

CITY COUNCIL WORKSHOP

**Brainerd, Minnesota
JULY 22, 2019
5:30 P.M.**

**Brainerd City Hall
Council Chambers**

_____ K. Bevans
_____ D. Badeaux
_____ S. Hilgart
_____ J. Lambert
_____ K. Stunek
_____ D. Pritschet
_____ Mayor Menk

- 1. Call to Order**
- 2. Roll Call**
- 3. Community Member of the Month**
- 4. Welcoming Communities**
- 5. Performance Overview**
 - a. “Existing” Staff Performance Review Form**
 - b. “New” Performance Framework**
 - i. Example Performance Framework – Administration**
 - ii. Example Performance Framework - Streets**
 - c. “New” Quarterly Talks**
 - d. “New” Final Performance Review Form**
 - i. Example Performance Framework – Administration**
 - ii. Example Performance Framework - Streets**
 - e. “New” Final Review Calculation Sheet**
 - f. Calibration**
 - g. Organization Chart**
 - h. Presentation on Core Values and Leadership Expectations**
 - i. Training Notes**

6. 2020 Budget and Levy Discussion

a. Council Priorities

b. Memo

i. Updated 2020 Facilities and Equipment Plan

ii. 5 Year Construction Plan

7. Adjourn

**ANY INDIVIDUAL NEEDING SPECIAL ACCOMMODATIONS,
PLEASE CALL 828-2307.**



City of Brainerd
PERFORMANCE REVIEW

Employee Name _____

Job Title _____

Department _____

Date of Review _____

Reviewed by _____

Date Hired for this Position _____

Evaluation Period _____

This review is: ☐ Probationary

☐ Annual

☐ Other:

PURPOSE

The purpose of conducting a performance review is to enhance the overall quality of service to the community, improve productivity, and foster employee development. The performance review is designed to:

- Generate continuous, two-way communication between employee and supervisor as a shared responsibility
- Review employee performance in relation to City goals and expectations
- Recognize achievements, accomplishments and contributions of employees
- Identify areas for employee training and development
- Provide a basis for planning future performance

The benefits to be gained also include improved communications, trust, and the efficient, innovative delivery of services.

GUIDELINES

Performance management at the City of Brainerd is a continuous communication process in which 1) expected levels of performance are defined and communicated, 2) performance is planned, maintained, and improved, 3) actual performance is compared to expected levels, and 4) accomplishments are recognized. The performance review may also be used in management decisions regarding assignments, career development, reassignment, or corrective action.

INSTRUCTIONS

1. Performance reviews should be completed prior to the employee's completion of probation and then on a yearly basis.
2. It is required that the employee perform a self-assessment by rating themselves. It is strongly encouraged that the employee provides comments for their ratings to assist the supervisor to be more cognizant of employee's thoughts during the supervisor's initial review.
3. The employee and their supervisor should indicate their rating by placing an X next to the rating which best describes performance on each measure. Rate each dimension separately, being careful not to be influenced by your overall judgment of the employee's performance while rating individual measures. The descriptions that are provided should be used as **guidelines** to help clarify the rating for each performance measure. Although the box may only partially describe the employee's performance, mark the one that fits most closely.
4. Use the area for comments to further clarify performance and explain the rating. Comments are **required** for all Requires Improvement and Exceed Expectations ratings. Comments may be written for all performance measures, regardless of the rating.
5. After the employee completes their self-assessment, the employee will then present the document to their evaluator who completes their portion of the review.
6. The employee and supervisor will meet to discuss the final review. At this meeting, the employee and supervisor shall complete the front cover, sign and date the last page, and then forward to signed evaluation the HR Coordinator.

PERFORMANCE LEVEL DEFINITIONS

These definitions are intended as guidelines to assist in selecting a rating and maintaining consistency.

Exceeds Expectations Employees in this group consistently exceed performance expectations. Performance contributions are definitely above that expected of the good, competent employee. Errors are infrequent and of minor consequence. This individual's performance stands out from the norm of other employees in similar positions or in the same profession.

Achieves Expectations Employee fully achieves expectations and performance in this category. Contributes to the ongoing success of the organization. Employee is qualified, competent and valued. Errors are within acceptable limits, in terms of both frequency and consequence. **NOTE:** This rating may also be used for probationary (new, transfer or promoted) employees, and for employees who have recently changed job assignments, if they are making satisfactory progress toward achieving proficient performance. **This should be noted in the comments area.**

Requires Improvement Performance at this level is below expectations and should not be considered acceptable. Although some aspects of performance may meet expectations, the work in general is below the level expected of a proficient employee. A specific plan for bringing performance to an acceptable level should be clearly outlined to the employee in writing.

PERFORMANCE MEASURES

Section 1 - Competencies:

1a. Job Performance – (See Exhibit A: Job Description) Understands concepts, procedures and tasks relevant to the job; motivates by personal example of hard work, dedicated to results; continually seeks to improve work results, methods, and quality; takes calculated risk to accomplish goals; strives to continuously build knowledge and skills

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Given the employee's level of experience progress is unsatisfactory; often has difficulty or is unable to follow instructions; requires frequent follow-up; detracts from full productivity of work unit	Knowledgeable in all areas of the job; performs routine work without frequent instruction and follow-up; work seldom needs correction; work completed on time	Has knowledge beyond usual scope of job and responsibilities; recognizes need for functional changes based on changing conditions; maintains high quality standards

Employee Comments:

Employer Comments:

1b. Job Knowledge - Understands concepts, procedures and tasks relevant to the job; motivates by personal example of hard work, dedicated to results; continually seeks to improve work results, methods, and quality; takes calculated risk to accomplish goals; strives to continuously build knowledge and skills

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Given the employee's level of experience progress is unsatisfactory; often has difficulty or is unable to follow instructions; requires frequent follow-up; detracts from full productivity of work unit	Knowledgeable in all areas of the job; performs routine work without frequent instruction and follow-up; work seldom needs correction; work completed on time	Has knowledge beyond usual scope of job and responsibilities; recognizes need for functional changes based on changing conditions; maintains high quality standards

Employee Comments:

Employer Comments:

1c. Safety/Work Rules – Demonstrates a commitment to safety by following safety rules and guidelines.

Complies with and adheres to rules and procedures

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Ignores or has problems adhering to City policies, rules and standards; violates safety rules or has to be cautioned about performing unsafe acts; often complains about work rules	Usually carries out City policies, procedures, rules and standards; observes safety rules; is careful	Consistently adheres to and enforces City policy, procedures, rules and standards; observes safety rules; points out hazards to co-workers; suggests or makes improvement as appropriate

Employee Comments:

Employer Comments:

1d. Attendance/Dependability – Demonstrates regular and punctual attendance; arrives prepared for work; is reliable, responsible and dependable in fulfilling obligations; diligently follows through on commitments and consistently meets deadlines

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Not always reliable; frequently absent or tardy; uses time inefficiently; hinders work unit	Attendance record satisfactory; arrives at work on time; consistently reliable; observes break and lunch schedules in accordance with department policies and standards	Can be relied upon under any circumstance including commitment to tasks that take a large amount of time; goes far beyond consistent reliability; has excellent attendance record

Employee Comments:

Employer Comments:

1e. Planning & Time Management – Prioritizes workload according to due dates, schedules, and degree of importance; ability to identify and adjust to changing priorities; uses time efficiently

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Does not prepare or plan ahead; does not meet deadlines; wastes time and works slowly; does just enough to get by.	Consistently meets imposed deadlines; plans and organizes workload; end result usually meets established goals/objectives; good use of time and resources.	Often completes work prior to deadlines; strives to improve upon existing methods; future oriented; well prepared; flexible and able to adjust priorities; time and resources used to a high degree of effectiveness.

Employee Comments:

Employer Comments:

Section 2 – Soft Skills:

2a. Attitude/Motivation - Displays initiative, drive and energy to accomplish job responsibilities; maintains an optimistic point-of-view; manages challenging demands; changes approach or method to best fit the situation; able to deal with frequent change, delays, or unexpected events; exhibits a “can do” attitude and is solutions minded.

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Displays uncooperative behaviors toward co-workers or management; responds cynically to new initiatives or unable to adapt to changing circumstances; looks at problems negatively, often blaming others; lacks drive	Accountable for mistakes and his or her role in problems; adapts to changing circumstances; learns new skills and takes on new tasks and responsibilities	Optimistic despite setbacks; highly motivated; a self-starter who takes on additional responsibilities; proactive in learning new skills; open to change; perseveres in spite of challenges of adversity

Employee Comments:

Employer Comments:

2b. Creativity/Innovation - The ability to generate new ideas and adapt to change; examine, investigate, and research items which are unknown or unclear; generates suggestions for improving work; ability to find new way to solve problems

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Does not take an interest in seeking improvements in job functions or is unwilling to try new ideas	Recognizes the need for creative thinking or solutions; offers suggestions for improvement	Consistently reviews current work methods and functions in search of improvement; conceives ideas which are practical and frequently used; willingness and ability to take appropriate risks and be successful

Employee Comments:

Employer Comments:

2c. Decision Making/Problem Solving - Displays willingness to make decisions; makes timely decisions; exhibits sound and accurate judgment; identifies and resolves problems in a timely manner; works well in group problem solving situations

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Falls short in evaluating facts and solving problems; does not make sound conclusions; judgment has caused problems; avoids making decisions; needs to be closely supervised	Uses appropriate decision-making process for assigned duties; exhibits good judgment and common sense to attain required work standards; understands routine problems	Exhibits above average ability to resolve problems and make decisions; logically considers alternatives and their impact before making a decision; ensures that appropriate individuals have been consulted prior to end result; often finds innovative ways to solve problems

Employee Comments:

Employer Comments:

Section 3 – Customer Focus:

3a. Customer Service – Appropriately manages difficult or emotional internal and external customer situations; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests from customers for service and assistance

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Has acted unprofessional toward others; requires excessive help and direction; frequently not as helpful and supportive as desired	Communicates in a professional and courteous manner with customers and staff, in person and on the phone; approachable	Exceeds standards of helpful and supportive service; performs well under pressure; builds trust and respect in customer relationships

Employee Comments:

Employer Comments:

3b. Teamwork – Works cooperatively as a team member to achieve the organization’s objectives; shares ideas and information; accountable for errors rather than faulting others; considers suggestions made from others; is respectful and sensitive to needs of co-workers

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Negative influence on work unit; puts self-interest above those of group; tends to argue or is impatient more than others in the work group; uncooperative; disrupts morale with petty complaints or outbursts	Able to work as a team-member; supports goals of the team; works to maintain respectful and positive working relationships; shares adequate information	Consistently active in working with and for others toward accomplishing team goals; gets along with others; positive influence on work unit; offers constructive criticism; proactively shares

Employee Comments:

Employer Comments:

3c. Communication – Demonstrates strong oral and written communication skills; speaks and writes clearly and persuasively in positive or negative situations; listens and gets clarification; takes the time to answer questions clearly and concisely; open to other points of view

Requires Improvement: Employee ☐ Supervisor ☐	Achieves Expectations: Employee ☐ Supervisor ☐	Exceeds Expectations: Employee ☐ Supervisor ☐
Communications are poorly organized, vague, or incomplete, causing misunderstandings or mistakes; written, oral and/or listening skills need improvement	Conveys ideas in an understandable manner; generally clear when communicating ideas or concepts; listens to others	Demonstrates outstanding ability to communicate ideas, opinions and instructions to others; accomplished in preparing or understanding written documents; consistently alert and sensitive listener

Employee Comments:

Employer Comments:

SUPERVISOR’S OVERALL COMMENTS

EMPLOYEE’S COMMENTS

GOALS AND TRAINING FOR NEXT REVIEW PERIOD (All goals should be reasonable and specific):

ARE THERE ANY ADDITIONAL SUPPORTS THAT YOUR SUPERVISOR COULD PROVIDE?

VERIFICATION OF REVIEW:

By signing this review I acknowledge that I have read and had an opportunity to discuss the contents with my supervisor. My signature does not necessarily indicate my agreement with the evaluation.

Employee’s Signature_____ **Date**_____

Supervisor’s Signature_____ **Date**_____

HR Review by: _____ on _____

EMPLOYEE PERFORMANCE TOTALS

(This section will be completed by the Supervisor)

Section 1 – Competencies:

Competency:	Requires Improvement (0 Points)	Achieves Expectations (10 Points)	Exceeds Expectations (15 Points)	Points
Job Performance				
Job Knowledge				
Safety/Work Rules				
Attendance/Dependability				
Planning & Time Management				
TOTALS				

Section 2 – Soft Skills:

Soft Skills:	Requires Improvement (0 Points)	Achieves Expectations (9 Points)	Exceeds Expectations (15 Points)	Points
Attitude/Motivation				
Creativity/Innovation				
Decision Making/Problem Solving				
TOTALS				

Section 3 – Customer Focus:

Customer Focus:	Requires Improvement (0 Points)	Achieves Expectations (9 Points)	Exceeds Expectations (15 Points)	Points
Customer Service				
Teamwork				
Communication				
TOTALS				

Point Totals:

Section 1 – Competencies: _____

Section 2 – Soft Skills: _____

Section 3 – Customer Focus: _____

Grand Total: _____

Requires Improvement: 0-94

Achieves Expectations: 95-140

Exceeds Expectations: 141-165

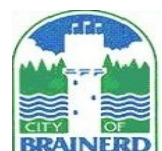
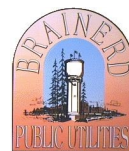
To Achieve Steps 7 or 8, must have the following:

- May not have any Requires Improvement
- Must have at least 7 exceeds, which must include at least 1 exceeds in each section.
- At least 3 consecutive annual performance evaluations with 2 achieves and 1 exceeds expectations.

City of Brainerd

Performance Framework

Employee Name	Click or tap here to enter text.
Job Title	Click or tap here to enter text.
Years in Position	Click or tap here to enter text.
Years at City	Click or tap here to enter text.
Supervisor Name	Click or tap here to enter text.
Department	Click or tap here to enter text.
Date of Last Performance / Development Discussion	Click or tap here to enter text.
Today's Date	Click or tap here to enter text.



Performance Framework

This performance framework document is to be used by every employee and supervisor to ensure alignment of goals, competencies, development, and compliance for the City of Brainerd and associated agencies.

This document is to be used to set expectations, and to maintain performance and development discussions (talks) at least quarterly between the employee and supervisor.

This is an employee owned process (employees own their performance), and a supervisor guided process (supervisors are responsible for the development of their people, and the performance of their team/department/division).

This document is divided into four major areas, and are weighted accordingly (each of the elements of each section can be weighed differently or be equally weighted):

- I. Performance **Objectives** – 40%
- II. Performance **Competencies** – 40%
- III. Performance **Development** – 10%
- IV. **Compliance** – 10%

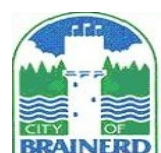
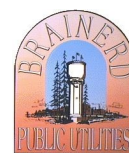
I. Performance Objectives – WHAT gets done. Made up of the top three to five major accountabilities the employee is responsible for doing their job. These accountabilities can typically be taken from their job description but can also be added as special projects. Each objective should contain all aspects of SMART:

- **Specific:** What needs to be accomplished
- **Measurable:** What are the metrics used to determine expectations have been achieved
- **Aligned:** What overarching goal(s) for the department or city does this objective align to (can be a customer or community need):
 - To sustain and grow the economy.
 - To invest in our neighborhoods.
 - To build a healthy and flourishing community.
 - To ensure stable financial planning.
 - To provide exceptional customer service.
- **Reach:** What would it mean to exceed expectations
- **Time-based:** What are the specific time frames that need to be met, or is there a service level expectation (on-going can be used)
- Weighting – percentage of the role dedicate to this objective
- Comment – current performance and development opportunities

II. Performance Competencies – HOW things get done. These competencies make up the framework for talent development and performance for the City of Brainerd and its agencies. There are a series of required competencies that all employees share. In addition, there are optional competencies that you can choose two from that best relate to the role or specific development need of the person.

