring Park	Regional	4	No	No	0	17345	3	5.4%	0	12.37	2	3.67	3.67	2011	1	33.9%	0



Neighborhood Park Metrics Resulting from Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling

CTG ORDER	Park Name	Total Score	Neighborhood Name	Service Area	District	ACP	RCAP	1. RCAP WEIGHT	POPULATION DENSITY	2. DENSITY WEIGHT	YOUTH POPULATION	3. YOUTH WEIGHT	NEIGHBORHOOD SAFETY	4. SAFETY WEIGHT	AVERAGE ASSET CONDITION	5. CONDITION WEIGHT	LONGEVITY	6. LONGEVITY WEIGHT	PROPORTIONALITY	7. PROPORTIONALITY WEIGHT
52	Cleveland Park	9.50	Cleveland	North	2	No	No	0	7995	2	23.6%	1	14.05	2	2.50	2.50	2020	1	18.1%	1
53	Bohanon Field Park	9.43	Lind - Bohanon	North	2	No	No	0	5658	1	26.7%	2	14.17	2	2.43	2.43	2022	0	8.5%	2
54	Kenny Park	9.40	Kenny	Southwest	6	No	No	0	5487	1	24.4%	2	0.56	0	3.40	3.40	2017	1	2.4%	2
55	Todd Park	9.11	Diamond Lake	South	5	No	No	0	5108	1	25.6%	2	1.31	0	3.11	3.11	2012	1	1.0%	2
56	Logan Park	9.02	Logan Park	Northeast/Southeast	1	No	No	0	8164	2	17.5%	1	6.08	1	3.02	3.02	2027	0	9.0%	2
57	Northwestern Bell/Elwell Park	9.00	Marcy Holmes	Northeast/Southeast	1	No	No	0	11394	3	2.7%	0	7.02	1	2.00	2.00	2023	0	0.0%	3
58	Washburn Fair Oaks Park	9.00	Whittier	Southwest	4	No	No	0	17554	3	16.0%	1	8.94	1	1.00	1.00	#N/A	0	0.0%	3
59	Bryn Mawr Park	8.95	Bryn - Mawr	Southwest	4	No	No	0	2000	1	18.0%	1	1.11	0	3.95	3.95	2011	1	5.2%	2
60	Brackett Park	8.94	Longfellow	South	3	No	No	0	5507	1	21.6%	1	18.33	2	2.94	2.94	2017	1	13.0%	1
61	St. Anthony Park	8.80	St. Anthony East	Northeast/Southeast	1	Yes	No	3	8983	2	11.1%	0	6.90	1	2.80	2.80	2022	0	42.0%	0
62	Mueller Park	8.75	Lowry Hill East	Southwest	4	No	No	0	16270	3	10.2%	0	6.73	1	1.75	1.75	2023	0	0.0%	3
63	Creekview Park	8.67	Shingle Creek	North	2	No	No	0	7181	2	32.4%	2	4.77	1	2.67	2.67	2026	0	19.6%	1
64	Washburn Avenue Totlot	8.50	Armatage	Southwest	6	No	No	0	6481	1	22.0%	1	1.04	0	3.50	3.50	2041	0	0.0%	3
65	Clinton Field Park	8.50	Whittier	Southwest	4	No	No	0	17554	3	16.0%	1	8.94	1	2.50	2.50	2019	1	57.5%	0
66	Stevens Square Park	8.50	Steven's Square - Loring Heights	Southwest	4	Yes	No	3	21225	3	11.6%	0	9.83	1	1.50	1.50	2030	0	27.9%	0
67	Windom NE Park	8.25	Windom Park	Northeast/Southeast	1	No	No	0	8761	2	11.0%	0	4.23	1	2.25	2.25	2015	1	3.4%	2
68	Hiview Park	8.10	Columbia Park	Northeast/Southeast	1	Yes	No	3	1125	1	17.8%	1	6.52	1	2.10	2.10	2025	0	47.5%	0
69	Windom South Park	8.00	Windom	Southwest	6	No	No	0	6714	1	26.6%	2	5.57	1	3.00	3.00	2033	0	15.4%	1
70	Columbia Park	8.00	Columbia Park	Northeast/Southeast	1	No	No	0	1125	1	17.8%	1	6.52	1	3.00	3.00	2020	1	18.3%	1
71	Gateway Park	8.00	Downtown West	Downtown	4	No	No	0	8937	2	4.7%	0	67.67	2	1.00	1.00	#N/A	0	0.0%	3
72	Lake Nokomis Park	7.92	Keewaydin	South/Regional	5	No	No	0	3788	1	17.7%	1	2.08	0	1.92	1.92	2006	3	11.1%	1
73	Lyndale Farmstead Park	7.71	East Harriet	Southwest	6	No	No	0	3011	1	16.3%	1	1.63	0	2.71	2.71	2016	1	5.7%	2
74	Pearl Park	7.63	Page	South	5	No	No	0	5595	1	23.3%	1	0.54	0	2.63	2.63	2020	1	6.1%	2
75	Holmes Park	7.50	Marcy Holmes	Northeast/Southeast	1	No	No	0	11394	3	2.7%	0	7.02	1	3.50	3.50	2022	0	30.8%	0
76	Morris Park	7.50	Morris Park	Northeast/Southeast	1	No	No	0	3725	1	18.2%	1	1.41	0	2.50	2.50	2014	1	4.9%	2
77	Rev. Dr. Martin Luther King Jr. Park	7.35	King Field	Southwest	6	No	No	0	9473	2	19.6%	1	2.80	0	2.35	2.35	2022	0	6.7%	2
78	Luxton Park	7.33	Prospect Park - East River Crossing	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	3.33	3.33	2014	1	7.2%	2
79	Linden Hills Park	7.30	Linden Hills	Southwest	6	No	No	0	5788	1	21.8%	1	0.00	0	3.30	3.30	2013	1	16.4%	1
80	Pershing Field Park	7.00	Fulton	Southwest	6	No	No	0	6710	1	23.7%	1	0.68	0	3.00	3.00	2014	1	17.9%	1
81	Park Siding Park	7.00	Cedar - Isles - Dean	Southwest	4	No	No	0	4147	1	14.2%	0	1.71	0	3.00	3.00	2037	0	0.0%	3
82	Diamond Lake	7.00	Diamond Lake	South	5	No	No	0	5108	1	25.6%	2	1.31	0	1.00	1.00	#N/A	0	0.0%	3
83	Deming Heights Park	7.00	Audubon Park	Northeast/Southeast	1	No	No	0	7564	2	16.3%	1	3.38	0	1.00	1.00	#N/A	0	0.0%	3
84	Smith Triangle	7.00	East Isles	Southwest	4	No	No	0	10160	3	10.5%	0	2.37	0	1.00	1.00	#N/A	0	0.0%	3
85	Matthews Park	6.98	Seward	South	3	No	No	0	7090	2	14.2%	0	8.28	1	2.98	2.98	2028	0	15.8%	1
86	Cavell Park	6.90	Waite Park	Northeast/Southeast	1	No	No	0	6103	1	18.9%	1	1.86	0	2.90	2.90	2022	0	5.8%	2
87	Bryant Square Park	6.89	CARAG	Southwest	6	No	No	0	16640	3	10.1%	0	4.58	1	2.89	2.89	2026	0	34.3%	0
88	Fuller Park	6.81	Tangletown	Southwest	6	No	No	0	6298	1	23.5%	1	1.85	0	2.81	2.81	2026	0	6.5%	2
89	Bottineau Park	6.67	Bottineau	Northeast/Southeast	1	No	No	0	6261	1	27.6%	2	5.64	1	2.67	2.67	2025	0	42.7%	0
90	Northeast Athletic Field Park	6.28	Northeast Park	Northeast/Southeast	1	No	No	0	882	1	22.1%	1	6.44	1	3.28	3.28	2024	0	50.9%	0
91	Waite Park	6.27	Waite Park	Northeast/Southeast	1	No	No	0	6103	1	18.9%	1	1.86	0	2.27	2.27	2018	1	20.8%	1
92	Lake Hiawatha Park	6.07	Ericsson	Regional	5	No	No	0	3412	1	20.8%	1	3.22	0	3.07	3.07	2019	1	37.4%	0
93	Kenwood Park	6.05	Kenwood	Southwest	4	No	No	0	2306	1	14.2%	0	2.04	0	3.05	3.05	2013	1	15.5%	1
94	Chute Square	6.00	Nicollet Island - East Bank	Northeast/Southeast	1	No	No	0	5721	1	8.1%	0	8.49	1	1.00	1.00	#N/A	0	0.0%	3
95	Wenonah Triangle	6.00	Minnehaha	South	5	No	No	0	7118	2	15.5%	0	2.01	0	1.00	1.00	#N/A	0	0.0%	3
96	Armatage Park	5.94	Armatage	Southwest	6	No	No	0	6481	1	22.0%	1	1.04	0	2.94	2.94	2021	0	13.8%	1
97	Parade Park (Not Ice Arena)	5.75	Lowry Hill	Southwest	4	No	No	0	6084	1	12.5%	0	1.06	0	1.75	1.75	2012	1	0.7%	2
98	Dickman Park	5.67	St. Anthony West	Northeast/Southeast	1	No	No	0	4615	1	10.1%	0	1.97	0	2.67	2.67	2019	1	17.3%	1
99	Tower Hill Park	5.50	Prospect Park - East River Crossing	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	2.50	2.50	2036	0	1.4%	2
100	Reserve Block 40	5.00	Bryn - Mawr	Southwest	4	No	No	0	2000	1	18.0%	1	1.11	0	3.00	3.00	2029	0	115.4%	0



Neighborhood Park Metrics Resulting from Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling

CTG ORDER	Park Name	Total Score	Neighborhood Name	Service Area	District	ACP	RCAP	1. RCAP WEIGHT	POPULATION DENSITY	2. DENSITY WEIGHT	YOUTH POPULATION	3. YOUTH WEIGHT	NEIGHBORHOOD SAFETY	4. SAFETY WEIGHT	AVERAGE ASSET CONDITION	5. CONDITION WEIGHT	LONGEVITY	6. LONGEVITY WEIGHT	PROPORTIONALITY	7. PROPORTIONALITY WEIGHT
101	Thomas Lowry Park	5.00	Lowry Hill	Southwest	4	No	No	0	6084	1	12.5%	0	1.06	0	1.00	1.00	#N/A	0	0.0%	3
102	Chergosky Park	5.00	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1.00	2034	0	0.0%	3
103	Van Cleve Park	4.54	Como	Northeast/Southeast	1	No	No	0	6419	1	12.1%	0	3.05	0	2.54	2.54	2025	0	16.1%	1
104	Joanne R Levin Triangle	4.00	East Isles	Southwest	4	No	No	0	10160	3	10.5%	0	2.37	0	1.00	1.00	2037	0	59.6%	0
105	Adams Triangle	#N/A	Hiawatha	South	5	No	No	0	4472	1	16.8%	1	4.59	1	1.00	1.00	#N/A	#N/A	#N/A	#N/A
106	Solomon Park, Edward C	#N/A	Diamond Lake	South	5	No	No	0	5108	1	25.6%	2	1.31	0	1.00	1.00	#N/A	#N/A	#N/A	#N/A
Other Neighborhood Parks																				
NR	North Loop Park (Future)	6.00	North Loop	Downtown	2	No	No	0	4827	1	12.9%	0	8.66	1	1.00	1	2020+	0	0.0%	3
NR	Neiman Sports Complex	#N/A		South	5	Yes	No	0	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	The Mall Park	#N/A	East Isles	Southwest	4	No	No	0	10160	3	10.5%	0	2.37	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Alcott Triangle	#N/A	Cedar - Isles - Dean	Southwest	4	No	No	0	4147	1	14.2%	0	1.71	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Architect Triangle	#N/A	Columbia Park	Northeast/Southeast	1	No	No	0	1125	1	17.8%	1	6.52	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Barnes Place Triangle	#N/A	Near - North	North	2	Yes	Yes	5	5457	1	33.8%	2	24.52	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Barton Triangle	#N/A	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Bedford Triangle	#N/A	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Caleb Dorr Circle	#N/A	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Chowen Triangle	#N/A	Cedar - Isles - Dean	Southwest	4	No	No	0	4147	1	14.2%	0	1.71	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Clarence Triangle	#N/A	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Clifton Triangle	#N/A	Loring Park	Northeast/Southeast	1	No	No	0	17345	3	5.4%	0	12.37	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Dell Park	#N/A	Linden Hills	Southwest	6	No	No	0	5788	1	21.8%	1	0.00	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Elmwood Triangle	#N/A	Tangletown	Southwest	6	No	No	0	6298	1	23.5%	1	1.85	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Fremont Triangle	#N/A	Lowry Hill	Southwest	4	No	No	0	6084	1	12.5%	0	1.06	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Gladstone Triangle	#N/A	Lowry Hill	Southwest	6	No	No	0	6084	1	12.5%	0	1.06	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Humboldt Greenway	#N/A	Shingle Creek	North		No	No	0	7181	2	32.4%	2	4.77	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Irving Triangle	#N/A	Jordan	North	2	Yes	Yes	5	10490	3	39.1%	2	27.29	2	2.00	2	#N/A	#N/A	#N/A	#N/A
NR	Laurel Triangle	#N/A	Bryn - Mawr	Southwest	4	No	No	0	2000	1	18.0%	1	1.11	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Monroe Place Triangle	#N/A	St. Anthony East	Northeast/Southeast	1	Yes	No	3	8983	2	11.1%	0	6.90	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Morrison Park	#N/A	Whittier	Southwest	4	No	No	0	17554	3	16.0%	1	8.94	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Newton Triangle	#N/A	Jordan	North	2	Yes	Yes	5	10490	3	39.1%	2	27.29	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Normanna Triangle	#N/A	Seward	South	3	No	No	0	7090	2	14.2%	0	8.28	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Oak Crest Triangle	#N/A	Audubon Park	Northeast/Southeast	1	No	No	0	7564	2	16.3%	1	3.38	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Oliver Triangle	#N/A	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Orlin Triangle	#N/A	Prospect Park - East River R	Northeast/Southeast	1	No	No	0	5817	1	6.2%	0	3.32	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Park Avenue Triangle	#N/A	Elliot Park	Downtown	4	Yes	No	3	16230	3	8.2%	0	12.96	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Penn Model Village Triangle	#N/A	Armatage	Southwest	6	No	No	0	6481	1	22.0%	1	1.04	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Pioneer Triangle	#N/A	St. Anthony West	Northeast/Southeast	1	No	No	0	4615	1	10.1%	0	1.97	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Rollins Triangle	#N/A	Longfellow	South	3	Yes	No	3	5507	1	21.6%	1	18.33	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Russell Triangle	#N/A	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Rustic Lodge Triangle	#N/A	Tangletown	Southwest	6	No	No	0	6298	1	23.5%	1	1.85	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Ryan Lake	#N/A	Victory	North	2	No	No	0	6795	2	22.3%	1	7.75	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Seven Oaks Oval Park	#N/A	Howe	South	3	No	No	0	6007	1	18.4%	1	4.28	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Shoreview & 54 1/2 Triangle	#N/A	Wenonah	South	5	No	No	0	3742	1	24.0%	2	6.76	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Shoreview & 54th Triangle	#N/A	Keewaydin	South	5	No	No	0	3788	1	17.7%	1	2.08	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Shoreview & 55th Triangle	#N/A	Wenonah	South	5	No	No	0	3742	1	24.0%	2	6.76	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Sibley Triangle	#N/A	St. Anthony West	Northeast/Southeast	1	Yes	No	3	4615	1	10.1%	0	1.97	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	St Louis Triangle	#N/A	Cedar - Isles - Dean	Southwest	4	No	No	0	4147	1	14.2%	0	1.71	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Svea Triangle	#N/A	Cedar Riverside	South	3	Yes	Yes	5	13220	3	16.8%	1	11.30	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Valley View Park	#N/A	Willard - Hay	North	2	Yes	Yes	5	7789	2	34.5%	2	22.96	2	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Vineland Triangle	#N/A	Lowry Hill East	Southwest	4	No	No	0	16270	3	10.2%	0	6.73	1	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	Washington Triangle	#N/A	St. Anthony West	Northeast/Southeast	1	No	No	0	4615	1	10.1%	0	1.97	0	1.00	1	#N/A	#N/A	#N/A	#N/A
NR	West End Triangle	#N/A	Cedar - Isles - Dean	Southwest	4	No	No	0	4147	1	14.2%	0	1.71	0	1.00	1	#N/A	#N/A	#N/A	#N/A



