

CITY OF
BARABOO *Wisconsin*
Welcome to our "Gem" City!



INTERNAL STRATEGIC PLAN BARABOO, WI

| Plan

Prepared for:
Casey Bradley, City Administrator

August 2022

Introduction

What is it about the City of Baraboo that would make a person or family want to live there, make their lifetime of memories there, experience all the highs and lows of life there? How can city staff deliver a product compelling enough to facilitate economic growth, whether residential or commercial, while generating enough tax revenue to provide valuable services to residents who call Baraboo home?

Plans must be rooted in the market realities that have evolved over the recent past and look to build on current assets to affect a positive future, ideally, long into the future. Traditionally Baraboo has not planned into the future, but focused primarily on the next budget cycle, or election cycle. Strategic plans allow a roadmap to be established which outlasts elections cycles and guides staff and elected officials toward common goals.

Plans such as these require an understanding of the environment, goals, objectives, strategies, timeline, responsible parties, measures of success, and budget estimates.

Strategic Planning is the art and science of strategic change making. It takes an honest look at current circumstances and outlines a path to achieve a visionary future. Planning looks at who the community is now, and who they want to be in the future. It sets out a course of action to ensure that vision is realized.

The process includes assessing the local community and economic conditions and formulating goals, objectives and strategies that are, 1) compatible with the community's vision; 2) financially and politically feasible; 3) visionary and innovative; and 4) implementable.

Thoughtful plans with buy-in from elected officials, staff, and often residents, stand the test of time and changing leadership. They set a course for the future of the community and provide a guide-map for current and future leadership.

Approach

Redevelopment Resources, LLC and subcontractor Allyson Brunette Consulting approached the strategic planning exercise with both internal staff, contracted partners and elected officials of the City of Baraboo. Meetings with City leadership in February 2022 noted five key areas where strategic goals and action steps were needed:

- (1) Managing a budget shortfall for the City of Baraboo, and embracing a longer-term planning approach to budgeting.
- (2) Managing new growth in the community in response to a statewide and regional housing shortage.
- (3) Addressing succession planning in City Hall as longtime tenured staff retire and new professionals join the organization.
- (4) Implementation and cultural adoption of new technologies in local governance.
- (5) The desire for a community policing-focused mission within the Police Department under a new Police Administration.

The goal of the strategic planning process was to deliver to City of Baraboo leadership and the Common Council a clearly outlined document of outcomes for the next five years, specific action steps to reach those outcomes, an understanding of resource needs, and assignment of internal leads of action steps within the organization.

Objective of the Strategic Planning Process

The objective of this five-year strategic planning process is to develop a framework that is consensus-driven to guide Baraboo's elected and appointed leaders in the near and long-term future. The plan will work to address a number of key areas for the organization:

- Establish a broad organizational vision from both the staff and elected official perspective.
- Provide an analysis of the organization's structure and develop recommendations to serve future growth needs for Baraboo in specific departments.
- Establish outcomes, action steps, and strategies to define the City's direction over the next decade.
- Within the strategic framework of outcomes and action steps, include timelines and responsible parties to serve as internal leads on specific initiatives.
- Implementation recommendations on how to monitor plan performance and report meaningful metrics to elected officials and the public.
- Considerations for the next strategic planning process, including budgetary recommendations and capital/operational planning.

Methodology

PROJECT STEP	OUTCOMES
Internal Feedback	Identify key themes from initial feedback of department heads and elected officials.
Organizational Analysis	Identify staffing needs and roles at present within the organization and identify needs at a departmental level over the next ten years.
Strategy Development	Working with leadership, develop a functional framework that is outcomes-focused from staff and elected officials' feedback at earlier workshops.
Final Presentation	Present the final report and wrap up all research activities.

Process

The consultants facilitated two strategic planning sessions with City Council and three strategic planning sessions with City staff between February and May, 2022. These sessions took place in person twice with each group, with one on-line session as a follow-up.

