

## Executive Position Description

### **Director, Regulatory Services**



#### **MISSION**

Through vigorous enforcement of the laws, ordinances, policies and procedures, the Minneapolis Department of Regulatory Services administers the permitting, licensing, fees, inspections, environmental and building codes, thus promoting the health, well being, and safety of the community.

<http://www.ci.minneapolis.mn.us/regservices/>

*On behalf of our client, the City of Minneapolis, M&A Executive Search is conducting a retained search for the new Director Regulatory Services.*

#### **ORGANIZATION BACKGROUND**

Minneapolis is the largest city in Minnesota and the heart of cultural and economic activity for the Upper Midwest. The Minneapolis – St. Paul area is the 16<sup>th</sup> largest in the country. Named one of the nation's safest, most fun and most literate cities, Minneapolis was ranked as the best large Midwestern city in which to live and was recently honored as a top walkable city, one of the fittest cities, the cleanest city in the nation and among the country's top urban getaway travel destinations for 2010.

Downtown Minneapolis is the core of the city's strong economy. A mecca of skyscrapers, theaters, dining and historic districts, Downtown also offers some of the nation's finest department stores and specialty shops. Much of Downtown is connected by an enclosed climate-controlled skyway system.

The Twin Cities metropolitan area provides a myriad of entertainment opportunities including the Mall of America and the Minnesota Wild hockey team. Minneapolis proper is home to the Minnesota Vikings, the Minnesota Twins and the Minnesota Timberwolves. Boasting more than 30 theaters, two world-class art museums, street festivals, farmers markets and the world-renowned Minnesota Orchestra, Minneapolis is the place to visit and live.

## **A BRIEF OVERVIEW THE ORGANIZATION**

**The City of Minneapolis** is a City of the First Class with a Mayor-Council form of government. The Mayor and 13 City Council members from individual wards are elected for concurrent four-year terms. Charter department heads are nominated by the Mayor and appointed by the City Council and can be reappointed.

**Regulatory Services** is responsible for inspections, business licenses, environmental management, and many other services. It is responsible for administering animal control, business licensing, building permits, combine sewer overflow, food inspections for restaurants and hotels, problem property, garbage or neglect concerns, applying for a permit, plan review, truth in housing sale law administration, pollution control, abandoned property or vehicle law enforcement and healthy homes and lead poisoning control regulations and enforcement. The vision of the department is to be a positive force in maintaining and ensuring the City of Minneapolis is a safe, livable, healthy and environmentally compliant city within which to live, do business, dine out, recreate, drive, visit and pursue happiness for all citizens, business owners and visitors.

## **POSITION OVERVIEW AND ACCOUNTABILITIES**

The Director, Regulatory Services serves as the chief executive for the City department that maintains, enforces, regulates, educates and works diligently to enforce the laws, regulations, ordinances, policies and procedures dealing with housing, building, animal control, traffic control, business permitting, liquor licenses, pollution and environmental services, property management and abandonment, real estate sales and other services in dealing with the City. The department has a budget of \$43M and generates approximately \$48M in revenue. The department has a total of 301 employees, five bargaining units and five key areas of oversight, including: Construction Services and Development Review, Housing Inspections, and Licensing and Environmental Services. Sub-Groups to these major areas include Construction Code Services, Minneapolis Development Review, Traffic Control, Housing Inspections, Problem Properties Unit, Fire Prevention Bureau, Business Licensing, Environmental Management, and Animal Control.

The Director of Regulatory Services is appointed by the Mayor, approved by the City Council and works in concert with the Business Advisory Committee, Minneapolis Development Review, CPED, City Coordinator, City Attorney's office, City Assessor and all City departments. Knowledgeable about the internal and external forces, laws, ordinances and regulations that the department oversees, the Director is responsible for leading, directing and managing in a manner consistent with the mission, vision and values of the City of Minneapolis in a proactive, positive, open and engaging manner.

Direct reports to the position include the Director, Construction Services and Review, Director, Housing Inspections, and Director, Licensing and Environmental Services and the Assistant Director Regulatory Services.

The primary roles to be played by the Director of Regulatory Services include:

*Team-Focused Manager* – Builds, develops, and promotes a strong, competent and collaborative team that emphasizes enforcement of laws utilizing good business acumen, compassion for others and accountability for results. Supports, encourages, leads and directs employees at all levels to work together effectively across organizational units, functions, disciplines, agencies, and citizen groups. Instills a culture of innovation, open dialog, idea sharing, and information sharing to create the policies and procedures to best serve and partner with the external and internal customers of the department, including the citizens, business owners and elected officials. Is committed to continually improve the efficiency and effectiveness of the Regulatory Services Department in a positive, proactive and supportive leadership style that fosters innovation and cooperation. Develops a culture of teamwork in which individuals challenge and support each other to tackle critical strategic questions and issues.

*Strategic Leader* - Takes leadership responsibility for addressing new challenges, controversial issues and necessary changes. Recognizes how the Department fits in the overall structure of the City Government. A leader who demonstrates that building and maintaining effective working relationships is a priority. Ability to move issues ahead even when there is no clear consensus; knows when it is appropriate to get input from key stake holders before making key decisions. Willing to take calculated risks and adjust actions. Brings difficult issues to the table and challenges others to think broadly. Solicits opinions and input, and takes others' needs and interests into account in devising solutions. Effective at resolving conflict in a positive, respectful and transparent way. Continues to support leadership excellence and development, giving staff significant accountability and ownership of their position.

