

*Draft: for City Council
and Mayor
Review and Approval*

City of Minneapolis Regulatory Services

Five-Year Business Plan
2006 – 2010

September 2005



Minneapolis
City of Lakes

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Executive Summary

This business plan was developed by the Minneapolis Regulatory Services Business Planning Team (“BPT”) during the period of February 2005 to August 2005. The BPT consisted of over 40 staff from all divisions, sections, and levels within the Department of Regulatory Services (“Regulatory Services” or the “Department”). Additional staff from other City of Minneapolis (“City”) departments also participated.

The BPT utilized the City of Minneapolis Business Planning Handbook to conduct the process. This Plan is a five-year plan that helps Regulatory Services align its services with the City’s strategic goals.

At the beginning of the business planning process, members of the BPT were identified as City Department Liaisons which were responsible for coordinating the Business Planning effort with each of the other City departments. Also, members of the BPT were identified as Regulatory Services Quality Committee Liaisons which were responsible for coordinating the Business Planning effort with the quality committees within Regulatory Services, the top management team, and the survey response team.

This Plan encompasses all activities of the Regulatory Services except emergency preparedness. A separate City of Minneapolis Emergency Operations Plan has already been developed and is maintained by the Emergency Preparedness Director (Assistant City Coordinator, Emergency Preparedness and Regulatory Services). The administrative functions of emergency preparedness planning for the City of Minneapolis were transferred from the Fire Department to Regulatory Services in July 2004. The City of Minneapolis has been the recipient of significant grant dollars from the federal government to assist in planning, equipment acquisition and training for response to emergencies or disasters. The City of Minneapolis has applied for and been awarded almost \$16 million dollars in grants from the Department of Homeland Security to make our City safer.

Regulatory Services Vision, Mission, and Values

The BPT conducted extensive discussion regarding the vision, mission, and values. This discussion resulted in the following statements and values:

Regulatory Services Vision Statement

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

Regulatory Services Mission Statement

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

Regulatory Services Core Values

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

Health—addressing an issue that could cause sickness or other nonfatal 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; and accept the obligation and responsibility to be accountable for their actions; and the actions will be measured and reported.

Identification of Primary Business Lines and Service Activities

Regulatory Services has two Business Lines and associated service activities:

Inspections Services

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

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

Operations, Licensing, and Environmental Services

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

- **Business Licensing Services**—provides enforcement of the City's codes related to business licensing regulation, liquor licensing, taxi regulation, parking enforcement, and traffic control
- **Environmental Management & Safety**—provides enforcement of the City's codes related to safe food, air and water quality, and a clean outdoor environment
- **Operations Support**—consolidates and provides those services that are used across the Department to assist the other divisions in providing quality core services

Business Lines Alignment with City Goals

The Business Lines of Regulatory Services touch virtually every City goal through the following activities:

- As a core service, Regulatory Services works daily to ensure public safety and to enforce laws that are designed to protect the City's residents.
- Regulatory Services defines the physical infrastructure as the built environment and enforces construction and housing codes to ensure a healthy, vital, and safe City.
- Regulatory Services continually strives to find efficiencies and more effective ways to deliver services such as the One Stop Shop and Geographic Service Delivery to provide a good value to our taxpayers.
- Through the maintenance of the City's physical assets, Regulatory Services assists in creating an environment that attracts development. Additional activities that promote development include making the City a friendly, convenient place to do business by providing accurate land, permit, license, process and code information, and permits in a timely manner, cleanup of polluted land for productive, job-

creating, tax-producing uses, and ensuring a safe and vital food supply which directly benefits the City's hospitality industry.

- Regulatory Services preserves the existing housing stock by: responding to customer service requests; routine inspections of exterior housing conditions; the systematic rental licensing inspection program; and proactively dealing with the condition of property which is critical for preservation. This service maintains a safe and healthy community and attracts new housing.
- Regulatory Services works to control industrial pollution, prevent air pollution, and abate noise pollution to preserve our natural and historic environment and promote a clean, sustainable City.
- Regulatory Services serves as a detection mechanism for social problems that may be present at a given property. Often, inspectors responding to housing complaints are the first to encounter at-risk families and they work with other agencies that offer these families the appropriate services to support strong and healthy families and communities.

Significant Trends and Challenges Impacting the Department

In creating this Business Plan, the BPT conducted an environmental scan and identified the significant trends and challenges that would most likely impact the City's Business Lines over the next five years. The scan identified the following significant trends and challenges:

1. Providing nonfunded services for other jurisdictions
2. Increased workload with a stabilized workforce and the impact on service quality
3. Providing services in an increasingly diverse culture
4. Providing services for unfunded mandates
5. Increasing complexity of regulations
6. Balancing financial costs with our core services
7. Increased demand for processes and supporting technology that reduces cost, increases speed, and provides quality data to make timely and informed decisions
8. Unprecedented building activity with embedded boom and bust cycles
9. Work space needs for centralized and decentralized service delivery
10. Providing a fleet that is safe, reliable, and technologically capable
11. Developing a qualified diverse workforce
12. Increasing use of communications to build department culture and support department success

Identification of Customers, Stakeholders, and Partners

Regulatory Services has identified an extensive list of customers, partners, and stakeholders and has grouped them into categories of citizens, businesses, government, and other associations/organizations.

The Department used the following definitions to determine these roles and categories:

- **Customer**—individual or organization to which Regulatory Services delivers a product or service.
- **Partner**—individual or organization that assists Regulatory Services, or Regulatory Services assists, in the delivery of a product or service.
- **Stakeholder**—individual or organization that has an interest in, or is impacted by, the outcome of the product or service Regulatory Services delivered to a customer.
- **Individual**—any individual that may be impacted by the City.

- **Involuntary customer (violator)**—a customer that is subject to enforcement action. Despite the involuntary status, this customer still has an expectation and right to receive the innovative, professional, quality services that Regulatory Services has stated in its Vision, Mission, and Values Statements.

Performance Measures

The Department has identified a set of performance measures that will be reported to the elected officials and the citizens. These include 28 performance measures that are specific to individual Service Areas, and four performance measures that apply to multiple Service Areas.

Key Initiatives

The following key initiatives have been identified by Regulatory Services for implementation during the next five years.

| Prioritization | Department Key Initiatives |
|----------------|-------------------------------------------------------------|
| High | Establishing staffing models for services |
| High | Establishing a cost recovery model |
| High | Maximizing the use of technology |
| High | Establishing and funding training programs |
| Medium | Reviewing regulatory requirements of the code of ordinances |
| Medium | Providing adequate workspace for office and field personnel |
| Medium | Developing a qualified diverse workforce |
| Medium | Improving communications |
| Medium | Strengthening a positive work culture |

| Prioritization | Enterprise Projects |
|----------------|------------------------------------------|
| High | Minneapolis One Stop |
| Medium | Minneapolis One Call |
| Medium | Limited English Proficiency Planning |
| Medium | Health City Sustainability Indicators |
| Medium | Citywide Labor-Management Committees |
| Low | Community Engagement |
| Low | Enterprise Information Management Policy |
| Low | Loss Prevention |

Other Models of Providing Service

The Department has developed a list of other models of providing service that will be reviewed by the Department's top management team. These other models will be evaluated by the top management team, department divisions, and quality committees to determine their feasibility or whether the other model should be eliminated from consideration.

Resource Plans

Finance Plan

Five-Year Direction

The Department intends to stay current on inflationary adjustments on all fees over the next five years. Current financial forecasts indicate continued moderate to high residential home and condo sales and remodeling activity over the next eighteen months to two years. The office occupancy rate is growing, so it is expected that by the fourth and fifth years commercial activity will be on the rebound. In the meantime, annual inflationary adjustments will keep the Department in line with the Five-Year Plan. However, the volume of work, which significantly affects total annual revenue, is very dependent on the interest rates. By the end of the projected five-year period, the Department anticipates another upswing in commercial building activity.

Regulatory Services is able to maintain the overall intent of the Five-Year Plan by ensuring that revenues increase by 3% per year and expenses increase by no more than 6.5% a year, per the Finance Department's direction. Our most recent experience has been that work volumes have created revenue more than \$1 million in excess of the Five-Year Plan projection. Prior to the costs for direct and indirect services from other City departments, it is estimated that a gap of \$6.5 to \$8 million dollars exists between revenue and expenses during the last few years. While this makes the revenue numbers look good, there is also a current and future work commitment that needs to be addressed. This is an issue that is not well addressed by annual budgeting. Because of this, the Department has worked with the Finance Department to determine methods to address this problem in the 2006 budget proposal. The 2006 Budget requests also reflect some adjustments to better handle the increased volume of work beyond Five-Year Plan projections.

Additional finance related issues that will continue to be addressed include:

- Addressing Known Future Replacement Costs
- Sustainable Minneapolis One Stop
- Annual Budgeting and Multiyear Inspection Activities
- Fee Study and Cost Recovery
- Revenue Enhancement and Cost Efficiency Issues
- Additional Finance Issues for Technology Funding

Technology Plan

The technology plan is based on the following simple concepts:

- Automate all inspectors (give them the tools they need to be effective)
- Allow easy input and output of data
- Transfer all paper based information to electronic, so it can be better stored, shared, and accessed
- Capitalize on the efficiencies of applicant entry and updating
- Coordinate information and actions within Regulatory Services and with other departments
- Provide all customers easy access to good service

These concepts lead to the following projects which are being coordinated in costing and scheduling with BIS:

- One Stop
- Remote inspector
- Expansion of mobile field devices—housing inspections
- Performance measurement/reporting tools
- GIS performance displays
- Replacement of the false alarm tracking and billing system
- Replacement of food inspection software
- Document scanning/records management
- Automated system to support administrative license issuance
- Online license renewal
- Automate the administrative adjudication process
- Automate time reporting
- 311 integration with existing systems
- Intranet

Workforce Plan

Regulatory Services has 241 employees currently on its payroll. The majority of staff falls into the following classifications: Trades Inspectors, Housing Inspectors, and Traffic Control Agents.

Department Demographics (According to HRIS data as of July 30, 2005)

| | Count | Percent |
|--------------|------------|-------------|
| Sex | | |
| Male | 126 | 52% |
| Female | 115 | 48% |
| Total | 241 | 100% |

| | | |
|-----------------|------------|-------------|
| Race | | |
| White | 193 | 80% |
| Black | 26 | 11% |
| Hispanic | 9 | 4% |
| Asian | 7 | 3% |
| Native American | 6 | 2% |
| Total | 241 | 100% |

| | | |
|------------------------|----|-----|
| People of color | 48 | 20% |
|------------------------|----|-----|

The Department will be pursuing the following workforce issues:

- Developing a Highly Qualified, Diverse Workforce
- Employee Turnover

- Establishing and Funding Training Programs
- Increasing Complexity of Regulations

Equipment Plan

Several types of equipment have become essential for inspectors and the Department to accomplish its mission. The most important are vehicles, digital cameras, cell phones and laptops or handheld computer devices for field inspectors. As part of the equipment plan, the following issues will be addressed:

- Vehicle replacement
- Cell phone replacement
- Digital camera replacement
- Laptops or handheld field devices utilization
- OCR/multi-format enabled scanner purchase
- Additional testing and monitoring equipment purchase

Space Plan

The most significant space issue within Regulatory Services is remote office space. Under the new management system, in order to reach maximum efficiencies, it is imperative that housing, construction, and environmental Inspectors are decentralized to provide better service. The Department will be evaluating sharing resources with other City Departments (Police, Fire, and Public Works) that will provide office space for approximately 80 inspectors in the communities.

Moving some housing inspectors to remote sites will open up space in the Public Service Center for One Stop staff and customers. The Department will continue to analyze workspace assignments to ensure that staff are situated in work sites close to those with whom they have the most day-to-day contact for improved communication and efficiency and effectiveness.

Communications Plan

The Department has created a communications plan to provide a framework for managing and coordinating a wide variety of information about the business plan to customers, partners, and stakeholders. In order to successfully implement the business plan, effective communication of key messages must occur to employees at every level in Regulatory Services, elected officials, partners, customers, stakeholders, and a general audience. The communication plan includes key strategies, communication tools, and activities.

Implementation Plan

The Department has developed a five-year implementation plan for key initiatives and the Department's role in enterprise projects. The Department will be utilizing the APIE (Analyze-Plan-Implement-Evaluate) project planning model for managing the key initiatives. The Department will also work closely with the Coordinator's Office project management initiative and will participate in organizationwide training and initiatives to facilitate successful project management of key initiatives and enterprise projects.

Introduction

This Business Plan was developed by the Minneapolis Regulatory Services Business Planning Team (“BPT”) during the period of February 2005 to August 2005. The Team consisted of more than 55 staff from all divisions, sections, and levels within Regulatory Services. Additional staff from other City departments also participated.

The BPT utilized the City of Minneapolis Business Planning Handbook to conduct the process. This plan is a Five-Year Plan that helps Regulatory Services align its services with the City’s strategic goals.

“If it’s not in the Business Plan—we shouldn’t be doing it!”

*— Rocco Forte,
Assistant City Coordinator*

Business Planning Team Members

| Name | Regulatory Services Division or Other Dept. | TMT—Top Management Team/ Dept. Volunteer/Other |
|--------------------|---------------------------------------------|------------------------------------------------|
| Adams, Jennifer | Const. Inspection | Dept. Volunteer |
| Bockes, Scott | Mpls. One Stop | Dept. Volunteer |
| Bootes, Cheri | Administration | TMT |
| Broberg, Richard | Const. Inspection | Dept. Volunteer |
| Callahan, Dan | Const. Inspection | Dept. Volunteer |
| Cervantes, Ricardo | Licenses | TMT |
| Colgrove, Nathan | Business Applications | Dept. Volunteer |
| Daniels, Steve | Traffic Control | Dept. Volunteer |
| Davidson, Carolyn | Administration | TMT |
| Deegan, Tom | Problem Properties | TMT |
| Dewall, Dave | Fire Dept. | TMT |
| Doty, Tom | Animal Control | Volunteer |
| Forte, Rocco | Administration | TMT |
| Fourre, Monica | Animal Control | Dept. Volunteer |
| Frame, Bruce | Animal Control | Dept. Volunteer |
| Frame, Tom | Environmental | Dept. Volunteer |
| Frazier, Toni | Administration | TMT |
| Fussy, Joel | City Attorney | Dept. Liaison |
| Green, LaTonia | Finance Dept. | TMT |
| Hammell, Joan | Administration | TMT |

| Name | Regulatory Services Division or Other Dept. | TMT—Top Management Team/ Dept. Volunteer/Other |
|------------------------|---------------------------------------------|------------------------------------------------|
| Hang, Mandy | Environmental | Dept. Volunteer |
| Hawley, Debby | Traffic Control | Dept. Volunteer |
| Hicks, Penny | Administration | TMT |
| Higgins, Patrick | Building Official | TMT |
| Hilden, Pat | Housing | Dept. Volunteer |
| Huseby, Laura | Environmental | Dept. Volunteer |
| Jenkins, Tim | Environmental | Dept. Volunteer |
| Joarnt, DuWayne | BIS | Dept. Volunteer |
| Jones, Kellie | Problem Properties | Dept. Volunteer |
| Kennedy, Steve | Environmental | Dept. Volunteer |
| Krick, Ryan | Environmental | Volunteer |
| Lewis, Lloyd | Const. Inspection | Volunteer |
| Lantinen, Jamie | City Coordinator's Office | Dept. Volunteer |
| Manning, Gail | Plan Review | Dept. Volunteer |
| Marotto, Bob | Animal Control | Dept. Volunteer |
| Mila, Lasamy | Administration | TMT |
| Moncur, James | Licenses | TMT |
| Moore, David | Licenses | Dept. Volunteer |
| Nordmeyer, David | Mpls. One Stop | Dept. Volunteer |
| Ogren, Lynn | Const. Inspection | Dept. Volunteer |
| Olson, Lori | Administration | TMT |
| Petty, Jill | HR | Dept. Liaison |
| Prest, Gayle | Environmental | Dept. Volunteer |
| Reimer, Henry | Administration | TMT |
| Roberts, Linda | Licenses | Dept. Volunteer |
| Roman, Diana | Housing | Dept. Volunteer |
| Schliesman, Phil | Licenses | Dept. Volunteer |
| Schmit-Gonzalez, Clara | Administration | TMT |
| Schoenberger, Troy | Problem Properties | Dept. Volunteer |
| Seime, Anna | Environmental | Dept. Volunteer |
| Selinski, Pam | Traffic Control | Dept. Volunteer |

| Name | Regulatory Services Division or Other Dept. | TMT—Top Management Team/ Dept. Volunteer/Other |
|---------------|---------------------------------------------|------------------------------------------------|
| Smestad, Lisa | Environmental | Dept. Volunteer |
| Stahn, Anne | Environmental | Dept. Volunteer |
| Ubl, Mary | Mpls. One Stop | Dept. Volunteer |
| Velde, JoAnn | HIS | TMT |
| Witucki, Nick | Traffic Control | Dept. Volunteer |
| David, Tim | Deloitte Consulting | Project Manager |
| Hoy, Nancy | Finance Dept. | Advisor |

List of Terms and Abbreviations Frequently used in This Business Planning Process

Business Planning – a process that provides both strategic and tactical direction to City departments. It is a mid-range (5-year) planning horizon and it aligns department services with City strategic goals. It describes what a department does; what it is trying to achieve; who are its customers; how it will utilize its resources; and how it will know when it is successful.

SWOT/SWOC - (Strengths, Weaknesses, Opportunities, Threats or Challenges) – a methodical examination of an organization and its environment through the various dimensions of strengths, weaknesses, opportunities, threats/challenges. It is a tool for organizing information about issues affecting an organization.

Environmental Scan – anticipating the future environment in which an organization operates and identifying factors likely to impact your operation in the future.

Vision – is future oriented. It captures the aspirations for the future of the organization. Your vision forms the focus and motivation for strategic change. It answers the question: “Where do we want to be?”

Mission – describes the business the organization pursues. It is an active statement and should be clearly visible to all employees, customers and other stakeholders. It answers the question: “What do we do?”

Values – Values are the most stable aspect of an organization’s identity, or who they are. Values guide the actions of individuals and groups as they face challenges together. It answers the question: “What do we believe in?”

Trends and Challenges – issues likely to affect your business in the next few years.

Department – a business line or set of business lines with a common mission.

Business Line – a set of service activities with a common purpose that produces results.

Service Activity – a defined, focused set of human and financial resources, with a clearly defined deliverable for a customer.

Performance Measurement – a process of assessing progress toward achieving predetermined goals.

MOS – Minneapolis One Stop

CIS – Construction Inspection Services

HIS – Housing Inspection Services

BLS – Business Licensing Services

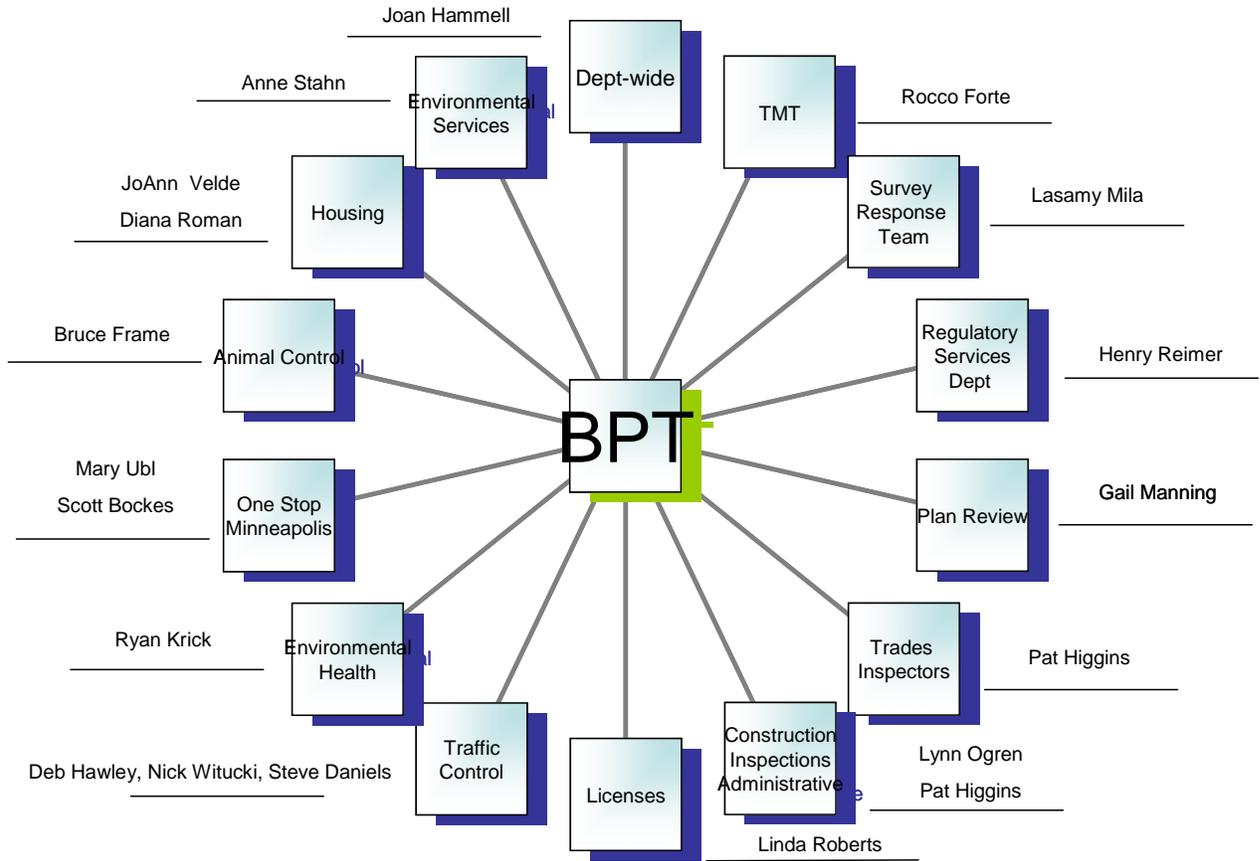
EMS – Environmental Management & Safety

PPU – Problem Properties Unit

TMT – Top Management Team

TISH – Truth-in-Sales in Housing

BPT Coordination With Quality Committees, TMT, and Survey Response Team



Section One: Department Overview

Regulatory Services Vision, Mission, and Values

The BPT conducted extensive discussion regarding the vision, mission, and values. The following results are based on the following understandings:

Vision: is future oriented. It captures the aspirations for the future of the organization. The vision forms the focus and motivation for strategic change.

Mission: describes the business the organization pursues. It is an active statement and will be clearly visible to all employees, customers, stakeholders, and partners.

