



Your Voice. Your Wisconsin.

2014-2017 Strategic Plan for the League of Wisconsin Municipalities

2015 Update

Detailed Strategic Agenda and Goals

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Our Vision

The League of Wisconsin Municipalities envisions a state made up of unique, vibrant and thriving municipalities that the League supports through effective leadership, collaboration, advocacy and service delivery.

Our Mission

The League of Wisconsin Municipalities engages and empowers Wisconsin municipalities by providing timely and accurate information, effective public policy analysis and advocacy, and relevant educational support.

The League's 2014-2017 Strategic Agenda

To achieve the League's mission and move toward its vision, the League has established the following strategic priorities for the duration of this plan:

1. Strengthen lobbying and political engagement
2. Increase member engagement
3. Sharpen League communications
4. Create new partnerships
5. Maintain quality services and excellent staff

The following pages of this strategic plan explain each of these five elements of the League's strategic agenda and detail the goals we will implement to enact these priorities.

For more information about this plan and updates on our progress, visit our website (www.lwm-info.org) or give us a call at 1-800-991-5502.

Strategic Issue I: *Strengthen lobbying and political engagement*

For more than 117 years, the League has been the collective voice of Wisconsin local government, connecting local elected and appointed officials with their 132 partners in the state legislature and with the Governor. Throughout that history, however, there have been times when the partnership was strained. We are in one of those periods now. Local officials feel growing frustration at the sense that their own legislators do not appreciate the central role local government plays in creating “Quality of Life.” New laws tying the hands of local government on everything from taxation to bow hunting within municipal limits are enacted without concern for the wishes of local governments or the citizens they serve. For the sake of Wisconsin's future, the League must re-establish its role as a major factor in state policymaking.

To accomplish this first and most important strategic initiative, the League calls on its leaders, members and professional staff to increase their engagement in the political and legislative processes. We will set up more meetings between our members and state elected officials “back home,” in the communities that feel the negative consequences of state mandates. We will take a more active role during the election process, encouraging local government officials to run for state office and to help our members get to know candidates for state office. We will partner with both public and private interest groups who share our vision of unique, vibrant and thriving Wisconsin communities.

We will know that we have succeeded when the League is once again a “player” in any legislation that impacts local communities; when the local workhorses of government receive their necessary shares of tax resources, when business groups and the League collaborate on pro-job, pro-growth solutions, and when local elected office experience is considered essential in candidates for Governor, State Senate or State Assembly.

Goal 1 – Build stronger relationships with legislative leaders

Goal Definition: The current legislative process vests a great deal of power in the leaders of the State Legislature. To succeed in this environment, the League must establish stronger relationships with legislative leaders to ensure the League is at the table when legislation impacting local governments is under consideration.

Desired Outcome: Legislative leaders will routinely seek our opinion, request information, and ask for our input on proposed legislation impacting municipal finance and/or powers.

Measure of Success: Success in this goal is defined simply as an increase in the number of good bills passed and a decrease in bad legislation. In the last legislative session, the League had a 42% success rate in passing pro-community laws and a 65% success rate in blocking anti-community legislation. Our goals for the 2015-2017 Legislative session are to increase each of these success rates to 52% and 75%, respectively.

Goal Champions: Curt Witynski, Jerry Deschane, League contract lobbyists

Target Date for Completion: The end of the 2015-16 legislative session.

Actions to Achieve the Goal	When?	Who?	Progress
1. Before the Legislature convenes, work with contract lobbying team to develop <i>The Partnership for Prosperity</i> and a written strategy for improving the League's relationship with legislative leaders.	3Q/14	Curt, Jerry, and contract lobbyists	Completed
2. Immediately following the elections, meet with legislative leaders to review League's legislative agenda.	4Q/14	Curt, Jerry, contract lobbyists, League President	Completed
3. As part of the election process, distribute League conduit funds in strategic manner, supporting candidates who support communities.	3-4Q/14	Curt, Jerry, and contract lobbyists	Completed
4. Engage our President and board to meet with Legislative Leaders periodically during the legislative session	May and October 2015, February 2016	Board	Ongoing
5. At the end of the legislative session, conduct a frank evaluation of our success and use that evaluation to educate our members about candidates and to build our 2017-2018 agenda. Include an evaluation of the conduit in that discussion	2Q/16	Board, Curt and Jerry	Pending

Goal 2 – Sharpen legislative communication with members and promote the Partnership for Prosperity Agenda

Goal Definition: The League's greatest lobbying asset is its membership. We aim to communicate more effectively to members of local government and the media to increase their understanding and support of pro-community legislation.

Desired Outcome: The positive outcome we seek is for both League members and the general public to engage with their legislators in support of the League's position on legislation impacting municipalities. We want the membership to be well-informed about the League's Partnership for Prosperity agenda with the ultimate goal being improving municipal legislative success (i.e., passage of the Partnership for Prosperity agenda).

