



CITY OF WAUWATOSA
COMMITTEE OF THE WHOLE
AGENDA • MARCH 18, 2014

Regular Meeting

Upper Civic Center

6:30 PM

7725 W. North Avenue, Wauwatosa, WI 53213

PLEASE NOTE: The items on this agenda may be revised before the time of the Common Council meeting, some items may be removed and others added prior to the completion of the final Common Council agenda. The final agenda will be available in the City Clerk's office and on the city website at www.wauwatosa.net. It is anticipated that each item listed on the agenda may be discussed, referred or acted upon unless it is noted in the specific agenda item that no action is contemplated.

COMMITTEE OF THE WHOLE ITEMS

1. Review of public feedback received from meetings presenting the draft strategic plan

Any person who has a qualifying disability as defined by the Americans with Disabilities Act who requires the meeting or materials at the meeting to be in an accessible location or format, must contact the City Clerk at voice telephone 479-8917 or TTY 471-8484 (City Hall, 7725 W. North Avenue, Wauwatosa, Wisconsin 53213) for accommodations. Requests for accommodations for meetings should be made at least three (3) business days prior to the meeting. Every effort will be made to arrange accommodations for all meetings; so please give the City Clerk as much advance notice as possible.

City of Wauwatosa, Wisconsin *Strategic Plan*



Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



TABLE OF CONTENTS

- Wauwatosa Vision..... 1
- City of Wauwatosa..... 1
- Background 2
- What is a Strategic Plan?..... 2
- Planning Process 3
- Strengths and Challenges 3
- Vision Statements 4
- Strategic Elements 4
- Goals 5
- Implementation..... 6
- VISION: WAUWATOSA – A CITY WITH GREAT SERVICES**..... 7
 - Strategy: Preserve and *MAINTAIN* our essential services and essential infrastructure..... 7
 - Qualities and Characteristics 7
 - Goals 7
- VISION: WAUWATOSA – A COMMUNITY OF CHOICE**..... 9
 - Strategic Element – Grow and expand on the qualities that make our community distinct and uniquely attractive 9
 - Qualities and Characteristics 9
 - Goals 9
- VISION: WAUWATOSA – THE PREFERRED LOCATION FOR CONDUCTING BUSINESS**..... 11
 - Strategy: Focus on business recruitment and effective growth management practices and policies..... 11
 - Qualities and Characteristics 11
 - Goals 11
- VISION: WAUWATOSA – AN ORGANIZATION DEFINED BY EXCELLENCE** 13
 - Strategy: Implement efficient and effective service delivery models and customer service best practices..... 13
 - Qualities and Characteristics 13
 - Goals 13
- VISION: WAUWATOSA – RECOGNIZED AS A REGIONAL, STATE AND NATIONAL LEADER**..... 15
 - Strategy: Identify opportunities to pursue greater influence in the region, state and nation..... 15
 - Qualities and Characteristics 15
 - Goals 15

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN

STRATEGIC PLAN

Wauwatosa Vision

Excellence – Energy – Employment – Education. These words define the present and future citizen experience in the City of Wauwatosa.

We are strategically located in the middle of metropolitan Milwaukee, Wisconsin's economic center, and straddle Wisconsin's busiest freeway interchange, with unparalleled opportunities in economic development, retail, housing, and transportation. We are 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 citizens represent all generations and all ethnic and racial groups, well-educated and committed to maintaining an unrivaled sense of community through active neighborhood groups, service organizations, and other volunteer initiatives.

Our die was cast in the 1850's, when Milwaukee County leaders created the County Grounds in what was then considered a remote hamlet; in the 1950's when the interstate highway system was planned; and in the 1980's [?] when the Medical College of Wisconsin moved to the County Grounds. Today, we again have a once-in-a-generation opportunity to re-shape, refine, and design our community for the 2050's. Looking to the future, we envision opportunities in business, recreation, the arts, parks, culture, tourism, and higher education. Balancing financial resources with public investment is our first priority, and we believe that expanding our tax and employment bases is the right way to ensure our long-term viability.