Values: are the most stable aspect of the organization's identity—or who we are. Values guide the actions of individuals and groups as we face challenges together.

“Regulatory Services is one team—one vision; we need to instill this in employees to facilitate a better understanding of the mission and core values.”

— Diana Roman, Program Assistant

Regulatory Services Vision Statement

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

Regulatory Services Mission Statement

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

Regulatory Services 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, and accept the obligation and responsibility to be accountable for their actions, and the actions will be measured and reported.

Identification of Primary Business Lines

Regulatory Services has two Business Lines and associated service lines:

Inspections Services

This business line deals with structure planning and implementation.

Minneapolis One Stop (MOS)— Minneapolis One Stop is an ongoing initiative to create easier ways for the public to work with the City to get development or building applications and reviews, permitting, licensing, zoning, and inspections services in one location—in person and on the Web. With the addition of Development Coordinators, we will be able to provide coordination to our customers for all the permits, reviews, and approvals that need to be completed on a given project.

Construction Inspection Services (CIS) —Provides quality plan review and construction inspection services to citizens, businesses, developers, contractors, and design professionals to ensure the built environment conforms to applicable codes and regulations relating to safety, health, and livability.

Housing Inspection Services (HIS) — Housing Inspections provides quality education and consistent enforcement of the Minneapolis Housing Maintenance Code and other applicable codes to maintain, improve, and protect the housing stock and the livability of the City. Management developed a new model of providing cyclical housing inspections that was initiated in 2005. This new system will reduce the inspections cycle from 17 years to 5 years. The Problem Properties Unit provides a multi-departmental, multi-agency initiative to reduce the number and severity of problem properties in the city.

Operations, Licensing, and Environmental Services

This business line deals with services, behaviors, and activities.

Business Licensing Services (BLS) —Provides enforcement of the City's codes related to business licensing regulation, liquor licensing, taxi regulation, parking enforcement, and traffic control.

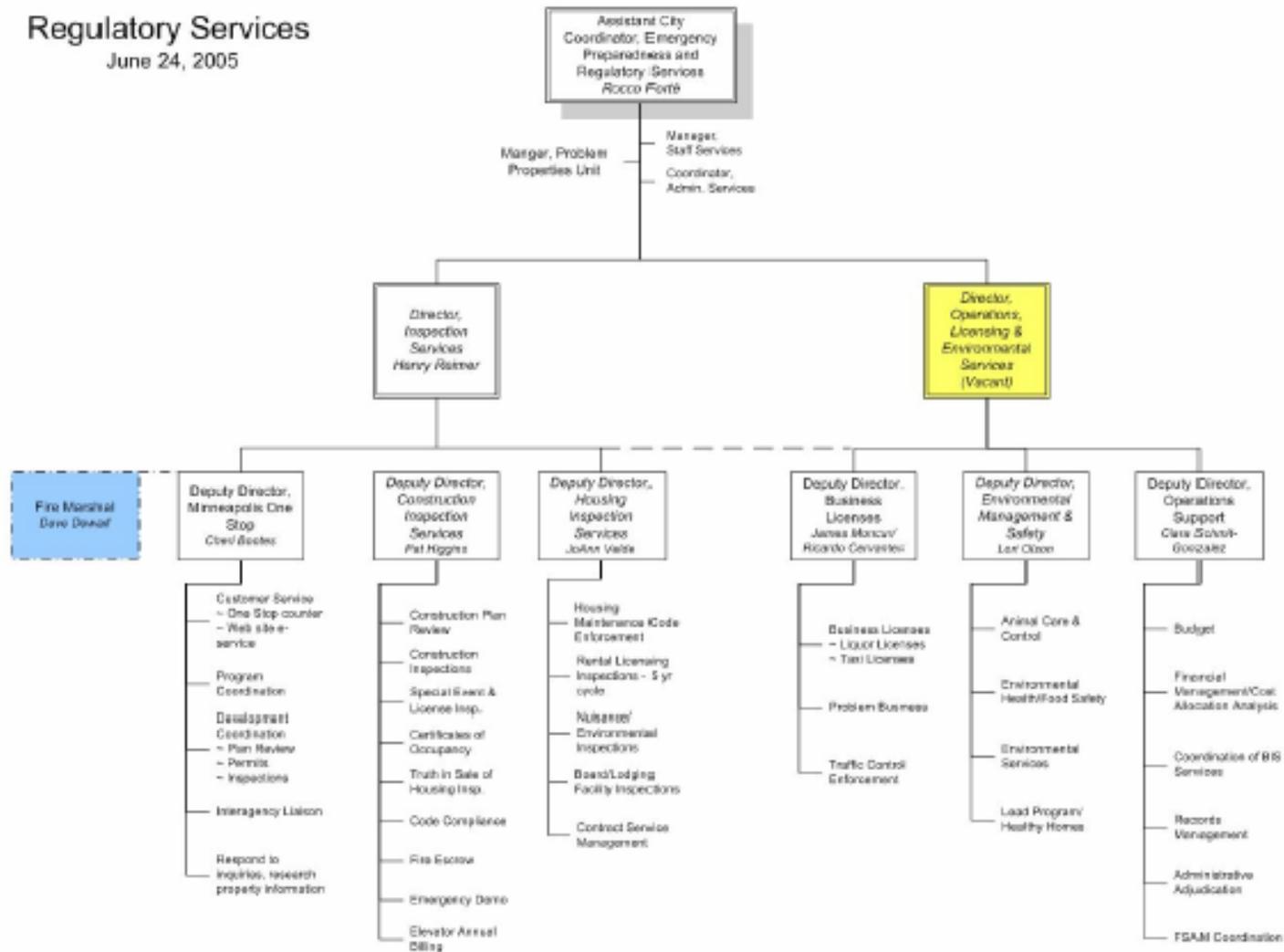
Environmental Management & Safety (EMS) —Provides safe food, air and water quality, and a clean outdoor environment. This division will be responsible for monitoring all City departments' compliance with the Sustainability Plan, which includes 23 performance indicators to assure that City policies promote long-term environmental and economic health. The Healthy Homes and Lead Hazard Control Program provides risk assessments and educational materials on lead hazards to families and property owners. Animal Care & Control ensures compliance with animal regulations and provides shelter for loose or aggressive animals.

Operations Support—Operations Support consolidates and provides those services that are used across the Department to assist the other divisions in providing quality core services. These services include budgeting, financial tracking, records management, purchasing, and administrative hearing scheduling, recordkeeping, and documentation. Having these services provided centrally allows the individual divisions to concentrate on their core functions, thereby facilitating achievement of the Department's performance standards.

Organization Chart

Regulatory Services

June 24, 2005



Business Lines—Alignment with City Goals

The Business Lines of Regulatory Services touch virtually every City goal. Below are the City goals with a list of key Regulatory Services projects and programs that meet each goal's objective.

City Goal 1: Build communities where all people feel safe and trust the City's public safety professionals and systems.

The purpose for inspecting construction sites, businesses, housing, rental units, and food establishments is to ensure the public's health, safety, and welfare. As a core service, Regulatory Services works daily to ensure public safety and to enforce laws that are designed to protect the City's residents. Other Regulatory Services service activities that address public safety include graffiti removal enforcement, nuisance property abatement, animal control, and traffic control.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through business licenses, traffic control, animal control, and environmental health and food safety.

City Goal 2: Maintain the physical infrastructure to ensure a healthy, vital, and safe City.

Regulatory Services defines the physical infrastructure as the built environment. The Department views buildings and housing as important City assets worth maintaining to ensure a "healthy, vital and safe City." Costs to replace buildings far exceed the costs associated with proper, ongoing building maintenance. In addition to enforcing construction and housing codes, Regulatory Services administers the following programs: Truth-In-Sale of Housing, Fire Escrow, and Abandoned and Boarded Buildings.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through business licenses, environmental health and food safety, and environmental services.

City Goal 3: Deliver consistently high-quality City services at a good value to our taxpayers.

Regulatory Services continually strives to find efficiencies and more effective ways to improve how services are delivered. Two examples of providing more efficient, customer-friendly services include the One Stop Development Review Center, which streamlines and simplifies the process for development application reviews, permits, licenses, and zoning and sign inspections, and Geographic Service Delivery, which provides better access to our services based on geographic service boundaries.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through business licenses, animal care and control, environmental health and food safety, and environmental services.

City Goal 4: Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.

Many of Regulatory Services' businesses involve making Minneapolis a place where people want to live, work, and play in addition to being a user-friendly place to do business. Through the maintenance of the City's physical assets, CIS assists in creating an environment that attracts development. If structures are

constructed safely and are well maintained, business will be interested in locating in Minneapolis. At the same time, the City must be a friendly, convenient place to do business. Development Services, through the One Stop Development Review Center, strives to provide accurate land, permit, license, process, and code information, and permits in a timely manner. Business licensing fosters economic growth through liquor licensing (restaurant and entertainment venues) and taxi cab regulation (vital for conventioners and visitors). Environmental Services programs also impact economic development through cleanup of polluted land for productive, job-creating, tax-producing uses. In addition, the Food Safety Program ensures a safe and vital food supply which directly benefits the City's hospitality industry, a source of employment and business opportunity for new arrivals.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through business licenses, environmental health and food safety, and environmental services.

City Goal 5: Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs, and promotes future growth.

Regulatory Services plays a major role in preserving the existing housing stock through the Housing Inspections Division by responding to customer service requests, routine inspections of exterior housing conditions, and the systematic rental licensing inspection program. Also, proactively dealing with the condition of property is critical for preservation. The delivery of this service is important in maintaining a safe and healthy community, which will attract new housing and entice current homeowners and rental property owners to maintain and improve their properties.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through environmental services.

City Goal 6: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis.

The Environmental Management & Safety (EMS) Division of Regulatory Services has a primary responsibility for protecting air, water, and soil quality. EMS staff work to control industrial pollution, prevent air pollution and noise abatement. They lead Brownfield cleanup, emergency response spills and chemical releases, and watershed coordination. Specific programs include: Green Government, Combined Sewer Overflow, and airport/noise pollution monitoring.

The Inspection Services Business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services Business line aligns with this goal through environmental services.

City Goal 7: Promote public, community, and private partnerships to address disparities and to support strong, healthy families and communities.

Through inspection activities Housing Inspection Services (HIS) indirectly serves as a detection mechanism for social problems that may be present at a given property. HIS involvement with problem properties and in neighborhood meetings has served as a venue for compliance and enforcement activities that cut across several departments such as, Hennepin County, police, public works, and other regulatory divisions. One of HIS regulatory activities is dealing with clutter or garbage house cases. These cases bring with them many social concerns and HIS partnerships are critical in resolving these cases. Often our housing inspectors,

through the inspection of housing complaints, are the first to encounter at-risk families and work in coordination with other agencies to offer these families the appropriate services.

The Inspection Services Business line aligns with this goal through problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through environmental services.

City Goal 8: Strengthen City government management and enhance community engagement.

Program activities within Regulatory Services have increased significantly over the past 10 years. Administration and management of these programs provides a consistent implementation process, education, and good customer service relations. The delivery of these services from HIS has been organized functionally into four distinct Service Areas with boundaries that correspond to police precinct boundaries. This service approach allows customers in a Service Area to deal with a single supervisor for most issues and enables inspectors a coordinated application of services with other regulatory inspectors, neighborhood associations, and other City agencies.

The Operations section of Regulatory Services impacts these City Goals by ensuring that services needed and shared across the various sections are provided in the most cost-effective manner and in compliance with applicable policies and regulations. These services include common fleet and cell phone contracts and management, budgeting oversight and compilation, revenue tracking, fee analysis, and timely adjustments to fees to ensure that the City recovers its true cost of regulation. This section provides services and guidance to other sections as well as oversight in common areas to ensure good value and policy congruence.

The Inspection Services business line aligns with this goal through site plan review, construction plan review, building inspections, TISH, problem properties, housing inspections, and rental licensing.

The Operations, Licensing & Environmental Services business line aligns with this goal through business licenses, traffic control, animal control, environmental health and food safety, and environmental services.

Significant Trends and Challenges Impacting the Department

In creating this Business Plan, the BPT conducted an environmental scan and identified the significant trends and challenges that would most likely impact its Business Lines over the next five years. The scan identified the following significant trends and challenges:

1. Providing nonfunded services for other jurisdictions
2. Increased workload with a stabilized workforce and the impact on service quality
3. Providing services in an increasingly diverse culture
4. Providing services for unfunded mandates
5. Increasing complexity of regulations
6. Balancing financial costs with our core services
7. Increased demand for processes and supporting technology that reduces cost, increases speed, and provides quality data to make timely and informed decisions
8. Unprecedented building activity with embedded boom and bust cycles
9. Work space needs for centralized and decentralized service delivery
10. Providing a fleet that is safe, reliable, and technology capable
11. Developing a qualified diverse workforce
12. Increasing use of communications to build department culture and support department success

Trend #1

Providing Nonfunded Services for Other Jurisdictions

The Regulatory Services Department currently provides inspection and enforcement efforts for activities that are licensed or permitted by other jurisdictions. While the other jurisdictions receive fees for these activities, in many of these situations, Regulatory Services receives only partial reimbursement, or receives no reimbursement, for the Department's inspection and enforcement efforts.

These other jurisdictions may create additional licensed or permitted activities which lead to added workload for Regulatory Services without added reimbursement to pay for the necessary staffing. These activities are also created without input from Regulatory Services for appropriately adjusting fees to cover necessary costs and liabilities of inspection and enforcement.

These nonfunded services provided for other jurisdictions create a misalignment between the other jurisdictions that benefit from a permit or license fee (and that has created a public safety responsibility) and the Department's inspection and enforcement efforts.

Background

Some examples of these activities created by other jurisdictions and resulting in nonfunded services are:

- Park and Recreation Board off-leash dog areas requiring Animal Control services
- Park and Recreation Board well inspection/sampling programs
- Park and Recreation Board wading and swimming pool inspection programs
- Minneapolis School District swimming pools inspection programs

The Park and Recreation Board collects an off-leash permit fee; however, the City receives only a small portion of the permit fee, but has experienced increased processing costs and demands for staff response. The Park and Recreation Board has had some original start-up expenses, but few ongoing expenses. The increased enforcement demands, beyond what was contracted for, result in part from a retreat on the part of volunteer organizations to help monitor these off-leash areas and in part because of greater reliance by the Park and Recreation Board police on Regulatory Services Animal Control for various kinds of enforcement, including off-leash permit enforcement.

The amount of inspection and enforcement conducted by Regulatory Services and the amount of fees received by Regulatory Services need to be realigned. Since the Park and Recreation Board has primary jurisdiction of the off-leash property, it has the responsibility of ensuring public safety and appropriate off-leash compliance on its property by either appropriately compensating the Animal Control Section for those services or by providing that service in another manner.

Similarly, the Regulatory Services Environmental Health staff do well testing for the Park and Recreation Board water wells with no reimbursement for either the lab sampling costs or the staff time involved. In the past year, the frequency of inspection was reduced. However, there are still frequent sampling failures of these wells and subsequent additional samplings are required. There also is a potential liability that the City may incur. The Park and Recreation Board has primary responsibility for ensuring the safety of its well water and the Board needs to appropriately reimburse the City for services to ensure that safety, or make other arrangements to ensure that safety.

Also, Regulatory Services provides water sampling for the Park and Recreation Board wading and swimming pools and some Minneapolis School District swimming pools. In each of these cases, Regulatory Services staff have recognized a public health need and have responded by providing a needed service. However, as budgets tighten, Regulatory Services needs to reassess who should be responding to these needs. If supplemental services are provided by Regulatory Services staff to ensure the safety of the wading and swimming pools, the Department needs to ensure that there is appropriate reimbursement for those services.

Similar situations may exist in the building inspections and Environmental Health inspections for commercial daycares or other institutions for which the Department receives no permit fee or inspection fee.

As part of the Department's business planning effort, an analysis needs to review the Department's work efforts and determine whether the Department is the primary responsible entity for inspection and enforcement, and whether there is appropriate fee recovery for the activities.

In some cases, it may make sense to provide services to another jurisdiction, however, appropriate compensation and adjustments over time need to be part of the consideration. Without this analysis, the Department's effectiveness in its true areas of responsibility suffers, while Department staff feel overwhelmed by work demands created by other jurisdictions.

Trend #2

Increased Workload with a Stabilized Workforce and the Impact on Service Quality

As a result of economic conditions affecting the financial condition of the State of Minnesota and the City, the Regulatory Services Department is currently operating with a stabilized workforce that is unable to increase in numbers to meet increased workload.

Although vacant and temporary positions are filled, the Department does not expect to be able to add new positions to accommodate an increase in workload and an increase in the complexity of the work that has resulted from many external and internal conditions.

Therefore, the Department will have a varying amount of ability to adjust to the increases in workloads and complexity of regulatory challenges. The trends and challenges of increased workload are driven by the following:

- Changed customer service expectations
 - Better service often takes more time, unless other procedures are identified and technology is updated
- Emphasis on education and prevention as well as enforcement
 - Initial effort takes time away from inspections in the short-term, but can be a positive in the long-term
- Unfunded or understaffed initiatives
 - Initiatives per council request with no funding; and underestimating amount of staff and time needed for the new initiative to succeed
- Fee for service
 - Needed to fund the services, but then need to track the fee, collect the fee, and continue to evaluate
- Increased or changed regulatory laws at many levels
 - Continual changes in federal, state, and local laws do not automatically result in increased staff to handle the increased complexity of the work
- Increased immigrant population
 - Language and cultural differences may result in increased time and effort to create understanding
- Different technologies
 - Incompatible computer programs, outdated programs
 - New, better systems could be incorporated
- Stakeholder cooperation vs. resistance to policies and programs
 - Real estate that support programs vs. agents that choose not to cooperate
 - More effective enforcement methods

- A visual population that doesn't read the instructions
 - How to get our instructions read and understood
- Weather—increased construction season
 - Little to no downtime for inspectors due to weather
- Real estate market—increased housing sales and prices
 - Changing market trends and sales have not resulted in an increased work load without an increase in staff to handle the workload
 - Higher prices affects housing affordability, overextended loans may result in increased foreclosures, more boarded buildings, unsafe illegal units in homes, and overcrowding

As a consequence of advancements in our technology and that used by the public, there is an expectation that the Department deliver services faster. Unfortunately While the Department has identified its areas of service delivery, it has not been able to measure its effectiveness in providing those services.

The staff's ability to respond to demands to provide services faster has been hampered by consistent educational development needs that have not had adequately applied measurable outcomes. To identify these outcomes, the Department must decide if the current KIVA system is sustainable, and if so, are there resources to implement the necessary changes to meet these changing service demands in a timely fashion.

If there are resources to implement changes, then the Department must determine its priorities to accomplish its mission and determine if that mission match those expectations of the community and the City's goals? One way to evaluate this would be to target a specific regulatory group and their functions in their area of expertise.

The Department can measure those service deliveries that are most cost-effective and further determine how to prioritize service delivery to meet the demands of the constituency. An initial focus such as this may allow the Department to determine those areas that are most important to its mission. Identifying some of those challenges may encompass:

- The ability to change customers' expectations of inspection complaint turn around time to reach a conclusion
- Reduced time to explain those code requirements that drive our compliance
- Directing those complaints that are not part of the priorities to another government or private partner to follow-up
- Educating elected officials and their staffs about the time that it takes when they take away our staffs ability to focus on the core mission first
- For constituents with a language barrier, schedule specific times that interpretation is available. Post the schedule for interpretive services for the most common various languages used in the City by partnering with the constituents' representative organizations.
- Coordinating training with the area community colleges that set the standards for code inspectors
- Staff training for conflict resolution
- Develop in partnership with all community colleges, an accredited training program to deal with nuisance violations. This would be an introductory course managed by the Department or NRP staff to complement the goals of Regulatory Services.

Trend #3

Providing Services in an Increasingly Diverse Culture

Nearly one in five Minneapolis residents speaks a language other than English in their homes. This means that more and more, City of Minneapolis employees are providing services to individuals with limited or no English. The City of Minneapolis is committed to making City services and information about those services available to people in their own languages.

Federal law requires the City of Minneapolis to provide meaningful access to those with limited English proficiency (LEP). The following excerpt from the City of Minneapolis report, *Minneapolis in Any Language* highlights the current status:

Minneapolis's Hispanic population has increased by 269% during the last decade and surpassed St. Paul as the city with the largest Hispanic population in Minnesota. Minneapolis continues to have the second largest population of Asian-born immigrants in the state. Asian born immigrants make up 31% of Minneapolis's new arrivals. Nearly one fourth of new arrivals came from Africa; the majority of them were from Somalia. Somalis constituted the single largest ethnic group arriving in Minnesota, with 1,588 individuals reported in 2002.

(Minneapolis in Any Language, City of Minneapolis, November 2004)

According to a written opinion from the City Attorney's Office, the City of Minneapolis and its departments are required by federal law to plan for and provide meaningful access to services for City residents with limited English. According to the opinion, "Title VI of the Civil Rights Act of 1964 and the implementing federal regulations require City departments receiving federal financial assistance to provide meaningful access to their programs and activities for LEP persons. Failure to provide meaningful access could result in a loss of federal funding. Private individuals could bring civil action alleging intentional discrimination in the denial of services based upon their protected status...Nearly every City department receives some sort of federal financial assistance." Because the City receives federal funding, this mandate applies to all City departments. The full opinion is included in the appendix of the Citywide LEP Plan.

In November 2003, the City Council passed a resolution approving the creation of a citywide Limited English Proficiency (LEP) plan to provide specific direction to staff about how to make City services accessible to those who speak limited English. An eight-month planning process beginning in January 2004 involved representatives of all City charter departments. The result was, *Minneapolis In Any Language: City Guidelines and Departmental Action Plans for Equal Access to City Services to Individuals with Limited English Proficiency*, referred as the "Citywide LEP Plan."

The purpose of the Department LEP Plan is to provide informed direction to the Department and its staff on how to ensure meaningful access to its services for LEP individuals. It will be incorporated into each department's business plan and then evaluated and updated annually. The Minneapolis Multicultural Coordinator will work closely with each of the City departments in developing their LEP plans.

The Department of Regulatory Services provides information, education, and enforcement to ensure the safety, health, and improve the livability of our residents. It is essential that the Department is capable of communicating clearly to all of its service users. Inspectors and other staff are continually encountering situations with language barriers, while increasingly feeling the pressure of fewer resources and higher workloads. How can the City staff effectively communicate expectations and services to our newest residents?

