



Office of the Fire/EMS Chief
312 W. Whitewater Street
Whitewater, Wisconsin 53190

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Telephone: (262) 473-0116

To: John, Weidl, City Manager
From: Kelly Freeman, Fire/EMS Chief
Date: July 10, 2024
Re: 24/25 Department Goals Update

- **Community Safety:** Enhancing overall community safety through prevention, education, and emergency response.
 - **Ongoing-** The importance of education and assistance during fire inspections and Pub Ed events will help the citizens better understand fire safety and the importance of code enforcement. This will lead to a more positive working relationship between the fire department and community.
- **Training and Development:** Ensuring that personnel receive ongoing training to stay current with the latest firefighting and emergency medical techniques, technologies, and standards.
 - **Ongoing-** Training is and always will be an ongoing practice of the fire service and the department. We are looking to build a state-of-the-art training facility not only to aid in the training of staff, but as a tool to attract and retain employees. Since July of 2023, our service has been providing Paramedic level service to our response area. We currently have 5 Paramedics on staff, with another 2 in their final days of class that will be operating as Paramedics by late summer.
- **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.
 - **Ongoing-** Turnout times have plateaued. The bunkroom project is currently on hold until bidding reopens the fall of 2024.
- **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.
 - **Ongoing-** Equipment is scheduled annually for inspections, preventive maintenance and pump testing. Weekly our maintenance crew makes repairs as needed and anything beyond their scope of practice gets scheduled with a local dealer or repair shop as needed. The 1st due replacement Engine should be delivered September of this year. The new Ambulance is expected

to be delivered February of 2025, and the new Tower Ladder should be delivered September of 2025.

- **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.
 - **Ongoing-** For now, staff has agreed to host the Pancake Breakfast on September 8th, 2024. AC Dion and Fire Inspector/Lt Jacob Maas created educational videos regarding Chimney safety, the importance of smoke detectors, wildland fires, and fire extinguishers. Staff will attend Pub Ed events at the local schools during Fire Prevention Week in October.
- **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.
 - **Ongoing-** Chief Freeman and AC Dion attend bi-monthly MABAS meetings in all 3 counties that we provide service in for our response area.
- **Budget Management:** Efficiently managing budgets to ensure the department has the necessary resources for operations, equipment, and personnel.
 - **Ongoing-** This continues to be a moving target. Staying competitive with wages and paid time off will be the department's biggest challenge in retaining employees.
- **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.
 - **Ongoing-** Walworth Co radio project should be going live later this year. We continue to provide accurate department metrics due to implementing our RMS in 2023.



To: John Weidl, City Manager
From: Sara Marquardt, HR Manager
Subject: 2024-2025 HR Department Budget Goals
Date: May 23, 2024

Listed below is the progress to date on the 2024-2025 HR Department Budget Goals.

- **HR will track and report on the following Core Services:**

- Classification & Compensation
 - Open Reclassification Requests
 - Completed Reclassification Requests
- Employee Benefits
 - FMLA Requests (YTD)
 - FMLA Denial Reasons
 - Workers Compensation (YTD)
- Employee & Labor Relations
 - Grievances (YTD)
 - Open Grievances
 - Closed Grievances
- Recruitment & Selection
 - New Hires
 - Transfers
 - Promotions
 - Separations
 - Active Recruitments
 - Recruitment Misses
 - Job Offer Declines
- Flexible Work Arrangements
 - Summary Information
- Employee Handbook Modifications (Future)
- **Ongoing Forever** – At the January 16, 2024 meeting, the City Council received the inaugural Core Services Report and requested an annual update. Additionally, HR has incorporated the annual turnover rate into the tracking metrics, setting a preliminary goal of keeping it under 20%.
- **Implement a performance evaluation process** for evaluation of 2023 performance with adjustments for future evaluations.
- **Ongoing** – To date, the HR department has surveyed other communities requesting copies of their performance evaluation processes, provided example evaluations to department directors and the emerging leader team for comment and has a draft in development for consideration.
- **Draft, review and implement an Employee Manual** that is relevant and consumer-friendly with the additional goal of online access.

