



2018-2022 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, first created for the years 2014-2018 and then updated for 2018-2022, was designed utilizing input provided by residents through surveys, from the Town Council, Town staff, and best practices from other communities. Nine (9) 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 (9) 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 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 Annual Update of the Unified Development Ordinance (UDO)

Critical Link	Department(s)	Status	Outcome
1 Perform annual review of UDO with plan commission	Development Services	Review is completed during the first quarter of each fiscal year. Updates are made as needed	Allows for practical experience to be applied to the UDO, improving the UDO so as to better meet the needs of the Town and the development community
2 Review and update the status of the Town’s Zoning Map	Development Services	Review is completed during the first quarter of each fiscal year. Updates are made as needed	Allows for practical experience to be applied to the UDO, improving the UDO so as to better meet the needs of the Town and the development community
3 Provide staff and the development community a software package that enables efficient and effective permit, inspection, and application processes	Development Services	Converting to Citizenserve® the summer of 2018	The Citizenserve® software provides increased functionality and online services for customers and increased communication options for staff

ACTION ITEM 1.1.2: Update the Standard Details (Construction standards, specifications, and details applicable to all Town infrastructure construction)

Critical Link	Department(s)	Status	Outcome
1 Perform regular review of the Standard Details	All Departments	Review is completed during the first quarter of each fiscal year. Updates are made as needed	Allows for practical experience to be applied to the Standard Details, improving them so as to better meet the needs of the Town and the development community



2	Ensure development standards include paths and sidewalks to encourage community relationships	All Departments	Unified Development Ordinance (UDO) requires minimum 5' sidewalks on all street frontages and allows for Town flexibility to require paths consistent with Greenways/Active Transportation Plans	Improves Town walk-ability, quality of life, and encourages community interaction
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 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 review meeting with all Boards, Commissions, and Council to advise on how best to use the Plan	Development Services	Review meetings with all Boards and Commissions will continue to take place during the first quarter of each fiscal year	Ensures that familiarity with the Comprehensive Plan and Town policy is maintained regardless of turnover or changes to 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
1	Develop a business license system that establishes and maintains a list of the businesses that are in Town	Development Services, Economic Development	Researching business licensing module that can be supported by web-based Citizenserve® application	The collection of more local business data will help 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	Adopt a Minimum Housing Standard	Development Services	Drafts of a Minimum Housing Standard have been developed and working group has been formed to present a revised draft to Town Council	The adoption of a Minimum Housing Standard would assist the Town’s Compliance Coordinator in addressing blighted properties throughout Town
2	Compliance Coordinator(s) to perform proactive inspections of all properties to encourage compliance with the Municipal Code	Development Services	Compliance Coordinator was hired in the summer of 2016. Officer will continue to perform proactive inspections	Position(s) will ensure accountability in adherence to the Town Code in a 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 site specific master plans for each park property and recreation facility	Parks	Staff will identify priorities for development of land-banked properties, then draft requests for proposals (RFPs) for park development projects. Specific projects such as White Lick Creek Greenway Design and Development of the Magee Trailhead will be detailed in the Parks Master Plan	Parks that are developed taking into account citizen input as well as best practices for design and sustainable management
2	Solicit community input throughout the master plan/design process from each age segment within the community, through certain workshops, charrettes, engagement meetings, online surveys and neighborhood meetings	Parks	Staff will work with consultants to identify the best techniques and venues to be used to solicit community input	Input received from multiple channels and age segments for planning gives many more citizens a voice toward their park system

3	Assemble steering committees to guide the master planning process; committees should include a balance of voices (i.e. ages, socio-economic backgrounds, special interests, residents and business owners)	Parks	Staff will continue to identify key stakeholders for each project and work to get their involvement in the planning process	This will allow for better park design as staff gets the opportunity to dive into the details with key stakeholders
4	Implement park design principles and maintenance standards into overall park property and recreation facility designs	Parks	Staff will work with consultants and designers to incorporate Crime Prevention Through Environmental Design (CPTED) standards, universal design for all abilities and green infrastructure; designing parks and public spaces for a variety of experiences and age segments while being cautious of long-term maintenance costs	This ensures long-term sustainability for the park system

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 (5) year Capital Improvement Plan (CIP) 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	Administration	Work with Town Engineer and financial consultants to update CIP	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	Administration	Work with Town Engineer and financial consultants to update capital improvement plan; maintain updated cash flows annually	Use of fund balance can minimize project debt financing. Cash reserves can be tagged for specific projects to ensure availability when needed. Maintaining sufficient fund balances will promote favorable bond ratings and therefore lower interest rates

OBJECTIVE 1.7: Ensure an updated geographic information system (GIS) 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: Maintain partnership with Hendricks County GIS

	Critical Link	Department(s)	Status	Outcome
1	Continue to work with Hendricks County GIS Partnership	Development Services	Through partnership the Town is able to capture the latest available GIS data and incorporate that into our own GIS program(s)	GIS and Beacon products provide latest imaging (every two (2) years) for planning and development 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	Development Services, Street	Street crews preform periodic seasonal maintenance	Signage and landscape 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	Comprehensive maintenance schedule developed for Parks. Further development and fine tuning needs to occur for Town Hall	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 - New entrance signs installed at all developed properties. Updating wayfinding signs in the parks is the next step	Parks - A uniform look adhering to the Parks brand throughout all properties and facilities
3	Implement actions identified in Parks Maintenance Management Plan – a detailed approach to planned maintenance of the park system providing staff with a tool for sound decision making regarding increasing day-to-day operational needs due to growth in services	Parks	An action matrix has been created and staff will be reviewing this on a monthly basis to ensure completion of priority items	Completing planned maintenance as outlined in the Maintenance Management Plan (daily, weekly, monthly) to minimize disruptions of service to park users, reduce deferred maintenance of critical assets, and increase the efficiency of park operations

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 Identify opportunity areas for improved aesthetics along major thoroughfares such as US 136 and SR 267—to include priorities for landscaping, fencing, berms, etc.	Development Services, Street	N. Green Street landscape project that is currently underway; Key Focus Areas Plan in the Comprehensive Plan highlights current opportunity areas	Will serve as a model for future opportunities
2 Design standards to require enhanced medians and right-of-ways where feasible	Development Services, 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 obstructions and eyesores along major thoroughfares and remove as need. (i.e. old traffic signal pedestals, stumps, broken and cracked guttering, sidewalks and curbs)	Street	Chipper crews identify eyesores and problem areas while on their route; If found work orders are 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
2 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 when possible	Development Services	Field staff will identify sign inventory and note unnecessary signage. Coordinate activity of Americans with Disabilities Act (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 (1) cleanup event per year	All Departments	Wastewater and Stormwater Departments plan and carryout several annual events including Countywide Trash Clean Up and One-Stop Drop Off Recycle Event	Various public areas of the community have trash removed, protecting the environment and enhancing the overall appearance of the community. Provides an opportunity to share information with the community
2	Institute an awards program for exemplary and improved-upon properties	Administration	A timeline and budget for this program needs to be defined. Investigating potential of adopt a highway program	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
1	Update landscape and architectural ordinance in Unified Development Ordinance (UDO) for all new developments; incorporate green infrastructure and "credits" towards landscape requirements	Development Services	Landscaping standards for new buildings exist in current UDO	Landscaping and green efforts encouraged by new Standard Details and opportunity for stormwater fee credits

2	As needed, consider establishing policy and/or zoning overlays that would require a development to ensure quality housing as a condition of zoning approval	Development Services	Pedestrian Oriented Overlay (PMO) has been established in the downtown area. An assessment to determine the need for quality housing was completed via housing study	Ensure that new development and redevelopment in existing areas is 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	Roles of potential partners, i.e. Chamber, Rotary etc. need to be defined. Developed banner replacement plan; partnering with key entities for anniversary banner	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 feel at home	Development Services, Parks, Street	Parks - Maintenance Standards have been applied to the daily responsibilities of the grounds crew Development Services – The Unified Development Ordinance (UDO) requires subdivisions to preserve a certain amount of green space per development	Improve community appearance; provide a shared sense of ownership and belonging
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	Raise awareness of code enforcement through messaging	Communications	Using electronic media to communicate changes/updates	Eliminate nuisances, develop resident investment in community appearance

