



## 2017-19 Strategic Plan Process Summary

In the fall of 2016, the Common Council and City leadership embarked on a strategic planning process for the period from 2017 through 2019. The process entailed four steps:

Session 1 (July 26): The process was introduced and key stakeholder groups were identified. Those stakeholder groups included businesses, homeowners, renters, developers, education institutions and employees. Teams were identified to conduct stakeholder interviews regarding Platteville’s strengths, opportunities, results and values.

Session 2 (August 23): Participants shared the results of their stakeholder interviews and summarized the findings related to strengths, opportunities and results. The teams then developed opportunity statements that reflected the underlying needs of the stakeholder group.

Session 3 (August 30): Four focus areas were identified based on overlapping opportunity statements. Those focus areas were businesses, housing, marketing and connections. Measurable results for the areas were also identified. Participants brainstormed ideas to address the opportunity statements in each area and then “voted” on the ideas based on importance and ease of implementation.

## COMMUNITY VALUES

- We believe in a path to a successful quality life for all ages,
- We value welcoming, collaborative community relationships,
- We value a safe place to live, work and play,
- We value quality education accessible to all,
- We believe in respect and transparency in how we govern,
- We value the youthful energy and intellect that comes with being a college town,
- We believe in planning and making thoughtful investments to secure our future, and
- We value our area’s history and the individual stories that have collectively made us what we are today.

Session 4 (September 13): The following steps remain in the process -

- Review and refine the draft document
- Test the document with stakeholder groups
- Identify related capital projects (October 3)
- Complete employee portion of the process

Participants

- Eileen Nickels, Common Council President
- Barb Daus, Common Council President, Pro-tem
- Ken Kilian, Council Member
- Amy Seeboth-Wilson, Council Member
- Tom Nall, Council Member
- Don Francis, Council Member
- Katherine Westaby, Council Member
- Karen Kurt, City Manager
- Howard Crofoot, Public Works Director
- Doug McKinley, Police Chief
- Joe Carroll, Community Development Director
- Ryan Simmons, Fire Chief
- Valerie Martin/Barb Johnson (Acting), Administration Director
- Luke Peters, Recreation Coordinator
- Jesse Lee Jones/Erin Isabel (Acting) -Library Director
- Diana Bolander – Museum Director

## COMMUNITY STRENGTHS

- School systems (K12 and UWP)
- Growing community
- Community size (Large enough to offer attractions but small enough to connect with neighbors and leaders)
- Safe
- Good city services/City officials who care about the community
- Recreation and cultural opportunities
- Community partnerships and volunteer spirit

## How the Plan Will Be Used

This document is intended to provide guidance during the annual City and department level goal-setting process for the 2017-2019 budget periods. It is intended that the Common Council and staff will review and adjust this plan, if necessary, during the annual goal setting process for each year of the plan.

While the themes are expected to be consistent for the three-year period, specific goals within each theme will need to be more fully vetted. In addition, the performance measures outlined may need to be further refined.

The first four themes (Business, Marketing, Connections and Housing,) were developed through the council-staff strategic planning process. The last two themes (Employee Relations and Fiscal Sustainability) were developed internally by staff.

The community values and strengths are intended to provide guidance while making community decisions.

The employee values are intended to serve as the anchor of the City's human resources function and will be integrated into the new hire process, new employee orientation and performance reviews.

Notes from the strategic planning process are included in the appendix.

## EMPLOYEE VALUES

- Having a Positive Impact on Our Community
- Treating our Customers with Care
- Working Cooperatively Together
- Doing Quality Work
- Demonstrating Integrity on the Job
- Showing Flexibility and a "Can Do Spirit"
- Acting as Good Stewards of the City's Resources
- Ensuring Our Safety and the Safety of Others

