



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat



Mission: The City of Waupaca's mission is to provide services that ensure a safe, vibrant and connected community.

OLD VERSION: The city of Waupaca's mission is to lead creatively, plan wisely and spend prudently to provide the services that ensure a safe and vibrant community.

Vision: The City of Waupaca's vision is to be the community of choice for all people and businesses as a premier place to live, work, shop and play.

OLD VERSION: The City of Waupaca is a safe, clean, diverse, inviting and prosperous and well planned community that has a small town feeling. We have an honest, responsible, cooperative, cost effective, and efficient government that provides high quality public services and fosters a healthy and dynamic economy. We are proud of our past and are well positioned for our future. [Too wordy]

Values

- 1. Honest**
We are trustworthy and transparent
- 2. Respectful**
We treat our community and employees who serve our community with respect
- 3. Innovative**
We explore and are open to innovative approaches to solving community problems
- 4. Collaborative**
We work together creatively to provide quality services to meet community needs and grow our local economy
- 5. Sustainable**
We value our financial and natural resources in planning for future generations



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

2020-2024 Strategic Plan

I. Accelerate Economic Development

Lead: Aaron Jenson

Issues: The city needs to grow to stay financially stable.
Our zoning codes present barriers to economic development and responsive and positive customer service.

Future State: We have an effective and streamlined Economic Development program that focuses on growing the city.
The Downtown is re-invented, vibrant, and is a destination.
The City invests in economic development for businesses and community.
We attract new families, high quality job applicants, and sought-after businesses.

A. Staff an Effective Economic Development Program

1. Evaluate staffing and roles need – 2020
 - a. Determine if we hire new staff, modify current roles/responsibilities of existing staff, and/or strategically utilize consultants to meet program objectives

B. Streamline Economic Development Processes and Procedures

1. More customer focus in Economic Development - 2020
2. Streamline Economic Development processes and procedures - 2020
 - a. Update and Streamline Zoning Code and Comprehensive Plan
 - b. Simplify permitting/development process – move permitting and licensing to on-line
3. Establish regular reporting mechanisms to track progress (2021)
 - a. Quarterly updates to council on initiatives

C. Strengthen Economic Development Partnerships and Collaboration

1. Collaborate with other organizations to implement Economic Development priorities (2020)
 - a. City leads the partnership for the city and whole area collaboratively
 - b. Chamber
 - c. Business Community
 - d. School District
 - e. Waupaca County EDC
2. Collaboratively Develop and Deliver Marketing and Education (2020)
 - a. Market our City to encourage development – Industrial Park and Downtown
 - b. Encourage young professionals and families to make Waupaca their home
 - c. Increase foot traffic; therefore, bringing more money into the city
 - d. Promote the school system
 - e. Market the benefits of starting a new business
 - f. Develop advertising campaign
3. Develop Our Workforce (2021)
 - a. Partner with School District and Businesses to promote the City to the workforce population
 - b. Partner with Technical College to develop and deliver workforce development options
 - c. Develop joint, cross-organization training sessions
4. Revamp the City's Community Development Authority (CDA) to be lead group for ED in our City (2021)

D. Retain Existing Businesses and Attract Targeted New Businesses

1. Retain and encourage growth of our existing businesses (2021)
 - a. Develop plan to visit each major employer and understand their growth plans
2. Strengthen the Fulton Street and Downtown Commercial districts (2020)
 - a. Zoning and policy that allows for the future trends of these districts
3. Attract new major employers (2021 – 2022)



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

- a. Attract “Big Box” retailers and large stores
- b. Try to attract brand name / chain businesses, which will attract younger families
- c. Attract affordable housing developments
- 4. Leverage arts and culture community (2020)
- 5. Promote the Industrial Park (2020)
- 6. Establish an effective marketing program (2021)
 - a. Prepare professional, succinct marketing materials
 - b. Conduct outreach to developers and brokers
 - c. Develop and maintain an inventory of available space for development/investment

E. Attract and Retain Young Families and Talented Workforce

- 1. Target 20 to 40 year old employees and business owners (2021 – 2022)
- 2. Promote and incentivize appropriate housing development that 20-40 year old's will be seeking (2021 – 2022)
- 3. Support a diverse array of shopping, recreational, and entertainment options (2020)
 - a. Shopping – variety of stores
 - b. Activities
 - c. Coffee shops
 - d. Live entertainment/gathering
- 4. Employers work together alongside governmental organizations to market jobs and community (2020)

