



City Coordinator's Office

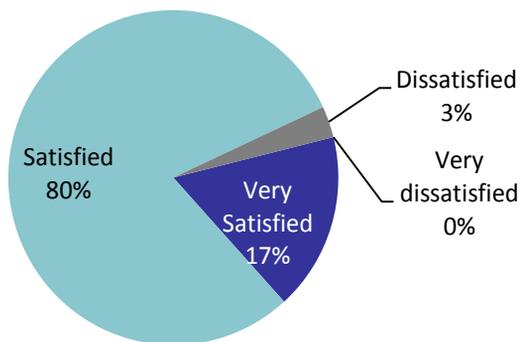
July 9, 2013

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| Being involved in the breadth of the work of the City, the City Coordinator’s Office has elected to organize this report by our City goals. For each goal, we have identified one or two main measures followed by supporting measures. A * is used to indicate those measures where our office has a more direct role in impacting the measure. | |
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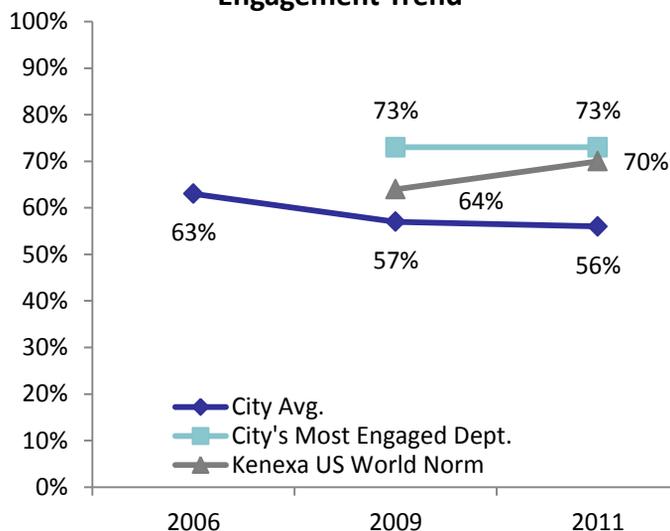
2012 Residents' Overall Satisfaction with City Services



Note: New question in 2012

Source: 2012 Minneapolis Resident Survey

City of Minneapolis Employee Engagement Trend



Why are these measures important?

The City Coordinator's Office plays an important role in overall City operations and the achievement of all six City goals. This work is done in multiple ways, both directly and indirectly. The City Coordinator's Office oversees the Assistant City Coordinator (ACC) Departments (Finance, HR, IT, Communications, Intergovernmental Relations, 311, 911, Emergency Management, Convention Center, Neighborhood & Community Relations and Convention Center), some of which provide direct services to City residents, and others which provide the City's key management support functions. The Office directly administers a few enterprise programs, specifically sustainability, results management and arts, culture & creative economy. In addition, one of the key responsibilities of the City Coordinator is to establish the City's management system. Through this work, which includes strategic and business planning and the City's performance measurement accountability program, *Results Minneapolis*, the City Coordinator's office helps shape the future direction and monitors progress of all City departments and the City as a whole.

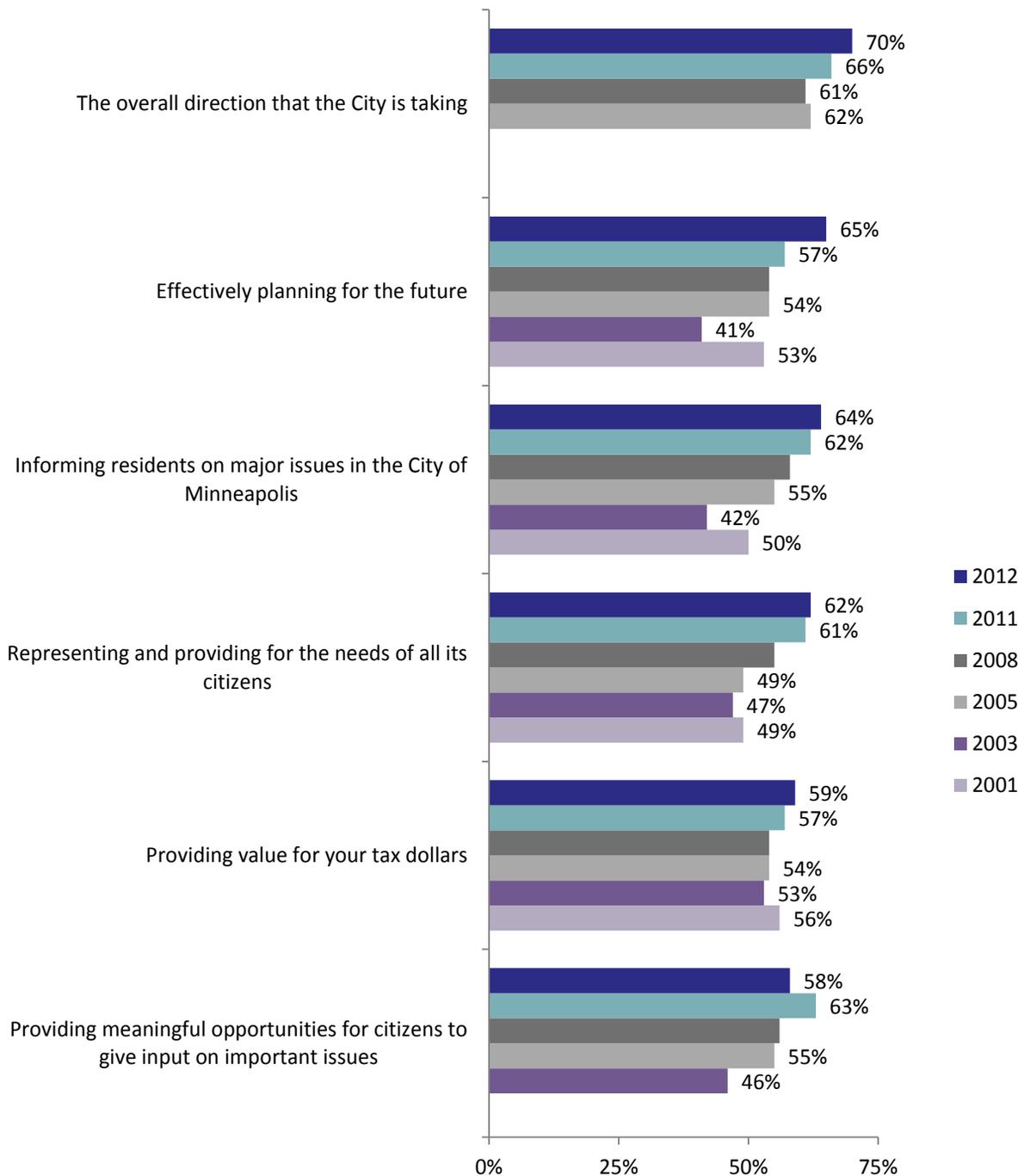
The measures on the following pages provide a broad indication of satisfaction with the work of the City of Minneapolis and City Coordinator's office in three ways: resident overall perceptions (pp. 4), department perceptions of management support departments (pp. 5) and department perceptions of City Coordinator Office programs (pp. 6).

What will it take to make progress?

Given the City Coordinator's unique and critical role in the City's governance structure, progress will require continued day-to-day management of operations where the Office has direct responsibility. Equally as important is the ongoing development and use of a City management system that drives improved performance and focus. In addition, the City Coordinator's Office has been actively working to institutionalize the values of continuous improvement and results focus across the City enterprise. By living out these values, we not only expect the City's daily operations to improve but, over time, the ultimate achievement of the City goals.

Additional Data on Next Page...

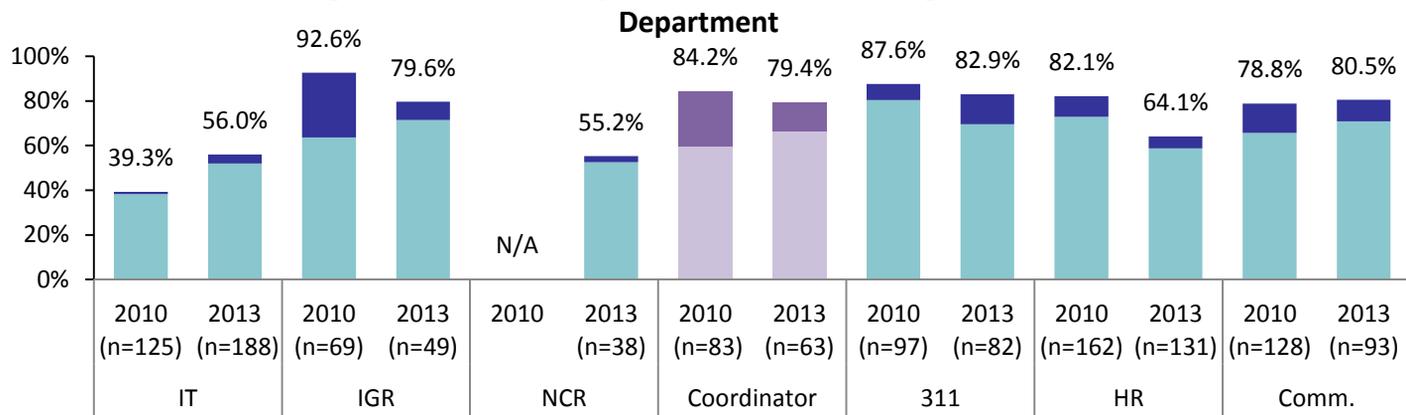
Minneapolis Resident's Rating of City Government



Notes:

- 1) Percent of residents responding "good" or "very good" when asked the following question: "How would you rate the Minneapolis City government on..."
 - 2) Question wording differed between survey years. In 2003 and 2001, "Informing residents on major issues in the City of Minneapolis" was worded "Minneapolis City government on communication with its citizens"
- Source: 2012 Minneapolis Resident Survey

Percent Agreement on ACC Departments Understanding Needs of Customer



Note: The Finance Department did not include this question.

Source: 2012 Coordinator's Management Services Survey

Agree Strongly Agree

Percent Agreement on ACC Departments Helping Customer Departments Accomplish

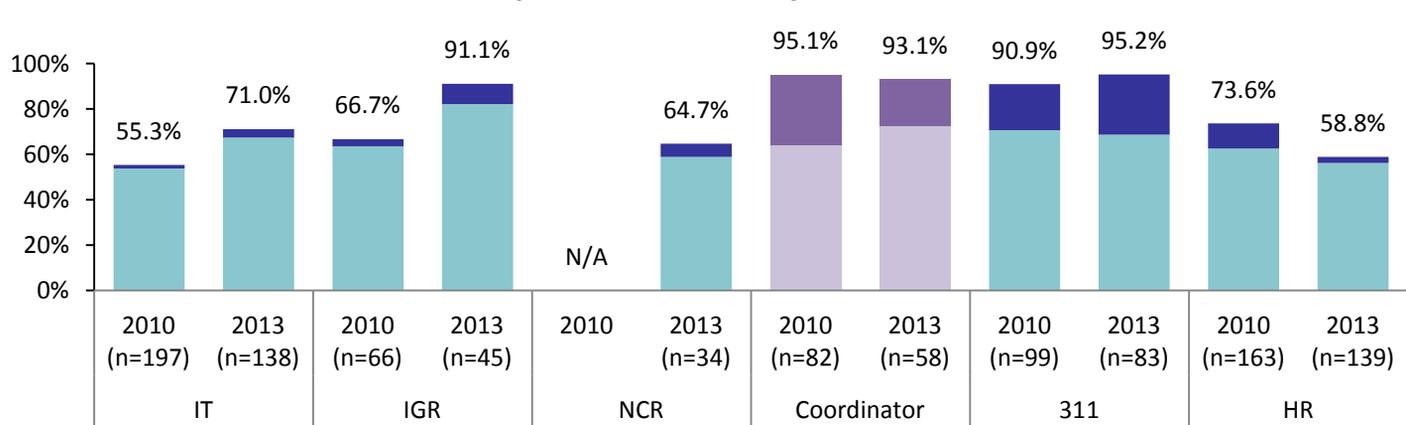


Note: The Finance Department did not include this question.

