

**2020 Annual Report
2021 City Management Plan**

Introduction

Accountability to the Whitewater Common Council and the citizens of Whitewater that we collectively serve is an important value to the City of Whitewater Management Team. Individually, and as a whole, we strive to be continually responsive and responsible to the Whitewater Community for the service we render and for the efficient use of resources. We seek to continually improve the services and programs that we provide.

The 2020 Annual Report & 2021 Management Plan serves as a tool, not only for reporting on progress with projects and goals from the prior year, but also for setting forth goals to be accomplished during the coming year. Staff in each department identified goals for the coming year that address organizational needs, improve departmental effectiveness, and relate to the City's strategic objectives as outlined by the Common Council in 2017.

The body of the 2020 Annual Report & Management Plan includes the following sections.

Mission, Vision and Values Statements. Before one can properly determine the effectiveness of their course, they must first determine their direction. The City of Whitewater's Mission Statement, Vision Statement and Values help to define that course as well as expectations for each employee and department within the organization.

Organizational Roles. As we continue our efforts to better connect our actions and outcomes to our organizational purpose and our strategic objectives, it is important to define the roles the City of Whitewater fills for the community. All programs, projects, initiatives and services provided by the City of Whitewater can be organized under at least one of the five roles identified in this section.

Strategic Objectives. The Common Council, together with department directors and managers, participated in a strategic planning workshop on 2017. The group identified seven Strategic Objectives to address current needs and areas for improvement within the community. These objectives are outlined in this section.

2020 Accomplishments. This section outlines the accomplishments of each department for the year 2020. Readers will also observe instances where goals have been modified or deferred due to significant unplanned events in 2020. Each goal for 2020 is listed with its associated organizational role and strategic objective.

2021 Planned Goals. This section outlines the department goals for 2021. Goals for 2021 are listed based on strategic objective.

A word about the COVID-19 Pandemic. The COVID-19 pandemic had a major impact on the focus of the City as an organization in 2020. As a result, many goals originally planned for 2020 were deferred until a later time.

Cameron Clapper
City Manager

City of Whitewater Mission Statement, Vision Statement, and Values

Mission Statement

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

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.

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.

Key Organization Roles



Municipal Governance

This role incorporates all administrative duties and activities of the organization. This includes the workings of the Common Council, citizen committees and relationships with legislators. This role also includes the administration of municipal operations, financial management, and legal issues.

Community Building

Community Building encompasses both the internal and external culture of the organization. It includes all activities and events that help to increase connectedness and build a sense of community in Whitewater for residents, but it also includes activities and events that cultivate a cohesive environment for city employees. Community events, employee recognitions, internal and external communications are all part of Community Building.

Public Health & Safety

This role may be seen as self-explanatory. All emergency medical, fire and law enforcement operations are included in Public Health & Safety. Also included here are public health programs and initiatives.

Community Development

This role includes the projects and initiatives intended to spur both residential and commercial development within the community. Efforts to retain, grow or attract businesses fall into this category, but so does neighborhood preservation and some code enforcement efforts.

