

Office of City Clerk

2017 ANNUAL REPORT



Achievable

ONE MINNEAPOLIS

Elections &
Voter Services



Accessible

A CITY THAT WORKS

Legislative Support &
Administration



Accountable

A CITY THAT WORKS

Records & Information
Management

2017: A Year in Review Message from the City Clerk



2017 was a significant year for the Office of City Clerk. It was the final year in a four-year cycle, culminating with the municipal general election, which ushered in a new Mayor and five new Members of City Council. This required extensive planning and coordination to assure a smooth leadership transition in preparation for the new four-year term, commencing January 2018. In addition, the Clerk's Office launched its Legislative Information Management System in September. Like "Google for Government," LIMS is a public web portal providing 24x7x365 access to the City's legislative and policy data, offering the community the greatest level of access to-date to the work of the City Council. These major accomplishments, among many other endeavors, helped advance the core purpose of the Clerk's Office; that is: ***the achievement of a representative local government that is accessible and accountable to the community it serves.***

Representative government begins at the ballot box. Our work on the 2017 Municipal Election—particularly as it related to ensuring all voters were "election ready" for the third use of the alternative Ranked-Choice Voting—demonstrated our shared, strong commitment to fostering civic pride and participation. In total, we enabled 42 percent of the registered population to cast ballots—a turnout on par with a midterm general election, an impressive achievement for an off-year, local-only election. And, as a result of policy and process improvements, tabulation for all 22 races on the ballot was completed and unofficial winners were announced within 24 hours of polls closing on Election Night.

Our leadership in opening the City's information assets is no less important, since government data enables the public to hold its representatives accountable. In that regard, the most significant work in 2017 was passage of the Information Governance Ordinance [Ordinance No. 2017-008] which established a policy-level oversight committee to share responsibility for governance of the City's information assets. The Information Governance Policy Committee (IGPC) includes the City Attorney, City Clerk, City Coordinator, and Chief Information Officer.

The Records & Information Management Division focused its efforts in 2017 on internal restructuring of existing resources to focus on expediting responses to public data requests. This work included the development of new tools and procedures as well as the launch of two major technology projects: first, the development of a centralized data request workflow system and, second, piloting review and redaction software in conjunction with the Office of City Attorney. All this occurred while the Division processed a 75 percent increase in the total volume of data requests compared to 2016.

Normally, the work of standing committees tapers off in the final year of a term as policymaker attention turns toward the election. However, in 2017 the pressure on Council and its standing committees actually increased as policymakers were determined to advance important, long-term policy goals before the term ended, with many preparing to leave office. This significant scope of work included, for example—

- Establishing and making initial appointments to the Minneapolis Workplace Advisory Committee, a commitment resulting from landmark legislation to enact a local municipal wage and guarantees sick and safe time protections;
- Establishing a Racial Equity Steering Committee, that includes elected policymakers, to oversee enterprise goals and priorities, as well as a community-based advisory body, and creating a Division of Race & Equity within the Office of City Coordinator to have primary responsibility for leading and ensuring accountability on enterprise racial equity goals;
- Amending the City's federal and state legislative agendas to address federal tax code reform proposals and gun conceal and carry reciprocity laws;
- Setting renewable electricity goals for all municipal facilities and operations;
- Approving a Minneapolis Participatory Budgeting Playbook to provide for greater public engagement, where appropriate, on public financing and prioritization of City projects;

- Passing an ordinance clarifying the relationships between the City enterprise, the Minneapolis Police Department, and appointed Police Conduct Oversight Commission;
- Passing an ordinance adding new code provisions expressing policy provisions and standards of performance by City employees with respect to contact and interactions with victims of crime in connection with federal immigration laws; and
- Amending the City’s Unified Housing Policy to expressly state that City-assisted housing projects are required to accept Section 8 Housing Choice Vouchers and comply with affirmative marketing requirements.

Although resources were stretched, the office successfully achieved its high standards in supporting the City Council in the completion of this work, and much more, in the final weeks of 2017. As the term came to an end, the Clerk’s Office hosted a farewell reception for Mayor Betsy Hodges, Council President Barbara A. Johnson (the longest-serving Council President in the City’s history), and Council Members Blong Yang, Elizabeth Glidden, and John Quincy whose public service ended in 2017, together with honorary resolutions and official gifts from the City of Minneapolis presented to each departing official. At the same time, the Clerk’s Office took the lead on planning, organizing, and conducting an enterprise-wide orientation and on-boarding program for newly-elected policymakers in preparation for the new four-year term, 2018-2021. That orientation program was conducted over the course of five days in mid-December 2017. The Clerk’s Office also led the transition of outgoing and incoming policymakers and provided logistical and administrative support to ensure a smooth transition for the new Mayor and new City Council.

Industry Leadership

The Clerk’s Office strives to be a leader within its industry, and an important part of achieving this goal is through active engagement in organizations that represent municipal clerks. In 2017, several employees remained active in various industry associations, often holding leadership capacities; this included—

<p><u>International Institute of Municipal Clerks (IIMC)</u> Casey Joe Carl – vice-chair, Policy Committee; Grace Wachlarowicz; Christian Rummelhoff; Jackie Hanson; Peggy Menshek</p>	<p><u>National Assoc. of Election Officials (Election Center)</u> Grace Wachlarowicz – Professional Measurements and Program Development committees; Barbara Suci; Tim Schwarz</p>	<p><u>Joint Election Officials Liaison Committee</u> Grace Wachlarowicz</p>
<p><u>National Assoc. of Government Archives & Records Administrators</u> Christian Rummelhoff; Josh Schaffer; Kristen Olson</p>	<p><u>Institute of Certified Records Managers</u> Christian Rummelhoff – Certified Records Analyst Josh Schaffer (candidate)</p>	<p><u>International Assoc. of Government Officials</u> Grace Wachlarowicz</p>
<p><u>ARMA International</u> Christian Rummelhoff; Josh Schaffer; Kristen Olson</p> <p><u>ARMA – Twin Cities Region</u> Josh Schaffer – President; Kristin Olson – Vice-President</p>	<p><u>National Assoc. of Parliamentarians</u> Casey Joe Carl</p>	<p><u>Center for Technology & Civic Life</u> Grace Wachlarowicz – member, advisory board</p>
<p><u>League of Minnesota Cities (LMC)</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. (MCFOA)</u> Grace Wachlarowicz – Elections Advisory Board; Jackie Hanson – Certification and Grant committees – chair; Members: Casey Joe Carl; Christian Rummelhoff; Peggy Menshek; Diana Armstrong; Irene Kasper; Kelly Geistler; Sybil McMillan; Ken Dahler; Tim Schwarz</p>

Election Administrator Tim Schwarz completed professional coursework and training to be designated a Certified Election & Registration Administrator (CERA). Assistant City Clerk/Director of Elections & Voter Services Grace Wachlarowicz completed the CERA program in 2014. Other members of the EVS Division are enrolled in the certification program, which is the highest professional designation for election administrators in the United States, reflecting a commitment to excellence through continuing education and development.

In 2017, Council Committee Coordinator Diana Armstrong completed professional coursework and training to be designated a Minnesota Certified Municipal Clerk (MCMC). Council Committee Coordinators Kelly Geistler and Ken Dahler both enrolled in the certification program, which is 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 have achieved their MCMC designations and are enrolled in the master-level certification program launched in 2016. Ms. Hanson also has been accepted into the professional certification program sponsored by the International Institute of Municipal Clerks.

In 2017, City Records Manager Josh Schaffer served as the president and Data Practices Coordinator Kristen Olson served as vice-president of the twin cities chapter of ARMA International, the records management professional association.

That the Minneapolis City Clerk's Office boasts more certified clerks, records managers, and election administrators than any other municipal jurisdiction in the State of Minnesota is a point of pride, demonstrating a strong commitment to continuing education, professional excellence, and industry leadership.

National Recognition: U.S. EAC Clearie Award

A significant highlight of the year was the recognition by the U.S. Election Assistance Commission (EAC) of the Minneapolis Elections & Voter Service Division's Student Election Judge (SEJ) program with a "Clearie" award, which identified that program as reflecting best practices in election administration for its efforts to recruit, train, and retain students to serve as poll workers. Created in 1991, the City's SEJ program has engaged high school students (age 16 and older) as poll workers on Election Day. For the 2017 Municipal Election, EVS recruited 291 students from 33 area schools who worked in the City's 132 precincts, accounting for more than 22% of the total EVS Election Day workforce. Student participants receive the same training and work alongside their adult peers, performing all the same duties for the same rate of pay. As a result, the SEJ program:

- Increases the number of election judges who are bilingual in targeted languages;
- Addresses the need for tech-adept poll workers;
- Increases the ethnic and age diversity of Minneapolis election judges to better reflect the face of the community; and
- Provides high school students with increased connections to their community and helps them attain civic skills and dispositions.

