



## CITY OF BARABOO ADMINISTRATIVE MEETING AGENDA

Tuesday, January 10, 2023, 8:00 a.m.  
Room 205, Baraboo Municipal Building  
101 South Blvd  
Baraboo, WI 53913

**PLEASE TAKE NOTICE-** Any person who has a qualifying disability as defined by the Americans with Disabilities Act who requires the meeting or materials at the meeting to be in an accessible location or format should contact the City Clerk at 101 South Blvd., Baraboo WI or phone (608) 355-2700 during regular business hours at least 48 hours before the meeting so reasonable arrangements can be made to accommodate each request.

*For more information about the City of Baraboo, visit our website at [www.cityofbaraboo.com](http://www.cityofbaraboo.com)*

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	<b>Pages</b>
<b>1. CALL TO ORDER</b>	
1.1 ROLL CALL OF MEMBERS	
1.2 NOTE COMPLIANCE WITH OPEN MEETING LAW	
1.3 APPROVE MINUTES	2
1.4 APPROVE AGENDA	
<b>2. ACTION ITEM(S)</b>	
<b>3. DISCUSSION</b>	3
3.1 Strategic Plan Discussion of items concerning completion metrics and goals.	
<b>4. INFORMATIONAL ITEM(S)</b>	
4.1 Date and time of next meeting Tuesday February 7th, 2023	
<b>5. ADJOURNMENT</b>	

Present: Alderpersons Kathleen Thurow, Heather Kierzek, Bryant Hazard

Absent: None.

Also Present: City Clerk Brenda Zeman, Interim Police Lieutenant Ryan Labroschian, Finance Director Julie Ostrander, Mayor Rob Nelson, Administrator Casey Bradley

Citizen Present: None

The meeting was called to order by Chairman Kathleen Thurow at 8:00am, with roll call and noting compliance with the Open Meetings Law.

Motion by Hazard second by Kierzek to approve the November 15, 2022, minutes. Motion carried unanimously.

Motion by Kierzek second by Hazard to approve the agenda. Motion carried unanimously.

**Action Items:**

- a) Review and recommendation to the Common Council on approving the Temporary Liquor License (aka Picnic License) for the Baraboo Theatre Guild, Bootlegger's Ball, 1-7-2023.

Ryan Labroschian noted there were no concerns.

Motion by Kierzek seconded by Hazard to approve. Motion carried unanimously.

Discussion:

- a) Strategic Plan assignments –

Administrator Casey Bradley presented the Strategic plan with the committee responsibilities summarized and described the process to completion strategies. He boiled down the list into standing committee assignments described in more detail the 15 items tasked to the committee and some of the organizational challenges. The Administrative Committee alders will review these Strategic Plan summarizations to determine meaningful metrics and consolidate items into like categories for the appropriate Department Head. Casey will describe and delegate the roles and responsibilities for the summarized items at the next Department Head meeting on Wednesday December 14<sup>th</sup> thus starting the process. The Strategic Plan will be a standing item on the agenda until completed.

Information Item(s):

- a) Date and time of next meeting: Tuesday, January 10, 2023, at 8:00AM.

Motion to adjourn by Hazard, seconded by Kierzek at 8:44 AM and unanimously carried.

Respectfully submitted, Julie Ostrander, Finance Director

City of Baraboo 5-Year Strategic Plan

Challenge: Succession Planning for Staff and Elected Officials  
 Reviewing Team: Staff

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

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step	
Organization is adequately staffed with in-demand positions and is prepared for a future where turnover and recruitment happen more frequently.	1	Evaluate the creation of a Human Resources Director or Assistant City Administrator role with a focus on compliance and personnel management.	Time	City Administrator	
		Identify positions or services that could be outsourced or contracted.	Time	City Administrator	
		Evaluate contracted human resource services that may be available in the interim to assist City HR and personnel management agencies ***	Time	City Administrator, City Council	
	2	Update position descriptions in all departments before employee turnover.	Time	Department Heads	
		Conduct organizational analysis to confirm organizational chart structure and staffing needs.	Budget line item	City Administrator	
		Evaluate position longevity at time of turnover to determine if skill/function of role is a continued need to the organization.	Time	City Administrator, City Council	
		Develop and implement a consistent onboarding process for all new employees.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
		Develop exit interview template to identify gaps / capacity issues and internal organizational challenges where positions turnover.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
		3			
Institutional knowledge is retained through employee turnover.	1	Cross-training is prioritized in departments to ensure high level of customer service.	Time, Leadership sets expectation	Department Heads	
		Department Heads take the lead on documenting SOPs (standard operating procedures) for department functions.	Time	Department Heads	
	2	Employees document their daily, weekly, monthly, and less frequent responsibilities within their role as a supplement to updated position descriptions and internal reference guide.	Time	All Staff, Department Heads	
		Develop and implement an offboarding process for retiring / exiting employees to not fully lose institutional knowledge, SOPs, etc.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
Organization retains high quality employees and promotes from within.	1	Conduct regular "stay interviews" between employees and supervisors to understand their capacity and resource needs.	Time, Leadership sets expectation	Department Heads	
		Maintain a culture of open and honest feedback in City Hall by promoting and appointing leaders who are open to feedback.	Time, Leadership sets expectation	City Administrator, City Council	
	2	Develop program to recognize and invest in future leaders (including professional development, tuition reimbursement, vacation responsibility, etc.)	Time, Budget line item (depending on nature of program)	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
		Incentivize and encourage employees to suggest fresh ideas and enhance City service delivery.	Time, Budget line item (depending on nature of incentive), Leadership sets expectation	City Administrator	
	3	Retain employees looking to move into leadership roles wherever possible through cross-training and professional development opportunities.	Time	Department Heads	
Organization attracts high quality candidates and is an employer of choice in the public sector.	1	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	Time	Department Heads	
		Evaluate comprehensive wage and benefit package with similarly-sized communities every 3-5 years. ***	Budget line item	City Administrator	
		Build mentorship into the organization as a standard practice. Use HR/Assistant City Administrator role as a model to attract rising talent to the organization. ***	Time, Leadership sets expectation	City Administrator, Department Heads	
		Explore non-monetary benefits for employees such as position-sharing, flexible schedules, remote work, or limiting City Hall customer service hours.	Time	City Administrator, City Council	
	2	Adopt an organizational chart for future growth, indicating future roles that may be created.	Policy	City Council	
		Develop candidate review process that factors in personality and team dynamics of future colleagues.	Time	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
	3	Develop formal policies for non-monetary benefits such as flexible scheduling, remote work to attract a broader pool of candidates.	Time, Policy	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)	
Create flex time policy for department heads who attend committee and Council meetings after business hours. ***		Policy	Whoever fills the HR role (HR Director, Asst. City Administrator, contracted service provider)		
Young professionals and youth in Baraboo are more engaged in local government.	3	Recruit and encourage young professional involvement in appointed and elected roles.	Time	City Council, Mayor	
		Explore creation of non-voting student seats on City boards and committees in partnership with Baraboo School District.	Time, Policy	City Council, Mayor	
		Ensure that committee and board meeting times are outside of regular business hours to ensure inclusivity in who can serve.	Time	City Council, Mayor	