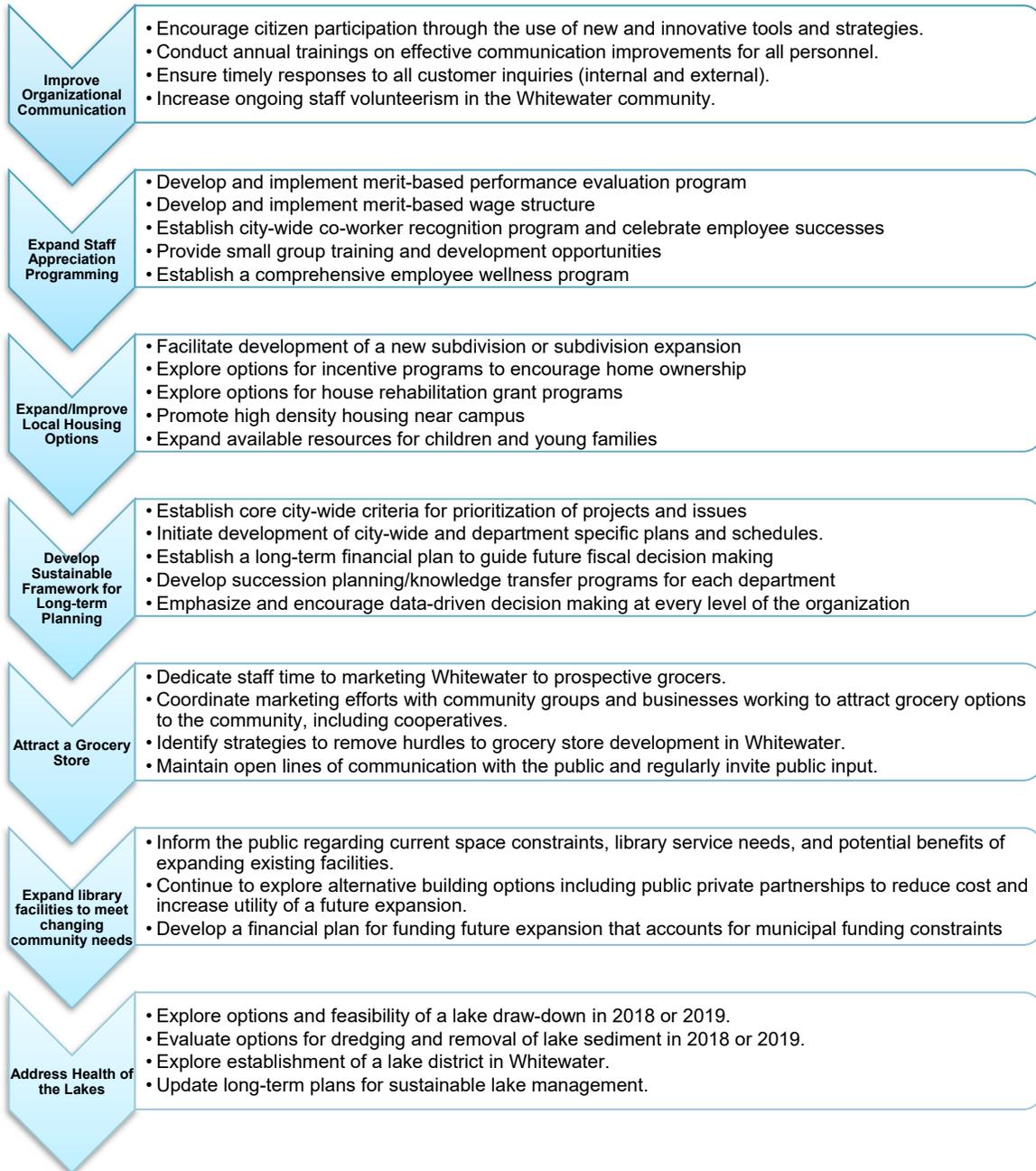
Infrastructure & Facilities

All activities related to the construction and maintenance of municipal utility distribution and collection systems, IT networks and roadways all fall within this role. Parks and buildings are also included here.

Strategic Plan Objectives

Strategic planning and goal setting are processes by which a community can plan for its future. Planning and setting effective goals is an excellent strategy for utilizing limited resources effectively and efficiently.

On July 11, 2017, members of the Common Council and city staff attended a Strategic Planning Workshop. The workshop was held to identify and prioritize issues the City faces as well as to establish community goals. The outline below is the output from that workshop. It is intended to assist council members and staff set departmental objectives to guide work towards achieving these identified objectives.



2020 Annual Report

Department Accomplishments

Community Development Authority

Organizational Role	Strategic Objective	2020 Goal
Municipal Governance	N/A	1. Recruitment of the Economic Development Director to serve as the Community Development Director and oversee all economic development activities.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ Cathy Anderson started on June 12, 2020
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Created a timeline and plan for the Tax Incremental Finance Extension for the purpose of housing. ○ Established a steering committee for the advancement of housing. ○ Reviewed the City’s data retention policy and organized the CDA’s database management flow. ○ Co-created the First Street community space. ○ Completed all required reporting for USDA and CDBG programs. ○ Structured a process for delinquent loans. ○ Refreshed grocery store recruitment by building a relationship with grocer in northern Wisconsin. Discussed ways to bring a store to Whitewater. ○ Work with UW-Extension on a small business expansion and retention survey. 		

Community TV & Media Services

Organizational Role	Strategic Objective	2020 Goal
Community Building	Improve Organizational Communication	1. Continue work with Community Involvement & Cable TV Commission and Census to promote and share information of the Census throughout Whitewater. (Q1)
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ Updates on the Census were shared on social media and city website as they were received from Census representatives.
Municipal Governance	Expand Staff Appreciation Programming	2. Work with Television staff to train potential new camera operators as needed and to allow current staff to step up with more responsibility including television programming and scheduling. (Q1)
		<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ One staff member was given a pay increase of \$3 an hour to take over initial responsibilities of TV station during PR Manager’s maternity leave. This was extended for the rest of the year due to COVID-19 and the PR Manager going to part-time and working from home. Scheduling was done but programming was continued by PR Manager. ○ All staff was on hold from March through April due to COVID-19 except one member. The others slowly began to work again but all while social distancing and on an as needed basis. This continued through the end of the year.

Infrastructure & Facilities	Improve Organizational Communication	3. Work with IT to create a new infrastructure to broadcast for television and live streaming. (Q2)
		<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ IT created a new travel set up (suitcase) in order to take a live streaming process on the road for events. This was created and used at the end of 2019 and used for beginning of 2020. One initial thought was for CDA in order to stream the meeting on social media live (not on Cable 990). ○ IT started to discuss and look into a new TV programming equipment instead of Leightronix. This was started to be worked on in the beginning of 2020 when PR Manager left for maternity leave. Due to COVID-19, this process was put on hold.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	4. Explore additional areas of revenue including advertisements as allowed with having a PEG channel. (Q2)
		<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ Due to COVID-19, PR Manager did not work on this project as it was difficult to meet with organizations to create a plan.
Community Building	Improve Organizational Communication	5. Continue to grow following and activity on social media platforms including Facebook, Twitter, Instagram, Nextdoor and Polco. Look into archiving of all platforms as needed. (Q3)
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ In the year 2020, Social Media was a prevalent mode of information for the community amongst the department manager's maternity leave and COVID-19. Most of the communication that was shared was done so via Facebook with the help of city staff for February through April. PR Manager assisted to post on Facebook along with Instagram and Twitter from May through the end of the year. ○ September 2020- Archive Social was implemented in light of the Black Lives Matter movement and COVID-19. This is a program essentially like an insurance policy in order to find any and all statements on 8 of our social media platforms if needed for open records requests or investigation purposes.
Community Building	Improve Organizational Communication	6. Create 2 additional PSA's and Gems of Whitewater for the TV station. (Q3)
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ TV Staff was able to accomplish this with <ul style="list-style-type: none"> ▪ Gems of Whitewater 7: White Memorial Building ▪ Gems of Whitewater 8: Irvin L. Young Library (to do by end of year) ▪ Gems of Whitewater 9: Aquatic & Fitness Center (to do by end of year) ▪ Police Hiring PSA ▪ Library Summer Reading Program- Version 1 ▪ Library Summer Reading Program- Version 2 ▪ Mask Ordinance Video- Version 1 ▪ Mask Ordinance Video- Version 2
Community Building	Improve Organizational Communication	7. Continue to add information to the website including forms, images and documents. (Q4)
		<p>Outcome - Deferred</p>

