



# 2022-2023 ACTION PLAN 2022 QUARTER 3 UPDATE



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**Strategic Priority:**  
Affordable Living

**Areas of Focus**

- Housing variety and affordability
- Transportation options and access
- Equitable regulatory landscape and creative incentives
- Access to opportunities and amenities

**Strategic Priority:**  
Economic Vibrancy and Growth Management

**Areas of Focus**

- Create clarity, alignment and unity with economic development partners in defining city leadership and community values
- Establish competitive and sustainable approach to effectively allocate DMC resources, Legislative allocations, and city revenue
- Develop implementation tools and strategies for Comprehensive Plan to ensure current decisions reflect future projections
- Adopt design guidelines that better reflect Council and community values

**Strategic Priority:**  
Quality Services for Quality Living

**Areas of Focus**

- Cultural and Recreational opportunities that provide access and equity
- The organization and Services reflect changing demographics and needs identified by community
- Operations are sustainable, integrated, and easy to navigate
- Service delivery is optimized, cost effective, and reflect our Foundational Principles

In order to achieve these priorities, the Council has committed to a legislative and process structure that emphasizes **Strategic Governance and Inclusive Decision-Making**:

- Service delivery models consider partnerships where City is not always the leader
- Decision-making is informed by citywide communication and engagement strategy with Diversity/Equity/Inclusion (DEI) at the forefront
- Teammates create action plans/annual commitments aligned with Foundational Principles and Strategic Priorities
- Policy and operational actions reflect equitable community investment

## 2022 QUARTER 3 UPDATE

City teammates continue their hard work and dedication toward completing the goals outlined in our first ever Citywide Action Plan. We continue to see progress across the City, with some delays due to staffing issues and various other circumstances. Some highlights of progress include:

Alignment of positions within Human Resources to create a singular organizational development position, which is currently focused on supporting our teammate survey, High Performance Organization Academy, organizational learning, Strengths Finder assessments, as well as supporting team development.

A ten-percentage point increase in the response rate on the teammate engagement survey from the previous survey in 2019; this year's overall response rate was 81%. Stakeholders are now in the process of reviewing their departmental/ service area data and developing action plans in alignment with the engagement survey results.

The Community Co-Design Toolkit has been completed and is now available for use by organizations at no cost. COR teammates are currently undergoing co-design and facilitation training.

Additionally, with the completion the National Community Survey and the Teammate Engagement Survey, we now have more baseline metrics to review and measure within our Key Performance Metrics. The process of creating and executing the Citywide Action Plan continues to evolve as we strive for alignment with the City's Strategic Goals. Forward together!

### Status Icons:

These icons indicate the current status of the goal.



OFF TARGET



DELAYED



ON TARGET



COMPLETE

## STRATEGIC PRIORITIES BACKGROUND

For each Strategic Priority, the Council has provided areas of focus that can help define the City's role in carrying out these strategic priorities, either alone or with partners. These areas of focus, which are in bullet points below each priority, do not necessarily represent a financial commitment; they may also be an area of city regulation such as zoning and land use, or an opportunity for the city to provide legislative support in helping to implement the strategy, such as a major infrastructure project. For purposes of this work, the Council has defined strategies as:

- Define long-term goals
- Include plans for how to achieve them
- Fit into the organization's mission and vision

## ACTION PLAN BACKGROUND

The Council has also provided guidance and context for staff to develop an Action Plan that implements the strategy priorities. These are highlighted in the boxes below each strategy. For purposes of this work, the Council has defined tactics as:

- More concrete and specific
- Oriented toward smaller steps
- Have a shorter time frame
- Include things like high performance organization, best practices, specific plans and budgets

Following the City Council's adoption of the Strategic Priorities in June 2021, City Teammates began to develop their department Action Plans. Each department selected representative(s) to be on the Action Plan team. The representatives were focused on the process and communication, with Action Plan development taking place at the Departmental Impact Team Level. A City wide teammate survey was distributed, providing teammates the opportunity to share their thoughts on goals and tactics for each Strategic Priority. Responses were reviewed by the Action Plan team and Impact Team for incorporation into the department Action Plans.



# AFFORDABLE LIVING

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## AREAS OF FOCUS

- Housing variety and affordability
- Transportation options and access
- Equitable regulatory landscape and creative incentives
- Access to opportunities and amenities



OFF TARGET



DELAYED



ON TARGET



COMPLETE



# GOAL 1

Promote an inclusive, clean, safe and healthy community.

## TACTICS

- Protect quality rental housing through rental housing inspections for compliance with the housing code (*Community Development Goal 1*)

**\*Ongoing.**

- West Transit Village: Secure development partner and establish stakeholder-supported vision (*DMC Goal 3*)

**\*Development Prospectus complete and currently being marketed to potential developers.**

## KEY PERFORMANCE INDICATORS

- % Violators in compliance after 1st notice, Number of days to complete service request,

**\*90%**

- # of rehabbed properties (rental and single family dwelling)

**\*6 rehab projects in place**

- National Community Survey measurement feeling of safety

**\*75%**



# GOAL 2

Continue to collaborate and build community partnerships.

## TACTICS

- Collaborate with Olmsted County and Rochester Public Schools on the Tri Government Committee to identify areas where each entity best leads, supports, and influences on issues

**\*Leadership for all organizations have collaborated and have come to a mutual decision that there are better venues and approaches for ongoing collaboration.**

- With the County and community partners clarify roles and coordinating response to people experiencing homelessness

**\*The shelter workgroup concluded their meeting sessions and prioritized recommendations to address our long-term shelter needs, resulting in 12 prioritized recommendations. These recommendations will be presented to Council in early 2023. The City has once more updated their encampment enforcement processes per additional discussion to better communicate resources and processes to occupants.**





## GOAL 3

### Develop a transition plan for post-2030 power supply needs

#### TACTICS

- Evaluate the current two options (gas peaking plant or battery storage) for a 100% renewable energy power supply after existing contract expires in 2030
- Prepare long term financial plan for the power supply plan

\*Preliminary site survey is being conducted.

\*Financial plan complete. Preparing for presentation.

(RPU Goal 6)

#### KEY PERFORMANCE INDICATOR

- Cost impact to residential customer of the power supply plan is less than \$5.00/month (indexed to 2020)

\*Current estimates show the gas peaking plant impact to be less than \$5.00/month.



## GOAL 4

### Reliable and sustainable public infrastructure to support a vibrant community

#### TACTICS

- Continue to develop and implement infrastructure strategies through a targeted focus on equity, sustainability, and fiscal responsibility.
- Enhance City and neighborhood accessibility and mobility through a safe, efficient, convenient, and sustainable multi-modal transportation system

\* 1) Public Works is in the process of updating its Engineering standards and specifications guidance document to ensure infrastructure materials are sustainable and achieve our life expectancy goals.

\* 2) Due to the upcoming phase 2 liquids and solids treatment project at WRP, we are evaluating new technologies and implementing pilot studies such as hydrocyclone and rotary drum thickener to evaluate treatment effectiveness, ease of operation, and life cycle costs.

\*Ongoing stretch goal; continued focus on incorporating Complete Streets Policy on all designs, Active Transportation Master Plan scheduled for adoption into P2S Comp. Plan on 10/17/22.

(Public Works Goal 1)

#### KEY PERFORMANCE INDICATOR

- Completion of Phase 1 Administration and Phase 2 Treatment Works upgrades at WRP

\* 30% engineering design of the liquid and solids treatment project (Phase 2) completed in July. Working towards 70% design.



## GOAL 5

### Local Option Sales Tax



#### TACTICS

- Engage with community stakeholders, legislative delegation, and legislators on requests and coordinate legislative process

\*Continue to engage with community stakeholders, internal working group, legislators, and legislative consultant partners to assess potential legislative landscape.

(Legislative Policy Goal 2)

## GOAL 6

### Advance the City's Foundational Principle of financial sustainability



#### TACTICS

- Leverage ARPA funds for ongoing collaboration and stewardship

\*The Council received an update use of the Holistic Budget Stability Funds in September with an emphasis on DEI and communications focused collaborations.

(Administration Goal 4)

## GOAL 7

### Enhance urban mobility with an emphasis on Rapid Transit



#### TACTICS

- Rapid transit: Complete environmental analysis; complete 100% design; meet federal review process milestones

\*Project remains on schedule. Current activities include proceeding through the regulatory environmental and historic preservation review processes before continuing design.

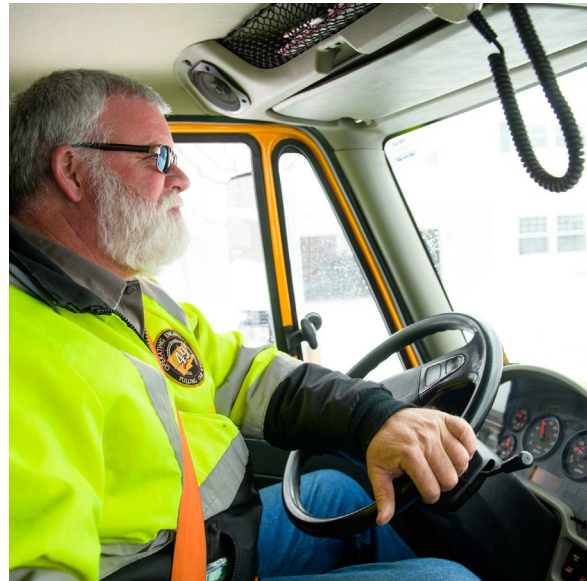
- Develop an active commuter plan and enact programs to expand alternative commuting

\*Active Transportation Coordinator is starting in November.

(DMC Goal 1)

#### KEY PERFORMANCE INDICATOR

- Reduce drive-alone mode share from 71% to 58%





# ECONOMIC VIBRANCY

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## AREAS OF FOCUS

- Create clarity, alignment and unity with economic development partners in defining city leadership and community values
- Establish competitive and sustainable approach to effectively allocate DMC resources, Legislative allocations, and city revenue
- Develop implementation tools and strategies for Comprehensive Plan to ensure current decisions reflect future projections
- Adopt design guidelines that better reflect Council and community values



OFF TARGET



DELAYED



ON TARGET



COMPLETE



## GOAL 1

Develop economic/workforce development strategies

### TACTICS

- Apply for Economic Development Grants with DEI Focus: Bloomberg Mayors Challenge, National League of Cities, McKnight

**\*Completed. Recipient of the Bloomberg Mayors Challenge grant.**

- Develop programming to facilitate Higher Education completion of diverse communities

**\*This item will need to re-evaluated for 2023.**

- Develop paths to home ownership for diverse community members

**\*Co-Design in collaboration with Housing Coalition and DMC in progress with competition in Dec 2022.**

*(DEI Goal 1)*

## GOAL 2

Provide quality development review services through efficient and innovative review processes



### TACTICS

- Lead and facilitate development review collaboration through the creation of the Development Review Committee (DRC)

**\*Weekly Development Review Committee has greatly improved coordination around identifying possible issues early in the development process and improving effectiveness of pre-development meetings.**

- Enhance operational efficiency and community awareness through proactive education around regulations and code enforcement

**\*This is ongoing work. We have not been able to prioritize this proactive approach as much thus far based on staffing and workloads..**

*(Community Development Goal 2)*

### KEY PERFORMANCE INDICATOR

- Track building plan review time to ensure we're meeting Council's expectation of completing residential reviews in 2 weeks or less, and commercial reviews in 3 weeks or less.

