



Regulatory Services

Licensing and Environmental Management

February 22, 2011

Table of Contents

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Performance Measures	Page
1. Regulatory services core values	3
2. Police calls to top 20 problem businesses	4
3. Police calls at on-sale alcohol establishments 	6
4. Days to issue new trade licenses	7
5. Days to issue taxi cab licenses 	8
6. Days to issue liquor licenses	12
7. Days to issue restaurant licenses	14
8. Farmers markets and vendors	16
9. Risk based food safety violations	20
10. Lead poisoned children 	22
11. Erosion control permits and violations 	23
12. Noise complaints and inspections 	24
13. Days air pollution exceeds CASAC health standards 	25

Appendix

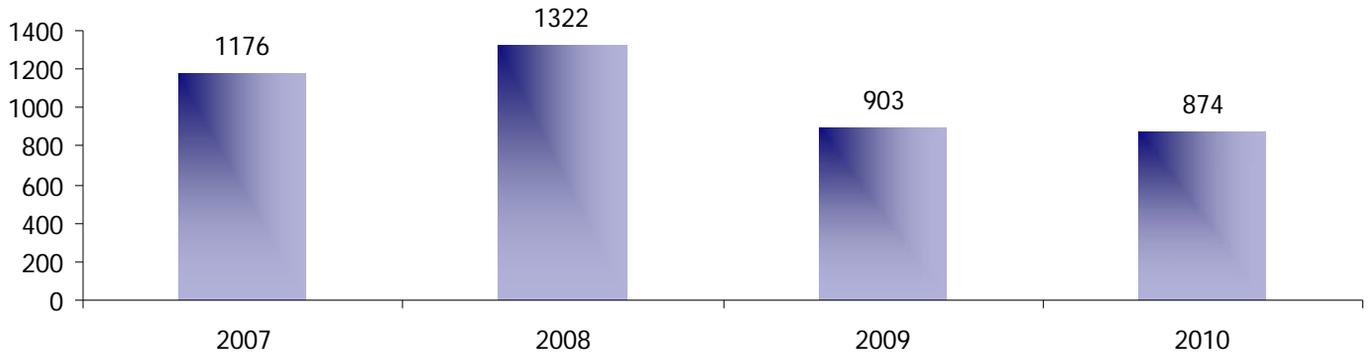
Top 25 service requests and percent meeting service level agreement

Note: The 1st *Results Minneapolis* session for Regulatory Services for the year will focus on Licensing and Environmental Management measures; The 2nd *Results Minneapolis* session for Regulatory Services for the year will focus on Housing, Construction Code Services and Development Review; the 3rd *Results Minneapolis* session for Regulatory Services for the year will focus on 911, Traffic Control and Animal Control.

Regulatory Services Core Values

1. **Safety** – addressing an issue that can cause fatal harm to an individual.
2. **Health** – addressing an issue that could cause sickness or other non-fatal harm to an individual.
3. **Livability** – addressing an issue that affects quality of life.
4. **Accountability** – each employee will be accountable to systems, policies, people, and the public interest; and accept the obligation and responsibility to be accountable for their actions; and the actions will be measured and reported.

Police calls for service at the top twenty problem businesses



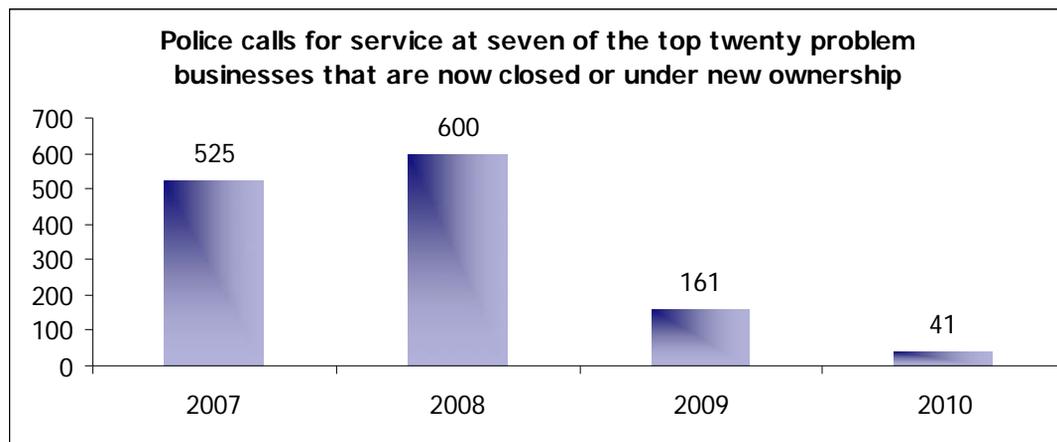
Why is this measurement important?

As regulators, the License Division has encountered a phenomenon among several businesses where owners are not operating at required standards -- thereby posing a risk to the safety, health and livability of city neighborhoods. It is important to measure our effectiveness, in partnership with other city departments, at eliminating the behaviors contributing to these issues and to hold owners accountable for their business practices. One measurement -- police calls for service -- is an important indicator of both the risks and resources associated with problem businesses.

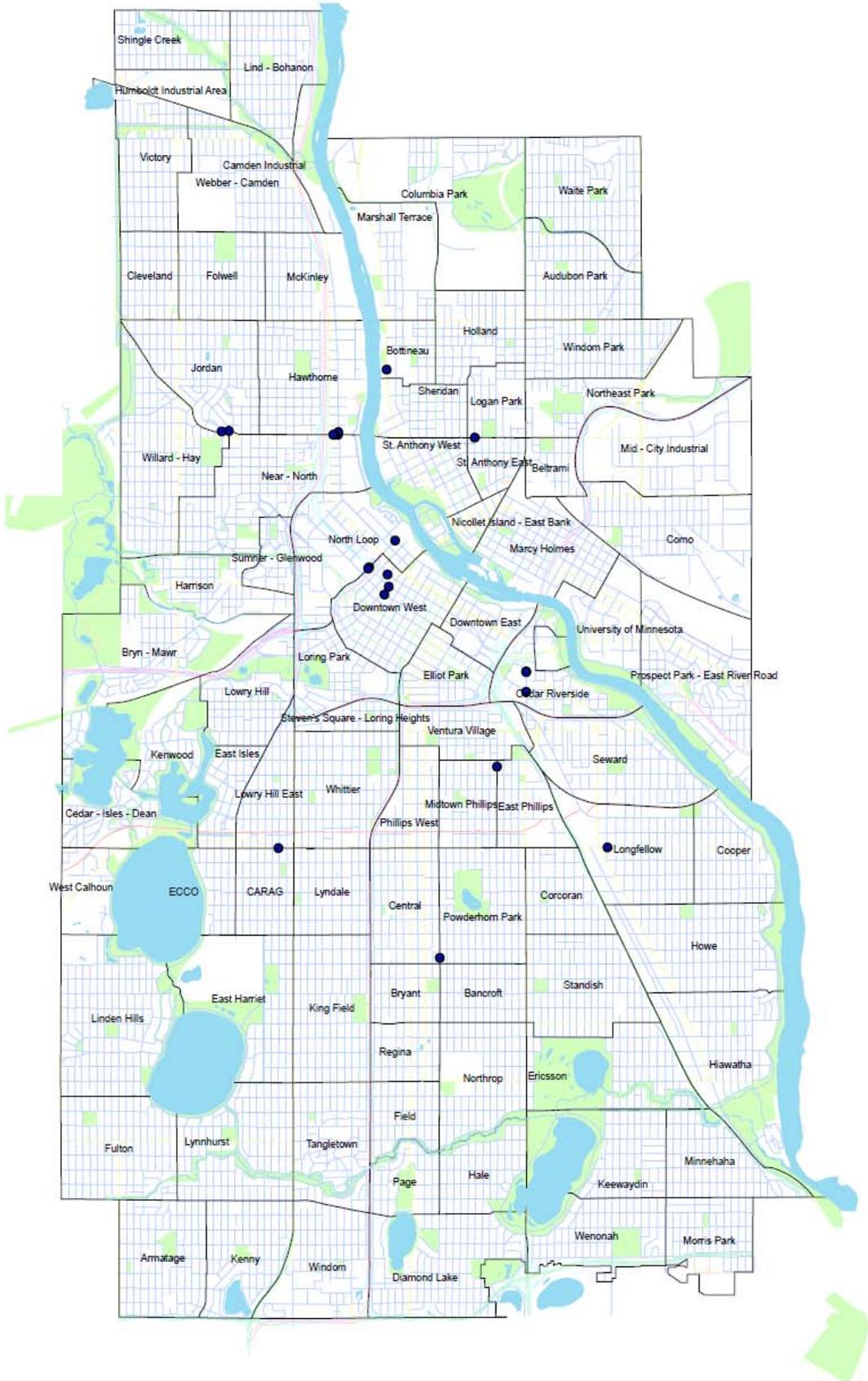
What will it take to make progress?

Licenses and Consumer Services has implemented a problem business meeting in each Police precinct to review problem businesses on a monthly basis. The problem business list will no longer be a static list, but will be a rolling list from month to month.

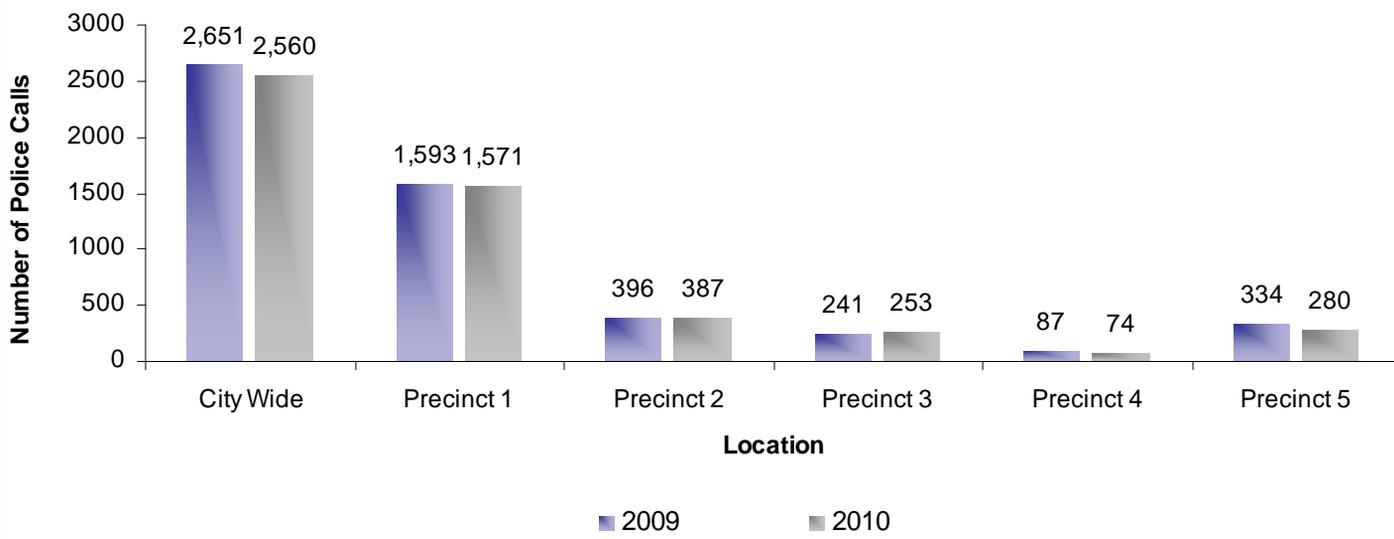
Among the 20 problem businesses, we have seen 10 of them close or be replaced with compliant businesses. This is due to holding problem business owners accountable by negotiating business operating conditions and performing strict enforcement. Two new thriving businesses, Donny Dirks and Good Sports Bar have recently replaced problem businesses. Both of these have been operating since the beginning of 2010 and both have experienced a 90 percent reduction in police calls for service, and many of the calls that were generated, were made by the businesses themselves in a proactive effort to reduce crime.



