

2011 Management Plan

Introduction

Accountability to both the Whitewater Common Council and the citizens of Whitewater is an important value to the management team leading the City of Whitewater. As city staff, we strive to be ever responsive and responsible to the Whitewater Community. The City as an organization is continually working to improve the services and programs that we provide.

In the 2011 Management Plan, the various departments and agencies of the City have set forward objectives to be accomplished during the coming year. These objectives are set as part of the budget-making process addressing the eight strategic points contained in the Whitewater Next! Strategic Plan adopted by the Common Council in December, 2005. This strategic plan is scheduled to be updated in 2011.

Very often, both private and public organizations build slack into their business processes in the form of non-value-added activities. A formal business process improvement methodology can find and remove these sources of waste. One process improvement method that holds particular promise for local governments is “Lean.” Lean refers to a collection of principles and methods that focuses on identifying and eliminating non-value-added activity (waste) involved in producing a product or delivering a service to customers (or citizens). Our overall objective in 2011 is be “leaner” and to apply lean management practices and procedures wherever we can.

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

Values

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

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

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. Develop with City Council an update to the City Whitewater Next! Strategic Plan by October 1.
2. Complete all TIF and CIP Projects on time and within budget including any remaining work related to the Whitewater University Technology Park Projects.
3. Foster/negotiate at least two Development Agreements (targets Whitewater Business Park and TID District #6).
4. With Downtown Whitewater Inc. Economic Restructuring Committee reduce downtown Whitewater commercial space vacancy rate by 10%.
5. With CDA and University Technology Park Board, develop Business Park/Technology Park Marketing Plan during first quarter.
6. Continue to develop collaborative community partnerships to foster community betterment enhancement particularly with Downtown Whitewater Inc., Whitewater Arts Alliance and Whitewater Chamber of Commerce.
7. Facilitate completion of 2025 Energy Independence Community Plan with presentation/adoption by City Council by January 31.
8. With CDA, facilitate formation of housing sub-committee to address foreclosed and abandoned properties in the city as well as to develop long term housing strategies by April 30.
9. Continue work with Neighborhood Associations/Groups to improve city neighborhoods.
10. Develop and implement a practical performance measurement & management system for city departments, and draft a performance report to be published as a standalone document or as part of the 2012 budget.
11. With Fire/EMS, develop plan for Paramedic Intercept changes at Fort Memorial Hospital to maintain current level of service.



City Clerk

1. Complete ward boundary redistricting by September 1.
2. Create and make available a spreadsheet listing all ordinances for purpose of creating a searchable database.
3. Ongoing cross-training between second floor clerical staff.
4. Improve City Clerk webpage and provide more information on website.
5. Creation of searchable database of all Planning Commission cases/decisions.

Human Resources

1. Complete and distribute employee total compensation reports by March 1.
2. Complete the negotiation process and successfully approve collective bargaining agreements with all City bargaining units.

3. Work with City Staff to develop additional training programs for employees throughout the organization.
4. Complete a classification and compensation study for select AFSCME positions.
5. Look for new ways to streamline HR processes within the City.

Community TV/Media

1. Increase filmed events to more than 220 through staff and volunteers.
2. Build new computer editor.
3. Stream TV Channel.
4. Continue with filming of training videos for staff.
5. Teach Regular Digital Storytellers Classes with the Public.
6. Increase on-line video content which would include educating citizens about services (Public Service Announcements) and Digital Storytelling projects.
7. Assist in maintaining social networking site with the assistance of Tim Nobling and Cameron Clapper.

Community Development Authority

1. Develop long-term CDA financing program by June, 2011.
2. Review City Municipal Code, Chapter 2.48 Industrial Development Commission.
3. Conduct a minimum of ten retention visits.
4. Complete Technology Park projects on time and within budget.
5. Work with various stakeholder groups to develop Community Marketing Plan including components for the Business Park, Technology Park, Retail Development and Tourism by April, 2011.
6. Develop alternative development strategies for the East Towne Market site.
7. Work with Downtown Whitewater to develop and implement an Outdoor Café Furniture Program.
8. Conduct Outreach Programs to include a Business Counseling: Lunch and Learn Series (working with the Chamber of Commerce) and continue First Time Homebuyer program as requested.
9. Facilitate formation of housing sub-committee to address foreclosed and abandoned properties in the city as well as to develop long term housing strategies by April 30.
10. Facilitate Distressed TID Amendment by March 31, 2011.
11. Create Annual Report by January 31, 2011.



