



Village of Shorewood



**2020 Annual Report
Village Departments**

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VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Clerk and Customer Service Department

Department Head: Sara Bruckman, Village Clerk

Summary of Department Services

The Clerk and Customer Service Department commits to provide seamless services to our residents, by phone, mail or online. The Clerk and Customer Service Department commits to providing an extraordinary customer service experience to Shorewood residents - every customer, every time.

We accomplish this goal by:

- Delivering consistently excellent customer service to all our customers
- Consistently performing beyond customer expectations
- Being sensitive to the needs and concerns of all our citizens
- Consciously listening to our customer's requests
- Representing the Village of Shorewood in a professional manner
- Making every interaction between our customers and ourselves a positive one
- Treating every individual with respect and as the most important person in our day
- Administering elections in accordance with state statutes under the direction of the Wisconsin Election Commission
- Meeting transparency goals by making available the official agendas and minutes of Village Board and other meetings
- Maintaining Village Ordinances and Resolutions
- Administering alcohol, business and special event licenses/permits
- Collecting of real estate and personal property taxes
- Managing the annual Board of Review
- Maintaining official Village records
- Coordinating the appointment process to the Village's boards, committees, and commissions

This Annual Report of the Clerk and Customer Service Department is intended to describe the day-to-day activities and services of the departments. While the activities of this department is not very "glamorous," they are very essential to the day-to-day functioning of the Village. The charts reflect only totals; the efforts taken by staff to obtain the results are folded into the daily business of Village Hall—our job. Great pride is taken by the Clerk and Customer Service Department in performing these duties in a timely and efficient manner, which aims to minimize customer complaints and maximize customer satisfaction.

Current Personnel and Organization Structure

The Clerk and Customer Service Department is comprised of four staff positions: Village Clerk Sara Bruckman; Deputy Clerk/Customer Service Manager Diane De Windt-Hall and Customer Service Associates Ann Krechel and Teri Repins. (In 2020, we were especially grateful for the assistance we received from staff in other Village departments during the April and November elections.) The Village Clerk reports to the Village Manager and is responsible for election administration, records retention and overall management of the department; serves as staff liaison to the Board of

Appeals, Board of Review and the Village Board. The Deputy Clerk/Customer Service Manager reports to the Village Clerk and assists with election administration, serves as staff liaison to the Shorewood Foundation and Public Art Committee, supervises the customer service staff and provides assist with many of the core services. The Customer Service Associates maintain the day-to-day flow of the department by: providing services over the phone, by mail and by email, processing payments, assisting with elections, filing and posting agendas, etc. and a multitude of assorted tasks too numerous to mention.

2020 Work Accomplishments & Service Delivery

2020 proved to be a challenging year for the Clerk and Customer Service Department. COVID-19's impact on the way our core services were carried out required management and staff to be ready to pivot on a dime.



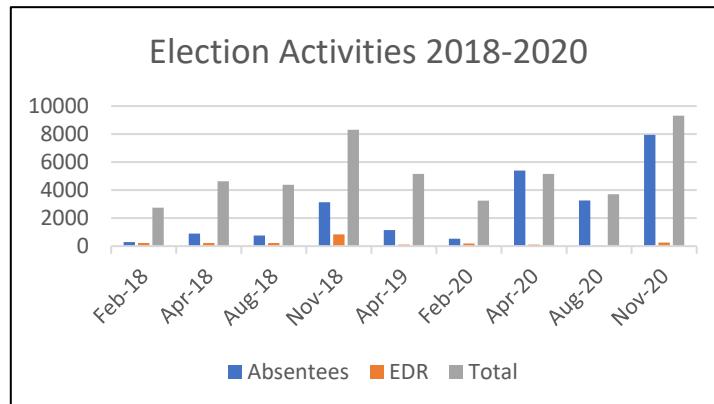
Parking Wars. The results of the 2019 Transportation and Parking Study coordinated by Planning and Development Director Bart Griepentrog resulted in some major changes in overnight, on-street parking and enforcement which became effective in 2021. Preparation for those changes took place in 2020 and included developing a communication plan, in conjunction with the

Police Department, to disseminate this information to all Shorewood residents. The communication plan included website updates, articles for the Shorewood Today magazine and Manager's e-newsletter, a mass email to current parkers and landlords, notifications left on vehicles and other outreach efforts. Permit sales declined due to concessions made in light of COVID-19.

Elections. There were four (4) scheduled elections in 2020, including the November Presidential Election.

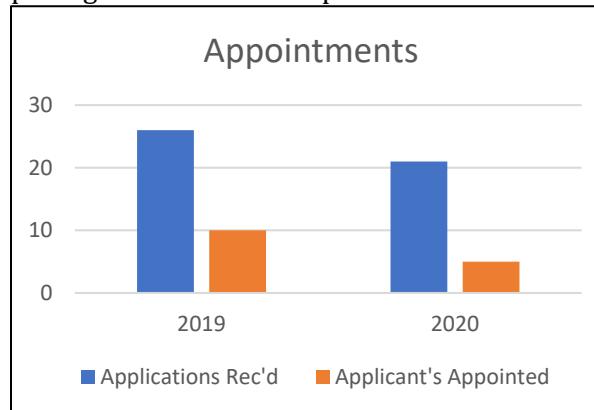
In February, staff coordinated and participated in Badger Book (electronic poll book) training for election inspectors for Wards 1-4. In April, the majority of our seasoned election workers decided not to participate in the election due to concerns related to the COVID-19. As a result of these last minute decisions, staff and Planning and Development Director Bart Griepentrog pivoted to take on the role of Chief Inspectors in order to manage the polling locations and process the 5000+ absentee ballots on Election Day. In August, our Chief Inspectors returned back to duty which allowed staff to introduce Badger Book training for Wards 5-8. The November 4 election proved to be another pivotal moment—processing almost 8000 absentee ballots. The election concluded with participation in the recount on November 21-22.

In addition to the election ups and downs, staff made adjustments to its daily operations to ensure that our residents were able to conduct their necessary business while Village Hall doors remained



closed. This included making appointments to meet people at the door, take their paperwork and bring them back a receipt—unorthodox but effective.

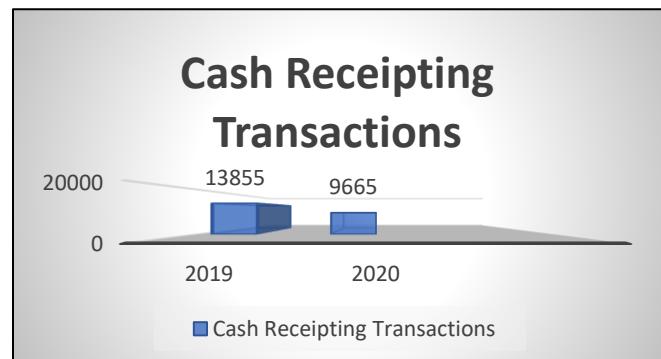
Express Vote Machines. A 2020 initiative of the Clerk and Customer Service Department relating to elections was to purchase and implement the Express Vote automarking machines for use at our polling locations. The Express Vote machines allow voters to “mark” the ballot electronically



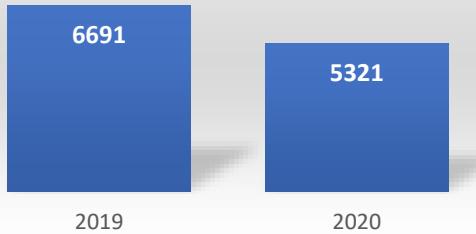
reducing the risk of error. The machines were received in 2020, however, with the additional issues that arose with COVID-19, staff determined that implementation would take place with the February 2021 election.

Volunteer Committee Appointments. In 2020, the Village Clerk received, reviewed and processed 21 new applications to serve on various boards, commissions and committees. The Village Board approved five (5) of these new applicants for appointments in 2020.

Cash Receipting Transactions. Clerk and Customer Service staff is responsible for processing all payments to the Village of Shorewood, i.e. taxes, utility bills, permits, licenses, etc. Our two Customer Service Associates, Ann and Teri, processed 9665 OTC transactions in 2020 and 13855 in 2019; a decrease of approximately 30%. This number does not include tax payments which are processed using a different program.



GCS Transactions



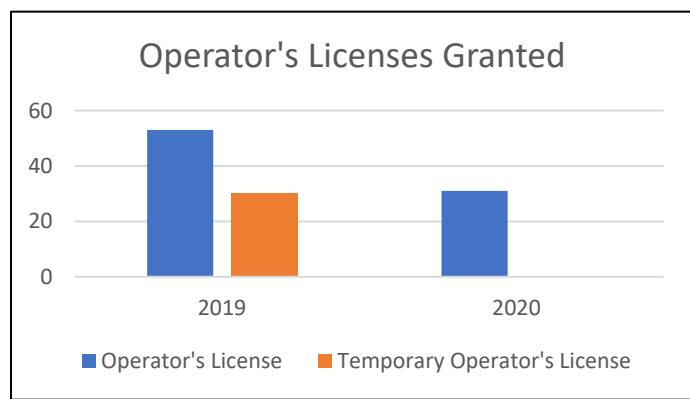
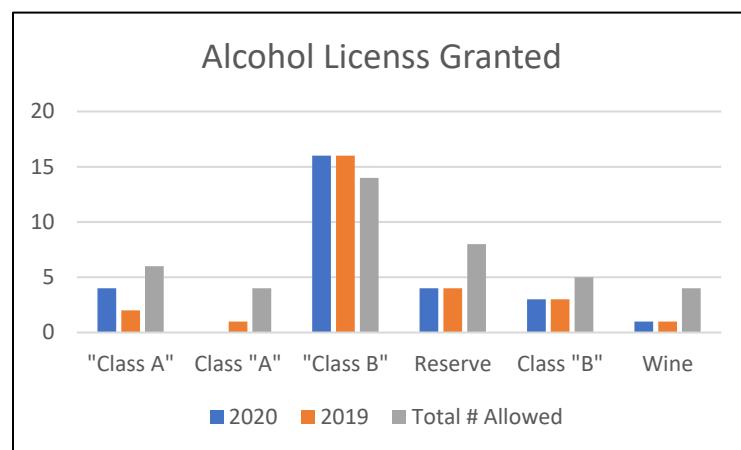
GCS Transactions (Tax Payments). Clerk and Customer Service staff is responsible for processing all real property and personal property tax payments. In 2020, staff processed 5321 OTC payments and in 2019, staff processed 6691 OTC payments; a decrease of approximately 19.5%.

Due to COVID-19 and the fact that Village Hall is closed to the general public, many residents chose to make their tax payments on-line via credit card or electronic check. For those property owners who desired to make an in-person payment for

their property taxes, Clerk and Customer Service staff arranged to take payments at the door and provide them with a receipt immediately. This approach worked well for those instances.

Licensing-Alcohol. The Wisconsin State Statutes and the Village of Shorewood Village Code have set limits on the number of each type of Alcohol License issued in the Village of Shorewood, as represented in the chart in gray.

- "Class A" = Intoxicating Liquor and Fermented Malt Beverage, off premises consumption
- Class "A" = Fermented Malt Beverage, off premises consumption
- "Class B" = Intoxicating Liquor and Fermented Malt Beverage, on premises consumption
- Reserve "Class B"= Intoxicating Liquor and Fermented Malt Beverage, on premises consumption
- Class "B" = Fermented Malt Beverage, on premises consumption
- "Class C" = Wine, on premises consumption



Licensing-Operators. The Clerk and Customer Service Department issues a number of Operator's licenses—also referred to as Bartender's licenses—each year. Temporary Operator's licenses are issued for short periods of times, such as for a special event. COVID-19 concerns resulted in the cancellation of all special events, including the 4th of July parade and fireworks; therefore, there were no temporary operator's licenses sold in 2020.

Licensing-Miscellaneous. The Clerk and Customer Service Department issues a variety of miscellaneous license as noted in the chart. Again COVID-19 curtailed some activities that required licenses, i.e. parades and short term/temporary cabaret. However, most businesses renewed for the 2020-2021 license year.



Future Initiatives, Budget Impacts & Fee Updates

The Clerk and Customer Service Department has one major initiative for 2021—the transition of the Deputy Clerk/Customer Service Manager position. There is no anticipated negative budget impact associated with this transition.

There are no planned fee updates for 2021.



Transition of Deputy Clerk/Customer Service Manager position. The Deputy Clerk/Customer Service Manager has indicated that she will be retiring in 2021. While an exact date has not yet been determined, it is anticipated that the official date will be sometime in the summer of 2021. The Village Manager, Village Clerk and Deputy Clerk will continue working on a transition plan, to include: updating the current job description, reviewing current duties to determine if they are still a necessary function of the Village and if they can be assigned to existing staff and possible revamping of the department.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Municipal Court

Department Head: Judge Margo S. Kirchner

Summary of Department Services

Include services the department performs on an ongoing annual basis. Feel free to utilize any current language in our budget narratives to include here. Feel free to include an image or remove the option of an image if space does or does not allow for it. Departments will have the opportunity to go into more detail about 2020 services in a future section.

Village of Shorewood Municipal Court. The Shorewood Municipal Court has jurisdiction over alleged infractions of the Shorewood Municipal Code. These non-criminal violations are punishable by forfeiture (fine) in an amount set by the State of Wisconsin or the Shorewood Village Board. Infractions include traffic citations, parking citations, and other non-criminal code violations occurring in Shorewood. Court is held twice monthly, generally during the evening of the first Wednesday and third Tuesday. Outside of court sessions, the Municipal Judge and Court Clerk handle written stipulations and motions and the Court Clerk processes orders, payment of forfeitures, and other matters and provides customer service to those contacting the court for information.



Current Personnel and Organization Structure

Utilize this space to remind the community and officials of your current organization structure, listing the current positions, total FTE count, and the individual names of people in leadership positions. You may include details of a significant staffing change due to promotion, hiring, retirement, etc. Feel free to include an image or remove the option of an image if space does or does not allow for it. This section along with the Summary of Department Services should take up page one of your department annual report.

Village of Shorewood Municipal Court. Margo Kirchner was elected as the Municipal Judge for Shorewood on April 7, 2020, replacing Judge Donal Demet who had served the Village since 1997. The municipal court branch of Village government employs one court clerk, Norma Kunze, at an FTE 0.75 count.

2020 Work Accomplishments & Service Delivery

Include a general summary here of the work accomplishments for your department in the past year. Accomplishments may include major projects completed, recognitions or awards received, service delivery performed, and significant metrics that may further describe the level of service performed in the past year. It is recommended to provide a summary on the status of any capital projects completed and successfully implemented. Feel free to include an image or chart. Remove the

option of an image if space does or does not allow for it. If you have any other reports that contain important metrics, feel free to also attach at the end. Keep summaries to 100 words or less, if possible. Below is an example of the format to use and the length of content for each accomplishment:

Re-opening Court During the COVID-19 Pandemic. Following postponement of court proceedings for three months in spring 2020 due to the COVID-19 pandemic, the Municipal Court reopened in June following guidance of the Wisconsin Supreme Court, the Milwaukee County Circuit Court, and the North Shorewood Health Department. To provide sufficient social distancing, the court moved temporarily to the Village Center and encouraged defendants to submit written pleas and to negotiate with Village prosecutors outside of court.

Court Cases. During 2020, the Municipal Court handled 1125 cases during the COVID-19 Pandemic, as compared with 1971 cases in 2019, and 1476 cases in 2018.

Community Service Options. A community service option was implemented for defendants to request as an alternative to paying a monetary forfeiture. Community service is an especially helpful option for juveniles and for adults who meet statutory poverty standards.

Improved Forms and Public Information. In fall 2020, the Municipal Judge and Court Clerk updated numerous court forms. The court in December 2020 updated the court website providing better access to forms and a significant amount of information to better serve defendants through court processes. This update also provides resources for defendants to better understand what options they have and how they may go about handling their cases.

