

Bay-Lake Regional Planning Commission 2013-16 Strategic Plan (Adopted 12/14/2012)

Implementation Update: September 12, 2014

Overall Strategic Planning Outcomes:		
<p>A. The Strategic Plan for the Commission provides a well-defined roadmap to strengthen its overall operations incrementally and comprehensively over the next five years.</p> <p>B. The plan focuses on avenues in which allows the Commissioners to become more involved using their contacts and areas of expertise; it enables the Commission’s programs to grow in width, depth and quality, and strengthens internal policies (including budgets) through continued review and analysis that ensures the Commission is operating in a responsible and forward thinking manner.</p> <p>C. The strategies developed highlight methods and actions to ensure all the counties and communities within the region remain engaged and a feeling of ownership is created that allows the Commission to access resources to continually improve services.</p> <p>D. The Commission will be recognized as the coordinating entity for all land use and planning activities and initiatives taking place within the eight-county region.</p>		
“A” Category Objectives		
<p><u>Technology and Capital Improvements</u></p> <p>1. The Commission will allocate \$1,500 each year for investment in emerging technology (hardware and software) and for any associated staff training. (Ex: iPads)</p> <p style="padding-left: 40px;"><i>*The money allocated for 2013 was used to pay for new phones and an upgrade to internet service.</i></p> <p style="padding-left: 40px;"><i>*Grant Funding provided by Sea Grant (UW-Madison) in 2014 allowed the Commission to purchase two portable laptops and install wireless in the office.</i></p> <p style="padding-left: 40px;"><i>*Windows 8 is being installed on each computer at a cost of nearly \$3,000.</i></p> <p style="padding-left: 40px;"><i>*The server is recommended to be replaced in 2015 at a cost of \$12,000-\$15,000.</i></p>	ANNUALLY	RESEARCHED AND LED BY STAFF
<p>2. The Commission will adopt a replacement policy for existing computer hardware, software, copiers, printers and other office equipment (to include commission vehicles) to ensure they are upgraded and/or maintained as needed.</p> <p style="padding-left: 40px;"><i>*A replacement policy has been drafted to ensure all Commission assets are being inventoried, maintained, and replaced as necessary.</i></p>	JUNE, 2013	PREPARED AND MAINTAINED BY STAFF AND ADOPTED BY COMMISSIONERS

<p>3. All Commission computers and software will be serviced by an outside firm at a minimum of once per year to ensure they are working correctly and at full capacity and any updates are made in a timely manner. <i>*The cost for such service is cost prohibitive and software and hardware are serviced as necessary by staff or Infinity Technology.</i></p>	<p>SPRING, 2013 AND ANNUALLY THEREAFTER</p>	<p>LED BY STAFF</p>
<p><u>Partnerships and Collaborations</u></p> <p>1. Commission staff will identify and work with one new partner each year to prepare and submit a joint application. (Examples: US Fish and Wildlife Service, St. Norbert College, Bay-Area Workforce Development Board) <i>*The Commission signed a contract with the U.S. Forest Service in 2013 to complete an Emerald Ash Borer Mitigation project for the City of Green Bay. *The Commission submitted a 2014 GLRI application (Phragmites eradication in the Lower Fox River) with broad-based support from the area...City of Green Bay, UW-Green Bay, WDNR, and local neighborhood associations and businesses.</i></p>	<p>ANNUALLY</p>	<p>LED BY STAFF AND PROMOTED BY COMMISSIONERS</p>
<p>2. The Commission will build a stronger relationship with institutions of higher education located within the region through increased faculty participation in the development of the Commission's two-year work program, which will result in more collaborative projects and a larger number of students gaining valuable experience through internships. <i>*Staff are working with professors at UW-Green Bay to do some joint planning and programming. UW-Green Bay professors and students have been invited to use two of the empty offices for their projects or to support projects being completed by the Commission.</i></p>	<p>JULY, 2013 AND ANNUALLY IN JULY/AUGUST THEREAFTER</p>	<p>LED BY STAFF</p>
<p>3. The Commission will continue to expand its natural resources network by working with a greater number of entities charged with promoting initiatives to increase the health of the Great Lakes, watersheds, groundwater, and surface water. <i>*Ongoing. The Commission is intending to update the Regional Comprehensive Plan in 2014-2015, so including more specific goals and strategies in the natural resources are is critical.</i></p>	<p>ANNUALLY</p>	<p>LED BY STAFF</p>