Performance Competencies Ratings are:

- 0 = Employee is not aware of or not completing/performing this item
- 1 = Employee is somewhat aware/beginning comprehension
- 2 = Employee has working knowledge
- 3 = Employee is mastered this competency/has been assigned to teach co-workers on the topic



Required	Description
<i>Functional / Technical Skills</i>	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
<i>Integrity and Trust & Ethics and Values</i>	Widely trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.
<i>Customer Focus</i>	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.
<i>Interpersonal Savvy & Listening</i>	Relates well to all kinds of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).
	For Managers of People
<i>Motivating Others</i>	Creates a climate where others want to do their best. Can assess individuals to determine that motivates them best. Can delegate tasks and decisions down. Empowers others. Invites input from others and shares ownership and visibility. Someone others like working for and with.
Optional Non-Technical Skills	Pick up to two
<i>Creativity & Problem Solving</i>	Comes up with a lot of new ideas. Easily makes connection with unrelated notions. Adds value in brainstorming settings. Uses rigorous logic and methods to solve difficult problems with effective solutions.
<i>Composure</i>	Cool under pressure, does not become defensive or irritated, is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.
<i>Planning</i>	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.
<i>Peer Relationships</i>	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.

III. Performance Development – Made up of one to two critical areas of development for the employee. These developmental actions can either be associated with their current position or be a development for a future role. Regardless, it is essential that the developmental action be written using the SMART objective format, and that the employee must demonstrate their skill on the job to confirm its development.

IV. Compliance – Made up of actions to comply with universal standards.

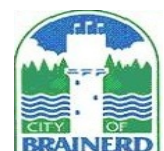
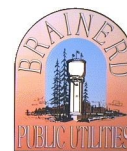
- *Safety/Work Rules* – Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.
- *Time Management* – Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.



Objective #1	Click or tap here to enter text.
Measurement	Click or tap here to enter text.
Alignment	Click or tap here to enter text.
Reach	Click or tap here to enter text.
Time-based	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Comment	Click or tap here to enter text.
Objective #2	Click or tap here to enter text.
Measurement	Click or tap here to enter text.
Alignment	Click or tap here to enter text.
Reach	Click or tap here to enter text.
Time-based	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Comment	Click or tap here to enter text.
Objective #3	Click or tap here to enter text.
Measurement	Click or tap here to enter text.
Alignment	Click or tap here to enter text.
Reach	Click or tap here to enter text.
Time-based	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Comment	Click or tap here to enter text.
Objective #4	Click or tap here to enter text.
Measurement	Click or tap here to enter text.
Alignment	Click or tap here to enter text.
Reach	Click or tap here to enter text.
Time-based	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Comment	Click or tap here to enter text.
Objective #5	Click or tap here to enter text.
Measurement	Click or tap here to enter text.
Alignment	Click or tap here to enter text.
Reach	Click or tap here to enter text.
Time-based	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Comment	Click or tap here to enter text.

II. Performance Competencies

Functional / Technical Skills	Description	Level of Competency 0, 1, 2, or 3
Skill #1	Click or tap here to enter text.	Click or tap here to enter text.



Skill #2	Click or tap here to enter text.	Click or tap here to enter text.
Skill #3	Click or tap here to enter text.	Click or tap here to enter text.
Skill #4	Click or tap here to enter text.	Click or tap here to enter text.
Skill #5	Click or tap here to enter text.	Click or tap here to enter text.

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	Click or tap here to enter text.
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	Click or tap here to enter text.
Interpersonal Savvy & Listening	Relates well to all kinds of people. Builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).	Click or tap here to enter text.
Motivating Others*	Click or tap here to enter text.	Click or tap here to enter text.

Optional Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

III. Performance Development

Development

Objective #1

Click or tap here to enter text.

Measurement

Click or tap here to enter text.

Alignment

Click or tap here to enter text.

Reach

Click or tap here to enter text.

Time-based

Click or tap here to enter text.

Comment

Click or tap here to enter text.



Development**Objective #2**

Click or tap here to enter text.

Measurement

Click or tap here to enter text.

Alignment

Click or tap here to enter text.

Reach

Click or tap here to enter text.

Time-based

Click or tap here to enter text.

Comment

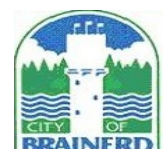
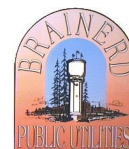
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IV. Compliance

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Safety/Work Rules	Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.	Click or tap here to enter text.
Time Management	Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.	Click or tap here to enter text.

Additional Comments

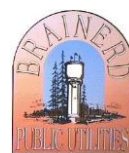
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City of Brainerd

Performance Framework

Employee Name	
Job Title	SAMPLE: Accounts Payable/Administrative Specialist
Years in Position	
Years at City	
Supervisor Name	
Department	
Date of Last Performance / Development Discussion	
Today's Date	



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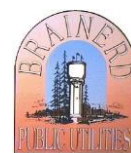
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- Comment – current performance and development opportunities

II. Performance Competencies – HOW things get done. These competencies make up the framework for talent development and performance for the City of Brainerd and its agencies. There are a series of required competencies that all employees share. In addition, there are optional competencies that you can choose two from that best relate to the role or specific development need of the person.

Performance Competencies Ratings are:

- 0 = Employee is not aware of or not completing/performing this item
- 1 = Employee is somewhat aware/beginning comprehension
- 2 = Employee has working knowledge
- 3 = Employee is mastered this competency/has been assigned to teach co-workers on the topic



Required	Description
<i>Functional / Technical Skills</i>	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
<i>Integrity and Trust & Ethics and Values</i>	Widely trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.
<i>Customer Focus</i>	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.
<i>Interpersonal Savvy & Listening</i>	Relates well to all kinds of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).
	For Managers of People
<i>Motivating Others</i>	Creates a climate where others want to do their best. Can assess individuals to determine that motivates them best. Can delegate tasks and decisions down. Empowers others. Invites input from others and shares ownership and visibility. Someone others like working for and with.
Optional Non-Technical Skills	Pick up to two
<i>Creativity & Problem Solving</i>	Comes up with a lot of new ideas. Easily makes connection with unrelated notions. Adds value in brainstorming settings. Uses rigorous logic and methods to solve difficult problems with effective solutions.
<i>Composure</i>	Cool under pressure, does not become defensive or irritated, is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.
<i>Planning</i>	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.
<i>Peer Relationships</i>	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.

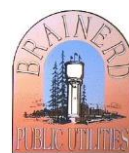
III. Performance Development – Made up of one to two critical areas of development for the employee. These developmental actions can either be associated with their current position or be a development for a future role. Regardless, it is essential that the developmental action be written using the SMART objective format, and that the employee must demonstrate their skill on the job to confirm its development.

IV. Compliance – Made up of actions to comply with universal standards.

- *Safety/Work Rules* – Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.
- *Time Management* – Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.



Objective #1 Accounts Payable Invoice Entry	
<i>Measurement</i>	Ensures proper approval of invoices and credit card payments including GL coding, entry accuracy, timeliness of payments, and payments entered to correct vendor/address.
<i>Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Reach</i>	Has an in-depth understanding of how businesses work and make money; Is the first to spot possible future practices and trends in the organization and in the marketplace; Consistently applies a business driver and marketplace focus when prioritizing actions.
<i>Time-based</i>	On-going
<i>Weighting %</i>	50%
<i>Comment</i>	
Objective #2 Deposits	
<i>Measurement</i>	Works with Departments to help balance receipts and online payments, collect money, and verify accuracy; Prepares accurate bank deposit slips.
<i>Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Reach</i>	Transforms financial information into business intelligence through analysis and integration of quantitative and qualitative information; Identifies and monitors key financial indicators to gauge performance; Identifies trends and suggests strategies that can impact results.
<i>Time-based</i>	On-going
<i>Weighting %</i>	15%
<i>Comment</i>	
Objective #3 Vendor Maintenance	
<i>Measurement</i>	Enters new vendors as needed; Obtains W9 for each vendor and flags 1099 accordingly; Maintains ACH information for EFT vendors; Updates addresses and contact info as needed.
<i>Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Reach</i>	Sees the big picture, constantly imagines future scenarios, and creates strategies to sustain competitive advantage; Is a visionary and able to articulately paint credible pictures and visions of possibilities and likelihoods; Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization towards its strategic goals.
<i>Time-based</i>	On-going
<i>Weighting %</i>	10%
<i>Comment</i>	
Objective #4 General Billing	
<i>Measurement</i>	Generates and prints invoices according to timeline set; Monitors receivable items and communicates with departments/customers regarding collection.
<i>Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Reach</i>	Readily distinguishes between what's relevant and what's unimportant to make sense of complex situations; Looks beyond the obvious and doesn't stop at the first answers; Analyzes multiple and diverse sources of information to define problems accurately before moving to solutions.
<i>Time-based</i>	On-going
<i>Weighting %</i>	10%
<i>Comment</i>	
Objective #5 Public Service Interactions	
<i>Measurement</i>	Develops and fosters favorable public service transactions with citizens, other agencies, business owners, community groups, and contacts within and outside of the City.
<i>Alignment</i>	To ensure stable financial planning and to provide excellent customer service.



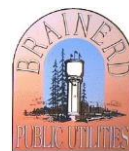
<i>Reach</i>	Is an agency leader in identifying and developing opportunities to build positive and productive public service transactions with internal and external customers; Proactively resolves the most complex and sensitive service interactions; Is highly responsive and interactive that often exceeds public service expectations and often advances public trust and confidence in City operations and services.
<i>Time-based</i>	On-going
<i>Weighting %</i>	15%
<i>Comment</i>	

II. Performance Competencies

<i>Functional / Technical Skills</i>	Description	Level of Competency 0, 1, 2, or 3
Skill #1	Demonstrates organizational and time management skills with the ability to handle multiple interruptions and adjustment of priorities throughout the day without compromising accuracy or efficiency and to able to work with minimal supervision.	
Skill #2	Ability to think logically, understand accounting practices and procedures. Aptitude for math. Ability to compile, review, and tabulate financial data.	
Skill #3	Outstanding communication and interpersonal skills and a commitment to customer service in dealing with issues and handling complaints.	
Skill #4	Knowledge and understanding of City accounting systems and practices.	
Skill #5	Proficient in the use of PC's and relevant software packages including MS Office specifically Word and Excel, knowledge of basic office equipment, as well as accounting and clerical procedures; accurately managing files and records; possess ability to create spreadsheets, compose correspondence, reports, and documents.	

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	
Interpersonal Savvy & Listening	Relates well to all kinds of people. Builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).	
Motivating Others*	N/A	

Optional Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Peer Relationships	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.	



Planning	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.	
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III. Performance Development

Development Cross Train in Council Packet Duties

Objective #1

<i>Measurement</i>	
<i>Alignment</i>	To provide exceptional customer service.
<i>Reach</i>	
<i>Time-based</i>	
<i>Comment</i>	

Development Cross Train in Processing Payroll

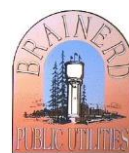
Objective #2

<i>Measurement</i>	
<i>Alignment</i>	To provide exceptional customer service. To ensure stable financial planning.
<i>Reach</i>	
<i>Time-based</i>	
<i>Comment</i>	

IV. Compliance

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Safety/Work Rules	Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.	
Time Management	Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.	

Additional Comments

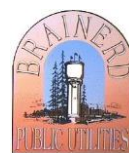




City of Brainerd

Performance Framework

Employee Name	
Job Title	SAMPLE: Street Maintenance II
Years in Position	
Years at City	
Supervisor Name	
Department	
Date of Last Performance / Development Discussion	
Today's Date	



Performance Framework

This performance framework document is to be used by every employee and supervisor to ensure alignment of goals, competencies, development, and compliance for the City of Brainerd and associated agencies.

This document is to be used to set expectations, and to maintain performance and development discussions (talks) at least quarterly between the employee and supervisor.

This is an employee-owned process (employees own their performance), and a supervisor guided process (supervisors are responsible for the development of their people, and the performance of their team/department/division).

This document is divided into four major areas and are weighted accordingly (each of the elements of each section can be weighed differently or be equally weighted):

- I. Performance **Objectives** – 40%
- II. Performance **Competencies** – 40%
- III. Performance **Development** – 10%
- IV. **Compliance** – 10%

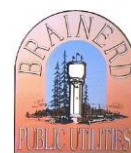
I. Performance Objectives – WHAT gets done. Made up of the top three to five major accountabilities the employee is responsible for doing their job. These accountabilities can typically be taken from their job description but can also be added as special projects. Each objective should contain all aspects of SMART:

- **Specific:** What needs to be accomplished
- **Measurable:** What are the metrics used to determine expectations have been achieved
- **Aligned:** What overarching goal(s) for the department or city does this objective align to (can be a customer or community need):
 - To sustain and grow the economy.
 - To invest in our neighborhoods.
 - To build a healthy and flourishing community.
 - To ensure stable financial planning.
 - To provide exceptional customer service.
- **Reach:** What would it mean to exceed expectations
- **Time-based:** What are the specific time frames that need to be met, or is there a service level expectation (on-going can be used)
- Weighting – percentage of the role dedicate to this objective
- Comment – current performance and development opportunities

II. Performance Competencies – HOW things get done. These competencies make up the framework for talent development and performance for the City of Brainerd and its agencies. There are a series of required competencies that all employee share. In addition, there are optional competencies that you can choose two from that best relate to the role or specific development need of the person.

Performance Competencies Ratings are:

- 0 = Employee is not aware of or not completing/performing this item
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Required	Description
<i>Functional / Technical Skills</i>	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
<i>Integrity and Trust & Ethics and Values</i>	Widely trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.
<i>Customer Focus</i>	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.
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	For Managers of People
<i>Motivating Others</i>	Creates a climate where others want to do their best. Can assess individuals to determine that motivates them best. Can delegate tasks and decisions down. Empowers others. Invites input from others and shares ownership and visibility. Someone others like working for and with.
Optional Non-Technical Skills	Pick up to two
<i>Creativity & Problem Solving</i>	Comes up with a lot of new ideas. Easily makes connection with unrelated notions. Adds value in brainstorming settings. Uses rigorous logic and methods to solve difficult problems with effective solutions.
<i>Composure</i>	Cool under pressure, does not become defensive or irritated, is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.
<i>Planning</i>	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.
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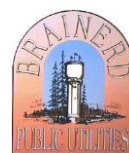
III. Performance Development – Made up of one to two critical areas of development for the employee. These developmental actions can either be associated with their current position or be a development for a future role. Regardless, it is essential that the developmental action be written using the SMART objective format, and that the employee must demonstrate their skill on the job to confirm its development.

IV. Compliance – Made up of actions to comply with universal standards.

- *Safety/Work Rules* – Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.
- *Time Management* – Attendance and dependability. Demonstrates regular and punctual attendance; arrives prepared for work; is reliable, responsible and dependable in fulfilling obligations; diligently follows through on commitments and consistently meets deadlines.

