



**CITY OF WAUWATOSA**  
**COMMITTEE OF THE WHOLE**  
**MINUTES • OCTOBER 22, 2013**

**Regular Meeting****Upper Civic Center****6:30 PM**

7725 W. North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. McBride, Moldenhauer, Pantuso, Roznowski, Tilleson, Walz-Chojnacki, Wilke, Wilson, Berdan, Causier, Donegan, Dubinski -12

EXCUSED: Ald. Organ

ABSENT: Alds. Birschel, Ewerdt, Hanson

ALSO PRESENT: Mr. Archambo, City Administrator; Mayor Ehley; Messrs. Murray and Unmacht, Springsted, Inc., Mr. Kesner, City Attorney; Ms. Enders, Development Director; Mr. Brown, Assistant to the Administrator

Ald. McBride in the Chair

Ald. McBride called the meeting to order at 6:30 p.m.

**COMMITTEE OF THE WHOLE ITEMS**

Dave Unmacht, Springsted, Inc., reviewed the purpose of the session, noting that strategic planning is a deliberate effort to discuss what this community is, where it is today, where it wants to go, and how it plans to get there.

The Mayor observed that when she had interviewed years ago for an aldermanic vacancy and spoke of the need for strategic focus and goals, she was told that the Council (at that time) did not engage in long-range planning. It was concerned with issues such as refuse collection and snow plowing. She expressed great pleasure that the Council is willing to make that effort now, with the intent of being proactive instead of reactive.

Mr. Archambo stressed that the resulting document will reflect the Council's consensus; the Council will be establishing broad policy goals for the next several years. To the extent this is well done, the City will have a clear path on how to proceed within the budget constraints of the future. It is anticipated a follow-up session may be scheduled for November 7<sup>th</sup>.

Mr. Unmacht asked three questions of those present: What significant events have taken place in the past 12-18 months? What will change in the next 12-18 months? What is anticipated in the next five years?

Ald. Berdan observed that citizens seem to have become more engaged of late; Ald. Wilson added that interaction with other governments has become more prominent.

In addressing the questions, Ald. Roznowski pointed to the amount of development going on in the City, coupled with the ongoing challenge of maintaining current levels of basic services. Ald. Wilke added that the recent downturn in the economy has caused challenges that the City is still working through.

Ald. McBride stated that 20 years ago the City had little available land for development; today, the City is re-developing properties and several potential projects are in the pipeline. This change will cause growing pains and possible a change in focus. While the City is still a suburb, it is also having more impact region-wide due to its location and the re-development.

Ald. Walz-Chojnacki pointed out that ATC's installation of new transmission lines and the reconstruction of the Zoo Interchange will be changing the physical landscape. The message to residents must be that these changes are

positive.

Ald. Wilson said that the Council needs to work towards what the future should look like; often in the past outside factors have driven the outcome. He also spoke of the industrial corridors within the City that are being transformed, and will be transformed to accommodate new uses. How best to repurpose these tracts of land?

It was agreed that today's Council is both benefitting from, and managing the challenges resulting from, decisions made 15-20 years ago. The same will be true of future Councils. Decisions made many years ago - in the 1840's and 1850's with the creation of the County grounds, and in the 1950's with the location of the Zoo freeway and Hwy. 45 - has shaped the City and will help drive development.

Ald. McBride reiterated that the basic services expected by the residents - garbage collection, snow removal, for example - must somehow be paid for. Redevelopment can help with those costs.

Ald. Roznowski pointed out that another change has been the turnover in City staff the past few years. New leaders have emerged from recent hirings. An ongoing challenge is to maintain interest and motivation in the face of a heavier workload.

Ald. Walz-Chojnacki opined that many citizens are invested in the historic character of the City; will this be changing in coming years? Demographics across the City are changing; as older residents pass away, what will the new residents be looking for? What will they need and expect? Will density change in parts of the City because of need or preference?

Ald. McBride noted that residents live in Wauwatosa for many reasons; they love their neighborhoods and this must be preserved in the face of change.

Mr. Unmacht pointed out that the 'face' of the Council may change in the future, as younger people become alderpersons. What will their approach be to the challenges facing the City?

Communication was identified as a key issue. If the City leaders don't effectively communicate about issues, challenges, and achievements, someone else will step in to fill the vacuum. What are the roles of residents and businesses going forward? Are the goals of residents, businesses and government consistent with each other?

Ald. Casier observed that the challenges and strengths of the City are not simple to list; they are interrelated and complex. They can't be segmented; they morph into other issues.

Mr. Unmacht agreed that the following environmental factors must be considered in planning:

- Dynamic society pressures
- The lingering effects of the recession
- Changing citizen expectations
- Constrained finances
- Changing demographics
- Collaborations and partnerships
- Generational influences
- Organizational changes
- Technology impact
- Competition for workers

What are the most essential issues and what will most impact the future?

Ald. McBride opined that these complex issues are all important. Ald. Tilleson added that with the changing demographics an ongoing challenge will be how to meet the needs of those older residents while still accommodating the younger moving in.

Ald. Wilke noted that the status quo used to be acceptable. A strategic planning vision will result in a change of policy; all staff needs to buy into this so we can achieve. Maybe this is part of the communication issue - including

employees and encouraging them to do their jobs better, to be more focused and not just satisfied with the status quo. Change can be exciting.

Ald. Walz-Chojnacki stated that the City is good to play, work, and live. Will that balanced trend continue? What kind of jobs does the City need to offer so people can buy our homes and maintain our character? Innovation Campus will bring well-paying jobs, but some kinds of development may not support home buyers in terms of the types of jobs being created.

Ald. McBride commented that change is a driving force in strategic planning. When the Medical College moved here 30 years ago, the City we couldn't anticipate what that would mean. Environmental factors listed above are all about change. The status quo is going. The City must prepare for change and be nimble.

Mr. Unmacht presented the following trends for discussion:

- Lingering effects of recession, yet optimistic outlook
- Demand for open and transparent government
- Technology is reshaping delivery system models
- Polarization of *politics* is now at the local level
- Lack of patience for historical cultures and practices
- Influence of social media; yet to be fully realized
- Retirements of long tenured experienced staff

Ald. Wilson stated that there is a desire to approach things differently now. Council members, however, serve for the same reasons as predecessors.

Ald. Roznowski suggested that the City's aging infrastructure represents a continuing trend. Older communities have older roads and sewers, a challenge young communities don't face.

Ald. McBride commented on the fear of change vs. the lack of patience for historical cultures and practices. We need a plan to facilitate these changes without imposing them on the fearful. Changes will happen. The challenge is how to do that without creating a sense of fear that everything will change. The Council must pave the way for the future without scaring longtime citizens.

Ald. Walz-Chojnacki noted that disseminating information so people can understand why something is happening may help when making transitions. He personally hasn't experienced a sense of demand for more transparency, however.

Ald. Moldenhauer expressed frustration with the amount of misinformation that Council members end up dealing with. He frequently receives emails and phone calls where the residents have only a little information on a subject, and then project the rest. While unsure how best to address this issue, he urged that efforts continue to provide information to residents.

The Mayor suggested that expectations are being raised for the Council and for staff. We must raise the expectations for citizens; they need to seek out information and the City must inform, and not inflame.

The next topic dealt with internal factors that shape the City's future:

- Size of community
- Governance model
- Leadership styles
- Policy issues
- Trust levels
- Priorities and projects
- Elections

Ald. Wilson stated that the Council should focus on bigger policy issues and allow them to translate into active decisions. Our plans are blueprints for change. Somehow the City needs to develop a consistent approach to

disseminating information; then again, how much should we worry about that when the fact is that people tend to believe second, third, or fourth-hand information.

Ald. McBride suggested that an attitude that 'Wauwatosa is just good enough' was reflected on past Council for a long time. There was no sense we were shooting for excellence over the last 40-50 years. The City has so much potential, but no vision beyond 'just good enough.'

Mr. Archambo reviewed some demographic statistics, noting that the City has experienced a 50% increase in minority presence since 2000. The daytime population is about 71,000. The City's average age is going down; a significantly larger population is now in the 18-35 age range. The population has decreased since 1970 and had gone down every census until this last census. The household size is smaller.

