

CONFIDENT IN THE FUTURE:
Mount Pleasant 2030 Strategic Plan

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ABOUT THIS PLAN

Village officials in 2024 began this effort to update Mount Pleasant's long-range strategic plan. The Village's previous strategic plan originated in 2020, and many of its initial goals had been accomplished. The Village contracted with Hanna Strategic Leadership Consulting LLC to set about creating a new plan to guide the second half of the 2020s.

Through meetings with the Village Board and extensive internal strategy sessions among Village government staff, a shared Mission and Vision were agreed upon to make Mount Pleasant "the Midwest's most welcoming, forward-thinking, and dynamic community to call home." There are

17 associated Outcomes to be accomplished, and Measures that will be used to track progress toward achieving that Vision over the next five years.

A Message from Village Administrator Tami Simons

Local government is here to handle the services that everybody needs, but nobody can do on their own.

It's the housework of a happy, healthy society – keeping the streets clean and in good repair, taking out the trash, and cutting the lawns of shared public spaces. These services can swing into the heroic when police officers and firefighters protect those who need help. It's a wide range of activities, and sometimes the only thing they have in common is the community needs them done.

Because of that, few places can match the variety of disciplines found in a town, village, or city hall. A morning lap around Mount Pleasant Village Hall offers a glimpse of that diversity. The public works team discusses the day's street repair to-do list, recycling pickup, and next week's installation of a five-foot-wide underground sewer pipe. One office over, Village planners meet with homeowners and developers alike to answer questions about zoning.

The tourism manager books bands and food trucks for summer concert events in Campus Park. Building inspectors plan their daily rounds. Human Resources interviews the latest recruits for the police and fire departments.

This, and more, happens all at once, every day, in Mount Pleasant Village Hall. Amidst the buzz, it's also important to look past the immediate tasks that must be completed by the end of the day, week, or month. That's what this strategic plan is for.

It presents a unified vision to guide this wide range of individual duties. It's the big picture, the reason why each task is important beyond the responsibility to do it right in the first place.

Building inspectors, police officers, and firefighters have very different jobs, but share the goal of making Mount Pleasant more safe and secure. Parks, public works, and planning share the goal of protecting and enhancing the community's natural areas. All of the various disciplines are looking for better technology or practices to give citizens the best customer service.

Any single task can be measured against the central vision of this strategic plan, resulting in a team of public servants all striving, as the Mission Statement reads, "to create an enriching environment that enables our community to feel secure in the present and confident in the future." That mission helps set priorities, and lends perspective that can result in the day's work getting done more effectively and efficiently.

This strategic plan is also an inspiring look at what Mount Pleasant can continue to be, and eventually become. By putting this plan into action over the next five years, we can start to realize its Vision Statement "to be the Midwest's most welcoming, forward-thinking, and dynamic community to call home."

All of us in Village government are hard at work to make that happen. We will see you there in 2030.





**Resolution 8-2025
A Resolution Adopting a Five-Year Strategic Plan for the
Village of Mount Pleasant**

April 28, 2025

WHEREAS, the Village of Mount Pleasant from 2020 through 2024 followed a Strategic Plan that set a broader mission and vision to guide the operational and budgeting decisions of Village government; and

WHEREAS, many of the action items within that Strategic Plan have been accomplished, and the overall plan must be updated to address current and future needs of the growing community; and

WHEREAS, the Village in 2024 and 2025 held a series of strategic planning workshops involving Village Board Trustees, and Village government staff; and


WHEREAS, those discussions produced a new 2030 Strategic Plan for the Village of Mount Pleasant that includes a vision "To be the Midwest's most welcoming, forward-thinking and dynamic community to call home," and long-term strategies to pursue that vision; and


WHEREAS, the Strategic Plan aligns with the Village's shared values and purpose, and includes objectives relating to public safety, infrastructure, economic development, cultural opportunities, and customer service that Village government provides residents;

NOW THEREFORE, BE IT RESOLVED that the Village Board of Mount Pleasant adopts the Mount Pleasant 2030 Strategic Plan.

