

Strategic Plan



2020-2025

VILLAGE OF HOWARD 2020-25 STRATEGIC PLAN

	STRATEGIC GOAL	OBJECTIVES	ACTION PLAN/STRATEGY	TIME FRAME
<p><u>VISION STATEMENT</u> <i>Delivering extraordinary results for a vibrant, thriving, and growing, community.</i></p> <p><u>MISSION STATEMENT</u> <i>We provide our residents with a safe, friendly, attractive, and active community.</i></p> <p><u>MOTTO</u> <i>Seizing opportunities</i></p> <p><u>VALUES</u> CUSTOMER SERVICE: We go above and beyond to please our residents, businesses and visitors.</p> <p>HONESTY: We are open and forthright with the public and each other and treat all with respect and dignity.</p> <p>COMMUNICATION: We share information with others as a two-way process, clearly expressing relevant information and listening intently.</p> <p>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.</p> <p>SAFETY: We strive to protect the wellbeing of our residents, our employees, our businesses, the environment and our natural resources.</p>	<p>I. CREATE A UNIQUE COMMUNITY IDENTITY WITH A STRONG SENSE OF PLACE</p>	<p>A. Remove barriers to implementing Comprehensive Plan</p>	<p>i. Digitize maps from existing Comprehensive Plan</p> <p>ii. Update Comprehensive Land Use Plan</p> <p>iii. Amend zoning ordinance to allow for development of land consistent with Comprehensive Plan</p> <p>iv. Comprehensively rezone properties to match the future land use map</p>	<ul style="list-style-type: none"> • 2020 • 2021 • 2022 • 2020
		<p>B. Foster Howard as a business brand</p>	<p>i. Sponsor business roundtables</p> <p>ii. Meet with residential developers to discuss varied housing types, market demand, site construction issues.</p> <p>iii. Inventory existing businesses and maintain a contact data base</p> <p>iv. Sponsor developer tours</p>	<ul style="list-style-type: none"> • Annually • Annually • Bi-annually • Annually
		<p>C. Improve community branding</p>	<p>i. Review logo, motto, and name.</p> <p>ii. Locate sites appropriate for location of entry signs, complete design, and install</p> <p>iii. Revamp Village website to be more interactive and functional</p>	<ul style="list-style-type: none"> • 2020 • 2020 • 2020
		<p>D. Improve quality of life assets</p>	<p>i. Purchase additional Christmas decorations for arterial streets</p> <p>ii. Enhance Access to Duck Creek</p> <p>iii. Require complete streets with sidewalks and trails in all new subdivisions</p> <p>iv. Update Comprehensive Outdoor Recreation Plan</p> <p>v. Install additional sidewalks, trails, and bike paths to encourage multimodal transportation and recreational opportunities consistent with adopted (CORP)</p> <p>vi. Improve and maintain existing park and golf course facilities consistent with CORP</p> <p>vii. Acquire Additional parkland to meet future needs consistent with adopted CORP</p> <p>viii. Support Veterans Memorial Project</p> <p>ix. Preserve environmental corridors for future trails and public use and stormwater near future subdivisions</p>	<ul style="list-style-type: none"> • 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 new events in Village Center and at the Duck Creek Quarry 	<ul style="list-style-type: none"> • Annually

