



Regulatory Services

April 9, 2014

Table of Contents: Regulatory Services

High quality, affordable housing choices exist for all ages, incomes and circumstances	
Rental Licenses Issued	5
Rental Conversions	5
Rental Conversions (map) 	6
Housing Case Resolution without Additional Enforcement	7
<i>Housing Inspections, Cases & Resolution</i>	8
<i>Housing and Problem Properties Unit Cases by Type</i>	9
<i>Average Number of Inspections for Resolution</i>	9
<i>Number of Nuisance Cases Requiring Additional Enforcement</i>	10
<i>Rental License Proactive Enforcement Activity</i>	10
All neighborhoods are safe, healthy and uniquely inviting	
Resident Survey: Neighborhood is Clean and Well-Maintained	13
Resident Survey: Residents Rating Their Neighborhood as a “Good” or “Very Good” Place to Live	13
Number of Proactive and Reactive Cases	14
Fire Inspection Services Request for Service Cases and Inspections	14
<i>City-Wide Housing Rehabilitations and Demolitions</i>	15
<i>Vacant Building Registration Activity</i>	16
<i>Properties Being Actively Addressed by the Problem Properties Unit</i>	16
<i>Regulatory Services and Neighborhood & Community Relations Department Collaborative Work: Number of Opened Cases</i>	17
<i>Regulatory Services and Neighborhood & Community Relations Department Collaborative Work: Types of Violations</i> 	17
All Minneapolis residents, visitors and employees experience a safe and healthy environment	
Resident Survey: Resident Satisfaction with Animal Care and Control Provided Services	22
Number of Licensed Pets	22
Licensed & Unlicensed Stray Outcomes	23
Adoptable Shelter Animal Outcomes	23
Dog Bites	24
<i>Minneapolis Animal Care and Control Approved Rescue Groups</i>	25
<i>Minneapolis Animal Care and Control Number of Volunteers and Volunteer Hours</i>	25

Table of Contents: Regulatory Services, continued

City operations are efficient, effective, results-driven and customer-focused	
Permits Issued and Fees Collected by Fire Inspections Services	29
Revenue Breakdown by type for Animal Control	30
Total Traffic Control Revenue	30
Percent of Resolved and Open Traffic Control Tickets	31
Traffic Control Annual 311 and 911 Complaints	31
<i>Total Traffic Control Hours</i>	32
<i>Snow Emergency Citations (map)</i>	33
<i>Comparison of Total Citations Written per Snow Emergency, 2013-2014 Season</i>	34
<i>Comparison of Snow Emergency Citations Written by Day, 2013-2014 Season</i>	34
Appendix	
Top 25 Service Requests	38
Violation Summary by Neighborhood	39

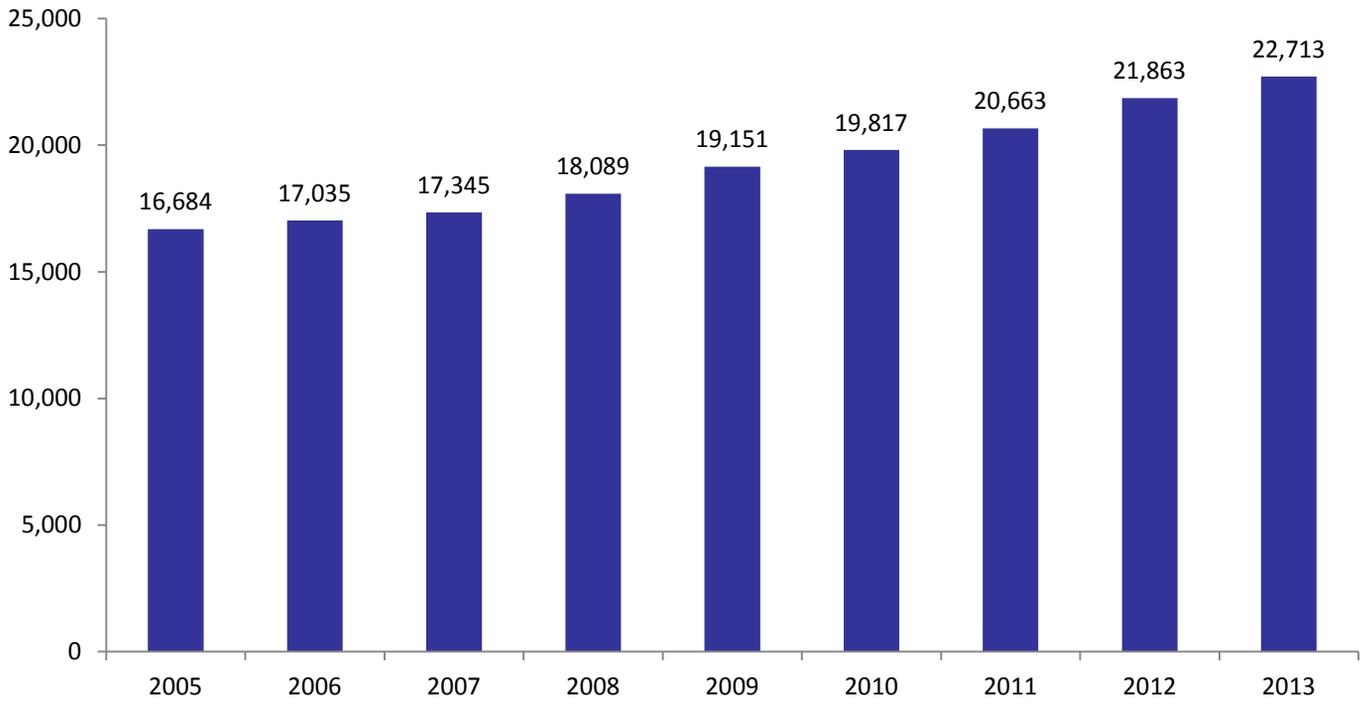
Measures in regular text are “influence” level. These are measures that the department’s work influences but does not control.

Measures in italics are “control” level. They represent the programmatic or operational activities of the department.

**High-quality, affordable housing choices exist for all
ages, incomes and circumstances**

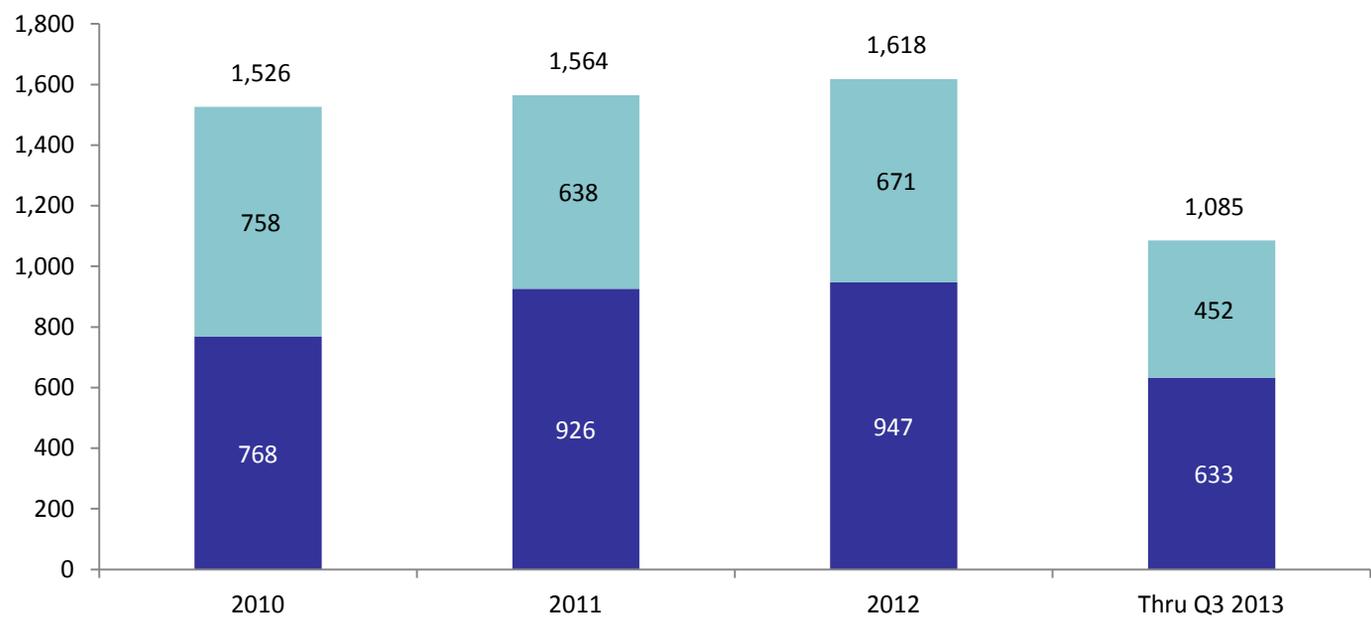
High-quality, Affordable Housing: Housing Case Resolution without Additional Enforcement & Rental Conversions

Rental Licenses Issued



Note: Based on annual renewal date of July 1
 Source: KIVA and COGNOS databases

Rental Conversions



Note: Due to a database issue, final 2013 numbers are not available
 Source: KIVA and COGNOS databases

Rental License Conversions in 2013

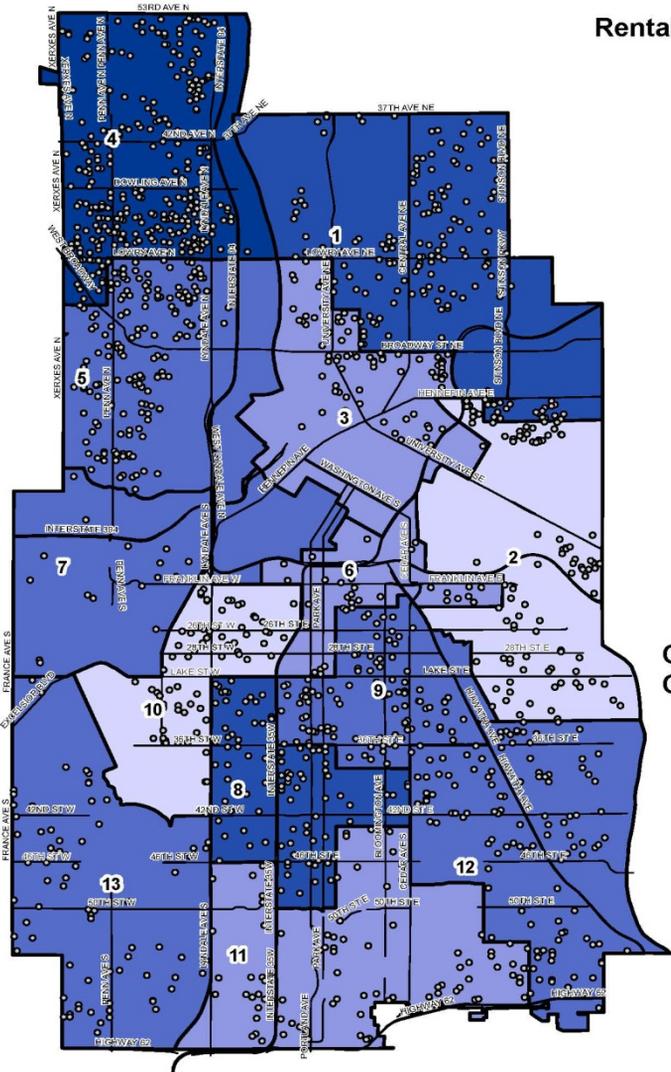


• Rental License Conversion Properties

Rental Conversion Properties by Ward

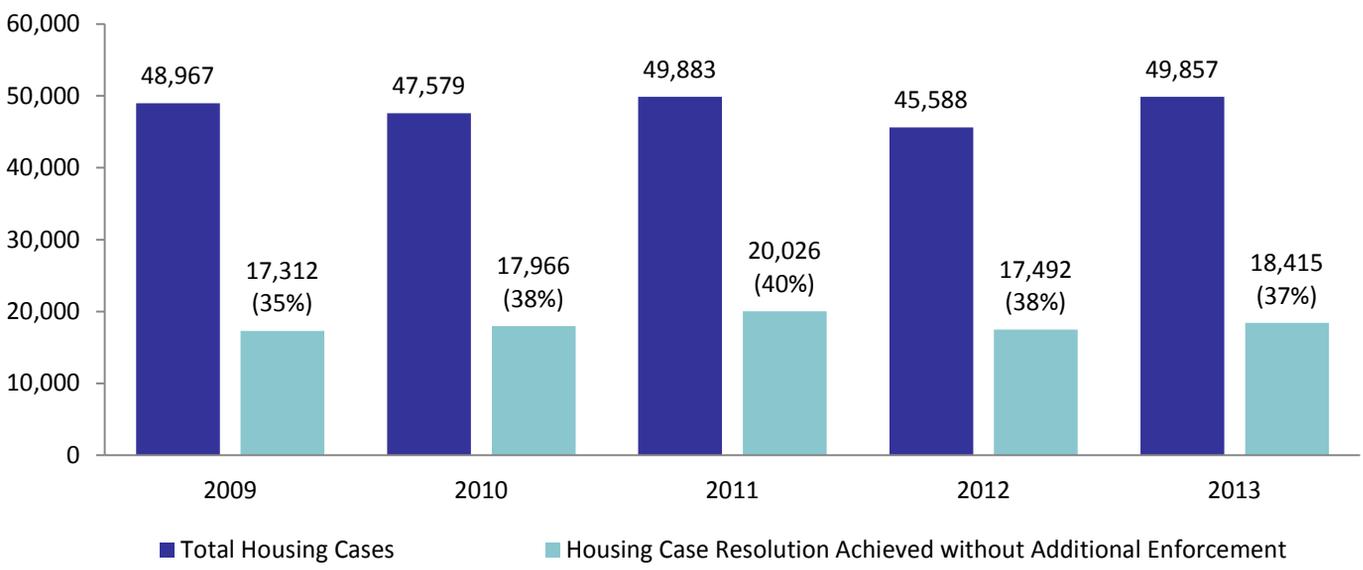
- Ward 1: 175
- Ward 2: 94
- Ward 3: 79
- Ward 4: 317
- Ward 5: 167
- Ward 6: 31
- Ward 7: 16
- Ward 8: 101
- Ward 9: 101
- Ward 10: 71
- Ward 11: 90
- Ward 12: 122
- Ward 13: 75

Concentration of Rental License Conversions Per Ward



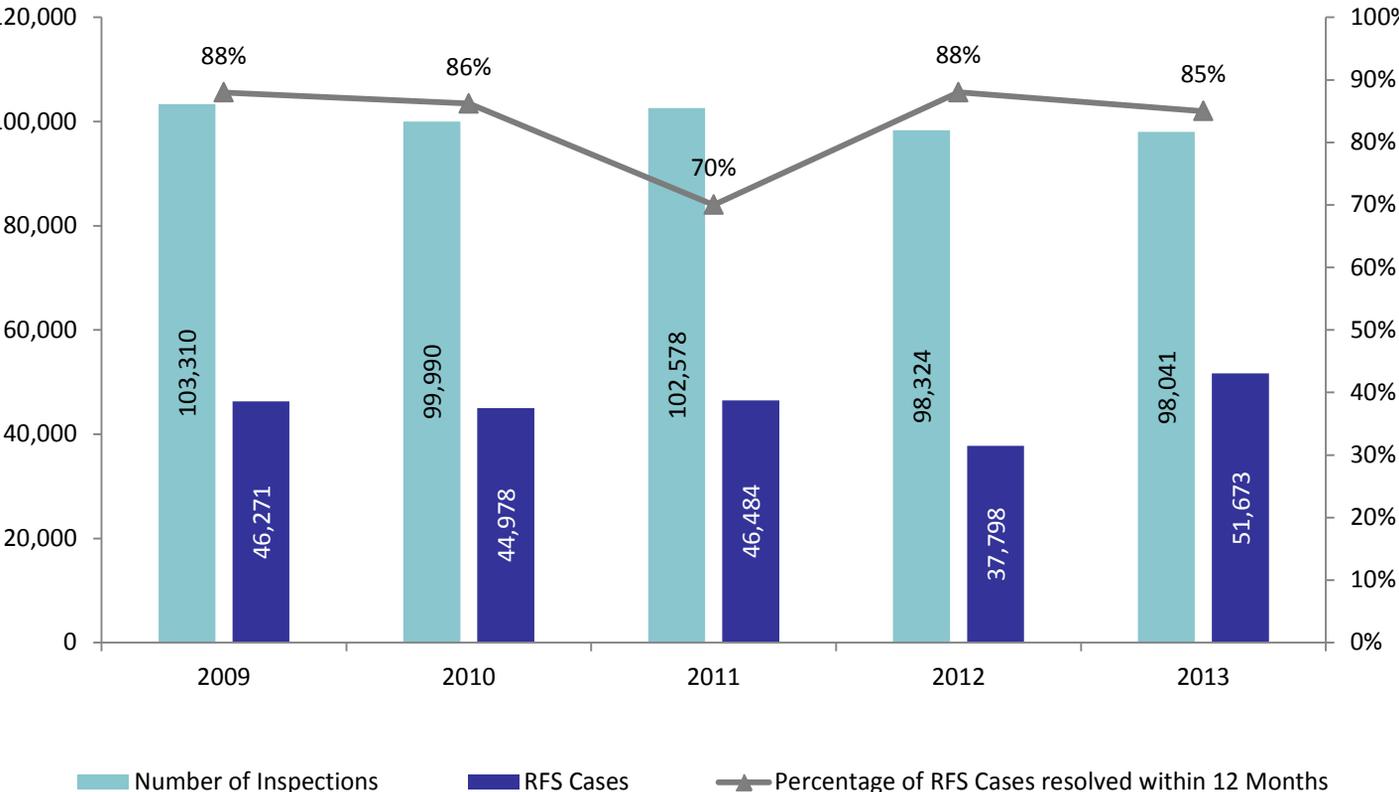
Created by the City of Minneapolis
Regulatory Services

