

NRP and NCR: Consolidation Plan (Draft)

A Plan for the Future

Over the next several years, the activities of the Minneapolis Neighborhood Revitalization Program (NRP) will be winding down and the City of Minneapolis' Neighborhood and Community Relations (NCR) department will become operational. The Minneapolis City Council passed a resolution on December 18, 2009 that the NRP and NCR directors "work together to develop and implement a plan to bring the administrative functions of the NRP program into the NCR Department by December 31, 2010". There are legal and practical considerations, however, that will govern the timing and amount of consolidation that can and should occur. This plan will maximize the opportunities for NCR to succeed, ensure that NRP continues to meet its statutory and contractual obligations, and minimize administrative duplication and cost. It will:

- Reduce or eliminate any duplication of administrative expenses
- Maximize funding for neighborhood organizations
- Provide a seamless transition for neighborhoods from NRP to the NCR
- Maintain the integrity of both the NRP and NCR programs.

Background

1. NRP was established and is governed by a specific state statute that prescribes the parameters of the program, the processes that it must use, the goals that it must meet, the methods by which decisions are to be made, and the uses of the funds appropriated to NRP between 1990 and 2009. The mission of NRP is to make the City's residential areas better places to live, work, learn and play by investing in neighborhood-based priority setting, planning and implementation.
2. NCR has been independently created by the City of Minneapolis. The NCR prescribes the parameters of the City's community engagement program, the processes that it must use, the goals that it must meet and the methods by which decisions are to be made. The NCR mission is to strengthen the quality of life in Minneapolis through vigorous community participation, resident involvement in neighborhood and community organizations, and supporting clearly defined links between the City, City services and neighborhood and community organizations.
3. NRP and NCR recognize that any consolidation that occurs must minimize the adverse impact on neighborhood organizations and their operations. Both programs support neighborhood organizations and encourage resident engagement. Both programs support neighborhood-based priority setting, planning and implementation.
4. The eight current NRP staff are employees of a joint powers agency and are not employees of the City. They do not have any bumping or transfer rights to positions in the City or NCR. They are not members of any union and are hired, fired, evaluated and disciplined by the NRP Director and his management team. NRP staff receive their work assignments from the Director and the management team of NRP. The Director serves at the will of the NRP Policy Board. The Policy Board establishes the salary schedules for

NRP staff members. NRP employees are, however, members of PERA and have the same fringe benefit package as City employees. The City provides payroll services to NRP and human resources support and guidance. Every NRP employee has been with the NRP for at least 10 years and the average length of service is 16.3 years.

5. NRP plan implementation and contract management activities will continue for many years into the future. NRP's funds for neighborhoods are finite and its revenues from the City under the original statutes ended in 2009 with the transfers from the Common Project and Brookfield loan repayment. NRP funds have been allocated to neighborhoods for implementation of neighborhood action plans approved by the neighborhood. Implementation occurs through contracts that expend the funds allocated to the neighborhood. Forty-six Phase II Neighborhood Action Plans (NAPs) have been approved by the NRP Policy Board as of March 1, 2010. Most of the twenty-six (26) neighborhoods that do not yet have approved Phase II plans are in the process of developing and obtaining neighborhood and NRP approval of their Phase II NAPs. Expenditure of the allocated funds for Phase II will occur as contracts are executed and the required services, activities, programs and projects are performed.
6. The role of the NRP Policy Board will change after neighborhoods receive approval of their Phase II NAPs. Oversight and monitoring of implementation will become their focus instead of plan approvals. The NRP statute contains no sunset provision for the Board.
7. The City of Minneapolis has approved a Consolidated TIF District as a source of funding for neighborhood activities, including operating support for neighborhood organizations from 2011 through 2020. These funds will be administered by the NCR.
8. The NCR will be adding neighborhood support staff in 2011.
9. As NRP Phase I and II contracts with neighborhoods are executed and contracted funds are expended, NRP's fund balance and ability to invest in neighborhood improvement will decline. At the same time, NCR's new funding program will become a more significant, and eventually the major, funder of neighborhood organizations.
10. NRP staff have significant relationships with neighborhood associations and organizations throughout the City. They are respected advocates for, and monitors of, neighborhoods. They provide technical assistance on the processes of NRP and assist neighborhoods with the development, approval, and implementation of their Neighborhood Action Plans. They also provide professional support and advice to neighborhood organizations to help them effectively operate and contribute to the improvement of their neighborhood.
11. NRP has created and maintained a highly sophisticated and complex data management system to track neighborhood NRP activities and expenditures. This system was established outside of the City's BIS functions so that it could cost effectively meet NRP's program management needs. PlanNet NRP will need to be independently maintained as NRP functions merge into the NCR.