## Performance Management System



## 2017-19 Strategic Plan Themes

BUSINESS	
Opportunity Areas	Measures
<ul style="list-style-type: none"> <li>• Attract more retail, restaurant and industry businesses which will draw more potential customers and increase the workforce.</li> <li>• Attract more small business owners and potential owners</li> <li>• Attract top tier employers</li> <li>• Increase jobs with higher skill level/pay</li> <li>• Develop additional support mechanisms for the businesses and industries already here</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in Industry Park</li> <li>• Increase in employment</li> <li>• Decrease in vacant commercial buildings</li> </ul>
Themes and Possible Goals	
Support	<ul style="list-style-type: none"> <li>• Provide additional small business support</li> <li>• Downtown incubator for small businesses</li> <li>• Mentor program for new and existing businesses</li> <li>• One stop shop, new business or business looking to expand</li> <li>• Start-up grants for new businesses</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Sidewalks on Business 151</li> <li>• Complete Vision Drive</li> <li>• Community Center with after school daycare</li> </ul>
Connections	<ul style="list-style-type: none"> <li>• Annual business retention survey</li> <li>• Business luncheons to highlight needs, plans, ideas to grow and retain businesses</li> <li>• Foster more co-op and internship programs with UWP students</li> </ul>
Celebrate	<ul style="list-style-type: none"> <li>• Advertise that we are a gigabit City</li> <li>• Celebrate successes</li> </ul>

## MARKETING

<b>Opportunity Areas</b>		<b>Measures</b>
<ul style="list-style-type: none"> <li>Improve the marketing of UWP and Platteville to attract and retain staff, faculty, students and residents.</li> <li>Encourage Platteville as a place to live work and play</li> </ul>	<ul style="list-style-type: none"> <li>Participation #s in recreation, services etc...</li> <li>More people/families choosing to live in Platteville versus surrounding communities</li> </ul>	
<b>Themes and Possible Goals</b>		
Brand	<ul style="list-style-type: none"> <li>Brand Platteville – define what sets us apart from everyone else</li> <li>Identify and market the positive reasons for living in Platteville</li> <li>Market Platteville as the center of business in SW Wisconsin; sell Platteville as a regional shopping destination</li> </ul>	
Beautify	<ul style="list-style-type: none"> <li>Beautify entry points and support downtown streetscape</li> </ul>	
Promote City Services	<ul style="list-style-type: none"> <li>City Hall open house</li> <li>Employee spotlights</li> <li>Maps of bike routes</li> <li>Community calendar</li> <li>Update City website</li> <li>Get to know your city staff, city council, “town hall” meetings with public</li> <li>“City Hall to go” -mobile services on Saturdays</li> </ul>	

## CONNECTIONS

<b>Opportunity Areas</b>		<b>Measures</b>
<ul style="list-style-type: none"> <li>Foster community connections (e.g. UWP/City/Chamber, community events, neighborhoods)</li> <li>Facilitate connections between “lifers” and “newbies”</li> <li>Strengthen relationship between City and School Board</li> <li>Establish public/private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Social media engagement</li> <li>Surveys/Polls</li> <li>More people embracing change in our community – new people feel welcome; lifers feel respected</li> </ul>	
<b>Themes and Possible Goals</b>		
Communicate with Partners	<ul style="list-style-type: none"> <li>Have council member at School Board and vice versa</li> <li>Send City updates to school board</li> <li>Quarterly meetings with legislators</li> <li>RoundTable meetings between city and education institutions</li> </ul>	
Community Building Events	<ul style="list-style-type: none"> <li>Organize neighborhood day, sponsor neighborhood associations/meetings/block parties</li> <li>More free community events</li> <li>Create and deliver a Platteville Pride program (see Distinctively Dubuque as an example)</li> </ul>	

## HOUSING

<b>Opportunity Areas</b>		<b>Measures</b>
<ul style="list-style-type: none"> <li>Create more diverse housing options for renters</li> <li>Add more housing</li> <li>Increase access to affordable housing for families</li> <li>Encourage a range of quality affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>Population growth</li> <li>Filled housing rental properties</li> <li>Fewer calls to police and housing inspector</li> <li>Residential housing growth</li> </ul>	
<b>Themes and Possible Goals</b>		
Understand	<ul style="list-style-type: none"> <li>Housing study</li> </ul>	
Market	<ul style="list-style-type: none"> <li>Designate Platteville neighborhoods</li> <li>One stop shop for available rentals</li> <li>Realtor forum</li> </ul>	
Improve Existing Stock	<ul style="list-style-type: none"> <li>Hold landlord accountable for tenant complaints</li> <li>Incentives to convert rental to single family housing</li> <li>Award program for best rental housing</li> </ul>	
New Development	<ul style="list-style-type: none"> <li>Create small lot residential housing district</li> <li>Finish former Pioneer Ford redevelopment project</li> <li>Implement developer incentive program</li> </ul>	



