



Meeting: Village Board
Meeting Date: October 14, 2013
Agenda Item: 6b

Mission Statement

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

VILLAGE BOARD MEETING STAFF REPORT

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

REPORT FROM: Paul F. Evert, Village Administrator

AGENDA ITEM: Review and Discuss Strategic Plan, Goals, and Objectives

ACTION REQUESTED: ___Ordinance ___Resolution __X Motion ___Receive/File

POLICY ISSUE

Should the Village Board endorse the outlined strategic plan?

BACKGROUND INFORMATION

This item was last presented to the Board on August 12, 2013

PRIOR ACTION/REVIEW

At the August 12, 2013 meeting the Board preliminarily supported the goals and objectives as presented.

RECOMMENDED ACTION

Over the last three months staff has been working on rewriting the Strategic Goals and Objectives for the Village. The attachment shows a continued effort to better explain why the Village is going to be doing what it will be doing. Ultimately staff executes how we will be implementing the goals with Board approval. The attached document is not quite complete and will be revised to include the mission and vision statements, values, and to be put in a more attractive format. However, the 2014 budget is based in large part on these goals and objectives having taken into consideration the results from our community survey. Village staff recommends the Village Board direct staff to proceed to finalize the document.

If the Village Board agreed with this action, the following motion could be used, "*Motion to direct staff to finalize the Village's Strategic Plan.*"

POLICY ALTERNATIVE(S)

The Village Board could take the following actions:

- Approve with revisions
- Deny the suggested motion
- Table the suggested motion and request additional information

ATTACHED INFORMATION

- I. Draft Strategic Goals and Objectives

COPIES FORWARDED TO:

MISSION STATEMENT

Provide our residents with a safe, friendly, attractive, and active community by aggressively pursuing innovative ways to deliver valuable services.

STRATEGIC GOALS AND OBJECTIVES

Strategic Goal: 1. Maintain a strong financial position

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
1a. Avoid reliance on tax supported debt for operating and capital needs	Annually	i. Continue to fund operating and capital needs with existing cash balances generated from current operations			
	Annually	ii. Increase road resurfacing budget to keep up with expanded street mileage			
	Biannually in even years.	iii. Review permit fees, license fees, user fees, and bond schedule			
1b. Grow tax base in non-TIF Districts with infill and new subdivisions	Annually	i. Encourage the platting of new single family subdivisions by funding public utilities for 45 new lots a year			
	Annually	ii. Assist land owners and developers with the marketing of vacant commercial land			
	2014	iii. Install Phase 1 Glen Acres subdivision and Spring Green Road improvements			
	2016	iv. Install Phase II of Glen Acres			

	2017	v. Install Phase III of Glen Acres			
1c. Maintain healthy cash reserves	Annually Annually	i. Maintain general fund balance at 25 to 40% of prior year's expenditures. ii. Maintain cash reserves in utilities at levels sufficient to pay for operating expenses and future capital improvements			
1d. Implement the use of new and/or green technologies when cost effective	2014 2014-2019 2015-2020	i. Convert to the use of compressed natural gas fueled refuse and recycling vehicles with contracted collection contractor. ii. Install new auto read water meters iii. Explore alternatives to leasing street lights from WPS			
1e. Analyze Village operations for continuous improvement.	2014 2015 2014 Annually	i. Train key staff to lead LEAN process analysis. ii. Regularly select Village processes on which to perform LEAN Analysis. iii. Determine measurements to focus on for entry in performance management software. iv. Regularly enter relevant data in performance management software.			

