

DEPARTMENT

results  
minneapolis

# Regulatory Services

2016

# Reporting: Regulatory Services

## Regulatory Services Department Goals



### BALANCED ENFORCEMENT



### PROACTIVE ENGAGEMENT



### INNOVATION AND DEVELOPMENT

## Results + Rationale

2015

- ▶ The department's regulatory mission naturally creates tension – by taking a balanced approach, we were able to better work with stakeholders and customers while still retaining our ability to take a stronger approach if needed
- ▶ We empowered staff to use their expertise and common sense to achieve compliance through methods other than issuing citations

- ▶ The department prioritized connections across divisions and the enterprise to reduce violations and increase compliance, communication and partnership opportunities
- ▶ Our focus on community engagement led to greater communication and increased educational opportunities with tenants, stakeholders and residents
- ▶ By proactively connecting with residents and visitors through active education and the enforcement of ordinances, we increased public safety

- ▶ The department continued to focus on training and staff development, with a vision of consistent education and performance improvement throughout the department
- ▶ In response to high attrition rates throughout the department, we developed strategies to retain and efficiently hire well-qualified staff
- ▶ The department continued to embrace technology and process improvement across divisions, including data initiatives
- ▶ Our focus on equity and inclusion led to an assessment of the department's hiring practices and increased cultural competencies

## Changes to planned work

2016

- ▶ Focus on life safety and inspections, including fire watch and pyrotechnics watch
- ▶ Continue the effective use of restoration agreements and rehabilitation to move properties back into the housing market
- ▶ Work with pet owners to license pets and keep people and pets safe in the city

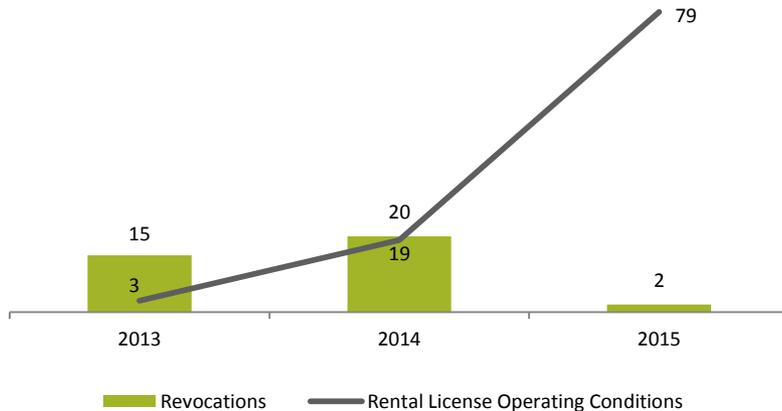
- ▶ Collaborate with stakeholders in the enterprise and community to make iterative adjustments to ongoing construction, rental stock and new stadium traffic needs
- ▶ Increase focus on equity through work with tenant groups
- ▶ Proactively pursue grant resources and community engagement opportunities

- ▶ Increase focus on staff development efforts, enhanced training programs and staff cross training to provide pathways for staff into other parts of the department and enterprise
- ▶ Implement the new Enterprise Land Management System, including equipping staff with training and the appropriate technology to complete field inspections
- ▶ Continue to increase work with the Equity & Inclusion team

# Balanced Enforcement

The department's regulatory mission naturally creates tension – by taking a balanced approach, we were able to better work with stakeholders and customers while still retaining our ability to take a stronger approach if needed

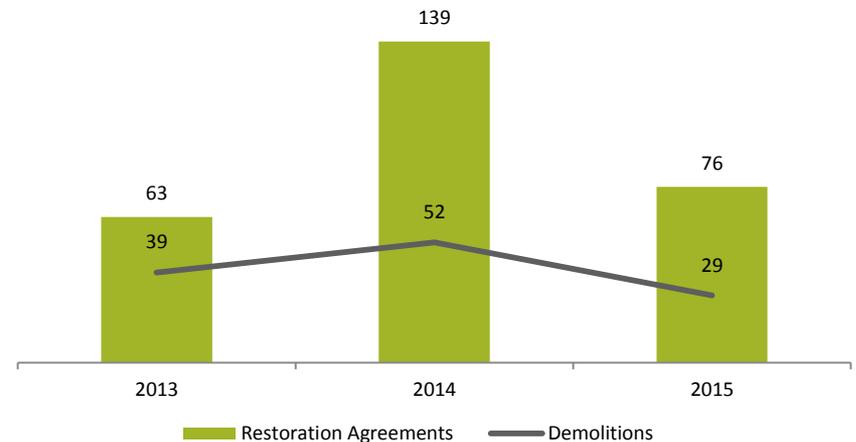
Rental Licensing Actions



- ▶ The department utilizes restoration agreements to actively work with property owners to rehabilitate, rather than demolish, their properties in the abatement of more significant housing maintenance code violations.
- ▶ The department's focus is on education, rehabilitation, and the use restoration agreements rather than an immediate order to demolish a property.
- ▶ The Problem Property Unit identifies the City's worst properties and collaboratively works with property owners to develop an action plan to bring their properties up to minimum housing code standards.
- ▶ In 2015, the department dedicated two full time staff to address rental license operating conditions, facilitating frequent and direct communication with property owners to discuss the City's minimum housing maintenance code standards and the property's open violations.

Rental Licensing Actions	2013	2014	2015
Conditions Placed on Rental License	3	19	79
Decision Pending	2	6	46
Legal Resolution Compliance Achieved	32	25	19
Reinstatements	18	13	9
Revocations	15	20	2

Restoration Agreements and Demolitions

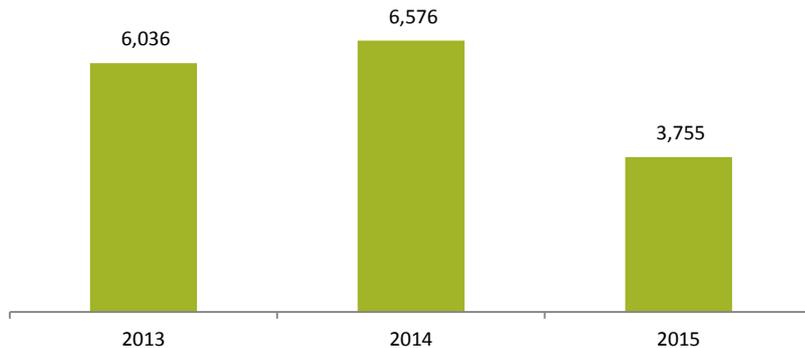


# Balanced Enforcement

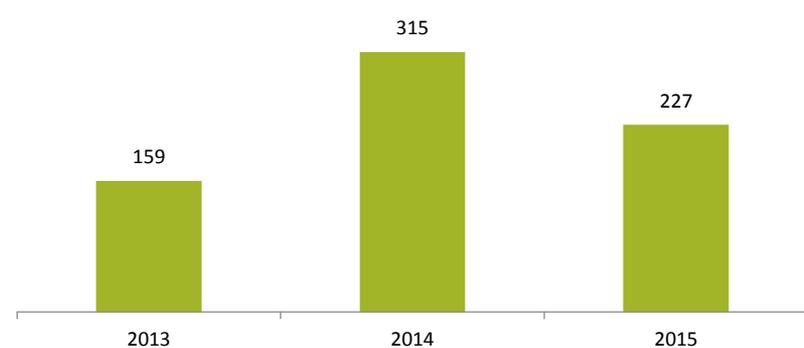
The department's regulatory mission naturally creates tension – by taking a balanced approach, we were able to better work with stakeholders and customers while still retaining our ability to take a stronger approach if needed

- ▶ The department engages customers to understand specific needs and develop an appropriate course of action.
- ▶ While the issuance of violations has remained consistent over the last few years, the department's balanced approach during the inspection process has resulted in a decrease in the number of administrative citations issued by the inspectors, agents and officers
- ▶ While the department actively educates residents and visitors, new building construction, road rehabilitation or enhancements, and attendance at events downtown could contribute to the increase in traffic citations.