Importantly, the SEJ program has been a key element in building and sustaining a long-term corps of election workers. In fact, more than 90% of participating students have indicated their desire to return in future years and would recommend the experience to a friend or family member. SEJ participants also provide critical support for translation needs in the polls, with about 45% of student judges being bilingual (compared to about 13% of adult judges). In 2017, SEJ participants provided translation support in Hmong, Oromo, Somali, Spanish, Amharic, Russian, and Vietnamese. Because SEJ participants are generally more tech-savvy, they were instrumental in the 2017 deployment of electronic poll books, helping smooth the transition from bulky and expensive paper rosters to iPad roster "books." Research has proven that voting is a learned behavior and that the earlier a person engages in the electoral process, the more likely that individual is to develop a lifelong voting habit. To that end, through the SEJ program we are instilling the importance of elections and representative democracy in future generations; or, as the saying goes, planting the seeds for trees whose shade we will not know, but which will benefit all.

Department Resources

The Clerk's Office 2017 operating expenditures totaled \$7.2 million, which exceeded its budgeted appropriation by 15 percent. The budget overrun—totaling \$940,338—resulted from unfunded costs associated with the 2017

Municipal Election, as detailed in the 2017 Municipal Election Report presented to the City Council's Elections & Rules Committee on May 9, 2018. Staffing remained constant in 2016 at 32 full-time positions, although the office carried a number of vacancies throughout the year, with up to as much as 19% of all positions vacant at any one time in 2016. These vacancy savings were used to offset operating expenditures, which decreased the overall impact of the budget overrun tied to the election.

The attached Key Performance Indicators (KPIs) reflect many successes in 2017. Of course, underlying and supporting all of these tangible outputs is considerable unrecorded effort by staff to ensure a seamless daily service. No matter their individual roles and responsibilities, the staff are the most essential element to all these successes; their work contributes to the effective operation of the City enterprise and, through it, to the community we all serve. As we begin a new four-year term, the Clerk's Office will undertake the process of developing a new four-year business plan to guide its work in alignment with the vision articulated by the new Mayor and City Council. Given our past successes, I am confident the department is positioned for success.

CASEY JOE CARL
City Clerk

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 23% of the department operating budget (\$1.4M) and 19% of personnel resources (6 FTEs).

Division:	Elections & Voter Services																																													
Program:	Elections Planning & Operations																																													
Deliverable:	Minneapolis is prepared to conduct an election whenever required																																													
Indicator(s) ↓:	Results ↓:																																													
<p>Voters are “election ready.”</p> <p>The Voter Outreach & Education (VOE) program strives to ensure all voters are able to cast ballots with confidence in the integrity of the electoral process.</p> <p>Voter Registration</p> <p>Registration is the mandatory first step in the voting process; thus, registration rates are one indicator of a community’s level of election readiness. Between municipal elections in 2013 and 2017, the number of registered voters in Minneapolis increased a full 3%, the equivalent of approximately 6,400 more registrants. The City ultimately achieved a registered voter count of 239,750, and also registered 9,762 voters via same-day registration at the polls.</p> <table border="1"> <thead> <tr> <th>Ward</th> <th>Increase from 2013</th> <th>Increase from May 2017</th> </tr> </thead> <tbody> <tr><td>1</td><td>2.7%</td><td>1.1%</td></tr> <tr><td>2</td><td>-5.4%</td><td>2.3%</td></tr> <tr><td>3</td><td>22.4%</td><td>0.0%</td></tr> <tr><td>4</td><td>0.4%</td><td>0.9%</td></tr> <tr><td>5</td><td>-0.6%</td><td>1.4%</td></tr> <tr><td>6</td><td>4.7%</td><td>5.3%</td></tr> <tr><td>7</td><td>5.8%</td><td>-0.4%</td></tr> <tr><td>8</td><td>4.4%</td><td>1.5%</td></tr> <tr><td>9</td><td>3.6%</td><td>3.5%</td></tr> <tr><td>10</td><td>7.6%</td><td>-1.7%</td></tr> <tr><td>11</td><td>0.8%</td><td>0.6%</td></tr> <tr><td>12</td><td>2.8%</td><td>1.4%</td></tr> <tr><td>13</td><td>0.9%</td><td>-0.3%</td></tr> <tr><td>Citywide</td><td>4.0%</td><td>1.0%</td></tr> </tbody> </table> <p>As shown in this chart (<i>left</i>), all but two wards saw a net increase in registrations compared to 2013 levels. That increase was particularly significant in downtown Minneapolis (Ward 3), where population growth was strongest during that four-year period. Other notable increases in registrations occurred in central portions of the city (wards 6, 7, 8, 9, and 10).</p> <p>The City’s Tenant Notice of Voter Registrations (TNVR) program—introduced in 2016—netted approximately 100 new or updated voter registrations in 2017. With more than half the City’s population being renters, the TNVR program assures this significant portion of the community, which is highly mobile, are guaranteed to receive notice of the requirement to register (or re-register) and assisted in that process by being provided either a paper form or direct access to the on-line system administered by the Secretary of State.</p> <p>Despite its usefulness as an indicator, registration is 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 VOE program, particularly among historically under-represented groups.</p> <p>Voter Outreach & Education</p> <p>A team of seasonal outreach specialists was hired in 2017 to advance goals tied to increased registrations, educating voters about unique aspects of Ranked-Choice Voting, and boosting overall participation. The six-member team attended a variety of community events and neighborhood gatherings and offered voter education programming, often in conjunction with other community partners. In total, the VOE team participated in approximately 40 events between July and November.</p> <p>In partnership with the City’s Communications and Neighborhood & Community Relations departments, EVS staff and its VOE team appeared twice on the local Spanish radio show—Mi Ciudad Minneapolis—to recruit election judges and promote voter turnout. NCR staff appeared on Hmong radio before Election Day to explain how to participate using RCV. The Communications Department produced election judge recruitment PSAs in Hmong, Somali, and Spanish. A 30-second PSA video was also produced and aired on several channels via Comcast and Century Link systems at no cost to the City as a result of its franchise agreements. Digital billboards with voting information ran on Clear Channel Outdoor boards in 16 locations. Multi-language RCV videos ran on all City Cable TV channels. The EVS Division created a number of popular social media posts and related content focused on voter outreach and education as well, garnering local, regional, and even national attention and positive recognition for its creative engagement and public information uses.</p>	Ward	Increase from 2013	Increase from May 2017	1	2.7%	1.1%	2	-5.4%	2.3%	3	22.4%	0.0%	4	0.4%	0.9%	5	-0.6%	1.4%	6	4.7%	5.3%	7	5.8%	-0.4%	8	4.4%	1.5%	9	3.6%	3.5%	10	7.6%	-1.7%	11	0.8%	0.6%	12	2.8%	1.4%	13	0.9%	-0.3%	Citywide	4.0%	1.0%	
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National Voter Registration Day

EVS partnered with colleagues from the Hennepin County Elections Office to promote the sixth annual National Voter Registration Day (NVRD) on Tuesday, September 26, 2017. Together, the two elections teams distributed information about registration in the skyway level of the County Government Center as well as various light rail stops in the downtown area.

Candidate & Public Information Forum

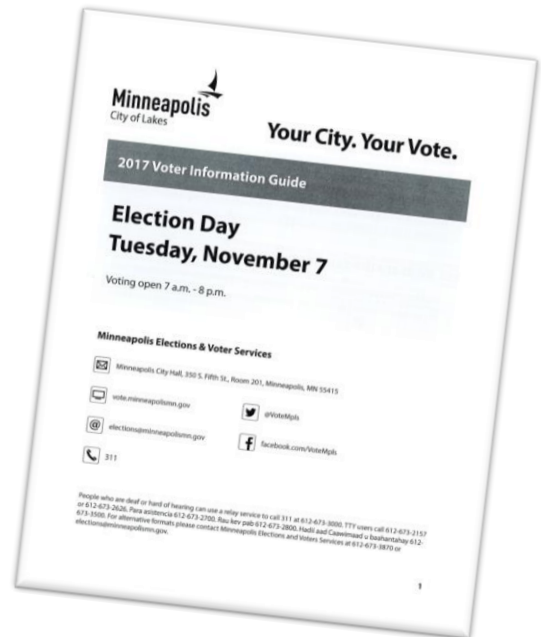
EVS conducted a public information forum on November 1 at the Hennepin County Central Library, which was also live-streamed via EVS social media. The forum was designed to answer frequently-asked questions and common concerns about the 2017 Municipal Election and, more specifically, the RCV tabulation process. The forum also included details about voter resources, and outlined what could be expected in terms of results reporting on Election Night and the following days.

