

Strategic Plan
2019 Action Items and Critical Measurements

1/1/2019 to 3/31/2019

Blue denotes Benchmark achieved

<u>Quality of Life - Action Items</u>	<u>Assigned Department</u>	<u>Start Date</u>	<u>Actual/Target Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>
1 Expand and enhance Fire / EMS staff training	Fire	1/1/2018	Ongoing		100%	Training program plan complete
2 Continue youth and adult enrichment classes / events	Library	1/1/2018	Ongoing		7%	2019 = Programs ongoing
3 Increase dedicated patron programming areas within the Mead Public Library facility	Library	1/1/2019	12/31/2021		7%	2019 = Renovations continue
4 Establish action plan / mission statement / goals for Sheboygan For All community initiative	Senior Activity Center	1/1/2019	12/31/2019	All Departments	25%	March 2019 = Mission and Vision statements completed
5 Continue engagement of SAC participants in multi-generational community activities	Senior Activity Center	1/1/2018	Ongoing	All Departments	100%	2018-Survey and listening sessions complete
6 Complete adequacy study of Senior Activity Center building	Public Works	1/1/2018	12/31/2020		25%	March 2019 = ADA facility audit complete
7 Maintain park equipment replacement schedule	Public Works	1/1/2018	Ongoing	Parks / Forestry staff	100%	Tracking document completed. Facility upgrades based on document.
8 Continue development of Shaw Family inclusive playground	Public Works	1/1/2018	5/1/2019	Parks / Forestry staff	80%	2018 - Playground opening
9 Construct ADA compliant canoe / kayak launch at Kiwanis Park	Public Works	1/1/2018	5/1/2019	Parks / Forestry staff	90%	2019 - complete landscaping, 2018 - Launch complete.
10 Increase community volunteer partnerships to improve city beautification projects	Public Works/Mayor	6/1/2018	Ongoing		50%	Adopt-A-Park program
11 Become a bike-friendly city	City Plan/Mayor	4/1/2017	12/1/2018		100%	2018 = earned Bronze award recognition
12 Coordinate with Sheboygan County for south side utility corridor bike path	Public Works	4/1/2017	11/30/2020	Sheboygan County	50%	2020 = Revised project following November 2017 Council vote
13 Continue to hold Tree City USA designation	Public Works	1/1/1978	Ongoing	Parks / Forestry staff	25%	April 26 = Arbor Day celebration, December 2019 Tree City application due
14 Continue replacement of trees lost to emerald ash borer infestation	Public Works	1/1/2018	Ongoing	Parks / Forestry staff	50%	Spring 2019 = Tree planting begins
15 Maintain neighborhood beat officer positions	Police	1/1/2017	Ongoing	Beat officer grant	100%	2019 grant funding secured
16 Fire response compliance percentage (NFRIS standard 380 seconds)	Fire	91%	90%		101%	2018 = 89%, 2017 = 83%, 2016 = 79% , 2015 = 81%