Assigned to:	Oversight Committee	Comment	Casey
CB	Finance	lower priority because hiring of new positions is unlikely to happen soon.  Also need better onboarding for elected and appointed officials. Mayor could help with this.	City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
Dept. Heads	Finance		City Administrator
Clerk	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
Dept. Heads	Finance	Finance	City Administrator
Dept. Heads	Finance		City Administrator
Dept. Heads	Finance		City Administrator
CB	Finance		City Administrator
Dept. Heads	Finance	Finance	City Administrator
Dept. Heads	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
Dept. Heads	Finance		City Administrator
Dept. Heads	Finance	Finance	City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
CB	Finance		City Administrator
Mayor	Council	Admin	Mayor
Mayor	Council		City Administrator
Committee Chairs	Council		Committee of the whole discussion

City of Baraboo 5-Year Strategic Plan

SWOT Challenge: Technology in City Governance  
 Reviewing Team: Staff

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

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Organization has a system in place to monitor existing technology and evaluate new technology.	1	Develop an evaluation tool to measure new technologies (Do they communicate well internally? Does it duplicate services? What is the ongoing financial cost?)	Time	City Administrator, IT role
		Develop a technological expansion plan for the organization to evaluate departmental wants and needs (Do they have the available in the information assets, their capacity costs and their life cycle).	Time	IT role
		Evaluate enterprise resource software platform to better manage assets and better understand their life cycle.	Time, budget line item	City Administrator, IT role
Organization is supported for information technology needs and staff have access to the training they need.	1	Evaluate the creation of an IT (information technology) role that serves all departments within the City of Baraboo.	Time, budget line item	City Administrator
		Evaluate contracted information technology services that may be available in the interim.	Time	City Administrator, City Council
		Audit technological use within departments and automate or digitize processes where possible.	Time	Department Heads
		Provide training on Microsoft Teams for all employees.	Budget line item	City Administrator
	2	Provide training on Microsoft OneDrive for all employees.	Budget line item	City Administrator
Departments use contemporary technology to deliver services efficiently and save taxpayer money.	1	Council establishes desired metrics from each department that will be reported to Council. These metrics will help make data-driven decisions.	Time, Leadership sets expectation	City Council
	2	City Administrator helps empower Department Heads to track the Council-determined metrics for their department.	Time, Leadership sets expectation	City Administrator
	3	Benchmarks for paper use reduction are set for each department annually.	Time	City Administrator
We are effectively reaching as many Baraboo residents as possible on the platforms that they are already on and are comfortable using.	1	Maintain non-virtual formats of communication for residents who cannot access and/or understand technological delivery models.	Time	Communications Role
		Research communications (public information officer roles in other similarly sized communities to manage website, social media, and external communications for City).	Time	City Administrator
	2	Identify the hours needed to maintain a consistent communications presence.	Time	City Administrator
		Create a social media presence for City of Baraboo which consolidates the majority of City communications under one account. Police and Library will still maintain independent social media presences.	Time	Communications Role
	3	Confirm from Library and Police Department experiences that language needs of non-English speaking Baraboo community members are being met through City communications.	Time	City Administrator
Residents, Council and committee members, and employees can engage effectively in-person or remotely.	1	Evaluate ways to enhance the virtual meeting experience (i.e., not on Microsoft Teams) to ensure inclusivity for members and residents who want to join meetings virtually.	Time	City Administrator, whoever fills IT role
		Evaluate A/V enhancements for Council Chambers that improve user experience for attendees to participate in real time.	Time	City Administrator, whoever fills IT role
		Create a tech onboarding procedure for elected officials and staff.	Time	City Administrator, whoever fills IT role
	2	Explore ways to enhance public engagement through technology other than through meeting attendance.	Time	Department Heads, City Administrator
	3	Allow remote work for City employees with Department Head approval.	Policy	Department Heads
		Develop remote work policy for staff to allow for more flexible work hours / telecommuting in some roles.	Time, Policy	City Administrator, whoever fills HR role

