

Marshfield Common Council Strategic Plan

May/June 2005

Executive Overview

The Marshfield Common Council, along with City staff, gathered for an all-day meeting on Saturday, May 14th to determine the direction the Council will take in the coming two years. Over the course of the session several topics were raised as strategic priorities the Council and City will face in the coming years. This document outlines those priority items and sets a vision for what the Common Council will strive to achieve in each area.

Strategic Priorities

Strategic Priority #1: Budget/Taxes

The budget is the overriding concern of all Council members and city staff. Council members agree that the budget needs to be controlled and tax levies need to remain manageable.

Objectives

a.

Strategic Priority #2: Manpower/Staffing

It is the feeling of the Council that current City staffing levels and other staffing concerns need to be evaluated to determine if efficiencies can be obtained. It is also a concern of the Council that staff satisfaction be improved. Each of these priorities are necessary to battle negative perceptions in the community regarding staffing of City functions.

Objectives

- a. Build moral and a shared vision with City staff members.
- b. Advance a plan to tie Council/City goals with appropriate incentives to encourage City staff to achieve stated goals.
- c. Evaluate current staffing levels to determine if they are appropriate or if reductions can be made either through attrition or severance.
- d. Work to develop City staff as ambassadors for the City and its mission

Strategic Priority # 3: Streamlining/Efficiency

Streamlining operations and building efficient processes is a critical component to well-organized government. Because of this, the Common Council would like to build in processes and goals for maintaining or increasing operating efficiency efforts throughout City operations.

Objectives

- a. Direct all City staff to uncover cost and workflow efficiencies wherever possible.
- b. Communicate cost efficiencies with local media to build momentum and positive good will for City endeavors.
- c. Continually assess whether outsourcing or insourcing is a more effective strategy for completing City projects.

Strategic Priority # 4: Communication/Marketing

Dialogue between the City and Residents is an important component to increase awareness of important issues in the Community and to dispel negative perceptions of City operations. It is the direction of the Council that new means of communication with the Public be explored and additional educational opportunities be instituted. In addition, all council members recognize the importance of being an ombudsman between the public and city staff. Whenever possible Council members will take on the role of "marketing" the city to both residents and non-residents.

Objectives

- a. Effectively enter into a dialogue with the public for the purpose of sharing information.
- b. Communicate significant achievements such as project completions, cost efficiency measures, etc.
- c. Understand and combat current misconceptions of City operations.

Strategic Priority # 5: Economic Development/Growth

Economic development is the driver of community growth and as such the Common Council will facilitate economic development through the following objectives.

Objectives

- a. Create incentives to attract new businesses to the community.
- b. Generate a strategy for recruiting specific industry/commercial development to the City (i.e. recruiting technology/medical research facilities to the Marshfield Business Parks).

Strategic Priority # 6: Outstanding Community Projects

Several important community projects have been put on hold for various reasons. The Council and City staff members are committed to developing action plans to facilitate the completion of these projects, which include:

- A new fire station
- Renovation or new construction of an aquatics center
- Development of the Yellowstone Industrial Park.

Objectives

- a. Develop a plan of action to facilitate the completion of outstanding community needs such as the pool or new fire station.