

# Focused Implementation | 90-Day Implementation Steps

## Positioning for Growth

<b>STRATEGY 1:</b>				
<b>Action: Hire ED Director</b>				
<b>WHAT – WHY:</b> Positioning for Growth			<b>Target date of completion:</b> August 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Revised Position Description</li> <li>2. Solicited and Advertised Position</li> <li>3. Reviewed Applications</li> <li>4. Interviewed 4 Candidates – First Round</li> <li>5. Final Interview with Council – 2 Candidates</li> <li>6. Make Job Offer and Run Background Check</li> <li>7. Hire new ED Director</li> <li>8. Develop Business Retention &amp; Expansion (BR&amp;E) Plan</li> </ol>	<p>January 20, 2016</p> <p>Feb. 23, 2016</p> <p>August 2016</p>	<p>City Hall</p> 	<p>Charlene, Joe, Robin, Jennifer, Council</p>	<p>Budgeted FT Salary, \$7-15,000 for BR&amp;E Plan by UMN</p>
<b>Person power – Action team: list, star (*) coordinator(s)</b> Joe* Charlene Jennifer* City Council EDA	<b>Evaluation measurement, indicators, and report date</b> Development of ED Director work plan Development of short and long term objectives of BR&E Plan by ED Director and hire project consultant. Regular reporting of ED activities for EDA/Council Contacts Made – Tracking System	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> \$74,776 annualized ED Director Salary, \$7-15,000 for BR&E Plan	

**STRATEGY 2:**

**Action: Develop a Successful Business Park Plan**

<b>WHAT – WHY:</b> Positioning for Growth			<b>Target date of completion:</b> July 2017	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Review Transitional Growth area and determine new boundaries of the business park.</li> <li>2. Mass site grade 60 acres for shovel ready pads.</li> <li>3. Prepare an agreement with WAG Trust for the ongoing land deal (Dog Park &amp; Compost Site)</li> <li>4. Review EDA bylaws and policies – Joint Council/EDA Workshop</li> <li>5. Survey surrounding communities for expedition process</li> <li>6. Review business subsidy policy</li> <li>7. Prepare a policy for SAC credits</li> <li>8. Develop a marketing strategy</li> <li>9. BRT Station Planning</li> <li>10. Review code related to building materials</li> </ol>	<ol style="list-style-type: none"> <li>1. Review as part of comp plan</li> <li>2. Summer of 2016</li> <li>3. July of 2016</li> <li>4. May 2016</li> <li>5. April-May 2016</li> <li>6. May 2016</li> <li>7. May 2016</li> <li>8. Completed by 10/2016</li> <li>9. Summer 2016</li> <li>10. Summer 2016</li> </ol>	<p>Hemmingway/97<sup>th</sup> EDA/Council</p> <p>EDA/Council</p> <p>EDA/Council</p> <p>EDA/Council</p> <p>EDA/Council</p> <p>EDA/Council</p> <p>EDA</p> <p>Planning Commission</p>	<p>Jennifer, Burbank, McCool, Christine</p> <p>Jennifer, Kori</p> <p>Christine, Kori Robin</p> <p>Christine</p> <p>Robin</p> <p>Robin, Christine</p> <p>Christine, Sharon</p> <p>Jennifer, Burbank McCool, Burbank</p>	
<b>Person power – Action team: list, star (*) coordinator(s)</b> Jennifer * Charlene, Robin Christine McCool Burbank Kori	<b>Evaluation measurement, indicators, and report date</b> Development of expedited review process. Updated business subsidy policy. 5-7% annual increase in business growth in Business Park TIF/Abatement Retention	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b>	

