results minneapolis

Finance & Property Services

October 1, 2014

Table of Contents: Finance & Property Services

Measures in regular text are "influence" level. *These measures are high-level measures that the department wants to impact with its work. Measures in italics are "supporting" measures. They can add context to the influence level measures, represent the programmatic or operational activities of the department, or be the direct outcomes of the department's work.*

City Finance

2014 Comparative Bond Rating						
Rating Agency	Minneapolis	Oakland	St. Paul	Miami	Kansas City	Sacramento
S & P	AAA	AA-	AAA	BBB+	AA	A+
Moody's	Aa1	Aa2	Aa1	A3	Aa2	Aa2
Fitch	AAA	A+	AAA	A-	AA	AA-
2013 Comparative Bond Rating						
Rating Agency	Minneapolis	Oakland	St. Paul	Miami	Kansas City	Sacramento
S & P	AAA	AA-	AAA	BBB	AA	A+
Moody's	Aa1	Aa2	Aa1	A2	Aa2	Aa2
Fitch	AAA	A+	N/A	A-	AA	AA-

Source: Minneapolis Finance Department

Why is this goal important?

Outstanding Bonded Debt Trend

The graph on page six shows a reduction in total outstanding bonded debt in 2013 with an increase projected for 2014. This increase in 2014 includes currently issued debt, as well as projected debt issuance through the end of the year. Currently for 2014, $61.9 million has been issued for the Downtown East project. Projected bonds are $25 million for Nicollet Mall Reconstruction and $97 million for Target Center Improvements (which may occur in 2015). The most important line is the Total General Obligation (GO) Bonds Outstanding because the repayment of this debt is reliant on property taxes as the guaranteed source of funds. The GO pledge “obligates” the City to raise taxes if necessary to make timely debt service payments. However, much of the $732 million of GO debt outstanding at the end of 2013 is planned to be supported from revenue sources other than property taxes. There is $251 million related to enterprise functions including sewer, water and parking businesses which generate user charges and $320 million is for self supporting functions including the Convention Center, tax increment projects and special assessments. The remaining amount is for internal service functions and property tax supported functions including capital infrastructure and library referendum improvements.

The Non-GO bonds are related to economic development projects for which the City is not liable for the debt service if the revenues are insufficient to pay the debt. These bonds are issued primarily to assist businesses to spur job growth, provide housing options and accomplish other City development goals.

Debt Management Strategy

For property tax supported debt, the City tries to minimize the amount of interest cost to taxpayers by keeping the average life of the debt structure as short as possible. Shorter debt maturities result in interest rates at the lower end of the interest rate yield curve which minimizes the cost of financing improvements.

For enterprise bonds and notes, shorter maturities are also still desirable, but principal maturities tend to be a bit longer to correspond with the useful life of large enterprise assets such as water treatment plants, parking ramps, and sewer tunnels and underground pipe networks. For enterprise functions, utility fee impacts and prescribed operating cash balances are also considered in determining the length of bond maturities. Pro forma financial plans are prepared for enterprise funds to assist with long-term cash flow planning and to help manage operating expense and revenue considerations against capital needs and associated costs of financing capital improvements.

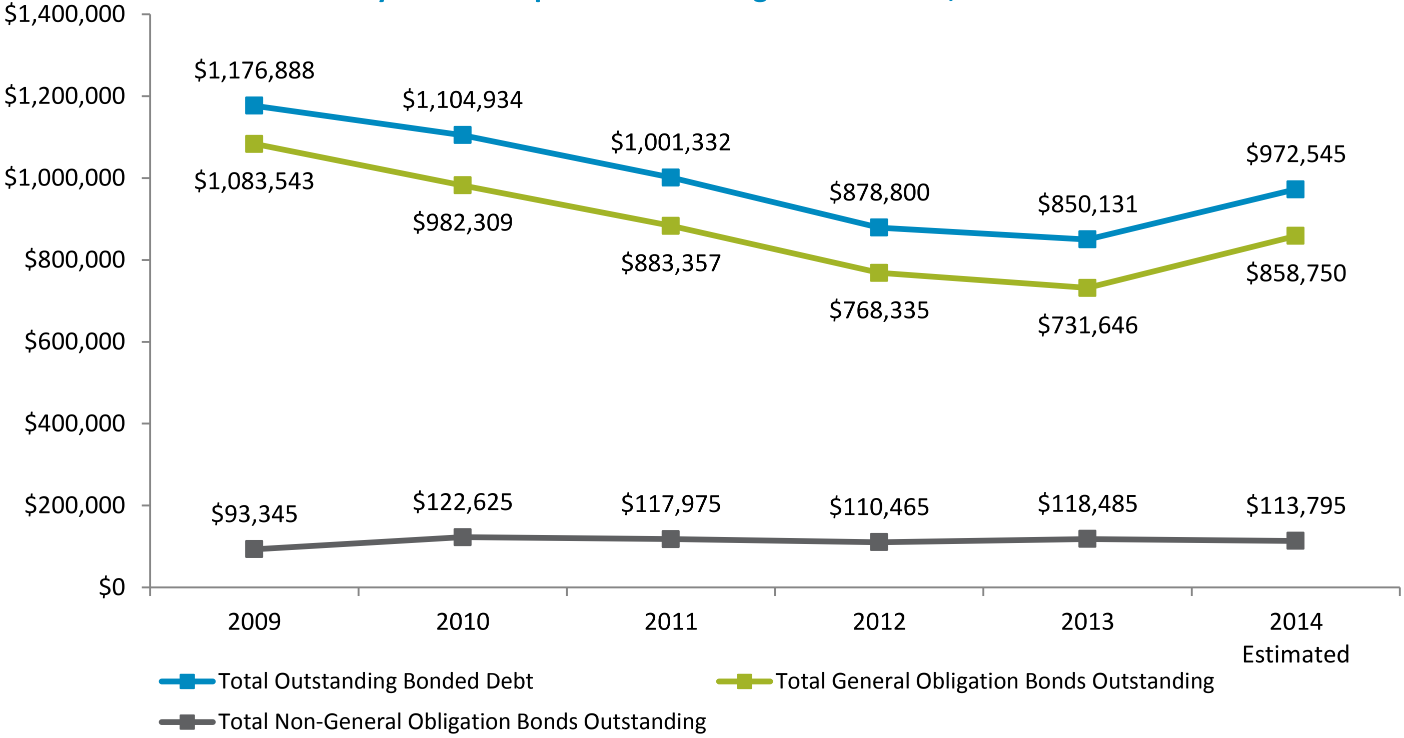
What will it take to make progress?

Maximizing flexibility within the City's debt program requires continued vigilance in keeping the debt structure for new issuances as aggressive (short) as possible. In addition, in the case of property tax supported debt in particular, using resources from the general fund to take advantage of opportunities to retire previously issued debt early creates additional capacity for new debt issuance to improve existing infrastructure without adversely impacting the City's overall debt level. An example of significant early debt retirement occurred in 2011 and 2012 when the City planned for the early redemption of all remaining Pension Obligation bonds ($84.5 million prepaid) saving approximately $4.4 million per year in interest costs for many years into the future.

Overall, the pace of early debt retirement, as well as new debt issuance, is influenced by the relationship between the cost of debt and the investment earnings available on the City's cash. When the potential for investment earnings is low, and expected to remain low (relative to the cost of debt), it often makes sense to use cash-on-hand to pay off debt early and/or use cash rather than debt to finance improvements. When the potential for investment earnings is relatively higher, (or expected to become higher), less aggressive debt retirement or more debt issuance may be appropriate.

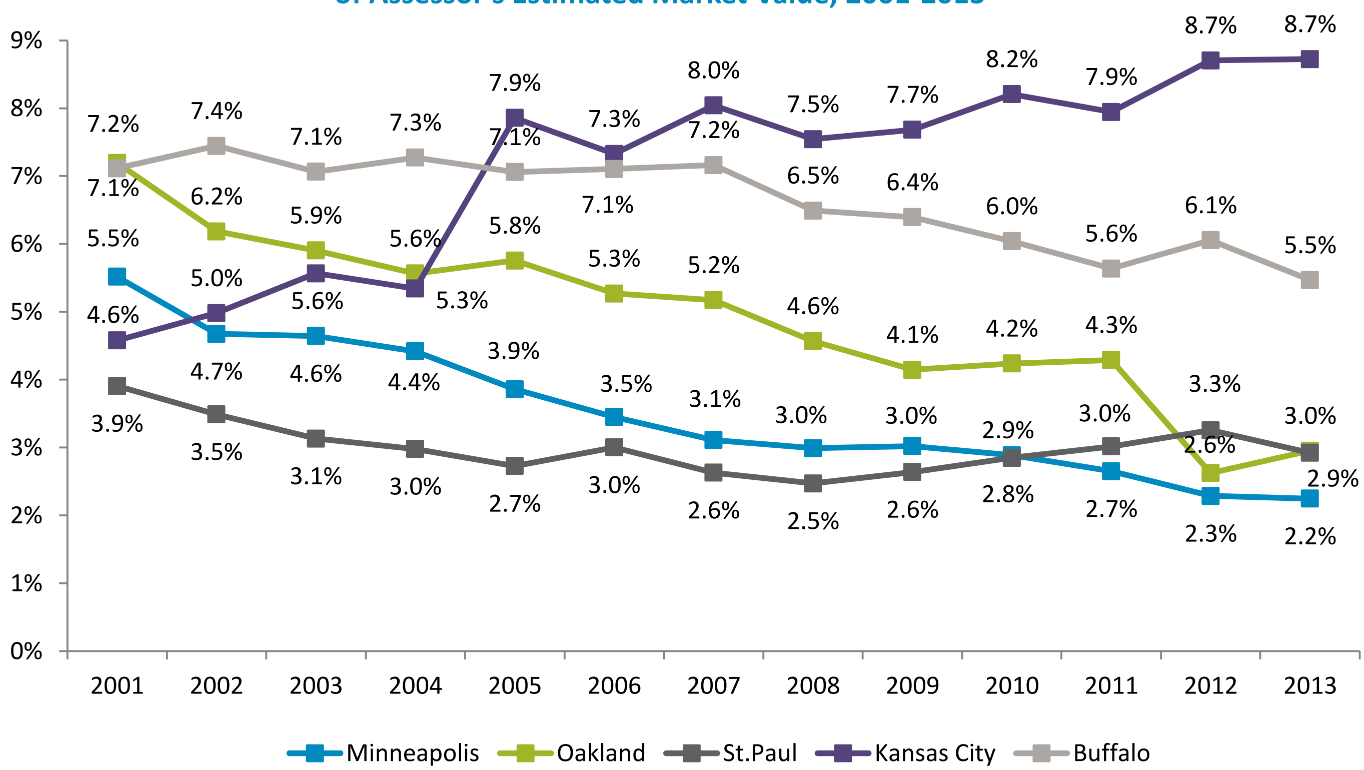
Additional balancing factors are the need to maintain adequate cash reserves in the various funds, as well as the desire to use financial resources to provide services to City residents and visitors. The chart on page seven below shows the outstanding debt balances by type of debt. While all categories of debt have generally been decreasing over time, the most important types that affect the provision of future City services are the property tax supported debt and the internal service fund debt. These two categories directly impact the need for tax collections to pay the debt which can then limit the City's ability to maintain services such as Police and Fire protection, snow plowing, traffic maintenance, etc. The significant reduction in these two categories from $345 million in 2006 to the estimated $154 million at the end of 2014 is now providing financial flexibility for more investment in infrastructure, stable operating budgets and smaller than usual tax increases.