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		<p>B. Determine whether police staffing is consistent with risk profile and staffing models</p>	<p>i. Analyze incident data and compare to other relevant data. ii. Review staffing model. iii. Staffing of 2 deputies 24 hrs. per day with 3 DEO's</p>	<ul style="list-style-type: none"> • Monthly • 2020 • 2021-2024
		<p>C. Create collaborative partnerships between law enforcement and the community to help reduce crime and nuisance activity</p>	<p>i. Conduct 4 neighborhood outreach programs. ii. Participate in National Night Out. iii. Monitor "views" and likes on FB page. iv. Evaluate interaction with citizens on social media. v. Participate in National Night out. vi. Participate in Fire Department Risk Reduction Campaign. vii. Conduct at least 4 neighborhood outreach programs. viii. Schedule 4 school presentations. ix. Participate in VOH Citizen's Academy</p>	<ul style="list-style-type: none"> • Annually • Annually • Daily • Monthly • Annually • Annually • Annually • Annually
		<p>D. Conduct traffic patrol activities that address new traffic patterns and related safety issues</p>	<p>i. Perform traffic assessment of new traffic patterns including average speed assessment. ii. Increase social media outreach to enhance community understanding of the necessity for rules and regulations as well as consequences by publishing articles on FB.</p>	<ul style="list-style-type: none"> • Bi-Monthly • Monthly
		<p>E. Conduct traffic patrol activities to reduce the frequency of traffic crashes</p>	<p>i. Analyze crash data in the Village. ▪ Assess the specific locations in the community with the highest crash rates. ▪ Schedule proactive traffic patrols to impact designated areas. ▪ Conduct a root cause analysis to determine crash related factors. ii. Implement engineering technology and control to reduce crash-related behaviors.</p>	<ul style="list-style-type: none"> • Monthly • Monthly • Quarterly • As needed • As needed

<p>F. Maintain & Advance pedestrian and vehicular safety in school zones</p>	<p>i. Analyze traffic contacts ii. Analyze crash date</p>	<ul style="list-style-type: none"> • As needed • As needed
<p>G. Deliver a safe and enjoyable experience for our residents at village parks.</p>	<p>i. Create a part-time Park Ranger Program. ▪ Create ordinance to allow ranger to issue ord. citations</p>	<ul style="list-style-type: none"> • 2020 • 2020
<p>H. Ensure the Sex Offender Registry is applied fairly and impartially.</p>	<p>i. DEO's provide guiding documents for SORAB ii. Refine sex offender review board procedures iii. Conduct random sex offender compliance checks. iv. Working with DOC, conduct periodic compliance checks.</p>	<ul style="list-style-type: none"> • 2020 • 2020 • As necessary • Halloween and other identified dates.
<p>I. Providing safety for children and other pedestrians, in route to and from school.</p>	<p>i. Evaluate safe routes to school. ii. Train and equip crossing guards to manage the conflicting traffic patterns they work in.</p>	<ul style="list-style-type: none"> • 2020 • 2020

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<p>J. Provide a staffing model that is consistent with the Village’s risk profile. Enhance the full time, part-time, paid on- premise and paid-on-call staffing model for peak effectiveness and efficiency which will reduce response time, reduce fire control times and staff apparatus for safe operations.</p>	<p>i. Staffed an engine with 4 full time personnel, Monday thru Friday. ii. Staffed an engine with 4 full time personnel from 6a to 6p 7 days a week. iii. Incorporate interns into POC response model. iv. 4 paid on-premise personnel from 6p to 6a to staff 1 engine, with remaining assignments filled by paid on call personnel. v. Reduce structural fire response times to 7 minutes</p>	<ul style="list-style-type: none"> • 2020-2021 • 2021-2022 • 2020 • 2022-2024 • 2021
<p>K. Staff a Fire Marshalls Office to manage building codes, code enforcement fire inspections and public education. Develop community-based risk reduction partnerships and programs.</p>	<p>i. Make direct contact with 100% of the residents of Howard through direct contact, mail, social media, or other community-based tools. ii. Hold an annual community risk reduction event.</p>	<ul style="list-style-type: none"> • Annually • Annually
<p>L. Enhance the EMS service model that provides advanced life support services through a first response system 24 hours per day through a sustainable, cost effective cross staffed emergency medical services program.</p>	<p>i. Staff first responder engine to respond to high risk life safety events on a 24 hours basis ii. Analyze current ALS service model, response data and CBA. iii. Possibly Implement an ALS Ambulance.</p>	<ul style="list-style-type: none"> • 2022-2023 • 2020 • 2021-2022
<p>M. Conduct public safety facilities study to address future growth</p>	<p>i. Establish a committee to determine long term public safety building needs. ii. Equip an EOC. iii. Develop a training facility with tower and live fire capabilities.</p>	<ul style="list-style-type: none"> • 2020 • 2020 • 2020- 2022
<p>N. Promote the continuous improvement of the fire department by meeting recognized performance standards.</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. Create a Standards of Cover Document detailing the risks that the community faces and strategies to address those risks. iii. Implement best practices utilized by accredited fire departments of similar size. iv. Conduct two LEAN events annually.</p>	<ul style="list-style-type: none"> • 2020 • 2020 • 2021-2022 • Annually
<p>O. Resource and equip the department commensurate to the mission of the department and the risks members of the department face.</p>	<p>i. Evaluate equipment needs based on the standards of cover document. ii. Budget for and acquire/upgrade necessary lifesaving equipment.</p>	<ul style="list-style-type: none"> • 2020 • 2021