2019 Action Items and Critical Measurements

	<u>Quality of Life - Critical Measurements</u>	<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
17	EMS response compliance percentage (NFRIS standard 360 seconds)	Fire	N/A	90%		0%	2019 and 2018 = Statistical tracking method change in process, 2017 = 78%, 2016 = 79%, 2015 = 81%
18	Improve ISO rating from 2 to 1	Fire	2	1		0%	2018 review = no change
19	Total Fire / EMS staff training hours	Fire	1,610 / 764	8,000 / 1,800		20% / 42%	2018 = 8,040 / 1,868
20	Residents who feel safe or very safe walking in their neighborhood after dark	Police	69%	80%		86%	2019 Community Survey data = 69%, 2016 Survey = 58%
21	Part 1 crime rate - violent crimes / per 1,000	Police	0.77 per 1,000	2.70 per 1,000		29%	2018 = 3.24, 2017 = 2.40
22	Part 1 crime rate - property crimes / per 1,000	Police	3.10 per 1,000	22.25 per 1,000		14%	2018 = 16.70, 2017 = 17.10
23	Number of High Visibility Education and Enforcement traffic safety related deployments	Police	3	7		43%	2018 = 9, 2017 = 6
24	Pounds of prescription drugs collected	Police	215	1,200	Collected 2nd & 4th quarter	18%	2018 = 1,898, 2017 = 1,193
25	Number of joint projects with Sheboygan Area School District	Various	7	6		117%	Beach education program, Fire safety program, Protective service career pathways, Transit contract
26	Number of neighborhood associations on the Mayor's Leadership Cabinet	City Plan/Mayor	9	9		100%	2019 = End and Franklin Park associations considering organization, 2018 = 9 Neighborhood Associations represented
27	Number of neighborhood meetings	City Plan/Police	15	70		21%	2018 = 75
28	Walkability score	City Plan	0	88		0%	2019 = Determined during third quarter, 2018 = 88, 2017 = 86
29	Additional trails created annually	City Plan/Public Works	0.00	0.00		0%	Fall 2019 south side trail completion
30	Number of community partnership participants (Adopt-A-Park / Adopt-A-Trail)	City Plan/Public Works	0	2		0%	2019 = 2 pending adoptions, 2018 = 3 adoptions
31	Increase Sheboygan For All community information usage on social media	Mayor/SAC	0	0		25%	April 2019 = Action plan review
32	Number of Senior Activity Center joint projects with community partners	SAC	3	4		75%	JMKAC, SASD, YPN

2019 Action Items and Critical Measurements

	<u>Quality of Life - Critical Measurements - continued</u>	<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
33	Number of youth enrichment classes / events held	Library	197	700		28%	2018 = 786
34	Number of adult enrichment classes / events held	Library	138	400		35%	2018 = 431
35	Number of literacy / citizenship / public events held	Library	100	100		100%	2018 = 110
36	Number of internet sessions used by residents	Library	50,130	200,000		25%	2018 = 227,205
37	Number of square feet of library building improvements	Library	0	22,000		0%	2019 = Flooring and HVAC improvements per CIP
38	Increase Shoreline Metro & Metro Connection annual ridership	Transit	166,667 / 8,390	600,000/4,000		28% / 25%	2018 = 599,714 / 34,658, 2017 = 529,729 / 35,589
39	Shoreline Metro passenger surveys conducted by Shoreline Metro and Bay-Lake RPC	Transit	0	677		25%	2019 = Bay-Lake RPC conducting survey
40	Trips per revenue mile - Shoreline Metro fixed route	Transit	18.06	15.00		120%	2018 = 15.38
41	Trips per revenue mile - Metro Connection	Transit	2.74	2.75		99%	2018 = 2.72
42	Number of curb miles of streets swept	Public Works	214	5,000		4%	2018 = 5,069
43	Percent of graffiti removed from city facilities within 3 days of notification	Police/Public Works	0%	100%		0%	2019 = No graffiti, 2018 = 100%, 2017 = 75%
44	Number of years holding the Tree City USA designation	Public Works	41	41		100%	December application submission; 2019 = 41 years (since 1978)
45	Number of street trees planted	Public Works	0	517		0%	2019 = Quarter 2 and 3 planting, 2018 = 25, 2017 = 448