2	Continue an active and aggressive code enforcement program utilizing Minimum Housing Standard in the Town	Development Services	Development Services is preparing a draft Minimum Housing Standard for the Town Council to review	Improved visual appeal and property value in Town residential areas
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 affordable housing	Administration, Development Services	Housing analysis used to gauge new development submissions and determine the need for type of housing being proposed. Citizen surveys have shown that the Town has scored high on the availability of affordable housing	Analysis will reveal areas of demand to encourage development of affordable housing
2	Encourage residential development of multi-family and attached single family dwellings in Downtown area	Administration, Development Services	Downtown redevelopment currently underway. Completion in 2019 will allow for urban/commercial zone to be tested	New classification supports downtown style residential units in Brownsburg's Downtown area
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. Town employees and contractors both adhere to these standards	Provide a more inviting setting for visitors
2	Ensure prompt clean-up after major storms and events	Parks	All parks are inspected after storm events	Safer cleaner parks
3	Improve aesthetics of trails, greenway corridors, recreation facilities and signage throughout the parks' system	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	Improve safety and security of park visitors and residents through security lighting and surveillance camera installation	Parks	Staff has changed over almost all security lighting in the shelters and buildings to LED. In addition, key locations within the park system have security cameras that have been assisting with deterring vandals and inappropriate behavior	Safer parks that provide a more enjoyable and secure experience while accounting for cost
6	Develop a plan for the snow and/or ice removal on certain greenways and multi-use paths	Parks, Street	Parks, Street and Town Administration work together on a plan to ensure timely removal of snow and ice on key multi-use paths throughout Town	Greenways and multi-use paths that can be enjoyed throughout all four (4) seasons

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: Emphasize and maintain branding 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 in place	Consistent look and feel across all materials gives the Town a more professional appearance

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 the National Hot Rod Association (NHRA) and Lucas Oil Raceway officials	Communications	Have a great working relationship with track general manager 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	Hold annual United States Nationals fanfest with National Hot Rod Association (NHRA) and Lucas Oil Raceway	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 Lucas Oil Raceway 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	Administration, Economic Development	Need to identify a project champion, timeline and budget for this endeavor. Results will be driven from 2018 Economic Development Strategic Plan (EDSP)	Revitalization of downtown district
2	Utilize Façade Improvement Program as part of the Town's comprehensive economic development incentive policy to encourage private reinvestment in properties	Administration, Economic Development	Brownsburg Improvement Committee reviews and approves grants, Redevelopment Commission and Town Council establish annual program budget	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	Communications, Street	Banners are inventoried, replacement priorities are set, and new banners are ordered (if needed) on an annual basis	Improved community appearance and image by replacing all outdated/worn-out banners with consistent look and feel/branding

2	Design and purchase seasonal banners and banners that promote community events 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
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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 Town’s Comprehensive Plan regularly, identifying specific areas for focus and study	Development Services, Economic Development	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 Meet and greet with local banks, real estate agencies, civic clubs, business marketing groups, and all other groups associated with development. Part of the Business Retention and Expansion Program (BRE)	Economic Development	Economic Development Director is holding these meet and greets biannually	Foster buy-in and support of key community groups by ensuring the benefits of responsible growth
3 Work with Chamber of Commerce to develop the existing business community	Economic Development	Encourage new businesses to become members of the Chamber of Commerce and educate on potential benefits that come with membership	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
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1	Use the Hendricks Country Economic Development Partnership (HCEDP) survey tool to conduct business surveys in an attempt to identify issues affecting business such as incentives, zoning code, tax structure, utilities, etc.	Economic Development	A survey offered through the Business Retention and Expansion Program (BRE) asks these types of questions	Allow business owners an opportunity to provide feedback on Town programs, giving the Town information it can use to 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	Development Services, Economic Development	Commercial/residential ratios have improved. Effort being made to continue improving this ratio	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	Administration, Development Services	Development Services is preparing a draft Minimum Housing Standard for the Town Council to review	Improved visual appeal and pride in the Town
2	Create and promote community cleanup programs for residents and businesses	Stormwater	The Town partners with Hendricks County for the Annual Spring Clean	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	Explore opportunities to grow the Business Retention and Expansion Program (BRE). Partnering with the Brownsburg Chamber of Commerce and Economic Development Commission (EDC) to develop an onsite facility visitation program for local businesses and actively contacting existing employers to offer the assistance of the BRE are two possible ways to achieve this	Economic Development	Economic Development Director is working with the Hendricks County Economic Development Partnership (HCEDP) to expand the BRE and fine tune incentives for local businesses. Visits to local businesses provide an opportunity to expand the BRE and grow relationships within the community. The Economic Development Director facilitates approximately 24 site visits a year	The BRE provides businesses with a better understanding of various Town programs, policies, and procedures. While also helping the Town stay informed about the various changes to and needs of the businesses in Brownsburg
2	Promote Town's Economic Development Incentives Programs through media outlets and mailings	Communications, Economic Development	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	Economic Development	Project launched in 2016 and maintained quarterly with updated reports from the Department of Workforce Development and HCEDP	Readily available workforce information allows for proactive responses 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	Communications, Economic Development	Job fair held semiannually (one (1) in the spring and one (1) in the fall) in Eaton Hall. Life Science Logistics sends job openings to Economic Development Director on a monthly basis	Promote job opportunities in Brownsburg
5	Plan and execute a local shopping promotion	Communications, Economic Development	Town hosts annual "Shop Small" event	Support for local small business owners

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	Economic Development	Need to identify goals, timeline and budget for this project	Develop Economic Development marketing strategy for motorsports industry
2 Foster relationships with Brownsburg's existing motorsports businesses	Communications, Economic Development	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	Communications, Economic Development	Represent Brownsburg at the annual industry show in December	Market Brownsburg as a potential location; strengthen existing relationships

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	Economic Development	Economic Development Director attends International Council of Shopping Centers (ICSC) and Indiana Manufacturers Association (IMA) trade shows on an annual basis	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	Economic Development	Partner with Chamber of Commerce to develop business visitation program	Develop working relationships with managers and chief executive officers 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	Economic Development	Research and set up appointments with leading regional site selection firms, collaborate with the Hendricks County Economic Development Partnership (HCEDP)	Allows the Town to ensure key Brownsburg sites are duly considered by investors and developers who are actively pursuing projects
4	Maintain updated property inventory and specification sheets through contacts with local real estate offices and state agencies	Economic Development	Research and become familiar with existing property database subscription/training opportunities	Expand knowledge of available sites and buildings to facilitate a more detailed 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	Economic Development	Town utilizing marketing materials developed in conjunction with Brand Acceleration to promote the Town's Innovation Zone	Increase exposure of the Town by creating a targeted and specific message that is consistent with the Town's goals
6	Send out marketing materials electronically to targeted site consultants and respond to inquiries	Economic Development	Town utilizing marketing material developed in conjunction with Brand Acceleration to promote the Town's Innovation Zone	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	Economic Development	Completed Hotel Demand Analysis in 2016. Additional analysis to be done in the future	Analysis will help the Town demonstrate market for certain businesses to encourage expansion and/or development

2	Create targeted initiatives that can incentivize additional retail investment	Economic Development	Tax increment financing (TIF) funds being used as an initiative to promote business development, including first floor retail, within the downtown redevelopment area	Create incentives that meet the Town retail development goals
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 TIF program to revitalize the tax base				
	Critical Link	Department(s)	Status	Outcome
1	Develop targeted projects and capital improvements which will improve the investment outlook for TIF areas	Administration	TIF funds being utilized as part of public/private downtown development project; TIF utilized to finance multiple capital improvement projects such as E & W Northfield Drive and Ronald Reagan Parkway	Expansion of road infrastructure to facilitate further development in the TIF districts allowing for further infrastructure improvements while simultaneously increasing assessed value (AV) pass-through to all taxing bodies
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 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	Economic Development	Façade Grant program established in 2013. Between fiscal year (FY) 2013 and FY2017 45 grants has been awarded to local businesses. An estimated \$1.04M in investment has been made (\$323K of that being grant monies). Plan to continue the program moving forward	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 tax increment financing (TIF) funds where appropriate	Economic Development	Economic Development Strategic Plan (EDSP) with a focus in the Downtown Area will be developed in 2018	EDSP will determine highest and best use of existing structures
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	Create an EDSP in collaboration with EDSP steering committee	Economic Development	EDSP will be developed in 2018	Establish long term goals for development along the Main Street and Ronald Reagan Corridors to help guide future development
2	Continue to improve downtown infrastructure including sidewalks, sewer and water lines, street lighting, and add amenities such as benches, trash cans, bicycle racks, etc.	Economic Development	Economic Development agreements are being implemented with the \$90 million Downtown Development project (estimated 2019 completion). Funds have also been budgeted for the renovation of Green St. 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 Americans with Disabilities Act (ADA) requirements	Development Services, Economic Development	Guidelines to be established in the EDSP	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	Economic Development	Staff are preparing a map of key areas/properties that can facilitate focused discussion among staff and the Redevelopment Commission 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 Hendricks County Economic Development Partnership (HCEDP) to create opportunities for specific office and/or manufacturing buildings for companies such as Biotech	Economic Development	The Town is commencing a 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
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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	Develop a Natural Resource/Sustainability Plan that will provide staff with a resource assessment, management recommendations, and an action schedule	Administration, Parks	Staff exploring the cost and scope of service of such a plan in order to make a future budget request	A plan that assists staff in enhancing, preserving and protecting the Town’s natural resources
2	Control the species of trees replaced to ensure longer life expectancy	Parks	Parks have preferred list of replacement trees	Better quality of trees
3	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. Inspections are also conducted after storm events	Healthier wooded and non-wooded areas and better appearance
4	Implement a tree replacement program along with a tree memorial program	Parks	A tree replacement plan and preferred tree list have been established	Better quality of trees and longer life
5	Maintain 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 including Arbor Day activities and a Fall Tree Sale where residents can learn about the proper process and location to plant trees for the best results	Programs are part of requirements and effort to achieve Tree City USA award. More residents educated on the proper location and process to plant trees to ensure they take root and thrive

