

CITY OF MINNEAPOLIS

LEGISLATIVE
RESEARCH & OVERSIGHT



Legislative Budget Process Comparative Analysis

August 24, 2026
Minneapolis City Council
Budget Committee

Legislative Budget Process

Staff Direction

The Minneapolis City Council hereby directs the Legislative Research & Oversight staff to provide:

- 1) An overview of comparable examples of legislative budget processes and tools used by municipalities nationally. Examples for consideration may include:
 - a) Legislative budget process calendars and scheduling – alignment with Mayoral budget calendar, statutory and regulatory deadlines, and other potential considerations or factors.
 - b) Methods used by legislative bodies to solicit input, feedback, and responsive data from departments to inform budget considerations.
 - c) Mechanisms for submitting legislative budget amendment proposals or other modifications.
 - d) How cities utilize institutional resources to support the legislative budget process.
- 2) Based on this analysis, highlight any common practices, trends, or innovative processes identified for consideration by City Council. As feasible, provide potential examples to demonstrate how similar materials, or processes, could be leveraged as part of the City's 2026 legislative budget process.
- 3) Identify any specific mechanisms in place to increase budget transparency and accountability – either proactively or through post-budget processes. The requested analyses, data, and findings shall be reported to City Council's Budget Committee by August 24, 2026, and any supporting materials will be made available through the City's website.

Legislative Budget Process Comparative Analysis

Legislative Budget Process

Timeline Comparison to Example Cities

- Seattle
 - Legislative Budget Process – 2 Months
- Milwaukee
 - Legislative Budget Process – 1.5 Months
- Detroit
 - Legislative Budget Process – 1 Month
- Minneapolis
 - Legislative Budget Process – 4 Months

Legislative Budget Process

Department Hearings

- Seattle
 - Department Hearings - Four Days
 - One “Split” Week - Thursday to Tuesday
 - Approx 13+ Department or Programs
- Milwaukee
 - Department Hearings - Ten Days
 - Two Consecutive Weeks
 - Approx 30+ Departments or Programs
- Detroit
 - Department Hearings - Department Hearings - Twelve Days
 - Three “Split” Weeks - W/Th/F | M/W/Th/Fr | M/W/Th/F | M
 - Approx 35+ Departments or Programs
- Minneapolis
 - Department Hearings - Twelve Days
 - Spaced over Five to Six Weeks
 - Approx. 30+ Departments or Programs

2026 Budget Hearing Schedule				
SEPTEMBER 2025				
22 Monday	23 Tuesday 9:00 A.M. COMMON COUNCIL MEETING Mayor's Budget Presentation	24 Wednesday	25 Thursday	26 Friday
OCTOBER 2025				
29 Monday 1:30 P.M. Steering and Rules Committee	30 Tuesday 9:00 A.M. Licenses Committee	1 Wednesday 9:00 A.M. Public Works Committee 1:30 P.M. Community and Economic Development Committee	2 Thursday 9:00 A.M. Public Safety & Health Committee	3 Friday F&P Budget Hearings 9:00 A.M. Budget Overview Capital Improvements City Revenue/City Debt Grant & Aid Fund CC Contingent Fund Tax Stabilization Fund
6 Monday 9:00 A.M. Judiciary and Legislation Committee F&P Budget Hearings 1:00 P.M. City Attorney Treasurer 3:00 P.M. Comptroller City Clerk 6:30 P.M. JOINT PUBLIC HEARING Common Council Chamber	7 Tuesday 9:00 A.M. Zoning, Neighborhoods, and Development Committee F&P Budget Hearings 1:00 P.M. Mayor's Office 2:00 P.M. Dept. of Administration	8 Wednesday 9:00 A.M. Finance and Personnel Committee F&P Budget Hearings 12:00 P.M. Health Department 2:00 P.M. Milw. Public Library	9 Thursday F&P Budget Hearings 9:00 A.M. Police Dept. Emergency Communications	10 Friday F&P Budget Hearings 9:00 A.M. Fire Department Fire and Police Commission