Technology Park Innovation Center



Innovation Center Lobby

Department of Public Works

Streets Division

1. Street Repair Fund monies (\$185,000) will be committed to street maintenance and repair as identified by the PASER street rating program.
2. Complete asphalt patches of utility repairs in a timely fashion.
3. Continue the update of sign replacements to meet the reflectivity standards required to be completed by 2013.
4. Maintain snow removal/ice control operations to meet established standards.



Arbor Day May 2010

Wastewater Division

1. Operate and maintain the facility in a manner consistent with the requirements in the WPDES (Wisconsin Pollution Discharge Elimination System) permit. Maintain current 4.0 rating.
2. Complete the Equipment Replacement Project along with employee training by June 1.
3. Work with project engineer to design the bio-gas boiler system and complete Clean Water Fund application by June 1. Complete construction by end of year.
4. Complete the Compliance Maintenance Annual Report (CMAR) by April 1.

Water Division

1. Monitor and assist in the installation of the Automatic Meter Reading system. Complete installation by June 1.
2. Digitize meter testing and replacement schedule by June 1.
3. Inspect and renovate Well 8. Complete by December 1.
4. Complete all DNR and EPA mandated testing as required.
5. Complete Water Rate Study by May 12.



New Style Water Meter

Stormwater Utility

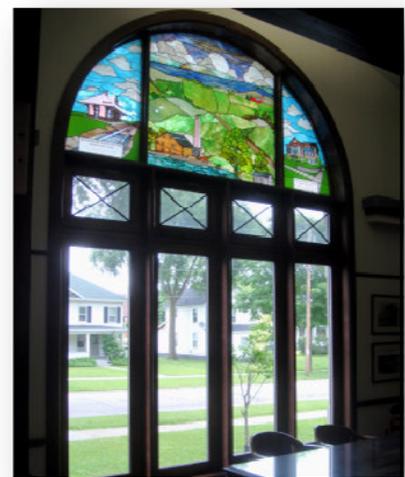
1. Complete annual permit reporting by March 31.
2. Monitor NR151 revision and make necessary changes to management of utility as required.
3. Educate and promote Street Obstruction Ordinance.
4. Update the stormwater management plan (SLAMM Model) by March 31.
5. Complete maintenance of catch basins (50% completion in spring and 50% completion in fall).

Finance

1. Complete audit by April 15. Present to Council in May.
2. Automate the payroll system for all city staff by 4th quarter.
3. Have AMR installed and operating for utility billing by July 1.
4. Bi-monthly billing for utilities by September 1.
5. Re-design budget document for 2012.
6. Implement GASB Statement No. 54 - Fund Balance.
7. Close out grant reimbursements for city – EDA, etc.
8. Close out Whitewater bio-gas/treatment loan/grant.
9. Train utility employee starting in summer 2011.
10. Monitor/report on state budget implications as it relates to the city.
11. RFP for audit services for 2011, then 2013.
12. RFP for Water Rate Study/PSC hearing/revised water rates by September 1.

Information Technology

1. Migrate/Update BadgerTracs from testing phase into implementation phase with the Police Department's Records Management System.
2. Install Latest Adobe Acrobat Professional Software on 9 essential desktops. Assemble and implement a completely digital process from start to finish for agendas, minutes, etc.
3. Migrate City of Whitewater website to new hosting solution. Also migrate overall ci.whitewater.wi.us references to the city's new domain - whitewater-wi.gov
4. Install/Implement the GFI Languard Suite of Software. This includes, but is not limited to the following: Power Management, Patch Management, Inventory Management, and several other key network maintenance utilities.
5. Create/Implement an open source work order/maintenance system for the Parks/Streets departments.
6. Create an open source mobile version of the city website. Also look to incorporate new features into the website as identified. (Not limited to but possibly including: message boards, social media integration, video streaming, etc.)
7. Implement/set up AMR system with the Water Department. (Includes configuring backend communications and server configurations).
8. Updating of the Firewalls at the utilities to allow for expanded management/remote access functions.



White Memorial Room Window

Library

1. Continue progress on library addition building project
 - a. Plan the library's 20th anniversary celebration as a tie-in to the library building project
2. Increase community awareness and use of library resources

- a. Hold a program with two sessions for people to learn about the library's iPad and e-readers
- b. Start a Book a Librarian program for people to book one-on-one training time with administrative staff
3. Provide a high-quality library staff
 - a. Provide a basic computer knowledge and troubleshooting workshop for staff
 - b. Provide the opportunity for staff to take an online reference course through UW-Madison
4. Increase Internet availability to the public
 - a. Eliminate the majority of the reference collection, either through withdrawal or moving to the circulation collection, and add more computers
5. Increase library programming for all ages, but particularly adults
 - a. Have a Hearts and Chocolate program for Library Lovers Month
 - b. Have a poetry slam for young adults
 - c. Have a Family Gaming Night
 - d. Have a summer reading program for adults
 - e. Participate in the Bike Rack promotional event sponsored by Downtown Whitewater
 - f. Have a Host a Murder Party to kick off a new adult mystery book club
 - g. Solicit recipes from staff, community members, and authors for a library cookbook to be ready for sale in November, proceeds going toward the library building project