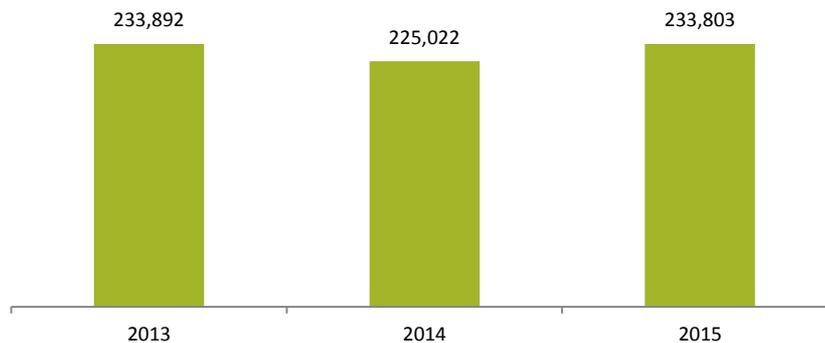
**Housing Inspection Services Citations**



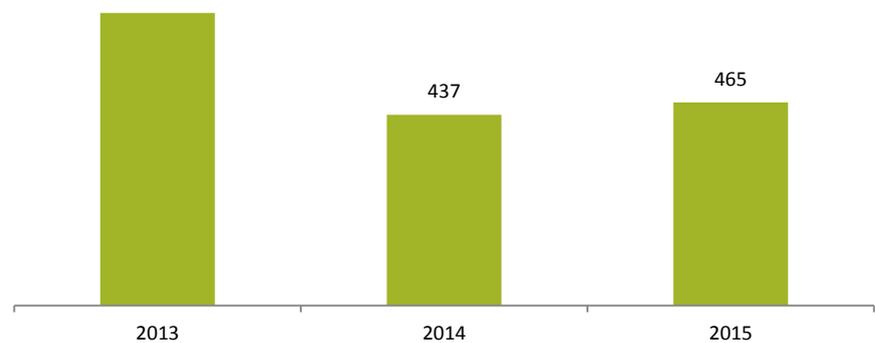
**Fire Inspection Services Citations**



**Code Compliance & Traffic Control Citations**



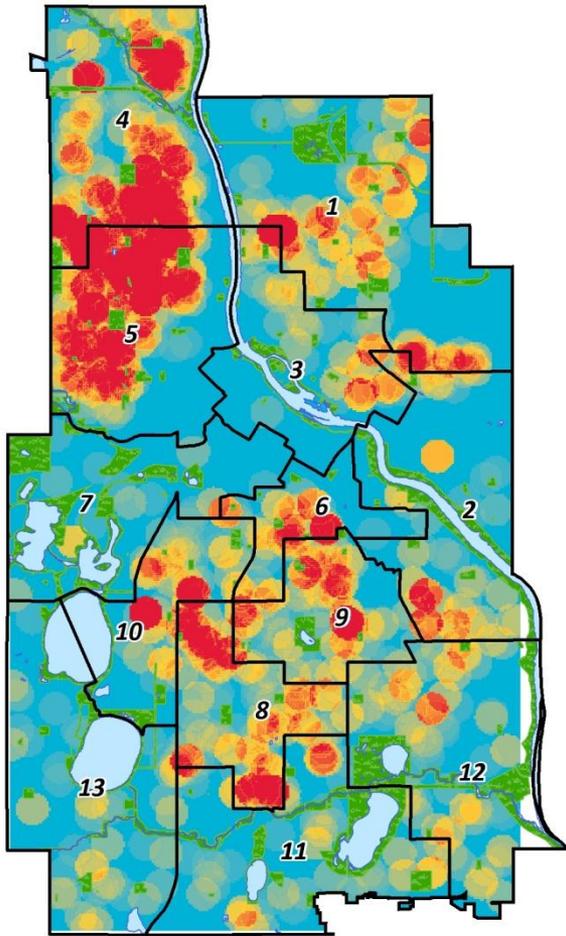
**Animal Care & Control Citations**



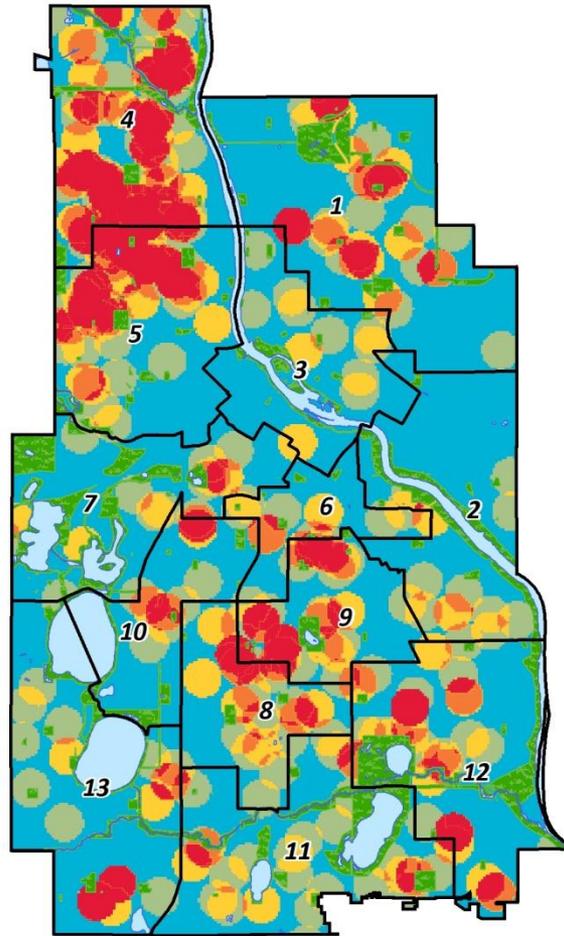
# Balanced Enforcement

The department's regulatory mission naturally creates tension – by taking a balanced approach, we were able to better work with stakeholders and customers while still retaining our ability to take a stronger approach if needed

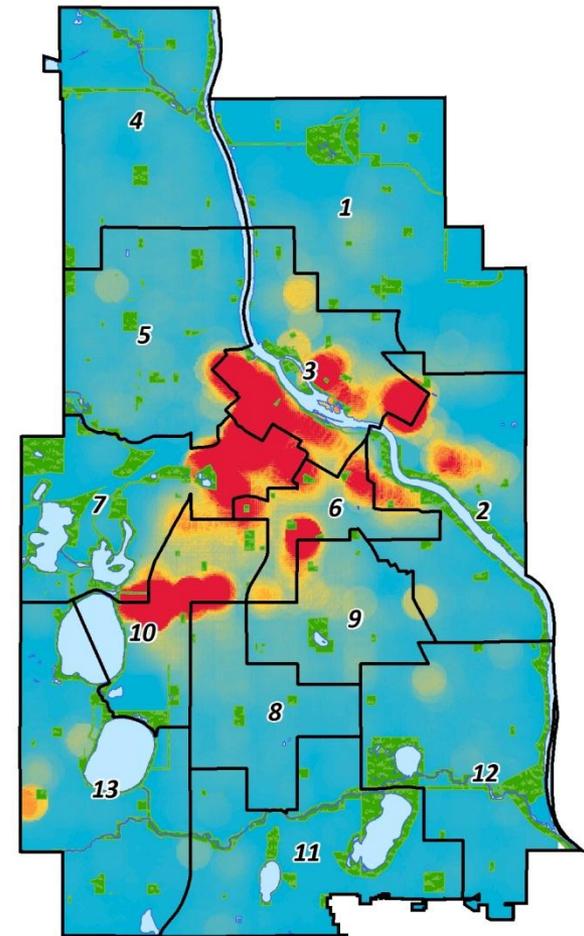
2015 Housing & Fire Inspection Services Citations



2015 Animal Care & Control Citations



2015 Code Compliance & Traffic Control Citations



# Balanced Enforcement

The department's regulatory mission naturally creates tension – by taking a balanced approach, we were able to better work with stakeholders and customers while still retaining our ability to take a stronger approach if needed

- ▶ In 2015, Animal Care & Control undertook best practice research and work sessions to assess the existing ordinances and the division's processes to outline its mission, core activities, and service model.
- ▶ The collaborative approach included nearly 50 meetings and incorporated feedback from residents, neighborhood groups, special interest groups, the business community, and employees, leading to the production of the most comprehensive rewrite of the City animal ordinances.
- ▶ In 2016, Animal Care & Control will continue to monitor resident feedback on the ordinances and develop resources to promote responsible pet ownership.

 [www.minneapolismn.gov](http://www.minneapolismn.gov)

### Comprehensive Update of Minneapolis Animal Care & Control Ordinances

**Taking a hard look at our services and programs**

In 2014, the City Council asked us to take a hard look at the ordinances that govern Minneapolis Animal Care & Control (MACC). After a substantial review, it became clear that the most effective way to make changes was to rewrite the entire ordinance to provide clear, concise ordinances that provide uniform standards of care for all animals in the city.

MACC and the Department of Regulatory Services have created an ordinance that clearly defines who we are, the mission of MACC, and laws that set the standards for animal protection in the city of Minneapolis.

**Community engagement**

MACC reached out to our partners and stakeholders and asked for feedback on what was and wasn't working well. What we learned from these conversations is that MACC is doing a lot of things really well, but we also heard:

- Our mission needs to be updated to reflect modern animal welfare practices and community expectations
- We could be doing more to help create a pet-friendly city that has the protections necessary to provide all animals with a good life
- Our Animal Shelter should provide services to its community and improve the lives of citizens and animals
- Ordinances should be easy to understand and work with
- The importance of continued commitment to effective protection from dangerous or vicious animals
- Freedom to responsibly own animals currently banned by ordinance should be allowed
- Compliance with permits and license requirements is necessary, but some of the regulations around securing those permits were difficult and ultimately counterproductive



**What we are proposing**

The draft ordinance revisions are based on several months of research and focus group conversations. The proposed changes reflect a combination of best practices and direct feedback from stakeholders.

