

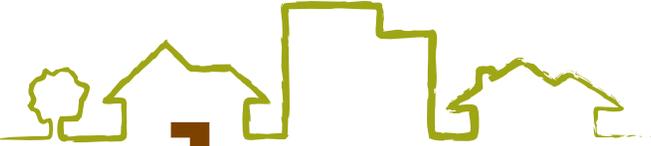
TOWN OF 
Brownsburg
2014-18 STRATEGIC PLAN

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INTRODUCTION

The Town of Brownsburg Strategic Plan outlines the priorities and long-term goals of the Town and how they address the major issues facing our community. The plan is a living document that will evolve as we meet our challenges and as new ones emerge. The plan will help us not only focus our day-to-day tasks to those activities that will ensure realization of the Town's Vision, but will allow us to measure and communicate our progress along the way.

The Strategic Plan was created with input provided by residents through surveys, from the Town Council, and from Town staff. Nine key focus areas emerged and guide the plan.

1. **Focused Community Development** - Preserve a sustainable and affordable quality of life while protecting the environment through proper planning and development of open space.
2. **Improved Community Image** - Create an improved aesthetic appearance of the Town in order to foster resident pride and regard for self and Town as well as to create an attractive locale for prospective investments in the form of new businesses and residents.
3. **Proactive Economic Development and Marketing** - Foster an environment that makes the Town of Brownsburg an attractive location for quality, living-wage paying jobs and growth industry and business.
4. **Environmental Sustainability** - Assess and implement best practices that will respect the environment and minimize the long-term impact on the community's natural resources.
5. **Fiscally Sound Administration and Financial Management** - Ensure stringent accountability to Town Council, residents, and other stakeholders through sound decision-making and proper financial methods.
6. **Modernized and Planned Infrastructure** - Improve and maintain existing infrastructure to leverage opportunities for new infrastructure that will ensure the Town is prepared for the future needs of its residents.
7. **Enhanced Public Safety** - Proactively safeguard our community as our family by providing principled police services.
8. **Excellent Quality of Life** - Foster an excellent quality of life that makes Brownsburg a community of choice that is a desirable and attractive place to live and do business.
9. **Government Effectiveness and Transparency** - Cultivate government effectiveness and transparency that will build the public's trust and enhance the resident's experience with Town staff and facilities.

Aside from the Strategic Plan's nine core focus areas, the Plan is made up of objectives, action items, and critical links. The objectives are broad statements of intent which, when combined, will aid the Town in accomplishing each focus area. Under each objective are action items that direct the Town's attention to accomplishing its objectives. Finally, the critical links under the action items are actual, day-to-day activities performed by staff to ensure each action item is addressed. Each critical link is prioritized—with 1 being highest priority, and 9 being lowest

priority. Quarterly, each critical link is provided a current status from assigned departments as well as the ultimate outcome desired by complying with the Link.

FOCUSED COMMUNITY DEVELOPMENT

FOCUS AREA 1: Focused Community Development - Preserve a sustainable and affordable quality of life while protecting the environment through proper planning and development of open space.

OBJECTIVE 1.1: Update development regulations to allow for greater flexibility where appropriate while maintaining high quality standards for new development

ACTION ITEM 1.1.1: Complete the Zoning Ordinance & Zoning Map Update

Critical Link	Department(s)	Status	Outcome
1 Update enerGov™ software with new regulations and zoning districts	Planning	Finalizing the conversion from desktop to web-based version	New version allows the updates of the new regulations and districts
2 Update all development applications	Planning	Planning Commission applications have been updated; Board of Zoning Appeals is in progress	Allows for the most current and relevant information to be included on the application as well as provides for updated zoning ordinance references

ACTION ITEM 1.1.2: Update the Subdivision Control Ordinance

Critical Link	Department(s)	Status	Outcome
1 Initiate the search for a consultant to facilitate the development of a new SCO	Planning	RFP to be issued late Summer 2013 commencing a year-long update process	Updated subdivision regulations to incorporate latest trends and development practices
2 Include and encourage current development best management practices (BMP), including low impact development standards, that result in reduced infrastructure maintenance cost	Planning & Building (Stormwater)	SCO rewrite will incorporate BMPs	Updated subdivision regulations to incorporate latest trends and development practices

ACTION ITEM 1.1.3: Update the Standard Details

Critical Link	Department(s)	Status	Outcome
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1	Work with consultants (Wessler Engineering & VS Engineering) to review and revise the Town's standards [including green standards]	Planning & Building	Updates to Standard Details completed Spring 2013 and effective in May 2013	Updated to include green practices, developed to be more user-friendly to project engineers to facilitate incorporation into construction plans
2	Ensure development standards include paths and sidewalks to encourage community relationships	Planning & Building	SCO requires minimum 5' sidewalks on all street frontages. Rewrite will consider Town flexibility to require paths consistent with Greenways/Active Transportation Plans	Improves Town walk-ability, quality of life, and encourages community interaction
3	Ensure standards consider access to all public facilities, parks and open spaces for ADA compliance and plan for improvements through the Capital Improvements Plan	Planning & Building	ADA Transition Plan completed in late 2013	Exposes ADA deficiencies and prioritizes opportunities to be addressed in future infrastructure improvement projects. Provides a process for ADA grievances to be addressed

OBJECTIVE 1.2: Develop long-range recommendations for the maintenance and enhancement of existing neighborhoods and commercial areas and advance strategies for the sustainable development and growth of the community

ACTION ITEM 1.2.1: Develop a Comprehensive Plan annual review process with all Town Department Heads, Boards, Commissions, & Council to ensure that goals and objectives are being achieved or that the Plan is updated to reflect a desired change in policy

	Critical Link	Department(s)	Status	Outcome
1	Establish an initial implementation meeting with all Town Department Heads, Boards, Commissions, & Council to learn how to use the document	Planning	Initial review meeting with all boards and commissions, will continue annually with the Advisory Plan Commission	Ensures familiarity with Comprehensive Plan and Town policy is maintained regardless of turnover or changes in the plan

OBJECTIVE 1.3: Develop a culture where community development and economic development work together to achieve the vision of the Comprehensive Plan

ACTION ITEM 1.3.1: Establish a clear understanding of the businesses that are in Town

	Critical Link	Department(s)	Status	Outcome
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1	Develop a business license system that establishes and maintains a list of the businesses that are in Town	Planning	Researching business licensing module that can be supported by web-based enerGov application	Allows for more local business data to facilitate economic development activity
OBJECTIVE 1.4: Create a unique brand for the Town which will help to attract new investments, tourism, employers, and residents				
ACTION ITEM 1.4.1: Encourage compliance by all property owners with adopted land use regulations				
	Critical Link	Department(s)	Status	Outcome
1	Hire compliance officers	Planning	Hiring process underway in early 2014	Part time position to address current zoning and municipal code violations that affect community image
2	Adopt a Maintenance Code	Planning & Building	Town researching ICC Home Maintenance Code adoption with Town Attorney	Maintenance Code adoption would assist code compliance officer in addressing blighted properties throughout Town
3	Compliance Officers to perform proactive inspections of all properties to encourage compliance with the Municipal Code	Planning	Hiring process underway in early 2014	Positions will ensure accountability in adherence to code in consistent and fair manner
OBJECTIVE 1.5: Ensure a planning approach to future facilities and amenities that maximizes opportunities and minimizes annual operational costs				
ACTION ITEM 1.5.1: Design new parks and amenities in the most cost effective manner				
	Critical Link	Department(s)	Status	Outcome
1	Create scope of service for each project	Parks	Parks used a maintenance cost of service model during the 2014 budget planning that allowed the department to plan for new facilities to be constructed next year	In using the cost of service model, the department was able to better plan for construction and operating costs for new facilities such as increased landscaping, new park development, splash pad in Williams Park and a possible dog park to be constructed next year

2	Require selected architects to incorporate desired outcomes and goals from other Town plans	Parks	Provided to current architects to be incorporated in new park development and park schematic designs. Will provide to any selected in the future	Ensure consistency and uniformity between various Town plans
3	Assemble committees for design work	Parks	Park staff established the Cardinal property design committee including the public and completed design. Will do so internally and externally as needed	Allows obtainment of better designs by including residents and other departments as needed as well as survey results
4	Educate committee members and architects on approved design standards	Parks	Design standards have been sent and used in past committees and will be in future committees as well	Design standards will need to be conveyed to the design committee in preparation for the public meetings
5	Hold public presentation and citizen input meeting	Parks	Public meeting was held for the Cardinal Property and is planned for the Active Transportation Plan	Addresses some of the needs and concerns of the community in the input meetings and show results in the public presentation meetings
OBJECTIVE 1.6: Ensure an integrated planning approach that considers all elements of establishing long or short-range plans, goals and objectives for the Town				
ACTION ITEM 1.6.1: Maintain a five- year Capital Improvements Plan and combine it with the Strategic Plan and Comprehensive Plan				
	Critical Link	Department(s)	Status	Outcome
1	Work with Department Heads and Council liaisons to identify key projects and create realistic timeframe for completion	Street, Admin	Utilize current Capital Improvement Plans; update and revision needed in 2014	Ensure identified needed projects are designed, funded, and implemented consistent with the CIP

2	Develop financial outlook and plan to use fund balances and stay within means	Street, Admin	Each year during budget development fund balances of EDIT, TIF/RDC, and Enterprise Funds evaluated to determine their ability to contribute to project funding	Use of fund balance can minimize project debt financing. Cash reserves can be tagged for specific projects to ensure availability when needed
3	Link each project with appropriate Strategic Plan Action Item and Critical Link as well as strategic goals in the Comprehensive Plan	Street, Admin	Links will be incorporated into 2014 revision of CIP	Links will facilitate project prioritization and justification

OBJECTIVE 1.7: Ensure an updated GIS system to aid in mapping critical infrastructure, to provide ground reference for future mapping efforts, and to aid in compliance inspections.

ACTION ITEM 1.7.1: Undertake an orthography project to provide new imagery for all of Brown and Lincoln Townships as well as those portions of the Town currently located in Washington and Middle Townships.

	Critical Link	Department(s)	Status	Outcome
1	Contract with orthographic imagery firm to capture, process and upload to the Town's GIS.	Planning	Imagery was captured in April 2013 and loaded into Beacon in July 2013	2007 and 2013 comparisons can now be made as well as utilization of latest imagery for planning purposes

IMPROVED COMMUNITY IMAGE

FOCUS AREA 2: Improved Community Image - Create an improved aesthetic appearance of the Town in order to foster resident pride and regard for self and Town as well as to create an attractive locale for prospective investments in the form of new businesses and residents.

OBJECTIVE 2.1: Promote Brownsburg's image by maintaining, enhancing and creating physical features which distinguish Brownsburg from surrounding communities

ACTION ITEM 2.1.1: Identify the boundaries of the Town with attractive and distinctive features

Critical Link	Department(s)	Status	Outcome
1 Maintain signage at the entrances to the Town and upgrade landscaping for an improved impact	Street, Planning	The Town completed design work with RLR Associates for wayfinding project, RFP issued in spring 2013 and installation of Phase I in Fall of 2013	Signage will reinforce the sense of place and unity within the Town while simultaneously improving wayfinding

ACTION ITEM 2.1.2: Maintain Town facilities and properties to the highest standards

Critical Link	Department(s)	Status	Outcome
1 Develop a comprehensive maintenance schedule for each facility by updating the methods and schedule each year to keep up with changing needs	Facility Management	Parks - Asset preservation program is in progress. As part of the maintenance of park, facilities staff is including cleaning checklists for peak season	Parks – Consistent service by giving all maintenance employees a check list as a guideline for proper maintenance
2 Annually assess usage of Town buildings to determine whether to update signage	All Departments	Parks - A new sign family has been designed through collaborating with RLR Associates for park properties	Parks - A uniform look adhering to the Parks brand throughout all properties and facilities
3 Distribute and encourage use of Town flag	All Departments	Flown at Town Hall complex; determine feasibility of flying the flag at other facilities	Enhance image, uniformity, and organizational and community pride

ACTION ITEM 2.1.3: Support measures to enhance the identity of neighborhoods including creating more variety in the physical environment

Critical Link	Department(s)	Status	Outcome
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1	Ensure that each neighborhood's zoning classification matches existing character and building style to encourage similar development	Planning	The new Zoning Ordinance that went into effect in Feb. 2013 and Comprehensive Plan that went into effect in July 2012 intends to accomplish this action item but should be evaluated periodically for effectiveness	Additional classifications allow for redevelopment to match existing development, ensure regulations complement the existing built environment, and to ensure current use avoids nonconforming situations
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OBJECTIVE 2.2: Create an attractive street environment which will complement private and public properties and be comfortable for residents and visitors

ACTION ITEM 2.2.1: Maintain and provide attractive landscaping in the public right-of-way to identify the different types of roadways and districts making motorists more comfortable and improving the enjoyment of residential neighborhoods

Critical Link	Department(s)	Status	Outcome	
1	Create a map identifying opportunity areas for improved aesthetics along major thoroughfares such as US 136 and SR 267—to include priorities for landscaping, fencing, berms, etc.	Planning, Street	North Green St. landscape project that is currently underway; Key Focus Areas Plan in the Comp Plan highlights current opportunity areas	Will serve as a model for future opportunities
3	Design standards to require enhanced medians and right-of-ways where feasible	Planning, Street	Policy needed to prompt incorporation of these standards in standard details and subdivision control ordinance	Redevelopment and new projects would be required to incorporate improvements that enhance the aesthetic value of the project

ACTION ITEM 2.2.2: Minimize elements which clutter the roadway and look unattractive

Critical Link	Department(s)	Status	Outcome	
1	Identify obstruction and eyesores along major thoroughfares and have them removed (i.e. old traffic signal pedestals, stumps, broken and cracked guttering, sidewalks and curbs)	Street	Chipper crews identifying eyesore and problem areas while on their route; work order generated and other crews then dispatched	Chipper crews cover all lane miles weekly and can provide up-to-date evaluations and recommendations to other crews so as to not delay chipping route

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2	Develop plan to clean and maintain right-of-ways including medians, islands and bridges in Town limits	Street	Mowing crew maintains right of ways on weekly schedule	Regular maintenance keeps roadways neat and orderly
3	Continue the maintenance and weed-control program and prioritize major thoroughfares	Street	Mowing crew maintains right of ways on weekly schedule	Regular maintenance keeps roadways neat and orderly
4	Identify "sign pollution" and remove unnecessary signage or co-locate with existing signs	Building/Planning; Street	Task will be assigned to field staff to identify inventory. Coordinate activity of ADA sign project	Minimize duplicate signage on streets and focus on co-location of signs

ACTION ITEM 2.2.3: Establish and promote annual Town-wide cleanup program

	Critical Link	Department(s)	Status	Outcome
1	Plan, promote, and execute at least one cleanup event per year	All	Completed on April 13, 2013.	Various public areas of the community had trash removed protecting the environment and enhancing the overall appearance of the community. Provided an opportunity to share information with the community.
2	Institute an awards program for exemplary and improved-upon properties	Communications	A timeline and budget for this program needs to be defined	Improve community appearance; develop business owner/operator investment in community image

OBJECTIVE 2.3: Ensure that buildings and related site improvements for private development are well-designed and compatible with surrounding properties

ACTION ITEM 2.3.1: Place a priority on quality architecture and site design to enhance the image of Brownsburg, create a vital and attractive environment for businesses, residents and visitors, and be reasonably balanced with the need for economic development to assure Brownsburg's economic prosperity

