

Watertown Government Strategic Plan Process

Summary Proceeding Report (Workshops 1 - 10) May 28, 2014 – April 23, 2015

Planning Team Members

Ken Berg, Alderperson
Kraig Biefeld, Assistant Fire Chief/Director of EMS
Cindi Braasch, Interim Parks Director
Peg Checkai, Library Director
John Coughlin, Alderperson
John David, Mayor
Kevin Freber, Water System Manager
Will Gruber, City Attorney
Jaynellen Holloway, City Engineer
Kurt Larsen, Alderperson
Bill Maron, Alderperson
Emily McFarland, Alderperson
Gregory Michalek, Fire Chief
Jill Nadeau, Watertown TV Cable Coordinator
Carol Quest, Health Officer/Director
Tim Raether, Alderperson
Tim Roets, Police Chief
James Romlein, Alderperson
Cindy Rupprecht, City Clerk/Treasurer
Rick Schultz, Streets Superintendent
Fred Smith, Alderperson
Augie Tietz, Alderperson
Steve Zgonc, Alderperson

Facilitated and Compiled by:

Steve Grabow, Professor and Community Development Educator
University of Wisconsin-Extension, Jefferson County Office

With Support By:
Kim Buchholz, Administrative Specialist

June 15, 2015 (Draft)

Watertown Government Strategic Plan Workshop Exercise Photos

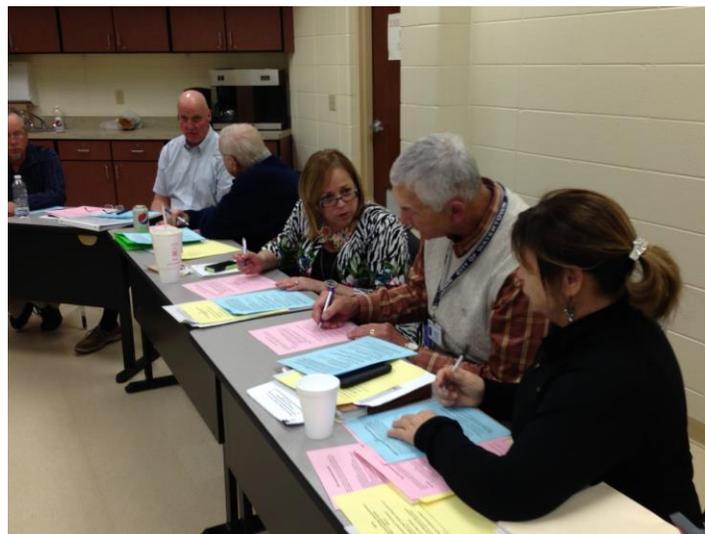


TABLE OF CONTENTS

Executive Summary	i
Introduction	1
Section 1: Stakeholder Analysis	2
Section 2: Mandates Assessment	5
Section 3A: Core Values	7
Section 3B: Mission Statement	12
Section 3C: Mission Statement Refinement & Motto	15
Section 4: S.W.O.C. Analysis (Strengths, Weakness, Opportunities/Hopes and Challenges) ...	20
Vision Sketch: Watertown Government Vision Statements	27
Section 5A: Issue Identification and Framing	31
Section 5B: Potential Strategic Issues: Issue Framing Dialogue	34
Section 5C: Process for Determination of Strategic Issues.....	38
Section 5D: Strategic Issues	44
Section 5E: Mid-Point of Progress General Dialogue	45
Section 6: Strategy Formulation	47
Generated List of All Strategy Ideas.....	47
Summary of Priority Major Initiatives and Strategies	55
Section 7: Plan Implementation.....	59
Section 8: Review, Approval and Other Plan Management	65
 <u>Appendix</u>	
Attendance Roster	68
May 28, 2014 Meeting Agenda	69
Preliminary List of Workshop Dates & Process Steps	70
Agreed-Upon Meeting Guidelines and Ground Rules.....	71
Strategic Planning Process Charts.....	72
Glossary of Terms used in Strategic Planning.....	74
Definitions of Consensus.....	77
Dynamics of Meetings	78
June 16, 2014 Meeting Agenda	79
Mission Statement Worksheet & Instructions	80

July 29, 2014 Meeting Agenda.....	81
August 26, 2014 Meeting Agenda	83
September 23, 2014 Meeting Agenda	84
October 8, 2014 Work Group Meeting Agenda	85
Mission Statement PowerPoint Presentation.....	86
Decision Matrix PowerPoint Presentation.....	92
November 25, 2014 Meeting Agenda.....	99
December 9, 2014 Mission Refinement Workgroup	100
Exhibit 1: Proceeding from First Work Group Mission Statement Session	101
Exhibit 2: Comments and New Mission Statement Alternatives	103
December 17, 2014 Meeting Agenda.....	104
Summary Handout: Mission, Motto, Values and Vision	105
February 25, 2015 Meeting Agenda.....	109
Online Survey Results: Major Initiatives	110
March 31, 2015 Meeting Agenda	117
Online Survey Results: Major Initiatives IV & V	118
Exhibit 1: Summary of Priority Major Initiatives and Strategies	129
Exhibit 2: Plan Implementation Exercise	133
April 23, 2015 Meeting Agenda	134
Watertown Government Strategic Plan Summary Concepts	135

Watertown Government Strategic Plan

Executive Summary

Introduction to the Watertown Government Strategic Plan

The City of Watertown government has developed its first strategic plan. Strategic planning is a type of organizational planning defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.” The strategic planning process is a powerful approach for helping organizations figure out what is really important and what they should do about it. The strategic planning process helps organizations look at “the big picture”, but also leads to specific, targeted actions.

A strategic plan focuses on organizational dynamics, and typically identifies a relatively short list of strategic issues (or fundamental challenges to organizational effectiveness). A strategic plan provides a strategy or action framework to address the specific strategic issues.

The strategic planning process used for the Watertown Government Strategic Plan is based on the approach developed by the University of Wisconsin-Extension Strategic Planning Team. Steve Grabow, a Professor and Community Development Educator with UW Extension, facilitated the development of the strategic plan. Mayor John David was the project coordinator, and the “Planning Team” was comprised of the Mayor, Alderpersons and Department Heads (See List of Planning Participants on the report cover). The process included these specific steps:

- Planning the process and stakeholder analysis (Section 1)
- Assessing formal and informal mandates (Section 2)
- Determining core values (Section 3A) and the mission of the organization (Section 3B)
- Assessing the internal and external environment of the organization (Section 4)
- Vision Sketch (Section 4)
- Framing potential issues and identifying strategic issues (Section 5)
- Formulating strategies and an action agenda (Section 6)
- Plan Implementation (Section 7)
- Reviewing and adopting the strategic plan, monitoring and reassessment of the plan, further implementation considerations (Section 8- Plan Management)

The planning process consisted of ten workshops. This document represents a compilation of “Proceedings Reports” which documented the status of the process. The Appendix contains orientation resources, workshop agendas, the initial timeline and other resources. This document was finalized at the conclusion of the process.

Section 1 - Stakeholder Analysis

The planning team performed a Stakeholder Analysis in which those individuals or groups that are affected by or affect City government were identified. Over 30 external stakeholders (outside

of the City government) were identified. The planning team identified 12 internal stakeholders. These stakeholder groups were organized by “primary stakeholders” and “secondary stakeholders” to help figure out which stakeholders might warrant extra attention for this cycle of planning.

Primary stakeholders groups identified by the planning team include:

- ❖ Taxpayers
- ❖ Business Community
- ❖ Elected Officials
- ❖ City Employees

The planning team then developed performance criteria for these stakeholder groups. This exercise helped the planning team think about the criteria that stakeholders might use to judge the performance of City government.

Section 2 - Formal and Informal Mandates

The planning team identified, generalized and characterized important “formal” or codified mandates. The planning team also identified “informal” mandates which are those activities that are expected from stakeholders. The planning team then shared perspectives on how they viewed the implications of formal and informal mandates for future City direction.

Section 3 – Core Values, Mission Statement and Motto

Core Values:

The planning team generated a list of 27 potential “core values” in responding to these questions:

- What do we really care about in relating to key stakeholders?
- What is our philosophy as to how we would like to be viewed?
- What are the values that we should have that help indicate how the City wants to operate?

The planning team identified six core values that they would like to emphasize. These values along with some clarifying descriptors are:

- A. Responsiveness
 - a. Responsive to citizen calls, concerns, questions
 - b. Responsive to community’s needs while seeking out and being open to new ideas.

- B. Integrity
 - a. Hold to identified core values.
 - b. Do what you say you will do.
 - c. Open-minded to any and all opinions or ideas
 - d. Apply laws fairly and evenly.

- C. Approachability/Accessibility
 - a. Value an “approachable” community: where the mayor, elected officials and all city employees are accessible to residents and business persons, current and future.
- D. Accountability
 - a. People doing what is expected of them in doing their job (elected and departments)
- E. Fiscal Responsibility
 - a. Value being fiscally responsible and using our money wisely.
- F. Knowledge and Learning
 - a. Value the seeking of knowledge and life-long learning.

Mission Statement and Motto:

The planning team also was asked to respond to these questions about City government’s purpose or mission:

- ❖ What are the basic social and community needs that we address?
- ❖ What is our fundamental purpose as a City government organization?
- ❖ What are we here to do?

This resulted in 10 potential Mission Statements. The planning went through several sessions and multiple exercises to refine its Mission Statement. Subsequently, a Mission Statement for City government was approved.

City of Watertown Mission Statement:

“To provide and promote community and quality of life in accordance with the City’s core values and vision.”

There was interest in developing a shorter version of the mission for use in various City communication pieces, and to succinctly describe the purpose of city government. A Motto for City government was approved.

City of Watertown Government Motto:

“Watertown: Community and Quality of Life”

Section 4 - Strengths, Weakness, Opportunities/Hopes and Challenges (S.W.O.C.) Analysis

The planning team responded to these four elements to help clarify the condition of the organization (City of Watertown Government). The strengths and weaknesses exercise looks at the past and present, and are assessments of the internal organization. The scan of challenges and opportunities/hopes looks into the future. The S.W.O.C. analysis supplies an overall systems view of the organization, and it brings to the surface clues for identifying key strategic

issues and the contours of effective strategies. The opportunities and hopes exercise provides an early foundation for vision statements of Watertown in the community setting as well as an organization.

The input was organized into theme or possible preliminary issue areas. The planning team identified many strengths in the operation of Watertown government. The assessment also revealed an honest effort at identifying weaknesses. External challenges or outside factors that could negatively affect the City were also listed. There were varying degrees of agreement and disagreement from the strengths, weaknesses and challenges assessment. Since the “Opportunities and Hopes” section was intended to prompt the future “vision of success” for both City government and the broader Watertown community, there was an effort to gauge consensus among the members of the planning team.

The significant assessment work in Section 4 significantly informed the development of possible issues in Section 5. In addition, the results from the “Opportunities and Hopes” exercise became the basis for the Consensus Vision Statements shown below.

Watertown Government Vision Statements (Referred to as a Vision Sketch):

The consensus vision statements are based on the identification of opportunities and hopes for the future. A vision statement is a “description of a desired end-state” or a “description of what is desired to be in place at a future point in time”. This vision sketch describes what a successful and desired City of Watertown (both in the setting of Watertown and within city government) could look like in the future.

PHYSICAL AND TANGIBLE VISION IN THE SETTING OF WATERTOWN

Consensus Vision Statements (in the Setting of Watertown)

Watertown will have:

A. Community/Commitment/Culture/Livability/Destination

Downtown/Main Street

- a. The potential for new building ownership on Main Street.
- b. Spurred economic vitality in downtown, attraction of sought-after, high impact business presences; and diminished negative connotations linked with the City.
- c. A revitalized downtown.
- d. An inviting, family-friendly downtown with more events and entertainment.
- e. Downtown becoming 10 times what it is right now.

Corridors/Riverwalk/Recreation/Trails

- a. The river walk extended and a long walk or bike path along the river that goes through a lot of the City.
- b. A developed riverfront in a way that attracts economic and recreational development.
- c. A multisport complex that becomes a reality (now).
- d. A completed Interurban Bike Path from Watertown to Oconomowoc.
- e. A high speed/commuter rail service with a stop in Watertown.

Heritage/Place

- a. A new Watertown that capitalizes on our past.
- b. Promotion and enhancement about the positives of Watertown, including
 - River
 - Water
 - Recreation
 - People
 - Downtown
 - History
 - Industry
 - Safe Community
- c. People that feel they are a part of this wonderful community along with believing it is a great place to live.

Events/Attractions

- a. New community events that attract families
- b. A developed city as a “go to” place.
- c. Success by taking advantage of its strategic location between Madison and Milwaukee and as a destination community for people and businesses.

Culture/Arts

- a. Support for an updated, 21st century library and cultural center that provides beneficial resources for our community and enhancement for our downtown community.
- b. The arts sharing the “front seat” with sports and recreation.

B. Economy/Jobs/Demographics

- a. A visionary commitment for industrial growth (for example, to our existing Tax Incremental Finance Districts and the continuing plans for adding new industrial land).
- b. Increasingly pro-active efforts to promote economic growth by city government and para-governmental organizations.
- c. Increased economic development.
- d. Building off of existing business/citizen/city partnerships and expansion into new areas.
- e. Meaningful involvement and contribution to City government representation, operations and economic growth by younger demographics.
- f. Our location becoming more obvious for doing business and attraction (opportunity to use our location as a benefit).
- g. Building upon our city’s many attributes, including its solid economy and its reputation for business friendliness, technology and innovation; making it an ideal place for our employees to live and work.

C. Growth

- a. An increase in housing and population for the middle to higher income demographic.
- b. Both residential and commercial growth providing a healthier financial bottom line so that remaining a full service City is less of a challenge.
- c. On-going brainstorming about economic and community initiatives that will provide motivation for residential/business growth and development.

D. Respect/Image/Perceptions

- a. A new city “brand”.
- b. Ideas from the “Branding Initiative” are planned for, come to fruition and are implemented each year.
- c. Signs placed all over Watertown with positive expressions that are driven home.

ORGANIZATIONAL, GOVERNMENTAL AND ADMINISTRATIVE

Consensus Vision Statements (for the City Government Organization and Operation)

Watertown will have:

A. Relationships/Participation/Sharing/Communication

- a. Opportunities for regionalization and consolidation of services.
- b. Partnerships with potential donors and givers who have interest in particular projects, help in financing and help see projects through to completion.
- c. The whole city working together on new ideas for moving forward.
- d. Increased community support and involvement.
- e. Opportunities to partner with traditional and non-traditional groups and individuals.
- f. People who are talking-up Watertown.

B. Planning/Vision/Mission/Change

- a. Commitment to City strategic planning.
- b. Recognition that change is coming.
- c. Movement towards the vision of a community actively incorporating the coming changes.
- d. Enhancements to our existing resources, and attraction of investment by others with the same objectives.
- e. A strategic plan with increased emphasis on promoting/marketing of our city’s strengths and improvement in our overall situation.
- f. Forward movement in our City with changes for the best.

C. Leadership/Mayor/Elected Officials

- a. A progressive thinking mayor and city council with a willingness to try new approaches.
- b. Modified leadership and decision-making positions to create more continuity and experience.
- c. Involvement by all players (Madison College, school district, Maranatha University, Hospital, downtown business leaders, etc.) to help advance a plan resulting in a greater chance of success.
- d. Leaders and employees who are all on the same page and set examples for the City.

D. Staff/Employees/Departments

- a. Staffing opportunities including the ability for the City to create the following minimum new full time positions – Finance Director, Human Resources Director and Information Technologies Specialist.
- b. Combination of departments in locations that utilize skilled staff and eliminate duplication of trucks and equipment.
- c. Someone designated as a “Special Events Coordinator” to take some of the pressure off the department heads.

E. Technology/Social Media

- a. Marketing of Watertown's assets using the same tools and processes being used by the businesses and people we want to attract.
- b. Marketing of the City's tremendous assets while recognizing that using traditional marketing methods will yield a poor result. (The business and individuals that we want to attract are not using "old school" methods).

F. Infrastructure/Stock

- a. Funding to update infrastructure.
- b. Updating of public areas with these areas being up to code.

G. Operations/Organizational Structure

- a. Less impact from federal and state mandates that have adverse effects on the City's budget with the City being left to manage its budget to the needs of its citizens.
- b. An end to zero (0) tax levy growth budgets (this is first!).

Section 5 – Strategic Issues

The planning team generated a list of 22 issues based on what they believed were some of the fundamental challenges facing Watertown. Each issue was framed as an open-ended question with many ways of responding. The team initiated extensive dialogue sessions to help characterize the essence of the issue or dilemma. The planning team used a "Decision Matrix Tool" to individually assess the strategic nature of five potential strategic issues. The planning team affirmed five strategic issues (representing the most important or fundamental of issues facing Watertown) based on a review of the results from a decision matrix tool and dialogue around the impacts of issues on the future of City government.

Governmental or Organizational Issues

1. **Staffing/Employees Issue:**

What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in the City staff (particularly full time staff; not just department heads)?

2. **Organizational Structure Issue:**

What are the ways we can address our operational structure to make it more efficient and functional?

3. **Capital Funding/Resources Issue:**

How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?

Community Issues

4. **Economy/Jobs/Demographics Issue:**

What are ways for the City to emphasize its vision, role, and interests in partnership with key economic development organizations (i.e. Jefferson County Economic Development Consortium (JCEDC), Watertown Economic Development Organization (WEDO), Wisconsin Economic Development Corporation (WEDC), Chamber, etc.)?

5. **Community/Culture/Livability Issue:**

What can we do to keep the City more up-to-date and desirable to live while attracting others?

Section 6 - Strategy Formulation

The purpose of this step is to create a set of strategies to address the five priority strategic issues that have been selected. A strategy is defined as a pattern of purposes, policies, programs, projects or actions initiated by the organization. Strategies respond to the challenges and open-ended question from each strategic issue.

This section summarizes the major initiatives and strategy ideas to be emphasized in the plan. This is the summary list of priority strategies that are recommended for implementation. The participants used these 24 major initiatives to further identify those key “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.) that will be key leaders in plan implementation. It is expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities.

Strategic Issue I. Staffing/Employees:

- Major Initiative A - Develop career paths for advancement in departments.
- Major Initiative B - Develop future City leaders.
- Major Initiative C - Adjust existing financing, budget and benefits mechanisms.
- Major Initiative D - Refine human resources and personnel practices.

Strategic Issue II. Organizational Structure:

- Major Initiative A - Initiate new ways to share and enhance departmental efficiency.
- Major Initiative B - Consider refined or new models of organizational structure.
- Major Initiative C - Create department performance measures, appropriate evaluation systems and new processes.

Strategic Issue III. Capital Funding/Resources:

- Major Initiative A - Establish a multi-year capital program process.
- Major Initiative B - Use authorities and districts to assist the City.

Strategic Issue IV. Economic Development:

- Major Initiative A - Create formal partnerships and defined roles with other organizations.
- Major Initiative B - Expand and revitalize industrial sites and infrastructure.
- Major Initiative C - Implement downtown redevelopment plans.
- Major Initiative D - Address business strengths and needs.
- Major Initiative E - Commit City resources to economic development.
- Major Initiative F - Use planning, marketing and communication tools.
- Major Initiative G - Apply innovation in community and economic development methods.

Strategic Issue V. Community, Culture and Livability:

- Major Initiative A - Apply the new City brand.
- Major Initiative B - Commit to efforts aimed at the arts and culture.

- Major Initiative C - Initiate activity around a new major sports center.
- Major Initiative D - Look into new festival and event opportunities.
- Major Initiative E - Implement health, fitness and wellness activities for City employees.
- Major Initiative F - Focus efforts toward “Silent Sports” and the City’s assets.
- Major Initiative G - Support community caring and community building.
- Major Initiative H - Establish creative funding and philanthropy opportunities.

Section 7 - Plan Implementation

Plan implementation is defined as the carrying out of strategies, and the incorporation of strategies into the relevant organizational systems (in City government and the community). This typically requires the empowerment of many different individuals and groups who represent the lead “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.). The planning team identified those individual and groups that could play important roles in the implementation of the 24 specific major initiatives.

The planning team further recognizes that both existing groups and new groups will need to be mobilized to successfully implement the ideas in this plan. While this is difficult to generalize, a few areas of emphasis are listed below:

Existing Implementing Bodies

- City policy committees, City department managers, City staff
- Educational community
- Community and economic development organizations and partners
- Consultants and technical advisers

New or Proposed Implementing Bodies

- Mayor's Plan Implementation Coordinating Team (New 5-Person Team) - to launch and guide plan implementation.
- Employee Advisory Committee (New) - to enable ideas and feedback from department employees.
- Implementation Action Teams (New Formal and/or Informal Work Groups) - to lead the detailing and refinement of major initiatives and strategies, identification of needed actions, sequencing of tasks and other implementation activities.

It is assumed that the composition of these promising implementing bodies will be refined and adjusted as the strategic plan is communicated and shared broadly throughout the government and community structures.

Section 8 - Review, Approval and Other Plan Management

Review and Approval:

The planning team recommended that the plan be taken to the City Council for formal review and approval. The planning team also discussed the sharing of the plan with the Watertown community and many partners. While specific mechanisms for sharing the plan were not discussed in detail, there was strong affirmation for sharing the plan broadly and extensively after the City Council approves the plan.

Plan Monitoring, Reassessment and Updates:

The purpose of this plan management step is to consider mechanisms for plan oversight, monitoring implementation and making provisions for periodic assessment of plan effectiveness and updates. In the plan implementation section, the establishment of a Mayor's Plan Implementation Coordinating Team was identified. A key function will be to provide overall coordination, guidance and plan monitoring.

Regarding evaluation and check-in on plan effectiveness, the planning team has recommended an annual progress review. It is assumed that the planning team used to develop the strategic plan (all City department heads and all elected officials) will reconvene for this annual assessment session. The planning team committed to this session in May 2016 to see how far the City and community has progressed.

The planning team also discussed when a full, extensive strategic plan process should be repeated. The planning team recognizes the significant commitment and effort involved in a full strategic plan process, and recommends a five-year interval for this periodic strategic plan update.

Additional Implementation and Plan Management Considerations:

While the plan implementation section describes many important ideas around plan implementation, the planning team had a rich discussion around the meaning of this planning effort and some of the practical considerations and reminders of how this plan can be used. Individual planning team members offered their reflections on this strategic plan process and the context for using this as a guide for Watertown's future:

Reference and Resource

- "This plan is a reference point for future actions."
- "We can use this plan to reflect back to and use as a resource for decision-making."

Agreed-upon Strategies

- "Here are our strategies that we agree to and have reached consensus on."
- "All of our strategies will be on-going."

Plan Adjustments and Refinements

- "This plan will not be set in stone (Things change!)"
- "This plan will be fluid."

Introduction to the Watertown Government Strategic Plan

The City of Watertown government is developing its first strategic plan. Strategic planning is a type of organizational planning defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.” The strategic planning process is a powerful approach for helping organizations figure out what is really important and what they should do about it. The strategic planning process helps organizations look at “the big picture”, but also leads to specific, targeted actions.

A strategic plan focuses on organizational dynamics, and typically identifies a relatively short list of strategic issues (or fundamental challenges to organizational effectiveness). A strategic plan provides a strategy or action framework to address the specific strategic issues.

The strategic planning process used for the Watertown Government Strategic Plan is based on the approach developed by the University of Wisconsin-Extension Strategic Planning Team. Steve Grabow, a Professor and Community Development Educator with UW Extension, is facilitating the development of the strategic plan. Mayor John David is the project coordinator, and the “Planning Team” is comprised of the Mayor, Alderpersons and Department Heads (See List of Planning Participants on the report cover). The process includes these specific steps:

- Planning the process and stakeholder analysis (Section 1)
- Assessing formal and informal mandates (Section 2)
- Determining core values (Section 3A) and the mission of the organization (Section 3B)
- Assessing the internal and external environment of the organization (Section 4)
- Vision Sketch (Section 4)
- Framing potential issues and identifying strategic issues (Section 5)
- Formulating strategies and an action agenda (Section 6)
- Reviewing and adopting the strategic plan, implementation activity and reassessment of the plan (Section 7- plan management steps)

The planning process consisted of ten workshops. This document represents a compilation of “Proceedings Reports” which documented the status of the process. The Appendix contains orientation resources, workshop agendas, the initial timeline and other resources. This document was finalized at the conclusion of the process.

Section I

STAKEHOLDER ANALYSIS

(Those Individuals/Groups We Affect & Those Affecting Us)

Participants generated a list of external and internal stakeholders. Participants then nominated a shorter list of primary stakeholders, and those that may warrant extra emphasis during development of this plan.

EXTERNAL

- ❖ Business Community
- ❖ Newspaper/Media
- ❖ “Potential” businesses/Taxpayers
- ❖ Residents – Youth/Senior Citizens
- ❖ State/Federal Agencies
- ❖ Surrounding Communities
- ❖ Taxpayers
- Service Organizations (Kiwanis/Rotary/Lions/ etc.)
- State/Federal Legislators
- School District/ Parochial Schools
- Other City Governments
- Visitors of the City
- Military
- People Needing Social Services (those needing us)
- Service Providers (utilities)

INTERNAL

- ❖ City Employees
- ❖ Elected Officials
- ❖ Departments (Individual)
- Legal Counsel
- School Districts
- Finance Committee /Other Standing Committees
- City Vendors (Insurers/Others)
- Two Unions
- Part-time/Seasonal Employer
- Volunteers
- Boards/Commissions
- Allied Organization:
 - Main Street
 - CDA
 - Chamber

EXTERNAL

- Contractors
- Event Organizers
- Health Care Systems
- Outside Attorneys
- Transportation companies (Rail, other)
- Counties
- Regional Organizations (JCEDC, Rock River, Rail Consortium)
- Banking and Finance
- Colleges/higher education
- Social Media (Facebook, Twitter, etc.)
- Legislative Mandates
- National Trade/Standards Association
- Philanthropic Organizations (Quirk/Darcy)
- Newer Minority (Latino/Other)

Note:

- ❖ Primary Stakeholder
- Secondary Stakeholder

Performance/Criteria Measures

(How We Would Be Judged By Stakeholders)

Participants developed performance criteria for two primary external and two primary internal stakeholder groups. This could be done for additional stakeholder groups. This type of methodology could be informally used when considering key stakeholders.

