



CITY OF WAUWATOSA
COMMITTEE OF THE WHOLE
MINUTES • DECEMBER 4, 2013

Regular Meeting**Lower Auditorium****6:30 PM**

Wauwatosa City Hall, 7725 W. North Avenue, Wauwatosa, WI 53213

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

EXCUSED: Alds. Ewerdt, Hanson, Wilson, Birschel

ALSO PRESENT: Mr. Archambo, City Administrator; Mr. Ruggini, Finance Director; Mr. Brown, Asst. to the Administrator

Ald. McBride in the Chair

The Common Council President called the meeting to order at 6:30 p.m.

COMMITTEE OF THE WHOLE ITEMS

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

After briefly reviewing the strategic planning activities in the past months, Mr. Unmacht distributed the latest draft of the Plan, as well as a second draft of the vision statement which reflects some suggestions submitted by Ald. McBride. The focus of this work session will be on implementation and scheduling. Once the Plan is adopted, staff will be responsible for regular updates to it. Someone unfamiliar with Wauwatosa should be able to read the Plan and get a good idea of what the city is all about.

The Committee then reviewed the *Overview* section of the draft document. The background paragraph explains the process used to create the strategic plan, and reinforces the intent that the process molds and shapes all of the existing planning documents into one inter-dependent plan.

Comments were made about the advisability of retaining details about the planning process in the final document, since they are rather lengthy. The consensus, however, was that these details give credibility to the process followed.

The draft document then outlines the five top primary outcomes for the City:

- *Create an organizational vision and coalesce the elected officials around a common direction*
- *Prove a written road map to record and document the direction*
- *Improve the Council's and staff's ability to focus on the most important priorities and issues*
- *Provide a means to ensure that limited resources are allocated wisely*
- *Improve accountability and capacity to measure performance and outcomes*

Five strengths of, and challenges to, the City are also identified in the draft Plan:

Strengths: Sense of community, geographic location, city with momentum and action, facilities and institutions, and community assets

Challenges: Manage growth and economic development, preserve core services with fiscal constraints, maintain infrastructure, expand citizen engagement and involvement, geographically land-locked

The Committee agreed that the word, 'essential' should be substituted for 'core.'

Discussion then turned to the second draft of the vision statement which illustrates that the events occurring presently in the City are the direct result of events that occurred over one hundred fifty years ago, and set the course and direction for the City. It was agreed that the vision statement ought to be at the beginning of the Plan, not midway through it. A number of “E” words (excellence, energy, employment) begin the statement; the suggestion was made to add ‘education’ as well. In response to a query about the purpose of a vision statement, Mr. Unmacht replied that it is the idea, the intention, and sets the overall ideal for where the Committee wants the City to be. The Council’s decisions going forward will connect with that. While a mission statement measures strategy and goals, a vision statement sets forth ‘where you want to be.’

Ald. McBride opined that the first sentence, “These simple words define the City of Wauwatosa, Wisconsin” implies *now*. However, the first line ought to point to the future, also. Ald. Wilke suggested that the vision statement lacks the citizen experience of why they choose to live here. Ald. Donegan added that he was looking for impact - how does this statement affect him as a decision-maker?

Attention turned to the five vision statements that have been identified:

- *Wauwatosa is a city with great services*
- *Wauwatosa is a community of choice*
- *Wauwatosa is the preferred location for conducting business*
- *Wauwatosa is an organization defined by excellence*
- *Wauwatosa is a recognized national leader*

Considerable discussion ensued about the use of the word “national” versus, say, “regional” in the final statement, and what the statement is meant to imply. Wauwatosa is an engine contributing to the development of Milwaukee and the region; businesses looking to locate to a city study the entire metro area. Wauwatosa, therefore, needs to be known on a national level. The City should become well known, too, as being a good place to live.

Ald. Donegan expressed reservations about committing resources simply to become known nationally, unless it also facilitates the conduct of business, for example. He suggested that becoming a ‘national leader’ seems to be a means to other ends and may not belong with the other vision statements. Ald. McBride concurred to the extent that the Council must connect the concept that being a national leader will ultimately help pay for essential services.

(Ald. McBride excused 7:20 p.m.)