City of Minneapolis Outstanding Bonded Debt, 2009-2014



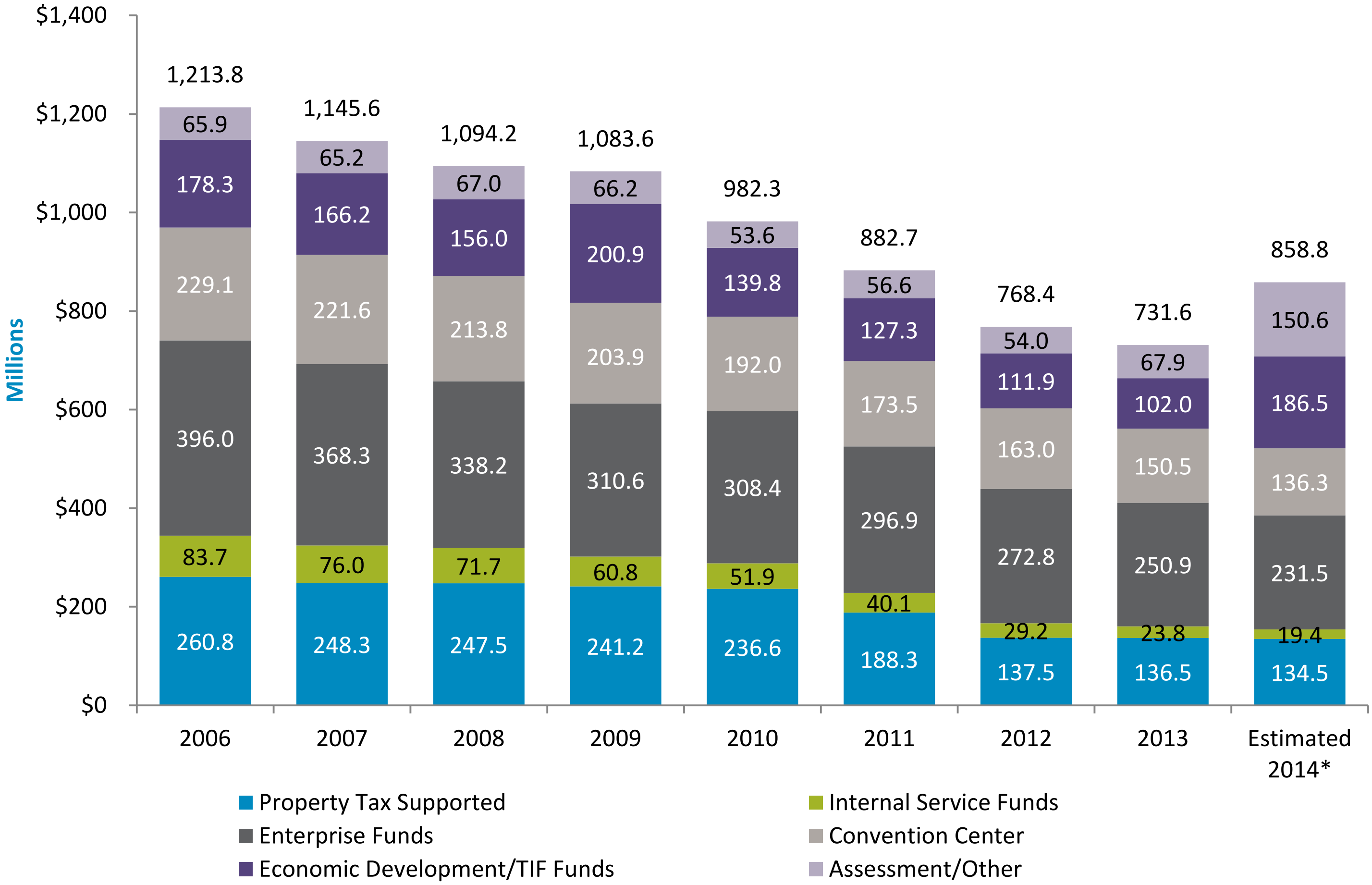
Source: Outstanding Bonded Debt for Years Ending December 31, 2013 & Estimate for 2014

City of Minneapolis Total Debt as a Percentage of Assessor's Estimated Market Value, 2001-2013

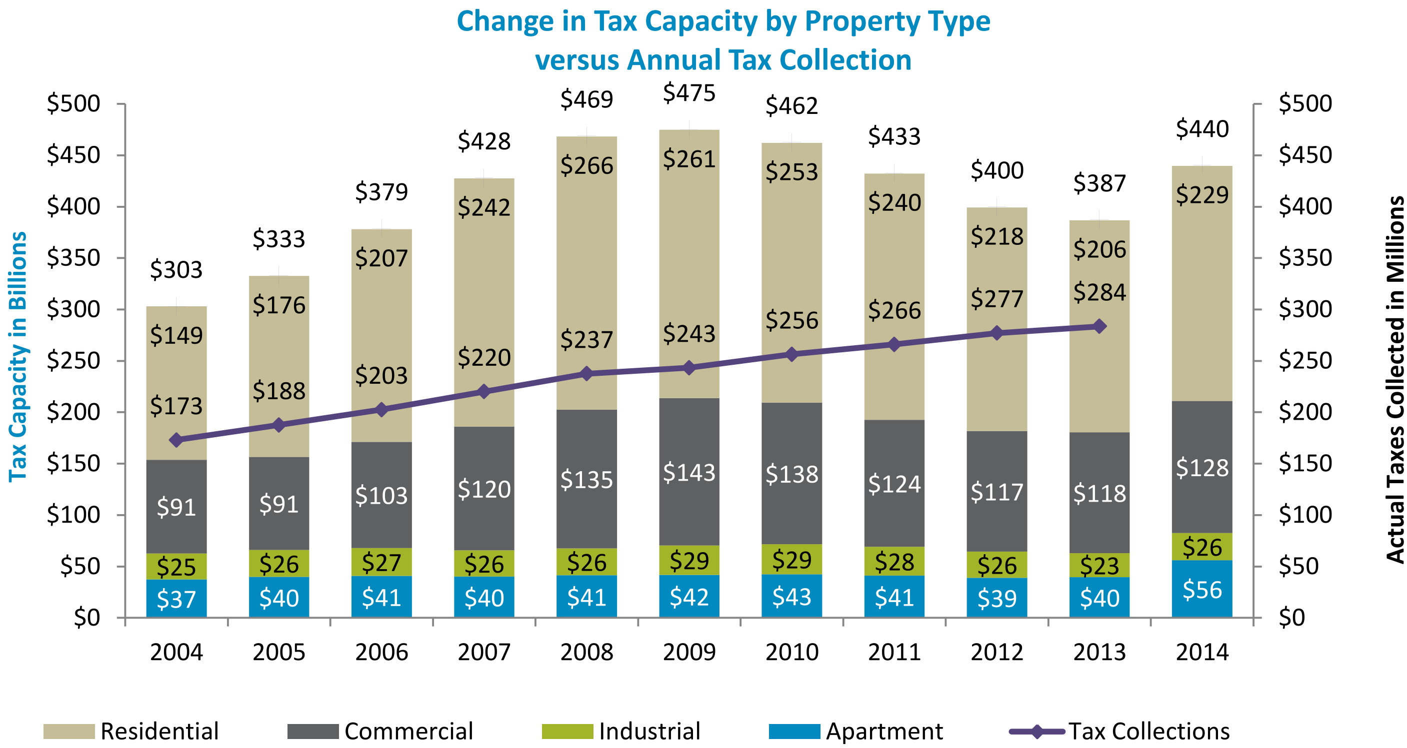


Source: Various City Annual CAFR Reports (statistical section)

Year End Outstanding GO Bonds by Business Type 2006-2014 Q2 (in Millions)



Source: Outstanding Bonded Debt Spreadsheet for Years Ending December 31, 2014



Source: 2013 Minneapolis Comprehensive Annual Report

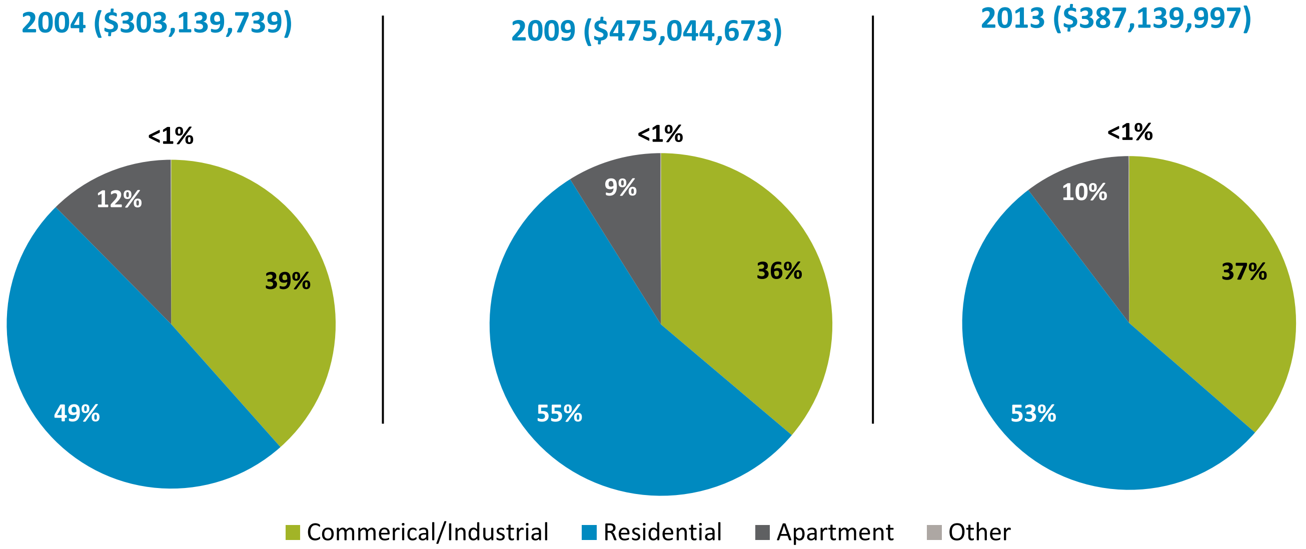
Why is this goal important?