## EMPLOYEE RELATIONS

Opportunity Areas		Measures
<ul style="list-style-type: none"> <li>Connect employees with the City’s mission and vision</li> <li>Document and educate on policies and procedures</li> <li>Offer market competitive wages and benefits</li> <li>Improve collaboration and communication between employees/departments</li> <li>Grow relationship between Council and staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff turnover</li> <li>Employee surveys</li> <li>Number of job applicants</li> <li>Department productivity measures</li> </ul>	
Themes and Possible Goals		
Formalize	<ul style="list-style-type: none"> <li>More consistency in Sharepoint</li> <li>Make sure each department has manual/book of procedures</li> <li>Update employee handbook/manual</li> </ul>	
Educate	<ul style="list-style-type: none"> <li>Weekly update sent to all employees</li> <li>City Manager/Admin do formal new employee orientations</li> <li>Share adopted strategic plan with all employees</li> <li><i>Integrate employee values into new hire process, orientation and performance review process</i></li> </ul>	
Build Relationships	<ul style="list-style-type: none"> <li>Invite Council to employee grill fest</li> </ul>	
Continue Progress on Compensation and Benefits	<ul style="list-style-type: none"> <li>Adopt carry over vacation policy</li> <li>Fully implement the compensation study and similar plan for union employees</li> </ul>	

## FISCAL SUSTAINABILITY

Opportunity Areas		Measures
<ul style="list-style-type: none"> <li>Provide ongoing funding for routine capital and equipment needs</li> <li>Address the City's long term capital needs</li> <li>Achieve market-competitive compensation for staff</li> </ul>	<ul style="list-style-type: none"> <li>Reserve balance</li> <li>Debt load</li> <li>Levy support for CIP</li> </ul>	
Themes and Possible Goals		
Formalize	<ul style="list-style-type: none"> <li>Develop long range financial plan</li> <li>Develop equipment replacement schedule</li> <li>Meet Government Finance Officer Association (GFOA) standard for distinguished budget</li> </ul>	
Realign Services	<ul style="list-style-type: none"> <li>Review non-core services for potential realignment</li> </ul>	
Recovery	<ul style="list-style-type: none"> <li>Consider new cost-recovery options</li> </ul>	

# APPENDIX

## SESSION #3 NOTES: GOAL BRAINSTORMING AND PRIORITIZATION

### Session Two Results

- Opportunity statements were sorted into four larger opportunity areas: *Business, Housing, Marketing and Connections*. These four groups were identified because more than one stakeholder group created an opportunity statement related to the area.
- The remaining opportunity statements (areas listed by only one stakeholder group) are listed under “Others”. It will be up to the group to decide if any of these warrant inclusion as opportunity area with respect to the strategic plan. There certainly could be an additional category related to recreational opportunities or family support.

Opportunity Areas	Measures
<p><b>Business</b></p> <ul style="list-style-type: none"> <li>• Attract more retail, restaurant and industry businesses which will draw more potential customers and increase the workforce.</li> <li>• Attract more small business owners and potential owners</li> <li>• Attract top tier employers</li> <li>• Increase jobs with higher skill level/pay</li> <li>• Develop additional support mechanisms for the businesses and industries already here</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in Industry Park</li> <li>• Increase in employment</li> <li>• Increase/expansion of businesses in community</li> </ul>
<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>• Create more diverse housing options for renters</li> <li>• Add more housing</li> <li>• Increase access to affordable housing for families</li> <li>• Encourage a range of quality affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Filled housing rental properties</li> <li>• Fewer calls to police and housing inspector</li> <li>• Residential housing growth</li> </ul>
<p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>• Improve the marketing of UWP and Platteville to attract and retain staff, faculty, students and residents.</li> <li>• Encourage Platteville as a place to live work and play</li> </ul>	<ul style="list-style-type: none"> <li>• Participation #s in recreation, services etc...</li> <li>• More people/families choosing to live in Platteville versus surrounding communities</li> </ul>
<p><b>Connections</b></p> <ul style="list-style-type: none"> <li>• Foster community connections (e.g. UWP/City/Chamber, community events, neighborhoods)</li> <li>• Facilitate connections between “lifers” and “newbies”</li> <li>• Strengthen relationship between City and School Board</li> <li>• Establish public/private partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Social media engagement</li> <li>• Surveys/Polls</li> <li>• More people embracing change in our community – new people feel welcome; lifers feel respected</li> </ul>

