

# Worksession Materials

## June 25, 2013

### 5:00 pm

Discussion related to Urban Farming Task Force  
(Refer to Council Agenda, Item No. VI-11 for materials)

Council Priorities Workplan

Strategic Priority	Key Performance Indicators (KPI's)	Measure	Target	Strategic Initiatives
<b>Financial Sustainability</b>  <b>FINANCE</b>	Major Fund Reserves	Yr. end balances	1) GF => following yr. taxes & aid 2) Comm. Reinv. & Cl. Bond -TBD	A) Analysis- fund balance policy & reserves requirements
	Non-tax revenue	Sustainability indicator	TBD	B) Comprehensive study- non-tax revenues
	Bond Rating	Agency rating	AA	C) Debt management plan
<b>Effective Governance</b>  <b>LEADERSHIP</b>	Council meeting civility	Council meeting quality index**	TBD (1-10 scale) CC, Staff, Boards	A) Council rules of engagement
	Priorities addressed	Annual goal attainment (%)	TBD (>__%)	B) Annual work plan
	Meeting effectiveness	1) Mtg. length 2) # Consent items pulled 3) Issues resolved	1) TBD (< 2.5 hrs. 75% of time) 2) TBD (<5%) 3) TBD (75% within 30 days)	C) Analyze Council information process D) Council effectiveness standards
	Council-staff communication	Communication index- 360°	TBD (__)	E) Analyze Council-staff communications process
<b>Community Engagement</b>  <b>CUSTOMER</b>	Stakeholder input	Communication effectiveness index	TBD (>7 on 1-10)	A) Communication effectiveness plan
	Citizen participation	Avg. # @ events	TBD (increase)	B) Analysis - community sponsored events
	Advisory Commission participation	# Qualified applicants	> 2 on a waiting list - each board	B) Advisory Commission & Volunteer needs analysis
<b>Economic Development</b>  <b>GROWTH</b>	Tax base	1) Growth in C/I market value 2) Growth in residential market value	1) \$5.0M by 12/31/15 2) \$9.5M by 12/31/15	A) NB Exchange marketing campaign B) APi project C) Pulte project
	Blight reduction	# Substandard properties	Reduction of 20 by 12/31/15.	D) Housing improvement loan program
<b>Operational Excellence</b>  <b>OPERATIONS</b>	Operating costs	Personnel, indirects, capital	=< Comparable cities	A) Establish organization-wide performance standards
	Service quality	Satisfaction, complaints	TBD (define current)	B) Establish comparison/benchmarks C) Establish measurement framework
	Performance	Response time, process time	TBD (define current)	D) Conduct review of alternative service delivery & pilot 2 ASD projects
<b>Workforce Engagement and Development</b>  <b>WORKFORCE</b>	Employee capabilities	Job competency	90% Staff by 2016	A) Core competencies- all positions
	Mgmt. capabilities	Internal hiring	Qualified internal candidate for 60% of jobs	B) Leadership development program
	Employee satisfaction	Culture survey	TBD (>6 on 1-10)	C) Employee satisfaction survey

# Financial Sustainability

**Strategic Priority: Financial Sustainability****Initiative:** A) Analysis - Fund Balance Policy/ reserve requirements

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Review Fund Balance Policy for possible reporting requirements.	Knowledge of reporting requirements stated in the policy.	Finance Director	6/30/13
Determine reserves to be reported.	Reserves to be reported are identified.	Finance Director	6/30/13
Establish timetable for periodic reporting.	Timetable established.	Finance Director	6/30/13
Review draft program with the SMT.	Draft program reviewed with the SMT.	Finance Director	9/30/13
Present recommended program to the City Council.	Recommended program presented to the City Council.	Finance Director	12/31/13
Communicate long-term financial plans for reserves to the City Council.	Long-term financial plans for reserves discussed with the City Council.	Finance Director	12/31/13
Communicate status of reserves, long-term projections and reasons for variances from projections.	Program implemented.	Finance Director	6/30/14

