

2019

DEPARTMENT

results
minneapolis

Regulatory Services

Performance summary

Enterprise priorities (page 4): Workforce diversity, Spending with diverse suppliers
Department priorities (page 5): Homeowner Navigation Program, Tenant Navigators





Trend Key

















- Year-over-year (YoY) increase by more than 5%
- Less than 5% YoY change
- YoY decrease by more than 5%
- No trend

Budget program	2018 Budget	Performance measure	2018 Performance	Trend from prior year	Trend: Red/yellow/green
Housing Inspection Services	\$8.6M	<ol style="list-style-type: none"> 1. Percent of Exterior nuisance Percent of 311 resolved within SLA 2. Percent of Housing condition (1-3 unit building) complaints resolved within SLA 3. Percent of 311 Strategic Inspection Group callbacks resolved within SLA 4. Percent of 311 Unpermitted work complaints resolved within SLA 5. Percent of 311 Vacant building complaints resolved within SLA 6. Overall number of housing inspections 7. Overall number of housing code violations found 8. Number of properties on Vacant Building Registration (VBR) list 9. Median length of time properties were on the Vacant Building Registration (VBR) list 4 10. Number of properties on Restoration Agreement 11. Median length of time properties were on the Restoration Agreement 	<ol style="list-style-type: none"> 1. 68% 2. 74% 3. 45% 4. 79% 5. 76% 6. 50,212 7. 39,191 8. 467 9. 17 months 10. 73 properties 11. 7 months 	<ol style="list-style-type: none"> 1. Stable 2. Stable 3. Decrease 4. Increase 5. Decrease 6. Stable 7. Increase 8. Decrease 9. Decrease 10. Decrease 11. Decrease 	<ol style="list-style-type: none"> 1. ● 2. ● 3. ● 4. ● 5. ● 6. ● 7. ● 8. ● 9. ● 10. ● 11. ●
Traffic Control	\$6.1M	<ol style="list-style-type: none"> 1. Percent of 311 Abandoned Vehicle complaints resolved within SLA 2. Percent of 311 Illegal snow dumping complaints resolved within SLA 3. Percent of 311 Inoperable vehicle complaints resolved within SLA 4. Percent of 311 Parking violations complaints resolved within SLA 5. Percent of 311 Traffic Control officer complaints resolved within SLA 6. Traffic control tickets issued 7. Traffic control work hours 8. Parking violation warnings issued 	<ol style="list-style-type: none"> 1. 99% 2. 95% 3. 95% 4. 98% 5. 98% 6. 23,5873 7. 11,133 8. 1,964 	<ol style="list-style-type: none"> 1. Stable 2. Stable 3. Stable 4. Stable 5. Stable 6. Increase 7. Stable 8. Increase 	<ol style="list-style-type: none"> 1. ● 2. ● 3. ● 4. ● 5. ● 6. ● 7. ● 8. ●

Performance summary

Enterprise priorities (page 4): Workforce diversity, Spending with diverse suppliers
Department priorities (page 5): Homeowner Navigation Program, Tenant Navigators

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	YoY decrease by more than 5%		No trend

Budget program	2018 Budget	Performance measure	2018 Performance	Trend from prior year	Trend: Red/yellow/green
Animal Care and Control	\$3.4M	<ol style="list-style-type: none"> Number of cats and dogs returned to owner or adopted Number of dogs that bit, declared dangerous and did not bite again. Percent of 311 Animal - Livability complaints resolved within SLA Percent of 311 Animal - Public Health complaints resolved within SLA 	<ol style="list-style-type: none"> 704 159 99% 99% 	<ol style="list-style-type: none"> Stable No trend Stable Stable 	<ol style="list-style-type: none">    
Fire Inspection Services	\$3.2M	<ol style="list-style-type: none"> Percent of 311 Commercial/mixed use complaints resolved within SLA Percent of 311 Exterior nuisance (4+ unit building) complaints resolved within SLA Percent of 311 Housing conditions (4+ unit building) complaints resolved within SLA Overall number of fire inspections (excluding nuisance inspections) Overall number of fire code violations found Number of Fire Inspection Services permits issued by type Number of hazardous materials licenses issued 	<ol style="list-style-type: none"> 92% 96% 51% 7,773 7,778 3,286 635 	<ol style="list-style-type: none"> Increase Increase Increase Increase Increase Stable Increase 	<ol style="list-style-type: none">       
Operations + Engagement	\$1.4M	<ol style="list-style-type: none"> Number of citation appeals (Citywide) Percent of Regulatory Services citations appealed Number of Homeowner Navigation Program cases closed Number of Homeowner Navigation Program cases opened Number of community events 	<ol style="list-style-type: none"> 287 9% 43 79 87 	<ol style="list-style-type: none"> Increase Decrease Decrease Decrease Increase 	<ol style="list-style-type: none">     

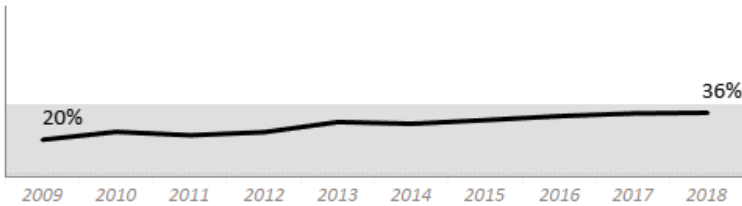
Enterprise Priorities

Workforce diversity

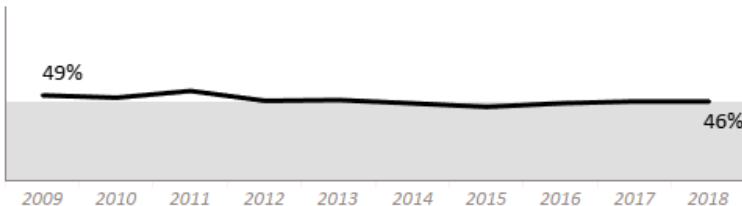
- **Does not meet** enterprise goal of 41% people of color
- **Meets** enterprise goal of 45% women
- Diverse hiring panel with focus on application review, required experience or skills, and equity-related interview questions.
- Launched an internal program geared towards employees at a grade 9 or lower and people of color, indigenous heritage and women. Emphasis on strengths assessment, interviewing skills, career exploration and network building.

Workforce diversity (2009-2018)

People of color



Women

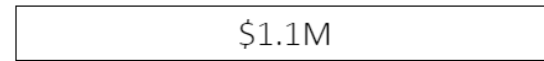


Notes:
 (1) Grey shading indicates enterprise goals (41% people of color and 45% women).
 (2) In 2011, 911 was folded into the Regulatory Services department. In January of 2012, 911 was split out of Regulatory Services back into their own department. Prior to 2012, Emergency Management was also part of the Regulatory Services department.

Spending with diverse suppliers

- **Exceeds** Citywide percent diverse spending of 15%
- **Meets** Citywide percent spending with minority-owned suppliers of 6%
- **Exceeds** Citywide percent spending with non-minority women-owned suppliers of 9%
- Raise of cap for formal bids pushes nearly all of Regulatory Services suppliers into the Target Market Program, which focuses on business size and geographic locations.

