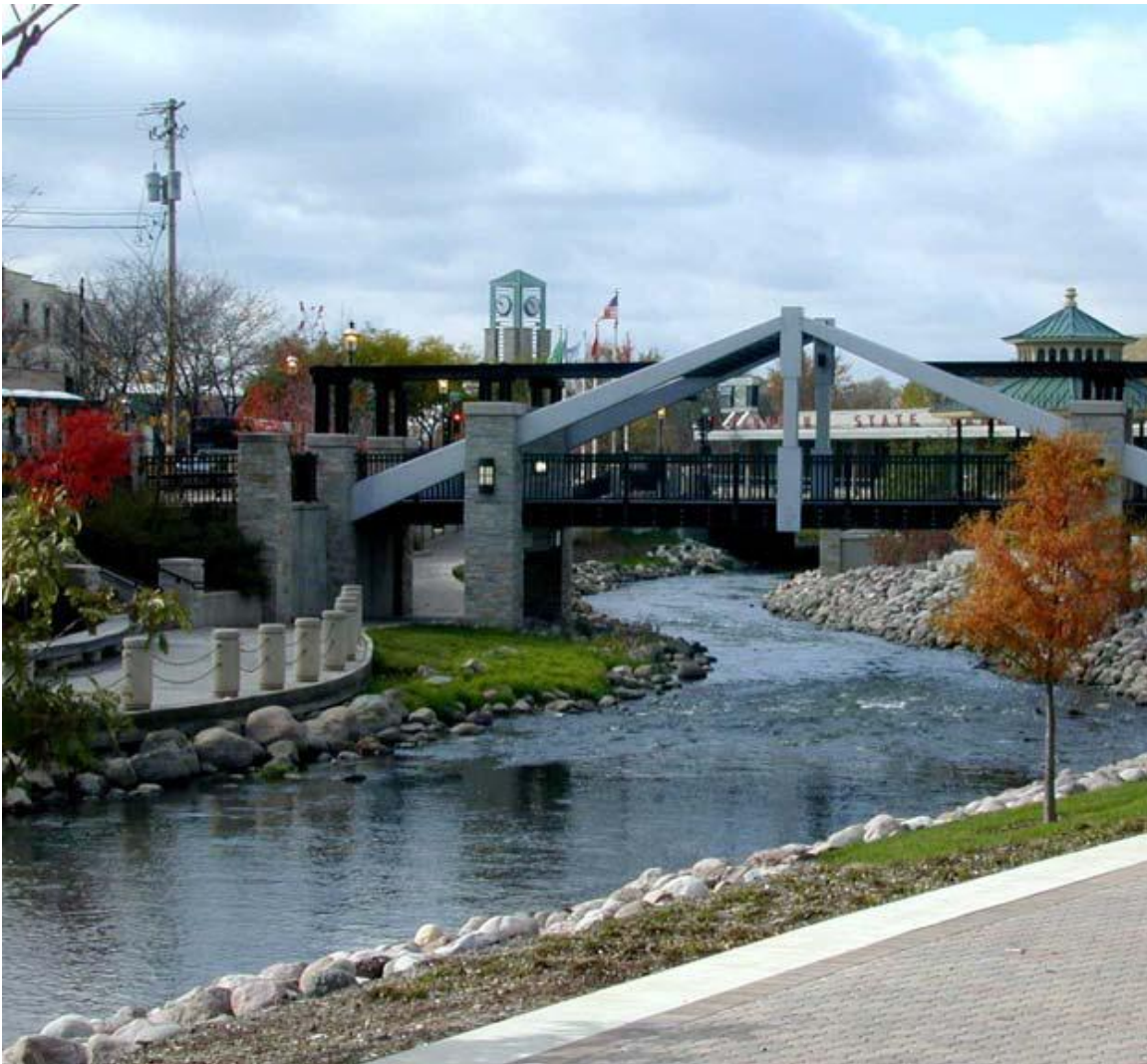


City of Waukesha Strategic Planning Section 2012



Introduction

During 2008, the city engaged in establishing a five year strategic plan. As part of this process, the city defined its vision and mission, established core values for its employees and set goals to follow for now and into the future. The following presentation of the vision, mission, goals and outcome measures is a summary designed to enhance the budget document and provide the reader with information on how the city is working to meet its goals. Within the rest of the budget document, you will find references to the strategic plan and information relating each department to the various goals. A full version of the strategic plan is available on the city's website. That document provides greater detail on how the strategic plan was developed.

