



CITY OF WAUWATOSA
COMMITTEE OF THE WHOLE
MINUTES • DECEMBER 17, 2013

Regular Meeting**Committee Room #1****6:30 PM**

7725 West North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. Birschel, Causier, Dubinski, Hanson, McBride, Moldenhauer, Organ, Pantuso, Roznowski, Tilleson, Walz-Chojnacki, Wilke, Wilson, Berdan -14

EXCUSED: Alds. Donegan and Ewerdt

ALSO PRESENT: Mr. Archambo, City Administrator; Mr. Kesner, City Attorney

Common Council President McBride in the Chair

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

COMMITTEE OF THE WHOLE ITEMS

1. *Annual Review of the City Administrator *Council may convene into closed session per Wisconsin Statutes 19.85 (1)(c), considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, and may reconvene into open session.

Mr. Archambo gave a power point presentation in open session about the State of the City.

At 7:22 p.m. the meeting recessed for the 7:30 p.m. Common Council meeting. The Committee of the Whole meeting reconvened at 7:57 p.m.

It was moved by Ald. Organ, seconded by Ald. Walz-Chojnacki to convene into closed session per Wisconsin Statutes 19.85(1)(c), considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, and may reconvene into open session. -14

It was moved by Ald. Pantuso, seconded by Ald. Tilleson to assign the Employee Relations Committee the task of negotiating the employment contract modifications with the City Administrator and to reconvene in open session. -14

Mr. Archambo left the closed session at 8:45 p.m.

Open session resumed at 9:05 p.m. The aforementioned actions taken in closed session were reported.

A Committee of the Whole meeting will be scheduled for January 21, 2014 to review the performance evaluations submitted by Alderpersons and to decide on a pay increase retroactive to January 1, 2014.

The meeting adjourned at 9:10 p.m.

Carla A. Ledesma, CMC, City Clerk

COMMITTEE OF THE WHOLE AGENDA

17 DECEMBER 2013

- 1. OPENING COMMENTS
- 2. REVIEW OF ADMINISTRATOR 360 REVIEW (CLOSED SESSION)
- 3. POWER POINT PRESENTATION
 - MORE WITH LESS
 - ONGOING CHALLENGES...
 - PROPOSED ACTIONS
- 4. COW PERFORMANCE DISCUSSION (CONSIDERATION OF COMPENSATION ADJUSTMENT AT THE ELECTION OF THE COMMITTEE IN CLOSED SESSION)
 - A. COUNCIL COMPLETION OF WRITTEN EVALUATION
 - B. JANUARY COW
 - REVIEW OF COUNCIL WRITTEN EVALUATION
 - FINALIZE ADMINISTRATOR PRIORITIES FOR 2014
 - REVIEW OF CITY ADMINISTRATOR CONTRACT

A CITY WITH MOMENTUM

DECEMBER 17, 2013

HOW HAVE WE BEEN DOING?

← CONTAINED COSTS

GROWING COMMUNITY

- POPULATION INCREASE: 2010 – 46,396; 2014 – 46,705
- RECORD OF APPROXIMATELY \$1.2 MILLION IN PERMIT REVENUE FOR 2014

Average Annual Growth			
		2001-2007	2007-2014
Expenditures		3.8%	0.5%
	Wages	3.1%	1.3%
	Benefits	7.1%	-1.1%

Adjusted for inflation, the 2014 budget is approximately \$2 million less than the 2007 budget.

MORE WITH LESS

20.6 FTE's Less Than 2007

STEERING THE SHIP

- STRENGTHENED LEADERSHIP TEAM
- WIRELESS NETWORK DEPLOYED
- 15% OF STREET LIGHTS ARE LED
- AUTOMATED REFUSE/RECYCLING COLLECTION
- HART PARK FIELD, STANDS, ROTARY STAGE, TENNIS COURTS AND PLAYGROUND
- MEINECKE AND RUBY SEWER PROJECT

INVESTMENT IN...

