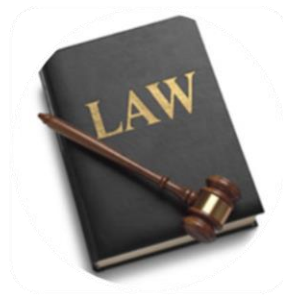


Office of City Clerk

2016 ANNUAL REPORT



Achievable

ONE MINNEAPOLIS

Elections &
Voter Services

Accessible

A CITY THAT WORKS

Legislative Support &
Operations

Accountable

A CITY THAT WORKS

Records & Information
Management

2016: A Year in Review Message from the City Clerk



2016 was an ambitious year for the Office of City Clerk. Significant attention and resources were focused on delivering a successful presidential election. In addition, a new business plan was created, defining a series of goals and objectives tied to the department's primary outcome: *the achievement of a representative local government that is accessible and accountable to the community it serves.*

Democratic systems of government are fundamentally dependent upon the integrity of electoral processes.

Minnesota has long been a leader in voter turnout in the United States. In fact, since 2000, the state's average eligible voter turnout is just over 67 percent, more than 16 percentage points higher than the national average. That's because Minnesota makes it easy to vote: same-day registration; "no-excuse" absentee balloting; and on-line voter registration. As the state's largest municipality, Minneapolis shares in this success story, and has earned a national reputation for being a leader in its own respect in this most fundamental democratic process. Our work on the 2016 Presidential Election confirmed our strong commitment to ensure all qualified voters have free, impartial, and equitable access to the ballot box. It is the single most important responsibility entrusted to the Clerk's Office.

In a democracy, power ultimately resides with the governed. Yet only when laws and regulations are clearly documented and freely accessible can government oversight truly be said to be of, by, and for "*the people.*"

Stewardship of the public record is entrusted to the Clerk's Office, whose duty it is to protect and preserve these assets for the benefit of current and future generations. Public records document the rights and responsibilities of those choosing to make Minneapolis their home; provide evidence of government policies and programs; chronicle the development of the community; and enable the people to hold government to account. In 2016, in response to the 2015 Data Governance/Records Management Audit, a revitalized Records & Information Management Division took important steps to lead a transformation toward a City that is "open by design." Underpinning these efforts is a proposed Information Governance Ordinance which creates a framework for policy-based controls over the City's information assets. Our work in this regard will escalate in 2017.

In addition to administering elections and managing information assets, the Clerk's Office is the secretariat of the City Council. In this capacity, the office aided policymakers in 2016 in considering a variety of local policies. Included among these was the landmark Sick & Safe Time Ordinance providing sick/safe time accruals for all workers in Minneapolis and the appointment of a new Workplace Advisory Committee; the repeal of the "rule of three" charter provision and the adoption of modern personnel practices to advance goals tied to recruitment, development, and retention of a capable and diverse workforce; and the joint adoption with the Minneapolis Park & Recreation Board of a 20-Year Neighborhood Parks & Street Infrastructure Plan. In these and the other 1,479 items considered in 2016, the Clerk's Office played a critical role in supporting, informing, and recording the work of the City Council and made that work—and information about that work—broadly accessible to the community.

This report highlights significant achievements and performance enhancements in 2016. These successes are a direct reflection of the commitment and professionalism of our team. They toil quietly behind the scenes; yet they are essential to so much of the City's accomplishments beyond the traditional business of the municipal clerk. I am excited to work alongside them, and look forward to the challenges and opportunities ahead of us.

CASEY JOE CARL
City Clerk

OFFICE OF CITY CLERK

GOALS | OBJECTIVES | TACTICS | ACTIVITIES Framework

2016 Update

<p><u>GOAL 1: SERVICE EXCELLENCE</u> <i>We set the standard in our industry by exceeding the expectations of those we serve.</i></p> <p><u>OBJECTIVE 1. Continuously monitor policy frameworks governing core services.</u></p>		
<p>TACTICS</p>	<p>PLANNED ACTIVITIES</p>	<p>RESULTS</p>
<p>A. Participate in relevant industry networks to identify, track, and help shape policies that advance the goals and priorities of the City of Minneapolis and, specifically, the Office of City Clerk.</p>	<p>(1) Participate in industry associations serving municipal clerks.</p> <p>(2) Identify and track relevant policy proposals and, where appropriate, represent the interests of the City of Minneapolis.</p> <p>(3) In partnership with stakeholders, develop and support policy proposals to advance the goals and priorities of the City of Minneapolis.</p> <p>(4) Achieve (and maintain) professional certifications, credentials, or designations from relevant industry associations.</p> <p>(5) Seek out and achieve peer-recognitions and awards within relevant industry associations.</p>	<p>Employees were active in relevant industry associations, often in leadership capacities—</p> <p><u>International Institute of Municipal Clerks</u> Members: Casey Carl – Legislative Committee; Grace Wachlarowicz; Christian Rummelhoff; Jackie Hanson; Peggy Menshek</p> <p><u>Joint Election Officials Liaison Committee</u> Grace Wachlarowicz</p> <p><u>National Association of Election Officials (Election Center)</u> Grace Wachlarowicz – Professional Measurements and Program Development committees; Members: Anissa Hollingshead; Barbara Suci; Tim Schwarz; Chris Irving</p> <p><u>FairVote Technology & Standards Advisory Comm.</u> Casey Carl and Grace Wachlarowicz</p> <p><u>National Association of Government Archives & Records Administrators</u> Christian Rummelhoff; Josh Schaffer; Kristen Olson</p> <p><u>Institute of Certified Records Managers</u> Christian Rummelhoff and Josh Schaffer (candidates)</p> <p><u>ARMA International</u> Christian Rummelhoff; Josh Schaffer; Kristen Olson</p> <p><u>ARMA – Twin Cities Region Chapter</u> Josh Schaffer – President; Kristin Olson – Vice-President</p> <p><u>National Assoc. of Parliamentarians</u> Casey Carl</p> <p><u>Assoc. for Public Policy Analysis & Management</u> Peter Ebnet</p> <p><u>League of Minnesota Cities</u> Grace Wachlarowicz – Elections Task Force Chair and Service Delivery Committee; Christian Rummelhoff and Josh Schaffer – Human Resources & Data Practices Policy Committee</p> <p><u>Minnesota Library Assoc.</u> Kristin Olson</p>

		<p><u>Minnesota Clerks & Finance Officers Assoc.</u></p> <p>Grace Wachlarowicz – Elections Advisory Board; Barbara Suciú – Chair, Advanced Academy Committee; Jackie Hanson – Certification and Grant committees; Members: Casey Carl; Christian Rummelhoff; Peggy Menshek; Diana Armstrong; Irene Kasper; Kelly Geistler; Sybil McMillan; Tim Schwarz; Chris Irving</p> <p>All EVS staff made progress to achieve designation as a Certified Elections/Registration Administrator (CERA) by the National Association of Election Officials. CERA is the highest professional designation for election administrators, reflecting a demonstrated commitment to excellence through continuing education and development. Assistant City Clerk Grace Wachlarowicz completed the CERA program in 2014.</p> <p>EVS received a 2016 Best Professional Practices Program recognition from the National Association of Election Officials for its “Change the Routine” Election Judge Recruitment Program, a collaborative effort with Media Active job-training program sponsored by Intermedia Arts. <i>For details about this award-winning project, see entry under 3.1.A. below.</i></p> <p>City Records Manager Josh Schaffer co-authored a paper for ARMA entitled <i>Preservation Through Partnership: Managing the Minneapolis Archives</i> based on the successful partnership between RIM and graduate students from St. Catherine University’s Library & Information Science program in exploring and documenting City’s archival collection. <i>For more details on this partnership, see entry under 3.3.C. below.</i></p> <p>Council Committee Coordinator Diana Armstrong completed the Minnesota Certified Municipal Clerk (MCMC) certification program co-sponsored by the International Institute of Municipal Clerks and the Minnesota Clerks & Finance Officers Association. Chief Council Coordinator Jackie Hanson and Committee Coordinator Peggy Menshek, both of whom already achieved MCMC designations, enrolled in the first-ever master-level certification program which was launched in 2016.</p> <p>Management Analysts Peter Ebnet and Anissa Hollingshead were part of the enterprise legislative liaison network, helping draft, track, and respond to federal and state issues relevant to the City of Minneapolis.</p> <p>The Clerk’s Office provided significant support to the Workplace Regulations Partnership Group which proposed policy recommendations regulating sick and safe time protections for workers in Minneapolis. The Safe & Sick Time Ordinance enacted May 27, 2016, is set to become effective July 1, 2017; see Legislative File No. 15-01372.</p> <p>A record number of charter amendments were processed in 2016, including two citizen petitions. Assistant Clerk Christian Rummelhoff managed the verification of the two citizen petitions, which proposed: (1) professional police liability insurance and (2) a municipal minimum wage of \$15 per hour. The Minnesota Supreme Court upheld the</p>
<p>B. Partner with City departments and other stakeholders to identify, track, and help shape policies that advance the goals and priorities of the City of Minneapolis and, specifically, the Office of City Clerk.</p>	<p>(1) Identify and track relevant policy proposals and, where appropriate, represent the interests of the City of Minneapolis.</p> <p>(2) In partnership with other stakeholders, develop and support policy proposals to advance the goals and priorities of the City of Minneapolis.</p>	

		<p>City's position that both proposals were improper charter subjects. Chief Council Coordinator Jackie Hanson processed the remaining amendments, which included: (1) changes to voting thresholds for the Board of Estimate & Taxation, Legislative File No. 16-00404; (2) repealing the classified service eligibility register, Legislative File No. 16-00549; and (3) a package of technical corrections—an amalgamation of 17 separate amendments—clarifying changes from the plain-language revision adopted in 2013, Legislative File No. 16-01516. A fourth proposal pertaining to use of bond sale proceeds carried over into 2017, Legislative File No. 16-01495.</p> <p>Management Analyst Anissa Hollingshead was part of the City's team participating in the Minnesota Cohort of the Government Alliance on Race and Equity (GARE). A joint project of the Center for Social Inclusion and the Haas Institute for a Fair & Inclusive Society, GARE is a national network working to achieve racial equity and to advance opportunities for all.</p> <p>Management Analyst Peter Ebnet served in an interim capacity in the City Coordinator Department's Sustainability Division during which time he supported the first-of-its-kind Clean Energy Partnership, including publication of its first annual report, development of its first community engagement pilot projects, and the preparation of federal grant applications.</p> <p>The Records & Information Management (RIM) Division partnered with the Internal Auditor to assess the City's compliance with data governance and records management laws, policies, and regulations. <i>For more details, see entry under 3.3.A. below.</i></p> <p>Under the leadership of Council Member Warsame, the Clerk's Office orchestrated an August 12 signing ceremony formalizing the sister-city partnership with Bosaso, Somalia, the first U.S. municipality to have such a partnership with a community in Somalia. Bosaso is Minneapolis's twelfth sister-city partnership, joining Santiago, Chile; Winnipeg, Canada; Kuopio, Finland; Ibaraki City, Japan; Novosibirsk, Russia; Tours, France; Harbin, China; Uppsala, Sweden; Eldoret, Kenya; Cuernavaca, Mexico; and Najaf, Iraq. <i>For details about other accomplishments related to sister cities, see entry under 3.3.C. below.</i></p>
<p>OBJECTIVE 2. Understand stakeholder perspectives, needs, and priorities to identify opportunities for improvement.</p>		
<p>TACTICS</p> <p>A. Invite feedback about services, service delivery, department performance, opportunities for improvement, etc.</p>	<p>PLANNED ACTIVITIES</p> <p>(1) Develop and monitor multiple channels for feedback by internal and external stakeholders.</p> <p>(2) Incorporate stakeholder feedback in ongoing business planning efforts.</p>	<p>RESULTS</p> <p>The Clerk's Office surveyed internal stakeholders in 2012 to assess satisfaction with services and service delivery. The results showed high levels of satisfaction from policymakers and departments. With a new business plan in place, the Clerk's Office looks forward to developing a new survey anticipated to be conducted in the 2018-2021 Term of City Council.</p>
<p>OBJECTIVE 3. Ensure services are consistently delivered to established standards.</p>		
<p>TACTICS</p> <p>A. Evaluate performance against key</p>	<p>PLANNED ACTIVITIES</p> <p>(1) Develop, implement, and report</p>	<p>RESULTS</p> <p><i>See Key Performance Indicators (KPIs) associated with each business line for details.</i></p>

<p>performance indicators to measure consistent qualitative standards in terms of service delivery (quality, accuracy, and responsiveness, etc.), as well as quantitative metrics by division.</p>	<p>performance against relevant industry indicators for each division.</p> <p>(2) Develop/revise, policies, BPI projects, trainings, etc., with respect to service standards, delivery, and associated performance expectations.</p>													
<p>B. Conduct a comparative analysis of selected benchmark jurisdictions.</p>	<p>(1) Identify benchmark jurisdictions and baseline comparisons.</p> <p>(2) Complete comparative analysis at least once every four years.</p> <p>(3) Evaluate and, where appropriate, implement improvements based on results of comparative analyses.</p>	<p>In 2016, peer jurisdictions were identified for each core line of business, as follows:</p> <table border="1" data-bbox="472 239 634 1003"> <thead> <tr> <th>Elections & Voter Services</th> <th>Records & Info. Management</th> <th>Legislative Support & Administration</th> </tr> </thead> <tbody> <tr> <td>Richmond, VA</td> <td>Seattle, WA</td> <td>Seattle, WA</td> </tr> <tr> <td>Denver, CO</td> <td>Austin, TX</td> <td>Milwaukee, WI</td> </tr> <tr> <td>King County, WA</td> <td>Portland, OR</td> <td>Washington, D.C.</td> </tr> </tbody> </table> <p>Performance comparisons with other jurisdictions are difficult since cities rarely provide the exact same services or programs, to the same degree, or evaluate performance using the same measurements. Still, the goal is evaluating overall outcomes from similar, though not the same, types of services and programs. Performance metrics will be finalized in 2017, with measurement and analysis beginning with the new Council Term (2018-2021).</p>	Elections & Voter Services	Records & Info. Management	Legislative Support & Administration	Richmond, VA	Seattle, WA	Seattle, WA	Denver, CO	Austin, TX	Milwaukee, WI	King County, WA	Portland, OR	Washington, D.C.
Elections & Voter Services	Records & Info. Management	Legislative Support & Administration												
Richmond, VA	Seattle, WA	Seattle, WA												
Denver, CO	Austin, TX	Milwaukee, WI												
King County, WA	Portland, OR	Washington, D.C.												
<p>C. Develop and complete an annual schedule of business process improvements.</p>	<p>(1) Identify planned business process improvement (BPI) projects each year.</p> <p>(2) Report on selected BPI projects and resulting improvements.</p>	<p>Projects for improvement in 2017 include—</p> <ol style="list-style-type: none"> 1. City Charter amendment processes; 2. Public notice procedures; 3. Orientation programs for newly-elected policymakers and staffers; and 4. Standardized administrative functions for Ward Offices. 												