- **Ongoing** – After months of meetings, revisions, and focused reviews, the draft Employee Handbook has just completed a two-week employee comment period. The comments are being compiled and will be considered for inclusion. Additionally, the entire handbook is currently with the City Attorney for legal review. Once the review is complete, the handbook and related policies will be submitted to the Finance Committee and City Council.

- **Develop and implement a Staff Appreciation and Recognition Program** that is efficient and meaningful.
 - **Ongoing** – The Employee Handbook includes a new Staff Recognition Policy, developed based on employee feedback and suggestions from the City Manager. Additionally, the HR Department is committed to organizing open house opportunities for employees to learn about other departments, hosting large staff events like the Employee Picnic and Wellness Event, and arranging smaller appreciation events such as National Cheese Day, where employees can enjoy cheese and be reminded that it's "grate" to have them.
 - Open Houses for 2024 – Aquatic & Fitness Center (March 6) and Police Department (tentative for July) Large Events – Wellness Event (May 22), Employee Picnic (June 19) and Employee of the Year (December)
Smaller Appreciations – Pizza Day (February 8), National Cheese Day (June 4) and TBD (September and December)
 - The HR Department will continue to utilize focus groups and employee surveys to gauge employee meaningfulness.

- In conjunction with the Finance Department, **develop and implement a strategic Compensation Plan** that is competitive and cost-effective.
 - **Ongoing** – The salary study has been completed and approved (mostly) by the City Council. The Finance Department deserves the bulk of credit for the study and presentation of results. HR is assisting with the compilation of example compensation plans and strategies.

- **Develop and implement a City-wide Onboarding process**, utilizing ONBOARD, online tools and employee mentoring.
 - **Ongoing** – HR met with a Neogov representative on April 17 to discuss our use of both Onboard and Perform. They covered available resources and training opportunities. Further progress on this goal is anticipated following the approval of the Employee Handbook and the finalization of the performance evaluation process.



Office of Public Works
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To: John Weidl, City Manager
From: Brad Marquardt- Director of DPW
Date: July 2024
Re: - 24/25 Budget Goals

2024 STORMWATER DEPARTMENT GOALS

- **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.
 - **Not Completed** – This will be a Q3 start.
- **Communicate with Private Post-Storm Water Management Device** property owners on the need to clean and maintain their devices to follow City and DNR requirements.
 - **Ongoing** – Inspections were completed and letters sent to owners last year. Follow up inspections will be completed in June/July and follow up communication will go out.

2024 STREET DEPARTMENT GOALS

- **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.
 - **Ongoing** – Letters were sent to residents along Fremont Street before the project began informing them of the project, what to expect and to provide an email address if they wanted updates. Only a few emails were received. Updates will be provided to residents when a new operation is commenced, such as moving from sanitary sewer work to water main work. Letters will be sent to residents of the other projects closer to their respective start dates.

- **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.
 - **Ongoing** – 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. Will be working with new developer for the remainder of the Park Crest Subdivision.
- **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.
 - **Not Completed** – This will be a Q3 project.
- **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.
 - **Ongoing** – Looked into sidewalk utility. League attorney said transportation utility is being challenged in court and may want to wait. Plan is to take it bac to Public Works Committee for review.
- **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.
 - **Ongoing** – This is an ongoing project throughout the year to develop and update plan for upcoming budgets.
- **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 Street from Church Street to 4th Street.
 - **Ongoing** – Fremont St currently under construction. Preconstruction meetings planned for week of June 10 for Ann/Fremont and week of June 17 for Forest.
- **Biennial Street Projects** - Together with Superintendents and Strand, develop construction plans for street reconstruction projects in 2026.
 - **Not Completed** – This will be a Q3 start date.

2024 WASTEWATER DEPARTMENT GOALS

- **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.

- **Ongoing** – Staff continue to talk to DRN and attend classes to learn and stay up to date on the MDV. We continue to look at process tweaks to the system.
- **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.
 - **Ongoing** – Scheduled in-house trainings have taken place and will continue.
- **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.
 - **Not Completed** – Task not started as of yet.
- **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.
 - **Ongoing** – Staff is working with Laura on inputting new data and cleaning up the wastewater layers within the GIS system.
- **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.
 - **Not Completed** – Q3
- **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.
 - **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.

