

2021 Annual Report 2022 City Management Plan

Revised April 27, 2022

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 2021 Annual Report & 2022 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 2021 Annual Report & 2022 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.

2021 Accomplishments. This section outlines the accomplishments of each department for the year 2021. Readers will also observe instances where goals have been modified or deferred due to significant unplanned events in 2021. Each goal for 2021 is listed with its associated organizational role and strategic objective.

2022 Planned Goals. This section outlines the department goals for 2022. Goals for 2022 are listed based on strategic objective.

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.

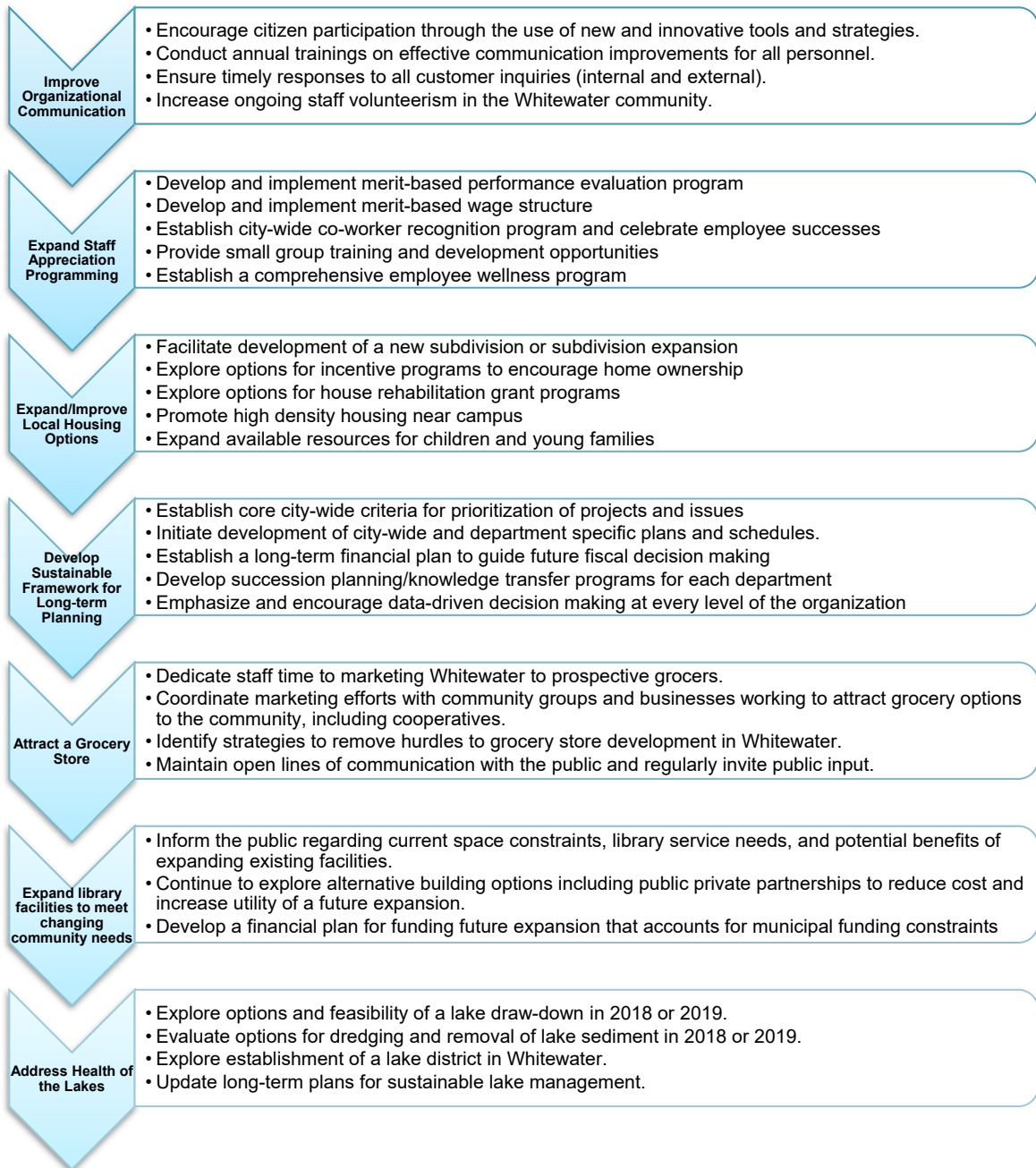
Infrastructure & Facilities

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.



2021 Annual Report

Department Accomplishments

Community Development Authority

Organizational Role	Strategic Objective	2021 Goal
Community Building	Expand/Improve Local Housing Options	1. Together with the City Manager, develop a “Mobilized Municipal Staff” program to foster communication, inclusivity and resident engagement with local officials throughout the community.
		<p>Outcome – Deferred</p> <ul style="list-style-type: none"> ○ Due to COVID this project was deferred to 2022.
Community Development	Expand/Improve Local Housing Options	2. Facilitate the one-year TID Extension for TID 4 with the purpose of funding future housing development.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ This was accomplished with Council approval.
Community Building	Expand/Improve Local Housing Options	3. Identify additional GIS information for publication on the municipal website via interactive maps.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ This was accomplished in partnership with our GIS technician.
Community Development	Develop Sustainable Framework for Long-term Planning	4. Establish a cooperative marketing plan with the Whitewater Chamber of Commerce.
		<p>Outcome – Completed</p>
Community Development	Develop Sustainable Framework for Long-term Planning	5. Coordinate the development of proposals for new TID development as well as the successful closure of existing TIDs 4-9.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ This was accomplished with Council approval.
Community Development	Develop Sustainable Framework for Long-term Planning	6. Develop a clear economic development incentive policy for future TID projects.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ This was accomplished in partnership with the Finance Department.
Community Development	Attract a Grocery Store	7. Continue efforts to locate a grocery store in Whitewater, including coordinating efforts with the grocery co-op
		<p>Outcome – Ongoing</p>
Community Development	Attract a Grocery Store	8. Continue promoting grocery home delivery options
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ This was accomplished through a partnership with an online app called Instacart.
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ CDA provided façade loans to the Bower House LLC and Shabani Investments LLC ○ Provided an Action loan to Black Sheep ○ Assisted in the relocation of a Hemp extractor to WW ○ Assisted in the relocation of a SIP manufacture from Georgia to WW 		

