



Whitewater

2010 City Management Plan

February 2010

Introduction

Accountability to the Whitewater Common Council and the citizens of Whitewater that we collectively serve is an important value to the management team leading the City of Whitewater. We need to be continually responsive and responsible to the Whitewater Community as well as seek to continually improve the services and programs that we provide.

In the 2010 City Management Plan, the various departments and agencies of the City have set forward objectives to be accomplished during the coming year. These objectives have been set in addressing the eight strategic points contained in the Whitewater Next! Strategic Plan adopted by the Common Council in December, 2005. These performance objectives are also the product of the City's annual budget-making process conducted in the Fall of 2009. Further, these objectives serve as a method of measuring how well our Whitewater City Government is performing.

Periodic reports will be provided to the Whitewater Common Council on our progress in achieving these objectives throughout the year with a year-end Performance Report that will compile how many of the objectives have been accomplished.

Kevin M. Brunner
City Manager

CITY VALUES, VISION AND MISSION STATEMENT

Our City

- We value history and culture.
- We support the wise and creative use of our financial, human and natural resources.
- We promote a high quality of life and place – commerce, education, housing, safe environment and sustainable growth.
- We embrace a spirit of teamwork, cooperation, collaboration, open communication and citizen involvement.
- We are a friendly, caring, diverse community.

Our Organization

- We work as a team to accomplish our mission and goals through open and honest communication, close coordination and collaboration between departments and recognition of community needs and expectations.
- We promote pride and ownership in our municipal organization and in the Whitewater community.

Each Other

- We are committed to professionalism.
- We are fully accountable to the citizens we serve and to each other.
- We are committed to the highest level of professional standards by recruiting and developing highly trained, skilled, and motivated employees.
- We are positive in our relationships and promote a positive attitude.
- We truly believe that each member of the City staff and all elected and appointed members of the Common Council, Boards and Commissions can make significant contributions.

VISION STATEMENT



Building upon our rich history, we will continue to be a welcoming, safe, and dynamic community. We will embrace the cultural and educational opportunities that the presence of a thriving university and an increasingly diverse population offers.

We will seek to continually improve and make Whitewater strong by fostering public trust and confidence in our government. We will encourage a community characterized by a spirit of openness and fairness that encourages individuals to participate publicly and prosper personally. We will maintain a high quality of life through careful stewardship of all our many resources.



MISSION STATEMENT

The City of Whitewater provides efficient and high quality services which support living, learning, playing and working in an exceptional community.

Administration

City Manager

1. Continue development of the Geographic Information System (GIS) into a more useful administrative tool utilizing the ESRI Return on Investment (ROI) model.
2. Complete all TIF and CIP projects on time and within budget.
3. Prepare 2011 budget forecast in spring and present revenue/expenditure recommendations to Common Council (including possible “Pay as You Throw” refuse program and debt plan for future street/sidewalk improvements). Continue pre-budget public involvement efforts in summer and fall.
4. Continue to develop collaborative community partnerships to foster community betterment/enhancement projects. Develop/execute new agreements with Downtown Whitewater, Inc. and Whitewater Arts Alliance (continued use of White Memorial Building) by March 1st.
5. Continue to grow/develop collaborative partnerships with UW-Whitewater. With UW-W complete all Whitewater University Technology Park projects, including construction of the Whitewater Innovation Center, funded through the EDA grant, by the end of the year.
6. Foster/negotiate at least two (2) Development Agreements (Targets-Whitewater Business Park and TID #6).
7. Complete all scheduled Wastewater Treatment Plant improvements on time and within budget.
8. Complete staff reorganization plan (as proposed in 2010 Budget) by January 1st.
9. With Downtown Whitewater Inc. complete at least four more façade improvement projects/grants during the year.
10. Implement approved City Comprehensive Plan recommendations (as needed and directed by Common Council and Plan Commission).
11. With Downtown Whitewater Inc., reduce downtown commercial space vacancy rate by 10% (actively participate on Downtown Economic Restructuring Committee).
12. With CDA, implement Business Park marketing plan during first quarter.
13. Complete update of City Comprehensive Plan by end of year (Compliant with State Smart Growth).
14. Facilitate 25 X 25 Energy Independence Community Plan and implement grant-funded projects by July 1st.



City Clerk

1. Administer four elections (Spring Primary, Spring, Fall Primary and Gubernatorial).
2. Complete recertification of Chief and alternate Chief Election Inspectors by June 30th.

