



AGENDA OF THE COMMON COUNCIL

THURSDAY, APRIL 29, 2021, 5:00 PM

Virtual Meeting. Public may join via Zoom.

A. Zoom Meeting Information.

- I. This item contains information and instructions on the virtual zoom meeting.

B. Roll Call.

C. Pledge of Allegiance.

D. Approval of the Agenda.

E. Presentation to Council on Strategic Plan

- I. Director Joseph Faulds, Human Resources, will present the strategic plan.

F. Adjournment.

- 1) **SUPPLEMENTAL INFORMATION:** The Video of this meeting, Agenda, Agenda Packet, and Minutes are available online at www.greenbaywi.gov/Meetings.
- 2) **ACCESSIBILITY:** Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
- 3) **QUORUM:** Please take notice that a majority or quorum of the Common Council will attend this committee meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
- 4) **REPRESENTATION:** The party requesting the communication, or their representative, should be present at this meeting.

Virtual Meeting Instructions



Common Council April 29, 2021 (Presentation)

Zoom Meeting Information

Join Zoom Meeting

<https://us02web.zoom.us/j/88371238391>

Meeting ID: 883 7123 8391

Passcode: 607724

One tap mobile

+13126266799,,88371238391#,,,,*607724# US (Chicago)

+19292056099,,88371238391#,,,,*607724# US (New York)

Dial by your location

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

Meeting ID: 883 7123 8391

Passcode: 607724

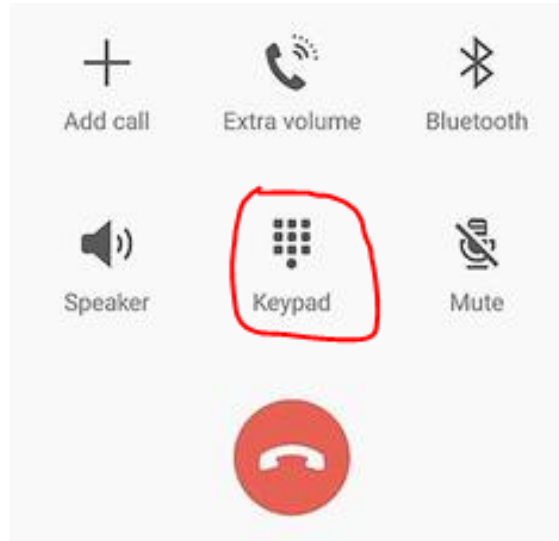
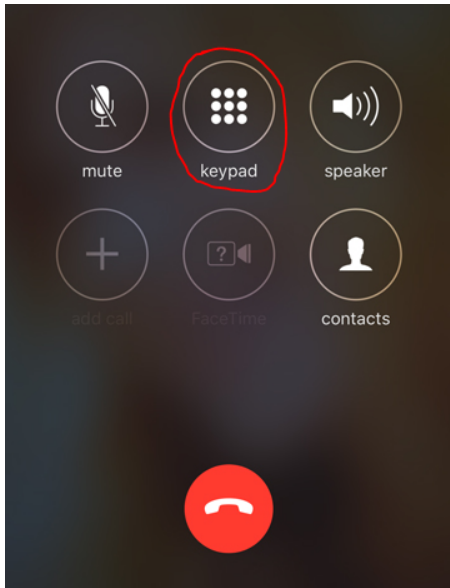
Find your local number: <https://us02web.zoom.us/j/88371238391>

