



2022-2023 Action Plan 2023 Quarter 4 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
- Owner-occupied affordable housing
- Increasing ownership opportunities for Black, Indigenous, People of Color, and Seniors

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

Areas of Focus

- Cultural and recreational opportunities that provide access and equity
- The organization and services reflect changing demographics and needs identified by the 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

2023 QUARTER 4 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.

Highlights include:

- **What Works Cities Certification:** The City achieved What Works Cities Certification, marking a significant milestone. This certification not only underscores the city's commitment to data-driven practices but also grants access to valuable resources and a supportive community dedicated to fostering best practices in data management and transparency.
- **Rapid Transit Project:** The Federal Transit Administration (FTA) approved the environmental analysis for the Rapid Transit Project on December 4, 2023. Currently, the review team is reviewing 90% design plans with plans for a full 100% design review in the second quarter of 2024.
- **West Transit Village Development:** Collaborating with Destination Medical Center (DMC) and Mayo Clinic, Development Partners have been chosen for the West Transit Village. Initial development layouts have been established, including ongoing efforts to design the public realm, such as Link streetscape and plaza.
- **RPU Post-2030 Power Supply Needs:** RPU has continued actively crafting a transition plan and working with consultants to address the city's power supply needs beyond 2030.
- **Bus Stop Improvement:** Significant strides have been made in the Bus Stop Improvement Project, including the awarding of the design contract and progressing through the National Environmental Policy Act (NEPA) process. Utilizing the Community Development Block Grant (CDBG) funding, additional enhancements to ADA ramps and pedestrians facilities are underway.

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

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

Support the creation of new owner-occupied housing

TACTICS

- *Protect quality rental housing through 3,350 rental housing inspections for compliance with the housing code (Community Development Goal 1)*

On Target

- Rehab 15 single-family dwellings and one rental property through CDBG program

Off Target

KEY PERFORMANCE INDICATORS

- Establish baseline of % inspections resulting in 1-year,2-year,3-year, or 4-year inspection cycles

On Target

- # of homes made LEAD safe

On Target



GOAL 2

Continue to collaborate and build community partnerships

TACTICS

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

On Target





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

In process - RPU and our consultants are preparing a Generator Interconnection Application (GIA) to be submitted to the Midcontinent Independent System Operator (MISO) in 2024.

- Prepare long term financial plan for the power supply plan (*RPU Goal 6*)

In Process.

KEY PERFORMANCE INDICATOR

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



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

Bus Stop Improvement Project - Awarded the Design contract and working through NEPA process. Leveraged CDBG funding to complete additional upgrades to ADA ramps and pedestrian facilities.

- Completion of design for Phase 2 treatment Works upgrades at WRP by Fall 2023. Start construction in 2024 and be substantially complete by 12/31/2025

Switching to CMAR process due to lack of prime contractors bidding on RFP. Will create a 6 month delay.



GOAL 5

Legislative Priorities

TACTICS

- Engage with community stakeholders, legislative delegation, and legislators on requests and coordinate legislative process (*Legislative Policy Goal 2*)

Ongoing meetings with state agencies, local government groups, other local entities with presence at state capitol, legislative delegation, and other legislators on city priorities.



GOAL 6

Enhance urban mobility with an emphasis on Rapid Transit

TACTICS

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

On Target - City received notification from FTA on 12/4/2023, that our environmental analysis is approved. We are currently reviewing 90% designs. 100% design review is planned for 2nd quarter 2024. Risk Register Review will take place 1st quarter 2021.

- Develop an active commuter plan and enact programs to expand alternative commuting (*DMC Goal 1*)

On Target - Ongoing implementation of active commuter programming and event planning to encourage and engage community on the topic of alternative transportation; Q4 events included TryTransit Week in partnership with Rochester Public Transit. Expanded contract with Lime Bikeshare micro-mobility provider to better align with City goals and needs.

KEY PERFORMANCE INDICATOR

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

On Target



ECONOMIC VIBRANCY

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
- Develop programming to facilitate Higher Education completion of diverse communities
- Develop paths to home ownership for diverse community members



GOAL 2

Provide quality services through efficient and innovative processes

KEY PERFORMANCE INDICATOR

- Track monthly building inspections completed.

On Target - There were 5,091 Residential inspections and 2,872 commercial inspections completed in Q4.

- 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.

On Target - Of the commercial plans that were submitted during this quarter 71% were reviewed within 3 weeks, 89% within 4 weeks and 99% within 5 weeks. For residential 81% 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

Complete - Bathroom renovation and additional front and mezzanine restrooms complete.

- Discovery Walk: Complete first phase (400-500 blocks) (DMC Goal 2)

Complete - First phase 400 - 500 blocks is complete.

KEY PERFORMANCE INDICATORS

- Selection of operator for Chateau Theatre
- Discovery Walk construction completed

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 (DMC Goal 3)

Delayed - Currently reviewing City TIF policy to adjust funding recommendations based on challenging market conditions in order to meet the goals of housing and economic development.

- West Transit Village: Secure development partner and establish stakeholder-supported vision

Complete - DMC and Mayo selected Kraus-Anderson and Aeon housing developers to create a vision for West Transit Village. A development layout has been created and we are currently working on the public realm design between private development and the public development of Link streetscape and plaza.

KEY PERFORMANCE INDICATOR

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



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.

On Target - Chateau Theatre HVAC project was bid in Q4 2023. Plans to meet Targeted Business contracting goal but was not lowest bidder. Setup project in LCPtracker (1/2024). Workforce Participation Plan due 1/1/2024.

- Implement Prevailing Wage, Targeted Business contracting and Workforce Participation goals on City-only funded CIP projects valued at \$3 million or more in 2022. (DMC Goal 5)

On Target - Identifying projects that are more than threshold (\$500K) for 2024. Planning for LCPtracker labor compliance tool costs.

KEY PERFORMANCE INDICATORS

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

On Target - Yes projects are meeting or exceeding TB contracting goals. Worked on DBE/TB goalsetting for Water Reclamation Plant project.

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

On Target - Monitoring participation for women and people of color on a monthly basis. Asking for workforce improvements from contractors on Soldiers Field Park project.

GOAL 6

State bonding



TACTICS

- Secure state bonding for District Energy System Rochester (Legislative Policy Goal 1)

On Target - Potential additional bonding priorities for potential consideration by Council at Q4 council meeting/legislative priority adoption.

KEY PERFORMANCE INDICATOR

- Progress toward securing bonding requests

On Target - Bonding tours featured projects, follow up conversations.



QUALITY SERVICES

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

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

Delayed - Completion goal of 12/31/2024.

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

Complete - Adopted.

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

On Target - This discussion has been mixed. We have found some success related to massage business license processes, resulting in new ordinance language. Additionally, the Clerk's Office, with our input, has brought forward other ordinance changes similar to the process changes instituted for massage businesses.

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

On Target - Fleet evaluation is in initial stages, including defining scoping, identifying stakeholders, and determining evaluation questions.

GOAL 2

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



TACTICS

- Develop Department specific DEI Action Plans that align with Organization-wide DEI goals
- Department specific action items for recruitment and retention for FY 2022

KEY PERFORMANCE INDICATOR

- 100% of City of Rochester job postings include inclusive language
- 100% of departments identify action items for recruitment and retention of diverse teammates
- Percent of Customers indicating satisfied or higher on Community Development survey

GOAL 3

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



TACTICS

- Utilize Parks System Plan and Referendum Funding for implementation of projects

KEY PERFORMANCE INDICATOR

- Neighborhood park plans will include neighborhood input in consideration 2024-2025



GOAL 4

Implement prioritized Parks and Recreation referendum projects



TACTICS

- Develop final approach for park levy investment including accelerated and annual projects (*Parks and Recreation Goal 8*)

Completed.



GOAL 5

Implement data governance structure and enterprise wide data strategy



TACTICS

- Achieve Silver Level What Works Cities Certification
Complete - We have completed our application and assessment.
- Conduct Community Survey (2024)
On Target - Community Survey is tentatively scheduled for July 2024.
- Complete Annual Performance Report and quarterly Action Plan updates
Off Target - Action Plan updates not completed for Q1, Q2, or Q3 due to staffing changes.

KEY PERFORMANCE INDICATOR

- Conduct quarterly Action Plan updates
Off Target - Action Plan updates not completed for Q1, Q2, or Q3 due to staffing changes.

GOAL 6

Update Financial Policies



TACTICS

- Update existing policies (e.g. budget, micro contract, economic incentive, etc.)
Delayed
- Develop new Accounts Receivable Write-offs, Dept. Head, claim settlements, etc.)
(Finance Goal 4)
Delayed



GOAL 7

Develop and implement organizational wide digital communications strategy



TACTICS

- Audit City Council meeting production and identify opportunities to create a better experience for residents and businesses
- Create a story telling strategy which utilizes video and photography (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 (Human Resources Goal 1)

Complete

- Lead the dissemination of the engagement survey results; assist departments supervisors with action planning; monitor progress

Complete

GOAL 9

Organization-Wide IT Integration and Data Security Efforts for the City, Rochester Public Library, and Rochester Public Utilities



TACTICS

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

On Target

- Finalize remaining IT Integration implementation (IT Goal 2)

On Target

KEY PERFORMANCE INDICATORS

- Percentage of Devices with vulnerabilities 90+ days old

On Target

- Percentage of teammates completing basic security awareness training

Delayed.

GOAL 10

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 by 2030. Approx. \$2.5 M / year annual funding.

On Target - Funding was provided in the recently adopted Capital Improvement Plan with proposed escalations. While still underfunded, this is good progress.

- Prioritize all facilities projects utilizing a common format and scoring process and develop a list of anticipated projects for the next ten years (*Facilities Goal 1*)

On Target - Template developed. In process assembling prioritized list.

KEY PERFORMANCE INDICATORS

- % of building Insured value funded per year

On Target - Building reinvestment fund levels have been established as part of the ongoing funding decision package.

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

GOAL 11

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

Delayed - QTR 4 presented challenges with the integration of our historical data into First Due. Currently we are working with the vendor and an internal team to address the technical issue.

GOAL 12

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



KEY PERFORMANCE INDICATORS

- Review Accountability Dashboard quarterly to maintain information and identify opportunities for improvement

Delayed - Use of force data updated 9/15/23; Vehicle pursuits data updated 8/28/23.



GOAL 13

Enhance traffic safety throughout Rochester

TACTICS

- Inform/educate drivers in areas of concern

On Target - Utilizing speed trailer to make drivers aware of their speed and the limit, obtaining a second speed trailer in January 2024.

KEY PERFORMANCE INDICATOR

- Measure/log speed trailer usage

Complete - RPD utilized speed trailer at 26 locations in Q4.



GOAL 14

Provide the community with fun, engaging, and accessible music events

TACTICS

- Develop free, fun, community-oriented music events (*Civic Music Goal 1*)

On Target

KEY PERFORMANCE INDICATORS

- Number of free events and programs produced

On Target - No free events were offered. We had one ticketed show at the Rochester Civic Theatre featuring Farah Siraj.

- Attendance numbers for free events and programs

On Target - Farah Siraj attendance - 101 paid attendance with 39 comp tickets, which were for the Youth Choir members who performed with Farah on three selections, so they could attend the rest of the concert.

APPENDIX

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<u>Development Services Infrastructure Overall</u>	9a
<u>Community Development</u>	10a
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Civic Music 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Provide the community with fun, engaging, and accessible music events			
1.1	Tactic	Develop free, fun, community-oriented music events		On Target	12/31/23
1.2	Tactic	Present events outside of the downtown area		On Target	12/31/23
1.3	Tactic	Develop and implement processes to solicit community feedback in order to understand community needs and interests		On Target	12/31/23
1.a	KPI	Number of free events and programs produced		On Target	12/31/23
1.b	KPI	Attendance numbers for free events and programs		On Target	12/31/23
1.c	KPI	Number of events held outside the downtown area		On Target	12/31/23
1.d	KPI	Attendance number for events held outside of downtown area		On Target	12/31/23
1.e	KPI	Number of surveys conducted		On Target	12/31/23
1.f	KPI	Total survey participants		On Target	12/31/23
2	Goal	Provide the community with engaging and accessible music education events			
2.1	Tactic	Implement engaging and accessible music-based educational events		On Target	12/31/23
2.a	KPI	Number of educational and outreach events		On Target	12/31/23
2.b	KPI	Number of youth event participants		On Target	12/31/23
2.c	KPI	Number of adult event participants		On Target	12/31/23
3	Goal	Support local arts economy			
3.1	Tactic	Engage with community partners to facilitate, develop, and promote programs		On Target	12/31/23
3.2	Tactic	Directly support the local arts economy by hiring local artists		On Target	12/31/23
3.a	KPI	Number of partners engaged		On Target	12/31/23
3.b	KPI	Number of local/regional artists hired		On Target	12/31/23
3.c	KPI	Amount spent on local artist contracts			12/31/23

