

**DRAFT
City of Brillion
and
Greater Brillion Community
Strategic Plan**



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in consultation with Community Ad Hoc Committee members

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Adopted by Brillion City Council: December xxx

Executive Summary

The Brillion Strategic Planning Committee met monthly from January through June, and again in November, 2006. Four Ad Hoc Committees met two times each from August through November. This represents a total of 14 meetings with 39 individuals, and over 200 volunteer hours, to create a Strategic Plan for the City of Brillion and the greater Brillion community. Each session was facilitated by Mary Kohrell, UW Extension Community Development Educator for Calumet County. Strategic Planning Committee members are Gary Dieter, Scott Endries, Tammy Fischer, Lori Gosz, Gary Kabat, Betty Nies, Eric Nies, Paul Nistler, Diane Schauer, and Jerry Sonnabend. Members of the Ad Hoc Committees are acknowledged within the body of the document.

The Brillion Community has many strengths and assets of which it is proud. These include a strong industry presence which makes vital contributions to the community's economy and has donated to prominent community facilities; dedicated elected officials and community staff; outstanding public and parochial schools; and fine community assets including parks, the Community Center, library, and people. The purpose of this Strategic Plan is to build on these strengths and assets, and provide guidance and direction to City of Brillion elected officials, staff, and the city's partners. By participating in a series of methodical steps, highlighted below, the City's Strategic Planning Committee recommended a number of priority strategic actions.

The Strategic Planning process included a review of the city's implicit and explicit mandates; a stakeholder analysis; an assessment of Strengths, Weaknesses, Opportunities, and Threats (SWOT); and a community survey. These background pieces helped the Strategic Planning Committee develop a new mission statement for the City of Brillion:

Brillion – dedicated to being a great place to live, work, learn and play – together!

The background steps also informed the Strategic Planning Committee's development of four strategic issues. Ad Hoc Committee volunteers subsequently developed goals and preliminary action steps for each of the strategic issues. A list of strategic issues and primary goals are summarized below.

Strategic Issue 1. How can we increase business and residential development while maintaining fiscal responsibility?

1. Make necessary preparations for development along Hwy 10.
2. Develop a plan for industrial/business development in Brillion and the surrounding area.
3. Plan for residential development in Brillion.
4. Improve services for businesses and residents.
5. Develop a marketing and promotion plan for Brillion.
6. Facilitate improvements to the downtown business district.

Strategic Issue 2. How can we make Brillion attractive to new businesses and residents?

1. Develop a plan for marketing and publicity of the Brillion Community.
2. Improve the City of Brillion's appearance downtown, on Highway 10, and parks.
3. Provide new and improved amenities in Brillion.
4. Develop business and residential growth incentives.
5. One priority project in Brillion will be completed.

Strategic Issue 3. How can we encourage positive community relationships, engagement, and leadership?

1. Develop a shared city identity for the Brillion Community.
2. Promote community unity by working together.
3. Educate adults and youth on opportunities for community engagement, leadership and relationships.

Strategic Issue 4. How can we encourage city government to operate in a value-added manner by adopting sound management practices?

1. Define who the city's customers are and what they want.
2. Educate city leaders on what it means to operate city government in a value-added manner.
3. Explore cost reduction measures to help the City of Brillion operate more cost effectively.
4. Determine methods for improving Brillion's process management system by which city decisions are made and actions are taken.
5. Pursue tax-base growth opportunities to implement new services, retain existing ones, and/or control the tax rate.

The remainder of this document includes the detailed work completed by the Strategic Planning and Ad Hoc Committees.

City of Brillion Strategic Plan Details November 2006

The Brillion Strategic Planning Committee met monthly from January through June, and again in November, 2006. Four Ad Hoc Committees met two times each from August through November. Each session was facilitated by Mary Kohrell, UW Extension Community Development Educator for Calumet County. Strategic Planning Committee members are Gary Dieter, Scott Endries, Tammy Fischer, Lori Gosz, Gary Kabat, Betty Nies, Eric Nies, Paul Nistler, Diane Schauer, and Jerry Sonnabend.