GOAL 2: ENGAGED WORKFORCE

Together, we empower each other to succeed.

OBJECTIVE 1. Cultivate ownership of shared success, within the department and across the enterprise.

TACTICS	PLANNED ACTIVITIES	RESULTS
<p>A. Invite employees to participate in shaping the future of the department.</p>	<p>(1) Engage employees in decision-making that affects them and their work.</p> <p>(2) Evaluate and respond to target improvement areas identified by employees.</p> <p>(3) Offer all employees opportunities to</p>	<p>The 2016 Employee Engagement Survey showed a 59.6% participation rate for the Council & Clerk Department with an overall engagement score of 91.8%. Overall, results showed positive trends in respect of department leadership and communication, while offering opportunities for improvements in the physical work environment and two-way communication.</p> <p>Each division conducted regular staff meetings to establish, review, and progress work plans and priorities. These meetings connect front-line employees with management and the department's strategic goals and objectives with the everyday work that is delivered.</p>

<p>B. Contribute to the success of the enterprise.</p>	<p>share and learn about department issues, events, and concerns.</p> <p>(1) Actively lead, participate in, or support enterprise initiatives and projects.</p>	<p>As department head, City Clerk Casey Carl participated in regular enterprise executive leadership team meetings representing the department and presenting topics related to its priorities and programs, as appropriate.</p> <p>The RIM Division continued its collaboration with City departments on issues ranging from information governance; data access and privacy regulations; legal discovery support in conjunction with the City Attorney's Office; employee orientation, onboarding, and separation processes in partnership with the Human Resources Department; and network and systems access and use in partnership with the Information Technology Department.</p> <p>The Legislative Drafting Manual was updated to provide timely guidance to departments on the preparation of legislative instruments, records, and requests for action (RCAs). This manual was used in the 21 training sessions conducted in 2016 to support drafters in this work. Additionally, the Clerk's Office, partnering with the Communications Department, conducted a series of workshops on making effective presentations in the Council Chamber, focused on formal procedures, norms, and use of systems in that space.</p> <p>Management Analyst Peter Ebnet and Assistant to Council Anita Roby planned, organized, and conducted 4 meetings of the workgroup for staff supporting Appointed Boards & Commissions (ABCs). Topics included best practices for ABC operations, recruitment of more diverse candidates, and improvements in the open appointments process.</p> <p>Additionally, the workgroup vetted a number of policies and procedures, including NCR's Language Access Plan. Specific plans were developed for 2017, including staff trainings on equity, evolving the orientation program launched in 2015, and producing marketing materials to promote public awareness of and interest in the City's ABCs.</p>
<p>C. Acknowledge achievements in appropriate ways</p>	<p>(1) Celebrate individual and team success.</p> <p>(2) Recognize performance that exceeds established performance standards.</p> <p>(3) Recommend appropriate enterprise awards or recognitions for exemplary individual and team performance.</p>	<p>The City Council & Clerk Department held its annual employee recognition event on February 12. The department is greatly benefited from the service of several long-tenured employees who bring significant experience to the job; this includes the following staffers who were recognized by their peers in 2016 for significant milestone work anniversaries:</p> <ul style="list-style-type: none"> ▪ <i>Ward 2 Council Office Associate Nancy Olson – 43 years</i> ▪ <i>Chief Council Coordinator Jackie Hanson – 30 years</i> ▪ <i>Council Committee Coordinator Irene Kasper – 30 years</i> ▪ <i>Council Information Specialist Sybil McMillan – 29 years</i> ▪ <i>Records Stock Clerk Robert McCune – 29 years</i> ▪ <i>Operations Technician Char Peterson – 28 years</i> ▪ <i>Ward 7 Council Office Associate Ruth Weakly – 25 years</i> ▪ <i>Assistant to Council Anita Roby – 23 years</i> ▪ <i>Ward 1 Council Member Aide Shannon McDonough – 22 years</i> ▪ <i>Council Information Specialist Colleen Peltier – 21 years</i> ▪ <i>Ward 11 Council Office Associate Mary Petersen – 19 years</i>

		<p>The Clerk's Office hosted its sixth annual Municipal Clerk Alumni Luncheon on May 5 in conjunction with the 47th Annual National Municipal Clerks' Week (May 1-7). Each year, former employees are invited to join the current team for a celebratory luncheon recognizing the municipal clerk profession. In 2016, special recognitions for significant contributions were presented to: Management Analyst Anissa Hollingshead; IT Manager Grant E. Johnson; Chief Council Coordinator Jackie Hanson; Committee Coordinator Peggy Menshek; Elections Administrator Chris Irving; and Records Specialist Kristen Olson.</p>																				
<p>OBJECTIVE 2. Provide employee development opportunities.</p>																						
<p>TACTICS</p>	<p>PLANNED ACTIVITIES</p>	<p>RESULTS</p>																				
<p>A. Provide employees the support needed to be productive and effective in their jobs.</p>	<p>(1) Provide each employee with an annual performance evaluation. (2) Customize employee development plans to meet individual needs, tied to department outputs, goals, and objectives. (3) Provide training opportunities on an equitable basis to expand employees' skills and knowledge base.</p>	<p>In 2016, 20 employees in the Clerk's Office, roughly two-thirds of its full-time staffing complement, received performance evaluations as part of the <i>Perform Minneapolis</i> program. The following table provides a statistical breakdown:</p> <table border="1" data-bbox="592 294 787 955"> <thead> <tr> <th>DIVISION</th> <th>EVS</th> <th>RIM</th> <th>LSA</th> </tr> </thead> <tbody> <tr> <td>Number of FTEs</td> <td>6</td> <td>10</td> <td>14</td> </tr> <tr> <td>Participating FTEs</td> <td>4</td> <td>8</td> <td>8</td> </tr> <tr> <td>TOTAL PERCENTAGE</td> <td>66.66</td> <td>80.00</td> <td>57.14</td> </tr> <tr> <td>DEPARTMENT TOTAL PERCENTAGE</td> <td colspan="3">20 FTEs; 66.66%</td> </tr> </tbody> </table> <p>27 employees—87% of workforce—participated in training, continuing education, and professional development classes offered by the City, including courses in leadership and professional development; performance management; ethics; equity and diversity; various technology/computer applications; and more. This does not include trainings and development opportunities pursued outside of, or in addition to, those offered by the City; for example, trainings and professional development courses from the League of Minnesota Cities, the Minnesota Clerks & Finance Officers Association, the National Association of Election Officials, and many others.</p>	DIVISION	EVS	RIM	LSA	Number of FTEs	6	10	14	Participating FTEs	4	8	8	TOTAL PERCENTAGE	66.66	80.00	57.14	DEPARTMENT TOTAL PERCENTAGE	20 FTEs; 66.66%		
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DEPARTMENT TOTAL PERCENTAGE	20 FTEs; 66.66%																					
<p>B. Prepare supervisors to lead.</p>	<p>(1) Ensure all supervisors complete appropriate leadership and supervisory training. (2) Provide all supervisors the resources and management support required for success in their leadership roles.</p>	<p>The department has identified as a goal that all management and supervisory personnel in the Clerk's Office will complete the new training series launched in 2016 by the Human Resources Department. Several supervisors did complete a few of the new courses in 2016, and progress will continue in 2017.</p> <p>City Clerk Casey Carl facilitated regular meetings of the department management team to ensure operations were coordinated and aligned with the business plan. These meetings include opportunities for division-specific reports as well as general discussion about enterprise and department matters.</p>																				
<p>C. Implement succession plans to ensure seamless leadership transitions and the transfer of institutional knowledge.</p>	<p>(1) Establish succession plans for key positions. (2) Identify and develop potential candidates for future leadership</p>	<p>An assessment of positions deemed essential will be completed in the next Council Term (2018-2021), aligned with work to complete continuity of government plans for the department in collaboration with the Emergency Management Department.</p>																				

	positions/opportunities. (3) Maintain sufficient level of in-house specialist expertise in core program subject matters.	
OBJECTIVE 3. Improve connections with the communities we serve.		
TACTICS	PLANNED ACTIVITIES	RESULTS
A. Ensure the workforce reflects the City's demographics.	<p>(1) Use affirmative efforts to attract, train, and develop a workforce reflecting the diverse composition of the City of Minneapolis.</p> <p>(2) Develop and improve cultural competencies among all employees through appropriate training and exposure.</p>	<p>EVS manages the City's single largest workforce, exceeding 2,500 individuals at the peak of an election. This affords the City an opportunity to advance enterprise goals related to equity and job training through on-the-job skill development, networking, and support in building a resume with a positive work history. In this way, seasonal and temporary work opportunities with EVS contributes to the City's strategic goals of equity, the elimination of racial disparities, and workforce development under the banner of "One Minneapolis."</p> <p>The department's management team participated in a facilitated tour and dialogue of the exhibit RACE: Are We So Different? at the Science Museum of Minnesota. Developed by the American Anthropological Association, the interactive exhibit was designed to provoke discussion about the everyday experience of living with race and to describe those experiences from biological, cultural, and historical perspectives.</p>

GOAL 3: CIVIC LITERACY

We foster democracy by bringing people and their government together.

OBJECTIVE 1. Promote public knowledge of core democratic processes.		
TACTICS	PLANNED ACTIVITIES	RESULTS
A. Provide residents information about how to shape, influence, and participate in municipal policy and operations.	<p>(1) Identify knowledge gaps and information needs within the community and target populations.</p> <p>(2) Develop an integrated communications strategy— complemented by appropriate tools and resources—to support outreach, education, and engagement initiatives.</p> <p>(3) Identify, build, and leverage partnerships with community stakeholders to advance City goals and strategic directives.</p>	<p>City Clerk Casey Carl was a featured speaker in the 2016 City Academy, a 5-week course that teaches participants about city government and its impact on residents' daily lives. Carl discussed the City's organizational structure, described its legislative procedures, and offered recommendations on how to engage with the City, including voting and serving on boards and commissions. 32% of surveyed participants identified the Clerk's presentation among the top-ranked/most-liked presentations of the entire series.</p> <p>Assistant Clerk Grace Wachlarowicz led a collaborative initiative with Media Active, a job-training program sponsored by Intermedia Arts, to produce the "Change the Routine" Election Judge Recruitment Program. Media Active produced a 5-minute "feature" video focused on two lead characters representing target demographic communities as well as 3 15-second condensed videos. All videos were produced in English, Hmong, Somali, and Spanish. In addition, Media Active used the video to produce 6 memes, 18 character photos, 7 stills, 1 poster, and business cards. The entire campaign was branded with the social media hashtag #changetheroutine. The campaign was a success, and afforded the EVS Division flexibility in adjusting materials for a variety of audiences and uses while assuring a cohesive message used in outreach, education, recruitment, and general</p>