Measure of Success:

- Most of the items on the League's Partnership for Prosperity agenda are enacted and all legislation reducing or infringing on municipal powers is defeated.
- Number of editorials, op-eds, press releases in support of League's position increased over prior session.
- Number of calls from reporters on Legislation affecting municipalities increased from prior session.
- Number of participants in League's Lobbying Corps and Rapid Action Team is increased from prior session.

Goal Champions: Curt Witynski, Gail Sumi, Jerry Deschane

Additional Contributors: Contract lobbyists

Target Date for Completion: The conclusion of the 2015-2016 legislative session.

Actions to Achieve the Goal	When?	Who?	Progress
1. Improve the look and readability of League's Legislative Bulletin and Capitol Buzz.	4Q/14	Curt, Gail, Jerry	Some improvements have been made; redesign waiting until post-web redo.
2. Develop coordinated strategy for using Twitter, Facebook and other social media to further communicate information initially published in the Legislative Bulletin and Capitol Buzz.	4Q/14	Ginger, Curt, Gail, Jerry	Completed
3. Evaluate the roles, responsibilities and membership of the Advisory Committee on Legislation, the Rapid Action Team and the Lobby Corps. Make adjustments to maximize member engagement	3Q/14	Gail, Curt, Jerry	Completed

Actions to Achieve the Goal	When?	Who?	Progress
4. Recruit more League members to participate in the Rapid Action Team and Lobbying Corps.	4Q/14	Curt, Gail, Jerry	Ongoing
5. Implement and annually review social media strategy developed above.	Implement throughout 2015 and 2016. Review annually in December of each year	Gail, Jerry, Curt	Completed. Review ongoing
6. Implement and annually review strategy for promoting legislative agenda with traditional media sources.	Implement throughout 2015 and 2016. Review each December.	Curt, Gail, Jerry and contract lobbyists	In progress
7. Conduct a Municipal Advocacy Month this fall, probably during the second half of November and the first half of December. The League's lobbying staff and contract lobbying team will visit at least 12 municipalities to debut and promote the Partnership for Prosperity agenda. Local legislators and municipal officials and staff from surrounding communities will be invited to attend. Encourage all attendees to join the League's Rapid Action Team, Lobbying Corps, or otherwise commit to helping promote the Partnership for Prosperity agenda.	4Q/14	Curt, Jerry, Gail, and the League's contract lobbyists	Completed
8. Educate our Lobbying Corps and Rapid Action team about the Partnership for Prosperity	4Q14, 1Q/15	Curt, Jerry, Gail and the League's	Completed

Actions to Achieve the Goal	When?	Who?	Progress
campaign and urge them to communicate with their legislators about the agenda.		contract lobbyists	
9. Review and evaluate.	End of the Legislative Session (June 2016)	Curt, Gail, contract Lobbyists, Jerry, Board	Pending
10. Increase number of engaged members responding to Voter Voice calls to action	July 17	Gail, Curt	Ongoing

Goal 3 – Develop a State of the Cities and Villages Report

Goal Definition: Our goal is to increase our ability to influence the legislature by developing and disseminating good research data that shows the status of our member communities and clearly illustrates the need for our legislation. If the goal is not achieved, we will likely be less successful in the Legislature.

Desired Outcome: The primary outcome is to be more successful in the Legislature. The secondary outcome is to provide our members with data they can use to more effectively benchmark and manage their cities and villages.

Measure of Success: We will publish a regular report on fiscal state of municipalities, including road conditions and staffing. Utilize staff input and expertise to maximize value to members and legislators.

Goal Champion: Curt, Jerry

Additional Contributors: Gail

Target Date for Completion: Summer of 2016

Actions to Achieve the Goal	When?	Who?	Progress
1. Budget for research	4Q15	Board	
2. Select researcher	1Q16	Jerry, Curt, Urban Alliance	
3. Convene a working group of members to guide the work of researcher	1Q/1	Jerry	
4. Communicate the results of the research	2Q16	Gail	

Goal 4 – Conduct an Urban Policy Forum

Goal Definition: Our goal is for the Urban Alliance to conduct an annual Urban Policy Forum where results of the annual State of the Cities fiscal survey are revealed, key issues are discussed in depth and topics for further research and legislation are identified and developed.

Desired Outcome: The Urban Policy Conference will identify important topics for research and discussion that will aid the League’s lobbying and education effort with data and proactive legislative initiatives. This policy forum will assist the League in driving an effective, proactive municipal agenda.

Measure of Success: The League will use the information from the Urban Policy Forum to create a proactive legislative agenda that raises important urban issues that have been well researched and that are supported by credible data.