Top 20 Problem Businesses 2010



Police calls at on-sale alcohol establishments



Why is this measurement important?

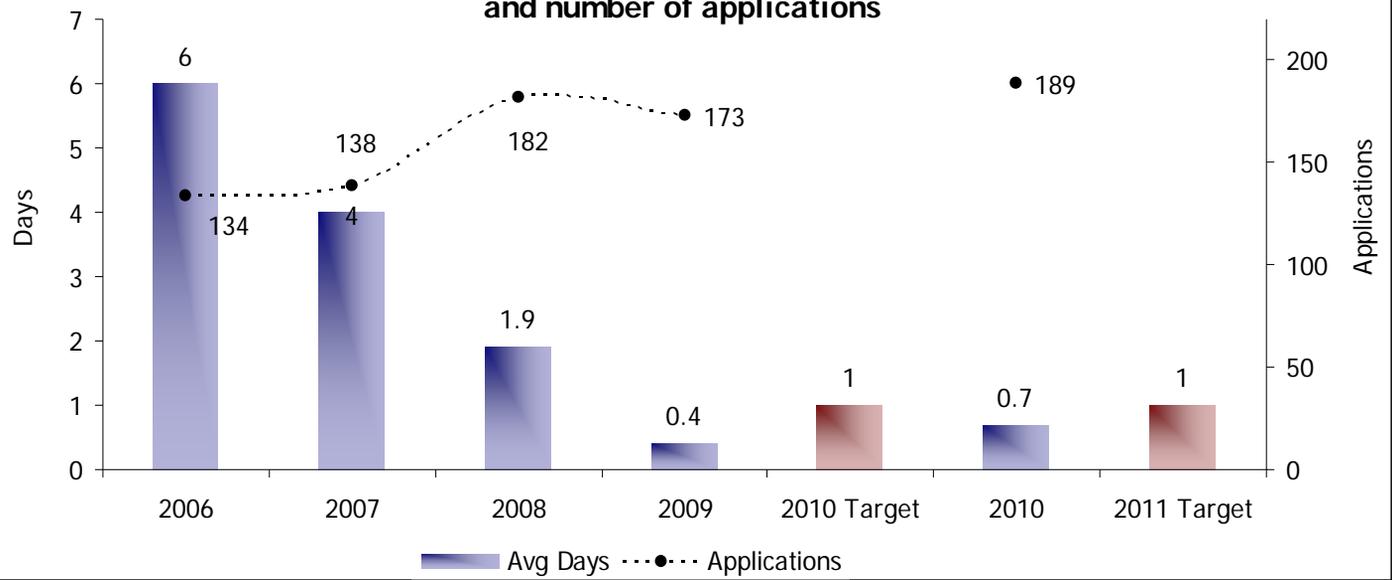
The License and Consumer Services Department has been successful focusing on problem grocery stores and other problem business categories. The City is experiencing a new challenge with certain businesses in our entertainment districts. As the above graph shows, the crimes at alcohol establishments have been consistent for the past two years with the highest number of incidents in the downtown area. Our goal is to decrease the level of crime in in 2011 by 10 percent by implementing the recommendations of the entertainment district management workgroup.

What are we doing to make progress?

The Entertainment District Management Workgroup is a multiagency team with a goal to address the issues related to entertainment districts in the city, including Downtown, Uptown and Dinkytown. This group's first priority was to develop tools to identify and hold accountable the establishments that are not in compliance.

The Center for Problem Oriented Policing suggested tracking the following crimes in order to measure the success of alcohol related initiatives; alcohol violations, assaults, criminal sexual conduct, disturbances, persons down, drunk/intoxicated persons, fights, indecent exposure, narcotics, officer needs help, unknown trouble and unwanted persons.

Average calendar days to issue new trade licenses and number of applications



Why is this measure important?

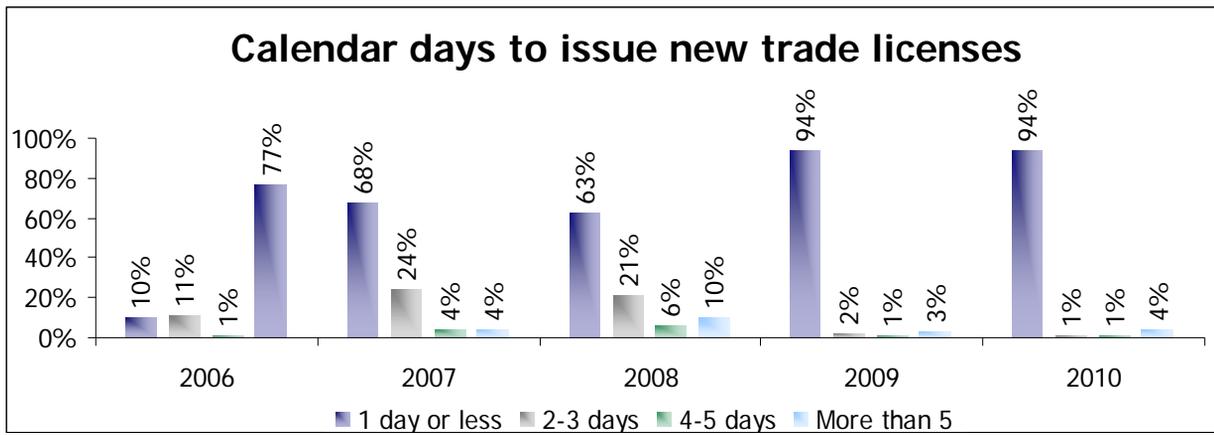
The building trades license category includes plumbing, heating, remodeling, building wreckers, and residential specialty contractors. The chart above indicates the average days needed to approve these licenses. Issuing the license as soon as the application is complete (less than a one day average) allows contractors to immediately sign a customer contract for the work to be completed and obtain a permit for the job.

What will it take to maintain this standard?

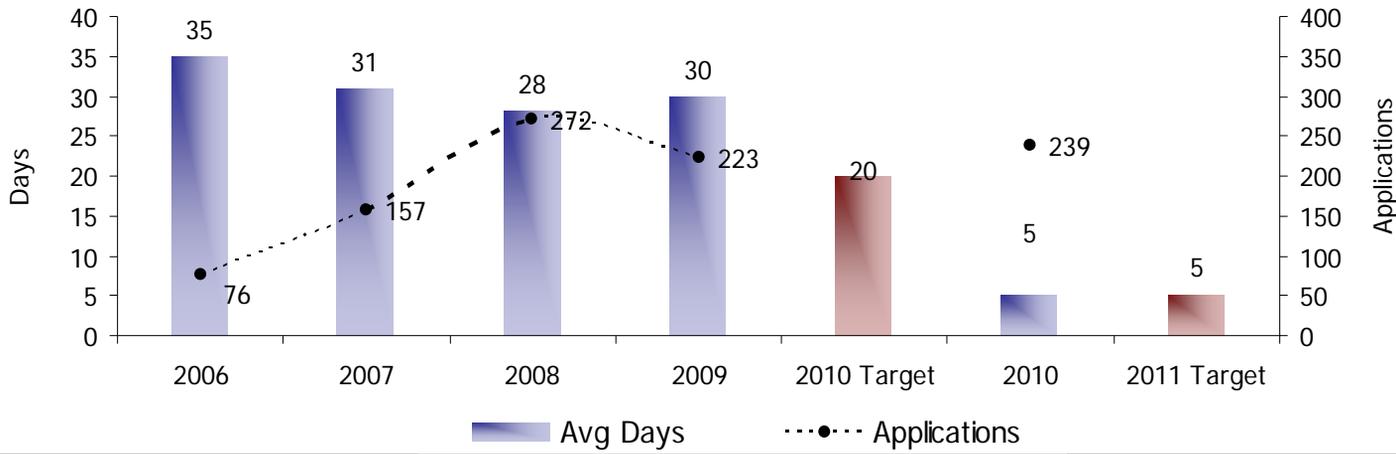
The number of days needed to process trade licenses has steadily decreased because of business process improvement techniques. However, the greatest reduction in time for processing these types of licenses has been the development of administratively issued licenses.

In 2008, 182 trade licensees were issued through the administrative approval process. In 2009, 94 percent of the 173 new trade licenses were administratively approved on the same business day. This performance standard was maintained in 2010 and we intend to maintain this level as our standard.

Calendar days to issue new trade licenses



Average calendar days to issue taxicab licenses and number of applications



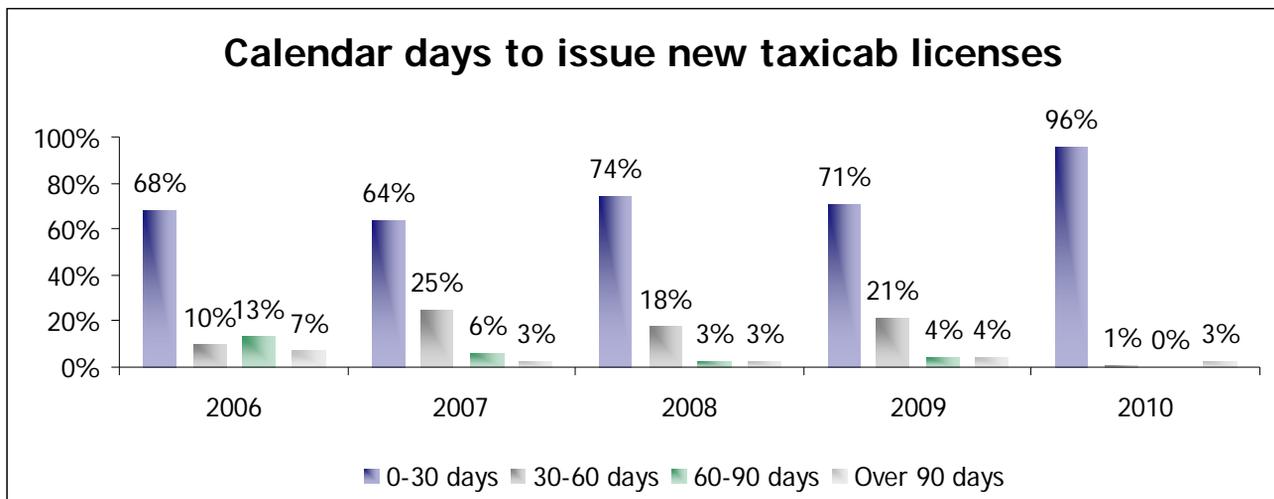
Why is this measure important?

