



CITY OF WAUWATOSA

COMMITTEE OF THE WHOLE

MINUTES • JULY 22, 2014

Regular Meeting

Common Council Chambers

6:30 PM

7725 West North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. Stippich, Tilleson, Walsh, Walz-Chojnacki (6:45 p.m.), Wilke, Wilson, Bryne, Berdan, Dubinski, Hanson (7:15 p.m.), McBride, Moldenhauer, Pantuso, Roznowski -14

EXCUSED: Alds. Causier, Kofroth

ALSO PRESENT: Mr. Archambo, City Administrator
Mr. Brown, Asst. to the Administrator

Ald. McBride in the Chair

COMMITTEE OF THE WHOLE ITEMS

1. Strategic Plan: Phase 2 - Goals and Action Steps

Mr. Archambo began the meeting by reinforcing the importance of establishing an ongoing conversation about the City's priorities. The process of creating an overall strategic plan for the City is at the point where a plan could be adopted as is, the plan could be referred to another committee for further discussion, or it can be modified. The intent of the entire planning process is to identify what is important so staff can spend time and resources on those issues.

The last action taken by the Common Council on the strategic plan was adoption of Part 1, the vision statements and strategic elements on April 1, 2014. Under consideration this evening is adoption of the goals and action steps. Proposed goals and action steps were developed by a work group of employees with the intent of supporting the vision statements and strategic elements.

The 23 goals have 82 action steps. Accomplishing even one step every month will take nearly seven years. Inasmuch as this plan is intended to be a living document, however, it will be changed and modified over time as needs dictate. The strategic plan is intended to identify priorities over the next 3-5 years and will shape and influence the City in the future. The plan creates a foundation on which to build.

Mr. Archambo briefly reviewed contracting with Springsted, Inc., the consultant who would guide the creation of the plan, noting the many meeting and listening sessions that were held with elected officials, and other stakeholders to obtain critical feedback about the future of Wauwatosa in anticipation of the plan's creation. The eventual adoption of goals and action steps will create the link between the Common Council's strategic planning efforts and staff's efforts to implement the plan.

Mr. Archambo stated the plan will affect the 2015 budget to the extent that department budget narratives will reflect SMART goals. Priority-based budgeting, however, is a method that cannot be implemented quickly.

Mr. Archambo then reviewed the visions developed as part of the strategic plan:

- *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*

Each of these visions has between three and seven goals that were developed to support the vision, and specific

action steps for each goal to effect their implementation. (The document detailing the action steps is attached.) Mr. Archambo explained that the SMART goals for the department directors relate to the vision statements above; work groups will be working on issues together, bringing many disciplines to the effort. Committee members agreed that successful completion of action items depends on accountability and proper management. Mr. Archambo added that a schedule of twice-yearly evaluations and modifications is being considered. The ongoing challenge is for staff to find the time needed for this planning, since the bulk of employee time is occupied with the day-to-day projects already. As the city budget becomes even more challenging, the plan should assist in the coming years (2017 and beyond) to focus on issues already identified as priorities.

Responding to a question about emphasis on LEAN initiatives, Mr. Archambo stated that while several staff members have gone through the yellow and/or green belt levels, there are not enough employees yet familiar with the philosophy to develop a LEAN culture. Some projects have been completed with varying degrees of success, but the resulting follow-up has been difficult to complete. The completed projects need to be evaluated in terms of time and money spent and savings realized.

Committee members cautioned about the amount of time that planning can take, noting that processes can become meeting-heavy and assessment-heavy. Balance is critical for the staff so regular task can also be accomplished. One observation was that more investment in staff may be needed, based on the goals and action steps, rather than reliance on outside consultants. Committee members were urged to trust that staff will continue on the path already laid out, and resist the temptation to tinker and micro-manage.

Mr. Archambo stated that the Committee will receive staff's progress report in December. Some of the easiest action steps will likely have been completed by then and it is hoped that the year-end report can outline a schedule for some of the rest.

BREAK 7:55 P.M. - 8 P.M.

2. Review of the Council Committee structure after trial period

Ald. McBride summarized this issue, noting that a 90-day trial period of the use of two 'super' council committees was implemented in April. The structure replaced the five-committee structure that had been in use. As well, streamlining was also implemented to the extent that some items now come for final Common Council approval directly from the Plan Commission.

Community Development Committee Chair Ald. Pantuso opined that this has been an interesting experiment and suggested continuing the trial period through the end of the year, inasmuch as committee meetings are typically not scheduled during August, and the focus in fall will be on the 2015 budget process. Committee topics to date have been varied and meetings have gone well overall.

Budget and Finance Committee Chair Ald. Roznowski agreed that more time is needed. The initial meetings under the trial structure were difficult because of their length, but that has been less of an issue over time. Some juggling of issues between committees has occurred in an effort to distribute the workload equitably. Changes in the authority granted to the Plan Commission have only been in effect for a couple of cycles and more time is needed to evaluate that decision.

Ald. Roznowski proposed the following for consideration: (1) All LLC Committee items be handled by the Community Development Committee; (2) Employee Relations Committee items be handled by a Committee of the Whole, rather than Budget and Finance Committee, due to the ongoing contract negotiations; (3) 2015 budget meetings be handled by Committee of the Whole because of the importance of this subject.

The point was made that when the trial period began, it was agreed that no other action would be needed upon its conclusion if no changes were made. No vote is needed to continue the trial. Additionally, all Council members are always welcome to attend Budget Committee meetings; a Committee of the Whole structure isn't necessary. With regard to the trial, staff needs to be mindful of how many items can be considered during one meeting.

Ald. Walsh spoke against the trial structure, stating it is harder for citizens. They may be required to sit through hours of discussion before their issue is considered. Additionally, discussion is tighter and more focused with smaller committees. The trial structure is creating a leadership void, with only two chairs, instead of five. Ald. Hanson concurred, stating that the original five-committee structure worked satisfactorily. He questioned whether committees are doing a better job now since it is no longer possible to attend another committee meeting on an issue. Constituents should not be required to wait for hours to discuss their issue. If this structure does continue, then meeting start times need to be earlier than 7 p.m. since eight members may talk more than five.

Ald. Walz-Chojnacki opined that the new structure is working 'okay.' Late meetings also occurred under the previous structure; perhaps earlier start times should be considered to accommodate the constituents.

