



# VILLAGE OF GREENDALE



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Citizens of Greendale,

On behalf of the Greendale Village Board, it is with great pride that I present to you the final version of what we believe is the Village's first strategic plan. This document represents the collective efforts of Village leadership in developing a unified plan that will pave the way for Greendale to operate in the future. The plan identifies the following key strategic initiatives that will help facilitate the Village's work in the future:

- Improve and maintain our infrastructure
- Economic Development
- Strengthen our neighborhoods
- Improve our quality of life assets
- Improve employee/community interaction
- Workforce development
- Maintain services and improve through efficiencies

In reaching to fulfill these goals, we will be better prepared to respond to an evolving environment, while meeting the needs of our citizenry. The development of each of these goals were the result of input from Village leadership, the citizens of the Village, and other important stakeholders. We appreciate the input we received from: every citizen, the schools and related organizations, other units of government, neighborhood organizations, service organizations, business organizations, and community groups.

This plan also reaffirms the Village's commitment to promote a high quality of life, which includes economic, educational and recreational opportunities, while preserving the historical character of our Village and maintaining a safe and vibrant community.

Whether you have significant input to provide or simply read the draft, thank you for taking the time to participate in this planning process. Please submit comments about the Plan so that we can consider them for future updates to the Plan via the Village's web site; at Village Hall 6500 Northway, Greendale, WI 53129; or feel free to contact myself at [tmichaels@greendale.org](mailto:tmichaels@greendale.org) 414-423-2100 x3110, or the Assistant Village Manager Sarah Jankowski at [sjankowski@greendale.org](mailto:sjankowski@greendale.org) 414-423-2100 x3113.

Sincerely,

Todd Michaels  
Village Manager

# Village of Greendale Strategic Plan

## VISION STATEMENT

The Village of Greendale will promote a high quality of life, which includes economic, educational and recreational opportunities while preserving the historical character of our Village and maintaining a safe and vibrant community.

## MISSION STATEMENT

The mission of the Village of Greendale is to provide public services that support the evolving needs of, and ensure the overall safety, health and welfare of our residents and businesses. The Village will continue to administer and implement fiscally responsible policies while maintaining quality of life for our community through effective communication and sound leadership. Our most valuable resources are our people, businesses, history and organizations.

## EXTERNAL GOALS

<b>IMPROVE AND MAINTAIN OUR INFRASTRUCTURE</b> <ul style="list-style-type: none"><li>a) Improve our streets, walkways, parks, utility infrastructure</li><li>b) Maintain our greenspace</li><li>c) Maintain stormwater management systems</li><li>d) Improve Village-owned buildings</li><li>e) Manage Village equipment</li></ul>
<b>ECONOMIC DEVELOPMENT</b> <ul style="list-style-type: none"><li>a) Make It easy to do business here</li><li>b) Promote Greendale</li><li>c) Promote our History</li><li>d) Maintain and enhance the vibrancy of Downtown</li><li>e) Maintain and enhance the Southridge Mall area's desirability</li><li>f) Partner with Existing Businesses</li><li>g) Maintain and enhance the vibrancy of the Loomis Road corridor</li></ul>
<b>STRENGTHEN OUR NEIGHBORHOODS</b> <ul style="list-style-type: none"><li>a) Historic Preservation</li><li>b) Promote the existing sense of community</li><li>c) Promote and develop public/private partnerships</li><li>d) Encourage owner investment in property</li><li>e) Continue public safety and crime prevention measures</li></ul>
<b>IMPROVE OUR QUALITY OF LIFE ASSETS</b> <ul style="list-style-type: none"><li>a) Preserve, maintain and improve the Village's natural, cultural, and recreational assets</li><li>b) Promote the health of our residents</li><li>c) Maintain commitment to special events</li><li>d) Develop alternative funding models for quality of life assets</li><li>e) Support quality schools</li><li>f) Maintain fiscally responsible tax levy</li></ul>

Village of Greendale  
Strategic Plan

**INTERNAL GOALS**

IMPROVE EMPLOYEE/COMMUNITY INTERACTION
a) Increase employee involvement
b) Increase employee commitment
c) Improve employee’s understanding of role
d) Improve communications with and feedback from employees
WORKFORCE DEVELOPMENT
a) Reevaluate the Village’s performance evaluation system
b) Identify performance indicators and standards for Village services
c) Work to determine return on investment for Village projects and services
d) Promote professional development and succession planning
e) Continue process improvement initiatives
f) Increase public awareness of Village services and value
MAINTAIN SERVICES AND IMPROVE THROUGH EFFICIENCIES
a) Support public safety
b) Support neighborhood services
c) Maintain educational, civic, recreational, health and wellness opportunities