Total supplier spending* over selected years



Amount spent with diverse suppliers over selected years



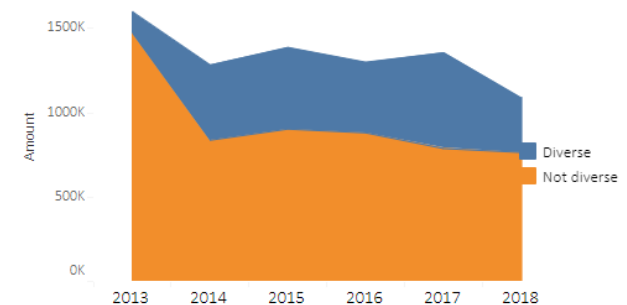
Minority-owned



Non-minority women



Share of diverse spending* (all years)



Department Priorities

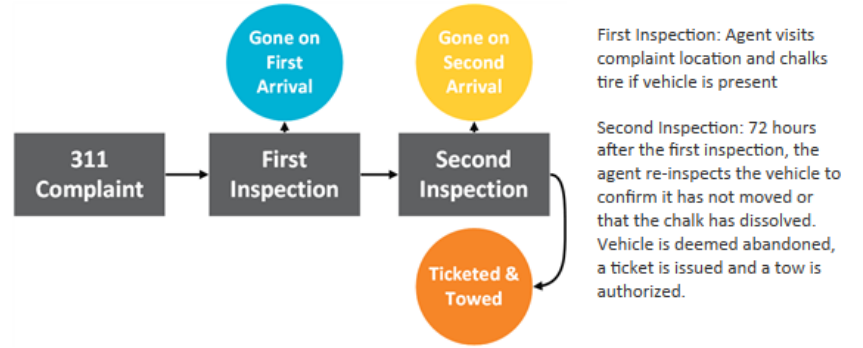
Abandoned vehicles

Background

Abandoned vehicle complaints comprise approximately 50% of all complaints received by Traffic Control.

Abandoned vehicle complaints are neither urgent nor considered a life safety violation. Enforcement of abandoned vehicles complies with municipal code that allows for vehicle parking on city streets and highways for up to 72 consecutive hours. Inoperable vehicles are managed separately and not included in this analysis.

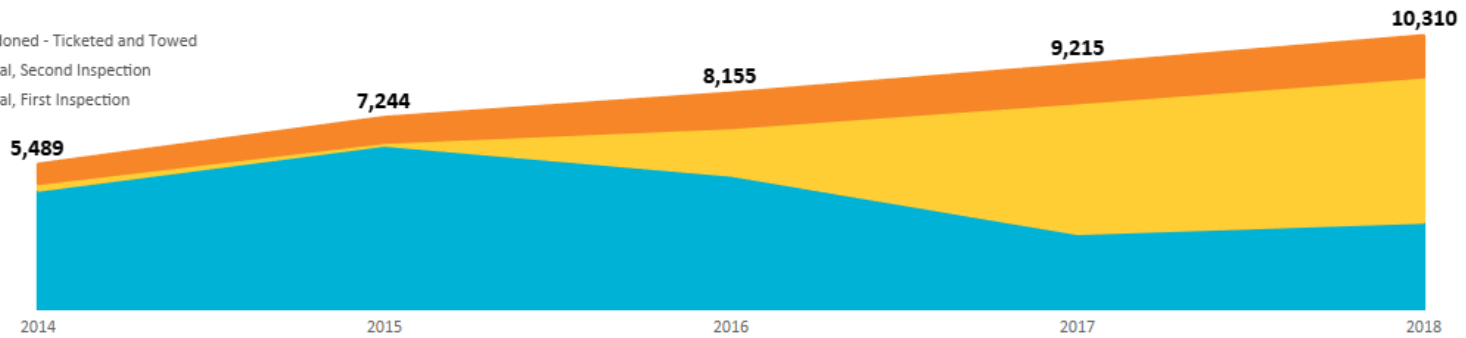
Access to technology in late 2015 provided agents with the opportunity to directly access complaints while in the field. In 2016, a standard report provided staff with an automated update on vehicle chalking.



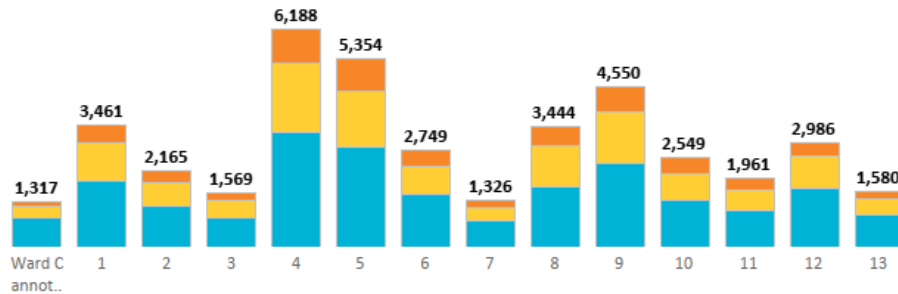
Abandoned vehicle complaint outcome over time

Legend

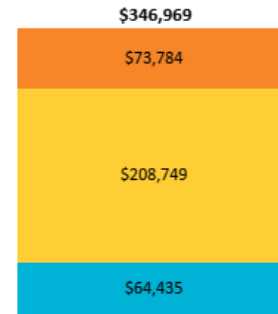
- Vehicle Abandoned - Ticketed and Towed
- Gone on Arrival, Second Inspection
- Gone on Arrival, First Inspection



Abandoned vehicle outcome by Ward (2014-2018)



Salary and benefits (2018)



Calculated revenue (2018)



Department Priorities

People-centered housing approach

In the summer of 2017, housing violations for overgrown vegetation and cracked paint were issued to a property. The owner was a 72-year-old woman on a fixed income who lacked the resources to comply with the orders. The inspector referred the case to the Homeowner Navigation Program (HNP) to better support the resident's circumstances and have a better chance at resolving the issues.

Working with the homeowner, HNP secured services with A Brush with Kindness, a home repair program associated with Twin Cities Habitat for Humanity. In spring 2018, a crew of licensed contractors and volunteers not only landscaped and painted but were able to repair her roof, water heater and windows. All housing orders were closed and the homeowner remains safely in her home.



Homeowner Navigation Program (2012-Present)

- Assists seniors, veterans and disabled homeowners address open housing orders, deferred property maintenance and in-home safety hazards using community resources to maintain safe and stable housing.
- Alleviates stress and anxiety faced by homeowners during complicated processes and helps reduce blight.
- Approach has evolved through programmatic initiatives around housing stability and proactive engagement.

Department Priorities

People-centered housing approach

Tenant Navigators (2018-Present)

- Roles created in 2018 to address needs of renters in understanding and navigating the regulatory and code enforcement process. Three inspectors assigned to support this work.
- Work closely with inspectors and managers to support renters with complex housing issues, respond to complaints of retaliation, ensure renter needs are front and center in enforcement process and coordinate with tenant advocacy organizations and legal services. Tenant navigators are bridging an important gap for renters.
- Help ensure enforcement strategies continue to support and maximize housing stability and ensure enforcement tools that negatively impact renters are used as a last resort.