Ald. Wilson thanked the more experienced members for their perspectives, and noted he was not impressed with the effects of the trial. Benefits are questionable and there are agenda challenges. The five-committee organization provided more compartmentalization and structure. He acknowledged that the importance of issues previously considered by the Employee Relations Committee may warrant those kinds of items going to a larger committee. Ald. Wilson opined that some committee meeting have been very short recently; in light of the many issues facing the City, they should not be shorter than an hour. He suggested that a mechanism is needed for pending issues; perhaps committee agendas could include an item detailing future items for consideration.

Ald. Stippich observed that the new structure seems to be working adequately; however, this is also the only structure he has worked under. He opined that separate committees may encourage more focus on specific topics; there is some benefit to that. Some items may receive less discussion if part of a large agenda.

Comments were also made about assigning start times to specific agenda items, putting more challenging items towards the top of the agenda, whether some smaller issues are getting lost in a larger committee structure, and the fact that smaller committees lend themselves well to dynamic discussions. It was noted that with the traditional committee structure, the later meetings could be delayed, or lack a quorum, if the earlier meetings did not abide by the set time limits. The same amount of work is being accomplished in this new forum, but some 'personal touch' is being lost. There seem to be fewer opportunities for collegiality among council members. One benefit of the current structure is that there is no rushing to get to a second meeting.

Mr. Archambo polled department directors, soliciting their opinions about the trial structure. Sentiments vary from indifference to cautious approval of the two-committee structure. The consensus is that the current process works, but it is difficult to attend both meetings when items appear on both agendas. Staff does appreciate that meeting start times are not delayed. The point was also made that meetings were shorter before under the traditional format, with more focused agendas.

Ms. Ledesma, City Clerk, commented that her clerical staff appreciates the earlier start time, and would be willing to begin meetings even earlier. It is difficult compiling the order of two agendas to assure that staff members can be available for their respective items at two meetings. Staff members have asked whether certain issue-related items will always be at the beginning or always at the end of an agenda. One staff member initially felt disconnected from her committee items when she was no longer attending committee meetings; the clerical person replacing her does not have her depth of knowledge on particular licensing issues.

The point was made that under the trial structure, residents are represented by their district alderpersons on every item. Ald. Walz-Chojnacki asked whether a structure consisting of four 8-member committees can be created where only two committees meet on a given evening. There would once again be four committee chairs and meetings could occur once or twice monthly.

It was moved by Ald. Hanson, seconded by Ald. Walsh
to revert to the original committee structure. -

Ald. Wilson supported the motion on the floor and suggested that the Council needs to maximize its meeting time; if that means earlier start times, he is supportive.

Ald. Stippich suggested that the reason given for trying the trial structure was that certain decisions were being made without the benefit of district council members being present. Perhaps the better course of action is to adjust the two-committee system. Ald. Byrne concurred that a continued trial period is needed during which certain adjustments can be tried. Discussion ensued about the pros and cons of continuing the trial period; if it is continued, what adjustments ought to be made?

Ald. Pantuso suggested 6:30 p.m. start times, rather than 7 p.m., and to break the agendas into specific blocks of time (i.e., 6:30-7:30 p.m.) for consideration of certain items. This will give residents a better idea of when an issue will be considered, and will create breaks in the agenda if a time-block finishes early. He committed, as Chair of Community Development Committee, to adhering to such a schedule. It will encourage focused, concise discussions.

Ald. McBride observed that four committees seems like a good compromise and will provide leadership opportunities. Representation from all aldermanic districts is possible. More compartmentalized discussions can occur on specific items. A 6:30 p.m. consistent start time is reasonable.

Ald. Tilleson urged the Maker and Second of the motion to consider a four-committee structure. Some change is needed; reverting to the five-committee structure doesn't accomplish that.

Roll call vote on original motion, Ayes 5 (Tilleson, Walsh, Wilson, Hanson, McBride), Noes 8 (Stippich, Walz-Chojnacki, Berdan, Byrne, Dubinski, Moldenhauer, Pantuso, Roznowski), Present 1 (Wilke). -Motion failed.

It was moved by Ald. Pantuso, seconded by Ald. Walz-Chojnacki to continue with the trial structure, and to convene again in September after giving tonight's comments and suggestions additional thought. --

It was moved by Ald. Tilleson, seconded by Ald. Wilson to refer this issue to the Legislation, Licensing, and Communications Committee for further consideration and to return the issue to Council with a recommendation as appropriate. --

Ald. Pantuso withdrew his motion.

Vote on the motion to refer, Ayes 12, Noes 2 (Walsh, Hanson)

The meeting adjourned at 9:28 p.m.

Carla A. Ledesma, CMC, City Clerk



**City of Wauwatosa
Committee of the Whole Meeting**

Tuesday, July 22, 2014

**Proposal for Part 2 (Goals and Action Steps) of a Two-Part Approval of an
Overall Strategic Plan for the City of Wauwatosa**

City of Wauwatosa Strategic Plan

Over the course of the past 14 months the City has embarked on a deliberate and methodical path to develop a strategic plan. A strategic plan is a tool for us as a community to identify priorities, programs and services, and put them into common elements (vision, strategies, and goals) by organizing them into one document that serves as a valuable resource and guide for the future. For Wauwatosa – with significant activity underway and great promise for the future – a strategic plan is a prerequisite for effective governance and policy-making.

Benefits to a Strategic Plan

A strategic plan is a means for the Common Council to ensure that resources are applied in an optimal manner. Similar to all cities and towns, City resources (time, money and people) are constrained and a strategic plan complements and coordinates all planning tools in use today, including the Comprehensive Plan. Several key benefits to our efforts include:

- Provide a written road map with clear accountabilities and documentation
- Enhance our ability to focus on the most important policy and program areas
- Communicate to current and prospective residents, employees, businesses and stakeholders what is important

The Outcome (Vision Statements, Strategies and Goals)

The future direction of the City is highlighted in the following five comprehensive vision statements. From a best practice standpoint, the plan identifies the most essential elements in the City and the community.

- *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*

Common Council Commitment

Initiated by the Council and implemented through the City Administrator's Office, the process has been described as thorough, comprehensive and inclusive. The process involved numerous steps including participation from City staff and community stakeholders (eight meetings from January – March). The Common Council was involved early on with individual interviews and then collectively with four work sessions. An update on the process and work to date also occurred at the October 15th Common Council meeting. Participation from the Council and individual members has been instrumental in the progress and development of the strategic plan. Council input has shaped the vision, strategies, qualities and

characteristics, and the City’s strengths and challenges. Earlier Council input has also been considered in the identification of goals and action steps.