	Critical Link	Department(s)	Status	Outcome
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1	Establish a landscape ordinance for all new developments; incorporate green infrastructure and “credits” towards landscape requirements	Planning & Building	Landscaping standards for new buildings exist in current Zoning Ordinance; green infrastructure part of newly revised Standard Details; stormwater credit for green infrastructure to be evaluated	Landscaping and green efforts encouraged by new Standard Details and opportunity for stormwater fee credits
2	Establish policy and/or zoning overlays that requires development to ensure quality housing as a condition of zoning approval	Planning	Policy to be introduced to Planning Commission and Town Council to determine support for zoning overlays in existing high quality areas	Ensure pockets of undeveloped areas are developed consistent with the current structures
OBJECTIVE 2.4: Provide public facilities which are accessible, attractive and add to the enjoyment of the physical environment				
ACTION ITEM 2.4.1: Maintain beautiful and comfortable outdoor public places which provide a shared sense of ownership and belonging for Brownsburg residents, business owners and visitors				
	Critical Link	Department(s)	Status	Outcome
1	Partner with groups and other residents to enhance public spaces such as the downtown district through landscaping, perennials, banners, etc.	Communications	Appropriate partners, i.e. Chamber, Rotary etc. and roles need to be defined	Improve community appearance; develop groups’ investment in community image
2	Maintain beautiful open space and green space as a way to make tourists and potential residents at home	Planning, Parks, Street	Parks - Maintenance Standards have been applied to the daily responsibilities of the grounds crew	Parks - Each park has zones and certain responsibilities and standards associated with those zones
OBJECTIVE 2.5: Work to stabilize and enhance established residential neighborhoods				
ACTION ITEM 2.5.1: Remain proactive with neighborhood code enforcement, holding residents responsible for continued maintenance of their property				
	Critical Link	Department(s)	Status	Outcome

1	Hold annual Code Enforcement Blitz Program using citizen volunteers to target nuisances	Communications	A timeline and budget for this program needs to be defined	Eliminate nuisances, develop resident investment in community appearance
2	Maintain proper staffing levels to maintain an active and aggressive code enforcement program in the Town	Planning, Parks, Street	Parks - In 2012 added one more full time person and one part time	Parks - Maintaining parks at a higher standard
OBJECTIVE 2.6: Endeavor to promote quality, diversified and affordable housing options				
ACTION ITEM 2.6.1: Promote a variety of housing options				
	Critical Link	Department(s)	Status	Outcome
1	Work with developers to promote construction of housing for special needs groups, such as seniors, retirees or low income	Planning; Administration	FY2014 budget calls for housing demand analysis made available to developers and Town officials	Analysis will reveal areas of demand to encourage development in needed categories such as seniors, retirees, low income, etc.
2	Encourage residential development of lofts and townhomes in Downtown area	Planning; Administration	New zone classification, Urban Commercial, in effect as of Feb. 2013	New classification supports downtown style residential units in Brownsburg's Downtown area
3	Develop design neighborhood guidelines to ensure that the character of existing neighborhoods is maintained or enhanced as new development occurs	Planning; Administration	Policy to be introduced to planning commission to consider zoning overlays that reflect desired architectural options and styles	Ensures redeveloped residential lots reflect a desired look and feel in specifically identified areas in Town
OBJECTIVE 2.7: Maintain all park properties according to the approved maintenance standards				
ACTION ITEM 2.7.1: All zone 1, which include entrances and landscaped areas within the park system, be maintained to the highest maintenance standard (level 1)				
	Critical Link	Department(s)	Status	Outcome
1	Maintain health and condition of all lawns and plant life	Parks	Maintaining all parks at a high standard per each zone	A more inviting setting for visitors
2	Ensure prompt clean-up after major storms and events	Parks	All parks are inspected after each storm event	Safer cleaner parks

3	Maintain attractiveness of all trails, facilities, and signs	Parks	A new sign family has been designed through RLR Associates for park properties	A uniform look adhering to the Parks brand throughout all properties and facilities
4	Respond to vandalism within 24 hours of notification	Parks	All vandalism is addressed and checked within 24 hours	More inviting parks that focus on image while deterring repeat vandalism
5	Maintain security lighting	Parks	Parks have security lighting in most all shelters and structures changing them over to LED lighting	Safer parks that provide a more enjoyable and secure experience while accounting for cost

OBJECTIVE 2.8: Create a unique image/identity and “sense of place” for the Town that capitalizes on its small town look, feel, and character as well as its strong motorsports presence

ACTION ITEM 2.8.1: Create and execute a branding campaign that showcases the Town's family-friendly, small-town charm and motorsports community to tout the benefits of living, working and playing in Brownsburg

	Critical Link	Department(s)	Status	Outcome
1	Use the Town of Brownsburg logo and colors on all Town purchased or produced materials, e.g. brochures, flyers, promotional items, signs, banners, employee uniforms or clothing, vehicles, etc.	Communications	A system or policy for requiring all departments to comply with Town branding is necessary	Consistent look and feel across all materials gives the Town a more professional appearance
2	Identify stakeholders and establish goals/objectives for branding campaign	Communications	Need to identify key leaders for steering committee	Attain buy-in from motorsports community; develop key messages and strategy
3	Write an RFP; interview and select marketing agency to create messaging and materials	Communications	A timeline for this project needs developed	Select best agency to execute project
4	Manage and execute campaign	Communications	A budget, timeline, and goals are yet to be defined	Reinforce Brownsburg’s reputation as a community of choice to live and work

ACTION ITEM 2.8.2: Capitalize on Lucas Oil Raceway as a unique community asset and visitor destination

	Critical Link	Department(s)	Status	Outcome
1	Continue to foster a positive relationship with NHRA and Lucas Oil Raceway officials	Communications	Have a great working relationship with track GM and sales/marketing manager	Gain community partnership with county's primary tourism destination
2	Support and promote events held at Lucas Oil Raceway with a motorsports event at Town Hall and through marketing communications	Communications	Held Rev Rally fan fest in May with support of Lucas Oil Raceway and Road to Indy program	Increased awareness for and attendance at Lucas Oil Raceway events; improved marketability and financial stability for track
3	Incorporate Lucas Oil Raceway into Town's marketing efforts as appropriate	Communications	Featuring LOR and motorsports industry in the community videos project	Gain community partnership with county's primary tourism destination; increased awareness for Lucas Oil Raceway
ACTION ITEM 2.8.3: Pursue Indiana Main Street program and main street revitalization-related potential funding opportunities				
	Critical Link	Department(s)	Status	Outcome
1	Identify community group to lead Indiana Main Street program	Communications; Administration	Need to identify a project champion, timeline and budget for this endeavor	Revitalization of downtown district
2	Meet with Office of Community & Rural Affairs (OCRA) to start Indiana Main Street process and determine for which types of revitalization grants Brownsburg is eligible	Communications; Administration	Schedule meeting with OCRA in early 2014 to determine Town eligibility and what has changed since we last met with OCRA in 2011	Potential financial assistance for revitalization of downtown district
3	Identify projects that are in line with eligible funding and write proposals to pursue grants	Communications; Administration	Schedule meeting with OCRA in early 2014 to determine Town eligibility and what has changed since we last met with OCRA in 2011	Potential financial assistance for revitalization of downtown district
4	Utilize Façade Improvement Program as part of the Town's comprehensive economic development incentive policy to encourage private reinvestment in properties	Administration	In the process of forming a Neighborhood Development Corporation to review, approve, and provide oversight of funding of grants	Encourage private reinvestment on key thoroughfares in Town in order to improve image and protect assessed value

ACTION ITEM 2.8.4: Use the streetlight banner program to help improve beautification and streetscape efforts in presenting unified appearance and image				
	Critical Link	Department(s)	Status	Outcome
1	Conduct an inventory of the Town's streetlight banners and prioritize which need replaced. Update the inventory as old banners are retired	Street; Communications	Inventoried banners and set priorities for replacing banners in 2013 and 2014	Improved community appearance and image by replacing all outdated/worn-out banners by end of 2014 with consistent look and feel/branding
2	Create a timeline for replacing old banners with new designs that support the Town brand	Communications	New year-round banners for Town Hall, summer designs for 136/267, and fall designs for 136/267 purchased in 2013; need new motorsports-themed banners for Northfield East and spring designs for 136/267 in 2014	Budget appropriately to replace all outdated/worn out banners by end of 2014 with consistent look and feel/branding
3	Design and purchase banners that promote community events or are seasonal in accordance with priorities and timeline	Communications	Farmers Market, Summer Concert Series, Christmas Under the Stars have banners; others are seasonal or relate to motorsports community	Generate awareness for community events

PROACTIVE ECONOMIC DEVELOPMENT AND MARKETING

FOCUS AREA 3: Proactive Economic Development & Marketing - Foster an environment that makes the Town of Brownsburg an attractive location for quality, living-wage paying jobs and growth industry and business.

OBJECTIVE 3.1: Maintain and establish policies that promote a strong economy which provides economic opportunities for all Town residents within existing environmental, social, fiscal and land use constraints

ACTION ITEM 3.1.1: Provide existing employers with opportunities to expand employment within code constraints and in accordance with Town goals

	Critical Link	Department(s)	Status	Outcome
1	Review land use plan annually and identify specific areas for focus and study	Planning; Administration	Land use map was updated in the latest revision of the Comprehensive Plan, which includes identified growth corridors and small area developments	Ensure development is sited properly in order to create a more cohesive and functional business community
2	Host After Hour Roundtable Meeting with area major manufacturers	Administration	Economic Development Director to be hired in FY2014 to perform this critical link	Open lines of communication between businesses and the Town to foster understanding of Town programs, policies, and procedures
3	Commence Economic Development Program lecture circuit to local banks, real estate agencies, civic clubs and business marketing groups	Administration	Economic Development Director to be hired in FY2014 to perform this critical link	Foster buy-in and support of key community groups by ensuring the benefits of responsible growth
4	Proactively assist with business expansion/retention projects and actively contact existing employers to offer assistance	Administration	Ensuring knowledge of available incentives and working with HCEDP to ensure incentives are right-sized based on investment and employment levels	Strengthen the local economy and employment opportunities by incentivizing business growth
5	Work with Chamber of Commerce to develop the existing business community	Administration	Current economic development policy requires automatic membership as a condition of approval for some incentives	The development of a focused existing industry and business retention program with the Chamber as a partner

ACTION ITEM 3.1.2: Monitor the effect of Town policies on business development and consider the effects on the overall health of business within the Town

Critical Link	Department(s)	Status	Outcome
1 Establish business surveys identifying issues affecting business such as incentives, zoning code, tax structure, utilities, etc.	Administration	Economic Development Director to be hired in FY2014 to perform this critical link	Allow business owners an opportunity for feedback of Town programs so the Town can improve services and programs to better meet needs of businesses

OBJECTIVE 3.2: Endeavor to maintain a balanced economic base that can resist downturns of any one economic sector

ACTION ITEM: 3.2.1: Support land use policies that provide a diversified mix of commercial/industrial development

Critical Link	Department(s)	Status	Outcome
1 Update land use policy through Comprehensive Plan process targeting good mix of commercial and residential to promote opportunities	Planning; Administration	The Comprehensive Plan was updated in 2012; policies and code are now being reviewed to insure consistency with the Plan	Increased desirability and affordability of both commercial and residential property

ACTION ITEM 3.2.2: Maintain an attractive business community

Critical Link	Department(s)	Status	Outcome
1 Keep main thoroughfares and industrial parks clean by enforcing litter programs, weed control on greenways, islands, and parking areas	Planning; Administration	Planning and Building is currently considering ICC Maintenance Code Adoption by the Town to facilitate improved code enforcement	Improved visual appeal and pride in the Town
2 Create and promote business cleanup program and then recognize efforts through a community recognition program	Planning & Building (Stormwater)	The Town partners with Hendricks County for the Annual Spring Clean; Town managed 10 teams in 2013	Improved visual appeal and pride in the Town; projects targeted areas that feed into creeks and tributaries to improve water quality

ACTION ITEM 3.2.3: Promote business opportunities and business retention in Brownsburg

Critical Link	Department(s)	Status	Outcome
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1	Develop Business Visitation Program including participation from partners like the Chamber of Commerce and EDC	Administration	Economic Development Director to be hired in FY2014 to perform this critical link	Develop working relationships with managers and CEOs to stay informed about changes and needs of their operations in Brownsburg
2	Promote Town's Economic Development Incentives Programs through media outlets and mailings	Administration; Communications	Need to identify audience, goals, timeline and budget for this project	Reinforces a business-friendly image by providing up front information that assists new, expanding, or relocating businesses in their decision making processes
3	Construct a workforce study (including skills analysis and available workers) for continued marketing efforts and to assist local business with recruitment efforts	Administration	This project will be initiated in 2015 once the Economic Development Director is hired in 2014	Readily available workforce information to proactively respond to business prospect inquiries regarding workforce pool
4	Plan and hold job fair for local employers in conjunction with HCEDP to assist in recruiting qualified employees	Administration; Communications	Need to identify audience, goals, timeline and budget for this project	Promote job opportunities in Brownsburg
5	Research all avenues involved with hiring an EDC Director and all the benefits this would afford the Town	Administration; Human Resources	Economic Development Director to be hired in FY2014	The Economic Development Director will perform many of the critical links in this section of the plan; current Town staff not dedicated to economic development split time performing other functions

OBJECTIVE 3.3: Endeavor to create and retain jobs, and to discourage business from leaving the Town

ACTION ITEM 3.3.1: Market to retain current and attract new motorsports-related businesses

	Critical Link	Department(s)	Status	Outcome
1	Conduct an economic impact analysis of motorsports industry on which to base an economic development strategy	Administration; Communications	Need to identify goals, timeline and budget for this project	Develop ED marketing strategy for motorsports industry



2	Foster relationships with Brownsburg's existing motorsports businesses	Administration; Communications	Regular interaction with racing industry members and Lucas Oil Raceway	Retain motorsports businesses and to improve the business climate with the racing industry
3	Support and participate in the Performance Racing Industry Show and other motorsports events to market Brownsburg and build relationships	Administration; Communications	Represent Brownsburg at the annual industry show in December	Market Brownsburg as a potential location; strengthen existing relationships
4	Take advantage of an Indiana Motorsports Association membership benefits	Administration; Communications	Brownsburg joined IMA in 2013	Network with industry leaders; have a stake in Indiana motorsports economic development efforts
ACTION ITEM 3.3.2: Proactive marketing campaign through the use of branding, brochures, mailings, social media, and other proven mechanisms				
	Critical Link	Department(s)	Status	Outcome
1	Plan for scheduled attendance at trade shows which support the Town's identified target industry sectors	Administration	Budget to attend a future International Council of Shopping Centers (ICSC) trade show	Continued exposure of the Brownsburg brand and product to various outlets to attract both commercial and industrial jobs to the Town
2	Actively establish positive relationships with local industry and affiliates through annual visits to corporate headquarters	Administration	Partner with Chamber of Commerce to develop business visitation program in 2015	Develop working relationships with managers and CEOs to stay informed about changes and needs of their operations in Brownsburg
3	Meet with and establish positive relationships with site selection firms in the Midwest to develop and promote Brownsburg's business advantages	Administration	Research and set up appointments with leading regional site selection firms, collaborate with HCEDP	Allows the Town to ensure key Brownsburg sites are duly considered by investors and developers who are actively pursuing projects

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4	Maintain updated property inventory and specification sheets through contacts with local real estate offices and state agencies	Administration	Research and become familiar with existing property database subscription/training opportunities	Expand knowledge of available sites and buildings to facilitate a more response for interested prospects
5	Create balanced plan for paid advertisement in national business/trade journals and monitor leads generated for evaluation of cost; consider hiring a marketing agency to create messaging and materials	Administration	The Town is finalizing a 3-year marketing plan with Brand Acceleration	Increase exposure of the Town by creating targeted and specific message consistent with the Town's goals
6	Send out marketing materials electronically to targeted site consultants and respond to inquiries	Administration; HCEDP	The Town is finalizing a 3-year marketing plan with Brand Acceleration	Allows the Town to ensure key Brownsburg sites are duly considered by investors and developers who are actively pursuing projects