Library 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Implement program to support community safety and welcoming environment in the library building.			
1.1	Tactic	Secure funding for a Library Safety & Security Specialist.	Included as a DP for 2025 budget. In the interim, the Library Foundation has agreed to fund a limited term appointment employee, to begin in spring, 2024.	On Target	
1.a	KPI	# of incidents			
1.b	KPI	Survey responses from RPL visitor cards			
2	Goal	Continue Privacy Audit of all divisions to ensure RPL practices and procedures are in line with privacy policy, privacy expectations, and applicable laws with the goal of improving privacy at all service points.			
2.1	Tactic	Complete evaluation of all divisions.	Circulation Services Division, Bookmobile (BKM) Services and Interlibrary Loan function audit complete. MOU that detail BKM school/FMC partnerships drafted, reviewed and executed. Privacy evaluation for Volunteer Services and Security in progress.	On Target	12/31/24
2.a	KPI	# of functions/services audited # of changes made to processes to improve patron privacy			
3	Goal	Explore using data, tools to bring awareness to library programs and services and asses their impact, while also protecting customer privacy.			
3.1	Tactic	Identify existing tools, data that could be used for improved targeted marketing.	Explore Placer.ai as a tool for identifying meaningful data to identify marketing/promotion opportunities.	Delayed	12/31/24
3.a	KPI	# of programs offered # of program attendees Customer survey			
4	Goal	Launch Community ID program.			
4.1	Tactic	Create information about Community IDs, how they can be used, and where they are accepted.	Awaiting successful printing and development of process to issue cards before promoting the program	Delayed	12/31/24
4.a	KPI	# of community locations that accept Community IDs			
4.2	Tactic	Identify procedures for creating Community IDs. Train staff on how to issue IDs.	IDs printed. Next steps identifying business partners and training staff.	On Target	03/01/24
4.b	KPI	# of IDs created			
5	Goal	Partner with Olmsted County to continue offering location to provide needed social service resources.			
5.1	Tactic	Work with OCHS to continue pilot project and provide evaluation.	Getting monthly stats. Had a hiccup accessing RPLMN email when MFA was updated for all City accounts, but fixed quickly	On Target	
5.a	KPI	# unique users served at library	9 unique users in Q4 (11 total); 12 unique users in Q3 (25 total)		
5.b	KPI	Types of resources requested	Housing, Medical, Financial, Legal, Housing, Transportation, Mental Health		
6	Goal	Improve data reporting and documentation to inform decision-making.			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
6.a	KPI	Provide Data Dashboard and improved Board Reports			
6.2	Tactic	Complete Collection Development plans for all divisions, and develop goals for measuring collection diversity.	Youth Services Collection Development Plan is complete. Reference collection development plan is complete, meeting with admin to talk through data collection. RS plan complete but plan for ongoing revisions is needed. Some changes in file locations require correcting links.	On Target	06/01/24
6.b	KPI	Completed plan for measuring collection diversity.			
6.c	KPI	Completed plans for REF, RS, and YS divisions.			
6.3	Tactic	Review and clean up Sirsi data to improve data integrity, document reports including automated procedures.	Completed reports and spreadsheets to locate and confirm unused codes. List of automated reports being re-created. Set up new weekly report to find and correct any ongoing \$0.00 price errors.	On Target	11/30/24
6.d	KPI	Completed review and documentation of all reports.			
7	Goal	Improve access to library materials through catalog improvements and data-informed collection development			
7.1	Tactic	Simplify and standardize library catalog data.	Continuing to identifying and replace outdated and harmful subject heading language in catalog records. Working to set up guidelines for when to just add headings and what headings to remove and replace.	On Target	06/30/24
7.a	KPI	Complete updates.			
7.2	Tactic	Review Book Map with recommendations for improvement.	The team continues to meet to discuss necessary improvements.	On Target	
7.b	KPI	Complete update and document.			
7.3	Tactic	Analyze circulation trends, review hold wait times & standardize holds ratios.	Reported on hold wait times to Library Board in September 2023. A plan for monitoring hold times has been developed by Kate and will continue to be monitored.	On Target	
7.d	Tactic	Advocate for increased materials funding.	Waiting for final budget hearing to know if increase was approved.	On Target	
7.e	KPI	# average costs of materials, average cost per circ, circulation rates, and average wait time for materials.			
8	Goal	Evaluate current physical and digital infrastructure to identify near-term improvements that can address safety, security, and accessibility.			
8.1	Tactic	Launch Youth Services computers to provide internet access to youth.	A plan has been completed to provide Internet access to children & teens in Reference with an option to provide 3 laptops to children, teens, and adults	On Target	12/01/23
8.a	KPI	# of computer sessions, amount of uptime			
8.2	Tactic	Review Play Spot spaces and make recommendations for improvement.		On Target	06/01/24
8.b	KPI	# repairs completed, # Play Spot visits			
8.3	Tactic	Review current internet furniture and provide recommendations for improving sightlines for security, creating more welcoming visits for computers users, and improving accessibility of equipment.		On Target	06/01/24
8.c	KPI	Recommendation plan for internet furniture spaces.			
8.4	Tactic	Explore improvements to Circulation Desk area to improve accessibility for customers.	Exploration has begun.	On Target	06/01/24
8.d	KPI	Recommendation plan for Circulation Desk area.			
8.5	Tactic	Evaluate IT integration and Facilities integration and identify opportunities for improvements or outstanding needs.	Karen will connect with Tony and Steve and Zack in 1Q 2024 to review challenges/opportunities for improvement.	On Target	03/01/24
8.d	KPI	Completed review with recommendations.			

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9	Goal	Work with Library Board to continue reviewing library space needs and impacts on visitors, community members.			
9.1	Tactic	Work with Library Board and City Council to conduct a comprehensive study and plan development to address long-term space needs.	Budget hearing coming up in December.	On Target	
9.a	KPI	Study funding secured			
9.b	KPI	Plan completed.			
10	Goal	Increase digital access by providing Chromebooks to the community.			
10.1	Tactic	Complete ECF grant reporting.	In August 2023, extended checkout period for all Connected Chromebooks	On Target	12/31/24
10.a	KPI	Finalized report and archive data for required 10-year retention period.			

Parks & Recreation 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Implement Natural Areas Management Plan			
1.1	Tactic	Develop best management practices for differing areas			
1.2	Tactic	Identify grant opportunities to implement NAMP 2024-2025			
1.a	KPI	Decreasing presence of invasive Species confirmed through two year inspection cycles of mapped areas			
1.b	KPI	Increased bio-diversity confirmed through inspections/viewing by volunteer naturalists and partners.			
1.c	KPI	Special environmental locations (i.e. goat prairie) are retained.			
1.d	KPI	Implement 2 Projects for NAMP Habitat Improvement 2024-2025			
1.e	KPI	Submit 2 Grant Applications 2024- 2025			
2	Goal	Develop Park plans that are innovative, reflect community perspectives, and have a pathway to implementation			
2.1	Tactic	Neighborhood park plans will include neighborhood input in consideration			
2.2	Tactic	Utilize Parks System Plan and Referendum Funding for implementation of projects			
2.a	KPI	Neighborhood park plans will include neighborhood input in consideration 2024-2025			
2.b	KPI	3 Neighborhood Park Plans developed (2022-2023)			
2.c	KPI	5 Neighborhood Park Plans developed (2024-2025)			
2.d	KPI	Implement Silver Lake Phase I Master Plan 2024- 2025			
3	Goal	Implement Urban Forest Master Plan			
3.1	Tactic	Target tree planting in areas of highest benefit or need			
3.2	Tactic	Target tree planting in areas of highest benefit or need Increase tree canopy cover city wide			
3.3	Tactic	Increase tree canopy cover city wide			
3.4	Tactic	Reduce pruning cycles from current 20 year			
3.5	Tactic	Align UFMP with other Depts			
3.a	KPI	Adopt Tree Preservation Policy			
3.b	KPI	Plant Trees annually guided by UFMP			
3.c	KPI	Increase staffing to meet levels established in UFMP			
3.d	KPI	Complete pruning of 5-7,000 trees with current staff. Increase pruning with additional staff			
3.e	KPI	Implement best management practice on public works			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
4.1	Tactic	Utilize Park System Plan & allocated funding (CIP & Operations) to guide project categories for improvement			
4.2	Tactic	Establish a specific maintenance protocol for landscaping and physical park amenities			
4.3	Tactic	Prioritize maintenance & enhancement projects based on highest need and ability to extend useful life, safety and asset distribution			
4.a	KPI	Two Playgrounds are renovated in 2022-2023			
4.b	KPI	1 Shelter is renovated 2022-2023			
4.c	KPI	3 Courts are renovated 2022-2023			
4.d	KPI	6 Playgrounds are Renovated - 2024-2025			
4.e	KPI	Complete life cycle review on two facilities or infrastructure components.			
4.f	KPI	3 Courts are renovated. 2024-2025			
5	Goal	Become a National Recreation and Parks Association (NRPA) accredited Commission for Accreditation of Park and Recreation (CAPRA) agency			
5.1	Tactic	Begin 5 year review of CAPRA Accreditation and set timeline for Standards review	Accreditation awarded October 9, 2023.	Complete	03/31/22
5.a	KPI	CAPRA Assessment team visits to review Self Assessment			
5.b	KPI	In person Hearing at NRPA's Annual Conference to approve Accreditation		Complete	
5.c	KPI	Review Identified CAPRA Standards and Revise accordingly 2 Chapters per year		On Target	
5.d	KPI	Highlight CAPRA Accreditation in stakeholder and public facing communication		On Target	
6	Goal	Evaluate programs and developed strategies to implement recommendations			
6.1	Tactic	Get public input on existing aquatic facilities and what the need is for future years		On Target	
6.2	Tactic	Bring on a Aquatics Consultant	This may be adjusted based on Park Board feedback.	Off Target	
6.3	Tactic	Find a funding source to upgrade or build facilities needed			
6.4	Tactic	Evaluate Adaptive Recreation Program			
6.a	KPI	Design Aquatics Facility			
6.b	KPI	Start construction of Aquatics Facility			
7	Goal	Provide a Golf Program that reflects Community demand			
7.1	Tactic	Develop strategies with Park Board and Council based on NGF golf review.		Complete	01/09/23
7.2	Tactic	Update CIP plan in response to SF Master Plan and other planning initiatives	The Golf team and Parks and Forestry team have been involved in engagement activities. Golf renovations that result from the trail connection have been supported by the golf community.	On Target	
7.3	Tactic	Review and update concession services	Ongoing review and updates with current vendors.	On Target	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
7.a	KPI	Golf participation and revenue- report annually to board and council	Team is preparing a detailed report for end of season 2023.	On Target	
7.b	KPI	Changes in program based on NGF report	Road an NH Complete!!!	On Target	
7.c	KPI	New concession contracts	Park Board approval scheduled for December.	On Target	
8	Goal	Implement prioritized Parks and Recreation referendum projects			
8.1	Tactic	Develop implementation schedule per project		Complete	
8.2	Tactic	Assign key personnel team members to lead		Complete	
8.3	Tactic	Design project and determine estimated costs and operational expenses			Varies
8.a	KPI	Projects awarded			
8.b	KPI	Construction milestones achieved.			
8.c	KPI	Project completion timelines met			
8.d	KPI	Project constructed within budget			
9	Goal	Park and Forestry Operations Facility			
9.1	Tactic	Determine preferred site location & sizing option with one alternative		Complete	
9.2	Tactic	Implement Recommendations for construction 2024-2025		Complete	
9.a	KPI	Funding options reviewed		Complete	Ongoing
9.b	KPI	Funding secured 2023/2024		Complete	
9.c	KPI	Design Consultant Selected 2023		On Target	
9.d	KPI	Bid Award, On Time On budget construction 2024		On Target	
9.e	KPI	Transition to new facility 2025		On Target	

DSI Overall 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Teammate Development: Becoming thought leaders in our professions focused on innovation and quality			
1.1	Tactic	Collaborate on DSI Leads leadership development program	DSI teammates continued to plan DSI leads meetings and run them with the support of leadership.	On Target	12/31/25
1.a	KPI	Hold 4 DSI Leads meetings per year	Held a third quarter meeting at PWTOC.	On Target	12/31/25
1.2	Tactic	Evaluate need for matrix meetings across teams	Had started discussions with three leader and held one larger meeting talking about all of the construction projects coming in 2024.	Delayed	12/31/25
1.b	KPI	Develop and Implement DEI action plan	The combined Public Works and Community Development DEI teams met monthly. The three subcommittees of education, outreach, and recruitment also met monthly.	On Target	12/31/25
2	Goal	Customer Experience: create an open and welcoming experience for our customers			
2.1	Tactic	Develop and implement a customer experience survey tool for Community Development	Completion goal of 12/31/24	Delayed	
2.2	Tactic	Assess frequently used customer information brochures to determine if need to be multi-lingual			
2.a	KPI	Percent of Customers indicating satisfied or higher on Community Development survey			
3	Goal	Creating a culture of process improvement & collaboration			
3.1	Tactic	Activation of DSI Engagement team	BridgeBuilders held one event. Community Development held monthly team meetings.	On Target	12/31/25
3.2	Tactic	Continue DSI Dine and Discover & DSI Download	2 Dine & Discover held.	On Target	12/31/25
3.a	KPI	Conduct DSI Leads process mapping sessions and implement 4 improvements as a result of the sessions	Conducted one new process mapping activity related to Zips. Process mapping efforts continued with the civil grading process.	On Target	12/31/25
3.b	KPI	Assess employee participation and value of DSI Dine & Discover and DSI download			

