

Strategic Plan



2014-2017



VILLAGE OF HOWARD 2014-17 STRATEGIC PLAN



VISION STATEMENT

To be the most desirable community to live, work, and play in Wisconsin by creating a place to grow a healthy family, build a thriving business, and pursue a balanced life

MISSION STATEMENT

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

VALUES

CUSTOMER SERVICE: We go above and beyond to please our residents, businesses and visitors.

HONESTY: We are open and forthright with the public and each other and treat all with respect and dignity.

COMMUNICATION: We share information with others as a two-way process, clearly expressing relevant information and listening intently.

INNOVATION:—We deliver the highest level of service in fiscally responsible methods, always looking to adopt or create new and improved methods in order to achieve excellence in all that we do.

STRATEGIC GOAL	OBJECTIVES	MEASUREMENT/INDICATORS	TIME FRAME
I. MAINTAIN A STRONG FINANCIAL POSITION	<p>A. Avoid reliance on tax-supported debt for operating and capital needs</p>	<p>i. Continue to fund operating and capital needs with existing cash balances generated from current operations ii. Increase road resurfacing budget to keep up with expanded street mileage iii. Review permit fees, license fees, user fees, and bond schedule</p>	<ul style="list-style-type: none"> • Annually • Annually • Biannually in even years
	<p>B. Grow tax base in non-TIF districts with infill and new subdivisions</p>	<p>i. Encourage the platting of new single family subdivisions by funding public utilities for 45 new lots a year ii. Assist land owners and developers with the marketing of vacant commercial land iii. Install Phase 1 Glen Acres subdivision and Spring Green Road improvements iv. Install Phase II of Glen Acres v. Install Phase III of Glen Acres</p>	<ul style="list-style-type: none"> • Annually • Annually • 2014 • 2016 • 2017
	<p>C. Maintain healthy cash reserves</p>	<p>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</p>	<ul style="list-style-type: none"> • Annually • Annually
	<p>D. Implement the use of new and/or green technologies when cost effective</p>	<p>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</p>	<ul style="list-style-type: none"> • 2014 • 2014-2019 • 2015-2020
	<p>E. Analyze village operations for continuous improvement</p>	<p>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</p>	<ul style="list-style-type: none"> • 2014 • 2015 • 2014 • Annually

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<p align="center">II. RECRUIT AND MAINTAIN A WORKFORCE OF WELL- TRAINED, COMPETENT EMPLOYEES</p>	<p>A. Encourage an environment that recognizes employees for work done well</p>	<p>i. Hold spring in-service ii. Periodically provide employee learn and lunches</p>	<ul style="list-style-type: none"> • Annually • Annually
	<p>B. Maintain pay and benefits at levels that remain competitive in market place</p>	<p>i. Implement recommendations from compensation and classification study ii. Complete community wage surveys every three years</p>	<ul style="list-style-type: none"> • 2014 • 2016
	<p>C. Provide appropriate education to employees</p>	<p>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</p>	<ul style="list-style-type: none"> • 2014 • Annually
	<p>D. Maintain wellness plan</p>	<p>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</p>	<ul style="list-style-type: none"> • Annually • Annually • Annually • 2014

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III. CREATE A UNIQUE COMMUNITY IDENTITY WITH A STRONG SENSE OF PLACE	A. Remove barriers to implementing Comprehensive Plan	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 Road	<ul style="list-style-type: none"> • 2014 • 2015 • 2014
	B. Foster Howard as a business brand	i. Sponsor business roundtables ii. Inventory existing businesses and create a contact data base iii. Sponsor developer tours	<ul style="list-style-type: none"> • Annually • 2013-14 • Annually
	C. Improve community branding	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	<ul style="list-style-type: none"> • 2014-16 • 2014-16 • 2013-14 • 2014 • 2014
	D. Improve quality of life assets	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	<ul style="list-style-type: none"> • Annually • 2015-16 • Annually • Annually • Annually • Annually • Annually

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		<p>F. Encourage a community event such as fireworks, food or art festival</p>	<ul style="list-style-type: none"> i. Work with community groups to determine viability of establishing a new event 	<ul style="list-style-type: none"> • 2014-15

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		B. Determine whether police staffing is consistent with risk profile and staffing models	i. Analyze incident data and compare to other relevant data ii. Review staffing model	<ul style="list-style-type: none"> • 2014 • 2014
		C. Create collaborative partnerships between law enforcement and the community to help reduce crime and nuisance activity	i. Conduct 4 neighborhood outreach programs ii. Participate in National Night Out.	<ul style="list-style-type: none"> • Annually • Annually
		D. Create volunteer patrol to assist DEO's	i. Conduct outreach meeting to determine viability of program ii. Develop v.p. system iii. Implement v.p.	<ul style="list-style-type: none"> • 2014 • 2015 • 2015
		E. Conduct traffic patrol activities that address new traffic patterns and related safety issues	i. Perform traffic assessment of new traffic patterns including average speed assessment	<ul style="list-style-type: none"> • 2014 and annually
		F. Conduct traffic patrol activities that address new traffic patterns and related safety issues	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	<ul style="list-style-type: none"> • 2014 • 2014 • 2014 • 2015 • 2016

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<p style="text-align: center;">V. PROTECT THE SAFETY AND SECURITY OF RESIDENTS, BUSINESSES, EMPLOYEES, AND VISITORS</p>	<p>G. Determine whether fire department staffing is consistent with risk profile and recognized staffing models. Enhance the part-time and paid-on-call staffing model to address minimum staffing on apparatus, response times and effective utilization of operational staff</p>	<p>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</p>	<p>• 2014 • 2014</p>
	<p>H. Conduct fire and injury prevention activities to assist in reducing the community's risk of emergency incidents arising from all hazards</p>	<p>i. Conduct 16 fire education programs including outreach and station tours ii. Hold Open House educational event</p>	<p>• Annually • Annually</p>
	<p>I. 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 Responder program</p>	<p>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</p>	<p>• 2014 • 2014</p>
	<p>J. Conduct public safety facilities study to address future growth</p>	<p>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</p>	<p>• 2014 • 2014 • 2015</p>
	<p>K. 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</p>	<p>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</p>	<p>• 2014 • 2014 • 2015 • 2015 • 2017</p>

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<p style="text-align: center;">VI. CREATE AND ENHANCE COLLABORATIVE PARTNERSHIPS WITH STAKEHOLDERS</p>	<p>A. Create and enhance collaborative partnerships with stakeholders</p>	<p>i. Meet with service groups and non-profits to look for common goals</p>	<ul style="list-style-type: none"> • Annually
	<p>B. Evaluate strategic goals and objectives of current partnerships and projected partnerships</p>	<p>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</p>	<ul style="list-style-type: none"> • 2014 • 2015 • 2016
	<p>C. Conduct individual strategic planning meeting to compare and align strategic plans with identified groups</p>		<ul style="list-style-type: none"> • 2014-16