



2017-2019 ACTION PLAN

Background

The City of Newton Strategic Plan includes four parts:

1. Comprehensive Plan
2. Action Plan
3. Community Investment Plan
4. Operating Budget

In September 2016, City Council adopted the updated Comprehensive Plan. At a work session conducted by the Institute of Public Affairs on September 7, 2016, a goal setting session was held to establish new City Council priorities for the coming years. Both of these documents were used extensively for the creation of the 2017-2019 Action Plan. The Action Plan, in turn, will be used to guide the creation of the Community Investment Plan and Operating Budget.

Purposes of local government

The Action Plan is broken into four chapters, each highlighting a purpose which is a priority for the City of Newton. These purposes are defined as:

Provide a safe community. 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

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11	Provide access to information and community education.



promptly respond to emergencies and calls for service; to provide the protection of the environment and the lives of its residents and visitors; and to provide a safe transportation network.

Encourage economic development. The City’s purpose is to building 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.

Foster a high quality of life. 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.

Lead with effective, efficient governance. 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.

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Provide a safe community.

1. Enforce the laws that provide a safe community and update as needed
 - a. Prevent substance abuse and reduce related crimes
 - i. By August 2017, develop a community wide substance abuse coalition in partnership with community stakeholders to raise awareness and prevent substance abuse within the community and mitigate related crimes.
 - ii. By January 2018, develop a community wide substance abuse education program and referral system for adults.
 - iii. By July 2018, develop a school based substance abuse education program for K-12 students.

Department Assigned: Police

Estimated Cost: Current Staffing

Performance Measure: Number of programs targeting substance abuse

- b. Reduce crime in multi-unit housing complexes and neighborhoods
 - i. By January 2018, develop a “Crime Free Community” crime prevention program that systematically partners neighborhoods and business with police and acts as an extension to the Crime Free Multi-Housing program.
 - ii. By July 2018, have all phases of the Crime Free Multi-Housing program completed and begin monitoring and reporting crime trends.
 - iii. By August 2019, develop a large community wide safety event (movie in the park, block party, sporting event, etc.) to coincide with National Night Out.

Department Assigned: Police

Estimated Cost: Current Staffing

Performance Measure: Number of calls for service to rental properties and problem neighborhoods

- c. Improve the quality of Newton’s rental housing
 - i. By January 2018, acquire rental permit records management software.
 - ii. By January 2019, 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.

Department Assigned: Fire

Estimated Cost: Current Staffing

Performance Measure: 90% of rental inspections completed for the particular year, track the number of violations. Track the number of re-inspections. Track the top 10 violations. Track the top 10 complaints.

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- d. Update existing codes and review the inclusion of other codes
 - i. By January 2018, update the Fire Code to the State adopted version of the International Fire Code.
 - ii. By January 2018, update the Building Code to align either with the Des Moines Metro Consortium or to the State adopted version of the International Building Code depending on the recommendation from the Building Trades Board.
 - iii. By January 2018, review and assess the adoption of the Property Maintenance Code in congruence with Building and Fire Codes

Department Assigned: Fire and Planning and Zoning

Estimated Cost: \$1,500

Performance Measure: Completion of the adoption of the codes.

2. Provide public safety communication and community education

- a. Promote public safety education
 - i. By January 2018, develop a Newton Public Safety social media presence allowing for a centralized information center for public safety education and safety warnings.
 - ii. By January 2018, promote the use of the WENS system
 - iii. By July 2019, update Police and Fire website to include detailed information about disaster response, departmental services, community resources and frequently asked questions.

Department Assigned: Police

Estimated Cost: Current Staffing

Performance Measure: Increase WENS registrants by 20%

3. Prepare for and immediately respond to all emergencies

- a. Replace two outdoor warning sirens and update communication software
 - i. By July 2019, replace two outdoor warning sirens and update communication software.

Department Assigned: Public Works

Estimated Cost: \$55,000

Performance Measure: Sirens installed and working.

b. Create and implement employee emergency response training

- i. By January 2018, update a “Continuity of Operations Plan” for all Departments.
- ii. By January 2018, obtain council approval for NIMS training plan.