Adopted by the Village Board of the Village of Mount Pleasant, Racine County, Wisconsin, this 12th day of May, 2025.

VILLAGE OF MOUNT PLEASANT

By 
David DeGroot
Village President

Attest 
Jill Firkus
Village Clerk

VILLAGE GOVERNMENT AT WORK

Mount Pleasant spans Lake Michigan to Interstate 94 in Racine County. Its 34 square miles offer protected forests, trails and parks for recreation, farms, neighborhoods, bustling shopping districts lined with national retailers, and state-of-the-art manufacturing facilities and data centers. Here's a look at how the community has evolved over the years, and the services supported by its Village government.



Source: Village Records



Source: WI DOR



Source: WI DOR



133

is the number of miles of road maintained and plowed by the Public Works Department.



25,000

is the number of annual calls for service received by the Police Department.



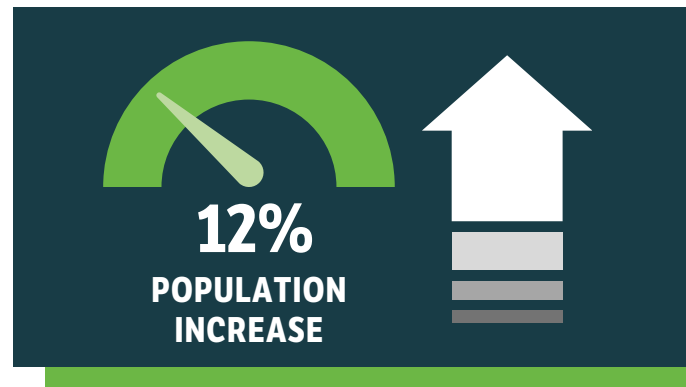
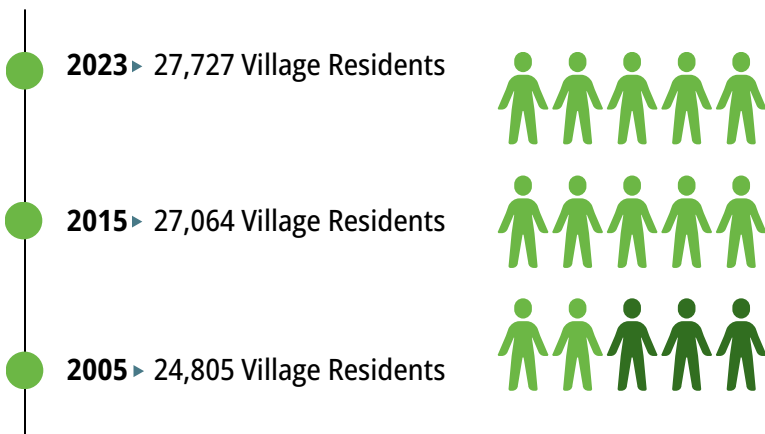
300

is the number of acres of parkland owned and maintained by the Village.



6,300

is the number of annual calls for service received by the Fire Department.



