

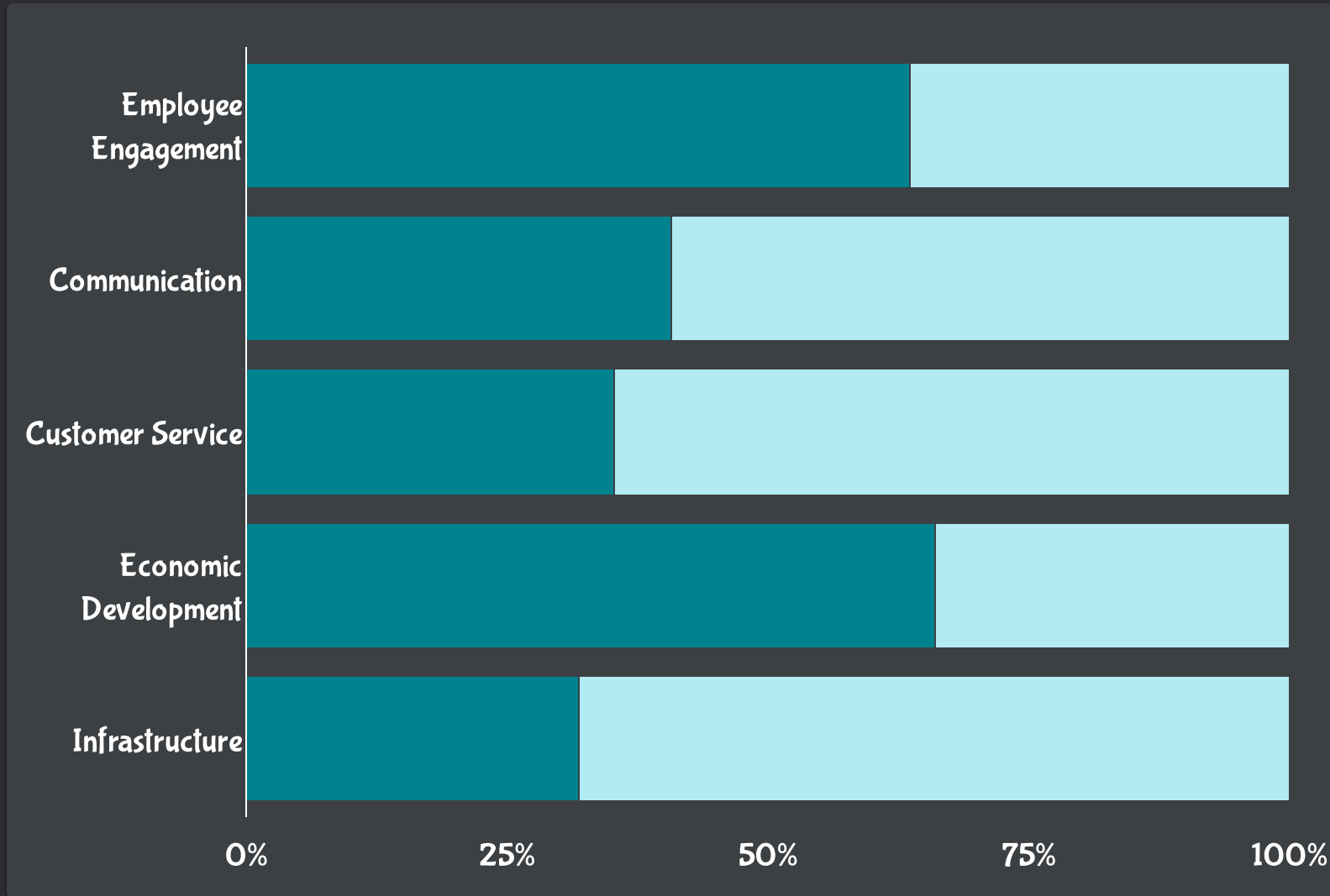
Strategic Plan Progress

Completed

46

Needed

94



Short-Term Goals

Completed

33.8

Needed

67

50%

Mid-Term Goals

Completed

6.0

Needed

12

50%

Long-Term Goals

Completed

5.9

Needed

15

40%

Progress by Goal

	Key Result Area	Goal Name	Progress
1	Employee Engagement	1 Become an employer of choice in our industry	71%
		2 Align employees with the organization's goals and values	56%
		3 Improve employee happiness and well-being	65%
		4 Build culture of high performance	57%
2	Communication	1 Effectively communicate our strategic plan progress	50%
		2 Revamping and updating the City website	22%
		3 Maintaining & improving ease of communication from City to citizens	33%
		4 Strengthen interdepartmental communications	53%
		5 Enhance Community Safety	43%
3	Customer Service	1 Build a culture within the City that is service oriented and provides great customer service, every time.	35%
		2 Ensure the City is easily accessible	0%
		3 Increase our capability to resolve issues at first point of contact	44%
4	Economic Development	1 Increase funding from alternative sources	50%
		2 Improve the City's economic capacity	100%
		3 Create a welcoming environment for businesses, residents, and visitors	48%
		4 Grow the City	71%
5	Infrastructure	1 Maintain/Improve current facilities and infrastructure	5%
		2 New infrastructure ventures/opportunities	67%
		3 Create & maintain equipment replacement schedule	17%
Grand total			49%

Employee Engagement Detail

- ☐ Short-Term
- ☐ Mid-Term
- ☐ Long-Term

Strategy Name				Progress
1	1	a	Review the pre-hire and post-hire consolidated documents that highlight the City of Wauchula’s policies/packages offered to our employees that are ...	100%
		b	Participate in 4 recruitment efforts per year	25%
		c	Review the new hire orientation process checklist annually	0%
		d	Ensure new employee tour the City’s departments and properties within 1 month of hire	100%
	2	a	Produce/review an annual step plan that shows the estimated/projected pay rate increase after each year	100%
		b	Apply for 5 grant opportunities to ensure any local budgetary shortfalls do not cause a decrease in the total number of officers available to respond t...	100%
2	1	a	Annually promote our employee recognition program across all departments at employee meetings	100%
	2	a	Utilize the newsletter, Wauchula City Connect Facebook page, or email to highlight employees	17%
	3	a	2 city-wide meetings per year	50%
3	1	a	Host at least 8 monthly activities, annually	88%
		b	Offer 4 exercise incentives annually	100%
		c	Review wellness point system annually	100%
	2	a	Annual Administration and Police Department holiday luncheon	100%