Rating agencies use a number of criteria when considering the credit-worthiness of local governments. Among the three rating agencies, Moody's, Fitch and S&P, economic conditions such as property values and ability to generate revenues through property taxes and other sources are considered important factors. While there is a definite link between property values and ability to generate revenue in a variety of manners, rating agencies do not always fully capture the differences in how various jurisdictions calculate and collect these revenues, particularly property taxes. In many localities, property taxes are a set proportion of the value of a property. Therefore, when property values rise, so does the income for the governmental entity and when the values decrease, revenue decreases, causing financial hardship for the municipality, including fewer resources to pay off obligations. However, because of the unique nature of the property tax system in Minnesota, property tax collections are not directly correlated to property values. Rather, local governments adopt a total property tax amount which is then allocated to all tax-paying properties based upon each property's proportion of the total value. The end result is that, even when property values decline, the local government in Minnesota maintains its ability to generate property taxes to meet its obligations. Furthermore, recently implemented changes in the State's Market Value Homestead program further reduce the taxable portion of residential property. Despite the additional decrease in total taxable values, the ability to collect property taxes is maintained. In the bar chart above, changes in total tax capacity and proportional variations in the composition of the total by property class have not impacted the ability of the City of Minneapolis to continue to generate sufficient property tax revenues to meet its obligations.

What will it take to make progress?

As shown in the pie charts below, the City's total tax capacity is made up of essentially three property types: Residential, Apartments, and Commercial/Industrial. Over time, the State has made changes in the amount of a properties value that is subject to tax capacity valuation. As a result, the proportionate share of property taxes paid by a class of property can shift. In 2004, residential properties paid less than half of the total City property tax bill. In 2009, with valuation increases, residential properties increased to 55 percent of the total. For 2013, a combination of a decline in values along with market value exclusion reduced the amount of home value subject to tax resulting in residential properties representing 53 percent of the total. Projected higher rates of value growth for commercial/industrial, as well as apartments, will impact these proportions for 2014.

Distribution of Tax Capacity by Property Classification



Source: Hennepin County

General Fund Performance (in Millions)

Source: Various City Annual CAFR Reports

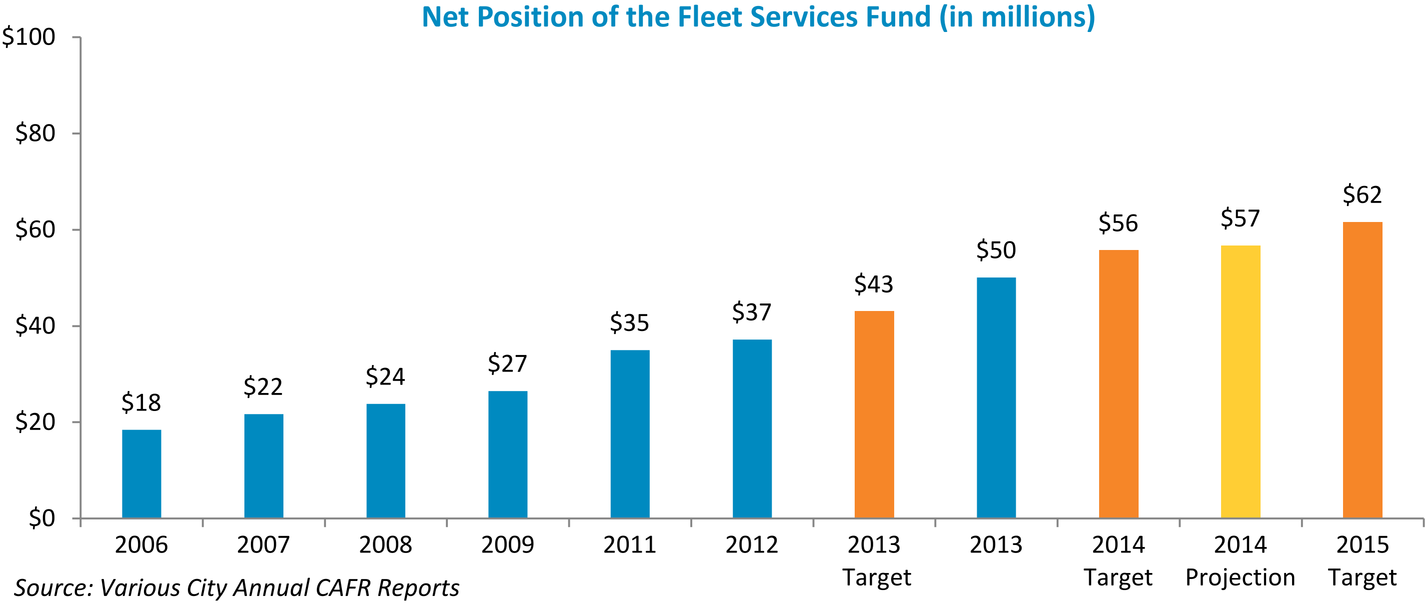
Why is the goal important?

Fund Balance in the General Fund or Net Position in the Internal Service Funds is the available equity of the fund and provides an important measure of the fund's economic health. A healthy fund balance or net position is important in enabling the fund to meet cash flow needs or to cover unanticipated costs. The converse is also true. An overabundance of fund balance reflects resources that otherwise be available for use in the community. Uncontrolled growth in the fund balance may reflect over-collection of revenue.

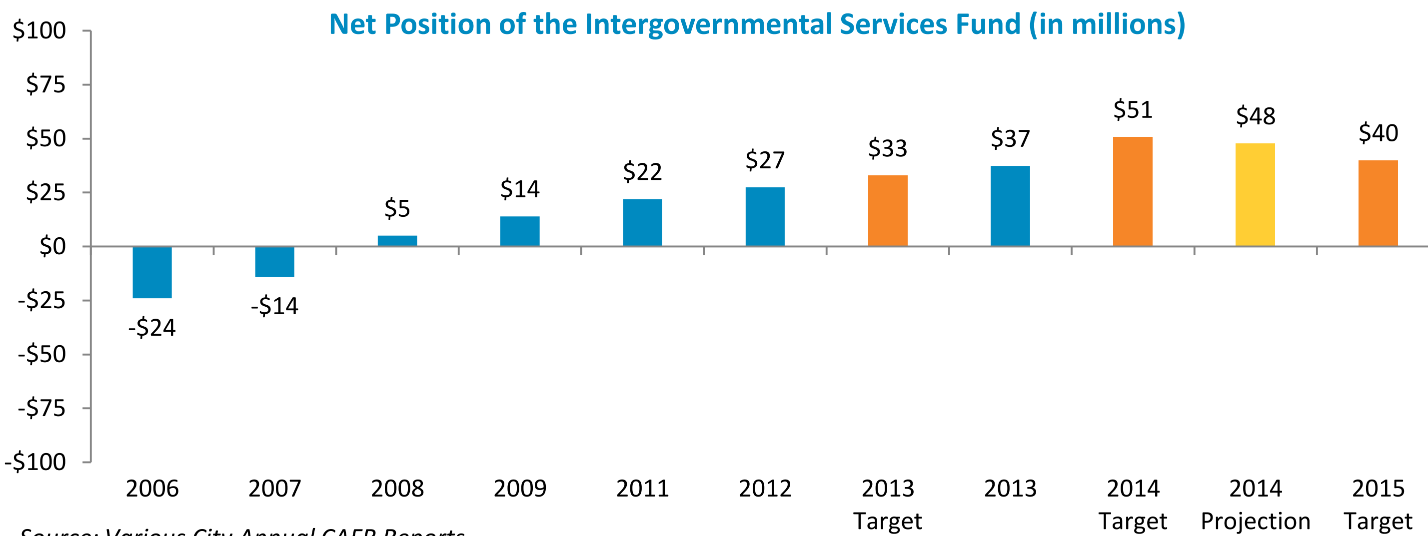
What will it take to make progress?

Achieving the fund balance or net position projections for any of these funds is accomplished by managing actual revenues and expenditures through ongoing analysis and projections in comparison to budget and five year financial plans.

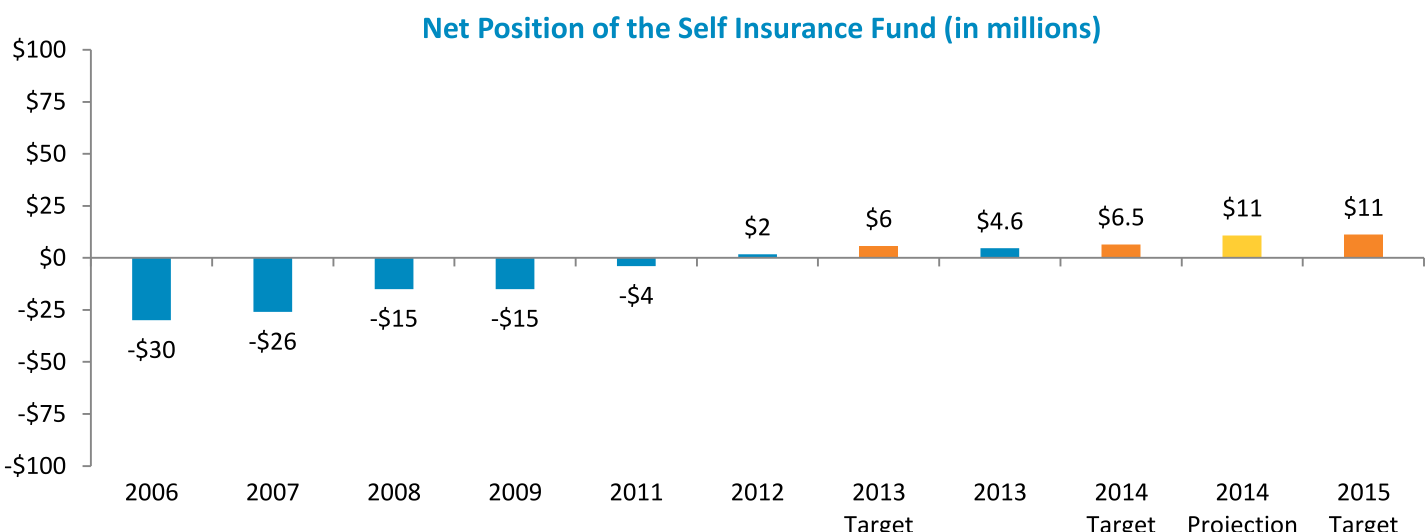
Target Fund Balances for the General Fund, which were based on a percent of the next year's *revenue* budget, have been removed from previous years. As we continue to re-evaluate how we account for various City revenues in the General Fund, we are also re-visiting the City's target fund balance amount to determine the best methodology for maintaining the proper level of reserves. At the same time, enhanced monitoring of annual budgets and their relationship to historical activity will result in more precise projections regarding fund balance levels and the factors that contribute to its growth and potential uses. The chart above reflects the impact of improved monitoring and management of the General Fund fund balance. Years of growth between 2010 and 2013 are tempered by planned reductions in the overall General Fund fund balance through the planned use of accumulated resources for one-time or short-term activities, with the anticipation that, on an annual basis, current budgetary savings will mitigate the drawdown of the fund balance. In this manner, the fluctuations in the fund balance are managed by annual decisions within a longer-term plan.



