

# City of Monona Organizational Assessment and Strategic Planning



## Strategic Planning Deliverables

December 16, 2013



# Roadmap to Our Future

## City of Monona Marketplace Realities

Expectation that services will be maintained or improved

Aging facilities will need to be addressed

Interest rates are not controllable

Fixed costs will continue to increase

Monona must grow through slow and costly redevelopment

Current technology drives customer expectations

Resources and staff will continue to be stretched

## Next Exit

Performance Excellence:  
Culture of proactive and continuous improvement and creative planned approach to problem solving.

I. Support Community and Economic Development

II. Improve and Maintain Our City Infrastructure

III. Support the Attractiveness and Safety of Our Businesses, Neighborhoods, & Homes

IV. Become More Sustainable

Collaborative

Fiscally Responsible

Transparent

Responsive

Sustainable

V. Improve Our City Operations

VI. Maintain and Improve Our Existing Quality of Life Assets, Programs and City Services

# Guiding Principles

## *We will be.....*

### **Responsive**

We will respond to residents' requests in a timely, informative, respectful, and thorough manner.

### **Transparent**

We will be honest and transparent in providing information on our actions and decisions.

### **Fiscally Responsible**

We will act in a fiscally responsible manner on behalf of our residents.

### **Collaborate**

We will work together.

### **Sustainable**

We will strive to be sustainable in everything we do.



# CITY OF MONONA 2014-16 STRATEGIC PLAN

## Mission

To provide a safe, sustainable, well-planned, and fiscally responsible city where a sense of community builds a high quality of life.

## Vision

A welcoming, vibrant community where people want to be

## Guiding Principles – We Will...

- 1. Responsive** - We will respond to residents' requests in a timely, informative and thorough manner
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## Target / Lead Stakeholders

- **Potential Owners** – Business and Homeowners
- Developers
- Retirees / Seniors
- Frontline Employees
- City Leadership

EXTERNAL PRIORITY GOALS – MONONA 2.0

INTERNAL PRIORITY GOALS

SUSTAINABILITY IN EVERYTHING WE DO

## I. SUPPORT COMMUNITY AND ECONOMIC DEVELOPMENT

- I.A Focus on Targeted Developments
- I.B Update Development Plans
- I.C Identify / Develop Partnerships and Funding Sources
- I.D Improve the Marketing / Communications of Economic Development
- I.E Make It Easier For Potential Businesses / Developers

## II. IMPROVE AND MAINTAIN OUR CITY INFRASTRUCTURE

- II.A Improve Our Street Maintenance and Repair
- II.B Improve the Safety of Our Streets , Bike and Pedestrian Infrastructure
- II.C Improve and Upgrade Our City Buildings
- II.D Improve Our Transit Effectiveness

## III. SUPPORT THE ATTRACTIVENESS AND SAFETY OF OUR BUSINESSES, NEIGHBORHOODS & HOMES

- III.A Improve and Upgrade Building Facades and Home Appearance
- III.B Strengthen Code Enforcement
- III.C Become More Welcoming to Newcomers
- III.D Maintain and Improve Public Safety

## IV. BECOME MORE SUSTAINABLE

- IV.A Incorporate Sustainability in Everything We Do
- IV.B Improve Our Energy Efficiency
- IV.C Reduce City Energy Consumption and Waste
- IV.D Identify / Develop Partnerships and Funding Sources
- IV.E Improve Our Storm Water Management and Execute Our Clear Water Initiatives
- IV.F Partner with Community Organizations to Encourage residents Waste Reduction

## V. IMPROVE OUR CITY OPERATIONS

- V.A Standardize Processes and Improve On-line Access to Them
- V.B More Effective Planning
- V.C Clearly Define Goals and Objectives
- V.D Develop a Culture of Continuous Improvement
- V.E Develop Our Reporting and Metrics
- V.F Improve Our Use of Technology
- V.G Improve Our Communications and Response to Our Residents
- V.H Increase Public Awareness of City Services and Value

## VI. MAINTAIN AND IMPROVE OUR EXISTING QUALITY OF LIFE ASSETS, PROGRAMS & CITY SERVICES

- VI.A Fire Protection
- VI.B Library
- VI.C Parks
- VI.D Police Protection
- VI.E Public Works Services
- VI.F Recreation
- VI.G Senior Center



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## EXTERNAL Strategic Goals

# I. SUPPORT COMMUNITY AND ECONOMIC DEVELOPMENT

Example of Potential Measures:

