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SUMMARY REPORT

**Strategic Planning and
Organizational Mission
Workshop**

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**for the City of Burlington,
Wisconsin**

August 18-19, 2000

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City of Burlington, Wisconsin

Strategic Planning and Organizational Mission
Workshop

Summary Report
and
Description of Discussion Phases

prepared by

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INTRODUCTION-

As an organization, you have now placed yourselves among the elite class of municipalities that engage themselves in formalized strategic planning and goal setting. As we discussed during the seminar, executive-level retreats and strategic planning sessions are not a new phenomenon for progressive organizations. The value of such processes continues to be recognized by policy-making boards and executive staffs in both private and public organizations. The world in which we all operate continues to rapidly change and grow more complicated. In turn, the challenges and choices that you face in operating a municipal corporation are likewise more complex and challenging than ten years ago, five years ago--even two years ago.

Consider some of the trends within and beyond the borders of Burlington: changing demographics, value shifts, development and re-development pressures, changing attitudes, tax limitations, demands for service, mandates, transportation problems, infrastructure needs etc., etc. These are just a representative sampling of the many factors that impact on the how, what, when, where and why's of establishing policy and delivering services within the City and the surrounding areas it serves.

The fact is this--the needs and demands on the City far outstrip the available resources to tackle all of them. The answer is not to throw up your hands and guide the City's affairs issue by issue or crisis by crisis--but rather to set aside time to methodically---"strategically" determine where it is you want to go as a facility and programming department and put in place the priorities and actions that will allow you to get there. Your efforts on August 18th and 19th will serve the City's residents and organization well into the coming year. I commend you on the investment you made on those warm but productive days. The benefits should last through the year and beyond.

General Comments & Observations from the Facilitator:

Congratulations on a job well done! It was a pleasure to work with all of you and with the City's Administrator, Dave Torgler, in preparing for the sessions. I was impressed with the working relationship among the diverse community members, Common Council members and staff that attended. The approach of the participants was one that seemed to embrace both collective goals and thinking as well as individual opinions and perspectives. The group's working dynamics were open and largely positive, a must for making progress---for getting things done. While differences of opinion and approach are expected on particular issues or policies, I sensed that the group and staff have the ability to focus on the overall good of the community and the organization.

Now that you've spent almost two days focusing on the City's future, and learning each other's perspectives, you should make it a priority to take the list you have developed and work it into the plans and actions of staff for the year ahead. A lot of hard work and effort are endemic in the goals you have established. They can't all be addressed at once, but, your consistent guidance will assure that most will be initiated, accomplished or well underway in some form by this time next year. Your steady hand, coupled with a dedicated and committed staff effort will bring you a long way to meeting your goals. Through your support and direction, the City can achieve positive results by selectively dedicating time, energy, and financial and personnel resources to your most critical goals and operations.

However, you should remain mindful that your achievements will be realized only through the judicious use of your professional staff and ancillary specialists. The high standards of performance which you alluded to do come at a price---excellence can place a strain on the system because excellence requires adequate staff time and resources---in the end, excellence equates to tough choices in resource allocation. Only a limited number of objectives, goals and services can be effectively managed and implemented at a given time. This is not to say that all is lost or that 20 more bodies are needed to do the job--- what it does mean, in a very realistic sense, is that ***clear and stable priorities*** must be maintained if the City desires to stretch the use of its resources as far as they can go. Reviewing the organization's capacity to accomplish all that you have identified will be an important early step in FY 2001-02 planning.

Open communications, trust and a bit of risk-taking in fully debating issues and alternatives seems to be the norm, rather than the exception, for the most successful municipalities. I urge you to maintain this approach to guiding the City's interests and operations---tomorrow's residents as well as today's will be the beneficiaries of your leadership.

Outline of Exercises and Discussion Sessions

Discussion Sessions

PHASE I. THE ORGANIZATIONAL MISSION AND VISION

Session I. Review of Mission-

The first discussion session focused on developing an understanding and consensus among group members of the basic philosophy and policy framework that defines the City's very existence and guides the organization's actions and priorities. Although a "final form" mission statement per se was not the intended outcome--the ideas expressed below capture the group's view of the City's overall mission.

