



CITY OF MIDDLETON STRATEGIC PLAN VIRTUAL VISIONING WORKSHOP

THURSDAY, NOVEMBER 4, 2021

VANDEWALLE &
ASSOCIATES INC.



Public Administration
Associates, LLC



WHAT ARE WE DOING TONIGHT?

- Welcome
- Strategic Plan Overview
- What's Next
- “Who's In The Room” Polling Questions
- Overview of Initial Analysis & Input
- Breakout Session Discussions
- Thank You!



INTRODUCTIONS



- Mayra Medrano
- Diara Parker
- Annette Miller

- Darrell Hofland
- Kevin Brunner

- Scott Harrington
- Jeff Maloney
- Lupita Alvarez
- Meredith Perks



COMPREHENSIVE PLAN VS STRATEGIC PLAN

COMPREHENSIVE PLAN

- Statutorily required
- Broad & aspirational plan that looks at physical growth and development over a 20 year period
- City of Middleton recently adopted their new Comprehensive Plan in March 2021
- Included a very robust engagement process including a community survey and business survey

STRATEGIC PLAN

- Future-oriented, organizational plan that articulates a clear and compelling vision for the next 10 years with established goals, recommendations, and measurable implementation plan towards the vision
- Align various plans with City resources

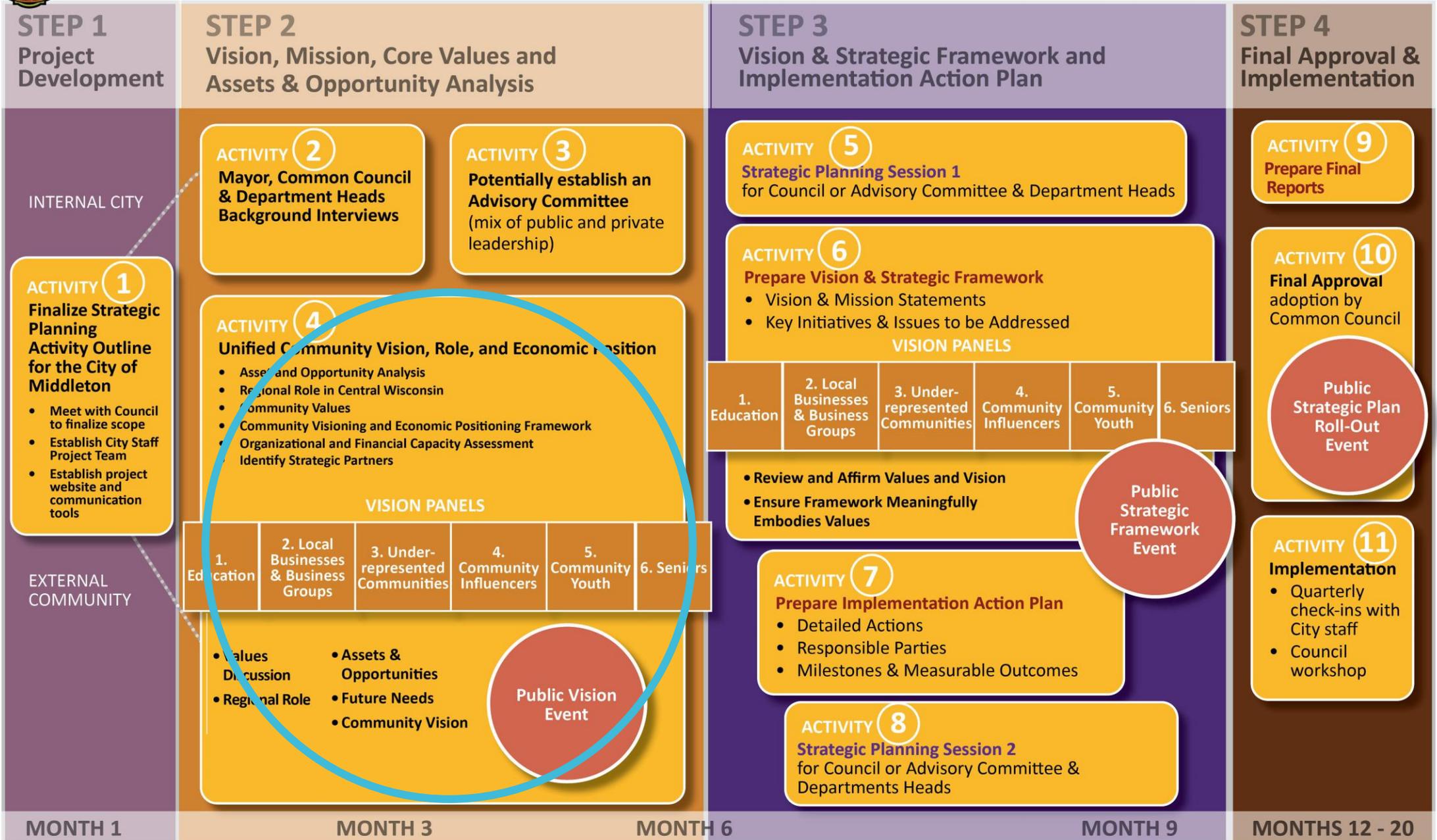
Considerations for the Strategic Plan:

