"Strategic Action Work Plan"

Purpose: Provide a Safe Community

Purpose Statement:

The City's purpose is to protect the community and to fairly enforce the law; to educate the residents and to provide information on safety prevention; to be well prepared in order to promptly respond to emergencies and calls for service; to provide for the protection of the environment and the lives of its residents and visitors; and to provide a safe transportation network that is well-maintained.

Goal SC-1: To enforce the laws that will provide a safe community

Connection to the Comprehensive Plan:

Chapter 6: Health Chapter 8: Housing

Chapter 11: Transportation Chapter 13: Government

• Objective SC-1.A: Reduce traffic accidents

SC-1.A(1)	By August 1, 2015 post monthly educational articles on social media and
	local media to inform the public of traffic safety hazards as well increased
	enforcement that the Department will target in the future
SC-1.A(2)	By October 1, 2015 set up systematic locations, according to accident
	data, where the speed monitor can be placed to help lower speed

infractions
SC-1.A(3) ByJanaury1, 2016 purchase or enhance present data collections software

to find accident locations that are reflective of high incident locations

SC-1.A(4)

By April 1, 2016 assign patrol officers to monitor specific locations with a

goal of an increase in traffic contacts to deter future traffic violations

Team Lead: Police Department Lt. Rob Burdess

Anticipated Cost: Current Staffing

Objective SC-1.B: Reduce reoccurring thefts and burglaries

SC-1.B(1)	By September 1, 2015 post monthly educational articles on social media
	and local media to inform the public of crime trends as well protective and
	crime deterrence options for the citizens

SC-1.B(2) By November 1, 2015 develop, print and handout educational materials that will be given out to victims of residential and business crimes during the initial investigations

SC-1.B(3) By January 1, 2016 purchase or enhance present data collections software to find trends in crimes in certain location around town

SC-1.B(4) By July 1, 2016, patrols will be more proactive in crime deterrence by using new software and mapping crime trends that will be used for annual comparisons

Team Lead: Police Department Lt. Wes Breckenridge

Anticipated Cost: \$5,000

Objective SC-1.C: Reduce crime in multi-unit housing complexes

- SC-1.C(1) By June 30, 2017 create a "Crime Free Multi Housing Program" that will educate landlords and tenants of their rights and assist all parties in ensuring a safe community living experience in multi-unit dwellings through the use of written forms, programs and onsite training classes
- SC-1.C(2) By July 1, 2016 use crime mapping software to pinpoint multi-housing units that have high incidences of crime so that the Police Department can work with landlords to reduce crimes and other nuisance violations like public intoxications, disturbance calls, vandalism and thefts
- SC-1.C(3) By July 1, 2016 use mapping program to study EMS calls for service to identify trends that may reduce risk to the community
- SC-1.C(4) By July 1, 2016 use mapping program to study Fire calls to identify trends that may reduce risk to the community

Team Lead: Police Department Lt. Bill Henninger

Anticipated Cost: Included in SC-1.D

• Objective SC-1.D: Improve the quality of Newton's rental housing

- SC-1.D(1) By October 1, 2015 acquire rental permit records management software
- SC-1.D(2) By January 1, 2016 train employees on records management software
- SC-1.D(3) By July 1, 2016 develop education program for landlords on the rental property program using the following schedule:
 - First half of landlords receive informational mailing by July 1, 2015
 - Second half of landlords receive mailing by January 1, 2016
 - Offer a minimum of one continuing education program between July1, 2015 and January1, 2016
- SC-1.D(4) By January 1, 2016 implement a reporting and tracking system for health related issues and concerns
- SC-1.D(5) By January 1, 2016 develop assessment process, including, but not limited to the use of semi-annual performance measures for effectiveness of rental property program reviewing:
 - Total number of inspections
 - Number of violations
 - Number of violations corrected and
 - Most common violations

Team Lead: Fire Department Capt. Mike Knoll

Anticipated Cost: \$34,000 per year to be funded through \$17 increase to rental permits

