

# Regulatory Services Business Plan Presentation



Public Safety & Regulatory  
Services Committee  
October 25, 2006

# Regulatory Services Business Lines

## Inspections Services

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

- Minneapolis Development Review
- Construction Code Services
- Housing Inspection Services

# Regulatory Services Business Lines

## Operations, Licensing, & Environmental Services

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

- Business Licensing Services
- Environmental Management & Safety
- Operations Support

# Regulatory Services Top Management



Henry Reimer  
Director,  
Inspection Services  
673-2872



Rocco Forté  
Asst. City Coordinator,  
Emergency Preparedness  
& Regulatory Services  
673-3177



Burt Osborne  
Director,  
Operations, Licensing &  
Environmental Services  
673-3847



Janine Ryan  
Deputy Director,  
Minneapolis Development Review  
673-3734  
(23 FTE's)



Pat Higgins  
Building Official  
Construction  
Inspection Services  
673-5821  
(63 FTE's)



JoAnn Velde  
Deputy Director  
Housing  
Inspection Services  
673-5850  
(43.7 FTE's)



Tom Deegan  
Manager,  
Problem Properties  
673-3310



Ricardo Cervantes  
Deputy Director  
Business  
Licensing  
673-5857  
(25 FTE's)



Lori Olson  
Deputy Director  
Environmental  
Management  
& Safety  
673-3914  
(44.5 FTE's)



Clara Schmit-Gonzalez  
Deputy Director  
Operations  
Support  
673-3851  
(13 FTE's)

- Customer Service  
~ Development Review Counter  
~ Web Site E-services
- Program Coordination
- Development Coordination

- Construction Plan Review
- Construction Inspections
- Certificates of Occupancy
- Code Compliance
- Emergency Demo

- Housing Maintenance Code Enforcement
- Rental Licensing Inspections
- Nuisance/Environmental Inspections
- Board/Logging Facility Inspections

- Business Licenses  
- Liquor  
- Taxi
- Problem Businesses

- Animal Care and Control
- Environmental Health/Food Safety
- Environmental Services
- Lead Program/

- Budget
- Financial Management/Cost Allocation Analysis
- Coordination of BIS Services
- Records Management
- Administrative Adjudication
- FSAM Coordination



City of Minneapolis

# Mission Statement

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

# Our Core Values

- **Safety** – addressing an issue that can cause fatal harm to an individual.
- **Health** – addressing an issue that could cause sickness or other non-fatal harm to an individual.
- **Livability** – addressing an issue that affects quality of life.
- **Accountability** – each employee will be accountable to systems, policies, people, and the public interest to provide excellent customer service; and accept the obligation and responsibility to be accountable for their actions; and the actions will be measured and reported.

# 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

# Aligned

# with City

# Goals

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

# Key Measures

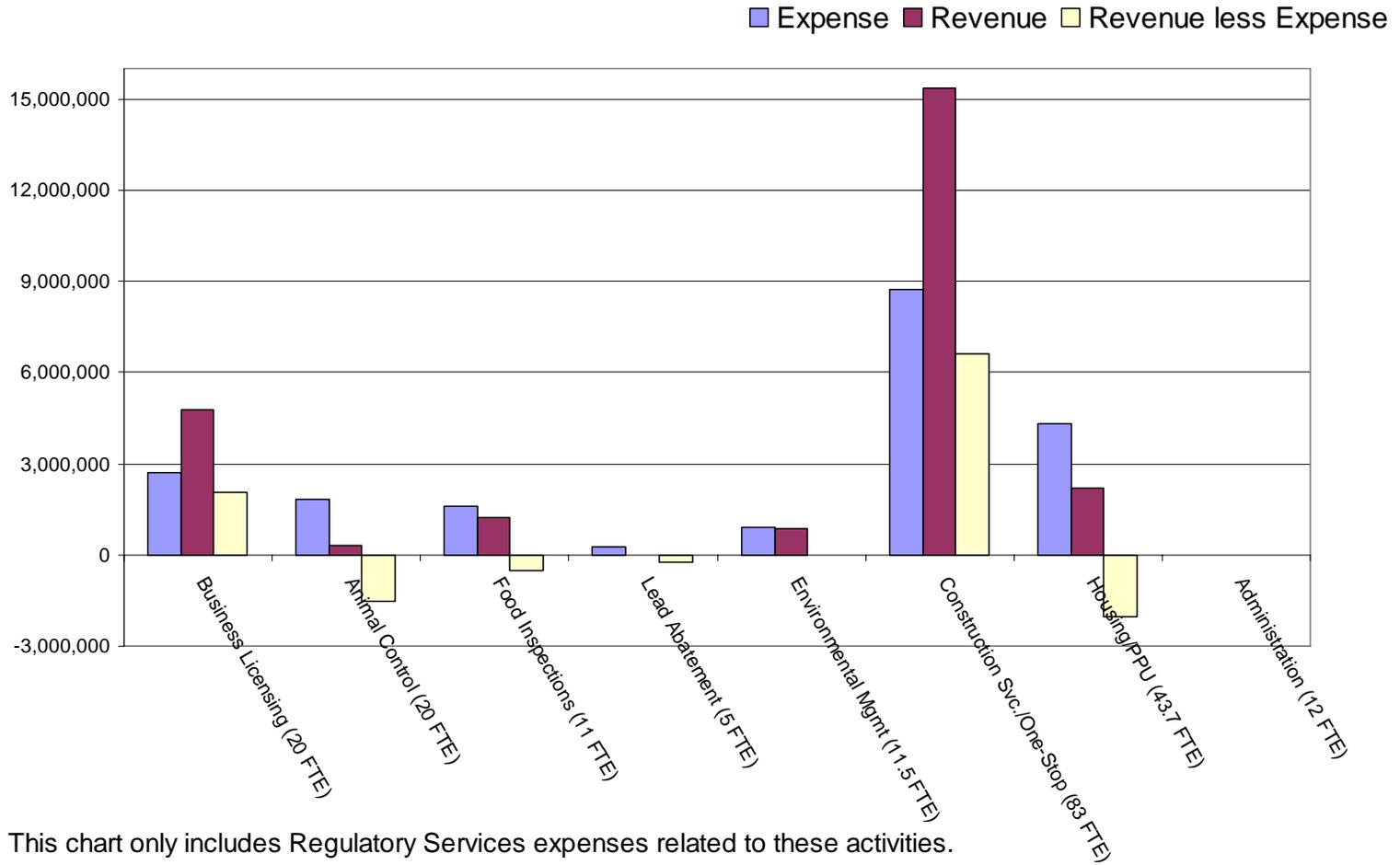
Measurement	2007 Target Data	2011 Target
% of permits processed the web (Development Review)	25%	50%
% reduction in critical food borne illnesses	75%	100%
% 1-3 unit rental buildings inspected (5-year cycle) started on Jan. 2005 (Housing)	20%	20% (100% every 5 years)
% of problem properties resolved through compliance, demolition or board up (PPU)	40 new properties per year; 70% thru demolition; 30% thru compliance	40 new properties per year; 80% thru compliance; 20% thru condemnation/demolition
% reduction in average calls for Police service related to properties (Business Licensing)	Analyze & Plan	Implement & Evaluate
# of problem grocery/convenience stores brought to compliance or license revoked (Business Licensing)	Analyze & Plan	Implement & Evaluate
# of commonly used documents translated into another language (LEP Initiative)	Analyze & Plan	Implement & Evaluate