Mr. Archambo pointed out that the City continues to have a low unemployment rate. The occupation by type is mostly management and professional. Just over 50% of the population has a Bachelor's degree. Median household income is \$67,000. In response to a query by Ald. Moldenhauer, Mr. Archambo replied he was unsure whether census data includes how many residents are originally from Wauwatosa.

Mr. Murray presented some financial data, noting that they are trying to help the Council develop a vision with a basis in fiscal reality. The City is in a strong financial position and has enjoyed a AAA bond rating by Moody's for decades. There is a commitment to making good decisions. The City's total general fund revenue is \$46 million dollars; the general fund balance is 41% of total revenue. The level of debt is of some concern.

Ald. Moldenhauer asked about the City's AAA bond rating. What is the advantage to the City to maintain that rating?

Mr. Murray replied that an AA1 bond rating costs a municipality about 15 points. That is, for every \$1 million borrowed, it costs \$15,000 more in interest costs. Mr. Unmacht added that there is a psychological benefit to a AAA rating. Most communities have an AA2 rating.

Ald. Wilke urged using that rating to the City's benefit since it is in economic competition with Brookfield, Franklin, Menomonee Falls, Waukesha, West Allis, Greenfield, and New Berlin.

Mr. Murray observed that Wauwatosa has the highest per capita spending, followed by West Allis. Wauwatosa does have many services. Police and Fire Department costs tend to be higher, perhaps due to the type of development the City has (i.e., shopping mall, County grounds). The City of Brookfield is the richest of the competition.

Mr. Archambo noted that every time a developer is looking for a new location, they look - with retail especially - at income levels. He opined that they should look at income density instead because Wauwatosa's population density is higher than, say, Brookfield's.

Mr. Murray commented that even with all of the activity, Wauwatosa's net new construction ranks sixth out of the seven competitor communities. The largest percent goes to Menomonee Falls. Net new construction translates into the levy limit. Mr. Archambo added that that which happens in 2013 becomes net new construction for next budget cycle.

Mr. Murray reviewed the City's tax base, equalized value and TID comparison to the competitor cities, noting that Wauwatosa has the smallest percent of residential tax base of the cities. The City has generated more TID increment rate of return (700%) than competitor cities. The use of TID is small, with just five active districts. The City has been judicious in its use of tax incremental financing and has used it for the right kind of projects. Mr. Murray remarked that Brookfield, Franklin, and Greenfield all have more available green space and don't have the same current need for redevelopment.

Ald. Wilson asked about the status of the current tax incremental financing districts that were open as of January 2012. Mr. Archambo replied that two might close within the next couple of years. Wauwatosa has been a victim of urban sprawl for decades, with developers tending to look first at neighboring communities with surplus green

space. The use of tax incremental financing has had a significant impact on how we have started to change the curve of urban sprawl and are fighting against that.

It was noted that Brookfield, the wealthiest competitor, has the fewest TIDs, while West Allis has the most active TIDs. West Allis needs to offer more incentives because of environmental issues and because it is also recycling land uses.

Ald. Donegan opined that an indication of a municipality's health is whether it needs to offer the use of TIDs. Mr. Archanbo pointed out that Menomonee Falls is also high in income, but has many TIDs and the percentage of value is high.

Mr. Murray remarked that Wauwatosa's equalized value drop has been much less here than other places; the drop from 2012 to 2013 was small. The net new construction for next year is .48 %. So the City is still going to need to take additional action to fill the budget gap. The 2014 gap as a percent of levy is 5%. TID #2 will close in 15 and come on board in 2016. Mr. Murray observed that the staff level has dropped 45 positions in ten years. The remaining staff is thinner moving forward for undertaking bigger projects.

Mr. Murray noted that because of the aging infrastructure, the City is looking at significant capital improvements. For example, during 2013 - 14 the City is allocating money to address sanitary sewer needs, but in 2015-16-17 this is falling off again. The City, while still planning and refining, projects to be 'running negatives' in 2015-16-17 as far as needing money to stay status quo.

Continuing his financial presentation, Mr. Murray reviewed the debt forecast chart showing general obligation (GO) debt (sewer debt) and tax levy-backed debt. Debt is moving upward significantly to finance these projects. The City has capacity before reaching a level where GO debt is 5% as a percent of equalized value; the plan is to keep moving forward and take advantage of the AAA rating.

Mr. Murray pointed out that the City's utility rates are going up a lot. In the period 2013 - 2017 there is a \$70 increase in the average quarterly bill.

Mr. Unmacht distributed draft worksheets, each listing the goal statement, qualities/characteristics, and sample strategies on the following topics: *Community Distinctiveness, Preserve Core Services, Sustainable Development, Organizational Design, and Regional Leadership*. He then asked the following questions: Do they capture the essence of the input provided at the interviews? Do you see your specific information that you provided to Mr. Murray or him? Are they organized and written well? Do they represent what you believe are top five macro priorities and goals? Mr. Unmacht asked for comments on the word choices used.

Mr. Unmacht explained that each worksheet lists the goal statement, followed by a brief description of what that means. Then qualities and characteristics are listed that support this statement. Finally, the strategies are listed; this is where implementation occurs.

#### Community Distinctiveness

Ald. Moldenhauer opined that while the City must deal with change, the City's distinctiveness draws people to our community. It is an important feature.

Ald. McBride noted that Wauwatosa was the only suburb that developed on its own as a distinct community and not a suburb; it has a sense of place that is different from other suburbs. That needs to be preserved in the midst of change. He added that we have to solve a problem that has existed since 1954 - two Tosas. We have the old historic part and the part annexed in the 1950's and we need to make this marriage work. Many homes are eligible for historic recognition because they are at least 50 years old, even the 'new' homes. The houses on the east side are different from those on the west.

Ald. Berdan countered that her district is somewhat homogenous, more so than other districts. She doesn't see her district in this distinctiveness. It is nice we have historic charm, but how is the west side of the City represented? The diversity we have is a strength because there is something for everyone: huge houses, small houses, sidewalks,

no sidewalks, chickens, no chickens.

Ald. Wilson added that this is about evolution. The historic part talks about one particular corner of the community. There are many starter homes, too. Integrating the two pieces is the challenge. We have added housing capacity in terms of apartments and that trend will continue. Not many new single family homes are being built. How best to embrace the increasing diversity? The City must find a way to make everyone feel a part, even if we don't know what housing will look like in 20 years.

Ald. Walz-Chojnacki noted that his district straddles east and west Tosa. Mayfair Road does divide the City as a barrier. One key is communication. He agreed the City is diverse, distinct.

Ald. Wilke observed that the east side fails to recognize the different charm of the west side. It has beautiful streets without sidewalks. Each neighborhood identifies with itself through the neighborhood associations. The Neighborhood Association Council (NAC) is strong. An objective should be to preserve and grow our charm. The City offers larger lots with 1950's ranches and older homes with sidewalks and small lots.

Ald. Roznowski noted that this page is very resident-centered. There is also a need for a business-centered focus. There are diverse businesses, too. He pondered what could become a citizen academy or engagement initiative.

Mr. Unmacht suggested creating a structured program with 6-12 residents where a certain service is featured each month, i.e., being an elected official, holding fire and police department tours, or public works tours.

Ald. Donegan stated he struggles with the word, 'distinctive' and prefers 'uniquely attractive'. Highlight our diversity and what is unique. The City has many different tastes, housing cost parameters, economic and architectural diversity that makes it uniquely attractive. 'Distinct' sounds like a more select set of values.

Ald. Wilson noted that the *City of Homes* slogan makes people feel like they live in great neighborhoods. The Menomonee River Parkway connects many neighborhoods. We need to reinforce the unique attractiveness.

Ald. Wilke agreed there is a sense of place, no matter where one is within the City.

#### Preserve core services

Ald. Roznowski mused about shared services. If we are trying to preserve and maintain, what can we share? Can we share with the School District?

Ald. Pantuso noted that the City has been lucky to maintain services to date. For most of our constituents, as long as we pick up leaves and plow snow, they don't care about what we do. A few are really engaged. People will notice if snow plowing and garbage removal services are cut, though.

Ald. Roznowski suggested benchmarking best practices with other cities.

Ald. McBride opined that these services are what we have to do if we do nothing else. We must maintain basic services. How to do that is the rest of the discussion. People are concerned with this.

Ald. Wilson pointed out when resources aren't available, allocation is very important. A hierarchy of services is important to develop, and to what extent they are provided. Then allocate resources.