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	<p>P. Foster a culture that enhances morale and improve performance.</p>	<p>i. Analyze and align job tasks of personnel to address equitable and efficient distribution of assignments. ii. Identify, document, and communicate individual employee job assignments and performance expectations to align with department goals and objectives. iii. Identify and schedule appropriate trainings and professional development opportunities for each staff member. iv. Enhance internal communications amongst personnel at all levels. v. Formalize a chaplain program for staff support and guidance</p>	<p>• 2020 • 2021 • Annually • 2020-2021 • 2020</p>
	<p>Q. Continue efforts with the Packerland Fire District agencies to provide the highest level of emergency services protection to our community.</p>	<p>i. Assess equipment and develop common standards for safe fireground operations and firefighter training, while reviewing processes for efficiencies</p>	<p>• 2020-2021</p>
	<p>R. Create, strengthen, and maintain partnerships with the community.</p>	<p>i. Conduct 6 Citizen CPR and Stop the Bleed Programs. ii. Participate in VOH Citizen’s Academy. iii. Promote and coordinate “make a difference day.”</p>	<p>• Annually • Annually • Annually</p>
	<p>S. Protect the health and safety of our residents through protection of our animals, while promoting their humane treatment.</p>	<p>i. Evaluate CART pay and incentives. ii. Create an assistant humane officer, part-time. iii. Certify members of CART and 2 fire department personnel as humane officers. iv. Purchase and equip a vehicle to ensure the humane treatment of animals when captured and transported.</p>	<p>• 2020 • 2020-2021 • 2020-2022 • 2020-2021</p>

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		B. Evaluate strategic goals and objectives of current partnerships and projected partnerships	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> • 2020 • 2020 • 2021
		C. Conduct individual strategic planning meeting to compare and align strategic plans with identified groups		<ul style="list-style-type: none"> • 2020-22

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		B. Maintain pay and benefits at levels that remain competitive in market place	i. Complete community wage surveys every three years	<ul style="list-style-type: none"> • 2021
		C. Provide appropriate education to employees	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	<ul style="list-style-type: none"> • 2020 • Annually
		D. Maintain wellness plan	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 v. Create Risk Management Committee	<ul style="list-style-type: none"> • Annually • Annually • Annually • 2020 • 2020

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		<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 at least 45 new lots per year</p> <p>ii. Assist land owners and developers with funding for improvements through special assessments and lot sales to repay the costs.</p>	<ul style="list-style-type: none"> • Annually • Annually
		<p>C. Maintain healthy cash reserves</p>	<p>i. Maintain general fund balance between 25% to 40% of prior year's expenditures</p> <p>ii. Maintain cash reserves in utilities at levels sufficient to pay for operating expenses and future capital improvements</p>	<ul style="list-style-type: none"> • Annually • Annually
		<p>D. Implement the use of new technologies and green initiatives when cost effective</p>	<p>i. Continue to review new technologies in all operations to seek new ways of innovation to allow for increased efficiencies (for example, emerging Artificial Intelligence or AI)</p>	<ul style="list-style-type: none"> • 2020-2025
		<p>E. Analyze village operations for continuous improvement</p>	<p>i. Train key staff to lead LEAN process analysis.</p> <p>ii. Regularly select Village processes on which to perform LEAN Analysis</p> <p>iii. Determine measurements to focus on for entry in performance management software.</p> <p>iv. Regularly enter relevant data in performance management software</p>	<ul style="list-style-type: none"> • 2020 • 2020 • 2021 • 2021: Annually

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