

CITY OF MINNEAPOLIS

REGULATORY SERVICES

2007-2011 BUSINESS PLAN

OCTOBER 2006

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WHO ARE WE?

MISSION

Working to ensure the safety, health, and livability of our community through information, education, regulation, and enforcement of applicable laws and regulations.

VALUES

Safety – addressing an issue that can cause fatal harm to an individual.

Health – addressing an issue that could cause sickness or other non-fatal harm to an individual.

Livability – addressing an issue that affects quality of life.

Accountability – each employee will be accountable to systems, policies, people, and the public interest to provide excellent customer service; and accept the obligation and responsibility to be accountable for their actions; and the actions will be measured and reported.

BUSINESS LINE DESCRIPTIONS

Regulatory Services has two business lines and associated service activities:

Inspections Services

This business line deals with structure planning and implementation and consists of the following service activities:

- **Development Review Services (formerly Minneapolis One Stop)**—providing efficient ways for the public to work with the City to get development or building applications and reviews, permitting, licensing, zoning, and inspections services in one location—in person and on the Web
- **Construction Code Services**—providing quality plan review and construction inspection services to citizens, businesses, developers, contractors, and design professionals
- **Housing Inspection Services**—providing quality education and consistent enforcement of the Minneapolis Housing Maintenance and other applicable codes to maintain, improve, and protect the housing stock and the livability of the city's housing. The Problem Properties Unit provides a multi-departmental, multi-agency initiative to reduce the number and severity of problem properties in the city

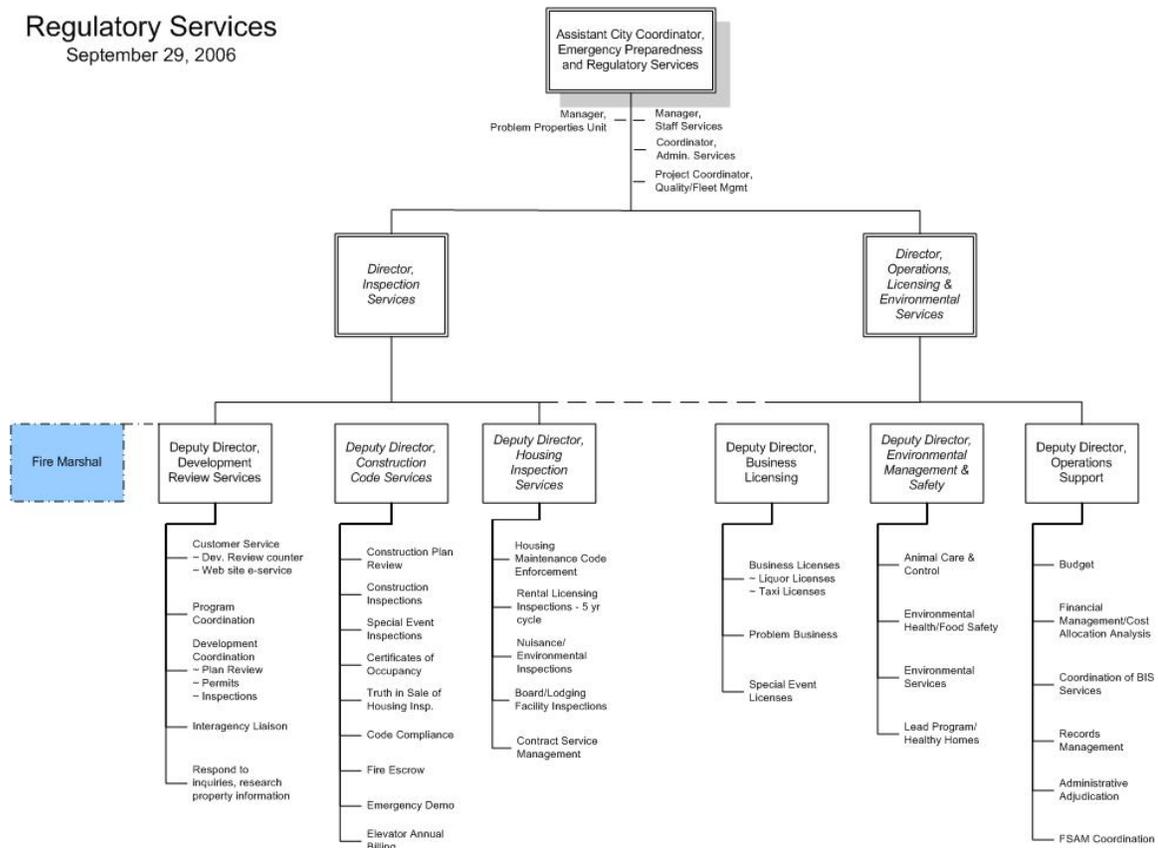
Operations, Licensing, and Environmental Services

This business line deals with services, behaviors and activities, and consists of the following service activities:

- **Business Licensing Services**—providing education and enforcement of the City’s codes related to business licensing, including food, liquor, construction trades, taxi cabs and general licenses
- **Environmental Management & Safety**—providing education and enforcement of the City’s codes related to animal control, safe food, air and water quality, and a clean, healthy outdoor environment
- **Operations Support**—consolidates and provides those services that are used across the Department to assist the other divisions in providing quality core services

ORGANIZATION CHART

Regulatory Services
September 29, 2006



WHAT DO WE WANT TO ACHIEVE?

VISION

Regulatory Services' highly qualified, diverse workforce is recognized by the community as a national leader in providing innovative, professional, quality services that ensure the vitality of our community now and into the future.

DEPARTMENT GOALS, OBJECTIVES AND MEASURES (ALIGNED WITH CITY GOALS)

City Goal	Department Goal	Objective	Measure
4c 3b	1. CUSTOMER FOCUSED SERVICES	a. Effective, efficient Development Review	% increase in customer satisfaction as measured by a customer satisfaction survey
5e 6c		b. Healthy City	% of City departments that report annually to ECT on progress towards sustainability indicators
2c 6b 4c		c. Partner with Minneapolis 311 to provide more efficient call response for customers	% of requests coming through 311 that meet timeframes of service level agreements (SLA's)
2		d. Standardize Community Engagement efforts to City model	Develop Community Engagement program for Housing Inspection Team
6b	2. EFFICIENT, EFFECTIVE DELIVERY OF SERVICES	a. Establish staffing models for service (internal department focus)	% of operations with effective and efficient staffing model implemented based on baseline model for service delivery
6b		b. Maximize use of technology (internal department focus)	<ul style="list-style-type: none"> % of permits processed via the web (Mpls. Development Review) % of complete permit applications processed within 2 business days (MDR)
4c 2c		c. Streamline regulatory processes and regulatory requirements in Code of Ordinances	Number of City ordinances reviewed and updated
2c		d. Hire to meet multilingual needs (Limited English Proficiency planning (internal department focus)	% of new hires fluent in a 2 nd language
6b	3. SAFE AND PRODUCTIVE WORK ENVIRONMENT	a. Reduce number of accidents caused by employees (internal department focus)	% decrease in number of accident reports % decrease in number of lost work hours due to accidents
2a 2c		b. Develop and maintain a highly qualified, diverse workforce (internal department focus)	% of new hires who are women or people of color

HOW ARE WE GOING TO GET THERE?

