



January 2022

2021–2026 STRATEGIC PLAN  
**Progress Report**

# ABOUT THIS REPORT

The Village Board adopted its five-year Strategic Plan in 2021 as a tool to ensure the priorities set by the Village Board are conveyed in the organization's goals, that strategies are clearly developed to meet the goals, and that overall village government is accountable for meeting community needs. The Strategic Plan has five multi-year goals, with each goal containing its own set of strategies.

Progress reports will be prepared biannually in January and August.

## MISSION

The Village of Sussex is committed to preserving the high quality of life enjoyed by our residents, providing fiscally sound, responsive municipal services and delivering those services in an effective, efficient and professional manner. The Village will:

- Sustain appealing, safe, high-quality residential neighborhoods and business districts.
- Maintain an appropriate balance between residential and business land uses.
- Preserve and develop open spaces and cultural and recreational facilities. Develop and promote a strong sense of community by preserving a unique small town heritage.
- Consult with and involve Sussex residents in the Village's decision making, promote two-way communication between the Village Board and residents, and encourage an atmosphere of openness and receptivity to all ideas and issues.
- Continually evaluate services and plan for the future of the Village. Cooperate and work collegially with neighboring communities and governments. Be responsive to individual concerns and needs while keeping in mind the good of the community as a whole.

## GOALS



**Economic Growth**      **Infrastructure & Facilities**      **Quality of Life**  
**Citizen Engagement**      **Financially Sound**

## BY THE NUMBERS

STRATEGIES UNDERWAY

11

## LEARN MORE

Read the full five-year strategic plan at <https://www.villagesussex.org/government/strategic-plan>

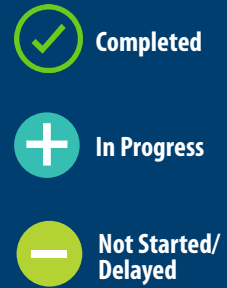




# PROGRESS REPORT

## Village Board Priorities

The Village Board identified five goals in the 2021–2026 Strategic Plan. Each goal includes a number of objectives and benchmarks to further clarify the Board priorities. Each goal is championed by a staff member of the Village's Management Team and regular employees have aligned their annual performance goals to the Village's Strategic Plan. Below is a detailed progress report on each of the objectives.



## Economic Development



### Attract and retain commercial establishments (retail, restaurants, and entertainment) with a focus on filling vacant buildings and keeping Sussex dollars local.

- Develop and implement an updated plan for commercial attraction, which includes an analysis of building vacancies and a target vacancy rate for commercial space in the Village.
- Develop a robust partnership with the Center for Growth and The Chamber, which includes routine updates from these organizations to the elected officials.
- Develop a marketing campaign targeted at identifying prospective entrepreneurs and connect those prospective entrepreneurs with the information and tools needed to start a business in Sussex.
- Research incentive, grant, or support programs that are significant enough to address market barriers and encourage new businesses to open in our community.



### Attract and retain primary employers that will bring quality jobs to the community.

- Develop strategies to attract, recruit, and retain primary employers with a focus on next generation businesses. Offer incentives for developers who bring quality jobs to the Village.
- Support Waukesha County Center for Growth in their industry attraction efforts.

### Status Update

The Village has filled about 9,000 square feet of commercial spaces, which is almost 6% of vacant space, in last quarter of 2021. Over half of the remaining vacant space is the Shopko Building at 80,000 square feet. The Village also supported six new businesses with Main Street Bounce Back grants in the last quarter.

The Village is currently accepting applications for the Community Development Director position, who will be charged with many of the objectives in the Economic Development goal of the strategic plan.

### Status Update

On the Industrial front, the 100,000-square-foot Adron building is under construction, Waangard is proposing a 140,000-square-foot manufacturing building, and several other industrial users are looking at the Highlands Business Park.



## Maintain good roads in a fiscally responsible manner.

- Maintain the roads to a level that prevents premature road reconstruction, which includes annual road programs and routine maintenance.
- Continue increasing the annual funding to the Depreciation Fund for the Road Program, with the goal of reaching \$2 million allocated annually within five years.
- Research and evaluate alternate funding mechanisms and revenue sources to minimize borrowing.



## Ensure compliance with all utility regulations and adequate utility capacity to address future growth.

- Continue to monitor water and wastewater usage, capacity, and storage needs to determine when and where the Village needs to increase capacity.
- Update the Stormwater Management Plan, and incorporate the cost of the plan into the Depreciation Fund so the Village is adequately saving for these expenses.
- Monitor regulations for all utilities to understand future financial and operational impacts.