F. Encourage New Affordable/Market Rate Housing Development and Investment

- 1. Develop affordable housing - incentivize development of lower cost housing and single-family homes (2021 – 2022)
 - a. Identify builders / developers
 - b. Establish partnerships with non-profit builders
- 2. Develop affordable and market rate senior housing (+55 years) (2021 – 2022)
 - a. Capitalize on downtown amenities and walkability to bring more residents downtown
- 3. Encourage re-investment in current housing inventory (2021 and 2022)
 - a. Maintain and improve accountability with existing property owners and absentee landlords for blighted properties
 - b. Assist owners with reinvestment in their homes
 - c. Provide housing upgrade / renovation incentives
- 4. Strengthen existing neighborhoods through housing programs and activated neighborhood organizations (2020)
 - a. Strengthen existing neighborhood pride and build strong neighborhoods

Key Performance Indicator	Comment
<i>Tax Base – equalized values</i>	
<i>Population</i>	
<i># and revenue of building permits</i>	
<i># of affordable housing units created per year</i>	
<i># of residents assisted in housing relief/reinvestment programs</i>	
<i>Commercial property vacancy rate</i>	



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

II. Strategically Invest, Improve and Maintain Public Infrastructure/Facilities

Lead: Justin Berrens / Kathryn Kasza

Issue: Limited resource for roads and infrastructure

Future State: We have a thoughtful plan and investment for the update of our aging infrastructure

A. Complete Main Street Project (2021)

1. Minimize impact on business (public input needed)
2. Make sure construction is workable
3. Signage for business
4. Keep businesses citizens informed
5. Maintain downtown parking
6. Business promotion during construction (Big Dig, Community supper, paint the old, tired streets)

B. Continue Replacement / Expansion Programs

1. Water Expansion - Water to outside city limits when it makes sense.
2. Streets
3. Sewer

C. Finalize Public Works Facility

1. Start design work 2020
2. Start construction 2023

D. Evaluate the Development of More Recreational Facilities

1. Evaluate development of public pool through partnerships (2020)
2. Evaluate Community Arts & Culture Center (2020)
3. Evaluate and develop additional bike friendly assets (2021)
4. Evaluate feasibility for public restroom facilities in the downtown area (2021)
5. Prioritize environmentally sustainable practices (ongoing)

E. Strategically Enhance and Expand Waupaca Online

1. Work with Waupaca County Economic Development regarding additional grant opportunities in (2020-2021)
2. Continue discussions with Outagamie County regarding high speed internet needs. Explore if Waupaca Online might be part of the solution (2020 – 2021)
3. Continue upgrades and enhancements to our current system to improve internet quality (2021 – 2022)
4. Continue to expand and add new customers in Northern Waupaca County as a result of our last grant project (2020 and 2021)

Key Performance Indicator	Comment
<i>% of capital projects completed on time</i>	
<i>% of capital projects completed within budget</i>	
<i>Number of trees planted in public spaces</i>	
<i>Number of energy efficient upgrades in public facilities</i>	
<i>Total miles of streets paved</i>	



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

III. Enhance Public Safety

Lead: Brian Hoelzel / Jerry Deuman

Issue: Increase in drug use, addiction, and related crime

Future State: Waupaca is recognized as a community that provides exceptional public safety services

A. Develop Plan for Downtown Police and Fire Buildings (2021)

B. Focus on Drug Problem/Crime

1. Hire Drug Enforcement Officer (2020)
2. Effectively transition to two PSLO officers (2020)
3. Provide officers with proper equipment and training (ongoing)
4. Develop communications where Community recognizes P.D. as the “good guys” (ongoing)

C. Be More Prepared in Emergency Management

1. Update Emergency Operations Plan (2020)
2. Develop and Deliver “Table Top” annual exercises (2020)

D. Evaluate Role of Emergency Planning Committee – (2020)

E. Collaborate w/ Other Agencies to Address Safety Problems

1. Seek outside funding for public safety organizations (ongoing)
 - a. Grants
 - b. Donation
 - c. Fundraising events
 - d. Matching/in kind
2. Educate public on available City services (2020)
3. Continue Community Outreach and service events (ongoing)
 - a. Brat fry
 - b. Stuff the Squad
 - c. Bread basket
 - d. Shop with a Cop
 - e. Ride along program
 - f. Battle of the Badges