Discussion turned to the five strategic element that translate the vision into specific objectives and goals:

- *Preserve and maintain our essential services and infrastructure*
- *Grow and expand on the qualities that make our community distinct and uniquely attractive*
- *Focus on business development and effective growth management practices and policies*
- *Implement efficient and effective service delivery models and customer service best practices*
- *Identify opportunities to pursue greater influence in the region, state, and nation*

The format of the proposed Plan describes each of the five aforementioned vision statements, identifies a strategy, and qualities and characteristics of each statement, and then lists specific goals that transform the words into concrete actions. Mr. Unmacht stated that the Committee’s responsibility will be to define these concrete action steps to take to support the vision and implement the strategic elements.

Wauwatosa is a City with Great Services. Ald. Roznowski suggested that the goal of partnering with the School District to explore expanding shared services should also include partnering with neighboring communities. Ald. Causier pointed out that proposed goal #3 (‘Explore the application of a performance measurement program’) ought to be simplified, as not everyone knows what this term means.

Wauwatosa is a Community of Choice. Ald. Donegan suggested another quality or characteristic of this statement should emphasize maintaining certain standards and esthetics. Under the *Qualities and Characteristics* section, Ald.

Roznowski opined the phrase, 'East - West qualities' should be restated as 'East - West characteristics.' Comments were also made about whether to mention County parks (not just Hart Park) under *Qualities and Characteristics*.

Ald. Causier observed that proposed goal #5 ('Become a welcoming and supportive City') implies that the City is not that right now. Other Committee members questioned whether that is even a goal.

Discussion ensued about the best phrasing to use to show that the City is welcoming diversity. The difficulty of measuring this goal was pointed out. The Medical College community is already quite diverse - will this continue to filter into the community as a whole? Should the goal be rephrased that 'the City is recognized as a welcoming city'? Another question was the cost to the City of being perceived as a diversity-resistant community. The suggestion was made that the City can create specific opportunities that engage all residents. Mr. Unmacht noted that action steps to take include making board/commission appointments that are diverse. He stated that this item will be more suitably reworded in the final draft.

Wauwatosa is the Preferred Location for Conducting Business. Ald. Donegan questioned whether the effort towards marketing/branding of Wauwatosa ought to be mentioned in this section. It was agreed that this activity can fit under a number of categories within the Plan. It is a matter of creating a physical presence outside of the City and includes more than just marketing. Recruiting (i.e., sponsoring a booth at a trade show) was cited as an example and deemed to be an important component. Ald. Moldenhauer remarked that developing a 'marketing strategy' will necessitate resource allocation on some level - will that be substantial, or will it mean a white paper strategy? Ald. Berdan opined that marketing business needs to be a major strategy under this vision statement, but wasn't sure that developing a TIF financing policy should stand as a separate goal. Comments were made about the fifth goal, 'Ensure optimal opportunities for life-cycle housing' and whether that wording ought to be changed to 'life-stage housing' to clarify that the intent is to provide housing for residents of all ages.

BREAK 8 p.m. - 8:12 p.m. (Ald. McBride also returned)

Wauwatosa is an Organization Defined by Excellence. Mr. Unmacht stated that this is an inward-focused vision statement.

Wauwatosa is a Recognized National Leader. Mr. Unmacht commented that some communities are only in a position to maintain what they have, whereas Wauwatosa is in a position to do much more. Over what areas or topics does the Council seek to have influence? Ald. McBride pointed out that Wauwatosa is a university suburb; it has the Medical College, which is the second largest research college in the state. He added that the wording in the *Strategy* paragraph of this vision statement, "...for the City to insist on a greater and more influential role..." may be too strong; perhaps 'assert' is more appropriate.

Ald. Donegan observed that all of the qualities and characteristics listed in this statement are covered in other areas of the Plan. Relocating them to other areas of the Plan leaves this vision statement with the search for national recognition. Do residents care about that? Ald. Walz-Chojnacki suggested that this statement refers to the City having a voice in decisions, and not having decisions foisted upon us. This, then, serves all other goals. Ald. Berdan concurred, noting that the City must become proactive and lobby in the best interests of the City. Mr. Unmacht suggested that refined wording convey the sense that the City intends to influence (not just recommend) outcomes in the future more than it has in the past. Ald. McBride agreed, stating that Milwaukee County and M7 must give Wauwatosa's needs more consideration.