12. Almost 20% of NRP's central office administrative budget is paid to the City for staff support from DFD, CPED and the City Attorney's Office. Another 15% is spent on services that directly support neighborhoods (i.e. audits and insurance).

These factors influence the potential for, and the processes to be used to accomplish, collaboration and consolidation.

This plan is focused on preserving continuity and stability for the primary customers of both NRP and NCR: the neighborhood organizations of the City and their residents. The plan will ensure that the NRP functions will be performed in accordance with the NRP statute while minimizing duplication of effort and maximizing opportunities for cooperation with NCR. It establishes a relationship between the past and present neighborhood and community empowerment program (NRP) and the City's new community engagement framework (NCR and NCEC) and offers an opportunity for the City to build a successful resident engagement program for the future.

The Plan

1. One NRP staff member will be detailed to the NCR in February 2010 to assist with development of the City's new Community Engagement program. An MOU will be developed between NRP and NCR to govern the components of this detail. This staff person will remain an NRP employee and will continue to perform NRP related support work for NRP assigned neighborhoods until the detail ends. The employee will take their direction for the NCR activities they perform during the detail from the NCR Director.

Responsibility: NRP Director and NCR Director
Completion date: February, 2010

2. NRP will determine where older program records should be stored and begin archiving neighborhood files and reducing the records at the NRP Central Office.

Responsibility: NRP Director and staff
Completion date: June, 2010 and ongoing

3. Both the NRP and NCR Directors will work together to finalize a Memorandum of Understanding (MOU) that details the agreed upon Consolidation Plan. Both Directors will work with their organizations to review and approve the MOU. [Details being finalized]

Responsibility: NCR and NRP Directors
Completion Date: May, 2010

4. The NCR Director will work with the City Human Resources Department to develop and obtain approval for the position descriptions of the neighborhood staff to be employed in the department. Positions that will be supporting NRP Phase I and II activities shall require prior NRP experience, including direct experience managing the city-level support functions needed to expend any remaining Phase I NRP funds and develop, approve, and implement Phase II NAPs.

Responsibility: NCR Director
Completion date: June, 2010

5. The NCR Director will work with the City Human Resources Department to develop a transfer approach that can be used for NRP employees who are hired by NCR and that may wish to serve in the new department. This approach must guarantee that any NRP employee hired by NCR will retain their years of service and seniority earned as NRP employees and move to a City of Minneapolis NCR position with at least the same benefits and pay as their position in NRP.

Responsibility: NCR Director
Completion date: September, 2010

6. The detail in 1 above will be reviewed by the NCR Director and the NRP Director to determine if the results warrant the detailing of a second NRP staff member. If so, and a mutually agreeable potential detailee can be identified and is willing to take the assignment, an MOU for that detail will be prepared and the additional NRP staff member will begin working with NCR.

Responsibility: NCR Director and NRP Director
Completion date: September, 2010

7. NRP and NCR will coordinate their budget submissions for 2011 to ensure that no duplications of workload, overlap in staffing, or neighborhood support gaps occur.

Responsibility: NCR Director and NRP Director
Completion date: September, 2010

8. The NRP Policy Board will approve at least 8 Phase II NAPs in 2010.

Responsibility: NRP Policy Board and staff
Completion date: December, 2010

9. The NRP Director and his management team will renegotiate existing equipment leases and minimize their terms and costs. No new leases or long term agreements for equipment will be approved by the Director.

Responsibility: NRP Director
Completion date: December, 2010

10. All Professional Services Agreements will be reviewed. Agreements will be terminated, reduced in terms of times of performance, or transferred to other organizations as appropriate.

