

Strategic Goals & Milestones 2024-2028



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

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



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1 YEAR

ONE

Area of Focus

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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.

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Strategic Goals Update

- 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
- On 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.

1 YEAR

Area of Focus

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.

GOAL

Increase Communication

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

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

Revamp City website, including online forms, payments

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



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1 YEAR

Area of Focus

GOAL

Increase Communication

SMART GOAL (Specific, Measured, Achievable, Realistic, Timely, and Bound)

Improve market penetration frequency, and quality of communication with the public through traditional media, press releases, and newsletters.

Develop City website, including online forms, payments

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

WHY DO THIS?

By maintaining a strong public engagement, the City widens the pool of people who can be informed about information, resources, and events.



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Strategic Goals Update

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

1 YEAR

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, JODEC, 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.



1 YEAR

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

Assist CEM in examining loan programs and implementing affordable housing policy.



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Strategic Goals Update

- In October of 2023 the City partnered with the Latinx Academy and Thrive ED/ JOEDC 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 5 BREs in Q1 of 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

1 YEAR

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

1 YEAR

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Conduct a financial compensation survey for non-management staff by Q2 2024



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Strategic Goals Update

- The Human Resources Department has been diligently working on completing the Employee Handbook. It is on track to be completed by the end of April 2024
- The Human Resources Department has completed 25 Stay interviews and 3 Leadership Luncheons.
 - At the Last Leadership Luncheon Staff was asked to give feedback on the introduction of the Employee Handbook
- The salary study has been conducted and is currently being analyzed by the Finance Department and presented to the Common Council in Q2. In total, there were 25 communities contacted

1 YEAR

Area of Focus

WHY DO THIS?

The MSP and ERP payments are projected to return in 2025 and the UWW 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.

1 YEAR

ONE

Area of Focus

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

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STAFF GOAL (Ambitious and Challenging Goal)

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



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Strategic Goals Update

-Attrition has allowed for the change of several positions in the city to be merged with current roles or have been outsourced to a third party.
Some examples of this

- Code Enforcement
- Neighborhood Services
- Communications Director
- Executive Assistant

-Overall the City saved \$70,201.14 with the combination of roles

3 YEAR THREE

Area of Focus

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).

3 YEAR THREE

Area of Focus

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-Dependent)

To have one or more housing projects under contract for development through an approved agreement with the City of Whitewater through approved plans by the Planning and Zoning Commission (P&Z).



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Strategic Goals Update

- Meadowview Development has begun
- 4 Units have been spoken for, the Building permits have been issued and a waiting list has started for future developments
- Several other developments are in the review process: Hale Property, Kowalski Property, Hospital Hill

3 YEAR THREE

Area of Focus

WHY DO THIS?

Diversifying media variety increases engagement and traction to the City website or other media. When videos are posted, engagement can increase up to 54%.

GOAL

Increase Communication

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

Diversify the type of media that the City puts on social media. This goes beyond photos, and focuses on videos, reels, shorts, and other short-form content.



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3 YEAR THREE

Area of Focus

WHY DO THIS?

Diversifying media variety increases engagement and traction to the City website or other media. When videos are posted, engagement can increase up to 54%.

GOAL

Increase Communication

SMART GOAL (Specific, Measured, Attainable, Realistic, and Timely)
Diversify the type of media used by the City, primarily on social media. This includes but is not limited to, posts on videos, reels, shorts, and other short-form content.



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Strategic Goals Update

- The Media Services Department has been changing the type of Media that is being posted on social media.
- The Department has made infographics, videos, and animations
 - Animated 3 Logos (City, PEG station, WindUp)
 - 15 Howto Videos
 - 4 Infographics

3 YEAR THREE

Area of Focus

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.



3 YEAR THREE

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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 better understand how to succeed in Whitewater.

Maintain 20 informational meetings per year.

STRETCH GOAL (Ambitious and Challenging Goal)

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



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Strategic Goals Update

- The Office of Economic Development has been starting BREs since February of 2023. Currently, we have completed 5 BREs. We are on track to hit all 25 by the end of 2024.
- On average staff has been completing 1 BRE visit a week
- From one of the BREs we have been made aware of a business owner who is looking to either expand or relocate to a larger store.

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.



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3 YEAR THREE

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Promote all job listings on various social media websites in multiple 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.



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Strategic Goals Update

- All Job openings have been posted on Facebook, Instagram and Linked In
- The Human Resources Department is currently in the process of conducting stay interviews- they currently have 25 completed. Once all are completed they will set appropriate metrics.
- The Compensation study is currently being analyzed by finance and will be presented to the Common Council in Q2

3 YEAR THREE

Area of Focus

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.



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3 YEAR THREE

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Strategic Goals Update

- MSP payments set to return in 2025, with possible increases for Fire/EVS 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

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.



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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

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

Facilitated the creation of 200 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.

Strategic Goals Update

- The approval of the Mound Meadows development has slated 38 homes to be constructed in the City of Whitewater.
- The Office of Economic Development continues to meet with residential developers on a weekly basis about future developments

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.

5 YEAR FIVE

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Strategic Goals Update

- The Media Services Department has worked with every Department to make “evergreen” videos. These videos are videos that can be used year after year. Some examples are:
 - How to apply for a permit online
 - Tour of the WAFC
- AI/Chat GPT is used exclusively for all social media captions and video scripts such as Shout Out Saturday Scripts, event posts, promotional materials, non-complex translation services

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.

5 YEAR FIVE

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

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

Maintain BRE on meeting.

STRATEGIC GOAL (Ambitious and Challenging Goal)

Turn the BRE into a new development opportunity.

Strategic Goals Update

-During a BRE visit staff was alerted to a business that is looking to expand or move to a larger building. This business is now a participant in the Whitewater WindUp.

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.

Contingent on approval of the Employee Handbook

5 YEAR FIVE

Area of Focus

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

Hit retention targets as published in year 3

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

Contingent on approval of the Employee Handbook

Strategic Goals Update

- Developing retention targets is in progress and will be based on 2022-2024 retention metrics
- Stay interviews will continue
- Department-specific training and organizational training are tracked in NeoGov's (partnered with CMC) online platform

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.

5 YEAR FIVE

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Maintain 25% fund balance

Have a construction timeline for the Public Works garage.

Strategic Goals Update

- Compensation study almost complete. Recruitment and retention is being tracked to develop metrics
- Next step is reviewing annual evaluation processes