Ald. Walz-Chojnacki stated prioritization already occurs in the budget process. The City has great services, but we must be transparent and tell the community "this is where we are headed and if we want to sustain these services, we will need to come to the residents for money." We can have one level of services, or we can have another level of services. It must be their decision, too.

Ald. Donegan concurred with his colleagues, but questioned the best method to use to arrive at proper allocation of resources. Ald. Walz-Chojnacki suggested the Council must work towards consensus, but acknowledged it is

difficult with 16 opinions. Difficult decisions are looming.

#### Sustainable development

Wording suggestions made included substituting “managing growth” for ‘sustainable development’ and avoiding reliance on the word, ‘incentive.’ ‘Opportunities’ conveys a more desirable concept. Finding a suitable alternative for ‘sustainability’ was also suggested

Ald. McBride observed that historically, all communities see this as a contentious issue. A sense of vision is needed. Transit planning ought to be addressed under this worksheet because the City is about to choke on the traffic caused by the growth. The DOT has allowed Mayfair Road to become an autobahn. If growth continues, how is traffic going to be managed?

Ald. Walz-Chojnacki mentioned the need for Wauwatosa’s regional leadership. When the City has 71,000 people here during day, it is a regional problem.

Ald. Wilson noted that this worksheet may not be so much about development as it is about evolution. Wauwatosa wants to continue the evolutionary trend to stay at ‘the top of the heap’ in 100 years. There is a continuing need to have high level macro analysis of what is going on and how to foster that.

Ald. Pantuso questioned what will be “the next big thing.” There are exciting developments occurring on North Avenue and the Burleigh Triangle. What is next big thing? While maintaining ongoing projects and implementing them, the City must have that prize off in the future and what that looks like. Plans are being implemented now that were developed years ago. Maybe conditions prevented their being done until now.

Ald. McBride opined that Wauwatosa is becoming a second downtown area. Along with transit issues is the growth pressure. This brings a question of how dense do we want to be? Maybe 30 years in the future, a Council will want high rise development along Mayfair Road. Maybe they will create a high density zone. Do we want to do that? Do we want to go half way? Jobs are helping create this pressure.

Ald. Walz-Chojnacki noted that it isn't just people from Milwaukee who are moving to Wauwatosa. New residents are coming from the west; they may not want a hard core urban area, but no longer wish to live in the suburbs. Maybe the Council needs to think about where we are drawing from and what will we offer.

Ald. Wilke added that a movement back to the city may affect neighborhoods. Instead of building out west, do people want to build here? Will existing homes be razed? Will new buildings fit into the existing neighborhoods? Is the City ready for what this may mean?

Ald. Donegan voiced a struggle with trying to anticipate needs 20-30 years out. The City is on cusp of this change now. Baby boomers are being replaced. Clearly we are a city built for families and that will not change. Our school district is an asset. Perhaps a more manageable strategy is to try to understand the current generation of home buyers within next 5-7 years. What do they want?

#### Organizational Design

Ald. Wilson suggested that this issue is about delegation. The Council has unresolved policy issues and sometimes gets impatient with staff for not making consistent decisions. The Council hasn’t had an evaluation of how it conducts business and how the staff relates to its members. This is area where we can set a more productive tone.

Ald. Moldenhauer viewed this goal statement as an opportunity. "Efficient service delivery models" is a topic the Council can get a lot out of. The ‘Lean’ concepts is meaningful.

Ald. Roznowski noted that Council opened the door and had an initial discussion a few weeks ago about committee structure. There seems to be a desire to tackle that.

Mr. Unmacht urged the Council to make it easy for themselves by figuring out an operating structure to make it more fun and less laborious.

Regional Leadership

Mr. Unmacht observed that this topic had less discussion, but lots of passion by those who did. Not every organization has an opportunity to provide this.

Ald. McBride explained that he brought this up because he would like others to see how Wauwatosa is important to the regional economy. Milwaukee will always be a leader because of size. But if Wauwatosa is becoming a 'second downtown,' then it should be recognized and supported. The City should be promoted nationally and supported in transit planning, and should be at the table when regional decisions are made. The City's population swells to 71,000 during the day, but there is also a 365-day city on the county grounds. The City must provide more police and fire service because it is a 24-hour city. The City needs the support for its place in the regional economy.

He added that M7 (Milwaukee 7 economic development group) goes out to promote the 7-county region, but it is all Milwaukee, Milwaukee, Milwaukee. Wauwatosa has a large medical cluster on the County grounds and that needs to be recognized nationwide. We have these jobs coming because of ongoing development. Mayfair Mall receives enough daily visitors to fill Miller Park every day.

Ald. Pantuso noted that he serves on the Visit Milwaukee Board of Directors and has just started to get Tosa called on as having a seat at the table. Visit Milwaukee needs to promote all that Wauwatosa offers and encourage people to visit. People work here and then at night they shop and dine here. And maybe someday, instead of going to the Third Ward, they'll move here to raise a family.

Ald. Walz-Chojnacki added that the City is bearing the costs for what it is providing to the region. Our streets are getting crowded. How will the City accommodate that? Should regional transit be considered? Could Wauwatosa become a leader in that area and become a proving ground for Wisconsin and the nation?

Ald. Wilson opined that the City needs to demand to be recognized as a thought leader. We are lucky to be at crossroads and to have the Regional Medical Center. Since hiring Fire Chief Ugaste, the City is in more demand because we've created amenities that other communities use. We need to keep finding ways to show that we are the 'go-to city.' He added that he was not advocating for the development of a lobbying strategy. We shouldn't spend lots of resources on trying to get unique changes in law as it just slights others.

Ald. McBride concurred and added that the last thing to do is pick fight with Milwaukee. He emphasized that Wauwatosa is not trying to draw business and population from Milwaukee or Brookfield; we want to work to maximize the potential as a region. This is spirit of M7. We want to be leader in the regional economy and in regional partnerships. But we need to partner with everyone else.

In summary, Mr. Unmacht stated he will take this information and develop, refine and edit it. It will be made more specific.

Mr. Archambo stated that a follow-up session may be scheduled for November 7. The meeting adjourned at 9:33 p.m.

1. Strategic planning work session facilitated by Dave Unmacht, Springsted, Inc.

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Carla A. Ledesma, CMC, City Clerk

# City of Wauwatosa, Wisconsin Common Council Work Session

October 22, 2013

David Unmacht  
Springsted, Incorporated

# Work Session Agenda

- 6:30 p.m. Purpose: Mayor, Council President and City Admin.
- 6:45 p.m. Overview of the Process and Working Document
- 7:00 p.m. Setting the Stage – Strategic Planning: Facilitator
- 7:30 p.m. Present Demographic and Financial Trends
- 7:45 p.m. Discuss and Prioritize the Strengths and Challenges
- 8:15 p.m. Discuss the Planning Worksheets
- 9:30 p.m. Process and Next Steps – Adjourn

# A City with Momentum

Identify the most significant changes that have taken place in Wauwatosa within the past 12-18 months.

Identify the most significant changes you anticipate within the upcoming 12-18 months.

Identify the most significant changes you anticipate within the city and community in the next five years?

