



## Common Council Visioning Session

Whitewater Municipal Building, Cravath Lakefront  
Room, 2nd Floor, 312 West Whitewater St.,  
Whitewater, WI 53190 \*In Person and Virtual

**Tuesday, May 13, 2025 - 6:00 PM**

Citizens are welcome (and encouraged) to join our webinar via computer, smart phone, or telephone.  
Citizen participation is welcome during topic discussion periods.

Please click the link below to join:

<https://us06web.zoom.us/j/86068532690?pwd=TCKsoAdD1Zu6Dk15s3dbjsl5ZfhLsL.1>

**Telephone:** +1 (312) 626-6799 US

**Webinar ID:** 860 6853 2690

**Passcode:** 409658

Please note that although every effort will be made to provide for virtual participation, unforeseen technical difficulties may prevent this, in which case the meeting may still proceed as long as there is a quorum. Should you wish to make a comment in this situation, you are welcome to call this number: (262) 473-0108.

## AGENDA

### CALL TO ORDER

### ROLL CALL

### PLEDGE OF ALLEGIANCE

### APPROVAL OF AGENDA

*A councilmember can choose to remove an item from the agenda or rearrange its order; however, introducing new items to the agenda is not allowed. Any proposed changes require a motion, a second, and approval from the Council to be implemented. The agenda shall be approved at each meeting even if no changes are being made at that meeting.*

### HEARING OF CITIZEN COMMENTS

*No formal Council action will be taken during this meeting although issues raised may become a part of a future agenda. Participants are allotted a three minute speaking period. Specific items listed on the agenda may not be discussed at this time; however, citizens are invited to speak to those specific issues at the time the Council discusses that particular item.*

***To make a comment during this period, or during any agenda item: On a computer or handheld device, locate the controls on your computer to raise your hand. You may need to move your mouse to see these controls. On a traditional telephone, dial \*6 to unmute your phone and dial \*9 to raise your hand.***

**PRESENTATION**

1. Presentation by Attorney Ryan Heiden of von Briesen & Roper: Serving with Impact-A Guide to Effective Board Service.

**CONSIDERATIONS**

2. Discussion regarding City Council Goals and Priorities.
3. Discussion and Possible Action regarding the City of Whitewater Strategic Plan.

**FUTURE AGENDA ITEMS****ADJOURNMENT**

**Anyone requiring special arrangements is asked to call the Office of the City Manager / City Clerk (262-473-0102) at least 72 hours prior to the meeting.**

**2023-2025 City of Whitewater's 5 strategic goals: Build single-family homes, Communicate with the community without the newspaper, Support a thriving business community, Recruitment and retention efforts with a focus on diversity, and Prioritization of expenditures with available resources.**



# Being a Productive Council or Committee Member

**Ryan Heiden**

**[ryan.heiden@vonbriesen.com](mailto:ryan.heiden@vonbriesen.com)**

**(414) 287-1461**

# Characteristics of a Good Elected Official

- Commitment
- Integrity
- Patience
- Humor
- Forethought
- Respect
- Interest
- Communication

Public perception matters. Act with intentionality and expect that your decisions may be under a microscope.

# How Does Local Government Work

- Follows the same pattern as Constitutional Government



- Which branch do you fit into as a newly elected official?
  - How can you maximize your role and obligations without impacting or causing detriment to the other branches or staff?

# It Starts with Knowledge & Understanding

Knowing and Understanding Your Role on a Council or Committee:

Duties and  
Responsibilities of  
the Body

Powers of the Body  
(Section 62.11,  
Wis. Stats.)

Separation of  
Powers – Home  
Rule

Powers of the  
Individual Office  
Holders in the  
Body

# Clarity of Role for Council/Committee

The board's function is primarily ***policy making and legislative***, not administrative or executive those are the functions of an administrator and manager or in some occasions a clerk. *See, e.g., 80 Op. Atty Gen. 49 (1991).*

**Policy has been defined as “a high-level overall plan embracing the general goals and acceptable procedures esp. of a governmental body.”** *Webster's New Collegiate Dictionary 890 (1977).*

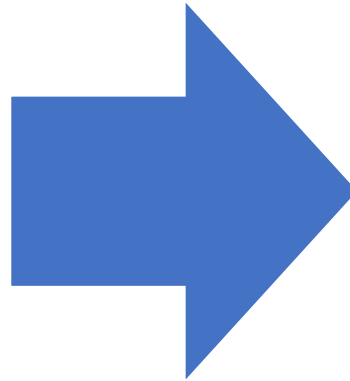
**“Legislative power, as distinguished from executive power, is the authority to make laws, but not to enforce them.”** *See 2A MCQUILLIN, MUNICIPAL CORPORATIONS § 10.06 at 311 (3d ed. 1996).*

**“The crucial test for determining what is legislative and what is administrative has been said to be whether the ordinance is one making a new law, or one executing a law already in existence.”** *Schuetz v. Van De Hey, 205 Wis.2d 475 (Ct. App. 1996).*

## **Understanding: Policy vs. Administration**

Council or  
Committee:

Considers issues and  
creates policy or  
legislation to address



Administration/  
Operational Staff:

Effectuates existing  
policy to correct  
issues or provide  
enforcement.

Working within your role helps create efficient,  
responsive, and functional government administration.