A summary of the proposed changes for MACC, the community, owners, and animals are outlined in this update.

You can also find this information and submit public comment on our website at [minneapolismn.gov/animals/feedback](http://minneapolismn.gov/animals/feedback).

### New for MACC and Its Partners

**Definitions**

A large portion of the proposed ordinance is devoted to establishing consistent definitions—what we mean by the terms we most commonly use to describe the work. The previous language was vague, making it difficult to enforce. By clearly stating definitions, everyone will have a common understanding of the spirit and letter of the law.

**Role and purpose of MACC**

The proposed language outlines the roles and responsibilities of MACC and the authority of staff to protect animals and enforce ordinances. The language also authorizes MACC to develop written policies and procedures for all animal shelter operations.

**Records and public accountability**

As part of maintaining transparency and accountability, the new ordinance establishes parameters and expectations of what records MACC and its partner organizations will maintain.

**Standards, care, and disposition of impounded animals**

The proposed changes provide additional expectations for care and management of animals that are housed at the MACC and in private shelters. It specifies that all animals must receive:

- Veterinary care
- Preventative vaccinations
- Emergency medical care
- Pain management
- Sanitation and disease prevention protocols



**Disposition of impounded animals**

Procedures and protocols for determining whether or not an animal is adoptable are defined in proposed language. The proposed ordinance includes transparent processes for euthanasia and transfers to rescue partners, and it clarifies the holding period for stray and surrendered animals.

### New for the Community

**Nuisances and disturbing the peace**

One of the major complaints received by MACC is barking dogs. This is a quality of life issue for both pet owners and non-pet owners alike. The proposed changes expand the definition of what constitutes a nuisance and provides additional tools to assist officers with enforcement. Specifics of the proposed changes include:

- Applies to all animals
- Noise must be plainly audible across a property line or through partitions common to two residences
- Must take place for 15 minutes between 7 AM and 10 PM or for 10 minutes between 10 PM and 7 AM

**Leashing and tethering**

Dogs living continuously on tethers create non-socialized and often dangerous animals. The proposed changes require that tethered animals be monitored and the owner nearby to intervene when necessary to prevent injury. The proposed language would prohibit the tethering of dogs while there is no one home.

**Endangering the public**

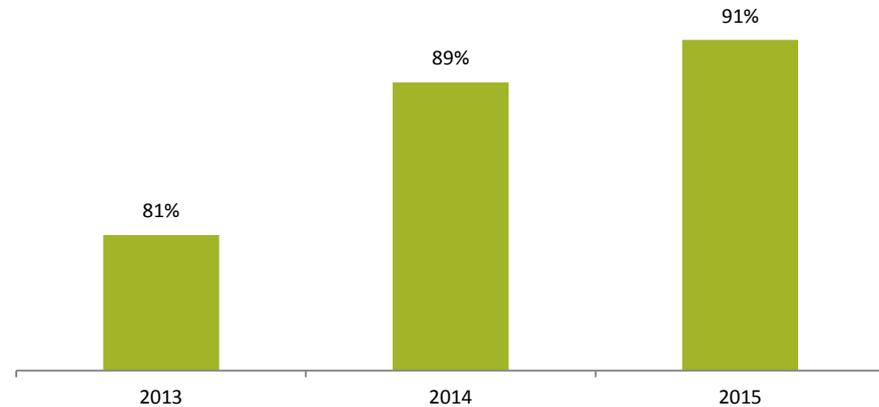
The proposed changes specifically prohibit the care, housing, or custody of any animal in such a manner that endangers the safety of the public.

# Balanced Enforcement

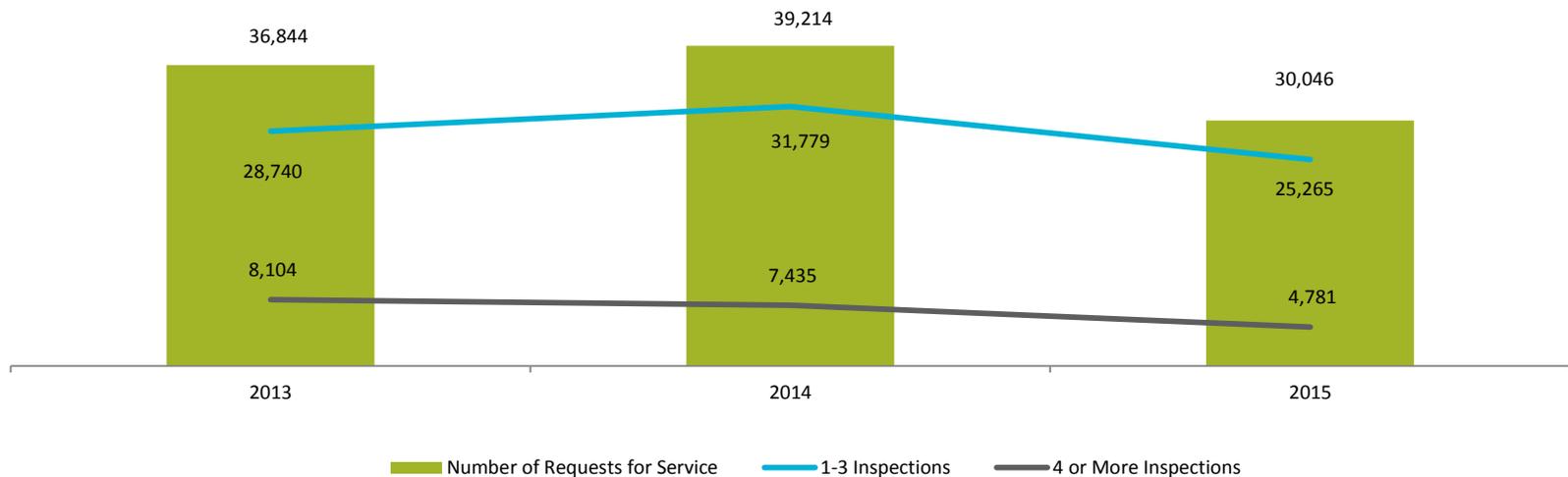
## We empowered staff to use their expertise and common sense to achieve compliance through methods other than issuing citations

- ▶ The department has seen success with a strategy of trusting field staff to use best judgement given the condition of the property and their assessment of the property owner in issuing warnings.
- ▶ Over the last three years, the department has consistently decreased the number of cases requiring four or more inspections, representing an efficient process that effectively utilizes the department's resources.

Percentage of Total Requests for Service Not Requiring Additional Enforcement



Number of Housing Requests for Service and Number of Inspections to Achieve Resolution

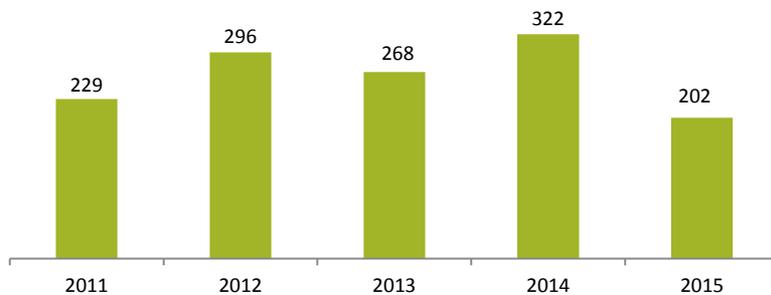


# Proactive Engagement

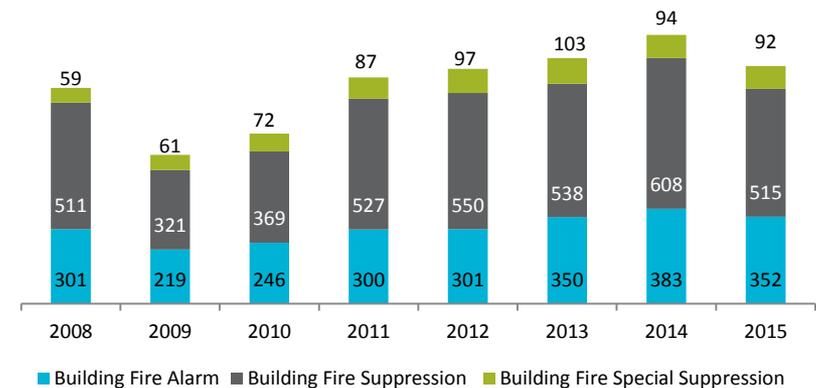
The department prioritized connections across divisions and the enterprise to reduce violations and increase compliance, communication and partnership opportunities

- ▶ 311 is an integral partner to which the department provides resources and documentation on our operations and programs.
- ▶ To approve fire inspection permits, such as Building Fire Special Suppression (BFSS), Building Fire Alarm (BFA), and Building Fire Suppression (BFA), the department works collaboratively to ensure all components of a building are inspected and up to code.
- ▶ Field staff proactively arrange fire inspections and communicate with other departments and stakeholders throughout the process to create efficient and effective customer experience.
- ▶ To facilitate the construction of the US Bank Stadium, Fire Inspection Services reviewed permits, met with stakeholders, and tested and inspected suppression and alarm systems at least three times per week.
- ▶ In 2016, the department anticipates continued economic growth in both the residential and commercial markets, which should hold steady workload in both plan review and inspections.