What is Strategic Planning?

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. The benefits of strategic planning are numerous, and include the promotion of strategic thought during the process and beyond; improved decision-making; enhanced organizational capabilities; and benefits to the organization's people.

Mandates

Strategic planning discussion started with a review of city mandates, which was lead by department head presentations. A mandate can be expressed formally or informally, through elections, community expectations, legislation, policy, regulations, procedures, and budget requirements. Formal or explicit mandates prescribe what *must* or *should* be done under the city's policies, as well as under federal, state, and local laws. Informal, implicit mandates are less specific and often not written, but are things the organization believes it must do to meet expectations of itself, stakeholders, the community, and others. The strategic planning committee agreed the City of Brillion's mandates are as listed.

Explicit Mandates

City Clerk/Administration

- Records retention
- Elections (including Help Americans Vote Act)

Parks & Recreation

- No mandate to have parks, but if you do, must follow ASTM and CPSC standards.

Recreation & Aquatics

- No mandate, but if you have program, must follow statutes for:
 - › Pools – staff, boards, wall, ventilation system
 - › Gymnasium – space around court, ceiling, volleyball
 - › Racquetball Court – dimensions

Library – may be established, must be free.

- Must meet standards for public libraries.

Community Development

- Zoning – self-imposed, but if you have it, must comply with state and local mandates. To change, must be approved by Plan Commission, City Council, and public.
- Comprehensive Plan – 9 elements (chapters) including implementation. City adopted in 2003.
- Redevelopment authority (self-imposed).
 - › City gives development authority to RDA.

Fire Department

- Everything done by Fire Department is governed by state statutes. Fire service requires safety, which means purchasing new vehicles/equipment on schedule. Equipment is all up-to-date, but building may not be completely current.

Police Department

- Building/space needs

- › Evidence storage
- › Interview and interrogations
- › Records storage

General City Mandates

- Administrative Mandates
- Training Mandates
- Health Officer
- Money Repository
- Open Meetings Law
- Ethics
- Records

Implicit Mandates

Ambulance Service
 Rubbish Pickup
 Special Large Item Pick Up
 Police Department
 Street Maintenance
 Snow Removal
 Leaf Removal
 Water Treatment – Sewage
 Drinking Water Supply
 Water/Flood Control
 Street Lights
 Traffic Control
 Neighbor Control
 Animal Control – Cats
 Emergency Planning/Broadcasting
 Cemetery
 Office Space for the Public to do Business Such as Vote
 Office Hours (set own) that are Accessible
 Appointed Government Bodies – Commissions (parks, P.C. etc.)
 Communications System (will soon be a federal mandate)
 Municipal Court
 Flags and Decorations
 Courteous Staff
 Multiple Methods of Communication – Website, Cable Channel, Newsletter

Stakeholders

A stakeholder is any person, group, or organization that can place a claim on the organization’s resources, attention, or output, or is affected by its output. City of Brillion internal (belonging to the organization) and external (outside of the organization) stakeholders were identified, and for each stakeholder, the influence on the city and their importance [on a scale of 1 (high) to 4 (low)] was identified.

City of Brillion Stakeholder Analysis

Internal Stakeholders	Influence on City (for example, money, time, decision-making, oversight, partnering, etc.)	Importance 1 – Extremely 2 – Reasonably 3 – Not Very 4 – Not at all
City Employees	Day-to-day city operations, money (staff cost)	1
Elected Officials	Policy, decision-makers	1
Taxpayers	Money, decision-making	1
Appointed Officials – <ul style="list-style-type: none"> • Plan Commission • Redevelopment Authority • Cemetery • Park and Rec • Library • Community Development 	<ul style="list-style-type: none"> • Planning and decision-making, development • Business development, blight reduction • Policy-making, prices, maintenance • Decision-making for recreation and open space • Service for users, policy-making • City development, growth 	1 1 2 2 2/3 3 *(should be 1)
City Contracted Services <ul style="list-style-type: none"> • Engineering • Financial auditor • Water/sewer utility mgmt. • Ambulance • Waste management • Financial advisor 	<ul style="list-style-type: none"> • Contracted service 	1 1 1 1 1 2-3
Brillion Housing Authority	Partner, service-provider, housing	2

