

# *VILLAGE OF HAMBURG, NEW YORK*



## *FY02-03 STRATEGIC PLAN*

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**VILLAGE OF HAMBURG  
STRATEGIC PLAN  
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**Strategic Planning Guidance**

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## **1.0 INTRODUCTION:**

The Village of Hamburg Strategic Plan provides a present and forward view of the future with key elements that are the basis for direction and guidance towards maintaining a vibrant, robust organization that is relevant to the service-based needs of our residents and community. This plan was formulated through the participation of the Village Board, Department Heads, employees, and the community. The resultant process produced vision and mission statements, identification of key business drivers for the organization and the establishment of goals, objectives quantified through a system of metrics and measurements. A Strategic Planning Team designated by the Village Board will conduct a complete review of the Strategic Plan every year in order to ensure that it remains linked to the organization's current strategic environment, key metrics and measurements critical to organizational success. The planning team will review the strategies, goals and measurements in the plan at least semi-annually each year. Village Board Meetings will provide the forum to measure progress.

### **1.1 PURPOSE OF THE STRATEGIC PLAN:**

The Village Strategic Plan is formulated in order to enhance and improve Governmental Performance and establishes a method of measuring results. It is the first step in the completion of a municipal-based version of the Government Performance and Results Act currently in place at the federal governmental levels. As this process matures and is deployed, comprehensive mission statements covering the major functions and operations of the village organization will be developed in consonance with the overall mission statement contain in this plan. General goals and objectives, a description of how those goals are to be achieved as well as those key factors external to the agency and beyond its control will be considered. Further, program evaluations for all goals will be initiated and conducted in order to ensure short and long-term success. The Village of Hamburg Strategic Plan provides general guidance from the Village Board, department heads and employees, and, relies on input from the community to serve as a guide for the formulation of progress and the assurance of a common direction for achieving the Village's vision and mission through implementation of action plans based on specific strategies, measures and goals.

### **1.2 DEPLOYMENT:**

The Village of Hamburg's Strategic Plan is presented to the community, employees and other interested parties through the publication of the same, the posting of the document on the Village's Website, and will be provided to any person requesting the same through written request to the Village Administrator's Office. Every employee of the Village of Hamburg will be informed of the Village's mission, values and vision in order to understand their respective role(s) in achieving organizational goals and objectives. Departmental directors have derived their own strategies from the Village Strategic plan in order to meet their responsibilities by setting subordinate goals and objectives that are in consonance with the Village Strategic Plan.

### **1.3 LONG RANGE PLANNING PROCESS:**

The Strategic Planning Team appointed by the Village Board will consist of, but not necessarily be limited to, Departmental Directors, Union Representatives, Community members, village businesses, suppliers and customers. An outside consultant may be utilized in order to provide the team with facilitation and current data, trends and innovations that are relevant to the planning in the public sector. Baseline information and measures will be established in all areas of goals and objectives and will ensure that trends are analyzed while the current strategic environment is scanned concurrently in order to formulate changes necessary on a continual basis.

The Village of Hamburg Strategic Plan is based on the consensus of the individuals that participated in the process workshops and formulation of the plan. It reflects ownership by the Village Board and those participants, and, is submitted to the Village Board for review and approval.

### **1.4 STRATEGIC PLANNING CYCLE:**

#### ***Annually:***

- Participation in Village strategic plan update
- Review vision, mission, purpose and values
- Review customer and market knowledge
- Review customer satisfaction criteria
- Review key business drivers
- Review organizational focus
- Review trends and current strategic environment

#### ***Semi-annually:***

- Department will review their input to strategic plan (Strategies, Goals and Measures)
- Draft update(s) to the strategic plan will be submitted to the Village Board
- Review/approval of updated plan is conducted
- The Village Administrator publishes the updated plan

### **2.0 BASIS FOR THE VILLAGE OF HAMBURG STRATEGIC PLAN:**

The Village of Hamburg Strategic Plan is based on the Purpose, Vision, Mission and Values of the Village Board, employees and members of the community. It is formulated based upon generally accepted business and public sector responsibilities, and, to the needs and expressed concerns of the community it serves.

### **2.1 PURPOSE:**

**VILLAGE OF HAMBURG PURPOSE:** The Village Board and employees are public servants whose purpose is to serve the needs of the Village of Hamburg by supporting the Village laws and policies, the State Constitution and the Constitution of the United States through the effective and efficient stewardship of resources provided.