2017 Voter Guides

EVS produced a 2017 Voter Information Guide that was mailed to every household in the week leading to Election Day, thereby maximizing its impact. The eight-page guide included—

- Details about: (1) Vote-By-Mail; (2) Early In-Person Voting; or (3) voting on Election Day.
- Instructions on registering in advance or at the polls on Election Day, as well as how to access a sample ballot to review in advance.
- Key election dates, including pre-registration periods, dates for absentee (early) balloting, and information about Election Day, including voter resources and assistance, voting instructions, and EVS contact information.
- Descriptions of all offices on the ballot.
- Instructions on how RCV works and how to properly mark an RCV ballot.
- Details about each of the City’s 132 precincts.
- A copy of Minnesota’s “Voter’s Bill of Rights” as codified in Minn. Stat. § 204C.08, subd. 1d.

EVS produced similar guides for the 2013 municipal and 2016 presidential elections. Costs for production and distribution of the voter guides in each of those three election years are shown on the table below—



2013 Voter Guide	2016 Voter Guide	2017 Voter Guide
Municipal Election	Presidential Election	Municipal Election
Three 11x17 pages, double-sided and folded	Four 11x17 pages, double-sided and folded	Two 11x17 pages, double-sided and folded
Separate envelope	Tabbed and direct-mailed	Tabbed and direct-mailed
200,000 units	200,000 units	200,000 units
Sample ballot included	Sample ballot included	Sample ballot not included
100% outsourced	58% outsourced	65% outsourced
Cost/Unit = 49 cents	Cost/Unit = 49 cents	Cost/Unit = 44 cents
Total Cost = \$97,536	Total Cost = \$97,486	Total Cost = \$87,859

Post-election surveys of voters and non-voters in 2013 and 2017 clearly indicated these guides were effective outreach tools. For 2017, fully 80% of all survey participants indicating it was the primary source for learning about RCV. Of survey participants, 85% ranked the voter guide as “very helpful” or “somewhat helpful,” regardless of whether they actually voted. Of voters who were surveyed, 79 percent indicated the City’s guide was their primary source of information for learning about RCV and details about the 2017 Municipal Election, an increase of 14% compared to 2013.

Voters have equitable, impartial access to the ballot box.

Ensuring equitable, impartial access to the ballot box is the core of all work performed by EVS. Considerable effort is required to manage the myriad logistics associated with planning and conducting each election. With an estimated population exceeding 421,000, the 2017 Municipal Election achieved a 37% turnout based on Citizen Voting Age Population (CVAP) data. This level of participation was comparable to a mid-term (gubernatorial) election, and reflected a continuing upward trend in turnout for all elections between 2010 and 2017. The following table compares key indicators from the 2013 and the 2017 municipal elections.

MUNICIPAL ELECTION													
2013	2017												
Est. Population = 400,070 (U.S. Census Bureau)	Est. Population = 422,331 (U.S. Census Bureau)												
Pre-Reg. Population = 233,351	Pre-Reg. Population = 239,750												
Total Ballots Cast = 80,099 — 33.38% turnout	Total Ballots Cast = 105,928 — 42.45% turnout												
Absentee = 4,954 (breakdown below)	Absentee = 11,975 (breakdown below)												
<table border="0"> <tr> <td style="border: none;">}</td> <td style="border: none;">Mail = 1,568</td> <td style="border: none;">}</td> <td style="border: none;">Mail = 2,303</td> </tr> <tr> <td style="border: none;">“Early Voting”</td> <td style="border: none;">In-Person = 2,835</td> <td style="border: none;">“Early Voting”</td> <td style="border: none;">In-Person = 9,056</td> </tr> <tr> <td style="border: none;"></td> <td style="border: none;">Other = 551</td> <td style="border: none;"></td> <td style="border: none;">Other = 616</td> </tr> </table>	}	Mail = 1,568	}	Mail = 2,303	“Early Voting”	In-Person = 2,835	“Early Voting”	In-Person = 9,056		Other = 551		Other = 616	
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“Early Voting”	In-Person = 2,835	“Early Voting”	In-Person = 9,056										
	Other = 551		Other = 616										
Absentee Percent of Election = 6.18%	Absentee Percent of Election = 11.30%												
Election Day Registrations (EDR) = 5,926	Election Day Registrations (EDR) = 8,276												
EDR Percent of Election = 7.39%	EDR Percent of Election = 7.81%												
Election Day Voters = 75,145	Election Day Voters = 93,953												
Election Day Percent of Election = 93.8%	Election Day Percent of Election = 88.7%												
Voters at Polls = 75,145	Voters at Polls = 93,953												
Voters at the Early Vote Center = 2,835	Voters at the Early Vote Center = 9,056												
117 Precincts	132 Precincts												
Total Staffing = 2,148 Election judges(EMS) 9 Seasonal staffers	Total Staffing = 1,562 Election judges(EMS) 15 Seasonal staffers												

Maximizing Voter Access & Convenience

Minneapolis experienced a 182% increase in absentee ballot participation, including Vote-By-Mail (VBM) and In-Person (IP) methods. In fact, “early voting” in 2017 accounted for 13.3% of all participation, setting a new record. EVS operated the Downtown Early Vote Center for the 46-day “early vote” period. This centrally located facility provided the opportunity for voters to cast their ballot early. Service hours for in-person absentee voting were extended for the 2017 Municipal Election. In total, 35.5 service hours were added for the general election.

Election Day Registration vs. Early Voting

Comparison of EDR & Early Voting (2013-2017)			
	2013	2017	% Change
Total Voters at Polls	75,145	93,953	25% increase
EDR Voters at Polls	5,926	8,276	
% of EDR to total	7.89%	8.81%	11.7% increase
Early (Absentee) Voting	4,954	11,975	142% increase
EDR at Early (Absentee) Voting	708	1,486	
% of EDR to total	14.29%	12.41%	13.17% decrease
Total Voter Turnout	80,099	105,928	75.62% increase
Total EDR	6,634	9,762	
% of EDR to total	8.28%	9.22%	11.27% increase
Total Voter Turnout	80,099	105,928	32% increase
Percent Turnout	33.38%	42.45%	27.17% increase

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 recommended by the Office of Secretary of State. These guidelines indicate precincts should not exceed 2,500 pre-registered voters. The following chart shows the precincts in Minneapolis per registered voter totals for election years 2012 through 2017. Staffing levels for each grouping are also listed.

Precinct-to-Population Equalization: 2012 – 2017 Elections						
	2012	2013	2014	2016	2017	
Total # of precincts	117	117	125	132	132	
Precinct Size by Registered Voter Count**	Precincts	Precincts	Precincts	Precincts	Precincts	Staffing*
Up to 750	5	4	6	5	7	6
751-1,000	4	3	8	8	5	7
1,001-1,300	12	8	15	16	18	10
1,301-1,500	12	10	8	14	14	10
1,501-2,000	39	31	32	33	33	12
2,001-2,500	28	34	35	34	34	15
2,501-3,000	15	24	20	19	19	18
Over 3,000	2	3	1	4	2	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, despite the precincts added since 2012. Population levels are continuing to rise in Minneapolis, which may have an effect on service levels in specific precincts that are at or near recommended capacity, especially in Presidential election cycles.

2. Financial Impact of Precincts

The “average precinct” costs approximately \$8,000. This includes costs for ballot production; staffing; supplies and materials; maintenance, storage, programming, and drayage of equipment and poll supplies; electronic poll book costs; signage; facility rental; postage; and ancillary expenditures. Based on this estimate, the overall financial impact of precincts could be anticipated at slightly over \$1 million. However, some precincts share a common polling place, which helps reduce the costs of recent precinct additions. In 2017, EVS supported 132 precincts (plus a precinct serving Fort Snelling) and operated in a total of 124 polling locations, with 9 locations hosting two precincts each.

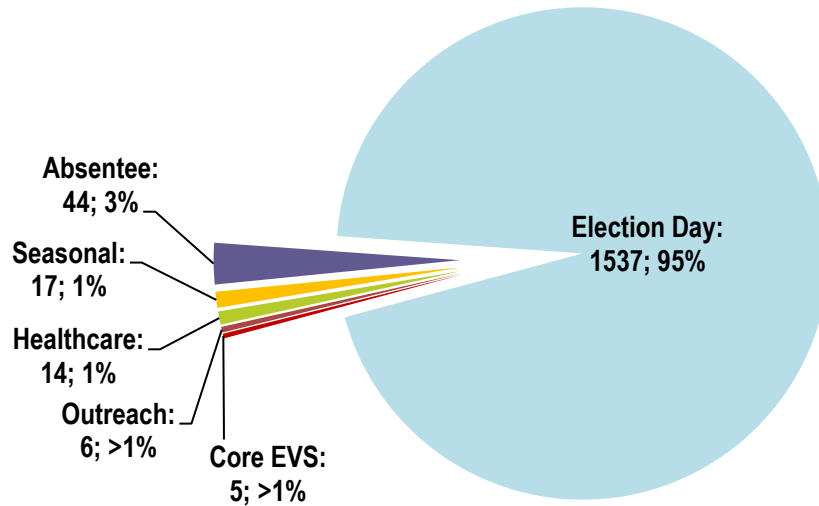
3. Polling Place Site Evaluations

EVS conducts annual 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.