- **Business Community:**
 - Extent of providing infrastructure (that facilitates business)
 - Consistency of service
 - Responsiveness to their needs (esp. Emergency situations – fire, etc.)
 - Business “friendliness”
 - Cost effectiveness
 - Comparative costs to other communities
 - Easy permitting/minimal bureaucracy
 - Extent of educated workforce
 - Potential to grow
 - Predictability

- **Taxpayers:**
 - Tax rates/low tax rate
 - Consistency of service
 - Response time
 - Vibrancy/green space
 - What services are actually provided
 - Perceived value of service
 - Accessibility of quality employment
 - Transportation infrastructure/get places quickly
 - Safe streets for walking/biking
 - Public safety/protection
 - Recreation/good library
 - Somebody to “listen to them”

- **City Employees:**
 - Stability (job security)
 - Competitive wages/benefits
 - Opportunity to advance
 - Friendly work environment
 - Culture (paid time off, education, autonomy, respect, recognition)
 - Effective leadership
 - Opportunity – full time employment
 - Fair and equitable
 - Good communications
 - Shared vision
 - Feeling appreciated
 - Good facilities to work in

- Elected Officials
 - Constituent call (positive reinforcement)
 - Approachability
 - Educated about City offerings
 - Transparency
 - Honesty
 - Responsiveness
 - Dedication
 - Ability to compromise

Section 2

MANDATES

(What Must or Should be Done)

Participants first identified formal or codified mandates. Formal mandates are what must or should be done under the organization's charter, laws, codes, adopted policies and regulations. Participants then identified informal mandates or expectations from stakeholders (based on culture and traditions). The extent of agreement was not tested.

Formal Mandates

- State/Federal Laws
- Accounting Law
- Municipal Codes
- Open meetings
- Professional standards
- Insurance/other policy provisions
- Contractual Arrangements
- Fiduciary Responsibilities
- Funding Requirement (via grants/other)
- State/Federal Reporting Requirements
- Auditing Standards
- Operational Plans/To State
- Union contracts
- Intergovernmental Contracts (County, Towns, Other)
- Department Rules/Regulations
- HIPPA Laws
- Equal Opportunity
- Civil Rights

Informal Mandates

(Expectations/Traditions)

- City festivals (Riverfest and other March through November activities)
- Full service community (long list)
- Timely response to desires
- Approachable to citizens (both departments and alders)
- That we restrain costs
- Maintain current level of service (do it well at a low cost)
- Respond to individual requests (respond to “squeaky wheel”)
- Visionary leadership
- Let citizens know what we are doing
- Open and transparent
- Mayors “door is open”
- A “fix it” mentality
- Expect “we keep them safe”
- Expectation to have special downtown attractions (Schuett’s, Mullens, Kraemers, etc.)
- Retain small town feel
- Expectation of “forward thinking” vs. overcoming the resistance to change but respecting the past
- Expectation of keeping conservative traditions

Section 3A

CORE VALUES

(Those values that are essential.)

Participants were asked to think about what might be the “core values” in Watertown city government. Listed below are three questions to help identify those values that should guide the behavior to which government aspires toward or adheres.

- ❖ *What do we really care about in relating to key stakeholders?*
- ❖ *What is our philosophy as to how we would like to be viewed?*
- ❖ *What are the values that we should have that help indicate how the City wants to operate?*

Participants generated a list of core values. Participants then reviewed their list, and nominated several as “candidates” for core values. These are listed first.

In the refinement of core values, the participants were urged to include a list of values that best articulate how they would like the behavior of government to be viewed by others. The section below contains the listing of possible core values from Workshop 2 along with notes from the refinement process during Workshop 3.

A. Responsiveness

- a. Responsive to citizen calls, concerns, questions
- b. Responsive to community’s needs while seeking out and being open to new ideas.

(Notes from Workshop 3: Yes, this is what we are in business for. Need this for good government.)

B. Safety Considerations

- a. Safe living environment with open and honest government representation.
- b. Value an affordable and safe community where all citizens’ opinions are valued.
- c. Small town living in a safe and healthy environment to live, work and play.

(Notes from Workshop 3: Some support to keep this as a core value. Others consider safety as description of an end state or vision, and not as a behavior of government. See some of the vision statements, and then possibly revisit. Consensus appeared to remove from the core values.)

C. Integrity

- a. Integrity and a spirit of teamwork with all.

(Notes from Workshop 3: Yes, absolutely. Teamwork can provide the checks and balances. Integrity permeates all we do. Teamwork may or may not be directly related. Is teamwork really a value? Examples: do what you say you will do; hold to your values; apply laws evenly and fairly.)

D. Approachability/Accessibility

- a. Value an “approachable” community: where the mayor, elected officials and all city employees are accessible to residents and business persons, current and future.

(Notes from Workshop 3: Yes, one of our real strengths. You have to be able to listen- more important than talking.)

E. Self-Sufficiency

- a. Value a community small enough to appreciate you but large enough to accommodate you.

(Notes from Workshop 3: Doesn’t sound like a value; somewhat negative. Remove from core values list.)

F. Accountability

- a. People doing what is expected of them in doing their job (elected and departments)

(Notes from Workshop 3: Yes: May be similar to integrity. The “buck stops here” for all. May also be related to a vision idea.)

G. Collaboration

- a. Value collaboration and working well with other communities, departments other entities.

(Notes from Workshop 3: Probably not. May be a result of using other core values. Is related to teamwork. Not really viewed as a value. Remove from core values list.)

H. Leadership

- a. Value leadership

(Notes from Workshop 3: Is a quality and not a core value. Is very important. Remove from core values list.)

Other Ideas on Core Values
(Not originally identified as core values.)

At Workshop 3, participants looked at this list one more time and most were not considered core values. However, several were added or suggested to be integrated into the core values list.

- A. Quality of life values: supporting living wages.
- B. Quality of services at a reasonable cost
- C. Providing the environment for people feel needs are being met today, and even better tomorrow.
- D. Value of “family-oriented” community.
- E. A throw-back to our heritage.
- F. Expect a “clean community”
- G. Value being “fiscally responsible and use our money wisely.

(Notes from Workshop 3: Seems to have aspects of a core value; people expect this. Add fiscally responsible to core values list.)

- H. Value education and life-long learning (from youth to senior citizens to educated workforce).

(Notes from Workshop 3: Life-long learning may be part of what a community would advocate for. Not sure that this is what city government is all about. More for the School Board. City is over schools. City as a whole could be viewed as highly valuing education. Could reframe as “knowledge-seeking”. Library is part of the city’s way of providing life-long learning. Education is more than just books (arts, etc.). Not really a behavior. Many departments have a role in some form of education. Some discussion on professional development and expectations for certification. Add “knowledge seeking and life-long learning to core values list.)

- I. Commitment to provide exceptional service to promote a safe and secure community (to create life-long residents).
- J. Value the public trust and confidence in the exercise of all responsibilities.
- K. Value vision by planning and anticipating the future.
- L. A blend of traditional values with a progressive outlook toward promoting healthy lifestyles and business growth.

M. Viewed as transparent in all our activities.

(Notes from Workshop 3: Increasingly more organizations are lifting up transparency as very important. The Open Meeting Laws require transparency. Does not seem like a core value. Already have integrity as a core value.)

N. Open-minded to any and all opinions or ideas.

(Notes from Workshop 3: This may be part of integrity.)

O. A strong work-ethic /working hard

P. Value the spirit of cooperation: “everyone playing nicely in the sandbox together.”

Revised Core Values
(As a result of refinement exercise during Workshop 3.)

This list of core values attempts to include and integrate the observations and comments from Workshop 3 as the next step in refinement.

Watertown Government Core Values

- A. Responsiveness
 - a. Responsive to citizen calls, concerns, questions.
 - b. Responsive to community's needs while seeking out and being open to new ideas.

- B. Integrity
 - a. Hold to identified core values.
 - b. Do what you say you will do.
 - c. Open-minded to any and all opinions or ideas.
 - d. Apply laws fairly and evenly.

- C. Approachability/Accessibility
 - a. Value an "approachable" community: where the mayor, elected officials and all city employees are accessible to residents and business persons, current and future.

- D. Accountability
 - a. People doing what is expected of them in doing their job (elected and departments).

- E. Fiscal Responsibility
 - a. Value being fiscally responsible and using our money wisely.

- F. Knowledge and Learning
 - a. Value the seeking of knowledge and life-long learning.

Section 3B

MISSION STATEMENT DEVELOPMENT

(What an organization does.)

A mission statement is WHAT an organization does. It is its core function; reason for being; what the organization does uniquely well. A mission statement is brief (relatively) and easy to communicate. Common mistakes in developing a mission statement are that it is too long; uses “measure” words; slips into the concepts such as vision, values or strategies (how we do things).

Participants completed the Mission Statement worksheet (refer to appendix) and then drafted potential organizational mission statements that were shared with the group. The facilitator reviewed the suggested and highlighted some identifiable purpose phrases (what we do). These are underlined.

Follow-up work on mission statement development has been proceeding in order to reach agreement on the preferred Watertown Government Mission Statement. Participants deliberated and refined potential purpose/mission concepts at Workshop 3. Further work is needed.

Possible Options for the Watertown Government Mission Statement

- A. To efficiently deliver public safety, growth support and support quality of life services with integrity, accountability and vision to city residents, visitors and business interests.
- B. To provide for the community’s needs with a vision for the future.
- C. Provide the leadership to deliver the services at a reasonable cost using integrity in our decisions and collaborate with others and be approachable and responsive.
- D. Provide a high quality of life by meeting the needs and services for our residents, businesses and visitors while maintaining integrity and fiscal responsibility.
- E. To provide a safe living environment through orderly, accountable government and to provide excellent services while maintaining costs and promoting future vision.
- F. Provide quality services based on the vision for the future that reflects the City in a positive manner.
- G. Provide quality of life through quality services to the community at a fiscally responsible price.

- H. To provide exceptional service and plan for the future while protecting and enhancing the quality of life.
- I. Our City strives to provide innovative, cost effective public safety, social and community services for its citizens while insuring transparency, accountability and fiscal responsibility.
- J. To provide a wide variety of cost efficient services to its citizens and business community while maintaining a safe, clean community with responsive, honest government.

Tally of Phrases

At Workshop 3, the participants and discussed the frequency of phrases aimed at key purposes of city government.

- Provide/deliver/support---Services. (7)

Note: Types of services mentioned include community, quality of life, social and public safety services

- Provide/promote/plan---Vision (4)
- Deliver/provide/maintain---Public safety (3)
- Provide/meet---Needs. (2)
- Provide---Leadership (1)

Observations and/or Suggestions

At Workshop 3, the participants provided observations about purpose and mission, and then started to refine a possible mission statement for Watertown Government.

General Observations:

- All should be able to articulate/summarize.
- Should be brief and succinct.
- Avoid being abstract.
- Possibly add some of our core values
- All of our employees should have an idea of what the mission for the City should be. We should all be on the same page.
- Branding concepts are distinct from mission.

Notions/comments around needs and services:

- Needs are hard to identify. Saying need is a challenge in a mission. Maybe another word.
- Needs are always in a state of flux.
- Most have something to do with services.

Suggestions for key purpose or mission statements (Note: This was just a start of the process to synthesize a preferred fundamental purpose or mission statement.)

- ❖ “Meet the needs and services of our residents.”
- ❖ “Provide services to address the many needs.”
- ❖ “Deliver public safety and quality of life services”. (Adapt Mission A.)

Section 3C

MISSION STATEMENT REFINEMENT AND MOTTO

The volunteer work group of Jaynellen, Bill and Jill met with the facilitator for about an hour to further consider refinements to the mission statement. The objective was to suggest one or two alternatives for the full planning team to consider at the next meeting. The work group reviewed a PowerPoint presentation on mission statement development and they were given reminders, including:

- *Mission gets at WHAT the organization does. (Some mission statements also include a hint of the vision usually following a transition phrase. Example: "...purpose(s).....in order to....hint of vision...")*
- *A mission statement is different than a vision statement or values statements.*
- *A "motto" is sometimes used to summarize or digest the mission statement for uses on letterhead or other uses when a more abbreviated use of the organizational purpose is desired.*

During the facilitated "wordsmithing" exercise, the work group reviewed four candidate mission statements that had been "synthesized" so far. They shared observations on what is liked and not liked about each. They were encouraged to use, adapt or refine existing statements to come up with one or two alternative mission statements to be considered by full planning team. This section captures their observations, and their recommendation for a City of Watertown Government Mission Statement along with a Motto to be used as a memorable summary or digest of the full mission.

Observations of Mission Statement Alternatives

Alternative A: "Meet the needs and services of our residents."

- A. Grammatically – incorrect
- B. Has the hard to identify "needs" word
- C. Don't mind "needs"
- D. Can meet "needs"
- E. Like this – simple
- F. Public safety is part of needs

Alternative B: "Provide services to address the many needs."

- A. Too vague
- B. Don't like many
- C. Address needs of community

Alternative C: “Deliver public safety and quality of life services.”

- A. Like deliver public safety
- B. “Quality of life”
- C. What is quality of life?
- D. Quality of life is something to achieve; in order to achieve “quality of life”; guarantee, assure.

Alternative D: “To provide community, quality of life and public safety services in accordance with the city’s core values and vision.”

- A. Combines parts of all candidate mission (see Tally/Other)
- B. Spells out clearly the primary purposes of City government
- C. States what we talked about
- D. References to Community – touches the heart (library, parks, health, other)
- E. Contains a reference to Core values – the identified core value statement includes “efficient government” which is important to many;
- F. Contains a reference to the City’s Vision Sketch (developing a Vision is a key part of leadership)
- G. Add “Motto” to provide an easy and memorable means to remember key notions of the mission or purpose of Watertown government
 - Option 1: “Quality services for all.”
 - Option 2: “Community, Quality of Life & Public Safety”

The Work Group’s recommendation to the full Planning Team for the City of Watertown Government Mission Statement and Motto is:

City of Watertown Mission Statement:

“To provide community, quality of life and public safety services in accordance with the City’s core values and vision.”

Motto:

“Watertown: Community, Quality of Life and Public Safety”

Subsequently, the full planning team reviewed this recommendation at Workshop 6, and came up with an extensive list of observations and suggested modifications. These comments and suggested alternatives are provided. It was agreed that a second Mission Statement Work Group meeting would be needed to consider the comments and to make another recommendation to the full planning team. Several participants volunteered to meet with the facilitator, and three members met on December 9th. This group came up with four alternative mission statements and a revised motto. They further made a recommendation for a new mission statement to be considered by full planning team.

Comments of Full Planning Team on the Initial Mission Statement Recommendation at Workshop 6

Mission Statement (as recommended by initial Work Group):

“To provide community, quality of life and public safety services in accordance with the City’s core values and vision.”

Alternative A: Overall as Is

- ❖ Really excellent and concise
- ❖ Several like “provide” since this a verb about a fundamental purpose of government. (those arguing for “provide” recognize that others are involved and the City doesn’t do it alone---government provides functions but it is not a “be all and end all”)

Alternative B: Change Provide to Promote

- ❖ Change “provide” to “promote”
- ❖ Several argued against “promote” since we do more than “promote” and market the City (yes, we do promote but this is a fairly narrow strategy)

Alternative C: Include both Provide and Promote

- ❖ Include both “provide and promote”
- ❖ A variation to include both would be a change to “provide public safety services” and “promote community and quality of life”

Alternative D: Change Provide to Facilitate

- ❖ Change “provide” to “facilitate”
- ❖ Several reacted against “facilitate” as too clinical, much too limited of activity since the City goes well beyond facilitate.

Other Alternatives as Modifications to Alternative A As Is

- ❖ AA-Keep existing draft mission but insert after provide: the “base” or “foundation” for community, quality of life and public safety services...
- ❖ AB-Keep existing draft mission but add “in partnership with the citizenry” (to recognize that the City does not do this alone)
- ❖ AC-Keep existing draft mission but add “in cooperation with the citizenry”
- ❖ AD-Keep existing draft mission but add “in cooperation and partnership with the citizenry”.
- ❖ AE-Keep existing draft mission but add: “and partner with the citizenry”

Refinements of Mission Statement by Workgroup (Second Round)

This volunteer work group consisted of Jaynellen, Mayor David and Kraig. They carefully considered the comments of the full planning team, and came up with four alternatives that responded to the suggestions. Some supportive “rationale” is also provided.

Alternatives by Mission Statement Work Group

Alternative I. “To provide and promote community, quality of life and services in accordance with the City’s core values and vision.”

- Added “promote”
- Removed “public safety” because all services are important.
- We are “all” in this together

Alternative II. “To provide and promote community and quality of life in accordance with the City’s core values and vision.”

- Added “promote”
- This implies “services” so this removes “public safety services”
- This statement emphasizes the spirit of the City’s purpose.
- It is closer to the work group’s revised Motto which is- “Watertown: Community and Quality of Life”.
- This is brief and succinct
- This is easy to communicate to employees and residents.

Alternative III. “To promote community and quality of life and provide services in accordance with the City’s core values and vision.”

- Added “promote” but targets it to community and quality of life.
- This has the spirit and people first and then the more statutory services second.

Alternative IV. “To provide services and promote community and quality of life in accordance with the City’s core values and vision.”

- Added “promote” but targets it to community and quality of life.
- This has the more statutory services first and spirit and people second.

The work group recommends Alternative II to the full planning team, and the recommended mission statement and motto were considered at Workshop 7.

Approval of Mission Statement and Motto

The full planning team reviewed the recommendations of the Workgroup and unanimously approved the mission statement and motto as shown below:

City of Watertown Mission Statement:

“To provide and promote community and quality of life in accordance with the City’s core values and vision.”

Motto:

“Watertown: Community and Quality of Life”

Section 4

RESULTS FROM S.W.O.C EXERCISE Strengths, Weaknesses, Opportunities/Hopes and Challenges Analysis (S.W.O.C. Analysis)

Instructions: For each of the four assessment areas (Strengths, Weaknesses, Opportunities/ Hopes and Challenges), list a few important considerations that you believe will help provide an overall view of factors affecting the City of Watertown and its government. Also, share your ideas about your hopes for a desired future City/Government. This exercise will be useful in prompting you for the facilitated Strategic Planning Workshop, and will provide a bit of a “head-start” in capturing ideas. This input will be used to identify potential issues and initial vision ideas that can then be addressed by the City or other entities in the community.

This input was developed by a homework exercise with input provided anonymously via submittal to UW Extension. At Workshop 3, additional input was requested in the facilitated session. There were no additions or changes to the first three sections, however, several additions were provided in the Opportunities/Hopes section. The Opportunities/Section is the foundation for a “Vision Sketch” describing what a desired and successful Watertown (for both the community setting and the governmental organization) would look like.

➤ **Current Condition Assessment**

INTERNAL STRENGTHS

Internal strengths are resources or capabilities that help an organization accomplish its mission. (Examples include highly skilled professional staff, adequate resources, strong leadership, good teamwork, trust, creative environment, well-connected leaders, excellent technology system, etc.)

A. Staff/Employees/Departments

- a. Excellent city staff, especially the department heads
- b. Department Heads are exceptional and very loyal to the City of Watertown. They are willing to sacrifice for the good of the City, good working relationships
- c. Committed and loyal city employees
- d. Responsive city employees
- e. Motivated staff
- f. Well trained
- g. Strong leadership from first line supervisors to department heads
- h. City departments work cooperatively with each other for the best interests of citizens and city

- i. Skilled trade employees in the area of masonry, mechanics, heavy equipment operators, truck & snow plow operators
- j. Strong administration staff within street department
- k. Combined staff knowledge of street, engineering, park, water and wastewater
- l. Great department leaders. Very dedicated.
- m. Highly skilled, competent, long-tenured (i.e. extensively familiar with City), experienced City managers, department heads and supervisory staff.
- n. Positive staff attitude.
- o. Our department heads are excellent and provide example through their work ethics, initiative and vision. Teamwork appears to be evident in the way staff work with each other.
- p. City employees are loyal to the community and to the City of Watertown.
- q. Dedicated staff

B. Leadership/Mayor/Elected Officials

- a. Honest and dedicated executive leadership
- b. Well-functioning council committees
- c. Strong leadership – Mayor
 - o Approachable
 - o Well-Connected with County & State officials
 - o Visible in our Community
 - o Positive
 - o Easy to work with
 - o Caring
 - o Hugely capable
- d. Involved elected officials
- e. Supportive leadership.
- f. Strong leadership

C. Technology/Social Media

- a. City website
- b. Recent technological improvements in the city
- c. Recent trend toward making collective purchases of products and citywide IT contracting
- d. The City of Watertown is moving towards an excellent technology system. Key components are in place. We must now re-envision how to accomplish our objectives using the new tools. This is different from redesigning how to do our existing tasks using new tools. A starter project could be the elimination of the paper distribution associated with council and committee operations. We would improve our capabilities and save money doing it.

D. Operations/Organizational Structure

- a. Excellent customer service
- b. High level of inter-departmental willingness to collaborate, share resources, assistance, guidance and strive for resourcefulness in favor of efficiency.
- c. Well laid out guidelines.
- d. Great team work between city departments.

E. Environment/Health

- a. Creative Environment
 - Department Heads have flexibility in running their departments
 - Capable staff that are easy to work with
 - Good departmental teamwork
 - Finding workable solutions on a shoe string budget
- b. positive growth environment

F. Planning/Vision/Mission/Change

- a. Strong desire to make needed changes in vision and planning for the future.
- b. New ideas.

G. Community/Commitment/Culture/Livability/Destination

- a. Long-standing city commitment for a family-friendly community
- b. True commitments to Watertown

H. Respect/Image Perceptions

- a. Highly respected by outside entities

INTERNAL WEAKNESSES

Internal weaknesses are deficiencies in resources and capabilities that hinder an organization from accomplishing its mission. (Example areas include flawed organizational structure, participation concern, problematic group relationships, unclear mission, staffing concerns, inadequate resources, etc.)

A. Staff/Employees/Departments

- a. Technical employees in our pay structure
- b. Inadequate Staffing Levels
- c. Remaining a full service City with minimal staff is a struggle.
- d. Staffing level concerns
- e. Inadequate staffing
- f. Diminished ability to retain qualified and educated staff
- g. Diminished ability to attract qualified entry-level employees. Competing with cities that have higher entry level pay.
- h. Understaffed to meet the departments need to address services and protect requirements.
- i. Staffing concerns – significant reduction in full-time staff over the last five years.
- j. Staffing
- k. Aging staff (future retirements)

B. Relationships/Participation/Sharing/Communications

- a. Problematic Group Relationships
 - o Everyone needing to remind themselves each day as we enter City Hall or other City buildings we all work for the Citizens of Watertown, not ourselves or the “fiefdoms” we have created
 - o We (Leadership) need to play better in the sandbox with each other and work better as a team to make Watertown a better place
 - o We all need to accept that you don’t have to be from Watertown to want to make Watertown a great place
- b. participation from a few, not whole
- c. I’m not sure if everyone is working together or just concerned about their own areas.
- d. sharing of information – communication
- e. Lack of communication between departments.
- f. communication

C. Operations/Organizational Structure

- a. inadequate process for determining if and how a vacancy shall be filled
- b. no planned equipment replacement program
- c. Flawed organizational structure
 - o Lack of continuity in the leadership and decision making position of Mayor and alderpersons (term limits).
 - o Lack of experience in leadership and decision making positions resulting in longer learning curves to get up to speed as no experience is required to be elected.

- d. We must reconfigure our work operation to incorporate the strengths of a dedicated engineering department. Engineers are trained to think differently from operations professionals.
- e. Three-tier (chief executive, department heads and, “all others”) organizational structure might be over simplified.
- f. Flawed organization structure with economic development components missing and lack of accountability which it comes to measuring success or lack thereof.

D. Planning/Vision/Mission/Change

- a. We are working on our mission.
- b. direction is in need of work
- c. organization structure – on-going
- d. unclear mission
- e. no long term planning for city services
- f. vision
- g. Lacking in strategic planning that benefits all city departments.

E. Funding/Resources

- a. Inadequate resources flowing from diminishing shared revenues, a seriously flawed county tax structure, and insufficient non-residential growth.
- b. Money
- c. Large debt
- d. Unable to fund re-construction of streets to keep pace with the city’s five year plan.
- e. Budget restrictions
- f. Inadequate resources/revenues affect our being able to do some of what we need to do as a city.
- g. Limited resources

F. Leadership/Mayor/Elected Officials

- a. Many community leaders are the same people year after year ... aldermen become Mayors, Mayors become aldermen

G. Technology/Social Media

- a. No designated IT person.

➤ **Future and Desired Condition**

Challenges and Concerns

External challenges are outside factors that can negatively affect your organization or community. (Areas to think about may be negative political trends, declining economic conditions, changing demographics, technological challenges, changing conditions, or concerns about competitive forces, etc.)

A. Economy/Jobs/Demographics

- a. A generally stagnant economy which undermines local economic growth
- b. Changing or stagnant demographic
- c. Lagging economic return
- d. Loss of industrial occupants
- e. Stagnant growth in the form of new business and residential building
- f. Inability to attract manufacturing jobs or new jobs to stimulate local economy
- g. Economic condition isn't improving quickly enough to provide the necessary financial resources.
- h. Dramatic changes are on the horizon of our electric, gas, transportation and communications industries. The Internet of Things will bring startling new service and business models. Failure to actively encourage the development of these infrastructure paradigm changes will discourage local business growth and turn away individuals who are looking to use these competitive necessities.
- i. Somewhat challenged local economic conditions and factors relative to comparable/surrounding communities.
- j. Declining economic conditions are obvious and directly affect our ability to do more as a City. Changing demographics area also affecting our city's ability to fund services and do more as a city. We are a bit too far east of Madison, too far west of Waukesha County/Milwaukee and North of I94.
- k. Changing demographic.
- l. Declining economic conditions

B. Funding/Resources

- a. Capital commitments far exceeding available resources without meaningful options for reversing the trend
- b. Financial – budget increases non-existent.
- c. Job availability (decent paying jobs)
- d. Lack of adequate funding
- e. The effects of loss revenue to the City have greatly reduced the City's ability to fund staffing.
- f. Lack of finances mostly due to non-growth.
- g. Budget/external factors regarding finance
- h. Unrealistic expectations/demands with limited resources

C. Operations/Organizational Structure

- a. Stricter state and federal regulations
- b. Being able to fund department needs to purchase trucks, heavy equipment to perform re-construction projects.
- c. Turn around for requests – “I want it now”

D. Infrastructure/Stock

- a. Aging infrastructure
- b. Hurting our infrastructure.
- c. Aging and decaying housing and building stock in major thoroughfares

E. Community/Commitment/Culture/Livability/Destination

- a. Competition from our area communities and other instate and out of state areas.
- b. Competitive forces that influence businesses and family decisions to move to our community.
- c. Limited community understanding of responsibilities and limitations

F. Respect/Image/Perceptions

- a. Negative reputation (“Watertucky”)
- b. Negative perceptions, preconceptions or generalizations as related to City culture, living, visiting and conducting business, etc.

G. Planning/Vision/Mission/Change

- a. Getting public to accept change.
- b. New and different ways of doing things.