- Increase in Taxable Value
- Number of Qualified Contacts
- Number of Successful Contacts
- Satisfaction with Service
- Job Loss / Closings
- Local Employment Rate
- Development Cycle Time

## Objectives - WHAT

**I.A Focus on Targeted Developments**  
Attract Restaurants and Retail  
Attract “Quality Job” Employers  
Staff Owner: Community Development

**I.B Update Development Plans**  
Staff Owner(s): Community Development

**I.C Identify / Develop Partnerships and Funding Sources**  
Staff Owner(s): Community Development

**I.D Improve the Marketing / Communications of Economic Development**  
Staff Owner(s): Community Development

**I.E Make It Easier For Potential Businesses / Developers**  
Staff Owner: Community Development

## Strategies / Tactics - HOW

- Focus business attraction efforts on South Towne industrial park (i.e., BD Diagnosis, market accessibility, CNG availability) *pre – June 2014*
- Facilitate public access and commercial waterfront development *5 year; start in 2014*
- North Monona Drive near High School *ongoing*
- Consider overlay districts in commercial corridors (business park, beltline, bridge/Broadway) *5 year*

- Update Comprehensive Plan *start Dec. 2013 to 2014Q4*
  - Include survey for commercial wants/needs for residents and developers *spring 2014*
- Update Economic Development Plan after Comprehensive Plan *2015*
- Update Broadway Corridor Plan *5 year*
- Develop maintenance plan for Monona Dr. *2014*

- Identify Federal, State, Regional, County, and Local Public and Private Funding Options for business and residential improvements *ongoing*
- Investigate/improve intergovernmental cooperation with Madison (e.g. Monona Dr. /Bridge Rd. redevelopment area/TID) *ongoing*
- Fund RENEW Monona *ongoing (\*2018 key year)*
- Gauge support for Monona Dr. maintenance BID *2014*
- Develop financial assistance (TIF) package / kit for potential businesses and homeowners and include on website *2014*

- Develop communications / marketing plan for report *CDA 2014*
- Create and provide market report for potential business/developers and to expand/support existing business *2015-2016*
- Partner with mad rep, WEDC, WEOA, for marketing initiatives
- Post data and info on new economic development webpage including education/public relations content (e.g. TIF 101) *2015 - 2016*
- Broaden marketing and development potential to other markets

- Streamline/standardize process for development review - *2014Q1*
- Streamline Permitting process*
- Improve Building Inspection process to min. time*



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## EXTERNAL Strategic Goals

### II. IMPROVE AND MAINTAIN OUR INFRASTRUCTURE

Potential Measures:

#### General

- \$ Spent by Type of Project
- Project On-Time and within Budget Index

#### Infrastructure

- Sewer and Water Replacement Status (Pending, Closed, Completed)
- Street PASER Rating

#### Transit

- Cost per Rider
- Benefits per Rider

### III. SUPPORT THE ATTRACTIVENESS AND SAFETY OF OUR BUSINESSES, NEIGHBORHOODS & HOMES

Potential Measures:

- Façade Improvement Program grants completed
- City \$ invested vs. private investment for improvements
- Renew Monona projects completed
- Number of building permits issued
- Number of code violations

## Objectives - WHAT

#### II.A Improve Our Street Maintenance / Repair

Staff Owner(s): Public Works

#### II.B Improve the Safety of Our Streets, Bike, and Pedestrian Infrastructure

Q1 2014

Staff Owner(s): Public Safety (Lead Staff)  
Public Works, Community Development

#### II.C Improve and Upgrade Our City Facilities

Staff Owner: Public Works; Facilities Committee; additional ad-hoc study review committee

#### II.D Improve Our Transit Effectiveness

Staff Owner(s): Finance Director and Mass Transit Commission

#### III.A Improve and Upgrade Building Facades (External Appearance of Businesses and Homes)

Staff Owner: Community Development

#### III.B Strengthen Code Enforcement Zoning

Maintenance / Condition Nuisance Properties

Staff Owner(s): Building Inspection

#### III.C Become More Welcoming to Newcomers

Staff Owner(s): Administration Staff

#### III.D Maintain and Improve Public Safety

Staff Owner(s): Police, Fire, Building Inspection, Public Safety Commission

## Strategies / Tactics - HOW

- Street Repair Gap - investigate gap to learn what the true issue is
- Develop more aggressive street maintenance / repair plan based on approved budget *ongoing*