The Future – Next Steps

In strategic planning *parlance* the easiest part of the process is nearing completion. This is an essential point to embrace and understand. The implementation of the plan and vision requires ongoing commitment from all Wauwatosa officials: Mayor, Common Council, City Administrator, Department Heads and the entire staff team.

Wauwatosa is moving forward in a two-step process with Part 1 – adoption of the vision statements and strategic elements – being approved by Council resolution on April 1st. Part 2 – adoption of the goals and action steps – is being reviewed for consideration this evening.

The following immediate specific steps are desirable to move forward with the strategic plan.

I. Short Term Responsibilities of the Common Council

1. Commit to personally understanding the vision and main concepts in the plan
2. Disseminate and distribute the plan in City and District meetings
3. Continue to include the plan in new Council orientation
4. Develop a schedule for periodic updates and reviews (start with quarterly)
5. Take responsibility for goals and action steps that originate with the Council
6. Use as a guide for the development of the 2015 budget

II. Short Term Responsibilities of City Administration and Staff

1. Convene department leaders to delegate responsibilities of certain goals and action steps within each vision element
2. Communicate the strategic plan (Part 2) to the staff, public and stakeholders (e.g. website, newsletters, social media, etc.)
3. Develop integration and immersion ideas including the budget process, existing and future planning documents, leadership team meetings, performance measurement, professional development and training, new employee orientation, etc.

By moving forward with these steps and others you identify, we will ensure that the process and plan becomes a “living, working tool” for the City. Finally, make sure you celebrate successes and recognize the City’s good work and progress. Always remember that this document will evolve and change as the City moves forward.

As the Vision clearly states, “As stewards of our future, we have high expectations for ourselves, our citizens, and this special place we call Wauwatosa.” Your work to date is an extraordinary step forward.

Goals and Action Steps (DRAFT)

Wauwatosa: A City with Great Services

1. Develop a performance management system
 - Action step: Identify existing outcome measures for City services with the assistance of department directors
 - Action step: Create and implement new outcome measures for City services, if necessary
 - Action step: Develop a performance dashboard for the City website and internal usage
 - Action step: Develop an annual performance report based on identified measurable criteria
2. Transition from existing budgeting practices to performance/priority based budgeting
 - Action step: Identify methodology and process for new budgeting practice
 - Action step: Developing a budget template
 - Action step: Train department directors/managers and Council members on the concepts of performance/priority based budgeting
 - Action step: Transition to performance/priority based budgeting in 2018
 - Action step: Explore long-term solutions to revenue and expenditure imbalance
3. Develop a private property inflow and infiltration policy for sewer overflows during weather events
 - Action step: Develop policy options including financing strategies for Council consideration
 - Action step: Seek and apply for grant opportunities
4. Pursue multi-jurisdictional collaborations and partnerships
 - Action step: Update the City's shared services inventory
 - Action step: Identify services and programs by department (inventory of what the City does and why)
 - Action step: Develop a means to rank each functional activity for greatest shared services opportunities
 - Action step: Define a shared services strategy, or priorities
 - Action step: Reach out and market opportunities to other communities and businesses
 - Action step: Expand partnership with Wauwatosa School District (open space study)
5. Expand the tax base significantly (\$125-\$250 million through the end of 2019) through proper land use in a defined and thoughtful manner
 - Action step: Develop value density zoning districts within the zoning code and comprehensive plan to encourage these types of developments
 - Action step: Align City economic development investment programs with the identified opportunity areas
 - Action step: Conduct a Mayfair corridor study (including the Northwest Quadrant of the Milwaukee County Grounds)

Wauwatosa: A Community of Choice

1. Ensure optimal opportunities for housing in all stages of life
 - Action step: Complete a housing inventory and market study
2. Optimize and identify public investment opportunities for recreation and open space facilities
 - Action step: Determine what partners would like to participate in an open space facilities plan
 - Action step: Create and release a request for proposal to engage a consultant
 - Action step: Review recommendations and build an implementation plan

- Action step: Identify available funding options for projects
3. Provide additional opportunities for public participation in civic matters
 - Action step: Develop a plan for expanding citizen participation in the budgeting process
 - Action step: Develop and implement a Citizen’s Academy – ‘Civics 101’
 4. Strengthen our City image and reputation
 - Action step: Develop an implementation plan from the Ad-Hoc Marketing Committee recommendations for Council adoption
 - Action step: Consolidate and expand existing communication resources
 - Action step: Re-evaluate participation in Visit Milwaukee
 5. Create a communication plan and strategy for internal and external communications during routine operations and emergency situations
 - Action step: Develop policies for internal and external communications
 - Action step: Develop a process for communicating progress on capital projects
 - Action step: Increase utilization of the City website by external users
 6. Maintain high aesthetics and standards for residential, commercial and industrial properties and green space to attract and retain residents and businesses in the City
 - Action step: Review and expand the code enforcement programs in order to prioritize and proactively seek resolutions
 - Action step: Educate the public on available housing rehabilitation program sources
 - Action step: Re-evaluate the sign code for possible revision
 - Action step: Pursue opportunities with WisDOT projects to implement community sensitive solutions (CSS), i.e., State acts as a partner during State construction projects to identify the characteristics of a community by helping maintain them
 - Action step: Set aside 1% of the capital budget for CSS
 7. Preserve and Improve the health and safety of the community through a Healthy Wauwatosa Initiative by 2017
 - Action step: Adopt the 2011 City of Wauwatosa Community Health Assessment and the 2014-2017 City of Wauwatosa Community Health Improvement Plan as an addendum to the larger City of Wauwatosa plan.
 - Action step: Implement the Community Health Improvement Plan and link it to larger city initiatives such as the bike/pedestrian plan, Safe Walks to School; City’s Employee Wellness Program ; and WSD WITS, Tosa United and Wellness Policy; special surveys to explore needs of special/vulnerable populations
 - Action step: Participate in collaborative initiatives for health and safety with health, fire, police, human resources, library, development and multiple departments
 - Action step: Engage citizens in a culture of health and safety
 - Action step: Develop a communication/marketing plan for promotion of Healthy Wauwatosa initiatives including social media/marketing
 - Action step: Report the results of a comprehensive Healthy Wauwatosa Initiative and outcomes in the City of Wauwatosa Health Department Annual Report

Wauwatosa: The Preferred Location for Conducting Business

1. Review the state of major plans and studies
 - Action step: Create an inventory of active plans that have remaining action items

