

# Sheboygan Performance Scorecard

Spring 2017 • A report to citizens on the performance of city services



## City Identifies Six Strategic Focus Areas

The City of Sheboygan has identified six key focus areas in its recently adopted Strategic Plan that enable the city to move forward to support the mission and vision statements.

Below are the city's six focus areas:

- Quality of Life
- Infrastructure and Public Facilities
- Economic Development
- Neighborhood Revitalization
- Government and Fiscal Management
- Communication

For more information about the Strategic Plan, please visit the City of Sheboygan's website at: [www.sheboyganwi.gov](http://www.sheboyganwi.gov)

## The City of Sheboygan Keeps Score

With signs of spring, our thoughts shift to warm weather, outdoors and sports like baseball, softball, soccer and golf. In team sports such as these, the team managers and coaches use statistics in making important decisions relative to their team and games. If the fans and players are curious about how well their favorite team is performing, they simply check the scores and statistics.

How do city leaders know when to make the right calls? How can residents be certain they are receiving the highest quality, effective services? In Sheboygan, our team tracks and reports performance data and uses our annual community survey to assist the Common Council in making decisions and keeping residents informed about how well we are doing.

### Sheboygan's Performance Reporting Program

In 2016, the City of Sheboygan began a shift to not only track dollars spent, received and invested but also to monitor performance via benchmarks. This benchmark data is tracked continually to determine if city services and operations are providing city residents, businesses and visitors with promised outcomes. The performance reporting program provides our "team" statistics allowing the city to provide a scorecard on how well the our staff is performing.

This program provides the city with the necessary data for strategic planning, as well as yields useful information for the Common Council to aid in their decision making processes. This data indicates not only areas of success but also areas that are in need

improvement. It provides accountability to the public by producing a more transparent government.

### Why this report?

The City of Sheboygan Management Team members met and analyzed the strengths, weaknesses, opportunities and threats facing Sheboygan over the next five years. This SWOT analysis led to an on-line community survey providing important citizen input. The 2016 strategic planning workshop brought further discussion to form the city's values, goals and future action steps. As a result, the City of Sheboygan Strategic Plan, with its six focus areas, was developed. Future city budgets and the five year Capital Improvement Plan will be linked to the Strategic Plan. The City Administrator will quarterly report the status of these goals, action items and tasks to the Common Council. This is our city team in action.

This report will help Sheboygan residents become engaged in our performance reporting program. Citizens may review how the city's staff have performed regarding their support of the most important services and steps taken to protect our six key focus areas.

This is the City of Sheboygan's first Performance Scorecard. It is a great opportunity for our residents, businesses and visitors to check our statistics and team score. Please consider becoming a member of our team by providing us with any comments or feedback related to this information. We welcome your input and involvement in making our community the best it can possibly be. With your help, we look forward to improving our future Performance Scorecard statistics.

# Performance Scorecard

The intent of the following table is to provide the residents of Sheboygan with data on the performance of core city services relative to the support of the six key focus areas. Three years of data history are provided with the city's 2017 target goal for the service, if applicable. Further details are located in our 2017 Annual Program Budget on the city's website at: [www.sheboyganwi.gov](http://www.sheboyganwi.gov) under the Officials, City Administrator tab.



Performance Category	2014	2015	2016	2017 Target
<b>Quality of Life</b>				
<b>Fire Response</b> - Increase percent of response to emergencies in less than 240 seconds	81%	85%	86%	90%
<b>Fire Safety</b> - Maintain current Insurance Service Office (ISO) rating of 2	2	2	2	2
<b>Fire Safety</b> - Increase the number of fire inspections	1,790	1,830	1,440	1,850
<b>Police Service</b> - Reduce the number of violent crimes	156	159	131	125
<b>Police Service</b> - Reduce the number of property crimes	1,279	1,154	1,068	1,050
<b>Infrastructure and Public Facilities</b>				
<b>Street Maintenance</b> - Increase the linear footage of streets on the regular crack and joint fill schedule	17,675	19,639	17,098	22,000
<b>Street Debris Removal</b> - Increase the linear mileage of streets cleaned	N/A	5,342	6,229	6,300
<b>Bridge Maintenance</b> - Increase the number of bridge sealing projects	8	8	8	8
<b>Road Salt Usage</b> - Reduce tons of road salt used on city streets	4,667	2,302	4,552	3,840
<b>Economic Development</b>				
<b>Plan Commission</b> - Increase the number of commission applications approved	117	126	88	125
<b>Neighborhood Revitalization</b>				
<b>New Trees Planted in City Parks</b> - Increase the number of trees planted in city parks	4	4	3	40
<b>Tree Removal</b> - Increase the number of hazardous trees removed from city property	636	450	334	600
<b>Culture and Recreation</b>				
<b>Senior Activity Center Membership and Usage</b> - Increase average daily attendance and participation	93	103	114	106
<b>Governing and Fiscal Management</b>				
<b>Fiscal Management</b> - Increase the rate of return on investment	0.35%	0.71%	1.51%	1.00%
<b>Fiscal Management</b> - Maintain or improve current Moody's Aa2 bond rating for municipal bonds	Aa2	Aa2	Aa2	Aa2

# Residents give high marks to quality of life

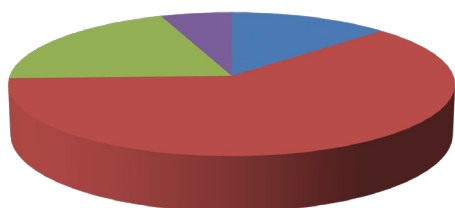
The City of Sheboygan appreciates the value of both internal and external communication. Our goal is to strengthen our relationship with citizens by providing more clear, respectful and comprehensive communication. In July 2016, the city implemented our first annual community survey. This survey provides a snapshot of the thoughts and opinions of Sheboygan residents. The survey questionnaire was administered on-line and marketed throughout the community. The City of Sheboygan will continue the survey process annually to keep a finger on the pulse of Sheboygan residents' views and opinions regarding our community.