The following exercises were designed to facilitate the exploration and development of the City's organizational mission, purpose and place within the context of the Burlington community and City government. Steps I., II., and III. were used as building blocks to developing a draft mission statement.

- I. Who are we and why are we here?- An exploration of the City's overall mission. The organization's mission, in tandem with its mandates, provides its *raison d'être* or reason for being. What are the underlying social, community and political needs that the organization seeks to fill? How do we respond to those needs? Who are our key stakeholders and how do we respond to them?

The group was led through a far-reaching discussion on purpose, arenas, roles and identity. Participants were asked to respond to the question “If your organization were walking down the street today, and someone asked who it was, what would the answer be? Responses were recorded by the facilitator for use in developing a consensus for reference in the following sessions.

- II. What is our governing philosophy and what are our core values? The importance of reflecting upon and clarifying the organization’s philosophy and core values is vital to strategy development. Only strategies that are consonant with the organization’s philosophy and core values are likely to succeed. The group participated in a discussion to explore and develop statements of core values and operational philosophy.

- III. Lastly, the group was asked to consider the question “What makes us distinctive or unique.” Public organizations must be particularly sensitive to the question of *what makes us unique*, or the functions they perform unique. Unlike the private sector where market forces make such decisions, public sector agencies must engage in regular self-examination of their particular roles or functions to maintain their relevance, re-direct their efforts, or cease operations. The group participated in a discussion to fully explore and share thoughts about Burlington’s unique attributes or contributions to the lives of residents.

Notes from the Organizational Mission Discussion are presented below. Discussions by the group were very complete and covered many key areas and ancillary issues. The notes presented are un-edited “highlights” of those in-depth discussions and are offered as a tool to recollect and recall the tenor of the discussions and the reporting of any themes or common ideas that emerged from participants.

MISSION DISCUSSION

The underlying mission of the City of Burlington is to.....

- Provide a high quality of life/rural family atmosphere for residents and visitors
- Provide great schools and excellent learning opportunities for children and families
- Provide and assure a safe and secure community environment
- Offer opportunities for social/community participation through festivals/gatherings
- *To provide the essential Infrastructure and services necessary for community living, businesses and commerce in a stand-alone city

- Oversee the continued development of our community through planning for growth or limiting growth –by managing land uses, development criteria, infrastructure needs, preservation of community attributes, etc., etc.
- Maintain/enhance the quality of life residents, businesses and visitors enjoy in the community
- Aid the local economy with employment and commerce opportunities that compliment our quality of life—to be viewed as pro-active/pro-business within that context
- Maintain a strong business sense and community influence on Council to assure the City’s affairs are conducted in a business-like fashion—professional well thought out actions and decisions
- Respond and adapt to societal circumstances that have contributed to the changes in and around Burlington: we can’t ignore them but rather work with these trends and forces in shaping the future we choose for ourselves
- Maintain/encourage mixed representation needed to keep balanced views in policy, services and decisions
- Maintain/encourage/manage a balanced local economy that includes “family supporting jobs”
- Realize that downtown is essential to maintaining Burlington as a true community
Our mission is to develop a vision and policies to determine what it will be in the future?

MISSION SUMMARY

The following is a draft summary that could serve as the beginnings of an organizational mission statement. The summary statement below was drafted during a break between discussion sessions on the mission and was discussed by participants as a starting point for further development of a formal statement.

- *The City of Burlington’s overall mission is to provide quality essential services through a talented and dedicated staff, while maintaining the community’s unique attributes, and enhancing the quality of life through quiet, safe, and inviting residential areas, a prosperous and diverse CBD, a strong commercial*

base and diverse economy, and quality educational facilities and opportunities for young and old alike.....

PHASE II. THE GOAL SETTING/STRATEGIC PLANNING PROCESS

Strategic Planning Discussion Phases & Process

The format for the discussion sessions held was highly participative and interactive. The process employed a group discussion approach called *Nominal Group Technique* where participants were assured equal opportunities to speak and share opinions by the facilitator. During the sessions, individuals had the opportunity to generate and share individual ideas, work together as a group and in small teams to develop ideas, weigh alternatives, and further refine their thinking. As these ideas were shared and debated, the group was working steadily toward a consensus of organizational values, purpose, future directions and priorities.

