

City of Sheboygan, Wisconsin

Strategic Planning Project

City Council Update

Committee of the Whole
05/16/2022



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Project Status

Completed

- ✓ Internal Stakeholder Engagement
- ✓ Community Focus Group Discussions
- ✓ Resident Input Questionnaire
- ✓ Strategic Visioning Workshop Session
- ✓ Develop Preliminary Strategic Goals and Objectives

On-Going Next Steps

- *Finalize Strategic Goals and Objectives*
- *Develop Strategic Initiatives*
- *Begin Preliminary Draft Strategic Plan Document*



Internal Stakeholder Engagement Summary

Internal Stakeholder Participants

Elected Officials

- Amanda Salazar, Alderperson
- Andre Walton, Alderperson
- Barb Felde, Council President
- Charles Adams, City Attorney
- Dean Dekker, Alderperson
- Grazilla Perralla, Alderperson
- Leslie Laster, Alderperson
- Markus Savagilo, Alderperson
- Meredith DeBruin, City Clerk
- Natasha Torry, Municipal Court Judge
- Roberta Filicky-Peneski, Council Vice-President
- Ryan Sorenson, Mayor
- Trey Mitchell, Alderperson

Staff

- Chad Pelishek, Director of Planning & Development
- Christopher Domagalski, Police Chief
- David Biebel, Director of Public Works
- Derek Muench, Director of Parking and Transit
- Emily Rendall Araujo, Senior Services Director
- Eric Bushman, Director of IT
- Eric Montellano, Fire Chief
- Garrett Erickson, Library Director
- Joe Trueblood, Water Utility Superintendent
- Kaitlyn Krueger, Director of Finance
- Todd Wolf, City Administrator

Internal Stakeholder Engagement

Common Themes

- **Municipal Infrastructure**, primarily roads and facilities, is a significant concern.
- Improvement of the effectiveness of the **City's communication and engagement** with the public is a concern, including a lot of criticism of the city's website and the resultant proliferation of city websites for specific departments/programs.
- **Housing choice** – concerns about the availability of affordable workforce housing, senior housing and potential opposition to increasing densities.
- **Economic Development** and Tourism
- **"Operational Excellence"** – people/process/technology issues to address, including diversity, equity, inclusion and belonging
- **Quality of life** – parks/recreation/library/arts and culture, etc.



Community Focus Group Summary



Community Focus Groups

- Small Employers
 - Large Employers
 - Neighborhoods
 - Social Services
- Tourism
 - Housing
 - Families and Schools
 - Community, Arts and Culture
 - Elevating Diverse Voices

Community Focus Group Sessions

Common Themes

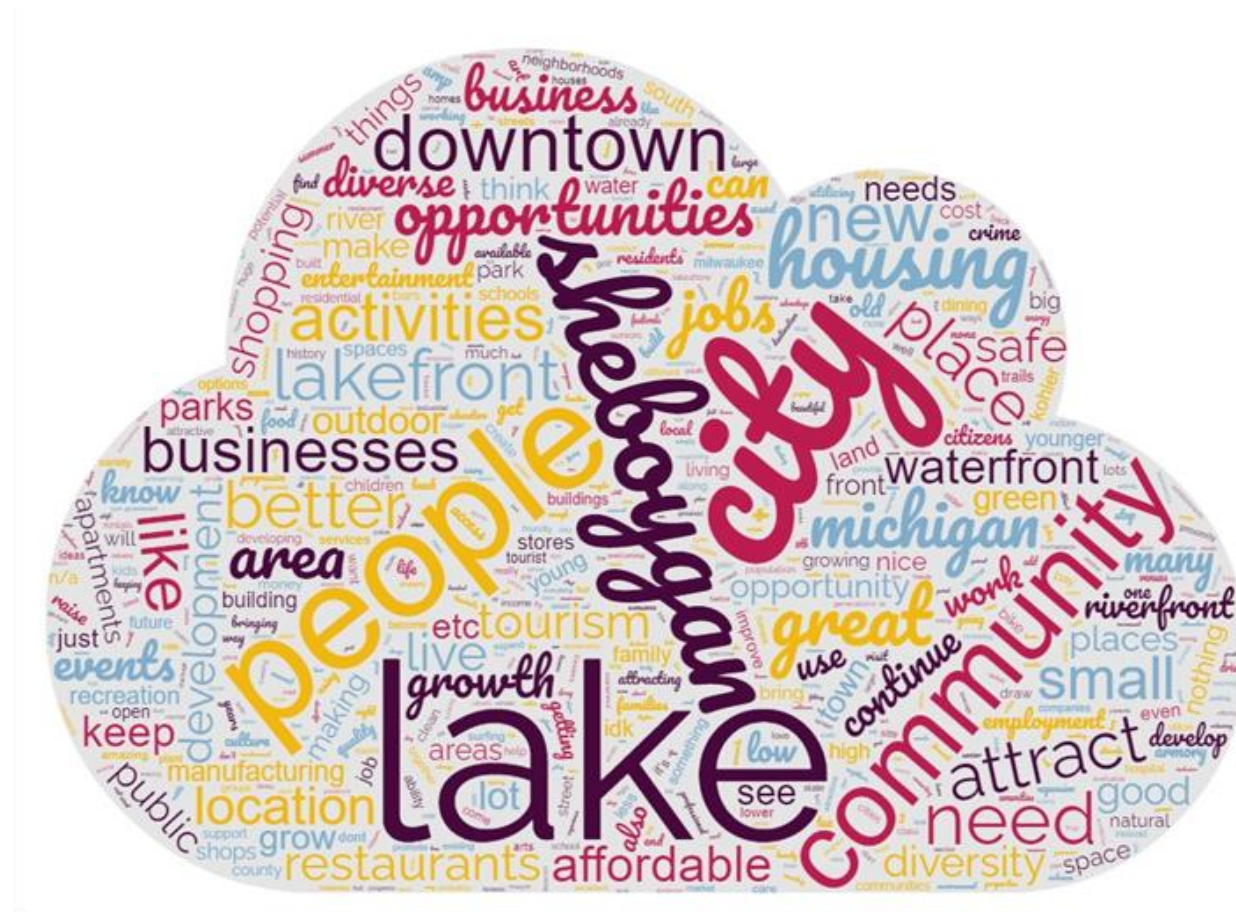
- Shopping, Restaurants, and Downtown
- Community
- Communication, Collaboration, and Clarification of Roles and Responsibilities
- Businesses and Workforce
- Community Amenities
- Housing



