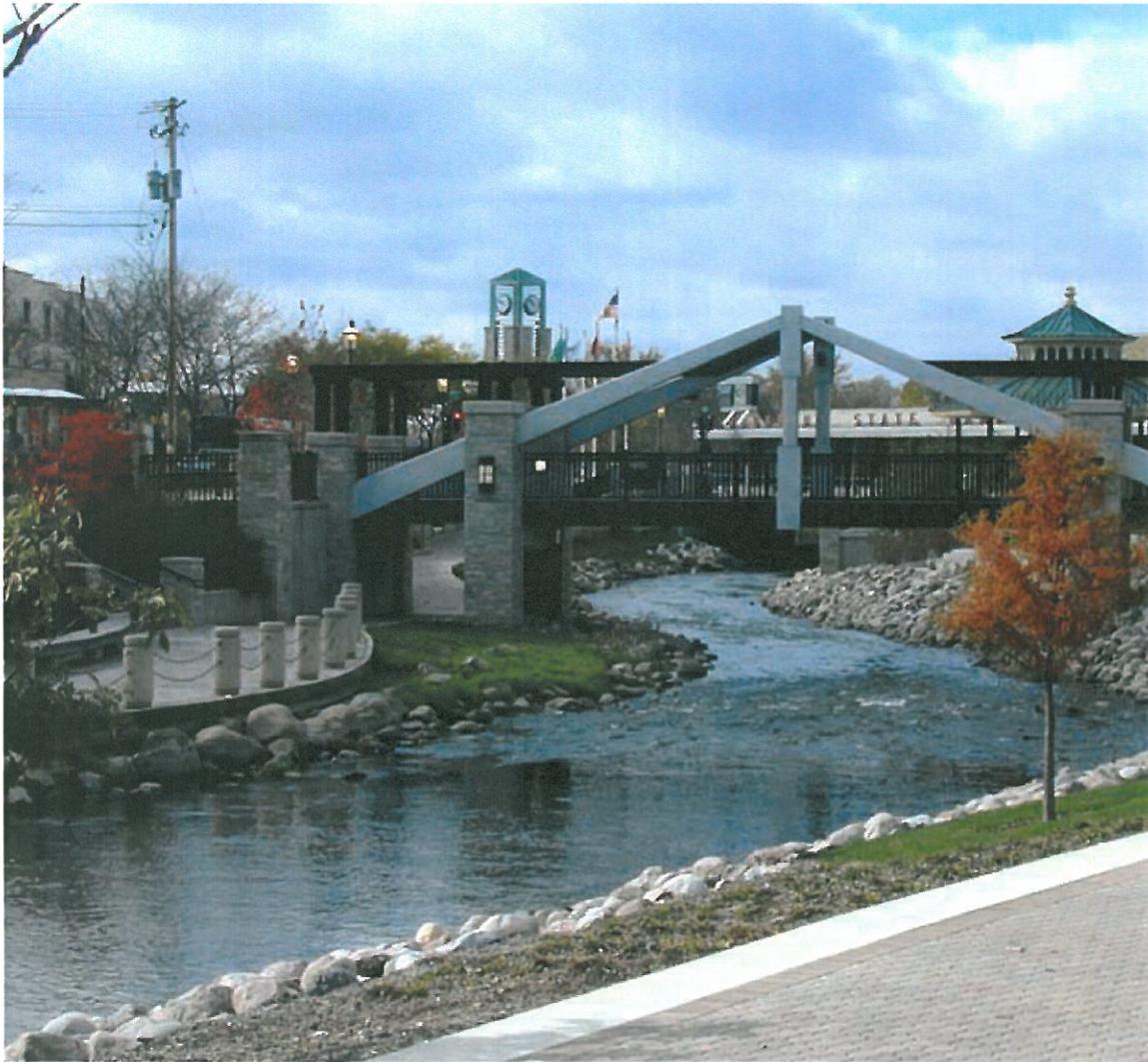


City of Waukesha Strategic Planning Section 2011



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.

