

City of Waukesha Strategic Planning Section 2010



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 2008 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.

		2008	2007	2006	2005	2004	2003
City of Waukesha	Violent	104	84	165	141	141	144
68,030	Property	1,456	1,410	2,103	1,967	1,953	1,976
Green Bay	Violent		593	536	479	505	445
103,950	Property		2,744	2,787	2,828	2,904	3,201
Beloit	Violent		407	506	413	444	354
37,110	Property		4,670	5,191	5,179	4,554	4,988
Janesville	Violent		252	214	274	202	242
63,540	Property		4,369	4,776	4,796	4,551	5,356
Wauwatosa	Violent		209	284	196	295	284
45,880	Property		4,413	4,133	4,649	4,225	4,246
LaCrosse	Violent		318	343	196	233	202
51,840	Property		3,631	3,784	3,175	2,988	3,310
Racine	Violent		633	590	484	428	390
80,320	Property		5,001	5,751	5,694	5,669	5,330
West Allis	Violent		364	413	416	285	302
60,370	Property		5,095	4,509	4,417	4,095	4,278
Appleton	Violent		202	261	240	224	194
72,297	Property		3,307	2,987	2,905	3,050	2,434
Kenosha	Violent		374	367	267	231	177
95,910	Property		3,571	3,092	3,100	3,103	2,921
Oshkosh	Violent		319	301	280	224	190
65,920	Property		3,639	3,303	2,842	3,085	3,560
Fond du Lac	Violent		342	330	174	140	107
43,460	Property		2,803	2,801	2,777	3,072	3,110
Eau Claire	Violent		147	154	179	285	230
65,362	Property		3,018	3,379	3,011	3,610	3,423
Wisconsin	Violent		288	289	244	210	217
	Property		2,830	2,825	2,734	2,683	2,856

*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

		2008	2007	2006	2005	2004	2003
City of Waukesha	Violent	89%	67%	75%	72%	71%	76%
68,030	Property	40%	29%	25%	28%	23%	31%
Green Bay	Violent		74%	76%	82%	79%	75%
103,950	Property		30%	32%	33%	32%	33%
Beloit	Violent		47%	37%	55%	50%	52%
37,110	Property		22%	16%	21%	25%	25%
Janesville	Violent		60%	61%	54%	62%	69%
63,540	Property		23%	21%	21%	25%	24%
Wauwatosa	Violent		32%	41%	59%	66%	56%
45,880	Property		26%	27%	23%	30%	31%
LaCrosse	Violent		78%	81%	83%	75%	70%
51,840	Property		39%	39%	35%	37%	33%
Racine	Violent		40%	61%	48%	50%	66%
80,320	Property		19%	19%	20%	21%	22%
West Allis	Violent		62%	63%	65%	52%	63%
60,370	Property		21%	18%	23%	24%	23%
Appleton	Violent		79%	76%	81%	69%	75%
72,297	Property		23%	26%	25%	29%	30%
Kenosha	Violent		42%	40%	42%	48%	61%
95,910	Property		20%	23%	42%	42%	45%
Oshkosh	Violent		71%	82%	78%	86%	78%
65,920	Property		21%	25%	29%	24%	24%
Fond du Lac	Violent		45%	49%	77%	60%	71%
43,460	Property		27%	20%	25%	26%	26%
Eau Claire	Violent		71%	78%	82%	73%	74%
65,362	Property		28%	27%	27%	28%	24%
Wisconsin	Violent		46%	47%	47%	55%	52%
	Property		23%	23%	24%	23%	22%

*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

		2008	2007	2006	2005	2004
City of Waukesha	AVR	5:33	5:44	5:30	5:21	5:14

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

Owners of data – Fire Department

		2008	2007	2006	2005	2004
City of Waukesha		81.44%	81.21%	80.29%	80.66%	83.73%

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

M4 Percent of fires contained to the room of origin

Owners of Data – Fire Department

2008	2007	2006	2005	2004
63	80	77	82	76

M5 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 for emergency situations apply as follows:

Situation	SRT
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

*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 in 2009. Standard response times apply as follows:

Salted	SRT
Hospital Route	Within 2 hours 100% of the time
Major Arterials	Within 4 hours 100% of the time
Residential Streets	Within 4 hours 90% of the time
Cul-de-sac/Alleys	Within 4 hours 90% of the time

Snow Plowed	SRT
Hospital Route	Within 4 hour 100% of the time
Major Arterials	Within 4 – 8 hours 90% of the time
Residential Streets	Within 8 – 12 hours 90% of the time
Cul-de-sac/Alleys	Within 24 hours 90% of the time

2. Well Managed and Financially Sound

M1a Bond rating

Owner of data – Finance Department

Rating Agency	2009	2008	2007	2006	2005
Moody's	Aa2	Aa2	Aa2	Aa2	Aa2
	Stable	Stable	Negative Outlook	Negative Outlook	Negative Outlook

Comparables:

Municipality	Rating Agency	Rating
Green Bay	Moody's	Aa2
Beloit	Standard & Poors	A+
Janesville	Standard & Poors	AA-
Wauwatosa	Standard & Poors	AA
LaCrosse	Moody's	A1
Appleton	Moody's	Aa2
West Allis	Moody's	Aa3
Oshkosh	Moody's	Aa3

*Goals and Outcome Measures
(2. Well managed and Fiscally Sound Cont.)*

M1b Fund balance reserve as percent of general fund

Owner of data – Finance Department

	2008	2007	2006	2005
City of Waukesha	16.59	17.33	11.27	9.96
City of Appleton	n/a	15.33	18.21	15.92
City of Eau Claire	n/a	21.76	22.39	19.83
City of Oshkosh	n/a	16.03	n/a	n/a
City of West Allis	n/a	47.92	41.06	33.79
City of Beloit	n/a	28.42	n/a	n/a

M2 Equalized tax rate per \$1,000

Owner of data – Finance Department

2008-9	2007-8	2006-7	2005-6	2004-5
\$7.95	\$7.98	\$7.88	\$8.14	\$8.51

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 Cont.

4. Economically Strong and Diverse

M1 Ratio of commercial/industrial/residential tax base

Owner of data – Community Development/Assessor

2008		Percent	2007		Percent
Residential	\$3,879,356,700	71%	Residential	\$3,814,561,300	72%
Commercial	\$1,360,748,400	25%	Commercial	\$1,296,502,500	24%
Industrial	\$203,175,900	4%	Industrial	\$203,246,700	4%
Total	\$5,443,281,000	100%	Total	\$5,314,310,500	100%

Land Use - % Coverage Per Comprehensive Plan

Commercial	2.6%
Residential	50.0%
Industrial	4.4%
Total	57%

Note: Remaining 43% land use coverage would be government and institutions, environmental and park.

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

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	2002		2006	
Agriculture, Forestry, Fishing and Hunting	8	0.0%	0	0.0%
Mining, Quarrying, Oil and Gas	2	0.0%	0	0.0%
Utilities	305	0.8%	456	1.0%
Construction	2,102	5.3%	2,375	5.2%
Manufacturing	8,364	21.1%	12,622	27.6%
Wholesale Trade	2,873	7.2%	2,713	5.9%
Retail Trade	4,009	10.1%	3,927	8.6%
Transportation and Warehousing	1,652	4.2%	1,269	2.8%
Information	508	1.3%	381	0.8%
Finance and Insurance	1,745	4.4%	2,013	4.4%
Real Estate, Rental and Leasing	440	1.1%	403	0.9%
Professional Scientific and Technical Services	1,320	3.3%	1,560	3.4%
Management of Companies and Enterprises	189	0.5%	311	0.7%
Administration & Support, Waste	1,327	3.3%	1,786	3.9%
Educational Services	1,988	5.0%	2,176	4.8%
Health Care and Social Assistance	5,930	14.9%	6,274	13.7%
Arts, Entertainment and Recreation	408	1.0%	351	0.8%
Accommodation and Food Services	2,327	5.9%	2,882	6.3%
Other Services (Excl'dg. Public Administration)	1,394	3.5%	1,456	3.2%
Public Administration	2,781	7.0%	2,753	6.0%
Total Jobs	39,672	100.0%	45,708	100.0%
Jobs by Worker Age	2002		2006	
Age 30 or Younger	9,658	24.3%	11,029	24.1%
Age 31 to 54	24,117	60.8%	26,577	58.1%
Age 55 or older	5,897	14.9%	8,102	17.7%