Objective #1 Machinery and Equipment Operation

<i>Measurement</i>	Safely operates machinery and equipment of various sizes, weights and attachments; Plows City streets and parking lots; Hauls material; Salts and sands streets.
<i>Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.



<i>Reach</i>	Sets aggressive goals and has high standards; Is consistently one of the top performers; Pursues everything with energy, drive, and the need to finish; Persists in the face of challenges and setbacks; Always keeps the end in sight; Puts in extra effort to meet deadlines.
<i>Time-based</i>	On-going
<i>Weighting %</i>	50%
<i>Comment</i>	

Objective #2 Minor Machinery and Equipment Maintenance

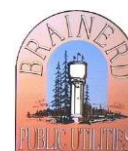
<i>Measurement</i>	Performs preventive maintenance and minor repairs on Street Department tools, vehicles, equipment, and machinery; Maintains street department buildings – may include performing some welding, cement work, carpentry, painting, and plumbing on City buildings, fixtures, and/or equipment as needed.
<i>Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Reach</i>	Shows a tremendous amount of initiative in tough situations; Is exceptional at spotting and seizing opportunities; Figures out the processes necessary to get things done; Separates and combines tasks into efficient and simple workflow; Thinks about the whole system; Focuses efforts on continuous improvement.
<i>Time-based</i>	On-going
<i>Weighting %</i>	20%
<i>Comment</i>	

Objective #3 Maintains City Infrastructure

<i>Measurement</i>	Maintains related City infrastructure by working with/assisting other personnel in installing pipe, repairing sewer lines and manholes, repairing storm sewers, and patching streets.
<i>Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Reach</i>	Sets aggressive goals and has high standards; Is consistently one of the top performers; Pursues everything with energy, drive, and the need to finish; Persists in the face of challenges and setbacks; Always keeps the end in sight, Puts in extra effort to meet deadlines.
<i>Time-based</i>	On-going
<i>Weighting %</i>	10%
<i>Comment</i>	

Objective #4 Performs Heavy Equipment Maintenance/Repairs

<i>Measurement</i>	Performs preventative and corrective maintenance repair for department vehicles and heavy and light equipment; Diagnoses and determines the extent of mechanical problems and replaces or rebuilds equipment based upon cost and quality of equipment operation considerations; Operates tools as needed in repairing equipment and fabricating parts; Makes some repairs to vehicle and equipment bodies.
<i>Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Reach</i>	Shows a tremendous amount of initiative in tough situations, is exceptional at spotting and seizing opportunities; Figures out the processes necessary to get things done; Separates and combines tasks into efficient and simple workflow; Thinks about the whole system; Focuses efforts on continuous improvement.
<i>Time-based</i>	On-going
<i>Weighting %</i>	15%
<i>Comment</i>	



Objective #5 Internal and External Customer Service/Teamwork

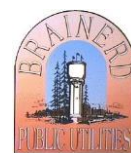
Measurement	Identifies opportunities that benefit the customer; Establishes and maintains effective customer relations; Communicates and informs supervisor of important issues or problems encountered; Fosters open dialogue and collaboration among the team.
Alignment	To provide exceptional customer service. To build a healthy and flourishing community.
Reach	Anticipates customer needs and provides services that are beyond customer expectations; Delivers messages in a clear, compelling and concise manner; Actively listens and checks for understanding; Models and encourages the respectful expression of diverse ideas and opinions.
Time-based	On-going
Weighting %	5%
Comment	

II. Performance Competencies

Functional / Technical Skills	Description	Level of Competency 0, 1, 2, or 3
Skill #1	Considerable knowledge of street maintenance and repair operations; Working knowledge of materials, methods, and practices used in street, storm sewer, and grounds maintenance including snow removal.	
Skill #2	Working knowledge of traffic laws as applied to operating trucks and heavy equipment.	
Skill #3	Is knowledgeable regarding Street Department methods, practices, procedures, rules and regulations.	
Skill #4	Considerable skill in safe operation of motor vehicles and equipment to maintain and repair streets, haul material, remove snow, clean streets, mow grass, and apply salt and sand to City Streets.	
Skill #5	Knowledge of City Infrastructure.	

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	
Interpersonal Savvy & Listening	Proactively develops relationships with a wide variety of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Actively listens and engages input from others constantly and listens with empathy and concern. Has patience to hear people out.	
Motivating Others*	N/A	

Optional Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
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Composure	Cool under pressure, does not become defensive or irritated. Is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.	
Planning	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.	

III. Performance Development

Development Objective #1 Continue to complete all OSHA Required Safety Training.

<i>Measurement</i>	Complete applicable safety training; identify areas of additional safety training needs.
<i>Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community.
<i>Reach</i>	Identify and inform supervisor of additional safety training needs; Offer voluntary participation during training and/or ask trainer applicable and pertinent questions to improve training program experience.
<i>Time-based</i>	On-going
<i>Comment</i>	

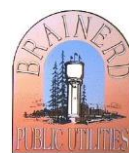
Development Objective #2

<i>Measurement</i>	
<i>Alignment</i>	
<i>Reach</i>	
<i>Time-based</i>	
<i>Comment</i>	

IV. Compliance

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Safety/Work Rules	Demonstrates a commitment to safety by utilizing work equipment properly and following safety rules and guidelines. Complies with and adheres to rules and procedures.	
Time Management	Uses time effectively and efficiently; Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines; Gets the most out of available resources.	

Additional Comments

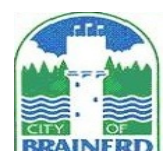
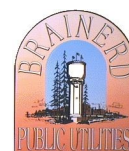




City of Brainerd

Quarterly Talk

Employee Name	Click or tap here to enter text.
Job Title	Click or tap here to enter text.
Years in Position	Click or tap here to enter text.
Years at City	Click or tap here to enter text.
Supervisor Name	Click or tap here to enter text.
Department	Click or tap here to enter text.
Date of Last Performance / Development Discussion	Click or tap here to enter text.
Today's Date	Click or tap here to enter text.



Quarterly Talks

This quarterly talk document is to be used by every employee and supervisor to ensure alignment and understanding of performance goals, competencies, development, and compliance for the City of Brainerd and associated agencies.

This document is to be used to provide an update and support of performance and development actions the employee is working on.

This is an employee owned process (employees own their performance), and a supervisor guided process (supervisors are responsible for the development of their people, and the performance of their team/department/division).

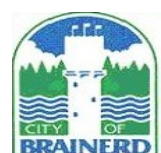
This document is divided into four major areas:

- I. Performance **Objectives**
- II. Performance **Competencies**
 - Technical
 - Non-Technical
- III. Performance **Development**
- IV. **Compliance**

It is important to have and use the Performance Framework document as a focal point of this discussion.

The general framework of the talk is to discuss:

- What is working well for the employee and what needs to be recognized.
- Are there things that needs to be changed, done differently, or added to the performance framework that need to be adjusted as we go forward.
- What are the areas of opportunity that might exist where the employee needs support.



Performance Objectives What gets done.

<i>What is working well?</i>	Click or tap here to enter text.
<i>What could be done differently?</i>	Click or tap here to enter text.
<i>What support could be provided?</i>	Click or tap here to enter text.

Performance Competencies How it gets done.

<i>What is working well?</i>	Click or tap here to enter text.
<i>What could be done differently?</i>	Click or tap here to enter text.
<i>What support could be provided?</i>	Click or tap here to enter text.

Performance Development What needs to be developed.

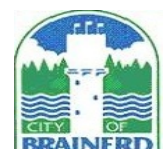
<i>What is working well?</i>	Click or tap here to enter text.
<i>What could be done differently?</i>	Click or tap here to enter text.
<i>What support could be provided?</i>	Click or tap here to enter text.

Compliance Conforming to Standards.

<i>What is working well?</i>	Click or tap here to enter text.
<i>What could be done differently?</i>	Click or tap here to enter text.
<i>What support could be provided?</i>	Click or tap here to enter text.

Additional Comments:

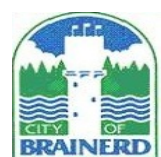
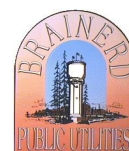
Click or tap here to enter text.



City of Brainerd

Final Performance Review

Employee Name	Click or tap here to enter text.
Job Title	Click or tap here to enter text.
Years in Position	Click or tap here to enter text.
Years at City	Click or tap here to enter text.
Supervisor Name	Click or tap here to enter text.
Department	Click or tap here to enter text.
Date of Last Performance / Development Discussion	Click or tap here to enter text.
Today's Date	Click or tap here to enter text.



Final Performance Review

This final performance review document is to be used by every employee and supervisor to ensure final understanding of performance goals, competencies, development, and compliance for the City of Brainerd and associated agencies.

This document is to be used to provide a final year end summary of performance and development.

This is an employee owned process (employees own their performance), and a supervisor guided process (supervisors are responsible for the development of their people, and the performance of their team/department/division).

This document is divided into four major areas, and are weighted accordingly (each of the elements of each section can be weighed differently or be equally weighted):

- I. Performance **Objectives** – 40%
- II. Performance **Competencies** – 40%
 - Technical – 20%
 - Non-Technical 20%
- III. Performance **Development** – 10%
- IV. **Compliance** – 10%

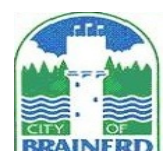
I. Performance Objectives – WHAT gets done. Made up of the top three to five major accountabilities the employee is responsible for doing their job. These accountabilities can typically be taken from their job description but can also be added as special projects. Each objective should contain all aspects of SMART:

- **Specific:** What needs to be accomplished
- **Measurable:** What are the metrics used to determine expectations have been achieved
- **Aligned:** What overarching goal(s) for the department or city does this objective align to (can be a customer or community need):
 - To sustain and grow the economy.
 - To invest in our neighborhoods.
 - To build a healthy and flourishing community.
 - To ensure stable financial planning.
 - To provide exceptional customer service.
- **Reach:** What would it mean to exceed expectations
- **Time-based:** What are the specific time frames that need to be met, or is there a service level expectation (on-going can be used)
- Weighting – percentage of the role dedicate to this objective
- Comment – current performance and development opportunities

II. Performance Competencies – HOW things get done. These competencies make up the framework for talent development and performance for the City of Brainerd and its agencies. There are a series of required competencies that all employees share. In addition, there are optional competencies that you can choose two from that best relate to the role or specific development need of the person.

Performance Competencies Ratings are:

- 0 = Employee is not aware of or not completing/performing this item
- 1 = Employee is somewhat aware/beginning comprehension
- 2 = Employee has working knowledge
- 3 = Employee is mastered this competency/has been assigned to teach co-workers on the topic

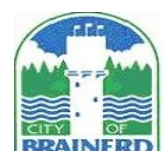


Required	Description
Functional / Technical Skills 20%	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
<i>Integrity and Trust & Ethics and Values</i>	Widely trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.
<i>Customer Focus</i>	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.
<i>Interpersonal Savvy & Listening</i>	Relates well to all kinds of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).
	For Managers of People
<i>Motivating Others</i>	Creates a climate where others want to do their best. Can assess individuals to determine that motivates them best. Can delegate tasks and decisions down. Empowers others. Invites input from others and shares ownership and visibility. Someone others like working for and with.
Optional Non-Technical Skills 20%	Pick up to two
<i>Creativity & Problem Solving</i>	Comes up with a lot of new ideas. Easily makes connection with unrelated notions. Adds value in brainstorming settings. Uses rigorous logic and methods to solve difficult problems with effective solutions.
<i>Composure</i>	Cool under pressure, does not become defensive or irritated, is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.
<i>Planning</i>	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.
<i>Peer Relationships</i>	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.

III. Performance Development – Made up of one to two critical areas of development for the employee. These developmental actions can either be associated with their current position or be a development for a future role. Regardless, it is essential that the developmental action be written using the SMART objective format, and that the employee must demonstrate their skill on the job to confirm its development.

IV. Compliance – Made up of actions to comply with universal standards.

- *Safety/Work Rules* – Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.
- *Time Management* – Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.



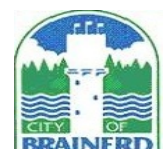
Objective #1	Click or tap here to enter text.
Measurement Goal	Click or tap here to enter text.
Goal Alignment	Click or tap here to enter text.
Date Completed	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Employee Rating	Click or tap here to enter text.
Employee Comment	Click or tap here to enter text.
Supervisor Rating	Click or tap here to enter text.
Supervisor Comment	Click or tap here to enter text.
Final Rating (0-3)	Click or tap here to enter text.

Objective #2	Click or tap here to enter text.
Measurement Goal	Click or tap here to enter text.
Goal Alignment	Click or tap here to enter text.
Date Completed	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Employee Rating	Click or tap here to enter text.
Employee Comment	Click or tap here to enter text.
Supervisor Rating	Click or tap here to enter text.
Supervisor Comment	Click or tap here to enter text.
Final Rating (0-3)	Click or tap here to enter text.

Objective #3	Click or tap here to enter text.
Measurement Goal	Click or tap here to enter text.
Goal Alignment	Click or tap here to enter text.
Date Completed	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Employee Rating	Click or tap here to enter text.
Employee Comment	Click or tap here to enter text.
Supervisor Rating	Click or tap here to enter text.
Supervisor Comment	Click or tap here to enter text.
Final Rating (0-3)	Click or tap here to enter text.

Objective #4	Click or tap here to enter text.
Measurement Goal	Click or tap here to enter text.
Goal Alignment	Click or tap here to enter text.
Date Completed	Click or tap here to enter text.
Weighting %	Click or tap here to enter text.
Employee Rating	Click or tap here to enter text.
Employee Comment	Click or tap here to enter text.
Supervisor Rating	Click or tap here to enter text.
Supervisor Comment	Click or tap here to enter text.
Final Rating (0-3)	Click or tap here to enter text.

Objective #5	Click or tap here to enter text.
Measurement Goal	Click or tap here to enter text.
Goal Alignment	Click or tap here to enter text.
Date Completed	Click or tap here to enter text.



<i>Weighting %</i>	Click or tap here to enter text.
<i>Employee Rating</i>	Click or tap here to enter text.
<i>Employee Comment</i>	Click or tap here to enter text.
<i>Supervisor Rating</i>	Click or tap here to enter text.
<i>Supervisor Comment</i>	Click or tap here to enter text.
<i>Final Rating (0-3)</i>	Click or tap here to enter text.

Performance Rating:
Performance Weight: 40%

II. Performance Competencies

<i>Functional / Technical Skills</i>	<i>Description Final Observation and Opportunity</i>	<i>Level of Competency 0, 1, 2, or 3</i>
Skill #1	Click or tap here to enter text.	Click or tap here to enter text.
Skill #2	Click or tap here to enter text.	Click or tap here to enter text.
Skill #3	Click or tap here to enter text.	Click or tap here to enter text.
Skill #4	Click or tap here to enter text.	Click or tap here to enter text.
Skill #5	Click or tap here to enter text.	Click or tap here to enter text.

<i>Required Competency</i>	<i>Final Observation and Opportunity</i>	<i>Level of Competency 0, 1, 2, or 3</i>
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	Click or tap here to enter text.
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	Click or tap here to enter text.
Interpersonal Savvy & Listening	Relates well to all kinds of people. Builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).	Click or tap here to enter text.
Motivating Others*	N/A	Click or tap here to enter text.



Optional Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

III. Performance Development

Development

Objective #1

Click or tap here to enter text.

Measurement

Click or tap here to enter text.

Alignment

Click or tap here to enter text.

Final

Click or tap here to enter text.

Observation

Comment

Click or tap here to enter text.

