



To: Mayor, President and Council members

From: Kevin Knutson, Regional Vice President
Jacquelyn McCray, Senior Manager
Jan Goldstein, Senior Manager

Subject: **Rochester Strategic Priorities – Advance Briefing Packet**

Date: July 5, 2018

On Monday, July 9, the Mayor, Council President and members of City Council will gather with the City Administrator and his leadership team to develop strategic priorities for the future. The advance work session will be held at the Meadow Wetlands & Environmental Science Center located at 2900 19th Street NW, in Rochester from 8:30 a.m. to 5:00 p.m. During the advance, the Council will develop a vision statement for the City, determine strategic priorities to achieve the vision, and discuss outcomes to define success for the priorities. The advance work session will be facilitated by Management Partners.

To help you prepare for the advance work session and to maximize our time together, we are providing this packet of materials with background information and context. Prior to the work session, we ask that you review the briefing materials, complete the enclosed worksheets and bring your packet with you to the session on July 9. The packet includes the following.

1. Work session agenda
2. Worksheets for
 - Vision
 - Strategic Priorities
 - Success Measures
3. Background documents
 - Interview Themes Memorandum dated May 17, 2018, Attachment 1
 - Employee Survey Results Memorandum dated June 5, 2018, Attachment 2
4. A high-level environmental scan (included in the PowerPoint slides, Attachment 3) of important City data and issues that will contribute to the discussion as you identify priorities and goals for the future.

Please review and complete the worksheets listed under item two above and ***bring them to the work session***. If you have questions, please feel free to contact Jacquelyn McCray at 513.861.5400 or at jmccray@managementpartners.com. Thank you in advance for your participation in this important Strategic Priorities work session.



Rochester Strategic Priorities

City Council Advance Work Session

Meadow Wetlands & Environmental Science Center

2900 19th Street NW

July 9, 2018

8:30 a.m. to 5:00 p.m.

Agenda

(Please bring your worksheets for use during the session.)

Purpose and Outcomes

Identify the City's vision and strategic priorities for the future. The strategic priorities identified during the advance work session will be used to guide budget development, the allocation of resources, and departmental work plans.

During the advance the Mayor, President and Council members will:

1. Review and discuss key elements of a vision for the future
2. Discuss and identify strategic priorities
3. Discuss and identify success factors for each priority

8:30 a.m. Arrival and continental breakfast

Welcome and agenda review

Presentation of high-level environmental scan

10:15 a.m. Break

10:30 a.m. Discuss the elements of a vision for the future

Reach consensus on the vision

Noon Lunch

1:00 p.m. Begin small group discussion of strategic priorities

Break

2:00 p.m. Strategic priorities report out, consensus, and ranking

Gain consensus on strategic priorities

3:45 p.m. Identify success factors for strategic priorities in small groups

Report out and gain consensus on success measures

4:30 p.m. Next Steps and Closing Comments

5:00 p.m. Adjourn





City of Rochester Strategic Priorities Worksheet

Instructions

The worksheet is divided into three sections: A) vision, B) strategic priorities, and C) success factors for the priorities. Each section of the worksheet is supplemented by information obtained from the responses to the employee survey and the focus groups.

To ensure that the group discussion is as inclusive and as efficient as possible, please *bring the completed worksheet with you so* that you can refer to it during the discussion.

A. Vision

A **vision** is a clear and concise statement of where the City wants to be in the future. Setting a vision is a fundamental element of the strategic planning process. The City of Rochester does not have a vision statement.

Figures 1 and 2 include the suggested words for a vision statement derived from the community stakeholder focus groups and the employee survey. The largest words in the cloud are those that were mentioned most frequently.

Figure 1. *Suggested Vision Words from Community Members and Stakeholders*



Figure 2. *Suggested Vision Words from the Employee Survey*



Your Vision for the future of Rochester

Please use the space below to suggest a vision for the future of Rochester. Provide a sentence, phrases or key words. We will discuss your proposed ideas for the vision during the advance work session.



Strengths, Weaknesses, Opportunities and Challenges (SWOC)

In the employee survey and during focus groups with community members, participants were asked to provide input about strengths, weaknesses, opportunities and challenges (SWOC). Their input is included below in a series of word clouds shown as Figures 3 through 10 below. The SWOC elements may be useful as you identify the strategic priorities and goals that are most important to you. The words mentioned most often are the largest words in the figure, while the words mentioned less frequently are the smallest.

Strengths – Strengths are existing positive qualities that will enable the City to achieve its vision for the future.

Figure 3. *Strengths of City Mentioned by Community Members and Stakeholders*



Figure 4. *Strengths of City from the Employee Survey*



Weaknesses – Weaknesses are qualities or issues that could prevent the City from achieving its vision and full potential and are perceived as negative. Weaknesses should be addressed, minimized or eliminated.

Figure 5. Weaknesses of the City Mentioned by Community Members and Stakeholders



Figure 6. Weaknesses of the City from the Employee Survey

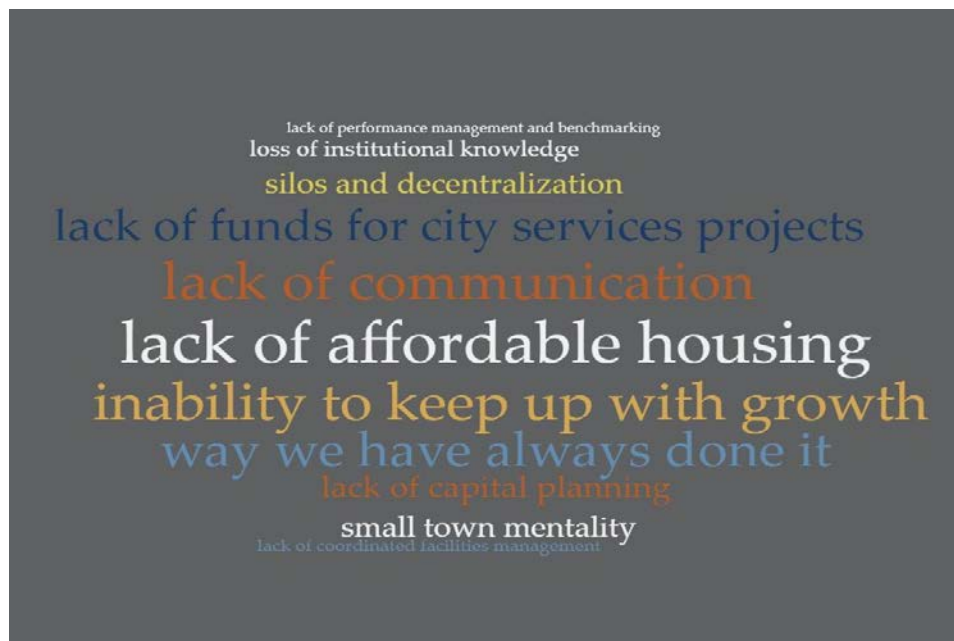
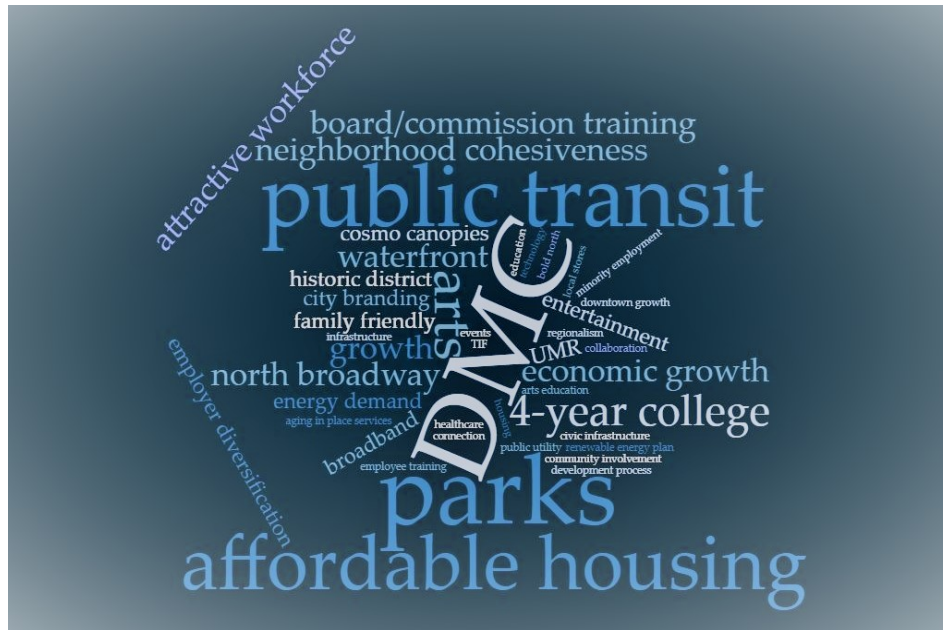