Although the word "planning" appears in the description, it must be emphasized at the outset that the end result of this process is not to create a "plan" that sits on a bookshelf like a trophy. Rather, the primary outcome is to foster strategic thinking and communication among Common Council members. The end result of this session should be a viable listing of identified and prioritized objectives that mesh with your overall vision of the City's near-term and long-term future.

Discussion Sessions

The following outline presents a detailed description of the discussion phases that comprise the strategic planning portion of the retreat. Again, like the sessions in Phase I., the process employs the group discussion approach called *Nominal Group Technique* where participants are assured equal opportunities to speak and share opinions by the facilitator. During the sessions, individuals will again have the opportunity to generate and share individual ideas, work together as a group and in small teams to develop ideas, weigh alternatives, and further refine their thinking

Strategic Planning Sessions

Session I. Visions of the Future-

Exploration and identification of the City's desired future condition.

Using the Mission Statement Development sessions as the backdrop, each participant and Common Council member was asked to articulate what he or she perceives to be the preferred future state of the City one, three, five and ten years down the road. What services, programs, staffing levels, capital needs and general facets would or should be present at the City and in the City at these intervals. Common Council members and other participants were asked to jot down their ideas ahead of time and then be ready to share them with the group during the first session. This is a brainstorming exercise—any and all ideas about the City's future are encouraged and shared. No evaluative or judgmental debate is permitted during this session.

VISION STATEMENTS

A FUTURE VIEW OF THE CITY of BURLINGTON

Participants conducted this exercise by responding to the phrase: "In 10 – 15 years when I return to the Burlington I hope to see....." The notes below are the unedited thoughts and views as recorded by the facilitator on flip chart paper.

- A governmental restructuring so that Town and City are one government that provides services and enacts unified land use plans for whole area (merged)
- Opportunity for better planning/land use services
- Open land in highway corridors that are gateways to Burlington and general open space.
- Open community among government and non-government organization
- Not see negative consequences of the by-pass - strip malls (Hwy 36) up down/downtown bus
- Completed downtown streetscape/quaint and mix service/retail
- A local large-banquet facility (weddings-events), e.g., Civic Center
- Like to see more of youth and families stay and retain small town atmosphere volunteer spirit "moderate growth"

- Well maintained infrastructure and quality improve
- More user friendly as a government – helpful to residents/businesses responding to wants or needs . . . expediting approvals
- Maintain/enhance park/recreation services for youth
- A unique downtown that becomes destination for retail, service, business community maintaining replicating historic architecture “still offering incentive things”
- See riverfront development as showcase of Burlington
- See a large community open space sports complex for outdoor sports with parking
- More pride in community by all residents and property owners
- Parks are important indication of community pride and investment
- Adequate agencies to address local/community social needs “domestics, runaways, homeless, children”
- Celebrate City’s railroad history with “N” gauge railroad along bike path
- Balanced land uses/zoning issues addressed
- A City that never lost touch with its “Crown Jewels” – Echo Lake/Dam – River, open-spaces, CBD----we must appreciate what we have
- Plywood board storefront gone and a vibrant CBD– (Burlington health food store).
- “Clean Burlington’s” litter, weeds, maintenance, etc., even if it means proactive City services to make the downtown gleam
- Additional downtown parking rear of buildings, e.g., Cedarburg
- Public facilities need to be designed/maintained to reflect community standards
- Remodeled City Hall and City Government Campus
- Well-rounded community with great leaders

- Small town feel that meets community's wants/needs
- Great place to raise family/start a business
- Instill pride in public employees providing services – go extra mile
- More public-private corporations/partnerships for community improvements, attributes, needs
- “RWB” shirts!
- More efficient use of space; integrated functions of government---customer service and business like environment
- City with a rural and comfortable feel that leaves a lasting impression on residents as well as visitors
- Integrated ecologically sensitive views of Burlington's residents, businesses and government to create/maintain a green community

- City facilities that are modeling current modern technology

Session II. Internal and External Environmental Scan-

A review and accounting of the internal and external factors present in the environment that can potentially impact the success of the City, both negatively and positively.

Given the futuristic statements of the preceding session, participants were then asked to identify what constraints and practical difficulties are likely to be encountered, or would make it difficult, to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, what are the organization's strengths and weaknesses, in what areas do you regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc. What opportunities are on the horizon that can be used to your advantage? Conversely, what trends lay ahead that would be obstacles or hindrances.