# Challenges

## Finance Plan

- Best use of dollars beyond 5-year direction for enterprise initiatives
- Training – update skills to meet current technology and certification requirements
- Diversity – workforce needs to reflect the diverse community we serve

# Cost Recovery



This chart only includes Regulatory Services expenses related to these activities. City-wide expenses and related expenses of other departments are not included.

# Changes

- **Minneapolis Development Review** – Implemented systems that are customer-focused, outcome-based, and performance-driven
- Housing Inspections – Consistent enforcement and ongoing compliance with Housing Maintenance Code
- Developed cross-departmental teams (Problem Properties Unit and Grocery Store Task Force)
- Diversity – Hire, retain, train and promote a highly qualified, diverse workforce

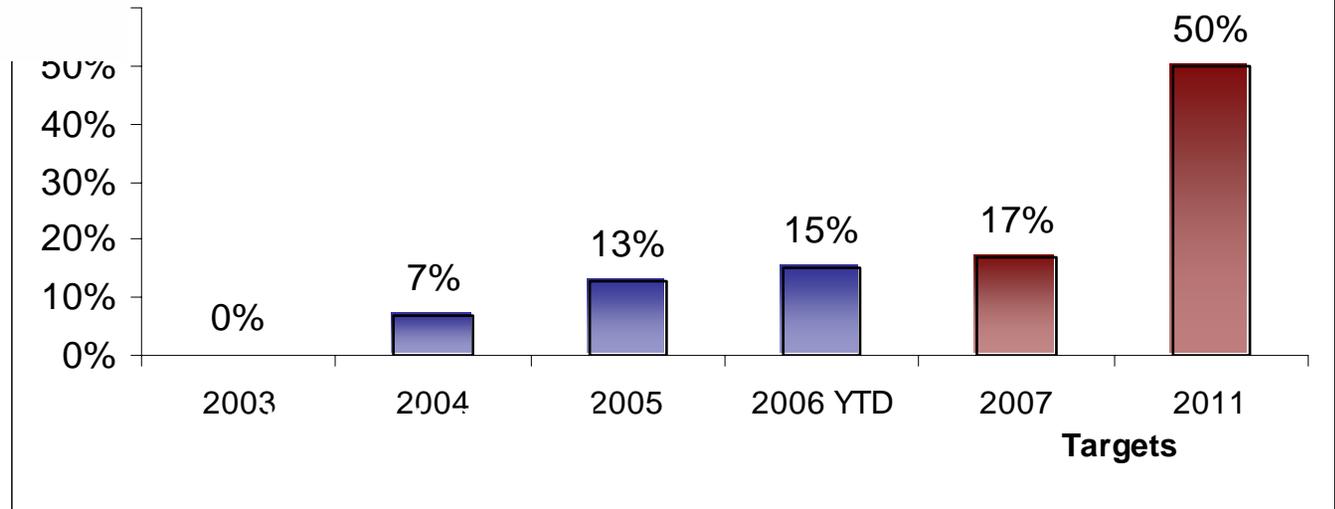
# How are we going to get there?

