
CITY OF STOUGHTON
2011-2012 BUDGETING FOR OUTCOMES --- REQUEST FOR RESULTS

A Citizen-Focused, Well-Run Government

Team Members

Bryce Bronstad
Dan Glynn
Brian Hoops
Amy Ketterer
Lisa Schimelpfenig

Priority

I want to live in a community with a citizen-focused, well-run government.

SUMMARY OF CAUSE & EFFECT MAP

The 2011-2012 Citizen-Focused, Well-Run Government Team's map, indicators and purchasing strategies were developed by utilizing the input of citizens of Stoughton as well as other communities, former city leaders, current business leaders, relevant online resources, and by using examples of success stories from other communities. We believe this to be a good foundation upon which to build for future budgeting processes. Six primary factors in order of importance were identified: Leadership, Financial Stability, Communication, Participation, Strong Management, and Knowledgeable & Experienced Staff.

The vision of a Citizen-Focused, Well-Run Government represents more than just input from citizens and city staff. A community that places emphasis on a Citizen-Focused, Well-Run Government is one that has agreed upon the importance of an accessible, healthy leadership team that works collaboratively with a multitude of other players to produce the best possible results being sought. We believe the combination of these six primary factors have a direct and positive impact on making a Citizen-Focused, Well-Run Government in our community.

Indicators for Success

Indicator 1: Improved Economic Stability

Measure: Number of services provided

Measure: Funding from non-tax revenue

Measure: Bond rating

Measure: Audit results

Measure: Cost recovery of fee-based services.

Measure: Low insurance premiums and claims

Indicator 2: Improved Citizen Satisfaction

Measure: Responses to surveys.

Measure: Public feedback (letters to the *Courier Hub*)

Measure: Private feedback (phone calls, emails)

Measure: Citizen turnover

Indicator 3: Improved Employee Satisfaction

Measure: Employee turnover

Measure: Employee length of service

Measure: Employee feedback

Measure: Number of sick days

Measure: Employee performance reviews

Indicator 4: Increased Citizen Participation

Measure: Participation in local civics, community events and offered programs

Measure: Voter turnout

Measure: Number of civic group projects

Purchasing Strategies

1. Maximize effective leadership at all levels.
2. Promote initiatives that will secure financial stability.
3. Promote or maximize effective communication between elected officials, city employees and citizens.
4. Maximize efficiencies through the demonstration of utilizing internal and external partnerships.
5. To promote a common vision for managerial success.
6. Promote initiatives that allow and maintain a knowledgeable and experienced staff.

Statement of Request for Offers

We are seeking offers that will enhance a Citizen-Focused, Well-Run Government.

1. Leadership
 - a. We are seeking proposals that will make leadership more accountable to citizens by communicating internally and externally the policies, practices and decision perspectives of city leaders.
 - b. We are seeking proposals that look to enhance long and short-term collaborative vision by researching new, innovative governmental practices.
 - c. We are seeking proposals that will promote effective leadership at all levels.
 - d. We are seeking proposals that will help develop a more professional and positive city work environment.
- II. Financial Stability
 - a. We are seeking proposals that promote long term budget planning.
 - b. We are seeking proposals that provide for and ensure adequate fiscal reserves.
 - c. We are seeking proposals that provide for, and insure strong internal controls.
 - d. We are seeking proposals that provide for and ensure a healthy debt ratio.
 - e. We are seeking proposals that promote effective use of resources.
 - f. We are seeking proposals that ensure clean audits.

- a. We are seeking proposals that will create or utilize external groups to provide alternatives to government support.

III. Communication

- a. We are seeking proposals that ensure governmental transparency from elected officials, department heads, employees and volunteers.
- b. We are seeking proposals that ensure adhesion within a government that is educated to follow laws and standards.
- c. We are seeking proposals that will recognize, promote and allow for open, honest, respectful, trusting and healthy internal and external communication and relations between citizens, elected officials, department heads, employees and volunteers.
- d. We are seeking proposals that promote communication through multiple media platforms and evolving technologies.