Capital Project Funds - All Funds

Statement of Revenues & Expenditures	2016 Approved	2017 Approved
Capital Revenues		
11500 Fund - General		
Neighborhood Park Capital Levy	2,280,000	2,180,000
Transfer	460,000	230,000
11950 Fund - Park Dedicated Revenue		
Lottery Proceeds	1,300,000	1,300,000
Park Dedication	4,600	364,605
14370 Fund - Special Assessments		
Assessment Bonds	300,000	300,000
14300 Fund - Capital Projects Fund		
Bonds	2,500,000	10,500,000
Metropolitan Council Grants	450,000	4,173,730
Other Outside Funding	11,414,000	325,000
Parks & Trails - State Legacy Fund	3,289,000	3,456,000
Total Capital Revenues	21,997,600	22,829,335
Capital Expenditures		
14370 Fund - Special Assessments		
Diseased Tree Removal	300,000	300,000
14300 Fund - Capital Projects Fund		
Neighborhood Capital Outlay	6,375,600	6,328,205
Regional Capital Outlay	13,183,000	8,888,730
Other Projects Capital Outlay	1,779,000	2,352,400
Neighborhood Rehabilitation Programs Capital Outlay	250,000	4,650,000
Regional Rehabilitation Programs Capital Outlay	110,000	310,000
Total Capital Expenditures	21,997,600	22,829,335
Excess Revenues Over/(Under) Expenses	0	0



Capital Projects

Fund 11500	2016 Approved	2017 Approved
Salaries and Wages	0	1,419,375
Fringe Benefits	0	475,464
Operating Costs	21,997,600	20,934,496
Capital Projects Expense	21,997,600	22,829,335

	2016 Approved	2017 Approved
Capital Projects Rehabilitation Personnel		
Cement Finisher NPP20	0.00	2.00
Contract Administrator NPP20	0.00	1.00
Electrician NPP20	0.00	2.00
Electrician Apprentice NPP20	0.00	1.00
Manager, Trades NPP20	0.00	1.00
Mechanical Engineer NPP20	0.00	1.00
Plumber NPP20	0.00	2.00
Rehab Project Manager NPP20	0.00	1.00
Full Time	0.00	11.00
Trades NPP20	0.00	4.00
Part Time	0.00	4.00
Capital Projects Rehabilitation	0.00	15.00

	2016 Approved	2017 Approved
Capital Projects Personnel		
Capital Projects Accountant NPP20	0.00	0.57
Communications Representative NPP20	0.00	0.75
Design Project Manager NPP20	0.00	3.00
Project Designer NPP20	0.00	1.00
Project Planner NPP20	0.00	1.00
Full Time	0.00	6.32
Capital Projects	0.00	6.32





Personnel Summaries

- Personnel Summary by Division/Department
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- Personnel Summary by Job Title
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Personnel Summary by Division/Department

Full Time	2016 Approved	2017 Approved
Superintendent's Office		
Superintendent's Office	3.35	1.60
Board of Commissioners	9.65	9.65
Communications & Marketing Department	4.75	5.10
Park Police Department	37.85	38.85
Deputy Superintendent's Office		
Deputy Superintendent's Office	0.00	1.75
Community Outreach Department	10.00	10.00
Customer Service Department	9.00	9.00
Finance Department	9.60	11.03
Human Resources Department	7.60	8.60
Information Technology Services Department	10.00	11.00
Environmental Stewardship Division		
Asset Management Department	180.15	207.15
Environmental Management Department	10.75	12.75
Forestry Department	79.85	81.85
Planning Services Division		
Design & Project Management Department	12.50	12.50
Strategic Planning Department	6.50	6.50
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	13.57	13.57
Golf Department	13.60	19.40
Recreation Centers & Programs Department	60.16	54.26
Youth Development Department	26.57	26.57
NPP20 Neighborhood Park Rehabilitation	0.00	11.00
NPP20 Neighborhood Park Capital Projects	0.00	6.32
Total Full Time	505.45	558.45

**Personnel Summary (Continued)**

Part Time	2016 Approved	2017 Approved
Superintendent's Office		
Communications & Marketing Department	1.65	2.20
Park Police Department	11.16	11.16
Deputy Superintendent's Office		
Community Outreach Department	3.62	3.93
Customer Service Department	6.52	6.52
Finance Department	0.50	0.00
Information Technology Services Department	0.00	0.00
Environmental Stewardship Division		
Asset Management Department	41.08	47.08
Environmental Management Department	19.93	21.83
Forestry Department	1.85	1.85
Planning Services Division		
Design & Project Management Department	0.00	0.20
Strategic Planning Department	1.00	1.20
Recreation Services Division		
Athletic Programs, Aquatics & Ice Arenas Department	36.07	36.17
Golf Department	46.63	51.16
Recreation Centers & Programs Department	121.10	113.63
Youth Development Department	62.70	64.98
NPP20 Neighborhood Park Rehabilitation	0.00	4.00
Total Part Time	353.81	365.91
Total	859.26	924.36



Personnel Summary by Job Title

Full-Time Position Title	2016 Approved	2017 Approved
Account Clerk	2.00	2.50
Account Clerk NPP20	0.00	0.50
Accountant	1.00	1.00
Accounting Supervisor	1.00	1.00
Administrative Assistant	6.45	6.45
AIS Program Administrator	0.00	1.00
Aquatics Coordinator	1.00	1.00
Arborist	43.00	43.00
Arborist Crew Leader	14.00	14.00
Arborist NPP20	0.00	2.00
Assistant Director, Asset Management NPP20	0.00	1.00
Assistant Superintendent Env. Stewardship	1.00	1.00
Assistant Superintendent Planning	1.00	1.00
Assistant Superintendent Recreation	1.00	1.00
Asst. Director, Recreation Centers & Programs	1.00	1.00
Athletic Program Specialist	6.00	6.00
Automotive Mechanic	11.00	11.00
Automotive Mechanic Shop Leader	1.00	1.00
Capital Projects Accountant	0.00	0.43
Capital Projects Accountant NPP20	0.00	0.57
Carpenter	3.00	3.00
Carpenter Apprentice NPP20	0.00	1.00
Carpenter NPP20	0.00	2.00
Cement Finisher	2.00	2.00
Cement Finisher NPP20	0.00	2.00
Child Care Worker	9.00	9.00
Communications Representative	1.00	1.25
Communications Representative NPP20	0.00	0.75
Community Engagement Coordinator	4.00	4.00
Community Event Supervisor	1.00	1.00
Construction Engineer	1.00	1.00
Construction Project Manager	2.00	2.00
Contract Administrator NPP20	0.00	1.00
Copy Center Operator	1.00	1.00
Customer Service Representative I	3.00	3.00
Customer Service Representative II	1.00	1.00
Deputy Superintendent	1.00	1.00



Full-Time Position Title	2016 Approved	2017 Approved
Design Project Manager	5.00	5.00
Design Project Manager NPP20	0.00	3.00
Director, Asset Management	1.00	1.00
Director, Athletic Programs & Aquatics	1.00	1.00
Director, Communications & Marketing	1.00	1.00
Director, Community Outreach	1.00	1.00
Director, Customer Service	1.00	1.00
Director, Environmental Management	1.00	1.00
Director, Finance	1.00	1.00
Director, Golf	1.00	1.00
Director, Human Resources	1.00	1.00
Director, Information Technology Services	1.00	1.00
Director, Park Forestry	1.00	1.00
Director, Park Safety and Security	1.00	1.00
Director, Planning and Project Management	1.00	1.00
Director, Recreation Centers & Programs	1.00	1.00
Director, Strategic Planning	1.00	1.00
Director, Youth Development	1.00	1.00
Electrician	2.00	2.00
Electrician Apprentice NPP20	0.00	1.00
Electrician NPP20	0.00	2.00
Engineering Technician II	3.00	3.00
Env. Stewardship Volunteer Coordinator	1.00	1.00
Environmental Education Supervisor	1.00	1.00
Equipment Repair Supervisor	1.00	1.00
Equipment Supervisor	1.00	1.00
Event Coordinator	4.00	4.00
Event Technician	1.00	1.00
Executive Assistant	2.00	2.00
Executive Assistant to the Deputy Superintendent	1.00	1.00
Executive Assistant to the Superintendent	1.00	1.00
Facility Coordinator	1.00	1.00
Financial Analyst	1.00	1.00
Financial Services Asst/Payroll	1.00	1.00
Foreman Arborist	5.00	5.00
Foreman Carpenter	1.00	1.00
Foreman Cement Finisher	1.00	1.00
Foreman Electrician	1.00	1.00



Full-Time Position Title	2016 Approved	2017 Approved
Foreman Golf Maintenance	5.00	5.00
Foreman Painter	1.00	1.00
Foreman Plumber	1.00	1.00
Foreman Service Area	4.00	3.00
Gardener	9.00	9.00
Gardener Curator	1.00	1.00
Gardener NPP20	0.00	1.00
Golf Course Specialist	3.00	3.00
Human Resources Associate	2.00	2.00
Human Resources Consultant	2.00	2.00
Human Resources Consultant NPP20	0.00	1.00
Ice Arena Supervisor	1.00	1.00
IT Network & Systems Specialist	1.00	1.00
IT Network & Systems Specialist II	1.00	1.00
IT Project Manager	2.00	2.00
IT Support Technician	3.00	3.00
IT Support Technician Lead	1.00	1.00
IT Support Technician NPP20	0.00	1.00
Management Analyst	2.00	2.00
Manager, Athletics & Aquatics	1.00	1.00
Manager, Budget & Analysis	1.00	1.00
Manager, Child Development	1.00	1.00
Manager, Community Outreach, Equity & Inclusion	1.00	1.00
Manager, Forestry	1.00	1.00
Manager, Golf Course	5.00	5.00
Manager, Infrastructure & Operations	1.00	1.00
Manager, Park Operations	1.00	5.00
Manager, Park Operations NPP20	0.00	1.00
Manager, Permits	1.00	1.00
Manager, Recreation Service Area	5.00	5.00
Manager, Trades NPP20	0.00	1.00
Mechanical Engineer NPP20	0.00	1.00
Mobile Equipment Operator	26.00	26.00
Mobile Equipment Operator NPP20	0.00	3.00
Natural Resources Coordinator	1.00	1.00
Naturalist	0.00	1.00
Naturalist Programs Coordinator	1.00	1.00
Occupational Health & Safety Consultant	1.00	1.00
Painter	3.00	3.00



Full-Time Position Title	2016 Approved	2017 Approved
Park Board Commissioners	9.00	9.00
Park Patrol Agent	2.00	2.00
Parkkeeper	96.00	97.00
Parkkeeper Crew Leader	18.00	18.00
Parkkeeper NPP20	0.00	4.00
Parkkeeper Trainee NPP20	0.00	10.00
Pipefitter	1.00	1.00
Plumber	3.00	3.00
Plumber NPP20	0.00	2.00
Police Lieutenant, Parks	2.00	2.00
Police Officer, Parks	25.00	25.00
Police Sergeant, Parks	7.00	7.00
Project Designer	1.00	1.00
Project Designer NPP20	0.00	1.00
Project Planner	1.00	1.00
Project Planner NPP20	0.00	1.00
Real Property Administrator	1.00	1.00
Recreation Administration Coordinator	1.00	1.00
Recreation Plus Supervisor	1.00	1.00
Recreation Specialists	46.00	46.00
Recreation Volunteer Coordinator	1.00	1.00
Refuse & Recycling Crew Leader (MEO)	1.00	1.00
Rehab Project Manager NPP20	0.00	1.00
Senior Financial Analyst	1.00	1.00
Senior Human Resources Consultant	2.00	2.00
Senior Planner	2.00	2.00
Social Media & Marketing Consultant	1.00	1.00
Storekeeper I	2.00	2.00
Superintendent of Parks	1.00	1.00
Sustainable Forestry Coordinator	1.00	1.00
Teen Teamworks Program Coordinator	1.00	1.00
Therapeutic Recreation	1.00	1.00
Training & Professional Development Consultant	1.00	1.00
Tree Preservation Coordinator	1.00	1.00
Water Resources Supervisor	1.00	1.00
Water Resources Technician	2.00	2.00
Web & Interactive Media Administrator	1.00	1.00



Full-Time Position Title	2016 Approved	2017 Approved
Web Content Producer	1.00	1.00
Youth Development Supervisor	2.00	2.00
Youth Program Specialist	10.00	10.00
Youth Violence Prevention	0.00	1.00
Total Full Time	505.45	558.45

**Personnel Summary (Continued)**

Part-Time Position Title	2016 Approved	2017 Approved
Account Clerk	0.50	0.00
Admin Support/Intern - Graphic Designer	0.40	0.40
Admin Support/Intern - Photojournalist	0.40	0.40
Admin Support/Intern - Web Technician	0.45	0.80
Administrative Assistant	0.50	0.50
Aquatics Attendant	3.96	3.96
Aquatics Instructor	0.80	0.80
Child Care Worker	7.73	7.73
Clerk Typist I	0.35	0.35
Communications Assistant	0.40	0.40
Environmental Specialist A	11.69	13.19
Environmental Specialist B	2.37	2.27
Environmental Specialist C	0.25	0.25
Golf, Aquatic and Ice Attendant	32.95	35.56
Lifeguard I, Class A	20.65	20.65
Lifeguard II, Class C	0.30	0.30
Marketing Assistant	0.00	0.30
Park Patrol Agent Seasonal	11.48	11.48
Parking Coordinator	0.75	0.75
Program Aide I	0.60	0.60
Program Aide II	0.50	0.50
Recreation Attendant I	6.32	6.32
Recreation Attendant II	21.13	21.13
Recreation Specialist A	20.45	20.45
Recreation Specialist B	64.26	67.01
Recreation Specialist C	35.60	34.10
Recreation Specialist D	3.18	3.03
Recreation Specialist E	0.08	0.08
Seasonal Gardener	1.70	1.70
Seasonal Management Intern	0.00	0.75
Seasonal Mobile Equipment Operator	9.72	9.68
Seasonal Mobile Equipment Operator NPP20	0.00	2.00
Seasonal Park Maintenance Worker	53.78	53.20
Seasonal Park Maintenance Worker NPP20	0.00	3.25
Seasonal Visitor Counters	1.00	1.00
Special Service Attendant	9.46	6.16
Trades	2.16	2.02
Trades NPP20	0.00	4.00



