Regulatory Services

(Construction Code Services, Development Review and Traffic Control)

August 7, 2012

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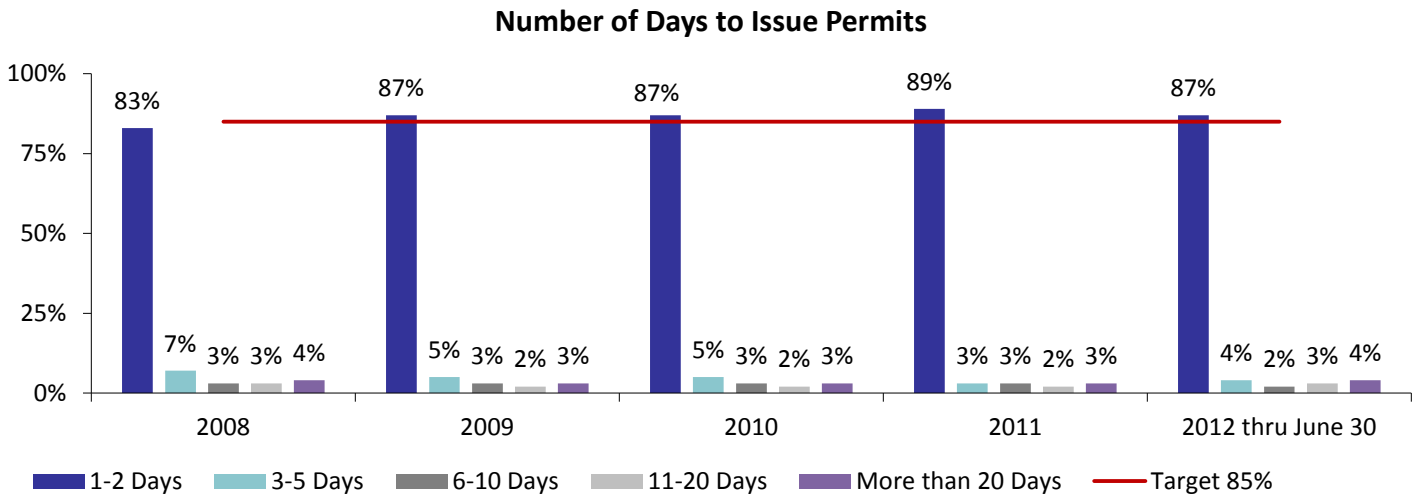


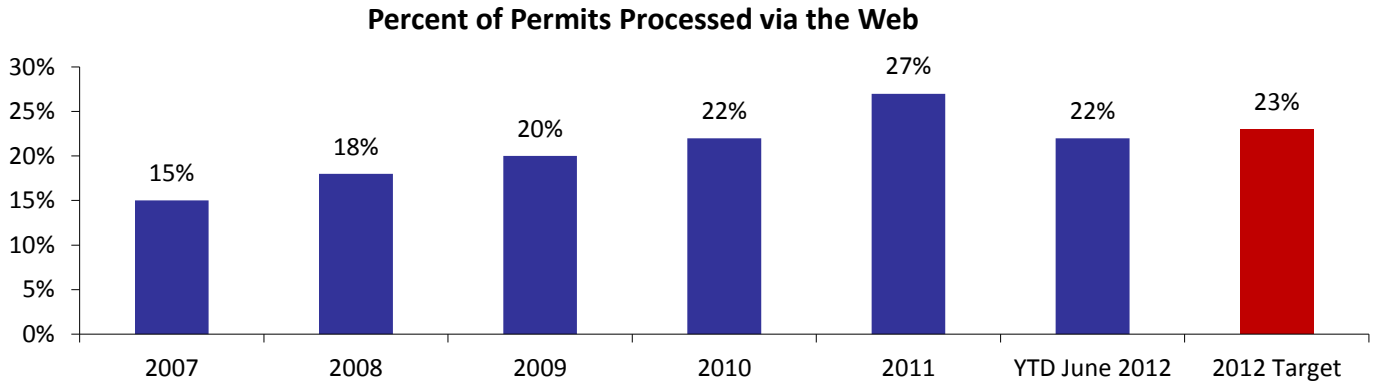
Note: This chart includes New Building, Remodeling, Building Over the Counter, Soil Erosion, Wrecking, Plumbing, Mechanical, Elevator Street Use, Animal Control, Encroachment and Critical Parking.

Why is this measurement important?

Time is money to our customers. The chart above is a measurement to identify how efficient Minneapolis Development Review (MDR) is processing permits for its customers. Currently 87 percent of our customers are benefiting from one or two day service.

What will it take to achieve the target?

Minneapolis Development Review has established a target of 85 percent of permits to be issued in one to two days. We continue to reengineer our process to improve customer service. In 2011, MDR partnered with Community Planning and Economic Development (CPED) and Construction Code Service-Plan Review to complete concurrent reviews. The pilot group included projects that were completing the Preliminary Development Review process. With the success of the pilot group, we expanded concurrent reviews to include all commercial projects and new single family construction. This will reduce the overall number of days to review a plan. We are pleased with the success of this initiative and will continue to monitor the process.



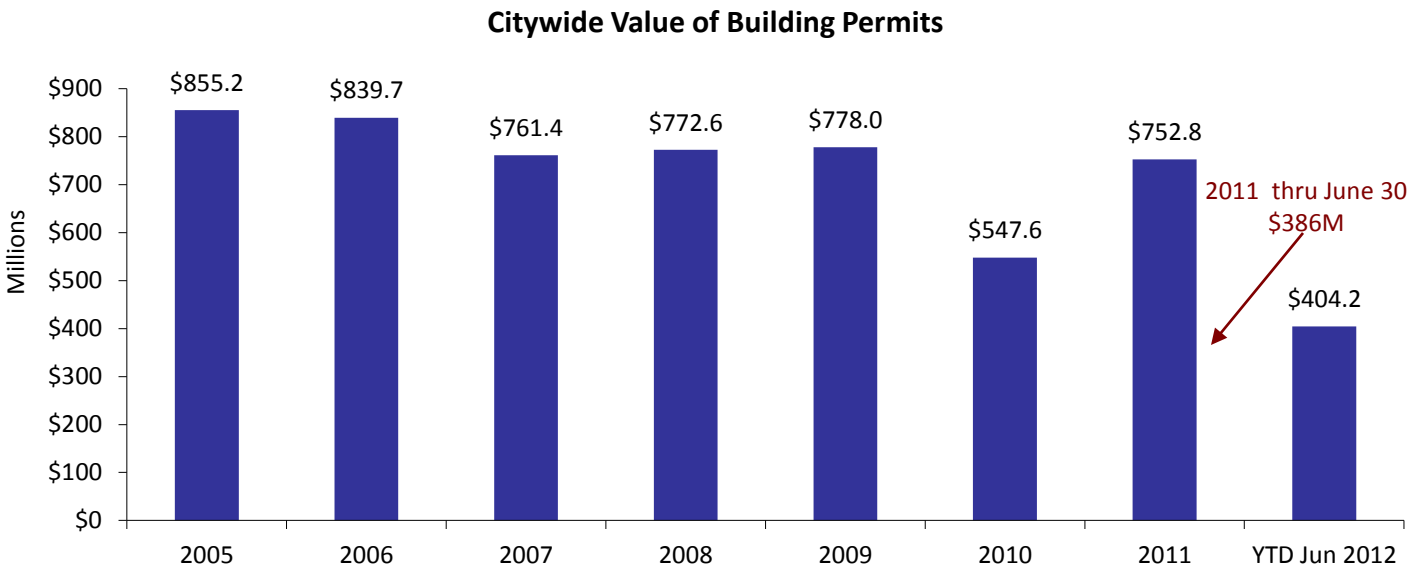
Why is this measurement important?
The ease and convenience of obtaining permits online enhances the services we provide our customers. Permits available online include street use, plumbing and simple building permits on one and two dwelling unit properties. Currently, we have a pilot project to include mechanical permits for furnace and air conditioner replacement. The majority of these permit applications are faxed in to MDR and we anticipate a high number of these applications to be pulled online. The pilot project will be completed in the third quarter of 2012.

In 2011, the target for online permitting was changed to 23 percent. The number of permits processed via the web for the first half of 2012 is 22 percent. The decrease in the percent of online permitting can be attributed to 1,500 plumbing permits issued to Centerpoint Energy for meter change outs. These permits were issued by MDR staff and could have been issued online. We continue to educate our customers about online permitting through quarterly promotions in the service center, as well as expedited response to 311 cases associated with online permitting. Our customers would like the flexibility and convenience of electronic plan submission, but this is dependent on a new land management system with additional flexibility. The opportunities to expand online offerings include annual renewals such as rental licensing, competency cards and business licenses.