# Success in Local Government

- Plan for the future
  - Balance short and long term resources and priorities
- Defined roles and expectations
  - Duties and responsibilities are clear and understood
- Strive for efficiency and effectiveness
  - Focus on structures and business practices
- Share common values
  - Respect individual opinions, work to seek consensus

# Environmental Factors

- Dynamic society pressures
- The lingering effects of the recession
- Changing citizen expectations
- Constrained \$\$\$
- Changing demographics
- Collaborations and partnerships
- Generational influences
- Organizational changes
- Technology impact
- Competition for workers

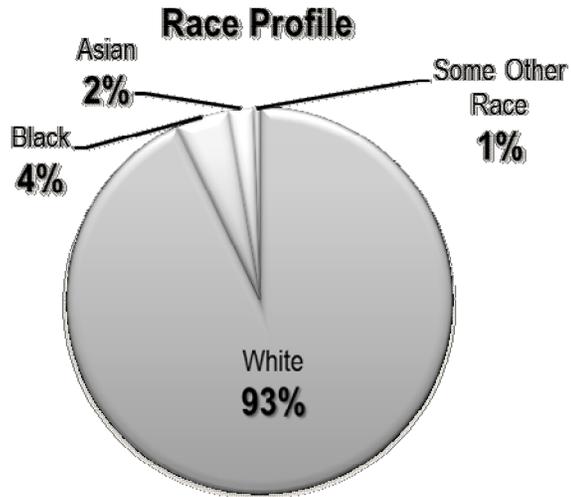
# Trends

- Lingering effects of recession yet optimistic outlook
- Demand for open and transparent government
- Technology is reshaping delivery system models
- Polarization of politics is now at the local level
- Lack of patience for historical cultures and practices
- Influence of social media; yet to be fully realized
- Retirements of long tenured experienced staff

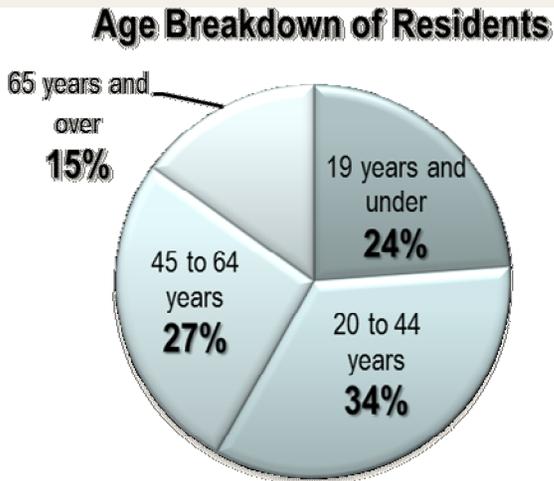
# Internal Factors that Shape Your Future

- Size of community
- Governance model
- Leadership styles
- Policy issues
- Trust levels
- Priorities and projects
- Elections

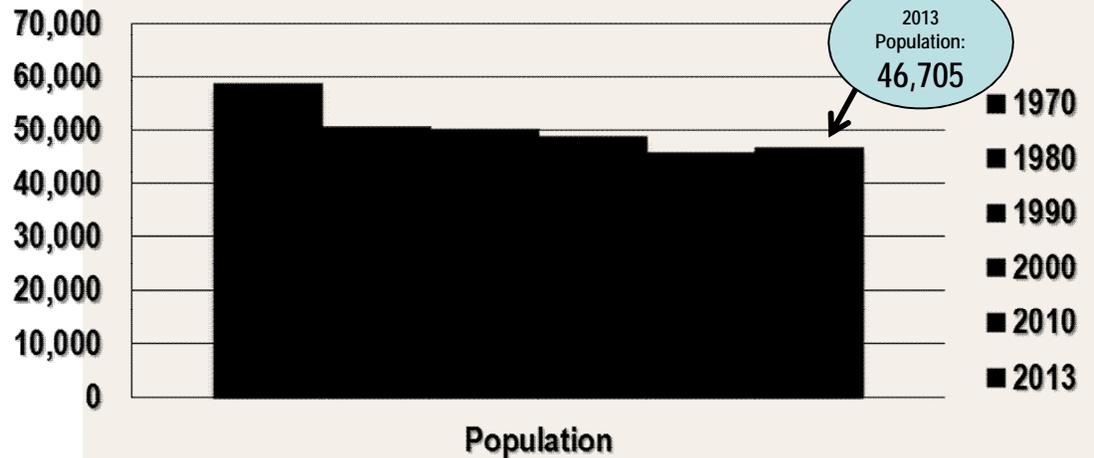
# Demographic Characteristics



<b>50%</b> increase in minority resident's since 2000.	<b>39.3</b> Average Age
<b>71,371</b> Estimated Daytime Population	<b>2.92</b> Average Household Size



### Wauwatosa Population: 1970-2010



Sources: (1) '00 US Census; (2) US Census ACS Five Year Estimates, '07-'11; (3) WisDOA Final Estimate of 1/1/13 Population; and (4) WisDOR "Towns, Villages and City Taxes"

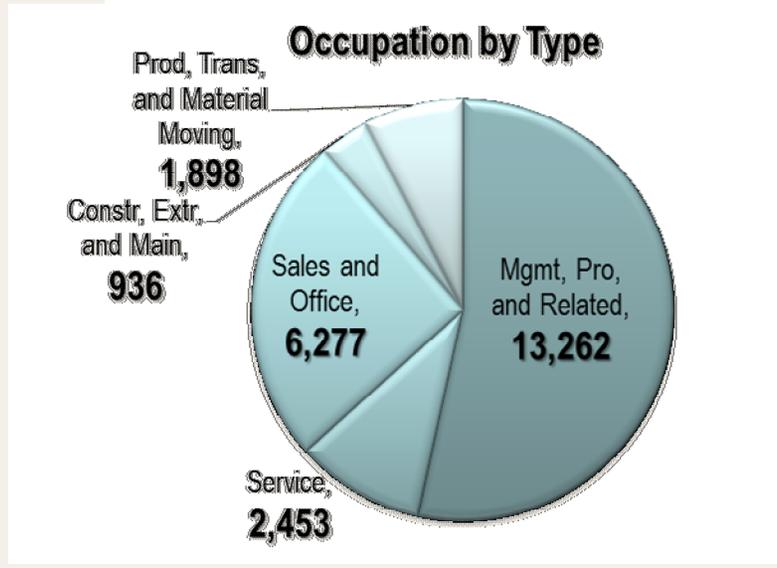
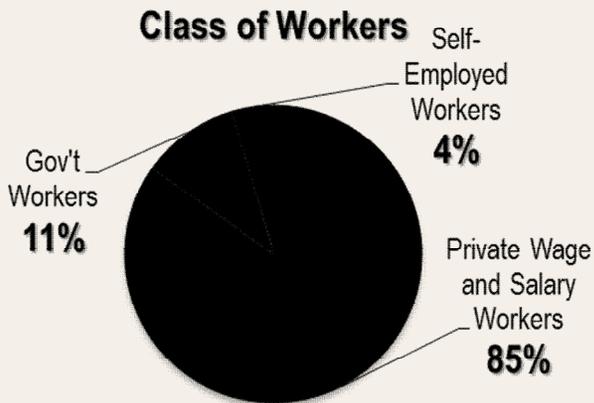
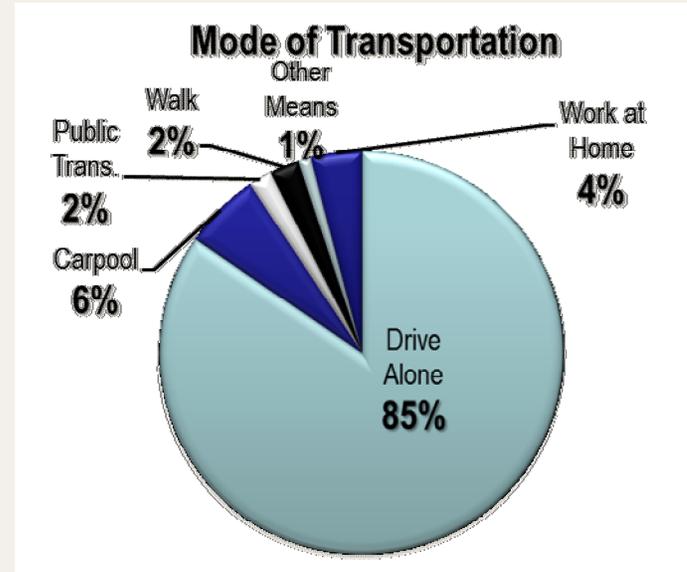
# Economic Characteristics

