

# CITY OF MINERAL POINT

## STRATEGIC PLAN

2026-2030



SOUTHWESTERN WISCONSIN  
**REGIONAL PLANNING**  
COMMISSION

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# Strategic Plan Overview

This plan is about Mineral Point's government, and creating opportunities for the city to meet current and future needs. These are different from the challenges and opportunities of ten years ago, and will continue to evolve. The most important aspect of the city's strategy is the need to balance investment between maintenance of existing services and assets and the imperative need to invest in growth-based infrastructure that will add new residents and increase the tax base. Mineral Point recognizes the need to adapt to changing economic and social conditions, rather than maintaining historic practices in a changing environment. Through this strategic plan, Mineral Point City Council and staff have created the following vision:

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*The City of Mineral Point will guide steady, responsible growth that keeps our community strong, connected, and welcoming.*

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The following strategic priorities will enable the city to achieve this vision:

- Maintain a strong investment in city leadership
- Prioritize catalytic investments
- Remain a leader in the city's economic development efforts
- Seek new models of governance
- Serve as a conduit connecting city stakeholders

# Background and Planning Process

## Developing a Strategy

This strategy is a framework to guide the City of Mineral Point's decision-making and serve as a bridge between current conditions and the city's desired future state. The plan identifies the changes required to implement the city's vision, and is guided by parameters governing all good strategy:

- **Alignment of aspirations and capabilities:** The aspirations of city staff, elected officials, and residents are potentially unlimited, despite the city's capabilities (skills, resources, and Mission) being inherently limited. Good strategy ensures aspirations are aligned with capabilities and identifies how and when to build additional capabilities when necessary.
- **Tethering practices to values:** Organizations and the people who run them are more likely to achieve success when they set out to do the things that align with their values. This plan binds the city's strategy to its Core Values, ensuring integrity and accountability in the city's operations.
- **Focus and choice:** These two elements are critical to good strategy. The city cannot "be everything to everyone," and so must focus on priority services it can perform within the limitations of revenue and staffing. This Strategic Plan offers multiple paths that lead towards the ultimate goal of achieving the city's Vision. This is important since not all opportunities that appear possible will be so, and not all viable opportunities can be tackled simultaneously. Creating options ensures that the city can continue to move forward along any of a number of paths, reducing the risk that a single path towards progress is blocked.
- **Continual improvement:** Continual improvement allows for the ongoing maintenance, updating, and evaluation of success or failure in order to enable the city to learn from the past and evolve towards future success. See the "Implementation and Continual Improvement" section for more.

## Planning Process

In 2025, the City of Mineral Point engaged the Southwestern Wisconsin Regional Planning Commission (SWWRPC) to assist with the creation of a city Strategic Plan as a complement to their community Comprehensive Plan. The planning process included the following phases:

- **March-September:** SWWRPC facilitated the community's Comprehensive Planning process. Input from this plan provided a vision and list of project ideas for all of the organizations in the city, including the Chamber, non-profits, and Business Task Force. The City Council identified priority project ideas from this plan that are the city's responsibility, and which have been included into this Strategic Plan.
- **July-August:** A Strategic Planning Steering Committee consisting of City Council and department heads attended two Strategic Planning meetings that included a risk assessment, SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, and development of strategic priorities and actions.
- **September – November:** SWWRPC drafted the plan which was then reviewed by city staff and finalized.
- **December 9:** SWWRPC provided an initial presentation to the City Council covering the planning process, a background on strategy, and draft strategic priorities.
- **January 13, 2026:** The City Council adopted the Strategic Plan.

# Existing Conditions

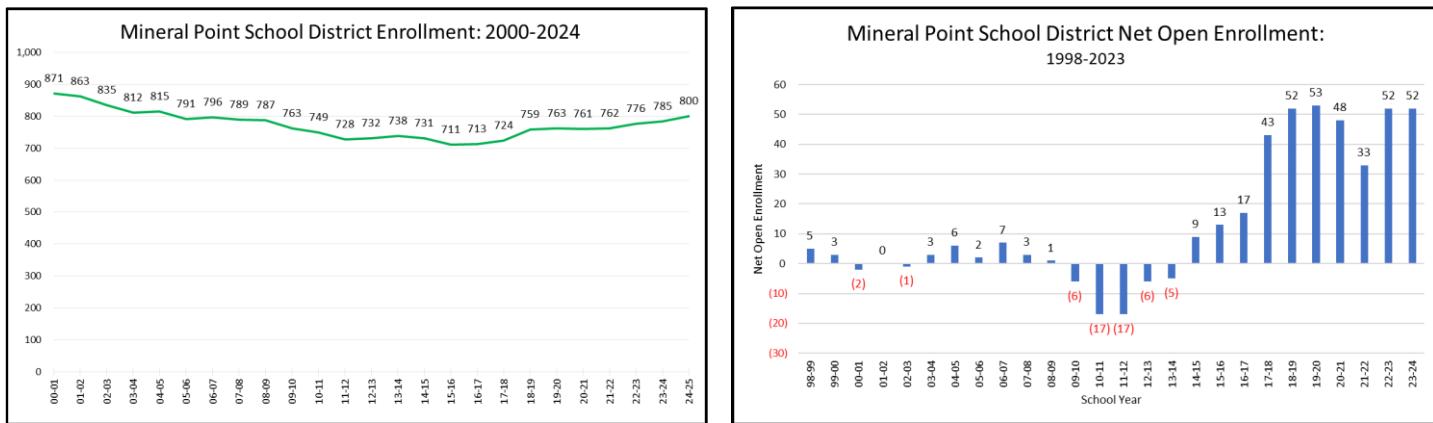
The Strategic Planning Steering Committee conducted a SWOT analysis which focused on four aspects of city government: financial processes, workforce, customer perception, and operations. The Committee also engaged in a risk analysis to identify concerns and form mitigation strategies to proactively address risks. This process included an analysis of demographic and economic trends impacting the city. The figures and images below capture the most significant data points and assets.

