



---

# Action Plan

## 2024 Mid-Year Update





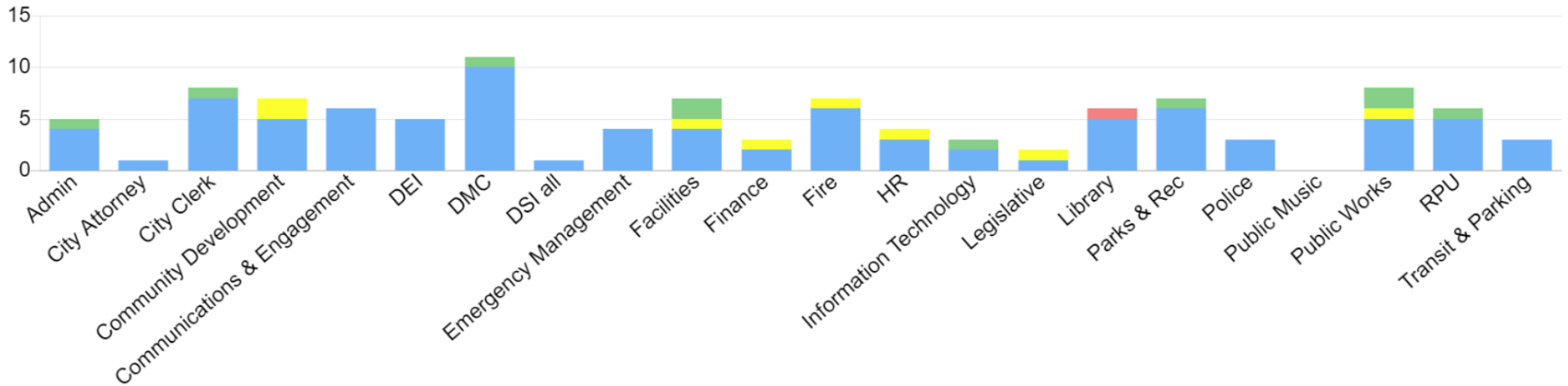
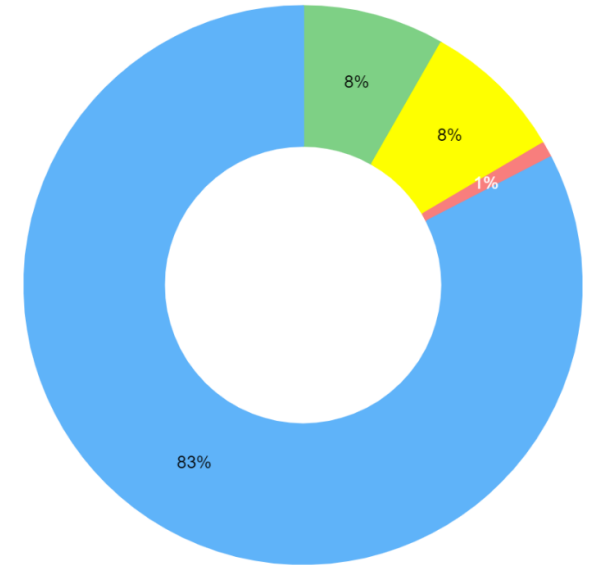
# Action Plan Overview

The City of Rochester's Action Plan, first implemented in 2021, serves as our roadmap for success. It outlines current initiatives aimed at advancing City Council's Strategic Priorities:

- Affordable Living
- Quality Services
- Economic Vibrancy & Growth Management

Benefits of the Action Plan include:

- Shared Vision
- Communication & Collaboration
- Accountability & Transparency



# Action Plan Alignment

Our Action Plan supports the City’s Strategic Priorities by translating them into specific, actionable steps. Each action item aligns with a priority, ensuring coordinated efforts across all departments. This alignment allows us to effectively track progress, measure success, and adapt to new challenges and opportunities, driving meaningful improvements in our community.



# Top Goal Updates

City Council has selected top goals for our City’s action plan, ensuring each strategic priority has a dedicated focus. These goals represent our commitment to addressing the most pressing needs and opportunities within our community:

Strategic Priority	Goal
Affordable Living	1) Construct market rate affordable owner-occupied housing
Economic Vibrancy & Growth Management	2) Invest in public realm to advance: <ul style="list-style-type: none"> <li>• Economic Vibrancy</li> <li>• Resident Experience</li> <li>• Visitor Experience</li> <li>• Talent Attraction</li> </ul>
Quality Services	3) Develop a transition plan for post 2030 power supply needs

## Update for Goal 1: Construct market rate affordable owner-occupied housing

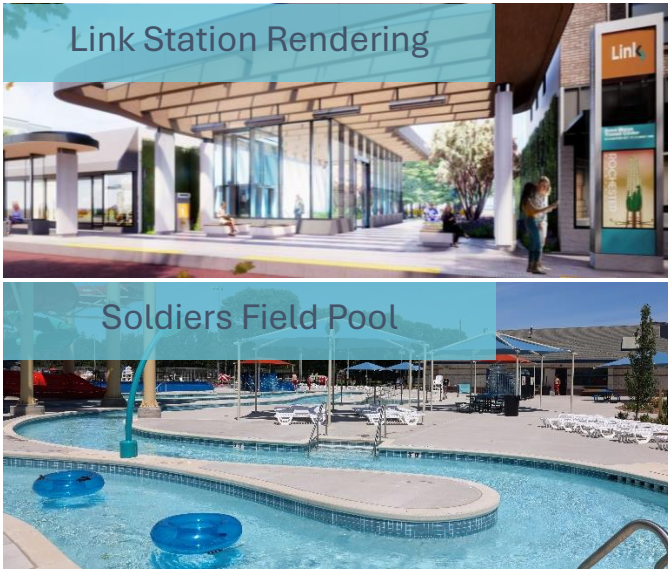


The Sherman Rendering

- **Home Ownership Creation Program:** Supported creation of 40 units.
- **Coalition of Rochester Area Housing (CRAH):** Supported funding of 156 units.
- **Incentive Updates:** Two incentives revised to promote owner-occupied housing.
- **Land Disposition Project:** City Council approved the transfer of 6 lots to First Homes.
- **The Sherman on Civic Center:** City Council authorized development assistance; the project will include 80 affordable units and over 300 market units.