## Minneapolis Development Review

- Implement staffing model and operational budget for this business line
- All participating departments to review decision-making processes and criteria, performance standards and timelines for the City's development review process
- Consolidate the City's development review operations within one clear line of jurisdiction and accountability

## Minneapolis Development Review

Percent of permits processed via the web



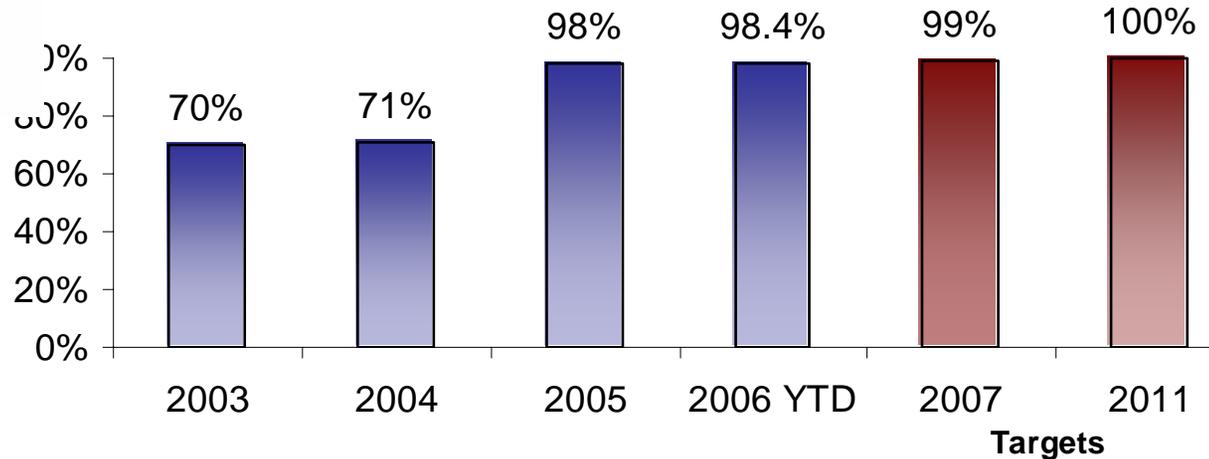
### Why is this measure important? – Core Value #4

Customer service is one of the foremost goals of Development Review/One Stop. Web permitting makes it quick and convenient for customers to obtain permits without physically coming to our office. It makes more efficient use of staff time, reduces need for repetitive data entry, improves data quality, and has already allowed us to reallocate staff resources (3 Development Coordinators to date).

### What will it take to achieve the targets?

This process is dependent on technology and we have a clear need to enhance or replace the current property information software (KIVA).

Percent of complete permit applications processed within two business days



### Why is this measure important? – Core Value #4

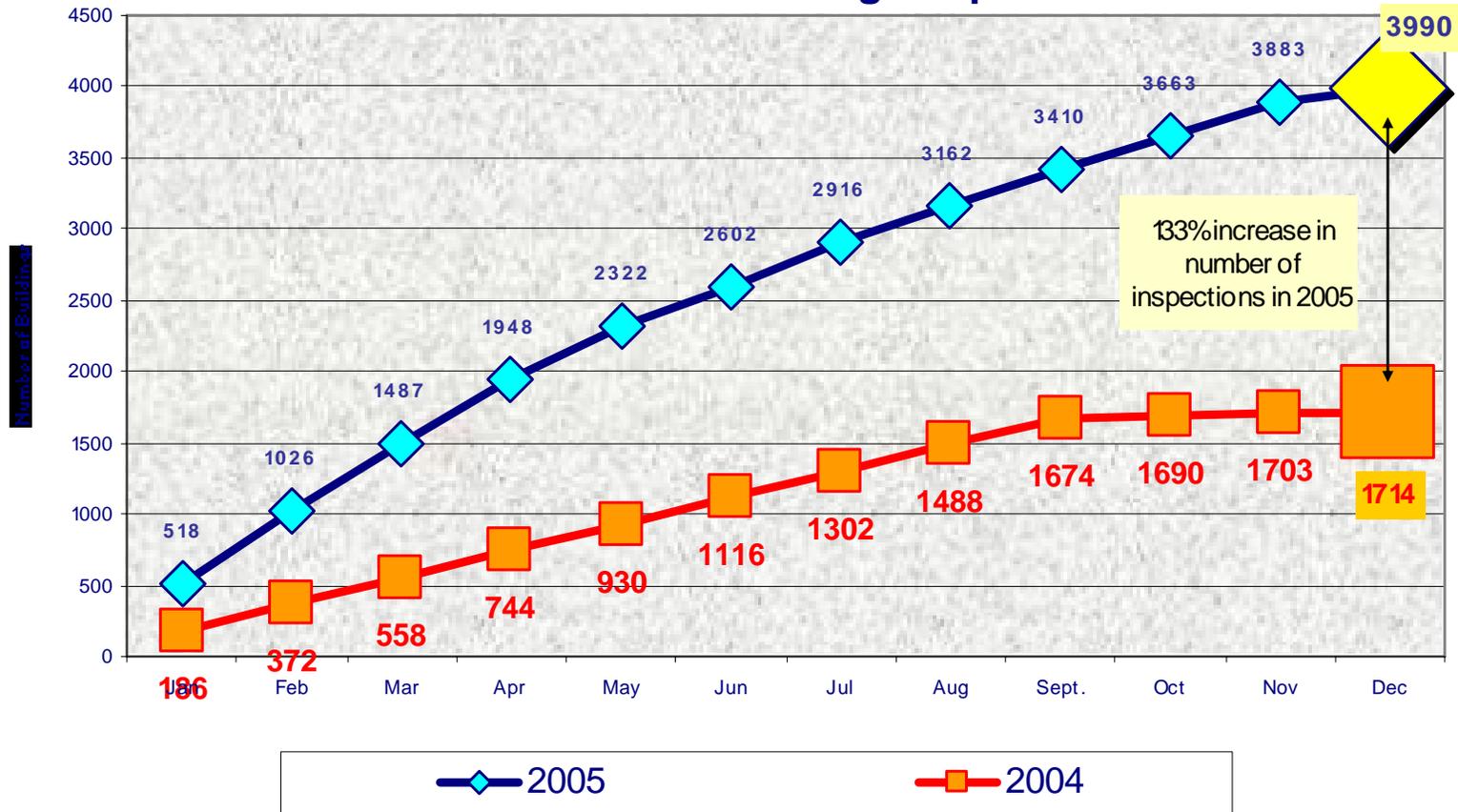
This again relates to customer service and reports turnaround time for permit applications. It shows the effectiveness and efficiency of our staff and processes. This 2-day timeframe is necessary for the Remote Inspector program and provides field personnel with up-to-date data.