2021 Projects, Operations & Services

Identify the main projects, operations and services you will be working on in 2021. Your work plan should entail any major projects (including capital projects) that will take up significant time for the department. If you are highlighting major ongoing projects that you perform annually, please specify how the task may be different this year compared to years past. Include a general time frame when the task(s) or operations will be completed. Specify if/when a project would need Village Board or volunteer committee involvement. Feel free to include an image or remove the option of an image if space does or does not allow for it. Keep summaries to 100 words or less, if possible. Below is an example of the format to use and the length of content for each accomplishment:

Return to Court in Village Hall. The Municipal Court anticipates returning to the Village Hall Courtroom during 2021, with necessary adjustments for continued COVID-19 concerns.

Improving Court Operations. During 2021 the new Municipal Judge and the Court Clerk will continue to assess, revise, and improve court operations as needed. Recently, the Court began testing conducting parking ticket initial appearances by Zoom. The Court will continue to test virtual appearances and will assess whether a virtual option should remain in place post-pandemic in addition to usual in-court appearances and written pleas.

Improved Court Security. During 2021 the Municipal Judge and Court Clerk plan to work with other Village personnel to assess, and improve as necessary, personal security for court staff and those attending court.

Future Initiatives, Budget Impacts & Fee Updates

Include any future initiatives for the years of 2022 and beyond. These should include any projects that will take substantial time for staff and unique compared to the department's day-to-day operations. Anything requiring a budget request, especially capital related items, should also be included in this section. Lastly, any considerations for fee updates should also be listed. Feel free to include an image or remove the option of an image if space does or does not allow for it. Keep summaries to 100 words or less, if possible. Below is an example of the format to use and the length of content for each accomplishment:

Improved Courtroom Technology. The Municipal Judge plans to assess during 2021 whether additional software or equipment will create in-court and office efficiencies and better assist litigants. The assessment may involve consultation with other Village personnel and may result in a small budget request for 2022.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Finance

Department Head: Mark Emanuelson, Finance Director

Summary of Department Services

The mission of the Finance Department is to provide quantitative and trend analysis, including the current, relevant financial data needed to make informed decisions about the effective use of our resources, to ensure the safety of Village resources through efficient use of internal controls, and to satisfy applicable accounting and financial regulations. As part of fulfilling our mission we are responsible for the following activities:

- Ensure that the Village accounting records and transactions are prepared and recorded in accordance with the generally accepted accounting principles (GAAP) as applicable to governments;
- Preparation of the Village's financial statements and Comprehensive Annual Financial Report (CAFR);
- Administration of the annual financial audit and any other financial compliance audits;
- Oversight of all financial transactions and processes to ensure compliance with other Federal, State and local regulations;
- Financial transaction processing such as utility billing, accounts receivable billing, accounts payable processing;
- Review and process various payroll related transactions and reporting;
- Review and monitor the Village's monthly and daily banking transactions;
- Preparation of the property tax bills and financial settlements with other jurisdictions;
- Coordination of the Village's annual budget process and monitoring of budget to actual results;
- Preparation of quarterly budget to actual financial reports;
- Preparation of other financial reports and analysis for departments and elected officials;
- Preparation and filing of the Village's State of Wisconsin annual financial report (Report C);
- Lead the Village's long range financial planning process;
- Monitor and review the Village's Water and Sewer Utility financial performance and make recommendations for any rate adjustments;
- Prepare and file the annual Public Service Commission (PSC) reports for the Water Utility;
- Cash management and investment of Village funds.

Current Personnel and Organization Structure

The Finance department has two staff positions, the Finance Director and an administrative support staff. The Finance Director is the only professional accounting staff within the organization.

The current finance director, Mark Emanuelson, has a Bachelor's degree in accounting, a Master's degree in Business Administration, is a Certified Public Finance Officer (CPFO) by the Government

Finance Officers Association of the United States and Canada, and has over 12 years of municipal finance experience.

The finance support staff position, Leann Prentki, is also supported by other department personnel through the decentralized processing of departmental accounts payable invoices, and by customer service in the processing of cash receipts.

2020 Work Accomplishments & Service Delivery

Regular:

- Long Range Financial Plan - Debt Management Fiscal planning
- Annual Budget Development – Best practices
- Publish Annual Budget Book – GFOA Standards
- Annual Audit of Financial Statements – GAAP / GASB Standards
- Prepare and Publish Comprehensive Annual Financial Report (CAFR) – GFOA standards
- TIF District annual audits and reporting - SOW
- Public Service Commission annual reporting – Water Utility
- Annual filing of State Financial Report C - SOW
- Levy Limit and Expenditure Restraint management and filings – DOR
- Municipal utility rate setting management – Fiscal Planning
- Process quarterly municipal utility meter readings and customer billing
- Process bi-weekly Accounts Payable processing.
- Monitor and reconcile daily banking transactions.

Special:

- CDA Emergency Grant program development and administration
- Implementation of new online payments platform
- Overnight parking analysis and fiscal review
- Municipal COVID supply purchasing and Roads to Recovery grant submissions

2021 Projects, Operations & Services

In addition to the continuation of the departments ongoing activities previously listed, we expect to take on the following additional special projects in 2021:

Parking and citation management software system selection:

With the expiration of the original Duncan software agreement for the village's parking and citation management software system, staff has issued a new RFP to explore the current marketplace for such systems prior to any contemplated renewal with our existing vendor. We hope to schedule several interviews and product demonstrations during this process in order to make a new multi-year service agreement.

Software implementation processes:

Once entered into a new agreement to update or implement a new parking and citation management software system, staff will be engaged in an extensive process to launch this new platform and take advantage of various new capabilities that might be available with the new version as well as implement the permit restrictions that we previous approved by the Village Board.

Banking services review:

It has been many years since the Village formally prepared a banking service RFP. While we are not experiencing any problems with our current banking relationship, in accordance with the village's purchasing policy staff will be preparing this RFP, scheduling interviews, and evaluating the village's options for banking services in the summer of 2021.

Assessing services RFP:

The original term of the Village's assessing services agreement will be ending with the 2021 market revaluation assessment this year. This contract was previously extended and would not be eligible for a further extension under the village's purchasing policy without issuing a new RFP for services. As such, staff will be preparing new assessing services RFP, scheduling interview, and making a recommendation for a new contract award in the fall of 2021.

AMI and Meter replacement project:

The village's contract to implement a new water utility Automatic Metering Interface (AMI) software and meter replacement program has been on hold during the COVID pandemic. Staff is expecting to resume this process in the late summer of 2021. This process will call for the replacement of all of the older meters in the village and convert them to an AMI platform whereby meter reading can be received electronically. This will involve a substantial amount of coordination between field staff and the finance department to integrate this process into the village's utility billing system.

Future Initiatives, Budget Impacts & Fee Updates**Enhance utility infrastructure asset management records**

Current financial records use a generic "first in - first out" (FIFO) process for tracking the village's water and sewer utility infrastructure as main replacements that have been made over the past 20 years. This method does not track or identify the specific locations / segments of where utility infrastructure replacements have actually been made.

Staff would advocate that a more detailed records system should be put into place to assist with long-term asset tracking, management and other forecasting capabilities. While the roads infrastructure records appear to have been addressed as part of the GASB 34 implementation back in 2004, this was not completed for the utility infrastructure. The goal would be to review at least the last 20 years of project construction records and update the available GIS data to capture the installation date information for future reference.

Staff can only estimate that this effort would require 40-80 hours of finance support time, 200-300 hours of DPW support time, plus any technical support time that may be required for GIS updating.

Cost estimates:

Finance time can be integrated into existing staff workload

120-160 hours of plan review may require a summer intern at DPW - \$3,000 to \$4,000

80-120 hours for GIS data entry may also require a summer intern at DPW - \$2,000 - \$3,000

GIS technical support – unknown cost

Prepare water utility infrastructure replacement analysis

Objective is to prepare a conceptual water utility system replacement analysis focused on replacing the utility's existing aging infrastructure. This is the first step for establishing a 20-30 year water main replacement program implementation program.

Over 35% of the village's water main system is currently over 100 years old and another 50% is currently over 80 years old. Only about 15% of the village's water main system has been replaced in the past 80 years. The village's lead service connections follow a similar age distribution.

Finance currently estimates that there will be a \$60 - \$100 million cost, in current dollars, for this program over the next 20-30 years for the water utility's public infrastructure. This cost would increase significantly if not addressed as part of a proactive main replacement program.

Staff also estimates that a system wide replacement of private lead service laterals would cost an additional \$20 - \$30 million.

Cost estimates:

Estimate \$10,000 for preparation of consulting report for Village Board.

Staff estimates 40 hours of Finance time to review existing baseline infrastructure data with consultant. Finance time can be integrated into existing staff workload. Staff also estimates 40 hours of DPW time to address specific consultant questions.

Implement CAFR reporting software program

Objective is to implement a CAFR software program that replaces the village's current processes of manual data entry, spreadsheets, and word documents into an integrated data management system. This initiative would institutionalize the process of preparing most financial schedules and the related documents prepared for the Village's annual CAFR.

Some platforms can also leverage the same mapping and value reference technology used to prepare the CAFR to help prepare other reports such as the annual State Report C and TID Audit reports.

Cost estimates:

Estimate \$10,000 -\$15,000 for initial implementation depending on the vendor platform selected, and \$2,000 - \$3,500 in ongoing annual support costs.

Staff estimates 240 hours of Finance time to map and review existing reporting protocols with software team and to build initial CAFR implementation files. Finance time can be integrated into existing staff workload.

Implement Special Assessment management software

Staff foresees the potential need to maintain a secured, shared database of special assessment records for special assessments that may span multiple years. This is required so that these items can be duly documented, effectively communicated, and properly satisfied as a part of any subsequent real estate inquiries or transactions.

Cost estimates:

Estimate \$5,000 -\$8,000 for initial implementation depending on the vendor platform selected, and \$1,000 - \$1,500 in ongoing annual support costs.

Staff estimates 40-80 hours of implementation and training time for Finance Director. Finance will then train other support staff. Finance time can be integrated into existing staff workload.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Library

Department Head: Rachel Collins, Director of Library Services

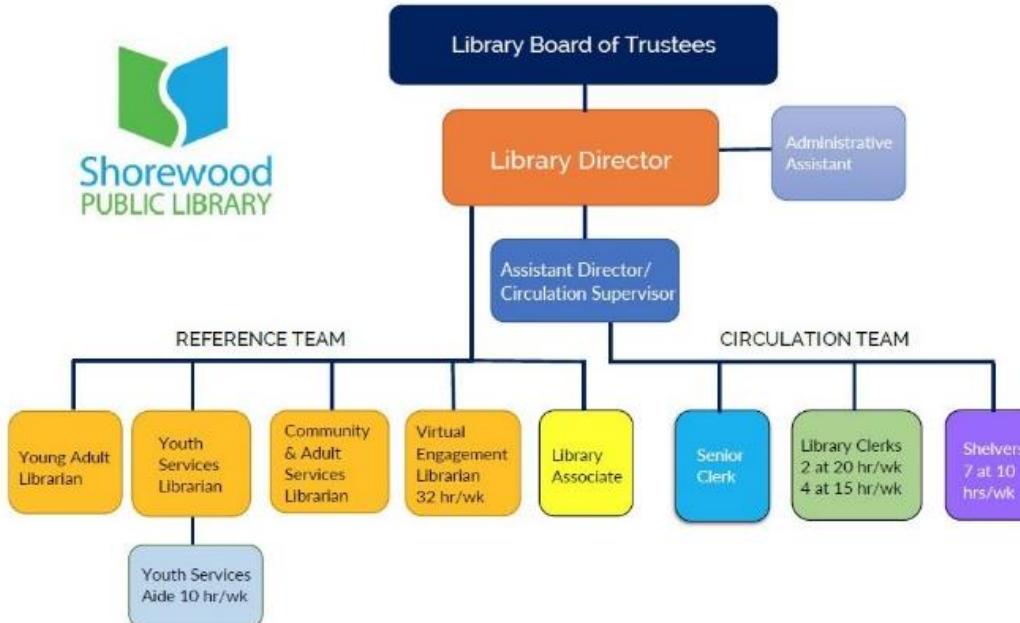
Summary of Department Services



Shorewood Public Library serves the Village of Shorewood and Milwaukee County communities with a collection of 97,300 physical items in the library and access to over one million digital items through a variety of platforms. The library also provides space to convene and converse, play and learn, in addition to making available 30 public computers and 24/7 access to wireless internet.

Current Personnel and Organization Structure

ORGANIZATIONAL CHART SHOREWOOD PUBLIC LIBRARY



The library is governed by a Board of Trustees made up of six community members and the Shorewood School District superintendent. The Board of Trustees oversees the Library's operations via the Library Director, Rachel Collins. Other staff are: Assistant Director, one full-time administrative assistant, three full-time professional librarians, one full-time Library Associate, one full-time Senior Clerk, six part-time clerks, one part-time youth services aide, and five to seven part-time shelfers. In 2020, librarian Nancy Shimon retired after 25 years of service.



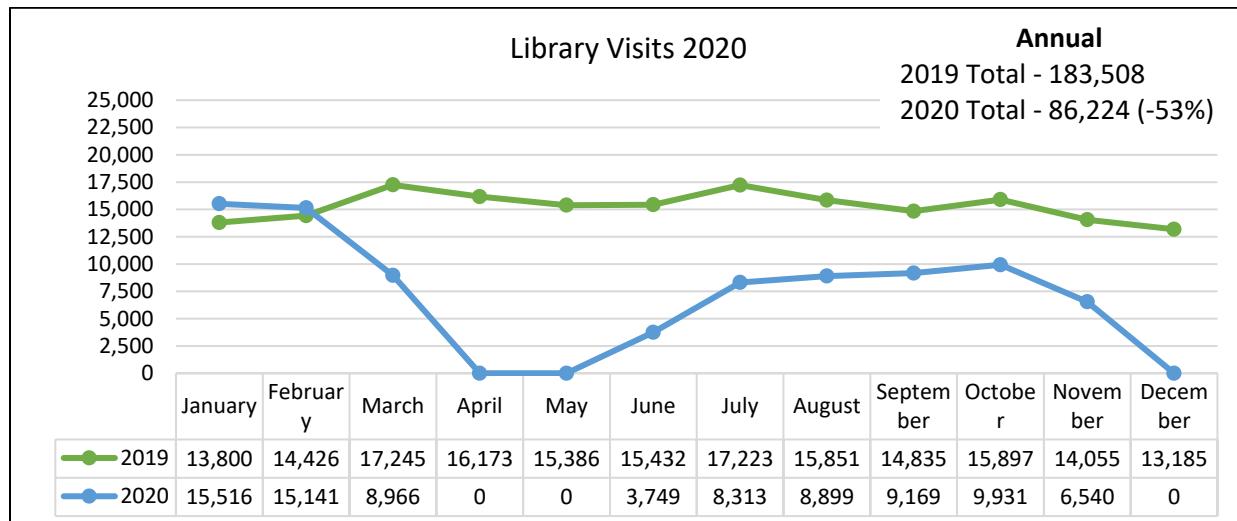
2020 Work Accomplishments & Service Delivery

The work of the library was impacted significantly by COVID-19 from March 16-December 31. Our mission to welcome all people to learn, connect, and explore, and serve our community with resources for lifelong learning and engagement drove everything we did in 2020 including during times when we were inaccessible to patrons in a traditional manner. We reflected on our values, identified and pivoted service goals, and looked with fresh eyes upon the barriers to library access that we could and did address.

“One of the librarians helped me with my job search on the computer a few weeks ago. Please tell her I accepted an offer for a fulltime, benefited position just in time for the birth of my first child.”

Changes to regular operations:

Use of the library looked very different in 2020 than in previous years. Visits to the library were up in the beginning of 2020, but COVID-19 changed everything beginning in March.