Strategic Goal: 2. Recruit and maintain a workforce of well-trained, competent employees

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
2a. Encourage an environment that recognizes employees for work done well	Annually Annually	i. Hold spring in-service ii. Periodically provide employee learn and lunches			
2b. Maintain pay and benefits at levels that remain competitive in market place	2014 2016	i. Implement recommendations from compensation and classification study ii. Complete community wage surveys every three years.			
2c. Provide appropriate education to employees	2014 Annually	i. Develop orientation plans for new employees ii. Provide mandatory training for public works and public safety employees and look for training opportunities to lower worker compensation claims			
2d. Maintain wellness plan	Annually Annually Annually 2014	i. Continue to provide YMCA incentive program ii. Continue to provide EAP and inform employees of availability on an annual basis iii. Work with health insurance provider to improve risk group iv. Conduct risk assessment for slips, trips, and falls at facilities.			

Strategic Goal: 3. Create unique community identity with strong sense of place

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
3a. Remove barriers to implementing Comprehensive Plan	2014 2015 2014	i. Amend zoning ordinance to allow for development of land consistent with Comprehensive Plan ii. Comprehensively rezone properties to match the future land use map iii. Relocate users in Taylor/Shawano Avenue development area to allow for installation of Badgerland Rd.			
3b. Foster Howard as a business brand	Annually	i. Sponsor business roundtables ii. Inventory existing businesses and create a contact data base iii. Sponsor developer tours			
3c. Improve community branding.	2014-2016 2014-2016 2014 2014	i. Locate sites appropriate for location of entry signs, complete design, and install ii. Develop a Wayfinding plan and install wayfinding signs iii. Rename streets affected by the 29/41 reconstruction iv. Revamp Village website to be more interactive and functional v. Research publication options			

		with community partners.			
3d. Improve quality of life assets	Annually 2015 Annually 2014- 2016	<ul style="list-style-type: none"> i. Purchase additional Christmas decorations for arterial streets ii. Enhance Access to Duck Creek iii. Require complete streets with sidewalks and trails in all new subdivisions. iv. Install additional sidewalks, trails, and bike paths to encourage multimodal transportation and recreational opportunities consistent with adopted Comprehensive Outdoor Recreation Plan (CORP). v. Improve Existing park and golf course facilities consistent with CORP. vi. Acquire Additional parkland to meet future needs consistent with adopted CORP. vii. Support Veterans Memorial Project 			
3e. Focus development in target areas		<p><i>VILLAGE CENTER</i></p> <ul style="list-style-type: none"> i. Begin development of Village Center by recruiting residential 			

		<p>anchors and acquiring properties as needed to facilitate development.</p> <ul style="list-style-type: none"> ii. Complete design of Village Square iii. Complete land swaps and public improvements necessary to implement concept plan. iv. Recruit commercial development. <p><i>DUCK CREEK QUARRY</i></p> <ul style="list-style-type: none"> i. Acquire properties along Duck Creek Quarry in order to relocate Lakeview Drive ii. Acquire delinquent properties in special development areas iii. "The Quarries" GBC Demo iv. "The Quarries" GBC Phase 2 remediation and cleanup v. "The Quarries" purchase properties Homes, SZ, BN vi. "The Quarries" reconstruct Lakeview and Glendale vii. "The Quarries" Trails, Quarry remediation and connection viii. "The Quarries" Beach, beach house, fishing, sailing, kayak facilities 			
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		<p><i>SHAWANO/TAYLOR</i></p> <ul style="list-style-type: none"> i. 2013 Badgerland & Ullmer Ct. Utilities- TIF#4 ii. 2013 Badgerland Box Culvert - TIF 4 iii. Badgerland Roadway – Taylor to Duck Creek Parkway - TIF #4 iv. Taylor Street Roadway Match to Badgerland - TIF #4 v. Duck Creek Boulevard Roadway – Shawano to Badgerland - TIF #4 vi. Certified Site Watermain 			
3f. Encourage a community event such as fireworks, food or art festival	2014-2015	<ul style="list-style-type: none"> i. Work with community groups to determine viability of establishing a new event 			

Strategic Goal: 4. Provide safe, functional, well-maintained and cost-effective infrastructure