		<ul style="list-style-type: none"> ○ Images, videos and documents continue to be added to the website along with updating pages and spotlights. ○ Email went to city staff to have them review their city pages for updates- another will go out at end of year. ○ Forms discussion was had with Neighborhood Services department. ○ PR Manager needs to complete all forms on website.
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Informative slides for TV and social media ○ Press releases for the city and CDA by request ○ Assistance with COVID-19, Lake drawdown and amphitheater updates 		

Finance

Organizational Role	Strategic Objective	2020 Goal
Municipal Governance	Develop Sustainable Framework for Long-term Planning	1. Review and redevelopment of Policy Documents. - Establishment of policies/procedure review/revision schedule by each department leader by 04/30/20. Completion per agreed schedule. Primary six of each department by 09/30/2020.
		<p>Outcome – Modified Workflow and layout has been developed in Laserfiche. A kick-off with department heads to develop department schedules and begin trial workflows for each area will commence in 2021.</p>
Municipal Governance	Develop Sustainable Framework for Long-term Planning	2. Refinement of Operational and Capital Budgeting process. - Submit 2020 Budget for GFOA Distinguished Budget Award Program, Improve composite score
		<p>Outcome - Completed Refined our ability to illustrate changes during the budget review process (from initial Budget Proposal to final Adopted Budget) and improved discipline in spending by linking Capital spending and Debt Retirement.</p>
Municipal Governance	Develop Sustainable Framework for Long-term Planning	3. Priority Based Budgeting: evaluate in conjunction with City Manager
		<p>Outcome – Modified Additional efforts in the arena of PBB focused on the City Manager’s development of an annual report. Further refinement will be deferred until 2021.</p>
Municipal Governance	Develop Sustainable Framework for Long-term Planning	4. Biennial Budget: evaluate in conjunction with City Manager
		<p>Outcome – Deferred Due to the COVID-19 pandemic.</p>
Municipal Governance	Develop Sustainable Framework for Long-term Planning	5. Development of Finance Dept. reporting metrics and data sourcing by 6/30/20
		<p>Outcome – Modified. Minor enhancements were made to the overall presentation of the document for 2021 and noted in the budget message. Staff will dedicate time in 2021 to identify what further refinement is needed.</p>
<p>Additional Accomplishments</p>		

- Submitted 2020 Budget for GFOA Distinguished Budgeting Award Program and received 2020 Award Notice letter in August. We improved the composite score for the award from 2.926 to 3.10 on a 4 point scale (+0.17 improvement).
- Successfully tracked COVID-19 related expenditures in 2020 for reimbursement submittal through Wisconsin's Recovery and Reinvestment Program.
- Successfully incorporated the tracking and accounting of fixed assets in-house to reduce annual costs (\$1,500) to third-party service providers. We now maintain full fixed asset records and have the ability to reconcile within our own system.
- We continued to reduce audit fees by improving internal accounting activities and record keeping, thus reducing the auditor's billable time requirements.

General Administration

City Manager

Organizational Role	Strategic Objective	2020 Goal
Municipal Governance	Expand Staff Appreciation Programming	1. Develop and implement a Civic Succession Planning program - Develop a program for public education to share with high school students and community groups to encourage civic participation and engagement. (4th Quarter 2020)
		Outcome – Deferred ○ This goal and associated project were abandoned due to the pandemic. There are no plans to initiate the goal again in 2021.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	2. Complete a strategic planning process to include at least one common council workshop meeting and one feedback session with employees. (3rd Quarter 2020)
		Outcome - Modified ○ Due to the pandemic, this goal was modified to be the development of a timeline for the strategic planning process. That timeline was completed and will be presented to the Common Council at the regular February 2, 2021 meeting. Completion of the process has been reestablished as a goal for 2021.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	3. Successfully complete the onboarding of a new economic development professional and reestablish an aggressive business retention and expansion program. (1st Quarter 2020)
		Outcome – Completed ○ In spite of the pandemic, we successfully hired Cathy Anderson as our new Economic Development & CDA Director in June of 2020. Cathy has initiated regular business contacts and outreach to local businesses.
Municipal Governance	Expand Staff Appreciation Programming	4. Develop a long-term plan for labor force development in Whitewater. (3rd Quarter 2020)
		Outcome - Deferred ○ This goal and associated project were abandoned due to the pandemic. Efforts to facilitate relationships and programs that spur labor force development continue. However, the long-term plan was not reintroduced as a goal for 2021.
Municipal Governance	Develop Sustainable	5. Pursue creation of, or updates to, joint service and boundary agreements with neighboring towns. (4th Quarter 2020)