February Sessions with Staff and City Council:

The initial strategic planning workshops with staff and City Council (February 2022) introduced the idea and importance of strategic planning in local government. Big picture topics (budget shortfall, managing growth, succession planning, technology use, and police service delivery) were defined for participants and a silent brainstorming technique was used to gather participants thoughts, goals, concerns, or emotions on the topic at hand. Participants individually (and silently) captured their thoughts on each topic. Individuals shared their thoughts with the group and worked together to group or cluster similar ideas and concepts. These groups or clusters were organized into distinct “buckets” for each topic.

In April 2022, two open-house workshops were held in Baraboo. One open house was held at the City Administration building over the lunch hour and one was held at Baraboo High School in the evening. These sessions invited community members to offer further input on both the internal strategic planning topics and on the concurrent economic development strategic plan.

The second strategic planning workshop with staff and City Council (May 2022) brought back the big picture topics and buckets. The consultants had extrapolated from staff discussion potential action steps under each bucket. Staff and City Council divided the topics at hand to have discussion at a greater depth. Staff discussed succession planning, technology use, and police service delivery. City Council discussed budget shortfall, managing growth, and police service delivery. In this session, participants worked in pairs or small groups to prioritize action steps on a scale of 1-3 and to discuss internal leads. Priorities ranked as a 1 were emergent issues that required immediate attention (within 1-2 years), those ranked as a 2 were important but not urgent (3-4 years), and those ranked as a 3 were deemed nice to have, but not a critical focus (5 years). The staff strategic planning workshop involved conversation at a greater depth, in particular related to technology and was split between two sessions (one in May and one in June), one facilitated in-person and one via a virtual meeting.

At the conclusion of these workshops in June, the consulting team was able to further infer specific outcome statements under each topic. These outcome statements defined where staff and leadership hope to be on the topic at hand within the 5-year timeframe of the strategic plan. Resource categories (change in leadership expectation, time, policy, or budgetary line items) were also noted on the strategic framework. The final strategic plan deliverable was presented to the City Council in July 2022.

5-Year Outcome Statements for the City of Baraboo

The big picture topics and outcome statements established within each topic are outlined below. Specific action steps to reach these outcomes, prioritization, resource needs, and internal leads are outlined more specifically in the final strategic framework.

Succession Planning for Staff and Volunteer Roles within Organization

By 2028...

- The organization is adequately staffed with in-demand positions and is prepared for a future where turnover and recruitment happen more frequently.
- Institutional knowledge is retained through employee turnover.
- The organization retains high quality employees and promotes from within.
- The organization attracts high quality candidates and is an employer of choice in the public sector.
- Young professionals and youth in Baraboo are more engaged in local government.

Technology in Local Government

By 2028...

- The organization has a system in place to monitor existing technology and evaluate new technology.
- The organization is supported for information technology needs and staff have access to the training they need.
- Departments use contemporary technology to deliver services efficiently and save taxpayer money.
- Communications from City Hall are effectively reaching as many Baraboo residents as possible on platforms that they are already on and are comfortable using.
- Residents, Council and committee members, and employees can engage effectively in-person or remotely.

Police Service Delivery

By 2028...

- The Baraboo Police Department reaches residents in a variety of ways and are seen as a source of valuable information.
- The Baraboo Police Department provides meaningful performance metrics to City Council on a regular basis.
- The Baraboo Police Department leads the organization in meeting ever-changing mental health needs within the community.
- The Baraboo Police Department service delivery is centered on community policing as Baraboo grows and community needs evolve.

Budget Shortfall

By 2028...

- Communications about City decisions reach a broad cross-section of Baraboo residents and elected officials don't hear "we haven't heard about this!"
- Residents of Baraboo understand the budget shortfall and have opportunities for meaningful input in decision-making.
- Baraboo's internal organizational culture becomes more open to change (through necessity).
- Staff and elected officials move from a short-range budget mindset to a long-range approach.
- Staff and elected officials understand infrastructure needs and their life cycle well.

- Baraboo residents remain confident in City leadership and the quality of City services.

Managing Growth

By 2028...

- Long-range plans and thoughtful zoning oversight continue to guide growth, without compromising quality of life, in Baraboo.
- Natural amenities (parks, greenspace, views) that make Baraboo a high-quality place to live are preserved and enhanced as the community grows.
- New housing stock protects the economic vitality of Baraboo (employers can access their workforce, and that workforce can access housing).
- Community Development Authority (CDA) is appropriately staffed and resource-supported to thoughtfully manage growth.
- Sustainability through redevelopment is embraced in addition to new greenfield development.