2019 Action Items and Critical Measurements

<u>Infrastructure and Public Facilities</u>							
<u>Infrastructure and Public Facilities - Action Items</u>							
		<u>Assigned Department</u>	<u>Start Date</u>	<u>Actual/Target Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>
46	Replace 3 fixed route buses	Transit	1/2/2019	1/1/2020	Federal grant funding	60%	2019 = 3 of 5 buses received
47	Replace 3 fixed route buses and 2 paratransit buses	Transit	1/1/2020	1/1/2021	Federal grant funding	0%	2020 project
48	Implement a safety management system	Transit	1/1/2019	12/31/2019		10%	Working with WisDOT and FTA to create management plan
49	Refurbish alley between North 8th Street and the parking lot east of the Shoreline Metro Transfer Station	City Plan/Parking/ Public Works	6/2/2017	6/1/2019	Sheboygan Visual Arts	25%	2018 = Partnership established with SVA
50	Manage City Hall renovation process for creation of safer, functional space for residents/employees	Public Works	6/1/2018	6/1/2019		80%	June 2019 completion
51	Continue sanitary sewer rehabilitation program	Public Works	6/15/2019	10/1/2019		0%	2019 = 2nd/3rd Quarter project, 2018 = 8,665 linear feet
52	Complete resurfacing of 3 city streets per year leveraging local, state and federal funding	Public Works	5/1/2019	11/1/2019		0%	2019 = 2nd/3rd Quarter project, 2018 = 7.20 miles
53	Develop city-wide long term storm water management program	Public Works	5/2/2018	5/21/2019		40%	Under contract with Strand
54	Secure agreement with local soccer organization for future sports complex on Butzen property	Public Works	Summer 2018	Summer 2019		0%	Discussions continue
55	Begin construction of Butzen Sports Complex - Phase 1	Public Works	Summer 2020	Summer 2021		0%	2020 project
56	Continue implementation of Sheboygan A's complex improvements	Public Works	Fall 2018	Fall 2019		98%	2019 = Decking and landscaping to be completed, 2018 = Lighting complete
57	Continue funding emerald ash borer tree replacement program	Public Works	6/1/2017	Ongoing		0%	June 2019 = 800 trees treated with \$176,000 CDBG funding
58	Implement information technology plan recommendations	Information Technology	1/1/2020	12/31/2021		25%	2019 - Data center construction continues
<u>Infrastructure and Public Facilities - Critical Measurements</u>							
		<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
59	Transit accident percentage per state report	Transit	12	30		40%	2019 Target = less than 30 reportable accidents / incidents
60	City Hall renovation percentage of completion	Public Works	80%	100%		80%	June 2019 = Completion

2019 Action Items and Critical Measurements

<i>Infrastructure and Public Facilities - Critical Measurements- continued</i>		<i>Assigned Department</i>	<i>2019 Actual</i>	<i>2019 Benchmark</i>		<i>Percentage</i>	<i>Notes</i>
61	Linear feet of sanitary sewer relining complete	Public Works	0	8,700		0%	2019 = 2nd and 3rd Quarter project, 2018 = 8,665, 2017 = 11,092
62	Linear miles of street resurfaced	Public Works	0.00	6.25		0%	2019 = 2nd and 3rd quarter, 2018 = 7.20 miles, 2017 = 6.25 miles
63	Pavement rating	Public Works	0.00	6.25		0%	2019 = rating assigned during Quarter 3, 2017 = 5.90, 2015 = 5.93 (2 year rating)
64	Number of street trees planted	Public Works	0	500		0%	2019 = Planting 517 trees in Quarter 2 and 3 using \$176,000 CDBG funding, 2018 = 25, 2017 = 448

2019 Action Items and Critical Measurements

<u>Economic Development</u>							
<u>Economic Development - Action Items</u>		<u>Assigned Department</u>	<u>Start Date</u>	<u>Actual/Target Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>
65	Continue with VisitSheboygan on recreational programming for City Green	City Plan	1/1/2018	Ongoing		25%	Partnered with Visit Sheboygan as lead entity
66	Construct recreational trail parallel to Indiana Avenue (South 9th Street to South 14th Street)	City Plan	5/1/2020	11/1/2020		0%	2020 project
67	Purchase real estate to extend recreational trail parallel to Indiana Avenue	City Plan	1/1/2020	12/31/2020		0%	2020 project
68	Continue annual developers summit	City Plan	1/10/2017	Ongoing		10%	2019 = Fall event
69	Coordinate new development on city-owned redevelopment sites	City Plan	6/1/2017	Ongoing		10%	2019 = Seeking business occupants
70	Continue work with existing businesses promoting future expansion	City Plan	5/1/2018	Ongoing		10%	2019 = Seeking business expansion
71	Market infill development sites along Indiana Avenue	City Plan	5/1/2018	Ongoing		10%	2019 = Working with developer in 1st building
72	Transform former Koepsell property into Innovation District	City Plan	5/1/2018	Ongoing	SCEDC	15%	2019 = project continues
73	Leverage arts / culture streetscape to connect downtown to JMKAC Art Preserve development	City Plan/Public Works	1/1/2020	12/31/2021		0%	2020 project
74	Market and develop up to 10 acres in SouthPointe Enterprise Campus	City Plan	6/1/2017	Ongoing		10%	2019 = Seeking business occupants
75	Develop master plan for Mayline / west Sheboygan River district development	City Plan	1/1/2019	12/31/2019	CDBG	2%	2019 = Under contract with Graef
76	Analysis of current housing stock (including condos) to establish future housing needs	City Plan	1/1/2020	12/31/2020		0%	2020 project
<u>Economic Development – Critical Measurements</u>		<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
77	Amount of room tax generated	Finance	\$738,031	\$550,000		134%	2018 = \$738,037(Quarter 4 includes Blue Harbor); 2017 total = \$585,975 (excluding Blue Harbor)
78	Valuation of property with Tax Incremental Districts	Finance	\$0	\$154,000,000		0%	2019 = Available Quarter 4, 2018 = \$154,240,200, 2017 = \$130,881,800
79	Percent change of equalized property valuation (all property)	Finance	0.00%	7.00%		0%	2019 = Available Quarter 4, 2018 = 7.00%, 2017 = 7.00%
80	Value of industrial property	Finance	\$0	\$188,903,300		0%	2019 = Available Quarter 4, 2018 = \$188,903,300, 2017 = \$186,609,500