# Examples of Policy vs. Admin/Ops

## Policy

- “What” – Will the city establish a hiking trail system?
- “Why” – Will the system benefit the city?

## Admin/Ops

- “How” – Who will build and maintain the system?
- “When” – What is the timeframe for implementation?
- “Where” – Where will the system need to be maintained?

**The dividing lines blur when implementing a plan, but once the plan is complete, the “hand off” occurs.**

# **Council/Committee Roles and Responsibilities**

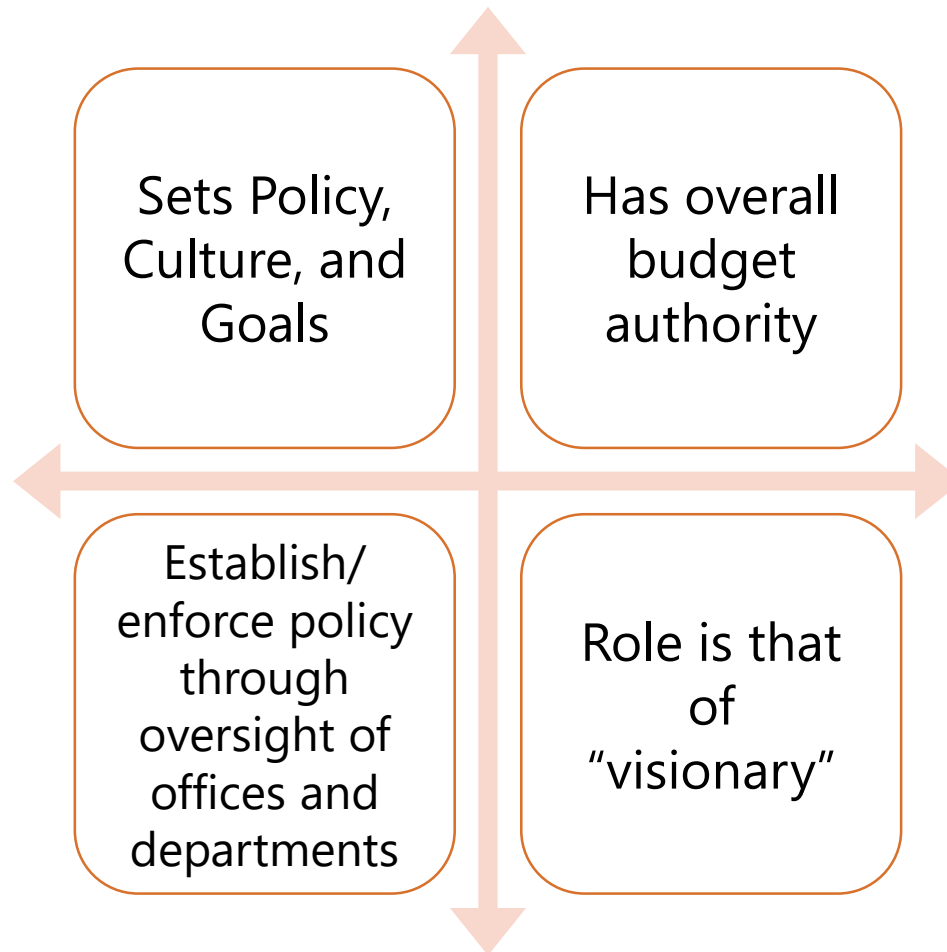
- Council/Committee and Staff have vastly different responsibilities
  - Council/Committee members serve primarily a legislative role
  - Staff serve in an operational and advisory role (executive)
- Administration is full-time when Council is in session

# **Clarity of Roles for Council/Committee and Staff is Key**

If the Council/Committee and Staff take the appropriate organizational design steps at this juncture, the government entity will be able to make better decisions more quickly and use the talents of its council/committee members and staff. To do so, all need to:

- Be clear about their respective roles;
- Approve procedures for how the council/committee and staff are going to operate; and
- Solidify the partnership so council/committee and staff can take the actions needed to accomplish the intended end results of the organization.

# Legislative Body Roles and Responsibilities



# Legislative Bodies Do Their Job By:

- Providing strategic direction to Staff
- Establishing, maintaining and operating within governance guidelines and expectations
- Staying focused, educated and committed with respect to the priority of efficient and effective governance

# Understanding There May Be Different Individual Roles

- **Council President** (Wis. Stat. 64.07)
  - Afforded voting powers, but also helps maintain process and procedure at public meetings.

# Understanding There May Be Different Individual Roles

- **City Managers** (Wis. Stat. 64.09/ 64.11)
  - Executive branch authority to exercise administrative power over functioning of the municipality.
  - Wis. Stat. 64.09 speaks to the Council's appointment and removal authority over the City Manager.
  - Wis. Stat. 64.11 speaks to the City Manager's authority once appointed.

# Understanding There May Be Different Individual Roles

## ▪ City Manager Powers under Wis. Stat. 64.11

- (1) The city manager shall be the chief executive officer of the city and head of the city administration and shall possess and exercise all the executive and general administrative powers imposed and conferred by general law or special charter upon the mayor and common council and upon the various boards, commissions and officers and in force in such city at the time of its reorganization under ss. 64.01 to 64.15, and such additional powers as are herein imposed and conferred.
- (2) The city manager shall have the power to create minor administrative offices and positions and to discontinue such offices and positions according to the city manager's judgment of the needs of the city.