Source: 2012 Coordinator's Management Services Survey

Agree Strongly Agree

Percent Agreement on ACC Departments Providing Services to Customer Departments in a Timely Manner

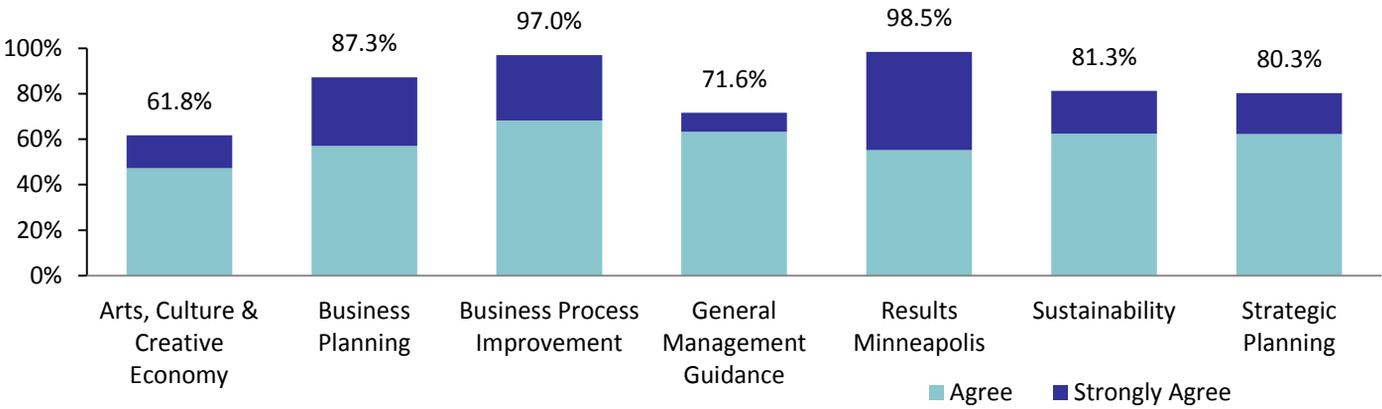


Note: The Finance Department and Communications did not include this question.

Source: 2012 Coordinator's Management Services Survey

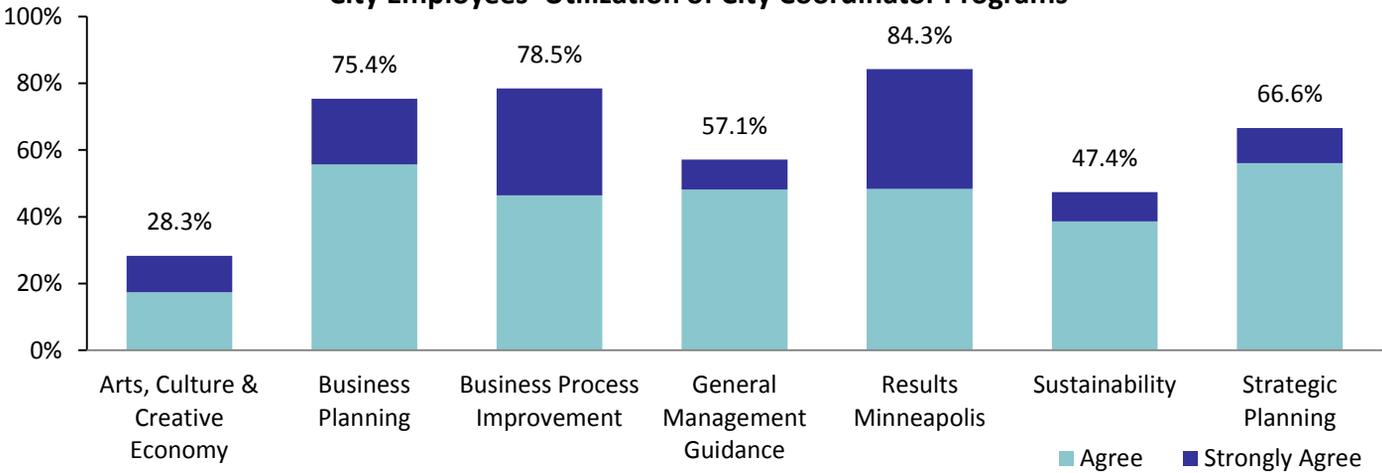
Agree Strongly Agree

City Employees' Awareness of City Coordinator Programs



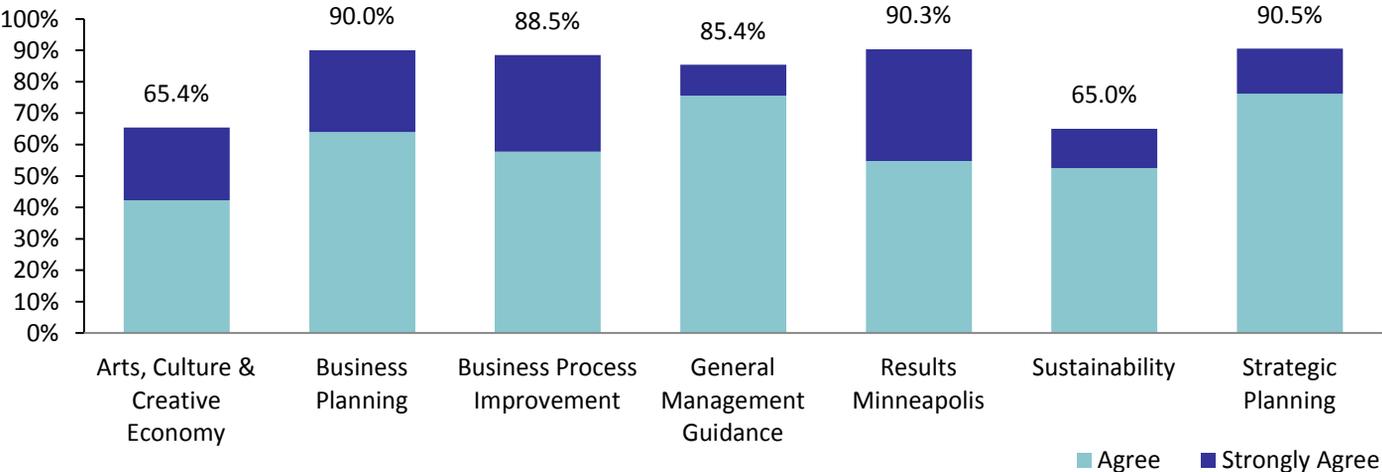
Note: Employees were asked the following question: "I am Aware of the Services the Following Programs Provide."
 Source: 2012 Coordinator Management Services Survey

City Employees' Utilization of City Coordinator Programs



Note: Employees were asked the following question: "I Utilize the Services the Following Programs Provide."
 Source: 2012 Coordinator Management Services Survey

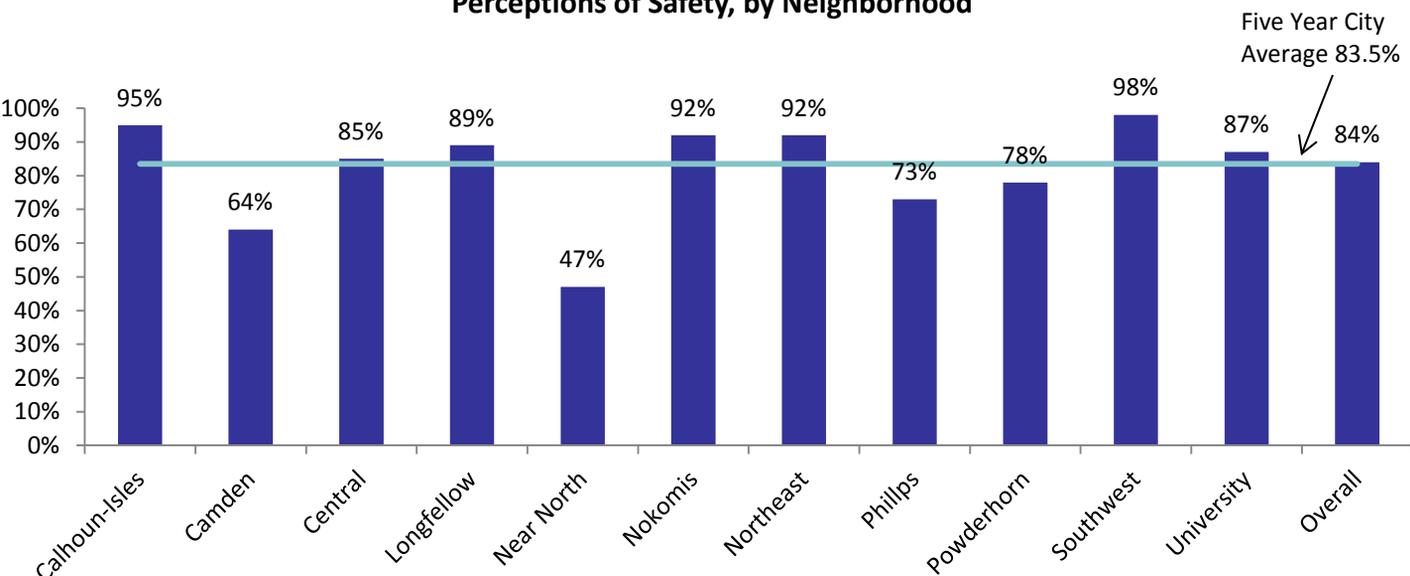
City Employees' Satisfaction with Assistance from City Coordinator Programs



Note: Employees were asked the following question: "Overall, I Receive Quality Assistance When Utilizing the Services Provided by the Following Programs."
 Source: 2012 Coordinator Management Services Survey

Additional Data on Next Page...

Perceptions of Safety, by Neighborhood



Note: The above graph shows the percent of residents who “Agree” or “strongly Agree” with the statement “My neighborhood is a safe place to Live.”

Source: 2012 Minneapolis Resident Survey

Why is this measure important?

The City goal “A Safe Place to Call Home” has many dimensions. Broadly speaking, progress on this goal can be evaluated based on residents’ perception of feeling their neighborhood is a safe place to live. Eighty-five percent of residents agreed or strongly agreed with the statement “my neighborhood is a safe place to live” in 2012, whereas only 82 percent agreed in 2001. Closely related to this bellwether measure is the data on overall and violent crimes rates, found on the next page.

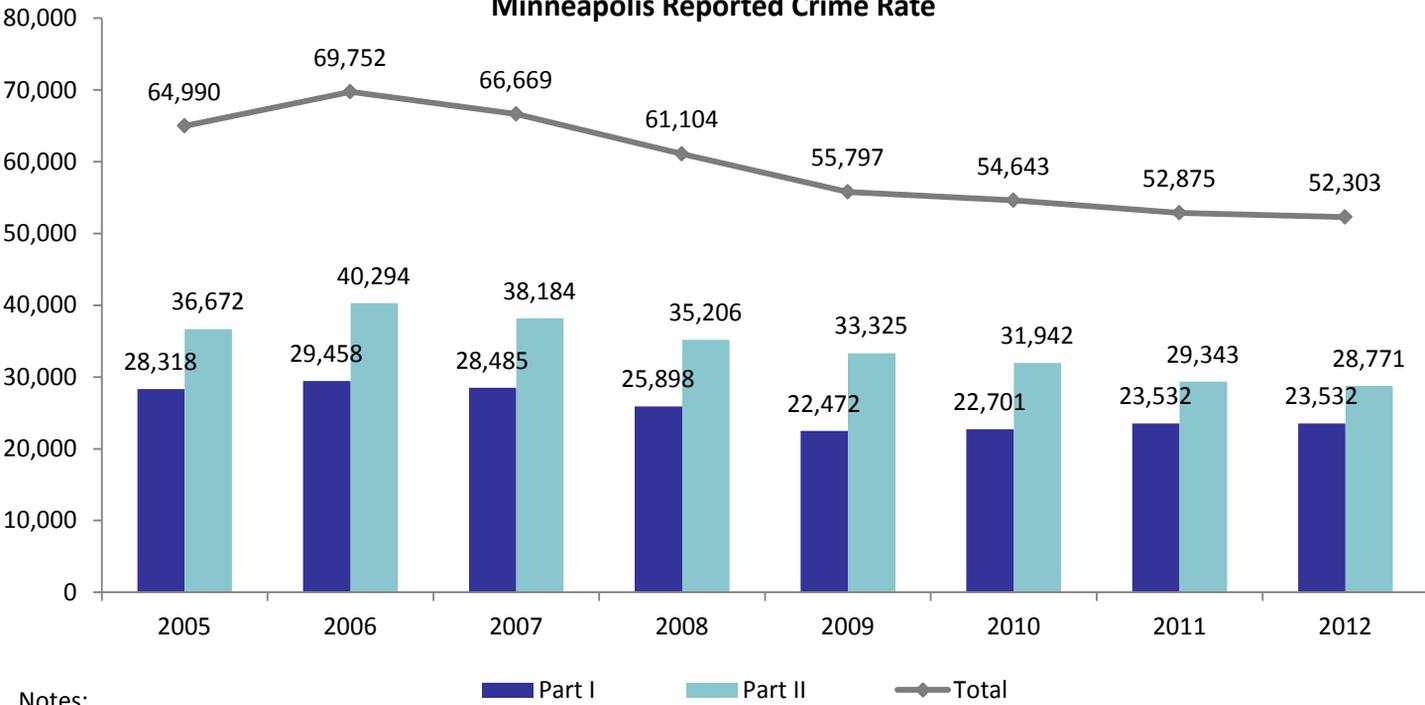
While the City Coordinator’s Office has an indirect role in impacting these key outcome measures, the Office has had a more direct role in working with City departments and City partners in the area of youth violence.

What will it take to make progress?

As can be seen by the data, the City has made tremendous progress on driving down crime; that said, residents’ perception of safety has only modestly risen and in some areas of the City is still far too low. Continued progress in this area is dependent upon maintaining our gains to date, while continuing to focus and support the individuals and geographic areas of the City in need of the greatest intervention. The City Coordinator’s Office’s work on efforts such as the City’s Youth Cabinet and City’s project on Youth Violence Prevention project as well as broader community efforts such as NAZ (Northside Achievement Zone) and Youth Coordinating Board’s Call to Action will be instrumental in continuing to make progress on youth violence.