To process new taxicab driver applications within 5 days while being assured that the applicants meet minimum standards regarding education, driving ability, and criminal background standards.

In the 1st quarter of 2009 the number of days required to process taxicab license was 30. A focused initiative to meet this goal was designed in 2009. On September 1, 2009, Business Licenses launched its improved taxicab license application process. The City of Minneapolis currently has 1,100 licensed Taxicab Drivers. This number plummeted to less than one day in October 2009. During 2010, taxicab driver and vehicle licenses were issued in an average of 5 days. The following changes are responsible for this significant process improvement.

What will it take to achieve our targets?

- Application Form Redesign.** A Taxi Team was created to review and update the license application forms for drivers, vehicles, and service companies. The new application form eliminated all unnecessary information not legally required without diminishing requirements. A checklist was created to help applicants successfully submit a complete application.



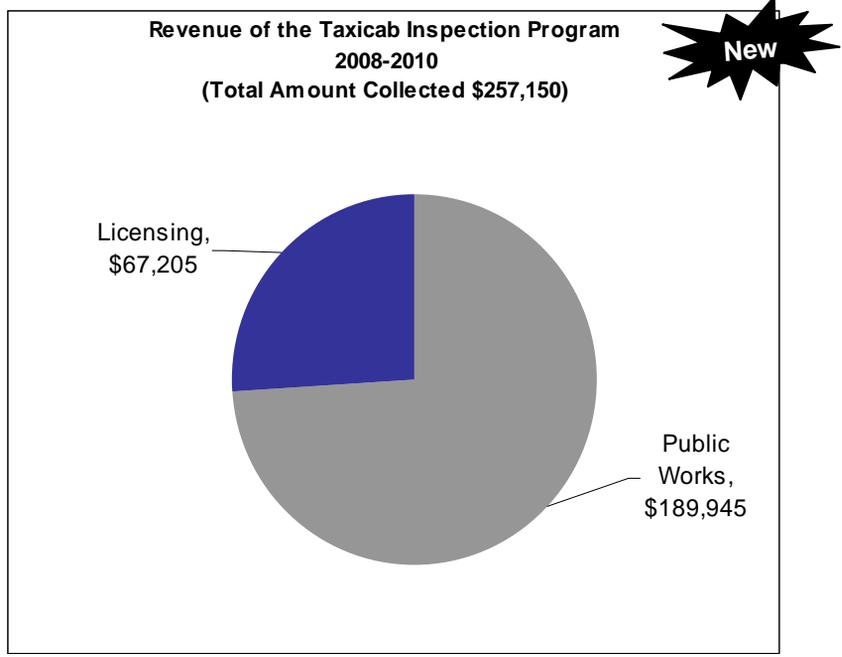
•Complete Applications. An application must be complete before it will be accepted. Although standard across all other license categories, this requirement was new to the taxi applications. This measure eliminates staff time spent on securing required documents and speeds up the approval process since all information required to make a decision is available.

•Standard Operating Procedures and Cross Training. The Taxi Team completed its task by developing standard operating procedures for processing license applications. This review resulted in the elimination of several outdated, duplicative and manual processes. Additionally, all Customer Service Representatives were trained on these procedures, which do not differ significantly from those used for other license categories. This will improve our ability to expeditiously process annual license renewal applications which are all received within a 30 day period.

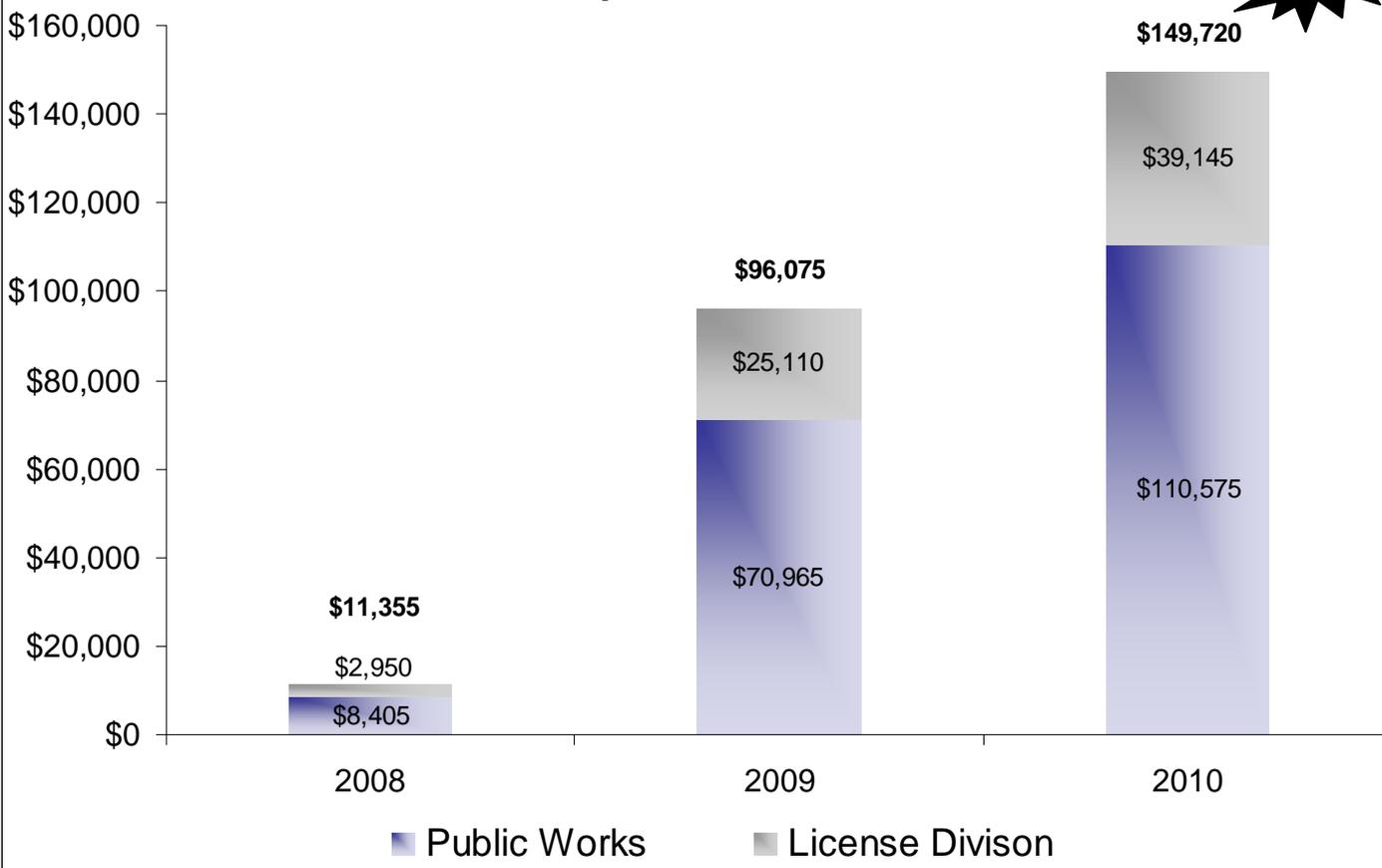
•Criminal Background Reports. Applicants are required to obtain their criminal background report from the Minnesota Bureau of Criminal Apprehension and submit it as part of their application (This report can be obtained electronically). Inspectors from the License and Consumer Services Division verify the accuracy of the information and consult with the Minneapolis Police Department as needed.

Taxicab Vehicle Inspection

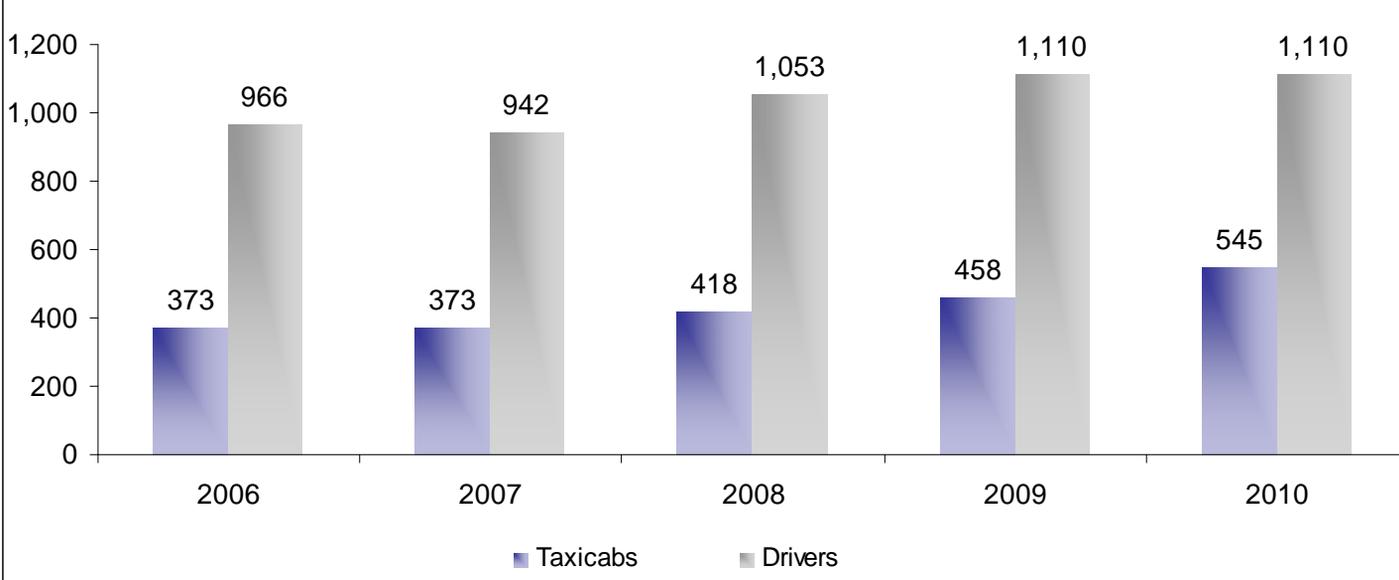
In late 2008 and into 2009, Regulatory Services partnered with Public Works to conduct taxicab vehicle inspections at the Currie Maintenance Facility. Taxicab inspections are performed by DOT certified technicians at various times during both day and evening shifts. The partnership has proved successful in two ways. The taxicab inspection is of very high quality to ensure safe vehicles, and the inspection fees support the maintenance staff of the garage. Since the 2008 pilot project, \$189,945.00 has been transferred to the Public Works budget to allow the retention of maintenance staff.