H. Environment/Health

- a. Protect culture trying to keep up with daily services
- b. Health disparities linked to social determinants of health

I. Leadership/Mayor/Elected Officials

- a. We (Leadership) need to be receptive to **change**. For Watertown to improve and become great we will have to open ourselves up to the possibility that the way we get there will be unfamiliar and uncharted and our roll may change along the way, but we accept that to make Watertown the best it can be!

J. Growth

- a. Little residential growth

External Opportunities and Hopes (including organizational considerations)

External opportunities are outside factors that could be taken advantage of or hoped-for situations that could be created. In this section, list your hopes or vision ideas for the City of Watertown as a community and as a governmental organization. (Areas to think about may be potential political support, advantageous demographic projections, positive technological trends, desired community characteristics, opportunities for partnerships, desired new initiatives, vision ideas about what a “successful or ideal” City of Watertown could look like, etc.)

VISION STATEMENTS (Referred to as a Vision Sketch)

The vision sketch ideas describe what a successful and desired City of Watertown (both in the setting of Watertown and within city government) could look like in the future.

PHYSICAL, TANGIBLE AND IN THE SETTING OF WATERTOWN

Consensus Vision Statements

Watertown will have:

A. Community/Commitment/Culture/Livability/Destination

Downtown/Main Street

- a. The potential for new building ownership on Main Street.
- b. Spurred economic vitality in downtown, attraction of sought-after, high impact business presences; and diminished negative connotations linked with the City.
- c. A revitalized downtown.
- d. An inviting, family-friendly downtown with more events and entertainment.
- e. Downtown becoming 10 times what it is right now.

Corridors/Riverwalk/Recreation/Trails

- a. The river walk extended and a long walk or bike path along the river that goes through a lot of the City.
- b. A developed riverfront in a way that attracts economic and recreational development.
- c. A multisport complex that becomes a reality (now).
- d. A completed Interurban Bike Path from Watertown to Oconomowoc.
- e. A high speed/commuter rail service with a stop in Watertown.

Heritage/Place

- a. A new Watertown that capitalizes on our past.
- b. Promotion and enhancement about the positives of Watertown, including
 - i. River
 - ii. Water
 - iii. Recreation
 - iv. People
 - v. Downtown
 - vi. History
 - vii. Industry
 - viii. Safe Community
- c. People that feel they are a part of this wonderful community along with believing it is a great place to live.

Events/Attractions

- a. New community events that attract families
- b. A developed city as a “go to” place.
- c. Success by taking advantage of its strategic location between Madison and Milwaukee and as a destination community for people and businesses.

Culture/Arts

- a. Support for an updated, 21st century library and cultural center that provides beneficial resources for our community and enhancement for our downtown community.
- b. The arts sharing the “front seat” with sports and recreation.

B. Economy/Jobs/Demographics

- a. A visionary commitment for industrial growth (for example, to our existing Tax Incremental Finance Districts and the continuing plans for adding new industrial land).
- b. Increasingly pro-active efforts to promote economic growth by city government and para-governmental organizations.
- c. Increased economic development.
- d. Building off of existing business/citizen/city partnerships and expansion into new areas.
- e. Meaningful involvement and contribution to City government representation, operations and economic growth by younger demographics.
- f. Our location becoming more obvious for doing business and attraction (opportunity to use our location as a benefit).
- g. Building upon our city’s many attributes, including its solid economy and its reputation for business friendliness, technology and innovation; making it an ideal place for our employees to live and work.

C. Growth

- a. An increase in housing and population for the middle to higher income demographic.
- b. Both residential and commercial growth providing a healthier financial bottom line so that remaining a full service City is less of a challenge.
- c. On-going brainstorming about economic and community initiatives that will provide motivation for residential/business growth and development.

D. Respect/Image/Perceptions

- a. A new city “brand”.
- b. Ideas from the “Branding Initiative” are planned for, come to fruition and are implemented each year.
- c. Signs placed all over Watertown with positive expressions that are driven home.

ORGANIZATIONAL, GOVERNMENTAL AND ADMINISTRATIVE

Consensus Vision Statements

Watertown will have:

A. Relationships/Participation/Sharing/Communication

- a. Opportunities for regionalization and consolidation of services.
- b. Partnerships with potential donors and givers who have interest in particular projects, help in financing and help see projects through to completion.
- c. The whole city working together on new ideas for moving forward.
- d. Increased community support and involvement.
- e. Opportunities to partner with traditional and non-traditional groups and individuals.
- f. People who are talking-up Watertown.

B. Planning/Vision/Mission/Change

- a. Commitment to City strategic planning.
- b. Recognition that change is coming.
- c. Movement towards the vision of a community actively incorporating the coming changes.
- d. Enhancements to our existing resources, and attraction of investment by others with the same objectives.
- e. A strategic plan with increased emphasis on promoting/marketing of our city's strengths and improvement in our overall situation.
- f. Forward movement in our City with changes for the best.

C. Leadership/Mayor/Elected Officials

- a. A progressive thinking mayor and city council with a willingness to try new approaches.
- b. Modified leadership and decision-making positions to create more continuity and experience.
- c. Involvement by all players (Madison College, school district, Maranatha University, Hospital, downtown business leaders, etc.) to help advance a plan resulting in a greater chance of success.
- d. Leaders and employees who are all on the same page and set examples for the City.

D. Staff/Employees/Departments

- a. Staffing opportunities including the ability for the City to create the following minimum new full time positions – Finance Director, Human Resources Director and Information Technologies Specialist.
- b. Combination of departments in locations that utilize skilled staff and eliminate duplication of trucks and equipment.
- c. Someone designated as a "Special Events Coordinator" to take some of the pressure off the department heads.

E. Technology/Social Media

- a. Marketing of Watertown's assets using the same tools and processes being used by the businesses and people we want to attract.
- b. Marketing of the City's tremendous assets while recognizing that using traditional marketing methods will yield a poor result. (The business and individuals that we want to attract are not using "old school" methods).

F. Infrastructure/Stock

- a. Funding to update infrastructure.
- b. Updating of public areas with these areas being up to code.

G. Operations/Organizational Structure

- a. Less impact from federal and state mandates that have adverse effects on the City's budget with the City being left to manage its budget to the needs of its citizens.
- b. An end to zero (0) tax levy growth budgets (this is first!).

Section 5A

ISSUE IDENTIFICATION AND INITIAL FRAMING

To initiate issue identification, participants reviewed the Strengths, Weaknesses, Opportunities and Challenges (SWOC Analysis) and other steps. Participants were then asked to identify the most critical and important issues (fundamental challenge/dilemma) facing the City government. Participants were reminded that their input from the SWOC Analysis and “Vision Sketch” were organized into affinity groups or themes. These categories and themes represent a good starting point from which to consider preliminary issues. Participants were then instructed to phrase the issue as an open-ended question that could have more than one answer. The issue is stated as a question that needs to be addressed. For example:

- *What are ways that we can address.....?*
- *How can we respond to.....?*
- *What can we do to.....?*

Each participant was given an opportunity to come up with an issue statement (phrased as an open-ended question), and the facilitator captured this list of potential issues facing Watertown government.

Potential Issues

- A. How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?
- B. What can we do to promote and enhance “positives” in Watertown?
- C. What are ways to address the tsunami of changes in business models for every business sector?
- D. What can we do to retain and attract business and industry in Watertown to grow our tax base and provide employment opportunities for current and prospective citizens?
- E. How do we create a greater “sense of community” knowing that there has been a huge (30-40%) change in demographics?
- F. What can we do to fill the staffing gaps we have at the City?
- G. What can we do to address the funding and debt facing the City?
- H. What can we do to encourage change and challenging the status quo?
- I. What can we do to address the complex IT needs?
- J. What can we do to keep the City more up-to-date and desirable to live while attracting others?
- K. How can we get more diverse community participation in governing?
- L. What are other resources available for funding (grants, other)?
- M. How are we going to respond to the many up-coming retirements in City staff (particularly full time staff; not just department heads)?
- N. How do we inspire the public to support modernization and redevelopment?
- O. How do we attract and retain highly qualified staff?

- P. How do we address our lack of competitiveness in our wage scales?
- Q. What are the ways we can address our operational structure to make it more efficient and functional?
- R. How do we respond to the need to do more with less?
- S. What can we do to improve inter-departmental communication?
- T. What can we do to get people to “feel a part” of Watertown?
- U. What can we do to prepare for our businesses future needs?
- V. How can we motivate our State and Federal representatives to assist our community in funding of capital projects? (We are encouraged to apply for grants but need help in looking out for our interests.)

Issues Organized by Affinity

Subsequently, the participants reviewed the list of potential issues and organized the individual issues into clusters of issues that appeared to be related. These idea clusters were named and further organized by issues that: 1) Related to the City as a government or organizational structure, and 2) Related to the “setting of Watertown as a community”.

Governmental or Organizational Issues:

A. Staffing/Employees

- a. What can we do to fill the staffing gaps we have at the City?
- b. How are we going to respond to the many up-coming retirements in City staff (particularly full time staff; not just department heads)?
- c. How do we attract and retain highly qualified staff?
- d. How do we address our lack of competitiveness in our wage scales?
- e. What can we do to address the complex IT needs?

B. Organizational Structure

- a. What are the ways we can address our operational structure to make it more efficient and functional?
- b. What can we do to improve inter-departmental communication?

C. Capital Funding/Resources

- a. How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?
- b. What can we do to address the funding and debt facing the City?
- c. What are other resources available for funding (grants, other)?
- d. How do we respond to the need to do more with less?
- e. How can we motivate our State and Federal representatives to assist our community in funding of capital projects? (We are encouraged to apply for grants but need help in looking out for our interests.)

Community Issues in the Setting of Watertown:

D. Economy/Jobs/Demographics

- a. What can we do to retain and attract business and industry in Watertown to grow our tax base and provide employment opportunities for current and prospective citizens?
- b. How do we create a greater “sense of community” knowing that there has been a huge (30-40%) change in demographics?
- c. What can we do to prepare for our businesses future needs?
- d. What are ways to address the tsunami of changes in business models for every business sector?

E. Community/Culture/Livability

- a. What can we do to keep the City more up-to-date and desirable to live while attracting others?
- b. How do we inspire the public to support modernization and redevelopment?
- c. What can we do to promote and enhance “positives” in Watertown?
- d. What can we do to encourage change and challenging the status quo?
- e. How can we get more diverse community participation in governing?
- f. What can we do to get people to “feel a part” of Watertown?

Section 5B

POTENTIAL STRATEGIC ISSUES: ISSUE FRAMING DIALOGUE

The Planning Team looked at each “preliminary issue area” and the issue statements from the preceding section, and initiated an extensive dialogue to help frame the issue area. This dialogue is intended to help characterize the essence of the issue or the dilemma faced as a result of the issue. Also, this discussion is intended to help participants understand the nature of each issue and its potential as a truly “strategic” or “fundamentally important issue”. This narrative represents the facilitator’s best effort to capture the points raised and the “stream of conversation” during this framing dialogue. There is not necessarily agreement or disagreement on this report narrative. The facilitator has provided an issue statement or two for each preliminary issue area in order to provide context for each issue area. (The formatting and final framing of each issue will be determined at a subsequent workshop.)

Governmental or Organizational Issues:

A. Staffing/Employees Issue:

What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in City staff (particularly full time staff; not just department heads)?

FRAMING DIALOGUE

Overview on Staff Leaving: Young staff is trained and then leave. There is a problem with the retention of qualified staff in many departments. This is a big problem.

Reasons for Leaving: The primary reason for staff leaving is usually pay. Our salaries are not competitive (particularly at the entry level). See if our money can do more.

Other Reasons for this Problem: Sometimes staff retention can be related to the environment. We are seeing people leaving in other departments and organizations. Movement to new jobs is a generational thing and is not only a problem in government. This is a complex issue. There is a different sense of loyalty among the current workforce. An emerging culture is to not stay in one place as long as past times. The younger generation may have some new opportunities since there are so many imminent retirements. It was noted that in business, it is not unusual for employees to leave and then come back.

Other Response Ideas: We have to leverage output. There are ways outside of money to retain our people. We need to build a “culture” (non-compensatory) to retain our employees. These City jobs are not about money – we can show appreciation, give job security and try to recognize needs of our workforce.

Retirement Status and Implications: In Parks and Recreation, three staff very senior. There are large segments of our workforce in the baby boom generation that is at or near retirement age. We will be losing so much knowledge (how will this be replaced?). Lots of things are not written down. There were a lot of negative impacts from the recent loss of teachers/educators. We will need to encourage mentorship and the transferring of knowledge. This is also a huge problem in the private sector.

B. Organizational Structure Issue:

What are the ways we can address our operational structure to make it more efficient and functional?

FRAMING DIALOGUE

Overall Comments: This issue is extremely close together and related to other issues including staffing and funding/resource issues. We have to figure out how to do more with less. The City has looked at organizational structure modifications before, but more needs to be done. Both the Fire and Police Departments are already doing a lot.

Other Response Ideas: We need better communication, and we all need to work together on reorganization. We need to utilize all resources we have to the maximum. Need coordination among department for staging. Need “dove tailing” of big projects between departments. Are there other opportunities to avoid duplication? Are there better ways to share equipment or cross train among or within departments? It might be useful to get together as Department Heads for prioritization (do more forecasting on big ticket items).

C. Capital Funding/Resources Issue:

How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?

FRAMING DIALOGUE

Overall Comments: We need to avoid being reactive when dealing with capital finance. All purchases should be well justified. We have many challenges as shown in some of our five year plans that have been done. We are now beginning to see a staggering number of needed projects (capital). It is evident that we need more resources and well thought out planning for our capital and other purchases. If not, our capital planning process could fall apart. We need to get on a healthy balance. When our facility needs are more fully understood, we may be shocked.

Background on Capital Programming: We have begun to do more planning in the capital improvement area. We do have categories. There has been significant planning. Now, all our capital expenditures are funded by debt. There are emerging limits of our capital financing capacity. We cannot fund “reserve accounts”. The five year numbers will show great scarcity. We are trying to keep the ship afloat.

Discussion on New Capital Program and Budget Process: We need a rigorous evaluation and assessment process for the consideration of major projects. Planning and prioritization of projects is crucial. We need a long-term financial forecast that is realistic. We could do more due diligence around capital projects. We need an implementable “Capital Plan”.

Community Issues in the Setting of Watertown:

D. Economy/Jobs/Demographics Issue:

What can we do to retain and attract business and industry in Watertown to grow our tax base and provide employment opportunities for current and prospective citizens?

FRAMING DIALOGUE

Understanding and Awareness Comments: Economic development is a key activity. It is important to understand why we are losing businesses. City and elected officials may not know about business needs (at least not as well as the Chamber and WEDO). Is there a City role in land development? There should be more awareness by the City about the many things being done for business development. It would be useful to have clarity on the expected role of City officials around economic development? We should be aware of a variety of successful business models such as Maranatha.

Relationships with the Economic Development Network: Many things in economic development are done at the State, Regional and Jefferson County level and then to the City. We are between two regional economic development initiatives; Mad Rep (eight counties including Dane) and the Milwaukee 7 (seven counties). We need effective connections to State, Regional and County organizations. We should also be inspired by local businesses that are doing well and local success stories.

Other Response Ideas: An effective and major strategy in economic development is to grow our existing businesses.

E. Community/Culture/Livability Issue:

What can we do to keep the City more up-to-date and desirable to live while attracting others?

FRAMING DIALOGUE

Comments about Quality and Health: Community success is a natural extension of the health of the community. We need to keep the Watertown community healthy and livable. If we build quality first, then everything will follow.

Other Response Ideas: The “Branding Initiative” is important in giving an opportunity for the business community to talk about our city’s positives. This initiative is encouraging us to promote our assets and the good things in the community, no matter how big or small. We can promote the positives in all our City departments. We should look for ways to use “social media” to promote positive news about Watertown. We all need to be part of the marketing of Watertown.

Section 5C

PROCESS FOR DETERMINATION OF STRATEGIC ISSUES

Participants had completed a “Decision-Matrix” exercise prior to the workshop. This tool uses decision-making criteria to help assess the relative importance of each issue under consideration. For each issue, the participants looked at these criteria:

- Responsiveness to the City’s Mission/Purpose (using a draft mission)*
- Responsiveness to previous assessments (i.e. mandates, SWOC, etc.)*
- Impacts to Key Stakeholders (considering results from Stakeholder Analysis)*
- Consequences of not addressing this issue*
- Ability of the City to do something about the issue*

There are many benefits of using a decision matrix to assist in complex decision-making with potentially conflicting perspectives. It provides a structured way to inform decisions, and assists in “challenging preconceived notions” about various choices. The tool helps “insist upon a rationale with understanding” when looking at potential alternatives.

A tally of the 15 completed forms was distributed to participants for their reflection. The planning team discussed both their individual perspectives and the collective results as compiled on the decision-matrix summary of findings. This enabled better understanding of the potential “strategic nature” of each issue. Illustrated in this section is the summary from the decision matrix (which includes a couple different ways of ranking the collective rating of each issue). This section also includes discussion points as captured and organized by the facilitator. An overall summary and the apparent consensus is provided.

**Worksheet for Determining How Strategic the Issues Are
Strategic Issue Decision Matrix: Watertown Government Strategic Plan**

n = 15 respondents

Instructions for filling out the Decision Matrix: For each cell of the matrix, rate the extent to which each issue meets each criterion. Then total up the values for each issue which will enable you to rank each issue. Rate according to a 1-5 scale (for most people, it works best to complete an entire column and then move to the next column):

Rating Values:

- 1 Barely meets criterion
- 2
- 3 Moderately meets criterion
- 4
- 5 Fully meets criterion

Mission Statement (Working Draft Alternative):

“To provide community, quality of life and public safety services in accordance with the City’s core values and vision.”

Issues	Criteria					By Total		By Ranking		
	Responsiveness to Mission	Responsiveness to Assessments	Impacts to Stakeholders	Consequences of Not Addressing	Ability to Do Something	Total	Rank	Rank Summary	Rank Ave.	Rank by Ave.
<p><u>Staffing/Employees Issue:</u> What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in City staff (particularly full time staff; not just department heads)?</p>						269	3	1 (6) 2 (1) 3 (4) 4 (1) 5 (3)	2.6	2
<p><u>Organizational Structure Issue:</u> What are the ways we can address our operational structure to make it more efficient and functional?</p>						253	4	1 (1) 2 (1) 3 (6) 4 (3) 5 (4)	3.5	5
<p><u>Capital Funding/Resources Issue:</u> How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?</p>						277	1	1 (5) 2 (7) 3 (1) 4 (0) 5 (2)	2.1	1
<p><u>Economy/Jobs/Demographics Issue:</u> What can we do to retain and attract business and industry in Watertown to grow our tax base and provide employment opportunities for current and prospective citizens?</p>						274	2	1 (3) 2 (3) 3 (5) 4 (2) 5 (2)	2.8	3
<p><u>Community/Culture/Livability Issue:</u> What can we do to keep the City more up-to-date and desirable to live while attracting others?</p>						253	4	1 (2) 2 (2) 3 (3) 4 (6) 5 (2)	3.2	4

Additional Comments: Received as Part of the Decision Matrix Tool

- **Staffing/Employee Issue:** The ability to meet the needs of the community is being met with current staffing. Additional staffing needed/noted, but not financially possible at this time.
- **Organizational Structure:** The City is looking at ways to partner with outside agencies and if successful, further expanding of regionalization consolidation needs to be explored. Specifically Health and Protective Services.
- **Capital Funding:** While capital replacement exists, not to the level necessary. The City needs to position itself to pay for capital without the need to borrow for it every year.
- **Economy:** The City has joined with several agencies to promote the city. It is also involved in rebranding the City as well as downtown redevelopment with new business and job growth brings in funding to help in the deficiency areas.
- **Community Issues:** The city has a premier parks system. There are also plans to expand this “jewel” of the City. The city is able to promote itself through outside groups utilizing these parks. There is also a strong non-profit presence in the City (churches, VFW, etc.).
- I arrived at my rankings in the following manner: They are all important. So how do you determine which is most important, etc.? Funding is paramount. Without proper funding (CAPITAL FUNDING/RESOURCES ISSUE) the City will not be able to attract and retain the talent/staff they will need to hire in the future once all the staffing gaps (STAFFING/EMPLOYEES ISSUE) occur over the next 5 years as some of our key department heads and rank & file staff retire and/or leave for greener pastures. Without adequate leadership, the City will not have the talent in place to create a more efficient and functional operational structure (ORGANIZATIONAL STRUCTURE ISSUE). If the City does not have its act together, it will become harder and harder to retain and/or attract business and industry to Watertown (ECONOMY/JOBS/DEMOGRAPHICS ISSUES). Without the business and industry retention or creation, the City will struggle even more with keeping the City up-to-date and a desirable place to live and work (COMMUNITY/CULTURE/LIVABILITY ISSUE). I realize there are a couple of ways to frame this where it would fall on business and industry to come first thus making it easier on the City to fund its needs, but I think we need to work from within first and not look to others to solve our issues.
- The “issues” are particularly challenging to rate independently as related to the draft Mission Statement because each (or most) are linked or reliant on the success or failure of the other(s) though “issue identification” is essential to the strategic planning process. Merging the issue identifications (and the related strengths and weaknesses) with an execution of the strategic planning results/objectives is a greater challenge.

Discussion of the Decision Matrix Results and Sharing of Perspectives

Participants reviewed the findings from the tallied output/results on the decision matrix worksheet summary. They were then asked to share their individual perspectives on the “strategic nature” of the issues. The dialogue at the workshop was captured by the facilitator, and the commentary was documented and organized into categories. There was not a testing around the extent of agreement or disagreement on the individual comments. However, there was apparent consensus on affirming all five issues as strategic issues (with reframing of the economic development issue).

Overall Observations

- A. The results are not empirical since all the issue ratings are so close. The issues appear to be very intermingled. It seems that all the issues are important.
- B. Capital Funding/Staffing: These two issues are really crucial. All about money and how we can be effective. All three other issues are very related. Other three are longer term. We should address the two issues of Capital Funding and Staffing/Employees first.
- C. The decision matrix numbers were very tight and close. All issues came out as priorities. We have enough skilled people to take on all of these issues further. We should set goals and direction for all of them. We have people who can develop strategies around each of these issues.
- D. Already making progress on all of the areas. All of the ratings and rankings are very close and show that all issues are important.
- E. The major issues revolve around money and being efficient. Dealing with the budget is a foremost challenge. It is challenging but we should try to make progress on all issues. We can make progress on all five issues. We have made incremental progress in all five areas. Have made some progress on organizational structure (consequences of cuts are causing serious pressure and have undermined the City.) To avoid discouragement, be satisfied either incremental progress, consistent steps. Need meaningful finance options.
- F. Every department has stepped up to do more with less. Not sure we can keep this up. We will eventually run out of places to go. Possibly getting to the end of our rope.
- G. Should be open to new ways.
- H. Look at situations to address each of these issues.

Economy/Jobs/Demographic Issue

- I. Economy – money situation; everything revolves around this.
- J. If we dropped one issue, it would be the economy issue. We already have such a strong network with JCEDC, WEDO and WEDC. Others are taking leadership. On the other four issues, we have an impact.
- K. Least impact by not emphasizing the economy issue. The City has direct impact on the other four issues.

- L. Still need the City to be a champion of economic development. City needs a presence and role in economic development. City needs to keep a strong presence on this issue.
- M. Economic development ranked #2 on the decision matrix so it should be a focus. Believe it has to be a part of our strategic issues.
- N. We need economic development as part of our strategic issues. Refine the strategy of using other organizations.
- O. The City is not “boots on the ground” with economic development, but the City is looked to provide strong partnership with other agencies with an economic development mission. WEDO looks to the City for working together, direction and clarification on many matters.
- P. Possibly reframe economic development: What are ways for the City to emphasize its vision, role, interests with key economic development organization (i.e. JCEDC, WEDO, WEDC, Chamber, etc.)?

Community/Culture/Livability Issue

- Q. Livability – sometimes the importance of community livability is forgotten and lost. We attract entrepreneurs if our community is livable.
- R. Small town living is a major function in the County/Community economic development vision and JCEDC Plan; we don’t have high salaries but we do have access to exceptional outdoor recreation. Companies know this. We should concentrate on this. We have major industries that are growing and it is important to have a livable community for their top talent and employees.
- S. Deterioration of family–break down; this should be addressed.

Capital Funding/Resources Issue

- T. Capital Resources and technology: this is very dynamic.
- U. Capital Resources: this issue is very important, and we can address and improve on this.

Organizational Structure Issue

- V. Organizational structure – we have already looked at new ways of handling the organization structure of the legal function. Of the issues, this will occur regardless; we could do something about this without organizational structure being identified as a strategic issue.
- W. Many changes in industry. Not looking at business model. Looking at ourselves. Need to consider new ways to structure us a City government.
- X. Business and industry are always looking at organizational structure. This is a step for a government, too.

Staffing/Employees Issue

- Y. We have hired a firm to help us address this. Some of our challenges may just be typical. We have good people but people leave. This can be a healthy situation. Maybe can do better. Adjusted.

Overall Summary and Apparent Consensus

After the lengthy sharing of perspective around the results of the decision matrix, the participants affirmed all five issues as “strategic issues”. There was interest in reframing “economic development” as one of the five strategic issues. Economic

Development Issue:

What are ways for the City to emphasize its vision, role, and interests in partnership with key economic development organizations (i.e. JCEDC, WEDO, WEDC, Chamber, etc.)?

Section 5D

STRATEGIC ISSUES

The participants identified these five strategic issues.

1. **Staffing/Employees Issue:**
What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in the City staff (particularly full time staff; not just department heads)?
2. **Organizational Structure Issue:**
What are the ways we can address our operational structure to make it more efficient and functional?
3. **Capital Funding/Resources Issue:**
How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?
4. **Economy/Jobs/Demographics Issue:**
What are ways for the City to emphasize its vision, role, and interests in partnership with key economic development organizations (i.e. JCEDC, WEDO, WEDC, Chamber, etc.)?
5. **Community/Culture/Livability Issue:**
What can we do to keep the City more up-to-date and desirable to live while attracting others?

Section 5E

MID-POINT OF PROCESS GENERAL DIALOGUE

The planning team participants were reminded that strategic planning is defined as, “figuring out what is important and what to do about it”. The process is not a “straight-line” approach, and often benefits from circling back. In an effort to assure that the group does not miss potential ideas and insights, these questions were posed to the planning team:

- *Is there anything else that you would like to share at this point in the process?*
- *Is there a perspective that you have about any of the steps in the process that we have not covered?*
- *Is there something on your mind that you are now more comfortable raising and discussing?*

The extent of agreement or disagreement with these ideas was not tested.