- Action step: Complete an annual report showing progress of major plans including the North Avenue and Village plan
2. Foster business development through proactive strategies
 - Action step: Identify and plan for areas with low-value density development
 - Action step: Implement economic development investment program guidelines
 - Action step: Create and implement a marketing and business recruitment program
 - Action step: Create and implement a business retention program
 - Action step: Initiate a development survey instrument to gather business feedback
 3. Explore efficient modes of transportation to move people
 - Action step: Form a bike/ped workgroup with the intent to develop an implementation plan
 - Action step: Create a transit survey and survey community groups
 - Action step: Develop a TOSA streets policy for Council consideration
 - Action step: Continue to partner with WISDOT, SEWRPC, and other groups to understand traffic patterns and appropriate routing

Wauwatosa: An Organization Defined By Excellence

1. Identify and continue workforce development programs, policies and opportunities
 - Action step: Develop options to fund the employee compensation plan
 - Action step: Prepare professional development plans for all employee groups
 - Action step: Integrate elements of the strategic plan into employee annual performance evaluations
 - Action step: Evaluate employee benefit programs to enhance retention and recruitment
2. Foster a culture of continuous improvement using performance management systems
 - Action step: Analyze the Common Council committee structure
 - Action step: Create a Quality Improvement Committee with staff members to study and implement more efficient and effective business practices
 - Action step: Review Lean projects to identify effectiveness in the workplace
 - Action step: Conduct staffing studies in identified departments
 - Action step: Develop a document management process for more efficient keeping of records and process flow
3. Review City Hall Study conducted in 2010
 - Action step: Identify completed work and what remains to be finished
4. Conduct an internal organization policy inventory
 - Action step: Identify, review and modify administrative policies and other organization policies
 - Action step: Identify unwritten policies, and create written policies, where needed
 - Action step: Review best practices of other municipalities, and businesses, if relevant
 - Action step: Identify risk and exposure gaps in policies
 - Action step: Develop a review and update procedure to ensure continuous evaluation of policies

Wauwatosa: Recognized as a Regional, State and National leader

1. Identify associations, groups and organizations to participate in
 - Action step: Identify what groups and organizations the City presently is a member
 - Action step: Identify leadership roles and opportunities

2. Develop an annual legislative and policy platform/strategy
 - Action step: Identify annual Council priorities
 - Action step: Assign specific staff to monitor the priorities during the year
 - Action step: Create a policy to respond to timely and emergency legislative business
3. Enhance our relationship with Milwaukee County and other regional partners
 - Action step: Develop strategies to work with Milwaukee County on common issues (e.g., radios, water, disaster preparedness, etc.)
 - Action step: Hold regular meetings with elected officials and staff at different levels of government
4. Initiate and lead innovative collaborations and partnerships
 - Action step: Develop a list of existing partnerships and collaborations
 - Action step: Develop method to enhance and expand working relationships
 - Action step: Coordinate communications among boards, committees and commissions
 - Action step: Collaborate with Milwaukee Medical Regional Center
 - Action step: Create a task force to, potentially, consolidate Milwaukee County Grounds Water Utility Providers, per Public Policy Forum Report



CITY OF WAUWATOSA
COMMITTEE OF THE WHOLE
MINUTES • OCTOBER 15, 2013

Regular Meeting **Common Council Chambers** **6:45 PM**
7725 West North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. McBride, Moldenhauer, Pantuso, Tilleson, Walz-Chojnacki, Wilke (7:25 p.m.), Wilson, Berdan, Birschel, Causier, Donegan, Dubinski, -12

EXCUSED: Alds. Ewerdt, Organ, Roznowski

ABSENT: Ald. Hanson

ALSO PRESENT: Mr. Archambo, City Administrator; Ms. Miller-Carter, Asst. City Attorney; Mr. Kesner, City Attorney; Mr. Porter, Public Works Director; Police Capt. Sharpee; Fire Chief Ugaste

Ald. McBride in the Chair

The President called the meeting to order at 6:48 p.m.

COMMITTEE OF THE WHOLE ITEMS

1. Railroad quiet zone application and status

Mr. Kesner discussed the staff's ongoing efforts the past few months to re-establish the railroad quiet zone in the City. To provide a context for these efforts, Mr. Kesner relayed background information about the regulation of railroads, noting that the Interstate Commerce Act of 1887 created the first regulations. The authority to regulate this industry lies with the US Congress.

Currently, the Surface Transportation Board has regulation over routes and the Federal Railroad Administration has authority over quiet zone (QZ) regulation, among other duties.

The ICC Termination Act of 1995 preempted most local control. Railroads are not subject to state environmental regulations or land use regulations. State and local regulation is permissible only where it does not interfere with interstate rail operations; even noise and air pollution nuisances have been found to interfere with interstate commerce. Local implementation of federal statutes (i.e., Clean Water Act, Clean Air Act, etc.) is permitted at times. There is some local jurisdiction over off-track activities.

Inasmuch as trains collide with vehicles or pedestrians every two hours nationwide, the issue of rail crossing safety is of considerable importance. Nearly 50% of these collisions occur at crossings with active warning devices. Trains horns are a proven safety device to prevent grade-crossing accidents. In 1994, Congress passed a law requiring the use of train horns, but also allowed the creation of quiet zones under certain circumstances. Alternative safety measures (ASM's) must be in place, however, and a complex analysis of risk must be performed to permit creation of local quiet zones. The Federal Railroad Administration (FRA) reviews any such request for their creation.

In the City, the Union Pacific line had a low risk and was approved as a pre-rule quiet zone. The Soo Line corridor, however, was ineligible for an automatic quiet zone and required the installation of alternative safety measures.

The City had passed an ordinance in 1973 prohibiting the use of train horns within the City except for emergency situations and in 2005, staff brought the ordinance back before Council about its continued

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

enforcement via application for federal quiet zone status. In 2008 the City filed a detailed plan to maintain the pre-rule quiet zone. Temporary waivers were granted until June 2013 to implement improvements.

The quiet zone ended in June 2013 pending completion and approval of the alternate safety measures. The City opted to apply for permanent quiet zone status rather than an additional waiver. The FRA expedited review of the City's application and required some modifications to ASM's that had already been installed.

Finally, the Notice of Establishment of the Quiet Zone was filed on September 27, 2013, whereupon railroads had 21 days to cease the use of train horns within the City. Horns may still be used, however, if warranted. Mr. Kesner also explained that there is a crossing just east of N. 60th Street where horns must still be blown; due to the proximity to the city limits, this horn will be audible.

Mr. Kesner stated that federal law is silent on whether the City could seek to create a partial quiet zone (i.e., overnight only). He added that the quiet zone is permanent, but inventories will need to be updated and the risks recalculated, if necessary, based upon new data. The City will be permitted to update the ASM's as needed to maintain the quiet zone status.

