

CITY OF MINNEAPOLIS
REGULATORY SERVICES
2011-2015 BUSINESS PLAN

DECEMBER 2010

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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.

CITY VALUES

- Collaborative
- Engaged
- Results-Driven
- Informed
- Accountable
- Ethical
- Inclusive
- Sustainable

DEPARTMENT VALUES

Regulatory Services uses core values as a key piece of our decision-making processes related to:

Safety – issues that can cause fatal harm to an individual.

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

Livability – issues 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 LINES

Administration and Emergency Preparedness

This business line deals with department administrative functions as well as enterprise emergency preparedness.

- **Administration**—financial management, human resources management, technology management, and business planning.
- **Emergency Preparedness**—plans, prepares, responds and recovers for and from natural and human-made disasters. This is done through an All-Hazards Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), and Pandemic Flu, Urban Area Security Initiative (UASI), and our Technical Interoperability Communications (TIC-P) plans. Along with planning, Emergency Preparedness (EP) provides the necessary training and equipment to mitigate and reduce or eliminate long-term risk to people and their property from hazards and their effects. Emergency Preparedness applies for many state and federal grants for planning, training and equipment. The department has secured approximately \$40 million in grants over the last five years.

- **Minneapolis Emergency Communications Center (MECC/911)** – receives and disseminates all requests for emergency services in a prompt and efficient manner. In addition to receiving calls placed to 911, resources are dispatched for Police, Fire and Emergency Medical Services.

Inspections Services

This business line deals with structure planning, development and compliance of applicable codes to maintain safe structures and consists of the following service activities:

- **Minneapolis Development Review**—providing efficient ways for the public to work to access 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 service related to code and ordinance requirements that ensure safe structures through plan review, construction inspections, and several programs including truth-in-housing (TISH), code compliance, and unpermitted work.
- **Housing Inspection Services**—providing quality 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.

Licensing and Environmental Services

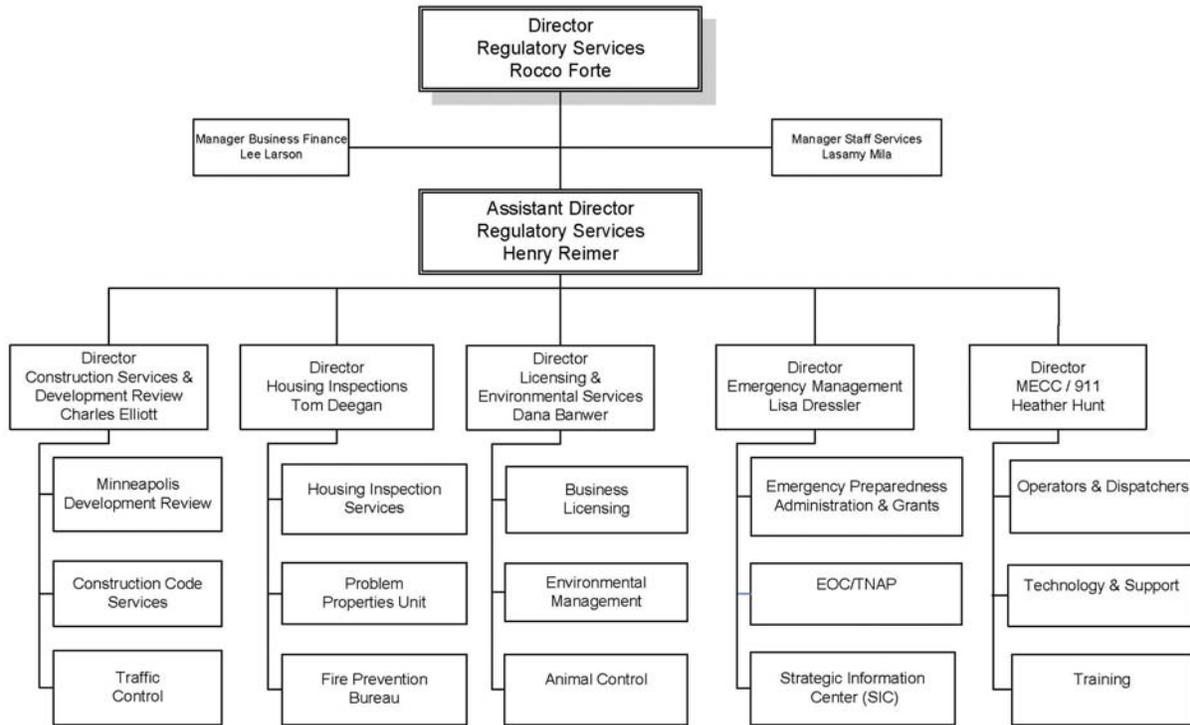
This business line deals with services, behaviors and activities, and consists of the following service activities:

- **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.
- **Traffic Control**—providing city-wide parking enforcement and traffic flow management for events and other traffic situations.

ORGANIZATION CHART

Regulatory Services

Reorganization of Upper Management
January 1, 2011



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)

GOALS, OBJECTIVES AND MEASURES TABLE

IMPACTS CITY'S SUSTAINABILITY INITIATIVE

City Goal	City Strategic Direction	Department Goal	Objective	Measures
<p>A safe place to call home</p> <p>Jobs, economic vitality</p>	<p>Healthy homes, welcoming neighborhoods</p> <p>Strong commercial corridors, thriving business corners</p>	<p>Through emergency preparedness, regulatory enforcement and education, Minneapolis properties (commercial and residential), streets and neighborhoods are safe for residents and visitors</p>	<p><i>Safety 1</i></p> <p>Neighborhoods are free of problem properties (residential and commercial)</p>	<ul style="list-style-type: none"> ▪ % reduction and emergency calls for service at problem properties ▪ Average length of time a property remains on problem properties (PPU) list ▪ # of properties maintained with zero housing code orders 12 months after PPU resolves issues ▪ % proactive inspections compared with 311 complaint level for residential properties ▪ # of properties in guided compliance program ▪ Length of time at red (hold) guided compliance status ▪ # of properties removed from guided compliance list (green status) ▪ # of police calls for service ▪ # of requests for service (RFS) for regulatory code violations

City Goal	City Strategic Direction	Department Goal	Objective	Measures
A safe place to call home			<i>Safety 2</i> Safe intersections for pedestrians, vehicles and other modes of transportation	<ul style="list-style-type: none"> ▪ # of accidents occurring at controlled intersections ▪ # of accidents downtown during events & rush-hour ▪ 90% of events, traffic clears within 30 minutes of event end ▪ 95% of evening rush-hours clear by 5:45 PM.
A safe place to call home			<i>Safety 3</i> Parking hazards are promptly ticketed and removed	<ul style="list-style-type: none"> ▪ 90% of responses meet 311 service level agreement (SLA)
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 4</i> Prepare for emergencies to minimize loss of human life, reduce injuries, property damage	<ul style="list-style-type: none"> ▪ City's Emergency Operations Plan & County All-Hazard Mitigation Plan is revised & approved on a regular cycle ▪ # of City departments with COOP plans and working on overall City Plan for approval ▪ Identify amount of funds appropriated to close gaps in training and equipment (how much equipment obtained and hours of training conducted) ▪ # of After-Action Reports (AAR) completed within one month of EOC activation (I-35W Bridge Collapse, Republican National Convention (RNC), City Hall Security Event, and 2009 tornado)

City Goal	City Strategic Direction	Department Goal	Objective	Measures
				<ul style="list-style-type: none"> ▪ # of City departments trained to appropriate level in National Incident Management System (NIMS)
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 5</i> Response will be prompt and effective in an emergency	<ul style="list-style-type: none"> ▪ # of properties inspected in a disaster ▪ Type of disaster damage ▪ # of damaged dwellings not habitable ▪ # of mass decon exercises conducted ▪ # of chemical, biological, radiological, nuclear or explosive (CBRNE) response exercises conducted ▪ Develop & maintain comprehensive list of all CBRNE/WMD (weapons of mass destruction) equipment available
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 6</i> Commercial buildings and housing stock well-maintained	<ul style="list-style-type: none"> ▪ # of properties winterized under Chapter 249 ▪ # of exterior structural violations issued on residential properties ▪ # of rental inspections and # of violations issued ▪ # of violations issued and % resolve annually ▪ # of proactive cases and # of 311 complaint-driven cases

City Goal	City Strategic Direction	Department Goal	Objective	Measures
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 7</i> Vacant properties and condemned dwellings brought up-to-code and returned to productive use or demolished	<ul style="list-style-type: none"> ▪ # of properties with restoration agreements ▪ # of residential properties on vacant boarded building (VBR) list ▪ Average length of time building is registered as vacant ▪ # of commercial properties registered at year end ▪ # of commercial properties removed from VBR ▪ # of code compliance properties ▪ # of open code compliance cases ▪ # of closed code compliance cases
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 8</i> Construction work meets requirements of building code	<ul style="list-style-type: none"> ▪ # of inspections performed ▪ # of plan reviews performed ▪ # of permits issued ▪ # of projects found with no permit ▪ Type of work being performed
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 9</i> Housing Maintenance Code enforced	<ul style="list-style-type: none"> ▪ # of conversion inspections ▪ # of change of ownership inspections ▪ # of Truth in Housing cases resolved by conversions and change of ownership inspections (from 2 bullets above) ▪ # of rental properties in first tier

City Goal	City Strategic Direction	Department Goal	Objective	Measures
				<ul style="list-style-type: none"> # of revocation actions against multi-building owners
A safe place to call home	Healthy homes, welcoming neighborhoods		<i>Safety 10</i> Dwellings offered for sale comply with requirements of truth-in-housing (TISH) program	<ul style="list-style-type: none"> # of TISH inspections performed # of properties subject to requirement.
			<i>Safety 11</i> Conveyance devices (elevators & escalators) maintained in safe operating conditions	<ul style="list-style-type: none"> # of conveyance devices inspected # of conveyance devices removed from service pending corrective measures
Livable communities, healthy lives			<i>Livability 1</i> Safe neighborhoods for people and pets	<ul style="list-style-type: none"> # of serious bites in Minneapolis 100% biannual compliance checks of all registered dangerous animals Enforcement of dog ownership restriction on violent offenders # of calls for service associated with specific properties and individuals identified by Mpls. Animal Care & Control # of investigations of animal cruelty cases # of pets kenneled for individuals in domestic violence situations
Livable communities, healthy lives 	Healthy choices are easy and economical		<i>Livability 2</i> All pets licensed in Minneapolis	<ul style="list-style-type: none"> 10-15% annual increase of number of pets licensed