## Update for Goal 2: Invest in public realm



- **Link Rapid Transit:** Design complete September 2024; bids in October 2024.
- **Discovery Walk:** Construction complete August 2024; ongoing work to connect downtown to Soldiers Field.
- **Riverfront:** Pre-development phasing and economic analysis complete. RFP in Q3 or Q4 2024.
- **Park Referendum Funds:** Renovations on track for parks: Cascade Lake, Soldiers Field, Rolling Green, Eagle Ridge Playground, McQuillan Park Splash Pad, Silver Lake, and Cook Park.
- **Comprehensive Plan Update:** Complete early 2025.
- **Safe Routes to School District-Wide Plan:** Study starts Fall 2024 in partnership with Rochester Public Schools and MnDOT.
- **BIPOC Women Programs:** Includes apprenticeships, K-12 training, and Inclusive Workforce Employer initiative for built environment firms.

## Update for Goal 3: Develop a transition plan for post 2030 power supply needs



- **Power Supply Resource Plan Updates**
  - Details presented to RPU Board February 2024
  - Long-Range Financial Impacts and Forecast July 2024 meeting
- **RPU's Path**
  - Net 100% renewable energy in 2030
  - Refine firm, dispatchable capacity requirement
  - Continue exploration of energy storage, wind, and solar
  - Leverage tax credit opportunities
  - Mitigate impacts of EV adoption and electrification
  - Manage Rochester's accelerated growth

## Other Highlights

- **New Processes:** Added new reasonable accommodation process and grievance procedure to the website.
- **Building Inspection Pilot Program:** Cross-training enabled one inspector to handle multiple inspections that previously required multiple inspectors.
- **311 Team Initial Implementation:**
  - Fully staffed and nearing initial implementation, with full rollout within the year.
  - Initial focus areas: Community Development and Public Works.
  - 311 will include Catalis, a Customer Relationship Management (CRM) System, and an AI chatbot named Chester.
- **Accreditation:** Achieved accreditation from National Recreation & Parks Association (NRPA); preparations underway for reaccreditation in five years.
- **RPU Funding:** Secured \$110,000 for the pollinator project; awaiting decisions on two additional grants and drafting another application.
- **Historic District Infrastructure Investment:** Program to facilitate private investment; applications accepted starting July 2024.



## Full Action Plan

The following pages include a comprehensive table of our full action plan. Items are organized by Strategic Priority, by subcategories, and then by department.

Want to learn more? Explore our website at [www.rochestermn.gov/priorities](http://www.rochestermn.gov/priorities) for details on our Strategic Priorities, past Action Plan updates, DEI Action Plan, and Legislative Priorities.