Trends in the Community

In Minneapolis, diversity is readily seen in the food business. We have food establishments operated by people from around the globe, operating together, side-by-side throughout the community. We are enriched with a great variety of language, culture, and cuisine. One of our most interesting opportunities is to link this diverse population of food operators, consumers, and community agencies to our City services. The newfound partnership removes barriers to sharing information. Open and honest communication allows both the health agency and the operator to monitor and protect public health.

We have worked with the City's multicultural office, African Development Center, Latino Economic Development Center, Minnesota Department of Health, and Minnesota Department of Agriculture and conducted focus groups to promote communication. District supervisor Tim Jenkins led this project.

We are serving the LEP community through translations, translators, cultural training for staff, and participating in the development of the City's LEP plan.

A Regulatory Services LEP plan will be completed using workbook templates provided by Minneapolis Multicultural Services. This can be expanded on to form a key initiative in the business plan in regard to serving LEP customers. Environmental Management and Safety is currently working on a draft of their plan. The next step will be to get the other parts of Regulatory Services involved.

- Challenges associated with language, culture, and understanding regulations:
 - Lack of understanding of the terms such as “food safety”
 - Cultural food preparation
 - Limited English Proficiency
 - Lack of basic literacy and education
 - Religious and social differences
 - Food labeling and understanding

Additional challenges within Regulatory Services Divisions are shown in the following table.

Additional challenges associated with language, culture, and understanding regulations:

| Food Safety | Licensing | Housing | One Stop | CIS |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Communicating complex concepts during inspections • Ability to pass Food Manager Certification course • Opposing cultural food preferences (e.g., serving and storing potentially hazardous foods at room temperature) • Inspector understanding of new ethnic food products • High business turnover rate | <ul style="list-style-type: none"> • Perception/distrust of government officials • Difficulty tracking funding sources (a req. for licensing) with numerous owners • Business owners do not know where to start • Approval from one trade is perceived as permission to open | <ul style="list-style-type: none"> • Housing Inspection Services has a high demand for translation and interpreting services from Minneapolis Multicultural center. Because of limited resources, this may delay inspections or other service needs of the LEP customer. • More coordinated inspections required once a non-English speaking resident is identified. Inspector needs to schedule another time with an interpreter • Educating new arrivals on regulatory requirements • More work done on property without necessary permits, such as installed living spaces in basements, without proper zoning and building approvals • Translation of all educational materials in three primary languages: Spanish, Hmong, and Somalia • Hiring of bilingual inspectors and office support staff—this would eliminate a delay in providing services | <ul style="list-style-type: none"> • Production/maintenance of applications, guide sheets, etc., in multiple languages • Explanation of requirements for permits • Explanation of process for obtaining permits • Interpretive services for the Counter services and phone calls | <ul style="list-style-type: none"> • Communicating the requirement for licensed contractors to perform specific work • Explain that licensed contractors are not City workers • Time required arranging interpreters and inspectors to meet with owners |

Trend #4

Providing Services for Unfunded Mandates

In a time of declining resources where local government agencies are being asked to do more with less, there are many unfunded or under-funded mandates that Regulatory Services addresses on a regular basis. It is common for the state legislature and City Council to enact laws without providing a funding source to cover the cost of personnel and administration. In some cases, the state restricts the use of fees or strictly limits the amount that can be charged for a service. Below are examples of unfunded mandates to Regulatory Services:

Construction Inspections

Mandates from the State require CIS to research, inspect and approve licenses, including daycares, beauty salons, adult care facilities, rehabilitation facilities, and others. On the local level, CIS is required to administer programs such as Fire Escrow, Fire Damage Reports, code compliance of condemned structures, exterior maintenance of commercial buildings, and the unpermitted work program. CIS also provides constituent services for code questions, construction practices, and any other building related questions without compensation.

Environmental Management

- *Environmental Services.* The City of Minneapolis Nuisance Ordinance is an unfunded mandate. The ordinance is vague and difficult to enforce but important to elected officials because of neighborhood livability. Nuisance inspections (noise, odor, air) are time consuming but unfunded because citations are rarely issued (nuisance violations are difficult to prove in court).
- *Food Safety.* The State mandates that registered sanitarians must inspect all risk-level food establishments. Facilities that prepare food but are not licensed (for example, daycare centers) receive inspections at no charge (establishments with licenses pay for the cost of inspections through the license fee).
- *Lead.* The State mandates that the City conduct an environmental intervention/blood lead investigation (finding the source of the lead) for children with Elevated Blood Levels (EBL) over 20. Funding to conduct this activity is primarily grant based through HUD and CDBG allocations. The State has lowered the level to EBL's over 15, without a funding source to provide staff to meet this new level.
- *Animal Control* is obligated under Minnesota State statute to pick up and hold stray animals for five days. Maimed animals that are strays also receive veterinarian care. The state does not provide funds for either of these activities. Animal Control Officers also assist the Police Department with dangerous dog/animal calls and are not reimbursed for this activity.

Housing Inspections

In Housing, the following programs are unfunded by local mandate: graffiti removal and program administration; rental application fee for potential tenants licensing standard; and the administration process (appeal hearings) for administrative citations. At the state level, The State has given local municipalities the authority to license and charge an annual licensing fee for boarding and lodging establishments. The fees collected are approximately \$80,000 annually. These fees currently are not sufficient to support the entire inspection and reporting requirements for these buildings.

Licenses

All tasks related to 2:00 a.m. bar closing licenses are unfunded, and in 2003, the State began requiring "certification" of 3.2% beer licenses (150 additional certifications annually). In addition, the newly enacted smoking ban ordinance in Minneapolis was approved without funding or additional staff.

The challenge is to quantify the cost of these unfunded services and compel elected officials to either: 1) fund the service/hire more staff; 2) eliminate the service; 3) implement new fines/fees; or 4) stop providing service "A" to provide service "B." Improved accountability measures would assist in demonstrating the value of services provided and offer specific data to inform decisionmaking.

Trend #5

Increasing Complexity of Regulations

New regulations, in the form of current codes, will challenge the Department to increase the knowledge and skills of its employees. Also, construction designs have become more sophisticated and complex. Some of the Department's most challenging construction designs have recently included the Guthrie Theater, Midtown Exchange, Central Library, and the Children's Theater.

Federal, State, and local codes change on a regular basis. When this happens, there is no formal process within Regulatory Services to analyze the impact of the new code within our business practices. For example: In most cases, if the State adopted new International Codes and are less restrictive than in the previous adopted code, the local codes cannot continue to be more restrictive. In essence, there is a disconnect between multiple jurisdictions.

Inevitably the Department's customers expect the Department staff to be competent in reviewing their plans accurately. The Department itself is challenged to meet the demand of current codes and at the same time provide a quality service for its customers in a standardized, consistent manner.

Ultimately, the Department wants to have a skilled workforce that completes quality plan reviews and inspections. With codes continuously becoming more specialized, the Department faces challenges in finding ways to maintain and recruit employees with highly specialized skills that are required to meet more specific code requirements. Staff whose positions are more general in nature may be better suited for cross training.

One challenge the Department will have, is to identify a staffing mix that can support a highly skilled-specific service during peak business cycles. The construction season impacts the Department as a whole—it's not limited to a single division—which therefore limits the ability to utilize existing staff in other divisions of the Department. One solution may be to rehire retired skilled-specific employees to help fill temporary staffing needs during peak business cycles.

Succession planning will be an integral part in meeting the staffing demands on the Department. The Department should desire to become the employer of choice when recruiting, training, and retaining a knowledgeable employee base. To start this effort, the Department needs to understand the knowledge and skills of its existing workforce. It then needs to identify the level of skills needed order to provide quality plan review and inspection services. A gap analysis will help the Department identify the training and education required to meet the customer's needs, and at the same time adhere to code compliance.

Another challenge is to recognize the Department's Business Lines, and to invest our staffing resources to meet changing needs and expectations of those paying for our permits within those Business Lines. These permit fees are a large part of the Department revenue base. Limited funding, and time for educating staff, is a risk that could affect the performance of the Department's business. Educating staff redirects staff away from key positions that could affect service levels. The challenge is to find the right balance.

Other considerations need to take place when implementing and evaluating the succession plan. The Department needs to recognize civil service rules and the impact on the workforce. This could include training programs for diverse groups of employees that will provide a better trained overall workforce.

Trend #6

Balancing Financial Costs with our Core Values

The challenge for Regulatory Services is to recognize and balance financial costs with our core values and day-to-day operations. Both we and our customers are trying to save money. Costs of doing business are shifted around, based on external and internal forces. Changes in the way we do business need to address our customers' expectations of costs and levels of service.

Customers Transfer Costs to Regulatory Services

In general, our customers want to spend as little money as possible on their buildings/projects. Left unchecked, these costs can end up being shifted to Regulatory Services. For example:

- Homeowners may choose to not hire professional remodelers – resulting in more work for the building department
- Property and business owners may not want to hire design professionals, or are told by the contractor that they do not need to hire design professionals – resulting in more work for the building section
- Concept and practice of “value-engineering”
- Solutions: When appropriate, Regulatory Services employees need to “just say NO” to potential customers who don’t have adequate drawings, referring more design professionals to the State Board of Licensing for discipline, and not conducting inspections when the applicant is not knowledgeable.

Regulatory Services Transfers Costs to our Customers

Many decisions have the potential of costing customers money. Given alternative approaches, unnecessary costs for customers may be contained.

- Part of just saying “no” is doing less education. This can translate into more enforcement and thus more costs to all parties.
- Regulatory Services employees are often in the position of educating our customers about the importance of hiring professionals (essentially creating jobs for professionals).
- As Regulatory Services trims its services, there will be potentially less service to the customer.
- Solutions: One of the most critical “costs” to customers is time. Delays can represent a huge cost for customers. Timely service delivery is probably the most important goal the Department can satisfy to keep customers happy.

Recognizing Trends that Shift Costs

The costs to Regulatory Services and to our customers are influenced by trends both internal and external to Regulatory Services:

- One external force is the change in construction project delivery methods that sometimes makes the general contractor the coordinator of the design professionals instead of an architect in charge of the design professionals. This has major cost-shift implications for Regulatory Services as design professionals are eliminated or where there is no one entity coordinating the design.
- Another example of an external force is the litigious environment that hampers all decision-making in general out of fear of litigation. People in general are more wary of sharing information. Information “tightens up.”
- As an example of an internal force, the more we “tighten up” our enforcement, the more complaints we receive. The “less tight” we are about enforcement, the more that people will ignore the requirements we enforce.
- Solutions: It is important to have clear vision, mission, values, roles, knowledge of changes that we can and cannot control, and understand the general direction of our industry.

Balancing Customer Service Focus with Costs and Core Values

There is a natural trend in government to become more bureaucratic, thus causing the customer time delays and other costs. If the Department loses sight of core services, there will be a tendency to lose sight of customer service focus. The Department needs to:

- be able to have processes that can be simplified when appropriate
- “drive down” understanding and decision-making to the person dealing directly with the customer at point of service delivery
- be careful not to become “paralyzed” by overly-strict or complex procedures and processes
- simplify and expedite the Department’s portion of the customer’s projects, not make it more complex and time-consuming

- create solutions using clear, concise communication in all forms

Summary: Containing Costs and Meeting our Mission, with a Customer Service Focus

On an ongoing day-to-day basis, it comes down to each and every employee interacting with our stakeholders to be:

- Consistent in enforcement, yet flexible and reasonable
- Able to make quick, informed decisions
- Highly skilled, with well-planned training
- Aware of clear direction as to goals and scope of services
- Customer-service friendly
- Given adequate time to do the work
- Provided with exceptional recordkeeping support
- Provided with support from above
- Tracking the external and internal forces affecting our jobs

Confidence will improve performance, morale, and motivation, which will improve the Department's reputation in the community, thus setting higher standards in general and encouraging voluntary compliance and education, rather than use of the punitive enforcement model.

Trend #7

Increased demand for processes and supporting technology that reduces cost, increases speed, and satisfies the demand for quality data to make timely and informed decisions

In the age of technology and e-government, it is a high priority to develop a streamlined system of communication and information sharing that is structured for cutting-edge technology solutions. We live in the age of information technology with increasing need and expectations for e-government services. Citizens, developers, decision-makers, and other agencies are demanding increased efficiency and speed of government services and rely on the quality of available data.

One of the trends facing the Department of Regulatory Services is having processes and supporting technology that reduces cost, increases speed, and satisfies the demand for quality data to make timely and informed decisions.

Without a steady allocation of funds for the cost of technology development, we cannot maintain the current business growth rate at a high level of service.

In addition, there is no allocation model of resources for the cost of support to maintain any new business program. Implementation of new programs sometimes requires developing information reports to the City leadership of program performance which requires integration with multiple tools and technologies to tell the full story.

The current Regulatory Services system (KIVA) is not fully meeting the needs of the Department. Units within Regulatory Services have created shadow systems because there was not a fully developed or shared vision of how KIVA would be used by the entire Regulatory Services Department as a request for service tracking tool. Many of these shadow systems are being used to solve business needs because there were no budgeted funds for integrated data management planned for the business system start up.

Existing disparate data stores cannot be shared for measurement purposes. Within Regulatory Services, each unit has different needs for collecting, organizing, analyzing, and reporting data. Core inspection functions must capture the consistent data to ensure performance management and accountability. The system needs to be user-friendly and must serve both individual needs and City needs.

In addition, the up-front costs for implementing a program or the ongoing support have not always been identified. Industry estimates are at 30% technology cost for development and maintenance of program initiatives.

The Department needs to determine the right staffing model for the support of the business and decide how to make investments in technology and when and where technology solutions are implemented. Current limited resources are not adequate for supporting the business needs for technology.

Providing inspectors with accurate information at the right time leads to more proactive establishment education and enforcement, as well as quicker response times to complaints. This enables the City of Minneapolis to better protect the health and safety of the community.

We need a system that allows us to clearly present decision-makers with choices and one that provides rapid access to information that can be used to connect revenue with FTE workload and resources.

Issues to consider as solutions are developed:

- What are the core business functions that should share the same technology tool?
- Documentation of business processes is a major dependency for use of any technology and sharing of information for performance measures
- There is no inspection standard for the entire department related to information gathered and tracked. Inspection information is in many types of sources form paper, shadow systems, microfiche, access databases not linked to KIVA.
- Dedicated resources are needed for each business unit and a prioritization process that can be reconstituted for determining the technology needs to manage the business.
- Unclear role of BIS
- BIS is a fee for service department and there is limited accountability for delivery of services. For example, the hardware acquired for remote inspector is proceeding without any firm commitment from BIS to support the hardware until the contract renegotiation with Unisys. The cost of the support will be the responsibility of Regulatory Services. In addition, with seven people on the project team assuming the 30% model, the additional FTEs needed to support the application and program equal 2.3 FTE for ongoing support.
- Can we move away from the dependency on the service providers in BIS
- Training existing staff for new skills to support the business program development needs
- Reassignment of administrative support for technology program assistant
- Roles of process coordinators needs to expand to perform basic administrative functions for the unit
- Orientation of basic computing support within the Department; increase data awareness; increase skills and knowledge of staff that have competency to use technology

Trend #8

Unprecedented Building Activity with Embedded Boom and Bust Cycles

Market trends have significantly increased the construction and remodeling workloads in the City over the past 15 years.

Between 1989 and 1995 the commercial floor space requiring construction and maintenance inspection downtown increased by 50% with the addition of five new office towers. Commercial construction was very active throughout the Tech Boom of the 1990's. Then, between 1999 and 2002 that overall total of commercial floor space expanded again by a third with the addition of seven more office towers.

Starting in 2002 and continuing to the present, the City has experienced a ripple affect from the commercial expansion, which is an increase of residential housing space with the condo conversions and special condo complexes being built on the fringe of the downtown commercial area. All of this new permit

activity has resulted in a significant increase in total permit revenue collected, but has also resulted in an increase in workload of unprecedented nature.

On top of the volume pressure to the workload, is added the complexity of “as built construction” and “performance based design” building practices of today’s construction world.

Construction also occurs at a much faster pace. For instance, today it is common for a house construction to be completed in 60 days. In the past, this work would have taken a number of months, and provided a longer timeframe to accomplish adequate inspections.

These changes in the construction world have dramatically changed the baseline of service needs for the City.

These workload trends do not fit easily with the City’s traditional static staffing patterns. Staffing levels cannot easily be increased to meet the increase in workload during boom cycles, nor easily decreased during bust cycles.

A significant imbalance between workload and staffing and fees and expenses puts the quality of service at risk either by the missed inspections of overscheduled workers or due to the lack of timeliness of service. Building Permits and plan review are areas in which time really does translate to money for developers and builders and unexpected delays can have a domino affect on financing, closing and occupancy dates all of which affect the cash flow and profitability of a project. At some point, delayed service becomes lack of service. This has the potential to ultimately affect the City’s commercial attractiveness and viability as well as safety.

Increase of User Fees Based on Economic Conditions

Tight economic times have influenced leaders to look more broadly at user fees as a way to offset City expenses. In some ways this broader look is good, combined with a detailed analysis to ensure that the City recovers its true expenses across all City departments for the cost of City regulation of the user fee industries. However, in some cases the failure to staff to the workload created by outside economic market trends leads to significant imbalances between the fees collected and the actual expenses. The construction user fee industry is willing to pay current fee rates to get needed service, however, they strongly object to diversion of their fees paid to other projects and have sought legal recourse in instances in which it appeared that Building permit fees were being used to pay unrelated City expenses.

Challenge

One of the challenges for us is to try to communicate how failing to address this service issue has the potential to affect the future safety of the City and its commercial viability, which ultimately funds and supports the public safety sector.

We as a department need to find ways to provide timely, good value service within the legal scope of the fees paid, while at the same time ensuring that all appropriate City expenses are fully recovered and that the construction done in this City is safe. We need to communicate this as a goal and a concern.

This will require a detailed analysis of the City’s services, processes and fees in order to establish what a unit of each type of City service costs, which fees appropriately cover that service or need to be created to cover the service, or, if that service does not add value, should be eliminated or downsized. This may mean that some services that previously had no separate fee are now fee based. This certainly also calls for innovation. However, where staffing does not meet demand, where fees significantly exceed the City’s service response and not just for one time period, but for some obvious duration, failure to address the need may lead to a serious undercutting of the City’s future safety, viability, and livability. Our most recent experience has been that work volumes have created revenue more than \$1 million in excess of the Five-Year Plan projection. Prior to the costs for direct and indirect services from other City departments, it is estimated that a gap of \$6.5 to \$8 million dollars exists between revenue and expenses during the last few years. We need to make clear that this is a message delivered out of concern for the welfare of our City, its construction industry, its residents, and visitors.

Trend #9

Work Space for Office Employees & Field Personnel/Work Space Needs for Centralized and Decentralized Service Delivery

Space Trends for Providing Decentralized Services

One of the main objectives in planning workspace is to provide staff more opportunities to be in the field protecting the health and safety of the public.

In providing decentralized service delivery it is essential to increase field time percentages across Regulatory Services personnel. A benchmark for each unit needs to be set (i.e., 80% field time) along with a strategy to achieve this goal. The strategy would include implementing changes to policies, procedures, equipment, technology, vehicles, and space that makes sense in regard to the business objectives for each division. The result will be gains in productivity.

Collaboration

The environment in which our employees work can impact the quality and efficiencies of their work and influences job satisfaction. Employees need to have a safe environment and have the opportunity to work together to solve problems. The challenge is to identify opportunities for cross-functional collaboration. Decentralization doesn't necessarily mean diminished contact between employees. Employees need workspaces that minimize repetitive non-value added work (e.g., unpacking and repacking work materials in a shared workspace). The solution to this problem is a combination of physical space and cyberspace strategies.

Public Service Center

The long-term plan for the Public Service Center, contingent on other factors, is to have a new building built on this site in 12 years. Therefore, Regulatory Services needs to utilize the downtown central location to accomplish the expanded centralized services for our customers. The Minneapolis One Stop is growing in that expansion and will be requiring more useable space for the customer and One Stop work space for employees on the 3rd floor of the Public Service Center to provide better service to customer and adequate centralized work space. This in turn, will drive the need to relocate staff to remote office space. There is a growing need to design and locate space according to customer needs. A challenge is to design space in a manner that considers the function and discipline of each employee, while achieving a functional uniformity. Strategies for workspace location and workspace design must also build in contingencies related to vehicle characteristics and distribution.

Current work space issues for office and field personnel:

- The current system of having field staff constantly going back and forth from the field to the office for paper work and meetings is inefficient.
- Several of our field inspectors and stationary staff work in inadequate spaces, with insufficient equipment (access to computers, etc.).
- Inadequate space for the One Stop expansion
- Inefficient parking at Haaf Ramp for the fleet
- Some employees feel left out or separated from the organization

Challenges for future space management:

- The space management effort needs to include the long-term plan for the PSC (at least 12 years) and incorporate several phases of space planning.
- Working remotely exposes staff to risks; therefore, safety and security are more challenging. Remote worksites (satellite offices or vehicles) are more vulnerable to theft or damage.
- Relocating staff into 3 locations (North, South, and Central) should be considered.

- The design of the three sites may need to include space for a variety of personnel including staff from: Construction Inspection, Housing, Business Licensing, Environmental Management, and Safety (Environmental Services, Environmental Health—Food, and Animal Control), Fire, Traffic Control Agents, Supervisors, and Office Support Staff.
- If we pursue the 3-tiered location (North, South, and Central), we will need to evaluate how the remote assignments can be adjusted to fit within this model.
- Supervisory issues and general space management
- Analyzing the possible inherent challenges to managing a diverse work group at remote locations
- Ensuring connectivity to the organization
- Compensating for the loss of person to person interactions between upper management and staff—common to being in a centrally located space
- Parking for employee vehicles and personal vehicles
- Managing filing and paper copy needs (might include analysis of our entire filing and recordkeeping system)
- Ability to assimilate the needed equipment and technology
- Actually finding the right space will be difficult. Currently looking at space possibilities within Police, Fire, and Park Board spaces located North, Northeast, and South Minneapolis.
- Financial resource constraints
- Continuing to value the employees so they feel connected and invested in the job/environment
- Providing customer service in convenient locations with parking
- Customer would benefit from government service centers located near shopping and other services within their neighborhood.

Trend #10

Providing a Fleet that is Safe, Reliable, and Technology Capable

Through an active employee involvement strategy, it will be important to re-evaluate Regulatory Services' fleet needs, policies, and the associated ramifications, to provide an adequate supply of safe, functional, and reliable vehicles. This will include defining our customers, their needs and expectations, and working in partnerships to develop a "State of the Industry" Fleet Management program.