What will it take to achieve the target?
Minneapolis Development Review conducted a survey with customers who do not use online permitting. We have found a variety of reasons why customers do not use the system including: credit card limits, limited knowledge of technology, hesitation to use the system, preferred faxing or mailing due to paper trail, internet interruptions and other technological problems, or increased use of property flags such as historic preservation that deter them from using the system on a regular basis. Minneapolis Development Review will continue to educate it's customers about online permits and promotions will be done quarterly. We will also assist our customers through 311 requests or when customers sign up to use the system.

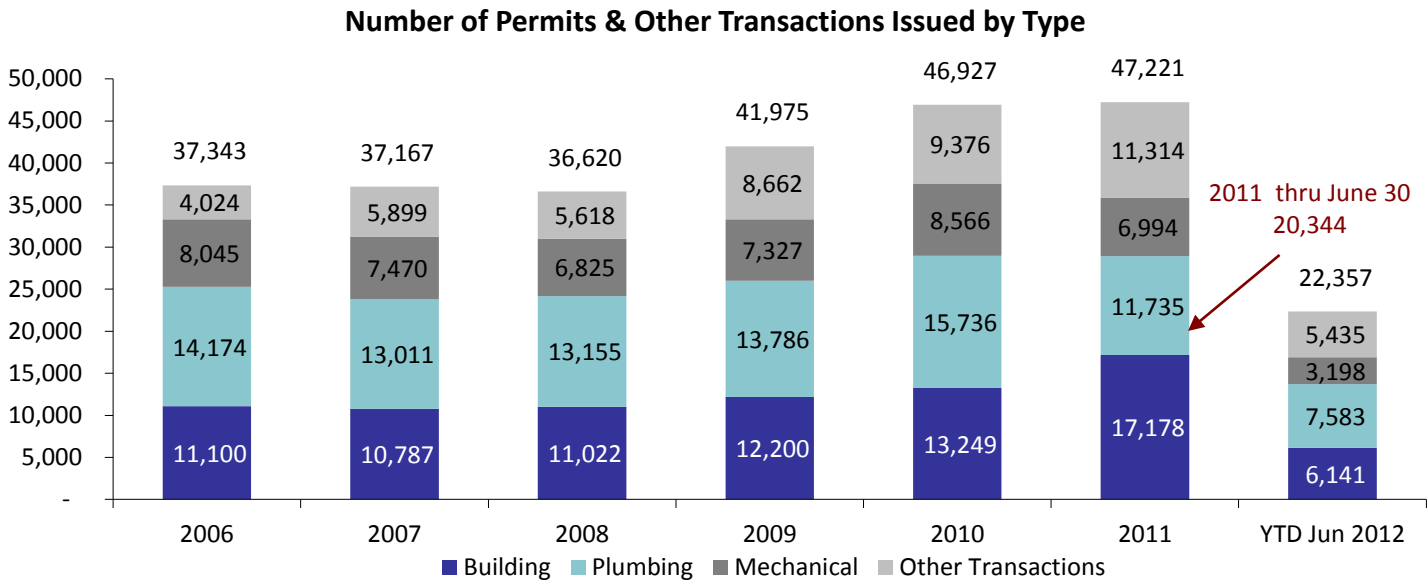
Currently, the following permits are available online for one and two family properties:

- Plumbing (Plumbing Fixtures)
- Water Heater – Replace
- Water Meter
- Gas Meter
- Gas Fixtures – Fireplace, Stove, Dryer
- Exterior Structure Maintenance (Carpentry Exterior)
- Masonry Work
- Roofing – Tear Off
- Siding – Repair/Replace
- Stucco/Plaster Repair/Replace
- Window Replacement
- Street Use permits for dumpsters or storage containers (Street Use)
- Mechanical – replacement of existing HVAC systems in residential dwelling units (NEW)



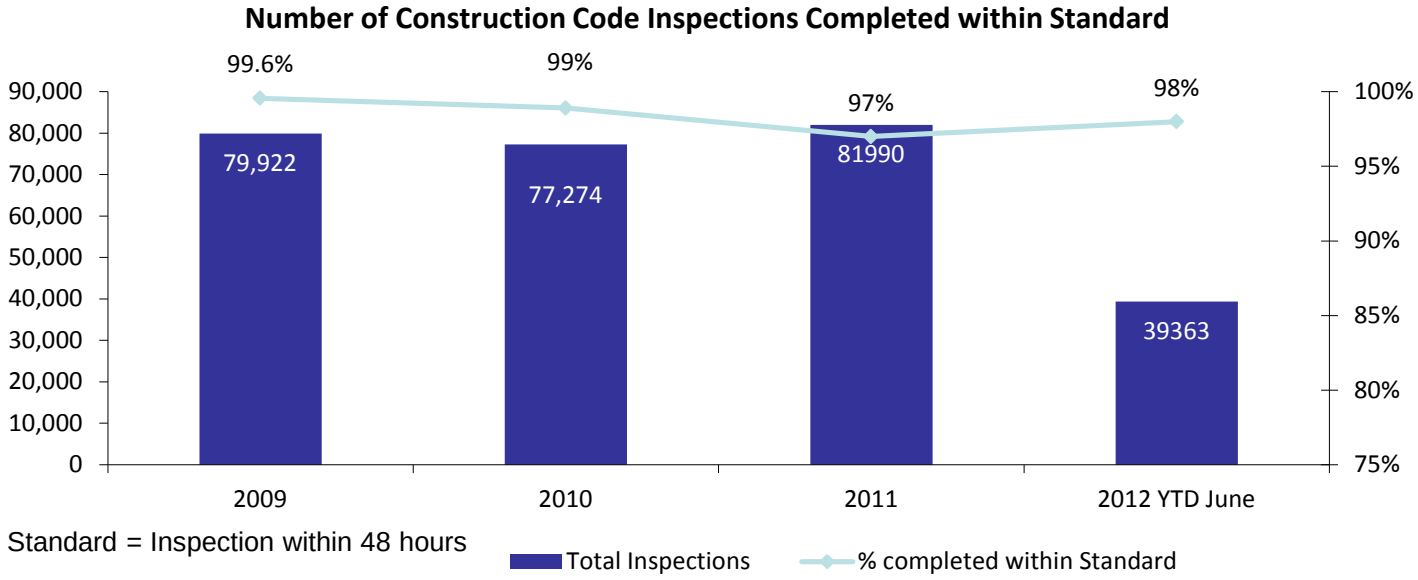
Why is this measurement important?

The City of Minneapolis has consistently demonstrated an investment in new buildings and remodeling. Typically, construction trends follow economic trends. Although the economy is unpredictable, the valuation year-to-date is $18 million more this year compared to last year. The Orchestra Hall project contributed $39 million in valuation in the second quarter of 2012. This trend indicates that people are still investing in the city, even in times of economic uncertainty. We are beginning to see large projects come through such as apartment buildings and commercial additions. The fees that are generated will be reinvested in the department as well as contributing to the City's general fund.



Why is this measurement important?

Minneapolis Development Review strives to serve all customers. We have expanded our service center to include Critical Parking, pet licenses, encroachment applications and a kiosk for sidewalk customers. Critical Parking has increased our volume by 2,500 transactions per year. In addition, the customer has the convenience of paying with a debit/credit card where previously they did not have this option. We look to expand our services by partnering with other City departments to move towards a multi-faceted service center.

