

## ECONOMIC DEVELOPMENT-

### Enhance Housing Development Strategies:

- 1) **COMPLETE-** Support the city's effort to develop detached and other family-style housing, aiming for 20 units annually over the next five years.
  - a) The Office of Economic Development worked with US Shelter and Neumann Homes to facilitate 51 homes in 2024.
- 2) **COMPLETE-** Implement this through proactive initiatives and policies like development incentives and through programs like marketing sites to developers and supporting innovative land deals.
  - a) The Office of ED has hosted 2 major events geared towards developers. In May the department hosted a housing roundtable with developers, members of governing bodies, realtors, bankers, landowners. In November the department held a developer meet and greet that provided a bus tour to show case the available property in Whitewater.

### Business Attraction and Growth:

- 1) **COMPLETE-** Attract new businesses to Whitewater, utilizing a revised and expanded business recruitment and expansion platform and enhancing the City/CDAs participation with the Innovation Center.
  - a) The office has completed over 25 BRE's in 2024.
- 2) **COMPLETE-** Employ strategies such as marketing, attending and hosting development summits, and building relationships with site selectors and brokers.
  - a) The office held a Housing Roundtable event, how to buy a home 101 event, and a Developer meet and greet.
- 3) **COMPLETE-** Facilitate outreach and events for entrepreneurs and startups.
  - a) The office completed the Whitewater WindUp. This business plan competition helps current and new businesses in our area.

### Downtown Revitalization:

- 1) **Ongoing-** Address downtown vacancies and facilitate rehabilitation of blighted commercial properties.
  - a) Have distributed a façade grant through the revolving loan fund. Staff is working on re-camping the program to make it more accessible to downtown business owners.
  - b) The loan policies are an item that will be focused on this year.
- 2) **Ongoing-** Revise the loan programs to include lower interest rates, grant option, and other modernizations to spur investment.
  - a) A draft is currently being reviewed by staff. The proposed version is slated to go to the CDA in early 2025.
  - b) This is a topic of importance and one that will pick up this quarter and evaluated. In addition to revised program rules, communications of these programs will be increased as well.

- 3) **COMPLETE-** Promote the use of existing resources for business and residential revitalization.
  - a) The Office has connected with a multitude of business during our BRE visits that has given the office a chance to understand the business community needs. The use of the façade grant by the Shabani family is a great example of how we learned of a business's needs and matched the program to said business.

#### Collaborative Community Development:

- 1) **COMPLETE-** Work together as CDA and staff to foster community growth in business sectors (new, existing, startups) and the residential base (family-style homes and multifamily units).
  - a) The office has helped facilitate business growth via the Whitewater WindUp, the construction of Aldi, Starbucks, and Dollar Tree. The office has also matched our commercial growth in our residential spaces. The office has facilitated the construction of 51 homes (Meadowview and Parks crest) and 128 Apartment units (Jakes Way)
- 2) **Ongoing-** Apply a team-oriented approach in committee discussions to enhance collective decision-making, emphasizing the value of diverse viewpoints and collaborative problem-solving.
  - a) The CDA participated in a visioning session in early 2024. The new leadership in the Office of ED is looking to mimic a similar session at the end of 2025. This session will discuss the priority of the CDA and set goals for things they would like to see facilitated in 2025.
  - b) Interim EDD will be working with the CDA on revamping the approach to decision making. In doing so, greater communication will occur with internal Whitewater team, such as Finance Dept. Additionally, a more collaborative approach to introducing and discussion development projects will be introduced.
- 3) **COMPLETE-** Align actions and decisions with community interests and the strategic plan, prioritizing public benefit over personal interests of individual committee members.
  - a) Our office has prioritized finding housing solutions for all. That can be seen in our efforts regarding single family homes (Park crest), Duplexes (Meadowview), Apartments (Jakes Way) and exploring affordable housing projects with NRS the City is actively pursuing housing that serves the needs of the entire community.

#### Neighborhood Services:

- 1) Assist Developers through the permitting process by providing timely information and guiding them to the appropriate committees. Anticipate any Comprehensive Plan changes that may need to be made to allow for residential units to be built.
  - a) **COMPLETE-** Staff has been extremely proactive when working with developers. Staff has also worked with media services to provide educational videos for both developers and residents that explain the permitting process.
- 2) Conduct pro-active meetings with community members and targeted groups to discuss code enforcement throughout the community. Record a meeting that can be posted to the website and played on tv channel on a continual basis.
  - a) **Ongoing-** This task was assigned to the team with the goal of having the meetings scheduled by end of this quarter.

- b) The City has not held any meetings; however, the department has worked with Media Services to create educational door hangers. These door hangers are to alert residents about the most common code violations.
- 3) Determine if the outsourcing of zoning and code enforcement hours is appropriate for the budgeted amount compared to providing services in house.
  - a) **COMPLETE** - The City committed to outsourcing zoning, code enforcement, and building inspection services and the beginning of 2024.