Additional Data on Next Page...

Minneapolis Reported Crime Rate

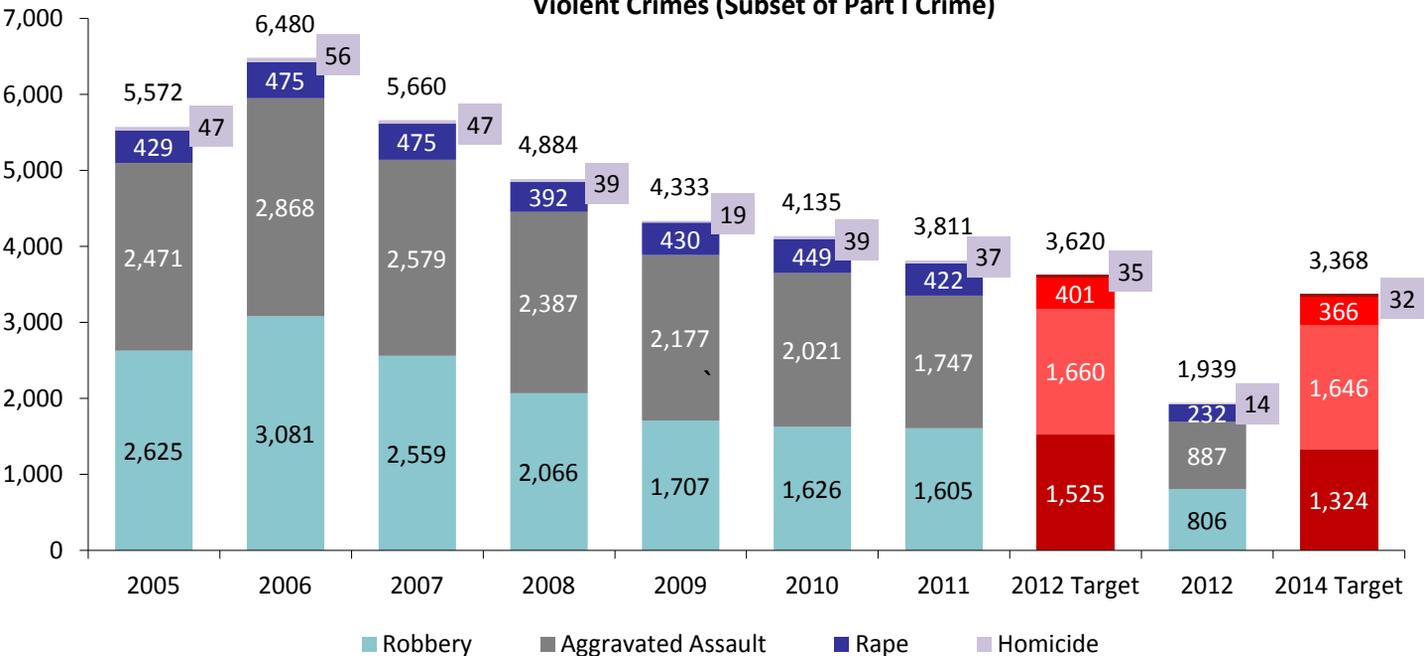


Notes:

- 1) Part I crimes are the eight serious crimes including homicide, rape, aggravated assault, burglary, robbery, auto theft, theft and arson. All major cities report these measures to the Federal Bureau of Investigation (FBI).
- 2) Part II crimes include the following crime categories: simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy and weapons offenses.

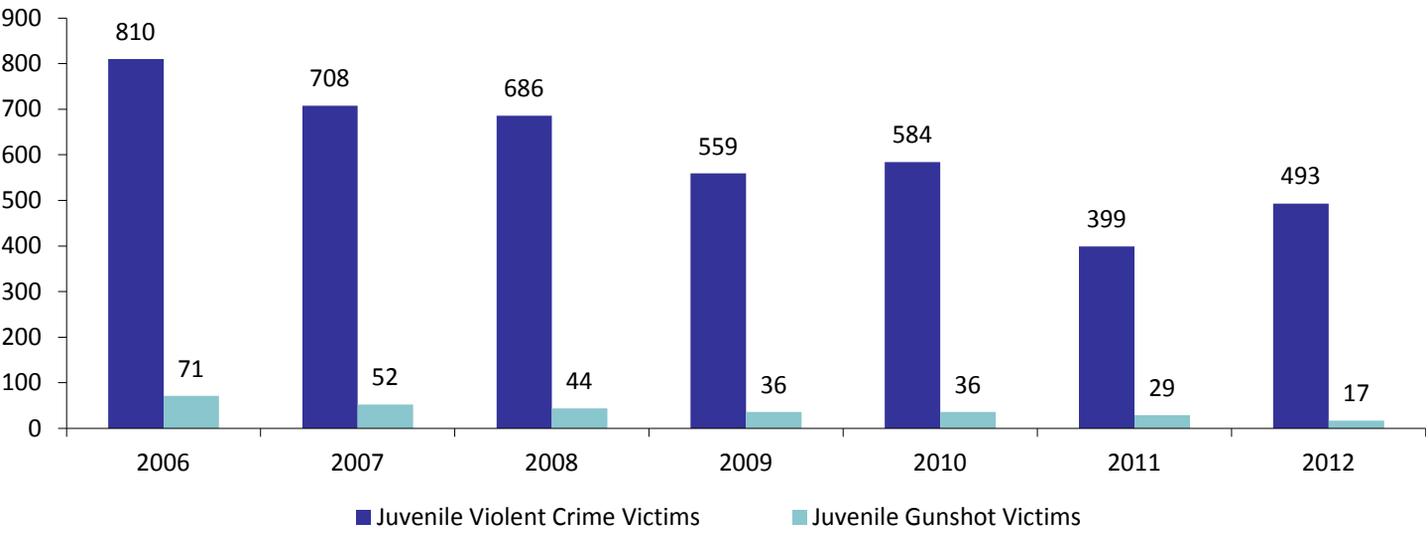
Source: Minneapolis Police Department; Uniform Crime Report Summary

Violent Crimes (Subset of Part I Crime)

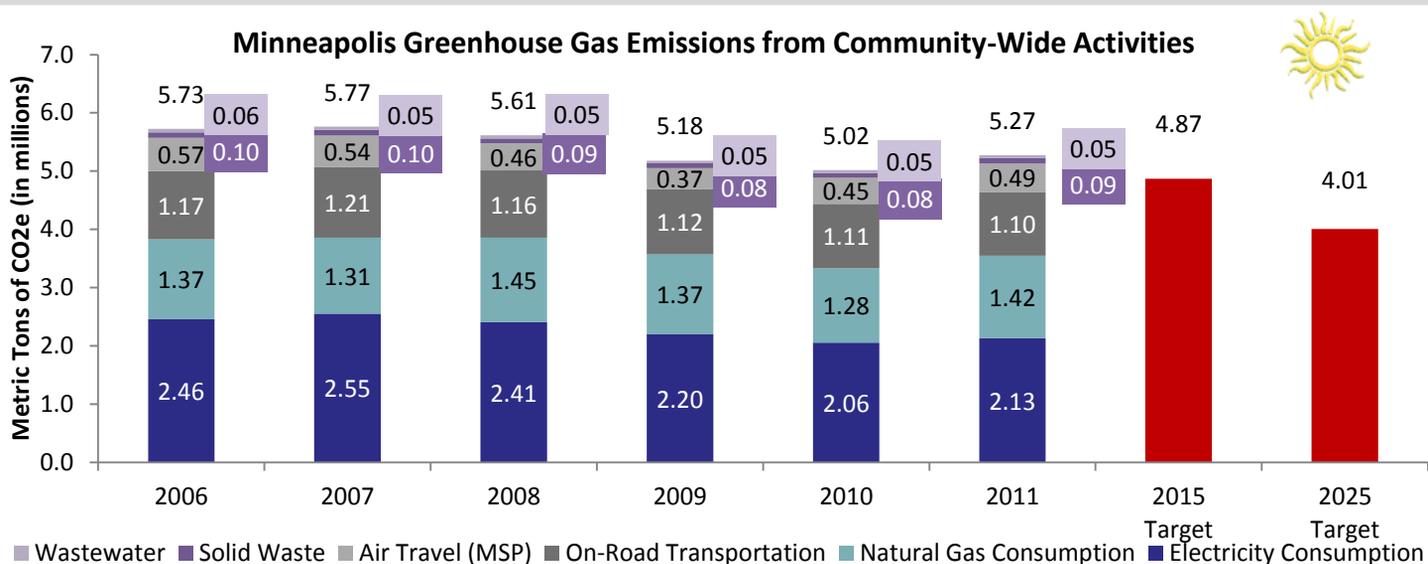


Source: Minneapolis Police Department

Juvenile Violent Crime Victims and Gunshot Victims



Source: Data Juvenile Gunshot Victim: CAPRS - Major or Minor Gunshot Victim (SQL query) includes event age and victim role.



Target: Reduce citywide greenhouse gas emissions 15 percent by 2015, and 30 percent by 2025 using 2006 as a baseline.

Source: City Coordinator's Office

Why are these measures important?

In an effort to make progress on the City of Minneapolis' goal: "Eco-Focused," the Sustainability program within the City Coordinator's Office provides leadership in achieving the City's 26 Sustainability Indicators. The Sustainability Office is responsible for monitoring the 50+ related numerical targets that gauge the successes and challenges in making Minneapolis a healthy, thriving and equitable home for current residents and future generations. Although the true success of the City's "Eco-Focused" goal can only be gaged in a variety of ways, a bellwether of the goal is reduction of greenhouse gas (GHG) emissions.

The City Council has adopted aggressive targets to reduce Minneapolis' contribution to global climate change: a 15 percent reduction by 2015 and a 30 percent reduction by 2025, both below 2006 levels. Realizing the importance of energy use and emissions impacts of the government enterprise, the Council has also adopted a target for municipal operations: to reduce GHG emissions from municipal operations by 1.5 percent annually.

Although sustainability is the responsibility of all departments, the Sustainability Office is responsible for monitoring GHG emissions as well as renewable energy projects and tree canopy throughout the city. These activities directly influence the above measure. In the face of climate change and harmful pollution levels created by our current energy consumption, it is critical to use more renewable energy, including solar, wind, biomass and hydropower. Renewable energy contributes to energy security, stable energy pricing, climate change solutions and green jobs.

Our urban forest cleans the air, shelters wildlife, reduces storm water runoff, reduces the urban heat island effect, reduces cooling and heating costs for our homes, provides us with food and makes our city more beautiful. Protecting our urban forest is a challenge, with climate change, insects, disease and construction often killing more trees than we plant. A new threat is the emerald ash borer (EAB), an invasive beetle that kills ash trees, discovered in the city in 2010 with two other recently confirmed sites in the city. With nothing proven to stop it, emerald ash borer is poised to destroy 22 percent of all trees in Minneapolis (there are approximately 175,000 ash trees on private property and 38,000 on public property, including parks and streets).

What will it take to achieve these goals?

Between 2006 and 2011, city-wide GHG emissions fell eight percent. A substantial portion of this decline was due to Xcel Energy providing electricity generated from cleaner sources, such as wind and natural gas. Overall trends in electricity usage show a downward trend, similarly the number of vehicle miles traveled in the city also shows a downward trend. On-road vehicles are becoming more fuel efficient.

Future changes in Xcel's generation mix are not likely to be adequate to meet Minneapolis' climate goals, as they are projected to change slowly after 2015. Meeting the goals for citywide emissions reductions will mean taking significant action on energy efficiency, renewable energy deployment, transportation mode shifts and waste reduction and recycling. The Climate Action Plan, which has been under development for the past year, identifies a number of strategies that can be pursued to move Minneapolis toward these goals.

In the areas directly monitored by our office, there are a number of actionable items. Rapidly declining prices for improved solar technologies along with reduced and streamlined permitting in the City are bringing increasing amounts of solar energy into the mainstream. However, cheap natural gas prices, short term financial incentives by the utilities and outdated clean energy policies at the State level are hindering wide scale solar increases. The legislature and Minnesota Public Utilities Commission need to develop a more sustainable energy policy and regulatory framework in order to drive down costs and make it easier to install solar and wind for large and small systems alike. To reach the 1000 kW renewable goal on City-owned facilities an additional 186 kW of solar will be needed at an estimated cost of \$700,000 in capital expenses under the state's current energy policy.