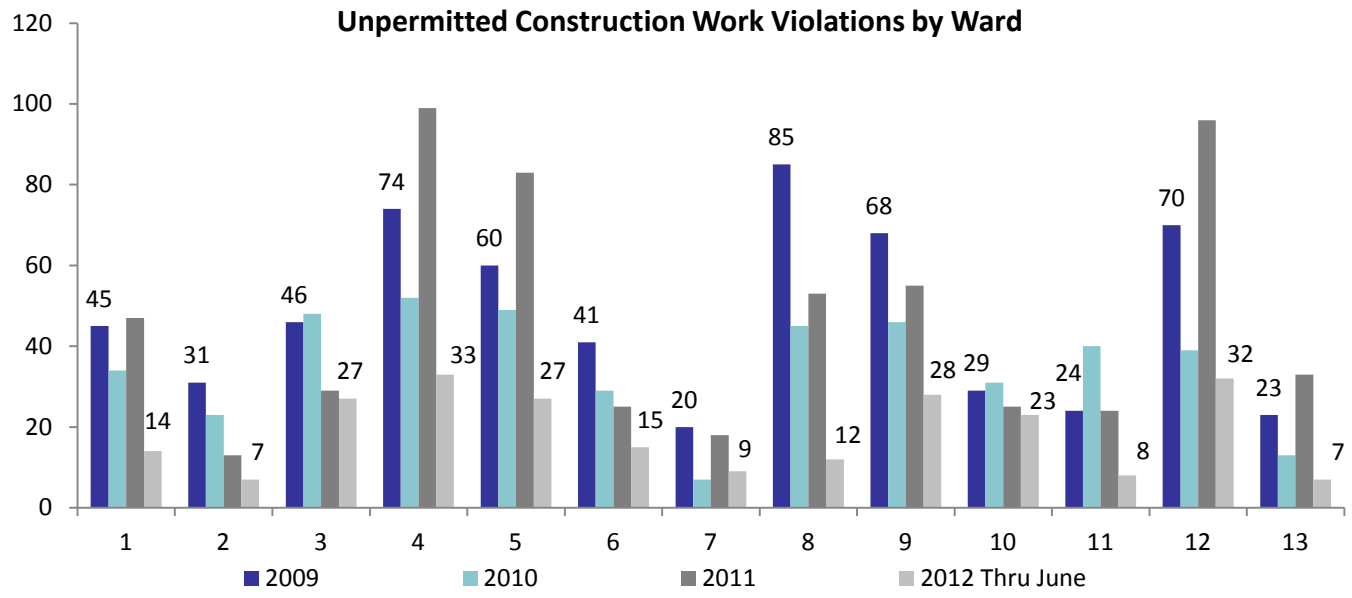


Why is the measurement important?

Construction schedules are challenging and delays can cause problems in maintaining the schedules and completing work in a timely manner. It is important to all customers to be able to keep projects on schedule whether it is a homeowner building a deck or a large commercial contractor building a new building. Customer satisfaction related to the inspection process can be greatly influenced by how efficiently the inspection process is completed. The goal of Construction Code Services (CCS) is to provide inspections for customers within 48 hours of the request for the inspection. CCS has achieved the goal of providing inspection service within 48 hours of the inspection request over our target of 96 percent of the time for several years.

What will it take to achieve the target?

The factors that influence the ability of CCS to achieve the goal of performing inspections within the set standard include time management by inspectors, adequate staffing levels and management by supervisors. Inspectors have numerous tasks to perform during a normal work day besides the main task of performing inspections. Providing them with the proper tools, training, technology and support they require, assists them in managing their time so they are able to perform inspections in a timely manner.

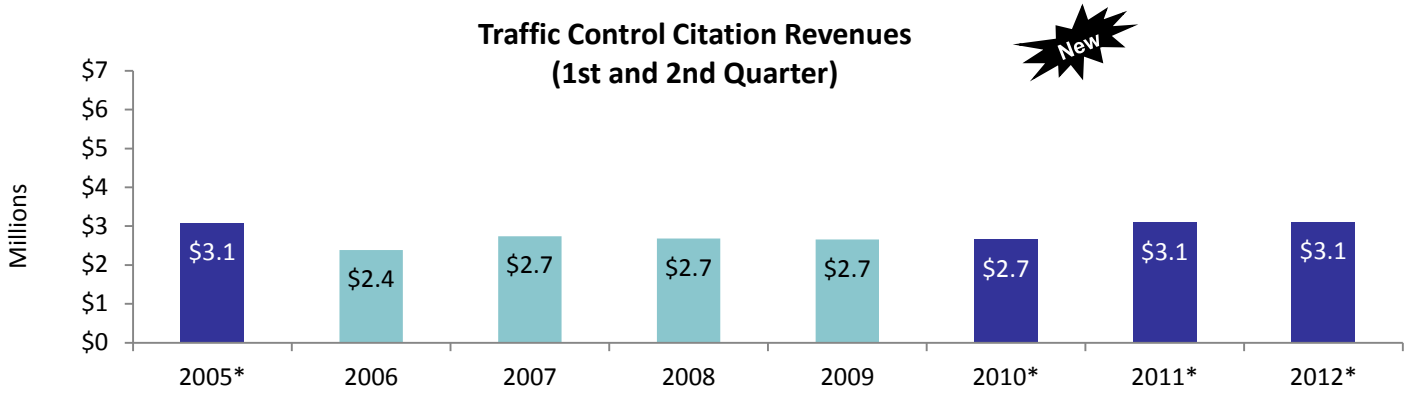


Why is this measure important?

The chart shows the number of violations found and processed to obtain the necessary permits for the period. In partnership with 311, Construction Code Services (CCS) has been investigating unpermitted work (UPW) violations in the community for several years. Construction work being performed without permits typically is performed by unlicensed individuals whose work often does not meet the minimum code standards established by law.

What will it take to maintain it?

The UPW staff currently consists of one (1) inspector and a shared supervisor. In prior years there were two (2) inspectors. Since the staff has been reduced to one (1), CCS utilizes its construction inspection staff to assist in identifying work that may not have the necessary permits. Covering the entire city with one inspector is challenging. CCS will continue to strive to make this program as effective as possible given the current staffing situation.



*Traffic control was housed under Regulatory Services for these years. All other years were under the Minneapolis Police

Why are these measures important?

These measures are important because they reflect the productivity of Traffic Control Agents and our efforts to improve the collection rate and remedy causes for dismissal. To achieve these improved numbers we have:

- Changed ordinances;
- Worked with the Violations Bureau to modify disposition protocols;
- Worked with the City Attorney's office to improve knowledge of parking ordinances and statutes for newly assigned attorneys;
- Worked to ensure required certified documents are available on time;
- Worked with the 4th Judicial District to improve the collection rate on citations not responded to utilizing the Revenue Recapture process.

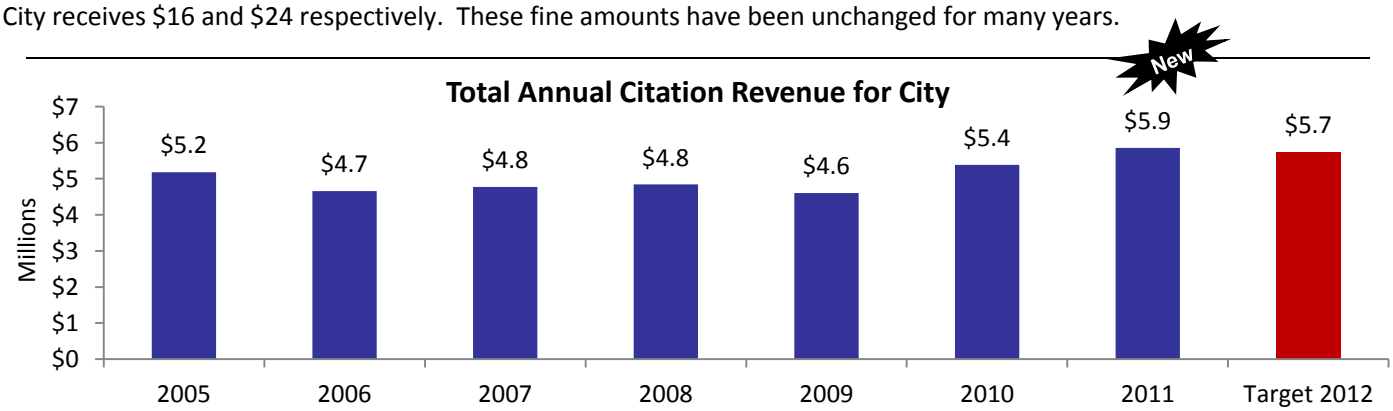
What will it take to achieve the target?