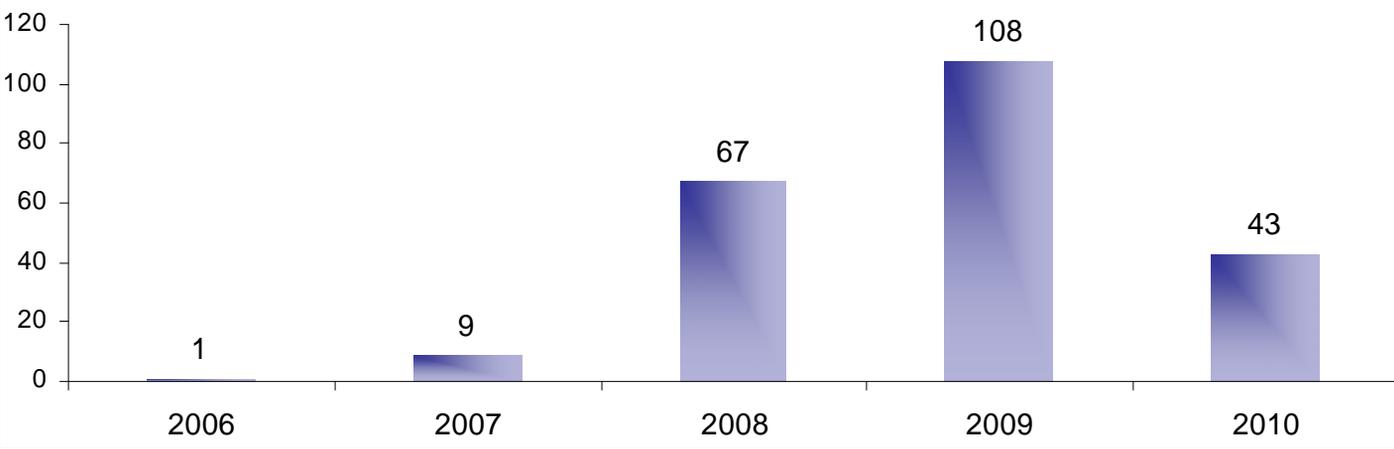
Taxicab inspection fees collected



Licensed Taxicabs and Drivers



Unlicensed taxicabs cited/impounded



Unlicensed Taxicab enforcement.

Unlicensed or “Bandit” taxicabs are a negative reality in most major cities. Unlicensed taxicabs present significant safety concerns as the drivers may have negative criminal backgrounds, the vehicles may be unsafe, the meters are untested and the vehicles may not be insured. The License and Consumer Services Division began an aggressive enforcement initiative in 2008 where License Inspectors partnered with Police to combat this problem. Since 2008, 218 unlicensed taxicabs have been cited and impounded.

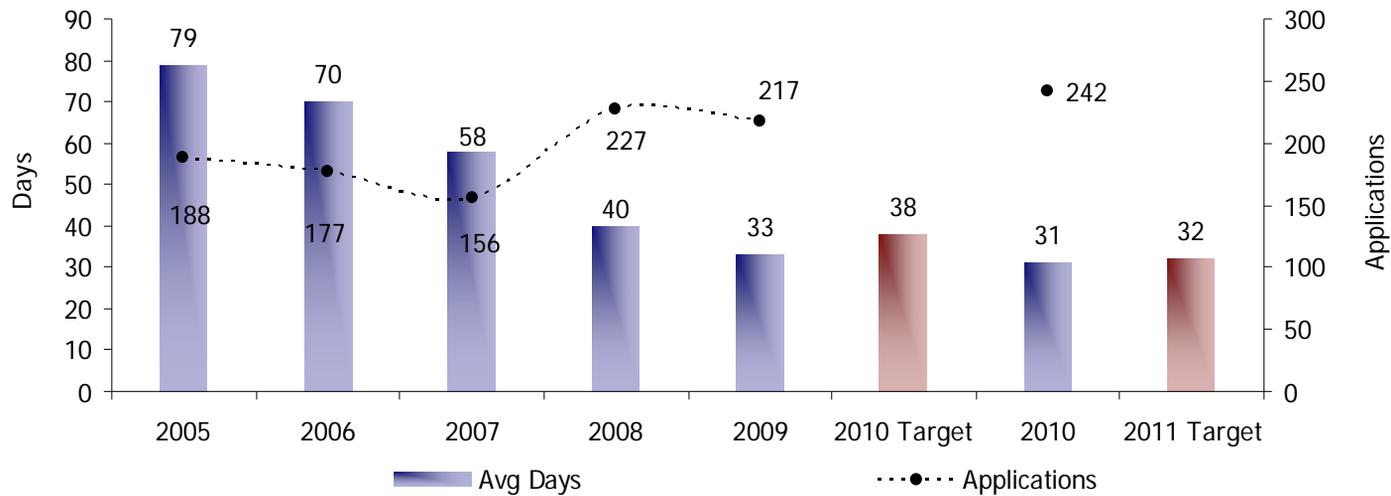
The aggressive enforcement has been effective and we plan to continue to do monthly details in 2011 to insure that only licensed taxicabs are operating in the City.

Coming in 2011

Minneapolis is a Hail City!

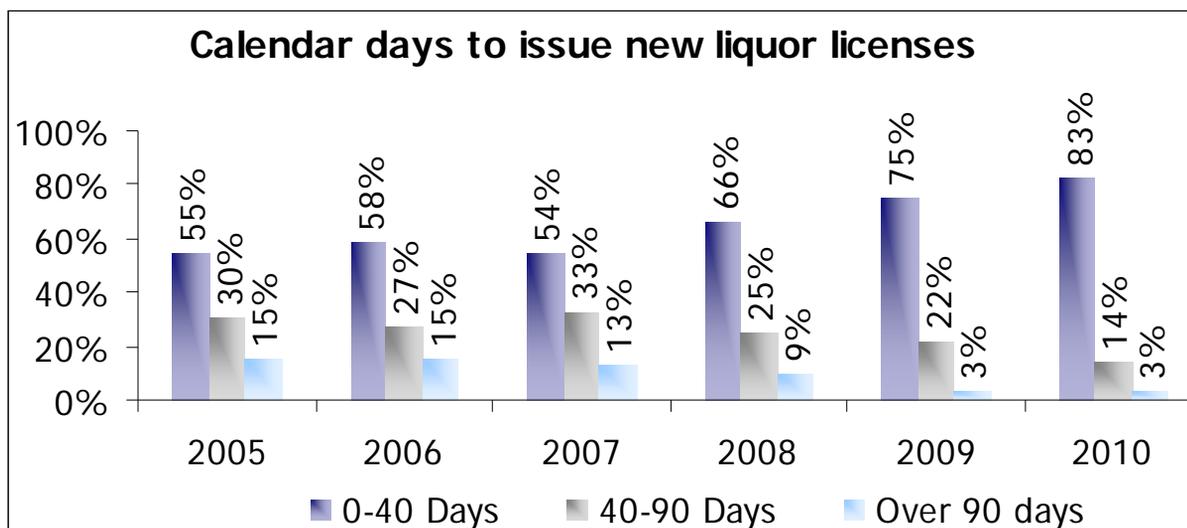
Licenses and Consumer Services intends to promote taxicab services in Minneapolis by letting the public know that they can hail taxicabs. This will require the creation of a variety of educational/publicity pieces to inform both the public, the taxicab industry, and enforcement personnel that Minneapolis is a hail city.

Average calendar days to issue new liquor licenses and number of applications



Why is this measurement important?

Thriving businesses are critical to the health and vitality of Minneapolis as articulated in the City goals: “Jobs and Economic Vitality” and “A City That Works.” It is our responsibility as the regulatory agency to provide a thorough and expedient license approval system so business owners can begin to contribute to the economic growth of the community and provide goods, services, and employment in every neighborhood. The majority of our license holders are small business owners with limited resources. Reducing the number of weeks required to issue a liquor, wine or beer license, without compromising the requirements or thoroughness of review, allows business owners to safely and legally open their businesses sooner.



What will it take to achieve this target?

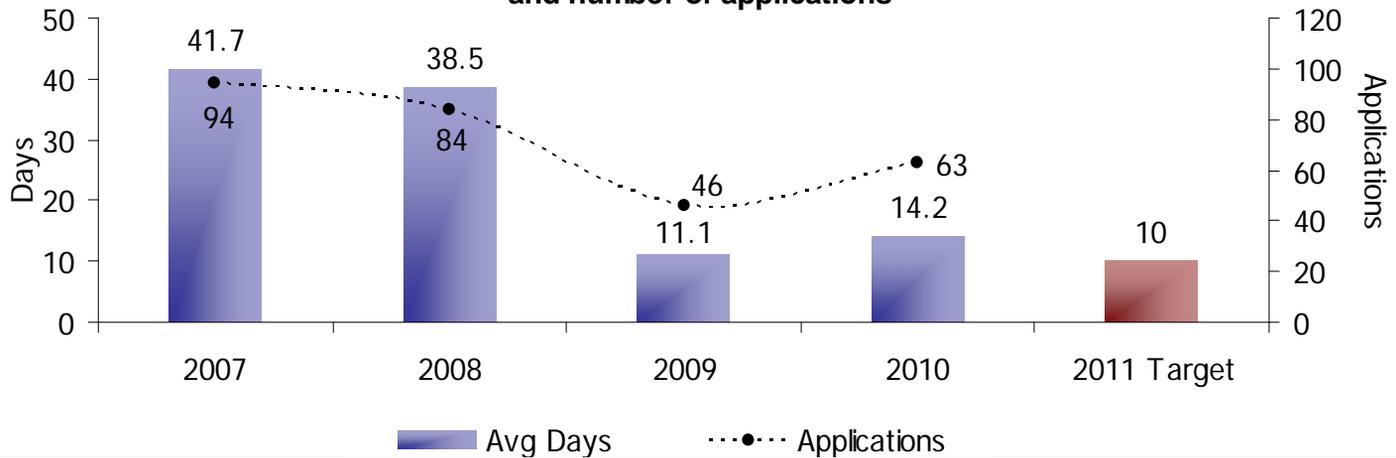
Review and approval of a liquor license application is a complex regulatory process involving staff from many divisions, the city council, community representatives and other agencies such as the State of Minnesota.

The Division of Licenses and Consumer Services has streamlined several cumbersome application processes, eliminated duplicative requirements and developed coordinated procedures with other Regulatory Service divisions who assist applicants with the multiple-step development review process.

Our goal in 2009 was to reduce the number of days to issue a liquor license from 70 days (2006 average) to 40 days. This was achieved for 79 percent of the applications. Staff continues to meet this performance standard in 2010 and has identified additional process improvements and regulatory simplification for long-term efficiencies. Initiatives include the following:

- Maintain appropriate staffing model.
- Cross-train all staff, both Inspectors and Customer Service Representatives, to review and process liquor license applications.
- Continue to improve inter-divisional and department coordination and review procedures.
- Identify opportunities to begin background checks conducted by the Police License Division earlier in the application process.
- We have just updated the Division Web Site so that the public can print liquor license applications and instructions.

Average calendar days to issue restaurant licenses and number of applications



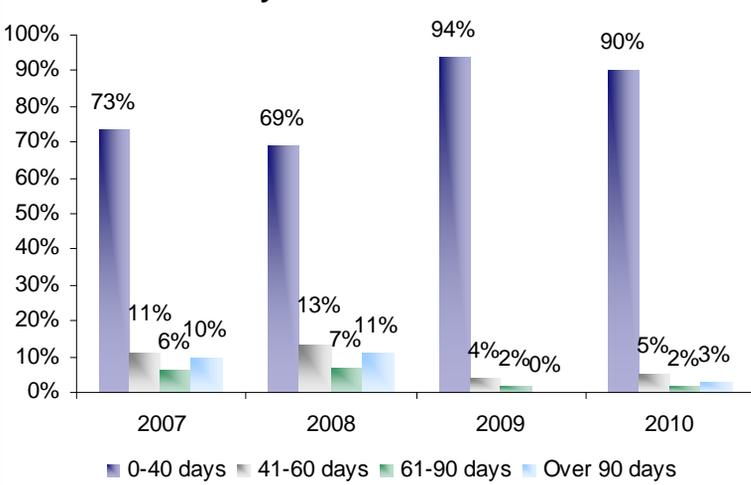
Why is this measurement important?