City Goal	City Strategic Direction	Department Goal	Objective	Measures
Livable communities, healthy lives 	Healthy choices are easy and economical	Outdoor and indoor spaces are free of health hazards with residents making healthy choices.	<i>Health 1</i> Healthy indoor environment for children and families	<ul style="list-style-type: none"> ▪ % of homes inspected & tested for lead hazards in relation to children poisoned ▪ # of properties inspected and tested for lead hazards.
Livable communities, healthy lives 	Healthy choices are easy and economical		<i>Health 2</i> Encourage healthy choices and responsible behaviors	<ul style="list-style-type: none"> ▪ % of annual pass rate for first inspection of tobacco compliance check ▪ 95% of evening rush-hours clear by 5:45 PM
Livable communities, healthy lives 	Healthy choices are easy and economical		<i>Health 3</i> Food-borne pathogens and other environmental health hazards minimized	<ul style="list-style-type: none"> ▪ 5% annual reduction of inspections resulting in violations ▪ % reduction in improper food handler health & hygiene ▪ % reduction for improper temperature control ▪ Enact city self-audit ordinance in 2011 & establish baseline measure in 2011 ▪ % of routine food inspection reports delivered onsite, same day
Eco-focused 	Locally grown food available and chosen		<i>Health 4</i> Wholesome, locally grown foods available to city residents	<ul style="list-style-type: none"> ▪ # of permits for raising animals for agricultural purposes ▪ # of inspections of permits related to agricultural animals for compliance with animal care requirements ▪ # of violations for staple foods

City Goal	City Strategic Direction	Department Goal	Objective	Measures
Eco-focused 	Clean, renewable energy sources successfully integrated	.	<i>Health 5</i> Clean, healthy natural environment (air, soil, water) free of environmental hazards and pollution	<ul style="list-style-type: none"> ▪ # open erosion control permits and # of violations /violators per year ▪ # of drainage complaints # resolved ▪ # of initiatives developed in conjunction with environmental partners
Livable communities, healthy lives 	Healthy choices are easy and economical	Minneapolis is considered a livable and inviting community to residents and visitors alike.	<i>Livability 3</i> Environmental nuisances (noise, odor) are minimized	<ul style="list-style-type: none"> ▪ # of citations for nuisance violations ▪ # of nuisance complaints ▪ # of education contacts (letters, meetings) related to nuisance conditions
Healthy choices are easy and economical	Infrastructure — streets, bridges, sidewalks, sewers, bike lanes & paths — well-managed and maintained		<i>Livability 4</i> Keep parking available to residents and businesses	<ul style="list-style-type: none"> ▪ # of citations for critical parking and limited time parking zones monthly and annually
Livable communities, healthy lives	High-quality, affordable housing for all ages and stages in every neighborhood		<i>Livability 5</i> Neighborhoods are clean and well-maintained	<ul style="list-style-type: none"> ▪ # of violations identified through the proactive sweeping of neighborhoods done by Housing Inspectors and interns ▪ % of 311 nuisance type complaints responded to within the required timelines ▪ # of license revocation based on excessive nuisance contractor abatement ▪ # of renewal inspections of businesses conducted

City Goal	City Strategic Direction	Department Goal	Objective	Measures
				<ul style="list-style-type: none"> ▪ # of litter orders issued to businesses ▪ # of 311 litter complaints at businesses received ▪ Meet 311 Service Level Agreements (SLA) 95% of time on abandoned vehicles on street ▪ % of abandoned vehicles towed within contract timeframes.
<p>A safe place to call home</p> 	<p>Healthy homes, welcoming neighborhoods</p>		<p><i>Livability 6</i> Airport noise zone dwellings experience reduced airport noise</p>	<ul style="list-style-type: none"> ▪ # of Metropolitan Airport Commission (MAC) program inspections performed ▪ # of permits issued. ▪ # of complaints on airport noise
<p>Eco-focused</p> 	<p>Use less energy, produce less waste. Clean, renewable energy sources successfully integrated</p>		<p><i>Livability 7</i> Environmentally responsible construction and deconstruction methods supported</p>	<ul style="list-style-type: none"> ▪ Amount of construction material (by weight) that is not land-filled (for 249 demolitions) ▪ # of properties demolished using new GREEN demo spec. ▪ # of projects utilizing environmentally responsible construction methods ▪ Types of projects in program
<p>A city that works</p> <p>Jobs & economic vitality</p> 	<p>Transparency, accountability and fairness are our hallmarks</p> <p>Optimal use of technology and wireless capacity</p>	<p>Regulatory Services is continually seeking means to improve our employees and the delivery of services to our customers.</p>	<p><i>Accountability 1</i> Business practices for licensing, permitting and inspections are streamlined and standardized</p>	<ul style="list-style-type: none"> ▪ # of mechanical contractors signed up for online permitting ▪ Increase the number of online permitting users with various promotional techniques

City Goal	City Strategic Direction	Department Goal	Objective	Measures
	<p>Businesses — big and small — start here, stay here, thrive here</p> <p>Strong commercial corridors, thriving business corners</p> <p>21st century government: collaborative, efficient and reform-minded</p>			<ul style="list-style-type: none"> ▪ % of submittal types using electronic plan submittal ▪ Monitor review timelines of electronic plan submittal ▪ Increase number of Regulatory Services and inter-departmental transactions taken in at the MDR permit counter ▪ Increase percentage of “excellent” responses from customers via customer comment cards ▪ % of annual pass rate for youth alcohol compliance inspections ▪ % of annual pass rate of first vehicle inspections ▪ % of annual pass rate of second vehicle inspections ▪ % of annual out-of-service rate of first vehicle inspections ▪ % of annual out-of-service rate of second vehicle inspections ▪ # of licensed mobile vehicles inspected annually
A city that works	Optimal use of technology and wireless capacity		<i>Accountability 2</i> Efficient and full cost recovery methods developed and used	<ul style="list-style-type: none"> ▪ # of director orders of non-compliance for un-paid administrative fines and re-inspection fee charges

City Goal	City Strategic Direction	Department Goal	Objective	Measures
				<ul style="list-style-type: none"> ▪ # of administrative citation issued for both rental and owner occupied ▪ # of unlicensed rental properties identified ▪ % of annual uncollected fines and fees ▪ # of requests for service issued regarding uncollected fines and fees ▪ Establish baseline from first download and improve percentage of tickets showing "no payment required" coding ▪ Track revenue collected for Traffic Control services by month and year
<p>A city that works</p>	<p>City employees high-performing, engaged and empowered</p> <p>Transparency, accountability and fairness are our hallmarks</p>		<p><i>Accountability 3</i> Customers are educated about requirements and regulatory processes</p>	<ul style="list-style-type: none"> ▪ # of Speakers Programs on Mpls. Development Review web site ▪ # of community outreach initiatives with emphasis on role and services provided at MDR service center ▪ # of website hits for business licensing-related website ▪ # of new Business License information brochures (BLIPs) produced annually to advise businesses of requirements

City Goal	City Strategic Direction	Department Goal	Objective	Measures
A city that works	Transparency, accountability and fairness are our hallmarks		<i>Accountability 4</i> Business practices for licensing, permitting & inspections are streamlined and standardized	<ul style="list-style-type: none"> ▪ # of hours worked after hours and weekend

MEASURES, DATA AND TARGETS TABLE

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
Animal Control							
Decrease # of serious bites in Minneapolis	N/A	N/A	113	74	60	79	50
100% biannual compliance checks of all registered dangerous animals	N/A	N/A	N/A	90%	100%	95%	100%
Enforce animal ownership restriction on violent offenders	N/A	N/A	N/A	Ordinance passed	8	12	20
Reduce # of calls for service associated with specific properties and individuals identified by MACC	N/A	N/A	N/A	N/A	Develop List for 2011	N/A	50%
# of investigations of animal cruelty cases	N/A	N/A	N/A	N/A	Program starts in 2010	8 Felony 5 Misdemeanor	12 Felony 20 Misdemeanor
# of pets kenneled for individuals in domestic violence situations	N/A	N/A	N/A	N/A	Program starts in 2010	1	12
# of permits for raising animals for agricultural purposes	N/A	46	80	120	170	219	300
# of inspections of permits related to agricultural animals to ensure compliance with animal care requirements	N/A	N/A	N/A	50	170	179	300
# of pets licensed (each year includes lifetime licenses sold in prior years)	13,796	8,739	10,714	11,000	12,100	12,829	19,000

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
Business Licensing							
# of RFS for regulatory code violations	1603	1721	2266	2914	2400	2403	2000
% of annual pass rate for first inspection of tobacco compliance checks	N/A	79%	88%	92%	90%	90.2%	90%
# of RFS violations for staple foods	N/A	N/A	12	19	10	11	4
# of renewal inspections of businesses conducted	N/A	93	968	1971	4000	4072	4100
# of litter orders issued to businesses	200	117	111	131	100	87	110
% of annual pass rate for youth alcohol compliance inspections	73%	73%	78%	79%	80%	87%	85%
% of annual pass rate of first vehicle inspections	N/A	N/A	26%	30%	35%	21%	65%
% of annual pass rate of second vehicle inspections	N/A	N/A	67%	62%	70%	68%	90%
% of annual out-of-service rate of first vehicle inspections	N/A	N/A	15%	24%	15%	30%	5%
# of licensed mobile vehicles inspected annually	15	15	16	19	30	47	55
# of RFSs issued regarding uncollected fines and fees	88	109	347	242	500	471	400
# of website hits for business licensing-related website	N/A	N/A	76,928	87,042	94,000	97,801	125,000