ACTION ITEM 3.3.3: Promote a greater focus on and create additional local retail opportunities

	Critical Link	Department(s)	Status	Outcome
1	Commission retail gap analysis study to identify key areas of leakage to surrounding communities	Administration	Commercial and Hotel Demand Analysis budgeted for FY2014	Analysis will help the Town demonstrate market for certain businesses to encourage expansion and/or development
2	Create targeted incentive packages and proposals to generate retail investment	Administration	Packages will be developed once the demand analysis is completed in 2014	Create incentives that meet the Town retail development goals
3	Involve retailers association and form working committee to address issues and give feedback to the Town	Administration	Partner with Chamber of Commerce to develop as part of the business visitation program in 2015	Develop working relationships with business owners to stay informed about changes and needs of their operations in Brownsburg

OBJECTIVE 3.4: Utilize proper economic development planning to ensure growth in certain strategic areas of the Town

ACTION ITEM 3.4.1: Continue the Tax Increment Financing (TIF) program to revitalize the tax base

	Critical Link	Department(s)	Status	Outcome
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1	Develop targeted projects and capital improvements which will improve the investment outlook for TIF areas	Administration	Partnering with developer to finance a key segment of Northfield Dr. with TIF backed bonds. Identify potential partner for similar arrangement at the Ronald Reagan/I-74 interchange	Expansion of road infrastructure to facilitate further development in the Wynne Farms and Ronald Reagan TIF district allowing for further infrastructure improvements while simultaneously increasing AV pass-through to all taxing bodies
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OBJECTIVE 3.5: Utilize proper economic development planning to ensure that Downtown Brownsburg continues to be the viable and attractive heart of the Town

ACTION ITEM 3.5.1 Utilize Economic Development Incentives and Tax Increment Financing TIF programs to revitalize downtown

Critical Link	Department(s)	Status	Outcome	
1	Continue investment of TIF Funds into façade grants, and new business generation in the Downtown Area	Administration	Façade policy approved in Feb 2013, establishing Neighborhood Development Corporation to manage TIF funding of the grants as required by statute	Continued improvement of the image of the downtown which leads to protection and continuation of business investment
2	Continue to work with private individuals to rehabilitate historic buildings in Downtown, using TIF where appropriate	Administration	Economic Development Director to facilitate downtown plan in 2014	Continued improvement of the image of the downtown which leads to protection and continuation of business investment

ACTION ITEM 3.5.2: Support efforts to establish Brownsburg's Downtown area as a strong commercial center for the Town

Critical Link	Department(s)	Status	Outcome	
1	Develop a Downtown Redevelopment Plan with business center with RDC collaboration	Administration	Establishing the Brownsburg Improvement Committee to administer the fund for the Façade Improvement Program	A clearly defined set of plans and goals for Downtown set forth by Town staff, businesses, BIC, and RDC



2	Continue to improve downtown infrastructure, including sidewalks, sewer and water lines and street lighting and add amenities such as additional benches and trash cans, bicycle racks, etc.	Administration	Completed purchase of St. Malachy's in Aug 2013; the 2014 budget contains funds for the renovation of SR 267 from Main St. to 56 th St. Renovation will incorporate "complete street" concepts	Create a more attractive and walkable downtown that will attract and retain businesses and shoppers
3	Ensure improvements are consistent with ADA requirements	Administration/ Building	Reviewed options with A&E firm regarding options; costs are in the \$300K range	Ultimate goal is to create a pedestrian friendly and ADA compliant downtown zone
4	Identify keystone buildings in the downtown that are in distress, underutilized or vacant and establish plan to acquire and market for business investment	Administration	Staff are preparing a map of key areas/properties that can facilitate focused discussion among staff and the RDC that will lead to targeted areas	Create a more attractive walkable downtown that will attract and retain businesses and shoppers
5	Construct a Tech Corridor Study with the HCEDP to create opportunities for specific office and/or manufacturing building for companies such as Biotech	Administration; HCEDP	The Town is finalizing a 3-year marketing plan with Brand Acceleration that includes a focus on a tech corridor	Expand Brownsburg's employment niches to include not only the automotive industry, but tech, biotech, and others as well

ENVIRONMENTAL SUSTAINABILITY

FOCUS AREA 4: Environmental Sustainability – Assess and implement best practices that will respect the environment and minimize the long-term impact on the community’s natural resources.

OBJECTIVE 4.1: Ensure environmental sustainability within Town properties

ACTION ITEM 4.1.1: Implement environmental plans on Town properties and in Town Facilities to the fullest extent while creatively seeking alternative funding

	Critical Link	Department(s)	Status	Outcome
1	Control the species of trees replaced to ensure longer life expectancy	Parks	Parks have preferred list of replacement trees	Better quality of trees
2	Conduct inspections of trees and turf within Town properties and treat when necessary	Parks	Weekly inspection of all wooded areas and non-wooded areas in parks and immediately after storms	Healthier wooded and non-wooded areas and better appearance
3	Create a tree replacement program along with a tree memorial program	Parks	A tree replacement plan has been established with a preferred tree list	Better quality of trees and longer life
4	Develop an urban tree program which encourages residents to plant trees on public rights of way	Parks	Staff are planning new events as part of this program that include a Arbor Day activities and Fall Tree Sale	Programs are part of requirements and effort to achieve Tree City USA award
5	Develop plan to achieve Tree City USA status	Parks	Steps to achieve status underway including development of tree ordinance outlining regulations for street and park trees, commencement of tree inventory, Arbor Day and outreach activities; review and update of the Urban Forestry Management Plan will also occur	Will be achieving the designation of Tree City USA that recognizes Town’s commitment and excellence in urban forestry management

OBJECTIVE 4.2: Ensure a planning approach that considers environmental sustainability through design



ACTION ITEM 4.2.1: Coordinate best management practices and designs that incorporates EPA standards insuring environmental sustainability				
Critical Link	Department(s)	Status	Outcome	
1 Add bio-retention (rain gardens) in parking lots instead of islands and storm drains	Parks; Stormwater	Parks - Staff has included Stormwater Coordinator in the process of planning for rain gardens to possibly be installed in new Cardinal property. Funding for bio-retention needs to be allocated; maintenance has been allocated	Parks - Examples the Town can point to when asking developers to install bio-retention	
2 Use designated areas within parks where snow can be stockpiled from large storms that allow it to filter through soil before reaching the waterways	Parks; Stormwater	An area has been established in each of the larger parks for snow to melt and filter away from storm drains and water ways	Improved water quality in our waterways through proactive contaminant removal during snow removal operations	
3 Remove fallen trees and debris in White Lick Creek that run through park properties to prevent damming and erosion	Parks; Stormwater	All trees are removed after each storm to prevent damming	Safer water ways minimize potential for private property damage from flooding	
4 Consider roundabouts (CMAQ funded) where appropriate in road projects to minimize pollution and improve efficiencies	Planning; Administration	Develop comprehensive intersection scoring system to evaluate need in 2014	A standardized system that looks at roundabout alternatives first as well as other environmentally friendly solutions	
OBJECTIVE 4.3: Ensure all Town facilities and systems are conserving energy by operating in the most efficient manner possible				
ACTION ITEM 4.3.1: Implement a guaranteed energy savings project				
Critical Link	Department(s)	Status	Outcome	
1 Finalize contract with Siemens Industry, Inc. for implementation of Energy Savings Project	Administration; Facilities	Town Attorney is finalizing project development agreement (PDA) in 2014	Identification of potential energy-saving projects that are self-funding through savings realized from the project to itself	

2	Work with Siemens to conduct an Investment Grade Audit (IGA) of all facilities to aid in the development of a Performance Contracting Agreement (PCA)	Administration; Facilities	Town Attorney will finalize the PCA once the PDA is completed and signed	Identification of potential energy-saving projects that are self-funding through savings realized from the project to itself
3	Determine which elements of the PCA balance energy efficiencies and implementation costs and develop strategy to implement projects that meet program goals	Administration; Facilities	Siemens will provide these services as part of the PDA	Identification of potential energy-saving projects that are self-funding through savings realized from the project to itself
OBJECTIVE 4.4: Support water conservation, energy efficiency and recycling programs, events and efforts				
ACTION ITEM 4.4.1: Educate and equip the public to conserve energy and water and reduce the amount of waste generated				
	Critical Link	Department(s)	Status	Outcome
1	Create communication materials that promote the conservation of natural resources	Communications	Secured HCSWMD grant to develop anti-litter/clean water messaging project	Generate awareness of simple behavioral changes to increase likelihood of resident commitment to conservation
2	Take advantage of the Energizing Indiana resources and materials to educate and assist residents	Administration; WWTP; Planning & Building; Communications	Contact program representatives and determine if the Town has latest educational materials	State resources can supplement existing resources and reinforce state-wide messaging
3	Host workshops and other public events to help residents learn how to conserve and save money	Administration; WWTP; Planning & Building (Stormwater); Communications	Stormwater Coordinator hosts educational booths at National Night Out and other local community events	Educate residents on water quality best practices for their homes and businesses, which translates into conservation and financial savings
4	Partner with local energy service providers to learn of mutually beneficial opportunities	Administration; WWTP; Planning & Building; Communications	Schedule appointments with key contacts in early 2014 and determine if there are any mutual goals and objectives as well as associated partnership opportunities	Partnerships allow the Town to take a more active role in resource conversation within current staffing and funding restraints

5	Host or participate in recycling events that encourage resident involvement in sustainability practices	Administration; WWTP; Planning & Building (Stormwater)	Town held local event on 1/12/13 targeting electronic device recycling, Recycle day to be held on 9/21/2013	26,430 pounds of electronics were collected for recycling and diversion from landfills
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ACTION ITEM 4.4.2: Oversee availability of fuel resources and disposal of used vehicle parts and waste fluids in environmentally sound manner

	Critical Link	Department(s)	Status	Outcome
1	Maintain proper operation of fuel island for gasoline and diesel dispensing	Fleet & Building (Stormwater)	Maintain island for IDEM equipment and records underground storage tank inspection, passed summer 2013 inspection, next in 2015	Ensures the Town is in compliance with all environmental requirements and laws at the fueling station.
2	Employ recycling vendors to proactively dispose of waste materials such as used oil, antifreeze, oil filters, tires	Fleet & Building (Stormwater)	Contracts with Grooms Recycling (tires) and Universal Waste Oil (oil, filters, antifreeze).	Ensures automotive waste is properly disposed and recycled.

OBJECTIVE 4.5: Maintain a comprehensive Stormwater Quality Program

ACTION ITEM 4.5.1: Ensure a current and updated Stormwater Permit

	Critical Link	Department(s)	Status	Outcome
1	Ensure all bi-annual permit and reporting requirements are met	Stormwater	Current Stormwater Quality Program will allow for all application and reporting requirements to be met; Stormwater Coordinator ensures any permit requirement changes are incorporated into our local program	The Town holds a current permit for an IDEM-approved NPDES Phase II MS4 Program that ensures appropriate discharge of stormwater
2	Ensure all parts (A, B, C) of the permit application are current and updated at the time of reporting	Stormwater	Part A application submittal was due on 11/1/13; IDEM is changing permit structure so Part B and C due dates are pending IDEM determination	Current 5-year permit expired on 12/31/13, submission of Part A submitted on 11/1/13 and permit extended while awaiting IDEM determination of Parts B and C

3	Update all stormwater ordinances as needed to insure consistency with new NPDES laws and requirements	Stormwater	The 2014 proposed budget calls for a review of the current Town stormwater ordinance	Review will ensure all new laws and requirements are reflected in local code
ACTION ITEM 4.5.2: Provide education and training on best stormwater practices and requirements				
	Critical Link	Department(s)	Status	Outcome
1	Construct a demonstration area, such as rain gardens, that exemplifies best practices in stormwater management	Stormwater	Evaluating several sites as part of the Cardinal Park project	Demonstration sites can serve as examples to students, visitors, and developers on the functionality of green stormwater management practices
2	Implement education programs that assess public understanding and expand participation and awareness of stormwater quality issues	Stormwater	Stormwater Coordinator hosts educational booths at National Night Out and other local community events; county-wide clean up, 5-year surveys, school classroom programs, etc. also provide outreach	Educate residents on water quality best practices for their homes and businesses, which translate into conservation and financial savings
3	Implement education programs that meet all staff training requirements	Stormwater	Classes are arranged with staff to provide yearly training on municipal pollution prevention and good housekeeping, and illicit discharge detection and elimination	Ensures Town staff are knowledgeable and can lead the community by example

FISCALLY SOUND ADMINISTRATION AND FINANCIAL MANAGEMENT

FOCUS AREA 5: Fiscally Sound Administration & Financial Management - Ensure stringent accountability to Town Council, residents, and other stakeholders through sound decision-making and proper financial methods.

OBJECTIVE 5.1: Maintain and enhance the Town’s revenue base				
ACTION ITEM 5.1.1: Maintain a diversified and stable revenue base for the Town				
	Critical Link	Department(s)	Status	Outcome
1	Perform annual audit of fees ensuring costs of service are covered	Administration; Treasurer	Partnered with financial consultant to conduct utility rate study	Recommend rate increases as needed to ensure continued fund health and capability to fund needed capital projects
2	Monitor all fees charged by the Town to maintain adequate revenue source	Administration; Treasurer	Court fees were reviewed summer 2013; will review with court staff to determine what updates are needed	Ensure fees cover program costs
ACTION ITEM 5.1.2: Develop and maintain an aggressive, yet resident-friendly revenue collection program to ensure that monies due the Town are received in a timely fashion				
	Critical Link	Department(s)	Status	Outcome
1	Increase on-line payment utilization for utility bills	Utility Billing	eGov working with Town to develop mobile app that can include existing online payment option—app is in test phase and launch date scheduled for mid-2014	Gives residents more payment options; expand website payment option to mobile app
2	Expand direct payment of utility bills by debiting customers bank account	Utility Billing	Held a rain barrel giveaway drawing for residents who signed up for ACH or e-bills	Improves staff efficiency and reduces overhead costs for processing payments; 127 customers signed up during the giveaway event

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3	Expand use of e-bills to reduce payment turn-around time and to reduce billing costs	Utility Billing	Held a rain barrel giveaway drawing for residents who signed up for ACH or e-bills	Improves staff efficiency and reduces overhead costs for processing payments; 127 customers signed up during the giveaway event
4	Implement a centralized electronic meter reading capability	Utility Billing	Siemens to conduct an IGA that will include scoping this project and providing ROI	Improves staff efficiency and reduces overhead costs for meter reading
5	Create online bill and meter tutorial that will help residents understand their consumption and charges more fully	Utility Billing	Tutorial developed and launched in conjunction with new Town website	Residents will better understand their billing statement
ACTION ITEM 5.1.3: Remain aware of annexation issues and possible areas to target for growth				
	Critical Link	Department(s)	Status	Outcome
1	Analyze all "county islands" surrounded by the Town limits for involuntary annexation	Administration; Planning	Northern annexation and Ward annexation pending litigation. Various southern annexation ordinances were approved in July 2013 with effective dates in late 2013	Increasing the Town's AV increases stabilizes or has the potential to lower property tax rates for residents while simultaneously mitigating the impact of the property tax caps and associated circuit breaker credits
2	Analyze residential and business properties adjacent to Town limits as potential candidates for voluntary annexation	Administration; Planning	Northern annexation and various southern annexation ordinances were approved in July 2013 with effective dates in late 2013 for some and early 2014 for others	Increasing the Town's AV increases stabilizes or has the potential to lower property tax rates for residents while simultaneously mitigating the impact of the property tax caps and associated circuit breaker credits
OBJECTIVE 5.2: Maintain sound financial practices, which meet all applicable standards and direct the Town's financial resources toward meeting our goals				
ACTION ITEM 5.2.1: Allocate resources in direct relation to strategic plan goals				
	Critical Link	Department(s)	Status	Outcome