Responsibility: NRP Director
Completion date: December, 2010

11. NRP will terminate the current MOU with DFD. NCR will take over the functions that DFD currently performs for NRP. A new MOU will be executed between NRP and NCR that identifies the services to be provided by NCR and the basis and costs to be charged to NRP.

Responsibility: NRP Director and NCR Director
Completion date: December, 2010

12. The NCR will take over the neighborhood audit support functions of NRP.

Responsibility: NCR Director
Completion date: January, 2011

13. The NCR takes over the D & O insurance functions that NRP performs for neighborhoods.

Responsibility: NCR Director
Completion date: March, 2011

14. NRP will initiate a review of the Joint Powers Agreement [Details being finalized].

Responsibility: NRP Policy Board and staff
Completion date: [Details being finalized]

15. NRP will spin off the Minneapolis and Saint Paul Home Tour as an independent organization and turn the operation of this event over to the new organization.

Responsibility: NRP Policy Board and staff
Completion date: March, 2011

16. The NCR director will fill a minimum of four permanent neighborhood support staff positions that include support for NRP Phase I and Phase II activities. [Details being finalized].

Responsibility: NCR Director
Completion Date: June, 2011

17. NRP Central Office will continue to reduce its Central Office staff in 2011. As neighborhood support staff positions are added and filled at the NCR, and as those positions provide support for neighborhood NRP activities, NRP will change its staff complement accordingly. [Details being finalized]

Responsibility: NRP Director and NRP Policy Board
Completion date: June, 2011

18. The NCR and NRP will coordinate staffing changes (upsizing and downsizing) to ensure neighborhood support capacity is maintained and administrative costs are minimized.

Responsibility: NCR and NRP Directors
Completion Date: June, 2011

19. The NRP Policy Board will approve at least 12 Phase II NAPs in 2011.

Responsibility: NRP Policy Board and staff
Completion date: December, 2011

20. Decisions will be made on the disposition of all remaining NRP equipment, including desks, furniture, partitions, computers and printers, and files.

Responsibility: NRP Director and staff
Completion date: December, 2011

21. Data needed by NRP for its PlanNet database will continue to be entered by NRP staff and/or NCR staff with neighborhood support responsibilities. The data will be reviewed by the NRP staff member responsible for PlanNet.

Responsibility: NCR Director and NRP Staff
Completion date: When 90% of the NRP balance in funds 01CNR and 01SNR as of 3/31/2010 has been expended.

22. The NRP website will be discontinued.

Responsibility: NRP Policy Board
Completion date: When 90% of the NRP balance in funds 01CNR and 01SNR as of 3/31/2010 has been expended.

23. NCR neighborhood staff will perform NRP support activities for the neighborhoods, including the development and approval of NRP Phase II Neighborhood Action Plans. Decisions regarding NRP plan approvals, implementation and contract management activities will be the responsibility of the NRP Director or designated NRP management team member. Staff working on NRP activities (in either NRP or NCR) will report to the NRP Director, or the Policy Board's designee, regarding all NRP Phase I and Phase II related activities.

Responsibility: NCR and NRP Director and NRP Staff
Completion date: [Details being finalized].

24. The future support for and residence of PlanNet will be determined.

Responsibility: NRP staff and Policy Board
Completion date: When 90% of the NRP balance in funds 01CNR and 01SNR as of 3/31/2010 has been expended.

25. The NCR director will fill additional permanent neighborhood support staff positions, based on funding and capacity needs, that include support for NRP Phase I and Phase II activities. [Details being finalized]

Responsibility: NCR Director

Completion Date: To be determined by the NCR Director and NCEC.

26. The remaining NRP positions will be vacated [Details being finalized]

Responsibility: NRP Policy Board

Completion date: [Details being finalized].

27. The NRP lease with Welsh Companies for Room 425 of the Crown Roller Mill Building will be terminated.

Responsibility: NRP Policy Board

Completion date: To be determined by the NRP Policy Board.

Note: Each activity in this plan requires the successful completion of the steps that proceed that activity. If the steps upon which the activity depends are not completed in a timely and successful manner, the timing of each succeeding step will be delayed.