Figure 7. Opportunities for the City Mentioned by Community Members and Stakeholders



improving public/private partnerships
renovating or expanding the library
developing
developing basis for priority setting
creating a roadmap for the future
growing from small town to a city
improving transit
implementing DMC
expanding recreation facilities
creating teamwork culture
fostering high performing organization
strengthening regional partnerships



Figure 9. Challenges to Accomplishing the Vision by Community Members and Stakeholders



employee retirement and turnover
 attracting private investment
 coordinating with other units government
 aligning land use with
 funding deferred maintenance
 balancing downtown and community needs
 maintaining community safety
 keeping up with growth
 improving entertainment
 addressing poverty
 moving from planning to action
 overcoming culture of silos
 managing change



B. Setting Strategic Priorities

The attached documents (Interview Themes memorandum and Employee Survey Results memorandum) and the word clouds from the community and stakeholder focus groups are provided to assist with the formation of strategic priorities.

Strategic priorities are areas of importance that are necessary to achieve the vision for the City.

Sample Strategic Priority: Increase single family infill development

Using the space below indicate the five most important strategic priorities for Rochester and briefly describe why each is important. We will discuss your proposed strategic priority areas during the advance work session.

1. _____
2. _____
3. _____
4. _____
5. _____

C. Success Factors for the Priorities

How do you know if the priorities have been achieved? Success factors define specific direction and the desired outcome(s).

Sample Statement: Maintain and promote a range of quality and diverse housing options.

In the space below identify success factors for your strategic priorities. We will discuss them during the advance work session.

Strategic Priority 1: _____

Success Factors:



Strategic Priority 2: _____

Success Factors:

Strategic Priority 3: _____

Success Factors:

Strategic Priority 4: _____

Success Factors:

Strategic Priority 5: _____

Success factors:





To: The Honorable Mayor Ardele Brede and Members of the Rochester City Council
Mr. Steve Rymer, City Administrator

From: Kevin Knutson, Regional Vice President
Jacquelyn McCray, Senior Manager

Subject: Goal-Setting Interview Themes

Date: May 17, 2018

The City of Rochester has started a process to develop a vision, mission, core values, and strategic priorities to guide City staff and policy decisions toward outcomes that will be identified in an upcoming workshop. To develop a framework for this discussion, Management Partners conducted interviews with City leaders to gather their thoughts about the various elements of the strategic plan and identify common themes about strengths, weaknesses, opportunities and challenges. The information obtained from the interviews has been incorporated, in part, into an employee survey, which will be reviewed and discussed during the upcoming strategic plan workshop.

On May 9 and 10, 2018 Management Partners held individual meetings with the Mayor and each member of the City Council, and with the city administrator, assistant city administrator and department directors. During the site visit, 24 individual interviews were completed. The following is a summary of the themes and issues resulting from these meetings, including community and organizational strengths, weaknesses, opportunities, and challenges; as well as key word and phrases pertaining to a vision, mission, and values for the organization. Each are organized by relative frequency, with the more common ideas presented first and less frequent mentions further down the list.

Strengths

Each interviewee was asked to identify existing positive qualities that will enable the City to achieve its vision for the future.

- The City is growing
- Well-educated residents
- Rochester is a welcoming community
- New leadership and new energy in the City
- Small-town feeling
- Destination Medical Center initiative

- Families want to stray here
- AAA Bond rating
- Stable employment base
- Talented, dedicated staff
- A good school system
- A city of compassion
- The development of a financial plan is underway
- Few pockets of poverty

Weaknesses

The qualities or issues that could prevent the City from achieving its vision and full potential.

- Lack of affordable housing
- Lack of enterprise IT systems
- Insufficient transit system
- Lots of duplication between departments
- Lack of performance management and benchmarking
- Inconsistent processes
- Many overlapping arts organizations
- Streets and infrastructure deferred maintenance
- Lagging financial resources
- Number of unions and labor agreements
- Mono-culture city/Lack of diversity
- Lack of disaster plan for internal operations
- The size of the workforce to meet service demands
- Lack of coordinated facility management
- Ongoing retirements among senior managers
- Lack of electronic plans review
- Lack of unified branding/communications plan
- State cap on department head salaries
- Lack of succession planning
- Lack of a commitment to the arts
- Issues associated with transitioning from a small town to an emerging metro area (the 'awkward teenage years')
- Second-guessing of decisions

Opportunities

Unrealized or untapped potential within the community that if acted upon, will enhance the City in the future.

- Destination Medical Center initiative
- Commitment to a high-performance government and teaming
- Organizational change
- Providing more opportunities for community engagement
- Improving the park system (based on the recently adopted plan)



- Developing a strategic plan to achieve greatness
- Planned expansion of University in the downtown area
- Developing a citywide framework for equity and inclusion
- Internal services cost sharing with the County
- Deciding the future of the Regional Public Utility as an entity
- Consolidate communications, planning and security across the organization
- Becoming better at equity and inclusion
- Incorporating equity into decision-making
- Awareness that diversity makes the City a more desirable destination for a high-skilled workforce
- Fully embrace the arts and leverage this economic development and quality of life resource
- GARE, the Government Alliance on Race and Equity

Challenges

Outside forces and on-going community trends may bring unfavorable situations or changes to or could undercut the stability and success of the City.