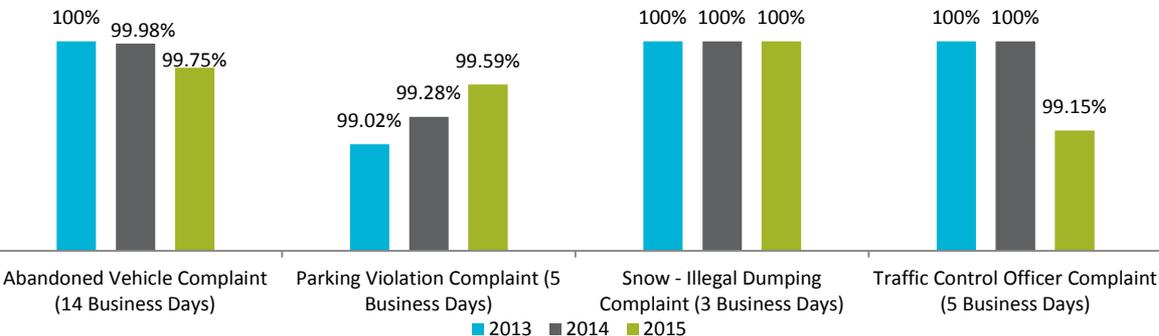
**Animal Care & Control Adoptions**



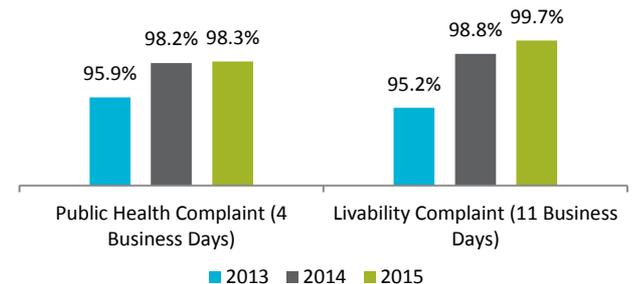
**Permits Requiring Fire Inspections**



**2013-2015 Traffic Control Service Level Agreements**



**2013-2015 Animal Care & Control Service Level Agreements**



# Proactive Engagement

## The department prioritized connections across divisions and the enterprise to reduce violations and increase compliance, communication and partnership opportunities

- ▶ Continuing our strong relationship with the Police Department, joint education sessions were made to groups like the University of Minnesota Veterinary School to educate on the health and safety efforts that protect the public.
- ▶ Animal Care & Control educates neighborhood groups, partners, and stakeholders on issues such as responsible pet ownership, rabies prevention, dog licensing, and dog bite prevention.
- ▶ Other successful partnerships were maintained with the ASPCA, Humane Society of the United States, Minneapolis Public Housing Authority, Minneapolis Health Department, US Department of Agriculture, and Veterinary Medical Association.

### Minneapolis Animal Care & Control

"To serve and protect the public by promoting a safer community through responsible animal ownership and humane care."

Minneapolis Police Department

### Humane Law Enforcement

Abusing animals is against the law. Working together, MACC and the MPD can remove abused or neglected animals from their homes and prosecute the owners. The animals are normally placed in protective care until the abuse or neglect charges are settled. The animal will then either be reunited with its family or be adopted to another home.



### Protection from dangerous & vicious animals

Each day, about 1,000 U.S. citizens require emergency care treatment for dog bite injury

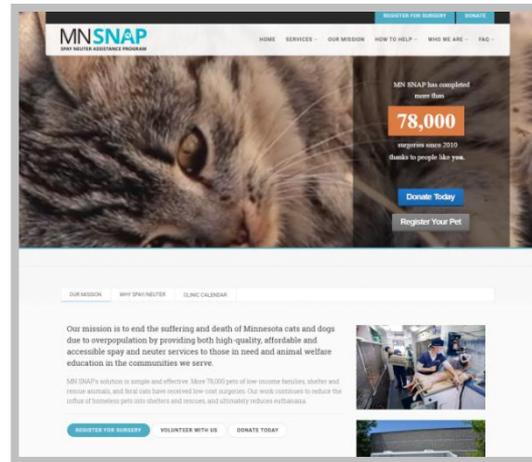


### Animal Cruelty

**342.21 OVERWORKING OR MISTREATING ANIMALS.**

- ▶ Neglect
- ▶ Cruelty Beat
- ▶ Neglect
  - Deprive Food
  - Deprive Water
  - Deprive Shelter
- ▶ Maim
- ▶ Mutilate
- ▶ Kill
- ▶ Cruelty: No person shall willfully maim, or in any way further any act of cruelty to any animal or animals, or any act tending to produce cruelty to animals.





MN SNAP has completed more than **78,000** spays/neuters since 2010 thanks to people like you.

[Donate Today](#)

[Register Your Pet](#)

OUR MISSION: MN SNAP/NEUTER CLINIC CALENDAR

Our mission is to end the suffering and death of Minnesota cats and dogs due to overpopulation by providing both high-quality, affordable and accessible spay and neuter services to those in need and animal welfare education in the communities we serve.

MN SNAP's solutions are simple and effective: spay 70,000 pets of low-income families, shelter and rescue animals, and help cats have improved low-cost surgeries. Our work continues to reduce the influx of homeless pets into shelters and rescues, and ultimately reduces euthanasia.

[REGISTER FOR SURETY](#) [VOLUNTEER WITH US](#) [DONATE TODAY](#)



### Why license your pet?

- **It's a free ride home.** If your licensed pet is found in Minneapolis, it will get a ride home instead of to the animal shelter.
- **Your pet is more likely to get back home.** Licensed pets are three times more likely than unlicensed pets to go home again.
- **Preempt medical attention.** If your pet is found injured, it will get medical care right away.
- **It's the law for dogs, cats and ferrets.** Your pet's license helps Minneapolis Animal Care & Control
  - Shelter and feed lost dogs and cats and find them new homes
  - Educate the public about responsible pet ownership
  - Reunite lost cats and dogs with their owners
- **It helps other pets.** Your pet's license helps Minneapolis Animal Care & Control
  - Shelter and feed lost dogs and cats and find them new homes
  - Educate the public about responsible pet ownership
  - Reunite lost cats and dogs with their owners

### Minneapolis Pet License Fees

	Spayed / Neutered Pets	Non-Spayed / Neutered Pets
<b>1 Year Pet License</b>		
Dogs / Cats	\$25	\$75
Dogs / Cats for Seniors 62 or older	\$10	\$65
Ferrets	\$15	\$15
Individuals receiving financial assistance or with incomes of \$40,000 or less (family of four)	\$10	\$65
	must be purchased at the Animal Shelter or license can be verified	must be purchased at the Animal Shelter or license can be verified
<b>3 Year Pet License</b>		Not applicable
Dogs / Cats	\$75	
<b>Lifetime License</b>		Not applicable
Dogs / Cats	\$340 (microchip required)	

License online at [www.minneapolis.gov/animals](http://www.minneapolis.gov/animals)  
 If you have any questions or need further information please call Minneapolis Animal Care & Control at 311.

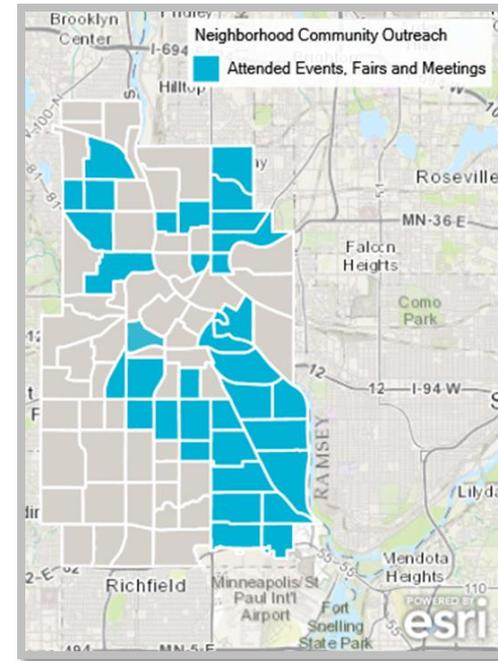
Minneapolis Animal Care and Control  
 License online at [www.minneapolis.gov/animals](http://www.minneapolis.gov/animals)

Minneapolis City of Lakes

# Proactive Engagement

Our focus on community engagement led to greater communication and increased educational opportunities with tenants, stakeholders and residents

- ▶ The department actively engages with the city it serves, attending more than 40 neighborhood association, community meetings, and events in 2015.
- ▶ This shift in engagement philosophy changes the public's perceptions of the department and its work.
- ▶ Increasing the public's awareness of the department's role and the resources it provides has impacted compliance rates (see inspection resolution chart on page 7).