**STRATEGY 3:**

**Action: Space Needs Study for Public Works and Parks**

WHAT – WHY: Positioning for Growth		Target date of completion: January 2017 – Ongoing		
How – what Implementation steps	When	Where	Who	Resources Needed
<ol style="list-style-type: none"> <li>1. Budget for Space Needs Study</li> <li>2. Review Equipment, Storage and Staffing needs at full build out.</li> <li>3. Develop a subcommittee with Public Works and Parks</li> <li>4. Prepare an RFP for a Space Needs Study</li> <li>5. Receive Proposals for Space Needs Study</li> <li>6. Public Services Commission Review and Adopt Space Needs Study</li> <li>7. Identify land for expansion</li> </ol>	<ol style="list-style-type: none"> <li>1. May 2016</li> <li>2. August 2016</li> <li>3. October 2016</li> <li>4. October 2016</li> <li>5. December 2016</li> <li>6. February 2017</li> <li>7. March 2017</li> </ol>		<p>Les/Zac Adam</p> <p>Les/Zac</p> <p>Ryan/Adam Les Les Jennifer</p>	<p>\$15,000</p> 
<b>Person power – Action team: list, star (*) coordinator(s)</b> Les* Zac Jennifer Ryan	<b>Evaluation measurement, indicators, and report date</b> ID multiple parcels/sites Develop a strategy for acquisition of land Annual update and review of plan Control the land in 10 years	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> TBD 2016 \$15,000	

**STRATEGY 4:**

**Action: Conference with Developers, Real Estate Brokers, and Land Owners**

<b>WHAT – WHY:</b> Positioning for Growth			<b>Target date of completion:</b> January 2017	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Select Topics for Real Estate Brokers Forum</li> <li>2. Select Speakers for Real Estate Brokers Forum</li> <li>3. Conduct a Real Estate Brokers Forum</li> <li>4. Approval of Continuing Educational Credits</li> <li>5. Developer Forum/Event (River Boat/Golf/Other)</li> <li>6. Landowners Forum (Education/Outreach)</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2016</li> <li>2. May 2016</li> <li>3. Nov 2016</li> <li>4. June 2016</li> <li>5. Aug/Sept 2016</li> <li>6. Oct 2016</li> </ol>		Christine  Jennifer, McCool, Burbank	\$2,500 \$6,000  \$500
<b>Person power – Action team: list, star (*) coordinator(s)</b> Christine* Jennifer Charlene Dave Thiede Burbank McCool	<b>Evaluation measurement, indicators, and report date</b> Percent of attendance compared to invites Growth of attendance from realtor forum Additional contacts made Realtors outside the CG market area	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> \$9,000	

**STRATEGY 5:**

**Action: Finalize Red Rock Corridor Commission Bus Rapid Transit (BRT) Stations**

<b>WHAT – WHY:</b> Positioning for Growth			<b>Target date of completion:</b> July 2017	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Gateway North/Jamaica Business Feedback – Survey</li> <li>2. Host Business Park Meeting to Gain Feedback</li> <li>3. Comp Plan Steering Committee</li> <li>4. Chamber Lunch Event – Educate and Gain Feedback</li> <li>5. Red Rock Commission Final Acceptance of Station Locations</li> </ol>	<ol style="list-style-type: none"> <li>1. April 2016</li> <li>2. May 2016</li> <li>3. April 2016 – July 2017</li> <li>4. May 2016</li> <li>5. October 2016</li> </ol>			<p>\$600</p> <p>\$1000</p>
<b>Person power – Action team: list, star (*) coordinator(s)</b> Jennifer* Burbank Jen Peterson Christine	<b>Evaluation measurement, indicators, and report date</b> Comp Plan – Identifies BRT Stations Comp Plan – Land use and zoning accommodate station planning	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> \$1,600	

## Reforming Organizational Culture

<b>STRATEGY 1:</b>				
<b>Action: Training and Travel Committee (tuition reimbursement)</b>				
<b>WHAT – WHY:</b> Employer of Choice - Reforming Org. Culture				<b>Target date of completion:</b> September 2016
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Solicit interest 2. Begin meeting 3. Review and make recommendations 4. Prepare costs for budget consideration 5. Implement changes	April 2016 April 2016 May 2016 June 2016 January 2017	City Hall 	Joe  Committee Committee Committee Committee	None 
<b>Person power -Action team: (list, star (*) coordinator(s)</b> Joe* Committee City Council	<b>Evaluation measurement, indicators, and report date</b> Every Dept. represented on committee Draft reimbursement language majority of committee approval Identifying potential costs of program	<b>Total resources needed</b>		
		<b>In-kind</b>		<b>Financial</b> Based on discussions