- An evolving town identity
- Lack of affordable housing
- Change versus keeping things the same
- Balancing development so that we do not become a “one horse” town
- Overcoming an organizational culture of silos (departments)
- Balancing our development focus (neighborhoods and downtown)
- Transit system
- Avoiding sprawl
- Unfunded mandates
- Greater diversity needed in the City
- Funding to address facility and infrastructure needs
- Infrastructure capacity issues
- Moving from planning to action
- Labor agreements
- Strengthening regional partnerships
- Meeting future service demands with existing resources
- Five-year staffing plan
- Large leadership team makes it difficult to reach consensus
- Holding the workforce accountable
- The art of team-building/knowning each other well enough to effectively leverage resources
- Messaging to differentiate the comprehensive plan from the strategic plan
- Improving the visitor experience



Vision

A clear and concise statement of where the organization wants to be in the future. Each person interviewed was asked to identify key words or phrases for a Rochester vision.

- People from ages five to 90 can thrive
- Bring people together as we grow
- Embrace technology
- Positive change
- Grow well
- Compromise
- A safe community where all people are welcome
- Diversity in population
- Economic powerhouse
- Intelligent use of land
- Forward-thinking
- First-class
- Care
- Innovation
- High quality of life
- A place that people want to be
- Community pride
- Positive outlook
- World class arts, culture and library
- Health and wellness
- Vibrant community
- Equity

Mission

A mission statement states the purpose of the organization, guides the use of resources and the prioritization of opportunities. Each person interviewed was asked to provide feedback on the current version and to identify key words or phrases for a revised Rochester mission. The current Rochester mission statement reads:

To provide a safe, attractive environment through the responsive, efficient, and cost-effective delivery of municipal services. The City will strive to enhance community pride by improving the physical, environmental, economic, cultural and social quality of the community.

Comments included:

- The mission is too long to be memorable
- The City is trying to do too much



Additional ideas included:

- Be a premier service provider
- Put customers first
- Adapt to changing conditions
- Provide a comfortable environment
- Diversify the economy, while retaining the quality of life
- Lead growth
- “Take care of the common good”

Values

Words and statements that guide the actions, behaviors and decisions of City leaders and employees. The current values are expressed as the acronym R (respect) I (integrity) S (safety) and E (excellence), and Customer Focus. Each person interviewed was asked to identify additional values for consideration.

- Compassion
- Innovation
- Equity
- Education
- Communication
- Stewardship
- “Can-do” attitude and spirit
- “By the book” isn’t good enough

Next Steps

The information obtained during Management Partners’ interviews with city leaders will be combined with information obtained from the community survey, an employee survey, and focus groups with community members, stakeholders, and employee groups. These issues and ideas will be analyzed and combined with environmental scan data, projections and trends for internal and external conditions relevant to the City, thereby providing a board context and knowledge base for setting strategic priorities.





To: Mr. Steve Rymer, City Manager
Mr. Aaron Parrish, Assistant City Administrator II

From: Jacquelyn McCray, Senior Manager
Sam Lieberman, Senior Management Advisor

Subject: Employee Survey Results

Date: June 5, 2018

Introduction

Management Partners developed an employee survey to solicit input from staff as part of the City of Rochester's process to develop strategic priorities. A total of 1,000 employees were invited to participate in the confidential online survey. A total of 640 responded for a 64% response rate. The survey was open between May 21 and May 29, 2018.

The survey was designed to solicit the opinions of employees about the strengths, weaknesses, opportunities and challenges facing the City of Rochester. They were also asked to provide key words or phrases about a vision, mission, and values. The results of the survey are summarized below.

Respondent Demographics

A series of questions were asked to determine the makeup of survey respondents, including their tenure of employment with the City, position classification, their employment status, and in which department they currently work. Respondents were not required to answer the demographic questions.

Figure 1 shows the distribution of respondents' tenure with the City. Slightly more than half of the respondents (52%) have worked for Rochester less than 11 years. A total of 9% have worked less than one year, 27% one to five years, and 16% six to ten years. More than one-third of respondents, 36%, have worked for the City over 15 years. There were 75 respondents that chose not to answer this question.

Figure 1. How long have you worked for the City?

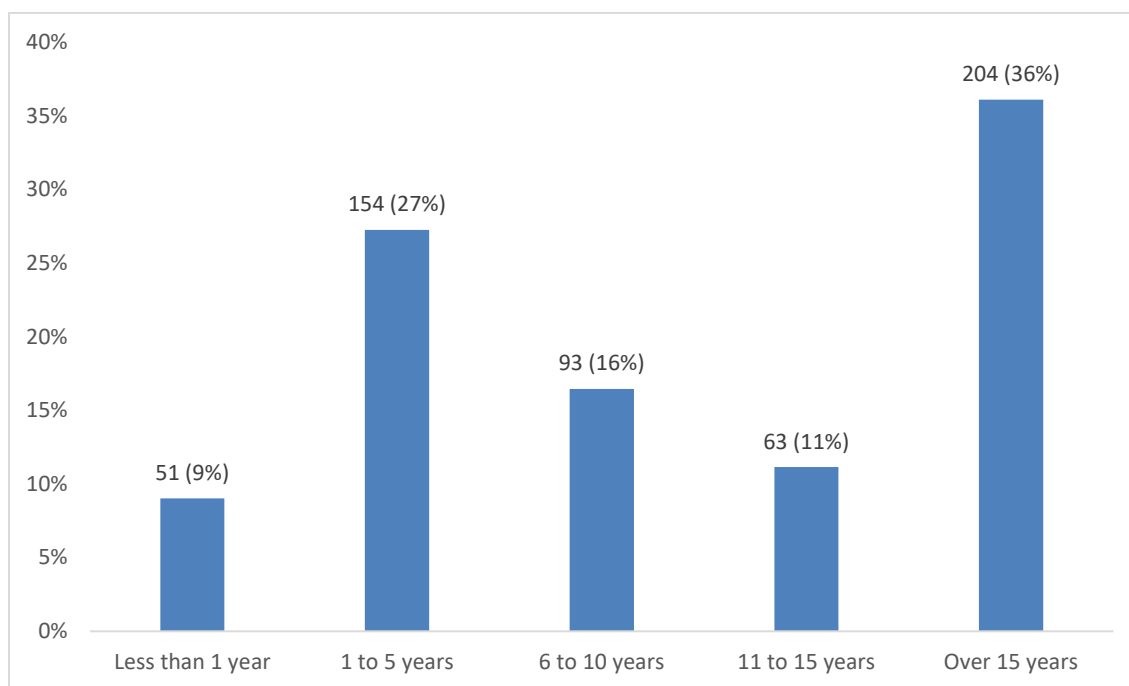


Figure 2 provides insight into the position classifications held by the respondents. Most respondents, 70%, indicated they are in a non-supervisory position. The remaining employees who answered the questions totaled 14% supervisors, 9% middle management and 7% management. There were 73 respondents who did not answer this question.

Figure 2. Which job classification best describes your position?

