



August 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 objectives 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 objectives.

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 employees have aligned their annual performance goals to the Village's Strategic Plan. Below is a detailed progress report on each of the goals and corresponding objectives.

 Completed

 In Progress

 Not Started/
Delayed

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 19,458 square feet of vacant commercial spaces in 2022, which is 11.7% of vacant space from December 31, 2021. Fifty-five percent of the remaining vacant space is the Shopko Building.
- The Village supported three new businesses with Main Street Bounce Back grants in the last quarter.
- The Village continues to partner with the Chamber. Most recently the Village featured the Chamber in The Courier print publication. The Village also helps promote The Chamber events through social media and the website.

Status Update

On the Industrial front, the 100,000-square-foot Adron building is nearly completed. Wangard is under construction with a 150,000-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

- Design continues on the 2023 Road Program, with the goal of bidding in January 2023. The Board decided against the option of a road diet for Flintlock Court and Maize Court.
- Staff continues to monitor for grant opportunities, particularly through the Bipartisan Infrastructure Law (BIL). The Village applied for a CMAQ grant under the BIL for the Corky Curtis Trail Extension from Maple Avenue to Silver Spring Drive.
- The crack filling project for 2023 will focus on Silver Spring Drive, Hickory to CTH F; Main Street from Locust to west of Maple Ave; Woodside Ridge subdivision; Teakwood Court; and touch up of the Civic Center parking lot and the Spring Green neighborhood.

Status Update

- **Wastewater:** Two significant manhole leaks were repaired along the Northeast Interceptor, eliminating an estimated 11,500 gallons per day of clearwater infiltration into the sanitary sewer from those two repairs alone. During videotaping of the sanitary mains in the 2023 Road Program area, about 30 leaks of various sizes were discovered in sanitary pipes and manholes. These will be repaired in 2023. Our next target in searching for infiltration into our sanitary system will be the interceptor sewer between silver Spring Drive and the Wastewater Treatment Plant (WWTP) which will be investigated in the winter of 23/24.

Staff is studying a request from Lannon to assist them with the operation of parts of their sewer and water systems.

The WWTP Repairs Project has been thoroughly discussed on the staff level and a list of top priority repairs/upgrades has been developed. Design of the WWTP project is scheduled for 2024.

- **Water:** Cyber security improvements, including requiring multi-factor authentication, are in place for water and wastewater.

The large meter replacement project is underway, as is the water model update.

The lead and copper rule compliance plan and the water supply evaluation study are planned for the second half of 2022.

The major water main loops have been completed in the last few months: CTH VV west of STH 164; Plainview Road, Railroad Tracks to Blue Bill Drive; and Main Street from Village Drive to Richard Road (Lied's property in Lisbon), along Richard Road and through the Hamilton School property. Future looping needs will likely be triggered by new developments.

- **Storm Water:** DNR is working on a Total Maximum Daily Load study of the Illinois Fox, to which Sussex is tributary. Staff recommends postponing the update of the Storm Water Management Master Plan until we know what targets we'll need to hit based on the DNR's study. Staff continues to monitor for grant opportunities to offset costs for the study and for storm water infrastructure improvements.



— 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 goal is to quantify the services provided, how they impact the community, and increase the quality of life afforded to the citizens of Sussex. Due to staff turnover and competing priorities this objective has been pushed back to 2023.

Status Update

- We secured sponsors for entertainment at our Pints in the Park Traveling Beer Garden series. The Pauline Haass Public Library offered Trivia at the June event; a musical duo is booked for July Pints courtesy of Meijer; a DJ is booked for August Pints courtesy of Central Bark; and a musical act is booked for September Pints courtesy of The Chamber.
- Grown Up and Me classes (Sports, Soccer, T-Ball, and Tumbling) were added to our program offerings and there has been significant interest and participation in these programs.
- The Parks and Recreation Board has committed to finalizing the Village Park Master Plan in 2022. Quotes for professional services to complete the Comprehensive Outdoor Recreation Plan will be presented in the budget for 2023..

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.
- In March 2022 the Village paid off \$1.2 million in debt that was callable. The payment of this debt came 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 was needed for the non-utility portions of the Capital Improvement Plan in 2022. The needed work was covered using the annual allocation of depreciation for roads

Status Update

- The target median cost will be identified and reported on as part of the 2023 budget process.
- The Village continues to refine our winter snow operations, particularly with respect to overtime and salt use. Over the last two years, the Village has significantly decreased salt use, resulting in savings of over \$34,000.
- Printing and mailing costs for The Courier and Activity Guide were going to increase significantly. The Village worked to reduce the size of the publication from 32 pages to 16 pages, resulting in the total printing costs remaining the same year over year despite the escalating prices. Past efforts to reduce printing and mailing costs include combining The Courier, Activity Guide, and Center of Attention into one publication.
- In late 2021 the Village committed to converting 286 streetlights to LED, which will save the Village \$830 each month with the savings increasing overtime.
- 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.

Status Update

We continue to phase in the hiring of employees as we have done in the past. The Village has met with all the peer communities as part of the staffing analysis and is working to analyze the information. The goal of this study is to benchmark existing staffing levels in comparison to our peer communities and project future staffing needs resulting from growth.

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 completed the 2022 compensation study, which benchmarks our compensation with peer communities. These compensation studies are completed every three years. There were notable changes in several non-managerial level positions. The 2023 proposed budget includes a request for market adjustments based on this compensation study.
- 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 2023 proposed budget includes 3% for annual raises and additional requests for market adjustments based on the compensation study.
- The 2023 proposed budget includes a funding request for an employee engagement survey tool.

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.

Status Update

- The Village continued with the monthly pulse surveys, which started in October 2021. The surveys are posted on social media platforms, the website, and available at the front counter in the Civic Center. The results are distributed to the Village Board.
- The Village has identified key employees at all levels of the organization to help enhance our social media presence. These employees have assisted with creating social media stories on Facebook and Instagram. Examples are snow plowing updates and pictures of recreation programs. The result of these efforts is more diverse and timely information to residents.
- The Village will work to update public engagement metrics and continue to identify new engagement opportunities in 2022 with the goal of implementing in 2023.



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

- In late 2021 and early 2022, the Pauline Haass Library facilitated 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 engaged over 100 community leaders and residents and will result in a recommendation to the Village Board.
- The Village held community meetings and solicited one-on-one feedback from impacted residents for the 2022 park renewal at Prides Crossing Park and the Road Program planned for 2023.