Assigned to:	Oversight Committee	Comment	Rob	Scott	Casey
CB	Finance				City Administrator, Finance
CB	Finance			Finance	City Administrator, Finance
Finance Director	Finance				City Administrator, Finance
Finance Director	Finance				City Administrator, Finance
CB	Finance	lower priority because hiring of new positions is unlikely to happen soon.			City Administrator, Finance
CB	Finance			Finance	City Administrator, Finance
Dept. Heads	Admin				City Administrator, Finance
Sauk County IT?	Finance				City Administrator, Finance
Sauk County IT?	Finance				City Administrator, Finance
CB	Finance				City Administrator, Finance
CB	Council			Finance	City Administrator, Commission
CB	Council				City Administrator, Commission
CB	Finance				City Administrator, Commission
CB	Admin				City Administrator, Commission
DG	Admin				City Administrator, Admin
CB	Finance				City Administrator, Finance
CB	Finance				City Administrator, Finance
DG	Admin			Admin	City Administrator, Admin
CB	Admin				City Administrator, Admin
DG	Admin				City Administrator, Admin
City Engineer	Admin				City Administrator, Admin
City Engineer	Admin				City Administrator, Admin
Clerk	Admin			Admin	City Administrator, Admin
Mayor	Council				City Administrator, Admin
Dept. Heads	Finance				City Administrator, Finance
CB	Finance				City Administrator, Finance



City of Baraboo 5-Year Strategic Plan

SWOT Challenge: Budget Constraints  
 Reviewing Team: City Council

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

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Communications about City decisions reach a broad cross-section of Baraboo residents and elected officials don't hear "we haven't heard about this!"	1	Mayor evaluates developing a consistent facing communication that breaks down City Council decisions and decision-making process.	Time	Mayor
		Develop a proactive communications strategy that lets the City tell the story (rather than having the narrative shaped by inadequate media coverage).	Time	City Administrator, Communications Role
	Develop educational materials to better explain and share information about the annual budget process with the public in <b>forms of in-person engagement</b> .	Time	City Administrator, Communications Role	
	Empower the public to engage with City government by expanding volunteer opportunities for low-risk projects (also <b>reduce media coverage</b> ).	Time	City Administrator, Department Heads	
	2	Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City. Reach different demographics within Baraboo through multimedia communications approach (newsletter, social media, community forums, service club talks).	Time	City Administrator
Residents of Baraboo understand the budget shortfall and have meaningful input in decision-making.	2	Evaluate forming an ad hoc citizen committee to discuss and develop strategy around addressing the budget shortfall.	Time	City Council
		Host open house / community forums that are held outside of City Hall (to engage with the public on the budget shortfall).	Time	City Administrator, City Council
		Work with an outside firm to solicit community feedback on taxpayer priorities to understand community wants vs. needs.	Budget Line Item	City Administrator, City Council
Baraboo's internal organizational culture becomes more open to change (through necessity).	1	Evaluate ways to maximize staff efficiency such as position sharing or redefining City Hall business hours.	Time	City Administrator
		Council offers clear direction to staff on areas where process changes need to be identified.	Time, Leadership sets expectation	City Council
		Evaluate ways to make City information as accessible as possible (website improvements, technology usage) to enhance customer service experience.	Time	Department Heads
		Council solicits feedback from departments on where inefficiencies lie and what specific processes, tools, or resources would improve them.	Time, Leadership sets expectation	City Council, Department Heads
		<b>Audit technology in use organization-wide and expand technological use (and staff training) where possible to find further efficiencies and reduce costs.</b>	Time	IT role
Staff and elected officials move away from a short-range budget mindset and adopt a long-range approach.	1	Staff determine meaningful datasets to drive budgetary decision-making that should be presented to Council by department heads.	Time	City Administrator
		Chart of account discrepancies addressed to the greatest extent possible and new best practices implemented moving forward.	Time	City Administrator, Department Heads
		Draft and adopt a solid 5-year capital improvement plan annually.	Time	City Council, Department Heads
		Council solicits meaningful data from departments on a regular basis to drive decision-making.	Time, Leadership sets expectation	City Council, Department Heads
		Evaluate switch from line item budget to outcome-based budgeting behavior with 2023 budget cycle.	Time	City Administrator, Finance Director
		Maximize existing tools like grants, federal funding sources, alternative taxes to property taxes, etc. to supplement municipal infrastructure costs.	Time	City Administrator
		Ensure existing tools like tax increment finance, impact fees are being maximized to fund community improvements and service gaps and reduce general bond or bonding necessity.	Time	City Administrator
Staff and elected officials understand infrastructure needs well and their life cycle.	1	Evaluate sustainable alternatives at the end of asset life cycles to meet a long-range goal of increased environmental stewardship.	Time	City Administrator, Department Heads
		Evaluate costs of contracting services at end of asset life cycles as a part of the budget or bidding process.	Time	City Administrator, Department Heads
		Research and implement asset management software system to understand life cycle and replacement needs of all City assets.	Time, Budget Line Item	City Administrator, IT role
	2	Establish contingency and rainy-day reserve funds to prepare for future major expenditures.	Time	City Administrator, Finance Department
	City Council solicits quarterly or semi-annual reports on departmental assets from staff.	Time	City Council, Department Heads	
Baraboo residents remain confident in City leadership and the quality of City services.	1	Implement a communications strategy educating the public on how new development supports the cost of high quality public services.	Time	Communications Role
		Gain an understanding of most highly-demanded resident services and ensure those services are readily available in multiple ways. (Understanding can be gained through working with an outside firm to solicit community feedback).	Time, Budget Line Item	City Administrator, Department Heads
		Evaluate the metrics for coverage and demand of services based on population to understand service gaps that will emerge with continued growth.	Time	City Administrator, Finance Department
		Evaluate emergency response staff levels of other growing communities to ensure adequacy through growth.	Time	Police Department, Fire Department, EMS