Items	Key Performance Indicators (KPI)	Department	Current: Status	Current: Update	
1	<b>Affordable Living</b>				
2	Support the creation of new owner-occupied housing through the Fee Reimbursement Program and the Coalition of Rochester Area Housing (CRAH)	-Number of owner-occupied units created through the Fee Reimbursement Program -Number of owner-occupied units created through CRAH funding -Number of incentives developed to promote owner-occupied housing	Community Development	On Target	A total of 40 units have been created through the Home Ownership Creation Program (formerly known as the fee reimbursement program), with an additional 156 units supported through CRAH Funding. Two incentives have been updated to further promote owner-occupied housing.
3	Complete City land disposition project	-Number of City parcels disposed	Community Development	Delayed	City Council has approved the transfer of 6 lots to First Homes.
4	Advance one development downtown to meet market needs for housing	-Number of developments -Number of projects with development assistance	DMC	On Target	We have received Council authorization for development assistance for The Sherman on Civic Center. The development will include 80 affordable unit and over 300 market units.
5	<b>Economic Vibrancy &amp; Growth Management</b>				
6	<b>Construction Projects</b>				
7	Lead Rapid Transit project to enhance urban mobility	-Community Survey -Co-design feedback completed -Environmental analysis -Compliance with federal review milestones -Construction Services Management Team	DMC	On Target	The final design will be completed by September 2024, and the advertisement for bids will be in October 2024.
8	Lead 6th street bridge project to enhance urban mobility	-Community Survey -A&E Design	DMC	On Target	The Architecture and Engineering Design will be completed in 2025. Ongoing communication and engagement are underway, with three community engagements held to date.
9	Lead Downtown Waterfront Project to position the riverfront as a destination	-Number of engagement events	DMC	On Target	A pre-development phasing plan has been established, and an economic viability analysis was completed in June of 2024. We plan to issue a Request For Proposal (RFP) in Quarter 3 or 4 of 2024.
10	Lead Heart of the City Project to improve safety, accessibility, universal design, sustainability, integrated art, and improved infrastructure	-Community Surveys/Feedback -Business Feedback on revenue impacts -Increase pedestrian traffic (goal of 50%)	DMC	Complete	Heart of the City Infrastructure is complete. We are continuing ongoing analysis regarding pavers and artwork.
11	Lead Discovery Walk Project to create a park like experience and connect the core of downtown to Soldiers Field	-Community Surveys/Feedback -Percentage of construction complete	DMC	On Target	Construction is scheduled to be completed by August 8, 2024. Work continues with adjacent projects.
12	Lead West Transit project to develop a mixed-used community and transit hub	-Development partnership secured	DMC	On Target	The phasing of project development is complete. City and private entities continue to collaborate on infrastructure responsibilities. City Council has approved potential development assistance for a 90-unit senior affordable housing.
13	Continue Chateau Theatre Activation as a community gathering place that showcases culture, entertainment, and events in the heart of downtown	-Number of events held	DMC	On Target	Bathroom Renovations were completed in November 2023. HVAC updates are nearly finished. Threshold Arts is under contract to operate through May 2025.
14	Lead Water Reclamation Plant project to update equipment	-Effluent limits maintained during construction -Project Scope, Schedule, Budget	Public Works	On Target	The design is 100% complete, the Construction Manager at Risk (CMAR) contract is approved, and the project is out for construction bids with a start date in August 2024 and is expected to conclude in December 2025.
15	Develop an emergency repair prioritization system for Sidewalk gap fills	-Prioritization system developed and implemented -Project Scope, Schedule, Budget	Public Works	Complete	The repair prioritization model, originally designed for gap fill projects, has been adapted and is now in use.
16	Establish funding plan for recreational trails and alley pavement rehabilitation	-Funding Secured for 2026-2027 budget cycle	Public Works	On Target	We are working with a pavement consultant to evaluate all roadways, including trails and alleys.
17	Implement environmental services CIP projects within 2 years of council approval	-Completion of CIP projects corresponding to calendar position within biennium.	Public Works	On Target	Projects are moving to City Council for approval within 2 years of being included in Capital Improvement Plan (CIP).
18	Complete Phase 1 and 2 of West Zumbro Sanitary Sewer Project	-Project Scope, Schedule, Budget	Public Works	On Target	Phase 1 is complete. Phase 2 is approved and under construction.
19	Develop Surface water management plan	-Storm Water Rate Study completed -Project Scope, Schedule, Budget	Public Works	Delayed	The Comprehensive Surface Water Management Plan (CSWMP) is approximately 3 months behind schedule due to staff turnover and shortages. The new goal is to have a plan ready for City Council review and input in the fourth quarter of 2024.
20	Develop a streamlined approach to Grading Plan and Civil Plan Sets	-Process Mapped and improvements implemented -Number of days to process Grading Plan & Civil Plan Applications	Public Works	Complete	We developed an online submittal process and established an automated workflow for plan reviews and comments in Accela, our permitting system.
21	Develop and implement Advanced Metering Infrastructure (AMI) across RPU's electric and water footprint	-Number of metering endpoints replaced (goal of 100,000)	RPU	On Target	We are finishing the contract phase of the AMI project, with roughly half of the contracts finalized. Our goal is to finalize the remaining contracts by July 31, 2024. The next phase, integration and functional workshops, will begin in two months after the contracts are executed.
22	Collaborate with the Grid North Partners (GNP) consortium to develop transmission projects to address RPU customers' needs post-2030	-All Permits obtained for construction of transmission facilities	RPU	On Target	The vision and technical teams within the Grid North Partners (GNP) consortium are collaborating to secure the Certificate of Need and routing approvals from the Minnesota Public Utilities Commission (PUC), with RPU actively involved. Additionally, the GNP group working on the Mankato to Mississippi River project is progressing on a Memorandum of Understanding (MOU) for a cost allocation framework, which is currently under development.