# Understanding There May Be Different Individual Roles

## ▪ City Manager Powers under Wis. Stat. 64.11

- (3) The city manager shall have the power to appoint all heads of departments, all subordinate city officials and all city employees and to remove such appointees at any time their services or the conduct of their offices becomes unsatisfactory to the city manager. This subsection shall not be construed as depriving the board of fire and police commissioners or the chiefs of fire or police departments of any city of all the powers conferred by s. 62.13.
- (4) No head of a department, city official, or city employee shall be appointed for a fixed term, but during good behavior and satisfactory service.

# Understanding There May Be Different Individual Roles

## ▪ City Manager Powers under Wis. Stat. 64.11

- (5) All appointments shall be purely on merit and with a view to securing the best available appointee for the place. Due consideration shall be given to training, experience, ability, and general qualifications and fitness for performing the duties of the office and no weight or consideration shall be given to residence, nationality, or to political or religious affiliations.
- (6) Residence in the city or state shall not be a qualification for any such appointment.

# **Obtaining and Keeping the Job:** ***Yours and Theirs***

## **Council/Committee: Represents the will of the people.**

- Elected by the people; appointed by elected officials.
- Local connections.
- Removal through elections or elected officials.

## **Staff: Provides the tools, resources and guidance.**

- Largely career public servants.
- Background checked
- Professional associations
- Accountable as at-will employees

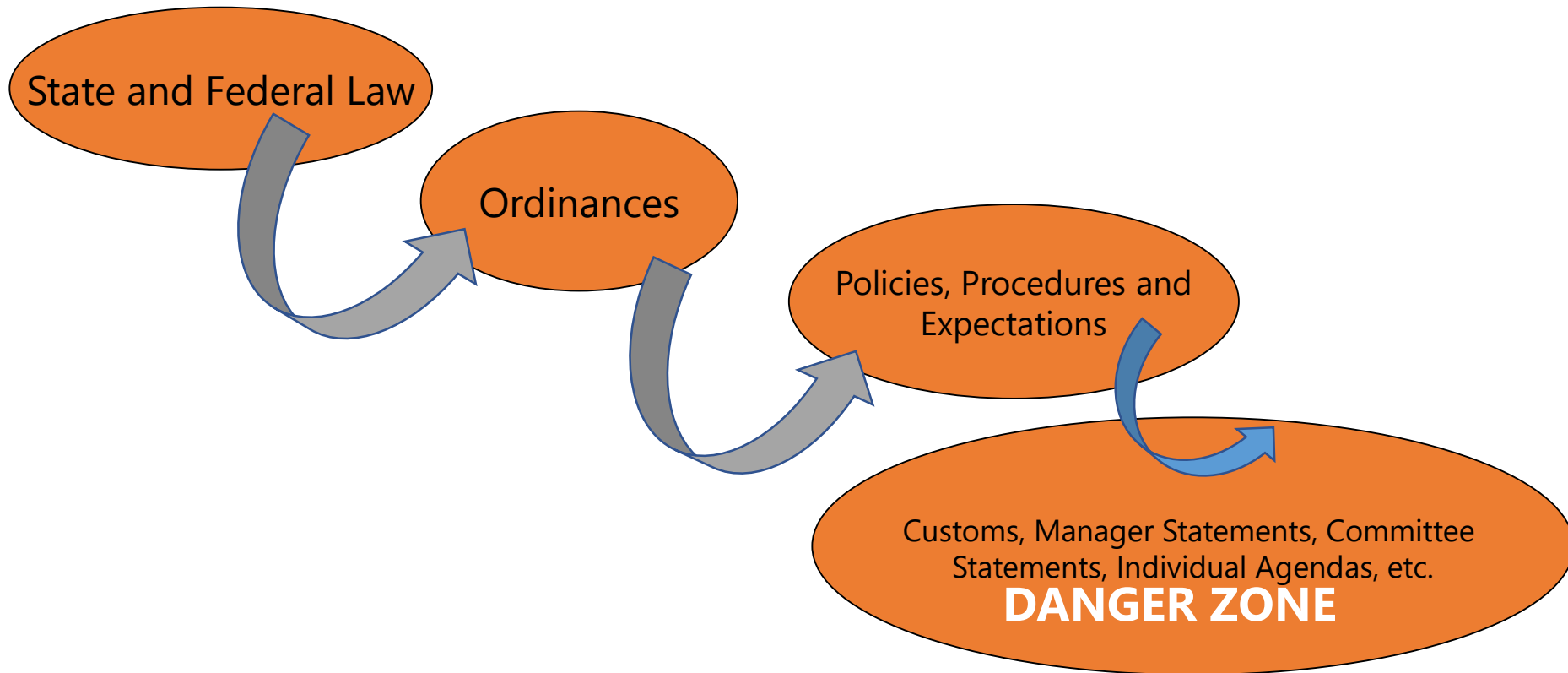
# Know and Appreciate Staff Roles

- They carry out the vision and duties in a manner consistent with the policy direction of the body
- They are to advise and give professional advice to the body
- They do not make policy but they are responsible for procedures to carry out policy and directives of the body

# Staff Roles

- Provide information to the policymakers to assist the policymakers to make an informed decision
- Answer questions and present reports during meetings to enable elected officials to make informed decisions
- Offer alternatives and recommendations as needed
- Provide municipalities with continuity and historical “know how” as elected officials turnover

# Legislative Authority and the “Danger Zone”



# Important Documents for Establishing the Foundation

1.