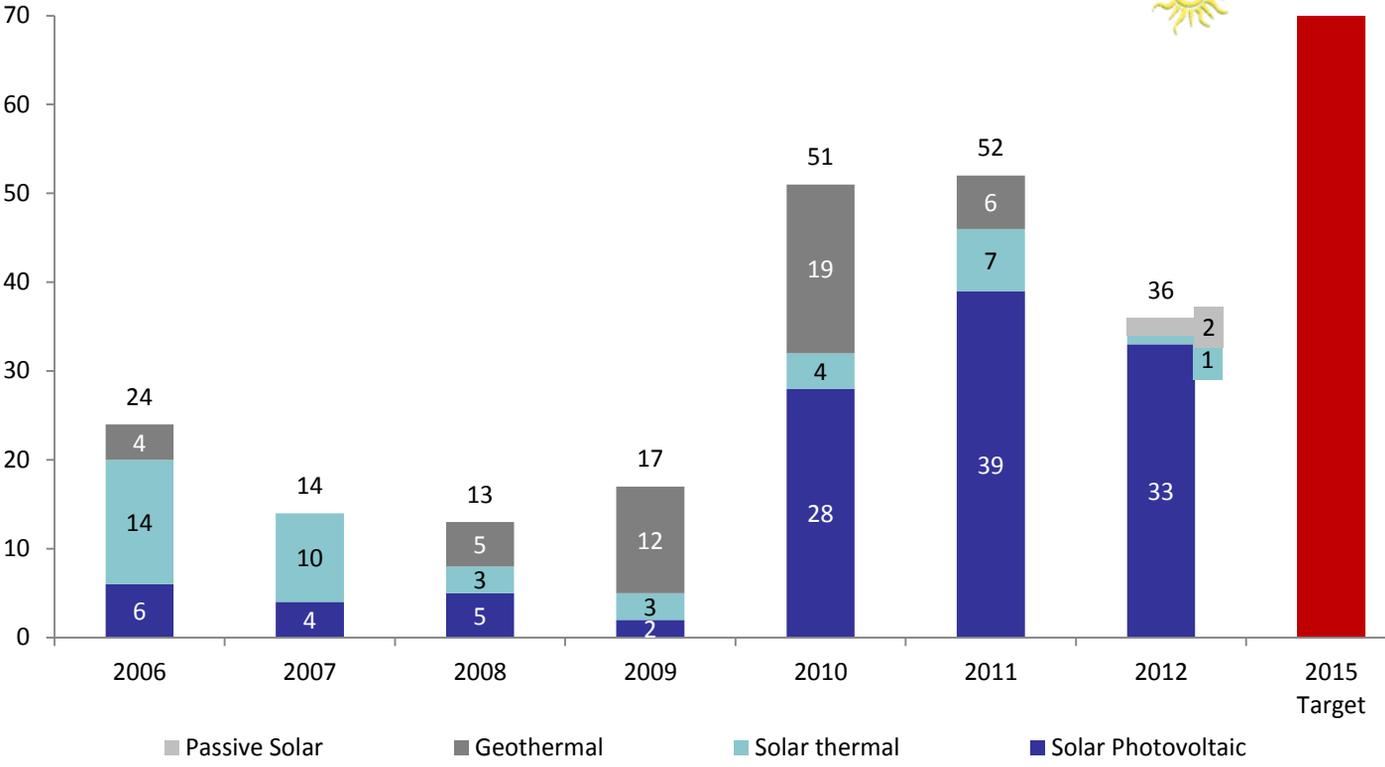
In 2012, the Minneapolis Park and Recreation Board (MPRB) planted over 5,500 trees. Since 2006, the MPRB has planted an average of 4,500 trees per year for a total of more than 31,000 trees along streets and in parks. Even with these public plantings, however, there has still been a net loss of almost 1,500 public trees in the city over the past seven years. In response, the City has helped property owners plant almost 9,000 trees on private land since 2006 through the CityTrees program.

In order to avoid a crisis situation, the Minneapolis Tree Advisory Committee is recommending that the MPRB begin removing 5,000 ash trees per year, starting in 2013. These will include smaller and less healthy trees, trees under power lines, and up to one-fifth of the trees on any residential block. With such drastic removals, there will be a need to reinforce investment in tree plantings with a commitment to increased watering. The City will need to continue to plant at least 5,000 new public trees per year with an emphasis on large tree species and increased diversity.

Using the Downtown Council's newly formed Tree Subcommittee as an example, we need to emphasize the desire for public/private partnerships for all of the priorities identified above. This group uses private funding for trees in the North Minneapolis tornado area and the Longfellow program to get trees planted on private property that is just getting underway. Finally, outreach and education for property owners on proper tree planting and maintenance techniques is essential to maintaining a healthy tree canopy.

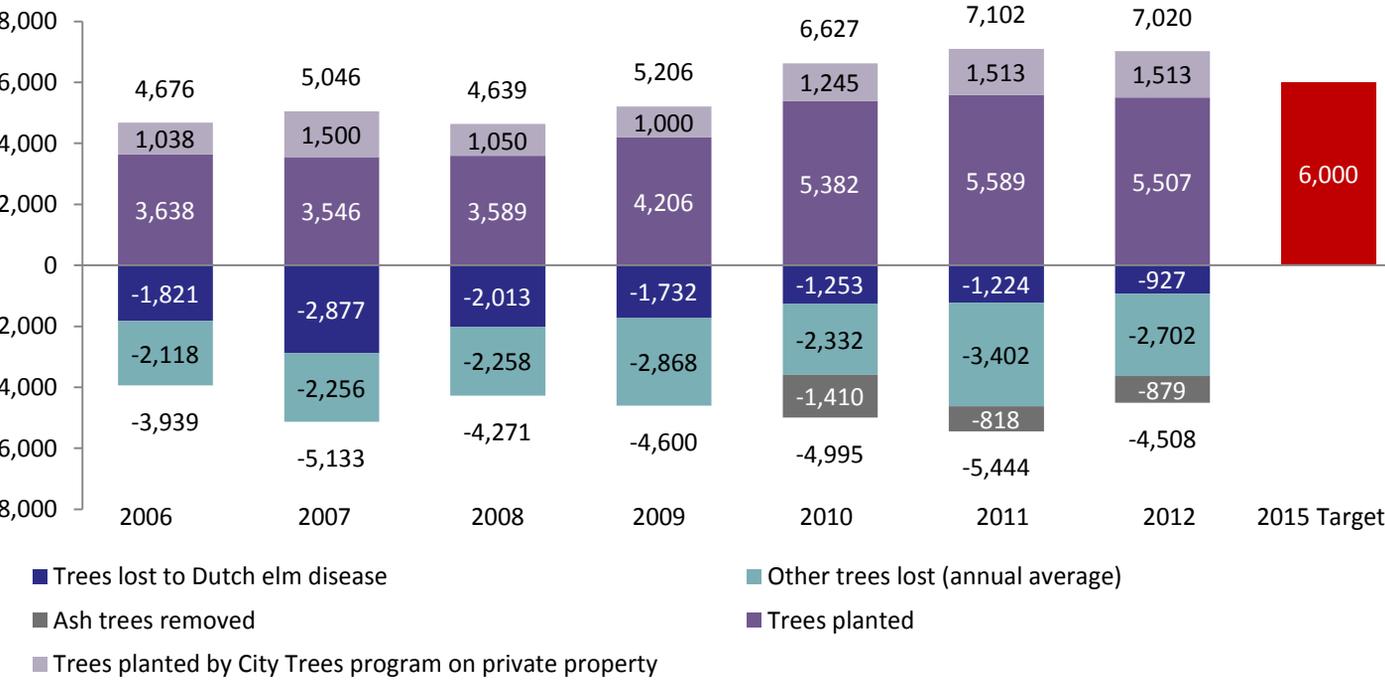
Data on Next Page...

Number of Renewable Energy Projects



Source: City Coordinator's Office

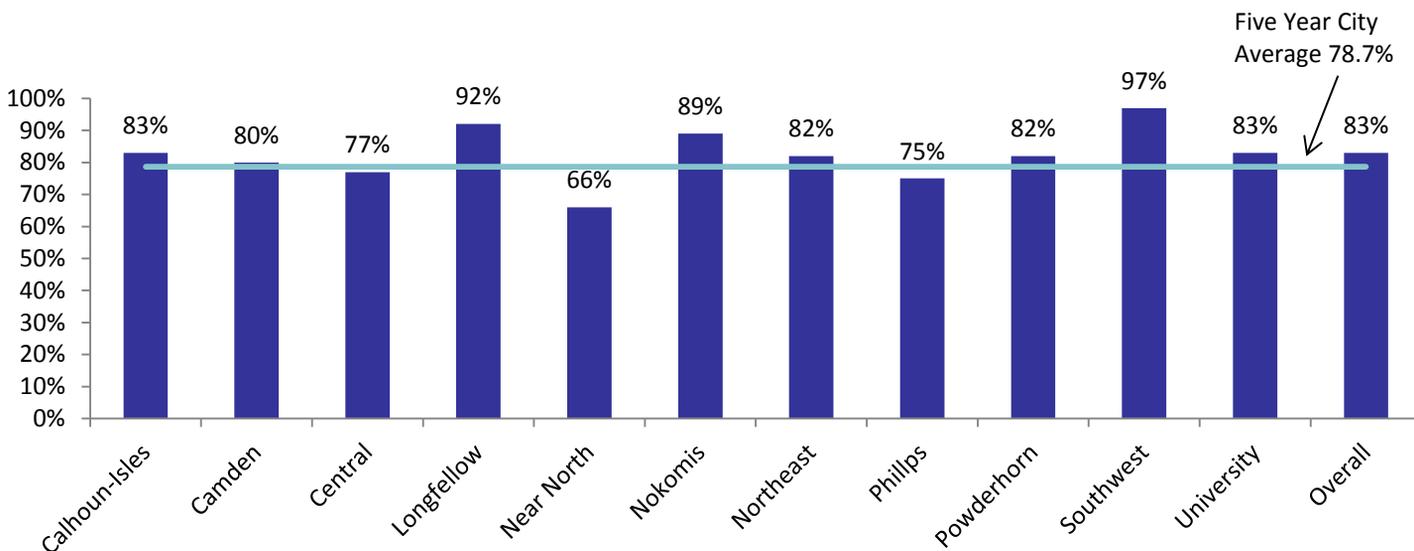
Trees Lost and Trees Planted on Boulevards and in Public Parks



Target: Plant at least 6,000 trees on public land annually by 2015.

Source: Minneapolis Park & Recreation Board

Sense of Community Among Minneapolis Residents



Note: The above graph shows the percent of residents who “Agree” or “strongly Agree” with the statement “People in my neighborhood look out for one another.”

Source: 2012 Minneapolis Resident Survey

Why are these measures important?

While the City of Minneapolis’ demographic shifts are changing in significant ways - the City is increasingly racially/ethnically diverse, baby boomers are beginning to retire and the City’s foreign born population is growing - there continues to be a deeply held aspiration that all residents experience prosperity, well-being and live in a community free from discrimination. The City goal “Many People, One Minneapolis” is focused on achieving this aspiration.

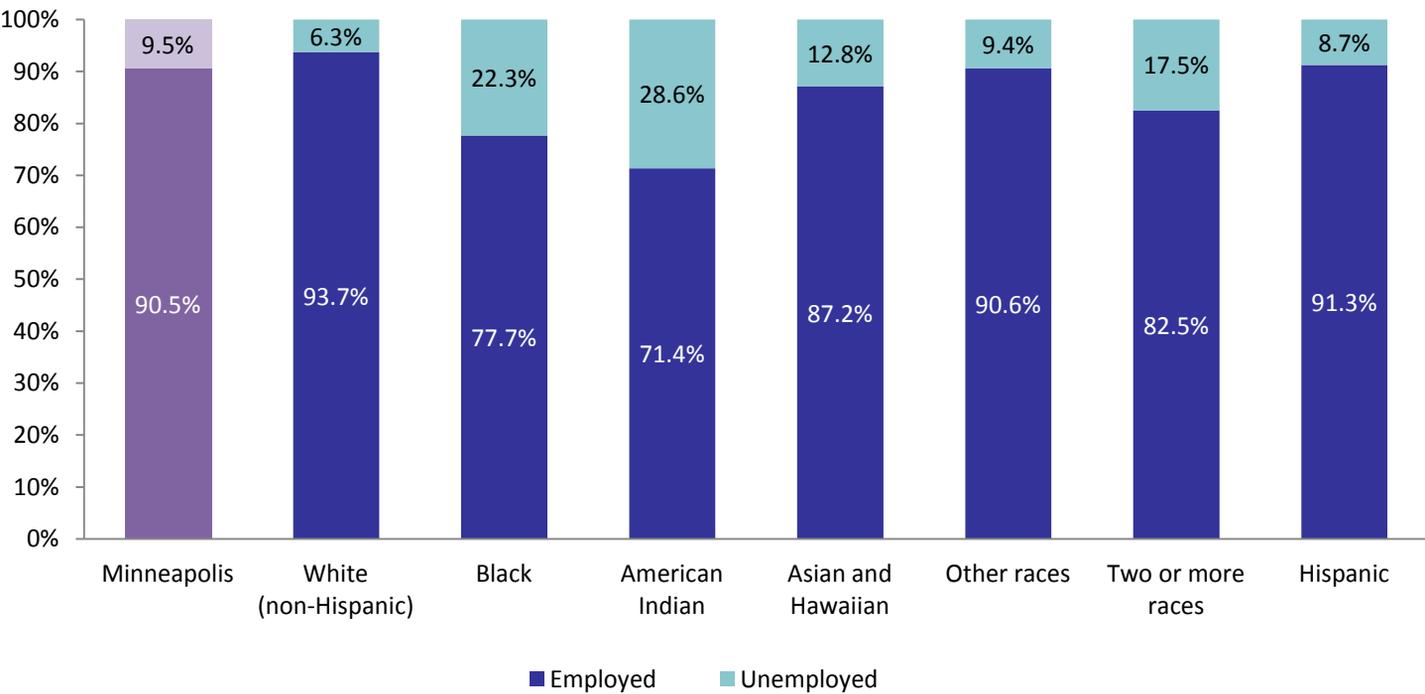
The City Coordinator’s Office’s works toward this goal primarily through partnerships with departments such as Civil Rights, Human Resources, Finance and Neighborhood & Community Relations to champion enterprise and community efforts (ex. Hello Neighbor program, Equity Toolkit, Urban Scholars, procurement and hiring). In addition, the Office’s role in City and department planning work as well as the *Results Minneapolis* program provides opportunities to ensure departments are actively planning for and making progress on areas related to this goal. From 2001 to 2012, there has been an eight percent increase in the number of people who believe their neighbors look out for one another, 75 percent in 2001 and 83 percent in 2012.