In response to questions by Ald. Moldenhauer concerning the circumstances surrounding the expiration of the waiver in June, Mr. Kesner stated that as the June waiver deadline approached, a plan was assembled of what ASM's needed to be installed in 2008 to keep the quiet zone. Many had been installed, but in the quest to complete installation, staff did not wait for the ASM's to be approved prior to installation. The City had informally understood they would be approved, but didn't obtain the necessary pre-installation approval.

This oversight was discovered in April 2013. Since the committee that grants waivers only meets once every 6-8 weeks, the timing was such that it was more prudent to apply for the permanent quiet zone, rather than another waiver.

Ald. Tilleson recalled that about 18 months ago, the Budget and Finance Committee reviewed proposals for Village crossing upgrades. Did the FRA weigh in on the current crossings? Mr. Kesner replied that those proposals dealt mostly with pedestrian safety features, which do not factor into the QZ application very much.

Mr. Kesner added that the FRA did, however, did provide a lot of helpful input about options for improving pedestrian safety after the train struck the young boy in the Village.

Responding to a query about the possible need in the future to provide updated data relative to the quiet zone, Mr. Kesner explained that if factor change (i.e., more accidents occur, etc.) modifications to the ASM's may be required to keep the risk factors under control.

Mr. Kesner added that the possibility of a partial quiet zone cannot be researched at present because the City's contact at the FRA is on furlough.

RESULT: INFORMATION ONLY

2. Presentation by Dave Unmacht, Springsted, Inc., related to strategic planning

Mr. Archambo introduced this item, stating that the upcoming session with the Council members on October 22, 2013 is the next step in the strategic planning process for the City. The City retained the services of Springsted, Inc., to facilitate this project, and some months ago, Council members and department directors met with Dave Unmacht of Springsted to provide their thoughts and perspectives about a broad number of topics.

A draft document has been created based upon those interviews which will act as a springboard for discussions about the City's focus for the next 3-5 years. It is not anticipated that the work will be completed in next week's three-hour session; a possible follow-up session may be scheduled for November 7.

Mr. Unmacht distributed the background materials that will be used during the October 22 strategic planning session. While there are always barriers to strategic planning, the benefits are that it can provide an organized road map the enables organizations to focus on what is most important and allocate its resources accordingly.

(Ald. Wilke present 7:25 p.m.) -11

The packet also contained samples of worksheets that will be used to help prioritize strengths and challenges facing the City. To assist the Council members in these activities, demographic and financial information will also be provided on October 22nd. Mr. Unmacht urged the Council members to review this material in advance of the October 22nd, as their input, ownership and buy-in will be critical to the success of this exercise.

(Ald. Ewerdt present 7:29 p.m.) -12

There being no further business, the meeting adjourned at 7:32 p.m.

RESULT: INFORMATION ONLY

Carla A. Ledesma, CMC, City Clerk

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

CITY OF WAUWATOSA
MEMO



To: **Committee of the Whole**

From: **Eileen Miller-Carter**

Date: **October 11, 2013**

Subject: **Railroad quiet zone application and status**

The Federal Railroad Administration approved the City's public authority application, entitling the city to restore its quiet zone. The City filed its Notice of Establishment of Quiet Zone on September 27, 2013 and the railroad companies notified the parties that train horns would cease sounding of routine horns on October 8, 2013. The FRA's approval encompassed all of the city's safety upgrades to its crossings.

We provided a memo to the Committee on Traffic and Safety for its September 17, 2013, meeting, but due to time restrictions at that meeting, some questions were put over to this October 15th meeting of the Committee of the Whole.

1. Alderman Wilke questioned if the quiet zone could be converted to a partial quiet zone during night time hours so the horns would sound during day time hours but would comply with a night time quiet zone?

The quiet zone is established 24 hours a day, seven days a week, based on the city's passage in 1973 of an ordinance banning train horns and whistles. The federal train horn rule and regulations do not prohibit a community from changing its quiet zone status from full time quiet zone to partial quiet zone. The rule is silent as to whether a change to a partial quiet zone will jeopardize the city's future ability to reinstate a full time quiet zone nor does it specifically address the steps or time involved in establishing a partial quiet zone.*

It should be noted that the City's continual efforts to maintain its quiet zone originating from a 1973 ordinance began in 2004, in anticipation of implementation of the federal train horn rule. Also, the city's current quiet zone in the SOO corridor did not qualify for automatic approval; an application for a partial quiet zone may also require similar procedure.

2. Alderman Moldenhauer questioned if the resumption of the quiet zone is permanent or will additional steps be required to ensure the quiet zone status?

The FRA rules required that the city implement safety measures at certain crossings to ensure that the crossings' safety features could adequately compensate for lack of a train horn. The improvements are permanent but calculations determining the city's risk index are not because calculations used for comparisons are based on current collision data involving injuries and fatalities.

Per 49 CFR section 222.47, between two and a half to three years after the Notice of Establishment of Quiet Zone, the city must affirm in writing that all safety measures (SSM and ASM) continue to conform to requirements to maintain the quiet zone and provide a grade crossing inventory form for each crossing in its quiet zone.

The train horn rule permits a ban on routine sounding of horns if the railroad crossings can be made safe to reduce the “Quiet Zone Risk Index” below the “Risk Index with Horns” or below the “Nationwide Significant Risk Threshold” (these are all specific defined terms under the federal rules). The city’s quiet zone eligibility was based on the risk index with horns, (RIWH) comparing the RIWH with its QZ risk index.

The NSRT is an average of the risk indexes for gated public crossings nationwide where train horns are routinely sounded. FRA developed this risk index to serve as one threshold of permissible risk for quiet zones established under this rule across the nation. Thus, a community that is trying to establish and or maintain its quiet zone, pursuant to 49 CFR part 222 can compare the quiet zone risk index calculated for its specific crossing corridor to the NSRT to determine whether sufficient measures have been taken to compensate for the excess risk that results from prohibiting routine sounding of the locomotive horn. Alternatively a community can establish its quiet zone comparison to the risk index with horns which is a corridor specific measure of risk to the motoring public when locomotive horns are routinely sounded at every public highway rail grade crossing within the quiet zone.

The NSRT is adjusted nearly every year. It is based on collision data, utilizing incidents of fatalities and injuries. The NSRT does not differ for partial quiet zones.

Signage would be an immediately identifiable cost to converting the quiet zone. Approval from the railroad authorities, state and federal agencies would be required as part of the process.