VILLAGE BOARD OF TRUSTEES



David DeGroot
Village President



David Karas
Village Trustee No. 1



Andrew Docksey
Village Trustee No. 2



Nancy Washburn
Village Trustee No. 3



Denise Anastasio
Village Trustee No. 4

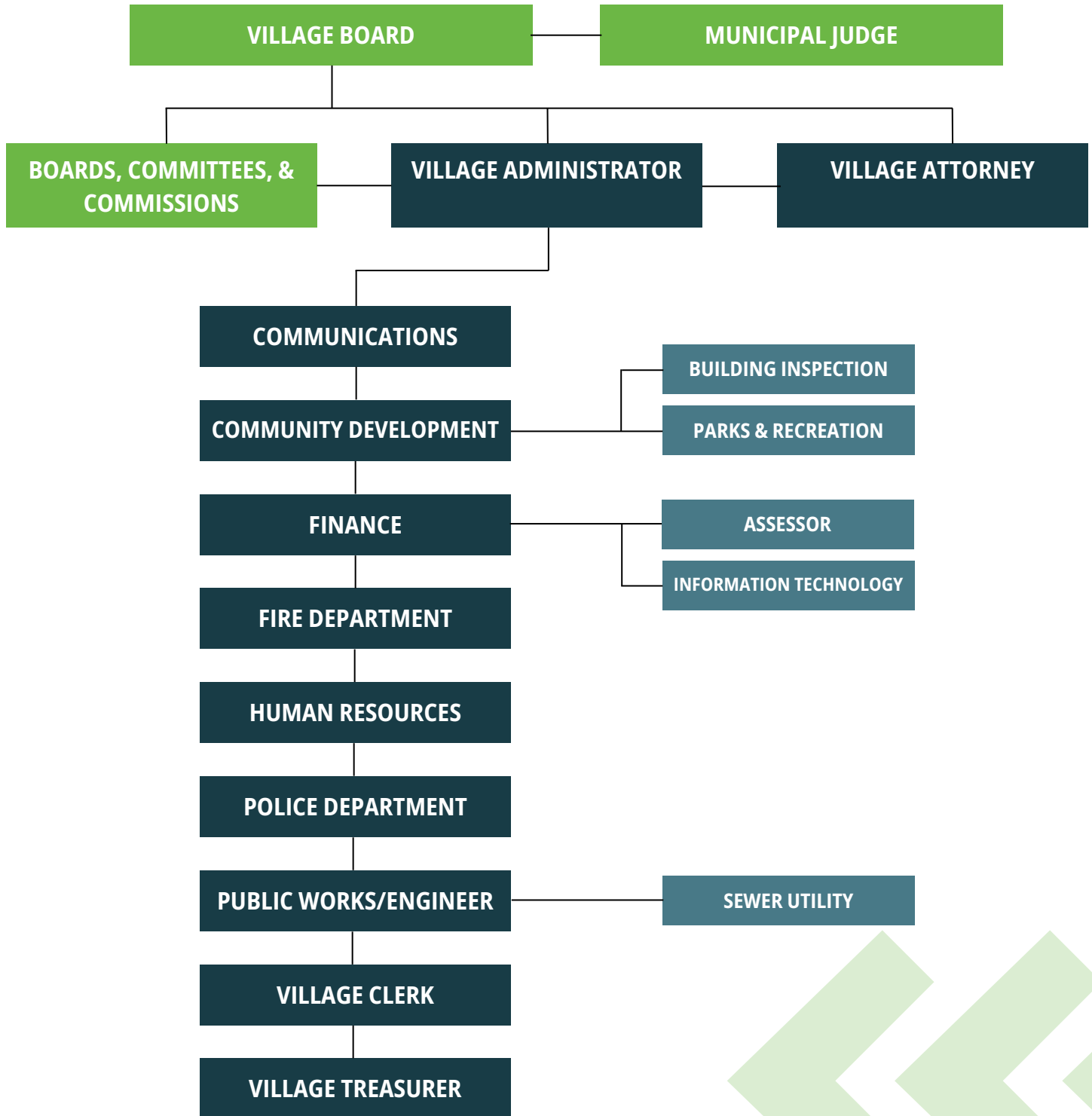


Ram Bhatia
Village Trustee No. 5



Jim Venturini
Village Trustee No. 6

STRENGTH IN STRUCTURE: OUR ORGANIZATIONAL BLUEPRINT



GUIDING OUR FUTURE: FRAMEWORK FOR VILLAGE SUCCESS

MISSION

To create an enriching environment that enables our community to feel secure in the present and confident in the future.

VISION

To be the Midwest's most welcoming, forward-thinking, and dynamic community to call home.

