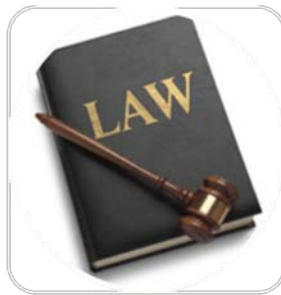


# Office of City Clerk

2018 ANNUAL REPORT



**Achievable**

**ONE MINNEAPOLIS**

Elections &  
Voter Services

**Accessible**

**A CITY THAT WORKS**

Legislative Support &  
Administration

**Accountable**

**A CITY THAT WORKS**

Records & Information  
Management

## 2018: A Year in Review

### Message from the City Clerk

2018 ushered in a new four-year, elective term of the City Council. The Office of City Clerk began the year leading enterprise efforts to on-board and orient newly-elected Council Members and their staffs, culminating in formal inaugural ceremonies on January 8, followed by the organization of the City Council for its 2018-2021 Term. Tenth Ward Council Member Lisa Bender was elected President and Eighth Ward Council Member Andrea Jenkins was elected Vice-President of the City Council, with Twelfth Ward Council Member Andrew Johnson as Majority Leader and Second Ward Council Member Cam Gordon as Minority Leader. The City Council adopted a standing policy committee structure that includes 12 committees, and regular meetings began January 16. The Clerk's Office also shepherded the appointment and reappointment of the City's ten charter department heads through the intricate processes dictated by the City Charter following formal nomination by Mayor Jacob Frey.

The formal leadership transition—following the 2017 Municipal Election—saw significant accomplishments in the first year of the new City Council. For example, in 2018, the City Council gave preliminary approval to the City's 2040 Comprehensive Plan, laying out a 20-year vision for the future development of the community; established the policy framework for a Municipal Identification Program; amended the City Charter to increase the City's maximum borrowing limits on capital projects from \$15 million to \$80 million; initiated plans for the upcoming 2020 Census; and provided front-line response, coordination, and support for an encampment of homeless and displaced persons, which resulted in the creation of a first-of-its-kind Navigation Center where multiple government and nonprofit agencies provided services in a protected, safe environment. In all these efforts and more, the Clerk's Office played an important, behind-the-scenes supporting role for the City Council and the enterprise. The Clerk's Office also contributed to organizing efforts for a new Strategic + Racial Equity Action Plan, which carried forward into 2019.

In addition to these enterprise achievements, the Elections & Voter Services Division successfully administered the 2018 Gubernatorial Election, which had a record-setting 67.7 percent turnout of the city's voting-eligible population. In total, EVS enabled 207,114 voters to cast ballots—a level of participation normally associated with a presidential election. As part of ongoing efforts to increase access to the ballot among all communities, under the leadership of the Mayor and Council, EVS operated three satellite Early Vote Centers for the general election in conjunction with the seven-day Direct Balloting period in the final week leading to Election Day. These satellite centers were extremely popular with voters, offering voters greater convenience and opportunity to participate. In total, 19,843 voters cast ballots at one of the multiple Early Vote Centers during that final week prior to Election Day, accounting for 38 percent of all absentee ballots cast in the record-setting 2018 general election. Another highlight of the 2018 midterm election was the record-setting participation via EVS's nationally award-winning Student Election Judge Program attracted a record-setting 400 student judges that were placed in Minneapolis precincts for the 2018 general election. Participants were drawn from 38 different schools that included a mix of public, private, charter, and home-schooled students. In fact, so many students applied to join the Student Election Judge program in 2018 that Minneapolis had to help place these students with other city and county election offices because of the statutory cap limiting the number of student judges per precinct.

The Records & Information Management Division continued to lead efforts to open the City's information assets. 2018 saw a 65 percent increase in the number of data requests handled by RIM, a multi-year trend that is not anticipated to lessen in the future. Despite the year-over-year escalation in request volumes, RIM was successful at closing 94 percent of all requests in 2018, though the length of time to close requests increased significantly in

some areas. Most notably, RIM saw substantial increases in the number of transactional data requests—those which pertain to information classified by law as public data and which are relatively simple to produce. To address this increased volume, RIM has partnered with the IT Data Analytics Team to identify, evaluate, and automate the publication of frequently requested data sets via the City’s Open Data Portal.

Among other accomplishments, RIM led the development of the first-ever STATE OF DATA report, presented to the City Council’s Enterprise Committee on November 8. This report—a multi-departmental collaboration—presented a structured approach to leverage government data as a strategic asset using a simple framework of **CREATE | SHARE | UNDERSTAND**. Ultimately, the State of Data report is intended to inform decision-making with timely and contextualized understanding about long-term implications of policy proposals; to enhance and expand meaningful opportunities for community participation in civic affairs; and to improve and streamline operations across the enterprise.

The Clerk’s Office 2018 actual expenditures totaled \$7.3 million, which was within its authorized appropriation of about \$11 million, achieving a year-end savings of about 6 percent. This was the first time in many years that the office was successful at completing the full year within budget, and was primarily due to the collaboration with the Chief Finance Officer and Finance & Property Services Department to ensure sufficient resources for the 2018 Gubernatorial Election. As a result of this partnership and the close attention to financial planning and refinement, the Clerk’s Office had a positive year-end balance of \$381,000. Department staffing remained constant in 2018, with a total of 31 full-time positions, although several vacancies were deliberately carried throughout the year to offset project-related and other operating costs.

As always, underlying all these successes (and more) was the unwavering commitment of an incredible team in the Clerk’s Office. Their work supported the City enterprise and, through it, the community we all serve. The major accomplishments detailed in this report, among many other endeavors and initiatives in 2018, advanced the core purpose of the Office of City Clerk: ***the achievement of a representative local government that is accessible and accountable to the community it serves.***

CASEY JOE CARL  
City Clerk

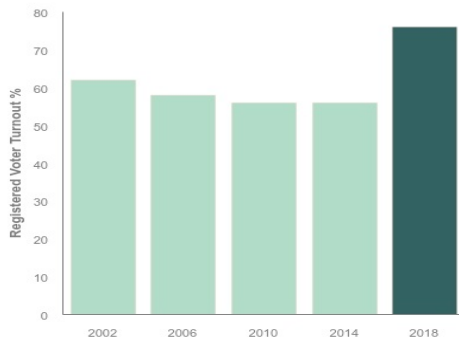
# Key Performance Indicators: 2018

## Elections & Voter Services

The Elections & Voter Services (EVS) Division ensures all voters have equitable, impartial access to the ballot box and that every ballot is accurately and properly counted. To achieve this outcome, EVS maintains a state of readiness to conduct an election whenever required. The EVS Division accounts for 23% of department operating budget (\$1.4M) and 19% of personnel resources (6 FTEs).

## 2018 Minneapolis Election

### 2002 to 2018 GUBERNATORIAL TURNOUT



### 2018 MINNEAPOLIS VOTERS

 **52,313**  
Early Voters

**20,386**  
Election Day Registrations 

 **154,801**  
Voters on Election Day



### VOTERS at EARLY VOTE CENTERS

**26,156**

Minneapolis opened four geographically diverse Early Vote Centers in 2018

### SERVICE HOURS of IN-PERSON EARLY VOTING

Downtown EVC: Open Sept. 21 - Nov. 5  
North, East, South EVCs: Open Oct. 30 - Nov. 5

**512**



### 2,215 ELECTION JUDGES

- including -

**400**  
STUDENT JUDGES  
representing  
**38**  
Area High Schools

**388**  
BILINGUAL JUDGES  
speaking  
Amharic, ASL, Hmong, Oromo,  
Somali, or Spanish

<b>Division:</b>	<b>Elections &amp; Voter Services</b>																														
<b>Program:</b>	<b>Elections Planning &amp; Operations</b>																														
<b>Deliverable:</b>	<b>Minneapolis is prepared to conduct an election whenever required</b>																														
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>																														
<b>Voters are “election ready.”</b>	<p>The Voter Outreach &amp; Education (VOE) program strives to ensure all voters are able to cast ballots with confidence in the integrity of the electoral process.</p> <p><b>Voter Registration</b> Registration is the mandatory first step in the voting process; thus, registration rates are an important indicator of a community’s level of election readiness. Between the 2014 and 2018 midterm elections, registration increased 5.5%, the equivalent of approximately 13,127 more registered voters. The City ultimately achieved a total of 249,298 registered voters by the end of the 2018 general election, of which 24,218 voters participated via same-day registration at the polls on Election Day.</p> <table border="1"> <thead> <tr> <th>Ward</th> <th>Increase from 2014</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>4.3%</td> </tr> <tr> <td>2</td> <td>3.8%</td> </tr> <tr> <td>3</td> <td>15.2%</td> </tr> <tr> <td>4</td> <td>2.8%</td> </tr> <tr> <td>5</td> <td>2.5%</td> </tr> <tr> <td>6</td> <td>7.9%</td> </tr> <tr> <td>7</td> <td>6.4%</td> </tr> <tr> <td>8</td> <td>3.8%</td> </tr> <tr> <td>9</td> <td>6.7%</td> </tr> <tr> <td>10</td> <td>9.3%</td> </tr> <tr> <td>11</td> <td>1.8%</td> </tr> <tr> <td>12</td> <td>3.2%</td> </tr> <tr> <td>13</td> <td>2.2%</td> </tr> <tr> <td><b>Citywide</b></td> <td><b>5.5%</b></td> </tr> </tbody> </table> <p>As shown in this table (<i>left</i>), all wards saw an increase in registrations in comparison to the 2014 midterm. That was particularly significant in Ward 3, where growth was strongest during the four-year period. Other notable increases occurred in Wards 6, 7, 9, and 10.</p> <p>The City’s Tenant Notice of Voter Registration (TNVR) program—introduced in 2016—netted 76 new or updated voter registrations in 2018. With more than half the City’s population being renters, the TNVR program assures this significant portion of the community is guaranteed to receive notice of the registration requirement and assisted in that process by being provided either a paper form or 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><b>Voter Outreach &amp; Education</b> The 2018 VOE program benefitted from strong partnerships with sister departments to engage, educate, and encourage participation in the election. Some highlights include:</p> <ul style="list-style-type: none"> <li>▪ A mix of free, earned, and paid media coverage to promote awareness and provide important election-related information;</li> <li>▪ Leveraging community partnerships to reduce registration gaps and make voting as accessible as possible, particularly among historically under-represented populations;</li> <li>▪ Production of a series of Voter Engagement Updates (electronic newsletters) providing weekly updates about the 2018 election that were distributed through multiple channels, primarily targeting neighborhood groups and community organizations;</li> <li>▪ Participation in a variety of community outreach events, including, as examples: <ul style="list-style-type: none"> <li>- REV UP Campaign to encourage and increase registration among residents with disabilities,</li> <li>- The “Make Voting a Tradition” campaign, a successful multi-year initiative to engage, educate, and empower the American Indian community,</li> <li>- Naturalization ceremonies, led by NCR’s Office of Immigrant &amp; Refugee Affairs,</li> <li>- “Welcome Week” events at area university and college campuses; and</li> </ul> </li> <li>▪ Recruiting an increasing number of election judges from culturally-specific communities to ensure a diverse pool of poll workers who reflect the people served in each precinct, aligned with enterprise strategic goals to better represent the entire city;</li> <li>▪ Promoting early awareness about the 2020 Census and subsequent redistricting and the implications of these procedures on political representation, empowerment, and the critical importance to communities that have historically been under-represented, including (but not limited to): young people, college-aged residents, and new citizens; residents for whom English is a secondary language; communities of color; and highly-mobile populations, including active military service members and their families and renters, and others across the spectrum of the City’s multiple diverse populations.</li> </ul>	Ward	Increase from 2014	1	4.3%	2	3.8%	3	15.2%	4	2.8%	5	2.5%	6	7.9%	7	6.4%	8	3.8%	9	6.7%	10	9.3%	11	1.8%	12	3.2%	13	2.2%	<b>Citywide</b>	<b>5.5%</b>
Ward	Increase from 2014																														
1	4.3%																														
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<b>Citywide</b>	<b>5.5%</b>																														

**National Voter Registration Day**

EVS and NCR collaborated with Hennepin County Elections to promote the 2018 National Voter Registration Day (NVRD) on Tuesday, September 25. Staff were stationed at a variety of community gathering spots to engage the public about voting, the need to register, and other election-related information. Locations included:

- |                                       |                       |                 |
|---------------------------------------|-----------------------|-----------------|
| Cedar Riverside Opportunity Center    | Lao Assistance Center | Pow Wow Grounds |
| Cora McCovey Health & Wellness Center | Midtown Global Market | Urban League    |
| H White Mens Room                     | North Market          | Waite House     |

Through these efforts, more than 900 individuals were engaged in conversations resulting in 67 new and/or updated voter registrations.