**Others**

- Increase opportunities for after school activities and day care
- Begin more events/activities (indoor/outdoor) for a variety of ages with better communication
- Redevelop underperforming properties
- Increase services and safety net for at risk families (food, school supplies, pool pass etc...)
- increase wage for daycare and teachers

Session Three Values Brainstorm

<i>We Value...</i>	Notes
A safe place to live, work and play	Safe, secure, healthy place to live and raise a family Safety/city safety Good emergency services (police, fire, ems) Safety A safe community Justice Safe (low crime) Law and Order Keep crime under control
Quality education <i>accessible to all</i>	Schools Education PK-12 education system UW-P Affordable education University access
Respect and transparency in how we govern	Integrity Respect Being heard Being respectful of fellow human beings
The youthful energy and intellect <i>that comes with being a college town</i>	Diversity Embrace outsiders
<i>Planning</i> and making <i>thoughtful</i> investments in our infrastructure <i>to secure our future</i>	Parks Churches, library, bike trails and schools Developing and working plans Infrastructure
<i>Our area's history and the individual stories that have collectively made us what we are today</i>	Annual events and rituals Shared history Museum/heritage What we are

<p>A path to successful, quality life for all ages</p>	<p>Broadband Access  Cost of living (taxes)  Affordable health care  Providing low income housing  Keep Platteville an affordable place to live  Affordable childcare  Affordable health and childcare  Supporting our senior citizens  Opportunities for our children  Children  Jobs  High quality jobs for our working citizens</p>
<p>Welcoming, collaborative community relationships</p>	<p>Maintain a family friendly community  The people  Volunteers that help one another  Volunteerism  Hometown feel (connections to neighbors and the community)  Community  Small town atmosphere  Family friendly community that supports one another  Support from our neighbors  Connections and relationships with others  Family</p>
<p>Others</p>	<p>Cultural opportunities  Arts and culture  Support for the arts  Chamber of Commerce  Easy to start a business  Local ownership of companies  Quality of life  Aesthetics  Things that look good/first impression</p>

Session Three Goals Brainstorm

<b>Business</b>	<b>Most Important</b>	<b>Easily Accomplished</b>
Downtown Incubator for Small Businesses	7	0
One Stop Shop-for new business or business looking to expand the "go to" person	5	1
Community Center w/after school-daycare	5	0
Startup Grants for New Businesses	4	1
Offer Loans/Grants for Downtown Business Owners to meet Code & ADA	4	0
Maintain Visual Upkeep of City	3	0
New TIF District to spark business growth (Swiss Valley)	3	0
Complete Vision Drive	2	5
Create/Foster more Co-op & Internship opportunities for UW-P Graduates	2	4
Business Luncheons-to highlight needs, plans, ideas to grow & retain businesses	2	3
Develop a mentor program for new and existing businesses	2	3
Update store facades on Main St./Lots of Public Funds for this	2	1
City Sponsored Seminars for Small Business Owners	2	0
Expand City Boundary-need room to grow	2	0
Support minimum wage increase	2	0
Advertise that we are a "Gigabit" Community	1	7
Partner with SWTC on a pre-employment readiness training program	1	2
Incentives for Remodeling Downtown Buildings	1	1
Business Development Guide	1	0
Use "Pokémon Go!" to lure customers	1	0
City/Private Angel Investment Fund	1	0
City funded UW-P Business Faculty	1	0
PAIDIC & GCEDC develop strong programs to attract businesses	1	0
Purchase OE Gray School-Playground to Parking Lot	1	0
Business Succession How to sell/transfer your business	1	0
Celebrate our successes/because we have them	0	8



Add an employer retention survey, completed annually, and implement findings	0	8
Put inside walks on Business 151	0	5
Survey citizens about spouse's employment	0	4
Changing tables in Men's restrooms in businesses	0	2
Annex Rosemeyer Properties	0	1
Piggly Wiggly property incentives	0	1
ID Business ideas-cold call/recruit potential owners	0	0
Look into group insurance opp. For small business	0	0
Tax Credits to new Businesses	0	0
Attract new Businesses with incentives/discounts	0	0
Recruit Seasonal service businesses with Galena/Mineral Point (change location based on season)	0	0
UW-P specialized courses for area employer needs	0	0
Downtown Tax Levy Improvement of Properties	0	0
Encourage wage increases for teachers	0	0
Student ID discounts throughout city	0	0
Teacher discounts throughout city	0	0
Turn empty buildings into Incubator/Studio Spaces	0	0
Work with University Alumni Real Estate Foundation	0	0
Community Owned Daycare Facility-operated by UWP Children's Center	0	0
Industry Park/Small Business Collaboration	0	0
Some kind of City "Scholarship" or grant for entre/grads to stay in Platteville	0	0
incentives or tax incentive to help pricing for land	0	0
Purchase Building put in offense for startup services Businesses/Condos	0	0
Purchase Building make an Incentive for Southwest Tech	0	0
Partner with state agencies to recruit new business or expand existing business	0	0
Tax or Monetary Incentives for Existing Businesses to expand	0	0