Mon	Tue	Wed	Thu	Fri
22 September Rosh Hashanah Begins	23 Mayor Transmits 2026 Proposed Budget Adjustments City Council 2 p.m.	24 Rosh Hashanah Ends	25 CBO Overview & Department Presentations 2026 Proposed Budget Adjustments 9:30 a.m. each day	26
29 September	30 Department Presentations 2026 Proposed Budget Adjustments 9:30 a.m. each day	1 October Yom Kippur begins	2 Yom Kippur ends	3
6 October	7 Public Hearing 5 p.m.	8	9	10
13 October Indigenous Peoples' Day	14	15	16 Central Staff Presentation: Policy Considerations 9:30 a.m. each day	17
20 October	21 Revenue Forecast Update 9:30 a.m. Policy Considerations 2 p.m.	22 Initial CM Proposals Due (@ Noon (2 co-sponsors req'd))	23	24

Legislative Budget Process Information Requests

- Standardized Memo Process
 - Creates a consistent method of communication between the legislative body and departments
 - Helps to avoid duplicative requests and increases transparency
- Memo “Owners”
 - Council - Communicate questions directly with departments
 - Departments - Respond directly on respective scope(s) of work
 - Legislative Research Staff - Provide aggregate materials that group questions, gather input from respective departments, and contain additional analysis



City of Milwaukee
City Clerk's Office

Jim Owczarski
City Clerk
Keith Broadnax
LRB Manager
Legislative Reference Bureau

MEMORANDUM

To: Ald. Marina Dimitrijevic
From: Dave Gelting, Legislative & Fiscal Services Specialist
Date: November 3, 2025
Subject: Innovation Policy Analyst Position History

On November 3, 2025
Innovation Policy Analyst

On December 17, 2022
Committee.¹ This communication was a recommendation which would change the Innovation Policy Analyst position. When Communication 15, 2025, Ald. Burgelis matter, a question was Department of Employment Analyst position.³ Ms. position, and explained funded by deleting a v Innovation Director or relevant was present. determine if the position item, and suggested h

¹ File 241378, Communication scheduled for City Service <https://milwaukee.legistar.com/Document/Details.aspx?ID=241378&Options=Details>

² File 241429, Communication Report(s) as submitted, <https://milwaukee.legistar.com/Document/Details.aspx?ID=241429&Options=Details>

³ The relevant conversation <https://milwaukee.legistar.com/Document/Details.aspx?ID=241429&Options=Details>



Construction & Demolition Department

1301 Third Street, Suite 618
Detroit, Michigan 48226
(313) 224-4737
Demo-info@detroitmi.gov
www.detroitmi.gov/demolition

To: Mary Sheffield, President, Detroit City Council
From: Tim Palazzolo, Director, Construction & Demolition Department
Date: 3/31/2025
Re: Responses to 2025-2026 CDD Budget Analysis

Please find below responses to your questions sent on 3/21/2025, regarding the Fiscal Year 2026 Proposed Budget for the Construction & Demolition Department.

- On page B16-8, please explain the increase in Operating Supplies Expenditures from \$3,639,348 in FY25 to \$5,573,892 for the proposed FY26 Budget.

The increase in General Fund Operating Supplies expenditures is driven by facilities management needs for items including HVAC, plumbing, pool repair, fire suppression, maintenance/repairs general contractors, roof repair, boiler treatment, electrical maintenance, commercial glass, door maintenance, software, uniforms, and other small non-personnel contractual items.

- On page C4, please explain why Appropriation #20507 – CoD Capital Projects, is zeroed out after a \$2 million expenditure in FY25.

No capital funding was allocated for FY 2026.

- Please provide an update on Proposal N Bond activities for blight remediation.
 - How much of the funds have been allocated and spent?
 - There has been a total of \$283M allocated for Proposal N Bonds, of which approximately \$239M has been spent to date.
 - How much funds remain?
 - There is approximately \$25M of unencumbered funds available. However, there is an additional \$21M of work (demos, stabilizations, etc.) already identified in the pipeline for completion.