• Objective SC-1.E: Update existing codes and review the inclusion of other codes

- SC-1.E(1) By January 1, 2016 update the Fire Code to the State adopted version of the International Fire Code
- SC-1.E(2) By January 1, 2016 update the Building Code to the State adopted version of the International Building Code
- SC-1.E(3) By January 1 2016 review and assess the adoption of the Property Maintenance Code in congruence with Building and Fire Codes

Team Lead: Fire Department Capt. Mike Knoll

Anticipated Cost: \$1,500

Goal SC-2: Provide public safety community education

Connection to the Comprehensive Plan:

Chapter 13: Government

• Objective SC-2.A: Create a Public Safety Task Force made up of Police and Fire personnel to promote public safety education.

SC-2.A(1)	By June 30, 2017 use local and mass media outlets as well as public forums
	to educate the public on crime prevention

- SC-2.A(2) By June 30, 2016 prepare and implement a "Citizen's Fire Academy" to run in the spring of 2016 to educate the public on Fire prevention
- SC-2.A(3) By December 31, 2015 use local and mass media outlets as well as public forums to educate the public on emergency preparedness

Team Lead: Police Department Lt. Ron Cook

Anticipated Cost: Current Staffing

Goal SC-3: Prepare for and immediately respond to all emergencies

Connection to the Comprehensive Plan:

Chapter 11: Transportation Chapter 12: Hazard Mitigation,

Chapter 13: Government

 Objective SC-3.A: Monitor, record and evaluate response times and case closures for Newton Police Officers, to help reduce the amount of time it takes to arrive on scene for a better response for our citizens

SC-3.A(1)	By November 1, 2015 work with the the Jasper County Sheriff's dispatch office to revise procedures in data entry to ensure that the best data on
	response times, time-on-scene and case closures is being collected
SC-3.A(2)	By January 1, 2016 compile and compare NPD response times from previous
	years to current response times
SC-3.A(3)	By July 1, 2016 implement new procedures to reduce response times based
	on analysis and reduce response times by 5% from previous year
SC-3.A(4)	By January 1, 2016 compile and compare NPD's number of cases closed
from previous	years to present case closed and increase by 5% from previous year

Team Lead: Police Department Lt. Wayne Winchell

Anticipated Cost: Current Staffing

• Objective SC-3.B: By June 30, 2016 replace seven outdoor warning sirens at a cost not to exceed \$140,000

Team Lead: Asst. Oper. Supt. Mike Ward

Anticipated Cost: \$140,000

• Objective SC-3.C: Increase Fire Department crew awareness of performance

SC-3.C(1)	By December 31, 2015 implement use of performance measures from Center
	for Public Safety Excellence

SC-3.C(2) By June 30, 2016 develop systems for posting performance measurement for crew dissemination

SC-3.C(3) By December 31, 2016 implement new procedures based on analysis of data

Team Lead: Fire Department Capt. Rex Heisdorffer

Anticipated Cost: Current Staffing

Objective SC-3.D: Create and implement employee emergency response training

SC-3.D(1)	By December 31, 2015 ensure all Departments have updated Emergency
	Operations Sections of Standard Operating Guidelines of Department

- SC-3.D(2) By December 31, 2015 develop and implement a "Continuity of Operations Plan" for all Departments
- SC-3.D(3) By December 31, 2016 train all employees on the use of the "Continuity of Operations Plan"

Team Lead: Fire Department Capt. Rex Heisdorffer

Anticipated Cost: Current Staffing

Goal SC-4: Provide a safe transportation network

Connection to the Comprehensive Plan:

Chapter 11: Transportation

• Objective SC-4.A: Implement community-wide master plan for traffic control systems

SC-4.A(1) By December 31, 2015 implement master plan for control of intersections throughout community

SC-4.A(2) By December 31, 2015 implement master plan for control of on-street parking throughout the community

Team Lead: Engineering Technician Brian Laube

Anticipated Cost: Current Staffing

 Objective SC-4.B: By December 31, 2015 conduct an engineering study to evaluate the traffic flow and traffic control systems in the downtown