External Stakeholders	Influence on City (for example, money, time, decision-making, oversight, partnering, etc)	Importance 1 – Extremely 2 – Reasonably 3 – Not Very 4 – Not at all
Industry	Money, taxes, jobs	1
Business Owners	Money, taxes, jobs	1
Non-Residents	Money	1
Commuter Employees (in)	Money, jobs	1
School System (K-12 + FVTC)	Growth, education of current and future citizens	1
DOT, DOR, DOJ, Other State Agencies	Money, technical assistance	1
Neighboring Communities <ul style="list-style-type: none"> • Residents • Government officials 	Money, costs, growth Policy-making, partners	1 1
Shoppers	Money	1
Churches	Quality of life, draw people/residents	1
County Services	Partner, technical assistance, tools, services (Meals on Wheels, health, etc.)	2
Bellin (Health)	Service provider, money, taxes, jobs, quality of life	2
Post Office	Service	2
WI DNR	Partner, decision-making, environmental regulations	2
WI Dept of Commerce	Money, technical assistance	2
Neighbors	Support system, quality of life	2

Service Organizations		
Brillion Chamber of Commerce	Partner, promotion, money	2 (should be 1)
Optimists	Quality of life, assistance, money	2-3
Lions	Quality of life, assistance, money	2-3
Jaycees	Quality of life, assistance, money	2-3
American Legion	Quality of life	2-3
Woman's Club	Quality of life	2-3
Athletic Association	Quality of life	2-3
Historical Society	Quality of life	2-3
Nature Center	Quality of life	2-3
4-H	Quality of life	2-3
Friends Groups	Quality of life	2-3
Boy/Girl Scouts	Quality of life	2-3
Mutual Aid Services (emergency)	Partners	2-3
Red Cross	Partner, assistance (emergencies, etc.)	3

SWOT Analysis

The purpose of conducting a SWOT analysis is to provide information on the City of Brillion's **Strengths** and **Weaknesses** in relation to the **Opportunities/Hopes** and **Threats/Concerns** it faces. This step lays a foundation for identifying important issues and key strategies that will be addressed in subsequent stages of the strategic planning process. Participants discussed these issues at the March 23 meeting, and brainstormed lists of issues, which were then prioritized.

Internal Assessment of Strengths and Weaknesses	
<i>Internal Strengths</i>	<i>Internal Weaknesses</i>
Resources or capabilities that help an organization accomplish its mandates or mission.	Deficiencies in resources and capabilities that hinder an organization's ability to accomplish its mandates or mission.
<p><u>Strong Elected & Appointed City Officials (26)</u> City committees. Strong city government. Dedicated city workers and officials. Accessibility to leadership, elected and appointed. Creation of RDA. Strong systems in place (ie. policies & procedures).</p> <p><u>Fiscal Responsibility (11)</u> Strong budgeting (not running w/deficits or forced to borrow for projects or just running the city). Good borrowing capability.</p> <p><u>Good City Amenities (8)</u> City clean and appealing to visitors. Provide many services and resources for a city our size (ie. BCC, Police, Ambulance, Library) * Could also be considered a weakness. Reliable city services (water, garbage collection, etc.). Waste management. Snow removal. Good public and private schools. Library strong, focus on service, outreach, community</p>	<p><u>Lack of City Direction (25)</u> Failure to enforce ordinances. Vague mission statement. Lack of clear vision. Downtown needs a focus. Inability to agree on a vision for the city. Decision making based on past rather than view to future. Learning Curve-City is chartering new territory (ie. development) and learning as they go in some areas. City/town cooperation. City government structure should be looked at. Too much responsibility on too few people-limited what can be accomplished.</p> <p><u>High Taxes and Loss of Funding (17)</u> Large amount of amenities for a city this size. State mandated budget restraint. High tax rate. Potential loss of state funding for city, county and schools. BCC-How to pay for it. Lack of growth. Abundance of services contributes to higher taxes (needs</p>