The suggestion was made to expand goal #4, 'Enhance our relationship with Milwaukee County' to include other area entities. Goal #1, 'Identify the entities and opportunities to participate in' is vague.

Discussion turned to implementation of the Plan, once adopted. Mr. Unmacht stressed that the Council must be the champions of the Plan, and must own it. The Plan has to be personal, and the Council must be willing to allocate resources to implement it. The Council must hold the staff accountable for implementation. Staff will communicate the Plan internally and report back regularly to the Council on its status. It must be integrated into all levels of decision-making. Mr. Unmacht stressed that the Plan must be disseminated - it must be talked about. Communication can include the website, memos, presentations to groups, agendas, newsletter, and staff meetings.

Ald. Berdan pointed to the need to include this document in the orientation of new Council members, lest the impact of the Plan be lost as members change. Comments were made about the advisability of including pieces of the Plan or relevant vision statements on Council Committee agendas, so the public watching or attending the meetings are also regularly exposed to the Plan's elements. Dissemination. Communication. Immersion.

Mr. Archambo mused that strategies must be developed so that employees become familiar with the Plan and use it. Performance standards can be woven throughout the Plan so measurements can be developed to see how each employee advances the Plan.

Discussion ensued about the most effective methods of providing information about the Plan to the public. Pros and cons were voiced about distributing the Plan without having fully created action steps under each goal. The suggestion was made to create an executive summary to accompany Plan distribution. There is a tremendous need to improve communication with the general public. If the intent of the roll-out of the Plan is to engage the public, then the Council must do more than simply vote to adopt it. A community forum option was suggested where the public would be given the opportunity to speak. Perhaps the Neighborhood Association Council (NAC) can be asked to distribute information about the Plan. Ald. Berdan opined that the onus is on the Council to inform the citizen in a pro-active manner. Ald. Walz-Chojnacki observed that there is fear in the community about change; disseminating this Plan at least brings the concept to the forefront and tries to illustrate the City intends to manage change. Mr. Unmacht suggested the public be asked for ideas about implementation. Ald. Wilke suggested the Chamber be included in order to obtain business's perspective. The suggestion was made that a succinct draft document be developed for distribution. There was agreement that a final date of Plan adoption should occur by the end of March.

The meeting adjourned at 9:15 p.m.

Carla A. Ledesma, CMC, City Clerk

City of Wauwatosa, Wisconsin *Strategic Plan*





CITY OF WAUWATOSA, WISCONSIN

STRATEGIC PLAN

OVERVIEW

City of Wauwatosa

The City of Wauwatosa is an inner ring suburban community located in Milwaukee County. The population of the City is slightly over 47,000 which place it among the top 15 most populous cities in the state. Wauwatosa is strategically located in the center of the Milwaukee metropolitan area with excellent transportation access. The City takes great pride in being the home of a number of regionally significant assets, institutions and companies – including the Milwaukee County Grounds, the County Medical Center, Research Park, Harley Davidson, GE Health Care and Briggs and Stratton and is second only to downtown Milwaukee as a regional employment center. Wauwatosa is home to Mayfair Mall – the largest and busiest mall in Wisconsin. The City of Wauwatosa features diverse neighborhoods, an excellent variety of housing stock, and thriving business districts. The City is recognized for its skilled professional staff and municipal services, excellent schools, the civic engagement of its citizens and a quality of life second to none.

Background

The Common Council included a strategic plan in the City Administrator’s 2013 work plan. The City Administrator outlined the original objective of the strategic planning process in a statement from March 15, 2013. He stated the purpose of the plan is to, “Create an in-depth issue-based strategic plan with integrated actions designed to create a performance-driven and competitive organization.” Four key points were identified by the City Administrator to increase the likelihood of having an effective strategic plan:

- Identify from interviews with executive level staff and Council a list of key issues or opportunities and constraints that will be discussed and prioritized. A desired outcome is to build internal consensus on these issues.
- Develop a strategic planning process that is based on fiscal and political realities.
- Develop a strategic plan that is specific, measurable, timely, achievable and realistic.
- Develop a system of input and output metrics to measure and monitor strategic targets.