The SWOT analysis had a total of 80 responses: 26 strengths, 16 opportunities, 16 weaknesses, and 22 threats. These SWOT comments were reclassified into assets and liabilities. Strategies and actions elsewhere in this plan are built to either leverage these assets or insulate the city from the liabilities.

## Assets

- **Governance, Leadership, and Staff:** The city has built a strong cohort of professional staff who are credentialed, forward-thinking, and growth-oriented. In recent years, they have created the position of City Administrator to lead long-range planning and development opportunities, and continue to retain quality, tenured department heads. City staff work well together and are approachable.
- **Unique Community Character and “Livability”:** Mineral Point is a distinctive city, with strong historic character, a vibrant arts scene, and a quality K-12 school system. The School District is growing both in overall numbers and through its positive net open enrollment trends (Figures 1 and 2). It is home to many community assets that benefit both locals and visitors, such as a swimming pool, library, opera house, and arts venue. (Image 1-3).
- **Responsible Fiscal Management:** The city is managing its finances in an effective, efficient, and transparent way. It engages in long-range financial planning, responsible debt usage, and has sufficient financial reserves.
- **Community Engagement, Collaboration, and Transparency:** Mineral Point has a history of engaging residents in large projects, such as the reconstruction of High Street, and through community planning initiatives. The city is committed to maintaining its efforts to communicate effectively and efficiently with city residents. It also remains open to new models of service delivery that include building new regional partnerships with other municipalities.
- **Growth Potential:** Grounded in the amenities noted above, and the progressive mindset of city leadership, the city is well-situated for growth. This growth is supported through various city efforts, including a new Tax Increment District and city backing for state grants directed at downtown revitalization.

**Figures 1 and 2—Mineral Point School District: Enrollment and Open Enrollment Trends (WI DPI)**



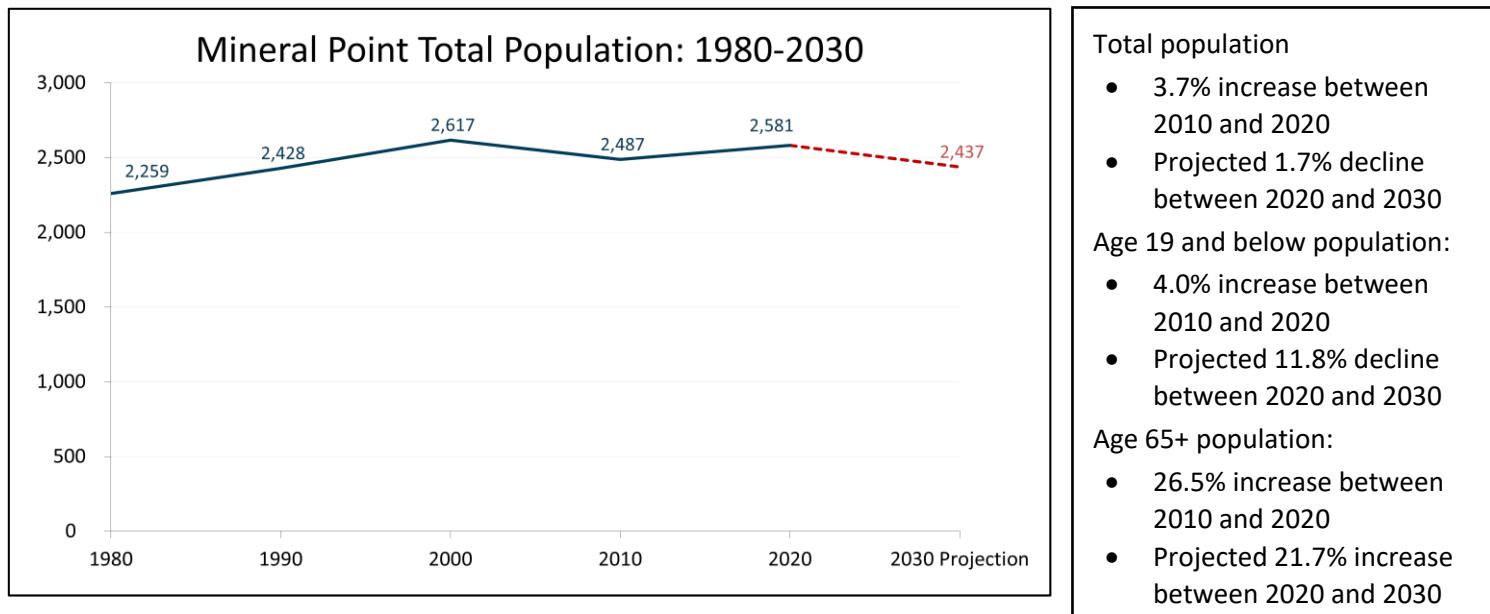
**Image 1-3 – The Mineral Point Library, vibrant downtown corridor, and Pendarvis Center historic site.**