Part-Time Position Title	2016 Approved	2017 Approved
Trades -Apprentice	0.50	0.50
Urban Scholar	0.00	0.40
Water Quality Support	1.66	1.66
Youth Worker	25.78	26.28
Total Part Time	353.81	365.91



MPRB 2017 Fee Schedule

Events Permits and Fees

Description	2016 Fee	2017 Fee	Increase
Artist Booth Fee	\$60	\$60	\$0
Attendant Fee	\$20 per hour	\$20 per hour	\$0
Administrative Sport Fee	\$25 per day	\$25 per day	\$0
Bandstand Rental - Father Hennepin Bluffs	\$325 / 3hours	\$325 / 3hours	\$0
Bandstand Rental - Powderhorn Stage	\$325 / 3hours	\$325 / 3hours	\$0
Bandstand Rental - Loring Performance	\$325 / 3hours	\$325 / 3hours	\$0
Bandstand Rental - Minnehaha Bandstand	\$325 / 3hours	\$325 / 3hours	\$0
Bandstand Rental - Lake Harriet Bandshell	\$325 / hour	\$325 / 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	\$5 / person per 1 section	\$5 / 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	\$75	\$75	\$0
Police Staff-Officer	\$65	\$65	\$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)	\$2,500	\$2,500	\$0
Stage	\$500	\$500	\$0
Amplified Sound	\$150	\$150	\$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
Cowles Conservatory - Exclusive Use	\$1,000	\$1,000	\$0
Grounds Damage Deposit	\$500	\$500	\$0
Meter Hooding	\$18-\$45/Day/Space	\$18-\$45/Day/Space	\$0
Special Services Permit Administrative Charge	\$75	\$75	\$0



Events Permits and Fees (continued)

Description	2016 Fee	2017 Fee	Increase
Police Administrative Fee	\$60	\$60	\$0
Squad Car - Motorcycle	\$25 / hour	\$25 / hour	\$0
Tent Rental Fee - 100 - 500 sq ft	\$75	\$75	\$0
Tent Rental Fee - 501 - 1000 sq ft	\$250	\$250	\$0
Tent Rental Fee - 1001 - 2000 sq ft	\$600	\$600	\$0
Tent Rental Fee - 2001 - 5000 sq ft	\$1,200	\$1,200	\$0
Tent Rental Fee - 5001 - 10000 sq ft	\$5,300	\$5,300	\$0
Tent Rental Fee - 10001 - > sq ft	\$10,500	\$10,500	\$0

Sailboat Buoy & Canoe Rack Rental

Description	2016 Fee	2017 Fee	Increase
Sailboat Buoy Rental - Resident	\$450	\$450	\$0
Sailboat Buoy Rental - Non-Resident	\$550	\$550	\$0
Canoe Rack Rental - Resident Seasonal	\$160	\$160	\$0
Canoe Rack Rental - Non-Resident Seasonal	\$210	\$210	\$0
Canoe Rack Rental - Resident Annual	\$210	\$210	\$0
Canoe Rack Rental - Non-Resident Annual	\$260	\$260	\$0

Parking Permit/Meter Fees

Description	2016 Fee	2017 Fee	Increase
Annual Parking Pass - 1st vehicle	\$35	\$35	\$0
Annual Parking Pass - Additional vehicle	\$20	\$20	\$0
Annual Parking Pass - Senior Rate - 1st vehicle	\$30	\$30	\$0
Annual Parking Pass - Senior Rate - Additional vehicle	\$15	\$15	\$0
Annual Parking Pass - Replacement	\$20	\$20	\$0
Annual Parking Pass - Senior Replacement	\$15	\$15	\$0
Daily Parking - Regional	\$4	\$4	\$0
Daily Parking - East River Flats	\$5.50	\$7.00	\$1.50
Daily Parking - Parade	\$4.5	\$4.5	\$0
Contract Parking - Parade	\$45	\$45	\$0
Contract Parking - Fuji Ya	\$60	\$60	\$0
Contract Parking – East River Flats and Bohemian Flats	\$60	\$60	\$0
Event Parking	\$4 - \$25	\$4 - \$25	\$0
Boom Island	\$1.00/Hour	\$1.00/Hour	\$0
Eloise Butler	\$1.00/Hour	\$1.00/Hour	\$0
Lake Calhoun - Main (North Beach)	\$1.00/Hour	\$1.00/Hour	\$0
Lake Calhoun - Thomas Beach	\$1.00/Hour	\$1.00/Hour	\$0
Lake Calhoun - Richfield Rd	\$1.00/Hour	\$1.00/Hour	\$0
Lake Calhoun - 36th Street	\$1.00/Hour	\$1.00/Hour	\$0
Lake Harriet - Main	\$1.00/Hour	\$1.00/Hour	\$0
Lake Harriet - Overflow (Boat Launch)	\$1.00/Hour	\$1.00/Hour	\$0



Parking Permit/Meter Fees (continued)

Description	2016 Fee	2017 Fee	Increase
Lake Harriet - Rose Garden	\$1.00/Hour	\$1.00/Hour	\$0.00
Lake Nokomis - Main	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - Main	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - Stevens House	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - 5201 and 5235 S Minnehaha Dr	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - 46th Ave (Godfrey Pkwy)	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - Dog Park	\$1.00/Hour	\$1.00/Hour	\$0.00
East River Flats	\$1.50/Hour	\$1.50/Hour	\$0.00
Bohemian Flats	\$1.00/Hour	\$1.00/Hour	\$0.00
Mill Ruins (WRR and Portland)	\$1.00/Hour	\$1.00/Hour	\$0.00
Nicollet Island Pavilion	\$1.00/Hour	\$1.00/Hour	\$0.00
Nicollet Island Pavilion - Overflow Lot	\$1.00/Hour	\$1.00/Hour	\$0.00
Main Street	\$1.00/Hour	\$1.25/Hour	\$0.25
East River Road - Oak Street to Fulton	\$1.50/Hour	\$1.50/Hour	\$0.00
East River Road - Hospital Frontage	\$1.50/Hour	\$2.00/Hour	\$0.50
East River Road - Washington Ave Bridge to Arlington	\$1.50/Hour	\$2.50/Hour	\$1.00
West River Parkway - Guthrie	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park Drive South - South of Dog Park	\$1.00/Hour	\$1.00/Hour	\$0.00
South Minnehaha Drive - Dog Park North to Turnabout	\$1.00/Hour	\$1.00/Hour	\$0.00
Cedar Lake @ 21st Street	\$1.00/Hour	\$1.00/Hour	\$0.00
Cedar Lake @ 25th Street	\$1.00/Hour	\$1.00/Hour	\$0.00
Lake Calhoun @ 36th St	\$1.00/Hour	\$1.00/Hour	\$0.00
Minnehaha Park - North (Godfrey Pkwy)	\$1.00/Hour	\$1.00/Hour	\$0.00
Wirth Quaking Bog	\$1.00/Hour	\$1.00/Hour	\$0.00
East River Road - 94 to Oak Street	\$1.00/Hour	\$1.00/Hour	\$0.00
WRR Parking Bays (No 4th Av to So 4th St)	\$1.00/Hour	\$1.00/Hour	\$0.00
Dean Pkwy	\$1.00/Hour	\$1.00/Hour	\$0.00

Picnic Shelters

Description	2016 Fee		2017 Fee		Increase
	Half Day/Whole Day	Half Day/Whole Day	Half Day/Whole Day	Half Day/Whole Day	
Beard's Plaisance Main Shelter	\$175	\$325	\$175	\$325	\$0
Columbia Main Shelter	\$125	\$225	\$125	\$225	\$0
North Mississippi Main Shelter	\$225	\$425	\$225	\$425	\$0
North Mississippi Beaver Shelter A	\$125	\$225	\$125	\$225	\$0
North Mississippi Turtle Shelter B	\$125	\$225	\$125	\$225	\$0
Boom Island Shelter A	\$125	\$225	\$125	\$225	\$0
Boom Island Shelter B	\$125	\$225	\$125	\$225	\$0
Boom Island Shelter C	\$125	\$225	\$125	\$225	\$0
Theodore Wirth Picnic Pavilion	\$300	\$600	\$300	\$600	\$0



Picnic Shelters (continued)

Description	2016 Fee		2017 Fee		Increase
Minnehaha Falls Main Pavilion	\$275	\$525	\$275	\$525	\$0
Minnehaha Falls Wabun A	\$125	\$225	\$125	\$225	\$0
Minnehaha Falls Wabun B	\$125	\$225	\$125	\$225	\$0
Minnehaha Falls Wabun C	\$225	\$425	\$225	\$425	\$0
Minnehaha Falls Wabun D	\$225	\$425	\$225	\$425	\$0
Minnehaha Falls Wabun Area E	\$75	\$125	\$75	\$125	\$0
Minnehaha Falls Wabun F	\$125	\$225	\$125	\$225	\$0
Minnehaha Falls Wabun G	\$125	\$225	\$125	\$225	\$0
Minnehaha Falls Area 2	\$75	\$125	\$75	\$125	\$0

Still Photo and Filming Fees

Description	2016 Fee	2017 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	2016 Fee	2017 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	2016 Fee	2017 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	2016 Fee	2017 Fee	Increase
Inflatable Permit	\$50	\$50	\$0
Additional Amenities	\$50	\$50	\$0
Small Facilities Use - Event	\$50	\$50	\$0



Off-Leash Permit Fees

Description	2016 Fee	2017 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	2016 Fee	2017 Fee	Increase
Jim Lupient Water Park - daily pass	\$5 over 42" & \$3 under 42"	\$5 over 42" & \$3 under 42"	\$0
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
Swim Lessons - Resident	\$55	\$55	\$0
Swim Lessons - Non-Resident	\$65	\$65	\$0
Open Swim Seasonal Fee	\$35	\$35	\$0
Open Swim Seasonal Fee - Non- Resident	\$50	\$50	\$0
Open Swim One-Time Fee	\$10	\$10	\$0
Open Swim Event Fee - Seasonal Member	\$40	\$40	\$0
Open Swim Event Fee - Non-Member	\$55	\$55	\$0
Sailing Youth	\$125/\$135	\$125/\$135	\$0
Sailing Adult	\$155/\$175	\$155/\$175	\$0
Log Rolling Youth	\$30/\$45	\$30/\$45	\$0
Log Rolling Adult	\$30/\$45	\$30/\$45	\$0

Ice Arenas

Description	2016 Fee	2017 Fee	Increase
Prime Time Ice Rental - Hourly	\$190	\$200	\$10
Non Prime Time Ice Rental - Hourly	\$160	\$170	\$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



18 Hole Golf Courses - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
Golf League Registration Fee	\$70.00	\$70.00	\$0.00
MGA Handicap Service	\$30.00	\$30.00	\$0.00
Patron Card - Adult Resident	\$60.00	\$60.00	\$0.00
Patron Card - Adult Non-Resident	\$90.00	\$90.00	\$0.00
Patron Card - Senior Resident	\$45.00	\$45.00	\$0.00
Patron Card - Senior Non-Resident	\$75.00	\$75.00	\$0.00
Family All Course Season Pass	\$3,000.00	\$3,000.00	\$0.00
Adult All Course Season Pass	\$1,365.00	\$1,365.00	\$0.00
Senior All Course Season Pass	\$1,225.00	\$1,225.00	\$0.00
Senior All Course M-F Only	\$930.00	\$930.00	\$0.00
Junior All Course Season Pass	\$295.00	\$295.00	\$0.00
Monthly All Course Pass	\$295.00	\$295.00	\$0.00
10 Round All Course Value Card	\$265.00	\$265.00	\$0.00
Adult One Course Season Pass	\$1,025.00	\$1,025.00	\$0.00
Senior One Course Season Pass	\$920.00	\$920.00	\$0.00
Senior One Course M-F Only	\$700.00	\$700.00	\$0.00
Private Cart - Season Pass	\$365.00	\$365.00	\$0.00
Locker Rentals - Season	\$30.00	\$30.00	\$0.00

Columbia 18 Hole Golf Course - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
18 Hole Weekday	\$29.00	\$30.00	\$1.00
18 Hole Weekend	\$33.00	\$34.00	\$1.00
18 Hole Weekday Patron	\$21.00	\$22.00	\$1.00
18 Hole Weekend Patron	\$25.00	\$26.00	\$1.00
18 Hole Senior (Monday - Friday)	\$25.00	\$26.00	\$1.00
18 Hole Senior Patron (Monday - Friday)	\$17.00	\$22.00	\$5.00
9 Holes (Weekdays and Weekends after 12:00)	\$19.00	\$19.00	\$0.00
Twilight (after 4:00)	\$21.00	\$22.00	\$1.00
Evening (after 6:00)	\$17.00	\$17.00	\$0.00
18 Hole Junior Rate	\$16.00	\$16.00	\$0.00
First Tee rate	\$10.00	\$10.00	\$0.00
Riding Carts	\$16.00	\$16.00	\$0.00
Pull Carts	\$5.00	\$5.00	\$0.00

**Gross 18 Hole Golf Course - Rates do not include sales tax**

Description	2016 Fee	2017 Fee	Increase
18 Hole Weekday	\$30.00	\$32.00	\$2.00
18 Hole Weekend	\$35.00	\$36.00	\$1.00
18 Hole Weekday Patron	\$22.00	\$24.00	\$2.00
18 Hole Weekend Patron	\$27.00	\$28.00	\$1.00
18 Hole Senior (Monday - Friday)	\$25.00	\$26.00	\$1.00
18 Hole Senior Patron (Monday - Friday)	\$17.00	\$22.00	\$5.00
9 Holes (Weekdays and Weekends after 2:00)	\$19.00	\$19.00	\$0.00
9 Hole Patron	\$17.00	\$17.00	\$0.00
Twilight (after 4:00)	\$22.00	\$22.00	\$0.00
Evening (after 6:00)	\$18.00	\$18.00	\$0.00
18 Hole Junior Rate	\$20.00	\$20.00	\$0.00
First Tee rate	\$10.00	\$10.00	\$0.00
Riding Carts	\$16.00	\$16.00	\$0.00
Pull Carts	\$5.00	\$5.00	\$0.00