TACTICS AND DEPARTMENT INITIATIVES (ALIGNED WITH DEPARTMENT GOALS AND OBJECTIVES)

Department Goal	Objective	Tactics
1. CUSTOMER FOCUSED SERVICES	a. Effective, efficient Development Review	<ul style="list-style-type: none"> ▪ Develop timelines ▪ Develop standard operating procedures ▪ Centralize functions
	b. Healthy City	<ul style="list-style-type: none"> ▪ Coordinate citywide sustainability report ▪ Develop new or improved tactics/resources that support Sustainability Plan
	c. Partner with Minneapolis 311 to provide more efficient call response for customers	<ul style="list-style-type: none"> ▪ Work with 311 staff to improve reporting capacity so that weekly reports reflect accurate information ▪ Work with 311 staff to provide better training for call-takers regarding Regulatory Services requests for service
	d. Standardize Community Engagement efforts to City model	<ul style="list-style-type: none"> ▪ Develop Community Engagement Program for Housing Inspection Team
2. EFFICIENT, EFFECTIVE DELIVERY OF SERVICES	a. Establish staffing models for service (internal department focus)	<ul style="list-style-type: none"> ▪ Evaluate existing systems for efficient and effective delivery of services in each Regulatory Services division
	b. Maximize use of technology (internal department focus)	<ul style="list-style-type: none"> ▪ Expand use of e-permitting to reduce total processing hours by Customer Service Reps ▪ Convert property records from microfiche to enterprise content server to reduce staff research time which will also eliminate maintenance and repair costs of old microfiche equipment ▪ Automate Housing field inspection staff ▪ Provide more enforcement information for interdepartmental sharing on City Property Information System ▪ Replacement of KIVA property system
	c. Streamline regulatory processes and regulatory requirements in Code of Ordinances	<ul style="list-style-type: none"> ▪ Formal Regulatory Services Project (using Project Mgmt Toolkit) for systemized approach to review and propose Ordinance amendments
	d. Hire to meet multilingual needs (Limited English Proficiency planning (internal department focus)	<ul style="list-style-type: none"> ▪ Expand recruitment efforts for larger pool of applicants fluent in multiple languages

3. SAFE AND PRODUCTIVE WORK ENVIRONMENT	a. Reduce number of accidents caused by employees (internal focus)	<ul style="list-style-type: none"> ▪ Train supervisors to complete accident reports. ▪ Conduct analysis of the most common accidents/losses (short-term) and then implement strategies to avoid those accidents/losses (long-term).
	b. Develop and maintain a highly qualified, diverse workforce (internal department focus)	<ul style="list-style-type: none"> ▪ Expand recruitment efforts to develop qualified pool of diverse applicants ▪ Develop succession plan to train and promote a highly qualified, diverse workforce

KEY ENTERPRISE INITIATIVES (COMMUNITY ENGAGEMENT, SUSTAINABILITY PLAN, LEP & EIM)

COMMUNITY ENGAGEMENT

Regulatory Services will appoint representation from each division to participate in the CE project to identify current CE successes and opportunities to develop CE initiatives that will provide meaningful involvement and build relationships with communities.

Regulatory Services will be using a common standard to align with the CE model that will enhance coordination and discussion between other departments and stakeholders. The explicit recognition that resident input is a vital contribution to the City decision-making process is a major step towards improved communication between the City and its constituents.

This project is meant to be revenue neutral but will require some FTE hours in the evaluation and implementation of strategies. If strategies are identified to enhance community engagement that are different from what Regulatory Services currently does, it may require additional dollars to implement either new notification requirements or additional FTE hours to attend meetings or public hearings which may take away production in normal operation duties of those employees. Ideally the enhancements developed by the coordinator and departments will have an outcome of saving resources spent on dissatisfied customers & stakeholders.

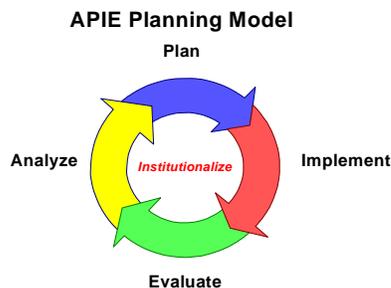
COMMUNITY ENGAGEMENT DEPARTMENT ACTIONS				
AREA	2007	2008	2009	STATUS (to be filled in June '07, '08, '09, '10 & '11)
APPLICATION OF THE CE PROCESS MODEL	Apply the CE Process Model to a minimum of 25%-30% of your CE projects	Apply the CE Process Model to a minimum of one-half (50%) of your CE projects	Apply the CE Process Model to All (100%) of your CE projects	
	Request CE consultation as needed			
TRAINING	<ul style="list-style-type: none"> • Two employees on the project team attended the training in May, 2006. The remainder of the project team will attend workshops this fall, 2006. • Send department's staff to CE training session (train the trainer style). This will be an on-going effort over the next four years. • Will request customized CE training for your department as needed 			
EVALUATION	Annual review of a minimum of 25% 30% of your CE projects.	Annual review of a minimum of one-half (50%) of your CE projects.	Annual review of all (100%) of your CE projects.	
	Evaluate the impact of department's CE activities.			
	Participate in the Annual CE best practices showcase event.			
CE WEB SYSTEM Internal communication and public participation tool (under consideration)	Participate on the development of the Web System as needed	Send staff to training session on the use of the Web System. Departments start using the web system	Use the web system in your CE projects.	

SUSTAINABILITY PLAN

Regulatory Services surveyed a number of best practices. This abbreviated list highlights those practices which are either specific to Regulatory Services and/or that have a broader impact by affecting multiple sustainability indicators.

- Energy conservation through green fleet management (purchasing clean-fuel vehicles, maintenance, idling policy and using alternatives to the automobile), conservation at work, and increased use of recycling, purchase of Energy Star appliances and outreach and education to businesses, residents and organizations contributes to **Air Quality, Asthma Morbidity and Carbon Dioxide Emissions**.
- Promoting alternative forms of transportation including Metropass contributes to **Air Quality, Asthma Morbidity and Carbon Dioxide Emissions** in addition to **Downtown Transportation Mode Split**.
- Ensuring compliance for moisture and pest issues assists in **Asthma Morbidity** reduction.
- Educating and encouraging permit applicants on incorporating sustainability into their plans and practices during the development review process can impact a broad number of indicators. These practices may include energy efficiency, the use of renewable energy sources, and access to transportation alternatives, lead safe work practices, use of permeable surfaces and planting more trees.
- City ordinances and license requirements can often be an impediment to residents and businesses in implementing sustainability practices. Reviewing these ordinances and requirements in light of sustainability and making appropriate changes is important to allowing others to make the City more sustainable.

Regulatory Services will utilize the APIE planning model for implementation of initiatives developed for the Sustainability Indicators



Key for Activities in Chart Below

EC-educational campaign; IP-incentive program; NA-new action; NP-new policy;
 OC-ordinance change; PMT-project management team

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
Affordable Housing Units	NA - Promote more restoration agreements as a viable option for demolition	Uses existing	A/P	I	E	E	E	TBD
	NP - Move inspectors out to field stations, allowing inspectors a more efficient way of delivery services for Housing Code Enforcement in response to tenant complaints, neighbor complaints on neighboring properties, and nuisance condition inspections.	Reallocation of existing	I	E	E	E	E	TBD
	NP - Create and publish on City internet site "Dirty Dozen" list of properties which include the most decrepit industrial, commercial and residential properties per the Toledo, Ohio model to encourage property owners that the City of Minneapolis has zero tolerance for poor management practices thus maintaining above standard housing stock.	TBD during assessment	A/P	E	E	E	E	TBD
	Identify options for: NP - Create Neighborhood Response Teams that include Neighborhood Associations, business associations, police, housing and other departments as needed that would review 4 problem properties each month per the Sacramento model to educate and promote good maintenance & management of the residential building and livability of the City of Minneapolis neighborhoods.	TBD during assessment	A/P	E	E	E	E	TBD
	OC - Develop excessive use ordinance for rental license fees and charge higher rental license fees for those properties which use excessive regulatory department services, encouraging owners to be better managers and proactive in their management practices and thus promoting above standard housing stock	TBD during assessment	A/P	E	E	E	E	TBD
AIDS and Gonorrhea Rate								
Air Quality	NP – Conservation program: Require employees to turn off computers, close blinds, and turn off lights at end of day. Turn off lights when not in use.	Uses existing	I	E	E	E	E	TBD
	NP - All equip purchases are Energy Star when avail.	Uses existing	I	E	E	E	E	TBD