## HR DEPARTMENT-

- 1) HR will track and report on the following Core Services:
  - Classification & Compensation
  - Employee Benefits
  - Employee & Labor Relations
  - Recruitment & Selection
  - Flexible Work Arrangements
  - Employee Handbook Modifications
  - Metrics
    - i) Turnover Rate (Goal = Less than 20%)
    - ii) Average Tenure – 2024 establish base
    - iii) Employee Engagement Scores – 2024 establish base (scores from employee surveys that measure satisfaction, morale and connection)
    - iv) Employee Net Promoter Score – 2024 establish base (employee’s likelihood to recommend working at the municipality)
- 2) **Ongoing Forever** – The City Council receives the Core Services Report in July and January. Metrics for 2024 were:
  - a) Turnover rate = 12.4%
  - b) Average Tenure = 6.97 years
  - c) Employee Engagement = Happiness 87%, Culture & Atmosphere 4.0 and Appreciation 61%
  - d) Employee Net Promoter = 73.70%
- 3) Implement a performance evaluation process for evaluation of performance with adjustments for future evaluations.
  - a) **Ongoing** – Employees have received their performance evaluations for 2024. Feedback and training for supervisors is taking place now including preparation for the July mid-year check-in discussions. After the mid-year check-ins, employees will be surveyed for feedback.
- 4) Draft, review and implement an Employee Manual that is relevant and consumer-friendly with the additional goal of online access.
  - a) **COMPLETE** but **Ongoing** – The updated Employee Handbook was approved by City Council on July 16, 2024. Online access is available with links to specific policies on the Shared Drive.
  - b) The HR Department will continue to update and revise as needed.
- 5) Develop and implement a Staff Appreciation and Recognition Program that is efficient and meaningful.
  - a) **COMPLETE** but **Ongoing** – The Employee Handbook includes a new Staff Recognition Policy, developed based on employee feedback and suggestions from the City Manager.

- b) The HR Department will continue to utilize focus groups and employee surveys to gauge employee meaningfulness. At this time, it is too early to measure meaningfulness.
- 6) In conjunction with the Finance Department, develop and implement a strategic Compensation Plan that is competitive and cost-effective.
  - a) **COMPLETE** but **Ongoing** – The salary study has been completed and approved by the City Council. A draft Compensation Policy was brought before the Finance Committee. A second draft is on track for presentation at the May 2025 Finance Meeting
- 7) Develop and implement a City-wide Onboarding process, utilizing ONBOARD, online tools and employee mentoring.
  - a) **Ongoing** – After additional research, discussions with NEOGOV staff, and continued efforts to optimize the use of ONBOARD, HR has decided to pause further development in this area to prioritize other initiatives. HR staff continues to refine and enhance its onboarding process for both employees and Council members, ensuring a consistent (but job appropriate) and welcoming experience. Utilizing a combination of online tools, and in-person methods, new employees are introduced to key policies, benefits, and departmental functions through a structured process that incorporates online training resources, checklists, and follow up.
  - b) For council members, onboarding efforts include access to governance resources, scheduled sessions with department heads, and reference materials tailored to their roles.
  - c) **Ongoing** feedback and collaboration with departments will continue in order to make sure we are meeting changing needs and expectations.

## WHITEWATER FIRE DEPARTMENT-

Community Safety: Enhancing overall community safety through prevention, education, and emergency response.

- a) **Ongoing**- Public education events and fire inspections continue to serve as vital tools in promoting fire safety and code compliance. By focusing on education and offering support during inspections, we aim to build trust and foster a collaborative relationship between the fire department and the community.
- 2) Training and Development: Ensuring that personnel receive ongoing training to stay current with the latest firefighting and emergency medical techniques, technologies, and standards.
  - a) **Ongoing**- Development of the training facility is underway. The land has been secured, and building plans have been formally approved. The project is currently under final funding review by the C.J. Hickey Foundation.
  - b) We currently have 6 Paramedics on staff, with two additional members in Paramedic school.
- 3) Emergency Response Time: Continuously working to improve response times to emergencies and optimizing the efficiency of emergency services. One strategy of decreasing response times is the construction of new bunkrooms off of the apparatus floor which we hope to have completed mid- summer of 2024.
  - a) **COMPLETED**-May 6, 2025: Construction of the bunkrooms has been completed. Furniture delivery is expected imminently, and staff are projected to move into the new accommodations by mid-May.

- 4) Equipment Maintenance and Upgrades: Regularly maintaining our current fleet of equipment to ensure it meets the latest safety and performance standards. Along with regular maintenance, we look forward to getting our new Engine and Ambulance in service mid to late summer of 2024 and our new tower ladder spring of 2025.
  - a) **COMPLETED**: Engine Update: The new Engine was delivered on March 14, 2025. All delivered loose equipment has been installed, and we are awaiting a few remaining items before placing the apparatus into service. Crew training is scheduled to begin in mid-May, with the Engine expected to be fully operational shortly thereafter.
  - b) **Ongoing**-Ambulance Update: The new Ambulance is currently in production and remains on track for service readiness in mid to late summer 2025.
  - c) **Ongoing**-Tower Ladder Update: The new Tower Ladder is scheduled for completion in September 2025.
  