Assigned to:	Overight Committee	Comment	Rob	Scott	Casey
Mayor	Council				Mayor, Admin.
Mayor	Council				City Administrator, Admin.
Mayor	Council				City Administrator, Finance/Admin
Dept. Heads	Admin				City Administrator, Admin.
CB	Finance				City Administrator, Admin/Finance
Mayor	Council				City Administrator, Mayor, Admin.
CB	Council				City Administrator, Finance
Mayor	Council				City Administrator, Finance
CB	Council				City Administrator, Finance
CB	Admin				City Administrator, Admin
CB	Council				City Administrator, Finance
CB	Council				City Administrator, Finance
Dept. Heads	Council				City Administrator, All Committees/Council
Finance Director	Finance				Finance Director, Finance
Council	Council	Does this just mean assets, or also projects?			Finance Director, Finance
Dept. Heads	Council				Department Heads, Finance
Finance Director	Finance				City Administrator, Finance
Finance Director	Finance				City Administrator, Finance
Dept. Heads	Finance				City Administrator, Finance
Dept. Heads	Finance				City Administrator, Finance
Finance Director	Finance				City Administrator, Finance
Finance Director	Finance				City Administrator, Finance
Finance Director	Council				City Administrator, Finance, Committees/Council
Dept. Heads	Council				City Administrator, Finance
Dept. Heads	Council				City Administrator, Finance/Council
Dept. Heads	Council				City Administrator, Finance/Council
Police Chief	PSC				City Administrator, Police Chief, Finance/Public Safety

City of Baraboo 5-Year Strategic Plan

SWOT Challenge:  
Reviewing Team:

Managing Growth:  
City Council

Priority Ranking Scale

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

Desired Outcomes	Priority Ranking	Action Steps to Reach Outcome	Resources Needed to Complete Action Step	Internal Lead on Action Step
Long range plans and thoughtful zoning codes continue to guide growth, without compromising quality of life, for Baraboo.	1	Solicit RFPs for a comprehensive plan update before the end of 2022.	Time	Plan Commission, City Council
		Adopt an updated comprehensive plan before the end of 2023.	Budget Line item	Plan Commission, City Council
		Zoning code appropriately sites chains and national retailers outside of the core downtown area to maintain a locally-owned, authentic identity.	Time	Plan Commission, City Council
		Participate in local and regional transit planning efforts to manage traffic that accompanies residential growth.	Time	City Administrator
		Park and greenspace benchmarks (acres/capita, type of parks, proximity to residential development) are established in future Park and Outdoor Recreation Plan.	Time	Community Development, Park and Recreation Department
The natural amenities (parks, greenspace, views) that make Baraboo a high quality to live are preserved and enhanced as the community grows.	1	City leadership holds a firm line with residential developers that park and greenspace benchmarks are met, if not exceeded, in proposed developments. <sup>***</sup>	Time, Leadership sets expectations	Plan Commission, City Council
		Evaluate conservancy zones, viewshed maintenance, and other environmental land use practices to protect and conserve Baraboo's natural beauty.	Time	Plan Commission, City Council
		Impact fees are maximized on new developments to ensure that the natural amenities of Baraboo are maintained in new developments. <sup>***</sup>	Time	City Administrator
New housing stock protects the economic vitality of Baraboo (employers can access their workforce, and that workforce can access housing).	1	Evaluate and implement zoning changes recommended in League of Wisconsin Municipalities' Enabling Better Places guide to increase housing density and affordability. <sup>***</sup>	Time	Plan Commission, City Council
		Use housing study to drive intentional conversations with builders about the City's highest priorities by type and product mix for new housing.	Time	City Administrator, Community Development
		Educate Plan Commission members on emerging industry best practices in housing affordability, zoning, density, and equity. <sup>***</sup>	Time	City Administrator
	2	Establish goals for inclusivity in community planning and design in Baraboo (equitable access for all mobility levels in housing and transportation options).	Time	City Council
		Avoid Baraboo becoming a "bedroom community" by growing housing and employer opportunities in the community in tandem.	Time	City Administrator, Community Development
		As new housing product is developed, use this as an economic development value (the workforce is here, you should bring your business here).	Time	City Administrator, Community Development
Community Development is appropriately staffed and resource-supported to thoughtfully manage growth.	2	Evaluate if and how a municipal planner is a needed role in Baraboo at this time.	Time, Budget Line item	City Administrator, City Council
		Evaluate and spell out collaboration between Public Works staff (Zoning Administrator) and Community Development department.	Time	City Administrator, Department Heads
	3	Continue to build bridges to work collaboratively with Sauk County on regional economic development.	Time	City Administrator, Community Development
		Collaborate with Baraboo School District to understand their enrollment trends, facility needs and service delivery from an education perspective.	Time	City Administrator, Community Development
		Evaluate gaps in GIS mapping and determine if service level is satisfactory, address current needs.	Time, Budget Line item	City Administrator
Sustainability through redevelopment is embraced in addition to new greenfield development.	2	Identify and implement programs to incentivize maintenance and curb appeal of older housing stock, in particular rental units.	Time, Budget Line item	Community Development
		Continue to approach infill development thoughtfully as a sustainable alternative to greenfield development.	Time	Community Development, Plan Commission

Rob

Scott

Casey

Assigned to:	Oversight Committee	Comment
City Engineer	Plan	
Plan	Council	
Plan	Council	
City Engineer	Council	
Parks Commission	Council	
CB	Council	
Parks Commission	Council	should be included in Comprehensive Plan.  not sure what this means. "maximized"?
Plan	Council	
CDA	Council	
City Engineer	Plan	
CDA	Council	
BEDC	Council	
BEDC	Council	
CB	Council	
City Engineer	PSC	
BEDC	Council	
BEDC	Council	
City Engineer	PSC	
CDA	Council	
BEDC	Council	