**2018 Voter Information Guide**

EVS produced a 2018 Voter Information Guide mailed to every household in the final 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 how to confirm current registration status or register at the polls on Election Day;
- How to access a sample ballot;
- Key details about the midterm election, including service hours for Early Vote Centers, vote-by-mail return deadlines, and information about Election Day, including voter resources and assistance, voting instructions, and EVS contact information;
- Updated polling place rules;
- A copy of Minnesota’s “Voter’s Bill of Rights” as codified in Minn. Stat. § 204C.08, subd. 1d; and
- Information regarding the 2020 Census and subsequent redistricting.

The screenshot shows a section titled "Three ways to vote" with three sub-sections: "Vote by mail", "Vote early in-person", and "Vote on Election Day at your polling place". It includes details on return deadlines, early vote center hours and locations, and polling place information for Election Day.

EVS produced similar guides in 2013, 2016, and 2017 elections. Costs for production and distribution of the voter guides in each of those election years are shown on the table below. The primary source for the lower overall cost in 2018 is due to an improved city address list provided by IT, which allowed access to several USPS discounts on bulk mail postage. By removing duplicate or erroneous addresses, EVS utilized a much more accurate count in 2018.

2013 Voter Guide	2016 Voter Guide	2017 Voter Guide	2018 Voter Guide
Municipal Election	Presidential Election	Municipal Election	Gubernatorial Election
Expected Turnout: Low	Expected Turnout: High	Expected Turnout: Low	Expected Turnout: High
Three 11x17 pages, double-sided and folded	Four 11x17 pages, double-sided and folded	Two 11x17 pages, double-sided and folded	Two 11x17 pages, double-sided and folded
Separate envelope	Tabbed and direct-mailed	Tabbed and direct-mailed	Tabbed and direct-mailed
200,000 units	200,000 units	200,000 units	177,000 units
Sample ballot included	Sample ballot included	No sample ballot included	No sample ballot included
100% outsourced	58% outsourced	65% outsourced	100% outsourced
Cost/Unit = 49 cents	Cost/Unit = 49 cents	Cost/Unit = 44 cents	Cost/per Unit = 37 cents
<b>Total Cost = \$97,536</b>	<b>Total Cost = \$97,486</b>	<b>Total Cost = \$87,859</b>	<b>Total Cost = \$64,745</b>

**Candidate Information Packet and Communications**

EVS produced a 2018 Candidate Information Packet that was provided to all candidates for Minneapolis School Board candidates when they filed. The packet was designed to be a single source of answers to questions candidates and campaigns might have while running for office, whether to reference relevant election laws or simply check filing deadlines. In addition, materials were made posted to the EVS website to make them accessible to other candidates on the ballot.

EVS also engaged in new outreach efforts with candidates, campaigns, and local political parties by sending periodic communications throughout the election cycle. These emails included status reports about early voting and turnout statistics, highlighted upcoming election deadlines, and provided reminders about relevant election laws. Similar communications had previously only been provided in connection with municipal elections. Following the 2018 election, EVS sent an anonymous survey to all recipients soliciting feedback about the impact of these regular communications which generated favorable responses overall. One survey participant commented: “Thanks for being so communicative. It built my trust in the system.”

**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 2018 population exceeding 422,000, Minneapolis achieved a 67.7% turnout for the general election (CVAP), putting it on par with participation levels for a presidential election. This high level of engagement reflects a continuing upward trend in turnout for all elections between 2010 and 2018, partially reflected in the following table comparing the 2014 and 2018 midterm elections.

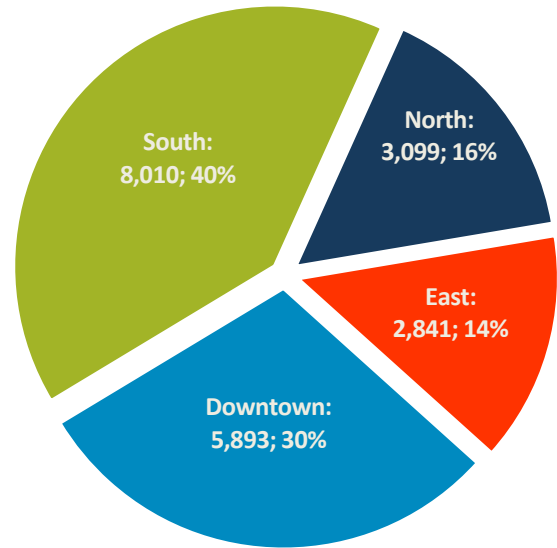
<b>GUBERNATORIAL (MIDTERM) ELECTIONS</b>			
<b>2014</b>		<b>2018</b>	
Est. City Population = 407,395 [U.S. Census Bureau]		Est. City Population = 422,331 [U.S. Census Bureau]	
<b>PRIMARY</b>	<b>GENERAL</b>	<b>PRIMARY</b>	<b>GENERAL</b>
Pre-Reg. Population = 232,050	Pre-Reg. Population = 227,660	Pre-Reg. Population = 239,985	Pre-Reg. Population = 249,298
<b>Total Ballots Cast = 29,219</b>	<b>Total Ballots Cast = 137,362</b>	<b>Total Ballots Cast = 101,266</b>	<b>Total Ballots Cast = 207,114</b>
<b>Turnout = 12.46%</b>	<b>Turnout = 55.55%</b>	<b>Turnout = 40.62%</b>	<b>Turnout = 75.72%</b>
Absentee # / % = 3,930 / 13.49% <i>(see detail below)</i>	Absentee # / % = 12,279 / 8.94% <i>(see detail below)</i>	Absentee # / % = 15,008 / 14.82% <i>(see detail below)</i>	Absentee # / % = 52,313 / 25.26% <i>(see detail below)</i>
<i>Vote-By-Mail: 1,331</i>	<i>Vote-By-Mail: 8,061</i>	<i>Vote-By-Mail: 6,006</i>	<i>Vote-By-Mail: 21,979</i>
<i>Early In-Person: 1,815</i>	<i>Early In-Person: 2,559</i>	<i>Early In-Person: 5,755</i>	<i>Early In-Person: 26,156</i>
<i>Other: 784</i>	<i>Other: 1,659</i>	<i>Other: 3,247</i>	<i>Other: 4,178</i>
EDRs # / % = 1,787 / 6.13%	EDRs # / % = 19,622 / 14.28%	EDRs # / % = 9,317 / 9.20%	EDRs # / % = 24,218 / 11.69%
Election Day # / % = 25,199 / 86.51%	Election Day # / % = 125,083 / 91.06%	Election Day # / % = 86,258 / 85.18%	Election Day # / % = 154,801 / 74.74%

**Early Voting, Direct Balloting & Election Day Registration**

Minneapolis experienced a 326% increase in absentee ballot participation in 2018, including Vote-By-Mail (VBM) and In-Person (IP) methods compared to 2014. In fact, “early voting” for the 2018 General Election accounted for 25.26% of all participation, setting a new record for absentee participation in a midterm. Roughly 1 in every 4 voters cast a ballot via absentee balloting in 2018. As in prior years, EVS operated its Downtown Early Vote Center (EVC) for the entire 46-day absentee balloting period; in addition, EVS operated three satellite EVCs during the final week leading up to Election Day, timed to align with Direct Balloting. These strategically located facilities provided voters greater opportunity and convenience to access the ballot. At the same time, in-person service hours were extended (as in all years since 2014).

2018 was the first year EVS operated satellite EVCs only during the seven-day Direct Balloting period. Despite the shortened timeframe compared to 2016, 19,843 voters cast ballots in that week, accounting for 38% of the total absentee ballots cast during the 2018 general election. The South satellite EVC was especially successful, serving 40% of all in-person early voters during Direct Balloting, as shown in the following chart. This volume exceeded the number served at the Downtown site during the same period. And data shows voters from precincts across the entire city chose the South satellite EVC to cast their ballots, not just those surrounding neighborhoods.

**Direct Balloting by EVC Site: Total & Percent**



And while turnout for the 2016 Presidential Election was three points higher (which is to be expected in a presidential election year), the total number of absentee ballots cast in 2018 was nearly similar, with only 141 fewer ballots cast in 2018 as compared to 2016 during the final week leading to Election Day. The Downtown and South EVCs saw increases of 16% and 8%, respectively, in the number of early ballots cast compared to 2016.

Voter awareness of and appreciation for the convenience afforded by Absentee Balloting has increased significantly, driven in no small part by legislative changes in recent years. For example, the enactment by the State in 2014 of “no excuse” absentee balloting followed by the enactment of Direct Balloting in 2016, where spikes in turnout via absentee balloting were experienced. This growing level of early voting—combined with the benefit of Election Day registration—has the cumulative impact of supporting greater levels of ballot access and voter participation, contributing to the City’s consistently higher rates of engagement and turnout.

**Early Voting vs. Election Day Registration**

		2014	2018	% Change
<b>Total Voter Turnout</b>	<i>Primary:</i>	29,129	101,266	247.65% increase
	<b>General:</b>	<b>137,362</b>	<b>207,114</b>	<b>50.78% increase</b>
<b>Percent Turnout</b>	<i>Primary:</i>	12.46%	40.62%	226.00% increase
	<b>General:</b>	<b>55.55%</b>	<b>75.72%</b>	<b>36.31% increase</b>
Total # Voters at Polls	<i>Primary:</i>	25,199	86,258	242.31% increase
	<b>General:</b>	<b>125,083</b>	<b>154,801</b>	<b>23.76% increase</b>
Total # EDR Voters at Polls	<i>Primary:</i>	1,246	7,727	520.14% increase
	<b>General:</b>	<b>18,641</b>	<b>20,386</b>	<b>9.36% increase</b>
Total % EDRs of Total	<i>Primary:</i>	4.94%	8.96%	81.38% increase
	<b>General:</b>	<b>14.90%</b>	<b>13.17%</b>	<b>11.61% decrease</b>
Early (Absentee) Voting	<i>Primary:</i>	3,930	15,008	281.88% increase
	<b>General:</b>	<b>12,279</b>	<b>52,313</b>	<b>326.04% increase</b>
EDR at Early Voting	<i>Primary:</i>	541	1,590	193.90% increase
	<b>General:</b>	<b>981</b>	<b>3,832</b>	<b>290.62% increase</b>
% of Absentee EDR of Total	<i>Primary:</i>	13.77%	10.59%	23.09% decrease
	<b>General:</b>	<b>7.99%</b>	<b>7.33%</b>	<b>8.26% decrease</b>
Total Voter Turnout	<i>Primary:</i>	29,129	101,266	247.65% increase
	<b>General:</b>	<b>137,362</b>	<b>207,114</b>	<b>50.78% increase</b>
Total EDR	<i>Primary:</i>	1,787	9,317	421.38% increase
	<b>General:</b>	<b>19,622</b>	<b>24,218</b>	<b>23.42% increase</b>
% of EDR to Total	<i>Primary:</i>	6.13%	9.20%	50.08% increase
	<b>General:</b>	<b>14.28%</b>	<b>11.69%</b>	<b>18.14% decrease</b>



## Precincts & Polling Places

### 1. Precincts and Population

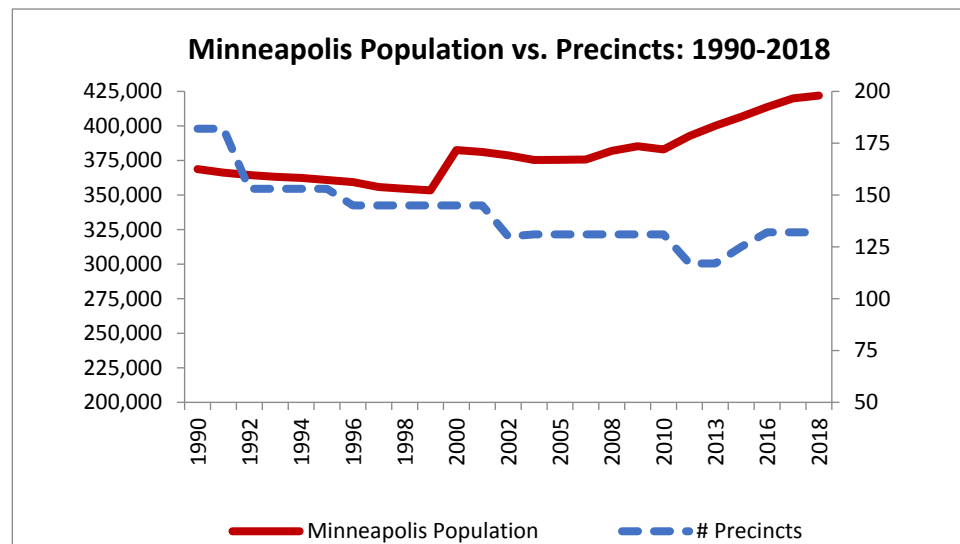
Minneapolis retained a total of 132 precincts in 2018, the same number as in the 2016 and 2017 election cycles. Guidelines promulgated by the Secretary of State indicate that precincts should not exceed 2,500 pre-registered voters; however, in 2018, 26 of the City's 132 precincts—approximately 20%—surpassed this level. The following chart shows the precincts in Minneapolis with registered voter totals for election years 2012 through 2018.