Legislative Budget Process

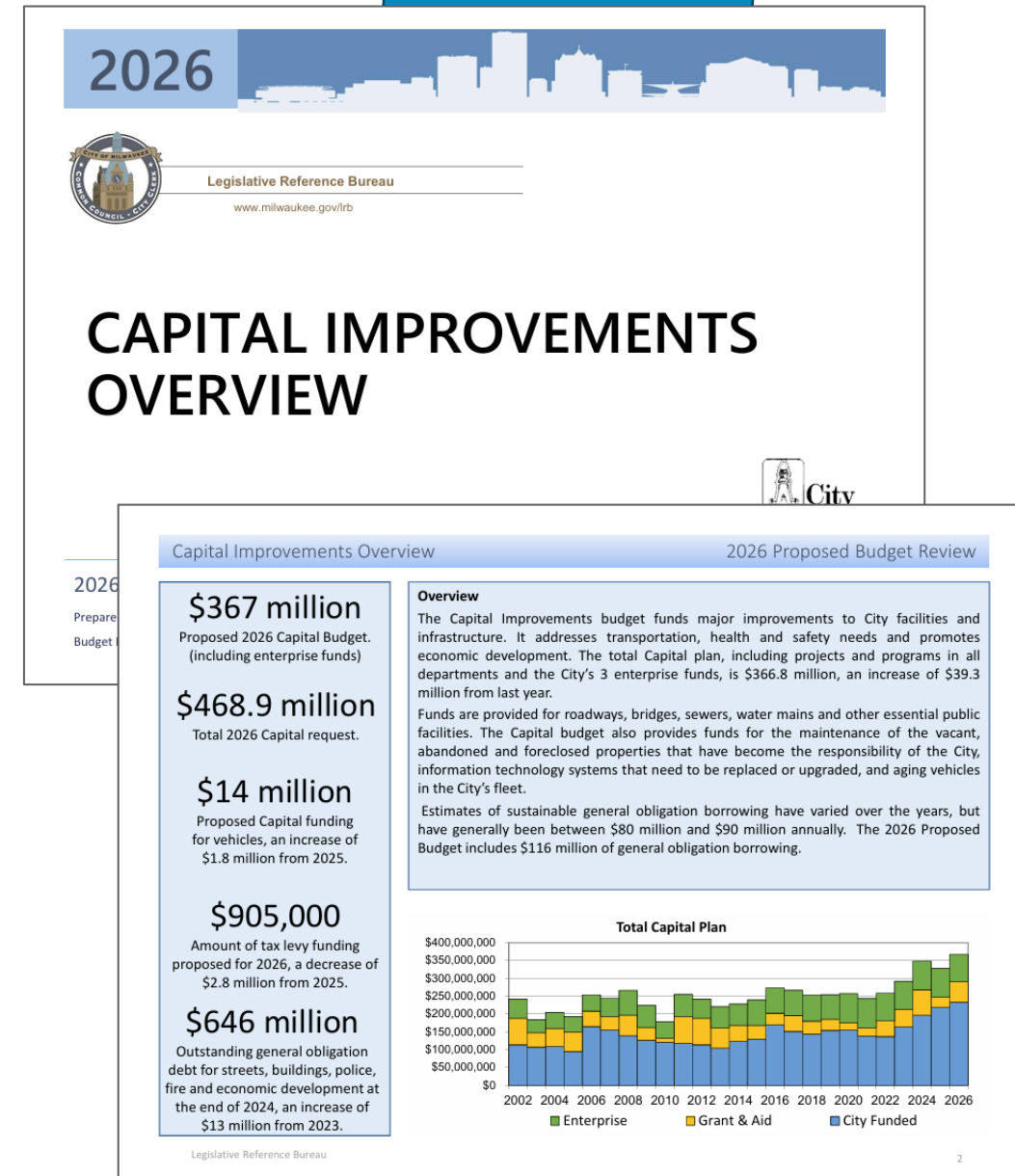
Budget Amendment Process

- Segmentation vs Conglomeration
 - Amendments range in complexity, consensus, and scope
 - Consider processes that fast-track consensus items
- Segmentation Example: Seattle
 - Chair's Balancing Package - Includes consensus amendment items and creates a baseline proposed legislative budget to be discussed and amended
 - Amendment Classification - Classification process for proposed amendments based on support, proposed compromise substitutions, and items requiring additional discussion
- Conglomeration Example: Milwaukee
 - "Budget Amendment Day" - Discussion of all proposed amendments