City Engineer	Plan/City Council/Finance
City Administrator/City Engineer	City Council
City Engineer	Plan/City Council
City Administrator/City Engineer	City Council/PSC
City Administrator	Plan/City Council
City Administrator/City Engineer	Plan/City Council
City Administrator/City Engineer/Parks Director	Plan/City Council
City Administrator	City Council
City Engineer	Plan/Council
City Administrator/CDA	Plan/Council
City Administrator	Council
City Administrator	Council
City Administrator	Council
City Administrator	Finance
City Engineer/CDA Director	PSC
City Administrator	Council
City Administrator	Council
City Engineer	PSC
City Administrator	Plan/CDA/Council/EDC
City Administrator	Plan/CDA/Council/EDC

Committee	Staff	Objective	Priority
Finance	City Administrator	Evaluate the creation of a Human Resources Director or Assistant City Administrator role with a focus on compliance and personnel management.	1
Finance	City Administrator	Identify positions or services that could be outsourced or contracted.	1
Finance	City Administrator	<i>Evaluate contracted human resource services that may be available in the interim to audit City HR and personnel management practices.***</i>	1
Finance	City Administrator	Update position descriptions in all departments before employee turnover.	2
Finance	City Administrator	Conduct organizational analysis to confirm organizational chart structure and staffing needs.	2
Finance	City Administrator	Evaluate position longevity at time of turnover to determine if skills/function of role is a continued need for the organization.	2
Finance	City Administrator	Develop and implement a consistent onboarding process for all new employees.	2
Finance	City Administrator	Develop exit interview template to identify gaps / capacity issues and internal organizational challenges when positions turnover.	3
Committees	City Administrator	Cross-training is prioritized in departments to ensure high level of customer service.	1
Committees	City Administrator	Department Heads take the lead on documenting SOPs (standard operating procedures) for department functions.	1
Committees	City Administrator	Employees document their daily, weekly, monthly, and less frequent responsibilities within their role, as a supplement to updated position descriptions and internal reference guide.	2
Committees	City Administrator	Develop and implement an offboarding process for retiring / exiting employees to not fully lose institutional knowledge upon exit.	2
Committees	City Administrator	Conduct regular "stay interviews" between employees and supervisors to understand their capacity and resource needs.	1
Committees	City Administrator	Maintain a culture of open and honest feedback in City Hall by promoting and appointing leaders who are open to feedback.	1
Committees	City Administrator	Develop program to recognize and invest in future leaders (including professional development, tuition reimbursement, passing responsibility downward).	2
Committees	City Administrator	Incentivize and encourage employees to suggest fresh ideas and enhance City service delivery.	3
Committees	City Administrator	Retain employees looking to move into leadership roles wherever possible through cross-training and professional development opportunities.	3
Committees	City Administrator	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	1
Finance	City Administrator	<i>Evaluate comprehensive wage and benefit package with similarly-sized communities every 3-5 years.***</i>	1
Committees	City Administrator	<i>Build mentorship into the organization as a standard practice. Use HR/Assistant City Administrator role as a model to attract rising talent to the organization.***</i>	1
Committees	City Administrator	Explore non-monetary benefits for employees such as position-sharing, flexible schedules, remote work, or limiting City Hall customer service hours.	1
Finance	City Administrator	Adopt an organizational chart for future growth, indicating future roles that may be created.	2
Finance	City Administrator	Develop candidate review process that factors in personality and team dynamics of future colleagues.	2
Finance	City Administrator	Develop formal policies for non-monetary benefits such as flexible scheduling, remote work to attract a broader pool of candidates.	3
Finance	City Administrator	<i>Create flex time policy for department heads who attend committee and Council meetings after business hours.***</i>	3
Finance	City Administrator	Develop an evaluation tool to measure new technologies (Do they communicate well internally? Does it duplicate services? What is the ongoing financial cost?)	1
Finance	City Administrator	Develop a technological expansion plan for the organization (to evaluate departmental wants and needs)	1
Finance	City Administrator	Develop a technology master list to understand existing assets, their ongoing costs and their life cycle.	1
Finance	City Administrator	Evaluate enterprise resource software platform to better manage assets and better understand their life cycle.	1
Finance	City Administrator	Evaluate the creation of an IT (information technology) role that serves all departments within the City of Baraboo.	1
Finance	City Administrator	<i>Evaluate contracted information technology services that may be available in the interim.***</i>	1
Finance	City Administrator	Audit technological use within departments and automate or digitize processes where possible.	1
Finance	City Administrator	Provide training on Microsoft Teams for all employees.	1
Finance	City Administrator	Provide training on Microsoft OneDrive for all employees.	1
Finance	City Administrator	Set benchmarks for technological adoption by department, by year, ensuring that training resources make these benchmarks feasible.	2
Committees	City Administrator	Council establishes desired metric(s) from each department that will be reported to Council. These metrics will help make data-driven decisions	1
Committees	City Administrator	City Administrator helps empower Department Heads to track the Council-determined metrics for their department.	1
Committees	City Administrator	Benchmarks for paper use reduction are set for each department annually.	2