Housing Case Resolution without Additional Enforcement



Source: KIVA and COGNOS databases

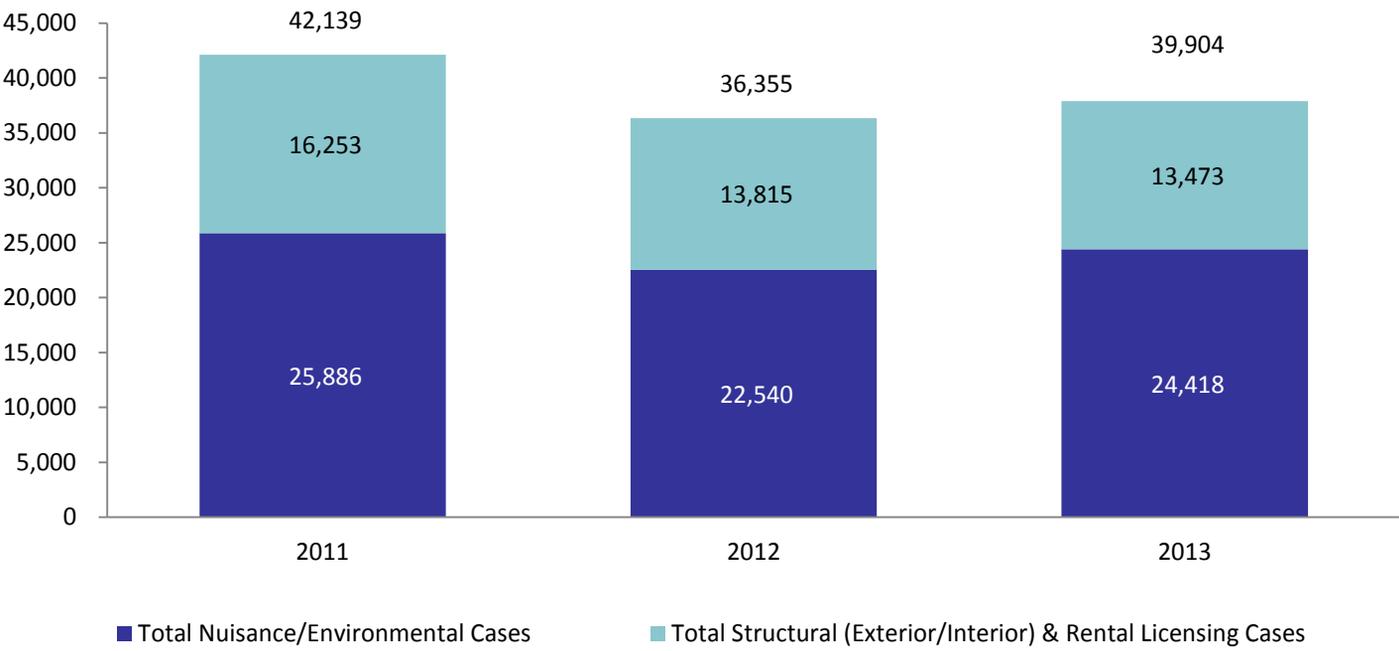
Number of Housing Inspections and Cases and Percent of Violations Resolved



Note: One Request for Service (RFS) case may contain multiple violations
Source: KIVA and COGNOS databases

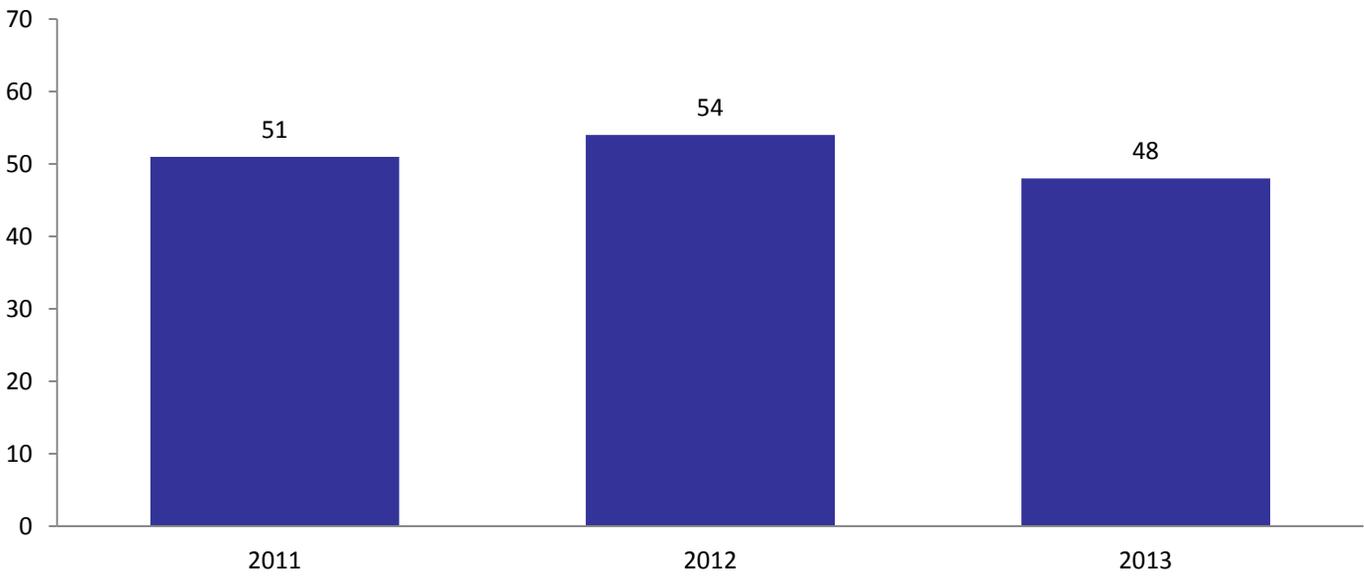
High-quality, Affordable Housing: Housing and Problem Properties Unit Case by Type & Average Number of Inspections for Resolution

Housing and Problem Properties Unit Cases by Type



Source: KIVA and COGNOS databases

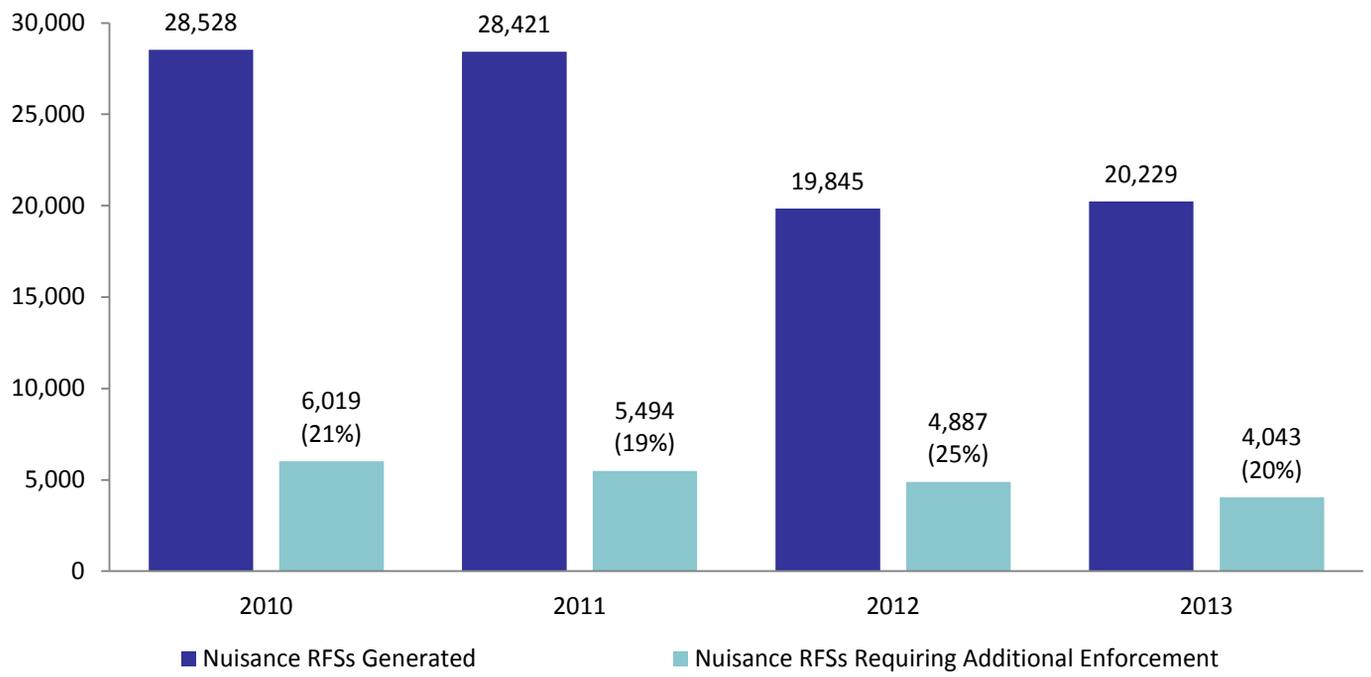
Average Number of Days for Resolution



Note: Includes both housing and fire inspections
 Source: KIVA and COGNOS databases

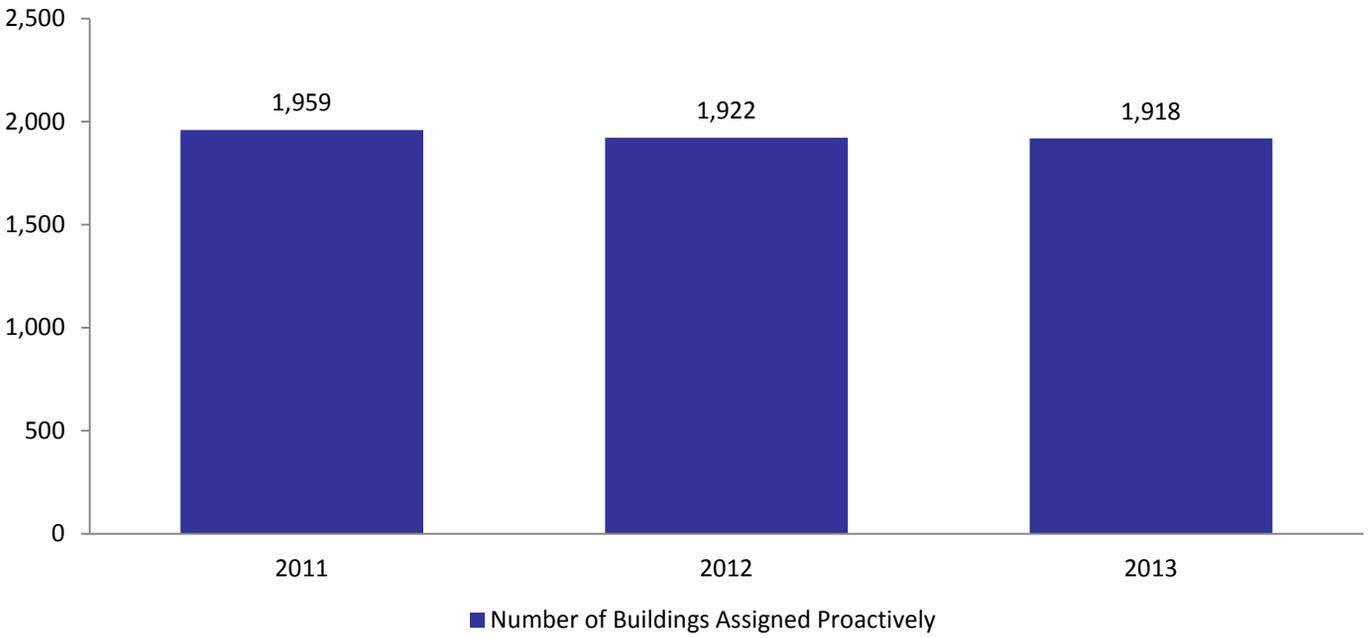
High-quality, Affordable Housing: Nuisance Cases Receiving Additional Enforcement & Rental License Proactive Enforcement Activity

Number of Nuisance Cases Requiring Additional Enforcement



Source: KIVA and COGNOS databases

Rental License Proactive Enforcement Activity



Note: Proactive means scheduled rental licenses inspections
 Source: KIVA Allet Report

Why are these measures important?

Maintaining housing infrastructure is critical to the long-term stability of Minneapolis' neighborhoods. Effective enforcement is a key ingredient in many neighborhood revitalization efforts. Community developers have found that the long-term success of their revitalization work often hinges on cleaning up and addressing problematic properties within a neighborhood. Regulatory Services has several processes that directly impact the immediate condition of a property, whether a property is rehabbed or demolished and how the property is maintained. These processes include rental license inspections, general residential exterior structural inspections, restoration agreements, nuisance abatement and demolition.

One of the additional challenges our neighborhoods face is the recent surge in rental licenses. As the housing market imploded, investors and homeowners found that converting a property to use as a rental was an effective way of investing, despite the often deleterious effect on surrounding properties and the city's neighborhoods. The rise in conversions and licensed rental properties led to a rise in associated problems, necessitating frequent intervention on the part of multiple City departments.

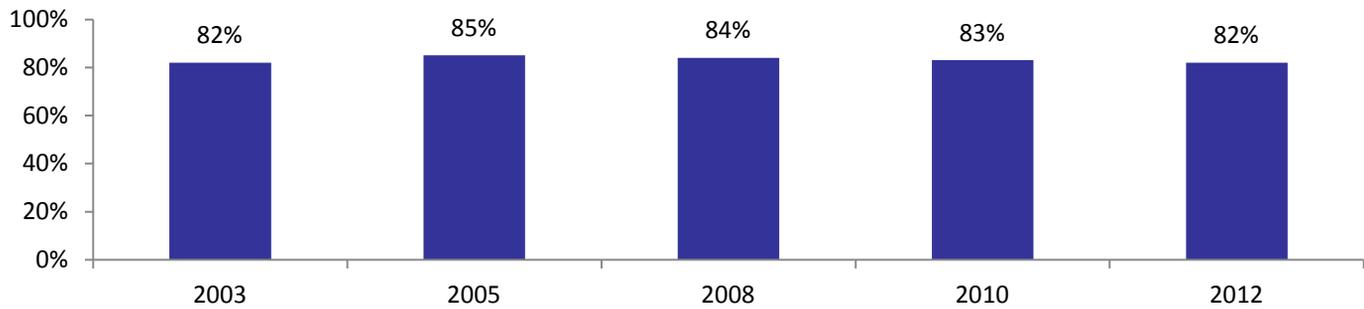
What will it take to make progress?

Improving neighborhood livability and preserving the housing stock cannot be achieved through regulation alone. Engaging community members, preservation activists, non-profit housing partners and government agencies is necessary for strategies to be effective. Currently, Regulatory Services staff is working on a nuisance property committee/conduct on licensed premises pilot in the Fourth police precinct along with neighborhood organization representatives, Hennepin County representatives and law enforcement. Additionally, Regulatory Services and elected officials are working on policy changes to encourage or require new landlords to take rental property management workshops and add restrictions and conditions on rental licenses.

Regulatory Services has also increased efforts to engage community/external stakeholders in proactive, data driven partnerships with the expectation that bringing government agencies and neighborhood members to the table at the same time allows the community to clearly communicate its priorities to the government agencies. Sharing real time information and data on problematic properties with law and code officials reduces or eliminates bureaucratic hurdles, assists in developing strategies focused on problematic properties and eliminates identified gaps.

**All neighborhoods are safe, healthy
and uniquely inviting**

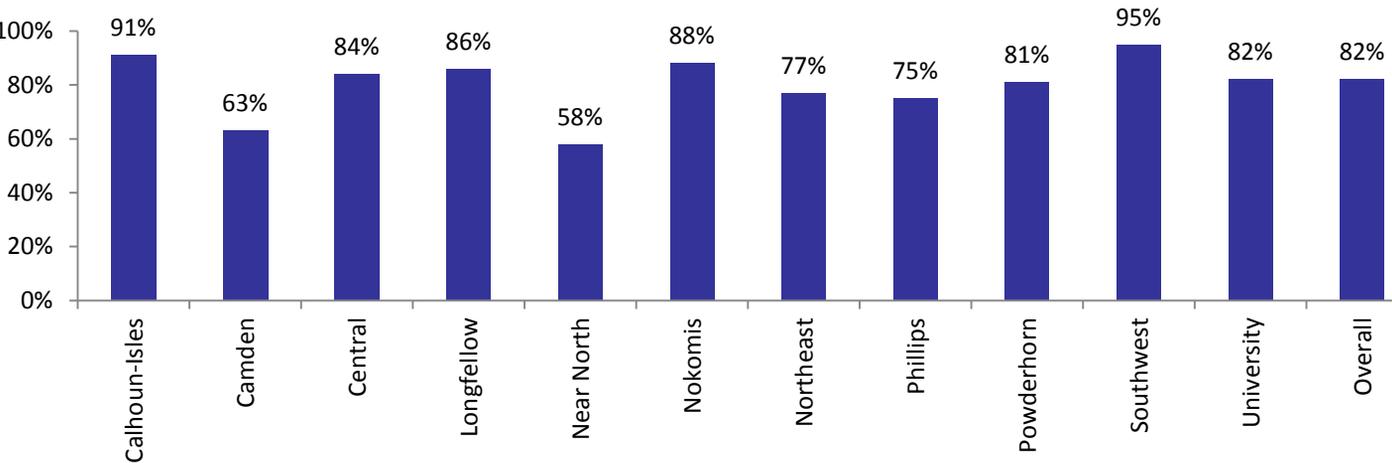
Residents Who Agree Their Neighborhood Is Clean and Well-Maintained



Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Minneapolis Resident Surveys

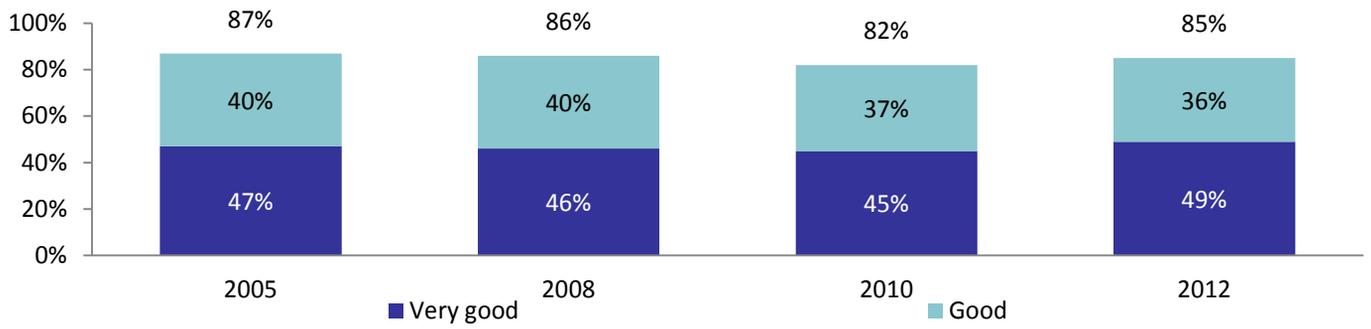
Residents Who Agree Their Neighborhood Is Clean and Well-Maintained, by Community Planning District, 2012



Note: Due to sample size, the margin of error is ± 10 percent for community planning districts.

Source: Minneapolis 2012 Resident Survey

Overall, How Do You Rate Your Neighborhood as a Place to Live?