1	Complete strategic plan revisions/additions annually prior to budget preparation	All	Finalizing the Town’s first ever strategic plan for inclusion in the FY2014 budget document	Allows the preparation of a budget that is based on the plan
ACTION ITEM 5.2.2: Provide for optimal maintenance of capital improvements and schedule equipment for future replacement at the most cost-effective time				
	Critical Link	Department(s)	Status	Outcome
1	Fine tune regular maintenance schedule for all Town equipment and vehicles	Fleet	Vehicle service schedules placed in each vehicle and reviewed weekly by the operators	Provides for maximum life out of all Town vehicles and equipment
2	Conduct comprehensive multi-point vehicle service and inspections on regular basis to uncover any areas that need attention before they fail to ensure safety	Fleet & Building (Stormwater)	Operators schedule maintenance with Fleet Mgt. when milestones in schedule are met; multi-point inspections conducted at the time of routine maintenance	Provides for maximum life out of all Town vehicles and equipment and reduces downtime and safety risks
3	Maintain professional and up-to-date appearance and safe operation of all Town vehicles and equipment	Fleet	New address marker on fuel canopy island, banner on telephone pole, new wraps on pump in summer of 2013, new paint on bollards, curbs, etc.	Maintain professional image and extend the life of the facilities
ACTION ITEM 5.2.3: Design capital improvements to assure cost efficiency and to accomplish Town goals and policies				
	Critical Link	Department(s)	Status	Outcome
1	Prioritize all capital improvement projects and incorporate each department's feedback for efficiencies through economies of scale (i.e. replace sewer/water lines when street is being resurfaced)	All	Update and review current Capital Improvements Plan in 2014 to incorporate all projects planned for 2014-2018	Create an updated prioritized outlook for the period 2014-2018

2	Perform annual review of Capital Improvement Plan (CIP) and reprioritize projects	All	Update and review current Capital Improvements Plan in 2014 to incorporate all projects planned for 2014-2018	Create an updated prioritized outlook for the period 2014-2018
3	Plan the effective use of surplus funds in order to accelerate projects and reduce future tax burden through debt	All	Fund balances are analyzed at year end and evaluated to determine amount of surplus funds that exist beyond what is needed for appropriate safety net	Minimize debt and accelerate projects
ACTION ITEM 5.2.4: Implement Performance Budget System and develop its use for multi-year planning, full cost accounting and budget monitoring				
	Critical Link	Department(s)	Status	Outcome
1	Perform annual audit of performance with Town Manager	All	The Town completed its first year in the ICMA Comprehensive Performance Measurement Program in March 2013; staff will refine and improve its data collection processes with each subsequent year in the program. Once the Town is past this infant stage of the program, regular audits can be implemented	A planned budget where expenditures are targeted towards meeting needs in community. Further, the Town will be able to benchmark against other participating municipalities as well as its own performance to identify strengths and areas of needed improvement
2	Apply for and receive the Government Finance Officers Association Distinguished Budget Presentation Award	All	Begin application for 2014 budget in late 2013	Receive award to recognize proper budgetary planning

3	Establish and maintain a comprehensive performance measurement system to increase accountability in government and improve efficiency and effectiveness in Town operations	All	The Town completed its first year in the ICMA Comprehensive Performance Measurement Program; data collection and submission will be fine-tuned during subsequent fiscal years	Town will be able to benchmark against other participating municipalities as well as its own performance to identify strengths and areas of needed improvement
4	Receive the Award Certificate from the International Town Managers Association Center for Performance Measurement after two full years of participation	All	Eligible in early 2015 after two full years of participation	Will signify a level of proficiency and effectiveness in connection with the Town's participation in the ICMA Center for Performance Measurement
5	Department Heads and Town Manager must buy-in to goals and promote them to staff who are executing the goals	All	Directors have completed goals discussions with staff, established goals in Performance Pro and have been meeting with staff regularly on progress	Ensures goals and objectives are reinforced and continually emphasized throughout all levels of the organization

ACTION ITEM 5.2.5: Use all available funding sources to finance capital improvement projects consistent with Town priorities

	Critical Link	Department(s)	Status	Outcome
1	Apply for available grants as well as exploring low cost loans or bond issues	All	Developing an application to the Indianapolis Metropolitan Planning Organization for Highway Safety Improvement Program (HSIP) funding for the SR 267 renovation project	Grants from outside sources can reduce local funding requirements thus freeing up dollars for other projects

ACTION ITEM 5.2.6: Provide a prudent level of reserves for future unexpected expenses and revenue declines and to accumulate funds to support future planned capital improvements

	Critical Link	Department(s)	Status	Outcome
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1	Create "Rainy Day" Fund for annual budgets with a goal of 5% reserve using cash on hand	Administration	Target reserve set aside in 2014 budget proposal	Proper reserves will help ensure the Town weathers unexpected events, emergencies, and economic conditions that affect revenues or expenses
2.	Establish Cash Reserve Policy that calls for minimum fund balances in all the major funds of at least 10% of the operating budget	Administration	2014 budget proposal developed with achievable fund balance within target reserve levels	Proper reserves will help ensure the Town weathers unexpected events, emergencies, and economic conditions that affect revenues or expenses
3.	Maintain insurance account to capture savings over actual expenditures annually to reduce future impact of increases	Administration	Town transfers unexpended budgeted Health Insurance and Workers Comp funds in their corresponding self-insurance funds to ensure adequate reserves are built up over time	Ensures that the Town will eventually at minimum have in reserve each plan's aggregate retention amount plus two months' worth of typical claims payments
OBJECTIVE 5.3: Provide a framework for the wise and prudent use of debt				
ACTION ITEM 5.3.1: Limit use of debt so as not to place a burden on the fiscal resources of the Town and its taxpayers				
	Critical Link	Department(s)	Status	Outcome
1	Adhere to Constitutional Debt Limit of 2% and annually plan for debt in CIP	Administration	Continually evaluate Town's debt limit at each issuance of debt to determine proper financing vehicle	Ensure adherence to statutory limit and maintain strong financial position
2	Maintain a very strong capacity to meet all financial commitments by holding a Bond Rating of AA- or higher from S&P	Administration	In October 2013 the Town received a AA+ general obligation rating and maintained an AA- rating for the sewer utility	Solid financial position that enable the Town to secure lower interest rates on future debt issuances

OBJECTIVE 5.4: Maintain a system of accounting which makes it possible to show that all applicable laws have been met and that it fully discloses the Town's financial position and results of financial operation of all of the Town's fund and account groups

ACTION ITEM 5.4.1: Maintain accounting systems and financial management practices in conformance with generally accepted accounting principles

	Critical Link	Department(s)	Status	Outcome
1	Provide monthly expenditure, revenue, and cash reports	Administration; Treasurer	Monthly expenditure, revenue, and cash reports are provided to the Council and management team	By providing this financial information, prudent decisions on the operation of the Town can be made
2	Have annual audit performed as required by law	Administration; Treasurer	DLGF completed the 2013 audit. Any finding is addressed and properly closed	Having the annual audit performed keeps the Town in compliance with State statute. The audit also could point out potential problems
3	Monitor revenues and expenditures	Administration; Treasurer	Revenues and expenditure are reviewed on a continuous basis	By reviewing revenues and expenditures, many problems can be corrected or avoided. Revenue trends can be noted and expenditures can be adjusted to avoid overspending
4	Ensure that all financial obligations and encumbrances are appropriately budgeted	Administration; Treasurer	Each department requests funds in the budget to cover their obligations. These figures are reviewed by administration to ensure all items are appropriately budgeted	The appropriate budgeting of financial obligations will ensure that the Town remains fiscally solvent
5	Submit and adopt a balanced General Fund budget annually	Administration; Treasurer	Presented to the Town Council annually in late summer and approved in the fall of each year	A balanced budget will be in place prior to each new fiscal year

6	Communicate balanced budget information and goals to the Council and general public	Administration; Treasurer	Information and goals are presented to the Council through various planning and approval meetings; and to the public through presentations and newsletters and other media	Ensures the message of fiscal accountability and responsibility is conveyed to all tax payers
OBJECTIVE 5.5: Maintain a centralized system for the effective and efficient purchasing of goods and services				
ACTION ITEM 5.5.1: Maintain a purchasing system in conformance with generally accepted purchasing practices				
	Critical Link	Department(s)	Status	Outcome
1	Develop a Bid Solicitation & Request for Proposal Policy	Purchasing	Town Attorney to develop in 2014	Standard template to avoid unnecessary legal review costs
ACTION ITEM 5.5.2: Continually monitor Town spending accounts and investigate potential cost savings				
	Critical Link	Department(s)	Status	Outcome
1	Review spending accounts and solicit new quotes and proposals for potential savings	Purchasing	Ongoing Parks - Investigating the purchase of flowers/plants/trees from nursery instead of retailer	Parks – A cost savings in tree plantings, beautification, tree program and replacement
2	Pursue opportunities for cost-saving cooperative purchasing arrangements with other jurisdictions	Purchasing	Ongoing- currently working with Brownsburg Schools. Parks - has become members of co-ops BuyBoard and HGAC Buy for the purchasing of capital project equipment and supplies	Purchasing copy paper, supplying them with road salt in turn receiving sidewalk salt. Parks - A cost savings with the purchase of equipment and a time savings in dealing directly with the vendor
OBJECTIVE 5.6: Provide, manage and support information technology equipment and services for all Town departments				
ACTION ITEM 5.6.1: Provide and maintain appropriate electronic office equipment and services to maximize productivity of staff				
	Critical Link	Department(s)	Status	Outcome

1	Monitor computers and update when necessary	Administration; IT	Town has worked with its IT support contractor to develop PC replacement plan	Maintain a PC inventory that can support the applications necessary for primary duties of staff with minimal downtime and maintenance costs
2	Create a plan/schedule/policy of replacing outdated computers/printers	Administration; IT	Town has worked with its IT support contractor to develop PC replacement plan; budgeted IT funds derived from the plan	IT Contractor replaces PC's throughout the year according to the plan; functioning PC's that are replaced will be evaluated for cost-saving redeployment within the organization according to user type (replaced super PC can be redeployed for a low intensity user)
ACTION ITEM 5.6.2: Maintain a cost-effective and efficient records management system that meets legal requirements, assures adequate retrieval capabilities and provides for appropriate security				
	Critical Link	Department(s)	Status	Outcome
1	Create a Records Management Policy	Administration	Researching various RIM policies in accordance with the state statues. Currently working to create a committee that will help to devise a policy that supports the various destruction schedules for each department	Enable the Town to become more digitized in their RIM and allow each department to fully understand their part in the process

2	Expand use of Laserfiche through training, records management, online form presence to further automate departmental processes	Administration	Classes have been developed with Town University to fully deploy Laserfiche throughout the Town. Various departments have begun the process to turn their current applications into LF Forms as well as the processes to scan the department records into the Laserfiche program for RIM purposes	Allows the Town to bring its users and departments to the forefront of technology and all records are scanned into Laserfiche, online applications are received via LFForms, and users are familiar with Laserfiche and able to troubleshoot minor user errors
ACTION ITEM 5.6.3: Provide training for information technology equipment and services to ensure Town staff can effectively utilize the technologies available				
	Critical Link	Department(s)	Status	Outcome
1	Develop in-house training program on Microsoft Office components and other applications utilizing expertise of staff	Administration	Classes have been included with Town University	Employees will have access to training opportunities to improve skills in the MS Office Suite
ACTION ITEM 5.6.4: Improve utility billing process				
	Critical Link	Department(s)	Status	Outcome
1	Investigate opportunity to replace all water meters with new radio read meters	Utility Billing, Water, Administration	IGA to be completed by Siemens in 2014	The IGA, or facility audit, will help the understand the benefits of an automated meter system from a cost and overall value stand point
2	Provide information that can give tips on water conservation, leak detection, etc. and incorporate a "Frequently Asked Questions" page on the website	Utility Billing	Updates and helps tutorials to the utility billing link on the Town website are underway	Provide user friendly guides and answers to common questions via the frequently accessed webpage

OBJECTIVE 5.7: Ensure proper management of all Human Resource functions

ACTION ITEM 5.7.1: Administer and supervise all personnel issues

	Critical Link	Department(s)	Status	Outcome
1	Ensure success of new performance review system for all Department Heads and supervisory personnel	Administration (HR)	Performance Pro has been fully implemented with all department heads and council members trained. Training will continue as new employees begin employment and to refresh department heads	2013 performance reviews have been given and first year that raises reflected the overall scores of employees. Implementation has created a more open communication structure for expectations between employee and manager
2	Update all job descriptions and review annually for compliance with regulations	Administration (HR)	Job descriptions are continually being viewed as new positions originate and departments go through major changes. As all job descriptions were viewed at the end of 2012 into 2013, we will be reviewing all job descriptions again within 2014	Allows for improved operations within the departments
3	Update and review personnel policies and procedures	Administration (HR)	Handbook revisions, as provided by a Handbook Committee made up of a cross section of staff, have been submitted in early 2014 for legal review	Ensure personnel policies are fair, effective, and in compliance with personnel laws
4	Decrease the frequency and severity of employee accidents	Administration (HR)	A Safety Committee meets every other month	Review trends and recommend solutions to management to improve the safety in the work environment

5	Review and update benefits offered to employees in order to attract and maintain a high level of competent employees	Administration (HR)	Human Resources department is constantly researching and reviewing benefit plans in order to provide a competitive benefit package for all employees	Recent changes, such as those to Workers Compensation and Package Policy, will increase services to the Town and its employees while simultaneously saving money
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MODERNIZED AND PLANNED INFRASTRUCTURE

FOCUS AREA 6: Modernized and Planned Infrastructure - Improve and maintain existing infrastructure and leverage opportunities for new infrastructure that will ensure the Town is prepared for the future needs of its residents.