- CDA identified and prepared 11 lot sales for closing
- 2021 Projects: the CDA office fielded 56 projects last year winning 13 of them
- Commences on major rehabilitation on 206 E Cravath
- Completed Whitewater Trade Area Characteristic with the Chamber
- Completed the CDBG Closeout process
- Granted TID housing extension
- Facilitated Bird Scooters coming to WW
- Issued a WED Capital Catalyst grant to Safepro Technologies
- Partnered with Elkhorn Youth Build to further housing initiatives

Community TV & Media Services

Organizational Role	Strategic Objective	2021 Goal
Community Building	Improve Organizational Communication	1. Continue to grow following and activity on social media platforms including Facebook, Twitter, Instagram and Polco.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ By the end of quarter 3 of 2021, we increased followers on all social media platforms: City Facebook- 194, City Police Facebook- 608, Parks and Rec Facebook- 130, Library Facebook- 48, Dementia Friendly Facebook- 14, City Twitter- 10, City Instagram- 80, Polco- 196.
Community Building	Improve Organizational Communication	2. Work with IT to create a new infrastructure to broadcast for television and live streaming.
		<p>Outcome - Ongoing</p> <ul style="list-style-type: none"> ○ This began a research process in 2019, was put on hold in 2020 due to COVID and on hold while we waited for equipment from Spectrum in 2021. Media Services and IT have continued to work on this process and plan to implement in 2022 when new equipment is in place.
Community Building	Improve Organizational Communication	3. Create 2 additional PSA's and 3 Gems of Whitewater for the TV station.
		<p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ Food Pantry and Community Space PSA's completed. Began work on multiple PSA's for Fairhaven Trishaws.
Community Building	Improve Organizational Communication	4. Continue to add information to the website including forms, images and documents.
		<p>Outcome - Ongoing</p> <ul style="list-style-type: none"> ○ Updated back drop images, working with staff to create necessary forms for their departments along with how to add documents and rearrange department pages.
Community Building	Improve Organizational Communication	5. Continue initiatives to grow interest in Commissions and Boards with Community Involvement & Cable TV Commission.
		<p>Outcome - Ongoing</p> <ul style="list-style-type: none"> ○ Working with Community Involvement & Cable TV Commission to share open positions and share with respective groups and organizations. Continuing to post and share on social media and city website.
Community Building	Improve Organizational Communication	6. Create 2020 Highlights Flyer and Booklet- discussed in years passed but not completed.
		<p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ Discussed and desired to look at each year but not completed.

Community Building	Improve Organizational Communication	7. Work with Parks & Recreation Director for creation of Sponsorship packet.
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ Parks and Recreation Director and PR & Communication Manager were unable to meet to complete this project, but Parks and Recreation did complete.
Municipal Governance	Expand Staff Appreciation Programming	Work with Television staff to train potential new camera operators as needed.
		<p>Outcome - Ongoing</p> <ul style="list-style-type: none"> ○ Two new volunteers were welcomed to the department to help learn the process in hopes they will want to continue volunteering in 2022 and then hired in 2022/2023 as two other camera operators/producers move on. In transition.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	Explore additional areas of revenue including advertisements as allowed with having a PEG channel.
		<p>Outcome - Ongoing</p> <ul style="list-style-type: none"> ○ Looking to additional services and options to bring in revenue for the department aside from DVD orders.
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Created media coordinator and media assistant positions to implement in 2022 to run the TV station and assist with PR roles during PR Manager's upcoming maternity leave in 2022. ○ Sent out 22 press releases for the city- 7 specifically per the request of Economic Director. ○ Worked with IT to disassemble current TV software and rebuild community room to help create a virtual hybrid option for city meetings. 		

Finance

Organizational Role	Strategic Objective	2021 Goal
Municipal Governance	Develop Sustainable Framework for Long-term Planning	1. Review and redevelopment of Policy Documents, including the Employee Manual. 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.
		<p>Outcome – Modified</p> <ul style="list-style-type: none"> ○ Coordinated development of project plan, work tools (Laserfiche workflows), training material. Employee Manual content completed by 12/31/21 using new process. Full rollout and further departmental procedures to transition in 2022.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	2. Refinement of Operational and Capital Budgeting process. - Submit 2021 Budget for GFOA Distinguished Budget Award Program, Improve composite score.
		<p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ 2021 Budget submitted for GFOA Distinguished Budget Award Program. Award received for 2021, 4th consecutive year. ○ Composite Score improvement: 2021 Program terms were revised compared to the 2020 period. Composite score remained static at 3.1 of 4.0 (Proficient).

