

Planned Objectives Progress Report: January, 2019

INFRASTRUCTURE - *Develop and implement fiscal sustain ability policies to support core services that proactively ensure the health, safety and welfare of our citizens: City Facility's Assessment/Usage/Planning; Ten-year Facilities Planning Funding.*

Key Goals - Progress to Date

Asset Management Assessment and Evaluation

- Insure levy and CIP allocation reflect council budget priorities - Complete for 2018-2019
- Continue to refine 10-year Plan including funding plan - In progress.
 - Building Maintenance Fund Implemented in 2018 Budget – Completed 2019 Projects: Improvement at City Maintenance Facility; Improvement at Lake Kohlmier Beach House; Remodel Kitchen at the Commons; Roofing Projects – West Hills Administration Building and Henderson Hall.
- Begin assessment of all public building usage current and future conditions.
 - Staff acquired a Facility Analysis Report Template and began the process to complete this. The new Government Buildings Maintenance Manager is in the process of joining the city shop in utilization of their new software “Manager Plus” to aid in asset management as it pertains to the City’s buildings. This may replace the Facility Analysis Report Template. A determination has not yet been made.
- Staff Space Allocation Study for Library.
 - Library Director and Library Board will work on a budget and timeline for renovations and will bring to Council during February 2019.
- Pursue grant application for historic building repairs.
 - Fire Hall grant completed for architectural drawings and specifications; excess funds returned \$16,000. Applied for roof repair and just missed funding for 2019; was encouraged to apply again during next grant period. (MHS allows only one active grant per community).
 - West Hills grant for architectural drawings and specifications was not awarded in this grant round.

Leverage Technology to Improve and Efficiency and Effectiveness

- Increase use of mobile technology, i.e. GIS, Asset Management.
 - Mobile apps have been developed to inventory and track maintenance issues:
 - o Waste Water - sanitary lines, manhole, sanitary events.
 - o Engineering - streets, storm water network and municipal storm surveys {MS4}, sign inventory, tree inventory, ADA inventory, sidewalk snow removal.
 - o Community Development - Vacant Lot Inventory & Assessment, Building Survey Assessment, Airport Lighting Assessment, sprinkled building inventory.
 - o Park & Rec – Park Valve App, Playground Inspection, Park Viewer. Hunting stands app.
 - o Fire department – Rental Property Inspection app.
 - o Police Department – Crime scene collection app. Emergency Response App (Police & Fire).
 - Public facing interactive maps for Citizens - downtown parking map, emergency road closures, park passport app, park viewer, construction project status app, city basemap.
 - App for location and inspection record of first aid kits.
- LaserFische document management software.
 - Staff is implementing in the following departments: Finance, HR, Administration, Community Development and Police.
 - Software allows staff to scan needed documents without having to keep the physical paper. Streamlines and simplifies research projects.
 - Using the software to streamline processes for Special Permit approvals and for Invoice approvals using built-in workflows.
- Fleet Management software implemented to track fleet maintenance activities and develop cost of ownership per piece of equipment or vehicle. This allows for data driven decisions on replacements.
- Increase staff training in technology - all staff receive cyber security training on an annual basis.
 - Staff has reviewed many options, online, Community Ed, Riverland Community College. Staff felt the best approach to use small group training in targeted areas. Public Works and Parks Supervisors received Microsoft Excel training.
 - Existing staff also used as resource for other departments.

- Utilize IT Oversight Committee to develop Strategic Tech Plan - No progress due to current workload. Other projects have higher priority. The committee is used for discussing and considering appropriate new investments in technology.
- Continue implementation of Technology Report recommendations- ongoing.

Maintain adequate transportation system of roads, trails, sidewalks that allow for growth and avoid congestion issues

- Continue implementation of sidewalk/trail plan.
 - Completed trail connection between Kaplan's Woods parking lot and Linn Avenue through Kaplan's Woods Park.
 - Planning for construction of new sidewalk from Bridge Street to Jeffery Street along Allan Avenue in 2019.
- Establish minimum PMI Standards.
 - In house pavement rating system established and entire city rated. Annually ¼ of the city will be re-rated to maintain current system. NE Quadrant evaluated in the Fall of 2018. SE Quadrant will be evaluated during 2019.
- Put requests in for major transportation projects eligible for county sales tax funding.
 - CSAH 45 from Holly to Rose and CSAH 19 from CSAH 45 to Willow is planned for concrete pavement rehabilitation in 2019. Rose Street will include ADA upgrades.
 - Evaluating roundabout for intersection of 26th Street and North Cedar Avenue.
- Continue to focus resources on preventive street maintenance.
 - 2019 budget includes \$250,000 for seal/coating/crack filling and \$160,000 for overlays.
- Explore Assessment Alternatives.
 - City currently utilizing the \$52.00 cap per foot method.
 - Additional discussion planned during Strategic Planning Process.