What will it take to make progress?

Progress on this goal is mixed, especially considering the concerning and persistent challenges in disparities between whites and non-whites. The City and the Coordinator’s Office is currently involved in a variety of efforts focused on addressing education, employment and housing gaps. The Coordinator’s office is also actively involved in supporting work around the development of an Equity Toolkit to help embed an equity lens in City decision-making. Additionally, through the leadership of the Finance and Human Resources departments, the City is actively working to be more conscious of the equity impacts of decisions around procurement and hiring.

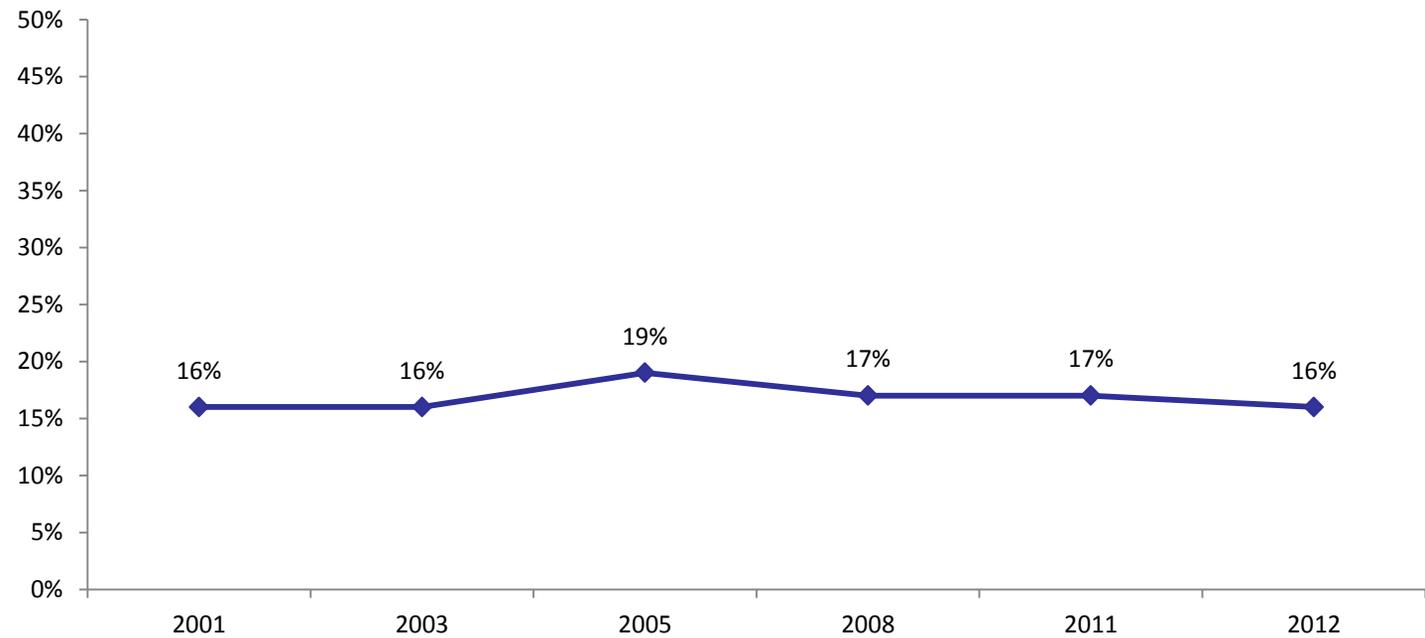
Related to the disparities issues, the City, led by the Neighborhood and Community Relations department, is working hard to make Minneapolis as inclusive as possible. Making Minneapolis a welcoming environment for new arrivals from the United States or other countries is critical to the City’s interest in continued growth.

Percent of Employment and Unemployment by Race and Ethnicity (Population 16 years and older) 2007-2011



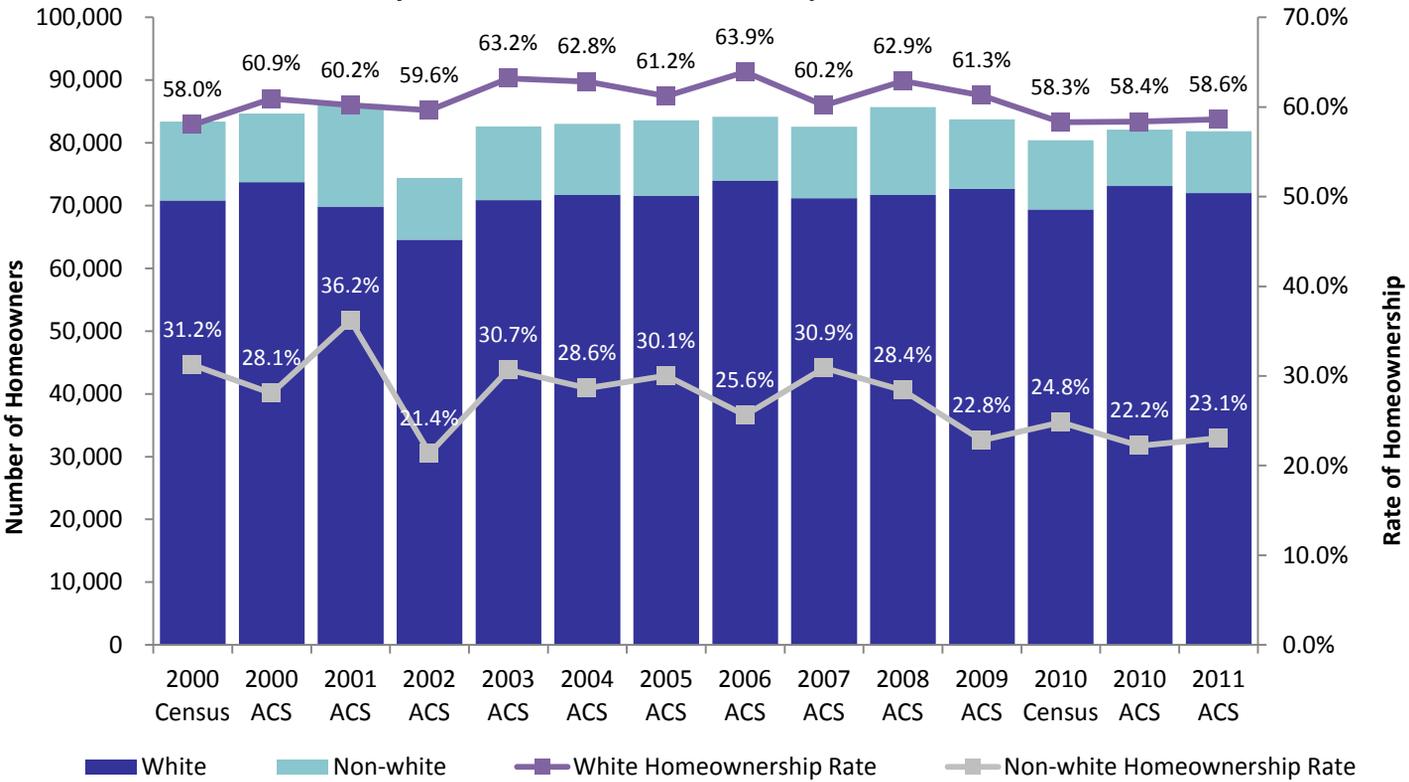
Note: The charts above are based on a five year average. As a result the numbers will differ from those based on other data sources.
Source: American Community Survey 2007-2011

Discrimination in Minneapolis



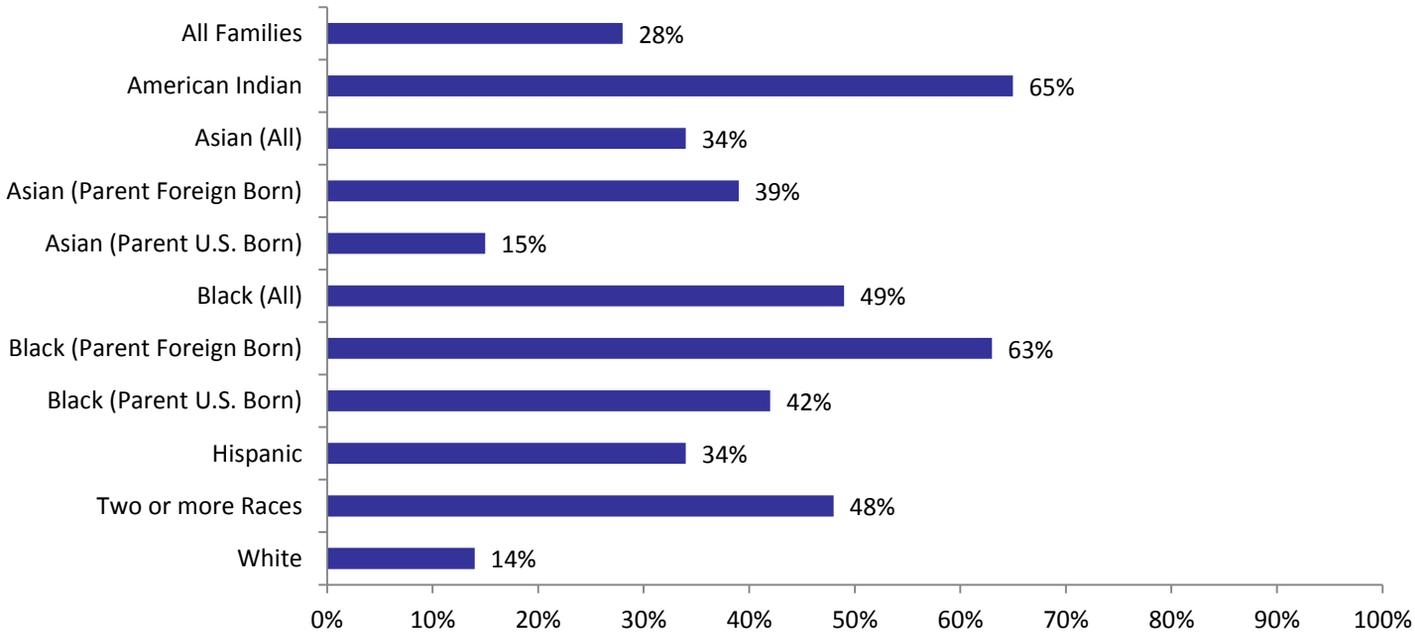
Note: Those responding "yes" to the question: "During the past 12 months, have you, yourself experienced any type of discrimination in Minneapolis?"
Source: 2012 Minneapolis Resident Survey

Number of and Percentage Rate of Homeownership (Owner Occupied) by White and Non-white Minneapolis Households



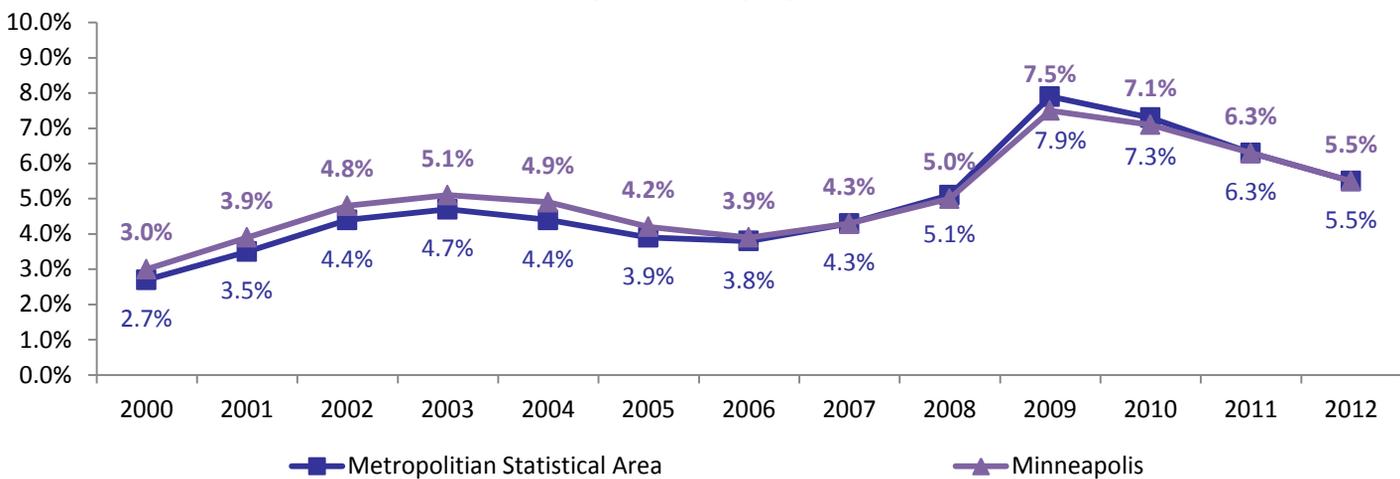
Source: 2000 & 2010 Census, 2000-2011 American Community Survey 1-Year Estimates

Families in Poverty, By Race/Ethnicity and Parents' Nativity 2008-2010



Source: 3-Year American Community Survey 2008-2010; One Minneapolis

Minneapolis Unemployment Rate



Source: DEED, Local Area Unemployment Statistics (LAUS)

Why is this measure important?