6	Implement Leadership in Energy and Environmental Design (LEED) standards in all future park development	Parks	Staff is incorporating this into future planning discussions	Park facilities that are safer, greener and help save on maintenance costs over their lifecycles
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 Environmental Protection Agency (EPA) standards insuring environmental sustainability				
	Critical Link	Department(s)	Status	Outcome
1	Add bio-retention and other green infrastructure to new developments instead of/in addition to traditional 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, Street	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 Town owned properties to prevent damming and erosion	Administration	Trees removed as soon as possible after storm events to prevent damming. In 2016 a collection of downed trees were removed from White Lick Creek south of West Northfield Drive Other key locations are being observed for potential removal projects	Safer waterways minimize potential for private property damage from flooding

4	Consider roundabouts (Congestion, Mitigation, and Air Quality Improvement [CMAQ] funded) where appropriate in road projects to minimize pollution and improve efficiencies	Administration, Development Services	Comprehensive Plan identifies intersections where roundabouts would be appropriate. Several roundabouts, such as at CR 300 North & Hornaday Road are in the design phase. The Town’s first roundabout at CR 300 North and Green Street opened in 2016	Roundabouts improve traffic flow and cut down on idling vehicles helping to reduce associated emissions
OBJECTIVE 4.3: Support water conservation, energy efficiency and recycling programs, events and efforts				
ACTION ITEM 4.3.1: Educate and equip the public and staff 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	Work with stormwater and wastewater on messaging and outreach to promote conservation	Generate awareness of simple behavioral changes to increase likelihood of resident commitment to conservation
2	Take advantage of statewide program resources and materials to educate and assist residents and staff	Wastewater Treatment Plant (WWTP)	WWTP is partnering with Department of Energy (DOE) on the Wastewater Infrastructure Accelerator program, which promotes the adoption of innovative and best-practice approaches in the treatment of wastewater	Develop solutions to enhance the treatment of wastewater while also reducing energy use
3	Host workshops and other public events to help residents learn how to conserve energy and water, and reduce the amount of waste generated	Administration, Stormwater, WWTP	Stormwater Coordinator hosts educational booths at various local community events. Treatment plant tours and water quality classes have been held to share water and energy conservation actions that the WWTP has taken	Educate residents on water quality and energy use 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	All Departments	The Town applies to various grants offered by the Office of Energy Development for more energy efficient equipment. The Town has also applied for rebates from Duke Energy for the new LED lighting in Town Hall. Procurement of additional grants is an ongoing effort	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, Communications, Stormwater, Wastewater Treatment Plant (WWTP)	Recycling events to be held annually. Communications staff assists with messaging and outreach to promote events	Helps Town to comply with State stormwater permit requirements. As of 2017 170.6 tons of electronics have been collected for recycling
6	Encourage property owners/tenants to follow Leadership in Energy and Environmental Design (LEED) certified energy recommendations/guidelines	Development Services	Develop/provide property owners/tenants resources that highlight the benefits of energy & water conservation and reductions in waste generated	Provide property owners/tenants with the opportunity to be more efficient in their energy use, which translates into conservation and financial savings
ACTION ITEM 4.3.2: 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	Maintain island for annual Indiana Department of Environmental Management (IDEM) equipment and records underground storage tank inspections. Have passed inspections every year through 2017. Inspections will continue	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, and tires	Fleet	Contracts with Grooms Recycling (tires) and Universal Waste Oil (oil, filters, antifreeze). Other used parts are sent to the proper scrap facility. Waste fluid is disposed of with the proper recycling contractor	Ensures automotive waste is properly disposed and recycled
ACTION ITEM 4.3.3: Ensure that new development/ redevelopment meets the minimum energy standards set out in the State of Indiana Code				
	Critical Link	Department(s)	Status	Outcome
1	Ensure compliance with the International Energy Conservation Code with <i>Indiana Amendments</i> during the permitting process and at final inspection	Development Services	Continued monitoring with every permit application and final inspection	Help ensure that development/redevelopment taking place in the Town meets State energy codes/standards
OBJECTIVE 4.4: Maintain a comprehensive Stormwater Quality Program				
ACTION ITEM 4.4.1: Ensure a current and updated Stormwater Permit				
	Critical Link	Department(s)	Status	Outcome
1	Ensure all biennial* Indiana Department of Environmental Management (IDEM) reporting requirements are met *By 2019 reporting requirements will need to be submitted annually	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 National Pollution Discharge Elimination System (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	Current 5-year permit will expire on 9/3/18. Part A, Notice of Intent, public notice, and application fee are due on 7/3/2018 (renewal is due 60 days prior to permit expiration). Parts B and C should be reviewed and updated one (1) year after renewal	Maintain permit for an Indiana Department of Environmental Management (IDEM) approved National Pollution Discharge Elimination System (NPDES) Phase II MS4 program that ensures appropriate discharge of stormwater
3	Review stormwater ordinances on an annual basis to insure consistency with new NPDES laws and requirements	Development Services	Updates to the ordinances were made and passed by the Town Council in 2016 and 2017 been made, more to follow when necessary	Review will ensure all new laws and requirements are reflected in local code
ACTION ITEM 4.4.2: Provide education and training on best stormwater practices and requirements				
	Critical Link	Department(s)	Status	Outcome
1	Construct a demonstration area, such as a rain garden, 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 various local community events; partners with Hendricks County for county-wide clean up, 5-year surveys, school classroom programs, etc.	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 on an annual basis to provide staff with yearly training on municipal pollution prevention, good housekeeping, illicit discharge detection and elimination. New hires receive this training during their orientation process	Ensures Town staff is knowledgeable and can lead the community by example
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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 regular audit of fees ensuring costs of service are covered	Administration, Clerk 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, Clerk Treasurer	Park Impact Fee, Eaton Hall Rental Fee, and sewer rates all recently updated. Water connection fees now being examined. Stormwater fees need to be reviewed	Ensure fees cover program costs

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	Refer to the strategic plan as a budget planning tool	Administration	Utilize strategic plan and reference document in budget justification where applicable.	Ensures strategic goals are funded on a priority basis.