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
Air Quality (cont.)	NP – utilize remote office/telecommuting technology to reduce vehicle trips/commuting	TBD during assessment	I	E	E	E	E	TBD
	NP - On-line renewal and application system to decrease the use paper products.	TBD during assessment	I	E	E	E	E	TBD
	NP – New vehicle purchasing to include emissions, fuel efficiency and renewable energy. Anti-idling policy for Regulatory Services vehicles. Set pollution reduction targets including CO2.	Requires additional	A	I	E	E	E	TBD
	NP – Consider use of alternatives to automobiles such as bicycles, Segways, scooters or transit for Regulatory Services personnel on City business. For example inspectors can park and bike for inspections in geographic area.	TBD during assessment	A/P	I	E	E	E	TBD
	NP – consolidate inspection trips, for ex. are Environmental Inspectors and Housing Inspectors going to the same area.	Uses existing	A/P/I	I	E	E	E	TBD
	IP - Encourage employee personal use of alternatives to the automobile for commuting such as transit (Metropass) bike, walk and carpool.	Uses existing	A/P/I	I	E	E	E	TBD
	NP – no smoking within X feet of entrances, air intake areas.	Uses existing	A/P	I	E	E	E	TBD
	NA - 2007: LEED certify a minimum of 2 Regulatory Services employees (City Council directive)	Reallocation of existing	A/P/I	I	E	E	E	Were 2 employees certified?
	IP – Promote employee smoking cessation	Uses existing	A/P/I	I	E	E	E	TBD
	OC – Amend Air Quality Management Authority Ordinance (Chp 47 and 49), including review of City authority to pre-empt state.	Staff intensive	A/P	I	E	E	E	TBD
	NP - Develop program to perform regular inspections of pollution control equipment for major permitted emitters (5,600 facilities).	Requires 1 additional FTE	A/P	I	E	E	E	TBD
	NP - Accelerate Development Review for Green Buildings	Uses existing	A/P	I	E	E	E	TBD
	NP - Increase review of air emissions permits with comments to MPCA.	Uses existing	A	P/I	E	E	E	TBD
	IP – Evaluate possible incentives such as expedited permitting process for LEED certified developments.	Uses existing	A/P/I	I	E	E	E	TBD
	PMT – evaluate options (state, city level) to increase housing building code energy efficiency by 50%	TBD during assessment	A/P	I	E	E	E	TBD

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
Air Quality (cont.)	NP – Provide incentives of licenses for transit related businesses that use green fleets (for example new taxi licenses).	TBD during assessment	A/P	I	E	E	E	TBD
Airport Noise and Impacts								
Asthma Morbidity	<i>See also Air Quality</i>							
	NP - Require cleaning products to be "green" rated within Regulatory Services.	Uses existing	I	E	E	E	E	TBD
	NA - Keep workspaces clean (with scent free products) and dust free	Uses existing	I	E	E	E	E	TBD
	NA - Increase enforcement of ordinances related to water damage and staining (indicator of mold).	Uses existing	A/P	I	E	E	E	TBD
	NA - Aggressive enforcement for pests (cockroaches and mice)	Uses existing	A/P	I	E	E	E	TBD
Bicycle Lanes and Paths (miles)	PMT - Review opportunities for additional bike lanes and bike lane connection to transit and other amenities in the City's comprehensive plan and neighborhood master plans.	Uses existing	A/P	I	E	E	E	Develop with CPED & PW
	PC - Incorporate bike paths/lanes/racks into development projects that are within close proximity to existing and planned bike paths.	Uses existing	A/P	I	E	E	E	Develop with CPED & PW
Block Clubs	NP - Utilize Block Clubs as a primary linkage between communities and City in order to build the capacity and efficacy of block clubs.	TBD during assessment	A/P	I	E	E	E	TBD
Brownfield Sites	NP – Develop major facility inspection program to ensure proper storage and handling of all regulated materials, review facilities spill and prevention plans and mechanical integrity and provide training as needed	Requires 1 additional FTE	A/P/I	E	E	E	E	TBD
	NP - Increase efforts to update, catalog, and prioritize City-owned sites for clean-up. Track progress and ensure clean-up activities are on-going.	Requires 1 additional FTE	A/P	I	E	E	E	TBD
	NP - Add proper materials storage and handling procedures/plans to plan review and construction inspections	Uses existing	A/P	I	E	E	E	TBD
	NP - Aggressive enforcement of Environmental clean up of existing brownfields – Identify, Issue orders, Inspect/Review, if not done then	Requires 1 additional FTE	A/P	I	E	E	E	TBD
	OC – City does clean-up and assesses property owner the cost.	Requires additional	A/P	I	E	E	E	TBD

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
Carbon Dioxide Emissions	<i>See also Air Quality, Bike Lanes, Renewable Energy, Downtown Transportation and Urban Tree Canopy</i>							
	NA - Work closely with Public Works on developing Regulatory Services' facility needs that are consistent with City's CO2 reduction goals.	Requires additional	A	P/I	I	E	E	TBD
	PC - Develop and implement City Global Climate Change Plan for the City.	Requires additional	A/P	I	E	E	E	TBD
	NA - Develop and continue to update annually a CO2 tracking system.	Requires additional	A/P	I	E	E	E	TBD
Combined Sewer Overflow	NA - Enforce Chapter 56 including using administrative citations of properties who have failed to comply with Rainleader disconnect program.	Uses existing	I	E	E	E	E	TBD
	NA - Complete Rainleader Inspections of all properties.		I	E	E	E	E	Were inspections completed?
	EC – Educate Rainleader violators on funding sources	Uses existing	I	E	E	E	E	TBD
	Work closely with Public Works, to develop an education component for a sump pump inspections program, on the design and on the implementation of a sump pump inspections program. One possible source of funding would be the Stormwater Utility Fee.	Uses existing	A/P	I	E	E	E	TBD
Downtown Transportation Mode Split	<i>See also Air Quality and Bike Lanes</i>							
	NP - Relocate Inspectors to North and South Field stations to minimize/eliminate vehicle use downtown.	TBD during assessment	I	E	E	E	E	TBD
Graduation Rate at Minneapolis High Schools	Continue to hire summer interns	Uses existing	I/E	E	E	E	E	How many interns hired?
	Continue to hire 15 to 17 yrs old that attend MPS for the tobacco compliance program.	Uses existing	I/E	E	E	E	E	How many interns hired?
	NP - Create a referral system from the tobacco program to the alcohol compliance with MPD at age 18.	Requires additional	A/P/I	E	E	E	E	TBD
Healthy Weight	EC - Wellness Campaigns: Encourage gym usage, walking and biking options in the city; lunchtime walking groups and gatherings.	Requires additional	A/P	I	E	E	E	TBD

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
Homeless in Minneapolis / Number of People Using Housing Shelters								
Homicides	NA - Grocery Store Task Force effort to resolve issues around grocery stores with violent crimes such as shooting, homicides and assaults. Expand effort to include any troubled business.	Uses existing	I/E	E	E	E	E	TBD
	NP - Expedite the tear down of boarded/condemned properties which are often a magnet for violent crime and a harbinger of criminal activity.	Uses existing	I/E	E	E	E	E	TBD
Infant Morality Rate								
Lead Testing of Children 9 to 36 Months	NA - Train all inspections staff to recognize and refer lead paint hazards	Uses existing	A/P/I	E	E	E	E	TBD
	NA - Improve written orders for chipping and peeling paint (especially for rentals) as a priority	Uses existing	I/E	E	E	E	E	TBD
	NA - Make known lead paint presence part of public records through KIVA	Uses existing	A/P/I	E	E	E	E	TBD
Permeable Surfaces	Work with zoning re: ordinances related to driveways and other surfaces in order to reduce impediments to the installation of permeable surfaces. Encourage an increase in pervious area during development. Protect these areas from compaction during construction and maintenance.	Uses existing	A/P/I	E	E	E	E	TBD
Renewable Energy Use	<i>See also Air Quality and CO2</i>							
	NA - Provide info to decision-makers regarding construction of new city buildings as to the benefit of using alternative heating sources such as solar and geothermal.	Uses existing	A/P	I	E	E	E	Monitor city construction projects to see if any alternative sources are being used
	OC - Provide incentives for new and existing fuel stations to provide E85 fuel, biodiesel and electrical recharging. Minneapolis currently has only 2 fuel stations that provide E85 as a fuel choice.	Uses existing	A/P	I	E	E	E	Monitor existing stations that add alternative sources and any new facilities that provide them