**STRATEGY 2: Evaluate Benefits**

**Action: Evaluate Benefits for 2017 Budget**

<b>WHAT – WHY:</b> Employer of Choice - Reforming Org. Culture			<b>Target date of completion:</b> September 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Review parental paid leave policy 2. Review HSA funding levels and when 3. Make changes if feasible 4. Implement changes	May 2016 May 2016 September 2016 January 2017	City Hall	Joe  Joe  	
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Joe* Charlene	<b>Evaluation measurement, indicators, and report date</b> Cost out parental paid leave policy Reconvene Insurance Committee Cost out Insurance Committee recommendations	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> TBD	

**STRATEGY 3:**

**Action: Health and Wellness Committee**

<b>WHAT – WHY:</b> Employer of Choice – Reforming Org. Culture			<b>Target date of completion:</b> January 2017 - ongoing	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. First meeting of Committee 2. Set goals and objectives of Wellness committee 3. Set priorities for 2016 4. Future meeting dates / frequency 5. Budget – calendar of events 6. Evaluate effectiveness of program by determined benchmarks	Feb. 28, 2016  Feb. 28, 2016 Feb. 28, 2016  June 2016 Annually	PS/CH  	Craig W., Zac D., Becky A. Committee	TBD
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Becky A.* Wellness Committee and select subgroups	<b>Evaluation measurement, indicators, and report date</b> Complete employee health assessments October 2016 Fall Fair- 50% EE participation Meet 6x’s per year- 75% of Committee members attend each meeting 4 city wide wellness activities- 50% EE participation	<b>Total resources needed</b>		
		<b>In-kind</b>		<b>Financial</b> TBD 2017 \$2500 2016

**STRATEGY 4:**

**Action: Emphasize Career Path Options During Annual Reviews**

<b>WHAT – WHY:</b> Employer of Choice – Reforming Org. Culture			<b>Target date of completion:</b> January 2017 and ongoing	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Update performance appraisal forms to include training goals/plans and mid-year check in 2. Supervisor training on use of forms 3. Deploy updated assessments	April 2016  July 2016 Nov. 2016	PS/CH  Various locations		
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Joe* Department Heads	<b>Evaluation measurement, indicators, and report date</b> Assessments done on all EE’s 2016 (6 mo-Aug.) (12 mo – Feb. 1 <sup>st</sup> ) 100% of EEs discuss training needs and desires with their supervisor	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b>	

**STRATEGY 5:**

**Action: Compensation Plan for 2018**

<b>WHAT – WHY:</b> Employer of Choice – Reforming Org. Culture			<b>Target date of completion:</b> End of 2017	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Develop RFP 2. Send out RFPs 3. Review RFPs 4. Develop budget for 2017 5. Budget approval – Start/End	March 2016 April 2016 May 2016 July 2016 Jan. 2017	City Hall  ↓	Joe/Becky A.  ↓	None  ↓
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Joe* Becky A.	<b>Evaluation measurement, indicators, and report date</b> Determine target comparisons (i.e. Metro cities with populations with 35,000 to 80,000) Determine target pay goal (i.e. 125% of average)	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> TBD based on RFPs	

**STRATEGY 6:**

**Action: 2017 Budget for 3 Firefighters/Paramedics**

<b>WHAT – WHY:</b> Employer of Choice - Reforming Org. Culture			<b>Target date of completion:</b> November 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Plan and articulate staffing rationale</li> <li>2. Submit budget request documents</li> <li>3. Council Workshops (budget)</li> <li>4. Final adoption of budget</li> </ol>	<p>May 2016 June 2016 July 2016 December 2016</p>	<p>PS/CH ↓ Council/PS/CH</p>	Chief Redenius and Staff	
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Chief Redenius Director Woolery	<b>Evaluation measurement, indicators, and report date</b> Identify budget impacts for budget process Identify operational efficiencies (i.e. more day time coverage) Successful hiring of 3 FF/Medics January 2017	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> \$270,000.00	