Issue: Regulatory Services' Inspectors' vehicles will be equipped as mobile offices

Challenges:

1. Identify Equipment (laptops), power needs for use in vehicle, protection of equipment, vehicle
2. Vehicle uses: duration in vehicle per day; business functions, individual physique
3. Ergonomics
4. Budget
5. Coordinate with Field Station Key Initiative; access to electronic data, paperwork, field work-stations, supervisors, etc.
6. Employee Safety

Issue: The Regulatory Services fleet, approximately 5 years old, will need replacement over the next few years

Challenges:

1. Develop a fleet replacement strategy (# and/or % of vehicles replaced annually)
2. Number of vehicles needed
3. Types of vehicles required to meet business needs; individual use needs (size of individual, number of hours used per day, computer use, and #times in/out vehicle per day)
4. Budget
5. Vehicle Assignments; standards for personal assignment, pool car use
6. Pool Cars
7. Rotate vehicles among users to prolong life of fleet
8. Identify life cycle of vehicles (Animal Control, Traffic Control, Inspectors, Pool Cars)
9. Cost /benefit analysis of possible replacement models; downtime
10. Lease? Buy? Use Personal Car?
11. Take home vehicles
12. Environmentally Friendly/green vehicles
13. Ergonomics
14. Employee Safety
15. Fuel economy
16. Vehicle maintenance histories

Issue: Strategies/policies need to be developed to reduce accidents

Challenges:

1. Study Injury, Accidents, and Workers' Comp patterns
2. Coordinate with Safety Committee/Accident Review Board to improve policies, accountability
3. Upgrade Accident procedures. Supply every vehicle with Accident Packet
4. Establish Safety Equipment standards for every vehicle
5. Partner with Risk Management; Identify Risks, Liabilities
6. Review visibility of vehicles, identification, and other safety indicators
7. Employee Safety

Issue: Consistent policies need to be developed to ensure availability of a safe, reliable fleet

Challenges

1. Review and draft new policies and procedures: Accidents, vehicle use, pool cars
2. Work closely with Safety Manager, Risk Management
3. Employee Accountability
4. Care, Repair, and Maintenance of vehicles
5. Employee Safety
6. Pool Cars: Access, use, accountability, Power Hours Usage
7. Centralized Fleet Manager's Role and decentralized Division liaisons' roles (Drivers' Licenses; Records management, Public Works)
8. Conduct Employee survey, Best Practices research
9. Partnerships: BIS, Inspectors, Risk Management
10. Measurement Systems
11. Employee Safety

Issue: Regulatory Services vehicles may be relocated to remote parking lots outside of downtown

Challenges:

1. Identify site options, number of vehicles, safety and security, proximity to Remote Offices
2. Daily short-term and 24/7 parking needs
3. Reevaluate Haaf Ramp/Downtown parking needs
4. GIS data (?)
5. Budget upfront costs for relocation and long-term savings

Trend #11

Developing a Highly Qualified Diverse Workforce

The Regulatory Services Department currently has a total of 241 full time employees and by the end of 2004, only 48 employees or 20% of the workforce, will be people of color, as shown in the attached workforce table.

The Department desires to increase diversity in the organization to reflect the diversity of the City of Minneapolis. This desire will require the Department to develop comprehensive recruitment strategies that will help ensure the applicant pool is reflected by a highly diverse group of applicants.

The Department needs to go beyond the normal hiring techniques normally utilized through the Civil Services process in order to achieve this goal.

The Department will ensure that training opportunities and promotional opportunities (including detail and transfer opportunities) are available to all employees.

In addition, the Department needs to plan on how to deal with retirement of staff members. According to the retirement projection for the next five years, the Department will have at least 25 employees who are eligible to retire. To be ready for this, the Department needs to lay out training programs focusing on core competencies so employees know what kind of trainings or courses a position requires so employees can be prepared to be promoted into those positions.

The creation of a new workforce action plan will help the Department to implement its business plan; and it will also help the Department to recruit, retain, and develop a highly qualified and diverse workforce that reflects the diverse population of the City of Minneapolis.

Diversity Workforce Table:

| Date/ Number | Total FTEs | Total Male | % Male | Total Female | % Female | Total Minority | % Minority | Total Disabled | % Disabled |
|------------------------------------|------------|------------|--------|-----------------|----------|-------------------|------------|-------------------|------------|
| 31-Dec-02 | 268 | 150 | 56.0% | 118 | 44.0% | 50 | 18.7% | 21 | 7.8% |
| 31-Dec-03 | 246 | 133 | 54.1% | 113 | 45.9% | 41 | 16.7% | 19 | 7.7% |
| 31-Dec-04 | 248 | 137 | 55.2% | 111 | 44.8% | 47 | 19.0% | 19 | 7.7% |
| Change from 12/02-12/04 | -20 | -13 | | -7 | | -3 | | -2 | |

Retirement Projection Table:

| | 2005 or earlier | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|----------------------------------------------------|--------------------|------|------|------|------|------|------|------|------|------|------|
| Number of Staff Eligible for Retirement | 7 | 1 | 6 | 5 | 5 | 7 | 9 | 8 | 6 | 11 | 7 |

Trend #12

Increasing Use of Communications to Build Department Culture and Support Department Success

A solid communication system is critical to the success of the Department as a whole and to the success of the initiatives and programs sponsored by the organization. The major trends in communication include:

External trends:

- Rapidly increasing use of, and reliance on, technology and automation (e-mail, VRS, web access) to communicate variety of information with the public ranging from basic information about services to more complicated information about regulations and codes.
- Higher expectations by customers (general public and Policymakers) about access to information and communication with the Department, including:
 - responsiveness (quick);
 - transparency;
 - accurate and consistent message/information;
 - multiple options for communicating with government (e-mail, phone, web and in person);
 - customer desire to have influence on processes (collaboration, not just information)
- Valuing respectful and professional communications with customers (customer service)
- In the Minneapolis Resident Satisfaction Survey in 2003, the number of residents giving higher marks for communication efforts by the City declined 8% when compared to the similar 2001 survey. In 2003, 41% of surveyed residents saw efforts at communicating with residents as “good to very good” compared with 49% in 2001. In addition only 13% of the respondents reported had been actively involved in the City’s decisionmaking process (besides voting) over the past two years.

Internal Trends:

- Desire on the part of employees to be accurately informed about changes and policies in the Department and not hear of changes through the rumor mill
- Problems with communication between managers (supervisors on up) and staff. While there seems to be good report among co-coworkers at similar levels, as one moves up in the organization, there is less connection.
- There is new management in Regulatory Services with noticeably different styles and expectations than the previous administration. This creates some apprehension on the part of staff. Communication is vital to successfully managing this change.
- In the 2004 Minneapolis Employee Survey Results for Regulatory Services there were 5 questions related to communications—including one open ended question. Only 31% of the respondents thought that management was doing a good job of informing employees about how decisions were made and their effects. Overall, there was a strong desire by employees to hear about important information in staff meetings. Staff meetings were also the highest suggested means of improving communications in the Department.

Challenges

Designing a communication system that adequately meets the needs of the entire organization (internal and external) poses multiple challenges. These challenges range from simple to complex; they range from developing an organizational culture that values communication and understands how it contributes to a successful department to how employees answer the phone and relate with customers.

Specific challenges include:

External Challenges

- Managing the range of communication strategies:
 - One-on-one customer service;
 - Public meetings and other ways to get the word out to citizens;
 - Public relations efforts;
 - Strategies to include/inform those with limited English proficiencies and those new arrivals that come from areas with different customs;
 - Determining appropriate points for collaboration with customers (as opposed to just providing information).
- Developing the message that we want to communicate better with our customers, peers, and others (based on core values, vision, and mission)
- Managing public expectation of what Regulatory Services does and does not do
- Limited resources to make a communication system work well

Internal Challenges

- Limited resources available to improve opportunities to communicate among employees
- Organizational culture needs to be changed to a point where professional communications are valued within the department and with other agencies.
- Need for communication directly from the top management to assist with “translation” of key policy initiatives and other important information for all staff
- Field staff that are not connected to traditional communication venues (no regular e-mail or computer access)
- Regulatory Services divisions provide a wide range of services, many of which have their own language. This diversity of service activity and staff can complicate communication across divisions, making it difficult to relate to each other and fueling the tendency to create silos. This can also make it difficult to communicate with each other about what each of us contributes to the organization and to value/rank/prioritize competing needs.

Section Two: Primary Business Line Overviews

Primary Business Lines

Primary business line—Inspections Services

This business line deals with structure planning and implementation.

Primary business line—Operations, Licensing, and Environmental Services

This business line deals with services, behaviors, and activities.

Description of Service Activities

Minneapolis One Stop

The Minneapolis One Stop serves as the front door and service center for the City's consolidated development review activities and focuses on consistent, streamlined customer service.

Minneapolis One Stop will provide:

- A single access point for coordination of development review services.
- Accurate and useful information about the City's development requirements.
- Effective customer service and communication throughout review processes.
- Accurate and complete building records and permit issuance.

Construction Inspection Services

The goal of CIS is to provide quality construction inspection services to ensure the safety, health, and livability of the built environment.

CIS provides construction inspection services to ensure a safe built environment. The current service area is broken down into seven tier-2 service activities. These service activities include activities such as conducting the truth-in-sale-of-housing program to improve the cities housing stock, maintaining affordable housing, and protecting public safety. CIS provides code compliance, fire escrow, and emergency demolitions to safeguard the public while utilizing private or insurance funds and assessing City expenditures. An education component is also built into the current business plan with the intent to communicate with community partners to educate and promote building safety and livability. The CIS issues annual operating permits on vertical transport devices to ensure the proper maintenance and operation of elevators, escalators, dumbwaiters, and lifts. In partnership with the Human Resources Department and a third-party vendor, CIS provides testing services and competency cards to prove the competency in specific trades.

The plan review function and permit issuance assist customers in complying with state laws and City ordinances relating to building construction, plumbing, mechanical, electrical, elevator, zoning, other building construction, and land use.

Housing Inspection Services

HIS provides education and consistent enforcement of the Minneapolis Housing Maintenance Code and other applicable codes to maintain, improve, and protect the housing stock and the livability of the City.

Housing Maintenance Code Enforcement

The Housing Maintenance Code is directed at property maintenance and rental housing standards. This code establishes the minimum requirements for the maintenance of properties and authorizes the Director of Inspections to enforce these standards. Housing Inspection Services enforces these requirements through a variety of programs and services aimed at preserving and promoting public health and safety, improving the City's housing conditions, removing blight, eliminating public nuisances, removing dilapidated structures, and fostering neighborhood stability.

Problem Properties Unit

To address the Minneapolis' most chronic and dangerous properties, Regulatory Services formed a Problem Properties Unit (PPU). The PPU is a multi-departmental, multi-agency initiative to reduce the number and severity of problem properties in the city.

A problem property can be a business, privately-owned home or rental property that requires ongoing attention from housing inspectors, fire inspectors, police officers, or other government agencies for complaints that range from criminal activity to chronic disrepair. These properties fracture neighborhoods, harm quality of life and drain City government resources. The primary mission of the Unit is to identify the City's worst problem properties and apply collaborative intervention strategies to address the problems and develop long-term effective solutions that will prevent the occurrence of problems at the same address.

Once a problem property is identified, unit members meet with the property owner to create a problem-resolution plan. The PPU also educates property owners about standards, resources and skills required to successfully manage and maintain a property.

Tier 2 Services Activities

Nuisance Abatement Contract for Services Management

HIS administers contracts for nuisance abatement conditions:

- North-side tall grass/weed
- South-side tall grass/weed
- Citywide rubbish removal from residential lots, commercial lots, vacant lots, garbage houses, and railroad properties
- Hazardous trees
- Board-up contract for properties open to trespass (boarded and vacant buildings)
- Board-up contract for Police Board ups

Other assessments that don't require contractor services are:

- Vacant and boarded building registration special assessment for unpaid bills
- Towing of inoperable vehicles for which an inspector fee of \$75 is assessed. The contract for towing inoperable vehicles is managed by the City of Minneapolis Impound.
- Administrative citations and unpaid reinspections fees

Rental Licensing: 2005 Implementation of a Five-Year Inspection Cycle

- We license approximately 16,225 rental buildings, inside of which are 69,020 rental units.

4bb Program

- The 4bb program is a statutory tax program that gives a property tax break to those single-family rental property owners who keep their properties in compliance with local housing maintenance codes.

Administrative Adjudication for Housing Code Enforcement

- Administrative citations will be issued to owner-occupied property owners and rental property owners, who are reluctant to comply with orders after receiving proper notice and a reasonable time line for abatement.

Reinspection Fee Billing and Special Assessments

In 2003 legislation, we received authority to enable special assessments to real property of unpaid Housing Maintenance reinspection fees. Two main objectives of this service line are to:

1. Increase the incentive for owners to comply with housing code violations within reasonable time and save resources by not doing unnecessary inspections. This will allow housing inspectors to spend less time on excessive reinspections and more time on initial inspections throughout the City.
2. Allow us to gain an efficient cost recovery collection process thus conserving resources and thereby reducing City costs.

Graffiti Eradication and Enforcement

Pilot Program Summary

Regulatory Services' Housing Inspection Services Division has launched a graffiti removal program designed to complement existing neighborhood efforts to get rid of graffiti in the City during summer-fall of 2004 and the first six months of 2005. The effort is an interim solution while a permanent solution is developed. The interim program is two-pronged:

- **Free Graffiti Removal Solution at Fire Stations.** If property owners would like to remove graffiti from their property, a graffiti removal product—Gangbusters—is available free-of-charge to residents and business owners from all Fire Stations.
- **Free Graffiti Removal or Painting.** Housing Inspections Services has hired a Temporary Painter, Norma Miller, who started July 14, 2004, to provide free graffiti removal on painted surfaces for City Residents and businesses. Any previously painted surface, up to a maximum of eight feet high, is eligible for repainting and/or removal. The City did not remove graffiti from sensitive surfaces such as unpainted brick or stucco. Such removal was handled through normal inspection enforcement efforts.

Other Related Programs and Activities

Community Engagement Service Activities

Citizen Inspection Program: Housing Inspection Services began the Citizen Inspection Program ("CIP"), based on a cooperative effort between participating neighborhoods and HIS. CIP empowers residents to participate in the process of improving and maintaining their neighborhood in cooperation with HIS.

Community Engagement Projects

In the past five years, Housing Inspection Services has engaged communities to assist in educating their residents on our nuisance-type violations. We have engaged neighborhoods in the following way:

- Inspection Sweeps – Neighborhood Organization notifies all residents of our inspection sweep and sponsoring the nuisance-type violation as their community standards
- Graffiti brush-off events with neighborhoods
- Lodging and Board and Lodging Inspection Program – The City of Minneapolis is mandated by Minnesota Statutes, Chapter 157 to conduct the administration and inspection of the properties that are licensed to conduct business as lodging or board and lodging facilities by the Housing Inspection Services. Approximately 215 buildings require annual and biannual inspections under this service activity.

Business Licensing Services

BLS consists of the licensure of commercial businesses such as restaurants, grocery stores, vehicle repair shops, and liquor establishments to ensure compliance with related ordinances and statutes. Business Licensing provides business regulation information to citizens and businesses, investigates complaints regarding alleged license violations, and takes corrective enforcement actions. Business Licensing also provides a coordinated cross-divisional and cross-departmental effort in enforcement through the use of the Technical Advisory Committee Hearing Process. The Traffic Control activities within Business Licensing also provide enforcement of the City's traffic and parking regulations, direct traffic flow to ensure vehicular and pedestrian safety, and collect revenue from parking meters. The possibility of transferring this activity to the Police Department is currently being discussed.

Environmental Management and Safety

EMS works to prevent behavior that contributes to the deterioration of our environment and enforces regulations that help prevent illness, disability and death. EMS is committed to ensuring a healthy and risk-free environment through programs designed to promote safety, code compliance, risk management, and environmental stewardship.

Programs include:

- Food Safety Inspections
- School, Daycare and other Institutional Inspections
- Lead Reduction
- Indoor Air Quality Improvement (Mold, Asthma)
- Animal Care and Control
- Hazardous Waste Management and Spill Response
- Homeland Security and Emergency Preparedness
- State, Regional Environmental Permit Review
- Federal/State Environmental Program and Enforcement Coordination
- Abandoned Household Hazardous Waste
- Tier II Facility Review
- Contaminated Properties, Aboveground, and Underground Storage Tanks
- Environmental Problem Properties
- ECT and CEAC Staffing, Coordination and Initiatives
- Residential Erosion Control
- Rainleader Disconnections
- Air, Land, Water, Noise, and Odor Complaints
- Wells and Clean Surface Water

Environmental Management & Safety works to ensure a safe and healthy environment through enforcement, consultation, and education of the City's environmental regulatory policies.

Operations Support

Operations Support consolidates and provides those services that are used across the Department to assist the other sections in providing quality core services. These services currently encompass the provision and tracking of equipment, such as cell phones, along with the provision of services, such as budgeting, financial tracking, records management, purchasing, and administrative Hearing scheduling, recordkeeping, and documentation. Having these services provided centrally allows the

individual sections to concentrate on their core functions, thereby facilitating achievement of the Department's performance standards.

Identification of Market Demand

Demand: Minneapolis One Stop

Minneapolis One Stop is in its infancy in designing a service delivery to its customers. Besides being the main point-of-contact in the One Stop office, other services include permit issuance, environmental health, site plan review, and licensing support. Over the last 12 months, the Minneapolis One Stop has formalized its team and is currently reviewing various development processes, including site plan review, online permits, and special events.

Increase in the demand for services in the last year resulted from condo conversions, mixed-use development projects, multilanguage support, and the desire for services outside our normal business hours. Technology has provided opportunities for Minneapolis One Stop to meet some of these demands through online permits or multiple permit issuances for condo projects. However, our customers desire an expansion of these services in order to meet their needs.

Demand in the Minneapolis One Stop is also impacted by various macroeconomic factors such as interest rates, housing bubbles, and commercial versus housing development projects. The construction industry not only has a business cycle, but historically, it also has a seasonal cycle. Minneapolis One Stop has seen building permit issuance increase the last 24 months but we have also experienced a steady demand for services during the low construction season (December – March). It is anticipated that the demand level will remain constant, at a minimum, for the next two years.

Demand: Construction Inspection Services

The demand for service from the construction industry, developers, and homeowners is normally cyclical. Increased demand results from overbuilding which is often followed by reduced demand while excess space is absorbed. Minneapolis has just come off a high demand for office, retail, and entertainment occupancies, and is now experiencing a demand for residential and public space development.

The year 2004 brought great demand for this department's services with 13,525 building permits issued at a value of over \$927 million. Staff reviewed 7,449 projects accounting for over 55% of all permits issued. Inspection demand followed with the same enthusiasm as permits with over 81,000 inspections performed. Construction Services coordinated and issued 871 certificates of occupancy authorizing the use of building and spaces that are in compliance with the state building code. Truth in Sale of Housing impacted over 8500 living units by processing 8,594 evaluations, issuing 6,049 certifications, and requiring repairs to 19,496 life/safety items.

Based on current economic trends, it is anticipated that the level of construction activity will remain constant. At the present, projects require inspection, follow-up review, and issuance of certificates from 90 days up to three years after the issuance of the permit or evaluation.

Demand: Housing Inspection Services

The demand for safe and healthy neighborhoods continues to require substantial housing inspection services. The demand has increased over the past few years primarily because of the reduction in the number of Housing Inspectors. Another significant factor is the new five year rental inspection cycle. More violations are being detected in the first round of inspections in buildings that have not been inspected in the past. Those violations should decrease in the second five-year cycle.

By developing enforcement methods, fostering neighborhood participation, and partnering with other departments, divisions, and agencies, Housing Inspection Services will facilitate continuous maintenance and improvements of the existing housing stock. Housing Inspection Services will direct and educate property owners and residents to maintain a safe and clean environment in and around their buildings using the most economic, efficient, and effective enforcement means available. Housing Inspection Services will inspect, evaluate, and report findings to maximize the effect on the communities it serves.

Demand: Business Licensing Services

Business License and Consumer Services has seen an increase in demand for the services we provide. There has been a 30% increase in food related business transactions from our office in the last 4 years. Two recent law changes have also created new demands on our Division. The first change occurred in June 2002, lowering the off street parking requirements. This has allowed for an increase in new restaurants and restaurants to expand seating and upgrades to beverage alcohol licenses. This has had a significant impact on the licensing Inspector's workload. The other major change that occurred this year was the ban on smoking in public restaurants and beverage alcohol establishments. There has been a 179% growth in license applications for expansion of premises to create outdoor patios and sidewalk cafés so far this year. All of the applications described above require thorough reviews, public hearings, and reports to the City Council. Traffic Control has also seen an increase in demand for enforcement of Critical Parking Areas as Public Works has increased the number of Critical Parking areas from 20 to 27 since 1998.

Demand: Environmental Management and Services

Animal Control: Each year the Animal Care and Control Program provides 17,000 or more service responses to ensure public safety and health and neighborhood livability. Ordinarily this is in response to resident/citizen complaints about issues such animal bites, loose or aggressive dogs, nuisance barking, and the number of animals at a residence. In addition, the program impounds between 5,000 – 7,000 animals and works either to return these animals to their owners or to partner with humane societies and rescue organizations to place unredeemed animals in new homes. Perhaps the most important bridge between shelter and field services is responsible pet ownership which involves education, ensuring compliance with animal regulations, caring for pets in a way that is respectful of other neighborhood residents, and spaying and neutering pets in order to prevent pet overpopulation.

Environmental Services: Environmental issues such as air, land, and water quality are related to increasing population density and land use. In 2004, Environmental Services had 1,122 requests for service and issued 957 permits. Programs initiated in the last two years address gas station vapors, utility emissions, erosion control, phosphorus lawn fertilizers, and combined sewer overflows ("CSO's") and are a response to these new environmental pressures on the environment. These efforts are in addition to the existing work that connects the environmental programs to over 7,600 businesses, residents, and contractors through registrations, complaints, and permitting activities. Minneapolis has also embarked on a major environmental planning effort, the Minneapolis Sustainability Plan and Indicators, to assure that City policies promote the long-term environmental and economic health of the City and region. In addition, Environmental Services is a partner in rapid response to potentially toxic spills, barrel abandonment, and other emergency response issues.

