

Regulatory Services Business Plan

2014-2017

2015 Update

May 15, 2015

Table of Contents

	Page
Department mission	3
Department character and environment	3
Department organizational chart	3
Department Goals, Objectives and Tactics	4

Department mission, character, environment

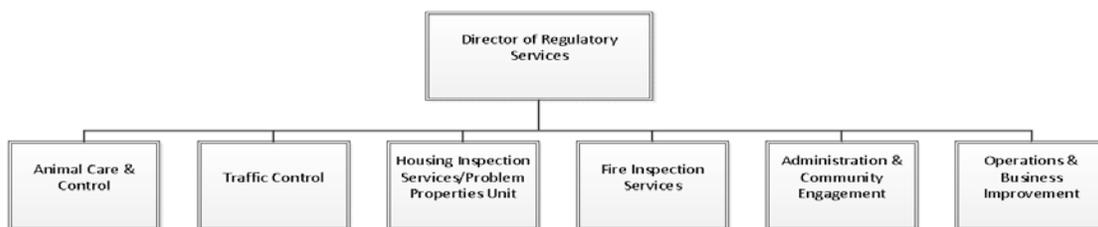
Mission

Strengthening communities by partnering with residents, neighborhoods and businesses to make the city safer, healthier and more inviting for all.

Business Lines

- **Housing Inspection Services** - provides quality and consistent enforcement of the Minneapolis Housing Maintenance and other applicable codes to maintain, improve, and preserve the city's existing housing stock and promote neighborhood stabilization. Includes the Problem Properties Unit which identifies and resolves problem properties, conducts emergency board ups, performs expedited post-fire evaluation of structural fires to contain or remove any immediate health/safety hazards followed by pursuing repairs/rehab or demolition, and manages condemned, boarded, and vacant buildings in a multi-departmental, multi-agency case management approach.
- **Fire Inspections Services** – delivers quality and consistent enforcement of the fire code, conducts life safety and housing inspections of residential buildings with greater than three units, and inspections of commercial buildings, hazardous materials sites, and daycare/foster care facilities. Also works in conjunction with CPED's in performing plan review and issuance of pertinent permits, conducts and administers the Commercial Building Registration, Commercial Vacant Building Registration and Hazardous Materials Registration programs.
- **Traffic Control & Parking Enforcement Services** — maintains traffic flow management for events, emergencies street cleaning, construction and other traffic situations. Also provides city-wide parking enforcement, promoting safety and access in downtown and commercial corridors as well as removing residential hazards and nuisances.
- **Animal Care and Control** – creates safe and healthy communities for people and animals through shelter care and adoption, investigation of dangerous animal and animal cruelty cases, public education, issuance of agricultural permits and pet licenses, and enforcement of statutes and local ordinances.
- **Administration** – including Administration & Community Engagement division and Operations & Business Improvements division – manages general administrative and operational policies and functions including customer services, community engagement, enterprise initiatives and data analysis functions for the department.

Organization Chart



Department Goals, Objectives and Tactics

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
Minneapolis is safe and livable and has an active and connected way of life	All neighborhoods are safe, healthy and uniquely inviting	Objective: Properties are safe and compliant for occupants and neighborhoods Target: Increase “Residents Who Agree Their Neighborhood Is Clean and Well-Maintained” citizen survey satisfaction from 82% to 85% by 2016	Tactic: Systematically inspect rental properties based on a tier selection approach Target: Increase inspections of rental properties to a four-to-six year inspection cycle by 2018 based on priority scale Tactic: Community Risk Reduction through neighborhood groups, PSAs and social media Target: Increase pro-active communication opportunities, including submitting multiple articles to neighborhood newsletters and newspapers by the end of 2015
		Objective: Neighborhoods are clean and well maintained. Target: Increase “Residents Who Agree Their Neighborhood Is Clean and Well-Maintained” citizen survey satisfaction from 82% to 85% by 2016	Tactic: Increase proactive inspections within the neighborhoods Target: Increase All Together Now neighborhoods from 8 to 12 by 2015 Tactic: Utilize direct communication with property owners Target: Increase KeepMPLS clean mailings from