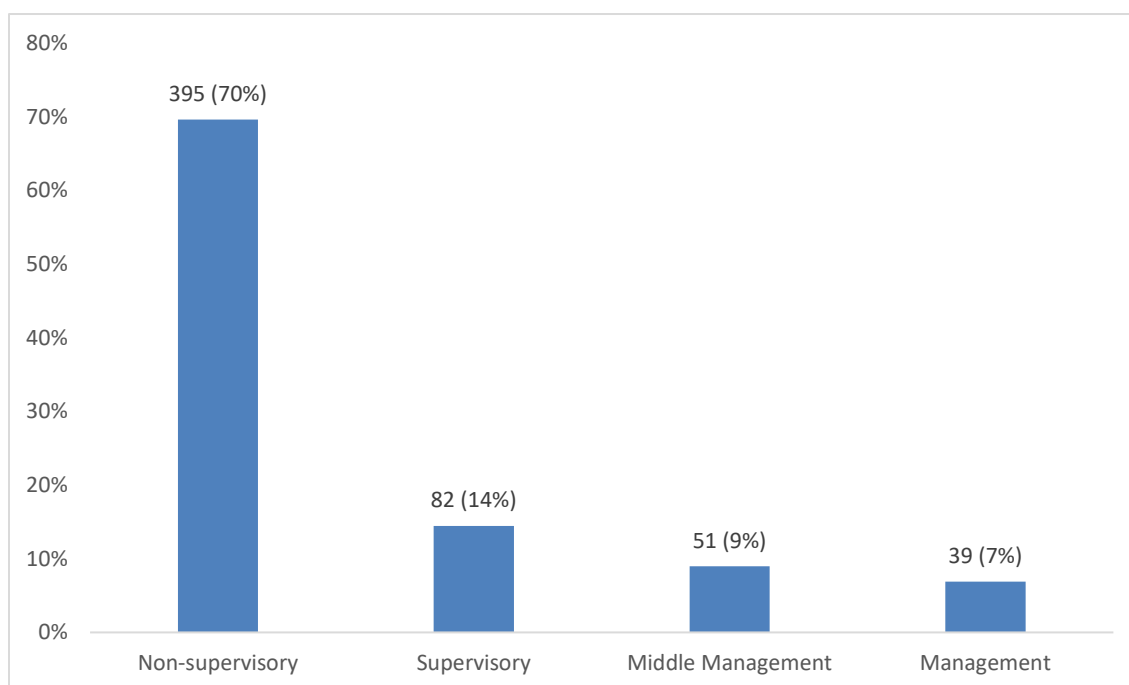
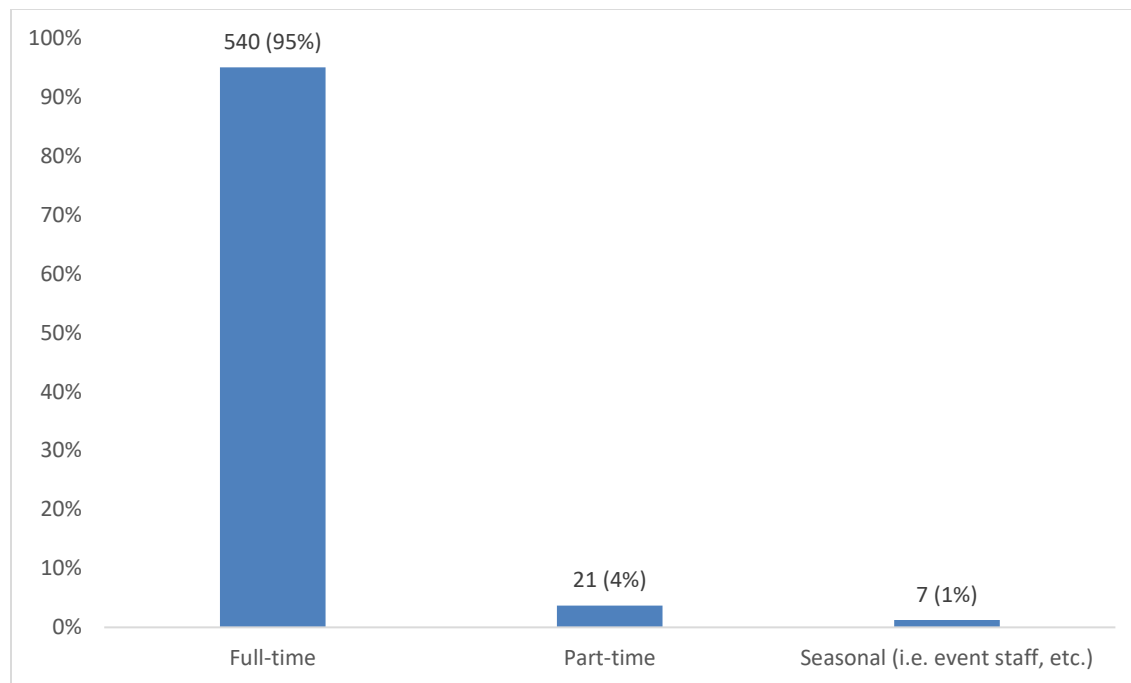


Figure 3 shows the employment status of respondents. Most respondents, 95%, are full-time employees, while just 4% are part-time employees and 1% are seasonal. There were 72 respondents who skipped this question.

Figure 3. What is your current employment status?



Respondents' departments are shown in Table 1. There were 114 respondents (18%) who did not identify the department in which they work.

Table 1. In which department do you work?

Answer Choices	Response
Administration	9 (2%)
Airport	4 (1%)
Building Safety	20 (4%)
City Attorney	8 (2%)
City Clerk	2 (1%)
Civic Music	4 (1%)
Emergency Management	1 (1%)
Finance/IT	17 (3%)
Fire	45 (9%)
Human Resources	6 (1%)
Library	54 (10%)
Mayo Civic Center	9 (2%)



Answer Choices	Response
Parks and Recreation	49 (9%)
Planning and Zoning	16 (3%)
Police	151 (29%)
Public Works	68 (13%)
Rochester Public Utilities (RPU)	63 (12%)

Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

Respondents were asked to review a list of statements reflecting potential strengths, weaknesses, opportunities and challenges that were developed in conjunction with City of Rochester project leaders and was based on information obtained from interviews with the Mayor, Councilmembers, the city administrator, assistant city administrator II and department directors. For each SWOC element there are two types of statements: those that describe the community of Rochester and those that describe the city government. Respondents were asked to indicate their agreement (strongly agree, agree, disagree, or strongly disagree) with each statement.

The responses to statements about City of Rochester strengths are shown in Table 2 with the detailed percentages for strongly agree, agree, disagree, and strongly disagree as well as an aggregate percentage for strongly agree/agree and strongly disagree/disagree.

Table 2. Rochester Strengths

Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
Community of Rochester				
a. Economically stable	221 (35%)	389 (61%)	20 (3%)	4 (1%)
	610 (96%)		24 (4%)	
b. Small-town feel	37 (6%)	250 (40%)	288 (46%)	57 (9%)
	287 (45%)		345 (55%)	
c. The Mayo Clinic	261 (41%)	317 (50%)	44 (7%)	8 (1%)
	578 (92%)		52 (8%)	
d. A regional leader	179 (29%)	380 (61%)	61 (10%)	5 (1%)
	559 (89%)		66 (11%)	
e. Great place to raise a family	145 (23%)	364 (58%)	110 (17%)	10 (2%)
	509 (81%)		120 (19%)	
f. The comprehensive plan	40 (7%)	392 (65%)	150 (25%)	19 (3%)
	432 (72%)		169 (28%)	
g. Few pockets of poverty	42 (7%)	328 (53%)	218 (35%)	36 (6%)



Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
	370 (59%)		254 (41%)	
Rochester City Government				
h. New leadership and directors	93 (15%)	437 (71%)	82 (13%)	5 (1%)
	530 (86%)		87 (14%)	
i. Focus on building a strong internal team	86 (14%)	391 (63%)	125 (20%)	16 (3%)
	477 (77%)		141 (23%)	
j. Talented, dedicated employees	181 (29%)	411 (66%)	28 (4%)	5 (1%)
	592 (95%)		33 (5%)	
k. Employees are willing to try new ideas and approaches	94 (15%)	398 (65%)	106 (17%)	17 (3%)
	492 (80%)		123 (20%)	

More than 90% of respondents strongly agreed or agreed that economic stability (96%); talented, dedicated employees (95%) and the Mayo Clinic (92%) are strengths of Rochester.