The key measures of the Jobs and Economic Vitality City goal is the unemployment rate. While largely driven by economic forces, Minneapolis' unemployment is impacted by the work of some City department's, specifically Community Planning & Economic Development and Civil Rights. While the City Coordinator's Office has a limited role in impacting the overall city economy, the Office does have a program area specifically focused on improving the Arts and Creative Economy sector of the city.

Measuring creative sector jobs and arts spending allows the City to assess consumer demand for creative sector products and services against how these revenues translate into jobs for workers in the sector. Looking at this data together will allow us to develop strategies to support creative job growth by targeting support toward growing industries and bolstering flagging ones.

The *Creative Vitality Index* jobs measure (pp. 17-18) shows the size of the creative workforce, instances of employment as well as employers of creative workers. Overall, Minneapolis has a strong and diverse creative sector made up of nearly 20,000 jobs, comprising five percent of all instances of employment in Minneapolis – making our creative occupations sector 3.4 times more robust than the national average.

Looking at consumer demand for creative products and services (pp. 19) we can see that \$430 million dollars flowed through Minneapolis' economy in 2011 through retail sales alone. This revenue accounted for one percent of the retail economy as a whole. As a comparison, creative sector revenues are roughly 70 percent of the size of Minneapolis' sports sector revenues. We know that each dollar spent on the arts has a ripple effect. Other arts economy studies have shown that non-profit arts and culture attendees spend on average \$21.00 per person (excluding the cost of admission) on event-related purchases such as restaurants and parking.

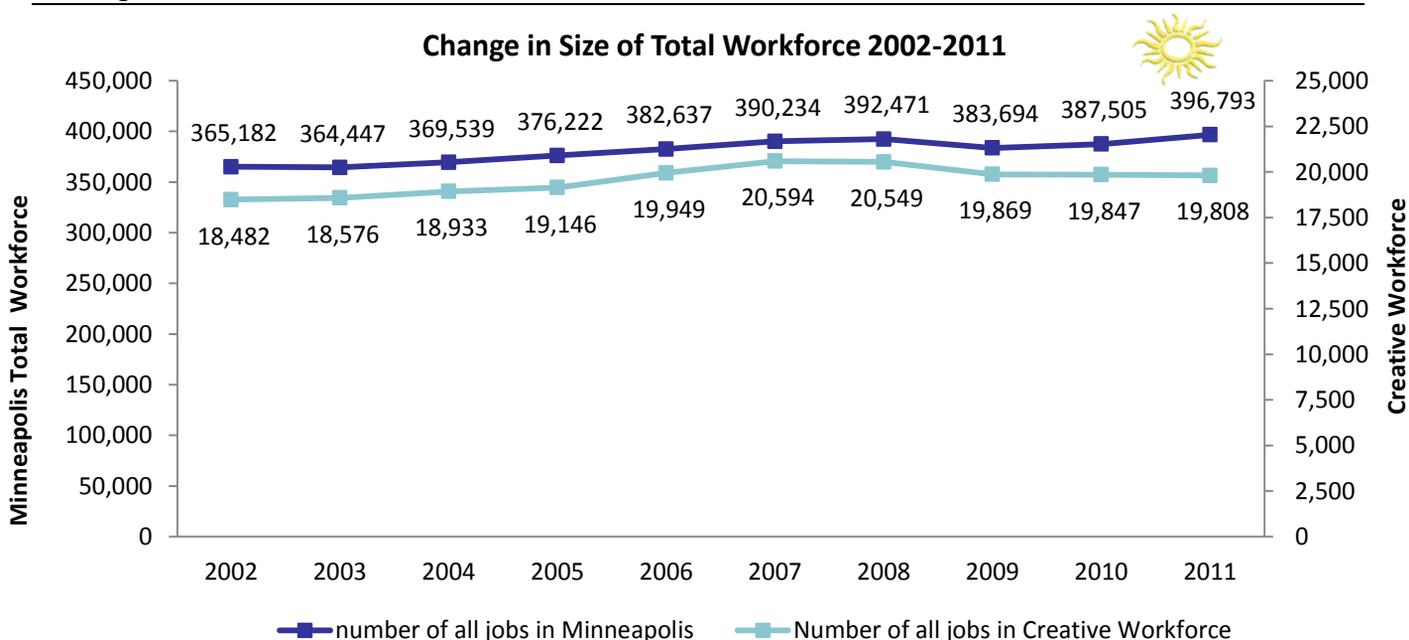
Over the last ten years, creative employment has increased by over seven percent, just below the 8.6 percent growth rate of all occupations in Minneapolis. As of 2011, rates of creative employment hover around 2006 levels, without showing the same rate of recovery as other sectors. In fact, creative employment continues to slowly decline, by less than one percent in 2009-2011. While we should celebrate the diversity and tenacity of the creative sector, this decline is a cause for concern.

What will it take to make progress?

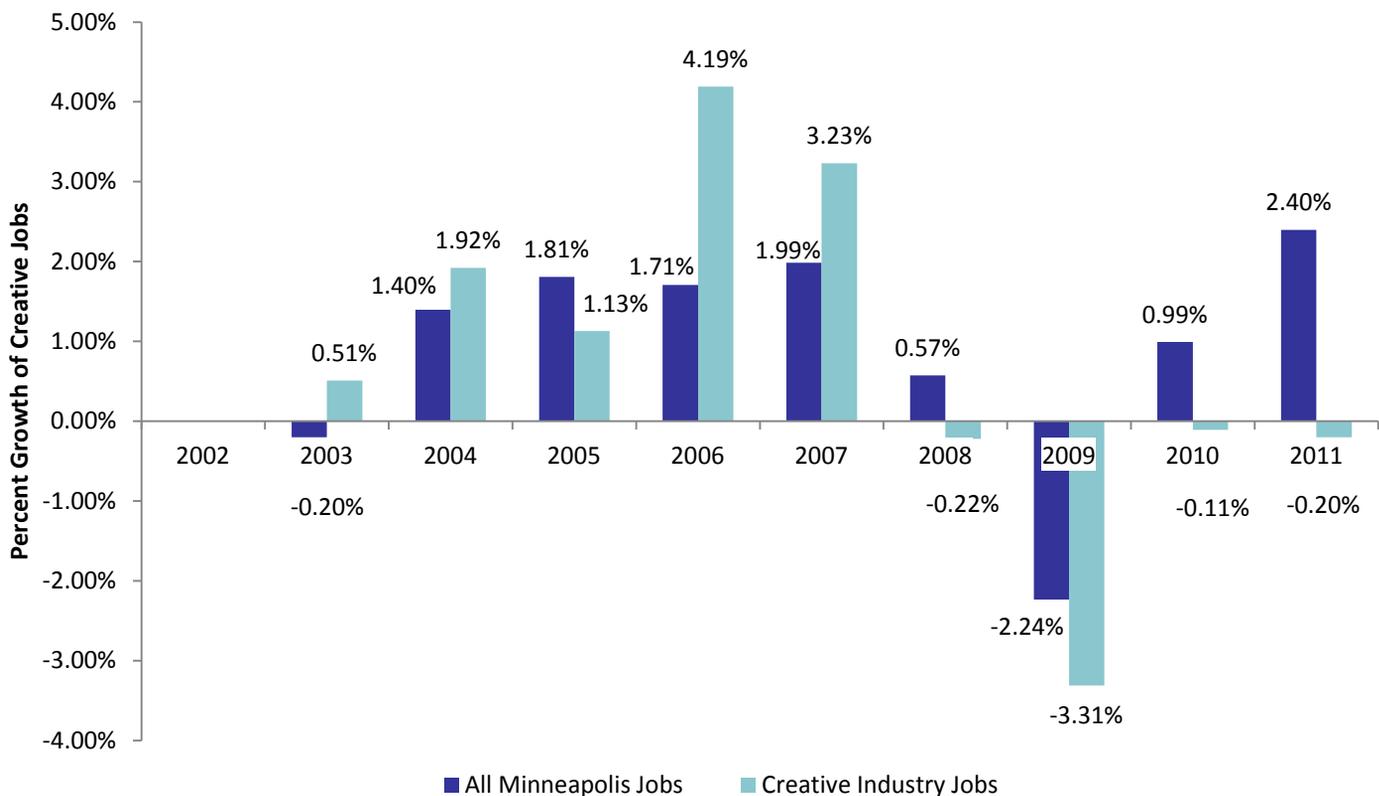
The Arts, Culture and Creative Economy program was established to leverage the creative sector towards strengthening social and economic growth for the City. This is done by promoting and coordinating City resources to develop the arts as an economic generator in alignment with the City’s strategic direction, “*art and artists are economic drivers in and of themselves.*” Ultimately, this work stimulates cross-sector collaboration which strengthens the arts economy and community in Minneapolis and provides presence and visibility for the creative sector. This work is supported by our office as we target, utilize and coordinate existing City and creative sector resources. Continuing key program activities such as facilitating projects and partnerships and collaborating on key City and community projects to foster foundation support is needed for continued progress.

In 2012, The Arts, Culture and Creative Economy program raised \$450,000 in foundation support, leveraged \$1,140,000 for various initiatives, and advised 14 City departments on 24 projects resulting in project and programs with 36 community partners. This includes the creation and implementation of the Creative Citymaking program, aimed at utilizing the arts to engage underserved communities in City planning processes. Our office worked in collaboration with both the division of Community Planning in the department of Community Planning Economic Development and Intermedia Arts.

An additional strategy being considered is to gather input from local stakeholders on how to retain and attract creative workers and market the area as a hub for creative industries. The City’s *Creative City Challenge* program, a partnership with the Minneapolis Convention Center, represents a step in that direction. Our office is also seeking out new data collection and reporting methods on non-profit and for-profit organizational expenditures which will aid in developing a more complete picture of the creative economy. The addition of this indicator will help us see the overall impact of the recession on the creative sector in order to fully understand the relationship between consumer spending and job growth. Consistent reporting is necessary to set goals, inform decisions pertaining to investments and move toward more meaningful measures.