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 are 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 a regular basis to uncover any areas that need attention before they fail to ensure safety	Fleet	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 a plan for professional and up-to-date appearance and safe operation of all Town vehicles and equipment	Fleet	Fleet Department maintains a vehicle replacement plan. Vehicles are evaluated when brought in for repairs/maintenance. Fleet Department will recommend replacement if necessary	Maintain professional image and extend the life of the facilities
4	Design and construct a facility to provide adequate storage for equipment, overflow parts, and other materials	Fleet	Facility has been approved. 2017 General Obligation (GO) Bond funds will be used for initial stages of construction	Preserve and protect Town assets
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 Departments	Update and review current Capital Improvements Plan to incorporate all projects planned for 2018-2022	Create an updated prioritized outlook for the period 2018-2022
2	Perform annual review of Capital Improvement Plan (CIP) and reprioritize projects	All Departments	Update and review current CIP to incorporate all projects planned for 2018-2022	Create an updated prioritized outlook for the period 2018-2022

3	Plan the effective use of surplus funds in order to accelerate projects and reduce future tax burden through debt	All Departments	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 and budget monitoring				
	Critical Link	Department(s)	Status	Outcome
1	Perform annual audit of performance with Town Manager	All Departments	Department heads are developing workload data sets and researching standards against which the Town can benchmark	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 Departments	The Town has reviewed award requirements with a goal to add award requirement elements to the budget in stages year to year	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 Departments	Department heads are developing workload data sets and researching standards against which the Town can benchmark.	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	Department Heads and Town Manager must buy-in to goals and promote them to staff who are executing the goals	All Departments	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 Departments	Continue applying to the Metropolitan Planning Organization’s (MPO’s) funding programs including the Surface Transportation Program (STP), Highway Safety Improvement Program (HSIP), Local Technical Assistance Program (LTAP), Congestion, Mitigation, and Air Quality Improvement (CMAQ), Community Crossings Matching Grant (CCMG) and Recreational Trails Program (RTP). Town has been awarded over \$40M in funds since 2012	Grants from outside sources can reduce local funding requirements thus freeing up dollars for other projects
2	Consider reestablishment of the Town’s Cumulative Capital Development (CCD) rate on a periodic basis	Administration	CCD rate trends downward each year, Town staff evaluate the viability of reestablishing it at .05 in the context of the impact of the reestablishment on the overall tax rate	Reestablishment of the CCD ensures the maximum amount of revenue available to the Town for certain capital items such as vehicles and computer equipment
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	
1	Increase the Rainy Day Fund with a goal of 5% reserve using cash on hand	Administration	Target reserve set aside in annual 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	Annual budget proposal developed with achievable fund balance within target reserve levels. Fund balances are analyzed annually as part of the budget process to ensure reserves are protected	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 (2) 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 the Capital Improvement Plan (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 Standard and Poor (S&P)	Administration	The Town has maintained for several years 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
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1	Provide monthly expenditure, revenue, and cash reports	Administration, Clerk 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, Clerk Treasurer	State Board of Accounts (SBOA) regularly schedules and completes 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, Clerk Treasurer	Revenues and expenditures 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, Clerk 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, Clerk 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, Clerk 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 Utilize the Town’s Financial Management System to properly obligate funds	All Departments	Clerk Treasurer has asked that purchase orders are utilized more consistently to ensure funds are encumbered	Ensures clear picture of uncommitted funds to reduce likelihood of over encumbering budgeted funds

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	Utilize three (3) quote requirements for items over \$5,000 whenever possible. Request bids on high dollar capital items	Ensure Town is receiving competitive pricing
2 Pursue opportunities for cost-saving cooperative purchasing arrangements with other jurisdictions	Purchasing	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; as a rule, 1/5 of workstations are rotated every year	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)
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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 records and information management (RIM) policies in accordance with the state statues and corresponding retention schedules	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 Laserfiche® 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 Laserfiche® Forms, 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
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1	Develop Cyber Security Training for all Town staff	Administration	Town and IT Support Contractor provides annual security training that is mandatory for all staff	Ensures that Town networks and IT infrastructure is secure and resistant to hacking, ransoms, and other breaches
ACTION ITEM 5.6.4: Improve utility billing process				
	Critical Link	Department(s)	Status	Outcome
1	Continue process of transitioning to radio read meters Town wide	Administration, Water, Utility Billing	Radio read meters are installed with new construction. Existing meters are retrofitted when possible	Radio read meters allow for more efficient collection and storage of meter data
OBJECTIVE 5.7: Ensure proper management of all Human Resource (HR) functions				
ACTION ITEM 5.7.1: Administer and supervise all personnel issues				
	Critical Link	Department(s)	Status	Outcome
1	Ensure performance review system is fully utilized by all Department Heads and supervisory personnel	Administration, HR	Performance Pro has been fully implemented. In order to improve the effectiveness of the program supervisors will continue to receive training in how to better utilize the software	Since implementation, performance reviews have been given every year. The overall score of each employee impacts the raise they receive. Implementation has created a more open communication structure for expectations between employees and managers
2	Periodically review all job descriptions for compliance with regulations	Administration, HR	Job descriptions are continually being reviewed as new positions originate and departments go through major changes	Allows for improved operations within departments
3	Update and review procedures and personnel policies	Administration, HR	Employee Handbook updated in January 2017. Future updates to be made as necessary	Ensure personnel policies are fair, effective, and in compliance with personnel laws

4	Educate Town employees on all procedures and personnel policies	Administration, Human Resources (HR)	Using BambooHR™ to compile procedures and personnel policies in a centralized location for employees to access at any time	Ensure that employees have a strong understanding of the Town’s procedures and personnel policies and can access to that material as needed
5	Decrease the frequency and severity of employee accidents	Administration	A Safety Committee, chaired by a member of Town staff, meets every other month	Review trends and recommend solutions to management on how to improve safety in the work environment
6	Review and update benefits offered to employees in order to attract and retain high quality 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 the Property and Casualty (Package) Policy, will increase services to the Town and its employees while simultaneously saving money
7	Develop and maintain performance metrics that benchmark the Town’s human resources functions with national standards	Administration, HR	Metrics have been developed, trends are being examined, and additional metrics are being considered	Helps ensure effective human resources management within the Town
8	Fine tune the onboarding process so as to include new board and commission members	Administration, HR	Ways to fine tune the onboarding process are being explored	Provide new members with Laserfiche® training, key fobs, etc.
9	Develop an off-boarding process to ensure that employees and Town officials transitioning out of the Town complete the necessary paper work, etc. and that all assets of the Town are accounted for	Administration, HR	Development of off-boarding process is currently in progress	Helps ensure that the process of transitioning out of the Town goes smoothly and that all equipment provided to an employee or Town official is returned
ACTION ITEM 5.7.2: Promote wellness among Town employees				
	Critical Link	Department(s)	Status	Outcome
1	Develop plan that encourages employee wellness and assists the Town in controlling health care expenses	Administration, HR	HR staff researching possible ways to encourage employee wellness	Lower absenteeism and medical claims costs for the Town’s self-insured medical plan

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	Wastewater Treatment Plant (WWTP)	Cleaning and televising of infrastructure is conducted annually and will continue on a regular basis. Areas that are identified as potentially problematic 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. 2018 infrastructure cleaning goal is 125,000 ft. 2018 infrastructure televising goal is 50,000 ft.
2 Record customer back-ups to help 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 Establish a geographic information system (GIS) mapping system of Town’s utility infrastructure	Development Services, Stormwater, Water, WWTP	A Development Services staff member has started the process of mapping the Town’s utility infrastructure. A consultant may be hired towards the end of the process to fill in any gaps in the data	A resource that can be utilized quickly and easily by all departments to enhance customer service and emergency response

4	Continue to use and improve record keeping (i.e. when and where a sewer was cleaned or problem reported) and incorporate this information into the Town’s geographic information system (GIS) mapping system	Development Services, Wastewater Treatment Plant (WWTP)	Sewer cleaning, televising, repairs, and responses are being documented in an access based program. Sewer cleaning and televising footage is totaled on an annual basis to determine the effectiveness of preventative maintenance efforts	This resource allows the maintenance efforts of the Town to be shared with Town officials and the public. Facilitates potential decrease in emergency responses and sewer backups as well as a more effective response to properties with repetitive private lateral related issues
ACTION ITEM 6.1.2: Address non-process inflow and infiltration into sewer system				
	Critical Link	Department(s)	Status	Outcome
1	Educate/identify/eliminate illegal roof drains, foundation drains, etc. into sanitary sewer system. Commit to enforcement and remediation action orders against illegal connections to Town sewer or stormwater systems when necessary	Stormwater, WWTP	Illicit discharge ordinances allow enforceable corrective action to be applied to situations where illegal connections or discharges are occurring. Educational material related to illegal clean water discharges into the sanitary sewer system is included in the spring and fall newsletter	Ensures that illicit discharges are corrected and eliminated. Connections that are corrected provide additional flow capacity in the sanitary sewer system and minimize the probability of a Combined Sewer Overflow (CSO) event. The corrections also allow for more flow capacity at the treatment plant to be available when needed
2	Employ new cost effective technologies to rehabilitate sewer lines and lessen potential impact on existing infrastructure such as streets and sidewalks (i.e. pipe bursting, Insituform™ lining)	WWTP	Pipelining and pipe repairs are conducted as needed. Point repairs, a new cost effective rehabilitation method, are also utilized on an as needed basis.	Less impact to surface and subsurface infrastructure. It generally decreases the customer service down time
3	Repair sanitary sewer mains as needed to reduce inflow and infiltration into system and ensure compliance with current regulations	WWTP	When the system is televised, critical repairs are completed immediately. Non-critical repairs are documented and scheduled for repair as funding allows	Removing “clean” water sources from sanitary sewers increases the available capacity. It also helps minimize future costs of regulation compliance for CSO