*The FRA could not be successfully contacted for additional information due to the federal government furlough.

CITY OF WAUWATOSA
MEMO



To: **Traffic and Safety Committee**

From: **Eileen Miller-Carter**

Date: **September 20, 2013**

Subject: **Memo from the Assistant City Attorney providing status update on Wauwatosa's Public Authority Application with the Federal Railroad Administration providing for the implementation of a Railroad Quiet Zone**

The Federal Railroad Administration (“FRA”) implemented rules in 2005 requiring train horns at all railroad crossings but as an exception allowed a community a quiet zone provided its crossings contained certain safety measure or otherwise met appropriate risk standards to compensate for the absence of a train horn. Quiet zones were an exception to the rule if a community sought such.

The City of Wauwatosa has two railroad corridors. The UP (Union Pacific) corridor, which generally runs north-south in the western part of the city, including crossings at Wirth Street and Walnut Street, is entitled to automatic approval of quiet zone status. The SOO (Canadian Pacific) corridor, which contains railroad crossings along State Street from 63rd street to Harwood Avenue, as well as 115th Street, has been under review by the FRA for quiet zone approval. The SOO corridor has required the implementation of a number of safety measures before final approval for the quiet zone can be granted.

Status:

The City has submitted all necessary materials as part of its Public Authority Application with the FRA in order to establish a permanent quiet zone along the SOO corridor. All comments from stakeholders have been received by the FRA. The FRA is now considering the application by an expedited review process and has indicated that a determination will be forthcoming. If approved, the City is prepared to issue a Notice of Establishment of Quiet Zone, and train horns should cease within twenty-one days of receipt of that notice.

Background:

The City of Wauwatosa was not entitled to an automatic approval of its quiet zone in the SOO corridor. This corridor could not meet criterion under 49 CFR 222.35, which establishes the minimum requirements for quiet zones. The City was required to implement certain supplemental and alternative safety measures and provide traffic studies in order for this corridor to qualify as a quiet zone.

The train horn rule permits a ban on routine sounding of horns if the railroad crossings can be made safe to reduce the “Quiet Zone Risk Index” below the “Risk Index with Horns” or below the “Nationwide Significant Risk Threshold” (these are all specific defined terms under the federal rules). The safety measures must be FRA compliant and provide sufficient safety improvement to compensate for the absence of the train horn. The train horn rule and regulations are designed to protect vehicle crossings, and do not take into account pedestrian safety measures.

After describing this process to the Community Development Committee in February, 2005 (Meeting minutes and materials attached to this memo), the City filed a notice of intent to maintain a pre-rule quiet zone in 2005 and filed a detailed plan for safety improvements in June 24, 2008, per federal regulations. The train horn rule allowed horn restrictions for an additional three years from June 24, 2010, if the state

had filed certain plans and funding commitments. The City was subsequently permitted an additional three years of quiet zone status to June 24, 2013. The 2013 deadline was not for permanent quiet zone status, but only for a temporary waiver to continue working toward improvements.

As the June, 2013 deadline approached, the City was informed that the three-year waiver was concluding and that certain improvements and other administrative details would be necessary in order to maintain the quiet zone. The City was able to make some of the necessary improvements in time, but additional details, including traffic counts, identification of resources and vendors, and FRA approval of the improvement plans, could not be completed in time. The petition for waiver was submitted on April 30, 2013, but it could not be reviewed by the FRA safety board in time for the June 24 deadline. The petition itself does not automatically stay expiration of the train horn ban.

Following the June 24 deadline, it was determined that, rather than seeking an additional waiver period, it would be more expedient and feasible to apply for approval of a permanent quiet zone. The federal regulations require the City to file a Public Authority Application for approval of a quiet zone when the corridor does not meet the necessary safety standards for a public authority designation but in which it is proposed that one or more safety measures be implemented. The FRA indicated that its review of the City's public authority application could be expedited.

The FRA reviewed the City's Public Authority Application but required certain modifications to select crossings in order to render them FRA compliant. The City hired vendors to complete the work. At the same time, the state Department of Transportation, State Commissioner of Railroads, Amtrak and Canadian Pacific Railway Company submitted No Comment letters to the FRA in support of the City's application. The letters indicate support for the quiet zone and allow the FRA to waive the 60 day comment period which expedites FRA review and the approval process. The FRA's associate administrator must evaluate the effectiveness of the safety measures.

The City's engineering consultant stated the City is making bold statements about its safety crossings when it reviewed the new modifications. Some of the newly installed safety measures are safer than that originally planned and described in the 2008 detailed plan. To date, the FRA has been encouraging about the City's new revisions to its crossings and its eligibility for approval of its public authority applications. The quiet zone status for which the City applied is intended to be permanent. Routine sounding of train horns should cease. However, construction projects where train horns would be a needed safety measure may warrant an interruption to the train horn ban. Trains would still be allowed to sound their horns when they observed issues of concern on their route. In the past the City permitted a temporary suspension of the quiet zone during major road construction.

Although the quiet zone status is intended to be permanent, the FRA will monitor the railroad crossings for collisions and relevant incidents that may reduce the safety calculations.

As of September 16, all materials, including comments from the stakeholders mentioned above, have been submitted to the appropriate agencies and parties. If the FRA approves the application, which is expected shortly, the City will be in a position to send out a Notice of Establishment of Quiet Zone ("NOE") to signal that train horns should again be silenced. The Quiet Zone would resume in 21 days or less from the date of receipt of the NOE.

Recommendation:

No action need be taken. The efforts to continue the quiet zone status are considered to be enforcement of the city ordinance dating to 1973, and were confirmed by the Community Development Committee in 2005.

Wauwatosa, Wisconsin Common Council Meeting

October 15, 2013

David Unmacht
Springsted, Incorporated

Common Sense Definition

- Strategic Planning is a deliberate and intentional decision to engage in a discussion about:

...Who you are

...Where you are today

...Where you want to go

...How you plan to get there

Strategic Planning Barriers

- Been there, done that; nothing changes
- We are too busy
- Considered an event and not a process
- Just another study that will end up on the shelf
- We are doing fine already – no value added
- Not designating a process lead
- No clear accountabilities and follow-up

Benefits to Strategic Planning

- Create an organizational direction and work to unite everyone toward that purpose
- Provide a *road map* to get to where you want to go
- Improve ability to focus on most important priorities
- Provide direction on where to allocate limited resources
- Improve financial planning, forecasting and budgeting
- Communicate the important priorities to the citizens
- Create partners and advocates within the community

Benefits to Strategic Planning

- Improve accountability to measure performance outcomes
- Build camaraderie and teamwork within the city
- Identify programs and services that may need improvement
- Assist in defining roles and responsibilities

Value of Effective Strategic Planning

- Decision-making tool to assist you in making choices about the City.
- Leadership tool to assist you in identifying and establishing strategies and goals for the City.
- Management tool to assist you operationalizing your plans and identifying individual accountabilities.
- Communication tool to inform others about where you believe the City is today and where it plans to go in the future.