The City is invested in a strategic planning process that is designed to create a new five-year strategic plan. As is well documented, over the past several years, the City has adopted successful planning tools that will shape its foundation for the future. The City has undertaken a variety of analyzes, studies and planning documents including, but not limited to, a five-year general fund forecast; five-year capital plan; Village Plan; North Avenue Plan; Burleigh Triangle Plan; Hart Park Plan; Innovation Campus Plan; Economic Development Plan and a City Hall Master Plan. In addition, “We have embraced a series of organizational reviews including: citizen survey; compensation study; LEAN team; and Council issues survey. Finally, *we* have conducted efficiency studies of our operations, including the Fire, Engineering and Administration departments.” The intent of the strategic planning process is to mold and shape all of these important documents into a single inter-dependent plan.

The information is intended to be assimilated into a series of draft strategies that will be presented to the Common Council (completed). The discussion will combine fiscal realities with our community priorities (underway). Ultimately we anticipate that the City Council will adopt an overall plan that will include high level goals and strategies with specific and achievable action steps (anticipated in December). The final plan will set the City's strategic direction for the next five years.

Planning Process

The strategic planning process was designed to be inclusive and participatory. The process remains open and is flexible to adapt to changes and ideas that arise. The process used the following __ steps. (This section will be updated as the process moves forward and will be finalized when it is completed.)

- Ongoing coordination and communication with Anthony Brown, Project Manager
- Review of extensive set of City documents (plans, budgets, studies, etc.)
- Tour of the City featuring projects, activities and community highlights
- Common Council and city staff interviews June 26th and June 27th
- Telephone interviews with city officials unavailable during June dates
- Prepare interview information and data into a Working Document for Department Director meeting
- Department Director meeting on August 26
- Update Working Document and prepare draft set of goal statements and strategies
- Presentation of revised Working Document and first draft of goals and strategies to Department Directors on September 30
- Identify financial and demographic trends for presentation to Common Council
- Briefing with the Common Council at regular meeting on October 15
- Common Council work session on October 22
- Common Council work session on November 7
- Create the Second Draft of the Strategic Plan
- Common Council work session on December 4

Strategic Planning

Strategic planning is an effective tool to provide a means for the Common Council to ensure that their resources are applied and used in an optimal manner. The methods used in strategic planning are a means to an end; the City's process was designed to identify the most important priorities and goals of the City and community. There are many benefits to strategic planning; the top five primary outcomes for the City are:

- Create an organizational vision and coalesce the elected officials around a common direction
- Provide a *written road map* to record and document the direction
- Improve the Council and staff's ability to focus on the most important priorities and issues
- Provide a means to ensure that limited resources are allocated wisely
- Improve accountability and capacity to measure performance and outcomes

Strengths and Challenges

The Common Council reviewed the list of 21 *Strengths and 23 Challenges* that resulted from the Mayor, Council and staff interviews (June 2013). Testimony ensured that there are many features of Wauwatosa that are noteworthy and important. For the task of strategic planning, the Common Council was charged with identifying, as a group, what are the *top five* factors in the two categories. (The original list of 21 *Strengths* and 23 *Challenges* is retained in the project file.) In an open conversation, the members organized and identified the following top items as the City of Wauwatosa’s greatest strengths and most important challenges within this strategic planning process. The list is not in any order or preference.

Wauwatosa Strengths

- **Sense of community** – history, distinguished place; neighborhoods, urban and small town feel
- **Geographic location** – location; proximity to regional and major amenities
- **City with momentum and action** – economic diversity, reputation and pro-active thinking; younger families moving in
- **Facilities and institutions** – county grounds, college and medical campuses
- **Community assets** – city staff; public safety; neighborhood associations; public and private schools

Wauwatosa Challenges

- **Manage growth and economic development** – general economy; tools and policies; ordinances and standards
- **Preserve core services with fiscal constraints** – levy limits; fiscal deficit; impact of state policies; staff bench strength
- **Maintain infrastructure** – cost to replace lines; redevelopment pressures; underground needs
- **Expand citizen engagement and involvement** – be creative; explore best practices; reach out to all generations
- **Geographically land-locked** – high number of state highways; traffic congestion; relationship with Milwaukee County

Our Vision

To be added

Vision Statements

The vision of the City is identified in the following five vision statements.