Group Exercise – “Lead or Surrender”

Participants were introduced to a leadership exercise entitled “Surrender or Lead”. The premise is that sub-groups of the Board work to develop responses to some simple, but extremely effective and thought provoking

questions. Board members were broken up into three working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal perspectives, challenges and frustrations of the Board as a whole. The questions can be found in the Appendix of this document. The Board's responses were recorded and discussed. The responses provided by each group are recorded below. Underlined sections are key phrases that groups were asked to respond to. Groups were given names of Ivy League Universities to assist in group identification and to offer a spirit of camaraderie among group members.

Responses to the exercises questions are presented below:

HARVARD

1. We want to progress into the future but we have to be aware of our small town values, while maintaining and improving our downtown.
2. We can't just focus on within the City limits because we are one community (City and Town).
3. If it weren't for our community being under two (2) separate governments we would be able to address problems more efficiently with an eye toward the greater good.
4. We have to educate the public because that's the only way we can get them to buy into our plan and programs so we can secure funding!
5. Our vision of the future makes us realize we have a lot of work to do to accomplish our goals.

BROWN

1. We want to merge with the Town but we need to educate the community of the opportunities.
2. We can't impose our will upon the Town because it will increase their resistance.
3. If it weren't for municipal boundaries we would be one community.
4. We have to develop a comprehensive land use plan because we need to effectively manage our growth.
5. The Burlington by-pass makes us think about our future.

YALE

1. We want to combine governments but we do not know if public opinion will permit the open discussion needed
2. We can't create the unique downtown we would like to see because we can't identify the proper mix and get the cooperation of owners and promote investment due to limited returns.
3. If it weren't for financial constraints we would have the perfect infrastructure.
4. We have to communicate better because people do not understand the pros and cons of our actions.
5. Riverfront and parks system makes us a family oriented community.

DARTMOUTH

1. We want to merge City and Town governments and manage growth but don't know how to proceed, given the present political status and fear.
2. We can't expand tourism because no organized theme or group exists to coordinate efforts, including funding.
3. If it weren't for volunteers, service clubs, Love Inc., churches and other community groups (Rotary – Lions), we would be unable to meet many community needs.

4. We have to communicate our vision goals and objectives to achieve citizen buy in and allow us to proceed because without all levels of community support the vision will die.
5. Chocolate makes us happy – but without more Nestle, City, business buy in, we have created a marketing nightmare.

Each group nominated a spokesperson and presented responses to the “Surrender or Lead” exercise. A very lively and insightful discussion followed the presentation of the above responses. Participants were both amazed and encouraged by the similarity of the responses given the independent work of each group in developing the responses. What emerged most obviously is the need to address the thorny and sensitive subject of governmental consolidation to foster more uniform and comprehensive policy decisions and service planning for the greater Burlington community. The four groups developed the following summary notes to the exercise:

SUMMARY - SURRENDER OR LEAD EXERCISE

1. City/Town merger is a vital policy issue that needs to be discussed
2. Education of and communication with the community is essential to that discussion
3. Planning for future growth is critical
4. Providing/maintaining/enhancing quality of life must be our framework
5. Adequate/necessary infrastructure to service current and future needs can't be ignored or given second-class standing---very important to our future
6. Financing-how can we reasonably pay for what's needed?
7. Take advantage of, enhance and protect our unique assets – CBD, river, open-space, volunteers, chocolate identity

ENVIRONMENTAL SCANNING PHASE II.- INDIVIDUAL VIEWS

Following the surrender or lead exercise above, each participant was asked to highlight, from their personal perspective, the constraints, strengths, weaknesses or opportunities that will confront the City in achieving its vision. The group was also asked to discuss these issues in an open discussion format.