Goal Champion: Curt, Jerry

Additional Contributors: Gail, Carrie

Target Date for Completion: Late summer 2016

Actions to Achieve the Goal	When?	Who?	Progress
1. Identify a location and date for the first Policy Forum	4Q15	Jerry, Carrie	
2. Plan forum content	1Q16	Urban Alliance	
3. Promote the Forum	2Q16	Gail, Jean	
4. Conduct the Forum	3Q16	Carrie, Curt, Jerry	
5. Evaluate the Forum	3Q16	Urban Alliance	

Goal 5 – Educate Members and Legislators on our legislative and legal successes

Goal Definition: Our success is not useful to our members unless they know about it. We will communicate more effectively to our members, to legislators and to other interested groups, to make them aware and appreciative of the importance of our successes. This will build member confidence and build additional capacity – the more successful we are, the stronger we become.

Desired Outcome: The League will have a better-informed membership, greater capacity for legislative and legal success, more positive relationships with legislators and opinion-makers, and League membership will be perceived as a great community investment.

Measure of Success: We will produce documents that demonstrate our successes; membership feedback in an annual survey will reflect rising confidence in the League – we're good at this and getting better.

Goal Champion: Gail Sumi, Jean, Ginger

Additional Contributors: Curt Witynski and Jean Staral

Target Date for Completion: Ongoing.

Actions to Achieve the Goal	When?	Who?	Progress
1. Research other state Leagues and associations to see how they communicate success to their members.	1Q/15	Gail, Ginger	In process
2. Identify 3-5 success stories and execute the success story protocol.	4Q/15	Gail, Jean	Pending
3. Conduct an annual member satisfaction survey.	3Q/15, 16, 17	Gail w/staff	Pending
4. Annually review and evaluate.	Annually in 2015, 2016, 2017	Staff and Board	Pending

Goal 6 – Engage members in the 2016 Legislative Elections

Goal Definition: To be successful in the Legislature, it is important to have legislators who understand League issues. To lay the groundwork and engage candidates and members in League issues for the upcoming legislative session League members must get involved during the election cycle.

Desired Outcome: Candidates will develop relationships with leaders in member municipalities and better understand municipal issues. If elected, they will take their relationships and knowledge into account when making decisions on legislation that impacts Wisconsin's cities and villages.

Measure of Success: Member municipalities will invite candidates to governing body meetings during the campaign. Candidates elected to office will have a better understanding of municipal issues and will support League positions on legislation.

Goal Champion: Gail Sumi

Additional Contributors: Curt Witynski, Jerry Deschane

Target Date for Completion: November 9, 2016.

Actions to Achieve the Goal	When?	Who?	Progress
1. Create an election-year toolkit including instructions on how and when to invite legislators and/or candidates, briefing materials for those candidates, etc.	2Q 2016	Gail Sumi	
2. Distribute toolkit to members	2Q 2016	Gail, Ginger	
3. Encourage use of the toolkit through League communications	2Q 2016	Gail	
4. As requested, attend member candidate events	3Q 2016	Jerry, Curt, Gail	
5. Evaluate effectiveness	4Q 2016	Gail, Jerry, Curt	

Strategic Issue II: *Increase member engagement*

Our membership is our greatest strength, but the League cannot succeed if that membership is not engaged. Like most membership organizations, we need our members' input and yet busy personal schedules limit their participation. There are 4,000 local elected officials in Wisconsin, but only a few dozen of them are active in the Lobby Corps and Rapid Action Team. Each spring, local communities elect 800 new village trustees and city council members. To serve their communities most effectively, those new elected officials need greater awareness of the tremendous resources available to them through the League. How do we do a better job balancing members' needs with their busy schedules?

The League will take its services to its members, with in-person presentations at council and board meetings, organizing regional meetings and creating training opportunities tailored to the needs of trustees and council members. We will take advantage of social media tools to help members network with one another, sharing expertise statewide through a peer resource center. As we reach more local elected officials with League resources, local governments will be better equipped to make decisions, and our legislative efforts will be strengthened.

Goal 1 – Conduct in-person presentations at council, board and regional meetings

Goal Definition: The League has the capacity to have significant influence on legislators because our members are the local leaders and opinion-makers. To empower those voices, League leaders and staff will meet directly with city and village boards, focusing first on communities within key legislative districts. The number and location of presentations will be based on need for legislative influence and opportunities for growth. We will enlist both staff professionals and our volunteer leaders in this grassroots campaign, with the first presentation at a meeting done by staff, the second by Board members.

Desired Outcome: Increase the number of members who are active in League grassroots programs including the Advisory Committee on Legislation, Rapid Action Team, and Lobby Corps. As a direct result of increased grassroots activism, the League's legislative agenda will be more successful.

Measure of Success: (1) An increase in the number of members who participate in grassroots lobbying; and (2) an increase in the number of legislative contacts on key issues.

Goal Champion: Jerry Deschane

Additional Contributors: LWM Board members

Target Date for Completion: End of each Legislative session.

