



January 2009

2008 City Management Plan (Final Performance Report)

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 2008 City Management Plan, the various departments and agencies of the City 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 2007. Further, these objectives serve as a method of measuring how well our Whitewater City Government is performing.

A total of 152 major objectives were set for departments of the City to achieve during the past year (a few were also added during the course of the year). A total of 126 of these objectives were achieved for an overall "performance" score of 82.9%. This is slightly lower than last year's completion percentage of 84%.

Some objectives were not achieved due to changing municipal priorities or the need to work on particular projects that were not forecast at the beginning of the year. For example, the record snowfall of last winter coupled with the flooding experienced in June directly affected the Public Works Department's completion of a couple of its objectives. Similarly, the Library did not achieve some of its objectives, in part, due to lack of anticipated participation by outside parties or reduced funding.

As our national and local economies continue to face difficulties, the importance of using our municipal resources wisely and efficiently has never been so important. As the City strives to

meet growing service demands with reduced or stagnant revenues, it must carefully prioritize what it is doing and continue to be highly accountable for meeting its objectives to its citizens.

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's Office

1. Complete all TID #4 projects on-time and within budget. **Completed.**
2. Complete planning process for new Southwest Business Park by October 1. **Feasibility study completed in June. MOU executed with University in November. Board of directors appointed.**
3. Continue Downtown Whitewater revitalization progress. Complete at least four more redevelopment projects in District. **Two Redevelopment Agreements executed. Eight Façade Grants made.**
4. Complete Plan for future Fire/EMS expansion of Municipal Center by October 1. **Whitewater Street parking lot approved. Plan to be developed in 2009.**
5. Initiate Community Retail Recruitment Program with consultant. Produce new retail recruitment marketing materials by May 1. **The Retail Coach hired in January. Retail recruitment strategy completed in July.**
6. Implement Community Housing Task Force recommendations as approved by the Common Council. **All Recommendations implemented except Property Nuisance Ordinance.**
7. Continue development of City/University projects. Hold monthly meeting with Chancellor and staff. **On-going – Three City/University MOU's negotiated/Implementation to follow.**
8. Implement TID #5 through TID #9 Project Plans where applicable (will depend on development progress in each district). **On-going.**
9. Complete study/recommendation to Common Council on possible joint City/University Municipal Court by April 1. **Feasibility completed/abandoned due to UW legal concerns.**
10. Lead efforts on Lake Management Improvements. Recommend possible organizational structure to Common Council by July 1. **Lakes Management Grant awarded. Plan being developed by SEWRPC with completion in Summer 2009.**
11. Work with Whitewater Historical Society on renovation of old train depot. Apply for State grant and complete roof replacement in 2008. All other building improvements will be completed in 2009. **New lease negotiated/approved in April. Roof replacement completed in July. Grant awarded in September for 2009/2010 renovation work.**
12. Respond to all citizen requests for service within 24 hours of request (standard operating procedure). **Completed.**



City Clerk

1. Implement second polling place in City, including administering additional specialized training sessions for campus poll workers by February 19. **Completed.**
2. Certify each election inspector as required by Statute. This requires a training session for each and every poll worker by February 19. **Completed.**
3. Complete redistricting of Statewide Voter Registration Program as a result of Walworth County Board reduction and redistricting by February 15. **Completed.**



4. Scan all permanent City real estate records into Laser Fiche, to allow employees to access Electronic records such as easements and leases by December 31. **2009 objective.**
5. Complete Municipal Clerk certification (relating to elections) by February 1. **Certification received.**
6. Solicit and train at least 10 new “permanent” poll workers by August 1. **Completed. (Highly successful Presidential Election)**
7. Evaluate and recommend meeting management software for acquisition by June 30. **Evaluated. Not able to include in 2009 budget.**
8. Add newly adopted ordinances to website quarterly. **On-going/Postings made quarterly.**

Human Resources

1. Consolidate/revise City Personnel Policy Manuals with Staff team by September 30. **Team has reviewed entire manual. Draft to Council in early 2009.**
2. Reorganize City Personnel Files by June 30. - **Completed.**
3. Produce Total Compensation Statement for all employees by end of year. **On target.**
4. Complete all City job descriptions with City department heads by March 30. **Completed in June.**
5. Re-establish City Safety Committee/conduct Safety Operations Audit/establish annual training schedule. **Completed.**
6. **Implement City employee photo ID system by September 1. Completed.**

CATV (Station 13)