Neighborhood Services

City Building/Grounds Maintenance

1. Complete library roof replacement project by May 1.
2. Update library interior and exterior lighting fixtures to LEED by July 1.
3. Complete public safety roof replacement by March 15.
4. Complete the city-owned parking lot/walkway light conversion to LEED by May 1.
5. Complete old train depot restoration project by December 1.
6. Complete salvage/demolition of library rental property (407/409 West Center) by September 1.



Whitewater Train Depot

Planning

1. Review/update Zoning Ordinance by July 1 (Better reflect adopted City Comprehensive Plan).
2. Present plan for Subdivision Ordinance amendments (City installation of public improvements and better reflect adopted City Comprehensive Plan).
3. Complete RFQ/selection for City Planner services. New contract by January 30.
4. Complete review of developer planning fees. Implement changes by April 1.

Zoning/Code Enforcement

1. Convert in-house code violation tracking software to Fire House software by April 1.
2. Respond to all service calls within 48 hours (2 working days).
3. On-going enforcement of distressed property removal/razing and repair.
4. Monitor foreclosed properties. Take prescriptive action where appropriate.
5. Working with CDA Housing Subcommittee, implement recommendations.
6. Complete neighborhood information flyer (distribute through Foresee Committee and neighborhood associations) by April 1.

Parks and Recreation

1. Review non-resident fee policy with Parks and Recreation Board and incorporate proposed changes in 2012 City Budget.
2. Expand wellness/fitness offerings within the community (minimum of 4 activities) through involvement with W3 by October 1, 2011.
3. Implement changes to youth sports sponsorship to ensure all teams are sponsored and that sponsors value involvement by September 1, 2011.
4. Add a minimum of two new recreation programs per season/brochure.
5. Expand and broaden a minimum of two “Seniors in the Parks” programs to include participants of all ages by December 1, 2011.
6. Establish sinking fund for facility rentals by working with Neighborhood Services Director, Finance Director, and Common Council to establish funding mechanism for equipment replacement and facility maintenance by September 1, 2011.
7. Complete comprehensive bike plan update and Safe Routes to School Plan by December 1, 2011.
8. Complete all park improvement projects on time and within budget.
9. Explore marketing enhancements to create greater exposure of parks and available recreation programs.
10. Explore grant writing, fundraising efforts, and facility design as related to the Treyton Kilar Field of Dreams.



Starin Park Community Building

Police

1. To Ensure Our Status as an Accredited Law Enforcement Agency
 - a. In 2011, we will undergo an extensive reaccreditation process which is designed to ensure on-going compliance with comprehensive accreditation standards set forth by the Wisconsin Law Enforcement Accreditation Group (WILEAG).
2. To Improve Our Technological Infrastructure
 - a. Enhance our technological infrastructure by putting on-line the Badger TraCS



Safety Fair

- Information System. This system allows for immediate data entry in the squad car. Driver/vehicle information can be shared among forms, eliminating duplication of entry. Officers will be able to complete traffic citations, warnings, and accident reports directly at their mobile data terminals. The information will be sent directly to the Wisconsin Department of Transportation. The Badger TraCs System will also facilitate our compliance with the mandate for all law enforcement agencies in the State of Wisconsin to transmit race-based information directly to the Department of Justice. The system has been financed through a Federal Grant.
- b. Comply with the Federal Communications Commission mandate for all law enforcement, fire, emergency medical, and public works entities in the United States to narrowband their radio frequencies. Using narrowband channels will ensure that agencies take advantage of more efficient technology and, by reducing channel width, will allow additional public safety channels to exist within the same spectrum space. Walworth County Emergency Management is asking that all public safety entities in the County comply with the mandate by the end of this year.
3. To Accomplish Annual Patrol/Team Objectives
- a. Per policy, on an annual basis each shift of officers formulates and then seeks to accomplish team goals and objectives. Objectives generally include attention to three areas (traffic enforcement and safety, anti-crime/problem solving, and community policing/crime prevention). In 2011, we intend to focus our resources on thwarting unlawful car entries, conducting underage alcohol abatement operations, preventing frauds against our elderly citizens, and enhancing our traffic safety efforts (particularly on West Main Street). All of these goals include very specific objectives for each team (shift) of officers to accomplish over the next twelve months.



City Organization Chart

