

CPED



# Department Business Plan

2014-2017

2016 Update

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## Department Vision

A driving force for innovation, collaboration and sustainability by providing thoughtful design and access to the tools and resources needed for all Minneapolis residents and businesses to prosper.

## Department Mission

Grow a vibrant, livable, safely built city for everyone.

# Department character and environment

The following broad service areas reflect the primary business lines of the department.

**Long Range Planning** prepares and maintains the City's comprehensive plan, small area plans, and strategic planning initiatives; conducts research; oversees the Public Art Program; guides public realm and urban design principles; guides development; manages historic preservation studies, and partners in implementation.

**Economic Policy & Development** supports investment that grows businesses, jobs and the City's tax base, and works to ensure that Minneapolis residents are competitive for those jobs.

**Housing Policy & Development** establishes housing policy, finances and redevelops single and multifamily residential real estate to stimulate private investment, increase the tax base and sustain a healthy housing market.

**Development Services** manages zoning administration, land use, design and preservation review, construction code services and the customer service center that serves as the front door for the City's consolidated development activities.

**Operations & Innovation** supports the entire department by providing internal support services and solutions, interdepartmental coordination, and implementation of enterprise and department goals and policies.

## CPED Goals

- Leverage CPED investments and resources to foster economic development and revitalization in challenged areas.
- Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities.
- Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness.

## Division Goals

### And Key Performance Indicators

#### **Leverage CPED investments and resources to foster economic development and revitalization in challenged areas**

##### **Long Range Planning will:**

- Create asset-based strategic plans, models, and frameworks to revitalize challenged areas to benefit all; position challenged areas as contributors to regional economic competitiveness strategy
- Work with and serve as a research hub to inform the efforts of the Housing and Economic Development divisions as CPED shapes new policies and programs to revitalize challenged areas

Indicators: Track investments leveraged in identified CPED opportunity areas

Track infrastructure investments consistent with adopted plans, strategic frameworks, and/or CPED capital priorities

##### **Housing Policy & Development will:**

- Support city population growth by providing policy direction and financing of new infill housing production and higher density residential development
- Expand homeownership opportunities with particular focus on reducing the racial disparity rate in homeownership by providing incentive programs and enhancing homeownership outreach efforts

Indicators: Number of projects and units that increase housing density supported by CPED housing programs

Number of infill single family and multifamily housing units constructed on vacant parcels owned by the City or constructed with support from CPED housing programs

Increase in tax base

Number of low- and moderate income homebuyers assisted

Number of homebuyers assisted which are in households of color

Increased percentage of homebuyers which are in households of color served relative to prior years' programs

**Economic Policy & Development will:**

- Support Minneapolis businesses with the potential to grow jobs in challenged areas
- Improve the vitality of our neighborhood commercial districts, which are home to nearly 50 percent of Minneapolis jobs
- Leverage CPED investments and resources to foster economic development and revitalization in challenged areas; focus funding investments in key geographic areas of market challenge.
- Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness by reducing racial disparities in employment
- Increase the competitiveness of Minneapolis residents for available jobs
- Provide innovative and effective access to career training and work experience opportunities for Minneapolis teens
- Help businesses, big and small, start, move, stay and grow in Minneapolis

Indicators: Percentage of overall City loan and grant program investment in market challenged areas.

Create and support place-based employment initiatives in communities of high unemployment (northside, southside, Cedar Riverside)

Train 300 Minneapolis adults in in-demand skills each year, allowing for individuals to be more competitive; place 700 Minneapolis adults into employment each year

Provide programming to allow for 1,800 Minneapolis youth gain job opportunities.

The overall number of business licenses issued annually, or specific types of license categories and their trends.