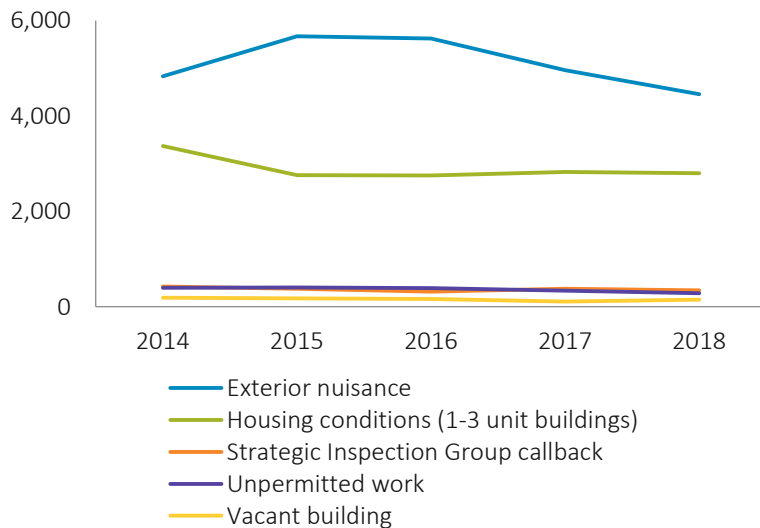
In 2018, a tenant navigator responded to a no water complaint. At the inspection, the renters, a multigenerational family of nine, showed evidence of running water and a leak that caused damage to the property. While the owner began making the ordered repairs, he instructed the renters to move out. The navigator educated the property owner on City ordinance prohibiting retaliatory behavior and provided the family with resources, including connecting with legal counsel. Even after repairs were completed, the navigator continued working the case, ensuring her findings were fully communicated to all parties. A legal settlement between the property owner and renters was reached, including payment of three months rent (\$4,500) to the renters and adequate time for the family to secure housing.

Housing Inspection Services

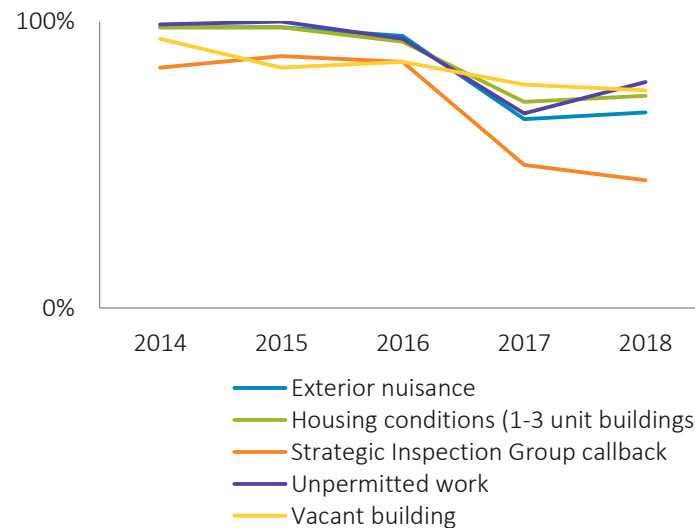
Program description: Housing Inspection Services is responsible for maintaining the city’s housing stock through enforcement of licensing standards and the Housing Maintenance Code. It is also responsible for code enforcement in rental properties of 1-3 units, vacant residential buildings, removing substandard housing through demolitions and creating incentives to rehab vacant properties through restoration agreements.

Performance measures

Number of 311 complaints



Percent of 311 complaints resolved within Service Level Agreement



Definition:

- Residents and visitors will call 311 with a complaint that encompasses conditions at residential properties and nuisance conditions. Call volume is contingent upon incoming calls. In collaboration with Minneapolis 311, complaint types and length of time for compliance with a Service Level Agreement is agreed upon. This helps to measure workload and how quickly inspectors can respond to the requests as well as allowing staff a way to prioritize their response.

Definition:

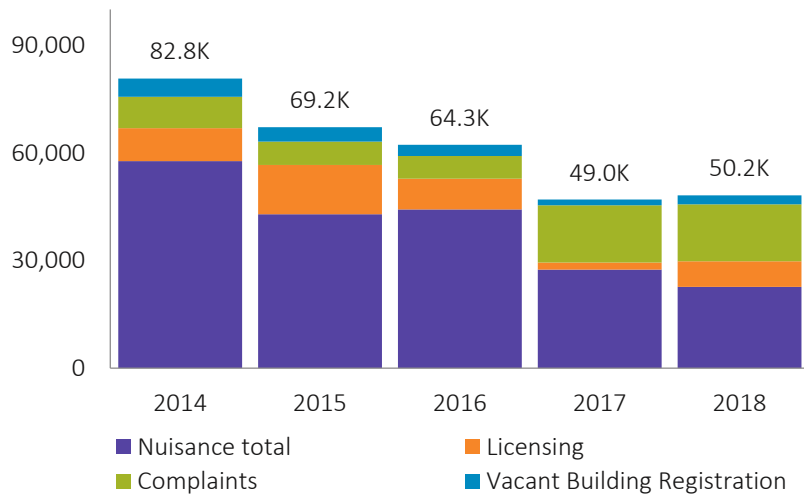
- This metric is an indicator as to how efficiently staff can prioritize and respond to the complaints amongst their other job duties. This is helpful to be able to make staffing decisions and set overall priorities for the department.

Housing Inspection Services (continued)

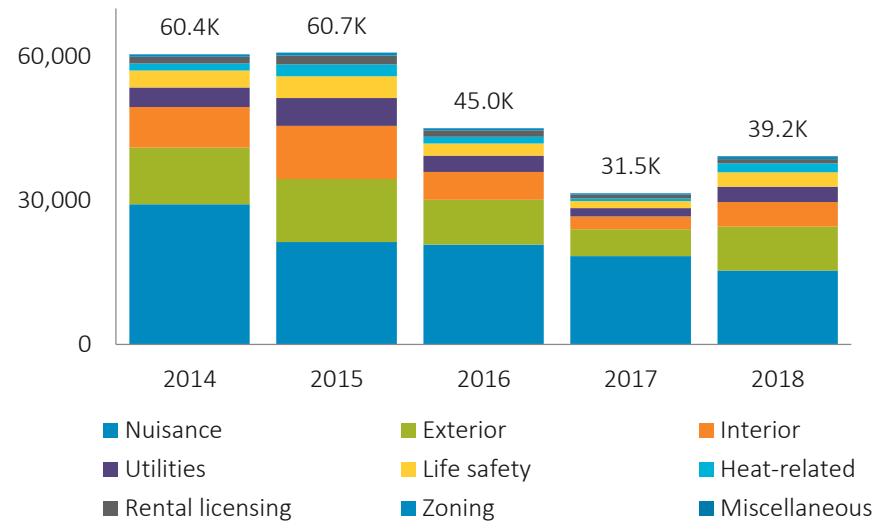
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Performance measures

Overall number of housing inspections



Overall number of housing code violations found



Definition:

- The number of field inspections completed for initial rental licensing inspection and re-inspection, interior and exterior residential structure complaints (from 311), environmental nuisance complaints (from 311) and proactive sweeps to help manage and assess overall workload and determine appropriate resources and deployment of staff.