**\*Of the commercial plans that were submitted during this quarter 42% were reviewed within 3 weeks, 77% within 4 weeks and 97% within 5 weeks. For residential 93% were reviewed within 2 weeks and 99% within 3 weeks.**

## GOAL 3

Invest in public realm to advance economic vibrancy, resident experience, visitor experience, and talent attraction



### TACTICS

- Chateau Theatre: Develop and execute Activation Strategy and ongoing capital maintenance

\*Threshold Arts continues to host events to activate the space within the Chateau as well as some events in the plaza outside. Two grants have been received to help with bathroom renovations and art in the form of alley art/ murals. We continue to work with the operator & our music department to make enhancements to the space that will make it more suitable for a variety of events that are intended to be held here. Examples include: lighting repairs, electrical repairs, acoustic panels and other general improvements and cleanup. Related to ongoing capital maintenance, the facility will become part of the city's efforts to build a centralized fund for capital expenditures for all city owned facilities.

- Discovery Walk: Complete first phase (400-500 blocks)

\*The first phase of the project will be wrapping up for the end of the construction season soon. It has been a major success to date. It is on time and on budget. Sidewalks, streets and intersections have been completed. Some landscaping remains, but will be completed in the spring.

(DMC Goal 2)

### KEY PERFORMANCE INDICATORS

- Selection of operator for Chateau Theatre

\*Completed.

- Discovery Walk construction completed

\*In progress.

## GOAL 4

Facilitate private investment in the Destination Medical Center District



### TACTICS

- DMC Funding: Revise DMC Funding application process to allow for public infrastructure funding proposals by small and local businesses and property owners

\*In progress.

### KEY PERFORMANCE INDICATOR

- More than \$1 billion of new private development, consistent with development plan, underway

\*In progress.

(DMC Goal 3)

\*Q3 Update



## GOAL 5

### Increase social equity in the construction industry

#### TACTICS

- Implement Prevailing Wage, Targeted Business contracting and Workforce Participation goals on Destination Medical Center professional and construction projects.

\* Added: J7344 3rd Ave SW project started October 2022. Closed: 12th/13th Ave SSS project.

- Implement Prevailing Wage, Targeted Business contracting and Workforce Participation goals on City-only funded CIP projects valued at \$3 million or more in 2022. Added Community Development (CDBG) and Public Works (State Aid) projects

\*E. City Sidewalks (PW) F. Chester Woods Trail (PW) G. South Broadway Multi-use Trail (PW).

(DMC Goal 5)

#### KEY PERFORMANCE INDICATORS

- Project bids meet Targeted Business goals (4% on heavy civil projects and 7% on commercial construction projects)

\*A. Reviewed TB Bidders List for 3rd Ave SW (August) B Reviewed and approved Benike Construction Targeted Business Good Faith Efforts Lake Park project (July).

- Workforce Participation on DMC and City eligible projects: Women 8% and Minorities: 15%

Met with Pember Companies to discuss workforce participation shortfall on projects.

## GOAL 6

### State bonding



#### TACTICS

- Secure state bonding for District Energy System Rochester

\*Legislature not in session; no special session has been convened. Phase One of District Energy System (downtown Business Energy Transition-DBET) using alternate funding [i.e. \$2M congressional designated spending (earmark) for renewable components selected by Congressional committees to be included in budget] and underway due to time sensitivity to replace heating/cooling by fall 2023.

(Legislative Policy Goal 1)

#### KEY PERFORMANCE INDICATOR

- Progress toward securing bonding requests

Legislature not in session; no special session has been convened.



# QUALITY SERVICES

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## AREAS OF FOCUS

- Cultural and Recreational opportunities that provide access and equity
- The organization and Services reflect changing demographics and needs identified by community
- Operations are sustainable, integrated, and easy to navigate
- Service delivery is optimized, cost effective, and reflect our Foundational Principles



OFF TARGET



DELAYED



ON TARGET



COMPLETE



## GOAL 1

Align tools to unify and better meet customers needs

### TACTICS

- Implement 311 system for receiving and tracking customer calls  
(Clerk Goal 3)

\*In process.

- Evaluate options for Clerk's office to operate as the front desk for all departments at City Hall (Clerk Goal 3)

\* No change at this time, waiting for some other moving pieces to line up for this conversation and/or potential change to occur.

- Develop and implement a customer experience survey tool for Community Development (DSI Goal 2)

\* Developing the form and process.

- Evaluate and adjust the administrative fine schedule for licensing (Clerk Goal 2)

\* This is basically completed and waiting for a final document from Admin/ Finance. Mr. Cartwright and Deputy Clerk Gierach reviewed the list in detail with Noloan Schild.

- Evaluate options to more effectively bring code enforcement and quality of life issues to resolution (City Attorney Goal 4)

\* This conversation is delayed until 2023, likely.

- Conduct evaluations and benchmark: Fleet, Golf, Facilities, Public Safety, 311, Purchasing (Administration Goal 2)

\*In progress. Working with the City Data Alliance on skill building related to Evaluation. Anticipate completing the Customer Service evaluation in Q1 2024.

- Through ongoing data collection and engagement activities, prioritize teammate engagement and inspiration (Administration Goal 2)

\*The teammate engagement survey was a significant success with an almost 10% increase in response from our previous survey. Stakeholders are now in the process of reviewing their data and developing action plans.

- Realign resources to advance organizational development (Administration Goal 2)

\*We have realigned positions within HR to create a singular organizational development position which is currently focused on supporting our teammate survey, HPO Academy, organizational learning, Strengths Finder, and supporting team development.

- Develop an organizational leadership philosophy (Administration Goal 2)

Outside of the concept being discussed in our HPO Academy, limited work has been done in this space.



## GOAL 1 CONTINUED

Align tools to unify and better meet customers needs

### KEY PERFORMANCE INDICATOR

- Percent of Customers indicating satisfied or higher on Community Development survey (DSI Goal 2)

\*A draft survey has been developed and will be rolled out in November. This will be an automated survey that will seek feedback on our processes and customer experience. A baseline for customer satisfaction will be established after 6 months of the survey instrument being used.

- Overall teammate engagement score

\*30% Fully Engaged, 51% Somewhat Engaged, 19% Not Engaged.

- Teammate rating of organizational change management: "When changes are made in the City, they are usually for the better."

\*29.8% Positive, 46.6% Neutral, 23.5% Negative.

- Teammate rating of organizational change management: "I am kept informed about organizational matters that affect me."

\*51.7% Positive, 26.5% Neutral, 21.8% Negative.

- Teammate rating of organization as a whole being managed well

\*42.6% Positive, 33.3% Neutral, 24.1% Negative.

## GOAL 2

Development of organization wide Diversity Equity and Inclusion (DEI) plan, recruitment and retention of diverse teammates, and organization-wide DEI professional development



### TACTICS

- Develop Department specific DEI Action Plans that align with Organization-wide DEI goals

\*Completed with recommendations for 3 priority areas.

- Department specific action items for recruitment and retention for FY 2022

\*Completed in 2022 Quarter 2: Each department identified action items specific to recruitment and retention. Currently in implementation.

- Development of department specific professional development action plans

\*Completed.

(DEI Goal 1)

\*Q3 Update

### KEY PERFORMANCE INDICATOR

- 100% of City of Rochester job postings include inclusive language

\*Completed in 2022 Quarter 2. Utilized in all job posting and marketing materials.

- 100% of departments identify action items for recruitment and retention of diverse teammates

\*Completed in 2022 Quarter 2. Utilized in all job posting and marketing materials.



## GOAL 3

Develop Park plans that are innovative, reflect community perspectives, and have a pathway to implementation



### TACTICS

- Development and adoption of Master Plans for Soldiers Field and Silver Lake, enriched by robust community engagement

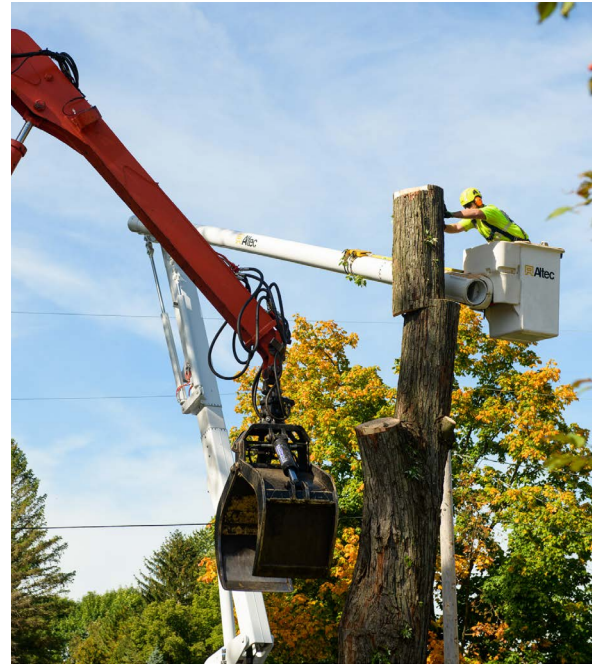
Master Plans approved on 10/4/22.

*(Parks and Recreation Goal 2)*

### KEY PERFORMANCE INDICATOR

- Master Plans had engagement from a minimum 4 engagement sessions

Completed; exceeded 4 engagement sessions.



## GOAL 4

Implement prioritized Parks and Recreation referendum projects

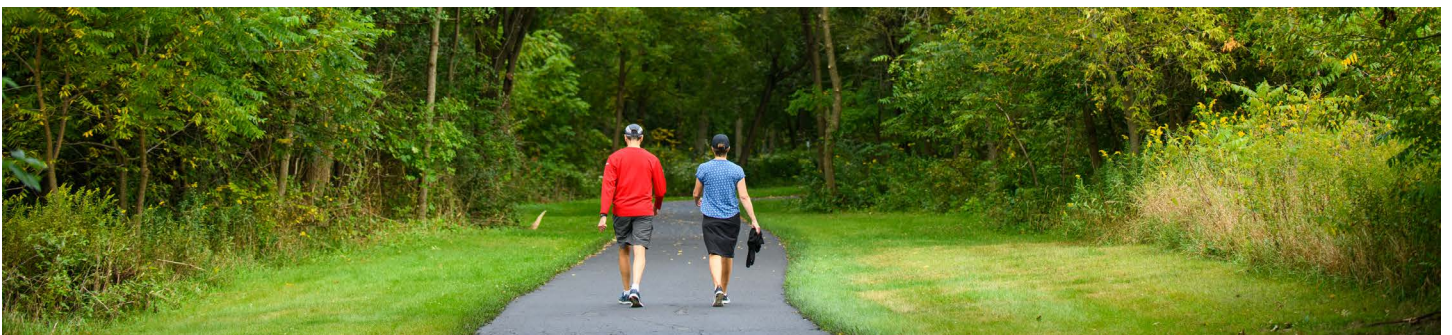


### TACTICS

- Develop final approach for park levy investment including accelerated and annual projects

Completed.