		2009	2008	2007	2006	2005	2004	2003
City of Waukesha	Violent	159	124	84	165	141	141	144
70,718	Property	1,725	2,138	1,410	2,103	1,967	1,953	1,976
Green Bay	Violent	468	502	593	536	479	505	445
104,057	Property	2,742	3,124	2,744	2,787	2,828	2,904	3,201
Beloit	Violent	473	454	407	506	413	444	354
36,966	Property	3,850	4,776	4,670	5,191	5,179	4,554	4,988
Janesville	Violent	245	275	252	214	274	202	242
66,575	Property	3,605	4,500	4,369	4,776	4,796	4,551	5,356
Wauwatosa	Violent	196	247	209	284	196	295	284
46,396	Property	4,044	3,882	4,413	4,133	4,649	4,225	4,246
LaCrosse	Violent	371	409	318	343	196	233	202
51,320	Property	3,634	3,754	3,631	3,784	3,175	2,988	3,310
Racine	Violent	545	659	633	590	484	428	390
78,860	Property	4,310	4,813	5,001	5,751	5,694	5,669	5,330
West Allis	Violent	347	379	364	413	416	285	302
60,411	Property	4,219	5,354	5,095	4,509	4,417	4,095	4,278
Appleton	Violent	240	220	202	261	240	224	194
72,623	Property	2,663	3,170	3,307	2,987	2,905	3,050	2,434
Kenosha	Violent	278	353	374	367	267	231	177
99,218	Property	3,124	3,022	3,571	3,092	3,100	3,103	2,921
Oshkosh	Violent	393	292	319	301	280	224	190
66,083	Property	3,324	3,612	3,639	3,303	2,842	3,085	3,560
Fond du Lac	Violent	281	345	342	330	174	140	107
43,021	Property	2,732	2,953	2,803	2,801	2,777	3,072	3,110
Eau Claire	Violent	182	128	147	154	179	285	230
65,883	Property	2,635	2,796	3,018	3,379	3,011	3,610	3,423
Wisconsin	Violent	259	276	288	289	244	210	217
5,686,986	Property	2,637	2,746	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

		2009	2008	2007	2006	2005	2004	2003
City of Waukesha	Violent	76%	89%	67%	75%	72%	71%	76%
68,739	Property	34%	40%	29%	25%	28%	23%	31%
Green Bay	Violent	76%	79%	74%	76%	82%	79%	75%
101,351	Property	38%	33%	30%	32%	33%	32%	33%
Beloit	Violent	55%	52%	47%	37%	55%	50%	52%
36,120	Property	27%	23%	22%	16%	21%	25%	25%
Janesville	Violent	67%	64%	60%	61%	54%	62%	69%
62,522	Property	31%	24%	23%	21%	21%	25%	24%
Wauwatosa	Violent	46%	48%	32%	41%	59%	66%	56%
45,599	Property	33%	26%	26%	27%	23%	30%	31%
LaCrosse	Violent	76%	74%	78%	81%	83%	75%	70%
50,980	Property	40%	34%	39%	39%	35%	37%	33%
Racine	Violent	49%	49%	40%	61%	48%	50%	66%
82,009	Property	26%	22%	19%	19%	20%	21%	22%
West Allis	Violent	67%	69%	62%	63%	65%	52%	63%
60,753	Property	28%	25%	21%	18%	23%	24%	23%
Appleton	Violent	83%	83%	79%	76%	81%	69%	75%
70,897	Property	29%	28%	23%	26%	25%	29%	30%
Kenosha	Violent	55%	47%	42%	40%	42%	48%	61%
97,856	Property	28%	26%	20%	23%	42%	42%	45%
Oshkosh	Violent	64%	67%	71%	82%	78%	86%	78%
63,701	Property	26%	24%	21%	25%	29%	24%	24%
Fond du Lac	Violent	60%	65%	45%	49%	77%	60%	71%
42,424	Property	26%	32%	27%	20%	25%	26%	26%
Eau Claire	Violent	71%	69%	71%	78%	82%	73%	74%
66,190	Property	37%	33%	28%	27%	27%	28%	24%
Wisconsin	Violent	50%	50%	46%	47%	47%	55%	52%
5,654,774	Property	26%	25%	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