Precinct-to-Population Equalization: 2012 – 2018 Elections							
	2012	2013	2014	2016	2017	2018	
Total # of precincts	117	117	125	132	132	132	
Precinct Size by Registered Voter Count**	Precincts	Precincts	Precincts	Precincts	Precincts	Precincts	Staffing
Up to 750	5	4	6	5	7	5	7
751-1,000	4	3	8	8	5	7	9
1,001-1,300	12	8	15	16	18	16	10
1,301-1,500	12	10	8	14	14	14	11
1,501-2,000	39	31	32	33	33	30	12
2,001-2,500	28	34	35	34	34	34	12
2,501-3,000	15	24	20	19	19	21	13
Over 3,000	2	3	1	4	2	5	15

\* 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 shown in the table above, many precincts in 2018 still exceeded population-to-precinct standards, despite the addition of precincts since 2012. The following chart shows that in 1990, when the city's population was less than 370,000, there were 172 precincts to serve voters; however, in 2018, with a population approaching 425,000, Minneapolis has 132 precincts. This reduction impacts voter service and can be expected to result in long lines, extended wait times, and voter frustration, particularly in high-turnout elections like the upcoming 2020 Presidential Election.



### 2. Financial Impact of Precincts

The "average precinct" costs approximately \$12,000 to cover two election events in a single year—generally a primary and a general election. This includes costs for ballot production; staffing; supplies and materials; maintenance, storage, programming, and drayage of equipment and poll place supplies;

electronic poll book costs; signage; facility rental; postage; and ancillary expenditures. Based on this estimate, the overall financial impact of all 132 precincts could be anticipated at slightly more than \$1.6 million for both elections in 2018. However, some precincts share a common polling place, which helps reduce costs. In 2018, EVS supported 132 precincts in 124 separate polling locations, with 8 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.

**Staffing: Core Staff, Seasonal Support & Election Day Personnel**

Ensuring an adequate workforce is vital to the success of every election. Given the small size of the permanent cadre of professional election administrators, Minneapolis simply could not conduct elections without a large influx of seasonal workers and the thousands of individuals who serve as election judges in the polls. The biggest driver of seasonal staffing is absentee balloting, which includes two primary components: Vote-By-Mail (VBM) and Early In-Person (IP). As awareness about these options become more commonplace, more voters are choosing to take advantage of the convenience, choice, and accessibility they provide. This has an impact on staffing needs to administer these early vote programs. In terms of Election Day staffing, polling place needs are primarily based on a minimum base number to cover all duty stations established by state law, with local adjustments based on a variety of factors that are evaluated every year.

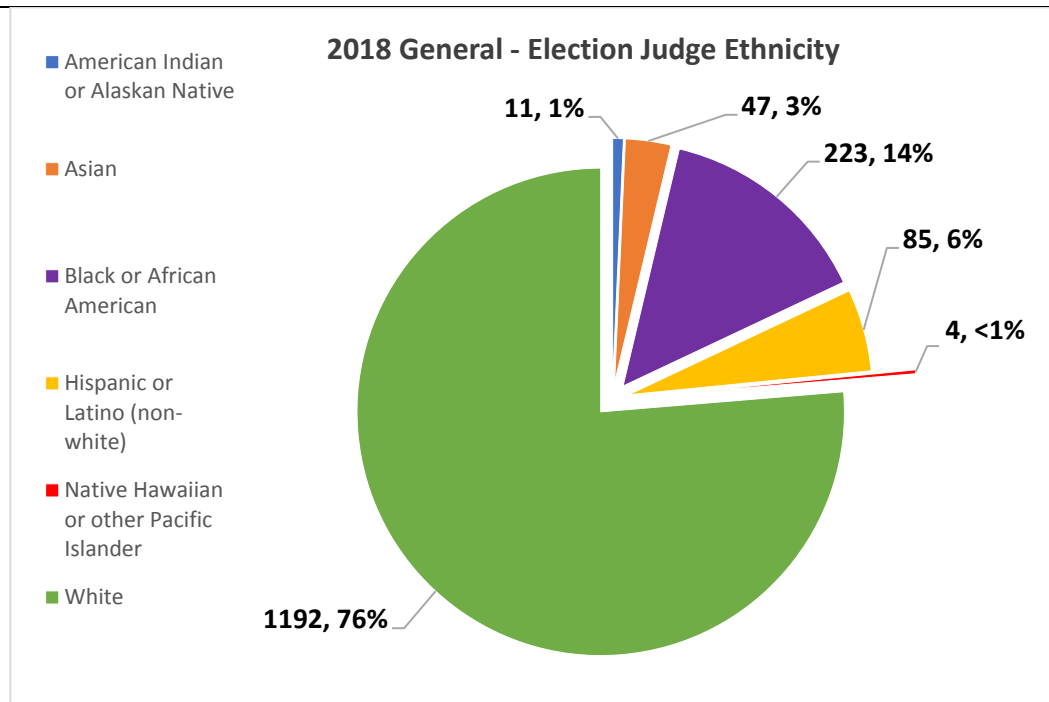
**1. Staffing Analysis**

The following table shows the staffing levels for the 2014 General Election in comparison to the 2018 General Election, reflecting the increase required to meet demand, primarily driven by increasing participation via the multiple forms of absentee balloting (early voting) as well as greater staffing levels at the polls on Election Day, particularly to offset those precincts that are overly large in terms of precinct-to-population ratios and the standards recommended by the Secretary of State.

**Staffing Comparisons – Midterm General Elections: 2014 and 2018**

2014 GENERAL ELECTION	2018 GENERAL ELECTION
Est. Pop. = 407,395	Est. Pop. = 422,331 [4% increase]
125 Precincts	132 Precincts [6% increase]
Total Staffing = - 5 Core (Permanent) Staff - 23 Seasonal Staff - 47 Judge Support Staff - 2,176 Election Judges	Total Staffing = - 5 Core (Permanent) Staff - 9 Seasonal Supervisors - 2 Seasonal Admin. Staff - 130 Seasonal Staff - 70 Judge Support Staff - 2,248 Election Judges
Total Staff = 2,251	Total Staff = 2,464 [9% increase]

Over the past several years, EVS has worked to diversify its corps of election judges (and seasonal workers) to better reflect the communities being served. The primary focus has been on recruiting, training, developing, and retaining judges from under-represented communities to work in the polls on Election Day. The chart below shows EVS’s success in terms of the race/ethnicity of its corps of election judges for the 2018 general election.



**Student Election Judges**

Minneapolis has a nationally-recognized, award-winning Student Election Judge (SEJ) program that engages youth as election judges at the polls. Many students return year after year, and the program continues to grow in popularity, with additional schools joining as partners to support this opportunity for civic engagement and hands-on learning. In 2018, a total of 150 student judges returned to work the polls along with approximately 250 first-time student judges. It should be noted that in 2018 EVS received an unprecedented 855 applications from students wanting to participate in the SEJ program. State law dictates that the total number of students who may work in a polling place, which capped the number able to work in Minneapolis at 400 students for the general election. Fortunately, EVS was able to collaborate with nearby jurisdictions to ensure that all interested students were able to be placed in polls to work the election.

General Election	2013	2014	2016	2017	2018
Total SEJ Participants	162	221	354	268	400
Total Schools Participating	10	12	33	25	37

Primary	2014	2016	2018
Total SEJ Participants	24	49	225
Total Schools Participating	7	16	35

**Language Translation Support**

EVS continues to target recruitment of election judges who have secondary language skills to ensure that all voters have equal access to the ballot, and that language barriers do not prevent a voter from being able to cast a ballot. In preparation for the 2018 election cycle, EVS identified language support needs for American Sign Language (ASL), Hmong, Oromo, Somali, and Spanish.

One of the most reliable sources for recruiting judges with secondary language fluency in the City’s Student Election Judge (SEJ) program, which has been successful at providing native speakers—particularly for Somali and Spanish—year after year. Where judges cannot be recruited to meet language needs, EVS continues to partner with Minneapolis 311 to ensure that all voters have the assistance needed to participate in the election process. Across all 132 precincts, there were a total of 42 languages represented via poll workers in 2018. The following table (*next page*) reflects the allocation of election judges with secondary language skills over the past four-year period.

	2014		2016		2017		2018	
Language	Regular Judges	Student Judges	Regular Judges	Student Judges	Regular Judges	Student Judges	Regular Judges	Student Judges
ASL	12	N/A	24	N/A	9	2	14	1
Hmong	20	13	19	17	8	11	13	10
Somali	103	41	45	67	27	38	53	82
Spanish	171	20	161	56	83	24	99	50
Oromo	17	6	5	5	5	5	5	8
<b>Total</b>	<b>323</b>	<b>80</b>	<b>254</b>	<b>145</b>	<b>132</b>	<b>80</b>	<b>184</b>	<b>151</b>
<b>Grand Total</b>	<b>403</b>		<b>399</b>		<b>212</b>		<b>335</b>	

Every ballot is accurately and properly counted.

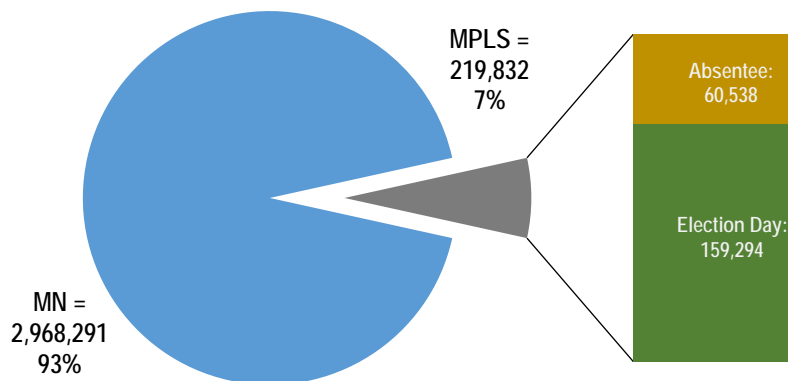
**Results Reporting**

All of the City's 132 polling locations opened to serve voters at 7 a.m. on Election Day (November 6, 2018) with all voting equipment fully operational. 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. 98% 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. The two precincts had technical issues requiring the ballots to be re-tabulated on another machine to confirm accuracy of count.

**Election Statistics (Election Day in the polls)  
A Comparison: 2014 and 2018**

	2014		2018	
	Primary	General	Primary	General
Number of Precincts	125		132	
Total Ballots Cast	25,199	125,083	86,258	154,081
Total EDRs	1,787	18,641	7,727	20,386

**Comparison of State & Local Turnout  
2018 Gubernatorial General Election**



**Cost Per Ballot Analysis**

Determining true cost per ballot is challenging because of the number of variables involved. For example, a discreet cost may be associated with both the primary and general election, such as the election judge manual, or significant expenses can be one-time costs not directly related to the administration of the election itself, such as the publication of a ballot question, as in 2013, which added \$69,545. Supplies and equipment purchased and used for more than one election cycle or the implementation of the electronic

poll books in 2017 are also examples that can skew the cost per ballot. Ultimately, 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 the following formula: 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 below illustrates that the cost per ballot fluctuates based 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) had expenses *and* ballots cast which were double that in 2017 yet the cost per ballot was relatively constant. The 2018 midterm election's cost and ballots cast is comparable to 2016, yet turnout—particularly for the primary—drove the cost per ballot down.

