

CITY OF MIDDLETON 2021 ANNUAL REPORT



The long-awaited Stone Horse Green in Downtown Middleton will be constructed in 2022. Our thanks to the many donors to this project (all are listed at <https://www.stonehorsegreen.org/donate>) as well as the major donors as follows:

City of Middleton - \$1,000,000

Electronic Theatre Controls – sponsoring the outdoor theater (\$250,000 total)

T. Wall Enterprises \$212,312 in-kind reduction in price and \$14,000 cash

Hy Cite Enterprises, LLC – sponsoring the Barn Lights sculpture (\$150,000)

Middleton Area Development Corporation (MADC) – matching grant sponsorship (\$100,000)

Pleasant T. Rowland Foundation – sponsoring the fire kettle (\$25,000)

FCS Partners, LLC (Steve Cohan) – sponsoring a Stone Horse sculpture (\$25,000)

One Community Bank – sponsoring a Stone Horse sculpture (\$25,000)

MG&E Foundation – sponsoring the solar array (\$15,000)

Springs Window Fashions – sponsoring the fireplace (\$15,000)

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INTRODUCTION

The City of Middleton has a strong history of being a leader in public service as well as a dynamic place to live, work and play. This annual report serves to highlight some of the many accomplishments of 2021. Our dedicated elected officials and staff have worked very hard during this trying year. Their work is critical in keeping Middleton as the Good Neighbor City.

As you peruse this report, please visit our website (<https://www.cityofmiddleton.us/>) if you find something that you wish to learn more about. You can find many of the updates in this report in much greater detail there. In addition, you can sign up for the Notify Me (<https://www.cityofmiddleton.us/list.aspx>) email update system to know the how, what and when of community meetings and events. Finally, we highly recommend you follow us on Facebook (<https://www.facebook.com/goodneighborcity>) and YouTube (<https://www.youtube.com/user/MiddletonWeb>) for news, meetings and updates.



Editor in Chief: City Administrator Mike Davis

Production & Design: Administrative Intern Gertrude Waigumbulizi(pictured)



Content: City Department Staff Members

MAYOR AND COMMON COUNCIL

Middleton's Common Council meets the first and third Tuesday night of every month at City Hall, 7426 Hubbard Avenue. Council agendas are posted on the City's website, on Notify Me and at City Hall. The Common Council consists of eight members elected by districts and a mayor elected at large. The public is welcome to attend the meetings.



Gurdip Brar
Mayor (2017)



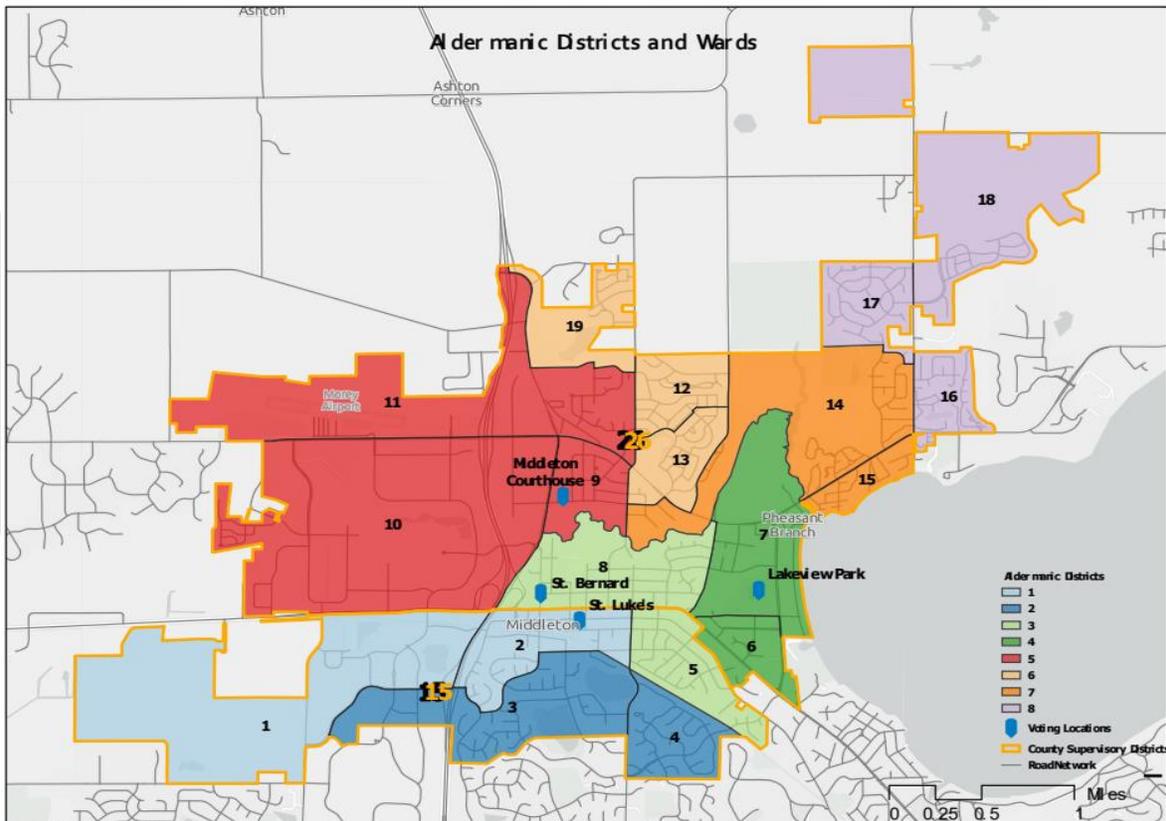
Kathy Olson
District 1 (2015)



Robert Burck
District 2 (2017)



Katy Nelson
District 3 (2019)



Emily Kuhn
District 4 (2018)



Luke Fuszard
District 5 (2019)



Susan West
District 6 (2008)



Dan Ramsey
District 7 (2017)



Mark Sullivan
District 8 (2010)

2021 INCUMBENT CITY STAFF LEADERSHIP *(Year Started)*



City Administrator
Mike Davis
(1998)



Police Chief
Troy Hellenbrand
(2020)



**Assistant City Administrator/
Director of Finance**
Bill Burns
(2016)



Director of Public Works
Shawn Stauske
(2010)



Director of Tourism
Julie Peterman
(2016)



Director of Senior Services
Tammy Derrickson
(2018)



**Director of Public Lands,
Recreation & Forestry**
Matt Amundson
(2016)

Fire Chief
Aaron Harris
(2003)



EMS
Steve Wunsch
(1994)



**Director of Planning &
Community Development**
Abby Attoun
(2019)



Director of Library Services
Jocelyne Sansing
(2016)



**General Manager of
Pleasant View Golf Course**
Jeremy Cabalka
(2014)



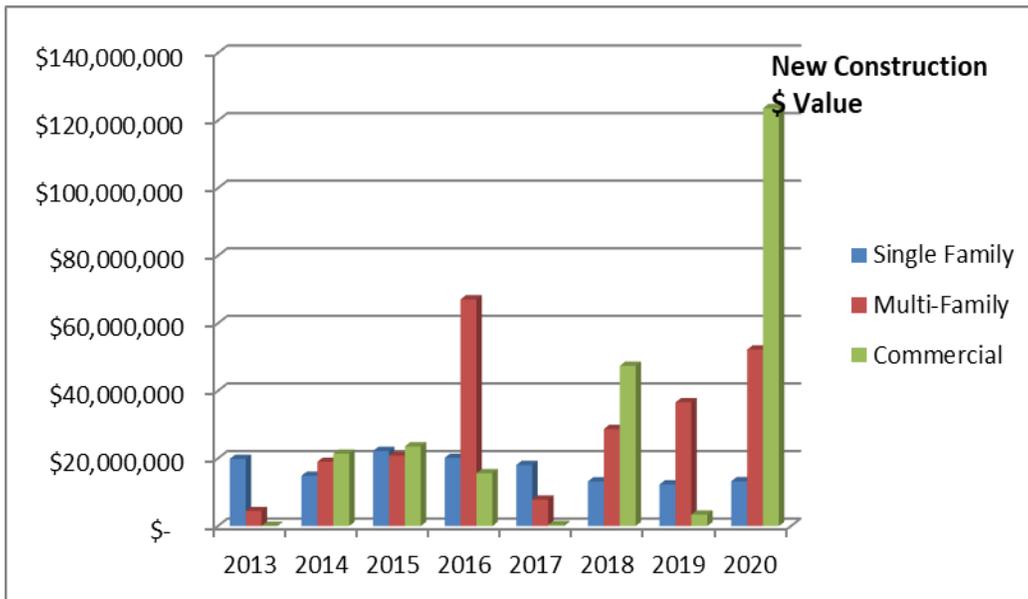
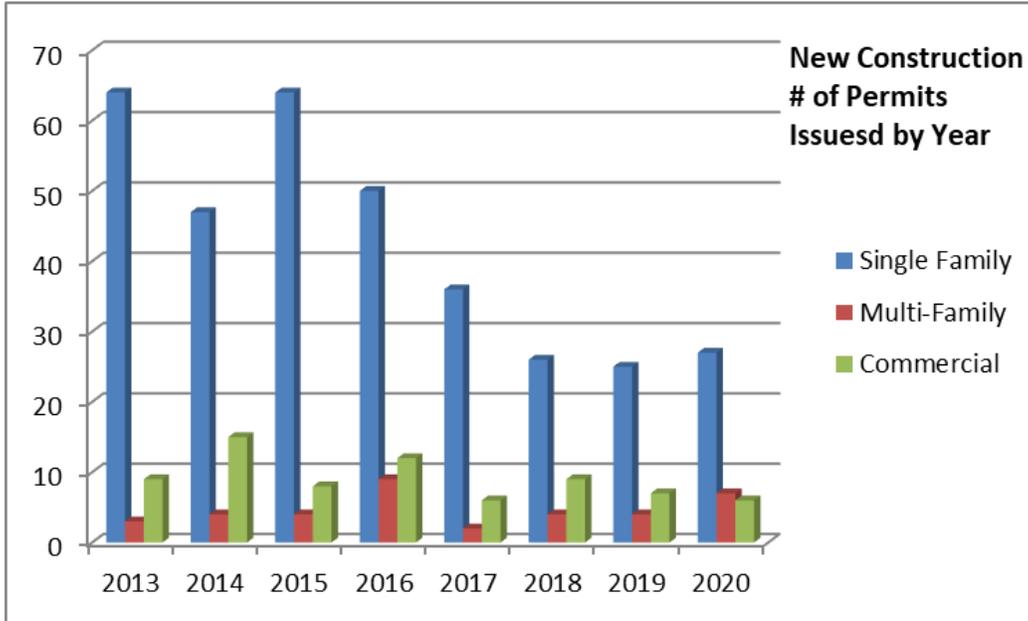
Building Inspector Manager
Jim Sjolander
(2020)



BUILDING INSPECTION

2021 Construction

The City issued permits for \$189,162,847 worth of construction in 2021. This includes 27 New Single-Family Homes, 7 New Multi Family Buildings, 6 New Commercial Buildings and 1,169 other permits for additions, alterations, and repairs.



BUILDING INSPECTION

Numerous projects recently have started and will enhance the city for years to come.

Major projects in 2021 included:

- Completion of Middleton Center Phase 3, two large apartment buildings at 1800 Parmenter Street and 7600 Terrace Avenue
- Completion of Whispering Pines multi-family located at 2892 Pleasant View Rd
- Completion of Town Place Suites by Marriot located at 3055 Deming Way
- Completion of the Cardinal View/assisted senior living complex located at 3820 Tribeca
- The start of the Trotta building a 126-unit apartment building located at 3001 Parmenter Street

Several new smaller commercial buildings:

- 6209 Century Avenue - new O'Reilly's Auto
- 2700 North Pleasant View Rd – new office building for i3
- 6413 university Avenue – new Napa auto parts

Fully Delegated Plan Review Community

March of 2021 the department received state delegation for fire alarm and fire suppression plan reviews. This means that we are now delegated for all plan reviews that are required for new buildings. For 2021 we completed 122 building/hvac plan reviews, and we completed 49 plumbing plan reviews. These ranged from several new buildings to remodels and additions. We brought in \$109,053 in plan review fees for 2021. We now can provide a full-service plan review to our clients making for a full-service building inspection department which greatly improves the timeframe for issuing full building permits. In talking with the contractors and architects involved with plan review, they are very pleased that we are full service and with efficient turnaround times. Plan reviews have been ever growing and it is almost getting difficult to keep up with certain plan reviews as the reviewer is also an inspector that has to perform field inspections, a good problem to have.

Electrical Inspection Transitions

In August of 2021 we lost both our full-time electrical inspector and fill-in electrical inspector. We took this in stride, and we found an interim replacement to keep our electrical inspections on pace. As of December 29th, we hired our new full-time electrical inspector. Jeff Christensen has joined our team in Building Inspection and makes a great addition to our office. Jeff has been a working Commercial Electrical Inspector for 9 years and was also working for us as the replacement inspector since August. Jeff Brings with him a vast knowledge of solar array information as well as a great knowledge of the electrical codes to help with our inspection processes. We are again fully staffed and moving toward the future with a great team.

Community Services, Building Services - Operations and Systems

COVID -19 has brought an increase in neighborhood complaints from concerned citizens. We have received numerous complaints via phone calls and the email system about a wide range of

BUILDING INSPECTION

topics from noise concerns, lighting concerns, chickens and other animal issues, the ever-popular weeds, and general appearances of properties and buildings, hoarding scenarios and health and safety concerns. We take all these concerns/complaints as serious, and we investigate them all. We want to ensure that our community is safe. We want to make sure our residents are safe. We would like everyone to be able to enjoy their lives in our community. This has presented lots of time in the field working with the various individuals to try and achieve outcomes that work for all the parties involved. While we always think of ourselves as code enforcement officers, COVID has morphed our jobs to social work functions too.

Most of the complaints that arise we have noticed have been from the increased amount of people now at home and spending more time outside in their neighborhoods. We have taken great care to treat everyone fairly and still work within our State and Local Statutes, Ordinances and Codes. With the loss of our Electrical Inspector, we also lost our Facilities Manager as he held both positions. Our Building Inspection Manager has taken on the role of the facility manager as well. He is currently working on developing a long-term maintenance plan for our ever-aging buildings. He is also working on a tracking program for routine maintenance that falls under our purview of facilities. He is learning many nuances when it comes to facility management skills and requirements adding to his repertoire of knowledge.



BUILDING INSPECTION



BUILDING INSPECTION



PLANNING & COMMUNITY DEVELOPMENT | PLANNING & ZONING

CITY OF MIDDLETON COMPREHENSIVE PLAN 2021 APPROVED

The Planning & Community Development staff completed the City of Middleton Comprehensive Plan 2021, which received City Council approval in March. The document prioritizes the City's values and maps out our future for the next 20 years. The plan contains 8 elements, 8 goals, 45 strategies, and 225+ actions. While drafting the document, City staff held 9 public input sessions, 28 Plan Commission work sessions, 27 Committee & Commission sessions, held 3 social media polls, 2 surveys, and 9 public hearings! Please review the document at the city website: cityofmiddleton.us/comprehensiveplan.



CITY OF MIDDLETON COMPREHENSIVE PLAN 2021

UNIVERSITY AVENUE CORRIDOR PLAN KICKED OFF

The Planning & Community Development Department kicked off the University Avenue Corridor Plan, which is a visioning document that will identify transportation and land use challenges along the City of Middleton's portion of University Avenue. Daphne Xu, Associate Planner and Project Lead, is shown below leading a group of stakeholders on a walking tour of the corridor. Visit cityofmiddleton.us/universityaveplan for more information.



PLANNING & COMMUNITY DEVELOPMENT | PLANNING & ZONING

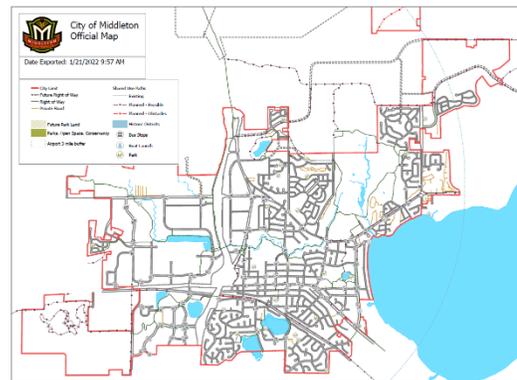
ZONING CODE RE-WRITE KICKED OFF

The Planning & Community Development Department has begun the process of preparing a new Zoning Ordinance and Map. The purposes of this project are to modernize zoning regulations, streamline zoning processes, encourage reinvestment, and implement the City's Comprehensive Plan. The process to complete the new Zoning Ordinance and Map will take about 12 months, finishing in the summer of 2022. Mark Opitz, City Planner, is the Project Lead. The photo shows a zoning code workshop held at Kromrey Middle School in August of 2021. Visit the City website for more information: cityofmiddleton.us/zoning.