- Wauwatosa is *A City with Great Services*
- Wauwatosa is *A Community of Choice*
- Wauwatosa is *The Preferred Location for Conducting Business*
- Wauwatosa is *An Organization Defined by Excellence*
- Wauwatosa is *A Recognized National Leader*

Strategic Elements

The following five strategic elements translate the vision into specific objectives and goals. Simply, they are action-oriented and ensure the vision becomes a reality. These elements were determined based on the input from all city officials, most notably the input from the outcome of the October 22 Common Council work session.

- Preserve and maintain our core services and essential infrastructure
- Grow and expand on the qualities that make our community distinct and uniquely attractive
- Focus on business development and effective growth management practices and policies
- Implement efficient and effective service delivery models and customer service best practices
- Identify opportunities to pursue greater influence in the region, state and nation

Goals

The five vision statements and strategic elements are implemented through goals. The strategic planning process is introducing 25 goals for consideration by the Common Council and staff. These goals were initially identified at the November 7 Common Council meeting. These goals represent short, medium and long term investments of time and resources in pursuit of the City of Wauwatosa's vision.

- Wauwatosa is *A City with Great Services*
 - *Identify our core (essential) services*
 - *Develop a shared services philosophy and strategy*
 - *Explore the application of a performance measurement program*
 - *Build community consensus on financing capital investments*
 - *Commit to progressive and manageable growth in the tax base*
- Wauwatosa is *A Community of Choice*
 - *Create an innovative citizen engagement initiative*
 - *Celebrate and strengthen our image and reputation*
 - *Prepare a communications plan and strategy*
 - *Implement a code enforcement program*
 - *Become a welcoming and supportive City*
- Wauwatosa is *The Preferred Location for Conducting Business*
 - *Review status of major plans and studies*
 - *Develop a policy for the use of Tax Increment Financing*
 - *Evaluate the entire development review process*

- *Explore efficient systems to move people and traffic*
- *Ensure optimal opportunities for life-cycle housing*
- *Wauwatosa is An Organization Defined by Excellence*
 - *Implement and support the compensation and classification plan*
 - *Create a culture of continuous improvement*
 - *Conduct a City Hall facility and space study*
 - *Implement a workforce development plan*
 - *Identify open ended policies and create a plan to complete them*
- *Wauwatosa is A Recognized Leader in the Nation*
 - *Identify the entities and opportunities to participate in*
 - *Identify essential policy areas to focus on*
 - *Develop an annual legislative and policy strategy*
 - *Enhance our relationship with Milwaukee County*
 - *Introduce and lead innovative collaborations and partnerships*

Implementation

The final strategic planning document will have a section on implementation ideas. This is just a sample list of ideas; we will discuss these during the December 4th work session.

- Assign and delegate responsibility
- Integrate information into workflow
- Communication with staff and public
- Incorporate into future budgets
- Provide regular informal updates
- Conduct a formal review



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS A CITY WITH GREAT SERVICES

Strategy: Preserve and maintain our core services and essential infrastructure

The City’s primary obligation is to ensure the “bedrock of core services” is reliable and well-funded. Citizens and taxpayers form their opinion about their city based on how well the core services are provided – often times reflecting that the “other work is just not as important.” Through citizen surveys and informal feedback, by all measures, the City is doing a very good job. Testimony from many individuals suggests that City services are strong and well regarded in the community. Yet financial pressures, levy limits and rising costs for infrastructure repair and replacement are placing a greater burden on the core services that the community has come to expect. City leaders know that maintaining excellent services will require an expansion and growth in the tax base. Now more than ever, for the vision to become a reality, the question of “How to pay for our services must be answered?” To that end the Common Council is committed to finding the right balance given limited resources and a broad array of essential priorities. *The City’s vision is to be a city with great services.* For Wauwatosa, this is defining the core services, determining priorities and allocating sufficient resources to get the job done.

Qualities and Characteristics

The following list represents qualities and characteristics within this strategy and goal.

- o Levy limits
- o Financial capacity
- o Workforce capacity
- o Cross-department collaboration
- o Outcome focused accountability
- o Shared services
- o Multi-model transportation systems
- o Leverage information technology
- o Prioritize infrastructure needs
- o Data-driven decision-making
- o Technology
- o Community consensus
- o Police and law enforcement
- o Fire and emergency services
- o Infrastructure funding
- o Prioritize city services
- o High tax exempt land value 38%
- o School District relationship

Goals

1.) Identify our core (essential) services

Action Steps	Assigned	Deadline
a. Develop a matrix of all city services		
b. Benchmark core services with peer communities		
c.		