We foster strong relationships with neighboring communities and with our public and private schools, colleges, and businesses, recognizing that partnership and collaboration will be the key to our success. We will accomplish our vision through wise financial planning, progressive thinking, innovative solutions, deliberate risk-taking, and adherence to best practices. Our challenges are many and clear, but we are committed to effective planning to ensure that we will build a consensus for our future direction.

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

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 (completed). 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 (by March 31, 2014). The final plan will set the City's strategic direction for the next five years.

What is a Strategic Plan?

A strategic plan is a means to organize all of priorities of the city into one document. A strategic plan is complementary to the Comprehensive Plan and the other planning tools used by city leaders. A strategic plan organizes the priorities, programs and services into common themes and then presents strategies and goals to ensure there is a clear road map for the future. 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

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
- Create the Third Draft of the Strategic Plan

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 essential 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

Vision Statements

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

- Wauwatosa: *A City with Great Services*
- Wauwatosa: *A Community of Choice*
- Wauwatosa: *The Preferred Location for Conducting Business*
- Wauwatosa: *An Organization Defined by Excellence*
- Wauwatosa: *Recognized as a Regional, State and 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 essential services and essential infrastructure
- Grow and expand on the qualities that make our community distinct and uniquely attractive
- Focus on business recruitment 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: A City with Great Services**
 - *Identify our essential services*
 - *Develop a shared services philosophy and strategy*
 - *Develop ways to measure the outcomes of city programs and services*
 - *Build community consensus on financing capital investments*
 - *Commit to progressive and manageable growth in the tax base*
- **Wauwatosa: A Community of Choice**
 - *Create an innovative citizen engagement initiative*
 - *Celebrate and strengthen our image and reputation*
 - *Prepare a communications plan and strategy*
 - *Maintain high aesthetics and standards*
 - *Create specific opportunities to engage all residents in community activities*
- **Wauwatosa: The Preferred Location for Conducting Business**
 - *Review status of major plans and studies*
 - *Prepare a marketing and business recruitment program*
 - *Evaluate the entire development review process*
 - *Explore efficient systems to move people and traffic*
 - *Ensure optimal opportunities for life-cycle (all ages) housing*
- **Wauwatosa: 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: *Recognized as a Regional, State and National Leader*
 - *Prioritize groups and organizations to participate in (e.g. M7, etc.)*
 - *Identify essential policy areas to focus on*
 - *Develop an annual legislative and policy strategy*
 - *Enhance our relationship with Milwaukee County and other regional entities*
 - *Introduce and lead innovative collaborations and partnerships*

Implementation

The role of the Common Council in implementation of the strategic plan includes the following key principles:

- Champion and take ownership in the plan
- Formally take action to adopt the Plan
- Communicate with the staff and public
- Include plan in new Council orientation
- Ensure resources are allocated for action steps
- Identify accountability measures
- Periodically review the Plan

The role of the staff in the implementation of the strategic plan includes the following key principles:

- Understand the value
- Support the Common Council
- Accept responsibilities
- Integrate in operations
- Immerse in the culture
- Provide regular updates

The role of Administration in the implementation of the strategic plan includes the following key principles:

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



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA – A CITY WITH GREAT SERVICES

Strategy: Preserve and *MAINTAIN* our essential 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

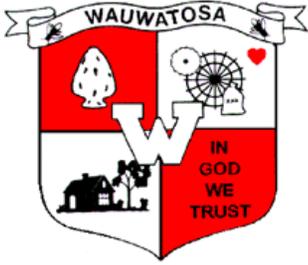
The following list represents qualities and characteristics within this strategy and goal.

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

Goals

1.) *Identify our 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 – 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 and other neighboring communities		
b.		
c.		