## 2.2 CUSTOMERS:

The table below identifies customer representatives and their key requirements and expectations.

**Customer Table**

| <b>Customer</b>  | <b>Representative</b>  | <b>Key Requirements</b>   | <b>Expectations</b>   |
|--|--|---|---|
| <b>I. External:<br/>Residents of the<br/>Village of<br/>Hamburg</b>      | All Residents &<br>Residential Group<br>Representatives  | Public Safety, Services,<br>Infrastructure provided<br>through Policy, Codes<br>and Laws.             | Safe Environment;<br>Public Services;<br>Infra-Structure;<br>Policy, Codes & Laws   |
| <b>II. External:<br/>State, Federal, &amp;<br/>Local<br/>Governments</b> | Governor<br>State Legislature &<br>State Agencies  | Regulatory Reporting<br>(Information Exchange<br>Requirements.)                                       | Provide quick response in<br>the exchange of<br>information or regulatory<br>reporting.                                   |
| <b>III. External:<br/>Schools,<br/>Churches, &amp;<br/>Libraries</b>     | Local Officials<br>Civic Groups<br>Communities   | Conduct local<br>Support activities.<br>Seek new opportunities  | Provide expected services<br>and quick response when<br>and where needed.<br>Add value.                                   |
| <b>IV. External:<br/>Businesses &amp;<br/>Utilities</b>                  | All businesses and<br>utilities conducting<br>business within the<br>confines of the Village<br>of Hamburg | Conduct business in an<br>environment conducive to<br>the facilitation of all<br>facets of operation. | Cooperation and<br>partnering with the Village<br>in order to sustain the<br>operational need of the<br>business/utility. |
| <b>V. External:<br/>Non-Profit<br/>Organizations</b>                     | Various  | Individual organizations<br>having various service<br>requirements.                                   | On-time, appropriate<br>service-based response.   |
| <b>VI. External:<br/>Media</b>   | Newspaper, Radio &<br>TV representatives.  | Timely and accurate<br>information  | Access to current<br>information & public<br>officials.   |
| <b>VII. External:<br/>Visitors</b>                                       | All visitors to the<br>village.  | Public Safety, and<br>General Services  | Safe, Pleasant and<br>Responsive Environment.   |
| <b>1. Internal:<br/>Employees</b>  | All public servants and<br>civil service employees.  | Compensation, Fringe<br>Benefits & Healthy Work<br>Environment.                                       | Communication,<br>participation and<br>fulfillment  |
| <b>2. Internal:<br/>Other<br/>Departments</b>                            | Various  | Communication,<br>Cooperation and<br>Collaboration.   | The ability to complete<br>joint projects in a timely &<br>cooperative fashion.   |
| <b>3. Internal:<br/>Volunteers</b>                                       | Various  | Assistance in the form of<br>Public Services  | An environment wherein<br>the events of volunteerism<br>are enhanced.   |
| <b>4. Internal:<br/>Elected Officials</b>                                | Various  | The ability to govern &<br>serve the public   | A structure that<br>facilitates public service.   |

## 2.3 VALUES:

**We demonstrate the following values in all of our organizational actions:**

- **Professionalism:** To display knowledgeable competence in all actions.
- **Leadership:** To provide direction and guidance based upon analysis of fact and experience.
- **Innovation:** To enable all members of the organization the opportunity to introduce improvements to processes and practices.
- **Responsibility:** To live up to those expectations and duties as individual public servants and members of the organization, overall.
- **Service.** Put the welfare of the citizens of the village and the public at large as the top priority when in the performance of the duties, responsibilities and services as an employee of the Village of Hamburg.
- **Integrity:** Do what's right, legally and morally.

## 2.4 ORGANIZATIONAL FOCUS:

- **People:** Elected and appointed officials who care for and supports our citizens, the employees, customers, visitors and the environment by meeting professional and personal expectations. This will be further manifested in the provision of an environment that encourages maximum employee individual potential.
- **Readiness:** Resourcing village departmental and individual requirements to ensure that appropriate services are provided.
- **Transformation:** Posturing the Village of Hamburg for future relevance and service response ability.

