



Department Head and Staff Survey Results

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Comments in black are department head and staff comments

Comments in Red italics are comments from Village Board

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BETTER
DASH
FASTER
CONSULTING

Planning Assumptions and External Factors



- **What's coming that we need to pay attention to?**
- **What issues do we need to prepare for?**



Q3 What are the top three planning assumptions we can make about the next two years? Write them as though it was a factual statement. We assume...

BUSINESS

1. get more businesses to fill vacant buildings
2. attracting businesses to Hampton Ave
3. Create more businesses on Hampton Avenue
4. We assume we will focus on business development in the village.
5. CONTINUED EXTERNAL IMPROVEMENTS OF VILLAGE BUSINESSES
6. There will still be a revolving door of smaller businesses in Butler
7. That we should continue to attract businesses.
8. *Attract new businesses*
9. *That we continue to bring in new businesses, support existing ones*
10. *Business's in Butler, overall as well as the downtown district - cultivate existing stakeholders and desirable businesses while seeking ways to attract more to come.*

ROADS

1. We assume the road project will be routinely looked at and analyzed so it can continue.
2. Road replacement will continue throughout the Village
3. that roads will continue deteriorate fast than they can be fixed.
4. VILLAGE ROADS
5. We assume the Village will continue with the road work.
6. *Continue road projects*
7. *...that we continue improving infrastructure of water mains and roads*

BUDGET/EXPENSES

1. that our planning will be defined by a budget.
2. that there will be little or no ability to increase the property tax levy.
3. We assume that our budget will be cut again and I guess we can expect to get three new books a month instead of six
4. that the budget has not been significantly increased.
5. *No Tax increase*
6. *...that we continue financially solid budgets*
7. *Maintain proper budget keeping taxes in toe*

STAFFING

1. Adding an additional public works employee to better meet community needs
2. The police department will add an additional officer to the patrol staff
3. We still need another Police Officer
4. Calls for police service will continue to rise.
5. *DPW - continue adequate funding and ensure staffing longevity.*

LIBRARY

1. The library will continue to grow
2. The library will continue to reach more people in the community
3. We assume that library operation hours will be cut in some capacity but the work load will not

APPEARANCE/INFRASTRUCTURE

1. Continuing with infrastructure improvements
2. The downtown area on Hampton Ave will be revitalized
3. spruce up village so more appealing to the eye
4. *Continue infrastructure upgrade.*

SERVICES

1. The Village will continue to provide outstanding service to the residents and businesses.
2. that the demand for services will increase, and cuts of service will not be palatable to the community.
3. We assume the Village will continue with any repairs as they arise; whether planned or unplanned.

LAW ENFORCEMENT

1. that marijuana will become legal and (along with CBD) will need greater examination and potential Village ord regulation.
2. that calls for service and proactive policing will continue increase, therefore reporting, state cases, and arrests will increase as well so we will have less officers on street. (one additional officer)
3. Code enforcement

PROPERTY

1. Property values will remain relatively constant.
2. Attracting quality retail establishments will continue to be a challenge.
3. that more residents may sell/rent out their homes and move out of the Village.

CRIME

1. that law enforcement activity will increase, and we'll need an additional officer added to maintain a SAFE staffing level.
2. crime statistics will not likely go down

RECREATION

1. recreation department for school age children
2. More activities will be created for kids in the summer
3. *Increasing program at Park and Rec*

OTHER

1. Pierre Cassanova is gone
2. We assume that due to computer upgrades we will need to drop our 12 computers for patrons down to 8.
3. We assume we will continue to work together with residents for the betterment of our community.
4. Keep staff involved
5. We assume the Village will continue for many years to come.
6. Communication



Q4 What are the top 3 external factors / issues that we need to pay attention to?

CRIME

1. Crime (3) (1)
2. Trends of drugs and crime.
3. Increase in criminal activity levels
4. Crime committed by non-residents
5. Influx of criminal behavior
6. *Crime/drugs from nearby communities.*
7. *Illegal drugs in our village*
8. *Drugs... (not just in butler all over)*

LOCATION

1. location of the Village of Butler
2. We are land locked from further growth
3. environment around Village of Butler
4. *Location of the village.*

BUSINESS

1. Businesses (2)
2. Business Climate
3. Needs of the citizens and businesses
4. *Business climate.*
5. *Expectations that businesses have about what the Village can provide*

COMMUNITY

1. Communities start in places like our library, funding books and programs helps ensure a stronger Community center.
2. Sense of Community
3. develop a rec department

GOVERNMENT

1. Legislative changes/challenges
2. State and national political trends.
3. Laws/Regulations

PROPERTY

1. Property issues
2. reduce number of rental properties

3. Property owners not maintaining properties
4. *Property Maintenance*
5. *Property issues*

PUBLIC OPINION

1. The opinion/will of the citizens of Butler.
2. Public Opinion

POLICE DEPT.

1. We still need another Police Officer
2. Brookfield PD may refuse to provide mutual aid

RESIDENTS

1. Residents (3)
2. Lack of participation/involvement from community
3. *Lack of Volunteers*
4. *Not enough residents involved in community government and activities*

ECONOMY

1. Regional economical fluctuations
2. The general economy and it's effect on Butler residents.

EMPLOYEES

1. Employees
2. The difficulty in attracting high quality employees

LIBRARY

1. Patrons need more library operation hours to come in for use.
2. We're losing patrons that are not able to get cards with us since they're from Milwaukee

OTHER

1. funding isn't enough
2. Cost of living
3. Police, Fire, Public Works and Library
4. Staff needs more hours to get work done

Customer Analysis



- **Who are your customers?**
- **What are their needs / expectations?**
- **Why do they come to you?**
- **What's important to them?**
- **What are the biggest gaps?**



Q5 Who are your top three "lead / target" customers? Lead / target customers are those customers that if you satisfy their needs, you'll satisfy many others. Be specific. SORTED

FAMILIES

1. Lead: Families with preschoolers
2. Parents-building a safe place with activities that are free, fun, and open to all ages and abilities
3. Young families
4. Young families – Lead
5. Young citizens with children (newer residents)
6. Target: Families with preteens/ teens
7. *Young families*

BUSINESS OWNERS

1. Businesses (1) (1)
2. Business owners (1) (2)
3. local businesses
4. Residents and businesses
5. Business leaders
6. Business owners and employees – Target

CITIZENS THAT ARE INVOLVED

1. Citizens who are willing to get involved
2. Residents who like to be involved in the community. Like to volunteer and participate.
3. Residents who like to shop and work in their neighborhood.
4. *Citizens - including families & single, involved and those not yet involved.*

CITIZENS

1. Long time residents of the Village.
2. Citizens (1) (1)
3. Residents

SENIOR CITIZENS

1. Senior population
2. Seniors – Lead
3. Elderly citizens (long time residents)
4. older generations that need computer help
5. *Senior citizens*

GOVERNMENT EMPLOYEES

1. Officers

2. Village Board
3. My employees

VISITORS

1. Visitors (2) (1)
2. Visitors to the village
3. visitors coming to the Village of Butler. I.E shopping, visiting, or using our parks.

