



Strategic Plan 2021 to 2023



September 2020

APPROVED BY VILLAGE BOARD SEPTEMBER 21, 2020

This Page Purposely Left Blank

Table of Contents

BACKGROUND and METHODOLOGY	1
MISSION	2
AREAS OF EMPHASIS	
Area of Emphasis #1: Maintain and enhance the quality of life.....	3
Area of Emphasis #2: Ensure fiscal stability.....	4
Area of Emphasis #3: Ensure stakeholders are well informed and engaged on municipal matters.....	5
Area of Emphasis #4: Ensure adequate infrastructure, facilities, equipment, and staffing levels.....	6
Area of Emphasis #5: Promote quality and sustainable economic and community development.....	7
CONCLUSION	8
Attachment A – Implementation Action Plan.....	9
Attachment B – Survey Postcard	15
Attachment C – Resident Survey Results	16

BACKGROUND and METHODOLOGY



Resident Survey Quick Facts

- Postcards were mailed to all 4,872 addresses within the Village in February.
- 788 surveys were completed by those identified as Suamico residents (approximately a 16.1% response rate).
- Over 2,300 individual comments were received.

The Village of Suamico Board of Trustees and Administrator, mindful of the ever-growing Village, determined it necessary to develop a vision to guide the annual planning and budgeting process by supplementing the 2016 Comprehensive Plan. The last Strategic Plan implemented by the Village was in 2013.

The purpose of the 2021 to 2023 strategic planning initiative is to provide a long-range framework for the future and to guide the decisions of the Village Board through input from all of the community stakeholders. In the fall of 2019, the Suamico Board of Trustees and leadership began a process to engage the community in thinking about the future. The strategic planning process included input from the Village Board, department heads, design and distribution of a community survey, and analysis of previous local planning documents to lend context and understanding of where the community has been and wants to go. The elements of this strategic plan were then crafted with additional input from staff and Village Board members in the summer of 2020 during a regularly scheduled Village Board meeting.

The process resulted in this Strategic Plan, which highlights five areas of emphasis and 23 accompanying strategic objectives. A separate Implementation Action Plan will ensure attention to progress through the assignment of responsibilities and timelines for each of the objectives.

Suamico Descriptors

13,544 Village population 2020

7 Village Trustees

36.36 Square miles of land area

23.06 Square miles of water area

6 Miles of shoreline

15 Minutes north of Green Bay

2003 Year Village incorporated

MISSION



*A statement of purpose
that defines what the
organization stands for
and how it will operate
and serve the Village.*

"The Village of Suamico's elected officials and staff shall provide safe, transparent, innovative and fiscally responsible public services, and strive to maintain a family-centric community while balancing growth and preserving its rural character."



Survey Question: What elements do you believe should be incorporated in our Village's Mission Statement?

Area of Emphasis #1: Maintain and enhance the quality of life



***Areas of Emphasis** describes a specific direction and the desired outcome(s) to be achieved.*

***Strategies** are the actions to achieve the goal.*

Supporting Facts

- 95% of survey respondents rated the quality of life in Suamico as “great” or “excellent.”
- Fire (87%), Police (86%) and EMS (86%) were a few of the top rated services in the Village.
- Mission statement focuses on providing for a “family-centric” community.
- Snow removal services had a 77% satisfaction rate.

Strategic Objectives

- 1.1 Implement Calavera Park Master Plan – Phase 1 & 2 by the end of 2023.
- 1.2 Add one new family-friendly community event per year.
- 1.3 Increase public access to the Suamico River/Bay where appropriate.
- 1.4 Add a pre-treatment program using salt brine in 2022 on main roadways.
- 1.5 Add an additional snow plow route in 2021.

Area of Emphasis #2: Ensure fiscal stability



Survey Question: In one word, describe your vision for the future of the Village of Suamico.