## Village of Greendale Strategic Plan

EXTERNAL Priority Goal	Objectives - WHAT	Strategies / Tactics - HOW
<b>IMPROVE AND MAINTAIN OUR INFRASTRUCTURE</b> a) Improve our streets, walkways, parks, utility infrastructure b) Maintain our greenspace c) Maintain stormwater management systems d) Improve Village buildings e) Manage Village equipment	a) Improve our streets, walkways, parks, utility infrastructure  Staff Owner(s): Village Manager, Public Works, Village Engineer	<ul style="list-style-type: none"> <li>• Develop and implement a plan to replace aging water mains</li> <li>• Continue replacing inefficient street lighting</li> <li>• Continue the street rehabilitation program</li> <li>• Develop and implement a plan to maintain safe walkways</li> <li>• Develop and implement a plan to improve aging park infrastructure</li> <li>• Develop and implement plans to improve other aging utilities</li> </ul>
	b) Maintain our Greenspace  Staff Owner(s): Village Manager, Public Works	<ul style="list-style-type: none"> <li>• Preserve existing greenspace</li> <li>• Preserve forest and woodland areas</li> <li>• Continue current maintenance of greenspace</li> </ul>
	c) Maintain stormwater management systems  Staff Owner(s): Village Manager, Public Works, Village Engineer	<ul style="list-style-type: none"> <li>• Develop and implement a plan to replace aging stormwater conveyance systems</li> <li>• Continue to educate residents on stormwater management</li> </ul>
	d) Improve Village-owned buildings  Staff Owner(s): Village Manager, Inspection Services	<ul style="list-style-type: none"> <li>• Preserve historic character of Village buildings</li> <li>• Continue annual maintenance</li> <li>• Plan for major improvements</li> </ul>
	e) Manage Village Equipment  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Continue annual maintenance</li> <li>• Plan for major equipment purchases</li> </ul>

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EXTERNAL Priority Goal	Objectives - WHAT	Strategies / Tactics - HOW
<b>ECONOMIC DEVELOPMENT</b> a) Make It easy to do business here b) Promote Greendale c) Promote our History d) Maintain a vibrant Downtown e) Maintain the Southridge Malls area’s desirability f) Partner with Existing Businesses g) Maintain and enhance the vibrancy of the Loomis Road corridor	a) Make It easy to do business here  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Continue to provide a one-stop shop/single point of contact/concierge service for potential businesses and developers</li> <li>• Determine optimal economic development strategies</li> <li>• Continue to streamline the permitting and inspection process</li> </ul>
	b) Promote Greendale  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Market events and the Village</li> <li>• Expand tourism opportunities</li> </ul>
	c) Promote our History  Staff Owner(s): Village Manager, Welcome Center, Historical Society	Continue to promote the Welcome Center and educate people about the Village’s historic significance
	d) Maintain and enhance the vibrancy of Downtown  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Identify and develop opportunities to diversify the range of tourism activities</li> <li>• Promote local shopping</li> <li>• Collaborate with business and property owners</li> <li>• Reevaluate zoning district regulations/uses</li> </ul>
	e) Maintain and enhance the Southridge Mall area’s desirability  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Encourage the establishment of new businesses and employment growth</li> <li>• Promote local shopping</li> <li>• Collaborate with business and property owners</li> <li>• Reevaluate zoning district regulations/uses</li> </ul>
	f) Partner with Existing Businesses  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Encourage the growth of existing businesses and employment growth</li> <li>• Maintain a close relationship with the Chamber of Commerce</li> <li>• Work with local businesses to identify and target strategies for success</li> </ul>
	g) Maintain and enhance the vibrancy of the Loomis Road corridor  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Improve wayfinding signs</li> <li>• Develop and implement a plan to enhance Loomis Road corridor</li> <li>• Encourage the growth of existing businesses</li> <li>• Encourage establishment of new businesses</li> </ul>

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<b>STRENGTHEN OUR NEIGHBORHOODS</b> a) Historic Preservation b) Promote the existing sense of community c) Promote and develop public/private partnerships d) Encourage owner investment in property e) Continue public safety and crime prevention measures	a) Historic Preservation  Staff Owner(s): Village Manager, Inspection Services	<ul style="list-style-type: none"> <li>● Partner with property owners to maintain the historic nature of the Downtown area</li> <li>● Partner with the owners of Trimborn Farms and Jeremiah Curtin House to maintain their historic significance</li> </ul>
	b) Promote the existing sense of community  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>● Build on our unique culture and sense of community</li> <li>● Support community organizations</li> </ul>
	c) Promote and develop public/private partnerships  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>● Continue to look for opportunities for public/private partnerships that will enhance the Village</li> </ul>
	d) Encourage owner investment in property  Staff Owner(s): Village Manager, Inspection Services	<ul style="list-style-type: none"> <li>● Use existing resources available under the law to assist property owners</li> <li>● Identify best fit with existing businesses</li> </ul>
	e) Continue public safety and crime prevention measures  Staff Owner(s): Village Manager, Police	<ul style="list-style-type: none"> <li>● Develop and refine neighborhood watch groups</li> <li>● Promote existing crime prevention measures (i.e. operation identification, etc.)</li> <li>● Continue Public Safety and Crime Prevention partnership with Schools</li> </ul>