Community Development 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Support the creation of new owner-occupied housing			
1.1	Tactic	Support the creation of ten newly created owner-occupied units through the Fee Reimbursement Program		On Target	
1.a	KPI	# of units created through Fee Reimbursement Program		On Target	
1.2	Tactic	Support the creation of owner-occupied units through investments and membership of the Coalition for Rochester Area Housing (CRAH)		Off Target	
1.b	KPI	Number of owner-occupied units created through CRAH funding and developed Owner-Occupied Incentives		Off Target	
2	Goal	Provide quality services through efficient and innovative processes			
2.1	Tactic	Complete planning application review in accordance with state and local laws.	Continue to comply with the Unified Development Code and State Law	On Target	
2.2	Tactic	Complete next day/requested day building inspections	Continue to provide next day/ requested day inspections. Based on workload, at times inspections are 2 or 3 days out.	On Target	
2.a	KPI	Track monthly building inspections completed.	There were 5,091 Residential inspections and 2,872 commercial inspections completed in Q4	On Target	
2.3	Tactic	Complete building reviews in accordance with City Council expectations (2-4 weeks)	Of the commercial plans that were submitted during this quarter 71% were reviewed within 3 weeks, 89% within 4 weeks and 99% within 5 weeks. For residential 81% were reviewed within 2 weeks and 99% within 3 weeks.	On Target	
2.b	KPI	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 71% were reviewed within 3 weeks, 89% within 4 weeks and 99% within 5 weeks. For residential 81% were reviewed within 2 weeks and 99% within 3 weeks.	On Target	
2.4	Tactic	Track rate of resolved vs disapproved building inspections		Delayed	
2.5	Tactic	Establish polices where appropriate to facilitate development through reasonable code interpretation.	There was not a need to create any new polices in Q4 of 2023	On Target	
2.6	Tactic	Establish a system to cross train building inspectors for combination inspectors to increase efficiency and overall capacity	During Q4, there was a focus on cross training plumbing inspections with other divisions	On Target	
2.7	Tactic	Develop a strategy to manage the open building permits	During Q4 the current open permit enforcement process was map, and a new process was developed to try and better manage open permits. The goal is to kick off this enforcement process in 2024	On Target	
2.8	Tactic	Enhance operational efficiency and community awareness through proactive education around regulations and code enforcement		Complete	
2.9	Tactic	Establish urban design plan and review process		On Target	
2.1	Tactic	Implement Urban Design Plan			
2.c	KPI	Track # of public notifications			
3	Goal	Implement strategies to promote the social and economic			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.2	Tactic	Continued development of historic preservation inventory		11 On Target	
3.b	KPI	# of inventory properties reviewed		11 On Target	
3.3	Tactic	Determine historic district resolution		On Target	
3.4	Tactic	Complete large scale zoning map update to align land use plan with the zoning map		Complete	
3.5	Tactic	Establish an orderly annexation strategy to better manage edge growth and infrastructure		Delayed	
3.6	Tactic	Continue to support the creation and implementation of Small Area Plans	CD Is currently leading the second phase of the Riverfront Small Area Planning effort. The CD team is also supporting the West Transit Village project and the 6th street bridge project.	On Target	
3.7	Tactic	Complete 5 year update of the City Comprehensive Plan, P2S 2040	During Q4 a draft RFP was prepared. We will be taking this information to City Council in Q1 of 2024	On Target	
3.8	Tactic	Complete update of the City's Downtown Master Plan		Delayed	
3.9	Tactic	Complete development review fee study	A Fee study RFP was released in Q4. This study will take place in Q1 and Q2 of 2024	On Target	
4	Goal	Promote an inclusive, clean, safe and healthy community.			
4.1	Tactic	Protect quality rental housing through 3,350 rental housing inspections for compliance with the housing code		On Target	
4.a	KPI	Track # of inspections completed		On Target	
4.b	KPI	Establish baseline of % inspections resulting in 1-year,2-year,3-year, or 4-year inspection cycles		On Target	
4.c	KPI	Continue to establish baseline of % inspections resulting in 1-year,2-year,3-year, or 4-year inspection cycles			
4.2	Tactic	Continued enforcement of city ordinances to prevent blight and zoning violations		On Target	
4.d	KPI	% Zoning compliance through education, # of nuisance complaints, # of neighborhood sprints/sweeps, # of courtesy inspections, # of neighborhoods with sidewalk repair investments from CDBG		On Target	
4.3	Tactic	Evaluate potential changes to\ the housing code for compliance with updated International Property Maintenance Code			
4.4	Tactic	Rehab 15 single-family dwellings and one rental property through CDBG program		Off Target	
4.e	KPI	# of rehabbed properties (rental and single family dwelling)		Off Target	
4.5	Tactic	Partner with the State & County on Lead Free program to make five homes lead safe		Off Target	
4.f	KPI	# of homes made LEAD safe		On Target	

DMC 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Enhance urban mobility with an emphasis on Rapid Transit			
1.1	Tactic	Rapid transit: Complete environmental analysis; complete 100% design; meet federal review process milestones	City received notification from FTA on 12/4/2023, that our environmental analysis is approved. We are currently reviewing 90% designs. 100% design review is planned for 2nd quarter 2024. Risk Register Review will take place 1st quarter 2021.	On Target	
1.2	Tactic	Establish a baseline for workforce mode share and methodology for tracking progress	Non-motorized counting program draft completed in 2023; identification of counting locations and methodology. Creation/facilitation of Bi-annual Household Commuter Survey identified as a workplan item for 2024.	On Target	
1.3	Tactic	Develop an active commuter plan and enact programs to expand alternative commuting	Ongoing implementation of active commuter programming and event planning to encourage and engage community on the topic of alternative transportation; Q4 events included TryTransit Week in partnership with Rochester Public Transit. Expanded contract with Lime Bikeshare micro-mobility provider to better align with City goals and needs.	On Target	
	Tactic	Advance Link BRT Project to Bid/Pre-Construction Stage	RCA to request approval to release RFP for Construction Services to manage the bid packages is going to council on 1/22/2024. Construction Services contract would begin in March of 2024.	On Target	
	Tactic	Complete 100% Design for 6th St Bridge	Original timeline to complete engagement, outside agency approval, and design was too aggressive. In order to allow ourselves enough time for property acquisition and to work with Army Corp. and Rail Road. 100% is scheduled for completion in Q3 of 2025. This will give us a better bidding environment in Q1 2026.	Delayed	
1.a	KPI	Reduce drive-alone mode share from 71% to 58%		On Target	
2	Goal	Invest in public realm to advance economic vibrancy, resident experience, visitor experience, and talent attraction			
2.1	Tactic	Rapid Transit: Develop community-supported station area public realm concepts and neighborhood connections	Transit station architecture is complete. Team is advancing public art concepts for all of the stations. Plaza designs for St Marys Transit Center and West Transit village are in the 90% design phase.	On Target	
2.2	Tactic	Saint Marys Place: Incorporate public realm concept into transit station area design	Public realm improvements to St Marys streetscape and plaza area are included in the Link project budget. There is an Additional budget in the DMC CIP for public enhancements in the corridor that cannot be funded with FTA dollars.	On Target	
2.3	Tactic	Downtown Waterfront: Develop community-supported public realm concept	Initial plan completed in 2022. Public Realm concept has been advanced to include in an RFQ to prospective developers in Q1 2024.	Complete	06/30/22
2.4	Tactic	Heart of the City: Complete Post-Occupancy Evaluation	Phase 1 Post Occupancy Evaluation has been completed. Additional review of pedestrian patterns and plaza hardscape elements to be reviewed in 2024.	Complete	12/31/23
2.5	Tactic	Heart of the City: Develop and execute Activation Strategy	Gehl planning did a pedestrian movement study to help identify areas and hours of programming. City and DMC teammates coordinate with the RDA and Threshold Arts on plaza activation.	On Target	
2.6	Tactic	Discovery Walk: Implement Business Forward and community engagement strategies	Business Forward and engagement has continued through two construction seasons. Strategies include, monthly stakeholder meetings, project newsletter, wayfinding, and staging.	On Target	
2.7	Tactic	Education/Recreation: Convene stakeholders to establish vision for sub-district public realm (Soldiers Field)	Final park design was established through stakeholder engagement and approved by DMCC and City Council. Project wrapped up it's first year of	Complete	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
2.9	Tactic	Chateau Theatre: Develop and execute Activation Strategy and ongoing capital maintenance	Bathroom renovation and additional front and mezzanine restrooms complete.	Complete	12/31/23
2.a	KPI	Increase pedestrian traffic in the Peace Plaza area by 50%			
2.b	KPI	Businesses report increased revenue (Heart of the City)			
2.c	KPI	Selection of operator for Chateau Theatre			
2.d	KPI	Discovery Walk construction completed			
3	Goal	Facilitate private investment in the Destination Medical Center District			
3.1	Tactic	DMC Funding: Revise DMC Funding application process to allow for public infrastructure funding proposals by small and local businesses and property owners	Currently reviewing City TIF policy to adjust funding recommendations based on challenging market conditions in order to meet the goals of housing and economic development.	Delayed	
3.2	Tactic	West Transit Village: Secure development partner and establish stakeholder-supported vision	DMC and Mayo selected Kraus-Anderson and Aeon housing developers to create a vision for West Transit Village. A development layout has been created and we are currently working on the public realm design between private development and the public development of Link streetscape and plaza.	Complete	
3.3	Tactic	Pre-development Activation: Develop and execute an interim-use plan for vacant space and pre-development sites		Delayed	
3.4	Tactic	Housing: Advance one development to meet market needs	Continue to work with Sherman Associates to close the funding gap for the Civic Center North Lot.	On Target	
3.a	KPI	More than \$1 billion of new private development, consistent with development plan, underway			
4	Goal	Enhance community engagement and project execution for DMC focused projects			
4.1	Tactic	Summarize and report out on best practices and principles used in DMC experience management strategies (prototyping, Business Forward, co-design, etc.)	Continuing to work on a business forward handbook.	Delayed	
4.2	Tactic	Community Engagement: Manage business and community relationships with key stakeholders and audiences through strategic partnerships, presentations, and other means	Ongoing engagement work to find new ways of communicating and engaging a broader community audience. Identifying new strategies to create more involvement in project and construction planning with active transportation initiatives and infrastructure projects like Link, 6th Street Bridge, and Riverfront improvements.	On Target	
5	Goal	Increase social equity in the construction industry			
5.1	Tactic	Implement Prevailing Wage, Targeted Business contracting and Workforce Participation goals on Destination Medical Center professional and construction projects.	Chateau Theatre HVAC project was bid in Q4 2023. Plans to meet Targeted Business contracting goal but was not lowest bidder. Set-up project in LCPtracker (1/2024). Workforce Participation Plan due 1/1/2024.	On Target	
5.2	Tactic	Implement Prevailing Wage, Targeted Business contracting and Workforce Participation goals on City-only funded CIP projects valued at \$3 million or more in 2022.	Identifying projects that are more than threshold (\$500K) for 2024. Planning for LCPtracker labor compliance tool costs.	On Target	
5.3	Tactic	Increase capacity of women and minorities trained to work in construction trades.	Transitioning workforce capacity-building to Wafa Elkhalfifa, Lauren Jensen and Julie Brock.		
5.a	KPI	Project bids meet Targeted Business goals (4% on heavy civil projects and 7% on commercial construction projects).	Yes projects are meeting or exceeding TB contracting goals. Worked on DBE/TB goal-setting for Water Reclamation Plant project.	On Target	
5.b	KPI	Increase capacity of locally-owned Targeted Businesses.	Transitioning Targeted Business capacity-building to Wafa Elkhalfifa, Lauren Jensen and Julie Brock. Will look at quantity of locally-owned Targeted Businesses in spring 2024.		

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
5.c	KPI	Workforce Participation on DMC and City eligible projects: Women 8% and Minorities: 15%	Monitoring participation for women and people of color on a monthly basis. Asking for workforce improvements from contractors on Soldiers Field Park project.	On Target	
5.4	Tactic	Create a career pathway program for women and BIPOC to get construction trades experience with the City of Rochester for employment for future employment with the City or contractors.	An apprenticeship program has been developed with the facilities department. Apprentice supervisor process has been completed.		