<p>support. Strong leadership in fire department and police department. Strong utilities potential. Traditional activities (electric parade, homecoming, farmers market, Optimists pizza sale).</p> <p><u>Professional Staff and Department Heads (3)</u> Strong management team. Professionalism of city staff. Professional City Hall staff. Longevity of staff. Professional and knowledgeable staff. Great department heads. Group relationships are strong-communicate well. Qualified and knowledgeable contracted services. Top leaders knowledgeable, lots of history and experience.</p>	<p>more growth-residential and commercial). Cost of some city services (high taxes). <u>Citizen Involvement (3)</u> Insufficient citizen input at city meetings. Lack of youth interest in government. No one from city government is catching people's eyes. This takes time involvement and interaction with different organizations. <u>Employee Issues and Concerns (3)</u> Unions-negotiations process. Unhappy employees. Not enough employees are city residents.</p>
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External Assessment of Opportunities/Hopes and Threats/Concerns	
<i>External Opportunities/Hopes</i>	<i>External Threats/Concerns</i>
<p>Outside factors or situations that can affect your organization in a favorable way.</p> <p><u>Possibilities for Future Development (25)</u> Developers for growth. Industrial park. Industrial expansion. Downtown development. Developers/Industry (looking for areas to expand). Development of new housing around the golf course. Drawing new businesses. Commercial and Industrial growth and improvements. Drawing young adults to Brillion. Growth is moving this way (eventually) Appleton/Darboy are expanding.</p> <p><u>Quality of Life (15)</u> Brillion school system. Modern and attractive high school building. New churches in town. Service organizations and churches – add to quality of life. Service organizations promoting events-bring people to the city. Tremendous volunteer commitments via service groups – Jaycees, Optimists, Historical Society.</p> <p><u>Fiscal Opportunities (8)</u> Consolidation of services. Shared municipal services. TIF funding. Federal and state grants. State grants and funding.</p>	<p>Outside factors or situations that can affect your organization in a negative way.</p> <p><u>Business and Labor Concerns/Economy (24)</u> Not utilizing local businesses (shopping out of town). Dollars being spent out of Brillion. Competition of business from other cities. Loss of employment in the valley affects some Brillion families. Labor shortage for local industry. Losing younger citizens to larger cities because of convenience of job opportunities. Businesses closing. Sale of Endries to a non-community business. Lack of local ownership in big industries in town. Increase in fuel and utilities.</p> <p><u>Taxes/State Funding/Mandates (17)</u> Losses in funding. Loss of state funding-how will it affect elderly, youth, school system? Decreasing in state shared revenue. Unfunded state mandates. TPA. TABOR or TPA.</p> <p><u>Natural Resources/Natural Barriers (6)</u> Tornado and floods. DNR Brillion marsh management. Lack of area/land to expand (ie. annexation issues, flood plan, etc.).</p> <p><u>Lack of Shared Vision(s) (6)</u></p>

<p><u>Successful Current Development (0)</u> Strong industrial base. Successful businesses with employment opportunities.</p>	<p><u>Transportation and Hwy 10 (1)</u> Highway bypass. Rerouting of major highways. Highway 10 rebuilding or bypass. <u>Unions (0)</u> <u>City/Town Relations (0)</u></p>
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Mission Statement

A mission statement should be brief and focus on one critical purpose rather than being an overall explanation of the organization. A mission statement is the “what” of an organization, strategies are the “how,” and vision is what the organization looks like if the mission is being carried out.