Organizational Philosophy

2.

Expectations on Council/Committee Roles  
(governance rules and structures, job descriptions)

3.

Expectations on Administration and Staff Role  
(administrative guides, handbook and rules, org  
structure, job descriptions)

# Legal Concerns

## Good Council/Committee Members:

- Know the Legal Standards and comply with them:
  - Ethics: Conflicts of Interest – Personal & Issue
  - Misconduct in Office
  - Open Meetings Laws
  - Public Records Laws



# Understanding Conflicts

- Personal conflicts
- Family conflicts
- Business conflicts
- Issue conflicts
- Admitting and dealing with conflicts legally

# Misconduct and the Appearance of Misconduct

## Section 946.12 - Misconduct in public office

- 1) *Intentionally* fails or refuses to perform a known mandatory, nondiscretionary, ministerial duty
- 2) In the officer's or employee's capacity as such officer or employee, does an act which the officer or employee *knows* is in excess of the officer's or employee's lawful authority or which the officer or employee knows the officer or employee is forbidden by law to do in the officer's or employee's official capacity; or
- 3) Whether by act of commission or omission, in the officer's or employee's capacity as such officer or employee exercises a discretionary power in a manner inconsistent with the duties of the officer's or employee's office or employment or the rights of others and *with intent* to obtain a dishonest advantage for the officer or employee or another; or
- 4) In the officer's or employee's capacity as such officer or employee, makes an entry in an account or record book or return, certificate, report or statement which in a material respect the officer or employee *intentionally* falsifies; or
- 5) Under color of the officer's or employee's office or employment, *intentionally* solicits or accepts for the performance of any service or duty anything of value which the officer or employee knows is greater or less than is fixed by law.

# Open Meetings Rules

## Good Council and Committee Members:

- Understand the underlying purpose of the Open Meetings Law—transparency—and conduct themselves accordingly; encourage fellow Council members to do the same. This means:
  - Avoiding walking quorums (including walking negative quorums)
  - Avoiding improper meetings, such as electronic meetings
  - Staying within the bounds of the agenda
  - Utilizing closed sessions sparingly
  - Avoiding public gatherings of a quorum of the Council without appropriate notice

# Public Records Rules

## Good Council and Committee Members:

- Understand and respect their role and legal obligations as the legal custodian of their office's public records.
- Cooperate with employees of their governmental entity, if they've designated someone else as custodian of their records or stored their records in such a manner that assistance is needed in accessing them.
- Comply with their governmental entity's record retention schedule and policies, including the maintenance of records in appropriate government-owned locations, such as a server or database that has the capability of keeping the record for the necessary retention period.
- Utilize government-owned communication methods, rather than personal communication methods.
- Understand the law seeks maximum disclosure to the public and operates accordingly.

# Working Together As A Goal

## Good Council and Committee Members:

- Reflect the culture for the whole organization.
- The Mission, Vision, and Values of an organization matter, are thoughtful, and are unique to your entity.
- Civility, dignity, respect, courage and grace all go a long way.

# Working Together As A Goal

## Good Council and Committee Members:

- **Respect roles.** Know their job and try not to interfere with others' jobs.
- **Time.** Devote the time needed to do a good job.
- **Be Curious.** Know what they don't know and admit that they don't know something.
- **Informed Decision-making.** Do not jump to conclusions; instead, hear and weigh all the facts.
- **Listen.** Listen twice as much as they speak.

# Working Together As A Goal

## Good Council and Committee Members:

- **Open-mindedness.** Keep their mind open to change.
- **Respect for the Work and Commitment.** Understand that staff is practicing a career – a highly complex one for which staff have prepared with formal education, training and, in most cases, years of progressive experience.
- **Are not a complaint department.** Communicate with the staff through the administration as much as possible. Remember the role of the “shepherd” in constituent relations and the importance of chain of command within the organization.

# Working Together As A Goal

## Good Council and Committee Members:

- **Don't make Promises.** Don't make promises outside of meetings, not only for legal reasons, but also out of respect for the ethics of the situation and regard for the other council/committee members, the administration and staff.
- **Be a Fair Listener.** Listen to what employees have to offer and let them know you are listening.



# Working Together As A Goal

## Good Council and Committee Members:

- **Practice constructive criticism.** Criticize the work rather than the individual.
- **Do not surprise staff** at a meeting with resolutions, problems and issues without their prior knowledge. If you “spring” something at a meeting, staff probably will not have the necessary data at hand to allow full and complete discussion of the issue. Incomplete data and discussion lead to unwise decisions.
- **Be supportive.** If someone complains to you about a member of staff, listen but do not agree. Being supportive of staff shows that you have confidence in yourself and in the management team.

THANK YOU.