Team Lead: PW Director Keith Laube

Anticipated Cost: \$15,000 to be funded through IA DOT

 Objective SC-4.C: By September 30, 2015 implement 5-Year Street Maintenance Program

Team Lead: Engineering Technician Brian Laube

Anticipated Cost: \$1,000,000 with funding to be determined

Measures of Success for Safe Community:

Overall feeling of safety in Newton - Table 2, Question 2

Target: 66% good to excellent in 2 years (61%)

Rate the quality of police services – Table 10, Question 10

Target: 72% good to excellent in 2 years (67%)

Rate the quality of fire services – Table 10, Question 10

Target: 92% good to excellent in 2 years (87%)

Rate the quality of ambulance or emergency medical services – Table 10, Question 10

Target: 93% good to excellent in 2 years (88%)

Rate the quality of Crime prevention – Table 10, Question 10

Target: 60% good to excellent in 2 years (55%)

Rate the quality of Fire prevention and education – Table 10, Question 10

Target: 80% good to excellent in 2 years (75%)

Rate the quality of Traffic enforcement – Table 10, Question 10

Target: 61% good to excellent in 2 years (56%)

Rate the quality of Traffic signal timing – Table 10, Question 10

Target: 43% good to excellent in 2 years (38%)

Rate the quality of Animal control – Table 10, Question 10

Target: 52% good to excellent in 2 years (47%)

Rate the quality of Emergency Preparedness – Table 10, Question 10

Target: 58% good to excellent in 2 years (53%)

Purpose: Encourage Economic Development

Purpose Statement:

The City's purpose is to build a strong economic base with high-quality jobs. This is to be accomplished by creating a vibrant downtown; attracting business growth around the Interstate interchanges; assisting local businesses with expansion; and growing the population and strengthening the community by attracting young families and retaining existing residents.

Goal ED-1: Create a strong and vibrant downtown

Connection to the Comprehensive Plan:

Chapter 2: Economic Development Chapter 3: Identity and Marketing Chapter 4: Community Aesthetics Chapter 11: Transportation and

• Objective ED-1.A: Support the Main Street Program

- ED-1.A(1) By October 2016, facilitate and support the Main Street Program by continuing with the City's \$25,000/year pledge
- ED-1.A(2) By November 2015, in collaboration with the Main Street Board, begin planning and implementing a façade grant program (See Objective 1D of Quality of Life section)

Team Lead: Bryan Friedman

Anticipated Cost: \$25,000 per year

- Objective ED-1.B: Facilitate and create downtown housing opportunities (See Objective 3A of Quality of Life section)
- Objective ED-1.C: Update downtown street and streetscape appearance
 - ED-1.C(1) By October 31, 2015 develop, in collaboration with the Main Street Board, a "Downtown Concept Design for Traffic Patterns, Parking, and streetscape"
 - ED-1.C(2) By June 20, 2017, be out to bid on South 2nd Avenue reconstruction and full downtown streetscaping projects

Team Lead: Keith Laube

Anticipated Cost: \$50,000 has been bonded for conceptual study. Existing staffing can accomplish much of the construction design in- house. Full project construction costs will be over \$1 million, funded by TIF District bonding.

Goal ED-2: Create retail growth and development at the Interstate interchanges and commercial corridors

Connection to the Comprehensive Plan:

Chapter 2: Economic Development Chapter 3: Identity and Marketing Chapter 4: Community Aesthetics

Chapter 11: Transportation

• Objective ED-2.A: Iowa Speedway - By June 30, 2017, work with NASCAR to leverage its connections to have at least two new commercial developments underway in the vicinity of the Speedway, with an emphasis on tourism and regional-scale retail by continuing to meet regularly with Speedway staff and assisting them with their connections to set up meetings with key retail contacts

