

**Council Chambers, Municipal Building, Baraboo, Wisconsin
Wednesday, February 16, 2022 – 6:00 p.m.**

Mayor Nelson called the special meeting of Council to order.

Roll call was taken.

Council Members Present: Wedekind, Kolb, Plautz, Kent, Petty, Ellington, Sloan, Kierzek, Thurow

Council Members Absent: None.

Others Present: Adm. Bradley, Clerk Zeman, P. Cannon, Kristen Fish-Peterson (Redevelopment Resources), Allison Watson

The Pledge of Allegiance was given.

Moved by Wedekind, seconded by Ellington and carried to approve the agenda.

Compliance with the Open Meeting Law was noted.

PUBLIC INVITED TO SPEAK – No one spoke.

COMMITTEE OF THE WHOLE

Moved by Ellington, seconded by Petty to enter Committee of the Whole to review and discuss the Strategic Planning for the City of Baraboo.

A strategic plan is an action oriented goal that covers a shorter time period, typically under 5 years. It is meant to be an action plan for a time frame when you can reasonably anticipate changes. Our goal is to create a document that communicates what the goals are for the City, what action steps are needed to reach each goal, and its implementation driven meaning we are targeting what resources are needed to bring each goal to action. Lastly, the most effective strategic plans actually appoint point person or leads for each action item. Often times the strategic planning process also involves a review of the City's mission and values. We will be starting some with key pressing issues.

Local government is required to update their comprehensive plan every 10 years. A comprehensive plan covers a longer time period, 30 years. It's largely unknown what will happen during this time and is really meant to drive policies, not as much action. Comprehensive plans are designed to govern land use, potential funding, and regulations.

For use in the strategic plan, members of the Council addressed the following key issues during a brainstorming session:

A. Budget Constraints:

- Service Deficiencies: Concerns about more needs with less staff, suffering customer service, unwillingness to use tech
- Service Efficiencies: Opportunities to improve efficiencies, leverage fresh ideas, find creative ways to reduce spending
- Capital and Financial Planning: Set priorities, control debt service, expand TID
- Community Reputation: Citizens will be unhappy with lost services, increased violence and drug enforcement needs, Baraboo Falls behind
- Maintenance of Infrastructure: Ongoing / preventative maintenance
- Staff Attraction and Retention: Turnover increasing, concerns about attracting / wage competition, stress / work overload

B. Rapid Growth

- Service Deficiencies: Growing too fast to keep up with service needs, not enough staff
- Service Efficiencies: Increased community involvement, housing crunch will be relieved, attracting more applicants to City roles
- Financial Security: Bring more businesses and employees, develop financial plan for growth, leverage new tax base / tax dollars

- Quality of Life: Don't lose "small town identity", may see reputation change, too much change at once
- Growth Opportunities: developments and jobs, spin off growth besides housing, new residents and increased tourist traffic

C. Succession Planning

- Service Deficiencies: No IT staff, changing technology with staff not adopting tech adequately, stuck in "always done it this way" mindset
- Service Efficiencies: Opportunities to consolidate, streamline, evaluate positions, outsource services, and avoid staff wearing too many hats
- Retention of Institutional Knowledge: Concerns about loss of knowledge, need to create a succession plan process and engage in process documentation
- Staff Attraction and Retention: Need for formalized HR function / processes, stress and burnout as a result of quicker turnover, concerns about attracting qualified talent
- Opportunities to grow Our Own: More opportunities to provide upward mobility to skilled staff, train future leaders

D. Use of Technology in City Hall

- Service Efficiencies: Expand broadband access in community, move City services online for efficiency, reduce waste
- Training Infrastructure: Train staff and elected officials, ensure good training programs to mitigate turnover
- Strategy for Implementation: Need to understand wants vs. needs
- Barriers to Implementation: Need to meet residents where they are tech-wise, tech is changing rapidly
- Baraboo of the Future: Need for a tech master plan, ability to telecommute, rely more on virtual meetings and instant communications
- Skills / Leadership Void: Need an IT lead person / director

Moved by Petty, seconded by Ellington, to rise and report from Committee of the Whole and return to regular session.

ADJOURNMENT

Moved by Petty, seconded by Thurow, and carried on voice vote, that the meeting adjourn at 8:08pm.

Brenda Zeman, City Clerk