		2006	2007	2008	2009	2010
City of Waukesha	AVR	5:30	5:44	5:33	5:42	5:34

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

Owners of data – Fire Department

	2006	2007	2008	2009	2010
City of Waukesha	80.29%	81.21%	81.44%	81.82%	84.03%

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

2006	2007	2008	2009	2010
77	80	63	49	48

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

Owner of Data – Public Works

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

Salted	SRT
Hospital Route Salted:	within 2 hours, 100% of times
Major Arterials Salted:	within 4 hours, 100% of times
Residential Streets Salted:	within 4 hours, 90% of times
Cul-de-sac/Alleys Salted:	within 4 hours, 90% of times

Snow Plowed	SRT
Hospital Route Plowed:	within 4 hours, 100% of times
Major Arterials Plowed:	within 4-8 hours, 90% of times
Residential Streets Plowed:	within 8-12 hours, 90% of times
Cul-de-sac/Alleys Plowed:	within 24hours, 90% of times

2. Well Managed and Financially Sound

M1a Bond rating

Owner of data – Finance Department

Rating Agency	2007	2008	2009	2010	2011
Moody's	Aa2	Aa2	Aa2	Aa1	Aa1
	Negative Outlook	Stable	Stable	Stable	Stable

Comparables:

Municipality	Rating Agency	Rating
Green Bay	Moody's	Aa1
Beloit	Standard & Poors	A+
Janesville	Standard & Poors	AA-
Wauwatosa	Moody's	Aa2
LaCrosse	Standard & Poors	AA
Appleton	Moody's	Aa2
West Allis	Moody's	Aa2
Oshkosh	Moody's	Aa2
Eau Claire	Moody's	Aa1

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

	2006	2007	2008	2009
City of Waukesha	10.87%	16.50%	16.16%	16.78%
City of Appleton	1.14%	1.13%	4.11%	0.70%
City of Oshkosh	N/A	18.83%	17.64%	17.44%
City of Eau Claire	7.62%	9.33%	12.12%	16.18%
City of Beloit	26.88%	27.98%	25.64%	26.95%
City of West Allis	40.19%	45.90%	49.87%	48.40%
City of LaCrosse	23.81%	25.76%	27.06%	28.11%

M2 Equalized tax rate per \$1,000

Owner of data – Finance Department

2006-7	2007-8	2008-9	2009-10	2010-11
\$7.88	\$7.98	\$7.95	\$8.63	\$8.97

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

Class	2008		2009		2010	
Residential	\$3,879,356,700	71%	\$3,968,780,200	70%	\$3,973,498,300	70%
Commercial	\$1,360,748,400	25%	\$1,507,853,600	26%	\$1,533,283,700	26%
Industrial	<u>\$203,175,900</u>	4%	<u>\$205,310,900</u>	4%	<u>\$213,074,300</u>	4%
TOTAL	\$5,443,281,000	100%	\$5,681,944,700	4%	\$5,719,856,300	100%

Land Use - % Coverage Per Comprehensive Plan

Commercial	21.1%
Residential	41.7%
Industrial	10.5%
Agricultural	4.8%
Total	78.1%

Note: Remaining 21.9% 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	2009		2008		2007	
Agriculture, Forestry, Fishing and Hunting	91	0.2%	3	0.0%	3	0.0%
Mining, Quarrying, and Oil and Gas Extraction	53	0.1%	0	0.0%	0	0.0%
Utilities	185	0.4%	514	1.0%	487	1.0%
Construction	2,746	5.6%	2,300	4.5%	2,334	4.7%
Manufacturing	10,944	22.4%	12,989	25.5%	12,953	26.1%
Wholesale Trade	2,754	5.6%	3,111	6.1%	2,895	5.8%
Retail Trade	4,781	9.8%	5,090	10.0%	4,246	8.6%
Transportation and Warehousing	1,474	3.0%	1,343	2.6%	1,242	2.5%
Information	790	1.6%	593	1.2%	575	1.2%
Finance and Insurance	2,072	4.2%	2,066	4.1%	2,184	4.4%
Real Estate and Rental and Leasing	492	1.0%	421	0.8%	408	0.8%
Professional, Scientific and Technical Services	2,125	4.3%	1,871	3.7%	1,776	3.6%
Management of Companies and Enterprises Administration & Support, Waste Management and Remediation	2,145	4.3%	2,689	5.3%	1,938	3.9%
Educational Services	4,143	8.5%	2,311	4.5%	2,386	4.8%
Health Care and Social Assistance	6,082	12.4%	6,620	13.0%	7,013	14.1%
Arts, Entertainment and Recreation	652	1.3%	562	1.1%	528	1.1%
Accommodation and Food Services	3,312	6.8%	3,210	6.3%	3,314	6.7%
Other Services (excluding Public Administration)	1,613	3.3%	1,662	3.3%	1,764	3.6%
Public Administration	<u>1,629</u>	3.3%	<u>2,958</u>	5.8%	<u>2,940</u>	5.9%
Total Jobs	48,918		50,966		49,588	