**How to Successfully Park in Minneapolis**  
City of Lakes

Minneapolis 311 provides you with information about the City and its services.  
[www.minneapolismn.gov/311](http://www.minneapolismn.gov/311)

**Additional Parking Tips**

within 5 feet of a driveway or blocking or alley entrance  
ement starts at the curb cut at the end way apron.

Trailers parked on city streets must be attached in such a manner that the motor trailer can be operated in a safe and r without further attachment.

or Overweight vehicles on Residential  
cial vehicle or any vehicle with a gross er 9,000 pounds may park in an area residential unless actually engaged in unloading or providing a service at that

et of Fire Hydrant  
hall park within 10 feet of a fire

in 20 feet of a crosswalk  
within 20 feet of a pedestrian cross-

hin 30 feet of a stop sign  
within 30 feet of any stop sign.

72 hours / Missing vital parts  
y be parked over 72 hrs with out  
ehicles that are missing vital parts  
arked on a city street and may be  
tately.

n  
(a passenger vehicle the driver is  
ck the ignition and remove the keys.

idges  
hibited on bridges except where  
sted otherwise. Bridges may not  
ng signs posted.

tration  
abs must be affixed to license plates:  
the month following the expiration  
quires 2 license plates on passenger

/ Parked Parallel with Traffic  
be parked within 12" of the curb an  
me direction of traffic flow.

hibited near schools in posted zones  
hours on school days. This is for th  
school children.

/make special arrangements for  
ntacting Traffic Control at:  
 / Fax 612-673-5399

City of Minneapolis  
Regulatory Services  
Traffic Control Division  
[www.minneapolismn.gov](http://www.minneapolismn.gov)

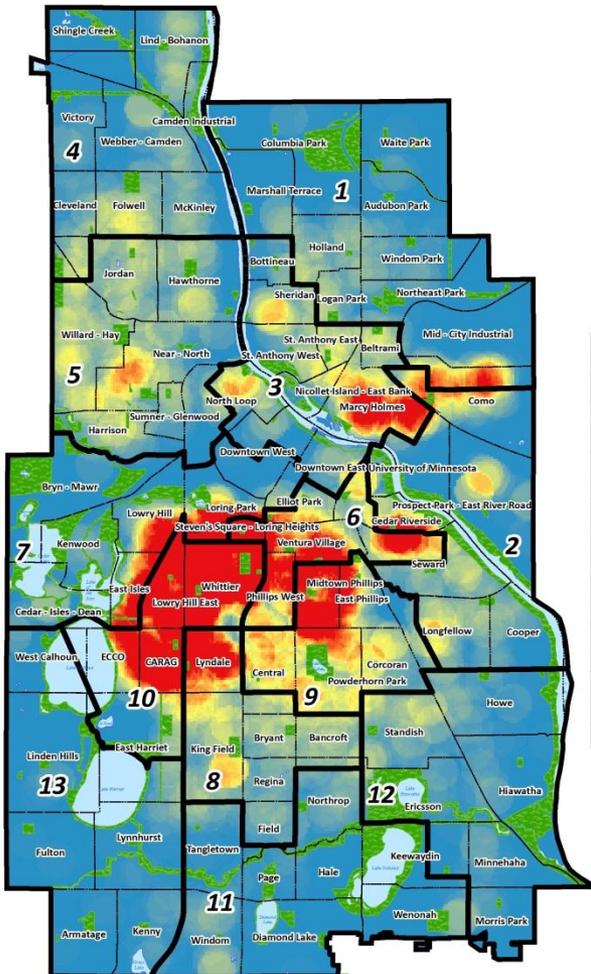
Events Attended in 2015			
Event type	# of Events	# of Employees	Divisions Represented
Neighborhood Meetings	5	5	3
Community Partners/Stakeholder Events & Meetings	16	10	6
Meetings Hosted by Regulatory Services	5	15	4
Community Events	14	34	6
Job Fairs	3	9	5



# Proactive Engagement

Our focus on community engagement led to greater communication and increased educational opportunities with tenants, stakeholders and residents

## 2015 Snow Emergency Sequence 1



Summary		
Ward	Citations	%
1	270	4.3%
2	396	6.4%
3	598	9.6%
4	267	4.3%
5	525	8.4%
6	768	12.3%
7	423	6.8%
8	519	8.3%
9	710	11.4%
10	1,408	22.6%
11	172	2.8%
12	58	0.9%
<b>Total:</b>	<b>6,235</b>	<b>100%</b>

- ▶ The snow emergency season runs from October to March.
- ▶ The department educates residents and partners on the parking process for vehicles during a snow emergency.
- ▶ Television and radio outlets, the City website and 311 app keep residents informed of the snow emergency status.
- ▶ Data shows the number of citations issued during a snow emergency incident has decreased as the snow year progresses.

Snow Emergency Year	Snow Emergency Sequence	Citation Count
2012-2013	1	4,011
2012-2013	2	6,106
2012-2013	3	3,409
2013-2014	1	6,694
2013-2014	2	5,711
2013-2014	3	5,357
2013-2014	4	6,533
2013-2014	5	4,391
2013-2014	6	3,919
2013-2014	7	4,571
2014-2015	1	6,560
2015-2016	1	6,235
2015-2016	2	5,441
<b>Average</b>		<b>5,302</b>
<b>Grand Total</b>		<b>68,938</b>

**DON'T GET TOWED THIS WINTER**

When a Snow Emergency is declared, parking rules go into effect so plows can clear the streets. Plows clear the streets so fire trucks, police cars, ambulances and drivers like you can get around and park. Plowing your street completely requires parked cars to be moved. If you don't follow the parking rules, your car may be ticketed and towed.

**HOW DO I KNOW WHEN THE CITY OF MINNEAPOLIS DECLARES A SNOW EMERGENCY?**

- Call 348-SNOW (7669). TTY callers can use MN Relay Service or call 673-2152.
- Go to [www.minneapolismn.gov](http://www.minneapolismn.gov).
- Watch local TV news or City cable TV channel 14 or 79, or listen to the radio.

**SIGN UP**  
Sign up for a text message, email alert or phone call and the City will notify you when a Snow Emergency is declared. Sign up at [www.minneapolismn.gov/snow](http://www.minneapolismn.gov/snow).

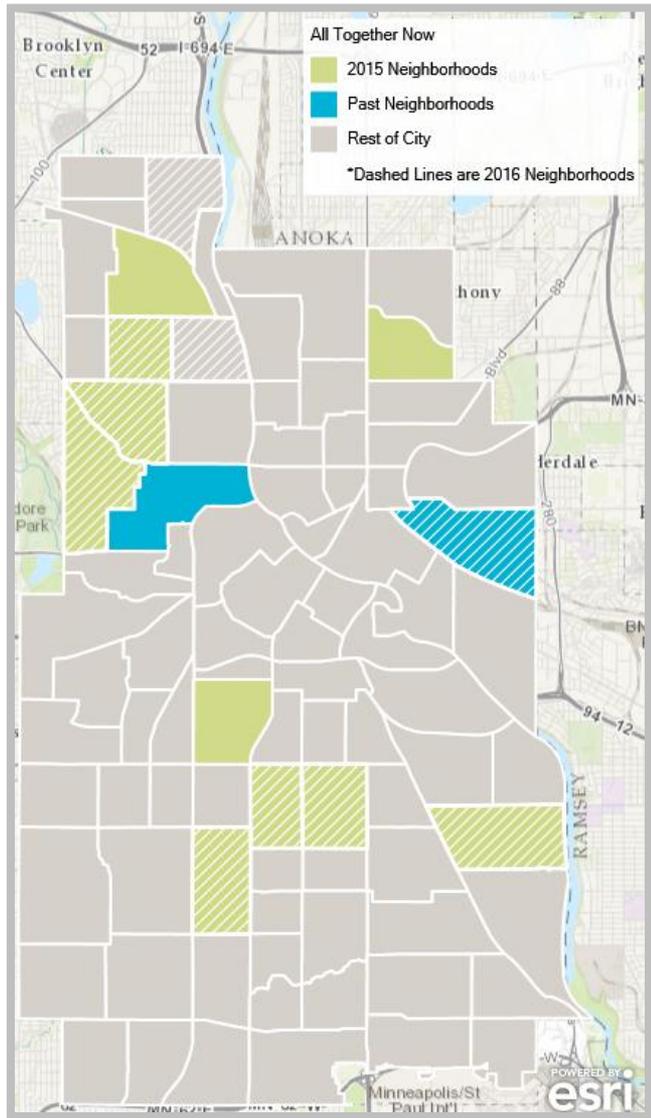
**LOOK UP**  
Look up where to park at [www.minneapolismn.gov/snow/snowstreetlookup](http://www.minneapolismn.gov/snow/snowstreetlookup).