Source: Various City Annual CAFR Reports

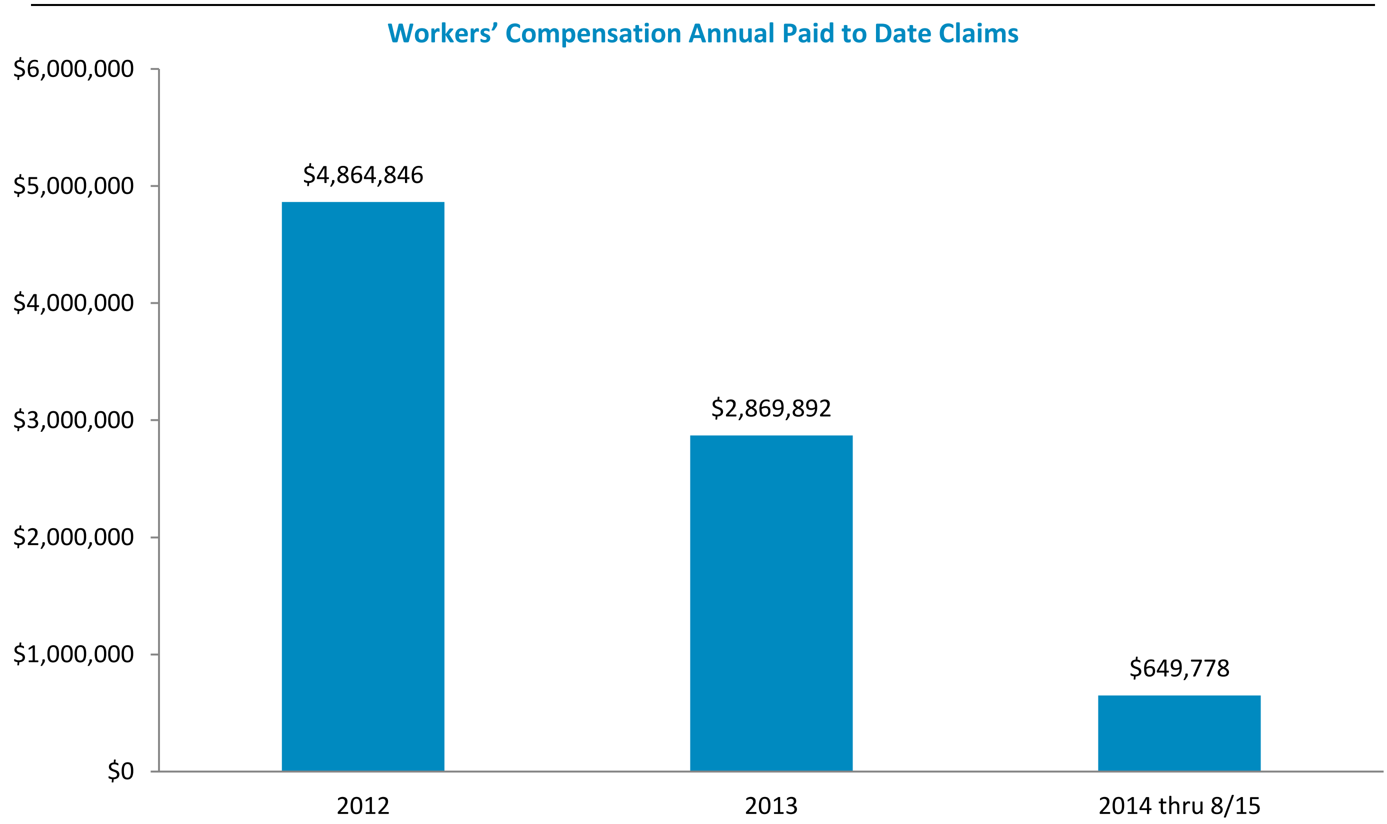


Source: Various City Annual CAFR Reports



Source: Various City Annual CAFR Reports

Source: 2012 PCComp database, 2013/2014 RiskMaster



Source: 2012 PCComp database, 2013/2014 RiskMaster

Why is this goal important?
Periodic measurements are needed to mark our collective progress in the overall reduction of exposures by the City for ALL assets. How we take care of the health and safety of our employees translates to our value and quality of life for the City's residents as well. Measures are summarized below:

Department cost drivers in: (All Dates of Injury)
2012, PW was 49 percent of the total,
2013, Fire has 65 percent of the total, and
to date in 2014, PW has 35 percent of the total.

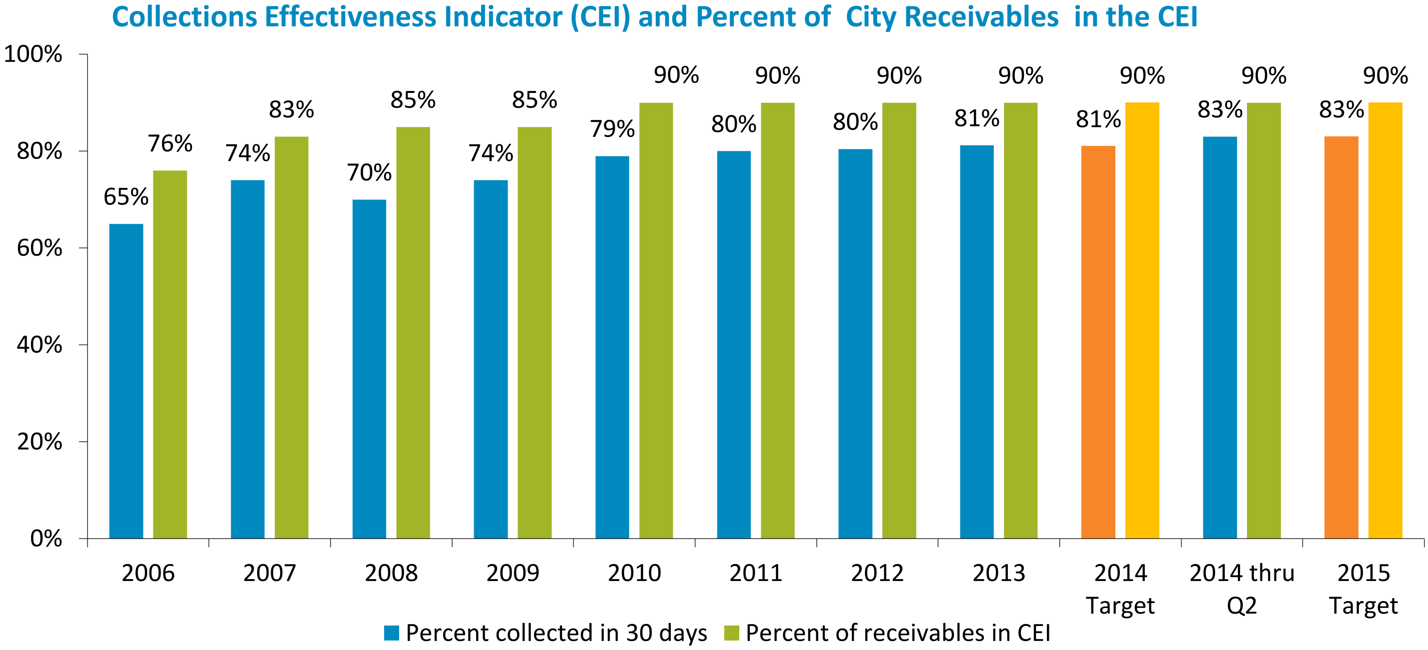
Re-Insurance reimbursements requests have been applied for, but are not reflected here.

The Annual WC Paid to Date Claims in: (Claims filed within these Years)
2012 a total of 846 claims filed, the lion share filed by MPD at 324 claims.
2013, a total of 487 claims were filed with PW filing 176.
2014, 299 have been filed as of 8/15, with the majority of the claims filed by MPD at 115.

This is just a snapshot of evolving claims/costs. Fluctuations are caused by many impacts e.g. HR issues, age/ education of injured worker, type of injury, & job accommodation. These numbers reflect actual yearly payments without including recoveries or reserves.

What will it take to make progress?
Mitigation strategies have been developed to cope with recent legislation changes. Employee and supervisor training target areas of concern and high frequency injuries through the monthly Safety and Risk Management Committee. Loss Prevention efforts will be boosted with the soon to be released web software for employees to report Near Miss events, Ergonomic and Air Quality needs. To make progress, all staff & management must commit to policies & procedures guiding Loss Prevention efforts, or we choose to repeat our errors.

Internal Process



Note: Data is as of 12/31 each year. 2006-2009 represent utility receivables only. Starting in 2010, the target CEI is a combination of utility and some non-utility receivables as billed by the city's financial system.
Source: enQuesta Reports, Cognos Reports, Compass query

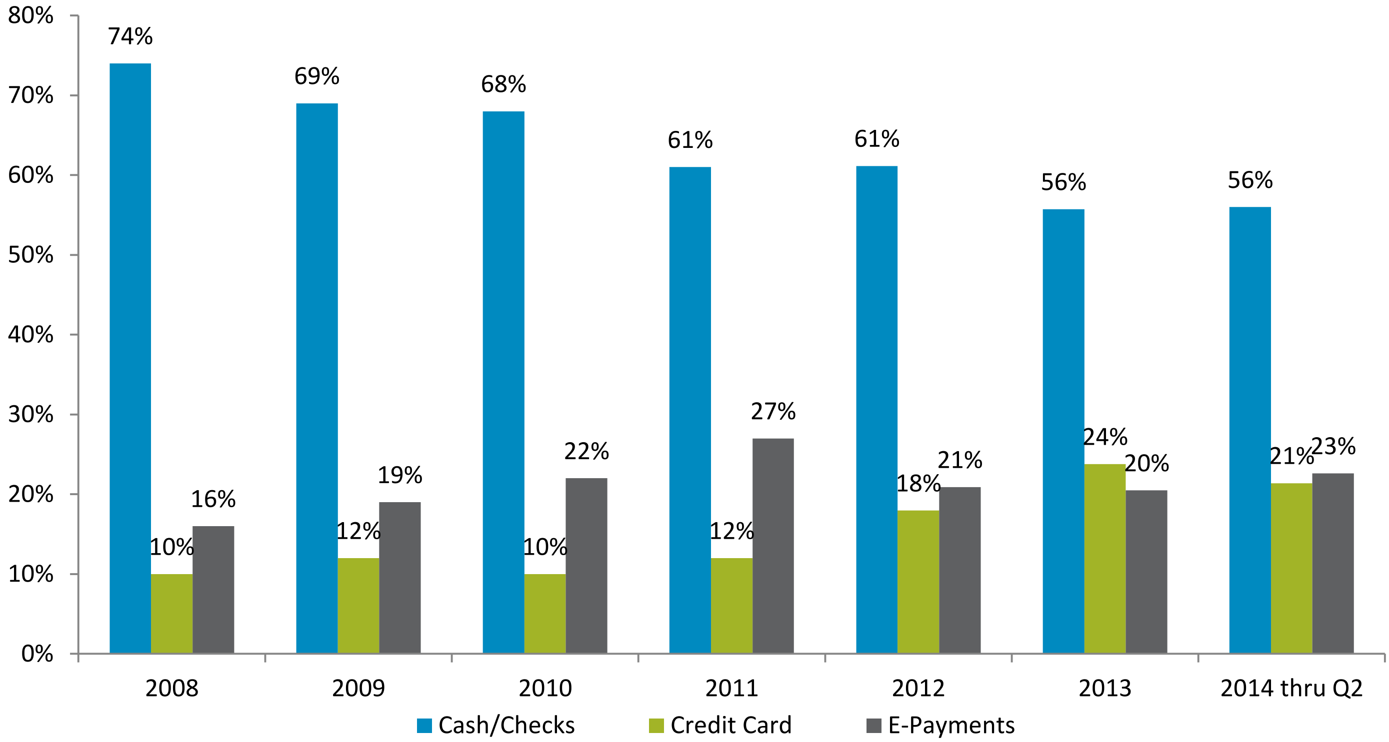
Why is this goal important?