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
	PMT - Review current ordinances for obstructions to renewable energy installation by businesses and homeowners.	TBD during assessment	A/P	I/E	E	E	E	TBD
Students in the Arts								
Teen Pregnancy Rate								
Urban Tree Canopy	OC - Increase requirements for tree service licensees in order to raise the level of tree care within the City	Reallocation of existing	A/P	I/E	E	E	E	TBD
Water Quality of Lakes, Streams & Mississippi River	<i>See also Permeable Surfaces</i>							
	NP – Increase enforcement of erosion control ordinances and increase standards within ordinance	Uses existing	A/P	I	E	E	E	TBD
	OC-Increased requirements for spill cleanup material and business using, handling and processing liquids and chemicals. (See <i>Brownfields</i>)	Requires 1 additional FTE	A/P	I	E	E	E	TBD
	OC-Require collection of all abrasive blasting media and material	TBD during assessment	A/P	I	E	E	E	TBD
	NP-Stricter enforcement of NPDES general storm water permits.	TBD during assessment	A/P	I	E	E	E	TBD
	OC-Require buffer strips around all surface water drainage from private properties to city streets, lakes, creeks and river.	TBD during assessment	A/P	I	E	E	E	TBD
	OC,NP-Approved or require the use of roof gardens, buffer strips, rain gardens and other green practices in lieu of standard site plan landscaping requirements. Offer incentives for the use of these practices for increased square footage, increase building floors, reduced permit fees, and tax/SAC/or utility credits.	TBD during assessment	A	P	I	E	E	TBD
	Partner with cities of St. Cloud and St. Paul in developing Source Water Protection Plan	Requires 1 additional FTE	A	P	I	E	E	TBD
	Water wells – Increased surveillance of existing wells ensuring repair of damaged wells and protection of the aquifer. Enforcement of disclosure requirements ensuring out-of-service abandoned wells are sealed protecting the ground water resource.	Requires 1 additional FTE	A/P/I	E	E	E	E	TBD
	EC - Signage regarding picking up pet waste in order to reduce fecal runoff of animal wastes.	Requires additional	A/P	I	E	E	E	TBD

Indicator	New or Improved Activities	Resource Implications	Implementation Timeline					Measurements
			2007	2008	2009	2010	2011	
	NP - Provide incentives for those developers that utilize better stormwater management techniques	Uses existing	A/P	I	E	E	E	TBD
Workers Earning a Livable Wage	NP - Internally monitor and measure Regulatory Services contracts in regards to livable wage issues	Uses existing	I	E	E	E	E	TBD

LIMITED ENGLISH PROFICIENCY PLAN (LEP)

Regulatory Services began the Limited English Proficiency planning after the City Council action was adopted in 2003. In 2006, Regulatory Services began development of specific plans for each division. The Food Unit in Environmental Services was the pilot project for Regulatory Services to develop an LEP Plan. That plan has been completed and the Food Unit has begun implementing the recommendations from the LEP team. The Food Unit was chosen for the pilot project because of their significant need and use of translation services. The Housing Division was the second division to develop an LEP Plan. That plan is also finished and the LEP action items will be implemented. License and Consumer Services is the next division to work on the LEP plan. A project manager has been assigned to assure completion of the LEP Plan for the whole department; this work has been prioritized to start with divisions who have the most contact with customers with limited English proficiency.

STRATEGIES	OBJECTIVES	DEPARTMENT SPECIFIC ACTIVITIES AND/OR STATUS REPORTS (2006-2007)
Integrate practices of language access into operations of every City department	Build awareness about legal mandates of language access services in each department	<ul style="list-style-type: none"> Each division within the Department has a team and meets regularly with the City's LEP Coordinator Reg. Services has designated the Staff, Manager Services as the Dept Liaison.
Define protocols and service activities for language access compliance in each department	Provide notice to limited English speakers of their right to free service	<ul style="list-style-type: none"> Regulatory Services will post signage in access points @ Public Service Center on 3rd and 4th floor reception areas; City Hall in Room 1 and at the Animal Shelter Small laminated notice signage will be available for code enforcement officers in the field Regulatory Services will include language blocks on letters/communications
	Identify the LEP persons living in Minneapolis and the City services they use	<ul style="list-style-type: none"> Business Licenses, Housing Inspections, Environmental Management, Animal Control are high frequency/high intensity in terms of LEP interactions; other divisions will be phased in later Tracking includes utilizing existing technology (311, Excel spreadsheets and KIVA) where appropriate and number of uses of translated documents.
	Offer free, timely spoken language interpretation services for LEP individuals	<ul style="list-style-type: none"> Division distributes a list of their staff proficient in languages other than English (currently 24 staff can provide interpretation in 17 languages) All divisions have 24/7 interpreting accounts set up for them-Contact Deputy Directors for access code information Staff is familiar with and utilizes Multicultural Services staff and their hotlines: Spanish: 612-673-2700 Hmong: 612-673-2800 Somali: 612-673-3500 <p>Divisions are always considering ways to increase communication with LEP populations-Housing Inspections just completed a Housing Court Video. Regulatory services staff take active roles in ECHO(Emergency Community Health Outreach), a collaboration of public health providers that features a website (http://www.echominnesota.org/), a hotline (1-888-883-8831) and a multilingual television program about health and emergency preparedness</p>

STRATEGIES	OBJECTIVES	DEPARTMENT SPECIFIC ACTIVITIES AND/OR STATUS REPORTS (2006-2007)
	Provide free written language translations of vital documents	<ul style="list-style-type: none"> ▪ All commonly-used mass mailings will include the language block ▪ Each division team will review documents to be translated; translated items will be labeled and available on common drives for ease of use. Translated content for Housing Inspections includes: Case specific letters/orders and "A Practical Guide to the "Housing Maintenance Code". Translations for Food Safety include food safety fact sheets, inspection checklists and food security manuals
	Hiring to meet multilingual needs	<ul style="list-style-type: none"> ▪ Regulatory Services always considers language capability in its staffing requisitions as desirable skills
	Train to ensure that City staff is familiar with legal mandates and best practices for serving LEP individuals.	<ul style="list-style-type: none"> ▪ Regulatory Services will have the City's LEP Coordinator present/train staff at various division head and staff meetings

ENTERPRISE INFORMATION MANAGEMENT (EIM)

The City's Enterprise Information Management (EIM) initiative recognizes the benefits of sharing information on a broader basis than just departmental and it works to establish data standards and common categorizations in order to make that data sharing more possible. Regulatory Services has been an early promoter of this information sharing, recognizing the synergy of such in the Problem Properties Unit and the Minneapolis Development Review coordination.

Because of a large number of data requests and the need in the process of responding to these to also recognize the regulations around public and private data, Regulatory Services created a position of Records Management Specialist. The coordination of this position with the City's Records Manager has allowed us to create better records accountability, but has also generated opportunities to provide better record access.

In 2006, we partnered with BIS to make our old permit microfiche files more broadly available to the public and to other departments by digitizing them and storing them in the City's enterprise Stellent software. Additionally, we are working on another project with BIS to scan our approved building plans to make them easily accessible to other departments. This will provide some significant efficiencies to the Assessor's Department for one, since they now have to go to the PSC basement to look for the paper plans for tax valuations. At the same time, our inspectors will also have better and easier access to these plans for site inspections purposes and we will improve accountability for plans because, there will be fewer touch points.

As we plan for 2007 and the next five years, we have several other technology projects that we will incorporate into EIM. These are listed in more detail in the Technology Resource Plan. Additionally, we will be arranging to have more of our staff trained in the area of information management with the citywide perspective, so that more will understand the needs and opportunities in this area.

Our EIM Action Plan follows:

DEPARTMENT ACTIONS		
ACTION AREA	2006-2007	2008-2011
GOVERNANCE, STRUCTURE AND STAFFING	Designated EIM Representative: <ul style="list-style-type: none"> • Maria Dahlen (Records Management Specialist) EIM/Records Management Coordinators <ul style="list-style-type: none"> • Directors/Managers: Carolyn Davidson • Admin. Assistants • Inspections Staff: Michele Kegley • Legal: Cindy Gagnier • Zoning: Steve Poor • Plan Review: Dan Callahan • Environmental Management: Tom Frame • Environmental Health: Curt Fernandez, Mandy Hang • Permit Issuance: Mary Ubl • Building: Kathy Zierke, Don Zart • Electrical: Michele Kegley • Heating: Bonnie Beckstrom • Plumbing: Don Zart • Boarded Buildings: Gayla Jones • Code Compliance: Julie Waalk • Truth-In-Housing: Terry Evans • Rental Licensing: Diana Roman • Housing: Sandra Lundberg • Animal Control: Tom Doty • Employee Records: Lasamy Mila • Environmental – Lead: Lisa Smestad • Business Licenses: Dianne Papp • Development Review: Dave Nordmeyer 	<ul style="list-style-type: none"> • Support decisions of EIM Policy Board • Fund and implement business process and staffing-model changes associated with coming into EIM compliance • Continue to apply EIM standards to all new initiatives and projects
PROJECT PLANNING	<ul style="list-style-type: none"> • Microfilm Conversion Project • Océ Printer/Scanner Project • Trimco Replacement (Enterprise Content Management) • E-Permits • Emergency Preparedness Records • Address – Master Enterprise System (Property Information (CNAP) Enhancement) • Cognos • Digital Health • COA/TISH • Stellent Upgrade • False Alarm Billings • Automated Plan Check-In • KIVA Oracle Web Forms Upgrade • Parcel Address Fix (Master Address Database) • KIVA “Clean Sheet” Initiative • Land Management System Consolidation Analysis • Online Credit Card Payments 	<ul style="list-style-type: none"> • Electronic Signatures/PINs Attached to Permits • Sharing of Building Plans with Assessor’s Office in Stellent • Barcoding • Data warehousing (KIVA/Stellent Purge) • Update Records Retention Schedule
ACTION AREA	2006-2007	2008-2011
TRAINING	<ul style="list-style-type: none"> • Data Practices • EIM • Records Retention 	Will designate additional trainees at a later time
COMPLIANCE (ASSESSMENT, INTEGRATION, EVALUATION)	The Records Management Coordinators listed above will be the assigned staff to participate in information audits, readiness assessments, cataloging of information assets, etc., as scheduled.	