Hiawatha Golf Course - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
18 Hole Weekday	\$24.00	\$26.00	\$2.00
18 Hole Weekend	\$24.00	\$26.00	\$2.00
18 Hole Weekday Patron	\$16.00	\$18.00	\$2.00
18 Hole Weekend Patron	\$16.00	\$18.00	\$2.00
18 Hole Senior (Monday - Friday)	\$19.00	\$22.00	\$3.00
18 Hole Senior Patron (Monday - Friday)	\$16.00	\$18.00	\$2.00
9 Hole	\$14.00	\$16.00	\$2.00
9 Hole SR	\$12.00	\$15.00	\$3.00
9 Hole JR	\$10.00	\$10.00	\$0.00
9 Hole Patron	\$10.00	\$14.00	\$4.00
Patron Continuation	\$6.00	\$6.00	\$0.00
Regular Continuation	\$8.00	\$8.00	\$0.00
Twilight (After 4:00pm) Rate	\$12.00	\$14.00	\$2.00
Evening Rate (after 6:00pm)	\$8.00	\$12.00	\$4.00
First Tee Rate	\$5.00	\$10.00	\$5.00
FootGolf 18	\$14.00	\$16.00	\$2.00
FootGolf 18 Sr/Jr	\$10.00	\$12.00	\$2.00
Club Rental	\$12.00	\$12.50	\$0.50
9 Hole Riding Carts	\$9.00	\$9.50	\$0.50
18 Hole Riding Carts	\$15.00	\$16.00	\$1.00
Pull Carts	\$5.00	\$5.00	\$0.00



Meadowbrook 18 Hole Golf Course - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
18 Hole Weekday	\$0.00	\$32.00	\$32.00
18 Hole Weekend	\$0.00	\$36.00	\$36.00
18 Hole Weekday Patron	\$0.00	\$24.00	\$24.00
18 Hole Weekend Patron	\$0.00	\$28.00	\$28.00
18 Hole Senior (Monday - Friday)	\$0.00	\$26.00	\$26.00
18 Hole Senior Patron (Monday - Friday)	\$0.00	\$22.00	\$22.00
9 Holes (Weekdays and Weekends after 2:00)	\$0.00	\$19.00	\$19.00
9 Hole Patron	\$0.00	\$17.00	\$17.00
Twilight (after 4:00)	\$0.00	\$22.00	\$22.00
Evening (after 6:00)	\$0.00	\$18.00	\$18.00
18 Hole Junior Rate	\$0.00	\$20.00	\$20.00
First Tee rate	\$0.00	\$10.00	\$10.00
Riding Carts	\$0.00	\$16.00	\$16.00
Pull Carts	\$0.00	\$5.00	\$5.00

Wirth 18 Hole Course - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
18 Hole Weekday	\$28.00	\$23.00	(\$5.00)
18 Hole Weekend	\$33.00	\$28.00	(\$5.00)
18 Hole Weekday Patron	\$21.00	\$18.00	(\$3.00)
18 Hole Weekend Patron	\$25.00	\$21.00	(\$4.00)
18 Hole Senior (Monday - Friday)	\$25.00	\$21.00	(\$4.00)
18 Hole Senior Patron (Monday - Friday)	\$17.00	\$14.00	(\$3.00)
9 Holes (Weekdays and Weekends after 12:00)	\$19.00	\$19.00	\$0.00
Twilight (after 4:00)	\$20.00	\$20.00	\$0.00
Evening (after 6:00)	\$16.00	\$16.00	\$0.00
18 Hole Junior Rate	\$16.00	\$13.00	(\$3.00)
First Tee rate	\$10.00	\$10.00	\$0.00
Riding Carts	\$16.00	\$16.00	\$0.00
9 Hole Carts	\$10.00	\$10.00	\$0.00
Pull Carts	\$5.00	\$5.00	\$0.00



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

Description	2016 Fee	2017 Fee	Increase
9 Hole	\$17.00	\$17.00	\$0.00
9 Hole SR	\$13.00	\$14.00	\$1.00
9 Hole JR	\$11.00	\$11.00	\$0.00
9 Hole Military	\$13.00	\$14.00	\$1.00
Continuation	\$8.00	\$9.00	\$1.00
Evening (After 6:00pm)	\$13.00	\$14.00	\$1.00
Fall Rate	\$0.00	\$0.00	\$0.00
Fall Continuation	\$0.00	\$0.00	\$0.00
Disc Golf	\$5.00	\$6.00	\$1.00
Disc Golf SR/JR	\$2.50	\$3.00	\$0.50
10 Round Ticket	\$145.00	\$145.00	\$0.00
First Tee Rate	\$5.00	\$5.00	\$0.00
Club Rental	\$6.00	\$6.00	\$0.00
Riding Carts	\$9.00	\$9.00	\$0.00
Riding Cart Continuation	\$6.00	\$6.00	\$0.00
Pull Carts	\$5.00	\$5.00	\$0.00

Wirth 9 Hole Par 3 Course - Rates do not include sales tax

Description	2016 Fee	2017 Fee	Increase
9 Holes	\$12.00	\$11.00	(\$1.00)
Sr./Jr.	\$10.50	\$9.50	(\$1.00)
Continuation	\$9.00	\$8.00	(\$1.00)
First Tee rate	\$5.00	\$5.00	\$0.00
Disc Golf	\$5.00	\$6.00	\$1.00
Disc Golf SR/JR	\$2.50	\$3.00	\$0.50
10 Round Ticket	\$105.00	\$100.00	(\$5.00)
Riding Carts	\$7.00	\$7.00	\$0.00
Pull Carts	\$4.00	\$4.00	\$0.00

First Tee Learning Centers - Rates include sales tax

Description	2016 Fee	2017 Fee	Increase
Columbia			
Range Token - 40 balls	\$6	\$6	\$0
Gross			
Range Token - 20 balls	\$2.25	\$2.25	\$0
Hiawatha			
Range Token - 25 balls	\$3	\$3	\$0
10 Token E-Key - 250 Balls	\$25	\$25	\$0



Adult Sports

Description	2016 Fee	2017 Fee	Increase
Basketball - Men's Winter	\$600	\$600	\$0
Basketball - Men's Spring	\$600	\$600	\$0
Basketball - Women's Winter	\$600	\$600	\$0
Basketball - Women's Spring	\$600	\$600	\$0
Broomball - #1, #2, #3	\$400	\$400	\$0
Dodgeball	\$145	\$145	\$0
Football - Co-Rec Flag	\$455	\$455	\$0
Football - Men's Touch	\$590	\$590	\$0
Football - Women's Flag	\$455	\$455	\$0
Kickball	\$400	\$400	\$0
Kickball - Adaptive Co-Rec	\$100	\$100	\$0
Kickball - Co-Rec	\$300	\$300	\$0
Pond Hockey	\$265	\$265	\$0
Soccer - 11x11	\$985	\$985	\$0
Soccer - 11x11	\$905	\$905	\$0
Soccer - 6x6	\$655	\$655	\$0
Soccer - 6x6	\$600	\$600	\$0
Soccer Indoor - 6x6	\$735	\$735	\$0
Softball - Adaptive	\$115	\$115	\$0
Softball - Session #1 W/Lights	\$410	\$410	\$0
Softball - Session #1 WO/Lights	\$350	\$350	\$0
Softball - Session #2	\$260	\$260	\$0
Softball - Single Games	\$485	\$485	\$0
Tennis Lessons	\$115	\$115	\$0
Volleyball Fall	\$390	\$390	\$0
Volleyball Winter	\$400	\$400	\$0
Volleyball - Adaptive	\$115	\$115	\$0
Volleyball - G.L.A.S.S.	\$375	\$375	\$0
Volleyball - Sand 2	\$160	\$160	\$0
Volleyball - Sand 4	\$283	\$283	\$0
Volleyball - Sand 6	\$355	\$355	\$0
Sports Official Certification Fee	\$20	\$20	\$0



Field & Court Use

Description	2016 Fee	2017 Fee	Increase
Fields - Football, Soccer, Cricket, Ultimate Frisbee, Rugby, Lacrosse			
Park Board & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$35/hour	\$35/hour	\$0
Non-Residents/Adults & Commercial Groups	\$45/hour	\$45/hour	\$0
Non-Park Board Youth Teams & Associations	\$10/hour	\$10/hour	\$0
Fields - Baseball, Softball, Rinks - Hockey, Broomball			
Park Board & Minneapolis Public Schools	\$0	\$0	\$0
Mpls residents/Adults & Colleges	\$30/hour	\$30/hour	\$0
Non-Residents/Adults & Commercial Groups	\$45/hour	\$45/hour	\$0
Non-Park Board Youth Teams & Associations	\$10/hour	\$10/hour	\$0
Courts - Volleyball, Tennis, Kato			
Park Board & 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-Park Board Youth Teams & Associations	\$10/hour	\$10/hour	\$0
Lights			
Park Board & 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-Park Board Youth Teams & Associations	\$0	\$0	\$0
Staffing			
Park Board & 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-Park Board Youth Teams & Associations	\$15/hour	\$15/hour	\$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
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
Van Cleve, Northeast, Pearl, Quilici, Rod Carew & Sid Hartman Fields			
Youth	\$25/hour	\$25/hour	\$0
Adult	\$50/hour	\$50/hour	\$0
DeLasalle High School Field			
Soccer Field/Football Field	\$70/hour Youth Only	\$70/hour Youth Only	\$0
Elliot Soccer Field			
Youth	\$70/hour	\$70/hour	\$0
Adult	\$100/hour	\$100/hour	\$0



Recreation Center Fees
Rec Plus - school aged child care

Rec Plus School Year	2016-2017 School Year	2017-2018 School Year	Increase
School Year AM 7-8:40	\$7.60/day	\$7.60/day	\$0
School Year AM 7-9:40	\$10.20/day	\$10.20/day	\$0
School Year PM 2-6	\$15.50/day	\$15.50/day	\$0
School Year PM 3:10-6	\$10.90/day	\$10.90/day	\$0
School Release Days	\$40/day	\$40/day	\$0
Rec Plus Summer	2016 Summer	2017 Summer	
Summer	\$40/day	\$40/day	\$0

Recreation Center Facility Use

Description	2016 Fee	2017 Fee	Increase
Gym (standard)	\$40	\$40	\$0
Gym (large)	\$75	\$75	\$0
Meeting Room (small)	\$15	\$15	\$0
Multi-Purpose Room (large)	\$25	\$25	\$0
Kitchen (standard)	\$15	\$15	\$0
Administrative Fee	\$25	\$25	\$0

Recreation Center Programs (including youth sports)

Description	2016 Fee	2017 Fee	Increase
Youth Programming & Sports*	\$0 - \$400	\$0 - \$400	\$0
Adult Programming	\$0 - \$420	\$0 - \$420	\$0
Sports Official Certification Fee	\$20	\$20	\$0
Outside Agency & Activity Council Participant Fee	\$5	\$5	\$0

ActiveNet allows for flexible registration payments and fee waivers are available.

Average fee for program in 2016 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) 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: *John Brin*

Resolution 2016-338

Resolution to Set the 2017 Tax Levy for the Minneapolis Park and Recreation Board

Whereas, The Minneapolis Park and Recreation Board (MPRB) is the steward of the Minneapolis Parks system;

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

Whereas, This action is aligned with and supports the Board approved MPRB 2007-2020 Comprehensive Plan and the 2014-2018 Strategic Direction and Implementation Plan;

Whereas, The Minneapolis Park and Recreation Board requested the Board of Estimate and Taxation set the maximum certified property tax levy at an increase of 13.0 percent from 2016, to be allocated to the Park and Recreation Levy in the amount of \$59,642,450 and the Tree Preservation and Reforestation Levy in the amount of \$1,732,000;

Whereas, The Board of Estimate and Taxation set the 2017 maximum property tax levy for the Minneapolis Park and Recreation Board at \$59,745,000, a 10.0 percent increase, on September 21, 2016;

Whereas, The Superintendent's Recommended 2017 Budget includes the 2017 Park & Recreation tax levy amount of \$58,013,000, and the 2017 Tree Preservation & Reforestation tax levy amount of \$1,732,000; and

Whereas, The Commissioners have considered and provided input into the 2017 property tax levy and received public comment on said 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 2017:

CERTIFIED LEVY AMOUNT

Park and Recreation \$58,013,000

Tree Preservation & Reforestation \$1,732,000; and

RESOLVED, That the President of the Board and Secretary to the Board are authorized to take all necessary administrative actions to implement this resolution.

Commissioner	Aye	Nay	Abstain	Absent
Bourn	X			
Erwin	X			
Forney	X			
Musich	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 7, 2016

Approved:

 Betsy Hodges, Mayor

 Anita Tabb, President

 Jennifer B. Ringold, Secretary

Offered by: *Scott Vreeland*

Seconded by: *Meg Forney*

Resolution 2016-339

Resolution Adopting the 2017 Minneapolis Park and Recreation Board Budget

Whereas, The Minneapolis Park and Recreation Board (MPRB) is the steward of Minneapolis Parks system;

Whereas, The Board of Commissioners adopts the Minneapolis Park and Recreation Board’s annual budget;

Whereas, This annual budget is aligned with and supports the Board approved MPRB 2007-2020 Comprehensive Plan and the 2014-2018 Strategic Direction and Implementation Plan; and

Whereas, The Board of Commissioners have considered and provided input into the Superintendent’s Recommended 2017 Budget and received public comment on said budget;

RESOLVED, That the Board of Commissioners adopt the following and appropriate as the 2017 operating budget for the MPRB:

Governmental Funds

Park and Recreation	\$76,613,494
Tree Preservation & Reforestation	\$1,754,937

Proprietary Funds

Park Enterprise Operations	\$10,679,932
Park Mobile Equipment/Information Technology	\$8,115,760
Park Self-Insurance	\$2,197,208;

RESOLVED, That the Board of Commissioners adopt the Superintendent’s Recommended 2017 Budget;

RESOLVED, That the Board of Commissioners adopt the Superintendent’s Recommended use of General Fund excess fund balance of \$678,000 for the acquisition and implementation of the MPRB Asset Management System software;

RESOLVED, That the Board of Commissioners adopt the MPRB 2017 to 2022 Capital Improvement Program as shown in the Capital Project Funds section of the Superintendent’s 2017 Recommended Budget with the following amendments;

ACTION to amend the 2017-2022 Capital Improvement Program by adding the 2017 Lyndale Farmstead Park Rehabilitation Project using \$297,675 in 2017 NPP20 Rehabilitation Funds, with specific rehabilitation funding categories and category amounts to be determined based on specific rehabilitation projects being completed.

ACTION to amend the 2017-2022 Capital Improvement Program by removing the 2018 Lyndale Farmstead Park Capital Project - \$35,960 in Neighborhood Capital Levy Funds and \$276,500 in NPP20 Funds - and moving the \$35,960 in Neighborhood Capital Levy and \$276,500 in NPP20 Funds to the Rehabilitation Program in 2018, proportionally allocating these funds to specific rehabilitation funding categories based on the specific rehabilitation funding categories and proportionality of spending for the 2017 Lyndale Farmstead Park Rehabilitation Project;

ACTION to amend the 2017-2022 Capital Improvement Program by changing 1) 2017 Above the Falls/ Hall's Island and the Park on the Scherer Site from \$988,000 to \$1,862,000, 2) 2017 Central Mississippi Riverfront Regional Park / Water Works from \$493,000 to \$1,119,000, and 3) 2017 Theodore Wirth / Master Plan Implementation from \$0 to \$532,000

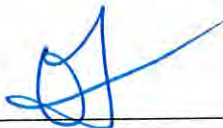
RESOLVED, That the Board of Commissioners adopt the MPRB 2017 Fee Schedule; and

RESOLVED, That the President of the Board and Secretary to the Board are authorized to take all necessary administrative actions to implement this resolution.