Actions to Achieve the Goal	When?	Who?	Progress
1. Identify and prioritize key legislative districts.	4Q/14, 16	Contract lobbyists	First round successful
2. Identify members in each district.	4Q/14, 16	Mary	First round successful
3. Send initial contact explaining program.	4Q/14, 16	Jerry	First round successful
4. Divide communities for 3 staff – Jerry Deschane, Gail Sumi, and Curt Witynski.	4Q/14, 16	Ginger, Jerry, Curt and Gail	First round successful
5. Send 2 nd contact requesting agenda time.	4Q/14, 16	Ginger, Jerry	First round successful
6. Notify and invite board members in area.	4Q/14, 16	Ginger	First round successful
7. Develop Partnership for Prosperity presentation.	4Q/14, 16	Curt, Gail, Jean	First round successful
8. Attend meetings.	4Q/14, 1Q/15	Jerry, Curt, Gail, Board	First round successful
9. Review and evaluate.	June 2016, 2018	Staff, contract lobbyists and board	Ongoing

Goal 2 – Provide training targeted toward governing body members

Goal Definition: We will provide more in-depth training opportunities for trustees and city council members. The League sponsors seminars and workshops for chief executive officers, municipal attorneys, city engineers, clerks, treasurers and finance officers, and other municipal staff, but not for the elected legislative members. While many of the workshops at the League’s Annual Conference do focus on the role and function of governing body members, the League does not currently provide a separate institute or seminar for them. The League’s annual New Officials Workshop focuses on open meetings law, ethics law, and other information critical for first time governing body members. It does not address other issues of interest to governing body members such as economic development, TIF, land use planning, and other more complex matters of municipal government.

Desired Outcome: The positive outcome we seek is for governing body members to be more engaged in the League and more effective in their roles.

Measure of Success: We will measure this goal by the number of attendees at training opportunities specifically for governing body members.

Goal Champion: Daniel Olson

Additional Contributors: Carrie Jensen, other staff as needed

Target Date for Completion: May, 2017.

Actions to Achieve the Goal	When?	Who?	Progress
1. League staff reviews current training programs offered by the League.	1Q/16	Daniel,	Completed
2. League staff assesses governing body member needs via survey or other method.	2-3Q/16	Daniel	Pending
3. League staff develops a training track for governing body members. Possible options include: establishing a new annual seminar exclusively for governing body members; expanding existing seminars to include a track of workshops for veteran governing body members; or offering a series of short workshops that staff or contract providers could provide for a fee to individual communities.	4Q/16	Curt, Carrie, Claire, and Jerry	Pending
4. Implement new training option for governing body members.	2Q/17	Carrie, other staff as needed	Pending
5. Market the annual conference to governing body members and evaluate attendance	2Q/17	League Staff	Pending
6. Review and evaluate.	3Q/17	Board and Jerry	Pending

Goal 3 – Establish a peer assistance resource center on LWM-Info.org

Goal Definition: We will use social media tools to provide opportunities for our members to connect with their peers and counterparts so that they can share common problems, questions, solutions, etc.

Desired Outcome: Members will be able to easily share information with other members who are similarly situated, and will feel more connected, less isolated and will benefit from expanded access to practical, “real-world” advice from their peers.

Measure of Success: We will measure this goal by the number of local officials who use the peer assistance resource center.

Goal Champion: Claire Silverman

Additional Contributors: Jean Staral and other LWM staffers.

Target Date for Completion: Third quarter, 2015

Actions to Achieve the Goal	When?	Who?	Progress
1. Establish a framework for managing and supporting listservs.	3Q/15	Claire	Pending
2. Set up Yahoo groups (listservs) for various elected/appointed officials who don't already have one.	3Q/15	Claire, Mary, Gail	Pending
3. Identify relevant resources for local government officials and post information about those resources.	3Q/15	All Staff	Pending
4. Promote the listservs and resources in our publications and at our annual conference.	3Q/15	Jean	Pending
5. Annually review and evaluate.	1Q/16	Board and Jerry	Pending

Goal 4 – Create a small municipalities’ task force

Goal Definition: The goal is to create a small municipalities’ task force to advise the staff on ways the League’s services to small municipalities can be enhanced or modified, consistent with LWM’s resources and the needs of the organization as a whole.

Desired Outcome: Creating a small municipalities’ task force will help staff more clearly understand the needs of small cities and villages as they develop and implement LWM services and programs. It will provide LWM staff with insight into current issues of concern to small communities and help us better address their needs.

Measure of Success: LWM staff will be able to identify specific changes that have taken place due to task force input.

Goal Champions: Curt Witynski and Jerry Deschane

Additional Contributors: Other LWM staffers as needed.

Target Date for Completion: First quarter, 2016

Suggested Actions to Achieve the Goal	When?	Who?	Progress
1. Research successful small municipality advisory commissions and small municipality networks in other state Leagues and present a proposal to the LWM Board for creating and implementing both in 2016.	Summer board meeting 2015	Curt	Complete
2. Appoint small municipalities' task force members.	January 2016	League president, Jerry, Curt	Pending
3. Host task force meeting	2Q16	Jerry, Curt	Pending

Goal 5 – Create and disseminate orientation packet for new board members.