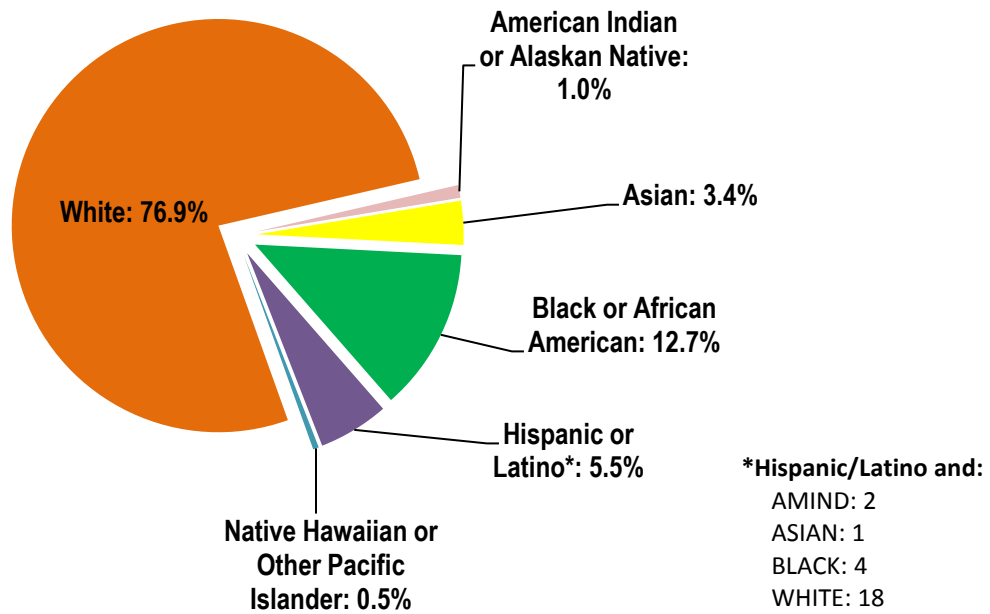
Election Judges: The “Foot Soldiers” of Democracy

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 a minimum base number to cover all duty stations at a poll, with adjustments based on the number of electronic poll books on site, particular second-language needs in the precinct, and extra staff to help facilitate lines in large precincts and/or manage traffic flow in school polls (for example). 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 2017 Municipal Election.

2017 Election Staffing



2017 Election Judge Demographics



Student Election Judges

The City of Minneapolis has a successful Student Election Judge (SEJ) program that engages youth as election judges at the polls. Many students return over many years and the program continues to grow in popularity.

	2013	2014	2016	2017
Total SEJ Participants	162	221	354	268
Total Schools Participating	10	12	33	25

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. Across all precincts, there were a total of 38 languages represented via poll workers.

Language	2014		2016		2017	
	Regular Judges	Student Judges	Regular Judges	Student Judges	Regular Judges	Student Judges
ASL	12	N/A	24	N/A	9	2
Hmong	20	13	19	17	8	11
Somali	103	41	45	67	27	38
Spanish	171	20	161	56	83	24
Oromo	17	6	5	5	5	5
Total	323	80	254	145	132	80
Grand Total	403		399		212	

Every ballot is accurately and properly counted.

Results Reporting

A few technical challenges marked the opening and closing of the polls, but were quickly resolved and did not negatively impact the conduct of the election. 131 of the City’s 132 polling locations opened to serve voters at 7 a.m. on Election Day (November 7, 2017) with all voting equipment fully operational. The one exception was due to a polling location that experienced difficulty with pollbook connectivity. It is important to note that EVS was not informed prior to Election Day that pollbooks were indeed operational regardless if it was not syncing properly. All polls remained open during the day and closed at 8 p.m. Voters already in line at 8 p.m. continued to be served with ballots cast as required by law. 92% of the precincts reported unofficial results by 9 p.m. within one hour of polls closing. Only 2 precincts reported unofficial results after 10 p.m. In both cases it was due to equipment failure: one precinct was unable to transmit results, requiring the tabulator’s memory stick to be transported to the elections warehouse for transmission; the other precinct had a failed memory stick that had to be replaced during the day, and the original (secured) ballots associated with the failed memory stick had to be recast by EVS after the poll closed.

Municipal Ranked Choice Voting (RCV) Election Statistics		
22 municipal races (two multi-seats) to elect 25 candidates		
	2013	2017
Precincts counted	117	132
Ballots cast	80,099	105,928
Unofficial winners declared on election night	14	6
Number of hours to complete RCV Tabulation	34.5 hrs. over 3 days	11.5 hrs. in one day
Number of tabulator teams ^A	1	2
Mayoral race detail		
# declared candidates	35	18
# of tabulation rounds to declare unofficial winner	34	6
Hours to completion	24+	3.5

Cost-Per-Ballot Analysis

The cost per ballot is challenging as there are variables that are not constant for each event (primary and general) or election cycle. For example, a discreet cost incurred may be associated with both election events such as the election judge manual. Election expenses can also be one-time costs that are not directly related to the administration of the election such as the publication of the (charter) ballot question in 2013 for \$69,545. Supplies and equipment purchased and used for more than one election cycle is another example. Finally, regardless of voter turnout and election type, the fundamental and statutory requirements to administer an election event remain constant; the level of voter service based on anticipated volume will drive the election expense.

As such, to consistently evaluate and compare the cost per ballot for each election cycle, the division established standard criteria: total ballots cast equal the sum of each event within the election cycle and adjusted for one-time costs not directly related or specific to the administration of the election at hand. The chart (*next page*) illustrates that the cost per ballot fluctuates on the type of election and voter turnout. In 2013, 2014, and 2017 the cost of administering the election was relatively constant however the number of ballots cast significantly altered the cost

per ballot. Conversely, the 2016 presidential election, (historically the highest voter turnout within the four-year election cycle) the expenses *and* ballots cast were double that in 2017 yet the cost per ballot was relatively constant.

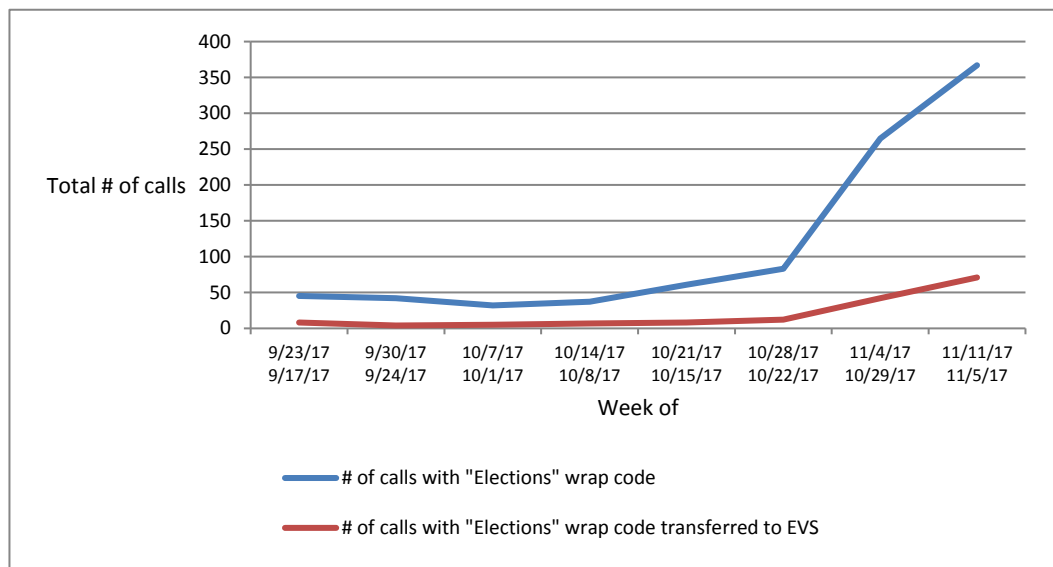
	2013	2014	2016 ^B	2017
Election Expenses ^A	\$1,050,459	\$1,059,893	\$2,553,023	\$1,117,587
— Ballots Cast —				
Primary	--	29,129	35,227	--
General	80,099	137,352	219,832	105,928
Total Ballots	<u>80,099</u>	<u>166,491</u>	<u>255,059</u>	<u>105,928</u>
Cost per Ballot^A	\$13.11	\$6.37	\$10.01	\$10.55

A: Based on established criteria: Total ballots cast equal the sum of each event within the election cycle and adjusted for one-time costs not directly related to the administration of the election.

B: Additional costs for four early vote centers

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 polling places. Although 311 does not track calls as being “positive” or “negative,” the data they capture help determine the quality of service by sorting data into (1) the number of calls 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 16% of all calls had to be escalated to EVS (Headquarters) for resolution.