Resident Input Questionnaire Summary

- Over 1,800 Responses
- Years Living in Sheboygan:
 - *0 – 10 Years* = 38.5%
 - *11 – 25 Years* = 61.5%
- Participants Age Range:

0 - 17	11%
18-25	11%
26-35	11%
36-45	14%
46-55	14%
56-65	18%
66-75	14%
75+	6%

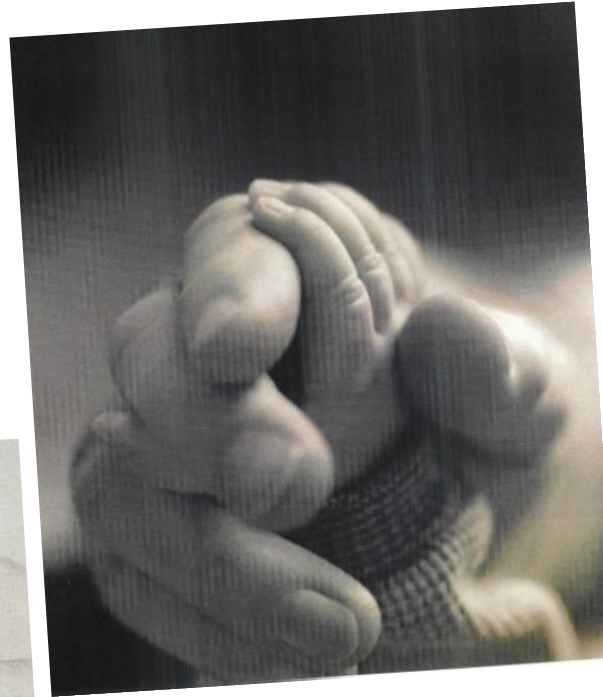




Visioning Workshop Summary

Visioning Workshop Summary

Future Vision Activity



- Industry and recreation
- Unity, care for others
- Teamwork, future sports complex
- Adventure, nature, peace
- Resources to thrive, transparency
- Diversity, coming together as a whole
- Connecting generations
- Activities that bring people together
- Great place to work and raise a family
- Comfortable place for all