## 2.5 VISION:

The Village of Hamburg - *The Most Desirable Community in Western New York where Quality of Life, Affordability and Innovation are the Norm.*

## 2.6 TRENDS & CURRENT STRATEGIC ENVIRONMENT:

Trends in the following major areas were reviewed and utilized in developing the *VILLAGE OF HAMBURG Strategic Plan*:

- Infrastructure
- Budget
- Missions
- Political Support
- Demographics
- Resources
- Facilities
- Economics
- Technology

## 2.6 TRENDS & CURRENT STRATEGIC ENVIRONMENT: (continued)

The following assumptions were taken into consideration by the *Strategic Planning Team* assessment of the current organizational strategic climate:

- Budgets will be constrained.
- Priorities and resources will be tiered.
- Community Support will remain vital.
- Environmental concerns will continue to be a focus.
- Training is critical toward the continued improvement of providing services.
- Service-based changes will remain dynamic and challenging.
- New equipment will be necessary.
- Increase reliance on automation technology.
- Condition of facilities and infrastructure will continue to challenge our resources and ability to maintain services to the community and business.
- Communication to every segment of the customers and market that the village deals with is essential.

## 2.7 MISSION STATEMENT:

*Village Representatives and Employees that care for the Community by efficiently providing services while preparing for the future.*

## 2.8 KEY BUSINESS DRIVERS:

The areas of performance most crucial to the Village of Hamburg's organizational success:

- **Quality of Life**
- **Leadership/Planning/Assessment**
- **Readiness (Personnel, Training, Equipment, Infrastructure)**
- **Marketing/Information/Communication/Education**
- **Resource management**

### 3.0 STRATEGIES, MEASURES AND GOALS:

For each Key Business Driver, the Village of Hamburg formulates Strategies that function as future-oriented bases for decision-making to achieve success. For each Strategy, the Strategic Planning Team selected Measures that quantify performance and Goals that specify numerical targets for performance.

| <b>GOALS</b>  | <b>KEY BUSINESS DRIVER(S)</b>  | <b>SHORT TERM OBJECTIVE(S)</b>   | <b>LONG TERM OBJECTIVE</b>  |
|---|--|--|---|
| <b>I. REVIEW &amp; EVALUATE EMPLOYEE AND RESIDENT SURVEYS</b>   | ALL  | Establish a plan of action addressing concerns, establish a timetable for resolution of issues, and identify resources.  | Establish a plan to obtain funding for issue resolution. Incorporate survey results into village planning, programming & budgeting modules.   |
| <b>II. RESOURCING OF VILLAGE DEPARTMENTS</b>  | Leadership, Readiness, & Resource Management                                       | Evaluate all needs based upon survey results and known public service requirements, identify & secure funding. Develop a short-term plan of action & implementation.               | Establish a plan of action for long-term sustainment and improvement.   |
| <b>III. IDENTIFY &amp; UPDATE ALL MODES OF COMMUNICATION WITHIN EMPLOYEE BASE, AND TO THE PUBLIC.</b> | Leadership & Communication and Education.  | Communicate with responses to the current survey concerns, Evaluate current modes of the conveyance of information, and, Continue the further development of the village web page. | Analyze all modes of the communication of information, develop improved methods/ways, resource this goal, include board-meeting minutes on the web & establish schedule for web information currency. |
| <b>IV. INITIATE &amp; CONDUCT THE NYS DOT PROJECT (RTE 62).</b>                                       | Readiness (Infrastructure) Resource Management, Leadership, Planning & Assessment. | Identify village requirements & coordinate with NYS DOT.   | Completion of the Route 62 Project within the projected time frame with minimal disruption to the normal operation of village government and village residential Quality of Life.                     |



|  |  |  |  |
|--|--|--|--|
| <b>V. VILLAGE MAIN STREET REVITALIZATION PROJECT</b> | Readiness, (Infrastructure) Resource Management, Leadership, Planning & Assessment.<br><br>et al | Identify needs, develop an action plan to implement Main Street Program for the village. | Main Street Project to become a self-sustaining public-private sector partnership. |
|--|--|--|--|

**3.1 DEPARTMENTAL GOALS AND OBJECTIVES:**

The following Departments have developed their Goals and Objectives that are subordinate to and in consonance with those Goals of the Village of Hamburg, overall.