Vision, Mission, Values and Goals

Vision

The **City of Waukesha** will be recognized by residents, businesses, industry and visitors as an innovative, dynamic, diverse and historic community of choice.

Mission

We are dedicated to enhancing the community's quality of life through efficient, effective and responsive government.

Organizational Values

Accountability - Take personal responsibility for our actions. Accept consequences for unsatisfactory performance and recognition for exceptional performance.

Collaboration - Build external partnerships to maximize resources and achieve common goals.

Customer Orientation - Provide exceptional service with a caring attitude and sense of urgency. Listen and respond to ideas and concerns with fairness and with flexibility whenever possible.

Diversity – Recognize the varied cultural, social, ethnic and age groups that comprise our community and embrace a sense of community.

Innovation - Foster positive change through creative thinking, use of new methods, and application of technology to further enhance productivity.

Integrity - Exemplify a high level of trust, honesty, and ethical conduct.

Professionalism - Perform our jobs at a high standard that achieves excellent quality with opportunities for employee education, training and professional development to build capacities and broaden competence.

Respect - Treat all people in a fair, dignified, courteous and equitable manner.

Teamwork - Work cooperatively within our organization and throughout our community.

(Vision, Mission, Values and Goals Cont.)

Goals

The City of Waukesha will be...

- 1. Safe and Secure:** Work in partnership with the community to prevent, respond to and mitigate unsafe conditions and emergencies with a focus on problem solving.
- 2. Well Managed and Financially Sound:** Develop fiscally sound financial practices and effectively manage public resources within budgetary limitations. Be a good steward of public finances, continually seeking more efficient, cost effective ways to provide services.
- 3. Customer Focused Organization:** Provide prompt and responsive service with a caring attitude.
- 4. Economically Strong and Diverse:** Use strategies and policies that are forward thinking to retain and expand existing businesses, attract new businesses and high quality jobs, and promote quality redevelopment.
- 5. Well Planned, Sustainable and Environmentally Sensitive:** Plan appropriately to be a city whose development, natural resources and public infrastructure are sustainable, accessible, and environmentally sensitive while keeping pace with growth.
- 6. Vibrant Neighborhoods and Business Areas:** Promote attractive and clean neighborhoods with a sense of identity. Promote redevelopment while preserving historical assets.
- 7. Dynamic Civic, Cultural and Recreational Center for the Region:** Foster exceptional programs, services and facilities that promote a continued renaissance highlighting our arts community, musical assets, library services, parks/open spaces and diverse recreational opportunities.

Goals and Outcome Measures

Outcome Measures- Provide an indication of the impact or effect the City is having on its intended goal. These measures should provide feedback and influence future planning, resource allocation and operating decisions.

1. Safe and Secure

M1 Crime rate – (violent crime and property crime)

Owner of Data – Police Department

Source – Uniform Crime Reports from the State of Wisconsin

Complete 2009 crime rates for other cities and the state are not available

Violent crimes include murder, forcible rape, robbery and aggravated assault.

Property crimes include burglary, larceny theft, motor vehicle theft and arson.