- ENRICHING PEOPLE

- Ø EMPLOYEE DEVELOPMENT PROGRAM
- Ø PROJECT LEADERSHIP
- Ø WELLNESS PROGRAM REDESIGN



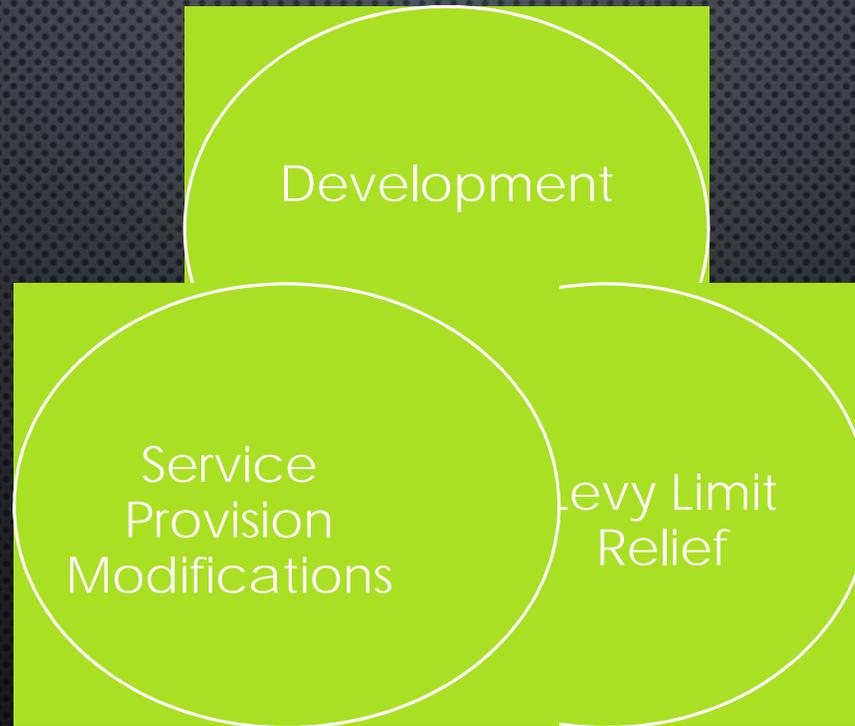
COMMITTEE OF THE WHOLE



- MAKING IDEAS HAPPEN

- Ø STRATEGIC PLAN
- Ø PILOT PROGRAMS
- Ø ACCOUNTABILITY THROUGH PERFORMANCE
- Ø SIGNIFICANT INFRASTRUCTURE PROJECTS

BUDGETARY GAP STRATEGIES



ONGOING CHALLENGES...

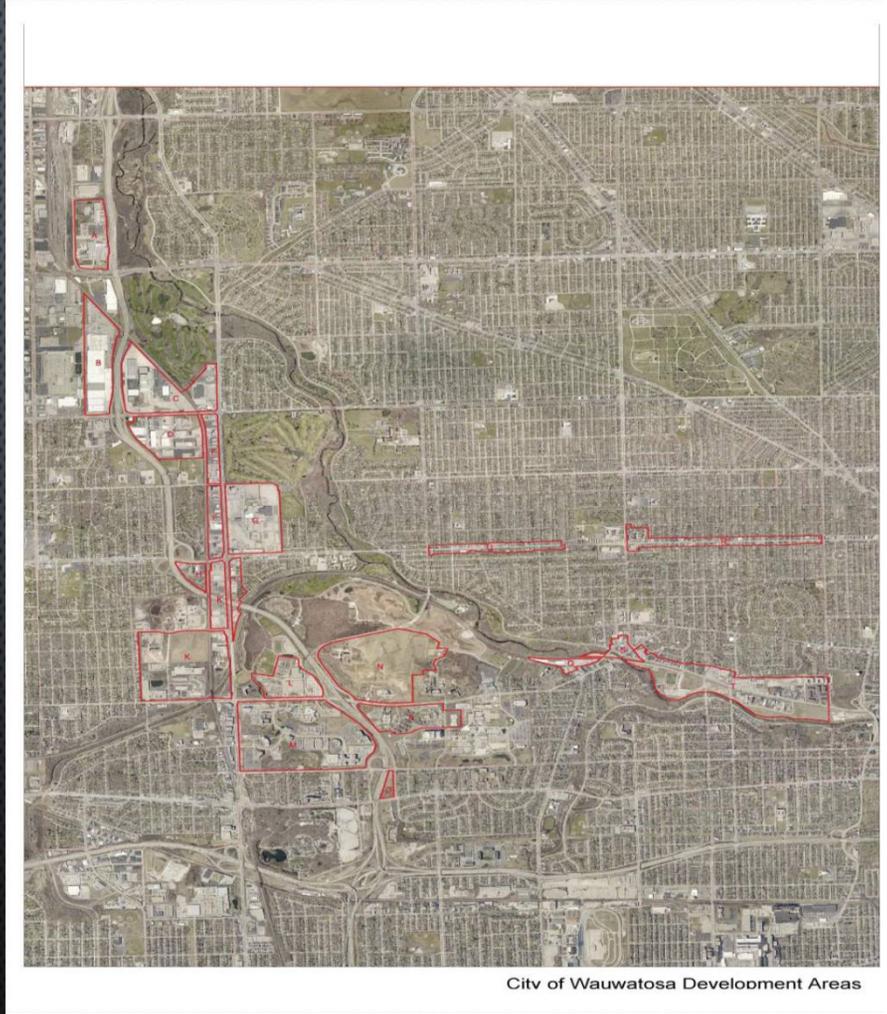
- GASB OPEB LIABILITY (POST-RETIREMENT HEALTH CARE)
- WRS CONTRIBUTIONS ON NON-BASE PAY
- PAY ABOVE GRADE MAXIMUM
- BUDGET PRIORITIZATION
- PERFORMANCE PAY FUNDING
- STRATEGIC PLAN IMPLEMENTATION
- EMPLOYEE RETENTION
- ORGANIZATIONAL ALIGNMENT
- COLLECTIVE BARGAINING
 - NON-REP ECONOMIC PARITY
- PERFORMANCE EVALUATION
- WELLNESS PROGRAM