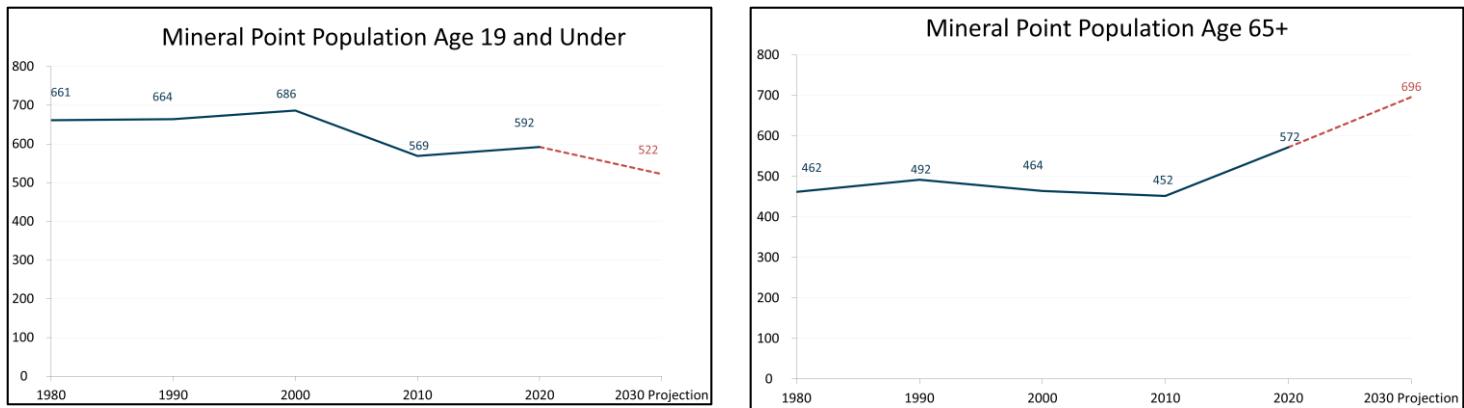
## Liabilities

- **Elected Official Stability and Staff Capacity:** The quality of city staff remains an asset; however, reduced staff capacity has led to a backlog of work in several departments. Limited staff also results in a lack of cross-training that is necessary for the city to be resilient in the event of significant staff departure. City Council members are dedicated to the city; however, turnover has reduced institutional knowledge, and there remains a difficult learning curve for new elected officials. This lack of stability and capacity reduces the city's resilience to staff outages and reduces the productivity of operations due to continual onboarding of new elected officials.
- **Stagnant Demographic and Economic Growth:** The city's population continues to age, with no certain indication of a replacement population to fill the void and a projected population decline by 2030 (Figure 3). This demographic stagnation is driven by an aging population, lack of young residents, and an overall decline in birth rates across Iowa County (Figures 4-6). City support of private investments throughout the community is leading to high-profile, successful projects, which may mitigate these trends.
- **Financial Constraints and Rising Costs:** Continued state-imposed levy limits tied to net new construction (Figure 7) hamper the city's ability to raise revenue through property taxes while costs remain high after Covid. State aid for the city remains below 2003 levels (Figure 8). The city's costs are largely fixed to staffing and associated benefits costs. It continues to cost more money to maintain the same level of service.
- **Technology Adoption and Cybersecurity Threats:** New technology offers opportunities for the city to find efficiencies through the selective adoption of Artificial Intelligence (AI); however, this can require additional up-front training and the development of new policies. Cybersecurity remains a constant threat to city operations and will require new practices to mitigate risk.

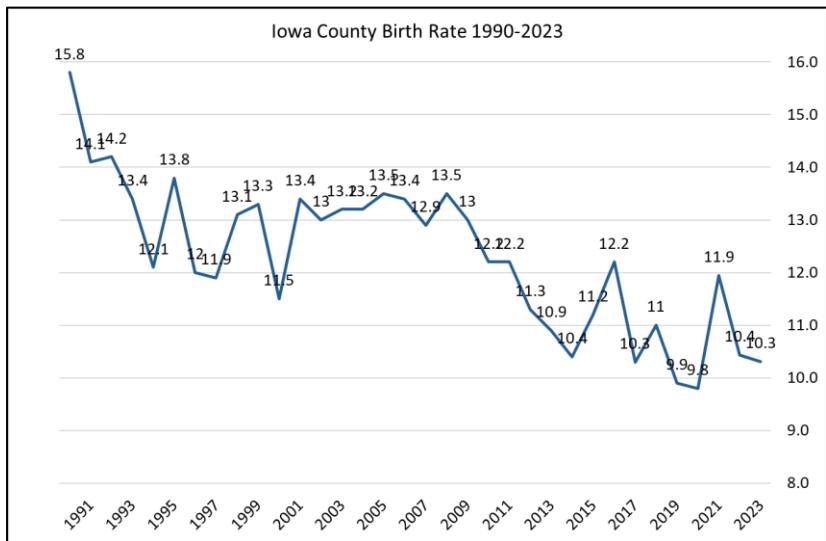
**Figure 3 – Mineral Point Population, 1980-2020 (US Census) and 2030 projections (SWWRPC)**