SHARED VALUES

- Motivation
- Leadership
- Personable
- Stewardship
- Safe
- Character
- Pleasant Community

KEY STRATEGIES

- Safe Community – Create a proactive approach to a safe and secure community
- Partner and Promote – Seek out and promote collaborative alliances to benefit the community
- Balance Growth and Development – Planning major Village initiatives to optimize budgeting impact, ensuring compliance with the Comprehensive Plan
- Recreational and Cultural Opportunities – Implement and expand recreational and cultural opportunities that serve the whole community
- Customer Satisfaction – Community focused delivery of services that are responsible, reliable and high quality
- Engaged Employees – Empower and engage employees to support organizational success

PLANNING ASSUMPTIONS

- Inflation and interest rates will continue to impact the budget
- The population will grow and the average age will rise
- Artificial intelligence will change the way we work
- Continued competition for workforce
- Need to be diligent concerning cybersecurity
- Revenue limitations (shared revenue, levy limits) will continue to be a challenge
- Government gridlock at the state and national levels
- Impact of large developments
- Impact of school district performance
- Increasing demand for affordable housing
- Need to preserve open space in the Village
- The way we communicate will continue to change

DESIRED OUTCOMES

See detailed operational plans.

OPERATIONAL PLANS

See detailed operational plans.

KEY PERFORMANCE MEASURES

See detailed operational plans.

FUTURE FOCUSED: THE STEPS TO A STRONGER VILLAGE



A COMMITMENT TO COMMUNITY

May - June 2024. The Mission Statement serves as the foundation of our strategic plan, guiding decision-making and ensuring every initiative aligns with our core purpose. The Village drafted a strong Mission Statement that ensures consistency in policy decisions and resource allocation, providing a unified direction for future initiatives.

1

2

ENVISIONING THE FUTURE

June - August 2024. The Village drafted a clear and compelling Vision to shape the direction of our community. Creating a vision statement involved considering current strengths, emerging opportunities, and the expectations of residents, businesses, and stakeholders.



3

PRINCIPLES THAT GUIDE US

August 2024. Values established expectations for leadership, staff, and community engagement, ensuring accountability and integrity in governance. They serve as a framework for prioritizing initiatives, resolving challenges, and maintaining trust with residents.



A CHANGING FUTURE

5

DEFINING SUCCESS

February - March 2025. To turn vision into action, the Village established Outcomes, Measures, and Activities for each of the Six Strategies. These metrics will track progress, ensuring accountability and measurable improvements.



4

October - December 2024. Working from the Mission, Vision and Values, the Village set Planning Assumptions to predict the outside factors that will impact the community as the Strategic Plan is put into action. Six Strategies were drafted to help guide those activities.



6

LAUNCH THE PLAN

May 2025. This plan is more than a roadmap, it is a promise to Village residents to build a stronger, more vibrant Mount Pleasant.



The Mission and Vision, along with the Shared Values listed in the next section, represent the foundational principles that guide the success of any strategic plan. The Mount Pleasant Village Board, in collaboration with Village staff, agreed upon the Mission, Vision, and Shared Values that informed the creation of the plan's Strategies and Outcomes.

MISSION STATEMENT

To create an enriching environment that enables our community to feel secure in the present and confident in the future.

The Mission Statement defines the organization's core purpose and direction. It answers the fundamental questions of "Why are we here?" and "What is our purpose?"



VISION STATEMENT

To be the Midwest's most welcoming, forward-thinking, and dynamic community to call home.

The Vision Statement looks to the future, encapsulating the aspirations of the organization and answering the question: "Who or what do we aspire to be?"



GROUNDED BY PURPOSE: THE VALUES BEHIND OUR WORK

The Shared Values represent principles and standards that matter most to the community and guide the actions and decisions of the Village. They serve as a compass for how we interact with each other, make decisions, and deliver services that shape daily life in the Village. Each value is intentionally selected to reflect the character of the organization and the priorities of the people it serves. Together, they establish a strong foundation for accountability, collaboration, and community well-being.