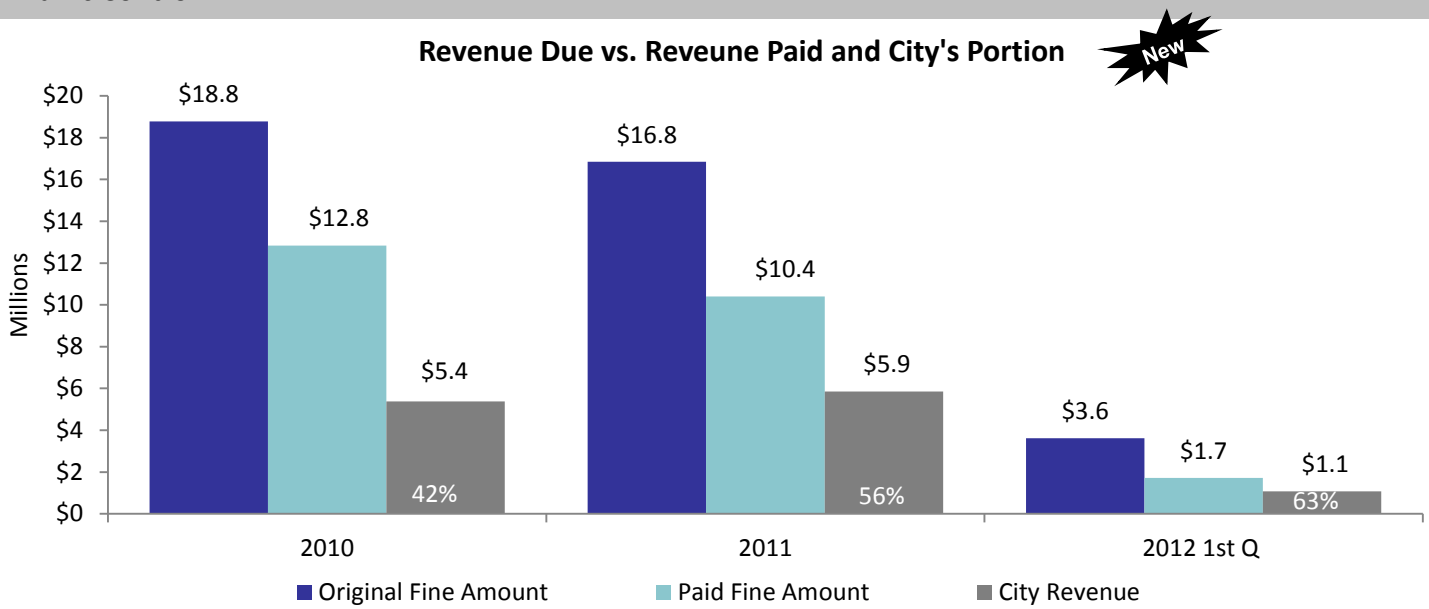
The primary goal of enforcement is compliance and our ticket issuance numbers seem to indicate that we are moving in the right direction. Monthly ticket counts are beginning to drop and is indicative of compliance. Since this is our goal, we have also modified some enforcement tolerances and policies to be more easily understood by the general public.

In order to achieve our budgeted revenues, we will be developing reporting capabilities that allow us to analyze disposition information provided to us by the State's Violations Bureau. This information has only recently been made available to us. The analytical tools will be developed using COGNOS and hopefully an automatic feed from the Violations Bureau.

Additionally, the implementation of a hand-held ticket writer, occurring this August, will make enforcing the new multi-space meters easier and less time consuming.

However, the bigger impact on revenue is the fine amount set for violations. A special judicial committee controls these and sets them statewide. This committee would have to be petitioned and successfully lobbied to increase fines. Currently, the fines are set at $20 for a statute parking violation and $30 for an ordinance parking violation; of which, the City receives $16 and $24 respectively. These fine amounts have been unchanged for many years.





Note: The above percentages represent the City's Percent of Total Revenue

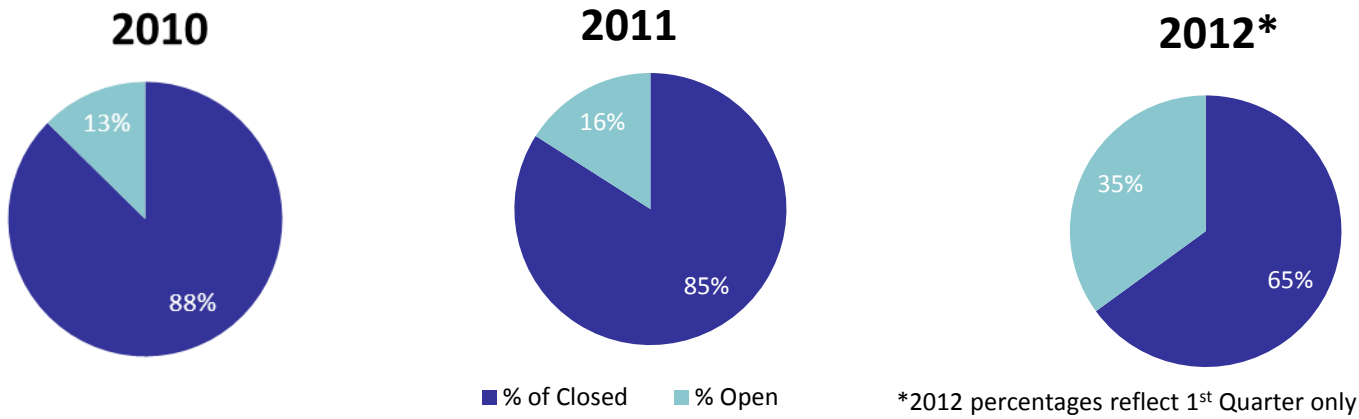
Why is this important?

This measure shows the effectiveness of our efforts to write "good tickets." This allows us to follow-up on the dismissal rate with the Violations Bureau and to remedy any problems leading to dismissal of these citations.

What is necessary to achieve the target?

A key step to increasing the collection rate on citations is regularly obtaining disposition data related to individual citations. The second critical step is developing analytical tools to properly analyze the massive amounts of information. We were first able to obtain this information in 2011 and we were able to work with the Violations Bureau to almost immediately improve the collection rate. Having regular data feeds and improved analytics will help us improve the collection rate.