	Framework for Long-term Planning	<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ This goal was deferred until a time when face-to-face interactions are safe and universally acceptable. It has been added for 2021.
Community Development	Develop Sustainable Framework for Long-term Planning	<p>6. Work with Neighborhood Services, local property managers, real estate and development professionals to establish a long-term development plan for single-family and workforce housing. (2nd Quarter 2020)</p>
		<p>Outcome - Modified</p> <ul style="list-style-type: none"> ○ Staff met with real estate professionals, land owners, and development professionals in 2020 to assess stock of areas within the city for future residential development. Areas were identified and will be included in the final plans for future tax increment financing developments in Whitewater in 2021.
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ COVID-Related <ul style="list-style-type: none"> ● Issued a declaration of emergency in March 2020 which continues to be in place until March 31, 2021. ● Established a staff level emergency operations committee to meet regularly and address questions and concerns related to COVID-19 and application of safety policies and procedures among staff members. ● Oversaw the adjustment from in-person to virtual public and business meetings. ● Oversaw the creation of a COVID-19 information line within the police department for receiving and returning requests for information. ● Developed and implemented the Reopening Local Government Plan which outlines safe behaviors and practices as well as clarify service levels for all municipal facilities during the pandemic. ● Oversaw the successful tracking of work hours and expenses related to addressing COVID-19 issues and the ultimate submittal of a request for reimbursement from the state through the COVID Recovery and Reinvestment program. Thanks to the good work of our Finance Department, we received more than our original allotment of funds to reimburse a portion of COVID expenditures. ● Oversaw the development of a COVID-19 Community Updates page on the City's website to get information out to the community on a regular basis. ● Participated in three "Virtual Town Hall" events in an effort to inform the public of current happenings related to COVID-19. ● Oversaw the successful closing and reopening of municipal facilities during the spring and summer of 2020. ● Participated in weekly (March through May)/monthly (June to present) statewide meetings with local government officials and state officials to discuss new developments related to COVID-19 as well as learn from one another and identify best practices for addressing issues related to the pandemic. ● Assisted with the development of a mask ordinance. ○ Racial Equity related <ul style="list-style-type: none"> ● Prepared and delivered a presentation to the community regarding racial equity and justice related to current practices within the Whitewater Police Department. ● Established a list of actions to address racial equity concerns in Whitewater. These actions are included among goals for 2021. ● In partnership with legal counsel and elected officials, successfully updated the Equal Opportunities Commission ordinance to create a proactive body with a focus on evaluating municipal policies and practices as well as promoting and advocating dignity, respect, and equity among all Whitewater residents. Seats on the committee are in process of being filled and meetings should begin in early 2021. 		

City Clerk

Organizational Role	Strategic Objective	2020 Goal
Municipal Governance	Develop Sustainable Framework for Long-term Planning	1. Reorganization plan for polling places, to allow voters already registered to have an opportunity to absentee vote. (1st Quarter 2020)
		Outcome – Completed
Municipal Governance	Expand Staff Appreciation Programming	2. Recruit and train two new Chief Election Inspectors for 2020. (1st Quarter 2020)
		Outcome – Completed
Municipal Governance	Expand Staff Appreciation Programming	3. Whitewater to host two Election training sessions, to be opened up to area townships. (4th Quarter 2020)
		Outcome – Deferred Due to COVID-19 pandemic
Municipal Governance	Expand Staff Appreciation Programming	4. Detailed training sessions (2) to complete end-of-night paperwork for election inspectors. (2nd Quarter 2020)
		Outcome – Deferred Due to COVID-19 pandemic
Community Building	Improve Organizational Communication	5. Host extended absentee voter hours for Presidential Primary and Presidential elections. This will free up space to allow additional staff members to help with absentee voting. (4th Quarter 2020)
		Outcome – Completed However, due to the COVID-19 pandemic, weekend hours were also limited on some days.
Community Building	Improve Organizational Communication	6. Collaborate with University representative to encourage advance registration for UWW students. (1st Quarter 2020)
		Outcome - Completed The City worked closely with the university to establish safe and clean polling places during the COVID-19 pandemic. This included a push to register in advance.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	7. Pursue the implementation of the Badger Book electronic polling book system to be used in the City no later than the beginning of the 2021 (3rd Quarter 2020)
		Outcome - Modified Whitewater was discouraged for the pilot use of Badger Book electronic polling system in 2020 as it would take longer to vote.
Municipal Governance	Improve Organizational Communication	8. Update Transient Merchant License ordinance.
		Outcome – Deferred Due to COVID-19 pandemic
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Election during a pandemic ○ Elections completed 		

Human Resources

Organizational Role	Strategic Objective	2020 Goal
Municipal Governance	Expand Staff Appreciation Programming	1. Build on the success of the Performance Management System (PERFORM) implemented in 2019 and provide enhancement training for leaders and staff. (1st Quarter 2020)
		Outcome – Deferred We are in the process of updating elements of the review tool, but should be on course for application in 2021.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	2. Develop a comprehensive plan for the recruitment, selection and placement of personnel to ensure capable employees are hired that can not only perform the tasks expected of them, but also make sure they are a good fit for the culture of the organization. (1st Quarter 2020)
		Outcome – Modified Initiated the ONBOARD, online orientation program for new employees in their first year of employment.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	3. Create a schedule for the review of each position to ensure compliance and accountability for incumbents. (1st Quarter 2020)
		Outcome – Modified Each position description will be reviewed as part of the performance evaluation in early 2021. Position descriptions will also be included in a new system for the review, approval, and updating of policies.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	4. Complete Benefits Analysis. (2st Quarter 2020)
		Outcome – Completed Analysis was conducted on three positions in 2020.
Municipal Governance	Improve Organizational Communication	5. Enhance the City of Whitewater Employee Manual, ensuring up-to-date information and compliance. (3rd Quarter 2020)
		Outcome – Modified Together with additional staff members, initiated an overhaul of the City of Whitewater Employee Manual, updating information and compliance language. Changes to policies in the manual will be considered for approval in 2021.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	6. Develop and implement strategic Compensation Plan. (4th Quarter 2020)
		Outcome – Deferred Due to COVID-19 pandemic.
Additional Accomplishments <ul style="list-style-type: none"> ○ Developed an environment of support, education and compliance for staff in the COVID-19 Pandemic Era. Including the handling of HR issues related to employee exposures and related processes. ○ Facilitated Annual Performance Reviews. ○ Successfully completed open enrollment for insurance benefits. ○ Updated New Employee Paperwork process. ○ Managed 34 recruitments, including 17 full-time and 17 part-time/seasonal (multiple incumbents for each position) 		

Information Technology

Organizational Role	Strategic Objective	2020 Goal
Community Building	Improve Organizational Communication	1. Website form development- Public Contact Tracking
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	2. Water SCADA Replacement
		Outcome - Completed
Infrastructure & Facilities	Expand Staff Appreciation Programming	3. Obtain Fortinet NSE 4 Certification - Enterprise Firewall Certification
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	4. Windows 10 Semi-Annual Upgrades - Update 145 computers to the latest Windows 10 update x2 per year
		Outcome - Completed
Infrastructure & Facilities	Improve Organizational Communication	5. TV Station Web Streaming Solution along with playout hardware restructure
		Outcome - Completed
Additional Accomplishments <ul style="list-style-type: none"> ○ Remote Access. Worked with each city employee required to work remotely to ensure access to the City's network and capability to successfully operate in a virtual environment. ○ Virtual Meetings. Served as point of contact with virtual meeting providers to coordinate the use of virtual meetings software and then train staff, elected officials and citizen committee members in the use of these tools. 		