- A. Plan: This planning effort will help us be more proactive rather than reactive.
- B. Key Concepts– we should not be overwhelmed with these five strategic issues. We can “chip away”. We can break our responses into steps. And we should always think about building on our many assets.
- C. We may be inclined to do what is familiar. Through this process it is important to change the dynamics. We should think big – what are major initiatives?
- D. There are existing inequities in the ways government jurisdictions are configured and financed, and this negatively affects cities. This also can result in duplication. Law enforcement is an area where this is duplication. These impacts on cities should be explored and addressed.
- E. There are other examples of where there are inequities to cities. For example, Watertown is a low tax/low crime City, yet State policy has negatively affected Watertown. We need formula changes by our State leaders to help cities. Existing State formulas for revenue sharing is biased against cities. (The City of Watertown shared revenue allotment has been cut \$1 million plus over the past few years.). We should take more aggressive action to help change State funding allocations. The state punishes us for being frugal.
- F. We should identify ways to help the City and other local governments lobby against State policy that are negatively affecting local government, and limiting local government from meeting local needs.

- G. Participants explored various ways to develop a unified message for State policy changes that would help cities and local government. An idea was offered to bring this message to the League of Municipalities at their upcoming statewide meeting. The idea was to engage the League to lead lobbying efforts for changes by State government of help cities' financial condition (which has been impacted by State policy-including decreased shared revenue allocations to cities and mandated levy caps.)
- H. Use this Strategic Planning process to think big! We should come up with way to engage other cities and local government for cooperative arrangements. Develop a coalition of cities and local governments to lobby for changes by State to help City's financial condition. Revenue sharing is flat. Think big and outside of the box.

Section 6

STRATEGY FORMULATION

The purpose of this step is to create a set of strategies to address the priority strategic issues that have been selected. A strategy is defined as a pattern of programs, initiatives, projects, actions, resource allocations, tasks, etc. The strategies respond to the open-ended questions for each strategic issue. Participants were prompted with the following questions to help the formulation of strategy ideas that respond to the challenges posed in each strategic issue:

- **What are ways to address the issue?** (The strategic issues are stated as questions, and the strategy ideas are ways to respond to each issue individually.)
- **What are some practical alternatives or initiatives we might pursue to address this issue?**
- **What are the key actions that must be taken to address this issue?**

At Workshop 6 and 7, participants identified possible strategies for each of the five strategic issues. The facilitator has organized the ideas into possible initiative areas. At Workshops 7 and 8, the participants started to identify “Major Initiatives” that should be emphasized in this plan. Criteria for determining if the idea is a “major initiative” could include: likelihood of making a major difference, big impact idea, strong energy/interest to carry out strategy, capability to act, feasibility, right timing to act, other). These priority strategy ideas are noted in bold. Other potential component and detailed ideas are also shown for further consideration.

Generated List of All Strategy Ideas

Strategic Issue I. Staffing/Employees:

What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in City staff (particularly full time staff; not just department heads)?

- A. Major Initiative A-Develop career paths for advancement in departments.**
 - a. Spend time on cross training of employees.**
 - b. To make everyone in departments aware of changes in technology and the ways jobs will be done.**

Other Components and Details

- c. Identify career paths within departments.
- d. Establish clear guidelines and expectations on training and education and experience for advancement in the organization.
- e. Provide ways to help employees advance.
- f. Make people aware of the changing nature of jobs with technology (lots of changes are occurring in the workplace).

- g. Encourage department meetings to address employee situation and department dynamics.
- h. Look at the different ways that departments are addressing staff situations.
- i. Look at ways to be more resourceful with existing employees we have.

B. Major Initiative B-Develop future City leaders.

a. Develop a mentorship program

Other Components and Details

- b. Develop a strategy on succession planning (develop ways to raise the capacity of potential leaders).
- c. Have a human resources consultant or department head leading succession planning.

C. Major Initiative C-Adjust existing financing, budget and benefits mechanisms.

a. Explore ways to have more flexibility in benefits (vacation eligibility, etc.).

b. Look at non-monetary ways to support staff.

Other Components and Details

- c. Document duties and processes of various jobs.
- d. Clarify length of time for giving notices for retirement.

D. Major Initiative D-Refine human resources and personnel practices.

a. Grow our own workforce by working with schools, youth and internships in City government.

Other Components and Details

- b. Have a presence at job fairs.
- c. Correct flawed hiring process (i.e. vacancies filled before advertising).
- d. Attract people by demonstrating that we are seeking the best employees.
- e. Have another committee other than Finance Committee to lead hiring (perhaps involving a member(s) of the community).
- f. Consider a special board to be involved in hiring.
- g. Bring in an employee/human resources group to help address hiring and staff retention matters (a consultant group).
- h. Use 360 reviews to help improve employee performance (being done informally now).
- i. Redefine jobs as outlined in the “Smart Cities” approach (to help look at big picture and then match for jobs).

Strategic Issue II. Organizational Structure:

What are the ways we can address our organizational or operational structure to make it more efficient and functional?

A. Major Initiative A-Initiate new ways to share and enhance departmental efficiency.

- a. Maintain and continue with a department 5-year planning process (to make us more efficient and on task).**
- b. Share resources among departments.**

Other Components and Details

- c. Identify and eliminate redundancies and duplication of efforts (look at leadership in departments and see if there are things being done in more than one department).
- d. Assess whether there is duplication of equipment.
- e. Identify and develop mechanism for looking at efficiency of Departments
- f. Help communicate among departments on what exists through a stronger IT program.

B. Major Initiative B-Consider refined or new models of organizational structure.

- a. Look at existing city models for organizational structure.**
- b. Look at business models on organizational structure.**
- c. Look at regional collaboration ideas (look at entities outside of the city).**

C. Major Initiative C-Create department performance measures, appropriate evaluation systems and new processes.

- a. Bring in trainers to explore the notions of “process improvement”.**

Other Components and Details

- b. Determine the variety of ways to determine performance measures for departments.
- c. Consider “lean”, “six sigma,” total quality management and other formal organizational process improvement methods to document more systematically the efficiency and effectiveness of departments.
- d. Use performance measures as a basis for appropriate organizational structure.
- e. Consider ways to critically assess departments (measurable metrics).
- f. Look at more formal program evaluation efforts (determine if expectations are being met).
- g. Determine an appropriate way to “scrutinize departments” without micro-managing.
- h. Incentivize employees and departments for strong performance.

D. Determine appropriate characterization of departmental functions.

- a. Look at departments and whether the name is accurate (i.e. street department has become more of a public works department).
- b. Get in synch with the function of departments and what they are called.

- c. Get clarity on the processes for department performance.
- d. Look at ways to look at “doing broad functions” better (above and beyond basic services).

Strategic Issue III. Capital Funding/Resources:

How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?

A. Major Initiative A-Establish a multi-year capital program process.

- a. **Explore processes and develop a five year or multi-year capital program process.**

Other Components and Details

- b. Look at new ways to fund capital projects.
- c. Get ideas from internet to address capital funding (go outside the box).

B. Major Initiative B-Use authorities and districts to assist the City.

- a. **Get the CDA up to functioning the way it should be (get this going).**

Other Components and Details

- b. Improve the activity of the Community Development Authority.
- c. Create TIF districts for public improvements as a valid strategy (as an alternative to capital budget) Note: We have very few TIF compared to other cities; but there is some opposition, too.

C. Develop new ways and processes to meet needs.

- a. Put more emphasis on less expensive ways to meet capital needs (i.e. street maintenance methods such as resurfacing/or seal coating rather than reconstruction; extend the life through less expensive ways).
- b. Identify less expensive ways to meet crucial needs.
- c. Look at outsourcing of services (i.e. sometimes successfully in the business world).
- d. Look at fees as a way to generate revenue (i.e. Illinois example of Park Districts) in conjunction with automatic fee renewing.
- e. Evaluate current fees for appropriate level.

D. Secure partnerships and new ways for fund-raising and revenue generation

- a. Use private funding to get the library project moving forward (secure public/private partnerships).
- b. Target property tax base as a focus area, and look at areas to emphasize (i.e. increase single family homes, commercial sector growth, etc.).
- c. Look at ways to sell advertisements and generate smaller amounts of revenue as a substitute to taxes.
- d. Develop mechanisms and effective ways to fund raise.
- e. Look at more seasonal community festivals to raise funds.

- E. Pursue grant opportunities.
 - a. Write grant applications for capital expenditures (i.e. Quirk for parks).
 - b. Explore potential grant opportunities.

Strategic Issue IV: Economic Development:

What are ways for the City to emphasize its vision, role and interests in partnerships with key economic development organizations? (i.e. JCEDC, WEDO, WEDC, Chamber, etc.)

A. Major Initiative A-Create formal partnerships and defined roles with other organizations.

- a. **City to create a public private partnership with their quasi government affiliates in the community aka WEDO, Chamber and Main Street.**
- b. **Relay back to City staff and officials the work of our partner organizations (i.e. more regular briefings; would be useful to department heads, too).**

Other Components and Details

- c. Develop a more competent and skilled workforce through partnerships with Madison College, School District, and others.
- d. Create opportunities, organizationally, to support, champion for projects; seek non-staff champion to partner in economic development endeavors; to create small work groups around economic development issues of staff and elected officials.

B. Major Initiative B-Expand and revitalize industrial sites and infrastructure.

- a. **Expand the size of our industrial park on the west side of town by acquiring additional land.**
- b. **Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.**
- c. **Commit extension of utilities and roads for economic development as needed and where needed.**
- d. **Explore steps for a new approach using public/private partnerships.**

Note: These major initiatives are limited by and dependent on obtaining funding.

C. Major Initiative C-Implement downtown redevelopment plans.

- a. **Work with Redevelopment Resources on their plan for downtown.**
- b. **Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.**

- D. Major Initiative D-Address business strengths and needs.**
- a. Look at what the business needs are for starting a business here or relocating a business to Watertown. (Example: City look at Fire Codes to anticipate needs of business).
 - b. Work with a building owners to create an incubator space for small businesses (one or two person businesses).

Other Components and Details

- c. Work with WEDO to identify clusters that we are strong in (i.e. retail, industrial, other), and promote them for drawing compatible businesses.

- E. Major Initiative E-Commit City resources to economic development.**
- a. Dedicate the resources for the specific purpose of economic development.
 - b. Utilize grants when possible to promote local business and economic development.

- F. Major Initiative F-Use planning, marketing and communication tools.**
- a. Work within the confines of the comprehensive plan for guiding future City growth.
 - b. Make sure the facilities and acreage available are placed on the State Locate Website so people looking can find them.
 - c. Consider Newsletters and other communication methods to tell the important stories about Watertown.

- G. Major Initiative G-Apply innovation in community and economic development methods.**
- a. Create, expand and modify TID districts to promote economic development.
 - b. Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions)

Strategic Issue V: Community, Culture and Livability:

What can we do to keep the City more up-to-date and desirable to live in while attracting others?

A. Major Initiative A-Apply the new City brand.

a. Allocate resources and promote the new city brand.

Other Components and Details

- b. City to commit to growing a 51% citizenry to welcome and embrace the new city brand.
- c. Promote all the good things about the city, and we need to get buy-in from the majority of our citizens (We can move ahead with the 51%).

B. Major Initiative B-Commit to efforts aimed at the arts and culture.

a. Create a “Downtown Cultural Center” as a gathering place for the community.

Other Components and Details

- b. City to help promote the citizens in efforts to establish a community theater and arts center and arts gallery.
- c. Identify a focal point place for the arts.
- d. Establish a “cultural center” as a gathering place for the community.
- e. Learn from other communities about possibilities for cultural centers (Cedarburg took a car dealership and made into a cultural and arts center).
- f. Look at existing facilities for possible cultural or arts center.

C. Major Initiative C-Initiate activity around a new major sports center.

a. Explore possibilities and partnerships for a major sports center.

Other Components and Details

- b. Learn from other successful sports centers (Whitewater as an example, Verona Soccer Complex, Indoor Tennis, Ice Rinks in Madison and Brookfield, other).
- c. Explore partnerships for a sports complex (i.e. Maranatha, School District, other communities, private entities).
- d. Consider combining sports center and cultural center.

D. Major Initiative D-Look into new festival and event opportunities.

a. Work towards new major festivals by promoting and nurturing some of the existing smaller festivals.

Other Components and Details

- b. Look into potential facilities to handle large events (weddings, banquets, other).
- c. Establish another major City/Community festival such as a Winter Festival.
- d. Build on the success of the “Rock the River” event.

- E. Major Initiative E-Implement health, fitness and wellness activities for City employees.**
- a. Promote the benefits that we have for wellness, fitness, health screenings, etc.
 - b. City to clarify the benefits that can be accessed under various health plans for wellness and fitness.
 - c. Consider City team-building activities around fun, fitness and wellness.
 - d. Consider City facilities as location for fitness.
 - e. Initiate and sponsor an employee/elected official wellness program. (Available through health benefits provided by the City).
- F. Major Initiative F-Focus efforts toward “Silent Sports” and the City’s assets.**
- a. City add more off road paths for biking, running and other activities.
 - b. Look into more river-oriented activities and events.
 - c. Make the City and safer walking and cycling city.
 - d. Make the downtown safer for walking.
- G. Major Initiative G-Support community caring and community building.**
- a. Develop ways to embrace the love for the city.
 - b. City to partner with the schools to champion literacy and life-long learning

Other Components and Details

- c. City to send their own “love notes” to its citizens.
- H. Major Initiative H-Establish creative funding and philanthropy opportunities.**
- a. Inform our citizens about the needs for these facilities and how the money is currently used. (Explain the “harsh truth”).
 - b. Understand the protocol of the Watertown Community Foundation and potential opportunities and working relationships.
 - c. Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey and others).
 - d. Establish the “Development Function” within city government.
 - e. Explore a designated “Fund” for quality of life functions. (Like the Fund created by Jefferson County Parks).
 - f. Create opportunities for creative donations. (The Roundup for the Aquatics Center).

SUMMARY OF PRIORITY MAJOR INITIATIVES AND STRATEGIES

This section summarizes the major initiatives and strategy ideas to be emphasized from prior workshops and the survey of “capability and commitment”. (For Strategic Issues I, II, III, IV and V). This is the summary list of strategies that the participants would likely aim to implement. The participants will use this to further identify those key “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.) that will be key leaders of plan implementation. It is expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities.

*Those strategies marked with a double asterisk (**) were rated as having a strong likelihood of implementation based on a perceived level of commitment and capability by the City. (An assessment tool was used to gauge this level of commitment, and the results of the “Qualtrics” assessment can be found in the Appendix).*

Strategic Issue I. Staffing/Employees:

A. Major Initiative A-Develop career paths for advancement in departments.

- Spend time on cross training of employees. **
- To make everyone in departments aware of changes in technology and the ways jobs will be done. **

B. Major Initiative B-Develop future City leaders.

- Develop a mentorship program

C. Major Initiative C-Adjust existing financing, budget and benefits mechanisms.

- Explore ways to have more flexibility in benefits (vacation eligibility, etc.).
- Look at non-monetary ways to support staff.

D. Major Initiative D-Refine human resources and personnel practices.

- Grow our own workforce by working with schools, youth and internships in City government.

Strategic Issue II. Organizational Structure:

A. Major Initiative A-Initiate new ways to share and enhance departmental efficiency.

- Maintain and continue with a department 5-year planning process (to make us more efficient and on task).**
- Share resources among departments. **

B. Major Initiative B-Consider refined or new models of organizational structure.

- Look at existing city models for organizational structure.
- Look at business models on organizational structure.
- Look at regional collaboration ideas (look at entities outside of the city).

C. Major Initiative C-Create department performance measures, appropriate evaluation systems and new processes.

- Bring in trainers to explore the notions of “process improvement”.

Strategic Issue III. Capital Funding/Resources:

A. Major Initiative A-Establish a multi-year capital program process.

- Explore processes and develop a five year or multi-year capital program process. **

B. Major Initiative B-Use authorities and districts to assist the City.

- Get the CDA up to functioning the way it should be (get this going). **

Strategic Issue IV. Economic Development:

A. Major Initiative A-Create formal partnerships and defined roles with other organizations.

- City to create a public private partnership with their quasi government affiliates in the community; aka WEDO, Chamber and Main Street. **
- Relay back to City staff and officials the work of our partner organizations (i.e. more regular briefings; would be useful to department heads, too).

B. Major Initiative B-Expand and revitalize industrial sites and infrastructure.

- Expand the size of our industrial park on the west side of town by acquiring additional land.
- Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.
- Commit extension of utilities and roads for economic development as needed and where needed.
- Explore steps for a new approach using public/private partnerships.

Note: These major initiatives are limited by and dependent on obtaining funding.

C. Major Initiative C-Implement downtown redevelopment plans.

- Work with Redevelopment Resources on their plan for downtown. **
- Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.

D. Major Initiative D-Address business strengths and needs.

- Work with building owners to create an incubator space for small businesses (one or two person businesses).**
- Look at what the business needs are for starting a business here or relocating a business to Watertown. (Example: City looks at Fire Codes to anticipate needs of business).

E. Major Initiative E-Commit City resources to economic development.

- Utilize grants when possible to promote local business and economic development. **
- Dedicate the resources for the specific purpose of economic development.

F. Major Initiative F-Use planning, marketing and communication tools.

- Make sure the facilities and acreage available are placed on the State Locate Website so people looking can find them. **
- Work within the confines of the comprehensive plan for guiding future City growth.
- Consider Newsletters and other communication methods to tell the important stories about Watertown.

G. Major Initiative G-Apply innovation in community and economic development methods.

- Create, expand and modify TID districts to promote economic development. **
- Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions) **

Strategic Issue V. Community, Culture and Livability:

A. Major Initiative A-Apply the new City brand.

- Allocate resources and promote the new city brand.**

B. Major Initiative B-Commit to efforts aimed at the arts and culture.

- Create a “Downtown Cultural Center” as a gathering place for the community.

C. Major Initiative C-Initiate activity around a new major sports center.

- Explore possibilities and partnerships for a major sports center.

D. Major Initiative D-Look into new festival and event opportunities.

- Work towards new major festivals by promoting and nurturing some of the existing smaller festivals.

E. Major Initiative E-Implement health, fitness and wellness activities for City employees.

- Promote the benefits that we have for wellness, fitness, health screenings, etc.**
- City to clarify the benefits that can be accessed under various health plans for wellness and fitness. **
- Consider City team-building activities around fun, fitness and wellness.
- Consider City facilities as location for fitness. **
- Initiate and sponsor an employee/elected official wellness program. (Available through health benefits provided by the City). **

F. Major Initiative F-Focus efforts toward “Silent Sports” and the City’s assets.

- City adds more off road paths for biking, running and other activities. **
- Look into more river-oriented activities and events. **
- Make the City and safer walking and cycling city. **
- Make the downtown safer for walking. **

G. Major Initiative G-Support community caring and community building.

- Develop ways to embrace the love for the city. **
- City to partner with the schools to champion literacy and life-long learning.

H. Major Initiative H-Establish creative funding and philanthropy opportunities.

- Inform our citizens about the needs for these facilities and how the money is currently used. (Explain the “harsh truth”). **
- Understand the protocol of the Watertown Community Foundation and potential opportunities and working relationships. **
- Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey and others).
- Establish the “Development Function” within city government.
- Explore a designated “Fund” for quality of life functions. (Like the Fund created by Jefferson County Parks).
- Create opportunities for creative donations. (The Roundup for the Aquatics Center).

Section 7

PLAN IMPLEMENTATION

Plan implementation is defined as the carrying out of strategies, and the incorporation of strategies into the relevant organizational systems (in City government and the community). This typically requires the empowerment of many different individuals and groups who represent the lead “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.). Participants reviewed the 24 major initiatives and strategies recommended in the “Summary of Major Initiatives and Strategies”. The participants then completed a two-part exercise where they first identified, in general, the potential implementation bodies that would likely be involved in plan implementation. Next, the participants identified those individual and groups that could play important roles in the implementation of specific major initiatives. This brainstormed list will require fine-tuning.

It is expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities. Potential initial “conveners” or key lead entities were suggested. Possible new implementation bodies were also suggested including a potentially key group to provide overall coordination of plan implementation-referred to as the Mayor’s Plan Implementation Coordinating Team.

Lead Implementation Bodies: General Identification

This list represents, in general, the implementation bodies that would likely be involved in plan implementation. Several existing individual or groups were identified and can be expected to play important roles. Several new or proposed implementation bodies were also listed, including the Mayor’s Plan Implementation Coordinating Team (See Note Insert). Other new roles, including “Initial Convener” were discussed.

General/Overall Individuals & Groups:

Existing

- a. Departmental managers/City staff
- b. Committee Structure
- c. Educational Community/Private-Public
- d. Economic Development Bodies: Chamber, WEDO
- e. Watertown Challenge Group: Rock Man, Share the Road, running groups, etc.
- f. Consultants: Baird, Redevelopment Resources, etc.

New or Proposed

- g. Mayor’s Plan Implementation Coordinating Team (New 5 person)-to launch and guide plan implementation.
- h. Employee Advisory Committee (New)-to provide feedback from employees of each department.
- i. Director of Human Resources (New Position)
- j. IT Director (New Position)

Note Insert-Plan implementation typically includes the formal or informal designation of several organizational functions which may include:

- Plan Coordinating Committee or Team: Mayor's Plan Implementation Coordinating Team
 - Implementation Process Champion: Initial Convener/Person designated to provide initial leadership on a Major Initiative.
 - Implementation Action Teams: Formal or informal work groups or Major Initiative Teams may be useful in providing further strategy detailing, identification of activities, sequencing of tasks, and other implementation activities.
-

Implementation Bodies for Major Initiatives and Strategies

This section provides an overall framework of those implementation bodies that could be involved in plan implementation. If the City chooses to establish a Plan Coordinating Committee (such as the Mayor's Plan Implementation Coordinating Committee), these initial ideas could be further refined. During this exercise, participants did identify a potential "Initial Convener" (referred to as Implementation Process Champion in the Note Insert) for some Major Initiatives. The "Initial Conveners" were identified with an asterisk ().*

*Designates – Initial Convener

I. Staffing/Employees: Major Initiatives

- General/Overall Groups
 - Department Heads
 - Human Resource staff
 - Private Business Advisors
 - Library/Health Boards
- Major Initiative A: Develop career paths for advancement in departments.
 - HR Director (New)
 - Department Heads
 - Employee Advisory Committee
 - Finance/Personnel Committee
- Major Initiative B: Develop future City leaders.
 - Chamber Leadership Program
- Major Initiative C: Adjust existing financing, budget and benefits mechanisms.
 - Departmental Staff Team *
 - Employee Advisory Committee (new)
 - City Safety Group (new)

II. Organizational Structure: All Major Initiatives

- Mayor*
- Consultants
- Mayor/City Staff Team (Department Head meeting Group – meets monthly)
- Common Council
- Finance/Personnel Committee
- Sub-Team/Interdepartmental Team (similarity/differences)
- County Collaborators
- HR Director (New)
- IT Director (New)

III. Capital Funding/Resources: All Major Initiatives

- Mayor *
- Consultants (in preparation of 5-year plan) *
- Public Works Committee
- Finance/Personnel Committee
- Common Council
- Department Heads
- Community Open House/Forum of Community (to present)

- Major Initiative B: Use authorities and districts to assist the City
 - Expanded Community Development Authority Team (in progress) *

IV. Economic Development

- Major Initiative A: Create formal partnerships and defined roles with other organizations
 - Consultant*
 - Chamber/WEDO/Main Street/Redevelopment Resources
 - CDA
 - Who working with Whom
 - What jobs
 - April Forum

- Major Initiative B- Expand and revitalize industrial sites and infrastructure.
 - CDA/WEDO
 - Public Works Committee

- Major Initiative C- Implement downtown redevelopment plans.
 - Consultant
 - Chamber/Main Street Program
 - Banks
 - Broad Community Education/Referendum
 - Coordinate with Major Initiative VB (Arts/Culture)

- Major Initiative D – Address business strengths and needs.
 - Chamber/Main Street/WEDO/Directors*
 - City Staff
- Major Initiative E- Commit City resources to economic development
 - City Staff
 - City Engineer
 - Finance/Personnel Committee (grants)
 - Common Council
 - Jefferson County Economic Development Consortium
- Major Initiative F- Use planning, marketing and communication tools.
 - Mayor
 - Susan Dascenzo/Kim Erdmann/Jacob Maas/Genevieve Borich (Chamber/WEDO/City/JCEDC)
 - Watertown TV – Jill Nadeau/Access
 - Branding Committee
- Major Initiative G – Apply innovation in community and economic development methods
 - Mayor/Clerk
 - Consultants
 - Finance/Personnel Committee
 - School Districts
 - County/State

V. Community/Culture/Livability

- Major Initiative A – Apply the new City brand
 - City Branding Committee
 - Finance/Personnel
 - Mayor/Council
 - Business Community
 - Quasi Government (WEDO/Chamber/Misc.)
- Major Initiative B – Commit to efforts aimed at the arts and culture.
 - Library Board *
 - Peg Checkai *
 - Library Staff
 - Consultant (RR)
 - Finance/Personnel Committee
 - Arts Council
 - Historical Society
 - Local Community Theater

- Major Initiative C – Initiate activity around a new major sports center.
 - Parks Department
 - Maranatha University
 - School District
 - YMCA
 - Private Clubs/Sporting Organizations
- Major Initiative D – Look into new festival and event opportunities.
 - Chamber*/Main Street *
 - Riverfest Committee
 - YES Group
 - Special Events Coordinating Team (New)
 - Rock the River Group/Committee
- Major Initiative E & F – Implement health, fitness and wellness activities for City employees; Focus efforts toward “Silent Sports” and the City’s assets.
 - Health Department
 - Recreation Department
 - Elissa/Staff/Clerk’s Office
 - Hospital
 - Dodge/Jefferson Healthier Community Partnership (3 year plan)
- Major Initiative F – Focus efforts toward “Silent Sports” and the City’s assets
 - Parks & Recreation Committee *
 - Recreation Department
 - County
 - School District
 - Public Safety and Welfare Committee
 - Public Works
 - Share the Road group
- Major Initiative G - Support community caring and community building.
 - Nonprofits *
 - Chamber
 - Newcomers Club
 - City Staff (“City Connecting”)
 - Library
 - Service Clubs (Rotary, Kiwanis, etc.)
 - School District
- Major Initiative H - Establish creative funding and philanthropy opportunities.
 - Engineering Department (Grant Writing Function)
 - “Development Function” (New)
 - Foundation from Hospital Sale (New)
 - Financial Planning Entity (New)

Implementation Summary

Implementation of strategies will require the empowerment of many different individuals and groups. This plan lists existing groups and individuals that could be involved in plan implementation. Several new or proposed “implementation bodies” are also identified for some major initiatives. In addition, potential “initial conveners” or key lead entities (sometimes called process champions) were identified. These individuals or groups may be called upon to help organize or launch follow-up implementation activities. The Watertown Government Strategic Planning Team (the 23 member planning team) will conclude its planning work after approval of this strategic plan.