Final Rating

(0-3)

Click or tap here to enter text.

Development

Objective #2

Click or tap here to enter text.

Measurement

Click or tap here to enter text.

Alignment

Click or tap here to enter text.

Final

Click or tap here to enter text.

Observation

Comment

Click or tap here to enter text.

Final Rating

(0-3)

Click or tap here to enter text.

IV. Compliance

Required Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Safety/Work Rules	Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.	Click or tap here to enter text.
Time Management	Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.	Click or tap here to enter text.



Additional Comments

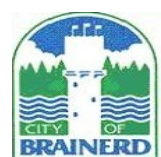
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Rating Scale

Requires Improvement: 0-1.72 (0%-57.57%)
Achieves Expectations: 1.73-2.55 (57.58%-85.44%)
Exceeds Expectations: 2.56-3.00 (85.45%-100%)

To achieve Steps 7 or 8:

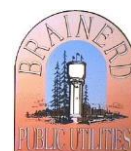
- May not have a 0 in any section (Employee is not aware of or not completing/performing this item)
- Receives at least three (3) consecutive annual performance evaluations with two (2) achieves and one (1) exceeds expectation final ratings.



City of Brainerd

Final Performance Review

Employee Name	
Job Title	SAMPLE: Accounts Payable/Administrative Specialist
Years in Position	
Years at City	
Supervisor Name	
Department	
Date of Last Performance / Development Discussion	
Today's Date	



Final Performance Review

This final performance review document is to be used by every employee and supervisor to ensure final understanding of performance goals, competencies, development, and compliance for the City of Brainerd and associated agencies.

This document is to be used to provide a final year end summary of performance and development.

This is an employee owned process (employees own their performance), and a supervisor guided process (supervisors are responsible for the development of their people, and the performance of their team/department/division).

This document is divided into four major areas, and are weighted accordingly (each of the elements of each section can be weighed differently or be equally weighted):

- I. Performance **Objectives** – 40%
- II. Performance **Competencies** – 40%
 - Technical – 20%
 - Non-Technical 20%
- III. Performance **Development** – 10%
- IV. **Compliance** – 10%

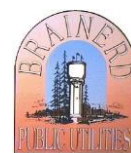
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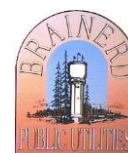


Required	Description
Functional / Technical Skills 20%	Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.
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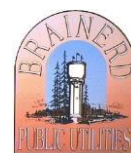


Objective #1	Accounts Payable Invoice Entry
<i>Measurement Goal</i>	Ensures proper approval of invoices and credit card payments including GL coding, entry accuracy, timeliness of payments, and payments entered to correct vendor/address.
<i>Goal Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Date Completed</i>	On-Going
<i>Weighting %</i>	50%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #2	Deposits
<i>Measurement Goal</i>	Works with Departments to help balance receipts and online payments, collect money, and verify accuracy; Prepares accurate bank deposit slips.
<i>Goal Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	15%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #3	Vendor Maintenance
<i>Measurement Goal</i>	Enters new vendors as needed; Obtains W9 for each vendor and flags 1099 accordingly; Maintains ACH information for EFT vendors; Updates addresses and contact info as needed.
<i>Goal Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Date Completed</i>	On-Going
<i>Weighting %</i>	10%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #4	General Billing
<i>Measurement Goal</i>	Generates and prints invoices according to timeline set; Monitors receivable items and communicates with departments/customers regarding collection.
<i>Goal Alignment</i>	To ensure stable financial planning and to provide excellent customer service.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	10%



Employee Rating
Employee Comment

Supervisor Rating
Supervisor Comment

Final Rating (0-3)

Objective #5 Public Service Interactions

Measurement Goal Develops and fosters favorable public service transactions with citizens, other agencies, business owners, community groups, and contacts within and outside of the City.

Goal Alignment To ensure stable financial planning and to provide excellent customer service.

Date Completed On-going

Weighting % 15%

Employee Rating
Employee Comment

Supervisor Rating
Supervisor Comment

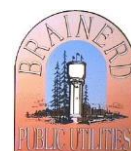
Final Rating (0-3)

Performance Rating:
Performance Weight: 40%

II. Performance Competencies

Functional / Technical Skills	Description Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Skill #1	Demonstrates organizational and time management skills with the ability to handle multiple interruptions and adjustment of priorities throughout the day without compromising accuracy or efficiency and to able to work with minimal supervision.	
Skill #2	Ability to think logically, understand accounting practices and procedures; Aptitude for math; Ability to compile, review, and tabulate financial data.	
Skill #3	Outstanding communication and interpersonal skills and a commitment to customer service in dealing with issues and handling complaints.	
Skill #4	Knowledge and understanding of City accounting systems and practices.	
Skill #5	Proficient in the use of PC's and relevant software packages including MS Office specifically Word and Excel, knowledge of basic office equipment, as well as accounting and clerical procedures; accurately managing files and records; possess ability to create spreadsheets, compose correspondence, reports, and documents.	

Required Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	



Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	
Interpersonal Savvy & Listening	Relates well to all kinds of people. Builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).	
Motivating Others*	N/A	

Optional Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Peer Relationships	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.	
Planning	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.	

III. Performance Development

Development Objective #1 Cross Train in Council Packet Duties

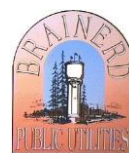
<i>Measurement</i>	
<i>Alignment</i>	To provide exceptional customer service.
<i>Final Observation</i>	
<i>Comment</i>	
<i>Final Rating (0-3)</i>	

Development Objective #2 Cross Train in Processing Payroll

<i>Measurement</i>	
<i>Alignment</i>	To provide exceptional customer service. To ensure stable financial planning.
<i>Final Observation</i>	
<i>Comment</i>	
<i>Final Rating (0-3)</i>	

IV. Compliance

Required Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
---------------------	-----------------------------------	--------------------------------------



Safety/Work Rules	Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.	
Time Management	Attendance and dependability. Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines.	

Additional Comments

Rating Scale

Requires Improvement: 0-1.72 (0%-57.57%)

Achieves Expectations: 1.73-2.55 (57.58%-85.44%)

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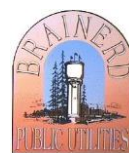
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City of Brainerd

Final Performance Review

Employee Name	
Job Title	SAMPLE: Street Maintenance II
Years in Position	
Years at City	
Supervisor Name	
Department	
Date of Last Performance / Development Discussion	
Today's Date	



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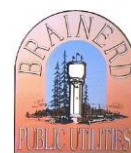
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Optional Non-Technical Skills 20%	Pick up to two
<i>Creativity & Problem Solving</i>	Comes up with a lot of new ideas. Easily makes connection with unrelated notions. Adds value in brainstorming settings. Uses rigorous logic and methods to solve difficult problems with effective solutions.
<i>Composure</i>	Cool under pressure, does not become defensive or irritated, is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.
<i>Planning</i>	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.
<i>Peer Relationships</i>	Quickly finds common ground for the good of all. Can represent the interest of others. Is seen as a team player and is cooperative. Easily gains the trust of others and encourages collaboration.

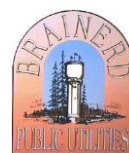
III. Performance Development – Made up of one to two critical areas of development for the employee. These developmental actions can either be associated with their current position or be a development for a future role. Regardless, it is essential that the developmental action be written using the SMART objective format, and that the employee must demonstrate their skill on the job to confirm its development.

IV. Compliance – Made up of actions to comply with universal standards.

- *Safety/Work Rules* – Demonstrates a commitment to safety by following safety rules and guidelines. Complies with and adheres to rules and procedures.
- *Time Management* – Attendance and dependability. Demonstrates regular and punctual attendance; arrives prepared for work; is reliable, responsible and dependable in fulfilling obligations; diligently follows through on commitments and consistently meets deadlines.

Objective #1 Machinery and Equipment Operation

Measurement Goal Safely operates machinery and equipment of various sizes, weights and attachments; Plows City streets and parking lots; Hauls material; Salts and sands streets.



<i>Goal Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	50%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #2 Minor Machinery and Equipment Maintenance

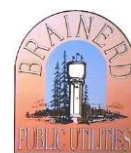
<i>Measurement Goal</i>	Performs preventive maintenance and minor repairs on Street Department tools, vehicles, equipment, and machinery; Maintains street department buildings – may include performing some welding, cement work, carpentry, painting, and plumbing on City buildings, fixtures, and/or equipment as needed.
<i>Goal Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	20%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #3 Maintains City Infrastructure

<i>Measurement Goal</i>	Maintains related city infrastructure by working with/assisting other personnel in installing pipe, repairing sewer lines and manholes, repairing storm sewers, and patching streets.
<i>Goal Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	10%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Objective #4 Performs Heavy Equipment Maintenance/Repairs

<i>Measurement Goal</i>	Performs preventative and corrective maintenance repair for department vehicles and heavy and light equipment; Diagnoses and determines the extent of mechanical problems and replaces or rebuilds equipment based upon cost and quality of equipment operation
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	considerations; Operates tools as needed in repairing equipment and fabricating parts; Makes some repairs to vehicle and equipment bodies.
<i>Goal Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community. To ensure stable financial planning.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	15%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

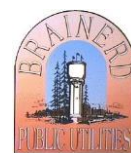
Objective #5 Internal and External Customer Service/Teamwork

<i>Measurement Goal</i>	Identifies opportunities that benefit the customer; Establishes and maintains effective customer relations; Communicates and informs supervisor of important issues or problems encountered; Fosters open dialogue and collaboration among the team.
<i>Goal Alignment</i>	To provide exceptional customer service. To build a healthy and flourishing community.
<i>Date Completed</i>	On-going
<i>Weighting %</i>	5%
<i>Employee Rating</i>	
<i>Employee Comment</i>	
<i>Supervisor Rating</i>	
<i>Supervisor Comment</i>	
<i>Final Rating (0-3)</i>	

Performance Rating:
Performance Weight: 40%

II. Performance Competencies

<i>Functional / Technical Skills</i>	<i>Description Final Observation and Opportunity</i>	<i>Level of Competency 0, 1, 2, or 3</i>
Skill #1	Considerable knowledge of street maintenance and repair operations; Working knowledge of materials, methods, and practices used in street, storm sewer, and grounds maintenance including snow removal.	
Skill #2	Working knowledge of traffic laws as applied to operating trucks and heavy equipment.	
Skill #3	Is knowledgeable regarding Street Department methods, practices, procedures, rules and regulations.	
Skill #4	Considerable skill in safe operation of motor vehicles and equipment to maintain and repair streets, haul material, remove snow, clean streets, mow grass, and apply salt and sand to City Streets.	
Skill #5	Knowledge of City Infrastructure.	



Required Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	
Interpersonal Savvy & Listening	Proactively develops relationships with a wide variety of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Actively listens and engages input from others constantly and listens with empathy and concern. Has patience to hear people out.	
Motivating Others*	N/A	

Optional Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Composure	Cool under pressure, does not become defensive or irritated. Is considered mature, manages stress well, does not show frustration when resisted, and is a settling influence in a crisis.	
Planning	Accurately scopes out length and difficulty of tasks and projects. Sets objectives and goals. Breaks down work processes into steps. Develops schedule for task/people assignments. Adjusts for problems and roadblocks. Measures performance against goals and evaluates results.	

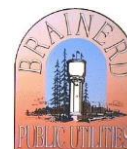
III. Performance Development

Development Objective #1 Continue to Complete all OSHA Required Safety Training.

Measurement	Complete applicable safety training; Identify areas of additional safety training needs.
Alignment	To provide exceptional customer service. To build a healthy and flourishing community.
Final Observation	
Comment	
Final Rating (0-3)	

Development Objective #2

Measurement	
Alignment	
Final Observation	
Comment	



Final Rating
(0-3)

IV. Compliance

Required Competency	Final Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Safety/Work Rules	Demonstrates a commitment to safety by utilizing work equipment properly and following safety rules and guidelines. Complies with and adheres to rules and procedures.	
Time Management	Uses time effectively and efficiently; Demonstrates regular and punctual attendance; Arrives prepared for work; Is reliable, responsible and dependable in fulfilling obligations; Diligently follows through on commitments and consistently meets deadlines; Gets the most out of available resources.	

Additional Comments

Rating Scale

Requires Improvement: 0-1.72 (0%-57.57%)
 Achieves Expectations: 1.73-2.55 (57.58%-85.44%)
 Exceeds Expectations: 2.56-3.00 (85.45%-100%)

To achieve Steps 7 or 8:

- May not have a 0 in any section (Employee is not aware of or not completing/performing this item)
- Receives at least three (3) consecutive annual performance evaluations with two (2) achieves and one (1) exceeds expectation final ratings.



What	Description	(0-100) Weight	(0, 1, 2, or 3) Score	Calculated Score	Weight	Section Rating
Performance Objective #1		20%	1	0.2		
Performance Objective #2		10%	1	0.1		
Performance Objective #3		30%	2	0.6		
Performance Objective #4		40%	3	1.2		
Performance Objective #5				0		
Performance Objective #6				0		

Total (must equal 100) **100%** **2.1** **40%** **0.84**

How	Description	(0-100) Weight	(0, 1, 2, or 3) Score	Calculated Score	Weight	Section Rating
Technical Skill #1		10%	3	0.3		
Technical Skill #2		50%	3	1.5		
Technical Skill #3		40%	1	0.4		
Technical Skill #4				0		
Technical Skill #5				0		

Total (must equal 100) **100%** **2.2** **20%** **0.44**

How	Description	(0-100) Weight	(0, 1, 2, or 3) Score	Calculated Score	Weight	Section Rating
Non-Technical Skill #1	Integrity/Trust/Ethics/Values	20%	2	0.4		
Non-Technical Skill #2	Customer Focus	20%	1	0.2		
Non-Technical Skill #3	Interpersonal Savvy/Listening	20%	1	0.2		
Non-Technical Skill #4		20%	3	0.6		
Non-Technical Skill #5		20%	1	0.2		
For Leaders of People	Motivating Others			0		

Total (must equal 100) **100%** **1.6** **20%** **0.32**

Development	Description	(0-100) Weight	(0, 1, 2, or 3) Score	Calculated Score	Weight	Section Rating
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Development Objective #1	50%	2	1	
Development Objective #2	50%	1	0.5	
Development Objective #3			0	
Total (must equal 100)	100%		1.5	10% 0.15

Compliance	Description	(0-100) Weight	(0, 1, 2, or 3) Score	Calculated Score	Weight	Section Rating
Compliance #1	Safety/Work Rules	50%	2	1		
Compliance #2	Time Management	50%	1	0.5		
Total (must equal 100)		100%		1.5	10%	0.15

Section	Weight	Score	Final Section Rating
Objectives - What	40%	2.1	0.84
Technical Competencies - How	20%	2.2	0.44
Non-Tech Competencies - How	20%	1.6	0.32
Development	10%	1.5	0.15
Compliance	10%	1.5	0.15
Total Review Score	100%		1.9



Calibrating Performance

Calibration Purpose: Calibration is a process that brings various team leaders together to jointly review rater assessments to ensure ratings across the organization are consistent, appropriate and properly distributed. Calibration is not to be confused with *forced ranking* where managers are required to force ratings to achieve specific rating percentages. While the county has a predicted rating model to help forecast salary budgets, there is no forced ranking requirement at Crow Wing County.

Calibration sessions typically include supervisors who are responsible for conducting performance evaluations, reviewers who are the next level of management responsible for reviewing the content and closely examining the employee evaluations, the department head or senior leader accountable for the workgroup and a calibration leader to facilitate the session.