**19.3**  
Average Travel Time (Min.)

**2.5%**  
Estimated Unemployment Among Eligible Workers

**29.8%**  
Adult Age Residents Not in Labor Force

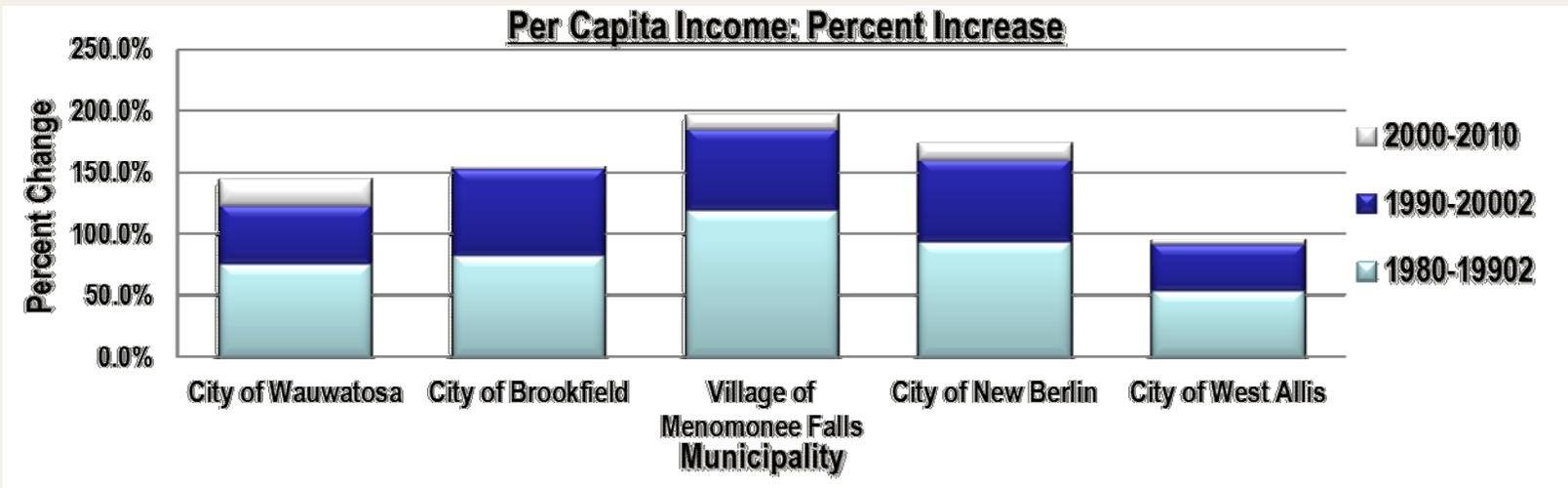
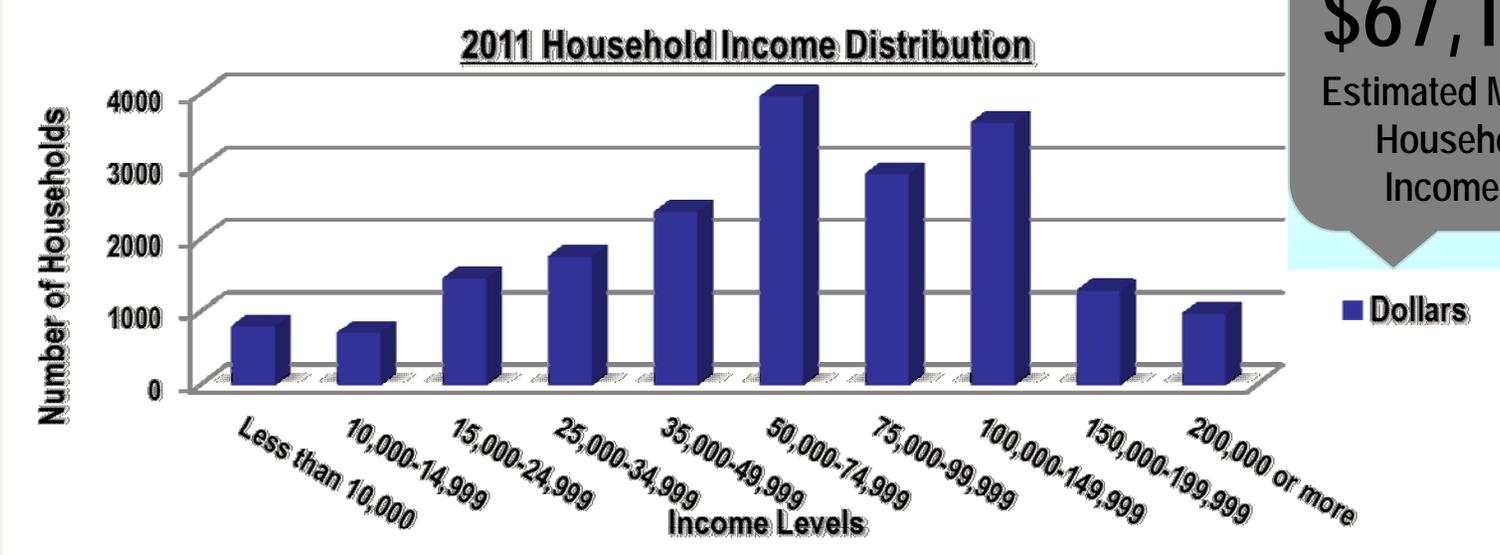
Employment Status	
Employed	25,798
Unemployed	972
Armed Forces	25



Sources: (1) US Census American Community Survey Five Year Estimates, 2007-2011

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Economic Characteristics, Cont.



Sources: (1) US Census American Community Survey Five Year Estimates, 2007-2011; (2) '80 Taxes, Aid, and Shared Taxes in Wis Muni, WisDOR; (3) '90, '00, '10 Wis Muni Per Capita Income Report, WisDOR

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Tosa Aaa Credit Rating Comparison

	City of Wauwatosa	Moody's Wisconsin Aaa Medians	Difference
Total General Fund Revenues	\$46,002,090	\$53,653,000	(\$7,650,910)
General Fund Fund Balance as % of Revenues	41.4%	35.6%	5.8%
Unreserved General Fund Fund Balance as % of Revenues	34.4%	32.8%	1.6%
Total Equalized Value	\$4,963,918,700	\$5,243,280,000	(\$279,361,300)
Equalized Value Per Capita	\$106,990	\$113,050	(\$6,060)
Top 10 Taxpayers as % of Total	12.2%	5.9%	6.3%
Direct Debt as % of Equalized Value	1.2%	0.9%	0.3%
Direct Debt Per Capita	\$1,297.57	\$1,028.00	\$270
Overall Debt Burden as % of Equalized Value	3.1%	2.6%	0.5%
Overall Debt Per Capita	\$3,298.06	\$2,690.00	\$608
Debt Service Paid in 10 Years	93.3%	91.0%	2.3%
Population	46,396	46,396	0
Median Family Income as % of US	135.5%	135.9%	-0.4%

\* Data Sources – City 2012 CAFR, City 2013 OF, Moody's 2013 Rating Report, Moody's 2013 WI Medians

\*\* Items denoted in red are "negative" in relation to the Moody's Aaa WI medians

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Tosa Statistic Comparison to Competitors

	Wauwatosa	Brookfield	Franklin	Greenfield	Menomonee Falls	New Berlin	Waukesha	West Allis
2011 Population	46,380	37,890	35,404	36,672	35,675	39,594	70,735	60,365
Rank	3							
2011 Net Basic Spending Per Capita	\$788	\$727	\$534	\$611	\$558	\$558	\$562	\$739
Rank	1							
2011 Net Operating Spending Per Capita	\$1,351	\$999	\$756	\$750	\$969	\$693	\$833	\$1,079
Rank	1							
2011 GO Debt	\$52,957,900	\$49,990,000	\$32,495,000	\$32,827,000	\$87,735,000	\$39,591,200	\$116,335,000	\$78,518,300
Rank	4							
2011 GO Debt Per Capita	\$1,142	\$1,319	\$918	\$895	\$2,459	\$1,000	\$1,645	\$1,301
Rank	5							
2011 Property Tax Levy	\$36,555,100	\$35,308,000	\$20,467,000	\$21,409,300	\$21,709,500	\$23,997,100	\$51,466,900	\$38,728,700
Rank	3							
2011 Property Tax Rates	\$7.30	\$5.87	\$5.74	\$7.17	\$5.13	\$5.06	\$9.16	\$10.19
Rank	3							
2011 Shared Revenue	\$1,895,300	\$889,600	\$823,800	\$1,649,200	\$587,100	\$731,600	\$3,903,200	\$9,918,000
Rank	3							
2011 Income Taxes Per Return	\$66,020	\$98,420	\$67,240	\$43,780	\$65,860	\$66,580	\$58,440	\$37,710
Rank	4							

Source – Municipal Facts13

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Tosa Tax Base Comparison to Competitors

