



A City that Works

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

What strategies are working?

OUR MANAGEMENT SYSTEMS ARE MAKING IT EASIER TO DO OUR JOBS AND SERVE RESIDENTS.

- Results Minneapolis and business planning are helpful tools for departments.
- The City's new budgeting program for technology and assets provides departments with a planning tool that hasn't previously been available. By working on a five-year timetable, the Capital Asset Request System (CARS) helps departments better anticipate future budget demands. CARS also helps departments exercise self-control and prioritize.
- CARS has helped the Fire Department plan for big ticket items. At the budgeting level, we need to know years in advance about big ticket items because of the high cost and the years to order. It's also helpful that all departments can see we are planning for these major expenses.
- The Intelligent Operations Platform (IOP) offers a centralized place for data that can be used for statistical analysis. As more data is placed there, it will become even more helpful.
- PerformMinneapolis, the City's approach to employee performance management, has been easy to implement and is working well. PerformMinneapolis guidelines are clearly spelled out and are easy to understand. PerformMinneapolis is a system with built-in accountability.
- Supervisors have a clear understanding of how to rate and evaluate employee performance. As a result, departments are getting performance evaluations done on time.
- OpenGov, the City's new interactive financial reporting tool, is making it easier to share City financial data with the public.
- 311 continues to work for the City by offering a single number that residents can call for all City services.

DEPARTMENTS ARE WORKING TOGETHER AND INTERNAL CUSTOMER SERVICE IS IMPROVING.

- The Enterprise Resource Planning (ERP) program upgrade is a good approach. Three departments — Human Resources, Finance and Information Technology — are working together.
- Interdepartmental communication and collegiality is the best it's been in recent history. This spirit of cooperation has evolved organically. We're recognizing that we have common goals.
- The Communications Department provides invaluable service to City departments.
- Procurement credit cards are great and save time for small purchases.
- Assigning Human Resources and Finance representatives to departments helps us be more efficient and effective. This additional resource means we are communicating earlier in the process. That helps us avoid problems and do things right the first time.
- Departments are building partnerships and communicating with each other.
- The Policy Liaison Team meetings hosted by the Intergovernmental Relations Department are helping department staff better understand legislative issues.

What strategies are not working?

IT'S A CHALLENGE TO IMPLEMENT SO MANY PROCESS CHANGES AND NEW PROGRAMS.

- A lot of big projects are happening at the same time.
- OpenGov needs to be better incorporated so it can provide perspective to high level management staff.
- The Enterprise Resource Planning (ERP) program is attempting to build a system that looks at the City as a whole, but we aren't at the point where everyone can see the big picture.

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FINANCIAL FORECASTING REMAINS A CHALLENGE.

- Financial forecasting is a struggle, especially for departments that depend on grant money that ebbs and flows. It's hard to anticipate major funding reductions five years out.
- The City doesn't have enough staff with the ability to handle financial forecasting.
- Staff who prepare budgets need help with incorporating five year financial planning into the process.

THE BUDGETING PROCESS HAS INHERENT CONFLICTS BETWEEN THE ENTERPRISE AND INDIVIDUAL DEPARTMENTS.

- It's a struggle for departments to advocate for their own budgets while thinking enterprise-wide. Sometimes our goals conflict.
- With each iteration of the budget, departments struggle to convey their processes and business operations. Departments don't always feel that Finance understands their missions, departmental business models and operational needs.
- Departments need a better way to convey their budgetary needs.

CUMBERSOME BUSINESS PRACTICES AND GOVERNMENTAL PROCESSES LEAD TO INEFFICIENCIES AND FRUSTRATION.

- Minneapolis has a formal governmental structure that makes budgeting very involved.
- Departments are required to bring the same issue or project through multiple committees. When requests receive unanimous approval after all these steps, you have to wonder if this level of City Council involvement was really appropriate or necessary.
- Minneapolis doesn't have a city administrator or city manager who oversees administrative processes. There is too much administrative detail going through the City Council. It just creates paperwork.
- The reimbursement process is cumbersome and complicated.
- The City's travel policy is archaic and a bureaucratic nightmare. The overnight travel policy makes no sense. To adhere to the policy, there are times when you have to spend more money than is necessary.
- Rigid City policies and procedures can't account for all circumstances.
- The lengthy bidding review process just adds to the cost of doing business.
- Contracting for professional services is difficult.
- The job classification process is confusing. Classifications are too broad, and essential job functions aren't clearly spelled out.
- The City's job bank is a double-edged sword. Sometimes it's a dumping place for problem employees who haven't been dealt with.
- Time and labor reporting is great for employees with regular computer access, but it doesn't make sense for salaried employees who don't use computers every day. We're paying them to enter their time.