Respondents were then asked to select their top three strengths from among the list of strengths shown for both the community and city government. Table 3 shows respondents' top three strengths of the City of Rochester.

Table 3. Rochester Strengths (from highest to lowest response)

Answer Choices	Response
a. Economically stable	474 (74%)
c. The Mayo Clinic	401 (63%)
j. Talented, dedicated employees	232 (36%)
e. Great place to raise a family	213 (33%)
d. A regional leader	178 (28%)
b. Small-town feel	88 (14%)
h. New leadership and directors	77 (12%)
k. Employees are willing to try new ideas and approaches	71 (11%)
i. Focus on building a strong internal team	46 (7%)
g. Few pockets of poverty	34 (5%)
f. The comprehensive plan	27 (4%)
List up to three additional strengths, if applicable.	25 (4%)

A majority of respondents chose economic stability (74%) and the Mayo clinic (63%) as top strengths of Rochester. The third most identified strength is talented, dedicated employees



(36%). Rochester being a great place to raise a family was close behind with 33% of respondents mentioning it as one of their top three strengths.

Respondents were also offered the opportunity to list up to three additional strengths if they thought there were other strengths not included on the list. Only 25 respondents provided additional strengths. Of those mentioned, only recreational activities were mentioned more than once, which is still far less than any strength identified in the list provided.

Weaknesses

Table 4 details respondent's level of agreement or disagreement with statements about Rochester weaknesses.

Table 4. Rochester Weaknesses

Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
Community of Rochester				
a. Lack of diversity in the Rochester community	26 (4%)	96 (16%)	326 (54%)	159 (26%)
	122 (20%)		485 (80%)	
b. Lack of affordable housing	173 (28%)	226 (37%)	154 (25%)	56 (9%)
	399 (66%)		210 (34%)	
c. Small-town mentality	82 (13%)	172 (28%)	283 (47%)	71 (12%)
	254 (42%)		354 (58%)	
Rochester City Government				
d. Loss of institutional knowledge due to retirements	72 (12%)	233 (39%)	256 (43%)	36 (6%)
	305 (51%)		292 (49%)	
e. Lack of capital and facilities planning	87 (15%)	266 (45%)	221 (38%)	13 (2%)
	353 (60%)		234 (40%)	
f. Lack of interdepartmental communication	177 (30%)	289 (49%)	117 (20%)	10 (2%)
	466 (79%)		127 (21%)	
g. Many silos and decentralization	119 (21%)	246 (43%)	203 (35%)	8 (1%)
	365 (63%)		211 (37%)	
h. The “way we have always done it” mentality	149 (25%)	252 (42%)	189 (32%)	7 (1%)
	401 (67%)		196 (33%)	
i. Inability to keep up with growth in the City	157 (27%)	258 (44%)	170 (29%)	6 (1%)
	415 (70%)		176 (30%)	
j. Lack of diversity in Rochester city government	63 (11%)	137 (23%)	295 (50%)	99 (17%)
	200 (34%)		394 (66%)	
k. Inability to fund city services and capital projects	98 (17%)	260 (44%)	206 (35%)	27 (5%)



Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
	358 (61%)		233 (39%)	
l. Lack of coordinated facilities management	84 (14%)	258 (44%)	230 (39%)	15 (3%)
	342 (58%)		245 (42%)	
m. Lack of performance management and benchmarking	58 (10%)	225 (38%)	292 (50%)	14 (2%)
	283 (48%)		306 (52%)	

At least two-thirds (79%) of respondents strongly agreed or agreed that weaknesses included the lack of interdepartmental communication, inability to keep up with growth in the City (70%), “way we have always done it” mentality (67%), and lack of affordable housing (66%). Overall, respondents do not believe that the lack of diversity in the community or city government is a weakness (with 80% and 66% strongly disagreeing or disagreeing respectively), nor do they believe there is a lack of diversity.

The top three weaknesses and all others identified by respondents is shown in Table 5.

Table 5. Rochester Weaknesses (ranked from highest to lowest response)

Answer Choices	Response
b. Lack of affordable housing	245 (40%)
f. Lack of interdepartmental communication	221 (36%)
i. Inability to keep up with growth in the City	218 (35%)
h. The “way we have always done it” mentality	203 (33%)
k. Inability to fund city services and capital projects	184 (30%)
e. Lack of capital and facilities planning	127 (21%)
h. Many silos and decentralization	119 (19%)
c. Small-town mentality	118 (19%)
d. Loss of institutional knowledge due to retirements	91 (15%)
l. Lack of coordinated facilities management	70 (11%)
m. Lack of performance management and benchmarking	60 (10%)
j. Lack of diversity in Rochester city government	52 (8%)
List up to three additional weaknesses, if applicable.	46 (7%)
a. Lack of diversity in the Rochester community	21 (3%)

The three weaknesses mentioned most often are the lack of affordable housing (40%), lack of interdepartmental communication (36%), and inability to keep up with growth in the City (35%). Next, were the “way we have always done it” mentality (33%) and the inability to fund city services and capital projects (30%). Just 7% of respondents listed additional weaknesses.



Among those, the lack of parking and transportation infrastructure were mentioned a few times each.

Opportunities

Respondents' agreements with statements regarding potential opportunities for Rochester are shown in Table 6.

Table 6. Rochester Opportunities

Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
Community of Rochester				
a. Growing from a small town to a mid-size city	136 (23%)	355 (60%)	91 (15%)	12 (2%)
	491 (83%)		103 (17%)	
b. Increasing racial and ethnic diversity	70 (12%)	261 (44%)	195 (33%)	65 (11%)
	331 (56%)		260 (44%)	
c. Expanding community and regionally focused recreation facilities	134 (23%)	371 (62%)	75 (13%)	15 (3%)
	505 (85%)		90 (15%)	
d. Renovating and/or expanding the library	85 (14%)	194 (33%)	223 (37%)	94 (16%)
	279 (47%)		317 (53%)	
e. Implementing the Destination Medical Center (DMC) initiative	98 (17%)	338 (58%)	110 (19%)	41 (7%)
	436 (74%)		151 (26%)	
f. Improving transit	193 (32%)	314 (53%)	70 (12%)	20 (3%)
	507 (85%)		90 (15%)	
g. Improving pedestrian connections	136 (23%)	312 (53%)	124 (21%)	22 (4%)
	448 (75%)		146 (25%)	
Rochester City Government				
h. Strengthening relationships with regional partners	90 (15%)	449 (76%)	45 (8%)	3 (1%)
	539 (92%)		48 (8%)	
i. Leveraging city assets	79 (14%)	410 (71%)	82 (14%)	6 (1%)
	489 (85%)		88 (15%)	
j. Expanding community engagement and communications	119 (20%)	394 (67%)	63 (11%)	8 (1%)
	513 (88%)		71 (12%)	
k. Developing a strategic basis for priority setting	162 (28%)	389 (66%)	34 (6%)	3 (1%)
	551 (94%)		37 (6%)	
l. Developing a strategic basis for budgeting	169 (29%)	393 (67%)	21 (4%)	4 (1%)
	562 (96%)		25 (4%)	
m. Creating a roadmap for the future	210 (36%)	348 (59%)	29 (5%)	3 (1%)



Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
	558 (95%)		32 (5%)	
n. Improving public/private partnerships	116 (20%)	404 (69%)	58 (10%)	6 (1%)
	520 (89%)		64 (11%)	
o. Creating a teamwork culture	193 (33%)	360 (61%)	31 (5%)	7 (1%)
	553 (94%)		38 (6%)	
p. Increasing engagement between teammates	177 (30%)	372 (63%)	33 (6%)	6 (1%)
	549 (93%)		39 (7%)	
q. Fostering a high-performing organization	185 (32%)	366 (63%)	27 (5%)	6 (1%)
	551 (94%)		33 (6%)	

Respondents overwhelmingly agreed with many of the statements about potential opportunities including the opportunity to develop a strategic basis for budgeting (96%) and priority setting (94%), creating a roadmap for the future (95%), fostering a high performing organization (94%), and strengthening relationships with regional partners (92%). Respondents do not think that increasing racial or ethnic diversity or renovating/expanding the library represent opportunities for the City, with only 56% and 47% respectively, strongly agreeing or agreeing with those statements.

Table 7 shows how respondents ranked the list of potential opportunities for Rochester.

Table 7. Rochester Opportunities (ranked from highest to lowest response)

Answer Choices	Response
f. Improving transit	220 (36%)
a. Growing from a small town to a mid-size city	177 (29%)
e. Implementing the Destination Medical Center (DMC) initiative	174 (29%)
m. Creating a roadmap for the future	155 (25%)
c. Expanding community and regionally focused recreation facilities	141 (23%)
k. Developing a strategic basis for priority setting	128 (21%)
o. Creating a teamwork culture	125 (21%)
l. Developing a strategic basis for budgeting	101 (17%)
q. Fostering a high performing organization	90 (15%)
d. Renovating and/or expanding the library	74 (12%)
h. Strengthening relationships with regional partners	74 (12%)
n. Improving public/private partnerships	59 (10%)
b. Increasing racial and ethnic diversity	55 (9%)
p. Increasing engagement between teammates	55 (9%)



Answer Choices	Response
g. Improving pedestrian connections	50 (8%)
i. Leveraging city assets	50 (8%)
j. Expanding community engagement and communications	48 (8%)
List up to three additional opportunities, if applicable.	13 (2%)

Improving transit was selected most often by respondents, with 36% selecting that answer. The second and third ranked opportunities were tied at 29%. They were: growing from a small town to a mid-size city and implementing the DMC initiative. An additional four opportunities received between 21% and 25% of the selections by respondents. Just 13 respondents listed additional opportunities and no single response was mentioned more than once.

Challenges

Table 8 details the level of agreement respondents had with statements about potential challenges for the City of Rochester.

Table 8. Rochester Challenges

Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
Community of Rochester				
a. Improving entertainment options	165 (28%)	292 (50%)	103 (18%)	19 (3%)
	457 (79%)		122 (21%)	
b. Attracting private investment	75 (13%)	310 (54%)	171 (30%)	15 (3%)
	385 (67%)		186 (33%)	
c. Addressing poverty	111 (19%)	290 (50%)	144 (25%)	30 (5%)
	401 (70%)		174 (30%)	
d. Aligning the land use and development vision with an overall vision for the City	123 (22%)	381 (67%)	66 (12%)	1 (0%)
	504 (88%)		67 (12%)	
e. Coordinating with the State, County, and other units of local government	111 (19%)	382 (67%)	73 (13%)	7 (1%)
	493 (86%)		80 (14%)	
f. Balancing downtown and community needs	176 (31%)	339 (59%)	53 (9%)	7 (1%)
	515 (90%)		60 (10%)	
g. Managing organizational and community change simultaneously	117 (21%)	379 (67%)	67 (12%)	5 (1%)
	496 (87%)		72 (13%)	
Rochester City Government				
h. Keeping up with growth	228 (39%)	306 (53%)	41 (7%)	7 (1%)
	534 (92%)		48 (8%)	
i. Preserving the status quo	33 (6%)	218 (38%)	274 (48%)	46 (8%)



Answer Choices	Strongly Agree	Agree	Disagree	Strongly Disagree
	Strongly Agree / Agree		Strongly Disagree / Disagree	
	251 (44%)		320 (56%)	
j. Protecting limited historic resources	71 (12%)	296 (52%)	184 (32%)	22 (4%)
	367 (64%)		206 (36%)	
k. Employee retirements/turnover	92 (16%)	316 (55%)	139 (24%)	25 (4%)
	408 (71%)		164 (29%)	
l. Funding deferred maintenance of facilities, infrastructure and similar unfunded liabilities	167 (29%)	343 (60%)	58 (10%)	5 (1%)
	510 (89%)		63 (11%)	
m. Balancing investments in city services	85 (15%)	417 (74%)	58 (10%)	6 (1%)
	502 (89%)		64 (11%)	
n. Maintaining community safety	203 (36%)	307 (53%)	59 (10%)	7 (1%)
	510 (89%)		66 (11%)	
o. Overcoming an organizational culture of silos (departments)	127 (23%)	316 (55%)	117 (20%)	11 (2%)
	443 (78%)		128 (22%)	
p. Moving from planning to action	162 (28%)	348 (61%)	58 (10%)	4 (1%)
	510 (89%)		62 (11%)	

Keeping up with growth (92%) and balancing downtown and community needs (90%) were potential challenges identified by at least nine of every ten respondents. In close proximity (89%) strongly agreed or agreed that the following are challenges for Rochester: funding deferred maintenance of facilities, infrastructure and similar unfunded liabilities; balancing investments in city services; and maintaining community safety; and moving from planning to action.

The top three challenges selected by respondents are shown in Table 9.

Table 9. Rochester Challenges (ranked from highest to lowest response)

Answer Choices	Response
h. Keeping up with growth	273 (46%)
n. Maintaining community safety	180 (30%)
a. Improving entertainment options	169 (28%)
f. Balancing downtown and community needs	164 (27%)
c. Addressing poverty	139 (23%)
l. Funding deferred maintenance of facilities, infrastructure and similar unfunded liabilities	132 (22%)
p. Moving from planning to action	121 (20%)
d. Aligning the land use and development vision with an overall vision for the City	105 (18%)
o. Overcoming an organizational culture of silos (departments)	92 (15%)



Answer Choices	Response
e. Coordinating with the State, County, and other units of local government	76 (13%)
g. Managing organizational and community change simultaneously	73 (12%)
b. Attracting private investment	65 (11%)
k. Employee retirements/turnover	59 (10%)
m. Balancing investments in city services	48 (8%)
j. Protecting limited historic resources	31 (5%)
i. Preserving the status quo	17 (3%)
List up to three additional challenges, if applicable.	11 (2%)

Keeping up with growth was identified by nearly half of respondents (46%) as a challenge for Rochester. Maintaining community safety (30%), improving entertainment options (28%), and balancing downtown and community needs (27%) were mentioned by more than one-quarter of respondents. Only 11 respondents listed additional challenges.