- City Staffing & Organizational Structure
- City Facilities
- Diversity, Equity, & Inclusion
- Sustainability & Renewable Energy
- Community Campus Planning
- Taxes & Finances





MIDDLETON STRATEGIC PLAN PROCESS



WHAT'S NEXT?

- Recording of Meeting & Survey Monkey Questionnaire will be posted ONLINE
 - Visit Project Webpage: <https://www.cityofmiddleton.us/635/Strategic-Plan>
- Develop Vision, Goals, & Strategic Framework – winter 2021
- Reconvene Advisory Committee & Vision Panels – early 2022
 - Vet and review Vision, Mission statement, and framework
 - Discuss actions and recommendations to achieve vision and strategic direction
- Hold Public Strategic Framework Event – early 2022
- Prepare Implementation Action Plan – spring 2022
- Public Roll-Out – May 2022



OVERVIEW OF INITIAL ANALYSIS & INPUT

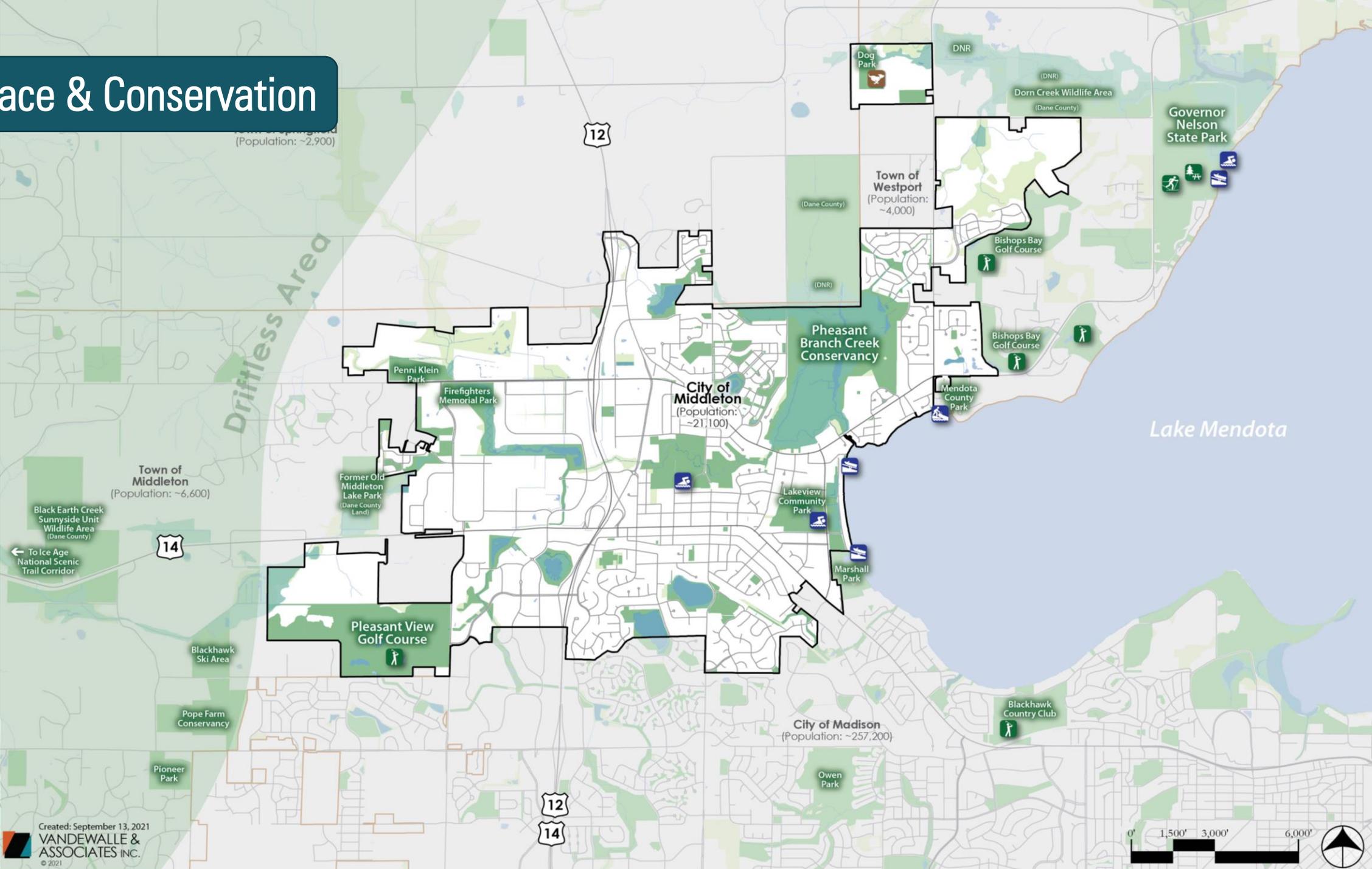


ASSETS & ECONOMIC OPPORTUNITIES



MIDDLETON STRATEGIC PLAN

Open Space & Conservation

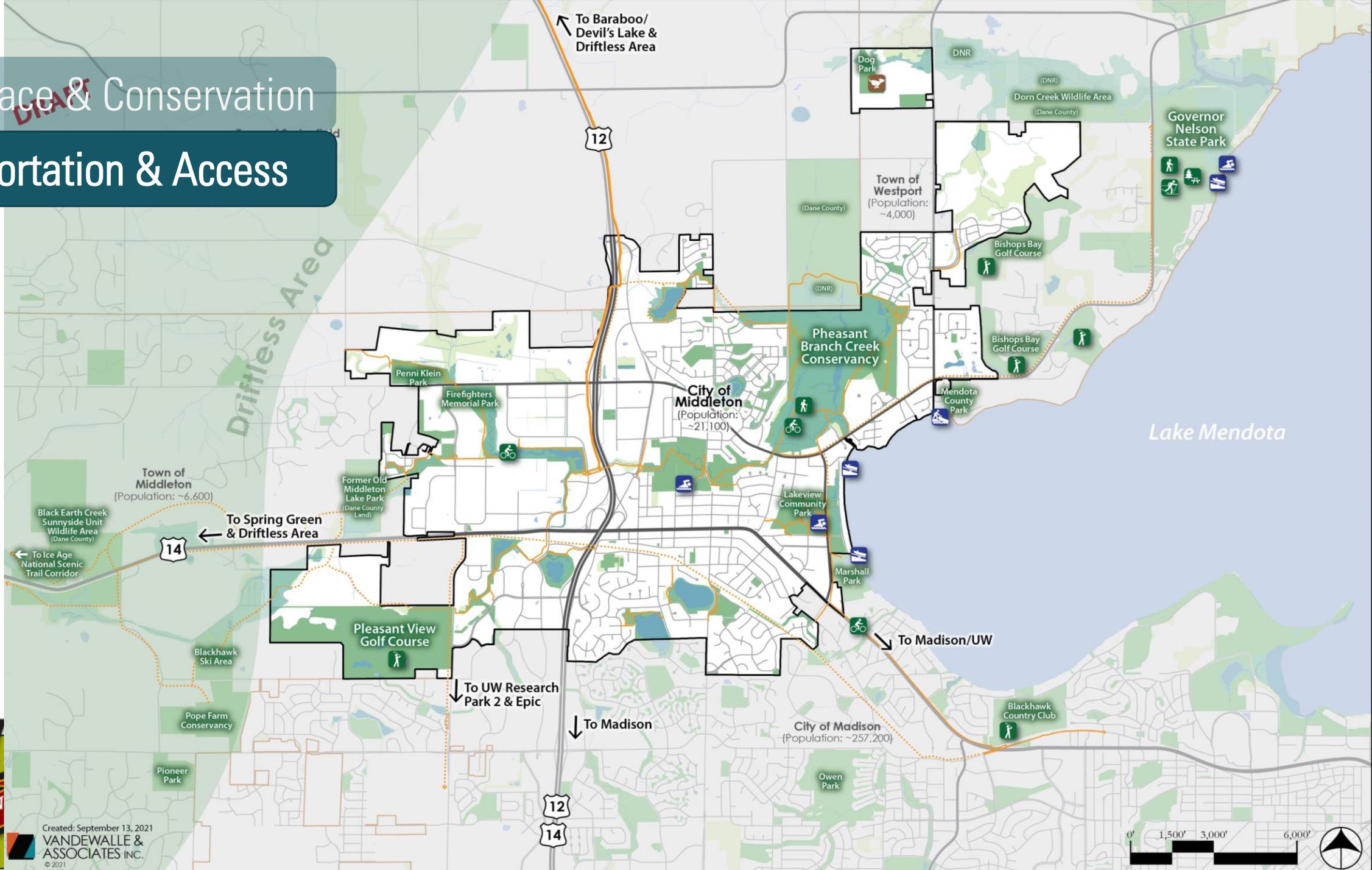


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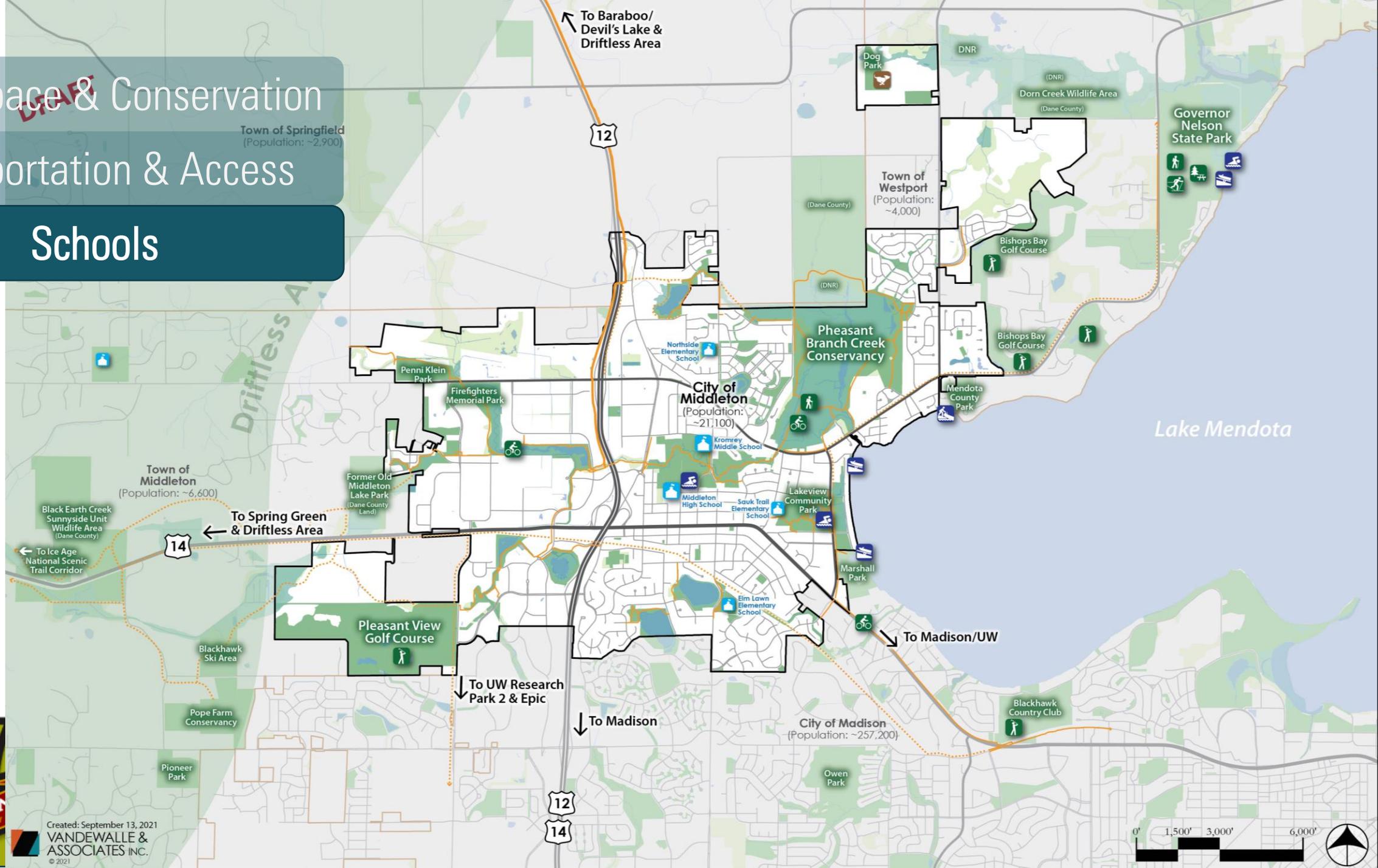
Open Space & Conservation Transportation & Access