- 5) Community Outreach and Education: Engaging with the community through educational programs, fundraising events such as the pancake breakfast, and to promote fire safety and emergency preparedness.
  - a) **Ongoing**- Staff has voted to continue the tradition of the Annual Pancake Breakfast, scheduled for September 7, 2025. This event remains a key opportunity for community interaction and support.
  - b) **COMPLETED**- In May, staff will participate in the "Reading to Students" program at Lincoln Elementary, fostering positive relationships with students and supporting early literacy.
  - c) **Ongoing**- Staff will attend public education events at local schools during Fire Prevention Week in October.
  
- 6) Collaboration with Other Agencies: Strengthening collaboration with other emergency service providers through the MABAS system and attending county meetings and trainings. Working closely with City and County law enforcement agencies, along with local government agencies to enhance overall emergency response capabilities.
  - a) **Ongoing**- Chief Freeman and Chief Dion continue to foster strong, collaborative relationships with departments across all three counties within our service area. These connections are vital to ensuring seamless coordination during mutual aid responses.
  - b) **Ongoing**- Our department actively participates in joint trainings, monthly interagency meetings, and resource sharing through the MABAS system. These efforts help ensure that when emergencies arise, we can both provide and receive critical support quickly and effectively.

- 7) Budget Management: Efficiently managing budgets to ensure the department has the necessary resources for operations, equipment, and personnel.
  - a) **Ongoing**- The replacement of aging apparatus is expected to reduce maintenance and repair costs, helping to keep vehicles in service more reliably and extending their operational lifespan.
  - b) **Ongoing**- Negotiations between the City and IAFF Local 580 are ongoing, with the goal of finalizing a contract by late summer 2025
  - c) **Ongoing**- The successful passage of the April 2025 referendum will allow for an increase in daily staffing to five personnel per shift by late 2025 or early 2026, further enhancing service delivery and operational capacity.
- 8) Technology Integration: Adopting new technologies such as the Walworth County Radio Project, that will enhance emergency communication, while continuing to use our new data management system to provide the most accurate analytics and department metrics.
  - a) **Ongoing**- Implementation of the countywide radio system is progressing slower than as planned. The entire system is expected to go live by mid-summer 2025, significantly improving communication capabilities across agencies and jurisdictions.
  - b) **Ongoing**- Our RMS continues to deliver real-time data and performance metrics, allowing the department to provide the most comprehensive and accurate reporting to the City and surrounding townships to date. This data is instrumental in supporting transparency, accountability, and strategic planning.

#### CITY CLERK-

- 1) Organize a comprehensive training session on Badger book usage for all Chief Election Inspectors and Poll workers.
  - a) **Completed**- March 4, 2024 I invited Michelle Ebbert from Ft. Atkinson to help train all Election Inspectors on Badger Books. This will be an ongoing training as I add more Election Inspectors.
- 2) Transition all application processes online and enable online payment for all associated fees.
  - a) **Ongoing**- Forms are all updated. All forms are online in both English and Spanish. Tiffany will work with Jeremiah to help us to get the payments online as well. We do need to see I.D. in person to perform background checks.
- 3) Ensure that all forms originating from the clerk's office are made available in Spanish.
  - a) **Completed**- I am receiving training May 23, 2024 on translation software to translate all of our forms into Spanish.
- 4) Enlist and provide training for at least one poll worker to act as an inspector at care facilities and nursing homes.
  - a) **Completed**- Tiffany is trained and works without Special Voting Deputies at the Care Facilities and Nursing Homes to complete In Person Absentee Voting.
- 5) Arrange a meeting for business owners with liquor licenses to facilitate the renewal process for their applications. **(I don't believe this is needed)**
  - a) **Not Completed**- The WI Department of Revenue changed the application forms for Alcohol Renewal/Licensing on April 1, 2024. Each form comes with instructions. Business owners have completed the forms, for the most part, completely. We have worked with each business owner when they have brought in their old forms



and educated them on how to fill out the new forms, but have not facilitated an actual training and or meeting. Next year, I would like to make these all electronic.