The Strategic Planning Committee recommends the following mission statement for the City of Brillion:

Brillion – dedicated to being a great place to live, work, learn and play – together!

Strategic Issues and Action Plans

A strategic issue is a fundamental challenge affecting an organization’s mandates, mission, product or service level and mix, clients or users, costs, financing, organization, or management. The identification of strategic issues is the heart of the strategic planning process.

Four strategic issues were identified by the Strategic Planning Committee and subsequently, four Ad Hoc Committees enhanced the Strategic Planning Committee’s suggested actions for each strategic issue. The four strategic issues are listed. Specific goals and actions for each of these issues are included on the following pages.

Strategic Issue 1. How can we increase business and residential development while maintaining fiscal responsibility?

Strategic Issue 2. How can we make Brillion attractive to new businesses and residents?

Strategic Issue 3. How can we encourage positive community relationships, engagement, and leadership?

Strategic Issue 4. How can we encourage city government to operate in a value-added manner by adopting sound management practices?

Strategic Issue 1. How can we increase business and residential development while maintaining fiscal responsibility?

In addition to the Strategic Planning Committee, Ad Hoc Committee 1 participants who developed these strategies, goals, and action steps on August 24 and September 26 are: Lori Gosz, Mike Schwartz, Rich Lorenz, Tynah Thurow, Tom Kees, Brad Grant, Larry Dietz, and Michelle Ruebl.

Goals/Objectives for Issue 1

- 1. Make necessary preparations for development along Hwy 10.**
 1. Advocate for the future location of Highway 10 where it is currently located.
 - Understand the environmental capacity for development along Highway 10 west.
 - Understand state Department of Transportation requirements to maintain Highway 10 where it is.
 - Protect property to keep the highway where it is by creating a plan of inlets and outlets.
 2. Depending on future location of Highway 10 (in the same place or re-routed to the north), work to maintain current Ryan Street businesses.
 3. Develop a Tax Incremental Finance (TIF) industrial and business park.
 - **Timeline: Progress being made by May 2007.**
 - **Measure of Success: We will know if Hwy 10 west is suitable for development, and if so, will develop a plan for development in that area.**
 - **Who: City Administrator and City Plan Commission in partnership with the Brillion Chamber of Commerce.**

- 2. Develop a plan for industrial/business development in Brillion and the surrounding area.**
 1. Use the results of the engineering study currently underway for the city to determine appropriate uses of Highway 10 west, especially its use as an industrial park.
 2. Develop an industrial park along Highway 10 west, or other areas consistent with the City/Town Comprehensive Plan.
 3. Develop a marketing plan with industry in Brillion area to attract their suppliers to Brillion.
 4. Develop aggressive incentives for businesses to locate here.
 5. Develop a relationship with the Town of Brillion Plan Commission to explore possible growth areas for Brillion industrial development.
 - **Timeline: Progress being made by May 2007.**
 - **Measure of Success: We will have identified targeted locations and properties.**
 - **Who: City Administrator and City Plan Commission in partnership with the Brillion Chamber of Commerce.**

- 3. Plan for residential development in Brillion.**
 1. Share results of the existing Brillion Housing Study with local industry, developers, and businesses.
 2. Work with local industry to determine appropriate housing costs, especially focusing on affordable housing (starter homes), and including high cost housing.
 3. Explore residential tax increment financing (TIF) opportunities.
 4. Examine city policies that impact housing affordability.
 5. Develop a process to determine why the 40/49 to 50/59 age cohort is currently leaving Brillion.
 - **Timeline: Progress being made by November 2007 or beyond.**