Definition:

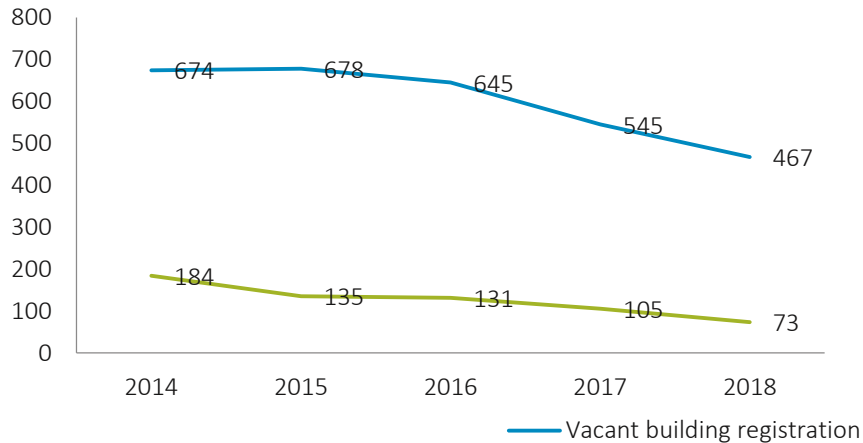
- Code violations are used to determine the overall condition of a building and the relative safety and habitability of the residential unit. Code violations can also be issued for auxiliary structures, such as garages and sheds as well as violations of zoning and environmental codes. The seriousness and number of code violations over a 24-month lookback are important criteria in the property’s Tier. Having this data helps to guide staffing resources and appropriate enforcement actions that will resolve issues and hold the owners accountable with minimal impact on renters.

Housing Inspection Services (continued)

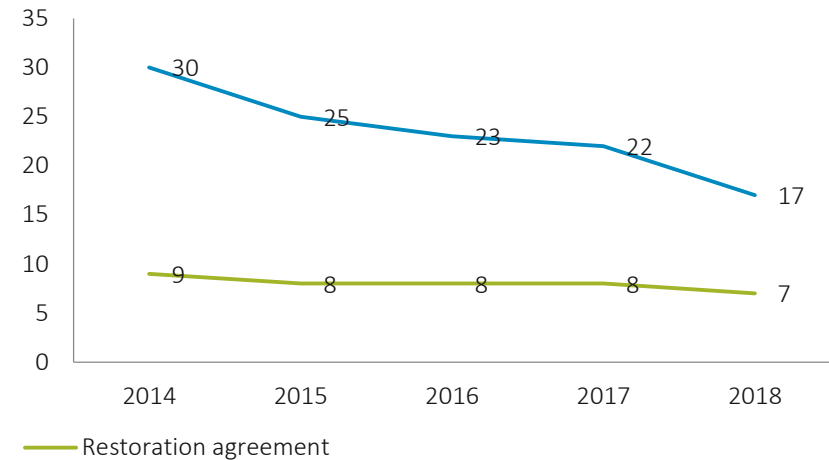
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Performance measures

Number of properties in the program



Median time in the program (in months)



Definition:

- Residential vacant and boarded buildings are part of the Vacant Building Registration Program (VBR). Properties on the list have a history of being unoccupied as well as unsecured, condemned and/or have unresolved code violations. Managing and monitoring vacant structures is important for public safety and neighborhood livability. Vacant and boarded buildings are correlated with increased crime and structure fires. Returning vacant buildings to occupied status improves the desirability of our communities and increases options in a tight housing market.

Definition:

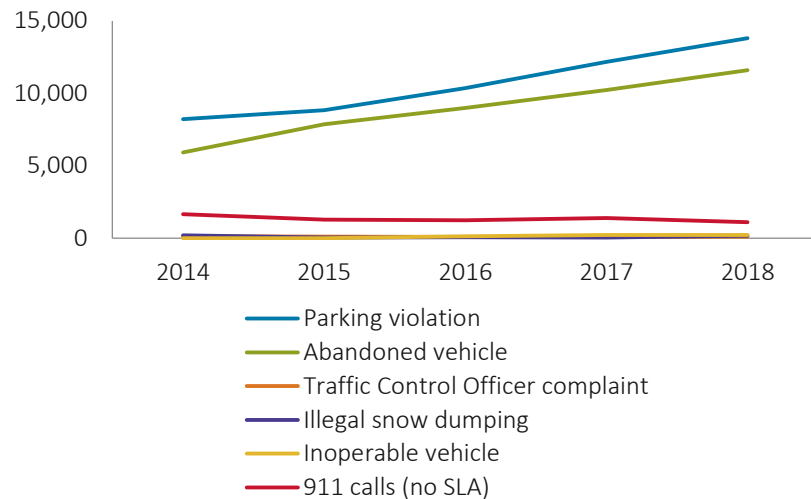
- For a given year, this metric looks at the typical number of months a property will either remain in the VBR program or have a restoration agreement in place. The overall goal is to get the vacant building habitable and back into the market.

Traffic Control

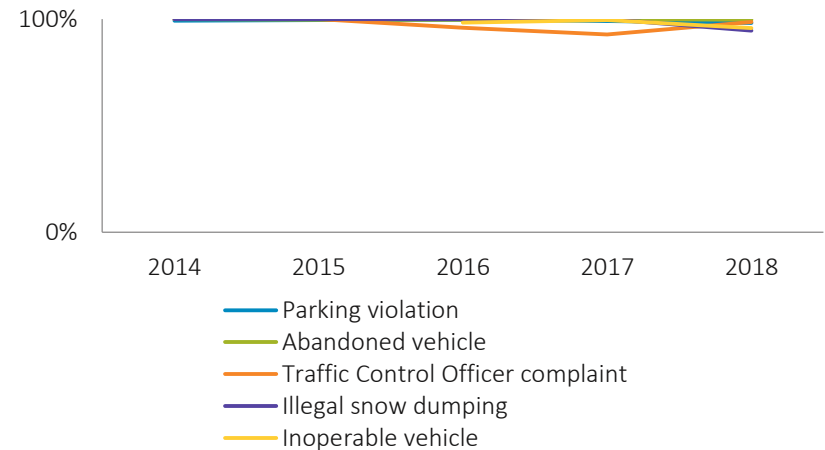
Program description: Traffic Control provides parking enforcement and intersection control to assist traffic flow at intersections. This allows for safer, more efficient pedestrian and vehicle flow during rush hour, special events, around construction sites and during emergencies and natural disasters. Traffic Control coordinates with Public Works for street cleaning operations and snow emergencies.