## Make Cottage Grove a Recreation Destination

STRATEGY 1:				
Action: Park Improvement Plan				
WHAT – WHY:				Target date of completion:
Make Cottage Grove a Recreation Destination				November 2016
How – what Implementation steps	When	Where	Who	Resources Needed
<ol style="list-style-type: none"> <li>1. Council Adoption of SWC Athletic Facility Needs Study</li> <li>2. Develop Budget Implications</li> <li>3. Align Expectations with ISD 833</li> <li>4. Amend CIP</li> <li>5. Implement Projects According to CIP</li> </ol>	<ol style="list-style-type: none"> <li>1. Feb.-Mar. 2016</li> <li>2. March 2016</li> <li>3. April 2016</li> <li>4. May 2016</li> <li>5. Ongoing 2017</li> </ol>		Commission, Council, Zac 	2016-2017: \$100,000 additional
<b>Person power – Action team: list, star (*) coordinator(s)</b> Zac* Charlene Parks & Rec	<b>Evaluation measurement, indicators, and report date</b> CIP Amended Funding Identified	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> \$100,000	

**STRATEGY 2:**

**Action: River Oaks Business Plan**

<b>WHAT – WHY:</b> Make Cottage Grove a Recreation Destination			<b>Target date of completion:</b>	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Council Adopt Business Plan for River Oaks</li> <li>2. Assessment of River Oaks</li> <li>3. River Oaks Active Management Partnership</li> <li>4. Staff Realignment</li> <li>5. Add Service Options</li> <li>6. Create Marketing Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Feb. 2016</li> <li>2. Summer 2016</li> <li>3. Ongoing</li> <li>4. March 2016</li> <li>5. Summer 2016</li> <li>6. Summer 2016</li> </ol>	River Oaks	River Oaks Task Force, Charlene  River Oaks Task Force, Sharon	
<b>Person power – Action team: list, star (*) coordinator(s)</b> River Oaks Task Force (Councilmember Dennis and Mayor Bailey)* Board of Directors (City Council) Charlene* Zac	<b>Evaluation measurement, indicators, and report date</b> Make at least \$1 in profit Increase in facility use for golf operations, banquet facility, and grille facility Reduce city subsidy	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b>	

**STRATEGY 3:**

**Action: Create Mississippi River Access**

WHAT – WHY:		Target date of completion:		
Make Cottage Grove a Recreation Destination		October 2016		
How – what Implementation steps	When	Where	Who	Resources Needed
<p><b>1. River Oaks Scenic Overlook Park Design</b></p> <ul style="list-style-type: none"> <li>a. Hire Landscape Designer</li> <li>b. Solicit community input</li> <li>c. Design Master Plan Draft</li> <li>d. Draft Review</li> <li>e. Finalize Master Plan and Budget</li> <li>f. Add to CIP</li> <li>g. Incorporate with Pavement Management Plan</li> </ul> <p><b>2. Boat Launch on Mississippi River</b></p> <ul style="list-style-type: none"> <li>a. Contact Mississippi River Boat Launch Leaser and DNR about Reopening Access</li> <li>b. Contract Negotiations</li> <li>c. Sign Contract</li> </ul>	<p><b>1. OVERLOOK</b></p> <ul style="list-style-type: none"> <li>a. June 2016</li> <li>b. Aug. 2016</li> <li>c. Aug. 2016</li> <li>d. Sept. 2016</li> <li>e. Oct. 2016</li> <li>f. May 2018</li> <li>g. 2019</li> </ul> <p><b>2. BOAT LAUNCH</b></p> <ul style="list-style-type: none"> <li>a. April 2016</li> <li>b. May 2016</li> <li>c. June 2016</li> </ul>		<p><b>1. OVERLOOK</b></p> <ul style="list-style-type: none"> <li>a. Zac D.</li> <li>b. Designer, Zac D., Parks Commission, Engineer</li> <li>c. Designer, Zac</li> <li>d. Commission, Council</li> <li>e. Commission, Council</li> <li>f. Zac D.</li> <li>g. Zac D.</li> </ul> <p><b>2. BOAT LAUNCH</b></p> <ul style="list-style-type: none"> <li>a. Zac</li> <li>b. Zac, Charlene, Lawyer</li> <li>c. Zac, Charlene, Lawyer</li> </ul>	<p>1. \$5,000</p> <p>2. TBD</p>
<p>Person power – Action team: list, star (*) coordinator(s) Zac* Landscape Designer Charlene</p>	<p>Evaluation measurement, indicators, and report date Master plan completed CIP adjustments planned Boat Launch is open People utilizing boat launch People utilizing scenic overlook</p>	Total resources needed		
		In-kind	Financial \$5,000	