Additional Information

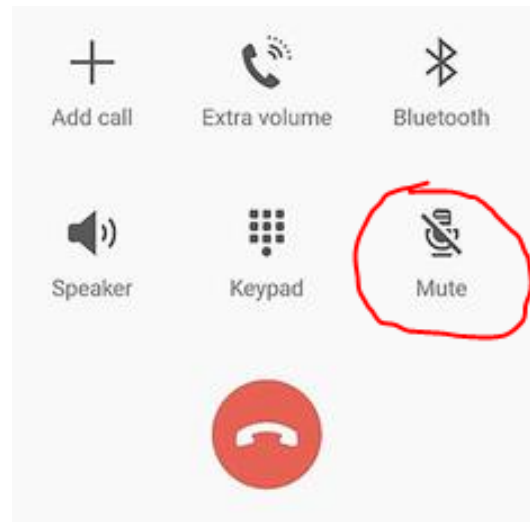
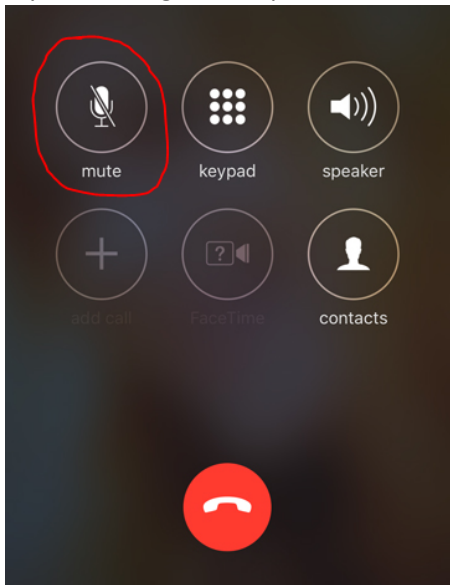
1. Wisconsin Open Meetings Law still applies
 - a. Persons interested in speaking to an item must give their name and address
 - b. Committee/Commission/Board members will still follow *Roberts Rules of Order*
2. All zoom meetings will have a password in the instructions. Please enter when prompted.
3. Please log into the Zoom meeting 10 minutes before the meeting starts to ensure proper technology is working.
 - a. If you are a Board Member, please log into [CivicClerk](#) with a computer, laptop, or tablet device.
4. Once you are in the meeting please mute yourselves.
 - a. You may unmute yourself when you are called upon to speak.
5. Waiting room
 - a. When you call in, all callers/participants will be placed in a “waiting room.”
 - b. Persons on the agenda will be admitted to the meeting, and then once the item is concluded, the host will permanently mute you from the meeting (you can still hear the meeting).
6. Using Zoom with a tablet or computer
 - a. Tablet—you will be asked to sign in. Download the app either with the Apple Store or the Play Store
 - b. Computer—you will be asked to sign in. You may download the app or click on the link to open Zoom in your browser.
7. Registering
 - a. The host may ask you to register for the meeting. A registration link will be sent to you along with the invite. You’ll receive another email confirming that you’re registered for the meeting.
 - b. If you’re using a phone, your registration will still be tied to an email.
8. Raising your hand
 - a. Committee members—you can either use CivicClerk and request to speak or you can “raise your hand” in the zoom meeting (you’d need to use a computer or tablet) to let the host know you’d like to speak. You can also un-mute yourselves and start speaking.
 - b. Persons on the agenda—you can “raise your hand” but you’d need to use a computer. You will be allowed to speak, per Wisconsin Open Meetings Rules, once the committee has “opened the floor for interested parties to speak.” Once the committee is finished with your agenda item, the host will mute you permanently, unless the committee opens the floor again.
9. What devices should I use?
 - a. Smart phone (please see more detailed instructions on page 3)
 - b. Land line
 - c. Tablet—well in advance of the meeting, please download the Zoom Meeting app before you join a meeting by using either the Apple Store or the Play Store. You will be asked to input your name, thus identifying you for the meeting. You’ll also be asked to verify your email.
 - d. Computer—well in advance of the meeting, please download the Zoom Meeting app, but you can also click on a link to open the Zoom Meeting in your browser. You will be asked to input your name, thus identifying you for the meeting.
 - e. For tablet and computer users--if you download the app you will be asked to verify your email.
10. Zoom etiquette
 - a. Muting yourselves when you’re not talking will prevent your background noise from interfering with others’ ability to listen to and participate in the meeting.
 - b. If you’re using a telephone, please identify yourself with your phone number and name before you speak. Zoom meeting hosts can see only your telephone number and will ask you to identify yourselves.
11. Closed session
 - a. Persons in the Zoom meeting will be put into a waiting room while the committee meets in Closed Session. Participants will be admitted back into the Zoom meeting once the committee reconvenes in Open Session.
 - b. Persons watching live on YouTube will see a gray screen with the City logo during closed session.
12. Persons interested in attending anonymously or listening to the meeting may call in by dialing *67 followed by the phone number above.

Calling into the Zoom meeting using a smartphone

1. Dial the phone number listed at the beginning of this document.
2. When prompted, enter the Meeting ID number followed by #
 - a. If you're using a smartphone, you can access the keypad by clicking "Keypad" on your screen



3. Once you are in the meeting, notify the meeting host that you are in and state your name.
4. If you do not need to talk, please make sure your phone is on **Mute**
 - a. If you're using a smartphone, look at your screen and click the Mute button



- b. If you're using a computer, you should see a Mute button in the Zoom application



City of Green Bay Strategic Plan



Mission: The City of Green Bay is a proud community dedicated to enhancing the quality of life for all residents and businesses through asset management and investment in strategic growth.