UPDATE TO OFFICIAL MAP

The City's adoption of a new Comprehensive Plan in March prompted Planning & Community Development staff to draft a new official map. Official maps are used by communities to establish the exterior lines of planned new streets, highways, historic districts, parkways, railroad rights-of-way, public transit facilities, waterways, parks or playgrounds, or to widen, narrow, extend or close existing streets, highways...". The draft official map has been circulated to Committees, and the Common Council will hold a public hearing in February 2022 to consider adoption of the new map.



STONE HORSE GREEN FUNDRAISING AND CONSTRUCTION

The Planning & Community Development Department have led the City's initiative to design and implement the plan for the Stone Horse Green, Downtown Middleton's community gathering space. The Planning & Community Development Department staffed the Friends of the Stone Horse Green Committee, which raised over \$700,000 to support construction of the Stone Horse Green in 2022. The city extends our deepest thanks the Friends of the Stone Horse Green, including Kevin Mahaney, Eileen Kelley, Marjorie Kozich, and Kathy Olson.



(Left to Right) City Administrator Mike Davis; ETC Chief Executive Officer Dick Titus; Chamber of Commerce Director Kate Miller; Stone Horse Green Fundraising Chair Kevin Mahaney; and Hy Cite Chief Financial Officer Glenn Johnston celebrating reaching the fundraising goal at the future site.

PLANNING & COMMUNITY DEVELOPMENT | SUSTAINABILITY

SUSTAINABILITY COMMITTEE AND MEMBERS RECOGNIZED WITH MAJOR AWARDS



The Sustainability Committee won the 2021 Wisconsin Policy Forum's Salute to Local Government Award for an Innovative Approach to Problem Solving.



Left to Right: Sustainability Coordinator Kelly Hilyard, Chair Lisa Janairo, Committee Member Daphne Wu, Vice-Chair Kermit Hovey in Milwaukee at the Wisconsin Policy Forum Award Banquet



The City of Middleton Public Works Department received a Dane County Climate Champion Award for reducing winter road salt use by over 50%.

PLANNING & COMMUNITY DEVELOPMENT | SUSTAINABILITY



The Sustainability Committee along with St. Bernard's Catholic Church and the Middleton High School Green Team received the Dane County Climate Champions award for the LED Lightbulb Exchange event collaboration. Together they exchanged and fully recycled over 2000 old CFL and incandescent bulbs and replaced these with energy efficient LEDs.



Committee members also received recognition. Daphne Wu, received the Wisconsin Student of the Year from Wisconsin Association for Environmental Education. Debra Weitzel received the 2021 Energy Educator of the Year award from the Wisconsin K-12 Energy Education Program and Madison Gas and Electric.

Congratulations to our award-winning Sustainability Committee and its members for their stellar work and well-deserved recognition!

SUSTAINABILITY COORDINATOR SECURES +\$300,000 FOR CLEAN ENERGY PROJECTS

Under the leadership of Sustainability Coordinator Kelly Hilyard, the City of Middleton secured grants to add battery storage at the Middleton Police Department 100-kilowatt solar array (\$212,000 from the State Office of Energy Innovation) and to develop a Microgrid Feasibility Study for the Airport Road Business Park (\$100,000 from the State Office of Energy Innovation).

PLANNING & COMMUNITY DEVELOPMENT | SUSTAINABILITY

THREE SOLAR ARRAYS ENERGIZED

The Sustainability Coordinator led the installation and energizing of solar photovoltaics on three municipal buildings: the Emergency Medical Services station, the renovated Lakeview Park Shelter, and the Municipal Operations Center cold storage and Middleton Recycling Center.



Solar on the Operations Center's Cold Storage/Recycling Center Roof



Solar array on Middleton's EMS Station

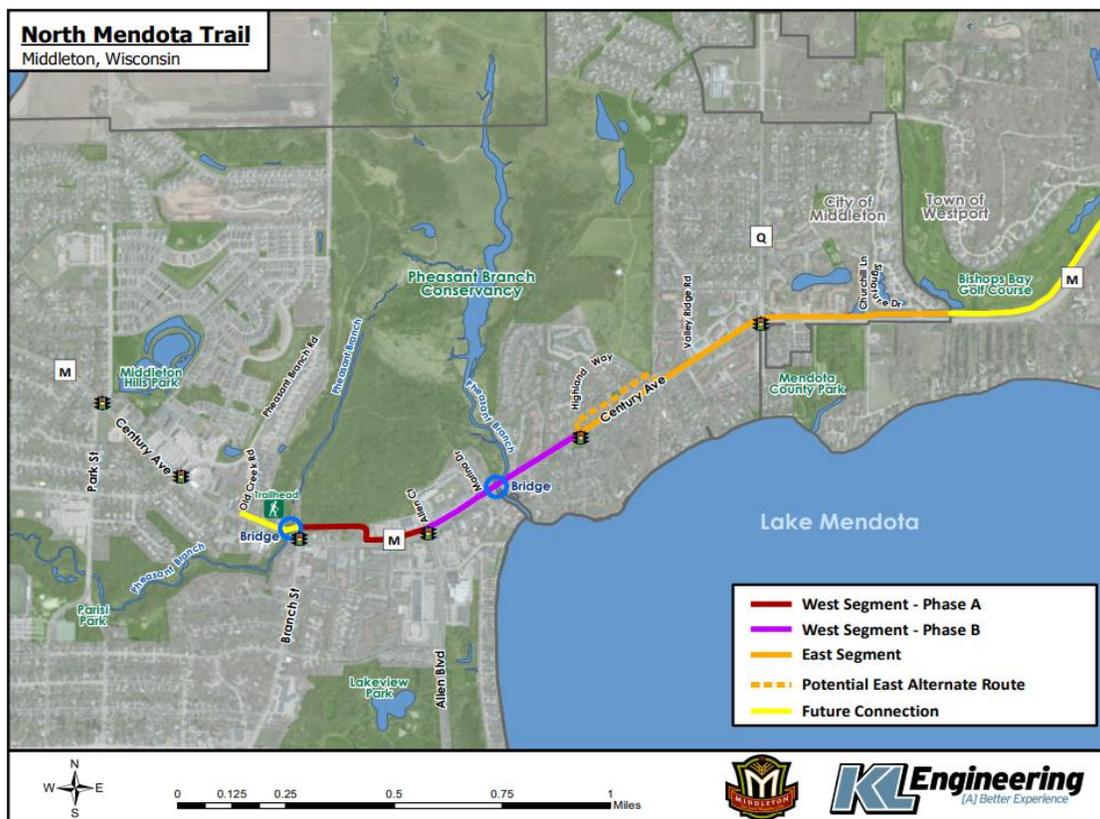
PLANNING & COMMUNITY DEVELOPMENT | TRANSPORTATION

TRANSIT SERVICE REDESIGN

City officials began working with Madison Metro Transit on their transit route network redesign initiative, a project that is driven largely driven by the implementation of Bus Rapid Transit (BRT) along key travel corridors in Madison. The city is working with key stakeholders, including the Middleton Chamber of Commerce, to prepare recommendations over the next few months. Metro anticipates implementing the new routes in the summer of 2023.

PROGRESS ON NORTH MENDOTA BICYCLE AND PEDESTRIAN TRAIL

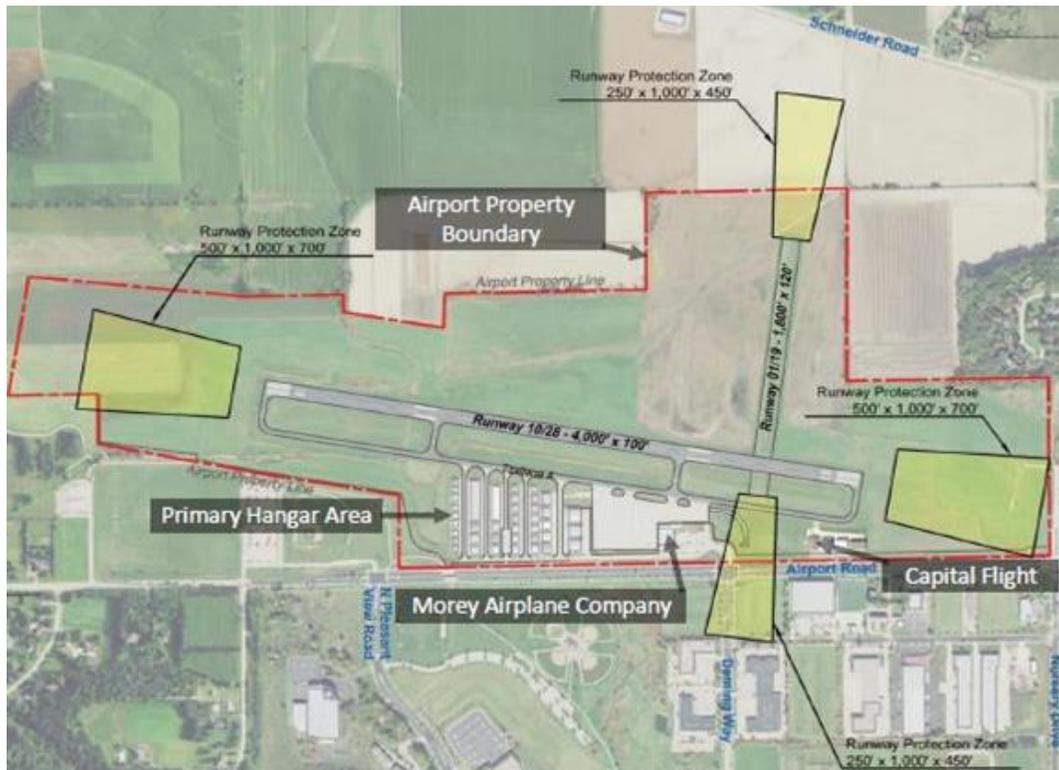
The second phase of the North Mendota Trail was essentially completed in late December when the project contractor installed a bridge across Pheasant Branch Creek just north of Century Avenue. A 10 ft. wide shared-use path now connects the Pheasant Branch Trail and Branch Street with the signalized intersection of Highland Way about a mile to the east. This past fall, Dane County allocated \$1,000,000 for construction of the east segment, which the city anticipates constructing in 2022. Eventually, the North Mendota Trail will connect Middleton with Governor Nelson State Park and paths connecting with Waunakee and the north side of the City of Madison.



PLANNING & COMMUNITY DEVELOPMENT | TRANSPORTATION

AIRPORT MASTER PLAN ADVISORY COMMITTEE COMPLETES ITS CHARGE

The Airport Master Plan Advisory Committee, staffed by the Department of Planning & Community Development, completed its charge to provide feedback on chapters of the master plan, which is being drafted by Middleton-based consultant Mead & Hunt. The outcome of the planning process is to prepare an Airport Layout Plan that identifies potential projects for which the city may request Federal funding assistance and detailed environmental review in the future. City officials anticipate completing the airport master plan during the first half of 2022.



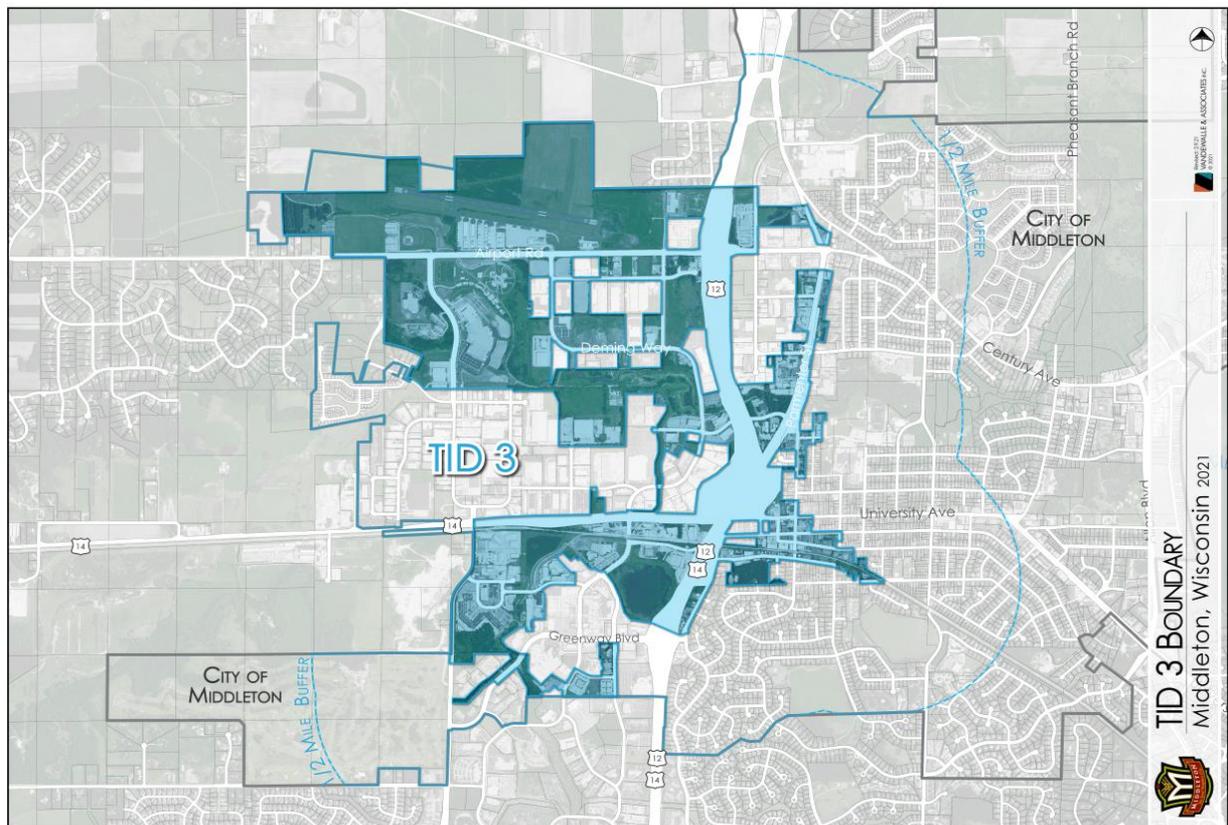
The city conducted the 2021 Middleton Airport Survey to learn how area residents view the airport and potential outcomes of the airport master planning process. The survey was developed and administered by Polco, a locally based and nationally respected consultant that partners with the National Research Center (NRC) survey science team. Polco randomly selected residents of the City of Middleton, Town of Middleton and Town of Springfield to receive the survey, and thereafter the city made it available to all other residents of the three communities.

In collaboration with the Airport Commission, the Common Council began taking steps to make modifications to the airport's fuel farm to enable piston aircraft to migrate from low-lead aviation fuel to unleaded fuel. City officials are actively monitoring regulations evolving at the Federal level to position the City to make this environmentally beneficial transition in fuel as soon as practicable.

PLANNING & COMMUNITY DEVELOPMENT | ECONOMIC DEVELOPMENT

CITY COMPLETES AMENDMENT TO TAX INCREMENT DISTRICT (TID) #3

In 2021, the City of Middleton received approval to amend the project plan for TID #3 to simultaneously add and subtract properties from its boundary while adding approximately \$63 million in net new expenditures for projects in the District and within one-half mile of the amended boundary in order stimulate additional growth and development. This amendment allows the City to take full advantage of increment generated during the TID time extensions granted to it by the state legislature and Joint Review Board in 2012 under Wisconsin Act 139, while returning approximately \$80 million in tax base to the overlying taxing jurisdictions.



New Boundary TID #3

CITY SUBMITS AMENDMENT TO TAX INCREMENT DISTRICT (TID) #5

In 2021, the City of Middleton submitted an amendment to the project plan for TID #5 to the Department of Revenue to add and subtract properties from the boundary as well as add new, eligible capital and infrastructure projects, including some within one-half mile of the amended boundary, but with no increase in the previously authorized level of spending. The City expects final approval of the amendment in early 2022.