## Common Council Agenda Item

Meeting Date: May 13, 2025

Agenda Item: City Council Goals and Priorities

Staff Contact (name, email, phone): Sara Marquardt, [smarquardt@whitewater-wi.gov](mailto:smarquardt@whitewater-wi.gov), 262-473-1387

### BACKGROUND

(Enter the who, what when, where, why)

In 2024, the City Council participated in its first in a while, Council Goals meeting to help align priorities, identify challenges, and strengthen communication within Council and with City administration. As part of that process, members were asked to respond to a set of questions focused on motivations for serving, top priorities, anticipated challenges, and desired support. The feedback provided helped inform the City's strategic direction and administrative focus over the past year.

This year, we are continuing that effort with a Second Annual Council Goals meeting.

### PREVIOUS ACTIONS – COMMITTEE RECOMMENDATIONS

(Dates, committees, action taken)

### FINANCIAL IMPACT

(If none, state N/A)

Unknown at this time.

### STAFF RECOMMENDATION

The format remains similar, with slight updates to the questions to reflect any progress made. Please come prepared with your general thoughts to help guide the discussion.

### ATTACHMENT(S) INCLUDED

(If none, state N/A)

1. 2024 Analysis
2. 2024 Goals

# SIMPLE SWOC MATRIX SUMMARY

## INTERNAL FACTORS



STRENGTHS +	WEAKNESSES –
<ol style="list-style-type: none"> <li><b>Progress on Goals:</b> The city is actively making progress towards its established objectives.</li> <li><b>Data Availability:</b> There is a wealth of data available, enabling informed decision-making.</li> <li><b>Leadership Dedication:</b> The City Manager and staff are committed to achieving the city's goals.</li> <li><b>Effective Communication:</b> The Economic Development Director is approachable and skilled at communicating across different groups.</li> </ol>	<ol style="list-style-type: none"> <li><b>Inconsistent Policy Review:</b> The city needs a more regular and consistent process for policy reviews, ideally 1-2 per month.</li> <li><b>Data Utilization:</b> Effectively using available data to communicate the city's story.</li> <li><b>Business Support:</b> There is insufficient infrastructure support for businesses, need to also focus on the “prettying” of the City.</li> <li><b>Highway Access:</b> The only 4-year college in the area lacks access to a 4-lane highway.</li> <li><b>Healthcare Infrastructure:</b> There is a lack of accessible healthcare infrastructure, particularly emergent care services.</li> </ol>

## EXTERNAL FACTORS

OPPORTUNITIES +	CHALLENGES –
<ol style="list-style-type: none"> <li><b>Housing Development:</b> New housing projects will drive city growth.</li> <li><b>Federal Funding:</b> Availability of potential federal funds can enhance public transportation.</li> <li><b>Citizen Engagement:</b> There is potential to increase citizen involvement, as they care more than they currently express.</li> <li><b>Communication Efforts:</b> Opportunities exist to better leverage communication strategies.</li> </ol>	<ol style="list-style-type: none"> <li><b>Difficult Community Communication:</b> Effectively communicating challenging topics, such as Tax Increment Districts (TID), remains a struggle.</li> <li><b>Communication Complexity:</b> Despite improvements, communication is still challenging due to the numerous available options.</li> <li><b>Low Traffic Counts:</b> The City experiences low traffic counts, which can impact business and development.</li> <li><b>Fluctuating Population:</b> The City faces issues with a fluctuating population, affecting stability and planning.</li> <li><b>Public Transportation:</b> Providing effective public transportation continues to be a significant challenge.</li> </ol>



# Whitewater City Council Retreat – Council Goals Summary

## May 28, 2024



### 1. What motivated you to serve in your current role?

- Angst – the need to participate if looking for desired change
- Make a difference in the community – support the activities that move community forward
- Advocate for things that are missing – public art, safety for kids and the elderly
- Noticed a need to change - Minority driving the majority
- Opportunity to provide student support and repair gown versus town divide
- Wasn't impressed with procedures and changing the minority versus majority feeling
- Saw a need to support administration and provide stability

### 2. What are your top priorities for our community during your term?

- More housing and keeping the City safe (PD proper staffing)
- Using Spring Splash as an opportunity to bring the community back together
- Ensure we have a Council that works together
- Addition of staff such as public works to make sure the basics are getting done
- Making sure that as we are growing, the community feels welcoming
- Annual festival
- More economic development
- Increasing access to information

### 3. What challenges have you faced in trying to meet your objectives?

- Ordinances are not fun but really need to understand them in order to know how to fix them
- How we can differentiate ourselves from other communities
- How to handle constituent concerns
- Making sure politics isn't being used as a weapon against staff
- Providing support to staff but still making sure things are getting done
- Balancing the need for more housing versus the realities of higher interest rates and prices

### 4. How can the city administration better support you in achieving your goals?

- Administration needs to continue being creative and flexible
- Make sure we are being transparent
- Increase outreach to stakeholders earlier in the process so that they are included and aware
- Balance negotiations with public knowledge needs
- Development of programs or processes that make it easy to develop in the City such as an "All You Can Develop Permit"

# SIMPLE SNOC MATRIX TEMPLATE



## INTERNAL FACTORS

STRENGTHS +	NEEDS –

## EXTERNAL FACTORS

OPPORTUNITIES +	CHALLENGES –

# Whitewater City Council Retreat – Council Goals

## May 13, 2025



1. What motivated you to serve or continue to serve as a Council Member?

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2. What are your top priorities for our community during your term and how will you measure success?