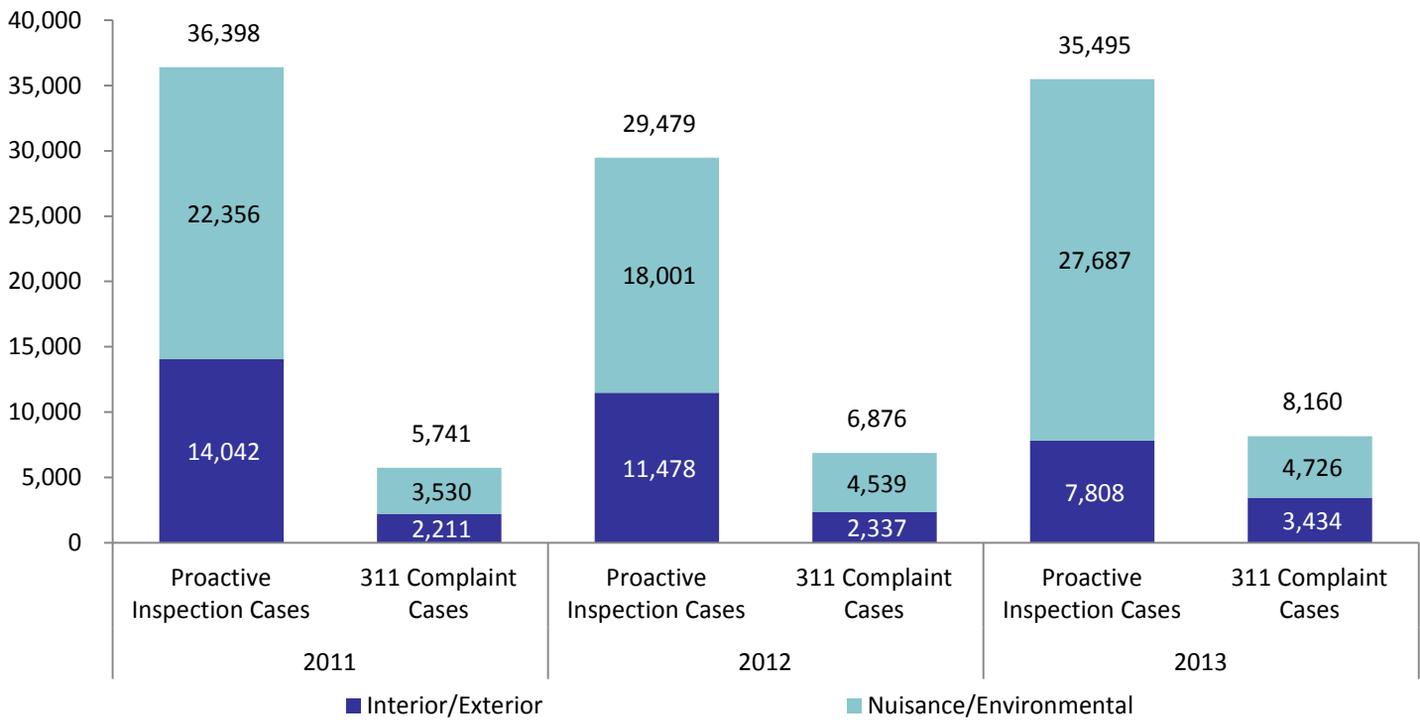


Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Resident Surveys

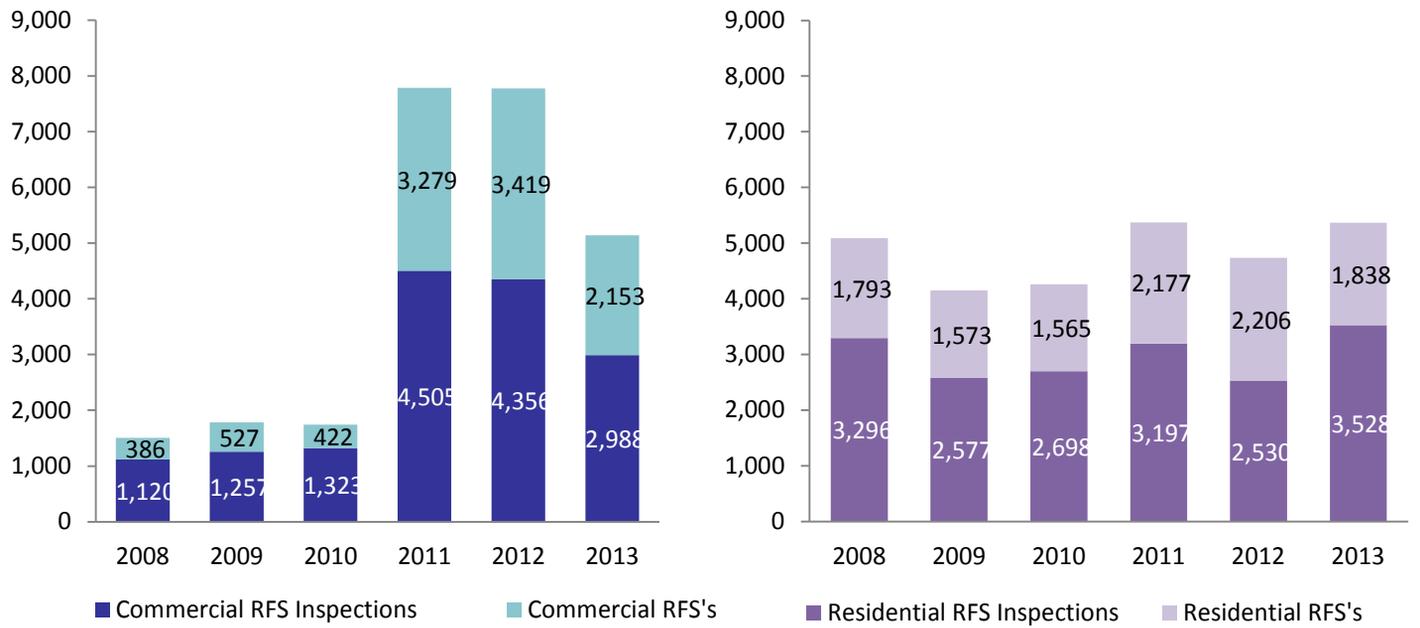
Neighborhoods are Safe, Healthy and Inviting: Number of Proactive and 311-Driven Cases Fire Inspection Services Inspections and Cases

Number of Proactive and 311-Driven (Reactive) Cases



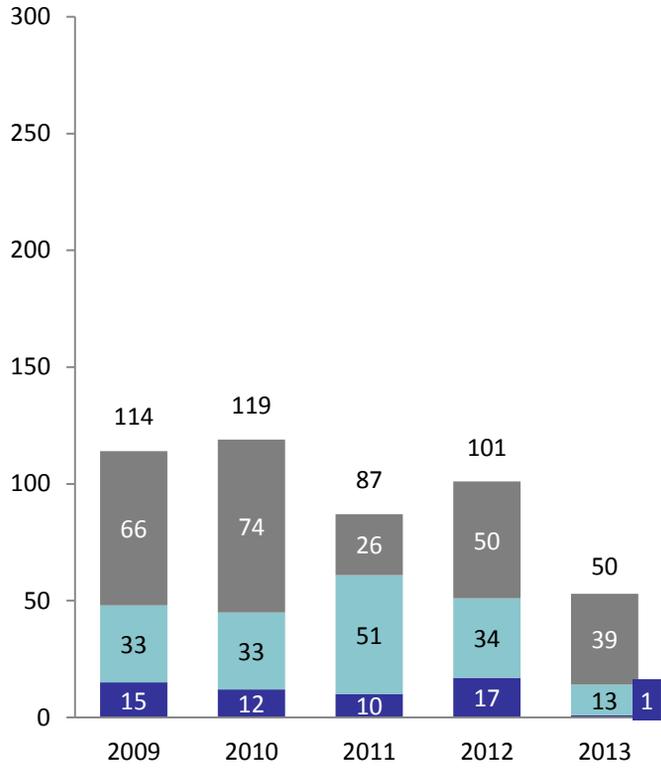
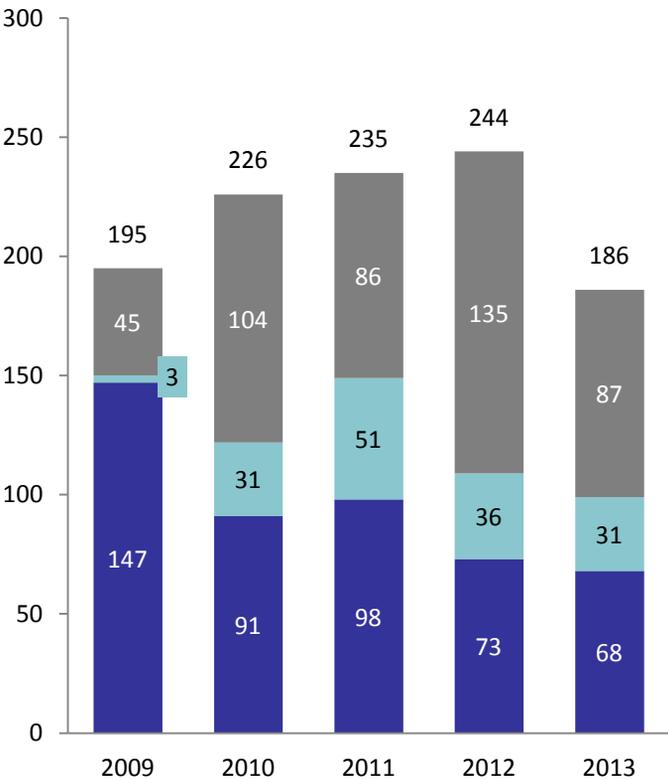
Note: Includes data from Housing, Problem Properties Unit and Fire Inspections Services
Source: KIVA and COGNOS databases

Fire Inspection Services Request for Service Cases and Inspections



Note: Residential is 4+ units
Source: KIVA and COGNOS databases

City-Wide Housing Rehabilitations and Demolitions



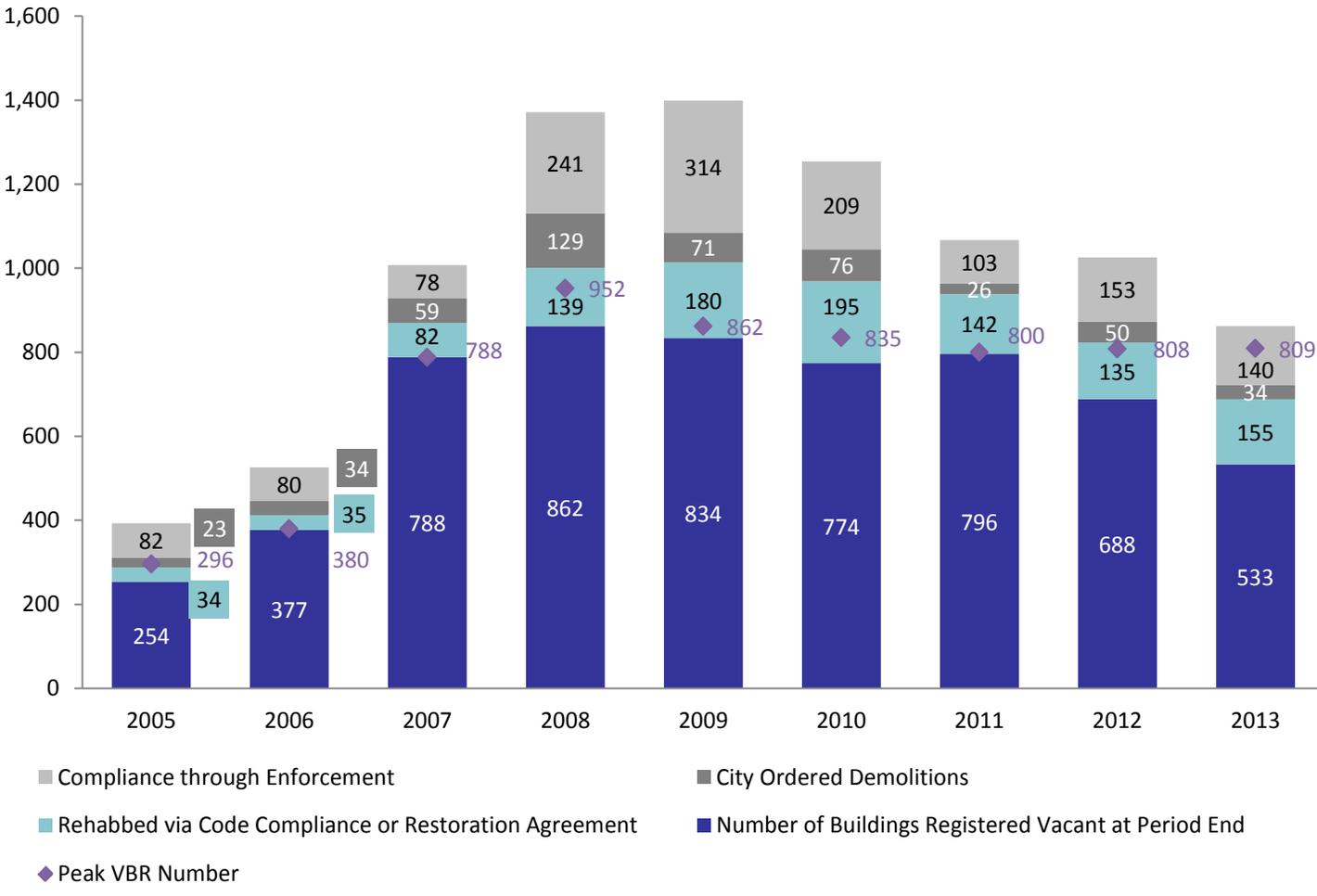
- Reabs Code Compliance
- Reabs CPED
- Reabs Regulatory Services

- Demos Code Compliance
- Demos CPED
- Demos Regulatory Services

Source: KIVA and COGNOS databases

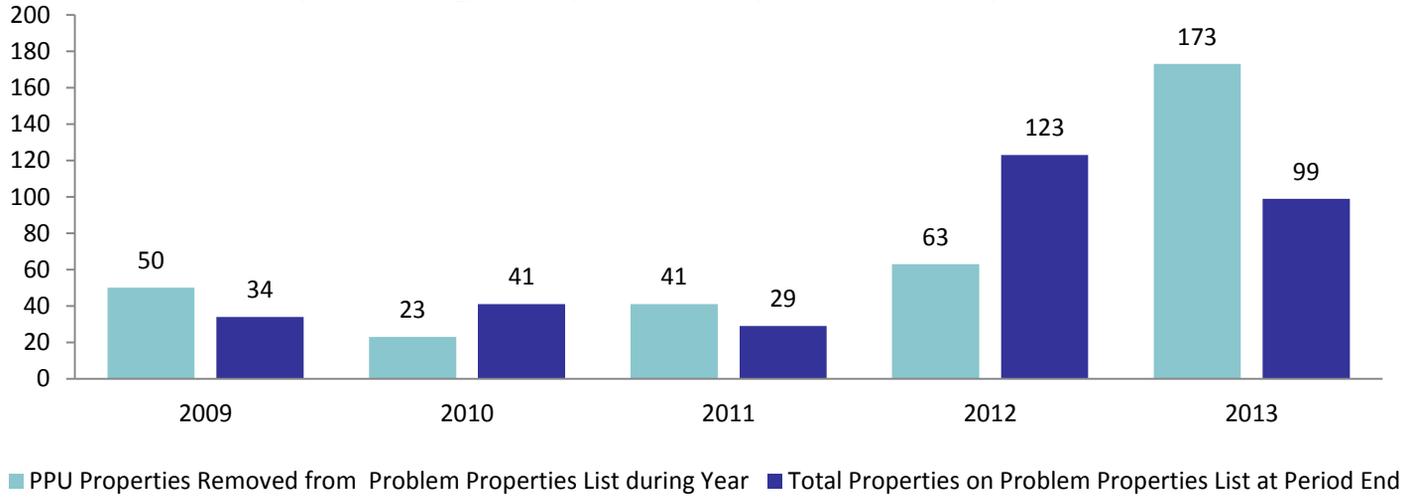
Neighborhoods are Safe, Health and Inviting: Vacant Building Registration & Problem Properties Unit

Vacant Building Registration Activity



Source: KIVA and COGNOS databases

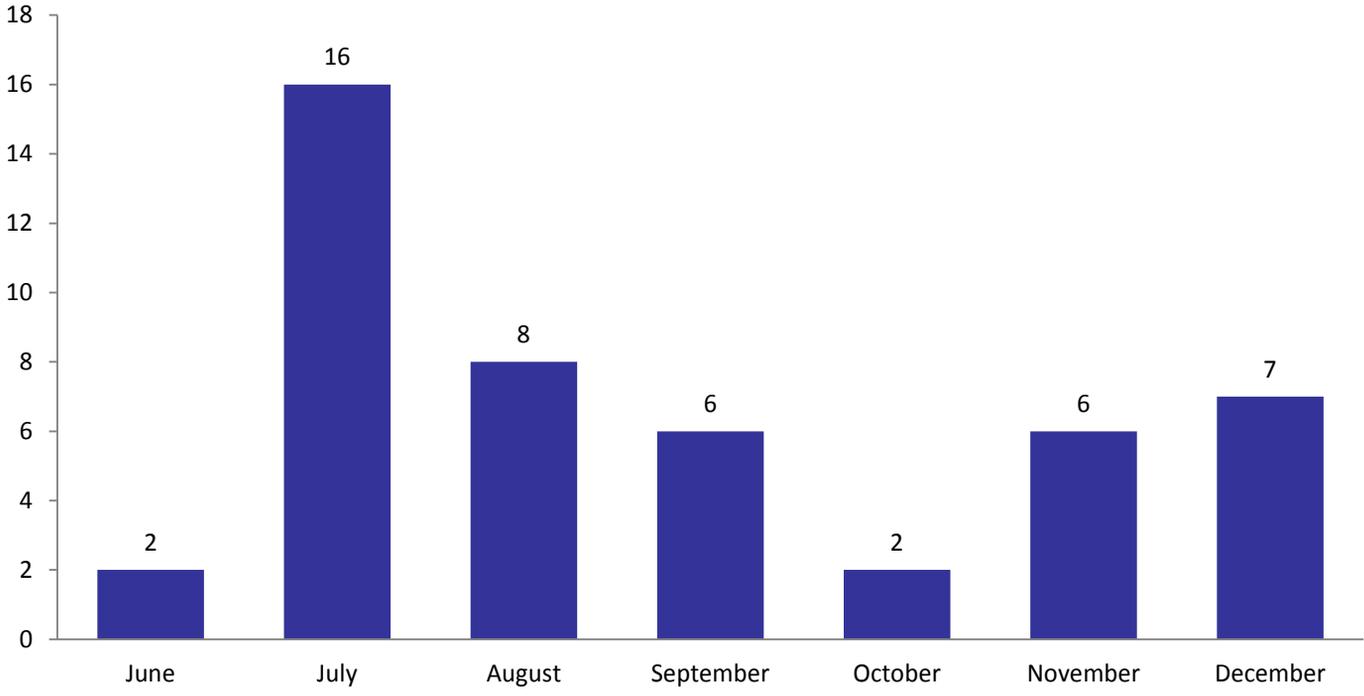
Properties Being Actively Addressed by the Problem Properties Unit



Note: Tier 3 properties are a part of this list as of 2013

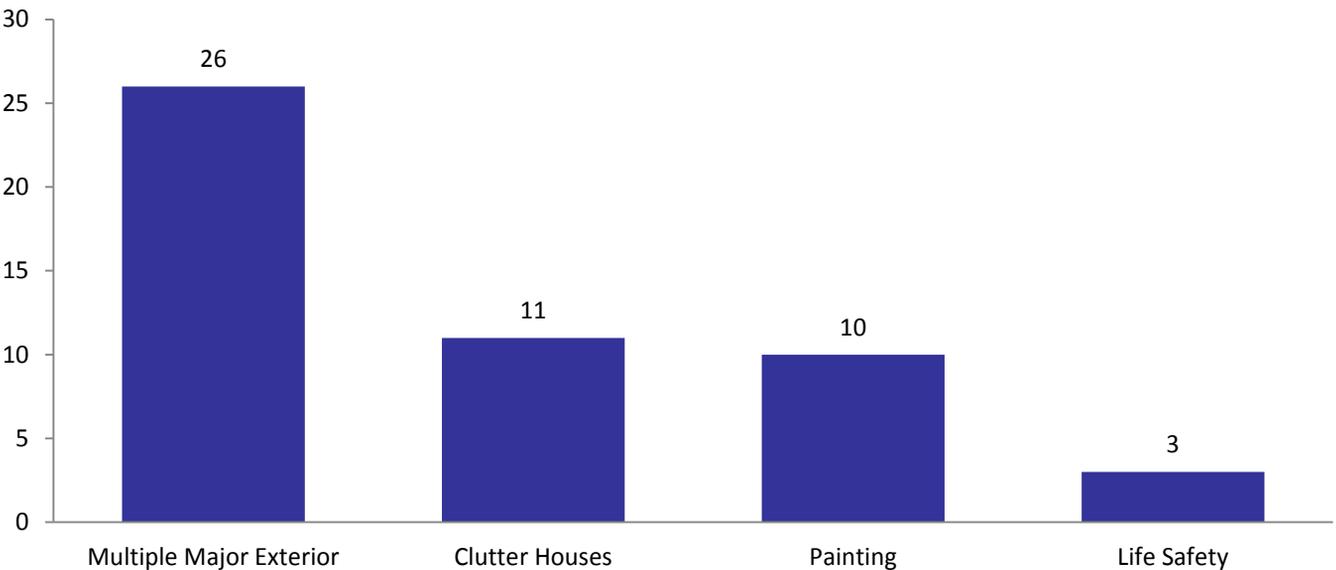
Source: KIVA and COGNOS databases

Regulatory Services & NCR Collaborative Work: Number of Opened Cases, 2013



Source: Case files and KIVA database

Regulatory Services & NCR Collaborative Work: Types of Violations, 2013



Source: Case files and KIVA database

Why are these measures important?