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
# of new BLIPs produced annually to advise businesses	0	0	2	18	4	7	12
# of hours worked after hours and weekend	N/A	N/A	N/A	N/A	672	848	800
# of false burglar alarm cases annually	9754	8984	8067	7030	6500	5535	5000
False burglar alarm fees collected annually	\$421,335	\$425,640	\$590,105	\$474,085	\$450,000	\$370,860	\$350,000
Construction Code Services							
# of exterior maintenance properties inspected	N/A	N/A	N/A	N/A	600	486	1,200
# of Code Compliance Properties	140	190	322	211	200	223	150
# of plan reviews performed	5,985	5,874	5,711	5,824	5,800)	6248	6,000
# Permits issued	31,599	30,520	30,867	34,309	35,000	28,540	36,000
# of inspections performed	74,963	76,991	72,710	79,922	73,000	56,197	75,000
# of TISH cases	8,229	4,752	6,190	6,457	6,200	5,040	7,000
# of conveyance devices inspected	N/A	N/A	N/A	N/A	1,800	1,946	3,500
Emergency Preparedness							
# of city departments with COOP plans and working on overall city plan for approval	N/A	N/A	N/A	100%	100%	100%	100%
\$ appropriated to close gaps in training	N/A	N/A	N/A	TNAP Initiated	\$1.3M	\$1.3M	Based on gap analysis
\$ appropriated to purchase equipment	N/A	N/A	\$1.4M	\$1.4M	\$1.4M	\$1.4	\$2M
# of emergency management training classes conducted	N/A	N/A	N/A	Based on gap analysis	6	Based on gap analysis	40 classes per year

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
# of exercises (full-scale, functional, table top) conducted	N/A	N/A	N/A	N/A	4	3	4
# of After Action Reports (AAR) completed within one month of EOC activation (I-35W bridge collapse, Republican National Convention (RNC), City Hall security event, and 2009 tornado, NECP Goal 1, MPD-Target Exercise)	0	1	1	2	4	3	4
Disaster events (response by CCS inspection staff)	Tornado Rogers	Flood Rushford	Tornado Hugo	Tornado Minneapolis	N/A	Flood / Tornado Owatonna & Wadena	Dependent on emergency events
Structures Inspected due to disaster events (response by CCS inspection staff)	N/A	N/A	125	450	N/A	135 (O) 260 (W)	Dependent on emergency events
Environmental Services							
PCAB Revenue	\$768,442	\$888,260	\$207,531	\$1,226,659	\$1,390,400	\$1,384,185	\$1,519,327 (dependent on 3% annual increase)
PCAB Inspections	N/A	18	164	600	1,400	985	1,600
# of total inspections (Equal # of FTEs through 2010)	N/A	2,099	2,585	2,984	5,200	3735	6,000
# of Permits issued including After Hours and Amplified Sound, Well, Tank, Discharge Permits issued	N/A	762	860	717	875	836	950

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
# of erosion control permit inspections	N/A	15	497	516	1,400	1207	1750
# of citations for nuisance violations	N/A	42	163	84	110	104	125
Food Safety / Environmental Health							
# of food workers trained	N/A	N/A	1,600	310	355	380	400
# of Farmers Markets	N/A	N/A	7	8	11	11	16
# of Mini-Markets	N/A	N/A	4	10	24	32	30
Increase # of local farmers selling locally-grown foods at city's markets	N/A	N/A	N/A	N/A	450	452	475
Housing Inspection Services							
# housing violation issued and % of violation resolved	N/A	79%	72%	76%	75%	60%	76%
# of proactive housing inspection cases	N/A	37,124	33,027	38,677	35,000	33,364	35,000
# of 311 housing complaint cases	N/A	14,832	14,739	13,302	13,000	11,155	13,000
# of housing inspections (in thousands)	105,000	106,000	92,000	104,000	105,000	84,878	105,000
# of rental properties inspected	8,320	7,541	7,325	8,243	7,400	7,335	7,400
# of rental properties violations written	31,463	28,948	28,261	34,559	30,000	32,871	30,000
# of rental license revocation actions initiated for all standards	32	69	73	102	90	125	90
Rental license revocation actions initiated with multi-building owners (# of buildings)	N/A	N/A	N/A	N/A	20	19	20

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
# of conversion buildings	N/A	N/A	764 (Mar. 2008)	790	650	557	550
# of change of ownership buildings	N/A	N/A	N/A	259 (June 2009)	700	586	600
# of truth & housing compliance during conversion or change of ownership inspections	N/A	N/A	N/A	181	250	216	250
% of proactive inspections compared with 311 complaint level for residential properties	N/A	60%	55%	66%	60%	75%	60%
# of violations identified through proactive sweeping of neighborhoods done by housing inspectors and interns	31,295	23,412	20,458	24,595	20,000	26,637	23,000
# of admin cites issued for both rental and owner occupied	4,205	7,430	4,361	4,949	4,500	3,709	4,500
# of unlicensed rental properties identified & # of enforcement actions for properties with expired licenses	N/A	N/A	N/a	1,778	1,300	1,003	1,000
% of BPI recommendations implemented	N/A	N/A	50%	75%	85%	98%	100%
3 rd tier insp. Annually (new in 2011)	N/A	N/a	N/a	N/A	(400 in 2011)	New	400

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
Lead / Healthy Homes							
% of homes inspected and tested for lead hazards in relation to children poisoned	43%	51%	82%	100%	100%	95%	100%
# of properties inspected and tested for lead hazards	N/A	80	136	157	190	180	40
Minneapolis Development Review							
# of mechanical contractors signed up for online permitting – 480 mechanical contractors currently*	N/A	N/A	N/A	N/A	N/A	0	150
# of online users with various promotions techniques (including mechanical contractors)*	N/A	N/A	N/A	N/A	2,750 Online mechanical permitting is proposed for implementation in Q1 of 2011. We will not make this target.	524 new users	3,000
% of excellent response with customer survey	N/A	59%	67%	67%	70%	71%	70%
# of properties in guided compliance program	N/A	N/A	N/A	9	15	15	5
# of properties removed from guided compliance program (green status)	N/A	N/A	N/A	0	1	1	5
Increase # of speakers programs on MDR website\	N/A	N/A	N/A	4	8	7	10

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
Problem Properties Unit							
% reduction of police and emergency calls for service at problem properties	37%	34%	51%	39%	50%	46%	60%
Average time property remains on PPU list	12 Months	9 Months	13 Months	14 Months	13 Months	12 months	6 Months
% Properties with less than 5 violations within 1 year leaving PPU program.	62%	70%	80%	81%	80%	75%	80%
% of properties with 0 open housing code orders 12 months after PPU closed case	92%	90%	96%	96%	96%	97%	96%
# of Winterization Orders issued	N/A	N/A	N/A	19	30	28	70
# of properties winterized under Chapter 249	N/A	N/A	N/A	11	20	18	50
# of restoration agreements signed	6	5	9	45	100	110	45
# of Directors Orders to Demolish sent.	61	62	146	100	66	77	20
Average time property registered as vacant	17 months	13 months	13 months	16 months	16 months	18.5 months	16 months
# of residential buildings registered as vacant year end	377	788	857	833	750	729	500
# of residential buildings removed from VBR	149	199	509	563	500	410	200
# of commercial properties registered as vacant at year end	N/A	N/A	N/A	17	30	31	40

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
# of commercial properties removed from VBR	N/A	N/A	N/A	0	5	6	10
# of properties demolished using new GREEN demo specs	N/A	N/A	N/A	53	65	57	25
Traffic Control							
# of parking citations written	217,872	221,979	229,624	219,689	237,026	206,156	255,000
Parking citation revenue collected	\$4.7M	\$4.8M	\$4.8M	\$4.6M	\$4.9M	\$3.9M	\$5.6M
# of hours of traffic control service provided	9,270	12,456	12,866	12,807	10,600	5,830	11,000
% of parking complaint SR's meet 311 SLA	77%	79%	82%	79%	90%	89.4%	90%
# of citations for critical parking & limited time parking zones	18,149	17,939	17,184	18,000	19,000	15,498	20,000
% of abandoned vehicles SR's meet 311 SLA	90%	96%	49%	91%	95%	98.5%	95%
# of events downtown	N/A	N/A	N/A	N/A	Set Baseline	154	160
% of evening rush-hours clear by 5:45 PM	N/A	N/A	N/A	N/A	95%	96%	95%
\$ collected for traffic control	\$21,038	\$3,028	\$72,184	\$49,925	\$60,000	\$35,067	\$60,000
New program: % payment received for administrative citations					65%	67%	75%

Measure Name	2006	2007	2008	2009	2010 Target	2010 YTD 9/30/10	2014 Target
911 / Emergency Communications							
911 answer time – National benchmark is 90% in less than 10 seconds	85%	80%	84%	90%	95%	90%	90%
911 Police pending time (seconds)	178	190	109	84	70	74	70
911 Fire pending time (seconds)	N/A	20.50	20.25	19.25	18	18.6	18
Complaints received/sustained	84/46	75/34	65/38	38/20	30/15	29/21	10/5
Abandoned calls	10%	10.9%	11.3%	13.75%	< 10%	12.88%	< 8%
Cost per contact (calls received divided by operating budget; assumption that call volume remains static)	\$10.71	\$10.26	\$11.63	\$13.52	\$14.32	\$14.62	\$15.16

HOW ARE WE GOING TO GET THERE?

REGULATORY SERVICES KEY INITIATIVES

The key initiatives listed in the following chart are the work plan for the department. Each initiative has a brief description, a priority level, and progress is indicated using the APIE planning model. The chart also indicates how the initiative relates to City and department goals, and if there is an impact on the city's sustainability goals.