Commissioner	Aye	Nay	Abstain	Absent
Bourn	α			
Erwin	✓			
Forney	✓			
Musich	✓			
Olson	✓			
Tabb	✓			
Vreeland	✓			
Wielinski	α			
Young				α

Adopted by the Minneapolis Park and Recreation Board
In formal meeting assembled on December 7, 2016

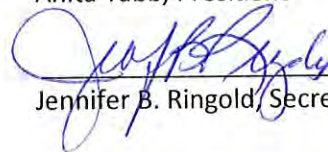
Approved:



Betsy Hodges, Mayor



Anita Tabb, President



Jennifer B. Ringold, Secretary



2016 Department Goals & Performance Measures Report on Fourth Quarter Results

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**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Superintendent's Office	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2016			
Manager: Jennifer Ringold			

GOAL:

Establish an organization-wide performance measure system to allow commissioners, staff and community members to track organizational performance and to assist divisions and departments in strategic planning, budget development and business planning.	Easily accessible information supports enjoyment and use of the park and recreation system	A, B, C, 1, 2, 3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Confirm, modify, as necessary, and finalize recommendations for organization-wide performance measures that were previously identified by a staff team.	1/31/2016	1/31/2016	A performance measurement team reviewed the measures and finalized recommendations on organization-wide performance measures to be used initially by the MPRB.
Gain approval for recommended organization-wide measures from Executive Team.	2/29/2016	2/29/2016	The Executive Team approved 10 initial measures and provided guidance on future organization-wide measures.
Develop a strategy for establishing division and department level performance measures that includes considering information that is already being collected as well as new information that should be collected. The strategy will include a recommended phased approach to implementing performance measure management across the organization.	4/30/2016	4/30/2016	Developed a strategy and schedule for establishing department level performance measures and training materials for department and division heads.
Gain approval for recommended strategy for developing division and department level performance measures from Executive Team.	5/31/2016	5/31/2016	Received approval on the strategy and schedule from the executive team.
Research and identify, in collaboration with Information Technology Services, a software solution that will store and produce reports on the performance measures (including organization-wide, divisional and departmental measures).	6/30/2016		Departments are articulating their measures and the executive team reviewed them. The results of this work is critical to determining technology needs. Recommend revised date of 2/15/2017.
Begin data collection consistent with the strategy, as measures are developed for each area.	9/30/2016		Data collection for organization-wide measures underway. Data collection for department-level measures anticipated to begin in January. Recommended revised completion date of 1/31/2017.
Begin reporting.	12/31/2016		Reporting on organization-wide measures on target for 3/31/2017. Revised completion date for department-level measures, based on preliminary work is 6/1/2017.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Communications & Marketing			
Fiscal Year: 2016			
Manager: Dawn Sommers	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:			
Develop and implement a plan for posting digitized historic park images on the MPRB website (www.minneapolisparcs.org) to improve public access to the images, provide a visual record of the early history of the park system, and increase appreciation of past and present MPRB programs and facilities.		Easily accessible information supports enjoyment and use of the park and recreation system	3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Develop plan for accessing and posting digitized historic park images on MPRB website, and for promoting availability of images.	3/15/2016		Completed and submitted applications in January to the Minnesota Digital Library for digitizing glass lantern slides, 1885-1922 Annual Report images and miscellaneous historic park images; however, MDL digitization projects are backlogged and taking much longer than anticipated. Goal carried over into 2017.
Implement plan by uploading images and creating communications promoting historic images and early history of the park system.	6/15/2016		Goal carried over into 2017.
Monitor and assess June through November website analytics to determine traffic and web usage patterns related to pages featuring historic images and make adjustments as needed.	12/15/2016		Goal carried over into 2017.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Communications & Marketing	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2016			
Manager: Dawn Sommers			

GOAL:

Implement process for development of a new MPRB Intranet Website that is mobile friendly and features an updated design and effective content management and navigation systems to improve internal information sharing and work efficiencies. This new intranet will be accessible by all MPRB staff both internal and external to the network and provide access to MPRB resources in a highly secure method.	Easily accessible information supports enjoyment and use of the park and recreation system	1, 3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Contract for professional services to conduct needs assessment and usage evaluation of current PBItranet site, and cost estimates for development of new MPRB intranet website.	2/1/2016	6/1/2016	Completed - Request for Proposals for Intranet Needs Assessment distributed by 3/31/2016; vendor selection completed and contract executed on 6/1/2016.
Complete needs assessment and usage evaluation of our current PBItranet site. Needs assessment will include input from staff internal and external to the network.	4/1/2016	8/12/2016	Assessment, user research and final assessment report completed by 8/12/2016.
Based on needs assessment, work with consultants to develop cost estimate, timeline and schedule for development of new MPRB intranet website in 2017, to be included in ITS Department budget request for 2017.	6/1/2016	6/1/2016	Cost estimate for developing new intranet was completed 6/1/2016 and included in 2017 budget request. Estimate was based on industry standards and benchmarking against other government intranet site development costs.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department:	Park Police	Date of Last Revision:	12/31/2016	Comp Plan Goal:	Board Strategy Framework
Fiscal Year:	2016				
Manager:	Jason Ohotto				

GOAL:					
Park Police staff will develop a bicycle safety and skills curriculum aimed at children 12 years old and younger. Once the program is developed, Park Police will work with Recreation staff to schedule at least 10 bicycle safety events to be held in neighborhood parks over June, July and August. This program has two primary goals: first, provide children with skills to be safer bike riders; secondly, to connect Park Police with kids through positive interactions.				Intervention and communication reduce safety concerns	1, 3

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Develop bicycle safety and skills course curriculum geared for children age 12 and younger.	4/1/2016	3/31/2016	Completed - written safety and skills curriculum was developed based on best practices and prior experiences.
Identify and train Park Police staff responsible for providing program instruction.	5/31/2016	5/31/2016	Completed - staff have been identified and trained.
Work with Recreation Service Area Managers to schedule 10 program events in neighborhood parks over June, July and August.	5/31/2016	5/31/2016	Completed - program sites and dates have been identified.
Deliver programs in identified neighborhood parks and gather evaluations.	9/1/2016	8/9/2016	Completed - 11 bike safety/skills programs were delivered by Park Police staff at various parks. Park Police staff conducted program evaluation.
Review program outcomes and evaluations. Make adjustments for future years.	12/31/2016	12/12/2016	Completed - Stakeholder surveys and evaluations were conducted and will be used for future events.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Community Outreach			
Fiscal Year: 2016			
Manager: Cordell Wiseman	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:

Evaluate, redesign, and replace Peace Games with a multi-cultural festival in collaboration with leaders from the cultural communities of the Twin Cities. The outcome would be to recognize and celebrate the many different cultures that exist in the City of Minneapolis and surrounding communities, and also to form and enhance relationships with individuals, organizations, and businesses from these different cultural communities.	People connect through parks and recreation	B, 1, 2
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
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Identify and connect with potential collaborative individuals and organizations.	1/30/2016	2/29/2016	Identified and connected with the following cultural communities (Asian, Hmong, Native American and the Latino/Hispanic).
Work with event partners to rebrand and redesign event including identifying event goals/targets and a new event name to better convey the purpose of event.	2/28/2016	6/1/2016	Individual meetings were held with each event partner to better convey the purpose and the goal of rebranding & renaming the event. At the first large group committee meeting, the group discussed naming options for the event as well as identifying event goals. The name was determined - Minneapolis International Festival.
Secure entertainment, organizations, vendors, and groups. Develop and implement marketing plan for event, including ethnic media outlets.	6/30/2016	6/30/2016	On-going meetings were held with different groups interested in being involved in the 2016 event. Each culture researched options for entertainment, exhibitors, food vendors and cultural learning booths.
Host 2016 multi-cultural event (Taste of The Minneapolis International Festival)	8/23/2016	11/12/2016	Because the planning process took longer than expected, the event date was moved back and changed to an indoor event for 2017. The event was held on November 12, 2016.
Evaluate the event by including feedback from all those involved in the planning, those cultures that participated in the event and event attendees.	10/30/2016	12/1/2016	The evaluation process took place at the event and at follow-up committee meetings. To reach attendees, evaluation cards were available at the event. Over 65 cards were filled out by attendees feedback. Information was shared with the planning committee to help inform the 2017 event.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Community Outreach				Strategic Direction
Fiscal Year: 2016				
Manager: Cordell Wiseman	Date of Last Revision: 12/31/2016	Comp Plan Goal:		
GOAL:				
Develop and lead staff ADA work team to begin implementation of recommendations from ADA Self-Evaluation & Transition Plan.			Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility, and beauty.	A, B, 1, 2, 3
PERFORMANCE MEASURES:		Target Date	Completion Date	Results
Identify priority projects and timeline to align with recommendations from ADA Transition Plan & Self-evaluation.		3/30/2016		The draft ADA action plan identifying priority projects. A timeline for completion has been developed and will be presented to Board of Commissioners for acceptance in Q2 of 2017. Revised completion date: April 30, 2017
Develop mid-year progress report for leadership and identify funding needed for 2017 budget request.		6/30/2016	10/18/2016	Funding needs have been identified and submitted as 2017 budget requests. A training and mid-year progress report was communicated to the Executive Team in October 2016.
Develop scope of work for ADA implementation team including framework, goals, staff time commitment, and responsibilities of each team member.		12/31/2015		This measure was re-ordered to allow for the completion of the ADA Transition Plan final report. Project leads determined that the transition plan and action plan needed to be completed in order to set the goals and responsibilities of implementation team members. The final transition plan report and action plan will be presented to Board of Commissioners for acceptance in Q2 of 2017. Anticipated new date for completion of this measure is 3/31/17.
Identify departments and representatives for ADA implementation team for approval by Executive Leadership Team.		12/31/2015		This measure pushed back to Q2 of 2017 to align with presentation of ADA Transition Plan final report to Board of Commissioners. Anticipated new date for completion of measure 4/30/17.
Host ADA implementation team kickoff meeting to identify contact and communication procedures for key areas as identified in ADA transition plan and identify training needed for staff in key roles.		2/15/2016		This measure pushed back to Q2 of 2017 to align with presentation of the ADA Transition Plan final report to Board of Commissioners. Anticipated new date for completion of measure 4/30/17.
Develop mid-year progress report for leadership and identify funding needed for 2017 budget request.		6/30/2016	10/18/2016	Funding needs have been identified and submitted as 2017 budget requests. A training and mid-year progress report was communicated to the Executive Team in October 2016.
Develop end of year progress report.		12/31/2016	12/14/2016	A training and end of year progress report was communicated to the Deputy Superintendent in December 2016.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Community Outreach			
Fiscal Year: 2016			
Manager: Cordell Wiseman	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:

Develop an Equity and Inclusion Plan to establish a framework and structure to implement and evaluate organization-wide equity and inclusion goals.	Through outreach and research, park and recreation services are relevant today and tomorrow.	A, B, 1, 2
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Identify and make recommendations to executive team for organization wide equity and inclusion priority focus areas.	12/31/2015	11/30/2015	One year equity work plan developed and approved by Jennifer Ringold and Superintendent Miller.
Establish a senior-level work team to assist with research for and development of goals and strategies for multi-year plan.	1/31/2016	1/15/2016	MPRB joined the year-long Government Alliance on Race and Equity (GARE) MN cohort- 7 staff members participating. These 7 staff members (Nick Williams, Michelle Kellogg, Adam Arvidson, Teresa Chaika, Lisa Beck, Juli Wiseman, and Jason Ohotto) join Jennifer Ringold, Corky Wiseman and Dawn Sommers as the Racial Equity Steering Committee.
Development of goals and strategies, timelines and measures for equity and inclusion plan.	4/30/2016	6/30/2016	The GARE cohort developed a draft 2017-18 Racial Equity Action Plan. Steering Committee that includes cohort and additional members from across the organization (Adam Arvidson, Athelgra Williams, Corky Wiseman, Dawn Sommers, Huy Nguyen, Jason Ohotto, Jennifer Ringold, Juli Wiseman, Lisa Beck, Mae Brooks, Michelle Kellogg, Sherenia Gibbs, Shawn Hockett, Taylor Cisco, and Teresa Chaika) provided initial review. Draft was submitted to Jennifer Ringold for review and discussion of next steps conversation with Superintendent Miller.
Develop mid-year report including any budget impacts for 2017 for executive team.	6/15/2016	7/30/2016	Budget impacts for 2017 identified and included in 2017 budget process.
Finalize racial equity action plan for approval by leadership which identifies goals and strategies, performance measures and resources needed to implement plan.	10/1/2016	12/31/2016	The Racial Equity Action Plan is finalized as an internal working document for staff with accountability to directors in the organization for implementation. The Racial Equity Action Plan was brought to the Board as a discussion item on November 16, 2016 .

Minneapolis Parks and Recreation Board 2015 Goals & Performance Measures				
Department: Community Outreach Fiscal Year: 2015 Manager: Cordell Wiseman		Date of Last Revision: 12/31/2016		Comp Plan Goal: Strategic Direction
GOAL:				
Develop and implement marketing and communications plan to share MPRB information and opportunities with underrepresented communities who historically have not been reached through traditional communication channels. Plan will include media and other communication channels.			Easily accessible information supports enjoyment and use of the park and recreation system	
			1 & 3	
PERFORMANCE MEASURES:				
	Target Date	Completion Date	Results	
Work with community contacts to identify traditional and non-traditional media and communication channels in the Somali, Latino and African-American communities	12/31/2014	2/15/2015	Staff determined the best course of action for 2015 was to provide information through non-media channels to test which messages and vehicles of communication are resonating with communities. The Information Swap 2015 (information booth) continued to be a tool to update residents on upcoming planning projects, major plans happening in the MPRB, to provide opportunities for individual feedback, to showcase the great offerings of the Minneapolis parks and to encourage an exchange of information between park staff and park goers. Purchased media may be considered in 2016.	
Develop Professional Services Agreements with identified media outlets for annual marketing plans.	1/31/2015	N/A	N/A- see above. No professional services agreements for media to be developed in 2015.	
Work with staff across the organization to identify calendar of information and opportunities (including events, programs, community engagement opportunities, jobs) to share with different communities.	1/31/2015	6/30/2015	Collaborated with staff throughout the organization to align initial communication efforts with underserved communities to focus on current projects including Closing the Gap, RecQuest and Service Area Master Plans for summer/fall 2015.	
Develop identified/targeted messaging in conjunction with Communications & Marketing staff. Develop Spanish and Somali versions of messages as needed (translation).	6/30/2015	3/31/2016	Through efforts to connect with community organizations and partners on projects mentioned above, the focus of this step has shifted. Staff have learned that while historically underserved communities do want to receive information on some key topic areas (such as job openings and free youth and family programs), that sharing greater knowledge about the organization as a whole is important to feelings of transparency with community. Staff identified social media outlets such as Facebook and Twitter are primary sources of information among underrepresented communities. Therefore, we are currently working with multilingual Facebook news and media outlets to push Park information and reach underserved communities. On an ongoing and as needed basis, staff continue to review translated materials and assess the branding and messages targeting the Spanish and Somali speaking communities.	
Monitor and evaluate marketing and communications channels on ongoing basis utilizing internal and external feedback to determine reach into communities and fit of messages.	12/31/2015	12/31/2016 - Ongoing	Community outreach has developed guidelines for translation and communication with underrepresented communities. These guidelines are followed as we identified the target audiences and media outlets (such as: Facebook, Twitter, etc.)	