Number of businesses assisted through BTAP and number of jobs created or retained

Number of commercial nodes and corridors improved through the Great Streets program

Amount of private investment leveraged

**Operations & Innovation will:**

- Develop, implement, and support departmental operations
- Lead and coordinate CPED employee engagement and development
- Develop and manage innovative and collaborative work tools such as the Innovation Center

Indicators: Number of projects/activities housed in Innovation Center

Turnaround time for internal customer requests met or exceeded (e.g. website changes, IMACs, communication materials, etc. Increased CPED employee satisfaction reported on City Employee Engagement Survey

Number of attendees that attend professional development trainings and events

Increased participation in Labor Management Committee meetings

## **Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness**

### **Long Range Planning will:**

- Utilize and make available data, technology and software to discern, model, communicate, and contribute to the competitive advantages of the city and economic region through strategic policies and plans
- Establish plans that enhance livability and provide clarity and assurance to the marketplace for developers and investors

Indicators: Track and report on economic indicators including unemployment, job growth overall and by industry, growing and shrinking industries, regional competitive advantage (within national context), industry and labor characteristics, and development trends

Track indicators that drive talent attraction (livability, affordability, compensation, culture & creativity)

Track net migration

### **Housing Policy & Development will:**

- Stabilize the City's existing housing through rehabilitation that incorporates sustainability qualities to the design and construction

Indicators: Number of rehabilitated single family and multifamily housing units supported by CPED housing programs

Reduced number of boarded and vacant properties in the City

Increase in tax base

### **Economic Policy & Development will:**

- Increase the competitiveness of residents for available jobs

- Grow the property tax base, which supports vital City services to support further business and job growth

Indicators: Number of adults trained in in-demand skills

Number of adults placed into employment

Number of youth provided programming to gain job opportunities or support for future education/life stability

Number of jobs created and retained through City loan programs

**Development Services will:**

- CCS is committed to providing quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service
- Improve and simplify development review processes for opening businesses, obtaining building permits completing the construction code inspections process

Indicators: CCS has staff development plans, which includes opportunities for training and additional certifications, as well as the ability to obtain necessary CEUs to maintain currently held certifications

CCS will continue to have staff involvement on regional and national code development committees and conventions, state boards (both authoritative and advisory), and on the boards of building code based associations representing state and regional interests

The number of City ordinance text amendments adopted aimed at eliminating or reducing regulations, or permitting new activities previous not allowed

The number of process “roadmaps” produced, including documents for ESL customers

**Operations & Innovation will:**

- Develop, implement and support innovative technology solutions (Example: ELMS, MINS)
- Facilitate continuous Business Process Improvement

Indicators: Solutions implemented that meet business needs within scope and budget

Reduction in the number of shadow systems being used

Number of processes reviewed and improved

Increased process efficiency, productivity and quality

## **Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities**

### **Long Range Planning will:**

- Advance livability, growth, and sustainability goals through the delivery of planning and urban design services
- Proactively communicate and collaborate internally and externally to inform and advance goals
- Engage and inform citizens, staff, stakeholders, partners, and elected officials about best practices and “next city” concepts

Indicators: Establish and report quarterly on a “complete and livable neighborhoods” indicator [see Portland example; per conversations with Coordinator’s office]

Track growth and demographics

### **Housing Policy & Development will:**

- Identify and provide policy direction and financing for lifecycle housing options for all people
- Identify and implement strategies to affirmatively further fair housing

Indicators: Increased number of lifecycle housing units, including units for seniors and multigenerational families, large families, households that are homeless or at risk of homelessness, persons with a disability, etc.

Complete analysis of impediments to affirmatively furthering fair housing, develop strategy based on analysis, report annually on outcomes of strategies

### **Economic Policy & Development will:**

- Make it easy to do business in the city

Indicators: Number of ordinances amended or repealed to eliminate unnecessary regulatory burdens for businesses

Responsiveness to new business trends and opportunities

Licensing turnaround times

### **Development Services will:**

- Provide quality construction code services to ensure the safety, health, durability, energy efficiency and livability of the built environment

- Develop policies, remove barriers and work to foster an environment that promotes green and sustainable building potential in all phases of construction

Indicators: CCS is committed to answering calls live whenever possible, returning all voice messages within 24 hours, and performing inspections within 48 hours of the requested time.