"NEXT PLAY"

- MIKE KRZYZEWSKI, DUKE UNIVERSITY MEN'S BASKETBALL COACH

HIGHER-DENSITY DEVELOPMENT ZONES

- IDENTIFIED STRATEGIC AREAS THAT MIXED USE BUILDINGS CONTAINING BOTH RESIDENTIAL AND COMMUNITY FACILITIES ARE ENCOURAGED.



MYTH VERSUS FACT

MYTH

- HIGHER-DENSITY DEVELOPMENT WILL OVERBURDEN PUBLIC SCHOOLS AND OTHER PUBLIC SERVICES AND REQUIRES MORE INFRASTRUCTURE SUPPORT SYSTEMS.

FACT

- FEWER FAMILIES WITH CHILDREN LIVE IN HIGHER-DENSITY HOUSING, WHICH PUTS LESS DEMAND ON SCHOOLS AND OTHER PUBLIC SERVICES THAN LOW-DENSITY HOUSING. MOREOVER, THE COMPACT NATURE OF HIGHER-DENSITY DEVELOPMENT REQUIRES LESS EXTENSIVE INFRASTRUCTURE TO SUPPORT IT.
 - Ø A 2005 STUDY FOUND THAT MORE THAN \$100 BILLION IN INFRASTRUCTURE COST COULD BE SAVES OVER 25 YEARS BY PURSUING BETTER PLANNED AND MORE COMPACT FORMS OF DEVELOPMENT.

MYTH VERSUS FACT

MYTH

- HIGHER-DENSITY DEVELOPMENTS LOWER PROPERTY VALUES IN SURROUNDING AREAS

FACT

- NO DIFFERENCE EXISTS IN THE APPRECIATION RATES OF PROPERTIES LOCATED NEAR HIGHER-DENSITY DEVELOPMENT. SOME RESEARCH EVEN SHOWS THAT HIGHER-DENSITY DEVELOPMENT CAN INCREASE PROPERTY VALUES.

Ø NATIONAL ASSOCIATION OF HOME BUILDERS FOUND THAT BETWEEN 1997-1999, THE VALUE OF SINGLE-FAMILY HOUSES WITHIN 300 FEET OF AN APARTMENT/CONDO WENT UP 2.9%/YEAR, SLIGHTLY HIGHER THAN THE 2.7%/YEAR IF THEY WERE NEXT TO A MULTIFAMILY PROPERTY.