Open Space & Conservation

Transportation & Access

Schools



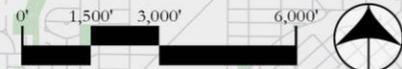
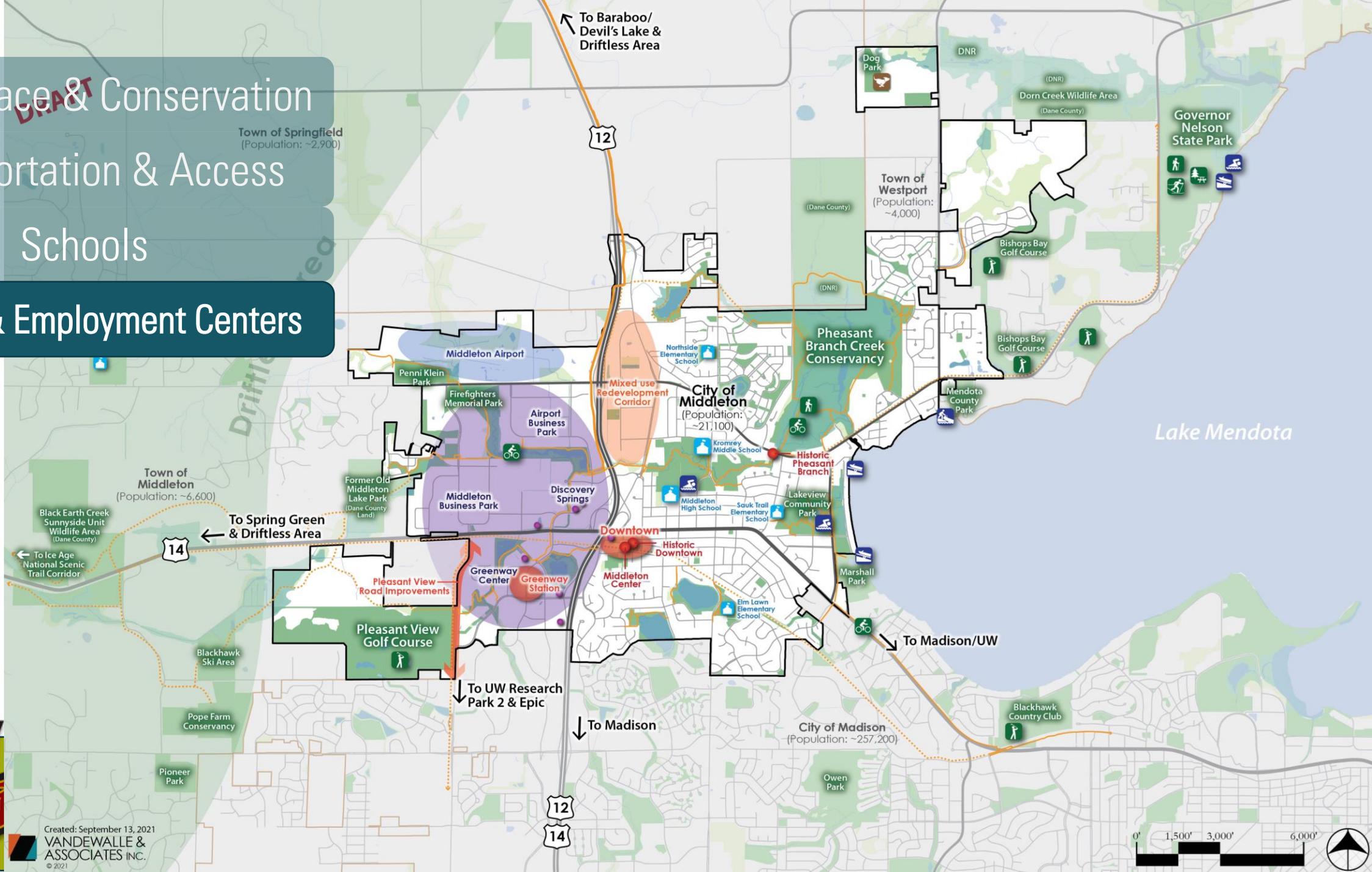
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Open Space & Conservation