Municipal Governance	Develop Sustainable Framework for Long-term Planning	<p>3. Enhancement of budget tools. Breakout of annual budget into monthly periods, Development of Tax Levy/Rate forecasting model</p> <p>Outcome – Modified</p> <ul style="list-style-type: none"> ○ General Ledger software does not support monthly budgeting. As alternative, developed reporting to provide comparisons to same period in prior year and full-year budget. ○ Tax Levy/Rate forecasting model development completed and utilized in 2022-2023 Budgeting process.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	<p>4. Priority Based Budgeting: evaluate in conjunction with City Manager.</p> <p>Outcome – Deferred</p> <ul style="list-style-type: none"> ○ Pending full development of metrics for each department
Municipal Governance	Develop Sustainable Framework for Long-term Planning	<p>5. Development of Finance Dept. reporting metrics and data sourcing.</p> <p>Outcome – Completed</p>
<p>Additional Accomplishments</p> <ul style="list-style-type: none"> ○ Received GFOA Distinguished Budgeting Award for fourth year (2018, 1029, 2020, 2021). ○ Completed 2022-2023 Budget Process. Successfully transitioned from Annual to Biennial process adapting budget document and analysis as needed. ○ Monitored and provided updates on ARPA funding to Council and Community organizations. Proposed allocation to Water Tower and Lift station projects garnering full Council support, no objections. ○ We continue to reduce audit fees by improving internal accounting activities and record keeping, thus reducing the auditor’s billable time requirements. ○ Implemented Water Utility billing system upgrades: <ul style="list-style-type: none"> ● BEACON: Transitioned locally hosted meter reading platform to Cloud based platform. System consolidates meter reading data from five existing radio receivers (hubs) plus adds cellular endpoints and reporting. ● Backflow Management: Implemented software module to manage residential and commercial Cross Connection activity required by Public Service Commission. ○ Developed Human Resources reporting. Provides basis for tracking vacancies, recruitment activity, and turnover by department. ○ Drafted Real Property Policy to formalize aspects of acquiring, holding, and selling real estate. ○ Created analysis and communication materials to realize the following with support of Municipal Advisor and affected departments: <ul style="list-style-type: none"> ● Affordable Housing Extension; ● Closure of TIDs 4-9, Final Audit and payout of accumulated fund balance completed; ● Creation of TIDs 10-14. ○ Achieved 2021 General Fund Surplus > \$300,000. 		

General Administration

City Manager

Organizational Role	Strategic Objective	2021 Goal
Community Building	Improve Organizational Communication	1. 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 st presentation to the Common Council regarding the City’s commitment to Racial Justice.
		<p>Outcome – Modified.</p> <ul style="list-style-type: none"> Regular town hall style meetings were originally planned to include Chancellor Watson. With the change in leadership at UW-W, these meetings were postponed. All other initiatives have been completed or will be ongoing in the future.
Community Building	Improve Organizational Communication	2. 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.
		<p>Outcome - Cancelled.</p> <ul style="list-style-type: none"> This goal was dependent on the involvement of other UW community leaders. Opportunities to convene in 2021 were limited and regular meetings did not occur.
Municipal Governance	Improve Organizational Communication	3. 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.
		<p>Outcome – Modified.</p> <ul style="list-style-type: none"> All elements of this goal have been completed. However, the formal document of the process will be completed in 2022.
Municipal Governance	Improve Organizational Communication	4. Goals Completion Oversight. Oversee the successful completion of 90% or more of all department goals and objectives provided as part of the 2021 budget.
		<p>Outcome - Incomplete.</p> <ul style="list-style-type: none"> Based on reports provided by each department for 2021, 84% (77 goals/projects) of stated goals for 2021 were completed. While 16% (15 goals/projects) were deferred.
Municipal Governance	Improve Organizational Communication	5. Common Council Directives. Complete all goals and directives provided by the Common Council via the City Manager Performance Review Process.
		<p>Outcome - Ongoing.</p> <ul style="list-style-type: none"> GPS in CSO & NSO vehicles is nearly completed as well as multiple ordinance additions or changes in 2021. However, more ordinance updates are required to address long-standing code enforcement concerns. These should be addressed in 2022.
Municipal Governance	Develop Sustainable	6. Strategic Plan Update. Execute the strategic planning process designed in 2020 in order to revise the plan with new and updated strategic

	Framework for Long-term Planning	<p>objectives and clear linkages from service outputs to organizational roles.</p> <p>Outcome - Deferred.</p> <ul style="list-style-type: none"> ○ In 2022, staff will be focusing on a more thorough review of existing services and their ultimate connection to core municipal functions and values. This update was deferred to be included in this process in 2022.
<p>Additional Accomplishments</p> <p>The below goals will be listed among the work of various departments in the 2021 Annual. However, they are included here because the City Manager was heavily involved with each of them over the course of the year. In all cases, other staff members did a significant amount of work as well.</p> <ul style="list-style-type: none"> ○ Obtained approval of the DOR TIF Housing Extension for TID 4. ○ Successfully closed TIDs 4-9. ○ Successfully developed and obtained approval for TIDs 10-14. ○ Successfully developed a policy for the acquisition, holding and sale of real estate. ○ Successfully outfitted the Community Room for hybrid meetings and cable/online streaming. ○ Completed the CDBG Close program and initiated construction of a new water tower. ○ Successfully implemented review procedures for all HR policies via Laserfiche Workflows. ○ Successfully prepared approximately 80% of all job descriptions for integration into Laserfiche Workflows in 2022. ○ Oversaw the development of a biennial budget for 2022-23 to focus staff hours on prioritizing service delivery and strategic planning in 2022. ○ Oversaw the successful allocation of ARPA dollars to fund revenue losses and infrastructure improvements. ○ Oversaw monitoring of COVID-19 variants and workplace operations changes to preserve employee health and safety in the workplace. ○ Participated in completing a new conceptual design for a library expansion. ○ Oversaw the update and creation of interactive maps to be shared with residents through the website. ○ Oversaw the continued draining of Trippe Lake and preparations for dredging both lakes in 2022. ○ Successfully obtained support from membership of WFD, Inc. to fully integrate the organization into a municipal department. 		