- Building Inspector
- Clerk/Treasurer
- Fire Department
- Parks and Recreation
- Police Department
- Public Works

The Departmental Goals, Objectives and Metrics are located as annexes to this document.

**4.0 RESPONSIBILITIES:**

It is the responsibility of the Village Board, the Village Administrator and all Department Heads to ensure that every facet of achieving their respective goals and objectives is aggressively pursued through sound management and organizational skills. Each individual has the responsibility of seeking to follow the plan, modify or adjust the plan and resources in order to achieve the goals set herein.

## ANNEX A

## **BUILDING INSPECTOR GOALS**

### Priority 1 Goal

***Transition from NYS Fire & Bldg Code to the new International Fire & Building Code.***

**Objectives:** Review and analyze new code requirements.

Develop checklists for required inspections and plan reviews based on the new code.

Notify contractors, developers and property owners of any changes in the new code affecting them and give them reasonable time for compliance.

Set up a schedule of inspections based on the new code requirements.

Change local law as required.

### Priority 2 Goal

***Review Local Code, Zoning and Property Maintenance.***

**Objectives:** Review entire village code as it applies to code enforcement and building inspector functions and develops recommended changes for consideration by the village board.

Evaluate problem properties in the village both commercial and residential and develop a plan to bring them into compliance.

Work with the town community development office and other agencies to identify assistance programs for property owners who, for financial reasons, may not be able to comply

### Priority 3 Goal

***Improve Automation with the Department.***

**Objectives:** Check with other building departments locally to identify possible computerized programs that will enhance and improve the building inspection and code enforcement program of the village.

Use the computer to log and track building permits and inspections.

Obtain direct Internet access and develop a page on the village web site that provides code and reference materials for customers of the building inspector department.

## **ANNEX B**

### **CLERK TREASURER GOALS**

#### **Priority 1 Goal**

***Upgrade the village web site to make it more useful and valuable for customers.***

**Objectives:** Train all departments to continually update their portion of the web page.

Continue to revise front page providing a variety of easy to use options.

Provide more community information and links for businesses into village web page.

Explore ways to generate revenue for village from the web site.

#### **Priority 2 Goal**

***Prepare the village accounting system for the implementation of GASB 34 (Infrastructure and activity based costing) and conduct a cost benefit analysis of services provided by all departments.***

**Objectives:** Identify all costs that should be associated by function, by department and develop a reporting module to show the same.

Conduct a study that identifies possible alternatives to current methods of service support to customers (privatization, consolidation, etc).

Train appropriate village staff on cost based accounting.

Educate the public as to the actual costs of village operations by activity.

Meet quarterly as a staff to review feedback and make corrections as required.

## **ANNEX C**

### **FIRE DEPARTMENT GOALS**

#### **Priority 1 Goal**

***Maintain public confidence in the ability of the fire department to provide quality fire and EMS services.***

**Objectives:** Establish a public relations committee.

Increase public participation at department public events (fire prevention, open house).

Increase fire department membership.

#### **Priority 2 Goal**

***Develop written training program that meets all NYS requirements and enhances quality of department training.***

**Objectives:** Develop and enhance training committee.

Increase knowledge and skills of all department members.

Increase attendance and participation at training events.

#### **Priority 3 Goal**

***Maintain vehicles and equipment in proper working order.***

**Objectives:** Maintain vehicles at or above 98% operationally ready.

Ensure all firefighters are equipped with NFPA approved equipment properly fit.

Establish uniform personal protective equipment (PPE) for EMS personnel.

Establish uniform personal protective equipment (PPE) for fire police.

Maintain communication equipment at 100% operational readiness.

Develop PPE and communication equipment replacement program for department and incorporate plan into village budget process.

#### **Priority 4 Goal**

***Update all departmental Standard Operating Procedures (SOPs.)***

**Objectives:** Complete Firefighter's SOP.

Complete Fire Police SOP.

Complete EMS (Ambulance) SOP.

Complete Search & Rescue SOP.

## **ANNEX D**

## **PARKS & RECREATION GOALS**

### **Priority 1 Goal**

#### ***Increase the duties of Village of Hamburg Recreation Commission.***

- Objectives:** Have Commission members begin to work with the Department on a new or updated five-year master plan.
- Establish a more aggressive marketing plan in the community that increases our exposure, and, possibly survey the public.
- Have Commission members work closely with new Department Head (in the June time frame) to train, educate, etc. the new Program Coordinator, employees.