Research from City of Green Bay Strategic Plan

2019 City of Green Bay Employee Survey
Community Partners Feedback

- **Vision:** The City of Green Bay: Champions of Community, Livability and Opportunity

Planning Assumptions

1. Trained employees provide better service to the public.
2. Employee retention improves when employees have autonomy, purpose, and the opportunity to grow within the organization.
3. Anticipating financial challenges leads to financial stability.
4. Improving roads and infrastructure allows our citizens to stay connected in a safe and secure way.
5. Developed areas increase tax base and diversifies the population.

Key Strategies:

1. **Balanced and Equitable Community Development**
 - a. Equitably leverage our community's assets to attract and connect businesses, residents, and visitors.
 - b. Invest in essential public safety services in ways that are responsive to community needs.
2. **Employee Recruitment and Engagement**
 - a. Build a diverse, inclusive, and engaged workforce.
 - b. Focus on employee training and development.
 - c. Offer maximal autonomy and flexibility to all employees at all levels.
3. **Customer Service**
 - a. Provide inclusive, accessible, and responsive services to all residents and businesses.
 - b. Driven by service excellence.
4. **21st Century Infrastructure**
 - a. Repair and maintain existing roads and infrastructure.
 - b. Install innovative, resilient systems and services to meet the current and future needs of our community.
5. **Long Range Fiscal Strength and Sustainability.**
 - a. Identify and support internal and external policies that meet the long term fiscal needs of the City while recognizing the limits of property taxpayers.
 - b. Communicate with the citizenry our compliance with all policies, laws, and procedures, earning recognition as trusted stewards of taxpayer dollars.

Key Performance Measures:

Response time for services (i.e. police and fire, public works).
Development Projects
Parks/Community Programs
HR/Employee Data
Financial Data

Outcomes:

- City core needs are met
- Vibrant community
- Safe community
- Stable finances
- Completed development projects
- Increasing the tax base
- Increase the City's population
- Decrease in complaints
- Aligned actions with the Common Council
- Improved retention of City staff

Core Values: Integrity, Honesty, Respect, Customer Focus, Community Driven, Reliability

We value our history, our citizens, our diversity, our businesses, our workforce, our volunteers, our neighborhoods, our downtown and our waterfront.

Operational Plans: See department operational plans.

City of Green Bay Strategic Plan



Mission:

Our mission is to guide development of the community to create a sustainable balance of safe neighborhoods, quality housing, economic opportunity, historic preservation, and cultural diversity for current and future residents.

Research from City of Green Bay Strategic Plan

DCED team members use or seek out a variety of resources (surveys, plans, committee work) based on specific team goals

Planning Assumptions:

1. Public engagement and outreach to residents and the development community will generate the most effective policy outcomes
2. Planning efforts must take into consideration the needs of both existing and future residents
3. Evaluating, adopting and enforcing policies will ensure an efficient department that prioritizes projects and resources and makes policies easier to understand to our customers
4. Constant measurement of progress towards achieving City-wide, department and individual staff goals will help staff evaluate and enhance programs and policies and make recommendations for improvements
5. Continued growth of quality housing and economic development projects shall be pursued through competitive negotiation, regulation and completion of quality new construction, the redevelopment of targeted parcels and the elimination of nuisance properties
6. Preservation and/or adaptive reuse of historic properties and buildings shall remain a high priority

Vision:

The City of Green Bay is a competitive, dynamic, diverse community offering unique urban places and experiences including employment, housing and recreation for all.

Key Performance Measures:

1. Number of new and existing neighborhood associations that are active and participating in planning and community related activities
2. Retention contacts resulting in positive evaluations of interactions with the City
3. Number of outbound communications on new and existing department programs and resources resulting in maintained or expanded interaction with those programs and resources
4. Number of businesses opened, expanded or closed in a calendar year
5. Number of permits for new housing units constructed in the context of overall City goals
6. Number of permits for improvements on existing housing units in the context of overall City goals
7. Number of historic structures and properties preserved and repaired
8. Number of public art projects maintained and added to the community

Key Strategies:

DCED will link and leverage existing assets to create new opportunities through activities that:

1. Maximize public engagement and leveraging of partnerships:
 - a) maintain and expand formal programming for neighborhoods
 - b) identify and support local business development
2. Adopt, enforce, evaluate and amend (as needed) policies, procedures and ordinances that address City goals and objectives:
 - a) regularly prioritize department projects
 - b) attain and evaluate funding needs for the department and for development projects
 - c) evaluate and improve standardized processes
 - d) amend ordinances to reflect current development demands and City objectives
3. Evaluate department programs and resources, and enhance, alter, maintain or eliminate programs and resources as necessary:
 - a) establish clear goals for education and communication with residents and other stakeholders about department services and resources
 - b) establish clear goals to assist in the promotion and improvement of the KICC
 - c) encourage and manage affordable housing opportunities including public housing
4. Facilitate public-private partnerships to complete development plans and transactions:
 - a) analyze and evaluate development proposals for compliance with City ordinances, goals and objectives
 - b) acquire, maintain and sell properties for redevelopment or other public purposes
 - c) identify, mitigate and correct properties and/or property owners that frequently have code and ordinance violations

Outcomes: The City of Green Bay is successful when:

- all neighborhoods are safe, healthy and vibrant
- anyone who wants a job with competitive wages or a nice place to live can find it in the City
- all historic properties are maintained and restored as functional buildings
- our diversity is celebrated in our culture, our economy and our public art
- department team members are challenged and excited about reaching goals

Core Values:

- we prioritize building and maintaining a safe and prosperous community
- we understand that our decisions impact future generations
- we implement procedures, policies and ordinances as a means to achieve a goal
- we are good stewards of our resources
- we strive to maintain a high level of customer service
- we provide efficient, effective, team-based efforts and decision making

Operational Plans:

employ targeted, coordinated staff teams to review projects, evaluate problems and develop solutions; designate project leaders and team leaders for major projects; set goals for individual performance that support the overall strategic direction of the City; establish, maintain, evaluate and modify formal procedures as needed to measure the impact and degree of success of current and past projects for purposes of setting direction on future projects

Parks, Recreation and Forestry Strategic Plan



Mission:
Parks, Recreation & Forestry promotes wellness and energy through dynamic programs and attractive community spaces.

Research from City of Green Bay Strategic Plan

- Park staff will review Strategic Plan on an annual basis
- Prioritize the strategies and objectives using input from community and employees
- Incorporate changes into the Park, Recreation and Open Space Plan

Vision: Green Bay Parks will be the happiest, healthiest place to live, learn, work and play.

Planning Assumptions

- Qualified and diverse staff leads to better service
- Evolving customer expectations requires our service to be adaptable and flexible
- Limited resources (budget restrictions) necessitates meticulous and creative planning to maximize our services
- Changing trends

Key Strategies:

- 1) Build community, promote wellness and ensure equal access for all**
 - Provide excellent programs, services, places & spaces and a community awareness.
 - Improve civic engagement and provide opportunities for social connection
- 2) Cultivate an effective, dynamic workforce.**
 - Increasing training and professional development opportunities
 - Expand internal and external communications throughout the department
- 3) Efficiently and effectively manage all park assets**
 - Work within annually adopted budget and comply with policies and procedures
 - Maintain and communicate Inventories of programs, services, places and spaces
- 4) Steward of natural spaces and green infrastructure**
 - Conserve, enhance and acquire natural areas
 - Preserve and improve green infrastructure

Key Performance Measures:

- Employee performance evaluations.
- Employee retention
- Positive customer engagement
- Customer surveys
- Department efficiencies
- Increase in program and facility utilization

Core Values: Here is the Park Department we believe our Core Values are:

- Integrity
- Honesty
- Respect
- Safety
- Customer Focus
- Stewardship
- Creativity

Outcomes:

- More creative productive staff
- Increase in operational efficiencies
- Parks continue to be vital to community well-being
- Create great experiences

Fire Department Strategic Plan



Mission:

The mission of the Green Bay Metro Fire Department is to protect and educate our community, show compassion to all, and continue the honored tradition and dedication of the fire service.

Vision: There will always be emergencies, but how we respond to them has to evolve.

Key Strategies:

1. Service Delivery
 - a. Continuously monitor response times and resource availability to meet or exceed national standards
2. Position for future expansion
 - a. Develop theoretical organizational structures and response models for expansion.
 - b. Engage key stakeholders in expansion discussion to develop relationships
3. Personnel Recruitment, Development, and Wellbeing
 - a. Develop strategies for recruiting a diverse workforce.
 - b. Expand educational and leadership development opportunities.
 - c. Provide psychological, physical, and financial resources.
4. Technology Integration
 - a. Improve use of evolving technology to analyze and evaluate for operational efficiency.
 - b. Implement use of evolving technology for inventory management and planning.
5. Financial Planning
 - a. Continue to explore option to minimize fleet expenditures, including lease options.
 - b. Develop robust facilities management program including capital expenditures and funding general maintenance.

