



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

COMPLETED
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.
WORK IN PROGRESS

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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.
- 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

COMPLETED

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.

- 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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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.

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

COMPLETED
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.

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.

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In October of 2023 the City partnered with the Latinx Academy and Thrive ED/ JCDEC 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 15 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

WORK IN PROGRESS

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.

COMPLETED

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

- HR- employee handbook out to City Council May 2024
- Conducted 25 stay interviews and leadership luncheons-staff gave feedback on handbook
- Salary Study completed April 2024

1 YEAR ONE

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.

COMPLETED

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

3 YEAR THREE
Area of Focus

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).

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.

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- 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

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.

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%.

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- Continue to make infographic, videos and animations
- How to Video's are being made
- 4 infographics

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.

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- 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.



3

YEAR THREE

Area of Focus

COMPLETED

WHY DO THIS?

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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.

Have started to implement findings of compensation study.

- Job posting on Facebook and Instagram, LinkedIn
- HR director process of conducting stay interviews.
- Compensation study is complete.

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 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.

WORK IN PROGRESS

- 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 request by Sen. Baldwin

5 YEAR FIVE
Area of Focus

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.

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.

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

5 YEAR FIVE

Area of Focus

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.

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.

WORK IN PROGRESS

COMPLETED

- 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

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.

STRETCH GOAL (Ambitious and Challenging Goal)
Turn one BRE into a new development opportunity.

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.

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- 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

WORK IN PROGRESS

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

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- Developing retention targets
- Stay interviews will continue
- Department- specific training and organizational training are tracked in NeoGov's 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.

WORK IN PROGRESS

COMPLETED

- Compensation study completed. Recruitment and retention is begin tracked to develop metrics
- Next step is reviewing annual evaluation process.