2024 WATER DEPARTMENT GOALS

- **Continue in-house residential meter replacement program** and cross-connection inspections. Review ways for better communication with customers on scheduling appointments.

- **Ongoing** – By the end of May there will only be approximately 80 of the 355 goal replacements left to do. Staff updated the Share Calendar for easier use and there is additional follow-up after an appointment is scheduled.
- **Continue with an outside firm to do our non-residential cross-connection program.** Provide better communication to businesses on the reason for these inspections.
 - **Ongoing** – HydroCorp is the City's outside firm providing these inspections. This is their 3rd year which means they are mainly doing inspections on non-residential properties from the first year. 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.
- **Complete both private and public side water lateral material identification per DNR/EPA mandate and enter information into the EPA website by October, 2024.**
 - **Ongoing** – Staff has collected all required information and has completed the required spreadsheet. The spreadsheet is being sent to the DNR for an initial review. Any comments will be incorporated for final submission. One ongoing question with EPA is who is responsible and to what extent for water laterals within a mobile home park.
- **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.
 - **Not Complete** – Once DNR approves the submitted spreadsheet, staff will need to send information (brochure) to properties who have a lead lateral with suggestions of how to mitigate lead exposure.
- **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.**
 - **Not Complete** – This project will be looked at with the Well 7 modification project later this year.
- **Monitor and review new water test standards and containment levels (like PFAS) from the EPA .**
 - **Ongoing** – New standards are being discussed for PFA's. The City's last test for these forever chemicals provided a Non-Detect.



Office of Economic Development
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To: John Weidl, City Manager
From: Taylor Zeinert, Director of Economic Development
Date: July 10, 2024
Re: 24/25 Budget Goal for the Office of ED

- **Enhance Housing Development Strategies:**
 - **In progress-** Support the city's effort to develop detached and other family-style housing, aiming for 20 units annually over the next five years.
 - The Office of Economic Development worked with US Shelter to facilitate the project on Meadowview court. Additionally, the office has worked with Slater regarding apartments on the Kowalski property and Neumann on the remainder of Park crest development.
 - **Not Complete-** Implement this through proactive initiatives and policies like development incentives and through programs like marketing sites to developers and supporting innovative land deals.
 - The Office has not made this a priority in Q1 and Q2. However, will make this a priority in Q3 and Q4.

- **Business Attraction and Growth:**
 - **In progress-** 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.
 - The office has completed 15 BRE visits in Q1.
 - **Complete-** Employ strategies such as marketing, attending and hosting development summits, and building relationships with site selectors and brokers.
 - The office held a Housing Roundtable event that had 67 attendees. These attendees ranged from realtors, landowners, developers and elected officials.
 - **Complete-** Facilitate outreach and events for entrepreneurs and startups. The office completed the Whitewater WindUp. This business plan competition helps current and new businesses in our area.

- **Downtown Revitalization:**
 - **In progress-** Address downtown vacancies and facilitate rehabilitation of blighted commercial properties.

- 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.
 - **In progress-** Revise the loan programs to include lower interest rates, grant option, and other modernizations to spur investment.
 - A draft is currently being reviewed by the City Manager. The proposed version is slated to go to the CDA in June meeting.
 - **Not Completed-** Promote the use of existing resources for business and residential revitalization.
 - The Office has not made this a priority in Q1. We will make this a priority in Q3.
-
- **Collaborative Community Development:**
 - **In progress-** 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).
 - With the completion of the Whitewater Windup, the construction of Aldi, Starbucks, and Meadowview apartments the momentum in Whitewater is changing. I truly believe that we are pivoting ourselves to change the landscape of Whitewater in the coming years.
 - **In progress** Apply a team-oriented approach in committee discussions to enhance collective decision-making, emphasizing the value of diverse viewpoints and collaborative problem-solving.
 - Diversity is a top priority of this office. Making sure that we have resources for all to be successful both from an entrepreneur standpoint and from a resident stand point is crucial.
 - **In progress-** Align actions and decisions with community interests and the strategic plan, prioritizing public benefit over personal interests of individual committee members.