Public Works 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 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.	Bus Stop Improvement Project - Awarded the Design contract and working through NEPA process. Leveraged CDBG funding to complete additional upgrades to ADA ramps and pedestrian facilities.	On Target	12/31/25
1.b	Tactic	Completion of design for Phase 2 Treatment Works upgrades at WRP by Fall 2023. Start construction in 2024 and be substantially complete by 12/31/2025	Switching to CMAR process due to lack of prime contractors bidding on RFP. Will create a 6 month delay.	Delayed	12/31/25
1.d	Tactic	Sidewalk gap fill and emergency repair prioritization systems developed	Team finalized gap fill prioritization document and plans to share with council Q1 2024. Very similar prioritization to be applied to emergency repairs.	Complete	12/31/23
1.g	Tactic	Prioritize projects and obtain funding to be used for recreational trail and alley pavement rehabilitation	Consultant selected to begin study on recreational trail and plans finalized for alley reconstruction in 2024.	On Target	12/31/24
1.c	Tactic	Establish long term funding mechanism for flood control system	Local Option Sales Tax passed. Develop financial stability plan for Flood Control Program and presenting to Council in January 2025.	On Target	12/31/25
1.h	KPI	Environmental services CIP projects implemented within 2 years of council approval	All planned CIP projects complete within 2 years of council approval.	On Target	12/31/25
1.a	Tactic	Completion of Phase 1 and 2 of West Zumbro Sanitary Sewer Project	Phase 1 completed in December 2023. Phase 2 is in the design process with WHKS, Inc. for construction in 2024. Seeking council approval for construction RFP in January 2024.	On Target	12/31/25
1.i	KPI	Update asset management plans across the Env Services department to ensure it aligns with updated Comprehensive Management Plans and funding rate studies.	Due to staff shortages the CSWMP is about 10 weeks behind schedule. Back to fully staffed and refocusing on CSWMP completion in 1st quarter of 2024.	Delayed	12/31/25
1.4	Tactic	Continued implementation of Safe Systems evaluation related to speed limit ordinance	Continue to evaluate corridors for speed limits, including reconstruction projects and newly proposed development.	On Target	12/31/25
1.6	Tactic	Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents	Micro-transit project begun; continued incorporation of Complete Streets Policy into projects; Awarded Carbon Reduction funds to evaluate alignment alternatives for Willow Creek Trail Extension.	On Target	12/31/25
1.7	Tactic	Communicate and engage with City Council, Boards & Commissions, neighborhoods and residents to ensure they remain informed about neighborhood-based projects	Ongoing	On Target	12/31/25
1.j	KPI	Number of electronic communications as well as postcard mailers provided to community members before major projects.	Ongoing. Attached spreadsheet shows data from 2023. Data is updated but likely should be considered as incomplete as it is obvious some things weren't logged (eg social media and stakeholder meetings certainly happened in 2023).	On Target	12/31/25
1.l	KPI	Number of special events attended/hosted i.e. Safe City Nights, Thursdays Downtown, neighborhood meetings, etc.	Ongoing. See spreadsheet attached above. Data is updated and higher chance of accuracy with events being added.	On Target	12/31/25
1.o	KPI	Track number of visits to the interactive public project dashboard.	Ongoing. 4186 views from 1/1 - 12/31	On Target	12/31/25
1.p	KPI	Track number of visits to interactive construction web-mapping tool	Ongoing. 7059 views from 1/1 - 12/31	On Target	12/31/25
1.FM	Tactic	Evaluate Fleet Centralization Capacity at PWTOC	Need additional analysis to complete	On Target	03/01/24

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
	Tactic	Further extend pavement lifespan by performing secondary preventative maintenance on at least 2 centerline miles of streets each year.	Re-chip sealed 2.85 centerline miles of streets. Additionally, did joint mastic and re-crack sealing on approximately 6 centerline miles of streets.	Complete	10/31/25
	Tactic	Conduct Parking Rate Study for evaluation and recommendations of implementation	Provided additional documentation to the Walker Consultants team. Walker completed engagement sessions with parking stakeholders. We conducted a parking survey via POLCO and provided those results to the Walker team. The Walker team is working on a few different financial models to share with the team and eventually with City Council in 2024.	On Target	12/31/24
	Tactic	Continue procurement of buses for replacement and bus rapid transit	2-60' EV buses delivered in July and 6-40' buses delivered in August.	On Target	12/31/25
	Tactic	Consolidated approach to Grading Plan and Civil Plan Sets	Accela process and workflow in place; continuing to look at modifications and efficiencies to improve the process	On Target	12/31/24
	KPI	Reviews completed on time	Additional teammate resources are being allocated to the plan review process to facilitate more efficient review times	On Target	12/31/24

Administration 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Implement data governance structure and enterprise wide data strategy			
1.1	Tactic	Establish NERD Team	NERD team continues to have monthly connects. In 2024, they will continue to expand the team and focus on continuing Bloomberg Harvard What Works Cities efforts.	On Target	
1.2	Tactic	Conduct evaluations and benchmark: Fleet, Facilities, Public Safety, Purchasing	Fleet evaluation is in initial stages, including defining scoping, identifying stakeholders, and determining evaluation questions.	On Target	
1.3	Tactic	Conduct Community Survey (2024)	Community Survey is tentatively scheduled for July 2024.	On Target	
1.4	Tactic	Complete Annual Performance Report and quarterly Action Plan updates	Action Plan updates not completed for Q1, Q2, or Q3 due to staffing changes.	Off Target	
1.5	Tactic	Achieve Silver Level What Works Cities Certification	We have completed our application and assessment.	Complete	11/01/23
1.a	KPI	Conduct quarterly Action Plan updates	Action Plan updates not completed for Q1, Q2, or Q3 due to staffing changes.	Off Target	
2	Goal	Sustain our commitment to High Performance Organization	We continue to have robust participation in our High Performance Organization Academy, have completed three notable evaluations, and the City Administrator has defined an HPO philosophy for the team.		
2.1	Tactic	Create a customer service team and implement 311 software and service	We have retained budget approval to advance the 311 Supervisor and the rest of the team that will be housed with our communications group. Software purchases have been approved with a goal of a 2024 roll out.	On Target	
2.2	Tactic	Develop succession planning strategy for key leadership positions	We have facilitated several recruitments and have worked with a number of Departments on strategies to enhance knowledge transfer	On Target	
2.3	Tactic	Develop programs for supervisory professional development and onboarding	We launched our supervisor connection this year and are finalizing supervisor training for a 2024 roll out	On Target	
2.4	Tactic	Develop change management toolkit	Our HPO Foundations group is developing a framework for this and an initial update will be provided to the Forward Team in January 2024	On Target	
2.5	Tactic	Develop an organizational leadership philosophy	No work has occurred yet.	Delayed	
2.6	Tactic	Through ongoing data collection and engagement activities, prioritize teammate engagement and inspiration	We continue to have Department's implementing their Engagement Action Plans, saw some really good teammate connectivity during the holidays, have completed follow up surveying, and will be doing our next full Employee Engagement Survey in 2024.	On Target	
2.7	Tactic	Evaluate best hours of operation to meet teammate and customer needs	We did some initial surveying around this, but need to regroup to determine if any changes would enhance customer service, teammate experience, and recruitment.	Delayed	
2.a	KPI	Overall teammate engagement score			
2.b	KPI	Teammate rating of organizational change management			
2.c	KPI	Teammate rating of organization as a whole being managed well			
3	Goal	Continue to collaborate and build community partnerships			
3.1	Tactic	Continue to collaborate with outside agencies to review financials and refine process for annual funding requests	A new format has been adopted per the Q3 OAOC meeting.	On Target	
3.2	Tactic	With the County and community partners clarify roles and coordinating response to people experiencing homelessness			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.a	KPI	Impression of City Council			
4	Goal	Advance the City's Foundational Principle of financial sustainability			
4.1	Tactic	Maintain the City's AAA bond rating	We continue to maintain our AAA Bond Rating and address structural budget issues in equipment revolving/fleet/, facilities, and infrastructure. The adoption of local sales tax renewal has helped significantly in this space.	On Target	03/24/22
4.2	Tactic	Update the City's financial policies	A draft has been completed and is being prioritized for review in 2024.	Delayed	
4.3	Tactic	Evaluate and implement opportunities for citizen engagement around the budget process	The Budget in Brief was published in December of 2023	On Target	
5	Goal	Equip committees, commissions, and City Council on effective board governance			
5.1	Tactic	Host an annual City Council retreat	This was completed in 2024 along with a City Council Bus Tour	On Target	10/17/22
5.2	Tactic	Host 4 joint meetings with different City Commissions and Committees		Off Target	
5.3	Tactic	Celebrate success and increase educational opportunities			
5.4	Tactic	Complete an annual tour for City Council	City Council bus tour conducted on 7/17/23	Complete	08/15/22
6	Goal	Create clarity and alignment on City Vision, Mission and Values			
6.1	Tactic	Local Sales Tax education campaign	Renew Rochester website up and running. Hosing information sessions by invite (as of 10/16/23 conducted 23 presentations and/or had an info table at events)	Complete	11/07/23
6.2	Tactic	Align department purpose statements around vision and foundational principles		Delayed	

City Clerk 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Provide support for Council through efficient execution of processes			
1.2	Tactic	Enhance video production of Council meetings	We continue to struggle with the technology aspects of meetings and 104 is still waiting on some part to complete that part of the project.	Off Target	
1.1	Tactic	Implement Granicus Peak	This is largely complete though it will continue to evolve for some time. We continue to work through migration issues to contain all of the records from the old system into the new, but we still have access to all of those records and will continue to hound Granicus to deliver on what they promised (fully searchable archive in one system back to the beginning of our digital record.)	Complete	
1.3	Tactic	Evaluate staffing levels and consider implementation strategies	We did secure an additional position in the budget process to help with the heavy weight of both incoming records requests and the archival mess that continues with the airport basement and the myriad other places piles of records have been stored over the years but then immediately lost an FTE to 311 which is not up and running yet so basically zeroed out any benefit the additional position was going to provide.	Off Target	
2	Goal	Assess efficiency of various city processes related to individual license types			
2.1	Tactic	Collaborate and align with other departments to create better efficacy and equity in code and regulatory enforcement	We continue to develop ways to make the programs under our control more efficient and in line with Code. Updates to licensing ordinances this year resulted in quality changes to our massage business regulation and enforcement as well as changes to the code creating efficacious changes to how we execute the issuance of licenses.	On Target	
2.2	Tactic	Collaborate on the creation standardized processes and associated forms for non-criminal code enforcement citywide	This continues with the standardization of many of our processes and the continued motion towards administrative hearings.	On Target	
2.3	Tactic	Evaluate and adjust the administrative fine schedule for licensing	Adopted.	Complete	
2.4	Tactic	Evaluate licensing structure, potential administrative approvals, and adopting legislation to more clearly define business types	Second Reading Feb 5	Complete	12/11/23
2.5	Tactic	Work with other participating departments to respond to the Downtown Rochester Taskforce Recommendations related to permits and licenses.	Ordinances changes passed and looking at other ways to meet the needs of our downtown businesses.	On Target	
3	Goal	Align tools to unify and better meet customers needs			
3.2	Tactic	Create a unified records repository that is organized, accessible, and located at City Hall			
3.3	Tactic	Develop strategies to manage the volume of data practices requests			
3.4	Tactic	Evaluate and implement a citywide contract management system for uniformity			

Communications & Engagement 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Develop and implement an organizational-wide approach to communications & engagement with a focus on Diversity, Equity & Inclusion			
1.1	Tactic	Create a communications and engagement toolkit that focuses on diversity, equity and inclusion			12/31/22
1.a	KPI	Community survey data on communications and engagement			08/01/22
1.b	KPI	Number of projects that utilize the IAP2 Spectrum of Engagement			
1.c	KPI	Time needed to facilitate the engagement process by teammates - determine by survey			
2	Goal	Develop a plan to increase internal communications and engagement			
2.4	Tactic	Coordinate quarterly or bi-annual updates from the City Administrator			12/31/22
2.1	Tactic	Develop strategy to utilize video to update and communicate with teammates			
2.3	Tactic	Develop an organizational wide quarterly digital newsletter			12/31/22
2.2	Tactic	Create City Council meeting recaps to share with teammates			
2.a	KPI	Teammate feedback via the teammate survey			09/07/22
3	Goal	Develop and implement organizational wide digital communications strategy			
3.4	Tactic	Audit the website and make improvements to enhance the experience of residents, businesses and visitors - while implementing quarterly website audits			
3.2	Tactic	Create a story telling strategy which utilizes video and photography			
3.3	Tactic	Identify departmental website champions and co-champions			06/30/22
3.1	Tactic	Audit City Council meeting production and identify opportunities to create a better experience for residents and businesses			
3.a	KPI	National Community Survey data on communications and engagement			08/01/22
4	Goal	Refine multifaceted approach to engagement			
4.2	Tactic	Determine desired approach to digital engagement and make selection of tool(s)			
4.1	Tactic	Review engagement tools that are available and/or currently being used			
4.a	KPI	Community survey data on communications and engagement			08/01/22

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
5	Goal	Identify opportunities to better leverage investments into project budgets			
5.1	Tactic	Evaluate contracted services versus developing in-house capacity			
5.a	KPI	Review past project spending in the area of community engagement and communications			
6	Goal	Strengthen local, state and national communication and engagement partners			
6.1	Tactic	Participate in the local communications and engagement network			06/30/22
6.2	Tactic	Hold membership in state and national associations			06/30/22
6.3	Tactic	Seeking opportunities to speak at virtual or in person conferences/education sessions			06/30/22
6.a	KPI	Quantify partnerships			