At this juncture, the group was not expected to focus on how to overcome the obstacles, only identify them. The environmental scanning statements are highlighted below:

SCANNING INTERNAL

STRENGTHS	WEAKNESSES
Employees --Loyal / Effective	Too much of City is in a T.I.F. District. (Approximately 50% in T.I.F.)
Riverfront Project underway with great possible impact	Two Government system is hindrance
Leadership of community stepped forward	Lack of depth on management team (back-up)
Private sector co-op with public leaders	Insufficient training of management team
Great Department Heads	Methods of communicating to residents
Management of public policy issues	Management of public policy issues
Airport/ municipality	Taxation issues
Insignificant ethnic diversity "safe community"	Economic development strategy
Housing mix	Self-imposed financial philosophy
"Balanced housing"	Hesitant to make decisions for fear of making wrong decision
	Ability to attract/retain qualified staff
	Insignificant ethnic diversity
	Lack of comprehensive land use plan
	Housing stock mix goals
	Economic development - professional
	City Hall didn't respond/react to E.D. opportunities in past.
	Lack of small industrial sites (1 acre) left

SCANNING EXTERNAL

OBSTACLES	OPPORTUNITIES
Employees in job market	Strong economy
Geographic location not on interstate	Continued improvement of education system in Burlington
Uninformed public opinion	In between Rockford, Chicago, Milwaukee, Janesville
Current weakness of local newspaper as vehicle of communication	Take advantage of service clubs
Community stratification levels of interest, concern	Lakes & rivers - Fox/White --Brown --Echo --Bohner --Rockland --Honey Creek
Lack of "binding" <ul style="list-style-type: none"> ▪ Community spirit/pride ▪ Perceived as "extremely cheap" ▪ Management of public education issues 	Wellness Center
Where to locate additional mid-class neighborhoods	Need for more middle-class neighborhoods
Pinecrest shopping center absentee vacancies	Quality hospital in community
Hospital has outside management	Railroad Depot
Mills Building	Lake Geneva area
Railroad Depot	Oasis from "urban/suburban congestion"
Lack of locally owned banking/business capital with local priorities	
Working with County agencies	
State Department of Transportation	

CITY ADMINISTRATOR PERSPECTIVE ~SCANNING~

<ul style="list-style-type: none"> ▪ Staffing stretched City of 10,000 at night, 40,000 at day --“Service population” is what drives staffing resource needs --Staffing has actually decreased 	<ul style="list-style-type: none"> ▪ Lack of training due to unavailability of time due to demands
<ul style="list-style-type: none"> ▪ We’re growing but are we planning to give them services they expect 	<ul style="list-style-type: none"> ▪ Supervision lacking depth
<ul style="list-style-type: none"> ▪ Need competitive pay to attract/retain staff – not currently competitive 	<ul style="list-style-type: none"> ▪ Does City “Do as I say, not as I do?” --CBD parking lots, buildings, City Hall
<ul style="list-style-type: none"> ▪ When we build improvements, it’s not the end . . . they need to be maintained, e.g., Riverfront/Riverwalk. Where are revenues to do this coming from? 	<ul style="list-style-type: none"> ▪ Finances --Declining tax rates in face of growth – 50% of City is T.I.F.’d. Where does revenue come from?
<ul style="list-style-type: none"> ▪ Revenue growth 	<ul style="list-style-type: none"> ▪ Debt service limit almost used up
<ul style="list-style-type: none"> ▪ Planning --Comprehensive land use plan --Staffing plan --Financial plan 	

TRAINING VIDEO. Local Government Leadership: Working As A Group –

At the conclusion of the morning’s exercises, participants were given an opportunity to view a training tape featuring an interview with Lyle Sumek, a noted observer of the Local Government Scene in the U.S. After viewing the video, participants reflected on Mr. Sumek’s thoughts and members shared ideas from the video that encourage a new perspective on the stresses of teamwork in local government administration and policy-making. The video and the group’s subsequent discussion seemed to foster a better understanding of the complexities and pre-conceived notions we have of organizational dynamics, inputs, outputs and challenges in the day-to-day activities of community governance.

Highlighted themes from the discussion and video included the following:

VIDEO TAPE NOTES

- Remember the Negative – 20% and don't overstate their views or impact on the overall good of the community/organization
- We live in a "Fast Food Society" where people want governmental actors to "do it now!", "do it fast!", "meet my individual preferences" etc.
 - Five-minute information pieces
 - Meet community's needs in today's time frames
- Change in Council members can impact direction and priorities---try to develop sound direction that others can support in transitional times
- Policy discussions and service delivery does impose stress and uncertainty on public employees

TEAMWORK =

Goals

Roles

Execute

Attitude

Trust

Session IV. Nominal Group Goal Identification-

Collaborative establishment of strategic goals and objectives necessary to achieve the future vision of the City .