### What will it take to achieve the targets?

We do not need any additional resources to achieve our target. We will continue to monitor the system and reallocate staff as necessary.

# Housing Inspections – Best Management of Current Resources

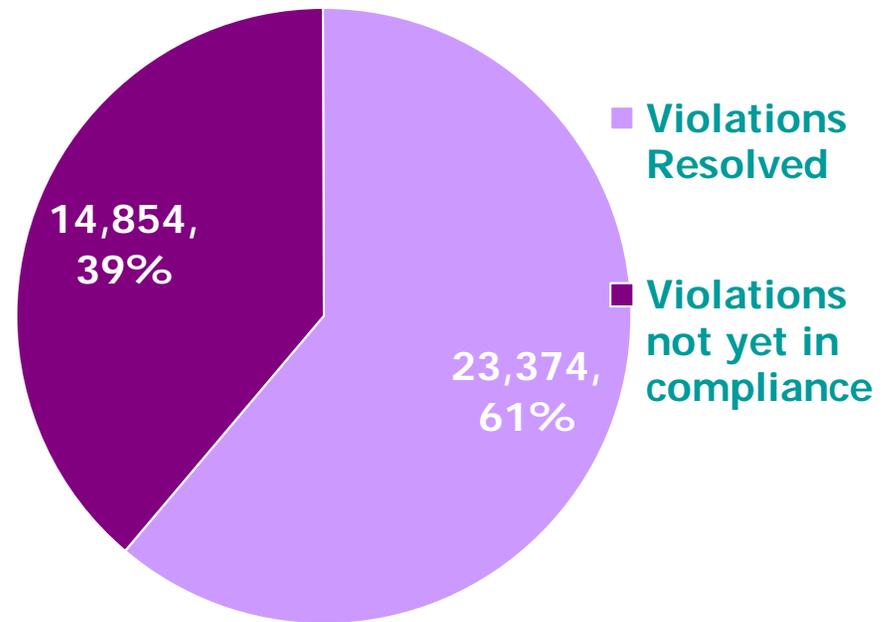
## Housing Inspection Services 2005 - Total Rental Licensing Inspections



# Housing Inspections Results

In addition to the 23, 682 originally targeted for the inspection sweep in May, an additional 2,756 parcels were identified in NE Minneapolis. As of Oct. 13, 2006, **26,438 parcels have been inspected** in the NORTHforce Project area since mid-May.

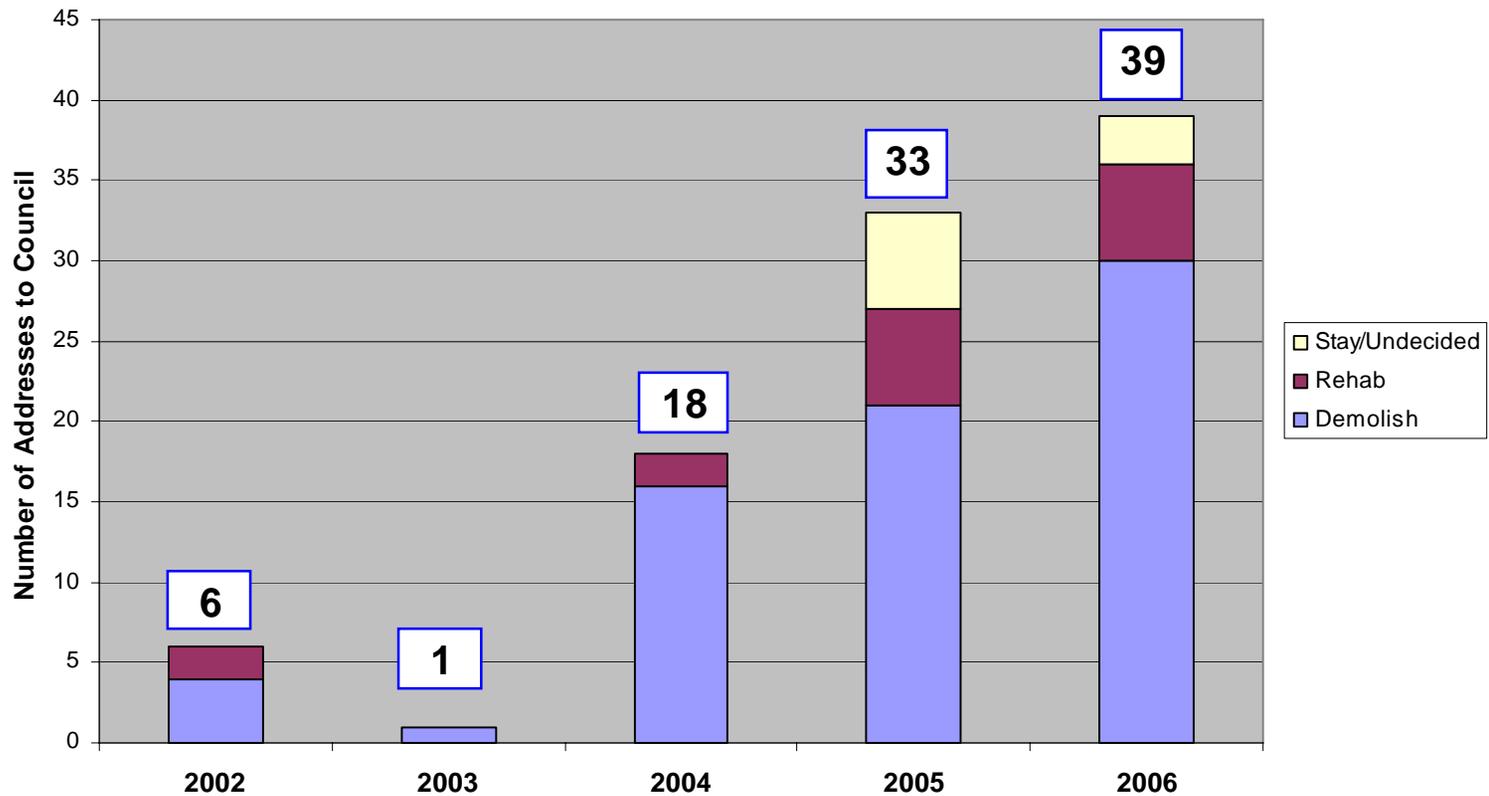
**Violation Data: Inspection  
26,438 Properties  
Resulting in 38,228  
Violations**