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Goal Statement and Strategies

•

Action Steps	Assigned	Deadline
a.		
b.		
c.		

•

Action Steps	Assigned	Deadline
a.		
b.		
c.		

•

Action Steps	Assigned	Deadline
a.		
b.		
c.		

•

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

City of Wauwatosa, Wisconsin
 Prioritization of Strengths and Challenges
 October 22, 2013

The following list was developed based on the initial interviews conducted with Common Council members and City staff. The information contains the original list of both strengths and challenges.

On September 30, the Department Directors identified their top strengths and challenges. The Directors recommend that the Common Council engage in the same process. Once completed the top priorities of the Common Council and Department Directors will be reviewed for comparison purposes.

Please note that there is overlap and some redundancy within each list; however, the Directors recommend that the Common Council use the same original list as they did.

Strengths -- 21

The following major strengths were noted from the interviews. This is not an exhaustive list nor is it designed to identify or rank all of the assets and positives of the City. It is reflective of the key themes that were identified.

- Historic reputation
- Geographic location
- Community sense of place – *small town feel*
- Neighborhoods and Associations
- Changing demographics (increasing diversity)
- Economic diversity
- Safe community
- Proximity to major amenities
- Pro-active thinking
- Housing styles
- Existing diversity in the tax base
- Future development opportunities
- A city with momentum and action
- City staff
- Increasing number of younger families moving in
- Acceptance of alternative modes of transportation (walking and biking)
- Open space
- Strong institutions (Medical/UWM)
- County (grounds) campus
- Public and private schools
- Urban feel – Invite for New Traditional Planning models

List your top five (in no particular order)

Challenges -- 23

The following major challenges were noted from the interviews. This is not an exhaustive list nor is it designed to identify or rank all of the issues and challenges of the City. It is reflective of the key themes that were identified.

- Impact of state policies
- Relationship with Milwaukee County
- Not enough regional influence and focus
- High number of state highways
- Expand citizen engagement and involvement
- Governance and role of the Council needs to be clarified
- Importance of retaining the City's growing environment – compete in marketplace
- Staff bench strength – not deep enough
- Fiscal realities – forecast fiscal deficit
- Library funding
- Too reactive – need to look ahead
- Changing citizen expectations
- Manage growth and economic development
- Maintaining the City's infrastructure
- Expensive underground needs, including the costs of infrastructure
- Preserve core services with levy limits
- Traffic congestion
- Geographically land-locked
- Costs to redevelopment
- Constantly managing budget challenges – drain on the staff
- Impact of levy limits on staffing
- Workplace – staffing needs – performance based-pay; compensation system; Act 10; training
- Safety perception in the east side of town

List your top five (in no particular order)



City of Wauwatosa, Wisconsin

*Strategic Planning Process
 Work Session with Common Council
 Working Document
 October 22, 2013*

The purpose of this document is twofold: -- 1) serve as a discussion document with the Common Council at the work session on October 22; and 2) continue to use as a foundational document to support the strategic planning process. Two previous versions of this document have been presented to the Department Directors – originally on August 26 and then updated on September 30.

The agenda for the October 22, 2013 Common Council work session is proposed as follows.

Work Session Agenda

- 6:00 p.m. Introductions and Purpose: Mayor, Council President and City Administrator
- 6:15 p.m. Overview of the Working Document
- 6:30 p.m. Setting the Stage – Strategic Planning: Facilitator
- 7:15 p.m. Discuss and Prioritize the Strengths and Challenges
- 8:00 p.m. Break
- 8:15 p.m. Present Demographic and Financial Trends
- 8:45 p.m. Discuss the Goal Statements and Identify Strategies
- 9:45 p.m. Process and Next Steps
- 10:00 p.m. Adjourn

It is anticipated that a (follow-up) second Common Council work session will be held in November.

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

Strategic Planning Objective

The City Administrator outlined the original objective of the strategic planning process in his statement from March 15, 2013, “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, 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 can help create the foundation for the next five years. The City has undertaken a variety of analyses, 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; 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. The discussion will combine fiscal realities with our community priorities. 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. The final plan will set the City’s strategic direction for the next five years.

A copy of the draft strategies developed to date is provided as a handout and will be discussed during the work session on October 22.

Mayor Kathleen Ehley – Spring, 2013 Newsletter

As a community we are facing an exciting and challenging time. The City is striving to improve our aging infrastructure, reevaluate properties and prudently maintain City services while reducing costs. We are investing in our City to maintain the quality of life we have here. That means finding a balance between growth and keeping our neighborhoods strong and maintaining our abundance of recreational space.

Strategic 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 along and finalized when it is completed.)

- 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 and handout information on October 15
- Common Council work session planned for October 22
- Other steps will be included as the process moves forward...

The goal is to have the strategic plan completed by December 1, 2013. This is subject to discussion and change based on further input and changes as identified by the City.

Previous Strategic Plans

One of the important steps within a strategic planning process is to become familiar with previous strategic plans. There were two past initiatives. The first was a *table top exercise* in 2005 that produced a one-page memorandum. No additional information is available on this experience. The second and much more significant, albeit a longer time ago, was a strategic planning process that was entitled: *Shaping our Future For A Generation to Come*. It was created by a volunteer citizen Strategic Planning Committee and submitted to the City Council on February 9, 1999. A copy of the document is available for review.

Although dated, the relevancy of the planning document is noted in two main highlights. The first is in what is called Key Performance Areas (KPA's). Past City and community leaders identified the following seven KPA's:

- Neighborhoods, Safety and Health
- Education
- Land Use and Transportation
- Parks, Recreation and Culture
- Leadership, Governance, and Civic Infrastructure
- Youth and Seniors
- Business and Economic Development

The list was not ranked or prioritized by the Committee. Their job was “to simply generate the ideas and to provide a menu and description of those ideas.” Secondly, the Committee identified “several themes that were so strongly and routinely represented and identified in our work that they can be found in multiple sections of the various KPA group reports.” Those four themes were:

- A commitment to and desire for Wauwatosa green space.