While the planning team did its best to identify these potential participants in plan implementation, it is recognized that this list will require fine-tuning and adjustment. This strategic plan has not included “strategy detailing” of specific implementation mechanisms, but has identified some of the probable and promising “lead implementing individuals or bodies.” It is further expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities.

The planning team has provided important direction on major initiatives and strategies (24 major initiatives) around the key issues facing Watertown government and the community (5 strategic issues). The planning team believes that its government and its community have the commitment, capability and capacity to make progress in addressing these strategic issues.

The planning team further recognizes that both existing groups and new groups will need to be mobilized to successfully implement the ideas in this plan. While this is difficult to generalize, a few areas of emphasis are listed below:

Existing Implementing Bodies

- City policy committees, City department managers, City staff
- Educational community
- Community and economic development organizations and partners
- Consultants and technical advisers

New or Proposed Implementing Bodies

- Mayor's Plan Implementation Coordinating Team (New 5-Person Team) - to launch and guide plan implementation.
- Employee Advisory Committee (New) - to enable ideas and feedback from department employees.
- Implementation Action Teams (New Formal and/or Informal Work Groups) - to lead the detailing and refinement of major initiatives and strategies, identification of needed actions, mobilizing active participants, sequencing of tasks and other implementation activities.

It is assumed that the composition of these promising implementing bodies will be refined and adjusted as the strategic plan is communicated and shared broadly throughout the government and community structures.

Section 8

REVIEW, APPROVAL AND OTHER PLAN MANAGEMENT

The planning team discussed follow-up activities related to plan management. Now that the strategic plan workshop series is completed, there are important process steps related to the review and approval of this plan, plan monitoring and reassessment, and other general follow-up considerations as the plan begins to be used as a guide for city government and the community. The general guidelines for plan management are outlined in this section.

Plan Review and Approval Considerations

The planning team reviewed various options for plan approval which included approving parts of the plan or approving the entire plan. The facilitator indicated that a full report including a “Proceedings Report: Workshops 1-10” would be provided for review. In addition, the “Executive Summary” report will be provided for review. With these resources, the planning team recommended that the plan be taken to the City Council for formal review and approval.

The planning team also discussed the sharing of the plan with the Watertown community and many partners. While specific mechanisms for sharing the plan were not discussed in detail, there was strong affirmation for sharing the plan broadly and extensively after the City Council approves the plan. In general, the planning team recognized that City departments with skills in marketing and communication may be enlisted to develop a variety of communication pieces such as PowerPoint presentations, newsletter summaries, news articles (the Watertown Daily Times has expressed interest in developing a feature story), website links, plan summary packets, poster plan summaries, presentation “scripts” for use at various partner meetings, and other ways to effectively share key message points contained in this plan.

The planning team also recognizes that this plan contains ideas that require care, caution and sensitivity. In particular, the implementation section generates wide-ranging ideas around potential partners in implementation, stakeholders, volunteers, leaders, and roles. While three of the strategic issues pertain to city government functions, two of the strategic issues relate to broad community and economic development areas. Some partner organizations and stakeholder were listed as “implementation bodies” through this process. However, the planning team recognizes that there may be omissions, unconfirmed assumptions and the need for reframing and other refinements after the broad community is more fully engaged. The planning team accepts that there are limitations in this plan that will be strengthened by continued community input.

Strategic Plan Monitoring, Reassessment and Updates

The purpose of this plan management step is to consider mechanisms for plan oversight, monitoring implementation and making provisions for periodic assessment of plan effectiveness and updates.

In the plan implementation section, the establishment of a Mayor's Plan Implementation Coordinating Team was identified. While the specific role was not identified, a key function will be to provide overall coordination and routine guidance to the many implementation activities being led by others.

Regarding evaluation and check-in on plan effectiveness, the planning team has recommended an annual progress review. It is assumed that the planning team used to develop the strategic plan (all City department heads and all elected officials) will reconvene for this annual assessment session. This would be a review workshop with an invited facilitator. The planning team committed to this session in May 2016 to see how far the city and community has progressed.

The planning team also discussed when a full, extensive strategic plan process should be repeated. The planning team recognizes the significant commitment and effort involved in a full strategic plan process, and recommends a five-year interval for this periodic strategic plan update. The planning team recommends another round of strategic planning in 2020. The facilitator indicated that a strategic plan update process would not likely be as rigorous or extensive as this plan process. However, formal reassessment of issues and how the strategies are working would be the foundation of a future strategic plan process.

Additional Strategic Plan Management Implementation Considerations

While the plan implementation section describes many important ideas around plan implementation, the planning team had a rich discussion around the meaning of this planning effort and some of the practical considerations and reminders of how this plan can be used.

Watertown's city government had never done a strategic plan before. There is always challenges in understanding what a strategic plan is and how it relates to other types of planning processes. While a strategic plan focuses on "organizational dynamics", the city routinely engages in other types of planning including: comprehensive planning, multi-year capital improvement planning, annual budget planning and others.

Individual planning team members offered their reflections on this strategic plan process and the context for using this as a guide for Watertown's future:

Reference and Resource:

- "This plan is a reference point for future actions."
- "We can use this plan to reflect back to and use as a resource for decision-making."

Agreed-upon Strategies:

- "Here are our strategies that we agree to and have reached consensus on."
- "All of our strategies will be on-going."

Plan Adjustments and Refinements:

- "This plan will not be set in stone (Things change!)"
- "This plan will be fluid."

APPENDIX

Watertown Government Strategic Plan Process Participation Roster

Name	Title	May 28, 2014	June 16	July 29	Aug. 26	Sept. 23	Nov. 25	Dec. 17	Feb. 25, 2015	March 31	April 23
Ken Berg	Aldersperson		X	X	X	X	X		X	X	X
Kraig Biefeld	Assistant Fire Chief/ Director of EMS	X	X	X	X	X	X	X	X	X	X
Cindi Braasch	Interim Parks Director	X	X	X	X			X	X	X	X
Peg Checkai	Library Director	X	X	X	X	X	X	X	X	X	X
John Coughlin	Aldersperson		X			X	X				
John David	Mayor	X	X	X	X	X	X	X	X	X	X
Kevin Freber	Water Systems Manager	X	X	X		X				X	
Will Gruber	City Attorney	X	X	X		X	X	X	X		
Jaynellen Holloway	City Engineer	X	X	X	X	X		X	X	X	X
Kurt Larsen	Aldersperson	X	X			X	X	X			X
Bill Maron	Aldersperson	X	X	X	X	X	X	X		X	X
Emily McFarland	Aldersperson	X	X	X	X		X	X	X		
Gregory Michalek	Fire Chief	X	X	X			X	X	X	X	X
Jill Nadeau	Watertown TV Cable Coord.		X	X	X	X	X	X	X		X
Carol Quest	Health Officer/Director	X	X	X	X	X	X	X	X	X	X
Tim Raether	Aldersperson								X	X	X
Tim Roets	Police Chief	X	X	X	X	X			X	X	X
James Romlein	Aldersperson	X	X	X	X	X	X		X	X	
Cindy Rupprecht	City Clerk/Treasurer	X	X	X	X	X	X	X		X	X
Rick Schultz	Streets Superintendent	X	X	X	X	X		X	X	X	X
Fred Smith	Aldersperson	X		X	X	X	X		X	X	
Augie Tietz	Aldersperson	X	X	X	X	X	X	X	X	X	X
Steve Zgonc	Aldersperson	X	X	X	X	X	X	X	X	X	X

Agenda
Watertown Government Strategic Planning Workshop 1
May 28, 2014, Watertown City Hall
6:00pm

- i. Welcome and Introductory Comments-Mayor John David
- ii. Strategic Planning Orientation-Steve Grabow, Facilitator
 - o Process Charts
 - o Preliminary List of Workshop Dates and Steps
 - o Glossary of Terms used in Strategic Planning
 - o Consensus
 - o Typical Meeting Guidelines
 - o Questions
- iii. Introductions and Opener Exercise:
Think about what is important to you as you fulfill your role as a leader in Watertown City government. Introduce yourself and briefly share with us a response to one or both of these questions-
 - ❖ What do you value and care about most in your current leadership role?
Or
 - ❖ What most motivates you in your responsibilities with Watertown city government?
- iv. Stakeholder Analysis Exercise:
 - ❖ Identify those individuals or groups that we affect or affect us in our city government activity. These can be either internal (within the government “family”) or external. These are the individuals and groups that should be given attention.
 - ❖ We will identify those of most important in this cycle of planning, and list some of the measures that each key stakeholder might use to judge our performance (What are criteria that they might use to measure our effectiveness?)
- v. Mandates Discussion:
Formal mandates are those functions that an organization “must do” according to written or codified charter, law, codes or regulations. Informal mandates are those activities that are “expected” by the community and key stakeholders. Informal mandates may arise through culture and tradition. Both types of mandates are important.
 - ❖ What are the formal mandates or “organizational musts” that the City must carry out?
 - ❖ What are examples of informal mandates or activities that the citizenry has come to expect from its city government?
- vi. *Wrap-up, next meeting and adjourn*

Watertown Government Strategic Plan Workshops: Preliminary List of Workshop Dates and Process Steps

Listed below are the preliminary dates for the Watertown Government Strategic Plan workshop series. The meeting will generally occur from 6:00pm till around 8:00pm, and will be held in the training room in the lower level of City Hall. Also shown is an estimate of the process steps that will be covered. At this early stage in the process, this should also be considered preliminary. Meeting agenda will be developed for each workshop and will be customized to the progress that is being made.

Workshop 1: Wednesday, May 28, 2014

- Orientation
- Opener Exercise
- Stakeholder Analysis
- Formal and Informal Mandates

Workshop 2: Monday, June 16

- Proceedings Review
- Core Values
- Purpose and Mission

Workshop 3: Tuesday, July 29

- Proceedings Review
- Assessments (Strengths, Weaknesses, Challenges, Opportunities/Hopes)

Workshop 4: Tuesday, August 26

- Proceedings Review
- Organizational Vision Sketch
- Preliminary Issue Areas Confirmation
- Assign Homework on Issue Identification

Workshop 5: Tuesday, September 23

- Proceedings Review
- Issue Framing and Dialogue
- Initial Decision Matrix or Assign Homework on Decision Matrix

Workshop 6: Tuesday, October 30

- Proceedings Review
- Determine 2-4 Strategic Issues to Address
- Initial Strategy Formulation for Strategic Issues

Workshop 7: Tuesday, November 25

- Proceedings Review
- Determine Alternative Major Strategies and Major Initiatives

Workshop 8: Wednesday, December 17

- Proceedings Review
- Develop and confirm commitments to Major Initiatives
- Plan Implementation and Follow-up commitments.

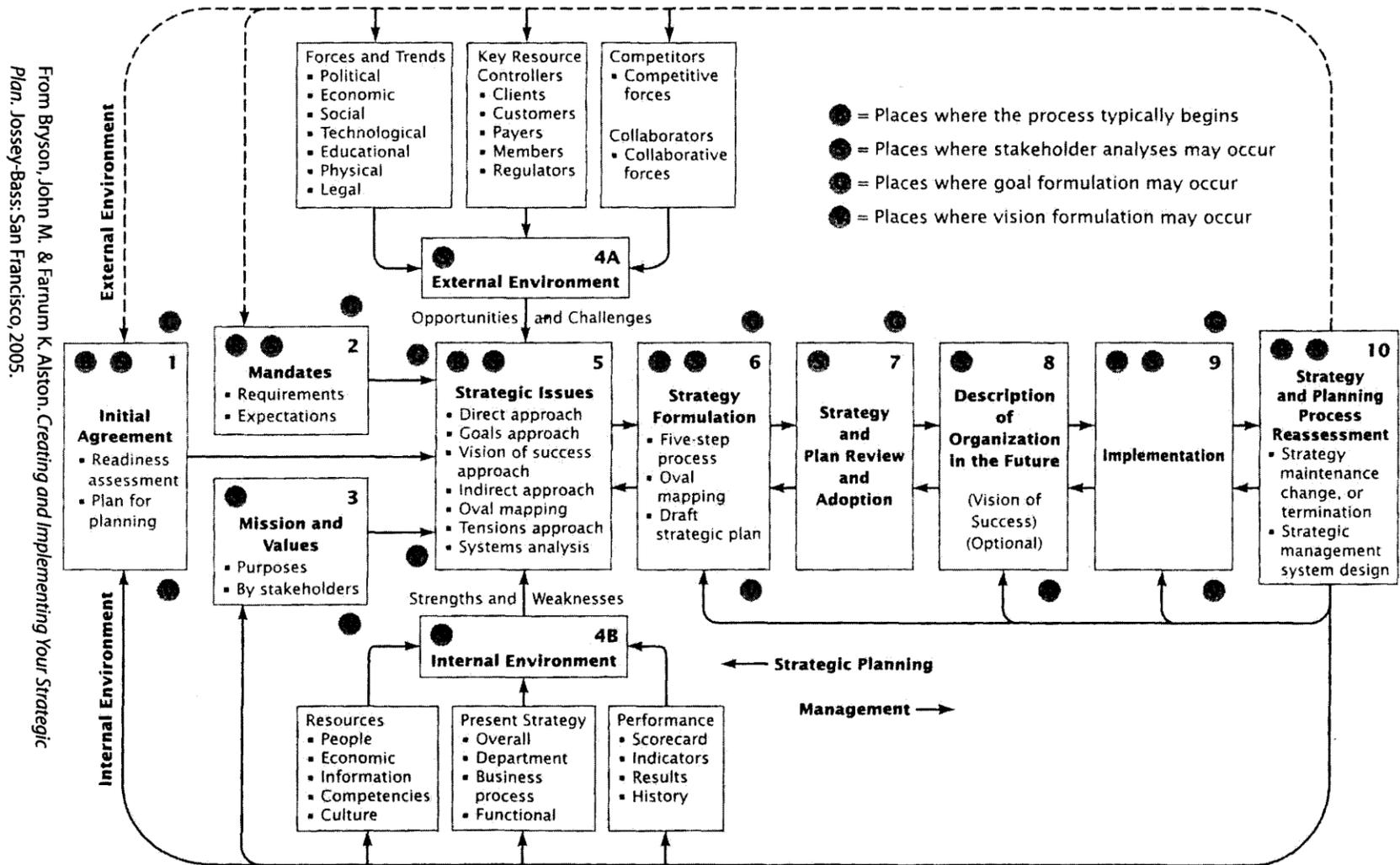
(Note: There may be slippage in this timeline, and an additional workshop(s) may be required in 2015)

Workshop Guidelines and Ground Rules

- ❖ Be respectful**
- ❖ Be relatively concise**
- ❖ One person speaks at a time (courtesy to participants and facilitator)**
- ❖ Listen carefully to one another**
- ❖ Avoid personal judgment of others ideas**
- ❖ All of the same status during workshop time**
- ❖ Try to enjoy this**

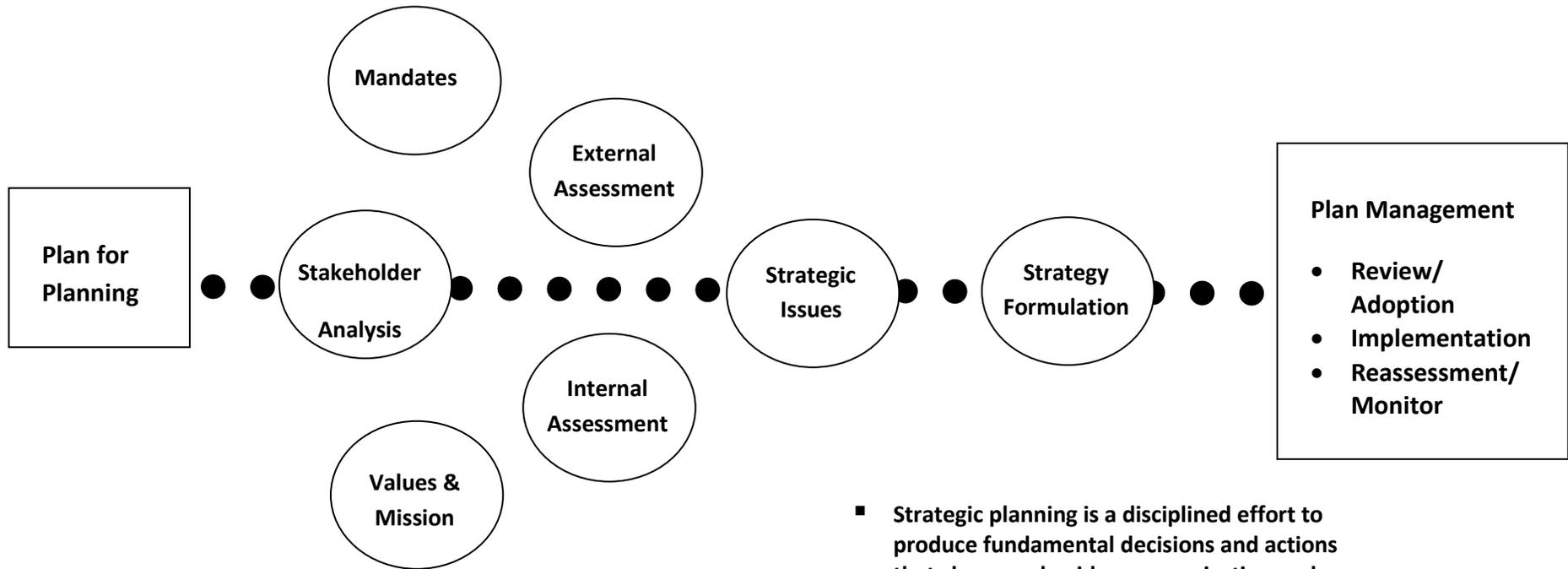
Source: UW Extension, Jefferson County Office

Figure 4 ■ The Strategy Change Cycle



From Bryson, John M. & Farnum K. Alston, *Creating and Implementing Your Strategic Plan*. Jossey-Bass: San Francisco, 2005.

Overview of strategic planning process



Adapted from John Bryson (2004)

- Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization and what it does.
- It's a powerful approach that helps organizations figure out what's really important and what to do about it.



Strategic Planning Program

Approach—A mode of conduct directed in a given way toward a particular set of circumstances. An approach consists of principles of action and a methodology for operationalizing them. An approach may be comprised of several or many steps, and may employ a variety of tools, techniques and skills to carry out its various steps.

Champion (or process champion)—A person or group who believe in and commit to the planning process. Champions provide the energy and commitment to follow through, and are usually the people who have primary responsibility for managing the strategic planning process from day to day. They model the kind of behavior they hope to get from other participants, and are “cheerleaders” who, with sponsors, keep the process on track and push and encourage the strategic planning team and others through difficult spots. They may or may not be the initiators of the planning process. The role of “champion” is different from the role of “sponsor” (q.v.), even though sometimes champions and sponsors may be the same people.

External environment—The outside environment in which an organization operates, often analyzed in terms of the opportunities and threats present and anticipated in the organization’s environment. External environment factors include forces and trends, key resource controllers, competitors and collaborators. The relationship between what is considered the external environment and what is the internal environment is often fluid.

Facilitate—To free from obstacles and difficulties; make easier; aid, assist or help bring about. More specifically, to make use of appropriate group and individual process skills, techniques and tools to assist or enable a group to implement an approach.

Generate-organize-select—A three step “mini-process” that occurs in many of the steps in the strategic planning approach. A group may use various tools to generate values, ideas, solutions, measures, issues, strategies, etc. Other tools and techniques are used to organize what is generated into meaningful and more useful forms or formats. Tools of a third type are used to choose or select what items or actions actually become parts of the strategic plan.

Goals—The performance levels or amount of an objective to be attained within a specific time and cost limits. Objectives and goals operationalize values for specific situations. (Some organizations interchange the meanings of goals and objectives.)

Implementation—To give practical effect to; to insure actual fulfillment by concrete actions.

Initial agreement (or “Plan for Planning”)—An initial agreement among key internal decision-makers or opinion leaders (and sometimes key external leaders) on the purpose and worth of the overall planning effort, who should be involved in the planning effort and how they should be involved, the specific planning steps to be followed and the timing of reports. As the planning effort gets underway, amendments to the initial agreement or new agreements incorporating new participants, etc. are often needed.

Internal environment—The environment within an organization, often analyzed in terms of strengths and weaknesses. Internal environment factors include resources, current strategy and performance. The relationship between what is considered the internal environment and what is considered the external environment is often fluid.

Mandate—Formal and informal requirements placed on an organization or program. Although some mandates may be imposed internally, through such things as articles of incorporation, the strategic planning approach focuses primarily on mandates, formal and informal, imposed by external sources.

Mission—A clarification of an organization's purpose, or *why* it should be doing what it does. An organization's mission is the foundation of its vision of success.

Mission clarification—Aims to specify the organization's purposes and the philosophy and values that guide it.

Objectives—(1) The "object" of a course of action; something to work or strive toward. (2) The criteria for determining how well a value is achieved. Objectives and goals operationalize values for specific situations. (Some organizations interchange the meanings of goals and objectives.)

Operational—Relating to the operation of an organization. Non-strategic.

Plan—A detailed formulation of a program of action.

Plan for Planning—See *Initial Agreement*.

Purpose—The mission, aim, need, primary concern, function of or results sought from a system. A purpose is *what* the system intends to accomplish, with no emphasis on *how* it is to be accomplished.

Skill—A developed aptitude or ability. The ability to use one's knowledge effectively and readily in execution or performance, especially in the application of techniques.

Sponsor (or process sponsor)—A person or group who legitimize the planning process. Sponsors are typically top leaders. They have prestige, power and authority to commit the organization to strategic planning and to hold people accountable. They are not necessarily involved in the day-to-day details of the planning process (this is the role of "champions"). Sponsors typically have a vested interest in a successful outcome, and are important sources of knowledge about strategic issues and how the planning process should time itself with key decision points. The role of "sponsor" is different from the role of "champion" (q.v.), even though sometimes sponsors and champions may be the same people.

Stakeholder—Any person, group or organization that can place a claim on an organization's attention, resources or output, or is affected by that output.

Strategic—Relating to or marked by strategy. Very important. Relating to an organization's mission, values, mandates and vision.

Strategic issue—Fundamental policy questions or critical challenges that affect an organization's mandates, mission and values; product, service level or mix; clients, users or payers; or cost, financing, organization or management.

Strategic plan—A program of action that addresses an organization's strategic issues. Strategic plans usually incorporate the purposes and values of the organization, sometimes expressed as a mission statement; an identification of strategic issues; a strategy or strategies for addressing the issues, a vision of the organization in the future and an implementation plan.

Strategic thinking—The application of the principles and process of strategic planning to everyday planning and decision-making. Approaching decision-making with regard to the organization's mission, values, mandates and vision.

Strategy—A pattern of purposes, policies, programs, actions, decisions or resource allocations that define what an organization is, what it does and why it does it. Strategies can vary by level, function and time frame. Strategies are developed to deal with strategic issues.

Strategy change cycle—A process for strategic planning and management. It includes: setting the organization's direction, formulating broad policies, making internal and external assessments, paying attention to the needs of key stakeholders, identifying key issues, developing strategies to deal with each issue, planning review and adoption procedures, implementing planning, making fundamental decisions, taking action and continually monitoring and assessing the results.

Strategy reassessment—A review of strategies and the strategic planning process, which is conducted once implementation is underway, often as a part of the implementation process itself. Strategy reassessment is a prelude to a new round of strategic planning.

SWOC analysis (also SWOT where T = threat)—An analysis of an organization's internal and external environments, in which strengths and weaknesses (internal) and opportunities and challenges (external) are identified and assessed.

Tactical—Relating to small-scale actions serving a larger purpose or mission, carried out with a more limited or immediate end in view.

Timeline—A means for allocating, organizing, and inter-relating blocks of time for designated activities. A tool for the same, making use of phases, milestones, deadlines, etc. to guide the planning, implementation, evaluation or other process.

Tool—A means for performing an operation or necessary in the practice or vocation. More specifically, the means, process, by which an individual or group achieves the purposes and accomplishes the tasks necessary to complete a step in the strategic planning process. Tools can be grouped by what they do, e.g. tools for generating ideas, tools for organizing ideas and tools for selecting ideas.

Values—Beliefs; societal, organizational and individual aspirations; and desired end states.

Vision—An object of imagination. A manifestation to the senses of something immaterial. In planning, the perception or imagining of a desired end state, as yet unachieved, and its expression in the form of a narrative description, picture, recording, plan, model, etc.

Vision of success—A statement of *what* an organization should look like and *how* it should behave as it fulfills its mission.

Using a strategic planning vocabulary

Selected terms

- Strategic
- Operational
- Issue
- Strategy
- Sponsor
- Champion
- Mission
- Vision
- Objective
- Goal

Rules for using terms

- Each concept in the planning process must be covered by a unique, defined term.
- A term may not be used to describe more than one concept.
- Terms must be used consistently to mean the same thing by all persons involved in the planning effort.

Definitions of Consensus

Participants generally agreed to use the “consensus” method of decision-making. Definitions and resources on decision-making are provided.

