

August 2023

**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 are 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

12

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 worked with a new indoor sports training facility to occupy the former Shopko building and, with the execution of a Conditional Use Permit, approximately 80,000 square feet of vacant commercial space has been filled. The Village is also working with the owner on approvals for the vacant land between the Shopko building and Kohl's.
- The Village has revived the Economic Development Master Fund Loan Program that offers a low-interest rate loan targeted at businesses in the downtown area in partnership with Bank Five Nine.
- The Village has reengaged the Community Development Authority to explore downtown improvement projects that can help with placemaking and business attraction. We have continued working with downtown developers to promote vacant commercial space and seek out users to develop on vacant land that is currently owned by the Community Development Authority.

Status Update

- On the Industrial front, the 100,000-square-foot Adron building is complete, Wangard has completed a second 150,000-square-foot manufacturing building, and several other industrial users are looking at the Highlands Business Park. A Plan of Operation has been received for an industrial user to occupy approximately 81,000 square feet of the 150,000-square-foot building.
- In partnership with the Waukesha County Center for Growth, the Village will participate in a Business Retention and Expansion program. While this is a county-wide program with other participating communities, the Village started its own Business Retention and Expansion Program with the goal to visit community businesses on an ongoing basis to foster public/private partnerships and to increase awareness of various programs offered by the Village, County, and State. To date staff has met with six businesses as part of this new program.



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

- Construction is well underway on the 2023 Road Program. By July 4, all work in Sussex Heights and the west halves of Prides Crossing and Maple View Estates were complete. Utility work continues in the remainder of Prides Crossing, Maple View Estates, Cobblestone Estates, Keystone Estates and Canyon Meadows Estates. Completion is expected by October.
- Crackfilling for 2023 will take place in Hidden Hills, the asphalt at the Good Hope Road railroad crossing, and the areas north of Main Street between Elmwood Avenue and Waukesha Avenue.
- Project scoping and design Request for Proposals will be prepared in the third quarter for the 2025 Road Program which includes Braddock Place, Ridgeview, Coldwater and other areas north of Good Hope, east of Maple, south of Plainview and west of the railroad.
- Another round of the Congestion Mitigation Air Quality (CMAQ) and Transportation Alternatives Program (TAP) have recently been announced by Wisconsin DOT. The Village will investigate these programs to determine if any upcoming projects would be eligible for funding

Status Update

Wastewater

- More repairs to the Northeast Interceptor are planned for this fall near Homestead Court to address leaks. Numerous leaks in the sanitary system are also being repaired during the 2023 Road Program project. Our next target in searching for inflow/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 2023/24.
- The WWTP Repairs Project has been discussed on the staff level and a list of top priority repairs/upgrades has been developed. Final scoping and Design Requests for Proposals will be prepared in the third quarter of 2023 for design in 2024. Construction is scheduled for 2025. The existing plant has a capacity of about 5 MGD, while the current average flow is about 2 to 2.5 MGD. Our most significant challenge with this existing facility is sludge storage. We continue to work on options to address this issue.

Water

- Verizon is pursuing an option to install a new antenna array and associated building at the Executive Drive Water Tower. The Board has approved the agreement, which will bring additional revenue to the Water Utility.
- The large meter replacement project continues. 2024 is year three of this 4-year project.
- The water model update has been completed and the data is available to staff through our GIS system. The water supply evaluation study is nearing completion.
- The lead and copper rule compliance plan is underway.

Infrastructure & Facilities (continued)



Status Update - Continued

- One more water main loop is scheduled for 2023 construction along CTH VV from Hamilton School entrance to Miller Way. Future looping needs will likely be triggered by new developments

Storm Water

- The 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. The Village continues to monitor for grant opportunities to offset costs for the study and for storm water infrastructure improvements.

Quality of Life



— Maintain high quality services.

- Identify a measureable 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

- This objective is scheduled to start in 2024.

Status Update

- The Village of Sussex contracted the Southeastern Wisconsin Regional Planning Commission (SWRPC) to complete the Comprehensive Outdoor Recreation Plan (CORP). Work started early 2023 and the plan is anticipated to be adopted by the end of 2023 or beginning of 2024.
- The Village Park Master Plan is delayed until the land west of Village Park begins development.
- Sponsorships were secured to provide entertainment/music at all four Pints in the Parks events in 2023.
- Based on identified service gaps we added the following programs in 2023: pickleball lessons for teens, boy focused dance classes, and middle school team tennis. We will continue to address identified service gaps in our programming.