Core Values:

Duty
Honor
Professionalism
Excellence
Compassion
Reliability

Operational Plans:

See department operational plans and guidelines

Research from City of Green Bay Strategic Plan

Fire Industry Resources and Standards

Employee Input & Feedback Community Feedback

Planning Assumptions

Meeting or exceeding national response time standards provides better customer service.

A diverse workforce is critical to mitigating emergencies and providing service to people of all backgrounds.

Investing in a highly trained workforce make employees feel valued.

Capital expenditure planning is critical to maintaining an emergency response capacity.

Technology plays an increasing role in day to day operations and must be integrated and updated continuously.

Key Performance Measures:

Response data and metrics
Executing additional mergers
Employee Retention and Satisfaction
Inventory data and tracking
Inventory expenditure data
Fleet Maintenance reports
Facilities costs and maintenance

Outcomes:

Safe Community
Healthy Citizens
Engaged workforce
Improved regional services
Employee retention
Modern, functional facilities

Green Bay Police Department Strategic Plan



Mission: We, the members of the Green Bay Police Department, are dedicated to providing service through a partnership with the community that builds trust, reduces crime, creates a safe environment, and enhances the quality of life in our neighborhoods.

Research from City of Green Bay Strategic Plan

- Listening sessions with officers from all shifts.
- Review at staff meetings and monthly operations meetings.
- Discussions with Community Groups.

Vision: CommUNITY(s)/Tradition/ Progressive The Green Bay Police Department remains dedicated to working FOR the community to seek long term solutions for their concerns, perceptions, and community problems while building trust, respect and legitimacy.

Planning Assumptions:

- **Partnerships and relationships within the Community to build trust and transparency.**
- **Constitutional Policing to ensure equality.**
- **Citizen Feedback and Listening sessions for all communities to be heard.**
- **Defining roles and responsibilities lead to a lean and fiscally responsible department.**

Key Strategies:

- **Crime Reduction and Deterrence**
 - Expanded Behavior Health unit
 - Expand Community Police Division
- **Employee Wellness and Opportunities**
 - Assist the Police Officer Support Team
 - Improve Communication and morale
 - Achieve Internal Transparency
- **Transparency Through Community Engagement**
 - Community Meetings/Outreach
 - Partner Ethnic groups and Non-profits
 - Building Trust/Respect/Legitimacy
 - Ongoing Homeless/ Housing Outreach
 - Implement body worn cameras
- **Restructure the Department's Org Chart**
 - Dedicated Trainers/Training Unit
 - Maintain a Clear Chain of Command
 - Define roles and responsibilities
- **Recruitment and Employee Retention**
 - Improve Job Satisfaction
 - Expand outreach to diversify our workforce

Key Performance Measures:

- **Crime Reduction**
- **Employee Morale**
- **Employee/Community Engagement**
- **Citizen Satisfaction**
- **Positive/Negative Feedback**
- **Recruitment & Retention Rates**

Core Values: GBPД is dedicated to Traditional Values through Progressive Policing with an inspired workforce. Values to include:

- | | |
|-------------|--------------|
| • Integrity | Impartiality |
| • Knowledge | Kindness |
| • Loyalty | Intelligence |
| • Humility | Courage |
| • Honesty | Sincerity |

Outcomes: Are we successful in:

- Reduction in crime
- Managing perception of crime
- Employee wellness and morale
- Earning Community Trust
- Building Respect and legitimacy
- Being transparent
- Having long term solutions for problems
- Efficient department

Human Resources Strategic Plan



Mission: To provide innovative human resources services and build an engaged, inclusive, and diverse workforce.

Research from Human Resources Strategic Plan

2019 Culture Survey
2020 Supervisor Survey
HR Industry data for public and private sectors.
Risk Management Internal and Industry Data

Vision: To be an employer of choice.