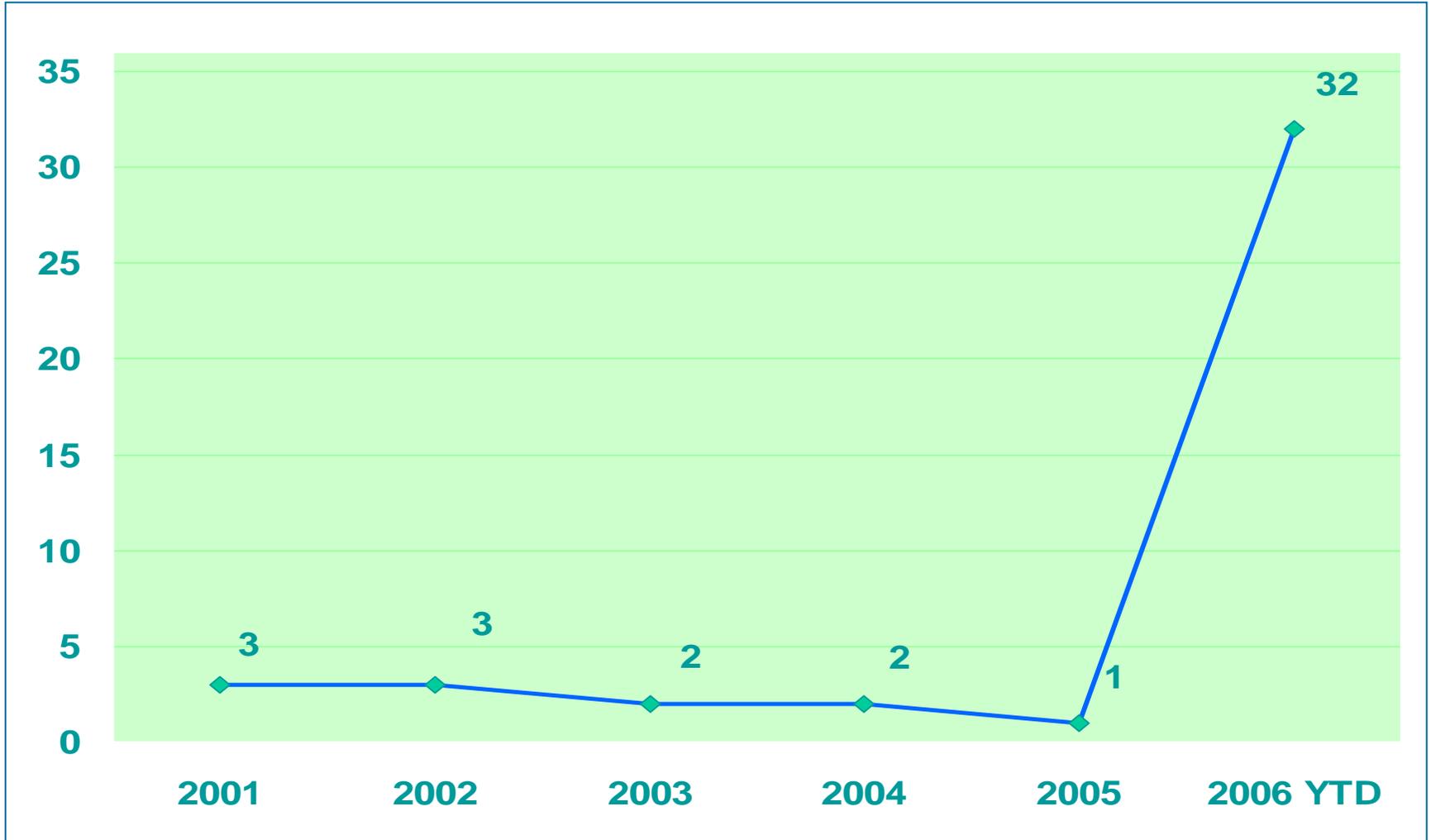
# Problem Properties Results

**249 Public Hearings 2004- September 2006**

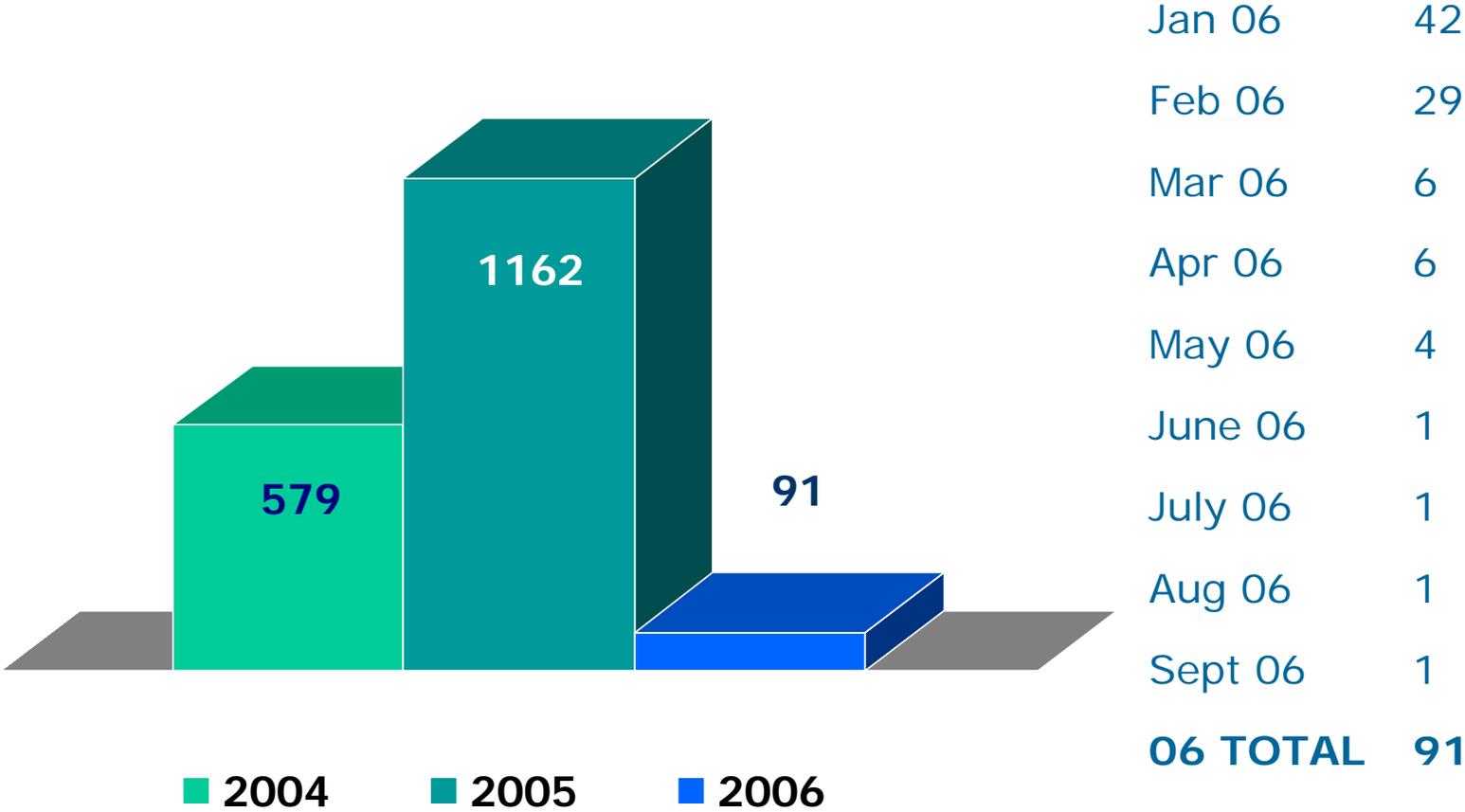