<p>B. Nurture a culture of electoral engagement.</p>	<p>(1) Ensure voters are informed about the basics for every election: dates, timeframes, polling locations, ballot content, and how to properly mark and cast a ballot.</p> <p>(2) Identify and remove, or minimize, barriers to full participation in elections.</p>	<p>promotion for the 2016 Presidential Election.</p> <p>Election Administrator Tim Schwarz led a collaboration with the Office of Secretary of State and the Minneapolis College of Art & Design's DesignWorks team to create clean, cohesive, and consistent signage templates for all legal notices, regulations, instructions, and other material which must be posted in each polling place under state law. The new designs incorporate standards by the American Institute of Graphic Arts Design for Democracy and a patriotic color scheme along with the EVS Your City. Your Vote. brand. Signs were translated in Hmong, Somali, and Spanish to broaden accessibility. The new signage was very popular and brought national and international attention to the City's promotion of the 2016 Presidential Election.</p> <p>In 2015, with leadership from Council Member Frey, the City Council established the Tenant Notification of Voter Registration (TNVR) program, which became effective March 1, 2016, in advance of the 2016 Presidential Election. This program requires landlords to provide new tenants aged 18 and older with information packets about voter registration provided by EVS. The TNVR packets include a voter registration application and information outlining eligibility requirements, key election dates, and details about how to complete the registration online, if desired. As of December 31, 2016, EVS mailed out 11,613 packets. Of these, EVS processed 445 new voter registrations because of the TNVR program.</p> <p>A total of 197,780 Voter Guides for the 2016 Presidential Election were mailed—one to every household, targeting both registered voters as well as non-registered but potentially eligible voters, in the week leading up to the general election. Each guide included:</p> <ul style="list-style-type: none"> ▪ Details about the three methods of voting—by mail, early in-person at one of four Early Vote Centers, or at the polls on Election Day; ▪ Key election dates, including pre-registration periods, the dates for early voting, whether by mail or in-person; ▪ Operating hours for all polling places on Election Day; ▪ Locations for all 132 precincts and their associated polling places, including the specific location of the recipient's assigned polling place; ▪ A sample ballot customized to match the recipient's specific precinct, out of the 132 separate precinct-based ballot styles in Minneapolis. <p>This was the second time EVS produced a voter guide; the first guide was created for the 2013 Municipal Election. In both 2013 and 2016, voter guides were identified as the City's best outreach vehicle to engage and educate voters and encourage participation.</p> <p>In response to a directive from City Council, service hours for in-person early (absentee) voting were extended during the final two-week period prior to the 2016 primary and general election. In total, the City expanded access to the ballot for early voters by an additional 71 hours, on top of regular business hours and statutory requirements when the office is required to be open to serve voters. This included service hours on both</p>
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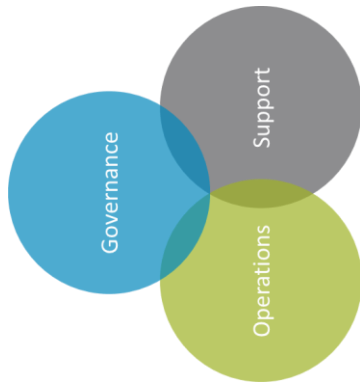
		<p>Saturdays and Sundays in the two weeks prior to the primary and general election.</p> <p>On Election Day (Nov. 8), City Clerk Casey Carl joined Secretary of State Steve Simon to discuss representative democracy in the United States, current and emerging issues in election administration, election laws and policies, and related matters with a group of international visitors organized by the U.S. State Department through its Edward R. Murrow Program for Journalists. The visiting delegation included 12 journalists, editors, and other media professionals from Botswana, Cameroon, The Gambia, Ghana, Malawi, Mauritius, Nigeria, Rwanda, South Africa, South Sudan, Zambia, and Zimbabwe. The group toured the polling place located at the Brian Coyle Community Center (Ward 6, Precinct 3) to observe voters casting ballots.</p>
<p>OBJECTIVE 2. Create and support meaningful opportunities for civic participation.</p>		
<p>TACTICS</p> <p>A. Ensure residents can connect with their elected policymakers.</p> <p>B. Ensure residents can engage in drafting, shaping, and evaluating municipal policies.</p>	<p>PLANNED ACTIVITIES</p> <p>(1) Support opportunities to strengthen connections between elected policymakers and the community.</p> <p>(1) Assure residents have access to the City's core governing documents: the charter, codes, policies, rules, and regulations.</p> <p>(2) Simplify notification processes to ensure residents have opportunities to participate in legislative and policy-making processes.</p> <p>(3) Provide accurate, timely, relevant information in usable formats throughout the legislative process.</p>	<p>RESULTS</p> <p>A plan was developed to replace Microsoft Office Dynamics with a system offering robust support for constituent case management functions in ward offices. This work will proceed in 2017, after funding has been secured. This is a critical investment that will support aides in handling complex cases which frequently involve multiple City departments as well as other government agencies external to the City enterprise.</p> <p>Significant design work was completed on a Legislative Information Management System (LIMS). This project—led by IT Manager Grant E. Johnson—is a collaborative effort with DataNet Systems Corporation. The LIMS will automate legislative support functions, including production of legislative data and workflow functionality to streamline submission of agenda items. As a web-enabled system, LIMS will enable users to track policy proposals, agenda items, and other matters from introduction through final action, thereby maximizing transparency while simultaneously presenting new opportunities for community engagement. The City plans to extend LIMS to its ABCs, further enhancing community access through a single platform, conveniently accessible 24 hours a day, 365 days per year. The project timeline anticipates an initial system roll-out in FY17Q2.</p> <p>City Clerk Casey Carl facilitated a revision to the City Council's <i>Rules of Order</i> that:</p> <ul style="list-style-type: none"> ▪ Aligned the rules with the functionality of and workflows embedded in the new Legislative Information Management System, particularly related to the definition and types of meetings. ▪ Added a new standard order of business for the notice of ordinance introductions. ▪ Added new sections on public participation and standards of decorum for meetings of the City Council and its committees. ▪ Separated and clarified provisions on the introduction of ordinances without prior notice and the emergency enactment of ordinances. <p>Statistical summaries detailing City Council's legislative workload were published for each quarter in 2014, 2015, and 2016. The summaries provide a comprehensive account of significant aspects of that work, published as a structured report with all supporting data</p>

<p>C. Ensure residents can participate in overseeing the delivery of municipal programs and services</p>	<p>(1) Support active participation by a diverse spectrum of the community through the City's appointed boards and commissions.</p> <p>(2) Enhance the ability of appointed boards and commissions to act as key policy advisors through orientation, training, and support.</p>	<p>files posted to the City's website in conformance with the Open Data Policy, offering interested parties the ability to extrapolate and use the data in multiple ways.</p> <p>37 Appointed Boards and Commissions (ABCs) utilize the open appointments process. In 2016, a total of 265 vacancies occurred for which recruitments were opened in the regular spring and fall appointment cycles (March and October, respectively), coordinated by Assistant to Council Anita Roby. Ultimately, 319 applications were processed to establish candidate pools, and 146 of those vacant seats were filled in 2016. That equates to 55% of the total number of vacancies filled in the same year the open seat occurred. The rest of the vacancies carried over into 2017 for action by the appropriate appointing authority.</p> <p>In partnership with the Neighborhood & Community Relations Department, the Clerk's Office hosted an orientation program on February 29 for individuals newly appointed to ABCs to facilitate onboarding and increased awareness of organizational placement, key responsibilities, and other matters. The orientation program was also open to individuals who had previously not completed an orientation program, even after years of service.</p> <p>In collaboration with the NCR Department, the voluntary demographic survey that is provided to all newly-appointed (and reappointed) ABC members was revised to ensure that content related to gender, race/ethnicity, disability, sexual orientation, and other self-selected identification options conformed to current standards and best practices.</p> <p>Management Analyst Peter Ebnet helped organize a gathering of ABCs reporting to the Health, Environment & Community Engagement Committee on November 15 hosted at the University of Minnesota. The genesis for this event came from ABC member feedback at orientation sessions and further developed through small group discussions. As a result of this successful event, the Clerk's Office—in partnership with NCR—has planned a series of ABC workshops as part of the 2017 Community Connections Conference.</p> <p>The Minneapolis Board of Appeal & Equalization arbitrates disputes concerning property classification and estimated market value assessments between the City and property owners. Program Assistant Sue Iaquinto staffs the Board and handles all aspects of its operation, including recruitment and training of members, acceptance of appeal filings, scheduling of hearings, and submission of reports affecting property classifications and market value assessments, which ultimately impact property tax revenues collected by the City as a portion of its General Fund.</p>
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Minneapolis Board of Appeal & Equalization: 2016 General Statistics	
Number of appeals received	870
Number of properties cancelled prior to hearing date	59
Number of properties concurred prior to hearing date	608
Number of appeals presented to BOE	8
Number of appeals received after deadline	195

2016 Valuations by Board of Appeal & Equalization				
	Cases	Pre-Hearing	Post-Hearing	Percent
Number of properties sustained at current value (including refused entries)	7	\$1,800,000	\$1,800,000	0.0
Number of properties with <u>reduced values</u>	608	\$362,659,100	\$324,346,000	-11.8
Number of properties with <u>increased values</u>	1	\$404,500	\$435,000	7.0
Number of properties eligible to appear at County BOE (late appeals, concurrences, properties decided by the City's BOE)	203	\$483,751,100	\$483,781,600	0.0

OBJECTIVE 3. Champion accessible and accountable government.

TACTICS	PLANNED ACTIVITIES	RESULTS
<p>A. Lead efforts to achieve an enterprise operating culture that is "open by design."</p>	<p>(1) Establish an enterprise governance framework to identify, capture, and secure information assets, assure business continuity, and comply with all legal and regulatory requirements, industry standards, and recognized best practices.</p> <p>(2) Collaborate with departments to manage data and information as valuable enterprise assets.</p> <p>(3) Partner with the Information Technology Department to leverage new and emerging technologies to manage enterprise information assets more effectively and cost-efficiently.</p>	<p>The Records & Information Management Division presented its response to the 2015 Data Governance (Records Management) Audit; see Legislative File No. 16-00402. That response included a recommendation to enact an Information Governance Ordinance establishing a three-pronged approach to addressing creation, use, retention, and disposition of information assets across identified lifecycles in accordance with all legal and regulatory requirements. As part of that plan, RIM proposes to adopt a set of objective standards promulgated by ARMA International, a leading world-wide association for information management professionals. These standards — referred to as the Generally Accepted Recordkeeping Principles, or GARP — are analogous to similar industry standards set forth in the Generally Accepted Accounting Principles for accounting professionals.</p> <p>As an extension of this foundational work, Assistant Clerk Christian Rummelhoff provided lead support in drafting an Information Governance Ordinance, authored by Council Member Palmisano, which is set for formal consideration in FY17Q1; see Legislative File No. 16-01603.</p> 

		<p>IT Manager Grant E. Johnson designed an Open Government web portal consolidating public access to open data sets from multiple departments through a single portal, making it easier to find information covering a wide variety of subjects, including: budgets and financial data, property information and geographic-based data and mapping tools, administrative and political boundary details, 311 call data, and public safety records from the police and fire departments.</p>
<p>B. Equip departments with the training, tools, resources required to manage information assets.</p>	<ol style="list-style-type: none"> (1) Identify, train, and provide ongoing technical support for department-based liaisons assigned primary responsibility for information and data management. (2) Streamline processes to expedite the release of public information while assuring sensitive data is secured and not disclosed. (3) Conduct periodic audits to verify departmental compliance with enterprise information management policies. 	<p>In 2016, the RIM Division assumed a stronger role in provided centralized support and enterprise coordination for receiving, routing, and responding to data practices requests. As part of managing these requests, the RIM Division piloted a data review and redaction system (Intella PI) and drafted review procedures leveraging that new system. The Division played a much increased role in reviewing and redaction prior to the release of public data and documents, thereby freeing department-based resources for higher-priority work; this pilot involved reviewing more than 100,000 pages. The RIM Division partnered with the City Attorney's Office to develop review and select an enterprise tool, which will be jointly piloted in 2017.</p>
<p>C. Empower others to use information assets to discover, explore, and learn about the City of Minneapolis.</p>	<ol style="list-style-type: none"> (1) Facilitate access to government information to promote awareness of City programs and activities, provide context for government policies and decisions, and chronicle the history of the City of Minneapolis. (2) Identify, accession, and preserve records, artifacts, and materials of permanent historical interest. (3) Cultivate partnerships that leverage City information assets in promoting broader awareness and understanding of the City of Minneapolis. 	<p>As part of the 2016 Sunshine in Government Week (March 13-19), the Clerk's Office collaborated with IT and 311 departments and Minnesota Coalition on Government Information (MNCOGI) to conduct a series of demonstrations promoting awareness of the City's new public-facing data portals and general information channels, including the new Open Government web portal (<i>described above in 3.3.A.</i>).</p> <p>The RIM Division contracted with noted local historian and author Tony L. Hill, Ph.D., to produce a political history of the City of Minneapolis, timed for release in conjunction with the City's sesquicentennial observance in February 2017; see Legislative File No. 16-01652.</p> <p>In 2016, the RIM Division completed its work with the Borchert Map Library to digitize more than six decades of aerial photographs and topographical overlays depicting the physical development of Minneapolis. As a result of that successful partnership, the original aerial photos and overlays were transferred to the Borchert Map Library for permanent preservation, and the digital images have been added to the administrative boundary data sets hosted on the City's Open Data Portal.</p> <p>Ongoing research into the City's archives in partnership with graduate students from the St. Catherine University's Library & Information Science program resulted in the discovery of a map depicting the City's corporate borders in 1873. The University of Minnesota's Borchert Map Library—the State's designated map repository—only has maps dating to 1881, so this discovery expands documentary evidence of the City's territorial boundaries</p>

		<p>an additional 8 years. In addition, two complete sets of Minneapolis Sanborn Atlases were discovered. The State of Minnesota has only one complete set. Accordingly, the RIM Division plans to partner with the Borchert Map Library in 2017 to digitize these volumes to broaden access and exposure. Finally, another city atlas dating to 1892 was discovered in the archives that will also be digitized to expand public access. Once digitized, these boundary data will be incorporated in the City's Open Data Portal.</p> <p>The Clerk's Office acquired a Works Progress Administration (WPA) guide entitled "<i>Changes & Obsolesce of Minneapolis Streets, 1850-1940.</i>" This rare, handwritten book depicts all original street names, and changes to street names, in Minneapolis as well as vacated streets during the defined period. This book is a tremendous research aid and valuable addition to our historical collection.</p> <p>With leadership from Council Member Goodman, the RIM Division launched a new program "<i>History in the Hall</i>" which envisions City Hall as a public exhibition space to showcase historical artifacts and archives. In 2016, the RIM Division took possession of the collection of formal gifts presented to the City of Minneapolis from its sister cities. A curated display of these gifts was organized to launch the new program. The RIM Division anticipates collaborating with local memory institutions to expand this new program.</p> <p>RIM expanded and leveraged external partnerships to enhance its capacity as a central repository for public resources and reference materials about the City of Minneapolis. Working with these partners, federal grant funds were secured to digitize the original, handwritten transcripts of City Council meetings dating to 1855. In addition, more than 22,000 historic photos were digitized and the originals were transferred for professional archival preservation in the Hennepin County Library's Special Collections Department.</p> <p>In July, the RIM Division hosted 12 international visitors as part of a tour organized by the U.S. State Department through its International Visitor Leadership Program to discuss First Amendment and free speech issues, open government data initiatives, use of social media by government agencies, and information access laws and policies. The visitors were journalists from Algeria, Egypt, Jordan, Kuwait, Morocco, Saudi Arabia, and Tunisia.</p> <p>The RIM Division collaborated with the Municipal Building Commission on its July 11th commemoration of the 125th Anniversary of the laying of the building's cornerstone. City Records Manager Josh Schaffer created a self-guided audio tour featuring historical information on significant elements of the building, including the Rotunda, which features the MISSISSIPPI (Father of Waters) statue; and the renovated Council Chamber. The RIM Division hopes to add more stops to the tour in the future.</p>
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Key Performance Indicators

Elections & Voter Services

The Elections & Voter Services (EVS) Division ensures eligible voters have equitable, impartial access to the ballot box and that every ballot is accurately and properly counted. To achieve this outcome, the Division maintains a state of readiness to conduct an election whenever required. The EVS Division accounts for 27.79% of the operating budget (\$1,780,863) and 18.75% of personnel (6 FTEs).