Key Strategies:

- 1. Recruit and retain a diverse and engaged workforce.**
 - a. Intentional efforts tailored specifically to departments to recruit and hire candidates to build a diverse and inclusive workforce.
 - b. Develop a D&I Strategic Plan that promotes diversity, equity, and inclusion.
- 2. Focus on employee engagement to create a motivated, productive, and healthy workforce.**
 - a. Reinforce our culture that values open communication, promotes a work-life balance, and recognizes the important role employees play in the City's service to the community.
 - b. Provide employee development and training with an emphasis on customer service.
 - c. Monitor and evaluate City Benefits Plan and develop programs for Health 1265 to help employees engage in their own health and well-being.
- 3. Provide a safe work environment.**
 - a. Allocate the proper tools, equipment, and training to ensure the safety of our employees and the public.
 - b. Monitor and evaluate our work environment to help minimize the spread of COVID-19 (i.e. PPE, social distancing, remote work, and staggered schedules).
 - c. Ensure all of our employees feel a sense of belonging and acceptance in their role as a City employee.
- 4. Integrate Technology into HR Functions.**
 - a. Utilize current technology and explore new platforms to streamline HR workflow and City processes.

Planning Assumptions

1. More inclusive policies will lead to recruiting a talented, diverse, engaged, and productive workforce.
2. A culture that values an employee's hard work, feedback, and embraces a work-life balance will lead to higher productivity and retention.
3. Employee development and training will lead to better service to the community.
4. Safety training will reduce on-site injuries and workers comp claims.

Key Performance Measures:

- Diversity demographics for hires and promotions.
- HR Data (i.e. absenteeism, voluntary turnover, retention rates by department.)
- Employee Culture Survey Results
- The number of workplace accidents/injuries, time off due to workplace injuries.
- Workers Compensation Fund Balance.

Core Values: Integrity, honesty, respectful, customer focused, teamwork, inclusion, equity, and lead by example.

Outcomes:

Higher overall employee satisfaction, engagement, and productivity.
Healthy and Safe Work Environment.
Improved services to the public.

Law Department Strategic Plan



Mission: To ensure City of Green Bay operations are successful and in compliance with local, state, and federal laws and regulations.

Research from City of Green Bay Strategic Plan

Roundtable discussions
Review of department historical data
Evaluation of trends in other, similarly situated municipalities
Review of industry best practices

Vision: To work creatively and collaboratively with City staff to improve community life in the City of Green Bay by providing quality advice and services.

Planning Assumptions

Increased engagement will improve the visibility of and communication with the law department by departments and officials.

Positive work environment and opportunities for professional growth will lead to higher employee satisfaction and retention.

Creation and maintenance of a uniform records system will improve department performance.

Key Strategies:

1. Customer Service / Accessibility

- Diversify knowledge base of employees to make the department more readily available to other staff and officials.
- Actively engage in intradepartmental projects.
- Maintain a visible presence in core City functions.

2. Employee Retention

- Improve working conditions by diversifying workloads, cross-training, and encouraging flexible scheduling.
- Respond to consistent workload changes through appropriate staffing.
- Provide opportunities for legal education and training.
- Create opportunities for advancement within the department.
- Encourage participation in state and local bar associations.

3. Record Keeping

- Create a functional and comprehensive electronic records indexing system.
- Generate reference materials for City staff to improve consistency in staff actions.

Key Performance Measures:

- Number of meritorious claims and actions against City.
- Average time for assignments to be completed.
- Employee evaluations and self-reporting.
- Employee length of service
- Occurrence of redundant requests.
- Usage of indexing system.

Outcomes:

Improved employee satisfaction and engagement.

Less employee turn-over.

Increased efficiency and workload management by department staff.

Fewer legal actions filed against the City.

Core Values:

Knowledge, professionalism, ethics, adaptability, collaboration, creativity, and appreciation.

Department of Public Works Strategic Plan



Mission: DPW – To provide essential services used every day by the public and other City Departments, and to build and maintain infrastructure critical for everyday life through the calculated application of resources, technology, and teamwork.

Research from Department of Public Works Strategic Plan

- Review of industry trends through trade groups
- Solicitation of input from stakeholder groups

Vision: To be a respected and trusted provider of services necessary to the operation of a successful community.

Planning Assumptions

- Providing better information to the community, and making the information easier to access, will provide a better overall experience for the customer and allow for a more positive interaction
- Allowing customers to access services from remotely will cut travel needs and time expenditures as well as allow for employee flexibility in responding.
- Solicitation of feedback from affected users allows those users to have some stake in the outcomes and demonstrates our interest in serving their needs.
- DPW will continue to be fiscally constrained, with infrastructure needs outpacing available funding for the foreseeable future

Key Strategies:

1. **Enhance the use of the City's Request for Service to provide a more positive user experience**
Continue to promote the use of the Request for Service system to more effectively and efficiently route requests to the proper section for resolution. Use the Request for Service system to close out requests to demonstrate to end user that work was completed and track time of completion to provide better front-end estimates to requestors.
2. **Expand upon electronic services to supplement traditional counter-service**
COVID-19 has forced DPW to offer electronic services, such as permitting, citation payment, and payment for parking rental. These initiatives have been well-received by users. DPW will enhance those services currently provided and seek additional opportunities, like electronic bidding on public construction projects, to lessen the need for in-person traditional counter service. This will have a secondary benefit of allowing the Department to evaluate continuation of flexible work schedules and work-from-home opportunities to benefit employees.
3. **Promote educational outreach to achieve voluntary compliance with departmental initiatives**
Use social media presence, letters, and outreach to stakeholder groups (neighborhood associations, business improvement districts, home builders, contractors, etc.) to solicit feedback on how to deliver message and provide more frequent, timely, and relevant information to public about programs and regulations.
4. **Long-term planning for capital infrastructure to combine maintenance and rehabilitation/replacement**
Build upon existing use of GIS data for sewer and pavement data to maximize return on investment into infrastructure rehabilitation projects. Also include effects of enhanced maintenance, need to reduce/eliminate sewer system I&I, implementation of Green Infrastructure (GI), changes to traffic patterns and modes, and flood mitigation needs in selecting projects.

Key Performance Measures:

- Reduction in number of complaints
- Increase in positive feedback from community
- Reduction in claims
- Ability to complete satisfactory number of infrastructure projects

Outcomes:

- Stakeholders/taxpayers more satisfied with service provided for taxes paid.
- Overall condition of infrastructure improves
- Decreased need for enforcement

Core Values:

- Customer focused
- Polite
- Professional
- Complete/Thorough
- Ethical
- Fiscally responsible

Green Bay Water Utility Strategic Plan



Mission: Provide a reliable, high-quality drinking water supply with exceptional customer service and value.

Research from City of Green Bay Strategic Plan
 2020 GBWU Strategic Plan research with employees, wholesale customers, managers, Commissioners and strategic partners.

Vision: Achieving leadership excellence as a valued and collaborative community partner, top-rated workplace, and innovative industry expert.

Planning Assumptions

1. Safe water needs to be available to our customers 24-hours a day, seven days a week
2. The Water Utility needs to be a critical asset to the City
3. Embracing technology increases efficiency and attracts the younger workforce
4. Maximizing employee engagement maximizes productivity
5. Providing high level of service minimizes complaints & maximizes productivity

Strategic Pillars:

- Manage Risk & System Reliability
- Maintain Utility Viability
- Optimize Technology
- Invest in Human Capital
- Provide Excellent Customer Service

Key Performance Measures:

- Attractive water rates for development
- Low turn over rate in staff
- Low outage time for breaks
- Respect between all departments for efficiency & cost effectiveness
- Excellent customer feedback

Core Values:

- Health & Safety
 - Protecting the health and safety of our employees and community through high operational and regulatory standards
- Sustainability
 - Prioritizing the long-term viability of financial and water resources
- Employee & Customer Experience
 - Providing an environment where people are valued, engaged, and treated with the utmost respect and professionalism.
- Integrity
 - Always doing the right thing, even when no one is watching

Outcomes:

- Safe, reliable water supply
- Rates that reflect value of service to our customers
- Decrease in main breaks
- Decrease in overtime
- Additional wholesale customers to stabilize rates
- An employer of choice
- Using GBWU as an asset to develop
- Value to City of Green Bay

Operational Plans: Objectives to our goals are listed in our 2020 Strategic Plan

City of Green Bay Information Technology and Services Strategic Plan



Mission: To provide the best proven technology and services for computing devices, data, telephony, spatial and software applications.

Research from City of Green Bay Strategic Plan

Customer Outreach and Feedback.

Data Collection from Green Bay software applications.
Feedback from Social Media

- **Vision:** To become an integral partner with our customers, to enable the city to be recognized as a leader in technology that prides itself on innovation, transparency and accountability.

Planning Assumptions

1. Well trained employees provide better service to its customers.

2. Positive work environment and opportunities for professional growth will lead to higher employee satisfaction and retention.

3. Collect and manage data to improve efficiencies in our service

4. Increase website traffic.

Key Strategies:

1. Continue to monitor trends to improve services.

- Delivers business outcomes for every City department by leveraging agile, flexible services that digitally engage citizens and employees.
- Deploy a City Statistics service where customers can easily view bulk Request for Service or 911 results.
- Monitor social media trends to discover strengths and weaknesses in the city.

2. Utilize Technology to improve decision making

- Identifying, analyzing, transforming and presenting information using business intelligence tools and techniques to support decision making.
- Increase interdepartmental communication and efficiencies through technology.