Jobs by Worker Age	2009		2008		2007	
Age 29 or younger	11,118	22.7%	12,177	23.9%	11,977	24.2%
Age 30 to 54	28,277	58.0%	29,141	57.2%	28,557	57.6%
Age 55 or older	9,412	19.2%	9,648	18.9%	9,054	18.3%

*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%

M5 Average salary of employees in new business

Owner of data – Community Development

Source – US Census Bureau

Jobs by Earnings Paid								
	2008		2007		2006		2002	
	Count	Share	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	9,005	18.9%	8,776	19.1%	9,490	20.7%	9,748	24.5%
\$1,251 to \$3,333 per month	16,335	34.3%	15,940	34.6%	16,148	35.3%	16,512	41.5%
More than \$3,333 per month	22,267	46.8%	21,322	46.3%	20,143	44.0%	13,508	34.0%
Private Sector Jobs								
Number of Employers	-	NA	-	NA	2,713	100.0%	3,017	100.0%
Employment (Beginning of 2nd quarter)	-	NA	-	NA	42,467	100.0%	43,723	100.0%
Employment, Stable Jobs	-	NA	-	NA	37,667	100.0%	38,410	100.0%
Separations, Stable Jobs	-	NA	-	NA	3,036	100.0%	3,673	100.0%
New Hires, Stable Jobs	-	NA	-	NA	3,414	100.0%	3,619	100.0%
Firm Job Gain	-	NA	-	NA	2,118	100.0%	2,383	100.0%
Firm Job Loss	-	NA	-	NA	1,792	100.0%	1,796	100.0%
Employment (reference quarter)	-	NA	-	NA	49,342	100.0%	51,961	100.0%
Avg Monthly Earnings, Stable Jobs	-	NA	-	NA	2,793	100.0%	2,512	100.0%
Avg Monthly Earnings, Separations from Stable Jobs	-	NA	-	NA	1,177	100.0%	955	100.0%
Avg Monthly Earnings, New Hires, Stable Jobs	-	NA	-	NA	2,071	100.0%	1,836	100.0%

*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

Jobs by Earnings	2009		2008		2007	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	11,589	23.7%	11,813	23.2%	11,808	23.8%
\$1,251 to \$3,333 per month	16,263	33.2%	16,821	33.0%	16,383	33.0%
More than \$3,333 per month	21,066	43.1%	22,332	43.8%	21,397	43.1%

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

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%

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:

. Standard response times apply as follows:

(Winter and early spring – within 1 week)

Potholes/Sinkholes	63% of times
Manholes/Catch Basins	100% of times
Street Lights	71% of times
Signs	32% of times
Traffic Signals	62% of times.

(summer and fall – 2 to 4 days)

Potholes/Sinkholes	30% of times
Manholes/Catch Basins	78% of times
Street Lights	33% of times
Traffic Signals	73% of times
Signs	37% of times

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

ACTIVITY	2006	2007	2008	2009	2010
Trees Planted	488 (S)	537	380	349	337
Trees Removed	380	306	247	325	328
Trees Pruned	5,365	4,134	4,270	4,372	3911
Service Requests	478	488	511	501	591

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

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

Activity/Event	2006	2007	2008	2009	2010
Library Visits per Capita	6.92	7.06	8.05	7.71	6.87
Attendance at Children's Programs	22,495	21,254	21,782	17,502	22,111
Summer Reading Program Registration	2,798	3,373	3,453	2,944	2,882
Pool Passes	1,225	1,471	1,308	1,328	1,334
Swim Lesson Enrollments	2,018	2,127	1,781	1,955	1,919
Rec Program Enrollments	15,478	15,930	17,401	18,674	20,079

Activity	2007	2008	2009	2010	2011
JanBoree Events	26	31	32	38	38

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 2011-12 initiatives.