ACTION ITEM 6.1.3: Perform periodic inflow & infiltration studies				
Critical Link	Department(s)	Status	Outcome	
1	Prioritize areas of the sewer system for a targeted study based upon known problems and frequent discharges or surcharges	Wastewater Treatment Plant (WWTP)	Target Areas (those that indicate higher lift station pump run times following a precipitation event) have been determined: while the Twin Street sewer basin has been completed, the west lift station sewer basin will be reevaluated when the new US 136 lift station comes online in 2018	Identify sources of inflow and infiltration that negatively affect the capacity of the WWTP and collection system
2	Seek state and federal funding to complete the studies mentioned in Critical Link 6.1.3.1	WWTP	In-house televising and flow monitoring –conducted on targeted areas to determine sources of inflow and infiltration. Town 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 Inflow & Infiltration (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 I & I
OBJECTIVE 6.2: Increase sanitary sewage collection and treatment capacity to continue and sustain residential, commercial, industrial growth				
ACTION ITEM 6.2.1: Evaluate the impact of the 2018 WWTP and collection system infrastructure upgrades				
Critical Link	Department(s)	Status	Outcome	
1	Update 2012 Wastewater Master Plan	WWTP	Once current expansion projects have been completed and changes to the system are understood, examine opportunities to update the 2012 Sewer Master Plan	Provides assessment on Town treatment needs, capacities, and strategy

2	Upon completion of the 2018 improvements to Wastewater Treatment Plant (WWTP) and collection system, evaluate feasibility of supplemental upgrade projects to complement these improvements	WWTP	Determine feasibility and timing of upgrades for biosolid processing and main pumping station upgrades. As well as rehabilitation of existing oxidation ditches and clarifiers	Continual monitoring and evaluation of WWTP and related infrastructure will allow the Town to better respond to ongoing growth in the community
3	Develop regional Sanitary Sewer Design Study Sub-Plans	WWTP	Include Sub-Plans as part of the Master Plan update/develop upon completion of Master Plan updated	Such plans will help ensure that as development occurs the infrastructure installed accounts for future growth and overall system plan requirements established by the Town
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: Implement pretreatment plan that is consistent with all Indiana Department of Environmental Management (IDEM) National Pollutant Discharge Elimination Systems (NPDES) permit requirements				
	Critical Link	Department(s)	Status	Outcome
1	Continue testing Significant Industrial Users (SIU) for compliance with existing Town sewer code	WWTP	SIU test conducted periodically	Brownsburg has one (1) SIU. This industry was found to be within compliance limits. The location will continue to be monitored
2	Identify/begin testing of non-Significant Industrial Users (non-SIU) industries which may be discharging pollutants beyond allowable limits	WWTP	Plans being developed for periodic 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 testing 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 are conducted annually	Helps prevent collection system blockages and equipment failures

4	Continue Wastewater Treatment Plant influent and effluent testing beyond the minimum National Pollutant Discharge Elimination Systems (NPDES) permit requirements	Wastewater Treatment Plant (WWTP)	Indiana Department of Environmental Management (IDEM) has indicated a future NPDES phosphorus treatment requirement. Treatment process installed with 2018 expansion. Treatment will take place as required	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 (1) Significant Industrial User (SIU) 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 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 IDEM for pending regulations	WWTP	Ongoing effort	New phosphorus limit has been implemented. Compliance process in place for fall of 2018 IDEM mandated deadline
2	Annually upgrade existing sewer ordinance as needed or required	WWTP	To be reviewed annually	Ensures that Town ordinances are 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	Wastewater Treatment Plant (WWTP)	All employees have attended industry-specific training/presentation events. Several future events are scheduled with in-house cross training on-going	Training increases skill level of employees in customer service and daily job requirements
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OBJECTIVE 6.4: Maintain financially stable Sewer and Stormwater Funds 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	Initiate construction inspection for all new sewer installations and lateral construction	Development Services, WWTP	Permits are required for new laterals and repairs to existing laterals. Contractors are to contact Development Services to schedule inspection of installations, connections, and repairs	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 capital improvement and replacement needs (CI & R) needs	Administration, WWTP	To be discussed with Town’s financial consultant	Establish clearer financial picture for future bonding of capital projects
2	Annually review and update 5 - year Capital Improvement 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: Establish sewer and stormwater 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
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1	Perform a periodic sewer rate study and adjust accordingly. Include consideration of gradual increases in lieu of periodic larger increases in all studies	Administration, Wastewater Treatment Plant (WWTP)	Sewer Rate Increase approved in 2016	Rate increase will be gradual through 2020
2	Upgrade industrial surcharge formula periodically	WWTP	Regular monitoring to determine effectiveness of the surcharge	One (1) 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
3	Perform a periodic stormwater rate study and adjust accordingly. Include consideration of gradual increases in lieu of periodic larger increases in all studies	Administration, Stormwater	Preliminary research has been conducted. Options, timetable, and checklist yet to be established for the Town Council to consider	A periodic investigation of rates along with a review of revenues and projected expenses enhances the Town's ability to demonstrate that rates are fair and helps keep funds for capital projects healthy and balanced

ACTION ITEM 6.4.4: Continue to make property owners responsible for maintenance of sewer laterals

	Critical Link	Department(s)	Status	Outcome
1	Codify the delineation between Town and property owner responsibility as it relates to sewer laterals	WWTP	Work with legal counsel to determine if new code or update to existing code is necessary	Properly identify repair responsibility between Town and homeowners
2	Explore the extent of Town liability when damage to Town or private property occurs as a result of a natural disaster	Administration, WWTP	Town to determine with its insurer and legal counsel whether the Town can or should assist with remediation and damage	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 Indiana Department of Environmental Management (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 at 56 th Street on the east side of Town as well as US 136 on the west side of Town	This tie-in would provide another water source for future growth on the north and north east of Town as well as the west side of Town
3	Explore potential future well sites and determine if testing is warranted	Water	Working with Peerless Midwest, a water sourcing and drilling company; send letters to property owners seeking permission to survey for new water sources	Will continue exploration effort by attempting to contact property owners in areas where new water sources may exist
4	Create Water Master Plan	Water	Town needs to develop request for proposals (RFP) for qualified engineering firms specializing in water master plans. Next steps would include incorporating consulting services into upcoming budget and assembling team to review proposals	Provide assessment on Town water needs, capacities, strategy, and facility updates. Prioritize capital projects specific to Water Department
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 water plants and existing distribution system	Water	Conduct annual flow test on wells	Results from flow tests determine which wells need service

2	Maintain a geographic information system (GIS) mapping the Town’s water infrastructure	Water	System is updated 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 completed 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	Establish and maintain schedule to survey hydrant conditions. Replace, repaint, and/or perform hydrant maintenance as needed	Water	Have hydrant program to keep track of hydrant maintenance, model, make and year	Budget annually to replace outdated hydrants and change out odd model hydrants so that all Town hydrants are from the same manufacturer. Paint as many hydrants annually as time and budget allows
5	Update Hydrant Flushing Plan to include key areas where buildup is known to occur	Water	Focus on Spring and Fall flushing to occur during off hours to avoid disruption of service to residents	Improve water quality and reduce buildup that occurs at dead ends and areas of low use

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 to network with vendors regarding new products within the industry	Keep up to date with new technology

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
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1	Ensure backflow and cross connection prevention program is consistent with all Indiana Department of Environmental Management (IDEM) requirements	Water	In the process of implementing new software system to manage results of backflow testing program. Copies of customer backflow tests are filed by Water Department	Keep a file with all test results required by IDEM
2	Educate the public via the Consumer Confidence Report (CCR), media releases and website	Water	CCR report done annually per IDEM regulations	CCR report available on web site and to customers who request them