Facilities 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 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			12/31/24
1.1	Tactic	Implement a facilities reinvestment fund for predictive maintenance and achieve sustainable annual funding level of 1% of insured value by 2030. Approx. \$2.5 M / year annual funding	Funding was provided in the recently adopted Capital Improvement Plan with proposed escalations. While still underfunded, this is good progress.	On Target	12/31/23
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.		On Target	10/20/23
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.		On Target	12/29/23
1.a	KPI	% of building Insured value funded per year	Building reinvestment fund levels have been established as part of the ongoing funding decision package.	On Target	12/29/23
1.b	KPI	List of annual costs for known capital maintenance categories and 10 yr. prioritized capital project list			12/29/23
1.c	KPI	% of assets exceeding their useful life.	In progress, new Joint Facilities team is reviewing previous reports findings and updating		12/29/23
1.d	KPI	Facilities Condition Assessments (FCA) - 4 year cycle. Quarter of physical assets assessed each yr.	This will be an ongoing item, in 2024 the Facilities team is revisiting the previous reports and ranking/budgeting the items identified	On Target	Ongoing
1.e	KPI	Number and dollar amount of deferred maintenance	In progress, as we review Facility Condition Assessments we are working to develop project budgets to address deferred maintenance		12/29/23
2	Goal	Create a funding process for energy efficiency and sustainability projects			
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.			12/29/23
2.a	KPI	Annual \$ savings of 2019 energy cost for each building normalized for weather data.	Proposed using the weather normalized B3 usage for each building from 2019 as a baseline and realized savings from energy usage compared to baseline will be used to fund the BAS Specialist position and any remaining funds will fund the building sustainability CIP		12/29/23
2.b	KPI	Annual \$ excess internal commissioning group charges to CIP projects	Internal commissioning and retro commissioning will be funded utilizing Building Sustainability CIP. Any cost savings realized from commissioning will be returned to the Building Sustainability CIP		12/29/23
2.c	KPI	Annual \$ Rebates, Grants, etc.	All rebates will be added to the J1039 Sustainability fund, first rebates will be arriving in 2024		12/29/23
2.d	KPI	# project completed with < 5yr payback	Ongoing, projects will be reviewed and reported for paybacks <5 years		Ongoing
3	Goal	Create a COR Building Automation Systems (BAS) operations group (pilot implement in 2022).			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.1	Tactic	Propose annual funding sources for BAS operations group : 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.	Proposed using the weather normalized B3 usage for each building from 2019 as a baseline and realized savings from energy usage compared to baseline, this along with rebates will be used to fund the BAS Specialist position and any remaining funds will fund the building sustainability CIP		09/30/22
3.2	Tactic	Create a business plan for BAS operations group: 1. FTEs - management and personnel 2. Products and services offered: BAS procurement process, standards, building integration, and BAS strategy optimization. 3. annual Budget and implementation plan	Facilities team is developing a proposed department organization along with proposed FTE's, responsibilities and annual budget. This team has currently taken over management of facilities at all phase 1 buildings.		12/29/23
3.3	Tactic	Create integrated facilities staffing organization for phase 1 buildings	Facilities team began to oversee phase 1 buildings in January 2023. Existing staff have been integrated to serve all phase 1 buildings	Complete	04/04/22
3.a	KPI	Develop a COR standard building control standards	Building control standards have been developed and will be reviewed by the forward team in 2024	Complete	Ongoing
3.b	KPI	% of Phase 1 buildings integrated under BAS group operations	All phase 1 buildings are overseen by BAS Specialist. Working on plan to retro commission and update control strategies and systems	Complete	12/29/23
4	Goal	Develop a common process for determining staffing requirements using facilities maintenance staff metrics.			
4.1	Tactic	Develop a common work order system and process for identifying and processing, maintenance requests and preventative maintenance.	Complete, MaintainX implemented in 2023	Complete	07/26/23
4.2	Tactic	Track work orders and develop staff utilization metrics for determining FTE required	In progress, gathering data on reactive work orders, preventive maintenance modules starting in 2024	On Target	08/28/24
4.a	KPI	Common metrics for determining FTE requirements	complete, using International Facility Management Association (IFMA) standards	Complete	12/29/23
4.b	KPI	FTE utilization of temporary, part-time, and contracted staff	MaintainX system is compiling staff metrics for custodial and maintenance staff continuously.	On Target	12/29/23
5	Goal	Standardize supply chain for maintenance and custodial staff			
5.1	Tactic	Improve sustainability by implementing a concentrated chemical green cleaning program and common waste and recycling	In progress, Custodial team mates are working with our supplier to test the effectiveness of proposed green cleaning products, look to implement	On Target	12/31/24
5.2	Tactic	Develop standard products for custodial and maintenance staff	Complete	Complete	12/29/23
5.3	Tactic	Develop bulk purchasing and storage of custodial and maintenance products and supplies.	All Joint Facilities managed buildings are using the same vendors for custodial supplies, working with vendor on common inventory system for maintenance supplies in 2024	Complete	12/29/23
5.4	Tactic	Integrate the management and procurement of all contracts for maintenance, custodial, and building automation /controls	Working with the facilities impact team to identify opportunities for city wide procurement and contracting. Planning to start competitively bidding these items in 2024	On Target	12/31/24
5.a	KPI	% using concentrated chemical green cleaning program and common waste and recycling	In progress, staff began testing green products in November 2023, will review implementation city wide in 2024		
5.b	KPI	% using standard products and contracting	All Phase 1 buildings are following same procurement channels. Working on standard contracts to bid for single point vendors		
6	Goal	COR policy for facilities			
6.1	Tactic	Form a COR Facilities Group charged with development of facilities policies and standards		Complete	12/29/23

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
6.2	Tactic	Develop list of proposed COR organizational facilities policies and standards	Several policies were approved and submitted to leadership for adoption in 2024, new policies will periodically be proposed	On Target	12/29/23
6.a	KPI	Approved facilities policies and standards	Policies were presented for approval at the facilities impact team in August 2023. Items were accepted and being entered into a standard format for approval by leadership team. Currently will be submitting the following policies: Building temperatures, small appliances in the workplace, office space guidelines, building equipment standardization, building automation standardization	On Target	09/29/23

Finance 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Operationalize Facilities Reinvestment Fund			
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		Complete	
1.a	KPI	Reporting of Fund Balance / Operational Analysis by Building/BU			06/30/22
2	Goal	Assist Facilities Manager in Facilities Work Order / Maintenance Tracking System			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			06/30/22
2.a	KPI	Successful tracking/completion of maintenance tasks		Complete	06/30/22
3	Goal	Develop/Enhance Two-Year Budget Presentation			
3.1	Tactic	Budget Book Presentation - Detail of two-year		Complete	03/31/22
3.2	Tactic	Enhance Process / Presentation Delivery		Complete	
3.a	KPI	Budget Book with two-year complete presentation by business unit		Complete	03/31/22
4	Goal	Update Financial Policies			
4.1	Tactic	Update existing policies (e.g. budget, micro contract, economic incentive, etc.		Delayed	
4.2	Tactic	Develop new Accounts Receivable Write-offs, Dept. Head, claim settlements, etc.		Delayed	
4.a	KPI	Updated and approved financial policies		Delayed	
5	Goal	Banking Services - complete Request for Proposals (RFP) process and implementation			
5.1	Tactic	Complete RFP		Delayed	
5.2	Tactic	Select "socially responsible" bank meeting council's expectations that ALSO can meet the City's service requirements		Delayed	
5.3	Tactic	Implementation - moving all electronic transaction setups including all electronic transfers		Delayed	
5.a	KPI	New bank meets social equity standards and electronic processes are maintained			
6	Goal	Assist in Sales Tax 2024 Development			
6.1	Tactic	Historical use information and status/projections		Complete	03/31/22
6.2	Tactic	Development of Project/Program and Financing Plan	With the successful approval work continues to project cash flow and potential debt issuance	On Target	03/31/22

HR 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Assist with high-performance government cultural initiatives.			
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.		Complete	
1.2	Tactic	Lead the dissemination of the engagement survey results; assist departments supervisors with action planning; monitor progress.		Complete	
2	Goal	Valued Business Partner Support			
2.5	Tactic	Implement Chaplaincy Program		Complete	09/30/22
2.6	Tactic	Assist with coordination of DEI training efforts		On Target	
2.7	Tactic	Support leadership development training initiatives, customer service training, implement employee development plans		On Target	
2.3	Tactic	Serve as COVID resource for supervisors; research legislative changes; update policies		Complete	09/30/22
2.2	Tactic	Develop and implement performance management training for Fire teammates		Complete	03/31/22
2.4	Tactic	Negotiate labor contracts		Complete	
3	Goal	Talent Management Strategies			
3.1	Tactic	Implement Pathways Program and Internship Program	The internship program will be in its second year in 2024 and the Pathways Program is still being evaluated, however, work is occurring in conjunction with the Equity in the Built Environment.	On Target	
3.2	Tactic	Modernize NEOGOV job applicant process		On Target	
4	Goal	Core Services/Ongoing Process Improvement			
4.1	Tactic	Audit JDE and Kronos security access and protocols		On Target	
4.2	Tactic	JDE process improvement initiative		On Target	
4.3	Tactic	Move Fire Department to Kronos system		On Target	
4.4	Tactic	Correct HR Laserfische structural database problems		On Target	