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Customer Service			
Fiscal Year: 2016			
Manager: Annie Olson	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:		
Identify new and replace current antiquated administrative ticket hardware (ticket-writers and printers) and administrative ticket software to improve business practices, enhance customer service, and allow for seamless enforcement.	Easily accessible information supports enjoyment and use of the park and recreation system.	C, 3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Complete research to identify new administrative ticket software product in collaboration with Information Technology Services, Police, and Customer Service.	2/28/2016	2/28/2016	Research and exploratory meetings have been completed by Customer Service & Park Police, City of Minneapolis, Minneapolis Police and University of Minnesota Police with consult from ITS staff.
Identify and purchase ticker-writer and printer hardware compatible with software selection in collaboration with Information and Technology Services. Train applicable staff to use the hardware and software.	4/1/2016		Have identified a preferred technology solution in tandem with the City of Minneapolis through a RFP process. Currently, awaiting final contract approval by the City. Have purchased a test hardware device and have secured the 2016 funds to purchase the remaining devices in 2017 to align with the roll-out of the approved vendor agreement through the City of Minneapolis, but have not yet purchased, received or trained staff. Revised Target Date: 3/31/2017
Purchase/obtain new software.	5/1/2016		Awaiting final contract approval by City of Minneapolis. Revised Date: 3/1/2017
Train Park Police and Customer Service staff on use of the new software and hardware.	6/15/2016		Recommend new target date: 3/31/2017
Implement new administrative ticket system.	7/1/2016		Recommend new target date: 3/31/2017
Evaluate system and make necessary corrections and/or updates	12/1/2016		Recommend new target date - 4/1/2017 and ongoing

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department:	Customer Service	Comp Plan Goal:	Strategic Direction
Fiscal Year:	2015		
Manager:	Annie Olson		

GOAL:			
Complete a comprehensive analysis of catering needs and services, and develop a new business model to allow for a broader list of caterers to meet diverse needs of the city.		Dynamic parks that shape city character and meet diverse community needs	B, 2, 3 & 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Convene an evaluation panel that includes representation of all functions of the MPRB that work with caterers and begin gathering a 5 year history of data on which to evaluate current services and processes.	2/15/2015	6/30/2015	Staff has compiled five years of data.
Research industry data relating to catering services, focusing on cities of similar demographic data and size.	3/31/2015	6/30/2015	Research by staff is complete.
Conduct evaluations of current catering operation by engaging user groups of facilities where catering services are available. Conduct online surveys of past patrons who used caterers. Engage current catering vendors in conversations about services and arrangements with MPRB.	7/31/2015	9/30/2016	Evaluations in progress since 2/2015. Outreach and stakeholder meetings were held with licensed caterers and were completed by September 2016 with positive feedback and eagerness to enter into new process. Applied the Racial Equity Toolkit to the evaluation process.
Based on research and best practices, develop draft of new procedures for catering operations for internal staff review and legal review.	8/31/2015	12/15/2016	Draft of new procedures were completed and reviewed by key staff 7/30/16. A new catering agreement was reviewed by MPRB legal and finalized by mid-December 2016.
Present recommendation to Superintendent's Executive Leadership team for review and approval.	9/15/2015	10/1/2016	A formal presentation was not provided to the Superintendent's Executive Team, however, updates were provided during executive team meetings.
Present recommendations to the Board.	1/15/2016	12/31/2016	A Board presentation occurred on 7/20/2016. After the presentation, additional outreach efforts were scheduled. Application process opened at the end of October 2016. Thirteen applications are processed as of year-end.

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department: Customer Service			
Fiscal Year: 2015			
Manager: Annie Olson	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:			
Significantly improve response times to Customer Service phone, online and in person inquiries. Utilize multiple strategies to positively impact customer experiences at the Headquarters Customer Service Center including re-alignment of work assignments, physical changes to Customer Service Center and implementation of updated telecommunications system.		Easily accessible information supports enjoyment and use of the park and recreation system	1,3 & 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Create implementation plan based on analysis of data collected in 2012, 2013 and 2014 to address challenges during peak times.	2/1/2015	2/1/2015	An implementation plan has been developed. Some changes were made after the implementation of the new phone software/hardware. We anticipate other changes to the implementation plan due to pending physical changes of the work space, as a result of reception desk relocation.
Train staff to use new telecommunications system, including use of new features, forecasting and reporting which will be used to assess call volume and response times, and to appropriately schedule staff to meet needs.	2/15/2015	9/30/2015	Staff training was completed mid-September 2015. Telecommunications system launched on 9/30/2015. The new software allows for data collection on phone call related statistics including call volume and wait times.
Re-align Customer Service staff work duties to create efficiencies.	2/15/2015	ongoing	Realignment of duties has occurred and will be fully implemented upon completion of the newly located reception desk on the main level.
Fill vacancies in Customer Service Department and begin to recruit for seasonal staffing to cover peak summer season.	4/1/2015		Customer Service Representative I vacancy was filled (3/16/15). Parking Coordinator vacancy was filled on an interim basis (2/9/15), Event Coordinator job was filled (3/23/15). The Event Coordinator job became vacant again in 3rd quarter of 2016. The job description has been rewritten and a job requisition will be submitted in January 2017.
Complete physical changes to Customer Service Center to improve efficiencies.	5/1/2015		Meetings with ITS, Trades and Maintenance have occurred. Move of desk has been delayed due to other obligations of the Carpenter Shop and alignment of construction projects within the Headquarters building. Reception desk plans have been developed, reviewed, critiqued and finalized. Construction is expected to be complete by 3/31/2017. All other initiatives have proven successful as evidenced through fewer complaints on wait time, staff testimonial and general observation (as data did not exist prior to installing new technology for comparison).
Monitor and evaluate initiatives. Make changes as necessary to provide quicker, improved response times and service.	ongoing	ongoing	Beginning in Q4 2016, as part of regular 1-1 meetings with Customer Service Center staff, phone stats are being reviewed and analyzed in an effort to continue to improve response times.

Minneapolis Parks and Recreation Board 2016 Goals & Performance Measures				
Department:	Finance			
Fiscal Year:	2016			
Manager:	Juli Wiseman	Date of Last Revision:	12/31/2016	Comp Plan Goal: Strategic Direction
GOAL:				
Develop and implement a centralized requisition process to improve efficiencies in requisition processing and improve timing of invoice payments.			Financially Independent and sustainable parks prosper.	2, 3, 4
PERFORMANCE MEASURES:		Target Date	Completion Date	Results
Use multi-year financial data to quantify the number of requisitions processed by each staff, department and division.		2/15/2016	2/15/2016	The finance department obtained a query from the City of Minneapolis and collected data for 2013 - 2015. This data was analyzed and used in the discussions with department directors.
Work with department directors to determine requisitions to be processed by the finance department and requisitions that will continue to be processed by the departments. Assist department directors in identifying staff to process requisitions, assign responsibility area and estimate quantity of requisitions that would be processed by that individual.		5/31/2016		The finance department worked with Departments and the Superintendent to finalize this process. This resulted in a position restructure that added an additional Account Clerk to the Finance Department. The increased Finance staffing levels has made it possible for full centralization. Steps have been established to finalize this process in the first quarter of 2017. Revised date: 3/31/2017
Provide resources and training to staff assigned to requisition processing. The user will be responsible for creating purchase orders and following up with departments to make sure that the goods and services have been received.		6/30/2016	12/16/2016	Account Clerks (3) have been hired and trained.
Collect financial data and obtain feedback from departments and financial system users to determine successful implementation of the streamlined requisition process, and make any necessary adjustments or modifications.		12/31/2016		Revised date: 06/30/2017

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department: Finance
Fiscal Year: 2015
Manager: Juli Wiseman

Date of Last Revision: 12/31/2016

Comp Plan Goal:

Strategic Direction

GOAL:

Develop and implement a robust and customer service oriented Financial Planning and Analysis process to provide high level strategic planning and identify opportunities for cost-savings, efficiencies and revenue enhancements.

Financially independent and sustainable parks prosper.

2, 3 & 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Research and identify financial planning and analysis best practices.	2/28/2015	2/28/2016	Other entities financial planning and analysis practices were reviewed, and Government Finance Officers Association (GFOA) publications have been studied. Finance staff attended GFOA sessions on planning and analysis at the national convention in May.
Identify and understand the information needs of departments to execute, evaluate, and report results of operations.	4/30/2015	3/31/2016	Department information needs were discussed at 2016 initial budget meetings. Finance staff worked with departments on report requests, refining reports, and project based needs.
Establish a financial analysis work plan integrating and prioritizing department needs.	6/30/2015	12/19/2016	A work plan for 2017 has been finalized. Communications with Departments will be on-going to ensure needs are being addressed. This will begin with the 2017 Budget Meetings held with departments in January, 2017.
Integrate financial analysis with operational and industry analyses to identify opportunities for improving performance.	9/1/2015	ongoing	The integration has begun through the implementation of the 2017 work plan as well as continued communications with Departments. This will be ongoing and will become integrated in the way we work.
Complete financial analysis projects and present findings to departments.	ongoing	ongoing	Process established to allow for and track financial analysis projects.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Human Resources			
Fiscal Year: 2016			
Manager: Mae Brooks	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:

Building on principles and materials from 2015 leadership training, expand leadership training program to all MPRB supervisory employees that communicates expectations and operational practices.	Through outreach and research, park and recreation services are relevant today and tomorrow	3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Working in consultation with agency departments, review principles and materials from 2015 leadership training and develop expanded leadership training for all MPRB supervisory employees that refines existing materials to provide consistent and department specific topics for expanded leadership training.	6/15/2016		HR Director hired 6/2/2016 with training needs and materials being evaluated. Recommend new target date of 3/31/2017
Present draft training program and implementation plan to Superintendent's Leadership Team for review and feedback, and make adjustments to program and plan if needed.	8/1/2016		Revised completion date of 6/30/2017
Work with departments to set up training schedules.	9/15/2016		Revised completion dates of 8/15/2017
Roll out leadership training to supervisory staff based on training schedule established with departments.	10/15/2016 - 12/30/2016		Recommend new target date of 10/15/2017 -12/30/2017

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Human Resources			
Fiscal Year: 2016			
Manager: Rhonda Heryla	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction:

GOAL:

Building on the 2015 work of a cross-functional committee to create on-boarding training, roll out the new on-boarding training to communicate expectations and operational practices to all staff.	Through outreach and research, park and recreation services are relevant today and tomorrow	3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Review draft on-boarding training program and implementation plan from 2015, and identify employee groups (current and returning non-certified seasonals, certified seasonals, certified part-time; current full-time, and all new hires) to be integrated into the new on-boarding trainings.	2/28/2016		Draft onboarding training for appointed and full-time employees presented to Committee on March 3, 2016. Draft of the seasonal and part-time onboarding training will be developed in Q1 and Q2 of 2017. Revised completion date of 6/30/2017
Present draft training program and implementation plan to Superintendent's Leadership Team for review and feedback, and make adjustments to program and plan if needed.	4/30/2016	7/27/2016	Presentation complete.
Work with departments to set up training schedules.	5/15/2016	11/30/2016	Training schedule was developed.
Roll out on-boarding training to all new and current MPRB employees.	5/15/2016 - 12/30/2016	12/31/2016	Had initial on-boarding session on 12/20/16. 2017 schedule established.
Reconvene cross-functional committee to review feedback received and adjust training program as needed.	10/15/2016		Revised date: 3/31/2017
If substantive changes are recommended to the training program, present updated training program to Superintendent's Leadership Team.	12/15/2016		Revised date: 6/30/2017

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Information Technology Services
Fiscal Year: 2016
Manager: Adam Larson

Date of Last Revision: 12/31/2016

Comp Plan Goal:

Strategic Direction

GOAL:

Develop and implement a new Information Technology Chargeback / Showback process to enhance transparency of ITS Costs to other departments and allow for the management of a lifecycle inventory/budgeting cycle and ensure we adequately fund the IT Reserves for equipment purchases. This will also aid in the budget development and planning for all other MPRB departments and projects.

Dynamic parks that shape city character and meet diverse community needs

2, 3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Assemble cross functional team of ITS, Accounting/Finance, and other Budget managers.	1/15/2016	4/28/2016	Assembled a cross functional team and met on this project.
IT Staff will research and evaluate inventory and chargeback management tracking software. Present this information and solution to the team.	1/30/2016	6/6/2016	Research and evaluation of tracking software was complete, there was no out of the box solution to explore based on research.
Complete full hardware and software inventory across the MPRB system including network and infrastructure and circuits.	2/28/2016	1/31/2016	Full inventory of all IT Assets was completed at the end of January 2016.
Implement new software system and import data into the identified solution. Document processes and procedures to keep the system maintained.	3/31/2016	6/6/2016	We have implemented a more comprehensive excel based spreadsheet system and documented procedures within ITS for maintaining it.
Develop chargeback process using reporting from the new system.	5/15/2016	7/1/2016	This was completed and sent out to all budget managers prior to the development of the 2017 budget.
Present new chargeback process to the business in advance of 2017 budget preparation.	6/31/2016	7/18/2016	The new process for IT Chargeback has been completed and shared with all budget managers, we have incorporated updates to the process as we receive them.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Information Technology Services
Fiscal Year: 2016
Manager: Adam Larson

Date of Last Revision: 12/31/2016

Comp Plan Goal:

Strategic Direction

GOAL:

Identify and begin implementation of a comprehensive Asset Management system for the MPRB.

Easily accessible information supports enjoyment and use of the park and recreation system.

A, B, C, 1, 2, 3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Assemble internal asset management team. This team will research, identify, and work with a consultant/consulting company to guide the development and implementation of the overall asset management system. Team and consultant develop the RFP for an Asset Management solution.	2/29/2016	5/17/2016	Assembled a cross departmental team to develop the RFP for an asset management consultant. First meeting was held on 5/17/2016
Team develops and issues Asset Management RFP.	4/1/2016	7/7/2016	ITS worked with Jennifer Lowry and Linden Weiswerda and the Environmental Stewardship Division on this. We have reviewed the RFP Proposal for the AM Consultant and selected RSP Jordani to assist us with our needs assessment and RFP Development.
Team vets RFP responses and makes vendor recommendation to Executive Team.	5/31/2016		Working with the consultants, an RFP has been developed for the AM system. It is set to be released on 1/27/2017. Recommend new completion date of 3/31/2017
Obtain Board Approval for selected vendor.	7/15/2016		Recommend new completion date of 4/30/2017
Begin implementation of Asset Management system plan and work schedule. Anticipate beta testing beginning in December.	8/15/2016		Recommend new completion date of 6/30/2017

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Asset Management				Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016					
Manager: Lisa Beck	Date of Last Revision:	12/31/2016			
GOAL:					
Develop a small equipment program that is implemented and operated within each Asset Management Service Area.				Financially independent and sustainable parks prosper	A, 2, 3, 4
PERFORMANCE MEASURES:		Target Date	Completion Date	Results	
Research and investigate best practices in other public and private organizations and examine internal practices.		6/1/2016	6/30/2016	Investigation of internal practices in each Service Area and the Equipment Shop is complete. 10/31 meeting with Al Thundberg at City of Minneapolis to discuss and review their process.	
Develop policies, procedures and guidelines to maintain consistent inventory compliance, preventative maintenance, replacement thresholds, repair and purchasing procedures based on best practices.		7/31/2016	12/1/2016	Department policy, and procedures for a small equipment program completed by 11/18/2016. Pending final approval and signature of Assistant Superintendent.	
Develop method to track and report maintenance and repair data on all small equipment and evaluate for performance and efficiencies of program.		9/1/2016	12/1/2016	Paper tracking system implemented by 11/11/2016 and will switch to new Enterprise Asset Management system in 2017.	
Designate and train a Crew Leader and Foreman from each Service Area to lead implementation and operation of small equipment program.		12/1/2016	12/31/2016	Crew Leader and Foreman from Service Areas to be trained on program.	