- Create advisory committee (pedestrian / bike safety program and safe routes ) *2014-15*
- Gather data to Identify the problem areas *2014-15*
  - ✓ Gather speed of travel data on heavily used streets
  - ✓ Identify higher traffic walkways to schools & parks
  - ✓ Accident areas
- Create options, solutions & funding for a pedestrian & bike safety *2016*

- Develop Long-Range Facilities Plan *2015*
  - ✓ Review Bray study to assess needs (2014Q1)
  - ✓ Review options
  - ✓ Prioritize needs
  - ✓ Determine funding options and sources
  - ✓ Develop recommendations and long-range timeline
  - ✓ Develop a plan for more efficient use of office space

- Discuss viability of collaboration with existing transit. (Madison Metro and EMMCA). *ongoing*
- Decrease cost per user. *ongoing*
- Promote increased ridership. *2014*
- Review current transit plan and identify transit needs for public and seniors *2014*

- Continue to fund Renew Monona program *ongoing*
- Investigate options on funding and expanding of program to improve housing quality *ongoing*

- Respond promptly to resident questions and concerns, and follow-up with resident once action has been taken *ongoing*
- Strengthen regulations in property maintenance and nuisance codes *Q1-2014*
- Improve code enforcement with increased staffing *Q1-2014*
- Provide online property owner/permits records *2014-15*

- Develop Welcome Wagon packet *2014*
- Meet-and-greet for new residents at existing community events *2014*
- Ensure that information regarding city services is easy to find on the new website and promote it to new residents *Q1-2014*
- Utilize social networks for new residents *Q1-2014*

- Regular inspections of multi-family and commercial buildings *ongoing*
- Increase use of technology, including website and social media applications, to inform the public *ongoing*



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## Target / Lead Stakeholders

- **Potential Owners** – Business and Homeowners
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- Retirees / Seniors
- Frontline Employees
- City Leadership

## INT. & EXT. Strategic Goals

### IV. BECOME MORE SUSTAINABLE

Achieve 25 x 25 renewable energy goal.

Potential Measures:

#### Energy Consumption

- Fuel purchase history

#### Water Management

- Water incidences (KPI)
- Volume of storm water capacity
- Annual VMT
- \$ of grants secured

## Objectives - WHAT

### IV.A Develop Policies and Strategies to Incorporate Sustainability in Everything We Do

Staff Owner: Sustainability Committee

### IV.B Utilize Technology to Minimize Paper Usage

Staff Owner(s): All Staff

### IV.C Reduce City Government Energy Consumption

Staff Owner(s): Public Works

### IV.D Identify / Develop Partnerships and Funding Sources

Staff Owner(s): Sustainability Committee

### IV.E Improve Our Storm Water Management and Execute Our Clear Water Initiatives

Staff Owner(s): Public Works; Plan Commission; Sustainability Committee

## Strategies / Tactics - HOW

- Develop and finalize comprehensive sustainability plan *Q1-2014*
- Train staff and community on sustainability and efficiency *ongoing*

- Staff training on technology that will reduce paper and energy. *ongoing*
- Eliminate duplication of efforts (e.g. preparing both electronic and hard copy documents) *2015*
- Investigate electronic billing system for bills *3-5 year*
- Investigate printers that make more efficient use of toner (e.g. a good "draft" print function). *2014*

- Find ways to reduce energy and fuel usage *ongoing*
- Reduce drive time to and from job site due to lack of preparation; limit staff trips *2014*
- LED lighting for building interiors and exteriors *3-5 years*

- Create plan to fund/incentivize energy and water efficiency *3-5 years*
- Investigate sustainability related grants *ongoing*
- Investigate state funding for sustainability initiatives *ongoing*
- Continuing financing Sustainability Committee educational efforts *ongoing*

- Storm water treatment (e.g. improving sediment and phosphorus capture before entering lakes via structure improvements) *ongoing*
- Educate residents regarding good storm water practices *ongoing*
- Improve water quality by promoting resident/business involvement with good practices to keep water on site whenever possible *ongoing*
- Review stormwater code impervious surface on residential properties *2014*



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## INTERNAL Strategic Goals

# V. IMPROVE OUR CITY OPERATIONS

### Potential Measures:

- Response time to work order requests/citizen requests
- Time spent fixing computers; down time due to down computers
- Website visits