Wastewater Capacity to support projected growth

- Monitor and comply with new state and federal mandates.
 - Staff is monitoring and commenting on environmental regulations along with Minnesota Cities Stormwater Coalition (MCSC), Minnesota Environmental Science and Economic Review Board (MESERB) and CGMC.
- Obtain new NPDES Permits.
 - MPCA has agreed to reissue the NPDES permit in conjunction with approval of facility plan.
- Continue planned expansion wastewater treatment plant.
 - Engineering is working with a consultant to develop a Wastewater Treatment Facility Plan. The plan will evaluate current and future needs, identify preliminary projects, and schedule. Staff is waiting on effluent limits from MPCA in order to finish plan. A non-degradation review is ongoing.

Flood Mitigation

- The all hazard mitigation plan has been updated for 2018 - 2023.
 - The plan includes input from two planning meetings held to review jurisdictional mitigation action charts and the Master Steele County mitigation action chart.
 - Plan approved by the Minnesota Homeland Security Emergency Management and FEMA City Council approve March 20, 2018.
- Review options and funding sources for implementation.
 - Mitigation grants require 25% match and meet a cost benefit ratio of one.
- Pursue strategic removal of homes in floodplain.
 - Purchased and demolished two homes on North Oak Avenue and one on Mineral Springs Road that were in the floodplain.
- 2018 Improvement Project included Downtown Parking Lot and Library Parking Lot.

- Implement storm water plan as needed.
 - Engineering continues to evaluate stormwater problems and solutions on an ongoing basis.
 - Completed flooding study for Cardinal Drive and Buecksler Park areas.
 - Kaplan's Woods Ravine stabilization project winter 2018 - 2019

ECONOMIC VITALITY- *Through collaboration and partnership with city enterprises, other public entities, Owatonna Partners for Economic Development {OPED}, and private entities, support economic development efforts that attract, retain and create quality jobs to ensure a diverse economic base, a resilient and growing city tax base, and thriving neighborhoods. Downtown Development; Retain/Attract Businesses.*

Key Focus Area - Progress to date

Retain current businesses and attract new business.

Development and redevelopment of commercial areas and vacant properties.

- Continue infrastructure investment to facilitate business growth.
 - Viracon expansion of manufacturing space 240,000 sq. ft. and a 55,000 sq. ft. addition.
 - ProPet (bought out by Cargill) completed a 30,000 square foot addition onto their facility in the industrial park.
- Facilitate and continue incentive programs for expansion and relocation.
 - Approved TIF for relocation of Cemstone.
 - EDA funded Retail Challenge for 2016 - 2018.
 - Purchased Arnold house, demolished and constructed public parking lot in conjunction with new 11,000 sq. ft. Arrow Ace Hardware store.
 - Approved TIF Torey's relocation into the former Arrow Ace Hardware building.
 - Approved TIF for South Pointe a 37-unit market-rate apartment building, located on former nursing home site on 18th Street SW.
 - Approved TIF for 54-unit market rate apartments, 5-story building on Vine Street.

- Implement airport business and development plan.
 - Working group formed to help recruit airport related businesses.
 - Changed branding and website as part of business plan.
- Encourage development of entrepreneurs and new business start-ups through Owatonna Area Business Development Center - ongoing.
 - Support efforts of OPED, HRA and EDA - held Micropolitan Summit attracted 70 plus developers and brokers. Held metro broker event with United Properties and 25 industrial real estate brokers. Participated in DEED's familiarization tour. Implemented recommendations from housing study. Contracted with University of Minnesota to complete a Retail Trade Analysis for Owatonna zip code. Held event to inform developers about Opportunity Zones. Held lenders meeting to review ways to streamline loan process for development opportunities.

Encourage and support downtown development and redevelopment.

- Work with Chamber to implement the Main Street Program - ongoing.
 - Participated in strategic planning for Main Street Program.
- Continue downtown area inspections.
 - Identified problem properties and working with property owners on building solutions.
- Pursue appropriate opportunities for redevelopment.
 - EDA purchased properties five along East Pearl Street to redevelop with a multi-family apartment building.
 - Demolished three on East Fremont Street for redevelopment.
 - Demolished 134 East Rose Street for intersection improvements.
 - Demolished 327 North Grove for future intersection improvements.
 - Purchase 131 Lincoln Avenue for future intersection improvements.
 - Purchase 211 East Pearl Street for future parking lot for LEC.
- Develop and implement at least one "Love Your City" idea.
 - Park staff implemented "Rocking Around Owatonna" - Public asked to decorate a rock with an inspiration message or design in place in a park.
 - "Owls Downtown".