The calibration process provides a forum for the discussion of employees' performance with the goal of ensuring supervisors apply similar rating standards for all employees and eliminate rater biases to the greatest extent possible. Calibration relies on an honest and confidential dialogue among supervisors, reviewers and the responsible department head.

Calibration Timing: Calibration occurs after a supervisor has: (1) received the employee self-appraisal; (2) completed the supervisor appraisal comments and ratings; (3) routed it for approval; and (4) addressed any revisions requested by the reviewer. The calibration occurs **BEFORE** the reviewer approves and returns the evaluation to the supervisor. **In all cases, calibration occurs before the scored performance evaluation is shared with the employee.**

Pre Calibration Process: December 1 – January 31



Step 1. The performance appraisal is opened for scoring on December 1st. Departments assign specific due dates for employees to complete their self-appraisal.

Step 2. The supervisor completes their portion of the appraisal including the performance ratings and routes the appraisal to their reviewer for approval. Departments are accountable for managing this process by assigning specific completion dates.

Step 3. The reviewer reads the appraisal, looking for constructive supervisory comments and ensuring evaluations are thorough, logical and contain specific examples of performance, results achieved and behaviors. If the reviewer decides a supervisor should alter a particular evaluation, the reviewer sends the evaluation back and waits for revision.

Step 4. The reviewer prepares for calibration by viewing Trakstar Reports for their reporting area examining the ratings distribution, performance history and rater bias reports to highlight any trends

that warrant follow-up. The reviewer, or supervisor as assigned, prepares the documentation needed to report on his/her employee performance ratings at the calibration session.

January 31st is the target date for completion of this initial process. When completed, the reviewer contacts human resources to schedule a calibration meeting. A calibration meeting is scheduled between the designated reviewer, the department head or senior leader accountable for the workgroup and a calibration leader to facilitate the session.

Supervisor's attendance at the calibration session may or may not be required based on the department structure and perspective of the reviewer and/or department head. In all cases it is essential that calibration participants have an in-depth understanding of the performance ratings for their employee appraisals.

Calibration Process: February 1 – March 1



Step 1. At the calibration meeting participants review ratings distribution for all participating departments as an early indicator of rating trends. This helps ensure use of the ratings are being consistently and fairly applied to all employees irrespective of reporting relationships and/or departmental assignments.

Step 2. The reviewer presents the individual employee ratings. The discussion content includes performance relating to key performance measures and rating; core competencies – those with the highest and lowest ratings; progress on key projects and goals, the overall rating and closing comments.

Step 3. Calibration meeting participants may ask questions about specific ratings or interpretation of ratings and may suggest adjustments based on the discussion of performance, results and behaviors considered and documented when determining the rating or their own experiences with the employee.

Step 4. Re-review ratings distribution report against the predicted ratings model. If distributions trend higher or lower than the predicted model, revisit employee ratings that were on the cusp between ratings to determine if they are rated appropriately.

Predicted Ratings Distribution		
Under-Performing	Performing	Out-Performing
<1%	70%	30%

Step 5. Following the discussion, reviewers send any appraisals requiring revision, back to the supervisor. After the supervisor makes the revisions, the appraisal is sent again to the reviewer for approval.

Step 6. The reviewer approves the evaluation and forwards it to the supervisor who meets with the employee to review the content and ratings. If changes are needed, the supervisor reengages the approval process with the reviewer prior to completing the appraisal. When the process is complete, the appraisal is approved by the supervisor and employee.

Calibration Tips

- **Communicate County/Department Goals.** Goals for each area should be communicated in advance and as thoroughly as possible so employees understand how their daily work contributes to the success of the county/department, and so that employees understand the measures on which they will be evaluated.
- **Educate supervisors.** Ensure supervisors understand what calibration is, why it is necessary, how it works, and what their roles are.
- **Understand the ratings.** Understand the performance ratings and their intended application.
- **Support the process.** Be open about the process, but maintain confidentiality outside of the calibration meeting.
- **Do your best.** The calibration process may be a new experience for you and there will be a learning curve. It is our commitment to helping each other to ensure our performance management and rating process has a high level of integrity and reliability across the entire organization.
- **Get the right people involved.** Make sure that the calibration participants can adequately represent the employee appraisals being discussed by articulating what the employee has accomplished and can respond appropriately to questions from calibration participants.
- **Set appropriate ground rules for meetings.** Participants must feel open to question ratings and ask for clarification and supporting examples. They must also feel comfortable asking their peers for advice if they need help in determining or communicating a rating.
- **Leverage the information gathered during the process.** The power of calibration goes beyond performance ratings. These discussions yield important insight into the county's talent and development opportunities. It is a great time to consider develop initiatives for your employees.

Calibration Benefits

- Calibration ensures supervisors are well versed in the definitions and the application of the rating scale.
- Calibration ensures supervisors have objective and measurable examples of performance, results and behaviors that support the basis for the particular rating assigned to an employee.
- Calibration prepares supervisors for improved performance discussions with their employees.
- Calibration exposes talent to a larger group of managers, promoting internal development and succession planning.
- Calibration supports our performance based pay process by ensuring consistency in our differentiation of performance levels.

Rating Definitions

Out-Performing An Out-Performing rating identifies situations in which performance surpasses expectations and where the work product and results achieved represent exceptional and unique contributions, those having or very likely to have a significant and positive impact on work unit, department or organization. It implies that all of the criteria under the Performing rating were met plus the frequency, size and/or scope of the accomplishments more than exceeded expectations; they demonstrate initiative, innovation and pro-active leadership for the role. The rater should easily be able to identify the accomplishments that caused this individual to stand out from the rest – what it was that placed them in the top 30% of all employees.

Performing The Performing rating identifies situations in which performance consistently achieves expectations and where the work product and results achieved are reflective of successful performance. The Performing rating is awarded to recognize highly effective performance where the most critical goals and performance measures have been successfully met. It is representative of a strong contributor to the organization, where performance is aligned with department and county vision; project assignments are effectively completed and performance is aligned with the core competencies. The Performing rating is a mark of highly effective performance.

Under-Performing The Under-Performing rating identifies situations in which performance did not consistently achieve expectations in one or more areas, and/or one or more of the most critical goals were not met. A development plan to improve performance must be created and specific performance improvement goals, timelines, and coaching meetings to progress. A six-month review to evaluate progress is required.

Employees New to the Role When rating performance it should be relative to expectations given, time in the job and experience on entry. For example, a new employee whose learning curve is progressing as expected in all areas might receive an overall rating of Performing in year one even though there are ongoing training and development needs relating to job mastery. On the other hand, a well-experienced new hire who is not progressing as expected may receive an Under-Performing rating. It is important to set performance expectations at hire with clear milestones for first year performance.

Calibration Meeting Agenda

1. Desired Outcomes of Meeting

2. Confidentiality

- a. *It should go without saying that the information discussed and the resulting outcomes should be kept confidential by all managers involved. Nonetheless, participants should be reminded of the expectation regarding confidentiality at the start of the meeting.*

3. Clarify Standards

- a. *Review of the rating scale/s and scale definitions used in the performance evaluation process.*

4. Performance Trends of Group

- a. *Examination of the performance distribution of the business unit, including how the distribution compares to the previous performance period and/or desired distribution.*

5. Alignment with Business Unit Results

- a. *Discussion of the linkage between initial performance ratings with the results produced by the business unit.*

6. Individual Presentation

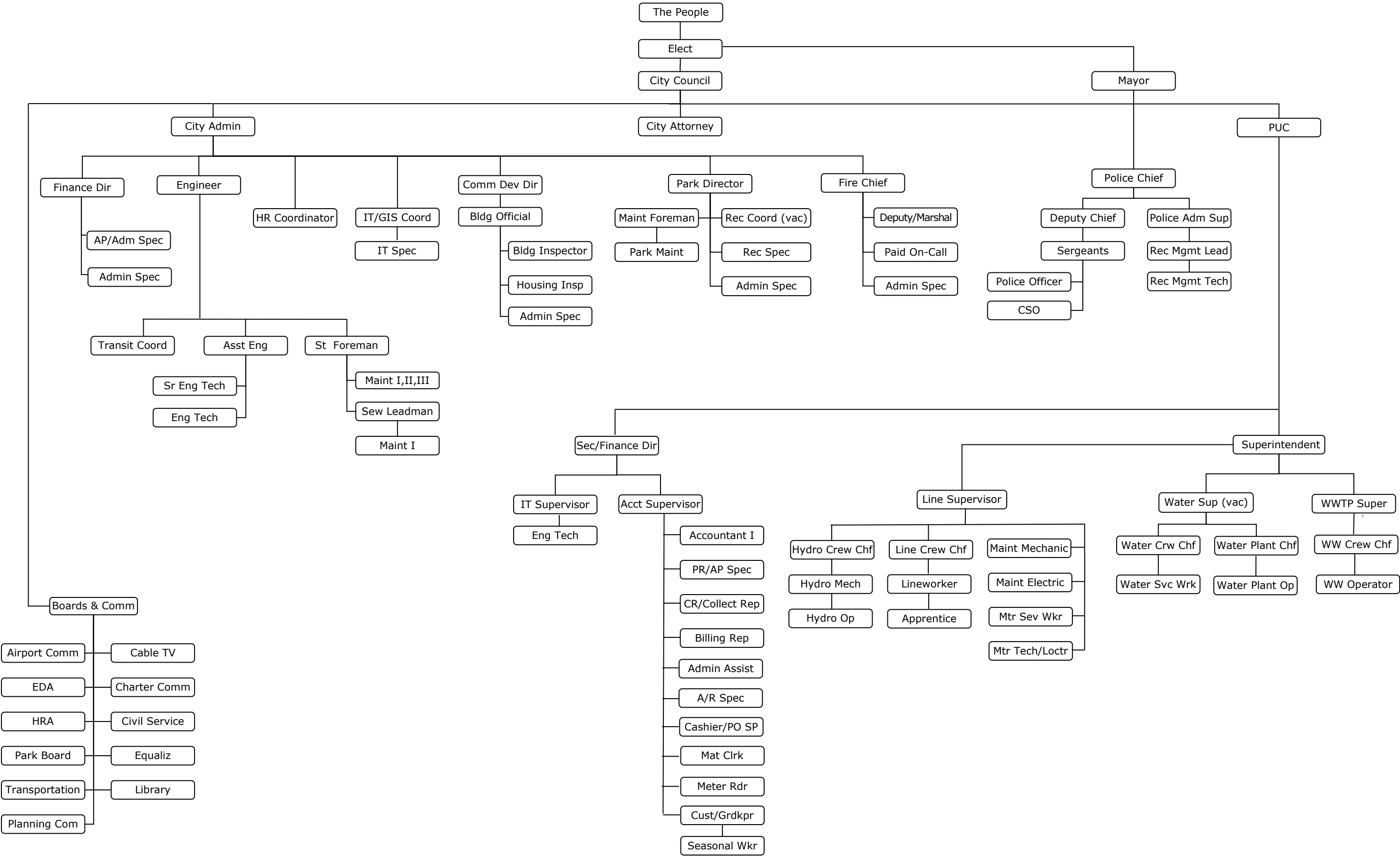
- a. *Review of each employee's performance rating/s and the supporting rationale behind the rating/s.*

7. Rating Adjustments

- a. *Modification of ratings, as necessary, to accurately reflect performance over the performance period.*

8. Next Steps in the Performance Management Process

City of Brainerd, Minnesota—Organizational Chart
January 2019



Great People Make the City of Brainerd a Great Place

Core Values and Leadership Expectations -
Behaviors Guide June 2019



THIS IS A BASIC GUIDE ON THE BEHAVIORS ASSOCIATED WITH OUR CORE VALUES (CV) AND PERFORMANCE EXPECTATIONS (PE). IT IS USED TO ALIGN OUR PEOPLE, PROCESSES AND RITUALS, E.G. HIRING, RECOGNITION, PERFORMANCE REVIEW, AND ASSESSMENT. IT CAN ALSO SERVE AS A REFERENCE FOR MANAGERS AND EMPLOYEES TO BETTER UNDERSTAND THE NEW CV/PE'S.

Using this Behaviors Guide

ASSESSMENT OF CORE VALUES/PERFORMANCE EXPECTATIONS

- BASED ON OBSERVABLE BEHAVIORS (WHAT IT LOOKS LIKE/WHAT IT DOESN'T LOOK LIKE)
- TO BE APPLIED IN OUR CORE PEOPLE RITUALS, CONVERSATIONS AND PROCESSES

Our Core Values



**DEFINE THE WAY
WE WORK
TOGETHER**

Our Core Values



TO SUSTAIN AND GROW THE
ECONOMY



TO INVEST IN OUR
NEIGHBORHOODS



TO BUILD A HEALTHY AND
FLOURISHING COMMUNITY



TO ENSURE STABLE FINANCIAL
PLANNING



TO PROVIDE EXCELLENT
CUSTOMER SERVICE

TO SUSTAIN AND GROW THE ECONOMY

What it doesn't look like

- IS UNAWARE OF HOW BUSINESSES WORK.
- IS UNAWARE OF HOW STRATEGIES AND TACTICS WORK IN THE MARKETPLACE.

What it looks like

- IMPROVE PROCESSES
- SHORTEN TIMELINES
- WORK TO IMPROVE EMPLOYEE RETENTION AND REDUCE TURNOVER

Examples

(what you can do to develop more in this area)

- Keep up with current and possible future policies, practices, trends, and information affecting the organization.
- Use knowledge of business drivers and how strategies and tactics play out in the market to guide actions.

TO INVEST IN OUR NEIGHBORHOODS

What it doesn't look like

- BUILDS LIMITED RELATIONSHIPS WITH DIFFERENT GROUPS
- HAS DIFFICULTY DETERMINING WHO TO CONTACT FOR RESOURCES OR KNOWLEDGE.
- DOESN'T TAP INTO NETWORKS BEYOND OWN IMMEDIATE AREA TO EXCHANGE IDEAS OR GET THINGS DONE.

What it looks like

- SKILLFULLY SEPARATES OPINIONS FROM FACTS.
- ACTIVELY SEEKS INPUT FROM PERTINENT SOURCES TO MAKE TIMELY AND WELL - INFORMED DECISIONS.
- VOLUNTEERS TO TACKLE AND LEAD TOUGH ASSIGNMENTS.

Examples

(what you can do to develop more in this area)

- Build strong formal and informal networks.
- Maintain relationships across a variety of functions and locations.
- Draw upon multiple relationships to exchange ideas, resources, and know-how.

TO BUILD A HEALTHY AND FLOURISHING COMMUNITY

What it doesn't look like

- IS UNAWARE OF COMMUNITY EXPECTATIONS.
- ACTS ON INCOMPLETE OR INACCURATE UNDERSTANDING OF COMMUNITY NEEDS.
- CONDUCTS WORK FROM AN INTERNAL, OPERATIONAL STANDPOINT.

What it looks like

- FOCUSES EFFORTS OF CONTINUOUS IMPROVEMENT.
- SPOTS AND SEIZES OPPORTUNITIES.
- SERVES AS A STRATEGIC PARTNER TO BUILD, GROW, AND MAINTAIN COMMUNITY RELATIONSHIPS.

Examples

(what you can do to develop more in this area)

- Identify opportunities that benefit the community.
- Gain insight into community needs.
- Build and deliver solutions that meet community expectations.