IV. Participation

- b. We are seeking proposals that will coordinate, improve and further develop volunteer opportunities in order to increase citizen participation in local civics.
- c. We are seeking proposals that will coordinate, improve and further develop volunteer opportunities in order to increase citizen participation in community events.
- d. We are seeking proposals that will coordinate, improve and further develop volunteer opportunities in order to increase citizen participation in volunteer organizations.
- e. We are seeking proposals that will coordinate, improve and further develop volunteer opportunities in order to increase citizen participation in offered programs.
- f. We are seeking proposals that will ensure collaboration between currently existing and future external groups; groups that would provide services as alternatives to government-run programs and services.
- g. We are seeking proposals that will solicit citizen feedback.
- h. We are seeking proposals that will create a clear set of adequate tools so that the government is best able to listen to the voices of the citizens.
- i. We are seeking proposals that create positive relationships between organizations and individuals, nurturing the generous qualities of the participating citizens.

V. Strong Management

- a. We are seeking proposals that encourage and promote a unified managerial vision across all departments for the future.
- b. We are seeking proposals that promote and maintain a healthy and safe workplace including personnel, equipment and environment.
- c. We are seeking proposals that promote use of best practices/industry standards in all departments.
- d. We are seeking proposals that develop and maintain a strong, knowledgeable a chain of command in every department.
- e. We are seeking proposals that promote and maintain managerial responsibility at individual committees and department head levels.

IV. Knowledgeable, Experienced Staff

- a. We are seeking proposals that will allow and promote participation in growth and training opportunities.
- b. We are seeking proposals that will encourage progressive training with goals of professional certification.
- c. We are seeking proposals that will allow for flexible compensation options per hiring circumstance in order to obtain knowledgeable, experienced staff.
- d. We are seeking proposals that will allow for flexible compensation options per individual employee in order to maintain knowledgeable, experienced staff.
- e. We are seeking proposals that will create and promote mentorship opportunities, internally and externally.
- f. We are seeking proposals that institute regular, meaningful performance reviews.
- g. We are seeking proposals that will ensure measurable standards of performance.
- h. We are seeking proposals that will allow for incentives, rewards and/or recognition.
- i. We are seeking proposals that will assess the level of employee satisfaction in a meaningful and confidential manner.
- j. We are seeking proposals to strengthen the human resources structure within the city.
- k. We are seeking proposals that ensure thorough hiring processes and best-results oriented recruitment.

Supporting Evidence/Sources/Related Plans

Connie Mathison (Manager, Associated Bank)

Doug Pfundheller (Former Mayor, Member of Business Community, Stoughton Resident)

Bob Barnett (Former Mayor of Stoughton, Stoughton Resident)

John Matson (Stoughton Resident, Business owner in Baraboo)

Mike Davis (Middleton City Administrator)

2009 Municipal Winners. (2010). *Foth's Good Government Award*. Retrieved March 21, 2011 from <http://www.wisgoodgov.com/fothgoodgov/winners/2009+winners/2009+municipal+winners.asp>

2010 Towns Winners. (2010). *Foth's Good Government Award*. Retrieved March 21, 2011 from <http://www.wisgoodgov.com/fothgoodgov/winners/2010+winners/2010+municipal+and+towns+winners.asp>

Assion-Germanese, M. (2008, August). Economic Development and Sustainability. *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/49007F0BE3EB4E018FA119E02BA84B44/CPB%20-%20Econ%20Dev%20and%20Sustainability%201008.pdf>

Bartz, J. (2006, September). 'A' is for Attitude. *League of Wisconsin Municipalities*. Retrieved from http://www.lwm-info.org/index.asp?Type=B_BASIC&SEC={091912D0-16A9-48D4-80BD-E28AFBD149E0}&DE={202BC3E4-B737-4F68-BC66-608C6450C3C7}

Bartz, J. (2006, September). 'B' is for Business. *League of Wisconsin Municipalities*. Retrieved from http://www.lwm-info.org/index.asp?Type=B_BASIC&SEC={091912D0-16A9-48D4-80BD-E28AFBD149E0}&DE={1C2B9BCD-52E8-460A-94C3-19E2EEF52421}

Bartz, J. (2006, September). 'C' is for Community. *League of Wisconsin Municipalities*. Retrieved from http://www.lwm-info.org/index.asp?Type=B_BASIC&SEC={091912D0-16A9-48D4-80BD-E28AFBD149E0}&DE={7766DC9B-3702-4AC6-B3AD-6044E49A0DF2}