#### IRVIN L. MEMORIAL LIBRARY-

- 1) **COMPLETED-** The library will begin the expansion and renovation process for the existing library building.
- 2) **COMPLETED-** The library administrative staff will contribute to the City's monthly newsletter and send out event information content on new materials in the collection and monthly updates on the capital campaign and building project.
- 3) The director, assistant director, youth educational services librarian and programming and makerspace librarian will use 2018, 2019, 2022, and 2023 data and budgets to analyze changing usage trends across non-pandemic years for both physical materials and event attendance. This information will be used to prioritize material expenditures and event types.
  - a) **Ongoing-** We are still working on analyzing the data from all four years.
- 4) The programming and makerspace librarian will record three programs each year in collaboration with the city staff for broadcast on the city's TV station to make programs available to community members who cannot attend in person.
  - (a) **COMPLETED-** We did an instructional video in 2023 on how to get a library card.
  - (b) **COMPLETED-** We will be making a video with the media department's assistance for patrons on how to navigate the new entrance to the library during construction.
- 5) **COMPLETED-** The library will host a welcome back celebration week when the library reopens after being closed for Phase 1 of the construction project.
- 6) The library director and the programming and makerspace librarian will schedule a meeting with the executive director of the Whitewater Area Chamber of Commerce to discuss ways the library can provide aid and information to local small business owners.
  - a) **Not completed-** We plan to have a Chamber Nights event and provide the Chamber with a tour of the new space once it has been completed.
  - b) **Not completed -** Once the library building project has been completed the director/board of trustees will update the Meeting Room Policy to allow small businesses to utilize the meeting rooms for a small fee.
- 7) **COMPLETED-** While the library is closed to the public for the first phase of the library building project (four weeks), professional staff will be providing multiple training sessions for all staff in order to advance their skills in a multitude of areas.
- 8) **Ongoing-** The library director will keep the public updated on the building project as new information becomes available as we move through the different phases of construction.
- 9) This will be done through the use of our website, social media outlets, and printed flyers within the library.
- 10) **Ongoing-** Prepare a plan for library operations during phase three of the renovation.
- 11) **Ongoing-** The library board will assist the director in exploring appropriate pay scales and staffing levels needed to efficiently meet community needs in the newly renovated library.

- 12) **Ongoing**-Provide staff training to become an Affirming Space for our LGBTQIA population during phase three of the renovation.
- 13) **Ongoing** -Complete a digital transition of the library's current website to a Bridges Library System.
  - a) supported platform.
- 14) **Ongoing**- Add pictographs to collection signage to make it more inclusive.
- 15) **Ongoing**- Schedule weekly social media posts from Library Aware.
- 16) **COMPLETED/Ongoing**- Table at two community events to promote library collections and services.
- 17) **Ongoing**-Provide information on library services and programs through tabling at 4K registration and general school registration.
- 18) **Ongoing**- Collaborate with the city media department to create two library PSAs, one for the Makerspace and one for the Library of Things.
- 19) **Ongoing**- Create a display for the Library of Things in the newly renovated library.
- 20) **Ongoing**- Offer tours of the renovated library to various community groups, highlighting the benefits of our space and resources to their mission.
- 21) **COMPLETED**-Create a plan to renew and revitalize the Friends of the Library.
- 22) **Ongoing**- Complete the first year of processing opt-in card applications through the WWUSD online registration platform.
- 23) **Ongoing**- Participate in the city's leadership committee.
- 24) **Ongoing**- Share community stories to highlight the needs and opportunities in Whitewater.

#### WHITEWATER POLICE DEPARTMENT-

- 1) Complete design work and begin construction of a new PD Evidence/Training building.
  - a) **Ongoing**-WPD's current long-term evidence storage garage is in very poor condition creating a high risk of liability for the City. The current garage is not temperature controlled, and has had problems with rodent intrusion. The ideal plan is building an approximately 50' x 100' pole shed structure that will serve the purpose of long-term evidence storage, evidentiary vehicle storage, as well as a training environment. An RFP will be completed for design work, and based on the design, a construction bid will be published. Prior to 2025, \$180,000 was borrowed and dedicated to this project.
  - b) Goal Impacted: Align future expenditures with available resources
- 2) Implement a new policy and accreditation management system (PowerDMS).
  - a) **Ongoing**- WPD currently utilizes a combination of Microsoft Word and Adobe Acrobat for both policy management as well as management of accreditation documents. This is inefficient causing a great deal of unnecessary staff time to be tied up in editing documents, especially in regards to the creation of accreditation proofs. On the policy management side, the use of word documents makes it very difficult to utilize the expertise of all staff members as the documents don't act as "living" documents that track suggested updates. The PowerDMS software addresses those shortcomings, and will be a significant improvement for the agency.



- b) Goal Impacted: Align future expenditures with available resources
- 3) Create a model of specialization within the Detective Bureau.
  - a) **COMPLETED**: Historically the WPD detective bureau has operated in a way where each detective serves as a generalist handling a large variety of cases. This is mostly due to the caseload and limited number of detectives. However, in 2025, an additional detective was hired. Concurrently, the agreement permitting use of the Waukesha Police Department computer forensic lab, provides us with an opportunity for forensic analysis of electronics. This gives us an opportunity to create a more efficient and specialized detective bureau.
  - b) Goals Impacted: Align future expenditures with available resources and supporting a thriving business community.
- 4) Increase our department's clerical staff capacity by transitioning the part-time Records Technician position to full-time.
  - a) **Ongoing**-This action will assist us in keeping up with the increasing demands of our clerical staff related to records requests and related redaction. The cost will be supported by a video redaction fee system put in place in 2025 as well as an increase in the cost of parking tickets enacted by the Common Council in 2025. The anticipated timeline of the transition is June 28, 2025.
  - b) Goal Impacted: Align future expenditures with available resources
- 5) Partner with Media Services to create a promotional video that will be utilized for future hiring processes.
  - a) **Ongoing**-With the passage of the Police and Fire/EMS referendum, the police department will be hiring an additional five patrol officers. In order to best position the department as an attractive employer, we will promote the agency through the creation of a promotional video. The plan will be to invite Media Services staff to PD trainings throughout the summer to obtain footage of our staff training, attending special events, and completing routine tasks. We will plan to post the completed video on social media and on the City website.
  - b) Goal Impacted: Improve the City's recruitment, retention, and diversity.