2019 Action Items and Critical Measurements

	<u>Economic Development – Critical Measurements - continued</u>	<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
81	Number of new hotel rooms constructed	City Plan	0	100		25%	2019 = 100 rooms under construction
82	Number of jobs retained via city-based finance	City Plan	0	15		0%	2019 - 3 pending, 2018 = 29, 2017 = 3
83	Vacancy rate of industrial buildings	City Plan	0.00%	5.20%		0%	2019 = Available Quarter 4, 2018 = 5.20%, 2017 = 4.40%
84	Square feet of industrial property (construction commenced)	City Plan	0	40,000		0%	2018 = 27,839, 2017 = 37,400
85	Acreage of new industrial sites created	City Plan	0	15		0%	2018 = 35, 2017 = 88
86	Number of new businesses	City Plan	2	10		20%	2019 = Greek Corner Restaurant, Main Street Boutique, 2018 = 12, 2017 = 15
87	Number of new residential units (construction commenced)	City Plan	184	80		230%	2018 = 99, 2017 = 133
88	Amount of new construction	City Plan	\$0	\$50,000,000		0%	2018 = \$61,326,304, 2017 = \$94,843,900
89	Annual ridership on the trolley	Transit	0	4,000		0%	2019 = Begins Quarter 2, 2018 = 4,360, 2017 = 3,327
90	Dollars spent per parking stall in the parking utility jurisdiction	Parking	\$0	\$200		0%	2018 = \$192

2019 Action Items and Critical Measurements

<u>Neighborhood Revitalization</u>							
<u>Neighborhood Revitalization - Action Items</u>							
		<u>Assigned Department</u>	<u>Start Date</u>	<u>Actual/Target Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>
91	Continue development of baseline data in targeted neighborhoods	City Plan	1/1/2017	Ongoing	CDBG funding	50%	Mapping efforts continue
92	Make necessary public infrastructure improvements in at-risk neighborhoods	City Plan/Police/ Public Works	1/1/2017	Ongoing		0%	Projects to be completed per 2019 Capital Improvements Program
93	Continue expansion of the number of neighborhood associations	City Plan/Police	1/1/2017	Ongoing		10%	2019 = End and Franklin Park under consideration, 2018 = 9 total associations, 2017 = 7 total associations
94	Create neighborhood development plans for 3 official neighborhood associations	City Plan	1/1/2019	12/31/2020		0%	2018 = 2 association plans created
95	Continue neighborhood association grant program with city funds	City Plan	1/1/2017	Ongoing	CDBG funding	2%	2017 / 2018 = \$10,000 CDBG funding
96	Maintain neighborhood beat officer positions	Police	1/1/2016	Ongoing	State grant funding	100%	2019 = Funding secured
97	Organize annual spring clean-up event in partnership with Public Works	City Plan/Public Works	5/1/2018	6/30/2019		75%	May 2019 event.
98	Continue north / south side neighborhood revitalization events	City Plan/Public Works	6/1/2017	Ongoing	City staff, community partners	50%	Rock the Block events
99	Continue to address street lighting issues in neighborhoods	City Plan/Police/ Public Works	1/1/2017	Ongoing	CDBG funding, community partners	50%	Annual Light the Night event, Public Works tree trimming program
100	Continue monthly interdepartmental staff meetings to coordinate neighborhood issues	Various	1/17/2017	Ongoing		25%	12 annual meetings
101	Develop analysis / management plan for blighted properties in key business corridors	City Plan	1/1/2020	12/31/2020		10%	2019 = Graef master plan update
102	Promote city's housing funding programs to qualified homeowners for improvements	City Plan	1/1/2017	Ongoing		25%	Communication via code enforcement orders / Lakeshore Landlord Association newsletter
103	Advance relationships with Lakeshore Landlord Association	City Plan	1/1/2017	Ongoing		20%	2019 = hosted Fair Housing Training and provided Code Enforcement program to Landlord Association. Representative attends monthly neighborhood revitalization meetings