Vacant and boarded buildings negatively affect the safety and livability of the City's neighborhoods and lead to surrounding property value decline and instability. As the housing market and economy recover, Regulatory Services has taken the opportunity to refocus efforts on incentivizing rehabs through working closely with non-profit partners: City of Minneapolis Department of Community Planning & Economic Development (CPED), Hennepin County, preservation advocates and neighborhood associations. These partnerships have benefited all involved and resulted in a decline in demolitions and an increase in facilitated rehabilitations (through restoration agreements, Code Compliance completions or CPED initiated rehabilitations).

Additionally, Regulatory Services is committed to community engagement with neighborhoods, businesses and non-profit stakeholders throughout Minneapolis. The department values meaningful input into all of our business lines and has initiated several strategies to engage stakeholders more directly.

One of the first steps Regulatory Services has taken has been working with the community and stakeholders on solutions for hundreds of vacant properties in the city. Neighbors and neighborhood organizations frequently have information about properties that is unavailable to the City, as well as other data that, when paired with regulatory information, can lead to positive solutions for all concerned. Regulatory Services has begun forum discussions with neighborhood organizations, housing organizations, preservation advocates, the Twin Cities Land Bank, CPED and Hennepin County about "upstream" opportunities and mechanisms that will lead to collaborative solutions and the best outcomes for our boarded and vacant properties. Through this process, we hope to capitalize on the wisdom and resources of communities and find creative ways to rehabilitate and strengthen the city's housing stock.

Regulatory Services has also addressed a gap in our ability to deal with housing code violation cases when a homeowner is elderly, low-income or mentally or physically challenged. In many situations, a strictly regulatory approach is not effective and another approach is needed. In response to this gap, Regulatory Services partnered with the City of Minneapolis Department of Neighborhood and Community Relations (NCR) to create the Housing Navigator program. The primary goal of this program is to work with these challenged owner-occupied properties and provide the specialized approach required to bring the properties into compliance and engage the owner in stabilizing their housing situation. Assistance includes face-to-face outreach to help explain housing code orders, directing the owner to available resources, and inviting other partners (if appropriate) to the table to help ensure a long-term result.

Nearly half of the homeowners served by the Navigator program were either senior citizen, physically or mentally disabled, and/or low income. The Housing Navigator position has been able to work with organizations like Caring Souls, Metro Paint-A-Thon, Neighborhood Involvement Program, Chore Girl Services, CPED - Code Construction Services, the Minneapolis Fire Department (MFD) and the Minneapolis Health Department to address properties in need of assistance and intervention.

Additional narrative on next page...

Neighborhoods are Safe, Healthy and Inviting

Another example of successful community engagement was the 2013 All Together Now pilot program. All Together Now happened in partnership with neighborhood associations and participating businesses. A pilot area was selected in five neighborhoods: Cleveland, Folwell, Webber-Camden, McKinley and Victory. 7,000 letters went out letting property owners know about the initiative and encouraging everyone to do their part in cleaning up their yards. The letter included resources and information on local businesses that agreed to provide discounts for home and yard improvement products upon showing them either the letter alerting them to this initiative or a subsequent order issued by Regulatory Services.

As inspectors went out into the five pilot neighborhoods, they focused on nuisance violations with an emphasis on properties with a history of these types of violations and on the vacant properties in this area. The types of violations issued were for owners to:

Remove rubbish, old tires and litter in yards and alleys

Trim bushes and trees that hang into the alley, sidewalk or street

Remove “volunteer” trees and bushes from alleys and around the foundations of buildings

Remove inoperable vehicles (including unlicensed vehicles) or store them in an enclosed garage

Only 419 property owners out of 7,000 were issued orders – a total of 6 percent. A total of 596 violations were issued, which provides preliminary indication that proactive notification and education successfully reduce the number of violations in the target area.

Regulatory Services is currently preparing this spring’s All Together Now program, which will select approximately ten neighborhoods throughout the city and repeat the process of proactive notification followed by enforcement.

Increased proactive inspections of the city’s commercial structures is also important and Fire Inspection Services (FIS) staff's inspections of the city’s approximately 4,100 commercial structures not only increases public safety, but allows for educational opportunities between the city and the business community. Continued engagement with businesses, especially as construction continues to flourish, allows FIS staff to serve as a critical link for businesses and large-scale property management companies needing to navigate between both the housing maintenance code and the fire code.

FIS’ proactive work also enables the MFD to conduct increased building familiarizations of commercial, high-occupancy dwellings and hazardous material sites, totaling more than 3,000 in 2013. This not only allows MFD to respond more quickly in emergency situations, but increases the amount of code and life safety violations that are subsequently referred to FIS – all of which increases safety to the public and businesses alike.

Additional narrative on next page...

What will it take to make progress?

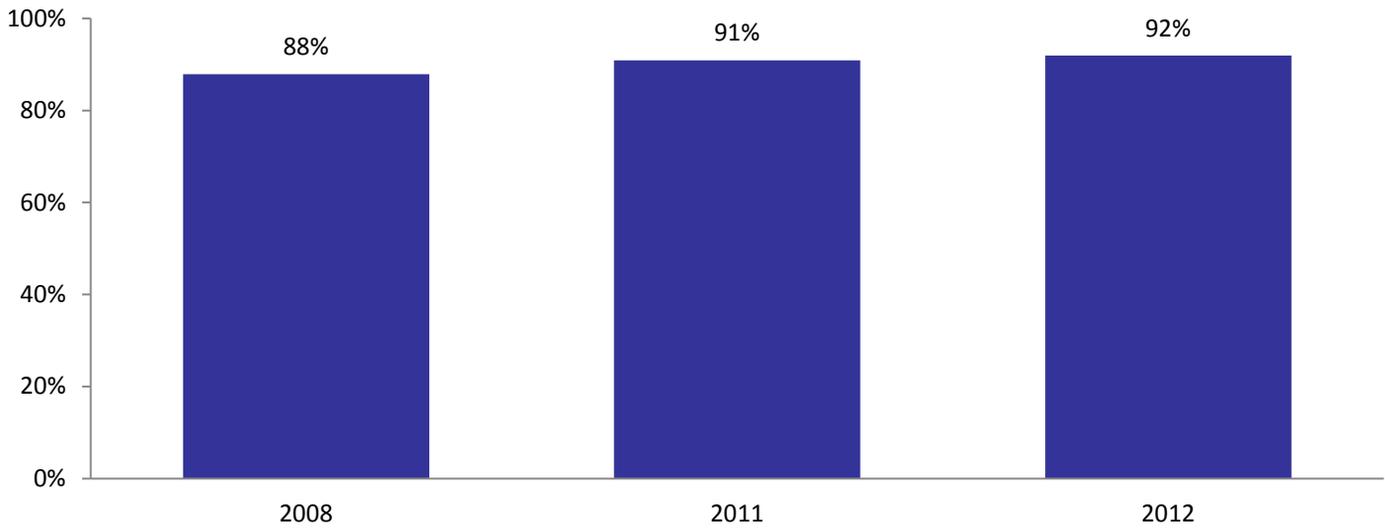
For vacant and boarded properties, identifying clear ownership helps the City and its partners direct the abatement strategies most appropriate to the situation and make the most sense for moving properties into the active housing market. The longer a property remains vacant, the more likely it is to be acquired by the City or to be assumed by Hennepin County through tax forfeiture.

A recent study of properties that have been on the vacant and boarded list for more than two years revealed a preponderance of properties with numerous housing code violations, properties that have a higher tax burden and properties that are caught in a stalled foreclosure. A team of City staff and non-profit partners are working on strategies to address these issues. Regulatory Services is evaluating possible solutions including giving the City the authority to take long-vacant and/or boarded properties into receivership (allowing the City to quickly and effectively deal with the property and return it to meaningful use), increasing the use of restoration agreements, evaluating the use of the VBR fee structure and looking for strategies to address banks that are retaining properties instead of driving them towards foreclosure in an effort to return them to the marketplace.

Rental properties, particularly high occupancy dwellings (HOD) inspected by FIS, are also being targeted given the amount of tenants affected by both life-threatening and livability-based concerns. Regulatory Services has recently teamed up with an external consultant and IT personnel as it looks into HOD workload assignments and the development of a priority approach to caseload assignments that would systematically identify properties at higher risk for more frequent intervention similar to the tiered approach to inspections used by Housing Inspection Services. This approach will allow Regulatory Services to deploy its resources more proactively while targeting those structures with the highest risks to both residents and fire fighters alike.

**All Minneapolis residents, visitors and employees
experience a safe and healthy environment**

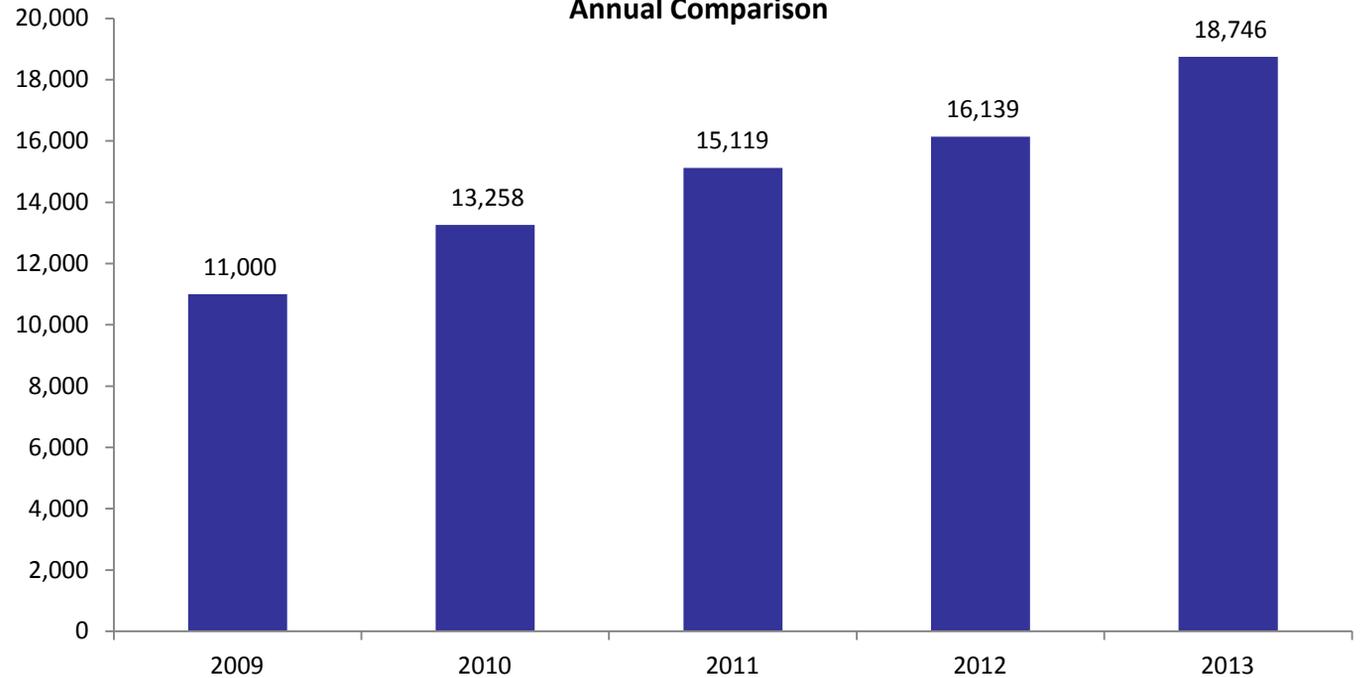
**Resident Satisfaction with Animal Care and Control Provided Services
(Percent Reporting "Satisfied" or "Very Satisfied")**



Note: For comparisons by survey year, the margin of error is plus or minus four percentage points around any given percentage point and differences from 2011 to 2012 must be five percentage points or higher before they should be considered real changes in population sentiment.

Source: Resident surveys

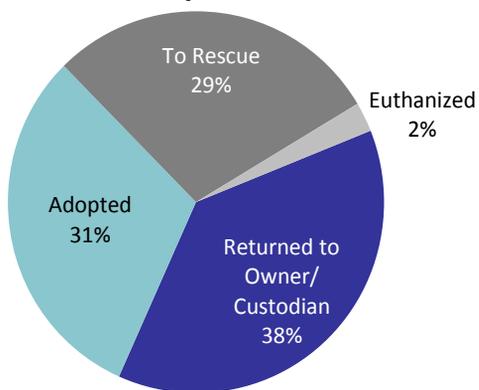
**Number of Licensed Pets
Annual Comparison**



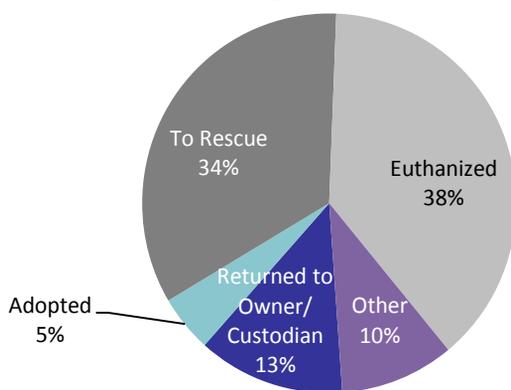
Source: Chameleon database

Residents, Visitors and Employees Have Safe and Healthy Environment: Stray Outcomes & Outcomes for Adoptable Animals

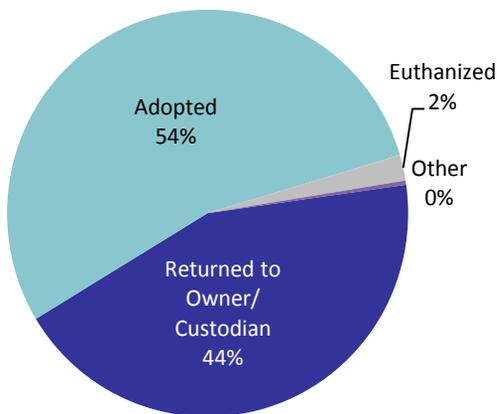
Licensed Stray Outcomes, 2013



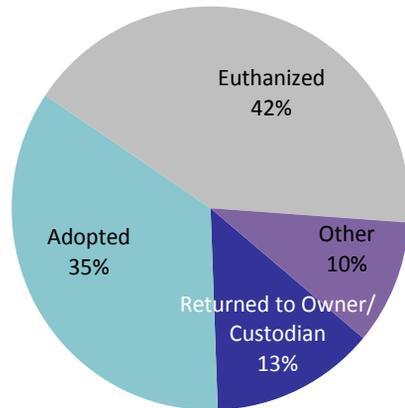
Unlicensed Stray Outcomes, 2013



Licensed Stray Outcomes, 2012



Unlicensed Stray Outcomes, 2012

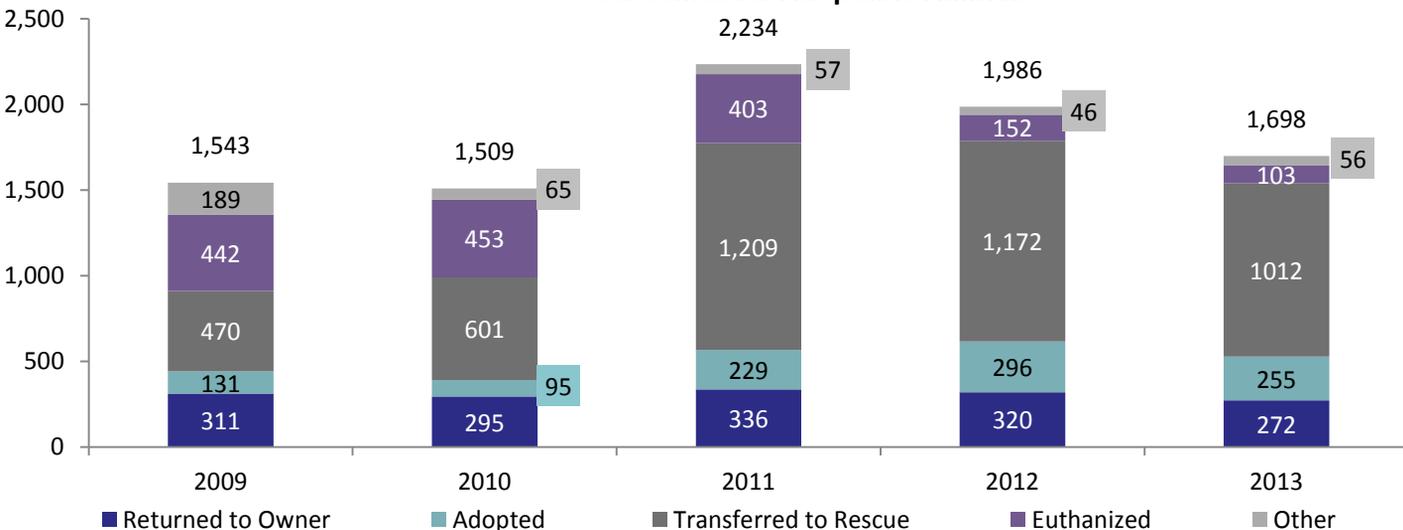


■ Returned to Owner/Custodian
 ■ Adopted
 ■ Transferred
 ■ Euthanized
 ■ Other

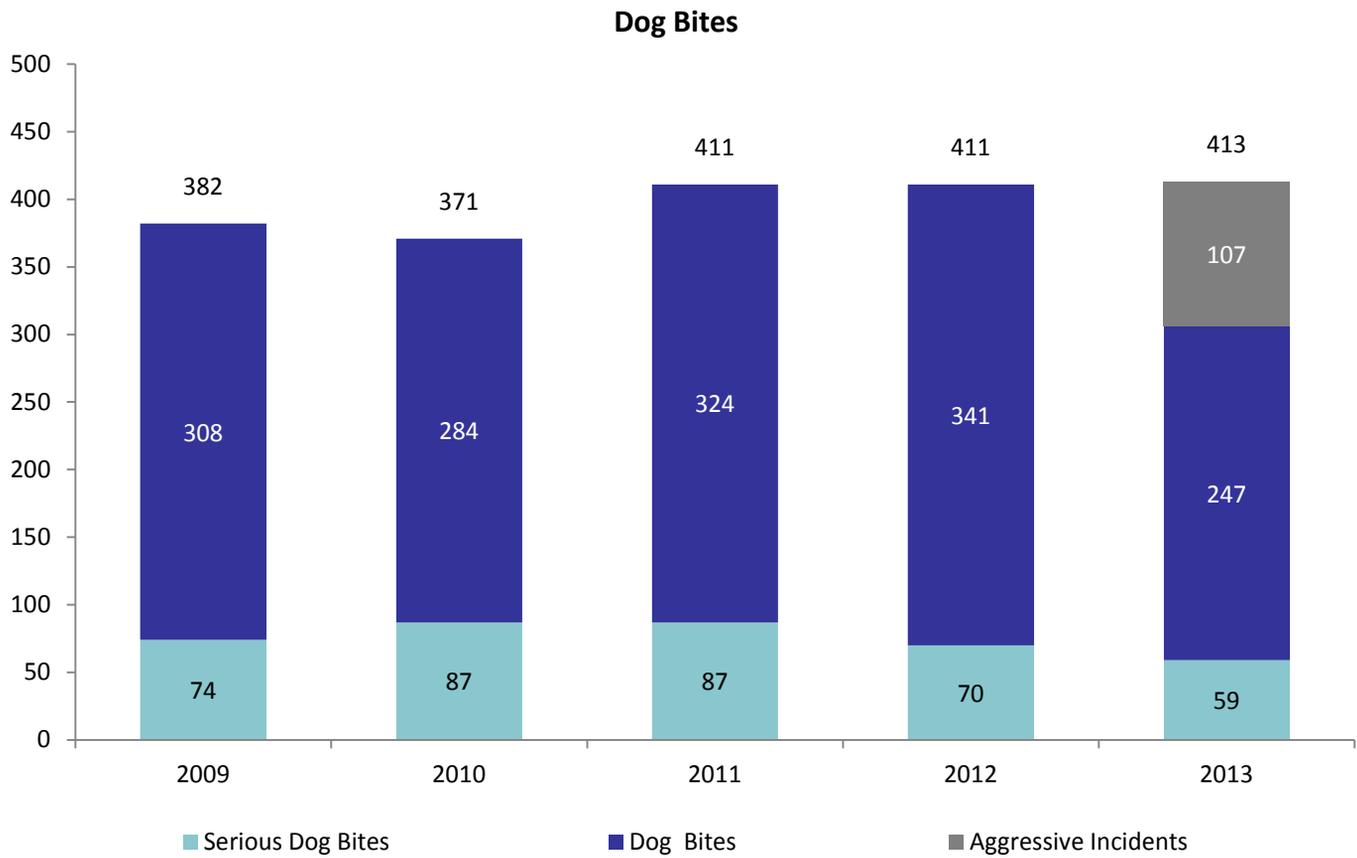
Note: Other means: still at shelter, with a foster, stolen from shelter, or died at shelter

Source: Chameleon database

Outcomes for Adoptable Animals



Note: Other includes: dies at shelter, stolen from shelter, transferred to vet, sent to foster, or still at the shelter.