Committees	City Administrator	Incentivize and encourage employees to identify ways to make more services available online.	3
Finance	City Administrator	Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City.	1
Finance	City Administrator	Identify the hours needed to maintain a consistent communications presence.	2
Finance	City Administrator	<i>Allow remote work for City employees with Department Head discretion.***</i>	3
Finance	City Administrator	Develop remote work policy for staff to allow for more flexible work hours / telecommuting in some roles.	3
Finance	City Administrator/ Police Chief	Perform an internal analysis when employees retire/leave roles to determine if skills or function of role still meets current needs in community. (For example: adding a social worker upon retirement of another role within department).	1
Finance	City Administrator	Pursue mental health training opportunities for all City staff that are customer-facing.	3
Committees	City Administrator	Draft and present a report to City Council on emerging community needs and service alignment (service expansion / change) as Baraboo grows.	1
Admin/Finance	City Administrator	Develop educational materials to better explain and share information about the annual budget process with the public in hopes of increasing engagement.	1
Admin/Finance	City Administrator	Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City.	2
Finance	City Administrator	Evaluate forming an ad hoc citizen committee to discuss and develop strategy around addressing the budget shortfall.	2
Finance	City Administrator	Host open house / community forums that are held outside of City Hall to engage with the public on the budget shortfall.	2
Finance	City Administrator	Work with an outside firm to solicit community feedback on taxpayer priorities to understand community wants vs. needs.	2
Finance	City Administrator	Evaluate ways to maximize staff efficiency such as position sharing, or even limiting City Hall business hours.	1
Finance	City Administrator	Council offers clear direction to staff on areas where process change needs to be prioritized.	1
Finance	City Administrator	Council solicits feedback from departments on where inefficiencies lie and what specific processes, tools, or resources would improve them.	1
Finance	City Administrator	<b>Audit technology in use organization-wide and expand technological use (and staff training) where possible to find further efficiencies and reduce paper use.</b>	1
Finance	City Administrator	Use Fire and EMS merger as a model to evaluate other departmental duties and seek out efficiencies and cost savings.	1
Committees	City Administrator	Staff determine meaningful datasets to drive budgetary decision-making that should be presented to Council by department heads.	1
Finance	Finance Director	Chart of account discrepancies addressed to the greatest extent possible and new best practices implemented moving forward.	1
Finance	Finance Director	Draft and adopt a solid 5-year capital improvement plan annually.	1
Committees	Department Heads	Council solicits meaningful data from departments on a regular basis to drive decision-making.	1
Committees	City Administrator	Evaluate switch from line item budget to outcome-based budgeting beginning with 2023 budget cycle.	1
Finance	City Administrator	Maximize existing tools like grants, federal funding sources, alternative taxes to property taxes, etc. to supplement municipal infrastructure costs.	1
Finance	City Administrator	Ensure existing tools like tax increment finance, impact fees are being maximized to fund community improvements and service gaps and reduce general fund or bonding necessity.	1
Finance	City Administrator	Evaluate sustainable alternatives at the end of asset life cycles to meet a long-range goal of increased environmental stewardship.	1
Finance	City Administrator	Evaluate costs of contracting services at end of asset life cycles as a part of the budget or bidding process.	1
Finance	City Administrator	Research and implement asset management software system to understand life cycle and replacement needs of all City assets.	1
Finance	City Administrator	Establish contingency and rainy-day reserve funds to prepare for future major expenditures.	1
Committees	City Administrator	City Council solicits quarterly or semi-annual reports on departmental assets from staff.	2
Finance	City Administrator	Implement a communications strategy educating the public on how new development supports the cost of high quality public services.	1
Finance	City Administrator	Gain an understanding of most highly-demanded resident services and ensure those services are readily available in multiple ways. (Understanding can be gained through working with an outside firm to solicit community feedback).	1
Committees	City Administrator	Evaluate the metrics for coverage and demand of services based on population to understand service gaps that will emerge with continued growth.	1
PSC/ Finance	City Administrator/Police Chief	Evaluate emergency response staff levels of other growing communities to ensure adequacy through growth.	1
Plan/Finance	City Engineer	Solicit RFPs for a comprehensive plan update before the end of 2022.	1
Finance	City Administrator	Evaluate if and how a municipal planner is a needed role in Baraboo at this time.	2

Committee	Staff	Objective	Priority
Committees	City Administrator	Cross-training is prioritized in departments to ensure high level of customer service.	1
Committees	City Administrator	Department Heads take the lead on documenting SOPs (standard operating procedures) for department functions.	1
Committees	City Administrator	Employees document their daily, weekly, monthly, and less frequent responsibilities within their role, as a supplement to updated position descriptions and internal reference guide.	2
Committees	City Administrator	Develop and implement an offboarding process for retiring / exiting employees to not fully lose institutional knowledge upon exit.	2
Committees	City Administrator	Conduct regular "stay interviews" between employees and supervisors to understand their capacity and resource needs.	1
Committees	City Administrator	Maintain a culture of open and honest feedback in City Hall by promoting and appointing leaders who are open to feedback.	1
Committees	City Administrator	Develop program to recognize and invest in future leaders (including professional development, tuition reimbursement, passing responsibility downward).	2
Committees	City Administrator	Incentivize and encourage employees to suggest fresh ideas and enhance City service delivery.	3
Committees	City Administrator	Retain employees looking to move into leadership roles wherever possible through cross-training and professional development opportunities.	3
Committees	City Administrator	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	1
Committees	City Administrator	<i>Build mentorship into the organization as a standard practice. Use HR/Assistant City Administrator role as a model to attract rising talent to the organization.***</i>	1
Committees	City Administrator	Explore non-monetary benefits for employees such as position-sharing, flexible schedules, remote work, or limiting City Hall customer service hours.	1
Committees	City Administrator	Council establishes desired metric(s) from each department that will be reported to Council. These metrics will help make data-driven decisions	1
Committees	City Administrator	City Administrator helps empower Department Heads to track the Council-determined metrics for their department.	1
Committees	City Administrator	Benchmarks for paper use reduction are set for each department annually.	2
Committees	City Administrator	Incentivize and encourage employees to identify ways to make more services available online.	3
Admin	City Administrator	Maintain non-virtual formats of communication for residents who cannot access and/or understand technological delivery models.	1
Admin	City Administrator	<i>Create a social media presence for City of Baraboo which consolidates the majority of City communications under one account. Police and Library will still maintain independent social media presences. ***</i>	2
Admin	City Administrator	Confirm from Library and Police Department experiences that language needs of non-English speaking Baraboo community members are being met through City communications.	3
Admin	City Administrator	Create benchmarks to measure reach and impact of social media use to understand which platforms to prioritize.	3
Admin	City Administrator	Evaluate ways to enhance the virtual meeting experience (i.e., not on Microsoft Teams) to ensure inclusivity for members and residents who want to join meetings virtually.	1
Admin	City Administrator	Evaluate A/V enhancements for Council Chambers that improve user experience for attendees to participate in real time.	1
Admin	City Administrator	Create a tech onboarding procedure for elected officials and staff.	1
Admin	City Administrator	Explore ways to enhance public engagement through technology other than through meeting attendance.	2
PSC/Admin	City Administrator/ Police Chief	Continue working with community partners to understand community needs and gaps in terms of wrap-around services (mental health, drug and alcohol treatment, social services, etc.)	1

