

## REGULATORY SERVICES AND EMERGENCY PREPAREDNESS

---

### MISSION

Working to ensure the safety, health, and livability of our community through information, education, regulation, and enforcement of applicable laws and regulations.

### VALUES

- **Safety** – addressing an issue that can cause fatal harm to an individual.
- **Health** – addressing an issue that could cause sickness or other non-fatal harm to an individual.
- **Livability** – addressing an issue that affects quality of life.
- **Accountability** – each employee will be accountable to systems, policies, people, and the public interest to provide excellent customer service; accept the obligation and responsibility to be accountable for their actions; measure and report actions.

### BUSINESS LINES

#### Administration and Emergency Preparedness

- **Administration** - financial management, human resources management, technology management, and business planning.
- **Emergency Preparedness** - plans, prepares, responds and recovers for and from natural and human-made disasters. This is done through an All-Hazards Emergency Operations Plan (EOP), Continuity of Operations Plan (COOP), Pandemic Flu Plan, Urban Area Security Initiative (UASI) Plan, and the TIC-P plan. Along with planning, Emergency Preparedness provides the necessary training and equipment to mitigate and reduce or eliminate long-term risk to people and their property from hazards and their effects. Emergency Preparedness applies for many state and federal grants for planning, training and equipment.

#### Inspections Services

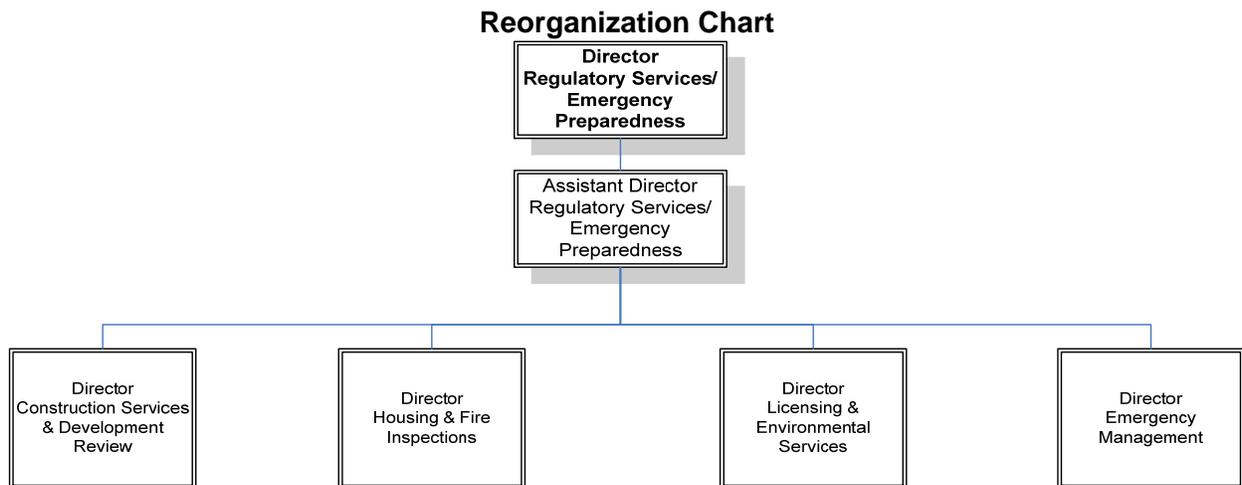
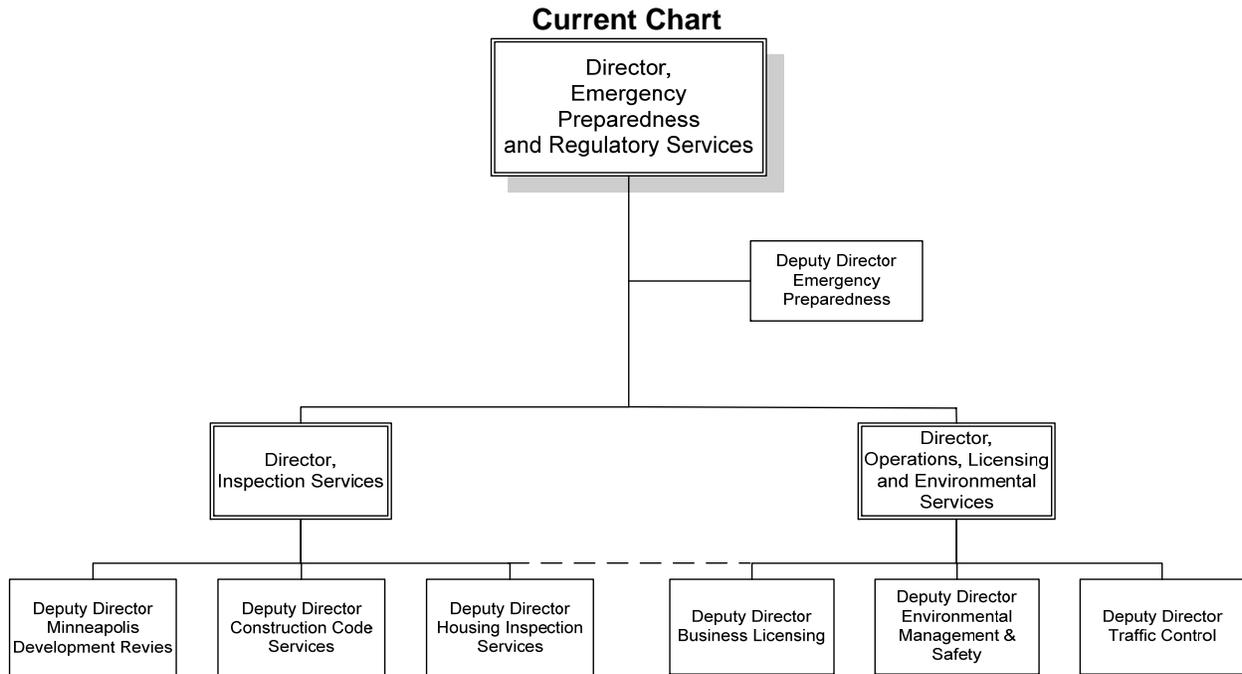
- **Development Review Services (formerly Minneapolis One Stop)**—provides efficient ways for the public to work with the City to obtain development or building applications and reviews, permitting, licensing, zoning, and inspections services in one location, both in person and on the Web.
- **Construction Code Services**—provides quality plan review and construction inspection services to citizens, businesses, developers, contractors, and design professionals.
- **Housing Inspection Services**—provides quality education and consistent enforcement of Minneapolis Housing Maintenance and other applicable codes to maintain, improve, and protect the housing stock and the livability of the City's housing. The Problem Properties Unit provides a multi-departmental, multi-agency initiative to reduce the number and severity of problem properties in the city.