City Clerk

Organizational Role	Strategic Objective	2021 Goal
Municipal Governance	Improve Organizational Communication	<p>1. Increase utilization of automated forms and applications.</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Implemented electronic reporting of Rental Registrations. ○ Presented Alcohol in Parks forms to IT, who is working on online presentation. ○ Also working on Beverage Operator License application process for electronic submission.
		<p>2. Review and update of election manual.</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Completed updates to Common Council candidate manual. ○ Now in process of working on Election Forms / Instructions / Manual. Delayed due to late census numbers / redistricting.

Municipal Governance	Develop Sustainable Framework for Long-term Planning	3. Completed redistricting of local wards and update ordinances as required following 2020 Census. Outcome – Completed
Municipal Governance	Develop Sustainable Framework for Long-term Planning	4. Review and update Transient Merchant and Outdoor Entertainment License Ordinances Outcome – Deferred
Municipal Governance	Develop Sustainable Framework for Long-term Planning	5. Review and update of records management program. Outcome – Ongoing <ul style="list-style-type: none"> ○ Almost all Council minutes electronically stored. ○ Contracts are electronically stored. ○ Numerous minute books scanned into Laser. ○ Beverage Operator’s licenses, Public Entertainment license, Cigarette license electronically stored. ○ Tax Exempt returns electronically stored. ○ Handbill license in process of being digitalized ○ Rental Registration mailing and chart and record updates, including electronic submission of rental information.
Additional Accomplishments Poll Book maintenance, including additional mailing and record maintenance regarding absentee ballot status for indefinitely confined electors.		

Human Resources

Organizational Role	Strategic Objective	2021 Goal
Community Building	Expand Staff Appreciation Programming	1. Develop an environment of support, education and compliance for staff in the COVID-19 Pandemic Era. Outcome – Ongoing <ul style="list-style-type: none"> ○ With the ongoing need for safety and awareness into 2021, first and second quarter focused on communication regarding the availability of vaccine and when and who could receive it. ○ As the 3rd quarter began, the guidelines for Vaccinated vs Unvaccinated were communicated to managers. Affected staff members were contacted personally. ○ FFCRA funds, the federal program that provided funds for extended paid sick leave and FMLA, ended on 12/31/2020. The City of Whitewater chose to extend that program to 3/31/2021. ○ Effective April 1, 2021, staff who were exposed to or contracted COVID -19 utilized their benefit time bank to cover hours missed. ○ A strong relationship has been developed with Walworth County Public Health and up-to-date information is ongoing.
		2. Develop and Establish Staff Appreciation Program (2 nd Quarter 2021) Outcome – Completed
Community Building	Expand Staff Appreciation Programming	

		<p>Continued with the practice of the annual Employee Recognition, but, due to COVID-19 protocols, every employee received a gift certificate for a restaurant of their choice in Whitewater.</p> <ul style="list-style-type: none"> ○ Employees were award for various length of service milestones and retirement recognitions. ○ An Employee Appreciation Video was produced and made available to all staff.
Community Building	Expand Staff Appreciation Programming	<p>3. Identify Co-Worker Recognition/Job well done! (Wildcard- catching them in the act) (2nd Quarter 2021)</p> <p>Outcome – Deferred</p>
Municipal Governance	Expand Staff Appreciation Programming	<p>4. Establish and then expand comprehensive wellness program, engaging staff to choose healthier ways of living and working. (3rd Quarter 2021)</p> <p>Outcome – Completed</p> <ul style="list-style-type: none"> ○ The City of Whitewater continues to partner with Fort Business Health regarding health and wellness programming. The Rock the Walk Challenge was offered in the Spring and the Fall of 2021. ○ Employees covered under the State of Wisconsin Health Insurance Program are encouraged to participate in the Well Wisconsin Program.
Municipal Governance	Expand Staff Appreciation Programming	<p>5. Small group training opportunities: Utilize training opportunities through CVMIC, UWW and other sources. (1st Quarter 2021)</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ A new training platform, LEARN, was implemented in collaboration with CVMIC. ○ In person training programs have been put on hold due to COVID-19, with training offered on a virtual platform. This will continue through the end of 2021.
Municipal Governance	Expand Staff Appreciation Programming	<p>6. Implement ONBOARD, online orientation program for the first year of the employee’s employment.</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Have completed about 30% of the creation of the ONBOARD platform. ○ New Employees go through an onboarding process upon hire.
Municipal Governance	Expand Staff Appreciation Programming	<p>7. Implement updated Performance Management System (PERFORM), utilizing the improvements brought forward by Review Team. (1st Quarter 2021)</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Utilized a multidisciplinary team to review the Performance Review System for 2021. ○ The review form was modified based on feedback from the team. ○ Upgrades will continue for the 2022 review cycle, working with Subject Matter Experts from CVMIC.
Municipal Governance	Expand Staff Appreciation Programming	<p>8. Prioritize a schedule for the review of each position to ensure compliance and accountability for incumbents. (1st Quarter 2021)</p> <p>Outcome – Modified</p> <ul style="list-style-type: none"> ○ Current job descriptions were organized. ○ List of job descriptions needing review compiled . ○ Review of job descriptions to be completed by end of 1st quarter 2022 ○ Job description policy to be completed by end of 1st quarter 2022

		<ul style="list-style-type: none"> Job descriptions will be incorporated into workflow software for tracking of changes by the end of 2nd quarter 2022.
Municipal Governance	Expand Staff Appreciation Programming	9. Develop and implement strategic Compensation Plan. (4th Quarter 2021)
		Outcome –Deferred <ul style="list-style-type: none"> This plan is currently in process and will be completed in 2022.