IT 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Build and develop city attorney team	Q4 2023 has seen significant turnover, with three prosecutors joining the State Public Defender's Office. With the assistance of HR, we were able to make significant pay adjustments that are allowing us to rebuild the team. We will be a stronger team in the end.	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	We are training up new victim liaison staff with victim specific training. We will continue offering and facilitating subject specific training for our attorneys, such as a recent real estate CLE for our Atty II who is assisting on real estate matters. In the next six months we will target additional training and a review of our contract practices.	On Target	
1.3	Tactic	Evaluate and develop standards to determine when to utilize outside counsel	Over time I am getting a better sense of what matters can be handled internally, vs. external, and further discussions have helped clarify which department will be responsible for funding of outside counsel expenses, project related or otherwise.	On Target	
1.a	KPI	Fully staffed City Attorney department	See above. And we currently have two new victim liaison staff and have two conditional offers out, one for an ACA I, the other for the Criminal Division Deputy. We will be filling the Civil Deputy FTE as well, which had been vacant for some time.	Delayed	
1.1	Tactic	Hire for existing vacancies	Background are currently being completed on two high quality candidates.	On Target	
2	Goal	Ensure effective criminal and civil prosecution	Over the past 7 months we were able to bolster criminal prosecution efforts, backlog dynamics, with the addition of a temporary prosecutor. That helped significantly, allowing us to assure full court coverage.	On Target	
2.a	KPI	Reduce criminal case backlog by 20% per quarter	Court Administration and the bench continue to compliment the efforts of the City Attorney's Office. Despite a high volume and significantly demand court calendar, we are making good progress on the backlog.	On Target	
2.1	Tactic	Partner with State Court Administration to reduce criminal case backlog	We continue to meet and collaborate with State Court Administration and other justice partners, through monthly meetings and regular communication.	On Target	
2.2	Tactic	Bring parking ramp 6 litigation to resolution		Complete	03/21/22
2.b	KPI	Number of cases that go to trial and result in conviction	This is ongoing, of course. But it appears that attorneys are using good judgment in deciding which cases to take to trial.	On Target	
2.c	KPI	Number of cases that settle before going to trial	Similar to the trial dynamics, we are appropriately resolving cases as soon as reasonable to do so. This includes negotiating with attorneys as well as unrepresented people during all stages of the criminal proceedings.	On Target	
3	Goal	Ensure Rochester is a welcoming community for all by ensuring social equity in City policies			
3.2	Tactic	Serve on Olmsted County Justice Council and the Justice Equity Planning Group	Ongoing, but supporting all departments in the ordinance or policy efforts in this space.	Complete	11/14/22
3.1	Tactic	Continue Just Deeds work assisting property owners find discriminatory covenants and discharge them from their property titles	With Tran Nguyen's departure we have the opportunity to recommit to the Just Deeds effort. We will do just that, hopefully with the assistance of a law clerk or student certified attorney.	On Target	
4	Goal	Enhanced collaboration and coordination with public safety impact team partners	The "camping" ordinance conversation presented new opportunities and challenges to coordinate the efforts of the public safety team. While the discussion has been hard at times, we are also reached significant alignment and we hope to continue that trend going forward. Additionally, our office has been meeting regularly with personnel from RPD and RFD, to discuss priorities and support.	On Target	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
4.1	Tactic	Provide enhanced training opportunities for officers	This has required a significant time commitment but has largely gone smoothly, with many new officers needing to be trained up. Our efforts in this space will continue, as RPD hiring continues to be active.	On Target	
4.2	Tactic	Evaluate options to more effectively bring code enforcement and quality of life issues to resolution	This discussion has been mixed. We have found some success related to massage business license processes, resulting in new ordinance language. Additionally, the Clerk's Office, with our input, has brought forward other ordinance changes similar to the process changes instituted for massage businesses.	On Target	
1	Goal	Provide support for Council through efficient execution of processes			
1.2	Tactic	Enhance video production of Council meetings	We continue to struggle with the technology aspects of meetings and 104 is still waiting on some part to complete that part of the project.	Off Target	
1.1	Tactic	Implement Granicus Peak	This is largely complete though it will continue to evolve for some time. We continue to work through migration issues to contain all of the records from the old system into the new, but we still have access to all of those records and will continue to hound Granicus to deliver on what they promised (fully searchable archive in one system back to the beginning of our digital record.)	Complete	
1.3	Tactic	Evaluate staffing levels and consider implementation strategies	We did secure an additional position in the budget process to help with the heavy weight of both incoming records requests and the archival mess that continues with the airport basement and the myriad other places piles of records have been stored over the years but then immediately lost an FTE to 311 which is not up and running yet so basically zeroed out any benefit the additional position was going to provide.	Off Target	
2	Goal	Assess efficiency of various city processes related to individual license types			
2.1	Tactic	Collaborate and align with other departments to create better efficacy and equity in code and regulatory enforcement	We continue to develop ways to make the programs under our control more efficient and in line with Code. Updates to licensing ordinances this year resulted in quality changes to our massage business regulation and enforcement as well as changes to the code creating efficacious changes to how we execute the issuance of licenses.	On Target	
2.2	Tactic	Collaborate on the creation standardized processes and associated forms for non-criminal code enforcement citywide	This continues with the standardization of many of our processes and the continued motion towards administrative hearings.	On Target	
2.3	Tactic	Evaluate and adjust the administrative fine schedule for licensing	Adopted.	Complete	
2.4	Tactic	Evaluate licensing structure, potential administrative approvals, and adopting legislation to more clearly define business types	Second Reading Feb 5	Complete	12/11/23
2.5	Tactic	Work with other participating departments to respond to the Downtown Rochester Taskforce Recommendations related to permits and licenses.	Ordinances changes passed and looking at other ways to meet the needs of our downtown businesses.	On Target	
3	Goal	Align tools to unify and better meet customers needs			
3.2	Tactic	Create a unified records repository that is organized, accessible, and located at City Hall			
3.3	Tactic	Develop strategies to manage the volume of data practices requests			
3.4	Tactic	Evaluate and implement a citywide contract management system for uniformity			
1	Goal	Support the creation of new owner-occupied housing			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1.1	Tactic	Support the creation of ten newly created owner-occupied units through the Fee Reimbursement Program		On Target	
1.a	KPI	# of units created through Fee Reimbursement Program		On Target	
1.2	Tactic	Support the creation of owner-occupied units through investments and membership of the Coalition for Rochester Area Housing (CRAH)		Off Target	
1.b	KPI	Number of owner-occupied units created through CRAH funding and developed Owner-Occupied Incentives		Off Target	
2	Goal	Provide quality services through efficient and innovative processes			
2.1	Tactic	Complete planning application review in accordance with state and local laws.	Continue to comply with the Unified Development Code and State Law	On Target	
2.2	Tactic	Complete next day/requested day building inspections	Continue to provide next day/ requested day inspections. Based on workload, at times inspections are 2 or 3 days out.	On Target	
2.a	KPI	Track monthly building inspections completed.	There were 5,091 Residential inspections and 2,872 commercial inspections completed in Q4	On Target	
2.3	Tactic	Complete building reviews in accordance with City Council expectations (2-4 weeks)	Of the commercial plans that were submitted during this quarter 71% were reviewed within 3 weeks, 89% within 4 weeks and 99% within 5 weeks. For residential 81% were reviewed within 2 weeks and 99% within 3 weeks.	On Target	
2.b	KPI	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 71% were reviewed within 3 weeks, 89% within 4 weeks and 99% within 5 weeks. For residential 81% were reviewed within 2 weeks and 99% within 3 weeks.	On Target	
2.4	Tactic	Track rate of resolved vs disapproved building inspections		Delayed	
2.5	Tactic	Establish polices where appropriate to facilitate development through reasonable code interpretation.	There was not a need to create any new polices in Q4 of 2023	On Target	
2.6	Tactic	Establish a system to cross train building inspectors for combination inspectors to increase efficiency and overall capacity	During Q4, there was a focus on cross training plumbing inspections with other divisions	On Target	
2.7	Tactic	Develop a strategy to manage the open building permits	During Q4 the current open permit enforcement process was map, and a new process was developed to try and better manage open permits. The goal is to kick off this enforcement process in 2024	On Target	
2.8	Tactic	Enhance operational efficiency and community awareness through proactive education around regulations and code enforcement		Complete	
2.9	Tactic	Establish urban design plan and review process		On Target	
2.1	Tactic	Implement Urban Design Plan			
2.c	KPI	Track # of public notifications			
3	Goal	Implement strategies to promote the social and economic well-being, inclusion, and mobility of City residents			
3.1	Tactic	Lead City land disposition project		On Target	
3.a	KPI	Track number of City land disposition projects		On Target	12/31/23
3.2	Tactic	Continued development of historic preservation inventory		11 On Target	
3.b	KPI	# of inventory properties reviewed		11 On Target	
3.3	Tactic	Determine historic district resolution		On Target	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.4	Tactic	Complete large scale zoning map update to align land use plan with the zoning map		Complete	
3.5	Tactic	Establish an orderly annexation strategy to better manage edge growth and infrascture		Delayed	
3.6	Tactic	Continue to support the creation and implementation of Small Area Plans	CD Is currently leading the second phase of the Riverfront Small Area Planning effort. The CD team is also supporting the West Transit Village project and the 6th street bridge project.	On Target	
3.7	Tactic	Complete 5 year update of the City Comprehensive Plan, P2S 2040	During Q4 a draft RFP was prepared. We will be taking this information to City Council in Q1 of 2024	On Target	
3.8	Tactic	Complete update of the City's Downtown Master Plan		Delayed	
3.9	Tactic	Complete development review fee study	A Fee study RFP was released in Q4. This study will take place in Q1 and Q2 of 2024	On Target	
4	Goal	Promote an inclusive, clean, safe and healthy community.			
4.1	Tactic	Protect quality rental housing through 3,350 rental housing inspections for compliance with the housing code		On Target	
4.a	KPI	Track # of inspections completed		On Target	
4.b	KPI	Establish baseline of % inspections resulting in 1-year,2-year,3-year, or 4-year inspection cycles		On Target	
4.c	KPI	Continue to establish baseline of % inspections resulting in 1-year,2-year,3-year, or 4-year inspection cycles			
4.2	Tactic	Continued enforcement of city ordinances to prevent blight and zoning violations		On Target	
4.d	KPI	% Zoning compliance through education, # of nuisance complaints, # of neighborhood sprints/sweeps, # of courtesy inspections, # of neighborhoods with sidewalk repair investments from CDBG		On Target	
4.3	Tactic	Evaluate potential changes to\ the housing code for compliance with updated International Property Maintenance Code			
4.4	Tactic	Rehab 15 single-family dwellings and one rental property through CDBG program		Off Target	
4.e	KPI	# of rehabbed properties (rental and single family dwelling)		Off Target	
4.5	Tactic	Partner with the State & County on Lead Free program to make five homes lead safe		Off Target	
4.f	KPI	# of homes made LEAD safe		On Target	
1	Goal	Create and adequately fund a facilities preventative maintenance account to maximize the useful life of assets and reduce expenditures on facilities maintenance			12/31/24
1.1	Tactic	Implement a facilities reinvestment fund for predictive maintenance and achieve sustainable annual funding level of 1% of insured value by 2030. Approx. \$2.5 M / year annual funding	Funding was provided in the recently adopted Capital Improvement Plan with proposed escalations. While still underfunded, this is good progress.	On Target	12/31/23
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.		On Target	10/20/23

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
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.		On Target	12/29/23
1.a	KPI	% of building Insured value funded per year	Building reinvestment fund levels have been established as part of the ongoing funding decision package.	On Target	12/29/23
1.b	KPI	List of annual costs for known capital maintenance categories and 10 yr. prioritized capital project list			12/29/23
1.c	KPI	% of assets exceeding their useful life.	In progress, new Joint Facilities team is reviewing previous reports findings and updating		12/29/23
1.d	KPI	Facilities Condition Assessments (FCA) - 4 year cycle. Quarter of physical assets assessed each yr.	This will be an ongoing item, in 2024 the Facilities team is revisiting the previous reports and ranking/budgeting the items identified	On Target	Ongoing
1.e	KPI	Number and dollar amount of deferred maintenance	In progress, as we review Facility Condition Assessments we are working to develop project budgets to address deferred maintenance		12/29/23
2	Goal	Create a funding process for energy efficiency and sustainability projects			
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.			12/29/23
2.a	KPI	Annual \$ savings of 2019 energy cost for each building normalized for weather data.	Proposed using the weather normalized B3 usage for each building from 2019 as a baseline and realized savings from energy usage compared to baseline will be used to fund the BAS Specialist position and any remaining funds will fund the building sustainability CIP		12/29/23
2.b	KPI	Annual \$ excess internal commissioning group charges to CIP projects	Internal commissioning and retro commissioning will be funded utilizing Building Sustainability CIP. Any cost savings realized from commissioning will be returned to the Building Sustainability CIP		12/29/23
2.c	KPI	Annual \$ Rebates, Grants, etc.	All rebates will be added to the J1039 Sustainability fund, first rebates will be arriving in 2024		12/29/23
2.d	KPI	# project completed with < 5yr payback	Ongoing, projects will be reviewed and reported for paybacks <5 years		Ongoing
3	Goal	Create a COR Building Automation Systems (BAS) operations group (pilot implement in 2022).			
3.1	Tactic	Propose annual funding sources for BAS operations group : 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.	Proposed using the weather normalized B3 usage for each building from 2019 as a baseline and realized savings from energy usage compared to baseline, this along with rebates will be used to fund the BAS Specialist position and any remaining funds will fund the building sustainability CIP		09/30/22
3.2	Tactic	Create a business plan for BAS operations group: 1. FTEs - management and personnel 2. Products and services offered: BAS procurement process, standards, building integration, and BAS strategy optimization. 3. annual Budget and implementation plan	Facilities team is developing a proposed department organization along with proposed FTE's, responsibilities and annual budget. This team has currently taken over management of facilities at all phase 1 buildings.		12/29/23
3.3	Tactic	Create integrated facilities staffing organization for phase 1 buildings	Facilities team began to oversee phase 1 buildings in January 2023. Existing staff have been integrated to serve all phase 1 buildings	Complete	04/04/22
3.a	KPI	Develop a COR standard building control standards	Building control standards have been developed and will be reviewed by the	Complete	Ongoing

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.b	KPI	% of Phase 1 buildings integrated under BAS group operations	All phase 1 buildings are overseen by BAS Specialist. Working on plan to retro commission and update control strategies and systems	Complete	12/29/23
4	Goal	Develop a common process for determining staffing requirements using facilities maintenance staff metrics.			
4.1	Tactic	Develop a common work order system and process for identifying and processing, maintenance requests and preventative maintenance.	Complete, MaintainX implemented in 2023	Complete	07/26/23
4.2	Tactic	Track work orders and develop staff utilization metrics for determining FTE required	In progress, gathering data on reactive work orders, preventive maintenance modules starting in 2024	On Target	08/28/24
4.a	KPI	Common metrics for determining FTE requirements	complete, using International Facility Management Association (IFMA) standards	Complete	12/29/23
4.b	KPI	FTE utilization of temporary, part-time, and contracted staff	MaintainX system is compiling staff metrics for custodial and maintenance staff continuously.	On Target	12/29/23
5	Goal	Standardize supply chain for maintenance and custodial staff			
5.1	Tactic	Improve sustainability by implementing a concentrated chemical green cleaning program and common waste and recycling	In progress, Custodial team mates are working with our supplier to test the effectiveness of proposed green cleaning products, look to implement	On Target	12/31/24
5.2	Tactic	Develop standard products for custodial and maintenance staff	Complete	Complete	12/29/23
5.3	Tactic	Develop bulk purchasing and storage of custodial and maintenance products and supplies.	All Joint Facilities managed buildings are using the same vendors for custodial supplies, working with vendor on common inventory system for maintenance supplies in 2024	Complete	12/29/23
5.4	Tactic	Integrate the management and procurement of all contracts for maintenance, custodial, and building automation /controls	Working with the facilities impact team to identify opportunities for city wide procurement and contracting. Planning to start competitively bidding these items in 2024	On Target	12/31/24
5.a	KPI	% using concentrated chemical green cleaning program and common waste and recycling	In progress, staff began testing green products in November 2023, will review implementation city wide in 2024		
5.b	KPI	% using standard products and contracting	All Phase 1 buildings are following same procurement channels. Working on standard contracts to bid for single point vendors		
6	Goal	COR policy for facilities			
6.1	Tactic	Form a COR Facilities Group charged with development of facilities policies and standards		Complete	12/29/23
6.2	Tactic	Develop list of proposed COR organizational facilities policies and standards	Several policies were approved and submitted to leadership for adoption in 2024, new policies will periodically be proposed	On Target	12/29/23
6.a	KPI	Approved facilities policies and standards	Policies were presented for approval at the facilities impact team in August 2023. Items were accepted and being entered into a standard format for approval by leadership team. Currently will be submitting the following policies: Building temperatures, small appliances in the workplace, office space guidelines, building equipment standardization, building automation standardization	On Target	09/29/23
1	Goal	Support Facilities Maintenance - Common Work Order / Ticketing System		Complete	10/01/22
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		Complete	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1.a	KPI	All facilities preventative and unexpected maintenance items tracked and accounted for		Complete	
2	Goal	Complete IT Integration (RPL, RPU, and COR) / Organization-wide Data Security Efforts	Continued integration of Library teammates into City IT is occurring.		
2.2	Tactic	Continually scan and identify known security vulnerabilities and remediate them in a timely manner		On Target	
2.3	Tactic	Ensure Center for Internet Security recommended configuration baselines are applied to devices		On Target	
2.1	Tactic	Update Security Policy and develop a procedure plan for security related tasks		On Target	
2.4	Tactic	Finalize remaining IT Integration implementation		On Target	
2.a	KPI	Percentage of devices and applications meeting configuration standard.		Delayed	
2.b	KPI	Percentage of Devices with vulnerabilities 90+ days old.		On Target	
2.c	KPI	Percentage of teammates completing basic security awareness training.		Delayed	
3	Goal	Evaluate IT staffing levels and consider implementation strategies	Adding PC Tech to facilitate expanded coverage hours and Transit IT person in 2024, added embedded System Admin to RPD 2nd half of 23		
3.1	Tactic	Analyze historical data, including system growth, and the impact on the department		On Target	
3.2	Tactic	Present decision package with staffing needs to City Administrator/Council		Complete	
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 business hours or less.		Delayed	
3.c	KPI	Percentage of projects completed on time		Delayed	