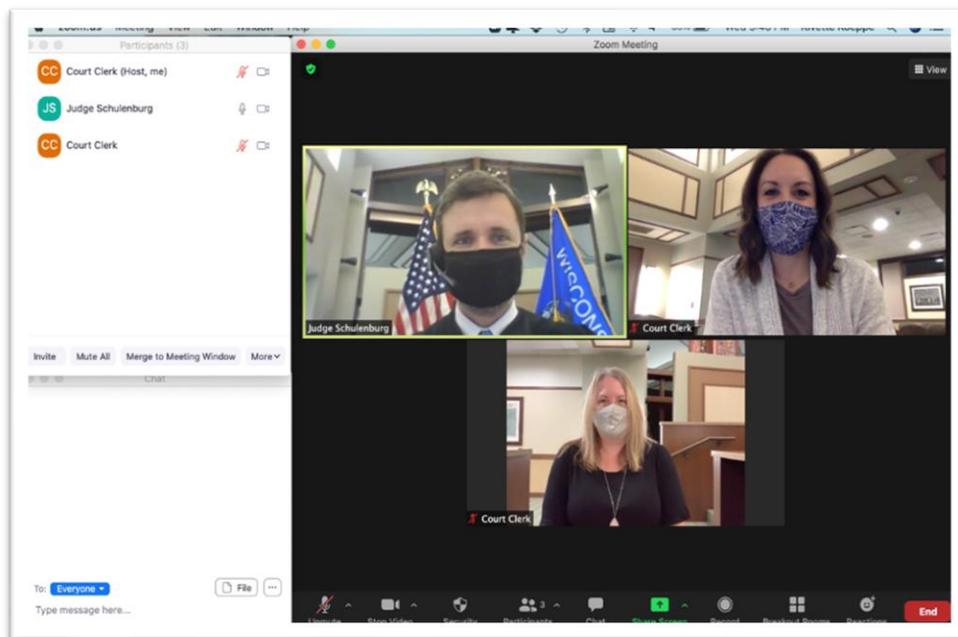
MUNICIPAL COURT

Hybrid Court

In July 2021, the court transitioned to offering both virtual and in-person options for initial appearance court dates. The virtual option is held first with Zoom, and in-person court follows shortly afterwards.



From left to right: Court Clerk Kivi Koeppe, Court Clerk Dawn White, and Judge Ben Schulenberg



Screenshot of Virtual Court for Initial Appearances

MUNICIPAL COURT

Paperless

In August 2021, the court completed transferring to a paperless system. This was a collaborative effort between the court and police department. The court downloads citations from the Wisconsin Integrated Justice Information System (WIJIS), and the police department provides digital copies of supplemental paperwork. For the July 2021 thru Dec 2021 period, the paperless effort saved an estimated 6,000 pieces of paper. A significant increase is anticipated for 2022 caseloads. The paperless system streamlines related office management practices by reducing time spent managing hard copy paperwork.

Restorative Justice Program for Youth

In collaboration with the police department and channel partners, a Restorative Justice (RJ) Program for youth was initiated in 2021. The RJ Program is an alternative process for youth, ages 12-16 years old, to participate in lieu of receiving municipal citations for non-traffic violations. This program is designed to offer the court an opportunity to refer qualified youth to the restorative justice program. No cases were referred by the court in 2021.

2021 Caseload Statistics

The total number of cases processed in 2021 equals 1,953 cases. This caseload includes citations issued in 2021 and unresolved citations from previous years. For example, a citation may be issued in December 2020 and processed in February 2021.

The number of cases received **and** processed in 2021 totals 1,855. A disposition of Guilty, Guilty by Default, or Not Guilty was issued for 1,760 of the cases. A total of 94 cases were dismissed, and one case was transferred to another court. Regarding unresolved cases from previous years, the court processed an additional 98 cases in 2021.

Table 1. Number of Cases Received and Processed in 2021

		Cases Disposed					Total Cases Processed
Year		Traffic	OWI/PAC	Adult Non-Traffic	Juvenile Non-Traffic	Total	
2020	By forfeiture due to Found Guilty, Guilty by Default, or Not Guilty	1,141	91	163	44	1,449	1,605
	By Dismissal	92	19	24	18	154	
	Transferred	1	1	0	0	2	
2021	By forfeiture due to Found Guilty, Guilty by Default, or Not Guilty	1,457	106	189	8	1,760	1,855
	By Dismissal	64	11	18	1	94	
	Transferred	0	0	1	0	1	

Source: Tipps Case Load Statistics Report

MUNICIPAL COURT

Table 2. Disposition Totals

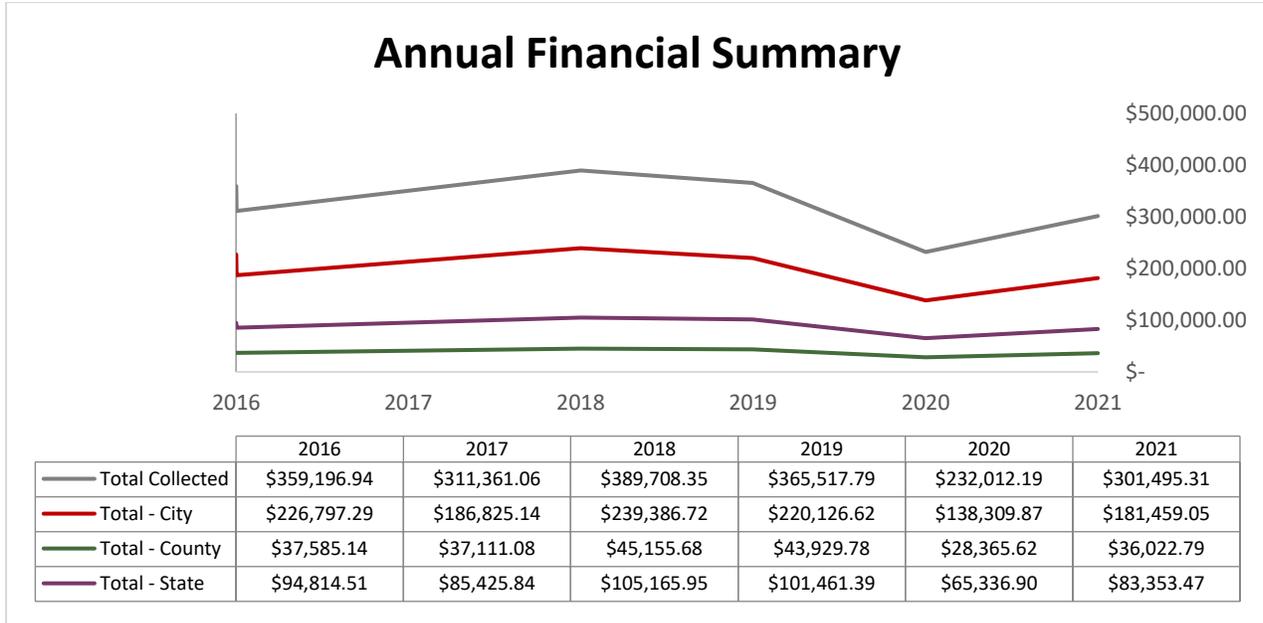
Department Citation Type	PLEA			Total	FINDING			Total
	No Contest	Not Guilty	Guilty		Guilty	Not Guilty	Dismiss	
MPD								
Municipal	43	80	90	213	198	0	19	217
Traffic	497	288	937	1,722	1,587	0	147	1,734
Total:	<u>540</u>	<u>368</u>	<u>1,027</u>	<u>1,935</u>	<u>1,785</u>	<u>0</u>	<u>166</u>	<u>1,951</u>
Grand Total:	<u>540</u>	<u>368</u>	<u>1,027</u>	<u>1,935</u>	<u>1,785</u>	<u>0</u>	<u>166</u>	<u>1,951</u>

Source: Tipps, Disposition Totals

2021 Financial Summary

The court collected a total of \$301,495.31, which is \$60,483.12 more than 2020. The city retained approximately 60% of the total collected. The remaining balance is transferred to the county and state. In 2021, 340 cases were transferred to the Department of Revenue's State Debt Collection (SDC) program for collections.

Figure 1. Annual Financial Summary



MUNICIPAL COURT

Figure 2. Monthly Financial Breakdown for 2021

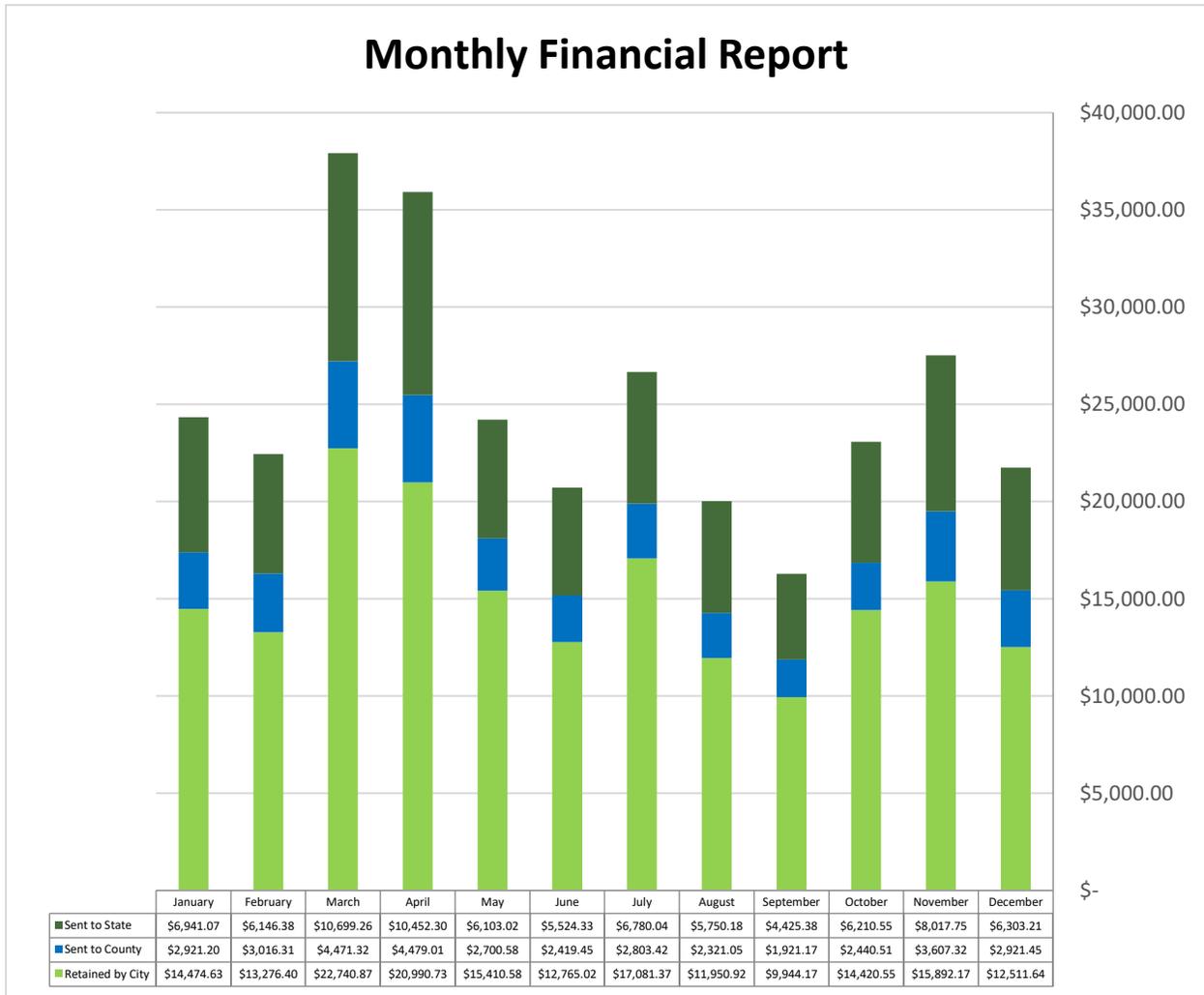


Table 3. Cases Transferred to State DOR for Collection

Year	No. of Cases	Total Submission	Total Collected
2019	500	\$116,279.53	\$55,742.31
2020	358	\$93,065.17	\$32,141.42
2021	340	\$122,065.41	\$11,319.29

EMERGENCY MEDICAL SERVICES

- 1) In 2021 we reached the thirteen-year mark since we took occupancy of our new **EMS station**. As with any major facility there is always a need for ongoing maintenance and updates. As part of a greater city-wide initiative, we joined the effort to improve the long-term energy use strategies for the EMS building and operations with completion of the following projects:

85 solar panels and inverters capable of producing 34,000 watts of energy were installed on four roof surfaces of the EMS building. The system went active on October 25th and we expect to see significant reductions in reliance on the commercial grid for electricity. In conjunction with the Focus on Energy rebate program, all of the external lighting fixtures such as parking lot lights, monument sign and flagpole lights, and wall sconces (many of which were in need of repair) were upgraded or replaced with devices that use LED technology. Once again, this moves us closer to achievement of the established City of Middleton sustainability goals that will reduce our overall electrical energy use far into the future.

- 2) Over the past 20 years, there has been significant population growth and economic development occurring in almost all of the cities and villages in Dane County. While this is generally looked upon as a positive indicator in terms of the local economy, there is a corresponding impact upon the organizations who have the responsibility for providing reliable, high quality emergency medical services to the citizens of those communities. The City of Middleton EMS currently provides service in the Towns of Middleton and Springfield, but we believe that there is an **opportunity to achieve even greater efficiency and cost savings by sharing services among an expanded group of municipal partners.**

Our communities are entering into a period of accelerated growth in population and a corresponding steady increase in EMS annual call volumes. Consequently, each of the current EMS agencies that serve the towns and villages in Dane County will likely be facing the need to invest substantially more to meet the projected annual EMS operating costs in the next 4 to 8 years. Recent discussions between several EMS Chiefs and Directors have revealed that there are several alternative organizational and resource deployment strategies that could avoid unnecessary duplication of expenses and leverage other economies of scale, resulting in dramatically improved service delivery to all participating municipalities in a more cost-effective manner.

EMERGENCY MEDICAL SERVICES

Looking specifically at the northwest quadrant of Dane County, there have been a variety of independent incremental measures taken over this time period to address some of the challenges faced by the current EMS providers located in Middleton, Waunakee, and Cross Plains. However, based on recent analysis of evolving factors and projections of future service demands, it has become very apparent that the ability for the current providers to guarantee the availability and quality of essential emergency medical care going forward is about to reach a crisis point. Without significant modifications to the composition and design of the local EMS system, individual municipalities will face the need for substantial financial investment in order to simply maintain the status quo but will still lack any effective way to address the certain increase in service demands.

After a select group of administrators and elected officials representing some of the cities, villages, and townships served by the Middleton, Waunakee, and Cross Plains EMS agencies learned of this looming crisis, informal discussions regarding the potential opportunity to deliver EMS service using a more regional approach were initiated in early 2021. The group of stakeholders was expanded to include the Directors and Chiefs of the three EMS providers as well as other key municipal staff members. Basic details of the current operational aspects of the three EMS agencies were shared and an expansive list of ongoing struggles and potential solutions were considered. As the discussions progressed it became clear that there was a wealth of detailed information that needed to be compiled and analyzed, and eventually put into the form of a final report that would eventually be shared with the elected officials, boards, commissions, and key municipal staff members. This effort is still underway and continues to forge ahead and will hopefully achieve meaningful and positive changes to our regional EMS system in the next 3 to 5 years.

- 3) As a result of the sale and acquisition of our current contracted **EMS Billing vendor** (EMS Medical Billing Associates) by a different company (Andres Medical Billing) in February of 2021, considerable time and energy was put forth to transition our existing financial authorization forms, account setups, regulatory documentation, and provider agreements over to the new company. This also required us to make several adjustments to our current workflow processes to match those of the new company to achieve the intended objectives of timely billings and maximal fee for service revenues. These efforts ensured that taxpayers in the municipalities we serve do not encounter the need for excessive increases in tax support to fund the daily operations of their EMS service due to gaps in reimbursement.