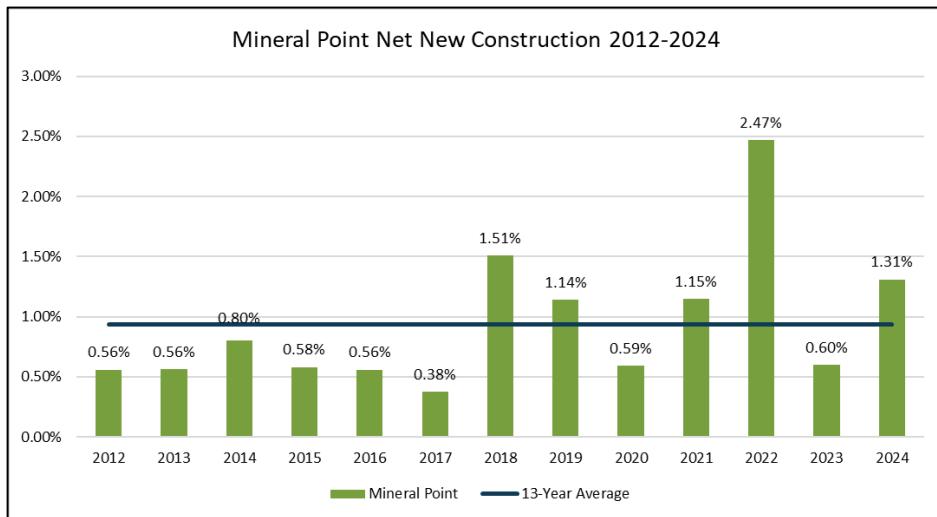
**Figures 4 and 5 – Mineral Point Populations under age 19 and over age 65, 1980-2020 (US Census) and 2030 projections (SWWRPC)**



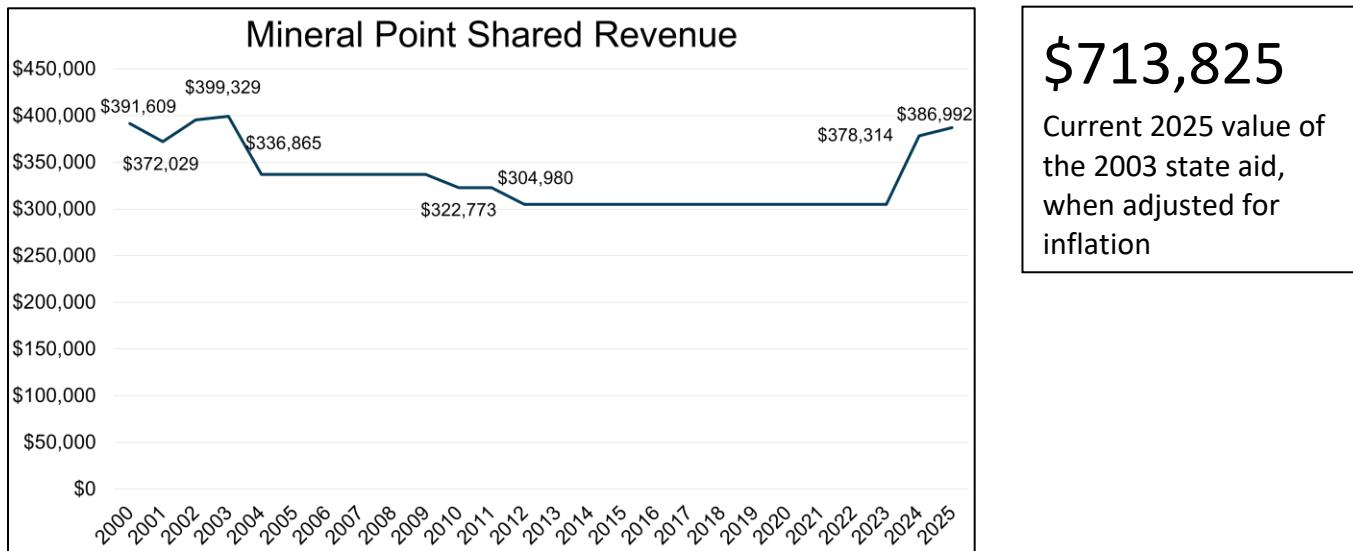
**Figure 6 – Iowa County Birth Rate (live births per 1,000 population), 1990-2023 (WI DHS)**



**Figure 7 – Mineral Point Net New Construction percentage, 2012-2024. (WI Department of Revenue). Net New Construction is the percentage a municipality can increase its operating levy over the prior year.**



**Figure 8 – Mineral Point State Shared Revenue, 2000-2024 (WI Department of Revenue)**



## Risk Assessment

In addition to the SWOT analysis, the Committee explored risks and potential impacts to Mineral Point. Figure 9 provides an example of the Risk Assessment worksheet used by the Committee. The themes resulting from this analysis are below, and mitigation strategies identified during the process are incorporated into the plan's recommended actions.