EVS did not receive any HAVA complaints in connection with the 2017 election.

Post-Election Review

The City’s voluntary Post-Election Review process demonstrates the accuracy of ballot tabulation equipment. In the review, ballots from four randomly selected precincts are reviewed by hand and compared with results generated by the tabulator. The Post-Election Review was held November 29, 2017, at the Early Vote Center. All precincts examined balanced exactly to the data generated by the tabulator.

<u>City Council</u>	<u>Outcome of review</u>
Ward 13 Precinct 5	Balanced
Ward 2 Precinct 9	Balanced
<u>Board of Estimate and Taxation</u>	
Ward 10 Precinct 10	Balanced
Ward 11 Precinct 2	Balanced

Records & Information Management

The Records & Information Management (RIM) Division ensures information assets are managed across identified lifecycles to ensure business continuity, legal and regulatory compliance, probity, economy, and proper disposition or preservation. The division also offers paper records services, including printing and production, imaging, delivery, and destruction/recycling to city departments. The RIM Division accounts for 31% of the operating budget (\$1.9M) and 34% of personnel (11 FTEs).

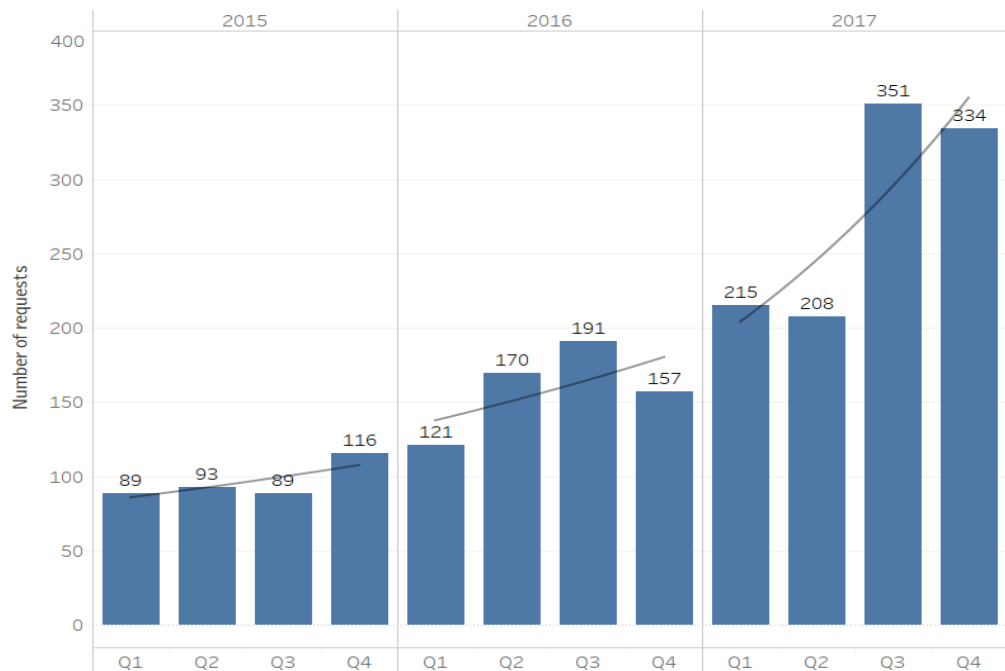
Division:	Records & Information Management
Program:	Data Access & Privacy
Deliverable:	Government data is readily accessible to the public.
Indicator(s) ↓:	Results ↓:
Information is accessible to meet community needs and expectations.	<p>The Minnesota Government Data Practices Act [Minnesota Statutes, Chapter 13], contemplates that government data classified as “public” will be provided in a proactive and timely manner; when the requestor is also the subject of the request, then the data must be provided within 10 days. This establishes—under law—an important measure that RIM uses to measure its success in assuring accessibility of government data. Equally important, however, the law imposes a duty of care to ensure data not classified as public be safeguarded from unauthorized access or release. These concomitant obligations fall on the entire enterprise, but it is the City Clerk—as the responsible authority designated under statute—who is responsible for ensuring compliance. In that capacity, the RIM Division works to ensure government data classified as public is accessible to meet community needs and expectations.</p> <p>Standardized data request costs and reduced barriers</p> <p>In 2017, the RIM Division convened a panel of department representatives to address fees charged for fulfilling public data requests. Although state law allows fees for staff time to gather responsive data, there was an uneven application across the enterprise which resulted in the potential for disparities in serving the public. Working with this interdepartmental workgroup, RIM standardized charging practices and allowable rates to achieve consistency across the enterprise and improved public service. Importantly, this change in policy eliminated any charges if the total cost for production was less than \$30, while still allowing the number of requests by any individual requestor to be considered a factor in assessing fees. This removed the logistical barrier of having to send a check or pay in person at City Hall. The policy was finalized in 2017 and will be ready for enterprise implementation in January 2018.</p> <p>Enhanced capacity and resources</p> <p>With support from Mayor and Council, RIM expanded its capacity with two additional FTE records management specialist (RMS) positions in 2017, for a total of three FTE RMS positions. These positions are assigned to support specific departments, similar to the generalist model used by Human Resources and Finance/Budget; each RMS divides time between coordinating responses to public data requests and other records management initiatives. All three positions were filled by May 2017, and the first six months were almost exclusively dedicated to addressing the significant enterprise backlog of data practices requests. As a consequence, limited progress was achieved in respect to other records management priorities, both within the department and across the enterprise.</p> <p>New interim request management procedures and long-term system solution</p> <p>In 2017, RIM began using a new way of tracking the processing and fulfillment of data requests. While efforts were underway to secure a new centralized request management system, immediate changes were put in place to begin to support better request management. This interim process tracks a request by creating and completing tasks in an assigned workflow. It combines three tools—an intake form, a spreadsheet backend, and an automation tool. This same basic process is anticipated to be used in a centralized request management system; however the interim process requires significant manual operation, limiting the fidelity of the data that can be tracked. In partnership with the Information Technology Department, RIM launched a project to develop a custom application using the ServiceNow program to create an enterprise-wide data request, intake, and workflow platform. This system, expected to be deployed at the end of 2018, will provide automated workflows and increased standardization in request processing.</p> <div style="text-align: center;"> <pre> graph LR Intake[Intake] --> Collect[Collect] Collect --> Review[Review] Review --> Produce[Produce] </pre> </div>

First steps towards a transparent process

Related to the interim request management system, and in partnership with the IT Department, RIM produced a web-enabled dashboard that displays the status of each data request. Users can select their assigned data request number and confirm that the City has received the request and see its current stage in the process; for example, if the data is being gathered, reviewed, or ready for release. While still at a high-level, the new dashboard enables users to confirm the status of their data request(s) and allows them to contact the City if there appears to be a disconnect or challenge in fulfilling the request, for example, if the status indicates data has been provided but the requestor has not received it.

1. Trends in number and type

The number of public data requests has continued to increase at a rapid rate of growth; for example, a total of 1,108 data requests were made in 2017 compared to a total of 639 in 2016. That reflects a growth of 73% in a single year, which has been a steady trends for many years, as shown in the following chart (*below*). At the same time that the volume of requests is growing, there is a corresponding increase in the complexity of requests, requiring multiple departments to be engaged in providing potentially response data to a single request, as well as requests that require search, retrieval, and review of potentially-responsive data from multiple years. The growth shown in the following chart also reflects the impact of centralizing the intake and response functions in the Clerk's Office, as an enterprise service. The data in the following chart reflects only data requests processed by the Clerk's RIM Division; requests processed by individual departments—and requests primarily tracked by the MPD—are not included in this chart.



2. Processing time

Despite the increasing volumes of requests that have been experienced over the past few years, RIM has been successful at processing and producing responsive data in more timely way, as reflected in the following charts (*see next page*). By implementing the interim tracking system, RIM has been able to leverage technology to improve its internal routing and workflow between departments. As a consequence, the number of data requests that take more than 90 days to fulfill have been reduced, while at the same time the number of data requests that have been fulfilled in under 10 days has increased. This measurable improvement is important in terms of serving the community, and helps to build trust and accountability through easier access to government data.

Although the average time to fulfill and close out data requests does provide meaningful performance metrics that are useful for RIM and across the enterprise, it alone does not address a host of outliers that must be considered in terms of further improvements in the timeliness of responding to requests. Nevertheless, it is an important starting point and a solid benchmark. The data show that the average request closure time was 35 days in 2017. This can be attributed to the overall increased number of requests and the training of the new RMS personnel.

Another important note about the data on these charts is that the implementation of the interim tracking system required RIM to import data from prior years. In doing so, RIM was able to clean-up older data, locate missing data elements, and better format data for reporting purposes. As a result of this effort, the numbers shown in the following charts more accurately reflect the actual request closure data than previously reported metrics. Therefore, these new charts supersede prior numbers.