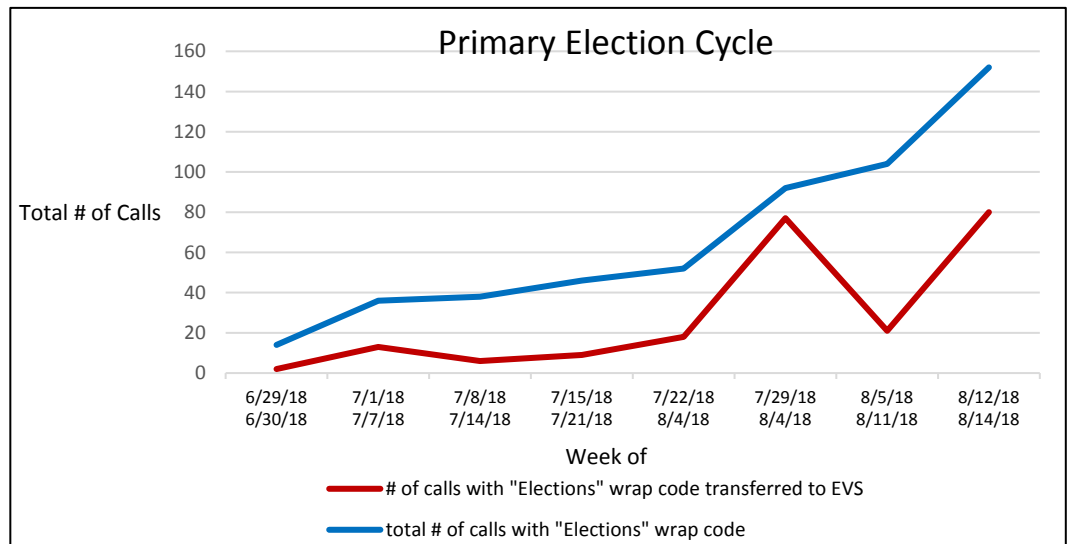
	2013	2014	2016 <sup>B</sup>	2017	2018
Election Expenses <sup>A</sup>	\$1,050,459	\$1,059,893	\$2,553,023	\$1,117,587	\$2,305,035
<b>— Ballots Cast —</b>					
Primary	--	29,129	35,227	--	101,266
General	80,099	137,352	219,832	105,928	207,114
Total Ballots	<u>80,099</u>	<u>166,491</u>	<u>255,059</u>	<u>105,928</u>	<u>308,114</u>
<b>Cost per Ballot<sup>A</sup></b>	<b>\$13.11</b>	<b>\$6.37</b>	<b>\$10.01</b>	<b>\$10.55</b>	<b>\$7.48</b>

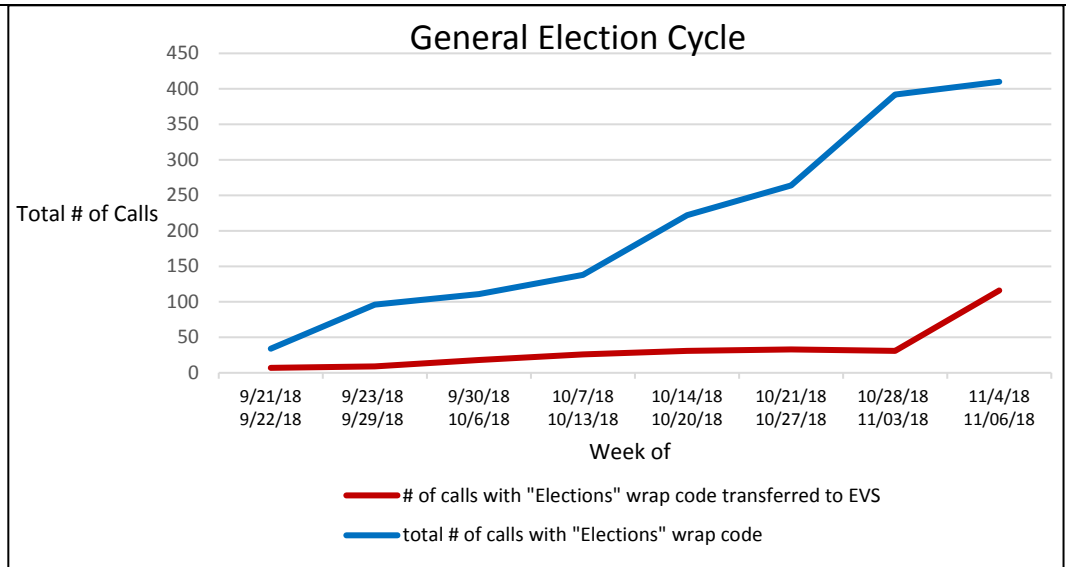
A: Based on established criteria: Total ballots cast equal the sum of each event within the election cycle and adjusted for one-time costs not directly related to the administration of the election.

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 charts on the following page display all contacts to 311 in the week leading up to and including Election Day for both the primary and general election, showing that only 22.5% of all calls had to be escalated to EVS for resolution.





An important qualifier of success, EVS did not receive any complaints under the Help America Vote Act of 2002 in connection with the 2018 elections.

***Post-Election Review***

For the 2018 General Election, Hennepin County conducted the Post-Election Review process to demonstrate the accuracy of ballot tabulation equipment. In the review, ballots from four randomly selected precincts were reviewed by hand and compared with results generated by the tabulator. The post-election review was conducted November 20, 2018. All precincts examined balanced exactly to the data generated by the tabulator.

<u>Precincts</u>	<u>Outcome of review</u>
Ward 1 Precinct 4	Balanced
Ward 1 Precinct 9	Balanced
Ward 7 Precinct 3	Balanced
Ward 9 Precinct 9	Balanced

[Records & Information Management](#)

The Records & Information Management (RIM) Division ensures information assets are managed across lifecycles to ensure business continuity, legal and regulatory compliance, probity, economy, and proper disposition or preservation. The division houses the department’s Innovation, Design & Technology (IDT) unit as well as the Document Solutions Center (DSC), which provides enterprise document production services, including design and print production, imaging, delivery, and destruction/recycling. The RIM Division accounts for 31% of the operating budget (\$1.9M) and 41% of personnel (13 FTEs).

## Minneapolis City Clerk's Office

# Records & Information Management

### 2018 Statistics

### Data Practices Requests

The City Clerk's Office is responsible for the proper management of requests for government data

Year	Data Requests
2015	386
2016	638
2017	1,108
2018	1,830

2018

## 80,000+

Documents Reviewed

### Document Solutions Center

Provides in-house document preparation, layout and design, formatting, and production support

#### 2018 Pages Produced

Page Type	Count
Color Pages	1,322,222
Black & White Pages	2,944,345

#### Super Bowl LII

- Printed over 7,000 I.D. credentials in conjunction with law enforcement
- Provided information from the Minneapolis Health Department to every food booth

#### 2018 Voter Guide

- Delivered to 177,000 households ahead of Election Day
- Increased effectiveness compared to past guides with a better distribution list and reduced production costs

### Records Management

A physical inventory of all records that exist in departments scheduled to move in 2020 was completed in 2018. This work will help reduce the paper footprint of records throughout the City.

## 34,225

### Boxes of Records

Minneapolis Archives

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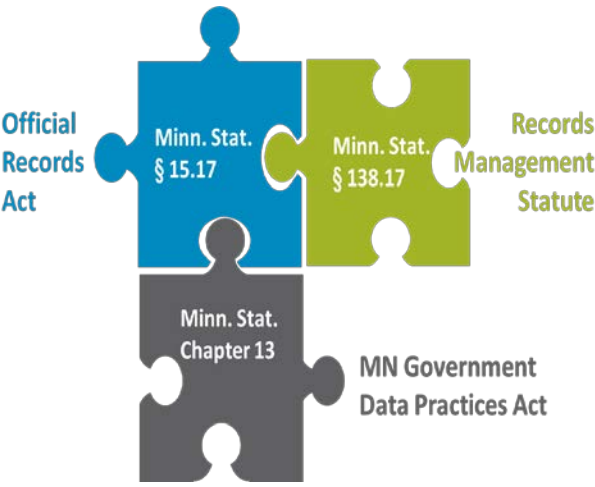
1867 - 2019

if stacked, the boxes would be as tall as...

# 100

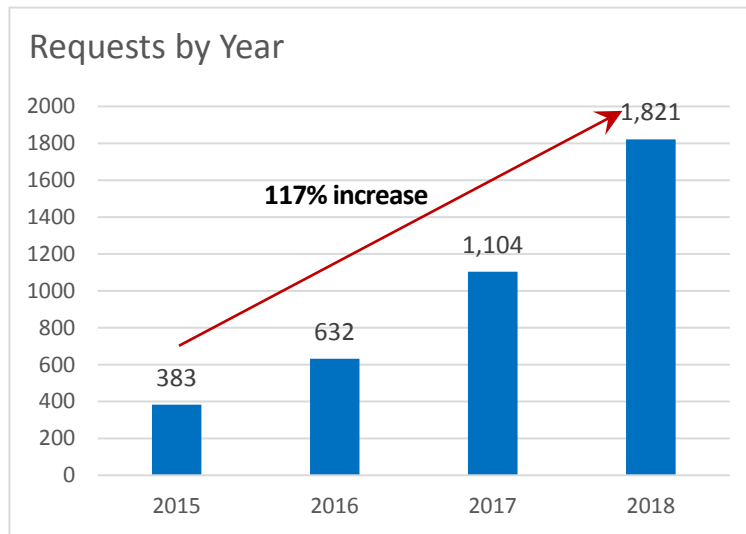
## City Hall Clock Towers

MINNEAPOLIS CITY CLERK'S OFFICE  
[www.minneapolismn.gov/clerk](http://www.minneapolismn.gov/clerk)  
 @mplsclerk

<b>Division:</b>	<b>Records &amp; Information Management</b>
<b>Program:</b>	<b>Data Access &amp; Privacy</b>
<b>Deliverable:</b>	<b>Government data is readily accessible to the public.</b>
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>
<b>Information is accessible to meet community needs and expectations.</b>	<p>Three statutes primarily constitute the framework for information governance in Minnesota; these include the Official Records Act, the Records Management Statute, and the Governance Data Practices Act. Together, these laws dictate what information—or data—government agencies must create, collect, compile, and maintain; determines a classification schema for all data, and which data are to be classified as government or non-government data; how government data is to be managed and for what period of time; and who may access government data and under what circumstances or conditions. Of these laws, the Data Practices Act is by far the most significant in terms of the broad grant of rights it confers on the public as well as the burdens and obligations it imposes on government agencies.</p>  <p>The Data Practices Act contemplates government data is public by default unless a specific exemption is established in law. All public data must be disclosed or provided in a proactive and timely manner; when the requestor is also the subject of the request, the data must be provided within ten days. This establishes an important measure of government data accessibility. Equally important, the law imposes a duty of care to ensure data not classified as public is safeguarded from unauthorized access or release. These concomitant obligations fall primarily on the City Clerk—as the City’s responsible authority—who is accountable for ensuring compliance. In that capacity, the RIM Division ensures government data classified as public is accessible to meet community needs and expectations.</p> <p><b>Data Review and Redaction Tool</b> Trends over the past few years show that requests increasingly target large data sets, resulting in the need to review thousands or tens of thousands of documents to determine, first, whether any data is responsive to the request and, secondly, to redact any not-public, protected, or confidential data. As recently as 2014, this involved manual redaction using black markers. Technology has allowed more sophisticated redaction methods, but still requires manual review of significant volumes of data. A formal RFP process to select and implement an automated review and redaction tool resulted in a contract with Everlaw for its document review platform. The RIM Division, in conjunction with the City Attorney’s Office and IT Department, worked in 2018 to acquire, deploy, and tailor the Everlaw system to the needs of the City enterprise.</p> <p><b>Rollout of Centralized Request Management Software Backend</b> Starting in late 2017, RIM collaborated with the IT Department to develop a data practices request tracking system using the ServiceNow platform, an enterprise workflow application. That prototype launched in October 2018 and will be rolled-out across the enterprise in the next year. Following initial launch, RIM began work on an external portal to allow requestors to more quickly be informed about any changes or updates with their request, to allow data to be rolled out to requestors over time, and to standardize data processing and communication.</p> <p><b>Partnership Towards Open Data</b> The increased number of requests funneled from other departments to RIM has provided the Division with the opportunity to identify trends and frequently requested data sets. In 2018, RIM partnered with the IT Data Analytics Team to determine what data could be proactively published and updated through the City’s Open Data Portal. This approach is intended to increase government data accessibility and transparency, raise awareness about the availability of data, while reducing the resources required to process highly-requested data.</p>

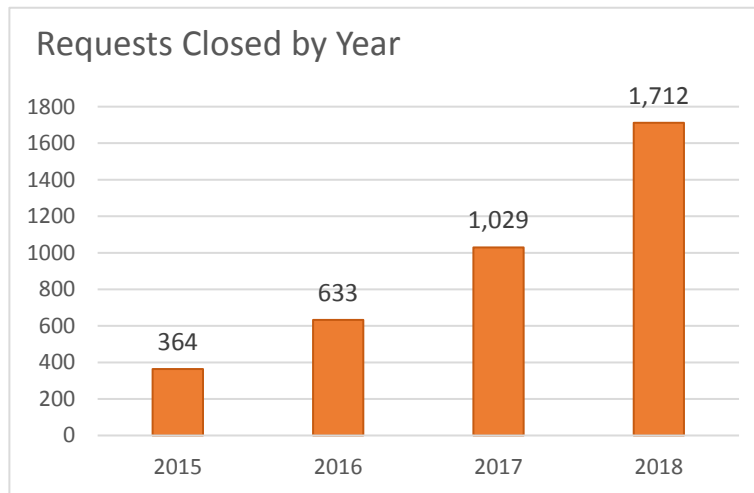


## 1. Trends in number and type



### Increasing Request Submissions

Focused outreach to departments and the public regarding the Data Request form online increased request submissions and facilitated a consistent process to requesting data.



### Requests Closed

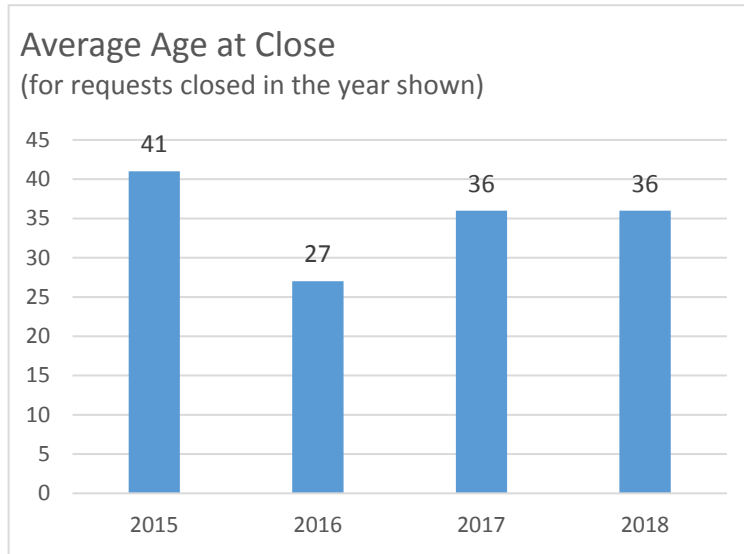
The open data portal, proactive publishing, and leveraging contract reviewers has enabled the data practices team to maintain steady close rates.