TO ENSURE STABLE FINANCIAL PLANNING

What it doesn't look like

- IS UNFAMILIAR WITH FINANCIAL TERMS.
- PAYS LITTLE ATTENTION TO THE FINANCIAL IMPACT WHEN DRAWING CONCLUSIONS.
- IS UNCLEAR ABOUT THE CAUSE-AND-EFFECT RELATIONSHIPS AMONG DIFFERENT BUSINESS FUNCTIONS AND OVERALL FINANCIAL PERFORMANCE.

What it looks like

- PUTS IN EXTRA EFFORT TO MEET DEADLINES AND BUDGET LIMITS.
- TRANSFORMS FINANCIAL INFORMATION INTO BUSINESS INTELLIGENCE THROUGH ANALYSIS AND INTEGRATION OF QUANTITATIVE AND QUALITATIVE INFORMATION.
- IDENTIFIES AND MONITORS KEY FINANCIAL INDICATORS TO GAUGE PERFORMANCE.

Examples

(what you can do to develop more in this area)

- Understand the meaning and implications of key financial indicators.
- Use financial analysis to generate, evaluate, and act on strategic options and opportunities.
- Integrate quantitative and qualitative information to draw accurate conclusions.

TO PROVIDE EXCELLENT CUSTOMER SERVICE

What it doesn't look like

- IS UNAWARE OF CUSTOMER EXPECTATIONS.
- FAILS TO BUILD EFFECTIVE RELATIONSHIPS WITH KEY CUSTOMERS.
- ACTS ON INCOMPLETE OR INACCURATE UNDERSTANDING OF CUSTOMER NEEDS.

What it looks like

- PURSUES EVERYTHING WITH ENERGY, DRIVE, AND THE NEED TO FINISH.
- DELIVERS MESSAGES IN A CLEAR, COMPELLING, AND CONCISE MANNER.
- ACTIVELY LISTENS AND CHECKS FOR UNDERSTANDING.
- ANTICIPATES CUSTOMER NEEDS AND PROVIDES SERVICES THAT ARE BEYOND CUSTOMER EXPECTATIONS.

Examples

(what you can do to develop more in this area)

- Identify opportunities that benefit the customer.
- Gain insight into customer needs.
- Build and deliver solutions that meet customer expectations.

Our Performance Expectations



**DEFINE THE WAY
WE LEAD THE
COMPANY**

Our Performance Expectations



INTEGRITY AND TRUST &
ETHICS AND VALUE



CUSTOMER FOCUS



INTERPERSONAL SAVVY &
LISTENING



MOTIVATING OTHERS

INTEGRITY AND TRUST & ETHICS AND VALUES

What it doesn't look like

- LACKS CONSISTENT FOLLOW-THROUGH ON COMMITMENTS.
- BETRAYS CONFIDENCE AND COVERS UP MISTAKES.
- MAKES PROMISES BUT DOESN'T ALWAYS KEEP THEM.

What it looks like

- WIDELY TRUSTED, DIRECT, AND TRUTHFUL.
- DOES NOT MISREPRESENT INFORMATION OR THEMSELVES.
- ADHERES TO CORE VALUES AND REWARDS THOSE VALUES IN OTHERS.
- DEMONSTRATES IN BOTH WORD AND ACTION.

Examples

(what you can do to develop more in this area)

- Follow through on commitments.
- Keep confidences.
- Show consistency between words and actions.

CUSTOMER FOCUS

What it doesn't look like

- IS UNAWARE OF CUSTOMER EXPECTATIONS.
- FAILS TO BUILD EFFECTIVE RELATIONSHIPS WITH KEY CUSTOMERS.
- ACTS ON INCOMPLETE OR INACCURATE UNDERSTANDING OF CUSTOMER NEEDS.

What it looks like

- DEDICATED TO MEETING THE EXPECTATIONS AND REQUIREMENTS OF BOTH INTERNAL AND EXTERNAL CUSTOMERS.
- ACTS WITH THE CUSTOMER IN MIND.
- ESTABLISHES AND MAINTAINS EFFECT RELATIONSHIPS WITH CUSTOMERS AND GAINS THEIR TRUST AND RESPECT.

Examples

(what you can do to develop more in this area)

- Identify opportunities that benefit the customer.
- Gain insight into customer needs.
- Build and deliver solutions that meet customer expectations.

INTERPERSONAL SAVVY & LISTENING

What it doesn't look like

- BUILDS FEW RELATIONSHIPS.
- ENGAGES WITH PEOPLE IN IMMEDIATE WORK AREA ONLY.
- SHOWS LITTLE INTEREST IN OTHERS' NEEDS.
- EXPRESSES POINTS OF VIEW IN A BLUNT OR INSENSITIVE MANNER.

What it looks like

- RELATES WELL TO ALL KINDS OF PEOPLE.
- CAN DEFUSE HIGH TENSION SITUATIONS.
- PRACTICES ATTENTIVE AND ACTIVE LISTENING.
- CAN ACCURATELY RESTATE THE NEEDS AND OPINIONS OF OTHERS.
- USES DIPLOMACY AND TACT.

Examples

(what you can do to develop more in this area)

- Act with diplomacy and tact.
- Build rapport in an open, friendly, and accepting way.
- Build constructive relationships with people both similar and different to self.

MOTIVATING OTHERS

What it doesn't look like

- DOESN'T KNOW WHAT MOTIVATES OTHERS OR HOW TO DO IT.
- NOT EMPOWERING AND NOT A PERSON MANY PEOPLE WANT TO WORK FOR.
- INTENTIONALLY OR UNINTENTIONALLY DEMOTIVATES OTHERS.

What it looks like

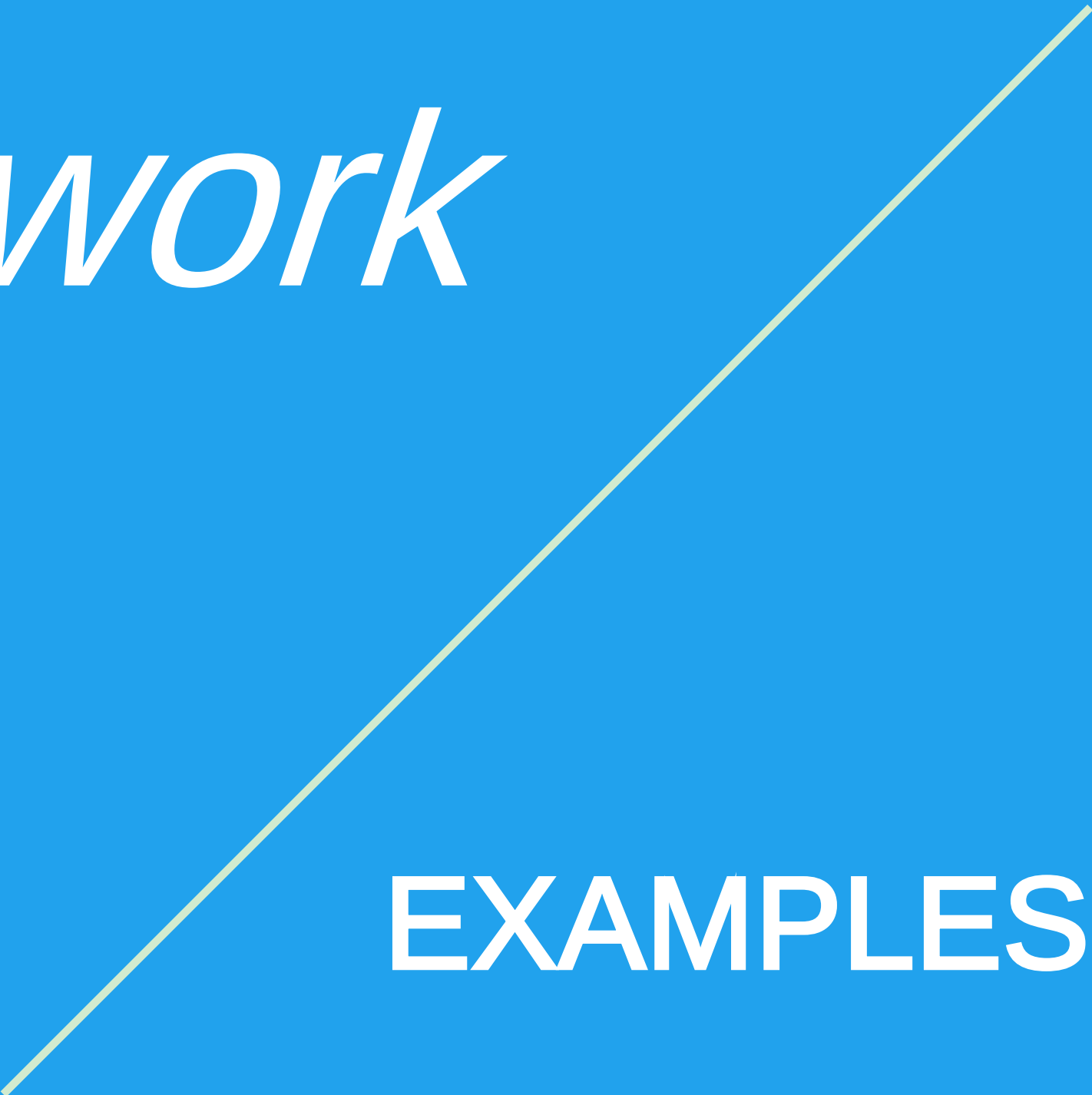
- CREATES A CLIMATE WHERE OTHERS WANT TO DO THEIR BEST.
- CAN ASSESS INDIVIDUALS TO DETERMINE WHAT MOTIVATES THEM BEST.
- INVITES INPUT FROM OTHERS AND SHARES OWNERSHIP AND ABILITY.

Examples

(what you can do to develop more in this area)

- Create goals to motivate employees.
- Communicate to people that what they do is important.
- Celebrate successes.

Assessment Framework



EXAMPLES

Assessment Framework for Core Values

- Example

Objective #1	Accounts Payable Invoice Entry
Measurement	Ensures proper approval of invoices and credit card payments, proper GL coding, entry accuracy, timeliness of payments, payments entered to correct vendor/address.
Alignment	To ensure stable financial planning and to provide excellent customer service.
Reach	Has an in-depth understanding of how businesses work and make money; is the first to spot possible future practices and trends in the organization; with the competition, and in the marketplace; consistently applies a business driver and marketplace focus when prioritizing actions.
Time-based	On-going
Weighting %	50%
Comment	

Assessment Framework for Performance Expectations - Example

Required Competency	Current Observation and Opportunity	Level of Competency 0, 1, 2, or 3
Integrity and Trust & Ethics and Values	Trusted, direct, truthful, keeps confidence, admits mistakes, does not misrepresent information or themselves. Adheres to the core values, acts in line with those values, rewards those values in others, and demonstrates in both word and action.	
Customer Focus	Dedicated to meeting the expectations and requirements of both internal and external customers. Uses customers information to improve services. Acts with the customer in mind. Established and maintains effective relationships with customers and gains their trust and respect.	
Interpersonal Savvy & Listening	Relates well to all kinds of people, builds appropriate rapport and constructive relationships. Uses diplomacy and tact. Can defuse high tension situations. Practices attentive and active listening. Has patience to hear people out. Can accurately restate the needs and opinions of others (even when they disagree).	
Motivating Others*	N/A	



Looking Forward to a Great Year!

ARE YOU READY?

Performance Training

Wednesday, April 17, 2019

10:17 AM

What is a Performance Culture? What is it not?

- Most leading indicator of success in all organizations -
 - **Trust**
 - The leading metric on how to measure this is "Engagement"
 - Metrics
 - Law enforcement
 - External Metric -
 - Reduced crime
 - Internal Metric -
 - Everyone goes home safe at end of shift
 - **Feedback from sessions**
 - Good Culture = High Performance
 - Accountability
 - Good Communication - Alignment and Understanding
 - Trust / Consistency
 - Positive Attitude
 - Innovation / Creativity
 - Learning Culture
 - Engaged culture
 - Bad Culture = Low Performance
 - Poor leadership
 - Lack of Accountability and Communication
 - No initiative, motivation, Lack of energy
 - Excuses
 - Isolation vs. Collaboration
 - External -
 - Safety
 - Reduced Crime
 - Economic Development
 - Voice of the Community = Customer, Citizen, Council
 - VOC = CTQ
 - Internal -
 - Employee Turnover Rate
 - Disengagement
 - Culture of Understanding, Inquisitive
 - Culture of Innovative
 - Alignment with Mission, Vision and Values
- What is not a Performance Culture -
 - Negativity (Toxic)
 - Disengagement
 - Unresolved Conflict
 - Poor Leadership
 - Stagnant

- Lack of trust (which creates instability)

Performance Culture

It is NOT:

- Pay for performance
- About just getting a merit increase
- About having different standards for different people and different departments
- About showing favoritism
- About taking a cookie cutter, one size fits all, approach to performance and development

It is:

- At its core, it is an employee led culture of continuous engagement
- It is about employees always helping to raise the bar in the areas of innovation and community service
- It takes a serious look at what each employee's talents are, their passions (dreams) and it ensures that the organization does its best to align opportunities to maximize each employee's full potential.
- It is also about setting clearly aligned goals that have expectations for success, ones that everyone understands and agrees to
- It is about treating everyone consistently, but at the same time honoring the unique qualities, characteristics, talents and gifts the person possesses
 - Everyone has their own unique passions and they have their own unique development opportunities.

What is your purpose? Why does the City of Brainerd exist?

Vision / Mission / Values

Vision

- To be the best Brainerd we can be

Mission

Objectives / Initiatives

- Exceptional Customer service
 - Removing silos
- Create Healthy and Flourishing Community
- Sustain and Grow the Economy
- Ensure Stable Financial Planning
- Invest in our Neighborhoods



Factor Hierarchy of Needs

Leadership Framework Circle picture



Results Leadership, Visionary Leadership, Relationship Leadership, Centered Leadership
Agile Thinking,

City Competency Model

- The How's:
 - Functional Technical - Knowledge, Skills and Abilities (KSA's)
 - Integrity, Trust, Ethics and Values
 - Customer Focus
 - Interpersonal Savvy and Listening
 - Motivating Others
 - Creativity
 - Composure
 - Planning
 - Peer Relationships
 - Problem Solving

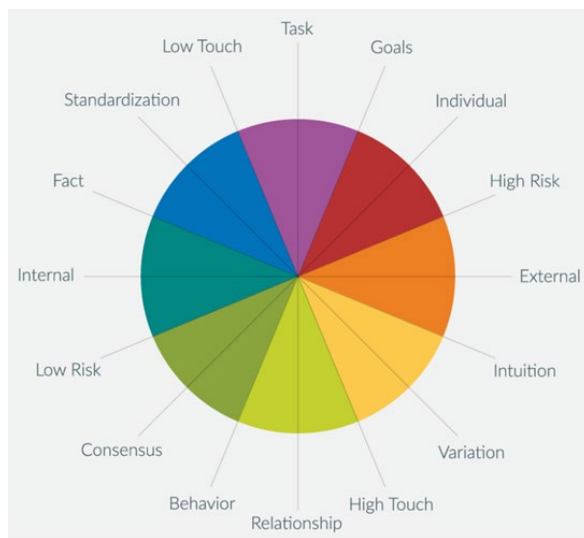
ADKAR

- Model for Personal Change
 - **Awareness** - of the need for change (Creating understanding of the change)
 - The nature of the change
 - Why is the change happening?
 - What is the risk of not changing?
 - **Desire** - to support and participate in the change (creating desire and excitement about the change)
 - Personal motivation to support the change
 - Organizational drivers to support the change
 - **Knowledge** - about how to change (teach about the change)
 - Understanding *how* to change
 - The details of *what* to do
 - **Ability** - to implement the change (the how)
 - Demonstrated ability to implement the change
 - **Reinforcement** - to sustain the change (you start to reward the desired behavior)
 - Recognition, rewards, incentives and realized benefits

Personality (Leadership) Style and Trust

	Propensity to Trust		
Personality Style		Overall Trust	Outcomes
	Trust Worthiness		

This image maps the 8 styles of a purposeful culture of trust to demonstrate the balanced nature of the model.