Supporting Facts

- *Keeping taxes low was a top concern from respondents.*

Strategic Objectives

- 2.1 Budgeted General Fund revenues to equal or exceed expenditures annually.
- 2.2 Maintain a 25% unassigned general fund balance annually.
- 2.3 Approve annual General Fund budgets that do not increase the tax levy more than the CPI-U + .25% set for January of that budget year OR the previous five-year average tax levy percentage increase, whichever is higher.
- 2.4 Review and approve the 5 year Capital Improvement Plan annually.

Area of Emphasis #3: Ensure stakeholders are well informed and engaged on municipal matters



Survey Question: In one word, when you think of Suamico, what characteristics come to mind?

Supporting Facts

- 71% of respondents use the Village website to find information.
- Facebook was the most commonly used social media platform among respondents.
- Email newsletter was the top choice for how residents wanted to receive general information from the Village.

Strategic Objectives

- 3.1 Review and update website information continuously.
- 3.2 Post meeting agendas on Facebook.
- 3.3 Create a monthly e-newsletter.
- 3.4 Present quarterly general fund budget updates at Village Board public meetings.

Area of Emphasis #4: Ensure adequate infrastructure, facilities, equipment, and staffing levels

Top Rated Services

1. Garbage Collection
2. Fire Protection Services
3. Police Services

Lowest Rated Services

- Storm Water Management
- Street Lighting
- Surface Maintenance of Village Streets



Supporting Facts

- *Satisfaction rate on road maintenance was 65% and was a top concern for residents.*
- *Flooding issues was a top concern for residents*

Strategic Objectives

- 4.1 Increase road maintenance efforts by allocating an additional \$100,000 annually to the road reconstruction budget.
- 4.2 Add a third polling location by the end of 2023.
- 4.3 Conduct a flood mitigation study in 2021.
- 4.4 Bring well #2 back online in 2021.
- 4.5 Secure land acquisition and finish design work by the end of 2023 for the Lineville Road expansion project.
- 4.6 Add one additional FT DPW employee in 2022 and Firefighter in 2023.

Area of Emphasis #5: Promote quality and sustainable economic and community development



Supporting Facts

- Growth was a top concern of survey respondents when looking ahead to the next 3-5 years.
- 67% of respondents desire trail development.

Strategic Objectives

- 5.1 Promote the use of county and village assets (e.g., NEW Zoo, Sensiba Wildlife Area).
- 5.2 Plan and promote high quality residential subdivision developments.
- 5.3 Promote high quality commercial development within the tax incremental districts.
- 5.4 Update Trail Plan in 2022.

CONCLUSION



The Village of Suamico Strategic Plan includes the input of Village leaders, members of the community and employees. As such, it provides both a broadly representative direction as well as a framework for the foreseeable future.

Over the next three years, Village Trustees, staff and the public should use this document as a roadmap of next steps of things to accomplish. Through careful budgeting and work planning, staff will work to implement the areas of emphasis and strategies in the plan and periodically provide progress updates to the Trustees and residents about what has been achieved.

Throughout the next three years, other management tools and plans, such as the annual budget, Capital Improvement Plan, Comprehensive Plan, and other tactical documents, as appropriate, will be aligned with the Strategic Plan, to ensure all Village efforts are working harmoniously. The accompanying Implementation Action Plan will contain the details to accomplish the strategies of this plan. It should be acknowledged by all stakeholders that the Strategic Plan is a fluid document and may be modified throughout its intended lifespan.

Suamico VILLAGE BOARD

Mrs. Laura Nelson
President

Mr. Sky VanRossum
Trustee

Mr. Michael Schneider
Trustee

Mr. Dan Roddan
Trustee

Mr. Jason Ward
Trustee

Mrs. Michelle Eckert
Trustee

Mr. Steve Andrews
Trustee

ATTACHMENT A

Village of Suamico

2021 – 2023 Implementation Action Plan

Based on data analysis and community input, the Village has developed five main areas of emphasis and 23 strategic objectives based on the 2020 Resident Strategic Plan survey and are further explained on pages 10 – 14. The areas of emphasis and strategic objectives serve as the foundation for the Village’s Strategic Plan.