#### Operations, Licensing, and Environmental Services

- **Business Licensing Services**—provides education and enforcement of the City's codes related to business licensing, including food, liquor, construction trades, taxi cabs and general licenses.

- **Environmental Management & Safety**—provides education and enforcement of the City’s codes related to animal control, safe food, air and water quality, and a clean, healthy outdoor environment.
- **Traffic Control**—provides traffic flow management for events and other traffic situations, as well as parking enforcement.

**ORGANIZATION CHART**



**RESULTS MINNEAPOLIS CHART**

<b>Measure Name</b>	<b>2006 Data</b>	<b>2007 Data</b>	<b>2008 Data</b>	<b>2009 Data</b>	<b>2010 Target</b>	<b>2011 Target</b>
Annual Police Calls for Service at Top 15 Problem Grocery Stores	1,856	303	148	171	135	136
Average Days to Process Liquor Licenses	68	42	40	31	38	38
Food Inspections resulting in Violations related to Food Handler Health and Hygiene	N/A	N/A	N/A	10%	8%	7%
Reported Animal Bites	407	453	423	382	360	350
Reported Serious Animal Bites	N/A	N/A	113	74	60	55
Customer Satisfaction Rate with MDR	N/A	91%	94%	93%	90%	90%
Average Days to Route Formal Plans (MDR)	19	11	9	10	10	10
Percent of Permits Processed via the Web	15%	15%	18%	21%	N/A	25%
Citywide Valuation of Building Permits (in millions)	\$840	\$761	\$773	\$778	\$750	\$750
Response to Construction Code Inspection Requests from Contractors or Building Owners	72 Hours	48 Hours	48 Hours	48 Hours	48 Hours	48 Hours
Construction/Building Permit Plan Reviews Completed within Two Days	85%	87%	86%	89%	85%	82%
Construction Code Inspections Performed per Day	288	296	270	307	290	295
Unpermitted Building Construction Violations	N/A	651	741	562	500	500
Number of Buildings Registered Vacant on 12/31	526	1007	1366	1396	1250	900
Chapter 249 Demolitions	34	59	124	71	65	55
Restoration Agreements Completed	6	5	9	45	75	75
Number of Housing Inspections (in thousands)	105,000	106,000	92,000	106,000	105,000	105,000

Rental Properties Inspected	8,320	7,541	7,325	8,243	7,400	7,400
Rental Properties Violations Written	31,463	28,948	28,261	34,559	29,000	29,000
Rental License Revocation Actions Initiated	32	69	73	102	90	90
% of 311 Animal Control Requests Responded to Within service level agreement	N/A	90%	90%	90%	90%	90%
% of 311 Exterior Nuisance Complaints Responded within service level agreement	N/A	87%	91%	95%	92%	92%
% of 311 Residential Condition Complaints Responded within service level agreement	N/A	96%	97%	97%	98%	98%
Parking Citations Written	217,872	221,979	229,624	219,689	237,026	249,381
Parking Citation Revenues	\$4.7 million	\$4.8 million	\$4.8 million	\$4.6 million	\$4.9 million	\$5.2 million
Traffic Control Hours	9,270	12,456	12,866	12,807	10,600	10,600

***What two or three key trends and challenges does the department face and how will each be addressed?***

**• Revenue Budget Calculation for Traffic Control**

The revenue budget for 2010 is \$5.8 million, while the actual revenues from 2003 to 2009 have ranged from \$4.4 million to \$5.2 million. Data shows the change in management will have a positive impact on revenue collection.