<b>Marketing</b>	<b>Most Important</b>	<b>Easily Accomplished</b>
City Council members ride City bus service	0	4
Web page focused on developers	1	1
Market Platteville as the center of business in SW Wisconsin; Sell Platteville as the regional shopping destination	5	0
Advertise Platteville on Billboards	0	2
City booklets – focused on development/business and the community	2	1
Employee residency incentive program	2	0
Commercial TV ads in larger markets, Madison, Milwaukee, Rockford etc...	2	0
A fun, casual voice in marketing	1	3
City Hall open house	0	5
New Resident City Coupons	1	1
Free temporary sign day or week	0	2
Employee spotlight – biweekly, monthly – about them, length of service, hobbies, family etc	1	5
Restaurant weekend	0	0
“Did you know” flyer – somewhat like a FAQ but for uncommon questions that are valuable	0	3
Branding Platteville; Define “Live Work Play” What sets Platteville apart from everyone else?	11	3
Market to graduates of PHS who would like to return to small town life	1	0
Identify and emphasize the positive reasons for living in Platteville; Marketing: Affordable and attracting	7	1
“Come to Platteville” ads and videos online	1	1
Promote playful city award	0	4
Support downtown streetscape; make Platteville beautiful from Hwy exits to downtown; landscape entry points and public sites	7	1
Heavily market trail	0	2
Website links between UWP, City of Platteville and Platteville School District	2	6
Platteville bus tour for people from outside the area	0	1
Add new position of marketing director	3	0

Mining Days festival	0	0
Biking trail marathon	0	0
Senior Citizen bus trip in city	0	0
City bike tour – trail and city streets	1	0
Maps of bike trail and city street with bike lanes	1	4
“Find the Miner” (like Mt. Horeb’s trolls)	1	0
Increase marketing budget for assets (parks, museum, library)	2	2
One stop shop for all services in City Hall	3	1
Target Millennials	2	0
Community calendar (new website)	4	8
Kindness initiative (reward and celebrate good things)	1	3
Embrace change while still celebrating our history	2	0

<b>Connections</b>	<b>Most Important</b>	<b>Easily Accomplished</b>
Update city website – easier/faster to access information	7	11
“City Hall to Go” – mobile municipal services available on select Saturdays	2	3
Get to know your city staff and council; Meet your Council member luncheon; Offer more “town hall” meeting with public	1	4
City council and staff dinner	0	3
Consider adding a mayor role	0	0
More “friend-raising” between city and others	1	0
City provide tool to assist non-profits with member management	0	0
Actively recruit persons to join city committees, boards -perhaps thru an introductory event or multiple such events	4	0
Send Council decision information (perhaps Karen’s weekly update or a version of it) to school administrators and board.	0	10
Morale boosting budget/dept.	1	0
Town Welcome Center – creating a space and/or resource to connect new residents with culturally competent services, resources & opportunities	2	0
Create and deliver a Platteville Pride Program (see Distinctly Dubuque for an example) for a lifer/newbie program	5	0
New resident webpage/brochure (post 4x/year on frequently followed Facebook groups)	2	0
Volunteer/Committee database -one stop shop website for volunteers and organizations	3	1
Increase communication between businesses and high school faculty, parents, students about work study internships, and other work opportunities.	3	1
More free community events – families, singles, seniors – one size does not fit all; Event – foods of our cultures. Add music and games; More community events year-round; Host more or larger community picnics	5	1
Host quarterly meetings with legislators	1	5
Internships through University or SW Tech	2	1
UWP – host a “Day on Campus” for Platteville Residents	3	0