MOTIVATION

(derived from the action verbs "to inspire," "to direct," "to lead")

Means to create an environment where individuals are encouraged to be hard-working, creative and proactive – efficient.

LEADERSHIP

(derived from the action verbs "to inspire," "to lead," "to energize")

Means to utilize critical thinking skills to create intelligent, progressive, and responsible solutions for the strategic betterment of our community.

PERSONABLE

(derived from the action verbs "to empathize," "to include," "to support," "to care")

Means to display a positive, open-minded and friendly attitude that fosters an enriching and engaging environment.

STEWARDSHIP

(derived from the action verbs "to trust," "to respect," "to value")

Means the responsible management and care of resources with a focus on sustainability and ethical use.

SAFE

(derived from the action verbs "to trust," "to stabilize," "to respect," "to be proactive")

Means a community where people can live, work, and play without fear or risk of injury.

CHARACTER

(derived from the action verbs "to listen", "to welcome", "to respect", "to respond")

Means an organization that enriches the community by providing efficient, economical, quality services.

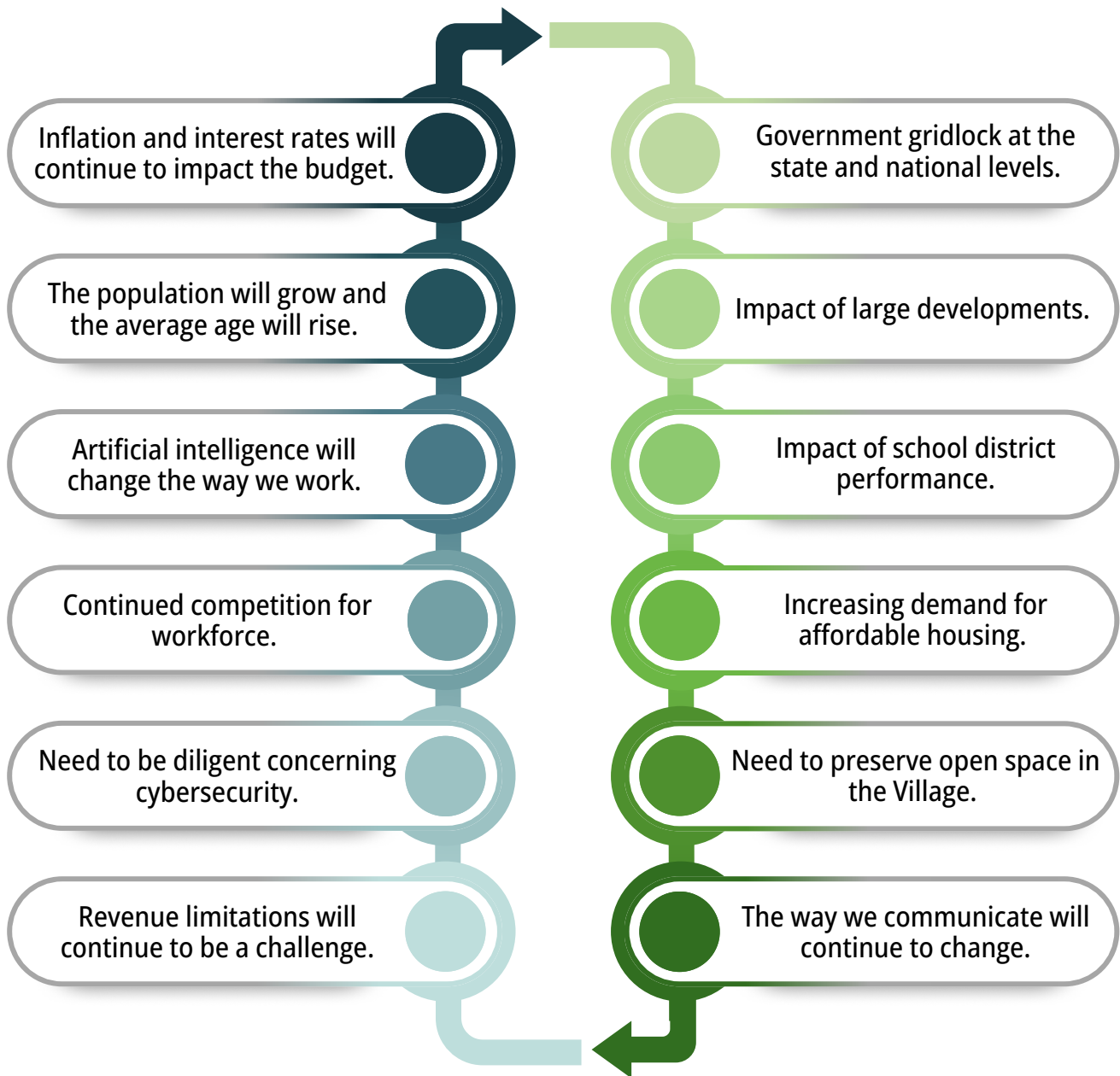
PLEASANT COMMUNITY

(derived from the action verbs "to welcome," "to encourage," "to enrich," "to value")

Means a friendly, clean community that fosters a sense of belonging and encourages active engagement in communal activities.

PLANNING WITH PURPOSE: CHANGES DRIVING OUR FUTURE

The world will continue to change around Mount Pleasant as it implements this Strategic Plan over the next five years. These Planning Assumptions predict the far-reaching trends that must be considered as this local plan is put into action. These trends - demographic shifts, technological advancements, and lifestyle changes - are beyond any one person or organization's control. Some represent opportunities. Others present challenges.



6 KEY STRATEGIES

This is where the plan becomes active. The Key Strategies outline what the Village will do to realize its Mission, and make its Vision a reality. These strategies are broad-based by design to help guide the more specific Outcomes that follow. Each of those Outcomes are classified under one of these six Key Strategies.