**DOWNLOAD**  
Download the Snow Emergency app for iPhones and Android devices.

[www.minneapolismn.gov](http://www.minneapolismn.gov) • Call 348-SNOW (7669)

# Proactive Engagement

By proactively connecting with residents and visitors through active education and enforcement of ordinances, we increased public safety



- ▶ All Together Now is a partnership with neighborhood associations and participating businesses to help maintain and improve the condition of properties.
- ▶ Since the start of the program in 2014, we have seen a decrease in the number of violations issued in the All Together Now neighborhoods.
- ▶ In 2015, more than half of the engaged neighborhoods experienced more than a 40% decrease in the number of violations when compared to the previous year.
- ▶ In 2016, the program will focus on ten neighborhoods: Central, Como, Folwell, Howe, Jordan, King Field, Lind-Bohanon, McKinley, Powderhorn Park, and Willard-Hay.

2015 Neighborhoods	2014 Total Violations	2015 Total Violations	% Change
Audubon Park	414	378	-19.84%
Central	1,236	729	-41.02%
Folwell	1,583	242	-41.63%
Howe	400	270	-36.50%
Jordan	1,732	890	-48.61%
King Field	1,208	428	-64.57%
Powderhorn Park	1,277	777	-39.15%
Webber-Camden	1,148	704	-38.68%
Whittier	726	358	-50.69%
Willard-Hay	1,894	865	-54.33%

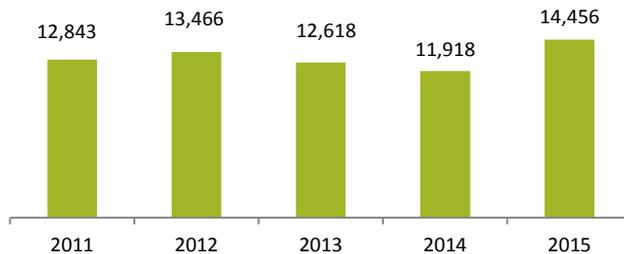
**% Change:** A negative percent indicates an improvement (drop) in the number of violations. A positive percent indicates an increase in the number of violations.

# Proactive Engagement

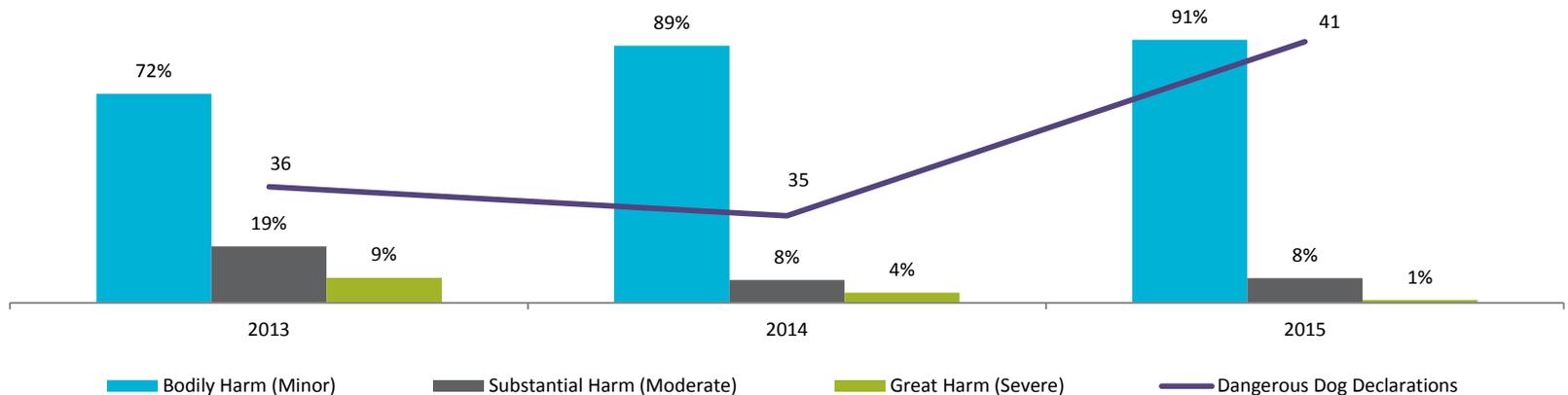
By proactively connecting with residents and visitors through active education and enforcement of ordinances, we increased public safety

- ▶ The department has focused efforts on providing pet owners with valuable resources and information.
- ▶ WCCO's Pet of the Week provided the department with the opportunity to educate and expand adoption efforts.
- ▶ In the case of reported dog bites, the severity of bites has decreased while the city experienced a higher number of dogs declared dangerous.

Pet Licenses



Bite to Humans Severity Rankings



# Proactive Engagement

By proactively connecting with residents and visitors through active education and enforcement of ordinances, we increased public safety

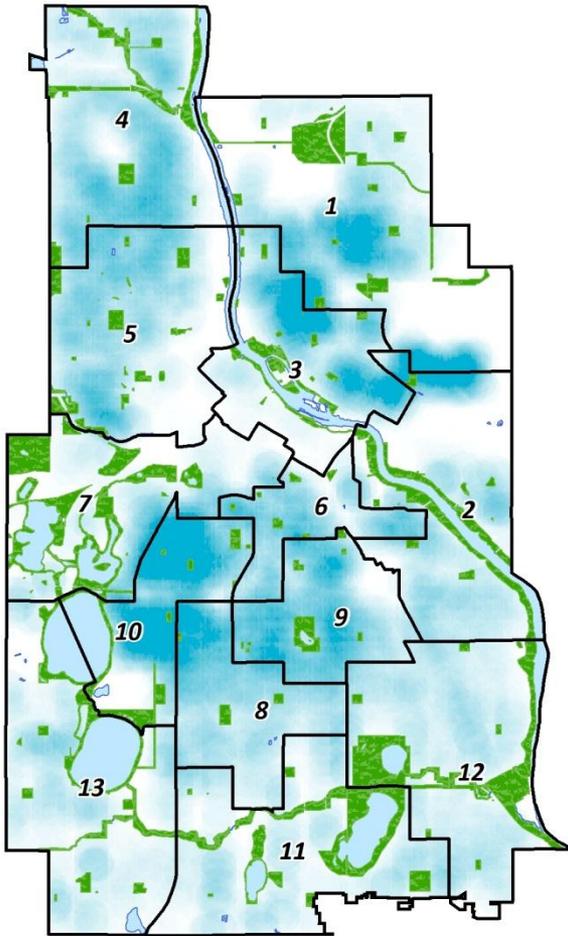
Rental License Tier Distribution in 2015				
Ward	% of Minneapolis Rental Properties in Each Tier Category			
	Tier 1	Tier 2	Tier 3	% of Total Rental Properties in Minneapolis
1	9.8%	7.7%	6.5%	9.5%
2	6.3%	3.5%	3.5%	5.9%
3	12.2%	3.5%	2.8%	11.1%
4	9.5%	27.5%	21.1%	11.7%
5	8.3%	25.9%	38.3%	10.8%
6	4.7%	3.2%	5.3%	4.5%
7	6.6%	0.7%	1.0%	5.9%
8	7.4%	6.1%	3.8%	7.2%
9	7.8%	10.8%	12.0%	8.2%
10	11.1%	4.9%	2.3%	10.2%
11	4.8%	2.3%	0.3%	4.4%
12	5.8%	2.9%	2.0%	5.4%
13	5.7%	1.0%	1.3%	5.1%
<b>Total Number</b>	20,953	2,660	399	24,012

- ▶ A tiered rental license inspection program allows Regulatory Services to deploy resources where they are needed to maintain safe rental housing conditions.
  - ▶ **Tier 1, Eight year cycle:** Well-maintained, managed, and use very few City services
  - ▶ **Tier 2, Five year cycle:** Maintained to minimum code and use some City services.
  - ▶ **Tier 3, One year cycle:** Poorly maintained or managed and require excessive City services.
- ▶ The tier criteria were developed with input from stakeholders including rental property owners, tenants, neighborhood associations, City Council, Minneapolis Police Department, and the City Attorney's office.
- ▶ The department continued its focus on equity, working with the i-Team to reduce the number of Tier 2 and Tier 3 properties, which are disproportionately located in impacted areas, by developing an accelerated re-inspection pilot program (see slide 16 for further details on rental license tier distribution).
- ▶ For the 2016 rental license tier designations, preliminary analysis of the criteria and process is underway.