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
4a. Maintain infrastructure	Annually	<ul style="list-style-type: none"> i. Increase miles of streets resurfaced. ii. Perform crack sealing and joint repair iii. Curb and sidewalk replacement and repair iv. Perform water, sanitary, and storm sewer spot repairs 			

	2014	<ul style="list-style-type: none"> v. Perform water leakage study vi. Replace the Evergreen Avenue bridge over Lancaster Creek 			
4b. Improve infrastructure	2014-2016	<ul style="list-style-type: none"> i. Complete utility relocations and other improvements associated Highway 41 and 29 project. ii. Fund the Village's share of the Hwy 41 and 29 State Municipal Agreements with TIF #3 and #4 and related projects. 			
	2014	<ul style="list-style-type: none"> iii. Lineville Irrigation Well iv. Velp Avenue – Riverview to Memorial – WPS bury power lines 			
	2014	<ul style="list-style-type: none"> v. DOT CTH FF lighting & irrigation vi. CTH FF project – Shawano Av recon (FF RAB to Catherine) vii. Reconstruct S. Memorial PRV stations 			

		<ul style="list-style-type: none"> viii. Lakeview Lift station replacement ix. Replace Watermain on Cardinal Woodale to Mountain Bay Trail x. New street name and regulatory signage 			
4c. Improve infrastructure	2015	<ul style="list-style-type: none"> i. Waterloo – Greenfield & Glendale ii. Waterloo - Spencers to Greenfield (through corn field) iii. Elmwood Court - TIF #5 iv. Pinecrest Road Reconstruction, Lotus to Evergreen, excluding ROW v. Nikki Lee Ct Extension – Evergreen to Woodale Ave. vi. Evergreen Road Reconstruction, Glendale to Graceland, no pond 			

		<ul style="list-style-type: none"> vii. Shawano Ave Reconstruction – FF to Glendale viii. Aerial photos every five years 			
4d. Improve infrastructure	2016	<ul style="list-style-type: none"> i. Lineville Reconstruction, Rockwell to Cornell, RAB's and lighting 25/25/50 ii. Velp Ave decorative Lighting, Melody to 41 to Riverview iii. Evergreen Reconstruction, Pinecrest to Rolla 			

Strategic Goal: 5. Protect the safety and security of residents, businesses, employees and visitors.

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
5a. Conduct directed enforcement intervention programs, working closely with citizens to secure community support and address concerns.	Annual	<ul style="list-style-type: none"> i. Conduct 30 landlord tenant contacts per year. ii. Conduct 4 business crime prevention programs. 	DEO		
5b. Determine whether police staffing is consistent with risk profile and staffing models.	2014	<ul style="list-style-type: none"> i. Analyze incident data and compare to other relevant data. ii. Review staffing model. 	BRSO and EDPS		
5c. Create collaborative partnerships between law enforcement and the community to help reduce crime and nuisance activity.	Annual	<ul style="list-style-type: none"> i. Conduct 4 neighborhood outreach programs ii. Participate in National Night Out. 	DEO		
5d. Create volunteer patrol to assist DEO's	2014 2015 2015	<ul style="list-style-type: none"> i. Conduct outreach meeting to determine viability of program ii. Develop v.p. system iii. Implement v.p. 	BRSO and DEO		
5e. Conduct traffic patrol activities	2014-Annual	<ul style="list-style-type: none"> i. Perform traffic assessment of new traffic patterns including 	DEO		

that address new traffic patterns and related safety issues.		average speed assessment			
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Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
5f. Reduce traffic related deaths, injuries and property damage due to traffic crashes by Identifying problem areas, through crash data. Targeting those areas with traffic enforcement, work with traffic engineers to mitigate environmental design issues.	2014 2014 2014 2015 2016	<ul style="list-style-type: none"> i. Analyze crash data in the Village. ii. Assess the specific locations in the community with the highest crash rates. iii. Schedule proactive traffic patrols to impact designated areas. iv. Conduct a root cause analysis to determine crash related factors. v. Implement engineering technology and controls to reduce crash related behaviors. 	DEO		
5g. Determine whether fire department staffing consistent with risk profile and staffing models. Enhance the part-time and paid-on-call staffing model to	2014	<ul style="list-style-type: none"> i. Part-time and paid-on-call staffing model to address minimum staffing on apparatus as 4 ii. Reduce structural fire response times to 7 minutes 	EDPS		