MEMORANDUM

To: John Weidl, City Manager
Rachelle Blitch, Director of Finance and Administrative Services
From: Tim Neubeck
Date: May 15, 2024
Re: 2024 - 2025 Budget Goals

- **Replacement of four server hosts (Hosts Virtual Servers) – 2024**
 - **Ongoing** - The project had to be rescoped due to new CJIS requirements for the Police Department requiring their own device and the changing needs of Wastewater and Water. This will be completed before the end of the year.
- **Conduct an external Penetration test with a 3rd Party – 2024**
 - **Not Completed** – This has not been started yet.
- **Rollout of Multifactor Authentication for both email & network access – 2024**
 - **Ongoing** - This project is in limbo as we are trying to discover best practice for MFA in shared vehicles with shared devices such as in Police and Fire vehicles. Other communities have not done this yet, but not doing so only kicks the can down the road. Staff is coordinating with Digicorp on a plan.
- **Creation of a hardware replacement policy – 2024**
 - **Ongoing** - Rough draft complete.
- **Overhaul firewall rules – 2023/2024**
 - **Ongoing** - 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.
- **Replace the Aquatic Center's network switch & add more surveillance cameras – 2024**
 - **Ongoing** - The new network switch was installed in April, 2024. This switch replaced 2 other switches which have been redeployed – the non-POE switch is used within the IT office to expand to 4 workstations, and the POE switch is now a hot spare in the event a switch goes down or a temporary switch is needed (i.e. Spring Splash). We are waiting to hear from the Aquatic Center on where and how many new cameras are needed.
- **Hire an IT Support Technician – 2024**

- **Completed** – Employee hired 3/4/24.
- **Create an Incident Response Management Plan – 2024**
 - **Not Completed** – This formal plan has not been started yet.
- **Replace 1/3 of the City's PCs – 2024/2025**
 - **Ongoing** - So far over 15 new devices have been deployed primarily in the Police and Water Departments where staff identified the oldest and least efficient devices to be. The Fire Department has devices that were ordered and are awaiting delivery.
- **Migrate the City to O365 – 2025**
 - **Not Completed** – This is dependent on the new server project.
- **Replace the City's VoIP System – 2025**
 - **Not Completed** – This is dependent on the new server project.
- **Optimize City Hall's wifi – 2025**
 - **Ongoing** – New access points have been installed in the Council Chambers, in the Fire Department briefing room, and the Cravath Conference room. Another is in process of being installed within the Police Department. Staff will then evaluate coverage.



Irvin L. Young Memorial Library

MEMORANDUM

To: John Weidl, City Manager
From: Diane Jaroch Library Director
Date: May 28, 2024
Re: 2024/25 Budget Goals

- **Library will begin the expansion and renovation process** for the existing library building. **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. **Completed**
- **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.
 - **Ongoing**- We are still working on analyzing the data from all four years.
- **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.
 - **Completed**- We did an instructional video in 2023 on how to get a library card.
 - **Ongoing**- 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.
 - **Not completed**-The library will host a welcome back celebration week when the library reopens after being closed for Phase 1 of the construction project.
 - **Ongoing**-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.
 - **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.
 - **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.
 - **Not 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.

- **Not completed**-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. This will be done through the use of our website, social media outlets, and printed flyers within the library.

MEMORANDUM

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To: John Weidl, City Manager
From: Becky Magestro, Chief of Staff
Date: July 10, 2024
Re: 2024 Budget Goals



- **Ongoing-** Facebook Analytics- July 20204

Page Overview


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Followers: 3,833



Last 28 days

 Post reach 

52,915

 Post Engagement 

7,916

 New followers 

54

- **Continue 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.
 - **Ongoing-** Adding 3 posts or more daily to Facebook and Instagram. Working on completing level 2 on Facebook to hopefully increase our followers.
- **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.
 - **Ongoing-** Community Involvement and Cable TV commission is starting up on May 22, 2024. Hoping to get information from the community what they would want to see in regards to content.
- **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.
 - **Ongoing-** We have completed one. Looking for input from Economic Development on which business to showcase.
- **Work with other departments to create 'how-to' videos** specific to each department in case of absences/new staffing.
 - **Ongoing-** We have completed 3 videos- TIF, how to apply for a job with the City of Whitewater, and How to get access to the Library during construction. We are still continuing to make more videos.