**Strategic Priority: Financial Sustainability****Initiative:** B) Conduct a comprehensive study of non-tax revenues.

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Engage each department of the City and identify each department's person(s) of contact to analyze their respective revenue categories.	Each department's person(s) of contact have been identified.	Finance Director	9/30/13
Create catalog of non-tax revenue categories.	Catalog non-tax revenues completed.	Finance Director	12/31/13
Determine a multi-phase process to analyze specific revenue categories.	Multi-phase process determined.	Finance Director	3/31/14
Determine sources, drivers and components of revenues.	Sources, drivers and components of revenues per phase determined.	Finance Director	12/31/14 9/30/15 6/30/16
Identify threats to the long-term sustainability of revenues.	Threats to the long-term sustainability of each revenue stream per phase identified.	Finance Director	12/31/14 9/30/15 6/30/16
Compile historical data of non-tax revenues, including amounts and trends.	Historical data of non-tax revenues, including amounts and trends compiled.	Finance Director	12/31/14 9/30/15 6/30/16
Review results of analysis with the SMT per phase.	Results of analysis reviewed with the SMT per phase.	Finance Director	3/31/15 12/31/15 9/30/16
Present analysis to the City Council upon completion of each phase.	Analysis presented to the City Council upon completion of each phase.	Finance Director	6/30/15 3/31/16 12/31/16

**Strategic Priority: Financial Sustainability**  
**Initiative:** C) Debt management plan implemented.

Actions	Measure of Success	Who's Responsible	Target Date
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# Effective Governance

**Strategic Priority: Effective Governance****Initiative: A) Council Rules of Engagement**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Research on Council rules of engagement, decorum, effective Board communication and conflict resolution; best practices	Compiled research and best practices by deadline	Assistant to the City Manager	2013
Interview Council, staff, selected others regarding on nature of current situation, areas for improvement	Completed interviews with Mayor, Council, documented current environment	Outside Group? CR?	2013
Develop draft Council rules of engagement based upon findings	Draft rules and measures developed	City Manager/ Assistant to the City Manager Bob/Janice	2013
Review draft rules with City Manager	City Manager approval of draft	City Manager/ Assistant to the City Manager	2013
Present draft to Council at worksession	Rules and measures accepted by Council	City Manager/ Council	Early 2014
Present final Council rules of engagement to Council at regular meeting	Council adoption of standards and measures	City Manager/ Council	2014
Council worksession/retreat – focusing on team-building: working relationships, communication, conflict resolution	Council holds retreat, commits to on-going process	Council	2013+

**Strategic Priority: Effective Governance****Initiative: B) Develop and implement work plan**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Compile strategic initiatives and action plans	Final initiatives and action steps in one document	Craig Rapp	3 <sup>rd</sup> Quarter 2013
Segregate initiatives and action plans by year- Develop 2013-14 draft work plan from initiatives and action plan deadlines	Work plan for 2013- based upon three year document details; outline of 2014 and 2015 work plans	SMT/Craig Rapp	3 <sup>rd</sup> Quarter 2013
SMT reviews 2013-14 work plan – determine final actions and deadlines	Draft 2013-14 work plan with SMT changes	City Manager/ SMT	3 <sup>rd</sup> Quarter 2013
Present 2013-14 work plan to City Council at worksession	Work plan presented on time and accepted by Council	City Manager	4 <sup>th</sup> Quarter 2013
Develop worksession schedule for one-year based upon work plan	Rolling worksession calendar for succeeding twelve months- based upon work plan and other major issues	City Manager	4 <sup>th</sup> Quarter 2013
Submit worksession schedule to City Council for adoption	Council approval of worksession calendar	City Manager	4 <sup>th</sup> Quarter 2013

**Strategic Priority: Effective Governance****Initiative: C) Analyze Council Information process**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Document the City Council information process- conduct interviews, document review	Complete documentation of major Council information channels	Assistant to the City Manager	3 <sup>rd</sup> Quarter 2013
Prepare analysis of process – identify problems, areas for improvement. Interview Council and determine their needs	Detailed analysis of process- what's working, not working, areas for improvement	City Manager/ Council	3 <sup>rd</sup> Quarter 2013
Interview SMT. Combine Council and SMT observations	Draft final plan with recommendations for Council	City Manager	3 <sup>rd</sup> Quarter 2013
Submit analysis and recommendations to Council at worksession	Council agreement on standards and changes to information process	City Manager	4 <sup>th</sup> Quarter 2013
Final approval City Council at City Council meeting	Council adoption of information standards and process	Council	1 <sup>st</sup> Quarter 2014