There was also a great deal of preparation that took place this year in anticipation of our participation in a **federally mandated comprehensive data collection project** that will be conducted over all of 2022. This is a monumental task that is being conducted by the

EMERGENCY MEDICAL SERVICES

Centers for Medicare and Medicaid Services (CMS) to overhaul completely the reimbursement rules for all ambulance service suppliers across the entire nation. As part of this assignment there is an unbelievably massive number of guidelines, rules, and specific documentation metrics that must be adhered to by our EMS agency (there are severe financial penalties that will be imposed if any EMS provider fails to participate). There has never been any meaningful effort to study the actual costs of providing Emergency Medical Services since the Medicare program began in 1967. Even though we will be dedicating a significant amount of time to tracking and compiling the data, we are optimistic that this will offer the best chance to cure glaring deficiencies in the Medicare and Medicaid programs that have existed for decades.

- 4) Throughout 2021 the entire staff of Middleton EMS was faced with **continuing challenges of delivering quality patient care in a safe and effective manner during the ongoing COVID-19 pandemic**. This required considerable effort to maintain the health and safety of our paramedics in an environment that presented an even greater risk of exposure to the disease. At long last, Middleton Paramedics were given an opportunity to receive their first dose of the Pfizer COVID vaccine starting in January of 2021. Most EMS personnel in Dane County took advantage of this and were fully vaccinated by the mid-February. Six months later, as the Delta and Omicron variants of COVID spread rapidly, additional protection became available via booster vaccinations.

Quite unexpectedly, the numbers of COVID patients began to climb to unprecedented levels late in 2021 which further taxed the medical care system to the near breaking point. Hospitals in Madison were full and despite the expansion of COVID units in each facility, the availability of ICU beds in some hospitals had reached the point that ambulances were being diverted away. Even more stressful were occasions in which patients with other severe illnesses and injuries were encountering significant delays in getting access to needed medical care.

Yet, despite our vigorous infection control procedures and improved availability of Personal Protective Equipment (PPE) for those working on the front lines, eventually we had to deal with several of the Middleton EMS paramedics who had to be quarantined and removed from duty after they developed symptoms that subsequently resulted in a positive COVID test. Keeping daily staffing levels intact was at times very difficult, coupled with the need to constantly incorporate changing guidelines and recommendations from the CDC and scientists pertaining to return to work procedures.

But despite all these difficulties, the entire staff of Middleton EMS demonstrated their resilience and never wavered from their mission and dedication to the Middleton community.

EMERGENCY MEDICAL SERVICES

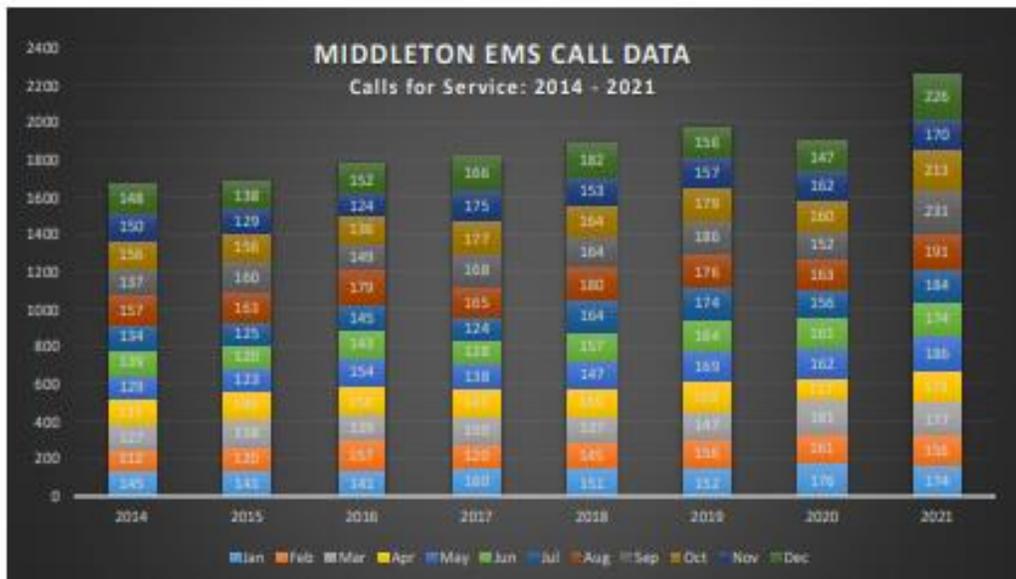
2021 STATISTICAL DATA:

The EMS annual call volume has **increased an astounding 18.76%** from 2020 to 2021, as shown in the following table:

WORKLOAD ACTIVITIES	2019 ACTUAL	2020 ACTUAL	2021 ACTUAL	2022 PROJECTED
Annual Number of EMS Responses	1,975	1,898	2,254	2,373

NOTES: Although we have seen a sustained growth in call volumes each and every year since 2001, we started 2020 with a similar growth trajectory for call activity, however due to the effects of the COVID-19 pandemic, Middleton EMS faced a significant decrease in total call volume by the end of 2020. This trend was attributed to an overall reduction in daily activities that our community would have otherwise been engaging in (work, travel, leisure activities, etc.), as well as a reluctance by some patients to seek emergency medical care due to a fear of potential exposure to COVID patients being cared for at local hospitals. This same effect was seen by all EMS providers across the local, state, and national arenas. Although the net result was an approximate 3.9 % decrease in calls for 2020, **the growth trend resumed again in 2021 at an unprecedented level**, giving rise to an **18.76% increase** in call volume.

2014	2015	2016	2017	2018	2019	2020*	2021
1671	1682	1775	1814	1893	1975	1898	2254

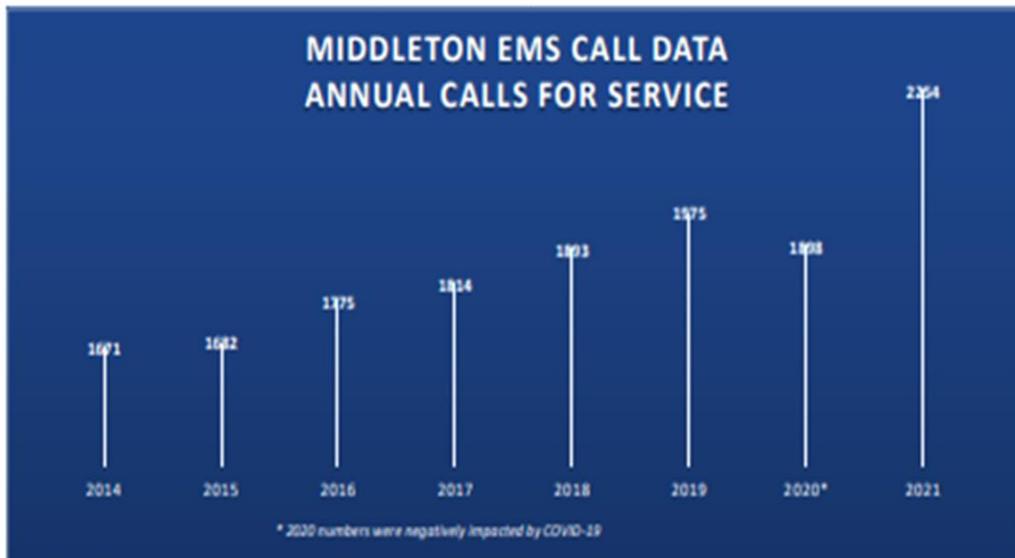


EMERGENCY MEDICAL SERVICES

Middleton EMS Annual Calls for Service

(includes Automatic ALS and Mutual Aid Received, excludes multiple patients)

	2014	2015	2016	2017	2018	2019	2020	2021	2020 to 2021	
									Quarter Changes	
									#	%
Jan	145	141	141	160	151	152	176	174		
Feb	112	120	157	120	145	156	161	156		
Mar	127	158	139	150	137	147	181	177	-11	-2.12
Apr	137	149	156	143	149	159	117	172		
May	129	123	154	138	147	169	162	186		
Jun	139	120	143	128	157	164	161	174	92	20.91
Jul	134	125	145	124	164	174	156	184		
Aug	157	163	179	165	180	176	163	191		
Sep	137	160	149	168	164	186	152	231	135	28.66
Oct	156	156	136	177	164	179	160	213		
Nov	150	129	124	175	153	157	162	170		
Dec	148	138	152	166	182	156	147	226	140	29.85
Year	1671	1682	1775	1814	1893	1975	1898	2254		
% Change		0.66	5.53	2.20	4.36	4.33	-3.90	18.76		

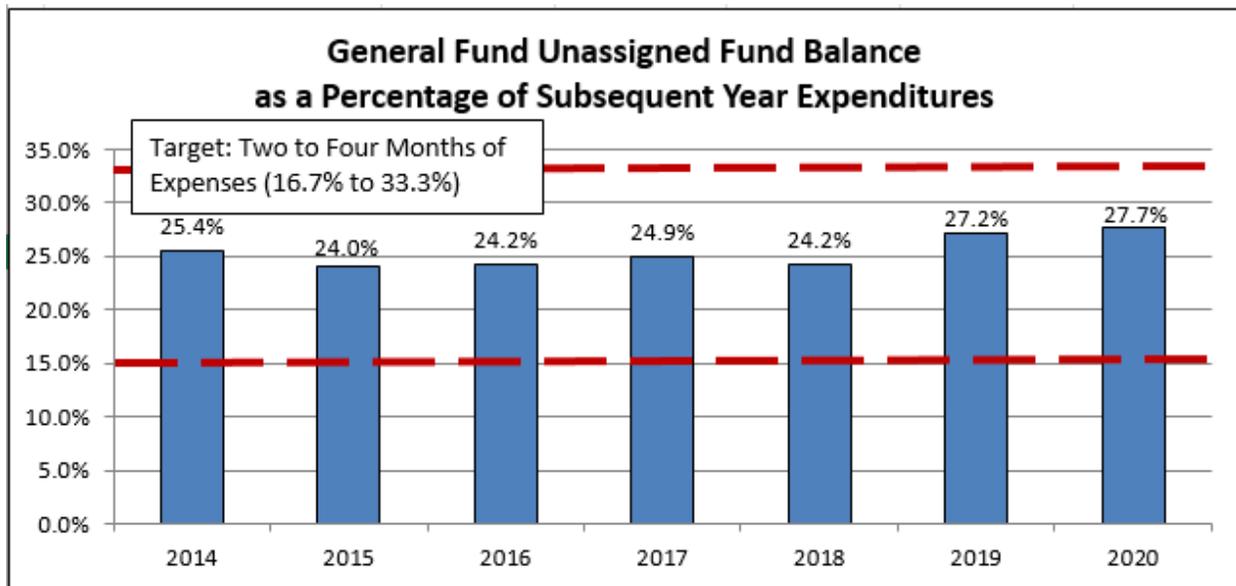


ADMINISTRATIVE SERVICES

Finance

Strong Operating Reserves

The City of Middleton continues to maintain healthy financial reserves which have helped to insulate the City from the financial impacts of the COVID-19 pandemic. Despite reductions in hotel room tax collections and investment earnings, the City ended 2020 with a net surplus in its general fund. Unassigned fund balance increased to \$6.2 million which is 27.7% of the subsequent year's general fund expenditures. This is within the City's policy target of two to four months of operating costs (16.7 to 33.3%). In 2020, the City also added to its assigned fund balance reserves for future retiree benefit costs, public safety capital, and a revaluation of assessed property values. 2021 totals won't be determined until after the audit in Spring, 2022.



Hotel room tax and investment income revenues continue to be down in 2021, and state aid payments are decreasing in 2022. The City's adopted 2022 budget includes the budgeted use of \$250,000 in unassigned fund balance to help bridge this period of reduced revenue without cutting services. This is possible due to the City's long-term commitment to maintaining strong reserves.

Lower Debt Levels and Rapid Repayment Contribute to the City's Solid Credit Rating

Over the past several years, the City of Middleton has reduced its debt levels. General obligation debt outstanding has declined from \$57 million in 2014 to \$39 million at the end of 2021. Contributing to this reduction is the early retirement of debt issued for improvements at

ADMINISTRATIVE SERVICES

the Pleasant View Golf Course as well as repayments on debt issued for major facility projects including the Police, Fire, and EMS stations and the Middleton Operation Center (MOC). The city also has a practice of rapidly repaying debt. Currently 94% of the City's outstanding debt is scheduled to be repaid within 10 years. The State of Wisconsin limits municipalities to issuing debt equal to no more than 5% of the total equalized value of the community. Middleton's rapid debt repayment and the growth of the community continue to reduce the use of the state-imposed debt limit. Between 2014 and 2021 the percentage of the legal debt limit used by the City of Middleton has declined from 40% to 18%.

Lower debt levels and the rapid repayment of debt contribute to the City's solid credit rating of Aa1 issued by Moody's Investor Service. This is the second highest possible rating after AAA and reflects that the City's debt obligations are of high quality and subject to very low credit risk. This strong credit rating helps to keep interest costs low for the City's debt. In their most recent credit report, Moody's also noted that Middleton has a large tax base, solid fund balance, and stable financial operations. As the City continues to pay down outstanding debt, it is well positioned to take on future borrowing needs to meet the demand for services of a growing community while limiting the impact on taxpayers.

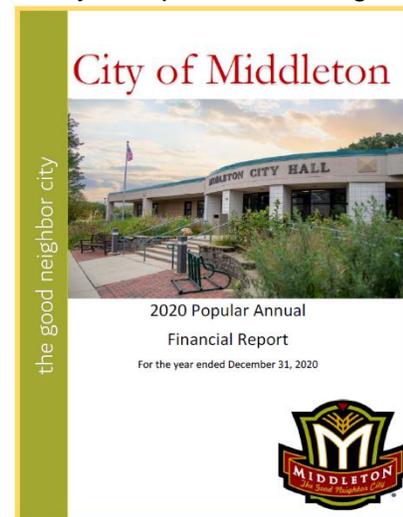
Excellence in Financial Reporting

Middleton has been awarded the Certificate of Achievement for Excellence in Financing Reporting from the Government Finance Officers Association (GFOA) for its Annual Comprehensive Financial Report (ACFR) for 2018 and 2019. This program recognizes governments that go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive reports that demonstrate superior transparency and full disclosure. The City's 2020 ACFR is currently under review by GFOA. In addition to the full Annual Comprehensive Financial Report, the City of Middleton also issued a Popular Annual Financial Report (PAFR) for 2020. This report provides a summary of key financial information in an easy-to-read format. It is intended to provide residents with overview of the City's financial condition and examples of the services and projects performed by the City.

Both documents are available on the City's [website](#).

City Clerk and Elections

After a busy year with the 2020 elections, the City Clerk's office administered one election in the spring of 2021. In the fall of 2021, the City went through a redistricting process using



ADMINISTRATIVE SERVICES

updated population figures from the 2020 U.S. Census. The population of the City of Middleton increased from 17,442 in the 2010 census to 21,827 in the 2020 census, a 25% increase. On November 2, 2021, the Middleton City Council approved resolution 2021-54 adopting a new ward plan and aldermanic districts based on the new population figures. Middleton has 19 wards with populations ranging from 675 to 2,018. These wards are combined into eight aldermanic districts of approximately equal population. The new wards and districts will be effective beginning with elections in the spring of 2022. The updated ward map and information on polling place locations is available on the City's [website](#)

Human Resources

General

Last year, 2021, marked the first full year that the City of Middleton operated with a dedicated Human Resources Manager. Despite the ongoing limitations imposed by the COVID pandemic, the year presented many opportunities and challenges across all the functional areas serviced by HR.

The many initiatives undertaken during the year represent only the beginning of a multi-year effort to establish enterprise level HR services for all parts of the City. Significant additional work in the areas of regulatory compliance, HR information system use and automation, employee training and development programs, and other areas still lie ahead.

The advent of the "Great Resignation" began to impact the City of Middleton as the year closed. This, when combined with other limitations inherent in public sector employment will drive much of the focus of HR efforts over the next couple of years.

A short synopsis of projects undertaken and completed, or undertaken and still requiring work, by HR functional area is listed below. The presumed to be quiet and predictable world of local government people management has transitioned to an environment that is volatile, uncertain, complex, and uncertain requiring a new level flexibility and engagement to ensure continued service to the citizens of Middleton.

Statutory and Regulatory Compliance

Personnel Ordinance Revision

HR, in coordination with the Personnel and Finance Committees, completed a comprehensive revision of the City's Personnel Ordinance. This project updated a 25+ year old document to current standards and practices. Non-compliant practices, redundant or conflicting guidance, and pre-Act 10 approaches were all removed.