HOMEOWNERS

1. Property owners
2. Home owners and tenants (tenants seem very happy here)

CRIME

1. Victims of crimes
2. Suspects of Crimes

CHILDREN

1. children that are out of the county but attend school in our area
2. Children-building a safe space for work and fun, start building community outside of school

PATRONS

1. patrons that are involved with the friends of the library
2. Patrons

OTHER

1. I don't feel that this question is applicable to the Police Department other than we always want to attract law abiding citizens.
2. customers are not targeted-may do business with the village through the court and police departments
3. Marilyn Schultz
4. Carol Zuba
5. Rick Ensslin
6. Lead: Adults - employed, unemployed, and retired
7. Schools-building relationships with teachers and getting students to our library
8. *People who will volunteer and actually show up!*
9. *Neighboring communities.*



Q6 For each Lead / target customer, what are their top three or four needs / requirements? What do they look for from your Department? What's important to them? SORTED

CITIZENS

1. Safety (1) (3)
2. Public safety
3. proactive involvement
4. quick responds time
5. Able to rent the community building in their neighborhood.
6. Library is close to the residents.
7. Safe and adequate water supply
8. Care and maintenance of infrastructure
9. Accessibility and maintenance of green space
10. Restaurant, coffee shop, gas stations include goods purchased daily.
11. Friendly bars.
12. Safe, clean, and attractive community
13. Communication about events and 'happenings'
14. Responsible use of tax dollars
15. *Safe water*
16. *Safe streets*
17. *Keep communication lines open (2)*
18. *Cultivate relations with neighboring communities.*

SENIOR POPULATION

1. Print materials
2. Free place to socialize, gather, and gain information - feel part of the community
3. Programs to help accomplish socializing, gathering, and learning
4. Feel safe in their neighborhood
5. Quick response for calls for service
6. Being able to easily contact us with questions that they may have
7. need access to computers
8. need help figuring out the internet

PARENTS

1. Events and activities that are open to all ages and abilities (3)
2. Having resources (books) available to help with parenting and special needs
3. Personalized service and a welcoming environment.
4. Print material
5. Feel safe in their neighborhood

6. Quick response for calls for service
7. Community oriented policing that helps them get to know their police department

BUSINESS OWNERS

1. Safe and adequate water supply
2. Care and maintenance of infrastructure
3. Safety
4. Community involvement
5. quick responds time and accurate reporting
6. Partner with village/police/fire to bring informational programming regarding our community to residents.
7. Partner with businesses to bring programming/events that support their employees and community.
8. *A thriving business environment.*

VISITORS

1. Safety (2)
2. assistance (where places are, rules, ect..)
3. quick responds time
4. Accessibility and maintenance of green space
5. Care and maintenance of village appearance
6. Being treated with courtesy and respect when coming in contact with officers
7. Knowing where to contact the police after a contact if they have questions
8. *Well maintained and attractive public areas of the village.*
9. *Bring attention to how great the village is*

VICTIMS

1. The ability to solve crimes
2. The feeling of being safe
3. The feeling of being safe
4. acknowledge and gather information
5. provide information/direction
6. protect and reassure

DEFENDANTS

1. To be treated fairly with respect and dignity (2)

2. To be efficient
3. provide information
4. consideration of their situation

VILLAGE BOARD

1. Constant communication about various issues
2. Responsible use of tax dollars
3. Transparent and ethical operations
4. Respond to and act on community feedback

HOMEOWNERS

1. Understand and pay the water bill.
2. Understand the parking permit rules.
3. Able to phone and get assistance if the water bill looks off.

EMPLOYEES

1. Positive Reinforcement - constructive criticism
2. Communication about Village wide goals/initiatives
3. Support in decision making process

SCHOOLS

1. Communication of events, and activities
2. what materials do we have to offer their students- books/computers/resources
3. Variety of resources, books, movies, music
4. Study areas and programs
5. *Park and Rec Programs*

OTHER

1. Rick Ensslin
2. Carol Zuba
3. Marilyn Schultz
4. out of the county patrons
5. *Roads*
6. *Low taxes*

Q7 What do your customers like about your services / products? What are you good at?

POLICE DEPT.

1. The PD is visible and has a great patrol presence
2. Excellence in Police service
3. Some people who have contact with police are at their worst-I think they appreciate how they are treated
4. Routine police presence
5. Our presence equates to the feeling of being safe and the prevention crime
6. Safety.
7. Police - presence and community focus are valuable
8. Keeping the village safe from crime committed by non-residents
9. Providing a sense of safety
10. *Police department (3)*

LIBRARY

1. They can walk to the library
2. People like that Butler has a library.
3. People like that they can walk to the library
4. Provide a free ability to read books and access computers
5. The library contributes to a community/ neighborhood feel. Increases property value and makes people want to live here.
6. Great gathering place, family friendly, can walk to the library
7. The library is a great resource with friendly staff (2)
8. *Library*

CUSTOMER SERVICE

1. Great, friendly staff with good resources
2. Friendly staff willing to assist, good resources
3. friendly staff (4)
4. Small town feel and friendly service from the Village Hall (2)
5. helpful staff

RECREATION

1. Programs and activities for different ages and interests
2. Activities and programs for different ages and interests- we keep exploring new ideas to bring in (2)
3. A public area that allows access to multiple programs
4. Park - great communal place for residents and events.

SERVICES

1. DPW, Fire and Police do a great job (2)
2. Public Works operations - great value for the cost of operations
3. *DPW.*
4. *Excellent Police/DPW/Fire services*

INFORMATION

1. accurate reporting
2. Ability to provide information about the community
3. Knowledgeable to customers

COMMUNITY

1. Great community
2. Sense of community
3. Over all feel of friendly and safe.
4. *Friendly neighborhoods*
5. *The village hall*

COMMUNICATION

1. Very quick responds time
2. Communicate about Village news and announcements
3. *Transparency*

LOCATION

1. Convenient location, gathering place, brings neighbors and community together
2. Walking distance for many residents-great for everyone

OTHER

1. The survey indicated that we are well liked however it lacked detail as to exactly what the citizens feel we are doing well.
2. Thorough work.
3. Presence.
4. I have a lot of experience and knowledge. I try to treat others as I would expect to be treated

Q8 What are your top three customer complaints? What do they dislike? What are the biggest gaps in your ability to meet your customer needs?

CRIME

1. increase in crime due to our close proximity to Milwaukee - can't change our location.
2. Speeding through neighborhoods
3. Traffic enforcement in the residential areas - While enforcement can improve, calls for service times have increase requiring officers to spend more time following up on incidents.
4. The perceived lack of traffic enforcement within the interior of the village.
5. Influx of drug activity
6. Public Safety - proximity to MKE is a huge issue in the community
7. Increase in criminal activity.
8. *Drug activity*
9. *Crime / safety (3)*

POLICE DEPARTMENT

1. The majority felt that we were visible on patrol, some felt we never left the PD.
2. Not enough Officers
3. Anger at having received a citation and/or charges filed against them
4. Lack of presence. Get OUT of the PD and OUT of your squads. Make some traffic stops, kick those lights on, DETER CRIME
5. Need more presence on patrol
6. not patrolling the streets enough

PROPERTY

1. Lack of property ordinance enforcement.
2. Private property maintenance
3. Property Maintenance Enforcement (2)
4. Code enforcement/ property maintenance - lack of easy process and staff

5. Vacant buildings and lots. Unfortunately buildings and lots don't get filled over night.
6. Vacant buildings on Hampton Ave.
7. Vacant buildings on Hampton Ave.
8. Unkempt yards.
9. *Property - residential that are not maintained and lack of code enforcement, and business' that are vacant or run down. (2)*

RESIDENTS

1. Want more community events; more events for preteens and kids
2. In general, more activities for children and pre-teens (2)
3. Lack of community activities. We have programs. If people want more programs at the library, we'll need more money (higher taxes).
4. In general, getting to know your neighbor events, coming together as a community.
5. New resident involvement
6. *Involvement / volunteering in Butler - get more residents 'and' business' contributing time and resources to the village.*

BUDGET/TAXES

1. High taxes. Yet, I don't feel we receive enough funding to buy materials and host programs that people want.
2. People say they want more, and yet complain their taxes are too high...
3. very low budget
4. Less funding means an inability to purchase new material
5. Unable to give milwaukee residents library cards without a fee
6. *Taxes / water rates*
7. *Budget..They want this and that but yell if their taxes go up*

LIBRARY

1. Size of library building compared to other municipal buildings
2. library board members that are not interested in promoting library/harm library
3. Library isn't as big as other competing libraries
4. Library empty-We don't have hours that are accessible to working families

COMMUNICATION

1. Communication
2. Communication towards residents
3. Lack of communication
4. Communication outdated-More working hours are needed that are not tied to the Circulation desk to create more avenues for social media

COURTS

1. Unhappy with having to pay a court forfeiture
2. Not making contact with the court can make assisting the customer difficult

BUSINESS

1. No new businesses
2. Businesses - not exactly the businesses they want, though those businesses are in our general area.