		b	Group gatherings determined by a survey given out 2 months prior to the event held at and by public works using their employee appreciation funds	0%
		c	Update on funds available to city supervisors Bi-Annually	50%
	3	a	April & October staff meetings	50%
		b	December luncheon	100%
		c	July luncheon	0%
4	1	a	Ensure new office staff complete the ride-along program to have cross-department exposure within 30 days of hire	100%
	2	a	Promote professional development training and/or conferences to employees quarterly	25%
		b	Promote crime scene processing training for one patrol officer annually	20%
		c	Annually review advanced criminal justice support training needs	40%
	3	a	Distribute Years of Service awards	100%
Grand total				64%

Communication Detail

- ☐ New Short-Term
- ☐ New Mid-Term
- ☐ New Long-Term

			Strategy	Progress
1	1	a	Update dashboard quarterly by assigned individuals	50%
		b	Present dashboard to all employees at semi-annual meetings	50%
2	1	a	Visit at least 3 other municipality websites twice a year to ensure C.O.W. is on trend	17%
		b	Annually review and determine if a quote for revamp of format is needed	0%
	2	a	Generate weekly content for the website/social media	42%
		b	Review everything on the website and update as necessary annually	50%
		c	Provide an opportunity for regular feedback from end users through community surveys	0%
3	1	a	Implement texting service for customers	0%
		b	Community involvement with booths at least 3 times a year	67%
4	1	a	Have at least 20 staff meetings with leadership team	85%
		b	Monthly newsletters & Wauchula City Connect Facebook page posting relevant City staff information	50%
		c	Semi-annual all staff meetings	50%
		d	Review monthly and update as needed the employee department listing photo album on Wauchula City Connect	33%
		e	Facilitate at least 10 public works supervisor meetings annually	60%
		f	Review Wauchula City Connect Facebook page members monthly	42%
5	1	a	Take a proactive community policing approach and engage both residents and businesses and instruct them in crime prevention techniques at a mini...	33%
		b	Implement a crime prevention program specifically designed to reduce criminal activity during the holiday season between Thanksgiving and Christ...	100%
		c	Develop an early warning system/mentoring program for at-risk youth to reduce recidivism	0%
		d	Conduct 6 proactive criminal investigations annually	67%
		e	Maintain at least 1 trained uniform patrol personnel as a crime prevention specialist to enhance residential and business efforts	0%
		f	Conduct 20 deployments of the speed enforcement trailer and/or personnel to target areas	35%
		g	Conduct no less than 50 grant-funded proactive law enforcement shifts per grant awarded	68%
Grand total				41%