Americans with Disabilities Act (ADA) Efforts

The challenges of COVID, combined with several previously unexperienced ADA employee events pushed the HR department to revise and consolidate ADA management and processing

ADMINISTRATIVE SERVICES

for employees. An entirely new process with supporting documentation and tools was built to assist departments and managers in navigating the sometimes-confusing Americans with Disabilities Act (ADA) process. HR assumed the key role of coordinating, coaching, and facilitating all ADA cases. This program established much clearer delineation between Family Medical Leave Act (FMLA) cases and ADA cases, while ensuring comprehensive and compassionate support for employees no matter what the issues they faced were.

Fair Labor Standards Act (FLSA) Compliance Efforts

HR discovered some long-term practices within the city that were not in compliance with the letter and/or intent of the FLSA. Each issue was dealt with deliberately and with the sense of urgency and gravity that statutory non-compliance concerns require.

Technology and Automation Improvements

Performance Reviews

HR developed, trained, and implemented a move to wholly online performance reviews for most City employees.

Recruiting and Selection System Improvements

HR led a significant expansion in use of the City's recruiting and applicant tracking software. Communications with applicants, ranking and scoring, and in-system interview management were all leveraged to better streamline and manage the process. City of Middleton HR supported the City's insurance carrier, Cities and Villages Mutual Insurance Company (CVMIC) by presenting best practices in using NeoGov Insight for a statewide audience.

Employee Handbook

Concurrent with revision of the Personnel Ordinance, HR developed and built the City's first comprehensive Employee Handbook. This handbook will become the single source for most information commonly sought by employees. The handbook supersedes all other department level handbooks, discontinues pre-Act 10 practices, and clearly and completely provides information and resources. This document is built and managed through an online dedicated program.

Truework Verification Full Implementation

The city completed their deployment of the Truework employment and income verification system this year. This company provides at no cost to the city, external management, and processing of the time-consuming verification process. It also enhances protections for employees from identity theft and increases the repose time for completion of these requests. Use of Truework supported 44 verification requests during the year, saving HR about 15 hours of work, and returning responses in an average of 1 hour.

ADMINISTRATIVE SERVICES

Compensation and Benefits

Compensation Revision

HR proposed, developed, and implemented a comprehensive revision of the City's non-represented compensation system. This change unsettled the old Longevity policy and transitioned the city to a market-based system that focused on movement of employees through their pay ranges. This update also targets potential disparate impact in the City's legacy compensation system to better apply pay equity to diverse employees.

Transition to a New Health Insurance Provider

HR supported the move to a new insurance provider for the 2022 year. This will provide lower cost to both employees and the city for the same level of care.

Diversity Equity and Inclusion (DEI)

CVMIC Team Representative

The HR Manager is part of the CVMIC advisory team helping build a new DEI review and support process. This process will take the form of a CVMIC led assessment and training program to support municipalities in improving their DEI efforts.

ADMINISTRATIVE SERVICES--INFORMATION TECHNOLOGY

The City's Information Technology division is now centered with the Administrative Services/Finance Department and continued to provide staff support for a hybrid workplace while implementing numerous projects highlighted by 3 major endeavors for 2021 below.

City of Middleton Website Redesign. Not only did we completely redesign the City's website (Cityofmiddleton.us), creating a cleaner more modern site, but we also migrated the entire Middleton Police Department's site (Middletonpd.com) into the site, designing it with its own look and feel.

City of Middleton New Voice Over IP (VOIP) Phone System. An entirely new cloud-based phone system designed from the ground up to replace our 12-year-old aged and unsupported system.

Network Redesign and Switch Replacement. 25 switches within our existing network that were end of life and no longer supported by the manufacturer were replaced. Additionally, switches identified as Critical Core switches were upgraded to ensure redundancy and performance of our entire network.

PLEASANT VIEW GOLF COURSE

Recycling the Tires



Hitting an unexpected rock with a golf club during a swing is arguably one of the worst experiences a golfer can experience during their round. The most common place to find an unanticipated rock at PVGC? The infamous sand traps where rocks protruding from the soil are hidden by sand. Courses around the world place liners to deter unwanted objects from creeping up from the earth below. Liners can be fabric, old sod, glued gravel, or in our case—recycled tires. This past year, we partnered with the company, Porous Pave, and were trained accordingly to install this product

ourselves. Made with rubber recycled from scrap tires, every 1,000 square feet of one-inch Sand Guard (liner) removes over 2,000 pounds of old tires from the waste stream! On top of that, the liner is highly permeable, durable, flexible; and rubber is encapsulated, so there is no harmful leaching. Oh, and it keeps those pesky rocks in place, too – so swing away with no worries!

American Family Charity Challenge

A new opportunity arose in 2021 for the courses of Wisconsin, and PVGC decided to take part in giving back. The Charity Challenge pitted foursomes from around the state with a unique opportunity to play University Ridge in tournament conditions during the week of the AmFam Championship, all to raise money for Wisconsin charities. PVGC hosted a qualifier and donated the \$3,000 of green fees collected to the Steve Stricker Foundation. The winner of PVGC's qualifier represented our facility by participating in the Charity Challenge at University Ridge.



PLEASANT VIEW GOLF COURSE



'Goat Hill Crew' Wins The 2021 Regional PGA Jr. League Championship!

This past September, our very own PGA Junior 17U All-Star Team traveled to the Purdue Kampen Course, in Indiana, after qualifying in the Division Championship in August. They represented PVGC and the State of Wisconsin while competing against the best of Illinois, Indiana, and Michigan. We are proud to announce that our 'Goat Hill Crew' took home the title of 2021 Regional PGA Junior League Championship All-Stars! Together, the

combinations of Drew and Michael; Will and Brandon and Daniel and Charlie played a total of three 9-hole rounds. They put up some impressive scores together: Drew & Michael-35, 39, 33; Will & Brandon-40, 38, 36; Daniel & Charlie-33, 33, 30...bringing their overall team score to 202!

Encouraging Recognition

After a three-year run of winning gold, PVGC took silver in 2021 for Madison Magazine's Best of Madison. University Ridge, one of the premier destinations in Wisconsin, was the ultimate winner. On GolfDay.us, an independent, national golf course ranking site, ranked PVGC as the 3rd best municipal course in the State of Wisconsin behind Washington County and Brown Deer—both very reputable and well-respected Wisconsin golf courses.



Stewards of the Environment

The Golf Course Superintendents Association of America have been working with states throughout the nation for a standardization of Best Maintenance Practices (BMP) for each state. Matt Statz, our Assistant Superintendent, has been in the process of adopting Wisconsin's BMP for our facility. By following the BMP steps, our team will be held accountable as responsible golf course operators when caring for the environment. Over the past few years, PVGC has proudly established the following practices to better care for the environment: Erosion and sediment control during construction of new features such as, tees, bunkers, water features, etc. in an effort to prevent contamination, runoff, and excess sediment; Creation of

PLEASANT VIEW GOLF COURSE

naturalized areas for wildlife in an effort to promote healthier environments for butterflies, bats, deer, fox, etc.; Pollinator protection through careful consideration of type and timing of pesticides, in an effort to promote the growth of favorable plants like milkweed in naturalized



areas; Minimization of water usage through monitoring tools such as, a POGO (electronic device that allows for measuring of moisture levels in the soil); Soil sampling for determination of required nutrients in specific areas such as, greens, tees, fairways, and roughs, following NR-151 guidelines (we are not using nitrogen, potassium, and phosphorus without reason); Management of water bodies through the use of aerators such as, a solar Pond Hawk to treat algae, duckweed, and mosquitos.

LIBRARY

From **January to April the library offered 122 days of curbside services with 23,333 visitors.** On June 28th the library reopened 6 days a week for in-person services with the exception of large indoor events, large meeting rooms reservations, and used book donations with retail space. Throughout the pandemic closure the library was able to move progressively forward, scaling services for sustained and consistent operational continuance. Using best practices recommended by the CDC and local public health authorities, the library adjusted and maintained services through the surge of the Delta and Omicron variants, ending 2021 with 181 days of in-person services for 1,814 total in-person hours. Other services also saw a healthy bounce back. For example, Wi-Fi service continued to increase 12% over 2020 at 70,303 sessions. **32,342 in-person pc sessions were used from June through December and the four study rooms were booked 1,462 times for 2,930 hours. Library card registration, both in-person and online, increased by 164% in 2021, much due to outreach and engagement efforts with all Middleton 4k schools.**

Despite having a closed, or partially closed facility, for half of 2021 total circulation of all materials is only 9% below pre-pandemic statistics. This is a testament to the readership, high value, and priority Middleton patrons place on literacy and access to quality materials! As in-person programming returned, so too did support from the Friends of the Library. With a newly reinvigorated board, the Friends held their most successful membership drive in years. By expanding the number of positions held on the board to eleven, they have been able to offer more volunteer opportunities and will work on further organizational developments in 2022.

LIBRARY

August celebrated the successful completion of the Next Chapter fundraising campaign. Between April of 2019 and February 2021, a diverse group of over 450 donors made the goal of raising \$200,000 for facility improvements throughout the building. The remaining funds are for expenditure in 2022 and include more replacement furniture and technology upgrades in the meeting rooms. Donors also contributed significantly to Next Chapter through naming sponsorships of a new art gallery area, 2 outdoor benches, 2 Youth Services area honorariums, and 4 study rooms. **The library hosted the first exhibit in the new Christensen Family Art Gallery in partnership with Arts for All Wisconsin.** 2022 will offer four featured exhibits of varying mediums.

With funding support from the Friends, the library offered another great year of programs. From story times and lectures to virtual escape rooms, book discussions, and park visits, there were **913 programs with 32,590 participants in 2021.** As in-person programming slowly returns, library staff adjusted planning and implementing new approaches to a format more geared towards all ages' appeal and a drop-in format.

During the closure carry out crafts were wildly popular, and this has evolved in more intergenerational in-person craft programming, like pumpkin carving, candle making, and paint pouring. The Next Chapter goal of 'creating flexible spaces for new ways of gathering' was tested many times as staff got creative with reconfiguring spaces to adhere to social distancing and allow for maximum participants. While cautious, the public is eager to get back to more programming and gathering. Now more than ever, this desire reinforces those public spaces like libraries are more than just buildings and gatherings aren't just events. These opportunities offer experiences, connections, and moments that enrich and transform lives far beyond the reach of the library's walls.

In continued and strategic efforts to reach residents where they are, outreach and engagement expanded to include additional senior living lobby stops and a table at the newly popular Stone Horse Green summer concert series. Programs that came out of the pandemic, such as StoryWalk and park visits, look like they are here to stay. **The library's 2020-2025 Strategic Road made includes a focus area dedicated to inclusion and belonging. The area focuses on 'creating opportunities for people to experience, express, and celebrate cultures, diversity, equity, and inclusion.**

The priorities that supported this in 2021 include a series of training for staff through the Dane County Ripple Project, training and partnership with the YWCA, among others. Developing shared language and confidence in staff and trustees to uphold the freedom up expression, intellectual freedom, and the right to read, is critical in operationalizing efforts and celebrating Middleton's diverse communities of users.

With a static but stable budget for the last three years, the library worked closely with Human Resources to undergo **a reorganization that addressed reclassification and market rate adjustments, along with meeting 4 out of 7 staffing positions included in the city's 2019 5-year staffing goal projections.** This reflects a 21st century staffing model based on areas of service, not just departments.

LIBRARY

Additionally, the library has greatly improved compliance, transparency, and equity with improved hiring, recruiting, and employment advancement opportunities, thanks to great support from Human Resources. With guidance from Dane County Public Health, the library continues to create the safest possible environment for employees and the public. This includes the continued and diligent use of PPE and sanitizing, staffing for social distancing, and limiting numbers of people indoors.



Library Assistant Donna Works on a Paper Flower Window Display



Outreach Librarian Amy at the Cops and Bobbers Event at Lakeview Park

LIBRARY



Library Assistant Ann Showing the Library's New Logo



Christensen's Family Art Gallery



Seed Bombs Carry Out Crafts Bag

LIBRARY



Staff Sporting SRP Tees

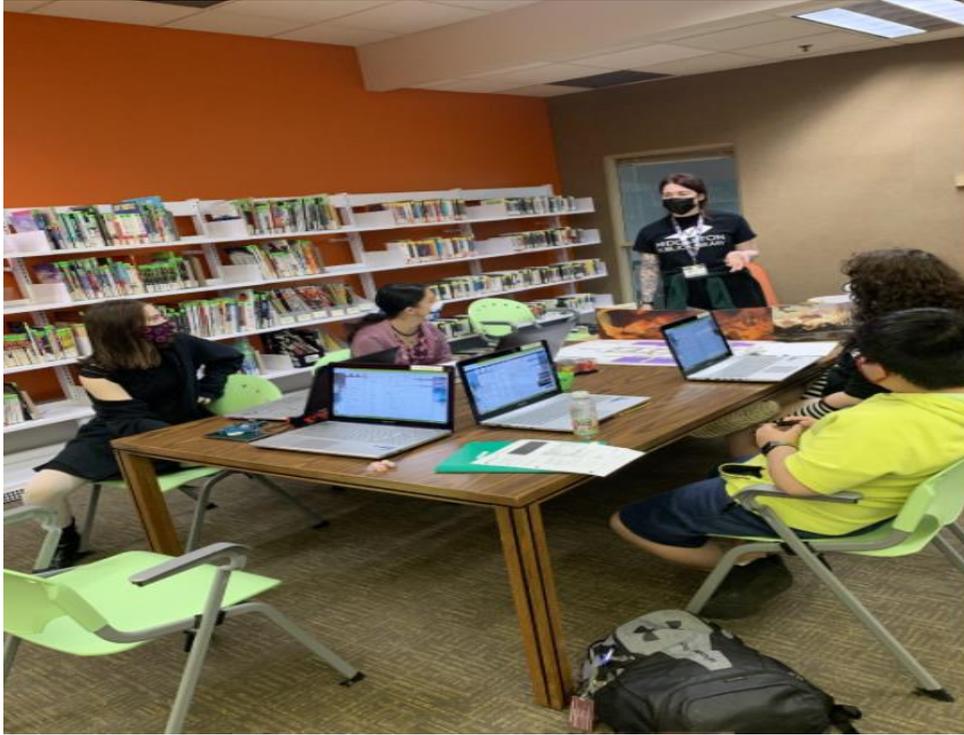


Participants at a Multigenerational Pumpkin Carving



Participants at a Paint Pouring Art Event

LIBRARY



Teen Librarian Kelsey Leads a Session of Dungeons and Dragons



Visitors to the Library's Booth at the Good Neighbor Fest



Next Chapter YS Area

POLICE DEPARTMENT

Youth Restorative Justice

Starting in 2021, the Middleton Police Department began a partnership with the Madison YWCA and Dane County Human Services to launch a youth restorative justice program aimed at children between the ages of 12 and 16. Restorative justice is a theory of justice that emphasizes repairing the harm caused by criminal or malicious behavior and reducing future harm. It typically involves the offender and victim meeting in a formal setting where the offender takes responsibility for their actions and learns of the impact of their behavior on the victim. The other positive outcome of this program is that it is used in lieu of a citation being issued, so the juvenile is spared the experience of entering the criminal justice system.

Previously, Middleton officers had a restorative justice option for adults but now this program is also available for juveniles, who arguably need it the most. Although the program just began in late 2021, already several juveniles have been referred to the program.

A typical scenario for a youth restorative justice referral may be a theft case. Instead of being issued a citation for theft and later appearing in court, instead the juvenile is referred to the restorative justice program. Dane County Human Services and the Madison YWCA take the referral and ideally will facilitate a meeting between the victim and offender in a formal setting. The victim will have an opportunity to explain what an impact the victimization had on them, that relationship can be repaired, and ultimately the experience can help with closure as well.

Middleton officers are encouraged to make restorative justice referrals whenever possible.



POLICE DEPARTMENT

Communications Center

2021 also saw a change in the command staff of the Police Department's 24/7 9-1-1 Communications Center. After 24-years of service to the City of Middleton, Communications Center Supervisor Wendy McKnight resigned her position in October to take employment in the private sector.

Wendy was the first civilian supervisor of the Middleton Police Department Communications Center, and she served the community, her dispatch team and first responders with honor and pride. Over the years, Wendy received numerous commendations, attended training for Leadership in Police Organizations and was nationally certified as an Emergency Number Professional.