Goal Definition: We will “onboard” our new directors more effectively by providing them with background information about the League as they begin their term.

Desired Outcome: Directors will be more confident and informed in their decision-making role.

Measure of Success: We will measure the success of this goal by the existence of the packet, and by feedback from board members.

Goal Champion: Ginger

Additional Contributors: Jerry, Staff

Target Date for Completion: 4Q15 (First use for board members appointed in October 2015)

Actions to Achieve the Goal	When?	Who?	Progress
1. Assemble a list of useful documents, using the board book as a starting point	4Q15	Ginger	
2. Determine which items to include at a staff meeting	4Q15	Staff	

Actions to Achieve the Goal	When?	Who?	Progress
3. Review packet with Board President	4Q15	Staff	
4. Use packet to provide new board members with an in-person briefing	4Q15	Jerry	

Goal 6 – Create and disseminate video “Introduction to the League”

Goal Definition: We will to provide an additional communication avenue, using video to introduce the League and its services/programs to new officials of League members.

Desired Outcome: By communicating more effectively, the League will enhance the short and long term relationship between itself and new officials of League members.

Measure of Success: The video is well-received and new officials of League members contact the League more frequently and participate in League activities more often.

Goal Champion: Daniel

Additional Contributors: Gail, Ginger

Target Date for Completion: 2Q17

Actions to Achieve the Goal	When?	Who?	Progress
1. Review current information communicated to new officials	1Q16	Daniel, Ginger	
2. Assess service and program information needs of new officials via survey or other means to determine video content	2-3Q16	Daniel, Jean	
3. Prepare video	1Q17	Daniel, Ginger, Gail	
4. Disseminate video to new officials	2Q17	Mary	
5. Review, evaluate and update video	4Q17	Daniel, all staff	

Strategic Issue III: *Sharpen League communications*

There is a consensus that the League needs to update its communications with a new “brand” that embraces both the long history of the League and the need to speak to a modern cross-section of generations and audiences. Through sharpened communications, local community leaders will have an increased awareness of our mission and services, and we will see increased participation in League events and more effective grassroots lobbying of community issues.

Goal 1 – Develop a communication plan

Goal Definition: The League provides a tremendous amount of information to its members. While this is valuable and important, there is no underlying plan to determine what, when and in what channel that information is delivered, and there is little follow up to verify that the information was received and is valuable to our members. We will develop a written communication plan to anticipate and tailor our communications to our audiences.

Desired Outcome: Planned communications will increase the effectiveness of our publications and outreach, which will lead to increased community and legislative success.

Measure of Success: Increased attendance at League events, increased social media participants, greater legislative success.

Goal Champions: Gail Sumi, Jean Staral

Additional Contributors: League staffers

Target Date for Completion: Ongoing

Actions to Achieve the Goal	When?	Who?	Progress
1. Conduct a communications audit – what communication tools do we currently employ and who is the audience for each. Review content appropriate to each.	4Q/14	Gail, Jean, Ginger	Completed
2. Research best practices.	4Q/14	Gail, Jean, Ginger	Completed
3. Create a timeline for fine-tuning each communication tool, beginning with the website and magazine.	4Q/14	Gail, Jean, Ginger	Completed

Actions to Achieve the Goal	When?	Who?	Progress
4. Create a timeline for coordinating deadlines to maximize our impact and exposure as we roll out new tools.	1Q/15	Gail, Jean, Ginger	In process
5. Develop a communications budget.	1Q16	Jean, Gail, Jerry,	Pending
6. Implement the plan.	1Q/15	Gail, Jean, Ginger	In process
7. Review and evaluate.	1Q/16	Board, Jerry, Gail, Jean	Pending

Goal 2 – Use technology for meetings, webinars and online classes

Goal Definition: The League needs to look at how we use technology to reach our members and other partners, including our website, database, meetings, social media, mobile apps, email, and print. We will identify what we are doing well that does not need to be changed, and evaluate tools we are not using to determine whether they would more effectively serve our members.

Desired Outcome: The League will have the most modern and effective suite of communication tools available. We will employ a diversity of communication tools to reach diverse audiences. We will learn from our members, and ask them to help us duplicate their successes in using technology. We will use our database to collect information on how members and others use our resources. We will use input from our members to implement the types of learning experiences they desire (online, video, hands-on, etc.).

Measure of Success: Through regular surveys and other feedback tools, our members will tell us whether we are providing the resources requested. We will track the number of people talking about our events on social media or in print and track member participation in our events, programs and services.

Goal Champion: Mary Malone

Additional Contributors: Carrie and other LWM staffers

Target Date for Completion: Ongoing, with annual evaluation.