This is considered the best overall measure of how well invoiced revenues are collected by the city. The measure combines the goals of collection speed with the amount collected. A score of 100 percent means that all invoiced revenues are collected in 30 days. Utility revenues represent about 75 percent and COMPASS revenues about 15 percent of total invoiced revenues by Finance. Work continues with City departments to ensure that, where appropriate, invoiced revenues are processed through the COMPASS financial system. For 2013, we exceeded our target of 80 percent. The remaining percent are either collected through tax assessment or at a period beyond 30 days.

What will it take to make progress?

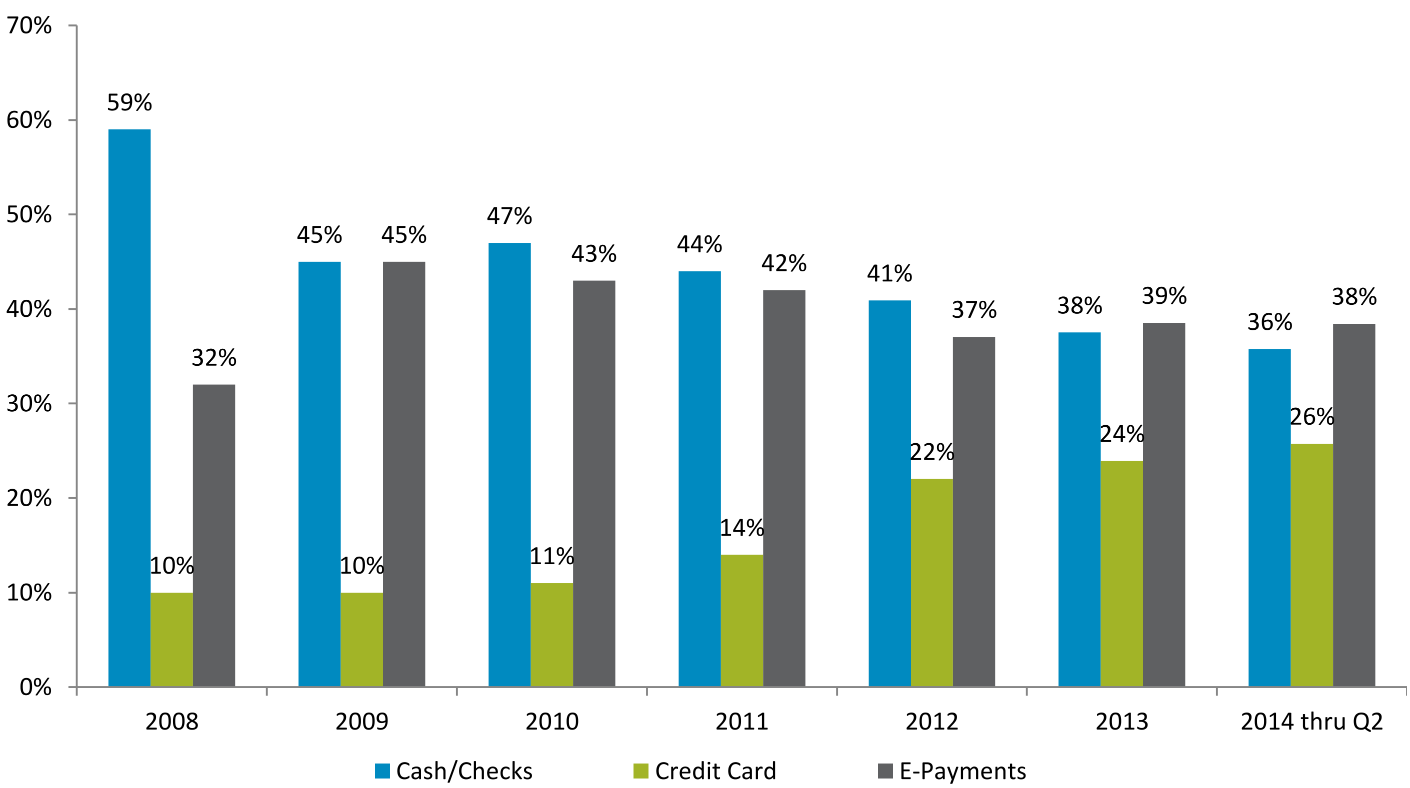
To maintain the target CEI of 80 percent actions include continued use of best collection methods, motivated and trained employees, better use of technology, partnership with 311 call center, wherever appropriate, and increased use of electronic payment methods by customers. Electronic payments reduce costs, improve collection and reduce errors; electronic payments are the preference of many customers; electronic payments do not use paper and therefore advance the City's green initiative and sustainability goals.

Utility Billing Revenues by Payment Method

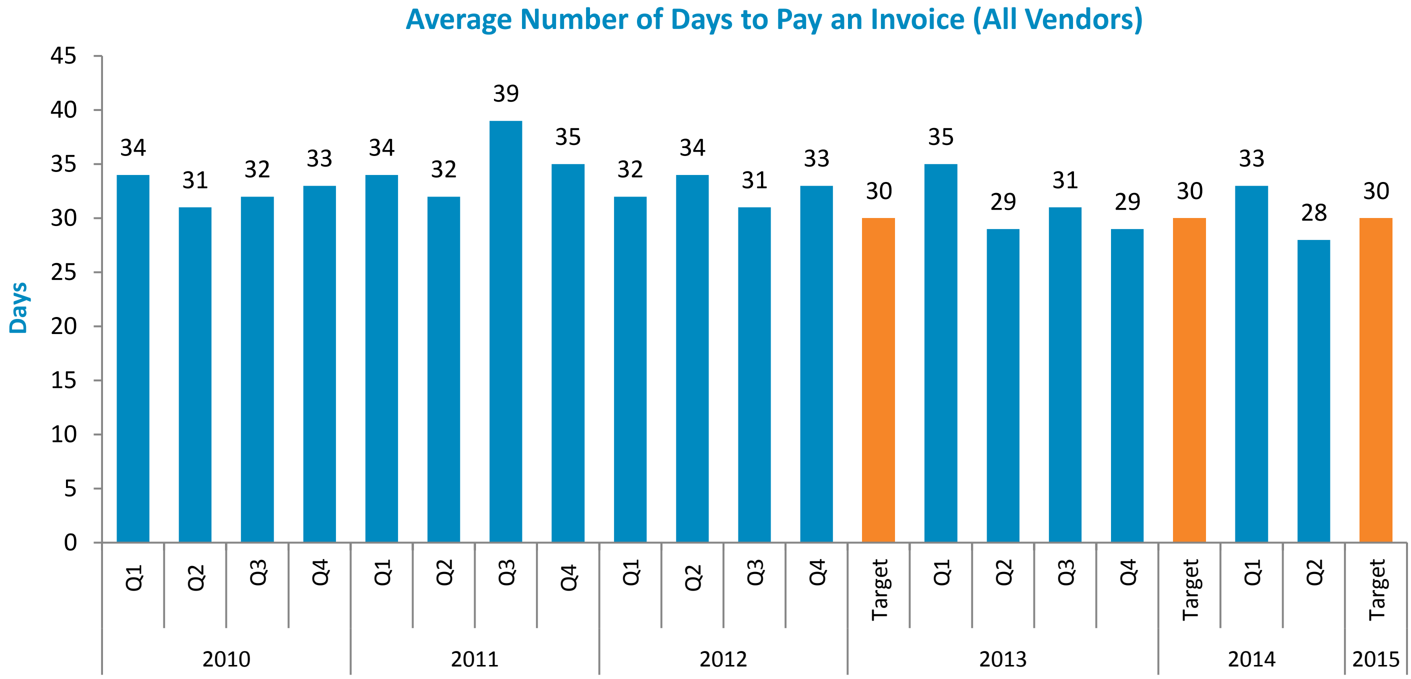


Source: Enquesta Reports

Percent of Utility Billing Transactions by Payment Method



Source: Enquesta Reports



Source: Compass Financial System

Why is this goal important?

The "days to pay" measure indicates whether the City is complying with its contractual obligations and state law. State law requires municipalities to pay invoices within 35 days of invoice date or according to contract terms. Also the ability of the city to take early pay discounts is driven by this measure. Data in the chart above is based upon all payments processed by the City, with the exception of employee's payroll.