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets
			<p>30,000 to 50,000 annually by 2018</p> <p>Target: Increase educational materials in rental licensing annual billing from 0 to 1 by 2016</p>
		<p>Objective: Support good property owners and managers and assist those wanting to be compliant</p> <p>Target: Increase housing case resolution without additional enforcement from 37% to 45% by 2016</p>	<p>Tactic: Develop a more comprehensive framework for the use of conditions on rental licenses as a tool to gain compliance</p> <p>Target: Increase use of conditional license approvals during adverse rental license action from 15 to 100 by 2016</p>
		<p>Objective: Increase responsiveness of property owners and managers who resist compliance and/or continue to have adverse impacts on their neighbors, their tenants and the neighborhood</p> <p>Target: Reduce the number of properties being actively addressed by the Problem Properties Unit from 173 to 125 by 2016</p>	<p>Tactic: Increase the number of problem property owners reviewed by the Problem Properties Unit and enhance the methodology for identifying them</p> <p>Target: Increase number of properties being actively addressed by the Problem Properties Unit from 173 to 200 by 2016</p> <p>Tactic: Implement a just cause policy that will prohibit property owners with a chronic history of non-compliance from obtaining additional rental licenses</p> <p>Target: Increase just cause determinations from 0 to 10 by 2015</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
			<p>Tactic: Develop criteria for a tiered rental license annual billing program based on the property as an incentive for owners to better manage and move into the tier 1 status</p> <p>Target: Complete the criteria and billing configuration by July 1, 2015</p>
		<p>Objective: Implement improved systems that support our business needs</p> <p>Target: Increase number of standard data queries by division from 10 to 40 by 2016</p>	<p>Tactic: Develop and enhance an automated approach of selecting the tier properties for housing and fire inspections</p> <p>Target: Move annual creation of rental license property inspection list from April to January by 2016</p> <p>Tactic: Increase the capabilities of Property Early Warning System by adding additional data elements</p> <p>Target: Increase Property Early Warning System data elements from 30 to 50 by 2016</p> <p>Tactic: Identify opportunities for improved SLA response times and emergency property issue routing with 311, 911, HIS and FIS</p> <p>Target: Increase level of response within SLA for HIS complaints from 97% to 98% by 2015</p>
		Objective: Stabilize neighborhoods by reducing	Tactic: Increase abatement strategies that move properties into the active housing market