Food Safety: The Food Safety sections work with more than 3,500 licensed business operators to achieve compliance with regulatory standards to protect the public health and safety through the enforcement of Minneapolis food and beverage, lodging and boarding, pool, body art, and sun tanning ordinances. Close to 4,000 inspections were conducted in 2004. In addition, some 150 new food-related businesses enter the market annually. The nature of these businesses is changing, with a high percentage of new start-ups being from new arrivals and requiring special services and skills. Site plan review applications, short-term food permit applications (for festivals and special events), and farmers' market activities are also increasing. In addition, this section plays a crucial role in emergency preparedness by providing tools and education to

licensed food establishments to facilitate risk reduction, early detection, and rapid response to natural or intentional contamination of the food supply.

Lead/Healthy Homes: The Healthy Homes and Lead Hazard Control Program conducts approximately 80 mandatory lead Risk Assessments a year, and provides educational material on lead hazards to an additional 270 families and rental property owners where a child is currently suffering from lead poisoning. Inspections will increase as state legislation has recently dropped the mandated inspection level to 15 ug/dlb. This section administers two HUD federal grants; one is obligated to perform lead hazard control on 300 residential units in the East and Midtown Phillips area; and the second one is to reduce asthma triggers in 70 homes of asthmatic children or residential daycares. Future grant applications are in development.

Demand: Operations Support

As the Regulatory Services Department coalesces and matures, there is an increasing demand for common operational services. This demand results from several factors: (1) finding that, in some cases, situations were handled or processed incorrectly in the past, (2) a need for ensuring that all sections are following common policies, procedures, and processes to ensure fairness and uniformity of response; and (3) a desire to bring about operational efficiency. The Operations section is a resource for centralized information and procedures and processing regarding purchasing, budgeting, human resources, supervisory responsibilities, disciplinary processes, and training. Operations also oversees the Administrative hearing processes as well as the usage and operation of the Department vehicles and cell phones. While we have a need for these centralized functions, the problem with this demand is that these were functions not previously staffed. Therefore, finding the FTEs to adequately provide these services is an issue.

Identification of Customers, Partners, and Stakeholders

While Regulatory Services has identified unique entities that fit the primary roles of customers, partners, and stakeholders, the Department also recognizes that these entities do not always fit the definition exactly, and that entities may move between roles as a customer, partner, or stakeholder.

Definitions used to determine Customers, Partners, and Stakeholders

- **Customer**—individual or organization to which Regulatory Services delivers a product or service.
- **Partner**—individual or organization that assists Regulatory Services, or Regulatory Services assists, in the delivery of a product or service.
- **Stakeholder**—individual or organization that has an interest in, or is impacted by, the outcome of the product or service Regulatory Services delivered to a customer.
- **Individual**—any individual that may be impacted by the City.
- **Involuntary customer (violation)**—a customer that is subject to enforcement action. Despite the involuntary status, this customer still has an expectation and right to receive the innovative, professional, quality services that Regulatory Services has stated in their Vision, Mission, and Values Statements.

List of Customers, Partners, and Stakeholders for Each Division of Regulatory Services

C = Customer

P = Partner

S = Stakeholder

| Customer, Partner, Stakeholder | Fire Inspection Services | Minneapolis One Stop | Construction Inspection | Housing Inspection | Business Licensing | Environmental | Operations Support |
|----------------------------------|--------------------------|----------------------|-------------------------|--------------------|--------------------|---------------|--------------------|
| Individuals | | | | | | | |
| Residents | CS | CS | CS | S | CPS | CS | S |
| Homeowners | | CP | CPS | CS | CS | CPS | S |
| Visitors to Minneapolis | S | | S | CS | CS | CS | |
| Rental tenants | CS | | S | C | | CS | |
| Customers of businesses | S | | S | | CS | PS | |
| Public Interest | | | | | | CS | |
| Complainants | | | | C | CS | CS | |
| Animal Custodians | | | | P | | CP | |
| Businesses | | | | | | | |
| Developers | CPS | CP | CPS | | C | CP | S |
| Architects/Engineers/Contractors | CP | CP | CPS | C | | C | S |
| Business Owners | C | CP | CPS | C | CPS | CP | S |
| Comp Card holders | | C | CPS | | C | C | |
| Real Estate professionals | | S | CPS | S | | P | S |
| Utilities | P | C | CPS | CP | | P | |
| Rental property owners | C | | PS | CP | | CS | |
| Business associations | PS | | PS | PS | PS | PS | |
| Property building owners | | S | | CS | | C | |
| Business Advisory Board | | PS | | | | | |

| Customer, Partner, Stakeholder | Fire Inspection Services | Minneapolis One Stop | Construction Inspection | Housing Inspection | Business Licensing | Environmental | Operations Support |
|--------------------------------------------------|--------------------------|----------------------|-------------------------|--------------------|--------------------|---------------|--------------------|
| Government | | | | | | | |
| Elected Officials | PS | S | CPS | CPS | CPS | S | PS |
| City of Minneapolis Departments | PS | P | CPS | CP | PS | P | PS |
| All other sections of Regulatory Services | PS | PS | PS | PS | PS | PS | CPS |
| Local agencies | PS | P | PS | CP | PS | CP | CPS |
| State Agencies | P | S | CPS | CPS | PS | P | CPS |
| Federal Agencies | | C | CPS | P | | P | CPS |
| Metropolitan Airport Comm. | P | I | CPS | | PS | P | |
| Other Associations/Organizations | | | | | | | |
| Condominium Associations | C | S | | CPS | | C | S |
| Neighborhood Groups | PS | S | CPS | CPS | PS | | S |
| Rental property associations | PS | | S | CS | | P | |
| Non-profit associations | PS | | S | CPS | | CP | |
| Legal aide services | PS | | CP | PS | | S | |
| Housing advocates | PS | | S | PS | | S | |
| Other non-governmental organizations | P | | PS | CPS | CS | CP | |
| Small Business Task Force | P | | S | | PS | P | |
| Downtown Council | S | S | PS | | PS | CPS | |
| Internal Advisory Boards/Committees (e.g., CLIC) | P | P | P | P | P | P | P |

Key Performance Measures

Performance Measures for Policymakers and Citizens

Regulatory Services has identified the following key performance measures that will be reported to the policymakers and the citizens. Additional information on this table also shows the decisions that can be made based on the results of these measures, the data source, the frequency of reporting, and the responsibilities associated with each measure. The benchmark timeframes are currently being determined for the majority of the performance measures.

***“If it is not measured—
it should not be funded”***
— Rocco Forte,
Assistant City Coordinator

| Division | Level (Citizen Policymaker Mgmt & staff) | Performance Measure (What do I need to know/what do they need to know) | Decisions that will be made based on the results of this measure | Data Source (or plan to acquire data) | Frequency of reporting (Daily/weekly Monthly quarterly/ annually) | Responsibilities (Who will do what) |
|-----------------|------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| One Stop | | | | | | |
| One Stop | Policymaker Citizen | % of development applications processed within benchmark timeframes | Service quality and process improvements | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |
| One Stop | Policymaker Citizen | % decrease in elapsed time to process development applications | Service quality and process improvements | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |
| One Stop | Policymaker Citizen | % decrease in cost to process development applications | Service quality and process improvements | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |
| One Stop | Policymaker Mgmt & staff | % of site, land and construction plan reviews completed within benchmark timeframes | Staffing level and quality of service. | Manual/ KIVA | Monthly | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |
| One Stop | Policymaker Citizen | Net increase in number of housing units | Policy initiatives by City Council and Mayor | Manual/ KIVA | Quarterly | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |
| One Stop | Policymaker Citizen | % of permit applications processed within two business days | Service quality | Manual/ KIVA | Monthly | Collect data: Staff Analyze data: Mgmt Report results: TMT Determine response: TMT |

| Division | Level (Citizen Policymaker Mgmt & staff) | Performance Measure (What do I need to know/what do they need to know) | Decisions that will be made based on the results of this measure | Data Source (or plan to acquire data) | Frequency of reporting (Daily/weekly Monthly quarterly/ annually) | Responsibilities (Who will do what) |
|------------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| CIS | | | | | | |
| CIS | Policymaker Mgmt & staff | # of inspections completed within benchmark timeframes per fate per field day | Performance | Manual/ KIVA | Monthly | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| CIS | Policymaker Mgmt & Staff | # and value of permits issued by ward | Staffing, Service, Quality | KIVA | Monthly | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| CIS | Policymaker Mgmt & staff | % of scheduled Code Compliance inspections that receive a Certificate of Completion | Effectiveness of program/ordinance | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS | | | | | | |
| HIS | Citizen Policymaker Mgmt & staff | % decrease of fires in 1-3 unit rental buildings | Direct resources effectively to accomplish a five-year inspection cycle of all rentals. | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS | Citizen Policymaker Mgmt & staff | % of the rental buildings inspected annually | Aligning resources to accomplish this service deliver and provide quality inspections. | Manually need to develop a KIVA report | Quarterly | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS | Citizen Policymaker Mgmt & staff | % of exterior structural complaints on owner-occupied properties responded to within benchmark timeframes | Evaluate and analyze effectiveness based on a priority rating benchmark timeframes with current allocation of resources | KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS | Citizen Policymaker Mgmt & staff | % of nuisance complaints responded to within benchmark timeframes | Identify and analyze resources to efficiently meet goals and objectives. | Manual/ KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| Licensing | | | | | | |
| Lic - Lic | Citizen Policymaker | % of business license applications (new and renewals) processed within benchmark timeframes | Directing resources to meet demand. Process analysis to determine efficiency. | Manual/ KIVA | Quarterly | Collect data: Support Staff Analyze data: Supervisor/Manager Report results: Manager Determine response: TMT |
| Lic - Lic | Citizen Policymaker Mgmt & staff | % of liquor licenses (new and renewals) processed within benchmark timeframes | Evaluate resources and process analysis to determine efficiency. | Spreadsheet Manually collection | Quarterly | Collect data: Support Staff Analyze data: Supervisor/Manager Report results: Manager Determine response: TMT |

| Division | Level (Citizen Policymaker Mgmt & staff) | Performance Measure (What do I need to know/what do they need to know) | Decisions that will be made based on the results of this measure | Data Source (or plan to acquire data) | Frequency of reporting (Daily/weekly Monthly quarterly/ annually) | Responsibilities (Who will do what) |
|---------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lic-Lic | Citizen Policymaker Mgmt & staff | # of licenses (new and renewals) processed processed/FTE | | | | |
| Lic – Traffic | Citizen Policymaker Mgmt & staff | % reduction of accidents or injuries at intersections manned by TCA Staff | Maintain effective training | Spreadsheets/ | Annually | Collect data: TCAII Analyze data: Supervisor Report results: Supervisor Determine response: Sup/Manager |
| Envir | | | | | | |
| Envir – Animal Cont | Citizen Policymaker Mgmt & staff | # of services responses % increase/decrease of service responses # of service responses by type (barking dog, injured animal, police assistance, etc.) | Identify staffing level Identify demand type Identify and evaluate priorities | Via Chameleon | Monthly, quarterly and annually | Collect data: Assistant Supervisor for Field Services Analyze data: Program Manager Report results: Program Manager Determine response: Program Manager and Deputy Director |
| Envir – Animal Cont | Citizen Policymaker Mgmt & staff | # of animals impounded % increase/decrease of animals impounded # of animal impounded by type (dog, cat, etc) | Identify staffing level Identify demand type Identify and evaluate priorities | Via Chameleon | Monthly, quarterly and annually | Collect data: Assistant Supervisor for Sheltering Services Analyze data: Program Manager Report results: Program Manager Determine response: Program Manager and Deputy Director |
| Envir- Env Serv | Policymaker Mgmt & Staff | % of City departments that report to ECT on a quarterly basis regarding progress towards sustainability indicators | Identify staffing level Identify and evaluate priorities | ECT | Annually | Collect data: Analyze data: Env Program Mgr Report results: Env Program Mgr/ECT Determine response: Dept Head |
| Envir- Env Serv | Policymaker Mgmt & Staff | Sustainability Annual Report coordinated and presented to City Council each year | Identify staffing level Identify and evaluate priorities | Other Depts | Annually | Collect data: Analyze data: & Env Program Mgr Report results: Env Program Mgr/ECT Determine response: Dept Head |

| Division | Level (Citizen Policymaker Mgmt & Staff) | Performance Measure (What do I need to know/what do they need to know) | Decisions that will be made based on the results of this measure | Data Source (or plan to acquire data) | Frequency of reporting (Daily/weekly Monthly quarterly/ annually) | Responsibilities (Who will do what) |
|-----------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Envir – Envir Svcs | Policymaker Mgmt & Staff | # of request for services by type (noise, spill, etc). # of permits issued by type | Identify staffing level Identify demand type Identify and evaluate priorities | Kiva – new report | Quarterly and annually | Collect data: Staff & Supervisor Analyze data: Supervisor & Env Program Manager Report results: Env Program Mgr Determine response: Env Program Mgr & Deputy Director |
| Envir - Food | Citizen Policymaker Mgmt & staff | % reduction in food borne illnesses % reduction in critical violations found during routine Risk 1 inspections | Determine quality of inspections | TNG | Annually | Collect data: Staff Analyze data: Management Report results: Council Determine response: TMT |
| Envir – Lead/Hlthy Homes | Citizen Policymaker Mgmt & staff | # of Elevated Blood Levels/# of children with blood tests % reduction in Elevated Blood Level | Outreach levels Level of enforcement | Stat data | Annually | Collect data: Staff Analyze data: Management Report results: Council Determine response: TMT |
| PPU | | | | | | |
| PPU | Citizen Policymaker | % reduction in average calls for police service related to problem properties | Information will be used to determine if we are meeting our objectives of reducing resource demand and resolving problems that brought the property to the attention of the PPU. | Police Data | Monthly | Collect data: Schoenberger Analyze data: Schoenberger Report results: Jones and Schoenberger Determine response: Deegan |
| PPU | Policymaker Mgmt & Staff | % decrease in the average staff time required to resolve a PPU property | Information will be used to determine if standard enforcement tools have an impact on chronic problem properties and whether or not additional tools are required to resolve these difficult properties. | | TBD | Collect data: Jones Analyze data: Jones/Azmoudeh/Starry Report results: Jones Determine response: Deegan |
| PPU | Citizen Policymaker Mgmt & Staff | % increase in length of time of continuous compliance once issue resolved | Measure achievement of a primary goal which is to reduce the amount of City resources/services consumed by problem properties | Manual/ KIVA | TBD | Collect data: Jones/Team Analyze data: Jones/Team Report results: Jones Determine response: Deegan |
| PPU | Policymaker Mgmt & Staff | Average length of time a property is on the 249 list | Determine whether or not we are reducing blighting influences on the community. | Manual/ KIVA | Annually | Collect data: Jones/Murphy Analyze data: Jones/Murphy Report results: Jones Determine response: Deegan |

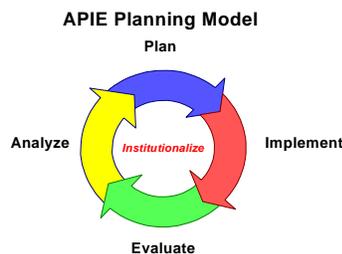
| Division | Level (Citizen Policymaker Mgmt & staff) | Performance Measure (What do I need to know/what do they need to know) | Decisions that will be made based on the results of this measure | Data Source (or plan to acquire data) | Frequency of reporting (Daily/weekly Monthly quarterly/ annually) | Responsibilities (Who will do what) |
|---------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Additional Performance Measures for Multiple Divisions | | | | | | |
| HIS, Fire | | % of rental properties passing code inspection within past five years. | Direct resources to efficiently and effectively maximize code compliance in City rental properties. Evaluate enforcement systems. | Manual/KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS, CIS | | By type, % of buildings within the City rated below average by the Assessor's office. | Direct resources to efficiently and effectively maximize code compliance in City buildings. Evaluate enforcement systems. | Manual/KIVA | Annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS,CIS, Licensing, Environmental | | By each type, % of violations resolved within benchmark time frames. | Evaluate enforcement systems and resource levels to determine efficiency and productivity. | Manually KIVA RFS Chameleon | Quarterly | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |
| HIS, One Stop, CIS, Licensing, Environmental | | For each service activity, % of regulatory costs recovered from license, permit, service and user fees. | Evaluate enforcement methods to determine efficiency and cost recovery systems to determine effectiveness. | Manually KIVA RFS Chameleon | Quarterly and annually | Collect data: Staff Analyze data: Manager Report results: TMT Determine response: TMT |

Section Three:
Key Initiatives and Other
Models of Providing Services

Key Initiatives

The following key initiatives have been identified by Regulatory Services for analysis, planning, implementation and evaluation during the next five years. Regulatory Services will be utilizing the APIE project planning model shown below for managing the key initiatives. The Department has identified the activities and resources necessary to conduct the analysis and planning for these key initiatives. The resources required for implementation and evaluation will be determined during the analysis and planning phases.

The Department will also work closely with the Coordinator’s Office project management initiative and will participate in organization-wide training and initiatives to facilitate successful project management of key initiatives. A more detailed explanation of each initiative follows the summary list of initiatives below.



List of Department Key Initiatives and Enterprise Projects and Their Prioritization

| Prioritization | Department Key Initiatives |
|----------------|--------------------------------------------------------------|
| High | Establishing Staffing Models for Services |
| High | Establishing a Cost Recovery Model |
| High | Maximizing the Use of Technology |
| High | Establishing and Funding Training Programs |
| Medium | Reviewing Regulatory Requirements of the Code of Ordinances |
| Medium | Providing Adequate Work Space for Office and Field Personnel |
| Medium | Developing a Qualified Diverse Workforce |
| Medium | Improving Communications |
| Medium | Strengthening a Positive Work Culture |
| Prioritization | Enterprise Projects |
| High | Minneapolis One Stop |
| Medium | Minneapolis One Call |
| Medium | Limited English Proficiency Planning |
| Medium | Health City Sustainability Indicators |
| Medium | Citywide Labor-Management Committees |
| Low | Community Engagement |
| Low | Enterprise Information Management Policy |
| Low | Loss Prevention |

Priority High—Key Initiative—Establishing Staffing Models for Services

This initiative will analyze the current services delivered and establish a benchmark and priority for each of the services. It will then assess the current staffing resources for the skills needed to provide these services and identify where competency pools can be created to share resources across departments so the right level of staff resources are available to perform the critical tasks to meet the expectations of the customer.

A preliminary list of anticipated steps required to complete the initiative includes the following:

Baseline model for service delivery

- Identifying and defining each service and the customer expectations for the service
- Establishing the current cost of services and the required cost of quality service
- Assessing the value of each service
- Categorizing and prioritizing all services as “mandatory” or “nice to have” across the Department
- Establish the performance baseline for each service
- Identify the service gap
- Identify alternatives for service delivery and opportunities for efficiencies in delivery
- Communicate the benchmarks to customers
- Establish indicators to anticipate changes in demand, both increases and decreases

Establish a service competency model

- Identify and define the skills and knowledge required to perform each service and satisfy customer expectations
- Complete a skills assessment of all staff
- Identify any gaps in competency to deliver quality service
- Establish a knowledge management tool and training program

Establish a staffing model for service delivery

- Define the existing staffing competencies and the available staffing capacity
- Develop performance measures for staff performing the service competencies
- Determine the value of shared resources pools that can be allocated based on service priority and demand
- Define contingency plan for priority service delivery and when to activate it
- Model must recognize time to think—“step out of the forest to see the trees”

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority High—Key Initiative—Establishing a Cost Recovery Model

The State law mandating the reporting of development related fees on an annual basis has drawn attention to the misdirection of service fee-based funds. This mandate requires the matching of services and expenses related to building inspection, planning, and infrastructure investment to specific fee revenue. Attempting to establish a cost recovery model is time-consuming, but it also highlights some financial model issues that don't fit well with annual budgeting. Taking in building permit fees is actually a commitment to do required inspections that frequently extend beyond one year or bridge two years. Counting all of the revenue in one of the years does not provide dollars to pay for the work and time commitments of the future years. Additionally, traditional annual budgeting looks to provide for stable staffing numbers while the construction industry has multiple peaks and valleys affecting workload which may demand overtime.

Examination of the allocated costs and revenues has also lead to the legal examination through court challenges of how permit fees are being used to make up general fund deficits unrelated to building services. When there is redirection of fees the legal distinction between a fee and a tax may be broached, thereby jeopardizing the continuation of local administration of the program and the fees. Significant abuse could well lead to even more onerous tracking and reporting requirements or even a take over of the program by the State.

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority High—Key Initiative—Maximizing the Use of Technology

In the age of technology and e-government, a streamlined system of communication and information sharing is a high priority. Residents, customers, decisionmakers, and other agencies are demanding access to government services online and quality data. A key initiative for the Department of Regulatory Services is having technology that is easy to use, improves efficiencies, reduces cost, increases speed, and satisfies the demand for quality data to make timely and informed decisions. The overall goal is to use technology to free-up staff time and apply it to protecting the health, safety, and livability of the community.

Actions to address this initiative include:

- Create and implement a sustainable financial model for information system replacement and removal
- Identify resource availability and future technology directions with BIS in order to achieve business plan goals.
- Identify a sustainable funding model for ongoing upgrades and technology improvements
- Identify training currently available, and identify and provide future training needs
- Require archival functions of data management systems that allow easy access/data storage
- Identify customer improvement areas such as online renewals, and web-based interfaces to access information, and what is needed to accomplish these changes
- Provide a common database that can be shared across divisions for accurate, consistent information so divisions can talk with one another
- Identify areas in which miscommunication occurs and could be improved if "information was just on the system"
- Identify priorities in a systematic manner
- Provide easier output for reporting and querying
- Allow flexibility for "surprises" and initiatives as needed
- Identify shadow systems or other programs that need to interface with KIVA

- Provide easily useable field inspection system

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority High—Key Initiative—Establishing and Funding Training Programs

The lack of training in Regulatory Services has led to inefficiencies and backlogs. It is imperative that the Department establish and fund a training program for hard and soft skills, including:

- Cross-training on all aspects of KIVA
- Supervisor training
- Cultural awareness training
- Interpersonal dynamics training
- Team building as a department—not silos
- Divisional training on skills, knowledge and ability, for all staff to be efficient and effective at their essential job functions

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority Medium—Key Initiative—Reviewing Regulatory Requirements of the Code of Ordinances

The Department of Regulatory Services, in cooperation with the City Attorney's Office, will systematically review the regulatory provisions of the Minneapolis Code of Ordinances. The purpose of the review is to streamline regulatory processes and to ensure resources are aligned with our core values and policy objectives. Code provisions will be rewritten or eliminated where needed to increase efficiency, productivity, and effectiveness of ordinances that protect public safety, health, and livability. This will be a very resource intensive project.

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority Medium—Key Initiative—Providing Adequate Work Space for Office and Field Personnel

In order to be efficient and effective for our daily workload, each individual must have the appropriate workspace in the appropriate location to perform their essential job functions.

