



**CITY OF STOUGHTON BUDGETING FOR OUTCOMES
ROUND ONE PURCHASING PLAN
COVER MEMO**

Priority Stable Self Sufficient Local
Economy

Team Leader Julie
Roberts

Team Members: Pat Frisch and Chip
Vike

Number of Proposals Received 5

1. What was ranked high and why?

Our team has carefully considered each proposal and the two top ranking offers are City Planning & Zoning Administration and City Economic Development Administration. We feel the Planning offer is vital to the goals of Creating New Business Sites and Streamlining the Process for Potential Business/Developers as outlined in the Strategic Plan. This offer provides necessary services for the growth and evolution of the City of Stoughton. The Economic Development offer also ties into Creating New Business Sites as well as other key areas of the Strategic Plan. We feel this offer will help to increase the tax base with new development.

2. What was ranked low and why?

Our two lowest ranking offers were Market Opera House as a Destination Location and Library Services for Small Business respectively. Our group feels that the services that could be provided with the Library offer are also services that could be obtained through the Chamber of Commerce or Small Business Association. While the Opera House does add value to the community our group has concerns that the Opera House offer is not more self sustaining and how much of an impact it would have on the objectives of this priority area.

3. Describe how you made your decisions in the “gray band” (the offers just above and below your allocation line).

The RDA offer fell in the gray area of being partially funded. While our group believes that this is an important offer for Enhancing our Downtown and Identifying Funding Sources and Incentives there are two others ranked higher on the list.

4. What special issues or concerns do you have?

- **The RDA and Economic Development have a fund balance. Can these be used to help offset some of the costs of those two offers?**
- **Would grants be an option for the Library, RDA and possibly Opera House offers?**
- **Could interns be used to help offset some of the personnel costs of these offers?**

Offer Name	Offer Number	RANK	Total FTE	Personnel	Operating	TOTAL OFFER COST	TOTAL OFFER REVENUE	Funding Needed	Funding allocated
ECONOMY									\$ 213,360
Economic Development Administration	2-02-08	1	0.40	\$ 44,811	\$ 50,000	\$ 94,811	\$ -	\$ (94,811)	\$ 118,549
City Planning and Zoing Administration	2-02-06	2	0.95	\$ 87,844	\$ 2,980	\$ 90,824	\$ -	\$ (90,824)	\$ 27,725
RDA	2-02-02	3	0.16	\$ 14,115	\$ 31,000	\$ 45,115	\$ -	\$ (45,115)	\$ (17,389)
Services for Small Business	2-02-09	4	0.04	\$ 2,696	\$ 6,100	\$ 8,796	\$ -	\$ (8,796)	\$ (26,185)
Market Opera House as a Destination Location	2-02-01	5	0.35	\$ 26,472	\$ 4,450	\$ 30,922	\$ 12,000	\$ (18,922)	\$ (45,107)
TOTAL			1.90	\$ 175,937	\$ 94,530	\$ 270,467	\$ 12,000	(258,467.05)	

Funding Needed	\$ (258,467)
Funding Allocated	\$ 213,360
Gap-Unfunded Programs	\$ (45,107)



**2013-14
STRATEGIC PLAN**

Vision

The City of Stoughton is rooted in a proud Norwegian heritage, on the beautiful Yahara River, dedicated to grow as a unique city with a thriving business community, committed to becoming your Hometown.

Mission

We are dedicated to providing quality services in a fiscally responsible manner.

Guiding Principles – We Will Be...

- **Citizen Focused** - We will be citizen and community focused providing exceptional service
- **Responsive** – we will respond to citizens’ requests equitably & fairly in a timely, informative & thorough manner
- **Professional** - We will hold ourselves to the highest standards with a dedication to preserving the public trust
- **Motivated** - We will be motivated to achieve excellence in our work
- **Ethical** – We will be ethical, fair and act with integrity
- **Forward Thinking** – we will learn from our past and look to the future
- **Fiscally Responsible** - We will act in a fiscally responsible manner on behalf of our citizens

Target / Lead Stakeholders

- Business Owners / Employers
- Young, Professional Families
- City Leadership
- Employees

I. I want to live in a community that has a stable, self-sufficient, local economy

I. CREATE AND ENERGIZE OUR ECONOMIC DEVELOPMENT EFFORTS

Measures:

- Status – Open, Pending, Closed
- # & sq. ft of buildings / sites available
- Satisfaction with Service based on complaints
- Increase in Taxable Value
- Housing Starts
- Building Permits
- Population

I.A Create New Business Ready Sites

Staff Owner: City ED Team

- Close on Moe and Listol properties
- Initiate conversations w/ available sites land owners for Industrial /Business Development.
- Create conceptual development plan for the expanded business Park North
- Foster private commercial development
- Meet with developers
- Evaluate use of TIF for development

I.B Enhance Our Downtown

Staff Owner: RDA

- Continue to support ROA activities to enhance redevelopment area (financing, staffing)
- Investigate river front opportunities

I.C Strengthen Partnerships with Other Economic Entities & Businesses

Staff Owner: City ED Team

- Setup biannual meetings with Thrive (Regional) & WEDC (State). Start by September 2013
- CHAMBER- Utilize chamber as principle partner to market community and strengthen connection to other education organizations- Thrive, WEDC
- Identify Partnerships & Synergies with Existing Businesses
- Meet with Exist. Businesses w/ Stay, Expand, Growth Plans

I.D Identify ED Funding Sources & Incentives

Staff Owner(s): ED Team

- Strengthen partnerships w/ existing local/regional/state resources
- Identify new resources/options