OBJECTIVE 6.1: Continue to operate and maintain the sanitary sewer system so that all sewage and industrial wastes generated within the Town are collected and transported under safe and sanitary conditions to the wastewater treatment plant

ACTION ITEM 6.1.1: Inspect critical points in the sewage system annually to insure that the proper level of maintenance is being provided and that the flow in sewers does not exceed design capacity

	Critical Link	Department(s)	Status	Outcome
1	Identify and perform quarterly sewer cleaning of known problem areas in the sanitary sewer system	WWTP	Cleaning and televising of infrastructure conducted for 2013 and is planned to continue on a regular basis. Areas that are identified as potential problem areas are placed on a more frequent maintenance schedule	Maintaining the infrastructure minimizes the potential for sewer overflow and service failures. It also allows for a planned replacement/improvement program to be developed and implemented
2	Log customer back-ups to identify possible system bottlenecks	WWTP	Each call is logged; personnel investigate the infrastructure following each call to determine the source of the issue	Improve customer relationships and prevent future service issues
3	Implement and establish a GIS mapping system of all sanitary and storm sewers	WWTP; Building (Stormwater)	Personnel have participated in two informative sessions regarding resources available to update the current sewer and storm maps	A resource that can be utilized easily and quickly by all departments to enhance customer service and emergency response
4	Establish record keeping (i.e. when and where a sewer was cleaned or problem reported) and incorporate information into the Town GIS mapping system	WWTP; Building (Stormwater)	Personnel have participated in a system demonstration that links sewer maintenance records to a GIS mapping system	This resource would allow the maintenance efforts of the Town to be shared with the public and town officials. Any critical issues could be indicated and repairs prioritized

ACTION ITEM 6.1.2: Address non-process inflow and infiltration into sewer system				
	Critical Link	Department(s)	Status	Outcome
1	Promote the discharge of industrial, non-contact cooling water into storm drainage system	WWTP; Stormwater	Further research will need to be completed. Some industries add bacteria inhibiting chemicals into their non-contact cooling water systems that could be detrimental to water quality	Removing “clean” water sources from sanitary sewers increases the available capacity. It also helps minimize future costs of CSO regulation compliance
2	Educate/identify/eliminate illegal roof drains, foundation drains, etc. into sanitary sewer system	WWTP	Education is included in the spring and fall newsletter sharing the fact that it is illegal to have clean water discharges into the sanitary sewer system	Connections that are corrected provide additional flow capacity in the sanitary sewer system and minimize the probability of a CSO event. The corrections also allow for more flow capacity at the treatment plant to be available when needed
3	Commit to enforcement and remediation action orders against illegal connections to Town sewer system or stormwater system	WWTP; Stormwater	Illicit discharge ordinances allow enforceable corrective action to be applied to situations where illegal connections or discharges are occurring	Ensures that illicit discharges are corrected and eliminated
4	Employ new technologies to rehabilitate sewer lines which are cost effective and have less impact upon existing infrastructure such as streets and sidewalks (i.e. pipe bursting, Insituform™ lining)	WWTP	Pipelining technologies have been utilized beginning in 2011. Additional pipelining quotes were received for improvements during 2013	Less impact to surface and subsurface infrastructure. It generally decreases the customer service down time

5	Repair sanitary sewer mains and tees as needed to reduce inflow and infiltration into system and ensure compliance with current regulations	WWTP	As the system is televised, critical repairs are completed immediately. Non-critical repairs are documented and scheduled dependent upon funds	Removing “clean” water sources from sanitary sewers increases the available capacity. It also helps minimize future costs of CSO regulation compliance
ACTION ITEM 6.1.3: Perform periodic inflow & infiltration studies				
	Critical Link	Department(s)	Status	Outcome
1	Prioritize areas of the sewer system to perform a targeted study based upon known problems and frequent discharges or surcharges	WWTP	Target Areas (those that indicate higher lift station pump run times following a precipitation event) have been determined: the west lift station sewer basin, the airport lift sewer basin, and twin street sewer basin	Identify sources of inflow and infiltration that negatively affect the capacity of the plant and collection system
2	Seek state and federal funding to complete the studies	WWTP	In-house televising and flow monitoring –conducted on targeted areas to determine sources of inflow and infiltration. Internal personnel continue to complete televising and flow monitoring as a means to reduce costs	Repairs can be made to restore sewer line capacity that is diminished by inflow and infiltration
3	Implement corrective action and remediation projects based on results of I & I Studies	WWTP	I&I studies have resulted in repairs to holes, cracks and collapses in sewer mains and lines throughout Town	Repairs have restored sewer line capacity that was diminished by inflow and infiltration
OBJECTIVE 6.2: Increase sanitary sewage collection and treatment capacity to continue and sustain residential, commercial, industrial growth				
ACTION ITEM 6.2.1: Expand WWTP and collection system infrastructure				
	Critical Link	Department(s)	Status	Outcome

1	Develop sewer master plan	WWTP	Completed	Provides assessment on Town treatment needs, capacities, and strategy
2	Develop Preliminary Engineering Report - Phase 1	WWTP	PER Service Agreement finalized in June 2013	Documentation that is needed to obtain SRF loan will be completed
3	Secure project funding in a manner that maximizes sources	WWTP	Sewer Rate Study was completed in 2013 to determine funding alternatives; project phasing and timing will determine if/when new rate scenarios will go forward for Council consideration	Rates will constantly be evaluated against project costs and continued residential and commercial growth to ensure rates do not have to increase more than necessary
4	Execute expansion project	WWTP	RFP for design services for expansion project has been issued and responses reviewed	Design effort will soon be underway; project will be implemented in phases as funding and costs dictate

OBJECTIVE 6.3: Continue to see that all sewage and industrial wastes generated within the Town receive sufficient treatment to meet the effluent discharge and receiving water standards of the regulatory agencies

ACTION ITEM 6.3.1: Installation of new collection system infrastructure

	Critical Link	Department(s)	Status	Outcome
1	Continue testing of Significant Industrial Users (SIU) for compliance with existing Town sewer code	WWTP	Conducted in May and September of 2013 and continues twice per year	Brownsburg has one SIU. This industry was found to be within compliance limits during both 2013 testing events. The location will continue to be monitored
2	Identify/begin testing of non-SIU industries which may be discharging pollutants beyond allowable limits	WWTP	Action item for 2014 will be to conduct sampling and testing for oil and grease at certain locations	Previous studies for mercury and copper have shown these pollutants are within acceptable limits allowing future attentions to be directed at oil and grease

3	Monitor/enforce grease trap code requirements and create mandatory inspection process via ordinance	WWTP	Grease trap inspections for 2013 have been conducted	Prevention of collection system blockages and equipment failures
4	Continue Wastewater Treatment Plant influent and effluent testing beyond the minimum NPDES permit requirements	WWTP	IDEM has indicated a future NPDES phosphorus monitoring requirement. Voluntary phosphorus baseline monitoring begun in 2013	Will provide the data needed to determine if future new processes are needed and size those processes appropriately
5	Continue receiving-stream monitoring (upstream and downstream) per requirements	WWTP	Completed once a month	Provides water quality information
6	Identify and require select industries and commercial discharges to submit monthly and annual analytical data on all discharges	WWTP	Brownsburg currently has identified one significant industrial user which is permitted by IDEM and submits reports as required	Protection of infrastructure, employees, and the environment
ACTION ITEM 6.3.2: Study all feasible opportunities for wastewater and sludge reuse				
	Critical Link	Department(s)	Status	Outcome
1	Explore sludge disposal strategies used by other communities (e.g. composting)	WWTP	Completed- This will be revisited during future guaranteed saving project studies and during the design of the treatment plant improvements	Decrease in sludge (bio-solids) disposal/reuse costs
2	Explore unconventional uses of effluent discharge (e.g. power plant cooling water)	WWTP	Uses of effluent discharge such as golf course and farm land irrigation are being reviewed	Reduces environmental impact of treatment process

ACTION ITEM 6.3.3: Stay current on changing environmental regulations				
	Critical Link	Department(s)	Status	Outcome
1	Regularly contact the Indiana Department of Environmental Management (IDEM) for pending regulations	WWTP	Ongoing effort	Determined that a new phosphorus limit would be implemented during the next permit renewal, therefore, phosphorus removal technology will be considered during the plant improvement design development
2	Annually upgrade existing sewer ordinance as needed or required	WWTP	To be reviewed in 2014	Ensures that the Town ordinance is consistent with new waste water rules, regulations, standards, and methods available for public infrastructure
3	Investigate additional industry-specific training for employees, focusing on cross training to maximize efficiency during time off and emergency situations	WWTP	All employees have attended industry-specific training/presentation events. Several future events are scheduled with in-house cross training on-going	Employees have increased skill levels and are valuable members of the Town. Customer service is enhanced as employees achieve increased levels of skill
OBJECTIVE 6.4: Maintain a financially stable Sewer Fund through routine analysis of rate structure				
ACTION ITEM 6.4.1: Assess connection fees to new system users for costs of excess system capacity constructed for their eventual use				
	Critical Link	Department(s)	Status	Outcome

1	Employ code enforcement and construction inspection for all new sewer installations and lateral construction	WWTP/Building	Permits are required for new and lateral repairs. Contractors are to contact building department to schedule inspection of installations, connections, and repairs. The Standard Detail updates of July 2013 include updated specifications for sewer infrastructure	When permits and inspections are conducted future service issues can be minimized
ACTION ITEM 6.4.2: Establish appropriate reserves to ensure stable rates and capital improvement and replacement needs				
	Critical Link	Department(s)	Status	Outcome
1	Explore codifying the maximum amount of depreciation to be used for CI & R needs	WWTP/Administration	To be considered for 2015	Establish clearer financial picture for future bonding of capital projects
2	Annually review and update 5 - year Capital Improvements Plan	WWTP	Update is underway	Creates a clear vision of future Town sewer infrastructure needs and serves as basis of potential rate changes
ACTION ITEM 6.4.3: Regularly review rate structure				
	Critical Link	Department(s)	Status	Outcome
1	Regularly perform a rate study and adjust accordingly, including consideration of gradual increases in lieu of periodic larger increases	WWTP/Administration	Draft rate study has been completed	Enhances Town's ability to demonstrate rates are fair and balance funding needs for capital projects with rates that are still comparable to cities and towns in the region

2	Upgrade industrial surcharge formula annually	WWTP	Reviewed the surcharge fee in and doubled in 2011. Will be reevaluated in 2016	One industry is currently assessed a surcharge fee. This industry also has maximum limit of pollutant that can be discharged. The industry is under their maximum limit and pays their surcharge; therefore additional penalty is not warranted
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ACTION ITEM 6.4.4: Continue to make property owners responsible for maintenance of sewer mains, except that the Town will make repairs to laterals between property line and sewer mains caused by broken pipe and street tree roots

	Critical Link	Department(s)	Status	Outcome
1	Codify the delineation between Town and property owner responsibility as to sewer laterals	WWTP	This needs to be evaluated in 2015	Proper distribution of repair costs
2	Codify the extent of Town liability when property owner damage is caused by natural disasters	WWTP	Town to explore this issue with its insurance carrier as well as consider establishment of a sewer remediation and damage account or fund	Help limit the Town's liability
3	Establish code enforcement and inspection of privately installed sewer laterals	WWTP/Building	Authority to inspect is codified in Section 52.03 of the municipal code	Help limit the Town's liability

OBJECTIVE 6.5: Ensure that existing and future raw water supplies and production capacity will be adequate

ACTION ITEM 6.5.1: Determine and ensure short and long term projected production needs

	Critical Link	Department(s)	Status	Outcome
1	Review annual usage trends over past 5 - 10 years	Water	Have annual water usage on file per IDEM requirements	Keep in compliance per IDEM requirements. Review water usage

2	Explore possibility of upgrading (upsizing) emergency tie-ins with surrounding water producers	Water	Have met with Citizens Energy for future tie- in on 56 th St.	Waiting for response on proposal. This tie-in would provide another water source for future growth on the north and north east of Town
3	Explore potential future well sites and determine if testing is warranted	Water	Have sent letters to property owners for permission to survey	No response from property owners. Will continue to try and make contact with property owners
ACTION ITEM 6.5.2: Maintain a cost-effective preventive maintenance program that provides for sufficient reliability of all culinary and reclaimed water system facilities				
	Critical Link	Department(s)	Status	Outcome
1	Annually review, prioritize, and adequately address the maintenance needs of the new plant and existing distribution system	Water	Do annual flow test on wells	Results from flow test determined which wells need service
2	Maintain a GIS system for a waterline map for the entire Town	Water	System is update as new water main is installed	System is kept update for size and location of water main
3	Evaluate effectiveness of management program and database to ensure effective tracking of work orders, repairs, new line installation, hydrant installation and testing	Water	Work orders are done by the water department and returned to the Utility Office where the information is entered into customers' accounts	The Utility Office keeps customers' accounts updated
4	Survey hydrant conditions and establish and maintain schedule for repainting and maintenance	Water	Have hydrant program to keep track of hydrant maintenance, model, make and year	To budget annually to replace outdated hydrants and to change out odd model hydrants to one manufacture. To paint as many hydrants annually that time allows

ACTION ITEM 6.5.3: Continue to plan for and adequately update the water distribution system				
	Critical Link	Department(s)	Status	Outcome
1	Continually budget for the upgrade and replacement of outdated and undersized existing lines	Water	To budget and engineer annually for upgrades to water system	System would have increased in water main size for more capacity and decrease in repairs
2	Investigate new technology for upgrade(s) and maintenance of existing water lines	Water	Attend workshops and conferences and network with vendors regarding new products within the industry	Keep up to date with new technology
3	Implement water meter replacement program for larger meters not previously replaced	Water	Work with Utility Office on which accounts have the large meters	With meters reading accurately, unaccountable water would be less and billing would be accurate
OBJECTIVE 6.6: Ensure that culinary and reclaimed water meets all applicable quality and health standards				
ACTION ITEM 6.6.1: Ensure backflow from potentially contaminated water services is prevented through an adequate inspection and maintenance program				
	Critical Link	Department(s)	Status	Outcome
1	Ensure backflow prevention program is consistent with all IDEM requirements	Water	Receive annual backflow results from customers that have their systems tested by backflow testing companies	Keep a file with all test results required IDEM
2	Educate the public via the Consumer Confidence Report, media releases and website	Water	CCR report done annually per IDEM regulations	CCR report available on web site and to customers who request them
4	Conduct cross connection survey and commence implementation actions	Water	Water Department files copies of customer back flow test	Keep a file of customers with back flow devices per IDEM
ACTION ITEM 6.6.2: Enhance water monitoring and testing protocol to continue to meet and, where possible, exceed Federal and State standards				
	Critical Link	Department(s)	Status	Outcome

1	Increase frequency of raw source water monitoring, process control, finished water, and distribution system testing	Water	Water sampling done daily, monthly, annually as required by IDEM	Meet all requirements set by IDEM
2	Increase current scope of testing, especially in regard to meeting pending regulations	Water	Testing done annually per IDEM monitoring plan for Town	All testing performed by certified labs. Results forward to IDEM for review
3	Explore areas of testing that can be changed from manual to on-line continuous monitoring	Water	New water plant has new monitoring system	Compare manual to continuous testing to make sure testing is accurate
4	Explore areas of process chemical feeding that can be changed from manual adjustment to automatic pace-feeding to improve efficiency	Water	New water plant has update chemical feed system	Less chemical waste from making too many changes
5	Explore ways to lessen environmental impact of water plant side streams and residues	Water	Water Plant #2 has filtration system before red water or backwash water is drained into streams. New water plant red water or backwash water is drained into storm water system	Keeps water from entering streams and risking contamination. Prevents hazardous water from entering streams and storm water system
6	Log, respond, and monitor customer complaints for assessing both problems and improvements	Water	The department keeps a file on all work orders from customer calls to the utility office	Work with customers and their complaints, concerns, and any other issues
ACTION ITEM 6.6.3: Enhance emergency preparedness to better protect water supply from contamination, terrorism and vandalism				
	Critical Link	Department(s)	Status	Outcome
1	Review and update current action plan on an annual basis	Water	Review Well Head Protection Plan annually and hold bi – monthly Emergency Operation Plan meeting	To update customer list within Well Head area. Work with other departments on Emergency Operation Plan

2	Participate in annual table-top exercise using action plan with other Town departments	Water; All	Emergency Operations Committee to update CEMP in 2014 and will establish a schedule for exercises	Increase staff preparation and readiness for real-world emergencies; exercises can expose needed areas of improvement
3	Attend appropriate seminars to broaden knowledge base and stay abreast of new technology	Water; Building (Stormwater)	Management and employees attend annual conferences and seminars	Employees receive continuing education credits for certifications

ACTION ITEM 6.6.4: Ensure that the water plant and distribution system can meet minimum fire and quality standards during emergency conditions