3. Reorganize election staff to accommodate additional polling station on UW-W campus by June 30th.
4. Assist with adoption of updated ordinance relating to special events by June 30th.
5. Complete continuing education hours to recertify for Election Administration by March 30th.
6. Facilitate cross-training of 2nd floor clerical staff-assume supervisory responsibility on January 1st.
7. Update City Clerk website (property assessment database, key word/subject search) by November 1st.
8. Coordinate at least four Voter Registration training sessions prior to gubernatorial election (by October 30th).
9. Complete Chapter 2 review/recommendations to Common Council by April 1st.
10. Continue efforts to reduce legal notice costs wherever possible by 10%.

Human Resources

1. Complete update of nepotism and employee computer use policy by April 1st.
2. Complete employee total compensation reports and distribute by March 1st.
3. Complete transition of Assistant to City Manager position (responsibility for future Human Resource functions) by May 1st.
4. Develop city management staff performance review system (with professional development plan) by November 1st.

Community TV/Media

1. Initiate a digital storytellers group with the public by June 1st.
2. Install lighting grid in TV studio for lighting in-house video productions by February 15th.
3. Wire semi-permanent receiver on top of city hall for events broadcast live from the Cravath Lakefront Conference Room by July 1st.
4. Build video editor for exclusive use of government programming and Community Room programming for municipal building (if office space is available) by March 1st.
5. Create a video booth for staff to record presentations for on-line posting and individual video conferencing by April 1st.
6. Install third camera in Community Room and facilitate back-up of City website with CIU.
7. Wire room for advanced manual camera interface for special, non-meeting, TV programming by August 1st.
8. Sell Blu-Ray discs of programs (dependent on reduced media cost)-August 1st.
9. Equip and make operational converted mobile video production vehicle by June 1st.
10. Develop/broadcast monthly City news program/Monthly Seniors in the Park program-begin by June 1st.
11. Produce Quarterly City Newsletters and distribute with utility bills.

Community Development Authority

1. Conduct two (2) First-Time Homebuyers education programs.

2. Execute agreement with Keller for spec building construction (Approved in October 2009).
3. Complete design/bid process for Technology Park development: (1) Starin Road extension; (2) Park infrastructure improvements; and (3) Innovation Center by June 10th.
4. Begin construction of all Technology Park projects by June 11th (completion dates will vary based on schedule).
5. With Tech Park Board, implement marketing plan for Innovation Center and Technology Park by July 1st.
6. Perform as lead agency and comply with all EDA grant requirements as contained in Grant Agreement.
7. Complete Dark Fiber extension to Technology Park and other municipal/school buildings as needed by year end.
8. Facilitate retail recruitment efforts with community business stakeholder groups.
9. Facilitate development of a Whitewater Shop Local Campaign with community business stakeholder groups.
10. Conduct 8-10 business retention visits (two-year cycle for program).
11. Investigate/apply for outside funding to acquire/rehab foreclosed homes for single-family use (on-going).
12. Facilitate with Chamber of Commerce quarterly meetings of Whitewater community groups to foster enhanced communication and cooperation.
13. Continue to promote all three (3) CDA loan programs.
14. Develop long-term funding plan/agreement for CDA continuance by May 1st.
15. Complete site assessment process/pursue redevelopment of Five Points and Eastgate areas.



Department of Public Works

Streets Division

1. Complete street repair program (according to PASER Street Rating) by September 1st.
2. Complete major storm sewer repair on Starin Road by October 1st.
3. Repair 12 stormwater catch basins (throughout the city) by October 1st.
4. Initiate update of sign replacements to meet the reflectivity standards required by 2013.
5. Complete all scheduled capital improvements projects on time and within budget.
6. Add soil boring and hydrant pressure flowage layers to GIS system by end of year.



Wastewater Division

1. Improve tracking of infrastructure needs and prioritization methods through development of new GIS layer by December 1st.
2. Maintain 4.0 rating for WPDES (Wisconsin Pollution Discharge Elimination System) permit.
3. Complete digester gas study with consultant. Take appropriate follow-up action by July 1st.
4. Manage Clean Water Fund Improvement Project (meet budgetary and timeline objectives).
5. Initiate amalgam separator and grease trap inspection requirements of new City ordinances.
6. Develop an online tour of the Wastewater Facility by October 1st.

Water Division

1. Inspect and renovate Well #8 after inspection is completed (August 1st).
2. Maintain residential meter testing rate of 5%.
3. Complete AMR (Automatic Meter Reading) recommendations-presentation to City Council by May 1st-Implementation to follow.
4. Complete all Federal/State sampling requirements by due dates.
5. Publish consumer confidence report and distribute by June 1st.

Stormwater Utility

1. Complete annual permit reporting by March 31st.
2. Draft/approve Street Obstruction Ordinance by March 1st.
3. Develop 2013 compliance plan for 40% TSS (total suspended solids) removal.
4. Complete all street sweeping and storm water inlet cleaning as scheduled in Stormwater Management Plan.
5. Update Pollution Prevention Plan for public works garage site by March 31st.
6. Construct stormwater detention facilities as part of Starin Road extension and Technology Park improvements.