Performance measures

Number of 311/911 complaints and calls



Percent of 311 complaints resolved within Service Level Agreement



Definition:

- Residents, business owners, and visitors will call 311 to make a complaint about a parking violation, abandoned vehicles, agent complaints, illegal snow dumping and an inoperable vehicle in neighborhoods, among others. Call volume is based upon those incoming calls. In collaboration with Minneapolis 311, complaint types and length of time for compliance with a Service Level Agreement is agreed upon. This helps to measure workload and how quickly agents can respond to the requests and allows staff a way to prioritize their response.

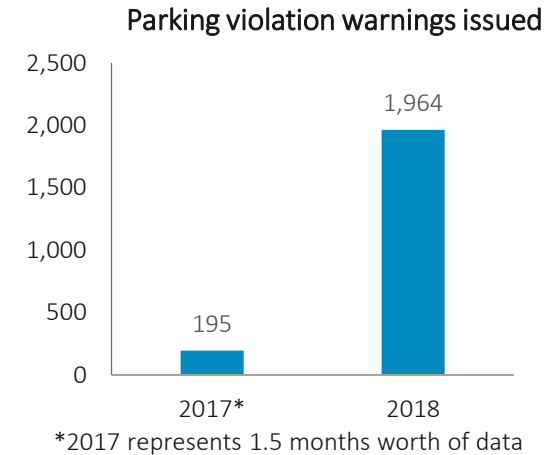
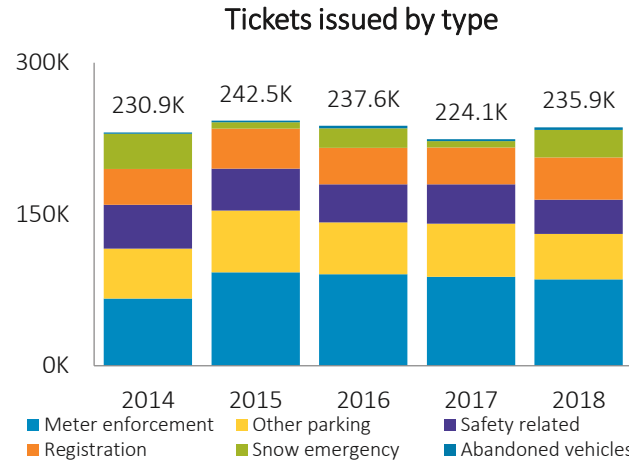
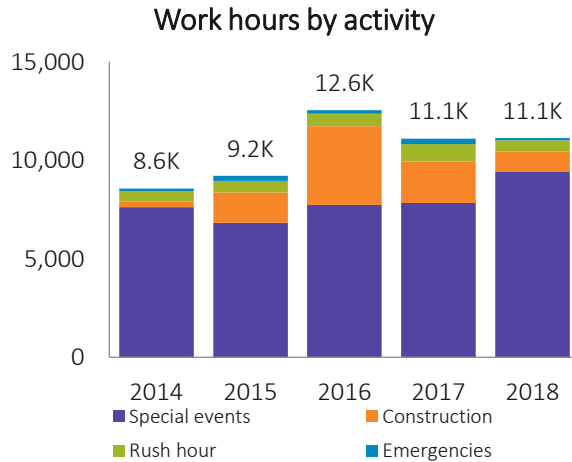
Definition:

- This metric is an indicator as to how efficiently staff can prioritize and respond to the complaints amongst their other job duties. This is helpful to be able to make staffing decisions and set overall priorities for the department.

Traffic Control (continued)

Program description: Traffic Control provides parking enforcement and intersection control to assist traffic flow at intersections. This allows for safer, more efficient pedestrian and vehicle flow during rush hour, special events, around construction sites and during emergencies and natural disasters. Traffic Control coordinates with Public Works for street cleaning operations and snow emergencies.

Performance measures



Definition:

- This is the amount of time Traffic Control Agents spend controlling traffic for special events, emergencies, during rush hour, and around construction sites. This is one function for agents that has an impact on staffing when there are larger scaled events, such as the Super Bowl or when there are multiple events going on at the same time in one day. Reviewing the hours over time can assist with making staffing decisions and prioritizing work functions.

Definition:

- When issuing a parking ticket, Traffic Control Agents take the opportunity to educate the recipient or violator why the violation is important, in hopes of avoiding future violations. This metric is not indicative of the amount of staff time it takes to issue a ticket nor the revenue collected from tickets.

Definition:

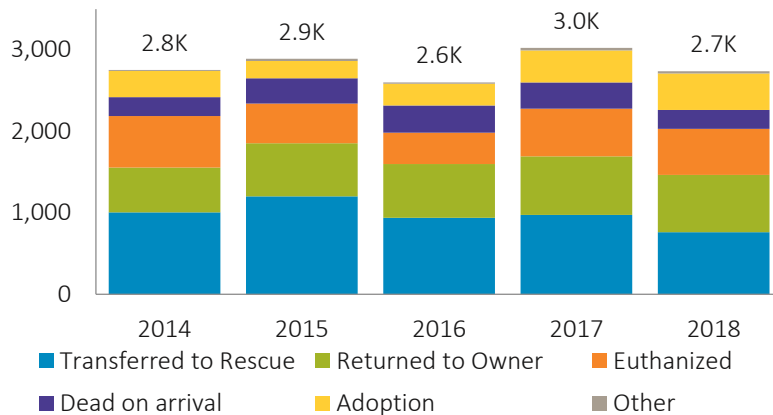
- In November 2017, the software Traffic Control agents use was upgraded, allowing for warnings to be issued. They have done so for special circumstances, including implementation of a new critical parking area and education students during the first week of a new school year. This initiative was started to provide people information when there are changing parking circumstances.

Animal Care and Control

Program description: Focused on public health and safety, shelter care, animal placement, welfare policy, and adoption, Minneapolis Animal Care and Control (MACC) takes a holistic approach to animal welfare. MACC’s investigation team includes law enforcement agencies in the prosecution of criminal conduct. MACC works closely with partners to ensure the public health of the City is secure and animals are treated with care and dignity.

Performance measures

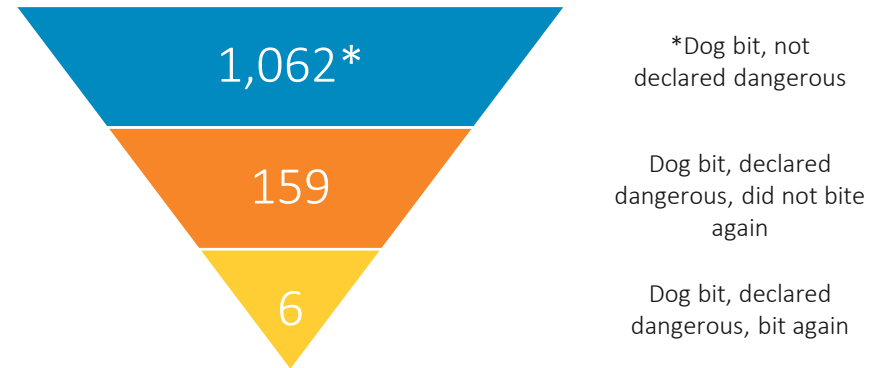
Shelter outcomes (cats and dogs)



Definition:

- Minneapolis Animal Care and Control (MACC)’s policy is to find new homes for all animals in its custody that are behaviorally and medically treatable or able to be rehabilitated. MACC is an open admission shelter. That means it will take in all animals regardless of temperament, illness, injury or legal status. This is essential to maintain public safety so animals that pose a public threat through their behavior or exposure to rabies or other diseases transmittable to humans are kept away from people. MACC staff triage the animals to determine the best outcome for each animal. Animals determined to be a public safety hazard or those that are ill or injured to the point that a veterinarian recommends euthanasia to prevent pain and suffering are not offered to the public for placement.