3.) *Develop ways to measure the outcomes of city programs and services*

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: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA – 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 characteristics 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 characteristics
- o Create an identity
- o Walking and biking
- o Public and private schools
- o Historic homes
- o Parks and green space
- 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 – A COMMUNITY OF CHOICE

2.) *Celebrate and strengthen our image and reputation*

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

3.) *Prepare a communication plan and strategy*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) *Maintain high aesthetics and standards*

Action Steps	Assigned	Deadline
a. Implement a code enforcement program		
b.		
c.		

5.) *Create specific opportunities to engage all residents in community activities*

Action Steps	Assigned	Deadline
a. Study trends in demographics		
b.		
c.		

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA – THE PREFERRED LOCATION FOR CONDUCTING BUSINESS

Strategy: Focus on business recruitment 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		

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA – THE PREFERRED LOCATION FOR CONDUCTING BUSINESS

2.) Prepare a marketing and business recruitment program

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. Develop a policy on the use of Tax Increment Financing		

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 (all ages) housing

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

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN

STRATEGIC PLAN

VISION: WAUWATOSA – 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.		

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA – 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. Review major project, planning, and program studies annually; update as needed		
b.		
c.		

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA – RECOGNIZED AS A REGIONAL, STATE AND 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 effectively and successfully instill 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

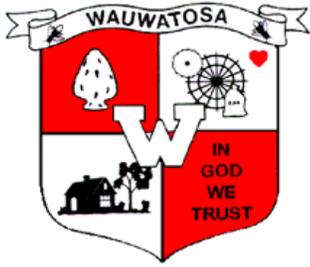
The following list represents qualities and characteristics within this strategy and goal.

- 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.) *Prioritize groups and organizations to participate in (e.g. M7, etc.)*

Action Steps	Assigned	Deadline
a. Identify participants 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 – RECOGNIZED AS A REGIONAL, STATE AND 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 and other regional entities*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

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

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 3rd Draft of Strategic Plan (2044 : 3rd Draft of Strategic Plan)

CITY OF WAUWATOSA STRATEGIC PLAN

FEEDBACK SESSION

MAYOR KATHY EHLEY & CITY ADMINISTRATOR JAMES ARCHAMBO



COMMENT SHEETS

CITY OF WAUWATOSA
 CITY HALL
 7725 WEST NORTH AVENUE
 Telephone: (414) 475-8917
 Fax: (414) 475-8980

COMMENTS

RE: CITY OF WAUWATOSA STRATEGIC PLAN PRESENTATION

Name _____ Email _____
 Address _____
 Race _____ Age _____ Gender _____ Education Level _____

1. How would you rate the following: Vision – A City with Great Services → Strategy – Preserve and Maintain Our Essential Services and Infrastructure?
 Not Important Somewhat Important Very Important Essential

Comments _____

2. How would you rate the following: Vision – A Community of Choice → Strategy – Grow and Expand on the Qualities That Make Our Community Distinct and Uniquely Attractive?
 Not Important Somewhat Important Very Important Essential

Comments _____

3. How would you rate the following: Vision – The Preferred Location for Conducting Business → Strategy – Focus on Business Recruitment and Effective Growth Management Practices and Policies?
 Not Important Somewhat Important Very Important Essential

Comments _____

4. How would you rate the following: Vision – An Organization Defined by Excellence → Strategy – Implement Efficient and Effective Service Delivery Models and Customer Service Best Practices?
 Not Important Somewhat Important Very Important Essential

Comments _____

5. How would you rate the following: Vision – Opportunities to Pursue Greater Influence in the Region, State and Nation?
 Not Important Somewhat Important Very Important Essential

Comments _____

6. Please rank each Vision/Strategy in order being the most important?
 Vision – A City with Great Services
 Infrastructure
 Vision – A Community of Choice → Community Distinct and Uniquely Attractive
 Vision – The Preferred Location for Conducting Business
 Effective Growth Management Practices and Policies
 Vision – An Organization Defined by Excellence
 Delivery Models and Customer Service Best Practices
 Vision – Recognized Regional, State and National Influence
 Greater Influence in the Region, State and Nation

Comments _____

7. How would you rate your satisfaction with the strategic plan that was presented?
 most satisfied? _____

Comments _____

8. If you ranked your satisfaction low in the strategic plan that was not presented

Comments _____

Additional Comments _____

● **PLEASE ASSIST US BY GIVING YOUR FEEDBACK**

WHAT HAS THE CITY BEEN UP TO...