- **Measure of Success:** Age cohort demographics are changing to retain pre-retirement cohorts currently leaving the community; people are finding adequate housing in the city and choosing to stay.
 - **Who:** City Administrator and City Plan Commission.
- 4. Improve services for businesses and residents.**
1. Explore the types of services residents want.
 2. Recruit restaurants, especially fast food restaurants.
 - **Timeline:** Progress being made by November 2008 or beyond.
 - **Measure of Success:** We know what kinds of services residents and businesses want/need, and have a realistic recruitment plan.
 - **Who:** Community Development Director and City Plan Commission.
- 5. Develop a marketing and promotion plan for Brillion.**
1. Network/benchmark with other communities to find out what has worked well and what hasn't worked well for their communities.
 2. Continue current efforts and build new amenities to market in the community.
 3. Work with Brillion Chamber of Commerce to assist city with current marketing efforts.
 - **Timeline:** Progress being made by November 2008 or beyond.
 - **Measure of Success:** We understand what an effective marketing and promotion plan is for Brillion, and are working toward implementation.
 - **Who:** Community Development Director and City Plan Commission.
- 6. Facilitate improvements to the downtown business district.**
1. Offer incentives for businesses to clean up store fronts.
 2. Redo Main Street appearance with lighting, decorative walkways, and financial incentives for façade upgrades to existing buildings.
 3. Have the city obtain and eliminate empty/blighted buildings in downtown and rezone them to residential with retail or office space, then expand the TIF to those areas.
 4. Explore the development of a Main Street Program.
 - **Timeline:** Progress being made by November 2008 or beyond.
 - **Measure of Success:** Improvements are being made in the downtown.
 - **Who:** Community Development Director and City Plan Commission.

Strategic Issue 2. How can we make Brillion attractive to new businesses and residents?

In addition to the Strategic Planning Committee, Ad Hoc Committee 2 participants who developed these strategies, goals, and action steps on August 29 and September 21 are: Ed Dever, Eric Nies, Renee Bonick, JoAnn Mignon, Lori Gosz, Harold J. Wolf, Renee Maeder, Steve Letourneaux.

1. **Develop a plan for marketing and publicity of the Brillion Community.**
 1. Market and promote the amenities we currently have.
 - **Who: Community Development Director in partnership with Brillion Chamber of Commerce and other organizations such as the Jaycees.**
 2. Understand the needs of our target market.
 - a. Define who our target market is.
 - **Who: Community Development Director and city staff.**
 - **Timeline: Progress being made by May 2007.**
 - **Measure of Success: When there is evidence that Brillion is no longer a 50/50 split community; we're on the same page; voting/polling/community meeting outcomes will show a "united" community. There will be increased participation in community efforts.**

2. **Improve the City of Brillion's appearance.**
 1. Improve Highway 10 appearance
 - Develop and implement better signage to promote community facilities and businesses; direct people to downtown.
 - Improve the perception of Brillion by improving visuals along the east side of Brillion along Highway 10 (note: the highway 10 upgrade to include curb and gutter and sidewalks in 2010 will have an impact on the types of improvements to be done).
 - Make Brillion known as a corridor Highway in Wisconsin (specifically the Highway 10 portion of Brillion).
 - **Who: Brillion Chamber of Commerce and other service organizations such as the Jaycees.**
 2. Improve the appearance of Brillion's downtown.
 - Improve aesthetics regarding empty buildings in the downtown area (note: possibly use Advanced Art Students from BHS to paint vacant windows as one means to improve aesthetics).
 - **Who: Redevelopment Authority**
 3. Improve parks in the Brillion community.
 - **Who: Brillion Jaycees in partnership with the city.**
 - **Timeline: Progress being made by May 2007 (#3) and November 2007.**
 - **Measure of Success: Community and amenities will start looking better. There will be a change in performance, with tasks being accomplished by the timeline.**

3. **Provide new and improved amenities in Brillion.**
 1. Seek developers who could provide priority amenities including health and fitness, a retail anchor, and entertainment.
 - **Who: Brillion Chamber of Commerce in partnership with the city.**
 2. Clarify data regarding current vacant businesses, so we understand where new facilities are needed vs. fixing current facilities.
 - **Who: City of Brillion.**
 3. Partner with the Brillion School District to better utilize the Endries Performing Arts Center.
 - **Who: UW Extension.**
 - **Timeline: Progress being made by May 2008 (#1) and May 2007 (#2 and #3).**
 - **Measure of Success: Buildings will be filled, better aesthetics in the community, and better utilization of the EPAC.**