## 2. Processing time

The time required to close a data request is influenced by several factors. In 2018, RIM saw increases in the number of specific types of requests, referred to as "transactional data requests." Transactional requests are requests for data or documents which consist entirely of data classified by law as public data and which are relatively simple to produce. Still, these requests must be processed in the same manner as other requests. When possible, the IT Data Analytics Team works with departments to publish and update this kind of routine data so that it may be posted and made available from the City's Open Data Portal. In this way, requestors of these types of data may be routed to the City's Open Data Portal to access the data, and RIM is able to redirect its limited resources toward handling the more complex data requests.

Even as transactional data requests have constituted the greatest overall number of requests driving year-over-year increases, RIM has also experienced increases in the number of complex, multifaceted requests involving multiple departments, multiple years, and multiple subjects. These complex requests consume significantly more resources and can result in delayed responses or prolonged processing times. These complex data requests frequently require a project-management approach to the processing and handling of the requests, the involvement of subject-matter experts to review and explain certain aspects of potentially responsive data, and almost inevitably involve compiling responsive data from multiple departments. These complex requests pushed up average response times in 2018 into the 31-90 day and the 91-180 day ranges.

The following chart shows the average “age” of all data requests that were closed, by year, in the four-year period between 2015 and 2018. While RIM has achieved an overall decrease in the time to process and close requests, the team is still outside its self-established goal of closing the majority of data requests within 30 days.



**Steady Close Rates**

Although requests have increased, RIM has maintained close rates by leveraging proactive publication of some frequently-requested data. The goal is to average less than 30 days to close the majority of data requests.

**3. Percentage of requests closed within time frame**

TIMEFRAME	2015	2016	2017	2018
<b>10 DAYS OR LESS</b>	49.2%	56.5%	54.4%	44.8%
<b>11-30 DAYS</b>	23.4%	22.6%	19.2%	24.0%
<b>31-90 DAYS</b>	13.0%	12.6%	15.2%	18.8%
<b>91-180 DAYS</b>	6.5%	5.8%	5.4%	10.0%
<b>MORE THAN 180</b>	7.9%	2.5%	5.8%	2.5%

**Close Time Breakdown**

Increased transactional requests in 2018 raised averages in the 11 to 30-day average, while increased multifaceted requests increased time in the 91-day average and above.

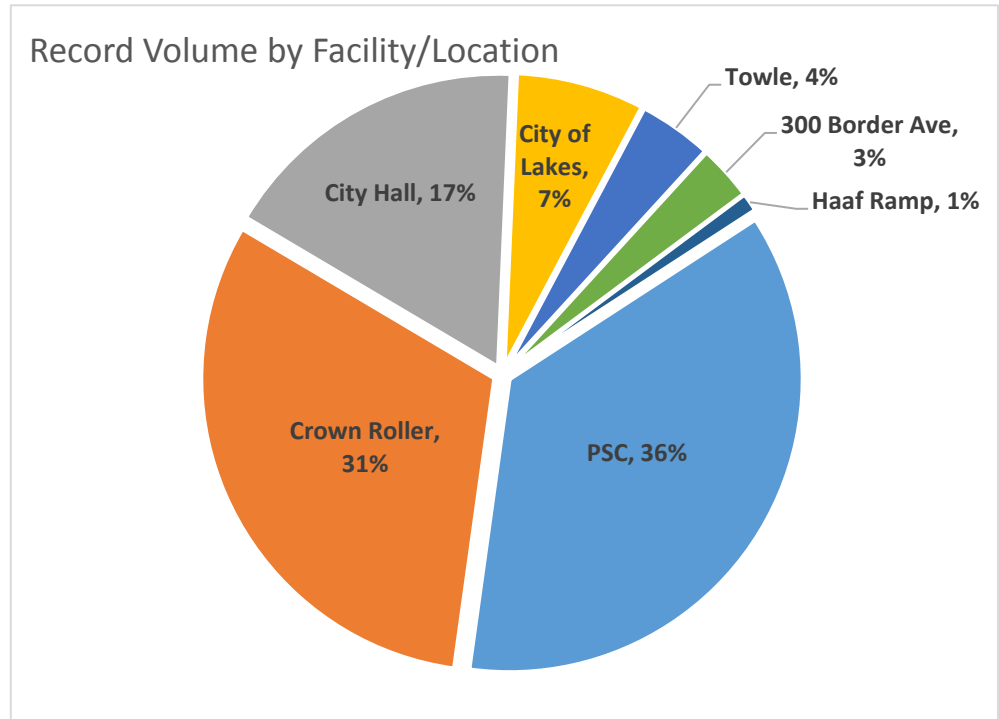
The RIM Division has only three full-time positions to address enterprise-wide response to requests for public data. With an average annual increase in requests of 68% each year—a 117% increase between 2015 and 2018—the RIM Division clearly lacks the capacity to meet both current and forecast demand, based on these trends. Data requests are not going to diminish: there is a growing awareness of and a greater sophistication among the general population about the legal requirements to produce government data; there is a marked increase in both the number and complexity of data requests; and there is an appetite for data as a means of holding government accountable in the face of record-setting levels of distrust of all levels of government, as reported through numerous national polls.

Centralizing responsibility for this work in the RIM Division is a logical and appropriate approach for the City to take, but necessitates further investment in both staff and systems. In 2018, faced with added pressures from turnover in the permanent staff, RIM added a team of contractual workers with appropriate backgrounds in document review to build capacity and reduce a growing backlog of data requests. Focusing only on data review and redaction, RIM has observed that an experienced contract document reviewer can complete an average of between 50-70 pages per hour. RIM estimates that between May and December 2018, these contractors were responsible for reviewing, redacting, and preparing more than 65,000 pages of material for release in response to public data requests.

<b>Division:</b>	<b>Records &amp; Information Management</b>																			
<b>Program:</b>	<b>Information Governance &amp; Management (IGM)</b>																			
<b>Deliverable:</b>	<b>Information is managed effectively across identified lifecycles.</b>																			
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>																			
<b>Information is managed to ensure business continuity, compliance, probity, risk, and economy.</b>	<p>Information Governance is an enterprise framework that ensures data is created, received, stored, maintained, and disposed of in compliance with applicable laws, policies, and best practices.</p> <p>In 2018, RIM focused on implementing the Information Governance Ordinance, the centerpiece of which was organizing and convening the Information Policy Governance Committee (IPGC) for its first meeting in April 2018. The IGPC is composed of the City Clerk, City Attorney, City Coordinator, and Chief Information Officer. RIM provides administrative support and coordination for the IGPC and, under its direction, organized a number of working groups in 2018 to begin the work of identifying, prioritizing, and advancing recommendations for initial projects for consideration by the IGPC. These working groups consist of subject-matter experts from multiple departments.</p> <p><b>Inactive Records Warehouse</b></p> <p>RIM is responsible for the management of approximately 18,800 boxes of inactive records, which are maintained in its warehouses. This number has remained mostly stable year-to-year because all available warehouse space is at capacity. As a consequence, any additional transfer requests are allowed only as existing files expire and are cleared for destruction. Requests for record pulls from the warehouses are typically handled within 24 hours.</p> <p><b>Departmental File Inventory</b></p> <p>A major project throughout 2018 was the creation of a detailed file inventory for those departments preparing to relocate to the new Public Service Center, which is anticipated to open in 2020, as well as inventories for those department that will subsequently relocate to City Hall. Data gathered during this process will help departments to perform detailed records assessments in order to make effective decisions tied to these upcoming relocations. This work is especially critical given limited space and square footage incorporated into the plans and designs for records storage at the new Public Service Center. In conjunction with these assessments, RIM has worked on the development of tools that departments can apply to their respective file areas to maximize the use of limited available space for new file storage areas. As records are assessed, departments will be able to reduce their overall footprint ahead of the move to the new facility through a number of initiatives, which includes imaging, file destruction (where appropriate), and greater centralization of file storage as well as increased use of offsite storage for inactive records where applicable.</p> <p>The following chart shows the result of department-specific assessments completed in 2018.</p>																			
	<p><b>Assessed Record Volume</b></p> <table border="1"> <thead> <tr> <th>Department</th> <th>Assessed Record Volume</th> </tr> </thead> <tbody> <tr> <td>Mpls 311</td> <td>0</td> </tr> <tr> <td>Assessor</td> <td>0</td> </tr> <tr> <td>Health</td> <td>46</td> </tr> <tr> <td>Reg. Services</td> <td>626</td> </tr> <tr> <td>HR</td> <td>831</td> </tr> <tr> <td>FPS</td> <td>1,063</td> </tr> <tr> <td>MPD</td> <td>2,365</td> </tr> <tr> <td>Public Works</td> <td>3,036</td> </tr> <tr> <td>CPED</td> <td>8,225</td> </tr> </tbody> </table>	Department	Assessed Record Volume	Mpls 311	0	Assessor	0	Health	46	Reg. Services	626	HR	831	FPS	1,063	MPD	2,365	Public Works	3,036	CPED
Department	Assessed Record Volume																			
Mpls 311	0																			
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FPS	1,063																			
MPD	2,365																			
Public Works	3,036																			
CPED	8,225																			

This data was analyzed in terms of its location—that is, the City facility where it is currently located—to better understand the need for available storage space in the near future and over the next several years, as well as the needed sequencing to ensure that these records are properly maintained according to established retention schedules, are available for business needs for the respective departments (and the enterprise), and that the storage solutions are the most cost-effective possible while still meeting operating needs for access to the data, all in accordance with applicable state laws and City policies.

The following chart shows the location of these data today. This visualization provides a breakdown of the footprint of existing physical records by department and location.



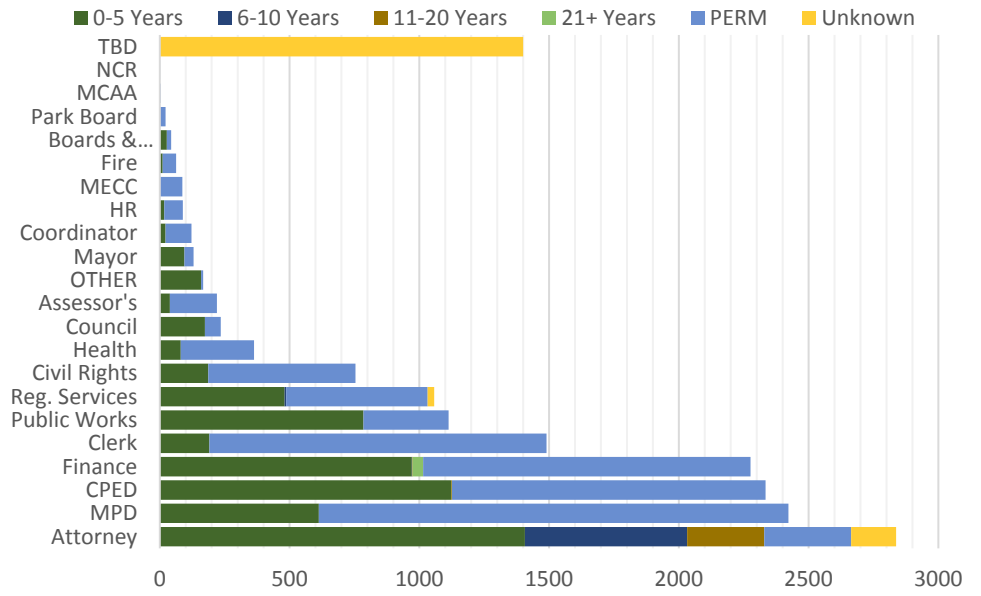
#### **Central Records Warehouse**

The central records warehouse remained full in 2018. As reported in prior years, demand for records storage far exceeds space available. As a result of this shortage in secure storage space, departments have been forced to use existing space within their operating facilities. For example, large conference rooms have been converted to file rooms in many of the larger departments. This means the City is paying a premium for records storage. Worse, the location and security of these records is largely unknown and left to the determination of individual employees, and may not be tied to an approved retention plan. The identification, location, security, access, and retention of these records has—until lately—been outside the scope of control of the Clerk’s RIM Division.

RIM currently has capacity for approximately 18,000 records boxes in the clock tower and at the Leamington Municipal Ramp. The estimated demand for storage now exceeds 23,000 boxes. Further complicating management of these inactive records is the lack of systems to identify, track, and report on volume, retention, and related matters. After years of requests, RIM secured funding in the 2019 Budget to procure a physical records inventory system. RIM anticipates an enterprise audit of existing records in its custody as part of the planned 2019 project to acquire and deploy this inventory system.