Vision

Respondents were asked to provide up to three words or phrases that best describe their vision for the future of Rochester. A total of 1,199 total words or phrases were submitted. Figure 4 is a word cloud showing the words that were mentioned more than 10 times. Table 10 shows all the words that are represented in the word cloud and how often they were mentioned.



Figure 4. Rochester Vision – Key Words



Table 10. Vision Word Count

Vision Words	Word Count	Vision Words	Word Count
safe	126	affordable	17
community	92	small	17
live	64	growing	16
family	58	future	15
innovative	50	feel	14
progressive	44	infrastructure	13
diverse	40	sustainable	13
inclusive	38	leader	13
healthy	38	best	13
quality	35	home	12
friendly	34	good	12



Vision Words	Word Count		Vision Words	Word Count
growth	34		destination	11
work	32		stable	11
welcoming	26		fun	11
opportunity	26		big	11
Mayo Clinic	24		entertainment	10
great	23		economically	10
vibrant	22		strong	10
life	22		clean	10
raise	19		play	10

Mission

Respondents were shown the current mission statement and asked if it represents what the City should stand for and do in the future. The current mission statement is:

To provide a safe, attractive environment through the responsive, efficient, and cost-effective delivery of municipal services. The City will strive to enhance community pride by improving the physical, environmental, economic, cultural and social quality of the community.

Most respondents, 81%, said that the current mission statement represents what the City should stand for while 19% said it does not.

Table 11. Does the current mission statement represent what the City should stand for and do in the future?

Answer Choices	Response
Yes	475 (81%)
No	114 (19%)

Respondents who did not think the mission statement represents what the City should stand for and do in the future were asked to submit up to three key words or phrases that should be included in the mission statement. A total of 244 words or phrases were submitted by respondents. Figure 5 shows a word cloud of words mentioned more than three times, and Table 12 includes the corresponding words and count.



Figure 5. Mission Word Cloud



Table 12. Other Words Suggested for Inclusion in the Mission

Mission Words	Word Count	Mission Words	Word Count
safe	18	family	4
community	10	pride	4
innovative	9	sustainable	3
progressive	8	government	3
inclusive	8	commitment	3
diverse	7	effective	3
quality	7	citizens	3
city	6	delivery	3
life	6	culture	3



Mission Words	Word Count	Mission Words	Word Count
vibrant	5	place	3
responsible	4	work	3
welcoming	4	live	3
friendly	4	fun	3
healthy	4		

Values

Respondents were asked to indicate their level of agreement with the current City values, the results of which are shown in Table 13.

Table 13. Please indicate your level of agreement with the current City values, which are expressed as the acronym RISE.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Answer Choices	Strongly Agree / Agree		Strongly Disagree / Disagree	
a. Respect	263 (47%)	261 (46%)	37 (7%)	4 (1%)
	524 (93%)		41 (7%)	
b. Integrity	275 (49%)	241 (43%)	38 (7%)	11 (2%)
	516 (91%)		49 (9%)	
c. Safety	275 (48%)	251 (44%)	33 (6%)	10 (2%)
	526 (92%)		43 (8%)	
d. Excellence	236 (42%)	279 (49%)	45 (8%)	6 (1%)
	515 (91%)		51 (9%)	
e. Customer Focus	235 (42%)	275 (49%)	44 (8%)	7 (1%)
	510 (91%)		51 (9%)	

Over 90% of respondents strongly agreed or agreed with the current City values. Respondents were also offered the opportunity to submit other values they think Council should consider. A total of 559 words were submitted and those that were mentioned five times or more are shown in the word cloud in Figure 6 and in Table 14.



Figure 6. Other Words Suggested as Values for Rochester

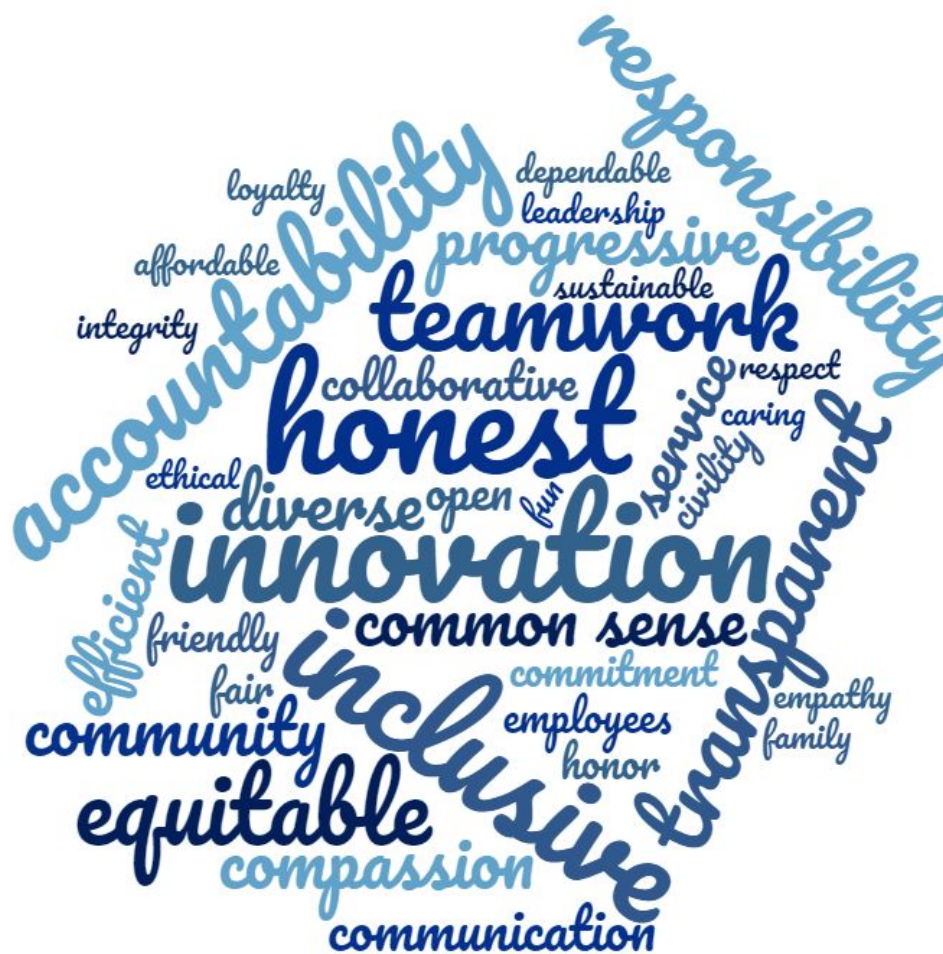


Table 14. Values Word List

Value Words	Word Count	Value Words	Word Count
innovation	21	commitment	6
honest	20	employees	6
inclusive	19	civility	6
accountability	16	friendly	6
teamwork	15	honor	6
transparent	14	fair	6
equitable	14	sustainable	5
responsibility	13	leadership	5



Value Words	Word Count	Value Words	Word Count
progressive	10	affordable	5
compassion	10	dependable	5
community	10	integrity	5
diverse	10	empathy	5
common sense	10	ethical	5
efficient	9	loyalty	5
service	9	respect	5
communication	8	caring	5
collaborative	7	family	5
open	7	fun	5

Conclusion

The survey results provide a basis for understanding key issues and concerns of City employees. Management Partners will review the results with administrators and Councilmembers, and review and discuss the results with staff during upcoming focus groups.