OTHER

1. We would love to do more programming; we don't have the staff for it.
2. lack of response time (sometimes)
3. Building larger than other municipal buildings, seems to be empty a lot
4. *Lack of programs at Park.*

Q9 What are one or two things your customers say you need to improve? What would "wow" them?

POLICE DEPARTMENT

1. Being more visible - Need more officers
2. More Officers (1) *(1)*
3. Increase presence of squads.
4. More patrol and police presence
5. community police interaction
6. Diversify the department - add a female Officer.
7. building relationships with other police departments, which has already improved

LIBRARY

1. More library programs, make the library a hub and alive again
2. Retention of library staff. Pay staff more; I can make more money working at Walmart or Target than I do at the library.
3. No fees for Milwaukee residents when it comes to getting a library card
4. Funding the library to allow improvements and retention of staff-this is out of my hands but I agree
5. Ensure funding for the library at a level that allows for improvements and retention of staff
6. Fund library at a level which allows for improvements.
7. purchase more books/dvd's
8. *Resolve Library issues.*
9. *More library programs*

RECREATION

1. Increase programming for children and adults
2. Activities for Kids
3. Children programs - the Hamilton School District have excellent programs during the school and summer year.
4. More kids activities-Not so much directed at the library, but I can see its an important need
5. *Park and Rec programs (2)*

BUSINESS

1. Business Support
2. Promoting new business and business growth
3. Improve downtown business district
4. Business recruitment and diversification
5. *Thriving business climate in all areas of the village.*

LAW ENFORCEMENT

1. Traffic enforcement within the interior of the village (2)
2. Reduce Crime and drug use

CODE ENFORCEMENT

1. Code enforcement (3)

COMMUNICATION

1. Communication
2. More communication about community events.
3. *Communication*

STAFF

1. Improvements and retention of staff
2. increase hours

OTHER

1. Continuing with infrastructure improvements
2. I do not know
3. decrease in the amount we charge for printing
4. *Roads*

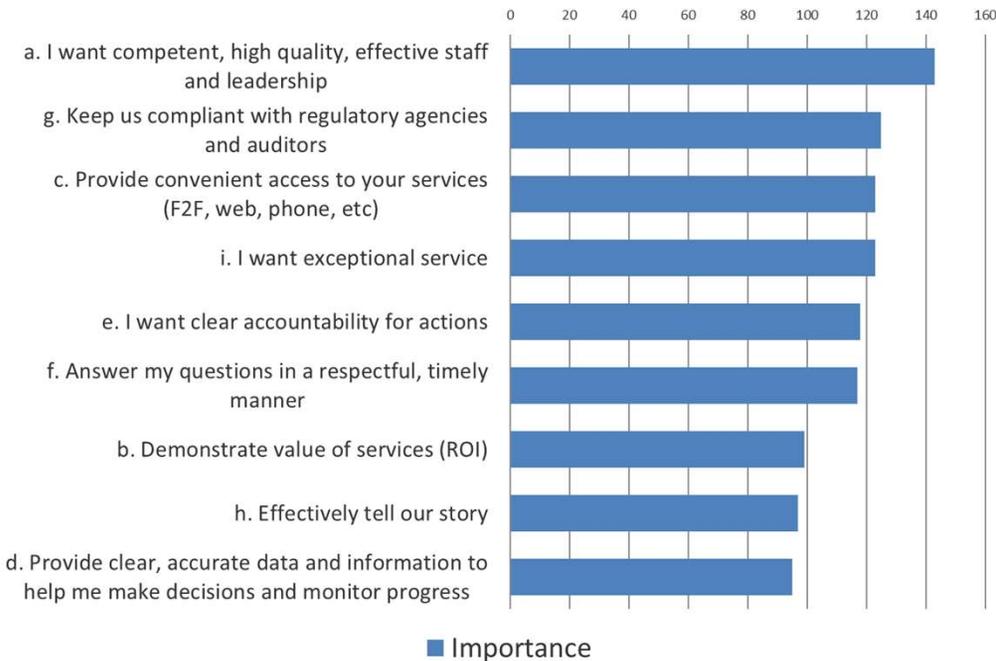
Government



- **What are their needs / expectations?**
- **What's important to them?**
- **How well are we executing?**

QUESTION 10. Below are a DRAFT set of needs/requirements of the Village Board. From your perspective, how important is this and how well is it executed in your Department? STAFF RESPONSES

VILLAGE BOARD NEEDS IMPORTANCE - STAFF



SENIOR LEADER NEEDS GAP - STAFF

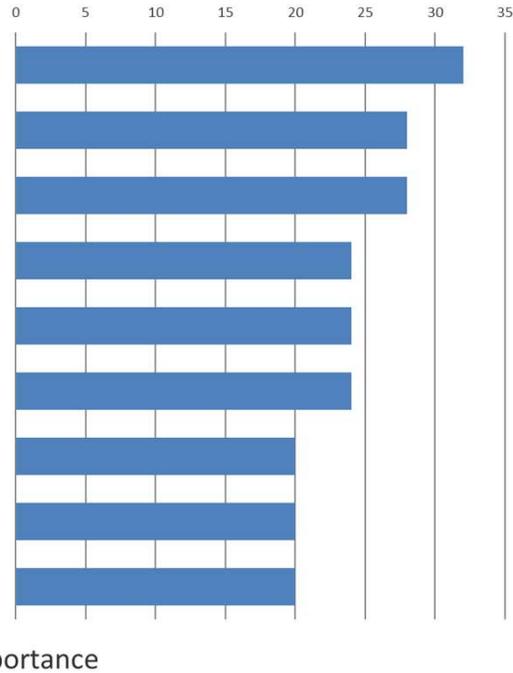


Comments on importance or execution

1. This question confuses me. I'm not sure what the Village Board has to do with any of this things as far as the library. I answered as to how important these things are to me and how well the library fulfills them.
2. I'm not sure what you're looking for with this question. I answered for the importance to me and how well the library executes these items. The Village Board is completely not involved in my evaluation.

QUESTION 10. Below are a DRAFT set of needs/requirements of the Village Board. From your perspective, how important is this and how well is it executed in your Department? BOARD RESPONSES