GROWING THE COMMUNITY

- **POPULATION INCREASE: 2010 – 46,396; 2013 – 46,705**
- **RECORD OF APPROXIMATELY \$1.2 MILLION IN PERMIT REVENUE FOR 2013**

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

← - - CONTAINING COST

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

STEERING THE SHIP

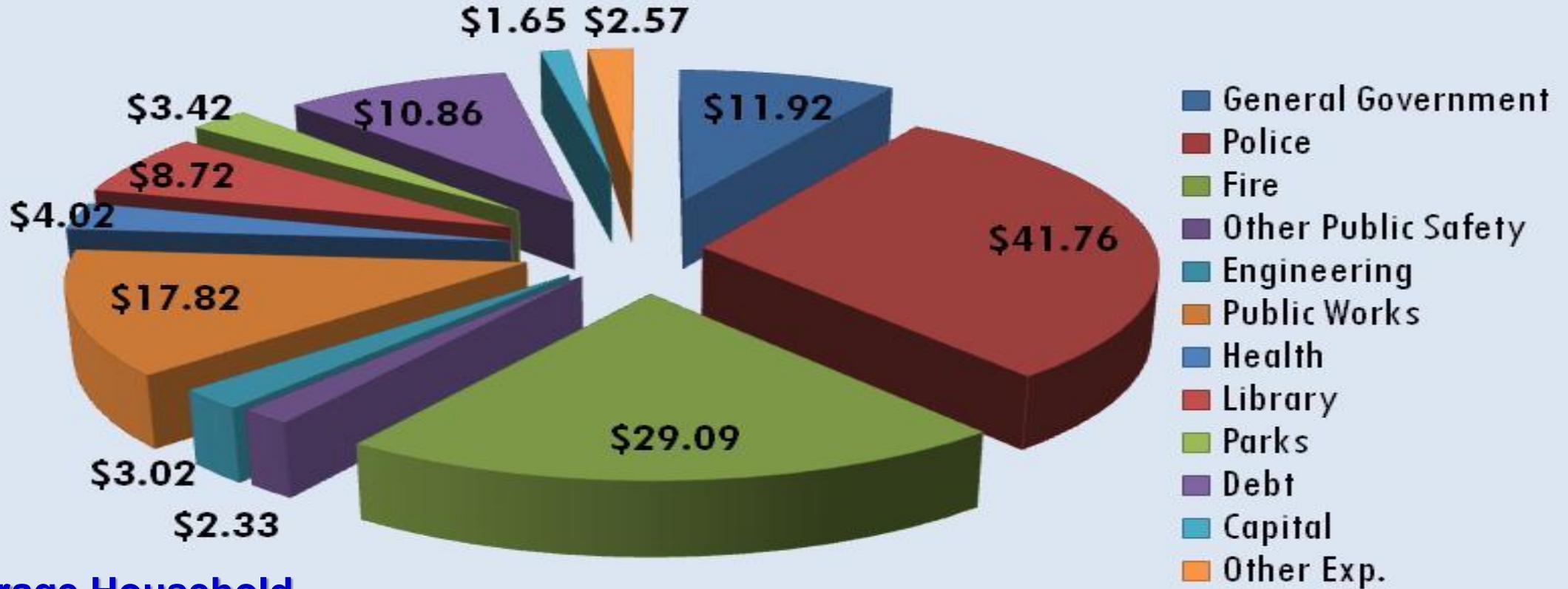
- **STRENGTHENED LEADERSHIP TEAM**
- **WIRELESS NETWORK DEPLOYED**
- **15% OF STREET LIGHTS ARE LED**
- **AUTOMATED REFUSE/RECYCLING COLLECTION**
- **HART PARK FIELD, STANDS, ROTARY STAGE, TENNIS COURTS AND PLAYGROUND**
- **MEINECKE AND RUBY SEWER PROJECT**