1

SAFE COMMUNITY

Create a proactive approach to a safe and secure community.



2

PARTNER AND PROMOTE

Seek out and promote collaborative alliances to benefit the community.



3

BALANCE GROWTH AND DEVELOPMENT

Planning major Village initiatives to optimize budgeting impact ensuring compliance with the Comprehensive Plan.



4

RECREATIONAL AND CULTURAL OPPORTUNITIES

Implement and expand recreational and cultural opportunities that serve the whole community.



5

CUSTOMER SATISFACTION

Community focused delivery of services that are responsible, reliable, and high quality.



6

ENGAGED EMPLOYEES

Empower and engage employees to support organizational success.



1

SAFE COMMUNITY



OUTCOME

Enhanced community safety and security.

The Village uses innovative techniques and harnesses technology to more efficiently deliver public safety services. It attracts, trains, and equips personnel needed to meet demands of a growing community.

MEASURES

- Number of proactive contacts by Police Department; new data tracking will establish annual baseline
- Fire Department overall Response Time; new data tracking will establish annual baseline
- Fire Department Effective Response Force (ERF) Arrival Time; new data tracking will establish annual baseline
- Fire Department Pre-hospital Patient outcomes, tracking rate of positive outcomes compared with 2024 baseline
- Fire and Life Safety code compliance; new data to be tracked based on inspections and outcomes to establish annual baseline

OUTCOME

Utility systems that meet the needs of homeowners and businesses.

Water and sewer utility infrastructure is built, maintained, and upgraded to protect the health of citizens and the environment. This work keeps pace with demand as the region grows.

MEASURES

- Number of projects completed annually that expand sewer system capacity and/or reduce clear water inflow and infiltration (I/I) into the system compared with initial baseline measure to be taken in 2025

OUTCOME

Technology, facilities, and practices for the future needs of the growing community.