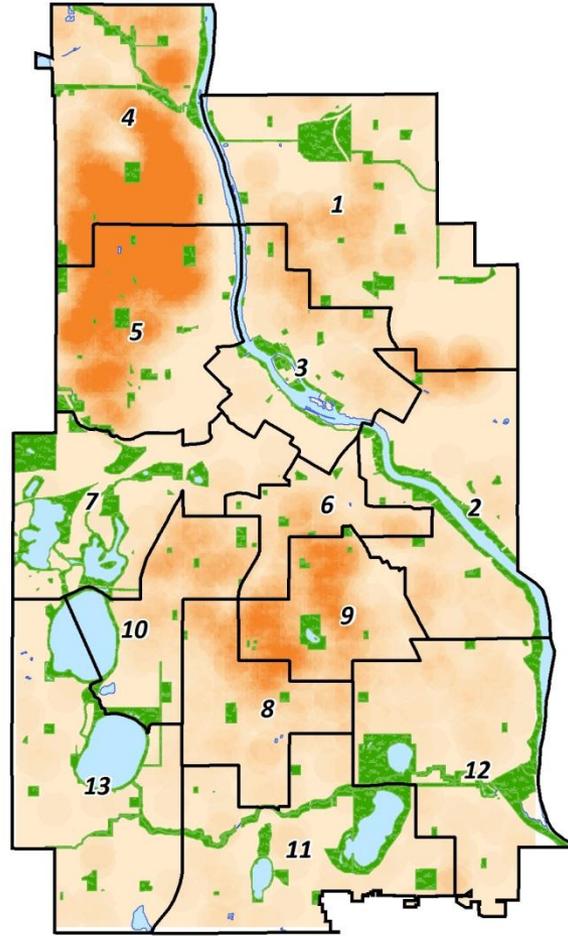
# Proactive Engagement

By proactively connecting with residents and visitors through active education and enforcement of ordinances, we increased public safety

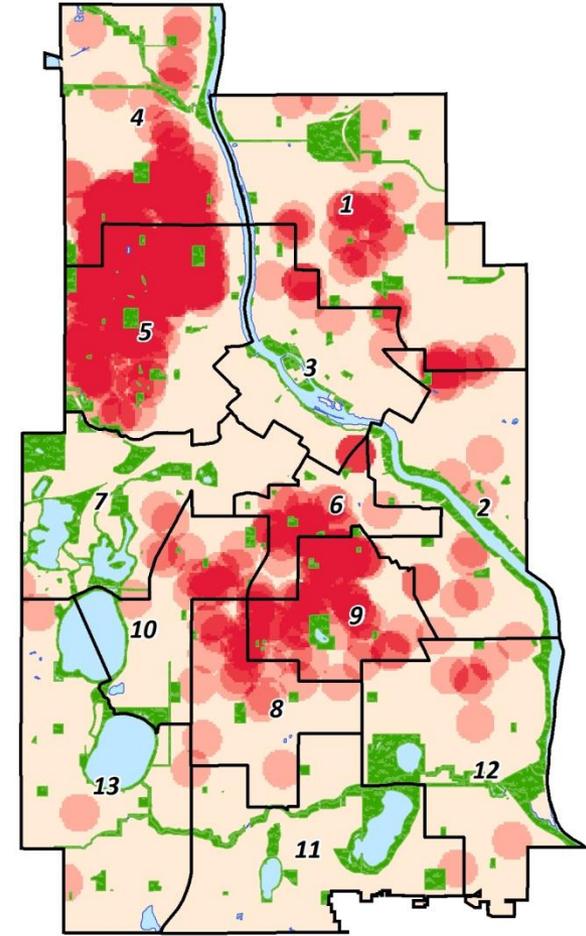
2015 Tier 1 Properties



2015 Tier 2 Properties



2015 Tier 3 Properties



# Proactive Engagement

By proactively connecting with residents and visitors through active education and enforcement of ordinances, we increased public safety

2015 Tow Requests to 311



Summary		
Ward	Requests	%
1	352	6.5%
2	375	6.9%
3	551	10.1%
4	440	8.1%
5	427	7.9%
6	453	8.3%
7	456	8.4%
8	318	5.9%
9	430	7.9%
10	560	10.3%
11	228	4.2%
12	346	6.4%
13	284	5.2%
No Ward	210	3.9%
<b>Total:</b>	<b>5,430</b>	<b>100%</b>

- ▶ The department provides residents in advance with resources on towable violations, focusing on critical parking zones.
- ▶ Code Compliance & Traffic Control developed warning notices to educate residents and visitors on their parking ordinance violation rather than immediately issuing a citation.
- ▶ In 2016, Animal Care & Control will develop a warning process similar to that used by Housing & Fire Inspection Services and Traffic Control to educate and increase compliance.

For your information

## Parking violation warning

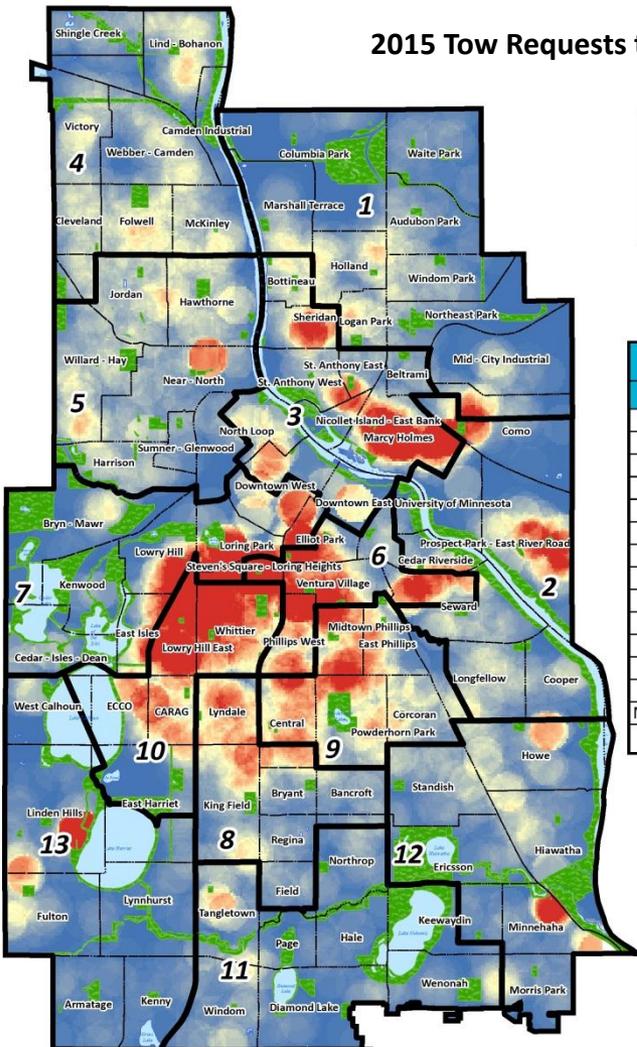
In the future citations will be issued.

- Parked too close to a driveway or alley
- Parked in residential permit zone without a permit
- Parked in a No Parking Zone/ Hooded Meters
- Parked on residential property
- Parked in a No Stopping zone
- Other \_\_\_\_\_

For more information regarding parking regulations go to:  
[http://www.minneapolismn.gov/www/groups/public/@regservices/documents/webcontent/convert\\_265665.pdf](http://www.minneapolismn.gov/www/groups/public/@regservices/documents/webcontent/convert_265665.pdf)  
 or contact the City's 311 Service at 612-673-3000.

For reasonable accommodations or alternative formats please contact Caitlin Maxwell-Gleves, phone 612-673-3083 and email Caitlin.Maxwell-Gleves@minneapolismn.gov. People who are deaf or hard of hearing can use a relay service to call 311 at 612-673-3000. TTY users can call 612-673-2157 or 612-673-2626. Para asistencia 612-673-2700. Rau kev pab 612-673-2800. Hadli and Cawemaad u baahantahay 612-673-3500.

Regulatory Services Department  
Traffic Control  
1200 Currie Ave. N.  
612-673-5300

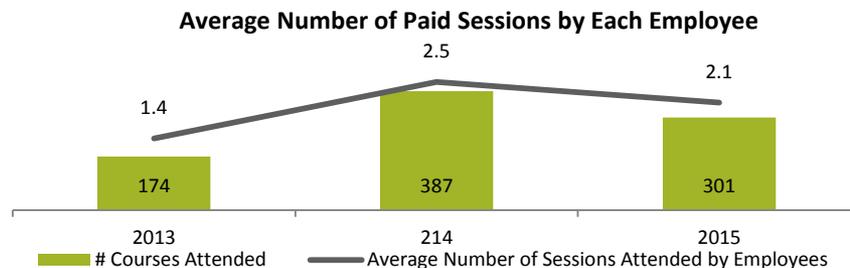


Tows do not include rush hour, snow emergencies or street cleaning cases.