Meet with Common Council and downtown building owners	0	2
Get to know your Water and Sewer commission	0	1
Engage with high schoolers and UWP students about needs, wants and likes	0	0
People should wear name tags	0	0
One contact person at UWP and SWTC to serve as “go to” person for businesses who need employees	2	0
Bring Wireless network to all of main street; free Wi-Fi in big city parks	3	0
Partner with UWP academic departments (on the job training)	1	0
Organize neighborhood day; sponsor neighborhood associations/meetings/block parties; foster neighborhood events; block party night and have party kits to check out	6	2
Common council lunches with businesses	0	4
City and university co-sponsored community events	0	1
Classes in city park (yoga, tai chi, painting etc)	0	3
Roundtable meetings between city and educational institutions (public schools, UWP, SWTC); Common Council and UWP admin staff luncheon	5	1
Create intergenerational arts and culture opportunities; intergenerational programming	2	0
Work with UWP to develop communication plan	0	0
Have council rep at school board meeting and vice versa	1	4
Host a “meet someone new” campaign on Facebook	0	2
Have student Board and Commission members	1	2
YP (Young Professional) Week events	1	1
Open house for new residents – invite civic groups, sport associations, churches etc...	0	1

<b>Housing</b>	<b>Most Important</b>	<b>Easily Accomplished</b>
Hold landlord accountable for tenant complaints	10	0
Create small lot residential zoning district	8	4
Finish Pioneer Ford/General Capital Redevelopment Project	7	1
Incentives to Convert Rental to Single Family Housing	5	2
Implement developer incentive program	5	0
Housing Study	4	8
Grants/Benefits for Improving Existing Houses (former rentals)	4	0
S.F. Housing Improvement/Assistance Program	3	3
Incentive to rehab older housing	3	0
Build more condominiums with 1 or 2 bedrooms for rental	3	0
Get Clare to build his eastside eco-friendly subdivision	2	1
Expand City limits (i.e. Add more buildable area)	2	0
Designate Platteville neighborhoods	1	7
Finish Street to Mitchell Hollow Road	1	2
Quiet the naysayers (including the racists) by "speaking louder" than they do	1	1
Create high-Density Residential Zoning District	1	0
One Stop Shop for available rentals/One central go to person	0	11
Rental Award-Best Curbside Appeal	0	9
Realtor Forum	0	7
Rental Award - No violations, 1-2 Units, 3-5 units	0	3
Landlord Resource & education program	0	2
Housing co-ops - land owned by public/group & private homes	0	0
Main Street Rent Reduction	0	0
Rental Awards by public	0	0
Rental Award-Landscaping	0	0
Develop Under Improved Housing	0	0
City Purchase Empty Downtown Buildings & Renovate & Rent them	0	0
Rental Inspection Rebate-Completion	0	0
incentivize landlords to improve properties	0	0

Develop Partnerships with Businesses to incentivize single family home ownership by employees	0	0
Incentives for home purchase and to build new affordable homes	0	0
Down Payment Assistance for Homes	0	0
Revolving Loan Fund for Affordable Housing	0	0
Why are people choosing to live in surrounding communities? (Resource-realtors)	0	0
Build more rental duplexes and 4 plexes	0	0
Develop incentives for purchasers of single family homes	0	0

## SESSION NOTES #2 NOTES: DATA SHARING AND OPPORTUNITY STATEMENTS

### Businesses

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• Easy to start a business</li> <li>• Safe (low crime)</li> <li>• Chamber of Commerce</li> <li>• School systems (K12 and UWP)</li> <li>• Cultural opportunities</li> <li>• City officials who care about the community</li> <li>• Our community size</li> </ul>	<ul style="list-style-type: none"> <li>• Attract more retail, restaurant and industry businesses which will draw more potential customers and increase the workforce.</li> <li>• Improve the marketing of UWP and Platteville to attract and retain staff, faculty, students and residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth of Industry Park</li> <li>• Increase/expansion of businesses in community</li> <li>• Population growth</li> <li>• Increase in employment</li> <li>• Residential housing growth</li> </ul>

#### Other opportunity notes:

- Attracting businesses
- Good paying jobs
- Support UWP employee pay and financial stability
- Assist with marketing UWP to attract new businesses
- Attracting industry
- Increasing retail
- Attracting restaurants