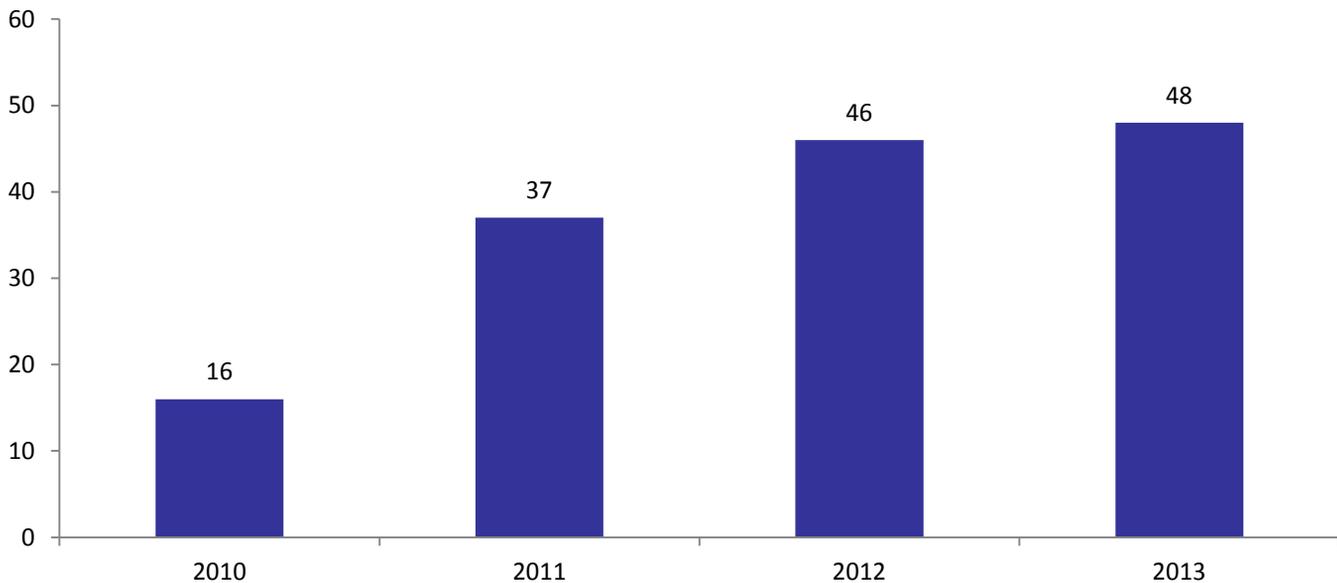


Note: 1. Aggressive incident defined as: An event in which no bite occurred but an animal acted aggressively toward (unprovoked, chased or approached in an apparent attitude of attack) another animal or a person.
 2. Aggressive incidents were not calculated before 2013.

Source: Chameleon database

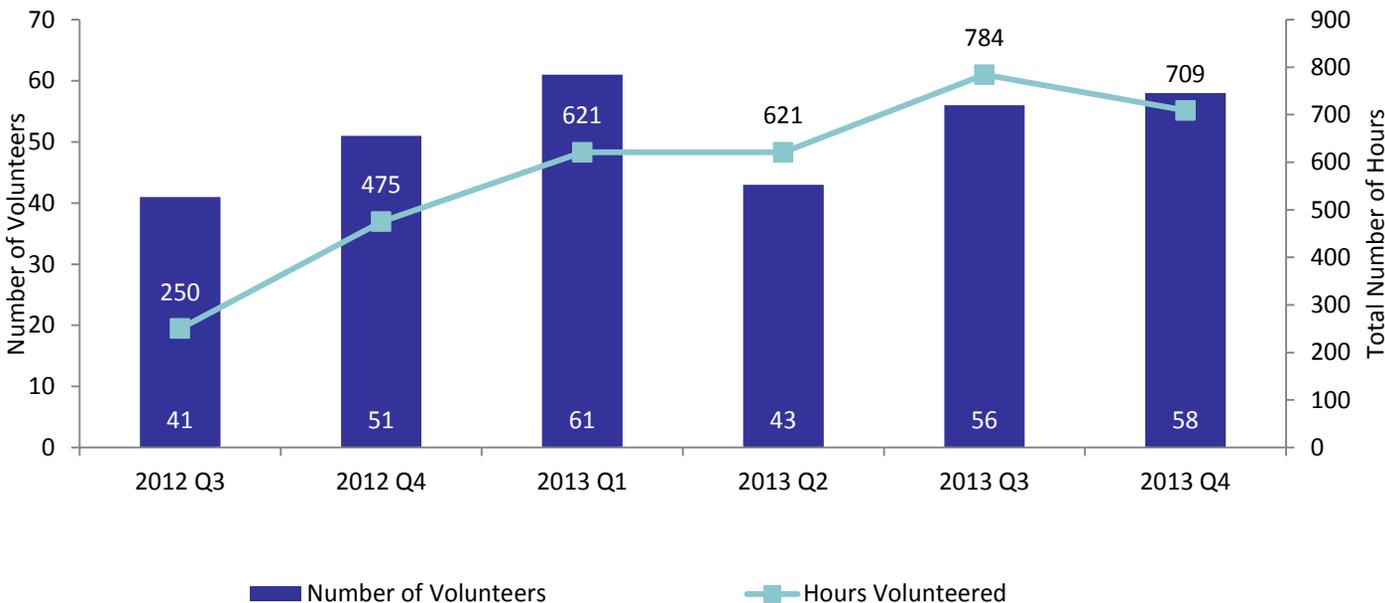
Residents, Visitors and Employees Have Safe and Healthy Environment: Approved Rescue Groups & Volunteers

Current Approved Rescue Groups



Source: Chameleon database

Number of Volunteers & Volunteer Hours



Note: Other includes: dies at shelter, stolen from shelter, transferred to vet, sent to foster, still at the shelter

Source: Chameleon database

Why is this measure important?

The licensing of domestic pets provides many benefits to residents and the City of Minneapolis. Licensed animals are much more likely to be returned to a home rather than spending time in the shelter waiting for adoption. Pet licensing is also crucial to the identification of the owners of dogs involved in aggressive or criminal activity.

In 2008, Minneapolis Animal Care & Control (MACC) launched a campaign to achieve a goal of licensing more than 20% of all domestic dogs and cats in ten years. To achieve this goal, similar to rabies prevention, MACC is focused on three areas: ease of licensing, education and incentives. The number of licensed pets in Minneapolis has more than doubled since 2008.

MACC has increased the percentage of adoptable shelter animals finding new homes: from 60 percent to 91 percent since 2008. Increasing adoption of sheltered animals is one of MACC's primary goals this year as it will result in better outcomes for animals all-around, reduce kenneling costs and decrease euthanasia rates associated with impounded animals. A new adoption initiative focus on bully breeds is scheduled for implementation at MACC in early summer and MACC is actively engaged in finding ways to better leverage its volunteer support and resources.

As part of Regulatory Services' efforts to provide a safe and healthy environment in the city, aggressive pursuit of dangerous dogs is necessary as they not only pose a physical threat to adults and children, but they can also be indicators of underlying criminal activity occurring in a household, including gang activity, drugs and domestic violence. Through no fault of their own, these dogs are often abused, un-socialized and trained to be aggressive – making them a serious threat to the physical safety of Minneapolis residents and employees.

What will it take to make progress?

The number of "serious bites" reported in Minneapolis over the past five years has decreased more than 20 percent and responds to MACC's multi-prong approach of continually improving dangerous animal ordinances, increasing coordination with the City Attorney's Office and the Minneapolis Police Department and ensuring MACC's resources are primarily focused on public safety.

Owners of all declared animals must follow strict animal handling requirements to be able to retain their animals. Un-announced compliance checks are completed to ensure adherence to these requirements. Individuals with a pattern of owning aggressive animals can have their right to have any dog restricted for a period of five years. In addition, individuals with violent felonies are required to have a permit to own a dog that weighs more than twenty pounds.

In 2013, Minneapolis' dangerous animal ordinances were amended to ensure appropriate animal handling requirements, provide better due process and improve the use of potentially dangerous declarations. MACC uses the "potentially dangerous" declaration as an early warning system to put dog owners on notice that they must take seriously the potential their pet has to create harm. Many of these cases involve dogs that did not bite the victim or victim dog, but the advance notice is a mechanism to increase owner awareness in the hopes that appropriate precautions and care will be taken to avoid having a dog being declared dangerous.

Additional narrative on next page...

In 2010, a Minneapolis Police Sergeant joined MACC to work solely on animal related criminal activity including dog fighting, felons with dogs that pose a threat to the public and domestic abuse. This position has improved coordination between MACC and the MPD, increased the number of individuals charged with animal related crimes and increased the safety of communities. For example, in 2013, 31 dogs were removed from individuals with violent felony convictions.

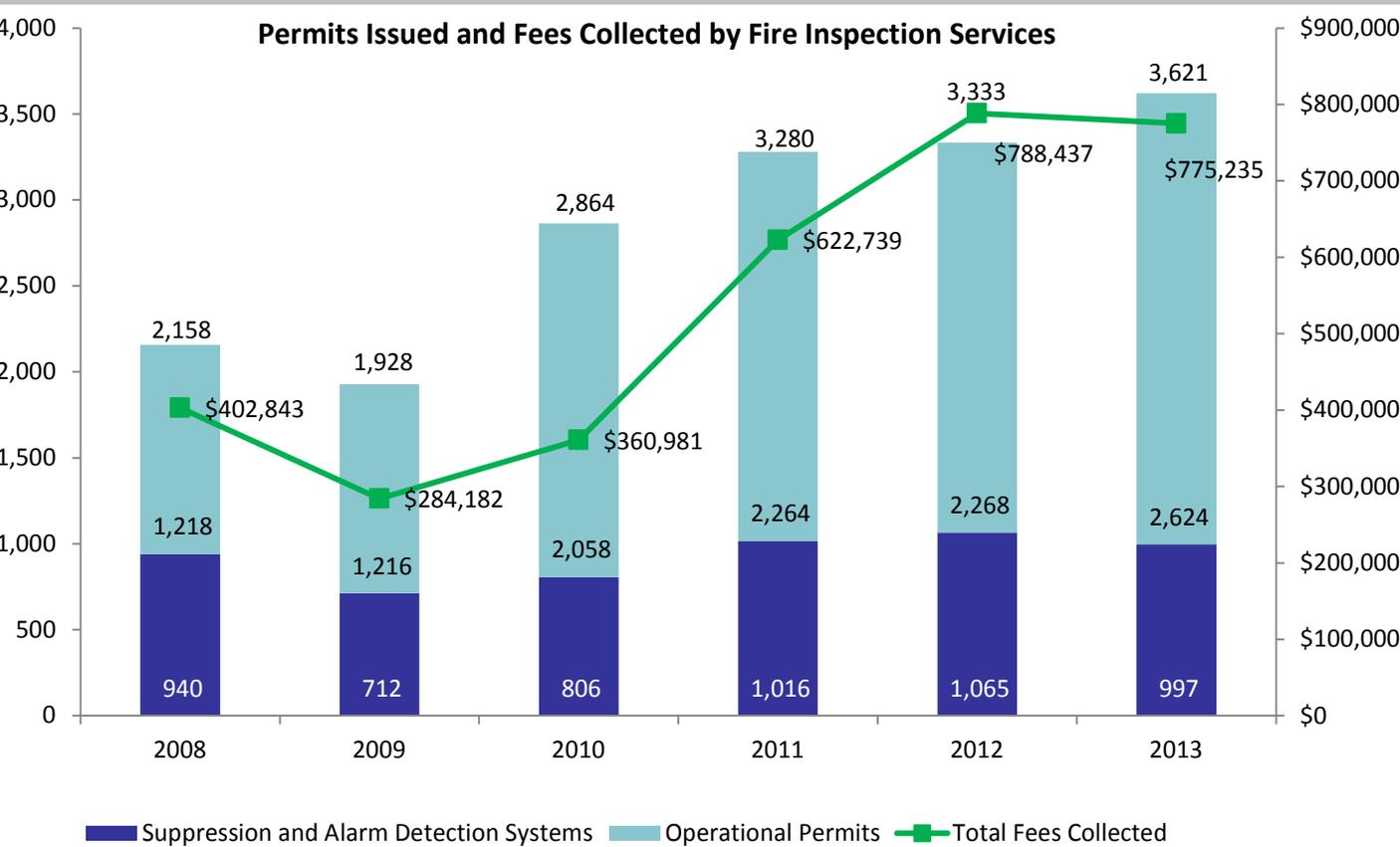
Continued focus on decreasing the number of unwanted pets in our communities as well as increasing the adoption of sheltered domestic pets will help decrease the need to euthanize domestic pets. MACC continues to work with the Minnesota Spay Neuter Assistance Program (MNSNAP) to ensure Minneapolis residents have access to low cost spay/neutering services, including working on the successful implementation of a \$70,000 grant to provide no cost spay/neutering services to Fourth and Fifth Ward residents. MNSNAP is also performing surgeries at MACC four days per week.

For animals that do find their way to the shelter, MACC will continue to grow adoption rates by continuing to partner with rescue groups who, at no cost to the City of Minneapolis, transfer animals from the shelter and place them in homes. Since 2010, MACC has more than doubled the number of approved rescue groups working with MACC (from 16 to 48). MACC has also worked with partners (including the City's Communications department) on increasing public awareness of the ability to adopt quality animals at the Minneapolis shelter.

Finally, MACC continues to focus on community engagement through four main areas: volunteers, donations, officers working directly with the community and education. In 2013, for the first time in many years, MACC officers were back in Minneapolis Public Schools interacting with and educating students, and the results from our adoptions initiative focus group and policies will increase volunteer efforts significantly.

**City operations are efficient, effective, results-driven
and customer-focused**

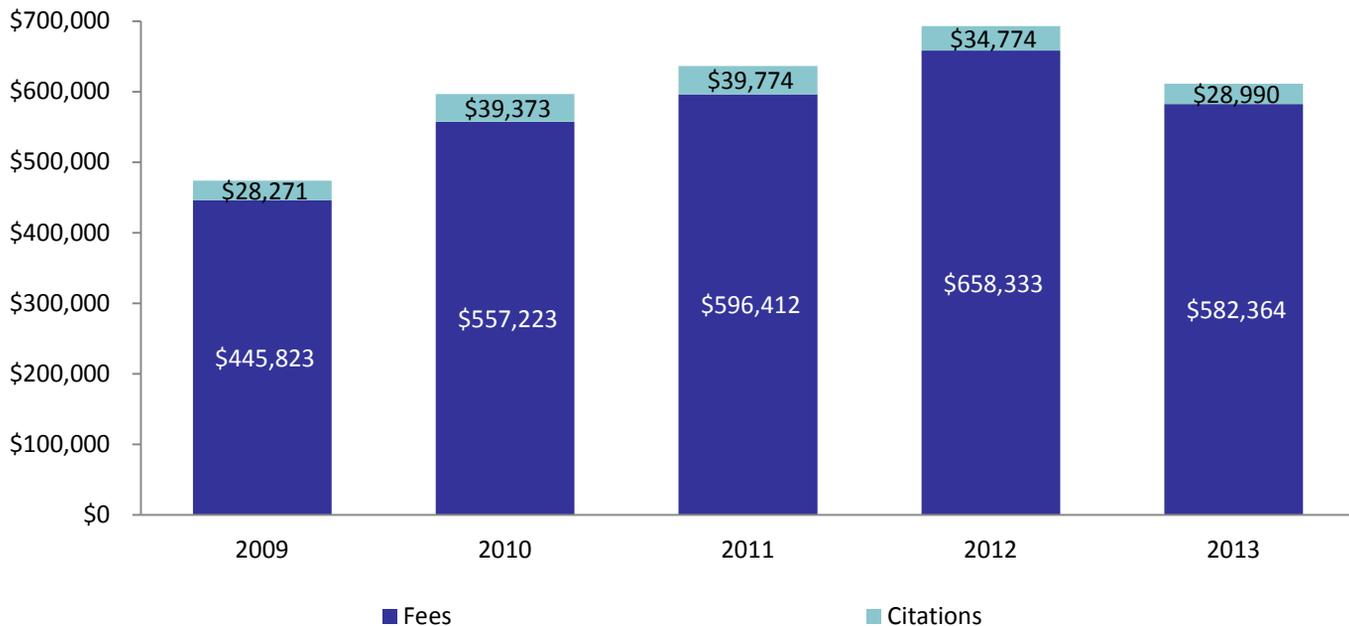
Efficient, Effective, Results-driven and Customer Focused Operations: Permits Issues and Fees Collected by Fire Inspection Services



- Notes:
1. Suppression and Alarm Detection Systems includes Fire Alarm (BFA) and Fire Suppressions
 2. Operational Permits are: Daily Permits, Hood Cleaning, Hazardous Materials and Hood Cleaning
 3. Hazardous Material Permits are not included in the Total Fees Collected