Items	Key Performance Indicators (KPI)	Department	Current Status	Current: Update	
23	Complete development of Well 42 and associated monitoring required by the Minnesota Department of Natural Resources (DNR), and commence operation	-Completed construction and implementation of Well 42 -Project schedule, scope, budget	RPU	Complete	The project was completed on budget and on schedule, commissioned in June 2024.
24	Construct and implement a substation at Marion Road Duct Bank	-Project schedule, scope, budget	RPU	On Target	The commissioning of the Marion Substation has begun, with the goal of energizing the substation in July 2024. Progress continues on the duct portion of the project, with construction nearing completion at the Bear Creek and 9th Avenue South railroad crossing. The next phase of duct construction will begin in the Slattery Park and Soldiers Field area later this summer.
25	Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents	-# of Microtransit Services Available -# of Vehicles Purchased	Transit & Parking	On Target	We have purchased 7 microtransit vehicles this summer and are planning to launch microtransit in the fall of 2024.
26	Continue procurement of buses for replacement and bus rapid transit	-# of Vehicles Purchased	Transit & Parking	On Target	We purchased 2 replacement revenue vehicles in 2024.
27	Plans & Studies				
28	Enhance urban mobility: Lead Active Transportation Plan implementation	-Baseline established for workforce mode share and methodology for tracking progress -Reduction in drive-alone mode share from 71% to 58%	Admin	On Target	We have been awarded two separate infrastructure grants to construct projects prioritized by the City's Active Transportation Plan (ATP). Additionally, grant-funded design studies for multi-modal transportation corridors are underway.  City teammates are continually coordinating to identify streets and intersections for quick-build projects that support "complete streets."  We are also expanding partnerships to offer shared micro-mobility options in the community.
29	Create district-wide Elementary Safe Routes to School Plan, in partnership with Rochester Public Schools and Minnesota Department of Transportation	- Increase in # of students walking, biking, or taking the bus to school; reduction in parent drop off rates - # of schools participating in quick-build/demonstration projects - # of walking school buses taking place during school year	Admin	On Target	Planning and Project Kick-off was initiated by Rochester Public Schools and Minnesota Department of Transportation in May 2024. The full study is scheduled to start in Fall 2024.
30	Complete 5 year update of the City Comprehensive Plan, Planning 2 Succeed (P2S) 2040 to guide future development within the City	-Number of opportunities for public input	Community Development	On Target	The RFP process was completed, and Bolton & Menk was selected. The updates are expected to be completed by the first quarter of 2025.
31	Complete update of the City's Downtown Master Plan that incorporates recent planning efforts by partners such as Destination Medical Center (DMC), Mayo, and University of Minnesota Rochester (UMR)	-Number of opportunities for public input	Community Development	Delayed	We are currently discussing the scope of work and timeline with Destination Medical Center (DMC).
32	Participate in the state of Minnesota Disparity Study	-Baseline established for City Procurement process -Number of interventions applied to increase participation of underrepresented communities in City procurement -Percentage of Targeted Business in City procurement -Number of Targeted Businesses available in Rochester area	DEI	On Target	The Disparity Study is ongoing. The City has submitted data for review by consultants. The final report and findings will be shared with the City in July 2025.
33	Implement the Power Supply Resource Plan for the community's post-2030 power supply needs. Update long-term financial plan, considering the needs for the addition of wind, solar, and capacity resources before expiration of the existing contract in 2030	-Cost impact to customers (goal based on 2020 index: less than \$5 per month)	RPU	On Target	The Power Supply Resource Plan update was presented to the RPU Board in February 2024. The long-range financial forecast will be presented to the RPU Board at the July 2024 meeting.
34	Conduct Parking Rate Study for evaluation and recommendations of implementation	-Completion of Parking Rate Study	Transit & Parking	On Target	The draft Parking Rate Study report is complete and will be presented to City Council in August as a Reports and Recommendations.
35	Programs				
36	Create a career pathway program for Black, Indigenous, and People Of Color (BIPOC) women to get construction trades experience with the City of Rochester for employment or future employment with the City or Contractors	-Number of BIPOC women completing Emerging Business Enterprise (EBE) training program -Number of BIPOC women completing City EBE apprenticeship program -Number of building environment firms completing Inclusive Workforce Employer (I/WE) Designation -Number of K-12 cohorts completing Pitch program -Number of BIPOC women engaged in entrepreneurship programs	DEI	On Target	Supported by Bloomberg philanthropies and the Department of Labor, we are working to build a system to support BIPOC women in the built environment. We have established an apprenticeship/internship program with the facilities department, along with a K-12 training and Inclusive Workforce Employer designation program for built environment firms.
37	Develop and execute an interim-use plan for city-owned vacant space and pre-development sites for private pre-development activation	-Amount of funding in private investment (goal: greater than \$1,000,000,000 in funding)	DMC	On Target	We are continuing efforts to activate alleys near Chateau Theatre and the Riverfront site. Additionally, we have established a Wednesday Farmers Market on Discovery Walk.



Items	Key Performance Indicators (KPI)	Department	Current: Status	Current: Update
38	Facilitate private investment: Revise Destination Medical Center funding application process to allow for public infrastructure funding proposals by small and local business providers	DMC	On Target	We have implemented a historic district infrastructure investment program, which began accepting applications in July 2024.
39	Establish a Rochester Fire Department (RFD) apprenticeship program with a focus on BIPOC and females, where citizens recruited from within our community are hired, trained as Emergency Medical Services (EMS) professionals, and then respond to EMS calls	Fire	On Target	In March, the Council received a strategic operating plan update highlighting the City's predicted future growth and requesting continued support for the eight-step plan. Step 2 is currently budgeted for 2025.
40	Secure authors and bills for non-bonding priority issues that are viable during legislative session and context	Legislative	On Target	We secured bill authors for several key legislative priorities during the 2024 session, including: -firefighter recruitment pension bill fix (SF 4604, Nelson), -parkland dedication (SF 4051, Boldon), -sports and rec complex sales tax exemption (SF 3170, Nelson), -PSIG cap raising (HF 4111; Hicks co-author)
41	Increase public safety through speeding enforcement & education	Police	On Target	RPD acquired a second speed trailer, which has been deployed daily since February 12, 2024. The original speed trailer has been in use on all but 19 days in 2024. Together, these trailers have been stationed in 18 different locations across Rochester. In the first half of 2024, 239 speeding citations were issued.
42	Establish Rochester Police Department (RPD) substation and security plans to enhance downtown safety	Police	On Target	The substation space is currently being renovated for police operations. It is expected to open later this summer. In the first half of 2024, RPD responded to 3,441 incidents in the downtown business district. RPD has allocated a minimum staffing of 94 hours a week for the Downtown Summer Safe Zone initiative: (1 officer) Monday-Friday, Day/Evening = 70 hours (4 officers) Friday and Saturday, Late Night = 24 hours
43	<b>Quality Services</b>			
44	<b>Teammate Experience</b>			
45	Develop programs for supervisory professional development and onboarding	HR	Delayed	We are in the process of collecting input from subject matter experts to build asynchronous micro-learning for supervisor essentials. We are also developing a curriculum and assessing external contributors for impactful leadership.
46	Develop an organizational leadership philosophy	HR	On Target	This initiative is earmarked for future High Performance Organization (HPO) Academy Cohort projects.
47	Align department purpose statements around vision and foundational principles	HR	On Target	This initiative is earmarked for future High Performance Organization (HPO) Academy Cohort projects.
48	<b>Communication &amp; Engagement</b>			
49	Improve the website through quarterly audits to enhance user experience and accessibility for residents, businesses, & visitors	Communications & Engagement	On Target	In 2024, our Communications team formalized and enhanced the Website Liaison program to ensure all website users are up-to-date on best practices for accessibility standards and brand expectations. The team has prioritized web accessibility, complying with WCAG Level A requirements and progressing towards meeting Level AA requirements ahead of the legislative deadline. Additionally, the team has initiated projects with our website provider, Granicus, to improve our external homepage and web navigability.
50	Develop a storytelling strategy which utilizes video and photography	Communications & Engagement	On Target	Our Communications & Engagement team continues to use video and photography as storytelling tools for both internal and external communication. So far in 2024, the team has published 41 videos to our YouTube Channel, covering both internal and external topics. They have also brought a video team on-site to develop a variety of recruitment videos and are working on a year-long photography project with a local partner to update and expand our Media Suite. Additionally, we are integrating more video content into our social media strategy and monitoring the performance of these posts compared to traditional media.
51	Develop standardized language for Requests for Proposals in alignment with equitable communications and engagement	Communications & Engagement	On Target	Draft language has been created and reviewed by a dedicated team. Based on feedback, the Communications & Engagement team is moving forward with next steps. Additionally, we have reached out to another team working on Request for Proposal (RFP) standardization to explore opportunities for collaboration.
52	Develop processes to ensure equitable access to City services	DEI	On Target	The City's website now features the reasonable accommodation process and grievance procedure. The DEI team wrote the first draft of the language access plan and is seeking input from City teammates and community partners. Additionally, the DEI team has established a Cross-Disability Focus Group, consisting of community members with disabilities, to help shape and inform the Accessibility Change Management Plan.
53	Create DMC-specific communications & engagement toolkit for DMC projects, including practices for prototyping, Business Forward, co-design, etc.	DMC	On Target	We led a League of Minnesota Cities (LMC) training session on how to conduct co-design projects. We are actively developing our project website at <a href="http://www.rochestermn.gov/projects">www.rochestermn.gov/projects</a> to enhance community engagement. Additionally, we are collaborating with the University of Minnesota Design Center to develop a business forward guidebook.
54	<b>Community Services</b>			