ROTARY

3

Monthly Property Taxes for City Services

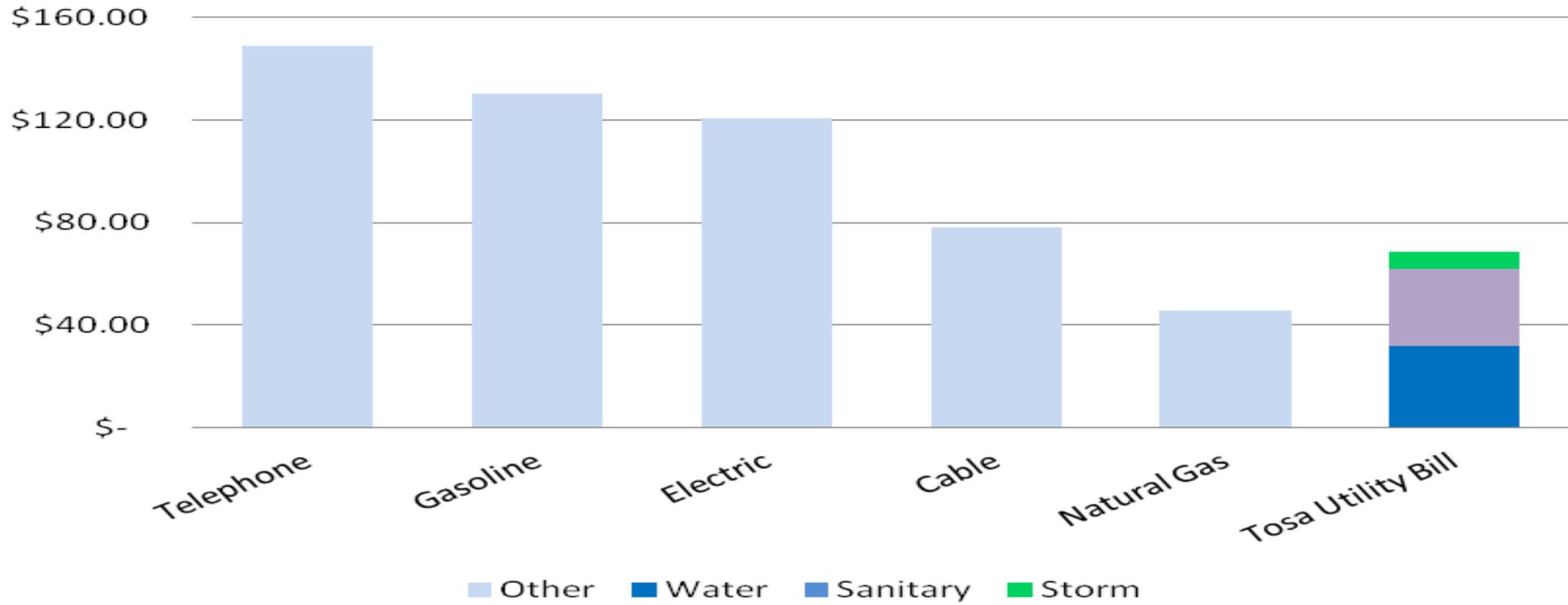
Based on an Assessed Single Residential Property Value of \$217,700



- Other Public Safety includes building regulations, weights and measures, property maintenance, crossing guards and traffic controls

**Average Household
Monthly Cost
\$137.18**

Average Monthly Household Costs



Electric: 802 kWh per household (per Department of Energy residential monthly average) * .13945 energy charge + .30 facilities charge X 30 days.