Department Assigned: Fire

Estimated Cost: Current Staffing

Performance Measure: Documented annual review/update. Adoption of training plan completed or not completed.

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4. Provide a safe transportation network

a. Reduce traffic accidents

- i. By August 2017, identify the top eight hazardous intersections in Newton utilizing engineering and police data. Identify potential fixes to these intersections and develop a prioritization timeline for improvements.
- ii. By January 2018, identify and establish annual community traffic safety education programming that focuses on the most common cause of crashes within the community (i.e. distracted driving, speeding, seatbelts).
- iii. By July 2019, purchase 3 pole mounted radar signs to reduce speeds and calm traffic in areas of high accidents and school zones.
- iv. By January 2019, develop a comprehensive education and safety program for pedestrians, bicyclists and motorcyclists.

Department Assigned: Police

Estimated Cost: \$7,000

Performance Measure: Reduce accidents on public roadways by 5%

b. Implement a community-wide master plan for traffic control systems

- i. By July 2019, have parking restrictions for on-street parking throughout the community doing one neighborhood at a time.

Department Assigned: Public Works

Estimated Cost: Current Staffing

Performance Measure: Complete two quadrants per year starting July 2017.

c. Install new traffic control systems along 1st Avenue in the downtown

- i. By July 2019, install new traffic control systems along 1st Avenue in the downtown.

Department Assigned: Public Works

Estimated Cost: \$656,000 to be funded with a combination of State or Federal funds and local funds

Performance Measure: Have signals replaced and functioning.



Encourage economic development.

1. Create a strong and vibrant downtown
 - a. Support the Main Street Program
 - i. Through July 2019, Continue to support the Main Street Program with the City's \$25,000/year pledge.
 - ii. Through July 2019, in collaboration with the Main Street Board, continue to implement the Downtown Micro Grant Program.
 - iii. Through July 2019, provide technical assistance to citizens in the exploration of the renewal of the Downtown SSMID.

Department Assigned: Planning and Zoning

Estimated Cost: \$25,000 per year for Main Street pledge

Performance Measure: Delivery of Pledge, Number of grants awarded, Private investment vs. public investment

- b. Update downtown street and streetscape appearance
 - i. By November 2018, have phase 1 of the downtown streetscape constructed.
 - ii. By November 2018, reconstruct the 100 blocks of E 3rd Street S through W 3rd Street S and then the east side of the 100 block of W 4th Street N.

Department Assigned: Public Works

Estimated Cost: Full project costs will be more than \$2,500,000, funded by TIF District bonding.

Performance Measure: Completion of project.

- c. Develop a plan for the former Maytag campus
 - i. By December 2017, develop and begin implementing a strategy for filling the buildings on the former Maytag campus.
 - ii. By December 2017, complete a landscape plan for the campus, including the DMACC greenspace and the campus's connections into downtown.

Department Assigned: Finance and Development

Estimated Cost: \$90,000

Performance Measure: Have Maytag campus 50% occupied by July 2019, Completion of landscape plan for DMACC greenspace

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- d. Increase the number of housing units within the downtown
 - i. By February 2018, complete the development of the Hotel Maytag, including the creation of renovated, market-rate apartments on the upper stories.
 - ii. By July 2019, facilitate the development of second story apartments in at least 8 buildings in downtown Newton.

Department Assigned: Finance and Development (i) and Planning and Zoning (ii)

Estimated Cost: \$1,200,000

Performance Measure: Number of new Downtown housing units

- e. Investigate downtown high capacity Wi-Fi opportunities
 - i. By July 2018, the Library will investigate Downtown Wi-Fi opportunities by partnering with Newton Chamber, Main Street, downtown businesses, and Internet providers.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Completion of a feasibility study for downtown Wi-Fi. Presentation of study to the Library Board, Main Street, Chamber of Commerce, and Newton City Council.

- 2. Create retail growth and development at the Interstate interchanges and commercial corridors
 - a. Create a master plan for Iowa Speedway and Exit 168
 - i. By October 2017, create master plan for land surrounding Iowa Speedway and Exit 168.

