

GTOWN OF **Greenville**

WISCONSIN



FIVE YEAR STRATEGIC PLAN

Year 2019
Action Plan

Adopted:



Town of Greenville

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Greenville, WI 54942

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Acknowledgements

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Introduction

A strategic plan is a top level planning tool for an organization to establish clear policy direction over all operational aspects of its vision. The Strategic Plan serves as a framework for decision making over a five-year period. The plan is the result of a disciplined effort to facilitate decisions that will shape what the Town intends to accomplish. This plan incorporated an assessment of the present state of Town governance, the gathering of critical information, setting goals and finally making decisions for the future. This plan seeks to strengthen and build upon opportunities while addressing areas of concern.

Strategic Planning Model



In addition to the Town Board’s vision for the future of the Town, this plan also identifies actions, activities, and planning efforts that are currently active and those that are needed for continued operational success and effective administrative management.

The strategic planning effort has focused on the following key areas of concern, question and opportunities:

- Infrastructure/Asset Planning & Maintenance
- Drainage & Stormwater Management
- Multi-modal Transportation Systems
- Long-term Financial Sustainability (Governance/Services)
- Public Health and Safety
- Performance Management (Improve Efficiency/Effectiveness)
- Communication Strategies

Justification of the Plan

Success isn't a matter of chance but rather a matter of choice. This concept really encapsulates why it's important to have a clear strategic direction and strategic plan. The organization's success isn't going to happen by accident. Successful communities look into the future and create a plan to successfully accomplish its vision. If the Town isn't intentional about the direction of its services, we aren't likely to get there.

The importance of strategic planning is fourfold.

1. Our program will have better results.
Setting broad key objectives with clear action orientated strategies will enable the Town to have a clear direction and method for evaluating results.
2. The strategic plan is the leading management tool.
A strategic plan sets responsibilities, project timelines and funding budget expectations.
3. Failing to plan is planning to fail.
If the Town fails to plan and prepare for fundamental changes, we will lose valuable financial and material resources.
4. The best communities do it.
High performance organizations have fundamental differences that set them apart from other organizations. Communities that plan are more likely to be in better financial positions than those that don't.

Our Mission:

“Deliver essential & desired services to the Greenville community creating a vibrant, enriched quality of life.”

Our Guiding Core Values:

The following values reflect our beliefs about the roles and responsibilities of our organization:

Accountability – We are responsive and transparent to the public in our roles, functions and actions as an organization and as individuals representing the Town.

Teamwork– We work together effectively as a team, and in collaboration with other governmental agencies, private entities and community partners.

Integrity– We uphold the high standards, skills, competence, and professionalism of our individual position within the organization and community.

Leadership – We are creative, learn from experience and results, and seek out new and efficient ways to solve problems and serve the public.

Service Excellence– We believe it is our duty to provide responsive, friendly and efficient service to our citizens and visitors.

Diversity – We embrace diversity; differences in experience, opinion and background are vital to our decision-making process.

Our Vision:

“We envision developing Greenville into the desired community of the Fox Valley for families and businesses of today and tomorrow.”

By 2030 we will create opportunities by:

- *Planning for sustainable growth and economic development;*
- *Preserving our community heritage;*
- *Developing multi-modal transportation options;*
- *Promoting public safety and healthy lifestyles;*
- *Fostering education and technology;*
- *Maintaining fiscal responsibility.*

Strategic Directives

Our Plan has six primary directives that reflect our mission, our values and will set course toward achievement of our shared vision. These strategic directives are:

- 1. Improve & maintain public infrastructure.**
- 2. Strengthen financial health.**
- 3. Provide effective governance.**
- 4. Safeguard public health, safety & welfare.**
- 5. Preserve community heritage.**
- 6. Encourage sustainable community development.**



The strategic directives will help DEFINE our mission and ACHEIVE our Vision. Each directive is a broad, value-based statement expressing our preferences for the term of this plan. They specifically address key issues, opportunities and desires that affect the community. Each directive is followed with plan objectives. The stated objectives are concise statements associated with each directive; describing why it is important to the Town's overall strategy. Action steps or tasks are also provided. These actions are specific steps refined by Town officials and staff achieving objectives.

Implementation & Action Plan

Plans are unlikely to be implemented without a clear indication of who will do what, when, and at what costs. The implementation schedule below identifies who is responsible for each action step (action, task), when each will be completed and what each will cost. Strategies have been prioritized by need. Priority-1 is the greatest need, Priority-2 is a secondary need, and Priority-3 is the tertiary need.

