

2019
















DEPARTMENT

results
minneapolis

City Coordinator – Administration

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
 Department priorities (page 4): Department organization and structures

Budget program	2018 Budget	Performance measure	2018 performance	Data trend	Status indicator: Red/yellow/green
Strategic Management and Administration / Innovation Team (I-team)	\$5.2M	<i>Select measures</i> 1. Staff overseen 2. Study sessions completed 3. People transitioned from the encampment 4. Departments that reported as part of Results Minneapolis	1. 1,029 staff overseen 2. 7 study sessions completed 3. 170 people transitioned 4. 71% of departments	1. No trend 2. No trend 3. No trend 4. No trend	1.  2.  3.  4. 
Sustainability	\$2.6M	1. Minneapolis Greenhouse Gas Emissions (GHG from Citywide Activities) 2. Participation in Minneapolis market metrics project	1. 4.1 million metric tons CO2e (2016) 2. Market metrics: 1. 25 markets 2. 656 vendors 3. 5,160 dot survey participants	1. Decrease 2. Market metrics: a. Increase b. Decrease c. Increase	1.  2. Market metrics: a.  b.  c. 
Arts, Culture, & the Creative Economy	\$1.0M	<i>Select measures</i> 1. Artists who received direct program assistance 2. City departments worked with	1. 120 artists 2. 8 departments	1. No trend 2. No trend	1.  2. 
Equity and Inclusion	\$0.5M	<i>Enterprise Equity – Select measures</i> 1. City staff trained on primary and secondary trauma 2. Dollars awarded in Resilience 365 participatory budgeting project 3. Trauma-informed training <i>Promise Zone</i> 1. Promise Zone Annual Investment 2. Promise Zone Grant Status	<i>Enterprise Equity</i> 1. 122 City staff trained 2. \$496,689 awarded 3. 152 mental health professionals; 2,397 individuals; 1,144 youth and family members <i>Promise Zone</i> 1. \$2.1M 2. 6 grants received, 19 grant applications	<i>Enterprise Equity</i> 1. No trend 2. No trend 3. No trend <i>Promise Zone</i> 1. Decrease 2. Stable	<i>Enterprise Equity</i> 1.  2.  3.  <i>Promise Zone</i> 1.  2. 

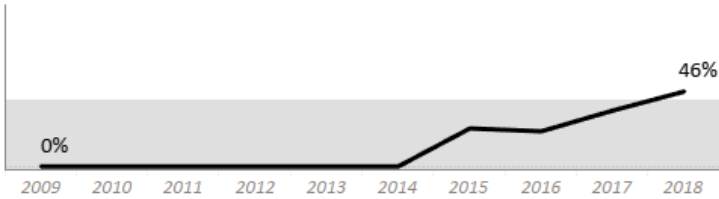
Enterprise Priorities

Workforce diversity

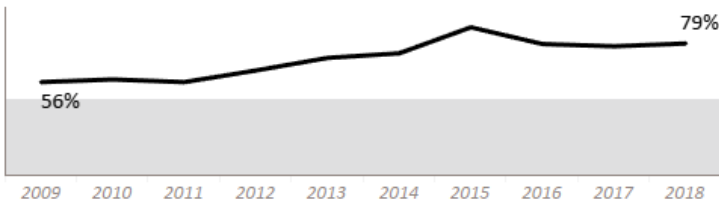
- **Meets** enterprise goal of 41% people of color
- **Meets** enterprise goal of 45% women
- The City Coordinator’s Office continues to make growth and progress in hiring people of color and has maintained a high percentage of women in the office. This is due to a variety of factors, including intentional and targeted marketing efforts and ensuring diversity on our hiring panels.

Workforce diversity (2009-2018)

People of color



Women



Notes:

(1) Grey shading indicates enterprise goals (41% people of color and 45% women).

Spending with diverse suppliers

- **Exceeds** Citywide percent diverse spending
- **Exceeds** Citywide percent spending with minority-owned suppliers
- **Exceeds** Citywide percent spending with non-minority women-owned suppliers
- While there was an overall increase in spend in the Coordinator’s Office, a greater share of that increase went to diverse suppliers. Last year’s increase was driven by a handful of large contracts across multiple program areas, reflecting an effort by Coordinator staff responsible for contracting to increase recruitment and consideration of diverse suppliers.