City Goals

1. A safe place to call home
2. Jobs and economic vitality
3. Livable communities, healthy lives
4. Many people, one Minneapolis
5. Eco-focused
6. A city that works

Department Goals

- A. Safety
- B. Health
- C. Livability
- D. Accountability

Sustainability Goals

 Indicates impact on sustainability goals

 Indicates association with new land management technology project

APIE Planning Model =
Analyze, Plan, Implement & Evaluate

City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
Administration				
1	6	D	Very High	<p>Regulatory Services Aide – Feeder Position</p> <p>Peak processing occurs during summer and fall months simultaneously throughout department and volume of work goes beyond current FTE capacity. Establishing a pool of cross-trained support staff hat can assist all units in department as necessary with annual billings and processing of administrative citations</p> <p><u>Project Managers:</u> Rocco Forté , Henry Reimer Burt Osborne, Lasamy Mila</p> <p><u>Progress made:</u></p> <p>A – Complete</p> <p>P – Complete</p> <p>I – Pool of support staff established & procedures distributed</p> <p>E – Pending implementation</p>
2	4	D	High	<p>Communications Planning</p> <p>Regulatory Services and Emergency Preparedness to identify strategies to promote departmental initiatives and educate policy makers and the public on what we do.</p> <p><u>Project Managers:</u> Noah Schuchman</p> <p><u>Progress made:</u></p> <p>A – Complete</p> <p>P – Complete</p> <p>I – 4th quarter 2010 – 1st quarter 2011</p> <p>E – 2nd quarter 2011</p>

City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
3	6	D	High	<p>Performance Management</p> <p>Develop performance management standards & systems for all Regulatory Services management team & Business Licensing utilizing new program tools in cooperation with Human Resources.</p> <p><u>Project Managers:</u> Linda Roberts, Rocco Forte</p> <p><u>Progress made:</u></p> <p>A – 1st quarter 2011 P – 2nd quarter 2011 I – 4th quarter 2011 E – 1st quarter 2012</p>
Inspections				
4	1	A-B-C-D	High	<p>Housing & Fire Department Systematic Tier Approach for Rental Licensing Inspections</p> <p><u>Project Managers:</u> Janine Atchison, JoAnn Velde, Tom Deegan, Henry Reimer</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – 2nd quarter 2011 E – 2012</p>
5	6	C	Low	<p>Housing Business Process Improvement, Administrative Citations for Exterior Structural Housing Code Violations</p> <p>Update to include Section 8 portion</p> <p><u>Project Managers:</u> Angela Hugen, Robin Utto, JoAnn Velde</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – Complete E – 1st quarter 2011</p>
6	1 3	A-C	Medium	<p>Vacant Commercial Building Registration Program</p> <p>The implementation of this program will require coordination with CPED and Fire</p> <p><u>Project Managers:</u> Tom Deegan</p> <p><u>Progress made:</u></p> <p>A – 1st quarter 2011 P – 2nd quarter 2011 I – 3rd quarter 2011 E – 1st quarter 2012</p>

	City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
7	3 5	C		Medium	<p>Energy Efficiency in Residential Properties / Healthy Homes</p> <p>Identify regulatory mechanisms to improve energy efficiency and health in buildings that do not meet the 2009 State Energy Code</p> <p><u>Project Managers:</u> Daniel Huff</p> <p>A – Complete P – Complete I – 1st quarter 2012 E – 2nd & 3rd quarters 2011</p>
8	6	D		Medium	<p>Revise Ordinance Chapters 85 and 89</p> <p>These chapters contain the majority of the building code information. The organization and content of the information is outdated and will be revised and reorganized. Chapter 87 may also be included in this initiative.</p> <p><u>Project Manager:</u> Steve Hanson, Pat Higgins</p> <p><u>Progress made:</u></p> <p>A – Complete P – 1st quarter 2011 I – E –</p>
Operations, Licensing & Environmental Services					
9	3	B – C		Medium	<p>Increase Number of Pet Licenses</p> <p><u>Project Managers:</u> Dan Niziolek</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – In progress E – Spring 2011</p>
10	6	D		Medium	<p>FOG – Fats, Oils and Grease</p> <p>Work with Public Works on a different approach for partnership on the issues of FOG clogging sanitary sewer lines.</p> <p><u>Project Managers:</u> Lisa Smestad</p> <p><u>Progress made:</u></p> <p>A – January 2011 P – February 2011 I – March 2011 E – December 2011</p>

City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
11	5	C-D	 Medium	<p>Drainage / Soil / Erosion</p> <p>Currently Regulatory Services and Public Works share responsibilities for permitting, tracking & inspecting erosion control sites. This initiative will develop a process to ensure consistency in how permits are reviewed and enforced.</p> <p><u>Project Managers:</u> Burt Osborne, Dan Huff, Dan Callahan, Arvella Greenway, Patrick Hanlon</p> <p><u>Progress made:</u></p> <p>A – Complete P – In progress I – 2011 E – 2012</p>
12	3	B	 High	<p>Future of Lead Program in 2012</p> <p>As the number of poisoned children in Minneapolis continues to fall, what role should the Healthy Homes & Lead Hazard Control Program play in the housing stock of Minneapolis and what role will grant funding play? The right-size unit in 2012 will be determined.</p> <p><u>Project Manager:</u> Lisa Smestad</p> <p><u>Progress made:</u></p> <p>A – 2nd quarter 2011 P – 3rd quarter 2011 I – January 2012 E – 2nd quarter 2012</p>
13	1	A	 Medium	<p>Animal Incident Response (AIR)</p> <p><u>Project Managers:</u> Burt Osborne, Dan Niziolek, Lori Olson</p> <p>Owners of animals that show aggression or negative behavior are often involved in other behaviors that negatively impact the livability of neighborhoods. In response, Animal Care and Control will initiate a case management approach to animal incidents that involve an animal that has been declared dangerous or potentially dangerous or has received a destruct order, and all animal abuse cases. Special attention will be placed on issues of domestic violence.</p> <p><u>Progress made:</u> This initiative on hold due to budget restrictions.</p> <p>A – Complete P – Ongoing I – Winter 2010 E – Fall 2011</p>

	City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
14	2 3 5	B-C		High	<p>HomeGrown Minneapolis</p> <p>Homegrown Minneapolis is a major initiative in the City of Minneapolis to improve the growth, sales, distribution, and consumption of healthy, locally grown foods within the city.</p> <p><u>Project Managers:</u> Lori Olson, Tim Jenkins</p> <p><u>Progress made:</u></p> <p>A – Complete P – In progress I – 2011 E – 2012</p>
15	2 1	A-C		High	<p>Entertainment Districts Management</p> <p>Comprehensive review of issues related to the City's entertainment districts in an effort of collaboratively implemented remedies to mitigate their impacts on the community and City resources.</p> <p><u>Project Manager:</u> Linda Roberts</p> <p><u>Progress made:</u></p> <p>A – 1st quarter 2010 P – 3rd – 4th quarters 2010 I – 1st – 2nd quarters 2011 E – 4th quarter 2011</p>
Traffic Control					
16	6	D		High	<p>Administrative Citations Pilot – Traffic Control</p> <p>This is a pilot project for enforcing parking code violations to increase compliance/payment, reduce appeals/dismissals and improve collections.</p> <p><u>Project Managers:</u> Burt Osborne, Patti Rasmussen, Clara Schmit-Gonzalez, Jeffrey Miller</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – In progress E – 1st quarter 2011</p>

	City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
17	6	D		High	<p>Replacement of AutoCite Ticketing Device</p> <p>The AutoCite handheld ticketing devices used by Traffic Control Agents are almost 11 years old and are in need of replacement. The newer handheld ticket writers are more efficient, easier to use and web-enabled to ensure real-time information.</p> <p><u>Project Managers:</u> Burt Osborne, Patti Rasmussen, Clara Schmit-Gonzalez, Jeffrey Miller</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – In progress E – In progress</p>
18	6	D		Low	<p>New License Plate Recognition (LPR) Units</p> <p>This will be part of the 5-year camera management plan at the EOTF.</p> <p><u>Project Managers:</u> Lisa Dressler, Rocco Forte</p> <p><u>Progress made:</u></p> <p>A – 1st quarter 2011 P – 1st & 2nd quarters 2011 I – E –</p>
19	6	D		Medium	<p>Develop more robust tracking/performance measure applications for collection of revenues and tracking of dismissals or appeals by Hearing Officers/State</p> <p><u>Project Managers:</u> Burt Osborne, Patti Rasmussen, Clara Schmit-Gonzalez, Jeffrey Miller, Beth Held</p> <p><u>Progress made:</u></p> <p>A – In progress P – I – E –</p>
20	6	D		Medium	<p>Renew/Amend Ordinances related to Traffic Control administration and enforcement</p> <p><u>Project Managers:</u> Burt Osborne, Clara Schmit-Gonzalez</p> <p><u>Progress made:</u></p> <p>A – Complete P – Complete I – In progress E – Ongoing</p>

	City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
21	6	D		Medium	<p>Misuse of Disability Parking Certificate</p> <p>Investigate a collaborative effort with the MN Council on Disabilities, League of MN Cities, the Association of Metropolitan Municipalities and others to see what legislative changes could be made to curb the misuse and enhance enforcement efforts related to abuse.</p> <p><u>Project Managers:</u> Clara Schmit-Gonzalez</p> <p><u>Progress made:</u></p> <p>A – 3rd & 4th quarter 2010</p> <p>P – 1st & 2nd quarter 2011</p> <p>I – 2011 - 2012</p> <p>E – 2012</p>
911 / Emergency Communications					
22	1	A-D		High	<p>Benchmark call times</p> <p><u>Project Managers:</u> Heather Hunt, Christine McPherson</p> <p><u>Progress made:</u></p> <p>A – 4th quarter 2010 & 1st quarter 2011</p> <p>P – 2nd & 3rd quarter 2011</p> <p>I – 2011 for 2012 budget planning</p> <p>E – 2012</p>
23	1	A		High	<p>911 Training Initiative (TNAP) Phase I</p> <p><u>Project Managers:</u> LaVae Robinson, John Freutel</p> <p>A – Completed (phase I)</p> <p>P – In Progress 4th Quarter 2010</p> <p>I – 2011</p> <p>E – Ongoing</p>
24	1	A, D		Medium	<p>First Watch Dashboard</p> <p><u>Project Managers:</u> Heather Hunt</p> <p>A – Completed</p> <p>P – In progress 4th Quarter 2010</p> <p>I – 4th quarter 2011</p> <p>E – 2012</p>

City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
25				<p>Surge Capacity for 911</p> <ol style="list-style-type: none"> 1. Train calltakers to be dispatch backups on an as-needed basis for a shift only 2. Triage calls into urgent, medium and low 3. Train 311 calltakers to take the low priority calls <p><u>Project Manager:</u> Heather Hunt</p> <p><u>Progress Made</u></p> <p>A –</p> <p>P –</p> <p>I –</p> <p>E –</p>
26			High	<p>Re-Organizational Structure and Reporting System</p> <p><u>Project Manager:</u> Thomas Deegan)</p> <p>The Fire Prevention Bureau (FPB) is scheduled to move to Regulatory Services beginning January 1, 2011. A new organizational chart, structure & reporting system need to be developed and communicated prior to January 1. A proposed staffing model for service delivery will be determined and mapped. KIVA resources for making these changes need to be identified and added to the request list.</p> <p>Progress made: New Housing Director has been meeting regularly with FPB managers and staff to discuss changes and confirm reporting structures. Organizational charts have been drafted for review by upper management. A prioritized list of tasks associated with the transition has been developed with timelines/responsibilities assigned.</p> <p>A – 4th Quarter 2010</p> <p>P – 4th Quarter 2010</p> <p>I - 1st Quarter 2011</p> <p>E – 1st Quarter 2011 and ongoing</p>