Bartz, J. (2006, September). [Putting It Together: Attitude, Business, & Communities](#). *League of Wisconsin Municipalities*. Retrieved from http://www.lwm-info.org/index.asp?Type=B_BASIC&SEC={091912D0-16A9-48D4-80BD-E28AFBD149E0}&DE={C6D7EDB0-4CF6-4D6E-A4CE-D857B1B335E4}

Engaging Citizens in Public Work. (2007, August). *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/EC37B390FBF147EE9380BF8EFAF832DD/City%20Practices%20-%20Citizen%20participation%20Aug07.pdf>

Fulton, W., Brennan, C., & Woodwell, W. (2004). Land Use and Development Challenges in America's Cities. *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/E89E8D31109B4A528651CC864BD90FC2/rmplanduserpt04.pdf>

Glaubinger, C., & Davis, T. (2009, March). Job Creation and Business Attraction. *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/27297878DD5A4C1FB524B6C48721EC9C/CPB%20-%20Business%20Attraction%20and%20Job%20Creation%20Mar09.pdf>

Glaubinger, C. (2009, March). Economic Development for Small Cities. *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/8D33C13A7770492A98DE8F7BD289D78C/CPB%20-%20Small%20Cities%20Economic%20Development%20Mar09.pdf>

Hoene, C., & Pagano, M. (2010, October). Research Brief on America's Cities: City Fiscal Conditions in 2010. *National League of Cities*. Retrieved from http://www.nlc.org/ASSETS/AE26793318A645C795C9CD11DAB3B39B/RB_CityFiscalConditions2010.pdf

Mann, B., & Barnes, W. (2010, February). Research Brief on America's Cities: Municipal Officials' Views on Public Engagement. *National League of Cities*. Retrieved from http://www.nlc.org/ASSETS/036A007536C14DF5BE74D8093F6B7B74/Municipal%20Officials%20Views%20on%20Public%20Engagement%202_FINAL.pdf

Mann, B., & Barnes, W. (2009, October). Research Brief on America's Cities: Municipal Officials' Views on Public Engagement. *National League of Cities*. Retrieved from http://www.nlc.org/ASSETS/D46B8F85558349C18F7AA5C34BE2FB7E/RB_MunicipalOfficialView_v3.pdf

Making Municipal Government Work. (2007, August). *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/51320DBA86CE4A139BA0884382E79DE3/City%20Practices%20-%20Making%20Gov%20Work%20Aug07.pdf>

McConnell, K. (2011, March). Research Brief on America's Cities: State of America's Cities: Special Section on Workforce Development. *National League of Cities*. Retrieved from http://www.nlc.org/ASSETS/ED28F806784A42479C158B2D22916B34/RIRB_SOACJobsWorkfor ce2011_FINAL.pdf

McFarland, C. (2010, May). Research Brief on America's Cities: State of America's Cities survey on Jobs and the Economy. *National League of Cities*. Retrieved from http://www.nlc.org/ASSETS/2814803215F44BE08B60E35203944BA6/RB_JobsEconomy_10.pdf

Muro, M., & Hoene, C. (2009, November). Fiscal Challenges Facing Cities: Implications for Recovery. *The Brookings Institution*. Retrieved from http://www.brookings.edu/papers/2009/1118_cities_fiscal_challenges_muro_hoene.aspx

Rennie, L., Brooks, J., & Davis, T. (2008, August). Small Cities Share Solutions. *National League of Cities*. Retrieved from <http://www.nlc.org/ASSETS/533EF5BA779A4349A32105BA275E6F30/CPB%20-%20Small%20Cities%20Solutions%201008.pdf>

Silverman, C. Recognizing and Avoiding Conflicts of Interest. *League of Wisconsin Municipalities*. Retrieved March 21, 2011 from http://www.lwm-info.org/index.asp?Type=B_BASIC&SEC=%7BED10FA62-051B-40C8-8C23-875DA5E9DC88%7D&DE=%7BDB3FF2D5-8189-4449-991A-BDF3B7D5CEC1%7D

Wesolowski, J. (2007, May 9). Off-Levy Funding of Municipal Government and Services. Retrieved from <http://www.lwm-info.org/vertical/Sites/%7B92F7D640-E25A-4317-90AD-4976378A8F8D%7D/uploads/%7BCACB2C74-5075-48D9-AA96-20F515D174A1%7D.PDF>