Summary

Total supplier spending* over selected years

\$1.4M

Amount spent with diverse suppliers over selected years

\$769K (54%)

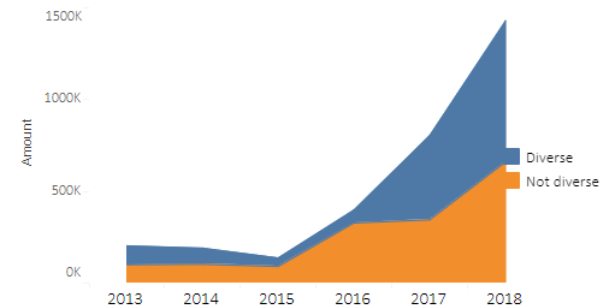
Minority-owned

\$612K (43%)

Non-minority women

\$158K (11%)

Share of diverse spending* (all years)



Department Priorities

Department organization and structures

The value of the Coordinator's Office is to provide strategic, administrative and management services for the City.

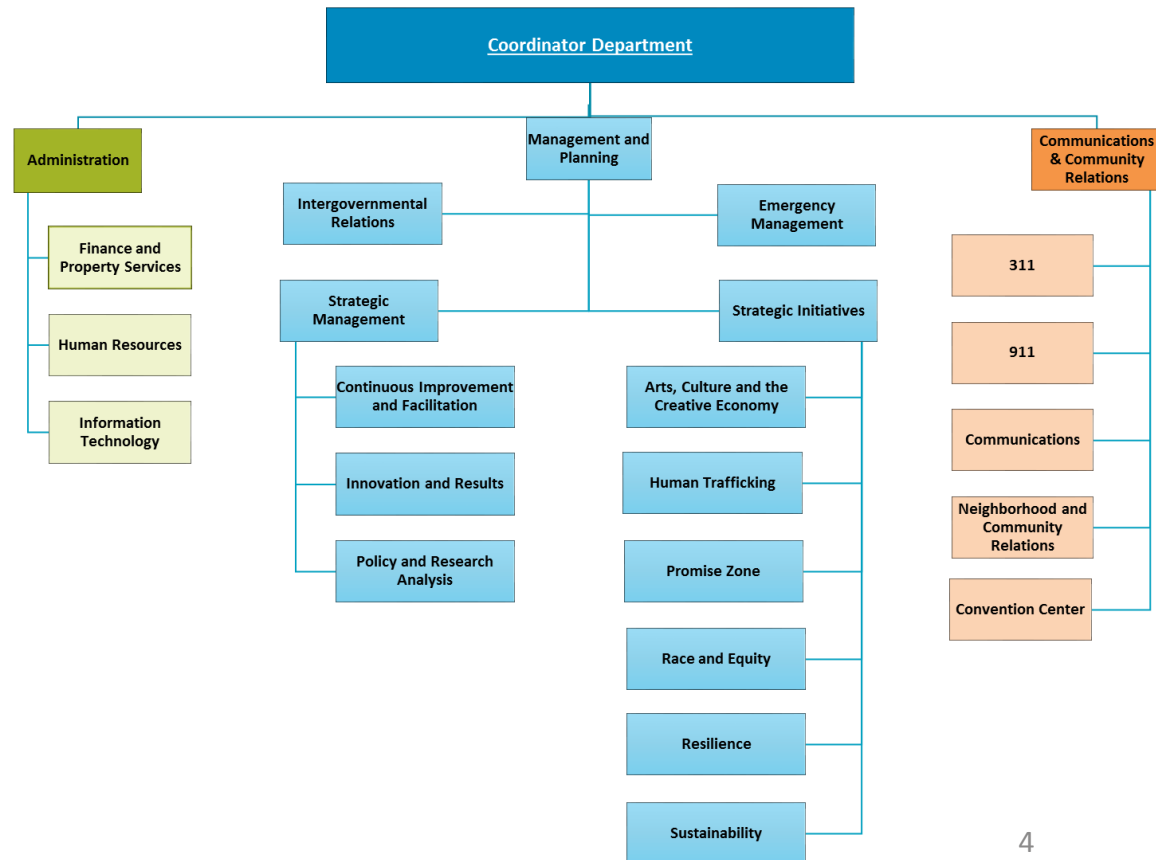
It is important to consider that part of that value is to be responsive to the changing needs of the organization and community. This requires some degree of flexibility in what we do and how we do it. In 2018, for example, our office needed to adapt to a wide range of needs including Super Bowl-related coordination, transitioning to new leadership, responding to the Hiawatha encampment, and implementing a new framework for Strategic and Racial Equity Planning. To better meet those needs, our office spent significant time re-organizing in order to create the structures for the kind of planning required to provide guidance on critical work and remain agile to take on critical new work. This included creating two divisions within the department.