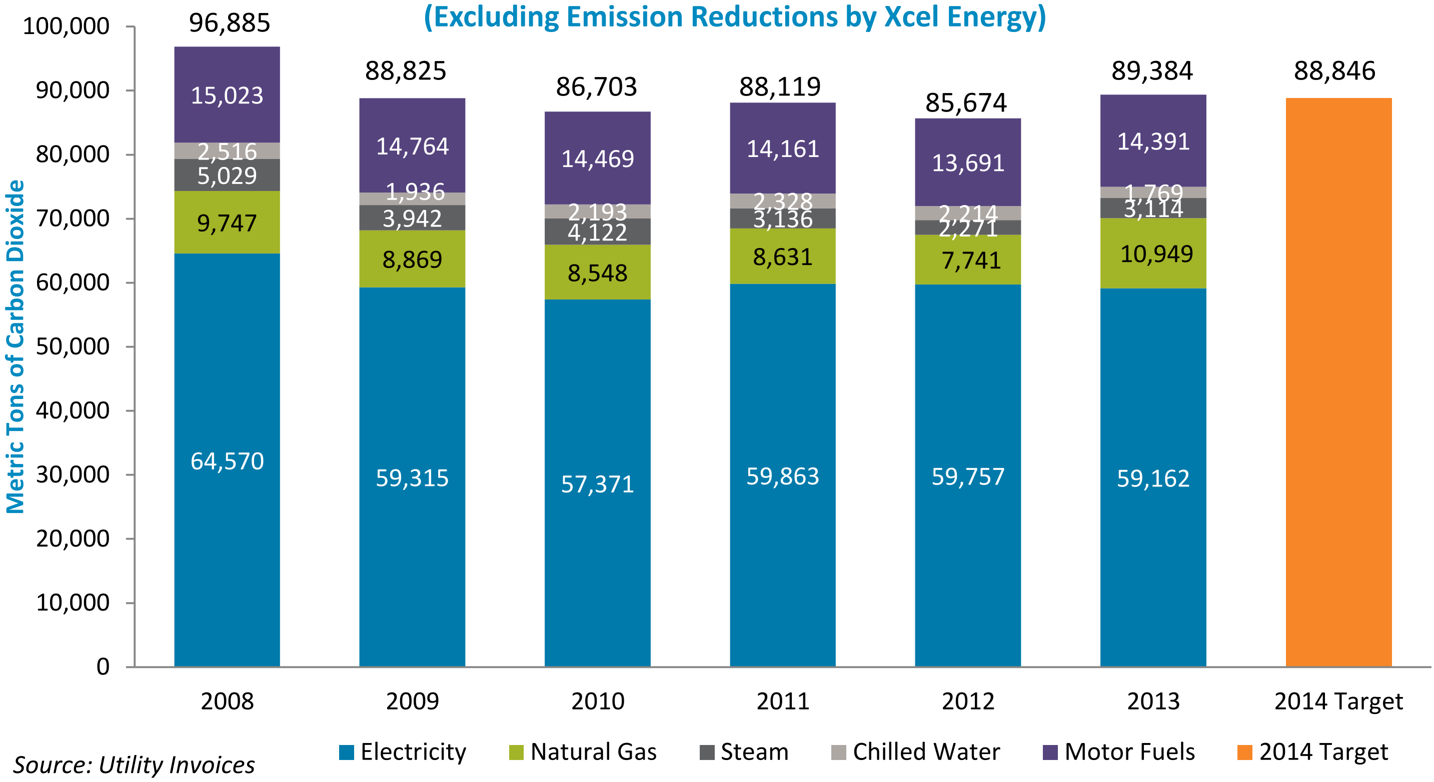
What will it take to make progress?

The Central Requisitions and Receiving group was implemented in February 2011 to help support departments procure the goods and services they need to do business, and ensure that proper approvals are received prior to making purchases. Despite efforts of this group, Finance continues to see invoices after the goods or services have been received and lacking necessary information for charging back the purchase to the appropriate department. This results in impacts to the "days to pay" measure as it takes more time to track down this missing information and then process the payments in the financial system. The Accounts Payable Manager has been meeting with departments to facilitate communications to work more collaboratively with each other to find ways to meet the needs of both Accounts Payable and City Departments while still maintaining financial controls. One initiative to help communicate the payment process was updating the Accounts Payable Guidelines in April 2013 and sending out a "Call to Action" e-mail to department and division heads as well as Finance staff. In May of 2014, Accounts Payable implemented a new electronic process for receiving and routing invoices centrally that, in it's infant stage has shown faster processing times due to the transparency of the invoices, allowing for quicker follow-up.

Another initiative that will help accounts payable reach their targets will be the addition of the P-Card Program . The P-Card is designed to be used by departments for the primary purchase of items under $1,000. This will reduce the number of overall invoices that accounts payable has to process and allow for more focus on getting invoices paid efficiently. Once the P-Card is rolled out to more staff throughout the City, Accounts Payable will feel the benefit because they won't have to process those smaller dollar invoices that the P-Card will be used for.

Property Services

Greenhouse Gas Emissions from Municipal Operations (Excluding Emission Reductions by Xcel Energy)



Source: Utility Invoices

Why is this goal important?

Greenhouse gases created from using fossil fuels are the main cause of global warming. Greenhouse gases are measured in metric tons of carbon dioxide that are created when fossil fuels are used to generate electricity, heat buildings or operate motor vehicles. This measure captures all of the various types of energy that are used in municipal operations and calculates the amount of carbon dioxide that was emitted when each type was used. Beginning in 2007, the City of Minneapolis set a long term goal of one and a half percent annual reduction in greenhouse gas emissions for its municipal operations.

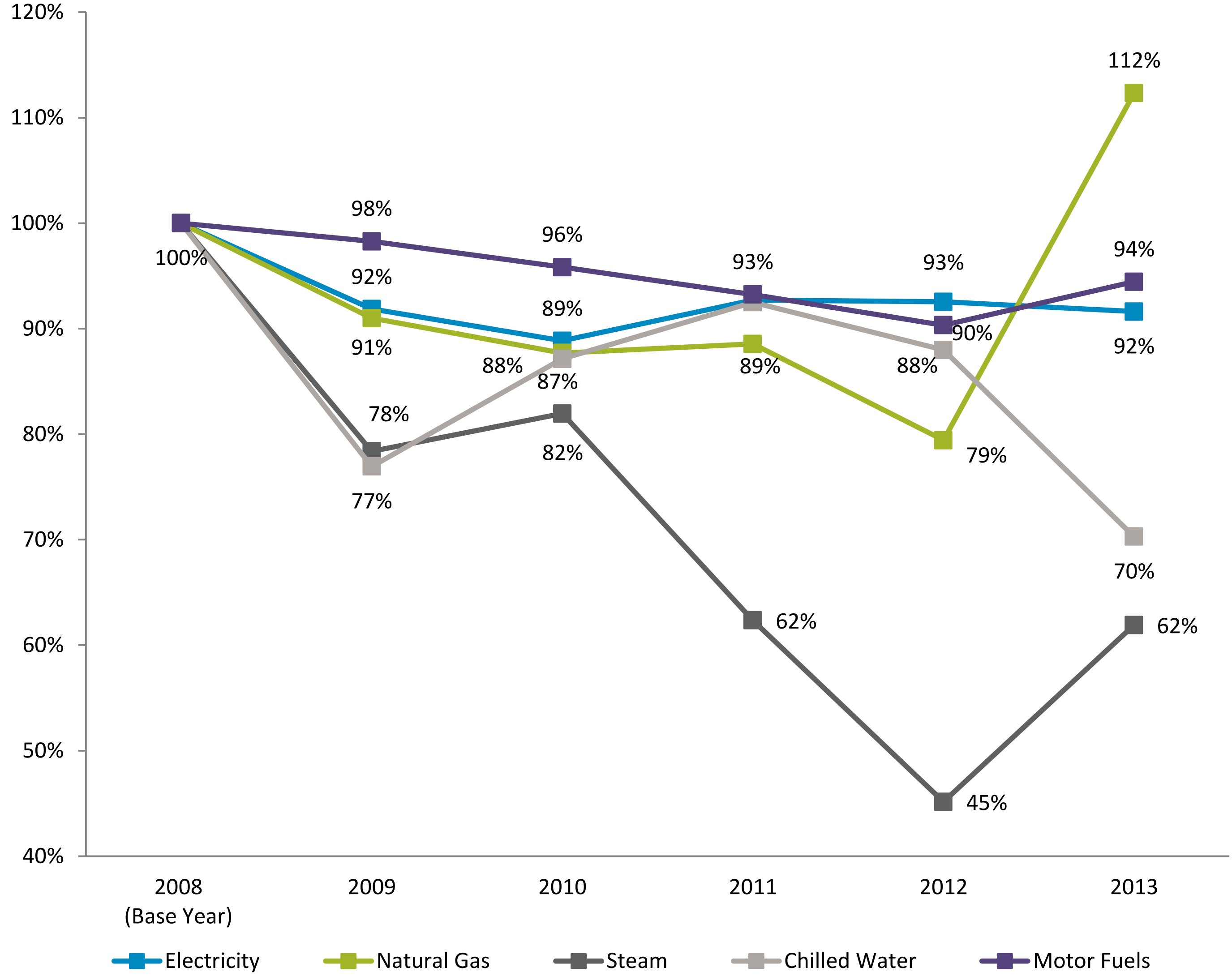
What will it take to make progress?

Using the base year of 2008, software predicted that the City would emit 94,750 metric tons of carbon dioxide in 2013, but we only emitted 89,384, which is a drop of six percent. This puts the City on pace to meet the goal of 88,846 metric tons at the end of 2014. We will continue to invest in more efficient heating, cooling, and ventilation equipment in our buildings at the rate of $300,000 - $500,000 a year to continue reducing our emissions. In addition, Public works is beginning to replace existing street lights with 50% more efficient LED light fixtures, For every 1,000 lights that are converted, the City reduces its annual carbon footprint by 500 metric tons.

Additionally, we can reduce our carbon emissions faster by focusing on the forms of energy that emit the most carbon dioxide when used. The two highest emitters are electricity and chilled water for cooling. As the graph on page 20 shows, we have reduced our electricity usage by eight percent and our chilled water usage by 30 percent since 2008. Even with the severe winter in 2013, we used 38 percent less steam in 2013 than in 2008.

As can also be seen by the graph on page 20, we have made significant progress in reducing all forms of energy usage except natural gas. The easiest way to reduce our natural gas usage is to replace our buildings' aging boilers with new, more efficient ones. In 2012 and 2013, we replaced boilers in two fire stations and one police precinct. During 2015 we will be replacing boilers in two more police precincts and two more fire stations to reduce our natural gas usage.