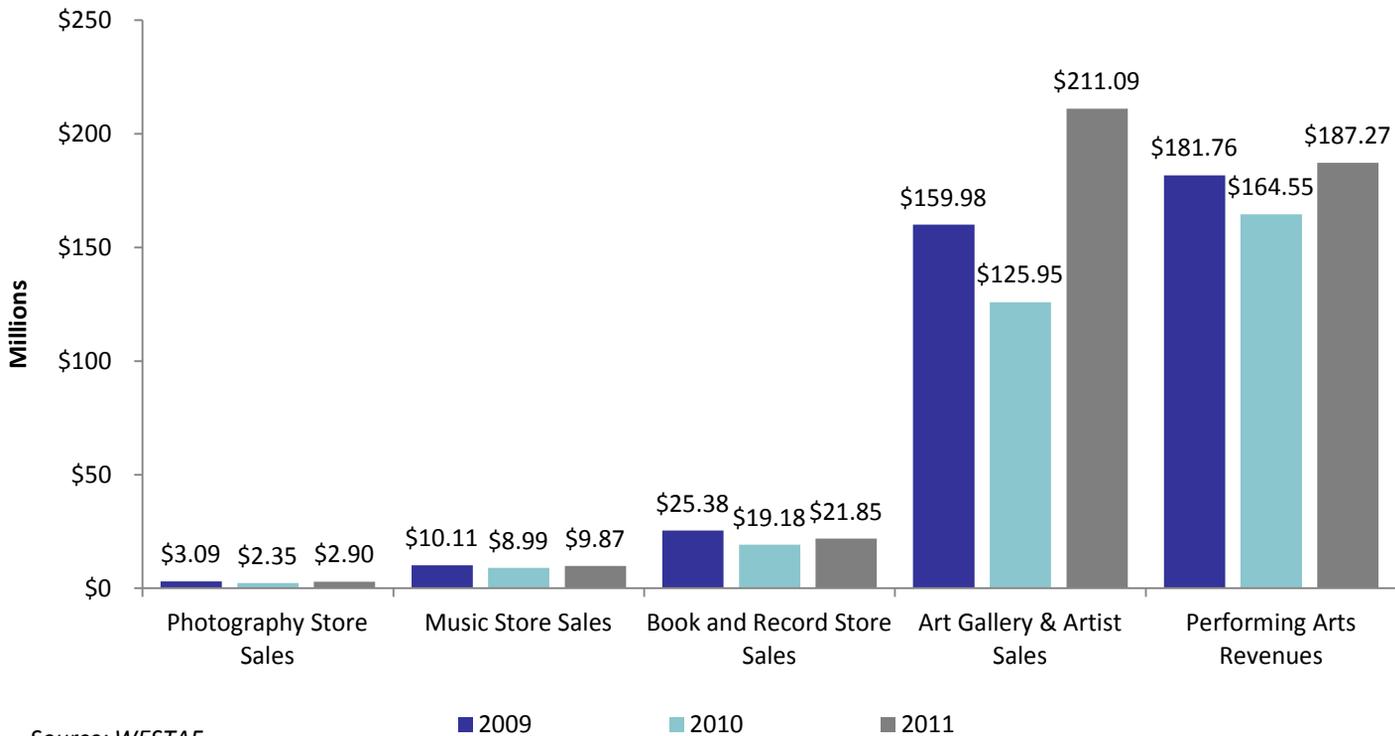


Annual Percent Change in Minneapolis Creative Jobs from 2002-2011



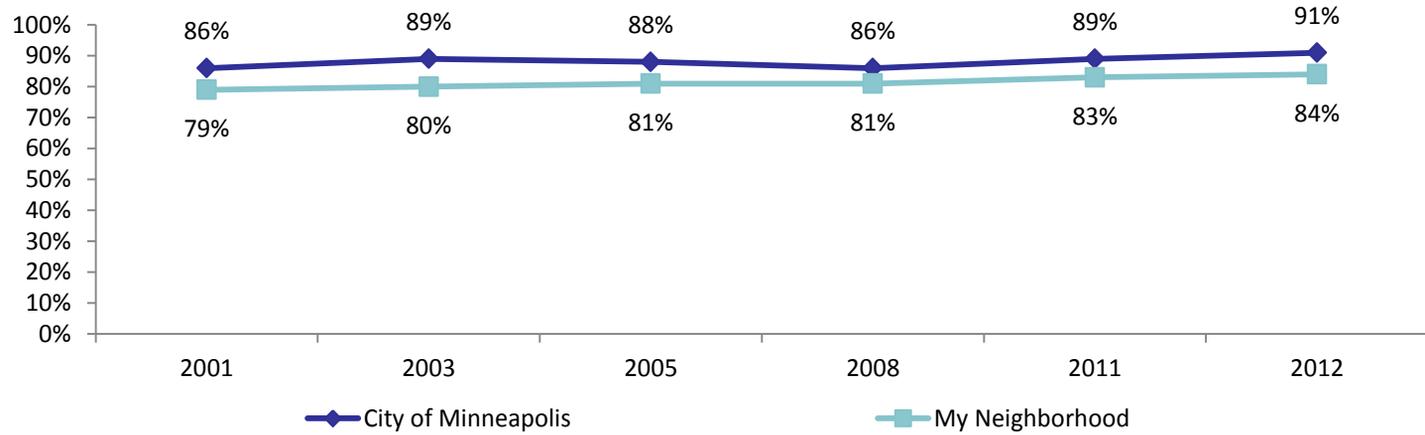
Source: WESTAF

Consumer Spending within the Creative Sector



Source: WESTAF

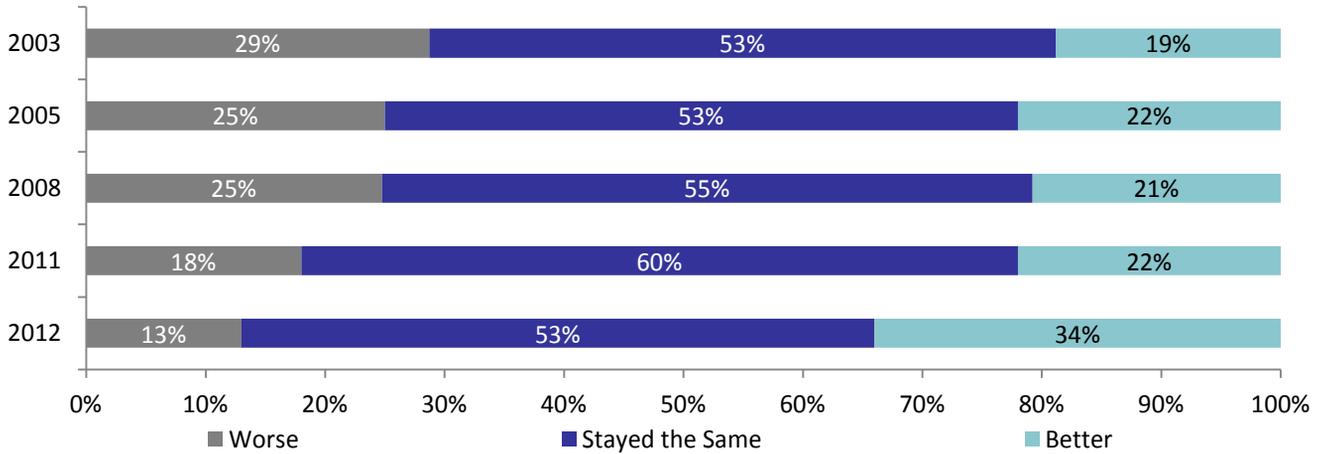
Minneapolis As a Place to Live Compared Over Time



Note: The above graph shows residents who responded “good” or “very good” to the following question: “Overall, how do you rate the City of Minneapolis/your neighborhood as a place to live?”

Source: 2012 Resident Survey

Perceived Change in City Livability Compared Over Time



Source: 2012 Resident Survey

Why is this measure important?

To some degree, the Livable Communities, Healthy Lives goal is a culmination of the other five City goals. Along with nearly every other City department, the City Coordinator’s Office is tangibly involved in working toward the achievement of this goal, through the management of the Neighborhood & Community Relations and Convention Center departments, keeping a tight focus on livability issues through our planning and *Results Minneapolis* processes, and through the direct organization of our Arts, Culture & Creative Economy and Sustainability programs.

One element of the Sustainability program led by the City Coordinator’s Office, is making local and healthy food options more available to Minneapolis’ residents. A socially, economically and ecologically sustainable food system supports and promotes the current and future health of individuals, communities and the natural environment. It requires infrastructure and networks that support the life cycle of food from production to waste recovery. It makes nutritious food accessible and affordable to all, increases food safety and security and is bio diverse and resilient. It is also humane and fair, protecting farmers, workers, consumers and communities.

What will it take to achieve this goal?

While the initial goal of making health foods accessible to all residents in principle has been met, there are still opportunities to improve healthy food access in Minneapolis. A periodic review of the regulatory framework that frames food production and access to healthy food illustrates several opportunities:

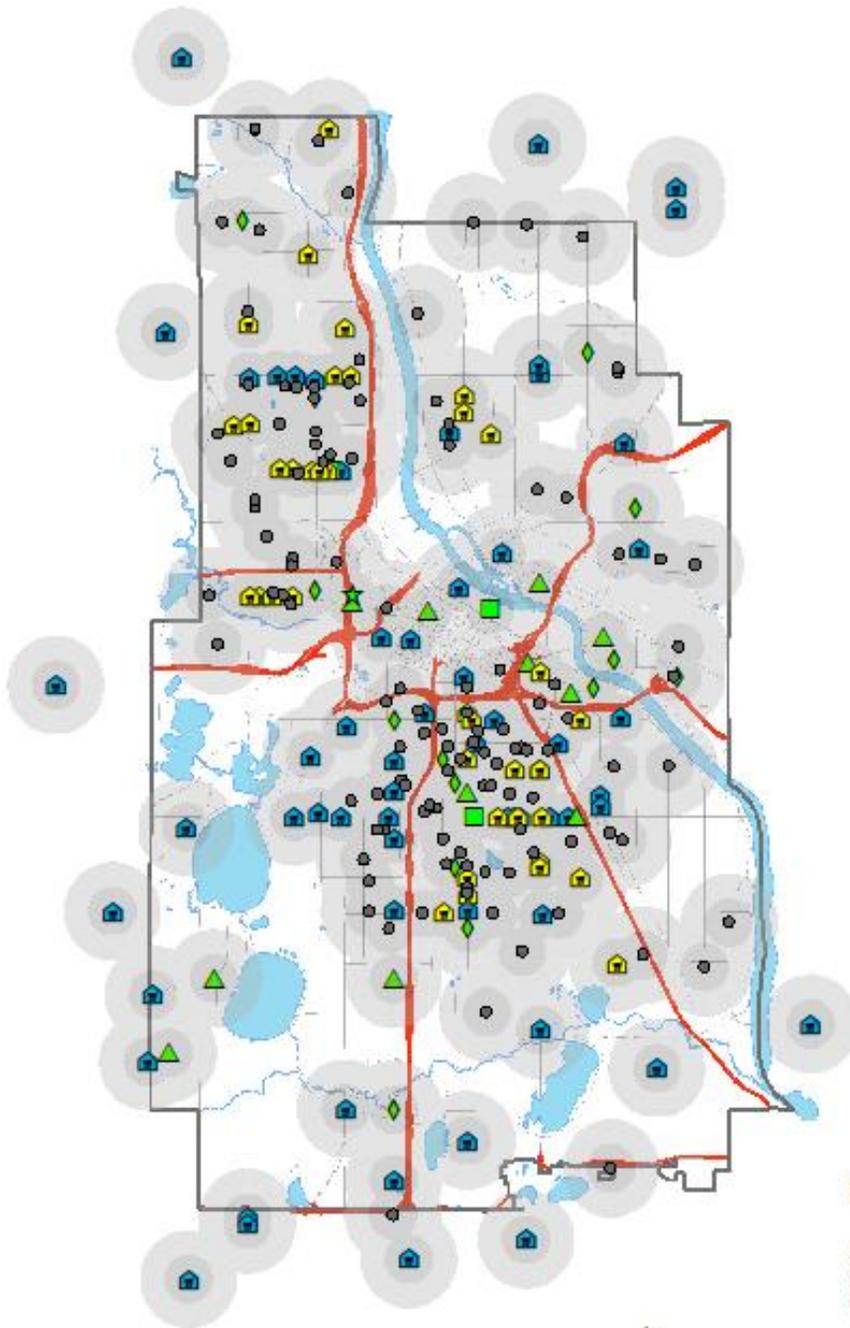
- 1) A revision to the Staple Food Ordinance that raises the current standards for stores that sell grocery items and support for corner stores so that they can procure and sell healthier foods.
- 2) A revision to the Grocereteria's ordinance which would allow mobile grocery stores and mobile farmers markets to operate. These mobile markets could, operating in areas with limited access to healthy food and with an EBT machine, provide needed healthy food options.

The City needs to continue to support the Farm to School program efforts by the Minneapolis Public School system and the expansion of these efforts to charter, alternative and private schools. In the future, the Health Department hopes to continue it's past work with childcare sites across the city where healthy eating habits are developed. In addition, ensuring use of EBT at farmers markets and healthy food at food shelves will also support this goal.

Because approximately 65 percent of Minneapolis residents live within a quarter mile of a grocery store, enhanced corner store, farmers market, or food-producing community garden and about 90 percent of Minneapolitans live within a half mile of these food outlets, this goal may need to be revised in the future. Also, an additional goal may involve economic development opportunities around a local food system.



Healthy Food Outlets in Minneapolis



Healthy Food Outlets

- Grocery Store
- Enhanced Corner Store
- Community Garden
- Farmers Market
- Mini Market
- Municipal Market
- Produce and Craft Market

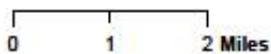
Buffers

- Quarter Mile
- Half Mile

Map includes grocery stores up to 1 mile from city boundaries.

Sources: U.S. Census Bureau American Community Survey (2007-2011 Estimates), City of Minneapolis, Gardening Matters.

Created by:
City of Minneapolis - Sustainability
City Coordinator's Office
March 2013



APPENDIX

| Biggest Challenges Facing Minneapolis | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| | 2001 | 2003 | 2005 | 2008 | 2011 | 2012 |
| Public Safety | 36.0% | 42.0% | 44.0% | 44.0% | 28.0% | 32.0% |
| Education | 30.0% | 29.0% | 38.0% | 29.0% | 35.0% | 30.0% |
| Transportation Related Issues* | 30.0% | 32.0% | 35.0% | 37.0% | 21.0% | 28.0% |
| Housing | 47.0% | 24.0% | 30.0% | 26.0% | 14.0% | 21.0% |
| Property Taxes | N/A | N/A | N/A | N/A | 21.0% | 20.0% |
| Maintain Public Infrastructure | N/A | N/A | N/A | 16.0% | 23.0% | 19.0% |
| Job Opportunities | N/A | N/A | 17.0% | 17.0% | 21.0% | 17.0% |
| Economic Development | 22.0% | 24.0% | 21.0% | 26.0% | 19.0% | 15.0% |
| Growth | 8.0% | 9.0% | 10.0% | 11.0% | 7.0% | 8.0% |
| City Government | N/A | 38.0% | 10.0% | 9.0% | 8.0% | 6.0% |
| Foreclosure | N/A | N/A | | 7.0% | 1.0% | 1.0% |
| Other | 29.0% | 15.0% | 43.0% | 29.0% | 40.0% | 37.0% |

Note: Residents were asked, "In your opinion, what are the three biggest challenges Minneapolis will face in the next five years"

Source: 2012 Resident Survey



Minneapolis
City of Lakes

Performance Measure Review 2013

Minneapolis, Minnesota

June 1st, 2013

Results Minneapolis

Results Minneapolis is a management tool the City uses to systematically track performance toward achieving the City's five-year goals and 2020 vision.