Percent of Resolved and Open Tickets by Year

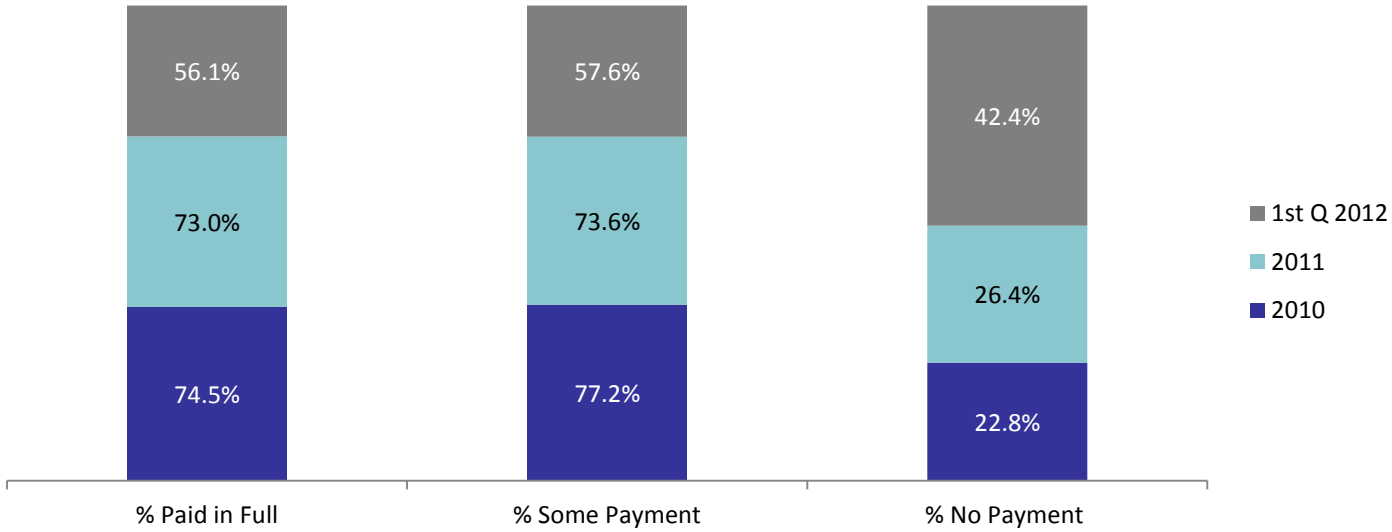


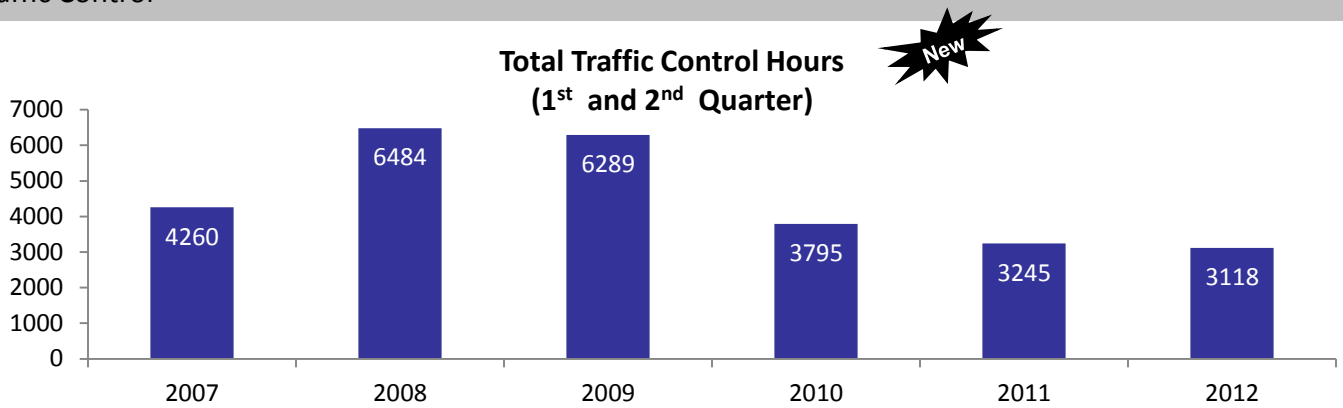
*2012 percentages reflect 1st Quarter only

Why is this measure important?
The distinction of "Open" or "Closed" status tells us the percent of tickets processed by the courts and the number which remain with no response by the defendant. Those that remain "Open" after 120 days are sent through the State Court's collection service within the State Revenue Department. Without additional data from the Violations Bureau we cannot analyze individual citations and their disposition. While questions are often asked as to what percentage of tickets is dismissed, we find that there are at least 22 different disposition categories that result in no fine payment to the City and others that result in only partial payment of a fine. These dispositions affect the City's revenue and also highlight unproductive activities. Further analysis will help us improve revenue projection, collection rate and overall efficiency.

What is needed to reach the target?
The COGNOS project to combine financial and disposition data over time will greatly benefit our understanding of what happens to citations written and how the City's revenue is impacted.

Payment Percents by Year by Count





*2008 and 2009 include CSO staffing and hours

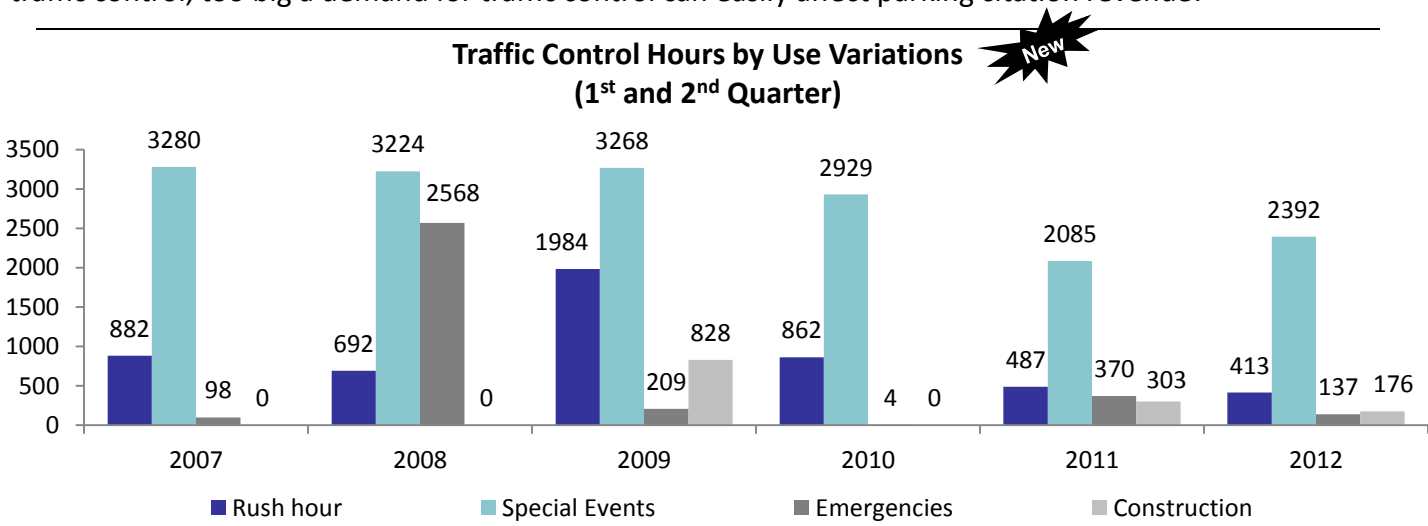
Why is this measure important?

Traffic Control and Parking Services is also responsible for providing traffic direction for a variety of City needs. These traffic direction activities ease congestion during rush hour and help special events at facilities downtown, and elsewhere, operate more smoothly. The Special Event activities shown below relate mostly to contracted services with various sports and entertainment venues.

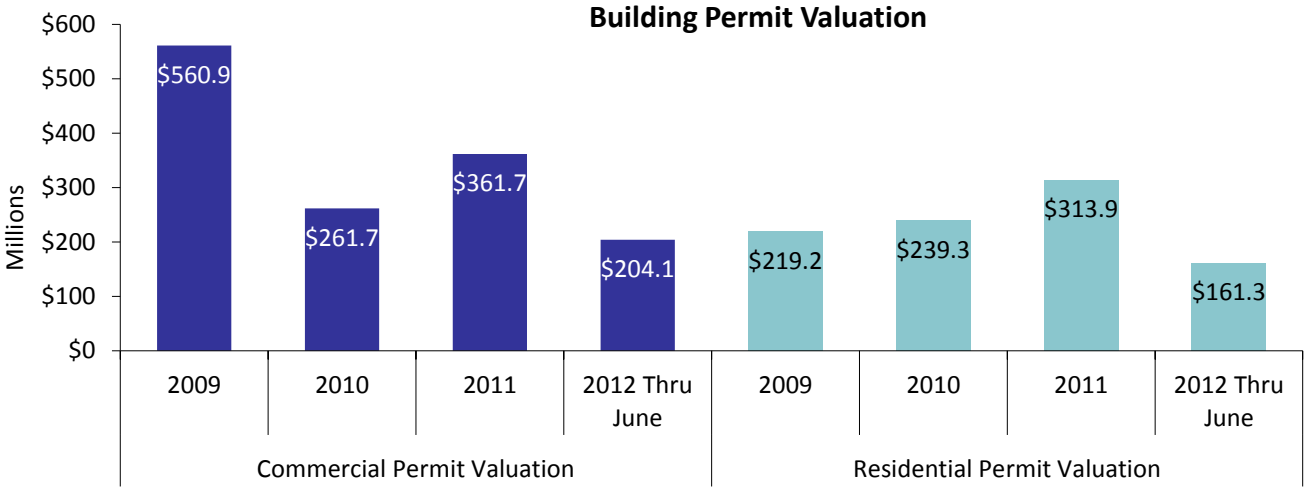
In addition, we are utilized during large scale City emergencies such as the tornado last year and the I-35 Bridge collapse. Traffic Control hours are also used at smaller emergencies such as gas leaks, semaphore malfunction, fires and Police incidents. Year to year predominate activities rotate and shows the flexibility of this department. Staffing occurs 18 hours a day, 7 days a week, and provides for quick emergency response when priorities change.