Plan Review staff is trained and in many cases certified in leading national green building standards

**Operations & Innovation will:**

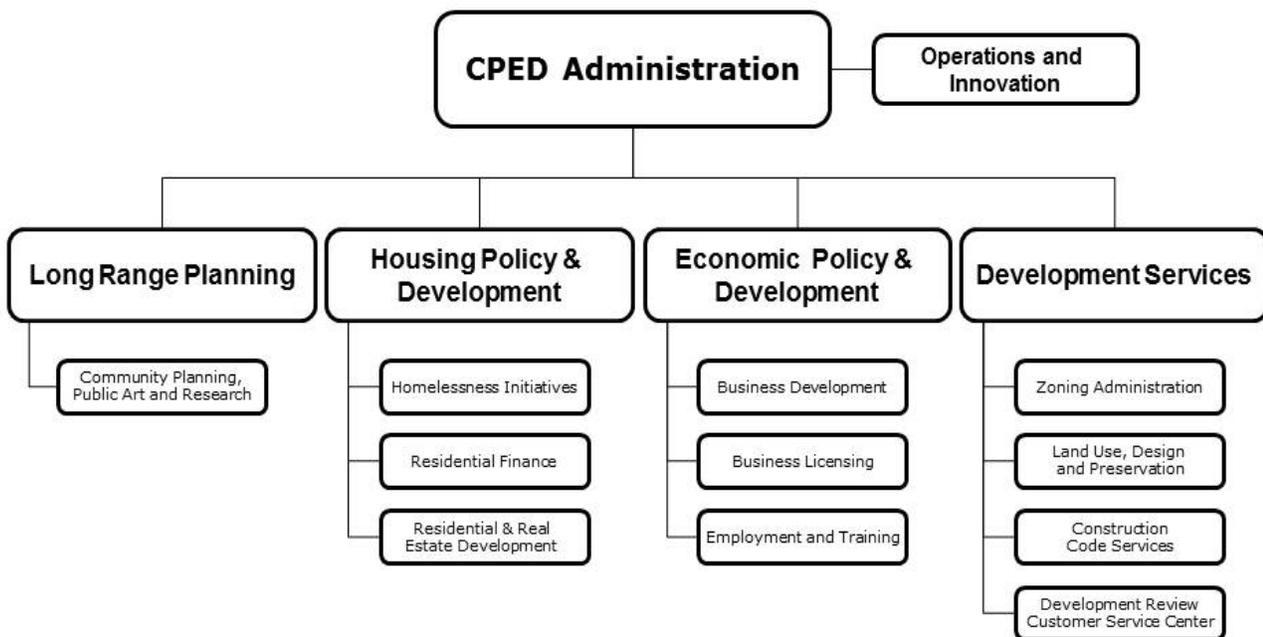
- Raise visibility and awareness of CPED department programs and services through targeted marketing and communications initiatives
- Ensure data integrity and accessibility to internal and external users
- Develop and implement a streamlined, data driven, key indicator Results Minneapolis presentation

Indicators: Increased online traffic, media exposure, and phone calls

Track Results measures to ensure report is aligned with our business plan and department and City goals