4. **Develop business and residential growth incentives.**
 1. Interview other communities and learn from their success, working to first clarify which communities are comparables to Brillion.
 - **Who: Community Development Director.**
 2. Explore housing options according to our demographics.
 - **Who: Brillion Housing Authority in partnership with the City Plan Commission and real estate professionals.**
 - **Timeline: Progress being made by May 2007.**
 - **Measure of Success: We will have some recommended incentives that are able to be implemented.**

5. **One priority project in Brillion will be completed.**
 1. Work toward visible progress on the business park (note: this objective assumes the Brillion Community Center issue has successfully been addressed and is underway.)
 - Determine if a business park is needed and viable.
 - **Who: City Mayor, in partnership with city staff, local industry leaders, and local organizations.**
 - **Timeline: Progress being made by November 2007.**
 - **Measure of Success: We will have made a decision regarding whether or not to move ahead with the business park.**

Strategic Issue 3. How can we encourage positive community relationships, engagement, and leadership?

In addition to the Strategic Planning Committee, Ad Hoc Committee 3 participants who developed these strategies, goals, and action steps on August 24 and September 13 are: Cheryl Plitt, Steve Meyer, Paul Nistler, Jeff Schlender, Dave Sommers, Jeff Vande Hey, Bob Endries, Ken Ellis, Gerry Sonnabend, Lori Gosz, Tony Reese, and Kristin Williams.

1. Develop a shared city identity for the Brillion Community.

1. Verbalize an identity for the Brillion community.
 - Invite the Brillion Chamber of Commerce to partner with the city and industry representatives in quarterly meetings.
 - Create a committee of organizations including representatives from the chamber, industry, newspaper, churches, the school district and others to talk about what they will contribute to the community in this effort (note: Mayor will continue his conversations about positive aspects of Brillion).
2. Define who we are as a community (note: concept of "I am Brillion" was floated), trying to involve as many people in the community as possible to define and "live" the definition.
3. Visit other communities to learn from them and what makes them "good" or desirable.
4. Highlight positive aspects of the Brillion community.
 - Define what positive aspects to highlight.
 - Define what people want here.
5. Celebrate small successes to help focus on the plan.
6. Help people understand the value of Brillion and spread the word.
 - **Who: City Mayor.**
 - **Timeline: Progress being made by November 2007.**
 - **Measure of Success: The community will behave differently, outsiders will measure us and confirm our positive identity; community development statistics will improve.**

2. Promote community unity by working together.

1. Work together on a quality and meaningful major event.
 - Bring together leaders of organizations to plan an event (similar to the way the Community Fund is operated).
 - Interview other communities that have successful events to determine what they do and how they do it.
 - Decide/determine what events are important to the community.
 - Define what people want here.
- **Who: Bob Endries working in partnership with the city and other community organizations.**
- **Timeline: Progress being made by November 2007.**
- **Measure of Success: There will be a significant event that is developed, delivered, and coordinated in the Brillion community.**

3. **Educate adults and youth on opportunities for community engagement, leadership and relationships.**
1. Define “the players” who need to be involved in this issue.
 2. Provide opportunities for people to get engaged by using town hall type meetings, newsletter, and other means.
 3. Understand the psychographic of this population.
 4. Promote to the masses, education of the leadership.
- **Who: City of Brillion in conjunction with the school district and Brillion Optimists.**
 - **Timeline: Progress being made by November 2008 and beyond.**
 - **Measure of Success: There will be new faces involved in the community, including youth and adults; there will be fewer false rumors and less gossip; and more talk of community success; new leaders come together across generations.**

Strategic Issue 4. How can we encourage city government to operate in a value-added manner by adopting sound management practices?