WHAT RESOURCES ARE WE GOING TO USE? (FINANCE PLAN, WORKFORCE PLAN, TECHNOLOGY PLAN AND EQUIPMENT AND SPACE PLAN)

FINANCE PLAN

INTRODUCTION

The major funding sources for the Department of Regulatory Services are permit fees and business license fees. The department intends to continue applying inflationary adjustments over the next five years. Current financial forecasts show continued moderate residential sales and a moderate rise in housing starts. Office occupancy rates continue to grow, so we expect that commercial construction activity will increase over time. We expect residential growth to continue, particularly along the Hiawatha line and downtown. Empty nesters continue to be a supply of possible new residents. The newly approved stadium should produce increased construction levels nearby. Hotels are a growing trend. However the volume of work which significantly affects total annual revenue is very dependent on interest rates.

Regulatory Services’ revenue has been **exceeding** the Five-Year Plan projection for the past several years. However, as indirect services from other departments continue to be shifted to Regulatory Services, this proportion has been decreasing. The department’s workload continues to be cyclical in that the money is often not received in the same year that the work occurs; however, the current budget system does not allow for resolving this issue.

Housing Inspections has historically not seen cost recovery, but is striving for cost recovery in the near future with various financing revisions. Consistent with other municipalities nation-wide, Animal Control continues to be an area where cost recovery is not easily achieved.

STRATEGY TABLE

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
With staffing models in place, we will focus on developing strategies and the Finance Plan to address future technology, transportation, training and facility needs.	Implementation of strategies for technology, transportation and facility needs will positively affect many performance measures and enable the workforce to be more efficient and effective.	<ol style="list-style-type: none"> 1. Work with City Attorney’s office & Finance staff to develop strategies that incorporate technology, transportation & facility needs. Include remote office space & Development Review in plans. Also include results of fleet study. 2. Establish fund reserve under department control to save for technology, transportation and facility needs 	<p>Develop visionary long-term technology, transportation and facility plans to maximize value from available dollars</p> <p>Implement and revise as needed.</p>

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
Establish fee review plan to allow all fees to be reviewed at least every five years	Cost recovery will be improved	Schedule fee reviews over five years. Establish review criteria, including <ol style="list-style-type: none"> 1. Cost to provide service, including credit card fees 2. Overhead 3. Expenses that exceed inflationary increase 4. Handling fees and technology fees 5. Subsidies for other dept. areas 6. Chronic offenders and heavy users contribute fair share Survey of other jurisdiction fees	Conduct reviews as planned, and revise schedule and criteria as needed. Implement fee revisions.
Establish method to resolve inconsistency of annual funding appropriation versus cyclical nature of work		Continue working with finance to shift to revolving funds that better allow for cyclical activities	
Institutionalize Minneapolis Development Review and make it financially sustainable		Work with Finance and other departments to establish funding plan	Implement and revise as needed.
Financial strategies produced from creative reallocation exercise			
Upgrade or replace property management system (KIVA)		<ol style="list-style-type: none"> 1. Identify criteria for upgrade or new system(s) 2. Locate funding source(s) 3. Follow a procurement process and select vendor 	Implement
Review opportunities for Regulatory Services fees to provide incentives/disincentives consistent with Sustainability Indicators.			
Upgrade or replace property management system (KIVA)		<ol style="list-style-type: none"> 1. Identify criteria for upgrade or new system(s) 2. Locate funding source(s) 3. Follow a procurement process and select vendor 	Implement

Financial strategies to meet the financial direction			
Continue with inflationary increases and with fee reviews		Continue with inflationary increases and continue to review services and fees to strive for cost recovery.	
Financial strategies related to loss prevention			
Accident and data analysis	Reduce number accidents caused by department employees	Train supervisors to complete accident reports. Conduct analysis of the most common accidents/losses (short-term) and then implement strategies to avoid those accidents/losses (long-term).	Evaluate supervisors based upon accident report completion – decline step increase if report completion is less than 90%

FINANCE PLAN TABLE

**City of Minneapolis
Regulatory Services
Financial Plan (in thousands of dollars)**

	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Revenues:										
Charges for Services/Sales	749	730	692	692	762	10.1%	785	808	833	858
Fines and Forfeits	5,204	5,761	134	150	169	26.1%	174	179	185	190
Licenses and Permits	22,128	22,845	21,933	22,300	22,402	2.1%	23,074	23,766	24,479	25,214
Special Assessments	825	1,020	1,020	1,025	1,030	1.0%	1,061	1,093	1,126	1,159
Other Misc	76	107	58	58	55	-5.2%	57	58	60	62
Revenues to meet the financial forecast:			-		-		-	-	-	-
Total	28,982	30,463	23,837	24,225	24,418	2.4%	25,151	25,905	26,682	27,483
General Fund Expenditures:										
Salaries/Wages	11,939	11,597	12,809	12,200	12,767	-0.3%				
Benefits	3,127	3,214	3,875	3,500	4,311	11.3%				
Contractual Services	2,340	4,682	5,590	6,590	5,467	-2.2%				
Operating Costs	791	779	848	900	1,157	36.4%				
Equipment	553	80	729	660	235	-67.8%				
Total General Fund	18,750	20,352	23,851	23,850	23,937	0.4%	24,559	25,197	25,852	26,524
Total	18,750	20,352	23,851	23,850	23,937	0.4%	24,559	25,197	25,852	26,524
Difference	10,232	10,111	(14)	375	481		592	708	830	959

Regulatory Services 5-Year Projections

	2005	2006	2007	2008	2009	2010	2011
Expense	\$21,000,048	\$23,918,678	\$23,936,604	\$24,558,956	\$25,197,489	\$25,852,623	\$26,524,791
Revenue	\$27,061,611	\$23,953,663	\$24,416,742	\$25,149,244	\$25,903,722	\$26,680,833	\$27,481,258
Difference**	\$6,061,563	\$34,985	\$480,138	\$590,289	\$706,233	\$828,210	\$956,467

** The chart on the previous page incorporates several organizational changes. Traffic Control was moved to the Police Department at the end of 2005. Electrical inspections were transferred to the State effective May 2006, but the legal settlement included paying several charges through the end of October 2006. Accounting processes for internal services have changed over time with more charges being incorporated into operating budgets with **rate models** rather than being paid out of an overall general fund year-end balance.

The whole issue of revenue needs to be considered in more detail with respect to service fees. Until that is done, these are our **best projections**. Though an individual year may vary, we believe this projects a realistic view for the next five years.

WHAT HAVE YOU LEARNED ABOUT YOUR BUSINESS AS A RESULT OF PRIOR FINANCE PLANS?

We have learned that the Development Review permit counter has complex financial and technical issues that will require support from multiple departments. We have learned the importance of continually reviewing services on a cost recovery basis. We have also learned that we need to consider non-recurring charges such as technology purchases and fleet replacement. We have also learned that we need to address the difficulty of using an annual budget system for a department with cyclical costs.

CONTINGENCY PLANS

Scenario A – 25% reduction in revenue	We have developed a plan for how reductions would occur. The plan begins with a 2.5% reduction and progresses cumulatively up to a 25% reduction. The areas where reductions would occur first are those with the least cost recovery. The specific reductions are shown in the Contingency Plan tables at the end of the Finance resource plan.
Scenario C – CDBG Elimination	The programs that are funded by CDBG and refunded by special assessments could be shifted to another fund – a one-time allotment to start up the system would be needed as well as some shoring up when recouped specials don't fully cover costs. For the mandated lead program, general fund coverage could be sought as a substitute funding source, as well seeking other grants. Other options are to seek a law change or to ignore the unfunded mandate.
Scenario D - Enterprise fund reductions	Not applicable
Scenario E – Your own worst nightmare! What isn't even on the table and should be!	Pandemic or other Disaster – We have prepared a plan for how to respond to a pandemic or other disaster. It is located in the Contingency Plan tables at the end of the Finance resource plan.
Scenario F – Internal service fund choices	The department will review our internal purchased services to determine if there are less expensive methods to obtain the same or higher level of service. In particular, we will focus on our BIS charges.