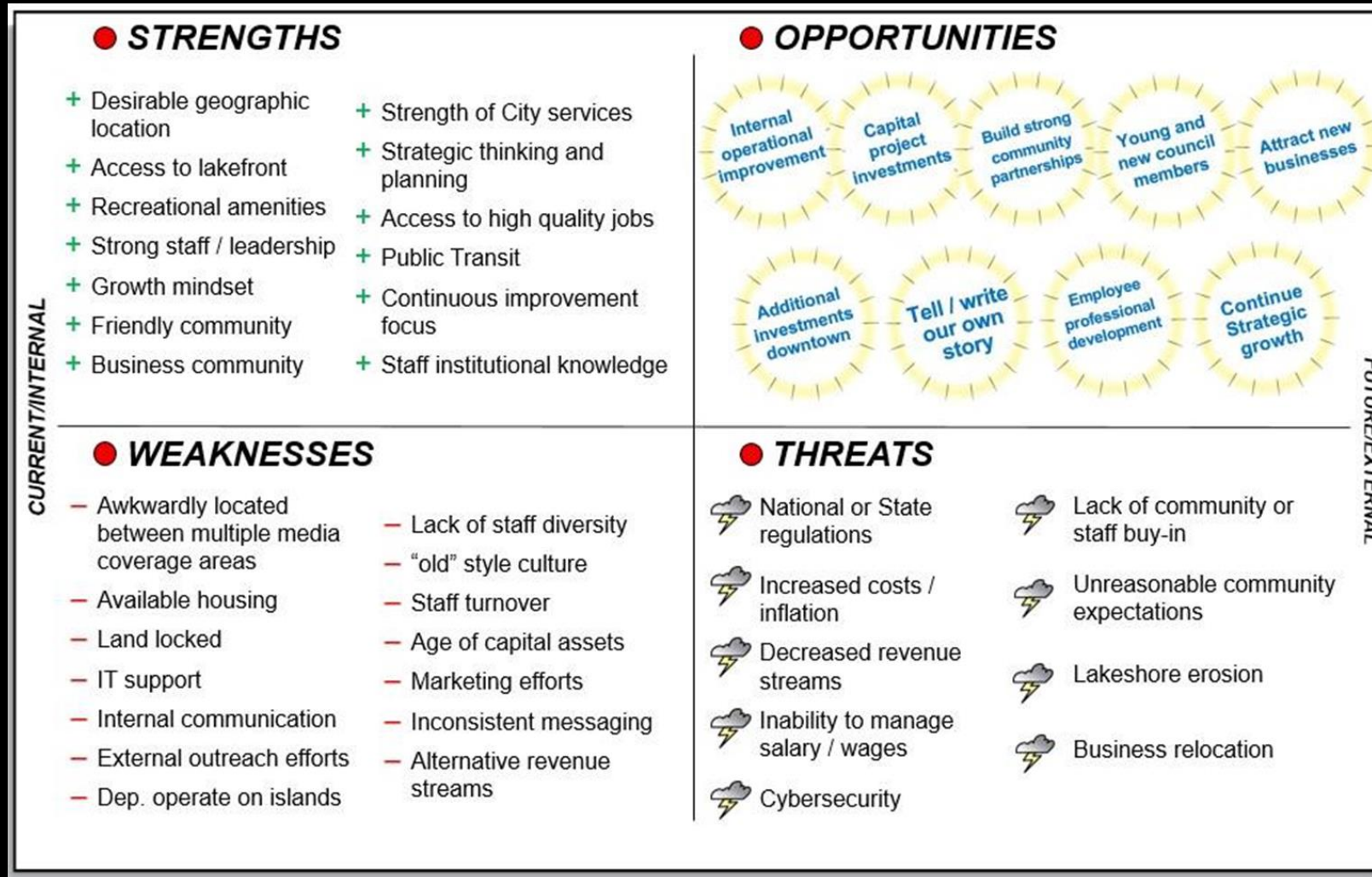
Visioning Workshop Summary

Future Vision Activity



Visioning Workshop Summary

SWOT Analysis



Visioning Workshop Summary

Preliminary/Draft Goals and Objectives

STRATEGIC GOALS, OBJECTIVES

Practice Intentional Communication & Engagement

Actively explore hiring a public relations consultant
 Develop ways to synchronize communication efforts
 Host listening sessions with the community
 Ask for opinions of all involved / inclusive

Strengthen Governance Processes

Improve the appointment process / outreach
 Develop an effective council training plan

Advance Human Capital

Work to standardized performance evaluations
 Obtain employee buy-in
 Actively hold leaders accountable
 Develop avenues to reward good performance
 Empower employees
 Identify investments for continuous improvement

Embrace Continuous Improvement

Effectively leverage technology
 Take immediate action to start working toward solutions
 Strive for continuous process improvements

Foster and Build Community Alliances

Create synergistic relationships
 Develop new partnerships with community groups

Demonstrate Strong Stewardship

Develop sufficient and stable revenue structure
 Examine strategic funding / planning
 Follow the plan with dedication
 Continuously evaluate effectiveness

Focused Infrastructure Investments

Implement infrastructure plan efficiently
 Identify and acquire growth corridors for future expansion
 Provide quality infrastructure and services sustainably

Build an All-Inclusive & Supportive Culture

Always stay true to ourselves
 Be inclusive and engaging
 Develop a robust DEI plan
 Leverage human resources department to recruit diverse candidates
 Work to eliminate negative cultures