Increased number of users accessing CPED data through the OpenGov portal

## Department organizational chart



# Department Goals, Objectives and Tactics

## Long Range Planning

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objectives</i>	<i>Department Tactics</i>	<i>Metrics</i>
Strategies with our City and regional partners are aligned, leading to economic success	Leverage CPED investments and resources to foster economic development and revitalization in challenged areas	Align resources, goals and strategies to create effective and impactful adopted urban plans for challenged areas	<ul style="list-style-type: none"> <li>• Create place-based, asset-based strategic plans, models, and frameworks to revitalize challenged areas for the benefit of all</li> <li>• Coordinate and align plans and projects across divisions and with system partners</li> <li>• Position challenged areas as contributors to regional economic competitiveness strategy</li> <li>• Utilize data and research to inform CPED programs as the department seeks to revitalize challenged areas</li> <li>• Collaborate with system partners (School Board, Metro Transit) to advance goals in challenged areas</li> </ul>	<ul style="list-style-type: none"> <li>• Report on development activity in challenged areas</li> <li>• Monitor disparities in challenged areas</li> <li>• Report on infrastructure investments in challenged areas, as a measure of progress against adopted plans, strategic frameworks, and/or annual CPED capital priorities list</li> <li>• Small area plan outcomes (evaluate investments leveraged)</li> <li>• Special coordination outcomes (City/County Northside strategy working group, for example)</li> </ul>
We support entrepreneurship while building on sector (such as arts, green, tourism, health, education and high-tech strengths)  The workforce is	Strengthen CPED's role as leader, innovator and key driver of our City's regional competitiveness	Serve as a research hub with the ability to deliver data, analytics, models, and other research to inform City policy and advance the work of the department and the City	<ul style="list-style-type: none"> <li>• Utilize research and data to inform CPED and City economic competitiveness priorities</li> <li>• Invest in the tools, skills, and platforms of data analytics and data visualization</li> <li>• Shape and manage policies, initiatives and programs targeted to address revitalization challenges</li> <li>• Create platforms to provide necessary information (e.g. housing inventory platform, youth asset inventory platform, land management system)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular reporting on key trends including unemployment, foreclosures, demographics, CPED investments</li> <li>• Regular reporting on built environment inventory, including characteristics of residential, commercial, and industrial</li> <li>• Regular reporting on development activity by permit type (demolition, expansion, renovation, new construction), type (residential, commercial, industrial), and geography</li> </ul>
		Become an Enterprise leader in shaping priorities and delivering	<ul style="list-style-type: none"> <li>• Create and retain top level Enterprise talent through appropriate compensation; commitment to supporting staff in their professional development, publication and discourse; and ensuring opportunity for</li> </ul>	<ul style="list-style-type: none"> <li>• Track and report on economic indicators including industry trends, regional competitive advantage (within national context), industry and labor characteristics, and growing/shrinking</li> </ul>

diverse, well-educated and equipped with in-demand skills		outcomes that drive regional competitiveness, including built environment outcomes, livability outcomes, equity outcomes, and economic outcomes	<p>advancement</p> <ul style="list-style-type: none"> <li>• Utilize and make available data, technology and software to discern, model, communicate, and contribute to the competitive advantages of the city and economic region through strategic policies and plans</li> <li>• Establish plans that enhance livability</li> <li>• Provide clarity and assurance to the marketplace for developers and investors with clear policies, zoning, and regulations</li> </ul>	<p>industries</p> <ul style="list-style-type: none"> <li>• Track indicators that drive talent attraction (livability, affordability, compensation, culture &amp; creativity)</li> <li>• Track net migration/population trends</li> <li>• Track commercial expansion or contraction</li> <li>• Monitor the annual NCR “happiness” survey</li> </ul>
Residents and visitors have ample arts, cultural, entertainment and recreational opportunities	Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities	Align with other departments (Public Works, Regulatory Services, the Youth Coordinating Board, Coordinator’s office, Health Department) to establish criteria and methods to create complete, livable, and resilient communities	<ul style="list-style-type: none"> <li>• Create cross-departmental working groups and business processes to make progress on livability, complete neighborhoods, public realm enhancement, green infrastructure/sustainability, and public health</li> <li>• Establish policies for complete, livable, and resilient communities in the comprehensive plan</li> <li>• Advance livability, growth, and sustainability goals through the delivery of planning and urban design services</li> <li>• Proactively communicate and collaborate internally and externally to inform and advance goals</li> <li>• Engage and inform citizens, staff, stakeholders, partners, and elected officials about best practices and “next city” concepts</li> <li>• Develop a Placemaking Hub and make it easy for citizens and private actors to enhance the public realm</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and report regularly on a “complete and livable neighborhoods” indicator [see Portland example; per Coordinator’s office]</li> <li>• Coordinate with Sustainability and Health to identify and report on sustainability and health indicators by geography</li> <li>• Measure enhancement activities leveraged or supported by City programs (special service districts, community gardening, façade improvement, public art, paint the pavement, so on)</li> </ul>