**Figure 9 – Example of the Risk Assessment worksheet**

Risk	Probability	Consequence	Indicators the risk will emerge	Mitigation Strategies
1. Cyber security & IT expertise	High		Prominent – see county	Backups

The Risk Assessment identified 12 risks which can be categorized into several major themes:

- Aging population and fewer young people or workforce-age residents
- Economic Risks – inability to attract new businesses, or losing a major employer
- Impacts to public safety – reduction in EMS, fire, and police funding, workforce, or volunteers
- Unsustainable funding model for city government
- Cyber-security

# Core Values, Mission, and Vision

A measurable vision, clear mission, and set of core values provide a foundation for informed decision-making and a direction for continual improvement. These principles will provide stability to the city as it builds upon its strengths, overcomes challenges, and adapts to changing needs.

## Core Values

Core values form the basis for accountability by tying the city's practices to its principles and ensuring the plan is implemented and remains relevant.

- **Intentional and proactive leadership:** City leadership believes in long-range community, infrastructure, economic, and financial planning. They value and will invest in maintaining institutional knowledge through retention of their experienced staff, and also enabling progressive change during periods of turnover in City Council and staff.
- **Effective, accountable governance:** Investments will balance the need to generate revenue through future growth, while continuing to address deferred maintenance.
- **Shaping sustainable growth:** Mineral Point will take advantage of its assets and grow in a way that makes it affordable to current residents and enables future tax base growth to pay for city services.
- **Community engagement:** City leaders value and seek input from residents, and will continue to intentionally engage residents and enable public input through a variety of channels.

## Mission

The mission reflects the city's core purpose. It is the reason the city exists.

**City of Mineral Point Mission:** To make Mineral Point a safe, well-run, and welcoming community through responsible stewardship and responsive local government.

## Vision

The vision reflects where the city is headed, and will serve as a "North Star" for decision-makers. All actions taken should lead to the successful achievement of this vision.

**City of Mineral Point Vision:** The City of Mineral Point will guide steady, responsible growth that keeps our community strong, connected, and welcoming.

# Strategic Priorities

## Strategic Priorities

The city developed five strategic priorities that reflect a grounding in their core values and will focus resources to successfully implement and achieve their mission and vision. These high-level initiatives may take up to 10 years to complete and measure their impact. Multiple actions will be required to implement each priority.

- **Maintain a strong investment in City leadership:** The City Council respects its staff, and city staff demonstrate competence and dedication to serving residents. Investing in continued training, competitive compensation, and effective onboarding of new elected officials will help maintain the current record of successful governance.
- **Prioritize catalytic investments:** Maintaining investment in mandatory and essential services requires a growing tax base to provide funding for services such as public safety and public works. This makes investment in growth-based infrastructure a priority if the city wants to maintain these necessary services. Prioritizing catalytic investments, or those investments with multiple or subsequent additional returns, will ensure the tax base grows exponentially.
- **Remain a leader in the city's economic development efforts:** The city has played a leading role in economic development efforts in the past several years; work that has resulted in new housing development supported by Tax Increment Financing (TIF), state grant funding for a new grocery store and redevelopment of a pocket park, and federal funding for a new marquee on the historic Opera House. These efforts rely on private investment to succeed, but the city's leadership role is also vital to their success. The city should maintain this momentum by continuing to serve in a leadership role within economic development.
- **Seek new models of governance:** Local government in Wisconsin is suffering from a structural deficit of financial and human capacity. Levy limits don't allow for tax increases to meet expenses, and if they did the aging populations would have difficulty keeping up with taxes. Concurrently, volunteer-based organizations like fire departments and EMS districts can't attract sufficient numbers of volunteers and are now hiring paid staff, which will further the strain on municipal budgets. New models of governance must be explored to address this structural problem.
- **Serve as a conduit connecting city stakeholders:** City government isn't the only investor in the community. Mineral Point is fortunate to have a variety of local partners, organizations, institutions, private businesses, and residents who donate their time, treasure, and talent to help the city flourish. The city should keep open lines of communication to these stakeholders and support them when their mission aligns with the city's.

# Work Plan

This work plan was developed with Committee input and is intended to implement the five strategic priorities. The work plan may evolve across the next 5 years as projects are completed, new projects are added, or existing projects are deemed no longer impactful.

## Maintain a strong investment in City leadership

The City Council respects its staff, and city staff demonstrate competence and dedication to serving city residents. Investing in continued training, competitive compensation, and effective onboarding of new elected officials will help maintain the current record of successful governance.