		2010	2009	2008	2007	2006	2005	2004
City of Waukesha	Violent	135	159	124	84	165	141	141
70,718	Property	1,574	1,725	2,138	1,410	2,103	1,967	1,953
Green Bay	Violent	370	468	502	593	536	479	505
104,057	Property	2,575	2,742	3,124	2,744	2,787	2,828	2,904
Beloit	Violent	413	473	454	407	506	413	444
36,966	Property	3,854	3,850	4,776	4,670	5,191	5,179	4,554
Janesville	Violent	268	245	275	252	214	274	202
63,575	Property	3,826	3,605	4,500	4,369	4,776	4,796	4,551
Wauwatosa	Violent	167	196	247	209	284	196	295
46,396	Property	4,055	4,044	3,882	4,413	4,133	4,649	4,225
LaCrosse	Violent	305	371	409	318	343	196	233
51,320	Property	3,400	3,634	3,754	3,631	3,784	3,175	2,988
Racine	Violent	472	545	659	633	590	484	428
78,860	Property	4,167	4,310	4,813	5,001	5,751	5,694	5,669
West Allis	Violent	342	347	379	364	413	416	285
60,411	Property	4,963	4,219	5,354	5,095	4,509	4,417	4,095
Appleton	Violent	285	240	220	202	261	240	224
72,623	Property	2,459	2,663	3,170	3,307	2,987	2,905	3,050
Kenosha	Violent	276	278	353	374	367	267	231
99,218	Property	3,032	3,124	3,022	3,571	3,092	3,100	3,103
Oshkosh	Violent	320	393	292	319	301	280	224
66,083	Property	2,676	3,324	3,612	3,639	3,303	2,842	3,085
Fond du Lac	Violent	312	281	345	342	330	174	140
43,021	Property	2,667	2,732	2,953	2,803	2,801	2,777	3,072
Eau Claire	Violent	210	182	128	147	154	179	285
65,883	Property	2,888	2,635	2,796	3,018	3,379	3,011	3,610
Wisconsin	Violent	249	259	276	288	289	244	210
5,686,986	Property	2,487	2,637	2,746	2,830	2,825	2,734	2,683

*Goals and Outcome Measures
(1. Safe and Secure Cont.)*

M2 Crime clearance rate

Owner of data – Police Department

Source – Uniform Crime Reports from the State of Wisconsin

		2010	2009	2008	2007	2006	2005	2004
City of Waukesha	Violent	71%	76%	89%	67%	75%	72%	71%
70,718	Property	37%	34%	40%	29%	25%	28%	23%
Green Bay	Violent	65%	76%	79%	74%	76%	82%	79%
104,057	Property	27%	38%	33%	30%	32%	33%	32%
Beloit	Violent	52%	55%	52%	47%	37%	55%	50%
36,966	Property	26%	27%	23%	22%	16%	21%	25%
Janesville	Violent	55%	67%	64%	60%	61%	54%	62%
63,575	Property	26%	31%	24%	23%	21%	21%	25%
Wauwatosa	Violent	47%	46%	48%	32%	41%	59%	66%
46,396	Property	34%	33%	26%	26%	27%	23%	30%
LaCrosse	Violent	71%	76%	74%	78%	81%	83%	75%
51,320	Property	38%	40%	34%	39%	39%	35%	37%
Racine	Violent	59%	49%	49%	40%	61%	48%	50%
78,860	Property	26%	26%	22%	19%	19%	20%	21%
West Allis	Violent	60%	67%	69%	62%	63%	65%	52%
60,411	Property	30%	28%	25%	21%	18%	23%	24%
Appleton	Violent	85%	83%	83%	79%	76%	81%	69%
72,623	Property	33%	29%	28%	23%	26%	25%	29%
Kenosha	Violent	52%	55%	47%	42%	40%	42%	48%
99,218	Property	26%	28%	26%	20%	23%	42%	42%
Oshkosh	Violent	64%	64%	67%	71%	82%	78%	86%
66,083	Property	28%	26%	24%	21%	25%	29%	24%
Fond du Lac	Violent	79%	60%	65%	45%	49%	77%	60%
43,021	Property	33%	26%	32%	27%	20%	25%	26%
Eau Claire	Violent	65%	71%	69%	71%	78%	82%	73%
65,883	Property	31%	37%	33%	28%	27%	27%	28%
Wisconsin	Violent	50%	50%	50%	46%	47%	47%	55%
5,686,986	Property	25%	26%	25%	23%	23%	24%	23%