Irvin L. Young Memorial Library

Organizational Role	Strategic Objective	2020 Goal
Community Building	Improve Organizational Communication	1. Compile a list of resources in the community for various needs and promote it on the website and Facebook
		Outcome - Deferred ○ The list of resources was completed but has not been promoted as yet while we focus on promoting virtual programming and changes in services due to COVID-19.
Community Building	Improve Organizational Communication	2. Create a marketing campaign that highlights community members on our webpage
		Outcome - Deferred
Community Building	Improve Organizational Communication	3. Create a database of partners with points of contact
		Outcome - Completed ○ The database has been essentially completed although it will always be a work-in-progress as organizations and points of contact change.
Community Building	Improve Organizational Communication	4. Contact local organizations about projects they would like assistance with and publicize those projects to match them with organizations that would like to help
		Outcome - Deferred ○ Due to COVID-19.
Community Building	Improve Organizational Communication	5. Explore possibilities for after-school support
		Outcome - Completed ○ Possibilities were explored but an official partnership would cause issues with the school district's liability insurance. We continue to promote our programs through the schools unofficially as we have done in the past.
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	6. Explore further possibilities for library facility expansion or improvements.
		Outcome – Completed/Deferred ○ A request for qualifications was sent out to a dozen architectural firms in the region in January. Two firms responded. Interviews with those two firms took place in September 2020. ○ Additionally, quotes were requested for new lighting to replace the vault lighting which currently only provides four foot candles of illumination. This has been put on hold due to COVID-19.

Neighborhood Services

Organizational Role	Strategic Objective	2020 Goal
Infrastructure & Facilities	Improve Organizational Communication	1. Update and improve GIS – This is an ongoing effort. <ul style="list-style-type: none"> ○ Update quarterly with Jefferson and Walworth Counties data. ○ Explore additional map options for inclusion in Public GIS portal. ○ Fully integrate GIS into Water Utility maintenance practices.
		Outcome - Completed
Community Building	Expand Staff Appreciation Programming	2. Conduct workshop utilizing the Center for Land Use Education to include training outreach opportunities for both the staff and public.
		Outcome - Completed <ul style="list-style-type: none"> ○ Workshop was held in the summer of 2020. Will be conducted every 3 years, the next one will be held in the summer of 2022.
Community Development	Develop Sustainable Framework for Long-term Planning	3. Develop neighborhood preservation plan to enhance and revitalize targeted neighborhoods.
		Outcome – Completed <ul style="list-style-type: none"> ○ In early 2019 a Housing and Workforce study was conducted and from the findings, a zoning overlay was drafted showing reduced lots in neighborhoods. ○ This effort has been moved to the CDA to explore TIF funding in 2021.

Parks & Recreation

Organizational Role	Strategic Objective	2020 Goal
Infrastructure & Facilities	Address Health of the Lakes	1. Continue the implementation of the lake rehabilitation plan that includes the lakes drawdown of both lakes. Develop and implement the lake dredging plan to be completed over the 2020/21 winter for Common Council Approval in 2020.
		Outcome - Completed <ul style="list-style-type: none"> ○ Cravath Lake drawdown was completed and will be maintained through 2022. ○ Installation of water siphon to complete Trippe Lake drawdown in 2021. ○ Dredging project was postponed to the winter of 2021/2022 to allow more time for lakes to drawdown and remain drawn down.
Infrastructure & Facilities	Expand/Improve Local Housing Options	2. Installation of the Cravath Lake Amphitheater structure purchased in 2019.
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	3. Develop and implement fundraising plan to assist in the expense of the Amphitheater installation in collaboration with the Whitewater Community Foundation.
		Outcome - Completed <ul style="list-style-type: none"> ○ The fundraising campaign included \$50,000 from the Frawley Family, \$30,000 from the Whitewater Rotary and redirecting the

		\$9,800 annual contribution from the City to the 4 th of July committee. (\$198,000 over 20 years)
Municipal Governance	Develop Sustainable Framework for Long-term Planning	4. Update the Parks and Recreation Strategic plan to set framework of the Department's planning for 2020-2025
		Outcome – Deferred to 2021
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Completed paved parking lots at Whitewater Dog Park and Morane View Park ○ Addition of shade structure at Dog Park (Freiermuth Family Donation) <p>Facilities COVID Projects</p> <ul style="list-style-type: none"> ○ Completed installation of glass barriers in front counter areas of City Hall ○ Installation of plexiglass shields in office areas of City Hall, Library and Whitewater Aquatic and Fitness Center ○ Microshield 360 antimicrobial coating treatment applied to city facilities. ○ Upgrade of all facility with touchless water facets in restroom areas. <p>Programs</p> <ul style="list-style-type: none"> ○ Online options for senior programming ○ Limited hours at WAFC ○ Limited hours for all recreation facilities ○ Online instruction for fitness classes ○ Condensed summer and afterschool program in order to accommodate small groups ○ Partnered with school district to provide after school care for students during virtual learning and transition to in-person learning <p>Whitewater Aquatic and Fitness Center</p> <ul style="list-style-type: none"> ○ Created and implemented new fee structure to allow for a simplified membership and increase potential revenue ○ Revision of staffing model for facility to provide more efficient use of staff ○ Implemented use of Sign-up genius for membership use of pools ○ Replacement of facility water softener ○ Resurfaced swim platforms for competitive lap pool ○ Completed a variety of maintenance items during 3 month shutdown including play-structure repainting, pool floor patching and mechanical system maintenance. 		