*(Parks and Recreation Goal 8)*



## GOAL 5

Develop data governance structure and enterprise wide data strategy



### TACTICS

- Establish Data Governance Team

\*This team has helped provide feedback on Data Alliance efforts, evaluation policy & DEI guidelines. The team has also been asked to provide feedback on and assistance with the completion of the What Works Cities Survey. They continue to meet monthly to discuss data topics and assist with the items previously mentioned.

- Achieve Silver Level What Works Cities Certification

\*Beginning to transition this responsibility to teammate Jaymi Wilson. She has been working to familiarize herself with the survey and criteria. Jaymi will be working with the Impact Team and teammates across the city to complete the survey in the near future. The 2023 Application process will begin soon and is integrated into our City Data Alliance workstream.

- Conduct Community Survey

\*Community Survey results were reviewed with City Council at the 8/1/22 Study Session. Items from the NCS will integrate throughout the Citywide Action Plan and Departmental DEI Action Plans.

- Complete Annual Performance Report and quarterly Action Plan updates

\*Ongoing.

(Administration Goal 1)

## GOAL 6

Update Financial Policies



### TACTICS

- Update existing policies (e.g. budget, micro contract, economic incentive, etc.)

\*Off Target - 1st Qtr 2023.

- Develop new Accounts Receivable Write-offs, Dept. Head, claim settlements, etc.)

\*Off Target - 1st Qtr 2023.

(Finance Goal 4)



## GOAL 7

Develop and implement organization wide digital communications strategy



### TACTICS

- Audit City Council meeting production and identify opportunities to create a better experience for residents and businesses

\*Both work in the Council Chambers as well as ongoing conversation about the media room and other City spaces continues.

- Create a story telling strategy which utilizes video and photography

\*Work in progress.

(Communications Goal 3)

## GOAL 8

Assist with high-performance organization culture building initiatives



### TACTICS

- Execute the employee engagement process and lead the dissemination of the engagement survey results; assist departments supervisors with action planning; monitor progress.

\*Results have been distributed and action plans are starting to be developed. Our biggest opportunities center around communication, change management, compensation, and overall management.

(Human Resources Goal 1)

## GOAL 9

Sustainable physical infrastructure for Rochester Public Library to meet the needs of community members within our growing and changing landscape



### TACTICS

- Explore and expand programming partnerships with Rochester Music and Parks and Recreation Departments to leverage and maximize funding and facilities

\*BookBike & ArtCart season wrapped up in September 2022 with 52 out of 62 total events at Adaptive Recreation & area parks. 6 out of 13 total Youth Services Bookmobile outreach events took place at area parks.

- Explore space options to meet service and programming needs at Rochester Public Library

\*Study session planned for 01/18/23 with Library Board and City Council.

(Library Goal 4)

### KEY PERFORMANCE INDICATOR

- 90% of people surveyed report a positive experience with the programs offered by Rochester Public Library

\*In progress.

## GOAL 10

Complete IT Integration (RPL, RPU, and COR) / Organization-wide Data Security Efforts



### TACTICS

- Update Security Policy and develop a procedure plan for security related tasks

\*PCI Assessment Complete - Implementation Plan Steps Underway.

- Finalize remaining IT Integration implementation

\*On-going.

(IT Goal 2)

### KEY PERFORMANCE INDICATORS

- Percentage of Devices with vulnerabilities 90+ days old

\*On-going.

- Percentage of teammates completing basic security awareness training

\*On-going.

## GOAL 11

Create and adequately fund a facilities preventative maintenance account to maximize the useful life of assets and reduce expenditures on facilities maintenance



### TACTICS

- Implement a facilities reinvestment fund for predictive maintenance and achieve sustainable annual funding level of 1% of insured value in 4 years.

\*Several large capital project funded. Will continue to work with Finance on long-term funding.

- Prioritize all facilities projects utilizing a common format and scoring process and develop a list of anticipated projects for the next ten years.

\*Template developed. In process assembling prioritized list.

(Facilities Goal 1)

### KEY PERFORMANCE INDICATORS

- 0.25% of building Insured value funded per year

\*In progress.

- List of annual costs for known capital maintenance categories and 10 yr. prioritized capital project list

\*In progress.

## GOAL 12

Improve public safety and ensure fiscal sustainability through the optimization of fire department service delivery



### TACTICS

- Transition to a Fire Records Management System (RMS) that supports department and City strategic priorities

\*Many elements of the new RMS system went live on 8/1/22. These included the Scheduling module, the Incident Documentation module, and the outward-facing Community Connect site to help inform building and residential pre-plans. The Apparatus module is anticipated to go live in the 4th quarter. The payroll export that will allow RFD to transition off of the AS400 for payroll will be delivered in the 4th quarter and undergo testing.

(Fire Goal 2)

### KEY PERFORMANCE INDICATOR

- Identification of an RMS vendor, creation of implementation plan, and execution of plan

\*Completed.

## GOAL 13

Police Department: Build trust with the community and continue to collaborate on community problem solving



### TACTICS

- Refine the RPD Accountability Dashboard to make data easier to access and understand

\*Collaborating with new Professional Standards Manager on site improvements.

- Expand the Community Engagement Response Team (C.E.R.T.) to build bridges between law enforcement and community

\*Increased C.E.R.T. membership to 14.

- Enhance organizational cultural fluency and resiliency

\*Continue to meet regularly (twice/month minimum) with community members of color to enhance understanding and build bridges.

(Police Goal 1)

### KEY PERFORMANCE INDICATORS

- Quarterly comparisons of Accountability Dashboard views

\*In Q3, there were 367 Accountability Dashboard views.

- Track reach of C.E.R.T. by maintaining event log

\*In Q3, we partnered on a movie night, back to school event, softball game and provided a joint presence at the fair. C.E.R.T. has begun facilitating monthly meetings with Police, RPS admin, Corrections and parents of youth struggling in the school disciplinary system or the juvenile justice system. C.E.R.T. is also assisting with providing volunteers to reduce tension in the schools.



## GOAL 14

Enhance traffic safety throughout Rochester

### TACTICS

- Education and enforcement targeting areas of interest (neighborhood based traffic enforcement)

\*RPD participates in state and regional traffic enforcement campaigns and publicizes those campaigns on social media. Also utilizes speed trailer in neighborhoods with concerns.

*(Police Goal 4)*

### KEY PERFORMANCE INDICATOR

- Measure/log speed trailer usage

\*In Q3, the speed trailer was used in five different locations for a week at a time.

## GOAL 15

Provide the community with opportunities for high quality, diverse, and accessible musical and educational programs



### TACTICS

- Continue to present admission free events (Down by the Riverside series, forWARD Neighborhood Park series, 4th Fest-Independence Day Celebration, Global Music Series Youth and Adult Enrichment Programs and Capstone concerts, Artist-in-the-Schools Residency Program, Live from Med City virtual concerts)

\*In progress.

*(Civic Music Goal 1)*

### KEY PERFORMANCE INDICATORS

- Number of free events

\*8 free, public events were held this quarter. 4th Fest Independence Day Celebration at Soldiers Field; five Down by the Riverside Concerts in Mayo Park; and two forWARD concerts.

- Attendance at Down by the Riverside between 25,000-45,000

\*The 4th Fest Independence Day celebration had an estimated audience of 5,000. Down by the Riverside concert 1 with Nur-D had an estimated audience of 2,350; concert 2 with Brittney Spencer had an estimated audience of 2,425; concert 3 with Mavis Staples had an estimated audience of 4,850; concert 4 with John Waite had an estimated audience of 3,800; and concert 6 with Kashmir had an estimated audience of 5,400. The ForWARD Ward 1 concert with Good Morning Bedlam had an estimated audience of 632; and the Ward 4 concert with Kokou Kah had an estimated audience of 225. Combined, the total audience was 24,682.

\*Q3 Update

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# Civic Music 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Provide the community with affordable access to high quality and diverse musical programs		On Target	
1.1	Tactic	Present free events to both provide cultural and recreation opportunities and to build a sense of community and civic pride (e.g. Down by the Riverside, forWARD, 4th Fest Independence Day Celebration, Live from Med City virtual concerts)		On Target	
1.a	KPI	Number of free events and programs produced	8 free, public events were held this quarter. 4th Fest Independence Day Celebration at Soldiers Field; five Down by the Riverside Concerts in Mayo Park; and two forWARD concerts.	On Target	
1.2	Tactic	Attendance numbers for free events and programs	The 4th Fest Independence Day celebration had an estimated audience of 5,000. Down by the Riverside concert 1 with Nur-D had an estimated audience of 2,350; concert 2 with Brittney Spencer had an estimated audience of 2,425; concert 3 with Mavis Staples had an estimated audience of 4,850; concert 4 with John Waite had an estimated audience of 3,800; and concert 6 with Kashmir had an estimated audience of 5,400. The ForWARD Ward 1 concert with Good Morning Bedlam had an estimated audience of 632; and the Ward 4 concert with Kokou Kah had an estimated audience of 225. Combined, the total audience was 24,682.	On Target	
1.b	KPI	Present paid concerts to the public at heavily reduced (accessible) ticket prices		On Target	
1.3	Tactic	Number of reduced admission events	0	On Target	
1.c	KPI	Civic Music discounted ticket cost as compared to national average ticket cost (per artist/concert)	N/A	On Target	
1.4	Tactic	Present events outside of the downtown area in an effort to promote neighborhood vibrancy and vitality; accessibility to Civic Music programming (e.g. forWARD)		On Target	
1.d	KPI	Number of events held outside the downtown area	Two events were held outside of the downtown area as part of the forWARD Neighborhood Park concert series. Good Morning Bedlam performed at John Withers Sports Complex in Ward 2, and Kokou Kah performed at Dr. Rev Martin Luther King Jr. Park in Ward 4.	On Target	
1.e	KPI	Attendance number for events held outside of downtown area	Good Morning Bedlam was approximately 632; Kokou Kah was approximately 225. Total estimated audience was 857.	On Target	
1.5	Tactic	Develop and increase diverse revenue streams to support Civic Music programming. Possibilities include but are not limited to federal, state, and regional grants; sponsorships; individual and corporate donations		On Target	
1.f	KPI	Grants and sponsorships pursued	0	On Target	
1.g	KPI	Grants and sponsorships awarded	0	On Target	
1.h	KPI	Individual and corporate donations received	No corporate donations were received in Q3. Individual cash donations were received as freewill offerings at the five Down by the Riverside Concerts, including \$571.47 (\$35.20 via QR code) from concert 1 with Nur-D ; \$996.16 (\$27.49 via QR code) from concert 2 with Brittney Spencer; \$3,171.92 (\$144.21 via QR code) from concert 3 with Mavis Staples; \$1,621.78 from concert 4 with John Waite; and \$2,110.41 (\$73.79 via QR code) from concert 6 with Kashmir. \$468.42 was collected from the forWARD Ward 1 concert with Good Morning Bedlam, and \$214.30 was collected from the Ward 4 concert from Kokou Kah. We also received one individual donation for \$40. In total, \$9,194.46 in donations were received.	On Target	