*Goals and Outcome Measures
(1. Safe and Secure Cont.)*

M3a Average response times – Average response time in minutes (AVR) for Fire and EMS emergency calls

Owners of data – Fire Department

	2007	2008	2009	2010	2011
City of Waukesha	5:44	5:33	5:42	5:34	6:17

M3b Percent meeting 7 minute response time standard (Fire and EMS)

Owners of data – Fire Department

	2007	2008	2009	2010	2011
City of Waukesha	81.21%	81.44%	81.82%	84.03%	67.50%

Note: National Fire Protection Association (NFPA) 1710 national response time standard is 6 minutes.

M4 Number of incidents classified as structure fire by NFPA

Owners of Data – Fire Department

2008	2009	2010	2011	2012
80	63	49	48	40

M5 Percent of incidents meeting standard response times (other than Fire and EMS)

Owner of Data – Public Works

Standard response time for EMERGENCY SITUATIONS apply as follows: (this indicates that anything called emergency is assessed within one hour by a supervisor and further action is then taken)

- Potholes/Sinkholes: Within 1 hour
- Signs: Within 1 hour
- Signals: Within 1 hour
- Tree Removal: Within 1 hour
- Manhole covers/
Catch basins Within 1 hour

We reach these criteria 100% of the time

*Goals and Outcome Measures
(1. Safe and Secure Cont.)*

M6 Percent of major arterial streets salted/plowed within 48 hours

Owner of Data Public Works

Data is currently being compiled beginning with 2009. Standard response times apply as follows:

Hospital Route Salted:	within 2 hours, 100% of times
Major Arterials Salted:	within 4 hours, 100% of times
Residential Streets Salted:	within 4 hours, 85% of times
Cul-de-sac/Alleys Salted:	within 4 hours, 85% of times
Hospital Route Plowed:	within 4 hours, 100% of times
Major Arterials Plowed:	within 4-8 hours, 85% of times
Residential Streets Plowed:	within 8-12 hours, 80% of times
Cul-de-sac/Alleys Plowed:	within 24hours, 80% of times

M4 Water quality and quantity: radium compliance, compliance with DNR and EPA standards for discharge of wastewater, Compliance with DNR standards for stormwater discharge water quality standards.

Storm Water Management:

Reduction in total suspended solids (TSS):

- A. Reduction to 40% by 2013 (current DNR requirement)
- B. Reduction to 23.7% by end of 2010, exceeding the goal of 22.6% by end of 2010

M7 Infrastructure Renewal

Note: Items to measure and methods of measurement are still being formulated.

2. Well Managed and Financially Sound

M1a Bond rating

Owner of data – Finance Department

	2008	2009	2010	2011	2012
Moody's	Aa2	Aa2	Aa1	Aa1	Aa1
	Stable	Stable	Stable	Stable	Stable

Goals and Outcome Measures
 (2. Well managed and financially sound.)

Comparables:

Municipality	Rating Agency	Rating
City of Beloit	Standard & Poors	A+
City of LaCrosse	Moody's	Aa2
City of Appleton	Moody's	Aaa
City of West Allis	Moody's	Aa2
City of Oshkosh	Moody's	Aa2
City of Eau Claire	Moody's	Aa+

M1b Fund balance reserve as percent of general fund

Owner of data – Finance Department

	2007	2008	2009	2010	2011
City of Waukesha	16.50%	16.16%	16.78%	19.94%	20.07%
City of Appleton	1.13%	4.11%	0.70%	0.87%	21.18%
City of Oshkosh	18.83%	17.64%	17.44%	19.39%	19.97%
City of Eau Claire	9.33%	12.12%	16.18%	18.82%	23.04%
City of Beloit	27.98%	25.64%	26.95%	29.47%	27.91%
City of West Allis	45.90%	49.87%	48.40%	45.70%	17.51%
City of LaCrosse	25.76%	27.06%	28.11%	26.96%	41.19%

M2 Equalized tax rate per \$1,000

Owner of data – Finance Department

2007-08	2008-09	2009-10	2010-11	2011-12
\$7.98	\$7.95	\$8.63	\$8.97	\$9.16

3. Customer Focused Organization

Owner of data – Human Resources

M1 Number of complaints and compliments

M2 Customer Satisfaction

Note: Outcome measures for this goal are still being developed.