CONTINGENCY PLANS

FINANCE RESOURCE PLAN – CONTINGENCY PLAN SCENARIO A

2006 Current Authorized Strength is 206.2

2006 Current Approved Revenue Budget \$23,836,257

Average rate used per FTE including salary and fringe is \$75,000

By	Lost Revenue Percent	Lost Revenue Dollars	FTE Cut	Auth. Strength	Housing Inspection	Const. Code Services	Environ. Mgmt. & Safety	One Stop	Business Licensing	Admin.	Total	
Current	0.0%	0	0	206	43.7	68	47.5		15	20	12	206.2
	2.5%	595,906	8	198	0	0	7	Animal Control	0	0	1	8
	5.0%	1,191,813	16	190	8	0	0		0	0	0	8
	7.5%	1,787,719	24	182	0	4	4	Animal Control	0	0	0	8
	10.0%	2,383,626	32	174	4	0	4	Food Insp.	0	0	0	8
	12.5%	2,979,532	40	166	4	0	3	Animal Control	0	0	1	8
	15.0%	3,575,439	46	160	0	2	4	Enviro. Insp.	0	0	0	6
	17.5%	4,171,345	54	152	4	4	0		0	0	0	8
	20.0%	4,767,251	62	144	0	0	2	Food Insp.	2	4	0	8
	25.0%	5,959,064	78	128	4	7	1	Food Insp.	3	1	0	16
Total	25.0%	5,959,064	78	128	24	17	25		5	5	2	78
New FTE Total				128	20	51	23		10	15	10	128

* In an actual situation where revenue dollars are reduced, an analysis would occur as to where the reductions would occur. First, vacancies, contracts, training and other purchases would be reviewed for reductions. Next, the services that are supported by the lost revenues would be reviewed for reductions.

FINANCE PLAN – CONTINGENCY PLAN SCENARIO E (PANDEMIC PLAN ANNEX)

The Assistant City Coordinator for Emergency Preparedness and Regulatory Services is responsible for the Homeland Security/Emergency Preparedness & Management function in the City of Minneapolis and coordinates citywide emergency preparedness, response, mitigation and recovery activities. This is a critical command and control function that is a Priority 1 Service.

In the event of a pandemic or other disaster the table below illustrates the Service and Priority levels of departmental staff and how they may be reassigned during the emergency event.

SERVICE	PROCESS	PRIORITY LEVEL			
		1	2	3	4
Assistant City Coordinator Emergency Prep. & Mgmt.	Serves as staff to the Mayor in a disaster, responsible for implementing the Emergency Operation Plan and coordinating emergency operations.	1			
Regulatory Services staff trained for emergency management	Coordinate citywide emergency preparedness, response, mitigation and recovery activities. Serve as liaison with county, state and federal Homeland Security departments.		5		
Environmental Management & Safety	Animal Control			20	
	Food Safety & Environmental Health			13	
	Environmental Services			18	
Staff Deployable for Mass Dispensing	Service mass dispensing sites or to be deployed citywide to meet priority incident needs. Supporting the needs of other city departments by redeploying (training on the fly) the remaining Regulatory Services staff as needed and required to meet incident priorities.				149

WORKFORCE PLAN

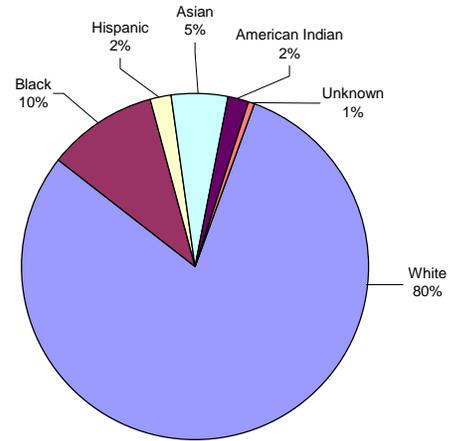
In identifying the challenges for the department with respect to work, workforce and work environment, we are not foreseeing changes in the business lines or the work of Regulatory Services. However, in addressing the workforce, we believe that our workforce should reflect our community. We also recognize the need for the department to continue to develop a qualified diverse workforce; improve departmental communication; and strengthen the work environment. We will do this through recruitment, training and retention of highly qualified diverse workforce.

Regulatory Services has a total of 206 FTE's, 196 employees are on its payroll and 10 vacancies. The majority of the staff falls into three job groups: administrative support, professionals and technicians. The demographics table and the diversity charts below include all 6 divisions in the department and provide a snapshot of the workforce as of August 3, 2006.

Active Employees According to HRIS on August 3, 2006

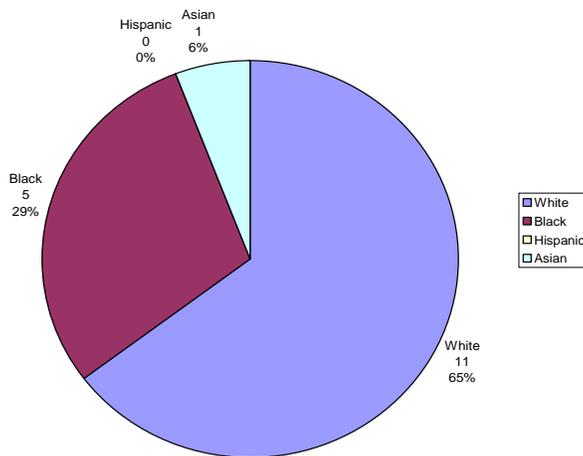
Gender:	#	%
Male	101	51.5
Female	95	48.5
Total	196	100.0%
Ethnicity:	#	%
White	157	80.1
Black	20	10.2
Hispanic	4	2.0
Asian	10	5.1
American Indian	4	2.0
Unknown/Not Stated	1	0.5
Total	196	100.0%

**Department Demographics by Ethnicity
(Total of 196 Employees)**

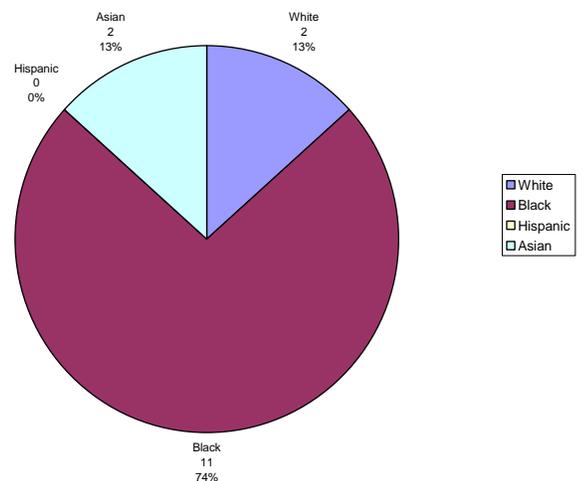


Internship Programs: In addition to 206 full time equivalent positions, the department also created internship programs for college and high school students in the summer of 2006. We have initiated these programs to increase the diversity of our future applicant pool. The charts below show the number of students in each category and their diversity. Based on this data, the department must improve in hiring Hispanic and Native American interns to better represent the community we serve.