During 2020 library staff, administration and board guided the library through continual shifts in service delivery with an aim to provide a safe environment for the public and staff during the COVID-19 pandemic. Library hours and services pivoted numerous times as illustrated here:

Dates	Hours per Week	Services Provided
3-16 to 4-26	0	No in-person and limited online services
4-27 to 6-15	30, Mon-Sat	Curbside pickup and online services
6-15 to 6-29	30, Mon-Sat	Limited in-person, online services and curbside pickup
7-1 to 9-7	46, Mon-Sat	Limited in-person, online services and curbside pickup
9-8 to 11-23	54, Mon-Sat	Limited in-person, online services and curbside pickup
11-24 to 12-31	54, Mon-Sat	No in-person, only curbside or lobby pickup and online services

In addition to pivoting services provided and hours open:

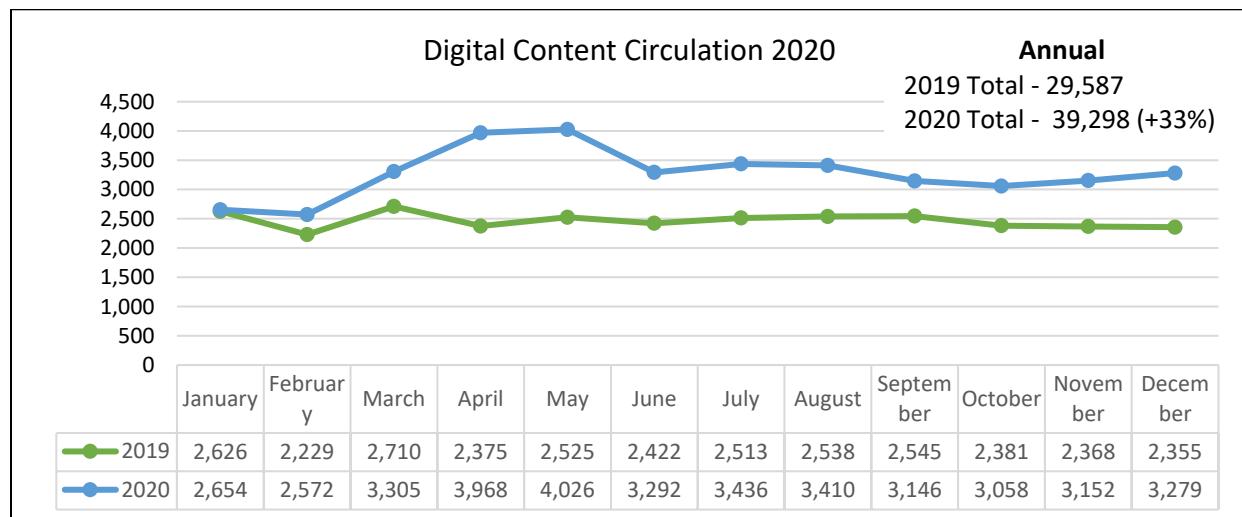
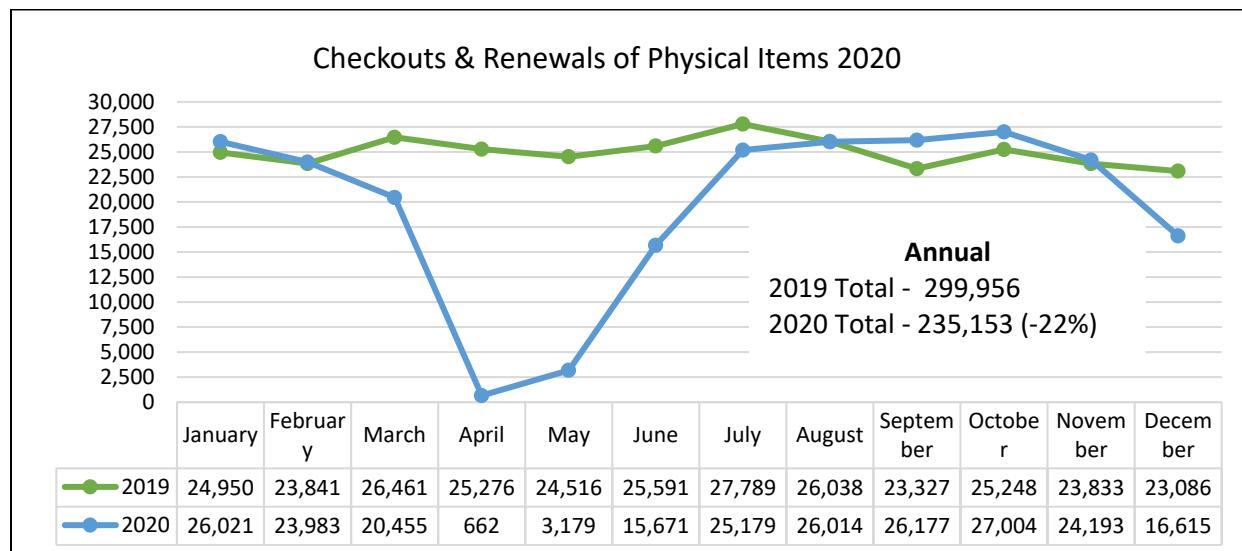
- Library administration deployed most library staff to assist with April election for a total of 343 hours
- Library staff continually evolved service delivery as prompted by frequent discussions between Director Rachel Collins and North Shore Health Department and other Milwaukee area libraries. This constant change managed by Director Collins and the library team, with regular assistance from DPW, involved:
 - Removing all soft furnishing
 - Reducing seating to one chair per table, then just six tables with chairs, then no chairs except at computers in order to curtail visits
 - Removing all interactive materials including closing the Early Learning Center
 - Resuming and then ceasing newspaper service to deter visits
 - Reducing and then expanding number of computers available to the public thanks to innovative uses of technology and furniture.
- Library staff continued providing curbside service throughout all service models, allowing us to easily pivot to curbside-only in late November and then expand curbside service to include drop-off and pick-up at vehicles and use of the lobby as a service point
- Library staff worked with Milwaukee County Federated Library System staff to make non-holdable and non-circulating items, such as Lucky Day books and new issues of magazines, available for checkout and holds for patrons to expand access
- Library staff deployed website forms to allow patrons to make requests both for specific items, when holds via the library catalog were unavailable, and for types or genres of items (readers' advisory) when browsing was unavailable
- Library staff pivoted all programming to virtual platforms and/or "take and make" model including reaching 5,584 users in 2020 through Facebook story times, summer reading with a self-guided online component, craft kits for all ages, "Stories on the lawn," Zoom book clubs and more
- School – library collaborations continued with virtual class visits via Zoom and pre-recorded kindergarten story times shared via YouTube.
- Library staff worked with Milwaukee County Federated Library System staff to allow patrons to create and renew library cards online.



Shift in use of collection:

Despite being closed completely for one month and open for limited service for six months in 2020, circulation of physical library materials was only down 22% for the year. In late summer and early fall, circulation of library materials outpaced 2019.

During the library's closure in the spring, the circulation of digital materials increased significantly, and overall use of digital materials (from Wisconsin's Digital Library, hoopla, and RB Digital) was up 33% in 2020.



Projects & Accomplishments:

Despite the constantly shifting operations in 2020, the library staff, administration and board still proceeded with strategic plan goals and projects:

- Approved an Equity Commitment to make explicit the library's deep commitment to changing the landscape of injustice for marginalized people
- Began a Renovation Master Plan to guide future modifications to the library interior based on stakeholder input and the 2019-2024 Strategic Plan
- Initiated the Shorewood Stacks podcast during the early months of the pandemic to reach library users at home
- Supported upgrade to LED lamps inside the library
- Created a library teleworking procedure to address the ability of select staff to work from home and reduce the number of staff in the building
- Library staff attended the Public Library Association conference (February) and the Research in Public Libraries conference (December) as well as participating in other continuing education endeavors throughout the year.

"Our deepest gratitude to staff for your adaptation during this time."

2021 Projects, Operations & Services

We anticipate maintaining our successful limited service model in 2021 or until most members of the public are vaccinated for COVID-19. Though the inability to gather will prevent weekly in-person programs like story time and Lego Club, and our annual large-scale events like Summer Celebration and a Shorewood Reads author visit, we will engage in projects that reinforce our goals to serve the full community and provide extraordinary customer service.

"The children's virtual programs are the only times my two children get to see someone they care about without a mask on."

Webpage Review and Redesign

We will conduct and complete a Request for Proposal process for a webpage redesign increasing engagement with our existing library media channels and using up-to-date user experience and accessibility practices.



Virtual Engagement Librarian

Based on community need, we transitioned our vacant librarian position to a focus on virtual engagement, primarily social media and the library website, in addition to reference duties. We will post, recruit, interview, hire and on-board this 32-hour a week benefitted employee and will strive to increase the diversity and skills of our current team.

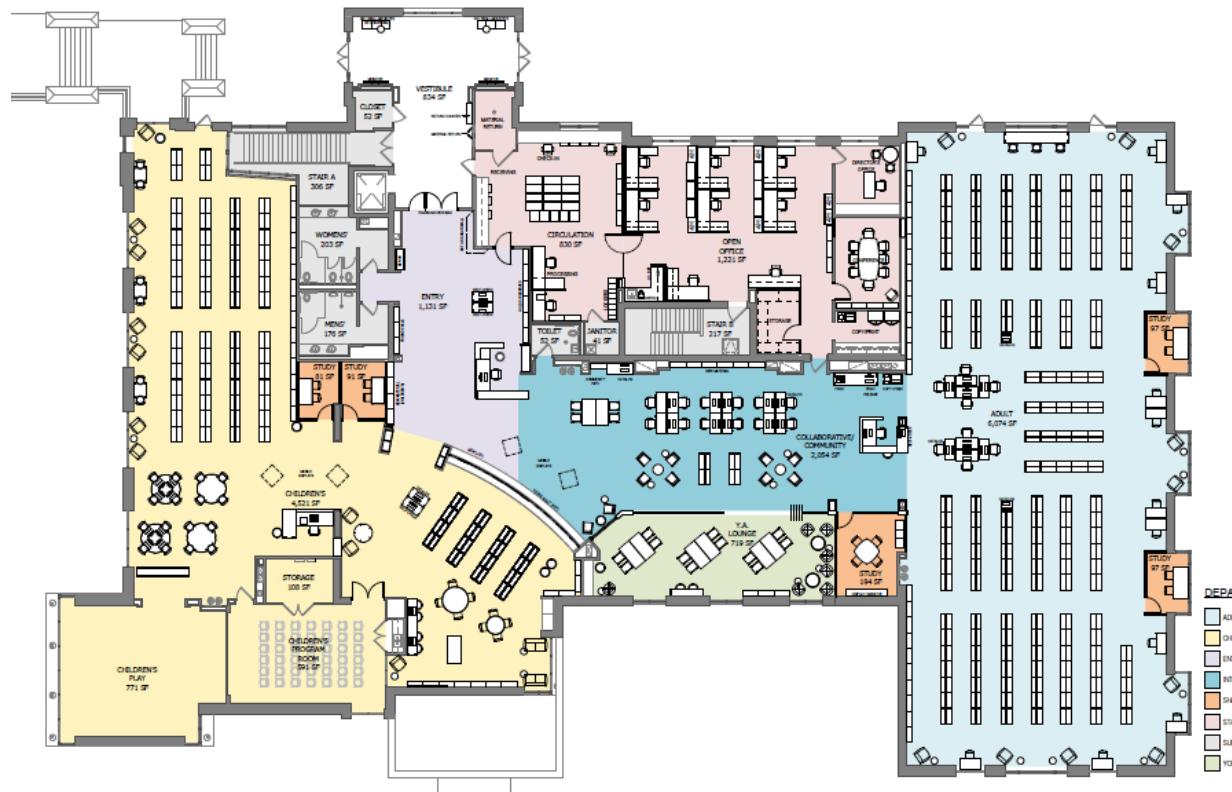
Equity Commitment

We will form data indicators to monitor the success of and create accountability for the Library Board-approved Equity Commitment, including setting quantifiable training targets, creating a

process to increase diversity of new hires and collaborating with other organizations focused on addressing structural inequities.

Renovation Master Plan:

We will receive the completed renovation master plan from HGA Architects in March 2021, which will include a proposed floor plan similar to the early draft below. At that point, we will create an implementation team to determine next steps for the project including detailed designs, construction phasing, timeframe for the project and who will be contracted to manage the work. We hope to have a few of the small projects suggested in the plan implemented by the end of 2021 using the Lange Bequest – Library Board Directed Fund.



Future Initiatives, Budget Impacts & Fee Updates

Library Renovation

We hope to realize a library renovation project in 2022, which will improve the customer service experience by developing a welcoming environment and enhanced spaces for users. The project may require the library to be closed for period, demanding the need for limited services in an alternative location. The renovation will be primarily funded by the Lange Bequest – Library Board Directed Fund and we plan to provide donor opportunities as well.



Shorewood Reads 2022

We are proud to host a reoccurring community read every few years.

Shorewood Reads aims to get as many people in and around Shorewood reading the same book, then uniting to discuss it, explore its themes through engaging cultural events, culminating with meeting the author. Shorewood Reads will be planned and supported by the Friends of the Shorewood Public Library, the Lange Bequest and the Library.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Planning & Development Department

Department Head: Bart Griepentrog, AICP

Summary of Department Services

The mission of the Planning & Development Department is to promote the maintenance of property values and the quality of the physical environment through the development and administration of comprehensive zoning, building and related codes, land use planning and the provision of technical assistance to elected and appointed boards. The main services performed by the Planning & Development Department include:

- Administer and enforce village codes related to zoning, housing and building, including property maintenance;
- Review, approve and inspect permits related to building and trade improvements, and business occupancies,
- Facilitate the review of special privilege requests and land use proposals;
- Provide staff liaison duties to various boards and commissions, including the creation and publication of meeting agendas, materials and minutes;
- Perform long-range planning including the preparation of neighborhood plans and special planning studies; and,
- Maintain and archive property records, maps and miscellaneous project files.

Current Personnel and Organization Structure

The Planning & Development Department is staffed by four full-time positions.

Bart Griepentrog, Planning & Development Director, oversees the department, serves as the Village Zoning Administrator and performs all planning and community development related functions. He reports to the Village Manager and serves as the staff liaison to the Plan Commission, Community & Business Relations Standing Committee, Design Review Board, and the Transportation and Parking Analysis Technical Advisory Group, and secretary to the Community Development Authority.

Justin Burris, Lead Building Inspector, is certified to perform all residential building and trade permit reviews and inspection. He is also certified for commercial building, plumbing and HVAC permit and inspections, and provides staff support to the Board of Appeals.

Tim Koepp, Associate Building Inspector, has split responsibilities between residential building and trade permits and inspection functions, and property code enforcement. He also provides staff support to Municipal Court with respect to code enforcement issues.

Crystal Kopydlowski, Administrative Assistant II, provides general and specialized customer service support to the department, maintains the Village's property files and permitting software system, schedules inspections and serves as the recording secretary to the Plan Commission.

2020 Work Accomplishments & Service Delivery

The Planning & Development Department's accomplishments and service delivery summary contains a mix of routine responsibilities and special projects related to planning, community development, building inspections and code enforcement.

Transportation and Parking Analysis. Working with consultants from Walker Consultants and Erikson Engineering, the Planning & Development Director led this 2019 Village Board Initiative through to completion and acceptance by the Village Board at their February 3, 2020 meeting. Discussions of implementation commenced shortly thereafter with multiple Technical Advisory Group, Committee of the Whole and Village Board meetings, which ultimately resulted in the comprehensive modification of overnight parking options throughout the village.



Comprehensive Housing Market Study & Needs Analysis. Commissioned by the Community Development Authority, the Planning & Development Director facilitated this study through Novogradac as a springboard into Strategic Planning efforts. The Analysis provided a demographic and economic overview of Shorewood's households, housing types, for sale and rental markets, housing gaps and recommendations. It noted that the selection of actions was dependent upon the Village's overall goals, which were to be discussed in the joint CDA-Village Board Strategic Planning and Comprehensive Plan Update efforts.