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Asset Management				Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016					
Manager: Lisa Beck	Date of Last Revision:	12/31/2016			
GOAL:					
Establish cleaning supplies product standards to provide safe, functional, clean and welcoming facilities by ensuring a quality physical environment to support all MPRB facilities and staff.				Financially independent and sustainable parks prosper.	A, 2, 3
PERFORMANCE MEASURES:		Target Date	Completion Date	Results	
Research and investigate best practices in other public and private organizations as well as environmentally sustainable products on the market.		6/1/2016	8/1/2016	Staff have completed research as well as finishing discussions with the City and County on current policies and procedures for both safety and environmental impact consideration.	
Clarify and compose full list of all existing products used to clean facilities.		6/1/2016	9/30/2016	List of existing products compiled. Most products are the same across sites; some variation. Staff has established four basic chemicals - disinfectant, glass cleaner, general cleaner (carpet spotter too), industrial cleaner (degreaser); dispensed. All products are on State contract, EPA registered or greener. Additional products: SparCling (acid toilet bowl), Consume (Deodorizer), Sanit 10 (Food Surface disinfectant). Discussed 3M Easy Traps for dusting (no more Endust) and use of disposable flat mops and microfiber rags.	
Survey MPRB staff to rank existing products currently being used.		6/1/2016	11/10/2016	Analyst met with Park Operations Manager, Foremen and Crew Leaders to discuss current use and options on 11/1/2016.	
Create purchasing policy and guidelines manual for all cleaning product supplies based on best practices and environmental sustainability.		12/1/2016	12/1/2016	Departmental Policy and Procedures submitted and approved to Director. Pending final approval and signature of Assistant Superintendent.	
Distribute, train staff, and implement program.		12/31/2016	12/31/2016	Management Analyst will train Foremen/Crew Leaders on new process January 2017. Crew Leaders will train park keepers.	

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Asset Management				Strategic Direction
Fiscal Year: 2016				
Manager: Lisa Beck	Date of Last Revision: 12/31/2016	Comp Plan Goal:		
GOAL:				
Implement recommendations from the 2013 Operational Performance Project recommendations for Equipment Services.			Financially independent and sustainable parks prosper.	A, 2, 3, 4
PERFORMANCE MEASURES:		Target Date	Completion Date	Results
Research other public organizations fleet services operations.		5/1/2016	6/30/2016	Research of best practices is complete. Full examination of City Fleet process has been examined and evaluated as a good method to follow as a model.
Define and prioritize performance improvement strategies for shop operations including intake process, repair prioritization and improved customer service based on best practices.		10/1/2016	11/18/2016	Department policy, and procedures for intake process are completed pending final approval by Assistant Superintendent. Job descriptions for supervisor and intake attendant submitted to HR by 10/24/2016. Until such time a existing Store Keeper and Mechanic have been trained to perform task. Signs and painting the drop off area will be in place by early spring.
Define and prioritize performance improvement strategies for data collection and reporting and performance metrics based on best practices.		11/18/2016	12/1/2016	Draft policy and procedures of intake process with existing staff in 2016. In 2017 process will change with addition of supervisor and intake coordinator. Submitted policy and procedures to Director.
Prepare for, train staff, and implement recommended changes to operations.		12/31/2016	12/31/2016	Management Analyst trained Equipment Shop Foreman, Storekeeper and Mechanic on new process. Email to using departments will be sent introducing/explaining the new intake process in January 2017.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Asset Management - Equipment		Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016			
Manager: Lisa Beck	Date of Last Revision: 12/31/2016		

GOAL:			
Report accurate and timely data to assist all departments to better analyze and evaluate use and maintenance of fleet.		Financially independent and sustainable parks prosper	A, 2, 3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Utilize the fleet work team to evaluate M5 reporting capabilities and determine which reports are useful in management of the Park Board fleet.	6/1/2016	8/1/2016	Management Analyst is becoming proficient and working with new City staff to run and determine reports from M5. Major M5 upgrade is planned over the next year. MPRB has been invited to participate closely in the process.
Determine and provide appropriate levels of staff training to generate and analyze fleet reports.	12/1/2016	12/1/2016	Management Analysts have been training with City staff to become more proficient with reports and working with them to change that control over to MPRB.
Provide directors, managers and supervisors responsible for vehicles, in each department, training on how to analyze and understand data provided in reports and how to utilize for budget preparation.	12/1/2016	12/1/2016	MPRB Management Analyst works with City staff who must pull a monthly M5 report that is useful to MPRB directors, managers, supervisors.
Utilize fleet work team to meet quarterly with directors, managers and supervisors responsible for vehicles, in each department, to evaluate reporting tools, customer service and issues with Equipment Shop.	12/1/2016	12/31/2016	M5 reports will be used to generate discussion at quarterly meetings in 2017.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Forestry				Strategic Direction
Fiscal Year: 2016				
Manager: Ralph Sievert	Date of Last Revision: 12/31/2016	Comp Plan Goal:		

GOAL:			
Implement the third year of the Ash Canopy Replacement Plan (ACRP). This involves proactively removing, over an 8 year time span, 40,000 boulevard and park ash trees that will ultimately succumb to Emerald Ash Borer. During 2016 the 5000 public ash trees removed in 2015 will be replanted with diverse tree types.		Healthy boulevard trees connect all city residents to their park system.	B, C, 2, 3

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Using previously collected data, determine the location of 5000 planting sites where new trees will be planted to replace public ash trees removed in 2015.	2/1/2016	2/1/2016	Five thousand tree planting sites in parks and on boulevards has been determined. This is based on the location of public ash trees that were removed via the CRP that was started in 2015.
Begin implementation of the communications plan (developed with Communications & Marketing) which includes a community engagement component for the removal and replanting effort of the ACRP.	4/11/2016	4/11/2016	New tree door hanger packets with a DVD and watering bag flier were distributed to properties where a tree was planted. Door hangers tells tree type and importance of watering. To encourage watering of new trees, Bachman's Garden Centers partnered with the Forestry Department for the 3rd year by providing four \$25 gift cards to be awarded, through a drawing, to those requesting inclusion on email watering alerts. A video explaining best watering practices may be seen on the MPRB website. To educate the public about the CRP, "Seeing Green?" signs are attached to marked ash trees. Neighborhoods have been contacted and informed that Forestry staff are available to meet about the CRP. Ribboning of ash trees has been done in conjunction with interested neighborhoods to help promote awareness about EAB.
Begin planting of ash replacements on boulevards and in parks.	4/18/2016	4/11/2016	Forestry crews began spring tree planting in April. Over 8200 new trees were planted by June 10th.
Using baseline data, determine location of 5000 public ash trees to be removed.	6/15/2016 - 12/15/2016	6/30/2016	Prior to spring tree planting, Tree Inspectors began marking public ash trees for removal in accordance with the CRP. Marking has been completed.
Begin removal of ash trees from boulevards and parks.	6/15/2016 - 12/15/2016	12/30/2016	Following spring tree planting, Forestry crews began removing public ash trees that were marked for removal.
Complete the planting of ash replacements on boulevards and in parks.	11/15/2016	11/15/2016	Forestry crews completed a small amount of tree planting in the fall. Most were Tribute Trees & research trees. Approximately 8300 new trees were planted during 2016.
Complete the removal of ash trees from boulevards and in parks in preparation for replanting in the spring and fall of the following year.	12/15/2016	12/30/2016	Removal of ash trees that were marked in 2016 have been completed.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Forestry				Strategic Direction
Fiscal Year: 2016				
Manager: Ralph Sievert	Date of Last Revision:	12/31/2016	Comp Plan Goal:	

GOAL:				
Significantly improve the procedure for the monitoring of park trees near playgrounds to determine if such trees pose a hazard to park users and, if necessary, implement the timely elimination of identified hazard through pruning of branches or removal of trees.			Healthy boulevard trees connect all city residents to their park system. A safe place to play, recreate, contemplate and celebrate	B, C, 2, 3

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Using MPRB data, determine the location of each playground within Forestry Service Areas and record said location within computerized tree inventory program.	3/1/2016	3/1/2016	A list of MPRB playgrounds has been obtained from the Planning Division. This list has been sorted according to Forestry Service Areas. Each location has been noted in the computerized tree inventory program.
Train Tree Inspectors on monitoring expectations and the method of recording inspection results in computerized tree inventory program.	6/30/2016	6/30/2016	Tree Inspectors have been trained on expectations and methods of recording inspection results in computerized tree inventory program.
Begin the elimination of tree hazards through prioritized work assignments to Forestry crews.	7/1/2016 - 12/15/2016	12/15/2016	Following recording of needed work by Tree Inspectors, Forestry crews began elimination of discovered tree hazards through prioritized work assignments.
Seek feedback from Tree Inspectors and District Foremen on ways to further improve the elimination of potential tree hazards near playgrounds.	12/15/2016	12/31/2016	Received feedback from Tree Inspectors and District Foremen on ways to make improvements.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Environmental Management			
Fiscal Year: 2016			
Manager: Debra Pilger	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:			
Implement and support water quality monitoring of Webber Natural Swimming Pool.		Urban forests, natural areas, and waters that endure and captivate	C, 2, 3

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Work with aquatics and maintenance staff to refine the sampling and communication protocol.	1/1/2016 - 5/15/2016	6/20/2016	Water Quality and Aquatics have agreed upon monitoring standards and approach, and the Executive Team has concurred. Working protocol complete, and has been reviewed and edited by staff. Protocol continues to be refined as new situations arise, like the flood event.
Analyze bacteria data and communicate results to Webber Natural Swimming Pond maintenance staff and leadership staff.	5/1/2016 - 9/30/2016	9/30/2016	Analysis of 2015 data has been used in development of 2016 approach and protocols. Monitoring season began in May 2016 and continued through September 2016. Staff used the written protocols for sampling and communication.
Analyze chemical and biological data for comparison within the season and prepare for future monitoring.	6/1/2016 - 12/1/2016	12/1/2016	2016 sampling schedule determined and agreed upon by Water Resources, Aquatics, and Executive Team. Schedule is being executed as planned. Additional sampling was executed from July through September due to operational issues with NSP. Sampling complete for 2016 season.
Based on monitoring results, work with Webber Natural Swimming Pool maintenance staff to apply adaptive management techniques to operate the pool	5/1/2016 - 12/1/2016	12/1/2016	Water Quality staff regularly communicate with Maintenance and Aquatics to promote best operational practices. For example, flood event recovery was coordinated between Water Quality, Maintenance and Aquatics.
Perform chemical and biological monitoring at the Webber Natural Swimming Pool according to operating manual and consultant recommendations	5/1/2016 - 9/30/2016	9/30/2016	2016 sampling protocols and schedule have been developed and agreed upon by Webber Team. Samples are being collected according to protocol and results communicated internally and externally. Additional sampling was executed from July through September due to operational issues with NSP.
Coordinate with Environmental Education staff on education opportunities utilizing the Natural Swimming Pool and Regeneration Area.	4/1/2016 - 9/30/2016	9/30/2016	Collaboration between Communications, Environmental Education and Water Quality staff to create accurate and representational signage for the Webber Regeneration Basin occurred during 2016.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Environmental Management
Fiscal Year: 2016
Manager: Debra Pilger

Date of Last Revision: 12/31/2016

Comp Plan Goal:

Strategic
Direction

GOAL:

Develop, implement, and evaluate new approaches to encouraging park visitors to not feed the waterfowl in the parks.	Residents and visitors enjoy and understand the natural environment	C, 3
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Based on observation and prototype testing, develop and select design for new campaign.	3/1/2016	3/15/2016	Prototypes were selected. However, fabrication estimates came in triple what was budgeted so we are re-evaluating designs and next steps.
Fabricate, print, and install selected items at waterfront restaurants.	5/1/2016	7/31/2016	Alternative, less expensive options were chosen including table-top ducks, buoys with ducks on top, and stamps for popcorn boxes. Ink and stamps were given to Bread & Pickle at Lake Harriet in mid-June for popcorn container stamping. Buoys and table-top ducks were fabricated and installed in July.
Fabricate or print portable messages and deploy to maintenance staff for use at other waterfowl feeding sites.	7/1/2016	7/21/2016	Initiative was only conducted at one test site in Minneapolis -- Bread & Pickle at Lake Harriet. No other waterfowl feeding sites had messages deployed in 2016. Staff are pursuing expansion of program in 2017.
Monitor and evaluate impact of new approaches; gather feedback from park users, staff, and food vendors. Compile and share findings with staff.	12/31/2016	12/1/2016	Monitoring and observation was conducted. Feedback was gathered from park users, staff and Bread & Pickle at Lake Harriet. A summary report was produced by staff.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Environmental Management	Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016		
Manager: Debra Pilger		
Date of Last Revision: 12/31/2016		

GOAL:		
Begin development of vegetation management strategies for MPRB natural resources.	Sound management techniques provide healthy, diverse, and sustainable natural resources	C, 3

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Develop internal Natural Resources Vegetation Management Team.	1/31/2016		Goal moved to 2017.
Develop categorization and nomenclature for MPRB vegetation management of natural resources	4/1/2016		
Develop rating system	6/1/2016		
Research best management practices for categorized areas	9/1/2016		
Identify and assess the work and roles of external partners who are working with the MPRB on natural areas management.	10/31/2016		
Use categorization, rating system, best practices research, and partnership assessment to begin to develop draft management strategies.	12/1/2016		

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department: Environmental Management			
Fiscal Year: 2015			
Manager: Debra Pilger	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Strategic Direction

GOAL:

Develop standards for high quality design and care to provide more effective maintenance and help renew Lyndale Park Gardens	Park facility renewal respects history and focuses on sustainability, accessibility, flexibility and renewal	A, C & 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Determine team composition and leadership to develop criteria to assess gardens	2/1/2015	3/31/2015	Team composition has been determined. Project kick-off meeting was held in April 2015.
Develop assessment criteria, criteria for design standards, and design rubric for individual gardens.	4/30/2015	10/31/2016	Assessment criteria, design standards and rubric were developed and reviewed by Lyndale Park Garden staff. These items were incorporated into the "Lyndale Park Garden Maintenance and Design Standards Handbook" which is undergoing final approval by Asset Management leadership and project team.
Conduct site assessments.	6/15/2015	10/31/2016	Spring assessment with draft materials conducted in May 2015. Summer assessment with draft materials conducted in August 2015. Materials finalized and Fall assessment conducted with final draft of "Lyndale Park Garden Maintenance and Design Standards Handbook".
Based on assessments, develop initial recommendations for improvements. Create management standards and expectations of care for each garden area.	8/1/2015	10/31/2016	Management standards and expectations of care are included in final draft of "Lyndale Park Garden Maintenance and Design Standards Handbook".
Implement assessments and improvements where feasible and develop 2017 budget requests where necessary.	9/1/2015	12/31/2016	Assessments implemented. Recommend tie into future capital, rehab and budget planning for Asset Management as needed.