City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
27			High	<p>Standardize Templates and Checklists used by Fire to conduct assigned inspections</p> <p><u>Project Manager(s):</u> Thomas Deegan, Gordon Bates</p> <p>As part of the transfer of the Fire Prevention Bureau to Regulatory Services, the FPB staff and Problem Properties Unit team will develop templates and checklists based on occupancy types. All standardized templates and checklists will be available electronically. Inspection results data will be integrated into KIVA or tracked using a separate data tracking system. Standardizing templates and checklists will also facilitate comparable reporting systems between the Fire and Regulatory Services departments.</p> <p>Progress made: Staff has identified occupancy types; selected a preliminary template/format and begun work on inserting code information.</p> <p>A – 4th Quarter 2010 P – 4th Quarter 2010 I – 1st Quarter of 2011 E – 2nd or 3rd Quarter of 2011</p>
28			High	<p>Identify, Review & Analyze Permits, Fees and Revenue Sources in FPB</p> <p><u>Project Manager(s):</u> Thomas Deegan, Lee Larson, Kellie Jones</p> <p>FPB administers several key permits and programs including (but not limited to):</p> <ul style="list-style-type: none"> - Hazardous Material Permits - Special Events permits (including pyrotechnics and other hazardous events) - Fire Safety system permits - Hazardous materials tank removal - Kitchen exhaust system cleaning permits - Commercial Registration/inspection permits <p>These permits are managed by a number of people and tracked using a variety of tools. The task requires identifying all of the permits/revenue streams and ensuring that any coding strings are revised to ensure Regulatory Services coding is attached. This includes review of fee codes being used in KIVA; direct deposits made to treasury and permits entered using COMPASS.</p> <p>Progress made: Staff has met and identified all fee codes in KIVA that will need to be adjusted and a plan is in place to make changes by January 1. Preliminary review of other permits and accounting systems is underway.</p> <p>A – 4th Quarter 2010 P - 4th Quarter 2010 I - 1st Quarter 2011 E – Ongoing after 1st Quarter 2011</p>

	City Goal	Regulatory Services Goal	Sustainability Goal / New Land Mgmt Project	Priority	Description, Project Manager and Progress
29		D		High	<p>Space allocations and File Management Integration of FPB staff & functions</p> <p><u>Project Manager:</u> Thomas Deegan</p> <p>13 staff people and 17 large file cabinets will need to be located in Regulatory Services office space. Integrating the people and files will require an over-all master plan that takes into account job duties (time in the office) access to files and computers and need to interact with other FPB staff and Housing inspectors. The work will also include reviewing file retention requirements and whether or not it is feasible to consolidate FPB files with other structure based files.</p> <p><u>Progress made:</u> A preliminary floor plan that includes space for FPB on 3rd and 4th Floor has been drafted; additional work and analysis is required. Budget and available space are key factors.</p> <p>A – 4th Quarter 2010 P - 1st Quarter 2011 I – 2nd Quarter 2011 E – 2nd Quarter 2011 and ongoing</p>

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

FINANCE PLAN

Financial Patterns

Regulatory Services & Emergency Preparedness have conducted an analysis into historical data and prior finance plans. As a result of that analysis, the following are the five prioritized financial objectives for the department for 2011-2015.

Financial Objectives

Priority	Financial Objective	Planned Actions
1	General Fund Continue to manage General Fund resources such as that the annual revenue budget is met or exceeded by actual revenues, and that the annual expense budget is not exceeded. Maintain an updated contingency plan at all times to implement when needed. Continue to reallocate services when appropriate based on business need and revenue status. Continue to manage unfunded mandates.	<ul style="list-style-type: none"> • Continue to focus on achieving reasonable and understood revenue and expense budgets, using cost-recovery models to the extent possible. • Continue to request that either fee increases as needed to comply with the annual revenue budget will be approved or the revenue budget be decreased accordingly. • Shift funding to enterprise land management system when possible. • Continue to review for efficiencies.
2	Revolving and Grant Funds Manage non-General Fund resources to comply with all funding requirements. <ul style="list-style-type: none"> • For grants, expend all available grants on eligible items, including administration to the extent allowable, so that no funding is left unspent at the end of the grant. • For the revolving fund, spend only revenues that are actually received for allowable items while maintaining at least a 15% reserve balance. 	<ul style="list-style-type: none"> • Continue to request that General Fund matches to grant funds remain available. Grants that require matches where matches are removed can't be expended. • Continue discussions with Finance to ensure overheads associated with Grants and the Revolving Fund will not be excessive. • Shift funding to enterprise land management system when possible. • Continue to review for efficiencies.
3	Support Continue to provide quality administrative support within budget for the following: <ul style="list-style-type: none"> • Technology • Training • Equipment • Fleet and parking • Office space 	<ul style="list-style-type: none"> • Continue to assess these areas to be sure they are cost-effective and available to meet the business needs of the department. Strive for flexibility and consistent processes across divisions where possible.
4	Revenues <ul style="list-style-type: none"> • Continue to review fees to ensure they keep up with the cost of providing service. Consider if the service needs to continue. Request changes when needed. • Continue to fund e-payment initiatives when possible to improve customer services so that payments to the City can be made as simply as 	<ul style="list-style-type: none"> • Continue to request that either fee increases as needed to match the cost of service will be approved or the revenue budget be decreased accordingly. • Continue to request that BIS support these initiatives and approach them using an enterprise model.

Priority	Financial Objective	Planned Actions
	possible, while retaining security and minimizing administrative support.	
5	Continue to attempt to control expenses and limit increases to the extent reasonable. These include the following: <ul style="list-style-type: none"> • Internal services • Union contract increases • Vendor payments 	<ul style="list-style-type: none"> • Continue to analyze these items as they occur for financial impact. • Continue to insist that internal service costs not be unreasonably allocated to the department • Continue to coach other departments so that their expenses are managed adequately, especially when they are passed onto Regulatory Services. • Continue to insist that union contracts not be increased without department input. • Continue to insist that policies not be approved that have a negative financial impact on departments. • Continue to insist that contracts not be approved that pass costs on to other departments without their approval.

Lessons Learned

Regulatory Services & Emergency Preparedness have analyzed the lessons learned from reviewing the last five years of financial activities. Here are the top three lessons learned:

- Internal services are increasing, often beyond the control of the department. Internal services must be closely monitored.
- Fees are not necessarily increased when the budget increases. The budget and fee increases must be closer aligned.
- Budget planning is an important tool in keeping a balanced budget during the year. Division directors must understand their revenue and expense budgets and be committed to stay within budget. Flexibility must remain available for those situations where it is impossible.

Creative Reallocation

Regulatory Services & Emergency Preparedness have analyzed the possibilities for change in the department and have identified the following five prioritized financial objectives:

Priority	Financial Objective	Planned Actions
1	BIS Services: Consider alternative approaches to using BIS as the provider of mandated technology services. Determine if lower cost, higher quality services are available from other jurisdictions or contractors. Strategize on how to shift services away from BIS to try out other options.	<ul style="list-style-type: none"> • Retain service from those BIS areas which provide low cost, high quality service. • Request BIS support of a healthy competition.
2	Land Management System:	<ul style="list-style-type: none"> • Continue to move forward with

	Continue funding the enterprise land management system project so that capital funding is not needed.	project and using the funding tools as have been established.
3	On-Line Payments: Consider using PayPal or other e-payment service to allow customers to make on-line payments. Compare the cost and the administration needed against the cost of the BIS project.	<ul style="list-style-type: none"> • Request BIS support for using PayPal or other e-payment service.
4	Traffic Control Revenues: Strategize and implement methods to reduce waivers by State hearing officers. Explore using administrative citations for Traffic Control to avoid the increasing percentage of Court waivers and the fee cuts taken by other jurisdictions.	<ul style="list-style-type: none"> • Request funding to allow start-up, plus ongoing costs of such a system.
5	Fund Shifts Consider shifting Traffic Control into Parking Fund to allow all parking areas to be funded jointly. Continue to shift to revolving fund when possible.	<ul style="list-style-type: none"> • Determine if Parking Fund is in a strong financial condition before moving forward on that shift. • Continue efforts to expand revolving fund.
6	Nuisance Contract Changes Consider revising the Housing Code so that 16 inches of grass would be the point at which a nuisance occurs. This could possibly reduce contractor grass and weed cutting by 50%. In addition, revise code to allow trash pileups. Reduce or eliminate Public Works contract to remove trash, and Fire Department contracts for boarding services.	<ul style="list-style-type: none"> • Draft applicable ordinances so they are ready if needed. • Continue to keep Public Works and Fire aware that their budgets are at risk.