Customer Service Detail

- ☐ New Short-Term
- ☐ New Mid-Term
- ☐ New Long-Term

			Strategy	Progress
1	1	a	Ensure all employees within Customer Service department complete training within one month of hire	100%
		b	Develop a secret customer program to conduct interactions with Customer Service department	0%
	2	a	Annual review will be conducted to determine if current staffing levels, and shift assignments, are at an appropriate level for the total number of calls...	0%
	3	a	Annual reviews will be conducted to determine if our response time(s) have increased or decreased and whether reassignment of personnel could inc...	40%
2	1	a	Explore at least 2 other avenues to access the city both during and after hours	0%
3	1	a	Customer-generated service/work orders that are still outstanding after 10 business days, will receive a phone call with a status update	0%
		b	Every customer generated service/work order contain all information needed for service contact	74%
	2	a	Run weekly report on open service orders Wednesday mornings	52%
		b	Run daily reports on billing related open service orders	51%
Grand total				35%

Economic Development Detail

New Short-Term

New Mid-Term

New Long-Term

Strategy				Progress
1	1	a	Review grant, sponsorships and donations opportunities 6 months to 1 year from the potential start date or purchase	0%
	2	a	Seek/utilize funding for appropriate projects from at least 2 different sources	100%
2	1	a	Pursue annexations by reviewing two potential locations annually	100%
		b	Invest in and redevelop at least one property annually	100%
		c	Explore at least two opportunities for public/private partnerships per year	100%
3	1	a	Review city codes & community suggestion surveys for needed code updates annually	100%
		b	Look into 1 vacant property per month and how to improve it	42%
	2	a	Conduct at least 10 in-person customer interactions per month as it relates to Code Enforcement	42%
		b	Open at least 20 code violation cases per month	46%
		c	Open at least 5 minimum maintenance code violation case per month	58%
		d	Promote the code enforcement “Report A Problem” forum on City website and/or app annually	0%
4	1	a	Establish territorial agreements with other power suppliers for undeveloped properties	0%
		b	Share territorial agreements with county’s building department and property appraiser’s office	0%
	2	a	Prioritize one vacant property for development annually	100%
	3	a	Tax abatement	100%
		b	Impact fee waivers	100%
		c	Cost to Revenue return - electric rate tariff	100%
		d	WTP/WWTP forgiveness (i.e., tap fees, lift station installation, impact fees, etc.)	100%
Grand total				66%

Infrastructure Detail

New Short-Term

New Mid-Term

New Long-Term

			Strategy	Progress
1	1	a	Gather information from supervisor for 20 departments (which excludes legal and purchase power) for budget process by May 1st each year for curr...	0%
		b	Utilize Capital Improvement Plan (CIP) to prioritize items for budget	0%
		c	Identify elements of the water system to be formally assessed and prioritized	0%
		d	Identify elements of the sewer system to be formally assessed and prioritized	0%
		e	Identify elements of the electric system to be formally assessed and prioritized	0%
		f	Create an assessment schedule of the water system elements for improvement	0%
		g	Create an assessment schedule of the sewer system elements for improvement	0%
		h	Create an assessment schedule of the electric system elements for improvement	0%
2	a	Implement a funding plan for road improvements based on the Wauchula Pavement Evaluation Report.	15%	
		Implement a funding plan for park improvements based on the Park Element of CRA Master Redevelopment Plan	33%	
2	1	a	Maintain/review CRA master plan every 5 years or as needed	0%
		b	Maintain/review airport master plan every 5 years or as needed	100%
		c	Maintain/review utilities master plan every 5 years or as needed	100%
		d	Explore need for electric distribution master plan	0%
		e	Explore oportunities for general facility for training, events, etc. every 5 years	100%
		f	Explore possibility of having feasibility study done using an outside service for a solar farm every 5 years	100%
		g	Utilize alternative funding to purchase technology (automated license plate readers, cell phone cloning)	45%
		2	a	Consider potential development of surrounding areas with every new utility extension installation
Public Works interdepartmental communication prior to every new utility implementation discussed at each supervisor monthly meeting	60%			
3	1	a	Create a fleet & equipment replacement schedule	50%
		b	Annually update fleet & equipment replacement schedules	0%
		c	Annually update computer replacement schedule	0%
Grand total				32%