**• Fee Increases**

Regulatory Services revenues are primarily fee-driven. When fees are frozen by the elected officials, the department's ability to reach the revenue budget as approved by the elected officials is at risk. The approved revenue budget includes a 3% increase to all Regulatory Services revenues. A freeze on fee revenues greatly reduces the flexibility of the department to achieve its revenue goals. If future annual fee increases are denied, the department's revenue forecast should be held flat. If the 2011 fee increases are denied, then the revenue budget for those areas should be held flat.

**• Foreclosures**

Regulatory Services continues to work closely with Hennepin County and CPED to strategize on new efforts to minimize the negative impact of foreclosures. Foreclosures cause the level of boardups and demolitions to increase. In order to reduce the need for demolitions, the department has a program allowing owners of vacant and boarded buildings to bring their property back up to code. Because foreclosed properties often become maintenance problems, Regulatory Services will maintain focus on housing inspections and nuisance abatement activities, as well as work proactively with property managers to obtain compliance.

- **Fleet**

Based on our business plan, Regulatory Services has aggressively replaced 71 older fleet vehicles with green vehicles over the past three years. Green vehicles are defined as clean and fuel-efficient options that meet our needs. Low emissions and good fuel economy are both important for the environment and the budget. Some examples are E85 flexible fuel vehicles and hybrid gas-electric vehicles. By the end of 2009, the department reduced the fleet by 54 vehicles that were not utilized to capacity, and had a fleet that includes 82 “green” vehicles (56% of fleet). Of the 146 fleet vehicles, only eight are from years prior to 2006.

In addition, Regulatory Services has worked to maximize fuel savings and vehicle use by locating 19 vehicles at our North and South Field Offices, and assigned two inspectors to share one car. This improved vehicle usage and resulted in cost savings and savings in transit time, mileage and fuel for inspectors moving from downtown to their districts and back.

- **Technology**

Technology is an ongoing challenge. The current version of the primary management system (KIVA) is no longer supported. Regulatory Services has begun working with BIS on a future replacement land management system. The department will define the new system business requirements in conjunction with our key partners (CPED, Fire, Assessor, Public Works and BIS). Regulatory Services will strive to ensure the new system is built to meet the goals of all strategic enterprise partners for master addressing and overall land management. In addition, the new system will integrate property information which is currently contained in disparate systems (GOVERN, MINS, KIVA and CAD) that do not interface. A new ticket-writer system has been proposed to work together with the new parking meters. The plan is for this system to be web-enabled and allow for administrative citations.

- **Sustainability:**

Regulatory Services continues to be a leader in sustainable initiatives. Some of the department’s more recent initiatives include a revised air quality ordinance, a revised noise ordinance, and a comprehensive idling ordinance. Other trends and accomplishments include a new green building website, an increased LEED certification focus citywide, and a particular focus and effort in Regulatory Services’ plan review and development review functions to encourage green development and educate the customers on the economic benefits of responsible environmental practices. Despite numerous ordinance changes and new staff concentrations, the main challenge continues to be adequately enforcing new and existing mandates. The department has increased training requirements for environmental response staff to be cross-trained. An immediate response by qualified staff can minimize the environmental impact of a spill, emission or other incident affecting the quality of air, water or sewer systems. However, the remediation cost for the rapid response is unfunded, and usually cannot be recovered. For 2009, the department created a manager level position to coordinate department-wide green building initiatives. In addition, the Emergency Operations Training Facility/Strategic Information Center is built to the LEED Silver level.

***In what internal/external partnerships is the department currently engaged and/or exploring for the future?***

**Emergency Preparedness** -The Emergency Preparedness staff has been working to enhancing emergency preparedness capabilities. In addition to citywide efforts, a wide-range of projects will continue with our national, state, regional and county partners. Specific areas of collaboration include the Governor’s Homeland Security Senior Advisory Committee, the Twin Cities Urban Area, the National Urban Area Security Initiative (co-chair North Central Region). These relationships have enhanced the City’s capability to compete for grant funds.

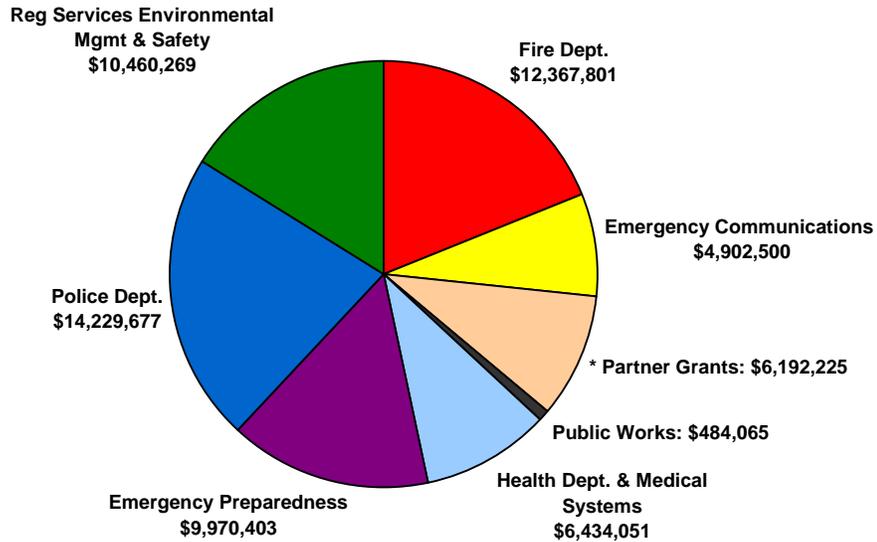
**Emergency Preparedness/Regulatory Services Grants**