Five Year Financial Plan – General Fund

City of Minneapolis Regulatory Services - General Fund Financial Plan (in thousands of dollars) using Mayor's Recommended 2011 Budget Traffic Control and 911 have been added for 2010 and beyond										
	2009 Budget	2009 Actual	2010 Current Budget	2010 Projected	2011 budget	% Change from 2009 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
Revenues										
Permits and Fees	12,787	13,673	12,872	12,872	13,527	6%	13,933	14,351	14,782	15,225
Fines and Forfeits	363	375	6,111	5,111	6,036	1563%	6,217	6,404	6,596	6,794
Licenses	8,372	9,341	9,257	9,257	9,995	19%	10,295	10,604	10,922	11,250
Special Assessments	1,500	2,225	2,171	1,300	1,236	-18%	1,273	1,311	1,351	1,391
Other Misc.	1,649	1,487	838	1,709	939	-43%	967	996	1,026	1,057
Total	24,671	27,101	31,249	30,249	31,733	29%	32,685	33,666	34,676	35,716
Expenditures										
Salaries	12,620	12,535	18,951	18,951	21,023	67%	22,010	22,737	23,521	24,499
Fringe Benefits	4,488	4,378	7,974	7,974	7,936	77%	8,309	8,583	8,879	9,248
Contractual Services	5,673	5,885	6,865	6,865	5,303	-7%	5,552	5,735	5,933	6,180
Operating Costs	1,285	1,258	1,582	1,582	1,541	20%	1,613	1,667	1,724	1,796
Equipment	6	9	114	114	114	1800%	119	123	128	133
Total	24,072	24,065	35,486	35,486	35,917	49%	37,604	38,846	40,185	41,855
Difference		599	(4,237)	(5,237)	(4,184)		(4,919)	(5,180)	(5,509)	(6,139)

Five Year Financial Plan – Special Revenue Funds

City of Minneapolis Regulatory Services - Special Revenue Funds										
Financial Plan (in thousands of dollars) using Mayor's Recommended 2011 Budget Traffic Control and 911 have been added for 2010 and beyond										
	2009 Budget	2009 Actual	2010 Current Budget	2010 Projected	2011 budget	% Change from 2009 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
Revenues										
Permits and Fees	344	344	943	943	486	41%	501	516	531	547
Licenses	0	0	294	294	210	N/A	216	223	229	236
Grants Other Jurisdictions	3,760	3,760	6,932	6,932	5,220	39%	5,377	5,538	5,704	5,875
Special Assessments	6,725	6,725	3,894	3,894	3,598	-46%	3,706	3,817	3,932	4,050
911 Fees	0	0	500	500	500	N/A	515	530	546	563
Other Misc.	569	569	1,150	1,150	1,387	144%	1,429	1,471	1,516	1,561
Total	11,398	11,398	13,713	13,713	11,401	0%	11,743	12,095	12,458	12,832
Expenditures										
Salaries	1,733	1,733	2,904	2,904	1,468	-15%	1,512	1,557	1,604	1,652
Fringe Benefits	497	497	1,132	1,132	566	14%	583	600	618	637
Contractual Services	5,181	5,181	6,975	6,975	7,867	52%	8,103	8,346	8,596	8,854
Operating Costs	737	737	333	333	332	-55%	342	352	363	374
Equipment	704	704	3,196	3,196	1,581	125%	1,628	1,677	1,728	1,779
Total	8,852	8,852	14,540	14,540	11,814	33%	12,168	12,533	12,909	13,297
Difference	2,546	2,546	(827)	(827)	(413)		(425)	(438)	(451)	(465)

Address Gaps

Regulatory Services & Emergency Preparedness have analyzed the various scenarios and has the following contingency plans.

Scenario A:

The contingency plan addresses a 10% loss in revenues.

Scenario B:

In the event that grant or special revenue funding is eliminated, or reduced to such a level that only the affordable housing trust fund commitment can be funded, the plan would be determined by the grant area or special revenue area involved. There are three areas that receive large grants in Regulatory Services and several revolving funds. Each area would be affected differently:

- Emergency Preparedness – this area has very little expense funding provided by the grants. The result of losing the grants would be a negative effect on other departments and jurisdictions, primarily public safety. No alternative funding is available. No programs are funded by these grants, only projects which would be stopped. Grantees are aware this funding is one-time. The impact on Regulatory Services & Emergency Preparedness would be small.
- Problem Properties Unit – this area is funded by CDBG in part. A loss of the CDBG funding would require a reduction of about six FTE. Demolitions would be reduced as a result as would inspection of problem properties throughout the City. No alternative funding is available. Services would be reduced to those that are mandated by State law.
- Lead – this area is partly funded by CDBG and partly funded by other federal/state grants. These grants are used for staff and services for lead poisoning inspections, building rehabilitation and training. These services would be reduced to those that are mandated by State law. Lead inspections would be reduced, lead prevention trainings would end, and lead elimination rehabilitations would end. The stakeholders are the children who would be poisoned, their families, their teachers, their health care providers, and anyone who comes in contact with the child throughout their life.
- Revolving Funds – the revolving fund items are funded by the related special revenues. If the fund source is reduced, then the expense is also reduced. If there is a balance from prior years, then that can be drawn on temporarily, but an ongoing fund source elimination would lead to program shutdowns.

Scenario C:

Not applicable

WORKFORCE PLAN

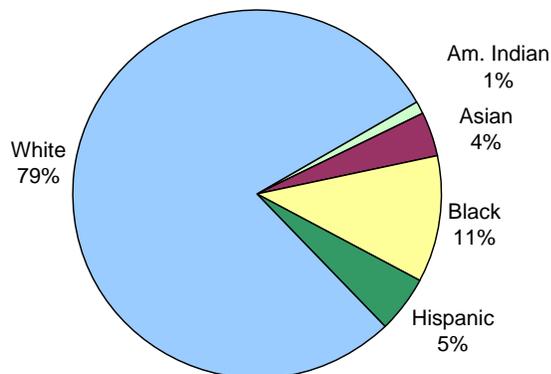
In identifying the challenges for the department with respect to work, workforce and work environment, we have seen changes in the business lines and we have added 911, Traffic Control and Fire Prevention Bureau (FTEs will be added on 1/1/2011) to Regulatory Services. However, in addressing the workforce, we believe that our workforce should reflect our community. Regulatory Services also recognizes the need for the department to continue to develop a qualified diverse workforce; improve departmental communication; and strengthen the work environment. The department will do this through recruitment, training and retention of a highly qualified diverse workforce. In addition, we are initiating a new hiring program using a Feeder Program (Regulatory Services Aide) which allows us to hire highly skilled college interns and Step-Up students.

Regulatory Services has a total of 380 FTE's: 362 active employees and 18 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 15 divisions in the department and provide a snapshot of the workforce as of December 2010.

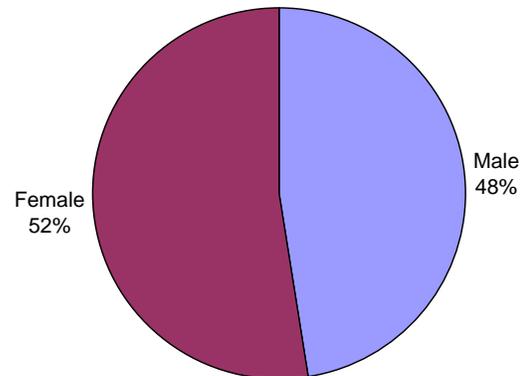
Active Employees according to HRIS – December 2010

Gender	Number	Percentage
Male	172	47.5
Female	190	52.5
TOTAL	362	100%
Ethnicity	Number	Percentage
White	286	79
Black	41	11.7
Hispanic	15	4.1
Asian	15	4.1
American Indian	5	1.4
TOTAL	362	100%

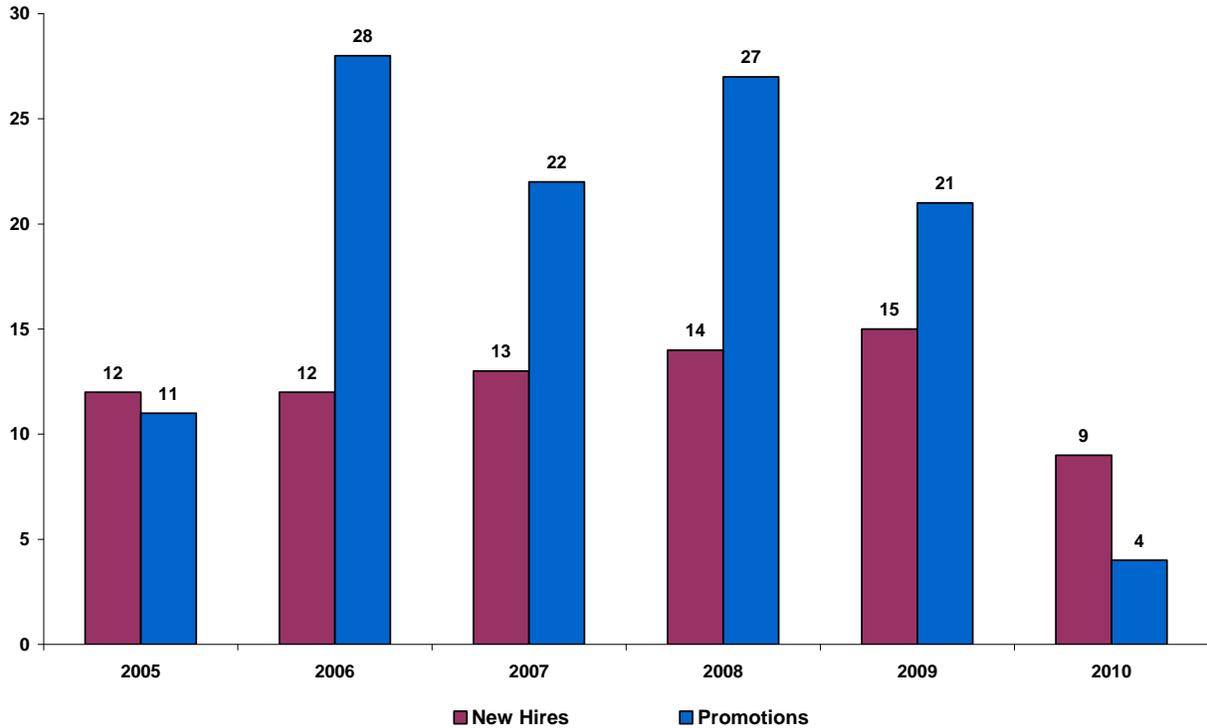
**Department Demographics by Ethnicity
(Total of 362 Employees)**



**Department Demographics by Gender
Total of 362 Employees**

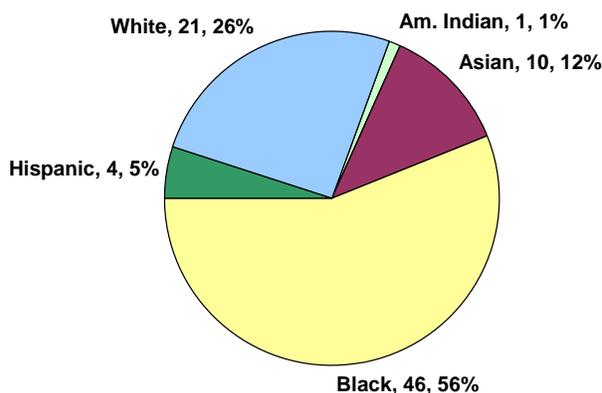


2005 - 2010 New Hires & Promotions

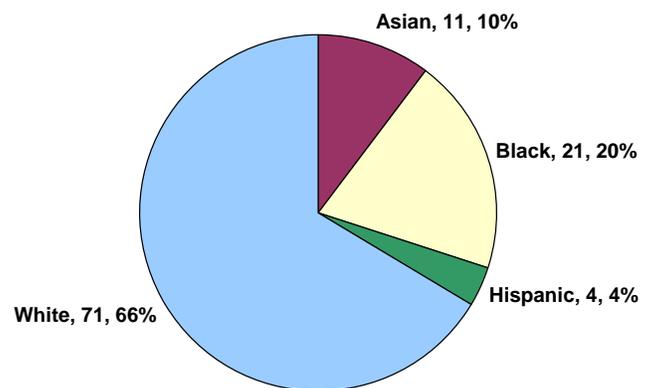


Internship Programs: In addition to 350 full time equivalent positions, the department also created a summer internship program for college and high school students from 2005 - 2010. We have initiated these programs to increase the diversity of our future applicant pool. These internship programs will act as the applicant pool for the Feeder Program (Regulatory Services Aide). The charts below show the number of students in each category and diversity of the groups.