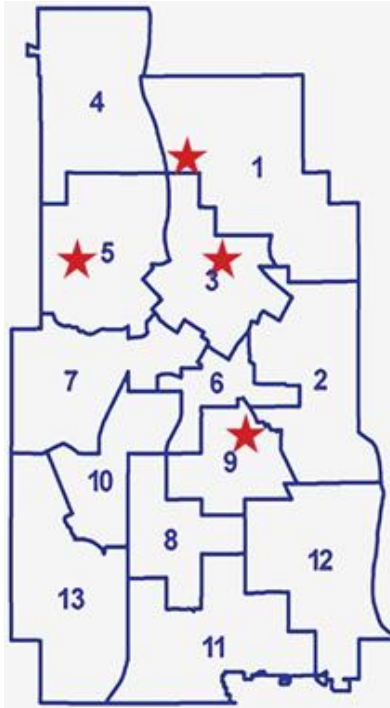
Division:	Elections & Voter Services																																															
Program:	Elections Planning & Operations																																															
Deliverable:	Minneapolis is prepared to conduct an election whenever required																																															
Indicator(s) ↓:	Results ↓:																																															
Voters are “election ready.”	<p>The Voter Outreach & Education (VOE) program aims to ensure all voters are able to cast their ballots with full confidence in the integrity of the electoral process.</p> <p>Voter Registration</p> <p>Registration is the mandatory first step in voting; thus, registration rates are a good indicator of a community’s level of election readiness. Minneapolis’s registered voters increased a full 15% between 2012 and 2016, and an additional 9.6%—roughly 21,627 voters—between May and November 2016.</p>																																															
	<table border="1"> <thead> <tr> <th>Ward</th> <th>Increase from 2012</th> <th>Increase from May 2016</th> </tr> </thead> <tbody> <tr><td>1</td><td>11.5%</td><td>6.9%</td></tr> <tr><td>2</td><td>13.6%</td><td>22.9%</td></tr> <tr><td>3</td><td>43.8%</td><td>20.5%</td></tr> <tr><td>4</td><td>6.5%</td><td>6.6%</td></tr> <tr><td>5</td><td>10.2%</td><td>7.7%</td></tr> <tr><td>6</td><td>17.4%</td><td>10.6%</td></tr> <tr><td>7</td><td>21.6%</td><td>11.0%</td></tr> <tr><td>8</td><td>11.6%</td><td>6.3%</td></tr> <tr><td>9</td><td>11.7%</td><td>7.1%</td></tr> <tr><td>10</td><td>26.9%</td><td>14.5%</td></tr> <tr><td>11</td><td>7.9%</td><td>3.9%</td></tr> <tr><td>12</td><td>7.8%</td><td>4.8%</td></tr> <tr><td>13</td><td>8.6%</td><td>5.0%</td></tr> <tr><td>Citywide</td><td>15.0%</td><td>9.6%</td></tr> </tbody> </table>	Ward	Increase from 2012	Increase from May 2016	1	11.5%	6.9%	2	13.6%	22.9%	3	43.8%	20.5%	4	6.5%	6.6%	5	10.2%	7.7%	6	17.4%	10.6%	7	21.6%	11.0%	8	11.6%	6.3%	9	11.7%	7.1%	10	26.9%	14.5%	11	7.9%	3.9%	12	7.8%	4.8%	13	8.6%	5.0%	Citywide	15.0%	9.6%	<p>Despite its usefulness as an indicator of election readiness, registration is also widely recognized as one of the most significant barriers to expansion of the electoral franchise. Accordingly, EVS intentionally aimed to increase registration as part of its 2016 VOE program, particularly among under-represented groups.</p> <p>As shown in this chart (<i>left</i>), the number of registered voters increased across the city, even in areas without population increases. The most significant increases in registration occurred downtown, along the city’s western edge (centered in the chain of lakes area), and in the Uptown neighborhoods, with specific wards highlighted on this table.</p>	
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<p>Voter Outreach & Education</p> <p>In 2016, EVS employed a nine-member team of community specialists to target outreach, education, and participation in specific communities that have historically experienced lower levels of participation in elections. These specialists were intentionally recruited from target communities and were selected, in part, because of their existing connections to and influence within those populations. These demographic communities included:</p>																																																
<ul style="list-style-type: none"> • African Americans • American Indians • Homeless individuals/shelter residents • Latinos • LGBTQ persons • Military personnel/families • Persons with disabilities • Renters/mobile populations • Seniors • Southeast Asians • Veterans • Youth/first-time voters 																																																
<p>Highlights of team performance by the community specialists included:</p>																																																
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**Maximizing Voter Access & Convenience—
“Taking the Ballot to the People”**

By leveraging every partnership in its efforts to ensure voters were “election ready,” Minneapolis experienced a 400% increase in absentee (early) participation. In fact, “early voting” accounted for 28% of all participation in the 2016 Presidential Election.

(1) Early Vote Centers

EVS operated four Early Vote Centers throughout the 46-day “early vote” period prior to the November general election to support voters choosing to cast ballots prior to Election Day.



Northeast Site

2516 Central Ave. NE

Located in Ward 1 in the Water Bar, the Northeast site served 7,017 voters, accounting for about 20% of the early vote turnout.

North Site

2100 Plymouth Ave. N

Located in the Urban League facility in Ward 5, the North site served 5,109 voters, accounting for a total of 14% of the early vote turnout across the city.

Downtown Site

217 S. Third Street

Located one block northwest of City Hall in the heart of Ward 3, the Downtown site served 9,105 early voters, about 26% of the early vote turnout.

South Site

1860 E. 28th Street

Located in Ward 9 along two Metro bus routes, the Lightrail’s Green Line, and the bike- and pedestrian-friendly Midtown Greenway, the South Site served 13,426 voters, about 38% of the total early ballots in 2016.

Comparatively, the number of in-person early voters in 2016 exceeded the population of Inver Grove Heights (est. 2016 population of 33,880).

(2) Extended Service Hours

Service hours for in-person absentee voting were extended for the 2016 Presidential Election. In total, 35.5 service hours were added for the general election. These service hours were mirrored across all four Early Vote Centers, which was the highest number of in-person service hours ever provided in Minneapolis.

(3) 2016 Voter Guides

197,780 Voter Guides were mailed out, one per household, in the week before the general election. Guides included details about how, when, and where to vote and a sample ballot tailored to the assigned precinct for the resident’s home address. Produced for \$87,000, each guide cost about 44 cents—less than a postage stamp.

(4) Charitable Organizations Recruitment for Elections (CORE) Program

This program engages community-based, non-profit [501(c)(3)] organizations in recruiting election judges. In exchange, CORE organizations are paid \$1,300 for 10 volunteer election judges and \$130 for each additional volunteer election judge. The payable amount is slightly lower than the rate for team judges, which provides a savings to the City—approximately \$2,500 in 2016—while incentivizing participation by CORE partners.

2016 CORE Program Participants & Number of Volunteer Election Judges			
CORE Partner Organization	Voluntary Election Judges (VEJ) shifts	Total VEJs	CORE Compensation
LWV Minneapolis	66 half shifts	66	\$4,160
FairVote MN	9 half and 6 full shifts	15	\$1,365
Lake Harriet UMC	11 half and 4 full shifts	15	\$1,235
Lutheran Social Services	11 half and 5 full shifts	16	\$1,365

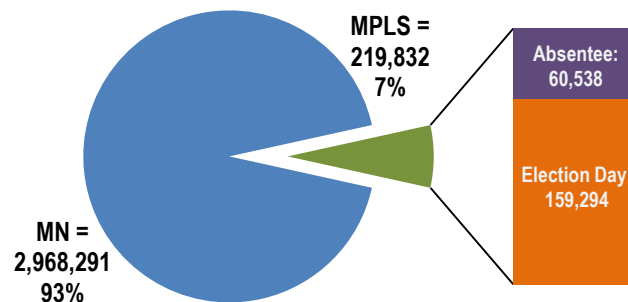
Voters have equitable, impartial access to the ballot box.

Minneapolis had a 2016 estimated population of 410,939, a 7% increase from 2010 Census results. Based on Citizen Voting Age Population data, Minneapolis achieved a 74.8% turnout for the 2016 Presidential General Election. This strong local turnout contributed to the State of Minnesota achieving a 74.7% participation rate, regaining its well-earned national reputation leading voter participation in the United States.

2016 PRESIDENTIAL GENERAL ELECTION	
STATE OF MINNESOTA	CITY OF MINNEAPOLIS
TOTAL = 2,968,281	TOTAL = 219,832
Absentee = 678,336	Absentee = 60,538
Election Day = 2,289,945	Election Day = 159,294
EDRs = 353,179	EDRs = 32,406

CITY OF MINNEAPOLIS									
2016 PRIMARY	2016 GENERAL								
TOTAL = 35,227	TOTAL = 219,832								
Absentee = 4,654	Absentee = 60,538								
<table border="0"> <tr> <td rowspan="3">"Early Voting" }</td> <td>Mail = 1,350</td> <td rowspan="3">"Early Voting" }</td> <td>Mail = 20,541</td> </tr> <tr> <td>In-Person = 2,047</td> <td>In-Person = 34,044</td> </tr> <tr> <td>Other = 1,257</td> <td>Other = 5,953</td> </tr> </table>	"Early Voting" }	Mail = 1,350	"Early Voting" }	Mail = 20,541	In-Person = 2,047	In-Person = 34,044	Other = 1,257	Other = 5,953	
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	Other = 1,257	Other = 5,953							
Election Day = 30,781	Election Day = 159,294								
EDRs = 3,761	EDRs = 32,406								

**Comparison of State & Local Turnout
2016 Presidential General Election**



2012 PRESIDENTIAL	2016 PRESIDENTIAL
Turnout = 80.84%	Turnout = 78.91%
Est. Population = 392,880	Est. Population = 416,000
Pre-Reg. Population = 214,003	Pre-Reg. Population = 246,185
Total Ballots Cast = 215,804	Total Ballots Cast = 219,832
Total Absentee Ballots = 15,143 Percentage of Election = 7.02%	Total Absentee Ballots = 60,538 Percentage of Election = 27.54%
Election Day Registrations = 52,952 Percentage of Election = 24.54%	Election Day Registrations = 36,406 Percentage of Election = 16.56%
Voters at Polls = 200,661	Voters at Polls = 159,294
117 Precincts	132 Precincts
1 Early Vote Location (on-site) City Hall – Room 1B	4 Early Vote Locations (all off-site) <i>See above for details</i>
Total Staffing = 1,737 Election judges 9 Seasonal staffers	Total Staffing = 2,832 Election judges 101 Seasonal staffers
Outreach & Education = None	Outreach & Education = Significant

Election Day Registration vs. Early Voting

Election Day Registration (EDR) maximizes access to the ballot box and minimizes some of the burden of opt-in registration. In the 2012 Presidential Election, 1 in 4 voters at the polls used EDR to cast ballots, a total greater than the City of Minnetonka; *see results denoted in chart below*. It was the single most significant factor causing long lines and extended wait times at the polls that year. In 2016, Election Day EDRs decreased dramatically—by almost half—largely due to expanded “early vote” options. If the key to the 2012 Presidential Election was EDRs in the polls, then the key to the 2016 Presidential Election was early (absentee) voting.

Comparison of EDR & Early Voting (2012-2016)			
	2012	2016	% Change
Total Voters at Polls	200,661	159,294	21% decrease
EDR Voters at Polls	50,668	25,916	49% decrease
Early (Absentee) Voting	15,143	60,538	300% increase
Total Voter Turnout	215,804	219,832	2% increase
Percent Turnout	80.84%	79.91%	1% decrease

Precincts & Polling Places

(1) Harmonizing Precincts and Population

Precincts were increased in 2016, to a total of 132, to better harmonize population-to-precinct sizing standards promulgated by the Office of Secretary of State. State guidelines recommend precincts should not exceed 2,500 pre-registered voters. The following chart shows the number of precincts in Minneapolis for the presidential election years 2012 and 2016. The following chart shows adjustments made in precincts and staffing, by population, to better balance growth in population with improved service for voters.

Precinct-to-Population Equalization: 2012-2016 Election Cycle				
Precinct Size by Registered Voter Count**	Precincts 2012	Precincts 2014	Precincts 2016	Staffing*
Up to 750	6	6	5	6
750-1,000	4	8	8	7
1,000-1,300	12	15	16	10
1,300-1,500	12	8	14	10
1,500-2,000	39	32	33	12
2,000-2,500	28	35	34	15
2,500-3,000	15	20	19	18
Over 3,000	2	1	4	18

* Average number of team election judges assigned per precinct, not including head and assistant head judges.
 ** Pre-registered count 20 days prior to the election (7 a.m. numbers). EVS uses pre-registered counts from April to make precinct adjustments to meet statutory deadlines.

As the table above illustrates, many precincts still exceed population-to-precinct standards. While less of a concern for low-turnout elections, this could have significant negative impact during high-turnout years.

(2) Financial Impact of Precincts

The “average precinct” costs approximately \$7,400. This estimate is based on estimated costs associated with ballot production; staffing; supplies and materials, including maintenance, storage, programming, and drayage; signage; facility rental; postage for a variety of statutory mailings; and ancillary polling place expenditures. Based on this estimate, the overall financial impact of precincts on the EVS budget could be anticipated at approximately \$1 million. However, some precincts share a common polling place, which helps reduce the overall budgetary impact of the increased number of precincts in 2016. In 2016, EVS supported 133 precincts (which included Fort Snelling) and operated in a total of 124 polling places, with 9 precincts co-located in a single facility.

(3) Polling Place Site Evaluations

Each year, EVS conducts on-site evaluations of each polling place to confirm accessibility standards consistent with the requirements of federal and state laws, City policies and regulations, and industry best practices. These evaluations contemplate such issues as compliance with the Americans with Disabilities Act (ADA) and other accessibility requirements or concerns; the volume of voters to be served at each polling place; site-specific community needs, including language support; and the availability of and options for mass transit.

(4) Erase the Line Program

Minneapolis was a participant in 2016 Erase the Line program administered by the District of Columbia Board of Elections, which used data collection and analysis methods to understand and improve the logistics of Election Day operations. EVS deployed data collection teams to select precincts as part of the August 9 primary to time each point-of-service within the poll. Each function and interaction was timed independently of the other points of service and the entire voting process on an hourly basis. The data analysis is still in preliminary stages, in partnership with Election Data Lines Project (*see #5 below*)

Initial in-house data analysis highlighted that EDR processes have the longest processing time requirements, averaging just over 5 minutes per timed transaction. This is a significant time delay, especially when compared to the average 44.6 seconds required for a pre-registered voter to complete the initial point-of-service interaction at the roster table. The chart below further illustrates the length of time per point-of-service for registered and non-registered voters, showing a significant difference in experience.