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A CITY WITH GREAT SERVICES

2.) *Develop a shared services philosophy and strategy*

Action Steps	Assigned	Deadline
a. Explore expanded partnerships with the Wauwatosa School District		
b.		
c.		

3.) *Explore the application of a performance measurement program*

Action Steps	Assigned	Deadline
a. Evaluate the ICMA Performance Measurement Program		
b. Research the concepts of a web-based dashboard and a community report card		
c.		

4.) *Build community consensus on financing capital investments*

Action Steps	Assigned	Deadline
a. Develop a ten year infrastructure funding strategy		
b. Use citizen volunteers groups and organizations		
c.		

5.) *Commit to a progressive and manageable growth in the tax base*

Action Steps	Assigned	Deadline
a. Expand the tax base XX per cent on an XXX basis		
b. Focus on both new development and redevelopment		
c.		

Attachment: CoW 2013-12-04 Second Draft of Wauwatosa Strategic Plan (1826 : Strat Plan 12-4-13



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS A COMMUNITY OF CHOICE

Strategic Element – Grow and expand on the *qualities* that make our community distinct and uniquely attractive

Since 1897 when the city first became chartered, through the great land expansion in the early 1950's, the city has carved a niche in the region. Wauwatosa is unique in that it started as a free-standing community and did not begin and grow as a "traditional" suburb. Known as the "city of homes" our community pride is strong and evident. Citizens are engaged through active volunteerism whether through neighborhood associations or in the many city-sponsored committees and commissions. The diversity and character of our community is manifested in the preservation of neighborhoods and in distinguished qualities we offer in east and west Tosa. City leaders recognize the importance of celebrating the differences that exist in our community whether they are geographic, demographic or generational. We have an influx of younger families moving into our city and from this base we will seek and find the next generation of community leaders. *The City's vision is to be a community of choice* that continues the historic charm while introducing creative ideas and trends to capture the imagination and excite the opportunities for existing, new and future residents and businesses.

Qualities and Characteristics

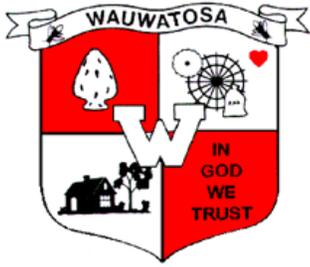
The following list represents qualities and characteristics within this strategy and goal.

- o Community of trees
- o Neighborhoods and associations
- o Citizen engagement
- o Committees and commissions
- o Distinct business districts
- o East – West qualities
- o Create an identity
- o Walking and biking
- o Public and private schools
- o Historic homes
- o Hart Park
- o Multi-family development trend
- o Safe community
- o Welcoming community
- o Sense of place
- o Public spaces
- o Diverse housing stock
- o Favorable *pull factor*

Goals

1.) *Create an innovative citizen engagement initiative*

Action Steps	Assigned	Deadline
a. Implement a citizen's academy		
b. Explore coordinating and celebrating activities of neighborhood associations		
c.		



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A COMMUNITY OF CHOICE

2.) Celebrate and strengthen our image and reputation

Action Steps	Assigned	Deadline
a. Develop our community – Tosa – Brand		
b. Create a marketing strategy		
c. Celebrate east-west distinctions		

3.) Prepare a communication plan and strategy

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Implement a code enforcement program

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) Become a welcoming and supportive City

Action Steps	Assigned	Deadline
a. Study trends in demographics and diversity		
b. Create specific opportunities to engage all residents		
c.		