**College Interns Diversity
(Total Of 17 Interns)**



**Step Up Students Diversity
(Total of 15 Students)**

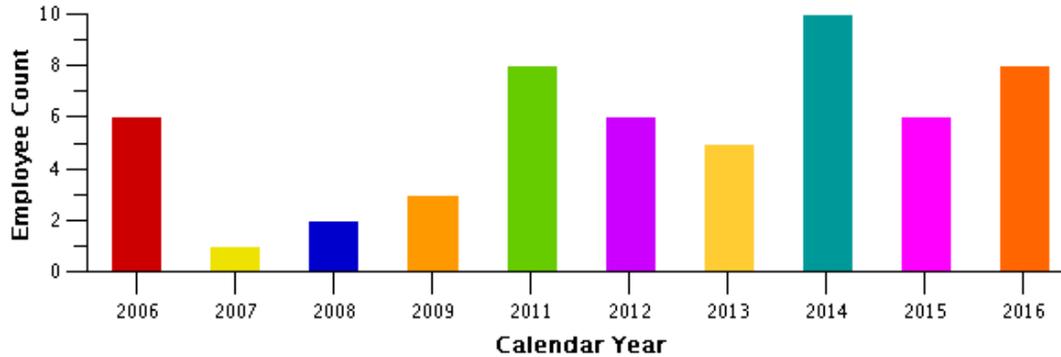


Retirement Projections: The department needs to plan on how to effectively manage the projected retirement of staff members. According to the Retirement Projection Report for the next five years, 12 employees are or will become eligible to retire. To prepare for

this important workforce issue, the department plans to develop a recruitment and training program focusing on the core competencies needed to perform effectively in these positions, now and in the future, so employees know what kind of training or courses a position requires so employees know what is required to be considered for promotion into these positions.

Retirement Projections FT and PT Regular Employees:

of Employees Eligible to Retire in 10 years



Note: 2010 is not on the chart because no one is eligible. For the purposes of this workforce plan, we only need to review the data up to 2010.

WORKFORCE ACTION TABLE

Key Workforce Objective:	Measurement:	Short-Term Actions:	Long-Term Actions:
Key Workforce Issue #1: <u>Staffing</u> 1. Filling vacancies - including FTEs requested in 2007 Budget 2. The department has 12 FTEs eligible for retirement 3. Close diversity Gap	Develop a timeline to fill each position 1. Percentage of diverse applicants. 2. Percentage of diversity in new hires. 3. Percentage of diversity in promotions. 4. HRIS Retirement Projection report	1. Prioritize which positions to hire. 2. Partner with HRG Staffing Team to develop a recruitment plan to ensure diverse applicant pool. 3. Division to review positions and plan for replacement/reclassifications in succession planning.	Obtain accurate quarterly reports from HR on availability vs. utilization to target recruitment strategies and short terms actions.
Key Workforce Issue #2: <u>Training Programs</u> 1. Supervisory training 2. Advanced KIVA and on-going training for new hires 3. Divisional training on skills, knowledge and ability for all staff to be efficient and effective at their essential job functions.	1. Number of supervisors who attended the training 2. Number of employees who attended the training 3. Number of training workshops or seminars provided	1. Department will provide Supervisory Training (9 different session, 4 hrs per session) 2. Assess the need to provide Advanced KIVA training. 3. Division is to identify specific competencies needed to improve performance.	

Key Workforce Objective:	Measurement:	Short-Term Actions:	Long-Term Actions:
Diversity Strategy (Recruiting, Training, Retention)	<ol style="list-style-type: none"> 1. Review the demographics data in HRIS Diversity Summary reports 2. Refer to measurements in LEP Plan 3. Review HR training attendance database. 	Recruiting: <ol style="list-style-type: none"> 1. Provide employment opportunity for high school students (Step-up Interns). 2. Provide employment opportunity for College Interns. 3. Develop Divisional LEP programs. Training: <ol style="list-style-type: none"> 4. Department encourages staff to attend City's sponsored "Managing a Diverse workforce" 	Obtain accurate quarterly reports from HR on availability vs. utilization to target recruitment strategies and short terms actions.
Performance Management, including professional development plans	<ol style="list-style-type: none"> 1. % of employees in the department receiving Performance appraisal 2. # Of Supervisors who attended the training. 3. Percentage of performance appraisals and enter into HRIS; reports will be generated to ensure compliance with the new procedures. 4. Budget allocated for training. 	<ol style="list-style-type: none"> 1. Performance Appraisal reviews will be complete on a common calendar date. 2. Basic performance management training will be provided to all supervisors. 3. Department will develop procedures and centralize this function. 4. Department is providing professional and personal development 	Develop individual professional development plan to prepare for promotions and retain competent workforce.
Employee Survey Response (#1 issue was need to improve internal communications)	<ol style="list-style-type: none"> 1. Number of employees who reported overall satisfaction with their job. 2. Number of employees who participate in department committees 	<ol style="list-style-type: none"> 1. Developed 11 Quality Committees. 2. All Hands Meetings 3. Communication as a Key Initiative in Business Plan. 4. TMT minutes distribution to all Employees. 5. Attendance to Business Plan meeting is available to all staff. 6. Regular staff meeting in all divisions. 7. Developed 3 Labor Management Committees. 8. Monthly supervisory meeting. 9. Budget updates provided monthly to Quality committees. Open door policy of Assistant City Coordinator/Emergency Preparedness &Regulatory Services. 	Continue with Quality Committees and Labor Management Teams; develop subcommittees as needed to address issues. The department will continue to assess and modify the current communication methods as necessary.

TECHNOLOGY PLAN

INTRODUCTION

The Department of Regulatory Services values technology as a tool to accomplish business, report on performance and provide data for problem analysis. We are striving to continuously improve our business processes and our cost recovery. Each of our divisions must make their inspectors more effective in the field, usually with mobile devices, to establish web-enabled processes for citizens and businesses to apply for and/or renew simple or annual licenses. We have made progress in these areas in a couple of our divisions, however, much work is still done using paper and pencil in the field, showing we still have major unmet technology needs in that area.

At the same time, we are at a major decision point regarding the software used by a large portion of our department, the KIVA property information system. This system has been sold and the new owner, Accela is no longer going to develop this product though limited maintenance is available. It appears that we will need to purchase different software or migrate to the Accela product to meet our technology needs. This need has been folded into an overall enterprise project to replace the other property based systems in the City with one product. We do have a concern that this would be a huge effort requiring a very large investment within an indefinite time frame.

Though we have spent many years putting data into our KIVA system, we have not been as successful in getting information out in ways that help us better analyze our problems, the effectiveness of our strategies, and workload analysis. We have partnered with BIS in enterprise Reporting project, Cognos, by purchasing Cognos licenses and are waiting for the enterprise foundation of the reporting data warehouse, intermediate tables in order to more fully use this tool. This has been an expensive endeavor.

Though limited categories of web e-permit service have been set up, there is a huge potential to offer greater convenience and more effective service if we can expand the web functionality. This may be dependent on the property system replacement software.

While we have many technology needs, funding these needs remains a challenge. We believe we could fund part of the improvements needed by setting aside some savings each year to invest in the needed systems. We are proposing that the department work with Finance, the City Attorney's office and BIS over the next year to determine a funding method and rate model for this implementation.

Technology goals for the Department of Regulatory Services are:

- Increased use of E-permits
- Automate all inspectors – give them the tools they need to be effective
- Allow easy input and output of our data
- Convert paper records to electronic, (scanning) so information can be better stored, shared, and accessed
- Capitalize on the efficiencies of applicant entry and updating

- Coordinate information and actions within Regulatory Services and with other departments
- Give our customers easy access to good service.
- Facilitate cost recovery
- Use the data we have to analyze problems and the effectiveness of our response strategies.

STRATEGY SUMMARY

Business Process Improvement	Technology Solution
Automate all inspectors-give them the tools they need to be effective	<ul style="list-style-type: none"> • Expansion of mobile devices • Replacement of Food Safety Inspection System • Automated Administrative License Approval • Property System consolidation • KIVA Replacement
Allow us easy input and output of our data	<ul style="list-style-type: none"> • Expansion of mobile devices • Performance measurement/reporting • Replacement of Food Safety Inspection System • Document Scanning/Record Management • Automated Administrative License Approval • On-line License Renewal • Automated Administrative Adjudication • 311 Integration • Plan check-in and scanning • Electronic signatures/PIN's attached to permits • Electronic Plan Review and routing • Data Clean up/standardization
Convert paper records to electronic so they can be better stored, shared, and accessed	<ul style="list-style-type: none"> • Automated Administrative Adjudication • Property System consolidation • KIVA Replacement
Capitalize on the efficiencies of applicant entry and updating	<ul style="list-style-type: none"> • On-line License Renewal • Property System consolidation • KIVA Replacement • E-permit expansion
Coordinate information and actions within Regulatory Services and with other departments	<ul style="list-style-type: none"> • Performance measurement/reporting • GIS Performance Displays • Property System consolidation • KIVA Replacement
Give our customers easy access to good service.	<ul style="list-style-type: none"> • GIS Performance Displays • Document Scanning/Record Management • 311 Integration • Expanded Intranet usage • Property System consolidation • KIVA Replacement • Plan check-in and scanning • Electronic Plan Review and routing • E-Permit expansion

Business Process Improvement	Technology Solution
Facilitate cost recovery	<ul style="list-style-type: none"> • Performance measurement/reporting • Automated time recording • Property System consolidation • KIVA Replacement • Alarm Permitting System
Performance management	<ul style="list-style-type: none"> • Performance measurement/reporting • Automated time recording • Data Clean up/standardization
Development Review Coordination '	Develop financial rate model for the sustainability of Minneapolis Development Review and the technology needed for development review services and programs. These are incorporated into the Regulatory Services Action Plan at this time.