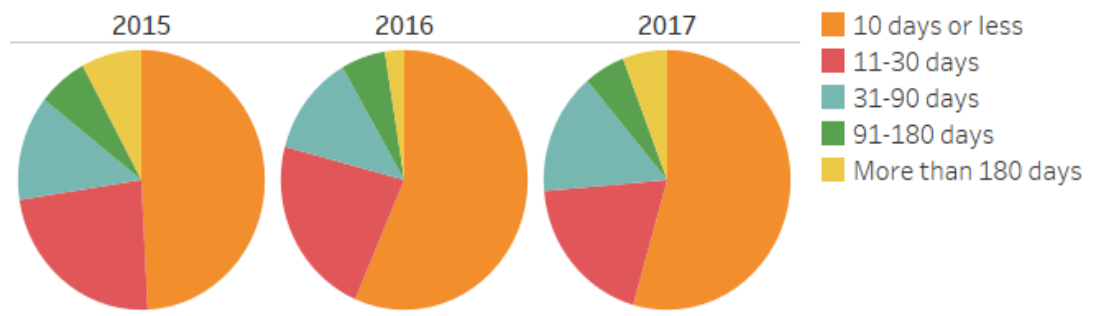
Average Time to Close

	2015	2016	2017
10 days or less	3.0	2.7	3.3
11-30 days	17.8	17.6	17.7
31-90 days	49.4	54.0	54.9
91-180 days	131.2	128.2	120.6
More than 180 days	261.4	291.8	268.7
Grand Total	41.2	27.1	35.6

Percentage of Requests Closed Within Time Frame

	2015	2016	2017
10 days or less	49.18%	56.51%	54.44%
11-30 days	23.37%	22.61%	19.21%
31-90 days	13.04%	12.56%	15.15%
91-180 days	6.52%	5.81%	5.41%
More than 180 days	7.88%	2.51%	5.79%

Percentage of Requests Closed Within Time Frame (chart view)



3. Challenges

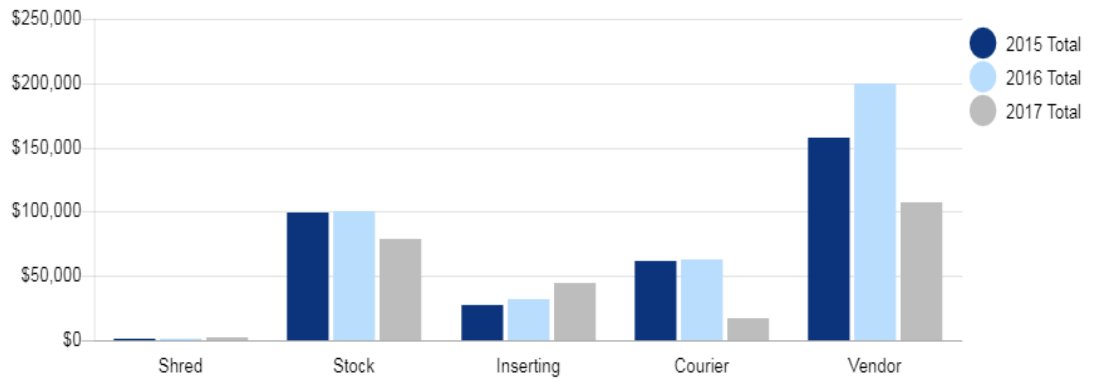
Requestors have multiple options to challenge the City’s data practice-related determinations; this includes (1) requesting assistance from or intervention by the City’s data compliance official (City Clerk) and (2) requesting a formal advisory opinion from the Commissioner of the Minnesota Department of Administration. In 2017, RIM had two challenges which were raised to the City’s data compliance official, both seeking intervention to resolve denied requests for data. One of these challenges involved a response that was processed through the MPD, the other involved a response processed by the RIM Division. Details about the challenges received in 2017—and comparative data from 2016—are provided in the chart below.

Challenge type	2016	2017
Request the City’s Data Compliance Official Review the Issue	2	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

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.	Information Governance is an enterprise framework that ensures data is created, received or exchanged, stored, maintained, and disposed of in compliance with all applicable laws, policies, and best practices. For the bulk of 2017, RIM focused on the implementation of the Information Governance Ordinance adopted by Council in 2016. The centerpiece of these efforts was organizing and convening the Information Policy Governance Committee (IPGC) for its first meeting in April 2018. The IPGC is composed of the City Clerk, City Attorney, City Coordinator, and Chief Information Officer. RIM provides the administrative support and coordination for the IGPC and, under its direction, organized a number of informal workgroups consisting of department-based, subject-matter experts to begin the work of identifying, prioritizing, and bringing forward recommendations for initial project priorities for consideration by the IGPC.

	Records management efforts in 2017 were slower moving as a result of the continued focus on data practices initiatives. Despite division personnel increases in May 2017 demonstrated that the continued increase in data practices requests and the centralization of intake and review support for the requests severely limited the divisions ability to conduct records management work. Significant unmet work includes the departmental 10 step program—which in particular includes refreshed records retention schedules, physical records clean-up, and departmental 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) provides cost-efficient, effective, convenient, and high-quality document production, delivery, storage, and destruction services to the enterprise.</p> <p>FSC Re-Certification In 2012, Minneapolis became the first U.S. city to be certified as a Forest Stewardship Council (FSC) certified provider, meaning the DSC is inspected by the FSC and has processes to ensure paper products follow a sustainable chain of custody from harvest through production. In February 2017, the DSC was re-certified as an FSC provider. Obtaining and maintaining this certification and offering FSC certified products as an option for city printing allows the DSC to use a FSC trademark on its products, providing a very visible and concrete demonstration of support for environmentally-responsible, sustainable operations.</p> <p>Print Production In 2017, DSC print production fell more in-line with 2015 totals, largely reflecting the decrease of print jobs tied to the presidential election (from the prior year). The DSC produced more than 4.2 million impressions in 2017, 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, particularly for large production jobs while paying less on the total lease costs.</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Printing Impressions</p> <table border="1"> <caption>Printing Impressions Data</caption> <thead> <tr> <th>Year</th> <th>B&W Imp</th> <th>Color Imp</th> </tr> </thead> <tbody> <tr> <td>2015 Total</td> <td>~3,500,000</td> <td>~1,200,000</td> </tr> <tr> <td>2016 Total</td> <td>~4,800,000</td> <td>~2,000,000</td> </tr> <tr> <td>2017 Total</td> <td>~3,000,000</td> <td>~1,200,000</td> </tr> </tbody> </table> </div> <div style="text-align: center;"> <p>Large Format Impressions</p> <table border="1"> <caption>Large Format Impressions Data</caption> <thead> <tr> <th>Year</th> <th>Large Format Imp</th> </tr> </thead> <tbody> <tr> <td>2015 Total</td> <td>~1,000</td> </tr> <tr> <td>2016 Total</td> <td>~1,600</td> </tr> <tr> <td>2017 Total</td> <td>~3,000</td> </tr> </tbody> </table> </div> </div> <p>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. In-house shredding passes a cost savings to departments while increasing the security of City data through destruction. The DSC had \$2,344 in revenue from shredding which is almost double the total from 2016. This is largely due to an increase in imaging projects along with individual departments reducing their physical footprint for the building move in 2020. With the value of mixed paper significantly declining due to the over-saturation of resources, the DSC will be leveraging a vendor to provide shredding services on-site in 2018, while continuing to offer in-house pickup services.</p>	Year	B&W Imp	Color Imp	2015 Total	~3,500,000	~1,200,000	2016 Total	~4,800,000	~2,000,000	2017 Total	~3,000,000	~1,200,000	Year	Large Format Imp	2015 Total	~1,000	2016 Total	~1,600	2017 Total	~3,000
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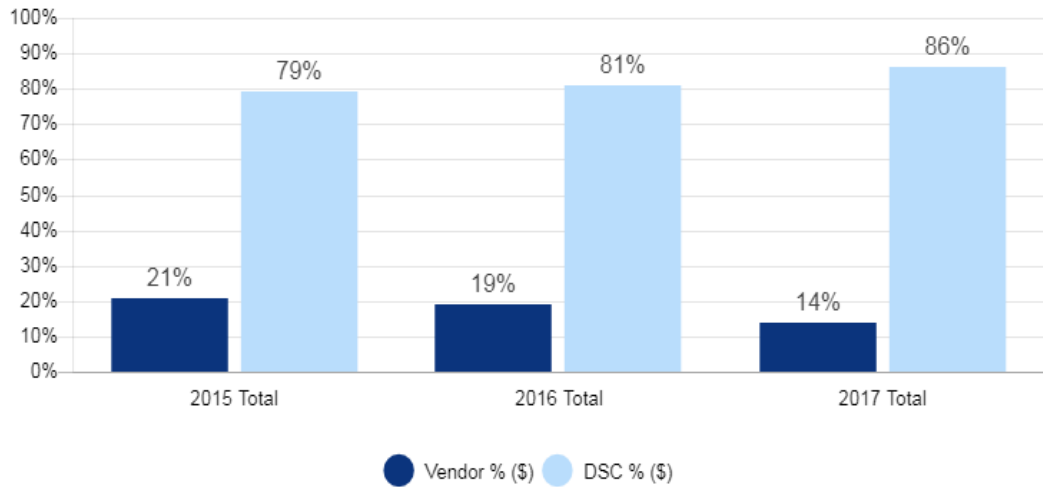
DSC 2017 Metrics



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 2017, 86% of the jobs processed through the DSC were handled in-house, the highest percentage to date.