1999 - Dec. 2009

~ Homeland Security

~ Environmental Management & Safety

**TOTAL: \$65,040,991**



**EXAMPLES OF HOW GRANT FUNDS WERE USED:**

Police	Fire	Emergency Preparedness	Emergency Communications	Health	Environmental
Bomb Squad	Haz Mat	EOC	New CAD System	Planning	Lead Reduction
Training	Collapse Structure Team	Training	311/Backup 911 System	Training	Food Safety Training
Equipment	Turnout Gear	Exercises		Equipment	Trees & Solar Panels
Strategic Info	Radios	Planning		Pharmaceuticals	Downspout Disconnects
Radios	Training				Environmental Services
Video Cameras	Exercises				
	Fire Training Ctr				

\* Partner Grants benefited infrastructure for: Fridley Water Treatment Plant, Metro Transit, Minneapolis Convention Center, Minneapolis Public Schools, St. Anthony Falls Upper Lock & Dam and multiple private sector facilities

**Development Review team** - Staff participates on a team that includes CPED and Public Works to explore ideas to improve the development review process and streamline it for customers. Additionally, Public Works and CPED both have staff present in the Development Review intake area to simplify the review process.

**Problem Properties Unit (PPU)** - Staff identifies condemned and boarded properties that need to be demolished or rehabbed. PPU staff work with the Police and Fire departments, Hennepin County and CPED staff to identify solutions for the City's boarded and vacant properties. During 2010, the decorative boarding services are being transitioned into the Fire Department. Regulatory Services will continue to provide administration of the program.

**Troubled Business Task Force** - One of the most effective partnerships for Regulatory Services and Emergency Preparedness is the Grocery Store Task Force. This cross-departmental collaborative team reviews data such as police calls and enforcement actions, prioritizes establishments based on criminal activity, and develops action plans to eliminate behaviors, improve operating standards, or take adverse license actions, up to and including revoking licenses. This partnership has been effective by reducing crime incidents at problematic stores and Police response costs associated with them. In addition, there have been improvements due to this team's work on problem liquor establishments as well as other troubled businesses.

**Traffic Management** – Regulatory Services meets regularly with Public Works to continuously improve traffic management services at downtown venues such as the Target Field and elsewhere throughout the City. Public Works is also purchasing new meters and Regulatory Services is improving its enforcement system to be compliant with the new meters. This partnership has been helpful in coordinating traffic management services.

**Guided Compliance Unit** - This unit identifies developments in the City that meet certain criteria – e.g. two or more instances of unpermitted work, zoning violations, unpaid assessments, inadequate site plan completion, etc. A multi-divisional and multi-departmental work team meets regularly on the Guided Compliance list of properties. In some cases, property owners or contractors are required meet with the Guided Compliance team prior to obtaining any permits or licenses for the site.

**Green Building Policy Development** – In partnership with CPED, Regulatory Services is launching a work team with representatives from Public Works, Sustainability, Finance and the City Attorney’s Office to develop a comprehensive City policy on green buildings. This cross-departmental work team will review green building code best practices of other communities, establish measurable green building goals and targets for the City, identify new tools required to maximize success, develop a comprehensive City green building policy for Council consideration and adoption, outline an implementation plan that coordinates use of the tools available throughout City departments and through stakeholder programs, and track and coordinate the implementation of the green building policy and implementation plan.

**Transportation Electrification** – Regulatory Services partners with Public Works to lead the Minnesota Transportation Electrification initiative. This public-private initiative is implementing the deployment of next generation electric vehicles and public electric vehicle charging infrastructure in the Metro Area.

**Public Works-Solid Waste Rubbish Removal Program** - Public Works Solid Waste provides the rubbish removal on private properties after receiving authorization from Regulatory Services & Emergency Preparedness. This has been an excellent partnership and the efficiency of the Public Works-Solid Waste efforts has saved money on these expenses.

**Lead Poisoning Prevention** – Regulatory Services participates in the City/County Lead Task Force. This team meets quarterly to discuss enforcement on lead paint issues, long term funding strategies for making properties lead safe and grant applications. City staff coordinates with Hennepin County on HUD grant resources by referring lead poisoned children and sharing resources. In addition, staff works with many local groups to provide education and outreach on the hazards of lead. Lead staff also works with Code Construction Services to require lead risk assessments on properties undergoing a code compliance inspection.

**Food Recalls/Food Borne Illness** - Staff maintains key partnerships with local, state and federal agencies to address food protection. Environmental Health works closely with the Minnesota Department of Health, Minnesota Department of Agriculture, and Hennepin County on food recalls and food borne illness investigations.