## Renters

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• Population size</li> <li>• Affordable</li> <li>• Diverse local businesses</li> <li>• Good school system</li> <li>• City services</li> <li>• Attractions</li> </ul>	<ul style="list-style-type: none"> <li>• Create more diverse housing options for renters</li> <li>• Begin more events/activities (indoor/outdoor) for a variety of ages with better communication</li> <li>• Attract more small business owners and potential owners</li> </ul>	<ul style="list-style-type: none"> <li>• Filled housing rental properties</li> <li>• Fewer calls to police and housing inspector</li> <li>• Population increase</li> <li>• Business expansion</li> </ul>

### Other opportunity notes:

- Transportation options
- Attractive to own business
  - More freedom for small business
  - More support for small business
- Duplex housing – build more
- More family events year round
- Keep UWP grads in the area
- Higher standards for landlords
- Keeping a diverse population
- New development/housing options
- Parking?

## Homeowners

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• Schools (K12 and UWP)</li> <li>• Public services</li> <li>• Arts and culture</li> <li>• Parks/Trails/Recreation</li> <li>• Sense of community and quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage Platteville as a place to live work and play</li> <li>• Encourage a range of quality affordable housing</li> <li>• Attract top tier employers</li> <li>• Foster community connections (e.g. UWP/City/Chamber, community events, neighborhoods)</li> </ul>	<ul style="list-style-type: none"> <li>• Population/Housing Data</li> <li>• Participation #s in recreation, services etc...</li> <li>• Surveys/Polls</li> <li>• Social media engagement</li> <li>• National statistics</li> </ul>

Other opportunity notes:

- Encourage owner-occupied homes
- Investing in downtown
- High quality restaurants
- Mix of housing types
- Increase community involvement
- Industry Park
- Tourism/signage/regional draw
- Promote Industry Park
- Attracting younger families
- Parking
- Higher paying quality jobs

## Education Institutions

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• School district – high quality staff and programs</li> <li>• Main Street – business/library – accessible – walking</li> <li>• Parks/Trails/Pool</li> <li>• Safety</li> <li>• Public transportation</li> <li>• Cultural activities/Civic/Clubs</li> <li>• Growing community</li> <li>• Small town feeling – talk with leaders</li> <li>• City services – garbage/brush/responsive</li> <li>• Attractive to families</li> <li>• UWP/City Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Increase opportunities for after school activities and day care</li> <li>• Increase jobs with higher skill level/pay</li> <li>• Increase wage for daycare and teachers</li> <li>• Increase services and safety net for at risk families (food, school supplies, pool pass etc...)</li> <li>• Increase access to affordable housing for families</li> <li>• Facilitate connections between “lifers” and “newbies”</li> <li>• Strengthen relationship between City and School Board</li> </ul>	<ul style="list-style-type: none"> <li>• More people/families choosing to live in Platteville versus surrounding communities</li> <li>• Less turnover of education staff</li> <li>• Continue to have low crime and feel safe</li> <li>• More people embracing change in our community – new people feel welcome; lifers feel respected.</li> <li>• Families/kids needs are being met (e.g. food, money and shelter)</li> </ul>

### Other opportunity notes:

- More after school activities
- More day care and affordable day care
- More affordable housing
- Strengthen relationship between City and School Board
- Attract more business – especially those require higher degrees (spouse)
- More restaurants and more variety
- Better pay for teachers
- More food banks
- More diverse work force
- High property taxes
- Ease relationship between lifers and newbies

## Developers

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• Approachable council with great staff and PAIDC</li> <li>• City government willing to take risks</li> <li>• Four lane highway/close to Dubuque</li> <li>• UWP</li> <li>• Availability of land for industrial development</li> </ul>	<ul style="list-style-type: none"> <li>• Add more housing</li> <li>• Establish public/private partnerships</li> <li>• Redevelop underperforming properties</li> <li>• Develop additional support mechanisms for the businesses and industries already here</li> </ul>	<ul style="list-style-type: none"> <li>• Stuff being built</li> <li>• Population growth (school enrollment, young families)</li> <li>• Additional tax base – single family houses</li> <li>• New business and industry coming to town – current industry retaining employees</li> <li>• Repeat developers (more than one project)</li> </ul>

### Other opportunity notes:

- Middle income housing (\$170-220k)
- Incentives work for both sides
- More public/private partnerships (like Keystone and Library Block)
- Take down bad unoccupied housing and replace with upscale/new development
- UWP not build more housing
- Quality/quantity housing
- Locally grown development that locally grown investors can be successful
- Outside developers come in with an open mind
- Lower taxes – have development that increase the tax base
- City needs to be willing to say “no” to what they don’t want
- Look for companies that want to be here not for the incentives