City of Rochester Strategic Priorities Advance Work Session

July 9, 2018

Meadow Wetlands & Environmental Science Center



Before we begin ...



Share ideas freely

Listen with an open mind

Assume good intent

Seek consensus

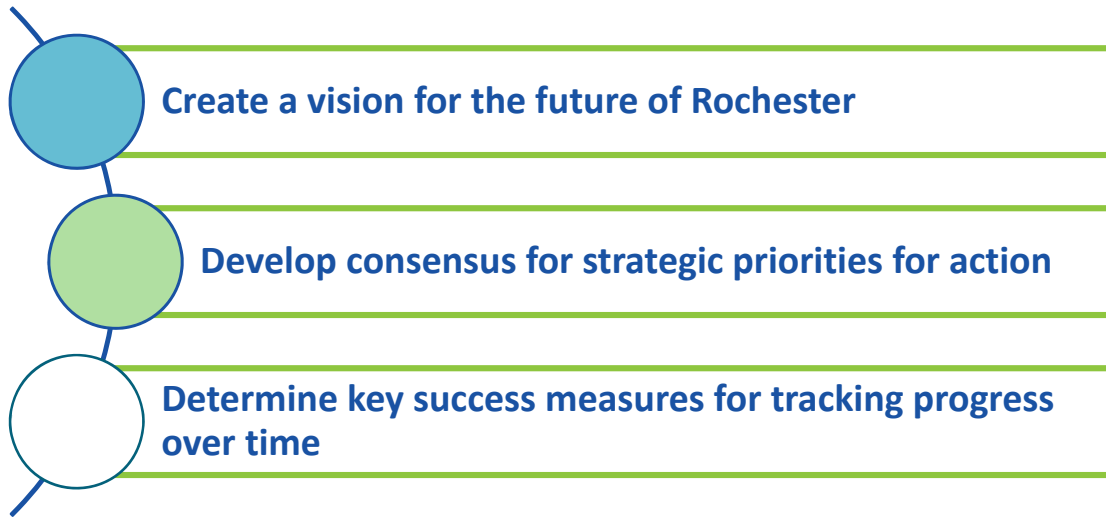
Participate fully

Stay focused

Attend to your cell phones during
breaks



Purpose and Outcomes



Welcome and Agenda Review

9:00 Welcome and agenda review

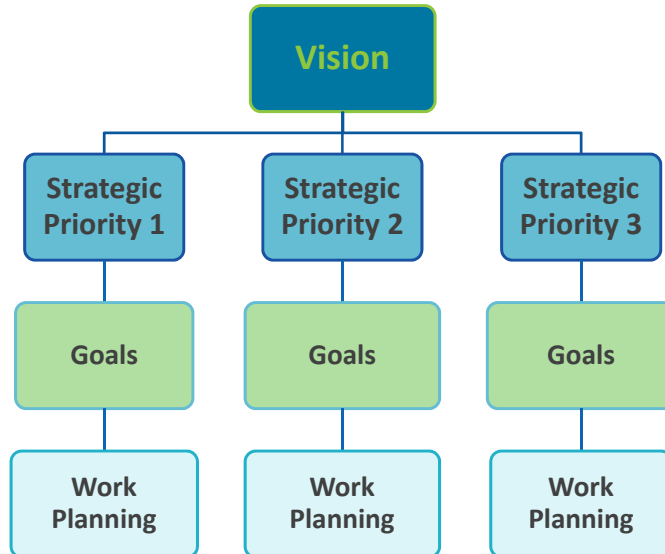
- Presentation of high-level environmental scan
- Discuss the elements of a vision for the future
- Reach consensus on the vision

Noon Lunch

- Discuss and reach consensus on strategic priorities
- Discuss and reach consensus on success measures
- Next Steps

5:00 Adjourn

Vision – Strategic Priorities – Goals

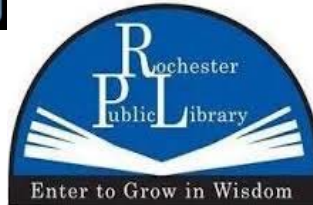


Background Information

- **Current Plans**
- **Input from the public**
- **Input from employees**



Environmental Scan- Current Plans



7

Environmental Scan – Current Plans



- Adopted April 2018
- Promotes a common vision for future land use development and alternative visions for how Rochester could develop in the future
- Includes land use recommendations that balance edge growth with infill and redevelopment, especially along transit corridors and nodes to effectively advance transportation, housing, infrastructure, environment and fiscal sustainability priorities.



8

Environmental Scan – Current Plans



2040 Vision Statement

Rochester is a city that cares: where all people are treated with dignity and respect; where residents, employees, and visitors enjoy a high quality of life; where business and industry thrive; and where the land and environment are renewed and sustained for the benefit of all. It is a welcoming and diverse community:

Renowned for its reputation as a center for growth and innovation, its robust economy, and programs and institutions that support life-long learning;

Characterized by its safe and friendly neighborhoods, diverse and affordable housing options for people of all ages and backgrounds, thriving downtown, vibrant public spaces, and easy access to parks and recreational amenities;

Committed to health and wellness, not only of its people, but also of the air, water, and land they depend on for sustenance;

Connected both physically and socially—offering balanced transportation options; well-planned streets, sidewalks, trails, and neighborhoods; and a hospitable cultural atmosphere; and

Dedicated to the sustainable and responsible use of public resources and provision of quality public services, supporting livability and long-term fiscal health.



9

Environmental Scan – Current Plans



- Approved April 2017 and provides direction through 2021
- Includes a vision, mission, values, principles, standards, core values, service responses, goals, initiatives and objectives
- Vision statement: ***Where aspirations, ideas and knowledge converge***



10

Environmental Scan – Current Plans



- Adopted August 2016, provides a 20-year a roadmap for system revitalization and expansion.
- Based on the following principles:
 - Support Excellence
 - Cultivate Health
 - Create Connections
 - Encourage Exploration
 - Be Flexible and Responsive
 - Grow Gracefully

Environmental Scan – Current Plans



Vision Statement

The Destination of Choice. We will be top of mind for state, regional and national recreational and competitive events. We are a significant force in the economic development of Rochester through the services and venues we offer.

A Culture of Pride. We are an organization that does not compromise on excellence. Our employees take pride in all that they do, are engaged and look forward to coming to work every day. We are seen as an employer of choice in the City.

Fully Leveraged Technology. We fully embrace and leverage technology to work smarter and more efficiently while enhancing the experience of our customers.

Outstanding Reputation in the Community. We meet the needs of ALL of a diverse community. We top all of the healthy living lists and are looked at as an example of excellence in Parks and Recreation nationally. We are the best practice.

Sustainable Stability. We are seen as an essential department in this community. We are fully staffed and funded to support the vision and mission of our department.

Strengths

Community and Stakeholders



Employees



Weaknesses

Community and Stakeholders



Employees



Vision

Community and Stakeholders



Employees



Thinking About Strategic Priorities, What Is Most Important?

What priorities did you identify ?