Comprehensive Plan Update. The Village's most recent Comprehensive Plan was adopted in 2011 and per State Statute required an update. Working jointly with Vandewalle and Associates under the guidance of the Plan Commission, the Planning & Development Director commenced the effort to update the plan in the summer of 2020 with public engagement meetings and focus groups. Staff led the drafting of five chapter updates and reviewed three consultant-led chapters in the fall of 2020. The Plan is set to be finalized in Spring of 2021.

Staff Liaison Responsibilities and Customer Service. The Planning & Development Department performed essential staff liaison responsibilities to various boards, committees and commission in 2020, both in-person and virtually as required by COVID-19. The corresponding chart summarizes liaison efforts led or participated in by the department. In 2020, the department shifted its customer service focus to more electronic means with online permitting and virtual inspections to accommodate homeowners and contractors while Village Hall was closed and/or persons were staying "safer at home."

Design Review Board	22
Village Board	20
Community Development Authority	11
Plan Commission	8
Committee of the Whole	6
Comprehensive Plan Open House and Focus Groups	5
Board of Appeals	4
TAP Technical Advisory Group	3
Strategic Planning (CDA and VB)	2
Community and Business Relations	2

Building and Trade Permits, Inspections and Cross Connection Control Surveys. In 2020, the Planning & Development Department approved 2,190 building, trade (electrical, plumbing and HVAC) and miscellaneous (obstruct or alter the public right of way, special privileges, committee applications, etc.) permits. That figure is slightly down from 2019, but up from 2018. Total inspection (and re-inspection) numbers were also slightly down. (It should be noted that the department has one less inspector than it did through half of 2018.)

	2016	2017	2018	2019	2020
Building	669	641	561	565	609
Electrical	556	533	506	599	535
Plumbing	480	426	393	346	370
HVAC	223	241	234	246	241
Miscellaneous	441	393	472	447	435
Total	2,369	2,234	2,166	2,203	2,190
Inspections	5,757	6,519	5,559	4,865	4,576
Cross Connection Control Surveys					26

Permit applications are broken out by property type and provide an estimated value of proposed improvements. Based on those reported amounts, just under \$75,000,000 of construction was applied for in 2020; however, this figure includes renovations from the School District (\$46,449,421) and the building permit for 3534 N. Lake Dr. (\$9,280,650), which greatly skews the figure. With those projects removed, approximately \$18,750,000 of improvements were applied for in 2020, down from 2019, but up from 2018. Total project cost estimates of all permits by property type for the last three years are provided below.

	2018	2019	2020
Church	\$1,500	\$139,684	\$0
Commercial	\$2,408,652	\$11,390,529	\$3,411,566
Multifamily	\$74,500	\$104,017	\$158,200
Condo	\$74,305	\$250,896	\$185,919
Duplex	\$1,417,375	\$2,292,877	\$2,058,411
Single Family	\$10,430,724	\$12,915,698	\$20,848,061
Village	\$1,113,260	\$8,200	\$668,273
School	\$16,445	\$254,431	\$46,449,421
Miscellaneous	\$231,755	\$34,000	\$713,000
Total	\$15,768,516	\$27,390,332	\$74,493,251

Business Occupancies. The Planning & Development Department reviews and approves Occupancy Permits for all commercial and institutional tenant spaces in the village. Occupancy Permits must also be renewed every five years. The process includes both a zoning review of the proposed business operations and a physical inspection of the tenant space for any building code issues. In 2020, 27 new occupancies (including relocations or ownership changes) were issued, and 30 pre-existing occupancies were renewed.

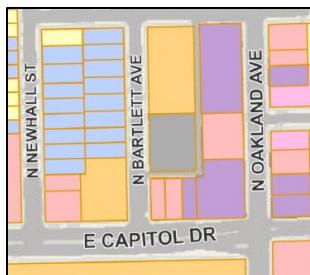
	2016	2017	2018	2019	2020
New Occupancies	20	28	15	23	27
Renewal	29	20	22	48	30
Total	49	48	37	71	57

Code Enforcement. Code enforcement efforts were modified in 2020 due to COVID-19 restrictions; however, staff did consistently follow-up on complaints and identify enforcement issues while in the field. In total, 295 orders were issued, which is nearly identical to 2019, but less than 2018. (It is worth noting that code enforcement personnel was reduced by .5 positions in 2019.) Citation numbers were down from 44 in 2019 to 17 in 2020, as were total citation fees.

	2018	2019	2020
Complaints	237	113	54
Self-initiated	69	90	117
Work w/o Permits	101	95	124
Total	407	298	295
Citations Issued	30	44	17
Citation Fees	\$47,820	\$81,308	\$28,127

2021 Projects, Operations & Services

In addition to its day-to-day operations, the Planning & Development Department's work plan contains several special projects that are projected for discussion or consideration within 2021.



Comprehensive Plan Update. Working with the project consultants, the Planning Director anticipates finalizing the draft of the Comprehensive Plan Update in February and March. This will allow the Plan Commission and Village Board to review, recommend and consider adoption the Spring of 2021. After adoption, implementation discussions with the Plan Commission and various other village stakeholders will commence. Projects will accordingly be placed into staff work plans and proposed as future initiatives.

Transportation and Parking Analysis Implementation. The Planning Director will continue to lead implementation efforts of this 2019 Village initiative through the Transportation and Parking Analysis Technical Advisory Group. Those efforts will notably involve a 6-month review in July of parking figures and areas/topics of concern. Additional discussion of modifications to daytime, alternate-side and winter regulations, a resident request process and Complete Streets Policy may also take place within the Spring and Summer months to lay the groundwork for any necessary implementation prior to December.



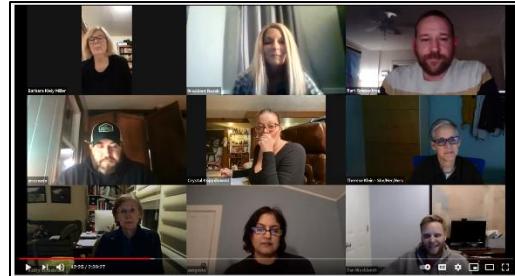
Neighborhood Improvement Loan Program. This program, which offered down-payment assistance, duplex conversion and attic improvement funding, was frozen by the Village Board upon recommendation of the CDA in November 2018. The program remained suspended through the completion of the Comprehensive Housing Market Study and Needs Analysis. Administrative updates were also requested to be reviewed by staff. In 2021, the Planning Director will review the current program and present recommendations to the CDA for consideration in late spring/early summer. Those recommendations will be taken to the Village Board in the summer for consideration of a relaunch of the program.





Sign Code Update. The Village's Sign Code has not been updated since 2008 and more notably since the Supreme Court issued a decision in 2015, which has affected content neutrality. The Planning Director will lead this effort through the Design Review Board for recommendation to the Village Board, after the Comprehensive Plan Update has been finalized.

Special Privilege Code Update. The Village Board has requested that the Planning Director review and work with the Village Attorney to comprehensively update the Village's Special Privilege codes and policies. The review will seek to consolidate regulations, identify levels of privilege and provide administrative efficiencies.



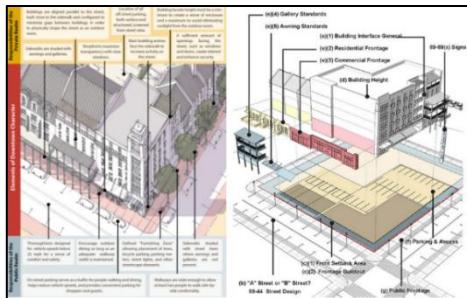
Staff Liaison and Customer Service Responsibilities. All staff within the department will continue to perform staff liaison and customer service responsibilities, with a continued focus on virtual engagement.

Planning and Zoning, Building Inspection, Occupancy Permit and Code Enforcement Services. The department will maintain the day-to-day aspects of permit and plan review, and inspections services with an eye toward continual process improvement and documentation of its standard operating procedures.



Future Initiatives, Budget Impacts & Fee Updates

Looking beyond 2021, the Planning & Development Department projects the following future initiatives for discussion and consideration within future budgets and work plans.



Zoning Code Reforms. Based on projected recommendations within the Comprehensive Plan Update, the Planning and Development Department will likely request the Village Board consider comprehensive zoning reforms as a near-term Village initiative. Those reforms, which would be discussed and recommended by the Plan Commission, could include modified parking requirements and incorporation of form-based standards to preserve and promote community character.

Document Management. The Planning & Development Department would like to begin the process of transitioning its physical property records to an electronic format. This process would help document exactly what records are currently on file and provide greater public access to them, via an online database. The process will likely include contracted scanning services and/or software.



No future Planning & Development Department fee updates are projected at this time.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Police Department

Department Head: Peter Nimmer, Chief of Police

Summary of Department Services

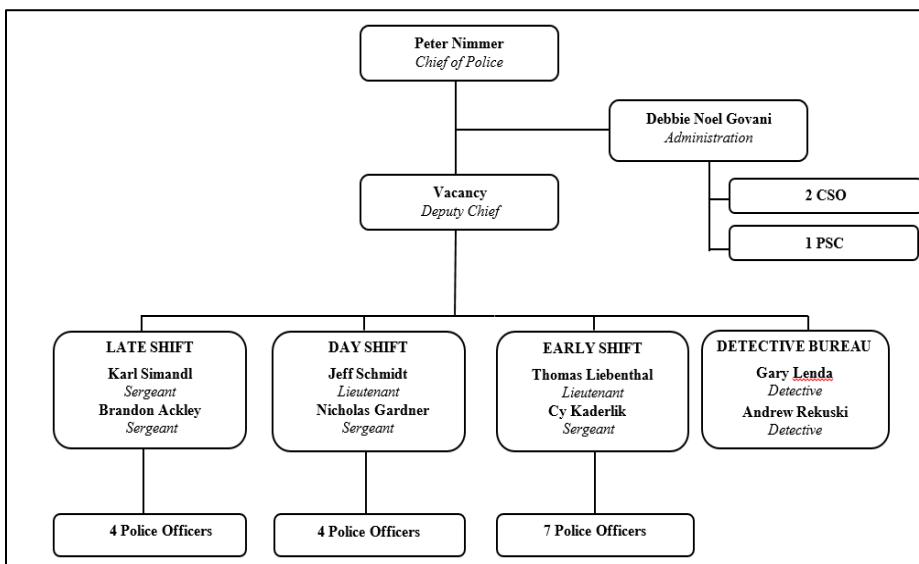
Shorewood Police Department services include:

- 24-hour/7-day patrol services;
- Detection, apprehension, and prosecution of violators and offenders of local, state and federal laws;
- Conduct complex criminal investigation;
- Directed patrol on pedestrian and speed issues;
- Accident Investigation;
- Make recommendations to the Village Board on matters concerning public safety issues;
- Crime Prevention;
- Continue to work with other departments to make Shorewood a safer community;
- Handle the safety for all Special Events;
- Provide alerts for major crimes or other issues



Current Personnel and Organization Structure

The Shorewood Police Department is overseen by the Chief of Police, Peter Nimmer and the Deputy Chief of Police (currently vacant). There are two Lieutenants who oversee patrol and administrative operations: Lt. Schmidt and Lt. Liebenthal. There are four sergeants assigned to patrol supervision: Sgt. Simandl, Sgt. Gardner, Sgt. Ackley and Sgt. Kaderlik who oversee fifteen Patrol Officers and two Detectives. Administrative Services Manager Noel Govani oversees the civilian staff made up of one Public Safety Clerk and two Community Service Officers, as well as the evidence room, parking, payroll, and accounts payable.