It is clear that housing inspectors being assigned offices downtown when they inspect in North and South Minneapolis is inefficient. Construction services are assigned space in the St. Anthony Ramp which is over crowded and inefficient. One Stop and support staff must identify appropriate space to have the right employee in the right positions in order to efficiently have decision makers work together to meet customer needs.

Steps required for completing this initiative:

- Identify appropriate work space for all FTEs
- Identify correct geographic location for all FTEs
- Identify timelines & budget requirements to achieve goals

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority Medium—Key Initiative—Developing a Qualified Diverse Workforce

Regulatory Services desires to increase diversity in the organization to reflect the diversity of the City of Minneapolis. This challenge will require the Department to develop comprehensive recruitment strategies that will help ensure the applicant pool reflects a highly diverse group of applicants.

The Department needs to go beyond the normal recruiting and hiring processes utilized by the Civil Services process in order to achieve this goal. The Department will ensure that training and promotions, including detail and transfer opportunities, are available to all employees.

In addition, the Department needs to plan on how to deal with retirements. To be ready for this, the Department needs to develop training programs focusing on core competencies for positions so employees know what kind of training or courses may be necessary for an employee to be promoted into a position.

The creation of a new workforce action plan will help the Department to implement its business plan, and it will also help the Department to recruit, retain, and develop a highly qualified and diverse workforce that reflects the diverse population of Minneapolis. A workforce action plan will:

- Identify positions that are underutilized
- Identify training/succession programs for internal promotions and transfers
- Develop recruitment strategies to increase diversity in the applicant pool
- Track all minority organizations for advertising and recruitment
- Identify feeding systems for women and people of color, such as Step-up, intern programs, and other special programs

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority Medium—Key Initiative—Improving Communications

A solid communication system is critical to the success of our customers, the Department as a whole, and to the success of the initiatives and programs sponsored by the organization. This initiative is designed to improve communications with our internal and external customers and improve our effectiveness and also our responsiveness to all partners and stakeholders. This initiative will produce a positive impact on all key performance measures. Improved Department communications will help our Department align with the City Goals to deliver consistently high quality City services at a good value to our taxpayers, and strengthen City government management and enhance community engagement.

The Implementation steps and timelines include:

- Evaluate existing communication tools both externally and internally
- Identify enhanced communication opportunities through TMT, Supervisor Meetings, and Quality Committee meetings
- Implement training opportunities
- Evaluate ways to use 311 and other technology to enhance our communications with our customers and improve internal communications
- Identify clear expectations for internal and external communications and hold employees accountable to these measures

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Priority Medium—Key Initiative—Strengthening a Positive Work Culture

Strengthening a positive work culture means aligning individual's attitudes, motivations, and behaviors with the Department's goals and values. This includes clarity in behavioral expectations when the Department interacts internally and with others. A positive work culture is the foundation of a strong organization. A major key to becoming a high-performing organization is its people and their commitment to the organization.

"Change leaders throughout organizations make change stick by nurturing a new culture. A new culture—group norms of behavior and shared values—develops through consistency of successful action over a sufficient period of time."

*—John Kotter, Harvard Business School
professor and coauthor of *The Heart of Change**

Fostering a positive work culture can affect all the key performance measures through increasing achievements, inspiring creativity, and strengthening positive working relationships.

This initiative to strengthen a positive work culture will help the Department alignment to City Goals to deliver consistently high quality City services at a good value to our taxpayers, and to strengthen City government management and enhance community engagement.

The Implementation steps include:

- Review the 2004 Employee Survey for additional information
- Discuss issues related to culture in quality committees within the Department, identify key attributes, and develop next steps/development tools as appropriate
- Discuss issues related to culture in TMT meetings with focus to include communicating core values, demonstrating key work attributes and providing strong leadership
- Evaluate opportunities using the next Employee Survey to dwell deeper into culture issues and measuring progress
- Evaluate need for an environmental scan of the Department or divisions in order to better understand opportunities/expectations
- Evaluate communication tools that are both proactive and inclusive to discuss issues of culture including opportunities to formulate stronger interdivision relationships
- Based on feedback, evaluate training, and recognition opportunities
- Revise annual performance evaluations as appropriate

Resource implications: the analysis and planning for this initiative can be completed using existing resources. Resources required to implement and evaluate this initiative will be determined during the analysis and planning phases.

Enterprise Projects

Priority High—Enterprise Project—Minneapolis One Stop

The Vision of the Minneapolis One Stop is:

Making it easy and effective to do business with the City of Minneapolis when building, remodeling, or developing properties—in person, on the phone or on the Web.

Mission:

Minneapolis is streamlining its operations, cutting the red tape, and making it easier to get services and information. Minneapolis One Stop is:

- **Saving Businesses, Developers, Contractors, and Homeowners Time** by more quickly processing permits, reviewing site and construction plans, and improving customer service.
- **Making Information Easy to Get** about development, zoning, and planning services with an expanded Web site and improved online and telephone services.
- **Providing Regulatory Relief** by cutting the red tape, so businesses, developers, and do-it-yourselfers don't have to face unnecessary or duplicative reviews or approvals.

Here's what we've already done:

- **Opened Minneapolis One Stop.** It's one spot for homeowners, developers, contractors, and do-it-yourselfers to go to get the permits, reviews, and other services needed. Prior to the One Stop, people were sent to multiple offices for approvals, information, and services.
- **Minneapolis now has Development Coordinators ("DCs") for major development projects,** which means if you have a large development project, you will have one primary contact person from the City who will help you navigate the entire City process.
- **Updated 1.6 million City records.** Staff have updated almost 60% of the City records (we have 2.9 million records total).
- **Zoning and property information is a click away.** People now have a Web site or telephone number they can call to look up the zoning, the assessor, and the other vital information for any property in Minneapolis. Web site: www.ci.minneapolis.mn.us/business; Phone: 612-673-5836.
- **We've adopted regulatory reforms** to cut the red tape so businesses, developers, and do-it-yourselfers don't have to face unnecessary or duplicative reviews or approvals.
- **We passed Smart Rehab codes** that make it easier for developers to renovate—rather than demolish—residential and commercial properties.
- **We eliminated "competency boards"** so trade professionals can now quickly receive the approval they need to do work in Minneapolis. One result is that there could be more trade professionals available to complete work in Minneapolis, meaning it may be less expensive to get your home improvement projects finished.
- **We're asking the experts what we can do to improve the process, with our new One Stop Advisory Committee.** This group of development professionals and business owners and managers is helping Minneapolis find new and innovative ways to create a business and development friendly environment in Minneapolis.
- **Get permits from the Web.** Licensed contractors can apply for many building permits online. Simple e-Permits are now available for licensed contractors seeking basic home improvement permits, but online permitting will expand so that do-it-yourselfers and others have e-Permit options in the future.

Here is what is coming soon:

- **Zoning and Property Information is at your fingertips.** In the spring of 2006, people will be able to call a phone number, enter a property's address and hear zoning, assessor, and other automated information on the spot. This number 612—673-5836 could handle about 3,000 calls (saving City staff time/resources).
- **"Getting Started" Checklists.** One Stop is developing "Getting Started" checklists to take the guesswork—and surprise—out of getting the permits and approvals needed for your project. They're easy-to-read road maps—specific for developers, businesses, and homeowners/contractors—that detail what needs to be completed for your project.
- **Same day service for some projects.** Minneapolis hopes to simplify the process for those projects which do not require City reviews, so more projects will have over-the-counter, same day approvals, and fewer will need to go through a formal City Council approval process.
- **Virtual One Stop.** Minneapolis will launch a "Virtual One Stop Center," giving customers ready access to information and services for their development, business, or home improvement projects using the Internet. It means you don't have to leave your home or office to get the information you need to get started on your projects.
- **One Call Minneapolis.** One call is all you will need in the future, as Minneapolis is taking steps toward creating a 311 call center. 311 operates similar to 911, except that it's designed so that people can call that number and have access to all non-emergency City information and services. This would eliminate frustration when you don't know what City department is responsible for the service you're seeking and the need for repeat telephone calls. If all goes well, 311 could be in place in Minneapolis in 2005.

The history behind the initiative:

- Minneapolis One Stop is one of the results of an in-depth study conducted by McKinsey, Inc. to find ways to improve and encourage economic and community development in Minneapolis.
- But, more importantly, the initiative is about improving services for our customers. Through Minneapolis One Stop, the City is creating a new and easier process for the public to work with the City on planning and development projects.
- More than 50 City employees are involved in a number of work teams set up to implement Minneapolis One Stop. Work on the initiative will continue to fully integrate all of the components and staff needed to create a comprehensive One Stop location for customers to obtain development and planning review services from the City of Minneapolis.

Resources Required

An enterprise-wide team consisting of members from Finance, City Coordinator's Office, CPED, and Regulatory Services are now meeting to determine the resources necessary to sustain the Minneapolis One Stop.

Priority Medium—Enterprise Project—Minneapolis One Call

The City's One Call project is designed to provide one point of contact for residents to access non-emergency City Services and information. As part of that project, Regulatory Services' various sections have met with the project analysts to provide information about its services, map its processes, and to analyze which best fit the One Call service design. Regulatory Services will be one of the first departments involved in the start-up of the 311 call center in January of 2006, due to its many contacts with and impacts on citizens. A recent review of service lines has helped narrow the focus of some of the initial service request activities based on anticipated demand and a feasibility assessment. While the project currently is looking at animal control and housing inspections services as beginning service areas, this will be an ongoing, evolving project that will encompass much more over time. Some of the following important next steps will help make Regulatory Services participation in this project a reality on January 1, 2006:

- Establishment of interface to KIVA/Accela database and software
- Establishment of interface and access to Chameleon database and software
- Detail action steps and timelines for animal control services determined to fit the model
- Set up animal control processes
- Detail action steps and timelines for Housing Inspections services determined to fit the model
- Set up housing service processes
- Assign responsibility and communication lines
- Provide knowledge management information for many other services
- Gradual incorporation of service activities for Environmental Health and other divisions of Regulatory Services

Resources Required

Regulatory Services has identified up to \$320,000, or 5 FTE's to use for the purchase of 311 services.

Priority Medium—Enterprise Project—Limited English Proficiency Planning

Participation:

Regulatory Services Department will develop the LEP plan for its divisions to comply with federal law in order to provide meaningful access to our services for City residents with limited English. One unit in the Environmental Management & Safety Division has already completed its LEP plan and will be implementing it to assist LEP people who are using the unit's services. The Department's project manager will be partnering with the City LEP Coordinator to begin the LEP plan for each division after the business plan is completed.

Impact on Key Performance Measures: The LEP plan will strengthen Regulatory Service's communication to LEP individuals and, in return, will improve access to our services. In addition, this plan will provide good tools for our operational managers/supervisors to do their jobs well when faced with needs or issues from different ethnic groups, such as Spanish, Hmong, Somali, Laotian, Oromo, and Vietnamese which are the primary groups identified in Minneapolis.

Resources Required

- **Staffing:** Regulatory Services has already designated this responsibility to their new Manager, Staff Services, who will lead this project for all divisions. To ensure participation from all divisions, the Department will be asking for volunteers to serve on this project. Some administrative support will be needed throughout the entire plan for all divisions.
- **Interpretation Services:** Provide a competent interpreter free to charge to people with limited English proficiency if needed to access our services.

- *Translation Services:* Provide translations of vital documents, free of charge, if they are needed to *access* our services. Some examples include: notices that offer free language assistance, applications, consent forms, or notices that require a response, or other documents which are considered vital and specific to each division.
- *Training:* Training staff how to identify LEP individuals and to be familiar with mandates requiring equal level of service for LEP residents.
- *Equipment:* Phone with speaker feature or a translation device (need to be explored)

Funding: The LEP plan needs to be budgeted for each year, especially for the online interpretation services for which there is fee to Regulatory Services. The LEP plan is part of the Business Plan and this Plan will be updated annually. After each division has completed its LEP plan, the Department will know what kinds of vital documents need to be translated and the amount needed for funding will be determined.

Timeline: Regulatory Services will start developing divisional LEP plans after its Business Plan is completed. The Manager, Staff Services, will partner with the City LEP Coordinator to identify divisional needs, prioritize them, and then develop a plan for each division. The projected date to have all divisional LEP plans completed is December 30, 2006.

Priority Medium—Enterprise Project—Healthy City Sustainability Indicators

On April 29, 2005, the City Council approved actions related to Sustainability in Minneapolis (City Council Resolutions 2005R-251, 2005R-252). This included:

- Amending the City's Comprehensive Plan
- Amending the sixth City goal (of eight) to read "Preserve and enhance our environmental, economic, and social realms to promote a sustainable Minneapolis"
- Adopting 23 indicators that the City departments will track and report on annually. It is recognized that these indicators will be revised as we learn more and as resources allow. The City's Environmental Coordinating Team will be a primary vehicle to discuss this. The 23 indicators are shown in Appendix A of the Business Plan.
- Directing staff to create for Council adoption, 10-year targets for each indicator starting in 2006
- Directing departments to incorporate sustainability into their business planning—"...the City will measure its progress toward achieving this vision by defining a slate of sustainability indicators for their business planning process." The Zoning and Planning report states "that sustainability indicators become a required element in annual department businesses plans with associated requirements for annual reporting."

Improving our sustainability efforts will increase our responsiveness to stakeholders. It will affect many performance measures. Two Environmental Management performance measures are specific to sustainability.

This initiative will align with the following City Goals:

- Deliver consistently high quality City services at a good value to our taxpayers
- Strengthen City government management and enhance community engagement

The implementation steps are:

- Form and facilitate a Minneapolis Sustainability Steering Committee
- Coordinate the development of 10-year target indicators for each of the 23 goals
- Assist the Finance Department in integrating sustainability into business planning efforts throughout the City

- Coordinate and report annually on the City's sustainability efforts

Resources Required

It is expected that the funding of this key initiative will come from existing resources/budgets.

Priority Medium—Enterprise Project—Citywide Labor Management Committees

Regulatory Services will assist with the development of a citywide labor-management committee model which meets the needs and expectations of elected officials, department heads, labor representatives, and employees. Objectives include:

- Developing a forum to identify and resolve organizational issues among labor and management
- Creating standards, protocols, and training opportunities for productive discussions
- Improving communication, respect, and trust among employees and managers

It is expected that the funding of this key initiative will come from existing resources/budgets.

Priority Low—Enterprise Project—Community Engagement

Definition: Community Engagement will always involve an impending City government decision.

This definition was developed by the City project team to distinguish community engagement from community involvement such as programs of the Housing Inspection Services, Citizen Inspections Program or Police Activities League ("PAL"). These are considered to be service programs (or involvement in the community) not community engagement related to an impending City government decision.

Regulatory Services is committed to working with and supporting the Community Engagement Coordinator to accomplish a standardization and enhancement of our approach to engagement around Department decisions.

Key performance measures will be identified during the project development to ensure the strategies developed to address this enterprise goal are met.

Subject matter employees from Regulatory Services will be requested to participate in the evaluation process on what we are legally doing currently to provide and involve the community and to determine strategies to enhance community engagement where needed throughout our divisions. Implementation of the process model could mean some alterations of Regulatory Services protocols around decisionmaking. Over the next year, staff will also be asked to participate in training in the CE Process Model with the Community Engagement Coordinator to fully integrate it into Regulatory Services.

Resources Required

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

The anticipated hiring of the Coordinator is late August or September. We may have preliminary involvement as soon as late-fall of 2005. The implementation of any new strategies to engage communities may happen in late 2006.

Priority Low—Enterprise Project—Enterprise Information Management Policy

The Enterprise Information Management project's primary goal is to manage all City information in a disciplined and coordinated manner to optimize the value of investments in information assets, support effective and efficient operations, and improve the delivery of services to citizens. A major step in accomplishing this citywide project is to identify, schedule, and classify information within each department in order to set up a common citywide structure for information maintenance and retrieval. The project proposes to proceed one department at a time and envisions an initial scan to be done prior to the in-depth analysis. The Regulatory Services scan is scheduled for 2006 with the in-depth work occurring in 2007. In anticipation of this, Regulatory Services has refilled its Records Management Specialist position to coordinate with other City resources and is reviewing the records management schedules for each section. Anticipated steps of this project will be:

- Compiling all record types within the many sections of Regulatory Services
- Fitting these types of records within citywide classification categories
- Researching legal mandates on all record types
- Establishment of an archiving process for electronic records
- Making separate storage devices accessible, but off of the main Kiva/Accela operational servers, for archived data
- Scanning of documents and plans to save on storage space, and allowing multiple people to access the records at the same time
- Providing web access for public records required to be maintained for the public

Resources Required

It is anticipated that an enterprise-wide team consisting of members from Finance, City Coordinator's Office, BIS, and Regulatory Services will be meeting to determine the resources necessary to complete the Enterprise Information Management project.

Priority Low—Enterprise Project—Loss Prevention

The Department of Regulatory Services is committed to the Safety, Health, and Livability of their staff and will maximize their effectiveness through accountability. The Department shall accomplish this by analyzing all accidents through the safety committee. As a result of that analysis, the Department shall implement those recommendations that contribute to cost-effective risk reduction to staff and infrastructure. There shall be written policies and guidelines describing all mandated reports with the specific timelines established. This policy will be subject to review by each division of the Department, with oversight by the Top Management Team. This process will be written and in place by October 1, 2005. It shall be necessary to train all first line supervisors for accurate report writing, and recognition of safety hazards in the work place. Each facility and divisions space shall have a designated representative and an alternate to report out on those hazards.

Resources Required

It is expected that the funding of this key initiative will come from existing resources/budgets.

Other Models of Providing Service

The BPT developed the following list of Other Models of Providing Service. All of these Other Models will be discussed by the Regulatory Services Top Management Team (“TMT”), and the TMT will direct which division or committee will develop the Other Model proposal. The TMT will monitor the progress of the development of each of these proposals and will evaluate these proposals and determine their feasibility or whether the Other Model should be eliminated from consideration. The assignment of these Other Models to a division or a committee by TMT will be based in part on the number of staff indicating where the discussion should occur.

List of Other Models of Providing Service

| Key Initiative | Number of Staff Indicating Where Discussion Should Occur | | | | Initial Assignment of Other Model of Providing Service |
|----------------|----------------------------------------------------------|-------------------|----------|-----|------------------------------------------------------------------------------------------------------------------------------------|
| | Multiple Divisions | Quality Committee | Division | TMT | Departmentwide |
| 4 | 6 | 0 | 5 | 9 | Pursuit and use of continuous grants and other funding sources |
| 4 | 8 | 3 | 6 | 2 | Collapsing of expertise into single FTE |
| 13 | 6 | 0 | 5 | 5 | Greater use of online service for external customers/partners/stakeholders |
| 11 | 5 | 0 | 4 | 2 | Greater use of online services for internal customers/partners/stakeholders |
| 9 | 2 | 0 | 4 | 7 | Partnering with the private sector to provide supplemental staffing |
| 1 | 2 | 0 | 12 | 1 | PPU utilizing a master contract for demolitions |
| 8 | 12 | 0 | 2 | 10 | Departmentwide, and coordinated administrative adjudication |
| 2 | 3 | 7 | 8 | 6 | Identification of recurring problems and development of procedures for resolving |
| 1 | 6 | 1 | 7 | 6 | Flowcharting of process for legal remedies—as-is and to-be and determining value versus cost—possibly using activity based costing |
| 5 | 2 | 2 | 10 | 3 | Use of citizen inspectors |
| 5 | 6 | 2 | 5 | 1 | Providing more information to citizens—“push” info to them |
| 11 | 8 | 1 | 3 | 5 | Use of 311 |
| 6 | 3 | 3 | 9 | 3 | Impact the development of codes |
| 7 | 4 | 1 | 8 | 2 | Lead in the development of national and state code development process |
| 6 | 4 | 1 | 6 | 8 | Review all delegated tasks and determine if they are funded |
| 5 | 5 | 0 | 7 | 7 | Partner with NRP to delegate some tasks |
| 6 | 1 | 1 | 10 | 2 | Use permit expeditors |
| 9 | 4 | 5 | 3 | 3 | Use of education tools |
| 5 | 5 | 0 | 4 | 0 | Increased use of online transactions for customers |
| 3 | 4 | 3 | 3 | 0 | Creation of business line service teams |
| 4 | 2 | 2 | 5 | 2 | Consolidation of service activities into one development coordinator role versus handoffs |
| 3 | 2 | 1 | 3 | 2 | Initiate all service activities at the One Stop Shop |

| Key Initiative | Number of Staff Indicating Where Discussion Should Occur | | | | Initial Assignment of Other Model of Providing Service |
|----------------|----------------------------------------------------------|-------------------|----------|-----|------------------------------------------------------------------------------------------------------------|
| | Multiple Divisions | Quality Committee | Division | TMT | Departmentwide |
| 1 | 4 | 1 | 6 | 0 | Review and revise hours of operation |
| 2 | 2 | 0 | 2 | 1 | Partner with and use community development groups |
| 3 | 1 | 0 | 3 | 1 | Reduce the redundancy between inspection permits and special council permits |
| 5 | 4 | 1 | 3 | 0 | Provide multidiscipline inspections |
| 1 | 3 | 1 | 7 | 3 | Identify and clarify responsibilities between CIS and One Stop |
| 1 | 3 | 1 | 4 | 4 | Peak demand use of contract staff |
| 3 | 3 | 1 | 2 | 0 | Conduct training seminars for customers |
| 9 | 1 | 1 | 6 | 3 | Use of interns/students for seasonal nuisance inspections |
| 4 | 2 | 1 | 5 | 2 | Partner with Public Works, interns, and sentence to serve, to address graffiti |
| 2 | 1 | 0 | 6 | 3 | Use contractors to monitor compliance with after a violation notice |
| 3 | 0 | 0 | 5 | 4 | Use of citizen inspectors |
| 4 | 2 | 1 | 8 | 2 | Administrative issuance of non-controversial licenses |
| 4 | 3 | 0 | 6 | 1 | Online license renewal |
| 4 | 5 | 1 | 5 | 3 | Standardized and automated approval processes with identification of critical path and key decision points |
| 2 | 0 | 1 | 7 | 0 | Scheduled training for liquor license applicants |
| 1 | 0 | 0 | 7 | 2 | Evaluation of the night shift |
| 3 | 5 | 0 | 4 | 2 | Use of administrative adjudication |
| 1 | 4 | 0 | 5 | 0 | Water service activity located in Public Works |
| 2 | 3 | 0 | 3 | 1 | Use of district service model |
| 1 | 1 | 3 | 6 | 0 | Risk-based models for food inspection |
| 1 | 2 | 2 | 5 | 1 | Use weekend hours |
| 0 | 4 | 1 | 5 | 2 | Formalize the partner relationship with business licensing |
| 0 | 3 | 1 | 4 | 0 | Coordinate lead work with CPED |
| 6 | 2 | 2 | 2 | 4 | Maintain experienced workforce |
| 0 | 5 | 0 | 1 | 3 | Provide HR guidance to all divisions |
| 3 | 3 | 2 | 2 | 3 | Responsibility for LMC/Quality committees communications |
| 2 | 3 | 0 | 2 | 7 | Providing guidance and tracking for all budget issues |
| 5 | 2 | 0 | 2 | 5 | Coordination of technology needs |
| 1 | 4 | 1 | 3 | 5 | Monitoring of ongoing business planning needs |
| 5 | 3 | 2 | 1 | 5 | Evaluation of equipment and space needs |
| 4 | 4 | 5 | 2 | 3 | Responsibility for promoting open communication throughout the Department |

Section Four: Department Resource Plans

Finance Plan

Five-Year Direction

The Department intends to stay current on inflationary adjustments on all fees over the next five years. Current financial forecasts indicate continued moderate to high residential home and condo sales and remodeling activity over the next 18 months to 24 months. The office occupancy rate is growing, so we expect by the fourth and fifth years to see commercial activity on the rebound. In the meantime, we believe that annual inflationary adjustments will keep the Department in line with the Five-Year Plan. However, once again, the volume of work, which significantly affects total annual revenue, is very dependent on the interest rates. By the end of the projected five-year period the Department anticipates another upswing in commercial building activity.