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 are sent to IDEM for review
3	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.
4	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 to address 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
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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 meetings	Update customer list within Well Head area. Work with other departments on Emergency Operation Plan
2	Participate in regular table-top exercise walking through action plan with other Town departments	All Departments, Water	Emergency Operations Committee to participate in periodic updates to Comprehensive Emergency Management Plan (CEMP) and will establish a schedule for exercises	Increase staff preparation and readiness for real-world emergencies; exercises can expose areas where improvement is needed
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 (5) years and maintain budget as part of 10-yr capital improvement plan (CIP)	Water	Towers are inspected annually. Both towers are cleaned out every two (2) years	Inspections determine what maintenance is needed
2	Perform annual assessment of current vs. anticipated storage and Indiana Department of Environmental Management (IDEM) mandated pump redundancy requirements	All Departments, Water,	Meet IDEM Requirements per peak usage	Maintain one (1) 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 (1) 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 Regularly perform a rate study and adjust rates as needed. Studies should include consideration of gradual increases in lieu of periodic larger increases	Administration, Utility Billing, Water	Water rates are being studied by Town Council	A periodic investigation of rates along with a review of revenues and projected expenses enhances the Town’s ability to demonstrate that rates are fair and helps keep funds for capital projects healthy and balanced
2 Conduct periodic fee and expense study	Administration, Water	Evaluate cost of labor, meters, pits, rings, and other parts as well as revenue generated from fees	Ensure Town is able to cover the cost of installing new meters as new development continues
3 Annually review and update 5-10-yr capital improvements plan (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 addressing major capital needs and sources of funding	Invest dollars annually towards priority projects in order to continually provide quality water to all customers
4 Use annual Consumer Confidence Report (CCR) and website to provide information on water conditions and need for system improvements	Water	Review CCR annually. Keep website updated with any changes	Keep the public informed on factors impacting their water rates

ACTION ITEM 6.7.2: Enhance water conservation plan to include periods of water shortages/droughts

Critical Link	Department(s)	Status	Outcome
1 Consider upgrade of existing (and future) emergency tie-ins with other water providers	Administration, Water	Inspect and evaluate emergency tie-in with Pittsboro at US 136. Exploring potential connection at 56 th Street and CR 900 East	The tie-in can go both ways if either Pittsboro or Brownsburg needs water

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2	Reduce the amount of water that is not accounted for through enhanced leak detection	Water	Continue contracted leak detection services as part of annual budget	No large leaks at this time.
3	Be pro-active in alerting contractors about water usage restrictions when applicable or to encourage use of drought tolerant landscaping and other techniques that help conserve water	Water	Ensure water conservation is incorporated into site and building plan review	Projects completed by contractors meet Town specifications and water conservation goals
4	Utilize Town website for updates on hydrant flushing, water quality reports and any other items of interest	Administration, Communications, Water	Website content is maintained daily; Work with Communications staff on updates	Increased government transparency; more informed residents

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	Stay abreast of upcoming federal and Indiana Department of Environment Management (IDEM) regulations and obtain engineering estimates of probable cost	Water	Work with engineers and labs to stay in compliance	Stay in compliance
2	Annually review 5 - 10 year Capital Improvement Plan (CIP) and adjust estimates and subsequent rates accordingly	Administration, Water	Town will work with Umbaugh to prepare updated CIP plan addressing major capital needs and sources of funding	Creates a clear vision of the Town's future sewer infrastructure needs and serves as basis of potential rate changes
3	Develop an implementation plan to close existing gaps in the Town's water system when and where practical	Administration, Water	Assessed as needed as new commercial and residential developments are explored. Town has completed several loop closing projects along CR 900 East and CR 901 East	Provide services to new areas of potential future development

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

	Critical Link	Department(s)	Status	Outcome
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1	Explore ways to streamline operation and maximize distribution system budgeted funds	Water	Radio read meters have been installed in newer subdivisions and will be installed in all future subdivisions. Plan to retrofit meters older subdivisions to be developed	By decreasing the amount of time to read meters, the meter readers have more time to work on problems with the meter reading system and to support other Water Department staff
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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	At times residents have reported issues with water pressure in homes. The Town meets minimum code requirements	Booster station would increase pressure in homes. Evaluations performed as needed to determine if booster station or plumbing of home the cause of the issue

ACTION ITEM 6.8.2: Develop a Water Department component to the Town’s Capital Improvement Plan that includes a priority list for future projects

Critical Link	Department(s)	Status	Outcome	
1	Develop a Water Department component to the Town’s Capital Improvement Plan that includes a priority list for projects such as water main extensions, new water tower and plant, water main interconnects, and backup generators, etc.	Water	Five (5) year plan for water system improvements is currently being developed	Plan will help the Town prioritize water system improvements and assist in the budgeting process

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 (1) hour after a storm

Critical Link	Department(s)	Status	Outcome
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1	Perform annual inspections of major trunk lines, conducting maintenance as needed	Wastewater treatment plant (WWTP)	Approximately 150,000 feet of sanitary and storm sewer mains are cleaned annually	Ensures functioning stormwater infrastructure; system improvements can be reflected in the Town’s bi-annual stormwater report to the Indiana Department of Environmental Management (IDEM)
2	Create a storm infrastructure replacement program to identify improperly functioning drains and rebuild those on an as needed basis	Street	Incorporate improvements as part of any reconstruction project	Incorporating improvements with major reconstruction projects will keep the infrastructure performing at optimal levels
3	Identify and replace concrete gutter and combination concrete curb and gutter not conveying storm water to inlets or ditches	Street	Funds budgeted each year to address priority drainage issues as they arise	Ensure no standing water in areas where curb and gutter infrastructure has deteriorated
4	Assign Town staff to manually clean and remove debris from storm sewers located at intersections that routinely flood	Street, WWTP	Catch basins are inspected by WWTP and 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 the 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	Encourage the use of rain gardens, green roofs and other natural methods to minimize runoff	Administration, Development Services	Provide green recommendations during technical review and pre-application meetings. Encourage developers to consider green alternatives as part of development plans	Use sites that have incorporated green infrastructure as models for future development and to provide traction for future green development efforts
2	Monitor Town projects and non-Town construction sites for proper implementation of water quality and runoff best management practices per site specific permits	Administration	The Town’s construction inspector, or designee, monitors Town projects and non-Town construction sites. Building inspectors perform inspections of non-Town construction sites	Prevents construction runoff and debris from entering the Town’s waterways
3	Ensure that land parcels in floodplains undergo studies and surveying prior to any development/redevelopment	Development Services	Floodplain Management Ordinances have established requirements for surveying prior to development	Helps ensure that the impact of total volume and rate of runoff is fully understood prior to permitting potentially detrimental development
4	Analyze the potential for incorporating green infrastructure elements into upcoming capital projects	Administration, Stormwater	Stormwater Coordinator to work with the Town Engineer to evaluate capital projects as they enter the design phase	Allows the Town to evaluate the potential benefits of incorporating new and emerging green technology into capital projects
OBJECTIVE 6.11: Ensure well-maintained roadways throughout the Town				
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 streets within the corporate limits of the Town	Administration	The Town Engineer and the Street Department works with Curry and Associates to rank the condition of streets on an annual basis	Helps facilitate annual updates of the Capital Improvement Plan (CIP) and resurfacing program and ensure proper budgeting of road and street improvements

2	Begin a systematic approach to annual road improvements and maintenance	Street	Funding for roadways identified as in need of resurfacing and/or rehabilitation budgeted annually	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 crew	Improved removal of snow and ice in an efficient, cost effective and safe manner
3	Additional employee training for more efficient removal of snow and to introduce new plowing technologies	Street	Regular training program keeps crews current	Improved removal of snow and ice in an efficient, cost effective and safe manner
ACTION ITEM 6.11.3: Evaluate lighting of roadways and intersections throughout the Town				
	Critical Link	Department(s)	Status	Outcome
1	Assess lighting at roadways and intersections throughout the Town, making improvements where necessary	Administration, Street	Street Department makes lighting improvements to underlit areas on a case by case basis as the budget allows	Improve visibility along roadways and/or at intersections that may be underlit to increase safety

2	Consider “no truck traffic/local deliveries only” designations on certain Town roadways	Administration, Street	Town to consider updated municipal code to identify certain “no truck traffic/local deliveries only” roadways	Encourages truck traffic on roadways designed for that type of traffic. Thus reducing wear and tear on other roadways and improving traffic and overall safety and mobility in the Town
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OBJECTIVE 6.12: Execute capital improvement projects that address growth and economic development demands consistent with the Comprehensive Plan

ACTION ITEM 6.12.1: Expand E. Northfield Drive from CR 300 North to CR 400 North (Airport Road)

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase and right of way (ROW) acquisitions, issue call for bids, and complete project	Administration	Project design being finalized for an anticipated 2018 start on construction. 74% of project cost being funded by federal contributions. Project estimated to be complete in 2019	Extension of E. Northfield will link CR 300 North with CR 400 North (Airport Road)

ACTION ITEM 6.12.2: B&O Trail Tunnel at CR 300 North

	Critical Link	Department(s)	Status	Outcome
1	Complete design phase and ROW acquisitions, issue call for bids, and complete project	Administration	Project design being finalized for an anticipated 2018 start on construction. 69% of project cost being funded by the Metropolitan Planning Organization (MPO). Project estimated to be complete in 2020	Provide tie-ins to B&O Trail that will allow trail users to safely pass under Northfield Drive