Department Assigned: Finance and Development

Estimated Cost: \$85,000

Performance Measure: Completion of master plan.

- b. Promote tourism by improving hotel options
 - i. By November 2018, complete the development of a new hotel in order to better capture tourist dollars and improve the experience for Newton visitors.
 - ii. By July 2019, address poor conditions at hotels through an expanded regulatory or inspection process.

Department Assigned: Finance and Development (i) and Planning and Zoning (ii)

Estimated Cost: \$2,000,000

Performance Measure: Completion of new hotel, Establishment of stronger hotel inspection process, Implementation of new inspection process

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- c. Recruit dining and retail businesses
 - i. By July 2019, 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.
 - ii. By July 2019, recruit a developer to begin construction on a mixed-use retail development in the 1200 and 1300 blocks along 1st Ave East.

Department Assigned: Finance and Development

Estimated Cost: \$240,000

Performance Measure: Number of new restaurants and retailers, Construction started on a new mixed-use retail development

- 3. Increase local jobs by growing and recruiting businesses
 - a. Qualify at least one site to be included in the Iowa Economic Development Authority's Certified Development Site program
 - i. By April 2018, have at least one qualified site eligible to be included in the Iowa Economic Development Authority's Certified Development site program

Department Assigned: Finance and Development

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

Performance Measure: Completion of one qualified site to be included in the Iowa Economic Development Authority's Certified Development site program.

- b. Facilitate connections between local employers and DMACC business resources
 - i. By July 2019, facilitate and support the connections between ten 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.
 - ii. By July 2019, facilitate the expanded use of the DMACC campus as a training and educational facility for local employers.

Department Assigned: Finance and Development

Estimated Cost: Current staffing

Performance Measure: Number of local employers that have used DMACC programs

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- c. Use regional and state programs to promote Newton's workforce to recruit new employers and new employees
 - i. Between July 2017 and July 2019, work with the Iowa STEM Council, teachers, and local employers to promote STEM business engagement.
 - ii. By July 2019, apply for three new State or Federal programs assisting in the area of economic development.

Department Assigned: Finance and Development

Estimated Cost: Current staffing

Performance Measure: Number of local employers that offer a STEM partnership with either DMACC or Newton High School, Completion of three State or Federal applications for economic development

4. Improve Newton's reputation

- a. Use "Get to Know Newton" to elevate the community's presence with the Central Iowa region
 - i. By January 2018, the Community Marketing Manager will establish a centralized communications strategy for the City of Newton and economic development partner agencies.
 - ii. Between July 2017 and July 2019, grow Newton's reputation and elevate the community's presence within the Central Iowa region through promotional activities such as earned media, print, radio, and social media.

Department Assigned: Finance and Development

Estimated Cost: Community Marketing Manager staffing, plus \$30,000 in marketing from Hotel/Motel Taxes

Performance Measure: Increase in number of followers on social media platforms by 20%. Completion of a minimum of two regional marketing campaigns.

5. Grow the number of new housing units

- a. Meet housing needs
 - i. By October 2017, establish a plan for the phasing out the 2013 Housing Initiative.
 - ii. By January 2018, collaborate with JEDCO and Hometown Pride to conduct a CHAT Study for Jasper County, including Newton.

Department Assigned: Finance and Development

Estimated Cost: Current staffing

Performance Measure: Completion of plan for phasing out 2013 Housing Initiative, Completion of CHAT Study for Jasper County

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- b. Increase housing units
 - i. By July 2019, increase the number of newly constructed housing units of a variety of types within the City, including a new apartment complex, new subdivision, and new townhomes.

Department Assigned: Finance and Development

Estimated Cost: \$360,000

Performance Measure: Number of new-construction housing units completed



Foster a high quality of life.

1. Improve neighborhood quality and curb appeal
 - a. Improve residential neighborhoods
 - i. By July 2019, complete the First Avenue Neighborhood Improvement project and seek out State or Federal grant funding to leverage the City's committed funds.