- **Continue to gradually update equipment to non-obsolete gear.**
 - **Ongoing-** We have purchased new projectors, new microphone to help move forward with this goal.
 - **Completed-** White Building is completely emptied of all media services gear.
 - **Ongoing-** We are starting to inventory our equipment.

- **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**
 - **Completed-** The white building is completely cleanout. All electronic and other gear has been cleaned out of there.



Parks & Recreation Department
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MEMORANDUM

To: John Weidl, City Manager
From: Kevin Boehm, Director of Parks
Date: May 20, 2024
Re: 2024/2025 Parks Department Budget Goals

Parks Department

- **Develop Lakes District to create a comprehensive approach integrating environmental conservation and enhancing the health of Trippe and Cravath Lakes.**
 - **Ongoing**- UW Extension is meeting with the Lake Advisory Committee to host workshops on Lake District creation. 6 months – 2 years to complete
- **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.
 - **Completed**- First meeting held in January of 2024
 - **Completed**- Developed section of website that shares information about the lakes with the community.
 - **Ongoing**- Bids have been accepted and are going for committee and council approval on cattail removal and dredging. End of 2024.
- **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.**
 - **Ongoing**- Contracted with SEWRPC for phase 1 of creating Comprehensive Lakes Management Plan. 2 years to complete
- **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.
 - **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.
- **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.
 - **Ongoing**- Working with Tourism Council and Chamber of Commerce to promote events and the City as a whole. Continuous

- **Ongoing**- Working with UWW, 4H Special Olympics and other community groups to host and enhance events within Whitewater. Continuous
- **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.
 - **Ongoing**- Staff will receive training for new translation software in May of 2024.
 - **Ongoing**- New recreation software will have the ability to translate registration pages to numerous different languages.
 - **Ongoing**- Recreation department working with Downtown Association to develop Christmas at Cravath, a walkthrough Christmas light display. November 2024
 - **Not Completed**- 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
- **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.
 - **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)
- **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.
 - **Ongoing**- Scheduled to meet with SEWRPC and the UWW Sustainability Department in June. 1-2 years

WAFC

- **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.
 - **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
- **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.

- **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
- ~~Develop a variety of programs that cater to the diverse needs, age groups, and skill levels of our community patrons, ensuring affordability, relevance to current trends, and efficient utilization of available resources.~~
- Evaluate and restructure party packages to enhance customer satisfaction, profitability, and market competitiveness.
 - **Completed**- Party Packages have exceeded the budgeted revenue by \$10,000 in the first quarter of 2024!
- ~~Utilize marketing plan to enhance communication effectiveness and maximize marketing impact, resulting in increased engagement, brand consistency, and customer-centric strategies.~~
- **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.
 - **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
- **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.
 - **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.

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.
 - **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
- **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.
 - **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
- **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.

- **Ongoing**- I am working with Ethan to develop our break even #'s and utilizing sponsorship to offset any costs that will prevent us from lowering our prices and becoming the most affordable sports program offered in the community. Fall of 2024

Whitewater Police Department 2024 Strategic Goals

- 1) Utilize Propio to communicate and provide services to segment of the Whitewater population that doesn't speak English.**

Action Plan:

Whitewater is in the midst of a massive shift in demographics with many non-English speakers moving into the area. In order to meet this need, staff at all levels of the Whitewater Police Department organization will utilize Propio Language Services throughout 2024 to better communicate with individuals who do not speak English. Our clerical staff and dispatchers will use the system when within the police department or when communicating with individuals over the phone. Our patrol officers will primarily use the system while responding to calls for service to ensure the contact is completed as efficiently as possible, while getting all pertinent information effectively communicated to all parties. The administrative staff will utilize Propio when appropriate during community outreach events to foster inclusion and ensure the resources provided by WPD are accessible to all. The Whitewater Police Department's use of Propio is tracked. Quarterly, statistics will be run to determine how many times our staff has used Propio, the average call time for a session, as well as to determine what employees may need additional training or assistance in utilizing Propio.