1. Produce High Definition (HD) television programs and make them available for purchase by end of year. **All new programs (with the exception of programs in the Community Room at the Municipal Building) are recorded in HD. HD program copies have not been requested at this time.**
2. Implement remote channel access for emergency and non-emergency information posting and programming by May 1. **This will be combined with web development and will be completed in early 2009.**
3. Increase the quantity of in-house studio productions, with a particular emphasis on History, Local News and Children’s Programming by May 1. **“The Esterly Machine Company” was the big history project completed in November 2008. Vocal talent and musical compositions were recorded in the studio.**
4. Conduct video production classes at least twice during the year. **No classes were held during the 2nd half of the year. Independent instruction was given.**
5. Create an interactive Station 13 website that facilitates the distribution of local information and programming content, as well as facilitates communication between Station 13 employees and volunteers, employees of the City of Whitewater, and members of the UW-Whitewater and Whitewater communities by October 1. **Whitewater TV has contracted with the University and began website development in the Fall of 2008. Currently in the research/pre-production stage.**
6. Back up all Digital Archives by April 1. Our digital archives are dated back to 2002; the files



will be backed up to new hard drives. All Digital Archives have been backed up from 2006 back to the beginning of Digital Production in 2002. Original digital files are stored off-site. Back-up files are at the studio for copy requests.

7. Initiate archiving all taped programs into a digital format for historic preservation, and have a catalog of all programs on-line for purchase. Our tapes are dated back to 1995 (multi-year project). Started: Multi-year project. Catalog will be available through the website as it develops.
8. Replacement and upgrade of all cabling in the Municipal Building Community Room by April 1. New video cables have been run, and audio cable replacements have been initiated. On-going. New cameras have been budgeted for 2009 and will be installed and operational with new cabling in the first quarter.
9. Create inventory of active and retired equipment by June 30. Inventory will be reviewed at the January Cable Commission Meeting. Recommendations regarding retired equipment will be made at the meeting.

Community Development Authority

1. Conduct Feasibility Study for Business Park Spec Building by April 1. Not Completed.
2. Complete Remediation of Remaining Vacant Lots in NE Whitewater Business Park by end of year. Completed.
3. Complete SW Business Park Plan, Covenants for SW Business Park, Market Study and Secure Options on Property for SW Business Park by October 1. Completed with exception of property options.
4. Execute Two Loans through the Economic Development Loan Program by year end One loan executed.
5. Execute enough Loans through the Housing Loan Program to have loaned all available Housing Rehab funds by year end. Two loans approved; three loans in process.
6. Initiate Annual Business Breakfast for Whitewater Business Park firms in March. - Completed
7. Formulate and complete Business Recruitment Strategy by July 1. Hired Retail Coach and Applied PhD Associates – Retail recruitment strategy completed in July and Business Park strategy in September.
8. Initiate 4th Street Redevelopment Project/Secure redevelopment contract by end of year. RFP solicited; project delayed.
9. Organize/Develop First Time Home Buyers Education Program. Completed
10. Complete Phase ½ for Five Points Redevelopment. Completed.

Department of Public Works

Street/Parks

1. Street Repair Fund monies (\$185K) will be committed to street maintenance and repair as identified by the PASER street rating program. Complete program by Sept. 1. Completed.



2. Improve existing downtown streetscape brick area by going to stamped concrete (ongoing). Complete by Sept. 30. Need to identify areas to be improved. **Completed.**
3. Repair/replace/construct storm water catch basins around the city as needed. East Main Street drainage is being targeted as well as repairs to storm sewer on Starin Road. Complete by August 15. **Completed.**
4. Update the street ratings in the PASER program by November 15. **Not completed; Spring 2009 project.**
5. Install new and replace existing decorative street lighting downtown by June 30. **All completed except Center Street (Fremont to Fourth).**
6. Staff will pursue a DOT grant to upgrade street signage to high reflectivity signs. Grant application to be completed by Sept. 1. **Grant applied for; not received.**
7. **Complete soils analysis for future street repair/maintenance projects. Completed.**

Stormwater Utility

1. Implement credit policy with first quarter billing cycle. **Completed.**
2. Conduct Best Management Practices training for city staff. Complete by April 30. **Not completed; scheduled for spring, 2009.**
3. Apply to WDNR for Lakes Management Planning grant by February 1; if successful implement according to schedule. **Completed - Grant received.**
4. Complete all 2008 WDNR and USEPA permit requirements according to schedule. **Completed.**