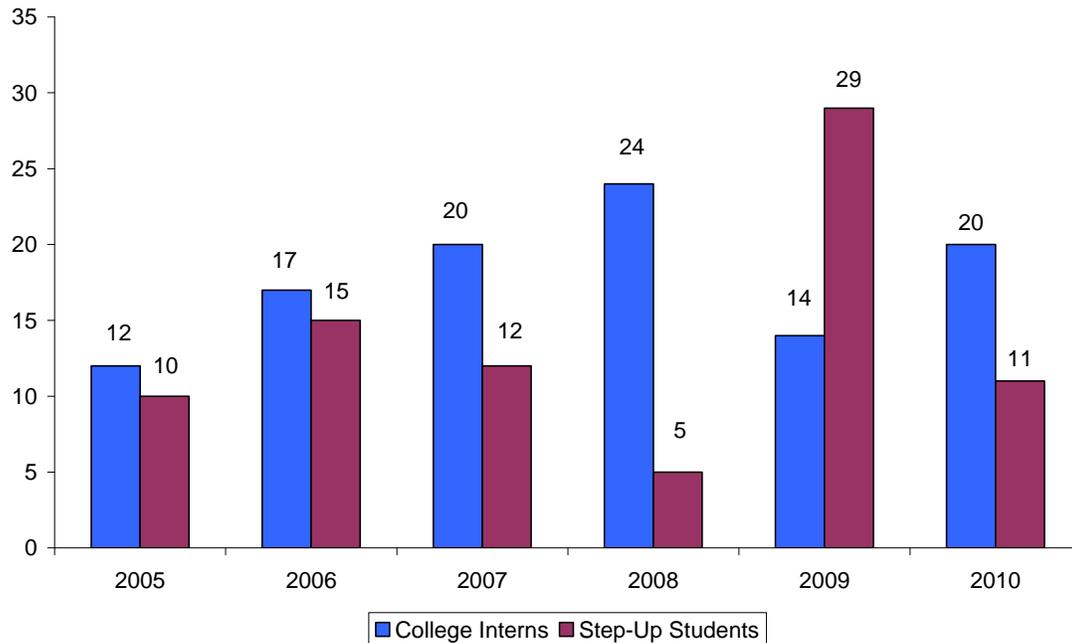
2005-2010 Step-Up Students Diversity
(82 Total Students)



2005-2010 College Interns Diversity (107 Total Interns)



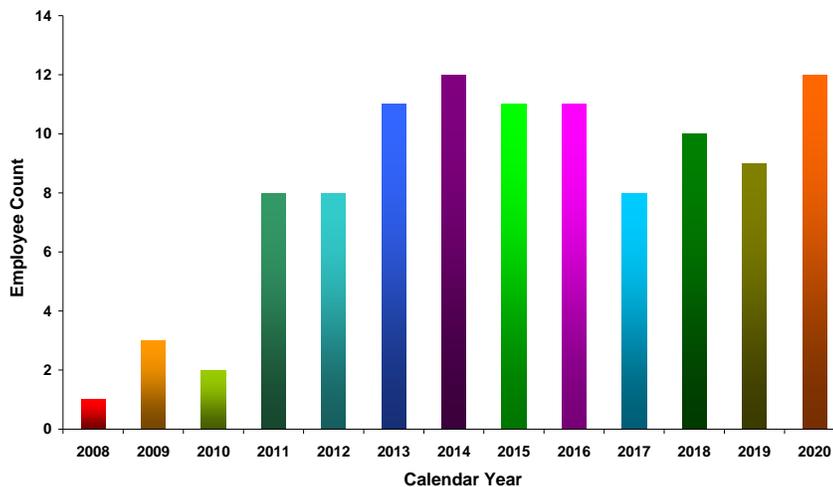
2005-2010 College Interns & Step-Up Students



Retirement Projections: The department needs to plan on how to effectively manage the projected retirement of staff members. According to the Retirement Projection Report, 46 employees are or will become eligible to retire by the end of 2015. 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. The Feeder Program will help address this important workforce issue.

Retirement Projections FT and PT Regular Employees:

of Employees Eligible for Retirement



Performance Management Pilot: The department is participating in the City-wide Performance Management system implementation as a pilot department. This pilot implementation will begin with the Business Licensing division and the top tier of management. The goal is to create a performance management program that will aide in the training and development of the staff. The pilot will go through 2011 with department-wide implementation of the system following.

WORKFORCE ACTION TABLE

Workforce Objective:	Measurement	Short-Term Actions	Long-Term Actions
<p><u>1. Staffing</u> – develop a timeline to fill each position</p> <p>A. Filling vacancies - Highly qualified Diverse workforce including the feeder system positions</p> <p>B. The department has 12 FTES eligible for retirement</p> <p>C. Close diversity Gap</p> <p>D. Summer hiring program</p>	<p>Percentage of diverse applicants.</p> <p>Percentage of diversity in new hires.</p> <p>Percentage of diversity in promotions.</p> <p>HRIS Retirement Projection report</p> <p>Number of Step-Up can college interns hired</p>	<p>Prioritize which positions to hire.</p> <p>Partner with HRG Staffing Team to develop a recruitment plan to ensure diverse applicant pool.</p> <p>Division to review positions and plan for replacement and/or reclassifications in succession planning.</p>	<p>Obtain accurate quarterly reports from HR on availability vs. utilization to target recruitment strategies and short terms actions.</p>
<p><u>2. Training Programs</u></p> <p>A. Supervisory training</p> <p>B. Advanced KIVA and on-going training for new hires</p> <p>C. Divisional training on skills, knowledge and ability for all staff to be efficient and effective at their essential job functions.</p>	<p>Number of supervisors who attended the training</p> <p>Number of employees who attended the training</p> <p>Number of training workshops or seminars provided</p>	<p>1. Department will provide Supervisory Training (9 different session, 4 hrs per session)</p> <p>2. Assess the need to provide Advanced KIVA training.</p> <p>3. Division is to identify specific competencies needed to improve performance.</p>	
<p><u>3. Diversity Strategy</u> – recruiting, training and retention</p>	<p>Review the demographics data in HRIS Diversity Summary reports</p> <p>Refer to measurements in LEP Plan</p> <p>Review HR training attendance database.</p>	<p>Recruiting:</p> <p>1. Provide employment opportunity for high school students (Step-up Interns).</p> <p>2. Provide employment opportunity for College Interns.</p> <p>3. Develop Divisional LEP programs.</p> <p>Training:</p> <p>4. Department encourages staff to attend City's sponsored "Managing a Diverse workforce"</p>	<p>Obtain accurate quarterly reports from HR on availability vs. utilization to target recruitment strategies and short terms actions.</p>

Workforce Objective:	Measurement	Short-Term Actions	Long-Term Actions
<p><u>4. Performance Management, Pilot program and professional development plans</u></p>	<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 	<p>Develop individual professional development plan to prepare for promotions and retain competent workforce.</p>
<p><u>5. Employee Survey Response (#1 issue was need to improve internal communications)</u></p>	<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. 	<p>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.</p>

TECHNOLOGY PLAN

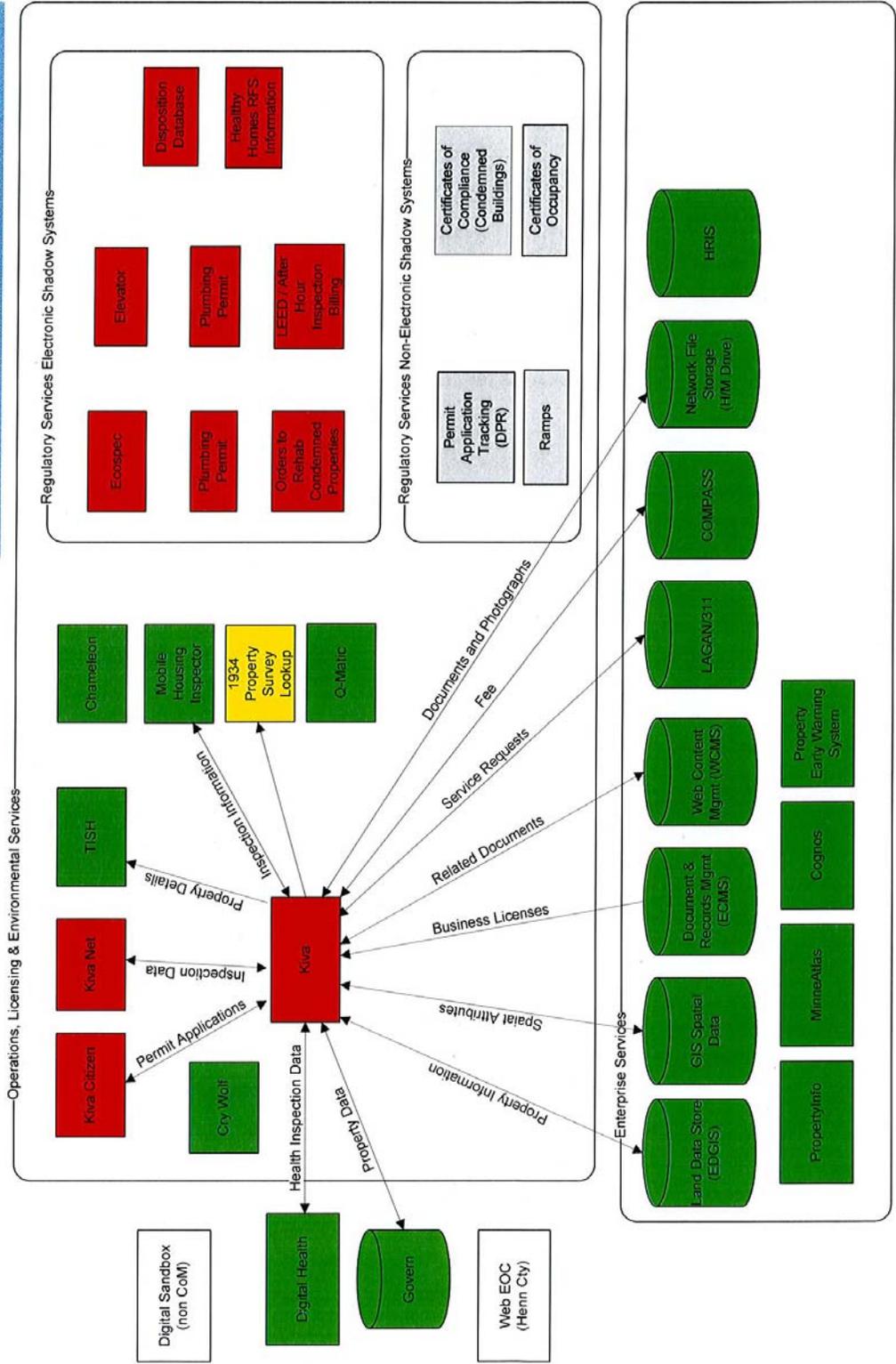
The following are new or ongoing initiatives that Regulatory Services will be focusing on in our Business Plan:

1	<p>KIVA Replacement/Enterprise Land Management <i>Priority: High</i> The version of KIVA (7.2) the City is currently using was sunset by the Vendor (Accela, Inc) December 31, 2008. The need for a new system is a necessity.</p> <p>Progress made: Project Idea submitted to BIS on April 30, 2010. A – September - November 2010 P – December 2010 - June 2012 I – July 2012 – December 2014 E – 2015</p> <p>Future actions: BIS to provide Project Definition by October 29, 2010</p>
2	<p>KIVA Clean Sheet <i>Priority: High</i> The primary goal of this solution is to address data quality issues that result in inaccurate, outdated and inconsistent information for the various areas within the City that use “Kiva data” for business critical decisions.</p> <p>Progress made: Engaged new BA, Nancy Turnbull. Nancy has prior experience with the City in documenting business processes for the 311 project. She also has experience in uncovering data issues and developing data standards and documentation. Her recent project experience was with Dakota County in working with business unit in documenting and helping them resolve data quality issues between a business process and business application. Nancy is conducting interviews and job shadowing with CCS and Environmental Management & Safety. A – P – 2nd & 3rd Quarter 2010 I – thru 3rd & 4th Quarter 2010. As the BA concludes interviews and job shadowing, she is documenting her “findings” and will re-group with Deputies to present recommendations. E – 1st Quarter 2011</p> <p>Future actions: Interviews and job shadowing will continue with remaining Reg Services divisions. Develop list of “Quick Hits” concerning the use of Kiva to present to KAB for analysis and decision as to whether to implement the suggestions.</p>
3	<p>Historic Parcel Data <i>Priority: High</i> In 2009, approximately 10,000 parcels were identified by the Assessor’s Office that contained discrepancies between the GOVERN & KIVA systems.</p> <p>Progress made: Due to the clean up conducted by MDR Staff, the number of parcels has been reduced to approximately 1,400. A – P – 2nd Quarter 2010 I – 3rd & 4th Quarter 2010 E – 1st Quarter 2011</p> <p>Future actions: Identify remaining parcel discrepancies and develop “clean-up” plan.</p>
4	<p>Electronic Storage Archival <i>Priority: Medium</i> Regulatory Services needs a more efficient way to store, retrieve and archive electronic documents. The project will:</p> <ul style="list-style-type: none"> • Capture and index existing inspection photographs into Oracle/Stellent ECMS • Define and implement automated batchload procedures for capturing content • Integrate with Kiva to validate index data during batchload and potentially add additional metadata items to stellent • Define and implement search, retrieval, display services for accessing the content, including access control schema • Capture and index letters generated by the Kiva application on the L drive into the Oracle/Stellent ECMS

	<ul style="list-style-type: none"> • Update the Kiva related documents table with a link to a search results page in Stellent/ECMS • Capture and index Elevator Inspection Checklist document • *** expand scope to include Rental Licenses • Develop and implement a records retention schedule <p>Progress made: Project Idea has been submitted to BIS and the feasibility estimate has been provided. The Project Definition is currently being developed. A – 2nd Quarter 2010 P – 2nd & 3rd Quarter 2010 I – 3rd & 4th Quarter 2010 E – 1st Quarter 2011</p> <p>Future actions: Once the project definition is complete, we move to the implementation phase.</p>
5	<p>Traffic Control Enforcement Upgrade <i>Priority: High</i></p> <p>Public Works is preparing to deploy new “wireless” parking meters that will change how the Traffic Enforcement staff will enforce parking compliance. Enforcement staff will need internet access in the field to consult a vendor-hosted web site to determine whether or not the paid-parking at one of the new meters has expired. The public works project proposed puts this project on a fast track that may require this project to deliver solutions in two phases:</p> <ol style="list-style-type: none"> 1. a short-term solution that will provide hand-held internet capable device (i.e. touch-screen smart phone) and connectivity service (i.e. Minneapolis WiFi) and 2. a long-term solution that will upgrade or replace the current field devices and back-end system used to issue traffic citations in the field. <p>Progress made: Feasibility Estimate Approved 04/6/2010 and Project Definition Review 04/30/2010. A –Beginning of 3rd Quarter 2010 P – End of 3rd Quarter 2010 I – 4th Quarter 2010 E – 1st Quarter 2011</p> <p>Future actions: Project Definition approval 05/14/2010</p>
6	<p>Emergency Operations Center & Strategic Information Center <i>Priority: High</i></p> <p>Progress made: Expected completion of facility’s technical build-out is June 2010; the testing phase is in progress and will continue through the build-out and beyond. Go live is anticipated for July followed by production testing, technical modifications and a transition to application support by October, 2010. Staff is training on surveillance software and video conferencing technology. A – December 2009 P – March 2010 I – July 2010 E – October 2010</p> <p>Future actions: Build toll gate is scheduled for June 8th with project stakeholders. Training on surveillance software for back-up BIS support and crime analysts is scheduled on July 13, 14 and 15.</p>
7	<p>Grant Electronic Documentation & Archival <i>Priority: High</i></p> <p>Progress made: Working with BIS to expand scope of feasibility estimate to include a phased approach to an electronic storage solution for grants and all other related documentation, i.e., planning documents, disaster documents, etc. Phase I grant documents: A – 3rd Quarter 2010 P – 4th Quarter 2010 I – 1st Quarter 2011 E – 2nd Quarter 2011</p> <p>Future actions: Meeting with BIS on May 26th to update feasibility estimate’s scope with phased approach, additional folder document counts, their sizes and associated costs.</p>

<p>8</p>	<p>Mobile Housing Inspections <i>Priority: Medium</i> The Mobile Housing Inspector Application is a web based workflow application to replace the current paper based process. Phase II will result in a robust application designed to allow the Inspectors to capture data regarding their inspections while in the field. This process was previously accomplished through the Inspectors making hand written notes in the field and providing those notes to internal administrative resources to interpret and enter into the Land Management System.</p> <p>Progress made: Phase 2 Implementation and training of all staff has been completed. Bugs have been identified and fixes will be submitted to production via Change Control during the week of May 3, 2010.</p> <p>A – P – I - 2nd Quarter 2010 E – 3rd & 4th Quarter 2010</p> <p>Future actions: Once the final bug fixes are implemented, application support will be institutionalized and moved to the BIS Service Desk.</p>
<p>9</p>	<p>Property Early Warning System (PEWS) <i>Priority: Low</i></p> <p>Progress made: PEWS is now in production and a number of city staff is being trained in how to use the application. The program allows users to create models for predictive analysis or to get a better understanding of how 28 different data elements impact properties. The program is now being evaluated as more and more users are trained. Enhancements to the application are being identified and discussions as to how to improve the application are underway.</p> <p>A – September 2008 P – January – December 2009 I – (testing and training) January 2010 – June 2010 E – January 2010 – July 2010 (may result in additional project request for enhancements)</p> <p>Future actions:</p>
<p>10</p>	<p>Proposed WiFi Projects <i>Priority: Low</i> Facilitate fully functional programs using City WiFi Network if reasonably priced, secure, high bandwidth and continuous connection.</p> <p>Progress made: A – P – I – E –</p> <p>Future actions:</p>

Regulatory Services – Current State



EQUIPMENT AND SPACE PLAN

Problem	Plan	Funding Issues
1. Construction Code Inspectors have inadequate office space in St. Anthony Ramp.	Strategize with Public Works to develop a office space that allows for secure, improved working conditions and inside parking for fleet.	Budget neutral
2. Housing and PPU Inspectors need adequate space for all staff (field and office) and ability to provide geographically based delivery of services.	Strategize with Public Works to develop or use office space to shift staff out of downtown. Use the opened up space for new staff such as Fire Inspections administrative staff.	The remodel plus annual rent for the new space should be equal to or less than the current office plus parking.
3. Monitor status of Emergency Preparedness warehouse space; may need to move with a 2-year advance notice.	Strategize with Public Works to develop warehousing space, if necessary.	Funding for this space should be grant based.
4. Traffic Control has inadequate office space at the Leamington Ramp.	Strategize with Public Works to use or develop office space with secure, improved working conditions and secure parking for fleet.	Budget neutral
5. Traffic Control may need a space for an administrative judication process if administrative citations are used.	Strategize with Public Works on possible options.	Additional funding for the space should be identified in addition to current funding before any decisions are made on space.
6. Licensing space will need to be temporarily relocated from current location due to the HVAC project in 2012-13. Any additional needs will be addressed after that project is completed.	Strategize with Public Works on using this opportunity to improve and secure the space to better meet the needs pf the Licensing Division.	\$300,000 has been set aside for this project. The project should not exceed that amount.