2019 Action Items and Critical Measurements

	<u>Neighborhood Revitalization – Critical Measurements</u>	<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
104	Number of new neighborhood associations	City Plan/Police	0	2		10%	2018 = 3 associations; 2017 = 2 associations
105	Number of housing loans issued	City Plan	0	10		0%	2018 = 8, 2017 = 7
106	Number of added affordable units	City Plan	0	50		0%	2018 = 2 (Habitat for Humanity), 2017 = 42 (Washington School)
107	Number of code enforcement orders issued	City Plan	193	1,000		19%	2018 = 866, 2017 = 1,234
108	Number of abandoned vehicles towed	Police	34	86		40%	2018 = 136, 2017 = 83
109	Number of garbage complaints investigated / cited	Police/City Plan	98	300		33%	2018 = 543, 2017 = 820

2019 Action Items and Critical Measurements

<u>Governing and Fiscal Management</u>							
<u>Governing and Fiscal Management - Action Items</u>							
		<u>Assigned Department</u>	<u>Start Date</u>	<u>Actual/Target Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>
110	Reduce the number of legacy computer applications	Information Technology	1/1/2019	12/31/2020		0%	2019 = Identifying priority list
111	Enhance cybersecurity	Information Technology	6/1/2017	Ongoing		10%	2019 = Reviewing / addressing security audit issues
112	Support employee recognition team recommendations	Human Resources	7/1/2016	Ongoing	Employee Recognition Committee	60%	2018 = Inaugural Employee Recognition event
113	Develop a succession plan for all management positions	Human Resources	6/1/2018	12/31/2019	CVMIC resources	100%	2018 = 2nd planning workshop
114	Continue and enhance employee picnics, socials and special events	Mayor	7/1/2016	Ongoing		0%	2018 = Updated employee picnic
115	Continue quarterly employee newsletter	Mayor	7/1/2015	Ongoing		25%	Published 1 of 4 employee newsletters
116	Conduct a transit transportation development program for the next 5 years	Transit	11/1/2017	12/31/2019	Bay-Lake RPC	30%	2018 = Initial work commenced
117	Continue providing detailed budget documents to residents and submit to GFOA for review	City Admin/Finance	1/1/2019	1/29/2019		100%	2019 Budget submitted
118	Continue providing detailed audit documents to residents and submit to GFOA for review	City Admin/Finance	5/1/19	7/1/19		0%	2018 = CAFR /PAFR award earned
<u>Governing and Fiscal Management – Critical Measurements</u>							
		<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
119	Number of legacy applications retired	Information Technology	0	3		0%	2019 = Identifying priority list
120	Number of SANS top 20 security measures implemented	Information Technology	0	7		0%	2019 = Identified / addressing 7 critical security controls
121	Number of MUNIS software modules implemented	Information Technology	25	26		75%	2019 = Salary/Benefit module implementation, 2018 = 25 modules implemented
122	Unassigned fund balance as a percentage of revenues	Finance	0%	30%		0%	2019 = Determined after audit completion, 2018 = 52%, 2017 = 49%, 2016 = 58%
123	Moody's Investor Service bond rating for Sheboygan	Finance	TBD	Aa2		0%	6/14/2018 rating confirmed