Committees	City Administrator	Draft and present a report to City Council on emerging community needs and service alignment (service expansion / change) as Baraboo grows.	1
PSC/ADMIN	Police Chief	Meet with community partners to identify ways to serve a changing family unit norm (including challenges such as childcare, caregiving, and socioeconomic challenges)	2
Admin.	Mayor	Mayor evaluates developing a constituent-facing communication that breaks down City Council decisions and decision-making process.	1
Admin.	City Administrator	Develop a proactive communications strategy that lets the City tell the story (rather than having the narrative shaped by inadequate media coverage).	1
Admin/Finance	City Administrator	Develop educational materials to better explain and share information about the annual budget process with the public in hopes of increasing engagement.	1
Admin.	City Administrator	Empower the public to engage with City government by expanding volunteer opportunities for low-risk projects (also reduces staff burden).	2
Admin/Finance	City Administrator	Research communications / public information officer roles in other similarly sized communities to manage website, social media, and external communications for City.	2
Admin.	City Administrator/Mayor	Reach different demographics within Baraboo through multimedia communications approach (newsletter, social media, community forums, service club talks).	2
Admin	City Administrator	Evaluate ways to make City information as accessible as possible (website improvements, technology usage) to enhance customer service experience.	1
Committees	City Administrator	Staff determine meaningful datasets to drive budgetary decision-making that should be presented to Council by department heads.	1
Committees	Department Heads	Council solicits meaningful data from departments on a regular basis to drive decision-making.	1
Committees	City Administrator	Evaluate switch from line item budget to outcome-based budgeting beginning with 2023 budget cycle.	1
Committees	City Administrator	City Council solicits quarterly or semi-annual reports on departmental assets from staff.	2
Committees	City Administrator	Evaluate the metrics for coverage and demand of services based on population to understand service gaps that will emerge with continued growth.	1

Committee	Staff	Objective	Priority
Committees	City Administrator	Cross-training is prioritized in departments to ensure high level of customer service.	1
Committees	City Administrator	Department Heads take the lead on documenting SOPs (standard operating procedures) for department functions.	1
Committees	City Administrator	Employees document their daily, weekly, monthly, and less frequent responsibilities within their role, as a supplement to updated position descriptions and internal reference guide.	2
Committees	City Administrator	Develop and implement an offboarding process for retiring / exiting employees to not fully lose institutional knowledge upon exit.	2
Committees	City Administrator	Conduct regular "stay interviews" between employees and supervisors to understand their capacity and resource needs.	1
Committees	City Administrator	Maintain a culture of open and honest feedback in City Hall by promoting and appointing leaders who are open to feedback.	1
Committees	City Administrator	Develop program to recognize and invest in future leaders (including professional development, tuition reimbursement, passing responsibility downward).	2
Committees	City Administrator	Incentivize and encourage employees to suggest fresh ideas and enhance City service delivery.	3
Committees	City Administrator	Retain employees looking to move into leadership roles wherever possible through cross-training and professional development opportunities.	3
Committees	City Administrator	Each department to conduct an evaluation of their skills inventory and identify gaps annually.	1
Committees	City Administrator	<i>Build mentorship into the organization as a standard practice. Use HR/Assistant City Administrator role as a model to attract rising talent to the organization.***</i>	1
Committees	City Administrator	Explore non-monetary benefits for employees such as position-sharing, flexible schedules, remote work, or limiting City Hall customer service hours.	1
Committees	City Administrator	Council establishes desired metric(s) from each department that will be reported to Council. These metrics will help make data-driven decisions	1
Committees	City Administrator	City Administrator helps empower Department Heads to track the Council-determined metrics for their department.	1
Committees	City Administrator	Benchmarks for paper use reduction are set for each department annually.	2
Committees	City Administrator	Incentivize and encourage employees to identify ways to make more services available online.	3
PSC	City Administrator/ Police Chief	Evaluate ways to connect through non-incidents and increase positive community interactions (National Night Out, Open Streets, Safe Routes to Schools programs, for example).	1
PSC	City Administrator	<i>Develop a plan for how City Communications role will work with Police Department to share non-duplicated content. (For example: Police Department shares real-time, public safety information and City channel shares non-emergency content).***</i>	1
PSC	City Administrator/ Police Chief	Ensure technology for ingoing/outgoing communications from/to the Baraboo Police Department remains relevant (For Example: 911 text line, text message alerts for residents, Police Department social media accounts)	1
PSC	Police Chief	Police Chief to prepare regular reports (quarterly, at a minimum) to City Council.	1
PSC	City Administrator/Police Chief	Identify metrics for police department performance measured in other communities, especially where community-policing is a priority.	1
PSC	City Administrator/Police Chief	Evaluate police needs as Baraboo grows by evaluating similarly-sized communities with similar demographic trajectories.	1
PSC	City Administrator/Police Chief	Move away from decision-making using metrics that are strictly per-capita based, that do not take into account Baraboo's unique demographics and needs.	2
PSC/Admin	City Administrator/ Police Chief	Continue working with community partners to understand community needs and gaps in terms of wrap-around services (mental health, drug and alcohol treatment, social services, etc.)	1
PSC	City Administrator/ Police Chief	Evaluate how police departments in other municipalities are integrating social workers into their department and the related outcomes.	1
PSC	City Administrator/ Police Chief	Meet with partners at Baraboo School District to identify ways to support mental health services for youth.	1
PSC	City Administrator/ Police Chief	<i>Evaluate the addition of mental health-focused officers in Baraboo School District as a supplement to the School Resource Officer program (which is focused on student safety).***</i>	1
PSC	Police Chief	Continue to identify mental health training opportunities for police department members.	2
PSC	Police Chief	Pursue grants, where available, to ensure that Police Department staff receive crisis intervention training.	2
PSC	City Administrator	<i>Work with an outside firm to solicit candid community feedback on desired police services in Baraboo to understand community wants vs. needs.***</i>	1
Committees	City Administrator	Draft and present a report to City Council on emerging community needs and service alignment (service expansion / change) as Baraboo grows.	1
PSC/BAC	City Administrator	Engage the larger Baraboo community in diversity, equity, and inclusion efforts for the City.	2
PSC	Police Chief	Continue to identify opportunities for police department to work with other City departments to enhance resident experience and best serve the community.	2