Telephone: \$123 for average family cellular phones (mid-plan minutes with mid-texting) plus \$26 for a landline with long distance.

Cable: \$78.00 based on several news reports of average cable bills.

Gasoline: 12,000 miles per year @25 mpg X \$3.25/12 months (Milwaukee average on 1/9/14 based on www.WisconsinGasPrices.com)

Natural Gas: 56,581 cf per year (per Department of Energy residential annual average)/100 (conversion to therms)/12 months * .77006 rate + .31 facilities charges X 30 days.

WAUWATOSA STRENGTHS



- **SENSE OF COMMUNITY**
- **GEOGRAPHIC LOCATION**
- **CITY WITH MOMENTUM AND ACTION**
- **FACILITIES AND INSTITUTIONS**
- **COMMUNITY ASSETS**

WAUWATOSA CHALLENGES

- **MANAGE GROWTH AND ECONOMIC DEVELOPMENT**
- **PRESERVE ESSENTIAL SERVICES WITH FISCAL CONSTRAINTS**
- **MAINTAIN INFRASTRUCTURE**
- **EXPAND CITIZEN ENGAGEMENT AND INVOLVEMENT**
- **GEOGRAPHICALLY LAND-LOCKED**



Wauwatosa City Hall & Civic Center

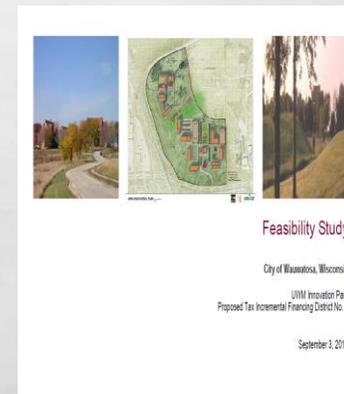
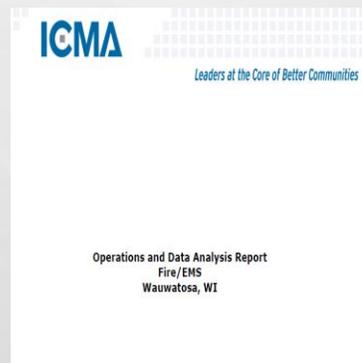
Wauwatosa, Wisconsin

Master Plan Study

July 27, 2010

WORK DONE SO FAR...

- **EXTENSIVE REVIEW OF MANY CITY DOCUMENTS (PLANS, BUDGETS, STUDIES, ETC.)**
- **COMMON COUNCIL AND DEPARTMENT DIRECTOR INTERVIEWS**
- **2 DEPARTMENT DIRECTOR MEETINGS**
- **3 REVISED DRAFTS OF THE PLAN**
- **6 COMMON COUNCIL SESSIONS**



COMPONENTS OF OUR STRATEGIC PLAN

MISSION

MISSION defines an organizational purpose.

VISION

VISIONS are where an organization would like to be.

STRATEGY

STRATEGIES are a plan of action.

GOAL

GOAL

GOALS are things an organization plans to achieve in order to advance the vision.

ACTION STEP

ACTION STEP

ACTION STEPS are steps toward achieving GOALS.

VISION: A CITY WITH GREAT SERVICES

**STRATEGY:
PRESERVE AND MAINTAIN OUR ESSENTIAL SERVICES
AND INFRASTRUCTURE**

A CITY WITH GREAT SERVICES

WHY?

- ❖ **DOING WELL; STRIVING TO DO BETTER**
- ❖ **LIMITED RESOURCES AND A BROAD ARRAY OF ESSENTIAL PRIORITIES**
- ❖ **“HOW TO PAY FOR OUR SERVICES MUST BE ANSWERED?”**

Cross-department collaboration

Outcome focused accountability

Shared services

Prioritize infrastructure needs

Fire and emergency services

Community consensus

School District relationship

Infrastructure funding

Multi-modal transportation systems

Prioritize city services

Police and law enforcement

Data-driven decision-making

VISION: A COMMUNITY OF CHOICE

**STRATEGY:
GROW AND EXPAND ON THE QUALITIES THAT MAKE
OUR COMMUNITY DISTINCT AND UNIQUELY
ATTRACTIVE**

A COMMUNITY OF CHOICE

WHY?