Directive #1: Improve & maintain public infrastructure.

The Town of Greenville will plan, provide and maintain functionally appropriate, sustainable, accessible and high quality infrastructure and facilities to serve the needs of its citizens, businesses and visitors.

Key Objective #1: Improve our roads & highways, pedestrian, bike and transit infrastructure.

Key Objective #2: Improve & effectively maintain our water, sanitary and stormwater management services and infrastructure.

Key Objective #3: Improve & effectively maintain our Town owned facilities.

Directive #2: Strengthen financial health.

The Town of Greenville will assure the efficient and responsible use of public funds for current and planned community needs. The Town will do this by seeking efficiencies in the delivery of operational services, maintaining a balanced relationship in financing capital improvements through utilization of current revenues and issuance of long term debt, maintaining healthy contingency reserves and effectively managing risks.

Key Objective #1: Improve financial reports, annual operating budgets and capital improvement plans.

Key Objective #2: Evaluate opportunities for alternative funding sources.

Key Objective #3: Implement operating efficiencies and technology improvements.

Directive #3: Provide effective governance.

Through a citizen-centered approach to communications and recruitment, we aim to empower our diverse citizenry to participate in local government activities and decision making. The Town of Greenville is committed to making & implementing policy decisions in a manner that provides accountable, innovative and results-focused government.

Key Objective #1: Optimize organizational structure and human resource management.

Key Objective #2: Provide meaningful public information and engagement opportunities.

Key Objective #3: Expand and improve our performance reporting that focuses on results, performance outcomes, goal achievement and public transparency reporting.

Directive #4: Safeguard public health, safety & welfare.

The Town of Greenville will strive to protect the lives and property of our residents, visitors and taxpayers. The Town will accomplish this through the professional delivery of community policing, emergency medical services, fire & rescue operations, municipal code enforcement, building inspection and emergency management.

Key Objective #1: Ensure current and future staffing, facility and equipment demands meet desired levels of service.

Key Objective #2: Develop the Town's ability to manage & recover from disruptive or disaster related events.

Key Objective #3: Enhance crime prevention, community policing and code enforcement.

Directive #5: Preserve community heritage.

The Town of Greenville will nurture our community's cultural fabric by advancing the appreciation of our diverse histories, new and old traditions, and the arts. The Town will champion outdoor recreation and scenic beauty as essential components of Greenville's healthy lifestyle and agricultural economy by preserving and increasing peoples' ability to connect with and enjoy our natural environment.

Key Objective #1: Plan, develop, improve and maintain the Town's "Quality of Life" assets, services and events.

Key Objective #2: Establish and encourage development within the Town's "Heritage District".

Key Objective #3: Implement the Town's Greenprint Plan and Land Stewardship Strategy.

Directive #6: Encourage sustainable community development.

The Town of Greenville will encourage planned community & economic development to assure the quality of life and economic vitality of the entire community. The Town will accomplish this by managing development through the implementation of the Town's Comprehensive Plan, enforcement of the Town's zoning code, and compliance with county, State and federal requirements.

Key Objective #1: Attract, expand and retain businesses and workforce.

Key Objective #2: Develop sustainable infrastructure needed to support business and residential development.

Key Objective #3: Implement the Town's Comprehensive Plan.

Evaluation of Results

Periodic review and adjustment will be necessary over the planning period. The Town will monitor progress through regular reporting including during the annual budget process. Performance measurement describes specific measurable outcomes for each strategic goal and objective to determine if it was achieved or not. Performance measures should use a balanced approach to determine success.

- Service Delivery (What is our service/product? – How much did we deliver?)
- Citizen (Customer) Satisfaction (How satisfied are our citizens?)
- Cost Efficiency (How much did it cost?)

The review should evaluate the progress made toward achieving the strategic directives recognizing that many directives are on-going. As key objectives, strategies, and actions are accomplished throughout the year they should be documented. The documentation of accomplishments allows for an assessment of the program by comparing designated strategies and actions to achievements. If key objectives are not being attained or strived for then corrective actions need to occur. These can include modifying the actions and strategies to achieve the objectives to modifying the objective itself.

Public evaluation through surveys and assessments can be helpful as well. If these are used, it is recommended that they begin following the second year of the plan being implemented to ensure that the program has had adequate public exposure.