#### PARKS DEPARTMENT-

- 1) Develop Lakes District to create a comprehensive approach integrating environmental conservation and enhancing the health of Trippe and Cravath Lakes.
  - a) **Ongoing**- UW Extension is meeting with the Lake Advisory Committee to host workshops on Lake District creation. 6 months – 2 years to complete
- 2) Develop a Lake Advisory Committee to direct the efforts of the Lakes District and ensure the preservation and enhancement of Trippe and Cravath Lakes are effectively managed.
  - a) **COMPLETED**- First meeting held in January of 2024
  - b) **COMPLETED**- Developed section of website that shares information about the lakes with the community.
  - c) **COMPLETED**- Bids have been accepted and are going for committee and council approval on cattail removal and dredging. End of 2024.

- 3) Update the Lakes Management Plan to consider current conditions, advances in knowledge and evolving community needs to ensure a long-term health and sustainability plan of Trippe and Cravath Lakes.
  - a) **Ongoing**- Contracted with SEWRPC for phase 1 of creating Comprehensive Lakes Management Plan. 2 years to complete
- 4) Secure additional grant funding, including the DNR Lakes Protection Grant and other relevant programs, to support ongoing efforts in revitalizing the lakes' fishing habitat and aquatic vegetation, thereby promoting the sustainability and ecological health of Trippe and Cravath Lakes.
  - a) **Ongoing**- Many grant opportunities require the Lakes Management Plan to be completed before being able to apply. Staff will apply for grant funding to assist in future stages of creation of the plan with SEWRPC's assistance. 2 years to complete. Staff will continue looking for opportunities that we may meet the requirements for in the meantime.
- 5) Strengthen partnerships and enhance communication with community groups, non-profit organizations, and others to support the promotion of the city and local businesses, ultimately fostering economic growth and a stronger sense of community.
  - a) **Ongoing**- Working with Tourism Council and Chamber of Commerce to promote events and the City as a whole. Continuous
  - b) **Ongoing**- Working with UWW, 4H Special Olympics and other community groups to host and enhance events within Whitewater. Continuous
- 6) Enhance communication and diversify the offerings of the Parks Department to better serve the needs and interests of a diverse range of cultures and demographics within our community to create a more inclusive, welcoming, and responsive Parks Department that serves to foster a stronger sense of belonging for all residents.
  - a) **COMPLETED**- Staff will receive training for new translation software in May of 2024.
  - b) **COMPLETED**- New recreation software will have the ability to translate registration pages to numerous different languages.
  - c) **COMPLETED**- Recreation department working with Downtown Association to develop Christmas at Cravath, a walkthrough Christmas light display. November 2024
  - d) **Ongoing**- Complete surveys to all of our population to determine recreational needs and desires from all cultural groups. Inclusion and affordability need to be a priority. Now through Spring of 2025
    - i) Recreation, Senior Center, Special Events survey has been completed. Working to compile answers into comprehensive document.
    - ii) Need to complete surveys for WAFC, and other specific areas of interest in 2025.
- 7) Establish a comprehensive employee recognition and retention program within the parks department to acknowledge the valuable contributions of staff, foster a positive work environment, and promote long-term employee satisfaction and retention.
  - a) **Ongoing**- HR has been doing a great job of addressing this issue. I have been meeting with different sections of staff to determine what would make them happy and have been bringing that back to HR for future development. Continuous (doesn't need to be a budget goal, it should just be a priority always)

- 8) Develop a comprehensive and forward-looking Parks and Recreation Strategic Plan that establishes a robust framework for departmental planning and development, guiding the department's initiatives and projects through 2030 and beyond.
- a) **Ongoing**- Contracted with SEWRPC to complete CORP plan by 2027
  - b) **Ongoing**- Working to complete Parks and Open Space Plan by June 2025.