Regulatory Services is able to maintain the overall intent of the Finance plan by ensuring that revenue increase by 3% per year and expenses increase by no more than 6.5% a year, per Finance Department direction. Our most recent experience has been that work volumes have created revenue more than \$1 million in excess of the Five-Year Plan projection. Prior to the costs for direct and indirect services from other City departments, it is estimated that a gap of \$6.5 to \$8 million dollars exists between revenue and expenses during the last few years. While this makes the revenue numbers look good, there is also a current and future work commitment that needs to be addressed. This is an area that isn't well addressed by annual budgeting. Because of this, we have worked with Finance to come up with ways to address this problem in the 2006 Budget proposal. Our 2006 budget requests also reflect some adjustments to better handle the increased volume of work beyond five-year plan projections.

Addressing Known Future Replacement Costs

With our current fee structure and inflationary increases, we address the Department's operating costs over the five-year plan; time frame; however, this does not address some of the City's capital replacement costs for such things as vehicles and technology. We think it makes the most financial sense for us to be charging fees that also incorporate this future cost, so that the City can accumulate the dollars over time to pay for these necessary purchases rather than bonding for them. Although we have done fee studies and the City is now incorporating an activity based costing model into its analysis process, this part of the financial picture has not been previously addressed. We are hoping to start addressing this by working with Finance on a sustainable financial model for One Stop that will look at this component as part of that study in 2006. We understand avoiding further debt is the financial direction of the City Council and that some areas such as the Public Works Fleet operation already employ such a model.

Sustainable One Stop

The One Stop permit center presents a unique set of financial challenges, if it is to be sustained beyond its current project status. Currently, all costs are paid for by the project budget or Regulatory Services budget, however, several departments use the services and personnel of the One Stop permit center. Once the project budget is spent, Regulatory Services will not be able to afford to support this entire operation, so some type of costing model will have to be developed to sustain the One Stop model that derives from the revenues of every department benefiting from these services. There would be some internal percent of permit dollars that should likely be allocated to it, but similar percentages of CPED, Fire, and PW permit revenues processed would need to be used to support these efforts. We are recommending an objective activity costing model study to determine what appropriate funding is and to establish a process for determining charge backs. The One Stop model will also require new adaptations of overall City financial processes because we will have one location processing payments for multiple departments and needing to do balancing across several accounts. In addition, the credit card processing charges need to be appropriately distributed to the department that is being credited with the payment. Currently, all of those charges are being assessed to Regulatory Services which is not sustainable. These fees have become a much bigger concern to the Department as more permits are processed through e-permitting.

Annual Budgeting and Multiyear Inspection Activities

Regulatory Services faces some financial challenges. One of the most significant issues is that many of its activities, especially in the Building Inspections areas, are tied to activities that span more than one year. Additionally, historically the construction market has been cyclical in nature, demonstrating significant peaks and valleys of activity. These issues combine to make it difficult to budget and staff on an annual basis.

Most fees for a major building project are paid at the time of the plan review in the first year of the project. However, much of the actual building and inspection activity takes place over the next two years as the project is in the construction phase. The inspections activity takes more than a year although most of the revenue is collected in the first year. Because of the annual budget cycle, the Department does not have the ability to distribute revenue to meet the costs and services necessary over more than one year. This means it is difficult to meet the work load demands of multiyear activity.

Additionally, addressing the peaks of workload demand is difficult with static staffing that looks at long-term sustainability.

To address this, in our 2006 Budget Proposal, we are asking for the creation of a revolving contractual fund account that will let us deal with both peak activity levels and those work commitments that stretch over multiple years.

Fee Study and Cost Recovery

Over the past two years, Regulatory Services has worked with Finance, CPED, Fire, and Public Works on a fee study to develop a repeatable process for analyzing and stating the City's development related costs and revenue as mandated by State statute. In addition to the work done last year, this year a process was worked out to analyze development-related plan review of other departments to reallocate a portion of Regulatory Services plan review fees to the appropriate departments. In addition, recommendations were made from this study for fee increases in all departments where costs were not being fully recovered. Those most significant and directly correctable were incorporated into the Departments' 2006 Budget proposals. These proposals will ensure that departments such as Public Works, Fire, and CPED recover the cost of their services.

The remaining steps needed for Regulatory Services are to now look at all of the Department's activities and make sure that fees cover the City's expenses in all of its service activities, including those not related to development. This fits in with the City's adoption of an activity based costing financial model. And, once again, an agreed upon method to finance future equipment and information system replacements, needs to be incorporated in the model. This will create a sustainable, cost-effective model for the Department, though there will be some areas, such as Animal Control and pet licensing fees, where total cost recovery may not be possible, but the public good still requires these activities.

Part and parcel of all of our user fee analyses has to be recognition that user fees are paid for specific purposes and that redirection of these fees to pay for other services may result in legal challenges that jeopardize this type of funding. This doesn't mean that appropriate internal City costs can't be covered, but it does mean that we have to have a fair and objective way of establishing what those appropriate costs are. That is why the studies to date in conjunction with Finance, other departments and employing an outside consultant have been so valuable. We would hope to continue to work in this type of partnership to resolve our other issues.

Revenue Enhancement and Cost Efficiency Issues

The Department understands its responsibility to ensure that the City is appropriately recovering its costs. We have identified areas where revenue should be or has been increased as well as identified efficiencies to reduce costs. This year's budget proposals includes some of them and our future modeling for One Stop and equipment and technology replacement should further address these Citywide issues.

Additionally, our Performance Management standards and indicators will tell us and the City whether we are effectively and efficiently delivering our services.

Additional Finance Issues—Technology Funding

Not all of our various sections have been computerized and those systems that do exist do not share information. Additionally, while we have spent some years putting information into our databases, we still need BIS professionals to assist us in using the information in ways that help us and elected officials make good management decisions. All of these needs require technology investment; however, we do not have good ways of financing these needs without further City bonding. We would like to work with Finance and BIS over the next year to examine some alternative funding mechanisms that involve a pay-as-you-go funding model.

We would intend to examine the following concepts as well as others with Finance and BIS to find alternative solutions:

- Establish a technology surcharge Citywide whether the permits are issued on paper or electronically
- Establish an additional surcharge on permits and fees within Regulatory Services only
- Redirect some department revenues for a limited period of time to technology investment
- Build future replacement and development expenses into activity based costing in some manner
- Incorporate e-payment charges into the activity based costing model and the One Stop model

| General Fund | 2003 Budget | 2003 Actual | 2004 Budget | 2004 Actual | 2005 Budget | 2005 Projection | 2006 Projection | 2007 Projection | 2008 Projection | 2009 Projection | 2010 Projection |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| Licenses | 10,426,719 | 10,747,979 | 10,817,959 | 11,943,468 | | \$12,153,100 | | | | | |
| Inspections | 16,244,435 | 16,319,479 | 15,340,796 | 17,037,713 | | \$16,838,500 | | | | | |
| Total | 26,671,154 | 27,067,458 | 26,158,755 | 28,981,181 | 27,061,611 | 28,991,600* | 28,910,487 | 29,777,802 | 30,671,136 | 31,591,270 | 32,539,008 |
| Expense | | | | | | | | | | | |
| Licenses | 5,935,022 | 5,604,917 | 6,420,067 | 6,061,206 | | \$6,837,371 | | | | | |
| Inspections | 12,913,657 | 11,780,974 | 13,055,089 | 12,888,274 | | \$13,903,670 | | | | | |
| Total | 18,848,679 | 17,385,891 | 19,475,156 | 18,949,480 | 20,408,098 | 20,741,041 | 22,093,789 | 22,867,072 | 23,667,419 | 24,495,779 | 25,353,131 |
| Difference | 7,822,475 | 9,681,567 | 6,683,599 | 10,031,701 | 6,653,513 | 8,250,559 | 6,816,698 | 6,910,730 | 7,003,717 | 7,095,491 | 7,185,877 |
| 5 YR Plan Contribution | | | | | | | 4,888,943 | 5184559 | 5288737 | 5348551 | 5352738 |

* Starting with reallocation in 2006 and continuing.

Technology Plan

Technology efforts are needed to implement our key initiatives. The projects outlined below are currently underway. Additional needs will be defined as our key initiatives move forward in the next five years.

Our technology plan revolves around some simple concepts:

- Automate all inspectors - give them the tools they need to be effective
- Allow us easy input and output of our data
- Make paper electronic, so it can be better stored, shared, and accessed
- Capitalize on the efficiencies of applicant entry and updating
- Coordinate information and actions within Regulatory Services and with other departments
- Give our customers easy access to good service

These concepts lead to the following projects which are being coordinated in costing and scheduling with BIS.

One Stop

This initiative was begun for the purpose of documenting the integrated business processes of the City departments involved in the land development activities of the City and to connect them where possible with common software, so project tracking could be done. Departments participating in this effort include CPED, Zoning, and Development Review Services. Additional divisions participating include Building Plan Review, Permit Issuance, Environmental Health, Business Licensing, and Inspection Services from Regulatory Services, Traffic & Parking Services, Sidewalks, Streets, Right of Way, Sewer Design, Water and Utilities from Public Works, and Fire Prevention and Plan Review from the Fire Department.

Significant work has been done and the processes of the City have been simplified for the customer up front, both with the process analysis and with the addition of development coordinators to route the required work into the correct processes. Additional work needs to be done to realize the full potential of this project. Linking all project permits, and bar coding plans so that they can be tracked and so the proper permit and address automatically come up for the inspector on site, are future work projects.

Remote Inspector

This project will provide access to the Property and Permit information to all field inspectors. It will include whether the work is permitted, paid for, and also include the ability to record inspection results in the field. The inspection information will be posted directly to a database for access by others. Currently there can be as much as a month delays in availability of inspection result information. This delay impedes the Certificate of Occupancy and impacts the identification of scheduling for reinspections. This project has been started in the Construction Services area. While significant progress has been made in this project, it now appears that a version upgrade of the core product may be necessary to complete the project. Additionally, attachment and storage of written orders will require some analysis to determine what the most effective storage and retrieval devices and methods are. Once these issues are resolved, we hope to expand this type of usage to all of our field inspectors.

Expansion of Mobile Field Devices — Housing Inspections

In order to make our inspectors more effective in the field, we need to find ways for them to easily accomplish and record their inspections and then either download or transmit that result to a database. Currently, paper reports are taken into the field, inspectors write on these forms and clerical staff enter the results and any orders. We can no longer afford the intense staffing necessary for this process. The core KIVA software is not extremely user friendly, so it remains to be seen if the Request for Service module in the web based KIVANET will be more user friendly or if some type of forms will need to be built to

accomplish this. Then, the most appropriate device needs to be determined both for user friendliness and for program functionality.

Performance Measurement/Reporting Tools

This initiative will integrate Cognos ad hoc query tools with the KIVA database to provide management with key performance measurement numbers and indicators to improve operational management decisionmaking. These types of tools are critical both for problem and performance analysis, but then also to track whether changes made are accomplishing the intended outcome. Now that the City has decided what the City standard reporting product will be, the Department will need to invest in the licenses, data and table connections, and a significant training effort, to make the tool useful.

GIS Performance Displays

Once the Department has established better performance reporting ability, GIS mapping should be used to provide better analysis and reporting on progress in solving problems and accomplishing major initiatives.

This will help the Department as well as elected officials more easily understand complex problems and make good management decisions. It also allows multiple layers of information to be displayed visually which has been helpful to resource deployment.

Replacement of the False Alarm Tracking and Billing System

The current system being used to track and bill for false burglar alarms is an Access program developed several years ago with only small updates since. This type of tracking helps make people responsible alarm system users and it conserves Police resources. With the advent of XP, the current program needs to be replaced. System replacement costs have been estimated at \$100,000 with implementation costs anticipated to be around \$50,000. This seems a reasonable and necessary investment.

Replacement of Food Inspection Software

Currently the restaurant inspection software records the restaurant inspections but does not interface with the City's land-based property system. This inspection software is old and needing replacement. At the same time, with encouragement from the State Health Department, an opportunity has arisen to replace this software with a product that would be purchased by Hennepin County, Ramsey County, and Bloomington as beginning users, which could greatly enhance our ability to respond in the case of a food contamination incident whether accidental or intentional. It is in the best interests of the public to proceed in this direction.

Document Scanning/Records Management

State law requires the Department to maintain some public records and currently those records are either on paper or on microfiche. Because of the volume of the paper, accessing these is extremely time-intensive and storage itself is costly. The microfiche machines are so old that model parts can no longer be guaranteed. In addition, the film itself is deteriorating. It seems more reasonable to digitize and scan these records that we are required to provide access to and if we then attach these to the property database. Individual citizens would be able to look up their own permit information as well as allowing inspectors to access the information. Going forward, the Department would like to scan these documents as Adobe pdf files and eliminate the need to retain the paper documents. The Department has a similar issue with building plans. Also, there is a need to store pictures of inspections with electronic files.

Automated System to Support Administrative License Issuance

This involves use of a system to document and record approvals from several departments in order to administratively issue some classes of business licenses. Current software could support this, but the processes would have to be built along with the reporting and routing.

Online License Renewal

This initiative will build on the existing annual license renewal processes by enabling applicants to renew a license on the web for a business, rental housing, pollution control billing or competency card. The current manual application process requires that the applicant complete a renewal application form that gathers information that is then manually keyed into a database when the data often has not changed from year to year. The outcome of this project will notify the licensee via email that renewal is due, link them to the site to update information that exists in the database, and collect payment via credit card. This minimizes or eliminates the data entry work performed by City staff and reduces the amount of optical character reader (OCR) processing required by City staff. This is an improvement businesses have been requesting for a long time as it will eliminate a lot of paper filing each year and will save the businesses time and effort.

Automate the Administrative Adjudication Process

While using administrative citations has proven to be an effective enforcement tool, as we expand this usage to other sections it becomes more and more necessary to automate that process and the administrative hearing scheduling and case records that are generated from the hearings. This improvement will maintain the accuracy of data, the integrity of the process, and ensure that fines are paid and violation information shared.

Automate Time Reporting

Automated time reporting becomes an important means of time savings as currently the paper files have to be hand delivered and the complex schedules, and multiple unions, make scheduling for the current process a very time consuming process.

311 Integration with Existing Systems

As the City’s 311 project begins, we have much to gain from the project’s customer service interface; however, these benefits will not be realized if we do not have a technology interface between the 311 software and the Department’s existing service provision software. These interfaces are necessary to avoid having to do double entry to order an inspection or other service action and to report back the results. We will not realize the benefits of our significant investment in this system until we have the needed interfaces.

Intranet

We have not made significant use of the City’s intranet to disperse Department information and keep our personnel updated on activities and all using the most current Department policies and forms. As part of the conversion to one Department, we need to make better use of this resource and plan to do so over the next year.

Technology Plan Cost Estimates

The following numbers are an initial estimate developed with the assistance of BIS. As each of the efforts become more clearly defined, a more complete project estimate will be completed with assistance of BIS and the managed service rate model that is in development with Finance. Also, there is an additional ongoing support cost of 15-20% that is not reflected in these estimates.

| Technology Projects* | 2005 | 2006 | 2007 | 2008 | 2009 |
|-----------------------------------|------|-------|-------|------|------|
| Remote Inspector | | \$60 | | | |
| Expansion of Mobile Devices | | \$200 | \$150 | | |
| Performance Measurement/Reporting | | \$200 | \$150 | | |
| GIS Performance Displays | | \$100 | \$50 | | |

| Technology Projects* | 2005 | 2006 | 2007 | 2008 | 2009 |
|---------------------------------------|--------------|----------------|----------------|----------------|--------------|
| Replacement of False Alarm | | \$150 | | | |
| Replacement of Food Safety Inspection | | \$180 | | | |
| Document Scanning/Records Mgmt | \$250 | \$100 | | | |
| Automated Administrative License | | \$50 | | | |
| Online License Renewal | | \$250 | | | |
| Automated Administrative Adjudication | | \$50 | | | |
| Automated Time Recording | | \$150 | \$100 | | |
| 311 Integration | | \$250 | | | |
| Intranet | | \$50 | | | |
| Property System Consolidation | | | \$250 | \$1,000 | \$150 |
| Kiva Replacement | | | \$500 | \$2,000 | \$500 |
| Total | \$250 | \$1,790 | \$1,200 | \$3,000 | \$650 |

* estimates are in thousands of dollars

Workforce Plan

Department Workforce Profile

Regulatory Services has 241 employees currently on its payroll. The majority of staff falls into the following classifications: Trades Inspectors, Housing Inspectors, and Traffic Control Agents.

Department Demographics (According to HRIS data as of July 30, 2005)

| | Count | Percent |
|------------------------|------------|-------------|
| Sex | | |
| Male | 126 | 52% |
| Female | 115 | 48% |
| Total | 241 | 100% |
| Race | | |
| White | 193 | 80% |
| Black | 26 | 11% |
| Hispanic | 9 | 4% |
| Asian | 7 | 3% |
| Native American | 6 | 2% |
| Total | 241 | 100% |
| People of color | 48 | 20% |

Developing a Highly Qualified, Diverse Workforce

The Department desires to increase diversity in the organization to reflect the diversity of the City of Minneapolis. This desire will require the Department to develop comprehensive recruitment strategies that will help ensure the applicant pool represents a highly diverse group of applicants. This will require the department to go beyond the normal hiring techniques utilized through the Civil Services process in order to achieve this goal.

Retirement Projections

In addition, the Department needs to plan on how to deal with retirement of staff members. According to the retirement projection for the next five years, the Department will have at least 25 employees who are eligible to retire. To be ready for this, the Department needs to lay out training programs focusing on core competencies so employees know what kind of training or courses a position requires so employees know what is required to be promoted into those positions. Other considerations need to take place when implementing and evaluating the succession plan. The Department needs to recognize civil service rules and the impact on the workforce. This could include training programs for diverse groups of employees that will provide a better trained overall workforce.

Retirement Projection Table:

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|--------|------|------|------|------|------|------|------|------|------|------|------|
| Totals | 7 | 1 | 6 | 5 | 5 | 7 | 9 | 8 | 6 | 11 | 7 |

Establishing and Funding Training Programs (Key Initiative)

The lack of training in Regulatory Services has led to inefficiencies and backlogs. It is imperative that the Department establish and fund a training program for hard and soft skills including:

- Cross-training on all aspects of KIVA
- Supervisor training
- Cultural awareness training
- Interpersonal dynamics training
- Team building as a department—not silos
- Divisional training on skills, knowledge and ability, for all staff to be efficient and effective at their essential job functions

Increasing Complexity of Regulations

New regulations, in the form of current codes, will challenge the Department to increase the knowledge and skills of its employees. The Department wants to have a skilled workforce that completes quality plan reviews and inspections. With codes continuously becoming more specialized, the Department faces challenges in finding ways to maintain and recruit employees with highly specialized skills that are required to meet more specific code requirements. Staff whose positions are more general in nature may be better suited for cross training.

One challenge the Department will have, is to identify a staffing mix that can support a highly skilled-specific service during peak business cycles. The construction season impacts the Department as a whole and is not limited to a single division. This therefore limits the ability to utilize existing staff in other divisions of the Department. One solution may be to rehire retired skilled-specific employees to help fill temporary staffing needs during peak business cycles.

Succession planning will be an integral part in meeting the staffing demands on the Department. The Department should desire to become the employer of choice when recruiting, training, and retaining a knowledgeable employee base. To start this effort, the Department needs to understand the knowledge and skills of its existing workforce. It then needs to identify the level of skills needed order to provide quality plan review and inspection services. A gap analysis will help the Department identify the training and education required to meet the customers' needs, and at the same time adheres to code compliance.

Equipment Plan

Several types of equipment have become essential for Inspectors and the Department to accomplish its mission. The most important are vehicles, digital cameras, cell phones, and laptops or handheld computer devices for field inspectors.

Vehicle Replacement

Most of the Department's fleet of sedan vehicles, 89 out of 137, are 1999 Malibu's. Another four vehicles are 1994 Ford Taurus's. We also have one 1993 Ford Explorer. We have an issue of aging with a major portion of the fleet. For vehicles more than 10 years old, obtaining parts is difficult and costly.

The Department needs a replacement plan worked out in conjunction with Public Works, Fleet Operations. However, this plan will require some special action because the Regulatory Services fleet was not part of the Public Works Fleet at the time the workout plan was devised and at the same time, the debt service dollars were removed from the Department's operating budget when vehicles were last purchased with bonding. Therefore, the dollars do not exist in Regulatory Services budget or Public Works' capital fund for vehicle replacement and the Department does not have the dollars to pay the Public Works current rental rates.

The biggest issue is how the Department replaces this large number of similarly aged vehicles. The Department reallocated some 2003 budget dollars to start this replacement fund, but no further progress has been made with this issue. The vehicles are now going on seven years old, so it has become essential to develop a replacement plan.

We will partner with PW Equipment to develop a proposal, but we would like to have an outside consultant review the transportation needs of the Department, and make some recommendations, due to the variety and complexity of the Department's needs. There are ergonomic needs as well as job function needs, along with the whole question of the appropriate number and type of vehicles for the proper functioning of the Department. We feel we could benefit from an outside point of view that could incorporate nationwide best practices.