### **Priority 2 Goal**

#### ***Continue to analyze, evaluate and improve all Department Programs.***

- Objectives:** Have program evaluation forms put into effect.
- Improve computer capabilities in the Department (especially staff training, on-line services, digital photo, etc.).
- Study and implement (if practical) additional seasonal special events and also services to help special needs population.
- Investigate and consider implementing a few new programs in 2003 (i.e. “mom & me” or aqua aerobics).

### **Priority 3 Goal**

#### ***Monitor the feasibility of a one-story building to service youth and adults in the community, vs. a major renovation of the present facility.***

- Objectives:** Check with community development agency about what possible funding, if any, would be available for a structure.
- Stay observant to village property or land that would be applicable to this project.
- Stay educated on any possible federal, state, local or private funding that could help assist in the accomplishment of this projects.

### **Priority 4 Goal**

#### ***Continue to upgrade village parks, playgrounds and recreational facilities***

- Objectives:** Improve the interior of the Recreation Centers appearance, and in particular, on the main floor and senior lounge.

**ANNEX D**

**PARKS & RECREATION GOALS (continued)**

**Priority 4 Goal**

**Objectives: (continued)**

Explore the possibility of building a skateboard park.

Improve landscaping and general appearance of all parks and green space areas.

Refurbish as many areas of the Swim Center (bath house and deck features) as pre-determined in 2001.

Improve, where needed, safety surfaces and disabled accessibility to village playground equipment.

## ANNEX E

## POLICE DEPARTMENT GOALS

### SAFETY

**Priority 1 Goal**      *Ensure the utmost safety and security of citizens and property in the community.*

**Objectives:** Recognize and control all conduct that is threatening to life and property through the utilization of the following procedures and techniques:

- Continuous officer training in areas of domestic violence, investigations, defense tactics, firearms, chemical sprays and first aid, etc.
- Saturation patrols in recurring problem areas.
- Rapid and timely response to all emergencies.
- Maintain, train, and equip special response teams for extraordinary extremely hazardous emergency incidents.
- Provide a high visibility patrol presence.
- Investigate all reported criminal action.

**We will monitor our performance through the review of:**

- Training Records
- Response Times
- Citizen surveys
- Calls for service

### QUALITY OF SERVICE

**Priority 2 Goal**      *Increase and maintain public confidence in the ability of the police department to provide quality police services.*

**Objectives:** Provide for assessment of changing community needs and expectations along with controlling department personnel and operations so they are responsive to citizen concerns.

Conduct citizen surveys.

Collect crime data.

Maintain and review departmental policies for control and internal discipline.

## ANNEX E

## **POLICE DEPARTMENT GOALS (continued)**

### **Priority 2 Goal**

#### **Objectives:** (continued)

Conduct business contacts to assess the needs & concerns of the business community.

Promote public awareness of departmental activities.

#### **We will monitor our performance through the review of:**

- Crime analysis
- Citizen surveys
- Complaints against officers
- Public Relations activities
- Business contact forms

### **VEHICLE & PEDESTRIAN TRAFFIC SAFETY**

#### **Priority 3 Goal**

*Facilitate the safe and harmonious movement of vehicles, pedestrians, and bicyclists.*

**Objectives:** Provide both education and enforcement of the traffic laws to all who travel throughout the village through the use of the following procedures and law enforcement techniques. **Further, to study the number and severity of pedestrian accidents and any changes that can be made to improve pedestrian safety overall.**

- Continuous enforcement by patrols
- Use of unmarked cars
- Radar details
- Seat belt and DWI checkpoints
- Directed enforcement at common accident locations
- Literature on new as well as changing laws
- Literature on use of safety equipment in relation to bicycles and vehicles (helmets, seat belts, etc)
- Inspection station for proper car seat installation
- Increased bicycle patrols
- Bicycle rodeos
- Safety lectures to community groups



**We will monitor our performance through the review of:**

- Accident Reports
- Citations Issued
- Literature Disseminated
- Mapping of repeat accident locations
- Number of enforcement & educational details conducted