With the preceding sessions serving as a sound foundation for goal setting, the final sessions were lengthy presentations and discussions of goals or action items needed to achieve the future visions as expressed by the group. To begin the process, each participant was allotted time to highlight the three or four most important policy/program goals that he or she thinks the City should accomplish in the next one to five years. Some should perhaps be accomplished

immediately. These could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions/debate were deferred to a follow-up session where all participants engaged in open discussions of the goals or action items, their impact on the community or organization and their relative importance to the City's current or future circumstances.

Classification. At the end of the open discussion, participants were asked to classify each goal according to a matrix model of complexity and time. Agreed criteria were used to classify a goal as either short or long term and as either complex or routine. The purpose of the exercise is to group goals of roughly the same "type" together so that when prioritization occurs, the participants can avoid the problem of comparing "apples to oranges".

All statements were recorded on chart paper. The goals and their classifications as short or long term, complex or routine are indicated below. (Note: a C indicates that the goal was judged to be complex; an R indicates that the goal was seen as being routine. Agreed criteria were used for classifying goals as either routine or complex. (Note: Short-term goals were those goals that could or should be completed or substantially underway by the end of the coming fiscal year. Complex goals were goals that required extraordinary resources, specialists, funding or the agreement of outside organizations or agencies; Routine goals, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the council and within present budget streams or with minor revenue enhancements or reallocations).

NON-PRIORITIZED GOAL STATEMENTS AS PRESENTED BY PARTICIPANTS

SHORT TERM GOALS

- a. ® Resolution of one-way street issue in the business district
- b. ® Changes to make council more "user friendly" - approachable
- c. ® Create/contract job of Public Information Officer to disseminate information to the public
- d. ® Implement plan to market/develop manufacturing/office park
- e. ® Develop/adopt plan to remodel City hall to help lead way for CBD and increase productivity

- f. ® Implement the downtown master-plan
- g. ® Fix farmers market
- h. © Develop City-wide facility/building management/maintenance plan for brick/mortar and technology and facilities study (consolidation relocation)
- i. © Implement regulations/covenants for CBD maintenance/litter/landscape (parking lot plan)
- j. © Create/hire Code Enforcement Officer position (looks of public, private property)
- k. © Implement extensive sidewalk repair/replacement “connection” plan
- l. © Substantial implementation of task force recommendations on communications (consider televising of meetings)
- m. ® Initiate dialogue/meetings on consolidating City/Town governments
- n. ® Management study of Police Department including manning, communications, etc.
- o. ® Develop formal street maintenance program crack sealing/sealing
- p. ® Improved community direction signs – directional, historical signs
- q. © Completion of skateboard park game plan for funding/maintaining support
- r. ® Identify park pavilions in need of maintenance refurbishing
- s. © Develop personnel staffing plan – short term/long term – perspective capacity, training, compensation and supervisor succession
- t. © Develop cooperative downtown parking program with private land owners

- u. © Initiate/complete comprehensive recreation/park plan
- v. ® Develop strategy contract discussion with Township on development issues
- w. © Establish/create sites for small industrial lots – 1 to 3 acres
- x. ® Develop three year financial plan
- y. ® Maintain provision of quality basic services
- z. ® Develop a list of customer service standards
- aa. © Form a public/private economic development corporation to manage economic development – business retention/attraction
- bb. © Develop cooperative CBD refuse collection sites
- cc. ® Community celebration for new street/lights
- dd.® Education program for public on needs of City and Town
- ee. ® Evaluation of existing building inspector position/approach
- ff. © Chocolate Festival – Evaluate future – Involvement of City, civic organizations and small organization committee, site, etc.
- gg.© Implement what we learned this weekend
- hh.© Initiate and have good progress on City comprehensive land use plan
- ii. ® Find way for staff to get to training programs
- jj. ® Review customer service hours – Library/City Hall
- kk.® Evaluate/identify areas City can privatize contract-out services
- ll. © Study feasibility of exit off bypass to old industrial park to utilize Hughes Land