## Objectives - WHAT

### V.A Standardize Processes and Improve On-line Access to Them

Staff Owner: Administration

### V.B Clearly Define Goals and Objectives

Staff Owner(s): Administration

### V.C Develop a Culture of Continuous Improvement

Staff Owner(s): Administration

### V.D Develop Our Reporting and Metrics

Staff Owner(s): Administration

### V.E Improve Use of Technology

Staff Owner(s): Administration

### V.F Improve Our Communication and Response to Our Residents

Staff Owner(s): Administration

### V.G Increase Public Awareness of City Services and Value

Staff Owner(s): Administration

## Strategies / Tactics - HOW

### COMMUNICATIONS

- Build-out and promote our website
  - ✓ Develop work order request and resident concerns system [2014](#)
  - ✓ Determine how follow-up with the resident who sent in the work order/concern will be handled and ensure follow-up with the resident once complaint has been handled [2014](#)
  - ✓ Improve access to information and promote resident engagement through updated technologies (get processes online, city website, social media, awareness of events and issues (e.g. budget, etc.). [2014](#)
- Document and standardize our key customer facing processes [2014](#)

### MEASURE PROGRESS

- Develop city key performance indicators (KPIs) and council dashboard [2015](#)
- Build leadership skills to manage performance measures & process [ongoing](#)
- Develop service standards [2014](#)

### TECHNOLOGY

- MUFN broadband network [2014](#)
- Equipment replacement [ongoing](#)
- Investigate ways to Improve current email system [2014](#)
- Implement electronic bill paying (water billing, permitting, police) [3-5 years](#)
- Train staff in productivity tools (Doodle, Google calendar, Google docs). Train employees for better use of email or smart phones [ongoing](#)

### OTHER

- Review City Committee Structure [2014](#)
- Review compensation and incentives [ongoing](#)
- Develop template and standards for department head reports [2014](#)
- Safety training [ongoing](#)
- Get updated operations policies in place [2014](#)
- Initiate City Council "department visits" prior to budget sessions [2014](#)



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## INTERNAL Strategic Goals

# VI. MAINTAIN AND IMPROVE OUR QUALITY OF LIFE ASSETS, PROGRAMS AND CITY SERVICES

### Potential Measures:

- Customer satisfaction survey
- Customer complaints

## Objectives - WHAT

### VI.A Community / Senior Center

Staff Owner: Senior Center Director

### VI.B Park & Recreation

Staff Owner: Parks & Recreation Director

### VI.C Library

Staff Owner: Library Director

### VI.D Fire Protection

Staff Owner: Fire Chief

### VI.E Police Protection

Staff Owner: Police Chief

### VI.F Public Works

Staff Owner: Public Works Director

### VI.G Utilities

Staff Owner: Public Works Director

### VI.H Administrative Services

Staff Owner: Director of Administrative Services, IT Staff

## Strategies / Tactics - HOW

### PARKS

- Interdepartmental collaboration: reduce duplication of services between library, Senior Center, and Parks and Rec departments *ongoing*
- Program analysis and evaluation *annually*
- Adopt Parks & Open Space Plan Update *2015*
- Complete scheduled upgrades and improvements to parks and open space *ongoing*

### LIBRARY

- Library's 50th Anniversary programming and fundraising drive *2014*

### PUBLIC SAFETY

- Monitor Dane Com. work and cost effectiveness *ongoing*
- Replacement of apparatus (Fire) *2014*
- Upgrade video storage systems. (Police) *2014*

### PUBLIC WORKS

- Stormwater Plan (e.g. Improve stormwater runoff flow through Winnequah Park to lagoon and beyond to the lake) *2014*
- Street maintenance / Street improvements *ongoing*
- Well house improvements *ongoing*
- Implement new way finding signage *2014*
- Replace/Increase public trees. *ongoing*
- Develop efficient schedule for brush pick-up *2014*
- Continue emphasis on sustainability - investigate recycling opportunities; investigate compost pickup *ongoing*

### TECHNOLOGY

- Complete server upgrade *2014*
- Replace scheduling and playback server *2014*
- Upgrade to broadband network (MUFN) *ongoing*

### ADMIN/OTHER

- Better use of data in decision making *2014*
- City-wide staffing study - ensure staff compensation is commensurate with responsibilities *ongoing*
- Investigate upgrade of phone system *2015*
- Staff retention and development *ongoing*
- Implement vehicle replacement schedule *ongoing*
- Investigate new payroll system *2014*

# Mission and Vision



## **Mission**

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## **Vision**

A welcoming, vibrant community where people want to be