**(Anticipate 10-20 more properties before end of 2006)**



# Rental License Revocations



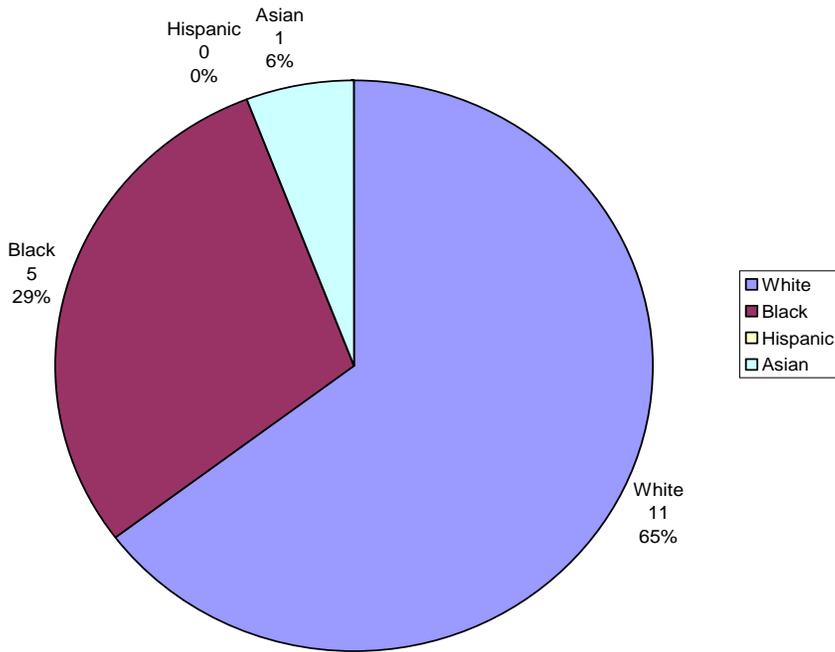
# Police Calls – 4 You Food Market 2326 Lyndale Ave. No.