Items	Key Performance Indicators (KPI)	Department	Current: Status	Current: Update
55	Ensure continued effective prosecution of criminal cases during a time of criminal justice system staffing turmoil, ensuring offender accountability, victim advocacy, and repairing social harm.	City Attorney	On Target	We have recently achieved full staffing with attorneys, overcoming a challenging time. Emerging stronger on the other side, our team is now eager to continue our crucial work in public safety.
56	Evaluate and implement a citywide public-facing contract management system for uniformity	City Clerk	On Target	We are updating our automated contract execution workflow and creating a self-service repository for the public in Laserfiche.
57	Standardize City Clerk license processes & forms for non-criminal code enforcement citywide, including the evaluation of licensing structure, continued assessment of the potential for administrative approvals, and adopting legislation to more clearly define business types	City Clerk	On Target	We have streamlined administrative approvals to expedite the licensing process. Currently, we are updating our Accela software to reflect this change and streamlining both the approval and application processes to minimize differences in formatting and style.
58	Adopt Ordinance language allowing the Clerk's Office to exercise administrative approval over most business license types to eliminate inefficiencies in the process.	City Clerk	Complete	The Ordinance language was passed in February 2024 and has been successfully implemented. While we continue to update workflows in Accela, the noticeable decrease in turnaround time was immediate. This improvement is expected to further streamline our processes under the new framework.
59	Enhance language access services to public meetings and the public-facing service counter	City Clerk	On Target	We are currently developing city-wide language line services and working on implementation and training strategies. Additionally, we are exploring plans for in-person accommodations and enhancing chamber technology, including supportive listening devices, hybrid meeting opportunities, live captioning, and more.
60	Develop building inspector cross-training program to increase efficiency and overall capacity	Community Development	On Target	The Building Inspections team has started cross-training inspectors. One inspector has successfully conducted inspections that previously required multiple inspectors. The team is now piloting the process with one inspector to further develop the program.
61	Enhance the Historic Preservation program (which helps protect what makes our community identity) through continued development of the historic preservation inventory and development of a historic district resolution	Community Development	On Target	The downtown historic district was removed from the table and approved in January. 4 other properties were removed from the inventory and landmarked in 2024.
62	Clarify roles with County and Community partners for homelessness response through a written plan	Community Development	On Target	The "Any Path Home" initiative was developed, with a group charette completed on Jun 26-27. Next steps involve expanding outreach to engage more community members and individuals with lived experiences, refining data collection processes, and presenting to City Council and Commission on August 21, 2024.
63	Establish a dedicated 311 Team and 311 software to streamline customer calls	Communications & Engagement	On Target	The team is fully staffed and nearing initial implementation, with a full rollout planned within the year. The initial focus areas will be Community Development, Public Works, and the City Clerk's office. By employing a phased approach, the team ensures a high level of customer experience through careful monitoring of call volume and system needs. The call center will include Catalis, a Customer Relationship Management (CRM) system, and an AI-supported chatbot named Chester.
64	Enhance customer experience for Development Services Infrastructure (DSI) services, including multi-lingual brochures and a customer experience survey	DSI all	On Target	Our DSI team and City Administration are collaborating on a language access plan to prioritize public communications for translation services. Example translations include our Neighborhood Information Meeting resources and Notice of Violation letters.
65	Create internal and external Emergency Operations Center (EOC) Dashboards for effective emergency communication	Emergency Management	On Target	We are collaborating with GIS to scope this project and develop a strategy, with plans for a 2024 launch.
66	Establish a Community Outreach and Education strategy, focusing on underserved communities	Emergency Management	On Target	We identified this item as part of a 2024 brainstorming session, as we have established a new Emergency Management Team.
67	Implement an Emergency Sheltering strategy for individuals and families affected by emergencies	Emergency Management	On Target	We are engaging stakeholders to identify process gaps and brainstorm solutions.
68	Implement Bank Services Request for Proposals (RFP) to meet social equity standards, support electronic processes, interest earnings, and cyber security	Finance	Delayed	Due to the large scope of this project, it has been delayed as other projects have taken priority.
69	Promote community risk reduction through building preplans/inspections program, community fire & life safety classes (with a focus on high-risk groups), etc.	Fire	Delayed	Community risk reduction was delayed in the first half of 2024 due to vacancies in the Fire Marshals Division. However, by the end of June, the Fire Inspector position was filled, bringing the team to full strength. Additionally, lift assist referrals declined when comparing June 2023 to June 2024 data. We are now working on implementing a new electronic form to streamline data collection and the referral process for both providers and patients.