MYTH VERSUS FACT

MYTH

- HIGHER-DENSITY DEVELOPMENT CREATES MORE REGIONAL TRAFFIC CONGESTION AND PARKING PROBLEMS THAN LOW-DENSITY DEVELOPMENT.

FACT

- HIGHER-DENSITY DEVELOPMENT GENERATES LESS TRAFFIC THAN LOW-DENSITY DEVELOPMENT PER UNIT. ALSO, IT MAKES WALKING AND PUBLIC TRANSIT OPTIONS MORE FEASIBLE AND CREATES OPPORTUNITIES FOR SHARED PARKING.
 - ◊ LOW-DENSITY SINGLE-FAMILY COMMUNITIES TEND TO HAVE TWO OR MORE CARS/HOUSEHOLD, RESIDENTS OF HIGH-DENSITY APT/CONDOS TEND TO HAVE ONLY ONE CAR/HOUSEHOLD.

MYTH VERSUS FACT

MYTH

- HIGHER-DENSITY DEVELOPMENT IS UNATTRACTIVE AND DOES NOT FIT IN A LOW-DENSITY COMMUNITY.

FACT

- ATTRACTIVE, WELL-DESIGNED, AND WELL-MAINTAINED HIGHER-DENSITY DEVELOPMENT ATTRACTS GOOD RESIDENTS AND TENANTS AND FITS INTO EXISTING COMMUNITIES.
 - Ø A UNIVERSITY OF NORTH CAROLINA STUDY FOUND THAT WHEN GIVEN A CHOICE TO LIVE IN TWO ATTRACTIVE COMMUNITIES, ONE HIGHER-DENSITY AND THE OTHER LOW, THE MAJORITY CHOICE THE HIGHER-DENSITY.

MYTH VERSUS FACT

MYTH

- NO ONE IN SUBURBAN AREAS WANTS HIGHER-DENSITY DEVELOPMENT

FACT

- OUR POPULATION IS CHANGING AND BECOMING INCREASINGLY DIVERSE. MANY OF THESE HOUSEHOLDS NOW PREFER HIGHER-DENSITY HOUSING, EVEN IN SUBURBAN LOCATIONS
 - Ø GROUPS GROWING THE FASTEST, PEOPLE IN THEIR MID-20S AND EMPTY NESTERS IN THEIR 50S, ARE THE GROUPS MOST LIKELY LOOKING FOR ALTERNATIVES TO LOW-DENSITY, SINGLE-FAMILY HOUSING.

TIMING IS EVERYTHING...

MILLENNIALS (13 TO 32)

- POPULATION: APPROXIMATELY 86.1 MILLION (LARGEST DEMOGRAPHIC GROUP IN NATION'S HISTORY)
- ALLEGED URBAN MIGRATION OVERSTATED, MILLENNIALS ARE MIGRATING TO URBAN SUBURBS FROM RURAL AREAS
 - Ø 70% OF MILLENNIALS WOULD PREFER TO OWN A HOME IN URBAN SUBURBS.
- MARRYING LATER IN LIFE
 - Ø IN 2011, AVERAGE AGE FOR FIRST MARRIAGE, 28.7 FOR MEN AND 26.5 FOR WOMEN.
 - Ø IN 2010, APPROXIMATELY 20% WERE MARRIED.
- 40% ARE ALREADY PARENTS, 9,000 MORE BECOME PARENTS EVERY DAY.

BABY BOOMERS (50 TO 69)

- APPROXIMATELY: 73.3 MILLION
- RETIRING ON LESS THAN 70-80% OF THEIR PRE-RETIREMENT INCOME.
- ACCORDING TO A AUG. 2012 NIELSEN AND BOOMAGERS REPORT, BOOMERS HOLD 70% OF US DISPOSABLE INCOME.
- ACCORDING TO AARP CEO BARRY RAND, "MORE THAN 90% OF THE 60+ POPULATION WANTS TO STAY WHERE THEY LIVE AS THEY GET OLDER."
 - Ø CREATE "LIVABLE COMMUNITIES" – COMMUNITIES DESIGNED WITH ACCESSIBLE AND AFFORDABLE HOUSING, TRANSPORTATION, SHOPPING, HEALTHCARE AND RECREATIONAL OPPORTUNITIES.