City of Baraboo 5-Year Strategic Plan

**Challenge:
Reviewing Team:**

**Succession Planning for Staff and Elected Officials
Staff**

Priority Ranking Scale

Timeframe to implement

#1 - Emergency - High Priority	1-2 years
#2 - Important but not Urgent	3-4 years
#3 - Nice to have	5+ years

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Organization is adequately staffed with in-demand positions and is prepared for a future where turnover and recruitment happen more frequently.	1	Evaluate the creation of a Human Resources Director or Assistant City Administrator role with a focus on compliance and personnel management.	Time	City Administrator
		Identify positions or services that could be outsourced or contracted.	Time	City Administrator
		Evaluate contracted human resource services that may be available in the interim to audit City HR and personnel management practices .***	Time	City Administrator, City Council
	2	Update position descriptions in all departments before employee turnover.	Time	Department Heads
		Conduct organizational analysis to confirm organizational chart structure and staffing needs.	Budget line item	City Administrator
		Evaluate position longevity at time of turnover to determine if skills/function of role is a continued need for the organization.	Time	City Administrator, City Council
		Develop and implement a consistent onboarding process for all new employees.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
	3	Develop exit interview template to identify gaps / capacity issues and internal organizational challenges when positions turnover.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
Institutional knowledge is retained through employee turnover.	1	Cross-training is prioritized in departments to ensure high level of customer service.	Time, Leadership sets expectation	Department Heads
		Department Heads take the lead on documenting SOPs (standard operating procedures) for department functions.	Time	Department Heads
	2	Employees document their daily, weekly, monthly, and less frequent responsibilities within their role, as a supplement to updated position descriptions and internal reference guide.	Time	All Staff, Department Heads
		Develop and implement an offboarding process for retiring / exiting employees to not fully lose institutional knowledge upon exit.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Organization retains high quality employees and promotes from within.	1	Conduct regular "stay interviews" between employees and supervisors to understand their capacity and resource needs.	Time, Leadership sets expectation	Department Heads
		Maintain a culture of open and honest feedback in City Hall by promoting and appointing leaders who are open to feedback.	Time, Leadership sets expectation	City Administrator, City Council
	2	Develop program to recognize and invest in future leaders (including professional development, tuition reimbursement, passing responsibility downward).	Time, Budget line item (depending on nature of program)	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
	3	Incentivize and encourage employees to suggest fresh ideas and enhance City service delivery.	Time, Budget line item (depending on nature of incentive), Leadership sets expectation	City Administrator
		Retain employees looking to move into leadership roles wherever possible through cross-training and professional development opportunities.	Time	Department Heads
Organization attracts high quality candidates and is an employer of choice in the public sector.	1	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	Time	Department Heads
		Evaluate comprehensive wage and benefit package with similarly-sized communities every 3-5 years. ***	Budget line item	City Administrator
		Build mentorship into the organization as a standard practice. Use HR/Assistant City Administrator role as a model to attract rising talent to the organization. ***	Time, Leadership sets expectation	City Administrator, Department Heads
		Explore non-monetary benefits for employees such as position-sharing, flexible schedules, remote work, or limiting City Hall customer service hours.	Time	City Administrator, City Council
	2	Adopt an organizational chart for future growth, indicating future roles that may be created.	Policy	City Council
		Develop candidate review process that factors in personality and team dynamics of future colleagues.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
	3	Develop formal policies for non-monetary benefits such as flexible scheduling, remote work to attract a broader pool of candidates.	Time, Policy	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
		Create flex time policy for department heads who attend committee and Council meetings after business hours. ***	Policy	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)
Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Young professionals and youth in Baraboo are more engaged in local government.	3	Recruit and encourage young professional involvement in appointed and elected roles.	Time	City Council, Mayor
		Explore creation of non-voting student seats on City boards and committees in partnership with Baraboo School District.	Time, Policy	City Council, Mayor
		Ensure that committee and board meeting times are outside of regular business hours to ensure inclusivity in who can serve.	Time	City Council, Mayor