Police

Organizational Role	Strategic Objective	Goal
Public Health & Safety	Develop Sustainable Framework for Long-term Planning	<p>1. Maintain WILEAG Accreditation Status - Annual proofs need to be gathered. In order to streamline this requirement, the Deputy Chief will implement an annual policy review schedule to meet accreditation standards in 2020 - Affected City Goal: Long-Term Planning.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ The department has continued to complete the necessary tasks to remain accredited in 2020 including policy reviews, proof gathering, as well as providing assessors for outside agency on-site assessments. In October of 2020 the department provided an assessor for the Milton PD on-site assessment. The department planned and put into place an annual policy review schedule which will commence in 2021.
Community Building	Expand Staff Appreciation Programming	<p>2. Offer a WPD Citizen's Academy - Weekly classes for selected Whitewater stakeholders to provide training and insight into the role WPD staff members have in the community. The academy will increase awareness of department functions and will create department ambassadors to the community by Q2 2020 – Affected City Goal: Communication.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ A WPD Citizen Academy class was planned throughout much of 2019 and the six-week academy successfully ran during February and March of 2020. The attendees represented a cross-section of our community to include a business owner, an educator, an assistant district attorney, a council member, a long-time citizen and retiree, a high-school student, etc.
Public Health & Safety	Expand Staff Appreciation Programming	<p>3. MRAP Training - Ensure all sworn members of WPD are trained in the operation and deployment of the MRAP by Q3 2020 - Affected City Goal: Long-Term Planning.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ All sworn members of the police department were trained in the safe and effective operation and deployment of the MRAP rescue vehicle
Infrastructure & Facilities	Improve Organizational Communication	<p>4. Network of Surveillance Cameras - Begin the strategic placement of surveillance cameras at various intersections in the city. 2020 will begin with the intersection of W. Main St. and W. Whitewater St. This will enhance investigative effectiveness by Q3 2020 - Affected City Goal: Communication.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ This equipment purchase was financed with 50% PD budget monies and 50% CIVMIC grant monies. The police department worked our city I.T. department on the successful installation. There were some delays and setbacks but the installation is completed.

<p>Infrastructure & Facilities</p>	<p>Develop Sustainable Framework for Long-term Planning</p>	<p>5. Evidence Storage Garage - Have blueprints drafted for a secure long-term evidence storage garage. This structure will house evidence related to the most serious crimes and will ensure evidence is secure and protected for court purposes which reduces liability to the city by Q4 2020 - Affected City Goal: Infrastructure.</p>
		<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ In 2019 the department completed the initial planning of the outlay of the evidence garage requested through CIP funding. The 2019 budget did not allow for funding of formalized blueprints. CIP funding for the evidence garage was requested again in the 2020 budget cycle but it was again tabled as the city plans for an overall change to the grounds located at the municipal garage. The police department remains in great need of a more suitable storage building or space for evidence.
<p>Infrastructure & Facilities</p>	<p>Develop Sustainable Framework for Long-term Planning</p>	<p>6. Radio Console and Microwave System Upgrade – Current Zetron 4048 series radio console nearing end of life, equipment is projected not to be supported by 2021. Exalt, the current manufacturer of the microwave system has gone out of business and our vendor is sourcing repair parts through third parties. Updated equipment to maintain critical communication capabilities with Police, Fire and EMS and potential increased interoperability with surrounding agencies by Q4 2020 - Affected City Goal: Communication.</p>
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ In September of 2020, Radicom started work on replacing the microwave system and the staging/programming of the Zetron hardware for the radio consoles. Additional on-site work will be completed throughout October which will include the training of Communication Center staff on equipment use. Anticipated project completion and transition to the new system to occur in late October/early November.
<p>Municipal Governance</p>	<p>Expand Staff Appreciation Programming</p>	<p>7. TIME Certification for Support Services Staff – Ensure all members of support services obtain TIME certification to better assist with report processing and background checks by Q3 2020 - Affected City Goal: Long-Term Planning</p>
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ Our Support Services Manager is in communication with the Crime Information Bureau to have Support Services staff added to the Whitewater Police Departmental roster. MDC online TIME training to be scheduled and completed by the end of 2020.

Public Works

Organizational Role	Strategic Objective	2020 Goal
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	1. Develop Street Maintenance plan – Determine streets for crack filling while keeping track of previous streets that have been crack filled. Determine streets for sealcoating and which sealcoating procedure is best for the City.
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ A database was developed identifying years streets have been reconstructed, resurfaced (asphalt overlay), seal coated or crack filled. The purpose of the database is to keep track of the maintenance done on the street and what year in order to determine upcoming maintenance treatments on the streets to extend their life.
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	2. Equipment Replacement Fund – Continue to define a schedule for all vehicles and equipment in the street, park, water and wastewater departments.
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ A five year plan was developed for the CIP outlining proposed future purchases for replacement of aging vehicles and equipment.
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	3. Successful construction of Clay Street and Elkhorn Road - Work with the DOT, inspectors and contractor to supply ample information and notification to residents and businesses during the construction of Clay Street and the completion of Elkhorn Road. Answer construction related questions during the project.
		<p>Outcome – Completed/Deferred</p> <ul style="list-style-type: none"> ○ Staff from Water, Wastewater and Streets worked with the contractors on both projects to ensure their respective infrastructure were installed correctly. ○ Elkhorn Road was opened to traffic on the scheduled day of reopening. ○ Clay Street had time additional days added to the contract due to an underground electrical line conflict.
Community Building	Improve Organizational Communication	4. Employee Communication - Communicating and participating with staff on on-going projects in the field and upcoming projects so staff is engaged in the work that needs to be accomplished.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ By attending morning meetings with the Water, Wastewater and Street Departments on a rotating schedule, I am able to keep staff updated and answer questions on various projects and City happenings.