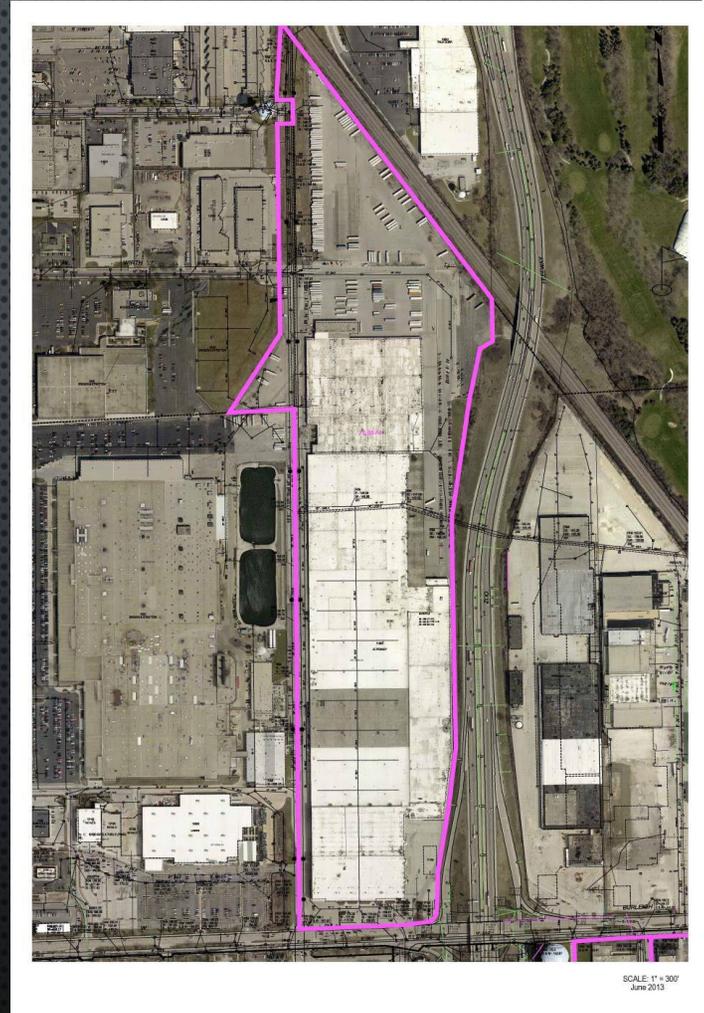
EXAMPLE #1: JCPENNY SITE (11800 BURLEIGH DR.)

CURRENT SITE

- 73.67 ACRES
- VALUE/ACRE – APPROXIMATELY \$309,000
- ASSESSED VALUE - \$22.8 MILLION
- 2014 TOTAL TAX BILL – APPROXIMATELY \$541,000
- 2014 LOCAL TAX BILL – APPROXIMATELY \$162,000

HIGHER-DENSITY DEVELOPMENT

- 73.67 ACRES
- VALUE/ACRE (ASSUMPTION) - \$3.0 MILLION
- ASSESSED VALUE - \$221.01
- POTENTIAL 2014 TOTAL TAX BILL – APPROXIMATELY \$5.25 MILLION
- POTENTIAL 2014 LOCAL TAX BILL – APPROXIMATELY \$1.58 MILLION





COMMITTEE OF THE WHOLE

EXAMPLE #2: VACANT HARLEY DAVIDSON SITE (11700 CAPITOL DR.)

CURRENT SITE

- 21.66 ACRES
- VALUE/ACRE – APPROXIMATELY \$309,300
- ASSESSED VALUE - \$6.7 MILLION
- 2014 TOTAL TAX BILL – APPROXIMATELY \$159,000
- 2014 LOCAL TAX BILL – APPROXIMATELY \$47,700

HIGHER-DENSITY DEVELOPMENT

- 21.66 ACRES
- VALUE/ACRE (ASSUMPTION) – \$1.5 MILLION
- ASSESSED VALUE - \$32.49 MILLION
- 2014 TOTAL TAX BILL – APPROXIMATELY \$771,300
- 2014 LOCAL TAX BILL – APPROXIMATELY \$231,400