Dog bite outcomes (2014-2018)



Definition:

- Following City Ordinance and Minnesota State Statute, dogs that have bitten or demonstrated aggression are assessed to determine if the animal is a threat to public safety. Animals that bite could be declared potentially dangerous or dangerous based on the following criteria:
 - The severity, provocation and number of bites
 - Animal’s ability and likelihood to inflict serious bodily injury or death
 - Previous documented history of aggression
 Owners must comply with restrictions to safeguard against future attacks or aggression. Bi-annual compliance checks and strict enforcement help to ensure requirements are being met.

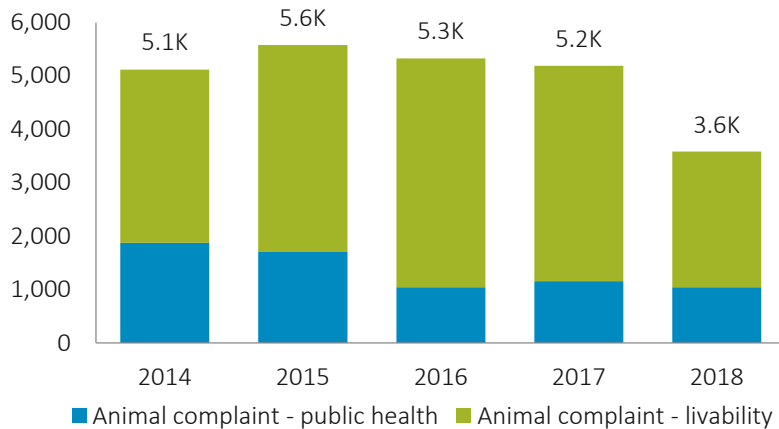
*This includes dogs that have been declared potentially dangerous¹³ and dogs that have received a warning as an outcome for their bite.

Animal Care and Control (continued)

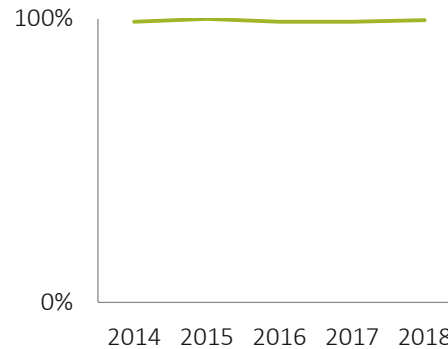
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Performance measures

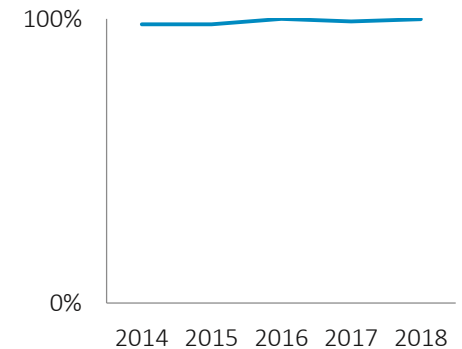
Number of 311 complaints



Animal complaint – Livability achieved within Service Level Agreement



Animal complaint – Public health achieved within Service Level Agreement



Definition:

- Residents and visitors will call 311 with an animal complaint that is indicative of a public health or livability issue. Call volume is contingent upon those incoming calls. In collaboration with Minneapolis 311, complaint types and length of time for compliance with a Service Level Agreement is agreed upon. This helps to measure a portion of MACC’s workload and how quickly officers can respond to the requests as well as allowing staff a way to prioritize their response.

Definition:

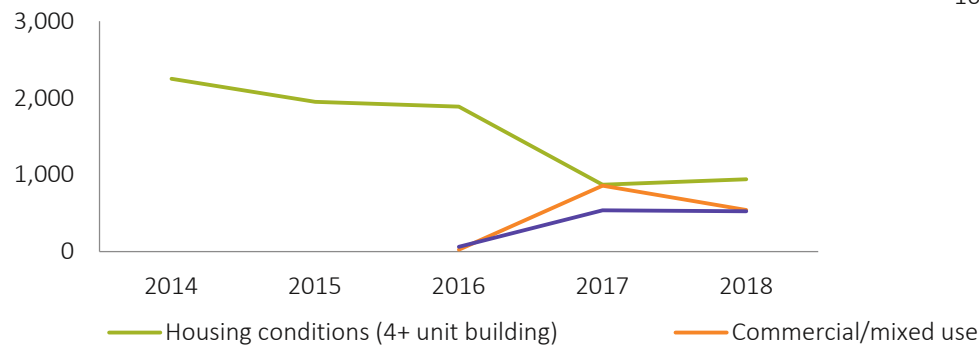
- This metric is developed in collaboration with 311 and is an indicator as to how efficiently staff can prioritize and respond to the complaints amongst their other job duties. This is helpful to be able to make staffing decisions and set overall priorities for the department.

Fire Inspection Services

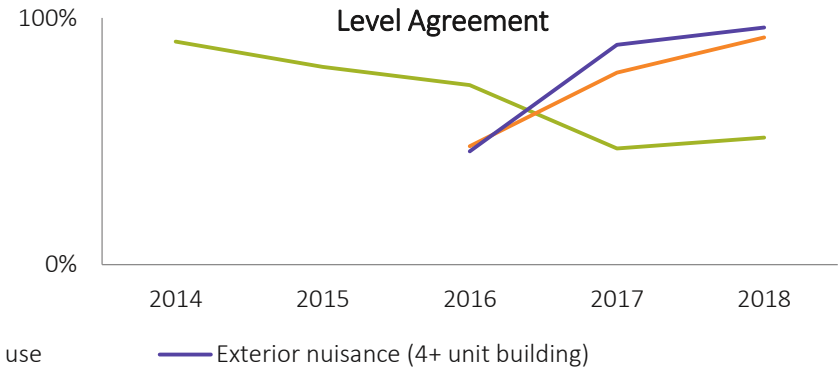
Program description: Fire Inspection Services (FIS) is responsible for managing all Fire Suppression/Protection Permits including plan review and site inspections, conducting commercial and residential inspections in partnership with the Minneapolis Fire Department and managing the City's Hazardous Materials facilities inventory and inspections. FIS also reviews and inspects thousands of fire suppression systems and supports and answers complex fire code questions. FIS inspects high occupancy residential dwelling units and conducts hundreds of commercial inspections annually.