## Status Update

The 2021 Road Program was completed on time and under budget. The project included concrete pavement maintenance and reconstruction on Sussex Road, Village Drive, Miller Way, Waukesha Ave and Good Hope Road, and asphalt pavement maintenance and reconstruction on Hi-Tech Drive. The Village received an LRIP Grant of \$25,261 for the Hi-Tech Drive portion of this project. A presentation outlining the Village's Road Program was given to the Board as part of the budget discussion in October 2021.

Design is underway for the 2023 Road Program. We are considering a road diet for two oversized cul-de-sacs within the 2023 Road Program—Flintlock Court and Maize Court. The Board voted to increase the Depreciation Fund for the Road Program by \$100,000 in 2022 to \$670,000 annually. An LRIP Grant in the amount of \$30,800 is anticipated for 2023. A Tour of Village Roads with an emphasis on pavement condition is planned for May 2022.

## Status Update

- **Wastewater:** Repairs will be made to the Northeast Interceptor in 2022 to decrease infiltration of clear water into the sanitary system. Sanitary sewer pipes in the 2023 Road Program area will be televised in 2022 and repairs will be made in 2023 to reduce infiltration. Staff will begin planning for the 2025 Wastewater Treatment Facility Repairs so that design can be funded in the 2023 Budget. Planning has started for cyber security improvements for the water and wastewater systems.
- **Water:** 2022 will be the first year of a four-year program to replace large meters to ensure accurate measurement of water use for our largest users. The water system model will be updated in 2022 to provide a more accurate picture of available capacities and fire flows in the Village water system to account for the recent overhaul of the wells due to radium. A water supply evaluation will also be completed in 2022 that will analyze various aspects of water use, capacity and storage as the first step to help predict future capacity improvement needs. The EPA has recently issued (December 2021) Lead and Copper Rule Revisions that require water system operators to create an inventory of all community owned and customer owned service lines by October 2024. The rule also requires an inventory of information on plumbing systems inside buildings. Staff will be creating a compliance plan in 2022 which may need to include a request for funding in the 2023 budget.
- **Storm Water:** Funding for an update to the storm water management plan will be considered as part of a future budget process. Staff continues to monitor for grant opportunities to offset some of the costs.



## **+** Maintain high quality services.

- Identify a measurable level-of-service target for public-facing programs, track progress towards these goals, and report to the Board, including sufficient facilities and equipment.

## **+** Ensure Sussex is a family-friendly community.

- Update the Comprehensive Outdoor Recreation Plan. As part of this process, identify potential amenities and programs for underserved populations (i.e. teen programs).
- Continue implementing the Village Park Master Plan to add new amenities and update existing ones. Meet with key stakeholders in park usage (ie. baseball clubs, Lions/SAS Club) to collaborate on functionality of park design.
- Explore the feasibility of adding more live music to Sussex's existing special events (i.e. Pints in the Park) or by adding new events and consider facility needs.
- Analyze recreation program offerings to identify service gaps.

## **—** Explore opportunities to construct a community pool/aquatics center.

- Research pools in similar size communities to estimate capital and operating costs, identify potential funding mechanisms, and learn best practices.
- Explore public and private partnerships for funding and usage to keep some of the cost burden off tax payers.
- Complete a feasibility study (hire a consultant) to identify community needs and refine cost estimates. As part of this study, determine if the Village should construct a smaller community pool at a lower cost to taxpayers or a larger aquatic center with more amenities.

## **Status Update**

The Village began to assess the primary functions and services provided to the public. Initially the focus will be on Public Safety as we work to analyze, evaluate, process and review data collected in Fire and Police services. The goal is to organize and quantify in layman's terms the services provided, how they impact the community, and increase the quality of life afforded to the citizens of Sussex.

## **Status Update**

The Village added in a sponsorship opportunity for a business to sponsor music at Pints in the Park. We've also collaborated with the library and they will offer trivia at two Pints in the Park events. We are actively analyzing our recreation programs and adding more as opportunities arise. Work on the comprehensive outdoor recreation plan and planning for Village Park will begin in 2022.

## **Status Update**

As part of the 2022 budget process, the Board voted to fund the pool feasibility study over the next three years; therefore, the feasibility study is scheduled for 2024.