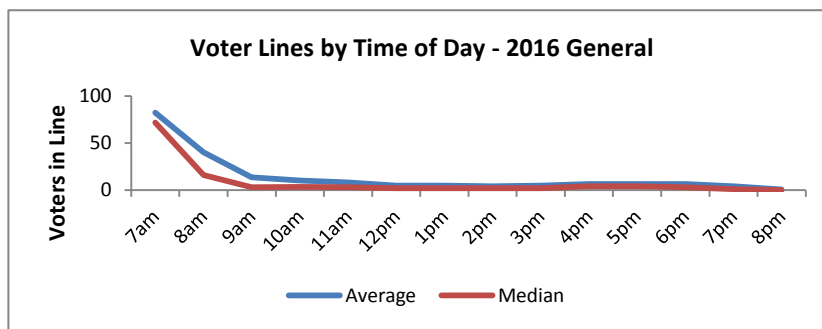
Number of election judges	Roster (pre-registered voter)		Registration (non-registered voter)			
	Average Seconds	Median Seconds	Average Seconds	Average M/S*	Median Seconds	Median M/S
1	55.14	45.0	371.46	6M 20S	352.0	5M 87S
2	50.97	44.0	324.61	5M 41S	303.2	5M 53S
3	48.54	44.8	361.87	6M 3S	331.7	5M 53S
4	n/a	n/a	316.22	5M 27S	298.0	4M 97S

*Minutes/Seconds

This data will be helpful in evaluating the potential benefits of electronic poll books, which are proposed for roll-out in conjunction with the regular 2017 Municipal Election.

(5) Election Data Lines Project - Voter Line Count

Minneapolis participated in the Election Data Lines Project sponsored by the Bipartisan Policy Center in collaboration with the Caltech/MIT Voting Technology Project. Election judges from each precinct were tasked with recording the length of the queuing line in the poll every hour during Election Day, counting all those who had not yet moved past the roster or registration table. EVS was able to collect complete or partial data from 109 of the 133 precincts citywide. The longest lines seen throughout the day were almost universally at 7: a.m. when polls opened. In fact, at 7 a.m., roughly one-third of precincts had fewer than 50 voters in line; one-third had 50-100 voters in line; and one-third had more than 100 voters in line. After the initial rush over the first two hours, line lengths declined, with about two-thirds of precincts reporting five or fewer people in line by 9 a.m. Voter lines stayed low throughout the remainder of the day, even though the expected afternoon rush from 4 – 6 p.m., when only 20% of lines reached 10 or more voters. The chart below reflects the average line lengths in polls for the entire Election Day.



While EVS is still waiting on the final report from the Bipartisan Policy Center and its partners, the trends shown in data collected in Minneapolis mirror experiences in jurisdictions across the nation. Given this initial analysis, it would seem the sustained turnout at the City’s four Early Vote Centers in the weeks and days leading up to the general election were substantially longer than any seen after 7 a.m. on Election Day. Moreover, this emphasis on early vote

turnout alleviated the potential for significant lines and extended wait times, like those experienced in the 2012 Presidential Election. Finally, as stated in #4 above, the Bipartisan Policy Center and its partners have agreed to incorporate and analyze the Erase the Line project data in its analysis.

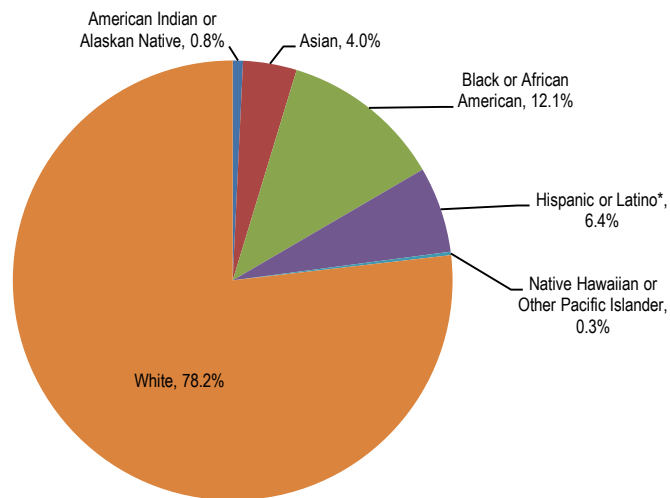
Election Judges: The “Foot Soldiers” of Democracy

Ensuring an adequate workforce to serve voters is critical to a successful election, and could not be accomplished without citizens willing to serve as election judges. Staffing needs are primarily based on the rubric of 1 election judge per 150 voters, with adjustments based on a number of variables. EVS does not include the head and assistant head judge positions in its staffing projections so that these leadership positions are freed to focus on poll management, supervision, and voter service. The following tables reflect staffing for the 2016 Presidential Election.

Election Year & Type	2014 General Gubernatorial	2016 General Presidential
# EJ Assigned	1,727	2,834
# FTE EJ Assigned	1,525	1,635
# FTE EJ Target	1,555	1,578
% Target Achieved	98.0%	104.0%

Election Judge Ethnicity - 2016 General 11/8/2016		
Ethnicity	# of EJs	Percent
American Indian or Alaskan Native	12	0.8%
Asian	63	4.0%
Black or African American	190	12.1%
Hispanic or Latino*	101	6.4%
Native Hawaiian or Other Pacific Islander	4	0.3%
White	1,227	78.2%
No Data	1,129	
Total	2,698	

2016 General - Election Judge Ethnicity



*Total over 100% due to 28 individuals who self-identified as Hispanic or Latino AND in an additional racial category

EVS has worked to expand the diversity of its corps of election judges. The goal is to ensure those working in the polls reflect the communities and neighborhoods being served. While work remains to be done, EVS has successfully increased the diversity of its workforce in 2016 more than any prior year. EVS will look to build on partnerships that successful at targeting recruitment among communities of color, like the CORE program (described above).

Student Election Judges

The City of Minneapolis has a successful Student Election Judge (SEJ) program that engages youth in serving as election judges in the polls. Many of the students have returned over the course of many years, and the program continues to grow in popularity with participating schools.

	2013	2014	2016
Total SEJ Participants	162	221	354
Total Schools Participating	10	12	33

Language Translation Support

EVS continues to recruit election judges with second language skills to ensure all voters have equal access to the ballot. EVS identified language support needs for American Sign Language (ASL), Hmong, Somali, Spanish, and Oromo. The Student Election program has significantly complimented language support.

Language	2014		2016	
	Regular Judges	Student Judges	Regular Judges	Student Judges
ASL	12	N/A	24	N/A
Hmong	20	13	19	17
Somali	103	41	45	67
Spanish	171	20	161	56
Oromo	17	6	5	5
Other			121	14
Total	323	80	374	159
Grand Total	403		533	

Every ballot is accurately and properly counted.

Results Reporting

All polling places (100%) opened to serve voters at 7 a.m. on Election Day (Nov. 8, 2016), with all voting equipment fully operational and no reports of errors or technical problems. All polls remained open during the day and closed at 8 p.m. Voters already in line at 8 p.m. continued to be supported in casting their ballots, as required by law. 40% of precincts reported unofficial results by 9 p.m., within 1 hour of polls closing. 100% of polls reported unofficial results by 10 p.m., within 2 hours of polls closing.

Cost-Per-Ballot Analysis

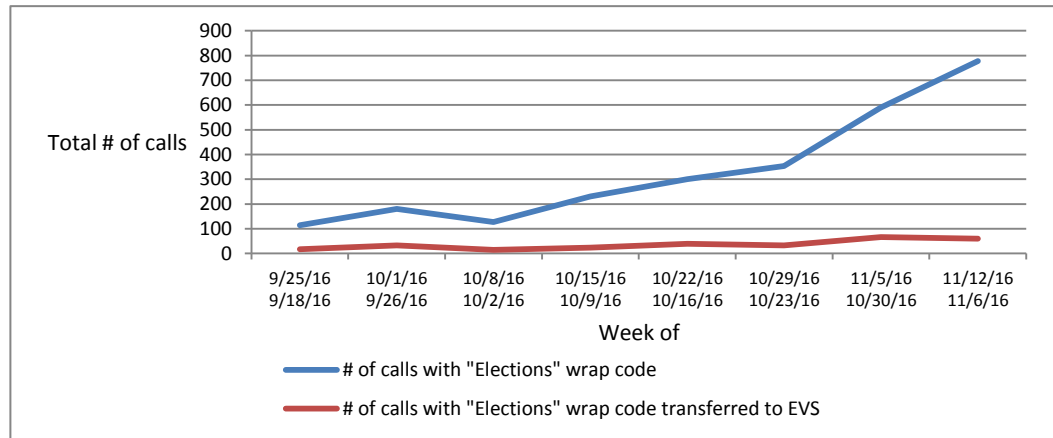
Cost per ballot is one perspective for reviewing the efficiency and effectiveness of how an election is administered. However, this data must be contextualized, since each election cycle is subject to potential legislative changes, new or changed regulations, and other policy-level factors that cannot be anticipated which are outside the control of election administrators. In 2016, costs were affected by the combination of no-excuse absentee voting and direct balloting and wage increases impacting pay rates for the corps of 2,500+ election judges and seasonal workers. The qualitative impact of how an election is administered—that is, *voter satisfaction*—is an equally if not more important factor to consider in evaluating cost; however, Minneapolis does not regularly survey voters to obtain this data. Still, based solely on expenditure comparisons, the chart below shows there was an overall cost increase of 40% between 2013 and 2016, the number of ballots significantly increased by 314% while cost-per-ballot only decreased by 74%.

YEAR/ELECTION TYPE	Expenses	Ballots Cast	Per Ballot
2012 Presidential (primary & general)	\$649,600	240,238	\$2.70
2013 Municipal (general only)	\$1,050,549	80,099	\$13.11
2014 Gubernatorial (primary & general)	\$1,059,893	166,491	\$6.37
2016 Presidential (primary & general)	\$2,647,175	255,059	\$10.38

Summary of Election Day Contacts

Minneapolis 311 provides first-response processing for all election-related calls on Election Day, freeing Election Headquarters (EVS) to focus on field operations across all 124 polling places. However, 311 does not track calls as being “positive” or “negative.” Still, the data that is captured by 311 can be helpful in determining the quality of

service provided to voters by sorting data into (1) the number of contacts that are resolved or (2) the number of calls that had to be transferred to EVS Headquarters for resolution, usually indicating a non-routine situation or issue. The graph below tracks all 311 contacts in the week leading up to and including Election Day, showing that only 8% of all calls had to be escalated to EVS (Headquarters) for resolution.



As of the writing of this report, EVS has not received any HAVA complaints in connection with the 2016 Presidential Election. EVS did receive one formal complaint about a sergeant-at-arms, which was addressed.

Post-Election Review

By law, following each election a review of election equipment is conducted to determine how accurately results were tabulated when compared to a hand-count of actual ballots. This post-election review involves randomly selected precincts within the county and is focused on a physical review of hand-counted tabulations for the top races on the ballot; in 2016, this required a hand-count of results for president and U.S. representative. Minneapolis had 2 precincts selected as part of the countywide post-election review: W1-P10 (Columbia Manor Golf Club, 2200 Central Ave NE) and W3-P8 (River Towers Condominiums, 15 1st St S). The hand-count in both precincts matched the reported results from the tabulators on Election Night.

Records & Information Management

The Records & Information Management (RIM) Division ensures government data meets the needs of both internal and external users. To achieve this outcome, the Division partners with departments to ensure information assets are managed across identified lifecycles to ensure business continuity, legal and regulatory compliance, probity, and economy, and that those assets with enduring value are properly preserved. The RIM Division accounts for 28.00% of the operating budget (\$1,794,120) and 31.25% of personnel (10 FTEs).

Division:	Records & Information Management
Program:	Data Access & Privacy
Deliverable:	Government data is readily accessible to the public.
Indicator(s) ↓:	Results ↓:
Information is accessible to meet community needs and expectations.	<p>The Minnesota Government Data Practices Act [Minnesota Statutes, Chapter 13], contemplates that government data classified as “public” should be provided proactively and in a timely manner, where feasible, and within 10 days if the requestor if the subject of the request. This establishes—within the law—how we define the “accessibility” of government data and information. Furthermore, appropriate accessibility means steps are taken to safeguard any data that, by law, is not classified as being “public data.” These obligations fall on the entire enterprise, but it is the duty of the City Clerk—as the designated responsible authority—to ensure compliance with the law.</p> <p>Proactive Data Provision</p> <p>A new Open Government web portal was launched in 2016 which facilitates public access to defined open data sets from multiple departments; including: financial and budgetary data; property information, geographic-coded data, and various web-based mapping tools; police and public safety data and reports; various data layers tied to electoral and administrative boundaries; and more. Additionally, the new portal includes a module to support public requests for data which are routed to the Clerk’s Office for centralized processing, review and redaction in conjunction with the appropriate departments and divisions, and response.</p>

The RIM Division partnered with the Information Technology Department to standardize an internal vetting process to ensure open data sets submitted by departments are reviewed and confirmed to be public data pursuant to the Minnesota Government Data Practices Act before being posted to the City’s Open Data Portal.