VILLAGE BOARD NEEDS IMPORTANCE



VILLAGE BOARD NEEDS GAP

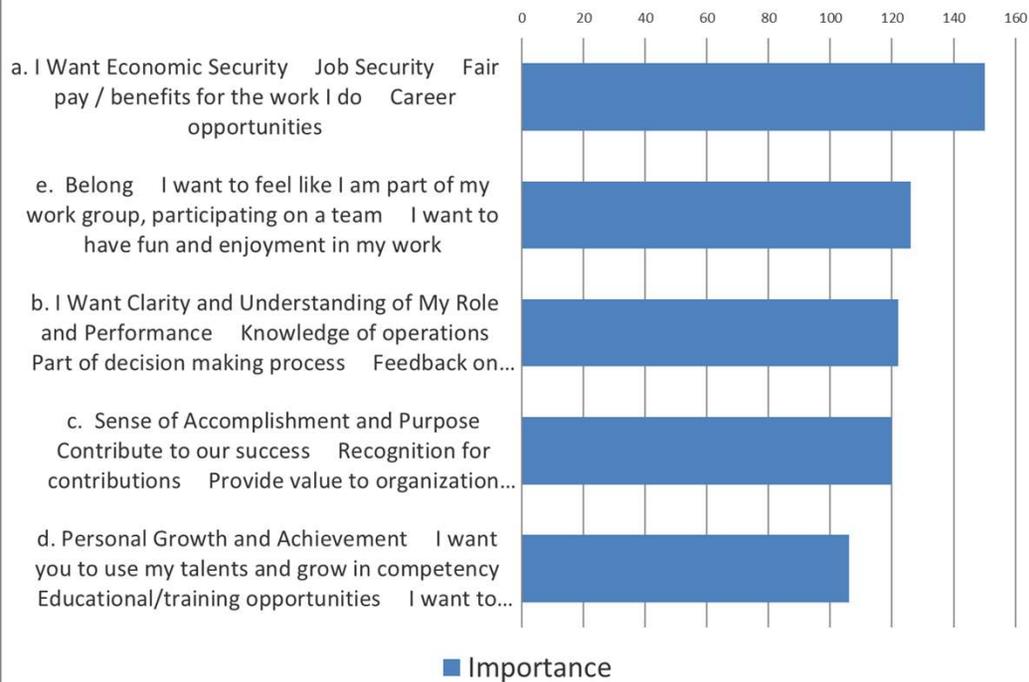


Comments on importance or execution

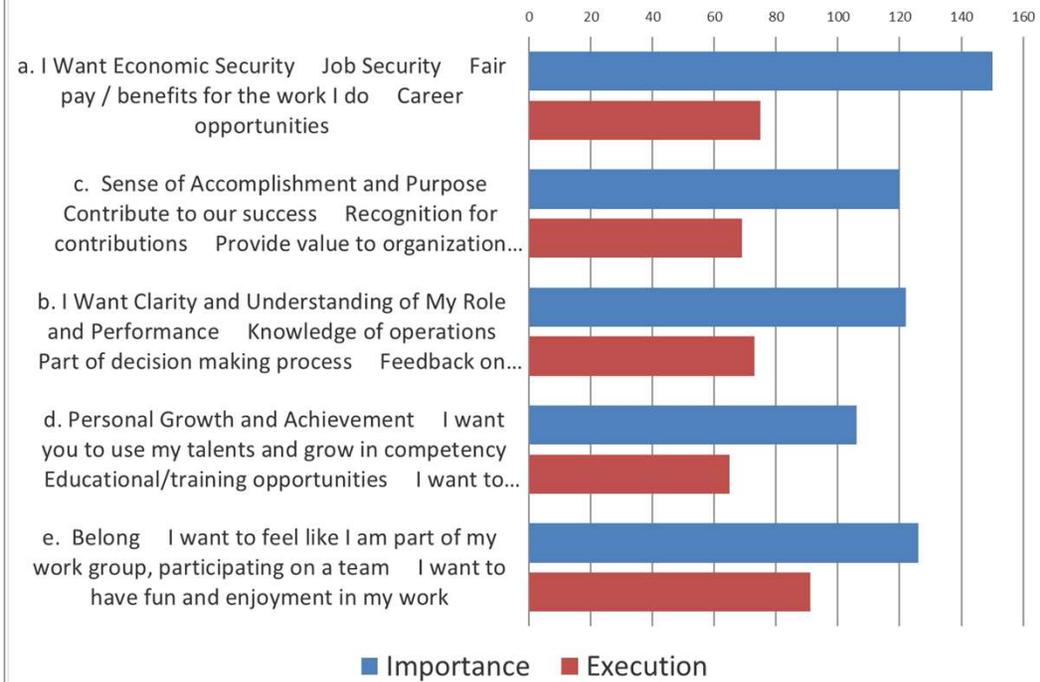
1. I feel the Board tries to give importance to all inquiries

QUESTION 10B. Below are a DRAFT set of needs/requirements for STAFF. From your perspective, how important is this and how well is it executed at the Village?

STAFF NEEDS IMPORTANCE



STAFF NEEDS GAP



Comments on importance or execution

1. Funding for the library that allows for improvements and retention of staff is given in the feedback survey as something the village can improve. I can make more money working at Walmart than I do at the library. I believe we lost Lora, an invaluable member to the Butler community, primarily because she couldn't make ends meet on her library salary.
2. I have never worked for a place where the "powers that be," are so openly hostile and disdainful of this branch.

What are the top one or two things staff need? Are there gaps?

1. *Economic security. Some level of gap exists.*
2. *Job Security. No gap.*
3. *Better community involvement*
4. *Seems to appear there is a gap between value and expectation*
5. *Sense of 'belonging' and being part of a team. Some level of gap exists.*
6. *Knowledge of their role and performance. Some gap.*

Culture, Process and Measures



**What do you do?
How do you satisfy customer needs?**



**Manage what you measure
Ensure we are making progress
Provide performance feedback**

QUESTION 11. How well are things working in your Department? How is your culture? In our Department...

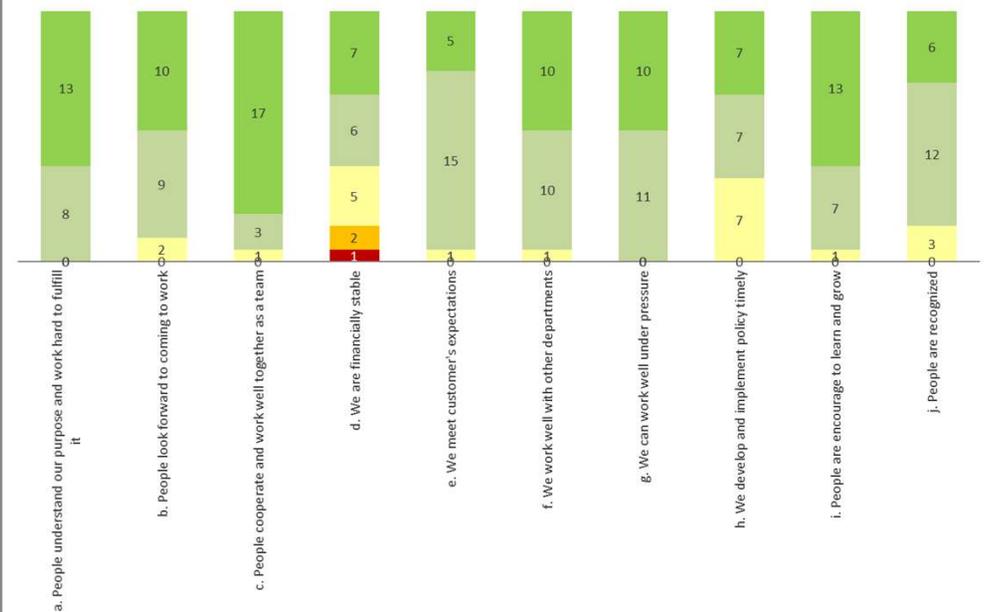
CULTURE RANK

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How well are things working at the Village of Butler? How is your culture? At the Village of Butler...

Never Rarely Sometimes Usually Always



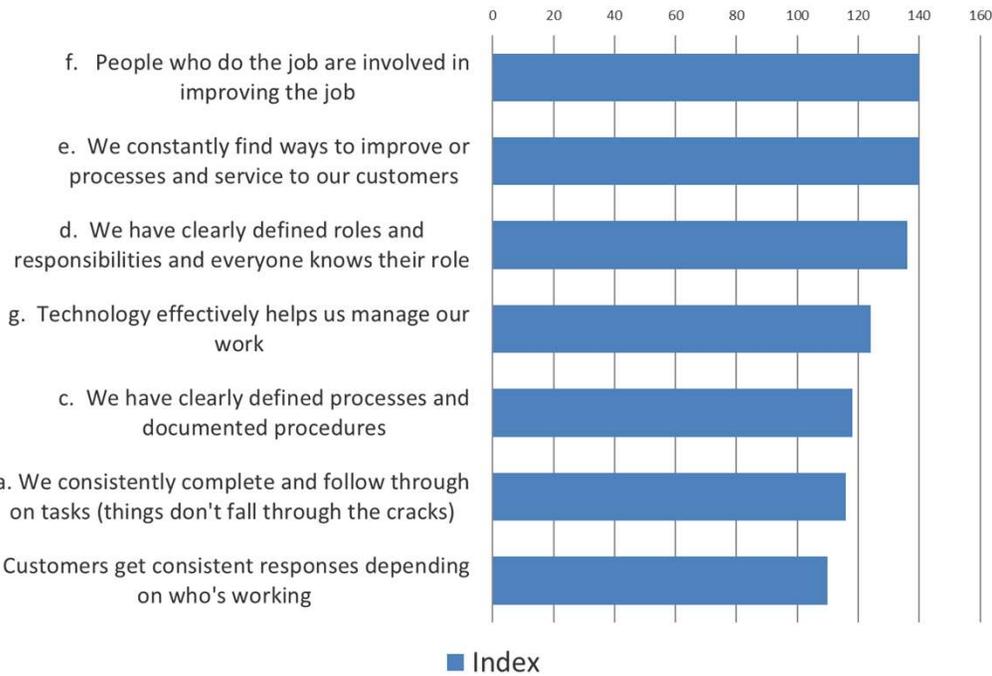
1. Jodi has assembled an A+ team. We have made great improvements in the library's service to Butler, despite an unsupportive library board and decreased funding
2. Everyone is held to different standards.
3. At times I feel there is a double standard at the PD. At times I wish I could control remarks made from the bench.
4. At times I believe communication could be improved between employees and departments. There are not many employees here-maybe we could all try a little harder at times
5. The culture of the police department is very good. We are sometimes stressed out with the lack of staffing at some points, which at points puts officers under undue stress. That sometime does cause more work and a delay in respond for another calls making them pend until the solo officer is free to respond.
6. In general, the culture at the library is phenomenal. Jodi has assembled an A+ staff. The only negative energy comes from not having enough money to purchase enough books to satisfy both patron demands (holds) and a have a good browsing collection; and not enough money, staff, and staff hours to provide