Department Assigned: Finance and Development

Estimated Cost: \$150,000

Performance Measure: Completion of First Avenue Neighborhood Improvement project, Completion of a minimum of one application for State or Federal funding for residential improvement along 1st Avenue

- b. Abate or demolish low-conditioned buildings
 - i. By July 2019, set a policy for the financial sustainability of the D&D program.

Department Assigned: Planning and Zoning

Estimated Cost: Current Staffing

Performance Measure: Policy set for long-term D&D funding

2. Provide access to information and community education
 - a. Offer free technology classes at the Newton Public Library
 - i. By January 2018, coordinate and partner with high school to offer "Tech Times with Teens" on a monthly basis to help users.
 - ii. Between July 2017 and July 2019, offer 30 technology classes that focus on new and upcoming technology trends and devices.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Tracking of topics covered and attendance at classes.

- b. Provide access to reference databases and up-to-date library catalog.
 - i. By January 2017, begin offering weekly classes to educate the public on the use of the new library catalog.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Attendance at classes and number of views of online tutorials.

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- c. Offer programming aimed at helping parents understand the importance of reading in the lives of their children
 - i. By August 2017, increase Summer Reading Program enrollment for adults to 200. By August 2018, increase Summer Reading Program enrollment for adults to 250.
 - ii. By January 2019, enroll 200 children in the 1000 Books Before Kindergarten Program.
 - iii. Between July 2017 and July 2019, partner with the Parks and Grounds Division to offer a minimum of 4 library events or programs out in the City parks.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Enrollment numbers of Summer Reading Programs and 1000 Books Before Kindergarten. Tracking of library events in City parks.

- d. Increase Library Access throughout the community.
 - i. By January 2018, partner with area agencies that work with the elderly and homebound to create a targeted strategy to increase awareness of the Library's Homebound Reader Program.
 - ii. By July 2019, create and implement a media strategy to increase awareness of library digital services and materials accessible outside of the library.

Department Assigned: Library

Estimated Cost: \$500 for printing and social media ads

Performance Measure: Enrollment in Homebound Reader Program. Tracking views of online media posts and use of digital services offered by the library.

- 3. Maintain and develop a versatile parks system
 - a. Make improvements to the skate park in Aurora Park
 - i. By June 2018, install a new skate park.

Department Assigned: Public Works

Estimated Cost: \$150,000

Performance Measure: Skate park completed and open to the public.

- b. Make improvements to 30 Acre Park
 - i. By June 2019, install a bridge across the creek at 30 Acre Park.

Department Assigned: Public Works

Estimated Cost: \$50,000

Performance Measure: Bridge constructed and open to the public.

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- c. Construct a new clubhouse/community center at Westwood Golf Course
 - i. By August 2018, complete final design of the Westwood clubhouse.
 - ii. By spring 2020, complete construction of Westwood clubhouse.

Department Assigned: Public Works

Estimated Cost: \$3,400,000

Performance Measure: Construction completed and open to the public.

4. Encourage a vibrant sense of community

- a. Offer varied programs at the Newton Public Library
 - i. Between July 2017 and July 2019, offer education and entertainment programs at the library with a minimum of 50 adult programs, 8 teen programs, and 150 children's programs per year.

Department Assigned: Library

Estimated Cost: Funded through Library Friends and Library Foundation

Performance Measure: Track the number of programs, their target demographic, and attendance at programs.

- b. Coordinate summer City Park events with Newton Public Library.
 - i. Between July 2017 and July 2019, annually create a cohesive summer calendars of events featuring parks, library, and other city events.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Completion of an annual calendar of events.

- c. Support community events through promotional assistance
 - i. By July 2019, collaborate with a minimum of 10 existing or emerging community events that align with the City of Newton's vision statement to expand the event's marketing efforts locally and in the region.

Department Assigned: Finance and Development

Estimated Cost: Community Marketing Manager staffing

Performance Measure: A minimum of 10 promotional materials highlighting existing or emerging community events.

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- d. Engage Newton residents with positive information about the community
 - i. Between July 2017 and July 2019, engage Newton residents through quarterly magazines, local marketing, and social media.