Items	Key Performance Indicators (KPI)	Department	Current Status	Current: Update
70	Secure bonding funding for State Bonding Requests (2024: Riverfront Redevelopment & Public Realm; Airport Solar Covered Parking and EV Chargers)	Legislative	Delayed	The legislature did not pass a bonding bill in 2024. However, bills were introduced on city bonding priorities with bipartisan authors. These included the following projects: -Riverfront project (SF 3419, Boldon, Nelson/HF 3462, Smith, Hicks, Liebling) -Airport Solar project (SF 3420, Nelson, Boldon/HF3465, Smith, Hicks, Liebling).
71	Secure funding for a Library Safety & Security Specialist to support a safe & welcoming environment	Library	On Target	We are currently piloting the Library Safety & Security Specialist position through grant funding. The pilot is successful, with more incidents being handled by the Safety & Security Specialist, which allows other teammates to serve customers. Earlier this year, we submitted a budget request for the position for 2025.
72	Improve awareness of library services and programs using Savannah OrangeBoy to increase cardholder saturation across census tracts	Library	On Target	We recently added SmartyCat, an events-driven component, to the OrangeBoy system. This addition will help us grow our email subscription list for targeted messages. As a result, we've seen a 2.2% median increase in cardholder participation across all census areas.
73	Improve access to library materials through catalog improvements, including simplification/standardization of catalog data, book map improvements, addressing circulation challenges, review wait times, requests for increased materials funding, etc.	Library	Off Target	The average wait time for digital materials has increased due to higher usage. The average wait time for physical items is 96 days, which is an increase of 9 days since March of 2024, when the average was 87 days. The average wait time for digital items is 76 days, which is an increase of 6 days since March, 2024 when the average wait was 70 days.
74	Complete Privacy Audit of all library divisions to ensure Rochester Public Library (RPL) practices and procedures are in line with privacy policy, customer expectations, and all applicable laws, with the goal of improving privacy at all service points	Library	On Target	We are currently working on the privacy evaluation of the Youth Services Division. A Memorandum Of Understanding (MOU) to facilitate school visits and a privacy notice for the Library Board Youth Rep application process were drafted, reviewed, and approved by the City Attorney's Office.
75	Evaluate current physical & digital infrastructure to identify near-term improvements that can address safety, security, & accessibility	Library	On Target	The Library Facilities and Operations Master Plan Study is set to begin this summer, with a consultant hired by mid-July.
76	Implement Urban Forest Master Plan (UFMP) to protect, maintain, and enhance tree canopy cover citywide, and reducing pruning cycles from current 20 year	Parks & Rec	On Target	We're making progress on implementing the Urban Forest Master Plan (UFMP), and departments are starting to coordinate efforts.  Plans to increase staffing and pruning will happen in future budget cycles. Note: Some pruning increases are happening alongside grant awards.
77	Enhance Park Infrastructure	Parks & Rec	On Target	The Referendum allocated funds for court and playground renovations, which are progressing as planned. Renovations include Cascade Lake, Soldiers Field, Rolling Green, Eagle Ridge Playground, McQuillan Park Splash Pad, and Cook Park.  Future reviews of the Capital Improvement Plan (CIP) and upcoming projects will be outlined in future plans. Maintenance procedures were established with Commission for Accreditation of Park and Recreation Agencies (CAPRA) certification and are now being adjusted based on seasonal activities.
78	Evaluate Parks & Rec programs, including aquatics and adaptive recreation	Parks & Rec	On Target	Staff is currently evaluating the programming at Soldiers Field Aquatics Center during its first season of operation. Modifications may be considered based on patronage and customer feedback. AccessABLE Recreation programming has been adjusted to better meet the needs and desires of the clients and their caregivers. This summer, additional day camp options have been introduced, and other AccessABLE Recreation programs are also under evaluation for potential modifications as necessary.
79	Implement Natural Areas Management Plan (NAMP), including development of best practices and identifying grant opportunities	Parks & Rec	On Target	Funding from the Referendum is set aside for managing natural areas. our plans are based on the Natural Areas Management Plan (NAMP). We've secured a grant for one of the top priorities in the plan, and that work will happen over the next three years.
80	Achieve National Recreation & Parks Association (NRPA) accreditation of the Commission for Park & Recreation (CAPRA) agency	Parks & Rec	Complete	We successfully achieved accreditation, and now we need to start preparing for reaccreditation in five years.
81	Provide a Golf Program that reflects Community demand through collaboration with the Park Board and Council based on National Golf Foundation (NGF) review (including update of Capital Improvement Plan (CIP) and concession services)	Parks & Rec	Complete	City Council and the Park Board-approved plan for financial stability in golf was implemented in 2023, with steady participation since. The Communications team has played a crucial role in effectively marketing the program. Investments in the course and supporting amenities have been well-received by the golf community.