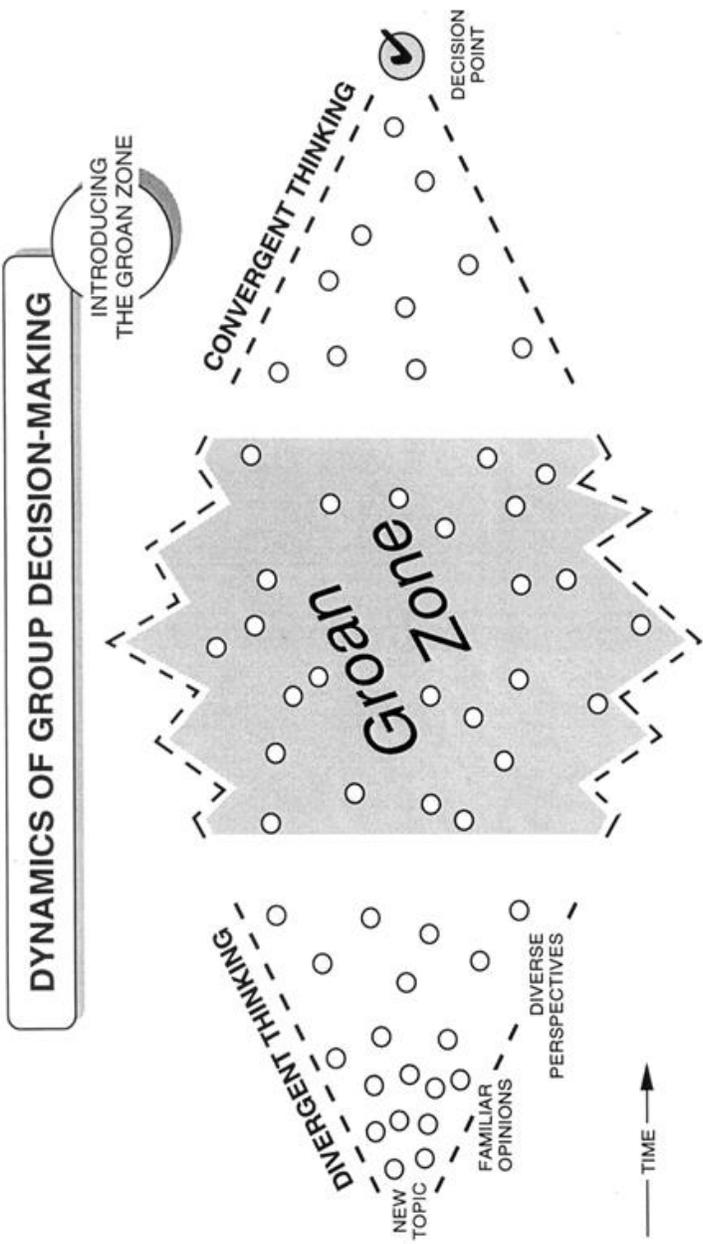
- a. Consensus is a participatory process by which a group thinks and feels together in route to their decision. (Kaner)
- b. Consensus is a state of affairs where communications have been sufficiently open and makes everyone in the group feel they had a fair chance to influence the decision; those who do not agree with the majority alternative nevertheless understand it and are prepared to support it (or live with it). (Trent adapted)

Note:

- This does not mean unanimous agreement.
- There are typically “gradients of agreement”

Gradients of Agreement





Struggling to understand a wide range of foreign or opposing ideas is not a pleasant experience. Group members can be repetitious, insensitive, defensive, short-tempered . . . When this occurs, most people don't have the slightest notion of what's happening to them. Sometimes the mere act of acknowledging the existence of the *Groan Zone* can be a significant step for a group to take.

Agenda
Watertown Government Strategic Planning Workshop 2
June 16, 2014, Watertown City Hall
6:00pm

- i. **Review draft “Proceedings Report” from Workshop 1**
- ii. **Core Values Identification Exercise:**
 - a. *Think about what might be the “core values” in Watertown city government. Listed below are three questions to help you to identify those values that should guide the behavior to which government aspires toward or adheres.*

What do we really care about in relating to key stakeholders?
What is our philosophy as to how we would like to be viewed?
What are the values that we should have that help indicate how the City wants to operate?
 - b. *With these prompting questions in mind, jot down one or two values statements that describe core values for City of Watertown government. I will be asking for more than just a word---I will be looking for a statement that describes the core value.*
 - c. *Core Value Statement:*
 - d. *Core Value Statement:*
 - e. *The facilitator will reconvene the group to continue the core values identification exercise.*
- iii. **Mission Statement Formulation Exercise:**
 - a. *A mission statement is a clarification of an organization’s purpose; a purpose is what the organization does; the purpose states the core function(s) of the organization.*
 - b. *On the next page is a “Mission Statement Worksheet”. (See attached page.) Please fill out answers to the questions and follow other instructions for sharing your mission statement. After this breakout session is completed, the facilitator will reconvene the full group and continue the mission statement exercise.*
- iv. **Wrap-up, next meeting and adjourn**

Mission Statement Worksheet and Instructions

1. *Listed below are three questions for you to ponder. Provide an answer to each question.*

a. *What are the basic social and community needs that we address?*

b. *What is our fundamental purpose as a city government organization?*

c. *What are we here to do?*

2. *Examine the answers to the questions above and draft a City of Watertown Government Mission Statement (25 words or less):*

3. *Turn to a neighbor and discuss each other's draft mission statements. After sharing perspectives:*

- *Determine if you prefer one of the draft mission statements over the other.*
- *Come up with a "revised" draft mission statement if you are able to take ideas from each other.*
- *Be prepared to share your preferred mission statement with the facilitator and group.*

Developed By:
Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 6/11/14

Agenda
Watertown Government Strategic Planning Workshop 3
July 29, 2014, Watertown City Hall
6:00pm

- i. Review draft “Proceedings Report” from Workshop 2**
- ii. +Core Values Refinement**
 - a. At Workshop 2, participants came up with a list of value statements intended to guide how they would like the behavior of government to be viewed by others. (Our philosophy as to how we would like to be viewed.) The participants reviewed the initial list and then nominated some values that seemed to best capture a “short list” of core values.*
 - b. Exercise: Group dialogue and refinement of the core values list.
- iii. Mission Statement Refinement**
 - a. A mission statement is a clarification of an organization’s purpose; a purpose is what the organization does; the purpose states the core function(s) of the organization.*
 - b. At Workshop 2, participants developed and shared potential mission statements for city government. At the conclusion of the exercise, the facilitator discussed some of the common mistakes in developing a mission, and further highlighted and underlined some of the “purpose-like” phrases.*
 - c. Exercise: Group dialogue on further refinements of key purpose statements to have in the city’s mission. (A final mission statement is not expected at this meeting---final mission statements take some time with organizations that do not have a mission statement; additional steps of the process will further inform the potential mission.)
- iv. Strengths, Weaknesses, Challenges and Opportunities/Hopes**
 - a. Participants responded to an electronic homework worksheet that requested ideas on the internal assessment of the organization (strengths and weaknesses) and then looked at the future and came up with challenges faced and also opportunities and hopes for the community and the city government as an organization. The UWEX organized the ideas, by affinity, and prepared a draft of the “Results from SWOC Homework Exercise”. (Thanks to all of you for such a timely and excellent response!)*
 - b. Exercise:

- A. Group review, dialogue and additions to the initial results. Participants will be encouraged to use the clues from the strengths, weaknesses and challenges to inform the desired future condition---Opportunities/Hopes.
- B. Group dialogue around the results from the SWOC tool. What are some of the dilemmas facing the city? How would you frame some of the potential issues or fundamental challenges that need to be addressed? What are some of the desired or hoped-for conditions that the City could have a major role in shaping? (This dialogue is optional if we run short of time, but a preliminary dialogue around some of these questions will help set up the next workshop.)

v. Wrap-up, next workshop and adjourn.

Developed By:
Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 7/29/14

Agenda

Watertown Government Strategic Planning Workshop 4 August 26, 2014, Watertown City Hall 6:00pm

- i. **Review draft “Proceedings Report” from Workshop 3**
 - a. (Core Values Refinement- p.5, Mission Statement Refinement- pp.7/8, SWOC-pp.9-16 and Initial Vision Sketch-pp.16-18)

- ii. **Issue Identification and Framing Exercise**

From the SWOC and other steps, identify the most critical and important issues (fundamental challenge/dilemma) facing the City government. Note: the various component of SWOC have been organized into affinity groups or themes which is a good starting point to consider preliminary issue areas)

Preliminary Issue Areas:

Organizational/Governmental/Administrative

- o *Staff, Employees, Department*
- o *Relationships, Participation, Sharing, Communication*
- o *Operations, Organizational Structure*
- o *Planning, Vision, Mission, Change*
- o *Funding, Resources*
- o *Leadership, Mayor, Elected Officials*
- o *Technology, Social Media*
- o *Infrastructure, Stock*

In the Setting of Watertown

- o *Community, Culture, Livability*
- o *Economy, Jobs, Demographics*
- o *Growth*
- o *Respect, Image, Perceptions*

Facilitated Exercise: Phrase the issue as an open-ended question that could have more than one answer. The issue is stated as a question that needs to be addressed. For example:

- a. What are ways that we can address.....?
- b. How can we respond to.....?
- c. What can we do to.....?

- iii. **Initial Vision Sketch Affirmation as “working vision”**

- iv. **Wrap-up, next workshop and adjourn.**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 8/26/14

Agenda

Watertown Government Strategic Planning Workshop 5 September 23, 2014, Watertown City Hall 6:00pm

- i. **Review draft “Proceedings Report” from Workshop 4**
 - a. (Issue Identification and Initial Framing Exercise)
- ii. **Determination of Strategic Issues**

Review the results from the Decision Matrix Worksheet
Share your perspectives on the “strategic nature” of these issues
Select the strategic issues facing Watertown Government (typically, 2-4 strategic issues are addressed in a cycle of planning)
- iii. **Mid-Point of Process General Dialogue**
 - a. *Question: Since strategic planning is defined as, “figuring out what is important and what to do about it”:*
Is there anything else that you would like to share at this point in the process?
Is there a perspective that you have about any of the steps in the process that we have not covered?
Is there something on your mind that you are now more comfortable raising and discussing?
- iv. **Initial Strategy Formulation**

The purpose of this step is to create a set of strategies to address the priority strategic issues that have been selected. A strategy is defined as a pattern of programs, initiatives, projects, actions, resource allocations, tasks, etc. The strategies respond to the open-ended questions for each strategic issue. If we have time, we will start with one or more strategic issues tonight.

Listed below are some prompting questions that will help you come up with strategy ideas that respond to the challenges posed in each strategic issue:
What are ways to address the issue? (The strategic issues are stated as questions, and the strategy ideas are ways to respond to each issue individually.)
What are some practical alternatives or initiatives we might pursue to address this issue?
What are the key actions that must be taken to address this issue?
- v. **Mission Statement Follow-Up**
 - a. *We are looking for 3-4 volunteers to meet with the facilitator for about an hour to further consider refinements to the mission statement (between now and the next workshop). The objective would be to suggest one or two alternatives for the full planning team to consider at the next meeting.*
- vi. **Wrap-Up, Next Meeting (Changed to Thursday October 30th) and Adjourn**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 9/22/14

Agenda

Watertown Government Strategic Planning Work Group Mission Statement Refinement October 8, 2014, Watertown City Hall 1:30pm

- i. **Review Definitions of and Concepts Around Mission Statement**
- ii. **Review Excerpts of Mission Statement Development from “Proceedings”**
- iii. **Mission Statement “Wordsmithing” Exercise**
 - *Volunteers have agreed to meet with the facilitator for about an hour to further consider refinements to the mission statement. The objective would be to suggest one or two alternatives for the full planning team to consider at the next meeting. Reminders:*
 - *Mission gets at WHAT the organization does. (Some mission statements also include a hint of the vision usually following a transition phrase. Example: “...purpose(s).....in order to....hint of vision...”)*
 - *A mission statement is different than a vision statement or values statements.*
 - *A “motto” is sometimes used to summarize or digest the mission statement for uses on letterhead or other uses when a more abbreviated use of the organizational purpose is desired.*
 - **Facilitated wordsmithing exercise. Look at the 3 or 4 candidate mission statements that have been “synthesized” so far. Share observations on what is liked and not liked about each. Use, adapt or refine existing statements to come up with one or two alternative mission statements to be considered by full planning team.**
- iv. **Wrap-Up**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 10/7/14

Strategic Planning

Developing a Mission

Presented by Steve Grabow

Strategic Planning



University of Wisconsin-Extension • Cooperative Extension



Mission Statement

- ❖ **Mission** = what an organization does.
- ❖ **Values** = what an organization believes, reflected in how it acts.
- ❖ **Vision** = what an organization wants to be or should look like in the future. (Description of a desired end-state)

Strategic Planning



University of Wisconsin-Extension • Cooperative Extension



What is a Mission Statement?

- ❖ Purpose of the organization
- ❖ Its core function.
- ❖ The organization's reason for being – the “work” of the organization.
- ❖ What the organization does uniquely well.
- ❖ Mission/purpose should define the organization's intentions toward the clientele it serves.



What a Mission Statement Looks Like

- ❖ One critical purpose, rather than many
- ❖ Brief, easy to remember
- ❖ Concrete
- ❖ Communicated – organization
- ❖ Communicated – stakeholders
- ❖ Remembered



Mission Statements Are Used To...

- ❖ Align what the organization says it does with what it actually does
- ❖ Align what the world believes it does with what it actually does
- ❖ Provide grounding for key decisions



Common Mistakes

- ❖ Too long
- ❖ Mistakenly uses “measure words” (i.e. increase, improve, maximize, etc.)
- ❖ Not communicated
- ❖ Set in stone



Vision is Distinct from Mission

- ❖ Mission and Vision are distinct by definition and format.
- ❖ Mission is the fundamental purpose.
- ❖ Mission and purpose is a statement of “Intent”
- ❖ Vision is a description of a desired end-state often detailed for several functional components of the organization.



Vision Sketch

A vision describes what the organization should look like after it achieves its full potential. A template exercise for a vision sketch is shown below:

Question: Imagine it is five years in the future and you are a journalist reporting on your organization. What do you see in the following areas?

- | | |
|---|--|
| <input type="checkbox"/> Mission or Role | <input type="checkbox"/> Processes |
| ▪ | ▪ |
| ▪ | ▪ |
| <input type="checkbox"/> People | <input type="checkbox"/> Resources |
| ▪ | ▪ |
| ▪ | ▪ |
| <input type="checkbox"/> Services | <input type="checkbox"/> Culture |
| ▪ | ▪ |
| ▪ | ▪ |
| <input type="checkbox"/> Organizational Structure | <input type="checkbox"/> External Legitimacy and Support |
| ▪ | ▪ |
| ▪ | ▪ |

Source: Bryson and Altston. *Creating and Implementing Your Strategic Plan*. Worksheet 16, Vision Sketch



Mission Statement Examples (From Other Organizations)

- ❖ To advocate for and lead the community in taking steps to achieve a thriving and active downtown.
- ❖ To collect artifacts and documents and to conduct research and programs in order to preserve and interpret the history and culture of the area.
- ❖ To assist and provide stewardship services to existing business and industry in order to preserve and promote the City's quality of life.



Mission Statement Examples (From Other Organizations)

- ❖ To provide direction, leadership and a vision for the future economic growth and development of the City.
- ❖ To provide leadership and vision, oversight of management and service delivery and representation of residents in order to assure a viable City of Whitewater now and into the future.
- ❖ To educate and provide opportunities for people of diverse interests to work together to improve the environmental, recreational, cultural and economic resources of the Basin.



Mission: Final Thoughts

- ❖ Similar to “purpose”
- ❖ Concisely explains **WHAT** the organization does and a bit of why
- ❖ It is important to periodically review and reflect on the mission statement

Strategic Planning 101

Decision Matrix

Strategic Planning Team

2009

Purpose of This Session

- ❖ Provide a basic overview of the Decision Matrix as a facilitation tool by:
 - ◆ Describing the tool
 - ◆ Suggesting general uses
 - ◆ Offering actual examples of the tool in application
 - ◆ Detailing the procedural steps
- ❖ Provide insights on adaptations of the Decision Matrix in Bryson's Step 5 (Strategic Issues)
- ❖ Provide an opportunity to observe the use of the Decision Matrix technique

Strategic Planning

 Extension

University of Wisconsin-Extension • Cooperative Extension © 2009

Description of the Decision Matrix

- ❖ A decision matrix tool evaluates, prioritizes and helps select from a list of choices.
- ❖ The users of the tool first establish a list of rating criteria, and then evaluate each choice by assigning a rating to each criterion.

Generic Criteria

Generic criteria that are often used include:

- ❖ Effectiveness
- ❖ Cost
- ❖ Feasibility
- ❖ Time required
- ❖ Capability
- ❖ Enthusiasm

Source: Tague, Nancy. The Quality Toolbox. Milwaukee: ASQ Quality Press. 2005.



Examples of the Decision Matrix

- ❖ Parks Site Selection
- ❖ Nancy Tague: Restaurant Wait Time
- ❖ Downtown Group Issues

ATTRIBUTE CHECKLIST											
Location	Resource Corridor	Along Existing Trails	Suitable Soils	Scenic Overlooks	Cultural/ Historical	Native Vegetation	Undisturbed	Glacial Features	Adjacent to State Land	Water Present	Score
Glacial/Drumlins											
V. Drumlin Field, Heron Rookery	X	Bike	X	X		X		X		X	7
O. Cold Spring Drumlin	X	Bike	X	X	X	X	X	X			8
I. Drumlins along Hwy G		Bike	X	X		X		X			5
J. Hwy J Area	X	Bike	X	X	X	X	X	X		X	9
X. Esker along Rock River	X	Bike	X	X	X	X		X		X	8
Lakes											
G. Hope Lake	X		X	X		X	X			X	6
H. Red Cedar Lake	X	Bike	X	X		X	X	X	X	X	9
T. Goose Lake/Golden Lake	X		X			X	X		X	X	6
F. Rock Lake West Shore	X	Bike	X	X	X	X		X		X	8
L. Lake Koshkonong Shoreline	X		X		X	X				X	5
N. Rose Lake	X	Bike	X	X		X				X	6
River Corridors											
P. Bark River Corridor	X	Bike	X	X	X	X		X	X	X	9
K. Koshkonong Creek	X		X		X	X	X	X		X	7
M. Lake Koshkonong Connection	X	Glacial River			X	X	X		X	X	7
E. Stoney Brook Area	X	Bike	X	X	X	X		X		X	8
R. Cushman Area	X		X	X	X	X	X	X	X	X	9
W. Oconomowoc River Corridor	X	Bike	X	X	X	X				X	7
Large Wooded Tracts											
A. Crawfish River Woods	X			X	X	X	X			X	6
Z. Ebbolt Farm	X	Bike	X	X	X	X	X	X		X	9
Road Corridors											
S. Bakertown Road Corridor	X	Ice Age/Bike	X	X	X	X		X	X		8
D. North Shore Road Corridor	X	Bike	X	X	X	X		X		X	8
B. Island Road Corridor		Bike	X	X	X	X			X		6
C. Springer Road Corridor	X	Bike	X	X	X	X		X	X		8
Existing Parks											
Y. Kanow Park	X		X	X		X	X	X		X	7
U. Bicentennial Park	X		X	X		X					4
G. Carlin Weld Park		Bike	X	X	X	X		X		X	7

Decision Matrix

Decision matrix: Long wait time

Criteria ↓ Problems	Customer pain 5	Ease to solve 2	Effect on other systems 1	Speed to solve 2	
Customers wait for host	High—Nothing else for customer to do $3 \times 5 = 15$	Medium—Involves host and bussers $2 \times 2 = 4$	High—Gets customer off to bad start $3 \times 1 = 3$	High—Observations show adequate empty tables $3 \times 2 = 6$	28
Customers wait for waiter	Medium—Customers can eat breadsticks $2 \times 5 = 10$	Medium—Involves host and waiters $2 \times 2 = 4$	Medium—Customer still feels unattended $2 \times 1 = 2$	Low—Waiters involved in many activities $1 \times 2 = 2$	18
Customers wait for food	Medium—Ambiance is nice $2 \times 5 = 10$	Low—Involves waiters and kitchen $1 \times 2 = 2$	Medium—Might result in extra trips to kitchen for waiter $2 \times 1 = 2$	Low—Kitchen is design/space limited $1 \times 2 = 2$	16
Customers wait for check	Low—Customers can relax over coffee, mints $1 \times 5 = 5$	Medium—Involves waiters and host $2 \times 2 = 4$	Medium—Customers waiting for tables might notice $2 \times 1 = 2$	Low—Computerized ticket system is needed $1 \times 2 = 2$	13

Source: Tague

WORKSHEET EXAMPLE (DOWNTOWN GROUP) For assessing How Strategic Issues Are

ISSUES	CRITERIA					Total Score	Rank Order	Rank Order by Voting*
	I	II	III	IV	V			
A. Economic Restructuring	2	3	2	2	4	13	7	7
B. Design, Planning, Infrastructure	4	3	4	5	5	21	4	3
C. Historic Preservation	5	4	4	4	5	22	2	6
D. Liaison with Government	4	3	3	3	4	17	5	4
E. Organizational Considerations	5	5	5	5	5	25	1	1
F. Promotion	5	4	5	5	3	22	2	2
G. Recreation and Natural Resource Links	4	3	3	3	4	17	5	4

Criteria

- I. Responsiveness to Mission/Assessment
- II. Likely Support by Key Stakeholders
- III. Impact on Many Customers
- IV. Significant Affect of Not Addressing
- V. Likelihood of Our Ability to Do Something

Rating Values

- 1. Barely Meets Criteria
- 2. Moderately Meets Criteria
- 3. Fully Meets Criteria

*Results of the voting for individual "action statements" grouped by Issue Area. Included for comparing the rank order of this assessment to the rank order by voting.

Adapting the Decision Matrix Tool

❖ Strategic Issues (Step 5)

◆ Litmus Test

- Operational vs. Strategic

◆ Worksheet A

- A short list of useful, candidate criteria:

- Responsiveness to mission
- Support by powerful stakeholders
- Impacts on key stakeholders
- Not addressing causes significant consequences
- Ability to do something
- Etc.

Litmus Test for Strategic Issues

Step 5: Identify and Frame Strategic Issues

95

WORKSHEET 25 Operational Versus Strategic Issues

Issue:	The Issue Is: <input type="checkbox"/> Primarily operational <input type="checkbox"/> Primarily strategic		
	Operational		Strategic
1. Is the issue on the agenda of the organization's policy board (whether elected or appointed)?	No		Yes
2. Is the issue on the agenda of the organization's chief executive (whether elected or appointed)?	No		Yes
3. When will the strategic issue's challenge or opportunity confront you?	Right now	Next year	2 or more years from now
4. How broad an impact will the issue have?	Single unit or division		Entire organization
5. How large is your organization's financial risk or opportunity?	Minor (≤ 10% of budget)	Moderate (10–15% of budget)	Major (≥ 25% of budget)
6. Will strategies for issue resolution likely require:			
a. Change in mission?	No		Yes
b. Development of new service goals and programs?	No		Yes
c. Significant changes in revenue sources or amounts?	No		Yes
d. Significant amendments in federal or state statutes or regulations?	No		Yes
e. Significant staff changes?	No		Yes
f. Significant technology changes?	No		Yes
g. Major facility changes?	No		Yes
h. Major changes in stakeholder relationships?	No		Yes
7. How apparent is the best approach for issue resolution?	Obvious, ready to implement	Broad parameters, few details	Wide open
8. What is the lowest level of management that can decide how to deal with this issue?	Line staff supervisor		Head of major department
9. What are the probable consequences of not addressing this issue?	Inconvenience, inefficiency	Significant service disruption, financial losses	Major long-term service disruption and large cost or revenue setbacks
10. How many other groups are affected by this issue and must be involved in resolution?	None	1–3	4 or more
11. How sensitive or "charged" is this issue relative to community, social, political, religious, and cultural values?	Benign	Touchy	Dynamite

WORKSHEET A

Decision Matrix Criteria for Assessing Which Issues Are Strategic (For Bryson's Step 5)

<u>Criteria</u>	<u>Rating Scale</u>				
	<u>Minimum</u>	<u>Moderate</u>	<u>Full</u>		
A. Extent to which the issue is responsive to the mission or addresses the findings in the major strengths, weaknesses, opportunities or threats highlighted in Step 4 of the process.	1	2	3	4	5
B. Extent of likely support for addressing the issue by powerful stakeholders (e.g. Policy Board Members and other Movers and Shakers)	1	2	3	4	5
C. Extent to which addressing the issue could impact a broad spectrum of customers/stakeholders	1	2	3	4	5
D. Extent to which <u>not</u> addressing the issue could result in significant consequences	1	2	3	4	5
E. Extent to which the organization can likely do something to address the issue (i.e. barriers can be overcome)	1	2	3	4	5
F. Overall extent to which "your gut" says this issue is strategic or will affect the organization well into the future	1	2	3	4	5
G. Other					

Agenda

Watertown Government Strategic Planning Workshop 6 November 25, 2014, Watertown City Hall (Postponed Workshop from October 30th) 6:00pm

- i. Review draft “Proceedings Report” from Workshop 5 and Work Group**
 - a. (Determination of strategic issues by reviewing decision matrix results and sharing perspectives; general dialogue at process midpoint; and recommendations of mission statement work group)

- ii. Mission Statement and Motto**

- a. *Discuss and take action on Work Group’s recommendation on Mission Statement and Motto.*

- iii. Initial Strategy Formulation**

The purpose of this step is to create a set of strategies to address the priority strategic issues that have been selected. A strategy is defined as a pattern of programs, initiatives, projects, actions, resource allocations, tasks, etc. The strategies respond to the open-ended questions for each strategic issue. We will be developing strategies for each of the five strategic issues.

Listed below are some prompting questions that will help you come up with strategy ideas that respond to the challenges posed in each strategic issue:

- ***What are ways to address the issue?*** (The strategic issues are stated as questions, and the strategy ideas are ways to respond to each issue individually.)
- ***What are some practical alternatives or initiatives we might pursue to address this issue?***
- ***What are the key actions that must be taken to address this issue?***

- iv. Wrap-Up, Next Meeting and Adjourn**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 11/21/14

Agenda

Watertown Government Strategic Planning Work Group Mission Statement Refinement (Second Effort) December 9, 2014, Watertown City Hall 9:00 am

- i. Review Excerpts of Mission Statement Development from “Proceedings”
(See attached Exhibit 1)**
- ii. Review Comments and Possible Alternatives from Workshop 6
a. (See attached Exhibit 2)**
- iii. Mission Statement “Wordsmithing” Exercise**

Volunteers have agreed to again meet with the facilitator for about an hour to consider further refinements to the mission statement. The objective would be to recommend a final alternative for the full planning team to consider at the next meeting. Reminders:

 - *Mission gets at WHAT the organization does. (Some mission statements also include a hint of the vision usually following a transition phrase. Example: “....purpose(s).....in order to....hint of vision...”)*
 - *A mission statement is different than a vision statement or values statements.*
 - *A “motto” is sometimes used to summarize or digest the mission statement for uses on letterhead or other uses when a more abbreviated use of the organizational purpose is desired.*
 - Facilitated wordsmithing exercise. Look at the recommended draft mission statement and motto from the previous work group session (Exhibit 1). Consider the comments and possible alternatives from the full planning team at Workshop 6 (Exhibit 2) Share observations on what is liked and not liked about each. Use, adapt or refine alternatives to come up with your recommended mission statement to be considered by full planning team.
- iv. Wrap-Up**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 12/2/14

Note: Full Proceedings Report of Workshops 1-5 is online at:

<http://jefferson.uwex.edu/files/2014/10/Compiled-Workshop1-5-Proceedings-Report.pdf>

Exhibit 1

Proceedings from First Work Group Mission Statement Session

MISSION STATEMENT REFINEMENT

The volunteer work group of Jaynellen, Bill and Jill met with the facilitator for about an hour to further consider refinements to the mission statement. The objective was to suggest one or two alternatives for the full planning team to consider at the next meeting. The work group reviewed a PowerPoint presentation on mission statement development and they were given reminders, including:

- *Mission gets at WHAT the organization does. (Some mission statements also include a hint of the vision usually following a transition phrase. Example: “...purpose(s)...in order to...hint of vision...”)*
- *A mission statement is different than a vision statement or values statements.*
- *A “motto” is sometimes used to summarize or digest the mission statement for uses on letterhead or other uses when a more abbreviated use of the organizational purpose is desired.*

During the facilitated “wordsmithing” exercise, the work group reviewed four candidate mission statements that have been “synthesized” so far. They shared observations on what is liked and not liked about each. They were encouraged to use, adapt or refine existing statements to come up with one or two alternative mission statements to be considered by full planning team. This section captures their observations, and their recommendation for a City of Watertown Government Mission Statement along with a Motto to be used as a memorable summary or digest of the full mission.