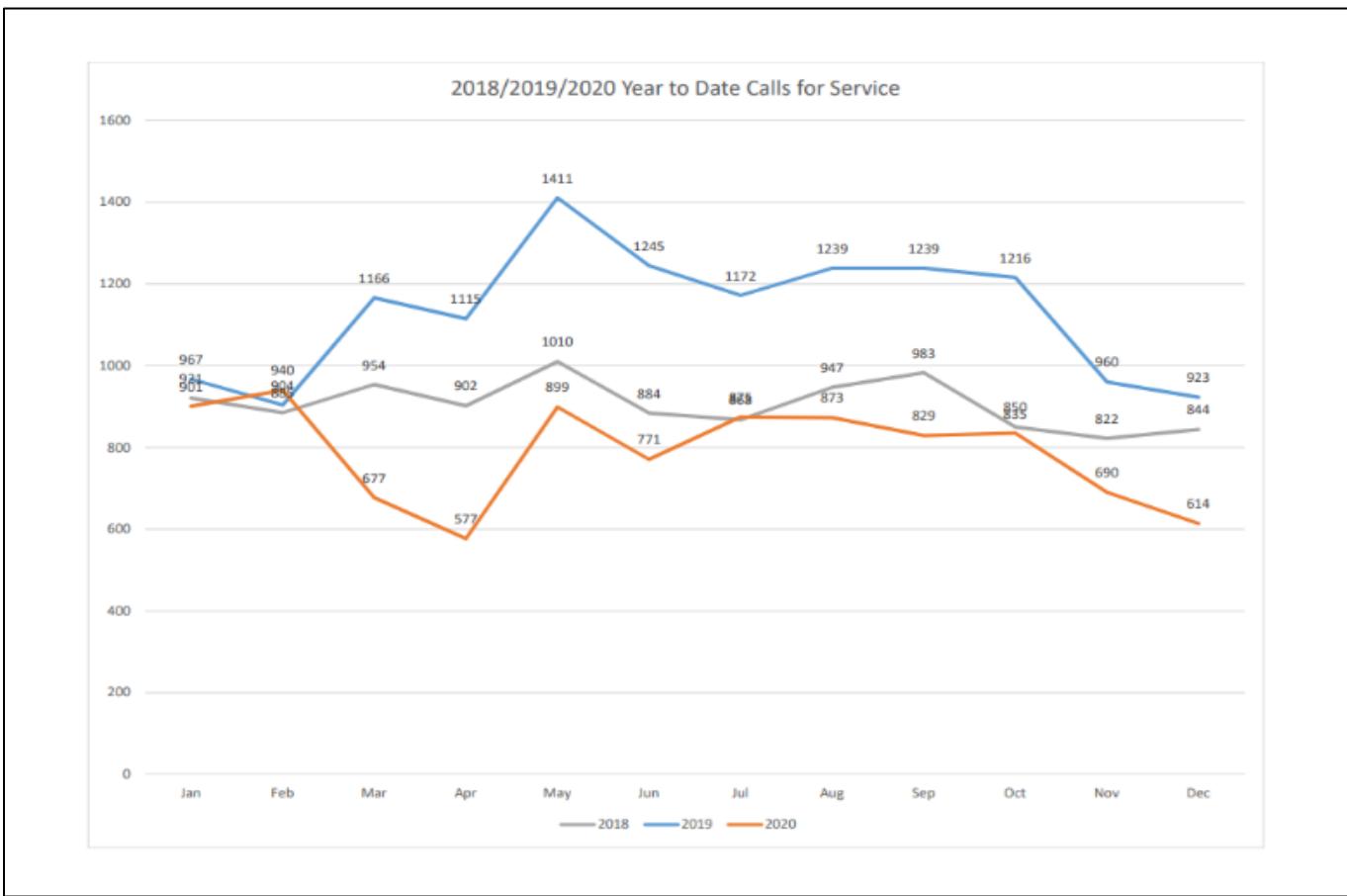


2020 Work Accomplishments & Service Delivery

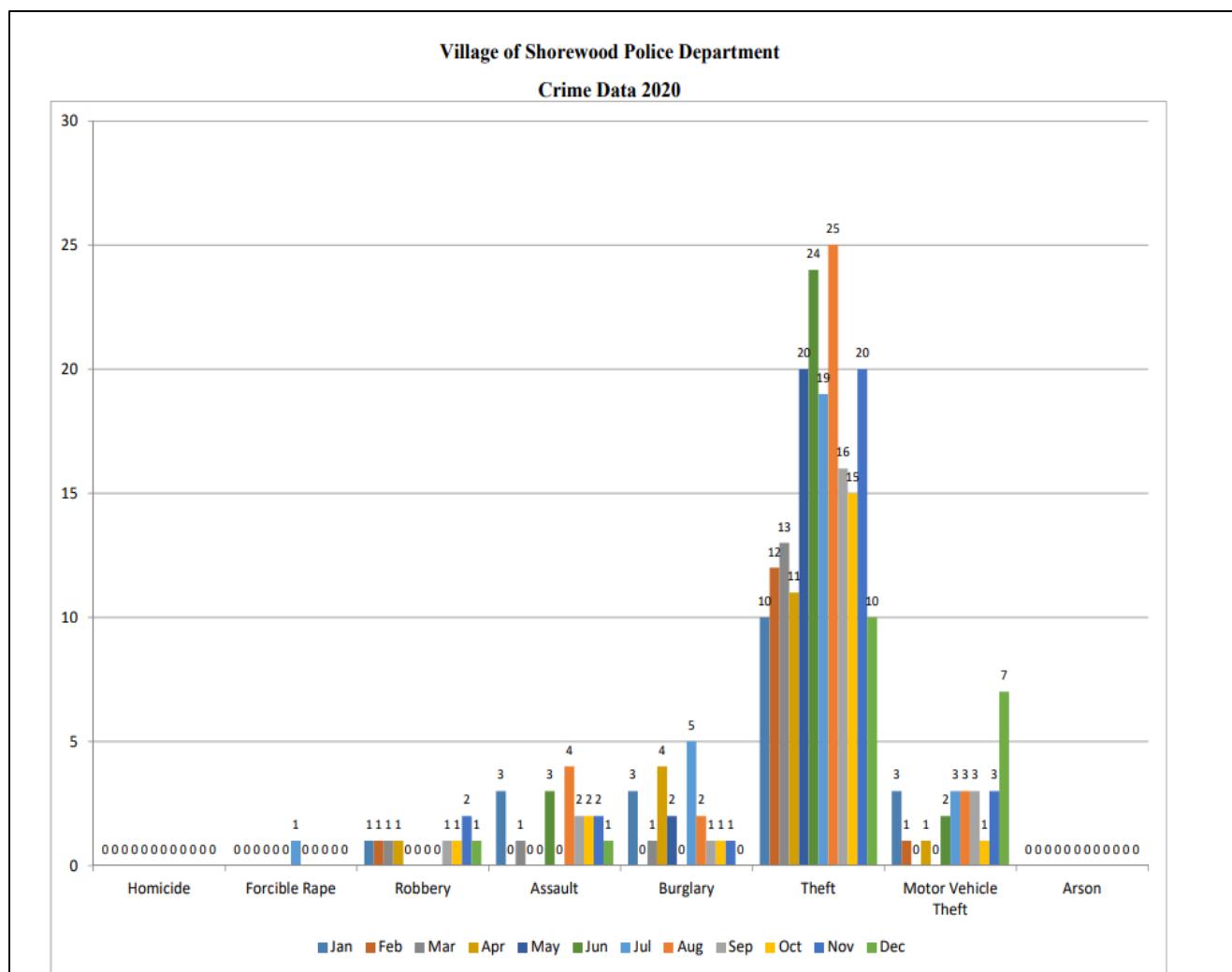
As with all departments, the police department was challenged with COVID-19 during 2020 and affected the police department in a variety of ways. The police department continued its operations without any interruption and we were able to do this by being adaptive through work schedule changes, cleaning strategies, and modifications to operations which resulted in our officers staying healthy in order to provide uninterrupted continued service to the community.

In 2020, the Police Department started to post monthly reports on the department's website. These monthly reports outline all the calls for service and how they compare to previous years and months. In addition, the department post all calls for service in a weekly log that is also posted on the website. These reports are designed help create a transparency for our community.

Below is the Uniform Crime Numbers for 2020. The department had total of 9,481 calls for service which includes many categories such as thefts, burglary, motor vehicle thefts, crime preventions, building checks, community engagement, etc.



Calls for Service. In 2020, the Shorewood Police Department responded to 9,481 calls for service, issued 1,033 ordinance and traffic citations and 10,749 parking citations.



UCR Data. In 2020, The Shorewood Police Department reported 270 uniform crimes.

Each month, the Shorewood Police Department report the number of known index crime to the FBI. This mainly includes crimes reported to the police by the general public, but may also include crimes that police officers discover, and known through other sources. The Part 1 Index crimes include Homicide, Forcible Rape, Robbery, Assault, Burglary, Theft, Motor Vehicle Theft and Arson. In 2020, Robberies increased by 28%, Burglaries increased by 28% and Motor Vehicle Theft increased by 63%, Assaults dropped by 21% and Burglaries dropped by 28%. See the below chart for the past 10 years.

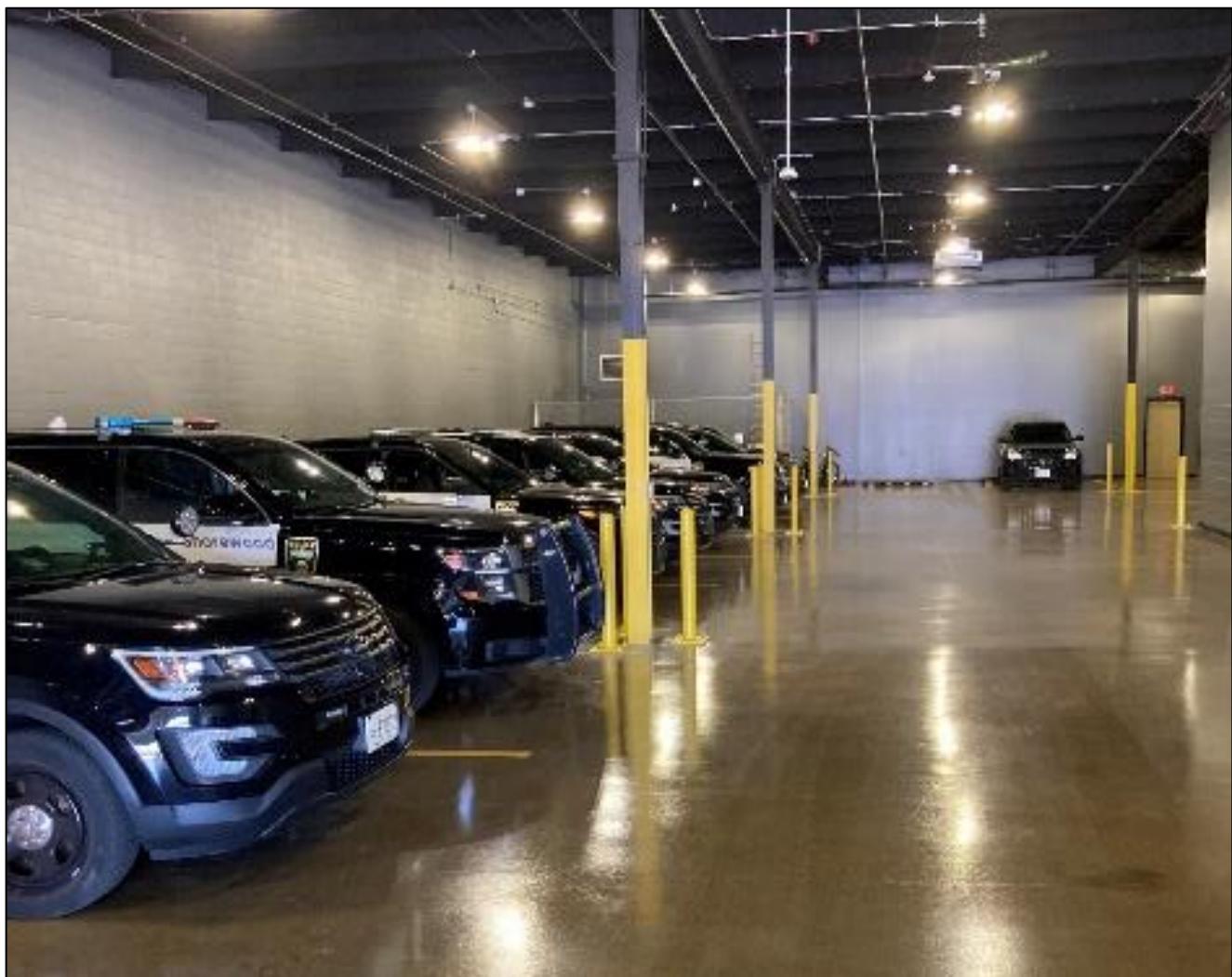
Crime	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Homicide	0	0	0	1	0	0	0	0	0	0	0
Forcible Rape	3	1	2	2	0	0	1	1	0	1	1
Robbery	9	3	12	14	19	13	8	9	6	7	9
Assault	23	18	21	23	13	13	9	11	15	23	18
Burglary	31	19	28	31	37	31	26	26	12	28	20
Theft	359	307	331	323	223	170	207	260	331	188	195
Motor Vehicle Theft	7	7	14	23	17	14	26	33	31	10	27
Arson	0	0	0	0	0	0	0	0	0	0	0
Totals	432	355	408	417	309	241	277	340	395	257	270

Police Organizational Study: In 2020 the Police Department Organizational Study was completed and recommendations were made as a result of the study. The police department will be working in 2021 to implement those items.

Community Engagement: While the Police Department has been involved in community engagement such as attending block parties, crime prevention patrols, park checks, and a variety of others, COVID in 2020 hampered those efforts. Though, the department did initiate the Walk & Talk Initiative was implemented to engage the community in a very informal way while in the neighborhood. The program has been a success and will continue for years to follow. We also heard from the community that they desire more community engagement. As a result, the police department has made this a focus for 2021.

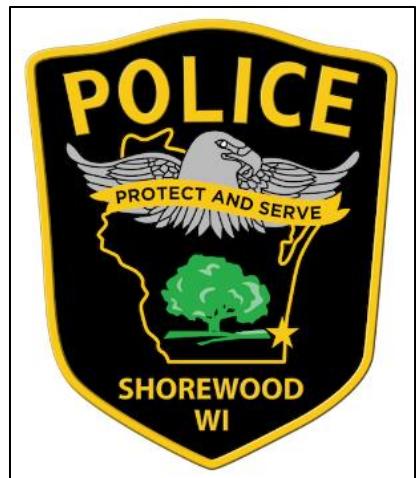
Training. During the past year training had to be modified and training being offered was limited. However, all our officers completed a minimum of 24 hours. In addition to annual training, Lt. Liebenthal and Officer Govani attended a train the train course for Fair and Impartial Policing- Implicit Bias Awareness. They will be conducting training for the entire department in 2021

Building Project. The final phase, Phase 2B of the Police Department Renovation was completed in 2020 which was the construction of an indoor parking garage for all department vehicles and equipment. It is equipped with motion sensor LED lights to be as efficient as possible.



2021 Projects, Operations & Services

The Police Department will be working with the village board, the public safety committee, and other committees to implement recommendations from the Police Organization study that was completed in 2020. The Village Board identified five main areas that were to be the focus of 2021 and those areas were Records Management, Complaint Process, Community Engagement, Review of Organizational Structure, and Traffic Enforcement. The police department has been begun implementing some recommendations from the study and look forward to working with all the stakeholders in 2021. The police department will be implementing several community engagement projects throughout 2021 as well.



Parking Lot @ Police Department. The parking lot on the south side of the Police Department has been identified as being in need of being replaced. As indicated in 2019, Strand evaluated the parking lot and indicated that due to the severe nature of the alligator cracking they recommended the lot to be

reconstructed. It should be noted that prior to this time the expectation was the parking lot would have held up better and lasted longer, however that has not been the case.



Pedestrian Safety. Shorewood has identified pedestrian safety as a concern. We hear more feedback about pedestrian and traffic concerns than any other safety concern so we are using data, community input to deploy officers and community service officers to the right places, at the right times. The goal for this initiative is to create a safer community for our residents. The Pedestrian & Traffic Safety Initiative was developed to promote safe roadways and positively impact dangerous pedestrian and traffic behaviors. Our intention with this initiative isn't to issue citations, rather it is to educate our community on the laws that exist to protect them.

Public Buildings Emergency Action Plans. The police department has been coordinating the development of the village's building emergency action plans. The action plans will be completed

Future Initiatives, Budget Impacts & Fee Updates

Body Worn Cameras. The police department was one of the first departments in Wisconsin to deploy a body worn camera program. The department implemented body cameras in 2016. At the time the department had a 5-year agreement with Axon for body cameras. The agreement is set to expire at the end of 2021. The department will be looking into fund the body worn camera for another 5 years. The anticipated costs are estimated to be \$50,000-\$75,000 per year for the next five years.



Electric Vehicles. The department plans explore a pilot program aimed at testing the Model S electric car that will be customized for patrol operations in line with the goals of Shorewood. At this time, Tesla is the only electric vehicle that meets specifications for size, performance, battery range, and safety, all required for a fully deployable patrol vehicle. The hope is to save on the amount of gasoline and maintenance costs by using other vehicles. However, Model S 85 starts at \$61,000 and the department will also incur addition costs of customizing it into a fully-fledged police vehicle.



Shorewood would not be the first police department to use Tesla Model S for patrol. Other police departments around the world are also adopting the electric vehicles. The

Denver Police Department and the Los Angeles Police Department have also added the vehicles to their rosters.

In Europe, Luxembourg police said they will outfit Tesla Model S for patrol operations, while Scotland Yard is considering the model for police and emergency use. That goes to show that Tesla Model S and other electric vehicles may soon become viable alternatives for traditional police cars



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Public Works

Department Heads: Leeann Butschlick, Director
Joel Kolste, Assistant Director

Summary of Department Services

The Shorewood DPW provides a diverse and varied assortment of services to the community ranging from collections and street maintenance to maintenance of the Village's parks and urban forest, its buildings and vehicle fleet. The Department of Public Works includes the Shorewood Water Works and the Shorewood Sewer Utility. DPW staff also administers contracts for all public construction programs and the annual provision of recycling, pest control services, lawn maintenance, Capitol Drive landscape maintenance, street maintenance (crack fill and large area patching) and construction services to the Village.



The DPW is comprised of three separate divisions:

- The Services Division provides services including refuse collection; yard waste, brush and leaf collection; Saturday drop off and recycling; street maintenance; forestry, plantings, park and beach maintenance; streetscape maintenance and beautification efforts.
- The Fleet & Facilities Division provides services including building maintenance, election set-up and support; streetlight system maintenance, traffic control system maintenance, sign maintenance, and all DPW, PDD and Police Department equipment and vehicle maintenance.
- The Utilities Division provides all water and sewer-related services, including meter reading and replacement, water system maintenance and repair, drinking water sampling, sanitary and storm sewer system maintenance, cleaning and repair; and street sweeping.

All employees perform winter maintenance duties.

Current Personnel and Organization Structure

In 2020, the Public Works Department was comprised of 13 full-time field staff and six (6) full-time Utility staff. The department was overseen by a Director and an Assistant Director and supported by a part-time administrative assistant. Temporary employees are utilized on an annual basis to support horticultural and forestry services. In 2020, this included 5 general seasonal staff, a Horticulture Intern and an Urban Forestry Intern (May – August). Three additional individuals were used to assist during the bulk leaf collection season.

In 2008, the Department underwent a reorganization which included the establishment of Division and the appointment of a Forman to head each. The Foremen title is competitively awarded and is held in addition to the employee's position classification. While Foreman have no disciplinary authority, they schedule and coordinate work within their divisions.