Legislative Policy 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	State Bonding			
1.1	Tactic	Secure bonding funding for 2023 State Bonding Requests (North Broadway Park and Ride, Park Maintenance Facility, Airport Runway Extension Funding from 2020, and Willow Creek Trail)		Complete	05/22/23
1.2	Tactic	Secure bonding funding for Riverfront Redevelopment	Included as featured project for both House and Senate Bonding tour on ; working with revisor on bill language drafts and project lead for project breakdown and description; tours with local legislative delegation completed	On Target	
1.3	Tactic	Secure state bonding for Airport Solar Covered Parking and Electric Vehicle Charging Project	Included as featured project for Senate Bonding tour on site at airport and also presentation during House Bonding tour; working with revisor on bill language drafts; tours with local legislative delegation completed	On Target	
1.1	Tactic	Secure state bonding for other TBD bonding priorities	Potential additional bonding priorities for potential consideration by Council at Q4 council meeting/legislative priority adoption.	On Target	
1.a	KPI	Secure author for bill and move through legislative process	working with revisors office, legislative consultant, and MMB for project bill language.	On Target	
1.b	KPI	Secure author for bill and move through legislative process	conducted tours with all local legislators about main projects in Q3 as potential bill authors	On Target	
1.c	KPI	Progress toward securing bonding requests	bonding tours featured projects, follow up conversations	On Target	
2	Goal	Legislative Priorities			
2.1	Tactic	Secure Legislative Authorization for sales tax renewal	Rochester voters approved local sales tax renewal in November 2023 following legislative authorization in May 2023	Complete	05/22/23
2.1	Tactic	Engage with community stakeholders, legislative delegation, and legislators on requests and coordinate legislative process	ongoing meetings with state agencies, local government groups, other local entities with presence at state capitol, legislative delegation, and other legislators on city priorities	On Target	
2.a	KPI	Partner with others on shared legislative priorities (LMC, others)	continued engagement with LMC and other groups with potential overlap of legislative priorities	On Target	
2.2	Tactic	Advocate on behalf of city priorities in issues as adopted by the council	via state bonding tour	On Target	
2.2b	KPI	Testimony, talking points, social media, and legislator education and outreach on legislative priorities	Legislature not in session; priorities (beyond main bonding priorities) not adopted	Delayed	
2.b	KPI	Secure authors and bills for priority issues that are viable during legislative session and context	initial outreach to legislative delegation at bonding project tours	On Target	
3	Goal	Federal Advocacy			
3.2	Tactic	Continue to engage congressional delegation in city priority, projects, and needs	engaged with regional staff for opportunities in alignment with city federal priorities (inc. visit by Sen. Tina Smith celebrating federal funding for Park and Ride and BIPOC women in construction federal funding) in August	On Target	
3.1	Tactic	Assist with funding requests at federal level	participate in monthly meetings with federal grant writing and advocacy consultant; ongoing outreach with regional staff of congressional offices and monitoring congressional activity	On Target	
3.a	KPI	Monthly meetings with SSDC	participate and coordinate meeting	On Target	
3.b	KPI	Interact with congressional delegation/staff at least quarterly and maintain city as point of contact	regular interaction and communication with congressional staff about federal funding grants and possible letters of support; connecting with city resources for questions	On Target	

City Attorney 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Build and develop city attorney team	Q4 2023 has seen significant turnover, with three prosecutors joining the State Public Defender's Office. With the assistance of HR, we were able to make significant pay adjustments that are allowing us to rebuild the team. We will be a stronger team in the end.	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	We are training up new victim liaison staff with victim specific training. We will continue offering and facilitating subject specific training for our attorneys, such as a recent real estate CLE for our Atty II who is assisting on real estate matters. In the next six months we will target additional training and a review of our contract practices.	On Target	
1.3	Tactic	Evaluate and develop standards to determine when to utilize outside council	Over time I am getting a better sense of what matters can be handled internally, vs. external, and further discussions have helped clarify which department will be responsible for funding of outside counsel expenses, project related or otherwise.	On Target	
1.a	KPI	Fully staffed City Attorney department	See above. And we currently have two new victim liaison staff and have two conditional offers out, one for an ACA I, the other for the Criminal Division Deputy. We will be filling the Civil Deputy FTE as well, which had been vacant for some time.	Delayed	
1.1	Tactic	Hire for existing vacancies	Background are currently being completed on two high quality candidates.	On Target	
2	Goal	Ensure effective criminal and civil prosecution	Over the past 7 months we were able to bolster criminal prosecution efforts, backlog dynamics, with the addition of a temporary prosecutor. That helped significantly, allowing us to assure full court coverage.	On Target	
2.a	KPI	Reduce criminal case backlog by 20% per quarter	Court Administration and the bench continue to compliment the efforts of the City Attorney's Office. Despite a high volume and significantly demand court calendar, we are making good progress on the backlog.	On Target	
2.1	Tactic	Partner with State Court Administration to reduce criminal case backlog	We continue to meet and collaborate with State Court Administration and other justice partners, through monthly meetings and regular communication.	On Target	
2.2	Tactic	Bring parking ramp 6 litigation to resolution		Complete	03/21/22
2.b	KPI	Number of cases that go to trial and result in conviction	This is ongoing, of course. But it appears that attorneys are using good judgment in deciding which cases to take to trial.	On Target	
2.c	KPI	Number of cases that settle before going to trial	Similar to the trial dynamics, we are appropriately resolving cases as soon as reasonable to do so. This includes negotiating with attorneys as well as unrepresented people during all stages of the criminal proceedings.	On Target	
3	Goal	Ensure Rochester is a welcoming community for all by ensuring social equity in City policies			
3.2	Tactic	Serve on Olmsted County Justice Council and the Justice Equity Planning Group	Ongoing, but supporting all departments in the ordinance or policy efforts in this space.	Complete	11/14/22
3.1	Tactic	Continue Just Deeds work assisting property owners find discriminatory covenants and discharge them from their property titles	With Tran Nguyen's departure we have the opportunity to recommit to the Just Deeds effort. We will do just that, hopefully with the assistance of a law clerk or student certified attorney.	On Target	
4	Goal	Enhanced collaboration and coordination with public safety impact team partners	The "camping" ordinance conversation presented new opportunities and challenges to coordinate the efforts of the public safety team. While the discussion has been hard at times, we are also reached significant alignment and we hope to continue that trend going forward. Additionally, our office has been meeting regularly with personnel from RPD and RFD, to discuss priorities and support.	On Target	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
4.1	Tactic	Provide enhanced training opportunities for officers	This has required a significant time commitment but has largely gone smoothly, with many new officers needing to be trained up. Our efforts in this space will continue, as RPD hiring continues to be active.	On Target	
4.2	Tactic	Evaluate options to more effectively bring code enforcement and quality of life issues to resolution	This discussion has been mixed. We have found some success related to massage business license processes, resulting in new ordinance language. Additionally, the Clerk's Office, with our input, has brought forward other ordinance changes similar to the process changes instituted for massage businesses.	On Target	

DEI 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 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			
1.1	Tactic	Conduct organization-wide and community audit			
1.2	Tactic	Analyze and share audit with teammates and Council. Recommend DEI goals for FY 2022			05/01/21
1.3	Tactic	Develop Department specific DEI Action Plans that align with Organization-wide DEI goals			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			
2.1	Tactic	Review job posting template for inclusive language			
2.3	Tactic	Development of Diversity, Equity and Inclusion commitment statement			
2.2	Tactic	Department specific action items for recruitment and retention for FY 2022			
2.a	KPI	100% of City of Rochester job postings include inclusive language			
2.b	KPI	100% of departments identify action items for recruitment and retention of diverse teammates			
3	Goal	Develop organization-wide Diversity Equity and Inclusion professional development			
3.1	Tactic	Assessment of organization DEI climate			
3.2	Tactic	Development of department specific professional development action plans			06/30/22
3.a	KPI	Assessment report and recommendations			
3.b	KPI	Development of department specific professional development			
4	Goal	Develop and implement an organizational-wide approach to communications & engagement with a focus on Diversity, Equity & Inclusion			
4.2	Tactic	Develop DEI page on City of Rochester Website			03/31/22
4.1	Tactic	Create a communications and engagement toolkit that focuses on diversity, equity and inclusion			
4.a	KPI	National Community Survey data on communications and engagement			
5	Goal	Develop economic/workforce development strategies			
5.3	Tactic	Develop paths to home ownership for diverse community members			

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
5.1	Tactic	Apply for Economic Development Grants with DEI Focus: Bloomberg Mayors Challenge, NLC, McKnight			03/31/22
5.2	Tactic	Develop programming to facilitate Higher Education completion of diverse communities			
6	Goal	Development of community Intercultural competence			
6.1	Tactic	Develop strategies to address disparities in Intercultural Cities Rochester, MN Index			
6.2	Tactic	Develop translation/interpretation program for City of Rochester materials			
6.3	Tactic	Develop Community engagement - co-design toolkit			
6.a	KPI	Provide teammates opportunities to volunteer during a COR Juneteenth Day of Service			

Fire 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 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			Ongoing
1.1	Tactic	Establish connections and partnerships within Rochester's diverse communities.	Ongoing.	On Target	Ongoing
1.a	KPI	Complete 3 community engagement/public fire and life safety education events focused Rochester's diverse communities.	Completed 6 community engagement activities within Q3 that increased RFD's exposure to Rochester's diverse communities	Complete	07/01/23
1.2	Tactic	Foster interactions with youth in communities in and around the city to promote firefighting and RFD as a viable career option	Ongoing	On Target	12/31/23
1.b	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	As of 8/8/2023; there is one, above capacity, section of high school students for the 2023-2024 school year high school fire program in conjunction with Rochester Public Schools and C-Tech. This is the fifth year for the program.	Complete	08/08/23
1.c	KPI	Conduct 2 special recruiting events annually for the High School Firefighter program that are focused on outreach to diverse student communities	RFD did two separate, focused Expo's for targeted DEI purposes. One in May for Women and another in October for the LatinX community	Complete	
1.d	KPI	Increase Percent of Qualified BIPOC Male Applicants with a Particular Focus on the Black/African American, Hispanic/Latinx, and Asian Communities by 16%	Currently, a review of the 2022 hiring process is underway to mine lessons learned and ideas for improvement to include in the 2024 hiring process.	Complete	05/31/23
1.e	KPI	Increase Percent of Qualified Female Applicants by 5%			05/31/23
1.3	Tactic	Establish an apprenticeship program where citizens recruited from within our community are hired, trained as EMS professionals, and then respond to EMS calls. Recruitment would focus on BIPOC and females. These EMS professionals would add to our recruitment pool for firefighters. Additionally, the EMS calls provided by the apprenticeship program could allow Engine 16 to be relocated from the downtown corridor for more effective fire coverage.	City Council approved the implementation of steps 1 & 2 through the adoption of the '24-'25 budget.	Complete	Ongoing
1.f	KPI	Add an Assistant Chief to focus on community interaction and development of the Operations Division.	An additional Assistant Chief has been added beginning QTR1 24.	Complete	Ongoing
1.g	KPI	Add a Captain position to help implement, run, and oversee the new EMS Division.	An additional Captain has tentatively been approved with the adoption of the '24-'25 budget.	Complete	Ongoing
1.5	Tactic	Establish a training program for professional development focused on DEI and deliver to department	Vendor and curriculum have been selected. Will be taking a funding request to Council QTR1 of 24.	On Target	Ongoing
1.h	KPI	Identify programming for DEI professional development	Vendor and curriculum have been selected.	Complete	08/03/23
1.6	Tactic	Training Captain through use of overtime funds until 2026 when FTE is sought to add capacity for additional course development, collaboration with community partners, and course delivery to support the DEI training program	Training Captain position currently still funded through overtime funds.	On Target	Ongoing
1.i	KPI	Complete DEI training for all RFD teammates	Vendor and program have been selected. Finalizing details on presentation dates and arrangements for 2024.	On Target	TBD 2024
1.j	KPI	Mentor diverse recruits	Ongoing	On Target	Ongoing