Actions to Achieve the Goal	When?	Who?	Progress
1. Seek out a partner in the video production business.	2Q15	Gail, Ginger, Mary	Completed

Actions to Achieve the Goal	When?	Who?	Progress
2. Encourage sponsors and exhibitors to use hands-on technology at our events.	2Q 2015	Carrie, Jean	Completed
3. Look for best practices among Meeting Planners Institute members on the use of technology.	1Q 2015	Carrie	Completed
4. Pilot the use of online training by recording a session (New Officials Workshop?) and making that recording available online.	2Q 2016	Mary, Carrie, Gail, Ginger	Pending
5. Include this question on evaluation and surveys: What will help you be more responsive to the people you serve? Use answers to present resources in formats members prefer.	2Q 2015	Anyone doing surveys, evaluations, etc.	Pending
6. Test the use of webinars to share legislative updates and operationalize if successful	2Q/2015	Curt, Jerry	Completed
7. Make "technology brainstorming" a staff meeting topic every two months to identify fresh ways to use technology.	1Q 2015	Staff	Ongoing
8. Explore upgrading to iMIS 20 to enhance member activity tracking.	1Q 2015	Mary, Jerry, Heather Dyer	Completed
9. Review and evaluate.	After each event and annually	Staff, communications committee, board	Upgrade complete, training in process

Strategic Issue IV: Create new partnerships

The League can't do everything alone. We must rely on partnerships to accomplish our legislative agenda and to provide essential services to our membership. Forming coalitions with others is necessary to support our members as they develop unique, thriving communities.

Partnerships, for purposes of this plan, come in three categories. First, political partnerships are those that help us accomplish our legislative agenda. Second, business partnerships provide the League with the resources to maintain its services to our communities. And finally, collaborative partnerships are those we will create to provide unique benefits or services to enhance local quality of life.

Success in each of these three categories will be measured by the success of our legislative agenda, the sustainability of our budget and the vibrancy of our communities. Specifically, we will work toward a 25% improvement in our legislative "won-lost" percentage. We will decrease the percentage of our budget that relies on dues to 50% after three years, and we will identify six new community-supporting collaborations.

Goal 1 – Identify external partners who advocate for the League's position on legislation

Goal Definition: To ensure that the League is collaborating with other stakeholders and interest groups to advance its legislative agenda.

Desired Outcome: Passage of the agenda item.

Measure of Success: The League teams up with one or more external partners who actively support the League's position on at least 90 percent of its legislative initiatives.

Goal Champions: Curt Witynski, Jerry Deschane; League's contract lobbyists

Additional Contributors:

Target Date for Completion: Ongoing throughout the 2015-2016 legislative session.

Actions to Achieve the Goal	When?	Who?	Progress
1. Meet with interest groups like the Wisconsin Realtors Association, the Transportation Builders Association, and other potential partners to review the League's legislative agenda and to learn if there is an interest in collaborating on issues of common concern.	4Q/14	Curt, Jerry, and contract lobbyists	Completed

Actions to Achieve the Goal	When?	Who?	Progress
2. Meet with the Wisconsin Counties Association, the Wisconsin Towns Association, MEUW, and other local government associations to review the League's legislative agenda and seek collaboration on issues of common concern.	4Q14	Curt, Jerry, and contract lobbyists	Completed
3. Meet with regional municipal associations, like the Mid-Moraine Municipal Association, the ICC of Milwaukee County, and the Dane County Cities and Villages Association to review the League's legislative agenda and seek support for it.	November and December 2014	Curt, Jerry, and contract lobbyists	Completed
4. As new legislation that the League opposes is introduced during the 2015-2016 session, we will identify opportunities for collaborating with partners in opposition to the bills.	Ongoing throughout legislative session	Curt, Jerry, and contract lobbyists	Ongoing
5. As legislation emerges during the 2015-2016 session that the League supports, we will identify opportunities for collaborating with other stakeholders in support of such beneficial legislation.	Ongoing throughout legislative session	Curt, Jerry, and contract lobbyists	Ongoing
6. Evaluate.	2Q16	Board, Curt, Jerry	Pending

Goal 2 – Increase the portion of non-dues revenue

Goal Definition: The League relies upon dues revenue for the majority of its funding (approximately 65%). Over-reliance on dues alone limits programming options and can create tensions between League leadership and members. A more healthy balance would be 50% dues reliance, with the remaining budget funded by other sources.

Desired Outcome: Less pressure on membership. More program and service options for members. Ability to strengthen our lobbying function.

Measure of Success: Each year the percentage of revenues from non-dues sources increases until the percentage equals fifty.