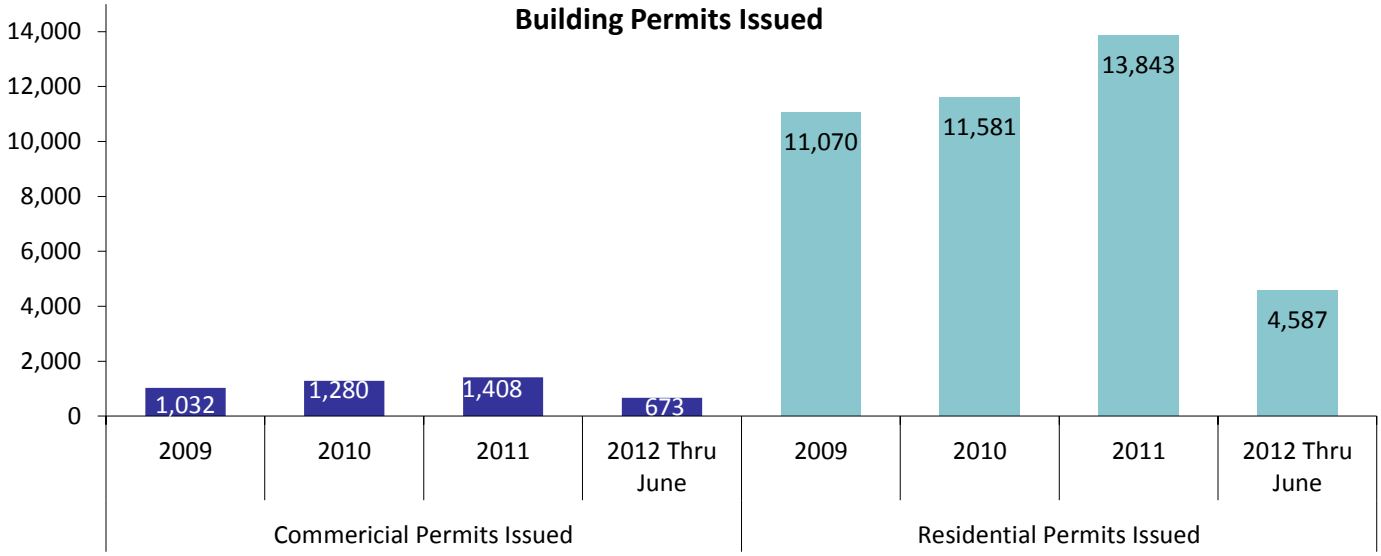
What is needed to achieve the target?

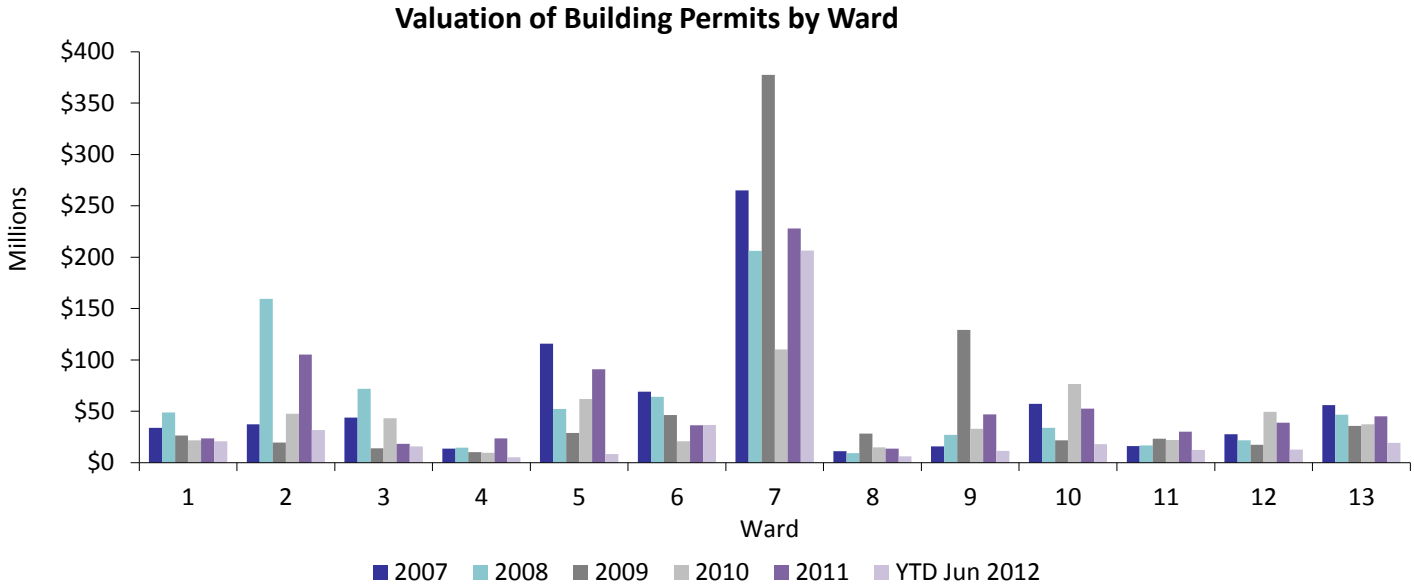
Concurrent activities are happening more frequently, and in conjunction with the summer temperature highs, additional staffing would be helpful. Event concurrency makes traffic more complex and requires additional hours. Summer temperatures limit the number of consecutive hours an agent can work traffic control without relief. Starting in 2013, construction of the Vikings stadium will alter traffic patterns and create the need for additional staffing. With the same staff writing citations as well as doing the City's traffic control, too big a demand for traffic control can easily affect parking citation revenue.