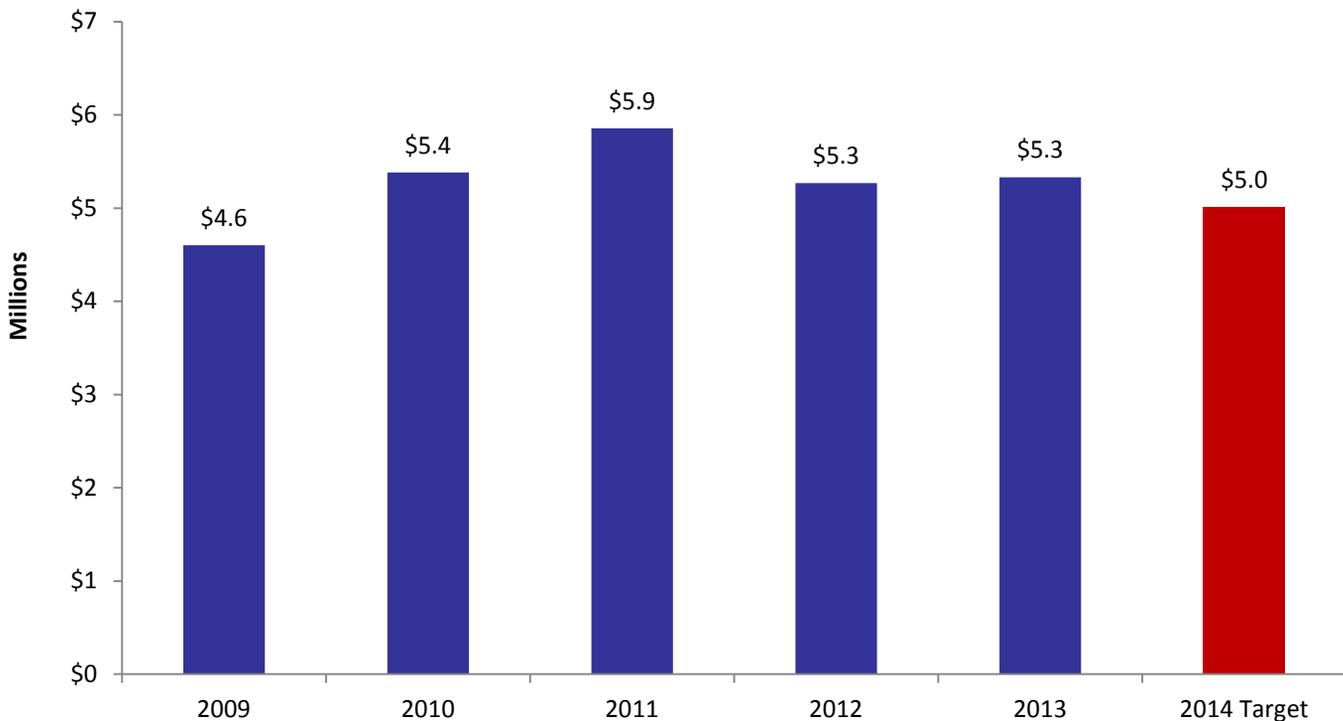
Source: KIVA and COGNOS databases

Minneapolis Animal Care and Control Revenue by Type



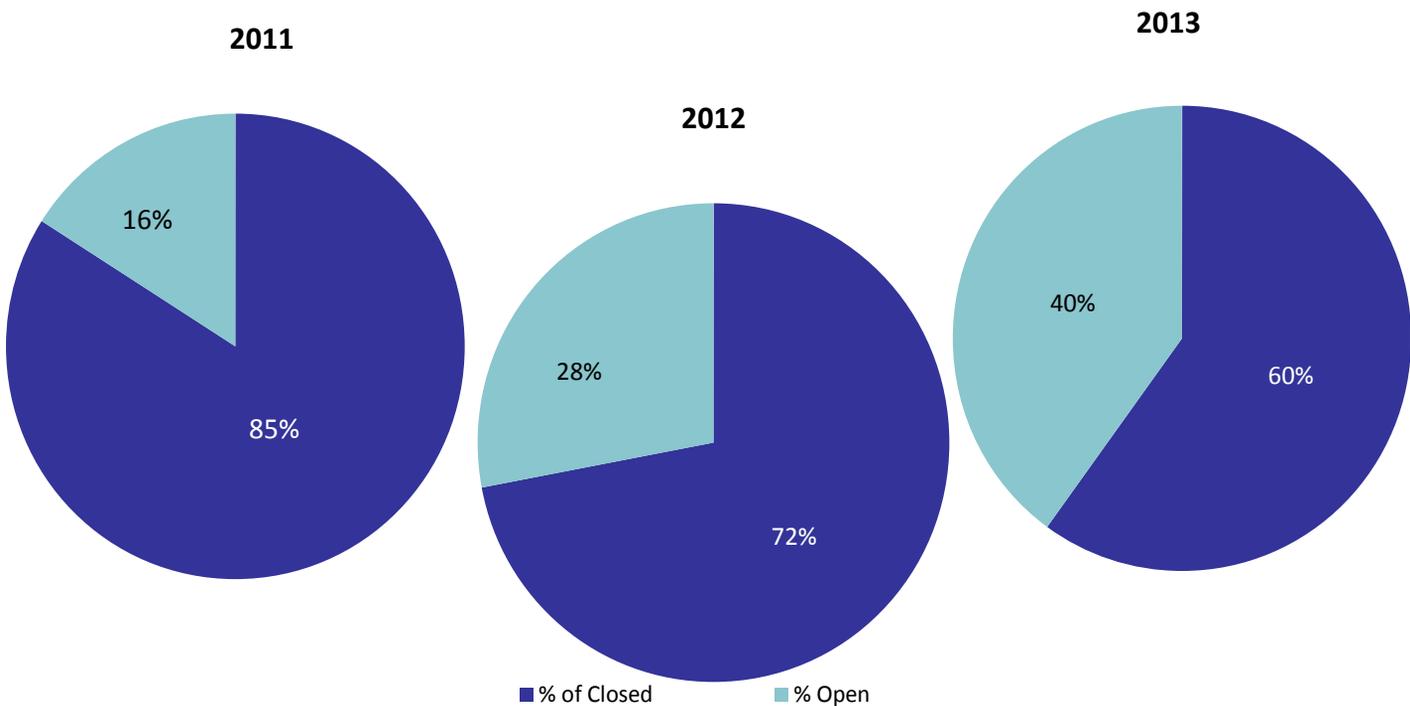
Note: Fees includes pet licenses
 Source: Chameleon database

Traffic Control Total Revenues, 2009-2013



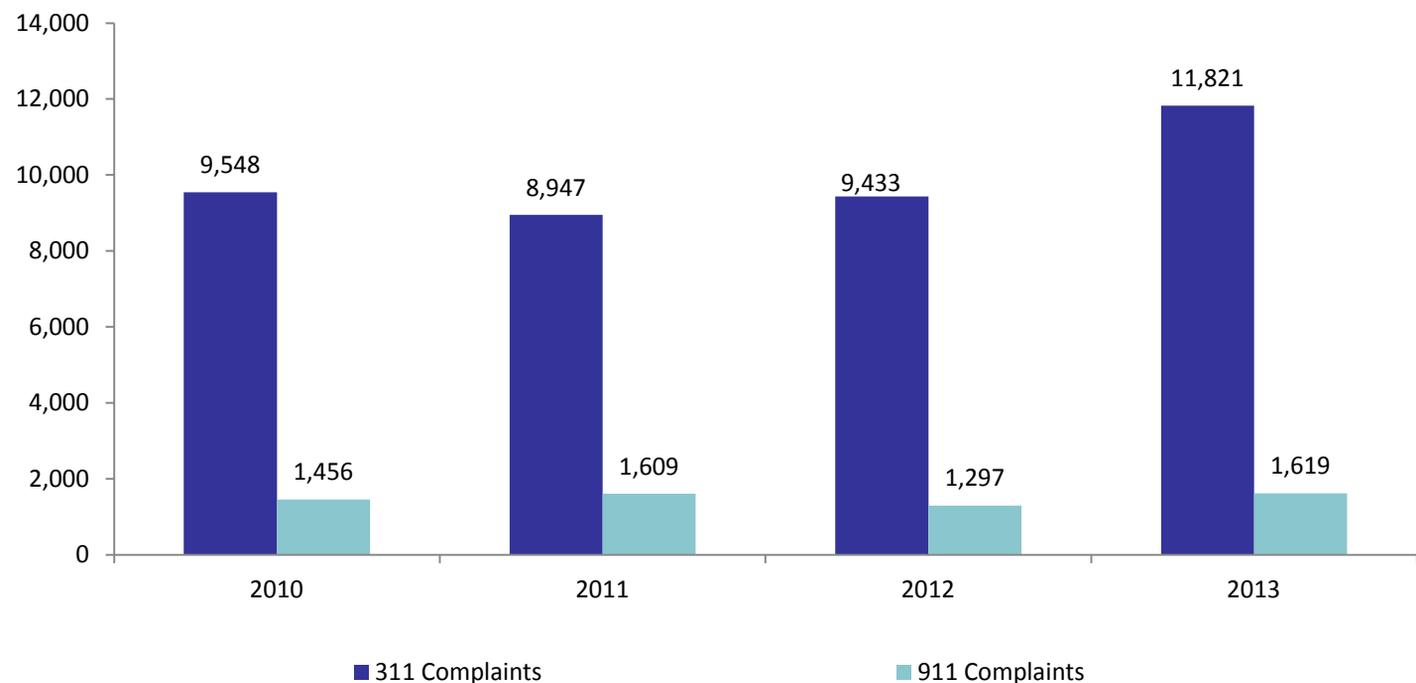
Source: COGNOS and AUTOCITE databases

Percent of Resolved and Open Traffic Control Tickets by Year



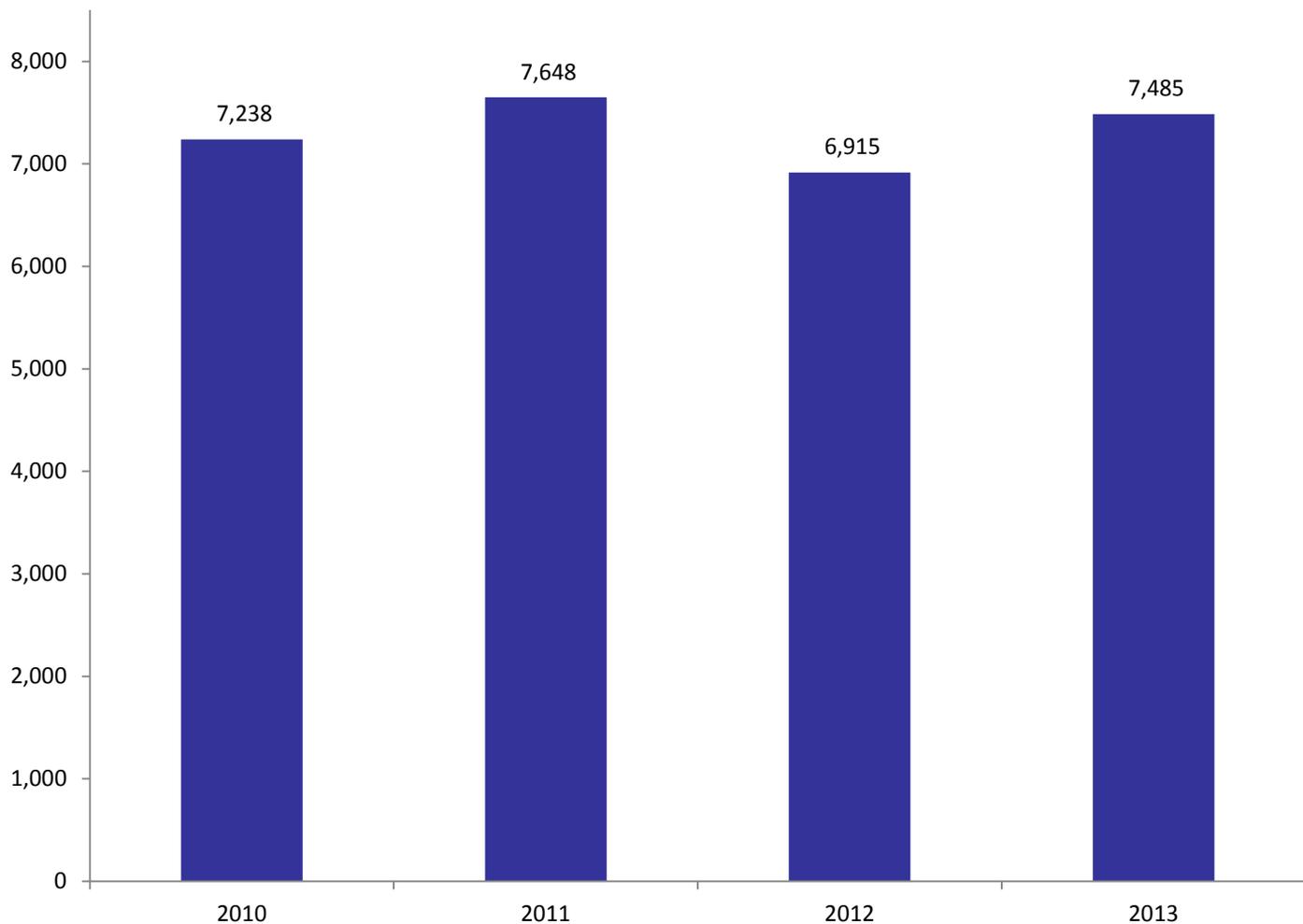
Source: COGNOS and AUTOCITE databases

Traffic Control Annual 311 and 911 Complaints



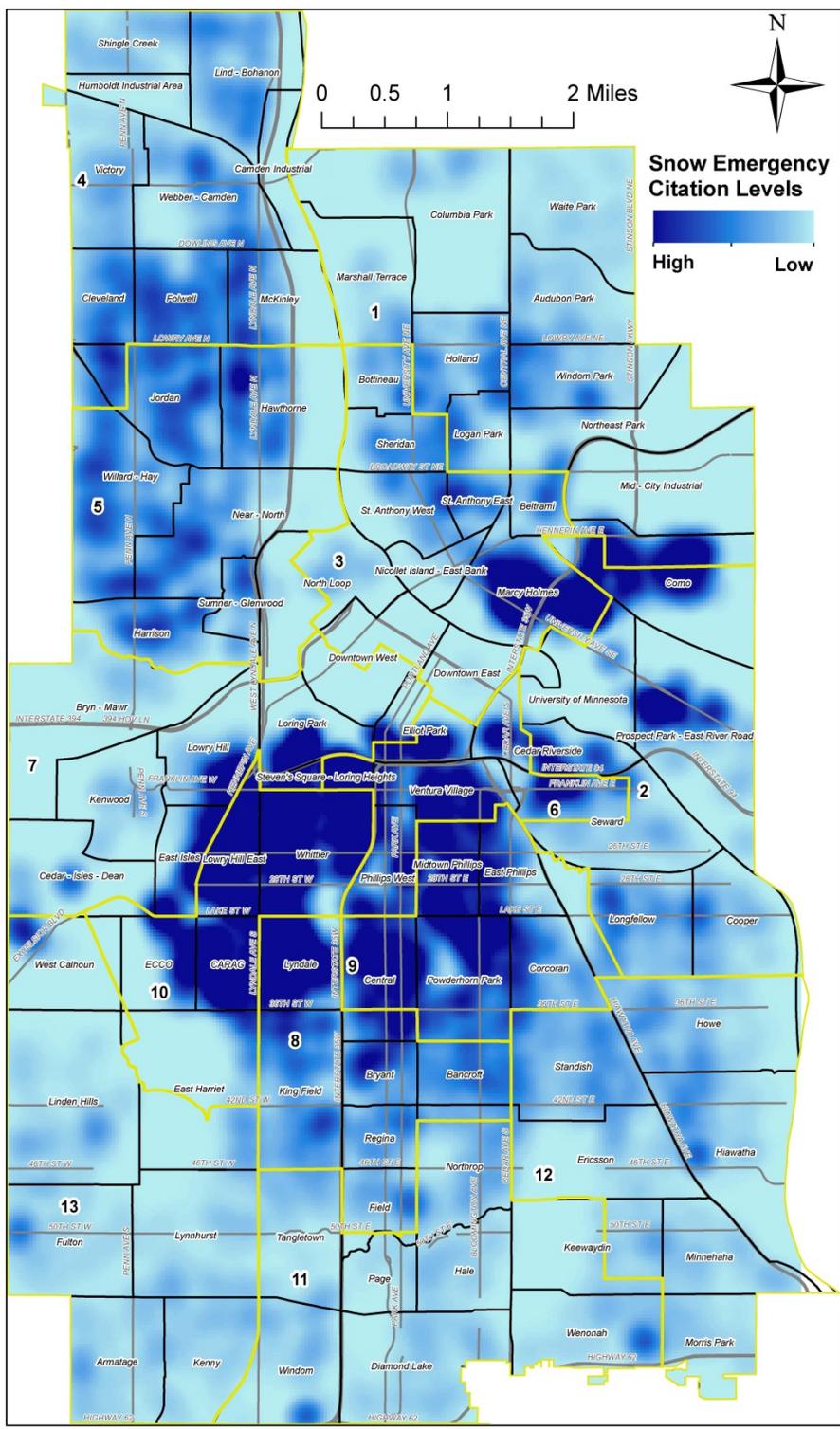
Source: COGNOS and MECC databases

Total Hours of Traffic Control



Source: HRIS and Traffic Control Documentation

Snow Emergency Citations in Winter of 2013-2014

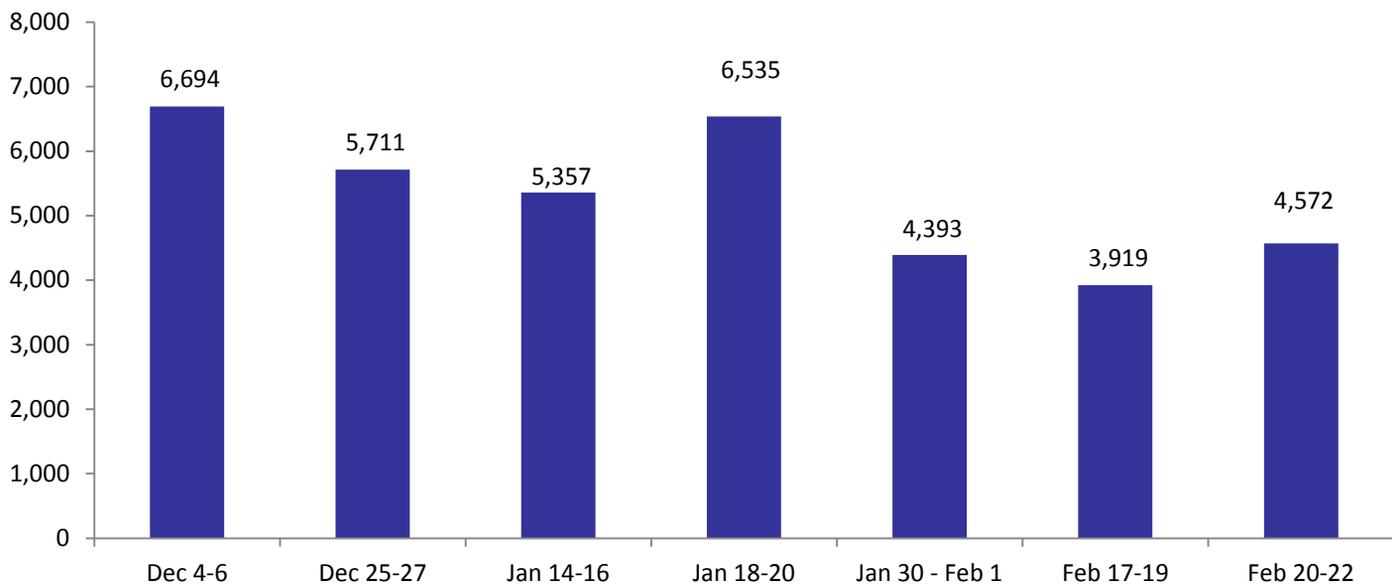


Snow Emergency Citations by Ward

- Ward 01: 2,244
- Ward 02: 2,622
- Ward 03: 2,799
- Ward 04: 3,023
- Ward 05: 3,437
- Ward 06: 3,204
- Ward 07: 2,046
- Ward 08: 3,425
- Ward 09: 4,056
- Ward 10: 5,597
- Ward 11: 1,274
- Ward 12: 1,784
- Ward 13: 1,273