Water Utility

1. Inspect and repair 10 large meters to improve accuracy by June 1. **Completed.**
2. Replace 85 residential meters to improve accuracy of metering by December 31. **Completed.**
3. Continue and complete research on Automated Meter Reading and make a recommendation to Administration by June 1. **Research On-going.**
4. Research, purchase, and implement a computerized software equipment maintenance system by December 31. **2009 project.**
5. Complete all DNR and EPA required sampling as necessary. **Completed.**
6. **Implement cross-connection inspection/Comparison of inside/outside meters by September 15. Completed.**
7. **Complete painting of east side tower. Interior completed; exterior to be completed in spring, 2009.**



Wastewater Utility

1. The Utility will work diligently in its infrastructure duties to attempt to identify sources of I&I (Inflow and Infiltration) while maintaining quality services to the community. **50% of system is inspected. Remainder scheduled for 2009.**
2. Operate and maintain the facility in a manner consistent with the requirements in the WPDES (Wisconsin Pollution Discharge Elimination System) permit and achieve a 3.86 rating or above. **4.0 rating achieved.**

3. Develop a comprehensive long term utility improvement plan. Present to Common Council by October 15. **Consultant hired –Completion scheduled for Spring, 2009**
4. Complete the transition to electronic submittal of the utilities DMR (Discharge Monitoring Report) for the WDNR by May 1st. **Completed.**
5. Successfully complete application for new WPDES permit starting January 1, 2009. **Completed.**

Finance

1. Implement on-line payment of utility bills by September 1. **Delayed; Completion now scheduled for March 1, 2009.**
2. Conduct feasibility study of hiring outside firm for ambulance billings and collections and complete by July 1. **Feasibility Completed/Contract began October 27, 2008.**
3. Completion of cross-training and reallocation of staff workload by October 1. **Progress being made.**
4. Develop timeline and action plan for the GFOA Distinguished Budget Award-two year process by July 1. **Not achieved; will drop objective due to time commitment.**
5. Continue to reduce the number of Audit Adjusting Journal Entries from current 25 by 10% (to 22 or less). **40 Adjusting Journal Entries made (objective not achieved).**
6. Complete audit and present to Common Council by June 1. **Completed/Presentation on June 3rd.**
7. Begin 2009 budget process in early summer. Focus on revenues and budget assumptions in discussions with Common Council. **Completed.**

Information Technology

1. Install/Implement Microsoft Office 2007 on all computers. This will be done monthly (by department), with trainings conducted to acclimate users to newer functions and style of the new Office Suite. **100% of computers are converted.**
2. Install VPN Hardware at Streets, Water, and Wastewater. Test permanent VPN connection to/from Administration Building to these remote locations and set up file servers at individual locations for disaster recovery implementation. **Completed.**
3. Install/Implement new Fortimail security appliance. Monitoring and fine tuning will be done throughout the year as SPAM patterns change. **Completed January 15th.**
4. Install new Intradyn mail compliance product. Set up all desktops to work seamlessly with Intradyn product. **Completed March 12th.**
5. Install/Configure Fortianalyzer to capture all inbound/outbound traffic. Tie Fortianalyzer into Fortigate and Fortimail appliances. **Completed January 15th.**
6. Install two new domain controllers (servers) and relegate roles of old domain controllers to the new ones. Transfer FSMO roles of current primary master to the new one. **Completed April 22nd.**
7. Rewire entire network/phone closet to accommodate growing network infrastructure. Create digital diagrams with proper labeling and usage. Add two new switches to network closet. **Completed June 1st.**

8. Install/Implement new Symantec Antivirus (cross grade) suite. Reconfigure email server to reflect changes in new antivirus suite and fine tune to SPAM filter. **Completed January 15/July 1.**
9. Install/Configure new desktop computers. Reformat/wipe old machines to DoD standards and inventory and prepare them for city auction. **Completed.**
10. Install/Configure Webroot Spysweeper antispyware product. Tie product into Active Directory and set up appropriate user groups with proper settings. **Replaced with Symantec Product- Completed**
11. Parks/Recreation registration software implementation (Assistance). Assist department with any technology needs/assistance as needed. **Completed**
12. Install/Implement new Backup Software Suite on file Server. Run batch of restores on previous tape library on the new software to validate upgrade. **Completed June 15th.**
13. Install/Implement Forticlient software on Juvenile Officer's computer, Seniors in the Park Coordinator desktop, Technology Systems Administrator desktop, and City Manager's laptop. **Completed October 1st.**
14. Re-evaluate/renew City cell phone contract expiring December 2008. **Completed; switch to Verizon Wireless. Estimated savings of between \$2,500 and \$5,000 annually.**