**Strategic Priority: Effective Governance****Initiative: D) Develop Council Effectiveness standards-Council should create these**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Conduct research on Council effectiveness standards and measures/best practices	Compiled research and best practices by deadline	Council	2013/2014
Conduct brainstorming session at SMT to identify effective Council meeting behaviors and measures/ROES	A set of Council effectiveness behaviors and measures are developed	Council	2013/2014
Interview City Council members regarding Council effectiveness	Completed interviews with Mayor and all Councilmembers	Council	2013/2014
Draft Council effectiveness standards	Draft standards and measures developed	Council	2013/2014
Present draft effectiveness standards to Council at worksession	Council agreement on draft standards	Council	2013/2014
Develop final effectiveness standards and measures	Standards and measures adopted and submitted on time	Council	2013/2014
Present Council effectiveness standards to Council at regular meeting	Council adoption of standards and measures	Council	2013/2014

**Strategic Priority: Effective Governance****Initiative:** E) Analyze Council-staff communications process

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Research best practices, standards for effective Council-staff communications	Compilation of examples	Assistant to the City Manager	2013
Identify all communication types used between council and staff-document types, process, rules	Detailed list of communications between Council and staff, including formal and informal rules	Assistant to the City Manager	2013
Interview Council, CM and SMT regarding current situation, gaps and areas for improvement	Report summarizing opinions on current state, gap analysis, and suggestions for improvement	City Manager	2013
Analyze findings, draft report with recommendations for change	Draft report documenting current condition, areas for improvement, recommendations for change	City Manager/ Assistant to the City Manager	1 <sup>st</sup> Quarter 2014
Review draft report with City Manager	City Manager approves draft	Assistant to the City Manager	1 <sup>st</sup> Quarter 2014
Discuss draft report at SMT meeting	SMT reviews and approves a draft for submission to Council	City Manager	1 <sup>st</sup> Quarter 2014
Submit draft report to Council at worksession	Draft document – reflecting base research, analysis and SMT feedback submitted on time-Council acceptance of draft	City Manager	2 <sup>nd</sup> Quarter 2014
Present final recommendations/report to Council at regular meeting	Council adoption of proposed communications process	City Manager	2 <sup>nd</sup> Quarter 2014

Hold annual Council-staff retreat regarding teamwork and strategy	Annual Council-staff retreat held	SMT/Council	January 2015 +

# Community Engagement

**Strategic Priority: Community Engagement****Initiative: A) Communication effectiveness plan**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Create a list of the variety of ways the City communicates with its stakeholders.	A written community communication list is created.	Schawn Johnson	11-30-13
Evaluate the effectiveness and cost for every community outreach.	A community communications index is created to rate each outreach by effectiveness and cost.	Kevin Mannerter	1-31-14
Present the findings to the Senior Management Team.	The presentation is completed.	Kevin Mannerter	3-31-14
Present the findings to the City Council to determine the communication priorities.	The presentation is completed.	Kevin Mannerter	5-31-14
Implement the City Council's communication priorities.	The communication priorities are implemented.	Senior Management Team	12-31-14
Reevaluate the effectiveness and cost for every community outreach.	Update the community communications index for each outreach.	Kevin Mannerter	12-31-15

**Strategic Priority: Community Engagement****Initiative: B) Community-sponsored events analysis**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Create a list of all community-sponsored events.	The list is completed.	Katie Bruno	12-31-13
Determine the participation level of each event.	A historical list of the number of participants in each event will be tabulated and trends will be analyzed.	Kevin Mannerter	3-31-14
Present findings to the Senior Management Team.	The presentation is completed.	Kevin Mannerter	6-30-14
Present findings to the City Council.	The presentation is completed.	Kevin Mannerter	9-30-14
Discuss how to increase the participation in community-sponsored events. Implement the recommended improvements.	Attendance at community-sponsored events is increased.	City Council, Senior Management Team	11-30-14

**Strategic Priority: Community Engagement****Initiative: C) Advisory Commissions & Volunteers needs analysis**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Create a list of City Advisory Commissions.	City Advisory Commissions are listed, including descriptions, number of members, requirements and terms.	Katie Bruno	12-31-13
Create a list of the different ways the commission openings are communicated to the citizens.	A written list is created.	Schawn Johnson	3-31-14
Evaluate the list for effectiveness and determine new communication tool options and ways to improve the way we communicate the openings.	A revised communications list is created to increase applications for commissioner posts.	Janice Gundlach, Kevin Mannetter, Tony Paetznick, Craig Schlichting, Jason West	6-30-14
Implement the recommended changes to the City's communications of open Advisory Commission positions.	The number of qualified applicants will increase for available commissioner posts.	Schawn Johnson	12-31-14
Create a list of City volunteer opportunities.	City volunteer opportunities are listed, including descriptions, number of volunteers needed, requirements and dates of service.	Tony Paetznick, Jason West	12-31-13
Create a list of the different ways the volunteer opportunities are communicated to the citizens.	A written list is created.	Schawn Johnson	3-31-14
Evaluate the list for effectiveness and determine new communication tool options and ways to improve the way we currently communicate volunteer opportunities.	A revised communications list for increasing applications for volunteer opportunities is created.	Janice Gundlach, Kevin Mannetter, Tony Paetznick, Craig Schlichting, Jason West	6-30-14