Long-time Public Safety Dispatcher Keith Cleasby was promoted to Communications Center Supervisor in November and began his new role immediately. Keith has over 27-years of public safety dispatching experience, including the last 13-years for the City of Middleton. Keith previously worked as a Communications Center Supervisor for the Rock County Communications Center for 5-years and has also previously served as a Dispatcher, Communications Training Officer and Accreditation Manager for Rock County Communications, Green County Sheriff's Office, and Brodhead Police Department. Keith has also been the police department social media manager and website administrator since 2010.

The police department is excited to have Keith join the management team to share his knowledge and experience to begin working on the day-to-day operations of our communications center, including immediate priorities of recruitment, training, and equipment maintenance.

School Resource Officer Comprehensive Review

In the spring of 2020, the Middleton Common Council rejected the School Resource Officer contract agreement with the Middleton-Cross Plains Area School district which temporarily ended a 35-year-old partnership between the Police Department and the MCPASD. The suspension of this contract was in response to a national movement calling for police reform and the removal of police officers from local schools.

POLICE DEPARTMENT

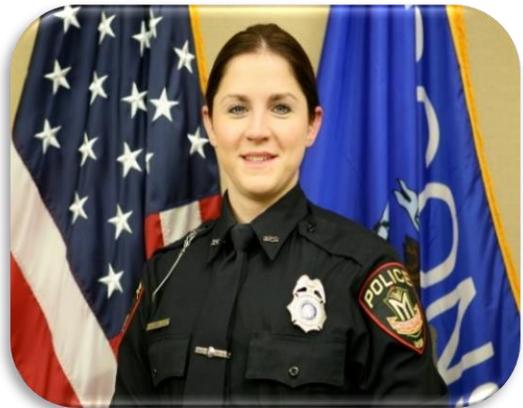
However, the MCPASD embarked on a long journey of completing a comprehensive review of the local SRO program to determine if this program should continue in the Middleton community. As part of this thorough review the MCPASD sent a survey to all students and parents for those students in grades 6-12, survey to school staff, and organized focus groups with members of our community who were in support of and with those who were against SROs in our local schools.

In April of 2021, the MCPASD released the School Resource Officer Program Evaluation Summary which overwhelmingly showed support for our local SRO program. 90% of the Black and Latino students and 86% of White students indicated they wanted to maintain the current SRO program. Community support, across all demographics, was also very high with the majority of those who responded to the survey indicating they wanted to maintain the SRO program in its current form.

Recommendations from this comprehensive review included maintaining our local SRO program with some modifications to our middle school program with an emphasis on building relationships with students at an earlier age. With the results of this comprehensive review the MCPASD and the Common Council both agreed to continue to support the partnership between the City of Middleton and our local school district and to maintain our SRO program.

With the start of the 2021-2022 school year, Middleton SROs returned to the school buildings to continue to build relationships with our local students and to maintain a safe and welcoming learning environment for all students within the MCPASD.

Pictured are our Middleton SROs:
Ofc. Kenneth Chung – Middleton High School
Ofc. Julie Carbon – Elementary/Middle School
Ofc. Cesar Salinas – Elementary/Middle School



POLICE DEPARTMENT

Annual Wellness Days

Law enforcement officers are exposed to trauma on a frequent basis which over time can have a negative impact on an officer's overall health. Studies have shown those who work in the law enforcement profession are at a greater risk of heart disease, insomnia, alcohol and drug abuse, higher divorce rates, and have a higher chance of committing suicide compared to other professions and the general public. Research has shown a law enforcement officer can experience more trauma within a short period of time of working in the profession than an average person will experience throughout an entire lifetime. Prolonged trauma can have a significant impact on the overall mental and physical health of first responders.

In 2020, and knowing the challenges of police work, the Police Department implemented annual wellness days for all Police Department employees.

Each year Police Department employees, from the Chief of Police to the newest employee in the department, are required to see a professional and to address any issues which might be negatively impacting the employee. The police profession, based on many years of research and the unfortunate loss of many great police officers from the profession, has determined those working in the career need a way to "reset" and to deal with the ongoing trauma which is witnessed on a regular basis.

The Middleton Police Department realized this profession can take a toll on even the strongest of employees. To maintain a healthy workforce, police officers must be in the best state of mind and physical condition to provide the needed services to our community. One way to accomplish this is to provide annual wellness days for Police Department employees. Feedback from these annual wellness days have been well received by all department staff members. Employees will continue to attend these wellness days to provide them with the necessary resources to deal with the never-ending trauma seen in the law enforcement profession. The Middleton Police Department selected a local company called HealthyMinds, LLC, who has worked with the department for many years, to partner with for these annual wellness days.



POLICE DEPARTMENT

Training Through the Pandemic

The pandemic significantly impacted everyday life in Middleton and far beyond, but the city and the Police Department were able to make changes and adapt to the new world in which we were thrown. Beyond the obvious operational adjustments that were needed, we were also forced to make significant changes to the training opportunities our officers had.

With our training partners at the Fitchburg Police Department, our team of instructors was able to adjust our internally run in-service training to ensure it was following any state and local COVID restrictions. Locating external training became increasingly difficult as more and more classes were being canceled. As the pandemic progressed, some classes went online, and as restrictions eased, more in-person training was finally being scheduled.

The Middleton Police Department strives to provide relevant and worthwhile training for our employees. This summer we teamed up with Gloria Reyes to have our entire staff attend Badge of Equity training. Ms. Reyes has prior professional experience in various criminal justice positions as well as city government. She used her extensive experience to develop and deliver training on cultural competence and engaging diverse communities. The Middleton Police Department remains committed to locating and providing this type of training moving forward.

Each year every sworn officer is required to attend at least 24 hours of training to maintain their certifications. Each Middleton officer is scheduled for 32 hours of in-service training annually, and every employee will generally attend at least one external specialized training class in an area of their interest which benefits the department and community. In 2021, Police Department employees attended a total of nearly 2,900 hours of training provided outside of our training consortium.



Photo Courtesy of Reyes Public Safety

POLICE DEPARTMENT



Middleton and Fitchburg Officers Attending Badge of Equity Training in 2021



Middleton and Fitchburg In-Service Firearms Training in 2021

PARKS & RECREATION

Parks and Recreation

Erdman Park / CXC Outdoor Recreation & Sports Center



The project is a public-private partnership between the City and Central Cross-Country Ski (CXC). Phase One was completed in November 2021 and includes an access road, the initial phase of the parking lot (16 stalls), purpose-designed cross-country ski trails, and the initial snowmaking infrastructure. CXC hired Tetra Tech as the design consultant and Riverview Construction was the contractor. This first phase of development was made possible through a land donation by Dan and Natalie Erdman, along with \$1.2M contributions from individuals, businesses, and grants. Phase II of the project will include an overall stormwater plan, ski-trail paving, an asphalt pump track, and parking lot expansion. Future phases will include a trail connector from Pleasant View Road and the CXC Center.



PARKS & RECREATION

Firefighters Park ADA & Stormwater



The project included replacement of the concourse to reduce trip hazards, develop and accessible route to comply with ADA Title II, and improve stormwater management at the site. Northwestern Stone was the general contractor with MSA as the design consultant.

Basketball Court Upgrades



The court at Meadows Park was resurfaced, re-lined and new adjustable hoops were installed. New adjustable hoops were also installed at Parkside Heights. We plan to continue these basketball court improvements throughout the park system in the future. The new hoops were installed by Parks staff with Midwest Sealcoat completing the surface work at Meadows.

PARKS & RECREATION

Lakeview Park Splash Pad



The splash pad re-opened in 2021 with a face-lift and new bobble feature that replaced the turtle. Infrastructure improvements to piping, reduced water use spray nozzles, and a new texture grip applied to the surface made 2021 a great summer to splash at Lakeview Park.

Orchid Heights Shelter



Parks staff replaced damaged and rotting siding and applied a fresh coat of paint to the Orchid Heights Shelter. This work preserves the life of park amenities and was completed during the summer while we have additional seasonal staff help that allows full-time staff to focus on projects like this and not daily upkeep of the park system.

PARKS & RECREATION

Conservancy & Forestry

Middleton Hills Boardwalk



A new replacement boardwalk was installed in the Middleton Hills neighborhood. The previous boardwalk was over 15 years old and had spent much of the past few years under water. The new boardwalk is a first in our system to utilize helical piles for its supports. This allows for greater stability and will also have a much longer life span due to both the piles and the frames being constructed of galvanized steel. Public Lands field crews handled all of the old boardwalk removal and installation of the new.

Pheasant Branch Creek Corridor Planning & Design

After a lengthy process, the Pheasant Branch Creek Corridor Master Plan resulted in a direction to move forward. Requests for design and engineering work were sent out in May and 5 submissions were reviewed for the stream and bank restoration work, and 3 submissions were reviewed for the trail and bridge work. The decision was made to split the work into two different projects to cater to firms who may be more tailored to each aspect of work being requested. After review, the stream and bank design and engineering project was awarded to Cardno, and the bridge and trail design and engineering project was awarded to MSA. Both projects were started in the latter half of July.

The original timeline for this work to be completed was the end of December 2020. For a variety of reasons (COVID being one unfortunately) this has not been achieved. As of this writing the 60% drawings for the stream and bank project is set to be presented to the Water Resources Management Commission. The design work for the trail in bridges will follow closely behind as their work is dependent upon what comes from the stream and bank work. The city is hopeful that the original intent of soliciting for construction of the final design plans will still occur in March with construction to follow in the summer and fall of 2022. The wildcard in all of this of course is FEMA and what requirements,

PARKS & RECREATION

and their time in responding, they may have. Unfortunately, such setbacks have been experienced with other projects in the city, namely the restoration/stabilization of the South Fork of the Pheasant Branch.

On a positive note, early indications are that the existing bridges will be reused but placed at a much higher elevation to allow for higher water volumes to pass beneath. This will reduce the overall costs needed for reconstruction while still permitting a higher level of resiliency for future events. Also, most of the trail will remain in its existing configuration. Additional width will be included where possible and smaller, secondary pedestrian only paths will be constructed as well. This will address user conflict issues as well as allowing for a different user experience.

Tree Planting & Pruning Statistics

Planted: 178

Pruned: 1145

Removed: 92

Youth Center: Return to a “More Normal” Youth Center

After over one year using alternative locations to keep the Youth Center open during the COVID-19 pandemic, we were able to move back into Kromrey Middle School in May of 2021. This allowed us to increase attendance to nearly pre-pandemic levels for the summer program and fall after school program. Students enjoyed being able to play sports in the gym again, participate in the free summer lunch program, and have easy access to the Youth Center right after school. The Youth Center was also able to reintroduce weekly field trips over the summer to the Walter Bauman Aquatic Center and other area attractions.



PARKS & RECREATION

Expanded Mentoring Program



The return to Kromrey Middle School also meant re-starting the mentor program this fall! In this program, adult Youth Center staff are paired with 4-6 students who they meet with individually on a weekly basis at school. Mentor meetings are student-driven and can focus on academic support, mental and emotional health, friendships, personal identity exploration, and more. With the increase in mental health challenges faced by students this year, the mentor program is more important than it's ever been. Our two adult staff and 3 Master of Social Work interns are conducting 22 individualized mentor sessions for students each week!

High School Internship Program

The Youth Center's high school internship program employs Youth Center alumni in leadership roles and trains a new generation of Youth Workers. One of our high school interns graduated this spring and began college, so we welcomed two new interns to the staff team this fall. Both new interns are Juniors at Middleton High School and are doing a fantastic job supporting the students, building relationships, and leading new clubs and activities. Our adult staff team always values the youth perspective that high school interns contribute to staff meetings and program planning.



Rekia Helping Students with a Service Project



Akshita Leading Cooking Club

PARKS & RECREATION

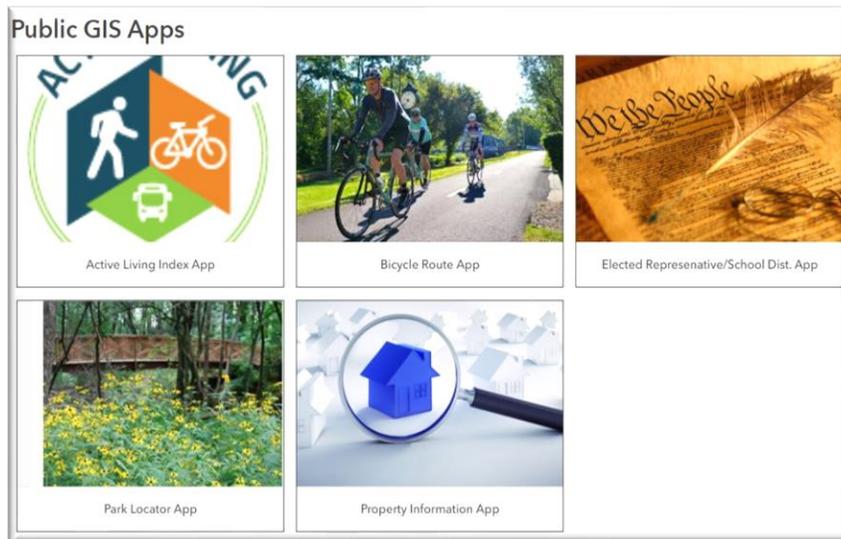


Jamila Helping Students Set SMART Goal

PUBLIC WORKS

GIS System Development

The city initiated a project to revamp our Geographic Information System (GIS), which is a map-based system that catalogues infrastructure, resources, and amenities within the City. The new system went live in 2021, and work to develop the system more fully will continue for the next few years. The new system will enhance our infrastructure asset management capabilities and our ability to access data while in the field. The publicly accessible portion of the GIS system has also been upgraded, allowing residents and visitors easier access to property information, maps, and applications.



New Traffic Control Devices

The City directed installation of new traffic control devices designed to better draw driver attention to pedestrians crossing busy roadways. Rectangular Rapid Flashing Beacon (RRFB) equipment with warning signs were installed at these locations:

- Park Street at the Pheasant Branch trail crossing. This RRFB was installed using motion sensors that automatically detect pedestrians and bicyclists and activate the RRFB lights. They can also be activated using the standard push buttons.
- Highway Q at Bishop's Bay Parkway signs were installed with standard push buttons.

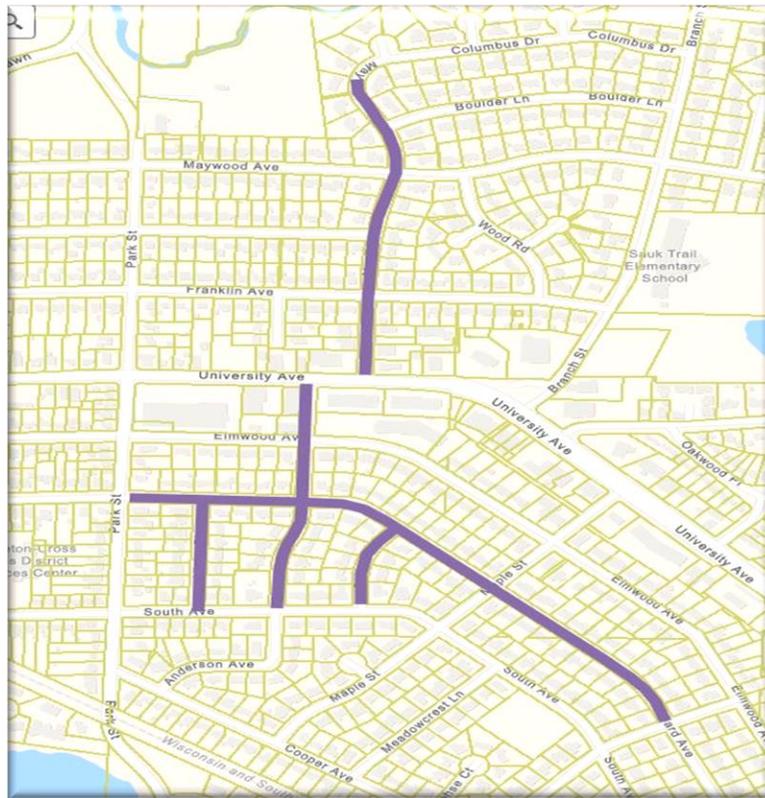
The city is also installing a digital speed board on Mendota Avenue near the crosswalk at the baseball field. Both the RRFBs and speed boards have been shown to increase driver compliance with yielding to pedestrians.

PUBLIC WORKS

Street Improvements

Hubbard Avenue, Mayflower Drive, Violet Place, and Orchid Lane Reconstruction. This project included full depth replacement of close to 6,400 lineal feet of asphalt pavement, replacement of more than 6,000 feet of water main, and addition of new storm sewer

- from Violet Pl. to Maple St. along Hubbard Ave. to improve local drainage in the Violet Pl. and Hubbard Ave intersection. Curb and gutter deficiencies were corrected, and ADA compliant ramps were constructed at intersections.