Purposeful Culture of Trust



When you look at change management, the most important group is in the middle! Senior Leaders, Mid-Level Leaders, and Front Line Staff

- If Mid-Level Leaders are not on board, change will be painful. They have to understand and have desire and feel included

Command and Control works well in emergencies, but not in daily interactions

Use ORID in all other situations - Ask questions with positive intent.

Appreciative Inquiry

- It mobilizes inquiry through the art and practice of crafting unconditional questions that strengthen a system's capacity to heighten positive potential.
- ORID Model (see below)

ORID Model

- **Observation** - Objective, Observation, Opportunity
 - Every voice has to be in the room and share their observations of the initiative
- **Reflect** - Reflective, Reaction, Relationship
 - on the process and what is going on. Pause. Do some education on the why.
- **Ideas** - Interpretive, Ideation, Innovation

- and Innovations for how to move forward. Get them involved in finding solutions and making decisions
- **Decisions - Decisional, Direction, Determination**
 - on process and change management.

Where do you get your energy?

- **Introversion** - left side of color wheel - **Blue / Green**
 - Quiet, observant, inward-focus, depth, intimate, reserved, reflective, thoughtful, cautious
- **Extroversion** - right side of color wheel - **Red / Yellow**
 - Energetic, involved,

Where do you make your decisions?

- **Thinking preference - Top of color wheel - Blue / Red**
 - Formal, Impersonally, Analytical, Detached , objective, strong minded, competitive, correct, tasks, systems
- **Feeling Preference - Bottom of color wheel - Green / Yellow**
 - Informal, personal, subjective, considerate, involved, caring, accommodating, harmonious, relationships, morale



Cool Blue -

- **Introversion and Thinking -**
- **Style is task focused, calm under pressure, thoughtful and objective**
- **Analytical, Precise, Cautious, Detail-oriented, Formal**

Fiery Red -

- **Extraversion and Thinking,**
- **Highly activity, working with others, being logical and focusing on facts**
- **Bold, Assertive, Results-Driven, Action-oriented, Determined**

Sunshine Yellow -

- **Extraversion and Feeling.**
- **Couples sociability and consideration for others with action-oriented and entertaining**
- **Sociable, Dynamic, Demonstrative, Enthusiastic, Persuasive**

Earth Green -

- **Introversion and Feeling**
- **An approach favoring depth, reflection harmony and consensus**
- **Collaborative, encouraging, mentoring, patient, relaxed**

Color Wheel

- **Reformer - Determination, Monitoring performance, Discipline,**
- **Director - Results focus, Decisive, Assertive**
- **Motivator - Drive, Enthusiasm, Positive thinking**
- **Inspirer - Persuasive, Creative, people skills**
- **Helper - Helps others, Flexible, Shares ideas**
- **Supporter - Listens, loyal, team approach**
- **Coordinator - Planning, Organization, Time Management**
- **Observer - Sets standards, product knowledge, Analysis**

Team Effectiveness

- **Process (working methods, Measurement) (Blue)**
- **Focus (Results Orientation, Shared Purpose) (Red)**
- **Flow - (Collaboration, Agility) (Yellow)**
- **Climate (Cohesion, Trust) (Green)**

Process Perspective

- Metrics
- Skill Gap Analysis
 - What is the risk too? If you lost someone, what would you do?
- Process Management
- Process Improvement
- Innovation
- Systems Thinking - If I am making a change on the process that I do, what are the impacts to the rest of the system (or others)

Process is measurement rich

- Here are some areas you can measure it:
- Cost, Quality, Time, Satisfaction, Utilization of programs/services, volume (through-put)

Process Characterization Handout

Customer

- Who do you serve?
- What is their voice / needs?
- How do we measure it?
 - How do I know what they need and know that I have provided it in a way that is helpful and works?

Results

- How do we measure impact on society?
 - The parks are clean and people are using them.
 - The lights are on, and are on consistently
 - The water is clean and the tower is full and residents have their water
 - The city is safe and crime is down.
- What are we all held accountable too?
- What are the Top Box measures that we use?
 - Safety, Economic Growth, etc
- How are those cascaded down to provide a line of sight to every employee?
 - This helps to provide them a sense of purpose for what they do

Performance Process

- **Inputs** -
 - Strategic and Department Goals
 - New Talent
 - On-boarding
 - Development
- **Process**
 - What and how
 - Expectations (and what does it look like to do the reach? What does great look like?)
 - Development (What are the developmental steps?)
 - Discussion
 - Collaboration
 - Improvement
 - Year End Review
- **Outputs**
 - Merit and Step Increase
 - Recognition
 - Succession Planning
 - Internal Recruitment

Aspects and Elements of Performance Culture

- Cascade of Goals - Alignment
- The What and the How
- Setting Expectations and Reach Goals
- Rating Scales
- Development
- Roles
- Documentation
- Performance and Development Talks
- PIP - Performance Improvement Plan -
 - Addresses the area of concern.
 - May be due to something personal, professional, a skill gap, etc.
 - Could be a **how** or a **what** issue
 - DO NOT WAIT for a quarterly or annual evaluation for this
- Calibration - creates alignment across the organization as well as consistency in the performance based expectations and culture.

TOPS MODEL of Engagement

Talent Opportunity Passion

- What areas of talent need to be developed to meet the passion or opportunity
- What areas need to be developed to meet the opportunity
- What are the dream things that you have talent and passion for that doesn't happen at work for you?
 - If I can fulfill who I am outside my job, I am more engaged within my job (dream managers)
- Where do these things overlap? That is the sweet spot

Rating Scales

Performance	Skill Assessment
Exceeds Expectations	3 - Mastery
Achieves Expectations	2 - Competent Working Knowledge and Ability
Requires Improvement	1 - Working knowledge
	0 - No Working Knowledge

These items need to be translatable. You have to be able to prove that they have done these items or skills. Use examples.

(Ratings below are spelled out in the slide deck... below are additional examples.)

Exceeds Expectations -

- **Overview:**
 - Identifies situations in which performance surpasses expectations and where the work product and results achieved represent exceptional and unique contributions, those having or very likely to have a significant and positive impact on work unit, department or organization. It implies that all of the criteria under the *Achieves Expectations* rating were met plus the frequency, size and/or scope of the accomplishments more than exceeded expectations; they demonstrate initiative, innovation and pro-active leadership for the role. The rater should easily be able to identify the accomplishments that caused this individual to stand out from the rest – what it was that placed them in the top of all employees?
- **Summary**
 - Employees in this group consistently exceed performance expectations
 - Strategic thinker, contributes new ideas, improvements and suggestions.
 - Takes on additional work to add more value without being asked.
 - Consistently raises and exceeds expectations; does more than asked.
 - Finds efficiencies, reduces costs, improves processes without being asked.
 - Solves big problems or finds new opportunities without needing direction.
 - Communicates effectively across and outside of the organization.
 - Personally invested in helping the whole team perform better.
 - Consistently has positive people and team impact.

Achieves Expectations -

- **Overview:**
 - Identifies situations in which performance consistently achieves expectations and where the work product and results achieved are reflective of successful performance. The *Achieves Expectations* rating is awarded to recognize highly effective performance where the most critical goals and performance measures have been successfully met. It is representative of a strong contributor to the organization, where performance is aligned with department and city vision; project assignments are effectively completed and performance is aligned with the core competencies. The *Achieves Expectations* rating is a mark of highly effective performance.
- **Summary**
 - Employee fully achieves expectations and performance in this category
 - Contributes to the ongoing success of the organization. Employee is qualified, competent and valued. Errors are within acceptable limits
 - Consistently meets expectations.
 - Sometimes exceeds expectations.
 - Sometimes contributes additional value.
 - Does an excellent job, as the job is defined.
 - Will go above and beyond expectations when asked.
 - Has a positive impact on the work and on others.

Requires Improvement -

- **Overview**
 - Identifies situations in which performance did not consistently achieve expectations in one or more areas, and/or one or more of the most critical goals were not met. A development plan to improve performance must be created and specific performance improvement goals, timelines, and coaching meetings to progress. A six-month review to evaluate progress is required.
- **Summary**
 - Performance at this level is below expectations and should not be considered acceptable.
 - Although some aspects of performance may meet expectations, the work in the general is below the level expected of a proficient employee
 - Frequently does not meet commitments or do what they said they would do.
 - Work is of poor quality, late, incorrect, frequently needs rework.
 - Needs direction of explanation about the work required.
 - Does not generally contribute extra effort or energy.
 - Neutral or negative impact on people and team performance.

New Employee

- When rating performance it should be relative to expectations given, time in the job and experience on entry. For example, a new employee whose learning curve is progressing as expected in all areas might receive an overall rating of *Achieves Expectations* in year one even though there are ongoing training and development needs relating to job mastery. On the other hand, a well-experienced new hire who is not progressing as expected may receive a *Requires Improvement* rating. It is important to set performance expectations at hire with clear milestones for first year performance.

Tools in the Process -

- Performance Framework
- Quarterly Reviews
- Final Performance Framework
- Calibration

The Form

- Objectives
 - The What
 - Goal Alignment
- Competencies
 - The How
 - Critical Behaviors
- Development
 - What is Needed
 - Critical Skills
- Compliance
 - Complying with Standards

8 factors of Engagement - Employee Priorities

Development

- Training opportunities
- Opportunities for advancement

Accountability

-

Trust

- Of the organization to do what is good for the employees - take care of them
- To do what they say and say what they do

Recognition

- Of the work that we do

Resources

- The right tools and resources to do our jobs

***Engagement of the employee is the leading indicator of success of an organization.**



Also, how do people like to be recognized? Find this out

Why are we doing this?

- Benefit of having people being aligned!
- Increase in service delivery
- Impact on community
- Merit and Pay Process

Cascade Goals

- Organizational -> Department -> Team -> Individual
- What's -

- How's - what you think they are
 - Technical
 - Soft Skills
- Competencies

Performance Framework -

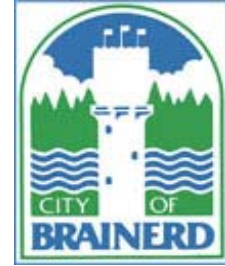
- Is your beginning of the year starting point. Sets the framework for the year and is a living document

Quarterly Talks Document -

- What are the 2-3 things that are going well or that they need support on

Year-End Evaluation -

MEMO



TO: Mayor & Council
FROM: Finance Director Hillman
DATE: July 19, 2019
RE: 2020 Budget and Levy Workshop

It is that time of year again; setting the 2020 budget and levy is on the horizon.

Proposed Timeline:

Below is a proposed timeline for the 2020 process:

July 22	Budget workshop to discuss the budget process, overview of the levy, property values and tax rates, and for Council to set goals for the 2020 budget.
July 24	Department Heads receive budget worksheets and prepare "requested" budgets. Personal costs with current staffing levels will be included.
August 7	Requested budgets back to Finance Director.
August 9-20	Department Heads meet with City Administrator and Finance Director to review requested budgets.
August 20-21	Suggested meeting date for City Administrator, Finance Director, Council President, and P&F Chair to meet to discuss the budget and plan for presentation to City Council.
August 26	Suggested date for a Council workshop for the 2020 budget to be presented.
September 9	Potential budget workshop
September 16	City Council adopts preliminary levy and proposed budget and sets date for Truth in Taxation hearing. This could be done at a special council meeting but needs to be done prior to September 30. The final levy can be lower than but not higher than the final levy.
October 14 or 28	Potential budget workshops

November 12 or 25 Potential budget workshops

December 9 Suggested date for Truth in Taxation hearing – historically the City has held the hearing on the 2nd Monday in December rather than at a regular schedule council meeting.

December 16 City Council adopts the final 2020 levy and budget at the regular council meeting.

2020 Budget:

Below are items that we currently know for the 2020 budget:

- All union contracts and wages are settled for 2020.
- The 2020 estimated LGA for the City is \$4,442,317; this is an increase of \$235,215 over the 2019 certified amount. The 2020 LGA is to be certified by July 31.
- The City will not have to levy for GO Improvement bonds 2009A in 2020. The 2019 levy for this issue was \$268,070. At this point, Staff is thinking the City will need to issue debt for the 2020 construction projects.
- Attached is an updated first draft of the capital plan – equipment and facilities excluding fire equipment. In 2018 (for the 2019 budget), we were estimating 2020 budgeted equipment to be \$569,000. The first draft estimates equipment to be \$541,500. These numbers are assuming the City will continue to lease vehicles.

Levy Information:

The chart below shows the history of the City's levy.

Levy Year Collected	Levy Amount	% Change
2010	\$4,112,308	2.8%
2011	\$4,055,836	-1.4%
2012	\$3,953,486	-2.5%
2013	\$3,953,486	0.0%
2014	\$4,453,486	12.6%
2015	\$4,898,835	10.0%
2016	\$5,264,922	7.5%
2017	\$5,373,778	2.1%
2018	\$5,561,860	3.5%
2019	\$5,895,572	6.0%

We do not have information yet on the property values for pay year 2020. The County is working on finalizing the information with the Department of Revenue. They hope to have numbers in the next week or two.

The City's tax rate for 2019 is 80.385%. It was estimated last year that for every percentage change to the levy, the tax rate changed by approximately .76%. Assuming the same property values, the chart below shows the revenue gain/loss based on a percentage change to the levy.

% Change to Levy	Levy Amount	Dollar Gain/(Loss)	Calculated Tax Rate (2019 property values)
-2.0%	\$5,777,661	(\$117,911)	78.87%
-1.0%	\$5,836,616	(\$58,956)	79.63%
0.0%	\$5,895,572	\$0	80.385%
1.0%	\$5,954,528	\$58,956	81.15%
2.0%	\$6,013,483	\$117,911	81.91%

Thank you for your time and we look forward to our 2020 budget and levy discussions.