# Housing Policy & Development

<b><i>Strategic Direction</i></b>	<b><i>Department Goal</i></b>	<b><i>Department Objectives</i></b>	<b><i>Department Tactics</i></b>	<b><i>Metrics</i></b>
All neighborhoods are safe, healthy and uniquely inviting	Leverage CPED investments and resources to foster economic development and revitalization in challenged areas	Stabilize the city's existing housing through rehabilitation that incorporates sustainability qualities to the design and construction	<ul style="list-style-type: none"> <li>• Develop comprehensive housing strategy for market challenged areas, including new construction of infill housing and redevelopment for multifamily and single family use, elimination of blighting influences, housing rehabilitation and improvement</li> <li>• Leverage CPED investments and resources to foster community revitalization and healthy housing markets in challenged areas</li> </ul>	<ul style="list-style-type: none"> <li>• Number of rehabilitated single family and multifamily housing units supported by CPED housing programs</li> <li>• Reduced number of boarded and vacant properties in the city</li> <li>• Increase in tax base</li> </ul>
High-quality, affordable housing choices exist for all ages, incomes and circumstances	Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities	<ul style="list-style-type: none"> <li>• Support city population growth by providing policy direction and financing of new infill housing production and higher density residential development</li> <li>• Identify and provide policy direction and financing for lifecycle housing options for all people</li> <li>• Expand homeownership opportunities with particular focus on reducing the racial disparity rate in</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with the production, preservation, and/or substantial rehabilitation of affordable and mixed income housing, redevelopment and higher density housing through the Affordable Housing Trust Fund, Vacant and Boarded Recycling Program, administration of pass through environmental grants, homeowner rehabilitation program, first time homebuyer programs, housing counseling programs, initiatives to end homelessness, and other programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of projects and units that increase housing density supported by CPED housing programs</li> <li>• Number of infill single family and multifamily housing units constructed on vacant parcels owned by the City or constructed with support from CPED housing programs</li> <li>• Increase in tax base</li> <li>• Increased number of lifecycle housing units, including units for seniors and multigenerational families, large families, households that are homeless or at risk of homelessness, persons with a disability, etc</li> <li>• Number of homeless individuals and families</li> <li>• Number of low- and moderate income homebuyers assisted</li> </ul>

<b><i>Strategic Direction</i></b>	<b><i>Department Goal</i></b>	<b><i>Department Objectives</i></b>	<b><i>Department Tactics</i></b>	<b><i>Metrics</i></b>
		homeownership by providing incentive programs and enhancing homeownership outreach efforts		
Racial inequities (including in housing, education, income and health) are addressed and eliminated	Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness	Identify and implement strategies to affirmatively further fair housing	Complete analysis of impediments to affirmatively furthering fair housing, develop strategy based on analysis, report annually on outcomes of strategies	<ul style="list-style-type: none"> <li>• Number of market rate units produced in areas of concentrated poverty with minority households comprising 50% or more of the households</li> <li>• Number of affordable housing units produced in areas non-impacted by poverty and with white households comprising 51% or more of the households</li> <li>• Number of homebuyer households of color assisted</li> <li>• Increased percentage of homebuyer households of color served relative to prior years' programs</li> </ul>