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		<p>Vacant Building Registration Properties and Vacant Boarded Properties</p> <p>Target: Increase rehabilitations and restoration agreements from 155 to 175 by 2016</p>	<p>Target: Increase restoration agreements from 30% to 40% of VBR list by 2016</p> <p>Tactic: Increase Director Orders to Rehab vacant properties</p> <p>Target: Increase Director Orders to Rehab from 1 to 5 by 2015</p> <p>Tactic: Upstream the manner in which we work with abandoned properties</p> <p>Target: Increase regular meetings with internal and external partners to identify possible opportunities for early intervention from as needed to quarterly by 2015</p>
		<p>Objective: Increase pet licenses</p> <p>Target: Increase licensed pets from 18,000 to 25,000 by 2018</p>	<p>Tactic: Utilize all resources to educate the community on the importance of licensing your pet</p> <p>Target: Increase number of veterinarians automatically licensing all licensable animals from 14 to 17 by 2016</p> <p>Tactic: Increase knowledge base of number and type of pets to provide owner education and additional tracking of dangerous dogs</p> <p>Target: Decrease number of dogs moving from “potentially dangerous” to “dangerous” by 25% by</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		<p>Objective: Increase safety for residents and visitors through proactive enforcement of animal ordinances and policies</p> <p>Target: Reduce serious dog bites from 15% of total bites to 5% of total bites by 2016</p>	<p>2016</p> <p>Tactic: Review staffing and schedules to increase response to loose animal calls</p> <p>Tactic: Improve staffing inside the shelter, allowing officers to respond to calls for service.</p> <p>Target: Same day service on all priority 1 and 2 calls.</p> <p>Tactic: Increase the staff in the shelter to allow officers to handle the calls for service proactively, efficiently and in a timely manner by 2017.</p> <p>Tactic: Restructure the department to better utilize staff in a manner which provides excellent customer service and promotes an efficient department by 2017.</p> <p>Target: Reduce number of over SLA service requests by 50% by 2017.</p>
		<p>Objective: Provide regular traffic patrols of neighborhoods to increase visibility of uniformed presence and improve neighborhood safety.</p>	<p>Tactic: Provide uniformed presence in vehicle with radio contact with all MPD precincts 7 days a week, day and evening hours.</p> <p>Target: Increase citizen perception of safety.</p> <p>Tactic: Remove parking hazards in all neighborhoods and respond issues called in to 311.</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
			Target: Respond to all 311 complaints within SLA. Ensure staff covers the entire city.
Disparities are eliminated so all Minneapolis residents can participate and prosper	Equitable systems and policies lead to high quality of life for all	Objective: Develop shared understanding of equity issues and apply them to existing policies and initiatives Target: Develop racial equity framework by 2015	Tactic: Improve cultural competencies through training of staff Target: Develop a cultural competency training program by end of 2015 Target: Increase departmental communications available for limited English proficiency residents Tactic: Develop core racial equity team within the department and create internal framework Target: Partner with YWCA for train-the-trainer and facilitator training to assist in staff-driven departmental events aimed at increasing equity awareness by end of 2015 Tactic: Use data to understand equity impacts of policies and procedures, such as snow emergencies, problem properties, ticketing Target: Review operational measures and indicators through equity lens by 2015 Target: Increase review of existing policies and initiatives through equity lens

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets
			Target: Review department materials to ensure as many as possible are in multiple languages by end of 2015
Businesses – big and small – start, move, stay and grow here	Regulations, policies and programs are efficient and reliable for residents, businesses and visitors	Objective: Ensure consistent and reliable traffic enforcement Target: Conduct citation issuance analysis with mapping overlays of demographic and census data by October 2014	Tactic: Improve technology issues with traffic meter enforcement Target: Identify alternative technology to assist enforcement efforts by 2015
		Objective: Increase departmental collaborative efforts to more effectively anticipate and address event-related traffic needs Target: Establish regular review of upcoming events with partner departments Target: Use data intelligent IOP system with current data for schedule planning	Tactic: Work with internal and external partners to ensure proactive planning and awareness of traffic issues Target: Identify areas where traffic control intersects and meet with departments and external stakeholders by the end of 2015. Make recommendations for improved coordination by the end of 2016; implement changes by end of 2017. Target: Agreement in place to coordinate with University District Alliance on “compliance based approach” timed to start of University year.
		Objective: Increase timeliness and number of commercial and permit	Tactic: Increase scope of plan review to include subsequent inspections

