

# 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 10 ME

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.



# 1 YEAR ONE

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.

COMPLETED

## 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.

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.

# 1 YEAR 10 ME

Area of Focus

COMPLETED

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

YEARS

WORK IN PROGRESS

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

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

WORK IN PROGRESS

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

# 1 YEAR 10 ME

Area of Focus

COMPLETED

## GOAL

Improve Recruitment, Retention, and Diversity

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

Finish update of employee handbook by Q2 2024

## 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.

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 TONE

Area of Focus

COMPLETED

## 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.

### **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.

### **STRETCH GOAL**

(Ambitious and Challenging Goal)

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

# 1 YEAR 10 ME

Area of Focus

## WHY DO THIS?

The community is looking for reliable and consistent transportation.

## GOAL

# Public Transportation

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

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

### STRETCH GOAL (Ambitious and Challenging Goal)

Potential for running the transportation service in-house



# 1 YEAR 10 ME

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

WORK IN PROGRESS

### STRETCH GOAL

(Ambitious and Challenging Goal)

Begin initial negotiations and planning with selected healthcare partners

# 1 YEAR 100%

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

# 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?

To provide reliable and consistent transportation to our community.

WORK IN PROGRESS

## 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

WORK IN PROGRESS

## 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

WORK IN PROGRESS

## 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.

WORK IN PROGRESS

### STRETCH GOAL

(Ambitious and Challenging Goal)

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



# 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

COMPLETED

**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

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. Stayinterviews help the City shape future retention efforts.

WORK IN PROGRESS

## 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.

WORK IN PROGRESS

Complete stay interviews with all staff hired 2023 and prior. Establish metrics for successful retention targets.

WORK IN PROGRESS

Have started to implement findings of compensation study.

# 3 YEAR THREE

Area of Focus

COMPLETED

## 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.

## WHY DO THIS?

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

WALKING IN PROGRESS



# 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.

WORK IN PROGRESS

## 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.

# 5 YEAR FIVE

Area of Focus

## GOAL

# Increase Communication

## SMART GOAL

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

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.

## 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.

# 5 YEAR FIVE

Area of Focus

WORK IN PROGRESS

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.

**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.

**STRETCH GOAL**

(Ambitious and Challenging Goal)

Turn one BRE into a new development opportunity.



# 5 YEAR FIVE

Area of Focus

## 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.

## 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.

# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

To provide reliable and consistent transportation for our community.

WORK IN PROGRESS

## 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.



# 5 YEAR FIVE

Area of Focus

## WHY DO THIS?

To have emergent healthcare services in the community

WORK IN PROGRESS

## 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

WORK IN PROGRESS

## 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.

## 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.

COMPLETED

COMPLETED