*** Consultant Recommendation

City of Baraboo 5-Year Strategic Plan

SWOT Challenge:
Reviewing Team:

Technology in City Governance
Staff

Priority Ranking Scale	Timeframe to implement
#1 - Emergency - High Priority	1-2 years
#2 - Important but not Urgent	3-4 years
#3 - Nice to have	5+ years

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Organization has a system in place to monitor existing technology and evaluate new technology.	1	Develop an evaluation tool to measure new technologies (Do they communicate well internally? Does it duplicate services? What is the ongoing financial cost?)	Time	City Administrator, IT role
		Develop a technological expansion plan for the organization (to evaluate departmental wants and needs)	Time	IT role
		Develop a technology master list to understand existing assets, their ongoing costs and their life cycle.	Time	IT role
		Evaluate enterprise resource software platform to better manage assets and better understand their life cycle.	Time, budget line item	City Administrator, IT role
Organization is supported for information technology needs and staff have access to the training they need.	1	Evaluate the creation of an IT (information technology) role that serves all departments within the City of Baraboo.	Time, budget line item	City Administrator
		Evaluate contracted information technology services that may be available in the interim. ***	Time	City Administrator, City Council
		Audit technological use within departments and automate or digitize processes where possible.	Time	Department Heads
		Provide training on Microsoft Teams for all employees.	Budget line item	City Administrator
		Provide training on Microsoft OneDrive for all employees.	Budget line item	City Administrator
	2	Set benchmarks for technological adoption by department, by year, ensuring that training resources make these benchmarks feasible.	Time	City Council, City Administrator
Departments use contemporary technology to deliver services efficiently and save taxpayer money.	1	Council establishes desired metric(s) from each department that will be reported to Council. These metrics will help make data-driven decisions.	Time, Leadership sets expectation	City Council
		City Administrator helps empower Department Heads to track the Council-determined metrics for their department.	Time, Leadership sets expectation	City Administrator
	2	Benchmarks for paper use reduction are set for each department annually.	Time	City Administrator
	3	Incentivize and encourage employees to identify ways to make more services available online.	Time, Budget line item (depending on nature of incentive)	City Administrator

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
We are effectively reaching as many Baraboo residents as possible on the platforms that they are already on and are comfortable using.	1	Maintain non-virtual formats of communication for residents who cannot access and/or understand technological delivery models.	Time	Communications Role
		Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City.	Time	City Administrator
	2	Identify the hours needed to maintain a consistent communications presence.	Time	City Administrator
		Create a social media presence for City of Baraboo which consolidates the majority of City communications under one account. Police, Parks & Rec, and Library will still maintain independent social media presences. ***	Time	Communications Role
	3	Confirm from Library and Police Department experiences that language needs of non-English speaking Baraboo community members are being met through City communications.	Time	City Administrator
		Create benchmarks to measure reach and impact of social media use to understand which platforms to prioritize.	Time	City Administrator, whoever fills Communications Role.

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step	
Residents, Council and committee members, and employees can engage effectively in-person or remotely.	1	Evaluate ways to enhance the virtual meeting experience (i.e., not on Microsoft Teams) to ensure inclusivity for members and residents who want to join meetings virtually.	Time	City Administrator, whoever fills IT role	
		Evaluate A/V enhancements for Council Chambers that improve user experience for attendees to participate in real time.	Time	City Administrator, whoever fills IT role	
		Create a tech onboarding procedure for elected officials and staff.	Time	City Administrator, whoever fills IT role	
	2	Explore ways to enhance public engagement through technology other than through meeting attendance.	Time	Department Heads, City Administrator	
		3	Allow remote work for City employees with Department Head discretion. ***	Policy	Department Heads
			Develop remote work policy for staff to allow for more flexible work hours / telecommuting in some roles.	Time, Policy	City Administrator, whoever fills HR role

*** Consultant Recommendation

City of Baraboo 5-Year Strategic Plan

SWOT Challenge:
Reviewing Team:

Police Service Delivery
Staff and City Council

Priority Ranking Scale	Timeframe to implement
#1 - Emergency - High Priority	1-2 years
#2 - Important but not Urgent	3-4 years
#3 - Nice to have	5+ years