	Critical Link	Department(s)	Status	Outcome
1	Perform annual outside tower and plant clear well inspections, clean-outs every five years and maintain budget as part of 10-yr CIP	Water	Towers are inspected annually. Both towers cleaned out in 2013. Have contracts for services \$31,000 annually	Inspections determined what maintenance is needed
2	Perform annual assessment of current vs. anticipated storage and (IDEM mandated) pump redundancy requirements	Water; All	Meet IDEM Requirements per peak usage	Maintain one day of water in storage per IDEM (2.6 million gallons)
3	Identify areas in distribution system that require frequent number of repairs and budget for replacement	Water	Review areas of frequent main breaks	Budget for water main replacements in distribution system where needed
4	Continue emergency back-up generator exercise program and annual factory service agreements	Water	New water plant has back up power. Have received quotes for backup power for other facilities in the past. Budget would never allow moving forward	Have one water plant on backup power

OBJECTIVE 6.7: Maintain a financially stable Water Fund through a user -based fee system that funds operation, capital improvements, infrastructure replacement and public education programs

ACTION ITEM 6.7.1: Establish water rate structures that will ensure funding of capital improvements, operational and maintenance needs and the development of an adequate reserve

	Critical Link	Department(s)	Status	Outcome
1	Conduct periodic rate study	Administration	Completed sewer rate study in 2013, water rates are current; next study due in 2015 time frame	Periodic investigation of rates and review of revenues and projected expenses to keep the fund healthy and balanced
2	Annually review and update 10-yr CIP and explore funding mechanisms (CIP surcharge per 1,000 gallons or per month per meter)	Administration	Town will work with Umbaugh to prepare updated CIP plan addressing major capital needs and sources of funding	Invest dollars annually towards priority projects in order to continually provide quality water to all customers
3	Use annual CCR and website to keep public informed on factors impacting their water rates	Water	Review CCR annually. Keep website updated for any changes	If revenue decreases and operation expenses increase, the need for a rate study will be necessary for possible rate increase
ACTION ITEM 6.7.2: Enhance water conservation plan during period of water shortages/droughts				
	Critical Link	Department(s)	Status	Outcome
1	Consider development of water emergency ordinance	Water; Administration	Have ordinance in place	Will implement ordinance if water levels become critical
2	Consider upgrade of existing (and future) emergency tie-ins with other water providers	Water; Administration	Have emergency tie-in with Pittsboro	The tie-in can go both ways if either Pittsboro or Brownsburg needs water
3	Reduce the amount of water that is not accounted for through enhanced leak detection	Water	Started leak detection in 2013 and will budget annually	No large leaks at this time. Only had one hydrant leaking
4	Be pro-active in alerting contractors	Water	Work with contractors and Town ordinance's to make sure they are followed	Projects done and completed by contractors meet Town specifications

5	Utilize Town website for updates	Water; Administration; Communications	Website content is maintained daily; Work with Communications staff on updates on hydrant flushing, water quality reports and any other items of interest	Increased government transparency; more informed residents
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ACTION ITEM 6.7.3: Establish and maintain adequate reserve levels to replace or renovate Water Fund infrastructure components in order to meet future community needs

	Critical Link	Department(s)	Status	Outcome
1	Regularly perform a rate study and adjust accordingly as needed, including consideration of gradual increases in lieu of periodic larger increases	Water; Administration	Goal for 2015	Enhances Town’s ability to demonstrate rates are fair and balance funding needs for capital projects with rates that are still comparable to cities and towns in the region
2	Institute a capital improvement surcharge per each Town user	Water; Administration	Will consider as part of 2015 rate study	Provide revenue that would be dedicated to fund identified capital project improvements
3	Stay abreast of upcoming federal and IDEM regulations/obtain engineering estimates of probable cost	Water	Work with engineers and labs to stay in compliance.	Stay in compliance
4	Annually review 5 - year CIP and adjust estimates and subsequent rates accordingly	Water, Administration	Town will work with Umbaugh to prepare updated CIP plan addressing major capital needs and sources of funding	Creates a clear vision of future Town sewer infrastructure needs and serves as basis of potential rate changes
5	Develop an implementation plan to extend utilities to existing areas and new neighborhoods adjacent to the Town	Water; Administration; Planning	Future Annexation	Provide services to the new areas of the annexation if needed

ACTION ITEM 6.7.4: Explore ways to streamline operation and to maximize budgeted funds

Critical Link	Department(s)	Status	Outcome
1 Explore ways to streamline operation and maximize Water Treatment Plant budgeted funds	Water	New Water Treatment Plant completed 2013. New equipment cost less to operate to produce water. Have upgraded pumps at water plant #2	News pumps were paid by grant money. Reports were done quarterly to do savings in electrical usage
2 Explore ways to streamline operation and maximize distribution system budgeted funds	Water	Meter reading has decreased with time spent reading meters. Working on getting the best prices for material by getting quotes	By decreasing the amount of time to read meters, the meter readers have more time to work on problems with the meter reading system. Getting quotes saves on the budget
OBJECTIVE 6.8: Develop and maintain plan for capital improvements that addresses current and future water demands			
ACTION ITEM 6.8.1: Install booster station to increase water pressure and flow to Summer Ridge and Arbor Springs subdivisions			
Critical Link	Department(s)	Status	Outcome
1 Perform study of water pressure and flow complaints from customers	Water	Residents have issues at times with water pressure in homes. The Town meets minimum code required. Issues are with plumbing design of homes	Booster station would increase pressure in homes
2 Meet with engineer to evaluate and discuss solutions to problem	Water	Have met with engineer about problem	Booster station would help pressure
3 Implement solution	Water	Would need to budget	Problem would be solved
ACTION ITEM 6.8.2: Develop the CR 900 E water main extension project			
Critical Link	Department(s)	Status	Outcome
1 Meet with engineer to evaluate the needs of the project	Water	Met with engineer on 7/24/2013	A new water main would give another water source for area and future development in area

2	Meet with engineer to discuss funding of project	Water	Project is budgeted for FY2014	Do project in stages until finished
3	Review project design	Water	Design is underway	A new water main would give another water source for area and future development in area

ACTION ITEM 6.8.3: Develop the 56th Street water main extension project

	Critical Link	Department(s)	Status	Outcome
1	Meet with engineer to evaluate the needs of the project and discuss design of project	Water	Have met with engineer about this project. Have met with Citizens Energy about this being part of another project running a water line down 56 th St. and tying in to our water line	Engineer estimated cost for project in 2011 was \$186,000. Was not budgeted. Waiting for additional information from Citizens Energy
2	Meet with engineer to discuss funding of project	Water	Project is to be budgeted in FY2015	Improve flow in this area of Town while providing access for future development
3	Review project design	Water	Project is to be budgeted in FY2015	Improve flow in this area of Town while providing access for future development

OBJECTIVE 6.9: Maintain storm drain system to prevent flooding

ACTION ITEM 6.9.1: Maintain and operate the storm drain system so that storm waters are drained from 95% of the streets within one hour after a storm

	Critical Link	Department(s)	Status	Outcome
1	Perform annual inspections of major trunk lines and perform periodic maintenance as needed	WWTP; Stormwater	150,000 feet of sanitary and storm sewer mains were cleaned during 2013, more planned in future years	Ensures functioning stormwater drain infrastructure; improvements can be reflected in the Town’s bi-annual stormwater report to IDEM
2	Create a storm drain rebuild program that identifies improperly functioning drains and rebuilds on an annual basis	WWTP; Stormwater	Drainage analysis proposed in 2014 budget to address new territory incorporated into the Town	Analysis can reveal priority projects throughout the Town

3	Identify and replace concrete gutter and combination concrete curb and gutter not conveying storm water to inlets or ditches	Street; Stormwater	Funds budgeted by Street and Stormwater staff each year to address drainage issues as they arise; \$300K between two departments proposed for 2014	Ensure no standing water in areas where curb and gutter infrastructure has deteriorated over time
4	Assign Town staff to manually clean and remove debris from storm sewers located at intersections that routinely flood	WWTP; Stormwater	Catch basins are inspected by WWTP as well as Street personnel and cleared prior to and following precipitation events. Residents have access to a call line for reporting flooding issues and plugged catch basin grates	Cleaning efforts can be reflected in the Town's bi-annual stormwater report to IDEM. Pre-cleaning minimizes the number of issues and calls received by the Town. It also minimizes street flooding. Post cleaning minimizes the potential for minor precipitation events to cause issues

OBJECTIVE 6.10: Minimize the quantity of runoff and discharge of pollutants to the maximum extent practicable by integrating surface runoff controls into new development and redevelopment land use decisions

ACTION ITEM 6.10.1: Consider the impacts on the water quality of surface runoff as part of land use and development decisions and implement Best Management Practices to minimize the total volume and rate of runoff

	Critical Link	Department(s)	Status	Outcome
1	Ensure Town ordinances, code, and standard details are current and up-to-date	Stormwater	Standard Building Detail Ordinance completed in May 2013 and went into effect July 2013. Subdivision Control Ordinance rewrite underway for 2014	New standards provide updated construction methods, materials and incorporate some of the latest technologies available for public infrastructure
2	Encourage the use of rain gardens, green roofs and other natural methods to minimize runoff	Stormwater	Evaluating several sites as part of the Cardinal Park project	A successful demonstration area can serve as a model for future development and provide traction for future efforts

3	Monitor Town projects and non-Town construction sites for proper implementation of BMPs per the site specific permits	Stormwater	Part of routine duties of the Town’s Stormwater Coordinator and reflected in the biannual report	Prevents construction runoff and debris from entering the Town’s waterways
4	Ensure engineering services that study and survey land parcels in flood prone areas are required prior to any development or redevelopment	Stormwater	Stormwater Management and Floodplain Management Ordinances establishes requirement for surveying prior to development	Total volume and rate of runoff and its impact is fully understood prior to permitting potentially detrimental development

OBJECTIVE 6.11: Ensure well-maintained roadways throughout Town Limits

ACTION ITEM 6.11.1: Create an updated Pavement Protection Plan, effectively ranking roads into classification categories based on level of use and condition

	Critical Link	Department(s)	Status	Outcome
1	Establish a ranking system of all Town roads and streets	Street	Street Dept. works annually with Curry and Associates to prioritize condition of streets to facilitate updates of CIP and resurfacing program	Proper budgeting of road and street improvements
2	Begin a systematic approach to annual road improvements and maintenance	Street	\$1.115M proposed in 2014 (from MVH, LRS, & Riverboat) for resurfacing and rehabilitation of roads identified	Allows Town to address pavement structure issues before complete failure and improves public perception of, and experience with, transportation network

ACTION ITEM 6.11.2: Quickly remove ice, snow and other debris

	Critical Link	Department(s)	Status	Outcome
1	Employ pre-treatment of roads and streets when specified criteria are met	Street	Street Superintendent monitors weather conditions for heavy snow and ice forecasts. When conditions are imminent, crews are dispatched to pre-treat	Elimination or minimization of snow and ice build-up and improved driver safety

2	Implement contingency plans for unexpected snowfall accumulation	Street	When forecast deteriorates, crews are prepared with rest, placed on-call, and recalled when event arrives; Town is investigating the use of on-call contractors to supplement the Town's plow force	Improved removal of snow and ice in an efficient, cost effective and safe manner
3	Additional training for employees for more efficient removal of snow, and for new technologies	Street	Annual training program keeps crews current	Improved removal of snow and ice in an efficient, cost effective and safe manner

OBJECTIVE 6.12: Execute roadway projects that address growth and economic development demands consistent with the Comprehensive Plan

ACTION ITEM 6.12.1: Expand Northfield Dr. W to US 136

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase and ROW acquisitions	Street	Completed 2013	Project prepared for bid
2	Issue call for bids	Street	Reith Reilly awarded bid in Aug 2013	Bids came in under budget
3	Complete project	Street	Anticipated completion in late 2014	Expanded highway to five lanes from bridge at White Lick Creek to US 136; enhances traffic flow and encourages economic development in this sector of Town

ACTION ITEM 6.12.2: Expand Northfield Dr. E from 56th St. to US 136

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase and ROW acquisitions	Street	Completed	Project prepared for bid
2	Issue call for bids	Street	Project bid in Jan 2014	The Town hopes to take advantage of favorable bidding climate receive bids below engineer's estimate

3	Complete project	Street	Anticipated completion in late 2015	Expanded highway to five lanes allows trucks to divert around SR 267 through downtown thus relieving traffic issues there while simultaneously facilitate improved traffic flow on Northfield Drive
ACTION ITEM 6.12.3: Expand SR 267 from 56th St to US 136				
	Critical Link	Department(s)	Status	Outcome
1	Secure control of SR 267 from INDOT	Administration	Relinquishment official on Dec 19, 2013; Town has invoiced INDOT for \$250K for the agreed upon payment	Design effort and stakeholder meetings have commenced immediately to begin the process of addressing renovation needs in this corridor
2	Complete design phase & ROW acquisitions.	Street	Underway in 2014; first stakeholder meeting held in January 2014	Ensure design is the product of addressing transportation, safety, and property owner concerns and issues
3	Issue call for bids	Street	MPO recommended approval for funding \$2.1M portion of project in FY2016. Bids for actual work to occur after July 1, 2015	Bids will be reviewed to ensure compliance with project specifications and awarded to the lowest qualified bidder
4	Complete project	Street	Estimated completion in 2017	Improve flow, safety, walkability, and image in the downtown area
ACTION ITEM 6.12.4: Complete Ronald Reagan Parkway link from I-74 interchange to CR 300 N				
	Critical Link	Department(s)	Status	Outcome
1	Establish Funding Plan and Partnership with Hendricks County and INDOT	Administration	A FY2016 \$10M grant from the MPO was secured and matched by a funding commitment of \$7.5M from the Town and \$2.5M from the County	Construction of the final link between the I-74 interchange area to CR 300N could start summer of 2015 at earliest, likely 2016

2	Complete design phase and ROW acquisitions	Street	Hendricks County has acquired all ROW and design is 90% complete. Staff to meet with the County and engineer (Structure Point) in 2014 to discuss decorative elements	Construction of the final link between the I-74 interchange area to CR 300N could start summer of 2015 at earliest, likely 2016
3	Issue call for bids	Street	FY2016 project, bids can be issued after July 1, 2015	Construction of the final link between the I-74 interchange area to CR 300N could start summer of 2015 at earliest, likely 2016
4	Complete project	Street	Anticipated completion is in 2018	Construction of the final link between the I-74 interchange area to CR 300N could start summer of 2015 at earliest, likely 2016

ACTION ITEM 6.12.5: Complete renovation of Tilden Rd including sewer separation project

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions	Streets	Design complete and ROW acquisitions ongoing	Prevent stormwater from entering into the sewer system resulting in decreased capacity, will add improved road, sidewalk, and drainage infrastructure to the area
2	Issue call for bids	Streets	Bids to be issued in late 2014	Prevent stormwater from entering into the sewer system resulting in decreased capacity, will add improved road, sidewalk, and drainage infrastructure to the area
3	Complete project	Streets	Construction expected to commence in 2015 with 2016 completion	Prevent stormwater from entering into the sewer system resulting in decreased capacity, will add improved road, sidewalk, and drainage infrastructure to the area

OBJECTIVE 6.13: Expand walkable network of sidewalks that are in good repair

ACTION ITEM 6.13.1: Develop sidewalk replacement plan				
	Critical Link	Department(s)	Status	Outcome
1	Establish a ranking system and priority replacement schedule	Street	Street Dept. works annually with Curry and Associates to prioritize condition of sidewalks	Improve walkways, especially those in high priority areas such as school and residential areas, and assess as prioritized by the Active Transportation Plan
2	Communicate to public available funds each FY and which priority sidewalks will be repaired with that funding	Street	Priority list being developed; once list finalized it will be released to the public. \$250K budgeted in 2014 from \$1.15M overlay funds for projects	Anticipate citizen concern and curiosity regarding upcoming sidewalk projects
3	Complete the published project list annually	Street	Priority list being developed; \$250K budgeted in 2014 from \$1.15M overlay funds for projects. Once list finalized it will be released to the public	Anticipate citizen concern and curiosity regarding upcoming sidewalk projects

ENHANCED PUBLIC SAFETY

FOCUS AREA 7: Enhanced Public Safety - Proactively safeguard our community as our family by providing principled police services.