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3. What ongoing or new challenges do you anticipate in achieving your objectives?

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4. How can the city administration best support you in achieving your goals?

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5. The one thing I wish the City of Whitewater would do is ...?

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# Long Term Strategic Goals 2024-2028

- Increase affordable housing for families
- Increase communication without a “newspaper”
- Support thriving businesses and grow the tax base
- Improve the City’s recruitment, retention, and diversity
- Align future expenditures with available resources



**1 YEAR ONE**  
Area of Focus

**WHY DO THIS?**  
Numerous studies demonstrate the need for affordable housing in Whitewater, as well as an available market for family-based single-family attached, detached, and multifamily units.

**GOAL**  
**Increase Affordable Housing**

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)  
Using the Affordable Housing Policy and/or other resources, facilitate the application and approval of at least one residential development.

**STRETCH GOAL** (Ambitious and Challenging Goal)  
Three residential projects in the application/approval process.

City of **WHITEWATER**  
Live • Learn • Work • Play

The Affordable Housing Policy was approved by the Council in 2023. This is a 1.9 million dollar fund that is used to assist first-time home buyers. Since the approval several things have happened:

- 1 Community Member was placed in a home
  - 1 Developer (Habitat for Humanity) was given funds for a current development
- At the 3/5 Common Council Meeting, the language was changed to allow greater eligibility for future applicants
- Change in HUD Income Limits from 100% to 150%
  - Remove the current HUD county property value limit (\$271,000) to accommodate new housing developments projected to be priced between \$289,000 and \$318,000.
  - Specify that maximum mortgage payments must not exceed 30% of household gross income at application and loan closing.
  - Staff hosted a roundtable discussion with developers, relators, landowners, and government

officials- 67 people attended to talk about housing needs in Whitewater

**1 YEAR ONE**  
Area of Focus

**GOAL**  
**Increase Communication**

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

**WHY DO THIS?**  
By maintaining a strong public engagement, the City widens its pool of people who can be informed about information, resources, and events.

**COMPLETED** Improve market penetration, frequency, and quality of communication with the public through social media, press releases, and newsletter.

**COMPLETED** Revamp City website, including online forms, payments

**COMPLETED** Re-establish PEG station, including programming, recording, and partnering with other agencies to incorporate other programming.

City of **WHITEWATER**  
Live • Learn • Work • Play

The Media Services Department has dedicated a considerable amount of resources to creating new content for our Social Media Platforms (Facebook and Instagram)

-June 2023 Staff started to keep track of the analytics of our social media. Our Facebook following increased by 15% from its initial following in June of 2023.

-Views on posts have seen a record high of 19,918 views

-Staff are currently working with Civic Plus for a website refresh that is to be completed by Q3. The refresh covers cosmetic features and translation elements.

-The PEG TV station was re-launched in August of 2023. Content plays 365 days a year.

2024-

July of 2024- Website refresh was completed.

2024-2025- Permits are now available online.

May 2025- Current Facebook/Instagram stats- For the last 28 days- Views- 121850, Reach- 14923, Content Interactions- 744, New Followers- 29

# 1 YEAR ONE

Area of Focus

**WHY DO THIS?**

Assisting to establish thriving businesses and employment opportunities establishes the City as a problem solver and supporter of the private sector.

**GOAL**

## Support Thriving Businesses

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Partner with Thrive ED, JCDEC, and the Latino Academy to have a job fair within the next calendar year.

Establish and conduct business recruitment, retention, and expansion meetings with 25 businesses.

Assist CDA in revamping loan programs and implementing affordable housing policy.

COMPLETED

WORK IN PROGRESS

In October of 2023 the City partnered with the Latinx Academy and Thrive ED/ JCEDC and completed a Latinx Job Fair. 8 Businesses were at the fair. Overall there were 47 attendees. The City handed out a total of 52 flyers- 42 Spanish and 10 English.

-Economic Development has completed 24 BRE's in 2024

-The Office of Economic Development has been working with Kristen Fisch-Peterson on updates to our current Loan Program.

-CDA recently funded Whitewater WindUp as a recruitment mechanism to assist entrepreneurs and small businesses. There are currently 20 applicants in the Program. 8 Finalist moved on.



# 1 YEAR ONE

Area of Focus

**WHY DO THIS?**

The employee handbook has not been updated since 2011. Updating modernizes the City and sets clear expectations. As the main expenditure and driver of our quality services, it is in the City's financial and operational best interests to focus on the welfare of its staff.

**GOAL**

Improve Recruitment, Retention, and Diversity

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Finish update of employee handbook by Q2 2024

Establish stay interviews, leadership luncheons, and other programs to support our staff and learn about ways to improve.

Conduct an analysis of compensation for non-management staff by Q2 2024

- HR- employee handbook out to City Council July 16, 2024
- Conducted 53 stay interviews and leadership luncheons-staff gave feedback on handbook
- Salary Study completed April 2024

# 1 YEAR ONE

Area of Focus

COMPLETED

## WHY DO THIS?

The MSP and ERP payments are projected to return in 2025 and the UAW payment is a permanent reduction. The City needs to adjust for these reductions while maintaining its other commitments to other services and our staff

## GOAL

### Prioritize Expenditures with Available Resources

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Successfully budgeted for 2024 reductions in revenues totaling over \$500,000 including: Municipal Service Payments (MSP) from the State tied to police services, totaling approximately \$200,000, and from the State for the Expenditure Restraint Program (ERP) totaling approximately \$70,000.