Implement the recommended changes to the City's communications.	The number of applicants for volunteer opportunities will increase.	Schawn Johnson	12-31-14
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# Economic Development

#### **Strategic Priority #4: Economic Development**

**Objective:** Economic development will be focused on broadening the tax base (residential, commercial and industrial) consistent with the needs and values of the community. Development and redevelopment will be undertaken consistent with an adopted framework and policies.

**Key Performance Indicator (4A):** Increase commercial/industrial tax base by \$5.0M in new market value by 12/31/2015.

##### **A) Initiative in Support of 4A: New Brighton Exchange Marketing Campaign**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Meet with Colliers and Ryan Co. to discuss additional marketing plan and costs.	Schedule and conduct meeting with Colliers and Ryan Co.	Community Development staff, Colliers and Ryan Co.	July 2013
Review marketing plan with City Council and cost/resource implications.	Schedule and conduct meeting with City Council.	Community Development staff, Colliers and Ryan Co. and City Manager	August 2013
Implement marketing plan.	Place additional ads and/or ramp other efforts as recommended by broker/developer team.	Community Development staff, Colliers and Ryan Co.	September 2013 – September 2014
Evaluate progress on marketing efforts.	Schedule and conduct periodic conference calls to discuss effectiveness of marketing plan.	Community Development staff, Colliers and Ryan Co.	September 2013 – September 2014

##### **B) Initiative in Support of 4A: APi Project Implementation (New Brighton Exchange)**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Review proposal by APi Group authorize Redevelopment Agreement.	Schedule and conduct meeting with City Council and APi Group.	Community Development staff	June 2013

APi Group to conduct due diligence efforts on site. This includes seeking all environmental testing, title investigations and other approvals. City to consider land use approvals. APi Group to submit site plans and construction plans.	APi Group completes due diligence effort.	APi Group and Community Development staff.	July – October 2013
	Schedule and conduct meetings with Planning Commission, City Council and APi Group.	APi Group and Community Development staff.	October – November 2013
City and APi Group to conduct closing on development parcel.	Schedule and conduct closing.	APi Group and Community Development staff.	December 2013
APi Group to start construction of 45,000 SF office building.	APi Group completes office building.	APi Group	January – December 2014
<b>In support of 4A: Measurement of Progress</b>			
<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Evaluate progress made on increasing commercial/industrial tax base.	Increase commercial/industrial tax base by \$5.0M in new market value by 12/31/2015.	Community Development staff.	January - March 2016
Report findings to City Council.	Schedule and conduct meeting with City Council.	Community Development staff; City Manager	April 2016
<b>Key Performance Indicator 4B: Increase residential tax base by \$9.5M in new market value by 12/31/2015.</b>			
<b>C) Initiative in Support of 4B: Pulte Project Implementation (New Brighton Exchange)</b>			
<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Review proposal by Pulte Homes and authorize Redevelopment Agreement.	Schedule and conduct meeting with City Council and Pulte.	Community Development staff	June 2013

Pulte Homes to conduct due diligence efforts on site. This includes seeking all environmental testing, title investigations and other approvals.	Pulte completes due diligence effort.	Pulte and Community Development staff.	June – September 2013
City to consider land use approvals. Pulte to submit site plans and construction plans.	Schedule and conduct meetings with Planning Commission, City Council and Pulte.	Pulte and Community Development staff.	September – October 2013
City and Pulte to conduct Phase 1 closing on land.	Schedule and conduct closing.	Pulte and Community Development staff.	December 2013
Pulte to start Phase 1 site work grading, utilities, public improvements and remediation.	Pulte completes site work, remediation and public improvements	Pulte	January – May 2014
Pulte to start construction of model homes.	Pulte completes model homes.	Pulte	May – September 2014
City and Pulte to conduct Phase 2 closing on land.	Schedule and conduct closing.	Pulte and Community Development staff.	July 2014
Pulte to start and complete Phase 2 site work grading, utilities and public improvements.	Pulte completes remaining site work and public improvements.	Pulte	July – September 2014
Pulte to construct homes. Goal is to have 1/3 of homes (28) built by December 31, 2015.	Pulte completes construction of project.	Pulte	October 2014 – December 2015.
<b>In support of 4B: Measurement of Progress</b>			
<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Evaluate progress made on increasing residential tax base.	Increase residential tax base by \$9.5M in new market value by 12/31/2015.	Community Development staff.	January – March 2016