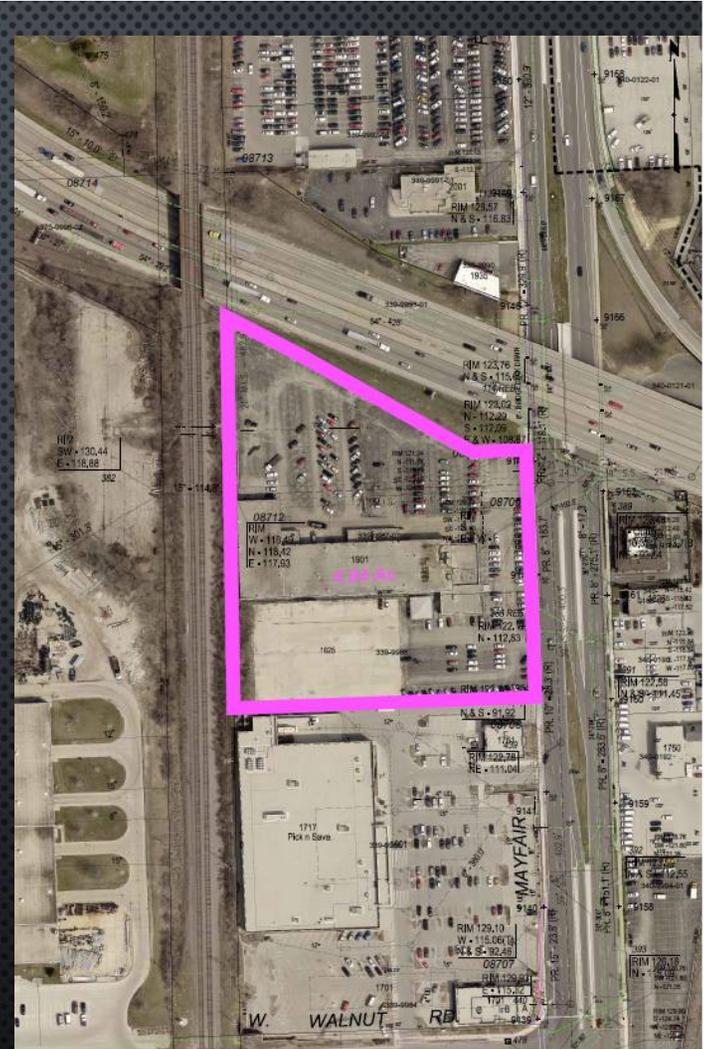
EXAMPLE #3: RUSS DARROW SITE (1825 & 1901 MAYFAIR RD.)

CURRENT SITE

- 4.85 ACRES
- VALUE/ACRE – APPROXIMATELY \$789,700
- ASSESSED VALUE - \$3.83 MILLION
- 2014 TOTAL TAX BILL – APPROXIMATELY \$91,000
- 2014 LOCAL TAX BILL – APPROXIMATELY \$27,300

