



**Meeting:** Village Board  
**Meeting Date:** June 10, 2013  
**Agenda Item:** 6a

**Mission Statement**

Delivering quality services in a courteous, cost-effective and efficient manner.

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## VILLAGE BOARD MEETING STAFF REPORT

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**REPORT TO:** Burt R. McIntyre, President  
Village Board of Trustees

**REPORT FROM:** Paul F. Evert, Village Administrator

**AGENDA ITEM:** 6a Update on Strategic Plan

**ACTION REQUESTED:**  Ordinance  Resolution  Motion  Receive/File

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### **BACKGROUND INFORMATION**

The village adopted a strategic plan for 2008-2013 that primarily focuses on economic development. It was updated in 2009 and 2010.

Staff has convened several times to create a new Strategic Plan for the Village that would help guide budget and operational decisions. Work completed to date includes a redrafted Vision and Mission Statement and an analysis of strengths, weaknesses, opportunities and threats. The Village Board is encouraged to review and comment on these items.

Although the Vision and Mission Statement may undergo further refinement, as of this date we are suggesting replacing the current Vision Statement: **Providing transparent, accountable government while practicing service excellence**, with a statement we feel is more inspiring: **To make Howard the most desirable community to live, work, and play in Wisconsin.**

We are also recommending replacing the current Mission Statement: **Delivering quality services in a courteous, cost-effective and efficient manner**, with a statement that better reflects Howard's unique service delivery model: **Provide our residents with a safe, friendly, attractive, and active community by fearlessly pursuing innovative ways to deliver valuable services.**

In addition staff has conducted an analysis of the Village's, strengths, weaknesses, opportunities and threats (SWOT). Strengths and weaknesses are generally described as internal to the organization and opportunities are generally categorized as external. They are listed below. The Board is welcome to challenge and/or add to this list. We will continue by developing priorities, strategies, tactics, goals, and objectives for the Board to review at its next meeting.

### **STRENGTHS (Internal)**

Excellent financial position (no debt, healthy reserve fund, bond rating)  
Good local reputation: School district, tax rate, parks and open space  
Stable Village Board  
E-notify and Howard Happenings  
Creative and Innovative thinking embraced/implemented by staff and Board  
Physical location to major highways/metro area

Affluent population  
Recreational programming  
Good residential housing stock, home values, newer homes  
Stable local economy  
In-house engineering department  
Committed and dedicated staff  
Commitment to please stakeholders  
Well-educated employees in key positions  
Low crime rate  
Room for growth in all sectors  
Low per capita cost of government especially public safety  
Good relationships with major contracted service providers  
Solid and current Comprehensive Plan

### **WEAKNESSES (Internal)**

Low staffing levels make it difficult to address major issues and work on new initiatives or services at the same time  
Under funding of roads, bridges, utilities, and infrastructure  
Reluctance to use TIF for economic incentive  
Some front-line employees are unable to critically think in difficult situations  
Have not increased public safety to keep pace with population growth  
No fund being built for new or expansion of municipal facilities, except parks

### **OPPORTUNITIES (External)**

Highway redevelopment potential  
Room for growth, available vacant land  
TIF Districts in place in key locations  
Village Center  
Quarry  
Capacity of designed infrastructure  
Future innovations and technical improvements  
Creating trail connection  
Implementation of comp plan can create pedestrian friendly walkable neighborhoods  
Annexation possibilities

### **THREATS (External)**

Lack of community identity  
Lack of identifiable Main Street and commercial corridor  
Cuts to state and federal funding  
Lack of new plats  
Brown County development mentality  
Additional state and federal mandates such as The Affordable Care Act  
External permitting delays  
Inability to recruit national franchises, due to proximity to Oneida Street  
County's refusal to fund "complete" streets in the future  
Lack of aligned strategic partnership with our external partners, i.e. the school district  
Large TIF incentives being given by neighboring communities to developers