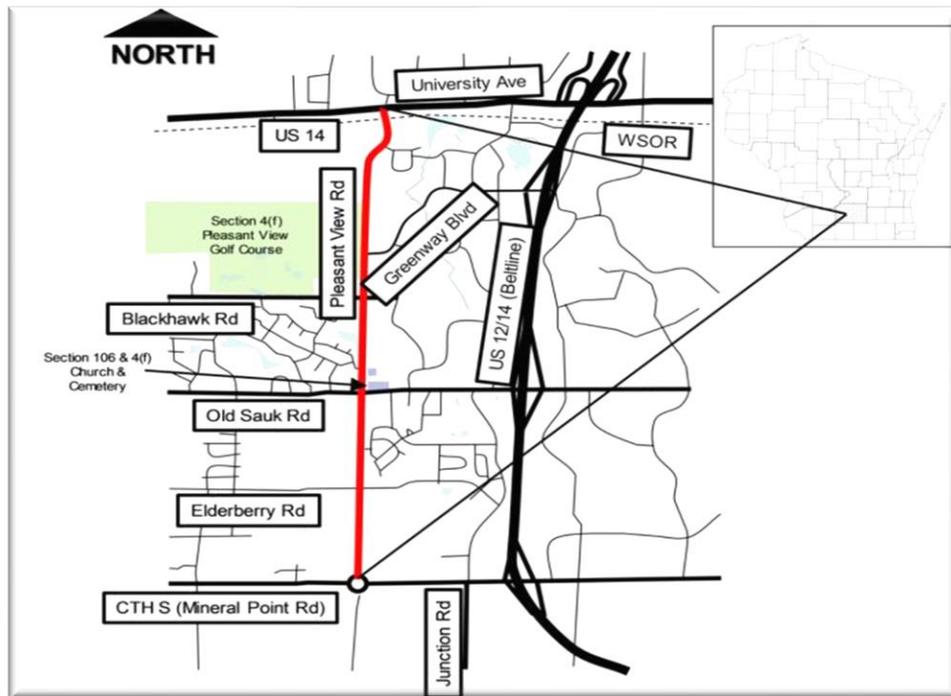


2021 Hubbard, Mayflower, Violet, Orchid Street Reconstruction

- **Middleton Beach Road.** The City's consultant finalized design of this project to reconstruct approximately 3,900 lineal ft. of Middleton Beach Rd. and Mendota Ave. lying east of Allen Blvd., along with associated water and sewer utility improvements and repairs. On-street parking stalls are planned along Mendota Avenue and Middleton Beach Road adjacent to the soccer fields. Contractor bids are due in mid-January, and construction is slated for 2022.
- **Pleasant View Road.** Design is being finalized for this major multi-jurisdictional project to widen Pleasant View Road between Highway 14 and Elderberry Rd. in Madison to a 4-

PUBLIC WORKS

lane roadway with median, including sidewalk and bike path improvements, and a pedestrian bridge over the road at the golf course. The project will also lower the hill near the golf course and include significant retaining walls and utility improvements. Additional right-of-way acquisition efforts are underway. The project is slated for construction in several phases beginning in the summer of 2022 and continuing through the 2023 season.



Pleasant View Road Project Limits

Street Maintenance

- **Street Resurfacing.** In 2021 the city resurfaced Marigold Circle. That, along with the reconstruction of Valley Ridge Road and Jonquil Court in recent years, has now completed street surface updates in the Orchid Heights Subdivision.
- **Chip Sealing.** The city also did some low-cost pavement maintenance work to prolong pavement life of several roads, including spot repairs and chip sealing of:
 - Rolling Hill Court
 - All streets in the Baskerville subdivision
 - Park Street & High Road from University Avenue north to the city limits
 - South Avenue from Parmenter Street to Park Street
 - Allen Boulevard from Century Avenue to University Avenue (coordinated with Dane County).

PUBLIC WORKS

Sidewalk Maintenance Program

- In 2021, sidewalks located within Area 7 were maintained. The work included 2,750 linear feet of sidewalk joint milling and 12,320 square feet of sidewalk replacement. Grass restoration work within terraces will continue in the spring.



Sidewalk Program Area 7

PUBLIC WORKS | WATER RESOURCES

Tiedeman Pond Pump Station

This project was completed in 2021 and upgraded the existing Tiedeman Pond lift station to provide approximately five times the pumping capacity which existed before. The pump's intake structure was enlarged to reduce velocities and prevent clogging. The ability to remove water more quickly from the pond will reduce the time it takes to draw down the pond after major rainstorms.



Tiedeman Pond

PUBLIC WORKS | WATER RESOURCES

South Fork Repair

This project to repair and stabilize the creek banks of the South Fork of Pheasant Branch lying south of Market Street was necessitated by flood damage from 2018. The project was completed in 2021, and ongoing vegetation maintenance will continue for two more years. The City continues negotiations with FEMA to secure partial funding for additional bank stabilization projects downstream of the Confluence Pond. Those projects are now slated for construction in 2022 or 2023, following completion of an environmental assessment.



Algonquin Ditch

The City's field service crews completed a project to clear trees and brush, regrade, and stabilize the drainageway between Middleton Hills Neighborhood Park – North and Algonquin Drive. The crews are planning to continue restoration of the downstream northerly section of this ditch next summer.

Tribeca Pond

The city is working with a private developer to acquire land and construct an infiltration basin north of Schoepp Motors on Tribeca Drive. The project will reduce stormwater flows to Graber Pond, which is experiencing higher water levels due to development pressure that has increased in recent years. This project is scheduled for construction in 2022.

ARPA Projects

The City will utilize a portion of the American Rescue Plan Act of 2021 (ARPA) funds allocated to us to rehabilitate two neighborhood-scale stormwater management systems. The Hidden Oaks subdivision's system needs rehabilitation and maintenance, and potential design modifications due to higher water elevations downstream. The Misty Valley subdivision's system needs rehabilitation and maintenance, and potential re-design and expansion due to upstream development pressures. Design work for these projects is scheduled for 2022, with construction work scheduled for 2023.

PUBLIC WORKS | WATER RESOURCES AND SEWER UTILITIES

Water Rate Study

The Water Utility has submitted a request to the Public Service Commission to review our current rate structure. The last full Water rate case was performed in 2015. This review is to ensure that the Utility has adequate funding to cover current and future financial demands. Adjustments to the current rates are anticipated in the second quarter of 2022.

Cross Connection Control

Employees of the Middleton Water Utility and inspectors from HydroCorp are continuing to perform inspections of residential, commercial, and industrial buildings throughout the community. These inspections are to detect actual and/or potential cross connections and make recommendations for the installation of backflow prevention devices or assemblies where necessary. This will help ensure that contaminated or polluted water cannot backflow into the Utility's clean drinking water. Residential customers will also have their meters changed during this inspection by Middleton Utility personnel. If you are contacted to have this work performed at your residence, please schedule an appointment at your earliest convenience. Commercial and Industrial customers will be contacted directly by Hydrocorp with a date of inspection for their facilities.

Water Utility Conservation Efforts

The city began a water conservation program in 2015. The program includes a 50% reimbursement for commercial water audits, a \$25 rebate for commercial pre-rinse spray valves, and a \$100 toilet rebate for residential and commercial customers. The program's intent is to reduce water usage City-wide as outlined in the Middleton Sustainable City Plan. The plan outlines goals and action steps for decreasing the gallons of groundwater pumped per capita per year. To learn more about qualifying toilets, spray valves, and about the water audit program, visit the city website. We encourage all property owners to take advantage of these rebate savings while saving water.

Protect Sewer Pumps and Pipes

Flushable?? Think again... What we put down our drains and toilets can negatively impact our environment and put our health at risk. Even items labeled flushable can clog pipes, tangle pumps and result in messy and costly sewer backups. By educating ourselves and each other, we can avoid expensive and dangerous mistakes while improving our sewer system practices.

1. There are only two items that we should ever flush: human waste and toilet paper. If you cannot avoid purchasing and using items that have been labeled "flushable," throw them away after use rather than putting them into our sewer system.

Never flush: • Baby wipes, disinfectant wipes, moist wipes, etc. • Vitamins, medicines, or other pharmaceuticals • Toilet bowl scrub pads • Swiffer® products • Napkins (paper or cloth) • Paper towels • Dental floss • Fats, oils and greases •

PUBLIC WORKS | WATER RESOURCES AND UTILITIES

Sanitary napkins, tampons, condoms, or any non-organic materials • Wash cloths, towels, rags, underwear or any

cloth items • Band-Aids® or dressings • Plastic bags or wrappers • Kitty litter (even products labeled as flushable) • Cat feces or bagged dog feces • Fish gravel

2. Keep hazardous chemicals away from our wastewater treatment plant! If you need to discard hazardous materials such as used motor oil, antifreeze, paint, etc., visit the clean sweep collection site. You can find more information at www.danecountycleansweep.com.

SENIOR CENTER



With the challenges of navigating COVID-19 in 2021 the senior center continued to be a necessary lifeline and outlet for local seniors. We are proud to say we offered programs, volunteers, case management services and meal deliveries as safe and as effectively as possible. We also had 169 volunteers who remained vigilant and assisted us with many tasks throughout difficult times. In July we reopened the dine in service for those who wanted companionship and the comfort of others. We also discovered how much has changed in the last two years and how very difficult COVID has been for our older adults. On a positive note, we welcomed a new volunteer coordinator Camela King to the senior center, and most recently Stacey Baik joined the staff as our new part time case manager. Throughout 2021 the Commission on Aging and the State and national accreditation committees were hard at work updating and working

Equity and Inclusion Statement

The Middleton Senior Center acknowledges and honors the value, dignity, and diversity of all individuals. We are committed to organizational and individual efforts that build respect, dignity, fairness, caring, and equality. Adopted by the Commission on Aging 2/15/21

Program Statistics

(These are pandemic affected numbers)

Meals Served in 2021 - 13,424

Volunteer Hours – 7999.61 hours

Loan Closet Equipment 408 pieces

Center Attendance 17,323

Taxes Completed 350

Case management 301 clients

Medicare D – 70 older adults were assisted



State Accreditation

We also received our sixth State Accreditation from the Wisconsin Association of Senior Centers. The most consecutive accreditations by any senior center in the state.

SENIOR CENTER

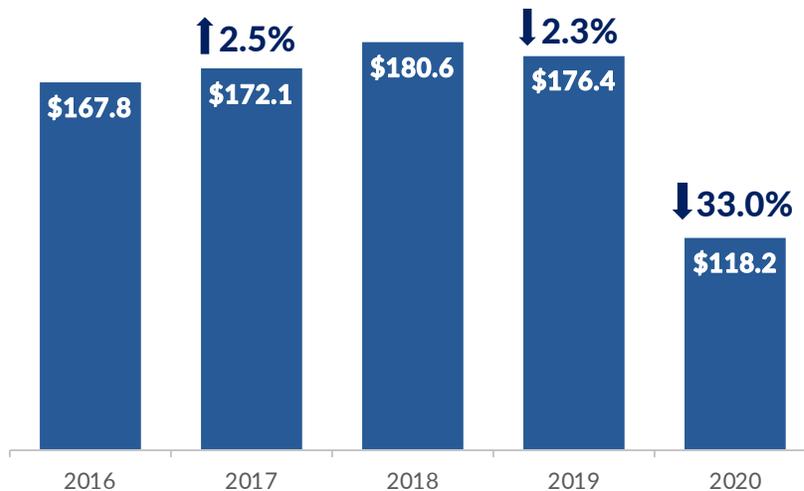
on the required standards of operational excellence. The Commission also adopted and approved an Equity and Inclusion statement for the senior center, and program development will be ongoing. We also provided online support for groups who still wanted to meet via zoom. Small in person programming was a success and managed in a safe and effective way. The wonderful students from Clark Street school along with their dedicated instructors assisted us in with cleaning and sanitizing the building all year long. We are very grateful to have had this partnership throughout the year.

TOURISM

Economic Impact Results

Middleton Tourism engaged Philadelphia-based Tourism Economics, a consulting firm that specializes in tourism analysis, to gauge the local impact of visitor spending. The firm's analysis found visitor spending in Middleton fell by one third in 2020, registering \$118 million. The 33% decrease over 2019 reflects the negative economic impact of the pandemic on the travel and tourism industry.

Middleton visitor spending (\$ millions)



Source: Tourism Economics

Some other key findings of the study:

- Like most places in Wisconsin, the spending categories that suffered the largest declines were lodging and recreation/entertainment spending

TOURISM

- With gatherings either outright banned or significantly curtailed, events like weddings, meetings, and more were cancelled or postponed, severely affecting lodging and entertainment venues
- Visitor spending directly supported nearly 1,350 jobs in 2020. Spending declines cut about one in every four jobs.
- Total income earned by jobs supported by visitor spending in Middleton has grown by \$30 million since 2016

The economic impact of visitor spending in 2021 trended upward as travel began to rebound in the second and third quarters. Hotel occupancy and average daily rates (ADR) showed steady increases in those quarters, however, they are still below 2019 levels. Data from Tourism Economics will be available in the second quarter of 2022.



Maybe it's a day out on the kayak, or a hike along a beautiful trail. Or maybe today it's just the pure joy of a cup of freshly brewed coffee.

It's the Middle things.

VISIT
Middleton
VisitMiddleton.com

Branding Visit Middleton

The City of Middleton's tourism department and marketing arm for the city has taken the name Visit Middleton. This is a transition that is the culmination of a branding process that began in February 2020. Then Middleton Tourism sent a request for proposal to marketing/branding agencies and selected Boelter+Lincoln of Milwaukee to partner on the project. In 2020-2021, B+L and Middleton Tourism staff conducted a branding process including research and discovery, where surveys and workshops were created to find Middleton's "voice" and personality. Then that information was taken to create a style structure that influenced a new logo design, color palette, tagline, fonts,

TOURISM

and language style. Following a logo design, the teams established a style guide to create uniformity.



TOURISM

In the months since, tourism staff and B+L have created ad templates, conducted a photo and video shoot, created a new commercial and are implementing the new media into ad design, marketing pieces, the website and more. All of this also influenced a new design of a visitor guide with a whole new look for 2022, utilizing the services of Nei-Turner of Verona.

The official launch of Visit Middleton was Jan. 19, 2022, following a proclamation by

the mayor on Jan. 18 recognizing the new marketing name.



Big Bundle Up Campaign

For the sixth year, Middleton Tourism partnered with the Wisconsin Department of Tourism's Big Bundle Up Campaign, which collected warm coats, gloves, hats and other winter clothing items to help local families in need. Items were collected from three Middleton locations: KEVA

TOURISM

Sports Center, Middleton Public Library, and Willy Street Co-op West. The campaign ran Nov.15 through Dec.17 and Middleton's donors contributed a total of 746 items. All items were able to remain in the local community and donated to Middleton Outreach Ministry (MOM).

Middleton Trolley

Due to the COVID-19 pandemic, the Middleton trolley was not in operation in 2020; however, service did return in summer 2021. The trolley was planned to run on a trial basis from July 9 – Aug. 28 with limited service on Fridays and Saturdays, but after ridership proved to be quite successful, the season was extended through the end of October. The trolley followed a 13-stop, 30-minute route from all eight Middleton hotels to multiple stops downtown, at Greenway Station, and Willy Street Co-op West.



New Marketing Agency of Record

In 2021, Middleton Tourism engaged local marketing agencies in a request for proposal to become the tourism department's marketing agency of record. Through the assistance of a selection committee and in-person interviews, Boelter + Lincoln was chosen as Middleton's new marketing agency partner. Boelter + Lincoln, of Milwaukee, is also the agency Middleton employed to assist in rebranding the tourism department in 2020-2021. The City of Middleton-Middleton Tourism/Visit Middleton has entered a two-year contract with B+L as marketing agency of record, Jan. 1, 2022-Dec. 31, 2023.