OBJECTIVE 7.1: Implement an Action Plan for policing of new east annexation area and activities scheduled at Lucas Oil Raceway

ACTION ITEM 7.1.1: Prepare staff for new policing assignments in the east annexation area and at activities scheduled for Lucas Oil Raceway

Critical Link	Department(s)	Status	Outcome
1 Obtain information and input from other departments currently handling large events both locally and regionally	Police	Establishing connections with identified representatives of these departments and conducting a network schedule	A unified approach and response to major events, using a universally recognized Incident Command system
2 Obtain necessary training of upper staff on command and control areas	Police	Reviewing the current status of National Incident Management System training of upper staff to establish specific needs of personnel	A clear and defined system of command with a streamlined communications system thereby reducing response time and increasing safety
3 Communicate with staff regarding upcoming events, and provide information and expectations at these events	Police	The department has excellent modes of communication in place including executive staff meetings, supervisor meetings and roll-call meetings. In addition, it has electronic dissemination and signature capabilities of plans and standard operating guidelines	Informed and prepared personnel promoting confidence and readiness for large scale events. Written, readily available, and concise directives; successful inter-agency operability with the Fire Territory and Street department

ACTION ITEM 7.1.2: Increase manpower and staffing capability to address new policing assignments in the east annexation area and at activities scheduled at Lucas Oil Raceway

Critical Link	Department(s)	Status	Outcome
1 Recruit additional Reserve Officers increasing size of the division	Police	Currently the department actively recruits Reserve Officers annually; considering more frequently if feasible	Increase in uncompensated, cost-saving, yet highly trained manpower

2	Create flexibility in the scheduling of manpower	Police	Exploring creative manpower scheduling options that will utilize current full-time officers, reserve officers and officers of other agencies	Adequate or optimal manpower for large events, without additional cost and uncompromised service to not only event attendees but the rest of community
3	Solicit human resources from other departments or agencies	Police	Communicating with the Town Human Resources and Clerk to determine a means by which the department may hire subcontracted or part-time officers	Adequate or optimal manpower for large events, without additional cost and uncompromised service to not only event attendees but the rest of community

ACTION ITEM 7.1.3: Obtain capital improvements necessary to address new policing assignments in the east annexation area and at activities scheduled at Lucas Oil Raceway

	Critical Link	Department(s)	Status	Outcome
1	Obtain a mobile command vehicle and relative equipment for large scale events or critical incidents	Police	Currently attempting to locate a suitable and cost-effective option for a mobile command vehicle	Efficient mobile operations in support of the incident command system
2	Monitor and replace fleet vehicles and specialty vehicles in accordance with replacement schedule	Police	Collaboration between Fleet Maintenance and Police Department is being enhanced to ensure all operational and mechanical aspects of vehicle procurement and maintenance are centralized	Improved record keeping and more efficient maintenance of vehicle and installation and removal of its accessories. Maintain safe operating equipment and modes of emergency response to provide timely response times, and enhanced on scene protection of life and property

ACTION ITEM 7.1.4: Ensure budget is properly adjusted to reflect new policing assignments in the east annexation area and at activities scheduled at Lucas Oil Raceway

	Critical Link	Department(s)	Status	Outcome
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1	Review current budget and identify any potential funding resources	Police	Ongoing process that the department already meticulously tracks. Under constant review and research with focus on creative or unique financial strategies	Balanced budget with adequate funding to all line items and new expenditures for the expanded demands and responsibilities
2	Obtain input from staff and work with Town Manager's office regarding budgetary needs	Police, Administration	Department has already established a dialogue with the Town Manager in regards to budgeting and attends all workshops	Transparency in spending and cooperation with the Town in regards to its budgeting views and needs while not sacrificing our decision-making process and needs fulfillment
3	Prepare budget proposal and articulate to the Police Commission the needs of the department	Police, Administration	The Board of Police Commissioners is currently kept apprised of the budget process and the finalization on a frequent basis. Staff improves upon its proposal presentation each year. Budget staff meetings are held monthly	Informed Board of Police Commissioners who are able to easily present and articulate the Police Department budget to the Town Council
OBJECTIVE 7.2: Maintain a productive and efficient Police Department				
ACTION ITEM 7.2.1: Evaluate employee performance so that skills can be expanded				
	Critical Link	Department(s)	Status	Outcome
1	Conduct employee performance evaluations in accordance with department policy	Police	Existing program implemented and approved by Police Commission per policy which is annually evaluated and updated as needed	Tangible reviews conducted between the employee and supervisor to gauge performance and plan for improvement or specialization

2	Implement and purchase equipment/new technology to optimize safety of community and officers, while networking with outer entities as a resource	Police, Administration	Needs of personnel and/or department follows chain of command structure for approval and determination of justifiable expenditures	Establish an affordable and predictable replacement plan for certain technology as well as enhanced ability to combat crime trends, and provide up-to-date techniques and tactics to ensure the safety of our community and personnel
3	Evaluate and conduct forward thinking or innovative training to maintain and enhance skill sets	Police	State law and department procedures set in place to ensure training opportunities for all personnel	Sworn personnel meet annual required training hours to properly perform at a heightened level to provided optimized community service
ACTION ITEM 7.2.2: Internalize department mission and goals				
	Critical Link	Department(s)	Status	Outcome
1	Maintain open dialogue and communicate frequently with employees the department mission and goals	Police	Currently conduct executive staff meetings, supervisor meetings and roll-call. Monthly reports are posted in centralized location; "Open Door" policy is encouraged	Heightened awareness department-wide of department goals, activities, and accomplishments
2	Develop new department mission statement using employee input	Police	Mission statement committee has been established. Currently organizing a first meeting to begin development	Simplified mission statement internalized by all employees that promotes a unified approach to daily duties
3	Include employees in the annual goal-developing process	Police	Departments and division currently submit annual goals and objectives	Employee "buy-in" to department goals and valuable input ensuring needs of all levels and types of employees are met

ACTION ITEM 7.2.3: Communicate expectations to staff				
	Critical Link	Department(s)	Status	Outcome
1	Establish employee expectations in all areas of the department	Police	Discussing expectations among executive staff for various employee levels and types and ways to articulate them	Goal-oriented employees conducting purposeful activities results in lessened poor time management and unproductivity
2	Ensure expectations are attainable and not beyond the scope of employee ability or resources	Police	Continue to meet with mid-management to bridge the gap between line employees and executive staff in order to discuss feedback, employee satisfaction or dissatisfaction, or the need for further guidance	Heightened employee confidence and increased productivity
3	Improve upon activity analysis	Police	Currently researching data promulgated by Crystal Reporting and visual aid options such as charts and graphs	Analysis tools that accurately portray the activity of the department and reflects identifiable trends
OBJECTIVE 7.3: Increase and improve community relations				
ACTION ITEM 7.3.1: Apply or expand community policing practices				
	Critical Link	Department(s)	Status	Outcome
1	Continue to communicate neighborhood patrol and interaction expectations (both traditional and non-traditional) to members of enforcement	Police	Officers continue to perform and log patrols when possible and business checks. Bicycle patrol continues to be an effective tool and is staffed completely. Citizens are frequently submitting crime tips and requests for services	Police Department known as approachable and caring about safety and concerns of the residents in the Town

2	Expand the current marketing committee planning to include more community outreach and involvement programs	Police	Currently seeking a new committee chairperson to develop new ideas and methods for the marketing committee	Increased citizen participation and community involvement by the Police Department results in a positive perception of personnel by citizens
ACTION ITEM 7.3.2: Expand juvenile programs				
	Critical Link	Department(s)	Status	Outcome
1	Review current juvenile programs in place	Police; School Police	The Community Relations Officer currently reviews juvenile programs annually as per CALEA accreditation standards	Most current trends in juvenile diversionary programs that hold the interest of juveniles from year to year
2	Establish new and innovative diversionary programs including a court-recognized program that corrects negative or criminal behavior and reduces recidivism	Police; School Police; Juvenile Courts	Currently exploring and coordinating with court system a regimented "Boot Camp" for juveniles and working with Brownsburg Community School Police on other creative programs within the school	New and improved juvenile operations system that puts Brownsburg Police Department at the forefront of juvenile delinquent prevention and rehabilitation
OBJECTIVE 7.4: Increase public safety through means of police and fire response				
ACTION ITEM 7.4.1: Implement a traffic signal and emergency vehicle preemption system				
	Critical Link	Department(s)	Status	Outcome
1	Secure funding and equipment through state or federal opportunities available to municipalities	Police; Fire; Clerk; Building/Planning	Town submitted and obtained funding through approval process with HSIP funding to assist in upgrade; initial implementation first with Fire Territory in early 2014	Make the intersections safer for the traveling public and for emergency response professionals, and reduce response and travel times for emergency vehicles to optimize preservation of life and property

2	Install preemption system in all automated traffic signals within the Brownsburg community	Police; Fire; Building/Planning; Town Manager; State Highway; Street	Obtain all necessary equipment and coordinate with VS Engineering for installation upon State Highway approval—early 2014	Provides safer road and traffic conditions that protect responders and motorists while increasing response time
3	Install preemption system in all emergency response vehicles of the Police Department and Fire Territory	Police; Fire; Fleet Obtain	Obtain all emitters for installation in emergency vehicle, determine application of activation in vehicle, and schedule with Fleet Maintenance for installation timeline—early 2014	Provides safer road and traffic conditions that protect responders and motorists while increasing response time

OBJECTIVE 7.5: Ensure preparation for emergency or disaster situations

ACTION ITEM 7.5.1: Develop and updated Comprehensive Emergency Management Plan (CEMP)

	Critical Link	Department(s)	Status	Outcome
1	Police, Fire, and Civil components of the Town to coordinate and provide input in updated CEMP	Police, All	The Emergency Operations Committee is currently reviewing the draft of the updated CEMP	Updated plan will serve as the document that establishes the basis for coordinating emergency activities for those areas within the Town impact by a disaster or emergency
2	As part of CEMP, establish inventory of available buildings for use as shelters in an emergency situation including schools, churches, vacant commercial buildings	Police	Coordination with Hendricks County Emergency Management Agency is needed to ensure inventory is in place	Updated plan will serve as the document that establishes the basis for coordinating emergency activities for those areas within the Town impact by a disaster or emergency

3	As part of CEMP, plan for and purchase or partner with local providers for emergency equipment such as generators, cots, blankets and food reserves	Police	Coordination with Hendricks County Emergency Management Agency is needed to ensure resource agreements are in place	Updated plan will serve as the document that establishes the basis for coordinating emergency activities for those areas within the Town impact by a disaster or emergency
OBJECTIVE 7.6: Support the communications efforts of Brownsburg Police and Fire Territory				
ACTION ITEM 7.6.1: Utilize the Town's external communications tools to support routine and emergency/crisis communications of local first responders and public safety agencies				
	Critical Link	Department(s)	Status	Outcome
1	Foster the relationships with BPD and BFT chiefs and PIOs	Communications	Requested inclusion in BPD/BFT media relations and external communications distributions; offered assistance to BPD with e-communications; post BPD and BFD information on Town website, social media and electronic sign; included BFT and BPD in Town events such as Rev Rally Fan Fest	Increased government transparency; better informed residents; eliminate government silos
2	Utilize Town communications resources as appropriate to assist the BPD and BFT with outreach and communications	Communications	Post BPD and BFD information on Town website, social media and electronic sign; offered assistance to BPD with e-communications	Promote BPD and BFT programs/efforts; inform residents in timely fashion

EXCELLENT QUALITY OF LIFE

FOCUS AREA 8: Excellent Quality of Life - Foster an excellent quality of life that makes Brownsburg a desirable and attractive place to live and do business.

OBJECTIVE 8.1: Manage a comprehensive recreation program which remains responsive to quality needs and remains responsive to customer service

ACTION ITEM 8.1.1: Develop, maintain and evaluate tools to measure quality of recreation, facility, customer service and satisfaction

	Critical Link	Priority	Department(s)	Status	Outcome
1	Develop, maintain and evaluate tools to measure quality of recreation, facility, customer service and satisfaction		Parks	Program standards are implemented in our program development process for recreation services	Provides consistency in marketing, customer service, planning, staff supervision and quality levels
2	Supervisor staff will conduct periodic audits on services offered to ensure compliance with department standards		Parks	Recreation staff performs audits based on the program standards checklist	Identifies deficiencies and improvements needed in the program development and implementation phases
3	Review and analyze responses to adapt best management practices		Parks	Satisfaction surveys are distributed to program participants through surveymonkey.com	Results are taken into account in program wrap-ups and for planning the following year

ACTION ITEM 8.1.2: Create a website that gives the user easy access and navigation to department information with minimal searching and clicking while integrating the Brownsburg Parks brand standards and the increasing use of online program

	Critical Link		Department(s)	Status	Outcome
1	Work with designers at eGov to come up with a new design template and layout that still works within the Town's format		Parks	Staff has met with eGov on specific needs for our website; New website is complete and operational	Will create ease of use for the customer
2	Work with eGov to install new website software v6 to allow for upgrades to be made		Parks	Completed	Will allow for responsive design for multiple devices including smart phones and tablets



3	Receive training on how to navigate and use new v6 software features and upgrades	Parks	Completed	Training will facilitate constant updates to ensure currency of the site and to foster community trust in the site as a place to go for current information
OBJECTIVE 8.2: Continue to develop partnerships with businesses, civic organizations, and other municipal departments to provide quality recreation programming in quality facilities				
ACTION ITEM 8.2.1: Develop unique programs for the adult demographic in sports and wellness				
	Critical Link	Department(s)	Status	Outcome
1	Develop program plans that meet the needs of the adult demographic in sports and wellness	Parks	Active Adult Program Assistant in place & exposing individual to the program development process and the business plan revenue goals	Programs have started to be developed in the areas of wellness and for the senior demographics
2	Develop partnerships that enable the Department to use facilities available for programming while still ensuring cost recovery goals	Parks	Parks has partnered with BCSC to utilize gym space for sports programming. Parks also was awarded the latchkey services in each elementary school	Sports programming and latchkey services will be 100% fee based with the revenue recovering between 50-100% of direct and indirect costs for youth services and 100% cost recovery for sports
3	Implement new programming according the department's program standards and business plan goals	Parks	New programs continue to be developed in youth services, aquatics, wellness, sports and seniors; all core programs	Additional revenue and the ability to serve more of the Brownsburg community's recreation needs
OBJECTIVE 8.3: Establish a community in which citizens and businesses are actively involved in shaping the quality of life and participate in local programs, plans, and meetings				
ACTION ITEM 8.3.1: Plan for and encourage citizen involvement in the development and implementation of Town and community programs and services				
	Critical Link	Department(s)	Status	Outcome