Some initial data about current storage and retention, by department, is shown on the following chart (*next page*). This shows that the City has significant demand for storage solutions at either end of the spectrum—either permanent preservation or less than 5 years. As this chart also illustrates, there is a significant volume of records currently stored in RIM’s warehouses for which no defined retention periods are assigned. RIM will need to conduct further analysis and additional assessments on this large volume of records to determine the best and most appropriate disposition for this particular collection.

### Central Warehouse: Records by Retention Period



**Division:** Records & Information Management

**Program:** Document Production Services

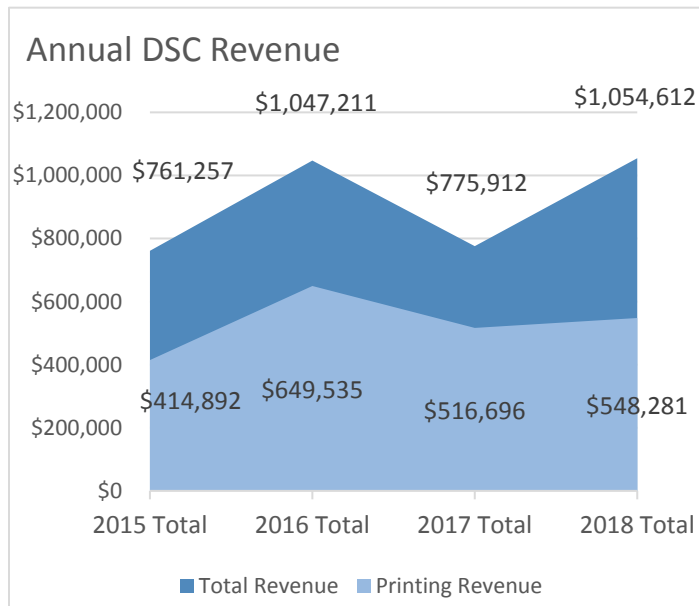
**Deliverable:** Document production services meet enterprise business needs

**Indicator(s) ↓:** Results ↓:

**Document production, delivery, storage, and destruction services satisfy enterprise needs.**

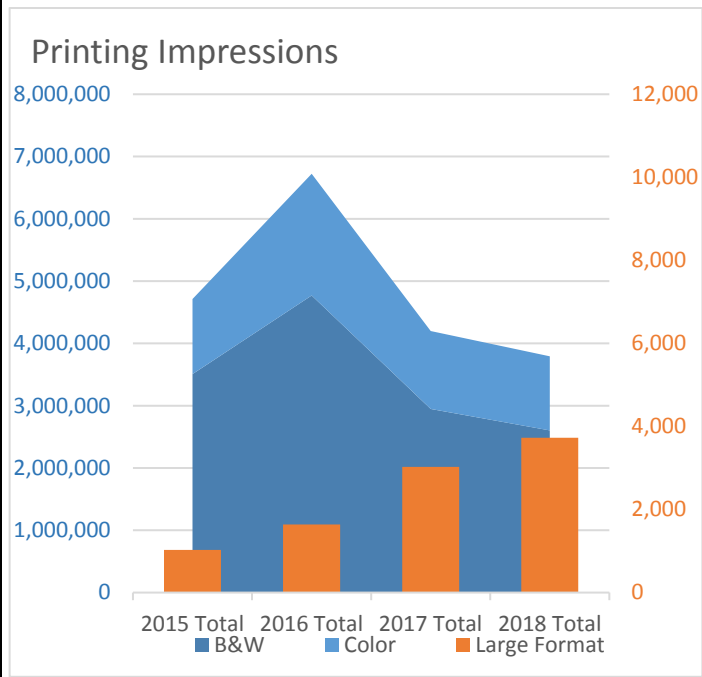
The Document Solutions Center (DSC) provides cost-efficient, effective, convenient, and high-quality document production, delivery, storage, and destruction services to the enterprise.

**Print Production**



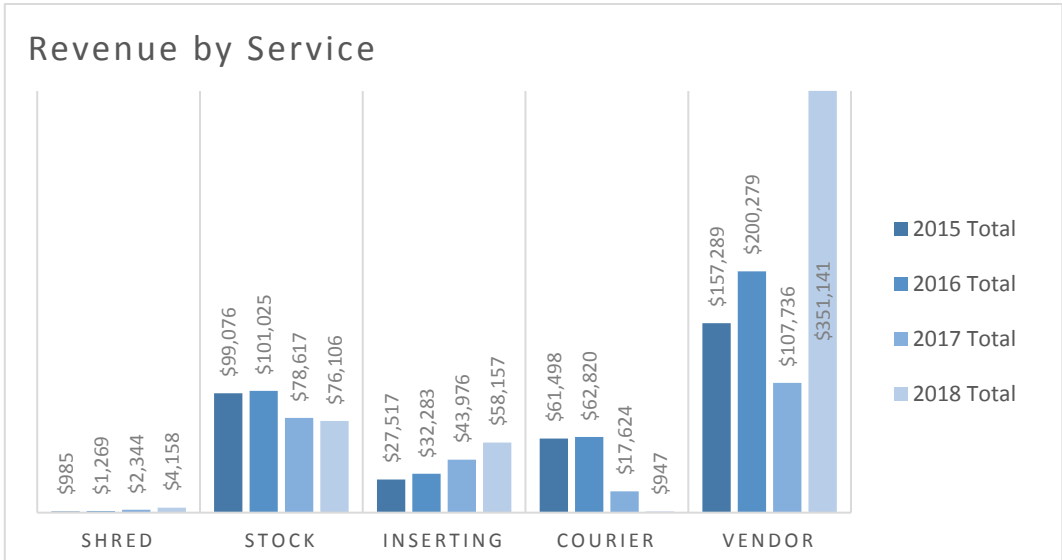
**Revenue Growth**

In 2018, print production reflected a 4-year high in annual total revenue, even though the printing revenue was about average. This is due to an increase in billing related to graphic design and project management work. The imaging operation also started to gain traction towards the end of 2018 which will result in more non-print related revenues moving forward.



**Fewer Impressions**

This shows a reduction in printing impressions which is mainly due to laying up multiple images on single sheets to reduce the overall volume being printed to complete jobs. This saves on both time and materials which keeps expenses down while keeping revenues the same. Large format impressions increased due to the increase in posters and presentation materials requested as well as the rental of portable banner stands that the DSC acquired in 2018.



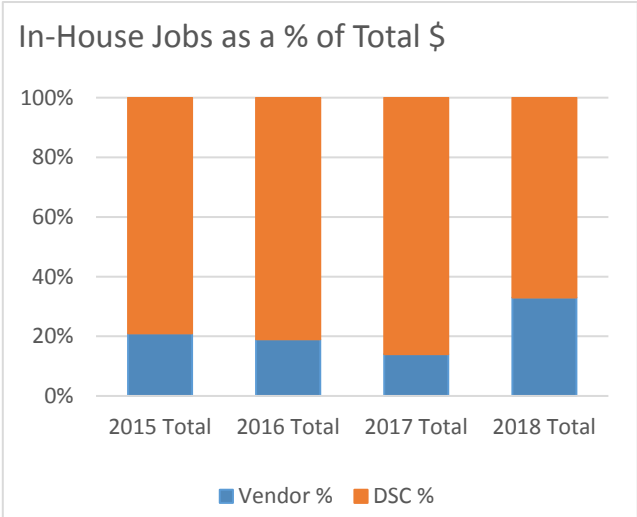
**Leveraging Vendors for Specialist Jobs**

The main metric which jumps out is the significant increase in revenue through vendor services in 2018. This was due to the volume of vendor-supported print, which increased over previous years. Another trend has been the transition, particularly with major projects, where DSC provides the overall production management and quality control oversight but outsources much of the work to be completed by outside vendors. Examples of these types of production projects managed by the DSC in 2018 included the Super Bowl MPD credentialing, the Assessor’s 2018 Residential Mailing, and the 2018 Voter Guide.

**Other Services**

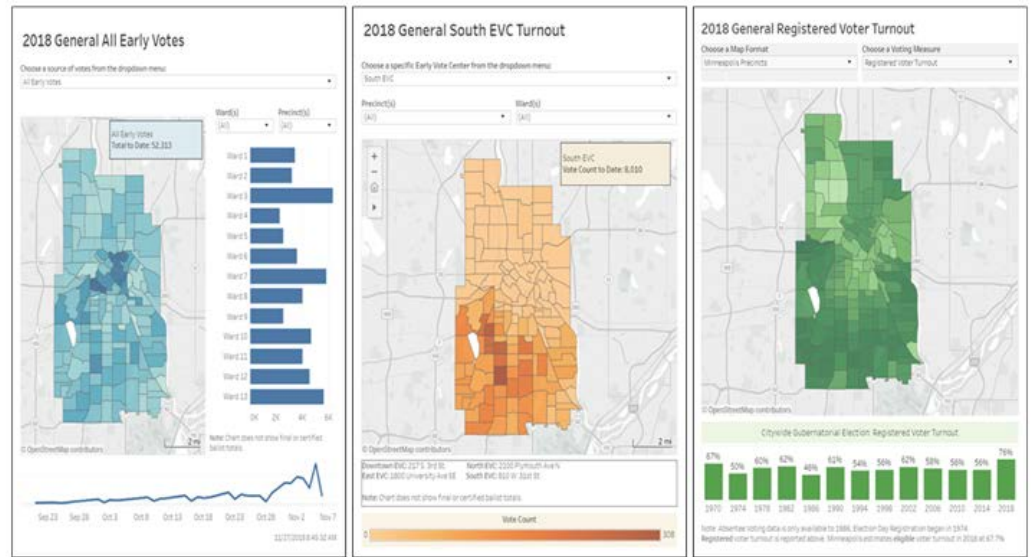
Mail (including envelope inserting), courier, shredding, and bulk orders and sales of supplies (paper, stationary, branded envelopes, etc.) represent another element of DSC services to the enterprise. In-house shredding passes a cost savings to departments while increasing the security of City data through destruction. The DSC leveraged vendor to provide on-site shredding services in 2018, while continuing to offer in-house pickup services to ensure ease of service for customers.

	<p><b>Savings &amp; Outsourced Service Requests</b></p> <p>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 2018, 67% of the jobs processed through the DSC were handled in-house, representing a significant shift toward leveraging vendors more frequently. However, this is largely due to some high-profile projects that required some very specialized work to be performed. The credentialing for MPD during the Super Bowl is a prime example where over 7000 badges had to be created and ultimately cut, punched and laminated using specialized equipment.</p>
<p><b>Division:</b></p>	<p><b>Records &amp; Information Management</b></p>
<p><b>Program:</b></p>	<p><b>Innovation, Design &amp; Technology</b></p>
<p><b>Deliverable:</b></p>	<p><b>Data, systems, and tools improve operations and are responsive to specific audiences.</b></p>
<p><b>Indicator(s) ↓:</b></p>	<p><b>Results ↓:</b></p>
<p><b>Data, systems, and technology are creatively leveraged to enable the department to perform its core business.</b></p>	<p><b>Reorganized &amp; Rebranded</b></p> <p>In 2018, the department’s in-house Information Technology (IT) team was reorganized as part of the RIM Division where its data-driven mission is nicely aligned and was rebranded as the Innovation, Design &amp; Technology (IDT) team to reflect larger role it has assumed, both within the department and in partnership with other departments across the enterprise. Led by Grant E. Johnson, the team also included Operations Technician Char Peterson and Project Coordinator Aaron Grossman. Their work in 2018 focused on increasing the department’s operating capacity by leveraging technology, building on the work of the past few years. Among its core functions, the team provides centralized technology and office systems support to the City Council and its ward offices and to all divisions within the Office of City Clerk; manages and/or participates in a variety of department-specific and interdepartmental projects and initiatives; and administers all aspects of departmental websites, social media accounts, and various communications initiatives. The work of this small team is deeply ingrained in all business lines of the department, and its members are engaged in virtually all aspects of its services, programs, and projects. Some of the team’s accomplishments in 2018 are highlighted below.</p> <p><b>Elections Management System: Organizing Democracy</b></p> <p>The Elections Management System (EMS) provides comprehensive support for all aspects of planning and conducting elections; from recruitment and training of election judges and seasonal staff to poll place tracking, to logistics and inventory management to headquarters operations on Election Day, all the myriad of programmatic details of each election are coordinated through the EMS. The EMS is managed and maintained by the IDT team in collaboration with Konnech, the company which designed and developed EMS for the City of Minneapolis. In 2018, the EMS was updated to reflect changes in state election laws and to improve some core administrative features, including some integrations with training software systems to improve the multitude of trainings that are conducted by EVS each year.</p>



### Elections Data: Storytelling with Data Visualizations

In partnership with the IT Department's Data Analytics team, Aaron Grossman produced, published, and posted a series of data visualizations for the 2018 Primary and 2018 General Election. These charts helped to contextualize early turnout during the 46-day absentee balloting period and strengthened the narrative around the historic turnout experienced for the 2018 Gubernatorial General Election. Generated in Tableau, the data maps were updated daily to track the progress of early turnout at the ward and precinct levels (*examples pictured below*). Post-election, the online mapping tool enabled the public to explore voting trends and make precinct-to-precinct comparisons across the city. To date, this group of maps has been viewed more than 13,000 times and they continue to be accessible on the Elections & Voter Services website. Looking to the future, EVS plans to expand efforts to make raw data available in conjunction with its own data visualizations to add value to community conversations about voting and to enable residents to better understand the dynamics of turnout in the city.