**COMMUNICATION WITH EMPLOYEES**

**Priority 4 Goal**

*To increase and maintain an open form of communications with all employees.*

**Objective:** To provide various means of communication so that the employees can express their views and concerns regarding the way the overall department is being administered. To accomplish this, the following tools will be utilized:

**Internal Surveys  
Face-to-face meetings  
Employee reports**

**We will monitor our performance through the review of:**

- Review of surveys
- Review of reports
- Direct two-way communication with employees

## ANNEX F

## **PUBLIC WORKS GOALS**

### Priority 1 Goal

*Analyze sanitation responsibilities and budget allocations.*

**Objectives:** Identify all sanitation costs and place in specific cost centers.  
Use Northeast Solid Waste (NEST) consortium to complete a solid waste management plan for the village and use this plan as the foundation to work with the state and county to develop a county wide waste disposal and compost program for yard waste.

### Priority 2 Goal

*Evaluate sewer system and develop programs to improve efficiency of storm sewer system and eliminate inflow and infiltration in the sanitary system.*

**Objectives:** Maintain storm and sanitary sewers in accordance with county, state, and federal requirements and protect the public and employee health and safety. Improve maintenance response time and training of staff.

Respond to EPA Phase II regulations as part of the county consortium. (EPA schedule March 2003).

### Priority 3 Goal

*Conduct an assessment of the current DPW facilities.*

**Objectives:** Continue to review fleet and maintenance program.  
Continue to upgrade DPW complex as required to improve efficiency and effectiveness.

### Priority 4 Goal

*Conduct refurbishment of 301 Union Street Fire Hall facilities.*

**Objectives:** Review existing conditions.  
  
Upgrade facilities as required in order to meet Fire Dept needs.  
  
Oversee modifications and environmental remediation.

### Metrics:

- Develop necessary plans/specs and contracts for work to be outsourced.
- Hire consultants when necessary.
- Obtain input from Fire Dept. and Board.
- Provide force account resources when available.

## ANNEX F

## **PUBLIC WORKS GOALS (continued)**

### **Priority 5 Goal**

*Reduce the Jobs/Tasks categorized as “Outstanding”. Clean up all small jobs that have accumulated over last two years.*

**Objective:** Make progress towards the reduction of “outstanding” jobs/tasks by moving them from “B” Priority to “A” Priority status & completing them.

### **Metric:**

Maintain a “manageable” backlog of “B” Priority jobs/tasks Nip away while not having more small or large jobs added.

### **Current Listing of Jobs/Taskings “Outstanding”:**

1. Complete work in Police Department & Court and Prosecutors Office.
2. Continue ongoing monitoring of the flow monitors installed for the I/I study as well as assisting the consultant in smoke testing, dye testing and manhole inspection phases of the program. This will entail jetting out of sewers and confined space entry into the manholes.
3. Tree trimming and tree removal, stump grinding when possible.
4. Demolition of buildings at the Public Works garage accompanied by relocation of the fuel tanks to one site.
5. Spring tree planting.
6. Sidewalk repair program.
7. Reconstruction of receivers on Norwood and possibly Colvin, Donald, Anderson and Oakland.
8. Put together shelving for file room at DPW facility.
9. Clean DPW facilities, clean carpeting, and treat floors.
10. Install lighting at Central Garage.
11. Rovner drainage.
12. Recreation Trailer Refurbishment.

**Village of Hamburg Citizen Survey**

|                                     |     |
|-------------------------------------|-----|
| <b>Total number of respondents:</b> | 966 |
|-------------------------------------|-----|