Responsibilities for the position include:

- Directs and manages the Regulatory function for the City of Minneapolis, including Construction Services, Development Review, Inspections, Environmental Services and Animal Control.
- Directs activities of the Department overseeing Inspections, Environmental Health and License and Consumer Services Division to ensure the health, safety and well being of the residents through programs of regulation, inspection, testing and enforcement of laws and ordinances.
- Oversees and manages all aspects of the department in the areas of administration, finance, personnel and program initiatives.
- Partners with other City department heads to develop action plans that support City and/or department goals and initiatives.
- Develops and administers policies and organizational and operational objectives to carry out the objectives of the Department Regulatory Services, including licensing, permitting, inspections and environmental regulations, laws and ordinances city-wide.

- Determines department-wide staff development needs, and oversees implementation of development programs. Promotes participation in continuing education programs.
- Coordinates and aligns department priorities with policy priorities established by the City Council, Mayor and new legislation.
- Ensures that regulatory, enforcement, organizational and operations objectives reflect the changing business environment of the City and legislative changes.
- Develops strategic plans and implements organizational change to improve the delivery of services to customers and end users.
- Develops relationships and partnerships with owners, community leaders, business executives and city officials to collaborate on various regulatory issues.
- Assists in the implementation of the Citywide Business Planning process and aligns priorities of the division to the priorities of the City.
- Prepare annual operating budget for presentation to City Council and Mayor.
- Coordinate and monitor the collection of revenue and State and Federal programming funds.
- Represents the City Council and Mayor in various forums, public hearings and meetings.

## **QUALIFICATIONS**

The ideal candidate for this position is a seasoned and visionary leader with a deep knowledge and understanding of the regulatory laws and ordinances of the City and a firm commitment to enforcement utilizing sound business judgment in a respectful manner to all. Incumbent is committed to Regulatory Services as a vocation and service to the City and community. The individual will be flexible and will thrive in ongoing conditions of change and ambiguity. A Bachelors Degree in Business, Management, Law or a related field of study is required along with a minimum of ten years of leadership experience in the areas of regulatory services or similar government enforcement agency.

Other requirements include:

- Knowledge of federal, state and local regulatory laws and knowledge of Minneapolis Regulatory Services Ordinances.
- Knowledge of the legal system, case law and court decisions related to Regulatory Services.
- Familiarity with the construction of major projects from development through completion, including the bidding process, the trades and the different phases of construction.
- Demonstrated open style of communication and engagement of other departments, stakeholders, staff, community groups and business partners.
- Transparent management style: open, straight forward, direct and flexible.
- Track record of highly ethical behavior and integrity above reproach.

- Demonstrated ability to work effectively with bargaining units and treating employees equitably, fairly, and openly at all levels.
- Record of promoting staff based on merit, qualifications and ability.
- Demonstrated ability to build partnerships with diverse groups and interests to implement the City Mission and Values, in proactive, positive and supportive manner and balance the need for enforcement of laws, with compassion and sound business judgment.
- Demonstrated record of promoting team development, staff leadership skills, commitment to continuous improvement and respectful treatment of all.
- Excellent interpersonal skills with a firm commitment to excellence in delivery of services.
- Earns respect of staff, elected officials and community they serve by modeling a servant / leadership style of helping others succeed through engagement, support and effective coaching.

In addition to these requirements, the City of Minneapolis has identified the following eight Leadership Characteristics for a successful department head:

**Leadership and Organizational Development:** Enthusiastically talks about what the department does and why they do it in an accessible manner; creates a commitment to a future vision that is full of possibilities and inspires others to share in the department's performance, development, and effectiveness.

**Honoring and Respecting Diversity:** Works to create greater racial, ethnic and cultural diversity within their staff at all levels; develops action plans that lead to appropriate decisions regarding staffing, employee training and development, and service delivery. Actively supports the City's diversity initiatives and works to address the needs of diverse and underserved communities.

**Human Resource Development and Management:** Creates and sustains an environment that enables others to act within City values; encourages and supports staff development; recruits talented people; values, supports and rewards teamwork; builds strong team spirit and morale; creates stretch goals and challenging assignments; celebrates successes and milestones; listens to ideas and provides opportunities to contribute; sees mistakes as opportunities for growth; communicates support through words and actions.

**Customer and Partner Focus:** Expects all staff to provide great customer service; works across departments to form partnerships that foster better citizen services, eliminates barriers to achieving results; builds alliances with key decision makers, private and/or non-profit organizations to take full advantage of available resources.

**Strategic and Business Planning:** Establishes common sense principles and strategies connected to the department's 5-year business plan. Gets results and adds value to the organization by turning strategy into results; assumes responsibility for achieving business results; plans for policy change that

supports new strategic directions; supports policies that measurably improve peoples lives; pays attention to the future cost of policies.

**Information Analysis and Financial Management:** Maintains key information systems that add value to the business; expects the proper use of key systems and knowledge sharing to provide accurate, complete data to internal/external customers; gets rid of obsolete systems and ineffective processes; is a responsible steward of the City's resources; works to reduce the City's exposure risk and to enforce loss prevention activities.

**Performance Measures and Business Results:** Gets the job done; acts decisively with a sense of urgency in ambiguous situations; gets involved when achievement of a goal is at risk; quickly mobilizes resources to address a problem or change; encourages staff to be flexible and adaptable so innovation can drive value and deliver results; prioritizes, organizes and delivers results on multiple projects.

**Ethics and Integrity:** Leads by example; always tells the truth; demonstrates honest and ethical behavior in all interactions; builds trust with others; courageously stands up for own beliefs; is forthright when sharing information; works without hidden agendas; follows through on commitments.

## COMPENSATION

This is an appointed position with a salary commensurate with past leadership experience. A full benefits package includes but is not limited to: health and dental insurance, flexible spending accounts, disability insurance, employee assistance program, vacation, sick leave, pension plans, and deferred compensation retirement savings.

## APPLICATION INFORMATION

**Interested applicants should submit their resume and cover letter no later than August 19, 2011 to:**

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