In addition to the Strategic Planning Committee, Ad Hoc Committee 4 participants who developed these strategies, goals, and action steps on October 24 and November 8 are: Jeff Hebbard, Matthew Vechart, Larry Dietz, Kelly Grant, Gaylord Unbehaun, and Lori Gosz.

- **Timeline: Progress underway by May 2007.**
 - **Measure of Success: Definition of community benchmarks; city leadership will understand who its customers are and what value they expect, and will make decisions accordingly.**
1. **Define who the city's customers are and what they want.**
 1. Develop a definition of value for each of the community's customer categories.
 2. Link the city government's operational and strategic plans and actions to customer value definitions.
 - **Who: City Administrator**
 - **Measure of Success: City leaders will be comfortable with a continuous improvement mindset.**
 2. **Educate city leaders on what it means to operate city government in a value-added manner.**
 1. Develop educational programs for city officials in response to defined needs.
 2. Find ways to utilize local resource people who can provide assistance, education, and insights. Specifically, some local resource people to work with are Brillion Public Schools, industry representatives (especially those who participated on this committee), community volunteers who possess specific knowledge, and elected officials.
 3. Encourage elected officials to participate in training opportunities beyond the community, such as the League of WI Municipalities' conference.
 - **Who: City Administrator in conjunction with other partners.**
 - **When: As soon as possible.**
 - **Measure of Success: City leaders will have a better understanding of value-added concepts and practices.**
 3. **Explore cost reduction measures to help the City of Brillion operate more cost effectively.**
 1. Determine a target for Brillion's mill rate, for example, keeping the city's mill rate in the "mid range" for cities of comparable size; communicate this target to Brillion's customers.
 2. Explore collaborative opportunities between industry/business and the community by meeting with industry representatives to identify services, resources, etc. that could be shared.
 3. Explore collaborative opportunities with the Brillion School District by meeting with district representatives and identifying services, resources, etc. that could be shared.
 4. Explore collaborative opportunities and shared service options with neighboring municipal, county, and state governments.
 5. Develop a process to solicit grants that meet a specific identified purpose.
 6. Seek ways to run government more lean and in an open-minded manner through continuous improvement and long-range planning.
 7. Explore opportunities to involve citizen volunteers in providing service to the community, such as training, volunteer labor, fundraising, or others.
 8. Work with appropriate elected officials to try to modify state statutes against consolidation in areas where consolidation would be beneficial to City of Brillion operations.
 9. Develop a system to "reward" city employees for reducing costs and/or increasing revenues.

- **Who: City Administrative staff and City Council with assistance from local industry representatives**
 - **When: November 2007.**
 - **Measure of Success: Cost reduction measures, service improvements, and/or maintaining current service levels will be identified and documented.**
- 4. Determine methods for improving Brillion’s process management system by which city decisions are made and actions are taken.**
1. Analyze the current process operating in Brillion, identify opportunities for improvement, and create and implement an action plan to achieve the desired system. This task will require outside assistance in facilitating the actions.
 2. Develop a vision of what the city wants to accomplish.
 3. Improve timeliness of city decision-making.
 4. Narrow the city’s priorities for decision-making and action.
- **Who: City Mayor and Administrator in conjunction with local industry representatives.**
 - **When: November 2007.**
 - **Measure of Success: City decisions and actions are made in a way that satisfies the community’s customers; city creates a reporting system to document its successes and system changes (quarterly or biannually).**
- 5. Pursue tax-base growth opportunities to implement new services, retain existing ones, and/or control the tax rate.**
1. Develop a definition of “growth” for the Brillion community.
 2. Develop an understanding by the general public of the community’s tax base.
 3. Develop programs or opportunities to grow the city’s tax base according to needs and priorities.
- **Who: City Administrator.**
 - **When: November 2007.**
 - **Measure of Success: Brillion begins to adopt and implement priority tax-base growth strategies.**