Finance

1. Automate the City Payroll System. Phase in by department-Complete by August 1st.
2. Complete all federal and state grant filings on a timely basis-On-going.
3. Complete study of bi-monthly utility billing with AMR evaluation by June 1st.
4. Complete City audit by May 1st-Presentation to Common Council in May.
5. Develop TIF use policy and guidelines by July 1st.
6. Complete City Financial Management Plan by August 1st (to include City financial indicators and budget projections).
7. Complete analysis/study of refuse/recycling financing options by September 1st.
8. Complete debt refinancing as scheduled (January and September).

Information Technology

1. Contract analysis/renewal for multifunction printers by June 1st.
2. Analysis/research VOIP solution for 2010 budget.
3. Install/utilize call monitoring software to gather accurate data of phone usage in municipal building by February 1st.
4. Install/utilize print management software to gather accurate date on printer usage in all facilities by February 1st.
5. Install BadgerTracs System in MDCs (PD) by July 30th.
6. Install mobile badge system in MDCs (PD) by July 30th.
7. Install redundant firewall solution in municipal center by June 30th.
8. Move existing firewall to wastewater and set up a remote solution of SCADA system by July 30th.
9. Migrate/consolidate-antivirus/update/backup functions to one server and pull old server out of service by March 1st.
10. Obtain Fortinet Certified Network Security Administrator certification by December 31st.
11. Obtain Fortinet Certified Network Security Professional certification (Stretch Goal) by December 31st.
12. Obtain Microsoft Certified Systems Engineer certification (Stretch Goal) by December 31st.
13. Install New Technology Solutions in PD Briefing Room by May 1st.
14. Rewrite Employee IT Useage Policy/create Social Media Use Policy. Present to Common Council in March.

Library

MISSION STATEMENT

The Irvin L. Young Memorial Library will:

- provide quality materials in all media
- provide quality services from trained information professionals
- serve as a cultural, educational, informational, and life-enriching resource center for the Whitewater area
- ensure that all members of the community have equal access to information, and
- Provide life-long educational opportunities for all people, regardless of age, background or means.

GOALS

The Irvin L. Young Memorial Library seeks to:

- continue progress on the library addition building project
- increase community awareness and use of library resources



- provide a high-quality library staff
- provide and maintain a quality library facility
- increase Internet availability to the public

2010 ANNUAL OBJECTIVES

Continue progress on library addition building project

- Increase community awareness of the project by inviting individual service clubs to the library for a presentation

Increase community awareness and use of library resources

- Collaborate with Culver's during National Library Week (mid-April) with their community fundraising program
- Plan and implement an Adult Summer Reading Program
- Plan a Wii gaming night with equipment borrowed from Mid-Wisconsin Federated Library System (Teen Tech Week)

Provide a high-quality library staff

- Provide a basic computer knowledge and troubleshooting workshop for staff with Technology Assurance Corporation

Provide and maintain a quality library facility

- Replace the roof (spring bid letting-Completion by July 1st)

Increase Internet availability to the public

- Change computer G3 to an Internet computer
- Purchase two laptop computers for in-house wireless use by patrons when there are no public PCs available (by April 1st)

Neighborhood Services

City Building/Grounds Maintenance

1. Serve as Project Manager for Whitewater Depot restoration project-Complete by December 1st.
2. Respond to all internal requests for service within 24 hours.
3. Manage energy efficiency projects:
 - Public Safety – Boiler replacement, hot water replacement, roof replacement, HVAC controls upgrades.
 - White Building – Boiler replacement.
 - Library – VAV installation, roof replacement, city-owned street lighting-LED conversion.
4. Serve as staff on Whitewater Energy Independence Council. Produce 25 X 25 Plan by December 31st.
5. Complete 2010 sidewalk program by September 1st (targeted area – West of Franklin Street and Main Street South).

Planning

1. Review/update zoning ordinance for changes-present to Plan Commission by July 1st.
2. Present plan for City Installation of Future Subdivision Public Improvements by June 1st.
3. Update Zoning Map on city GIS by September 1st.

Zoning/Code Enforcement

1. Respond to all requests for service within 24 hours.
2. Continue to upgrade complaint/violation tracking system (work with Information Services to link with Fire House software).
3. Complete departmental survey/make available to customers by April 1st.
4. Complete spring cleanup code enforcement program by May 1st.
5. Update/distribute neighborhood information flyers through Foresee Committee and neighborhood association(s).