Information Technology

Organizational Role	Strategic Objective	2021 Goal
Community Building	Improve Organizational Communication	1. TV Station hardware payout hardware restructure.
		Outcome – Ongoing <ul style="list-style-type: none"> Still waiting on Spectrum equipment to finish this project up. Everything else is in place and ready to go. Hoping to have this finished 1st quarter.
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	2. Water Department Beacon Upgrade- Convert SQL process into AWS Cloud Solution with Badgermeter.
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	3. 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.
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	4. Internal IT Process and Auditing structure creation- Identify/implement a solution for auditing/tracking IT related processes (Logins, file modifications, group policies, deletions, etc.)
		Outcome - Completed

Irvin L. Young Memorial Library

Organizational Role	Strategic Objective	2021 Goal
Community Building	Improve Organizational Communication	1. Complete re-labeling of the adult nonfiction collection with large type, ADA-compliant font.
		Outcome - Deferred <ul style="list-style-type: none"> Staff have completed 75% of the collection
Municipal Governance	Expand Staff Appreciation Programming	2. Complete the Department of Public Instruction Inclusive Assessment with the assistance of Bridges Library System staff.
		Outcome - Completed
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	3. Install new lighting to replace vault lights; install new carpet.
		Outcome - Deferred <ul style="list-style-type: none"> Reassigned to the renovation and expansion project

Infrastructure & Facilities	Expand Library Facilities to Meet Changing Community Needs	4. Complete a new conceptual design for a library expansion with the selected architectural firm.
		Outcome - Completed
Community Building	Expand Library Facilities to Meet Changing Community Needs	5. Develop library advocates to promote the value of the library by creating a campaign to revitalize the Friends of the Library group.
		Outcome – Completed/Ongoing <ul style="list-style-type: none"> ○ A library trustee completed research on the subject in 2021 and reported to the Library Board; further action is planned for 2022.
Additional Accomplishments <ul style="list-style-type: none"> ○ The Library received four significant grants in 2021: a Wisconsin Humanities Recovery Grant (\$6250); an American Library Association Libraries Transforming Communities grant (\$3000); an American Library Association NASA @ My Library grant (\$1600); and a community grant from Generac (\$1000). 		

Neighborhood Services

Organizational Role	Strategic Objective	2021 Goal
Community Development	Expand/Improve Local Housing Options	1. Develop a Pocket Neighborhood Development Plan to facilitate single-family home development.
		Outcome – Deferred <ul style="list-style-type: none"> ○ The department helped with numerous initiatives related to housing in 2021, but did not specifically address pocket neighborhood development plans to facilitate single-family home development.
Public Health & Safety	Expand/Improve Local Housing Options	2. Develop a comprehensive building occupancy report for CDA and 911 dispatch use.
		Outcome – Completed <ul style="list-style-type: none"> ○ This was completed in partnership with the Whitewater Police Department and University of Wisconsin – Whitewater campus.
Community Development	Expand/Improve Local Housing Options	3. Identify additional GIS information for publication on the municipal website via interactive maps.
		Outcome – Completed <ul style="list-style-type: none"> ○ The GIS Technician developed an interactive zoning violations map that is featured on the city’s web site.
Additional Accomplishments <ul style="list-style-type: none"> ○ The department pursued cost recovery with local developers and end users ○ Active steps were taken to deal with nuisance properties in town ○ City fire inspections were moved to a contractor 		

Parks & Recreation

Organizational Role	Strategic Objective	2021 Goal
Municipal Governance	Develop Sustainable Framework for Long-term Planning	1. Update the Parks and Recreation Strategic plan to set up the framework of the Departments planning through 2025.
		Outcome - Deferred <ul style="list-style-type: none"> ○ Postponed to 2022 in order to include lakes management plan along with Effigy Mounds and Walton Oaks maintenance plans.

Community Development	Develop Sustainable Framework for Long-term Planning	2. Create a Business and Marketing plan for the Whitewater Aquatic and Fitness Center as a client of the UWW Innovation Centers Wheel Growth program.
		Outcome – Completed <ul style="list-style-type: none"> Completed initial phase of plan that will continue to grow. This allowed us to focus on branding the WAFC and creation of a WAFC website specific for the WAFC Facility.
Infrastructure & Facilities	Address Health of Lakes	3. 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.
		Outcome - <ul style="list-style-type: none"> Developed and implemented the dredging plan to begin in January of 2022 with anticipated completion by March 1st, 2022. Residents who wish to perform their own shoreline dredging and restoration will be able to complete through May of 2022. Refill both lakes in June 2022.
Infrastructure & Facilities	Address Health of Lakes	4. Research and apply for additional grant funding through the DNR Lakes Protection Grant program.
		Outcome – Deferred <ul style="list-style-type: none"> Applied for additional grants in 2021 however, with dredging finishing up this year we will re-apply for funding to be used in 2023.
Additional Accomplishments		
<ul style="list-style-type: none"> Created New Website for WAFC to allow for us to brand the facility as its own entity. This will allow for better communication to our membership with a website dedicated to the facility and it's programs. 		

Police

Organizational Role	Strategic Objective	2021 Goal
Infrastructure & Facilities	Improve Organizational Communication	1. 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.
		Outcome - In-progress <ul style="list-style-type: none"> Equipment has been purchased. Working with IT and Public Works to determine scheduling for installation.
Community Building	Expand Staff Appreciation Programming	2. 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.
		Outcome - Completed <ul style="list-style-type: none"> Hosted department-wide picnic on August 25, 2021 that served as our 2019 and 2020 awards ceremony.
Municipal Governance	Develop Sustainable	3. Establish a Concurrent Jurisdiction Law Enforcement Agreement/MOU - Between the City of Whitewater Police

	Framework for Long-term Planning	<p>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.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ As of May 5, 2021
Public Health & Safety	Develop Sustainable Framework for Long-term Planning	<p>4. 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.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ The annual policy review schedule is in place and on August 27, 2021, the WILEAG board voted unanimously to reaccredit the Whitewater Police Department for another three years.
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	<p>5. 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.</p> <p>Outcome - Deferred</p>