Status Update

- The full feasibility study will be funded in 2024. Staff has connected with consultants to begin to understand the feasibility study process. The 2023 Comprehensive Outdoor Recreation Plan process will also incorporate research findings and provide preliminary recommendations about a possible community pool.



+ 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.

+ 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

- During the completion of the 2023 budget, annual depreciation was adjusted/increased to account for new capital items being purchased. The budget was also adjusted to begin depreciating the library building and depreciation funds for the Civic Center were reallocated from going toward debt service to be available for depreciation.
- In November 2022 the Village paid off \$1.6 million in sewer debt that was callable. The payment of this debt came from existing funds on hand in the Sewer Utility, mainly RCA funds, as well as unrestricted funds.
- The 2023 Budget increased the annual allocation of depreciation for roads. These funds will be available for the 2023 road program and will reduce the total borrowing necessary for this project.

Status Update

- The target median cost was identified and reported on as part of the 2023 budget. The Village continues to be ranked in the middle of our peer communities for total costs.
- The Village is saving approximately \$10,000 annually by switching to LED street lights in a few areas throughout the community.

Status Update

- We continue to phase in the hiring of employees as we have done in the past. The 2023 budget included phasing in the change of a part-time park employee to full-time.
- The staffing study is complete and is being utilized during the 2024 budget process. The study benchmarked existing staffing levels in comparison to our peer communities and projects future staffing needs resulting from growth.

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 Adopted Budget included \$70,000 in market adjustments to address the identified gaps. All but \$1,500 of the \$70,000 proposed for market adjustments were directed to frontline, non-supervisory positions, which is where the greatest market discrepancies were found. Nearly 70% of the funds went to address pay challenges in Public Works and Parks frontline employee pay. Administrative Assistants received 15% of the funds, and the remaining was a combination of positions. A proposal to address pay progression will be included in the 2024 budget.
- The Village continues to budget for annual raises based on the market and continues to utilize a performance-based system for raises. Employee raises ranged from 2.75% to 5% in 2023.
- The Village implemented a new employee engagement survey tool and continues to score at or above benchmark organizations in most areas. Mostly notably, the Village's Employer Net Promoter Score (eNPS) score is over double the benchmark communities. This is an overall measure of how our employees feel about our organization. An Employee Vibe Committee has also formed to review the survey results, develop programs, and recommend policy changes based on employee feedback.

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.).

2023 Social Media Followers/Subscribers		
Platform	Followers/Subscribers	Change From 2022 YTD
Facebook	7,015	↑ 440
NextDoor	3,128	↑ 134
Instagram	1,019	↑ 86
Twitter	398	↑ 6

Social Media Reach		
Reach	2022	2023 YTD
<i>The number of people/unique accounts who saw any content from or about your Page, including posts, stories, ads.</i>		
Facebook	125,433	144,427
Instagram	3,702	2,199
Impressions		
NextDoor	2022	2023 YTD
<i>Unique views of posts and unique opens and clicks of any email notifications.</i>		
NextDoor	19,761	4,653
Twitter	2022	2023 YTD
<i>Number of times users saw your Tweets.</i>		
Twitter	12,040	9,500

Status Update

- From October 2021 through December 2022 the Village completed an initial pulse survey process to collect general feedback from the public. The surveys were posted on social media platforms, the website, and available at the front counter in the Civic Center. The results were distributed to the Village Board. In 2023 surveys are posted by request of staff or the Village Board.
- The Village continues with the popular "What's Your Question Wednesday" program and started a new "Did You Know?" segment on social media.
- 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 first set of engagement metrics have been incorporated into the Strategic Plan Report, with plans to continue adding metrics in the coming years.

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, the 2023 Road Program, and the pickleball courts at Melinda Weaver Park.
- In 2023 feedback will be solicited for the Comprehensive Outdoor Recreation Plan.

2023 Top Social Media Posts YTD		
Platform	Post	Reach/Reactions
Facebook	5/18 Did you know/Vacation checks	55,012/391
Instagram	5/5 Park bubblers are on	931/37

2023 Email Updates YTD (eBlasts)		
Subscribers	Total Emails Sent	Open Rate
1,404	22,374	62%

2023 Recorded Meetings			
Quarter	Views	Unique Viewers	Video w/Most Views
Q1	46	17	Plan Commission 1/17 (13 views)
Q2	45	22	Plan Commission 4/18 (6 views)