# Innovation and Development

## The department continued to focus on training and staff development, with a vision of consistent education and performance improvement throughout the department

- ▶ The department held its third annual all-staff retreat, We Are One, at the Convention Center. The full-day development opportunity aimed to frame the department’s reorganization, connect staff, and build relationships.
- ▶ In addition to the paid courses referenced in the table below, Regulatory Services staff participated in a number of other opportunities, including:
  - ▶ Seven employees completed the Leadership U program. The department will continue efforts with the City’s leadership development program, with five staff enrolled in the 2016 cohorts.
  - ▶ Free or federally funded training opportunities that did not require a registration fee but may have required paid travel, such as the Fire Academy, ToP facilitation training, and sex trafficking.
  - ▶ Health and wellness sessions with Optum on topics such as stress and life balance, avoiding burnout, unconscious bias, and healthy workplace.
  - ▶ Division specific certification opportunities, such as the National Animal Control and Field Officer certifications.



Top Paid Courses Attended in 2015	# Staff
First Aid, CPR, Defibrillator, and AED Training	124
Diversity Conflict Management	49
Building Officials Conference	48
Defensive Driving	41
Accelerated Drivers Training	41
Deescalating Potentially Violent Situations	30
Time Management	22

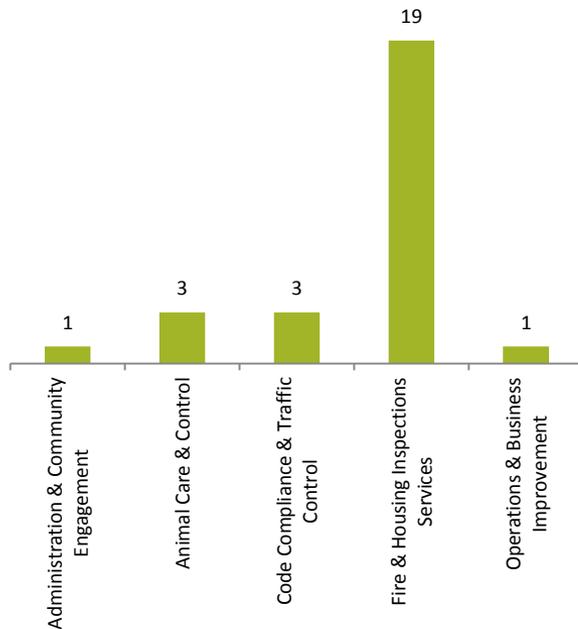


# Innovation and Development

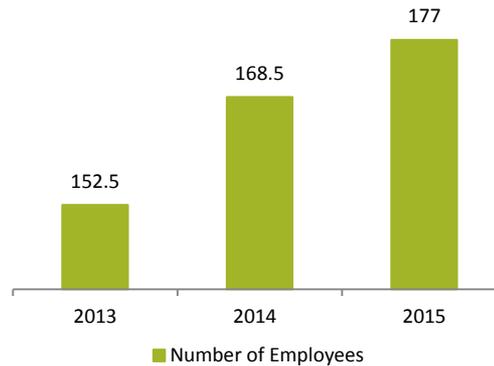
## In response to high attrition rates throughout the department, we developed strategies to retain and efficiently hire well-qualified staff

- ▶ Despite significant turnover in 2015, in both leadership and mid-level management, the department has continued to focus on staff training and development.
- ▶ In 2015, 12 new staff started in the department. As a result of enterprise hiring policies, the average number of days a position sat vacant in the department was 66. The loss of dedicated staff impacted operations and hindered the new employee's training as the predecessor was not able to train the replacement.
- ▶ In the next five years, 21 employees are eligible for retirement, as they will have worked for the City for at least 30 years. The retirement eligible employees represent nearly 12% of the department. There will be a significant loss of institutional knowledge given the number of employees with more than 20 years of service.
- ▶ The department hired and promoted a set of diverse applicants. In 2015, nearly 40% of staff who identify as non-white were hired or promoted. In addition, 50% of all promotions and new hires were women.

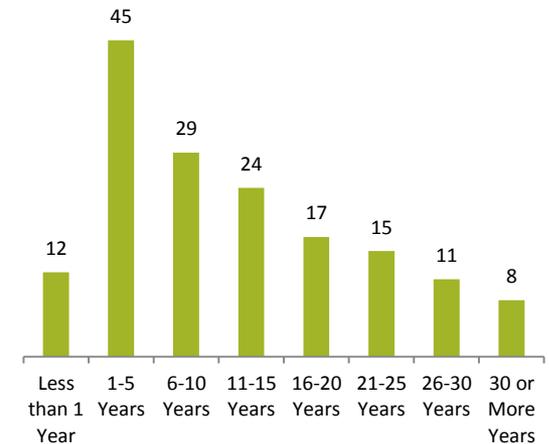
Promotions and New Placements, 2015



Regulatory Services Employees  
2013 - 2015



Years of Service, 2015



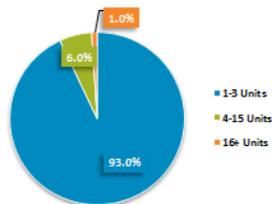
# Innovation and Development

The department continued to embrace technology and process improvements across divisions, including data initiatives

## Ward 1 Profile

Land Use Breakdown by Properties		
Land Use	Number	Percentage
Bar, Restaurant, Club, Entertain.	21	0.2%
Comm. Work Shop	93	0.9%
Common Area	2	0.0%
Garage or Misc. Residential	15	0.1%
*Group Residence	9	0.1%
Ind. Warehouse, Factory	169	1.6%
Institution, School, Church	38	0.4%
Misc. Commercial	6	0.1%
*Mixed Comm., Res. Apt	68	0.6%
*Multi Family Apartment	149	1.4%
*Multi Family Residential	1684	15.5%
Office	86	0.8%
Public Accommodations	1	0.0%
Retail	49	0.5%
*Single -Family Attached Dwelling	93	0.9%
*Single-Family Detached Dwelling	7538	69.5%
Sport or Recreation Facility	18	0.2%
Utility	5	0.0%
Vacant Land	759	7.0%
Vehicle Related Use	48	0.4%
<b>Grand Total</b>	<b>10,851</b>	<b>100%</b>

Rental Licensed Properties by Units



Rental License Information		
Total Rental Licenses	2,273	
Properties with Rental Licenses	2,220	
Rental Units	4,702	
Average Rental Units	2.07	
Rentals / Total Residential	9.8%	
2015 Conversions and CHOWNs		
Properties with Conversions <sup>1</sup>	68	
Properties with CHOWNs <sup>2</sup>	97	
Rental Licenses Applicants in Minneapolis		
Residence	Number	Percentage
Minneapolis	1,114	49.0%
Outside of Minneapolis	75	3.3%
Rest of Minnesota	934	41.1%
Out of State	144	6.3%
Out of Country	6	0.3%
<b>Total:</b>	<b>2,273</b>	<b>100%</b>
Rental Licensed Properties by Units		
Units	Number	Percentage
1 Unit	1,258	55.3%
2 Units	801	35.2%
3 Units	56	2.5%
4-5 Units	75	3.3%
6-10 Units	25	1.1%
11-15 Units	36	1.6%
16-20 Units	5	0.2%
21-30 Units	9	0.4%
31+ Units	8	0.4%
<b>Grand Total</b>	<b>2,273</b>	<b>100%</b>

## Technology Procurement in 2015

iPhones	73
iPads	29
Monitors	12



- Regulatory Services has created ward and neighborhood profiles to illustrate general rental license information, land use, housing vacancy, and nuisance conditions.
- Three divisions (Animal Care & Control, Code Compliance & Traffic Control, and Fire Inspection Services) implemented the field use of iPads to more effectively manage Requests for Service.
- In 2015, the department began efforts for the ELMS migration and focused on the permit design and configuration, applications, and report design and development.
- Four staff members support the ELMS implementation, with the department estimating the total level of effort equating to approximately three FTEs department-wide.
- We anticipate continuing to allocate staff resources to support the migration and roll-out of ELMS, which is projected for October 2016.

# Innovation and Development

## Our focus on equity and inclusion led to an assessment of the department's hiring practices and increased cultural competencies

- ▶ In 2015, the department established an Equity & Inclusion Team to identify ways to increase conversations about equity and to develop equity champions throughout the department.
- ▶ The framework developed by the Equity & Inclusion Team will promote equity in hiring and promotions by 1) supporting efforts to train hiring managers regarding implicit bias and 2) surveying existing rules or practices that may impede diverse hiring. An action plan for 2016 was developed.
- ▶ In 2015, the Tenant Engagement Work Group was established. There are five dedicated staff who meet quarterly. The meetings are open to the public and try to target tenants by working with neighborhood groups, Department of Civil Rights, HOME Line, and other tenant advocacy organizations in an effort to build relationships and ensure tenants have a voice in the programs and policies that affect them. These efforts will continue and expand in 2016.
- ▶ In 2015, Tenant Voices was developed in partnership with department staff. The department partnered with Intermedia Arts through Creative City Making to conduct interactive workshops for housing inspections staff to explore themes of power, compassion, and equity.
- ▶ In 2016, the Equity & Inclusion team is sponsoring events, hosting trainings, facilitating staff dialog, engaging in citywide equity events, and expanding the "Hearing Tenant Voices – Activate Equity" series.