2021 Management Plan

2021 Planned Goals

Strategic Objective: Improve Organizational Communication

2021 Goal	Role	Department
Together with the City Manager, develop a "Mobilized Municipal Staff" program to foster communication, inclusivity and resident engagement with local officials throughout the community.	Community Building	Economic Development/CDA
Continue to grow following and activity on social media platforms including Facebook, Twitter, Instagram and Polco.	Community Building	Media Services
Work with IT to create a new infrastructure to broadcast for television and live streaming.	Community Building	Media Services
TV Station hardware playout hardware restructure	Community Building	Information Technology
Create 2 additional PSA's and 3 Gems of Whitewater for the TV station.	Community Building	Media Services
Continue to add information to the website including forms, images and documents.	Community Building	Media Services
Continue initiatives to grow interest in Commissions and Boards with Community Involvement & Cable TV Commission.	Municipal Governance	Media Services
Create 2020 Highlights Flyer and Booklet- discussed in years passed but not completed.	Community Building	Media Services
Work with Parks & Recreation Director for creation of Sponsorship packet.	Community Building	Media Services
Complete all initiatives proposed and established to achieve racial equity and cultivate greater inclusivity within the organization and throughout the community. These initiatives were proposed and presented as part of the City Manger's July 21 presentation to the Common Council regarding the City's commitment to Racial Justice.	Community Building	City Manager
UW Community Network. Together with other UW community managers, establish regular meetings (no less than quarterly) to connect on shared challenges. Establish consistent reports to the Common Council on said meetings.	Community Building	City Manager
Orientation Process Update. Expand and formalize the current orientation process for all elected and appointed officials to include committee-specific training, an expanded Governance Manual, facility tours, meetings with department directors. Institute this new process for the start of new appointment terms in late April 2021.	Municipal Governance	City Manager
Goals Completion Oversight. Oversee the successful completion of 90% or more of all department goals and objectives provided as part of the 2021 budget.	Municipal Governance	City Manager
Common Council Directives. Complete all goals and directives provided by the Common Council via the City Manager Performance Review Process.	Municipal Governance	City Manager
Increase utilization of automated forms and applications.	Municipal Governance	City Clerk

Review and update of election manual.	Municipal Governance	City Clerk
Complete re-labeling of the adult nonfiction collection with large type, ADA-compliant font.	Community Building	Library
Network of Surveillance Cameras – Expand the strategic placement of surveillance cameras at various intersections in the city. Q4 of 2020 began with the intersection of W. Main St. and W. Whitewater St. This will greatly enhance investigative effectiveness by the end of 2021 - Affected City Goal: Communication.	Infrastructure & Facilities	Police

Strategic Objective: Expand Staff Appreciation Programming

2021 Goal	Role	Department
Work with Television staff to train potential new camera operators as needed.	Municipal Governance	Media Services
Develop an environment of support, education and compliance for staff in the COVID-19 Pandemic Era.	Municipal Governance	Human Resources
Develop and Establish Staff Appreciation Program (2 nd Quarter 2021)	Municipal Governance	Human Resources
Identify Co-Worker Recognition/Job well done! (Wildcard- catching them in the act) (2 nd Quarter 2021)	Municipal Governance	Human Resources
Establish and then expand comprehensive wellness program, engaging staff to choose healthier ways of living and working. (3 rd Quarter 2021)	Municipal Governance	Human Resources
Small group training opportunities: Utilize training opportunities through CVMIC, UWW and other sources. (1 st Quarter 2021)	Municipal Governance	Human Resources
Implement ONBOARD, online orientation program for the first year of the employee's employment.	Municipal Governance	Human Resources
Implement updated Performance Management System (PERFORM), utilizing the improvements brought forward by Review Team. (1 st Quarter 2021)	Municipal Governance	Human Resources
Prioritize a schedule for the review of each position to ensure compliance and accountability for incumbents. (1 st Quarter 2021)	Municipal Governance	Human Resources
Complete the Department of Public Instruction Inclusive Assessment with the assistance of Bridges Library System staff	Municipal Governance	Library
Host a Formal 2019 and 2020 Police Day Ceremony - Ceremony hosted during Police Week for formal recognition of outstanding work by WPD staff and/or community members which occurred in 2019 and 2020 by Q2 of 2021. Due to the COVID-19 pandemic, we were unable to host a 2019 ceremony in 2020. - Affected City Goal: Staff Appreciation.	Municipal Governance	Police

Strategic Objective: Expand/Improve Local Housing Options

2021 Goal	Role	Department
Facilitate the one-year TID Extension for TID 4 with the purpose of funding future housing development.	Community Development	Economic Development/CDA
Develop a Pocket Neighborhood Development Plan to facilitate single-family home development.	Community Development	Neighborhood Services
Develop a comprehensive building occupancy report for CDA and 911 dispatch use.	Community Development	Neighborhood Services
Identify additional GIS information for publication on the municipal website via interactive maps.	Community Building	Neighborhood Services