## + Reduce debt levels.

- Continue to invest in the pay-as-you-go, depreciation fund for capital items with the goal of fully depreciating all capital expenditures and the annual road program.
- Analyze existing debt and opportunities to restructure/re-finance to reduce debt.
- Evaluate future Capital Improvement Plan projects for debt management opportunities.

## + Reduce the average cost burden for residents with the goal of being below the median cost when compared to peer communities.

- Identify this target cost and report on it annually as part of the budget.
- Explore possible cost saving measures by partnering with surrounding communities and organizations or by identifying opportunities to reduce costs within our operations.

## — Prepare for the end of growth.

- Study staffing needs at the end of growth. Continue the existing practice of budgeting and stepping in these additional employees.
- Study communities that are already done growing and learn from their story.

## Status Update

- During the completion of the 2022 budget, annual depreciation was adjusted/increased to account for new capital items being purchased.
- The Village will pay off \$1.2 million in debt that is callable in March 2022. The payment of this debt will come from existing funds on hand in the General Fund – mainly the funds set aside for working capital as the intent for these funds is now being covered by the Depreciation Fund.
- No new borrowing will be needed for the non-utility portions of the CIP in 2022. The needed work will be covered using the annual allocation of depreciation for roads.

## Status Update

- Each year the Village of Sussex calculates the total cost for services to the average resident compared to our peer communities. The Village's 2020 total costs were slightly above the peer group average. The 2021 costs dropped below the peer group average. The average Sussex resident pays \$87.43 less in Sussex than the average peer community residents.
- In late 2021 the Village committed to converting 286 street lights to LED, which will save the Village \$830 each month initially and an estimated \$437,000 over 20 years.
- The Library engaged in a couple of partnerships that resulted in cost savings. They partner with the Hamilton School District every year on the Kids Choice Awards, sharing the workload between staff and splitting the cost of books. They also partner with four other libraries to provide year-round programs for those suffering from memory loss and their caregivers. Additionally, they partner with other libraries for single programming events to enable them to bring in bigger speakers than they could afford on their own.
- The Village continues to be prudent in use of overtime and salt for snow removal operations. By example, the Village was able to save an estimated \$30,000 in the last quarter of 2021 by monitoring road conditions and tailoring brining/salt activity based on road and air temperatures.
- The Village made changes to the use of the fire quint, which reduced its hours of operation by over 100 hours per year for this valuable piece of equipment.

## Status Update

We continue to phase in the hiring of employees as we have done in the past. Staffing needs at the end of growth will be analyzed following the completion of the staffing analysis as outlined in the next objective.

# Financially Sound-Continued



## Attract and retain quality employees.

- Complete a salary study every three years. The Village's goal is to pay employees at 75% of the median pay rate.
- Budget for staff raises annually based on the market and continue with performance-based raises to reward high performing employees.
- Routinely complete anonymous employee engagement surveys.

## Status Update

- The Village will complete a staffing analysis and compensation study in 2022, which will benchmark existing staffing levels and compensation with peer communities. The results will be presented to the Village Board ahead of the 2023 budget process.
- The Village continues to budget for raises each year based on the market and continues to utilize a performance-based system for raises. In 2022, employee raises, for those eligible, ranged from 2.5% to 3.75%.
- The Village began researching options for employee engagement surveys. Options will be reviewed with the Village Board as part of the 2023 budget process.

# Citizen Engagement



## Better understand topics and issues that are important to the public.

- Research and identify new opportunities to engage with the public.
- Identify and routinely report on metrics that measure public engagement.
- Research and present options for a community wide survey to be conducted routinely to evaluate service levels and identify issues of importance to the public.



## Solicit feedback on specific projects, topics, and services of interest to the public.

- Continue to seek public input for all major projects (i.e. major road reconstructions, park projects, library project, etc.).

## Status Update

- The Village Board approved a community survey process and questions in October 2021. This survey process involves monthly pulse surveys to be posted on social media platforms, the website, and available at the front counter in the Civic Center. The first survey was posted in November 2021 and the results were distributed to the Board in December 2021. The Village received 194 responses to the first survey.
- Staff will work to update public engagement metrics and research new engagement opportunities in the coming year.

## Status Update

In September 2021, the Library kicked off a planning process to assess the space needs of the library, examine the current facility, and engage the public on the services and spaces they want to see at their library. This process is working to engage over 100 community leaders and residents and will result in a recommendation to the Village Board.