IT'S HARD TO FIND INFORMATION ABOUT POLICIES AND PROCESSES.

- When there's a policy or procedure question, there are too many times when staff is told to look at CityTalk, the City's internal website. It would make more sense if we could just talk to a real person. When we're attempting to tackle a new or unfamiliar process, we don't know what we don't know. We ask a question and we get an answer that's specific to that question. Then the next question comes up. Everyone sees a little piece of the puzzle, but we aren't getting the whole picture. You can't navigate the process without a full understanding of the entire process.
- CityTalk doesn't always provide the information you need. CityTalk's search function doesn't bring up the right documents because the documents aren't rated. For example, you can't find the payroll calendar using CityTalk's search function. CityTalk's travel policy is a dead page.
- Every department does procurement a little differently. Tracking down requisitions is time-consuming and

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frustrating.

TRAINING IS INADEQUATE.

- New supervisors and managers don't get training to handle the policies and procedures they're responsible for. New managers aren't getting a proper orientation.
- New employees don't receive information on City procedures during new employee orientation.
- The purchasing process is challenging. Staff aren't as knowledgeable about policies as they need to be.
- Departments don't always know how to connect to language translation services.
- Departments don't fully understand their roles and relationships with Human Resources.

WE DON'T SHARE INFORMATION ON A ROUTINE BASIS.

- Department staff never hear what happens at the department heads' monthly meetings.
- When labor contracts take too long or there's a bottleneck, no one knows what's happening or why. These unexplained delays lead to mistrust and frustration.

Working in partnership, what strategies could we pursue?

STREAMLINE THE CITY COUNCIL PROCEDURE FOR ROUTINE MATTERS AND ADMINISTRATIVE DETAIL.

- Let go of some of the administrative detail that currently goes through the City Council. Have routine items overseen by an administrator.
- Do more "receive and file" actions instead of City Council committee hearings.

MAKE SURE STAFF HAS THE INFORMATION, TRAINING AND RESOURCES THEY NEED TO GET THINGS DONE.

- Ensure that departments know how to connect to translators so they can serve non-English speakers.
- Improve CityTalk's search function by rating documents. That will help employees get the right piece of information on the first try.
- Teach supervisors how to deal with difficult employees so they don't dump them into the job bank.
- Offer training to show new supervisors how to handle the administrative elements of their jobs. Be sure to offer refresher training.
- Offer brown bag learning sessions on City processes. Do them in one hour segments, not all day sessions. Teach us how things work and how to get things done.
- Keep offering support from the Communications Department. Departments need their expertise.

SIMPLIFY BASIC PROCESSES AND MAKE IT EASIER TO FOLLOW THE RULES.

- Write clear, step-by-step procedures so we can follow the rules and get the job done. Start with the policy and procedure questions that come up all the time and give us simple-to-follow guidelines. It's OK to keep the formal policy language somewhere as a reference, but don't make staff rely on that.
- Spell out the reimbursement process in a clear, understandable manner.
- Review policy and procedure guidelines periodically and make sure this information is routinely updated.
- Streamline the classification process so we don't wait so long to move forward.
- Prepare a comprehensive equity strategy so we aren't going in so many directions.

CREATE OPPORTUNITIES TO SHARE INFORMATION AND LEARN FROM ONE ANOTHER.

- Create more opportunities to get leadership together to talk and share information.
- Have regular, informal meetings to encourage staff with administrative duties to learn from each other. Create a

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forum where we can help each other navigate personnel, finance and administrative functions.

- Tell department staff what was discussed at monthly department head meetings.
- Offer orientation sessions for City employees that outline the same topics that were covered during the recent City Council orientation. Staff learned so much in preparing for these sessions. We should share that information more widely.
- Offer departments the opportunity to get a crash course in other departments' business models and operational needs.
- Pursue labor contracts in a more timely manner, and periodically update employees on the status.

This conversation had representatives from Mayor's Office, City Council Offices, City Assessor's Office, City Coordinator's Office, Civil Rights, Community Planning and Economic Development, Finance Department, Fire Department, Health Department, Human Resources, Information Technology, Minneapolis Convention Center, Police Department, Public Works, Regulatory Services and 311.