| <b>Question</b>  | <b># of Respondents</b> | <b>Avg. Numeric Value</b> | <b>% Positive Responses</b> | <b>% Neutral Responses</b> | <b>% Negative Responses</b> |
|--|-------------------------|---------------------------|-----------------------------|----------------------------|-----------------------------|
| 1) How would you describe the village of Hamburg as a place to live                | 955                     | 1.71                      | 92.3%                       | 6.5%                       | 1.3%                        |
| 2) How do you rate the overall level of services provided by your local government | 942                     | 2.19                      | 74.8%                       | 18.8%                      | 6.4%                        |
| 3) How do you rate the fire protection services provided by the village            | 952                     | 1.80                      | 88.8%                       | 1.3%                       | 10.0%                       |
| 4) How do you rate parks and recreation services provided by the village           | 954                     | 2.07                      | 80.4%                       | 9.9%                       | 9.7%                        |
| 5) How do you rate the services provided by the Village Department of Public Works | 940                     | 2.34                      | 66.0%                       | 21.9%                      | 12.1%                       |
| 6) How do you rate the services provided by the Village Clerk/Treasurers Office    | 949                     | 2.77                      | 86.6%                       | 10.7%                      | 2.7%                        |
| 7) How do you rate the cleanliness of the streets in the Village                   | 953                     | 2.06                      | 78.2%                       | 18.2%                      | 3.7%                        |
| 8) How do you rate the street lighting at night in your neighborhood               | 954                     | 2.32                      | 65.2%                       | 23.4%                      | 11.4%                       |
| 9) How do you rate the condition of roads in the village                           | 946                     | 2.45                      | 57.2%                       | 35.0%                      | 7.8%                        |

| <b>Question</b>   | <b># of Respondents</b> | <b>Avg. Numeric Value</b> | <b>Often</b> | <b>Seldom</b> | <b>Never</b> |
|---|-------------------------|---------------------------|--------------|---------------|--------------|
| 10) How often has anyone in your household used a park, recreation facility or recreation program | 954                     | 1.70                      | 41.9%        | 45.8%         | 12.3%        |

| <b>Question</b>  | <b># of Respondents</b> | <b>Avg. Numeric Value</b> | <b>% Positive Responses</b> | <b>% Neutral Responses</b> | <b>% Negative Responses</b> |
|--|-------------------------|---------------------------|-----------------------------|----------------------------|-----------------------------|
| 11) The performance of the Village of Hamburg Police Department is | 951                     | 2.02                      | 80.1%                       | 10.9%                      | 8.9%                        |

| <b>Question</b>   | <b># of Respondents</b> | <b>Avg. Numeric Value</b> | <b>Often</b> | <b>Seldom</b> | <b>Never</b> |
|---|-------------------------|---------------------------|--------------|---------------|--------------|
| 12) How often do you see police officers in your neighborhood | 942                     | 1.30                      | 71.0%        | 27.5%         | 1.5%         |

| Question   |                  | # of Respondents     |                  |                  |                    |  |
|--|------------------|----------------------|------------------|------------------|--------------------|--|
| 13) Is your opinion, what is the most pressing Police related issue in the Village |                  | 775                  |                  |                  |                    |  |
| % of Respondents   | # of Respondents | Response             | % of Respondents | # of Respondents | Response           |  |
| 7.74%  | 60               | Drugs                | 26.84%           | 208              | Traffic Violations |  |
| 31.23%   | 242              | Property Thefts      | 11.23%           | 87               | Vandalism          |  |
| 22.97%   | 178              | Juvenile Delinquency | N/A              | 191              | No Answer          |  |