## Engaging the Community and Forming the Vision

<b>STRATEGY 1:</b>				
<b>Action: Hire Facilitator for Community Engagement</b>				
<b>WHAT – WHY:</b> Engaging the Community and Forming the Vision			<b>Target date of completion:</b> May-June 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Draft RFP</li> <li>2. Issue RFP</li> <li>3. Proposals Due</li> <li>4. Possible Oral Interviews</li> <li>5. Contract Award</li> <li>6. Community Visioning Process</li> </ol>	<ol style="list-style-type: none"> <li>1. Feb. 2016</li> <li>2. Feb. 29, 2016</li> <li>3. March 28, 2016</li> <li>4. April 2016</li> <li>5. May 2016</li> <li>6. May-June 2016</li> </ol>	City Hall 	<ol style="list-style-type: none"> <li>1. Becky A.</li> <li>2. Becky A.</li> <li>3. Becky A.</li> <li>4. Committee</li> <li>5. Committee, Council</li> <li>6. Committee, Facilitator, Council</li> </ol>	Money to hire facilitator, places to send/post RFP
<b>Person power – Action team: list, star (*) coordinator(s)</b> Becky* Charlene Sharon Robin	<b>Evaluation measurement, indicators, and report date</b> RFP issued on Feb. 29, 2016 Council approval of contract award Creation of engagement strategies Gathering citizen input	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> Based on proposals	

**STRATEGY 2:**

**Action: Develop Communications Plan**

<b>WHAT – WHY:</b> Engaging the Community and Forming the Vision			<b>Target date of completion:</b> September 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
<ol style="list-style-type: none"> <li>1. Identify key stakeholders</li> <li>2. Identify potential questions</li> <li>3. Answer why and develop key messages</li> <li>4. Promote engagement strategies; engagement strategies based on input from facilitator</li> <li>5. Implement changes</li> <li>6. Promote results from community engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2016</li> <li>2. Mar/Apr 2016</li> <li>3. April 2016</li> <li>4. June 2016</li> <li>5. Jan. 2017</li> <li>6. Ongoing</li> </ol>	<p>City Hall</p> 	<ol style="list-style-type: none"> <li>1. Mgmt. Team</li> <li>2. Committee</li> <li>3. Committee</li> <li>4. Committee</li> <li>5. Committee</li> <li>6. Committee</li> </ol>	<p>None</p> 
<b>Person power – Action team: list, star (*) coordinator(s)</b> Sharon* Committee	<b>Evaluation measurement, indicators, and report date</b> Document stakeholders List of potential questions/answers Creation of communication plan for engaging the community	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b>	

**STRATEGY 3:**

**Action: Develop Engagement Strategies**

<b>WHAT – WHY:</b> Engaging the Community and Forming the Vision			<b>Target date of completion:</b> September 2016	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Create based on facilitator results 2. Implement changes	1. May-June 2016 2. June-Aug. 2016	City Hall 	Committee	Money to hire facilitator, places to send/post RFP
<b>Person power – Action team: list, star (*) coordinator(s)</b>  Sharon* Charlene Becky Robin	<b>Evaluation measurement, indicators, and report date</b> RFP issued on March 3, 2016 Council approval of contract award Creation of engagement strategies Gathering citizen input	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> Based on proposals	

**STRATEGY 4:****Action: Gather Community Input****WHAT – WHY:**

Engaging the Community and Forming the Vision

**Target date of completion:**

May-June 2016

<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
Create based on facilitator results	TBD	TBD	Committee	TBD
<b>Person power – Action team: list, star (*) coordinator(s)</b> Sharon* Charlene Becky Robin	<b>Evaluation measurement, indicators, and report date</b>	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> TBD	

**STRATEGY 5:**

**Action: Develop Community Plan**

<b>WHAT – WHY:</b> Engaging the Community and Forming the Vision			<b>Target date of completion:</b> Nov. 2016 – Ongoing	
<b>How – what Implementation steps</b>	<b>When</b>	<b>Where</b>	<b>Who</b>	<b>Resources Needed</b>
1. Based on results from Community Input	TBD	City Hall 	Committee	TBD
<b>Person power – Action team: list, star (*) coordinator(s)</b> Sharon* Charlene Becky Robin	<b>Evaluation measurement, indicators, and report date</b>	<b>Total resources needed</b>		
		<b>In-kind</b>	<b>Financial</b> TBD	