TOURISM

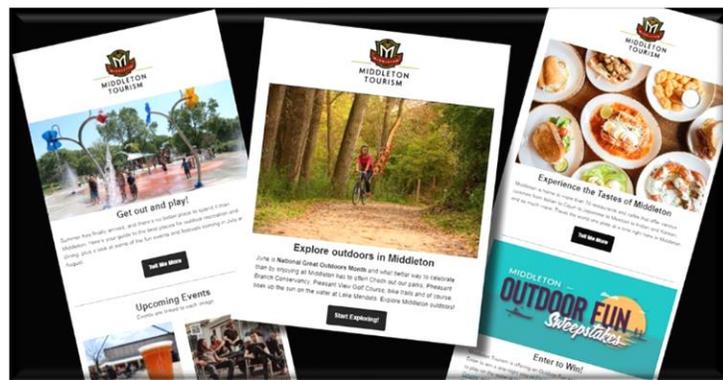
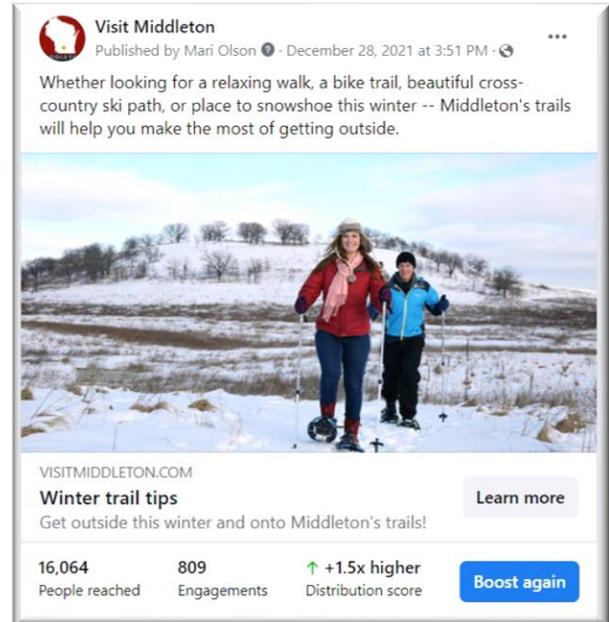
Marketing Middleton

Marketing and advertising Middleton and its tourism attractions continued in 2021 with some deviation from the original marketing plan and including more local-driven marketing than done prior to the pandemic. Commercial advertising and online advertising were halted in the first quarter, due to trends tourism staff saw in state and national destination marketing as a response to the pandemic. Commercial and online advertising decreased in second and third quarters, due to the lack of travelers, and was back to 100 percent in the fourth quarter based on early predictions that the pandemic would be less of an influence on fall travel.

Social media posting continued throughout the year with target audiences in what has been designated Middleton's drive markets: Wisconsin/Southern Wisconsin (specifically Milwaukee); Chicago and Rockford, Ill.; and

Dubuque and Cedar Rapids, Iowa, areas. These markets have also been identified by the Wisconsin Department of Tourism as drive markets for the state. Generally, when posting to Facebook, we select these cities and a 50-mile radius, sometimes expanding further into north-east Iowa. We have continued with local postings as well, often geofencing to a 50-mile radius of Middleton/Madison, particularly in the first half of 2021.

Middleton Tourism also conducted two sweepstakes – outdoor fun and foodie favorites – engaging audiences through social media and its newsletter. There were also several smaller social promo giveaways throughout the year. The tourism e-newsletter currently has 14,919 subscribers and is distributed twice a month, promoting local events, lodging and seasonal attractions and outdoor activities.

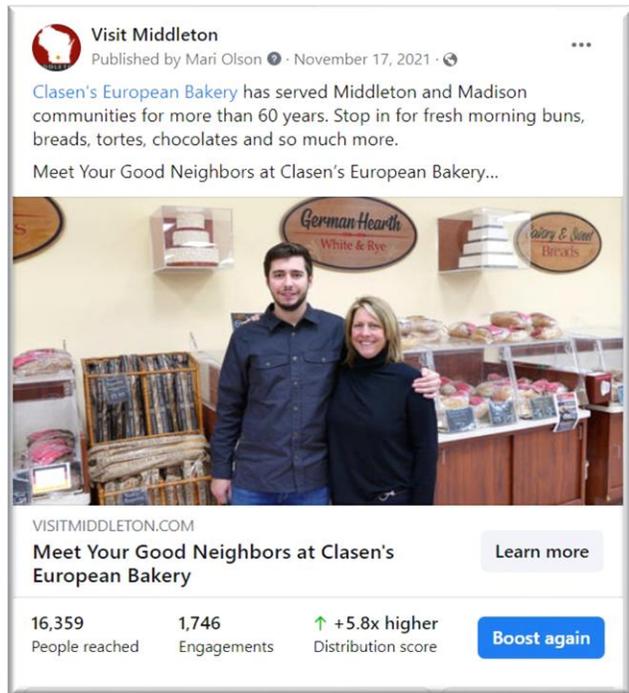


TOURISM

Specific Marketing Campaigns for 2021 Included:

Social media, website, newsletter, and press releases for the Big Bundle Up

- National Plan a Vacation Day postings
- Created both a print and Google map of Middleton's nine outdoor art installations and have advertised it via the website, newsletter and social
- Created an Easter meals-to-go page and social



- Front Porch Series – Meet Your Good Neighbor: These bi-monthly spotlights advertised a local business in Middleton Tourism's e-newsletter and social media
- Creating a video welcoming visitor to Middleton during National Travel and Tourism Week (May 2021)
- Continued marketing of Middleton's outdoor spaces, hotel properties and shopping locations, as well as restaurants
- Pi Day social giveaway (Hubbard Avenue Diner)
- Mother's Day and Father's Day online giveaways (Grapewater Wine Bar and Longtable Beer Café)
- Back-to-school online giveaway (Tradition Children's Market)
- Fall guides; fall foodie favorites
- Holiday shopping guide; holidays in Middleton guide; holiday shopping photo shoot.

Local and Regional Partnerships Included:

- Continued partnerships and engagement with Destination Madison, as well as for Explore Outdoor Madison/Middleton
- Continued support in press releases and social engagement for StoryWalks through Middleton Public Library and Downtown Middleton Business Association
- Continued support via social engagement for Pick Your Picnic through the Community Development Authority
- Social media support and newsletter support for National Mustard Day
- Social media support and newsletter support for Good Neighbor Fest
- Social media support and newsletter support for Capital Brewery's Bockfest



LAST CHAPTER, TRANSITION & FORWARD

Mike Davis, City Administrator (1998-2022)

As I reflect on almost 25 years of work with the City of Middleton, I find myself somewhat nostalgic about the Good Neighbor City. In 1963, when the about 6,000 residents of this small village became a city and developed that moniker, I think it was genius. Who doesn't want to live in the "Good Neighbor City"? I believe that folks move here intent on being good neighbors and encouraging others to live up to that aspiration, and it has worked! My own personal experience and what I observe from others is that the aspiration and its intended hope is alive and well despite a bitter ongoing pandemic, repercussions from the historic 1000-year flood of 2018 and the tragedy of the active shooter incident also in 2018.

I believe that the community has come together in so many ways to make the right choices almost all the time. Certainly, proximity to Madison and the University of Wisconsin have helped. However, Middleton increased in population 38% between 2000 and 2021 and quadrupled its property value in that time from about \$1 billion to \$4.3 billion. From 1963 on, the City's leaders have made significant investments and wise choices. Since 1998, I've been fortunate to have participated in and witnessed incredible progress. Following are some of my favorite collaborations of many from which to choose:

- A strong and trusting relationship among the School District, Chamber of Commerce and City, unlike any other I've heard of in the U.S. Oftentimes, in other communities these groups or one or two of them are averse to the others, but not in Middleton.
- Protection and preservation of our natural environment, both parks and conservancy areas, while supporting and nurturing wise and sustainable economic development.
- Diversification of our employment and tax base through incentives for expanding numerous international/national employers such as Electronic Theatre Controls, PPD, American Girl, Springs Window Fashions, Gilson, Fiskars, Spectrum Brands, Mead & Hunt, the Veterans Health Administration, Paradigm, Lucigen, Standard Imaging, Hy Cite, Natus Neurology, the National Mustard Museum and Saco Foods, as well as many local-oriented employers such as Capital Brewery, the Bruce Company, Keva Sports Center, Harbor Athletic Club, Top Promotions, Costco, ten hotels and about 70 eclectic restaurants.
- Land use planning and storm water management that improve the built and natural environment and have knit together residential and commercial areas with a dynamic trail system much loved by residents and workers alike.
- Community-based organizations that provide resources for good neighbors and the community: Good Neighbor Fest, Middleton Outreach Ministry, Friends of Pheasant Branch Conservancy, Restoring Hope Transplant House, Gio's Garden, Gilda's Club, Middleton Community Endowment, Middleton Area

LAST CHAPTER, TRANSITION & FORWARD

Historical Society, Friends of the Library, and the Middleton-Cross Plains Area School District Education Foundation.

- A Climate Change Referendum resulting in ambitious goals to shift local priorities for renewable energy use. The City's investment in a solar array at Middleton Municipal Airport and the Middleton Operations Center (with MGE), as well as at the Police Department, EMS, Lakeview Park, and our Utility facilities are yielding benefits for a sustainable and resilient Middleton.
- Continuous redevelopment of Downtown Middleton to make it a dynamic and eclectic community treasure which soon will feature the Stone Horse Green which is both an homage to Middleton's heritage as well as a vibrant light for its future.

Moreover, in the past 23 years the city has been able to add new amenities serving the entire community through wise use of Tax Incremental Financing while creating sustainable economic development. Following are my favorite examples:

Infrastructure Development: Highway 12 conversion to roundabout and Parmenter Street which saved that corridor's future back in 2005; Airport Road and Pleasant View Road widening from Evergreen to Airport Road and soon from Blackhawk Road to Highway 14; University Avenue reconstruction in 2016 and 2018; Construction of Greenway Boulevard and Deming Way in the City; Substantial improvements to the Pheasant Branch Creek as well as the construction and expansion of the Confluence Pond; Terrace Avenue from Parmenter to Deming Way; Parmenter Street from University Avenue to the roundabout; Downtown brick terraces and storm water infrastructure underlying them; and development of Middleton Municipal Airport which operates in the black.

Amenities: Addition of park land for Lucille & John Harvey Taylor Park, Firefighters Memorial Park, Lakeview Park Shelter's beautiful renovation and our spectacular splash pad, Quarry Skate Park and the exciting new CXC Cross Country Ski Park at the Erdman property; Advance funding for expansion of the Pleasant View Golf Course (and construction of the beautiful clubhouse) which operates in the black annually and is paying back the City's General Fund and Tax Increment District 3 in full; Collaborations for the development of Capitol Ice Arena and Middleton Municipal Airport (also running in the black); Development of three great public safety facilities housing outstanding Police, Fire and EMS services; and several additions to the Pheasant Branch Conservancy (and soon restoration of the creek corridor), a true and beloved environmental gem in the entire area.

Housing: Successful infill developments for multi-family, plus about 500 affordable workforce housing units, at Middleton Station, Middleton Center, Meadow Ridge, Oak Ridge, Market West, the Foundry, Stagecoach, Heritage Senior Apartments, Amherst Road, Parmenter Circle 2, the Aviary, Conservancy Bend, Cardinal View Senior Living, The Elmwood, and the Trotta.

LAST CHAPTER, TRANSITION & FORWARD

Exemplary City Services: Middleton's services are excellent and at reasonable cost. Our employees are superb. We have highly accredited police and senior center as well as a superbly honored parks & recreation department. We showcase very popular and highly respected public safety, library, and golf course operations. Moreover, the City's public works, utilities and parks continue to be well maintained despite the considerable challenges of keeping up with the demands of a growing city. Continuing upgrades in administration, finance, legal counsel, human resources, planning, engineering, building inspection, community services and information technology provide high value support to all the services, and our tourism staff is elevating the community's image with a new branding/marketing plan to position the city well post-pandemic.

Most importantly, I'm proud of the entire City team—employees, elected officials, volunteer committee members and volunteers generally. Middleton is a vibrant urban ring city on the west side of Madison, and from 2005- 2013 was honored by Money Magazine and CNN as one of the top ten small city places to live in the U.S. (under 50,000 population), including "America's Best Place to Live" (2007). Our community still offers the best of living and working in a small city while having all the best attributes of a dynamic larger city. We maintain a highly respected Aa1 bond rating, and Middleton's awards and recognition are numerous. See this link: <https://www.cityofmiddleton.us/502/Citys-Major-Awards-Recognition>.

Nonetheless, as we look toward the future, the city is at a crossroads as follows:

- o State levy limits limit property tax collections to new growth in the tax base and no inflationary factor for property tax growth. Therefore, serving new growth, as well as keeping up with inflationary costs, must both be generated exclusively from generation of new revenues.
- o The City has several self-imposed and other limits on growth externally (Madison east and south; airport buffer north/northwest; boundary agreements with Towns of Middleton to the west/southwest and Springfield to the north); growth area of Community of Bishops Bay limited due to utility services; and Dane County's purchase of the Acker Farm.
- o Infill development can be contentious, yet it is likely that it will continue to be the primary means of City tax revenue growth. Multi-family developments are the highest value per taxable acre with the lowest costs (i.e., garbage and recycling not provided by the city; use of existing roads and utilities; payment of impact fees to contribute to public safety buildings' debt service). Further, it is the most environmentally sustainable form of growth as well.
- o Maintenance of general fund expenses (cost-of-living, quality and quantity of employees) is limited to annual growth in tax base. Without growth, city services need to be reduced or cut.
- o The City has maximized most non-tax fee options. The others (removing garbage/recycling from the general fund or further increasing storm water utility fees) have not been politically acceptable to the Middleton Common Council and staff.

With a strategic plan focused on maintaining the City's priorities for the next 10 years, it is my hope that we'll create a strategic roadmap before TID #3 yields its benefit to the City's general fund in 2031. The following are key areas for consideration:

LAST CHAPTER, TRANSITION & FORWARD

- 1) Funding of general maintenance, including a referendum to address critical staff shortages.
- 2) Community Campus Plan for Redevelopment of Downtown Public Buildings.
- 3) Diversity, Equity & Inclusion (DEI) initiatives to enable the benefits of Middleton to all residents.
- 4) Akin to the Library, providing resources for recreation/Youth Center & Senior Center to deliver programs equitably based on participants' Income.
- 5) Public Transportation Expansion—Madison Metro/Bus Rapid Transit & BCycle (electric bicycles)—to rely less on motorized vehicle transportation and provide more equitable options.
- 6) Continue to make it a priority to develop housing affordable to all residents, including more affordable ownership opportunities, but with an emphasis on low-moderate income residents.
- 7) Consideration of a Community Center to provide more recreation options for the full community, but especially for our youth.
- 8) Development of a life sciences and medical technology business park concept in the heart of the Parmenter/Highway 12 area.
- 9) Advancing sustainability and energy conservation in all city processes to achieve the goals set out in the Sustainability Plan and generated from the Climate Change Referendum.
- 10) Preparation for a future of technological advances not yet fully imagined.

It has been my great honor serving as the city administrator of this community over the past 23 years+, and I look forward to seeing its continued dynamic progress as a retired resident and volunteer. Our team has accomplished incredible things through collaboration and teamwork, and I ask your support of my successor and our incredible city staff and elected officials as they navigate the road ahead with resident participation, thoughtful review and forward progress. I'm happy to have invested the bulk of my career where my wife Julann and I proudly call home—the Good Neighbor City!

LAST CHAPTER, TRANSITION & FORWARD



Mayors of Middleton Pictured Left to Right: Judy Karofsky (1975-77); Dan Ramsey (1977-2003); Doug Zwank (2003-2007); Kurt Sonnentag (2007-2017); Gurdip Brar (2017-Present). It's been my honor to know all five and to have worked with the past four.



All in the Family. I have had the pleasure of working with Kathy Olson (now Council President) since 2017 and before that, her husband Steve Olson from 1999 to 2005. Speaking of all our elected officials, I've always been impressed with their intelligence and thoughtfulness as a group. We're very fortunate to have such great civic pride and representation in the Good Neighbor City.

LAST CHAPTER, TRANSITION & FORWARD



A hobby of mine is playing trivia with my friends from the “Brains That Wouldn’t Die”. Here is one iteration of our team mixed with the City Attorney Larry Bechler (2000-present); Jim Wexler (long-time City Council from 1989-2016); and Abby Attoun (Director of Planning & Community Development), raising funds for the Library.



City Hall “Selfie Day” with the League of Wisconsin Municipalities in 2019. This is just a sampling of Middleton’s superb city staff. The Good Neighbor City has the best of employees, and I’m proud to have collaborated with this group for the past nearly 24 years.