Public Requests for Data

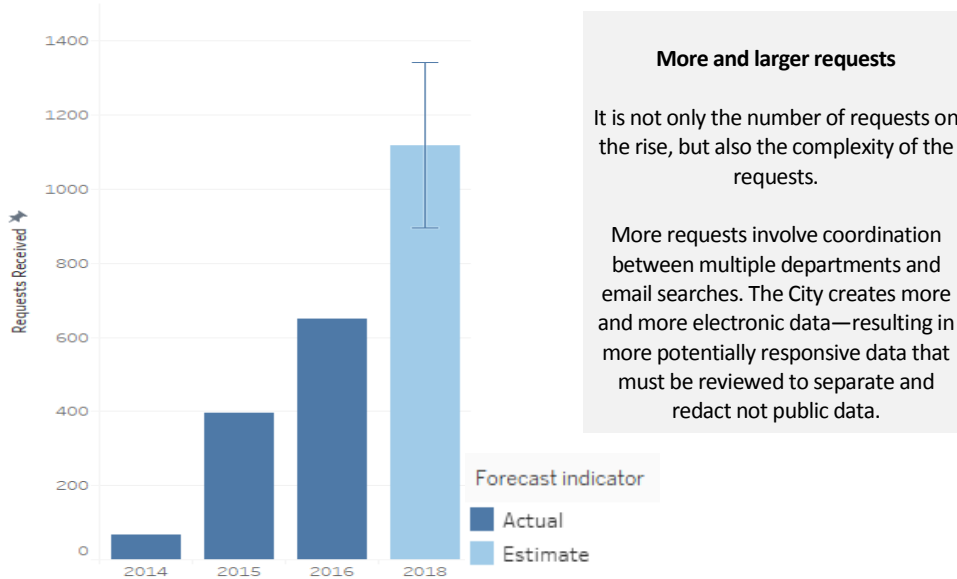
The City receives numerous requests for data from local and national individuals, organizations, businesses, government entities, and media. Between 2012 and 2014, most requests were received and handled directly by departments. Today, the City offers centralized official channels to receive requests: the Clerk’s Office and the Minneapolis Police Records Unit. However, some departments still receive requests directly—most often from governmental partners or businesses. The Clerk’s office intakes the request, works with the requestor to refine or clarify the description of the data, works with departments to collect information, reviews and redacts for not public information, and provides the data to the requestor. This section describes requests processed by the Clerk’s Office.



A. Trends in number and type

The number of requests for public records processed through the Clerk’s Office has continued a rapid rate of growth: 649 in 2016 versus 397 in 2015. This is primarily driven by increased number of requests; however, it is also affected by the Clerk’s Office playing an increased role providing centralized services. These numbers exclude requests primarily tracked by the MPD as well as those submitted directly to departments.

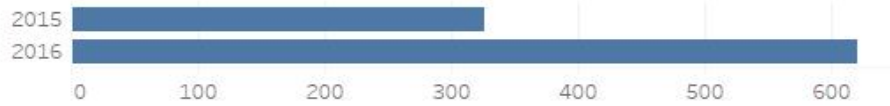
Requests Received by Year



B. Processing time

For requests closed in 2016, just under two-thirds (63%) were closed within 10 days and 84% were closed within 30 days. This represents an improvement over 2015 despite the increase in request volume (616 were closed in 2016 while 320 requests were closed in 2015).

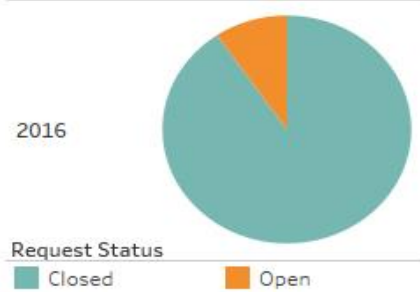
Number of requests closed.



Request Processing

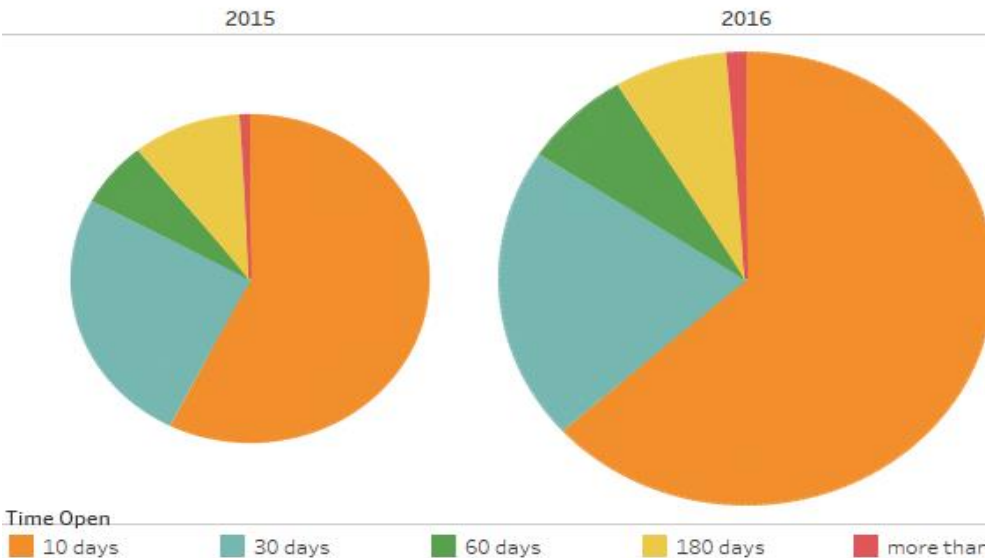
Time Open	2015	2016
10 days	57.36%	63.29%
30 days	25.46%	20.93%
60 days	6.44%	7.09%
180 days	9.82%	7.41%
more than 180 days	0.92%	1.29%

Received in 2016.



How long were requests open?

Number of days after receipt before requests were closed during the year shown. The relative size of the pie chart reflects the number of requests.



C. Challenges

Requestors have multiple options to challenge the City's data practice-related determinations, by requesting that the MN Department of Administration review the issue and publish an advisory opinion. Two challenges occurred in 2016 asking the data compliance official (City Clerk) to intervene on behalf of the requestor. One of these involved a request processed through the Minneapolis Police Department, the other involved a request processed by the Clerk's Office.

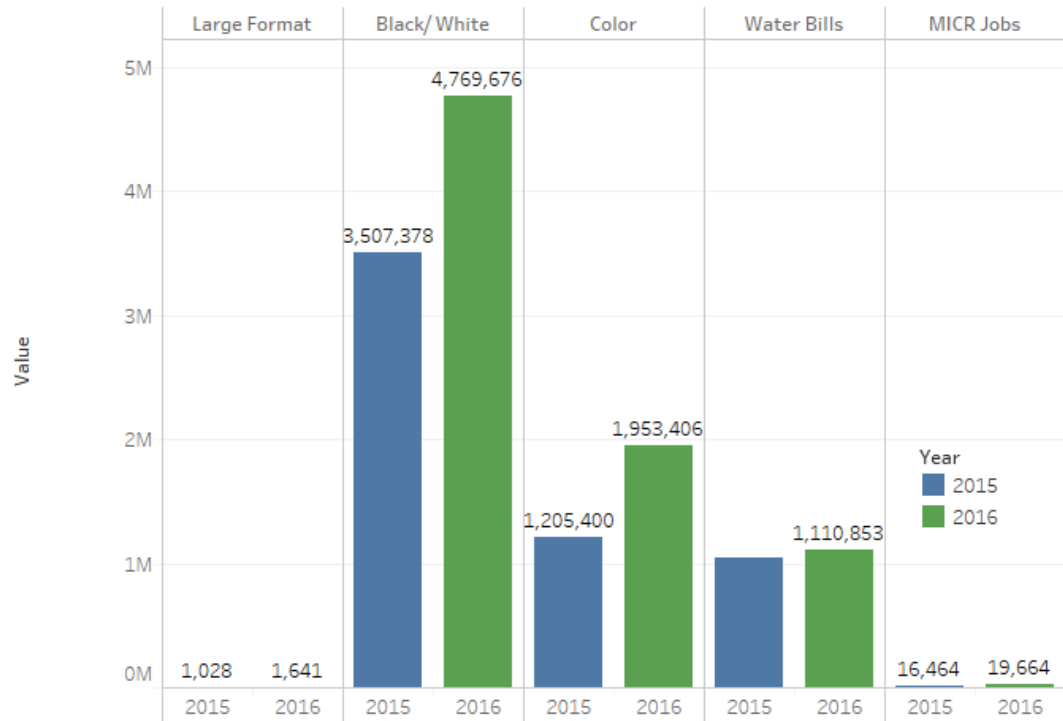
Challenge type	2015	2016
Request the City's Data Compliance Official Review the Issue	1	2
Request an Opinion from the Commissioner of Administration	0	0
File a complaint with the State Office of Administrative Hearings	0	0
Bring an action in district court to compel compliance	0	0

D. Other items of note

In late 2016, the Clerk's Office revised request tracking procedures and tools in order to gather and report additional metrics regarding time in each of the stages of request processing: intake; collection; review; and production. Beginning in 2017, RIM will track the time each request spends in a review queue—meaning that the data has been gathered but that personnel are unable to conduct the review (to remove not public data) because of the volume of previously requested data in or awaiting review.

Division:	Records & Information Management
Program:	Information Governance & Management (IGM)
Deliverable:	Information is managed effectively across identified lifecycles.
Indicator(s) ↓:	Results ↓:
Information is managed to ensure business continuity, compliance, probity, risk, and economy.	<p>Information governance provides an effective framework to enable and ensure that data is created, received or exchanged, stored and maintained, used, and disposed of by departments in compliance with all applicable laws, policies, and best practices until its ultimate disposition. Most of 2016 was devoted to responding to the findings of the 2015 Information Governance/Records Management Audit. That audit evaluated the City's performance against a set of objective standards promulgated by ARMA International commonly referred to as the Generally Accepted Recordkeeping Principles, or GARP. On a five-point scale, an organization that achieves a level-3 rating is deemed to have information management systems in place which are compliant with and which satisfy the minimum legal, regulatory, and operational requirements and responsibilities. The audit scored the City of Minneapolis at 1.65, which is significantly lower than the acceptable minimum level across all GARP standards. The lowest scores were for standards tied to systems demonstrating integrity, protection, and compliance.</p> <p>As a consequence, the RIM team invested significant time and attention advancing a number of recommendations that were outlined in the department's management response to that audit. This included drafting and vetting an Information Governance Ordinance, sponsored by Council Member Palmisano, that will establish clear lines of accountability from the top of the organization through all departments and to front-line employees delivering services; developing a comprehensive 10-Step RIM Training Program to equip departments with the training, tools, and other resources to manage their information assets; and working to streamline and update existing retention schedules for the enterprise and specific departments. This foundational work will help launch the revitalized RIM Division in 2017, providing the necessary structure, accountability, and resources to progress a new vision for information governance and management across the enterprise. As envisioned by the ordinance, these efforts will be under the leadership of an executive-level IG Committee composed of the City Clerk, City Attorney, City Coordinator, and Chief Information Officer.</p> <p>In addition to these policy-level efforts, the RIM Division also was engaged in efforts to centralize the data request intake process (<i>described above</i>), evaluating and testing software applications to support business functions, and designing improved procedures for request management, review and redaction, and physical records tracking. Revised retention schedules were submitted to the State Records Disposition Panel for the Criminal division of the City Attorney's Office and substantial work was performed on the Police Internal Affairs schedule. Initial elements of the 10 step program were developed. In 2017 and subsequent years, following full implementation of the new IG program, the RIM division will report KPIs related to the following topics:</p> <ul style="list-style-type: none"> ▪ IG Committee actions and decisions ▪ Review and maintenance of enterprise information policies ▪ Departmental participation in 10-Step Information Governance training program (and program completion) ▪ Enterprise contributions to open data sets ▪ Enterprise records and data practices training
Division:	Records & Information Management
Program:	Document Production Services
Deliverable:	Document production services meet enterprise business needs
Indicator(s) ↓:	Results ↓:
Document production, delivery, storage, and destruction services satisfy enterprise needs.	<p>The Document Solutions Center (DSC) provided cost-efficient, effective, convenient, and high-quality document production, delivery, storage, and destruction services.</p> <p>FSC Re-Certification The DSC was re-certified as a Forest Stewardship Council (FSC) certified provider in August 2016. Thanks to these efforts, the City of Minneapolis became the first municipality in the United States to achieve the FSC certification, providing a very visible and concrete demonstration of its support for environmentally-responsible, sustainable operations.</p> <p>Print Production DSC print output increased significantly to support several major projects, such as the 2016 Presidential Election. The DSC printed more than 7 million impressions in 2016, the bulk of which were black-and-white prints. The DSC leveraged technological advancements by replacing the single high-volume black/white printer (at the end of its lease) with two nearly-equivalent machines, thereby increasing redundancy and allowing for simultaneous and thus faster printing of large jobs while paying less on the total lease costs.</p>

DSC print volumes by job type

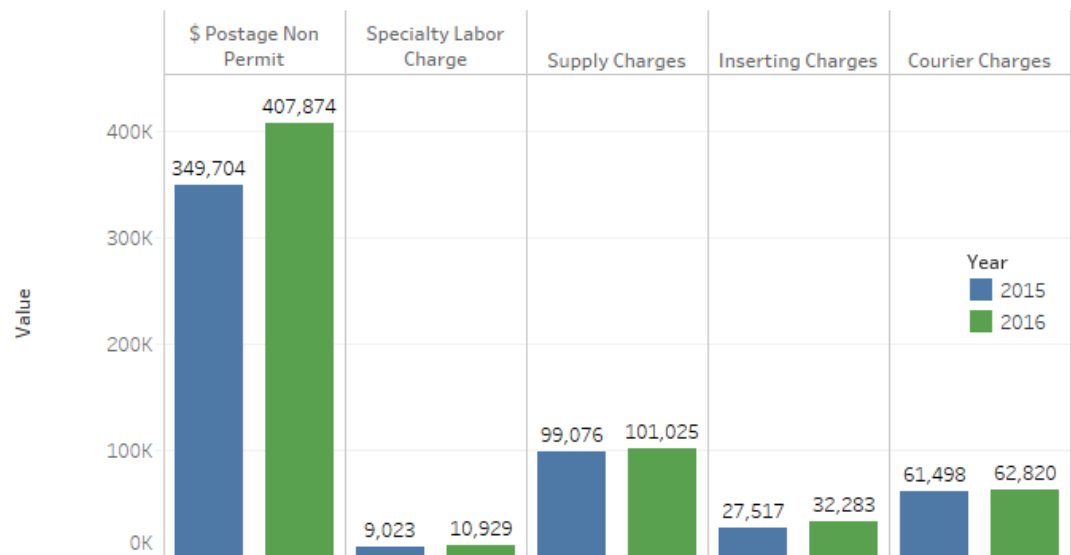


		Large Format	Black/ White	Color	Water Bills	MICR Jobs
2015	Q1	393	786,993	252,807	249,695	2,775
	Q2	215	726,308	310,082	254,440	3,098
	Q3	188	1,039,209	377,563	269,611	8,021
	Q4	232	954,868	264,948	268,364	2,570
	Total	1,028	3,507,378	1,205,400	1,042,110	16,464
2016	Q1	371	839,932	327,252	251,945	2,289
	Q2	384	1,033,679	513,546	276,642	3,069
	Q3	498	996,213	509,535	255,673	9,407
	Q4	388	1,899,852	603,073	326,593	4,899
	Total	1,641	4,769,676	1,953,406	1,110,853	19,664
2016 year over year		59.63%	35.99%	62.05%	6.60%	19.44%

Other Services

Mail (including envelope inserting), courier, shredding, and bulk orders and sales of supplies (paper, stationary, branded envelopes, etc.) represent another element of DSC services to the enterprise. 2016 saw the expansion of low-cost, shredding services and recycling of the resultant shred materials—in fact, the DSC recycled more than 30,000 pounds of paper. In late 2015, the DSC began offering certified destruction services using shredding bins housed within City departments, then servicing Civil Rights, the City Attorney’s Office, and the Minneapolis Police Department. In 2016, this service was expanded to include Public Works, Human Resources, and the Health Department. In-house shredding passes a cost savings to departments while increasing the security of City data through destruction. 2016 also saw increased capabilities in spiral book binding and large-format cutting—including mat cutting and framing.