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
The Baraboo Police Department reaches residents in a variety of ways and are seen as a source of valuable information.	1	Evaluate ways to connect through non-incidents and increase positive community interactions (National Night Out, Open Streets, Safe Routes to Schools programs, for example).	Time	Police Chief
		Include in Police Chief position description and job posting a desire for a professional candidate with effective community engagement experience. ***	Time	City Administrator
		Develop a plan for how City Communications role will work with Police Department to share non-duplicated content. (For example: Police Department shares real-time, public safety information and City channel shares non-emergency content).***	Time	Police Chief, whoever fills Communications Role
		Ensure technology for ingoing/outgoing communications from/to the Baraboo Police Department remains relevant (For Example: 911 text line, text message alerts for residents, Police Department social media accounts)	Time	City Administrator
Baraboo Police Department provides meaningful metrics to City Council on a regular basis.	1	Police Chief to prepare regular reports (quarterly, at a minimum) to City Council.	Time	Police Chief
		Identify metrics for police department performance measured in other communities, especially where community-policing is a priority.	Time, Leadership sets expectation	Police Chief
		Evaluate police needs as Baraboo grows by evaluating similarly-sized communities with similar demographic trajectories.	Time	Police Chief
	2	Move away from decision-making using metrics that are strictly per-capita based, that do not take into account Baraboo's unique demographics and needs.	Time	Police Chief

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
The Baraboo Police Department leads the organization in meeting rising mental health needs within the community.	1	Continue working with community partners to understand community needs and gaps in terms of wrap-around services (mental health, drug and alcohol treatment, social services, etc.)	Time	Police Chief
		Include in Police Chief position description and job posting a desire for a professional candidate with effective experience in addressing mental health needs in their community. ***	Time, Leadership sets expectation	City Administrator
		Perform an internal analysis when employees retire/leave roles to determine if skills or function of role still meets current needs in community. (For example: adding a social worker upon retirement of another role within department).	Time	Police Chief, City Administrator
		Evaluate how police departments in other municipalities are integrating social workers into their department and the related outcomes.	Time	Police Chief
		Meet with partners at Baraboo School District to identify ways to support mental health services for youth.	Time	Police Chief
		Evaluate the addition of mental health-focused officers in Baraboo School District as a supplement to the School Resource Officer program (which is focused on student safety). ***	Time	Police Chief
	2	Continue to identify mental health training opportunities for police department members.	Time, budget line item	Police Chief
		Pursue grants, where available, to ensure that Police Department staff receive crisis intervention training.	Time, budget line item	Police Chief, City Administrator
		Pursue mental health training opportunities for all City staff that are customer-facing.	Time, budget line item	Police Chief, City Administrator
Baraboo Police Department service delivery is centered on community policing as Baraboo grows and community needs evolve.	1	Include in Police Chief position description and job posting a desire for a professional candidate with effective experience in implementing community policing practices. ***	Time	City Administrator
		Work with an outside firm to solicit candid community feedback on desired police services in Baraboo to understand community wants vs. needs. ***	Time, budget line item	Police Chief
		Draft and present a report to City Council on emerging community needs and service alignment (service expansion / change) as Baraboo grows.	Time	Police Chief
	2	Engage the larger Baraboo community in diversity, equity, and inclusion efforts for the City.	Time, Leadership sets expectation	Police Chief, City Administrator, City Council
		Continue to identify opportunities for police department to work with other City departments to enhance resident experience and best serve the community.	Time	Police Chief, City Administrator
		Meet with community partners to identify ways to serve a changing family unit norm (including challenges such as childcare, caregiving, and socioeconomic challenges)	Time	Police Chief
	3	Evaluate ways to better communicate to public the role of the Baraboo Police Department through positive community interactions (Coffee with a Cop, National Night Out, for example).	Time	Police Chief

*** Consultant Recommendation

City of Baraboo 5-Year Strategic Plan

SWOT Challenge:
Reviewing Team:

Budget Constraints
City Council

Priority Ranking Scale

Timeframe to implement

#1 - Emergency - High Priority	1-2 years
#2 - Important but not Urgent	3-4 years
#3 - Nice to have	5+ years