In House Jobs (as % of total \$)



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. Requests are typically handled within 24 hours.

Legislative Support & Administration

The Legislative Support & Administration (LSA) Division supports community-focused, participatory governance, delivers a myriad of delegated services, and attends to the administrative functions of the department. The LSA Division accounts for 46% of the operating budget (\$2.9M) and 47% 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>In 2017, secretariat services included programming, procedural and technical support, research, and drafting assistance, all of which were provided in accord with the City Charter, Code of Ordinances, and other authorities; these services were provided in a timely and, where possible, proactive manner, and were responsive to the needs of decision-making bodies that were served by the Clerk’s Office. Additionally, the Council President and other occupants of the chair received the support required to preside effectively.</p>																																																																																							
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Executive Committee	13	20																																																																																						
Charter Commission	10	31																																																																																						
GRAND TOTALS		240	59																																																																																					
<p>The foregoing chart reflects only a fraction of the commitment to ensure effective conduct of business by these 15 decision-making bodies during 240 meetings (does not include the study session). However, these data do not reflect the significant time and resources committed by the secretariat team to daily interactions with departments on the preparation, review, and submission of agenda items; planning meetings with committee chairs to review and finalize meeting agendas; work done in preparation for meetings or as a follow-up to meetings to communicate results, prepare reports, and draft the official acts to be considered by the full City Council.</p>																																																																																								
<p>Legal Publications, Notices & Agendas</p> <p>By law, all acts must be published in the City’s designated newspaper before becoming legally effective. Additionally, the law requires a number of notices to be issues and/or published—prior to and following meetings or hearings—to inform the public about the myriad of decisions and actions taken by the City of Minneapolis. In 2017, 100% of</p>																																																																																								

legally-mandated notices were published in the City’s official newspaper within prescribed timelines. These notices were also posted to the City’s website to give broader publicity to such matters. In total, the Office of City Clerk paid \$46,109 for all legal notices and publications that were managed by the department for and on behalf of the enterprise.

The standard for publishing and posting meeting agendas is no less than 24 hours before the scheduled start time for the convening of each meeting. In general, agendas were published and posted in compliance with this standard; however, the secretariat did not achieve this level of success for every meeting of every committee in 2017, resulting in a 93% compliance rate of posting agendas no less than 24 hours prior to a meeting. It should be noted that these exceptions which created non-compliance with the set standard are typically the consequence of delays in the 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 1,472 files encompassing the legislative output of the City Council and its standing committees were created in 2017.

2. Official Acts

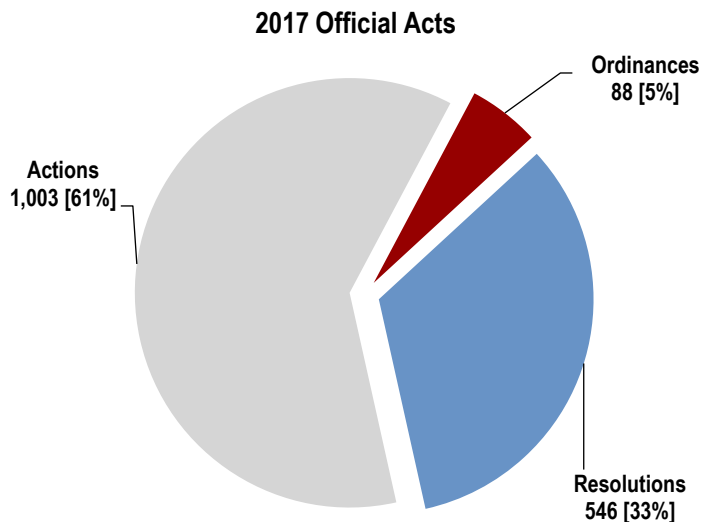
Pursuant to City Charter, “official acts” include all ordinances, resolutions, and other actions passed by the required vote of the City Council and approved by the Mayor, or, in the case of a veto by the Mayor, as approved by a two-thirds vote of the entire membership of the City Council. In 2017, the City Council approved the following official acts—

A. Ordinances:

- 56 ordinances were newly introduced;
- 88 ordinances were enacted, including carry-over items from the previous year, as well as one proposal for amendment to the City Charter;
- 54 ordinances were codified; and
- 100% of ordinances were produced without error, determined by the number of re-publications required (0).

B. 546 resolutions were adopted, all produced without error, determined by the number of re-publications required (0).

C. 1,003 actions were approved, all produced without error, determined by the number of re-publications required (0).



3. Agenda & Agenda Packets

A total of 234 agenda packets were produced for the 15 bodies supported by the secretariat team in 2017, which encompassed a total of 2,246 individual agenda items. Agenda production is one of the most complex and time-sensitive enterprise processes involving 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, accessibility, etc. Consequently, agenda production is the central focus of the secretariat and consumes the bulk of the team’s resources.

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

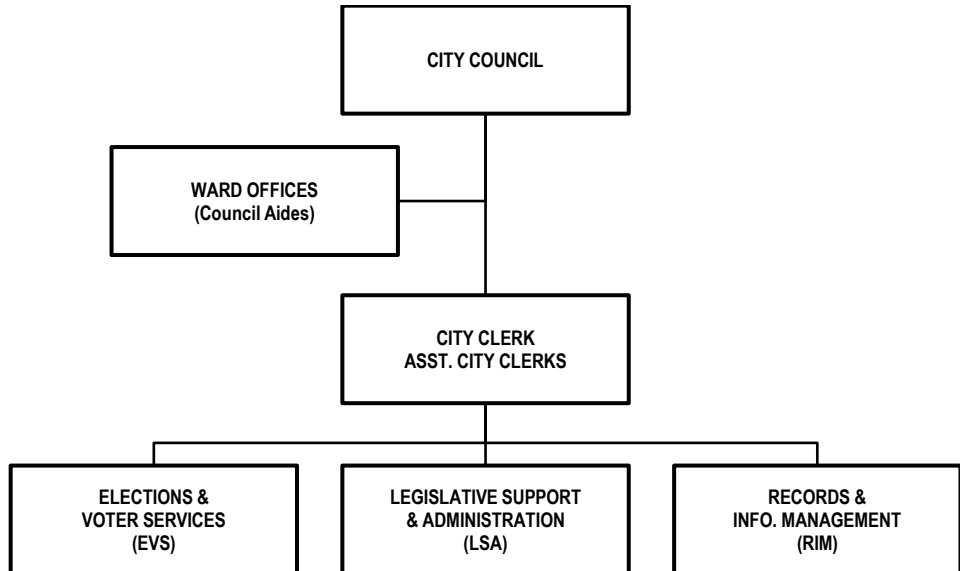
- A. 197 committee reports reflecting formal recommendations of standing policy committees submitted to the full City Council for its consideration;
- B. 1,425 pages in the *Journal of Proceedings*—the official record of City Council—produced without error, as determined by re-publications required (0);
- 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. 119 pages of statistical analyses produced for the year, including access to underlying data sets, providing details about actions and decisions taken by the City Council and its committees;
- E. 884 certified copies of official acts produced, averaging 38 certifications per two-week cycle; and

Information specialists provided research and reference support in response to approximately 100 requests from policymakers, attorneys, departments, and the public in 2017. 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 policy leadership of the City Council, through 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).

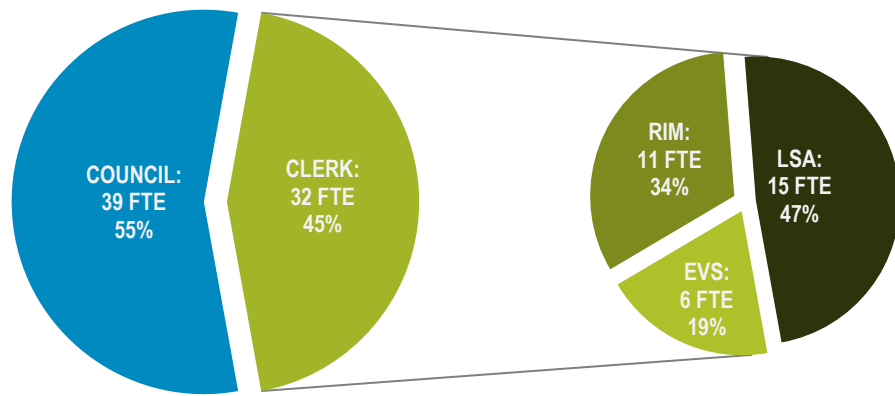


Operations in 2017 continued to comply with all legal, regulatory, policy, and procedural requirements. There were no instances of non-compliance reported. The department's workforce, finances, and information systems are all aimed at securing the necessary capacity and capability to achieve its strategic outcome.