Legislative Budget Process

Legislative Staff Support - Overview

- Creation of overview and summarizing materials
 - Intended to highlight areas of focus and interest
- Overview materials can also provide additional context that may not be required, or included, in formal budget materials
 - “How we got here”



Legislative Budget Process

Legislative Staff Support - Outreach

- Creating a consistent mechanism for community input gathering and reporting
 - Legislative staff can serve as a centralized resource for organizing community input sessions
 - Utilize consistent input collection methods for data collection
 - Conduct analysis and reporting that highlights findings and identifies themes, patterns, and trends for consideration

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Executive Policy Manager
Marvell R. Todd, Jr.
Director, City Planning
Commission
Janese Chapman
Director, Historic Designation
Advisory Board

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Kristy Enoes
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Renee Short
Floyd Stanley
Thomas Stephens, Esq.
Theresa Thomas
Janice Tillmon
Ian Tomashik
Emberly Vick

TO: The Honorable City Council

FROM: David W. Legislative

DATE: February

RE: Legislative Budget

On October 20, 2024, the City Council dedicated to foster ordinance aims to resolutions pertain specified within the Council, including Motorized Urban initiatives initiated

Legislative Policy
Insights from the J

This report presents Budget Priorities F snapshot of citizen priorities relevant recommended upon in the Administration

¹ Per the Community Outreach process

January 2026 (FY 2027)		October 2024 (FY 2026)	
Rank	Issues-Concerns	Rank	Issues-Concerns
1	Housing Programs: Affordable Housing and Home Repair (1); (3)	1	Housing Programs: Home Repair (1); Affordable Housing (3)
2	Transportation	2	Neighborhood Rebuilding
3	Public Safety	3	Transportation
4	Blight Elimination	4	Public Safety
5	Sidewalk repairs	5	Youth Programs

In reviewing a year-over-year comparison, LPD identified six issues that consistently ranked as top issues-concerns across all districts: affordable housing, transportation, home repairs, public safety, blight elimination and sidewalk repairs. Housing remains the highest priority for residents, with strong emphasis on affordable housing and home repair programs, including eligibility requirements to ensure housing options for all—including groups with specific housing needs.

Year-over-year shifts also show that transportation concerns have increased. While residents acknowledged the positive changes DDOT implemented in 2024 and 2025, many still feel that bus service remains inadequate.

2026 COMMUNITY BUDGET PRIORITIES

Category	Relative Priority (Bar Height)
Affordable Housing	10
Transportation	9
Home Repair	8
Public Safety	7
Blight Elimination	6
Sidewalk Repairs	5
Small business support	4
Park improvements	3
Safer street designs	2
Tree trimming and maintenance	1

Recommendation

City Council receives constituent concerns through various channels. Council members routinely meet with constituents both in person and virtually. Issues and concerns are also presented during General Public Comments at Council meetings, in accordance with the Open Meetings Act. Additionally, feedback is received via regular mail, email, text messages, and other forms of communication. LPD acknowledges that priorities submitted through these various methods may lead to a ranking of priorities that differs from those discussed in the District Budget Priority Forums. All input should be carefully considered during the review of the proposed budget.

Legislative Budget Process

Legislative Staff Support - Analysis

- Conduct analysis of proposed budget(s)
 - Independent analysis can identify information and questions that could otherwise be missed
 - Comparative baselines for program funding add context for discussion
 - Historical context frames budget increases, or reductions, with potential causality or rationale
 - Establish measurable indicators on budget items to determine potential impact and define “success”

SEATTLE POLICE DEPARTMENT 2025 – 2026 Proposed Budget Policy Considerations

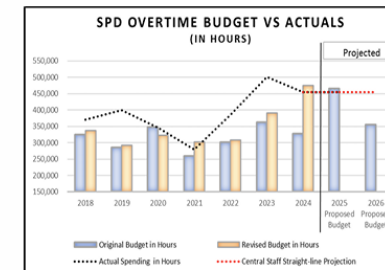
Select Budget Committee | October 21, 2024