Goal Champions: Jerry Deschane

Additional Contributors: Jean Staral

Target Date for Completion: 4Q/17

Actions to Achieve the Goal	When?	Who?	Progress
1. Adopt a new partnership agreement with LWM Mutual Insurance.	3Q/14	Jerry, Board, LWMMI	Completed
2. Increase LWM Mutual Insurance Trust contribution to LWM.	3Q/14	Jerry, Board, LWMMIT	Completed
3. Assign LWM Associate marketing plan to a staff person.	3Q14	Jerry	Completed
4. Implement marketing plan for LWM Associate membership.	4Q/14	Jean	Ongoing
5. Calculate current non-dues percentage	3Q/14	Jerry	Completed
6. Adopt annual non-dues target as part of budget adoption.	4Q/14, 15, 16	Jerry, Board	Ongoing
7. Develop marketing plan and budget for all forms of advertising/non-dues revenue income.	3Q/15	Jean	Pending
8. Utilize iMIS database to identify and market to companies that act as municipal staff (engineers, attorneys, assessors etc.).	3Q/15	Jean	Completed
9. Review and evaluate.	3Q/15, 16, 17	Jerry, Board	Pending

Goal 3 – Identify collaborations that will benefit member communities

Goal Definition: The League will identify other organizations that we can collaborate with that will benefit our members. These collaborations will be diverse in shape, size

and outcome, but the primary purpose of all of them will be to help Wisconsin communities become more unique, vibrant and thriving.

Desired Outcome: The League's members will have increased access to meaningful opportunities and the organizations collaborating with the League will have increased visibility and outlets for accomplishing their purpose.

Measure of Success: We will establish at least six new collaborations within this three-year plan.

Goal Champion: Ginger

Additional Contributors: LWM staff, board members

Target Date for Completion: October 2017.

Actions to Achieve the Goal	When?	Who?	Progress
1. Develop "collaboration" definition.	1Q/15	Ginger	Completed
2. Identify current collaborators.	1Q/15	Ginger	Completed
3. Brainstorm new collaborations that would be beneficial to LWM members and identify organizations to contact.	1Q/15	Staff, Board	Completed and ongoing
4. Research what sort of organizations other state Leagues are collaborating with to provide opportunities/value to their members.	2Q/15	Ginger	
5. Contact collaborators	2Q/15	Staff or members as appropriate	Ongoing
6. Implement collaborations	2Q/15 and ongoing	Staff or members as appropriate	Ongoing
7. Annually review and evaluate.	2Q/17	Ginger, Jerry, Board	Pending

Strategic Issue V: Maintain quality services and excellent staff

To be most useful to our members, we should constantly evaluate our products and services. Are we delivering what our member communities need, in the form they need it? Are we operating as efficiently and as effectively as possible? Are our staff recognized as the best in their field and do they have the tools they need to provide our members with excellent service? We will establish and implement a regular system of evaluating our services, polling our members for feedback and retaining and equipping the best staff possible.

Goal 1 – Conduct annual member services assessment

Goal Definition: Services are the most basic reason members join the League. Members who don't use these services are missing a major resource for their community. The League needs to regularly evaluate its offerings so that we are providing our members the most relevant services in the most cost-effective manner. In addition, we need to publicize these services effectively so that members understand and make use of them.

Desired Outcome: Greater awareness of the products and services offered by the League, including a higher profile among the members and the general public. Our services will allow members to advance their communities by working smarter and by joining forces with other communities with similar goals as their own.

Measure of Success: Increased membership satisfaction as reported in an annual survey. Increased membership participation in services. More consistently engaged and involved membership.

Goal Champions: Jean Staral, Gail Sumi

Additional Contributors:

Target Date for Completion: To be evaluated annually

Actions to Achieve the Goal	When?	Who?	Progress
1. Implement an annual survey for members.	1Q/16	Jean, Gail	Pending
2. Develop examples illustrating how to monetize services	4Q15	Jerry	
3. Monetize services (legal, conference, legislative) in communications.	1Q/15	Jean, Gail	Pending

Actions to Achieve the Goal	When?	Who?	Progress
4. Report the above in <i>the Municipality</i> , broadcast on social media.	1Q/15	Jean	Pending
5. Develop an online form for members to make suggestions and ask questions.	1Q/15	Ginger, Gail	Pending
6. Log all member service contacts in iMIS (conference attendance, legal calls and general inquiries).	Daily, beginning 1Q/15	All staff	In process. Training for staff is needed for transition to iMIS 20
7. Collect, analyze and report member data to board.	Quarterly, beginning 2Q/15	Mary, Jerry, Board	In process. Data quality needs to improve
8. Develop a comprehensive list of league services.	1Q/16	Jean, Gail	Pending
9. Prepare a schedule for assessing all services.	1Q/16	Jean, Gail	Pending
10. Develop an assessment rubric.	1Q/16	Jerry, Jean, Gail	Pending
11. Assess each League service.	According to schedule	Staff as assigned	Pending
12. Prepare a written assessment report for each service.	According to schedule	Staff as assigned	Pending
13. Review assessment reports and recommended changes.	Quarterly	Staff and board	Pending
14. Prepare a written assessment report following each conference or workshop	Following each event	Carrie, Jerry	Completed

Goal 2 – Explore new service offerings

Goal Definition: Making sure the League's existing member services are valid, needed and excellent is important. But it is also important to be on the lookout for new services and ways to help our members meet new challenges and opportunities.