Strategic Plan
2019 Action Items and Critical Measurements

1/1/2019 to 3/31/2019

Blue denotes Benchmark achieved

<u>Communication</u>							
<u>Communication - Action Items</u>	<u>Assigned Department</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Resources</u>	<u>Percentage of Completion</u>	<u>Status</u>	
124 Expand offering of Fire Department community events	Fire	1/1/2018	Ongoing		100%	2019 = Event planning complete	
125 Continue home fire safety programs for students grades Kindergarten through Fourth	Fire	1/1/2018	Ongoing	SASD	50%	Collaborative events with SASD	
126 Engage the community in Sheboygan For All community initiative	Senior Activity Center	1/1/2018	Ongoing	AARP	50%	2019 - Formulating work plan based on 2018 listening sessions	
127 Increase Sheboygan For All community information on social media	Senior Activity Center	1/1/2018	Ongoing	AARP	10%	2019 = Communication identified as Step 1 in Action Plan	
128 Continue monthly electronic community newsletter	Mayor	2/3/2017	Ongoing		25%	12 newsletters published annually	
129 Continue annual community survey	City Admin	6/1/2016	Ongoing	AARP	100%	2019 Community Survey completed November 2018 per AARP timeline	
130 Increase the number of community survey responses	City Admin	1/1/2019	Ongoing	AARP	100%	7% increase in survey responses	
131 Enable transparent government	City Admin	1/1/2019	Ongoing	ClearGov	25%	Support comparative benchmarking efforts	
132 Enable citizen engagement	City Admin	1/1/2019	Ongoing		25%	Livable Sheboygan For All, Communication Task Force, Police Citizens Academy	
133 Develop internal communication plan that is shared with employees	Mayor	10/1/2018	12/31/2019	Community partners	25%	February 2019 - Communication Task Force formed	
<u>Communication – Critical Measurements</u>							
	<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>	
134 Number of followers on all city departments' Twitter accounts	City Plan/Police/Library	9,611	9,300		103%	Police = 5,320; MPL = 744; City = 3,200, WSCS=347	
135 Number of users on Nextdoor	City Plan	4,702	4,200		120%	2019 = 17% of 27,335 households in city	
136 Number of "likes" on all City's Facebook accounts	City Plan/Police/Transit/Water Utility/Cable/Senior Activity Center	17,482	16,200		108%	Police = 10,800; MPL = 3,862; Transit = 867; SAC = 509; WSCS = 387; WU = 272; City = 785	

2019 Action Items and Critical Measurements

		<u>Assigned Department</u>	<u>2019 Actual</u>	<u>2019 Benchmark</u>		<u>Percentage</u>	<u>Notes</u>
	<u>Communication – Critical Measurements - continued</u>						
137	Number of PSA's produced by WSCS Cable TV	Information Technology	0	600		0%	PSA's under development
138	Number of televised Common Council and Committee of the Whole meetings	Information Technology	6	29		21%	2018 = 29, 2017 = 29
139	Number of appearances on Hmong radio station	Mayor	0	6		0%	2018 = 5, 2017 = 6
140	Number of Nixle contacts	Police	2,157	2,000		108%	
141	Number of followers on Mead Public Library Instagram	Library	525	450		117%	2018 = 459, 2017 = 189
142	Number of Sheboygan For All - 2019 Community Survey responses	Senior Activity Center	1,277	1,100		116%	2019 = 1,277, 2018 = 1,187
143	Number of programs / events addressing Age Friendly / Livable Community initiative	Senior Activity Center	0	6	All Departments	0%	Livable Sheboygan for All Task Force outlining communication plan
144	Fire Department community events	Fire	6	18		33%	2019 = Quarter 1 Special Olympics, station tours, Life Safety award ceremony, Fire Safety speech - St. Peter Claver, James Madison PTO Family Night
145	Number of home fire safety programs for students grades Kindergarten through Fourth	Fire	0	170		0%	2019 = October Fire Prevention education
146	Number of students participating in fire safety programs	Fire	0	3,200		0%	2019 = October Fire Prevention education