<p><u>Office Location/Leverage of Resources</u></p> <p>1. The Commission will execute a plan to ensure long-term office space and lease stability. Any future office space considerations will need to have a defined cost/benefit analysis completed that will dictate the capacity and/or likelihood of leveraging other resources to accomplish the overall mission of the Commission.</p> <p><i>*Completed. A 7-year office lease was signed in June 2013. A 3-year copier lease was signed in August as well as a 3-year telephone and internet service agreement.</i></p>	<p>SPRING, 2013</p>	<p>INITIATED BY STAFF AND APPROVED BY COMMISSIONERS</p>
<p><u>Staffing and Staff Development – Commission Development</u></p> <p>1. A fully-funded staffing plan will be prepared to support the future growth of the Commission, including a clear designation of staff supervisory roles and job responsibilities. Positions to be considered include a planner, marketing coordinator, and administrative support.</p> <p><i>*A more robust staffing plan is on hold until more projects have been identified and contracts signed.</i></p>	<p>OCTOBER, 2013</p>	<p>DRAFTED BY STAFF AND APPROVED BY COMMISSIONERS</p>
<p>2. Each staff member will be reviewed by the end of April each year. A comprehensive professional development plan will be outlined for each staff member as part of those reviews. This does include a professional development plan for the executive director prepared by the Personnel Committee. The plans will be supported with an allocation of dollars and time. The development plans will include sponsored membership in APA/AICP and active participation in APA chapter and/or national conferences.</p> <p><i>*Completed. Professional development plans are being implemented as time and money become available.</i></p>	<p>APRIL, 2013 AND ANNUALLY THEREAFTER</p>	<p>COMMISSIONERS REVIEW PROCESS AND STAFF DEVELOPMENT PLANS AND EVALUATE EXECUTIVE DIRECTOR</p>
<p>3. All internal operating and employee policies will reflect the staffing plan and professional development plan to enable each staff member to fulfill their roles and responsibilities and help the Commission to grow and evolve as the needs of customers change.</p> <p><i>*Completed.</i></p>	<p>JUNE, 2013</p>	<p>INITIATED BY STAFF AND APPROVED BY COMMISSIONERS</p>
<p>4. A training center will be established by the end of fiscal year 2015 to allow our planning and development colleagues to participate in webinars, training programs, and social media learning applications. It will be sponsored by the Commission and its partners (e.g., UW-GB and the Association of Regional</p>	<p>OCTOBER, 2015</p>	<p>INITIATED BY STAFF AND APPROVED BY</p>

<p>Planning commissions) as a part of continuing education programming. <i>*Commission staff are communicating with professors at UWGB to identify more ways to collaborate on projects and to provide more opportunities for student internships. The university has a new chancellor which may lead to more collaborations throughout the region.</i></p>		<p>COMMISSIONERS</p>
<p>5. An annual internal review will be undertaken to explore ways in which communication can be improved within the office and projects can be completed in a more efficient manner in terms of time and materials. <i>*Ongoing.</i></p>	<p>SEPTEMBER, 2013 AND ANNUALLY THEREAFTER</p>	<p>INITIATED BY STAFF AND A REPORT GIVEN TO COMMISSIONERS</p>
<p><u>Commissioner Orientation and Education – Commissioner Role as an Advocate</u> 1. Members of the Executive Committee will prepare and conduct an annual Commissioner orientation each year during the months of May or June. <i>*Did not occur in 2013 or 2014 since there was limited turn-over in Commissioners. *Scheduled for May or June 2015, as needed.</i></p>	<p>MAY/JUNE, 2013 AND ANNUALLY THEREAFTER</p>	<p>COMMISSIONER LED AND STAFF SUPPORT</p>
<p>2. A presentation on the Commission will be given to all eight counties each year. These presentations can be given to the county boards or finance or executive committees. Those presentations will be arranged by the county board appointee from each county in coordination with the executive director. Commissioners and staff will participate in those presentations. <i>*Staff presented to six county boards in May-June of 2014 and the Door County Resource Committee in June 2014.</i></p>	<p>ANNUALLY</p>	<p>MEETINGS SET BY COMMISSIONERS AND JOINT STAFF COMMISSIONER PRESENTATIONS</p>
<p>3. A presentation on the Commission will be given to four other entities within the region annually, which may include the larger cities or county towns associations. The joint Governor/County Board Commissioners will make those meeting arrangements in coordination with the executive director. Commissioners and staff will participate in those presentations. <i>*Staff presented at the Reid Ribble Conference in March 2014, a planning class at UWGB in March 2014, to the Oconto County EDC Advisory Committee in May 2014, and WEDC conference in September 2014.</i></p>	<p>ANNUALLY</p>	<p>MEETINGS SET JOINTLY BY STAFF AND COMMISSIONERS WITH JOINT STAFF COMMISSIONER PRESENTATIONS</p>