### Legislative Information Management System: 1 Year of Success

In September, the Clerk's Office marked a full year of enterprise—and public—use of its Legislative Information Management System (LIMS), an online portal providing 24/7/365 access to legislative and policy information, including calendars, public notices, agendas, reports, and statistical summaries of legislative workloads. The LIMS encompasses all data from 2014 through present day. The system is managed and maintained by the IDT team and DataNet Systems Corporation, the company which designed and developed LIMS for the City of Minneapolis. In addition to administering the system, the IDT team provided technical training and instruction on its use to employees from all departments and updated and improved the Legislative Drafting Manual, a resource guide for departments in the preparation of legislative documents and use of the LIMS. A total of 12 training sessions were offered in 2018 as well as a handful of targeted training sessions for specific departments. Another major success in 2018 was the team's incorporation of all calendars and meeting agendas for the City's appointed boards and commissions, making LIMS the one-stop resource for information about public meetings that it was originally envisioned to be. As an extension of work on LIMS, the IDT team created an online resource

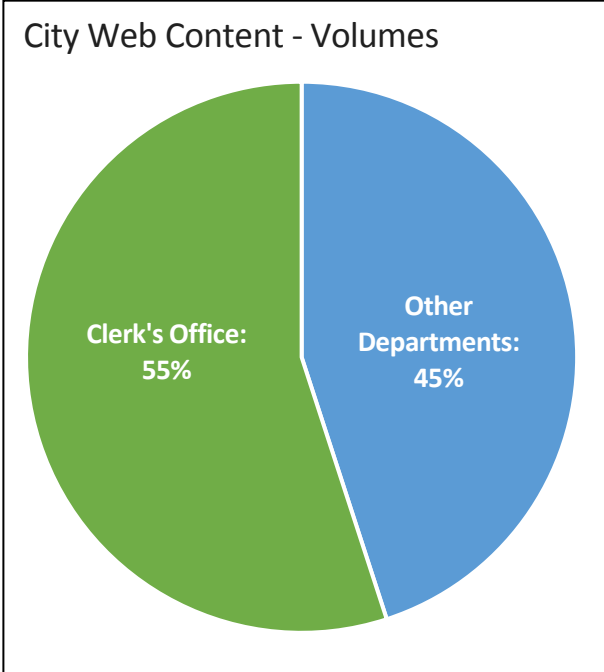




that includes all official acts of the City Council from 1998 through 2013 which was launched in 2018 and made accessible internally to all departments from the City's intranet homepage.

**Website Management: Department & Enterprise**

The IDT team is responsible for managing all departmental websites, which includes the City Council and all the individual ward office pages; the website for the Office of City Clerk, which includes its RIM Division; the entire LIMS web portal; and the Elections & Voter Services website. In total, the content for just these department-specific pages represents about 43% of all City web content. In addition, the IDT team provides technical support for the Mayor's website and for a host of pages and content published under the major "GOVERNMENT" navigation link for the City's enterprise web platform. This added scope of responsibility means that the IDT has primary oversight for 55% percent of the City's total web content and pages. Grant Johnson has also been an integral partner in the ongoing work to launch a new enterprise digital services portal (City web platform) throughout 2018 and into 2019, with the goal of launching by year-end 2019. Mr. Johnson also provides periodic assistance to other City departments with website development, content, and maintenance.



**Social Media**

In addition to the department's various websites, the IDT team also manages social media accounts for the Clerk's Office and the EVS Division. In 2018, the EVS Twitter account remained an important tool for sharing timely and accurate election-related information to nearly 3,000 followers. The EVS Twitter account continues to be one of the most recognized and relatively low-cost aspects of the Division's highly-successful Voter Outreach & Education program. In conjunction with the launch of the LIMS in 2017, the Clerk's Office launched its own Facebook and Twitter accounts, hoping to increase its community outreach to promote civic literacy and participation in matters of local governance. The Clerk's social media accounts are used primarily to publicize the Council's calendar of public meetings, hearings and events, agendas and reports, and similar matters, while occasionally showcasing some highlights of other departmental work. The Clerk's Twitter account, in particular, helped to increase awareness of the LIMS and the ability to research and retrieve legislative files and to access meeting agendas. By the end of 2018, the Clerk's Twitter account had grown to over 500 followers.

**Improving Support for Constituent Services**

After many years of patchwork and unsupported solutions, the IDT team secured funding in 2019 to acquire, configure, and deploy a Constituent Relationship Management (CRM) solution to support the offices of Mayor and Council. The goal is to have a new (permanent) solution developed and, if possible, tested and ready to deploy to all policymaker offices before year-end of 2019. The IDT team has developed a list of desired features, including case management, contact tracking, simple methods of gathering constituent feedback, a variety of standard and ad hoc reports, and the capability to integrate with LIMS, among others.

Legislative Support & Administration

The Legislative Support & Administration (LSA) Division supports community-focused, participatory governance by facilitating the decision-making processes of City Council and a variety of Appointed Boards & Commissions, delivers a myriad of delegated services, and administering department operations. This division accounts for 46% of the operating budget (\$2.9M) and 38% of personnel (12 FTEs).



## Minneapolis City Clerk's Office Legislative Support Unit 2018 Statistics



**84**  
Ordinances  
Enacted



**241**  
Reports  
Produced



**437**  
Resolutions  
Adopted



**1,519**  
Files  
Created



**1,021**  
Actions  
Approved



**164**  
Appointments  
Confirmed

MINNEAPOLIS CITY CLERK'S OFFICE  
lms.minneapolismn.gov /// @mplsclerk

<b>Division:</b>	<b>Legislative Support &amp; Administration</b>			
<b>Program:</b>	<b>Secretariat</b>			
<b>Deliverable:</b>	<b>Council has support required to perform its legislative and governance duties.</b>			
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>			
<b>Services are accurate, legally sound, meet professional standards, and are responsive to needs.</b>	In 2018, 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 served by the Clerk’s Office. Additionally, the Council President and other occupants of the chair received the support required to preside effectively. No errors, challenges, or complaints about secretariat services were received in 2018.			
	<b>TOTAL DECISION-MAKING BODIES SUPPORTED</b>		<b>17</b>	
	<b>TOTAL MEETINGS STAFFED</b>		<b>293</b>	
	<b>TOTAL AGENDA ITEMS</b>		<b>2,744</b>	
	<b>TOTAL NUMBER OF FILES</b>		<b>1,519</b>	
	<b>DECISION-MAKING BODIES</b>		<b>TYPE &amp; # OF MEETINGS</b>	<b>AVG. TIME [minutes]</b>
	<b>City Council</b>		Organization = 1	-
	Bender – President		Regular = 22	89
	Jenkins – Vice-President		Special = 0	0
	Johnson – Majority Leader		Adjourned = 8	232
	Gordon – Minority Leader		Closed = 12	-
	<b>Study Sessions</b>		9	100
	<b>—Standing Committees—</b>			
	Budget		9	168
	Committee of the Whole (includes Race Equity Subcommittee)		24	66
	Economic Development & Regulatory Services		20	46
	Elections & Rules		4	45
	Enterprise		13	61
	Housing Policy & Development		21	64
	Intergovernmental Relations		11	51
	Public Health, Environment, Civil Rights, and Engagement		21	84
	Public Safety & Emergency Management		14	136
	Transportation & Public Works		21	50
	Ways & Means		21	50
	Zoning & Planning		21	48
	<b>—Independent Committees—</b>			
	Audit Committee		5	82
	Executive Committee		15	19
	Charter Commission		17	97
Ethical Practices Board		4	-	
<b>GRAND TOTALS</b>		<b>293</b>	<b>73</b>	
The foregoing chart reflects only a fraction of the commitment to ensure effective conduct of business by these 17 decision-making bodies during 293 meetings. However, these data do not reflect the significant time and resources committed by the secretariat unit to daily interactions with departments on the preparation, review, and submission of agenda items; review sessions with committee chairs to finalize agendas; work done in preparation for meetings or as a result of meetings to communicate results, prepare reports, and draft the official acts to be considered by the full City Council.				

## **Legislative Files, Official Acts, Agendas, Notices & Records**

### **1. Legislative Files**

A total of 1,519 files encompassing the legislative output of the City Council, its standing committees, and the independent committees staffed by the Clerk's Office were created in 2018.

### **2. Official Acts**

Pursuant to the 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 mayoral veto, then approved by a two-thirds vote of the entire membership of the City Council.

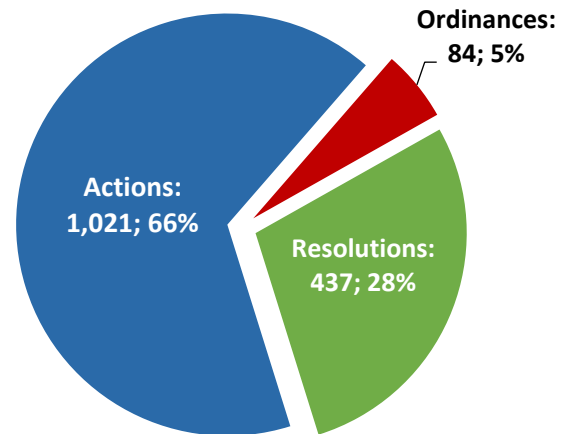
In 2018, the City Council and Mayor took official action as follows—

#### **A. Ordinances:**

- 84 ordinances were newly introduced;
- 84 ordinances were enacted, which included two charter amendments, one by ordinance and one by referendum;
- 42 ordinances were codified; and
- 100% of ordinances were produced without error, as determined by the number of re-publications required (0).

B. 437 resolutions were adopted, with 99.77% produced without error as determined by the number of re-publications required (1).

C. 1,021 actions were approved, with 99.90% produced without error as determined by the number of re-publications required (1).



### **3. Agendas, Public Notices & Legal Publications**

Agendas define issues: they contextualize opportunities and risks, present implications of proposed alternatives, and identify recommended courses of action involving public assets and resources. Each year, approximately 1,400 items are presented through agendas for 200+ meetings, and every one of those items—and all decisions resulting from them—flow through the secretariat team. In 2018, a total of 281 agenda packets were produced for the 17 bodies supported by the secretariat. These agendas encompassed a total of 2,744 individual items presented during the year.

Clear, complete, and timely production of agendas ensures a transparent legislative process, supports broad public access and opportunities for meaningful participation, contributes to informed governance, and builds and sustains community trust. For these reasons, the Clerk's Office established the minimum standard of posting agendas no less than 24 hours prior to the stated beginning of each meeting. In 2018, the majority of all agendas were produced in compliance with this standard; however, the secretariat did not achieve this standard for every meeting of every committee in 2018, resulting in a 93% compliance rate for posting agendas no less than 24 hours prior to a meeting. It should be noted the exceptions resulting in non-compliance with this standard are typically the consequence of delays in timely submission from contributing departments, which is outside the control of the Clerk's Office.

By law, all acts must be published in the City's designated newspaper before becoming legally effective. The law also requires a variety of notices to be issued—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 2018, 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. In total, \$45,264 was expended for publication of legal notices managed by the Office of City Clerk for and on behalf of the City enterprise.

#### 4. Legislative Records

In 2018, all legislative records were produced in full compliance with legal requirements, serving as authoritative sources for information about the City Charter, Code of Ordinances, and related matters. This scope of work included—

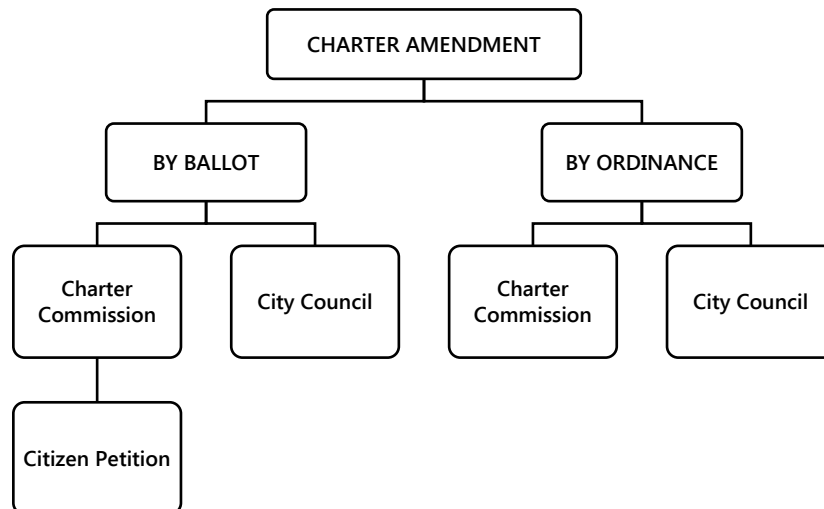
- A. 241 committee reports reflecting the formal recommendations of the independent and standing policy committees submitted to the full City Council for its consideration;
- B. 1,255 pages in the *Journal of Proceedings*—the official record of City Council—produced without error, as determined by the number of any re-publications required (0);
- C. 2 supplements to the Code of Ordinances which were proofed, edited, and published under contract with Municipal Code Corporation, as well as regular updates to the electronic version, generally posted every ten days following enactment and legal publication of ordinances;
- D. Quarterly statistical analyses as well as voting and attendance reports produced for the year, including open access to all underlying data sets, providing details about the legislative workload and accomplishments of the City Council; and
- E. 884 certified copies of official acts were produced, averaging 38 certifications per two-week cycle.