7. more and better programming, particularly for children.
7. Need acknowledgement when a job is well done.
8. I admit, I am not great at recognizing the accomplishments of my staff on a regular basis and it is something I am working on. I believe we have an amazing team, and over the last few years, we have done a lot to make them feel valued and part of that team. The Board recognizes that our employees are the most important asset the Village has.
9. There are six of us running a library, so that is a lot of hats we each have to wear to keep this place going. It can be stressful when you only have so many hours to do the busy work that is necessary to run programs. We either need more hours to work or more staff to allow the work load to be further distributed.
10. *Staffing levels and financial security. And recognition.*
11. *Financially stable (really would like to know why they feel this way)*
12. *Work well together assessing community needs*
13. *I think communication is the key.*

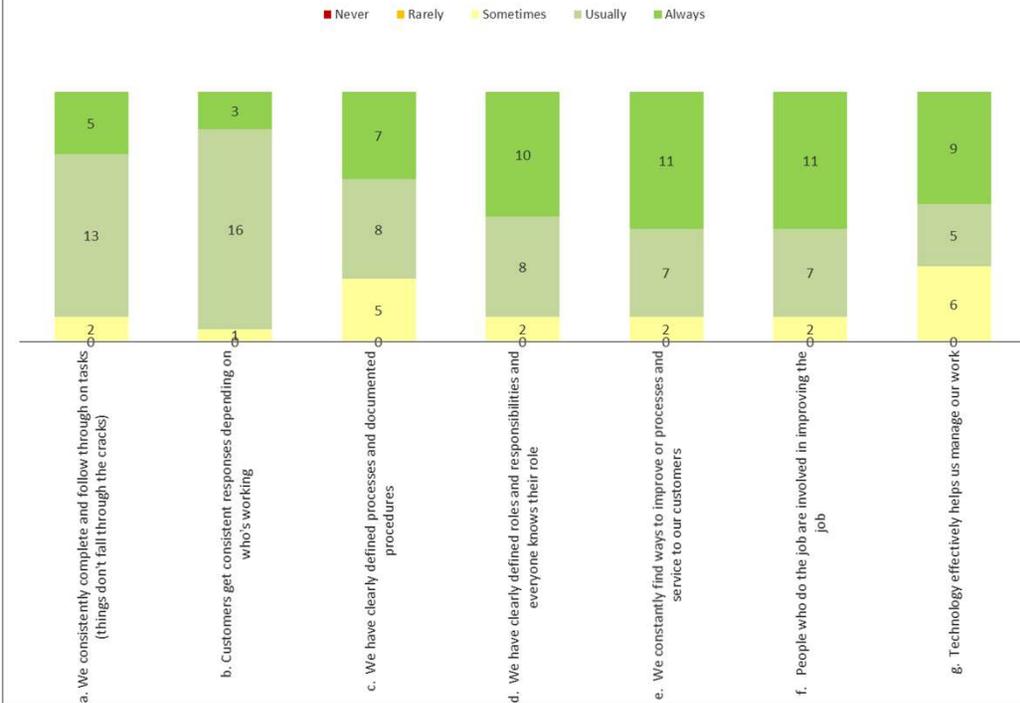
QUESTION 12

How well are we managing and improving our processes?

MANAGING PROCESSES



How well are we managing and improving our processes?



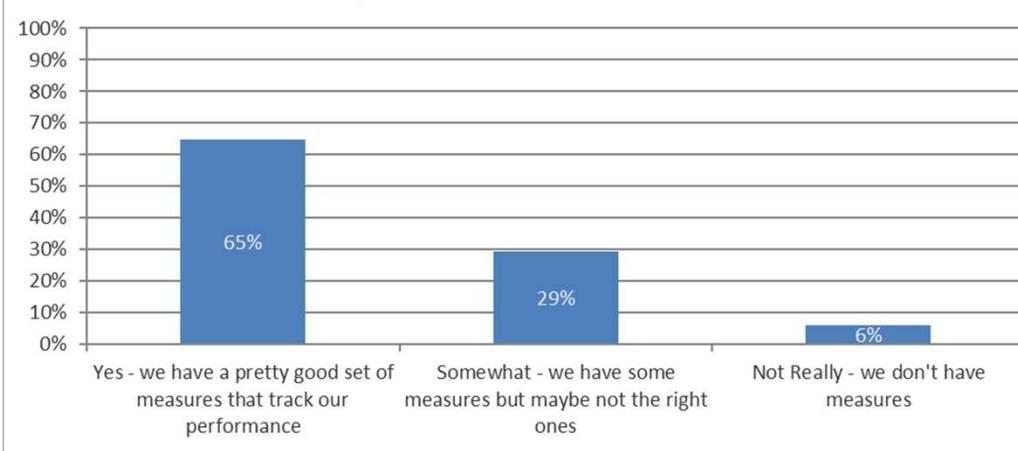
- Jodi keeps us in line and on task. She has created many clearly written procedures of common tasks so that everyone knows what is expected. She continually encourages feedback. We have a brainstorming whiteboard available at all times. We recently had a shared drive created so that all workstations can access common documents; this has smoothed the workflow and decreased us repeating one another's work.
- Since a complete change over in library staff in the past year and a half, and with all of our staff part time, it is taking longer to manage and improve our processes than we would like. It will improve with time.
- After a complete turnover of staff in 2018, the all part time library staff is getting its footing. We have not been on top of our processes as much as we would like to be.

- Technology could be better.
- Jodi has done a great job clearly documenting our processes and procedures so we have a readily available reference for how to do things. We have quarterly meetings to make sure we're all on the same page. Recently Jodi had Taylor computer establish a shared drive so we can more easily use document templates on multiple workstations.
- Define processes and documented procedure. Think every staff position should have a procedure manual for their Job, outside of the Police and DPW.*
- Just keep improving*
- If I were a manager, I could see a line of improvement, but as a trustee I see no action that I can take.*

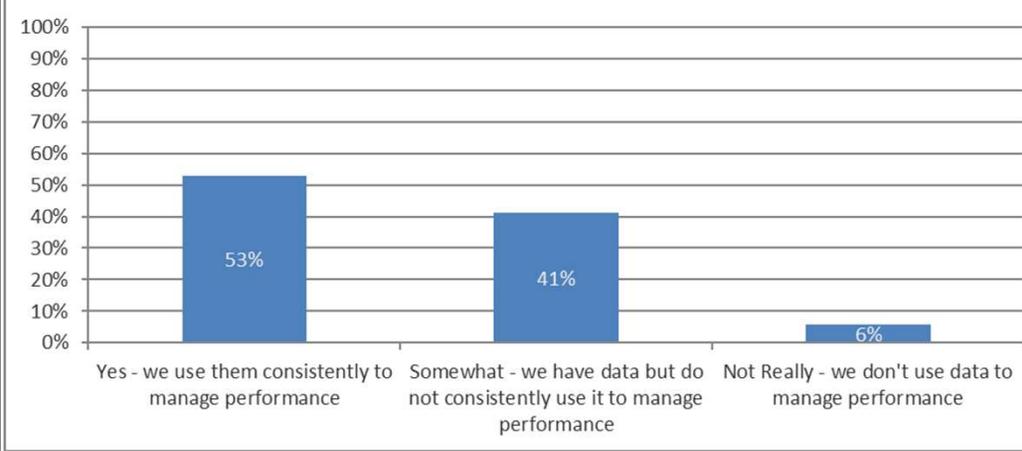
QUESTION 13

How well is your Department doing? Do you have measures and/or track specific data (what, how well, or how much you are doing) and then do you use them daily, weekly, or monthly to manage performance?