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		<p>inspections to facilitate business growth and success</p> <p>Target: Reduce time between permit application and inspection from 30 to 15 days by 2015</p> <p>Objective: Streamline and simplify departmental communications and letters to increase compliance</p> <p>Target: Reformat inspections letters internally to include checklists by end of 2015</p>	<p>Target: 50% of the new additional plan reviewer's work assignment to include new building inspections/re-inspections</p> <p>Tactic: Promote efficiencies and collaboration between departments performing plan review</p> <p>Target: Increase quarterly meetings with CCS from 0 to 4 by 2015</p> <p>Tactic: Work with IT to access and reformat all letters to residents internally and include simple checklist to promote better understanding of compliance.</p>
Natural and built spaces work together and our environment is protected	All Minneapolis residents, visitors and employees have a safe and healthy environment	<p>Objective: Expand opportunities for partnerships across City departments and with other agencies to develop compliance approaches that support neighborhood stability and health</p> <p>Target: Create collaborative cross divisional work teams</p>	<p>Tactic: Increase collaboration with Health Department, Healthy Homes, Lead Grants and other similar programs</p> <p>Target: Identify additional grant opportunities by end of 2015</p> <p>Tactic: Expand Navigator program by increasing staffing and/or partnerships</p> <p>Target: Continue to increase new program partners</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		by 2015	with referral/intake relationships. Solidify referral pathways by the end of 2016 Target: Increase navigator program cases from 66 to 132 by 2016
City government runs well and connects to the community it serves	Departments collaborate to provide strategic results to our community partners	Objective: Increase community engagement initiatives across all divisions in measurable ways to provide better and more equitable performance and service Target: enhance current efforts by developing a community engagement framework and action plan by the end of 2015	Tactic: Continue to look for partnerships with organizations like Minnesota Spay/Neuter Assistance Program & Kindest Cut that provide low-cost services to community members Target: Increase partnerships from 1 to 2 by 2016 Tactic: Purposeful coordination with neighborhood and community organizations to share data and prioritize actions Target: Develop neighborhood dashboards by 2015 Tactic: Coordinate with schools and Youth Coordinating Board on initiatives to engage youth and encourage employment with City of Minneapolis Target: Completed plan for Youth Cabinet’s Housing Stability Work Group (including Youth Congress). Expand Youth Engagement effort by the end of 2016 Tactic: Partner with NCR to develop and enhance

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets
			<p>department Community Engagement strategies and activities</p> <p>Target: Increase number of formal quarterly meetings with NCR from 0 to 4 by 2015</p>
		<p>Objective: Increase animal care options and shelter programs available to the community</p> <p>Target: Increase adoptions from 250/year to 500/year by 2016</p>	<p>Tactic: Streamline adoption process by speeding the turnaround between intake and adoption</p> <p>Target: Reduce adoptable animal time in shelter from 14 days to 7 days by 2016</p> <p>Tactic: Enhance the volunteer program to provide adoption guidance and counseling to potential adopters to ensure the best possible pet-to-home fit</p> <p>Target: Increase volunteer hours from 700 to 800 by 2016</p>
		<p>Objective: Enhance education and awareness of animal health and public safety concerns</p> <p>Target: Increase field and shelter FTE from 16 to 20 by 2016</p>	<p>Tactic: Continue to target partner organizations that provide learning opportunities in the community</p> <p>Target: Increase visits to school and community groups from 12/year to 24/year by 2016</p> <p>Tactic: Work closely with City Communications department to promote MACC's work and public perception through media, internet and public service announcements</p> <p>Target: Increase earned media opportunities from</p>