Information specialists provided research and reference support in response to hundreds of requests received throughout the year—from policymakers, other government agencies, departments, attorneys, the news media, and the general public. As always, these requests cover a wide array of subjects, ranging from simple to the complex; for example, providing copies of specific ordinances or producing legislative histories for specific code chapters to more extensive and detailed research related to policy proposals, threatened litigation, and draft legislation.

#### City Charter Amendments

If the Charter can be considered comparable to the City’s constitution, then the Charter Commission is its standing constitutional convention. As with the Council, the Clerk’s Office is the secretariat to the Charter Commission. The focus of this support is on publishing, maintaining, and providing access to the City Charter.

Amendments to the City Charter can be made in essentially two ways: by vote of the electorate or by the enactment of an ordinance with the unanimous affirmative vote of the entire membership of the City Council and approval by the Mayor. In both instances, the Charter Commission plays a critical oversight function for all such proposals, and the Clerk’s Office provides the essential coordinating role. This amendment process is illustrated in the following chart.



In 2018, two proposed amendments were introduced and ultimately were enacted, as follows:

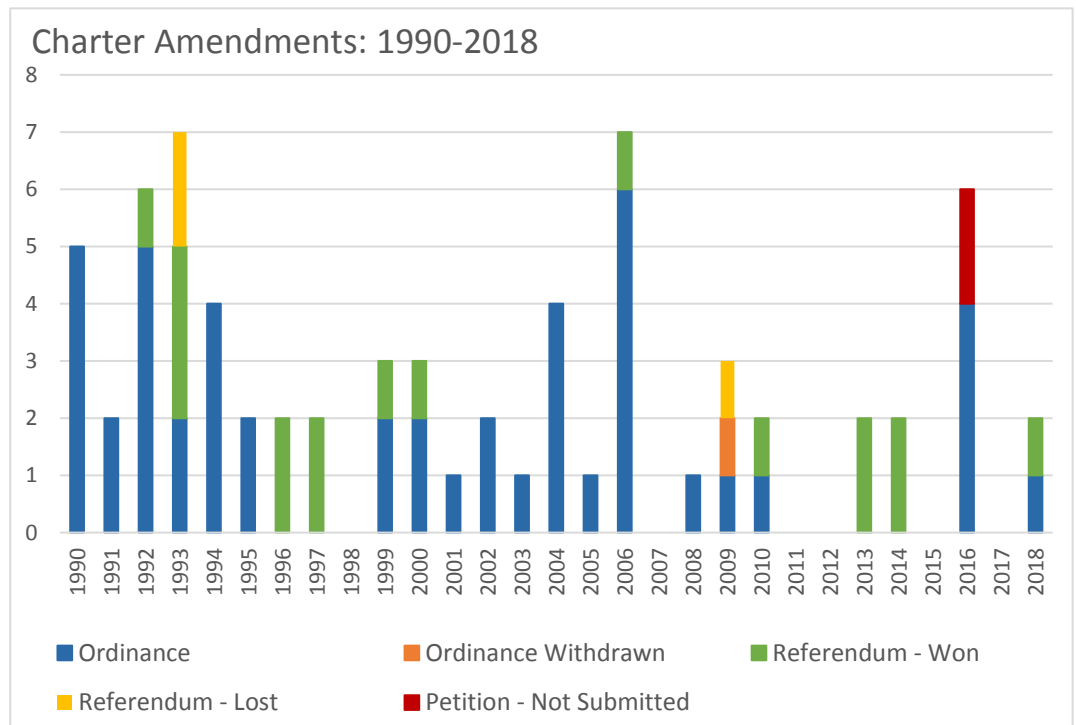
- Passage by referendum of amendment to Article IV, Section 4.1(f), related to area and spacing restrictions pertaining to the sale of liquor (LIMS File No. 2018-00753).

- Passage by ordinance of amendment to Article IX, Section 9.4, related to increased limits on borrowing for capital expenditures and permitting the combination of charter and state borrowing authority (LIMS File No. 2018-00523).

In addition, a handful of other proposals to amend the Charter were either introduced in 2018 or were carried over from prior years. These unresolved amendment proposals will continue into the next year (2019) for further review and consideration by the Charter Commission. These pending proposals for amendments to the City Charter include:

- A proposal to transition the regular dates for municipal elections into even-numbered years (LIMS File No. 2017-00009);
- A proposal to provide for joint oversight over the police department by the Mayor and City Council (LIMS File No. 2018-00802); and
- A proposal to implement a biennial budgeting process (LIMS File No. 2018-01413).

For every proposed amendment, the Clerk’s Office prepares detailed schedules to meet statutory and charter deadlines, handles all public notices and publication requirements, and prepares and manages files and other documentation. For petition submissions, the Clerk’s Office manages the deadline-driven signature verification process set forth in state law. This highly-detailed, complex work is essential to governance that is effective and responsive to the community, and it reverberates throughout the enterprise. The impact of this work is reflected in the following chart, tracing a 29-year period from 1990 to 2018.



**Community Outreach & Engagement**

The legislative team proactively provides access to meeting calendars, agendas, and reports through multiple outreach channels. The reach of this work can be measured in several ways—

- 368 GovDelivery bulletins sent to 1.1 million recipients (54K unique subscribers);
- 35,874 unique visitors to the Legislative Information Management System (LIMS), accessible via the City website at [lims.minneapolismn.gov](http://lims.minneapolismn.gov), with most sessions focused on published agendas or legislative files;
- 509 subscribers to the Clerk’s Twitter account (@mplsclerk), which more than doubled the number from 2017 when the account was established in conjunction with the launch of LIMS.

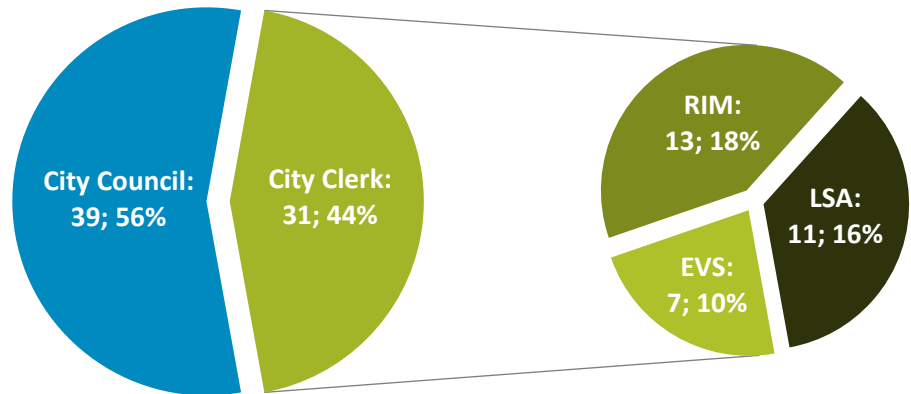
Making accurate, relevant, and timely information about City governance readily and broadly available contributes to greater levels of citizen trust in government.

<b>Division:</b>	<b>Legislative Support &amp; Administration</b>
<b>Program:</b>	<b>Appointed Boards &amp; Commissions</b>
<b>Deliverable:</b>	<b>TBD</b>
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>
<b>TBD</b> <b>[Indicators will be developed for the 2019 report]</b>	<p>A total of 164 appointments to City boards and commissions were made in 2018, coordinated by the Clerk’s Office between regular spring and fall cycles. Renewed focus by policymakers in the new term on the positive potential impact of boards and commissions has required adjustments from the Clerk’s Office, which will be a major focus of improvements planned for 2019. As an initial effort, the office produced a comprehensive roster of all appointed boards and commissions (ABCs) and current members through the end of 2018 to provide policymakers the most up-to-date, current listing of members and terms in advance of the regular spring appointment cycle in 2019.</p> <p>In an effort to maximize public access and transparency, the Clerk’s Office incorporated all meeting notices and agendas into LIMS, providing a single point-of-access to this information for both internal and external users. Until that process is automated through the second phase of the LIMS project, the addition of ABC meeting data is being done manually by the Clerk’s Office.</p> <p>Finally, in 2018, the Clerk’s Office assumed secretariat support for the City’s Board of Ethical Practices and negotiated a similar service level agreement for support services for the elected Board of Estimate &amp; Taxation beginning in 2019 following the retirement of Jack Qvale, long-term Executive Secretary to the Board.</p>
<b>Division:</b>	<b>Legislative Support &amp; Administration</b>
<b>Program:</b>	<b>Department Management</b>
<b>Deliverable:</b>	<b>Department resources meet ongoing needs</b>
<b>Indicator(s) ↓:</b>	<b>Results ↓:</b>
<b>Management controls deliver value for the investment of public resources.</b>	<p>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 a team of Assistant City Clerks (Grace L. Wachlarowicz, Christian N. Rummelhoff, and Jacqueline A. Hanson (interim)). 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 &amp; Voter Services (EVS); Records &amp; Information Management (RIM); and Legislative Support &amp; Administration (LSA).</p> <div style="text-align: center;"> <pre> graph TD     CC[CITY COUNCIL] --- WO[WARD OFFICES (Council Aides)]     CC --- CClerk[CITY CLERK ASST. CITY CLERKS]     CClerk --- EVS[ELECTIONS &amp; VOTER SERVICES (EVS)]     CClerk --- LSA[LEGISLATIVE SUPPORT &amp; ADMINISTRATION (LSA)]     CClerk --- RIM[RECORDS &amp; INFO. MANAGEMENT (RIM)] </pre> </div> <p>Operations in 2018 complied 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.</p>

**Workforce**

In 2018, the Legislative Department had a staffing complement of 70 full-time equivalent (FTE) positions, as follows:

**Staffing Levels for Legislative Department**

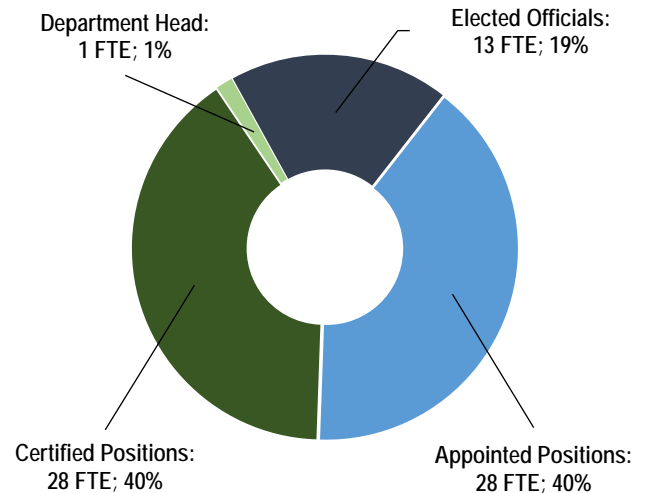


The City Council had a 2018 permanent workforce of 39 FTEs spread across 13 ward offices; each ward is essentially an independent sub-unit within the Council Division. The Council Division includes the 13 Council Members, each elected by ward, as well as their 26 aides, generally 2 aides per Council Member. This staffing model has remained steady over the past several fiscal years and has been in place since at least 2010.

The Clerk’s Office had a 2018 permanent workforce of 31 FTEs; of these, 25 positions were filled consistently throughout the year, showing an 81% operational capacity. Six positions were deliberately kept unfilled to generate operational savings for other priorities, including continued work on LIMS.

As shown in the chart above, the majority of staffing is in the Records & Information Management (RIM) Division, which encompasses three separate, but related units: records management, which is responsible for enterprise information governance and data/records management function in support of business operations; data access, which ensures government data that is classified as public is open and accessible and that not-public data is securely managed in accordance with law; and the Document Solutions Center.

**Department Position Details**



**Finances**

The Council and Clerk, as a single department, had an approved budget of approximately \$16 million in 2018; that represented less than 1% of the City’s total operating budget. The Clerk’s Office incurred approximately \$7.2 million in expenditures in 2018, which was 6% within its budget appropriation of \$10,787,000. This was the first year since at least 2010 that the Clerk’s Office was able to complete the entire fiscal year within its authorized budget appropriation. As a consequence, the office ended the fiscal year with a savings of about \$381,000.