#### STRETCH GOAL (Ambitious and Challenging Goal)

No reductions in services. Maintain projected 2.25% raises for staff.



- Merging of roles and outsourced to a 3<sup>rd</sup> party-
- Code enforcement
- Neighbor Services
- Communications Director
- Executive Assistant
- Total saving- \$70201.14



# 1 YEAR ONE

Area of Focus

## WHY DO THIS?

The community is looking for reliable and consistent transportation.

## GOAL

### Public Transportation

WORK IN PROGRESS

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Complete a comprehensive evaluation of the financial and operational model of Brown Cab Services.

GOALS TO WORK ON

#### STRETCH GOAL (Ambitious and Challenging Goal)

Potential for running the transportation service in-house



# 1 YEAR ONE

Area of Focus

WORK IN PROGRESS

## WHY DO THIS?

To have emergent healthcare services in the community.

## GOAL

### Emergent Healthcare

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Identify potential healthcare partners to discuss the feasibility of establishing emergent healthcare services within the city

#### STRETCH GOAL (Ambitious and Challenging Goal)

Begin initial negotiations and planning with selected healthcare partners



# 1 YEAR ONE

Area of Focus

**WHY DO THIS?**

To keep our community updated on the actions of the city government.

**GOAL**

## Communications

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Expand video content to cover additional topics of community interest

**STRETCH GOAL** (Ambitious and Challenging Goal)

Establish a regular schedule for content creation

WORK IN PROGRESS

COMPLETED

Content creation – Channel 990 has a weekly program schedule. Media Services uses a social media calendar to put content on our socials.

# 3 YEAR THREE

Area of Focus

WORK IN PROGRESS

## WHY DO THIS?

69.31% of the city's single family homes are rentals. Creating single family homes that are affordable allows for single families or growing families to purchase these homes

## GOAL

# Increase Affordable Housing

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

To have one or more housing projects underway or under contract for development through an agreement with the City or CDA or through approved plans by the Plan and Architectural Review Commission (PARC).



- Meadowview Development has began.
- 6 units have been spoken for
- Moraine view Apartment complex has been approved by PARC, CDA and CC. The Development is just waiting on a conditional use of the PARC.

# 3 YEAR THREE

Area of Focus

WORK IN PROGRESS

## WHY DO THIS?

To provide reliable and consistent transportation to our community.

## GOAL

# Public Transportation

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Develop a detailed implementation plan for transitioning services in-house

Secure funding from City Council

## STRETCH GOAL (Ambitious and Challenging Goal)

Begin phased implementation of in-house transportation starting with a pilot program



# 3 YEAR THREE

Area of Focus

## WHY DO THIS?

To have emergent healthcare services in the community

## GOAL

# Emergent Healthcare

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Finalize agreements with healthcare partners for the establishment of emergent healthcare services in the city.

Begin construction or renovate of chosen facility

## STRETCH GOAL (Ambitious and Challenging Goal)

Develop a community outreach program to inform residents about upcoming healthcare services





# 3 YEAR THREE

Area of Focus

**WHY DO THIS?**

To keep our community updated on the actions of the city government

**GOAL**

## Communications

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Expand video content to cover additional hot-button topics in the community. Establish a regular schedule of content. Diversify the types of media that the City posts on social media.

**STRETCH GOAL** (Ambitious and Challenging Goal)

Implement a feedback loop to continuously improve content based on community responses

Media Services has released a series of videos addressing key issues related to the referendum through our “Mailbag Monday” series, which tackles hot-button topics. Additionally, Community Space has partnered with the City of Whitewater Media Team to create a video series titled *Bridging Whitewater*. This initiative aims to foster stronger connections and understanding between English and non-English speaking members of our community.

# 3 YEAR THREE

Area of Focus

WORK IN PROGRESS

## WHY DO THIS?

Providing informational sessions for local businesses eliminates obstacles and uncertainty regarding best business practices in the City.

## GOAL

# Support Thriving Businesses

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Provide online and in-person informational sessions specific to permits, building codes, fire inspections, water requirements, and street requirements to help residents, entrepreneurs, and developers fully understand how to succeed in Whitewater.

Maintain 25 BRE meetings per year.

## STRETCH GOAL (Ambitious and Challenging Goal)

Turn one Business Retention Expansion (BRE) into a new development opportunity.



- BRE visits started in 2023.



# 3 YEAR THREE

Area of Focus

## WHY DO THIS?

By not only diversifying, but professionalizing how the city posts its job listings, we can increase attraction to the position. Stay interviews help the City shape future retention efforts

## GOAL

### Improve Recruitment, Retention, and Diversity

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Promote all job listings on various social media websites in multimedia platforms. Develop recruitment videos for Facebook, Reels, or short form media.

Complete stay interviews with all staff hired 2023 and prior.

Establish metrics for successful retention targets.

Have started to implement findings of compensation study.