| Please Rate how satisfied you are with the following services provided in the Village. | # of Respondents | Avg. Numeric Value | % Unsatisfied Responses | % Neutral Responses | % Satisfied Responses |
|--|------------------|--------------------|-------------------------|---------------------|-----------------------|
| <b>Public Works</b>  |                  |                    |                         |                     |                       |
| Street Snow Removal  | 922              | 3.93               | 9.8%                    | 16.3%               | 74.0%                 |
| Sidewalk Snow Removal  | 906              | 3.03               | 34.2%                   | 27.6%               | 38.2%                 |
| Condition of sidewalks   | 936              | 3.08               | 28.5%                   | 33.9%               | 37.6%                 |
| Leaf Collections   | 914              | 3.73               | 12.1%                   | 23.7%               | 64.1%                 |
| Brush Collections  | 910              | 3.50               | 18.8%                   | 26.8%               | 54.4%                 |
| Large Trash Collections  | 926              | 3.69               | 17.8%                   | 17.5%               | 64.7%                 |
| Tree Trimming  | 731              | 2.90               | 35.4%                   | 30.9%               | 33.7%                 |
| Drainage   | 871              | 2.59               | 47.8%                   | 25.3%               | 27.0%                 |
| Saturday Large Trash drop off at DPW   | 485              | 4.07               | 8.0%                    | 19.0%               | 73.0%                 |
| Street Maintenance   | 897              | 3.50               | 13.8%                   | 34.0%               | 52.2%                 |
| Garbage Collection   | 917              | 3.93               | 11.7%                   | 15.8%               | 72.5%                 |
| Courteous of the Public  | 836              | 3.95               | 9.1%                    | 18.7%               | 72.2%                 |
| <b>Parks and Recreation</b>  |                  |                    |                         |                     |                       |
| Condition of Park/Playgrounds  | 781              | 3.98               | 5.6%                    | 18.7%               | 75.7%                 |
| Types of Recreation Programs Offered   | 654              | 3.97               | 7.2%                    | 19.6%               | 73.2%                 |
| Fees Charged for Recreation Programs   | 595              | 3.77               | 10.3%                   | 26.2%               | 63.5%                 |
| Village Pool   | 418              | 3.85               | 11.2%                   | 18.9%               | 69.9%                 |
| Courteous of the Public  | 597              | 4.13               | 3.9%                    | 16.1%               | 80.1%                 |
| <b>Village Court</b>   |                  |                    |                         |                     |                       |
| Hours of Operation   | 297              | 3.66               | 10.4%                   | 32.0%               | 57.6%                 |
| Fines Levied   | 251              | 3.47               | 14.7%                   | 34.7%               | 50.6%                 |
| Courteous of the Public  | 304              | 3.83               | 10.9%                   | 23.0%               | 66.1%                 |
| <b>Police Services</b>   |                  |                    |                         |                     |                       |
| Enforcement of Traffic Laws  | 800              | 3.57               | 17.5%                   | 25.3%               | 57.3%                 |
| Bike Patrol  | 478              | 3.63               | 16.7%                   | 21.8%               | 61.5%                 |

|   |     |      |       |       |       |
|---|-----|------|-------|-------|-------|
| Handling of Criminal Investigation                      | 409 | 3.77 | 12.5% | 21.8% | 65.8% |
| Responsiveness  | 756 | 4.12 | 7.1%  | 13.1% | 79.8% |
| Police Presence/Visibility                              | 899 | 3.97 | 12.3% | 14.8% | 72.9% |
| Courteous of the Public                                 | 806 | 4.17 | 8.2%  | 11.2% | 80.6% |
| <b>Clerk/Treasurers Office</b>                          |     |      |       |       |       |
| Able to answer my questions or refer me to proper Dept. | 614 | 4.11 | 6.4%  | 16.3% | 77.4% |
| Courteous of the Public                                 | 629 | 4.18 | 6.7%  | 12.9% | 80.4% |
| <b>Building Inspector</b>                               |     |      |       |       |       |
| Code of Enforcement                                     | 383 | 3.58 | 17.8% | 24.3% | 58.0% |
| Permit Process  | 377 | 3.75 | 12.7% | 23.3% | 63.9% |
| Responsiveness  | 396 | 3.72 | 16.2% | 18.2% | 65.7% |
| Courteous of the Public                                 | 417 | 4.03 | 8.4%  | 19.4% | 72.2% |
| <b>Village Board</b>                                    |     |      |       |       |       |
| Responsiveness  | 570 | 3.11 | 30.2% | 28.6% | 41.2% |
| Courteous of the Public                                 | 567 | 3.35 | 23.8% | 25.6% | 50.6% |

| Question  |                  | # of Respondents |                  |                  |                |  |
|---|------------------|------------------|------------------|------------------|----------------|--|
| What time do you feel the Village Board meetings should be held |                  | 934              |                  |                  |                |  |
| % of Respondents  | # of Respondents | Response         | % of Respondents | # of Respondents | Response       |  |
| 26.87%  | 251              | 7:00pm           | 20.24%           | 189              | 7:30pm         |  |
| 5.57%   | 52               | 8:00pm           | 8.57%            | 80               | Board Decision |  |
| 38.76%  | 362              | No Opinion       | N/A              | 32               | No Answer      |  |

| Question   |                  | # of Respondents |                  |                  |          |  |
|--|------------------|------------------|------------------|------------------|----------|--|
| Have you ever looked at the village website (www.villagehamburg.com) |                  | 932              |                  |                  |          |  |
| % of Respondents   | # of Respondents | Response         | % of Respondents | # of Respondents | Response |  |
| 9.87%  | 92               | Yes              | 90.13%           | 840              | No       |  |
| N/A  | 34               | No Answer        |                  |                  |          |  |