Does Your Department Have Performance Measures?



Does Your Department Use Measures to Manage Performance?



1. I am very grateful that Jodi keeps track of this stuff so I don't have to think about it.
2. We have access to a large amount of trackable data at the library. We are continually working on ways to incorporate the information into managing our performance.
3. I cannot say how court performance would be measured? Revenue??. Ideally most people would appear (or pay) at / on initial appearance rather than ignore and hope the matter goes away. This would result in better customer service to the police and court customer, and may have a better result (the customer needs may be better met if known). Once the initial court date passes, it simply becomes a matter of bill collecting. People often react to the police department if their experience is good-or bad, we often know.
4. I'm not a supervisor so I'm not 100% on this questions.
5. These measurements are reviewed every month.
6. We have daily, weekly, monthly and quarterly task that must be completed.
7. Yearly employee evaluations
8. We collect performance measurement data for each department (police citizen contacts, calls for service, building permits pulled, compliance letters issued, patronage of the library, maintenance items in row) etc. We have not tied that to budgeting but we do use that information to monitor productivity and staffing.
9. I keep track of what is and isn't working with story times and activities for the kids. We do track attendance. I am not sure beyond foot traffic and program attendance we measure.
10. *Consistent evaluations done and information of same made available to the Village Board when needed or requested.*
11. *What type of performance measures do they want if 29% say "we have some but maybe not the right.*
12. *No /none that I can think of.*
13. *I don't think so.*



Q14 What are the top five to seven key performance measures that most describe our success (think Customer Satisfaction, Process/Quality, Employee, Financial)? Indicate whether you currently track & report each measure.

CUSTOMER SATISFACTION

1. Customer Satisfaction (3)
2. Customer satisfaction-decreased service requests, meeting requests in a timely manner
3. Customer satisfaction. Not tracked.
4. Customer satisfaction – no
5. Customer Satisfaction-We receive donations, thank you cards and cookies on occasion for good work
6. *Customer Satisfaction (2) - residents and businesses like it here and perceive Butler as a great place to live/do business.*
7. *Trying to keep employees satisfied through training and job safety*

PUBLIC FEEDBACK

1. Relationship with the Public
2. Feedback through social media seems to be continuously positive
3. citizen contacts - tracked and report

SELF-INITIATED

1. self initiated activity - This is tracked and reported to each officer
2. Self Generated Activity. Tracked.
3. Self initiated activity – yes

FINANCIAL

1. Accounts Payables and Payroll processed on time and correctly.
2. Responsible budget management - yes we monitor
3. Financial-Monthly and yearly budgets
4. Financial – yes
5. Financial-staff knowledge and ability reduces outsourcing of services
6. Amount of services offered vs. cost of services offered - yes we measure
7. *Keeping the village financially secure*
8. *Financial status and stability of the village is good and headed in the right direction thanks to Administrator.*

CIRCULATION

1. We track the number of guests we have walking through the door and it continues to grow
2. One stop shop - come to village hall to get an answer to most any question - no we don't monitor
3. Our circulation percentage is available and it continues to increase.

COMMUNICATION

1. Communication-exceed at inter-department communication
2. frequently talk with officers to determine their satisfaction - not officially tracked
3. *Open door policy at Village Hall (2)*
4. *Everyone is accessible*

5. *Direct feedback*
6. *Open communication to all levels in the village*
7. *Communication - analyzed, discussed, and seek to improve as it relates to functionality within village departments and resident involvement and perception.*

REPORTING

1. Monthly and Quarterly Reporting complete and correct to flow thru other processes.
2. Weekly reporting complete and correct.
3. Calls for service, including reports for each officer - also tracked and reported
4. *Department reports (2)*

EMPLOYEE REVIEWS

1. Employee-We have yearly reviews and quarterly staff meetings
2. Employee evaluation – yes
3. Employee-annual performance reviews
4. Process/Quality-We have quarterly staff meetings for updates and training's as needed

CUSTOMER SERVICE

1. Everyone here is nice
2. Everyone is helpful and knowledgeable
3. Job knowledge
4. Experience of staff-seasonal routines, staff knowledge of activities
5. *Friendly and helpful Staff.*

OTHER

1. I'm not sure how this applies.
2. Follow through with investigations. Tracked.
3. number of citations issued - tracked and reported
4. Not sure if any other measures are tracked and reported. Business in the police and court system is not easily predictable
5. Relationship with Peers and Administration
6. Process/quality – yes
7. Decision Making
8. Initiative
9. Community safety - we regularly communicate to community about safety issues and crime
10. I feel most people who interact with the police and court are satisfied. Some will never be satisfied.
11. *Public safety.*
12. *DPW, Fire, and Police services*

Opportunities for Improvement



Frustrate You / Need to Be Fixed
Village Projects
Department Projects
King or Queen for a Day



Q15 What are the top three to five things that frustrate you? What processes are excessively bureaucratic, paper intensive, lots of rework / errors, and need to be fixed?

EMPLOYEE CULTURE

1. Engaging village employees with one another so we all are part of the same team.
2. Different standards for different employees. More accountability.
3. Working together as a team to inform and engage the community.
4. Picking up for other's laziness.
5. Many times working alone
6. I dislike being screamed at - happy to say it is rare.
7. People spewing hate at me even though it comes with the occupation.
8. *Unrealistic expectations (from residents to jobs that have to be done)*

RESIDENTS

1. People calling the day of court to say they can't make it. Sometimes over and over.
2. Horrendous lack of support from the village
3. Constant online complaints yet nobody calls here or comes in to complain, or attends board meetings
4. lack of productive engagement and involvement from community - they want everything but won't volunteer to make it happen
5. Think the general public thinks more people work for the Village than actually do. Very few people to get all of the goals and needs met.
6. Unrealistic expectation of service levels

LEADERSHIP

1. Library board members that micro-manage when they have no clue how a library works
2. Tablets for Village Board members (exclusive Village work and Board packets)
3. Long stretches all supervisors are out of town.
4. Board member who intimidates the director
5. How the judge communicates and makes inappropriate statements about drinking from the bench to defendants.
6. *Lack of vision and identity for the village.*

STAFFING

1. Staffing - The fact that officer respond, and handle calls for service alone. We ask our officers that officers at other departments would not consider responding to by themselves.
2. lack of staffing - there is one officer working during the business usually
3. Lacking the staff to complete jobs/projects in a timely manner
4. due to staffing - lack of follow up investigation work, which lead to incomplete report for weeks on end until there is appropriate staffing.
5. *Check staffing levels and see if there is a need to be addressed*

TECHNOLOGY

1. Records management system
2. out dated computers i.e programs, internet, ect....
3. Scheduling errors.
4. Scheduling errors.