### ***How is the department evaluating programs or services for cost effectiveness?***

#### **• Cost Recovery**

Regulatory Services & Emergency Preparedness does cost recovery reviews through the mandated State Fee Study project, as well as through other fee to cost reviews for those areas not covered in the State Fee Study project. As of 2008, all divisions except Animal Control have

achieved full cost recovery. However, Housing Inspections may not sustain this cost recovery given that the level of administrative citations may be reduced over time as property owners become more aware of the financial implications of not keeping properties up to code.

**• Cost Effectiveness**

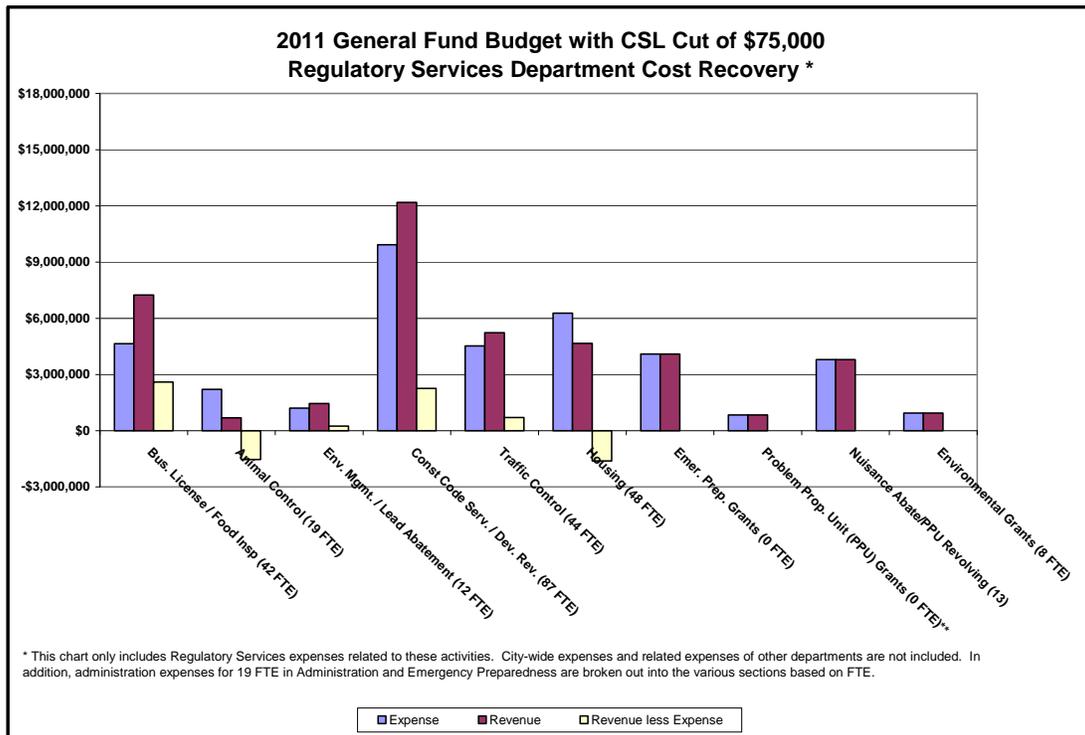
Regulatory Services & Emergency Preparedness reviews performance charts for divisions at the Top Management Team on a quarterly basis. In addition, the divisions meet monthly to discuss budget and revenue status, identifying areas where costs can be reduced or where overages are expected. Surveys are also provided at our Minneapolis Development Review area so clients can provide feedback as to cost effectiveness and customer service.

**What actions will the department take to meet the current service level reductions? Please include a description of any revenue proposals. Identify *Results Minneapolis* measures where you anticipate a service level impact based on cuts. Specifically include charts that show 2011 projections of no cuts and target reductions.**

Internal service increases of \$175,673 require an analysis of business areas to determine those which do not provide cost-recovery, and focus cuts on those areas. The two major areas without cost recovery are Traffic Flow Management and Animal Control. In addition, the new revolving fund overhead charge requires \$302,000 of cuts in revolving fund areas or increased fees to cover this new charge. Here are the actions that would be taken and the related revenue impact:

- The \$175,673 would be implemented as an operational reduction. It will be managed by reducing or eliminating non-revenue producing services.

A Current Service Level reduction of \$75,000 would be implemented as an operational reduction to Traffic Control. This will be managed by reducing or eliminating non-revenue producing services.



## **FINANCIAL ANALYSIS**

### **EXPENDITURE**

On June 18, 2010, 911 became a division within Regulatory Services under City ordinance 2010R-284. 911's 2011 general fund budget is approximately \$7.3 million. For 2011, the entire Regulatory Services department budget, including 911, is \$48.3 million, a 2.6% decrease from 2010, primarily due to a reduction in expenses associated with grant-funded activities. The expense budget for Regulatory Services includes \$11.3 million in federal, CDBG and other grant fund expenditures, down \$2.7 million from 2010 (19.4%). The department moved 0.5 FTE to non-personnel expense.