<p>4. One state department secretary will attend one full commission meeting each year. Commissioners will assist in arranging for one department secretary to attend a full Commission meeting in coordination with the executive director. <i>*Cathy Stepp, Secretary of the Wisconsin Department of Natural Resources, attended the March 2014 full Commission meeting.</i></p>	<p>ANNUALLY</p>	<p>COMMISSIONERS MAKE CONTACTS AND MAKE ARRANGEMENTS FOR ATTENDING COMMISSION MEETING</p>
<p><u>Marketing and Development</u></p> <p>1. All Eight Counties in the Bay-Lake Region will be active members or indicate their intention to be a member of the Commission by end of fiscal year 2015. The Commissioners will be responsible for making and maintaining contact with Brown and Door counties and “selling” the leadership on the benefits of being an investor in the Commission. <i>*Ongoing communications and project work that illustrates the Commission’s value to counties and local communities.</i></p>	<p>2016</p>	<p>COMMUNICATIONS LED BY COMMISSIONERS WITH STAFF SUPPORT</p>
<p>2. The Commission will evolve its marketing package based on the availability of resources and advancements in technology. <i>*The AWRPC updated its RPC booklet in 2013. *WCA prepared and distributed a RPC project publication in 2013. *A strong marketing campaign is essential to attract business to the Commission. Discussion on contents of the marketing campaign will take place at the September 2014 full Commission meeting.</i></p>	<p>ONGOING</p>	<p>LED BY STAFF WITH REPORT GIVEN TO COMMISSIONERS</p>
<p>3. The member counties and local units of government will be actively involved in the development of the Commission’s two-year work program. The Commissioners from each county will actively advocate for their participation in the process. <i>*Community project surveys were completed in 2013 and 2014. Some projects may be integrated into the Commission’s rolling two-year work program.</i></p>	<p>JULY, 2013 AND ANNUALLY THEREAFTER</p>	<p>JOINT COMMISSIONER AND STAFF ADVOCACY</p>
<p>4. A mechanism for timely client follow-up and feedback will be instituted for all projects. This feedback can be the basis for soliciting additional work from the client or from the client’s network of contacts, as well as providing testimonials as to the performance of the Commission. <i>*Completed and ongoing.</i></p>	<p>FEBRUARY, 2013 AND ONGOING</p>	<p>LED BY STAFF</p>

<p>5. The Commission will be become more involved in the League of Wisconsin Municipalities, Wisconsin Counties Association, and Wisconsin Towns Association and the county and local government officials who participate in them. This includes involving them in communications, attending their conferences and events, and inviting them to attend Commission functions. <i>*Ongoing. Staff from the regional planning commissions have been manning a booth at the annual WCA conference.</i></p>	<p>2013 AND ANNUALLY THERAFTER</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>
<p>6. Federal and State elected officials and/or their representatives will be contacted on a scheduled basis to keep them informed on the projects being worked on by the Commission, as well as any pending bills that would impact the region. <i>*Ongoing. State and federal officials receive the Commission's monthly E-Newsletter. Work continues to get elected officials or their staff members to attend Commission meetings.</i></p>	<p>2013 AND ANNUALLY THEREAFTER</p>	<p>LED JOINTLY BY COMMISSIONERS AND STAFF</p>
<p><u>Growth - Strategic Services</u> 1. The commission will facilitate the creation of a regional business revolving loan fund. <i>*Terminated.</i></p>	<p>2012 AND 2013</p>	<p>LED BY STAFF AND REPORT GIVEN TO COMMISSIONERS</p>
<p>2. The Commission will add two new service offerings by the end of fiscal year 2014. (Ex. architectural design) <i>*Staff are working on their professional development plans with the anticipation that new skills will be learned that translate into additional service offerings. Attendance at these conferences is based on time and available funding.</i></p>	<p>NOVEMBER, 2014</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>
<p>3. The Commission will increase its collaborative work with individual county and local planning departments (and the coordination of multi-county collaborations) and promote the utilization of the economies of scale advantage to accomplish both regional and local projects more efficiently and in less time. The Commission will re-establish countywide committees as requested. For example, these committees may be for planning staff or GIS staff. <i>*Being evaluated. Staff have proposed the idea of forming an project advisory committee.</i></p>	<p>JANUARY, 2014</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>