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets
			<p>12/year to 24/year by 2016</p> <p>Tactic: Expand volunteer program to include community outreach</p> <p>Target: Volunteers expand from working in 4 areas to working in 6 areas by 2017</p>
		<p>Objective: Enhance data accuracy and analysis to drive department initiatives and better allocate resources to meet priorities and goals</p> <p>Target: Fully integrate department data into Cognos by the end of 2015</p>	<p>Tactic: Increase and integrate analysis as an SOP</p> <p>Target: Manage analyst workload to consistently include pro-active, deep dive opportunities</p> <p>Tactic: Increase data quality and consistency</p> <p>Target: Develop process for data comparison between Cognos, IOP and PEWS by the end of 2015</p>
		<p>Objective: Increase Traffic control code enforcement for off- hour and peak problem issues across multiple codes</p> <p>Target: Implement Housing boulevard and construction dumpster enforcement in 2015</p>	<p>Tactic: Increase collaboration within the enterprise and intra-department</p> <p>Target: Increase boulevard complaint response from 0 to 25 by the end of 2015</p> <p>Target: Increase construction dumpster off-hour and commercial dumpster in the right of way complaint response from zero to 40 by the end of 2015</p>
		<p>Objective: Implement electronic tow request</p>	<p>Tactic: Implement electronic tow requests for immediate tows to better track response</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		<p>tracking to assist in better monitoring of the City towing contract</p> <p>Target:</p> <p>Target: Increase digital field tow request entries from 0% to 50% by the end of 2015</p>	<p>Target: Increase tows by electronic devices from 0 to 70% by 2015</p> <p>Tactic: Electronic tow requests for immediate tows</p> <p>Target: Add immediate “red” and “white” tag tow requests can be added by the end of 2016</p>
	Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness	<p>Objective: Develop workforce of talented employees</p> <p>Target: Increase internal and external pool of qualified applicants that represent the communities we serve</p>	<p>Tactic: Coordinate with HR and other City Departments to do focused outreach with Minneapolis Public Schools (job fairs, classroom talks, mentors)</p> <p>Target: Increase career fair participation from 4 to 6 for the 2014-2015 school year</p> <p>Tactic: Increase entry-level positions that provide experience needed to move into more skilled positions</p> <p>Target: Increase MACC non-officer shelter positions from 0 to 3 by 2015</p>
		<p>Objective: Support and increase workplace culture improvements throughout the department</p>	<p>Tactic: Continue to work with and integrate the Workplace Culture Team into the fabric of the organization.</p> <p>Target: Establish WPTC work plan for staff-driven</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		Target: Resolve action items from all staff retreat by 2015	<p>initiatives</p> <p>Target: Organize SIT or similar training to support team’s vision creation and work plan development</p> <p>Target: Organize 1 or more “retreat-like” events with Workplace Culture Team and Director of Regulatory Services.</p>
		<p>Objective: Improve efficiency of services</p> <p>Target: Kick off 5 process improvement projects by the end of 2015</p>	<p>Tactic: Implement paperless 311 processes with handheld devices to provide quicker service and better reporting</p> <p>Target: Automate Traffic Control 311 service requests by 2015, including abandoned vehicles</p> <p>Tactic: Identify immediate changes to inspection processes as part of business process improvement project</p> <p>Target: Implement all immediately possible changes by the end of 2015</p>
		<p>Objective: Provide increased training and development opportunities for all staff</p> <p>Target: Increase department-wide training opportunities</p>	<p>Tactic: Identify pool of employees who can share knowledge, tips and tactics with other employees</p> <p>Target: Identify in-house opportunities for training via survey by 2015</p> <p>Tactic: Develop a pilot program of Traffic Control Officers doing nuisance housing code enforcement</p>

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
			<p>Target: Housing and Traffic Control staff will plan and implement a nuisance housing code enforcement pilot project by 2015</p> <p>Tactic: Implement pilot training program for HIS inspectors/interns in accordance with BPI work</p> <p>Target: Redesign of training program based on progressive competency measures and performance-based advancement re work responsibilities and assignment of mentors based on training modules</p> <p>Tactic: Implement mentorship/succession planning throughout the department as part of Perform Minneapolis</p> <p>Target: All staff have been trained in Perform Minneapolis. Mentorship/succession planning by the end of 2015</p> <p>Tactic: Enhance training to ensure all MACC staff trained to industry standards</p> <p>Target: Increase number of MACC field staff who are National Animal Control Association-certified from 75% to 100% by 2018</p>
		Objective: Improve the professionalism of the staff	Tactic: Develop a comprehensive training program for MACC based on national standards and state

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>
		and create a fundamentally sound environment to produce solid results driven by sound practices Target: Create a Basic Academy for Animal Control Professionals by 2019	requirements Tactic: Train the trainer- Provide training certification to personnel in specialized areas that can then be used to train personnel in house Target: Develop a standard training program by 2019
		Objective: Perform all veterinary needs in house by 2020 Target: Create a comprehensive medical division within the shelter which can handle most medical needs including minor surgery and sterilization in-house	Tactic: Remodel the exam room to include the necessary equipment for basic veterinary practice Target: Begin 2016 and complete by 2019 Tactic: Full time veterinarian and Veterinary Technician to attend to the needs of the medical issues at MACC. Target: Begin in house sterilizations by 2017
		Objective: Traffic Control Unit will join the PW Accident Review Board process to enhance employee safety	Tactic: Provide an objective review of accidents in order to determine how to prevent future ones Target: Join and distribute procedures and policies by the 3 rd quarter of 2015. Reduce accident numbers and severity in 2016