	Wauwatosa	Brookfield	Franklin	Greenfield	Menomonee Falls	New Berlin	Waukesha	West Allis
2013 Net New Construction	\$23,929,100	\$35,809,500	\$34,628,900	\$21,667,900	\$70,664,700	\$30,749,600	\$32,346,000	(\$578,400)
Rank	6							
2013 Net New Construction %	0.48%	0.60%	0.98%	0.79%	1.64%	0.67%	0.60%	-0.02%
Rank	7							
2011 Equalized Value	\$5,243,300,000	\$6,083,400,000	\$3,676,400,000	\$2,986,300,000	\$4,441,600,000	\$4,746,000,000	\$5,767,100,000	\$3,906,300,000
Rank	3							
2011 Property Tax Base Residential	63.5%	68.8%	70.9%	64.2%	63.9%	70.5%	65.8%	63.8%
Rank	8							
2011 Property Tax Base Commercial	29.5%	27.7%	22.3%	33.3%	25.5%	22.3%	26.6%	31.2%
Rank	3							
2011 Property Tax Base Manufacturing	2.8%	0.7%	3.7%	0.2%	7.0%	3.8%	4.2%	1.2%
Rank	5							
2011 Property Tax Base Other	4.3%	2.8%	3.1%	2.4%	3.7%	3.4%	3.4%	3.2%
Rank	1							

Source - 2013 DOR Net New Construction & Municipal Facts13

Attachment: 102213COWpower point (1773 : Strategic Planning)

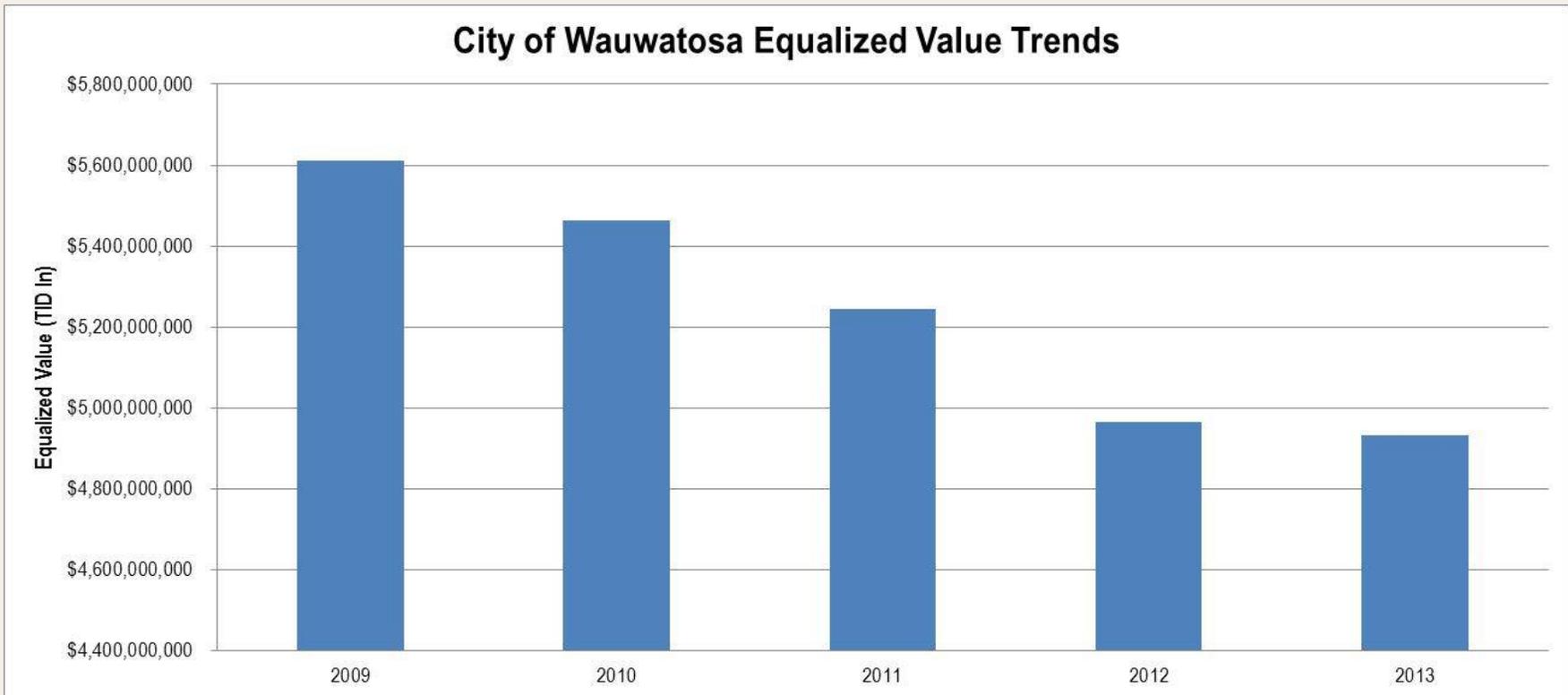
# Tosa Equalized Value & TID Comparison to Competitors

	Wauwatosa	Brookfield	Franklin	Greenfield	Menomonee Falls	Milwaukee	Waukesha	West Allis
2012 TID Value	\$291,068,300	\$200,206,900	\$235,197,400	\$98,856,400	\$454,230,000	\$1,574,117,800	\$412,288,900	\$147,085,600
2012 TID Increment	\$254,193,700	\$69,096,800	\$97,611,300	\$8,343,300	\$200,711,900	\$935,479,500	\$214,574,700	\$99,968,600
Infrement Return from Base (Active TIDs Only)	689%	53%	71%	9%	79%	146%	109%	212%
2012 Equalized Value	\$4,963,918,700	\$5,975,204,600	\$3,524,105,900	\$2,753,622	\$4,315,491,900	\$26,421,932,000	\$5,426,429,500	\$3,738,930,800
# of Active TIDs	5	1	2	2	9	42	11	10
# of Total TIDs	6	3	4	3	11	76	20	13
TIDs as % of Equalized Value	5.86%	3.35%	6.67%	3.59%	10.53%	5.96%	7.60%	3.93%

Source – 2012 DOR TIF Valuation Report

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Equalized Value Trends



	2009	2010	2011	2012	2013	5 Year Total	5 Year Average
<b>Equalized Value (TID In)</b>	\$5,610,122,800	\$5,462,436,300	\$5,243,279,500	\$4,963,918,700	\$4,932,992,500		
<b>Growth/(Decrease)</b>	(\$35,096,400)	(\$147,686,500)	(\$219,156,800)	(\$279,360,800)	(\$30,926,200)	(\$712,226,700)	(\$142,445,340)
<b>% Growth/(Decrease)</b>	-0.62%	-2.63%	-4.01%	-5.33%	-0.62%	-12.62%	-2.64%

Prepared by: Springsted Incorporated

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Forecast Operating Budget Gap