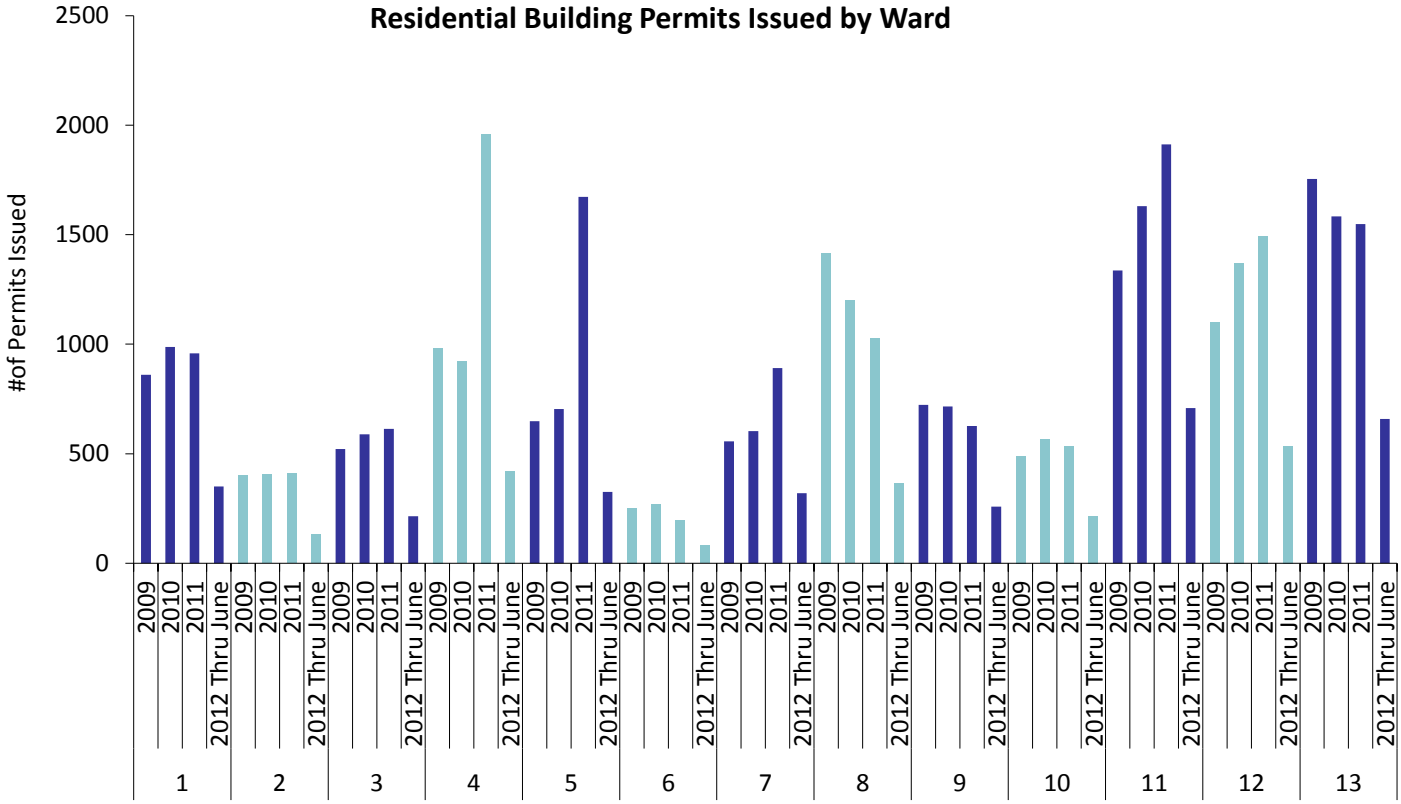


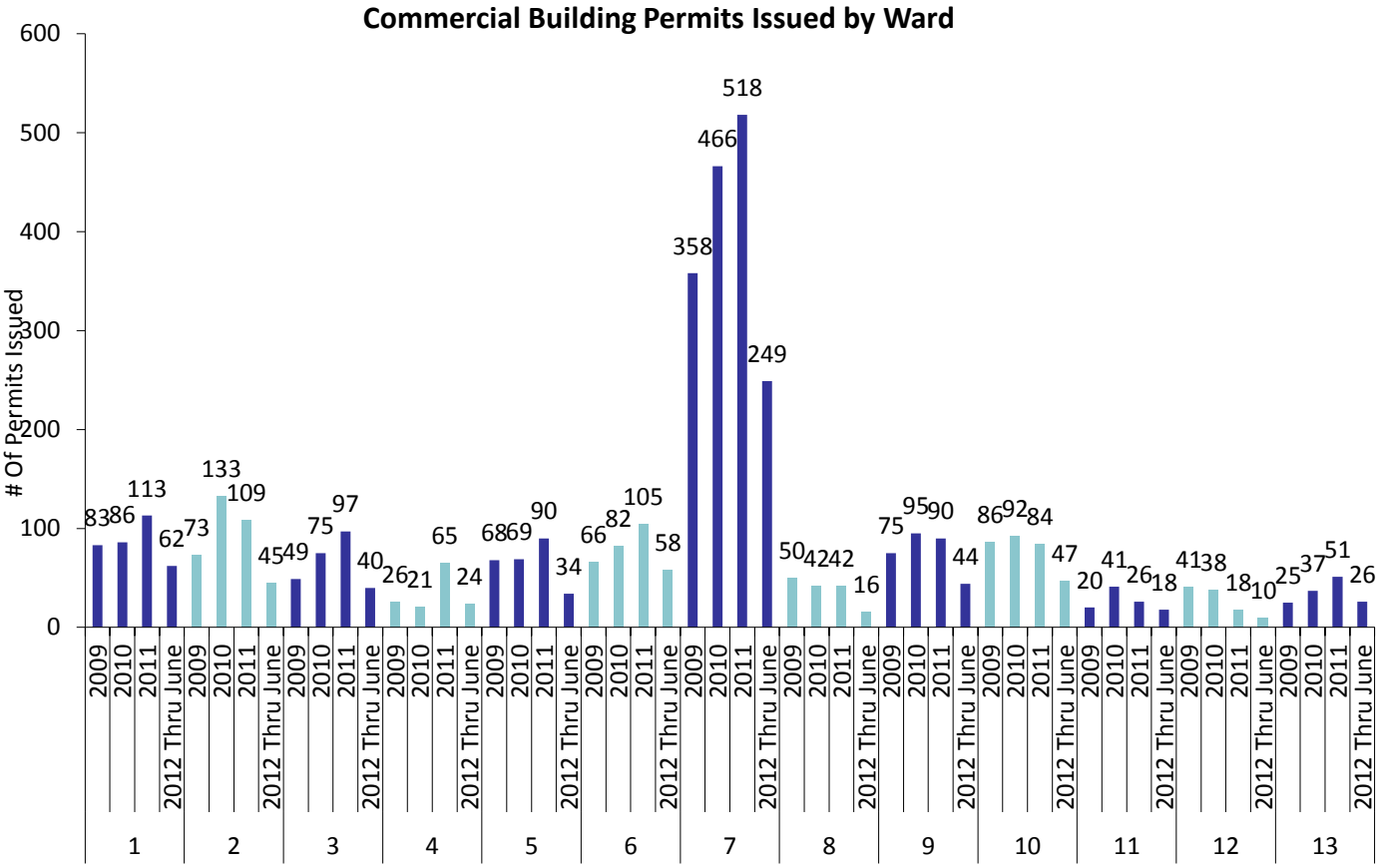
APPENDIX


Building Permit Valuation
Millions
$600
$500
$400
$300
$200
$100
$0
$560.9
$261.7
$361.7
$204.1
$219.2
$239.3
$313.9
$161.3
2009
2010
2011
2012 Thru June
2009
2010
2011
2012 Thru June
Commercial Permit Valuation
Residential Permit Valuation


Building Permits Issued
14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
1,032
1,280
1,408
673
11,070
11,581
13,843
4,587
2009
2010
2011
2012 Thru June
2009
2010
2011
2012 Thru June
Commericial Permits Issued
Residential Permits Issued


Valuation of Building Permits by Ward
Millions
$400
$350
$300
$250
$200
$150
$100
$50
$0
1
2
3
4
5
6
7
8
9
10
11
12
13
Ward
2007
2008
2009
2010
2011
YTD Jun 2012

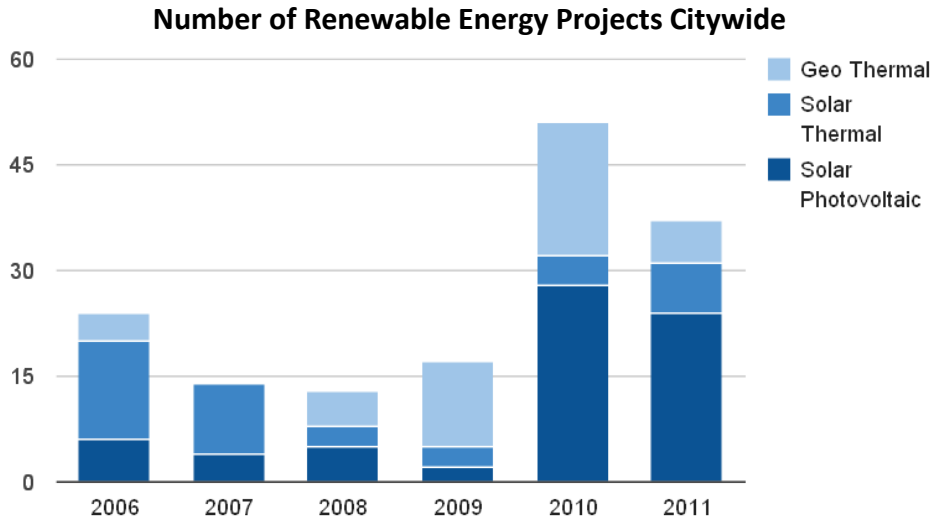

Residential Building Permits Issued by Ward
#of Permits Issued
2500
2000
1500
1000
500
0
2009
2010
2011
2012 Thru June
1
2
3
4
5
6
7
8
9
10
11
12
13


Commercial Building Permits Issued by Ward
Of Permits Issued
600
500
400
300
200
100
0
83 86 113 62 73 133 109 45 49 75 97 40 26 21 65 24 68 69 90 34 66 82 105 58 358 466 518 249 50 42 42 16 75 95 90 44 86 92 84 47 20 41 26 18 41 38 18 10 25 37 51 26
2009
2010
2011
2012 Thru June
1
2
3
4
5
6
7
8
9
10
11
12
13

Top 25 service requests
Percentage Meeting Service Level Agreement

			2012 YTD			2011		
Rank	Request Type	SLA	Case Count	On Time	Pct On Time	Case Count	On Time	Pct On Time
1	Graffiti complaint / reporting	20 Days	4,760	4,222	89%	3,262	2,568	79%
2	Sidewalk Snow & Ice Complaint	21 Days	3,695	3,418	93%	3,018	2,315	77%
3	Exterior Nuisance Complaint	15 Days	2,860	2,802	98%	3,271	3,103	95%
4	Abandoned Vehicle	14 Days	2,035	2,034	100%	2,245	2,216	99%
5	Parking Violation Complaint	5 Days	2,006	2,001	100%	2,691	2,488	92%
6	Residential Conditions Complaint	50 Days	1,990	1,979	99%	1,701	1,679	99%
7	Animal Complaint - Livability	11 Days	1,685	1,651	98%	1,618	1,588	98%
8	Zoning Ordinance Question	4 Days	1,210	1,137	94%	1,042	1,034	99%
9	Animal Complaint - Public Health	4 Days	1,010	947	94%	997	948	95%
10	Plan Review Callback	3 Days	997	966	97%	974	950	98%
11	City Attorney Callback Request	3 Days	777	713	92%	368	335	91%
12	Parking Meter Problem	3 Days	645	611	95%	1,157	1,120	97%
13	Pothole	12 Days	622	501	81%	4,572	2,779	61%
14	Rental License Followup	2 Days	578	577	100%	551	550	100%
15	Traffic Signal Trouble	7 Days	546	531	97%	532	528	99%
16	Repair Notice Question	2 Days	453	289	64%	454	261	57%
17	Complaint	5 Days	430	412	96%	452	437	97%
18	PPU Callback	3 Days	423	368	87%	New		
19	Traffic Signal Timing Issue	5 Days	348	284	82%	293	275	94%
20	Sewer Issues	1 Days	337	165	49%	306	179	59%
21	Residential Conditions Complaint HOD Tenant	15 Days	323	305	94%	337	299	89%
22	Suspicious Activity	7 Days	319	217	68%	New to Top 25		
23	Street Light Trouble	12 Days	314	265	84%	448	400	89%
24	Sewer Complaint Data	1 Days	294	293	100%	New to Top 25		
25	311 Police Report Callback	3 Days	292	278	95%	680	632	93%