Minneapolis has more than 500 licensed restaurants operating at any one time. This service industry constitutes a considerable amount of commerce for the region and also provides a substantial portion of the public food supply. For these reasons, restaurant licensure requires oversight from both the divisions of Business Licenses and Environmental Health. Because of the food safety concerns with public restaurants, a considerable amount of time is spent on kitchen equipment plan reviews and inspections. Food establishment checklists, developed in conjunction with Minneapolis Development Review streamlining efforts, have decreased the days needed to complete this license process.

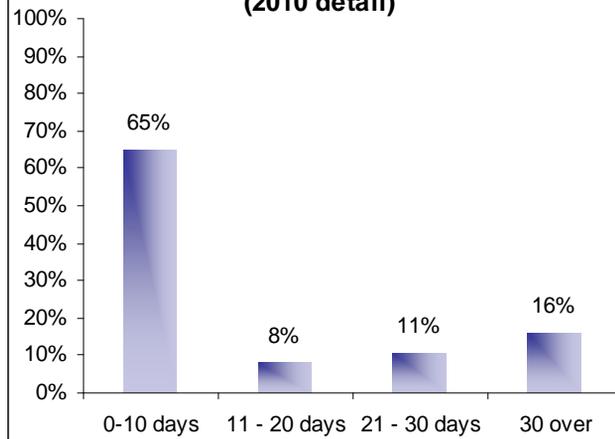
In 2010 the City had 552 restaurants licensed, and the License and Consumer Services Division held 17 License Settlement Conferences with Restaurant licensees. The majority of the license settlement conferences related to liquor violations, and the others related to criminal activity, unpaid fees, and site violations. Two of these 17 restaurants were later closed by the owner.

In 2009, Regulatory Services set a goal for 80 percent of licenses to be issued within 40 days, during 2010 90 percent of all new restaurant license applications met this goal. We will be measuring future restaurant license process times using shorter time intervals to reflect this new standard.

Calendar days to issue restaurant license



Calendar days to issue restaurant licenses (2010 detail)



What will it take to make progress?

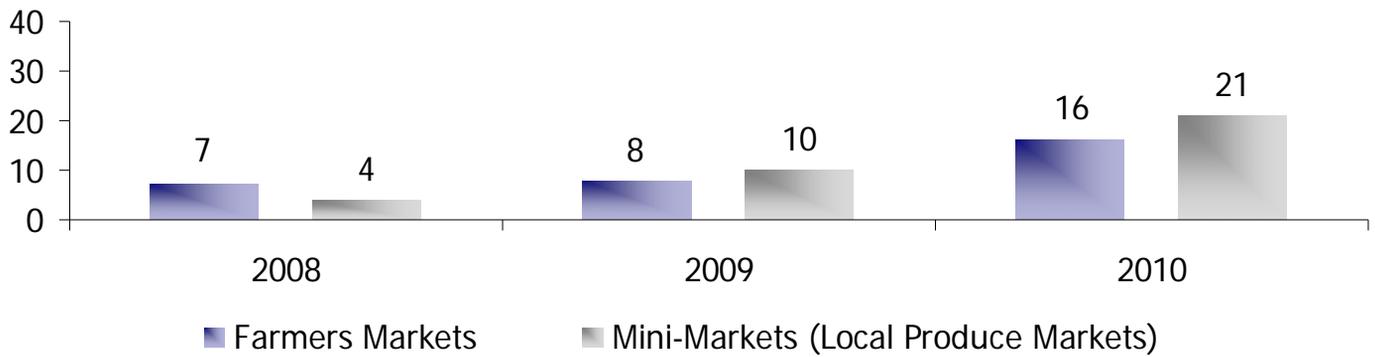
In 2010, the City received 63 new restaurant license applications and processed 90 percent of them within the 2010 target of 40 days, and 65 percent of them were issued within ten days. We continue to have applications for restaurant licenses that we cannot approve due to factors such as non-compliance with health or zoning regulations.

In 2010, eleven applications exceeded the goal of the licensed being issued with 30 days of receiving the completed application. Ten of those licenses applications were held up by the customer's remodeling of their business location. It is quite common that an applicant may have to apply for their Business License prior to receiving a business loan. All ten of these licenses were issued as soon as the final construction and health inspection were completed.

The eleventh application actually was issued within one day of receiving the application. A clerical error made it appear that the license was not issued with in our goal. In 2010 10 percent of the applications were not approved within 40 days, and 3 percent were not approved in 90 days. In 2011 our goal is to have 70 percent approved within 10 days. The following protocols will be used to reach this goal.

1. All applications must be complete before it is accepted by staff. Before this requirement was implemented, applications were submitted with missing or incomplete information. Licenses' staff spend hours gathering insurance documents, background information, and other requirements. This standard improves the efficiency of staff and holds the applicant accountable for meeting minimum requirements.
2. Administrative issuance has expedited the license application process. The administrative issuance of licenses has been a very effective tool for multiple license categories, as well as applications where the transaction is limited to transferring ownership of an existing establishment to a new owner.
3. There are standardized processes for applicants to complete from each division involved in reviewing applications. Environmental Health and Zoning Divisions, for example, must approve addendums before an application packet is submitted to the Licenses Division. Although this improves staff efficiency, it also serves the applicant since they cannot submit an application if their plans do not meet city codes. In the past, some applications languished for more than 100 days because they had not (or may not) met a building or a zoning requirement, needed a variance, or owed sewer availability charges (SAC). Today we strive to see that all of these requirements are satisfied before the application is accepted for processing. Inevitably, sometimes the applicants are unable to finish their business development and we are unable to issue the license. These outliers are beyond the control of City staff and do effect the overall average days to process applications.

Farmers markets and mini-markets

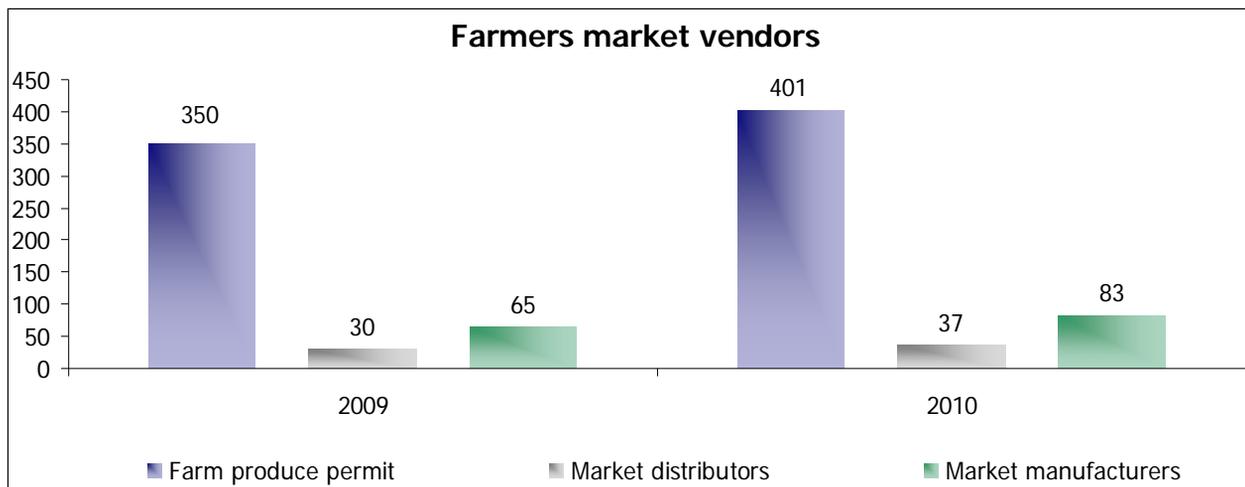


Why is this measure important?

Playing a critical role in the Homegrown Minneapolis initiative, Regulatory Services works with stakeholders to update current regulations related to the local food movement while ensuring a safe food supply. Local markets that provide fresh and local food improve resident health, feed the local economy and contribute to greenhouse gas reduction. Tracking farmers markets and market vendors is one way to help gauge the availability of fresh and local foods in our community.

The maps that follow depict the current locations of Farmers Markets and Mini-Markets for the City's Urban Agriculture Topical Plan. The second map shows the locations of market vendors in the metro area who sell at City markets. A Public Market hosts all market vendor types. The City Municipal Market is a Public Market on City-owned land and is jointly operated by the City. A Local Produce Market or "Mini-Market" sells only local produce and flowers and has a five vendor limit. Farm Produce Permit refers to farmers who sell their own locally grown products such as fruits, vegetables, eggs, and meat etc. Market distributors re-sell fruits, vegetables and other food products produced by others. Market Manufacturers sell food products for on-site consumption at the market such as cookies, coffee, brats, etc.

With a five-fold increase in three years, Mini-markets are an example of how successful City/Community collaboration can achieve common goals. After paying an initial plan review fee under a streamlined approval process, Mini-Markets annual license fee has been waived by the City. Health inspectors visit each market annually making sure local health laws are followed. This amounts to a \$5,250 subsidy for Mini-Markets in 2010. First Lady Michelle Obama recognized the City's success as a model for providing access to fresh foods in an urban environment.



What are the goals of this effort and what will it take to make progress?