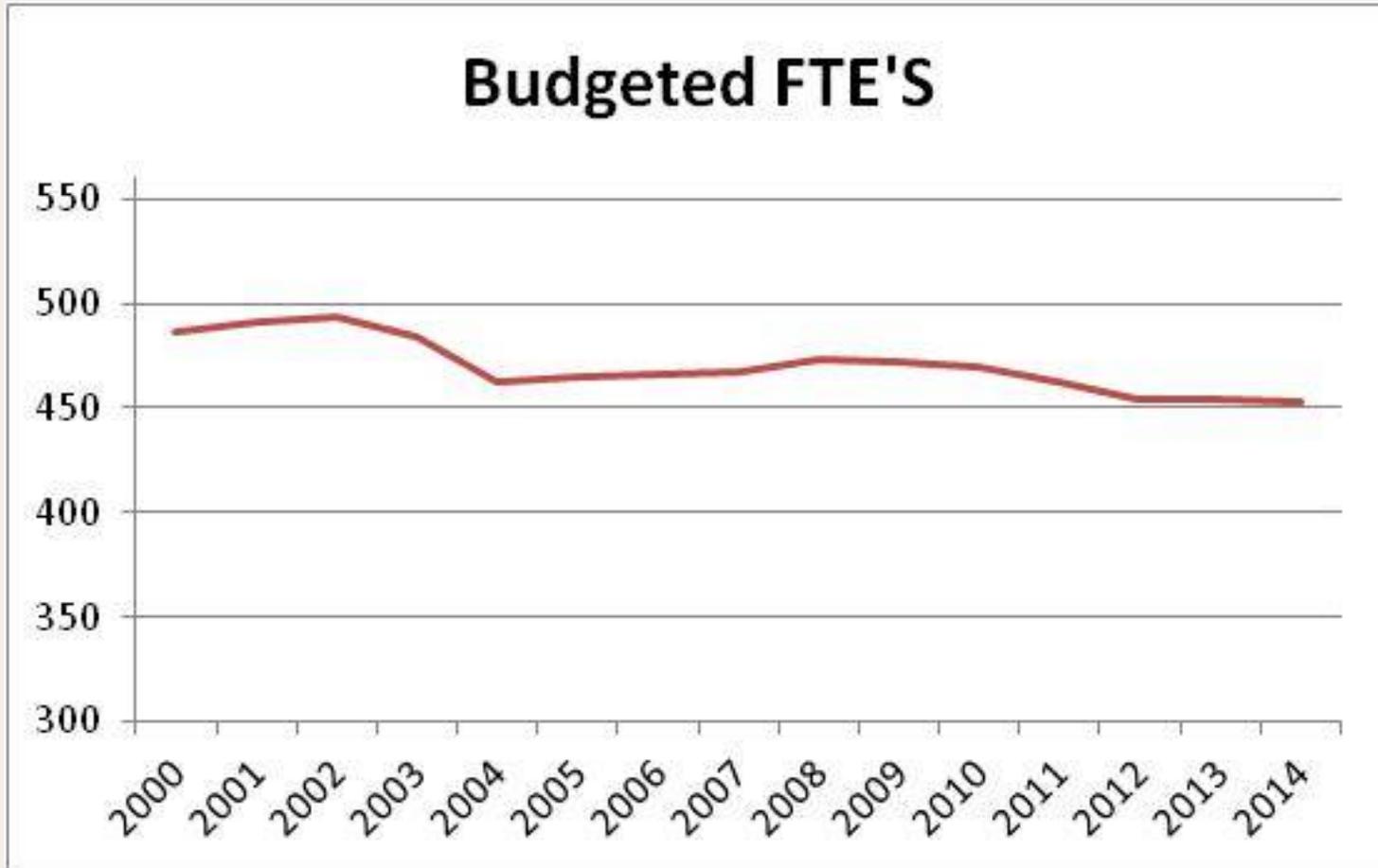


	Gap as % of Levy	Annual Operating Gap
2014	5.0%	\$1,423,907
2015	3.5%	\$1,059,208
2016	2.6%	\$578,838
2017	3.9%	\$997,094
2018	6.8%	\$1,753,412

Prepared by: Springsted Incorporated

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Staff “Strength of Bench”



Attachment: 102213COWpower point (1773 : Strategic Planning)

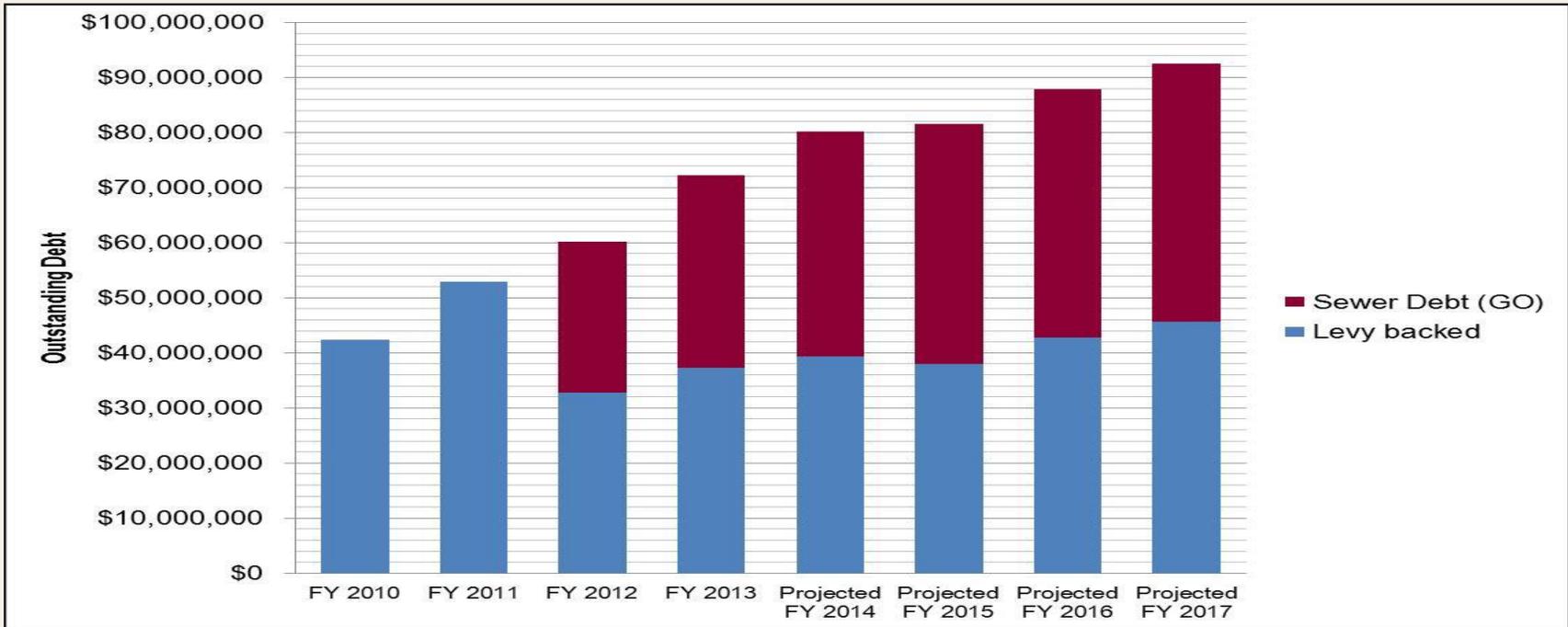
# Statement of Good Repair v. CIP

	2013			2014			2015		
	SOGR	CIP	Variance	SOGR	CIP	Variance	SOGR	CIP	Variance
Transportation	\$ 7,774,042	\$ 4,993,178	\$ (2,780,864)	\$ 8,085,003	\$ 6,052,813	\$ (2,032,190)	\$ 8,408,403	\$ 7,334,265	\$ (1,074,138)
Sanitary Sewers	\$ 3,783,866	\$ 12,822,583	\$ 9,038,717	\$ 3,935,220	\$ 5,450,496	\$ 1,515,276	\$ 4,092,628	\$ 3,836,795	\$ (255,833)
Storm Sewers	\$ 3,272,587	\$ 6,566,841	\$ 3,294,254	\$ 3,403,490	\$ 2,054,370	\$ (1,349,120)	\$ 3,539,629	\$ 2,630,093	\$ (909,536)
Water	\$ 3,425,134	\$ 3,630,720	\$ 205,586	\$ 3,562,139	\$ 5,046,200	\$ 1,484,061	\$ 3,704,624	\$ 3,895,000	\$ 190,376
Structures & Equipment	\$ 1,981,142	\$ 824,000	\$ (1,157,142)	\$ 2,060,388	\$ 1,735,000	\$ (325,388)	\$ 2,142,883	\$ 1,265,000	\$ (877,883)
Parks	\$ -	\$ 123,000	\$ 123,000	\$ -	\$ 800,000	\$ 800,000	\$ -	\$ 500,000	\$ 500,000
Other	\$ -	\$ 550,000	\$ 550,000	\$ -	\$ 550,000	\$ 550,000	\$ -	\$ 550,000	\$ 550,000
<b>TOTAL</b>	<b>\$ 20,236,771</b>	<b>\$ 29,510,322</b>	<b>\$ 9,273,551</b>	<b>\$ 21,046,240</b>	<b>\$ 21,688,879</b>	<b>\$ 642,639</b>	<b>\$ 21,888,167</b>	<b>\$ 20,011,153</b>	<b>\$ (1,877,014)</b>