Beautify key entrances to the City and Downtown to enhance Owatonna's image and increase economic and tourism opportunities.

- Work with county for reconstruction for Hoffman/Oak/Cedar (County Rd. 45) corridor.
 - Request submitted, county consultant working on preliminary study.
- Extra efforts for cleanup of key entrances and downtown.
 - Working with Steele County in redevelopment of former public works building. Staff attended county board meeting to provide recommendations.
 - Park and Rec staff mowing Hoffman Drive entrance at I-35.
- Continue program with OPU to bury overhead lines in key entrance areas and street lighting program.
 - Received OPU approval to bury overhead lines behind new Ace Hardware Store and behind new apartment building on East Pearl Street and South Cedar Ave.
 - Working with OPU to replace downtown light poles and fixtures.
- Set standards for garbage containers/placement.
 - Staff constructed screening for garbage containers at Fire Hall, Library and Mineral Springs Park.
 - New ordinance addressing garbage cans and dumpsters on public sidewalk and alleys and specifically allowing tables, chairs, planters and one sandwich type sign. Council approved March 6, 2018.
 - o Worked with businesses to comply with new ordinance.
- Consider property maintenance codes and building use registration program.

QUALITY OF LIFE - *Maximize resources that provide quality of life City services and programs, including adherence to the aforementioned City Service, and Economic Vitality Goals; enhancing conveniences for our citizens; and providing the art, cultural and recreational amenities befitting the size and geographic location of Owatonna; Craft Brewery; Survey Interest; Motocross; Community Center; Love Your City.*

Key Focus Area - Progress to Date

Evaluate and consider needed community and recreational amenities/programs.

- Work with agencies to explore the possibility for a new community center.
 - Working with Owatonna Forward group with their focus on the needs of the community as a whole.
- Hired WSB to complete a Master Park Plan.
- Working with Soccer Association on the construction of soccer complex on the Nass property.
- Completed 18th Street Trail and major improvements to Lake Kohlmier
- Working with citizen group for “We All Play” playground and miracle field.
- Continue Aging Mastery Program.
 - Grant period for program is complete but staff is continuing to offer the program. Collaborating with Ecumen Brooks/ Country Side to offer at their locations. Program is free for Senior Place members.
- Grow partnerships to provide programming, event, and amenities that positively affect quality of life.
- Strong partnerships expand and continue to form with service organizations, schools, associations, clubs and businesses.
- Notable partnerships include public health, (promotion, grants and programming) and soccer association's land purchase (Nass property) Ecumen sponsorships with Senior Place.
- Consider citizen survey for quality of life feedback.
 - Implemented virtual suggestion box on Park and Recreation portion of website. Public survey will be included in needs assessment in park plan.

Public Safety

- Participate in community engagement to continue trust and involvement.
 - Public safety staff participates in a wide variety of community engagements both large and small. From stopping at a lemonade stand to participating in the Polar Plunge and National Night Out. Total amount of community engagements 663 during 2016-December 2018.
 - o The Toys for Tots distribution recently took place at Trinity Lutheran Church and as they have in the past years, our Explorer Post participated in the distribution.
 - o The Owatonna Firefighters paid a visit to the Brookdale Senior Living memory care building to discuss the different types of extinguishers and what they are used for. Also discussed was the PASS method for using the extinguisher. Each attendee enjoyed getting a chance to use an extinguisher in the demonstration outside.

- Maintain good ISO Fire Rating.
 - ISO study completed and the city rating maintained at four.

- Reduce/Maintain Crime Rates:

Part 1 CRIMES

	2018	2017	2016
Homicide	0	0	0
Rape	3	5	1
Robbery	6	7	9
Aggravated Assault	19	28	28
Burglary	54	49	75
Theft	341	320	463
Vehicle Theft	39	19	30
Arson	0	1	2
TOTAL	462	428	608

PART 2 CRIMES

	2018	2017	2016
Other Assault	90	75	128
Forgery	24	17	26
Fraud	48	36	70
Embezzlement	1	1	0
Stolen Property	6	4	11
Criminal Damage	89	127	170
Weapon	7	4	12
Prostitution	0	0	1
Sex Offenses	21	14	18
Controlled Substance	75	74	89
Family Offense	9	2	5
Crime Vehicular	56	43	61
Liquor	9	13	11
Disturbance	26	28	37
Government (Other Offenses)	135	89	104
Total	596	527	743