# Library 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Increase community members opportunities to access information and services including support for physical and mental health, employment, education, affordable housing and transportation		On Target	
1.1	Tactic	Partner with Family Service Rochester using a variety of funding sources to pilot a social worker at the Library in order to improve access to community resources.	Alison continues to provide services with the library on a .75 FTE basis.	On Target	
1.a	KPI	113 unique people make connections with GPS social worker at RPL	87 unique people served through September 30, 2022		
1.b	KPI	55 RPL Staff gain skills/knowledge to better assist under- served people.	Staff referred 149 customers to the social worker through September 30, 2022		
1.c	KPI	225 interactions (points of service) occur with GPS	177 interactions (points of service) through September 30, 2022		
1.d	KPI	90% of people surveyed report a welcoming experience with the Library	94% of visitors report feeling welcome when visiting the library.		
2	Goal	Expand literacy skills (basics and digital) and technology access to improve equity for community members		On Target	
2.1	Tactic	Secure federal funds to purchase connected Chromebooks and support monthly internet service for Library patrons who would otherwise lack sufficient access to internet connectivity and/or devices.	Funding for ongoing TMobile connected ended 9/20/22. Customers are able to continue borrowing devices to use with available Wifi (including at the library). Chromebooks returned by users who no longer qualify are being processed and will be available for year-long checkouts starting on 10/18/22.	On Target	
2.a	KPI	Secure \$400,000 to purchase 1000 connected Chromebooks	N/A		
2.2	Tactic	Partner with community organizations to identify community members with insufficient internet connectivity and/or devices and deploy devices accordingly.	N/A	On Target	
2.b	KPI	1000 community members/households sign eligible use agreement and receive connected devices			
2.c	KPI	80% of people surveyed report improved knowledge or skills	N/A		
2.3	Tactic	Partner with Dover/Eyota Schools as an extension of Rochester Reading Champions' mission to eliminate barriers for under-resourced youth who struggle to read.		Complete	08/31/22
2.d	KPI	Improve student reading levels by an average of 1 grade			
2.e	KPI	Number of students that receive Orton-Gillingham literacy intervention at the Doyer/Eyota location.			
3	Goal	Improve access to impactful Library services for community members		On Target	
3.1	Tactic	Combine the feedback from community members-- especially those whose voices are not typically represented-- with research data to make recommendations on library open hours, implement new hours, and assess if changes are more equitable and accessible to a broader audience.		On Target	
3.a	KPI	Percentage change in library card holders after implementation of new hours	Planning to review library usage data to measure outcomes of hours shift. Review of data to be completed in early 2023.	On Target	
3.b	KPI	Analyze pre and post patron usage trends including circulation, door counts and occupancy			
3.2	Tactic	Install reserve lockers and/or vended library collection in a location outside of downtown to increase equitable access to library resources.	Working with vendor to set up installation time. Once delivered, teammates will run tests to finalize processes and procedures for maintaining BookBox. Wrap design is complete and will take place after delivery of BookBox. Estimated opening in 1Q 2023.	On Target	

# Parks and Recreation 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Develop Natural Areas Management Plan			
1.1	Tactic	Complete Inventory of Park Natural Areas	Slight delay. Inspections taking place currently 9/15/2022 MP Completion 11/1/22	Delayed	
1.2	Tactic	Develop best management practices for differing areas		On Target	
1.a	KPI	Decreasing presence of invasive Species confirmed through two year inspection cycles of mapped areas		Delayed	
1.b	KPI	Increased bio-diversity confirmed through inspections/viewing by volunteer naturalists and partners.		On Target	
1.c	KPI	Special environmental locations (i.e. goat prairie) are retained.		On Target	
2	Goal	Develop Park plans that are innovative, reflect community perspectives, and have a pathway to implementation			
2.1	Tactic	Development and adoption of Master Plans for Soldiers Field and Silver Lake, enriched by robust community engagement	Master Plans approved on 10/4/22.	Complete	10/04/22
2.2	Tactic	Neighborhood park plans will include neighborhood input in consideration	MLK Park is being scheduled	On Target	
2.a	KPI	Master Plans had engagement from a minimum 4 engagement sessions	SF and SL master plans approved!	Complete	10/04/22
2.b	KPI	3 Neighborhood Park Plans developed			
3	Goal	Implement Urban Forest Master Plan			
3.1	Tactic	Target tree planting in areas of highest benefit or need		On Target	
3.2	Tactic	Increase tree canopy cover city wide		On Target	
3.3	Tactic	Reduce pruning cycles from current 20 year.		Delayed	
3.a	KPI	Adopt Tree Preservation Policy		Delayed	
3.b	KPI	Plant more trees than removed annually		Delayed	
3.c	KPI	Increase staffing annually to meet levels established in UFMP		Delayed	
3.d	KPI	Complete pruning of 1 FMU annually		On Target	
4	Goal	Asset preservation and enhancement of Park infrastructure		On Target	
4.1	Tactic	Utilize Park System Plan & allocated funding (CIP & Operations) to guide project categories for improvement		On Target	
4.2	Tactic	Establish a specific maintenance protocol for landscaping and physical park amenities		Delayed	
4.3	Tactic	Prioritize maintenance & enhancement projects based on highest need and ability to extend useful life, safety and asset distribution		On Target	

# DSI Overall 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Leadership Development: Becoming thought leaders in our professions focused on innovation and quality		Delayed	
1.1	Tactic	Collaborate on DSI Leads leadership development program	A DSI leads meeting was held on August 26th, 2022. The team learned about process mapping. Teammates were divided up into 4 groups to map out processes. Each of teammates was encouraged to map out a process with their teams.	On Target	
1.2	Tactic	Expand teammate use of technology to support innovation and develop teammate survey to identify most frequently used software	This work did not kick off in Q2 due to the prioritization of other work. We're still hopeful we can accomplish this in 2022	Delayed	
1.a	KPI	Hold 4 DSI Leads meetings per year	3rd qtr DSI leads meeting was held on Aug 26th.	On Target	
1.b	KPI	Create a matrix identifying what software each employee uses and cross training/collaboration opportunities	An employee software usage survey is being developed by the Customer Experience teammate and will be circulated in Nov. 2022. The results of this survey will drive employee training in 2023	Delayed	
2	Goal	Customer Experience: create an open and welcoming experience for our customers		On Target	
2.1	Tactic	Expand Customer Service Learning	DSI Leadership team will be reviewing the community wide survey at the November DSI Leads meeting. We will identify the top 3 areas for focus in 2023 and training needed to support these 3 areas.	On Target	
2.2	Tactic	Develop and Implement DEI action plan	Team has held monthly meetings and recently implemented DEI related video learning events for team members. First one was hosted in Sept.	On Target	
2.3	Tactic	Develop and implement a customer experience survey tool for Community Development	Developing the form and process	Delayed	
2.4	Tactic	Assess frequently used customer information brochures to determine if need to be multi-lingual	CDD is updating the design for notices and community posters for public meetings. Included in this updating is translation into the top 3 most common languages in Rochester. This work will continue in 2023.	On Target	
2.a	KPI	Percent of Customers indicating satisfied or higher on Community Development survey	A draft survey has been developed and will be rolled out in November. This will be an automated survey that will seek feedback on our processes and customer experience. A baseline for customer satisfaction will be established after 6 months of the survey instrument being used.	Delayed	
2.b	KPI	All DSI teammates participate in at least one annual customer service learning session	To date 34 DSI teammates have participated in training to support a positive customer experience as part of our quarterly DSI leads meeting.	On Target	
3	Goal	Creating a culture of process improvement & collaboration		On Target	
3.1	Tactic	Activation of DSI Engagement team	This item is being evaluated to see if there is synergy with other teaming efforts such as DEI engagement committees. Related engagement initiatives are underway that are project specific that are helping to inform overall engagement.	Delayed	
3.2	Tactic	Develop & Hold Process mapping training for DSI Leads team	team held process-mapping exercise on 4 topic areas at DSI Leads meeting in August; continued buildout of those 4 processes is ongoing	On Target	
3.3	Tactic	Establish baseline of employees understanding of IAP2 engagement strategies and identify projects and what IAP2 strategy should be used	Teammates are now starting to identify in memos and RCAs the IAP2 engagement strategy used.	On Target	
3.4	Tactic	Continue DSI Dine and Discover & DSI Download	DSI downloads are done monthly and sent to the entire DSI team as well as Admin team.	On Target	
3.a	KPI	Hold 3 engagement meetings per year			
3.b	KPI	Conduct DSI Leads process mapping sessions and implement 4 improvements as a result of the sessions	4 process mapping sessions were held at the Aug 26 DSI leads meeting. Each team is completing the process maps.	On Target	

# Community Development 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Promote an inclusive, clean, safe and healthy community.		On Target	
1.1	Tactic	Protect quality rental housing through rental housing inspections for compliance with the housing code	Ongoing	On Target	
1.2	Tactic	Continued enforcement of city ordinances to prevent blight and zoning violations	Ongoing	On Target	
1.3	Tactic	Partner with the State & County on Lead Free program to make five homes lead safe	6 projects currently in process	On Target	
1.4	Tactic	Partner with the State & County on Healthy Homes program to distribute 100 healthy homes kits	Project funding no longer available. Activity not compliant with original project funding	Off Target	
1.5	Tactic	Rehab 15 single-family dwellings through CDBG program	6 projects completed. 8 in process.	On Target	
1.6	Tactic	Implement one pilot neighborhood sprint/sweep	Neighborhood selection is up to Taryn. Delayed due to prioritization of the Housing Code Enforcement, Fee Reimbursement Program, Persons Experiencing Homelessness Shelter Workgroup, ADU Pilot Program and enforcement preparation of the updated Housing Code.	Delayed	
1.a	KPI	Track # of inspections completed		4432 On Target	
1.b	KPI	% Violators in compliance after 1st notice, Number of days to complete service request,		90% On Target	
1.c	KPI	# of rehabbed properties (rental and single family dwelling)		6 On Target	
1.d	KPI	National Community Survey measurement feeling of safety		75% On Target	
1.e	KPI	% Zoning compliance through education, # of nuisance complaints, # of neighborhood sprints/sweeps, # of courtesy inspections, # of neighborhoods with sidewalk repair investments from CDBG	65% of zoning compliance through education, 339 zoning nuisance complaints, 351 housing nuisance complaints	On Target	
1.f	KPI	# of homes made LEAD safe	6 projects currently in process in LEAD safe program	On Target	
2	Goal	Provide quality development review services through efficient and innovative review processes		On Target	
2.1	Tactic	Complete building reviews in accordance with City Council expectations (2-4 weeks)	Of the commercial plans that were submitted during this quarter 42% were reviewed within 3 weeks, 77% within 4 weeks and 97% within 5 weeks. For residential 93% were reviewed within 2 weeks and 99% within 3 weeks.	On Target	
2.2	Tactic	Complete planning application review in accordance with state and local laws.	Continue to comply with the land development manual.	On Target	
2.3	Tactic	Provide next day/requested date building inspection scheduling for customers	Communication with contractors is on going and generally next day or 2nd day inspections are satisfied. Delays have occurred mostly due to staffing time off. Overtime has occurred but at a lower occurrence.	On Target	
2.4	Tactic	Lead and facilitate development review collaboration through the creation of the Development Review Committee (DRC)	Weekly Development Review Committee has greatly improved coordination around identifying possible issues early in the development process and improving effectiveness of pre-development meetings.	On Target	