WAFC-

- 9) Continuously assess staffing levels, program offerings and facility schedules to identify and implement cost-saving measures, ensuring that we reduce expenses without compromising the quality of services.
- a) **Ongoing**- Restructured staffing levels to meet the state minimum requirements. Had to assess the budget and completely overhaul the entire staffing structure to afford to complete the necessary changes. Staffing continues to be a challenge to find reliable, trained staff that are available to work when needed. Continuous
- 10) Develop a comprehensive membership recruitment and retention strategy that effectively engages a diverse audience, encompassing corporate stakeholders, students, healthcare providers, and other segments of our population, to enhance the organization's growth and sustainability.
- a) **Ongoing**- Hunter has had success with the monthly membership drives. Retention is a challenge. We have incorporated different pricing models, UWW Student Rates, and Corporate Pricing Programs
    - i) **Not Completed**: I need to shift this planning to Megan, with her now finished with her school work, she and I will have more time to work together to work with Kristina on a new plan moving forward with all the changes and improvements made.
- 11) Evaluate and restructure party packages to enhance customer satisfaction, profitability, and market competitiveness.
- a) **COMPLETED**- Party Packages have exceeded the budgeted revenue by \$10,000 in the first quarter of 2024!
    - i) Birthday parties continue to hit every mark set and exceeding expectations and revenues in 2025.
- 12) Develop and revise a comprehensive 5-year Capital Improvements Plan that addresses the facility needs of our organization and initiate a successful Capital Campaign to secure the necessary funding for implementation.
- a) **Ongoing**- Plan is in place from Eric, I will be meeting with Dan to better understand the plan and make a factual realistic plan that will allow for the success of the facility into the future. Summer/Fall 2024
    - i) Continuing to work with Dan to address needs and develop long term plan in 2025.
- 13) Enhance communication and diversify the offering of the Aquatic Center to better serve the needs and interests of a diverse range of cultures and demographics within our community to create a more inclusive welcoming, and responsive facility that serves to foster a stronger sense of belonging for all residents.
- a) **Ongoing**- Worked with Kristina to develop a marketing plan that offers excitement around the facility and develop incentive programs to join as well as activities for

the community. Shifted Nicolle from the front desk to strictly managing our social media with daily substantial posts about the WAFC, programs and benefits.

14) Treyton's Field

Increase awareness of our organization's capability to host baseball and softball tournaments while actively promoting outside tournaments on social media platforms, tournament-specific websites, and our own website.

- a) **Not Completed**- Promotional video was created and was never published. Promotion of activities is lacking severely. Needs have been identified and I am working with Ethan to make the necessary changes immediately. June of 2024

15) Develop a consistent field turf maintenance plan that not only streamlines maintenance efforts but also enhances the quality of playing surfaces, ensuring a better experience for athletes and reducing the risk of injury due to poor field conditions.

- a) **Not Completed**- Streets Department performs maintenance of turf. Additional equipment needs to be sourced either for capital purchases or possible rental. Aerification of turf areas, better playing surfaces and new field maintenance equipment should be budgeted for. 2026 Budget

16) Strategically adjust team fees and concession pricing to enhance revenue streams, ultimately covering increasing staffing and field maintenance costs while maintaining customer satisfaction and market competitiveness.

- a) **Ongoing**: We have made huge strides this year and are making money on tournaments. We have to continue to improve to gain additional teams wanting to play here which will only address our success better in the long term.

## MEDIA SERVICES-

### Page overview

Last 28 days

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Views ⓘ

**102,297**

Reach ⓘ

**10,785**

Content interactions ⓘ

**562**

Follows ⓘ

**26**

1) Facebook Analytics-

- a) **Ongoing**- to invest time and resources into the creation of content for our social media platforms- Facebook and Instagram. By doing so the department is looking to strengthen the following of each platform by 50% by 2026. Over the past 4 months, we have seen a 36% increase in our following.

*Post Engagement Grow*

*From 562 to 5,974:*

*Growth:  $((5,974 - 562) / 562) * 100 \approx 963.9\%$*

- b) **Ongoing**- Continue to invest time and resources into the creation of content for our PEG TV Station. The Media Services Department relaunched the TV Station in August of 2023. The Media Services would like to expand the content shown on this platform.

(1) Working with Jim Mead, UWW Professor to show UWW content on Channel 990.

- c) **COMPLETED/Ongoing**- Create videos highlighting local businesses and activities in the city. These videos will become content that will be featured on our social media platforms and the PEG TV Station
  - (1) Created 3 Business Spotlight videos- Stellar Vintage, Discover Whitewater and Second Salem.
  - (2) BicycleWise- has been filmed and working on editing that video
- d) **COMPLETED/Ongoing**- Work with other departments to create 'how-to' videos specific to each department in case of absences/new staffing.
  - (1) How to report an emergency
  - (2) Understanding TIF
- 2) **Ongoing**- to gradually update equipment to non-obsolete gear. Have Media Services Staff go through the White Memorial building and complete a formal inventory of all of the equipment.
- 3) **COMPLETED:** By 2026 the Media Services staff will be fully housed at the municipal building, and will no longer be utilizing the space at the White Memorial Building

#### Finance Department

- 1. **COMPLETED:** Review and redevelopment of Policy Documents.
- 2. **COMPLETED:** Continue refinement of Operational and Capital Budgeting process.
  - a. Submit 2024-2025 Budget for GFOA Distinguished Budget Award Program
  - b. Improve composite score -Unknown if score improved. I cannot locate the letter.
- 3. **IN PROGRESS:** Housing Initiatives:
  - a. Develop a comprehensive financial model for affordable housing initiatives, including an impact assessment of tax increment financing.
  - b. Conduct a fiscal impact analysis for each proposed housing project, ensuring long-term financial sustainability.
- 4. **COMPLETED:** Public Communication:
  - a. Utilize digital platforms for disseminating finance-related information, like a dedicated section on our website or social media updates. This can include the recent water credit policy and informing residents they can sign up to monitor their own water usage.
- 5. **COMPLETED:** Recruitment and Retention:
  - a. Assist HR to analyze the cost-benefit of various employee retention strategies to determine if anything is more impactful than another.
- 6. **IN PROGRESS:** Business Community Relationships:
  - a. Conduct feasibility studies for potential revised agreements with CDA, UWW, and the Innovation Center.