I.E Update / Create Economic Development Vision and Plan

Staff Owner(s): ED Team

- Review / update economic development plan
- Review potential committee structure
- Create Inventory of Available Properties
- Create Marketing Plan
- Identify Major Stakeholders
- Financing Options
- Identify Roles and Ownership

I.F Create / Update Marketing Materials

Staff Owner: ED Team

- City leadership work with chamber & school develop universal Business Attraction/ Promotional Marketing “Package” for potential developers incl. available Buildable Sites
- Dedicate Marketing and Communication Resources
- Set up robust economic development website
- Develop marketing plan for available building sites

I.G Streamline Process For Potential Businesses / Developers

Staff Owner: TBD

City as Guide vs. City as Regulator

- Evaluate ordinances to be business friendly and flexible.
- Evaluate Development Zoning, Plan review & approval
- Evaluate Permitting process
- Improve RFI response Information packets



CITY OF STOUGHTON
From the Office of the City Finance Director

MEMORANDUM

To: Finance Committee
CC: Mayor
From: Laura Sullivan, Finance Director
RE: 2014 Results Team report review

TEAM 2: Stable Self Sufficient Local Economy.

Offer 02-02 RDA fell into the teams gray area to be partially funded. The reason given is that the RDA has a fund balance and may not need to be fully funded. The RDA currently has a fund balance of \$68,422. I would recommend that the requested \$30,000 of unspecified operating costs come from the RDA Fund Balance.

Offer 02-08 ED also has a fund balance; currently the amount is \$149,500. I would recommend that the \$50,000 of unspecified operating costs come from the ED fund balance.

TEAM 4: Well Run Government:

Offer 04-04 ASSESSOR is the only offer submitted from Finance that the team questioned. The Assessor costs the City about \$49,000 annually. The Assessor is an integral part of the City property tax system. The service and cost is at the lowest levels necessary to produce an annualized value system for the City. I recommend that the City send out RFP's for assessor services in the next year. The City has not had 'walk through' assessments since 1997.

TEAM 5: Welcoming Community:

Offer 05-02 SHARED RIDE TAXI. Team 5 expressed interest in extending the hours of the taxi service. Staff has spoken with the taxi service and they are open to changing the hours. However, it would cost more to provide extended services. The new taxi contract is saving the City money over the last contract. We will talk with the State to see if they would participate in extended hours.

To: Finance Committee
From: William Brehm, Dir. Opera House, Dir. Media Services
RE: Response to Results Team Rankings
9/6/2013

OPERA HOUSE

There are three offers for the Opera House. Two of these offers are in the Welcoming Community priority area, the third offer is in the Stable Self-Sufficient Local Economy priority area. Concerns were expressed about all three offers.

First, it has been argued that all three offers related to the Opera House should really be combined. In reality, if any one of the three offers were eliminated the other two would also be eliminated by default. In the initial stages of the BFO process the Opera House was split because the total amount spent for all offers exceeded the amount allowed for any single BFO offer. As the BFO process has become more customized to meet the specific organizational needs of the City of Stoughton, combining these offers into one may be an issue worth revisiting. In the interim here are my responses to concerns:

Market the Opera House as a Destination Location

The **self-sufficient economy group** felt that the Opera House should be more self-sufficient and didn't match well with the goals of the priority.

- The Opera House currently funds all its operational costs, including this offer, with ticket sales, memberships, donations, grants, and sponsorships. The City currently pays for personnel costs associated with running the Opera House.
- Development projects at the Opera House and staff reorganizations that will result from the recent organizational study make the goal of the Opera House becoming completely self-sufficient very realistic in the next 2-3 years.
- A study in Dane County of the economic impact of the arts places that impact at \$26 spent per ticket sold – excluding the cost of the ticket. The Opera House sold nearly 18,000 tickets in the 2012-2013 season resulting in an economic impact of \$400,000-\$500,000 for local businesses.
- The Opera House distributed approximately 200,000 printed brochures or flyers in 2012-2013 as well as newspaper and web advertising. The Opera House has done more to further the “branding” of Stoughton than all other efforts combined.

Manage the Opera House as a Performance Venue & Act as a Focal Point for Cultural and Historic Landscape of Stoughton

The Welcoming Attractive Community group felt that the overall cost to the City was too high and suggested selling concessions.

- Please reference all the points listed for the Marketing offer.
- People are more likely to move to Stoughton because there is a performing arts venue. The image of Stoughton is improved because of the existence of the Opera House as a performance venue. Other businesses that accomplish these

same goals are bolstered by the success of the Opera House. I would argue that the overall cost is extremely low for the results.

- The Opera House **is** a focal point for the culture and history of Stoughton. This is an unavoidable fact. The offer related to this area simply aims to acknowledge that role, to nurture that perception, and to leverage it in any way possible to further the health and vitality of the City.

MEDIA SERVICES

Media Services has five offers that are split between two priorities – Welcoming Community, and Well-Run Government.

Having a Webpage, Providing Tech Support for Media Technology, & Government Media Production

All of these offers fell below the line in the well-run government priority. This is not because they are unnecessary to provide a well-run government, but because the other offers in this priority are more or less mandated by necessity.

- Providing a webpage that offers up-to-date information and functions to residents and potential residents of Stoughton is essential in the 21st century. Not only does it link residents to government actions and services, but when well developed it can substantially increase productivity of City staff by providing services and information on-line rather than in person.
- Technology of all sorts is an ever increasing element in the day to day operations of all City departments and is essential to the success of these departments. Without the necessary support, both on an as needed basis and in the form of project development, technology resources fall flat. There is general agreement on this point which is part of what lead to the recent organizational study.
- Access to government proceedings via video recording and web streaming is essential to keep citizens informed in the 21st century. Other media production in this offer includes taping CVMIC and other trainings and making them available for City staff – this is also an essential function.