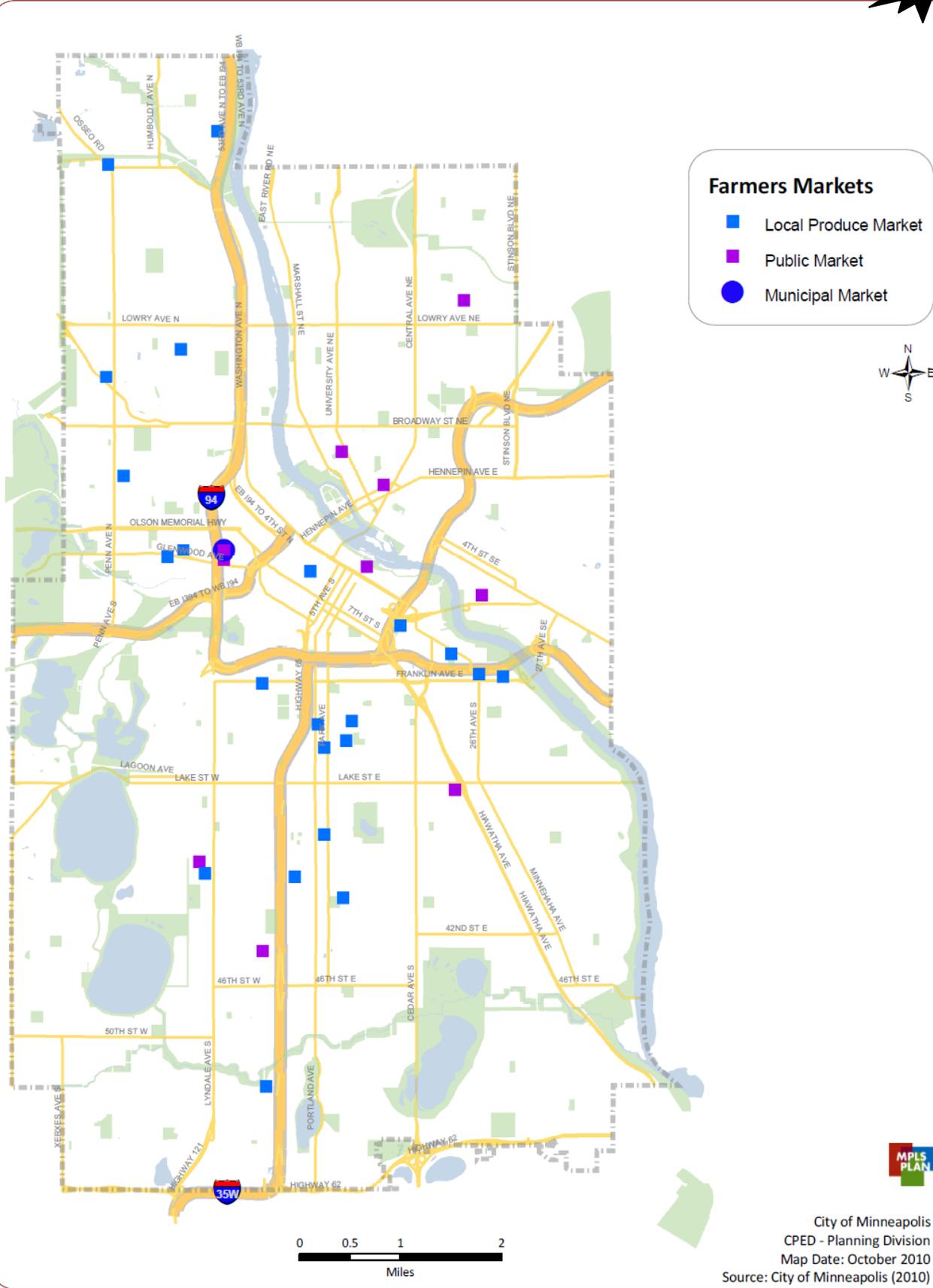
2010 – Identified regulations that could be modified or eliminated to improve the regulatory environment for local foods.

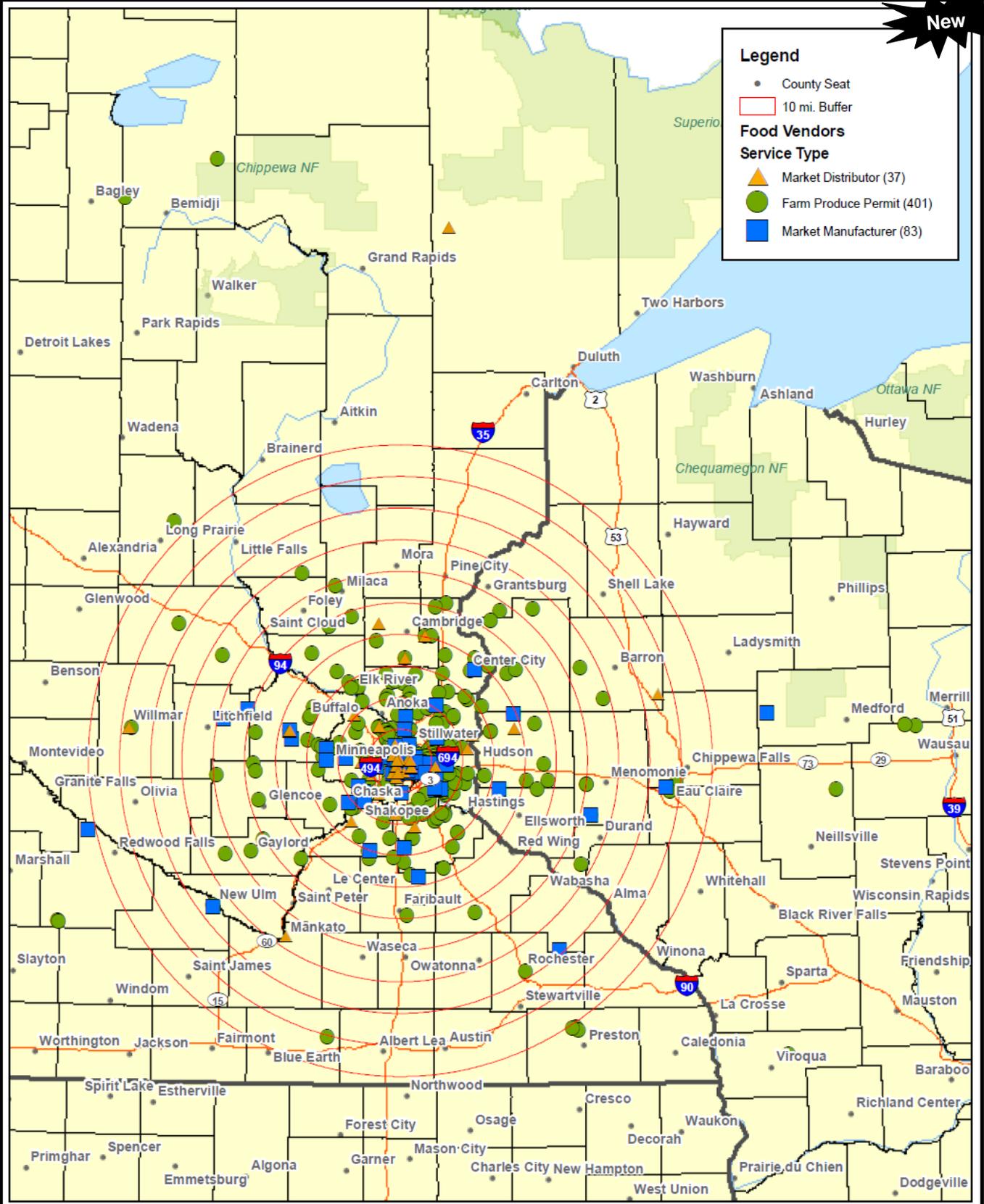
2011 – Work with market managers and local foods stakeholders to review and update existing ordinances and regulations.

2011 to 2016 – Continue to work with Homegrown Minneapolis to develop City policies that support increased growth, sales, distribution, and consumption of foods that are healthy, sustainably produced, and locally grown for all Minneapolis residents and create the necessary internal structure to support these efforts.

To achieve these goals, the team of regulators, business operators, market managers, growers and other local foods stakeholders already in place needs to be sustained. Collaboration and diversity is empowering team members to learn from each other and build upon each others strengths, knowledge, and abilities to systematically solve problems and create opportunities for local foods to flourish.

Markets & Mini-Markets





Legend

- County Seat
- 10 mi. Buffer

Food Vendors

Service Type

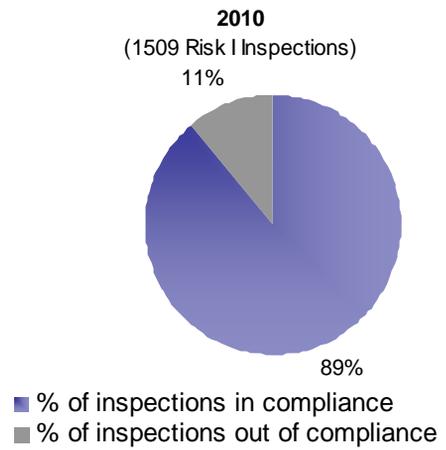
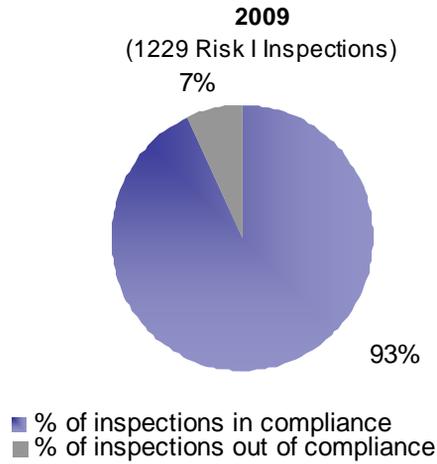
- ▲ Market Distributor (37)
- Farm Produce Permit (401)
- Market Manufacturer (83)



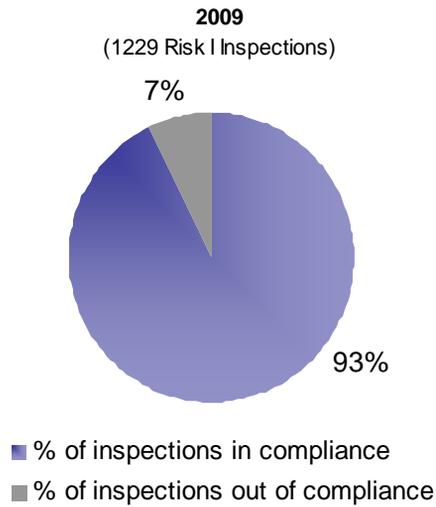
Location of Market Vendors



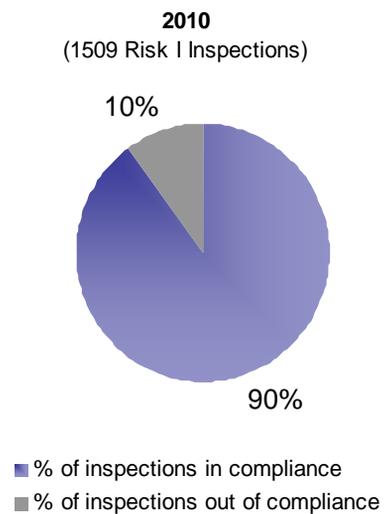
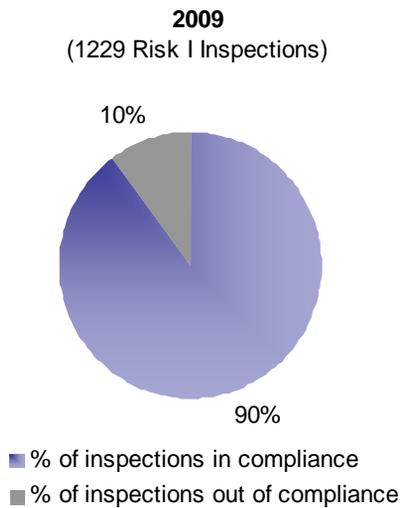
Compliance rate: oversight of food safety standards



Compliance rate: temperature control



Compliance rate: food handler health & hygiene



Why is this measurement important?

Residents and visitors enjoy the city's excellent restaurants and eateries but may not be fully aware of the work by the City's Environmental Health professionals that protect the food supply and keep the public safe from food borne illness.

The Centers for Disease Control estimates that there are 48 million cases of food borne illness in the US each year, resulting in 128,000 hospitalizations and 3,000 deaths. The true number of food borne outbreaks is unknown because of underreporting. For this reason, tracking reduction in food borne illness incidence is not the appropriate performance measure. Rather, we need to focus on measuring our progress toward eliminating food safety violations, the most serious risk factors for food borne illness.