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Division: Design & Project Management	Comp Plan Goal:	Strategic Direction
Fiscal Year: 2015		
Manager: Cliff Swenson		

GOAL:

As part of a multi-year effort to establish "park development performance standards," prepare guidelines for outdoor signage and wayfinding and court sports. The guidelines will promote innovation, consistent design practices, sustainable practices, increased safety, ADA compliance and reduced operating costs.	Park facility renewal and development respects history and focuses on sustainability, accessibility, flexibility and beauty	A, C, 1 & 3
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Create work team with representation from Environmental Services, Recreation and Planning.	8/15/2015	11/30/2016	Complete - design standards focuses on the implementation of the ADA Transition Plan across the park system.
Present draft standards to Superintendent's leadership team.	10/15/2015		Revised Target Date 1/31/2017
Revise draft standards based on feedback from Superintendent's leadership team.	11/1/2015		Revised Target Date 2/15/2017
Communicate design standards to the public.	1/1/2016		March, 2017, roll out of design standards to staff. NOTE: court sports standards were ELIMINATED from this goal because they don't relate to the rest of the project. Courts sports will be a stand-alone "activity plan" implemented as a Planning-led project.

**Minneapolis Parks and Recreation Board
2014 Goals & Performance Measures**

Division: Strategic Planning	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2014		
Manager: Adam Arvidson		

GOAL:

Develop a strategic plan to appropriately account for the critical, organization-wide need of real estate services including Fort Snelling to help ensure the full spectrum of real estate and land management, including acquisitions, leases, contract management, and property rentals, are addressed within the system.	Focused land management supports current and future generations	III.b, III.c & VII.b
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Assess and quantify the amount and breadth of real estate services being used and/or desired across the organization (Administration, Recreation, Environmental Stewardship, Community Outreach and Engagement, and Planning).	3/15/2014	8/29/2014	Measure complete
Identify resource needs to address the real estate services being desired. Determine if resources needs are short or long-term and propose a strategy for addressing the needs.	5/15/2014	12/15/2014	Measure complete
Present the proposed strategy to the Superintendent.	6/15/2014		Work is in progress. Assistant Superintendent Schroeder has discussed land management with the Superintendent, and these discussions are ongoing. The recently hired Real Property Administrator has revised and formatted the plan. Presentation to the Superintendent will take place in January 2017.

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

Division:	Strategic Planning	Comp Plan Goal:	Board Strategy Framework
Fiscal Year:	2013		
Manager:	Colleen O'Dell		

GOAL:

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	II.b.
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
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	12/31/2013	Community engagement plan is complete, Steering Committee has met 14 times. Survey received over 1300 respondents. Community outreach expected to be extended through December 2013 in order to allow for focus groups to be completed. Revised completion date: 12/31/2013
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		Due to enhanced community outreach and steering committee involvement, draft plan is now expected to be presented to the board for the 45-day comment period in early 2017. A graphic designer/communications professional is under contract to prepare a draft document.
Present the final plan to the board for approval.	9/1/2013		New target March 2017

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Athletics & Aquatics		Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016			
Manager: Mimi Kalb	Date of Last Revision: 12/31/2016		

GOAL:

Develop and implement a standardized tracking process and evaluation tool for Recreation and Environmental Stewardship volunteers to enhance their experience, give valuable feedback and allow MPRB to collect important data regarding volunteer impacts on the organization.	Volunteers make a vital difference to people, parks and the community.	B, 1, 3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Based on evaluation of currently used systems develop a proposed direction and timeline for tracking and receiving feedback from MPRB volunteers.	3/1/2016	3/1/2016	Evaluation document, direction and timeline were developed and vetted through a staff committee.
Work with Environmental Stewardship and IT to develop an online tracking process for volunteers to register for volunteer experiences and log hours.	5/1/2016	5/1/2016	An online volunteer application system was acquired and is currently being used in both volunteer areas to register for volunteer opportunities and have hours logged. Registration forms are available on MPRB website and GovDelivery.
Work with Environmental Stewardship and IT to develop an online evaluation survey tool for volunteers to give feedback on their experience.	5/1/2016	6/1/2016	Online evaluation survey was developed and launched using Survey Monkey.
Implement tracking and evaluation program productions including internal and external staff and volunteer testing and training.	10/30/2016	10/13/2016	Tracking process is complete. Staff and volunteers began to use the software and training is ongoing.
Prepare and implement launch of tracking and evaluations systems.	11/30/2016	11/30/2016	Tracking system is launched. Online evaluation tool was made available for volunteers on the athletics TeamSideline website.
Monitor, evaluate, and update as needed new tracking and evaluation systems based on user and staff feedback. Compile and share year-end report with Management staff and Board.	12/31/2016	12/31/2016	Tracking and evaluation systems are continuously being monitored. Adjustments to staff use are ongoing based on staff evaluation and feedback. Volunteer program evaluation feedback from volunteers is reviewed on an ongoing basis.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department: Rec Centers & Programs	Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016		
Manager: Larry Umphrey		
Date of Last Revision: 12/31/2016		

GOAL:

Develop and implement a procedure and evaluation tool for operations of Urban Teen Programming through a thorough evaluation of nationwide best practices, sampling of experiences, and input of stakeholders.	People play, learn, and develop a greater capacity to enjoy life; Parks provide a center for community living	B, 1, 2, 3, 4
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Form group of staff to lead the policy development.	3/31/2016	1/29/2016	Formed team with representatives from each service area.
Perform research on best practices for urban teen programming from other organizations across the country. Engage staff from various organizations and research through City Park Alliance, NRPA, and other professional organizations.	9/1/2016	10/1/2016	Research complete. Chicago, Denver, Dallas, and Oakland were points of research.
Write draft procedure for review based on research findings.	10/15/2016		Goal delayed due to staffing changes. New target date 1/31/17.
Present draft procedure to Assistant Superintendent.	10/30/2016		New target date 2/15/17.
Revise and infuse any suggestions or edits from Assistant Superintendent/ Executive Team.	11/30/2016		New target date 3/1/17.
Implement informational sessions for staff.	12/31/2016		New target date 4/1/17.

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department: Rec Centers & Programs	Comp Plan Goal:	Strategic Direction
Fiscal Year: 2015		
Manager: Larry Umphrey		
Date of Last Revision: 12/31/2016		

GOAL:

Develop and implement comprehensive Recreation Service Area Assessment to assure that facilities, programs and services align with community needs.	People connect through parks and recreation.	B, C & 3
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Create internal structure, including steering committee and work groups, to shape the assessment process and develop an RFP.	1/31/2015	11/3/2014	Completed on schedule
Issue an RFP and hire a consultant to structure the internal and external assessment components, lead internal staff in data gathering, provide analysis of the data, identify data-based potential options for recreation facilities, programs and staff, and other items as identified.	2/28/2015	1/1/2015	Completed on schedule
Create and implement a communications strategy to convey the recreation assessment goals, timeline, processes and internal and external engagement opportunities.	4/1/2015	7/13/2015	Timeline was extended due to the need to focus on racial equity. Steering committee worked with Voices for Racial Justice on this process. New target date July 1, 2015.
Gather and analyze internal information to create a recreation baseline and identify available resources.	5/1/2015	6/15/2015	Facility tours occurred the week of May 4th. New target date June 6, 2015.
Conduct community outreach, utilizing recreation and community engagement staff, to determine community needs and wants.	7/1/2015	10/15/2015	Timeline was extended due to the need to focus on racial equity and maintain an alignment with the Closing the Gap project community engagement efforts. New target date October 15, 2015.
Analyze data to create packages of potential options for recreation that best serve the community and optimize MPRB resources. Present options to internal and external audiences for comment. Present recommended options to MPRB Board.	9/1/2015		Timeline extended to assure authentic community engagement. Second extension to focus on racial equity. Third extension to shift project leadership from consultant team to MPRB staff. New target date September 20, 2017.

**Minneapolis Parks and Recreation Board
2014 Goals & Performance Measures**

Department: Rec Centers & Programs	Date of Last Revision: 12/31/2016	Comp Plan Goal:	Board Strategy Framework
Fiscal Year: 2014			
Manager: Larry Umphrey			

GOAL:

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
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PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Review / assess the work of previous scholarship committees, combined with current best practices of park and recreation agencies to help determine primary components to include in the new scholarship program.	1/30/2014	2/1/2014	Assessed and reviewed previous work. Reviewed practices of other agencies.
Examine and evaluate fee waiver usage in 2013 and 2014 to estimate approximate and reasonable projection of future scholarship use.	2/28/2014	3/1/2014	Placed values on fee waivers and estimated future needs.
Complete draft of proposed scholarship program, including staff and community processes for implementation and use of new scholarship program. During program development gather feedback as part of vetting process of program development.	3/31/2014	4/1/2014	Received feedback, document is being revised for presentation to Board of Commissioners. Funding source secured for 2017.
Present update to Superintendent including plan for sustainability	10/30/2016		New target date 1/31/17.
Launch new scholarship program, along with training schedule/tutorial materials and promote program through internal and external communications.	11/30/2016		New target date 3/31/17.

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Division: Youth Development		Comp Plan Goal:	Strategic Direction
Fiscal Year: 2016			
Manager: Heidi Pope	Date of Last Revision: 12/31/2016		

GOAL:			
Develop, implement, and evaluate therapeutic recreation standards for programs and services to ensure that park users' current and future interests and needs are met.		Residents, visitors and workers enjoy opportunities to improve health and fitness.	B, 1, 2, 3, 4

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Therapeutic Recreation Specialist coordinates and facilitates meetings with staff to obtain input on service and training needs, challenges and successes.	4/30/2016	8/31/2016	The position was filled as of April 4, 2016, so goals for this area were moved back. Staff attended Service Area meetings and meetings with staff at recreation centers. Completed.
Develop, implement, and evaluate therapeutic recreation standards for programs and services to ensure that park users' current and future interests and needs are met.	6/30/2016	9/30/2016	Staff met with parents/guardians to obtain input and ideas. Completed.
Based on internal and external input, develop inclusion standards for recreation programs and services; train Recreation Division staff on the standards.	9/30/2016	12/30/2016	Draft is completed. Training will be scheduled as part of overall Standards review (currently in review process). Date changed to 3/30/2017
Evaluate 20% of the programs and services using inclusion services based on the standards and work with staff to modify their programs to reflect the standards and best practices in therapeutic recreation program and service delivery.	12/30/2016		Revised target date 3/20/17

**Minneapolis Parks and Recreation Board
2016 Goals & Performance Measures**

Department:	Golf Operations	Comp Plan Goal:	Strategic Direction
Fiscal Year:	2016		
Manager:	Larry Umphrey		
Date of Last Revision:	12/31/2016		

GOAL:			
Develop Turf Grass Equipment Replacement Plan and Provide New Equipment to Golf Courses for 2016 Season		Financially Independent and Sustainable Parks Prosper	A, 2

PERFORMANCE MEASURES:	Target Date	Completion Date	Results
Review turf grass equipment fleet with each foreman. Get prioritization on replacing pieces based on age and need.	1/5/2016	3/28/2016	These reviews included reducing a possible purchase from \$1.1 million down to \$400,000 and have sparked the need to look at a possible lease to obtain more needed equipment than a purchase would provide.
Obtain purchase costs and lease costs for comparison.	4/12/2016	5/2/2016	Obtained lease and purchase pricing from Toro and had golf course foreman prioritize replacements and submitted possible lease program to renew fleet over the next 4 to 5 years to finance.
Meet with Park Board Asset Management staff to discover what funding options are available and figure out if purchase or lease is best scenario.	5/19/2016	5/10/2016	Met with Park Board Finance Department staff and developed possible lease scenario
Make final decision on pieces to purchase/lease and execute proper steps to purchase or lease.	10/30/2016	6/18/2016	Delayed until 1/31/2017 due to golf going back into the equipment shop.
Develop multi-year replacement plan going forward for 2017-2021.	11/30/2016	Ongoing	Delayed until 3/31/2017. New Director of Golf, along with course foreman and Equipment Shop Supervisor will develop plan.
Purchase new equipment at each golf course for 2016 season use.	12/31/2016	Ongoing	Delayed until 4/15/2017. Equipment will be purchased for the 2017 season. \$790,000 is budgeted.

**Minneapolis Parks and Recreation Board
2015 Goals & Performance Measures**

Department: Golf Operations
Fiscal Year: 2015
Manager: Larry Umphrey

Date of Last Revision: 12/31/2016

Comp Plan Goal:

Strategic Direction

GOAL:

Plan, develop and coordinate flood recovery plan for Hiawatha and Meadowbrook golf courses.

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

B, C, 2, 3 & 4

PERFORMANCE MEASURES:

	Target Date	Completion Date	Results
Research and hire project manager to organize FEMA documentation and facilitate construction. Hire golf course architect to write construction specifications. Work with project manager and architect to coordinate bid specifications.	1/31/2015	2/1/2015	FEMA has allocated \$1M for Hiawatha and \$1.1M for Meadowbrook. We asked for more and received an additional \$186,000 for Hiawatha and \$26,000 for Meadowbrook. An Appeal Letter will be officially delivered to FEMA to request additional dollars by August 25th. FEMA has 90 days to respond.
Hold a series of community meetings to share and discuss projects and project timelines. Keep community, staff and Board updated on project status.	On-going	2/15/2016	Meadowbrook community meetings for design phase are complete. Hiawatha meetings will begin in September with Open House introducing first 3 scenarios for restoration. Open House Meeting was held but the scenarios were not introduced because of ground water pumping issues at Hiawatha. This is on hold till Barr engineering report is finalized sometime January/February 2016.
Complete bid specifications and prepare documents for bid process following City purchasing guidelines.	2/28/2015	4/28/2016	Low bid from Mid-America Golf has been received. An award recommendation and explanation of alternates will be complete before May 9th the Bid Award date.
Complete board action for contract approval. Organize with project manager preconstruction meetings and course operation coordination where applicable, including coordination with internal operations and external partners as appropriate.	10/30/2016	5/9/2016	Construction bids were rejected. Unable to fund project and restoration of course at that financial level.
Construction oversight and monitoring	11/30/2016	ongoing	Smaller scale restoration to return course to pre-flood conditions per FEMA specs is ongoing. It involves seed bed prep, regrassing, bunker restoration, cart path restoration all to prepare course for a spring 2017 reopening. In Fall 2016 regrassing and seed bed prep was completed. Cart path and bunker restoration bids are due on January 24, 2017.
Construction work completed. Update community and Board.	6/15/2017		Anticipating Summer 2017 reopening.



**Minneapolis
Park & Recreation Board**