City of Brainerd
Capital Plan: **Summary - Working Funds Only - Excludes Fire Equipment**
2019-2049 - 30 Years

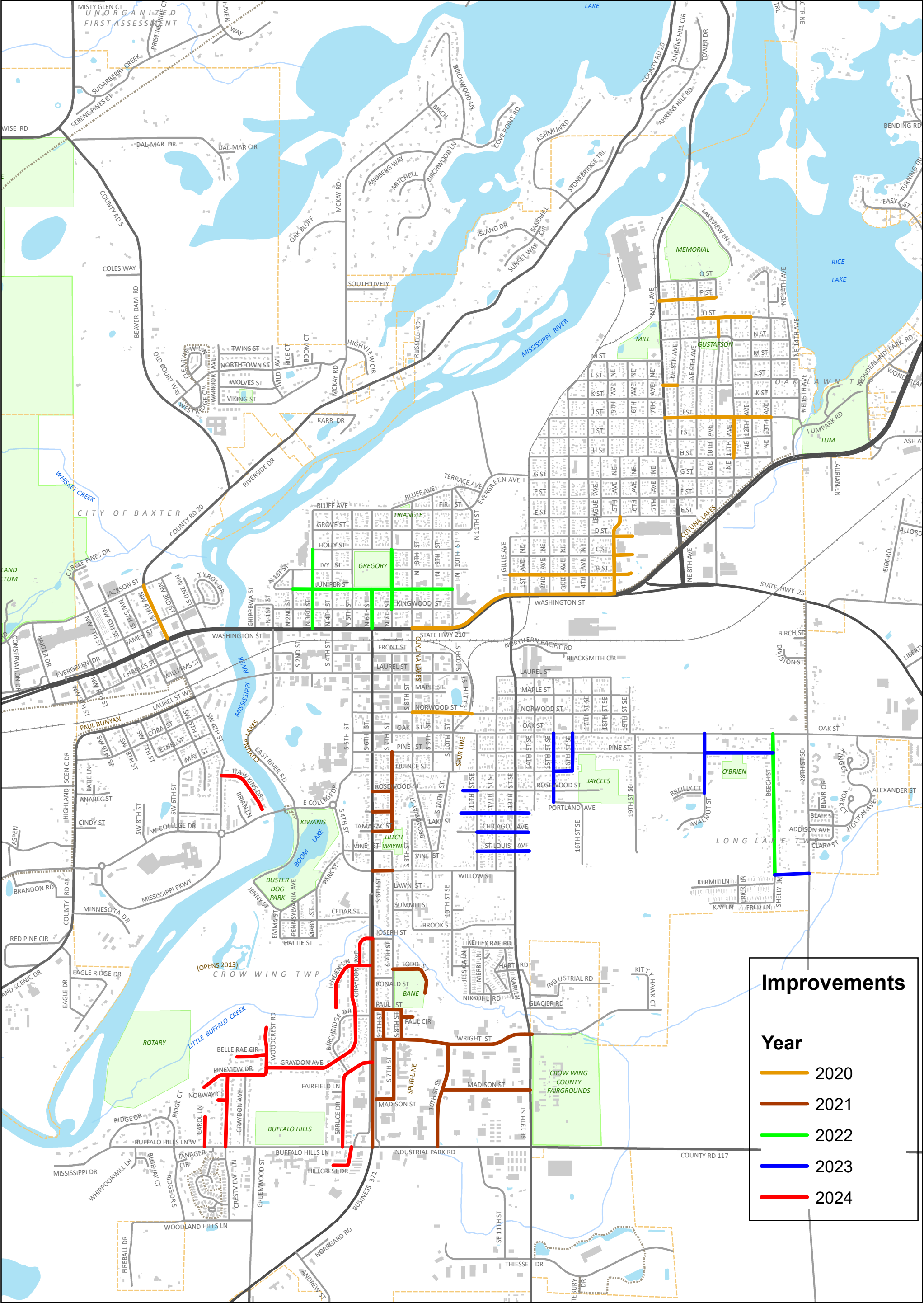
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Tax Levy: Current	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927	\$ 1,155,927
Tax Levy: Add/Sub	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other/Grants	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Under budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Assets	31,600	49,000	36,100	46,100	30,600	22,350	18,100	45,100	55,100	32,100	32,100	35,100	49,100	30,100	77,100	45,100
Interest Earnings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenues	\$ 1,222,527	\$ 1,224,927	\$ 1,212,027	\$ 1,222,027	\$ 1,206,527	\$ 1,198,277	\$ 1,194,027	\$ 1,221,027	\$ 1,231,027	\$ 1,208,027	\$ 1,208,027	\$ 1,211,027	\$ 1,225,027	\$ 1,206,027	\$ 1,253,027	\$ 1,221,027
Vehicles	\$ 63,000	\$ 69,000	\$ 67,000	\$ 68,000	\$ 81,000	\$ 89,000	\$ 50,500	\$ 91,000	\$ 71,000	\$ 62,000	\$ 114,000	\$ 53,000	\$ 73,000	\$ 97,000	\$ 65,000	\$ 97,000
Equipment	599,200	292,500	361,900	482,000	357,500	188,000	366,900	423,000	415,000	310,000	323,900	632,000	234,500	162,000	405,400	437,200
Furniture & Fixtures	5,500	30,000	5,000	5,000	15,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	5,000	5,000	10,000	5,000
Buildings	345,000	2,198,862	366,712	748,045	548,045	548,045	363,267	363,267	363,267	363,267	363,267	233,027	233,027	233,027	233,027	233,027
Improvements	50,000	50,000	83,333	75,000	160,000	325,000	11,000	1,111	-	-	205,000	-	6,667	-	-	25,000
Expenditures	\$ 1,062,700	\$ 2,640,362	\$ 883,945	\$ 1,378,045	\$ 1,161,545	\$ 1,155,045	\$ 796,667	\$ 883,378	\$ 854,267	\$ 740,267	\$ 1,011,167	\$ 943,027	\$ 552,193	\$ 497,027	\$ 713,427	\$ 797,227
Beginning Cash Balance	\$ 1,320,997	\$ 1,480,824	\$ 65,389	\$ 393,471	\$ 237,452	\$ 282,434	\$ 325,666	\$ 723,026	\$ 1,060,675	\$ 1,437,435	\$ 1,905,195	\$ 2,102,056	\$ 2,370,056	\$ 3,042,890	\$ 3,751,890	\$ 4,291,491
Annual Surplus (deficit)	159,827	(1,415,435)	328,082	(156,018)	44,982	43,232	397,360	337,649	376,760	467,760	196,860	268,000	672,834	709,000	539,600	423,800
Cash Balance	\$ 1,480,824	\$ 65,389	\$ 393,471	\$ 237,452	\$ 282,434	\$ 325,666	\$ 723,026	\$ 1,060,675	\$ 1,437,435	\$ 1,905,195	\$ 2,102,056	\$ 2,370,056	\$ 3,042,890	\$ 3,751,890	\$ 4,291,491	\$ 4,715,291

Capital Improvement Plan Report 2020-2024 - Construction Costs

Improvement Year	Project #	Project Name	Construction Fund	Special Assessment	Municipal State Aid	Sanitary Sewer Fund	Storm Water Utility	Water Fund (BPU)	Other	Total Project Cost	Project Length
2020											
13-21		2020 Street Patching	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2020 Street Striping	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2020 Crack Filling	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	0
		L St Resurfacing	\$31,000	\$4,000	\$0	\$2,000	\$0	\$0	\$0	\$33,000	0.05
		10th Ave NE Resurfacing	\$44,000	\$11,000	\$0	\$4,000	\$8,000	\$0	\$0	\$56,000	0.07
		11th Avenue NE Resurfacing	\$93,000	\$24,000	\$0	\$0	\$4,000	\$0	\$0	\$97,000	0.15
		O Street Resurfacing	\$118,000	\$15,000	\$0	\$8,000	\$16,000	\$0	\$0	\$142,000	0.19
		P Street Resurfacing	\$124,000	\$16,000	\$0	\$6,000	\$12,000	\$0	\$0	\$142,000	0.2
		2020 Seal Coat	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	0
		J St Resurfacing	\$155,000	\$20,000	\$0	\$14,000	\$12,000	\$0	\$0	\$181,000	0.19
		B Street, C Street, and D Street Recon	\$175,000	\$27,000	\$0	\$2,000	\$6,000	\$0	\$0	\$183,000	0.17
		2020 Sanitary Sewer Replacement Pro	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	0
		NW 4th Street Reconstruction	\$414,000	\$0	\$0	\$0	\$0	\$0	\$0	\$414,000	0.25
		5th Ave NE Reconstruction	\$0	\$46,000	\$448,000	\$14,000	\$12,000	\$0	\$0	\$474,000	0.29
		B Street Reconstruction	\$0	\$50,000	\$479,000	\$12,000	\$4,000	\$0	\$0	\$495,000	0.31
		Cuyuna Trail Extension, 13th/Washing	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$1,100,000	0
Yearly Total			\$1,349,000	\$213,000	\$927,000	\$462,000	\$74,000	\$0	\$1,100,000	\$3,912,000	1.87
2021											
14-13		S 6th St Sidewalk Extension	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0
		Madison Street Reconstruction	\$329,472	\$102,000		\$10,000	\$18,000	\$0	\$0	\$0	0.32
		2021 Street Patching	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2021 Street Striping	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2021 Crack Filling	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	0
		Paul Circle Resurfacing	\$31,000	\$8,000	\$0	\$2,000	\$4,000	\$0	\$0	\$37,000	0.05
		Madison Street Resurfacing	\$38,000	\$5,000	\$0	\$2,000	\$0	\$0	\$0	\$40,000	0.06
		Wright Street Realignment	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000	0
		S 7th Street Resurfacing	\$62,000	\$16,000	\$0	\$2,000	\$0	\$0	\$0	\$64,000	0.1
		Willow Street Resurfacing	\$0	\$6,000	\$68,000	\$2,000	\$0	\$0	\$0	\$70,000	0.07

Improvement Year	Project #	Project Name	Construction Fund	Special Assessment	Municipal State Aid	Sanitary Sewer Fund	Storm Water Utility	Water Fund (BPU)	Other	Total Project Cost	Project Length
		Paul Street Resurfacing	\$62,000	\$8,000	\$0	\$6,000	\$4,000	\$0	\$0	\$72,000	0.1
		S 8th St Resurfacing	\$68,000	\$17,000	\$0	\$4,000	\$0	\$0	\$0	\$72,000	0.11
		Todd Street Resurfacing	\$118,000	\$30,000	\$0	\$0	\$4,000	\$0	\$0	\$122,000	0.19
		2021 Seal Coat	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	0
		S 7th Street Resurfacing	\$136,000	\$35,000	\$0	\$6,000	\$10,000	\$0	\$0	\$152,000	0.22
		Rosewood, Sycamore, Tamarack Pave	\$186,000	\$29,000	\$0	\$60,000	\$0	\$0	\$0	\$246,000	0.18
		2021 Sanitary Sewer Replacement Pro	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	0
		S 7th Street Reconstruction	\$289,000	\$89,000	\$0	\$235,000	\$52,000	\$0	\$0	\$576,000	0.28
		Wright Street Resurfacing	\$0	\$91,000	\$548,000	\$30,000	\$52,000	\$0	\$0	\$630,000	0.57
Yearly Total			\$1,514,472	\$436,000	\$666,000	\$759,000	\$144,000	\$0	\$0	\$2,726,000	2.25
2022											
		2022 Street Patching	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2022 Street Striping	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2022 Crack Filling	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	0
		2022 Seal Coat	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	0
	12-04	North 6th Street Reconstruction	\$138,000	\$21,000	\$0	\$2,000	\$50,000	\$0	\$0	\$190,000	0.13
		2022 Sanitary Sewer Replacement Pro	\$0	\$0	\$0	\$255,000	\$0	\$0	\$0	\$255,000	0
		N 7th Street Reconstruction	\$234,000	\$35,000	\$0	\$4,000	\$25,000	\$0	\$0	\$263,000	0.22
		North 3rd Street Reconstruction	\$308,000	\$46,000	\$0	\$4,000	\$25,000	\$0	\$0	\$337,000	0.29
	14-04	Beech Street Resurfacing	\$0	\$80,000	\$481,000	\$18,000	\$30,000	\$0	\$0	\$529,000	0.5
Yearly Total			\$1,490,000	\$274,000	\$481,000	\$303,000	\$255,000	\$0	\$0	\$2,529,000	1.72
2023											
		2023 Street Patching	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2023 Street Striping	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	0
		2023 Crack Sealing	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	0
		Quince Street Resurfacing	\$44,000	\$11,000	\$0	\$0	\$0	\$0	\$0	\$44,000	0.07
		Rosewood Street Reconstruction	\$62,000	\$10,000	\$0	\$2,000	\$0	\$0	\$0	\$64,000	0.06
		Oakridge Road Resurfacing	\$81,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$81,000	0.13
		16th Street SE Resurfacing	\$87,000	\$11,000	\$0	\$6,000	\$4,000	\$0	\$0	\$97,000	0.14
		Walnut Street Resurfacing	\$106,000	\$27,000	\$0	\$8,000	\$4,000	\$0	\$0	\$118,000	0.17

Improvement Year	Project #	Project Name	Construction Fund	Special Assessment	Municipal State Aid	Sanitary Sewer Fund	Storm Water Utility	Water Fund (BPU)	Other	Total Project Cost	Project Length
		St. Louis Avenue Resurfacing	\$118,000	\$15,000	\$0	\$6,000	\$14,000	\$0	\$0	\$138,000	0.19
		2023 Seal Coat	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	0
		15th Street SE Resurfacing	\$155,000	\$20,000	\$0	\$10,000	\$12,000	\$0	\$0	\$177,000	0.25
		Pine Street Resurfacing	\$155,000	\$40,000	\$0	\$8,000	\$16,000	\$0	\$0	\$179,000	0.25
		Chicago Avenue Resurfacing and Reco	\$196,000	\$30,000	\$0	\$8,000	\$16,000	\$0	\$0	\$220,000	0.19
		Portland Avenue Resurfacing and Rec	\$206,000	\$32,000	\$0	\$12,000	\$10,000	\$0	\$0	\$228,000	0.2
		2023 Sanitary Sewer Replacement Pro	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	0
Yearly Total			\$1,410,000	\$206,000	\$0	\$460,000	\$76,000	\$0	\$0	\$1,946,000	1.65
2024											
		2024 Street Patching	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	0
		2024 Street Striping	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	0
		2024 Crack Sealing	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	0
		Norway Court Resurfacing	\$38,000	\$10,000	\$0	\$2,000	\$6,000	\$0	\$0	\$46,000	0.06
		Hillcrest Drive Resurfacing	\$50,000	\$13,000	\$0	\$4,000	\$6,000	\$0	\$0	\$60,000	0.08
		Belle Rae Circle Resurfacing	\$75,000	\$19,000	\$0	\$4,000	\$2,000	\$0	\$0	\$81,000	0.12
		Carol Lane Resurfacing	\$75,000	\$19,000	\$0	\$4,000	\$4,000	\$0	\$0	\$83,000	0.12
		Woodcrest Road Resurfacing	\$93,000	\$24,000	\$0	\$8,000	\$4,000	\$0	\$0	\$105,000	0.15
		Pineview Drive Resurfacing	\$106,000	\$27,000	\$0	\$6,000	\$6,000	\$0	\$0	\$118,000	0.17
		Hawkins Drive Resurfacing	\$130,000	\$33,000	\$0	\$6,000	\$4,000	\$0	\$0	\$140,000	0.21
		2024 Seal Coat	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	0
		Linden Lane Resurfacing	\$161,000	\$42,000	\$0	\$10,000	\$4,000	\$0	\$0	\$175,000	0.26
		Crestview Lane Resurfacing	\$161,000	\$42,000	\$0	\$10,000	\$12,000	\$0	\$0	\$183,000	0.26
		Spruce Drive Resurfacing	\$235,000	\$60,000	\$0	\$14,000	\$22,000	\$0	\$0	\$271,000	0.38
		2024 Sanitary Sewer Replacement Pro	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$400,000	0
		Graydon Avenue Mill and Overlay	\$567,000	\$179,000	\$0	\$30,000	\$36,000	\$0	\$0	\$633,000	1.13
Yearly Total			\$1,891,000	\$468,000	\$0	\$498,000	\$106,000	\$0	\$0	\$2,495,000	2.94
Grand Total			\$7,654,472	\$1,597,000	\$2,074,000	\$2,482,000	\$655,000	\$0	\$1,100,000	\$13,608,000	10.43



Improvements

Year

2020

2021

2022

2023

2024