Observations of Mission Statement Alternatives

Alternative A: “Meet the needs and services of our residents.”

- A. Grammatically – incorrect
- B. Has nasty “needs” word
- C. Don’t mind “needs”
- D. Can meet “needs”
- E. Like this – simple
- F. Public safety is part of needs

Alternative B: “Provide services to address the many needs.”

- A. Too vague
- B. don’t like many
- C. Address needs of community

Alternative C: “Deliver public safety and quality of life services.”

- A. Like deliver public safety
- B. “Quality of life”
- C. What is quality of life?
- D. Quality of life is something to achieve; in order to achieve quality of life”; guarantee, assure.

Alternative D: “To provide community, quality of life and public safety services in accordance with the city’s core values and vision.”

- A. Combines parts of all candidate mission (see Tally/Other)
- B. Spells out clearly the primary purposes of City government
- C. States what we talked about
- D. References to Community – touches the heart (library, parks, health, other)
- E. Contains a reference to Core values – the identified core value statement includes “efficient government” which is important to many;
- F. Contains a reference to the City’s Vision (developing a Vision is a key part of leadership)
- G. Add “Motto” to provide an easy and memorable means to remember key notions of the mission or purpose of Watertown government
 - Option 1: “Quality services for all.”
 - Option 2: “Community, Quality of Life & Public Safety”

The subcommittee’s recommendation to the full committee for the City of Watertown Government Mission Statement and Motto is:

City of Watertown Mission Statement:

“To provide community, quality of life and public safety services in accordance with the City’s core values and vision.”

Motto:

“Watertown: Community, Quality of Life & Public Safety”

Exhibit 2

Comments and New Mission Statement Alternatives: From Full Planning Team at Workshop 6

Listed below are the comments and proposed alternatives that came up during the mission statement discussion at Workshop 6. Share observations on what is liked and not liked about each. Use, adapt or refine alternatives to come up with your recommended mission statement to be considered by full planning team.

Alternative A: Overall as Is

- ❖ Really excellent and concise
- ❖ Several like “provide” since this a verb about a fundamental purpose of government. (those arguing for “provide” recognize that others are involved and the City doesn’t do it alone---government provides functions but it is not a “be all and end all”)

Alternative B: Change Provide to Promote

- ❖ Change “provide” to “promote”
- ❖ Several argued against “promote” since we do more than “promote” and market the City (yes, we do promote but this is a fairly narrow strategy)

Alternative C: Include both Provide and Promote

- ❖ Include both “provide and promote”
- ❖ A variation to include both would be a change to “provide public safety services” and “promote community and quality of life”

Alternative D: Change Provide to Facilitate

- ❖ Change “provide” to “facilitate”
- ❖ Several reacted against “facilitate” as too clinical, much too limited of activity since the City goes well beyond facilitate.

Other Alternatives as Modifications to Alternative A As Is

- ❖ AA-Keep existing draft mission but insert after provide: the “base” or “foundation” for community, quality of life and public safety services...
- ❖ AB-Keep existing draft mission but add “in partnership with the citizenry” (to recognize that the City does not do this alone)
- ❖ AC-Keep existing draft mission but add “in cooperation with the citizenry”
- ❖ AD-Keep existing draft mission but add “in cooperation and partnership with the citizenry”.
- ❖ AE-Keep existing draft mission but add: “and partner with the citizenry”

Agenda

Watertown Government Strategic Planning Workshop 7 December 17, 2014, Watertown City Hall 6:00pm

- i. Review draft “Proceedings Report” from Workshop 6 and Work Group**
(Strategy formulation for three strategic issues; and recommendations from second round of mission statement work group)

ii. Mission Statement and Motto

Discuss and take action on the second round of Work Group’s recommendation on Mission Statement and Motto.

iii. Strategy Formulation

The purpose of this step is to create a set of strategies to address the priority strategic issues that have been selected. A strategy is defined as a pattern of programs, initiatives, projects, actions, resource allocations, tasks, etc. The strategies respond to the open-ended questions for each strategic issue. We will be developing strategies for the remaining two of the five strategic issues.

Listed below are some prompting questions that will help you come up with strategy ideas that respond to the challenges posed in each strategic issue:

- **What are ways to address the issue?** (The strategic issues are stated as questions, and the strategy ideas are ways to respond to each issue individually.)
- **What are some practical alternatives or initiatives we might pursue to address this issue?**
- **What are the key actions that must be taken to address this issue?**

iv. Determination of Major Initiatives (from Generated Strategies Ideas)

Participants will look at the generated strategy ideas and consider those ideas that most significantly respond to and will have the most impact in addressing the strategic issue.

This will be done for the three issues worked on at Workshop 6. If there is time we will determine major initiatives from the strategy ideas developed at Workshop 7 as well. Criteria for determining if the idea is a “major initiative” could include: likelihood of making a major difference, big impact idea, strong energy/interest to carry out strategy, capability to act, feasibility, right timing to act, other).

v. Wrap-Up, Next Meeting and Adjourn

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 12/13/14

Watertown Government Strategic Plan Process

Summary Handout Mission, Motto, Values & Vision

December 17, 2014

This report documents some key concept components from the strategic planning process that is still underway. The mission and motto have been developed in two sub-group workshops with volunteers from the planning team. They have not yet been affirmed by the full planning team. The core values have been affirmed. The Vision Statements have also been affirmed, and are referred to as Consensus Vision Statements. Minor editing adjustments have been made in the formatting of these vision statements.

Mission Statement:

“To provide and promote community and quality of life in accordance with the City’s core values and vision.”

Motto:

“Watertown: Community and Quality of Life”

Watertown Government Core Values:

- A. Responsiveness
 - a. Responsive to citizen calls, concerns, questions.
 - b. Responsive to community’s needs while seeking out and being open to new ideas.
- B. Integrity
 - a. Hold to identified core values.
 - b. Do what you say you will do.
 - c. Open-minded to any and all opinions or ideas.
 - d. Apply laws fairly and evenly.
- C. Approachability/Accessibility
 - a. Value an “approachable” community: where the mayor, elected officials and all city employees are accessible to residents and business persons, current and future.
- D. Accountability
 - a. People doing what is expected of them in doing their job (elected and departments)
- E. Fiscal Responsibility
 - a. Value being fiscally responsible and using our money wisely.
- F. Knowledge and Learning
 - a. Value the seeking of knowledge and life-long learning.

Watertown Government Vision Statements (Referred to as a Vision Sketch):

The vision sketch ideas describe what a successful and desired City of Watertown (both in the setting of Watertown and within city government) could look like in the future.

PHYSICAL, TANGIBLE AND IN THE SETTING OF WATERTOWN

Consensus Vision Statements

Watertown will have:

A. Community/Commitment/Culture/Livability/Destination

Downtown/Main Street

- a. The potential for new building ownership on Main Street.
- b. Spurred economic vitality in downtown, attraction of sought-after, high impact business presences; and diminished negative connotations linked with the City.
- c. A revitalized downtown.
- d. An inviting, family-friendly downtown with more events and entertainment.
- e. Downtown becoming 10 times what it is right now.

Corridors/Riverwalk/Recreation/Trails

- a. The river walk extended and a long walk or bike path along the river that goes through a lot of the City.
- b. A developed riverfront in a way that attracts economic and recreational development.
- c. A multisport complex that becomes a reality (now).
- d. A completed Interurban Bike Path from Watertown to Oconomowoc.
- e. A high speed/commuter rail service with a stop in Watertown.

Heritage/Place

- a. A new Watertown that capitalizes on our past.
- b. Promotion and enhancement about the positives of Watertown, including
 - o River
 - o Water
 - o Recreation
 - o People
 - o Downtown
 - o History
 - o Industry
 - o Safe Community
- c. People that feel they are a part of this wonderful community along with believing it is a great place to live.

Events/Attractions

- a. New community events that attract families
- b. A developed city as a “go to” place.
- c. Success by taking advantage of its strategic location between Madison and Milwaukee and as a destination community for people and businesses.

Culture/Arts

- a. Support for an updated, 21st century library and cultural center that provides beneficial resources for our community and enhancement for our downtown community.
- b. The arts sharing the “front seat” with sports and recreation.

B. Economy/Jobs/Demographics

- a. A visionary commitment for industrial growth (for example, to our existing Tax Incremental Finance Districts and the continuing plans for adding new industrial land).
- b. Increasingly pro-active efforts to promote economic growth by city government and para-governmental organizations.
- c. Increased economic development.
- d. Building off of existing business/citizen/city partnerships and expansion into new areas.
- e. Meaningful involvement and contribution to City government representation, operations and economic growth by younger demographics.
- f. Our location becoming more obvious for doing business and attraction (opportunity to use our location as a benefit).
- g. Building upon our city’s many attributes, including its solid economy and its reputation for business friendliness, technology and innovation; making it an ideal place for our employees to live and work.

C. Growth

- a. An increase in housing and population for the middle to higher income demographic.
- b. Both residential and commercial growth providing a healthier financial bottom line so that remaining a full service City is less of a challenge.
- c. On-going brainstorming about economic and community initiatives that will provide motivation for residential/business growth and development.

D. Respect/Image/Perceptions

- a. A new city “brand”.
- b. Ideas from the “Branding Initiative” are planned for, come to fruition and are implemented each year.
- c. Signs placed all over Watertown with positive expressions that are driven home.

ORGANIZATIONAL, GOVERNMENTAL AND ADMINISTRATIVE

Consensus Vision Statements

Watertown will have:

A. Relationships/Participation/Sharing/Communication

- a. Opportunities for regionalization and consolidation of services.
- b. Partnerships with potential donors and givers who have interest in particular projects, help in financing and help see projects through to completion.
- c. The whole city working together on new ideas for moving forward.
- d. Increased community support and involvement.
- e. Opportunities to partner with traditional and non-traditional groups and individuals.
- f. People who are talking-up Watertown.

B. Planning/Vision/Mission/Change

- a. Commitment to City strategic planning.
- b. Recognition that change is coming.
- c. Movement towards the vision of a community actively incorporating the coming changes.
- d. Enhancements to our existing resources, and attraction of investment by others with the same objectives.
- e. A strategic plan with increased emphasis on promoting/marketing of our city's strengths and improvement in our overall situation.
- f. Forward movement in our City with changes for the best.

C. Leadership/Mayor/Elected Officials

- a. A progressive thinking mayor and city council with a willingness to try new approaches.
- b. Modified leadership and decision-making positions to create more continuity and experience.
- c. Involvement by all players (Madison College, school district, Maranatha University, Hospital, downtown business leaders, etc.) to help advance a plan resulting in a greater chance of success.
- d. Leaders and employees who are all on the same page and set examples for the City.

D. Staff/Employees/Departments

- a. Staffing opportunities including the ability for the City to create the following minimum new full time positions – Finance Director, Human Resources Director and Information Technologies Specialist.
- b. Combination of departments in locations that utilize skilled staff and eliminate duplication of trucks and equipment.
- c. Someone designated as a “Special Events Coordinator” to take some of the pressure off the department heads.

E. Technology/Social Media

- a. Marketing of Watertown's assets using the same tools and processes being used by the businesses and people we want to attract.
- b. Marketing of the City's tremendous assets while recognizing that using traditional marketing methods will yield a poor result. (The business and individuals that we want to attract are not using “old school” methods).

F. Infrastructure/Stock

- a. Funding to update infrastructure.
- b. Updating of public areas with these areas being up to code.

G. Operations/Organizational Structure

- a. Less impact from federal and state mandates that have adverse effects on the City's budget with the City being left to manage its budget to the needs of its citizens.
- b. An end to zero (0) tax levy growth budgets (this is first!).

Agenda
Watertown Government Strategic Planning Workshop 8
February 25, Watertown City Hall
6:00pm

i. Review draft “Proceedings Report” from Workshop 7

(First review of strategy formulation for two strategic issues; second review of Major Initiatives/Strategies for three strategic issues)

ii. Strategy Formulation and Determination of Major Initiatives-Continued

A strategy is defined as a pattern of programs, initiatives, projects, actions, resource allocations, tasks, etc. The strategies respond to the open-ended questions for each strategic issue.

Participants will determine those ideas that most significantly respond to and will have the most impact in addressing the strategic issue. We will continue development and refinement of major initiatives from the strategy ideas developed at Workshop 7. Criteria for determining if the idea is a “major initiative” include: likelihood of making a major difference, big impact idea, strong energy/interest to carry out strategy (commitment), capability to act, feasibility, right timing to act, other).

Exercises at Workshop 8 will include:

- Determine Major Initiatives for Strategic Issues IV and V
- Review Assessment Tool Findings for Strategic Issues I, II and III
- Refine Major Initiatives in the context of the City’s “Commitment and Capability”
- Strategic Issues I, II and III
- Strategic Issues IV and V (if we have time and sufficient agreement on output)

iii. Wrap-Up, Next Meeting and Adjourn

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 1/21/15

WATERTOWN GOVERNMENT STRATEGIC PLAN

ONLINE SURVEY RESULTS: TESTING “MAJOR INITIATIVES”

(Purpose: to further consider if the City is capable and committed to implementing proposed major initiatives/strategies.)

**Prepared and Compiled by:
UW-Extension, Jefferson County Office
Kim Buchholz, Administrative Specialist
Steve Grabow, Professor and Community Development Educator**

2/25/2015

1. Strategic Issue I. Staffing/Employees:

#	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Develop career paths for advancement in departments (Spend time on cross training of employees)	0	3	6	1	2	12	3.17
2	Develop career paths for advancement in departments (Make everyone in departments aware of changes in technology and the ways jobs will be done)	1	2	3	6	0	12	3.17
3	Develop Future city leaders (Develop a mentorship Program)	0	3	7	2	0	12	2.92
4	Adjust existing financing, budget and benefits mechanisms (Look at non-monetary ways to support staff)	1	5	1	4	1	12	2.92
5	Adjust existing financing, budget and benefits mechanisms (Explore ways to have more flexibility in benefits – vacation eligibility, etc.)	1	4	4	3	0	12	2.75
6	Refine human resources and personnel policies	1	5	4	1	1	12	2.67

(Grow our own workforce by working with schools, youth and internships in City government)								
--	--	--	--	--	--	--	--	--

Statistic	Develop Future city leaders (Develop a mentorship Program)	Develop career paths for advancement in departments (Spend time on cross training of employees)	Develop career paths for advancement in departments (Make everyone in departments aware of changes in technology and the ways jobs will be done)	Adjust existing financing, budget and benefits mechanisms (Explore ways to have more flexibility in benefits - vacation eligibility, etc.)	Adjust existing financing, budget and benefits mechanisms (Look at non-monetary ways to support staff)	Refine human resources and personnel policies (Grow our own workforce by working with schools, youth and internships in City government)
Min Value	2	2	1	1	1	1
Max Value	4	5	4	4	5	5
Mean	2.92	3.17	3.17	2.75	2.92	2.67
Variance	0.45	1.06	1.06	0.93	1.54	1.15
Standard Deviation	0.67	1.03	1.03	0.97	1.24	1.07
Total Responses	12	12	12	12	12	12

Please provide written comments or suggestions for further refinement of Strategic Issue 1: Staffing/Employees.

Text Response

The lack of a dedicated human resources department greatly limits potential and demonstrates a lack of priority
 Finances limited, options are few.

Statistic	Value
Total Responses	3

2. Strategic Issue II. Organizational Structure:

#	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Initiate new ways to share and enhance departmental efficiency (Maintain and continue with a department 5-year planning process to make us more efficient and on task)	0	3	2	2	5	12	3.75
2	Initiate new ways to share and enhance departmental efficiency (Share resources among departments)	0	4	1	3	4	12	3.58
3	Consider refined or new models of organizational structure (Look at existing city models for organizational structure)	2	2	4	2	1	11	2.82
4	Create department performance measures, appropriate evaluation systems and new processes (Bring in trainers to explore the notions of "process improvement")	2	3	2	3	1	11	2.82
5	Consider refined or new models of organizational structure (Look at regional collaboration ideas; look at entities outside of the city)	1	3	4	3	0	11	2.82
6	Consider refined or new models	2	4	3	0	2	11	2.64

of organizational structure (Look at business models on organizational structure)							
---	--	--	--	--	--	--	--

Statistic	Initiate new ways to share and enhance departmental efficiency (Maintain and continue with a department 5-year planning process to make us more efficient and on task)	Initiate new ways to share and enhance departmental efficiency (Share resources among departments)	Consider refined or new models of organizational structure (Look at existing city models for organizational structure)	Consider refined or new models of organizational structure (Look at business models on organizational structure)	Consider refined or new models of organizational structure (Look at regional collaboration ideas; look at entities outside of the city)	Create department performance measures, appropriate evaluation systems and new processes (Bring in trainers to explore the notions of "process improvement")
Min Value	2	2	1	1	1	1
Max Value	5	5	5	5	4	5
Mean	3.75	3.58	2.82	2.64	2.82	2.82
Variance	1.66	1.72	1.56	1.85	0.96	1.76
Standard Deviation	1.29	1.31	1.25	1.36	0.98	1.33
Total Responses	12	12	11	11	11	11

Please provide written comments or suggestions for further refinement of Strategic Issue II: Organizational Structure.

Text Response
 Because of the relatively small staff less formal changes based on departmental needs are likely to be affective. In order to do any of these item we must first be able to visualize our objective. Hold city employees accountable for their performance.

Statistic	Value
Total Responses	3

3. Strategic Issue III: Capital Funding/Resources:

#	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Establish a multi-year capital program process (Explore processes and develop a 5-year or multi-year capital program process)	0	2	2	2	5	11	3.91
2	Use authorities and districts to assist the City (Get the CDA up to functioning the way it should be; get this going)	0	3	3	2	3	11	3.45

Statistic	Establish a multi-year capital program process (Explore processes and develop a 5-year or multi-year capital program process)	Use authorities and districts to assist the City (Get the CDA up to functioning the way it should be; get this going)
Min Value	2	2
Max Value	5	5
Mean	3.91	3.45
Variance	1.49	1.47
Standard Deviation	1.22	1.21
Total Responses	11	11

Please provide written comments or suggestions for further refinement of Strategic Issue 3: Capital Funding/Resources.

Text Response

Action is currently underway to implement these.

I am afraid that the project will become a political tool.

Keep the compass pointed toward economic development to build our tax base and provide additional opportunities for residents. We cannot cut our way to prosperity.

Statistic	Value
Total Responses	3

Agenda

Watertown Government Strategic Planning Workshop 9 March 31, Watertown City Hall 6:00 p.m.

- i. Review “Proceedings Report” from Workshop 8**
- ii. Confirm Strategies for Major Emphasis; Strategic Issues 4 and 5**
(Use findings from survey.)
- iii. Review of all Major Initiatives**
- iv. Begin Plan Management Step Considerations**
(Plan review, approval, and implementation.)
- v. Wrap-Up, Next Meeting and Adjourn**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 3/26/15

WATERTOWN GOVERNMENT STRATEGIC PLAN

ONLINE SURVEY RESULTS: TESTING “MAJOR INITIATIVES IV & V”

(Purpose: to further consider if the City is capable and committed to implementing proposed major initiatives/strategies.)

**Prepared and Compiled by:
UW-Extension, Jefferson County Office
Kim Buchholz, Administrative Specialist
Steve Grabow, Professor and Community Development Educator**

3/31/15

1. Strategic Issue IV Economic Development:

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Use planning, marketing & communication tools (Make sure the facilities & acreage available are placed on the State Locate Website so people looking can find them.)	0	0	3	4	7	14	4.29
2	Commit City resources to economic development (Utilize grants when possible to promote local business & economic development.)	0	2	3	5	4	14	3.79
3	Implement downtown redevelopment plans (Work with Redevelopment Resources on their plan for downtown.)	0	2	4	6	2	14	3.57
4	Address business strengths & needs (Work with building owners to create an incubator space for small business (one or two person business)).	0	0	7	6	1	14	3.57
5	Apply innovation in community & economic development methods (Create, expand & modify TID districts to promote economic development.)	0	1	7	3	3	14	3.57
6	Create formal partnerships & defined roles with other organizations (City to create a public private partnership with their quasi government affiliates in the community aka WEDP, Chamber and Main Street.)	0	2	5	5	2	14	3.50
7	Apply innovation in community & economic development methods (Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions.)	1	2	2	7	2	14	3.50

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
8	Address business strengths & needs (Look at what the business needs are for starting a business here or relocating a business to Watertown. i.e. City look at Fire Codes to anticipate needs of business.)	0	1	7	5	1	14	3.43
9	Use planning, marketing & communication tools (Consider Newsletters & other communication methods to tell the important stories about Watertown.)	0	2	5	6	1	14	3.43
10	Create formal partnerships & defined roles with other organizations (Relay back to City staff & officials the work of our partner organizations; i.e. more regular briefings; would be useful to department heads, too.)	0	2	7	3	2	14	3.36
11	Expand & revitalize industrial sites & infrastructure (Expand the size of our industrial park on the west side of town by acquiring additional land.)	0	3	4	6	1	14	3.36
12	Use planning, marketing & communication tools (Work within the confines of the comprehensive plan for guiding future City growth.)	0	2	5	7	0	14	3.36
13	Expand & revitalize industrial sites & infrastructure (Explore steps for a new approach using public/private partnerships.)	1	0	8	3	1	13	3.23
14	Commit City resources to economic development (Dedicate the resources for the specific purpose of economic development.)	0	4	4	5	1	14	3.21

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
15	Implement downtown redevelopment plans (Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.)	0	5	5	2	2	14	3.07
16	Expand & revitalize industrial sites & infrastructure (Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.)	0	4	7	3	0	14	2.93
17	Expand & revitalize industrial sites & infrastructure (Commit extension of utilities & roads for economic development as needed & where needed.)	0	6	5	3	0	14	2.79

Statistic	Create formal partnerships & defined roles with other organizations (City to create a public private partnership with their quasi government affiliates in the community aka WEDP, Chamber and Main Street.)	Create formal partnerships & defined roles with other organizations (Relay back to City staff & officials the work of our partner organizations; i.e. more regular briefings; would be useful to department heads, too.)	Expand & revitalize industrial sites & infrastructure (Expand the size of our industrial park on the west side of town by acquiring additional land.)	Expand & revitalize industrial sites & infrastructure (Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.)	Expand & revitalize industrial sites & infrastructure (Commit extension of utilities & roads for economic development as needed & where needed.)		Expand & revitalize industrial sites & infrastructure (Explore steps for a new approach using public/private partnerships.)	Implement downtown redevelopment plans (Work with Redevelopment Resources on their plan for downtown.)	Implement downtown redevelopment plans (Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.)	Address business strengths & needs (Look at what the business needs are for starting a business here or relocating a business to Watertown. i.e. City look at Fire Codes to anticipate needs of business.)	Address business strengths & needs (Work with building owners to create an incubator space for small business (one or two person business)).	Commit City resources to economic development (Dedicate the resources for the specific purpose of economic development.)	Commit City resources to economic development (Utilize grants when possible to promote local business & economic development.)	Use planning, marketing & communication tools (Work within the confines of the comprehensive plan for guiding future City growth.)	Use planning, marketing & communication tools (Consider Newsletters & other communication methods to tell the important stories about Watertown.)	Use planning, marketing & communication tools (Make sure the facilities & acreage available are placed on the State Locate Website so people looking can find them.)	Apply innovation in community & economic development methods (Create, expand & modify TID districts to promote economic development.)	Apply innovation in community & economic development methods (Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions.)
Min Value	2	2	2	2	2	1	1	2	2	2	3	2	2	2	2	3	2	1
Max Value	5	5	5	4	4	4	5	5	5	5	5	5	5	4	5	5	5	5
Mean	3.50	3.36	3.36	2.93	2.79	2.80	3.23	3.57	3.07	3.43	3.57	3.21	3.79	3.36	3.43	4.29	3.57	3.50
Variance	0.88	0.86	0.86	0.53	0.64	1.70	0.86	0.88	1.15	0.57	0.42	0.95	1.10	0.55	0.73	0.68	0.88	1.35
Standard Deviation	0.94	0.93	0.93	0.73	0.80	1.30	0.93	0.94	1.07	0.76	0.65	0.97	1.05	0.74	0.85	0.83	0.94	1.16
Total Responses	14	14	14	14	14	5	13	14	14	14	14	14	14	14	14	14	14	14

Please provide written comments or suggestions for further refinement of these major initiatives and strategies.

Text Response

I believe the commitment is strong but the City's economic capability to support development is questionable. A public/private approach seems like to the best solution.

I believe we are capable of accomplishing anything we put our minds to! We just need to be able to prioritize the goals, focus on the first priority, all roll up our sleeves, and get going!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

The commitment is obvious. The reality of limited recourses will always be a restraining factor but to the extent possible, I see the city doing substantially more than would have been the case without this strategic planning process. Thanks for the contribution to the city's future. Fred Smith

Sorry for the late response...this email went into my junk mail.