# DMC 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Enhance urban mobility with an emphasis on Rapid Transit		Delayed	
1.1	Tactic	Rapid transit: Complete environmental analysis; complete 100% design; meet federal review process milestones	Project remains on schedule. Current activities include proceeding through the regulatory environmental and historic preservation review processes before continuing design.	On Target	
1.2	Tactic	Establish a baseline for workforce mode share and methodology for tracking progress	Active Transportation Coordinator is starting in November	Delayed	
1.3	Tactic	Develop an active commuter plan and enact programs to expand alternative commuting	Active Transportation Coordinator is starting in November	Delayed	
1.a	KPI	Reduce drive-alone mode share from 71% to 58%	Active Transportation Coordinator is starting in November	Delayed	
2	Goal	Invest in public realm to advance economic vibrancy, resident experience, visitor experience, and talent attraction		On Target	
2.1	Tactic	Heart of the City: Complete Post-Occupancy Evaluation	Gehl conducted data gathering and trained local teammates to collect observation surveying. Gehl presented draft findings and we expect to share that report in 4th Quarter.	On Target	
2.2	Tactic	Heart of the City: Develop and execute Activation Strategy	Draft of a Plaza Activation Policy has been created to guide plaza rental and activation expectations. Team meets weekly with RDA, DMC, and Naura to discuss events and engagement.	On Target	
2.3	Tactic	Chateau Theatre: Develop and execute Activation Strategy and ongoing capital maintenance	Threshold Arts continues to host events to activate the space within the Chateau as well as some events in the plaza outside. Two grants have been received to help with bathroom renovations and art in the form of alley art/murals. We continue to work with the operator & our music department to make enhancements to the space that will make it more suitable for a variety of events that are intended to be held here. Examples include: lighting repairs, electrical repairs, acoustic panels and other general improvements and cleanup. Related to ongoing capital maintenance, the facility will become part of the city's efforts to build a centralized fund for capital expenditures for all city owned facilities.	On Target	
2.4	Tactic	Discovery Walk: Complete first phase (400-500 blocks)	The first phase of the project will be wrapping up for the end of the construction season soon. It has been a major success to date. It is on time and on budget. Sidewalks, streets and intersections have been completed. Some landscaping remains, but will be completed in the spring.	On Target	
2.5	Tactic	Discovery Walk: Implement Business Forward and community engagement strategies	Project team continues to implement tactics from Quarters 1 and 3. Construction team conducted a successful "Big Dig" event to draw families to the construction site. Neighboring businesses supported the event and gave the surrounding area significant exposure.	On Target	
2.6	Tactic	Rapid Transit: Develop community-supported station area public realm concepts and neighborhood connections	Project remains on schedule. Through a public engagement process, station platforms are being enhanced with integrated artist elements on features such as railings and glass wind screens.	On Target	
2.7	Tactic	Saint Marys Place: Incorporate public realm concept into transit station area design	Project remains on schedule. Through a public engagement process, station platforms are being enhanced with integrated artist elements on features such as railings and glass wind screens.	On Target	
2.8	Tactic	Education/Recreation: Convene stakeholders to establish vision for sub-district public realm (Soldiers Field)	Soldiers Field Master Plan has been adopted by City Council. Team is now working to determine DMC CIP contribution and design concepts.	On Target	
2.9	Tactic	Downtown Waterfront: Develop community-supported public realm concept		Complete	06/30/22
2.a	KPI	Increase pedestrian traffic in the Peace Plaza area by 50%			

# Public Works 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Establish programs that achieve reliable and sustainable public infrastructure to support a vibrant community			
1.1	Tactic	Continue to develop and implement infrastructure strategies through a targeted focus on equity, sustainability, and fiscal responsibility.	see qtr 1 update.	On Target	
1.a	KPI	Council adoption of updated assessment policy	Adopted by Council on 7/18.	Complete	07/18/22
1.b	KPI	Completion of Phase 1 Administration and Phase 2 Treatment Works upgrades at WRP	30% engineering design of the liquid and solids treatment project (Phase 2) completed in July. Working towards 70% design.	On Target	
1.c	KPI	Customer rates are competitive in comparison to regional averages and rate of inflation	LOST was not approved by state legislature. That will push the Stormwater utility rate study to 2023.	Delayed	
1.2	Tactic	Enhance City and neighborhood accessibility and mobility through a safe, efficient, convenient, and sustainable multi-modal transportation system	Ongoing stretch goal; continued focus on incorporating Complete Streets Policy on all designs, Active Transportation Master Plan scheduled for adoption into P2S Comp. Plan on 10/17/22	On Target	
1.d	KPI	Deliver and complete 90% of projects on time and within scope	see Q2 update	On Target	
1.e	KPI	No projects exceed 10% change order allowance	see Q2 update	On Target	
1.3	Tactic	Snow removal map becomes an interactive web app for the public and internal	see qtr 1 update.		
1.4	Tactic	Continued implementation of Safe Systems evaluation related to speed limit ordinance	Continued evaluation of higher volume corridors. This is a stretch goal that will take multiple years.	On Target	
1.5	Tactic	Engage in efforts to strategically invest in the City's infrastructure.	An asset management tool for stormwater infrastructure is being completed as part of the comprehensive surface water management plan. The planning support and structure has been established along with an Asset Management Champion identified. Will be complete by December 2023.	On Target	
1.f	KPI	Council adoption of Sidewalk Improvement District policy	Working on agreement with Olmsted County for billing. Planning to present as a Report and Recommendation at council meeting in November.	On Target	
1.g	KPI	Prioritize projects and obtain funding to be used for recreational trail and alley pavement rehabilitation	Project is still not started and may slide to 2023	Off Target	
1.h	KPI	Environmental services CIP projects implemented within 2 years of council approval	1) Project will be bid fall, 2) Project complete, 3) Design beginning this fall/winter, 4) On hold under trunk line project is designed, 5) Project will be bid late fall, 6) 30% design complete, 7) Under design, 8) start construction fall 2022, 9) under design, 10) N.A.		
1.i	KPI	Updated asset management plans across the department that prioritize the extended life of infrastructure	See qtr 1 update.		
1.6	Tactic	Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents	Active Transportation Plan set for adoption in October Transit Stop & Shelter Attendant hired to clean and maintain stops. Bus Stop Inventory completed.	On Target	
1.j	KPI	Number of electronic communications as well as postcard mailers provided to community members before major projects.	System created. Working on inputting data.	On Target	
1.k	KPI	Implement DEI action plan for Public Works	Began monthly DEI conversations consisting of short video and discussion on subject - sessions offered at each PW facility	On Target	

# Administration 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Develop data governance structure and enterprise wide data strategy			
1.1	Tactic	Establish Data Governance Team	This team has helped provide feedback on Data Alliance efforts, evaluation policy & DEI guidelines. The team has also been asked to provide feedback on and assistance with the completion of the What Works Cities Survey. They continue to meet monthly to discuss data topics and assist with the items previously mentioned.	On Target	
1.2	Tactic	Achieve Silver Level What Works Cities Certification	Beginning to transition this responsibility to teammate Jaymi Wilson. She has been working to familiarize herself with the survey and criteria. Jaymi will be working with the Impact Team and teammates across the city to complete the survey in the near future. The 2023 Application process will begin soon and is integrated into our City Data Alliance workstream.	On Target	
1.3	Tactic	Conduct Community Survey	Community Survey results were reviewed with City Council at the 8/1/22 Study Session. Items from the NCS will integrate throughout the Citywide Action Plan and Departmental DEI Action Plans.	Complete	08/01/22
1.4	Tactic	Complete Annual Performance Report and quarterly Action Plan updates		On Target	
1.a	KPI	Conduct quarterly Action Plan updates	Quarter 3 Action Plan updated scheduled to be delivered to City Council on 11/28/23	On Target	
2	Goal	Develop our commitment to High Performance Organization			
2.1	Tactic	Conduct evaluations and benchmark: Fleet, Golf, Facilities, Public Safety, 311, Purchasing	In progress. Working with the City Data Alliance on skill building related to Evaluation. Anticipate completing the Customer Service evaluation in Q1 2024.	On Target	
2.2	Tactic	Develop succession planning strategy for key leadership positions	We are focused on succession and transition planning for the RPU General Manager most specifically, and need to reengage our focus in two other high priority areas.	Off Target	
2.3	Tactic	Through ongoing data collection and engagement activities, prioritize teammate engagement and inspiration	The teammate engagement survey was a significant success with an almost 10% increase in response from our previous survey. Stakeholders are now in the process of reviewing their data and developing action plans.	On Target	
2.4	Tactic	Forward team/impact team/leadership forum	Our leadership structure has been established and is actively being implemented. In addition to the standing impact teams, we have also created important focused impact teams to support the needs of the organization and community.	Complete	09/30/22
2.5	Tactic	Realign resources to advance organizational development	We have realigned positions within HR to create a singular organizational development position which is currently focused on supporting our teammate survey, HPO Academy, organizational learning, Strengths Finder, and supporting team development.	Complete	08/12/22
2.6	Tactic	Develop an organizational leadership philosophy	Outside of the concept being discussed in our HPO Academy, limited work has been done in this space.	Off Target	
2.7	Tactic	Develop change management toolkit	The need for this was reinforced by our recent teammate engagement survey and is being discussed as the focus for the 2023 HPO Academy.	Off Target	
2.8	Tactic	Evaluate best hours of operation to meet teammate and customer needs	We have data from the community survey to review and consider along with factors related to teammate recruitment and retention to consider.	On Target	
2.a	KPI	Overall teammate engagement score	81% of teammates were fully (30%) or somewhat engaged (51%)	On Target	
2.b	KPI	Teammate rating of organizational change management	Just 50% of teammates agree that organizational changes are for the better.	Off Target	
2.c	KPI	Teammate rating of organization as a whole being managed well	42.6% of teammates indicated that the organization as a whole was being managed well (24.1% negative and 33.3% neutral)	Off Target	
3	Goal	Continue to collaborate and build community partnerships			