Attachment: CoW 2013-12-04 Second Draft of Wauwatosa Strategic Plan (1826 : Strat Plan 12-4-13



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS THE PREFERRED LOCATION FOR CONDUCTING BUSINESS

Strategy: Focus on business development and effective growth management practices and policies

The lifeline of any successful municipal government is the expansion of the tax base through planned and organized growth and development. The City benefits by its location and geographic connection to the greater Milwaukee metropolitan area. The City is recognized as the “second downtown” to the greater Milwaukee region. Today, we have a strong and diverse business base; our plan is to grow and be a distinct and special place – an “irresistible” location for businesses of all types. However, our geography alone does not sustain long term viability. The City has an opportunity to shape and influence the development by its land use policies and development rules and regulations. Growth and development decisions are often some of the hardest for local officials to make. However, development pressures will force the City into making choices – the challenge for our City is to know the most effective means to work within the marketplace to make our vision reality. The actions of the City to manage and support development truly do impact and influence decisions in the private sector. *The City’s vision is to be the preferred location for conducting business.* The term business is broadly defined to include all land uses: housing, retail, commercial, and office, industrial and manufacturing uses.

Qualities and Characteristics

The following list represents qualities and characteristics within this strategy and goal.

- Land use and zoning
- Economic development policies
- Tax Increment Financing
- Transit planning
- Development potential
- Traffic management
- Comprehensive plan
- County grounds
- State regulations and laws
- Progressive growth philosophy
- Housing development
- Managed growth
- Parking needs
- Development studies
- Urban life/services
- Determine next big impact project
- Evolutionary (long term) focus
- Density

Goals

1.) *Review status of major plans and studies*

Action Steps	Assigned	Deadline
a. Schedule a status review and update on study documents		
b. Explore Northwest Quadrant Study		
c. Begin a planning study for Highway’s 100/45; Burleigh/Hampton Avenues		



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS THE PREFERRED LOCATION FOR CONDUCTING BUSINESS

2.) *Develop a policy for the use of Tax Increment Financing*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) *Evaluate the entire development review process*

Action Steps	Assigned	Deadline
a. Review development standards and ordinances		
b. Review “decision-points” and Council/staff roles		
c.		

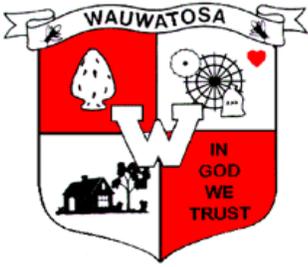
4.) *Explore efficient systems to move people and traffic*

Action Steps	Assigned	Deadline
a. Initiate a Mayfair Corridor Study		
b. Explore bike-pedestrian routes		
c. Prepare a comprehensive transportation and transit plan		

5.) *Ensure optimal opportunities for life-cycle housing*

Action Steps	Assigned	Deadline
a. Conduct a market study of mixed-uses and density options		
b.		
c.		

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CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS AN ORGANIZATION DEFINED BY EXCELLENCE

Strategy: Implement efficient and effective service delivery models and customer service best practices

City governments across the country, but especially in Wisconsin, are addressing a multitude of complex simultaneous challenges including identifying efficient and effective delivery systems, meeting citizen and policy maker expectations, and sustaining and maintaining both mandated and non-mandated programs and services. Conventional wisdom, local practice and hard realities reflect that the City cannot continue to perform operations and business practices in the traditional methods. One Common Councilmember noted, “This is a gold mine of opportunity for us.” The City will evaluate its business models and practices to ensure peak performance at all levels of the organization. This commitment includes all city systems, processes and models, including the work of the elected officials and staff. *The City’s vision is to be an organization defined by excellence.* In order to achieve this vision, the City will evaluate how well we are performing, be willing to take strategic risks and make changes – when needed – to present practices. Entities that are willing to invest in themselves and make needed changes will be much more successful than those that accept the status quo. We will empower our staff, take prudent risks and explore innovations and ideas in pursuit of our vision.

Qualities and Characteristics

The following list represents qualities and characteristics within this strategy and goal.

- Council and staff roles
- Council Committee system
- Volume of Council work load
- Lean
- Delegation of duties
- Service delivery models
- Organizational structure
- Workforce development
- Cross department collaboration
- Prioritize services
- Organizational culture
- City’s reputation in the community
- Citizen expectations
- Benchmark practices with peers
- Open-ended policy issues

Goals

1.) *Implement and support the compensation and classification plan*

Action Steps	Assigned	Deadline
a.		
b.		
c.		