Team Lead: Bryan Friedman

Anticipated Cost: Current staffing, plus \$20,000 travel and recruitment costs

- Objective ED-2.B: Promote tourism by improving hotel options
 - ED-2.B(1) By April 1, 2017, recruit a new hotel to begin construction in order to better capture tourist dollars and improve the experience for Newton visitor
 - ED-2.B(2) By June 30, 2017, facilitate the extensive renovation and rejuvenation of an existing hotel in order to better capture tourist dollars and improve the experience for Newton visitor

Team Lead: Bryan Friedman

Anticipated Cost: Current staffing plus cost for travel and recruitment

 Objective ED-2.C: Buxton Report - By July 31, 2015, disseminate the Buxton Report retail leakage, consumer propensity, and population profile data to at least 50 businesses in Newton

Team Lead: Craig Armstrong
Anticipated Cost: Current Staffing

- Objective ED-2.D: Recruit new stores and restaurants
 - ED-2.D(1) By January 31, 2016, using Buxton Report results, convince at least six retailers or restaurants to locate in Newton and work with them to facilitate actually opening an establishment in an existing or new building
 - ED-2.D(2) By June 30, 2016 complete road improvements on the City right-of-way at the Highway 14 S. 12th Ave. W intersection using TIF District funds
 - ED-2.D(3) By October 31, 2015 complete commercial corridor master plan for the 164 Interchange

Team Lead: Craig Armstrong

Anticipated Cost: Current Staffing, costs for travel and marketing, \$25,000 for road improvements, \$35,000 for corridor master plan.

Goal ED-3: Increase local jobs by growing and recruiting businesses

Connection to the Comprehensive Plan:

Chapter 2: Economic Development

 Objective ED-3.A: "Iowa Certified Site" - By April 2017, have at least one qualified site eligible to be included in the Iowa Economic Development Authority's Certified Development site program

Team Lead: Bryan Friedman

Anticipated Cost: Current staffing, plus up to \$50,000 for required site readiness studies

 Objective ED-3.B: Business Training with DMACC - By August 2016, facilitate and support the connections between local employers and DMACC in order to better take advantage of the customized, subsidized training and mentorship programs available, with the aim of having skilled workers available to fill local job positions. (Success in this program would be evidenced by having ten new businesses access the business resource programs with DMACC.)

Team Lead: Bryan Friedman
Anticipated Cost: Current Staffing

Objective ED-3.C: "Skilled Iowa Community" - By August 1, 2015, leverage Newton's status as a Skilled Iowa Community and other programs that provide special status to Newton - such as High Quality Jobs Wage Allowance and New Markets Tax Credits - to better promote the community to regional employers. (Success in this area would be evidenced by marketing contacts with 1000 Central Iowa businesses regarding the Newton programmatic advantages.)

Team Lead: Bryan Friedman
Anticipated Cost: Current Staffing

Goal ED-4: Partner with other economic development entities

Connection to the Comprehensive Plan:

Chapter 2: Economic Development

• Objective ED-4.A: Partnering with the State of Iowa - By July 1, 2016, meet with State of Iowa staff to seek funding opportunities, such as grants and pilot projects, and engage at least three new programs by submitting applications

Team Lead: Bryan Friedman
Anticipated Cost: Current Staffing

• Objective ED-4.B: Partnering in the region - By June 30, 2017, increase connections with regional partners by having one-on-one or group meetings with economic development leaders with at least twelve different regional entities to discuss mutual goals and seek ways to collaborate

Team Lead: Bryan Friedman
Anticipated Cost: Current Staffing

 Objective ED-4.C: Partnering in Newton - By December 31, 2015, create a simple, one-page set of shared strategies for economic development for 2016 that is adopted by at least six local partner groups

Team Lead: Bryan Friedman

Anticipated Cost: Current Staffing

Measures of Success for **Economic Development**:

Newton as a place to work – Table 1, Question 1

Target: 36% good to excellent in 2 years (31%)

Overall economic health of Newton - Table 2, Question 2

Target: 26% good to excellent in 2 years (21%)