*Goals and Outcome Measures
(4. Economically Strong and Diverse.)*

4. Economically Strong and Diverse

M1 Ratio of commercial/industrial/residential tax base

Owner of data – Community Development/Assessor

Class	2009		2010		2011	
Residential	\$3,968,780,200	70%	\$3,973,498,300	69%	\$3,693,002,200	69%
Commercial	\$1,507,853,600	26%	\$1,533,283,700	27%	\$1,447,127,000	27%
Industrial	<u>\$205,310,900</u>	<u>4%</u>	<u>\$213,074,300</u>	<u>4%</u>	<u>\$205,771,400</u>	<u>4%</u>
TOTAL	\$5,681,944,700	100%	\$5,719,858,311	100%	\$5,345,900,600	100%

% COVERAGE PER COMPREHENSIVE PLAN

	2010 Acres	%	2011 Acres	%
Commercial	2558	21.4	2564	21.4
Residential	5066	42.3	5087	42.4
Industrial	934	7.8	933	7.8
Agricultural	579	4.8	566	4.7
Exempt	2843	23.7	2844	23.7

Note: Exempt coverage would be government and institution, environmental and park.

*Goals and Outcome Measures
(4. Economically Strong and Diverse.)*

M2 Number of new jobs created by new and existing business

Owner of data – Community Development

Source – US Census Bureau

City of Waukesha Jobs by Business Type	2010		2009		2008	
	Count	Share	Count	Share	Count	Share
Agriculture, Forestry, Fishing and Hunting	0	0.0%	2	0.0%	3	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0	0.0%	0	0.0%
Utilities	514	1.1%	524	1.2%	530	1.1%
Construction	2,176	4.8%	2,217	4.9%	2,242	4.9%
Manufacturing	9,859	21.6%	10,723	23.8%	12,052	26.7%
Wholesale Trade	2,697	5.9%	2,638	5.7%	3,038	6.2%
Retail Trade	4,036	8.8%	4,568	10.1%	4,744	9.3%
Transportation and Warehousing	1,236	2.7%	1,074	2.4%	1,316	2.6%
Information	1,158	2.5%	530	1.2%	582	1.2%
Finance and Insurance	2,042	4.5%	2,011	4.5%	2,022	4.7%
Real Estate and Rental and Leasing	403	0.9%	378	0.8%	390	0.8%
Professional, Scientific and Technical Services	2,005	4.4%	1,783	4.0%	1,792	3.6%
Management of Companies and Enterprises	392	0.9%	486	1.1%	635	1.3%
Administration & Support, Waste Management & Remediation	2,342	5.1%	1,837	4.1%	2,389	3.5%
Educational Services	2,340	5.1%	2,287	5.1%	2,094	4.6%
Health Care and Social Assistance	6,996	15.3%	6,738	14.9%	6,092	13.9%
Arts, Entertainment and Recreation	507	1.1%	441	1.0%	385	0.8%
Accommodation and Food Services	2,613	5.7%	2,660	5.9%	2,638	5.9%
Other Services (excluding Public Administration)	1,449	3.2%	1,429	3.2%	1,348	3.0%
Public Administration	2,911	6.4%	2,791	6.2%	2,786	5.9%
Total Jobs	45,676		45,117		47,078	