As its employees age toward retirement, the Department's age and seniority demographic have shifted in recent years. In 2012, the average years of service among employees was 16.9; by 2017 that number had fallen to an average of 11.8 years. In 2020, the average years of service across Public Works and Utility employees is 7.6. Please see below for the current positions and years of service.

Services Division

Horticulturist (Foreman), 2 years of service
Forester, 1 year service
Forester, 1 year service
Forester vacant, position posted
Route Collector/Equipment Operator, 3 years of service
Route Collector/Equipment Operator, 1 year of service
Route Collector/Equipment Operator, hired 2020



Fleet & Facilities Division

Electrician (Foreman), 22 years of service
Mechanic, 3 years of service
Mechanic – position not funded in 2021 budget
Chief Craftsman (building maintenance), 3 years of service
Craftsman, 1 year of service



Utility Division

Operator II (Foreman), 23 years of service
Operator II, 28 years of service
Operator II, 22 years of service
Operator I, 12 years of service
Equipment Operator, 6 years of service
Equipment Operator, 2 years of service

2020 Work Accomplishments & Service Delivery

The DPW and Utility employees regularly perform work functions in approximately 80 task areas and oversee contracts for over 30 outsourced services. These services can be classified as core, primary and secondary; core and primary services are those that support public health and safety (water distribution, sewer collection, refuse collection, traffic signals and signs, etc.) while secondary services provide quality of life enhancements (landscape maintenance, special event support, custom signage, etc.).

Approximately two dozen metrics detailing many of these service areas are provided as an Exhibit to this report.

Service Highlights:

- Forestry implementation of bare root planting system. Staff constructed an irrigated gravel bed at the DPW facility to further root development and properly store trees for fall planting. In addition to significant saving on nursery stock, barefoot planting can be performed more efficiently reducing labor hours and equipment and fuel use.
- Department Organizational Study.



Capital Infrastructure:

- Implementation of 2020 Larkin Road Reconstruction project.
- Planning and engineering support for WisDOT STH 32 (Lake Drive) reconstruction.
- Planning and engineering support for 2021 alley reconstruction project.
- Park improvement planning and implementation including Hubbard Park Canoe & Kayak Launch design; Triangle Park redesign; and Atwater Beach and boardwalk repair FEMA administration.
- Urban forestry infrastructure planning including tree inventory update implementation and EAB Program Assessment; WNR grant administration for these activities.



Utility Infrastructure:

- Planning and implementation of Advance Metering Infrastructure (AMI) and water meter replacements.
- Planning and engineering support for Milwaukee Metropolitan Sewerage District Edgewood Near Surface Collector (NSC) project including River Park restoration green infrastructure planning.
- Administration of TMDL stormwater management plan development consultant contract.
- Coordinated Village Board Lead Service Replacement Program review.
- Administration of annual CIPP sewer lining and manhole rehabilitation contracts.
- Developed RFP and led selection process for Southeast Area Combined Sewer. Improvements design engineer and provided planning and engineering support for project; developed comprehensive web pages for project.
- Administered Downer Meter Vault Replacement Project, including coordination with Milwaukee Water Works.



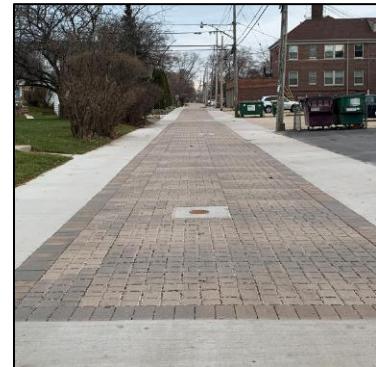
2021 Projects, Operations & Services

In addition to regular daily service delivery, Public Works staff will be involved in the following:

Staffing changes and challenges: The Construction Coordinator position, new in 2021, is a move that will ultimately provide significant financial savings over contracted infrastructure inspections. The hiring and implementation will be a significant challenge and time commitment for administrative staff in 2021. Additionally, anticipated retirements at key positions will provide other challenges to daily operations.

Meter Replacement Program and AMI. The COVID-deferred meter replacement program and Advanced Metering Infrastructure installation will be significant focus for Utility and DPW administrative staff if rebooted in 2021.

Infrastructure Programs. Biennial sidewalk and alley reconstruction programs are scheduled in 2021. Alley construction will occur in various locations, with two segments identified for green infrastructure improvements. The sidewalk replacement and grinding program will occur in the southwest area of the Village. Staff will administer the engineering and construction of the South Oakland Resurfacing and coordinate business and property owner communications. DPW administrative staff will oversee the design engineering of the 2022 North Oakland Pavement Replacement Program and develop a plan/proposal for business outreach. Staff will also continue planning support of WisDOT STH 32 (Lake Drive) improvements which kick off public participation activities in July 2021.



Park Improvements. The 2021 Budget includes funding for the construction of a long-anticipated canoe and kayak launch at Hubbard Park. DPW staff oversaw the engineering selection and design process in 2020 and will administer the construction contract in the fall of 2021. Staff is overseeing the selection process for a design engineer for the Hubbard Park parking lot in early 2021. This project is anticipated to include substantial green infrastructure elements and DPW will oversee its design in 2021; construction is anticipated in early 2022.

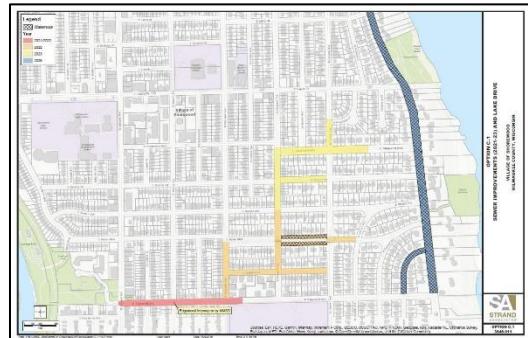
Sewer Infrastructure: DPW administrative and utility staff will continue to support the planning and implementation of the MMSD Edgewood Near Surface Collector Project, an estimated \$16 million capacity improvement program. Construction, anticipated to begin in September 2021, will impact all service delivery areas and will require additional time and coordination of front-line staff. The Village's Southeast Area Combined Sewer Improvements engineering will begin in earnest, with the final identification of solutions and routes. Staff will support the contract engineer throughout the design process.

Utility Programs. Staff anticipates the forthcoming Combined Sewer Service Area Downspout Disconnection Program, the America's Water Infrastructure Act (AWIA) mandated Risk and Resiliency Assessment and the review and implementation of the TDML Stormwater Management Plan to require significant staff and Village Board time and attention in 2021.

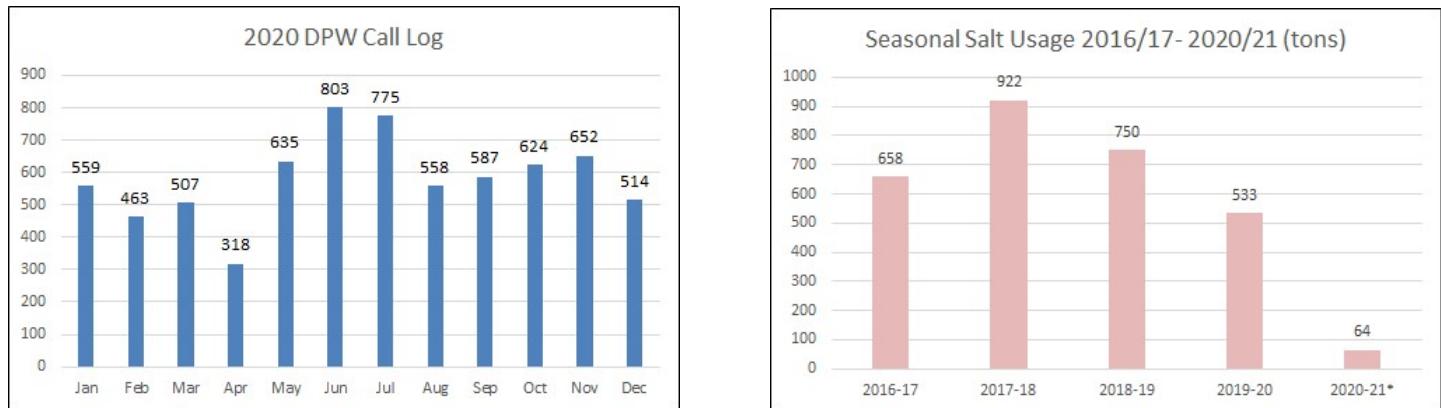
Future Initiatives, Budget Impacts & Fee Updates

2022-2025 will continue the focus on infrastructure, particularly utility-related improvements. Phases I and II of the SEACSI will incorporate watermain replacement and road reconstruction components. The third and final phase of SEASCI will be constructed as a part of the Wisconsin Department of Transportation STH32 (Lake Drive) improvements (currently scheduled for 2026 but with 2025 advanceable let) and will include watermain replacement for the length of the project.

The Village's Long Range Financial Plan schedule reflects the enormity and complexity of these projects as few other initiatives are scheduled or anticipated during this time period.



GENERAL/ADMINISTRATIVE



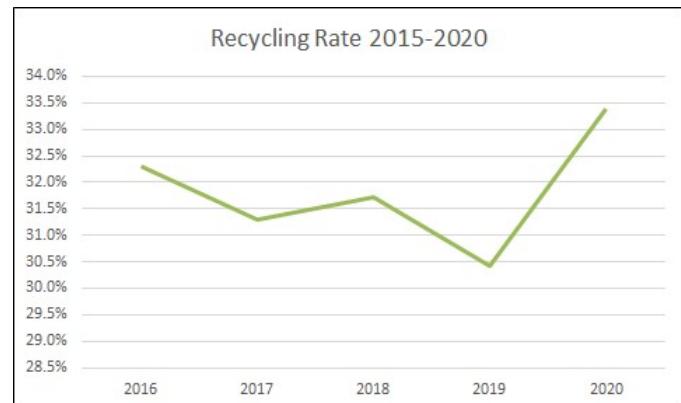
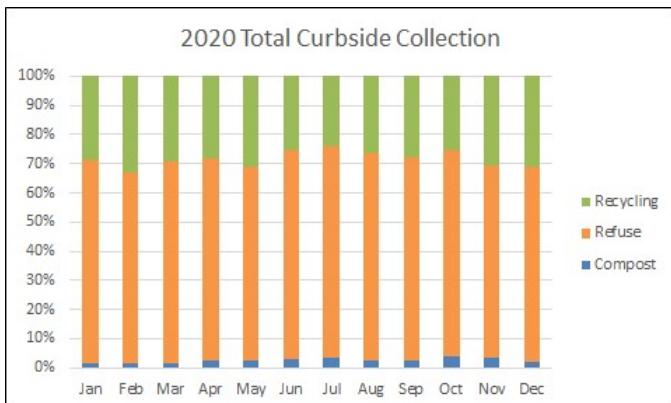
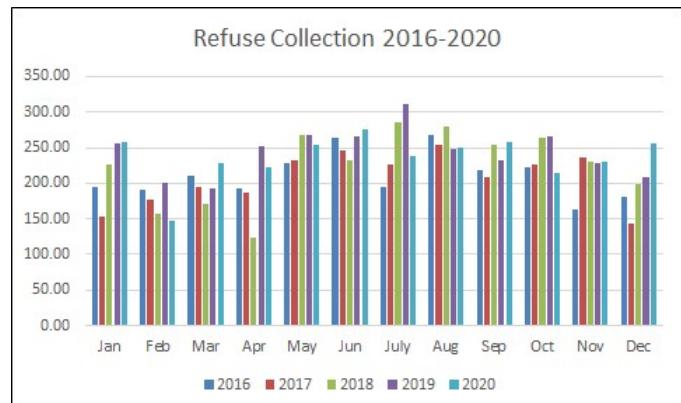
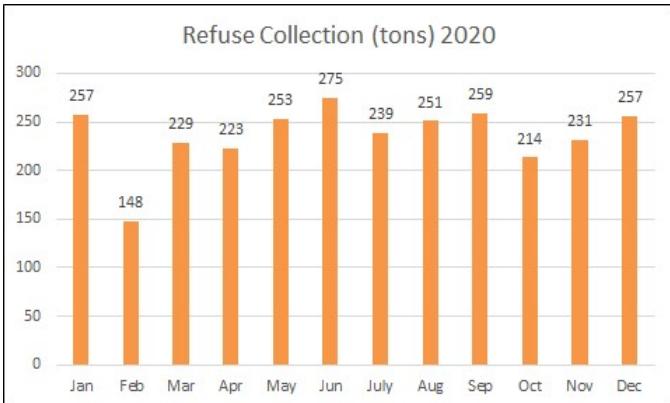
*reported through 12/31/2020

Training

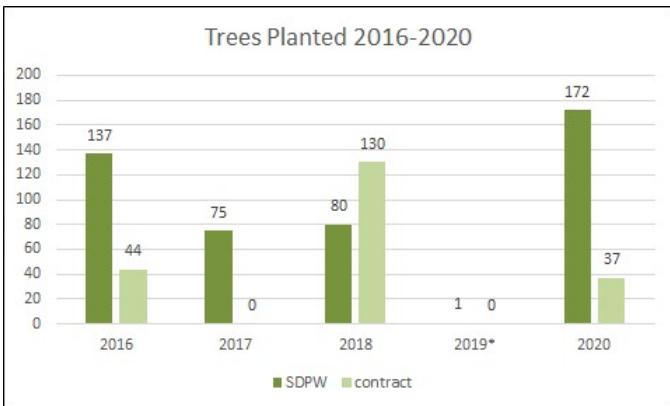
Date	Topic/Event	Provider	Participants
Feb	MMSD Annual Inspection Conference	MMSD	All Utility Staff
Feb	WI Arborist Association Annual Conference	WI Arborist Association	Habanek, Korte
Mar	Water Operator Training	Vendor	Kunze, Pinzer, Sterr
Mar	Injury & Accident Reporting	SDPW Safety Committee	All Staff
June	Confined Space Training	Fehr Grahm	All Utility Staff; Heyen, Best
Aug	Utility Management Conference	MMSD	Butschlick
Sept	Challenges in Water Systems	WI Rural Water Association	Butschlick
Sept	Seasonal Staff Equipment Training	SDPW staff	All Seasonal Staff
Oct	Spill Prevention	SDPW Safety Committee	All Staff
Oct	Utilizing Gravel Bed in Tree Production	UW Extension	Habanek, Korte, Oberle
Oct	Managing Mature Community Trees	UW Extension	Habanek, Korte, Oberle
Oct	Selecting Quality Trees	UW Extension	Habanek, Korte, Oberle
Oct	Baker Tilly Utility University	Baker Tilly	Butschlick
Dec	Leaf Collection and Safety Training	SDPW Safety Committee	All Collections Staff & Seasonal Staff
Dec	Winter Operations Training	SDPW Assistant Director	All Staff
Dec	Annual Hearing Conservation	AMI Medical	All Staff
Dec	Annual DSPS Training - Virtual	Fehr Grahm	All Staff
Dec	Water Sampling Requirements 2021	WI Rural Water Association	Butschlick