Items	Key Performance Indicators (KPI)	Department	Current: Status	Current: Update	
82	Implement prioritized Parks & Recreation referendum projects	-Number of projects awarded -Project schedule -Project budget	Parks & Rec	On Target	Project development of prioritized projects is well underway. We've successfully finished several projects on time and within budget. This work will continue over the next few years as we focus on finishing the Accelerated Construction project for the referendum and other projects in the Capital Improvement Plan (CIP).
83	Operations				
84	Implement data governance policy & structure to guide the ethical and responsible use of data across the organization	-What Works Cities (WWC) Certification achieved (Gold Level in 2026) -Data webpage engagement	Admin	On Target	What Works Cities Certification was achieved in 2024 and needs to be recertified by 2027. As a part of the recertification, initial scoping has occurred to develop a centralized data hub, and refine the existing data policy and data inventory.
85	Establish Navigating Evaluation Research & Data (NERD) Team comprising of experts from relevant departments to oversee data initiatives	-Establish representatives from more than 6 departments -Monitor interactions on data webpages	Admin	Complete	The NERD team is team currently has representatives from 7 departments. 2024 focus areas include: 1) Advancing What Works Cities Certification; 2) Creating a community to share data tools, techniques, and best practices; 3) Supporting Evaluations; and 4) Analyzing the 2024 National Community Survey for actionable insights
86	Complete a minimum of one evaluation per year to evaluate current state (fleet, facilities, public safety, purchasing)	-Number of evaluations -Evaluation Impact	Admin	On Target	The Fleet Evaluation is underway and is expected to conclude this year in Quarter 3. The evaluation has included Subject Matter Expert Interviews, Operator Surveys, Budget Review, and connecting with Dakota County's fleet manger, whose team was recently awarded #1 fleet by NAFA (National Association of Fleet Administrator).
87	Create a unified records repository that is organized, accessible, and located at City Hall or other identified repository space	-Number of data requests managed by unified records repository per year	City Clerk	On Target	We have contacted vendors to assist with digitizing historic paper records and are waiting to receive quotes.
88	Revise and develop Records and Email Policies to help City Teammates email in an efficient manner, reducing the massive size of email recovery requests related to public data.	-size of email recovery requests now -size of email recovery requests related to public data requests after policies are implemented and developed. -develop the policy and present to Admin for review and feedback -develop training an implementation strategy, including leadership buy in, etc.	City Clerk	On Target	This is an idea in its early stages, and we are currently researching best practices and policies in comparable Cities.
89	Increase efficiency/effectiveness of citywide data request practices	-Data request strategy developed with Data Dream Team -Explore additional programs to assist with email data review	City Clerk	On Target	We are assembling a team to assist our Records Manager on large records requests.
90	Optimize Granicus Peak Use to increase efficiency, including the Use of iLegislate	-Teammate feedback -Community feedback on usability -Councilmember usability and access poll	City Clerk	On Target	We are currently working with IT to improve the implementation of the iLegislate function for Council Members. We continue to update and add resources for staff on using Peak and writing quality submissions. Efforts are also underway to streamline Boards & Commissions agenda, and we are developing a potential future strategy for increased involvement in managing these meetings and agendas.
91	Enhance video production of Council meetings	-New equipment implemented and operating consistently	Communications & Engagement	On Target	We are working with AVI, a vendor, to address the video production needs of the meeting facilities.
92	Develop new internal website to increase efficiency and organizational transparency	-New website implemented with single sign on (SSO) option -New website analytics	Communications & Engagement	On Target	We have initiated projects with our website provier, Granicus, to redesign and redevelop our intranet strategy.
93	Implement an organization-wide DEI plan, including recruitment & retention of diverse teammates and organization-wide DEI professional development	-Number of action items completed at the end of 2024 -Percentage of recruited and retained diverse teammates -Number of teammates completing Cultural Humility Professional Development -Number of departments completing Justice, Equity, Diversity and Inclusion (JEDI) Audit	DEI	On Target	We continue to offer Cultural Humility Professional Development and are conducting JEDI Audits and DEI Action Plans for each department. The HR role responsible for recruitment and retention is in transition, but the position has been posted.
94	Develop Racial Equity Plan	-Number of action items from Racial Equity Dividends Indices -Percentage point change in Racial Equity Dividends Indices audit	DEI	On Target	We are scheduled to this with the Leadership Forum at the August 2024 Meeting.
95	Develop a regular schedule and resources for tabletop exercises to enhance emergency response	-Number of table top exercises -Number of stakeholders/attendees -After Action Reviews/post-event surveys	Emergency Management	On Target	We identified this item as part of a 2024 brainstorming session, as we have established a new Emergency Management Team.
96	Implement a City of Rochester (COR) policy for all city facilities	-Finalized policy	Facilities	On Target	Several policies were drafted and submitted for approval in December 2023. Future policies, including those on electric vehicle charging and service level agreements with departments, are currently being drafted and will be an ongoing process.
97	Implement a City of Rochester (COR) Facilities Group to oversee policies and standards	-Number of Meetings	Facilities	Complete	The Facilities Impact Team (FIT) has been created, with representatives from each department meeting monthly.