LONG TERM GOALS

- a. © Establish public transportation system between major community sites – hospital, shopping, CBD
- b. © Investigate community civic center large gathering space/banquets
- c. © Develop CBD multi-level parking, e.g., Bank One
- d. © Maintain Chocolate City Festival – remains viable/successful well into future
- e. © See completion of City/Town merger
- f. © Preserving green space/farms as conservancies
- g. © Start to combine City/Town per function on contract service basis
- h. ® Foster better inter-governmental relations with Racine County
- i. ® Foster involved, interested trained staff
- j. © Preserve rural family character through growth management
- k. © Develop sound infrastructure master plan
- l. ® Implement Route 36 with master plan
- m. © Expand City services to address needs of changes in community
- n. ® See completion of by-pass
- o. © Implementation of rolling five year road improvement plan
- p. ® Develop landscape plan for all City parks
- q. © Public private facades partnership to revitalize CBD properties
- r. --Identify instrumental buildings
- s. --Complete loop same as Pine Street
- t. © Identify source to fund road improvements, e.g., hydrant funds/fees

- u. © Create one acre site industrial park
- v. ® Complete proposed improvement at airport; review number of proposed hangers
- w. © Address railroad/traffic conflicts in town
- x. © Address financial problems of cemetery
- y. © Establish CBD parking district
- z. © Redevelop Mills Building site
- aa. ® Continue short and long-term planning
- bb. ® Establish/hire Public Works Director
- cc. ® Continue to make Burlington a place people want to live/work
- dd.© ® Keep Burlington Commercial hub for surrounding area
- ee. © Investigate community attractions – theatre, ice-rink, etc. ideas

Session V. Open Group Discussion & Prioritization-

This final phase of the discussion served as the forum for Common Council members, staff and community representatives to discuss, evaluate and debate the ideas and goals offered by each participant in the previous sessions. Participants are asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives.

Prioritization. Following the classification exercise, the group was asked to delineate why certain goals should be given high priority, why some should not

be considered, and why some goals, although worthy, should receive low priority or be re-defined. The group assigned point values to each goal in each quadrant. The resulting consensus ranking of short and long-term objectives and actions required to attain goals and achieve the future vision was the final outcome of this phase of the process.

The final prioritized rankings are listed below:

PRIORITIZED GOALS AND ACTIONS AS DETERMINED BY AVERAGE RANKING SCORES OF THE MAYOR AND COMMON COUNCIL

Depicted below are the results of the Mayor and Council 2000 ranking of organizational priorities. Each member was directed to score the first priority in each category a 1, second priority a 2 and so on until each issue in the category was assigned a priority ranking. The priority rankings were determined by computing the average score for each issue from the priority ranking results you provided.

SHORT-TERM ROUTINE GOALS

PRIORITIZED

- 1 – n. ® Develop three-year financial plan with revenue and expenditure analysis, capital needs, operating needs, etc.
- 2 – d. ® Implement plan to market/develop manufacturing/office park
- 3 – f. ® Implement the downtown master plan
- 4 – o. ® Maintain the provision of **quality basic services** to residents
- 5 – j. ® Develop formal street maintenance program crack sealing/sealing
- 6 – h. ® Initiate dialogue/meetings on consolidating City/Town governments
- 7 – m. ® Develop strategy to conduct discussions with Township on mutual development issues
- 8 – s. ® Evaluation of existing building inspector position/approach
- 9 – r. ® Education program for public on needs of City and Town
- 10 – t. ® Find way for staff to get to training programs
- 10 – v. ® Evaluate/identify areas City can privatize contract-out services

- 12 – i.** ® Conduct management study of Police Department manning communications, etc.
- 13 – a.** ® Resolution of one-way street issue in CBD
- 14 – c.** ® Create/contract-out job of Public Information Officer to disseminate information to the public
- 15 – e.** ® Develop/adopt plan to remodel City hall to help lead way for CBD enhancements and to increase productivity of workforce and foster better customer service
- 16 – l.** ® Identify park pavilions in need of maintenance refurbishing and schedule work over next two years or so
- 17 – b.** ® Adopt changes to make council more “user friendly” - approachable during sessions, committee meetings, etc.
- 18 – p.** ® Develop a list of customer service standards
- 19 – u.** ® Review customer service hours – Library/City Hall
- 20 – g.** ® Fix the farmers market situation
- 21 – k.** ® Design and install improved community direction signs – directional, historical signs
- 22 – q.** ® Schedule and hold a Community celebration for new street/lighting in CBD