Desired Outcome: League resources are employed most efficiently to provide higher member satisfaction while improving the financial health and member support for the League and increasing member effectiveness.

Measure of Success: Member satisfaction rating for League services will increase while service expenditures remain sustainable.

Goal Champion: Ginger

Additional Contributors: Staff as assigned

Target Date for Completion:

Actions to Achieve the Goal	When?	Who?	Progress
1. Inventory the services currently provided to members.	4Q/14	Ginger	Completed
2. Compile list of member services provided by other municipal organizations.	4Q/14	Daniel, Ginger	Completed
3. Survey members and staff for new service ideas and feedback.	1Q/15	Daniel, Ginger	Completed
4. Assess viability of new service proposals.	2Q/15	Daniel, Jerry, other staff as needed	Pending
5. Evaluate a Wisconsin general code of ordinances	4Q15	Claire	Pending
6. Arrange potential partnerships for selected new services.	3Q/15	Daniel	Pending
7. Develop a budget for new services.	4Q/15	Jerry, Board	Pending
8. Implementation.	1Q/16	Staff as appropriate	Pending
9. Annually review and evaluate.	1Q/17	Ginger, Jerry	Pending

Goal 3 – Ensure that the League is and remains an employer of choice

Goal Definition: The League's services are only as good as the people who provide them. Our legal information is only as valuable as the attorneys who provide it; our lobbying is only as effective as the people who implement it; our events are only as insightful as the people who organize and present at them; and our communications are only as good as the people who write them. We will regularly examine League employment to ensure the League is attracting and retaining high quality staff. Failure to maintain quality staff will prevent us from providing excellent services to members and result in significant costs associated with high employee turnover.

Desired Outcome: The League will maintain and attract staff members who are knowledgeable, responsive, enjoy working for the League and are motivated to provide members with excellent services. Members will feel confident that the League has quality staff providing quality services that benefit them.

Measure of Success: League will have (a) high quality staff who enjoy working for the League, (b) low staff turnover, and (c) members will be pleased with services provided by League which will be reflected in member feedback.

Goal Champion: Claire Silverman

Additional Contributors: Jerry Deschane, Board members

Target Date for Completion: Ongoing

Actions to Achieve the Goal	When?	Who?	Progress
1. Find sources for comparison of employee compensation for various positions.	2Q/16	Jerry	Pending
2. Compare LWM compensation with market to ensure LWM employees are appropriately compensated and pay is competitive. Establish time periods for subsequent reviews.	2Q/16	Jerry	Pending
3. Survey LWM employees regarding job satisfaction and establish time periods for subsequent surveys.	4Q/14, 15, 16	Claire, Board	Pending
4. Work with staff to identify opportunities for career growth and education	4Q/14/15/16	Jerry	Ongoing

Actions to Achieve the Goal	When?	Who?	Progress
5. Conduct thorough annual employee reviews.	4Q/14, 15, 16	Jerry	Completed and Ongoing
6. Budget adequately for compensation based upon research.	4Q/14, 15, 16	Jerry and Board	Ongoing

Goal 4 – Identify and eliminate inefficiencies in internal systems

Goal Definition: The League's budgeting, accounting and member management systems need to be updated and in some cases, revised. There are processes that take longer than they should or do not yield usable information. Examples include the League's Chart of Accounts, which has 300 accounts, only 200 of which are ever used. Another example is post-event analysis, which requires manually comparing registration, financial and attendance data from three different software packages.

Desired Outcome: Increased productivity and increased management knowledge.

Measure of Success: a) League budgets will be easier to understand and relate to current League services; b) financial reports for each League event and service can be generated within 5 weeks of the event, showing accurate attendance, cost and revenue data; c) staff time dedicated to budgeting, accounting and program reporting will be reduced.

Goal Champion: Jerry Deschane

Additional Contributors: Curt Witynski, Tracy Gast, Carrie Jensen, Mary Malone, software vendor

Target Date for Completion: July 2016

Actions to Achieve the Goal	When?	Who?	Progress
1. Evaluate chart of accounts and recommend new	4Q/15	Jerry, Tracy	
2. Implement new chart of accounts	1Q/16	Tracy	
3. Analyze internal control, accounting and budgeting processes and recommend new	4Q15	Jerry, Tracy, Curt, Wagner CPA	
4. Evaluate iMIS reporting capabilities and compare to Quickbooks and Excel.	2Q/16	Mary, Tracy, vendor	

Actions to Achieve the Goal	When?	Who?	Progress
Identify inefficiencies and develop a plan to eliminate 5. Implement new processes as recommended		Mary, Tracy	
6. Develop model for event evaluation	1Q16	Carrie, Mary, Tracy, Jerry	
7. Implement model for event evaluation	2Q16	Carrie, Mary, Tracy	
8. Evaluate	4Q16	Carrie, Mary, Tracy, Jerry	