Parks and Recreation

1. Review youth sports policies with Parks and Recreation Board and implement changes by April 1st.
2. Implement health and fitness related information to a minimum of four existing youth programs by July 1st.
3. Increase adult sports program offerings by adding new or revised programming by August 1st.
4. Identify a minimum of two sustainable projects or initiatives to implement by September 1st.
5. Identify and implement increased marketing efforts that will increase on-line facility reservations by 5% by October 1st.
6. Identify two park related (DOT Transportation Enhancement, DNR Stewardship) and two recreation related (Sticks for Kids, Tennis in the Parks) grant opportunities to apply for by November 1st.
7. Review contractual program policies with Parks & Recreation Board and implement recommendations to future staffing by December 1st.
8. Complete all park improvement projects (Cravath electrical improvements, East Gate playground, park signs Phase II, Trippe Lake playground accessibility, trail development) on time and within budget.
9. Obtain a minimum of \$2500 in increased community sponsorship for the hanging flower baskets.
10. Complete updated gift catalog and successfully complete one project within the catalog utilizing community sponsorship(s).
11. Develop a fitness focused event that attracts community residents as a stand-alone program or include as a part of an existing event.



12. Present completed Lakes Management Plan to Common Council and provide direction for implementation.
13. Assist with the implementation of the Urban Forestry Commission and aide this group in policy development.

Police

Based on an assessment of departmental operations, supervisory and command staff discussions, budgetary considerations, accreditation standards, and a review of our current Strategic Plan, we propose the following organizational goals and objectives for 2010. Our goals represent direct and definitive objectives for us to accomplish over the course of the year. Other issues will be reviewed and projects developed as opportunities arise or as conditions change.



1. **To Develop Economical Training Alternatives.** In view of current budgetary constraints we are seeking to develop more economical training alternatives without sacrificing quality. One such approach is for us to develop a computerized tutorial program where on a daily basis our officers can access various training bulletins which include text, policy references, testing, as well as documentation and archival of the training. These daily training sessions will be scenario based and designed to expose every officer to “high risk, low frequency” events. Such training has been found to be very useful in reinforcing policies, procedures, and tactics.
2. **To Further Develop Our Patrol Accountability System.** Last year we developed a rudimentary patrol accountability system (PAS) that delineated areas or sectors of the City for assignment purposes. Although officers continue to answer calls and patrol throughout the entire City, the intent of this program is to ultimately add additional responsibilities for assigned areas. These responsibilities may include problem solving, targeted traffic and parking enforcement, crime prevention activities, special operations, and addressing quality of life issues. In 2010, we intend to fine tune this geo-policing system by formalizing assignments and responsibilities.
3. **To Further Strengthen Our Partnership with UW-Whitewater Police Services.** In recent years we have made great strides in strengthening the partnership that our Department has with the University of Wisconsin-Whitewater Police Services Department. Besides a formalized mutual aid agreement, our two departments routinely train together and are similarly equipped to confront and mitigate a variety of challenges, e.g. a large scale disturbance, an armed confrontation, a natural disaster, etc. There exists a very good working relationship at both the line and command staff levels. Our goal for 2010 is to further strengthen this partnership by conducting periodic joint patrol operations on campus or in the area of town adjacent to the UW-Whitewater campus.

4. **To Enhance our Crime Prevention Efforts.** Our Detective Bureau has been very active in developing a variety of proactive tactics by which to deter criminal activity in our community, e.g. video surveillance of problem areas, using the VARDAs portable alarm system to detect break-ins and other crimes in progress, an electronic system to quickly disseminate crime alerts to local businesses, etc. They have been very successful in many of these measures. In 2010, our detectives intend to use social networking sites such as “Facebook” and “Twitter” to enhance our crime prevention efforts by directly sharing information with our citizens and by encouraging people to come forward confidentially with information pertinent to particular crimes.
5. **To Accomplish Annual Team Goals.** Per policy, on an annual basis each shift or team of officers formulates and then seeks to accomplish certain specific goals and objectives. Our Sergeants will be submitting their annual team goals in the weeks ahead. Objectives generally fall into three categories, i.e. traffic enforcement/safety, anti-crime/problem solving, and community policing/crime prevention.

In recent years our officers have been very successful in applying these objectives in addressing such issues as the stability of the “central city” residential area adjacent to the east side of campus, clearing up a backlog of active arrest warrants, and controlling alcohol related violations at or near downtown taverns. Officers have also reduced traffic congestion and speed violations around school zones, and enforced speed limits on the Hwy 12 By-pass.

Emergency Management

1. Complete another Emergency Management “Laptop Exercise” by November 1st.
2. Research/Apply for State/Federal program equipment grants where applicable to enhance city department preparedness and emergency mitigation.
3. Develop and stage City-UW-Whitewater second functional emergency exercise in August.
4. Increase awareness of and education for CERT training in community.
5. Develop a neighborhood watch type of program with available federal funds.
6. Continue to encourage and develop city employee participation in emergency management roles and responsibilities.