Employment opportunities - Table 6, Question 6

Target: 20% good to excellent in 2 years (11%)

Shopping opportunities – Table 6, Question 6

Target: 20% good to excellent in 2 years (10%)

Overall quality of business and service establishments in Newton – Table 6, Question 6

Target: 36% good to excellent in 2 years (31%)

Vibrant downtown/commercial area - Table 6, Question 6

Target: 30% good to excellent in 2 years (17%)

Overall quality of new development in Newton – Table 6, Question 6

Target: 25% good to excellent in 2 years (17%)

Rate the quality of economic development – Table 10, Question 10

Target: 28% good to excellent in 2 years (23%)

Overall direction that Newton is taking – Table 12, Question 12

Target: 37% good to excellent in 2 years (32%)

Purpose: Foster a High Quality of Life

Purpose Statement:

The City's purpose is to continue to build upon the high quality of life in Newton by focusing on growing community livability, cultural and historical resources, recreational amenities, and community aesthetics in order to benefit existing households and draw young families to choose Newton as their home.

Goal HQ-1: Improve neighborhood quality as well as general curb appeal throughout the community in an efficient manner

Connection to the Comprehensive Plan:

Chapter 2: Economic Development

Chapter 3: Identity and Marketing

Chapter 4: Aesthetics Chapter 8: Housing

Chapter 13: Government

• Objective HQ-1.A: Nuisance Enforcement - By June 30, 2016, identify and implement cost saving measures for the nuisance enforcement program while maintaining the same level of priority for nuisance inspections, enforcement and abatement

Team Lead: Erin Chambers

Support: Mike Ward

Anticipated Cost: Current Staffing

Objective HQ-1.B: Residential Neighborhood Improvement

HQ-1.B(1) By June 30, 2016, create Neighborhood Improvement Program that will provide assistance to low-moderate property owners seeking to improve their homes resulting in improved community aesthetics and property values

HQ-1.B(2) By June 30, 2017, initiate five home improvement projects in highly visible

corridors of the community

Team Lead: Craig Armstrong **Support:** Erin Chambers

Anticipated Cost: Direct Grant to Homeowners out of the \$150,000 Low-Mod Income Setaside within the Housing Initiative. Total amount allocated to assistance to be determined.

• Objective HQ-1.C: Downtown Improvement

HQ-1.C(1) By June 30, 2017, collaborate with Newton Main Street, State of Iowa Historic Preservation Office and Main Street Iowa in establishing design guidelines for private and public improvements in the district that support the "Mid Century Modern" Historic District Designation

Team Lead: Erin Chambers **Support:** Bryan Friedman

Anticipated Cost: \$50,000 to \$75,000 Consultant Fee (Staff will apply for HRDP grant to

assist with cost)

HQ-1.C(2) By November 1, 2015, assist with the establishment of a Main Street District micro-grant program for Main Street District building façade improvements that meet the historic district requirements

HQ-1.C(3) By January 1, 2016, begin awarding competitive and targeted micro grants

Team Lead: Erin Chambers

Support: Bryan Friedman and Keith Laube

Anticipated Cost: \$25,000/year from the North Central TIF

Objective HQ-1.D: Low-Conditioned Buildings and Demolition - By June 30, 2017, complete research on funding or budgeting options for an annual allocation of money to be utilized for regular abatement or demolition of residential, industrial and commercial low-conditioned buildings following the completion of the Housing Initiative

Team Lead: Erin Chambers **Support:** Bryan Friedman

Anticipated Cost: Current Staffing

Goal HQ-2: Grow opportunities for community involvement and interaction while improving Newton's reputation

Connection to the Comprehensive Plan:

Chapter 2: Economic Development Chapter 3: Identity and Marketing

Chapter 7: Health
Chapter 8: Housing
Chapter 9: Land Use
Chapter 11: Transportation
Chapter 13: Government