Public Works

Organizational Role	Strategic Objective	2021 Goal
Infrastructure & Facilities	Develop Sustainable Framework for Long-term Planning	<p>1. 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.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ Street maintenance plan was developed for next five years which includes streets for reconstruction, mill and overlay, chip sealing and asphalt sealing. A spread sheet was developed to indicate a running cost per year and the required budgeted amount per year to meet future needs.
		<p>2. 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.</p> <p>Outcome - Deferred</p> <ul style="list-style-type: none"> ○ This goal will be incorporated into the goals for 2022.
Municipal Governance	Develop Sustainable Framework for Long-term Planning	<p>3. 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.</p> <p>Outcome - Completed</p> <ul style="list-style-type: none"> ○ Each year vehicles are reviewed for service and need. The fleet inventory was updated with unused vehicles and equipment put up for auction. An updated five year schedule was completed and submitted for the five year capital budget.

<p>Infrastructure & Facilities</p>	<p>Develop Sustainable Framework for Long-term Planning</p>	<p>4. 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.</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Staff worked with Strand Associates to review and develop construction plans for the reconstruction of the two streets. During review of the design of Main Street, additional underground work for sanitary sewer, water main and force main was identified on adjacent streets to be included in the reconstruction of the street. Plans will be finalized in early 2022 for advertising and bidding.
<p>Municipal Governance</p>	<p>Improve Organizational Communication</p>	<p>5. 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.</p> <p>Outcome – Ongoing</p> <ul style="list-style-type: none"> ○ Staff is working with other Department Heads in reviewing and updating policies associated with the Employee Manual and department specific. This is anticipated to be complete in 2022.

2022 Management Plan

2022 Planned Goals

Strategic Objective: Improve Organizational Communication

2022 Goal	Role	Department
Program-Based Strategic Performance Plan. Complete an analysis of each departments programs and outputs to successfully map out each contact point between the City organization and our residents.	Municipal Governance	City Manager
Job Descriptions Migration to Laserfiche. Complete the migration of all job descriptions into the City's document repository and management system, Laserfiche. All job descriptions, like policy documents will be migrated to Laserfiche where the history of all document changes and scheduled document updates will be recorded and managed.	Municipal Governance	City Manager
Establish an annual City Gala Event. The event will be a platform for promoting and recognizing city accomplishments as well as the influential citizens responsible for making great things happen in Whitewater. This event will include all board, committee and commission members as well as presentations and information on city operations.	Community Building	City Manager
Migrate existing Departmental procedural documents to Laserfiche by 9/30/22.	Municipal Governance	All Departments
Host at least two Voter Registration trainings.	Municipal Governance	City Clerk
Host Election Inspector training by certified trainer, inviting township poll workers.	Municipal Governance	City Clerk
Recruit and train at least two poll workers to serve as Absentee Voting inspectors at care facilities / nursing homes.	Municipal Governance	City Clerk
Ongoing education and understanding of dealing with COVID-19.	Public Health & Safety	Human Resources
Implement ONBOARD, online orientation program for the first year of the employee's employment.	Municipal Governance	Human Resources
Utilize the functionality of the NEOGOV system, including Insight, OHC, Onboard, Perform and "LEARN".	Municipal Governance	Human Resources
Review and redevelopment of Policy Documents. Establishment of policies/procedure review/revision schedule by 01/31/22. Coordinate migration of existing Departmental procedural documents to Laserfiche by 9/30/22.	Municipal Governance	Finance
Refinement of Operational and Capital Budgeting process. Submit 2022-2023 Budget for GFOA Distinguished Budget Award Program and improve composite score.	Municipal Governance	Finance
Create Popular Annual Financial Report and submit for GFOA Award Program.	Municipal Governance	Finance
Update DPW Policies (December 2022) – Working with the Superintendents of Water, Wastewater and Streets, develop or update workplace policies pertaining specifically to the three departments.	Municipal Governance	Public Works
We have renewed our efforts to improve upon the Utility ArcGIS capabilities. We have begun working cooperatively with City Staff and consultants to develop a user friendly platform that can be used to not	Infrastructure & Facilities	Wastewater Utility

only capture current infrastructure but assist in tracking meaningful maintenance history of collection system structures.		
Partner with Kiwanis to host a quarterly Cops 'N Kids book reading event. This will be a new community engagement initiative for the department. The COVID-19 pandemic hampered our efforts to host such events to date. (2022-2023)	Community Building	Police
Host a Formal 2022 & 2023 Police Day Ceremony - Ceremony hosted during Police Week (in May) for formal recognition of outstanding work by WPD staff and/or community members which occurred in 2021 by Q2 of 2022 and Q3 of 2023.	Community Building	Police
Put more GIS info on city web site and encourage use of interactive zoning violation map.	Community Development	Neighborhood Services
Integrate zoning code date into municipal web site – include pages of commonly searched ordinances, most common violations, etc.	Community Development	Neighborhood Services
Develop a comprehensive building occupancy report for CDA and 911 dispatch use.	Public Health & Safety	Neighborhood Services
Engage with residents to improve community culture and social life.	Community Building	Economic Development
Continue posts and growth of followers on social media accounts Facebook, Twitter and Instagram.	Community Building	Media Services
Review plans for PSA's about local services and consider sponsorships from local businesses and organizations to generate revenue.	Community Building	Media Services
Continue to add information to the website including forms, images and documents.	Community Building	Media Services
Website Redesign with CivicPlus in 2022 and run for the next 4 years.	Community Building	Media Services
Continue initiatives to grow interest in Commissions and Boards with Community Involvement & Cable TV Commission.	Municipal Governance	Media Services
Research has begun on internal communications plan for the organization and effort to work on the creation of this document will continue in 2022. Work with City Manager to complete.	Municipal Governance	Media Services
Add a bilingual Community Outreach Coordinator position to library staff to engage segments of the community who face barriers to access with collections, services, and programs, both inside and outside the library.	Community Building	Library
Building on what we learned about virtual programming during the pandemic, improve and expand in-person, virtual, and hybrid programs and events.	Community Building	Library
Create 2020 Highlights Flyer and Booklet- discussed in years passed but not completed.	Community Building	Media Services