Forward-looking technology and adequate resources help public officials prepare for the increasing needs of an expanding population, and supports growth by maintaining the Village's attractiveness as a safe place to live.

MEASURES

- Measure outcomes against Fire Department goal of a 90% success rate to have initial response on the scene of reported structure fires and pulseless non-breathing calls for service within 7 minutes and 20 seconds; new data tracking will establish baseline
- Measure outcomes against having an effective fighting force on the scene of dispatched structure fires that are confirmed to be working fires within 12 mins and 30 seconds; new data tracking will establish baseline
- Fire Department Insurance Services Office rating compared with ISO Class 2 rating achieved in 2022

OUTCOME

Safety in the public right-of-way for all modes of transportation.

The Village's public infrastructure allows a smooth flow of vehicle traffic and offers safe routes for bicyclists and pedestrians.

MEASURES

- Instances of pedestrians or bicyclists being struck by vehicles
- Ratio of lane miles of Village streets resurfaced annually to total lane miles
- Total miles of bicycle lanes and trails, walking paths, and sidewalks





2

PARTNER AND PROMOTE



OUTCOME

Stronger community relationships to strengthen public safety.

The Village fosters community-based initiatives, and partnerships with adjacent jurisdictions, to deter and prevent criminal activity and improve overall public health.

MEASURES

- Instances of a citizen providing CPR or AED (automated external defibrillator) response when the Fire Department arrives on scene; new data to be collected to establish annual baseline
- Number of citizens attending Fire Department CPR and AED training; new data to be collected to establish annual baseline
- Instances of Police and Fire departments engaging with business and corporate partners; new data to be collected to establish annual baseline

OUTCOME

Partnerships with other government and civic organizations to better serve citizens.

Residents of the Village rely on services provided by a range of different government entities and nonprofit organizations. The Village will work with those partners to communicate with citizens, and improve services.

MEASURES

- Number of joint outreach efforts, events, or service offerings; new data tracking will establish annual baseline



3 BALANCE GROWTH AND DEVELOPMENT



OUTCOME

Welcoming and competitive community for a variety of housing types and commercial development.

Development processes are streamlined, fair, and predictable for both developers and citizens, encouraging companies and individuals to invest in the Village.

MEASURES

- Review time for development proposals and permits; initial baseline measure to be taken in 2025
- Number of additional housing units, classified by owner- and renter-occupied, compared with Racine County comprehensive plan's housing element

OUTCOME

Adequate parks and open space for current and future population needs.

The Village preserves, enhances, and expands its park land and other natural open spaces to make Mount Pleasant a more attractive place to live and visit.

MEASURES

- Acreage of current park land and conservation area compared with recommendations of Park and Open Space Plan for the Village of Mount Pleasant
- Park usage survey results; new survey to be created
- Grants applied for compared with 2024 baseline year
- Natural resources inventories, including trees, compared with first Village public tree inventory that begins in 2025

OUTCOME

Long-term local and regional benefits of Tax Incremental District No. 5

Growth of jobs and tax base continues in TID No. 5, creating resources to support initiatives that will benefit the Village and entire region for generations.

MEASURES

- Growth of assessed property value and property tax increment within TID No. 5 compared with TID creation year of 2017





4 RECREATIONAL AND CULTURAL OPPORTUNITIES



OUTCOME

Active and attractive parks.

Investments and programming make Village parks a year-round amenity that are valued by residents and non-residents alike.

MEASURES

- Participation in parks and recreation programs and events compared with 2023 and 2024 as baseline years
- Funding for parks improvements compared with recommendations of Park and Open Space Plan for the Village
- Useful life of existing facilities according to updated asset depreciation and insurance tables
- Number of events in Village Parks that are organized by parks and recreation using 2025 as baseline year

OUTCOME

Communication that engages an increasingly segmented audience.

The Village credibly communicates stories and essential government information through a wide variety of media and digital channels to catch the attention of residents, and the world.