The well-trained and knowledgeable food worker is the frontline defense against food borne outbreaks. Inspection and enforcement efforts are focused at increasing accountability in management and the oversight of frontline food workers so that they handle food safely, do not work when ill, practice good personal hygiene, and handle food with clean hands. Over 50 percent of food borne outbreaks are associated with an ill food worker contaminating food with improperly washed hands.

The cost of a single case of food borne illness in the State of Minnesota is estimated at \$1,790 per person and is coupled with substantial expenditure of City resources. Environmental Health staff investigates an average of 130 cases per year. Increasing compliance with the most critical food safety standards protects public health and reduces costs to the City and the community.

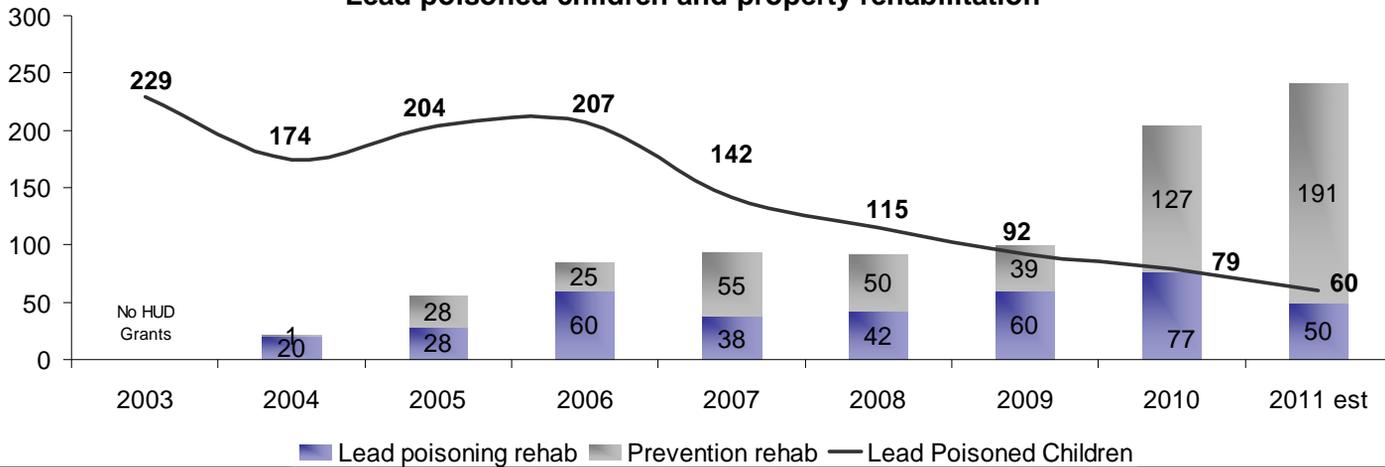
What will it take to achieve the targets?

2011 Target: Increase the percentage of inspections without violations in each category to 95 percent by 2012. 2010 will serve as the baseline year moving forward. In 2011 an enhanced statistical model will be developed under the direction of Dr. Craig Hedberg, a leading expert nationally in the field of food protection, at the University of Minnesota School of Public Health.

The top challenges are high employee turn-over in the food industry, language barriers and insufficient training requirements for food service workers. Despite strong efforts of the food industry, educators and regulators to achieve compliance, gaps and inconsistencies exist in the food protection system that place the public at risk for foodborne illness. As food protection moves toward engaging all stakeholders, there is consensus with regard to the elements that are needed to address the systemic forces contributing to foodborne illness. They are collaboration, partnership, education and accountability. The Minneapolis approach suggests this paradigm shift to a new model of food protection. The model strives for accountability through regulation and enforcement. By including all stakeholders and resources, the model also aims at ensuring, through collaboration with the University of Minnesota, MDH, MDA, and other key partners, that the food industry workforce has the knowledge, training and tools needed for their important role on the frontline of public health.



Lead poisoned children and property rehabilitation



Why is this a priority?

Childhood lead poisoning remains a major environmental health problem in Minneapolis and throughout our nation. Lead is very dangerous to children under the age of six years old because of their developing brains and nervous systems. Exposure to lead in children may cause nervous system and kidney damage, learning disabilities, attention deficit disorder, decreased intelligence, language and behavioral problems, decreased muscle and bone growth, and hearing damage. High lead levels in children can include seizures, unconsciousness and death. Additionally, recent studies have linked lead exposure in children to adolescent criminal activity.

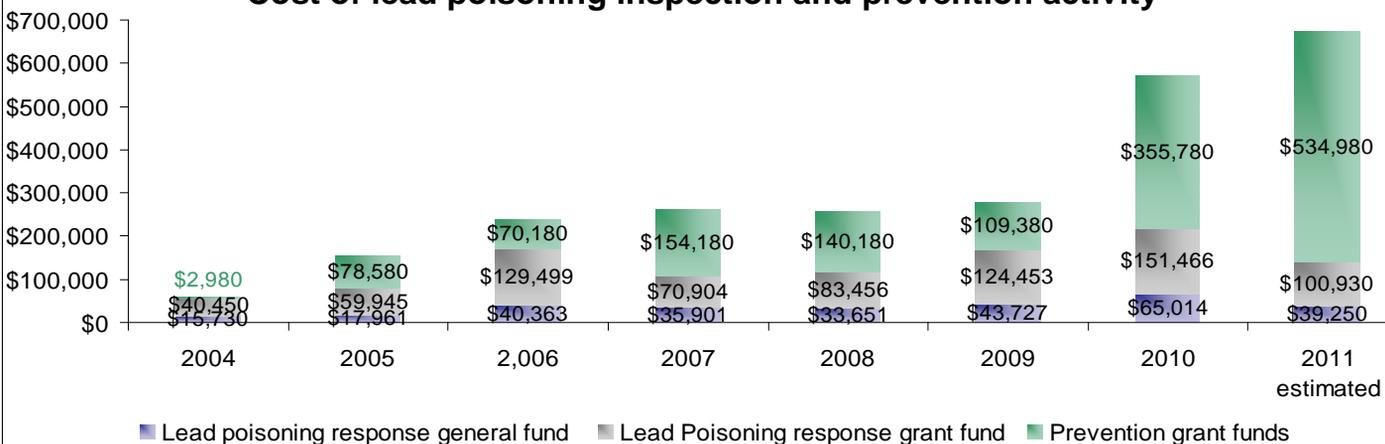
What strategies are being used to accomplish this goal?

In order to achieve the target of eliminating childhood lead poisoning in Minneapolis, we must identify and control lead-based paint hazards in older housing stock throughout Minneapolis. This target can be achieved through the inspection process, education, and programs to assist property owner's financial incentive to remediate lead hazards. The State of Minnesota mandates that environmental inspections take place at 15 ug/dbl. However, there is no safe level of lead. In response to recent research and national best practice the City amended the mandated inspection level in 2008 to 10 ug/dbl, the level at which the Center for Disease Control considers a child to be lead poisoned. This has resulted in 45 additional homes of lead poisoned children being investigated for lead hazards in 2009 and 47 in 2010.

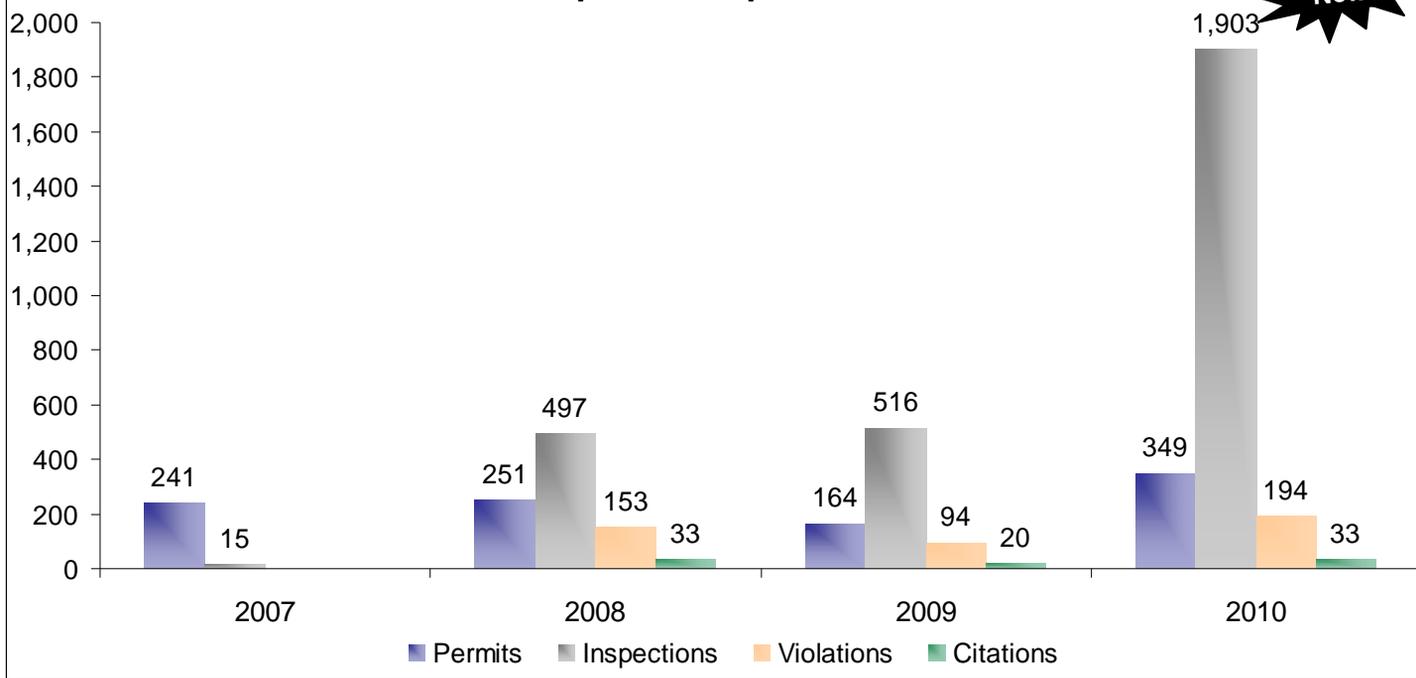
What resources are needed to carry out this strategy?

The City has effectively used \$3.2 million in federal grants, which expire at the end of 2011, to target the neighborhoods with the most poisoned children, Central, Phillips, and Powderhorn, for lead prevention and abatement (primarily window replacement). These grant funds have increased the number of prevention rehabs, allowing the City to fix lead hazards in a property before a child is poisoned. Due to the foreclosure crisis, many properties have suffered from damage and neglect. As these properties are once again occupied, there is added risk for exposure to lead hazards. Proactive measures can help ensure we do not see a rise in lead poisoned children.

Cost of lead poisoning inspection and prevention activity



Erosion control permit inspections and violations



Why are these measurements important?

Environmental Services, through business planning initiatives, is increasing its proactive enforcement of environmental issues. Permits allow proactive enforcement of activities that, if done improperly, commonly result in environmental pollution and increased complaints. Such permitted activities include underground storage tank removal, erosion control, well installation, after hours work and outdoor events. As we increase inspection oversight there is an initial increase in violations and citations. However, as accountability increases so does compliance resulting in a drop in violations. As violations decrease, fewer follow up inspections are required, saving staff resources.