### **REVENUE**

In 2011, the department anticipates \$43.8 million in revenue, a 1.4% decrease from 2010. Licenses and permits account for 60% of the total, or \$27 million. Revenue from special assessments is budgeted to decline by 10% (\$0.5M), to \$4.9 million, from the 2010 Revised Budget. Federal grant revenue is budgeted to decline by 28% (\$1.8M) to \$4.6 million. Revenue expectations were reduced by \$130,000 to reflect the Council action on fee increases.

### **FUND ALLOCATION**

In 2011, 77% of the department's budget is from the general fund (\$36.9 million). The remaining budget comes from federal grants and other sources.

### **MAYOR'S RECOMMENDED BUDGET**

The Mayor recommended a reduction to growth of \$292,000 for the department. 911's share of the reduction should be \$207,000. The majority of this cut will be offset by health care savings for the department.

### **COUNCIL ADOPTED BUDGET**

Council approved the Mayor's recommendation. Regulatory Services and Finance are directed to report on the nuisance abatement revolving account within the general fund and develop fund balance policy recommendations for the account and report back to the Ways & Means/Budget committee by February 1, 2011. Additionally, Regulatory Services is directed to work with BIS and Finance to estimate the ongoing costs of the proposed Land Management System and propose an allocation to departments for ongoing operating costs no later than July 1, 2011.

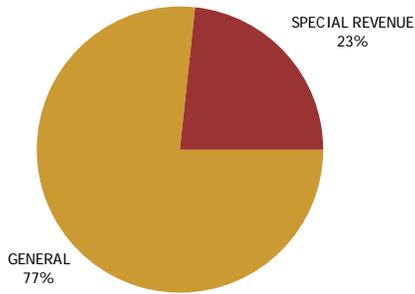
The budget represents the transfer of expense, revenue and 13 FTE related to Fire inspection activities to Regulatory Services from Fire beginning January 1, 2011.

As a part of restructuring, the department removed 2 FTE from its budget.