Goal Impacted:

How will the City find ways to communicate without a newspaper? Increase understanding of how the community broadly consumes information and become more efficient in sharing information.

- 2) Use innovative communication techniques by using the PD Facebook page in increasingly creative ways.**

Action Plan:

Whitewater Police Department staff currently utilizes social media via Facebook. However, the information posted is relatively common in law enforcement utilizing written posts and photo attachments. In order to better serve the community, the WPD administration will begin posting video recorded press releases when appropriate and will post recorded WPD officer body cam footage (redacted as needed) showing examples of noteworthy officer interactions. Equipment including a video prompter and banner will be explored and purchased if feasible to assist in ensuring posting video recordings are professional. Staff will post a minimum of four video recorded press releases or WPD officer body cam recordings in 2024. WPD administrative staff will review this goal quarterly to determine if we are on track for the annual goal.

Goal Impacted:

How will the City find ways to communicate without a newspaper? Increase understanding of how the community broadly consumes information and become more efficient in sharing information.

3) Implement a Spanish fluency incentive for our sworn personnel.

Action Plan:

The Whitewater Police Department administration recognizes how critically important it is to employ and retain staff who can speak foreign languages. Given the current demographic shift occurring in Whitewater, the ability to speak Spanish is extremely desirable. To address this, the administration's goal is to establish a Spanish fluency incentive with both the Whitewater Professional Police Association (WPPA) and the Whitewater Professional Police Supervisory Association (WPPSA). The annual stipend will award \$500 to sworn staff who can prove they fluently speak and read Spanish. By July 1, 2024, WPD administrative staff will evaluate whether or not the incentive is incorporated through the bargaining processes, and if implemented, will analyze the impact to determine if extending such an incentive to non-sworn staff should be considered.

Goal Impacted:

How will the City improve and communicate recruitment and retention efforts with a focus on diversity? To identify metrics to improve retention and evaluate or establish recruitment measures.

4) Offer business checks by staff trained in crime prevention.

Action Plan:

In order to attract business to the City of Whitewater, business owners must first believe that the City is a safe place to run a business. To that end, in 2024, the Whitewater Police Department will develop a team of officers trained to complete crime prevention assessments for businesses within the City, with the goal of completing 12 assessments in 2024. The environmental design of the business will be reviewed to include lighting, doors, windows, locks, surveillance systems, signage, alarm systems, as well as employee access. A written report will be created by the officer that will serve to document the strengths of the business and will also provide recommendations on what improvements could be made. This service will be advertised on the WPD Facebook page and administrative staff will review the goal quarterly to ensure the department is on pace to meet the goal. If needed, additional advertising work will be done to get word out to business owners.

Goal Impacted:

How will the City support a thriving business community (including business attraction)? To better understand the underlying issues and then leverage resources.

5) Implement a Mental Wellness Program (MWP) for all police department staff.

Action Plan:

The Whitewater Police Department will create a Mental Wellness Program (MWP) in order to address the mental health needs, and ultimately, assist in the long-term retention of our staff. Unfortunately, WPD staff are exposed to a variety of unhealthy and stressful situations in the course of their duties. This impacts staff at all levels of the organization. Our dispatchers are burdened with hearing crying and screaming during critical incidents, but not being able to be there for their closure. Our sworn staff directly witness tragic incidents and circumstances from abuse and maltreatment, to automobile crashes and death. Our clerical staff have to view these incidents second-hand as they review body cam footage for redaction when records are requested. The MWP would require each staff member to attend an annual appointment with a trained clinical psychologist specializing in law enforcement for a mental health check-in. Staff would be given the day off on the day they attend the appointment. This program will cost the department \$10,000 annually.

Goal Impacted:

How will the City improve and communicate recruitment and retention efforts with a focus on diversity? To identify metrics to improve retention and evaluate or establish recruitment measures.