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	Approximate Employment (Full-time equivalents)
GE Medical	Medical Products/Headquarters	2,938
Waukesha Memorial Hospital	Health Services	2,711
School District of Waukesha	Education	1,508
Waukesha County Government	Government	1,384
Cooper Power System	Manufacturing	950
Waukesha Engine	Engine Manufacturing	689
Waukesha Electric Systems	Power Transformers	627
City of Waukesha	Government	545
Carroll University	Education	320
University of Wisconsin Waukesha	Education	160

M5 Average salary of employees in new business

Owner of data – Community Development

Source – US Census Bureau

Private Sector Jobs	2002		2006	
Number of Employers	3,001		2,694	
Employment (Beginning of 2 nd quarter)	43,701		42,402	
Employment, Stable Jobs	38,400		37,609	
Separations, Stable Jobs	3,663		3,032	
New Hires, Stable Jobs	3,630		3,420	
Firm Job Gain	2,415		2,144	
Firm Job Loss	1,778		1,791	
Employment (reference quarter)	51,957		49,280	
Average Monthly Earnings, Stable Jobs	2,526		2,809	
Average Monthly Earnings, Separations from Stable Jobs	939		1,189	
Average Monthly Earnings, New Hires, Stable Jobs	1,847		2,055	
Jobs by Earnings Paid				
	2002		2006	
\$1,200 per month or less	9,701	24.5%	9,439	20.7%
\$1,201 to \$3,400 per month	16,592	41.8%	16,240	35.5%
More than \$3,400 per month	13,379	33.7%	20,029	43.8%

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

M6 Mean earnings per job per month

Owner of data – Community Development
Source – US Census Bureau

City is currently working on refining this measure but it appears the mean earnings per job per month falls between \$1,201 - \$3,400.

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

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

Note: Data to be collected starting in 2009.

M2 Recycled tonnage as percentage of total solid waste

Owner of data – Public Works
Source – Waukesha County

Year	Percentage
2008	31%

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.

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

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:

Situation	SRT
Potholes/Sinkholes	During snow season when feasible; other times within 2 working days, 100% of the time
Signs	During snow season when feasible; other times within 4 working days, 75% of the time.
Signals	Within 2 working days, 90% of the time.

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.

Goals and Outcome Measures
(6. Vibrant Neighborhoods and Business Areas Cont.)

M3 Compliance with street tree management standards

Owner of data – Park, Recreation and Forestry

	2003	2004	2005	2006	2007	2008
Trees Planted	602	666	568	488	537	
Trees Removed	167	185	303	380	306	
Stumps Removed		165	303	380	306	
Trees Pruned	4033	3819	3783	5365	4134	4270
Service Requests		456	483	478	488	

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

M1 Customer survey data

M2 Number of City sponsored events/participation rates/evaluation

Note: Methods of measurement are still being formulated.

1. Safe and Secure

- Review and test emergency plans in order to comply with Homeland Security mandates

2. Well Managed and Financially Sound

- Incorporate strategic planning into the annual budget process, including performance measures
- Refine outcome measures and establish targets

3. Customer Focused Organization

- Create a Customer Service Team to lead the development of a customer service culture

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
- Develop an updated comprehensive central city master plan

5. Well Planned, Sustainable and Environmentally Sensitive

- Develop and Implement Smart Growth Plan

6. Vibrant Neighborhoods and Business Areas

- Establish a multi-departmental team approach to address neighborhood issues

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

- Inventory all cultural and recreational groups and assets