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<b>IMPROVE OUR QUALITY OF LIFE ASSETS</b> a) Preserve, maintain and improve the Village’s natural, cultural, and recreational assets b) Promote the health of our residents c) Maintain commitment to special events d) Develop alternative funding models for quality of life assets e) Support quality schools f) Maintain fiscally responsible tax levy	a) Preserve, maintain and improve the Village’s natural, cultural, and recreational assets  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Identify key assets</li> <li>• Develop a strategy to enhance key assets</li> <li>• Work to enhance key assets</li> <li>• Maintain a safe and inviting public environment throughout the Village</li> <li>• Use technology to promote Greendale</li> <li>• Encourage the use of the Walking Paths and Community Parks</li> </ul>
	b) Promote the health of our residents  Staff Owner(s): Village Manager, Board of Health, Health Department	<ul style="list-style-type: none"> <li>• Support and promote active living, healthy diet, and emotional well being</li> <li>• Promote annual events and activities that support wellness in our Village</li> </ul>
	c) Maintain commitment to special events  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Continue supporting events</li> <li>• Encourage new events</li> </ul>
	d) Develop alternative funding models for quality of life assets  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Gifts</li> <li>• Sponsors</li> <li>• Private organizations</li> <li>• Faith based partnerships</li> <li>• Volunteers</li> </ul>
	e) Support quality of schools in Greendale  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Continue with joint School Board Village Board meetings</li> <li>• Continue the partnership between each organization’s staff</li> </ul>
	f) Maintain fiscally responsible tax levy	<ul style="list-style-type: none"> <li>• Minimum tax vey increases necessary for needed services</li> <li>• Stable tax levy</li> </ul>

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INTERNAL Priority Goal	Objectives - WHAT	Strategies / Tactics - HOW
<b>IMPROVE EMPLOYEE/COMMUNITY INTERACTION</b> a) Increase employee involvement b) Increase employee commitment c) Improve employee's understanding of role d) Improve communications with and feedback from employees	a) Increase employee involvement  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Continue with process improvements</li> <li>• Encourage employees to be involved in community organizations</li> </ul>
	b) Increase employee commitment and improve employee's understanding of role  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Implement employee ideas</li> <li>• Reward employees for living in the Village</li> <li>• Recognize employees accomplishments</li> <li>• Recognize employee involvement in the Community</li> </ul>
	c) Improve employee's understanding of role  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Promote fairness and trust to ensure organizational behavior that is consistent with the Village's values</li> <li>• Set expectations</li> </ul>
	d) Improve communications with and feedback from employees  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>• Improve the Village's intranet and add new features</li> <li>• Improve information technology and connectivity</li> </ul>



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<b>WORKFORCE DEVELOPMENT</b> a) Reevaluate the Village’s performance evaluation system b) Identify performance indicators and standards for Village services c) Work to determine return on investment for Village projects and services d) Promote professional development e) Continue process improvement initiatives f) Increase public awareness of Village services and value	a) Reevaluate the Village’s performance evaluation system  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Benchmark the Village’s performance evaluation system versus competing employers</li> </ul>
	b) Identify performance indicators and standards for Village services  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Determine performance indicators for individual positions</li> <li>Promote Continuous Improvement</li> </ul>
	c) Work to determine return on investment for Village projects and services  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Evaluate positions and benchmark to comparable organizations</li> <li>Encourage the use of successful programs implemented by other Village departments</li> </ul>
	d) Promote professional development and succession planning  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Recruit and retain skilled employees</li> <li>Avoid costly employee turnover</li> <li>Ensure financial support for and a commitment to professional development</li> </ul>
	e) Continue process improvement initiatives  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Dedicate resources to ensure process improvement initiatives continue</li> </ul>
	f) Increase public awareness of Village services and value  Staff Owner(s): Village Manager, All Departments	<ul style="list-style-type: none"> <li>Document and share accomplishments with the Village, highlighting improvements and successes</li> </ul>

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<b>MAINTAIN SERVICES AND IMPROVE THROUGH EFFICIENCIES</b> a) Support public safety b) Support neighborhood services c) Maintain educational, civic, recreational, health and wellness opportunities	a) Support public safety  Staff Owner(s): Police, Fire, Health, Inspection Services	<ul style="list-style-type: none"> <li>• Commit finances and resources necessary to maintain current service levels</li> <li>• Evaluate services and results</li> <li>• Provide services to address future needs</li> <li>• Work to become more efficient and reduce cost</li> </ul>
	b) Support neighborhood services  Staff Owner(s): All Departments	<ul style="list-style-type: none"> <li>• Commit finances and resources necessary to maintain current service levels</li> <li>• Evaluate services and results</li> <li>• Provide services to address future needs</li> <li>• Work to become more efficient and reduce cost</li> </ul>
	c) Maintain educational, civic, recreational, health and wellness opportunities  Staff Owner(s): Community Learning Center Departments, Welcome Center	<ul style="list-style-type: none"> <li>• Commit finances and resources necessary to maintain current service levels</li> <li>• Evaluate services and results</li> <li>• Provide services to address future needs</li> <li>• Work to become more efficient and reduce cost</li> </ul>