### Actions

- **Formalize an onboarding process for newly elected City Council representatives**, and continual growth and learning opportunities for all council members, including:
  - Create a mentor program partnering tenured and new council members
  - Hold informal meetings with outgoing council members and their successors to facilitate knowledge transfer
  - Fund and encourage all council members' attendance at the League of Wisconsin Municipalities' annual conference
  - Create a standard informational binder of critical information for new council members. Contents should include the annual budget, important plans and studies, recent meeting minutes, and other relevant information for reference.
- **Provide continuing education for existing council members** with over 1 year of experience, including offering opportunities to attend League of Wisconsin Municipalities' meetings, attending the annual League Conference, or completing continuing education courses. The city should develop expectations for ongoing council member training and develop a budget to support this initiative.
- **Maintain City Administrator position** in order to retain a dedicated staff whose job it is to look systems-wide across all city departments, and into the future. No other city position does this, and the lack of this position reduces the resiliency, interdependence, and ability to adapt.
- **Train department heads on continual improvement processes** and performance metrics, and implement these practices at the department level and in citywide processes.
- **Include future-ready skills in current position descriptions** that help to prioritize leadership's role in anticipating future needs, such as enhanced cultural and language training to serve the city's Hispanic population, rapid and effective use of AI, and awareness of climate risks to the city.
- **Maintain aggressive investment in cyber-security**, and ensure that all employees understand that cyber-security is everyone's job.
- **Create a workplace culture that is attractive** to new employees and honors the contributions of tenured employees. Specific actions could include increased investment in professional development, "celebration" budgets, release time for departments to celebrate milestone achievements, enabling flexible work schedules, and recognition of employees at some point other than retirement.
- **Implement and regularly maintain a wage and benefit study**.
- **Create a total benefits program** for employees that highlights total compensation and investment of the city in its employees, inclusive of salary, fringe benefits, wellness, and professional development.
- **Add continual improvement to annual evaluations**, including requiring staff to demonstrate how they have personally helped implement the city's Strategic Plan.
- **Sponsor department head trainings targeted at leadership and management**, including Lean process training or certifications in Public Management or Human Resources.

## Seek new models of governance

Local government in Wisconsin is suffering from a structural deficit of financial and human capacity. Levy limits don't allow for tax increases to meet expenses, and if they did the aging populations would have difficulty keeping up with taxes. Concurrently, volunteer-based organizations like fire departments and EMS districts can't attract sufficient numbers of volunteers and are now exploring hiring paid staff, which will further strain on municipal budgets. New models of governance must be explored to address this structural problem.

### Actions

- **Increase discretionary and variable revenue sources** (evaluate fines and fees, grants, state funding, etc.) as a portion of the overall budget.
- **Analyze services that could be contracted** and compare the level of service, responsiveness, time commitment, workforce availability, and overall cost of service delivery to determine if a service could be contracted to a private or non-profit entity.
- **Explore new partnerships to address critical workforce services**, starting with nearby townships, cities, and villages. This could include joint procurement of equipment, contracting for highway services, and cost-sharing for accounting and finance services.
- **Explore a referendum for certain services**, starting with the identification of statewide success models. Prioritize necessary funding amounts and uses.
- **Analyze, isolate, and work to mitigate the impacts from state and federal funding cuts** causing structural deficits or increased risk of deficits tied to historic federal investments being transferred to the state, who is unprepared to take on this expense. Begin by understanding the changing nature of traditional grant funding, such as Community Development Block Grants and transit funding, which has declined in overall revenue, increased local match requirements, and become more competitive.
- **Develop a Capital Improvements Plan (CIP) of all assets**, inclusive of infrastructure, building maintenance needs, and larger assets.
- **Analyze tactics to reduce the cost of healthcare** while maintaining quality benefits for employees that do not reduce their take-home pay. This could include creating incentive payments for employees who opt out of city-provided healthcare or other practices in use by municipalities across the state.
- **Engage high school students in city government to build a pipeline of future employees and leaders.** This could be done through an apprentice program tied to city departments, development of a Youth-in-Government program, or creation of a student position on city boards or commissions.
- **Assess the city's readiness to address climate change**, including environmental, fiscal, and emergency response aspects; and incorporate climate-readiness into future decision-making.
- **Create Artificial Intelligence (AI) education and skill development opportunities** for staff to learn how they can safely and effectively adopt AI tools into their work. Identify a city lead on AI, or join in a regional collaborative partnership to address this opportunity.
- **Develop a solar power plan for city facilities** that identifies an immediate reduction in operational expenses from solar (that can be used for salaries, insurance premiums, etc.) and longer-term return-on-investment.
- **Translate web pages and documents related to core functions and services into Spanish**, including ordinances, law enforcement notices, zoning permits, and voting information. Identify city staff who could serve as liaisons to assist non-English-speaking residents looking for city services.
- **Evaluate the reorganization or combination of city boards and commissions, or citizen committees**, in order to reduce the challenge of filling vacancies, and to improve coordination across departments that work closely together or that serve similar "customers" (residents, taxpayers, etc.). Through this process, seek efficiencies in city operations and reduce appointments and time commitments for City Council members and residents.

- For each unmet existing service or new service being proposed, evaluate staffing needs using the following analysis:
  - Can we *Build*? – Invest in the learning and development required to train staff to provide the service.
  - Should we *Buy*? – Post the position, offering market-rate pay for a competitive application process.
  - Is there opportunity to *Borrow*? – Collaborate with other entities on cost-sharing this position, or contract it out to a consultant for a short-period.
  - Can you *Bridge* the gap? – Fill a vacant position through an intentional succession planning process.
  - Should we *Stop* providing this service or position?