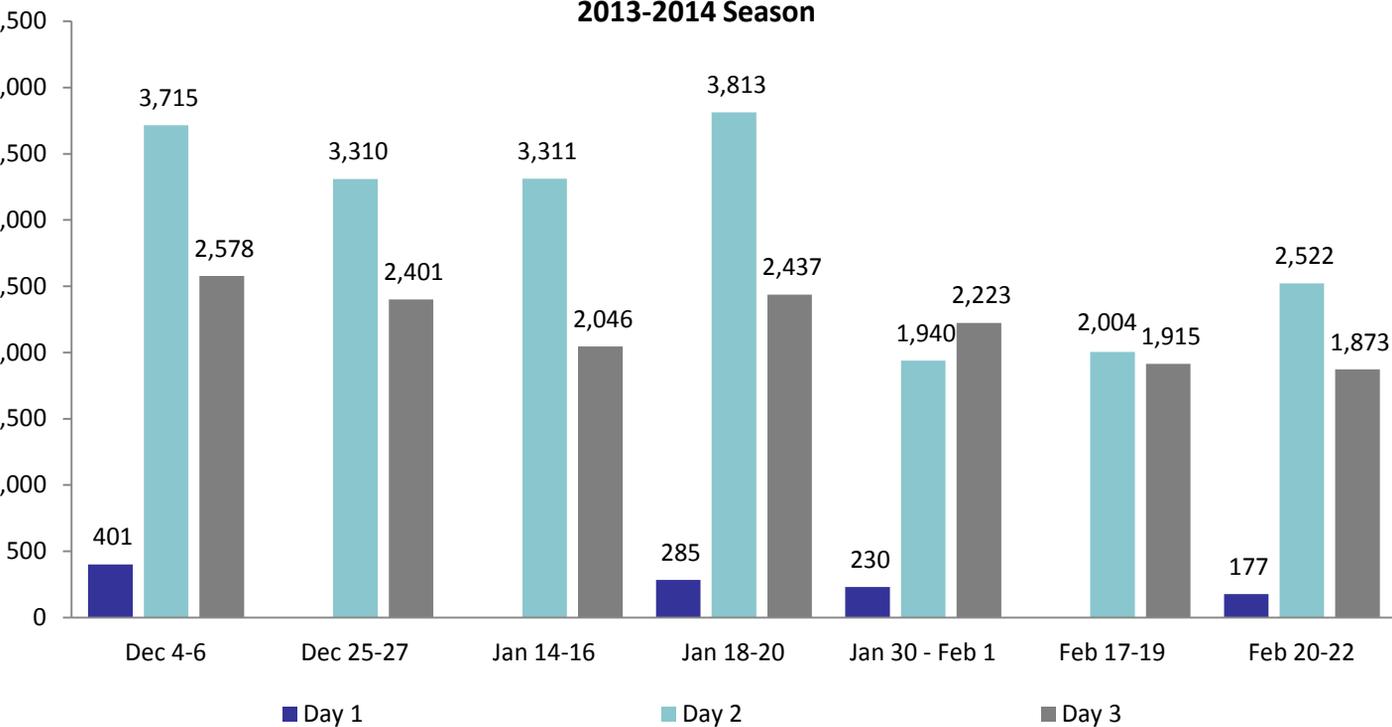
Created by the
City of Minneapolis
Regulatory Services

Comparison of Total Citations Written per Snow Emergency, 2013-2014 Season



Source: Autocite database

Comparison of Snow Emergency Citations Written by Day, 2013-2014 Season



Source: Autocite database

Why are these measures important?

Regulatory Services strives for efficiency and effectiveness through inspections and direct services to the public. Revenue, while not the department's main focus, can be an effective gauge of service delivery. Fire Inspection Services receives permit fees for plan review, water flow tests, fire alarm system tests and commercial hood inspections in addition to revenue received as part of inspections and related citations. MACC revenue is related to pet license fees, adoption fees and citations. In the future, we intend for pet licensing revenue to cover a significant part of the operational costs of MACC. Traffic Control revenues are derived from a portion of the violation payment. The City receives 80 percent of the fine, while the state receives 20 percent plus the \$12 surcharge on each ticket. The actual cost of fines has not increased since the late 1990s, while the state has obtained additional revenue through surcharges that are not shared with the City.

Revenue-generating activities, while important, are not solely indicative of the scope of work these divisions perform for the city and its residents. For example, Traffic Control provides parking enforcement and traffic direction activities for special events, rush hour and emergencies, as well as for a wide variety of City needs such as street cleaning, critical parking zones and bar-closing assistance. Traffic direction activities ease the congestion of rush hour and make special events at facilities downtown and elsewhere operate more smoothly and, as a result, make the city an attractive venue for large-scale events and businesses. In most instances, Special Event activities are related to contracted services with various sports and entertainment venues.

In addition, Traffic Control is utilized in emergencies such as the tornado and the I-35 bridge collapse. On a more frequent basis there are calls for services at emergencies such as snow emergencies, gas leaks, semaphore malfunction, fires and police incidents. The variation from year to year as to which activity is predominant shows the flexibility of this division. Staffing occurs 18 hours a day, seven days a week, providing for quick emergency response when priorities change.

Looking ahead, Regulatory Services is currently looking for ways to cross-train staff, providing opportunities for Traffic Control to have an enforcement role with items like dumpsters, housing violations, boulevard plantings and sidewalk snow shoveling.

Additional narrative on next page...

What will it take to make progress?

Concurrent activities are happening more frequently and, in conjunction with the summer temperature highs, the impact on staffing is noticeable. Event concurrency makes traffic more complex and requires additional hours. Both extreme winter and extreme summer temperatures limit the number of consecutive hours an agent can work traffic control without relief. The new Vikings stadium may also have a more complex traffic pattern, changing staffing needs, etc.

Since the same staff write citations and perform traffic control, increased demand for traffic control can easily affect parking citation revenue. Another factor affecting parking citation revenue is decreased instances of parking violations due to improvements in meter technology. In addition to being able to pay by credit card, the public will soon have access to mobile-device payment options, further reducing the likelihood of parking violations. While this may adversely impact the ticket revenue Traffic Control collects as part of its cost-recovery model of operations, both technological tools result in increased public service and simply shifts the cost-recovery results to Public Works as part of its meter revenue calculations. Importantly, it allows Traffic Control the ability to better address the growing need for traffic control and enforcement across the city.

Continued emphasis on data-driven results will also improve Regulatory Services. For example, 311 service request numbers have increased in a significant way while at the same time a recent consultant analysis indicates that in 80 percent of the cases no violations are found when staff responds. This has allowed Regulatory Services to find efficiencies in this area, including implementing iPad-based 311 access in the field, thereby eliminating a previous paper process that in some cases delayed response.

Working with IT, Traffic Control has also been able to get a closer look at parking citation data and has allowed us to generate maps of our snow emergency activity for the first time. These maps appear to show some concentrations of tickets in pockets of the city despite Traffic Control's deployment of staff in all areas of the City for each emergency. Concentration patterns are very similar for each emergency and citations average between 4,500 and 6,000 for each snow emergency. Over the summer we plan to have interns work on a project to overlay census data related to density, diversity and income, along with technology access and secondary structure data with citation data, to see if there are any insights that could point to better solutions.

Traffic Control continues to work with IT and the courts system to provide comparisons of Court revenue, court resolutions and the resulting revenue impact for the City.

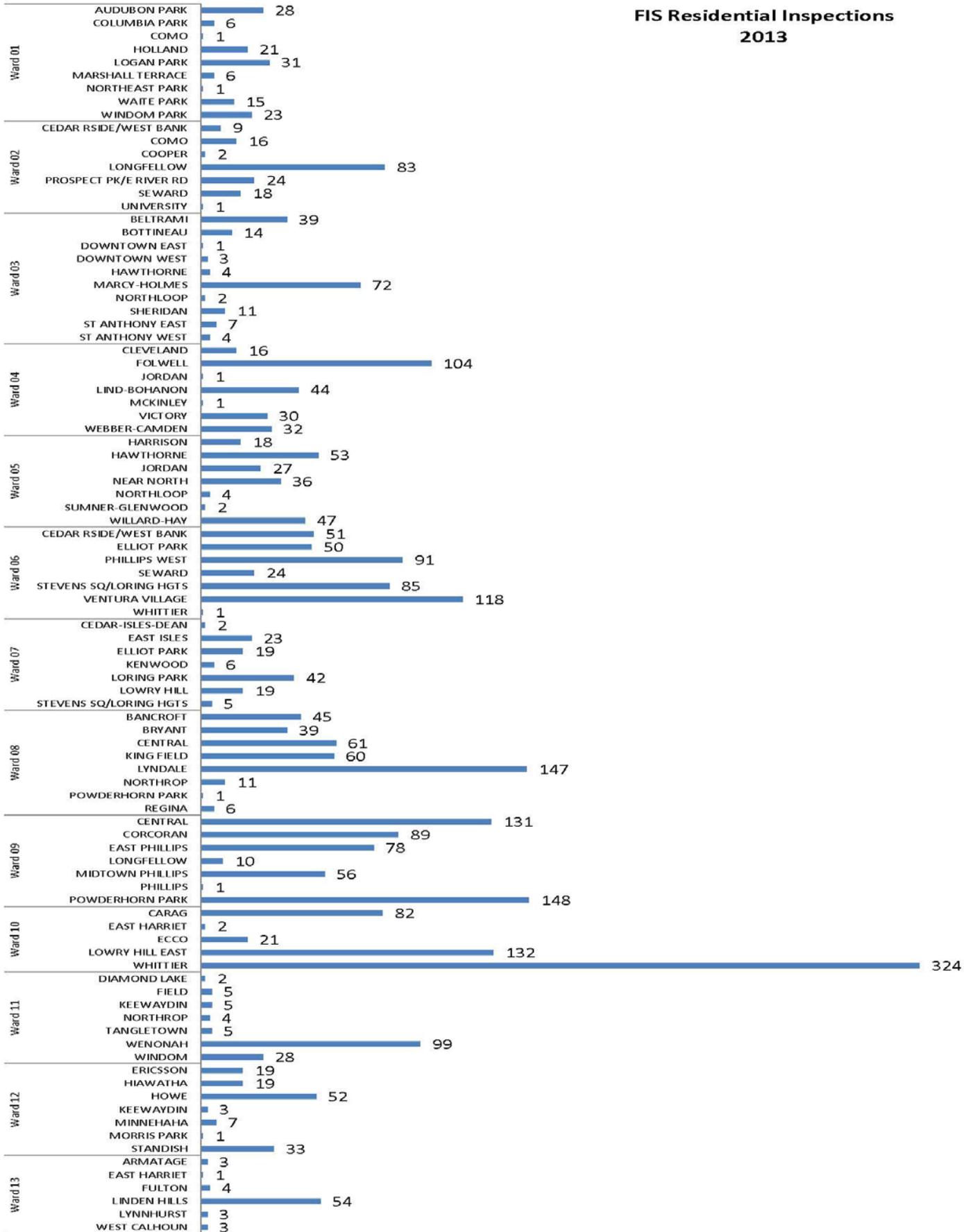
Recent data has also shown what appears to be an increasing percent of unresolved citations, which lowers City revenue overall. We hope to be able to better analyze the collection percentages on past due citations and study them in comparison with regulation changes over time that may have resulted in fewer consequences for failure to pay parking citations.

Appendix

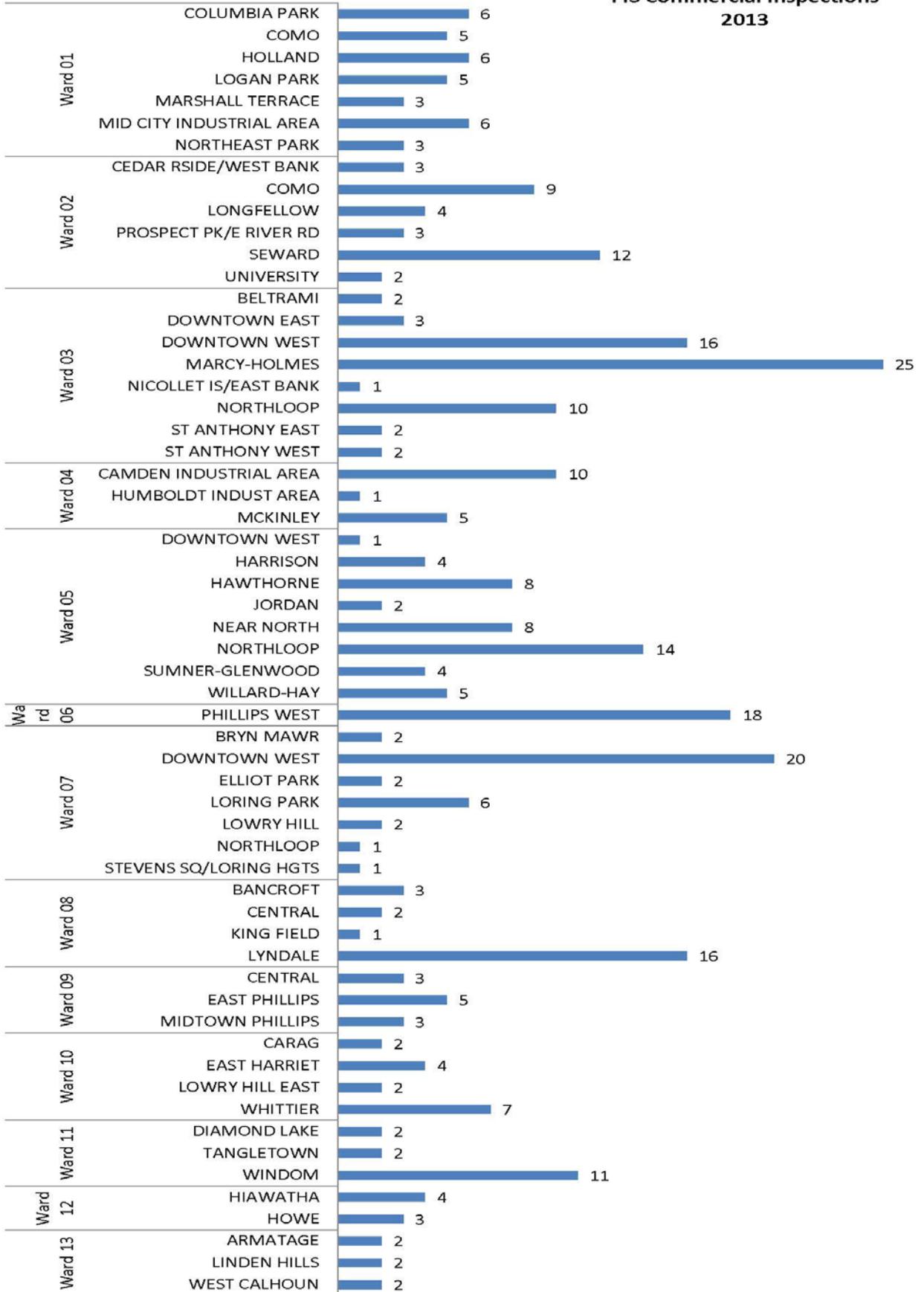
Top 25 service requests as of June 30, 2013
Percentage Meeting Service Level Agreement

Rank	Request Type	SLA Goal	2013			2012		
			Count	Meet SLA	% Meet SLA	Count	Meet SLA	% Meet SLA
1	Graffiti complaint / reporting	20 Days	8,103	7,115	88%	9,442	8,215	87%
2	Sidewalk Snow & Ice Complaint	21 Days	6,939	5,406	78%	5,210	4,552	87%
3	Parking Violation Complaint	5 Days	6,330	6,226	98%	4,728	4,672	99%
4	Exterior Nuisance Complaint	15 Days	5,985	5,837	98%	7,217	7,000	97%
5	Abandoned Vehicle	14 Days	5,442	5,439	100%	4,708	4,703	100%
6	Pothole	12 Days	3,726	2,438	65%	1,103	904	82%
7	Bicycle Registration	1 Hours	3,173	3,172	100%	N/A	N/A	N/A
8	Residential Conditions Complaint	50 Days	2,971	2,946	99%	3,761	3,700	98%
9	Animal Complaint - Livability	11 Days	2,965	2,807	95%	3,391	3,288	97%
10	Parking Meter Problem	3 Days	2,419	2,351	97%	1,143	1,071	94%
11	Snow & Ice Complaint	3 Days	2,181	1,783	82%	754	662	88%
12	Zoning Ordinance Question	4 Days	2,175	2,097	96%	2,192	2,106	96%
13	Rental License Follow-up	2 Days	1,810	1,805	100%	1,861	1,858	100%
14	Plan Review Callback	3 Days	1,574	1,515	96%	1,854	1,741	94%
15	Animal Complaint - Public Health	4 Days	1,551	1,454	94%	1,687	1,603	95%
16	Street Light Trouble	12 Days	1,479	1,231	83%	1,053	860	82%
17	311 Police Report Callback	3 Days	1,184	1,141	96%	768	733	95%
18	Traffic Signal Trouble	7 Days	1,153	1,055	92%	824	628	76%
19	City Attorney Callback Request	3 Days	1,124	1,076	96%	1,536	1,419	92%
20	Complaint	5 Days	1,069	1,024	96%	767	736	96%
21	Traffic Signal Timing Issue	5 Days	913	554	61%	824	628	76%
22	MECC/911	10 Days	784	425	54%	764	243	32%
23	Suspicious Activity	7 Days	692	667	96%	691	553	80%
24	Residential Conditions Complaint Tenant	15 Days	667	628	94%	667	628	94%
25	Residential Conditions Complaint HOD Tenant	7 Days	664	514	77%	736	634	86%