# Economic Policy & Development

<b><i>Strategic Direction</i></b>	<b><i>Department Goal</i></b>	<b><i>Department Objectives</i></b>	<b><i>Department Tactics</i></b>	<b><i>Metrics</i></b>
We support entrepreneurship while building on sector (such as arts, green, tourism, health, education and high-tech) strengths	Leverage CPED investments and resources to foster economic development and revitalization in challenged areas	<ul style="list-style-type: none"> <li>• Support Minneapolis businesses with the potential to grow jobs in challenged areas</li> <li>• Strengthen CPED’s role as leader, innovator and key driver of our city’s regional competitiveness, by reducing racial disparities in employment</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the vitality of our neighborhood commercial districts, which are home to nearly 50 percent of Minneapolis jobs</li> <li>• Leverage CPED investments and resources to foster economic development and revitalization in challenged areas; focus funding investments in key geographic areas of market challenge</li> <li>• Increase the competitiveness of Minneapolis residents for available jobs</li> <li>• Provide innovative and effective access to career training and work experience opportunities for Minneapolis teens</li> <li>• Help businesses, big and small, start, move, stay and grow in Minneapolis</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of overall City loan and grant program investment in market challenged areas</li> <li>• Create and support place-based employment initiatives in communities of high unemployment (northside, southside, Cedar Riverside)</li> <li>• Train 300 Minneapolis adults in in-demand skills each year, allowing for individuals to be more competitive; place 700 Minneapolis adults into employment each year</li> <li>• Provide programming to allow for 1,800 Minneapolis youth gain job opportunities</li> <li>• The overall number of business licenses issued annually, or specific types of license categories and their trends</li> <li>• Number of businesses assisted through BTAP and number of jobs created or retained</li> <li>• Number of commercial nodes and corridors improved through the Great Streets program</li> <li>• Amount of private investment leveraged</li> </ul>
Regulations, policies and programs are efficient	Plan, design and develop sustainable, healthy, livable, high performance and	<ul style="list-style-type: none"> <li>• Make it easy to do business in the city</li> </ul>	<ul style="list-style-type: none"> <li>• Responsiveness to new business trends and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of ordinances amended or repealed to eliminate unnecessary regulatory burdens for businesses</li> <li>• Licensing turn around times</li> </ul>

<b><i>Strategic Direction</i></b>	<b><i>Department Goal</i></b>	<b><i>Department Objectives</i></b>	<b><i>Department Tactics</i></b>	<b><i>Metrics</i></b>
and reliable while protecting the public's interests	resource efficient communities			
We support entrepreneurship while building on sector (such as arts, green, tourism, health, education and high-tech) strengths	Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness	<ul style="list-style-type: none"> <li>• Increase the competitiveness of residents for available jobs</li> <li>• Grow the property tax base, which supports vital city services to support further business and job growth</li> </ul>	<ul style="list-style-type: none"> <li>• Provide effective access to career counseling for adults and youth</li> <li>• Provide effective link between businesses with job opening and job seekers</li> <li>• Improve procurement equity by increasing supplier gender and racial diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Number of adults trained in in-demand skills</li> <li>• Number of adults placed into employment</li> <li>• Number of youth provided programming to gain job opportunities or support for future education/life stability</li> <li>• Number of jobs created and retained through city loan programs</li> </ul>

# Development Services

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objectives</i>	<i>Department Tactics</i>	<i>Metrics</i>
	Leverage CPED investments and resources to foster economic development and revitalization in challenged areas			
All Minneapolis residents, visitors and employees have a safe and healthy environment	Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities	<ul style="list-style-type: none"> <li>• Provide quality construction code services to ensure the safety, health, durability, energy efficiency and livability of the built environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop policies, remove barriers, and work to foster an environment that promotes green and sustainable building potential in all phases of construction.</li> <li>• Plan Review staff is trained and in many cases certified in leading national green building standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Track number of code amendments that promote green and sustainable building.</li> </ul>
Regulations, policies and programs are efficient and reliable while protecting the public's interests	Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness	<ul style="list-style-type: none"> <li>• Development Services is committed to providing quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Development Services staff with development plans that include opportunities for training and additional certifications, as well as the ability to obtain necessary CEU's to maintain currently held certifications.</li> <li>• Staff will continue to have staff involvement on regional and national code development committees and conventions, state boards (both authoritative and advisory), and on</li> </ul>	<ul style="list-style-type: none"> <li>• Measure the number of city ordinance text amendments adopted aimed at eliminating or reducing regulations, or permitting new activities previous not allowed.</li> <li>• Develop the number of process "roadmaps" produced, including documents for ESL customers</li> </ul>