In addition to the sedan usage by Inspectors, the Department has some functions that call for more specialized equipment. Animal Control has six trucks that operate with specialized boxes for double shifts most days of the week. These vehicles are model year 2000 and have also become high-mileage vehicles and need replacement within the next year. In addition, Animal Control has no discretionary budget margin to accumulate for replacement vehicles as a result of significant cost increases in things such as veterinary services, dog food, and energy. We are hoping to replace one of these vehicles this year out of Departmentwide savings.

Traffic Control has specialized needs for its vehicles, both in type and visibility, due to the enforcement activities of that business line. They are currently using Ford Escapes and Chevy Trackers. The enforcement activities operate two shifts most days and three shifts on some weekends; thus, the vehicles accumulate mileage fairly quickly.

The Department has experimented with a combination battery/fuel Toyota Prius. However, at this point it is difficult to identify enough savings to justify additional purchases, although that may change with time. This vehicle did produce fuel savings in the summer and a reduction of emitted exhaust gases in day-to-day operations, which helps with the air quality issues in the City.

Our current plans are to look at E85 vehicles with Public Works recommendations in order to reduce our environmental impact. We will continue to look at other low environmental impact options as well.

Cell Phones

Cell phones are also integral not only to work accomplishment, but to inspector safety. Contractors can reach inspectors to schedule inspections, inspectors can make queries to the office for information, and if a confrontational situation develops, the police or other assistance can be called.

New federal mandates requiring global positioning systems in cell phones to allow for the proper direction of 911 calls from cell phones has resulted in a need to replace our cell phones (which are seven years old), sooner than anticipated. We are hopeful that Bluetooth technology will allow us to avoid the costly hardwire installation in vehicles.

Digital Cameras

A large number of digital cameras were replaced last year, so we do not anticipate significant expenditures in this area in the near future. The old equipment was donated to the Fire Department. Last year's camera replacement process proved to us how important adequate training is to the successful implementation of new equipment.

Laptops or Handheld Field Devices

With the implementation of the use of laptops for the Remote Inspector project in Construction Inspection Services, it becomes increasingly clear that we need to expand the use of these types of devices or handhelds to the rest of our field staff in all sections. All of our inspectors need to be able to access current data in the field and update inspection records. This becomes even more essential with the transfer of some of our call answering staff to 311.

OCR/Multiformat Enabled Scanners

Our records management initiative and various process efficiencies for One Stop and other application processing areas will be needing scanners that will allow for conversion of paper documents to electronic ones with the ability to index from an OCR read and convert to a records acceptable format such as Adobe pdf. This will allow us to make the best use of the City's Enterprisewide Stellent product as well, but the scanners will have to be a Department investment because they do not exist now. If we assume that we will need one for each of our intake areas, this will probably mean a minimum of four volume scanners in addition to the large format scanner already purchased by the One Stop project.

Additional Testing and Monitoring Equipment

In order to stay progressive with the City's Sustainable City initiative we will need to invest in more sophisticated testing and monitoring equipment for the environment. This equipment will mean additional investment on the part of the Department, though grant money will be sought where possible.

Space Plan

Remote Office Space

The most significant space issue within Regulatory Services is Remote Office Space. Under the new management system, in order to reach maximum efficiencies, it is imperative that we have Housing, Construction, and Environmental Inspectors decentralized to provide better service. Under this initiative we will be looking at sharing resources with other City Departments (Police, Fire, and Public Works) that will allow us to provide office space for Inspectors in the communities. We need to create workspace for approximately 80 inspectors.

Currently the CIS inspectors use their vehicles as offices. They do not have a desk or office space provided in the Public Service Center. A small office with two workstations at the St. Anthony Ramp is shared by more than 40 inspectors as a means of receiving permits, interoffice mail, and getting system database information access.

One additional remote office space has been created at the Currie Building to allow this same type of access for up to four inspectors. More remote office spaces are being considered.

The proposed remote office spaces are planned to provide geographic service delivery office space as well as a facility for data downloading/uploading when the Remote Inspector project is implemented. These remote offices will increase the efficiency of Inspectors by eliminating the need to drive to and from downtown. These remote sites will not provide service access to the public.

Existing Space in Public Service Center

Moving some Housing Inspectors to remote sites will open up space in the Public Service Center for One Stop staff and customers. The Department will continue to analyze work space assignments to ensure that staff are situated in work sites close to those with whom they have the most day-to-day contact for improved communication and efficiency.

Section Five: Communications Plan and Implementation Plan

Communications Plan

The purpose of the communications plan is to provide a framework for managing and coordinating a wide variety of communications about the business plan to our key stakeholders. In order to successfully implement this business plan, we must effectively communicate key messages to employees at every level in Regulatory Services, elected officials, our partners, customers, and a general audience. Our communication plan will be a tool to inform our stakeholders.

Strategy

Our communication strategy will address:

- Key messages to be delivered
- Who should deliver the messages
- Who should receive the messages
- Which key initiatives require unique communications
- How the Department will manage changes and expectations related to performance measures
- What strategies will be used to communicate the Business Plan
- Unique challenges that should be considered in communicating the plan

Communication Tools

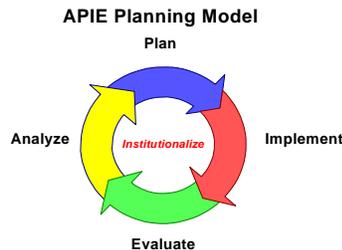
- Face-to-face briefings
- Department committee meetings
- Presentations
- Technology based—email, intranet site
- Paper based—newsletters, fact sheets, handouts

Activities

- Develop an intranet site for Regulatory Services employees to quickly find information on issues they need to know and/or want to know
- Instill a positive work culture with simple vision, mission, and values statements that are available and memorable to all
- Make an Executive Summary easily available for all employees to read (link to website or paper)
- Highlight specific sections that pertain to selected groups (link to website or paper)
- Send progress updates as the Business Plan is implemented

Implementation Plan

Regulatory Services will be utilizing the APIE project planning model for managing the key initiatives. The Department will also work closely with the Coordinator’s Office project management initiative and will participate in organization-wide training and initiatives to facilitate successful project management of key initiatives.



AP= Analyze & Plan

IE = Implement & Evaluate

| Priority | Key Initiatives | Project Managers | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|----------|--------------------------------------------------------------|-------------------------------------------------------|--------|------|------|------|------|------|
| High | Establishing Staffing Models for Services | Rocco Forte Henry Reimer | AP → | → | IE → | → | → | → |
| High | Cost Recovery | Clara Schmit-Gonzalez Tom Deegan | AP → | → | → | IE → | → | → |
| High | Maximizing the Use of Technology | Clara Schmit-Gonzalez Cheri Bootes | APIE → | → | → | → | → | → |
| High | Establishing and Funding Training Programs | Rocco Forte Clara Schmit-Gonzalez | AP → | IE → | → | → | → | → |
| Medium | Reviewing Regulatory Requirements of the Code of Ordinances | Henry Reimer City Atty Office Ricardo Cervantes | AP → | IE → | → | → | → | → |
| Medium | Providing Adequate Work Space for Office and Field Personnel | Rocco Forte Dep Dirs | AP → | → | IE → | → | → | → |
| Medium | Developing a Qualified Diverse Workforce | Lasamy Mila | AP → | IE → | → | → | → | → |
| Medium | Improving Communications | Clara Schmit-Gonzalez Carolyn Davidison | APIE → | → | → | → | → | → |
| Medium | Strengthening a Positive Work Culture | Rocco Forte Lasamy Mila | APIE → | → | → | → | → | → |

| | Enterprise Projects | Project Managers | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 |
|--------|------------------------------------------|-------------------------------------|--------|------|------|------|------|------|
| High | Minneapolis One Stop | Cheri Bootes Pat Higgins | APIE → | APIE | → | | | |
| Medium | Minneapolis One Call | Clara Schmit-Gonzalez | AP → | IE | → | | | |
| Medium | Limited English Proficiency Planning | Lasamy Mila | AP | → | IE | → | | |
| Medium | Health City Sustainability Indicators | Lori Olson Gail Prest | AP → | IE | → | | | |
| Medium | Citywide Labor-Management Committees | Rocco Forte Joan Hammell | AP → | IE | → | | | |
| Low | Community Engagement | JoAnn Velde | AP → | → | IE | → | | |
| Low | Enterprise Information Management Policy | Clara Schmit-Gonzalez | AP | → | IE | → | | |
| Low | Loss Prevention | Tom Deegan Clara Schmit-Gonzalez | AP → | IE | → | | | |

Appendix A

Sustainability Indicators

Business Planning for Minneapolis Sustainability (Approved Mpls City Council April 29, 2005)

Sustainability Vision: The City of Minneapolis is committed to meeting its needs in the short-term, without compromising the ability to enhance the lives of current and future generations of residents. Policy choices - including those dealing with the environment, economy and social realms - will be made within the context of understanding the long term impacts of policy decisions.

Sustainability Mission: We will foster a greater understanding of and commitment to the principles of sustainability within the City of Minneapolis. We will develop strategies, objectives, and establishing city-wide indicators to measure our efforts; providing input into the City's planning, policymaking and budget processes.

| Strategies (Behavioral) | Objectives | Indicator(s)/Measure | Source and (Responsible Department) | Possible Tactic(s) |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Reduce CO2 emissions in order to improve health and the environment.</p> | <p>Reduce Citywide CO2 (green house gas) emissions from city facilities/operation and City wide.</p> | <p>1. CO2 emissions</p> <ul style="list-style-type: none"> ▪ Total Citywide CO2 emissions by sector (municipal, urban forest, commercial-industrial, solid waste & recycling, & transportation) | <p>Xcel Energy & Centerpoint Energy (Environmental Services)</p> | <ul style="list-style-type: none"> ▪ Revise City's CO2 estimates to assess projected emission's growth from 1988 baseline to the present to determine actual growth in emissions. |
| | <p>-----</p> <p>Increase canopy coverage by increasing tree plantings on private and public property to reduce air pollution which also provides habitat for wildlife, controls water run off and cools the city.</p> | <p>2. Number of Newly Planted and Total Boulevard Trees</p> <p>Note: Indicator subject to change as more comprehensive canopy information is developed.</p> | <p>-----</p> <p>Park Board</p> | <ul style="list-style-type: none"> ▪ Recycle ▪ Remove diseased trees ▪ Water trees ▪ Plant trees ▪ Activities that care for healthy trees ▪ Promote activities to residents/businesses ▪ Code changes to encourage/mandate more trees |
| | <p>-----</p> <p>Increase permeable surfaces whenever possible on public and private property to decrease storm water runoff.</p> | <p>3. Acres/Percent of Permeable Surface. (contingent on future Met Council Landsat funding).</p> | <p>-----</p> <p>Metropolitan Council Landsat information available 2000, anticipated fall 2005 (Public Works)</p> | <ul style="list-style-type: none"> ▪ Protect land that is currently 100% permeable (wild/pure) ▪ Review plans and codes with the goal of adding permeable space whenever possible. ▪ Promote benefits of pervious surface. ▪ Factor into new City buildings, remodeling, and parking surfaces. |
| | <p>-----</p> <p>Increase renewable energy use in the entire City and within City operations for both</p> | <p>4. Renewable Energy Use</p> <ul style="list-style-type: none"> ▪ Percent of citywide energy use from renewable sources | <p>-----</p> <p>Xcel Energy (Public Works/Environmental Services)</p> | <ul style="list-style-type: none"> ▪ Implement Green Fleets activities ▪ Implement energy saving activities ▪ Create mechanisms in the private sector |

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| | <p>heating and transportation to provide a cleaner healthier alternative to fossil fuels, and to help further reduce CO2 emissions.</p> | | | <p>that encourage renewable energy use</p> <ul style="list-style-type: none"> ▪ Actively partner with local utilities and nonprofits ▪ Million Solar Roofs Partnerhip ▪ Conduct programs geared toward integrating renewable energy technologies |
| <p>Decreased dependence on Single Occupancy Vehicles (SOV's) leads to reduced congestion and pollution, less fuel consumption, better health and social connection.</p> | <p>Increase number of people and the number of trips taken that don't use a single occupancy vehicle.</p> <p>-----</p> <p>Reduce downtown street congestion.</p> <p>-----</p> <p>Create additional bike lanes and paths to improve health, reduces pollution and improves social equity.</p> | <p>5. Downtown Transportation Mode Split</p> <ul style="list-style-type: none"> ▪ Mode split by walking, bicycling, bus, light rail, car pool, single occupant vehicle. <p>-----</p> <p>Note: Public Works proposes that another indicator should be explored: <i>Travel Time in Priority Corridors</i></p> <p>-----</p> <p>6. Transportation Mode: Miles of New Bicycle Lanes/Paths</p> | <p>Public Works</p> | <ul style="list-style-type: none"> ▪ Develop a City-wide long-term plan for pedestrians, bicycles and transit systems. ▪ Secure other transit investments and enhancements, including additional recreational trails, bike racks and improving pedestrian friendly connections to transit alternatives. ▪ Continue to encourage alternatives to single occupancy vehicle travel by working closely with employers and the Downtown Minneapolis Transportation Management Organization. ▪ Collaborate with State agencies to identify the regional and local environmental health consequences and costs of motor vehicle pollution, including impacts on vulnerable populations. ▪ Advocate for alternatives to single occupancy vehicles and promote non-SOV alternatives for City employees. ▪ Increase bicycle commuters (Baseline 2003: 5,336 bicycle commuters). ▪ Advocate for stronger transit options and for analysis of environmental impacts in connection with major MN/DOT construction projects, such as 35W/Crosstown project. ▪ Continue to implement "Smart Growth" land use and transportation policies through the City's zoning code. <p>-----</p> |

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|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | <ul style="list-style-type: none"> ▪ Finish construction of the Midtown Greenway ▪ Develop bike trails to connect communities in North and Northeast Minneapolis to river amenities. ▪ Continue to partner and educate others about biking opportunities in the City. ▪ Ensure that bikes are integrated into other transportation opportunities in the City. |
| Reduce airport noise for affected residents in order to improve the environment. | Monitor integration of new technology (hush kits & stage 3 aircraft), and also decrease night time operational levels noise events over 65, 80, and 100 Decibel Noise Level (dbl). | <p>7. Airport Noise & Impacts</p> <ul style="list-style-type: none"> ▪ Number of noise events over 65, 80, & 100 Decibel Noise Level (DNL) | Metropolitan Airports Commission, Center for Energy and Environment (Community Planning and Economic Development) | <ul style="list-style-type: none"> ▪ Building a strong coalition of Minnesota cities with commercial air services to participate in a broader vision for a statewide airport strategy to provide cargo and passenger service (post 2020 the City anticipates an airport capacity problem). ▪ Monitor noise and pollutant trends at MSP to determine whether the situation is getting better or worse as traffic increases. ▪ Monitor advances in jet technology and advocate for newer, quieter jets. |
| Support high water quality in Mpls' Lakes, Streams and the Mississippi River. | Increase the quality of our water bodies for swimming and recreational use. | <p>8. Water Quality of Minneapolis' Lakes, Streams and the Mississippi River</p> <ul style="list-style-type: none"> ▪ Trophic Status Index by major lake | Park Board | <ul style="list-style-type: none"> ▪ Establish recreational/aesthetic grades (ex.: A,B,C,D, F) of City lakes by determining an overall average grade for each respective lake and comparing it from one year to the next. ▪ Develop a stronger public education campaign targeting beach users about what they can do to protect swimming areas. ▪ Continue to refine research and develop strategies to ensure that city lakes do not exceed EPA geometric mean guidelines for <i>e.coli</i> during the swimming season at authorized public beaches by working with our partners through the Water Quality Monitoring Task Force. |
| | Eliminate amount of untreated water entering the Mississippi | <p>9. Combined Sewer Overflow (CSO)</p> | Public Works | <ul style="list-style-type: none"> ▪ Disconnect rainleaders from the City's sanitary sewer system. |

| | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | River annually. | | | <ul style="list-style-type: none"> ▪ Promote BMPs to residents/businesses. ▪ Promote stormwater fee credits. ▪ Implement aggressive erosion control activities in City funded projects. ▪ Enforce/modify existing City codes. ▪ Implement Integrative Pest Management Techniques on City property. ▪ Continue monitoring, modeling and further study of the City's stormwater treatment system to increase its performance and efficiency. ▪ Enhance public outreach to prevent erosion, runoff and use of chemicals that harm lakes and other water bodies. ▪ I.D. connected rainleaders & track rainleader disconnects. |
| Increase brownfield sites reuse. | Increase number of VIC and VPIC sites remediated to support environmental cleanup, improve/redevelop sites, create jobs, housing, commercial and industrial property and improve the tax base. | <p>10. Brownfield Sites</p> <ul style="list-style-type: none"> ▪ Number of Voluntary Investigation and Cleanup sites (VIC) and Voluntary Petroleum Investigation & Cleanup sites [VPIC]) | Minnesota Pollution Control Agency (Community Planning and Economic Development) | <ul style="list-style-type: none"> ▪ The Minneapolis Community Planning and Economic Development department (CPED) will continue to actively engage and facilitate public and private sector partnerships to redevelop brownfield sites in Minneapolis. |
| Encourage the development of a diverse, compact and transit-friendly city using mixed-use development strategies to provide housing, jobs, and travel resources to all sectors of the City's population. | <p>Provide adequate housing for all City residents.</p> <p>-----</p> <p>Provide livable wage employment for all City residents.</p> | <p>11. Number of Affordable Housing Units</p> <p>-----</p> <p>12. Number of workers earning a livable wage</p> | <p>CHAS, HUD, housinglink.org (Community Planning and Economic Development)</p> <p>-----</p> <p>CHAS, JobsNOW, HUD (Community Planning and Economic Development)</p> | <ul style="list-style-type: none"> ▪ Support affordable housing development, including financial assistance programs through the City. <p>-----</p> ▪ Support financial and technical assistance to businesses looking to locate or expand in Minneapolis. |

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|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Address social conditions to reduce inequities in exposures to environmental risks and access to healthcare services. | Reduce infant mortality to 4.5 per 1,000 live births (CDC Healthy People 2010) Reduce by 50% the disparities in infant mortality for American Indians and populations of color as compared to Whites. (MN Statute 145.928) | 13. Infant Mortality Rate | Minnesota Department of Health (Health & Family Support) | <ul style="list-style-type: none"> Promote adequate prenatal care. Reduce exposure to smoking, drinking and drug use during pregnancy. Promote healthy nutrition. Promote healthy environments that include social supports for mothers and families. |
| | Reduce births among adolescent females | 14. Teen Birth Rate | Minnesota Department of Health (Health & Family Support) | <ul style="list-style-type: none"> Promote school engagement and school success. Provide comprehensive sexuality education. Engage in youth development activities. Ensure access to reproductive healthcare services for teens. |
| | Increase the proportion of adults at a healthy weight to 85%. Increase the proportion of children at a healthy weight to 95%. (derived from CDC Healthy People 2010) | 15. Percentage of Population at a Healthy Weight | SHAPE survey, BRFSS survey, YRBS survey (Health & Family Support) | <ul style="list-style-type: none"> Assure healthy environments that promote good nutrition and physical activity in the community, workplaces and schools. Provide safe outdoor activity areas. Promote transportation options that encourage physical activity. |
| | Increase the proportion of children age 9 to 36 months that are tested for blood lead to 100%. | 16. Percentage of Children 9 to 36 Months Old Receiving Blood Lead Testing. | Minnesota Department of Health (Health & Family Support) | <ul style="list-style-type: none"> Assure lead testing through medical providers and in other settings. Provide parental education about lead testing. Promote healthy lifestyles including good nutrition. |
| Address social conditions continued... | Reduce hospital emergency department visits for asthma to 50 per 10,000 (Age 5 to 64). | 17. Incidences of Asthma Reported to Emergency Rooms | CDC Healthy People 2010 (Health & Family Support) | <ul style="list-style-type: none"> Implement Minneapolis' smoking ban. Assess home air quality for asthma triggers. Reduce smoking in homes. Promote asthma screening and |

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| | <p>-----</p> <p>Decrease the number of people who are homeless in Minneapolis. OR Decrease the number of people using housing shelters.</p> <p>-----</p> <p>Decrease the rates of STD's and HIV in Minneapolis.</p> | <p>-----</p> <p>18. Number of homeless in Minneapolis OR Number of people using housing shelters.</p> <p>-----</p> <p>19. Incidence rates per 100,000 of gonorrhea, chlamydia, and HIV.</p> | <p>-----</p> <p>Wilder Research/Hennepin County (Health & Family Support)</p> <p>-----</p> <p>Minnesota Dept. of Health (Health & Family Support)</p> | <p>management.</p> <ul style="list-style-type: none"> ▪ Increase school involvement in management of students' asthma. ▪ Improve outdoor air quality. ▪ Use cleaner fuels in City vehicles. <p>-----</p> <ul style="list-style-type: none"> ▪ Support for affordable housing. ▪ Job training. <p>-----</p> <ul style="list-style-type: none"> ▪ Support programs that increase screening for sexually transmitted infections. ▪ Educate communities about prevention of sexually transmitted infections. ▪ Advocate for confidential access to reproductive health services for minors. |
| Strengthen educational attainment. | Increase the Minneapolis Public School graduation rate. | 20. Minneapolis Public School Graduation Rate. | Minneapolis Public Schools (Health & Family Support) | <ul style="list-style-type: none"> ▪ Mentoring. ▪ Affiliations with schools. |
| Reduce crime and public safety threats. | <p>Reduce the homicide rate to 3.2 per 100,000.</p> <p>-----</p> <p>Increase the number of Block Clubs.</p> | <p>21. Number of Homicides: including trend breakout by type i.e., gang-related.</p> <p>-----</p> <p>22. Number of Block Clubs.</p> | <p>Police</p> <p>-----</p> <p>Police</p> | <ul style="list-style-type: none"> ▪ Address youth development to provide community service opportunities. ▪ Promote school engagement and school success. ▪ Support community efforts at conflict resolution. <p>-----</p> <ul style="list-style-type: none"> ▪ Encourage participation in National Night Out ▪ Continue crime prevention efforts. ▪ Promote block club events |
| Arts and culture are vital. | Increase the number of Minneapolis public high school students participating in the visual and performing arts. | 23. Number/percentage of Minneapolis public high school students participating in the visual and performing arts. | Minneapolis Public Schools | <ul style="list-style-type: none"> ▪ Advocate for availability of arts courses within High School "small learning communities". |