ACTION ITEM 6.12.3: N. Green Street Improvement Project

	Critical Link	Department(s)	Status	Outcome
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1	Complete design phase & right of way (ROW) acquisitions, issue call for bids, and complete project	Administration	Design phase and ROW acquisitions completed. 52% of project cost being funded by federal contributions. Constructions anticipated to start in spring of 2018	Will help improve traffic flow, safety, walkability, and image in the downtown area
ACTION ITEM 6.12.4: S. Green Street Improvement Project				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions, issue call for bids, and complete project	Administration	Project has received preliminary approval for funding by the Metropolitan Planning Organization (MPO). Next steps will be to complete design phase & ROW acquisitions. Construction estimated to start in 2022 with completion in 2023	Will help improve traffic flow, safety, walkability, and image in the downtown area
ACTION ITEM 6.12.5: Roundabout at S. Green Street and Airport Road				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions, issue call for bids, and complete project	Administration	Design phase estimated to begin in 2020 with a possible start of construction in 2022. 70% of the project cost is being funded by federal contributions	Will help improve traffic flow and safety at the intersection of S. Green Street and Airport Road
ACTION ITEM 6.12.6: Roundabout at CR 300 North and Hornaday Road				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions, issue call for bids, and complete project	Administration	In design phase with construction anticipated to start in 2019. 59% of the project cost is being funded by federal contributions	Will help improve traffic flow and safety at the intersection of CR 300 North and Hornaday Road
ACTION ITEM 6.12.7: Roundabout at Airport Road and Hornaday Road				
	Critical Link	Department(s)	Status	Outcome

1	Complete design phase & right of way (ROW) acquisitions, issue call for bids, and complete project	Administration	In design phase with construction anticipated to start in 2021. 54% of the project cost is being funded by federal contributions	Will help improve traffic flow and safety at the intersection of Airport Road and Hornaday Road
ACTION ITEM 6.12.8: Improve the intersection of CR 900 East and US 136				
	Critical Link	Department(s)	Status	Outcome
1	Continue to work with engineering firm and the Indiana Department of Transportation (INDOT) to develop and review proposed designs and traffic modeling with the goal of finding the best overall solution	Administration	Meetings have taken place and preliminary designs are being reviewed	Improvements will address the long standing safety hazards associated with the intersection of CR 900 East and US 136 and help improve traffic flow
ACTION ITEM 6.12.9: Reconstruct CR 700 North from N. Green Street to CR 900 East				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions, issue call for bids, and complete project	Administration	Design phase estimated to begin in 2019 with a possible start of construction in 2021. 67% of the project cost is being funded by federal contributions	Will help improve traffic flow and safety along CR 700 North from N. Green Street to CR 900 East
ACTION ITEM 6.12.10 Provide safety improvements at Ronald Reagan Parkway and CR 400 North				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions (if needed), issue call for bids, and complete project	Administration, Street	Town awaiting original parkway project close out to acquire control of the area from the INDOT prior to making any improvements	Will help improve traffic flow and safety at the intersection of Ronald Reagan Parkway and CR 400 North
ACTION ITEM 6.12.11: Make improvements to the intersection of Green Street and Main Street/ US 136				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase & ROW acquisitions (if needed), issue call for bids, and complete project	Administration	Council resolution passed approving partnership with INDOT. Design meetings with INDOT and engineer began in early 2018	Alleviate tight turn radius challenges and improve traffic flow at this key intersection

ACTION ITEM 6.12.12: Complete renovation of North Central Downtown (Phase 4) Sewer Separation Project				
	Critical Link	Department(s)	Status	Outcome
1	Complete right of way (ROW) acquisitions, issue call for bids, and complete project	Administration, Wastewater Treatment Plant (WWTP)	Call for bids has anticipated to commence in fiscal year (FY) 2020 with Potential start of construction in 2020	Prevent stormwater from entering into the sewer system resulting in decreased capacity and minimizing combined sewer overflow (CSO) events. Will add improved road, sidewalk, and drainage infrastructure to the area
ACTION ITEM 6.12.13: College Avenue and Odell Street drainage improvement project				
	Critical Link	Department(s)	Status	Outcome
1	Complete design phase, issue call for bids if necessary, and complete project	Administration, WWTP	Initial design for short term solutions underway. Long term plan to be developed	To improve drainage in this area that is prone to flooding during large scale rain events
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 sidewalk replacement schedule	Street	Street Dept. works annually with Curry and Associates to prioritize condition of sidewalks	Improve walkways, especially those in high priority school and residential areas. Assess as prioritized by the Active Transportation Plan
2	Communicate to public funding available each fiscal year (FY) and which sidewalks will be repaired with that funding	Street	Priority list being developed; once list finalized it will be released to the public. Amounts are budgeted each year from overlay funds	Anticipate citizen concern and curiosity regarding upcoming sidewalk projects
3	Complete the published project list annually	Street	Priority list being developed; Amounts budgeted each year from overlay funds. Once list finalized it will be released to the public	Improve walkways, especially those in high priority areas such as school and residential areas

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 area and activities scheduled at Lucas Oil Raceway

ACTION ITEM 7.1.1: Prepare for policing assignments in the 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 policing assignments in the 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 Treasurer 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 policing assignments in the area and at activities scheduled at Lucas Oil Raceway

Critical Link	Department(s)	Status	Outcome	
1	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 assignments in the area and at activities scheduled at Lucas Oil Raceway

Critical Link	Department(s)	Status	Outcome	
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	Administration, Police	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	Administration, Police	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 on a monthly basis within the department	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	Administration, Police	Needs of personnel and/or department follows chain of command structure for approval and determination of justifiable expenditures	Establish an affordable, efficient, and predictable replacement plan for certain technology as well as enhance the department's ability to combat crime trends. It will also serve to provide up-to-date techniques and tactics based on analytics 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	The Executive staff has discussed developing or updating statement	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	Improve upon activity analysis	Police	Activity analysis has been an ongoing challenge for Chief Dove and staff. There have been difficulties in obtaining proper data from our dispatch center; however some improvements have been made in developing reliable and efficient methods for data extraction and analysis. The information collected is analyzed on a monthly basis, and used to improve efforts in multiple areas of need such as traffic units, drug investigations, etc.	Analysis tools that accurately portray the activity of the department and reflects identifiable trends
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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 and business checks when possible. 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
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1	Review current juvenile programs in place	Police	The Community Relations Officer currently reviews juvenile programs annually as per Commission on Accreditation for Law Enforcement Agencies (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	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: Maintain traffic signal and emergency vehicle preemption system

	Critical Link	Department(s)	Status	Outcome
1	Install preemption system in all new emergency response vehicles and ensure integration with the existing system	Fleet	Installation of preemption system part of outfitting process for all new public safety vehicles	Provides safer road and traffic conditions that protect responders and motorists while increasing response time
2	Ensure new traffic signals call for preemption equipment that integrates with system installed in 2014	Clerk Treasurer, Development Services, Fire, Police	New light at Ronald Reagan Parkway (RRP) and I-74 to be fitted with equipment. Other lights in Town also to meet the standard	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

OBJECTIVE 7.5: Ensure preparation for emergency or disaster situations

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

	Critical Link	Department(s)	Status	Outcome
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1	Police, Fire, and Civil components of the Town to coordinate and provide input in updated Comprehensive Emergency Management Plan (CEMP)	All Departments	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 impacted 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 impacted 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 impacted by a disaster or emergency
OBJECTIVE 7.6: Support the communications efforts of Brownsburg Police (BPD) and Fire Territory (BFT)				
ACTION ITEM 7.6.1: Utilize the Town's external communications tools to support routine and emergency communications of local first responders and public safety agencies				
	Critical Link	Department(s)	Status	Outcome
1	Utilize Town communications resources as appropriate to assist the BPD and BFT with outreach and communications	Communications	Communications department assists both departments as needed	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	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 still continue to perform audits based on the program standards checklist and review them with frontline staff to communicate positives and make adjustments where needed	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 continue to be distributed to program participants through surveymonkey.com and analyzed for recommendations	Results are taken into account in program wrap-ups and for planning the following year
4 Update the Department’s Strategic Master Plan (2019-2023) and implementation schedule	Parks	Proposals are currently under review. Next steps include authorization to proceed from Park Board and the development of a steering committee	A strategic plan with clear actions that will steer staff in the future management and development of the park system