DSC service charges for non-printing jobs

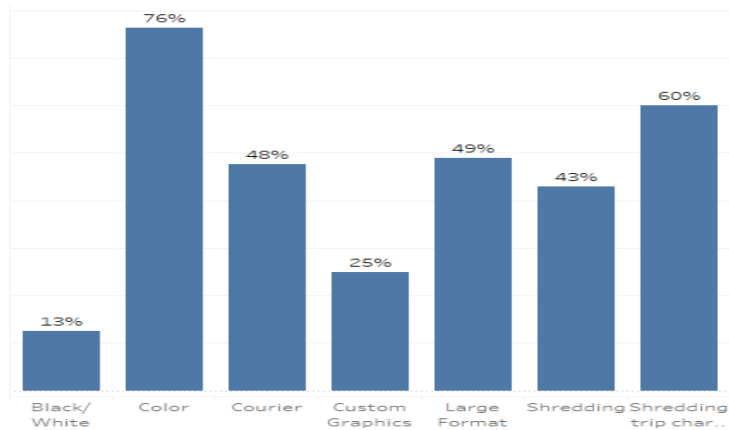


		\$ Postage Non Permit	Specialty Labor Charge	Shredding Charges	Supply Charges	Inserting Charges	Courier Charges
2015	Q1	70,698	2,438	335	24,860	8,991	15,218
	Q2	80,618	2,275	235	23,253	9,023	15,480
	Q3	117,846	2,274	124	25,547	5,264	15,757
	Q4	80,543	2,036	291	25,416	4,239	15,043
	Total	349,704	9,023	985	99,076	27,517	61,498
2016	Q1	81,742	2,396	224	29,639	9,717	16,044
	Q2	108,235	2,377	302	28,916	9,981	15,545
	Q3	125,330	4,379	321	22,783	5,216	16,412
	Q4	92,566	1,777	422	19,687	7,369	14,819
	Total	407,874	10,929	1,269	101,025	32,283	62,820
2016 year over year		16.63%	21.12%	28.90%	1.97%	17.32%	2.15%

Savings & Outsourced Service Requests

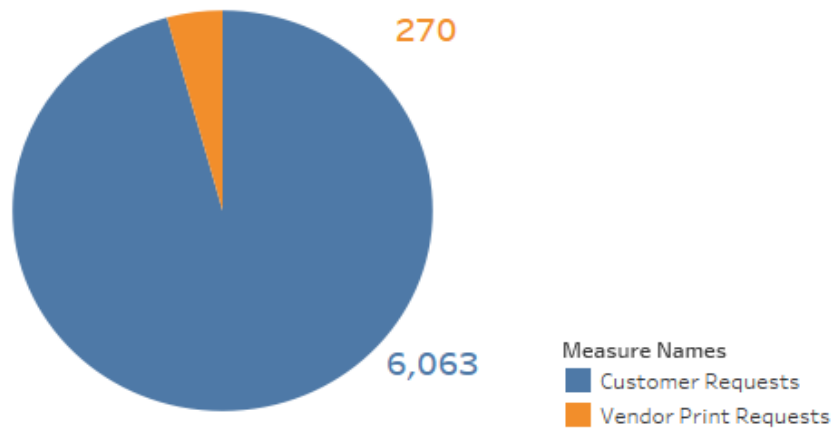
The DSC provides many advantages over commercial vendors: (1) DSC personnel are City employees and have undergone criminal background checks; (2) City services are provided using the City's network and assets; and (3) DSC services are tailored to the needs of departments. However, an important additional consideration is that DSC services typically cost less than external vendors, and these cost savings are passed back to departments who use DSC services. Savings tend to be greatest with low-volume jobs. Some very large jobs may be produced more efficiently with specialized equipment or involve volumes beyond the level the DSC can effectively handle. In these instances, the DSC leverages a roster of experienced external vendors capable of performing the desired scope of services, passing along these additional savings to its internal customers. Typically, the DSC oversees the vendor process—very rarely, departments directly manage certain outsourced production projects. In 2016, 270 jobs were outsourced to qualified vendors in whole or in part—a fraction of the more than 6,000 jobs processed in-house in 2016. Vendor charges are larger compared to total DSC charges because it is typically the largest jobs that are outsourced.

Percent savings using DSC Services



Outsourced Requests

as a percentage of total jobs.



		Vendor Print Requests	Vendor Print Charges	Customer Requests	Total DSC Charges
2015	Q1	62	44,676	1,703	192,481
	Q2	44	25,535	1,720	167,395
	Q3	63	37,475	1,690	220,609
	Q4	77	49,603	1,440	180,772
	Total	246	157,289	6,553	761,257
2016	Q1	69	52,914	1,605	212,414
	Q2	61	50,346	1,583	274,435
	Q3	78	68,090	1,577	276,587
	Q4	62	28,930	1,298	283,775
	Total	270	200,280	6,063	1,047,211
2016 year over year		9.76%	27.33%	-7.48%	37.56%

Inactive Records Warehouse

Approximately 18,800 inactive records boxes are managed in the records warehouse. This number is stable, year to year, because the warehouse is full; thus additional transfer requests are allowed only as existing files expire and are cleared for destruction. Although inactive, 487 retrieval requests for inactive records were processed in 2016, with 525 returns of previously retrieved files. Requests are typically handled within 24 hours.

Legislative Support & Administration

The Legislative Support & Administration (LSA) Division supports community-focused, participatory governance and supports opportunities for meaningful public engagement. To achieve this outcome, the Division facilitates transparent legislative processes, publishes and ensures public access to legislative records, administers the appointments process for City boards and commissions, and delivers a variety of delegated services. The LSA Division accounts for 44.21% of the operating budget (\$2,832,471) and 46.88% of personnel (15 FTEs).

Division:	Legislative Support & Administration																																																																											
Program:	Secretariat																																																																											
Deliverable:	Council has support required to perform its legislative and governance duties.																																																																											
Indicator(s) ↓:	Results ↓:																																																																											
<p>Services are accurate, legally sound, meet professional standards, and are responsive to needs.</p>	<p>Secretariat services—including programming, procedural and technical support, research, drafting, and other assistance provided—were in accord with the Minneapolis City Charter, Code of Ordinances, and other authorities; were provided in a timely and, where possible, proactive manner; and were responsive to the needs of decision-making bodies. Additionally, the Council President and other occupants of the chair received the support required to preside effectively. The following table provides a statistical breakdown of some performance metrics:</p> <table border="1"> <tr> <td colspan="2">TOTAL DECISION-MAKING BODIES SUPPORTED</td> <td>15</td> </tr> <tr> <td colspan="2">TOTAL MEETINGS STAFFED</td> <td>237</td> </tr> <tr> <td colspan="2">TOTAL AGENDA ITEMS</td> <td>1,516</td> </tr> <tr> <td>DECISION-MAKING BODIES</td> <td>TYPE & # OF MEETINGS</td> <td>AVG. TIME [minutes]</td> </tr> <tr> <td>City Council</td> <td>Regular = 22</td> <td>61</td> </tr> <tr> <td>B. Johnson – President</td> <td>Special = 0</td> <td>0</td> </tr> <tr> <td>Glidden – Vice-President</td> <td>Adjourned = 4</td> <td>55</td> </tr> <tr> <td>Quincy – Majority Leader</td> <td>Closed = 7</td> <td>61</td> </tr> <tr> <td>Gordon – Minority Leader</td> <td></td> <td></td> </tr> <tr> <td colspan="3"><i>Standing Committees—</i></td> </tr> <tr> <td>Claims [Chair: Goodman]</td> <td>0</td> <td>0</td> </tr> <tr> <td>Community Development & Regulatory Services [Chair: Goodman]</td> <td>22</td> <td>55</td> </tr> <tr> <td>Committee of the Whole [Chair: Glidden] (includes IT Policy Subcommittee) [Chair: A. Johnson]</td> <td>25</td> <td>86</td> </tr> <tr> <td>Elections & Rules [Chair: Frey]</td> <td>4</td> <td>26</td> </tr> <tr> <td>Health, Environment & Community Engagement [Chair: Gordon]</td> <td>20</td> <td>64</td> </tr> <tr> <td>Intergovernmental Relations [Chair: Glidden]</td> <td>13</td> <td>40</td> </tr> <tr> <td>Public Safety, Civil Rights & Emergency Management [Chair: Yang]</td> <td>21</td> <td>44</td> </tr> <tr> <td>Taxes [Chair: Warsame]</td> <td>2</td> <td>24</td> </tr> <tr> <td>Transportation & Public Works [Chair: Reich]</td> <td>21</td> <td>48</td> </tr> <tr> <td>Ways & Means (includes Budget Subcommittee) [Chair: Quincy]</td> <td>28</td> <td>54</td> </tr> <tr> <td>Zoning & Planning [Chair: Bender]</td> <td>22</td> <td>52</td> </tr> <tr> <td>Audit Committee [Chair: Palmisano]</td> <td>4</td> <td>113</td> </tr> <tr> <td>Executive Committee [Chair: Mayor Hodges]</td> <td>10</td> <td>40</td> </tr> <tr> <td>Charter Commission</td> <td>12</td> <td>48</td> </tr> <tr> <td>Study Session</td> <td>0</td> <td>0</td> </tr> </table>	TOTAL DECISION-MAKING BODIES SUPPORTED		15	TOTAL MEETINGS STAFFED		237	TOTAL AGENDA ITEMS		1,516	DECISION-MAKING BODIES	TYPE & # OF MEETINGS	AVG. TIME [minutes]	City Council	Regular = 22	61	B. Johnson – President	Special = 0	0	Glidden – Vice-President	Adjourned = 4	55	Quincy – Majority Leader	Closed = 7	61	Gordon – Minority Leader			<i>Standing Committees—</i>			Claims [Chair: Goodman]	0	0	Community Development & Regulatory Services [Chair: Goodman]	22	55	Committee of the Whole [Chair: Glidden] (includes IT Policy Subcommittee) [Chair: A. Johnson]	25	86	Elections & Rules [Chair: Frey]	4	26	Health, Environment & Community Engagement [Chair: Gordon]	20	64	Intergovernmental Relations [Chair: Glidden]	13	40	Public Safety, Civil Rights & Emergency Management [Chair: Yang]	21	44	Taxes [Chair: Warsame]	2	24	Transportation & Public Works [Chair: Reich]	21	48	Ways & Means (includes Budget Subcommittee) [Chair: Quincy]	28	54	Zoning & Planning [Chair: Bender]	22	52	Audit Committee [Chair: Palmisano]	4	113	Executive Committee [Chair: Mayor Hodges]	10	40	Charter Commission	12	48	Study Session	0	0
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making bodies during 237 meetings. It does not reflect time and resources committed to daily interactions with departments on the preparation, review, and submission of agenda items; meetings with committee chairs to review and finalize meeting agendas; and follow-up to communicate results, prepare committee reports, and prepare drafts of official acts to be considered by the full City Council.

Legal Publications, Notices & Agendas

By law, all acts must be published in the designated newspaper of the City before becoming effective; this includes ordinances, resolutions, and actions. Additionally, the law requires a number of notices to be published to inform the public about decisions and actions taken by the City of Minneapolis. In 2016, 100% of legally-mandated notices were published in the City’s official newspaper within prescribed timelines. Notices were also posted to the City’s website to give broader publicity to such matters. Total costs for all legal publications managed by the Office of City Clerk in 2016 were \$37,574.

Generally, agendas were published/posted no less than 24 hours prior to the scheduled time for convening, consistent with department policy. The office did not achieve this level of success for the Audit Committee, which had 50% compliance, nor for the full Council, which had 54% compliance. However, these exceptions were the result of delays in timely submission of materials from contributing departments, which is outside the control of the Clerk’s Office.

Legislative Acts & Records

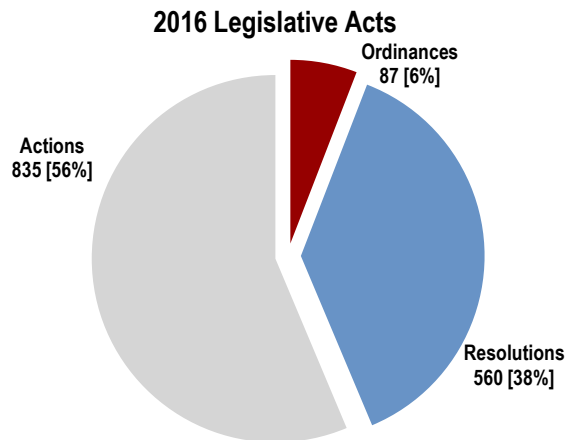
(1) Legislative Files

A total of 1,482 files encompassing the legislative output of the City Council and its standing committees were created in 2016.