Report findings to City Council.	Schedule and conduct meeting with City Council.	Community Development staff; City Manager	April 2016
<b>Key Performance Indicator 4C: 20 substandard homes improved by 12/31/2015.</b>			
<b>D) Initiative in Support of 4C: Implement Home Improvement Loan Program</b>			
<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Design a residential rehabilitation program for New Brighton residents.	Meet with non-profit agency (CEE) to discuss program and funding options.	Community Development staff.	November 2013
Meet with City staff on potential internal funding sources.	Schedule and conduct meeting with CD and Finance staff and City Manager.	Community Development staff; Finance staff and City Manager.	December 2013
Review program with City Council. Authorize funding and approve agreements with program administrator.	Schedule and conduct meeting with City Council.	Community Development staff; Finance staff and City Manager.	February 2014
Begin marketing campaign to promote program.	Work with program administrator to initiate marketing effort.	City Development staff and program administrator.	May – June 2014.
Program implementation	Work with program administrator to implement program.	City Development staff and program administrator.	June 2014 to December 2015.
<b>In support of 4C: Measurement of Progress</b>			
<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Report findings to City Council.	Schedule and conduct meeting with City Council.	Community Development staff; City Manager	January 2016

# Operational Excellence

**Strategic Priority: Operational Excellence****Initiative: A) – Establish organization-wide standards [comparisons, measurements] for operating costs, quality, and performance**

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Identify all major budget categories to be included in financial comparison (i.e., personnel, materials & supplies, contract services, etc.).	A multi-disciplinary meeting is convened to determine appropriate budget categories for inclusion.	SMT and Supervisors	9/30/13
DH's to determine mechanisms to measure departmental quality through satisfaction & complaints, and submit to Assistant to City Manager (ACM) for collation.	Each Department will identify manners in which they receive subjective feedback provided to their respective department and submit to ACM.	SMT & ACM	10/31/13
DH's to determine appropriate performance measurements for their workgroup and submit to Assistant to City Manager (ACM) for collation.	Each Department will identify relevant performance indicators for their major services, activities, and programs provided by their respective department and submit to ACM. Measurement standards will be derived from: <ul style="list-style-type: none"><li>• Council on Local Results &amp; Innovation Performance Measurement Program</li><li>• Best Management Practices / Industry Standards</li><li>• Requirements established by state statute and federal regulations.</li></ul>	SMT & ACM	11/30/13
SMT to review recommended standards.	SMT will share departmental findings to assure comprehensive and consistent standards are adopted.	SMT	12/31/13
Present Findings to City Council.	A comprehensive list of standards for cost, quality, and performance will be presented to City Council.	City Manager / Grant W / Tony P	1/31/14

**Strategic Priority: Operational Excellence**  
**Initiative: B)- Establish comparison groups [other cities, industry] across organization**

Actions	Measure of Success	Who's Responsible	Target Date
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### Strategic Priority: Operational Excellence

**Initiative: C** – Establish measurement framework for results and performance.

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**Initiative: D)- Conduct a Review of Alternate Service Delivery Methods and Pilot 2 Projects**

[illegible]

# Workforce Engagement & Development

**Strategic Priority: Workforce Engagement and Development****Initiative:** A) Develop Core Competencies--- Well Trained Employees

Actions	Measure of Success	Who's Responsible	Target Date
<p>Senior management team to review current competencies common to all positions and to determine if the existing core competencies are still applicable for all City of New Brighton employees-</p> <p><b>City of New Brighton Competencies Common to All Positions: (Current Competencies)</b></p> <p>Developing and maintaining a thorough working knowledge of all department and applicable City policies and procedures in order to help facilitate compliance with such policies and procedures by all personnel.</p> <p>Demonstrating by personal example the service excellence and integrity expected from all staff.</p> <p>Developing respectful and cooperative relationships with co-workers, including willing assistance to newer staff so job responsibilities can be performed with confidence as quickly as possible.</p> <p>Conferring regularly with and keeping the immediate supervisor informed of all important matters pertaining to those functions and job responsibilities for which accountable.</p>	<p>Senior management team meets to evaluate and reestablish the City's core competencies list.</p>	<p>Senior Management Team</p>	<p>June 2014</p>