FUNDING/INCOME

1. Funding. I don't feel like we are funded enough to provide anything more than the bare minimum for materials.
2. Having to ask for money from the Friends for items to support programs and events
3. insultingly low pay and very insufficient budget
4. *Businesses that wanted help fixing up their buildings but yet not taking advantage of a 50/50 grant.*
5. *People wanting more but not wanting a tax increase*

WORKLOAD

1. Counting patrons coming into our library when I am already doing 15 other tasks
2. Not having time to get projects done due to the need of filling other roles
3. Not enough time in the day to get everything done

COMMUNICATION

1. Keeping up on happenings and communication with dept heads and administration.
2. Improve communication between myself and other dept heads, including administration. Keeping in the loop about what's going on.
3. *Not open to new ideas.*
4. *Residents that spew wrong information and never come to a meeting*
5. *Lack of communication among Board members.*

OTHER

1. Little to no feedback on reports.
2. Medical clearance
3. Counting how many sheets of paper I print out and why
4. Lack of outside training
5. Water utility billing issues
6. Setting the same trials more than once. Some officers do not acknowledge requests for availability. Declining attitude.
7. Parking Permits - Issue yearly with a clear adhesive to be put in rear window of vehicle
8. My health frustrate me. I can't wait to move past my current situation.
9. *People not coming to Village Board meetings to find out what is going on in the Village, or even call the Village Hall, but can sit and complain on web sites!*
10. *People complaining on social media*
11. *Lack of people volunteering for events. Same people year after year. But yet want more events*
12. *Lack of community involvement*
13. *People wanting this and that, but if their taxes go up, we hear about it.*
14. *No citizens appearing at board meetings*
15. *Telling the Village that we should do something with the Sentry lot, which is not in Butler or we should fix the roads, what have we been doing the last four years?*



Q16 For the VILLAGE AS A WHOLE, what are the top three to five projects that need to be accomplished in 2020-21?

BUSINES / DEVELOPMENT

1. Implement measures to attract new businesses
2. fill vacant businesses on Hampton
3. Begin or continue to work with businesses on all 8 items under Businesses
4. Businesses - everything on the list
5. Attract new business to the village
6. do better job of recruiting businesses that serve the interests of residents
7. Incentives for new businesses.
8. Work with Brookfield to get a viable business on the old Sentry lot. Preferable a grocery or drug store of some sort that could serve our community.
9. Working with Brookfield to get a sustainable, neighborhood friendly business on the corner of 132nd
10. Discover/implement new ways to attract business.
11. bring in business that the community feels apart of. i.e a coffee shop, ice cream shop, etc.. (NO MORE GAS STATIONS)
12. Addressing the need for a new business to come in and take over the old Sentry spot
13. Business - remember its not just Hampton Ave, but becoming more restrictive on issuance of occupancy permits
14. holding currently businesses accountable. (building appearances, bushes and grass cut correctly, building inspector working through buildings, etc.)
15. *Business community - support for existing and development for growth & improvement.*
16. *Getting the Businesses to re-start the Chamber. Working to get new businesses into town, not just on Hampton Ave.*
17. *Keep working to attract businesses*

ROADS

1. Continue with the road project, and infrastructure work that goes with it (1) (2)
2. Roads - more specifically the intersection of 124 and VV
3. Continue with road improvement
4. Road improvements (1) (1)
5. Fix Roads
6. Complete the road and sewer projects.
7. Roads/Infrastructure - already have plans for the next 17 years
8. Infrastructure – Roads
9. The roads need to be worked on

PROPERTY MAINTENANCE

1. Enforce prop maintenance issues consistently, fairly and without bias (1) (1)
2. Property Maintenance (2) (1)
3. Property Maintenance/Code enforcement - develop and management process and program (1) (1)
4. Explore and execute measures to increase private property maintenance/improvements
5. reduce number of rental properties
6. Property Maintenance. Not only the enforcement of codes, but working together in a way that encourages people and makes them want to maintain, improve their
7. Join with the community to improve property maintenance, not only by enforcing codes but also in an encouraging positive manner. Recognition of well kept, improved
8. Cleaning up the businesses and homes to make Butler look nice would go a long way

RECREATION

1. More activities need to be created for kids in the summer
2. Increase recreational opportunities
3. Increase community engagement.
4. Park and Recreation - find a way to get more programs, volunteers, and community sponsors
5. Adding more community friendly activities for younger people (beer garden, or a public pool)
6. Park & Recreation programs (1) (1)
7. Contacting the Menomonee Falls or Brookfield Rec Departments and find out about a partnership for Butler residents

COMMUNITY INVOLVEMENT

1. Residents and business leaders need to be involved to assist the village in setting their goals.
2. Explore ways to get residents and businesses to come together as a community.
3. Get the police out in the community interacting with residents
4. encourage citizens to get involved with village board so as to get different ideas
5. *Better use of our park and community room*
6. *Cultivate our relationship with neighboring communities.*

POLICE DEPARTMENT

1. Increase the number of officers in the PD - Crime prevention including traffic safety and drug prevention.
2. Add an additional Officer to the police department. Greater staffing for obvious safety and increase in activity levels.
3. Add another Officer (2)

INFRASTRUCTURE

1. Kayla has updated and accomplished very much (park and community building, etc). Hampton Ave. could use a bit more updating
2. make Hampton store fronts more appealing to the eye

WATERMAINS

1. Watermains
2. Water main replacement (1) (1)

PARKING

1. Get rid of the parking meters
2. Modernize/ improve parking
3. More parking signs
4. *Finding a way to eliminate parking meter and how to replacing the lost revenue*

OTHER

1. Street lighting at night. (Change lights to LED they energy efficient and brighter)
2. Reduce overall response times in the FD.
3. strive to be rid of the illegitimate businesses and areas that house illegal activity of any kind (they are usually eyesores)
4. improvement of technology - programs, computers, etc...
5. Let's keep supporting the library and Rec building-they are in place and very nice-allow them to flourish
6. *Establish a clear, directive vision & mission statement to guide and measure goals and decisions moving forward.*



Q17 For YOUR DEPARTMENT, what are the top three to five projects that need to be accomplished in 2020-21?

POLICE DEPARTMENT

1. Increase the number of officers in the PD
2. Add another Officer
3. Add an additional Officer to the police department. Greater staffing for obvious safety and increase in activity levels.
4. Increase staffing
5. an additional officer or sergeant detective position added.

PROGRAMMING/EVENTS

1. Increase programming efforts
2. Schedule more programming and events, specifically working with other village departments on topics
3. Engaging employees of the library to get to know other village employees so we are working together as a village team towards the same goals.
4. Programming for tweens and teens
5. add a community police event.

POLICY UPDATE

1. Badger Book for Elections
2. Finalize the policy manual.
3. Reviewing and updating our policies
4. Review policies, procedures and processes

LIBRARY

1. Making the library a community hub
2. Rearranging of material throughout the library
3. Introduce and educate the community on the resources the library offers
4. More fundraising or funding for new books
5. Updating and purchasing computers for patrons

TECHNOLOGY UPDATE

1. Implement an automated property inventory system
2. technology computers / internet
3. Updated technology (2) (1)
4. Update the computers in the squads
5. Making Spillman more user friendly. Allow us to access to more taps. Use the program to the its fullest abilities.
6. *Electronic Community sign.*

PARKING

1. Get rid of parking meters
2. Find a long term solution for parking meters - what makes both residents and business happy
3. More parking signs

BUDGETS

1. bigger budget
2. Responsible budgeting - meeting needs of community with financial resources

PROPERTY MAINTENANCE

1. Increase property ordinance enforcement.
2. Property Maintenance enforcement - it falls on me if we do not have a dedicated employee

ROADS

1. Road improvements
2. Road/Infrastructure Planning

SPEED ENFORCEMENT

1. Increase speed enforcement.
2. Speed Enforcement

WATER MAIN

1. Water main replacement
2. Water tower restoration

OUTREACH

1. Increase outreach to homebound residents
2. Increasing our social media platform
3. Regular business outreach - open up lines of communication

OTHER

1. add equipment
2. Updating toys to more educational toys for children
3. Increase collaboration with area schools
4. Training for Pat: Water Utility, Bank Statement, Payroll, Budgeting etc.
5. Continue to find ways to become more efficient in providing an outstanding service to the public.
6. Getting handicap accessible tables for patrons
7. I cannot think of any right now....