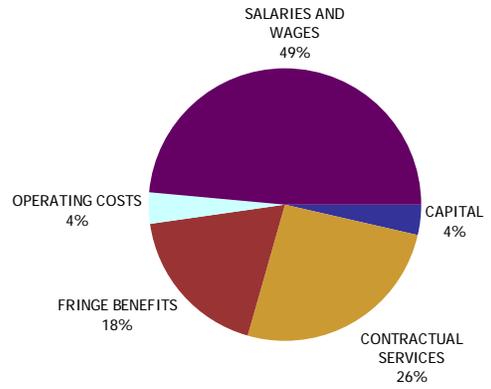
## REGULATORY SERVICES EXPENSE AND REVENUE INFORMATION

EXPENSE	2008 Actual	2009 Actual	2010 Revised Budget	2011 Council Adopted	Percent Change	Change
<b>AGENCY</b>						
OPERATING COSTS	(75,168)	(323,017)			0.0%	0
<b>TOTAL AGENCY</b>	<b>(75,168)</b>	<b>(323,017)</b>				<b>0</b>
<b>GENERAL</b>						
SALARIES AND WAGES	17,051,785	17,335,729	19,169,544	21,923,976	14.4%	2,754,433
FRINGE BENEFITS	5,351,668	6,043,305	7,731,152	8,192,537	6.0%	461,385
CONTRACTUAL SERVICES	7,732,863	6,789,409	6,905,555	5,158,627	-25.3%	(1,746,928)
OPERATING COSTS	1,369,775	1,376,169	1,564,093	1,544,910	-1.2%	(19,183)
CAPITAL	129,763	9,106	114,189	114,438	0.2%	249
<b>TOTAL GENERAL</b>	<b>31,635,854</b>	<b>31,553,718</b>	<b>35,484,532</b>	<b>36,934,488</b>	<b>4.1%</b>	<b>1,449,956</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	948,439	1,733,045	2,903,785	1,481,602	-49.0%	(1,422,183)
FRINGE BENEFITS	262,715	497,163	1,131,926	562,987	-50.3%	(568,938)
CONTRACTUAL SERVICES	3,103,950	4,680,645	6,475,133	7,378,360	13.9%	903,227
OPERATING COSTS	342,602	737,027	333,542	311,425	-6.6%	(22,117)
CAPITAL	2,157,498	704,102	3,196,154	1,581,367	-50.5%	(1,614,787)
<b>TOTAL SPECIAL REVENUE</b>	<b>6,815,204</b>	<b>8,351,982</b>	<b>14,040,540</b>	<b>11,315,741</b>	<b>-19.4%</b>	<b>(2,724,799)</b>
<b>TOTAL EXPENSE</b>	<b>38,375,890</b>	<b>39,582,683</b>	<b>49,525,072</b>	<b>48,250,229</b>	<b>-2.6%</b>	<b>(1,274,843)</b>
<b>REVENUE</b>						
<b>AGENCY</b>						
GAINS	20,315				0.0%	0
LONG TERM LIABILITIES PROCEEDS	(31,170)				0.0%	0
<b>TOTAL AGENCY</b>	<b>(10,855)</b>				<b>0.0%</b>	<b>0</b>
<b>GENERAL</b>						
LICENSE AND PERMITS	22,493,103	23,753,929	22,610,500	24,751,871	9.5%	2,141,371
LOCAL GOVERNMENT		51,904	53,400	55,002	3.0%	1,602
CHARGES FOR SERVICES	866,875	656,750	871,750	721,518	-17.2%	(150,232)
CHARGES FOR SALES	521	3,040	250	258	3.2%	8
FINES AND FORFEITS	472,442	375,076	6,110,850	5,801,287	-5.1%	(309,563)
SPECIAL ASSESSMENTS	2,789,267	2,225,139	1,545,000	1,286,770	-16.7%	(258,230)
CONTRIBUTIONS	35	160			0.0%	0
OTHER MISC REVENUES	5,405	141,506	57,700	311,681	440.2%	253,981
<b>TOTAL GENERAL</b>	<b>26,627,649</b>	<b>27,207,504</b>	<b>31,249,450</b>	<b>32,928,387</b>	<b>5.4%</b>	<b>1,678,937</b>
<b>SPECIAL REVENUE</b>						
LICENSE AND PERMITS	210,033	463,909	2,124,924	1,652,024	-22.3%	(472,900)
FEDERAL GOVERNMENT	2,443,802	3,135,589	6,377,607	4,657,974	-27.0%	(1,719,633)
STATE GOVERNMENT	498,853	612,593	554,785	562,151	1.3%	7,366
LOCAL GOVERNMENT	1,252,196	11,482			0.0%	0
CHARGES FOR SERVICES		183,850	246,300	415,650	68.8%	169,350
FINES AND FORFEITS		176,841	15,300	15,300	0.0%	0
SPECIAL ASSESSMENTS	4,292,316	6,725,450	3,893,632	3,598,115	-7.6%	(295,517)
INTEREST		4,488			0.0%	0
CONTRIBUTIONS	1,117	49,030			0.0%	0
OTHER MISC REVENUES	5,440	34,303			0.0%	0
<b>TOTAL SPECIAL REVENUE</b>	<b>8,703,758</b>	<b>11,397,536</b>	<b>13,212,548</b>	<b>10,901,214</b>	<b>-17.5%</b>	<b>(2,311,334)</b>
<b>ENTERPRISE</b>						
LICENSE AND PERMITS		25			0.0%	0
<b>TOTAL ENTERPRISE</b>		<b>25</b>			<b>0.0%</b>	<b>0</b>
<b>TOTAL REVENUE</b>	<b>35,320,552</b>	<b>38,605,065</b>	<b>44,461,998</b>	<b>43,829,601</b>	<b>-1.4%</b>	<b>(632,397)</b>