1	Continue bi-annual National Citizen Survey to seek resident feedback and input	Administration	Conducted in late 2011 and 2013 and will continue on that biennial basis	Ensures the views and opinions of residents are understood and incorporated into Town decisions and plans
2	Budget for and plan semi-annual Town Newsletter to residents	Administration	Ongoing	Communicates key accomplishments, announcements, and priorities of the Town to residents
3	Hold regular "Town Hall" type meetings for discussion of issues and priorities	Administration	Ongoing, held the first Tuesday of every other month	Provides additional forum for residents and business owners to ask questions of Town leadership
4	Create a Citizen Advisory Group to discuss pending Town issues	Administration	Will commence in late 2013	Receiving ideas and advice from an eclectic group of residents will produce more thorough results and a deeper insight into public perception

OBJECTIVE 8.4: Provide and maintain recreational facilities based on unmet needs, as well as the Town's ability to finance, construct, maintain and operate facilities now and into the future

ACTION ITEM 8.4.1: Plan, budget, maintain, and operate facilities such as sport courts, playgrounds, trails, parks, recreation center and other specialized recreational areas at the highest level of safety and quality

	Critical Link	Department(s)	Status	Outcome
1	Investigate future recreational needs through a community opinion and satisfaction survey	Parks	Community survey was completed through Master Plan	Identified important factors to the community in the way of facilities and programming
2	Maintain facilities in a safe and effective manner	Parks	Facilities are maintained according to maintenance standards established in business plan	Increased efficiency in the grounds division
3	Operate facilities and programs in a safe and quality manner	Parks	Facilities are maintained according to maintenance standards established in business plan	Cleaner, safer and more appealing facilities for the community to utilize for a variety of needs

4	Annually audit fees for various programs and facilities to better cost recovery of the service	Parks	Staff is working on a Recreation Plan that will take inventory each year on services provided	Will identify services that need improved or terminated
OBJECTIVE 8.5: Develop partnerships with the private and public sector that enable the Town to leverage resources and address issues on a coordinated basis				
ACTION ITEM 8.5.1: Launch a new after-school program with the Brownsburg School District				
	Critical Link	Department(s)	Status	Outcome
1	Work with school districts for joint use agreements for facilities	Parks	Parks operates BASE, camps, aquatics, and sports programming in BCSC facilities in six school facilities.	The opportunity to offer more diverse services to the community
2	Identify services that the Town provides that could be added to by similar school programs	Parks	This analysis to occur in 2015	Shared resources allow for existing service delivery at a lower cost or service that would otherwise be unavailable
OBJECTIVE 8.6: Provide and maintain recreation facilities based on community need, as well as on the ability of the Town to finance, construct, maintain and operate these facilities now and in the future				
ACTION ITEM 8.6.1: Provide, maintain and operate recreation facilities in a safe, high quality, usable condition that will serve an array of recreational needs of the community				
	Critical Link	Department(s)	Status	Outcome
1	Investigate future recreational facility needs through the utilization of a current Parks Master Plan	Parks	Completed as part of the Master Plan through a community-wide survey	Identify facilities in order to chart a course of action

2	Update the Active Transportation Plan to include sidewalk assessment, for the Street Department that highlights key areas for trail expansion	Parks; Street	Active Transportation Plan in development with completion expected in June 2014.	Plan and design to serve as basis for pedestrian and bicycle infrastructure and enhancement of connectivity among neighborhoods, businesses, parks, schools and all components of Town
3	Develop a multi-generational facility that will serve as a downtown amenity and anchor	Parks; Administration	Firm in process of conducting feasibility study for use of the acquired St. Malachy property; surveys have been conducted to ascertain the type of amenities desired by residents	Study will be presented to be completed in the Summer of 2014 and presented to the Park Board and Council for input and direction on desired next steps

GOVERNMENT EFFECTIVENESS AND TRANSPARENCY

FOCUS AREA 9: Government Effectiveness & Transparency – Cultivate government effectiveness and transparency that will build the public’s trust and enhance the resident’s experience with Town staff and facilities.

OBJECTIVE 9.1: Build a community in which residents and businesses are informed about local issues and Town programs and services				
ACTION ITEM 9.1.1: Use community and business organizations and networks as a resource for community education and outreach				
	Critical Link	Department(s)	Status	Outcome
1	Give presentations at civic and business networking groups	Administration	Town Manager’s office meets regularly with civic groups, HOAs, the Chamber, and other groups	Foster open lines of communication and build relationships of trust
ACTION ITEM 9.1.2: Publish and distribute information regarding Town programs and services, Town Council actions and policy issues				
	Critical Link	Department(s)	Status	Outcome
1	Continue to provide a user-friendly and fresh Town website as first choice for information about the Town of Brownsburg	Administration; Communications	Currently partnering with eGov to refresh site; website content is maintained/updated daily	Provide a user friendly site that allows residents to easily obtain information and conduct business with the Town
2	Start the tradition of holding a "State of the Town" address in January of each year	Administration	Held State of the Town Address at Chamber of Commerce Luncheon on Feb. 20, 2013	Well-received by business owners and residents of the Town
3	Develop a mobile app and implement responsive design to allow to reach more residents via their mobile devices	Administration; Communications	Currently partnering with eGov to build app	Responsive design will allow residents to utilize various mobile devices to view Town web content in a user friendly manner
4	Evaluate current contracts and services utilized for external communications and grant writing for their effectiveness and use by staff	Administration; Communications	Granicus training for staff is scheduled; currently looking at vendors who provide video recording/streaming and grants database to evaluate quality and competitiveness with current products	Better utilize budget and tech resources for executing external communications efforts

ACTION ITEM 9.1.3: Encourage comprehensive communications/media coverage of Town actions, services and programs				
Critical Link	Department(s)	Status	Outcome	
1	Generate news releases, as appropriate, before and after public meetings relating what decisions are being made and how those impact our residents	Administration; Communications	Typically generate at least one news release each week	Increased government transparency; better informed and more engaged residents
2	Create a bi-monthly newsletter to distribute in local retail and community outlets	Administration; Communications	First newsletter distributed this winter; need to establish timeline for distribution	Increased government transparency; better informed and more engaged residents
3	Continue to use social media to highlight boards and commissions agenda items, issues and actions. Use promoted posts and ads to grow the number of followers	Administration; Communications	Social media messages are composed and strategically scheduled daily	Increased government transparency; better informed and more engaged residents
4	Continue to use e-newsletters to communicate how decisions made impact residents. Grow the list of e-news subscribers	Administration; Communications	Monthly e-newsletters are distributed to subscribers; topical e-newsletters are available for projects and events as timely; social media and Town website are used to gain subscribers	Increased government transparency; better informed and more engaged residents
5	Increase use of free local media outlets, such as XRB Radio's Community Focus and Plain Speaking shows and IndyStar.com's News From You to talk about what's happening in Brownsburg	Administration; Communications	XRB Radio and IndyStar.com are regular outlets used to promote Brownsburg happenings	Increased government transparency; better informed and more engaged residents
ACTION ITEM 9.1.4: Promote public participation and community involvement and cooperation				
Critical Link	Department(s)	Status	Outcome	

1	Increase outreach to service groups, clubs and community organizations	Administration; Clerk	Luncheons held with Chamber and Rotary, further work on this area needed	An additional means to provide information to our residents
2	Use outlets such as Chamber meetings to talk about what's going on in Brownsburg	Administration; Clerk	Town continues to provide a State of the Town address once or twice a year sponsored by the Chamber of Commerce	Provides to the business community a review of recent accomplishments and future projects that could have an impact on their business
ACTION ITEM 9.1.5: Strive to update the Town's budget document, making it more user-friendly and comprehensible to citizens				
	Critical Link	Department(s)	Status	Outcome
1	Provide multiple copies and an online copy of Town budget document for free download so that more citizens will have access to the document	Administration; Clerk	Major funds available on the Town website for review; Town budget document also available for inspection in the Town Manager's office	Documents, along with available staff, can provide residents an understanding of how their tax dollars are used and of the financial health and condition of the Town
OBJECTIVE 9.2: Assure that Town services, programs and policy decisions are responsive to community input and feedback while recognizing the limits to the Town's ability to expand municipal services				
ACTION ITEM 9.2.1: Ensure that appropriate and effective public notification and access, in accordance with Town Council policies, are provided to enhance meaningful community participation in the policy making process				
	Critical Link	Department(s)	Status	Outcome
1	Continue to post Town Council agendas and provide proper notice to media consistent with state statute	Administration; Communications	Distribute notices and/or agendas of meetings in accordance with state statutes and the Open Door Laws	Increased government transparency; better informed and more engaged residents
2	Create citizen email list with regular news item updates	Administration; Communications	E-mail subscription list is used to distribute monthly and topical e-newsletters to targeted lists of subscribers	Increased government transparency; better informed and more engaged residents

3	Utilize social media and the Town mobile app to quickly disseminate pertinent information on Town services and events	Administration; Communications	Social media messages are composed and strategically scheduled daily to keep residents informed	Increased government transparency; better informed and more engaged residents
ACTION ITEM 9.2.2: Provide opportunities for community input and monitor feedback				
	Critical Link	Department(s)	Status	Outcome
1	Create Town Manager Advisory Board	Administration	First meeting held in Feb 2014; board consists of nine-member cross section of Town residents to provide input and perspective on key issues	TMAB serves as another vehicle to obtain resident input on sensitive issues and to facilitate citizen engagement in the local government process
2	Conduct a Town-wide community satisfaction survey to determine citizen budget and policy priorities	Administration	National Citizen Survey conducted in 2013, and scheduled every two years	Results reported to the Town Council to help provide direction and focus to projects and service delivery
3	Conduct survey to determine resident preferences for receiving Town communications and use information to update Town's communication strategies	Communications	Question is proposed in National Citizen Survey	Adjust strategy based on audience preferences
OBJECTIVE 9.3: Participate in intergovernmental activities, including national, state and regional groups, as a means to represent the Town's interests				
ACTION ITEM 9.3.1: Represent Town policy in intergovernmental activities in accordance with adopted policy guidelines				
	Critical Link	Department(s)	Status	Outcome

1	Appoint Town staff members to serve on key regional and state boards, commissions, and committees	Administration	Members of staff are serving on several regional boards including the Indianapolis Water Service Advisory Board and Metropolitan Planning Organization Technical and Policy Committees	An improved presence for the Town in the decision making processes that affect our area.
2	Coordinate activities and projects with other governmental units including Township, County and State	Administration	Town is currently working with Hendricks County and Avon on the Ronald Reagan Parkway project	Shared resources, increased leverage, and improved communications among neighboring entities can help further progress on areas of mutual interest
3	Hold regular luncheons with local legislators to discuss key issues and needs of the community	Administration	To commence in 2015	Providing our legislators with information about our Town and its direction to assist in their decision making process

OBJECTIVE 9.4: Provide appropriate facilities and equipment in the most cost-effective manner to ensure that Town employees function safely and effectively

ACTION ITEM 9.4.1: Maintain facilities and equipment in a clean, safe and cost-effective manner

	Critical Link	Department(s)	Status	Outcome
1	Establish standard procedures for cleaning of all Town facilities	Facility Management	To be developed by Facility Manager as part of 2015 goals	Provide a neat and clean facility for a good public image
2	Safety Committee to do "surprise" inspections of Town facilities on semi-regular basis	Administration	Safety Committee to develop internal inspection schedule and execute unannounced starting in 2015	Provide objective evaluation of employee working conditions and make recommendations for improvement, provide follow up inspections

OBJECTIVE 9.5: Maintain and protect all official Town records

ACTION ITEM 9.5.1: Coordinate Town Council meeting agendas and minutes

Critical Link		Department(s)	Status	Outcome
1	Post all agendas in the Clerk's office, at the door of the public meeting, and on-line	Administration; Clerk	Display notices, minutes, and agendas of meetings in accordance with state statutes	Increased government transparency; better informed and more engaged residents
2	Post minutes of Council meetings and other meetings of public interest on the website	Administration; Clerk	Display minutes of meetings in accordance of state statutes; these shall be accessible via LF WebLink for public access once signed by meeting officials	Increased government transparency; better informed and more engaged residents
ACTION ITEM 9.5.2: Monitor compliance with laws governing public meetings, Town records, and other public interests				
Critical Link		Department(s)	Status	Outcome
1	Attend seminars held to update staff on new/pending legislation	Administration; Clerk	Public access seminars and records management seminars to be held bi-annually for all staff	Shared resources results in a better trained and more knowledgeable staff who are equipped to better address public records requests and records management policies
2	Continue membership in organizations that keep members up to date on all legislation	Administration; Clerk	The Town maintains membership with Indiana Association of Cities and Towns and regularly receives relevant legislative updates	Updates of key legislation that can affect cities and towns allows the Town to ensure it can be responsive to changes in the law or voice concerns on laws that can negatively impact its residents
3	Monitor and comply with State statutes regarding open meetings law, Freedom of Information Act, etc.	Administration; Clerk	Hold bi-annual trainings for employees in conjunction with Town Attorney; disseminate applicable information through routine information channels to all staff throughout the year	Shared resources results in a better trained and more knowledgeable staff who are equipped to better address public records requests and records management policies
ACTION ITEM 9.5.3: Manage records, including inactive records storage, maintenance and distribution in accordance with the Government Records Access Management Act (GRAMA)				
Critical Link		Department(s)	Status	Outcome

1	Contact the State of Indiana and the State Board of Accounts for permission to dispose of outdated records	Administration; Clerk	Work with each department to identify the various destruction schedules as designed for Cities and Towns	Streamlines the destruction processes to ensure all necessary records are managed effectively and efficiently
OBJECTIVE 9.6: Continually strive to enhance the quality, professionalism, and cost of service delivery				
ACTION ITEM 9.6.1: Provide a work environment that supports staff in seeking ways to enhance the efficiency, effectiveness and quality of Town services				
	Critical Link	Department(s)	Status	Outcome
1	Implement and maintain Town's Employee Recognition Program	Human Resources	Employee of the year recognized annually; nomination process to be improved for the 2014 award	Recognize employees who have made specific and quantifiable improvements to the organization to serve as models for other employees to aspire to
2	Promote Town's vision and values to all employees	All	Incorporate reviews of Strategic and Comprehensive Plans into management team meetings and/or retreats	Develop a unified management team focused on realizing Council approved focus areas and their supporting objectives
3	Form committee to plan and carry out regularly scheduled activities to promote unity and cohesion amongst employees and departments	Human Resources	To be accomplished in 2015	Employee "buy-in" in meaningful activities will increase participation
4	Strive to provide prompt and courteous service to residents including fine-tuning of Town's Action Center	All	Incorporate active listening, conflict resolution, and key phrases into Town University customer service training	Build community trust in the Town's customer service reputation that increases faith in citizen engagement activity
5	Create a succession plan for the eventual replacement of retiring employees	Human Resources	Provide examples of continuity binders and succession plans to management team	Facilitate the smooth transition into vacancies created by employees who have announced their retirement or resignation
ACTION ITEM 9.6.2: Provide training and development for staff that will enhance performance and increase job knowledge				
	Critical Link	Department(s)	Status	Outcome

1	Implement and administer Town-wide Town University program	Human Resources; Administration	Schedule and curriculum developed, instructors to be scheduled in early 2014 with full program launch in 2014	Provide employees with opportunities for professional growth; tracks will be tailored to all employees including specific coursework for managers
2	Utilize Performance Pro for Department Heads and staff to monitor and communicate performance	All	First evaluation period completed in 2013; progress and follow up meetings with staff to continue	Ensure merit increases are based on performance and not automatic solely based attendance and meeting a minimum standard
3	Attend state and national association conferences that will assist in better service delivery to constituents	All	Departments heads to create schedule of professional development. Seek out certifications to raise the level of knowledge for best value of services delivered.	Ensure that employees have the opportunity to seek and obtain professional credentials in their area of expertise to demonstrate nationally recognized levels of competency and proficiency