Workforce

In 2017, the Legislative Department had a staffing complement of 71 FTE positions, as follows:

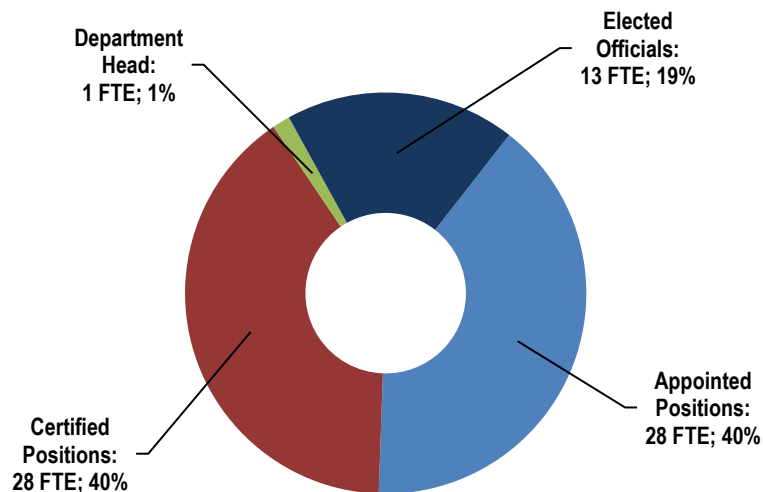
Staffing Levels for Legislative Department



The City Council had a 2017 permanent workforce of 39 FTE positions spread across 13 ward offices; each ward essentially functioning as an independent sub-unit within the Council Division. The Council Division 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 and has been in place since at least 2010.

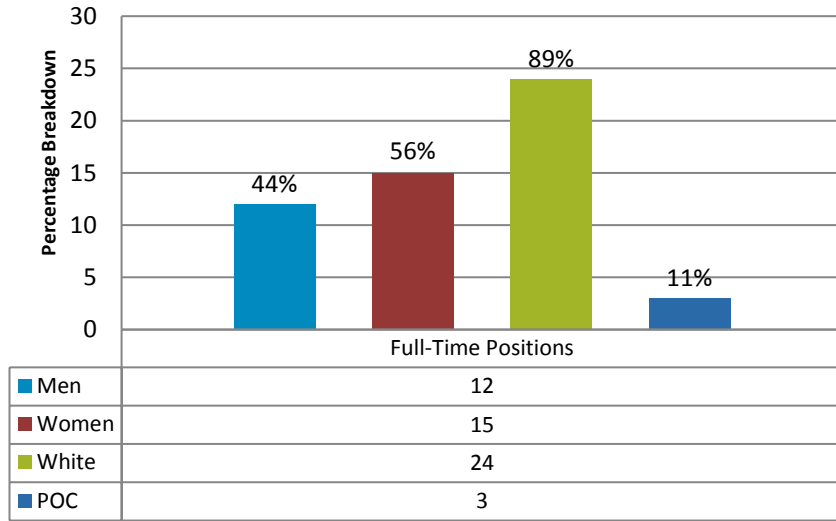
The Office of City Clerk had a 2017 permanent workforce of 32 FTE positions; of these, 27 positions were filled consistently during the year, showing an 84% operational capacity. A handful of positions were deliberately kept unfilled to generate operational savings. Additionally, one FTE management analyst (Ebnet) was detailed throughout all of 2017 to the City Coordinator as part of an initial in-house policy research unit. As shown above, the bulk of staffing is in the Legislative Support & Administration (LSA) Division, which is focused on servicing the City Council and its committees. Vacancy savings sustained throughout the year in all three core business lines of the Clerk's Office were reallocated to close the funding shortfall in EVS due to overspend on the 2017 Municipal Election.

Department Position Details



In 2017, the RIM Division received a new FTE records management specialist and, using existing position vacancies, a second FTE records management specialist was created, bringing the total number of FTE positions to three. The addition of these positions increased the RIM bench strength and will enable it to pursue many recommendations outlined in its management response to the 2015 Data Governance/Records Management Audit.

Office of City Clerk: Workforce Demographics

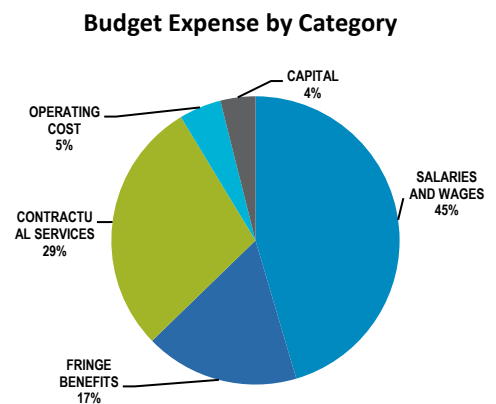
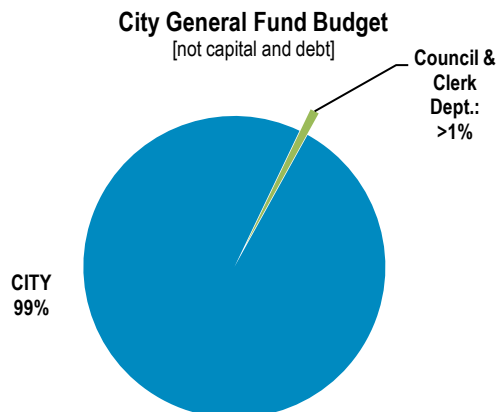


Job Groups	Female Incumbency	Female Availability (SMSA)	Female Availability (Minneapolis)
Officials and Administrators	33.0%	43.0%	49.0%
Professionals	70.0%	54.0%	50.7%
Technicians	0.0%	51.1%	44.0%
Administrative Support	60.0%	61.5%	56.6%

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 \$11,157,813, totaling less than 1% of the City's 2017 Budget. This funding level is consistent with prior fiscal years, despite additional investments. The department ended the 2017 fiscal year reporting a deficit of approximately \$879,682, primarily attributable to the actual spend in the EVS Division for the municipal election. Salaries and benefits are the largest budgetary commit, at approximately \$7,359,006, about 66%. 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 \$3,798,807, or 34%, of the operating budget.



Innovation, Design & Technology Team

The department advanced several technology projects in 2017 to increase its operating capacity, building on work that has been ongoing for several years. The department's in-house technology team was reorganized, expanded, and rebranded as the Innovation, Design & Technology (IDT) Team. Under the leadership of Grant E. Johnson, the team now includes Operations Technician Char Peterson and Project Coordinator Aaron Grossman. The team provides centralized, in-house leadership and support for technology and office systems, including liaison with the City's IT Department; project management and interdepartmental coordination; administration of departmental websites, social media sites, and a variety of communications initiatives.

The most significant achievement in 2017 was the launch in September of the Legislative Information Management System (LIMS), which provides comprehensive access legislative and policy data, inclusive of all data including the entire 2014-2017 Term of City Council through current date. LIMS replaces obsolete systems and provides more robust support for legislative functions as well as support for various appointed boards and commissions within the City enterprise. To complement this multi-year initiative, the Clerk's Office produced a user manual, updated legislative style guide, easy-to-use templates, and a series of instructional videos and coordinated 25 separate training sessions for departments on the use of LIMS prior to its launch on September 11. Before the system launched, the LIMS project team recreated all RCAs, files, agendas, and reports; that was a total of 1,440 RCAs, 1,504 files, and the agendas, proceedings, and committee reports tied to 140 separate meetings. As a consequence of this massive data conversion, the LIMS team thoroughly learned the system and was able to identify bugs prior to launch.

In addition, to coincide with the launch of LIMS and to promote the new system, the Clerk's Office launched new social media accounts on Twitter and Facebook, expanding on the existing accounts dedicated to Elections & Voter Services. A number of informative and entertaining videos were produced to promote the launch of LIMS and to explain the benefits of the new system, and regular posts were made to announce the availability of meeting agendas together with a weekly at-a-glance calendar of public meetings. A new social media plan was put in place to promote the work of City Council and its standing committees to help point residents to information newly available through LIMS.

In other work, the IDT team continued efforts to identify a replacement for the existing Constituent Relationship Management (CRM) system used by ward offices for call tracking and constituent casework.

In conjunction with RIM, the IDT team participated in an initial needs analysis and scoping of 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.