PSC/ADMIN	Police Chief	Meet with community partners to identify ways to serve a changing family unit norm (including challenges such as childcare, caregiving, and socioeconomic challenges)	2
PSC	City Administrator/ Police Chief	Evaluate ways to better communicate to public the role of the Baraboo Police Department through positive community interactions (Coffee with a Cop, National Night Out, for example).	3
Committees	City Administrator	Staff determine meaningful datasets to drive budgetary decision-making that should be presented to Council by department heads.	1
Committees	Department Heads	Council solicits meaningful data from departments on a regular basis to drive decision-making.	1
Committees	City Administrator	Evaluate switch from line item budget to outcome-based budgeting beginning with 2023 budget cycle.	1
Committees	City Administrator	City Council solicits quarterly or semi-annual reports on departmental assets from staff.	2
Committees	City Administrator	Evaluate the metrics for coverage and demand of services based on population to understand service gaps that will emerge with continued growth.	1
PSC/ Finance	City Administrator/Police Chief	Evaluate emergency response staff levels of other growing communities to ensure adequacy through growth.	1
PSC	City Administrator/City Engineer	Participate in local and regional transit planning efforts to manage traffic that accompanies residential growth.	1
PSC	City Engineer/CDA Director	Evaluate and spell out collaboration between Public Works staff (Zoning Administrator) and Community Development department.	2
PSC	City Engineer	Evaluate gaps in GIS mapping and determine if service level is adequately meeting current needs.	3

Committee	Staff	Objective	Priority
Plan/Finance	City Engineer	Solicit RFPs for a comprehensive plan update before the end of 2022.	1
Plan	City Engineer	Zoning code appropriately sites chains and national retailers outside of the core downtown area to maintain a locally-owned, authentic identity.	1
Plan	City Administrator	Park and greenspace benchmarks (acres/capita, type of parks, proximity to residential development) are established in future Park and Outdoor Recreation Plan.	1
Plan	City Administrator/City Engineer	<i>City leadership holds a firm line with residential developers that park and greenspace benchmarks are met, if not exceeded, in proposed developments.***</i>	1
Plan	City Administrator/City Engineer/Parks Director	Evaluate conservancy zones, viewshed maintenance, and other environmental land use practices to protect and conserve Baraboo's natural beauty.	1
Plan	City Engineer	<i>Evaluate and implement zoning changes recommended in League of Wisconsin Municipalities' Enabling Better Places guide to increase housing density and affordability.***</i>	1
Plan	City Engineer	<i>Educate Plan Commission members on emerging industry best practices in housing affordability, zoning, density, and equity.***</i>	1
Plan	City Engineer/CDA	Establish goals for inclusivity in community planning and design in Baraboo (equitable access for all mobility levels in housing and transportation options).	1
Plan/CDA/BEDC	City Administrator	Identify and implement programs to incentivize maintenance and curb appeal of older housing stock, in particular rental units.	2
Plan/CDA/BEDC	City Administrator	Continue to approach infill development thoughtfully as a sustainable alternative to greenfield development.	2

Committee	Staff	Objective	Priority
PFC	City Administrator	<i>Include in Police Chief position description and job posting a desire for a professional candidate with effective community engagement experience.***</i>	1

Committee	Staff	Objective	Priority
Mayor*	City Administrator	Develop and implement a consistent onboarding process for all new employees.	2
PSC/BAC	City Administrator	Engage the larger Baraboo community in diversity, equity, and inclusion efforts for the City.	2
Plan/CDA/BEDC	City Administrator	Identify and implement programs to incentivize maintenance and curb appeal of older housing stock, in particular rental units.	2
Plan/CDA/BEDC	City Administrator	Continue to approach infill development thoughtfully as a sustainable alternative to greenfield development.	2