Department Assigned: Finance and Development

Estimated Cost: \$15,000 annually

Performance Measure: Publication of 8 quarterly magazine. A minimum of 20 social media posts per month.

5. Improve Newton's transportation network

- a. Improve accessibility by focusing on sidewalks in the areas of high priority
 - i. By July 2019, improve 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.

Department Assigned: Public Works

Estimated Cost: \$50,000 per year

Performance Measure: Meet annual list of priorities.

- b. Determine future route of Hike and Bike Trail
 - i. By July 2019, meet with regional officials to develop a plan to connect Newton to one of the regional trail systems.
 - ii. By July 2019, determine the appropriate route to complete the city hike/bike trail loop.

Department Assigned: Public Works

Estimated Cost: \$250,000

Performance Measure: Have the next section of trail identified.

- c. Continue implementing the 5-Year Street Maintenance Program.
 - i. By November 2018, mill and asphalt overlay on W 10th St. N, E 7th St N, E 3rd St S, E 10th St S, N 5th Ave W, N 6th Ave E, S 5th Ave W, and S 5th Ave E.

Department Assigned: Public Works

Estimated Cost: \$700,000 every other year for asphalt mill/overlays. Minimum of \$50,000 every year for concrete pavement repairs paid from the Road Use Tax fund.

Performance Measure: Completion of annual paving work.

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6. Support environmental sustainability

a. Implement energy efficiency improvements at City facilities

- i. By August 2017, increase energy efficiency by completing lighting projects at Landfill, City Hall, Public Works, and the Pool Pavilion.
- ii. By June 2019, investigate the applicability of a solar field in Newton.

Department Assigned: Finance and Development

Estimated Cost: \$15,000 in energy project upgrades, creation of Sustainability Coordinator position

Performance Measure: Completion of energy efficiency upgrades at a minimum of four City facilities.

b. Increase recycling throughout the community

- i. By June 2019, visit all multi-family residential owners to promote recycling and have recycling collection containers.

Department Assigned: Public Works

Estimated Cost: Current Staffing.

Performance Measure: Obtain recycling compliance with 80% of multi-family complexes.

c. Provide sustainability education to businesses and residents

- i. By July 2019, offer at least 8 varied classes on sustainability topics at the Newton Public Library.

Department Assigned: Finance and Development

Estimated Cost: Creation of Sustainability Coordinator position

Performance Measure: Completion of a minimum of eight classes on sustainability topics.

d. Maintain a diverse tree canopy city-wide

- i. By July 2019, amend City of Newton Code of Ordinances to include tree diversity minimum design standards for commercial and industrial property.
- ii. By July 2019, replace the trees lost from disease and damage in 2015 and 2016 at the Newton Public Library.

Department Assigned: Planning and Zoning

Estimated Cost: Current Staffing and Cost of Trees (possible grant)

Performance Measure: Review and update of codes completed, Planting of new trees completed

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- e. Promote monarch and other pollinator habitat development.
 - i. By January 2019, improve the Newton Public Library landscape to include an Iowa native, natural aesthetic that increases pollination.

Department Assigned: Library

Estimated Cost: \$3,000

Performance Measure: Completion of a native landscape project at the Library.



Lead with effective, efficient governance.

1. Manage the City's financial resources and assets responsibly
 - a. Implement the annual initiatives from the "ADA Transition Plan"
 - i. Between July 2017 and July 2019, implement the annual initiatives from the "ADA Transition Plan" adopted by the City Council in March 2013.
 - ii. By July 2019, improve handicapped accessibility to Library service desks by contracting with a design team to create, build, and install user-friendly, ADA compliant desks.

Department Assigned: Public Works

Estimated Cost: \$25,000 for annual initiatives from ADA Transition Plan, \$20,000 for the Library service desks funded partially by the Library Foundation

Performance Measure: Completion of Library service desks.

- b. Provide financial analysis and prepare plans for 'warning trends'
 - i. Between July 2017 and July 2019, annually prepare a financial trends report. For warning trends, provide five-year projections and an implementation plan.
 - ii. By October 2018, prepare a financial analysis in preparation for contract renewals.
 - iii. By August 2017, implement three things that can be done to aid in having a positive financial trend at Westwood Golf Course.