<b>Strategic Direction</b>	<b>Department Goal</b>	<b>Department Objectives</b>	<b>Department Tactics</b>	<b>Metrics</b>
			<p>the boards of building code based associations representing state and regional interests.</p> <ul style="list-style-type: none"> <li>• Improve and simplify development review processes for opening businesses, obtaining building permits completing the construction code inspections process</li> <li>• Worked with the City Planning Commission and City Council to amend outdated zoning code provisions.</li> <li>• Identify outdated and unnecessary land use regulations that may be narrowed or eliminated.</li> <li>• Identify land use applications that currently require public hearings that may be streamlined or eliminated.</li> </ul>	<ul style="list-style-type: none"> <li>• Development Services is committed to answering calls live whenever possible, returning all voice messages within 24 hours, and performing inspections within 48 hours of the requested time.</li> <li>• Typical Plans are reviewed within 20 days of submittal.</li> </ul>

# Administration, Operations & Innovation

<b>Strategic Direction</b>	<b>Department Goal</b>	<b>Department Objectives</b>	<b>Department Tactics</b>	<b>Metrics</b>
City operations are efficient, effective, results driven and customer focused	Leverage CPED investments and resources to foster economic development and revitalization in challenged areas	<ul style="list-style-type: none"> <li>• Productive and efficient departmental operations</li> <li>• Highly engaged workforce prepared to execute departmental goals and plans now and in the future</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively manage and deliver internal operations services (e.g. web changes, IMACs, employee services, fleet management, and communications materials)</li> <li>• Manage the Innovation Center and develop programming to serve as a hub for collaboration and innovation for the city enterprise</li> <li>• Develop a workforce plan to ensure the department is prepared for near future workforce changes</li> <li>• Continue to support and engage the departmental Labor Management Committee to address non-labor contract workplace issues</li> <li>• Engage in an organizational development initiative and coordinated employee survey response activities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of projects/activities housed in Innovation Center</li> <li>• Turnaround time for internal customer requests met or exceeded (e.g. web changes, IMACs, communication materials, etc)</li> <li>• Increased CPED employee satisfaction reported on City Employee Engagement Survey</li> <li>• Number of attendees that attend professional development trainings and events</li> <li>• Level of participation in Labor Management Committee meetings</li> </ul>
City operations are efficient, effective, results driven and customer focused	Plan, design and develop sustainable, healthy, livable, high performance and resource efficient communities	Technology meets business needs and supports productive and efficient business processes	<ul style="list-style-type: none"> <li>• Manage and oversee the development and implementation of the Enterprise Land Management System (ELMS)</li> <li>• Manage and oversee the development and implementation of the replacement of the MINS system</li> <li>• Develop a departmental technology plan to ensure effective management and coordination of technology initiatives throughout the department</li> <li>• Lead and participate in enterprise and departmental business process improvement initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• ELMS system is completed on schedule and within budget</li> <li>• Solutions implemented that meet business needs within scope</li> <li>• Reduction in the number of shadow systems being used</li> <li>• Number of processes reviewed and improved</li> <li>• Increased process efficiency, productivity and quality</li> </ul>

<b>Strategic Direction</b>	<b>Department Goal</b>	<b>Department Objectives</b>	<b>Department Tactics</b>	<b>Metrics</b>
City operations are efficient, effective, results driven and customer focused	Strengthen CPED's role as leader, innovator and key driver of our city's regional competitiveness	<ul style="list-style-type: none"> <li>• Broad awareness of CPED programs and services in the community</li> <li>• Transparency and accountability by providing accurate and accessible data pertaining to CPED programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the departmental marketing plan to systematically engage media outlets that focus on underserved communities (e.g. KMOJ monthly radio program)</li> <li>• Provide data through the city's open data portal</li> <li>• Govern technology systems to ensure accurate and consistent data entry</li> <li>• Develop new Results reports to provide accurate information on CPED's performance in addressing city and departmental priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased online traffic, media exposure, and phone calls</li> <li>• Track Results measures to ensure report is aligned with our business plan and department and City goals</li> <li>• Increased number of users accessing CPED data through the OpenGov portal</li> </ul>