## Public Safety - An Intergovernmental Priority

Public safety, primarily referring to the city's fire and EMS departments, is in a uniquely challenging situation among the city's service providers. These challenges can be summarized as follows:

1. Demographic shifts reducing volunteer base - These organizations rely almost entirely on volunteer staff to perform their work, and these volunteers come from a declining and aging population.
2. Lack of funding – charges for service calls, levees to communities, funding requests to municipalities served, and grants and donations are the departments' primary sources of revenue. Historically, they have worked within these revenue streams due to the sufficient supply of volunteers serving on the departments. However, lack of volunteers has caused the EMS to consider full-time paid staff, for which there isn't sufficient funding. Inflation is also impacting the cost of asset management and driving up the costs of equipment.
3. Lack of unified oversight – These departments answer to separate boards, distinct from city council. They are not city committees or departments, and therefore not subject to the same level of oversight and funding requirements as other city departments. They work independently from the city, one of their major funders, and aren't required to coordinate planning or budgeting needs with the city. This results in three different boards with three different needs, all vying for the same dwindling source of revenue.

The issues above aren't unique to Mineral Point; EMS and Fire Departments across rural Wisconsin are facing the same challenges. Volunteer-based public safety organizations were created in a time when there were significant populations of rural young farmers and residents who were able to serve. This is no longer the case, and so the result is a structural inability to continue to operate as they have historically.

There are several ways that Fire and EMS departments are working to address this around the state, but it often requires fundamental changes to their operational and organizational structure. At this level of planning, the city has only recognized the structural faults with the current operating model and must now begin exploring new solutions through the following actions.

- **Explore EMS partnerships with the county** that enable the local EMS district to generate revenue outside of levy limits. County partnerships could include county coordination of "overhead" EMS duties such as budgeting and asset management, while EMS response services remain local.
- **Develop a "friends of" group for the EMS and Fire** that draws on non-public safety professionals to assist these organizations. These volunteers can work on duties that include managing capital assets, budgeting and accounting, grant writing, reporting, and other non-public safety skills critical to organizational functionality.

## Prioritize catalytic investments

Maintaining investment in mandatory and essential services requires a growing tax base to provide funding for services such as public safety and public works. This makes investment in growth-based infrastructure a priority if the city wants to maintain these necessary services. Prioritizing catalytic investments, or those investments with multiple or subsequent additional returns, will ensure the tax base grows exponentially from its investments.

### Actions

- **Develop a practice of analyzing return on invested capital (ROIC)** that could include revenue per road mile, revenue per foot of water and sewer main installed or repaired, and revenue generation potential for unused sewer and water capacity.
- **Update city ordinances to meet multiple city needs**, such as enabling a variety of housing types or protecting the city's amenities. These changes could include:
  - Modernizing the zoning ordinance to permit accessory dwelling units (ADUs). ADUs can enable intergenerational and independent living on the same lot, addressing the challenges and opportunities of the city's aging demographics. ADUs can also enable residents to generate passive income as short-term rentals while reducing the risk of existing housing converting to short-term rentals.
  - Increase density of new home construction to increase the ROIC of new infrastructure expenses and reduce housing costs for the area's workforce.
  - Update ordinances to require lighting on new projects that preserve "dark skies" as a valuable natural resource asset.
  - Maintain the Tree City status to help reduce the impact of projected high-heat days and to maintain existing beautification efforts.
- **Prioritize growth or action infrastructure**, identify a percentage of capital improvements dedicated to new growth initiatives (10% for example) so that the City's budget and borrowing are tied to its growth strategy. Implement this annually and measure the return on capital investment for annual investments.
- **Develop a policy to analyze the costs and benefits of renewable energy projects**, and include this analysis when investing in new capital facilities. Include not only the timeline to return the investment, but also the immediate cash-flow benefit from such investments.
- **Maintain and update plans as they become obsolete**, including financial plans, CIP, comprehensive, and the strategic plan. Attempt to align the timing of these processes to create a systems approach to thinking about the future.

## Remain a leader in the city's economic development efforts

The city has played a leading role in economic development efforts in the past several years; work that has resulted in new housing development supported by Tax Incremental Financing (TIF), state grant funding for a new grocery store and redevelopment of a pocket park, and federal funding for a new marquee on the historic Opera House. These efforts rely on private investment to succeed, but the city's leadership role is also vital to their success. The city should maintain this momentum by continuing to serve in a leadership role within economic development.

### Actions

- **Occupy a leadership role** among the city's community and economic development organizations, including the Business Task Force and Chamber of Commerce, so that the city can prioritize planning and development initiatives. Use the Comprehensive Plan as a basis for setting annual priorities.
- **Support the Business Task Force and Chamber to conduct annual business expansion and retention visits** to encourage their growth and proactively mitigate against the loss of businesses.
- **Generate a time-horizon for the acquisition and development of land for future development.** Inform this process with a constructability analysis of parcels and the willingness of land owners to sell. Identify 3-5 priority parcels of land for acquisition in 10-year time horizons.
- **Enhance the “Open a Business” page on the city’s website** to include a “how-to” manual for starting a business in the city. This could contain a list of available vacant lots or commercial properties, financial incentives, gap funding opportunities, business consulting services, and permitting requirements and timelines.
- **Coordinate the development of a modern city logo and brand.**

## Serve as a conduit connecting city stakeholders

City government isn't the only investor in the community. Mineral Point is fortunate to have a variety of local partners, organizations, institutions, private businesses, and residents who donate their time, treasure, and talent to help the city flourish. The city should keep open lines of communication to these stakeholders and support them when their mission aligns with the city's.