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Communications about City decisions reach a broad cross-section of Baraboo residents and elected officials don't hear "we haven't heard about this!"	1	Mayor evaluates developing a constituent-facing communication that breaks down City Council decisions and decision-making process.	Time	Mayor
		Develop a proactive communications strategy that lets the City tell the story (rather than having the narrative shaped by inadequate media coverage).	Time	City Administrator, Communications Role
		Develop educational materials to better explain and share information about the annual budget process with the public in hopes of increasing engagement.	Time	City Administrator, Communications Role
	2	Empower the public to engage with City government by expanding volunteer opportunities for low-risk projects (also reduces staff burden).	Time	City Administrator, Department Heads
		Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City.	Time	City Administrator
		Reach different demographics within Baraboo through multimedia communications approach (newsletter, social media, community forums, service club talks).	Time	City Administrator
Residents of Baraboo understand the budget shortfall and have meaningful input in decision-making.	2	Evaluate forming an ad hoc citizen committee to discuss and develop strategy around addressing the budget shortfall.	Time	City Council
		Host open house / community forums that are held outside of City Hall to engage with the public on the budget shortfall.	Time	City Administrator, City Council
		Work with an outside firm to solicit community feedback on taxpayer priorities to understand community wants vs. needs.	Budget Line Item	City Administrator, City Council

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Baraboo's internal organizational culture becomes more open to change (through necessity).	1	Evaluate ways to maximize staff efficiency such as position sharing, or even limiting City Hall business hours.	Time	City Administrator
		Council offers clear direction to staff on areas where process change needs to be prioritized.	Time, Leadership sets expectation	City Council
		Evaluate ways to make City information as accessible as possible (website improvements, technology usage) to enhance customer service experience.	Time	Department Heads
		Council solicits feedback from departments on where inefficiencies lie and what specific processes, tools, or resources would improve them.	Time, Leadership sets expectation	City Council, Department Heads
		Audit technology in use organization-wide and expand technological use (and staff training) where possible to find further efficiencies and reduce paper use.	Time	IT role
		Use Fire and EMS merger as a model to evaluate other departmental duties and seek out efficiencies and cost savings.	Time	City Administrator, Department Heads
Staff and elected officials move away from a short-range budget mindset and adopt a long-range approach.	1	Staff determine meaningful datasets to drive budgetary decision-making that should be presented to Council by department heads.	Time	City Administrator, Department Heads
		Chart of account discrepancies addressed to the greatest extent possible and new best practices implemented moving forward.	Time	City Administrator, Finance Director
		Draft and adopt a solid 5-year capital improvement plan annually.	Time	City Council, Department Heads
		Council solicits meaningful data from departments on a regular basis to drive decision-making.	Time, Leadership sets expectation	City Council, Department Heads
		Evaluate switch from line item budget to outcome-based budgeting beginning with 2023 budget cycle.	Time	City Administrator, Finance Director
		Maximize existing tools like grants, federal funding sources, alternative taxes to property taxes, etc. to supplement municipal infrastructure costs.	Time	City Administrator
		Ensure existing tools like tax increment finance, impact fees are being maximized to fund community improvements and service gaps and reduce general fund or bonding necessity.	Time	City Administrator
Staff and elected officials understand infrastructure needs well and their life cycle.	1	Evaluate sustainable alternatives at the end of asset life cycles to meet a long-range goal of increased environmental stewardship.	Time	City Administrator, Department Heads
		Evaluate costs of contracting services at end of asset life cycles as a part of the budget or bidding process.	Time	City Administrator, Department Heads
		Research and implement asset management software system to understand life cycle and replacement needs of all City assets.	Time, Budget Line Item	City Administrator, IT role
		Establish contingency and rainy-day reserve funds to prepare for future major expenditures.	Time	City Administrator, Finance Department
	2	City Council solicits quarterly or semi-annual reports on departmental assets from staff.	Time	City Council, Department Heads

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Baraboo residents remain confident in City leadership and the quality of City services.	1	Implement a communications strategy educating the public on how new development supports the cost of high quality public services.	Time	Communications Role
		Gain an understanding of most highly-demanded resident services and ensure those services are readily available in multiple ways. (Understanding can be gained through working with an outside firm to solicit community feedback).	Time, Budget Line Item	City Administrator, Department Heads
		Evaluate the metrics for coverage and demand of services based on population to understand service gaps that will emerge with continued growth.	Time	City Administrator, Finance Department
		Evaluate emergency response staff levels of other growing communities to ensure adequacy through growth.	Time	Police Department, Fire Department, EMS