TECHNOLOGY ACTION PLAN TABLE

Priority	Project	Desired Result	When	One Time Costs	Maintenance Costs	Source of Funding
1	Expansion of mobile devices	Inspector Efficiency	Implement one new division each year for 3 years, beginning in 2007.	\$300,000/ yr for 3 years.	\$60,000	Department savings
2	Cognos Reporting Expansion	Management analysis and Performance Measurement	2007	\$200,000* in addition to 2006 investment	\$30,000	Department savings
3	Alarm Permitting System	Better system accountability/ Budget initiative	2007	\$100,000	\$20,000	Alarm permit revenue
4	Data Clean up/ standardization	Easier reporting, expansion of capabilities necessary for system replacement	2007/2008	\$200,000/ yr	\$0	Department savings and One Stop Project
5	E- Permit Expansion	Take advantage of efficiency of applicant entry and on-line payment	2007	\$200,000	\$0	Mpls. Development Review; Department Operating Budget
6	Plan check in and scanning* (bar coding)	Accountability, performance measurement and data sharing	2007	\$350,000	\$100,000	Development Review – New sustainable financial model
7	Document Scanning/ Record Management electronic forms	Data sharing, efficiencies across City	2008-2012	\$100,000/ Yr for 5 years	\$50,000	Reg. Services Technology financial rate model/ Grants, fee for access.

Priority	Project	Desired Result	When	One Time Costs	Maintenance Costs	Source of Funding
8	GIS Performance Displays	Allows multilayered analysis.	2007	\$75,000	\$10,000	Reg. Services Operating Budget
9	KIVA Replacement	Necessary for land development needs	2008	\$3 M	\$200,000	Reg. Services Technology financial rate model
10	Property System Consolidation (Enterprise)	May bring efficiencies, but also large risk	2007 2008	Study \$250,000 \$10 Mil Implementation	\$500,000	Reg. Services Technology financial rate model
11	On-Line License Renewal	Customer convenience and efficiency	2010	Incorporated above		Reg. Services Technology financial rate model
12	Automated License Approval	Accountability and timely action	2010	Incorporated above		Reg. Services Technology financial rate model
13	Electronic Signatures/ PIN's attached to permits	Customer convenience and authentication	2009	\$200,000	\$30,000	Reg. Services Technology financial rate model
14	Automated Administrative Adjudication	Accountability, tracking, hearing scheduling and reporting efficiencies. Potential citywide usage	2009	\$300,000	\$30,000	Department Savings in operating Budget/ Fine Revenue
15	Electronic Plan Review and routing (Enterprise)	Performance tracking and one document with all notations	2011	\$4 Mil	\$500,000	Reg. Services Technology financial rate model
16	Automated Time Recording (Enterprise)	Efficiencies of labor savings	2009	\$250,000	\$20,000	Fees revenue
Green	Either 9 or 10 would be done, but probably not both.					
	Total			\$7,475,000 plus \$3 M-10.25 M depending on property system replacement	\$850,000 + \$200-\$500,000 depending on property system replacement	

EQUIPMENT AND SPACE PLAN

The Department of Regulatory Services, under the direction of FSAM and Property Services, has identified the Minneapolis Development Review space needs as our highest priority. This includes identifying the customer service and staff/office requirements in the Public Service Center to improve the coordination and efficiency of services provided for our customers.

Strategic Space and Facilities Plan				
Division	Current Location	Planned Location	Planned Action 2007-2011	Planned Action 2012-2017
Minneapolis Development Review	Portion of 3 rd Floor PSC	3 rd Floor PSC; Support Services on 4 th Floor PSC		Note 1
Reg Services – Housing, Construction and Food Inspections	3 rd and 4 th Floors PSC	Hamilton School, Fire Station Basements: 21 and 28		Note 2

<p>General Notes:</p> <ol style="list-style-type: none"> 1. Acquiring adequate space on the 3rd Floor of the Public Service Center, and additional space on the 4th floor PSC, is dependent upon the relocation of the field Inspectors to District Offices. This will vacate prime office space on the 3rd and 4th floors of the Public Service Center which will be dedicated to the requirements for Development Review services. 2. Regulatory Services is developing plans to relocate field Inspectors from downtown into District Offices located North, Southeast, and Southwest. Proposed sites include: Hamilton School (4131 Dupont Ave. No.); Fire Station 14, 2002 Lowry Av. No., Fire Station 21 basement (3209 E 38th Street) and Fire Station 28 basement (2810 W 50th Street). It is estimated that the majority of Inspectors, approximately 60, from Construction Code Services, Housing Services, and Environmental Health- Food will use these District offices as their primary office. Additionally, there are several other cost savings and benefits to this plan: <ol style="list-style-type: none"> a. Inspectors will office in their geographic district, saving travel time daily to/from their former downtown offices. b. Inspectors from multiple disciplines (Construction/Housing/Food) will share an office in their geographical districts. This is expected to improve coordination of services, elimination of duplication, and improved communication. c. Reassignment of the vacant Fire Station basements for Regulatory Services Inspectors contributes to the city's goal of effective space utilization. A one time remodel is required to build out work stations. d. Parking Regulatory Services' vehicles at or near the District Stations will save the city in fuel costs, emissions, travel time for Inspectors, and free up parking in Downtown Ramps.
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HOW DO WE MONITOR OUR PROGRESS?

MEASURES, DATA AND TARGETS TABLE

	Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2011 Target
1	% of permits processed the web (Development Review)	0%	7%	13%	15% YTD	50%
2	% of complete permit applications processed within 2 business days (Development Review)	~ 70%	71%	98%	100% YTD	100%
3	% reduction in critical food borne illnesses	N/A	66%	Data being gathered	Data being gathered	100%
4	% of City departments that report quarterly to ECT regarding progress toward Sustainability Indicators (Environ. Mgt & Safety)	N/A	N/A	N/A	Data being gathered	100%
5	% 1-3 unit rental buildings inspected (5-year cycle) started on Jan. 2005 (Housing)	0	12%	29%	20%	20% (100% every 5 years)
6	% of exterior structural complaints on owner-occupied properties responded to within benchmark (Housing)		Data being gathered	Data being gathered	Data being gathered	TBD
7	% of problem properties resolved through compliance, demolition or board up (PPU)	N/A	N/A	82% thru compliance 10% thru demolition 8% condemned	Data YTD 60% thru demolition; 40% thru compliance	40 new properties per year; 80% thru compliance; 20% thru condemnation/demolition
8	% reduction in average calls for Police service related to problem properties (PPU)	N/A	N/A	Data being gathered	Data being gathered	
9	# of properties that sustain continuous compliance once PPU considers problem resolved	N/A	N/A	Data being gathered	Data being gathered	100%
10	Average length of time a property is on the 249 List	N/A	N/A	Data being gathered	Data being gathered	

	Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2011 Target
11	# days from application to approval for liquor license issuance (Business Licensing)	N/A	N/A	53	30 YTD	30
12	% reduction in average calls for Police service related to properties (Business Licensing)	N/A	N/A	N/A	Data being gathered	TBD
13	# of problem grocery/convenience stores brought to compliance or license revoked (Business Licensing)	N/A	N/a	N/A	Data being gathered	TBD
14	# of construction code inspections performed per inspector per hour (Const Code Serv)	N/A	N/A	1.5	1.4 YTD	1.25
15	# of inspections completed within benchmark timeframes (Const. Code Services)	N/A	N/A	N/A	Data being gathered	Data being gathered
16	# of commonly used documents translated into another language (LEP Initiative)	N/A	N/A	Data being gathered	Data being gathered	TBD
17	% of staff receiving LEP & cross cultural communication trg.	N/A	N/A	N/A	Data being gathered	TBD

NOTE: Many of the performance measures above are newly created and there still is work to be done to gather historical data (where possible) and set goals and/or benchmarks.