	2016			2017			2013-2017		
	SOGR	CIP	Variance	SOGR	CIP	Variance	SOGR	CIP	Variance
Transportation	\$ 8,744,739	\$ 7,102,192	\$ (1,642,547)	\$ 9,094,528	\$ 7,445,158	\$ (1,649,370)	\$ 42,106,715	\$ 32,927,606	\$ (9,179,109)
Sanitary Sewers	\$ 4,256,333	\$ 3,243,016	\$ (1,013,317)	\$ 4,426,586	\$ 3,535,070	\$ (891,516)	\$ 20,494,633	\$ 28,887,960	\$ 8,393,327
Storm Sewers	\$ 3,681,214	\$ 2,348,598	\$ (1,332,616)	\$ 3,828,462	\$ 2,731,720	\$ (1,096,742)	\$ 17,725,382	\$ 16,331,622	\$ (1,393,760)
Water	\$ 3,852,888	\$ 2,960,000	\$ (892,888)	\$ 4,007,083	\$ 3,060,000	\$ (947,083)	\$ 18,551,868	\$ 18,591,920	\$ 40,052
Structures & Equipment	\$ 2,228,598	\$ 933,000	\$ (1,295,598)	\$ 2,317,741	\$ 1,385,000	\$ (932,741)	\$ 10,730,752	\$ 6,142,000	\$ (4,588,752)
Parks	\$ -	\$ 122,000	\$ 122,000	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 1,555,000	\$ 1,555,000
Other	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 3,150,000	\$ 3,150,000
<b>TOTAL</b>	<b>\$ 22,763,772</b>	<b>\$ 17,208,806</b>	<b>\$ (5,554,966)</b>	<b>\$ 23,674,400</b>	<b>\$ 19,166,948</b>	<b>\$ (4,507,452)</b>	<b>\$109,609,350</b>	<b>\$107,586,108</b>	<b>\$ (2,023,242)</b>

Attachment: 102213COWpower point (1773 : Strategic Planning)

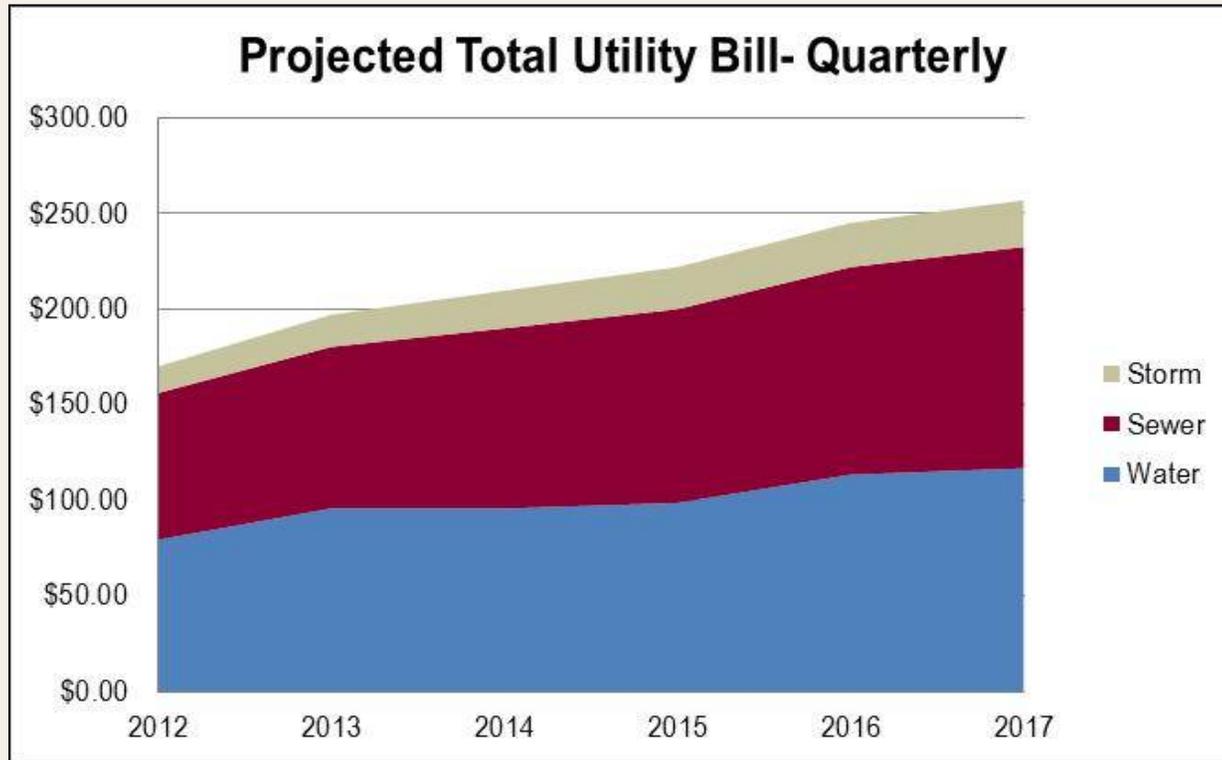
# Tosa Debt Forecast



	FY 2010	FY 2011	FY 2012	FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016	Projected FY 2017
<b>Levy backed</b>	\$42,310,984	\$52,957,932	\$32,841,348	\$37,323,310	\$39,308,168	\$37,985,601	\$42,786,959	\$45,655,683
<b>Sewer Debt (GO)</b>			\$27,363,652	\$34,876,690	\$40,901,832	\$43,619,399	\$45,118,041	\$46,849,317
<b>Levy Debt Service</b>	\$5,427,001	\$4,143,262	\$3,860,769	\$4,114,480	\$4,554,447	\$4,811,492	\$5,351,003	\$5,822,126
<b>Equalized Value</b>	\$5,610,122,800	\$5,462,436,300	\$5,243,279,500	\$4,963,918,700	\$4,932,992,500	\$4,957,657,463	\$4,982,445,750	\$5,007,357,979
<b>GO Debt % of Equalized Value</b>	0.75%	0.97%	1.15%	1.45%	1.63%	1.65%	1.76%	1.85%
<b>Capacity to GO Debt Limit</b>	\$238,195,156	\$220,163,883	\$229,322,627	\$210,872,625	\$207,341,457	\$209,897,273	\$206,335,328	\$204,712,216

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Utility Rate Projections



	2012	2013	2014	2015	2016	2017
Water	79.24	95.66	95.66	98.53	113.31	116.71
Sewer	76.69	84.42	94.13	101.28	108.47	115.69
Storm	13.86	16.82	19.65	22	23.18	24.36

Attachment: 102213COW/power point (1773 : Strategic Planning)

# Planning Question #1

- Wauwatosa is impacted by so many variables – largely driven by external forces that we don't control as much of our destiny as we think we do. This is an increasingly important consideration in planning our future. We have to be more responsive to what is happening around and to us.
- We are in a perfect point in time; the economy is finally leveling off; our financial situation is stable; our elected leaders and staff are experienced and strong; we are in a position to largely control our own destiny.

## Planning Question #2

- Pressures on our resources and services require that we focus our energy on the relationship we have with our many partners. We have to expend more energy and time on collaboration to succeed in the long run. This has to be a high priority for us.
- There is so much going on within our City; our demands are greater than ever, that we need to have an internal focus; we must be involved in collaboration and service delivery discussions, but we need to pay attention to what is going on within our City first and foremost.

## Planning Question #3

- We are already pushing the limits with our programs and services and really can't do much more than we are already doing right now. It may not be ideal, but we need to be in a sustaining mindset.
- Now is the perfect time to move our City forward by taking more risks and stretching our goals and strategies. It may not sound right in today's environment, but we need to be more aggressive in planning our future.

# Common Council

Prioritize Strengths and Challenges

Attachment: 102213COWpower point (1773 : Strategic Planning)

# Management Team – Top Strengths

- Geographic Location
  - Proximity to regional amenities
- Economic Diversity
  - Future development opportunities
- Proactive Thinking
  - Current momentum
- Community Assets
  - Schools, Housing, Neighborhoods, Safety,

# Management Team – Top Challenges

- Manage Growth and Economic Development
  - Retain growing environment
- Preserve Core Services
  - Workforce, limited bench strength, fiscal realities, levy limits
- Governance and roles
- Maintain Infrastructure
- Impact of government relations
  - State policies, relationship with Milwaukee County
- Cost to Redevelop
  - Landlocked

# The Future

- What dreams and aspirations do we have for our City?
- What issues or projects are on our agenda in the next 1 to 3 years that will have lasting impact through the next decade?
- What are your legacy decisions that we will make today that the 2025 Council will compliment us on?
- What services do we provide today that we know will either not be provided or will be done differently in 2025?

# Implementation

- Take action to adopt a plan
- Assign and delegate responsibility
- Create symbols
- Integrate information into communication channels
- Share with staff and public
- Incorporate into future budgets
- Provide regular informal updates
- Conduct a formal review