*** Consultant Recommendation

City of Baraboo 5-Year Strategic Plan

SWOT Challenge: **Managing Growth**
 Reviewing Team: **City Council**

Priority Ranking Scale	Timeframe to implement
#1 - Emergency - High Priority	1-2 years
#2 - Important but not Urgent	3-4 years
#3 - Nice to have	5+ years

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Long range plans and thoughtful zoning codes continue to guide growth, without compromising quality of life, for Baraboo.	1	Solicit RFPs for a comprehensive plan update before the end of 2022.	Time	Plan Commission, City Council, City Administrator
		Adopt an updated comprehensive plan before the end of 2023.	Budget Line item	Plan Commission, City Council, City Administrator
		Zoning code appropriately sites chains and national retailers outside of the core downtown area to maintain a locally-owned, authentic identity.	Time	Plan Commission, City Council, City Administrator
		Participate in local and regional transit planning efforts to manage traffic that accompanies residential growth.	Time	City Administrator
		Park and greenspace benchmarks (acres/capita, type of parks, proximity to residential development) are established in future Park and Outdoor Recreation Plan.	Time	Community Development, Park and Recreation Department
The natural amenities (parks, greenspace, views) that make Baraboo a high quality to live are preserved and enhanced as the community grows.	1	City leadership holds a firm line with residential developers that park and greenspace benchmarks are met, if not exceeded, in proposed developments. ***	Time, Leadership sets expectations	Plan Commission, City Council, City Administrator
		Evaluate conservancy zones, viewshed maintenance, and other environmental land use practices to protect and conserve Baraboo's natural beauty.	Time	Plan Commission, City Council, City Administrator
		Impact fees are maximized on new developments to ensure that the natural amenities of Baraboo are maintained in new development. ***	Time	City Administrator

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
New housing stock protects the economic vitality of Baraboo (employers can access their workforce, and that workforce can access housing).	1	Evaluate and implement zoning changes recommended in League of Wisconsin Municipalities' Enabling Better Places guide to increase housing density and affordability. ***	Time	Plan Commission, City Council
		Use housing study to drive intentional conversations with builders about the City's highest priorities by type and product mix for new housing.	Time	City Administrator, Community Development
		Educate Plan Commission members on emerging industry best practices in housing affordability, zoning, density, and equity. ***	Time	City Administrator
		Establish goals for inclusivity in community planning and design in Baraboo (equitable access for all mobility levels in housing and transportation options).	Time	City Council
	2	Avoid Baraboo becoming a "bedroom community" by growing housing and employer opportunities in the community in tandem.	Time	City Administrator, Community Development
		As new housing product is developed, use this as an economic development value (the workforce is here, you should bring your business here).	Time	City Administrator, Community Development
Community Development is appropriately staffed and resource-supported to thoughtfully manage growth.	2	Evaluate if and how a municipal planner is a needed role in Baraboo at this time.	Time, Budget Line item	City Administrator, City Council
		Evaluate and spell out collaboration between Public Works staff (Zoning Administrator) and Community Development department.	Time	City Administrator, Department Heads
		Continue to build bridges to work collaboratively with Sauk County on regional economic development.	Time	City Administrator, Community Development
	3	Collaborate with Baraboo School District to understand their enrollment trends, facility needs and service delivery from an education perspective.	Time	City Administrator, Community Development
		Evaluate gaps in GIS mapping and determine if service level is adequately meeting current needs.	Time, Budget Line item	City Administrator
Sustainability through redevelopment is embraced in addition to new greenfield development.	2	Identify and implement programs to incentivize maintenance and curb appeal of older housing stock, in particular rental units.	Time, Budget Line item	Community Development
		Continue to approach infill development thoughtfully as a sustainable alternative to greenfield development.	Time	Community Development, Plan Commission

*** Consultant Recommendation



REDEVELOPMENT
RESOURCES



ALLYSON
BRUNETTE
CONSULTING