Greg Doss, Analyst

Ann Gorman, Analyst

Policy Consideration

1. Sworn Salary Funding Surplus and 2025 Overtime Deficit (cont.)



- The 2025-2026 Proposed Budget would add \$10 million to continue funding overtime in 2025 at a level that approximates projected spending in 2024. This \$10 million is not ongoing into 2026, which would require SPD to severely curtail its overtime spending, or the Executive and Council would need to add more funding in 2026.
- The 2025-2026 Proposed Budget contains a \$165,000 reduction to the Office of Police Accountability (OPA) overtime budget. OPA staff have indicated that while the reduction represents a two-thirds cut to its overtime budget, which is part of the larger agency-wide overtime budget, the addition of 2.0 FTE civilian investigators in OPA will reduce total overtime hours worked.

Legislative Budget Process Transparency and Accountability

Legislative Budget Process

Transparency and Accountability

- Conduct recurring review of budget items and programming
 - Provides insight into the status of budget items
 - Allows early notification of potential issues or challenges
 - Informs legislative discussion of specific items with respective department staff

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Theresa Thomas
Janice Tillman
Ian Tomashik
Emberly Vick
Ashley A. Wilson

TO: Detr
FROM: Davi
Legi
DATE: July
RE: Legi
Prior

This report outlines
2024 - 2025, The L
of the Council's Cl

The FY 2025 City
position toward fut
continued fiscal co
residents, taxpayers
the needs and conc
Adopted Budget, d
deliberation of the b

OVERVIEW

LPD submitted a req
for additional action
Open, in progress - 2
action planned. Age
further clarification,
from external source

neighborhoods; providing financial assistance and technical assistance to local entrepreneurs, small and minority owned businesses and conducting appropriate analysis and studies to further refine the needs of the community are some of priorities listed under this category.

- **Retirees:** issues related to retirees living in the city of Detroit or retired from the city of Detroit.

In organizing the status of FY 2025 Closing Resolutions by service levels, 19% of the resolutions are for Internal Services which include activity that assists with the delivery of services in an effective and efficient manner. The next two highest categories are Constituent Services (14%) and Economic Development (15%), different from FY 2024 Closing Resolutions rankings which had Internal Services, Infrastructure and Constituent Services as the top three categories.

FY 2025 Resolutions by Service Category

• City Services - Communications
• City Services - Development
• City Services - Finance - Mobility
• City Services - Finance - Safety
• City Services - Infrastructure
• City Services - Internal Services
• City Services - Public Safety
• City Services - Urban Services
• City Services - Environmental
• City Services - Communications
• Neighborhood Development
• City Services - Economic Development
• City Services - Public Safety
• City Services - Infrastructure
• City Services - Internal Services
• City Services - Finance - Mobility
• City Services - Finance - Safety
• City Services - Urban Services
• City Services - Environmental
• City Services - Communications

FY 2025 Resolutions by Service Category

Actions Brought Forward from FY 2024 into FY 2025 and from FY 2025 into FY 2026

As City Council deliberated on the Mayor's Proposed FY 2025 Budget, it was determined that certain issues were not considered nor resolved during the current fiscal year. These items were brought forth into the FY 2025 City Council Closing Resolutions for further consideration and/or discussion.

FY 2025 Adopted Budget and Closing Resolutions Carryover from FY 2024, and FY 2026 Adopted Budget and Closing Resolutions Carryover from FY 2025	Council Member	Action Requested
10 th District Court Capital Improvement Plan	CP Sheffield	Develop a capital improvement plan. The FY 2024 Proposed Capital Agenda did not include a capital plan for the Court.
Auditor General Capital Improvements	CP Sheffield	Additional funding was appropriated in the FY 2025 Budget. Project in progress, expected completion 1 st quarter FY 2026.
Auditor General-fund additional staffing	CP Sheffield, Darbal III	Allocate future surplus funds for additional FTE. Action on-going. Targeted Equity (Proportionally) funding began with the FY 2026 Budget for the oversight agency.
Buildings, Safety Engineering and Environmental Department	CP Sheffield	Decrease the number of Compliance Assistance. Fairly statewide to improve code compliance and prevent displacement. Added in FY 2026 City Council Closing Resolution.
City Council Unfunded Priorities	CP Sheffield	Reiterate consideration of the use of future revenue increases for City Council priorities. Language also included in the FY 2026 Budget Closing Resolution.
DDOT- Free Fare Pilot Program	Santiago- Romero	FY 2025 Budget Closing Resolution: 1-month program, fund with \$1 million. The FY 2026 Budget City Council Closing Resolution supports the Administration's efforts to establish a low income or free ridership program.
Detroit Public Library- Montclair Branch	Johnson	Construction and Demolition Dept to support rehabilitation to reopen the Montclair branch.