Visioning Workshop Summary

Preliminary/Draft Priority Areas

Community Priorities

Elevate Quality of Life

- Revitalize Neighborhoods
- Expand Parks and Open Space
- Develop Third Space
- Recreation and Leisure Services

Robust Infrastructure

Sustainable Growth

Community Alliances and Belonging

Organizational Priorities

Stewardship

Human Capital

Inclusive Culture

Continuous Improvement

Visioning Workshop Summary

Workshop Images



Visioning Workshop Summary

Workshop Images



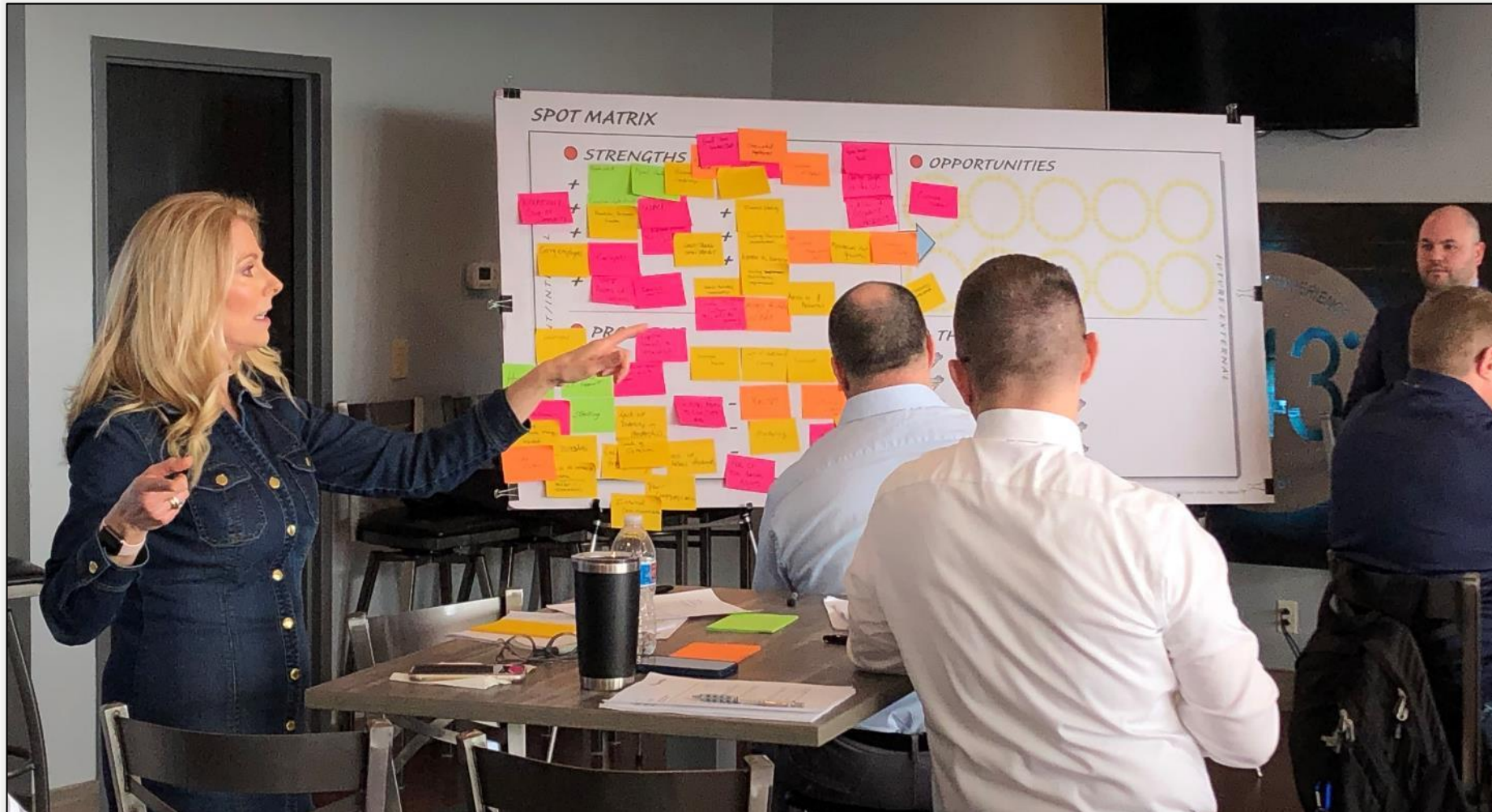
Visioning Workshop Summary

Workshop Images



Visioning Workshop Summary

Workshop Images





Visioning Workshop Summary

Workshop Images





Thank You!

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