Regulatory Service service request (CCS, MDR, Traffic Control)



Source: Minneapolis Department of Regulatory Services

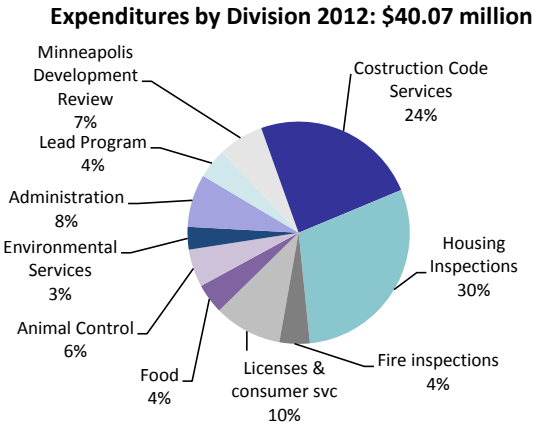
Target
Citywide, permit 70 renewable energy projects annually by 2015.

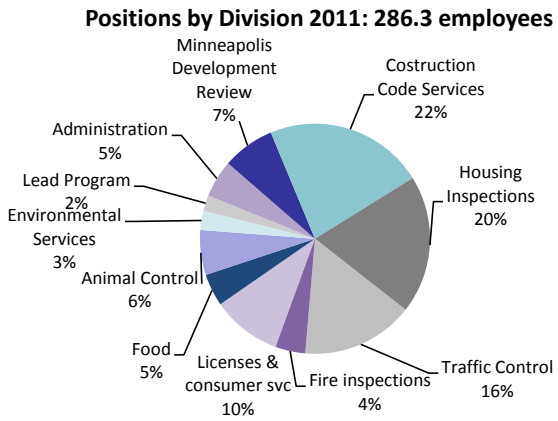
Why is this measure important?
In the face of climate change and harmful pollution levels created by our current energy consumption, it is critical to use more renewable energy, including solar, wind, biomass and hydropower. Renewable energy contributes to energy security, stable energy pricing, climate change solutions, and green jobs.

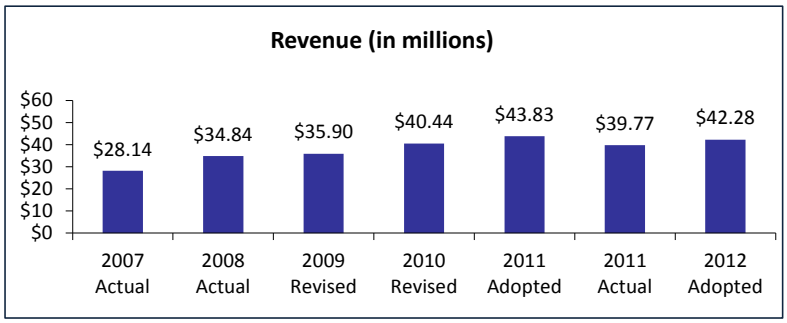
Summary
State rebates for solar thermal helped to increase the number of permits over 2010 (the rebates expired in late 2011). Solar photovoltaic permits were down slightly in 2011, as the State of Minnesota stopped offering solar PV rebates.

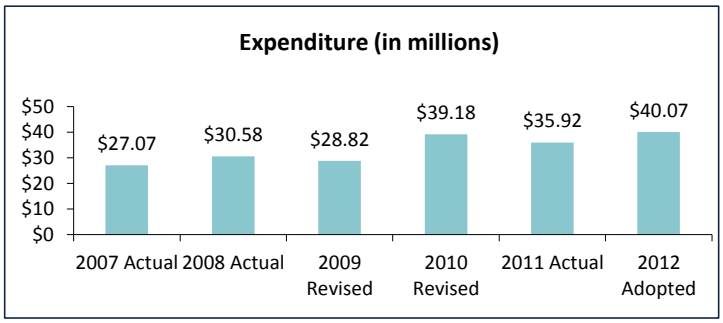
What's being done?
- The City of Minneapolis has 625 kW of solar photovoltaic cells on four of its buildings, including the Minneapolis Convention Center with about 2,400 solar panels (600 kW).
- In late 2011, Minneapolis Fire Station #1 and Fire Station #19 installed Minnesota-made solar thermal systems (Fire Station #19 also has a Minnesota-made solar PV system).
- Each October, the annual self-guided, free Minnesota Annual Solar Tour showcases Minneapolis homes, businesses, and institutions that use solar energy.
- As part of a federal Solar America Cities grant with Saint Paul, the City has streamlined solar permitting, enacted solar friendly zoning ordinances, showcased solar on our buildings and conducted extensive outreach and training.
- Xcel Energy's Solar Rewards and Minnesota Bonus (for Minnesota-made solar panels) provided incentives for dozens of solar installations in the city, totaling about 216 kW in 2011.
- In 2011, more than 6,375 Minneapolis customers participated in Xcel Energy's Windsource program (Minnesota wind generated electricity), a slight decline from 2010. The new LEED Platinum Hiawatha Maintenance facility purchases 35 percent of its electricity through Windsource.
- The new 10.3 megawatt Lower Saint Anthony Falls Hydroelectric Project in downtown Minneapolis produces enough electricity for more than 7,500 average U.S. households a year. This joins the nearby, slightly larger Hennepin Island Hydroelectric Station.

Management Dashboard: Regulatory Services









Loss Prevention Data					
Year	2007	2008	2009	2010	2011
Workers Comp	$182,870	$154,332	$243,818	$158,521	$198,316
Liability Claims	$16,206	$20,673	$6,659	$3,809	$26,867

Average Sick Days Taken per Employee					
Year	2007	2008	2009	2010	2011
Days	7.8	7.6	8.6	9.3	9.4

Workforce Demographics		
Year end	12/31/2003	12/31/2011
% Female	46%	52%
% Employee of Color	17%	22%
# of Employees	247	356

* Workforce Analysis Detail included in notes

Overtime Costs					
Year	2007	2008	2009	2010	2011
Hours	4,683	6,059	2,991	7,068	5,204
Cost	$155,693	$214,234	$100,411	$203,067	$202,053

Employee Turnover and Savings					
Year end	2007	2008	2009	2010	2011
Turnover	11%	5%	10%	11%	8%

Positions Vacancies					
Year end	2007	2008	2009	2010	2011
Percent of Total	8%	6%	5%	7%	8%

Performance Reviews Past Due in HRIS	
As of July 31, 2012	8%

Retirement Projections											
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number	14	6	8	7	6	3	5	12	11	9	8
% of Workforce	4%	6%	8%	10%	12%	12%	14%	17%	20%	23%	25%

Updated 4/20/11

Notes:

Average Sick Days taken per Employee

Notes:

(1) Above data is based on the payroll calendar year not the calendar year.
(2) Does ***not*** include employees who have separated from the ***department*** and may have used sick leave during the payroll year.
(2a) Does ***not*** include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
(2b) ***Includes*** employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").
(3) Employees can use more sick leave than earned in a given year (Assuming that they have accrued leave that has carried over).
(4) Work Days Lost = Hours Used/Eight (8)
(5) Usage Rate = Hours Used/Hours Earned
(6) Overstated as it assumes everyone is FT and worked the entire year.
(7) 2003, 2004 and 2005 data includes Traffic Control which became part of the Police Department through December 31, 2009.
(8) 2009 data does **not** include Traffic Control
(9) 2009 had 27 pay periods
(10) 2010 data includes Traffic Control. It does **not** include 911

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

3 of 8 categories indicate under-utilization:

Professional	70 incumbents	Female = 50.0%	Avail. = 52.0%
Technician	93 incumbents	Female = 30.1%	Avail. = 58.3%
Protect Svc. (non-sworn)	11 inumbents	Female = 36.4%	Avail. = 67.5% ; POC = 0.0% Avail. = 6.3%

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.