MEASURES

- Annual followers, views, and engagement on social media platforms, Village website, and digital newsletters compared with baseline data compiled in 2025
- Annual mentions and instances of coverage in “earned media” of news reports and other publications compared with baseline data compiled in 2025

OUTCOME

Destination of choice for business and recreational travelers.

Mount Pleasant is “on the map” for travelers who attend its cultural events, stay in hotels, and enjoy Village amenities while visiting for business or pleasure.

MEASURES

- Growth in hotel occupancy as reflected in annual accommodation taxes, using 2024 as the baseline
- Annual attendance at, or number of, events sponsored by Tourism Commission; new data tracking with 2024 as baseline year
- Grant funds awarded annually for tourism activities compared with 2024 as baseline year





OUTCOME

Customer satisfaction with Village government services.

Customer service is crucial. Citizens who engage with Village government both digitally and in-person feel the experience is respectful, effective, and professional.

MEASURES

- Response times for general citizen requests filed online through the Village website, over the phone, and in-person at Village Hall, using new data collected from NextRequest, BS&A or other internal tracking to establish baseline
- Results of customer satisfaction surveys; new survey to be created

OUTCOME

Evolving technology that improves citizen access to public services.

Tools including artificial intelligence help the Village respond to citizens more quickly and efficiently, and improve the systems that provide essential government services.

MEASURES

- Number of online forms and applications processed compared with 2025 as baseline year
- Number of applications leveraging AI where progress has been made compared with 2025 as the baseline year

OUTCOME

Ordinances that evolve with the changing needs of the Village.

Village staff regularly review existing ordinances to remove language that is outdated, improve processes, and update standards to better reflect current best practices.

MEASURES

- Number of ordinances reviewed annually, using 2025 as the baseline year





6

ENGAGED EMPLOYEES



OUTCOME

Village employees and volunteers who are mission-driven, vision-focused, and empowered.

Employees and volunteers believe in the mission of Village government. They are valued members of a team whose contributions are appreciated through programs that go beyond their compensation.

MEASURES

- Results of employee satisfaction surveys; survey to be created
- Number of employee training opportunities offered; tracking to begin in 2025 to establish baseline
- Number of employees recognized through employee appreciation programs; tracking to begin in 2025 to establish baseline
- Number of employees participating in internal committees; tracking to begin in 2025 to establish baseline

OUTCOME

The Village is an organization of choice that attracts and retains the highest level of talent.

The Village has robust recruitment efforts that attract highly skilled individuals from a wide geographic area to fill staff and volunteer positions, and retains those skilled individuals to grow as leaders.

MEASURES

- Number of qualified applicants for open positions compared with performance of like-sized communities; tracking to begin in 2025 to establish baseline
- Number of locations, partners, and websites where job listings are published and promoted; tracking to begin in 2025 to establish baseline
- Turnover statistics, including retirement, resignations, and involuntary separations compared with 2023 and 2024 as baseline years
- Number of actionable ideas for process improvement received through employee feedback compared with 2025 as baseline year

ACKNOWLEDGEMENTS

Village Board

Village President David DeGroot
Trustee David Karas
Trustee Andrew Docksey
Trustee Nancy Washburn
Trustee Denise Anastasio
Trustee Ram Bhatia
Trustee Jim Venturini

Consultant Team

Timothy Hanna
Hanna Strategic Leadership Consulting, LLC
Claude Lois
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Village Government

Village Administrator Tami Simons
Former Village Administrator Maureen Murphy
Communications Director Sean Ryan
Communications Manager Lisa Olley
Community Development Director Sam Schultz
Finance Director Kathy Kasper
Fire Chief Joe Hoffman
Human Resources Director Mary Cole
Parks and Recreation Manager George Baumgardt
Police Chief Robert Botsch
Public Works Director/Village Engineer Anthony Beyer
Tourism Manager Matt Prochaska
Treasurer Brandi Baker
Village Attorney Chris Smith
Village Clerk Jill Firkus

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