3. Advocate and Educate Departments

- Utilize technology that promote sustainable choices and offers opportunities for a highly skilled, diverse, motivated and representative workforce.

4. Achieve Excellence

- Maintain best practices in core IT infrastructure, innovation, and cybersecurity to protect the city's digital assets.

Key Performance Measures:

Increase use of technology.

Website traffic.

Increase mobility with additional security.

Training Opportunities

Outcomes:

Increase technological use.

Decrease manual paperwork.

Improve communication with customers.

Core Values:

Creativity, Integrity, Honesty, Respect, Customer Focus, Community Driven, Reliability, Fiscally Responsible

Administrative Services Strategic Plan



Mission: Wisely manage the city's finances, equipment, information and resources with full transparency.

Research from City of Green Bay Strategic Plan

2019 Employee survey
Accounting and Financial Resources
Wisconsin Election Commission Resources

Vision:

To be trusted stewards of taxpayer's money.

Planning Assumptions

Assessment Revaluation to continue over the next 1.5 yrs. ready for 1/1/2022 assessment for 2023 budget

Continue to utilize the financial investment in Tyler Munis software, add Contract module, reporting and forms and continue to upgrade.

Maintaining and update policy and procedures.

Improving communication between supervisors, employees and other departments

Key Strategies:

- 1. Establish and meet capital and operating budgets.**
 - a. Maintain 5 year Capital Improvement Plan.
 - b. Proper accounting and maintain internal controls.
- 2. Fair and open competitive procurement**
 - a. Transparent and open for soliciting bids.
 - b. Using variety of sources for procurement.
 - c. Finding the best value for the city.
 - d. Modernize the procurement process.
- 3. Maintain fair and accessible elections**
 - a. Leverage new technologies.
 - b. Educating voters on process.
- 4. Provide good customer service / 1 business day**
 - a. Continue to assess in a fair and equitable manner.
 - b. Clerks, Elections, tax collections, records.
 - c. Print room & mail services.
 - d. Financial analysis and reporting.
 - e. Increase data on the website.
- 5. Improve communication with employees**
 - a. Reinforcing remote work and flexible schedules for employees.
 - b. Find ways to stay connected.
- 6. Keep assessment up-to-date**
 - a. Complete the city wide reassessment.
 - b. Implement regular revaluation cycle (5-8yrs).
- 7. Leveraging existing and new technologies**
 - a. Expand Munis usage.
 - b. Continue to develop the CIP program.
 - c. Strive to reduce paper usage.
 - d. Training staff to use if effectively.

Key Performance Measures:

- Realistic and manageable budget
- Long term investing in some capital needs through operating funds
- Reduction in long term borrowing
- Revaluation staying on timeline
- Clerk's office streamline election process and use of new equipment
- Purchasing reduce processing time for purchase orders
- Mailroom increase revenues with new equipment
- Employee satisfaction.

Core Values: Integrity, honesty, respectful, citizen focused, transparency, teamwork, ethical

Outcomes:

Citizen's confidence
Successful audit
Realistic budget
Revaluation completion
Successful election

Green Bay Metro Transit Strategic Plan



Mission: Green Bay Metro is committed to providing safe and dependable transportation to jobs, schools, medical services, and other destinations.

Research from City of Green Bay Strategic Plan

- Public Involvement
- Data Collection
- MPO
- Surveys

Vision: To be a partner in the community by providing transportation that is convenient and accessible to the public.

Planning Assumptions

- Public need
- Community partnerships to continue
- Funding

Key Strategies:

1. Ensure employees are properly trained and current on all practices and procedures.
2. Provide efficient and adequate transportation.
3. Transportation services will maintain on-time performance as measured by system standards.
4. Maintain existing and seek additional revenue from government agencies and public and private partnerships.
5. Use creative methods to enhance services and provide independence.

Key Performance Measures:

1. 100% Compliance with safety schedule
2. Reduce passenger miles traveled
3. 95% On-time performance schedule adherence
4. Continue to seek public/private partnerships
5. Enhance services utilizing technology

Core Values:

- Safety
- Customer Service
- Dependability
- Economy
- Ingenuity

Outcomes:

- Decrease PMT
- Increase ridership
- Engage Staff
- Increase operational focus
- Enhance level of service

Operational Plans: *Quarterly mandatory meetings
*Operational memos
*Public Transportation Agency Safety Plan (PTASP)

*Staff meetings
*Policy manuals