A review panel of City leaders meets with a different department head each week to track progress and discuss strategies on key performance measures. By regularly tracking performance data at these "progress conferences," City leaders identify areas where the City is ex-

Overall Quality of City Services

| | 2005 | 2008 | 2011 | 2012 |
|--|-------|-------|-------|-------|
| Average Percentage of Residents who answered "Satisfied" or "Very Satisfied" to Individual Services Provided by the City | 82.2% | 81.4% | 81.5% | 83.6% |

Source: City of Minneapolis Resident Survey*

*For a complete list of questions, notes and calculations please see page 4.

Change in Taxable Property Market Value

| | 2005 | 2008 | 2011 | 2012 |
|--|-----------|----------|-----------|----------|
| Percent Change in Taxable Property Market* Value | 34.765% ↑ | 9.712% ↑ | 10.722% ↓ | 3.143% ↓ |

Source: City of Minneapolis Assessor

*Property Market includes Residential, Apartment, Commercial, Industrial and Other properties.

**Change was calculated using the previous residential survey year, except in the case of 2005, in which 2002 data was used.

Rating of Overall Appearance of Minneapolis

| | 2005 | 2008 | 2011 | 2012 |
|--|------|------|------|------|
| Percentage of Residents who answered "Agree" or "Strongly Agree" to the statement: "My neighborhood is clean and well maintained." | 85% | 84% | 83% | 82% |

Source: 2011 City of Minneapolis Resident Survey

Public Safety

| | 2005 | 2008 | 2011 | 2012 |
|------------------------|--------|--------|--------|--------|
| Part I* Crimes | 28,318 | 25,898 | 23,114 | 23,532 |
| Part II** Crimes | 36,672 | 35,206 | 29,343 | 28,771 |
| Total Number of Crimes | 64,990 | 61,104 | 52,457 | 52,303 |

Source: Minneapolis Police Department: Uniform Crime Report Summary

*Part I crimes are the eight serious crimes including homicide, rape, aggravated assault, burglary, robbery, auto theft, theft and arson. All major cities report these measures to the Federal Bureau of Investigation (FBI).

**Part II crimes include the following crime categories: simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy and weapons offenses.

Quality of Fire Protection Services

| | 2005 | 2008 | 2011 | 2012 |
|--|------|------|------|------|
| Percentage of Residents who answered "Satisfied" or "Very Satisfied" | 97% | 97% | 97% | 97% |

Source: 2012 City of Minneapolis Resident Survey

Question read "Please tell me how satisfied or dissatisfied you are with the new way the city provides the service: Fire Protection and emergency medical response."

Parks and Recreation

| | 2005 | 2008 | 2011 | 2012 |
|--|------|------|------|------|
| Percentage of Residents who answered "Satisfied" or "Very Satisfied" | 91% | 92% | 92% | 95% |

Source: 2012 City of Minneapolis Resident Survey

Question read "Please tell me how satisfied or dissatisfied you are with the new way the city provides the service: Providing park and recreation services."

Quality of Snowplowing

| | 2005 | 2008 | 2011* | 2012 |
|--|------|------|-------|------|
| Percentage of Residents who answered "Satisfied" or "Very Satisfied" | NA | NA | 66% | 79% |

Source: 2012 City of Minneapolis Resident Survey

Question read "Please tell me how satisfied or dissatisfied you are with the new way the city provides the service: Snow Removal."

*Please note that this question was added to the Resident Survey in 2011

Quality of Water

| | 2005 | 2008 | 2011 | 2012 |
|--|------|------|------|------|
| Percentage of Residents who answered "Satisfied" or "Very Satisfied" | 86% | 87% | 88% | 93% |

Source: 2012 City of Minneapolis Resident Survey

Question read "Please tell me how satisfied or dissatisfied you are with the new way the city provides the service: Providing quality drinking water."

Quality of Sanitary Sewer Services

| | 2005 | 2008 | 2011 | 2012 |
|--|------|------|------|------|
| Percentage of Residents who answered "Satisfied" or "Very Satisfied" | 94% | 94% | 96% | 97% |

Source: 2012 City of Minneapolis Resident Survey

Question read "Please tell me how satisfied or dissatisfied you are with the new way the city provides the service: Providing sewer services."

Pavement Condition Rating

| | 2005 | 2008 | 2011 | 2012 |
|--------------------------------|------|------|------|------|
| Pavement Condition Index (PCI) | 74 | 72 | 71 | 71 |

Source: Minneapolis Department of Public Works

Table 1: City Services Quality Ratings Compared Over Time

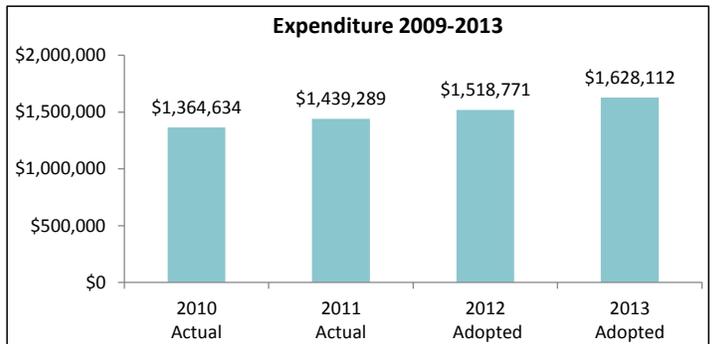
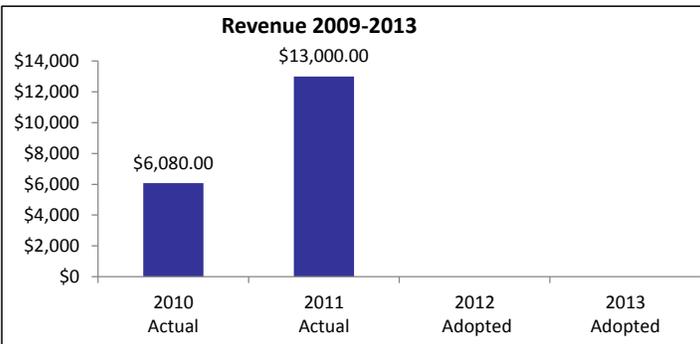
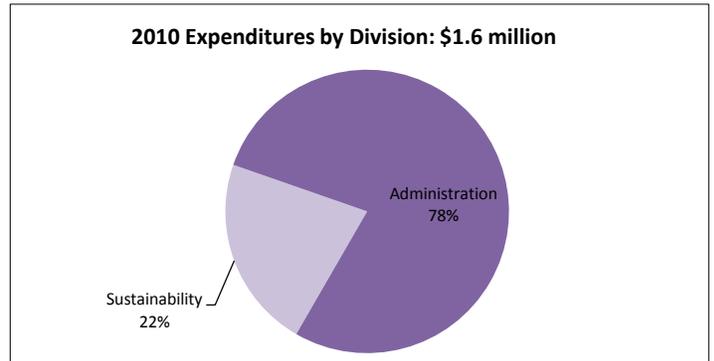
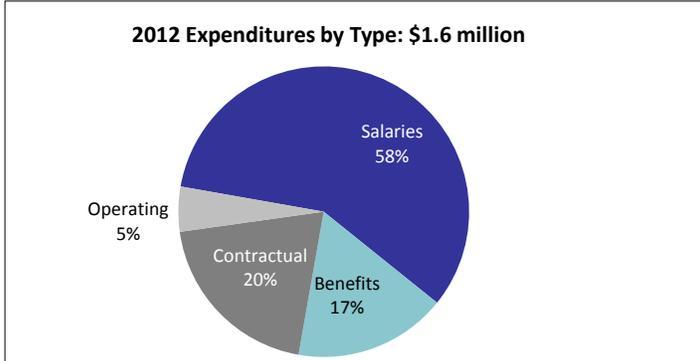
| Please tell me how satisfied or dissatisfied you are with the way the City provides the service. | Year of Survey | | | | | |
|--|----------------|------|------|------|------|------|
| | 2012 | 2011 | 2008 | 2005 | 2003 | 2001 |
| Fire protection and emergency medical response | 97% | 97% | 97% | 97% | 96% | 99% |
| Providing sewer services | 97% | 96% | 94% | 94% | NA | NA |
| Providing park and recreation services | 95% | 92% | 92% | 91% | NA | 91% |
| Animal control service | 92% | 91% | 88% | 92% | NA | 92% |
| Garbage collection and recycling programs | 88% | 90% | 91% | 92% | 93% | 94% |
| Protecting health and well-being of residents | 91% | 90% | 88% | 84% | NA | NA |
| Preparing for disasters | 90% | 88% | 87% | 78% | NA | 89% |
| Providing quality drinking water | 93% | 88% | 87% | 86% | 84% | NA |
| Police Services | 90% | 88% | 86% | 81% | 84% | 89% |
| Keeping streets clean | 89% | 85% | 87% | 89% | 86% | 83% |
| Revitalizing Downtown | 81% | 84% | 80% | 83% | NA | 79% |
| Protecting the environment, including air, water and land | 87% | 83% | 81% | 77% | 79% | 77% |
| Cleaning up graffiti | 80% | 80% | 77% | 74% | NA | 79% |
| Revitalizing neighborhoods | 80% | 77% | 76% | 81% | 76% | 74% |
| Dealing with problem businesses and unkempt properties | 71% | 71% | 68% | 73% | 67% | 69% |
| Affordable housing development | 70% | 69% | 66% | 55% | 51% | 40% |
| Snow removal | 79% | 66% | NA | NA | NA | NA |
| Mortgage foreclosure assistance | 60% | 61% | 64% | NA | NA | NA |
| Repairing alleys* | 71% | 64% | | | | |
| Repairing streets* | 70% | 40% | 56% | 70% | 83% | 68% |

Percent reporting "satisfied" or "very satisfied"

Question wording differed between survey years. In 2003 and 2001, residents were asked how satisfied they were with the City's efforts at providing the service. Also, "affordable housing development" was worded as "preserving and providing affordable housing for low-income residents" in 2001 and 2003 and "Revitalizing neighborhoods" was worded as "revitalizing neighborhood commercial areas" in 2001 and 2003.

*"Repairing streets" and "Repairing alleys" were combined in survey years previous to 2011 and *averaged prior to calculating overall quality average; "snow removal" was added in 2011.*

Management Dashboard: City Coordinator's Office



| Loss Prevention Data | | | | | |
|----------------------|------|------|------|------|------|
| Year | 2008 | 2009 | 2010 | 2011 | 2012 |
| Workers Comp | \$0 | \$0 | \$0 | \$0 | \$0 |
| Liability Claims | \$0 | \$0 | \$0 | \$0 | \$0 |

| Average Sick Days Taken per Employee (*) | | | | | | |
|--|------|------|------|------|------|------|
| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
| Days | 2.6 | 6.4 | 3.7 | 2.9 | 2.6 | 7.2 |

| Workforce Demographics | | | |
|------------------------|--|------------|------------|
| Year | | 12/31/2003 | 12/31/2012 |
| % Female | | 50% | 63% |
| % Employee of Color | | 0% | 0% |
| # of Employees | | 6 | 8 |

| Overtime Costs | | | | | |
|----------------|-------|-------|-------|------|------|
| Year | 2008 | 2009 | 2010 | 2011 | 2012 |
| Hours | 8.3 | 7.0 | 4.0 | - | - |
| Cost | \$295 | \$290 | \$156 | \$0 | \$0 |

| Employee Turnover and Savings | | | | | |
|-------------------------------|------|------|------|------|------|
| Year end | 2008 | 2009 | 2010 | 2011 | 2012 |
| Turnover | 10% | 30% | 25% | 0% | 35% |

| Positions Vacancies | | | | | |
|---------------------|------|------|------|------|------|
| Year end | 2008 | 2009 | 2010 | 2011 | 2012 |
| Percent of Total | 31% | 10% | 36% | 18% | 27% |

| Performance Reviews Past Due in HRIS | |
|--------------------------------------|------------|
| As of 7/5/2012 | Data Error |

| Retirement Projections | | | | | | | | | | | | |
|------------------------|------|------|------|------|------|------|------|------|------|------|------|--|
| Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | |
| Number | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | |

Notes:

Average Sick Days taken per Employee

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Includes employee counts at year's end for 2003 and 2007.
- B) Only includes active FT regular employees.

Employee Turnover and Savings

- A) Turnover Savings= \$Budgeted (personnel) - \$Actual (personnel)

Position Vacancies

- A) Includes only budgeted positions.