1. Maintain and enhance the quality of life

- 1.1 Implement Calavera Park Master Plan – Phase 1 & 2 by the end of 2023.
- 1.2 Add one new family-friendly community event per year.
- 1.3 Increase public access to the Suamico River/Bay where appropriate.
- 1.4 Add a pre-treatment program using salt brine in 2022 on main roadways.
- 1.5 Add an additional snow plow route in 2021 by delaying sale of oldest snow plow until 2022.

2. Ensure fiscal stability

- 2.1 Budgeted General Fund revenues to equal or exceed expenditures annually.
- 2.2 Maintain a 25% unassigned general fund balance annually.
- 2.3 Approve annual general fund budgets that do not increase the tax levy more than the CPI-U + .25% set for January of that budget year OR the previous five-year average tax levy percentage increase, whichever is higher.
- 2.4 Review and approve the 5 year CIP annually.

3. Ensure stakeholders are well informed and engaged on municipal matters

- 3.1 Review and update website information continuously.
- 3.2 Post meeting agendas on Facebook.
- 3.3 Create a monthly e-newsletter.
- 3.4 Present quarterly general fund budget updates at Village Board public meetings.

4. Ensure adequate infrastructure, facilities, equipment, and staffing levels

- 4.1 Increase road maintenance efforts by allocating an additional \$100,000 annually to the road construction budget.
- 4.2 Add a third polling location by the end of 2023.
- 4.3 Conduct a flood mitigation study in 2021.
- 4.4 Secure land acquisition and finish design work by the end of 2023 for the Lineville Road expansion project.
- 4.5 Bring well #2 back online in 2021.
- 4.6 Add one additional FT DPW employee in 2022 and Firefighter in 2023.

5. Promote quality and sustainable economic and community development

- 5.1 Promote the use of county and village assets (e.g., NEW Zoo, Sensiba Wildlife Area).
- 5.2 Plan and promote high quality residential subdivision developments.
- 5.3 Promote high quality commercial development within tax incremental districts.
- 5.4 Update the Village Trail Plan in 2022.

Strategic Objective #	Strategic Objective	Additional Information	Priority*	Potential Cost/Funding Source(s)	Timeline	Assignment
Area of Emphasis #1: Maintain & Enhance the Quality of Life <ul style="list-style-type: none"> - 95% of survey respondents rated the quality of life in Suamico as “great” or “excellent.” - Fire (87%), Police (86%) and EMS (86%) were a few of the top rated services in the Village. - Mission statement focuses on providing for a “family-centric” community. - Snow removal services had a 77% satisfaction rate. 						
1.1	Implement Calavera Park Master Plan – Phase 1 & 2 by the end of 2023.	<ul style="list-style-type: none"> • Phase 1 & 2 includes paving of parking lot expansion, additional soccer fields, one softball field, and equipment shed. 	3	<ul style="list-style-type: none"> • Estimate \$250,000 • Stadium district dollars, park impact fees, wetland mitigation fees, grants, donations, sponsorships 	<ul style="list-style-type: none"> • Complete by the end of 2023 	<ul style="list-style-type: none"> • Recreation Department (Lead) • DPW & Engineering (Support)
1.2	Add one new family-friendly community event per year.	<ul style="list-style-type: none"> • Examples could include earth day, fall festival, carnival, movie in the park, etc. 	3	<ul style="list-style-type: none"> • Estimate \$5,000/year • General Fund and sponsorships 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • Recreation Department
1.3	Increase public access to the Suamico River/Bay where appropriate.	<ul style="list-style-type: none"> • Can be completed on a case-by-case basis and as land becomes available. 	3	<ul style="list-style-type: none"> • Unknown • Stadium district dollars, wetland mitigation fees, grants, TID 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Village Administrator (Lead) • DPW & Rec. Department (Support)
1.4	Add a pre-treatment program using salt brine in 2022 on main roadways.	<ul style="list-style-type: none"> • Purchase brine from Brown County and equip 2022 truck purchase with necessary gear. • Increases traffic safety by mitigating icy road conditions. 	2	<ul style="list-style-type: none"> • More research needed for annual cost estimates. • General Fund 	<ul style="list-style-type: none"> • Implement in 2022 	<ul style="list-style-type: none"> • DPW
1.5	Add an additional snow plow route in 2021	<ul style="list-style-type: none"> • Delay sale of oldest snow plow from 2022 to 2022. One Utility employee will take 7th plow route. 	1	<ul style="list-style-type: none"> • Insurance on an extra vehicle 	<ul style="list-style-type: none"> • Implement in 2021 	<ul style="list-style-type: none"> • DPW

*Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

Strategic Objective #	Strategic Objective	Additional Information			Priority ¹	Potential Cost/Funding Source(s)	Timeline	Assignment
Area of Emphasis #2: Ensure fiscal stability								
- Keeping taxes low was a top concern from respondents.								
2.1	Budgeted General Fund revenues to equal or exceed expenditures annually.	• Transfer any excess funds to the Equipment Replacement Reserve Fund			1	• N/A	• Annual	• Village Board (Lead)
2.2	Maintain a 25% unassigned general fund balance annually.	• Pursuant to current financial operating policy – 4.08(1)			1	• N/A	• Annual	
2.3	Approve annual general fund budgets that do not increase the tax levy more than the CPI-U + .25% set for January of that budget year OR the previous five-year average tax levy percentage increase, whichever is higher.	Year	CPI-U (Jan. 1) + .25%	Tax Levy Increase	1	• N/A	• Annual	• Village Administrator & Administrative Services (Secondary)
		2020	2.32%	3.51%				
		2019	2.50%	1.92%				
		2018	2.09%	3.95%				
		2017	0.93%	3.82%				
		2016	0.98%	3.24%				
		Avg.	1.76%	3.29%				
2.4	Review and approve the 5 year Capital Improvement Plan annually.	• Currently practiced by the Village Board.			1	• N/A	• Annual	• All other departments (Support)

*Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

Strategic Objective #	Strategic Objective	Additional Information	Priority *	Potential Cost/Funding Source(s)	Timeline	Assignment
Area of Emphasis #3: Ensure stakeholders are well informed and engaged on municipal matters - 71% of respondents use the Village website to find information. - Facebook was the most commonly used social media platform among respondents. - Email newsletter was the top choice for how residents wanted to receive general information from the Village.						
3.1	Review and update website information continuously.	<ul style="list-style-type: none"> Department heads will be asked to review their department's website information monthly. 	1	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Village Clerk Designee (Lead) All departments (Support)
3.2	Post meeting agendas on Facebook.	<ul style="list-style-type: none"> Will include all meeting agendas (e.g., Village Board, Public Works, H&S). 	1	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Village Administrator or designee
3.3	Create a monthly e-newsletter.	<ul style="list-style-type: none"> Research most compatible subscription service with our current website software. 	2	<ul style="list-style-type: none"> Staff time Possible nominal costs for website subscription. General Fund 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Village Administrator (Lead) All departments (Support)
3.4	Present quarterly general fund budget updates at Village Board public meetings.	<ul style="list-style-type: none"> N/A 	2	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Implement Q1 2021 	<ul style="list-style-type: none"> Director of Administrative Services (Lead) All departments (Support)

*Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

Strategic Objective #	Strategic Objective	Additional Information	Priority *	Potential Cost/Funding Source(s)	Timeline	Assignment
Area of Emphasis #4: Ensure adequate infrastructure, facilities, equipment, and staffing levels						
<ul style="list-style-type: none"> - Satisfaction rate on road maintenance was 65% and was a top concern for residents. - Flooding issues was a top concern for residents. 						
4.1	Increase road maintenance efforts by allocating an additional \$100,000 annually to the road reconstruction budget.	<ul style="list-style-type: none"> • \$660,000 committed to road reconstruction in 2020. 	1	<ul style="list-style-type: none"> • 100,000/year • General Fund 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • Village Board
4.2	Add a third polling location by the end of 2023.	<ul style="list-style-type: none"> • A review of polling location should be explored after the 2020 census is complete. 	3	<ul style="list-style-type: none"> • Estimate \$3,000 start-up costs. Possible rental costs. • General Fund 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Village Clerk
4.3	Conduct a flood mitigation study in 2021.	<ul style="list-style-type: none"> • Focus on areas with chronic flooding concerns. 	1	<ul style="list-style-type: none"> • Estimate \$30,000 • Storm Water Utility Fund 	<ul style="list-style-type: none"> • 2021 	<ul style="list-style-type: none"> • DPW
4.4	Bring well #2 back online in 2021.	<ul style="list-style-type: none"> • Pending 2020 public facility needs assessment. 	2	<ul style="list-style-type: none"> • TBD • Water Fund 	<ul style="list-style-type: none"> • 2021 	<ul style="list-style-type: none"> • DPW
4.5	Secure land acquisition and finish design work by the end of 2023 for the Lineville Road expansion project.	<ul style="list-style-type: none"> • Joint project with Brown County and Village of Howard 	1	<ul style="list-style-type: none"> • Cost neutral 	<ul style="list-style-type: none"> • Annual 	<ul style="list-style-type: none"> • DPW
4.6	Add one additional FT DPW employee in 2022 and Firefighter in 2023.	<ul style="list-style-type: none"> • 12.25 FTE in DPW in 2011 • 10 FTE in DPW in 2020 • 2019 Fire Department Staffing Committee recommended additional full-time firefighters 	3	<ul style="list-style-type: none"> • DPW - \$78k/year w/ benefits (GF/SWF/SF/WF) • Firefighter - \$73k/year w/ benefits (GF) 	<ul style="list-style-type: none"> • 2022/2023 	<ul style="list-style-type: none"> • Village Administrator (Lead) • Village Board (Support)

*Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

Strategic Objective #	Strategic Objective	Additional Information	Priority*	Potential Cost/Funding Source(s)	Timeline	Assignment
Area of Emphasis #5: Promote quality and sustainable economic and community development - 67% of respondents desire trail development. - Growth was a top concern of survey respondents when looking ahead to the next 3-5 years.						
5.1	Promote the use of county and village assets (e.g., NEW Zoo, Sensiba Wildlife Area).	<ul style="list-style-type: none"> Update information on Village website and share social media content. 	1	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Recreation Department
5.2	Plan and promote high quality residential subdivision developments.	<ul style="list-style-type: none"> Use the 2016 Comprehensive Plan as a guide. 	3	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Annual 	<ul style="list-style-type: none"> Village Administrator (Lead) Zoning Administrator/DPW (Support)
5.3	Promote high quality commercial development within the tax incremental districts.	<ul style="list-style-type: none"> Utilize development agreements. 	3	<ul style="list-style-type: none"> Staff time 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Village Administrator (Lead) Zoning Administrator/DPW (Support)
5.4	Update Trail Plan in 2022	<ul style="list-style-type: none"> Previous trail plans were completed in 2010 and 2003 with the Brown County Planning Department 	2	<ul style="list-style-type: none"> Estimate \$13,000 Trail Development Fund 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Recreation Department

*Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete.

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute.

ATTACHMENT B

Survey Postcard

Mailed to all known Suamico addresses in February 2020



Front

The Village of Suamico is developing a Strategic Plan for 2021-2023 that will outline the primary objectives the Village will work to accomplish through 2023. A survey is now available that offers Suamico residents the opportunity to provide input that will help steer the Village's priorities as well as to help us get a sense of how we are doing today regarding Village services.

Access to the survey and updates on the plan are available online at www.suamico.org. Hard copies of the survey are also available at the Municipal Services Center - 12781 Velp Avenue.

Your responses are completely anonymous and completion of this survey is voluntary. Please submit your responses no later than Sunday May 3, 2020. If you are unable to take the survey online or cannot come to the office, please contact Village Administrator, Alex Kaker at 920.434.2212 or AlexK@Suamico.org to arrange an alternative method.

On behalf of the Suamico Board of Trustees and Village staff,
we thank you for completing this survey.

Back

ATTACHMENT C

Resident Survey Results

Question 1 & 2 with mailing addresses have been removed

[Click here for link to survey results.](#)