Strategic Initiatives provides strategy building oversight and planning of City-wide initiatives that are deemed critical to the business success of the enterprise and also meet stakeholder needs.

Strategic Management leads planning and implementation of strategic and business specific goals and objectives and manages initiatives that improve the delivery of City services and builds strategic management capacity throughout enterprise.

Development of these divisions improves capacity for overall City administration.

Our office also developed a vision and high-level workplan in 2018. This is in the process of being implemented and transformed into operational plans that can be used or plan, prioritize and measure our work.



Strategic Management & Administration + Innovation Team







2018 Budget: SM&A \$4.6 million

I-Team \$0.6 million*

Program description: Acting as the strategic advising and consulting arm of the enterprise, the Strategic Management and Administration program area encompasses the City's performance and Results management functions, continuous improvement and facilitation functions, and general research and project management consulting services.

Performance measures

Performance Measure

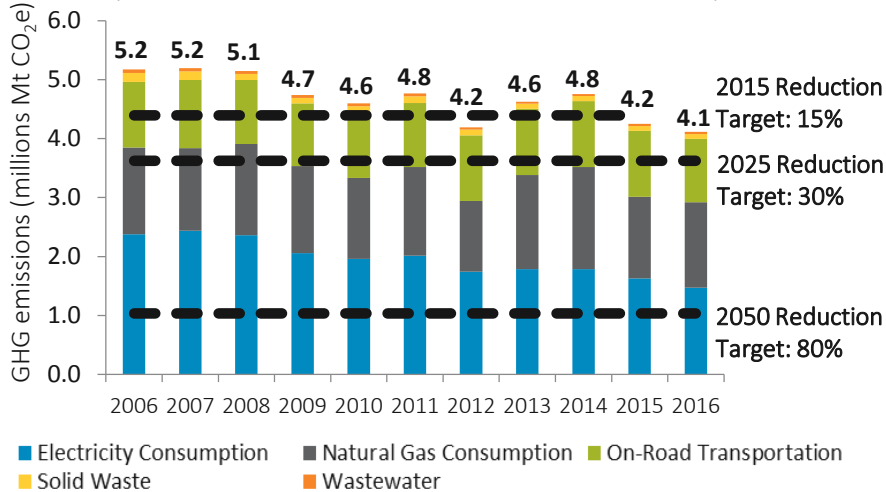
 <p>Management</p>	<ul style="list-style-type: none"> • Oversight of 10 Coordinator Departments and 1,029 staff in the organization • Management of the City's effort on the Hiawatha Encampment; successfully transitioning 170 people to the temporary navigation center
 <p>Policy Initiatives</p>	<ul style="list-style-type: none"> • Support of critical, enterprise-wide policy initiatives like the Census and Neighborhoods 2020 • Worked with federal reserve on minimum wage analysis to establish a baseline for assessing economic impacts of wage increases • Established the City's first human trafficking prevention work
 <p>Enterprise Coordination</p>	<ul style="list-style-type: none"> • Coordination of major internal management processes, including IT Governance, support of ELMS, New Public Service Center design, the Permanent Review Committee and the Information Governance and Policy Committee • Super Bowl/NCAA Final Four coordination • Resurgence of U of M collaboration with master contract and appointment of New University District Alliance members
 <p>Performance Management</p>	<ul style="list-style-type: none"> • 71% of departments completed Results Minneapolis reports • Continued alignment of Results with budget to make performance-informed resource decisions
 <p>Strategic Planning</p>	<ul style="list-style-type: none"> • Completed 7 study sessions to onboard new policy makers to City processes in preparation for Strategic and Racial Equity Action Planning • Redeveloped the City's strategic planning process by incorporating Strategic and Racial Equity Action Planning, building off of long-range planning and coordinating with the City's budget process
 <p>Innovation Team</p>	<ul style="list-style-type: none"> • Creation of the online Minneapolis Business Portal to centralize information and resources for small business owners and clarify the regulatory process • Conduct on License Premise Ordinance rewritten to ensure clarity, accuracy in enforcement, due process, protection for crime victims, and to eliminate disproportionate effects of evictions in poor communities of color

Sustainability

Program description: The Sustainability program area drives citywide and internal sustainability policy through performance measurements, research, planning inter-departmental collaboration, piloting initiatives and funding development. The program has a particular focus on the Homegrown Minneapolis Initiative (healthy, sustainable locally grown food), climate and energy strategies, tree canopy improvements, and waste reduction strategies.