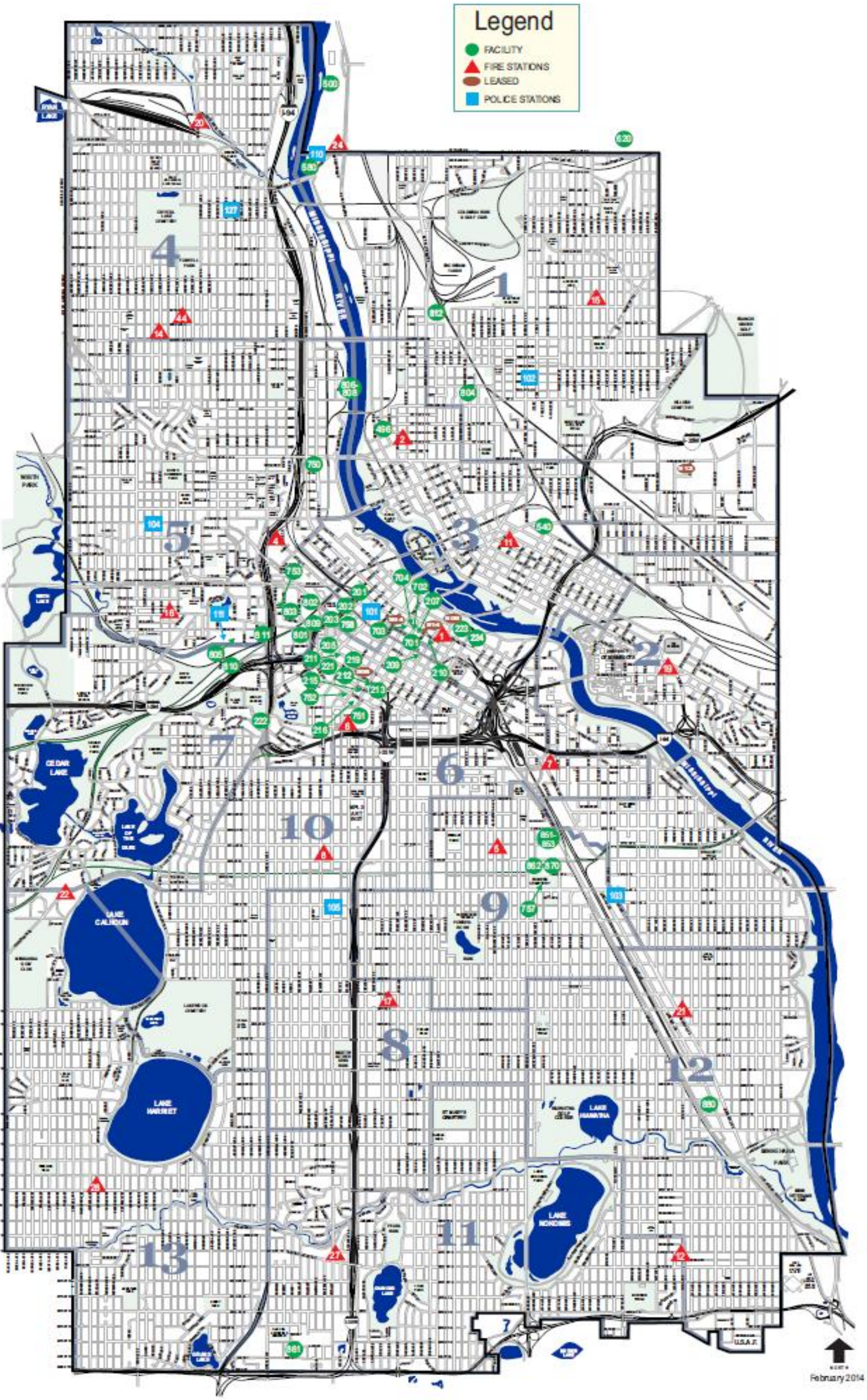
Change in Municipal Utility Usage



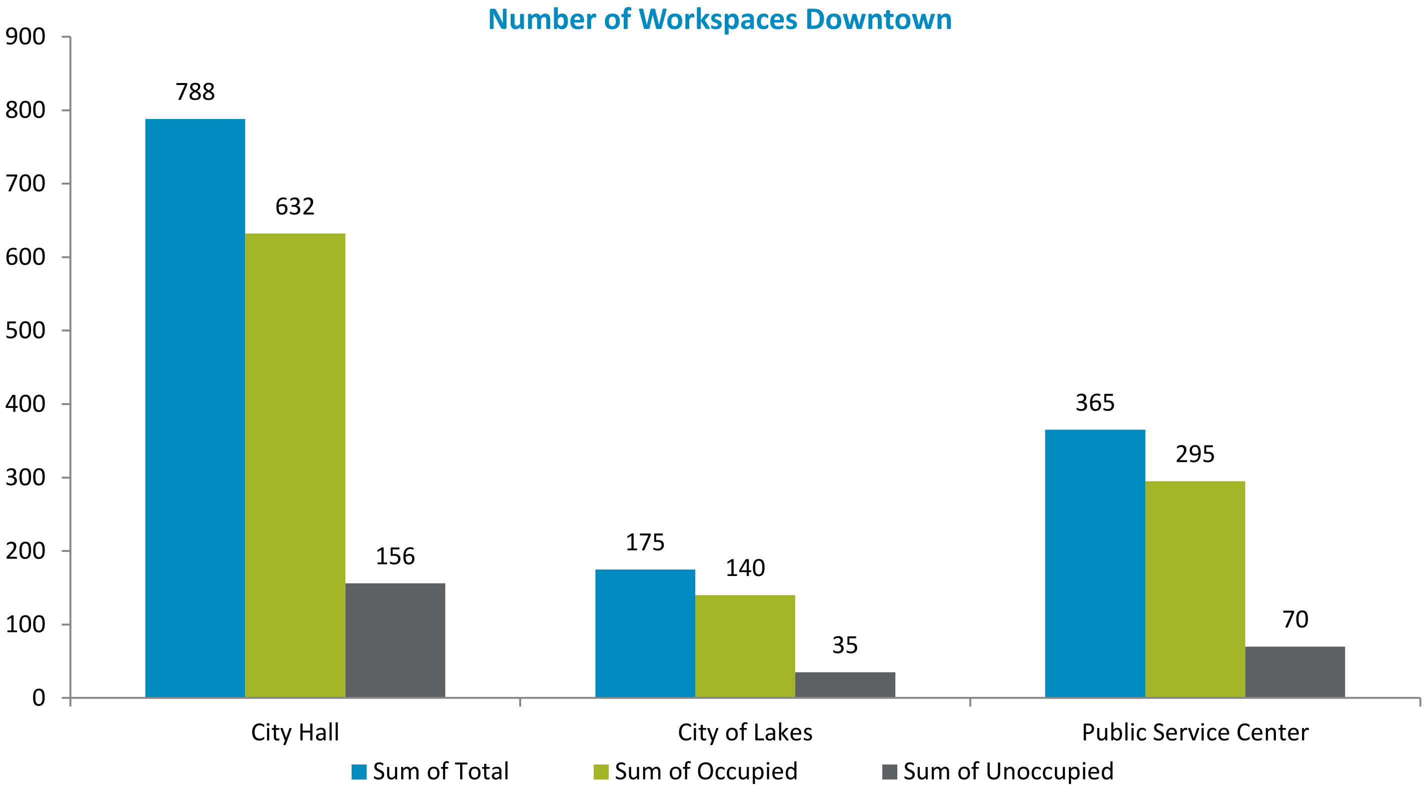
Source: Utility Invoices

CITY OF MINNEAPOLIS

NEW



Fire Stations	
001 Fire Station No. 1	530 South 3rd Street
002 Fire Station No. 2	143 13th Ave N.E.
004 Fire Station No. 4	1101 North 6th Street
005 Fire Station No. 5	2700 Bloomington Ave
006 Fire Station No. 6	121 East 15th Street
007 Fire Station No. 7	2000 East Franklin
008 Fire Station No. 8	2749 Blaisdell Ave
011 Fire Station No. 11	229 S.E. 6th Street
012 Fire Station No. 12	5401 33rd Ave South
014 Fire Station No. 14	2002 Lowry Ave No
015 Fire Station No. 15	2701 Johnson Street N.E.
016 Fire Station No. 16	1600 Glenwood Ave North
017 Fire Station No. 17	330 East 38th Street
019 Fire Station No. 19	200 S.E. Ontario Street
020 Fire Station No. 20	4646 Humboldt Ave North
021 Fire Station No. 21	3209 East 38th Street
022 Fire Station No. 22	3025 Market Place
024 EOTF	25 37th Ave NE
027 Fire Station No. 27	5410 Nicollet Ave
028 Fire Station No. 28	2810 West 50th Street
044 Old Fire Station No. 14	1704 North 33rd Ave
Police Stations	
101 Police Precinct No. 1	19 North 4th Street
102 Police Precinct No. 2	1911 Central Ave Ne
103 Police Precinct No. 3	3000 Minnehaha Ave
104 Police Precinct No. 4	1925 Plymouth Ave
105 Police Precinct No. 5	3101 Nicollet Ave
110 Police Canine Kennel	15 N.E. 37th Ave
111 Forensic Garage	49 Colfax Ave South
127 Hamilton SOC Facility	4131 Dupont Ave N
Ramps	
201 4th Street Garage	318 2nd Ave North
202 5th Street Garage	516 2nd Ave North
203 7th Street Garage	101 North 9th Street
205 Hawthorne Transportation Center	31 North 9th Street
207 Courthouse Municipal Ramp	333 3rd Ave South
209 Government Center Ramp	415 South 5th Street
210 HAAF Ramp	424 South 4th Street
211 Hennepin at 10th Ramp	935 Hennepin Ave
212 11th Street Underground	1030 2nd Ave South
213 Leamington Ramp	1001 2nd Ave South
215 Orchestra Hall Ramp	1111 Marquette Ave South
216 Plaza Ramp	117 South 12th Street
219 10th & Lasalle	915 Lasalle Ave
221 Harmon & 11th	25 South 11th Street
222 Walker	721 Vineland Place
223 Mill Quarter	711 South 2nd Street
224 Riverfront Municipal Ramp	800 Washington Ave S
CPED Properties	
496 Grain Belt Bottling House Annex	74 14th Ave NE
Water	
500 Fridley Campus	4500 Marshall Street NE
540 East Yards Campus	935 5th Ave SE
580 37th Ave. NE Campus	37th Ave. NE
620 Columbia Heights Campus	4500 Reservoir Blvd
General Office	
701 City Hall	350 South 5th Street
702 Public Service Center	250 South 4th Street
703 City of Lakes Building	309 Second Ave South
704 Old Community Service Center	217 S. 3rd Street
Misc. Property	
750 Animal Care & Control	212 17th Avenue North
751 Convention Center	1301 Second Ave South
752 Talmadge Building	1219 Marquette Ave
753 Municipal Market	312 lakeside Ave North
757 Pioneers & Soldiers Cemetery	2925 Cedar Ave S
758 Target Center	600 1st Ave N
Service Nodes	
801 Currie Maintenance Facility	1200 Currie Ave North
802 Royalston Maintenance Facility	661 5th Ave North
803 Traffic Maintenance Facility	300 Border Ave
804 NE Equipment and Street	1809 Washington Street NE
805 Impound Lot	51 Colfax Ave N
806 Sanitation & Recycling	2710 Pacific
807 Recovery Building	2712 Pacific
808 North Transfer Station	2716 Pacific
809 Olson Property	140 12th Street North
810 Linden Yards	103 Lyndale Ave N
811 Aldrich Facility	198 Aldrich Ave No
812 New Public Works Facility	340 27th Ave NE
851 Hiawatha Office Building	1901 East 26th Street
852 Hiawatha Garage & Yards	1901 East 26th Street
853 Hiawatha Stores & Storage	1858 East 27th Street
861 Harriet Maintenance Facility	6024-36 Harriet Ave S
862 South Transfer	2852 20th Ave South
870 Tin Building	2850 20th Ave South
880 Old 44th & Snelling	4444 Snelling
Leased	
904 Towle Building	333 S 7th Street
908 Senior Citizen Drop In Center	950 Nicollet Ave South
909 Crown Roller Mill	105 5th Ave S
913 Voting Equipment Warehouse	724 NE Harding Street
914 Flour Exchange Building	310 4th Ave S



Note: There are 149 Vacant Budgeted Positions in the Downtown Campus. Subtracting those from the total results in a True Vacancy Rate of 4.96 percent