- ❖ **BUILD ON OUR CITY STRENGTHS**
- ❖ **QUALITY OF LIFE – NEIGHBORHOODS AND AMENITIES**
- ❖ **ENCOURAGE NEW RESIDENTS AND BUSINESSES TO MAKE TOSA “HOME”**

Community of trees

Neighborhoods and associations

Citizen engagement

Distinct business districts

East – West qualities

Walking and biking

Public and private schools

Historic homes

Multi-family development trend

Public spaces

Favorable pull factor

Safe community

Favorable pull factor

**VISION:
THE PREFERRED LOCATION FOR
CONDUCTING BUSINESS**

**STRATEGY:
FOCUS ON BUSINESS RECRUITMENT AND EFFECTIVE
GROWTH MANAGEMENT PRACTICES AND POLICIES**

THE PREFERRED LOCATION FOR CONDUCTING BUSINESS

WHY?

- ❖ **SUSTAIN LONG-TERM VIABILITY – EXPAND THE TAX BASE – IMPROVE THE COMMUNITY AND DECREASE PROPERTY OWNER’S SHARE OF THE PIE**
- ❖ **THOUGHTFULLY SHAPE AND INFLUENCE THE DEVELOPMENT AND HOW WE MOVE PEOPLE - TRANSPORTATION**

Land use and zoning

Economic development policies

Tax Increment Financing

Development potential

Comprehensive plan

Progressive growth philosophy

Housing development

Managed growth

Transit planning

County grounds

Urban life/services

Density

Parking needs

Traffic management

**VISION:
AN ORGANIZATION DEFINED BY
EXCELLENCE**

**STRATEGY:
IMPLEMENT EFFICIENT AND EFFECTIVE SERVICE
DELIVERY MODELS AND CUSTOMER SERVICE BEST
PRACTICES**

AN ORGANIZATION DEFINED BY EXCELLENCE

WHY?

- ❖ **BEST PRACTICES TO DELIVER EXCELLENT CUSTOMER SERVICE FOR RESIDENTS AND BUSINESSES**
- ❖ **ADOPTING PRACTICES TO MAXIMIZE PERFORMANCE AND ACCOUNTABILITY**
- ❖ **STREAMLINE BUSINESS PROCESSES TO ENHANCE CUSTOMER'S INTERACTION WITH US**

Council and staff roles

Delegation of duties

Benchmark practices with peers

Organizational structure

Prioritize services

Lean

Service delivery models

Council Committee system

Open-ended policy issues

Cross department collaboration

Organizational culture

Workforce development

Citizen Expectations

**VISION:
RECOGNIZED REGIONAL, STATE AND
NATIONAL LEADER**

**STRATEGY:
IDENTIFY OPPORTUNITIES TO PURSUE GREATER
INFLUENCE IN THE REGION, STATE AND NATION**

RECOGNIZED REGIONAL, STATE AND NATIONAL LEADER

WHY?

- ❖ **PROACTIVELY ACCESS AND INFLUENCE REGIONAL AND STATE POLICY, GROWTH AND DEVELOPMENT**
- ❖ **WORK ON ECONOMIES OF SCALE THROUGH SHARED SERVICES**
- ❖ **STRONG POSITIVE IMAGE THAT ENCOURAGES FUTURE DEVELOPMENT**

Intergovernmental relations

Distinctive economically

Adjacent (border) cities

24-7-365 community

Reputation

Advisory roles

M7, ICC, SEWRPC

Public-private partnerships

State legislation delegation

Regional role and asset

Policy statements

Council and staff strengths

Existing partnerships

Recognition for full services



Quality of Life



Economic



Environment

NEXT STEPS...