Statistic	Value
Total Responses	4

2. Strategic Issue Va. Community, Culture & Livability:

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Implement health, fitness & wellness activities for City employees (City to clarify the benefits that can be accessed under various health plans for wellness & fitness.)	0	0	4	5	4	13	4.00
2	Implement health, fitness & wellness activities for City employees (Promote the benefits that we have for wellness, fitness, health screenings, etc.)	0	1	3	6	3	13	3.85
3	Apply the new City brand (Allocate resources & promote the new City brand.)	0	2	3	4	4	13	3.77
4	Implement health, fitness & wellness activities for City employees (Initiate & sponsor an employee/elected official wellness program. Available through health benefits provided by the City.)	0	1	6	4	2	13	3.54
5	Implement health, fitness & wellness activities for City employees (Consider City team-building activities around fun, fitness & wellness.)	0	3	3	5	2	13	3.46
6	Implement health, fitness & wellness activities for City employees (Consider City facilities as location for fitness.)	0	2	5	4	1	12	3.33
7	Commit to efforts aimed at the arts & culture (Create a “Downtown Cultural Center” as a gathering place for the community.)	0	3	6	4	0	13	3.08
8	Look into new festival & event opportunities (Work towards new major festivals by promoting & nurturing some of the existing smaller festivals.)	0	4	6	3	0	13	2.92
9	Initiate activity around a new major sports center (Explore possibilities & partnerships for a major sports center.)	2	5	4	2	0	13	2.46

Statistic	Apply the new City brand (Allocate resources & promote the new City brand.)	Commit to efforts aimed at the arts & culture (Create a “Downtown Cultural Center” as a gathering place for the community.)	Initiate activity around a new major sports center (Explore possibilities & partnerships for a major sports center.)	Look into new festival & event opportunities (Work towards new major festivals by promoting & nurturing some of the existing smaller festivals.)	Implement health, fitness & wellness activities for City employees (Promote the benefits that we have for wellness, fitness, health screenings, etc.)	Implement health, fitness & wellness activities for City employees (City to clarify the benefits that can be accessed under various health plans for wellness & fitness.)	Implement health, fitness & wellness activities for City employees (Consider City team-building activities around fun, fitness & wellness.)	Implement health, fitness & wellness activities for City employees (Consider City facilities as location for fitness.)	Implement health, fitness & wellness activities for City employees (Initiate & sponsor an employee/elected official wellness program. Available through health benefits provided by the City.)
Min Value	2	2	1	2	2	3	2	2	2
Max Value	5	4	4	4	5	5	5	5	5
Mean	3.77	3.08	2.46	2.92	3.85	4.00	3.46	3.33	3.54
Variance	1.19	0.58	0.94	0.58	0.81	0.67	1.10	0.79	0.77
Standard Deviation	1.09	0.76	0.97	0.76	0.90	0.82	1.05	0.89	0.88
Total Responses	13	13	13	13	13	13	13	12	13

Please provide written comments or suggestions for further refinement of these major initiatives and strategies.

Text Response

There are wellness programs and incentives already available under our health insurance programs which are sent to policy holders. While the information can and every effort will be made to further provide this information, it is impossible to make persons read mail, payroll stuffers, emails, etc. to obtain this information for themselves.

I would be willing to serve on a committee to implement an employee health, fitness & wellness initiative.

Statistic	Value
Total Responses	2

3. Strategic Issue Vb Community, Culture & Livability:

(These strategy ideas have not been reviewed as of yet. This exercise will help determine possible major initiatives.)

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
1	Focus efforts towards “Silent Sports” & the City’s assets (City to add more off road paths for biking, running & other activities.)	0	1	5	6	1	13	3.54
2	Establish creative funding & philanthropy opportunities (Inform our citizens about the needs for these facilities & how the money is currently used; i.e. explain the “harsh truth”.)	1	1	3	6	2	13	3.54
3	Focus efforts toward “Silent Sports” & the City’s assets (Make the downtown safer for walking.)	0	1	5	6	1	13	3.54
4	Focus efforts towards “Silent Sports” & the City’s assets (Look into more river-oriented activities & events.)	0	1	6	5	1	13	3.46
5	Focus efforts toward “Silent Sports” & the City’s assets (Make the City a safer walking & cycling city.)	0	2	5	4	2	13	3.46
6	Establish creative funding & philanthropy opportunities (Understand the protocol of the Watertown Community Foundation & potential opportunities and working relationships.)	0	0	8	5	0	13	3.38
7	Support community caring & community building (Develop ways to embrace the love for the City.)	0	2	6	4	1	13	3.31
8	Support community caring & community building (City to partner with the schools to champion literacy & life-long learning.)	1	2	4	6	0	13	3.15
9	Establish creative funding & philanthropy opportunities (Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey & others.))	1	2	5	4	1	13	3.15
10	Establish creative funding & philanthropy opportunities (Establish the “Development Function” within the City government.)	1	2	4	6	0	13	3.15
11	Establish creative funding & philanthropy opportunities (Create opportunities for creative donations; i.e. The Roundup for the Aquatics Center.)	0	3	5	5	0	13	3.15

	Question	No capability & commitment	Minimal capability & commitment	Reasonable capability & commitment	Strong capability & commitment	Very strong capability & commitment	Total Responses	Mean
12	Establish creative funding & philanthropy opportunities (Explore a designated “Fund” for quality of life functions; i.e. like the fund created by Jefferson County Parks.)	1	2	6	4	0	13	3.00
13	Support community caring & community building (City to send their own “love notes” to its citizens.)	2	5	5	1	0	13	2.38

Statistic	Focus efforts towards “Silent Sports” & the City’s assets (City to add more off road paths for biking, running & other activities.)	Focus efforts towards “Silent Sports” & the City’s assets (Look into more river-oriented activities & events.)	Focus efforts toward “Silent Sports” & the City’s assets (Make the City a safer walking & cycling city.)	Focus efforts toward “Silent Sports” & the City’s assets (Make the downtown safer for walking.)	Support community caring & community building (Develop ways to embrace the love for the City.)	Support community caring & community building (City to send their own “love notes” to its citizens.)	Support community caring & community building (City to partner with the schools to champion literacy & life-long learning.)	Establish creative funding & philanthropy opportunities (Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey & others.))	Establish creative funding & philanthropy opportunities (Establish the “Development Function” within the City government.)	Establish creative funding & philanthropy opportunities (Explore a designated “Fund” for quality of life functions; i.e. like the fund created by Jefferson County Parks.)	Establish creative funding & philanthropy opportunities (Inform our citizens about the needs for these facilities & how the money is currently used; i.e. explain the “harsh truth”.)	Establish creative funding & philanthropy opportunities (Create opportunities for creative donations; i.e. The Roundup for the Aquatics Center.)	Establish creative funding & philanthropy opportunities (Understand the protocol of the Watertown Community Foundation & potential opportunities and working relationships.)
Min Value	2	2	2	2	2	1	1	1	1	1	1	2	3
Max Value	5	5	5	5	5	4	4	5	4	4	5	4	4
Mean	3.54	3.46	3.46	3.54	3.31	2.38	3.15	3.15	3.15	3.00	3.54	3.15	3.38
Variance	0.60	0.60	0.94	0.60	0.73	0.76	0.97	1.14	0.97	0.83	1.27	0.64	0.26
Standard Deviation	0.78	0.78	0.97	0.78	0.85	0.87	0.99	1.07	0.99	0.91	1.13	0.80	0.51
Total Responses	13	13	13	13	13	13	13	13	13	13	13	13	13

Please provide written comments or suggestions for further refinement of these initiatives and strategies.

Text Response	Value
Statistic	
Total Responses	0

Exhibit 1

SUMMARY OF PRIORITY MAJOR INITIATIVES AND STRATEGIES

This section summarizes the major initiatives and strategy ideas to be emphasized from prior workshops and the survey of “capability and commitment”. (For Strategic Issues I, II, III, IV and V). This is the summary list of strategies that the participants would likely aim to implement. The participants will use this to further identify those key “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.) that will be key leaders of plan implementation. It is expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities.

Strategic Issue I. Staffing/Employees:

A. Major Initiative B-Develop career paths for advancement in departments.

- Spend time on cross training of employees. **
- To make everyone in departments aware of changes in technology and the ways jobs will be done. **

B. Major Initiative A-Develop future City leaders.

- Develop a mentorship program

C. Major Initiative C-Adjust existing financing, budget and benefits mechanisms.

- Explore ways to have more flexibility in benefits (vacation eligibility, etc.).
- Look at non-monetary ways to support staff.

D. Major Initiative D-Refine human resources and personnel practices.

- Grow our own workforce by working with schools, youth and internships in City government.

Strategic Issue II. Organizational Structure:

A. Major Initiative A-Initiate new ways to share and enhance departmental efficiency.

- Maintain and continue with a department 5-year planning process (to make us more efficient and on task).**
- Share resources among departments. **

B. Major Initiative B-Consider refined or new models of organizational structure.

- Look at existing city models for organizational structure.
- Look at business models on organizational structure.
- Look at regional collaboration ideas (look at entities outside of the city).

C. Major Initiative C-Create department performance measures, appropriate evaluation systems and new processes.

- Bring in trainers to explore the notions of “process improvement”.

Strategic Issue III. Capital Funding/Resources:

A. Major Initiative A-Establish a multi-year capital program process.

- Explore processes and develop a five year or multi-year capital program process.**

B. Major Initiative B-Use authorities and districts to assist the City.

- Get the CDA up to functioning the way it should be (get this going). **

Strategic Issue IV. Economic Development:

A. Major Initiative A-Create formal partnerships and defined roles with other organizations.

- City to create a public private partnership with their quasi government affiliates in the community; aka WEDO, Chamber and Main Street. **
- Relay back to City staff and officials the work of our partner organizations (i.e. more regular briefings; would be useful to department heads, too).

B. Major Initiative B-Expand and revitalize industrial sites and infrastructure.

- Expand the size of our industrial park on the west side of town by acquiring additional land.
- Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.
- Commit extension of utilities and roads for economic development as needed and where needed.
- Explore steps for a new approach using public/private partnerships.

Note: These major initiatives are limited by and dependent on obtaining funding.

C. Major Initiative C-Implement downtown redevelopment plans.

- Work with Redevelopment Resources on their plan for downtown. **
- Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.

D. Major Initiative D-Address business strengths and needs.

- Work with building owners to create an incubator space for small businesses (one or two person businesses).**
- Look at what the business needs are for starting a business here or relocating a business to Watertown. (Example: City looks at Fire Codes to anticipate needs of business).

E. Major Initiative E-Commit City resources to economic development.

- Utilize grants when possible to promote local business and economic development. **
- Dedicate the resources for the specific purpose of economic development.

F. Major Initiative F-Use planning, marketing and communication tools.

- Make sure the facilities and acreage available are placed on the State Locate Website so people looking can find them. **
- Work within the confines of the comprehensive plan for guiding future City growth.
- Consider Newsletters and other communication methods to tell the important stories about Watertown.

G. Major Initiative G-Apply innovation in community and economic development methods.

- Create, expand and modify TID districts to promote economic development. **
- Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions) **

Strategic Issue V. Community, Culture and Livability:

A. Major Initiative A-Apply the new City brand.

- Allocate resources and promote the new city brand. **

B. Major Initiative B-Commit to efforts aimed at the arts and culture.

- Create a “Downtown Cultural Center” as a gathering place for the community.

C. Major Initiative C-Initiate activity around a new major sports center.

- Explore possibilities and partnerships for a major sports center.

D. Major Initiative D-Look into new festival and event opportunities.

- Work towards new major festivals by promoting and nurturing some of the existing smaller festivals.

E. Major Initiative E-Implement health, fitness and wellness activities for City employees.

- Promote the benefits that we have for wellness, fitness, health screenings, etc.**
- City to clarify the benefits that can be accessed under various health plans for wellness and fitness. **
- Consider City team-building activities around fun, fitness and wellness.
- Consider City facilities as location for fitness. **
- Initiate and sponsor an employee/elected official wellness program. (Available through health benefits provided by the City). **

F. Focus efforts toward “Silent Sports” and the City’s assets.

- City adds more off road paths for biking, running and other activities. **
- Look into more river-oriented activities and events. **
- Make the City and safer walking and cycling city. **
- Make the downtown safer for walking. **

G. Support community caring and community building.

- Develop ways to embrace the love for the city. **
- City to partner with the schools to champion literacy and life-long learning.

H. Establish creative funding and philanthropy opportunities.

- Inform our citizens about the needs for these facilities and how the money is currently used. (Explain the “harsh truth”). **
- Understand the protocol of the Watertown Community Foundation and potential opportunities and working relationships. **
- Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey and others).
- Establish the “Development Function” within city government.
- Explore a designated “Fund” for quality of life functions. (Like the Fund created by Jefferson County Parks).
- Create opportunities for creative donations. (The Roundup for the Aquatics Center).

Note: Those strategies marked with a double-asterisk (**) were rated as having a strong likelihood of implementation based on a perceived level of commitment and capability by the City.

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 3/31/15

Exhibit 2

Plan Implementation Exercise

Plan Implementation: The carrying out of strategies, and the incorporation of strategies into the relevant organizational systems (in City government and the community). This typically requires the empowerment of many different individuals and groups who represent the lead “implementation bodies”.

Instructions

- a. Break-out in pairs or groups of three
- b. Review concepts and processes related to plan implementation:
 - Focus on the agreed upon priority major initiatives and strategies
 - Tap into those who are ready and motivated to lead change (and are capable and committed).
 - Consider those individuals and structures already in place who could take lead roles including certain individuals, groups, committees, organizations, other entities.
 - Consider new entities that could be put together to lead implementation of major initiatives.
- c. Discuss and list those individuals and groups (lead implementation bodies) that should be considered in implementation of our major initiatives and strategies.

- d. If time permits, identify specific strategic areas in which these lead implementation bodies could play important roles, i.e.:
 - Staffing/Employees

 - Organizational Structure

 - Capital Funding/Resources

 - Economic Development

 - Community/Culture/Livability

- e. Reassemble for full group facilitated discussion

Developed by:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 3/31/15

Agenda

Watertown Government Strategic Planning Workshop 10 (Final Workshop in Series)

Watertown City Hall (Note New Meeting Room Location)

April 23, 2015

6:00 p.m.

- i. Review “Proceedings Report” from Workshop 9**

- ii. Further Refine Lead Implementation Bodies and Other Implementation Mechanisms including:**
 - Plan Implementation Coordinating Committee or Team (such as Mayor’s Plan Implementation Coordinating Team)
 - Implementation Process Champion (such as Initial Convener)
 - Implementation Action Teams (are these appropriate for some Major Initiatives?)
 - Other mechanisms?

- iii. Review Summary Handout: Mission, Motto, Values, Vision, Strategic Issues and Major Initiatives/Strategies**

- iv. Other Plan Management Step Considerations**
(Plan review, approval, and monitoring/reassessment.)

- v. Wrap-Up, Other Follow-up and Conclude Strategic Planning Series**

Developed By:

Steve Grabow, Professor and Community Development Educator, UW Extension, Jefferson County Office, 4/14/15

Watertown Government Strategic Plan Process

Summary Handout Mission, Motto, Values, Vision, Strategic Issues and Major Initiatives/Strategies April 23, 2015

This report documents some key concept components from the strategic planning process that is nearing completion. The core values have been affirmed. This will be used as the Planning Team completes the "Plan Management" steps related to implementation, plan review and plan approval.

Mission Statement

"To provide and promote community and quality of life in accordance with the City's core values and vision."

Motto

"Watertown: Community and Quality of Life"

Watertown Government Core Values

- A. Responsiveness
 - a. Responsive to citizen calls, concerns, questions.
 - b. Responsive to community's needs while seeking out and being open to new ideas.
- B. Integrity
 - a. Hold to identified core values.
 - b. Do what you say you will do.
 - c. Open-minded to any and all opinions or ideas.
 - d. Apply laws fairly and evenly.
- C. Approachability/Accessibility
 - a. Value an "approachable" community: where the mayor, elected officials and all city employees are accessible to residents and business persons, current and future.
- D. Accountability
 - a. People doing what is expected of them in doing their job (elected and departments)

- E. Fiscal Responsibility
 - a. Value being fiscally responsible and using our money wisely.

- F. Knowledge and Learning
 - a. Value the seeking of knowledge and life-long learning.

Watertown Government Vision Statements (Referred to as a Vision Sketch)

The vision sketch ideas describe what a successful and desired City of Watertown (both in the setting of Watertown and within city government) could look like in the future.

PHYSICAL, TANGIBLE AND IN THE SETTING OF WATERTOWN

Consensus Vision Statements

Watertown will have:

A. Community/Commitment/Culture/Livability/Destination

Downtown/Main Street

- a. The potential for new building ownership on Main Street.
- b. Spurred economic vitality in downtown, attraction of sought-after, high impact business presences; and diminished negative connotations linked with the City.
- c. A revitalized downtown.
- d. An inviting, family-friendly downtown with more events and entertainment.
- e. Downtown becoming 10 times what it is right now.

Corridors/Riverwalk/Recreation/Trails

- a. The river walk extended and a long walk or bike path along the river that goes through a lot of the City.
- b. A developed riverfront in a way that attracts economic and recreational development.
- c. A multisport complex that becomes a reality (now).
- d. A completed Interurban Bike Path from Watertown to Oconomowoc.
- e. A high speed/commuter rail service with a stop in Watertown.

Heritage/Place

- a. A new Watertown that capitalizes on our past.
- b. Promotion and enhancement about the positives of Watertown, including
 - i. River
 - ii. Water
 - iii. Recreation
 - iv. People
 - v. Downtown
 - vi. History
 - vii. Industry
 - viii. Safe Community
- c. People that feel they are a part of this wonderful community along with believing it is a great place to live.

Events/Attractions

- a. New community events that attract families
- b. A developed city as a "go to" place.
- c. Success by taking advantage of its strategic location between Madison and Milwaukee and as a destination community for people and businesses.

Culture/Arts

- a. Support for an updated, 21st century library and cultural center that provides beneficial resources for our community and enhancement for our downtown community.
- b. The arts sharing the “front seat” with sports and recreation.

B. Economy/Jobs/Demographics

- a. A visionary commitment for industrial growth (for example, to our existing Tax Incremental Finance Districts and the continuing plans for adding new industrial land).
- b. Increasingly pro-active efforts to promote economic growth by city government and para-governmental organizations.
- c. Increased economic development.
- d. Building off of existing business/citizen/city partnerships and expansion into new areas.
- e. Meaningful involvement and contribution to City government representation, operations and economic growth by younger demographics.
- f. Our location becoming more obvious for doing business and attraction (opportunity to use our location as a benefit).
- g. Building upon our city’s many attributes, including its solid economy and its reputation for business friendliness, technology and innovation; making it an ideal place for our employees to live and work.

C. Growth

- a. An increase in housing and population for the middle to higher income demographic.
- b. Both residential and commercial growth providing a healthier financial bottom line so that remaining a full service City is less of a challenge.
- c. On-going brainstorming about economic and community initiatives that will provide motivation for residential/business growth and development.

D. Respect/Image/Perceptions

- a. A new city “brand”.
- b. Ideas from the “Branding Initiative” are planned for, come to fruition and are implemented each year.
- c. Signs placed all over Watertown with positive expressions that are driven home.

ORGANIZATIONAL, GOVERNMENTAL AND ADMINISTRATIVE

Consensus Vision Statements

Watertown will have:

A. Relationships/Participation/Sharing/Communication

- a. Opportunities for regionalization and consolidation of services.
- b. Partnerships with potential donors and givers who have interest in particular projects, help in financing and help see projects through to completion.
- c. The whole city working together on new ideas for moving forward.
- d. Increased community support and involvement.
- e. Opportunities to partner with traditional and non-traditional groups and individuals.
- f. People who are talking-up Watertown.

B. Planning/Vision/Mission/Change

- a. Commitment to City strategic planning.
- b. Recognition that change is coming.
- c. Movement towards the vision of a community actively incorporating the coming changes.
- d. Enhancements to our existing resources, and attraction of investment by others with the same objectives.
- e. A strategic plan with increased emphasis on promoting/marketing of our city's strengths and improvement in our overall situation.
- f. Forward movement in our City with changes for the best.

C. Leadership/Mayor/Elected Officials

- a. A progressive thinking mayor and city council with a willingness to try new approaches.
- b. Modified leadership and decision-making positions to create more continuity and experience.
- c. Involvement by all players (Madison College, school district, Maranatha University, Hospital, downtown business leaders, etc.) to help advance a plan resulting in a greater chance of success.
- d. Leaders and employees who are all on the same page and set examples for the City.

D. Staff/Employees/Departments

- a. Staffing opportunities including the ability for the City to create the following minimum new full time positions – Finance Director, Human Resources Director and Information Technologies Specialist.
- b. Combination of departments in locations that utilize skilled staff and eliminate duplication of trucks and equipment.
- c. Someone designated as a “Special Events Coordinator” to take some of the pressure off the department heads.

E. Technology/Social Media

- a. Marketing of Watertown's assets using the same tools and processes being used by the businesses and people we want to attract.
- b. Marketing of the City's tremendous assets while recognizing that using traditional marketing methods will yield a poor result. (The business and individuals that we want to attract are not using “old school” methods).

F. Infrastructure/Stock

- a. Funding to update infrastructure.
- b. Updating of public areas with these areas being up to code.

G. Operations/Organizational Structure

- a. Less impact from federal and state mandates that have adverse effects on the City's budget with the City being left to manage its budget to the needs of its citizens.
- b. An end to zero (0) tax levy growth budgets (this is first!).

Strategic Issues

The participants identified these five strategic issues.

1. **Staffing/Employees Issue:**

What can we do to fill the staffing gaps we have at the City? How are we going to respond to the many up-coming retirements in the City staff (particularly full time staff; not just department heads)?

2. **Organizational Structure Issue:**

What are the ways we can address our operational structure to make it more efficient and functional?

3. **Capital Funding/Resources Issue:**

How can we respond to our extraordinarily expensive yet crucial capital needs in light of our present inadequate and restricted capacity to fund them?

4. **Economy/Jobs/Demographics Issue:**

What are ways for the City to emphasize its vision, role, and interests in partnership with key economic development organizations (i.e. JCEDC, WEDO, WEDC, Chamber, etc.)?

5. **Community/Culture/Livability Issue:**

What can we do to keep the City more up-to-date and desirable to live while attracting others?

Major Initiatives and Strategies

This section summarizes the major initiatives and strategy ideas to be emphasized from prior workshops and the survey of “capability and commitment”. (For Strategic Issues I, II, III, IV and V). This is the summary list of strategies that the participants would likely aim to implement. The participants will use this to further identify those key “implementation bodies” (individuals, groups, committees, organizations, new entities, etc.) that will be key leaders of plan implementation. It is expected that lead implementation bodies will follow-up with additional strategy detailing, sequencing of tasks and other implementation activities.

Strategic Issue I. Staffing/Employees:

A. Major Initiative B-Develop career paths for advancement in departments.

- Spend time on cross training of employees. **
- To make everyone in departments aware of changes in technology and the ways jobs will be done. **

B. Major Initiative A-Develop future City leaders.

- Develop a mentorship program

C. Major Initiative C-Adjust existing financing, budget and benefits mechanisms.

- Explore ways to have more flexibility in benefits (vacation eligibility, etc.).
- Look at non-monetary ways to support staff.

D. Major Initiative D-Refine human resources and personnel practices.

- Grow our own workforce by working with schools, youth and internships in City government.

Strategic Issue II. Organizational Structure:

A. Major Initiative A-Initiate new ways to share and enhance departmental efficiency.

- Maintain and continue with a department 5-year planning process (to make us more efficient and on task). **
- Share resources among departments. **

B. Major Initiative B-Consider refined or new models of organizational structure.

- Look at existing city models for organizational structure.
- Look at business models on organizational structure.
- Look at regional collaboration ideas (look at entities outside of the city).

C. Major Initiative C-Create department performance measures, appropriate evaluation systems and new processes.

- Bring in trainers to explore the notions of “process improvement”.

Strategic Issue III. Capital Funding/Resources:

A. Major Initiative A-Establish a multi-year capital program process.

- Explore processes and develop a five year or multi-year capital program process.**

B. Major Initiative B-Use authorities and districts to assist the City.

- Get the CDA up to functioning the way it should be (get this going). **

Strategic Issue IV. Economic Development:

A. Major Initiative A-Create formal partnerships and defined roles with other organizations.

- City to create a public private partnership with their quasi government affiliates in the community; aka WEDO, Chamber and Main Street. **
- Relay back to City staff and officials the work of our partner organizations (i.e. more regular briefings; would be useful to department heads, too).

B. Major Initiative B-Expand and revitalize industrial sites and infrastructure.

- Expand the size of our industrial park on the west side of town by acquiring additional land.
- Revitalize industrial sites that have been vacant for a number of years, and get them into a condition that makes them more sellable.
- Commit extension of utilities and roads for economic development as needed and where needed.
- Explore steps for a new approach using public/private partnerships.

Note: These major initiatives are limited by and dependent on obtaining funding.

C. Major Initiative C-Implement downtown redevelopment plans.

- Work with Redevelopment Resources on their plan for downtown. **
- Work with partners to bring a Hotel/Conference Center to Watertown; link to a cultural center.

D. Major Initiative D-Address business strengths and needs.

- Work with building owners to create an incubator space for small businesses (one or two person businesses).**
- Look at what the business needs are for starting a business here or relocating a business to Watertown. (Example: City looks at Fire Codes to anticipate needs of business).

E. Major Initiative E-Commit City resources to economic development.

- Utilize grants when possible to promote local business and economic development. **
- Dedicate the resources for the specific purpose of economic development.

F. Major Initiative F-Use planning, marketing and communication tools.

- Make sure the facilities and acreage available are placed on the State Locate Website so people looking can find them. **
- Work within the confines of the comprehensive plan for guiding future City growth.
- Consider Newsletters and other communication methods to tell the important stories about Watertown.

G. Major Initiative G-Apply innovation in community and economic development methods.

- Create, expand and modify TID districts to promote economic development. **
- Broaden the scope of the CDA to go beyond just a housing authority (CDA has other legal enablement to do other economic development functions) **

Strategic Issue V. Community, Culture and Livability:

A. Major Initiative A-Apply the new City brand.

- Allocate resources and promote the new city brand. **

B. Major Initiative B-Commit to efforts aimed at the arts and culture.

- Create a “Downtown Cultural Center” as a gathering place for the community.

C. Major Initiative C-Initiate activity around a new major sports center.

- Explore possibilities and partnerships for a major sports center.

D. Major Initiative D-Look into new festival and event opportunities.

- Work towards new major festivals by promoting and nurturing some of the existing smaller festivals.

E. Major Initiative E-Implement health, fitness and wellness activities for City employees.

- Promote the benefits that we have for wellness, fitness, health screenings, etc.**
- City to clarify the benefits that can be accessed under various health plans for wellness and fitness. **
- Consider City team-building activities around fun, fitness and wellness.
- Consider City facilities as location for fitness. **
- Initiate and sponsor an employee/elected official wellness program. (Available through health benefits provided by the City). **

F. Major Initiative F-Focus efforts toward “Silent Sports” and the City’s assets.

- City adds more off road paths for biking, running and other activities. **
- Look into more river-oriented activities and events. **
- Make the City and safer walking and cycling city. **
- Make the downtown safer for walking. **

G. Major Initiative G-Support community caring and community building.

- Develop ways to embrace the love for the city. **
- City to partner with the schools to champion literacy and life-long learning.

H. Major Initiative H-Establish creative funding and philanthropy opportunities.

- Inform our citizens about the needs for these facilities and how the money is currently used. (Explain the “harsh truth”). **
- Understand the protocol of the Watertown Community Foundation and potential opportunities and working relationships. **
- Promote philanthropy from new sources with the City as the benefactor (beyond Quirk, Darcey and others).
- Establish the “Development Function” within city government.
- Explore a designated “Fund” for quality of life functions. (Like the Fund created by Jefferson County Parks).
- Create opportunities for creative donations. (The Roundup for the Aquatics Center).

Note: Those strategies marked with a double-asterisk (**) were rated as having a strong likelihood of implementation based on a perceived level of commitment and capability by the City.