Source: Aperture, Human Resources

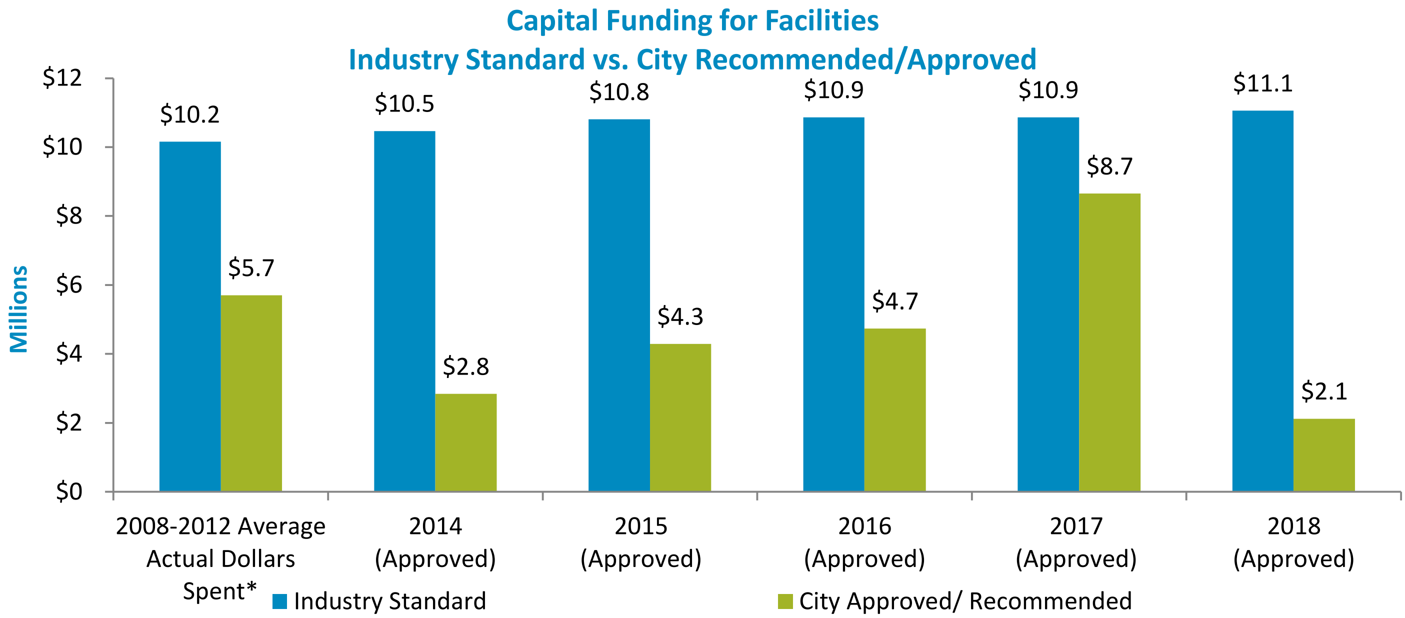
Why is this goal important?

Tracking available work spaces throughout the enterprise provides important data for strategic space planning activities. A true "vacancy rate" is the sum total of the available work spaces minus budgeted vacant (unfilled) positions for the representative departments utilizing the buildings being measured. Property Services has established a target vacancy rate of five 5 percent for the downtown campus. This target allows for flexibility for planned and unplanned changes in on-site staffing for a given department. Vacancy rates above the target indicate opportunities for consolidation of space and reduced real estate cost (both capital and operating). Vacancy rates below the target can lead to not being able to be flexible and timely in meeting departmental needs or new initiatives.

Having a vacant suite/s (such as City Hall 107, 115) of an appropriate size provides for "swing space" to accommodate remodeling of spaces, continuity of operations (COOP) for small scale building systems failures, or short term spaces needs (interns, IT projects, etc.)

What will it take to make progress?

The current vacancy rate is 4.96 percent, adjusted slightly for swing space in City Hall. The City will continue to update office space in City Hall in 2015, and work with a broker on the long term strategy plan for the overall downtown campus.



Note: the 2008-2012 Average Dollars Spent is actual spending vs. the other columns represent Industry Recommended and Council approved dollars.

Why is this goal important?

Finance & Property Services staff maintain 58 City-owned and operated facilities, which includes police precincts, fire stations as well as public works, general office and miscellaneous facilities that are funded by property taxes. (Community Planning and Economic Development properties, parking ramps, water works facilities, City Hall, Convention Center and Target Center are not included in the total above.) This measure compares the level of capital funding for repair and maintenance of City-owned facilities to the industry standard. Industry standards for public facilities recommend an annual investment of one-to-six percent of the current replacement value, depending on the age of the facility and previous maintenance and capital investments, in order to preserve and enhance the functional and economic value of the facility.

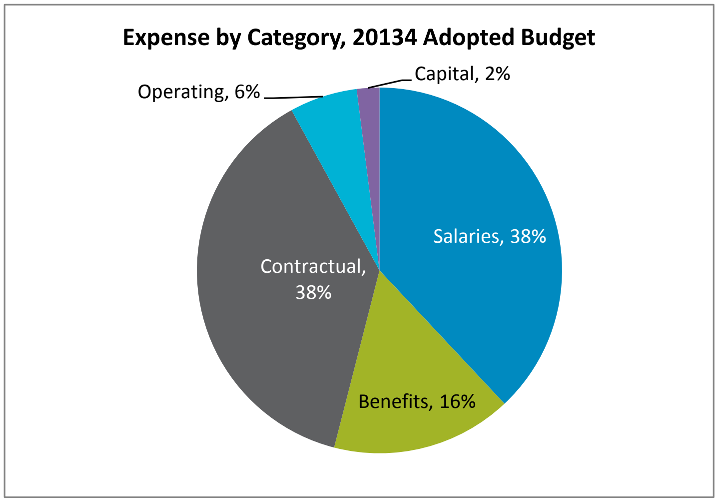
What will it take to make progress?

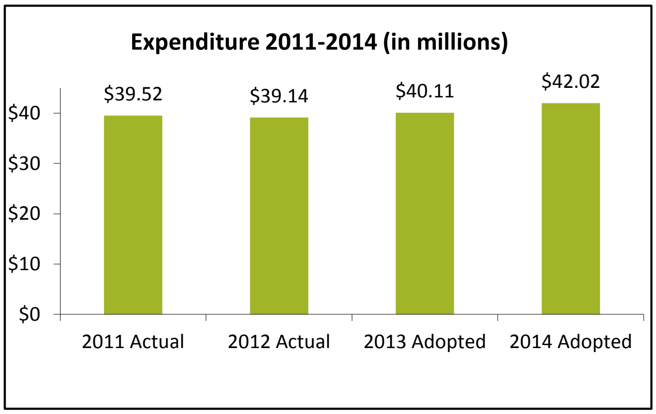
The City's capital spending level for facilities repair and maintenance has been below industry standard for several years. In recent years, approved capital funding for repair and maintenance has only been manageable because of facility replacement projects (Hiawatha Maintenance Facility, Emergency Operations and Training Facility). Finance & Property Services has brought on additional staff to help complete a comprehensive facility assessment and develop an asset management plan to guide future capital program decision-making.

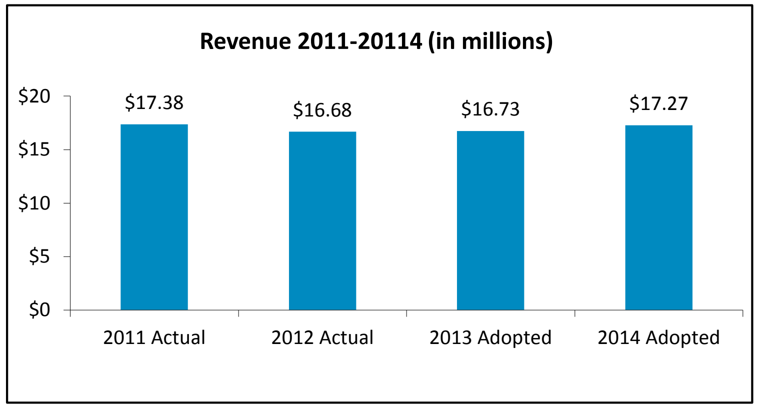
In the Fall of 2014 the City, with the help of a broker selected through the RFP process, will begin a Strategic Real Estate Plan for Downtown. The Broker will help shape the discussion of how best to house City staff that regularly interact with Council, the Mayor and the County. The broker will also investigate the interdependencies of work by staff that is currently located in seven different facilities downtown. The broker will compare options of how best to deal with downtown City owned buildings outside of City Hall. Their eventual recommendation will present a solution to the problem of deteriorated conditions in the Public Service Center and the City of Lakes buildings. This will make progress on at least two of the City's larger and higher density office spaces.

9/3/2014

Management Dashboard: Finance & Property Services







Loss Prevention Data				
Year	2010	2011	2012	2013
Workers Comp	$4,650	$289	$96,101	$70,558
Liability Claims	$13,112	$0	$0	$0

Average Sick Days Taken per Employee					
Year	2009	2010	2011*	2012*	2013*
Days	8.5	8	7.5	8.2	8.1

**Note: Includes Property Services*

Workforce Demographics			
Year end	12/31/2010	12/31/2011	12/31/2012
% Female	66%	65%	51%
% Employee of Color	30%	28%	26%
# of Employees	171	170	217

Overtime Costs					
Year	2009	2010	2011	2012	2013
Hours	1,508	421	116	3,951	3024
Cost	$ 57,619	$ 17,820	$ 45,258	$ 155,735	$ 118,972

Employee Turnover and Savings					
Year end	2009	2010	2011	2012	2013
Turnover	11.7%	7.0%	8.8%	10.3%	5.9%

Positions Vacancies					
Year end	2009	2010	2011	2012	2013
% of Total	1%	3%	6%	9%	8%

Performance Reviews Past Due in HRIS	
As of 9/3/2014	87%

Employees Eligible to Retire											
Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number	28	8	3	8	11	13	11	13	9	10	8

Notes:

Average Sick Days taken per Employee

Notes:

- A) Above data is based on the payroll calendar year not the calendar year.
- B) Does ***not*** include employees who have separated from the ***department*** and may have used sick leave during the payroll year.
  - B*) Does ***not*** include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
  - B**) ***Includes*** employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").
- C) Employees can use more sick leave than earned in a given year (Assuming that they have accrued leave that has carried over).
- D) Work Days Lost = Hours Used/Eight (8)
- E) Usage Rate = Hours Used/Hours Earned
- F) Overstated as it assumes everyone is FT and worked the entire year.
- G) 2009 data does not include any employees who may have been placed in the Job Bank in November/December. 2009 had 27 pay periods
- H) A large portion of the employees that use to comprise Public Works - Property Services became part of Finance in 2011.

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.

Workforce Analysis Detail

2 of 8 categories indicate under-utilization:

Official and Admin. 9 incumbents Female = 33.3% Avail. = 40.6%

Technician 1 incumbent POC = 0.0% Avail. = 58.3%

Employee Turnover and Savings

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

Position Vacancies

- A) Includes only budgeted positions.

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.