Library

MISSION STATEMENT

The Irvin L. Young Memorial Library will:

- provide quality materials and services
- serve as a cultural, educational, informational, and recreational resource center for the Whitewater area
- enable the community to have access to information, and
- support life-long learning for people of diverse backgrounds and abilities



GOALS

The Irvin L. Young Memorial Library seeks to:

- support students at all academic levels
- increase community awareness and use of library resources
- collaborate and network with public and private schools, UW-Whitewater, other public libraries, city officials and other community organizations
- provide a high-quality library staff
- provide and maintain a quality library facility
- provide and maintain a quality library collection in various formats

ANNUAL OBJECTIVES

Support students at all academic levels

- Host a READ Therapy Dogs program in March. **Completed.**

- Provide a filtered Internet computer in the children's area with other software applications for use as a homework center. **Pending grant award from Gates Foundation.**

Increase community awareness and use of library resources

- Do five public broadcast service spots throughout the year. **Two PSA's completed. Additional scheduled for 2009.**
- Provide outreach services to The Glen and Blackhawk Apartments, if they express interest when Sally contacts them, using the model for Our House Memory Care, if appropriate. **Project did not work out.**
- Provide news articles and/or photographs to the media twelve times during the year. **Completed.**

Collaborate and network with public and private schools, UW-Whitewater, other public libraries, city officials, and other community organizations

- Host a book discussion in conjunction with the spring author event at the University. **Completed (Truck, Michael Perry)**
- Collaborate with the new Recreation and Community Events Coordinator at City Hall. **No events planned (other Park/Rec priorities).**

Provide a high-quality library staff

- Send 2-4 support staff members to one of three conference workshop opportunities throughout the year :
 - Wisconsin Library Association Support Staff Section One-Day Workshop. **Sent 4.**
 - Wisconsin Library Association Annual Conference. **Did not attend.**
 - Wisconsin Association of Public Libraries Annual Conference. **Did not send.**
- Begin planning for an additional professional position by establishing a potential job description and wage scale. **Not approved in 2009 Budget.**

Provide and maintain a quality library facility

- Renovate the south entrance bridge. **Completed.**

Provide and maintain a quality library collection in various formats

- Research and implement ways to improve our ability to make materials available to patrons in a timely manner. **Assignments for handling incoming van boxes will be shifted.**

Neighborhood Services

City Building/Grounds Maintenance

1. Complete upgrade of computerized HVAC control for Public Safety Section of Municipal Center by April 1. **Completed in June.**
2. Complete Emergency Dispatch Center Improvements at Municipal Center by June 30. **Completed in 4th quarter.**



3. Complete AC installation of equipment for emergency government operation by June 30. **Completed in June.**
4. Complete spot carpet replacement in Police Department by June 30. **Completed.**
5. Upgrade Downtown Armory lower level restrooms by May 31. **Completed.**
6. Upgrade White Building security alarm system. Complete by February 28. **Completed.**
7. Respond to all internal requests for service within 72 hours. **On-going.**
8. Manage building cleaning contracts/monitor performance standards. **New contracts effective March 15th – 10% savings realized.**
9. **Complete old train depot roofing project by July 30. Completed.**

Zoning/Code Enforcement

1. Update Sign Ordinance (Section 12.48 and Section 19.54) by April 1. **Introduced to Plan Commission – 2009 objective.**
2. Support Housing Task Force/implement recommendations (including Re-Inspection Ordinance Amendments) by June 30. **All recommendations implemented.**
3. Conduct Spring and Fall property maintenance inspection. **Completed.**
4. Publish “off campus” living brochure in April in cooperation with UW-Whitewater. **Completed in August.**
5. Complete new sidewalk installation (Clay-Rice Streets) by June 1. **Completed.**
6. Complete Sidewalk Replacement Program (targeted northeast side area) by June 1. **All work completed by July 10.**

Planning

1. Complete and have adopted Park and Open Space Plan by March 1. **Completed.**
2. Complete and have adopted South Whitewater Neighborhood Plan by June 1. **Delayed - Completion by March 1, 2009.**
3. Initiate change to one Plan Commission meeting per month and publish schedule for meeting/submittals by January 1. **Completed/Implemented.**
4. Update Central, East, and West Neighborhood Plans to be consistent with State Smart Growth Provisions by end of year. **2009 project.**
5. Initiate update work on City Comprehensive Plan during 3rd quarter. **Started.**
6. Organize/facilitate bi-weekly project management team meetings to coordinate and communicate development projects in the City. **On-going.**
7. Respond to all citizen/developer requests for service within 24 hours of request (standard operating procedure). **On-going/meeting standard.**