Transportation & Access

Schools

Activity & Employment Centers



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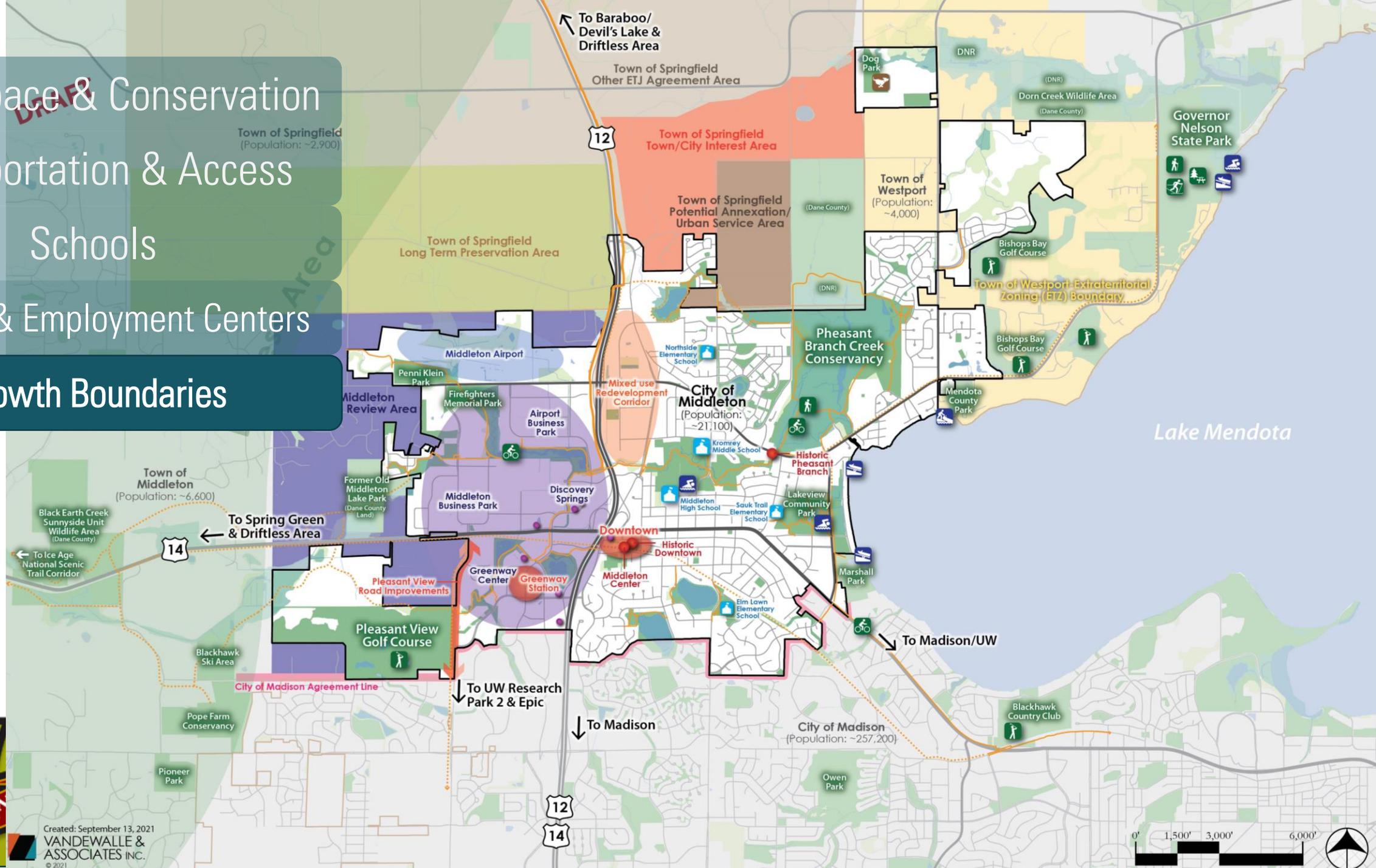
Open Space & Conservation

Transportation & Access

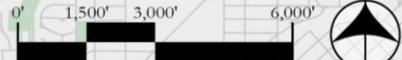
Schools

Activity & Employment Centers

Growth Boundaries



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CITY FINANCIAL & OPERATIONAL REVIEW



MIDDLETON STRATEGIC PLAN

FINANCIAL REVIEW

✓ Financial Policies – General Fund Balance

End of 2020, Middleton had almost **31% unassigned fund balance** as compared to goal of 16.7 – 33.3%.

✓ Property Tax Rate

Of Dane County peer communities, Middleton has one of the **lowest tax rates at \$5.65 per \$1000** equalized valuation.

Largest tax rate percent decrease over the past 5 years.

✓ Financial Policies – Debt Management

End of 2020, Middleton had **19.7%** of its legally available **general fund debt capacity** as compared to goal to not exceed 66.6% of its capacity.

✓ Tax Incremental Districts

TID #3 is financially successful with **\$545 million in increment** property valuation as of 1/1/2021.

TID #5 has \$125 million in valuation. On-going private investment will result in projected positive fund balance by 2026.



OPERATIONAL REVIEW

✓ Staffing Levels

Additional positions to be considered:

- Communication Specialist
- PT Events Coordinator
- Stormwater Engineer or Technician (fund from Utility)
- PT to FT Senior Center Volunteer Manager

✓ Governance Efficiency

- Middleton has 31 committees, commissions, and authorities
- Consolidation and/or change meeting to ad hoc status

✓ Function Reassignment

- Functions of airport and transit should be transferred from Community Development to Public Works
- Split DPW Director and City Engineer (Separate DPW Eng. Division or create new internal service department.)