Objective 2.A: Handicapped Accessibility

HQ-2.A(1) By June 30, 2017, improve handicapped accessibility throughout the community focusing first on sidewalks in the areas of high priority as shown

on the "Sidewalk Inventory of High Priority Areas" Map from the Adopted

2008 Sidewalk, Trails and Bikeways Plan

Team Lead: Keith Laube **Support:** Erin Chambers

Anticipated Cost: \$25,000 Annually

HQ-2.A(2) By July 1, 2015, implement the annual initiatives from the "ADA Transition"

Plan" adopted by the City Council in March, 2013 to make all City facilities

ADA compliant

Team Lead: Keith Laube **Support:** Erin Chambers

Anticipated Cost: \$25,000 (see HQ-2.A(1))

Objective HQ-2.B: Community Reputation - By June 30, 2017, grow Newton's reputation
and elevate the community's presence within the Central lowa region through promotional
activities such as earned media, print, radio, and social media and new and existing
community events

Team Lead: Natalie Umsted **Support:** Craig Armstrong

Anticipated Cost: \$30,000 per year for 2 years

• Objective HQ-2.C: Hometown Pride – "Keep Iowa Beautiful"

HQ-2.C(1) By June 30, 2016, a Community Coach and a local advisory team will be

in place through the Hometown Pride – Keep Iowa Beautiful Program

HQ-2.C(2) By June 30, 2017, the team will have identified and applied for two grants

Team Lead: Natalie Umsted

Support: Erin Chambers and Bryan Friedman

Anticipated Cost: \$10,000 per year for 5 years, \$40,000 from Community Betterment Fund

already allocated

• Objective HQ-2.D: Comprehensive Plan - During 2016 and 2017, the Newton's Future Implementation Committee will meet quarterly, and City staff will continue to encourage the community wide support and implementation of the Comprehensive Plan by meeting with or giving presentations to community groups

Team Lead: Erin Chambers

Support: Bryan Friedman and Natalie Umsted

Anticipated Costs: Current Staffing

• Objective HQ-2.E: Community Education

- HQ-2.E(1) During July 2015-June 2017, the Newton Public Library will continue to accomplish objectives outlined in the 2012-2016 5-Year Strategic Plan that was approved by the Library Board of Trustees in February 2012 by:
 - a. Offering at least 25 varied programs a year
 - b. Offering free computer classes on using specific applications such as Word, Excel, photo management, etc.
 - c. Offering classes on how to use reference databases and catalog navigation
 - d. Offering programming aimed at helping parents understand the importance of reading in the lives of their children
 - e. Renovating the meeting room to make space more usable.

Team Lead: Sue Padilla

Anticipated Costs: Current Staffing

• Objective HQ-2.F: Newton City Parks

HQ2.F(1) By June 30, 2017, the citizen experience at Newton Parks will be enhanced through the completion of improvement projects incorporating the arts, activities, facilities, and/or furniture as funding allows with priority projects including:

- a. Improving public restrooms in the park system
- b. Expanding the Hike and Bike Trail
- c. Upgrading equipment within the park system through installation of fitness equipment and/or playground equipment
- d. Improving the irrigation system at Westwood Golf Course
- e. Replacing furniture at Maytag Pool

Team Lead: Nathan Unsworth

Support: Keith Laube

Anticipated Costs: See Public Works CIP items when completed.

Goal HQ-3: Grow the number of new housing units and encourage improvements of existing residential homes and complexes

Connection to the Comprehensive Plan:

Chapter 2: Economic Development

Chapter 8: Housing

Chapter 9: Land Use

Objective HQ-3.A: Downtown Housing - By December 30, 2015, establish a plan for new
housing units within the downtown focusing on accessibility, off-street parking, and preferred
style/design and seek to grow the amount of housing in within the Central Business District

Team Lead: Bryan Friedman

Support: Craig Armstrong and Erin Chambers

Anticipated Costs: Current Staffing and assistance from Urban Planning Graduate

Students (programs both ISU and UI have)