Representing the City in a professional manner to the general public and other outside contacts / constituencies in a manner that helps maintain and enhance New Brighton's reputation as a well-managed City.			
Core competencies are reviewed with City staff members.	Staff provides input to senior management team regarding the core competencies	Senior Management Team designee	August 2014
Senior management team reviews feedback from City staff and discusses potential changes	Core competency list is reviewed and submitted to the City Council for approval	Senior Management Team designee	September 2014-City Council Meeting
Core competencies are presented to the City Council for formal adoption	City Council adopts the proposed core competencies.	Senior Management Team designee	September 2014-City Council Meeting
City staff makes changes to job descriptions, employee handbook, and performance evaluations that implement the core competencies	Assistant to the City Manager implements the necessary changes.	Assistant to the City Manager	November 2014
Staff training is provided to City staff members explaining the new core competencies	Staff signs off as receiving training to understand core competencies required of New Brighton Employees.	Assistant to the City Manager	December 2014
Updated performance review forms are available for the 2015 calendar year.	Performance reviews include any updates made to the core competencies.	Assistant to the City Manager	December 2014
Senior management team and departmental supervisors evaluate staff members to ensure that they are meeting the core competencies adopted by the City Council.	The goal is to have a 90% compliance rate by all City staff members for core competencies that are evaluated during annual performance evaluations.	Assistant to the City Manager	May 2015

**Strategic Priority: Workforce Engagement and Development**

**Initiative:** B) Leadership Development Program (Empowerment)- Managers

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Develop a City of New Brighton leadership development program	Goals and objectives of a leadership development program are defined.	Senior Management Team	December 2013
Supervisors to provide a list of staff members to their department director that would be good candidates for job related training and personal development.	List provided to department director.	Senior Management Team	January 2014
Supervisors to provide a list of staff members to their department director that would be good candidates for leadership/management training.	List provided to department director.	Senior Management Team	December 2013
Identify training opportunities that are available through government organizations, private companies, and consultants.	Available training template created.	Senior Management Team/Assistant to the City Manager	March 2014
Identify funding sources in the budget that are available for staff training and personal development.	Leadership/management development programmed in the 2015 budget.	Senior Management Team/Assistant to the City Manager	June 2014
Provide staff training on the City's professional development program	Leadership/management/and skill development classes are scheduled and employees are actively participating in the program.	Senior Management Team/Assistant to the City Manager	January 2015

Evaluate the success of the leadership development program.	Internal candidates have the skill sets needed to apply for future management level vacancies in the organization.	Senior Management Team/Assistant to the City Manager	January 2016
<b>Strategic Priority: Workforce Engagement and Development</b>			

**Initiative:** C) Employee Satisfaction Survey

<b>Actions</b>	<b>Measure of Success</b>	<b>Who's Responsible</b>	<b>Target Date</b>
Develop staff survey to evaluate current employee satisfaction level with the City of New Brighton.	Evaluation survey created.	Senior Management Team or designee	December 2013
Develop employee feedback cards (available on the City's intranet site or in paper form) allowing open feedback opportunities	Completed feedback cards evaluated.	Senior Management Team or designee	December 2013 December 2014 December 2015
Employee satisfaction survey and comment cards deployed for years 2014, 2015, and 2016.	Employee satisfaction survey and comment cards are provided to staff members in January of each year.	Senior Management Team/Assistant to the City Manager	January 2014 January 2015 January 2016
Employee satisfaction survey and comment cards deployed are reviewed for years 2013, 2014 and 2015.	Results compiled, employee satisfaction improvements seen from year to year. The goal is to receive an average rating of 6 or more (ten point scale).	Senior Management Team/Assistant to the City Manager	February 2014 February 2015 February 2016
Senior Management Team and Assistant to the City Manager to review surveys and discuss possible changes to improve employee satisfaction.	Survey results reviewed and quantification of employee satisfaction/happiness at the time of survey results.	Senior Management Team/Assistant to the City Manager	March 2014 March 2015 March 2016
Present survey results to Council each year.	Council receives tabulation of results.	Assistant to the City Manager	April 2014 April 2015 April 2016