SERVICES DIVISION

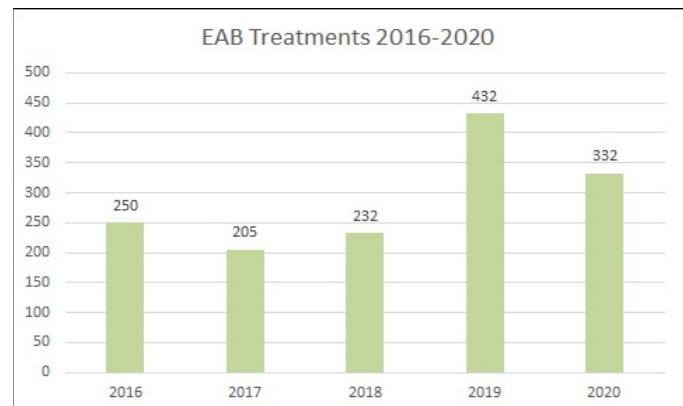
Collections



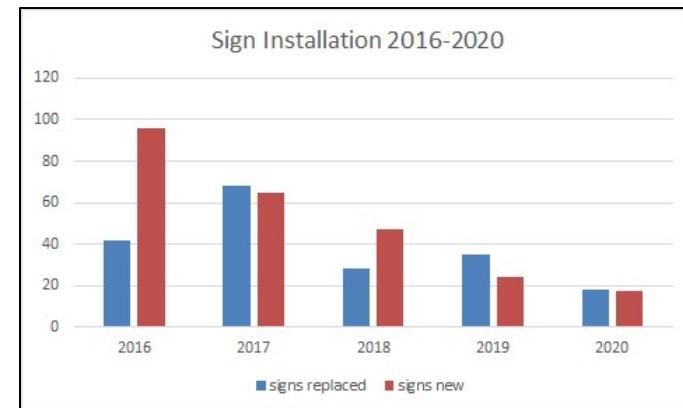
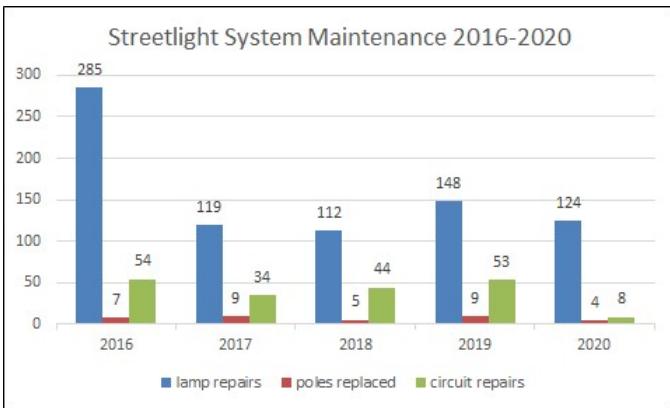
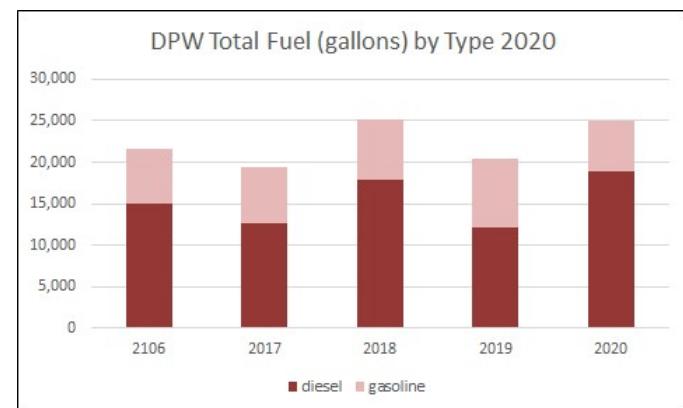
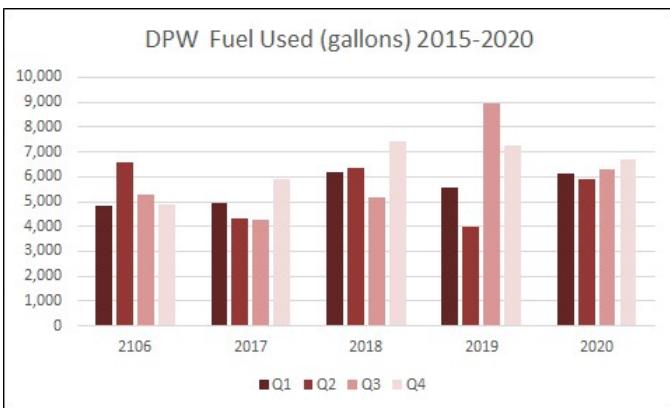
Forestry



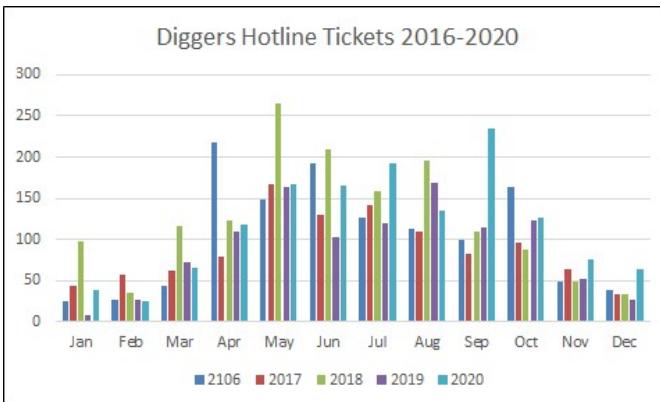
*No fund for planting were approved in the 2019 Village Budget.



FLEET & FACILITIES DIVISION



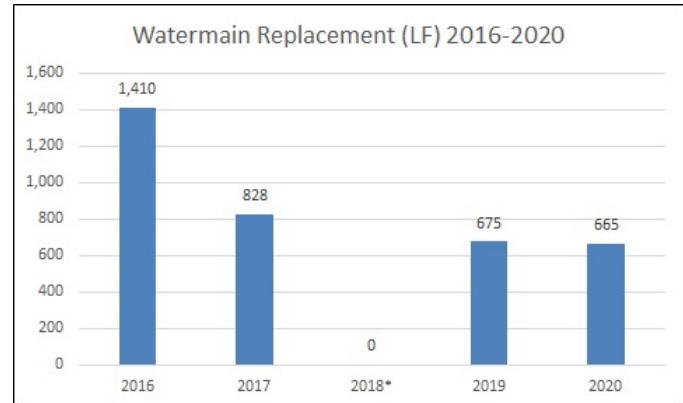
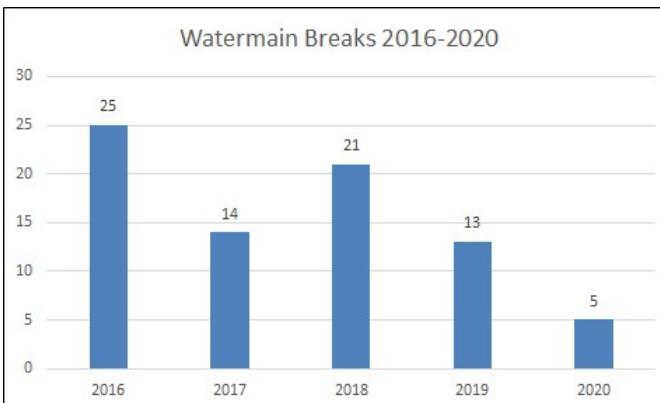
UTILITY DIVISION



The Village is a member of Digger's Hotline and marks its underground utility infrastructure at the request of any entity. Utility locating is a necessary activity to protect the Village's underground infrastructure. Requests are made for projects ranging from landscaping to major utility construction. All requests, no matter the project scope, require the marking of water, sewer, street light and traffic signal locations within the project area.

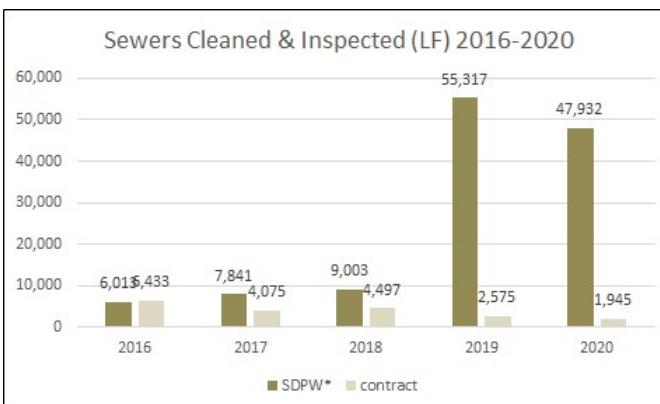
This activity is significant: in 2020, nearly 1,300 labor hours were utilized for this activity which equates to 65% of an FTE.

Water

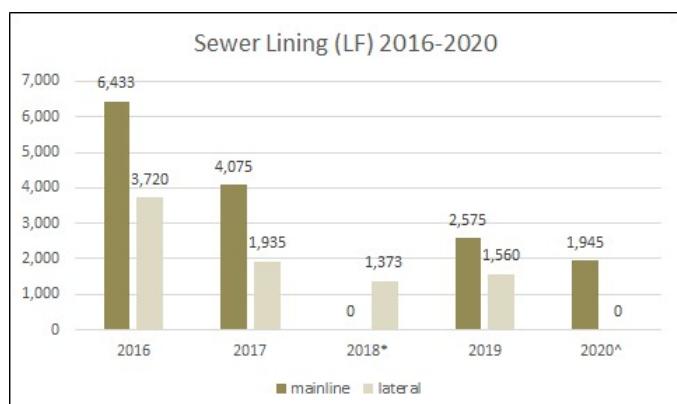


*No watermain was replaced as a part of the 2018 Wilson Drive Reconstruction.

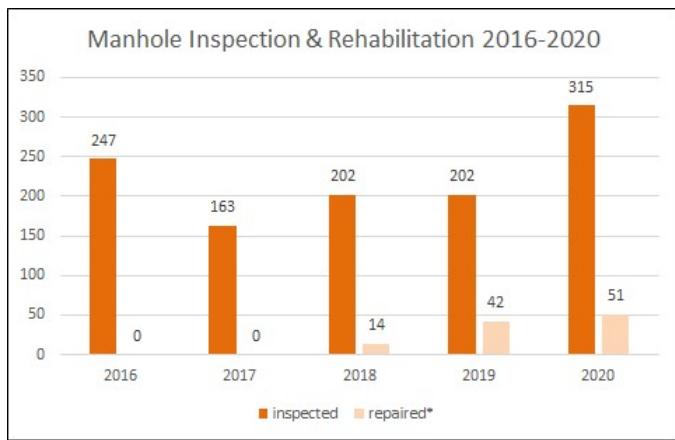
Sewer



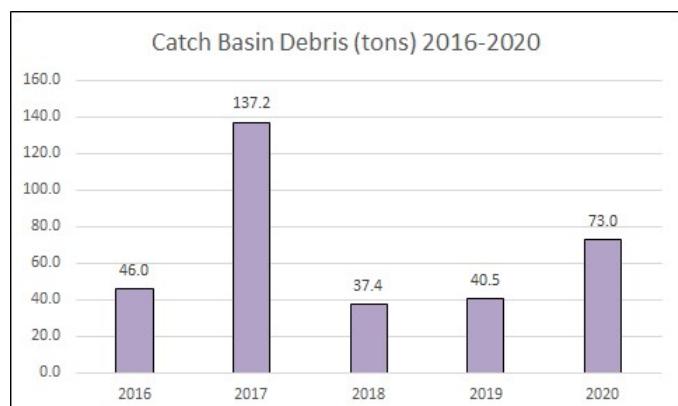
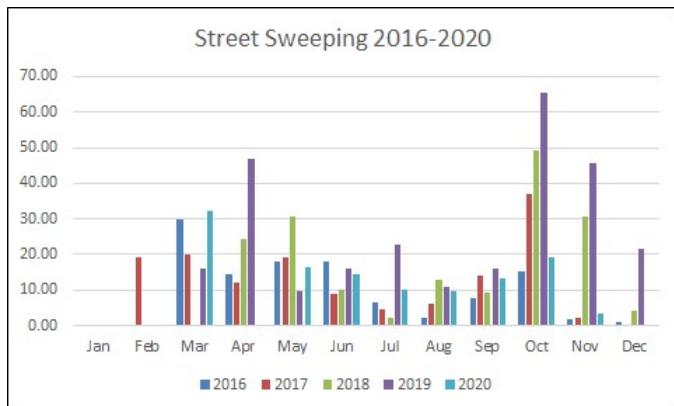
*Cleaning and inspection ability increased significantly with the purchase of the Village's new sewer jet/vacuum truck.



*No lining program was completed in 2018 due to mechanical failures of the televising and inspection equipment the prior year.



Storm Sewer



*The Village began funding a manhole rehabilitation program in 2018.



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Senior Resource Center

Department Head: Elizabeth Price, OTR, Coordinator

Summary of Department Services

The Senior Resource Center (SRC) promotes safe, healthy, and enriching lifestyles for Shorewood residents age 60 and older. It serves as a connection point for senior services and programs and is actively working to make the community a better place to live for all ages.

During the pandemic, we successfully modified programs and outreach to keep older residents connected, volunteers engaged, and the community involved.



Current Personnel and Organization Structure

The Senior Resource Center (SRC) has 1.35 Staff positions. Elizabeth Price, Coordinator (.9 FTE) serves as the director of senior services and reports to the Village Manager. The coordinator is the staff liaison to the seven member Elder Services Advisory Board (ESAB) and provides programming and service referrals for residents with the support of the .45 FTE program assistant. (This position is currently vacant; interviews are scheduled for late January.) The program assistant reports to the SRC Coordinator and provides event and office support.

The SRC also administers the Shorewood Connects contract, which is funded for twelve hours per month to support age-friendly projects. The Shorewood Connects project is facilitated by Ms. Vashti Lozier, who is in the second year of a three-year contract.

Volunteers are an important component of SRC operations, and in 2020 they were needed more than ever: over 375 volunteer hours were recorded, and their efforts helped the SRC to transition to off-site and drop-off activities. The SRC relied heavily on a dedicated team of volunteers, who capably stepped up to help conduct drive-through programs.

2020 Work Accomplishments & Service Delivery



Transitioned Programming. Yoga, Qigong, and “Zoom Time with Kelly” were among the first programs moved onto the digital platform Zoom. These were soon followed by “A Date with History” and our dementia awareness education series. Initially, older adults faced a Zoom learning curve, but they soon got up to speed with help support from SRC staff. Participation in some programs dipped from 2019, but the good news is that the SRC gained new participants in the process and will utilize Zoom moving forward.

Grab & Go Drive-Through programs at Hubbard Park proved popular. Residents enjoyed the multiple connection points with games, activities, and conversation, all while safely masked and socially distanced in their vehicles. The SRC utilized local businesses to provide the tasty box lunches and utilized pedestrian volunteers to staff the connection points.

Walking History Program. In collaboration with the Shorewood Historical Society, the SRC offered two guided walks to learn about the history of Hubbard Park and the Ghost Train.



Information and Referrals

Shorewood neighbors stepped up to help older residents shelter-in-place during the pandemic. SRC staff engaged in community outreach through the Shorewood Care Network, East Side Senior Services and Eras Senior Network for transportation, absentee ballots, grocery shopping and errands. Volunteers at Bring Your Bag Shorewood, the Shorewood Woman’s Club and the SRC sewed face masks for distribution at the low-income apartments at River Park. East Side Senior Services extended their northern boundary past Capitol Drive to cover all of Shorewood with their volunteer services.

Shorewood Connects helped us to be recognized as a Dementia Friendly Village

The work of the Shorewood Connects Dementia Friendly Workgroup (DAWG) began in 2014 and received a well-deserved recognition from Dementia Friendly America in June. The DAWG committee is responsible for the Memory Café, fall dementia education series and caregiver support group. This workgroup moved the education series onto Zoom and supported conversion of the Memory Café to the Memory “CAR-fe,” modeled on the SRC Grab & Go events at Hubbard Park.



The Neighbor Honor Roll. The Neighborhood of the Year competition became the Neighbor Honor Roll where neighbors nominated neighbors for their good deeds. Over 145 neighbors, families and groups were recognized on the honor roll. They received an email acknowledgement and recognition in the Village Manager's Memo. Many were moved by this recognition



Winter Walk Audit. Shorewood Connects organized a winter walk audit and recruited thirty residents to walk in teams and evaluate sidewalk safety throughout the Village. Concerns regarding snow removal and pedestrian ramps were documented and used to direct a conversation with the new BID Director Steph Salvia regarding snow removal in the business district. Staff and volunteers will continue to monitor snow removal practices and engage with the business district to support safer sidewalks and improved accessibility.