SHORT-TERM COMPLEX GOALS

PRIORITIZED

- 1 – w** © Develop City-wide facility/building management/maintenance plan for brick/mortar and technology and facilities study (consolidation relocation)
- 2 – ff.** © Establish/create sites for small industrial lots – 1 to 3 acres
- 3 – kk.** © Initiate and have good progress on City comprehensive land use plan
- 4 – cc.** © Develop personnel staffing plan – short term/long term – perspective capacity, training, compensation and supervisor succession

5 – ll. © Study feasibility of exit off bypass to old industrial park to utilize Hughes Land

6 – gg. © Form a public/private economic development corporation to manage economic development – business retention/attraction

7 – jj. © Implement what we learned this weekend

8 – dd. © Develop cooperative downtown parking program with private land owners

9 – x. © Implement regulations/covenants for CBD maintenance/litter/landscape (parking lot plan)

10 – y. © Create/hire Code Enforcement Officer position (looks of public, private property)

11 – z. © Implement extensive sidewalk repair/replacement “connection” plan

12 – ii. © Chocolate Festival – Evaluate future – Involvement of City, civic organizations and small organization committee, site, etc.

13 – hh. © Develop cooperative CBD refuse collection sites

14 – ee. © Initiate/complete comprehensive recreation/park plan

15 – aa. © Substantial implementation of task force recommendations on communications (consider televising of meetings)

16 – bb. © Completion of skateboard park game plan for funding/maintaining support

LONG-TERM COMPLEX GOALS

PRIORITIZED

1 – i. © Develop sound infrastructure master plan

2 – n. © Create one-acre site industrial park

3 – k. © Implementation of rolling five-year road improvement plan

4 – e. © See completion of City/Town merger

5 – h. © Preserve rural family character through growth management

- 6 – g. © Start to combine City/Town per function on contract service basis
- 6 – m. © Identify source to fund road improvements, e.g., hydrant funds/fees
- 8 – s. © Keep Burlington Commercial hub for surrounding area
- 9 – o. © Address railroad/traffic conflicts in town
- 10 – j. © Expand City services to address needs of changes in community
- 11 – l. © Public private facades partnership to revitalize CBD properties
 - Identify instrumental buildings
 - Complete loop same as Pine Street
- 11 – r. © Redevelop Mills Building site
- 13 – c. © Develop CBD multi-level parking, e.g., Bank One
- 14 – q. © Establish CBD parking district
- 15 – f. © Preserving green space/farms as conservancies
- 16 – d. © Maintain Chocolate City Festival – remains viable/successful well into future
- 17 – b. © Investigate community civic center large gathering space/banquets
- 18 – a. © Establish public transportation system between major community sites – hospital, shopping, CBD
- 19 – t. © Investigate community attractions – theatre, ice-rink, etc. ideas
- 20 – p. © Address financial problems of cemetery

LONG-TERM ROUTINE GOALS

PRIORITIZED

- 1 – w. ® Implement Route 36 with master plan
- 2 – aa. ® Continue short and long-term planning
- 3 – x. ® Work to foster completion of by-pass project

- 4 – bb. ® Establish/hire Public Works Director
- 5 – cc. ® Continue to make Burlington a place people want to live/work
- 6 – v. ® Foster involved, interested trained staff
- 7 – z. ® Complete proposed improvements at airport; review number of proposed hangers and ancillary uses around airport (e.g. commercial/industrial etc.)
- 8 – y. ® Develop specific and well-designed landscape plan for all City parks
- 9 – u. ® Foster better inter-governmental relations with Racine County

Summary Remarks

As you can see, there is plenty of work to do. The next step is for staff to review the results and fine-tune these objectives and report back to the Common Council on how and when they might be most efficiently and effectively addressed. Ultimately, it is the Mayor and Council's resolve to stand by its designated priorities and ability to work well with staff that will allow the organization to accomplish the goals you've outlined. Communication, motivation and focus will be the overall determinants of success. It is never easy...but then again, most things of value do not come easily. I enjoyed working with all of you and wish you good success in the year ahead.

Respectfully submitted by:

Greg Kuhn

THE STRATEGIC PLANNING MODEL USED IN THIS EXERCISE