Strategic Objective: Expand Staff Appreciation Programming

2022 Goal	Role	Department
Develop and Establish Staff Appreciation Program.	Community Building	Human Resources
Identify Co-Worker Recognition/Job well done! (Wildcard- catching them in the act).	Community Building	Human Resources

Expand wellness program, engaging staff to choose healthier ways of living and working.	Public Health & Safety	Human Resources
Small group training opportunities: Utilize training opportunities through CVMIC, UWW and other sources, hopefully including in-person options.	Municipal Governance	Human Resources
Continue job description reviews, create policy related to job descriptions, and transfer job descriptions to workflow.	Municipal Governance	Human Resources
With a young staff, the Utility will look to help develop our employees by sending them to water education classes, both to learn and to obtain the necessary continuing educations credits that are required by the DNR.	Municipal Governance	Water Utility
We will continue to improve upon our “in-house” training program by targeting needed programs as suggested by staff and by empowering staff to lead trainings in their area of interest and knowledge.	Municipal Governance	Wastewater Utility
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 goal extends into 2022 and, if need be, into 2023. This will greatly enhance investigative effectiveness at the conclusion of 2023.	Public Health & Safety	Police

Strategic Objective: Expand/Improve Local Housing Options

2022 Goal	Role	Department
Empower our community through access to capital.	Community Development	Economic Development
Create and rehabilitate high-quality affordable housing stock.	Community Development	Economic Development
Develop a Pocket Neighborhood Development Plan to facilitate single-family home development.	Community Development	Neighborhood Services
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 Development	Economic Development

Strategic Objective: Develop Sustainable Framework for Long-term Planning

2022 Goal	Role	Department
Goals Completion Oversight. Oversee the successful completion of 90% or more of all department goals and objectives provided as part of the 2022-2023 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 in 2022-2023.	Municipal Governance	City Manager
Address Public Safety Operational, Capital and Funding Needs (Fire, Rescue and EMS)	Public Health & Safety	City Manager
Conduct an analysis of possible funding alternatives for municipal services, linking costs directly to users.	Municipal Governance	City Manager
Recruit and train two Chief Election Inspectors for 2022-2023.	Municipal Governance	City Clerk

Recruit Election Board of Canvass members.	Municipal Governance	City Clerk
Upgrade Performance Management System (PERFORM), utilizing the improvements brought forward by Review Team and Leadership.	Municipal Governance	Human Resources
Train employees in the use of “LEARN” website training opportunities.	Municipal Governance	Human Resources
Develop and implement strategic Compensation Plan.	Municipal Governance	Human Resources
Migrate on-premise Exchange server to cloud and decommission all on-premise email-2022	Infrastructure & Facilities	Information Technology
Redundant Firewall Replacement and Upgrade- 2022	Infrastructure & Facilities	Information Technology
Replacement of Main Fiber Connection to Wiscnet- 2022	Infrastructure & Facilities	Information Technology
Replacement of Email Archiver- 2022	Infrastructure & Facilities	Information Technology
Replacement of Fingerprint Scanner- 2022	Infrastructure & Facilities	Information Technology
Implement a Security Information and Event Management (SIEM) solution- 2022	Infrastructure & Facilities	Information Technology
Employee Phishing Testing/Training- 2022	Infrastructure & Facilities	Information Technology
Enhancement of budget tools. Establish graphic presentation of key Budget information on city website by 8/31/22.	Municipal Governance	Finance
Development of Finance Dept. reporting metrics and data sourcing.	Municipal Governance	Finance
Develop 5 Year Street Maintenance Plan (June 2022/June 2023) – 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 2022/June 2023) – 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 2022/August 2023) – Continue to define a schedule to replace vehicles and equipment in the street department. Some vehicles in use are over 30 years old.	Municipal Governance	Public Works
Construction of E. Main Street and Yoder Street (Summer 2022) – Coordinate with Strand Associates in oversight of the reconstruction of E. Main Street and Yoder Street.	Infrastructure & Facilities	Public Works
Oversee the construction on the new Southwest Elevated Tank water reservoir located by Well #9. Work with the contractors to integrate bringing the new tower online with the Cravath St tower and taking the Starin Park tower out of service.	Municipal Governance	Water Utility
The Utility is closely monitoring the discussion on PFAS at the DNR level. Any new mandates delivered by the DNR will most likely cause additional water sampling throughout our Wells.	Public Health & Safety	Water Utility
New DNR regulations will require the Utility to do additional monitoring of total water discharged and total chlorine residuals during hydrant	Public Health & Safety	Water Utility