address minimum staffing on apparatus, response times and effective utilization of operational staff.					
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Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
5h. Conduct fire and injury prevention activities to help reduce the community's risk of emergency incidents arising from all hazards.	Annual Annual	i. Conduct 16 fire education programs including outreach and station tours. ii. Hold Open House educational event	Fire Prevention		
5i. Develop an EMS service model that provides first responder basic life support services through a first response system. Develop an EMS service model that is capable of providing 24 Basic Life Support services in the form of a sustainable Medical First	2014 2014	i. Staff first responder engine to respond to high risk life safety events on a 24 hours basis ii. Study ALS/BLS provider models for implementation	EDPS		

Responder program.					
5j. Conduct public safety facilities study to address future growth	2014 2014 2015	i. Review current response data as it relates to facility locations. ii. Review maintenance history and operating costs of physical resources. iii. Establish a committee to determine long term public safety building needs.	Admin and EDPS		
5k. Promote the continuous improvement of the fire department by meeting recognized performance standards. Continue efforts with the Packerland Fire District agencies to assess equipment and develop common standards for safe fireground operations and firefighter training, while reviewing processes for efficiencies	2014 2014 2015 2015 2016	i. Review the standards and process required for accreditation through the Center for Public Safety Excellence (CPSE) to determine viability for the department. ii. Compile a list of best practices utilized by accredited fire departments of similar size. iii. Develop Committee to work on accreditation process. iv. Implement processes, guidelines and systems required for accreditation v. Seek accreditation	EDPS		

<p>5l. Develop and implement a marketing and communications plan to provide a clear understanding of agency activities and service offerings</p>	<p>2014 2014 2014 2014 2014 2015 2015 2016</p>	<ul style="list-style-type: none"> i. Establish a communication taskforce. ii. Review current SOGs as they relate to external communications. <ul style="list-style-type: none"> a. Amend or augment as necessary. iii. Compile a list of current service offerings. iv. Maintain a dynamic internet presence, possibly using social media sites such as Facebook and Twitter. v. Develop new public relations campaigns and the appropriate audiences. vi. Establish citizens fire academies. vii. Re-evaluate the External Communications Plan. 			
<p>5m. Assess the internal organizational climate to determine the status of the organization. Explore opportunities for enhancing recruitment and retainment of</p>	<p>2014 2014</p>	<ul style="list-style-type: none"> i. Develop a systematic recruitment program that is consistent with other village media opportunities. ii. Conduct annual recruiting campaigns to seek qualified candidates. 			

part-time and paid-on-call firefighters.					
5n. Examine organizational succession for internal and external candidates	2014 2015	i. Examine job descriptions of chief officer positions to determine whether they are consistent with risk management projections and community needs. ii. Develop and implement practices to enhance succession and or recruitment of chief level officers			

Strategic Goal: 6. Create and enhance collaborative partnerships with stakeholders

Objectives	Time Frame	Measurement/ Indicators	Responsibility	Complete?	Progress Report
6a. Create and enhance collaborative partnerships with stakeholders		i. Meet with service groups and non-profits to look for common goals.			
6b. Evaluate strategic goals and objectives of current partnerships and projected partnerships	2014 2015 2016	i. Complete analysis of goals and objectives of the school district and Village of Suamico. ii. Complete analysis of Brown County's strategic goals and objectives. iii. Complete analysis of major contracted service providers.			

6c. Conduct individual strategic planning meeting to compare and align strategic plans with identified groups					
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