Items	Key Performance Indicators (KPI)	Department	Current Status	Current: Update
98	Create and adequately fund a facilities preventative maintenance account to maximize the useful life of assets and reduce expenditures on facilities maintenance	Facilities	Delayed	Metrics have been developed to track baseline utility usage versus current levels. We are currently collaborating with our Finance team to input the backlog of utility data into the B3 system to begin calculating savings at City-operated facilities. We are also working with Mayo Civic Center staff to ensure their data is entered correctly. Once the updated B3 data is available, we will work with leadership to determine how to allocate the cost savings. Additionally, we have initiated a full Facility Condition Assessment of tax levy facilities with Kraus Anderson to inform a future city-wide deferred maintenance Capital Improvement Project (CIP), which will be presented in November of 2024.
99	Create a City of Rochester (COR) Building Automation Systems (BAS) operations group (pilot implement in 2022)	Facilities	Complete	All maintenance and custodial staff have been integrated into the Joint Facilities team.
100	Develop a process for evaluate the appropriate amount and type of facilities/maintenance staff	Facilities	On Target	We are utilizing MaintainX for on-demand work. In May of 2024, the preventative maintenance program was implemented, and MaintainX is now scheduling an tracking metrics for all on-demand and preventative maintenance work performed by the Joint Facilities team.
101	Standardize supply chain for maintenance and custodial staff, including sustainable practices for recycle/waste, bulk purchasing, storage/maintenance of supplies, contract procurement, automation/controls	Facilities	On Target	We have centralized all custodial supplies to one vendor. We are currently working with several procurement vendors to gather budget information for maintenance inventories. Standardized owner direct purchasing of scheduled equipment on all projects to take advantage of state purchasing cooperatives and tax exempt status. Additionally, we plan to issue several bids for standard contracting on annual building inspections and monitoring in Quarter 3 of 2024.
102	Propose annual funding sources for energy efficiency and sustainability projects: 1. Calculate projected savings of 15% off of 2019 base energy costs for Phase 1 building (9 total). 2. Internal commissioning group charge to CIP projects 3. Rebates, Grants, etc.	Facilities	On Target	We have established a method for energy-saving calculations and are awaiting the backlog of utility data to be entered into the B3 system. The Facilities team is collaborating with utility partners to submit rebates for projects and operational purchases. Additionally, Joint Facilities was awarded a \$25,000 CARD grant by the Minnesota Department of Commerce in 2024, which will be used for sustainability projects.
103	Update the City's financial policies to ensure accuracy and relevance	Finance	On Target	The Financial Policies are in first draft stage and are nearly ready for circulation to the City's Leadership Forum for review.
104	Operationalize Facilities Reinvestment Fund, including a defined accounting structure for fund/business units, accounting policies, etc.	Finance	On Target	We will review this again in the third quarter once the entire Team is established.
105	Transition to a Fire Records Management System (RMS) that supports department and City strategic priorities	Fire	On Target	We submitted a Request for Council Action (RCA) for Capital Improvement Plan (CIP) funds to contract with a vendor to preserve and provide access to historical records. We are collaborating with our IT department to ensure a smooth transition to this vendor and project a fall completion date.
106	Determine optimal fire station locations	Fire	On Target	We have completed the analysis for the North West section of the City. The South East section is currently being evaluated based on historical call information, though it remains somewhat challenging due to existing station locations that may need further exploration.
107	Integrate City and fire department GIS information and update annually to improve location analysis	Fire	On Target	The City GIS strategic planning and development process is currently underway. Our Fire Department and GIS team regularly connect and identify new ways to integrate their tools for emergency planning, response, and management.
108	Improve the efficiency of our existing facilities	Fire	On Target	We are finishing the first round of facility inspections and will make a list of needs and conditions to prioritize and make improvements.
109	Improve fleet operations, including rolling stock fleet, parts, labor, replacement, fleet alternatives, etc.)	Fire	On Target	Ongoing changes are occurring in the vehicle fleet. A new fire engine was ordered in 2024, and a second one is scheduled for 2025. An internal study conducted in 2023 concluded that the current costs for electric apparatus are still too high to begin implementing them.
110	Develop change management toolkit to promote consistency and effective communication for change initiatives	HR	On Target	The Change Management Toolkit has been developed by one of our High Performance Organization (HPO) Academy Cohorts, and we are currently in the process of identifying pilot projects to test the toolkit.
111	Develop Maintenance Tracking System, utilizing available systems (e.g. JDE, Elements, Kbox, etc.) to increase efficiency	Information Technology	Complete	The Facilities team utilized kbox for a time and determined that MaintainX was better suited their ticketing and parts tracking needs. This project is complete.

Items	Key Performance Indicators (KPI)	Department	Current: Status	Current: Update	
112	Implement new ERP system	-Project schedule, scope, & budget	Information Technology	On Target	The business process analysis and Plan of Action have been received, and multiple pre-implementation projects have begun in preparation for the migration. A draft of the software requirements has been created. We are preparing for a Request for Proposal release in February 2025, with a 16-month implementation starting in August 2025.
113	Update Security Policy and develop a procedure plan for security related tasks	-Percentage of devices & applications meeting configuration standards -Percentage of devices with vulnerabilities 90+ old -Percentage of teammates completing basic security awareness training	Information Technology	On Target	The security policy is complete, and we are proactively identifying areas for improvement. For example, we are currently working on a section on Generative Artificial Intelligence (AI), which we expect to complete in Quarter 3 of 2024.
114	Improve data reporting & documentation, including a review team, data review standards, collection development plans, process automation, etc.	-Number of completed plans -Number of processes improved -Updated Library Board report -Community/teammate feedback	Library	On Target	All library divisions have completed their Collection Development plans, which outline the process for curating the library's books print and digital collections. Additionally, library leadership is actively working to improve data integrity to better support decision-making. Efforts include changes to the monthly board report.
115	Improve Accountability Dashboard to increase transparency	-Axon data retrieval functionality working -Publish new dashboard framework	Police	On Target	We are currently updating the Accountability Dashboard to include data from the first half of 2024. We continue to collaborate with Axon on data retrieval and are working on publishing an improved dashboard framework.
116	Install electric vehicle charging infrastructure to promote sustainability for City Vehicles	-Complete project at Development Services & Infrastructure Center (DSIC) and Public Works Transit Operations Center (PWTOC)	Public Works	On Target	The electric vehicle charging infrastructure project is on schedule. We are currently working on purchasing vehicle chargers.
117	Develop new strategies to fully leverage external funding opportunities	-Grants awarded -Funding awarded	RPU	On Target	There are four grant opportunities currently in progress: we were awarded \$110,000 from the Minnesota Board of Water & Soil Resources (BSWR) for the Pollinator project, and we are awaiting decisions on the Grid Resilience and Innovation Partnerships (GRIP) and the Benchmarking grants (both have been submitted). Additionally, we are working on an application for the Community Charge grant in partnership with Community Development.