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 was developed and implemented in 2012	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 Brownsburg Community School Corporation (BCSC) to utilize gym space for sports programming. Parks also was awarded the latchkey services in each elementary school, staff is researching other options	Programming and latchkey services will be 100% fee based with the revenue recovering between 25-50% for seniors, 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
4	Perform yearly research on program fees ensuring they stay within market value and an annual lifecycle analysis of the programming	Parks	Staff perform research when developing new programs taking into account cost recovery level desired and surrounding fees in other communities	Relevant programming that comes at a reasonable cost for the community
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 (NCS) to seek resident feedback and input	Administration	Conducted every other year since 2011 and will continue on that biennial basis, may consider every three (3) years	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 quarterly	Provides additional forum for residents and business owners to ask questions of Town leadership
4	Maintain a resident academy to encourage resident involvement, encourage participation in boards and commissions, and provide overview of Town functions	Administration	Since 2015, the Town has conducted three (3) academies	Receiving ideas and advice from residents will produce more thorough results and a deeper insight into public perception; informed residents will create a pool of potential candidates to participate in various boards and commissions
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	Operate facilities and programs in a safe and quality manner	Parks	Facilities continue to be maintained according to maintenance standards established in business plan. Our Aquatic Facility Operator has been top notch on maintaining the Watermill (Splash pad) and closing it when there are chemical alarms until a safe environment can be re-established	Cleaner, safer and more appealing facilities for the community to utilize for a variety of needs
ACTION ITEM 8.4.2: 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	Develop a multi-generational facility that will serve as a downtown amenity and anchor	Administration, Parks	Conducted a feasibility study for use of the acquired St. Malachy property; surveys have been conducted to ascertain the type of amenities desired by residents In addition, a committee was formed to review proposals submitted by potential capital partners and a partner was selected. Next steps include a capital support and design agreement followed by a shared use and maintenance agreement	A multi-generational facility working synergistically with downtown development will meet recreational needs identified by residents and improve overall quality of life in the Town

4	Audit fees for various programs and facilities on an annual basis to determine whether cost recovery goals are being met	Parks	As part of its Recreation Plan, the department has reviewed its fees annually since 2010 and most recently increased fees on programs where cost of service increased	Will identify services that need improved or terminated
5	Continue to identify gaps and overlaps in recreation services within the community and adjust plans as necessary	Parks	Recommendations will be provided in the 2019-2023 Strategic Master Plan	Increased program offerings to all age segments that fill a need, providing options for the community's various interests
6	Design new facilities to be multi-use (i.e. multi-use athletic fields)	Parks	Working on a request for proposal (RFP) for the design of the Tague Property that could include key space for multi-use fields	Flexible facilities that meet multiple needs throughout the year

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: Expand after-school program services with the Brownsburg School District

	Critical Link	Department(s)	Status	Outcome
1	Expand after school services in partnership with Brownsburg Community School Corporation (BCSC) to middle school age segment	Parks	Currently assessing the need for such services with BCSC and drafting a program plan for implementation starting in the 2018/2019 school year	Shared resources allow for existing service delivery at a lower cost or service that would otherwise be unavailable
2	Create additional and renew current partnerships that expand services efficiently and effectively	Parks	Brownsburg Parks has continued to strengthen existing partnerships and create new ones with various civic, educational, religious, and other community organizations	Additional resources to better Brownsburg for the residents and continue to provide opportunities that bring the community together

OBJECTIVE 8.6: Provide seasonal events to encourage public gatherings/ Hold family friendly annual events on Town property to provide low cost or no cost events for community gatherings

ACTION ITEM 8.6.1: Organize and implement annual Brownsburg Farmers Market on the Town Hall Green

Critical Link	Department(s)	Status	Outcome
1 Secure local vendors who can provide fresh produce, artisan baked goods, and handcrafted items to shoppers at the Brownsburg Farmers Market each summer	Communications	Event Coordinator recruits vendors in a variety of categories each season	Support local vendors and provide a wide variety of goods for shoppers at the Farmers Market
2 Participate in Supplemental Nutrition Assistance Program (SNAP), Women Infants and Children (WIC), and matching fund programs to provide access to healthy, locally produced foods to all	Communications	The market continues to be SNAP and WIC certified. Purdue Extension offers matching dollar for the Farmers Market Nutrition Program (FMNP) WIC participants and the Town supports Fresh Bucks	Provide improved access to healthy, locally produced foods for shoppers at the Farmers Market

ACTION ITEM 8.6.2: Organize events centered around the motor sports industry

Critical Link	Department(s)	Status	Outcome
1 Maintain partnership with the National Hot Rod Association (NHRA), Lucas Oil Raceway (LOR) and Brownsburg based NHRA race teams to host annual fanfest on Town Hall Green	Communications	A Committee comprised of Town, NHRA, LOR, and team representatives work together on The Big Go Block Party in August each year	Support the local motorsports industry and provide a venue for community gatherings

ACTION ITEM 8.6.3: Explore and organize other seasonal events such as summer concerts, family fun day, national night out as well as some non-Town sponsored events

Critical Link	Department(s)	Status	Outcome
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1	Develop new and maintain sustainable seasonal events on Town Hall Green, seeking sponsorship and partnerships as appropriate	Communications	New 2018 events include Family Fun Day near Easter, Friday Fest kick off to summer concert on the last day of school. Blues & BBQ Fest (successfully launched in September 2017) was transferred to the Parks Dept. to maintain	Provide free family activities utilizing the Town Hall Green as a community gathering space
2	Support events planned by outside organizations or other Town departments	Communications	Event staff assists outside organizations with planning events on Town property. Event staff supports and participates in Brownsburg Police National Night Out, Brownsburg Parks Blues & BBQ Fest, and Christmas Under the Stars	Foster good will with community organizations who use Town property for their events

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, homeowner associations (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	Communications	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 February of each year	Administration	State of the Town Address at Chamber of Commerce Luncheon each February. A similar update is provided to the Council the month prior	Well-received by business owners and residents of the Town
3 Highlight key financial and special project information on Town website and other communication mediums	Administration	The budget and downtown project information currently available on website, examine other opportunities to convey emerging financial and project information	Improved transparency on financial matters and projects of high public interest

4	Evaluate current contracts and services utilized for external communications and information access	Administration, Communications	The Town has contracted with a vendor to provide video recording/streaming services. All meetings are recorded and archived on the website. Weblink features of Towns enterprise content management system (Laserfiche®) needs to be developed further	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	Generate news releases when timely	Increased government transparency; better informed and more engaged residents
2	Create and distribute Town Newsletter and Annual Report	Communications	Semiannual Town Newsletter released in spring and fall. Annual Report is released in February. Newsletters are mailed to all residents. Annual Report is available at Town Hall	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	Continue to use local media to distribute information on Town events, activities, etc.	Administration, Communications	Town uses local outlets 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 Treasurer	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 Treasurer	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 Treasurer	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	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	Maintain citizen email list with regular news item updates	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 to quickly disseminate pertinent information on Town services and events	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	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 (2) years	Results reported to the Town Council to help provide direction and focus to projects and service delivery
2	Conduct survey to determine resident preferences for receiving Town communications and use information to update Town's communication strategies	Communications	Question is periodically included as a custom question in biennial 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 continues to work with other jurisdictions on roadway and trail projects including the State, County, and adjacent municipalities	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 during the 2018-2022 Strategic Plan period	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	Safety Committee to do "surprise" inspections of Town facilities on semi-regular basis	Administration	Safety Committee to develop internal inspection schedule and execute unannounced visits. Distribute newsletters with educational tips and best practices	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 Treasurer	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 Treasurer	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
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1	Attend seminars held to update staff on new/pending legislation	Administration, Clerk Treasurer	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 Treasurer	The Town maintains membership with Accelerate Indiana Municipalities (AIM) 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 Treasurer	Train key staff on best practices to process public records requests (PRR). The Town responds to PRRs in a timely manner and archives responses in Laserfiche®.	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 Treasurer	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 (HR)	Employee of the year recognized annually	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. Include vision and values in marketing and other promotional materials	All Departments	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	Carry out regularly scheduled activities to promote unity and cohesion amongst employees and departments	Human Resources (HR)	Service awards, seasonal luncheons or dinners, and employee appreciation activities are held annually	Improving employee ownership and engagement 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 Departments	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	HR	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	Utilize Performance Pro for Department Heads and staff to monitor and communicate performance	All Departments	Since 2013 Town has utilized electronic evaluations that are completed on an annual basis.	Ensure merit increases are based on performance and not automatic solely based attendance and meeting a minimum standard
2	Attend state and national association conferences that will assist in better service delivery to constituents	All Departments	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