# City Clerk 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Provide support for Council through efficient execution of processes		Delayed	
1.1	Tactic	Implement Granicus Peak	Peak fine-tuning related to the Council Agenda process is ongoing, and some accessibility fixes were implemented this quarter with changes to linking agenda item titles to item packets for easier mobile access, etc. but Boards & Commissions change over has yet to start, and hoping to move that forward in Q4 and 2023 Q1 once we have moved past the General Election.	Delayed	
1.2	Tactic	Enhance video production of Council meetings	The Council Chambers hybrid optimization project has been approved (on the State A/V contract with Bluum); project is underway, but running into supply chain issues. Tentatively looking at 2023 Q1 for upgrades to be completed in the Council Chambers.	Delayed	
1.3	Tactic	Evaluate staffing levels and consider implementation strategies	A new Clerk II was hired and is being training in supporting Council and Records. This hire should give us a better sense of our staffing needs heading into the 2024 budget process, where we will consider major changes to election staffing budgeting and the potential for some position shifts as DPs going forward.	On Target	
2	Goal	Assess efficiency of various city processes related to individual license types		On Target	
2.1	Tactic	Collaborate and align with other departments to create better efficacy and equity in code and regulatory enforcement	Progress has been made in the final stages of a joint enforcement agreement with County Public Health for inspections of massage therapy businesses to further cut in/down on the potential sex-trafficking and illegal sex work activity.	On Target	
2.2	Tactic	Collaborate on the creation standardized processes and associated forms for non-criminal code enforcement citywide	This is an ongoing conversation regarding administrative hearings and delegation of Council authority to departments to approve and enforce various licensing and permitting activities that are already outlined in the RCO.	On Target	
2.3	Tactic	Evaluate and adjust the administrative fine schedule for licensing	This is basically completed and waiting for a final document from Admin/Finance. Mr. Cartwright and Deputy Clerk Gierach reviewed the list in detail with Noloan Schild.	On Target	
2.4	Tactic	Evaluate licensing structure, potential administrative approvals, and adopting legislation to more clearly define business types	Ongoing	On Target	
3	Goal	Align tools to unify and better meet customers needs		On Target	
3.1	Tactic	Implement 311 system for receiving and tracking customer calls	In process	On Target	
3.2	Tactic	Evaluate options for Clerk's office to operate as the front desk for all departments at City Hall	No change at this time, waiting for some other moving pieces to line up for this conversation and/or potential change to occur.	On Target	
3.3	Tactic	Create a unified records repository that is organized, accessible, and located at City Hall	With the hiring of a new Clerk II - we will have some movement on this starting immediately with beginning a large scale inventory of all of our records across the City in various locations.	Delayed	
3.4	Tactic	Evaluate and implement a citywide contract management system for uniformity	Continuing to dial in logistics and streamlining current processes to bring this to pass.	On Target	
3.5	Tactic	Develop strategies to manage the volume of data practices requests	Working on potential policy language and have tweaked some of our interaction approaches to help requesters fine-tune their asks for quicker response times.	On Target	



# Communications & Engagement 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Develop data governance structure and enterprise wide data strategy			
1.1	Tactic	Establish Data Governance Team	This team has helped provide feedback on Data Alliance efforts, evaluation policy & DEI guidelines. The team has also been asked to provide feedback on and assistance with the completion of the What Works Cities Survey. They continue to meet monthly to discuss data topics and assist with the items previously mentioned.	On Target	
1.2	Tactic	Achieve Silver Level What Works Cities Certification	Beginning to transition this responsibility to teammate Jaymi Wilson. She has been working to familiarize herself with the survey and criteria. Jaymi will be working with the Impact Team and teammates across the city to complete the survey in the near future. The 2023 Application process will begin soon and is integrated into our City Data Alliance workstream.	On Target	
1.3	Tactic	Conduct Community Survey	Community Survey results were reviewed with City Council at the 8/1/22 Study Session. Items from the NCS will integrate throughout the Citywide Action Plan and Departmental DEI Action Plans.	Complete	08/01/22
1.4	Tactic	Complete Annual Performance Report and quarterly Action Plan updates		On Target	
1.a	KPI	Conduct quarterly Action Plan updates	Quarter 3 Action Plan updated scheduled to be delivered to City Council on 11/28/23	On Target	
2	Goal	Develop our commitment to High Performance Organization			
2.1	Tactic	Conduct evaluations and benchmark: Fleet, Golf, Facilities, Public Safety, 311, Purchasing	In progress. Working with the City Data Alliance on skill building related to Evaluation. Anticipate completing the Customer Service evaluation in Q1 2024.	On Target	
2.2	Tactic	Develop succession planning strategy for key leadership positions	We are focused on succession and transition planning for the RPU General Manager most specifically, and need to reengage our focus in two other high priority areas.	Off Target	
2.3	Tactic	Through ongoing data collection and engagement activities, prioritize teammate engagement and inspiration	The teammate engagement survey was a significant success with an almost 10% increase in response from our previous survey. Stakeholders are now in the process of reviewing their data and developing action plans.	On Target	
2.4	Tactic	Forward team/impact team/leadership forum	Our leadership structure has been established and is actively being implemented. In addition to the standing impact teams, we have also created important focused impact teams to support the needs of the organization and community.	Complete	09/30/22
2.5	Tactic	Realign resources to advance organizational development	We have realigned positions within HR to create a singular organizational development position which is currently focused on supporting our teammate survey, HPO Academy, organizational learning, Strengths Finder, and supporting team development.	Complete	08/12/22
2.6	Tactic	Develop an organizational leadership philosophy	Outside of the concept being discussed in our HPO Academy, limited work has been done in this space.	Off Target	
2.7	Tactic	Develop change management toolkit	The need for this was reinforced by our recent teammate engagement survey and is being discussed as the focus for the 2023 HPO Academy.	Off Target	
2.8	Tactic	Evaluate best hours of operation to meet teammate and customer needs	We have data from the community survey to review and consider along with factors related to teammate recruitment and retention to consider.	On Target	
2.a	KPI	Overall teammate engagement score	81% of teammates were fully (30%) or somewhat engaged (51%)	On Target	
2.b	KPI	Teammate rating of organizational change management	Just 50% of teammates agree that organizational changes are for the better.	Off Target	
2.c	KPI	Teammate rating of organization as a whole being managed well	42.6% of teammates indicated that the organization as a whole was being managed well (24.1% negative and 33.3% neutral)	Off Target	
3	Goal	Continue to collaborate and build community partnerships			

# Facilities 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Create and adequately fund a facilities preventative maintenance account to maximize the useful life of assets and reduce expenditures on facilities maintenance		On Target	
1.1	Tactic	Implement a facilities reinvestment fund for predictive maintenance and achieve sustainable annual funding level of 1% of insured value in 4 years.	Several large capital project funded. Will continue to work with Finance on long-term funding	On Target	
1.2	Tactic	Prioritize all facilities projects utilizing a common format and scoring process and develop a list of anticipated projects for the next ten years.	Template developed. In process assembling prioritized list	On Target	
1.3	Tactic	Develop annual costs for known capital maintenance: roofs, exterior maintenance, parking lots, major mechanical, building automation systems (BAS) controls, uninterruptible power supply (UPS), and generators.	In process - developing list	On Target	
1.a	KPI	% of building Insured value funded per year	In progress	On Target	
1.b	KPI	List of annual costs for known capital maintenance categories and 10 yr. prioritized capital project list	In progress	On Target	
1.c	KPI	% of assets exceeding their useful life.	In progress	On Target	
1.d	KPI	Facilities Condition Assessments (FCA) - 4 year cycle. Quarter of physical assets assessed each yr.	In progress	On Target	
1.e	KPI	Number and dollar amount of deferred maintenance	In progress	On Target	
2	Goal	Create a funding process for energy efficiency and sustainability projects		On Target	
2.1	Tactic	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.	Currently implementing plan . Joint Facilities Maintenance account has been established	Complete	
2.a	KPI	Annual \$ savings of 2019 energy cost for each building normalized for weather data.			
2.b	KPI	Annual \$ excess internal commissioning group charges to CIP projects			
2.c	KPI	Annual \$ Rebates, Grants, etc.			
2.d	KPI	# project completed with < 5yr payback			
3	Goal	Create a COR Building Automation Systems (BAS) operations group (pilot implement in 2022).		Complete	

# Finance 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Operationalize Facilities Reinvestment Fund		On Target	
1.1	Tactic	Set up Accounting structure for fund and business units		Complete	06/30/22
1.2	Tactic	Establish operational accounting policies and procedures for teammates use of the fund		On Target	
1.a	KPI	Reporting of Fund Balance / Operational Analysis by Building/BU		Complete	06/30/22
2	Goal	Assist Facilities Manager in Facilities Work Order / Maintenance Tracking System		Complete	06/30/22
2.1	Tactic	Demo existing tracking systems - JDE/Elements/KBOX		Complete	06/30/22
2.2	Tactic	Assist in Setting Up All Facilities on Common System		Complete	06/30/22
2.a	KPI	Successful tracking/completion of maintenance tasks		Complete	06/30/22
3	Goal	Develop/Enhance Two-Year Budget Presentation		On Target	
3.1	Tactic	Budget Book Presentation - Detail of two-year		Complete	03/31/22
3.2	Tactic	Enhance Process / Presentation Delivery		On Target	
3.a	KPI	Budget Book with two-year complete presentation by business unit		Complete	03/31/22
4	Goal	Update Financial Policies		Off Target	
4.1	Tactic	Update existing policies (e.g. budget, micro contract, economic incentive, etc.	Off Target - 1st Qtr 2023	Off Target	
4.2	Tactic	Develop new Accounts Receivable Write-offs, Dept. Head, claim settlements, etc.	Off Target - 1st Qtr 2023	Off Target	
4.a	KPI	Updated and approved financial policies	Off Target - 1st Qtr 2023	Off Target	
5	Goal	Banking Services - complete Request for Proposals (RFP) process and implementation		Off Target	
5.1	Tactic	Complete RFP	Off Target - Now possible end of 2024	Off Target	
5.2	Tactic	Select "socially responsible" bank meeting council's expectations that ALSO can meet the City's service requirements	Off Target - Now possible end of 2024	Off Target	
5.3	Tactic	Implementation - moving all electronic transaction setups including all electronic transfers	Off Target - Now possible end of 2024	Off Target	
5.a	KPI	New bank meets social equity standards and electronic processes are maintained	Off Target - Now possible end of 2024	Off Target	
6	Goal	Assist in Sales Tax 2024 Development		Complete	
6.1	Tactic	Historical use information and status/projections	Died at legislature in 22	Complete	03/31/22
6.2	Tactic	Development of Project/Program and Financing Plan	Died at legislature in 22	Complete	03/31/22