### Actions

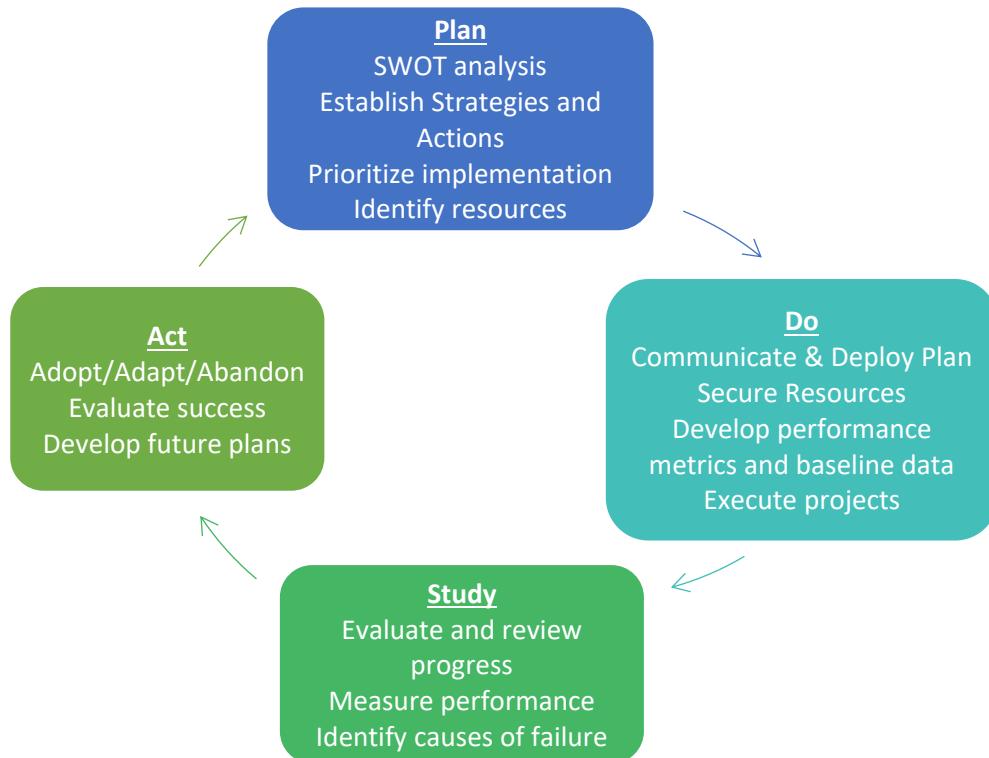
- **Continue to convene and facilitate meetings between city entities and the school district** to leverage resources, funding, and staff towards common goals.
- **Support the Mineral Point School District** in recognition of the school's success in vocational training and attracting new students to the district through open enrollment.
- **Partner with local community organizations** to develop improved wayfinding signage that will direct visitors to important venues and locations throughout the city. Important locations include the school, city hall, historic downtown, library, Shakerag Alley, Pendarvis, and the Cheese Country trail, among others.
- **Partner with local community organizations to develop a walking and biking plan** that provides safe, accessible bike and pedestrian access throughout the city.

# Implementation and Continual Improvement

## Continual Improvement

This plan should be treated as a “living document” through the use of the Plan-Do-Study-Act (PDSA) continual improvement process (Figure 10).

**Figure 10 – The PDSA Continual Improvement Cycle**



### Plan

This is the work completed through the strategic planning process culminating in this document. **The most urgent and important action following plan adoption is to identify a person or group of leaders who will steward the plan through implementation.** Following plan adoption, city leadership should meet and prioritize actions for implementation in the first year, including goal-setting and resource allocation.

### Do

This phase includes communication of the annual goals and allocation of resources necessary for implementation. Baseline data may need to be collected in order to measure future performance.

### Study

The city will monitor the plan through quarterly meetings, recording progress and defining implementation barriers to inform future planning. Common barriers to plan implementation include:

- Legacy rules or procedures, sunk cost, or anchoring biases
- Lack of staff time to work on initiatives
- Choices or trade-offs are not made, trying to do everything
- Reward and recognition programs incentivize the wrong things
- The city doesn't support an initiative, or is in conflict with it
- Leadership does not “walk the walk”

## Act

This phase of the process sets the stage for continual improvement across the subsequent 5-year period. As the City sees progress, documents successes, or meets with barriers on any given initiative, it should:

- *Adopt* practices that work and are successful. Formalize them as part of the city's culture.
- *Adapt* practices that need improvement. This requires documenting causes of success and failure during implementation.
- *Abandon* practices that aren't successful or that don't contribute to creating the Vision. Document the reason for abandonment so the city can learn and avoid similar issues in the future.

This plan should be monitored quarterly, with annual reports provided to the City Council. An update to the plan should occur in four years or upon completion of 75% of the actions identified in the plan, whichever comes first.

## Conclusion

Mineral Point's commitment to serving its people and creating a strategy for future success is the catalyst for completing this strategic plan. The city has a history of investing in itself and persevering under difficult conditions. Using this plan, Mineral Point can move into its next chapter, anchored to core values and ready for the challenges and opportunities ahead.