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS AN ORGANIZATION DEFINED BY EXCELLENCE

2.) Create a culture of continuous improvement

Action Steps	Assigned	Deadline
a. Conduct LEAN evaluation on selected business processes		
b. Analyze the City Council Committee structure		
c. Conduct staffing studies in identified departments		

3.) Conduct a City Hall facility and space study

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Implement a workforce development plan

Action Steps	Assigned	Deadline
a. Create individual training and development plans		
b. Explore direct customer service improvements		
c.		

5.) Identify open ended policies and create a plan to complete them

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: CoW 2013-12-04 Second Draft of Wauwatosa Strategic Plan (1826 : Strat Plan 12-4-13



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS A RECOGNIZED NATIONAL LEADER

Strategy: Identify opportunities to pursue greater influence in the region, state and nation

Whether by choice or by fate, the City of Wauwatosa is in a position that offers exciting state and national opportunities. The City is an economic engine with a multitude of businesses and industries that are influenced by many internal and external variables. The strategic planning process offers a timely opportunity for City leaders to reflect on our strengths and challenges and work proactively to take advantage of our “economic muscle to enhance the quality of life in our City and community.” Presently, City leaders are involved and engaged in regional and state issues and initiatives. But more involvement and participation – across all levels of the City – is needed. The reputation of the City, coupled with the experience of the elected officials and the strength of the staff provide a unique opportunity for the City to “insist” on a greater and more influential role in local, state and national policy. *The City’s vision is to be a recognized leader in the nation.* In order to be successful, the City will identify those areas of priority and determine a course of action that will provide for direct participation, involvement and input into outcomes.

Qualities and Characteristics

The following list represents qualities and characteristics within this strategy and goal.

- o Policy statements
- o Many opportunities exist
- o Council and staff strengths
- o Shared services
- o Regional role and asset
- o M7, ICC, SEWRPC
- o Existing partnerships
- o Milwaukee County
- o State legislation delegation
- o Waukesha County
- o 24-7-365 community
- o Recognition for full services
- o Public-private partnerships
- o Adjacent (border) cities
- o Advisory roles
- o Reputation
- o Distinctive economically
- o Intergovernmental relations

Goals

1.) *Identify the entities and opportunities to participate in*

Action Steps	Assigned	Deadline
a. Prioritize participation in those areas for maximum value and influence		
b. Be appointed to leadership positions in these organizations		
c.		



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A RECOGNIZED NATIONAL LEADER

2.) *Identify essential policy areas to focus on*

Action Steps	Assigned	Deadline
a. Transportation, transit, fiscal, tax, economic, etc.		
b.		
c.		

3.) *Develop an annual legislative and policy strategy*

Action Steps	Assigned	Deadline
a. Prepare a lobbying strategy		
b. Create a policy to respond to timely and emergency legislative business		
c.		

4.) *Enhance our relationship with Milwaukee County*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) *Introduce and lead innovative collaborations and partnerships*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: CoW 2013-12-04 Second Draft of Wauwatosa Strategic Plan (1826 : Strat Plan 12-4-13

VISION STATEMENT

City of Wauwatosa

Excellence, energy, employment – three simple words that define the City of Wauwatosa, Wisconsin.

We are strategically located in Milwaukee County along the busiest interchange in the state with unparalleled opportunities in economic development, retail, transportation and housing. Our reputation – like no other – is a national leader in research, engineering, manufacturing, medicine, and education. Our full service city is recognized for efficiency, continuous improvement and the ability to think globally and act locally. Our families and citizens represent all generations: educated and motivated through active neighborhoods, service organizations, and multi-purpose volunteer initiatives.

Our die was cast when the interstate system was planned in the 1950's. Time offers us a once in a generation opportunity to reshape, refine and design our city for the 2050's. As we envision our future, we dream of opportunities in sports, recreation, the arts, parks, culture, tourism and higher education. We know balancing financial resources with public investments is our number one priority. We believe that growing and expanding our tax and employment base is the right way to ensure our long term viability.

We foster strong relationships with our faith community, public and private schools and regional neighbors – recognizing that partnerships and collaborations are the key to our success. We will accomplish our vision through wise financial planning, progressive thinking, innovative solutions, deliberate risk taking and the application of best practices. Our challenges are many and clear – we are committed to effective planning to ensure that we have a consensus-based direction for our destination. Our strategic plan is relevant, up-to-date and important to us.

As stewards of our future, we have high expectations for ourselves, our city, our citizens and this special place we call Wauwatosa.