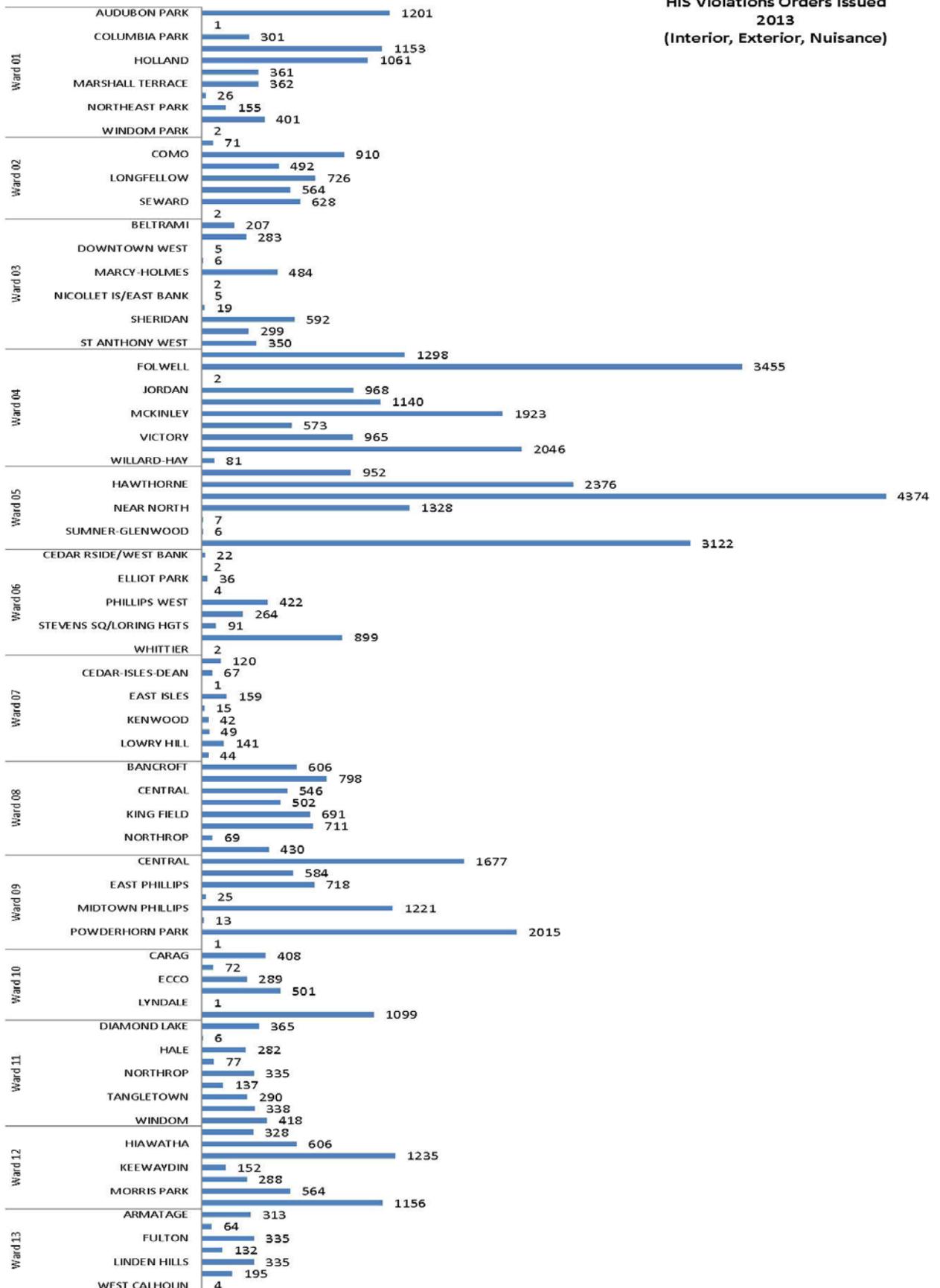
FIS Residential Inspections
2013

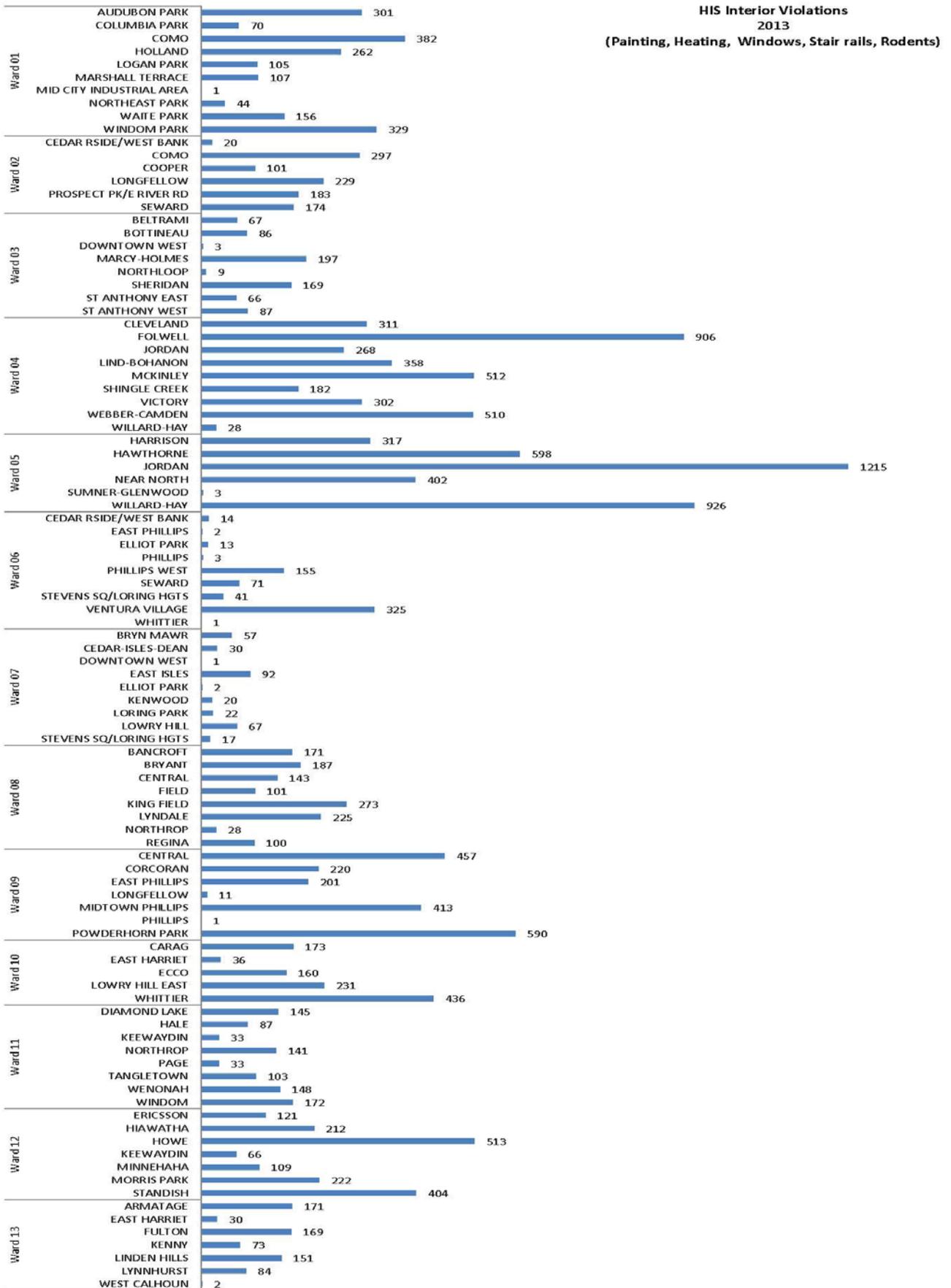


FIS Commercial Inspections
2013

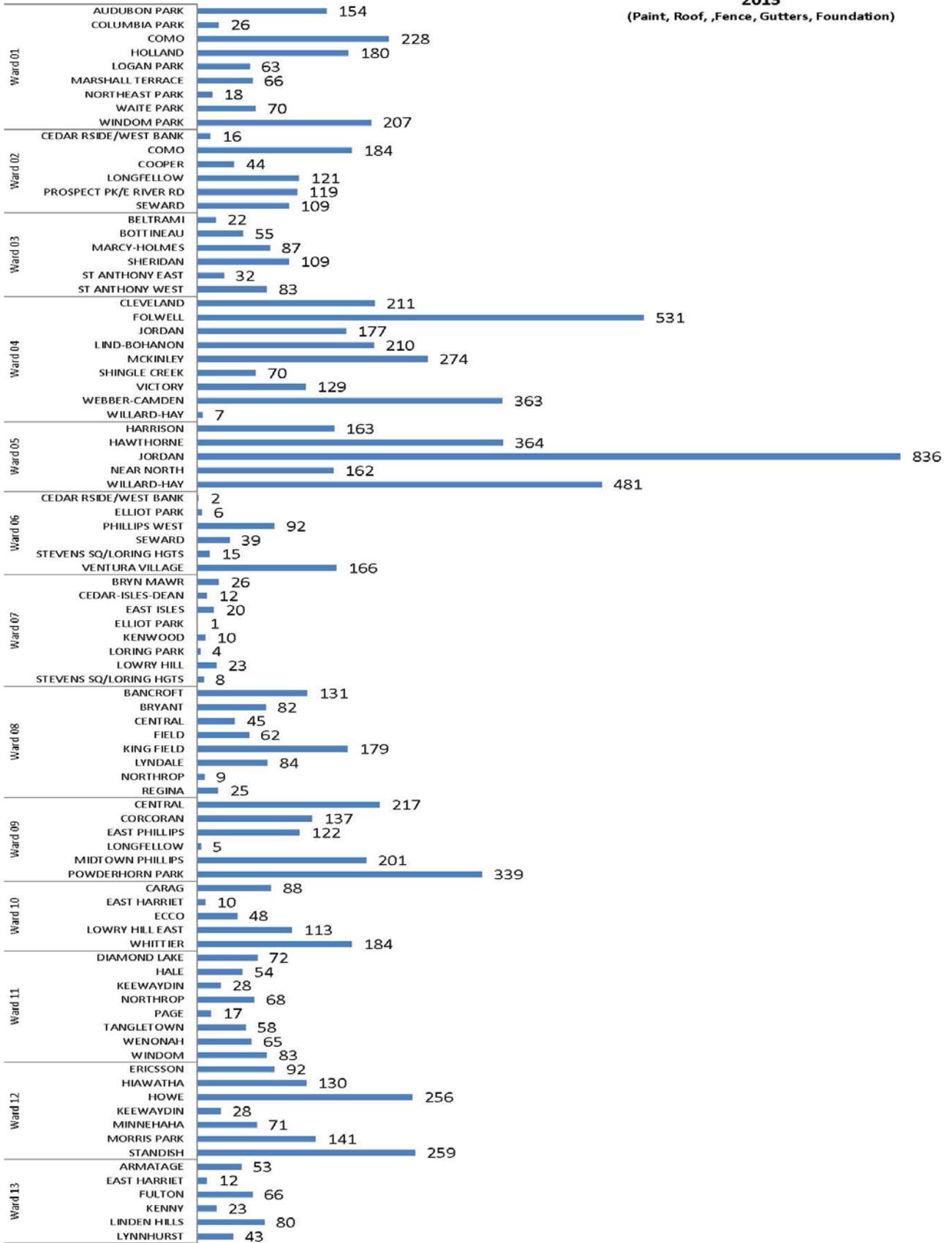


**HIS Violations Orders Issued
2013
(Interior, Exterior, Nuisance)**

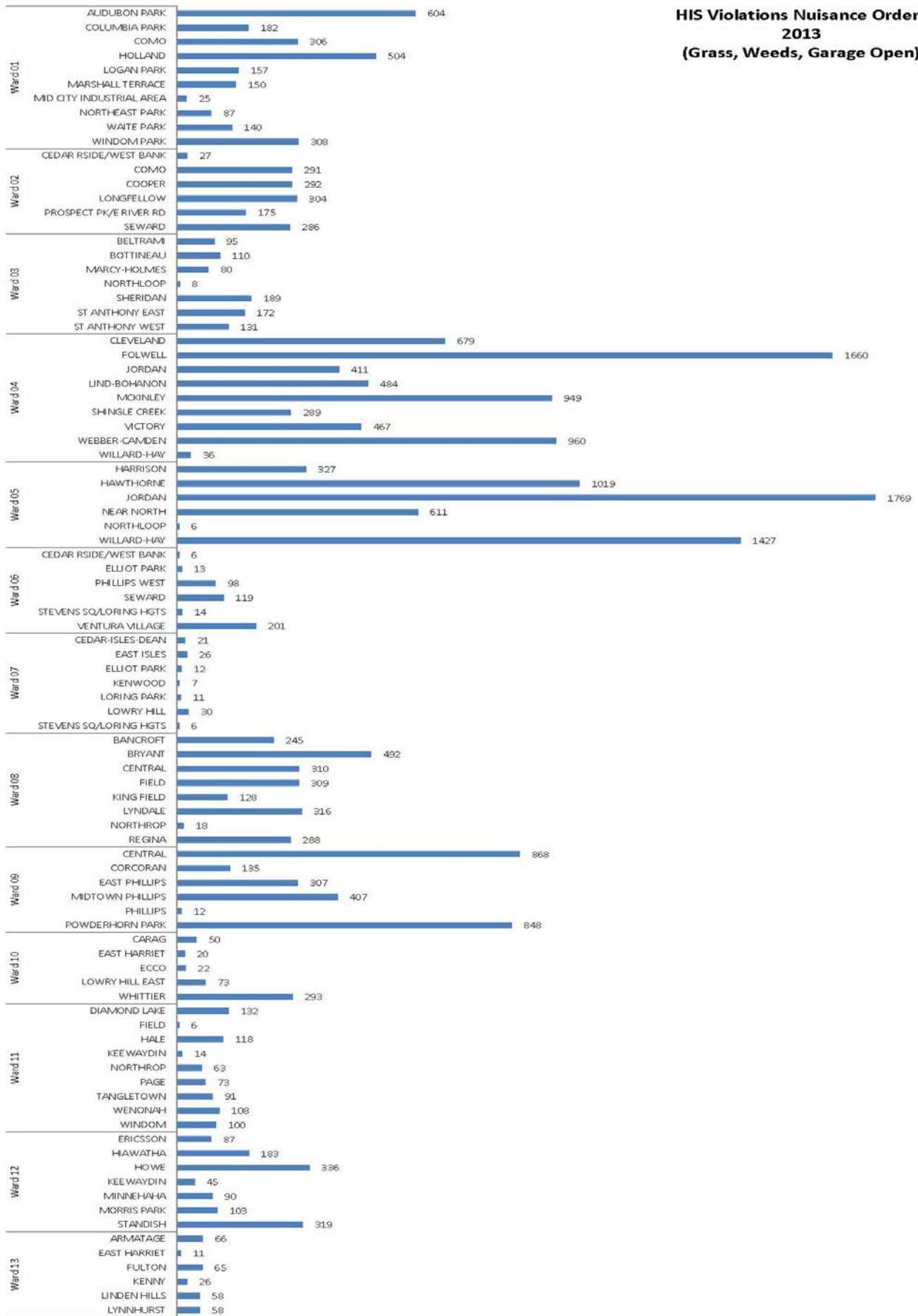




**HIS Exterior Violations
2013**
(Paint, Roof, Fence, Gutters, Foundation)

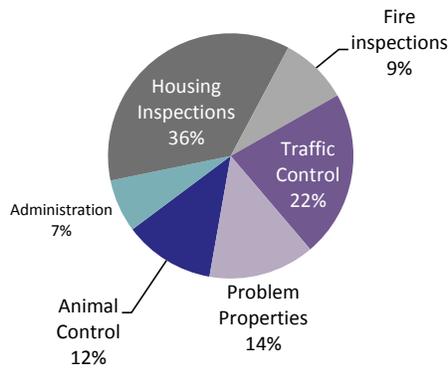


**HIS Violations Nuisance Orders
2013
(Grass, Weeds, Garage Open)**

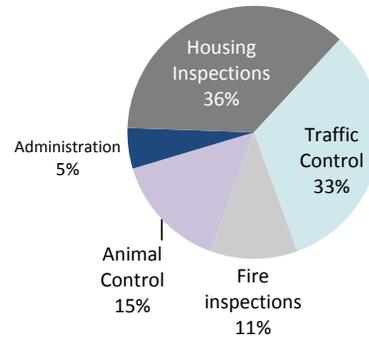


Management Dashboard: Regulatory Services

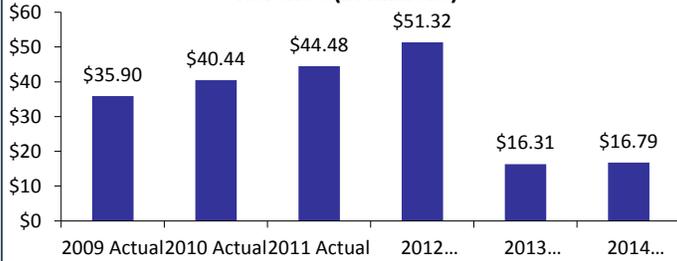
Expenditures by Division 2014: \$20.55 Million



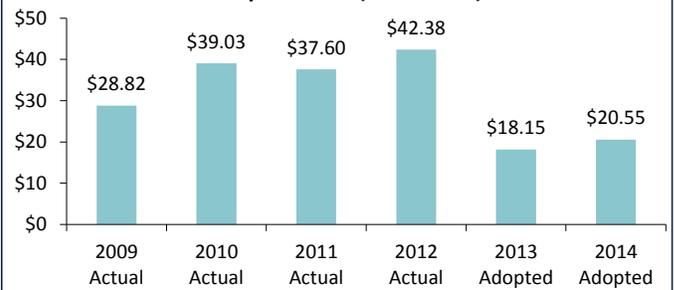
Positions by Division 2014: 146.5 Employees



Revenue (in millions)



Expenditure (in millions)



Loss Prevention Data

Year	2009	2010	2011	2012	2013
Workers Comp	\$243,818	\$158,521	\$198,316	\$97,229	\$288,186
Liability Claims	\$6,659	\$3,809	\$26,867	\$18,494	\$16,640

Average Sick Days Taken per Employee

Year	2010	2011	2012	2013
Days	9.3	9.4	9.1	9.1

Workforce Demographics

Year end	12/31/2003	12/31/2013
% Female	46%	46%
% Employee of Color	17%	31%
# of Employees	247	139

Overtime Costs

Year	2010	2011	2012	2013
Hours	2,991	7,068	5,204	3,887
Cost	\$100,411	\$203,067	\$202,053	\$118,058

Employee Turnover and Savings

Year end	2009	2010	2011	2012	2013
Turnover	5%	10%	11%	8%	76%

*due to reorganization

Positions Vacancies

Year end	2010	2011	2012	2013
Percent of Total	5%	7%	8%	9%

Performance Reviews Past Due in HRIS

As of	April 2, 2014	88%
-------	---------------	-----

Retirement Projections

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number	8	3	3	1	2	6	3	4	3	2	4
% of Workforce	6%	2%	2%	2%	1%	4%	2%	3%	2%	1%	3%

Notes:

Average Sick Days taken per Employee

Notes:

- (1) Above data is based on the payroll calendar year not the calendar year.
- (2) Does **not** include employees who have separated from the **department** and may have used sick leave during the payroll year.
- (2a) Does **not** include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- (2b) **Includes** employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").
- (3) Employees can use more sick leave than earned in a given year (Assuming that they have accrued leave that has carried over).
- (4) Work Days Lost = Hours Used/Eight (8)
- (5) Usage Rate = Hours Used/Hours Earned
- (6) Overstated as it assumes everyone is FT and worked the entire year.

Overtime Costs

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Includes employee counts at year's end for 2003 and 2007.
- B) Only includes active FT regular employees.

Position Vacancies

- A) Includes only budgeted positions.

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.