Parks and Recreation

1. Complete State of Wisconsin accreditation process for Seniors in the Park program and facility by November 30, 2008. **Committee work completed. Final report to be produced in 1st quarter, 2009.**
2. Identify, promote, and organize 4 fundraising opportunities that generate \$15,000 for purchase of a new Senior Van. **Completed. Van to be purchased in 2009.**
3. Select and implement a new registration software program that will allow the department to offer on-line registration by August 1, 2008. **Software installed. Went live on November 17.**



4. Enhance Parks and Recreation Department marketing efforts through the reformat of the program brochure and by creating a minimum of two visual presentations to the Parks and Recreation Board, and/or community groups/organizations. **Completed.**
5. Introduce a minimum of four initiatives to introduce healthy lifestyle information to the community by September 1, 2008. – (1) **Youth Sports Newsletter** (2) **Generac Health Fair** (3) **“Bike to Work and School” held in May** (4) **Walk to Work and School held in October.**
6. Create end of program reports within 30 days of program completion to ensure that programs meet the financial requirements of the Recreation Program Fee Policy. **Completed. Winter/Spring and Summer completed. Fall to be completed in January, 2009.**
7. Initiate 1st year of a 3 year plan to improve the accessibility and playability of our playgrounds. **Turtle Mound completed. Park Crest on hold.**
8. Achieve budgeted sponsorship goal of \$17,500 by December 31, 2008. **\$26,500 contributed for Park/Recreation projects.**
9. Complete all park improvement projects on time and within budget during the year. **Completed (\$75,000 acquisition and \$35,000 park development).**
10. Offer a minimum of four youth sports (baseball, softball, flag football and basketball) programs to the community. **All four sports are offered/many improvements made.**

Police

Mission:

The mission of the Whitewater Police Department is to enhance the quality of life for those living in our community by providing quality law enforcement and public safety service. We are dedicated to carrying out our mission with pride, courage, compassion, integrity, and professionalism. We are also committed to organization excellence and to upholding the democratic values embodied in the Constitution of the United States.



Introduction:

Recent surveys of our citizens give high marks to Whitewater as a very safe place to live, with good schools, parks, city services, and rich cultural and recreational opportunities. Residents were especially satisfied with their police, fire, and emergency medical services, and feel that they receive good value for the City of Whitewater taxes that they pay.

What is perhaps most significant for us is that the majority of residents rate police service as very good to excellent. In addition, people generally feel safe from violent crime in Whitewater, feel safe in Whitewater parks, and feel safe in their neighborhoods after dark. A high percentage of respondents rated our crime prevention and traffic enforcement efforts as either excellent or very good.

There are a variety of quantitative and qualitative measurements by which to gauge the performance and effectiveness of a law enforcement agency. How people feel about their police and how safe they feel in their community are two such measures. Responses from the National Citizen Survey conducted here in Whitewater appear to confirm the results of our own periodic

citizen opinion surveys, i.e. that our citizens have a high opinion of our agency's performance and that people feel safe living and working in Whitewater.

Organizational Goals and Objectives

Based on an assessment of departmental operations, supervisory and command staff discussions, budgetary considerations, accreditation standards, and a review of our Strategic Plan, we propose the following organizational goals and objectives for 2008. 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. Achieve Re-Accreditation by the Wisconsin Law Enforcement Accreditation by April 30. **Re-Accreditation received in June (smallest accredited law enforcement agency in the state).**
2. Conduct a Police-Citizens Academy – Fall, 2008. **Now scheduled for first quarter, 2009.**
3. Conduct a Citizen Opinion Survey and publish results by August 30. **Completed.**
4. Upgrade Department Communications Center/System by June 30. **Financing/Planning/ Reconstruction completed. Projecting final upgrades by May 1, 2009.**
5. Upgrade Emergency Early Warning Siren System by June 1. **Completed.**
6. Accomplish annual patrol/team objectives by December 31. **Twelve team objectives established. All completed or significant progress achieved.**
7. Complete at least 25 public outreach programs. **25 completed to date (i.e. Hispanic Community, University of Wisconsin-Whitewater students, Identity Theft, Protective Behaviors, Cyber Crimes, Internet Crimes Against Children, Emergency Government Preparedness)**