Strategic Objective: Develop Sustainable Framework for Long-term Planning

2021 Goal	Role	Department
Establish a cooperative marketing plan with the Whitewater Chamber of Commerce.	Community Building	Economic Development/CDA
Coordinate the development of proposals for new TID development as well as the successful closure of existing TIDs 4-9.	Community Development	Economic Development/CDA
Develop a clear economic development incentive policy for future TID projects.	Community Development	Economic Development/CDA
Explore additional areas of revenue including advertisements as allowed with having a PEG channel.	Municipal Governance	Media Services
Review and redevelopment of Policy Documents, including the Employee Manual. <ul style="list-style-type: none"> Establishment of policies/procedure review/revision schedule by each department leader by 04/30/21. Completion per agreed schedule. Primary six of each department by 09/30/2021. 	Municipal Governance	Finance
Refinement of Operational and Capital Budgeting process. <ul style="list-style-type: none"> Submit 2021 Budget for GFOA Distinguished Budget Award Program Improve composite score 	Municipal Governance	Finance
Enhancement of budget tools. <ul style="list-style-type: none"> Breakout of annual budget into monthly periods Development of Tax Levy/Rate forecasting model 	Municipal Governance	Finance
Priority Based Budgeting: evaluate in conjunction with City Manager.	Municipal Governance	Finance
Development of Finance Dept. reporting metrics and data sourcing.	Municipal Governance	Finance
Strategic Plan Update. Execute the strategic planning process designed in 2020 in order to revise the plan with new and updated strategic objectives and clear linkages from service outputs to organizational roles.	Municipal Governance	City Manager
Complete redistricting of local wards and update ordinances as required following 2020 Census.	Municipal Governance	City Clerk
Review and update Transient Merchant and Outdoor Entertainment License Ordinances.	Municipal Governance	City Clerk
Review and update of records management program.	Municipal Governance	City Clerk

Develop and implement strategic Compensation Plan. (4th Quarter 2021)	Municipal Governance	Human Resources
Water Department Beacon Upgrade- Convert SQL process into AWS Cloud Solution with Badgermeter	Infrastructure & Facilities	Information Technology
Windows 10 Semi-Annual Upgrades - Update 145 computers to the latest Windows 10 update x2 per year- Spring Completed, Fall will be 100% completed by 10/31	Infrastructure & Facilities	Information Technology
Internal IT Process and Auditing structure creation- Identify/implement a solution for auditing/tracking IT related processes (Logins, file modifications, group policies, deletions, etc.)	Infrastructure & Facilities	Information Technology
Install new lighting to replace vault lights; install new carpet	Infrastructure & Facilities	Library
Update the Parks and Recreation Strategic plan to set up the framework of the Departments planning through 2025.	Municipal Governance	Parks & Recreation
Create a Business and Marketing plan for the Whitewater Aquatic and Fitness Center as a client of the UWW Innovation Centers Wheel Growth program.	Municipal Governance	Parks & Recreation
Establish a Concurrent Jurisdiction Law Enforcement Agreement/MOU - Between the City of Whitewater Police Department and the University of Wisconsin at Whitewater Police Department in order to more efficiently and effectively reduce crime and disorder in the neighborhoods closest to the University campus.	Public Health & Safety	Police
Maintain WILEAG Accreditation Status - Annual proofs need to be gathered. In order to streamline this requirement, the Deputy Chief will implement an annual policy review schedule to meet accreditation standards in 2021.	Public Health & Safety	Police
Evidence Storage Garage – Cause blueprints to be drafted for a secure long-term evidence storage garage. This structure will house evidence related to the most serious crimes and will ensure evidence is secure and protected for court purposes which reduces liability to the city. This is an extremely important and reoccurring goal/objective by the end of 2021.	Infrastructure & Facilities	Police
Develop 5 Year Street Maintenance Plan (June 2021) – Determine streets, with associated costs, for the next five years for improvements. Projects to include reconstruction, asphalt overlay, seal coating and crack filling.	Infrastructure & Facilities	Public Works
Develop Sidewalk Replacement Program (July 2021) – Develop a systematic approach to identify defective sidewalk throughout the City and develop a plan to replace a desired amount each year.	Infrastructure & Facilities	Public Works
Equipment Replacement Fund (August 2021) – Continue to define a schedule to replace vehicles and equipment in the street department. Some vehicles in use are over 30 years old.	Infrastructure & Facilities	Public Works
Design of E. Main Street and Yoder Street (December 2021) – Work with Strand Associates in successfully developing design plans for the reconstruction of E. Main Street and Yoder Street in order to be able to put out for bid in late December, early January for construction in 2022.	Infrastructure & Facilities	Public Works
Update DPW Policies (December 2021) – Working with the Superintendents of Water, Wastewater and Streets, develop or update workplace policies pertaining specifically to the three departments.	Municipal Governance	Public Works

Strategic Objective: Attract a Grocery Store

2021 Goal	Role	Department
Continue efforts to locate a grocery store in Whitewater, including coordinating efforts with the grocery co-op	Community Development	Economic Development/CDA
Continue promoting grocery home delivery options	Community Development	Economic Development/CDA

Strategic Objective: Expand Library Facilities to Meet Changing Community Needs

2021 Goal	Role	Department
Complete a new conceptual design for a library expansion with the selected architectural firm.	Infrastructure & Facilities	Library
Develop library advocates to promote the value of the library by creating a campaign to revitalize the Friends of the Library group.	Community Building	Library

Strategic Objective: Address Health of Lakes

2021 Goal	Role	Department
Continue the planning and implementation of lake rehabilitation plan by completing the drawdown of Trippe Lake. Develop and implement the dredging plan for Cravath and Trippe Lake with the project completion in spring of 2022.	Community Development	Parks & Recreation
Research and apply for additional grant funding through the DNR Lakes Protection Grant program.	Community Development	Parks & Recreation

Conclusion

Thank you for taking the time to review this report and the City's accomplishments in 2020 and goals for 2021. Please feel free to reach out with any questions or suggestions to Cameron Clapper, City Manager, cclapper@whitewater-wi.gov, 262-473-0104.