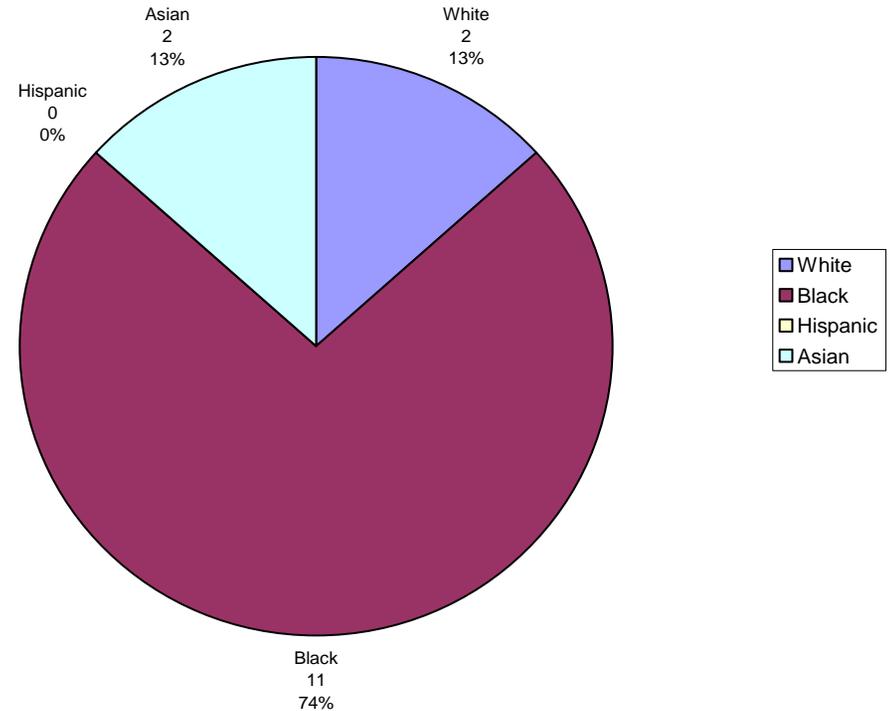
# Highly Qualified, Diverse Workforce

## – Recruit – Train – Maintain –

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



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



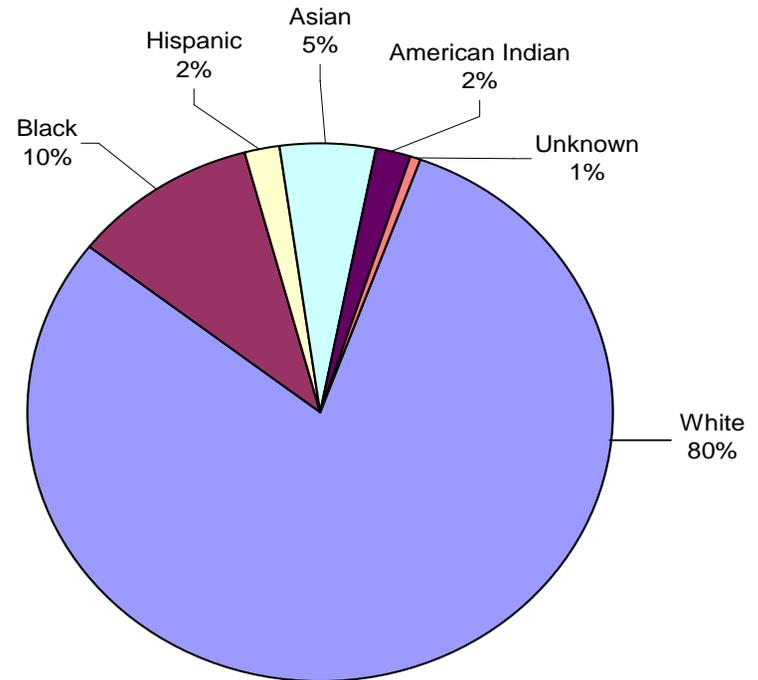
# Finance Plan

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

# Workforce Plan

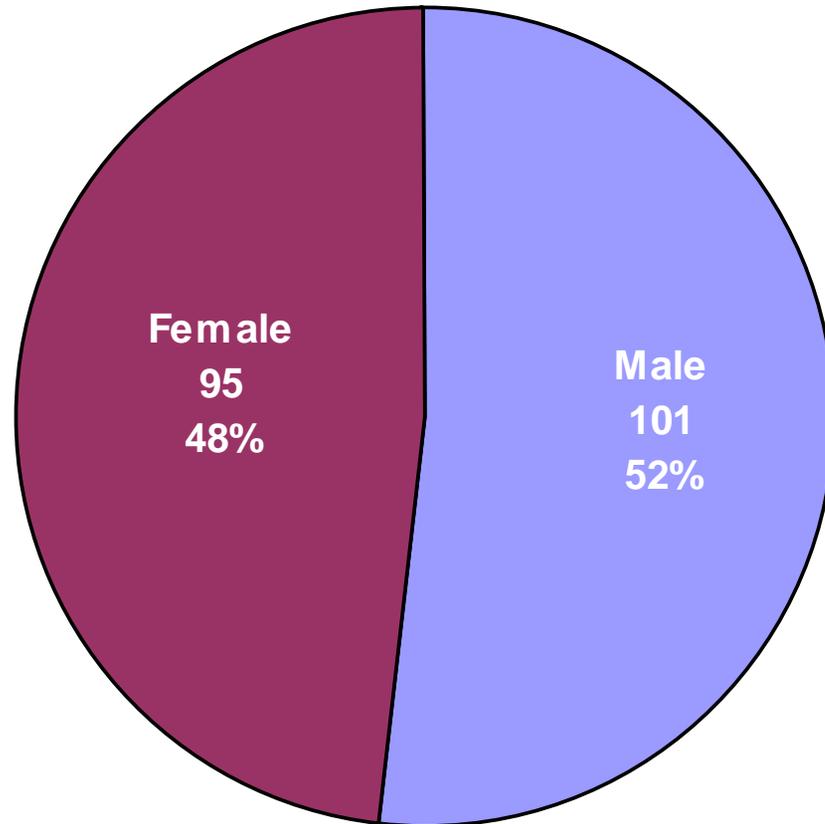
- Hire, promote and maintain a highly qualified, diverse workforce
- Succession Plan  
*(Jim Moncur to Ricardo Cervantes)*