F. Develop Neighborhood Pride and Strong Neighborhoods

1. Create/improve neighborhood watch
2. Create designated gathering spaces
3. Keep businesses open after 5:00 p.m.

Key Performance Indicator	Comment
<i># drug related crimes</i>	
<i># of community relation initiatives by police department</i>	
<i>Amount of grant money received annually</i>	
<i>% of EMS response time within goal (8 minutes)</i>	
<i>% of fire response time within goal</i>	



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

IV. Streamline City Processes

Lead: Joshua Werner/ Kathryn Kasza / Sandy Stiebs

Issues: Outdated or cumbersome processes; not fully utilizing technology; unsure if we are communicating the correct data to stakeholders

Future State: Internally and externally the city utilizes technology to provide efficiency and effectively communicate and process citizen requests. We can demonstrate our results and outcomes of our work (KPI's).

A. Fully Utilize Technology

1. Go Paperless (2020 – 2023)
 - a. Define what data must remain in paper form due to ordinance or other legal obligation
 - b. Work with departments to set up an organized, secure and accessible electronic location to store city files going forward. Choose a consistent file naming scheme and criteria for this storage location.
 - c. Choose cut-off date to no longer retain new files/records in paper format
 - d. Evaluate what current files should be scanned and discarded.
2. Offer City Services On-line
 - a. Improvements to online payment options (2022)
 - b. On-line Forms/Processes (2021-2022)
 - i. Evaluate all forms the city has available to the public across all departments, evaluate content being asked for and workflow. Goal to make all forms electronic and available online. Government accessible 24/7.
 - ii. Find a backend solution to handle a paperless form process.
 - iii. Identify the correct solution; implement; test and transition.
 - c. On-line meeting agendas (2021)
 - i. Setup workgroup to deeply evaluate options for meeting agenda software
 - ii. Narrow down to preferred choice and determine how to budget additional cost
 - iii. Go through training to transition to new system
 - iv. Determine how to provide all committees electronic devices to fully take advantage of this
 - d. Utilize Office 365 Tools and Find Efficiencies – (Ongoing 2020-2021)
 - i. Our office 365 subscription for e-mail offers a number of other tools: Teams; OneDrive; Calendar; Forms; OneNote and SharePoint
 - ii. Identify processes or efficiencies in which these tools could assist, if any. Potential examples:
 - a. Get all management staff utilizing Outlook calendar to allow for effective calendar sharing and meeting invitations
 - b. Setup Microsoft Teams to handle city-initiated conference calls, screen sharing, remote job interviews, etc.
 - c. Utilize One Drive for external file sharing. Move away from utilizing any non-city provided services such as personal Dropbox accounts, etc.
 - iii. Work with departments to setup use of tools; procedures and training
 - iv. Discontinue use of non-city accounts where our Office 365 account has the correct tools to replace. This would allow use of tools the city is paying for and ensure records law compliance.

B. Develop and Implement Performance and Outcome Measures

1. Develop Key Performance Indicators / metrics across all departments
2. Develop shared benchmarks
 - a. Identify benchmark cities
 - b. Identify / develop common benchmark measures
3. Put in place best practices based on plan and goals
4. Identify and utilize appropriate metrics to achieve goals
5. Effectively tell our story (For external communications – all departments consistently utilize city's official communications channels – city website; city Facebook page; city TV and Radio station; in addition to department and other channels) (Ongoing)



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

- a. Public not understanding the complexity of running a city
- b. Create short Win-TV/Waupaca Radio/YouTube series that features one or two short highlights each month to educate.
- c. Offer tour of facilities
- d. Public relations
- e. Annual report
- 6. Demonstrate value of service / ROI (2020)
 - a. Marketing to public
 - b. Feedback to public
 - c. Council understanding value services
 - d. Show cost cutting decisions
 - e. Match use with dollars
 - f. How much does it cost to Public provide this service?
- 7. Provide more clear and accurate information for Council (2020)
 - a. What is the responsibility of a member of city council?
 - b. What does council want from staff?
 - c. Why isn't current information helpful?
 - d. Need more data to monitor progress especially major projects
 - e. Create City dashboard
 - f. Central place for data
 - g. Tools to help compile data