- **REVIEW FEEDBACK AND CONTINUE TO DEVELOP STRATEGIC PLAN**
- **COMMON COUNCIL WORK SESSION**
- **ADOPTION BY THE COMMON COUNCIL**
- **PLANNED IMPLEMENTATION**

QUESTIONS

THANK YOU!!!



MAYFAIR COLLECTION



PHASE TENANTS

- **SAKS OFF 5TH**
- **NORDSTROM RACK**
- **DICKS SPORTING GOODS**
- **OLD NAVY**
- **DSW SHOE WAREHOUSE**
- **TJ MAXX**
- **MEN'S WAREHOUSE**
- **CARTERS**
- **OSKKOSH**
- **ULTA BEAUTY**

MAYFAIR COLLECTION SECOND PHASE COULD BEGIN IN APRIL

THE BUSINESS JOURNAL, JANUARY 13, 2014



ROTARY

29

MEIJER STORE PROPOSED FOR TOSA WINS PLAN COMMISSION APPROVAL

JOURNAL SENTINEL, SEPTEMBER 11, 2012

1.1.b



ROTARY

30

Attachment: Strategic Plan Community Presentation V3 (2044 : 3rd Draft of Strategic Plan)

MAYFAIR MALL





CITY OF WAUWATOSA

CITY HALL
7725 WEST NORTH AVENUE
Telephone: (414) 479-8917
Fax: (414) 479-8989

COMMENTS

RE: CITY OF WAUWATOSA STRATEGIC PLAN PRESENTATION

Name _____

Address _____ Email _____

Race _____ Age _____ Gender _____ Education Level _____

1. How would you rate the following: Vision – A City with Great Services → Strategy – Preserve and Maintain Our Essential Services and Infrastructure?

Not Important Somewhat Important Very Important Essential

Comments _____

2. How would you rate the following: Vision – A Community of Choice → Strategy – Grow and Expand on the Qualities That Make Our Community Distinct and Uniquely Attractive?

Not Important Somewhat Important Very Important Essential

Comments _____

3. How would you rate the following: Vision – The Preferred Location for Conducting Business → Strategy – Focus on Business Recruitment and Effective Growth Management Practices and Policies?

Not Important Somewhat Important Very Important Essential

Comments _____

4. How would you rate the following: Vision – An Organization Defined by Excellence → Strategy – Implement Efficient and Effective Service Delivery Models and Customer Service Best Practices?

Not Important Somewhat Important Very Important Essential

Comments _____

Attachment: Survey Comment Sheet - Public MeetingsV2 (2044 : 3rd Draft of Strategic Plan)

5. How would you rate the following: Vision – Recognized Regional, State and National Leader → Strategy – Identify Opportunities to Pursue Greater Influence in the Region, State and Nation?

Not Important Somewhat Important Very Important Essential

Comments _____

6. Please rank each Vision/Strategy in order of what you feel should be the City’s primary objective, with 1 being the most important?

_____ Vision – A City with Great Services → Strategy – Preserve and Maintain Our Essential Services and Infrastructure

_____ Vision – A Community of Choice → Strategy – Grow and Expand On the Qualities That Make Our Community Distinct and Uniquely Attractive

_____ Vision – The Preferred Location for Conducting Business → Strategy – Focus on Business Recruitment and Effective Growth Management Practices and Policies

_____ Vision – An Organization Defined By Excellence → Strategy – Implement Efficient and Effective Service Delivery Models and Customer Service Best Practices

_____ Vision – Recognized Regional, State and National Leader → Strategy – Identify Opportunities to Pursue Greater Influence in the Region, State and Nation

Comments _____

7. How would you rate your satisfaction with the major components of the strategic plan, with 5 being the most satisfied?

1 2 3 4 5

Comments _____

8. If you ranked your satisfaction low in the previous question, why did you and/or what would you like to have seen in the strategic plan that was not presented?

Comments _____

Additional Comments _____