• Objective HQ-3.B: Meeting Housing Needs

HQ-3.B(1) By June 30, 2016, collaborate with Newton Housing Development

Corporation and Newton Development Corporation to conduct a Housing Needs Survey of large employers to determine what housing needs or

options are not provided for in the community and establish a plan to meet the identified

needs

HQ-3.B(2) By June 30, 2017, begin implementing the plan resulting in the provision of

housing units that meet the specified need

Team Lead: Craig Armstrong

Support: NHDC

Anticipated Costs: Current Staffing, Administrative Costs for survey from Housing Initiative

 Objective HQ-3.C: Increase Housing Units - By June 30, 2017, increase the number of newly constructed housing units of a variety of types within the City

Team Lead: Craig Armstrong

Support: NHDC, Bryan Friedman Erin Chambers **Anticipated Costs:** Housing Bond Funds/Grants

Measures of Success for High Quality of Life:

Newton as a place to live - Table 1, Question 1

Target: 64% good to excellent in 2 years (59%)

Newton as a place to raise children - Table 1, Question 1

Target: 60% good to excellent in 2 years (55%)

Overall quality of life in Newton Table 1, Question 1

Target: 56% good to excellent in 2 years (51%)

Overall "built environment" - Table 2, Question 2

Target: 57% good to excellent in 2 years (52%)

Health and wellness opportunities in Newton - Table 2, Question 2

Target: 62% good to excellent in 2 years (57%)

Overall opportunities for education and enrichment - Table 2, Question 2

Target: 63% good to excellent in 2 years (58%)

Sense of community - Table 2, Question 2

Target: 45% good to excellent in 2 years (40%)

Overall image or reputation of Newton - Table 2, Question 2

Target: 40% good to excellent in 2 years (29%)

Purpose: Have Effective, Efficient, Democratic Governance

Purpose Statement:

The City's purpose is to protect and prudently manage City resources; to enhance transparency, accountability, integrity, efficiency, effectiveness and innovation in all operations; to provide responsive customer service; to support data-based decision making with timely short-term and long-range analysis; and to attract, motivate and develop a high-quality workforce dedicated to collaborative decision making.

Goal DG-1: Be good stewards of the City's financial resources and assets

Connection to the Comprehensive Plan:

Chapter 5: Sustainability Chapter 13: Government

• Objective DG- 1.A: Financial Projections - By December 1, 2015, prepare five-year projections and implementation plan for the major "Warning Trends" identified in the Financial Trends Analysis Report

Team Lead: Bryan Friedman **Support:** Natalie Umsted

Anticipated Cost: Current Staffing

• **Objective DG-1.B: Policy Updates -** By July 1, 2016, review, update, and create various City policies in order to meet audit recommendations, and clarify current policies

Team Lead: Katrina Davis **Support:** Bryan Friedman

Anticipated Cost: Current Staffing

Objective DG-1.C: Asset Maintenance

DG-1.C(1) By December 31, 2016, establish a five-year Building and Facility Maintenance Plan.

Team Lead: Keith Laube

Anticipated Cost: Current Staffing

DG-1.C(2) By September 30, 2015, implement Hometown Reward Program for energy

conservation.

Team Lead: Keith Laube **Support:** Bryan Friedman

Anticipated Cost: Current Staffing

Goal DG-2: Align technological resources to improve the services provided, information access, and convenience for citizens, organizations and visitors.

Connection to the Comprehensive Plan:

Chapter 3: Identity and Marketing

Chapter 13: Government

• Objective DG-2.A: Payment Convenience

DG-2.A(1) By December 31, 2015, begin accepting online payments.

Team Lead: Bryan Friedman **Support:** Katrina Davis

Anticipated Cost: Current Staffing

DG-2.A(2) By July 31, 2016, expand the acceptance of credit card payments at all City

facilities.

Team Lead: Bryan Friedman Support: Katrina Davis Anticipated Cost: \$5,000

DG-2.A(3) By December 31, 2015, the Library will begin accepting online payments for

the library catalog.