Q18 If you were king or queen for the day and time, money, and/or resources were unlimited, what are the one or two things you would change about the Village of Butler?

RECREATION

1. Hold many different events year round to bring the community, including businesses together.
2. Community Events including summer concerts, children programs, a bigger parade, fireworks and food pantry.
3. Create new recreational community events for families/children.
4. More community events
5. More resources for public programming (park and rec, etc)
6. Add more activities for children in the summer or a rec area
7. Having the park and the updated Rec building next to the library so their was easy flow between all the community spaces
8. *Pay for a summer Park Director and staff to run and supervisor summer programs. Also the insurance policy*

POLICE DEPARTMENT

1. Add personal to the PD and give them a wage increase that reflects the current wage in SE WI.
2. Instead of 8 Officers we would have 80
3. Add an additional Officer to the police department. Greater staffing for obvious safety and increase in activity levels.
4. Add an officer
5. State of the art Police Department facility, complete with 24 hour gym facility.

APPEARANCE

1. Appearance of Hampton Ave
2. Have businesses along hampton ave that are highly attractive, both in appearance and type of service which will create an inviting atmosphere for other businesses and people to live.
3. The appearance of Butler. (Street lights, buildings, fix the roads faster, fix the alley ways, redo the downtown Butler strip - W. Hampton Ave. to look more appealing and upscale, ect..)
4. make it more appealing to attract stable families
5. *Give Hampton Ave. a facelift*
6. *Pay for the Community sign*

BUDGET

1. Increase pay for staff
2. Unlimited Budget for all-I would love to feel like we had more to offer the community through resources, and activities

INFRASTRUCTURE

1. Knock on the doors of each of these rundown properties that people are complaining about and ask

the resident what they need to improve it. Then provide what they need.

2. Purchase blighted properties, tear down and offer lots for new construction
3. *Rebuild all water mains*
4. *Fix all the roads (2)*

OTHER

1. You mean if I were Beyonce (blood royalty is overrated)? I read some racist undertones in some of the responses (e.g. Milwaukee encroachment). I'd get rid of the racists. I know people in West Allis; we may be white trash, but at least we're not rude bigots.
2. It's reputation
3. Road improvements
4. more professional and intelligent board members, not the petty and hidden agenda members that currently occupy
5. Attract legitimate businesses that are not taverns or car lots.
6. Expand our boundaries to allow for more growth
7. *Butler identity and pride held in such high regard that it permeates our government, business community, and residents to improve our quality of life here and shines to our neighboring municipalities.*

Mission, Vision, Values



- **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists
- **Vision:** Outlines what the organization wants to be
- **Where do you want to be in 3 to 5 years?**
- **Values**

Q19 A mission defines the fundamental purpose of an organization, succinctly describing why it exists. In one sentence, what would you say is the Village of Butler's mission.

1. To provide a high level of service in all areas while remaining fiscally responsible.
2. To serve the Butler community with honesty, integrity and optimism.
3. To provide, with honesty, integrity and fairness, an efficient government that insures a safe, pleasant place to live and do business
4. To serve the citizens of Butler and maintain their well being.
5. Butler is the best
6. To provide a safe and inviting community for people to live, work and grow
7. Our mission is to make our visitors feel welcome, our residents and businesses want to stay and attract new businesses to invest.
8. The Village of Butler is a warm, growing and upcoming community that thrives on the hard working citizens to achieve a standard of excellence, while providing a level of safety for community.
9. Provide a safe and fun place for businesses and residents to grow and live.
10. keep the same old tired people running everything
11. To provide exceptional services to the businesses and residents of the Village of Butler
12. To serve the citizens of the community honestly and effectively.
13. The mission of the Village of Butler is to provide a safe and vibrant place to live, work and play.
14. To modernize the community but keep a small town feel.
15. Holding on to community.
16. draw people in and keep them coming, living here
17. *To provide a safe, financially sound, thriving community that provides great services and events for its residents while promoting a healthy business environment.*
18. *To provide a clean, safe, environment to raise a family*
19. *Provide a safe and high level of service for our residents*
20. *To stay a viable Village into the future.*



Q20 A vision outlines what the organization wants to be in 3 to 5 years? In one sentence, what is your vision of the Village of Butler?

1. To remain a vibrant community while recognizing the history and striving to be one the forefront of positive change.
2. The employees of the Village of Butler will work together as one team to cultivate and advance the village in the most effective and sustainable manner possible.
3. Hopefully there will be fewer rental properties
4. A safe and inviting community.
5. To strive to be current, relevant, and dispel the reputation of still being in the 1950's..... if we want to be respected, we must behave like we deserve it
6. Our vision is to be the small, safe town close to everything; that everyone wants to live in because of our excellent customer service to our citizens.
7. To see the Village of Butler work extremely hard on its appearance to make it look and feel more upscale to invite new up and coming businesses to the area to continue the growth of this small village.
8. Provide a safe and fun place for businesses and residents to grow and live.
9. Show a high level of service with honesty and integrity to the Village of Butler.
10. On going service for the citizens of the community honestly and effectively.
11. My vision of the Village of Butler is to provide a unparalled quality of life, exceptional public services, a safe environment and a transparent and ethical organization. I vision the balancing of needs with ability to provide services in the most economical manner.
12. A modern village that is family friendly while being close to a big city.
13. Small town beauty with big town appeal.
14. *To be a village known as 'a small giant' in the region.*
15. *To continue to work towards the betterment of Butler, with excellent service and transparency*
16. *Have a safe and healthy community*
17. *A small town with all the amenities of a larger village. Financial security of homes and industries.*

Q21 Values: as a Village, what do you value? What do you look for from leadership and staff? What are the top characteristics of the “ideal staff and leader?” The Village of Butler values...Provide a word and a short description of what it looks like.

LEADERSHIP

1. Competent leadership
2. Leadership
3. *Competence (2)*
4. *Leadership. Initiates communication and problem solving. Sets an example of serving and promoting Butler.*

EMPLOYEE ENGAGEMENT

1. professional and principled employees
2. activity - active staff.
3. All staff working together to the best of their ability.
4. Professionalism
5. dedicated, engaged employees

ACCOUNTABILITY

1. Accountable
2. accountability - equal standards for employees.
3. Accountability (2) (2)

INTEGRITY

1. integrity: never being afraid of being found out
2. integrity (2)
3. Honesty
4. honesty: you can never get tripped up on the truth
5. Trustworthy
6. *Honesty (2)*
7. *Integrity. Ethical, honest, trustworthy.*

COMMUNICATION

1. Good communication - knowing what's going on and having many ways to find it
2. Communication-both delivering and receiving
3. Communicator
4. *Communication. Willing to hear as well as impart information.*

ETHICAL

1. Ethical
2. ethic: perform your duties as if you live here, too

ADAPTING

1. Change-updating with the times
2. Growth-expanding its current knowledge to meet the younger families
3. Easily adapts to change
4. Willingness to Change

KINDNESS

1. Compassion
2. Kindness
3. Understanding
4. *Friendly*

FORWARD THINKING

1. positive, optimistic, forward thinking individuals
2. Future vision
3. *Visionary. Desires to fulfill current goals and needs while always looking ahead.*

TRANSPARENT

1. Transparency - citizens can easily find out what we're doing and why
2. Transparent
3. transparency: stops people from asking "what really goes on in there?"

HARDWORKING

1. Hard-working (2) (1)

COMMUNITY

1. someone committed to community, not using position as stepping stone
2. Community focused
3. the high sense of community in Butler

FINANCIAL RESPONSIBILITY

1. financial responsibility: this is not our money-do our best
2. Financially responsible

CUSTOMER SERVICE

1. Excellent customer service - courteous and respectful contacts
2. people smart

OTHER

1. team player
2. Passion
3. Accessibility
4. diversity
5. Support
6. Creative - new ideas
7. Patience
8. respect
9. passion