flushing, new water main construction and maintenance on water towers where discharges end up in waterways.		
The Utility will continue to identify lead services on both the private and public side. The majority of this work will be completed during meter changeouts. Other verification will be completed using the trailer vacuum excavator.	Infrastructure & Facilities	Water Utility
The Utility took over the meter replacement program in 2021 by completing this requirement using city employees. The Utility will review the accomplishments made in 2021 and look to make adjustments in 2022-2023.	Infrastructure & Facilities	Water Utility
The Utility is proposing to work with a consultant to help initiate the non-residential cross connection inspections.	Infrastructure & Facilities	Water Utility
The Final Compliance Alternatives Plan, relative to phosphorus discharge, will be submitted to the WDNR along with our permit renewal package in September of 2021. Our current permit expires on March 31, 2022. As part of our new permit we will begin detailed plans for future phosphorus compliance.	Infrastructure & Facilities	Wastewater Utility
Utility staff will be addressing items noted on past smoke testing reports in a prioritized fashion. There is work to be done on both public and private infrastructure.	Infrastructure & Facilities	Wastewater Utility
Storm Sewer Maintenance Tracking (August 2022) – Working with GIS staff, develop protocols to determine and track maintenance requirements on storm sewer related devices, including items such as, detention pond maintenance, inlet cleaning, inlet reconstruction, and outfall inspections.	Infrastructure & Facilities	Stormwater Utility
Maintain WILEAG Accreditation Status - Annual proofs need to be gathered and the annual policy review schedule will be followed to ensure accreditation standards are being met or exceeded. - (2022-2023)	Public Health & Safety	Police
Evidence Storage Garage – 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. However, rising costs, along with and a lack of funding and overall city priority make it possible that this will extend into 2023.	Infrastructure & Facilities	Police
Maintain the 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.	Municipal Governance	Police
Review/edit municipal code, in concert with Vandewalle & Associates Inc. and City Attorney.	Municipal Governance	Neighborhood Services
Take the Planning and Architectural Review Board paperless, which might require an investment in technology.	Municipal Governance	Neighborhood Services
Limit the NSO program to a maximum commitment of three years per candidate, on the part of the city, and require NSOs to purchase a yet to be determined portion of their uniform.	Municipal Governance	Neighborhood Services

Bring 50 percent of all planning activities in-house and cut down on the amount Vandewalle & Associates is utilized. Metrics for tracking will need to be developed.	Municipal Governance	Neighborhood Services
The Comprehensive Plan is updated every 10 years per Section 66.1001(2)(i). The last plan update was done in 2017, the next update will be done in 2027. This report will update all the background information, such as demography data and the current land use maps.	Municipal Governance	Neighborhood Services
The annual Housing Affordability Report and New Housing Fee Report is updated yearly to comply with Section 66.10014 of Wisconsin Statutes. This report is prepared by Vandewalle & Associates Inc. and the Planning staff at the City of Whitewater.	Municipal Governance	Neighborhood Services
Planning and implementation of 2 year maintenance plan for park preserve areas that include the Effigy mounds preserve and Walton Oaks park. Plan will include services provided by city staff as well as contracting professional services that will help revitalize and maintain these preserve areas.	Municipal Governance	Parks & Recreation
Update the Parks and Recreation Strategic plan to set up the framework of the Departments planning through 2026.	Municipal Governance	Parks & Recreation
Continue to review staffing and facility schedules to identify cost saving measures to allow us to reduce expenses while maintaining quality service.	Municipal Governance	Whitewater Aquatic & Fitness Center
Develop and revise 5-year CIP planning to account for additional needs for possible exterior needs.	Infrastructure & Facilities	Whitewater Aquatic & Fitness Center
Develop system to allow for afterhours use of facility to remain competitive with industry standards and generate additional revenue stream while reducing staffing costs.	Infrastructure & Facilities	Whitewater Aquatic & Fitness Center
Review and revise concessions operations to allow for consistency between WAFC and Treyton Field of Dreams concession programs that will allow sharing of staff and concession products.	Municipal Governance	Treyton Field of Dreams
Completion of CIP projects that include concession deck expansion, turf and facility repairs and additional field equipment.	Infrastructure & Facilities	Treyton Field of Dreams
Adjustment of team fees and concession pricing to increase revenue streams to cover increasing staffing and product costs.	Municipal Governance	Treyton Field of Dreams
Develop consistent field turf maintenance plan to streamline turf maintenance for staff.	Infrastructure & Facilities	Treyton Field of Dreams
Expand business park footprint.	Community Development	Economic Development
Attract Investments.	Community Development	Economic Development
Encourage entrepreneurship.	Community Development	Economic Development
Increase tax-base.	Community Development	Economic Development
New role of Media Coordinator to begin in Jan 2022- a plan will be created for the next two years for filming, editing, archiving, scheduling, programming, hiring, training volunteers and new hires, creating possible	Municipal Governance	Media Services

new programs including working with school district AV team and local organizations.		
Hire the necessary staff after summer of 2022 due to exit of current staff due to graduation and prepare for additional hires in 2023 as needed.	Municipal Governance	Media Services
Work with IT to build upon the new infrastructure to broadcast for television and live streaming. Programmer equipment will be implemented in 2022. Media Coordinator to update this daily as needed.	Community Building	Media Services

Strategic Objective: Attract a Grocery Store

2022 Goal	Role	Department

Strategic Objective: Expand Library Facilities to Meet Changing Community Needs

2022 Goal	Role	Department
Devise a fundraising plan and raise the necessary funds for the library expansion project by August 31, 2022.	Infrastructure & Facilities	Library

Strategic Objective: Address Health of Lakes

2022 Goal	Role	Department
Implement the dredging plan for Cravath and Trippe Lake with the project completion in June of 2022.	Infrastructure & Facilities	Parks & Recreation
Research and apply for additional grant funding through the DNR Lakes Protection Grant program to continue revitalizing the lakes fishing habitat and aquatic vegetation.	Infrastructure & Facilities	Parks & Recreation
Continue with development of 5 year lakes management plan that includes additional funding for lakes preservation projects.	Municipal Governance	Parks & Recreation

Conclusion

For the inquisitive reader, while this report is intended to provide insight into organizational achievements from the prior year and goals for the coming year, it is not intended to be exhaustive in detail. If you would like to share your ideas or learn more about any of the information provided in this document, please contact the Office of the City Manager at 262-473-0104 or citymanager@whitewater-wi.gov or reach out to us online at <https://www.whitewater-wi.gov/538/City-Managers-Forms>.