# HR 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Assist with high-performance government cultural initiatives.		On Target	
1.1	Tactic	Execute the employee engagement process and lead the dissemination of the engagement survey results; assist departments supervisors with action planning; monitor progress.	Results have been distributed and action plans are starting to be developed. Our biggest opporunities center around communicaiton, change management, compensation, and overall management.	On Target	
1.2	Tactic	Lead the dissemination of the engagement survey results; assist departments supervisors with action planning; monitor progress.	Results have been distributed and action plans are starting to be developed. Our biggest opporunities center around communicaiton, change management, compensation, and overall management.	On Target	
2	Goal	Valued Business Partner Support		On Target	
2.1	Tactic	Support RPU Power of One initiative	This work has integrated with organizational DEI efforts and training.	Complete	09/30/22
2.2	Tactic	Develop and implement performance management training for Fire teammates		Complete	03/31/22
2.3	Tactic	Serve as COVID resource for supervisors; research legislative changes; update policies	Activity in the COVID space has been limited.	Complete	09/30/22
2.4	Tactic	Negotiate labor contracts	Bargaining has been scheduled and occurring. It is anticipated that not all contracts will be finalized until by the end of 2022	Off Target	
2.5	Tactic	Implement Chaplaincy Program	Both the PD and Fire have implemented pilot programs and are seeing early success from a wellness perspective.	Complete	09/30/22
2.6	Tactic	Assist with coordination of DEI training efforts	HR teammates are participating in the organization wide DEI training and actively participating in the Justice, Equity, Diversity, and Inclusion Audit.	On Target	
2.7	Tactic	Support leadership development training initiatives, customer service training, implement employee development plans	Substantive work has occurred in this space including our HPO Foundations cohorts, supporting strength's conversations with teams, and launching Benchmarks for Executives 360degree feedback for Leadership Forum members.	On Target	
3	Goal	Talent Management Strategies		Off Target	
3.1	Tactic	Implement Pathways Program and Internship Program	Limited activity based on staffing constraints	Off Target	
3.2	Tactic	Modernize NEOGOV job applicant process	Limited activity based on staffing constraints	Off Target	
3.3	Tactic	Evaluate option of new job evaluation system	Limited activity based on staffing constraints	Off Target	
4	Goal	Core Services/Ongoing Process Improvement			
4.1	Tactic	Audit JDE and Kronos security access and protocols	Limited activity based on staffing constraints	Off Target	
4.2	Tactic	JDE process improvement initiative	The remaining work in this space is projected to be completed in 4th quarter	On Target	
4.3	Tactic	Move Fire Department to Kronos system	This has evolved to integarte with the Fire Department's new Records Management System and not integrate into Kronos.	On Target	
4.4	Tactic	Correct HR Laserfische structural database problems	Our timing is off target but we have engaged with a vendor to get the work completed.	Off Target	

## IT 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Support Facilities Maintenance - Common Work Order / Ticketing System		On Target	
1.1	Tactic	Following selection, assist in setup work for work order tracking system.		Complete	08/17/22
1.2	Tactic	Assist in training all facilities maintenance teammates in use of selected system	New Employee's - Ongoing	On Target	
1.a	KPI	All facilities preventative and unexpected maintenance items tracked and accounted for	Preventative possible JDE	On Target	
2	Goal	Complete IT Integration (RPL, RPU, and COR) / Organization-wide Data Security Efforts		On Target	
2.1	Tactic	Update Security Policy and develop a procedure plan for security related tasks	PCI Assessment Complete - Implementation Plan Steps Underway	On Target	
2.2	Tactic	Continually scan and identify known security vulnerabilities and remediate them in a timely manner		Complete	06/30/22
2.3	Tactic	Ensure Center for Internet Security recommended configuration baselines are applied to devices		On Target	
2.4	Tactic	Finalize remaining IT Integration implementation	On-going	On Target	
2.a	KPI	Percentage of devices and applications meeting configuration standard.	On-going	On Target	
2.b	KPI	Percentage of Devices with vulnerabilities 90+ days old.	On-going	On Target	
2.c	KPI	Percentage of teammates completing basic security awareness training.	On-going	On Target	
3	Goal	Evaluate IT staffing levels and consider implementation strategies		Delayed	
3.1	Tactic	Analyze historical data, including system growth, and the impact on the department	Shooting for 2024/25 Budget process	Delayed	
3.2	Tactic	Present decision package with staffing needs to City Administrator/Council		Delayed	
3.a	KPI	Percentage of teammates satisfied with resolution of their support request.		Delayed	
3.b	KPI	Percentage of support requests successfully completed in 48 hours or less.		Delayed	
3.c	KPI	Percentage of projects completed on time		Delayed	

## Legislative Policy 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	State Bonding		Delayed	
1.1	Tactic	Secure state bonding for District Energy System Rochester	Legislature not in session; no special session has been convened. Phase One of District Energy System (downtown Business Energy Transition-DBET) using alternate funding [i.e. \$2M congressional designated spending (earmark) for renewable components selected by Congressional committees to be included in budget] and underway due to time sensitivity to replace heating/cooling by fall 2023.	Delayed	
1.2	Tactic	Secure bonding funding for Willow Creek Trail	Legislature not in session; no special session has been convened. Discussions with legislative work group to incorporate into 2023 proposed legislative priorities. Exploring any potential other funding sources.	Delayed	
1.3	Tactic	Secure state bonding for Silver Lake Revitalization	Legislature not in session; no special session has been convened. Discussions ongoing with legislative work group and teammates; exploring any potential other funding sources.	Delayed	
1.a	KPI	Secure author for bill and move through legislative process	Legislature not in session; no special session has been convened. Next legislative session convenes 1/3/2023.	Complete	03/31/22
1.b	KPI	Secure author for bill and move through legislative process	Legislature not in session; no special session has been convened. Next legislative session convenes 1/3/2023.	Complete	03/31/22
1.c	KPI	Progress toward securing bonding requests	Legislature not in session; no special session has been convened.	Delayed	
2	Goal	Local Option Sales Tax		On Target	
2.1	Tactic	Engage with community stakeholders, legislative delegation, and legislators on requests and coordinate legislative process	Continue to engage with community stakeholders, internal working group, legislators, and legislative consultant partners to assess potential legislative landscape.	On Target	
2.a	KPI	Laying groundwork and education at legislature for future Local Option Sales Tax requests	Will present proposed 2023 legislative priorities at November study session. Will need to pass another updated council resolution with scope and projects before Jan 31, 2023.	On Target	
3	Goal	Federal Advocacy		On Target	
3.1	Tactic	Assist with funding requests at federal level	Awarded \$19.9M in funding for 6th Street Bridge via RAISE grant (announced in August); September announcement of funding for Chateau and Mayo Civic Center improvements; exploring other potential federal funding via USDOT, National Park Service, and others	On Target	
3.2	Tactic	Continue to engage congressional delegation in city priority, projects, and needs	Continue to share information about city projects and updates related to federally funded projects (Chateau, etc.) and status of Congressional Designated Spending project around renewable components of a district energy system (\$2M)	On Target	
3.a	KPI	Monthly meetings with SSDC	participate and attend these meetings	On Target	
3.b	KPI	Interact with congressional delegation/staff at least quarterly and maintain city as point of contact	City hosted visit by Sen. Klobuchar in August; met with Sen. Klobuchar staff and new COR emergency management director; corresponded with Sen. Smith staff during staffing transition	On Target	
4	Goal	Other legislative priorities		On Target	
4.1	Tactic	Advocate on behalf of city priorities in issues as adopted by the council	Actively participated in over 15 League of MN Cities policy committee and task force meetings along with other teammates (i.e. Taryn E. and Cindy on housing; Christiaan C. on elections and licensing; Jennifer K. on data practices)	On Target	
4.a	KPI	Testimony, talking points, social media, and legislator education and outreach on legislative priorities	Wrote talking points and participated as requested in Transportation Alliance event with legislative candidates to share Rochester priorities; continue to build talking points around potential legislative issues (salary cap; water quality/PSIG; licensing, etc.)	On Target	

## City Attorney 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Build and develop city attorney team		On Target	
1.1	Tactic	Hire for existing vacancies	Filling the Atty I permanent position, but still looking for a temporary Atty I	Delayed	
1.2	Tactic	Provide specialized training opportunities for staff (CLEs, networking conferences - LMC) on areas of Land Use, Community Development, and Contract & Legal document review	Slow, but in progress, as opportunities arise.	On Target	
1.3	Tactic	Evaluate and develop standards to determine when to utilize outside council	Getting closer to a rhythm on this topic	On Target	
1.a	KPI	Fully staffed City Attorney department	Have a great new Atty I hire starting shortly. Still working on a temp. Atty I hire.	On Target	
2	Goal	Ensure effective criminal and civil prosecution		On Target	
2.1	Tactic	Partner with State Court Administration to reduce criminal case backlog	The City Attorney's Office is doing what we can, though staffing challenges for other agencies are causing significant delays.	On Target	
2.2	Tactic	Bring parking ramp 6 litigation to resolution	Resolved, and repair completed	Complete	03/21/22
2.a	KPI	Reduce criminal case backlog by 20% per quarter	Ongoing "pandemic court" efforts, but there are challenges	On Target	
2.b	KPI	Number of cases that go to trial and result in conviction			
2.c	KPI	Number of cases that settle before going to trial			
3	Goal	Ensure Rochester is a welcoming community for all by ensuring social equity in City policies		On Target	
3.1	Tactic	Continue Just Deeds work assisting property owners find discriminatory covenants and discharge them from their property titles	Tran recently presented to statewide partners	On Target	
3.2	Tactic	Serve on Olmsted County Justice Council and the Justice Equity Planning Group	ongoing meetings, preparing for feedback and advised next steps for OCJC	On Target	
4	Goal	Enhanced collaboration and coordination with public safety impact team partners		Delayed	
4.1	Tactic	Provide enhanced training opportunities for officers	Ongoing training of many new officers, and now an opportunity to coordinate with the new Professional Standards Mgr, who would like to build out training capacity from that position.	On Target	
4.2	Tactic	Evaluate options to more effectively bring code enforcement and quality of life issues to resolution	This conversation is delayed until 2023, likely.	Delayed	