Performance measures

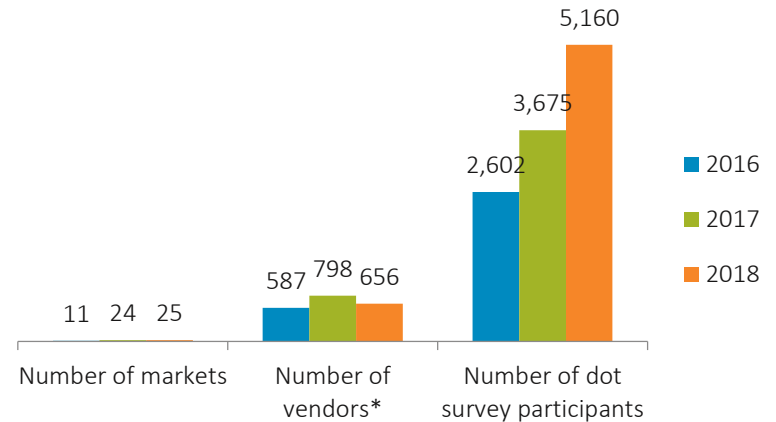
Minneapolis Greenhouse Gas (GHG) Emissions from Citywide Activities



Definition:

- Measures the greenhouse gas emissions from citywide activities for five primary categories. As a part of the adopted Climate Action Plan, the City has established greenhouse gas emissions reduction goals of 15 percent by 2015, 30 percent by 2025, and 80 percent by 2050, all compared back to a 2006 baseline. The most current data available is for 2016 in which we had a 20.4% reduction in GHG emissions. The 2017 GHG reduction percentage will be available in mid-2019.

Participation in Minneapolis Farmers market metrics project



Definition:

- Participation in the market metrics project demonstrates the scope of collaboration among Minneapolis markets and provides data to produce a valid survey of market impacts and needs. Nearly 100% of markets participated. Vendor number refers to number of vendors reflected in vendor lists submitted by markets. The number of vendors is lower in 2018 in part because vendor lists were collected earlier by the University of MN and also because some markets accepted less vendors, to seek a better product mix. Outcome data is also available for 2018.

Arts, Culture, & the Creative Economy

Program description: The Office of Arts, Culture and the Creative Economy leverages the creative sector towards social and economic growth in the City of Minneapolis. The office is responsible for the development of the city's arts and cultural planning and policies, creative economy research, creative workforce support, cross-sector collaborations and the integration of arts-based strategies into city departments.

Performance measures

Performance Measure



Cross-jurisdictional collaboration

- Presented at national and regional convenings to showcase arts & equity work with partners such as GARE, PolicyLink, AFTA, Artplace, Race Forward, and local government jurisdictions
- Collaborated with State & Federal partners on State & Federal Arts Agenda



Research, policy & planning

- Authored policy and provided data for six topic areas in Minneapolis 2040 to fully integrate arts and culture strategic goals into city infrastructure
- Produced new MCI 2018 study updating and adding new data on the Minneapolis creative sector & disseminated 8,000 copies to key audiences in the Metro
- Worked with MN Citizens for the Arts and 20 local private & public-sector arts and culture funders to collaborate and share data for the Statewide Creative MN study.



Enterprise consultation & partnership

- Worked collaboratively with eight city divisions on arts and culture programs, projects and processes
- Partnered with CPED B-TAP program and 5 local service providers to deliver B-TAP tailored to arts and culture businesses and entrepreneurs



Creative CityMaking

- Recruited five artists for placement on three City projects focused on arts-based civic engagement with the goal of eliminating racial disparities
- 120 artists received direct program assistance to apply for open CCM positions
- 4,059 CCM brochures sent to key arts audiences in the Minneapolis Metro Area to build program awareness and invite applications



Creative City Challenge

- Commissioned and built Carry on Homes; in the Commons, an artwork focused on telling immigrant stories and showcased the work of 105 immigrant artists and ten cultural groups
- Collaborated with Green Minneapolis and Northern Lights to deliver Northern Spark to the Commons. Placed 48 artist projects in the Commons for Northern Spark programming.

Equity and Inclusion

Enterprise Equity

Program description: This program focuses on growing the capacity of staff and policymakers to think critically about racial and transgender equity in City policies, practices and procedures. Staff develops and implements training, fosters team-building, and provides department-level and enterprise consultation. Staff also participates locally and nationally in coalitions focused on advancing racial equity.