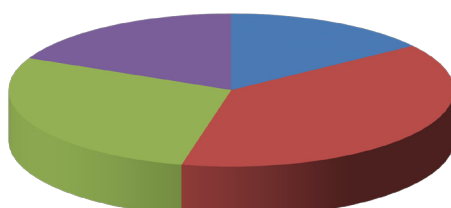
## Performance Color Key



Which of the following best describes your opinion on the quality of life in the City of Sheboygan?



In general, how satisfied are you with your neighborhood's infrastructure, such as streets, sidewalks and landscaping?



How would you rate the job that the City of Sheboygan has done in attracting and keeping businesses in Sheboygan?



### Quality of Life

Excellent	13%
Good	61%
Fair	20%
Poor	6%

### Infrastructure and Public Facilities

Very Satisfied	15%
Somewhat Satisfied	38%
Somewhat Dissatisfied	28%
Very Dissatisfied	18%

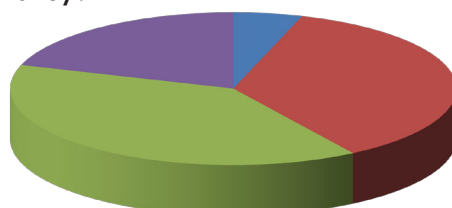
### Economic Development

Excellent	5%
Above Average	23%
Average	44%
Below Average	18%
Failing	10%

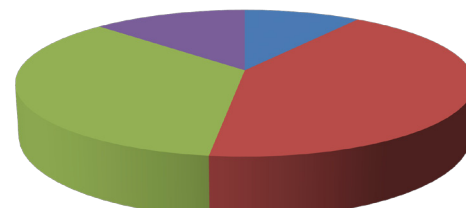
In your opinion, what rating would you give the City of Sheboygan for their support of neighborhoods?



How would you rate the performance of the City of Sheboygan relative to how well they are managing the taxpayer's money?



In your opinion, what rating would you give the City of Sheboygan in the area of keeping their citizens informed?



### Neighborhood Revitalization

Excellent	6%
Good	22%
Fair	55%
Poor	14%
No Opinion	4%

### Governing and Fiscal Management

Excellent	5%
Good	36%
Fair	39%
Poor	20%

### Communication

Excellent	10%
Good	42%
Fair	35%
Poor	13%



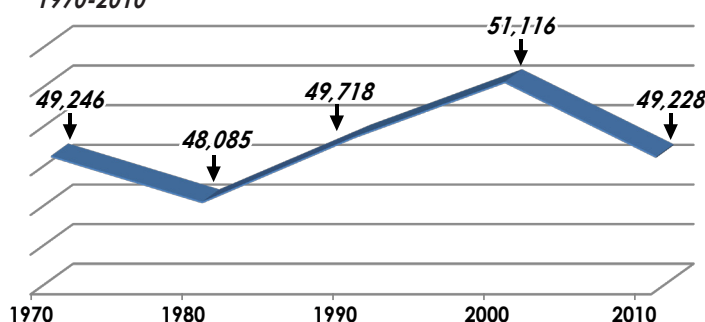
# Who we are: a snapshot of Sheboygan

The City of Sheboygan boasts a long, rich history as a leader in Wisconsin's manufacturing industry. Situated at the mouth of the Sheboygan River on the western shore of Lake Michigan, the breathtaking views from Sheboygan's shoreline are some of the best our state has to offer. The City of Sheboygan strives to be a family-oriented and prosperous community with a wide variety of housing, business, cultural and recreational opportunities in safe and attractive neighborhoods. City staff is dedicated to providing residents, the business community and visitors with fiscally-responsible municipal services in an effective and responsive manner to meet the needs of our diverse and thriving community. We are Sheboygan - the Spirit on the Lake.



2010 Census Results - Population			
Total Population	49,228		
Total Housing Units	22,339		
Median Age (years)	41		
Female Population	24,860	50.5%	
Male Population	24,368	49.5%	

Sheboygan's Population  
1970-2010



2010 Census Results - Race		
White	39,014	79.25%
Hispanic-Latino	4,873	9.9%
Asian	4,430	9%
Black-African American	886	1.8%
American Indian-Alaskan Native	25	.05%

## We want to hear from you

The City of Sheboygan works daily to improve the standard of living for our residents, businesses and visitors. Are you a citizen who would like to become engaged in our community in meaningful ways? Would you enjoy identifying concerns, finding common ground and working on viable solutions? Please let us know. Do you have any suggestions for improvements or additional information you would like to see in this publication? If so, please contact Carrie Arenz, Budget Analyst, at: [carrie.arenz@sheboyganwi.gov](mailto:carrie.arenz@sheboyganwi.gov) or at (920) 452-0246.