Community Yard Clean-up

Ms. Lozier successfully conducted two community Yard Clean-up Days in 2020. 190 volunteers worked two shifts in the spring, and 256 volunteers in the fall. The teams practiced COVID-safe protocols by wearing masks and working outdoors in groups that shared a physical household or “bubble.” Volunteers cleaned up the yards of twenty-two houses in spring and picked up trash in the parks and business district. Thirty-five households enjoyed the volunteer help in fall. Volunteers were thankful for an opportunity to serve, and students were grateful for one of the rare opportunities to get National Honor Society hours.



2021 Projects, Operations & Services

Marketing Plan. The Senior Resource Center will continue working with the Shorewood Marketing Committee to complete and begin implementation of a marketing plan to increase awareness of the SRC and Shorewood Connects.

Village Center Audio-Visual Upgrade to include Video Recording. SRC staff will be working with the Village Manager's Office and Library staff to obtain and review quotes for installation of a video recording system to be embedded into the existing hard-wired audio system in the Village Center.



Village Center Meeting Room Registration Software Upgrade. Village Center meeting room registration software is out-of-date and no longer supported through its vendor. Library and SRC staff began reviewing software before the pandemic and will continue efforts to identify and implement new registration software that will also enable registration for programming.



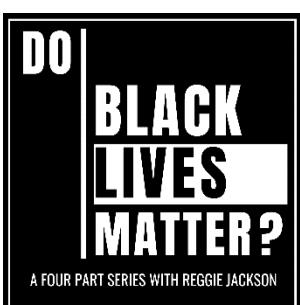
AARP Challenge Grant. As Shorewood is a member of the AARP Age-Friendly Livable Communities Network, we have an opportunity to apply for a Grant from AARP. Challenge Grants are intended to create quick wins on shovel-ready projects that sustain or advance age-friendly initiatives. Working with the Village Manager, we will identify projects that meet requirements. Benches at Triangle Park or the kayak launch are examples of projects being considered.

(Applications will open in February, and projects must be completed by November 2021.) AARP Community Challenge grants support projects that increase civic engagement with innovative and tangible projects that create vibrant public places that improve open spaces, parks, and access to other amenities and that deliver a range of transportation and mobility options that increase connectivity, walkability, bikeability, wayfinding, and access to transportation options.

Future Initiatives, Budget Impacts & Fee Updates

Home Modification Program

Revitalize Milwaukee provides critical home repairs and accessibility modifications for income-qualified persons in Milwaukee County aged 60+, veterans and people with disabilities. A Shorewood-specific program could be developed should the Community Development Authority (CDA) and Village Board choose to extend TID#1 and use funds to implement a home modification program. The Senior Resource Center would facilitate the roll-out, marketing, Benjamin Fund financial support (for moderate income applicants) and make referrals to the program.



Equity, Diversity, and Inclusion

The Senior Resource Center is partnering with the library, Shorewood Moving Forward, Shorewood BID, Human Relations Commission, Shorewood Foundation, and potentially other Village organizations in applying for a \$10,000 grant from the Wisconsin Humanities Council. The goal is to create a cohort of anti-racist citizen leaders to support equity efforts in Shorewood. (Participating organizations will be asked to contribute funds to reach the \$10,000 matching funds requirement.)



VILLAGE OF SHOREWOOD

2020 ANNUAL REPORT 2021 PROJECTS AND FUTURE INITIATIVES

Department: Village Manager's Office

Department Head: Rebecca Ewald, Village Manager

Summary of Department Services

The mission of the Village Manager's Office is to exercise leadership in planning, coordinating, staffing, developing and controlling the activities of all municipal functions to accomplish Village goals and policies as determined by the Village President and Board of Trustees. The Village Manager assists the Board by facilitating the establishment of goals and proposing alternative strategies for their accomplishment. The Village Manager directs the use of human and fiscal resources toward accomplishment of Village goals and apprises the Board of Trustees regarding results. The main services performed in the Village Manager's Office includes:

- Directing the preparation of the annual budget and capital improvement plan
- Overseeing preparation of the Village Board agenda
- Serving as Personnel Director responsible for negotiation and administration of collectively bargained labor agreements and all other Village personnel positions
- Preparing information, newsletters, website, letters, memos, and press releases
- Carrying out policy directives of the Village Board
- Establishing administrative policies and procedures for the conduct of Village operations
- Representing the Village in intergovernmental matters at the federal, state and county level
- Conducting and overseeing economic development efforts and Central District revitalization
- Facilitating the implementation of the Vision 2025 Plan and other planning documents
- Advising the Village Board on present and future financial, personnel and program needs

Current Personnel and Organization Structure

The Village Manager's Office is comprised of three staff positions: Village Manager Rebecca Ewald,



Assistant Village Manager Tyler Burkart, and Administrative Payroll Specialist Tony McCoy. The Village Manager reports to the Village Board and serves as the chief executive officer for the Village. The Assistant Village Manager serves as the human resources manager, communications manager, staff liaison for five volunteer committees, and manages several special projects and contracts. The Administrative Payroll Specialist performs biweekly payroll, completes required annual reporting (i.e. OSHA, ACA, WRS), and assists other core services such as elections and customer service.

2020 Work Accomplishments & Service Delivery

The work plan and anticipated initiatives changed drastically in 2020 due to impacts of COVID. Several of the business was conducted virtually with the Village Board and volunteer committees. However, the Village Manager's Office still completed numerous initiatives to help Village services and operations.



Photo Credit: Joel Butler

COVID Ordinances and Management Policies. The Village Board passed a mask ordinance requiring community members to wear a mask indoors in a public establishment and within six feet of each other. An Emergency Assistance Grant Program approved funding of \$300,628 to 90 applicants to assist businesses financially during the pandemic. Temporary loading zones were approved to allow local businesses space outside to assist with their businesses. The Village worked with Milwaukee County Parks to make Estabrook Parkway an active street so residents had more open space to walk, run, bike and play. The Manager's Office managed EPSLA and EFMLEA requests for COVID-related leave and quarantining purposes.

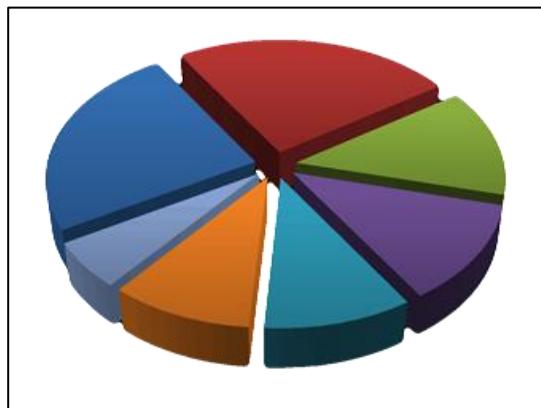
Fire Station No. 83 Negotiation and Renovation. Construction was completed in October. North Shore Fire / Rescue (NSFD) was successfully able to work with the Village and contractors to preserve the historic facade of the building while renovating the interior to provide the necessary space and features for NSFD personnel. NSFD and the Village is proud to announce that the solar panel installation on the roof of the fire station was a success, too. NSFD initially estimates a payback period of 10.8 years through the energy savings. While NSFD originally estimated a 41% savings on electric costs from the solar infrastructure, the first month of operation experienced a 54% reduction.



Public Works and Police Organization Studies. The Village Manager's Office worked with Public Works and Police to complete an organizational review of their departments. Novak Consulting performed the DPW study and Alexander Weiss Consulting performed the Police study. Staff, officials, and the public had an opportunity to provide feedback and engage in the development of both studies. The organization studies provided 25+ recommendations for the Village to consider. The Village Board approved priorities which will be added to the departments' 2021 work plans.

Village Manager's Memo. The Village Manager's Office was able to publish 50 weekly Manager's Memos for 2020. The e-newsletter was able to increase its number of subscribers from 2,054 to 2,230 in the last year. The average open rate for 2020 was 59%, which is an improvement from 51% in 2019.

Village staff continues to promote the Manager's Memo through customer service staff, the Village website, all staff email signature lines, and social media.



Coordination of Planning and Prioritization. The Village Manager's Office adjusted the process for the 2020 prioritization discussion. Volunteer committees submitted their annual reports and future initiatives, which was reviewed by staff and the Village Board. Board members submitted their initiatives and voted on the priorities as a collective governing body. The priorities were updated quarterly to reflect on any pressing needs or time sensitive items. The Manager's Office also coordinated additional meetings for the long-term financial plan, 2021 budget preparation, and capital financial planning.

Initiation of Equity, Diversity and Inclusion Training. Village department heads along with representatives from the Village Board and the Human Relations Commission began monthly trainings with Sam Coleman so that they can further reflect on equity, diversity, and inclusion (EDI) within their service areas. The monthly sessions will encourage staff and officials to review current policies and procedures and identify ways the Village can strengthen them based on EDI best practices. Additional funding approved by the Village Board will provide additional professional education and growth opportunities for staff on EDI when leading their departments.

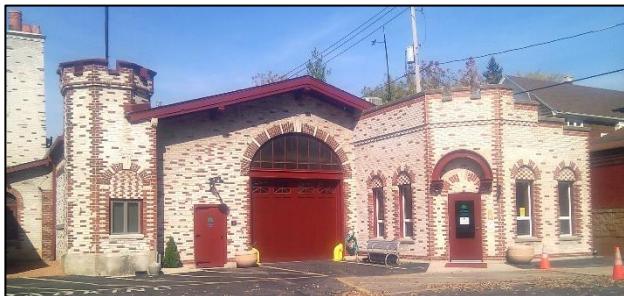


IT services. Village staff worked with Bayside IT to put together a plan to address future IT needs and updating the Village's IT asset list.

IT Capital Improvements. The Village implemented IT capital improvements for 2020, which included 8 computer replacements, new switches to connect servers to the Village network, a new server rack in the Village Center server room, and new access points to improve internet connectivity for locations in the Village Center. This was the first year of the Village entering in a service agreement with Bayside for

2021 Projects, Operations & Services

The Village Manager's Office finalized its work plan for 2021 projects and initiatives. It anticipates completing several projects and initiatives based on the priorities of the Village Board and additional support for Village departments and services. Below are the significant projects and initiatives to be performed and completed in 2021.



Facilitate Implementation of Organization

Study Recommendations. The Manager's Office will be working directly with Public Works and Police on the implementation of several action items recommended through the 2020 organization studies. The action items are based on the priorities approved by the Village Board. Updates will be presented to the Public Works and Public Safety Standing Committees throughout 2021. The Manager's Office will also be completing a thorough review of staff positions at Village Hall and will be making recommendations on modifications to some of the positions' responsibilities and duties. Significant changes will be presented to the Village Board.

Review Historic Building Preservation Options.

The Manager's Office will review past Village efforts to preserve historic buildings in the community. Staff will contact state resources to learn about the options a community has in enacting legislation and ordinances to preserve historic buildings. This research will be compiled into a presentation to be given to the Community and Business Relations Standing Committee and the Village Board. Staff anticipates opportunities for the public to provide comment and feedback before any option is finalized by the Village Board.



Draft and Review of Policies and Procedures. There will be several policies and procedures to be drafted and reviewed by the Village Manager's Office this year. The Village Manager has been working directly with the Community Development Authority to complete a draft of a TID creation and TIF assistance policy. The Assistant Village Manager will continue efforts to bring forward policies to include in the Communications Management Policy Handbook.

Staff will draft standard operating procedures for recruiting and hiring processes, Atwater Beach closures, training and orientation for new staff, internal investigations, other HR policies, and other financial procedures.

Comprehensive Park Plan. The Village Manager's Office is working with the Parks Commission on finalizing the Comprehensive Park Plan update. This plan comprehensively reviews all of the parks space in Shorewood and acts as a 5-10-year plan for park planning activities.

The Parks Commission hopes to have a recommended plan by March and present it to the Village Board for consideration. If adopted, the Parks Commission (soon to be Parks and Public Spaces Committee) will begin implementing the plan, which may require some funding requests for 2022 and beyond as they will meet with community partners on collaborative efforts.



Video and Sound Equipment Upgrades. The Village implemented video recording equipment for the Village Hall Court Room in 2016 (later added to the Village Hall Committee Room). The quality for the video recording – especially the audio – could be greatly improved. In addition, the Village would like to explore the following video enhancements: video control panels on the wall, automatic downloads from the video to the server, increased server space, alternative/multiple viewing angles, streaming live video, and improved microphones. The Village would also explore video, streaming, and

audio installation for the Village Center meeting room. Staff will engage vendors through an RFP process. A total of \$27,000 was allocated for this project.

Continuation of EDI Committee Efforts.

Department heads and Village officials will continue to serve and complete monthly trainings centered around equity, diversity and inclusion. The anticipates by Q3 of 2021 (near the conclusion of the EDI Committee sessions) that Village departments will be prepared to propose action items on how they can begin modifying certain policies, procedures, and operations to apply stronger EDI principles. Proposed action items will be shared with Village officials. The EDI Committee will also determine ways to assure accountability that these efforts are continually being reviewed and executed by staff.



Facility Condition Assessment. A facility condition assessment (FCA) is a process of analyzing the condition of a facility. This is accomplished by looking at factors like age, materials, design, assets. This allows Village leaders the ability to evaluate the building's health and performance in the long run. In essence, the assessment allows the Village to prioritize, plan, execute and maintain our facilities. A total of \$20,000 was allocated for this project. The Village Manager's Office will work with Public Works and outside consultant(s) to complete this assessment.

Security Camera Improvements. The Village Manager's Office will be working with Engineered Security Solutions to install new security cameras at DPW while also upgrading some of the cameras at Village Center and Village Hall. The upgraded cameras will have wider lenses and clearer picture. Cameras may also be installed overlooking the Village Center-Village Hall parking lot. The Village allocated \$62,500 for this project. Staff received permission from the Village Board to bypass the purchasing policy and will implement the improvements by Q1 of 2021. Assigned management staff will be trained to utilize the software to review video footage.



Social Media Archiver and Other IT Initiatives.

Staff will conduct an RFP process to find vendors who provide social media archiving services to comply with record retention best practices. \$5,000 is allocated in the Other General Administration budget for these services. In addition, Bayside IT will work with staff to move to Microsoft 365, replace three 48-port network switches, and make improvements to the Village's backup and recovery system.

Implementation of Village Volunteer Committee Initiatives.

The Village Manager's Office helps to staff a number of volunteer committees with the Village. Staff is currently supporting a number of initiatives coordinated by the volunteer committees. Some of the initiatives staff anticipates working on in 2021 include implementation of the Plan to address Racial Inequities, dog waste stations, a virtual Environmental Film Festival, initiation of the Parks and Public Spaces Committee, a sustainability dashboard, a donation of a foot wash station at Atwater Park, review the utilization of park spaces by users, application for grant dollars to reduce energy usage, and review of the Village's marketing and communication efforts.



Future Initiatives, Budget Impacts & Fee Updates

There are a few initiatives and fees beyond this year the Village Manager's Office will continue to review in preparation of the 2022 budget and for Village Board consideration.



Village-wide Communication Monitors. Village staff is exploring to add five monitors around the Village in businesses or public settings to receive news updates. To make this project work, we will need to add servers to go along with each monitor. Village staff will update a weekly slide presentation that will send information the servers via the cloud. This will help the Village's communication, especially during emergency situations. Other community partners such as the school district and the BID could also work with the Village to put up information on the monitors. Staff doesn't anticipate this initiative impacting their current workload.

Park and Beach Vendor Permit Fees and Application. Village staff wants to update the fee schedule based on new research and updated ordinance language in regards to vendors wanting to use park space for business operations. If adopted by the Board, the fee will request a \$50 application fee for vendors along with a \$50 per day fee they wish to utilize the park space plus billable hours for any Village personnel requested to help setup (such as electricity or trash receptacles). The Park and Beach Vendor Permit would require Village Board approval before being granted. Staff doesn't anticipate this initiative impacting their current workload.