Performance measures

Number of 311 complaints



Percent of 311 complaints resolved within Service Level Agreement



Definition:

- Residents and visitors call 311 with a complaint that encompasses conditions at residential properties with four or more units (HOD), commercial and mixed-use buildings and nuisance conditions. Call volume is contingent upon incoming calls. In collaboration with Minneapolis 311, complaint types and length of time for compliance with a Service Level Agreement is agreed upon. This helps to measure workload and how quickly inspectors can respond to the requests as well as allowing staff a way to prioritize their response.

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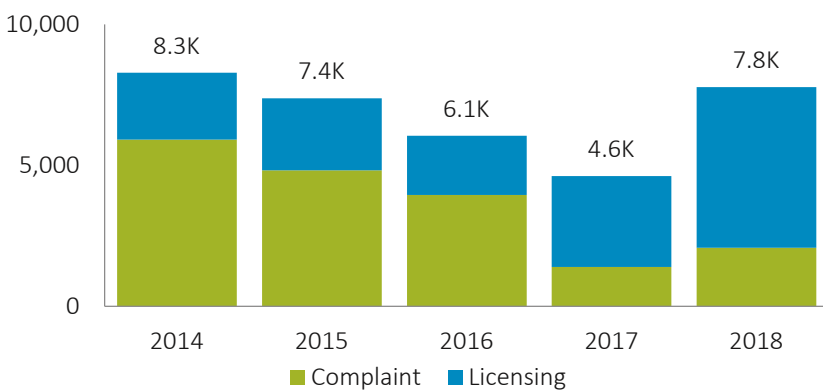
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Fire Inspection Services (continued)

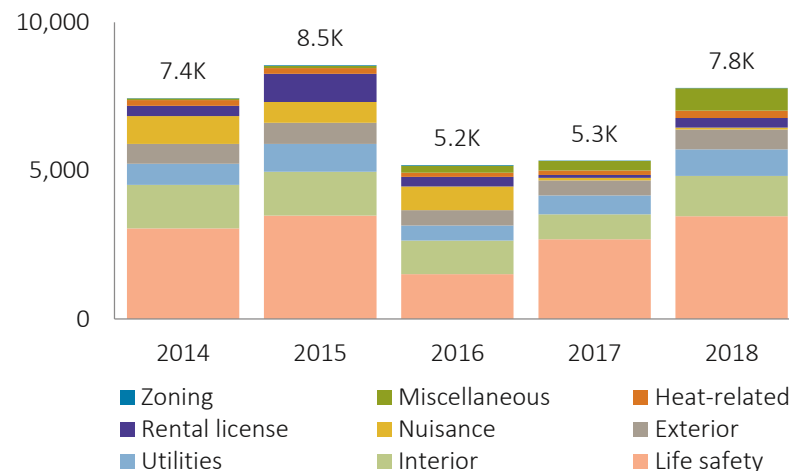
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Performance measures

Number of fire inspections by type



Overall number of fire code violations found



Definition:

- The number of field inspections completed for initial rental licensing inspection and re-inspection, interior and exterior HOD, commercial and mixed-use buildings and environmental nuisance complaints (from 311) to help manage and assess overall workload and determine appropriate resources and deployment of staff.

Definition:

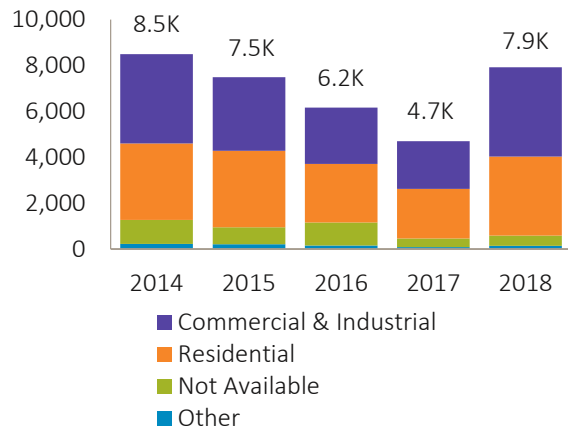
- Code violations are used to determine the overall condition of a building and the relative safety and habitability of the HOD, commercial and mixed-use buildings. Code violations can also be issued for auxiliary structures, such as garages and fences, retaining walls and sheds as well as violations of zoning and environmental codes. The seriousness and number of code violations over a 24-month lookback are important criteria in the property's Tier. Having this data helps to guide staffing resources and appropriate enforcement actions that will resolve the issues and hold the owners accountable with minimal impact on the renters.

Fire Inspection Services (continued)

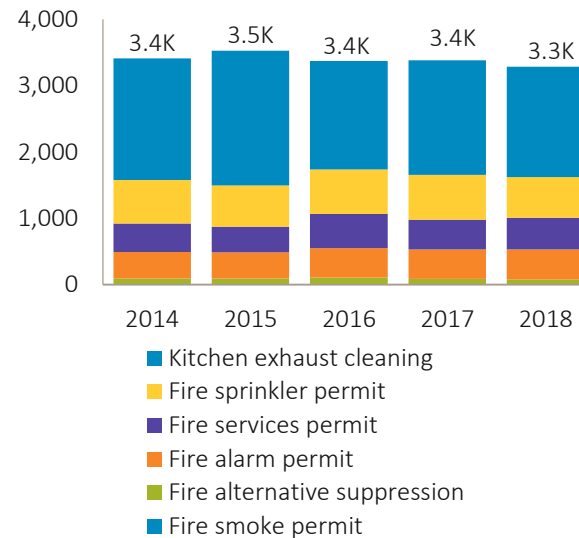
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Performance measures

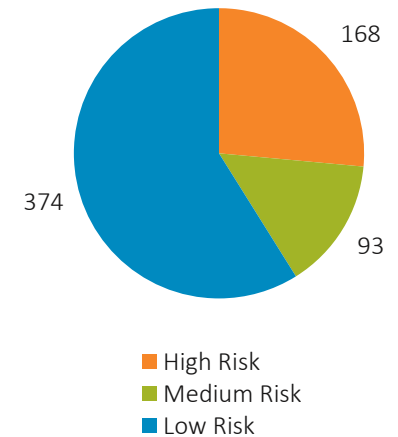
Overall number of fire inspections by building type



Fire Inspection Services permits issued by type



Number of hazardous materials licenses issued (2018)



Definition:

- Early identification and correction of code violations is a critical element in ensuring safe and healthy living conditions and reducing building fires.

Definition:

- Permits are required for the install, modification or augmentation of fire and life safety systems such as sprinklers, fire alarms, kitchen exhaust cleaning, and special events. Review of permits, plan submittals and performing onsite inspections are required to ensure installations practices comply with local and national codes.