# DEI 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Development of organization wide DEI plan, recruitment and retention of diverse teammates, and organization-wide Diversity Equity and Inclusion professional development		On Target	
1.1	Tactic	Conduct organization-wide and community audit		On Target	
1.2	Tactic	Analyze and share audit with teammates and Council. Recommend DEI goals for FY 2022		Complete	05/01/21
1.3	Tactic	Develop Department specific DEI Action Plans that align with Organization-wide DEI goals		Complete	11/01/21
1.a	KPI	Completed audit report			
1.b	KPI	Recommendation of goals and council approval			
1.c	KPI	Completion of Department DEI Action plans			
2	Goal	Recruitment and retention of diverse teammates		Complete	
2.1	Tactic	Review job posting template for inclusive language	All new job postings are reviewed for inclusive language by HR and include City DEI commitment statement.	Complete	
2.2	Tactic	Department specific action items for recruitment and retention for FY 2022	Completed in Q2	Complete	
2.3	Tactic	Development of Diversity, Equity and Inclusion commitment statement	Completed in Q2	Complete	
2.a	KPI	100% of City of Rochester job postings include inclusive language		Complete	
2.b	KPI	100% of departments identify action items for recruitment and retention of diverse teammates		Complete	
3	Goal	Develop organization-wide Diversity Equity and Inclusion professional development		On Target	
3.1	Tactic	Assessment of organization DEI climate	Current review of DEI responses to engagement survey. Results will be used to inform 2023 DEI Action Plans	On Target	
3.2	Tactic	Development of department specific professional development action plans		Complete	06/30/22
3.a	KPI	Assessment report and recommendations			
3.b	KPI	Development of department specific professional			
4	Goal	Develop and implement an organizational-wide approach to communications & engagement with a focus on Diversity, Equity & Inclusion		On Target	
4.1	Tactic	Create a communications and engagement toolkit that focuses on diversity, equity and inclusion	Final Draft Review of Toolkit in Progress. Completed toolkit anticipated Dec 2022	On Target	
4.2	Tactic	Develop DEI page on City of Rochester Website		Complete	03/31/22
4.a	KPI	National Community Survey data on communications and engagement			
5	Goal	Develop economic/workforce development strategies		On Target	



## Fire 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Increase and improve the Fire Department efforts to establish meaningful interactions and relationships in all communities within the City, and improve diversity, equity, and inclusion within the department			
1.1	Tactic	Establish connections and partnerships in the 3 diverse communities of initial RFD focus: Black, Latinx, and Asian	We met with a group of Somalian leaders on October 6th. They confirmed what we had already learned from our previous 2 community engagement listening sessions.	Complete	03/26/22
1.a	KPI	Complete 3 community engagement/public fire and life safety education events focused on each of the following communities: Black, Latinx, and Asian community	We attended and hosted several community engagement events to support this goal throughout this quarter. These included: promoting the high school program and the RFD Women's Expo at Thursdays Downtown, NAACP hosted career fair, Back to School Rally, orientation for the newest High School Firefighter class, RFD Women's Expo, Welcoming Week, Meadow Park Initiative event, and Spanish/Latino Heritage Festival	Complete	10/01/22
1.2	Tactic	Partner with the MN National Guard (MNNG) to promote the fire service and RFD as a viable career to help utilize their efforts toward diversity to promote diversity in RFD		Complete	03/31/22
1.b	KPI	Complete 3 engagement events with the MNNG		Complete	03/31/22
1.3	Tactic	Foster interactions with youth in communities in and around the city to promote firefighting and RFD as a viable career option	We worked with the Rochester Public Schools this quarter to plan participation in the Junior High School Physical Education classes during the 4th quarter. We also continue to offer the High School Firefighter class, and the RFD Women's Expo provided the opportunity to interact with females 14 years of age and older.	On Target	
1.c	KPI	Organize and facilitate a High School course that is a college level Firefighter I/II program in partnership with the Career and Technical Education Center at Heintz (CTECH) annually	The orientation classes for the current year High School Firefighter classes were held this quarter. In addition to the Rochester Public Schools and surrounding community high schools that have been part of this program, this year added several new schools including Lourdes, St. Charles, and Minnesota Online High Schools.	On Target	
1.d	KPI	Conduct 2 special recruiting events annually for the High School Firefighter program that are focused on outreach to diverse student communities	Though we haven't held specific events for recruiting, we have instead shifted to being intentional about recruiting for the high school program at community events we attend. This quarter those include Thursdays Downtown and an event hosted by the Meadow Park Initiative.	On Target	
1.e	KPI	Increase Percent of Qualified BIPOC Male Applicants with a Particular Focus on the Black/African American, Hispanic/Latinx, and Asian Communities by 16%	In addition to the community interactions previously listed, we have been reviewing our hiring process for barriers and with the lens of the feedback we received during the community engagement sessions with diverse communities. We anticipate proposing changes to our hiring process and requirements in the 4th quarter.	On Target	
1.f	KPI	Increase Percent of Qualified Female Applicants by 5%	In addition to the community interactions previously listed, we have been reviewing our hiring process for barriers and with the lens of the feedback we received during the community engagement sessions with diverse communities. We anticipate proposing changes to our hiring process and requirements in the 4th quarter.	On Target	

# Police 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Build trust with the community and continue to collaborate on community problem solving		On Target	
1.1	Tactic	Refine the RPD Accountability Dashboard to make data easier to access and understand	Collaborating with new Professional Standards Manager on site improvements.	Complete	
1.2	Tactic	Expand the Community Engagement Response Team (C.E.R.T.) to build bridges between law enforcement and community	Increased C.E.R.T. membership to 14.	Complete	
1.3	Tactic	Enhance organizational cultural fluency and resiliency	Continue to meet regularly (twice/month minimum) with community members of color to enhance understanding and build bridges.	On Target	
1.a	KPI	Quarterly comparisons of Accountability Dashboard views	In Q3, there were 367 Accountability Dashboard views.	On Target	
1.b	KPI	Track reach of C.E.R.T. by maintaining event log	In Q3, we partnered on a movie night, back to school event, softball game and provided a joint presense at the fair. C.E.R.T. has begun facilitating monthly meetings with Police, RPS admin, Corrections and parents of youth struggling in the school disciplinary system or the juvenile justice system. C.E.R.T. is also assisting with providing volunteers to reduce tension in the schools.	On Target	
1.c	KPI	Review DEI Strategic Plan bi-monthly to ensure completion targets are met	Last review conducted 10/11/2022	Complete	10/11/22
2	Goal	Increase community engagement with Rochester Police Department		On Target	
2.1	Tactic	Increase participation in Safe City Nights events	2022 Estimated Total Participation: 5,450	Complete	08/31/22
2.2	Tactic	Increase engagement on Twitter & Facebook	10/5/2022 15,157 followers on FB, 1,060 followers on Twitter	On Target	
2.3	Tactic	Reintroduce Citizen Police Academy	Modifying this to be a mini Citizens Academy for newly electeds.	Off Target	
2.4	Tactic	Continue to engage the public in all spaces, including neighborhoods, churches and places specific to their needs	Some noteworthy engagement activites in Q3: RPD coordinated Night to Unite registrations and visited approximately 65 neighborhood gatherings, hosted six Safe City Nights events in various locations throughout Rochester and had a weekly presence at Thursdays Downtown.	On Target	
2.a	KPI	Track number of attendees at Safe City Nights events	2022 Estimated Total Participation: 5,450	Complete	08/31/22
2.b	KPI	Utilize tools to measure social media engagement	In Q2, 10 FB posts had a reach of more than 15,000. 8/10 were news releases, scam warnings or overdose information. Only 2/10 posts were feel-good community engagement-type posts.	On Target	
2.c	KPI	Completion of Citizens Academy with tracked attendance		Off Target	
2.d	KPI	Maintain inventory of community engagement activities and review for expansion opportunities	RPD officers participated in approximately 40 engagement activites in Q3.	On Target	
3	Goal	Provide the highest level of public safety		Delayed	
3.1	Tactic	Expand Community Outreach Specialist Team	Still hoping to add a fifth by the end of the year.	Off Target	
3.2	Tactic	Introduce Active Bystandership for Law Enforcement (ABLE)	Three RPD officers are now trained as ABLE instructors and will be providing training to department.	On Target	
3.a	KPI	Addition of social worker(s), addition of shifts	Recently filled a social worker position that was vacant. Current total of four social workers on the team.	Delayed	
3.b	KPI	Completion of ABLE training for all sworn staff	Sworn staff to begin training in January of 2023.	On Target	
4	Goal	Enhance traffic safety throughout Rochester		Delayed	

# RPU 2022 Quarter 3

Item No.	Item type	Item Description	Quarter 3 Update	Quarter 3 Status	Completion Date
1	Goal	Expand Service Assured Program for Water Customers		Complete	
1.1	Tactic	Enroll all residential water customers into the existing program with an opt out option		Complete	03/31/22
1.a	KPI	85% of customers on program.	99% of customers remain signed up.	Complete	
2	Goal	Increase Outreach to Customers Financially Struggling		On Target	
2.1	Tactic	Contact all delinquent customers and connect them with available resources	To date 10,610 outreach calls have been made	On Target	
2.2	Tactic	RPU staff is trained on available financial resources.	Training has occurred on existing and new financial resources available.	On Target	
2.a	KPI	100% of delinquent customers contacted	Currently at 100%		
3	Goal	Increase Hours That Customers Can Interact with RPU		Delayed	
3.1	Tactic	Implement a payment kiosk	Kiosk is ordered. Plans are in place to install before year end.	Delayed	
3.a	KPI	10% increase in customer satisfaction scores			
3.b	KPI	20% increase in transactions outside of normal business hours			
4	Goal	Electric and Water Reliability statistics are above industry averages		On Target	
4.1	Tactic	Invest in infrastructure replacements and maintenance	As of Oct 1, 2022, RPU has invested in facility upgrades, new infrastructure and system maintenance in the amount of \$1,340,354 for the water utility and \$13,523,737 for the electric utility	On Target	
4.2	Tactic	Determine outage causes and identify mitigation plans	In addition to squirrels and vegetation we have a program to proactively replace failing fuse holders on the distribution system to prevent future outages.	On Target	
4.a	KPI	Customer Average Interruption Duration less than 60 minutes for electric	CAIDI = 59.86 minutes for a 12 month rolling average for electrical outages		
4.b	KPI	Customer Average Interruption Duration less than 165 minutes for water	CAIDI = 125.5 minutes for a 12 month rolling average for water outages		
4.c	KPI	Gas Turbine -1 & Gas Turbine-2 Forced Outage lower than 21%, Westside Energy Station lower than 13%	GT1 @ 0 GT2 @ 20.3 WES @ .8		
5	Goal	Add additional renewable energy to our portfolio		Complete	
5.1	Tactic	Install a 10 MW solar farm	Solar farm is operational and conducting final check-out	Complete	06/01/22
5.a	KPI	Residential customer cost impact is less than \$1.00/month	No change		
6	Goal	Develop a transition plan for post-2030 power supply needs		On Target	
6.1	Tactic	Evaluate the current two options (gas peaking plant or battery storage) for a 100% renewable energy power supply after existing contract expires in 2030	Preliminary site survey is being conducted	On Target	
6.2	Tactic	Prepare long term financial plan for the power supply plan	Financial plan complete. Preparing for presentation	On Target	