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Legislative Budget Process

Transparency and Accountability

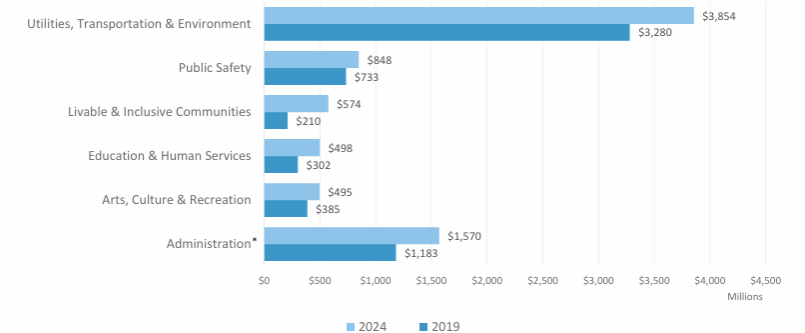
- Establishing baselines and metrics for department and program budgets
 - Changes to organization and structure can result in the loss of easily comparable data points
 - Account for measure changes in service, products, or output
 - Provide critical context for discussions of the results specific investments are producing



2024 BUDGET DISCUSSIONS

ALY PENNUCCI, DEPUTY DIRECTOR, AND TOM MIKESELL, ANALYST
SELECT BUDGET COMMITTEE

2019-2024 Budget Comparison by Policy Grouping



*Administration includes internal services, policy and oversight, debt service, insurance premiums, public safety pre-LEOFF 2 pensions, and reserves.

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Legislative Budget Process Options for Consideration

Legislative Budget Schedules

Trends and Opportunities

Condensed Budget Schedule Options for Consideration

- Schedule department presentations to begin following the delivery of the Mayor's Proposed Budget. Avoids information gaps and provides department level details from the proposed budget.
- Limit non-budget council committee agenda items during legislative budget consideration period – or utilize subject matter specific committees for budget presentations.
- Utilize morning and afternoon sessions for budget-related presentations.
- Balancing early community engagement sessions with official budget hearings
- Leverage segmented budget process
 - Adopt Budget Chair “Balancing Package” that moves consensus items earlier in the process
 - Budget Amendment Classification

Legislative Budget Schedules

Trends and Opportunities

Information Capturing

- Utilize questionnaire memos to department to provide initial information, answer remaining questions, and inform specific presentations.
- Establish standardized “memo” templates that create a consistent medium to communicate with departments, budget staff, LRO staff, etc.
- Leverage professional staff as liaisons to gather, analyze, and report on specific information.
- Determine clearly defined roles and groups to avoid any duplicative efforts or conflicting information – collaborative efforts require clear definition of responsibilities and expectations.

Legislative Budget Schedules

Trends and Opportunities

Amendment Process

- Adoption of amendment classification process to simplify discussion and review
 - Amendments classified based on consensus
 - Expedites most agreeable amendments
- Utilize Legislative Research & Oversight's existing consultative process to support budget questions and amendment formulation.
 - Provides consistent mechanism for support during amendment drafting process and helps track and deliver completed proposals to budget committee leadership for consideration.
 - In Seattle's amendment process, each amendment is assigned to a Central Staff analyst to gather information and ensure data is reflected correctly.

Legislative Budget Process Questions?

LEGISLATIVE RESEARCH & OVERSIGHT

MinneapolisMN.gov/LRO