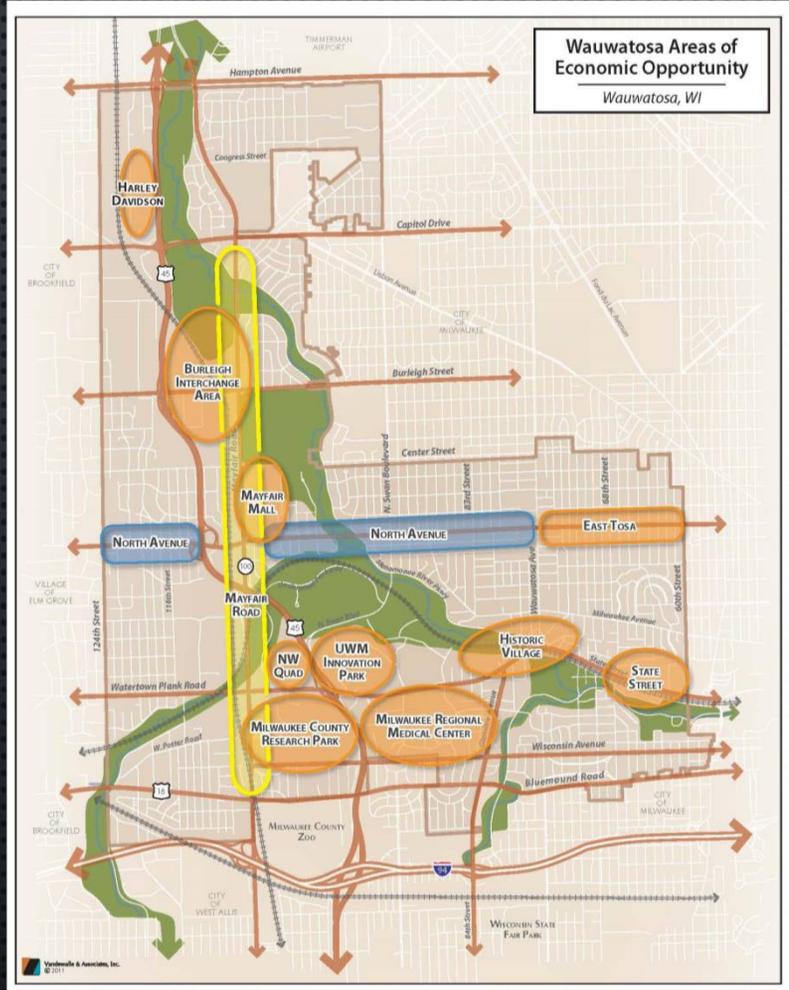
HIGHER-DENSITY DEVELOPMENT

- 4.85 ACRES
- VALUE/ACRE (ASSUMPTION) – \$10 MILLION
- ASSESSED VALUE - \$48.50 MILLION
- 2014 TOTAL TAX BILL – APPROXIMATELY \$1.15 MILLION
- 2014 LOCAL TAX BILL – APPROXIMATELY \$345,000



DEVELOPMENT CONSIDERATIONS

- 2% "NET NEW CONSTRUCTION" = \$100M
- \$100M = 20 TO 50 ACRES DEPENDING ON DENSITY
- NECESSITATES DEMOLITION, REMEDIATION, STRUCTURED PARKING
- CONSISTENT 10% TO 20% GAP IN CURRENT ECONOMY



CURRENT PROJECTS AND LEADS

- FIRE STATION REMNANT PARCEL
- BURLEIGH TRIANGLE, PHASE 2
- RESEARCH PARK, LOT 8
- FORMER CAR DEALERSHIP, SOUTH OF BURLEIGH
- RUSS DARROW SITE
- NW QUADRANT
- UWM INNOVATION CAMPUS
- TOLDT SITE
- MEIJER DEVELOPMENT ON STROH SITE
- ISRAEL PROPERTY
- HARLEY-DAVIDSON SITE
- VOGUE CLEANERS
- WISCONSIN STEEL & TUBE
- THURNER SITE
- NORDSTORM
- MAYFAIR MALL PARKING DECK
- BLANCHARD STREET PARKING LOT
- HALL SITE
- 2100 N. MAYFAIR
- DAIRY QUEEN SITE
- 7400 STATE ST
- EWALDT

PROPOSED ACTIONS

- CREATE A HIGH DENSITY OVERLAY WITHIN THE COMPREHENSIVE PLAN
- CREATE ECONOMIC DEVELOPMENT INVESTMENT POLICY
 - WHERE APPROPRIATE
 - HOW MUCH AND TYPE OF ASSISTANCE
 - LIMIT ON APPROPRIATE RATE OF RETURN
- SOLICIT DEVELOPERS TO PARTNER WITH ON SPECIFIC SITES
- IMPLEMENT COMPENSATION PLAN AND PERFORMANCE EVALUATION SYSTEM FOR ALL NON-REPRESENTED EMPLOYEES
- CONSTRAIN COLLECTIVELY BARGAINED COMPENSATION COST INFLATION TO NON-REP
- RE-WRITE THE POST-EMPLOYMENT BENEFITS FOR NEW HIRES
- DISCUSS IN APPROPRIATE COMMITTEE AN ACCEPTABLE POLICY POSITION WITH REGARD TO LEVY LIMIT LEGISLATION
- DISCUSS IN APPROPRIATE COMMITTEE AN ACCEPTABLE POLICY POSITION WITH REGARD TO WRS CONTRIBUTIONS
- IMPLEMENT STRATEGIC PLANNING ELEMENTS