Definition:

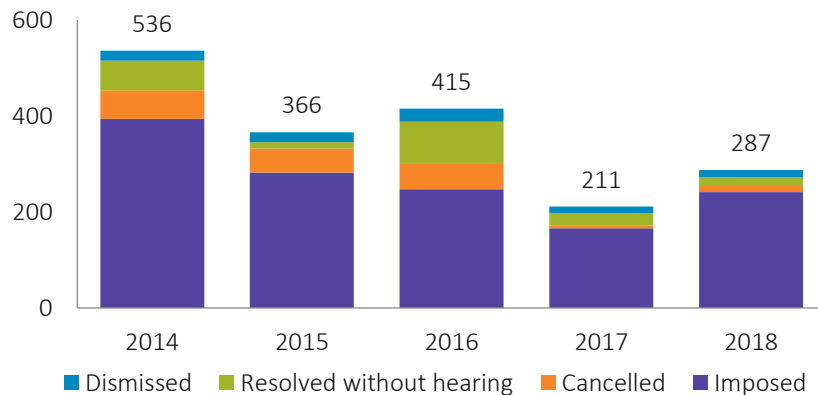
- Licenses are required to identify types, volumes and storage locations of hazardous materials. Permitted properties are classified as low, medium and high risks and are included in annual licensed inspections.

Operations + Engagement

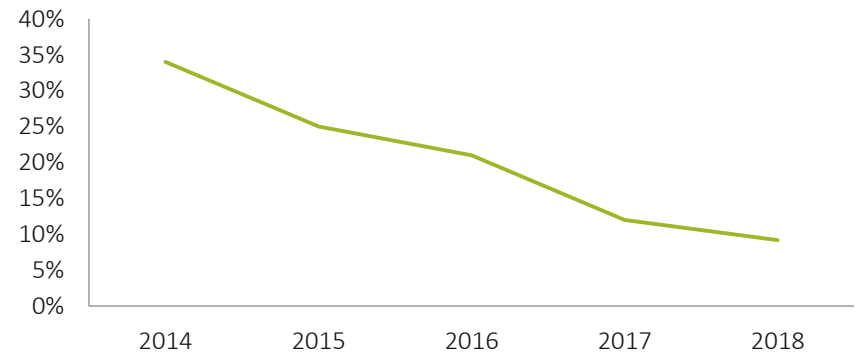
Program description: Operations + Engagement provides department-wide leadership and support for internal services including business planning, process improvement, finance, IT, space, employee engagement, workforce planning and community engagement. It is responsible for management of data quality and analytics, administrative enforcement, public policy and committee actions. It also oversees the administrative hearing program.

Performance measures

Citywide citation appeals and outcomes



Citations appealed



Definition:

- The administrative enforcement and hearing process is in place to adjudicate administrative citations in a way that ensures due process and is easier to access than the court system. Hearings are held before administrative hearing officers, who are attorneys in private practice and not employees or representatives of the City. Hearing officers can impose, dismiss, or cancel administrative citations. Currently the program serves Civil Rights (Labor Standards), Community Planning and Economic Development, Health, Minneapolis Police Licensing, and Public Works.

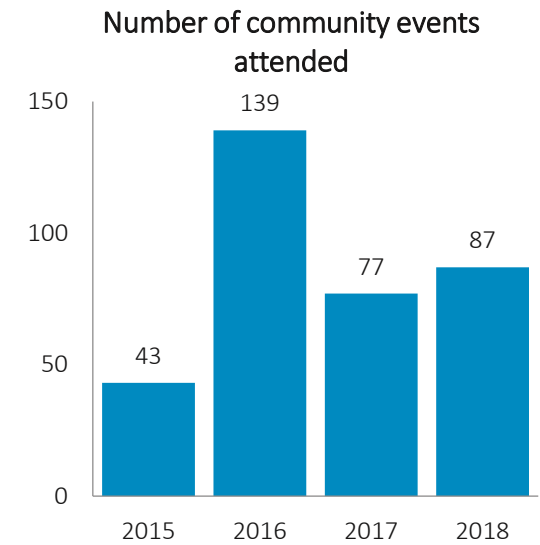
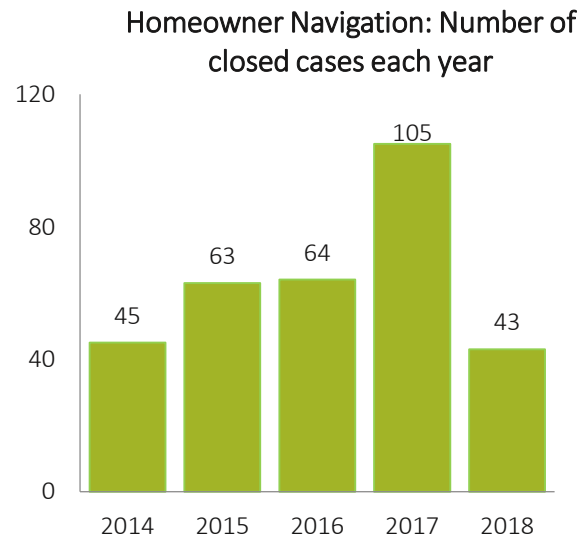
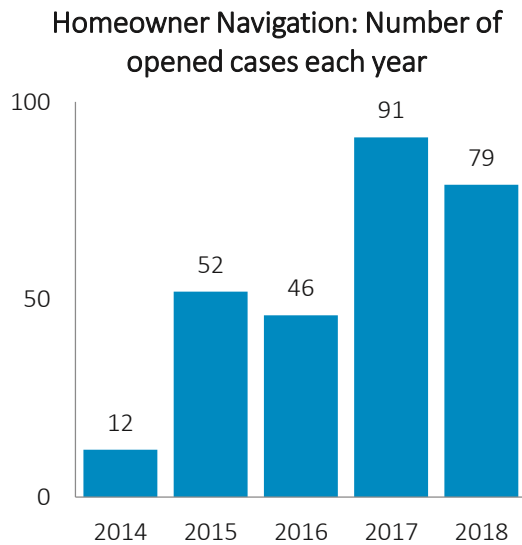
Definition:

- Inspectors conduct inspections and issue orders on violations of the housing and fire code. Upon re-inspection, if the violation still exists, the inspector may issue a citation which is able to be appealed to an administrative hearing officer.

Operations + Engagement (continued)

Program description: Operations + Engagement provides department-wide leadership and support for internal services including business planning, process improvement, finance, IT, space, employee engagement, workforce planning and community engagement. It is responsible for management of data quality and analytics, administrative enforcement, public policy and committee actions. It also oversees the administrative hearing program.

Performance measures



Definition:

- Since 2013, the Homeowner Navigator Program (HNP) has assisted seniors, veterans, and disabled homeowners in addressing open housing orders, deferred property maintenance and in-home safety hazards using a variety of community resources. The work is done in partnership with community groups, other government agencies, non-profit organizations, and homeowners. All program referrals come from City of Minneapolis Housing Inspectors and are vulnerable Minneapolis homeowners with open orders on their properties. Without HNP assistance, the homeowners would face additional citations and potential condemnation and home loss. This program works to stabilize the residents and maintain the stability of their housing.

Definition:

- Attending community events, including neighborhood meetings, open streets and cultural events has proven to be an instrumental way to have face time with the community in a non-enforcement role. Additionally, it aids in making policy and programmatic changes based upon community needs and wants.