(2) Official Acts

Pursuant to the City Charter, “official acts” of the City Council include all ordinances, resolutions, and other actions passed by the required vote of the City Council and approved by the Mayor, or, in the case of a veto by the Mayor, as approved by a two-thirds vote of the entire membership of the City Council. In 2016, the City Council approved the following official acts—

- A. Ordinances:
 - 56 ordinances introduced;
 - 87 ordinances enacted, including carry-over items from the previous year as well as 4 proposals for amendments to the City Charter;
 - 56 ordinances codified; and
 - 97% of ordinances produced without error, determined by the number of required republications (3 ordinances required republication).
- B. 560 resolutions adopted, all produced without error, determined by the number of republications required (0).
- C. 835 actions approved, all produced without error, determined by the number of republications required (0).



(3) Agenda & Agenda Packets

The Clerk’s Office produced a total of 237 agenda packets for the 15 bodies supported in 2016 (shown above), which encompassed a total of 1,516 agenda items. The Clerk’s Office generally publishes each meeting agenda no less than 24 hours before the scheduled time for the convening of each meeting and posts electronic versions to the City’s website to broaden public access. Within 1 hour of adjournment for each meeting, a marked agenda is produced that shows the disposition for every agenda item.

Agenda production is one of the most complex and time-sensitive enterprise processes that involves content submissions and/or contributions from all departments and divisions; simultaneous reviews and approvals from central management departments, e.g., City Coordinator, Finance, Human Resources, Information Technology, and City Attorney; and regular—almost daily—updates or corrections throughout the legislative process, all of which is subject to strict requirements for timely notices, postings, etc.

Agendas and agenda materials help policymakers and the public define and understand issues, contextualize proposals, identify implications of various alternatives, and present recommendations for direction and action involving public assets and resources to meet the needs of the community today and into the future for generations to come. Assuring high-quality preparation and review prior to public meetings as well as following

meetings to assure the proper documentation of policy decisions is critical to ensuring informed policy-making as well as opportunities for meaningful public engagement and participation in the City's decision-making processes.

(4) Legislative Records

All legislative records produced by the Office of City Clerk were in full compliance with legal requirements, serving as authoritative sources of information about the City Charter, Code of Ordinances, and related matters. This included—

- A. 187 committee reports reflecting the formal recommendations of the standing policy committees submitted to the full City Council for its consideration;
- B. 1,406 pages of proceedings—the official record of the City Council—produced without error, as determined by republications required (0);
- C. 2 code supplements proofed, edited, and published under contract with Municipal Code Corporation, as well as regular updates to the electronic edition generally posted every 10 days following enactment and legal publication of ordinances;
- D. 132 pages of statistical analyses produced for the year, including access to the underlying data sets, providing details about actions and decisions taken by the City Council and its committees;
- E. 63 certified copies of official acts produced, averaging 2.86 certifications per two-week cycle; and

Information specialists provided research and reference support in response to approximately 300 requests from policymakers, attorneys, departments, and the public in 2016. These requests covered a wide array of subject matters, ranging from the simple to the complex; for example, providing copies of specific ordinances and generating legislative histories for specific code chapters and/or sections to detailed research in support of policy proposals, threatened litigation, and draft legislation.

Division: Legislative Support & Administration

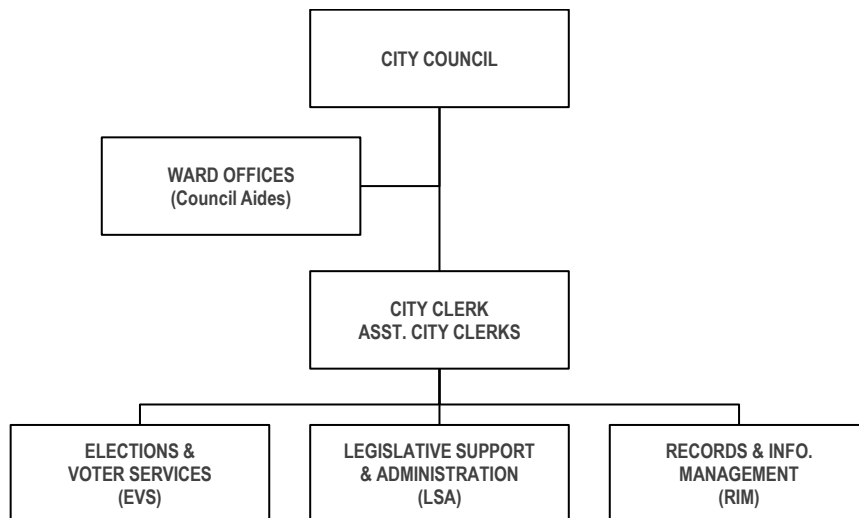
Program: Department Management

Deliverable: Department resources meet ongoing needs

Indicator(s) ↓: Results ↓:

Management controls deliver value for the investment of public resources.

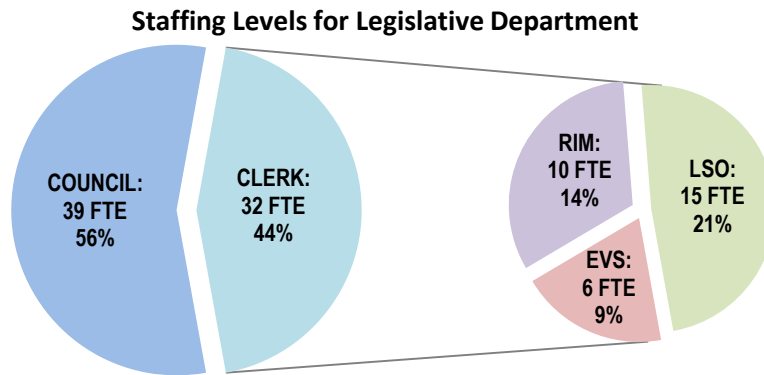
The City Council and Office of City Clerk function as a single department. Under the policy leadership of the City Council, through oversight of its President and Vice-President, the department's executive comprises the City Clerk (Casey Joe Carl) and two Assistant City Clerks (Grace L. Wachlarowicz and Christian N. Rummelhoff). The City Clerk is elected by and serves during the pleasure of the Council; the Assistant Clerks are appointed by the Clerk and confirmed by Council. The work of the department is carried out through four distinct, interrelated divisions: City Council; Elections & Voter Services (EVS); Records & Information Management (RIM); and Legislative Support & Administration (LSA).



Operations in 2016 continued to comply with all legal, regulatory, policy, and procedural requirements. There were no instances of non-compliance reported. The department's workforce, finances, and information systems are all aimed at securing the necessary capacity and capability to achieve its strategic outcome.

Workforce

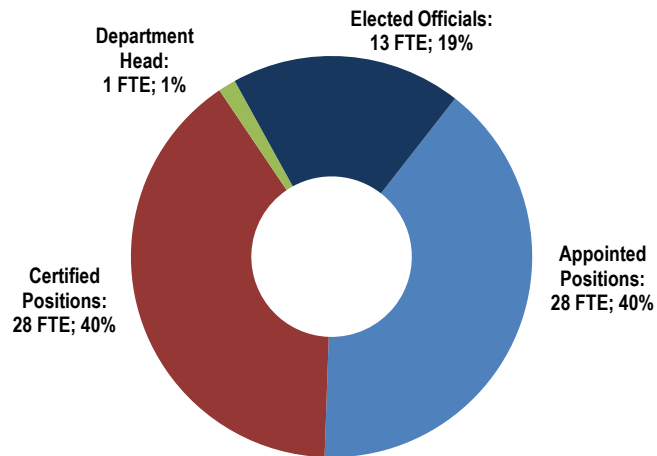
In 2016, the Legislative Department had a staffing complement of 72 FTE positions, as follows:



The City Council had a 2016 permanent workforce of 39 FTE positions spread across 13 ward offices; each ward essentially functions as an independent sub-division within the City Council Division. The City Council includes the 13 Council Members, each elected by ward, as well as their 26 aides, generally 2 aides per Council Member. This staffing model has remained steady over the past several fiscal years.

The Office of City Clerk had a 2016 permanent workforce of 32 FTE positions; of these, 27 positions were filled consistently during the year, showing an 84% operational capacity. As shown, the bulk of staffing is in the Legislative Support & Administration (LSA) Division, which is primarily focused on servicing the City Council and its committees. Vacancy savings sustained throughout the year in all three core business lines were reallocated to close the funding shortfall in EVS.

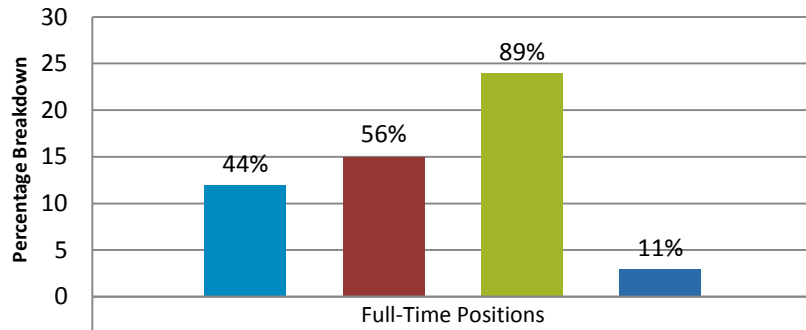
Department Position Details



A management analyst position was added to the Clerk's Office in 2016; however, this position was never filled and, as part of the 2017 Budget, was transferred to the Community Planning & Economic Development (CPED) Department to provide dedicated staffing for the new Cedar Riverside Opportunity Center.

As part of the 2017 Budget, a new records specialist position was added to the RIM Division. Internally, using existing position vacancies, the RIM Division was able to create another records specialist position, effective in 2017. As a result, the RIM Division will have a team of 3 records specialists. Each specialist will be assigned to provide direct support and assistance to assigned departments/divisions across the enterprise, including information management functions such as data classification, retention, and disposition; coordination of data practices requests, including review, redaction, and release of public data and security of not-public data; support for open data initiatives and programs, including the identification and publication of open data sets; and training of department liaisons. The addition of these positions will enable the RIM Division to pursue the many recommendations outlined in its response to the 2015 Data Governance/Records Management Audit.

Office of City Clerk: Workforce Demographics



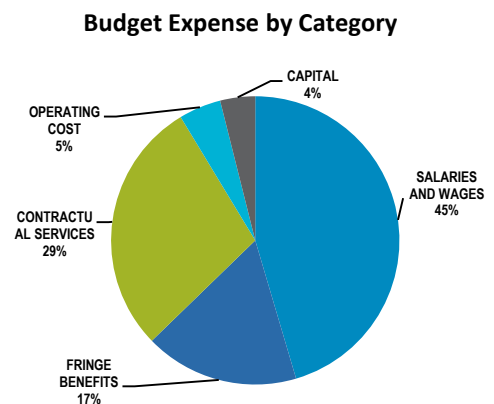
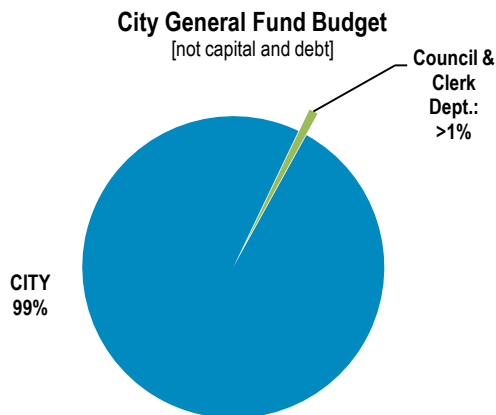
Full-Time Positions	
Men	12
Women	15
White	24
POC	3

Job Groups	Female Incumbency	Female Availability (SMSA)	Female Availability (Minneapolis)
Officials and Administrators	33.0%	43.0%	49.0%
Professionals	70.0%	54.0%	50.7%
Technicians	0.0%	51.1%	44.0%
Administrative Support	60.0%	61.5%	56.6%

Job Groups	Minority Incumbency	Minority Availability (SMSA)	Minority Availability (Minneapolis)
Officials and Administrators	0.0%	9.8%	14.5%
Professionals	0.0%	12.9%	15.2%
Technicians	0.0%	15.1%	22.7%
Administrative Support	30.0%	14.6%	28.9%

Finances

The department's operating budget was \$11,288,948, totaling less than 1% of the City's 2016 Budget. This funding level is consistent with prior fiscal years, despite additional investments made in 2016. The department ended the 2016 fiscal year reporting a deficit of approximately \$2,460,195, primarily attributable to the actual spend in the EVS Division for the presidential election, necessitating a one-time allocation of contingency funds to close the funding gap. Salaries and benefits are the largest budgetary commit, at approximately \$7,082,250, about 63%. This does not account for significant costs tied to temporary and seasonal positions in EVS, a contributing factor to the overspend in that program. Another significant portion of expenditures is tied to overhead/internal costs which is included in the contractual services expense category, totaling approximately \$4,206,698, or 37%, of the operating budget.



Information Systems

The department advanced several information technology projects in 2016 to increase its operating capacity. Although these initiatives increase expenditures in the short term, cost and process efficiencies will be gained over the longer term which allows the department to absorb growth associated with ongoing costs. Highlights of this work included:

- (1) The acquisition and deployment of the first phase of a new Elections Management System (EMS) consolidating all operating systems into a single, integrated platform that features modules for personnel and payroll functions, planning and logistics, equipment and supplies, polling place management, and more.
- (2) The design, development, and testing of a comprehensive Legislative Information Management System (LIMS) to replace obsolete systems and provide more robust support for legislative functions as well as support for various appointed boards and commissions within the City enterprise.
- (3) Design and launch of an integrated [Open Government Portal](#) that provides a single access point for a variety of data platforms.
- (4) Launch of a [City Archives Flickr](#) page showcasing historic photos, maps, and other images documenting the development of the City of Minneapolis.
- (5) Continued work to identify a replacement for the existing Constituent Relationship Management (CRM) system used by ward offices for call tracking and constituent casework.
- (6) Initial needs analysis and scoping work for the future acquisition or design of a system to support centralized intake and processing of data practices requests, review and redaction functions, and related tasks. This work is progressing in partnership with the Office of City Attorney, which is investigating options for litigation, discovery, and related support systems.
- (7) Initial needs analysis and scoping for an enterprise imaging and content management system.
- (8) A variety of web projects, including lead work on several enterprise initiatives, such as publication and posting of two citizen petitions for proposed amendments to the City Charter, website development and maintenance for the Workplace Regulations Partnership Group, and subsequent policy documents related to the Sick & Safe Time and Minimum Wage ordinances.