Jobs by Worker Age

	2010		2009		2008		2007	
	Count	Share	Count	Share	Count	Share	Count	Share
Age 29 or younger	9941	21.8%	10,180	22.6%	11,171	23.7%	10,892	23.6%
Age 30 to 54	26418	57.8%	26,106	57.9%	26,875	57.1%	26,682	57.8%
Age 55 or older	<u>9317</u>	20.4%	<u>8,831</u>	19.6%	<u>9,032</u>	19.2%	<u>8,555</u>	18.5%
Totals	45676		45,117		47,078		46,129	

*Goals and Outcome Measures
(4. Economically Strong and Diverse Cont.)*

M3 Percent change in jobs at Top 10 Employers in City

Owner of data – Community Development

Source – Waukesha County Workforce Development

Note: Data to be compared annually for % change starting next year.

Name of Employer	Type of Business	2010 Approximate Employment (Full-time Equivalents)	2011 Approximate Employment (Full-time Equivalents)	% Change
GE Healthcare	Medical Products	2,958	2,958	0.00%
Waukesha Memorial Hospital	Health Services	1,831	1,725	-5.79%
School Dist. Of Waukesha	Education	1,510	1,500	-0.66%
Waukesha County	Government	1,401	1,357	-3.14%
Cooper Power Systems	Manufacturing	841	977	16.17%
Waukesha Engine	Engine Manufacturing	600	600	0.00%
City of Waukesha	Government	561	541	-3.57%
Metaltek	Manufacturing	452	514	13.72%
Waukesha Electric Systems	Power Transformers	511	500	-2.15%
Carroll University	Education	360	360	0.00%
Husco International	Electro Hydraulic Mfg	330	329	-0.30%

M6 Mean earnings per job per month

Owner of data – Community Development

Source – US Census Bureau

City of Waukesha	2010		2009		2008		2007	
	Count	Share	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	8,606	18.8%	8,835	19.6%	8,996	19.1%	8,860	19.2%
\$1,251 - \$3,333 per month	15,430	33.8%	15,900	35.2%	16,414	34.9%	16,241	35.2%
More than \$3,333 per month	<u>21,640</u>	47.4%	<u>20,382</u>	45.2%	<u>21,668</u>	46.0%	<u>21,080</u>	45.6%
Totals	45,676		45,117		47,078		46,181	

5. Well Planned, Sustainable and Environmentally Sensitive

M1 Compliance with park and open space standards

Owner of data – Park, Recreation & Forestry/Community Development

Based on the Council adopted Park and Open Space Plan the standards are as follows:

Neighborhood parks per ½ mile service radius - # of proposed developments located within ½ mile service radius of a neighborhood park

*Goals and Outcome Measures
(5. Well Planned, Sustainable and Environmentally Sensitive Cont.)*

Community parks per 2 mile service radius - # of proposed developments located within 2 miles of a community park

M2 Recycled tonnage as percentage of total solid waste

Owner of data – Public Works

Source – Waukesha County

Year	Percentage
2009	36.1%
2010	36.9%
2011	40.4%

M4 Water quality and quantity: radium compliance, compliance with DNR and EPA standards for discharge of wastewater, compliance with DNR and EPA standards for stormwater discharge water quality standards

Note: Data to be collected starting in 2009.

M5 Compliance with maintenance schedules

Owner of data – Public Works

Note: Items to measure and methods of measurement are still being formulated.

M6 Percent of incidents meeting standard response times (other than Fire and EMS)

Owner of Data – Public Works

Data is currently being compiled beginning in 2009. Standard response times apply as follows:

Standard response times apply as follows:

(Winter and early spring – within 1 week)

Potholes/Sinkholes	42% of times
Manholes/Catch Basins	83% of times
Street Lights	83% of times
Signs	35% of times
Traffic Signals	50% of times.

(summer and fall – 2 to 4 days)

Potholes/Sinkholes	30% of times
Manholes/Catch Basins	92% of times
Street Lights	48% of times
Traffic Signals	97% of times
Signs	45% of times

*Goals and Outcome Measures
(5. Well Planned, Sustainable and Environmentally Sensitive Cont.)*

M7 Infrastructure Renewal
Owner of data – Public Works

Note: Items to measure and methods of measurement are still being formulated.