✓ Civic Campus

- Post COVID/remote work
- Update space needs assessment on library
- Senior center and city hall to facilitate planning for new civic campus



COUNCIL & DEPARTMENT HEAD INTERVIEW KEY THEMES OVERVIEW



MIDDLETON STRATEGIC PLAN

COUNCIL INTERVIEWS KEY THEMES OVERVIEW

- Council members have **wide areas of interest** between them **but share common interests** in supporting essential services of public safety and public works
- Assets shared included: excellent school system, small town feel with easy access to Madison, exceptional value for high-level of services, and downtown as a success
- Needs discussed:
 - New civic campus
 - Continued stormwater improvements
 - Education on infill development and affordable home-ownership opportunities as part of infill
 - Alternative modes of transportation
 - Improved communication with the public
 - Welcoming and engagement with underrepresented communities and providing opportunities for being part of decision-making processes



DEPARTMENT INTERVIEWS KEY THEMES OVERVIEW

- City responded very well to **COVID**
- Recent investments in **IT and personnel manager** have been **highly effective and appreciated**
- **Good collaboration across departments and good relationship with City Council**
- Events nationally and in Madison area have negatively impacted morale in police department and have been a contributing factor to staffing turnover
- Needs discussed:
 - Library and senior center are **highly-used** and **valued** but are at their **maximum capacity**
 - **Staffing levels** are not keeping up with demands
 - **Improve engagement** with underrepresented communities
 - **Increase diversity** of City staffing
 - Community in general needs to be more **welcoming to BIPOC**; Council needs to take a true leadership role with this



COUNCIL & DEPARTMENT HEAD EQUITY SURVEY SUMMARY



MIDDLETON STRATEGIC PLAN

COUNCIL EQUITY SURVEY HIGHLIGHTS

- 80% of respondents **worry occasionally** about saying the wrong thing when talking about diversity, equity, anti-racism and inclusion. While **20% do not worry about saying the wrong thing when talking about** diversity, equity, anti-racism, and inclusion
- Majority of respondents **have limited training** with diversity, equity, anti-racism, and inclusion while **20%** have experience and understand, and feel confident sharing their knowledge
- Council respondents are **evenly split (40%)** with feeling they **somewhat understand** how racism works and **understanding how racism works but unsure how to talk about it**
- Council respondents are **evenly split (40%)** with **not knowing** how to assess the viability, sustainability, and success of equitable impact(s) of policy on groups of people with **having limited understanding** of how to assess the viability, sustainability, and success



DEPARTMENT HEAD EQUITY SURVEY HIGHLIGHTS

- Respondents **worry occasionally** about saying the wrong thing when talking about diversity, equity, anti-racism and inclusion. However, **90% are comfortable when others talk about** diversity, equity, anti-racism, and inclusion
- 40% of respondents have **limited training** with any prior training, education, and/or experience with diversity, equity, anti-racism, and inclusion while 30% feel they **understand and have experience** with it
- Respondents **somewhat understand** how race is constructed but are split between feeling **unsure how** to talk about it with **understanding it** and **feeling confident** talking about it with others
- Department head respondents are **evenly split (40%)** with having a **limited understanding of how** to assess the viability, sustainability, and success of equitable impact(s) of policy on groups of people with **knowing how** to assess but **unsure how** to put it into action



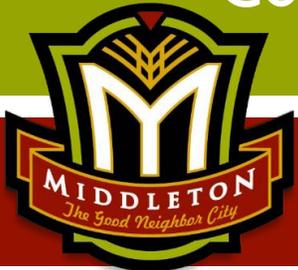
ADVISORY COMMITTEE OVERVIEW



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ADVISORY COMMITTEE MEETING HIGHLIGHTS

- Held October 13th
- **Purpose:** briefly review work completed to date and discuss emerging themes and ideas to inform the Vision and Framework
- Preliminary overview of resonating issues/ideas:
 - Affordable housing
 - Staffing needs, beyond a PIO/communications staff
 - Sustainability & equity embraced across all departments
 - Diverse representation across staff and committees
 - Community center for everyone



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