<p>4. Commission staff will work with Commissioners to develop a process and role for recognizing changes in our key areas of expertise and capability and to provide services reflecting those changes and trends (i.e., increasing diversity, a growing elderly population, and sharing of public services). <i>*Being evaluated.</i></p>	<p>ANNUALLY</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>
<p>5. The Commission will continue its annual solicitation of community and economic development projects of member counties and communities that serve as a basis for creation of the two-year work program. <i>*Completed for 2013 and 2014.</i></p>	<p>APRIL, 2013 AND ANNUAL THEREAFTER</p>	<p>LED BY STAFF AND REPORT GIVEN TO COMMISSIONERS</p>
<p>6. The Commission will seek financial resources in which to update and maintain the <i>Bay-Lake 20130 Regional Comprehensive Plan</i> adopted in 2005. <i>*Coastal Management did not funding 2014 but reapplying for funding for 2015.</i></p>	<p>ANNUALLY</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>
<p>7. The Commission will reach out to non-traditional members, such as workforce development boards and public school districts that may be in need of mapping, demographic analysis, planning, or grant writing services. <i>*Being evaluated. May be part of marketing plan.</i></p>	<p>NOVEMBER, 2014</p>	<p>LED BY STAFF AND SUPPORTED BY COMMISSIONERS</p>
<p>“B” Category Objectives</p>		
<p><u>Employee Benefits</u></p>		
<p>1. The Executive Director will explore opportunities to maintain an attractive level of benefits through partnering with other entities for more and less expensive benefits, creating more flexible benefit packages, or instituting other cost saving measures (health programs). <i>*Ongoing.</i></p>	<p>ANNUALLY</p>	<p>LED BY EXECUTIVE DIRECTOR AND INPUT PROVIDED BY COMMISSIONERS</p>
<p>2. The Commission will continue to monitor salaries and compensation packages offered by other entities for positions similarly employed by the Commission. <i>*Ongoing.</i></p>	<p>ANNUALLY</p>	<p>LED BY EXECUTIVE DIRECTOR AND INPUT PROVIDED BY COMMISSIONERS</p>
<p>3. The Personnel Committee will meet at a minimum of one time per year to review staffing level, staff responsibilities, personnel policies, and salaries and benefits. <i>*Met in 2013 and then in February 2014.</i></p>	<p>APRIL-ANNUALLY</p>	<p>COMMISSIONERS-PERSONNEL COMMITTEE</p>

<p><u>Financial Status</u></p> <p>1. A Financial Planning Committee comprised of Commissioners will be established to review Commission finances with participation from staff and auditors from Schenck Business Solutions. The committee will meet three times each year. The first meeting will be held in February or March to review the draft audit. The second meeting will be held prior to the September full Commission meetings and then the third meeting will be held in November. The purpose of the committee is to review the draft audit, current year revenues and expenses, review financial policies, and provide input into preparing the following fiscal year's budget. <i>*Implemented.</i></p>	<p>ANNUALLY in MARCH, AUGUST, AND NOVEMBER</p>	<p>COMMISSIONER LED AND STAFF SUPPORTED</p>
<p>2. The Commission will maintain a fund balance equal to 4 months operating expenses by the end of fiscal year 2016. <i>*Unless new projects are generated and all 8 counties are member, this strategy will likely be delayed.</i></p>	<p>2016</p>	<p>JOINT STAFF AND COMMISSIONER INVOLVEMENT</p>
<p><u>Commission Purpose and Focus – Meetings and Processes</u></p> <p>1. All internal operating policies will be up to date by mid fiscal year 2014. This includes employment manual, office processes, fiscal policies, and technology investments and procedures. <i>*Completed.</i></p>	<p>2014</p>	<p>LED BY STAFF AND INPUT PROVIDED BY FINANCIAL PLANNING COMMITTEE</p>
<p>2. Commissioners from two counties will report out at each full commission meeting regarding ongoing or proposed activities within their counties and how the Commission can be more actively involved in those efforts. <i>*Ongoing.</i></p>	<p>MARCH, 2013</p>	<p>LED BY COMMISSIONERS</p>
<p>3. Committees will meet prior to regularly scheduled Commission Meetings as much as possible. Committee chairs will report out at each meeting as to their work and progress in developing and executing the respective plans called for within this strategic plan. <i>*Ongoing.</i></p>	<p>ONGOING AS NEEDED</p>	