6. Vibrant Neighborhoods and Business Areas

M1 Number of building permits issued to existing properties

Owner of data – Community Development/Assessor
Existing property is defined as Residential, Commercial and Industrial

Note: Community Development and Assessors are developing a map of the City’s neighborhoods using elementary school boundaries. In addition, we are developing a program to track building permits issued within those individual neighborhoods to use as a benchmark to track grants from year to year.

M2 Percent increase in assessed values

Owner of data – City Assessor/Community Development
Property type to be defined as Residential, Commercial and Industrial

Note: Community Development and Assessors are developing a map of the City’s neighborhoods using elementary school boundaries. In addition, we are developing a program to access current values within those individual neighborhoods to monitor growth or decline.

M3 Compliance with street tree management standards

Owner of data – Park, Recreation and Forestry

ACTIVITY	2007	2008	2009	2010	2011
Trees Planted	537	380	349	337	407
Trees Removed	306	247	325	328	317
Trees Pruned	4,134	4,270	4,372	3,911	4,786
Service Requests	488	511	501	591	581

Pruning standard: The street tree pruning cycle is 6 years with an average of 4,100 trees per year.

Goals and Outcome Measures

(7. Dynamic Civic, Cultural and Recreational Center for the Region)

7. Dynamic Civic, Cultural and Recreational Center for the Region

M1 Customer survey data

Note: Methods of measurement are still being formulated.

M2 Number of City sponsored events/participation rates/evaluation

	2007	2008	2009	2010	2011
Library Visits per Capita	7.06	8.05	7.71	6.87	7
Attendance at Children's Programs	21,254	21,782	17,502	22,111	22,078
Summer Reading Program Registration	3,373	3,453	2,944	2,882	3,100
Pool Passes	1,471	1,308	1,328	1,334	1,437
Swim Lesson Enrollments	2,127	1,781	1,955	1,919	1,922
Recreation Program Enrollments	15,930	17,401	18,674	20,079	21,782

ACTIVITY	2008	2009	2010	2011	2012
JanBoree Events	31	32	38	35	36

Goals and Initiatives

1. Safe and Secure

- Inventory existing community partnerships that address public safety issues and identify additional potential partners, i.e. the Library security project
- Review and test emergency plans in order to comply with Homeland Security mandates – ongoing

2. Well Managed and Financially Sound

- Incorporate strategic planning into the annual budget process, including performance measures - ongoing
- Refine outcome measures and establish targets - ongoing
- Implement an annual review of existing user fees - ongoing
- Implement some centralized purchasing

3. Customer Focused Organization

- Create a Customer Service Team to lead the development of a customer service culture
- Establish Citywide customer service standards – in process

4. Economically Strong and Diverse

- Increase awareness of existing financial tools such as Community Development Block Grant, Industrial Revenue Bonds, Tax Increment Financing and housing revenue bonds - ongoing
- Develop an updated comprehensive central city master plan
- Partner with other organizations (i.e. Waukesha Chamber of Commerce) and conduct a business survey and follow up with site visits

5. Well Planned, Sustainable and Environmentally Sensitive

- Develop and implement Smart Growth Plan
- Identify City supported environmental/green practices and create appropriate development requirements
- Centralize Facilities maintenance function – in process

6. Vibrant Neighborhoods and Business Areas

- Establish a multi-departmental team approach to address neighborhood issues
- Conduct a comprehensive transit study – in process
-

7. Dynamic Civic, Cultural and Recreational Center for the Region

- Inventory all cultural and recreational groups and assets
- Establish a group to network and collaborate on regional cultural opportunities
- Identify partners to expand cultural and recreational program and facility availability

Note: Highlighted in red are completed initiatives and/or ongoing.
Highlighted in blue are 2012-13 initiatives.