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
2	Goal	Improve public safety and ensure fiscal sustainability through the optimization of fire department service delivery			
2.1	Tactic	Transition to a Fire Records Management System (RMS) that supports department and City strategic priorities	QTR 4 presented challenges with the integration of our historical data into First Due. Currently we are working with the vendor and an internal team to address the technical issue.	Delayed	TBD2024
2.a	KPI	Complete data migration from previous RMS (New World) into First Due and on to a City Server for access.	Currently, working with other teammates to help move or load our historical data contained in the bulk download into First Due.	Delayed	TBD2024
2.b	KPI	Complete payroll management transition into First Due software.	Payroll reporting with First Due had progressed to the point where we have been able to begin comparing payroll reports with those generated from the	Delayed	QTR2 2024
2.2	Tactic	Complete a station location analysis to understand the optimal station distribution given existing resources, historical calls for service, and social equity			03/31/23
2.c	KPI	Complete a GIS analysis of station location and historical calls for service through continued collaboration with MN State Mankato GIS Professor			03/01/23
2.d	KPI	Report findings and make recommendations based on that analysis to most effectively utilize department resources to City Administration			04/30/23
2.3	Tactic	Maintain City's ISO 2 rating	Review is complete. Results indicate an improvement for Rochester's ISO rating from a 3 to a 2. Effective date is July 1st, 2023.	Complete	07/01/23
2.e	KPI	Utilize GIS data to inform recommendations to Council and City in an effort to maintain ISO 2 rating	Continuing to meet with University of Minnesota Mankato Professor quarterly to review new data and analysis	On Target	Ongoing
2.f	KPI	Complete community risk reduction efforts sufficient to maintain ISO 2 rating	Still have one vacancy within the Fire Marshals Division to fill in order to bring it to full strength. Work is currently underway to identify the best way to fill this need.	On Target	Ongoing
2.g	KPI	Complete training hours sufficient to maintain ISO 2 rating	Fall recruit academy successfully graduated in early November. Work is in progress to prepare for another large spring recruit academy.	Complete	Ongoing
2.4	Tactic	Integrate City and fire department GIS information and update annually to provide a foundation for evidence based recommendations and City collaboration	Have started to work with Jay Forstner at DSIC to collaborate on GIS integrations.	On Target	12/31/23
2.h	KPI	Explore GIS integration with new RMS (First Due)	Mainly waiting on further work between our RMS provider and their third-party vendor to help the integration of GIS into the RMS product.	Delayed	12/31/23
3	Goal	Engage in robust efforts that promote community risk reduction			
3.1	Tactic	Implement a program for building preplans and inspection			09/30/22
3.a	KPI	Publish and implement the department preplan and inspection strategy	FM Sathre is currently reviewing the existing plan to identify any updates or areas for improvement prior to moving forward. He is also in the process of developing a new fire inspector and assistant fire marshal as recent additions to his team.	Delayed	
3.2	Tactic	Provide fire and life safety education to the community	2023 efforts have concluded. Work is starting to identify opportunities for 2024 and begin planning for them.	Complete	12/31/23
3.b	KPI	Complete fire safety classes for all Rochester Public Schools 2nd grade students in the month of October	2nd grade education was provided to students in Rochester with the assistance of Rochester Fire line staff during the month of October. It was a great success and we were so inundated with requests that we had to temporary deny requests for station tours and site visits.	Complete	12/31/23
3.c	KPI	Identify 5 high risk groups within the Community to provide fire and life safety education.	Ongoing	On Target	08/21/24

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.3	Tactic	Remain active partners in community fall prevention and adult protection efforts, and seek to improve department participation in these efforts	Remain active fall prevention partners.	On Target	
3.d	KPI	Increase the number of fall prevention referrals by 5%	Current lift assist referrals are under the 2022 percentage.	Off Target	
4	Goal	Improve the environmental sustainability of department facilities and fleet			
4.1	Tactic	Improve the efficiency of our existing facilities	Ongoing. The 4 QTR saw the departure of our Administrative Services Coordinator who oversaw much of this work. We are currently focused on finding a replacement and bringing them up to speed so that we can resume this work.	On Target	
4.a	KPI	Take action on facility sustainability assessment recommendations	We continue to work with the Facilities Department to reassess our facilities sustainability assessment recommendations and integrate our planning with the other city building recommendations.	Delayed	
4.b	KPI	Identify grant sources that can help facilities and operations meet City goals and priorities	No grants were submitted in the fourth quarter. We did not receive donations for suppression or general operational expenses that could offset expenses for facilities operations. Work did begin on a federal grant to aid in the replacement of RFD self-contained breathing apparatus (SCBAs). This grant is being extended to several of the other fire departments within the County partly in an effort to improve interoperability.	On Target	
4.3	Tactic	Seek fleet alternatives that promote sustainability	Continuing to monitor this technology.	On Target	Ongoing
4.c	KPI	Begin data tracking and analysis of large rolling stock maintenance costs. (Parts, labor, & new replacement costs)	First Due implemented some the required product enhancements for their apparatus module to help RFD track apparatus. We are waiting on one more enhancement for tracking part numbers. Continuing to review and work toward implementing this module of the RMS.	On Target	Ongoing
4.2	Tactic	Ensure that the department fleet operations promote fiscal responsibility	Ongoing	On Target	12/31/23
4.d	KPI	Complete fleet assessment that outlines the frontline and reserve schedule for all fleet vehicles	Ongoing	On Target	12/31/23
4.e	KPI	Identify viable option for the department's first hybrid firefighting apparatus	Continuing to monitor this technology.	On Target	Ongoing
4.f	KPI	Replace existing fleet vehicles with hybrid and electric options as necessary	Ongoing. This is an item of consideration but we will need to assess whether the infrastructure is in place to support this as we consider this technology for future vehicle purchases.	On Target	12/31/23

Police 2023 Q4

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
1	Goal	Strengthen our community connection to enhance public safety and build trust			
1.1	Tactic	Update website to integrate department priorities	Added/updated subpages on Explorers, Internships and Cadets to highlight PD opportunities and help create a pipeline to address recruitment challenges	On Target	
1.2	Tactic	Refine the RPD Accountability Dashboard to make data easier to access and understand	Continue to work on integrating data from Axon...	Delayed	
1.3	Tactic	Inform community on RPD training initiatives	Social media coverage of various trainings and media coverage from KIMT, KTTC and KAAL on 12 week- training academy for new recruits	On Target	
1.a	Tactic	Review homepage and subpages quarterly to maintain information and identify opportunities for improvement	Completed a quarterly review in mid-October. Added subpage on firearms permits and posted required grant information.	Complete	
1.b	KPI	Review Accountability Dashboard quarterly to maintain information and identify opportunities for improvement	Use of force data updated 9/15/23; Vehicle pursuits data updated 8/28/23.	Delayed	
1.c	KPI	Track training-related external communications (news releases, social media posts, etc.)	Publicized 5 different trainings on social media in the fall (Active shooter drill, Senior Mgmt. Institute for Police, 12-week training academy, Courtroom 101 and K9 trials)	Complete	
2	Goal	Increase engagement between RPD and the community			
2.1	Tactic	Increase participation in Safe City Nights events	One event had to be canceled because of weather. Averaged approximately 845 people per event, roughly the same as 2022	Off Target	08/31/22
2.2	Tactic	Increase engagement on social media	Continue to see steady growth on Facebook, X and LinkedIn.	On Target	
2.3	Tactic	Continue to engage the public in all spaces, including neighborhoods, churches and places specific to their needs	Continue to meet with African American faith leaders monthly and have monthly check-ins with the Warming House, The Landing and Salvation Army.	On Target	
2.4	Tactic	Provide presentations to community on a variety of crime prevention and public safety topics	Delivered multiple community presentations on topics such as scam prevention and emergency preparedness in the workplace.	Complete	
2.a	KPI	Track number of attendees at Safe City Nights events	Averaged approximately 845 people per event, roughly the same as 2022	Complete	08/31/22
2.b	KPI	Utilize tools to measure social media engagement	1/28/2024 18,644 followers on FB (19% increase the last 12 months), 1,297 followers on X (16% increase in the last 12 months) 209 followers on LinkedIn (new in 2023)	Complete	
2.c	KPI	Maintain inventory of community engagement activities and review for opportunities to reach more people	Tracked 40 community engagement events in Q4, Tracked 52 community engagement events in Q3	Complete	
2.d	KPI	Create inventory of existing presentations to more efficiently respond to community requests	Compiled list of existing presentations to avoid overlap and identify subject matter experts within the department	Complete	
3	Goal	Enhance traffic safety throughout Rochester			
3.1	Tactic	Increase speeding enforcement	Continue to have a DWI/Traffic Safety officer dedicated to focusing on impaired driving but also other dangerous driving behaviors such as speeding. Also dedicating increased enforcement by Patrol officers. Monitoring enforcement needs by evaluating traffic concerns reported online.	On Target	
3.2	Tactic	Inform/educate drivers in areas of concern	Utilizing speed trailer to make drivers aware of their speed and the limit, obtaining a second speed trailer in January 2024.	On Target	
3.a	KPI	Track and compare speeding citations quarterly	RPD issued 422 speeding citations in Q3 2023 compared to 82 in Q3 2022 - a 415% increase! Q4 numbers pending.	Complete	

Item No.	Item type	Item Description	2023 Quarter 4 Update	2023 Quarter 4 Status	Completion Date
3.b	KPI	Measure/log speed trailer usage quarterly	RPD utilized speed trailer at 26 locations in Q4.	Complete	Ongoing
4	Goal	Enhance safety in downtown Rochester			
4.1	Tactic	Establish strategies for the business district that address current/seasonal conditions and needs	Summer Safe Zone initiative concluded in early September.	Complete	
4.2	Tactic	Develop a comprehensive Bus Rapid Transit Safety & Security Plan for The Link Rapid Transit Project	Collaborated with Public Works and community partners to draft plan. Currently under review.	On Target	
	Tactic	Downtown substation			
4.3	Tactic	Establish RPD substation in business district	Began design discussions with Mayo.	On Target	
4.a	KPI	Provide summaries of strategies	Contract with BEST security for skyway and parking ramp control was extended through winter months. Two dedicated Downtown Resource Officers continue to evaluate resource needs.	On Target	
	KPI	Calculate workhours associated with strategies, twice annually	Summer Safe Zone: June 1-September 1 Downtown Resource Officer time: 908 hours; Reallocated staff time to DT Safe Zone: 1,018 hours; OT 444	Complete	
4.b	KPI	Completion of Safety & Security Plan	Plan drafted and under review.	On Target	
4.c	KPI	Substation open and operating	Continuing discussions with Mayo on a sublease agreement. Began design	On Target	

RPU 2022 Quarter 4

Item No.	Item type	Item Description	Quarter 4 Update	Quarter 4 Status	Completion Date
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		Complete	
2.1	Tactic	Contact all delinquent customers and connect them with available resources	To date 11,138 outreach calls have been made	Complete	12/31/22
2.2	Tactic	RPU staff is trained on available financial resources.	Training has occurred on existing and new financial resources available.	Complete	
2.a	KPI	100% of delinquent customers contacted		On Target	
3	Goal	Increase Hours That Customers Can Interact with RPU		Delayed	
3.1	Tactic	Implement a payment kiosk	Kiosk has arrived. Will be configured and operational in March 2023.	Delayed	
3.a	KPI	10% increase in customer satisfaction scores		Delayed	
3.b	KPI	20% increase in transactions outside of normal business hours		Delayed	
4	Goal	Electric and Water Reliability statistics are above industry averages		On Target	
4.c	KPI	Gas Turbine -1 & Gas Turbine-2 Forced Outage lower than 21%, Westside Energy Station lower than 13%	GT1 @ 35.95 GT2 @ 25.1 WES @ 1.2	Off Target	
4.1	Tactic	Invest in infrastructure replacements and maintenance	As of Dec 31, 2022, RPU has invested in facility upgrades, new infrastructure and system maintenance in the amount of \$3.2 million for the water utility and \$17.6 million 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 = 58.22 minutes for a 12 month rolling average for electrical outages	On Target	
4.b	KPI	Customer Average Interruption Duration less than 165 minutes for water	CAIDI = 128.1 minutes for a 12 month rolling average for water outages	On Target	
5	Goal	Add additional renewable energy to our portfolio		Complete	
5.1	Tactic	Install a 10 MW solar farm		Complete	06/01/22
5.a	KPI	Residential customer cost impact is less than \$1.00/month	Current impact is forecasted to be \$0.47/month	Complete	
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		On Target	
6.2	Tactic	Prepare long term financial plan for the power supply plan	Presentation in Q1 of '23	On Target	
6.a	KPI	Options presented to RPU Board and City Council	Council presentation scheduled for April 17, 2023	On Target	
6.b	KPI	RPU Board and City Council determine preferred option	No change	On Target	
6.c	KPI	Cost impact to residential customer of the power supply plan is less than \$5.00/month (indexed to 2020)	New carbon free legislation may impact cost projections. Will need to re evaluate after final decision on legislation proposed.	On Target	

Item No.	Item type	Item Description	Quarter 4 Update	Quarter 4 Status	Completion Date
7	Goal	Zero Recordable Accidents		Off Target	
7.1	Tactic	100% of employees complete the required safety training	6 recordable cases to date	On Target	
7.2	Tactic	Investigate all near misses		On Target	
7.a	KPI	% safety training completed	Currently at 100%	On Target	
7.b	KPI	Number of near misses investigated	One near miss has been investigated	On Target	
8	Goal	Establish Diversity, Equity, and Inclusion Goals			
8.1	Tactic	Develop a set of RPU goals		Complete	03/31/22
8.2	Tactic	Engage with local schools to highlight career opportunities in our industry	Staff turnover at school resulted in a delay. We have re engaged	Delayed	
8.a	KPI	Number of DEI goals/plans implemented	9 of 17 goals completed. Remaining will be carried over to '23	Off Target	
8.b	KPI	Number of school engagements completed		Delayed	