- Over the last 5 years, crime rates are significantly down. We are paying close attention to 2018 that witnessed an overall increase of 10.8% for both Part 1 and Part 2 crimes. Individually, Part 1 crimes increased 7.9% and Part 2 increased 13.1%.
- Body Cameras
 - The next tool on the horizon for law enforcement—the Body Camera. “Body Worn Video (BWV), also known as body cameras and body-worn cameras, or a wearable camera is a wearable audio, video, or photographic recording system.”
 - The body cameras allow us to collect key evidence. They increase trust and promote transparency with the public. They raise awareness and bring to the forefront the difficult jobs and circumstances that police face out on the street.
 - The Owatonna Police Department has been researching BWVs. They look forward to conversations with the public, the city council and police officers on this topic. Those conversations involve cost and the budget, vendor demonstrations, policy, data retention, state statute, and how we plan to use them.
- Continue disaster response and preparedness efforts. - Staff working on developing a COOP continuity of operations plan for all city work sites.

Communicate Quality of Life Opportunities

- Improve website for better utilization.
 - New Website via CivicPlus went live on June 1, 2018. The new website redesign will integrate with social media sites.
 - Utilize social media to ensure consistent messages.
 - Staff developed new Social Media Policy and updated the Computer Use Policy. Both policies were adopted by Council on November 20, 2018.
 - Staff received training on best practice for social media through a collaboration with the school district.
- Investigate appropriate mobile apps (i.e. report potholes).
 - CivicPlus has an option to allow for various mobile apps.
- Take over operation of the City of Owatonna Public Access Channel.
 - City assumed operation of public access channel on November 1, 2017.
 - Council approved policies for the submission of content.
 - Staff trained on operation of community bulletin board.

Efficient Effective Government - *An innovative, responsible and customer focused government working collaboratively; attract, develop, and retain a high performing municipal workforce: Compensation; Succession Planning; Staffing Attract & Retain.*

Key Focus Area - Progress to Date

Attract and retain high performing municipal workforce.

- Provide employees leadership development opportunities.
 - Current supervisors attending MMUA Supervisor Training.
 - Department head completed MMUA Executive Leadership Training and one more attending.
 - Offered Supervisory training to staff offered through Southeast Service Cooperative for Cities and Counties.
 - Crucial Conversations Training was completed with Department Heads and Supervisory staff.

- Department Heads completed DISC Training and Working Styles Assessment.
- Respectful Workplace training provided for all staff.
- Two webinars for new supervisors provided to first-line supervisors and future leaders.
- Survey employees for future growth and development opportunities.
 - Included during performance reviews and self-evaluation forms.
- Increase Diversity – Posting openings on diversity hiring websites.
- Improve effectiveness of performance review process.
 - Performance reviews developed based on new job descriptions for all positions. All department heads and supervisors received training on proper methods in giving a performance review.
 - Performance reviews completed for majority of regular part-time and full-time staff. The majority of staff have welcomed the reviews and were thankful for the feedback. Newly hired staff will be receiving monthly reviews after first six months of hire.
- Prepare succession plans for key employees.
 - Working with individual departments during performance review process to gauge interest and future plans.
- Review staffing needs. - ongoing

Enhance Organizational Structure and Create Culture of Efficiency

- Conduct LEAN Process Improvement - Each department to complete at least one event annually.
 - Fire Department completed on a lean event for the Nuisance Complaint process resulting in streamlined process and improved customer service.
 - Human Resource Department and Parks and Recreation Department working on a lean event for the onboarding process for seasonal/temporary workers. – Held follow-up session and Human Resource Director is meeting with supervisors to discuss changes and instruct them on the new on-boarding process.

- Review and adopt best practices for innovation.
 - Staff is currently implementing time clocks and Human Capital Management software. This software automated many paper processes such as vacation requests and approvals and provides real time information to managers and supervisors. Provide additional level of checks and balances. Staff addressing department exceptions.
- Increase collaboration opportunities between departments.
 - Community Development Director is currently serving as the Interim Director of the Parks and Recreation and Governmental Buildings Department due to retirement of previous Director.
 - Instituted Central Garage concept for maintenance of all City equipment.

Customer Focused Government

- Teamwork-internal and external work groups.
- Monitor compliance with financial management policies and revise if necessary. Reviewed annually.
- Educate and anticipate proactive communication. Neighborhood meetings.
- Improve customer's ability to be successful with city interactions.

Social Media Launch

- Improve communication methods and delivery systems that convey the intent and focus on the timely delivery of messages to the intended audiences. The methods of communication will include delivery systems that meet our demographics and community expectations so the interpretation of the message is relevant, timely and clear to the recipient.
- Leverage resources and technology for a customer experience that creates positive and helpful interactions between the City and the customer over the duration of the relationship. We want the interaction to focus on the customer's journey, the services the customer needs, and the value the customer perceives during their experience. A good customer experience means that the individual's experience during all points of contact matches the individual's expectations