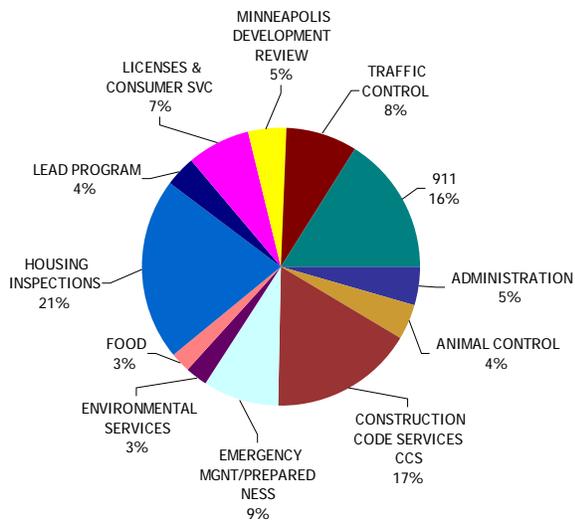
**Expense by Fund**



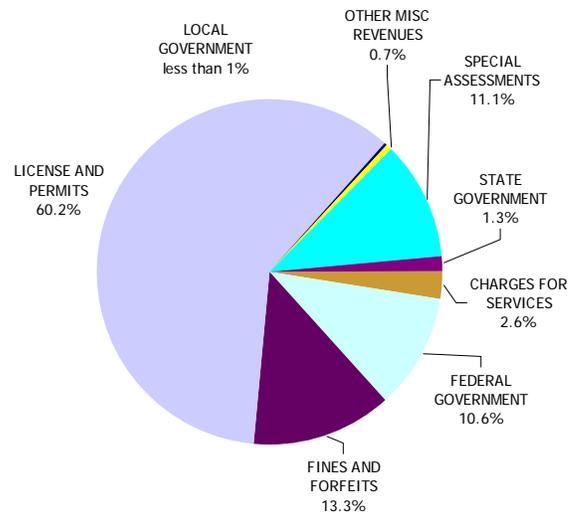
**Expense by Category**



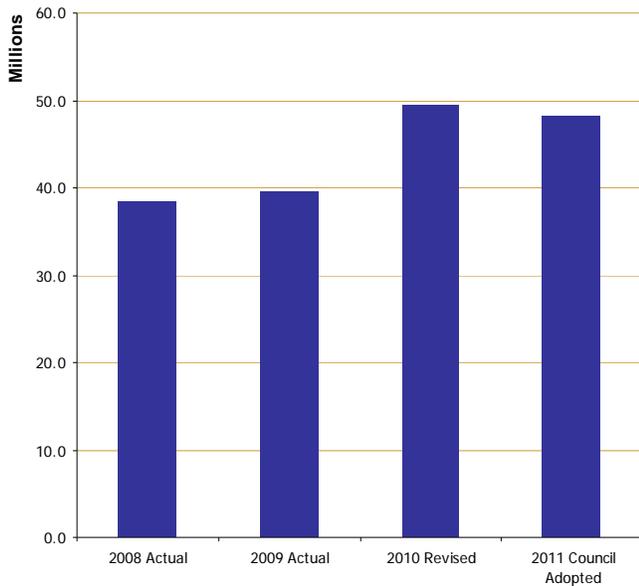
**Expense by Division**



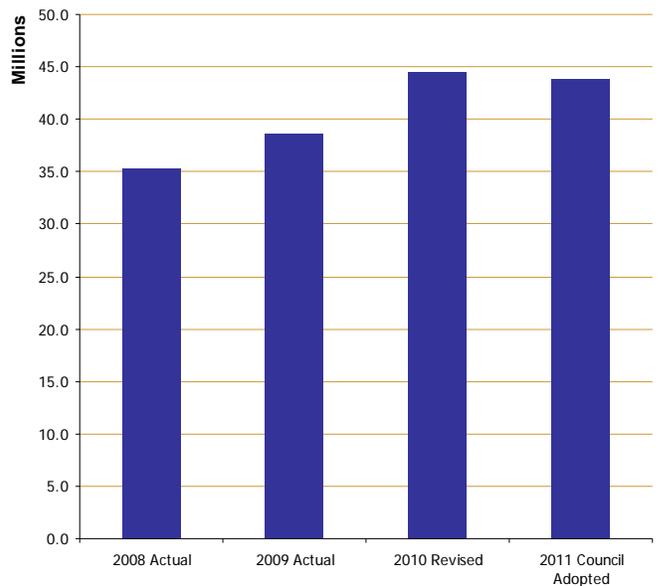
**Direct Revenue by Type**



**Expense 2008 - 2011**



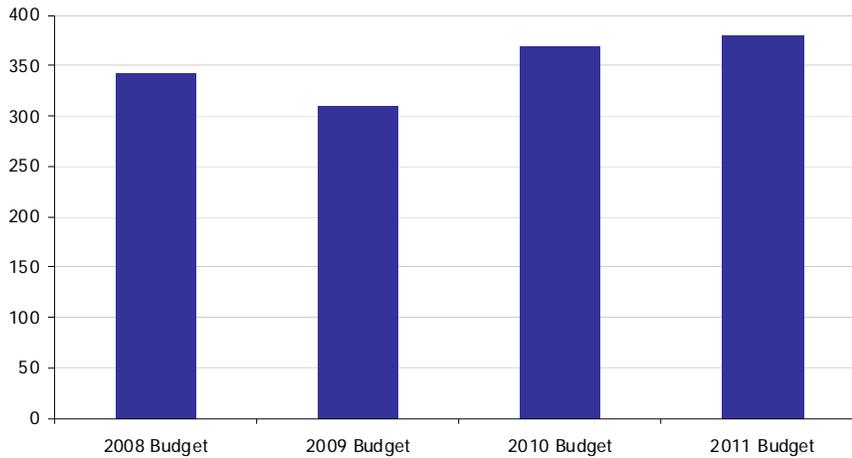
**Revenue 2008 - 2011**



### Staffing Information

Expense	2008 Budget	2009 Budget	2010 Budget	2011 Budget	% Change	Change
ANIMAL CONTROL	20.00	16.00	19.00	19.00	0.0%	
CONSTRUCTION CODE SERVICES CCS	63.00	65.50	65.00	64.00	-1.5%	(1.00)
EMERGENCY MGNT/PREPAREDNESS		6.40	5.40	7.41	37.2%	2.01
FOOD	11.00	12.00	12.00	12.00	0.0%	
ADMINISTRATION	17.00	12.60	9.75	10.74	10.1%	0.99
MINNEAPOLIS DEVELOPMENT REVIEW	23.00	22.00	21.00	23.00	9.5%	2.00
911	122.00	84.00	78.00	78.00	0.0%	
TRAFFIC CONTROL				43.50		43.50
PROBLEM PROPERTIES	7.00					
HOUSING INSPECTIONS	36.00	50.40	62.50	72.50	16.0%	10.00
REGULATORY SERVICES						
LEAD PROGRAM	7.00	3.34	10.34	8.34	-19.3%	(2.00)
LICENSES & CONSUMER SVC	27.00	28.00	75.00	30.00	-60.0%	(45.00)
LEAD CONTROL - HUD PROJECT		1.00				
ENVIRONMENTAL SERVICES	10.00	8.16	10.51	10.51	0.0%	
<b>TOTAL</b>	<b>343.00</b>	<b>309.40</b>	<b>368.50</b>	<b>379.00</b>	<b>2.8%</b>	<b>10.50</b>

### Positions 2008-2011



### Positions by Division