Team Lead: Susan Beise Anticipated Cost: \$5,000

Objective DG-2.B: Public Internet Access Connectivity

DG-2.B(1) By June 30, 2017, the Library will improve and stabilize Internet connectivity

and functionality for public access at the Library

Team Lead: Susan Beise Anticipated Cost: \$15,000

DG-2.B(2) By June 30, 2017, the Library will review fiber optic access opportunities

Team Lead: Susan Beise **Support:** Katrina Davis

Anticipated Cost: Current Staffing

• Objective DG-2.C: Audio/video Communications - By June 30, 2017, implement the third

phase in the audio/video communications upgrade.

Team Lead: Katrina Davis Anticipated Cost: \$25,000

• Objective DG-2.D: Website Information - By June 30, 2017, contract web designer to

expand and upgrade information available on the City's website.

Team Lead: Katrina Davis

Anticipate Cost: \$10,000

• Objective DG-2.E: "Get to Know Newton" Campaign - By June 30, 2017, increase communications with residents through a cross-platform approach, utilizing digital, social, print, and earned media.

Team Lead: Natalie Umsted Support: Katrina Davis Anticipated Cost: \$10,000

Goal DG-3: Enable and enhance innovative organizational systems while attracting and developing a high quality workforce.

Connection to the Comprehensive Plan:

Chapter 13: Government

• Objective DG-3.A: Training Objective

DG-3.A(1) By June 30, 2017, develop an Employee Succession Plan.

Team Lead: Katrina Davis

Anticipated Cost: Current Staffing

DG-3.A(2) July 1, 2015, through June 30, 2017, develop and implement quarterly Supervisory training sessions.

Team Lead: Katrina Davis **Anticipated Cost:** \$5,000

DG-3.A(3) July 1, 2015, through June 30, 2017, implement departmental training plan for staff at all levels of the organization through workshops and seminars.

Team Lead: Katrina Davis

Anticipated Cost: 2% of Department Personnel Budget

• **Objective DG-3.B: Lean Initiative -** July 1, 2015, through June 30, 2017, use the Process Improvement system to increase and improve operational effectiveness and efficiency by holding two process mapping sessions per year.

Team Lead: Katrina Davis

Anticipated Cost: Current Staffing

• Objective DG-3.C: Performance Management - July 1, 2015, through June 30, 2017, use Performance Management system in all Departments

Team Lead: Natalie Umsted Anticipated Cost: \$10,000

• Objective DG-3.D: Workers Compensation Standards - By June 30, 2017, meet IMWCA's Workers Compensation Best Practices Standards and apply for certification

Team Lead: Katrina Davis **Secondary:** Safety Committee

Cost: Current Staffing

• **Objective DG-3.E: Collaboration** - By July 1,2017, implement initiatives in employee motivation, teamwork, communication and goal setting to move Departments towards a participative (System 4) High Performance Organization.

Team Lead: Katrina Davis Cost: Current Staffing

Measures of Success for Effective, Efficient, Democratic Governance:

Rating of public information services - Table 10, Question 10

Target: 59% good to excellent in 2 years (54%)

Rating of overall customer service by Newton employees - Table 10, Question 10 Target: 63% good to excellent in 2 years (58%)

Overall rating of the quality of services by City of Newton – Table 11, Question 11 Target: 64% good to excellent in 2 years (59%)

Rating of the value of services for the taxes paid – Table 12, Question 12 Target: 42% good to excellent in 2 years (37%)

Rating of the job Newton government does at welcoming citizen involvement - Table 12, Question 12

Target: 39% good to excellent in 2 years (34%)

Rating of overall confidence in Newton government - Table 12, Question 12 Target: 35% good to excellent in 2 years (30%)

Rating of the job Newton government does in acting in the best interest of the community - Table 12, Question 12

Target: 42% good to excellent in 2 years (37%)

Rating of the job Newton government does at being honest - Table 12, Question 12 Target: 45% good to excellent in 2 years (40%)

Rating of the job Newton government does at treating all residents fairly - Table 12, Question 12

Target: 39% good to excellent in 2 years (35%)