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



# Workforce Plan

Department  
makeup by  
gender



# Technology Plan

<b>Business Process Improvement</b>	<b>Technology Solution</b>
Give our customers easy access to good service	<ol style="list-style-type: none"><li>1. Property System consolidation</li><li>2. KIVA replacement</li><li>3. Performance measurement/reporting</li><li>4. Automated time recording</li><li>5. E-permit expansion</li><li>6. Plan check-in and scanning</li><li>7. Continue to enhance 311 integration</li><li>8. Document scanning/record management</li><li>9. GIS performance displays</li><li>10. Electronic plan review and routing</li></ol>

# Space Plan

<b>Division</b>	<b>Current Location</b>	<b>Planned Location</b>	<b>Planned Action 2007- 2011</b>
Minneapolis Development Review	Portion of 3 <sup>rd</sup> Floor PSC	3 <sup>rd</sup> Floor PSC; Support Services on 4 <sup>th</sup> Floor PSC	
Reg Services – Housing, Construction and Food Inspections	3 <sup>rd</sup> and 4 <sup>th</sup> Floors PSC	Hamilton School, Fire Station Basements: 21 and 28	

# Enterprise Initiative - Sustainability

- **Energy conservation through green fleet management** (purchasing clean-fuel vehicles, maintenance, idling policy and using alternatives to the automobile), conservation at work, and increased use of recycling, purchase of Energy Star appliances and outreach and education to businesses, residents and organizations contributes to **Air Quality, Asthma Morbidity and Carbon Dioxide Emissions**.
- Promoting alternative forms of transportation including Metropass contributes to **Air Quality, Asthma Morbidity and Carbon Dioxide Emissions** in addition to **Downtown Transportation Mode Split**.
- City ordinances and license requirements can often be an impediment to residents and businesses in implementing sustainability practices. **Reviewing these ordinances and requirements in light of sustainability** and making appropriate changes is important to allowing others to make the City more sustainable.

# Enterprise Initiative – Community Engagement Assessment Plan

- Business Advisory Committee – Dev. Review

- Rental Property Advisory Committee

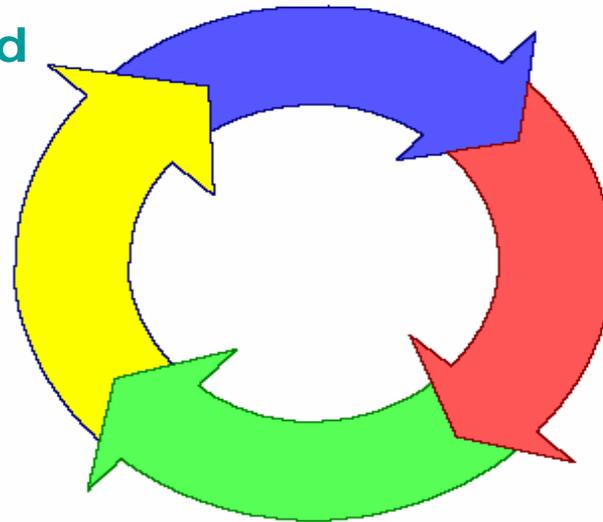
- Liquor Advisory Board

## Plan

1. Review process involved in current CE Activities.
2. Decide on desired outcomes and methods of evaluation of effectiveness.

## Analyze

1. Identify the current CE activities performed by the department.
2. Determine which current CE activities are policy-driven or ordinance-driven (required) and which ones are not.
3. Identify current advisory committees convened by the department.



## Implement

1. Propose changes to improve effectiveness of current CE activities.
2. Propose new CE activities that can help achieve the expected outcomes.
3. Implement the changes.

## Evaluate

1. Assess effectiveness of current CE activities and committees.
2. Evaluate future CE activities.

# Enterprise Initiative

## Limited English Proficiency LEP

- The **Food Unit** in Environmental Management and Safety has developed and implemented an LEP Plan. This Unit was the first because of their significant need and use of translation services.
- The **Housing Division** was the second division to develop an LEP Plan. That plan is finished and the LEP action items will be implemented.
- Business Licensing is the next division to work on the LEP plan.
- A project manager has been assigned to assure completion of the LEP Plan for the whole department. This work has been prioritized to start with divisions who have the most contact with customers with limited English proficiency.

# Enterprise Initiative

## - Enterprise Information Management

- Regulatory Services has been an early promoter of this information sharing, because much of what we do in each division is dependent on obtaining or sharing common data.
- In 2006, we partnered with BIS to make our old permit microfiche files more broadly available to the public and to other departments by digitizing them and storing them in the City's enterprise Stellent software. Additionally, we are working on another project with BIS to scan our approved building plans to make them easily accessible to other departments. This will provide some significant efficiencies since now you have to go to the PSC basement to look for the paper plans.
- We currently have 24 employees who can provide translations services in 17 different languages.

# In Conclusion

We have made progress

Re-Org

Business Plan

Staffing Models

Mpls Dev Review



and are making steady progress.  
We still have problems, but we have  
plans for solutions!