- b. **COMPLETED:** Regular financial review of the CDA to optimize resource utilization of existing programs.

7. Financial Prudence:

- a. **IN PROGRESS:** Implement periodic financial stress tests.

**COMPLETED:** Establish a proactive departmental budget monitoring system to prevent issues like those encountered with the WAFC, focusing on maintaining appropriate budget level and ensuring spending categories align accurately with allocated funds.



## IT

- 1) **Ongoing**-Replacement of four server hosts (Hosts Virtual Servers) – 2024/2025
  - a) Current VMs are on the new appliances, and the old appliances are being decommissioned. We are in the process of upgrading the VMs and SQL instances. Depending on the complexity of the applications, this can be finished before Q4.
- 2) **Not Completed**- Conduct an external Penetration test with a 3rd Party – 2024/2025
  - a) Not started due to the delays in the server project & budgetary constraints. Delayed to 2026.
- 3) **Ongoing**-Rollout of Multifactor Authentication for Microsoft access – 2024/2025
  - a) This project is slated to go live Before 10/15/25 when Office 2019 is deprecated.
- 4) **COMPLETED**-Creation of a hardware replacement policy – 2024
  - a) Completed 10/24
- 5) **COMPLETED**- Overhaul firewall rules – 2023-2025
  - a) In the beginning of this project, we were over 540 rules, and now we are under 130. This will continue as we improve the various networks within the City and consolidate VLANs. As this is a continuous improvement project, work will continue until staff is satisfied rather than hitting a hard number.
- 6) **COMPLETED**-Replace the Aquatic Center's network switch & add more surveillance cameras – 2024
  - a) Switch replaced 4/24. WAFC elected to not add more cameras in this budget cycle.**COMPLETED**- Added IT Support Technician – 2024
  - b) Completed 3/24**Ongoing**- Create an Incident Response Management Plan – 2024-2026
  - c) Staff has begun to put together responses to various IT emergencies – specifically to network access loss at key buildings & user credentials hacked.
- 7) **Ongoing**- PC Replacement & Move to Windows 11 – 2024/2025
  - a) Most workstations in the City have been replaced or have been scheduled to be replaced. Before the end of 2025, all workstations will be no older than 2020.
- 8) **Ongoing**- Migrate the City to O365 – 2025
  - a) This project is slated to go live before 10/15/25 when Office 2019 is deprecated. The email exchange will also be migrated to a government tenant and off its existing commercial tenant.
- 9) **Ongoing**- Replace the City's VoIP System – 2025
  - a) Proposals received and in process of being evaluated. Slated to be completed before EOY.
- 10) **COMPLETED** - Optimize City Hall's wifi – 2025
  - a) Completed 9/24. New access points have been installed in the Council Chambers, in the Fire Department briefing room, and the Cravath Conference room, Police Department, and the IT office. Staff has also deployed FirstNet signal boosters in the FD & PD.

## DPW-

### Streets-

- 1) **COMPLETED** -Better communication with property owners affected by street reconstruction projects by informing them by letter of the upcoming project and obtaining emails to send out weekly or biweekly construction updates. Also provide general public with updates via social media.
- 2) Work with potential developers by providing quick and accurate information and help them walk through the process of city paperwork that may need to be filled out.
- a) **COMPLETED**– Worked with developers for Meadowview Court in providing as-builts and incorporating curb & gutter and sidewalk replacement and an asphalt overlay into the 2024 Street Maintenance program. Worked with the developer and engineer for the completion of the Park Crest Subdivision. Worked with the developer and engineer for the design of multi-family housing off Moraine View Parkway.
- 3) Develop 5 Year Street Maintenance Plan – Determine streets, with associated costs, for the next five years for improvements. Projects to include reconstruction, asphalt overlay, seal coating and crack filling.
- a) **Ongoing** – Streets for maintenance in 2025 and 2026 were determined in Q1 2025. Updated costs for 2026 reconstruction streets will be completed with the CIP. Projects for 2027 – 2030 will be updated with the completion of the road ratings for each street later this year.
- 4) Develop Sidewalk Replacement Program – Develop a systematic approach to identify defective sidewalk throughout the City and develop a plan to replace a desired amount each year.
- a) **Ongoing** – Updated the Municipal Code for sidewalk construction/replacement to better reflect current practices. Will be selecting sections of streets for inclusion in the 2026 street reconstruction projects.
- 5) Equipment Replacement Fund – Continue to define a schedule to replace vehicles and equipment in the street department to provide employees with better and up to date equipment. Some vehicles in use are over 30 years old.
- a) **Ongoing** – This is an ongoing project throughout the year to develop and update plan for upcoming budgets.
- 6) Construction of Ann Street, Fremont Street and Forests Street – Coordinate with Strand Associates in oversight of the reconstruction of Ann Street from Trippe Street to Fremont Street, Fremont Street from Ann Street to Whitewater Street, Fremont Street from Starin Road to Whitewater Creek, Forest Avenue from Church Street to 4th Street.
- a) **COMPLETED**– Fremont Street, Ann Street/Fremont Street and Forest Avenue have been completed with new sanitary sewer, water main, storm sewer, curb & gutter, sidewalk and asphalt pavement.
- 7) Biennial Street Projects - Together with Superintendents and Strand, develop construction plans for street reconstruction projects in 2026.