Department Assigned: Finance and Development

Estimated Cost: Current staffing

Performance Measure: Completion of annual financial trends report and analysis.

- c. Review and update City policies to meet audit recommendations
 - i. By July 2019, review, update, and create various City policies in order to meet audit recommendations and clarify current policies.

Department Assigned: Administration

Estimated Cost: Current staffing

Performance Measure: Completion of reviews on current City policies

- d. Establish a five-year building and facility maintenance plan
 - i. By July 2019, hire a consultant to provide a five-year Building and Facility Maintenance Plan.

Department Assigned: Public Works

Estimated Cost: \$35,000

Performance Measure: Have consultant under contract.

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- e. Evaluate the Maytag Park Caretakers House future use
 - i. By January 2018, evaluate the Maytag Park Caretakers House future use and evaluate the Park Office location and needs.

Department Assigned: Public Works

Estimated Cost: \$50,000

Performance Measure: Caretaker's house use identified and park office in a location that lends to staff effectiveness and efficiency.

2. Align resources to improve services

- a. Improve payment convenience for citizens
 - i. By January 2018, the Library will begin accepting online payments for the library catalog.
 - ii. By July 2019, accept online payments for all City Services.
 - iii. By July 2019, expand the acceptance of credit card payments at all City facilities.

Department Assigned: Administration

Estimated Cost: \$10,000

Performance Measure: Implementation of payment services at all facilities for all services

- b. Review fiber optic access opportunities at Newton Public Library
 - i. By January 2018, the Library will review fiber optic access opportunities.

Department Assigned: Library

Estimated Cost: Current Staffing

Performance Measure: Completion of a feasibility study for fiber optic access opportunities. Presentation of study to the Library Board and Newton City Council.

- c. Use the Lean System to increase and improve operational effectiveness and efficiency
 - i. By July 2019, hold six process mapping sessions.

Department Assigned: Administration

Estimated Cost: \$1,000

Performance Measure: Completion of six lean process mapping events.

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- d. Use performance reporting to set goals and improve services
 - i. By August 2017, have each department review operations and set performance goals.
 - ii. By January 2018, have each department develop systems for consistent data collection and analysis.
 - iii. By August 2018, begin implementing new procedures based on analysis of data.

Department Assigned: Administration

Estimated Cost: Current staffing

Performance Measure: Implementation of at least two new procedures based on data analysis

- e. Create a new website design that is mobile compatible
 - i. By January 2018, complete a new all-encompassing web design that aligns the City and its stakeholders.

Department Assigned: Administration

Estimated Cost: \$40,000

Performance Measure: Implementation of the new website design

- f. Partner with local and regional agencies
 - i. Between July 2017 and July 2019, meet monthly with local economic development agencies to maintain a unified vision for future development in Newton. Annually, develop and adopt a set of shared strategies with these agencies for development in Newton.
 - ii. By July 2019, work with the State Library of Iowa to establish equitable 28E agreements between small communities and Newton Public Library.
 - iii. By July 2019, visit 12 cities throughout the region to learn about and share best practices.
 - iv. By July 2019, identify four new partnerships between governmental agencies for shared services, collaboration, and regional efficiency.

Department Assigned: Administration

Estimated Cost: Current staffing

Performance Measure: Completion of annual shared strategies document, Completion of a 28E agreement policy for small communities, Visits to a minimum of 12 cities, A minimum of four new partnerships established

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3. Attract, develop, and sustain a diverse workforce committed to quality service
 - a. Develop a strong, purposeful approach to succession planning, staff development, and performance.
 - i. By July 2018, design and implement an outreach recruitment strategy.
 - ii. By July 2018, develop and implement an all-inclusive routine new employee orientation.
 - iii. Between July 2017 and July 2019, develop and implement various opportunities for internal training.

Department Assigned: Administration

Estimated Cost: \$5,000

Performance Measure: Completion of an outreach recruitment strategy, development of the new employee orientation, quarterly Supervisor training sessions, quarterly staff development sessions