## INTERNAL SESSIONS WITH DEPARTMENT HEADS (Employee Stakeholder Group)

Strengths	Opportunity Statements: We have the opportunity to...	Results
<ul style="list-style-type: none"> <li>• Benefits</li> <li>• Flexibility</li> <li>• Teamwork</li> <li>• Stability</li> <li>• Employee commitment</li> <li>• Up-to-date equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Educate employees on their role with respect to the overall city mission/vision</li> <li>• Improve consistency/understanding with respect to policies and procedures</li> <li>• Offer market competitive wages and benefits to attract and retain employees</li> <li>• Improve collaboration and communication between employees</li> <li>• Grow the relationship between the council and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turnover/tenure</li> <li>• Employee surveys</li> <li>• Productivity of departments</li> <li>• Number of applicants</li> <li>• More interaction between employees</li> </ul>

### Values Clusters for Employees

<ul style="list-style-type: none"> <li>• Employee interaction/ well-being</li> <li>• Relationships</li> <li>• Teamwork</li> <li>• Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Professionalism</li> </ul>	<ul style="list-style-type: none"> <li>• Meaningful work/community impact</li> <li>• Pride</li> <li>• Caring</li> <li>• City image/ community pride</li> <li>• Heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Quality customer service</li> </ul>	<ul style="list-style-type: none"> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal responsibility</li> </ul>
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<b>Brainstorm Ideas</b>	<b>Most Important</b>	<b>Easily Accomplished</b>
More consistency in Sharepoint	2	3
Annual open house for Council, Staff and Boards to socialize		
Focus on making everyone look good	1	
Employee intranet or shared folders with policy books etc.		
Make sure each department has manual/book of procedures	8	
Have Department Head manual with HR info and forms		
Provide policy manual template. Each department publishes policies		
Enforce policies consistently		
Update employee handbook/manual	4	
Have up to date policies that are easy to access		
Discounts at fitness centers or PAC		1
Department Heads share city communication with staff		
Inter-department communication by staff		
Free or discounted parking passes or parking privileges		
Make all departments feel like they are an important part of City even if not at City Hall		
Online employee contact guide	1	1
Contests and games for employees with small prizes (Make it Fun)		1
Offer City staff the opportunity to spend an hour or so in different departments		
Consistent work hours for City employees (e.g. 20 hours, 30 hours)		
Have quarterly employee newsletter or feature in 53818		1
Employee recognition events and coverage – highlight achievements and milestones with article or thank you note		
Have employee of the month get dinner with City Manager		
Offer employee anniversary luncheons		
Ongoing education and training e.g., CPR, financial mgmt.		
City “clean up” day. Have staff assist another department		
Update and revise mission statements and values to reflect current mission and beliefs		
Weekly update sent to all employees		4
City Manager/Admin do formal new employee orientations	5	

Weekly or monthly updates to all employees – not just department heads		
More formal on-boarding process		
Employee cross training		1
Free wellness program		
Develop standardized training manual		
Periodic “all staff” meetings	1	
City-wide staff meetings for policies and procedures		
City wide employee meetings to go over city mission/vision		
Encourage cross department collaboration from top down and recognize efforts in newsletter, emails etc.		
Hold department and city-wide staff trainings on city policy and procedures		
Increase interaction between departments – not just at department head level		
Annual employee professional development day (close offices) so that all staff can participate. Exercises that relate to City mission and vision		
Adopt carry over vacation policy		6
Add benefits of no or little cost to the City		
Bonus for those who do not elect benefits		
Benefits for PT employees		
Invite Council to employee grill fest		6
Council shadow employees for a few hours		
Take a “Council member to work”		
Council member luncheons with staff		
Meet and greet between city staff and council members semi-annually		
Employee meetings with Council rep		1
Fully implement the compensation study and similar plan for union employees	5	
Implement compensation plan		
Council commitment to compensation plan, Phase1, Phase 2		

Hourly pay plan (city wide)	1	
All departments get same differential for nights and weekends		
Equivalent pay for equivalent work – don't treat department differently		
Share adopted strategic plan with all employees		3
Keep employees informed of mission/vision and long range plans		