- a) **Ongoing** – Strand is actively developing plans for Jefferson Street, North Street, and Putnam Street for reconstruction in 2026. Staff is involved in answering questions and making decisions on design aspects.

## WASTEWATER-

- 1) For phosphorus compliance, the utility continues to work towards the final end goal of 0.075 mg/l. Currently, the utility is reaching compliance via the Multi Discharger Variance. However, this variance is scheduled to end in 2027 (it may get extended pending EPA approval). Compliance options after the termination of the MDV program vary and will continue to be evaluated. The utility will continue to work towards evaluating nutrient trading and construction options. Regardless of the chosen compliance option, there will be increased costs to reach the permitted phosphorus limits.
  - a) **Ongoing** – Staff continue to talk to DNR and attend classes to learn and stay up to date on the MDV. We continue to look at process tweaks to the system.
- 2) 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. With the addition of many new staff members at the Wastewater Utility it is crucial to develop a knowledge base within staff members that provides sound succession planning as well as efficient operation of the utility.
  - a) **Ongoing** – Scheduled in-house trainings have taken place and will continue.
- 3) 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.
  - a) **Not Completed** – Task not started as of yet.
- 4) In recent years staff has worked hard at updating the information in the GIS system. The goal is to continue updating by providing maintenance records and updated locations when sewers are reconstructed.
  - a) **Ongoing** – Staff is working with Laura on inputting new data and cleaning up the wastewater layers within the GIS system.
- 5) As an ongoing need, we will continue to plan for and verify that we can access all off-road sanitary structures in the event of emergencies. Interceptor sewer mains will be the first lines targeted.
  - a) **Not Completed** – Due to some staff changes, this project has not started yet.
- 6) Continue to evaluate bio-solids handling processes and long-term planning as it relates to increased biosolids regulations and land application availability. The utility is currently working with an engineering firm to develop a long-term plan.
  - a) **COMPLETED** – Biosolids study has been completed. Based on alternatives investigated, staff has determined it best to maintain the existing anaerobic digesters centrifuge. If DNR regulations for biosolids change, the alternatives in the study will be reevaluated.

## WATER-

- 1) Continue in-house residential meter replacement program and cross-connection inspections. Review ways for better communication with customers on scheduling appointments.
  - a) **COMPLETED** – Staff updated the Share Calendar for easier use and there is additional follow-up after an appointment is scheduled.
- 2) Continue with an outside firm to do our non-residential cross-connection program. Provide better communication to businesses on the reason for these inspections.
  - a) **COMPLETED** – There has been improved communication between HydroCorp/City and the property owners as to the need for these inspections and what is being looked for during the inspections.
- 3) Complete both private and public side water lateral material identification per DNR/EPA mandate and enter information into the EPA website by October, 2024.
  - a) **COMPLETED** – Staff has collected all required information and has completed the required spreadsheet.
- 4) Create program and timeline to replace private and public lead laterals. Communicate with council members and affected property owners the health implications of lead laterals.
  - a) **Ongoing** – This project has been bid out and awarded to a contractor. Public and private lead service lines will be replaced between June and August of 2025. All property owners have been notified and returned entry authorization forms. The City was notified it will receive 100% principal forgiveness for the private side laterals and an 0.25% interest rate on the borrowed money for the public side laterals.
- 5) Investigate turning the bulk water fill station from manual operation and billing to an automatic system to make it more efficient for the companies who use it.
  - a) **COMPLETED** – This project was looked at with the updates to Well 7. However, no feasible and economical solution was found.
- 6) Monitor and review new water test standards and containment levels (like PFAS) from the EPA .
  - a) **Ongoing** – New standards are being discussed for PFA's. The City's last test for these forever chemicals provided a Non-Detect. The City continues to test quarterly for PFA's.

## STORMWATER-

- 1) Storm Sewer Maintenance Tracking – 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.
  - a) **Not Completed** – This will be a 2025 Goal to be started over the summer.

- 2) Communicate with Private Post-Storm Water Management Device property owners on the need to clean and maintain their devices to be in compliance with City and DNR requirements.
  - a) **Ongoing** –Follow up inspections were completed with private property owners who required maintenance. Letters were sent to property owners who still needed to complete maintenance with a deadline of July 31, 2025. If maintenance is not completed, the city will commence the maintenance work in 2026 and invoice the property owner.