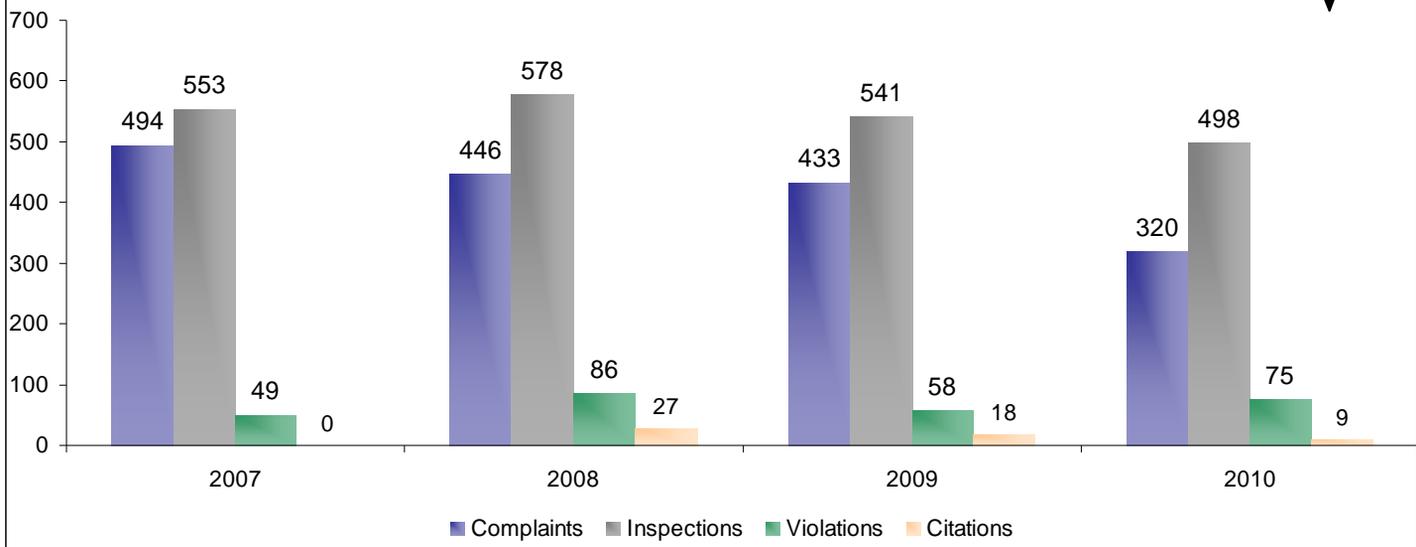
What are the goals of this program and what will it take to achieve them?

2011 – Ensure all Erosion Permits are inspected to federal and local guidelines

2016 – Continue process improvements resulting in greater initial compliance with erosion control standards.

In 2010 Environmental Services significantly improved its protocol for erosion control inspections. Commercial inspections, previously done by Public Works, were also added under this same inspection system. This more efficient system combined with an increased demand resulted in 1,387 more inspections in 2010. Both of these measures and increased field presence provided a more consistent inspection process for contractors as well as greater oversight to protect our waterways, public infrastructure, and the aesthetics of our neighborhoods. In 2011, we will be making further improvements in capturing more sites. The changes made in 2010 will be a stepping stone to ensure a more fair and comprehensive erosion control system across the city.

Noise complaints and inspections



Why is this measurement important?

In a vibrant city where people live, work and play, noise pollution from one use can often interfere with other uses. It is important to have an objective, enforceable standard to apply for interactions between homes, entertainment venues and industrial businesses. Noise complaints in the city vary from the low bass tones of bar music to the high pitched mechanical whine of a malfunctioning air conditioner. Objectively addressing noise complaints contributes to the City's goals of Livable Communities, Healthy Lives and Jobs and Economic Vitality.

What is the goal for this program and what will it take to achieve it?

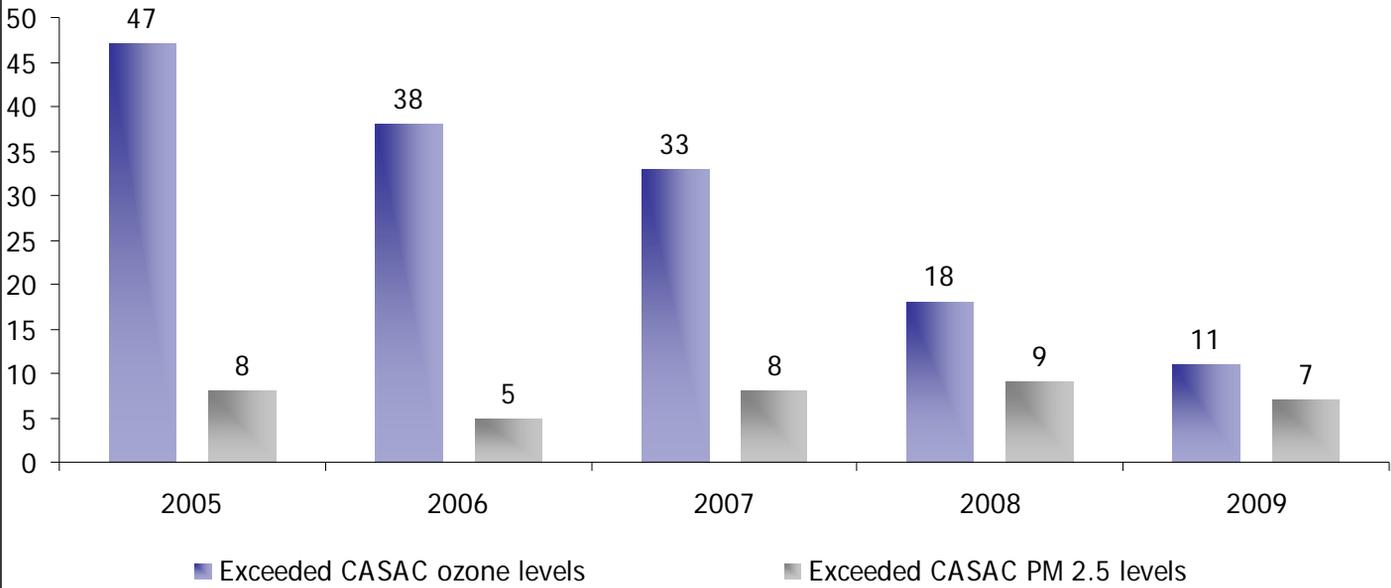
2011 – Reduce number of noise-based complaints and inspections

In 2008, Environmental Services rewrote and the City Council approved a new noise ordinance. Starting in 2009, an improved noise protocol was implemented based upon best practice research and the purchase of new sound monitoring equipment.

These changes have enabled Environmental Services to resolve long standing noise issues while preventing others from occurring. Inspectors proactively schedule sound monitoring, helping businesses address issues and achieve compliance. Through coordination with Business Licensing and the Police Department, Environmental Services is addressing areas with a history of noise complaints.

As a result of these proactive inspections, the department has saved resources, cut down on overtime for evening and weekend inspections and more importantly, noise complaints have dropped 26 percent over the previous year. These improvements have also resulted in greater compliance without the issuance of citations. In 2008 and 2009, 34 percent of violations resulted in citations due to noncompliance; in 2010 this dropped to 12 percent.

Days air pollution exceeded CASAC health standards



Source: Minnesota Pollution Control Agency

Based on Minnesota's annual 183-day ozone season from April 1 to September 30

Why is this measure important?

Air Quality in Minneapolis directly impacts human health. Air pollution is directly linked to increases in respiratory and cardiovascular disease and acute conditions such as strokes, heart attacks and asthma-related hospitalizations. The Clean Air Scientific Advisory Committee (CASAC) provides health-based recommendations for air pollution levels. Days that exceed these recommended levels, negatively impact public health. Regions with air quality above national EPA standards are classified as being in non-attainment with the Federal Clean Air Act resulting in greater regulatory oversight and stricter permitting guidelines.

What are the goals for this program and what are we doing to achieve them?

2011 – Work collaboratively with state and local experts and policy makers to outline measures the City and other partners can undertake to reduce air pollutant levels.

2016 – Keep Minneapolis and the region in compliance with Federal Clean Air Act Standards and maintain attainment status.

Air quality is a global issue. Our air quality is impacted by local, regionally and global pollutant sources. Through local regulations and internal practices, the City can make small improvements in local air quality. Air quality will be most effectively addressed at the State level.

APPENDIX

Top 25 service requests Percentage meeting Service Level Agreement

Rank (2010)	Request Type	SLA		Service Requests	2010		2009	
					# Meeting SLA	Pct Meet SLA	Service Requests	Pct Meet SLA
1	Graffiti complaint / reporting	20	Days	8,765	7,839	89.44%	12,653	87.17%
2	Exterior Nuisance Complaint	15	Days	8,314	7,322	88.07%	7,460	95.40%
3	Sidewalk Snow & Ice Complaint	21	Days	7,894	5,096	64.55%	6,602	77.35%
4	Abandoned Vehicle	14	Days	5,167	5,068	98.08%	5,270	90.93%
5	Parking Violation Complaint	5	Days	4,833	4,259	88.12%	4,535	78.87%
6	Pothole	12	Days	4,429	2,955	66.72%	2,747	82.66%
7	Snow & Ice Complaint	3	Days	4,014	2,986	74.39%	1,356	92.08%
8	Residential Conditions Complaint	50	Days	3,700	3,592	97.08%	4,879	98.45%
9	Animal Complaint - Livability	7	Days	3,572	3,534	98.94%	3,872	99.55%
10	Parking Meter Problem	3	Days	2,532	2,505	98.93%	1,815	66.86%
11	Zoning Ordinance Question	4	Days	2,134	2,083	97.61%	1,728	97.82%
12	Plan Review Callback	3	Days	1,956	1,858	94.99%	1,784	97.45%
13	Animal Complaint - Public Health	4	Days	1,884	1,840	97.66%	1,567	99.09%
14	Rental License Followup	2	Days	1,409	1,408	99.93%	Not on 2009 top 25	99.82%
16	311 Police Report Callback	3	Days	1,248	1,195	95.75%	1,258	98.07%
17	Online Utility Bill Payment	1	Hours	1,132	1,132	100.00%	837	99.88%
18	Traffic Signal Trouble	7	Days	1,108	1,050	94.77%	1,077	96.32%
19	Street Light Trouble	12	Days	958	740	77.24%	1,161	77.97%
20	Complaint	5	Days	887	830	93.57%	Not on 2009 top 25	91.49%
21	City Attorney Callback Request	3	Days	859	733	85.33%	1,035	84.51%
22	Start Utility Service - Move In / Buy Property	5	Days	839	835	99.52%	Not on 2009 top 25	81.14%
23	Residential Conditions Complaint HOD Tenant	15	Days	753	665	88.31%	698	90.23%
24	Suspicious Activity	7	Days	719	297	41.31%	Not on 2009 top 25	43.93%
25	Fire Prevention Callback	2	Days	708	130	18.36%	New 2010	New 2010

= Regulatory Services request