Key Performance Indicator	Comment
<i>Amount of physical paper used for city processes decreases</i>	
<i>Processes become more efficient through the use of technology</i>	
<i>City staff and the public become more proficient and comfortable with the use of technology to conduct city business</i>	
<i>Public has better understanding of city and city services</i>	



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

V. Ensure Long-Term City Financial Sustainability

Lead: Kathryn Kasza / Aaron Jenson

Issues: Outdated or cumbersome processes; not fully utilizing technology; unsure if we are communicating the correct data to stakeholders

Future State: We are financially sustainable and well positioned to invest in city services/infrastructure to improve the City for current and future residents and businesses.

A. Streamline City Financial Processes

1. Increase communication from Finance Office to Department Heads regarding real-time budget summary's
 - a. Educate department heads on functionality and all capabilities of budget software
2. Refine budget practices
3. Hire a Deputy Treasurer and develop a succession plan for the Finance Director position
4. Continue to improve our fiscal planning
 - a. Develop planning 2-5-10 year financial plans
 - b. Plan/budget for fixed raises

B. Evaluate Revenue Sources

5. Develop fee schedules for non-residents
6. Review levy limits and work to lower taxes
7. Evaluate the issue of subsidization of town residents head on and work to obtain consensus on shared funding with townships

Key Performance Indicator	Comment
<i>Bond Rating</i>	
<i>Total number of audit findings</i>	
<i>Debt per capita</i>	



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

VI. Maintain the City of Waupaca as a Preferred Workplace

Lead: Aaron Jenson / Dept. Heads

*Issues: We will be losing seasoned staff through aging out and retirements (many in department head positions)
Institutional knowledge could be walking out the door
Transparency and departments working together*

Future State: We have an organizational culture that attracts high quality employees and allows employees and elected officials to reach their full potential

A. Develop a Workforce, Attraction and Retention Strategy

1. Stay competitive with employee compensation (2021)
 - a. Update the Classification/Compensation Plan (has not been updated since 2012)
 - b. Explore benefits for P.T.
 - c. Explore compensation options
2. Research HR for the whole city to coordinate part time personnel throughout departments
3. As staff turns over, fill a need not a position (ongoing)
4. Develop alternative recruitment methods (2021)
5. Develop more collaborative relationships with workforce agencies (ongoing)
6. Increased communications between council & staff & citizens (ongoing)
7. Develop employee satisfaction survey (2021)

B. Improve Communication and Collaboration Between Departments

1. Improve/increase departmental collaboration (2020)
 - a. Employee recognition
 - b. Sharing talent across departments
 - c. Sharing resources
 - d. Training and learning
2. Unified communication platform of city departments to the public (2021)
3. Build communication/respect between departments (ongoing)
4. Working as partners with senior center, rec center and library (ongoing)
5. Develop working relationships with other departments (2021)
 - a. Clear roles and responsibilities for all
 - b. Build into new employee orientation include tours and into to all departments
 - c. All city social
 - d. Intranet of employee names and pictures
 - e. All departments equally important

C. Better Recognize Staff

1. Develop opportunities for “unscripted” employee recognition across depts (2020)
 - a. Utilize Social Media
2. Recognize staff for excellence (2021)
 - a. Explore merit pay
 - b. Gift cards
 - c. Non-financial recognition
3. Recognize employees contributing to and encouraging to make improvements/innovations (2021)

D. Engage and Develop Employees and Future Leaders

1. Improve training and orientation (2021)
2. Develop City Leaders (ongoing)
 - a. Clear communication
 - b. Provide direction
 - c. Recognize excellence



DRAFT Strategic Plan

Developed from May 17 and 18, 2019 Strategic Planning Retreat

<i>Key Performance Indicator</i>	<i>Comment</i>
<i>Employee retention rate</i>	
<i>Employee satisfaction (through surveys)</i>	
<i>Numbers of applications received</i>	
<i>Total hours of training completed</i>	