- Job listings are promoted on Facebook, Indeed, LinkedIn and job appropriate websites. The majority of our candidates continue to originate from the City site and Indeed.
- Short videos have been made regarding how to apply for a job with the city. HR has a plan for an employee-driven video competition relating to city jobs and why employees like working for Whitewater.
- HR staff in process of conducting stay interviews.
- Compensation study is complete.
- Complete stay interviews with all staff hired 2023 and prior – WORK IN PROGRESS
- The metric areas have been established. Data from 2024 and 2025 will need to be collected in order to determine any meaningful metric numbers.

# 3 YEAR THREE

Area of Focus

**COMPLETED**

**WHY DO THIS?**

This payment's projected return in 2025 and beyond needs to be allocated in the most effective way possible. The Public Works garage is the building in the most need of attention.

**GOAL**

**Prioritize Expenditures with Available Resources**

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Successfully recover from permanent reduction in revenue from the University of Wisconsin Whitewater (UWW) for dispatch services, totaling approximately \$230,000.

Be in a position to consider targeted increases to staffing based on an analysis of needs.

**STRETCH GOAL** (Ambitious and Challenging Goal)

Begin planning for a new Public Works garage.

- MSP payments set to return in 2025. Possible increase Fire/EMS due to increased costs to city for full time operations.
- We are looking into congressionally directed spending to assist with law enforcement expenses as requested by Sen. Baldwin

# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

Creating 100 family units helps solve the lack of affordable housing for single families or growing families. The strategy should be reviewed at the 5-year mark.

## GOAL

# Increase Affordable Housing

How to Measure

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Facilitated the creation of an additional 50+ new family-style units slated to be constructed within the following 36 months.

Re-assess family housing needs in a follow-up study.



- Approval of Mound Meadows. 38 housed slated.
- Meeting with residential developers on a weekly basis about future development

# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

Due to university students' significant community presence, the City has an opportunity to reach a younger demographic. By committing time and resources to these platforms, we can further reach that new demographic. Utilizing artificial intelligence increases the speed and efficiency of media production.

## GOAL

# Increase Communication

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Join other social media platforms, specifically TikTok and other social media websites that are geared towards younger people.

Have a catalog of evergreen videos promoting the city and its spaces.

Incorporating AI/ChatGPT into the production of said videos, posts, press releases, etc.



- Media-City of Whitewater has focused there media efforts on Facebook and Instagram. We have chosen not use TikTok as a platform.

# 5 YEAR FIVE

Area of Focus

**WHY DO THIS?**

Serving as a point of contact to new businesses helps ensure their success in our community and maintains credibility in our organization.

**GOAL**

## Support Thriving Businesses

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Create an onboarding and expansion process for new businesses including points of contact, FAQ, and available resources

Maintain BRE meetings

**STRETCH GOAL** (Ambitious and Challenging Goal)

Turn one BRE into a new development opportunity.

- During a recent BRE visit staff was alerted to a business wanting to expand or move in larger buildings.



# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

Efficient and tailored onboarding, vigorous retention efforts backed by communication with staff, and competitive wages will position Whitewater as a preeminent and desirable employer.

## GOAL

### Improve Recruitment, Retention, and Diversity

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Make online onboarding department-specific and available to all new employees

Hit retention targets established in Year 3

100% of employees have participated in at least one stay interview



- Developing retention targets
- Stay interviews will continue
- Department- specific training and organizational training are tracked in NeoGov's online platform
- All new employees are offered an onboarding experience that mixes online and in-person training.
- A less than 20% turnover rate was hit in 2024 (12.4%). Staff will continue to track and monitor tenure, engagement and promotion numbers.

# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

To provide reliable and consistent transportation for our community.

## GOAL

# Public Transportation

## SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Fully transition the transportation in-house model. Monitor and evaluate the performance and cost-effectiveness of in-house services regularly.

## STRETCH GOAL (Ambitious and Challenging Goal)

Explore opportunities for expanding transportation services such as additional routes or enhances accessibility options

# 5 YEAR FIVE

Area of Focus

**WHY DO THIS?**

To keep our community updated on the actions of the city government.

**GOAL**

## Communications

**SMART GOAL** (Specific, Measured, Attainable, Realistic, Time-Bound)

Continue to expand and innovate the content library.

Develop partnerships with local organizations and media outlets to broaden the reach and impact of community efforts

**STRETCH GOAL** (Ambitious and Challenging Goal)

Establish Whitewater as a model city for transparent and responsive communication with residents.

Jim Mead from UW-Whitewater is collaborating with our Media Services team to share and develop new content. We are continuously working to expand our media library with fresh material, including photos, short videos, and vlogs, to better engage and inform our community.



# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

To have emergent healthcare services in the community

## GOAL

### Emergent Healthcare

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Open the new emergent healthcare facility and begin offering services to the community.

Monitor the impact on our EMT response times and overall healthcare of the city

#### STRETCH GOAL (Ambitious and Challenging Goal)

Explore opportunities to expand healthcare services based on community needs

# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

These goals not only ensure staff that they are priority, but ensures that the city is financially sound with good working conditions.

## GOAL

### Prioritize Expenditures with Available Resources

#### SMART GOAL (Specific, Measured, Attainable, Realistic, Time-Bound)

Develop and fully implement funding strategies or revenue sources to support increased compensation for staff recruitment and retention.

Maintain 25% + fund balance

Have a construction timeline for the Public Works garage.