Performance measures

Performance Measure



Cross-jurisdictional collaboration

- Participated in national and regional convenings to showcase racial equity work
- Government Alliance on Race and Equity steering committee co-leadership



Enterprise engagement

- Completed year one for inaugural Racial Equity Coordinator cohort
- Hosted monthly meetings with department equity teams
- Coordinated City staff to take Race Equity 101 training through GARE
- Collaborated with departments to host four Reading for Equity And Diversity topical sessions
- 93% of City staff who had training said they were prepared to implement best practices to address trauma in the workplace and/or community
- 122 City staff trained on primary and secondary trauma
- Certified nearly 100 City staff in cultural somatics and psychological first aid
- Coordinated racial equity training for City Council members



Policy consultation

- Co-Created and implemented Strategic + Racial Equity Action Planning process
- Guided Council and Mayor through adopting enterprise racial equity priorities
- Collaborated closely with CPED LRP to ensure strong racial equity language in the Comprehensive Plan



ReCAST Minneapolis

- \$496,689 awarded in Resilience 365 participatory budgeting project with over 3,000 voters, 29 projects funded and 2,105 POCII Minneapolis residents served by projects
- 152 mental health professionals received trauma-informed training
- 2,397 individuals received trauma-informed training
- 1,144 youth and family members referred to trauma-informed services
- 258 organizations collaborated to share resources



Transgender Equity

- Assumed responsibility for the Transgender Equity program including overseeing the 6th Annual Trans Equity Summit, the Transgender Equity Council and the Transgender Issues Work Group

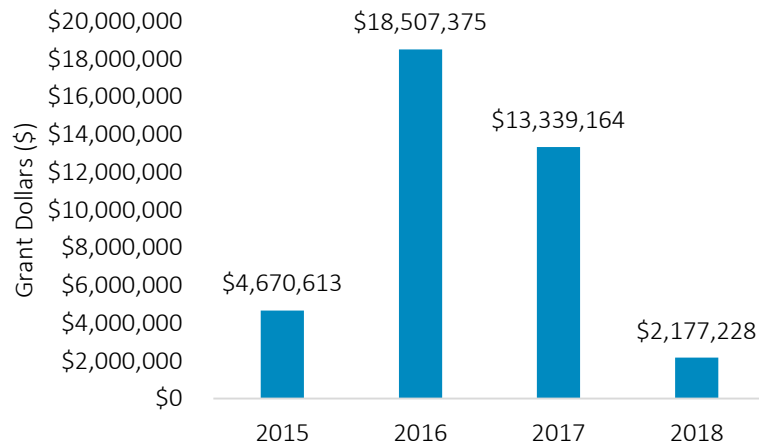
Equity and Inclusion

Promise Zone

Program description: Promise Zones are federally designated, high poverty communities where Federal Government agencies partner with local organizations and leaders to increase economic activity, improve educational opportunities, and leverage private investment. The Promise Zone works to create partnerships and opportunities for residents in housing, economic development and inclusion, and systems access.

Performance measures

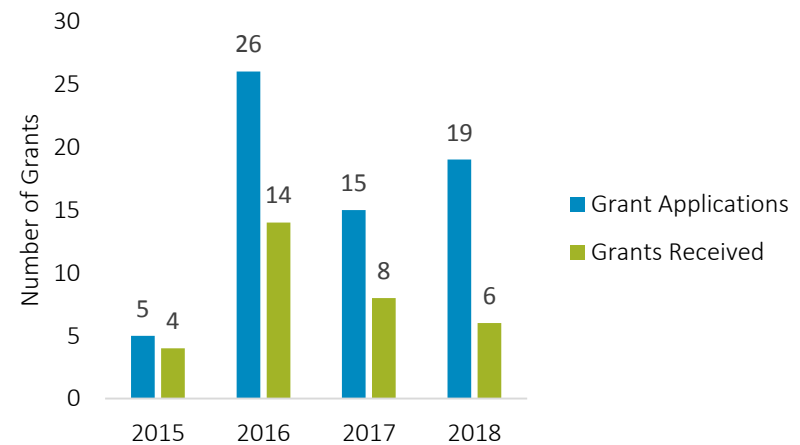
Promise Zone Annual Investment



Definition:

- Amount of money secured through federal grants to support North Minneapolis Promise Zone. Quantifies, in dollars, federal investment into work being done by community partners and the City Enterprise in the North Minneapolis Promise Zone.

Promise Zone Grant Status



Definition:

- Number of federal grants that partners have applied for, and received, to serve the North Minneapolis Promise Zone. Quantifies number of partners with whom North Minneapolis Promise Zone is collaborating.