- The past and future role of Neighborhood Associations in meeting needs and pursuing various opportunities.
- An emphasis on the need and opportunity associated with technology and especially electronic communication.
- The importance of seeking cooperative efforts with our neighboring communities in a wide range of critical areas.

No documented feedback was provided during my interviews that reflected the results or outcomes of the process – it has been almost 15 years since the Report was produced, so specifics would naturally be difficult to identify. However, two points struck me as interesting:

1. The Key Performance Areas in 1999 are not that much different today; and
2. The themes and community *values* truly remain consistent and reliable over time.

Existing Documents

A strategic planning process is a partnership between the City and consultant. The consultant brings process skills, experiences and a window into the *lens* of the broader marketplace – in this case the business of City government. It is important to note that the City of Wauwatosa has done an impressive job of studying major components and disciplines within its core business functions. Complex, detailed and informative analyses, documentation and resource tools are available. This is especially true for land use, development and capital intensive areas as well as internal operations and structures and external opinions (e.g. citizen’s survey). Demographic and data driven trends are also plentiful and used to support conclusions and recommendations. These points were noted and reflected directly in the March 15, 2013 City Administrator memorandum to the Committee of the Whole. Relative to a strategic planning process, there are several observations to offer:

- You have an impressive list of work already completed – for a city under 50,000 in population it is equal too, if not advanced, from your peers.
- Without any prior knowledge or connection to the City, my impression is that the City has a healthy culture toward investing in these foundational tools.
- In only a few instances were the existing documents mentioned during my City interviews.
- Experience suggests there is probably sufficient information from these sources to “move over” to support and build details for a strategic planning document.

The City Administrator is quoted as saying, “It is not our intention to reinvent the wheel.”

A sample of trends and demographic data will be introduced into the City Council work session. The selected data will be relevant to the themes and goals. This step will be done in partnership with the City staff and completed after the staff input is obtained on the goals and strategies. Anticipated trends and demographics include:

Demographics

Demographic trends include:

- Population
- Resident age
- Diversity
- Median income
- Per capita income
- School District information

Financial

The financial trends impacting the City are important considerations in identifying goals and strategies. The ability for the City to adapt and manage the short and long term needs of the City are impacted by three main variables: 1) Expand the Tax Base – level of and extent of new economic development; 2) Reduce Costs – engage in priority based budgeting; and 3) Changes in the Levy Limits – via State policy changes or local referendum.

Financial trends include:

- Credit rating comparison
- Equalized value trends
- Net new construction trends
- Full time employee trends
- City budget “Gap” projections (2013-2018)
- Comparison to “competitors”
- “State of Good Repair”/Capital Improvement Plan projections

Strengths and Challenges

The following information is derived from the results of the interviews. The interviews included 14 members of the management team and 12 elected officials including the Mayor. This represents 84% of the eligible group – although 100% is ideal, it is often not realistic. I believe 84% provides a reliable and significant base to offer observations and conclusions.

The data is organized into strengths and challenges. As a point of reference, the lists are presented as observational and are not designed to be value-based – meaning or implying a ranked order of importance or priority.

When interviewing staff and elected officials it is not practical or possible to validate and substantiate the reliability of each point that is made; however, as a business principle, we look for consistent patterns and themes. Individual or one-time comments are generally not included or represented below. It is reasonable to conclude and point out that not everyone will agree with every quality listed, but for the most part, these strengths and challenges are representative of the City of Wauwatosa in 2013. The wording for each was updated on August 26th and prioritized by the Department Directors on September 30.

Strengths

The following major strengths were noted from the interviews. This is not an exhaustive list nor is it designed to identify or rank all of the assets and positives of the City. It is reflective of the key themes that were identified.

- Historic reputation
- Geographic location
- Community sense of place – *small town feel*
- Neighborhoods and Associations
- Changing demographics (increasing diversity)
- Economic diversity
- Safe community
- Proximity to major amenities
- Pro-active thinking
- Housing styles
- Existing diversity in the tax base
- Future development opportunities
- A city with momentum and action
- City staff
- Increasing number of younger families moving in
- Acceptance of alternative modes of transportation (walking and biking)
- Open space
- Strong institutions (Medical/UWM)
- County (grounds) campus
- Public and private schools
- Urban feel – Invite for New Traditional Planning models

Challenges

The following major challenges were noted from the interviews. This is not an exhaustive list nor is it designed to identify or rank all of the issues and challenges of the City. It is reflective of the key themes that were identified.

- Impact of State policies
- Relationship with Milwaukee County
- Not enough regional influence and focus
- High number of State highways
- Expand citizen engagement and involvement
- Governance and role of the Council needs to be clarified
- Importance of retaining the City's growing environment – compete in marketplace
- Staff bench strength – not deep enough
- Fiscal realities – forecast fiscal deficit
- Library funding
- Too reactive – need to look ahead
- Changing citizen expectations
- Manage growth and economic development
- Maintaining the City's infrastructure

- Expensive underground needs, including the costs of infrastructure
- Preserve core services with levy limits
- Traffic congestion
- Geographically land-locked
- Costs to redevelopment
- Constantly managing budget challenges – drain on the staff
- Impact of levy limits on staffing
- Workplace – staffing needs – performance based-pay; compensation system; Act 10; training
- Safety perception in the east side of town

The Common Council will engage in a prioritization exercise during the October 22 work session.

Informative and Representative Quotes

The following quotes provide a representative sample of input from the interviewees. These are meant to illustrate specific viewpoints on the major themes. We highlight them out of interest and curiosity for elected officials and City staff to see how certain viewpoints were captured. Certainly this is selective, but it is meant to be fair, impartial and informative.

Community Distinctiveness

- Not a county of well-paying jobs, but a city of well-paid people.
- We are a medium-sized suburb with a small town feel.
- City is on an uptick right now; yet we need more entrepreneurial thinking.
- City is a welcoming community for younger people and minorities.
- Lack of community involvement is a concern. We keep tapping the same people.
- City has a reputation of being *just good enough* – we have an opportunity to do so much more.
- City can be more sophisticated to meet the challenges.
- The City does a lot of things right and it is reflected in all that is going on in our community.
- We have two different cities: the east and the west half of our community.
- How do we leverage strengths of our neighborhoods for greater city-wide impact and influence?

Preserve core services

- We have a great staff, but it is not deep – not enough of them to do the work we ask them to do.
- Public safety is not a problem, but a perception and fear of the unknown.
- Our staff and leadership team is excellent.
- We used to be focused on providing service, now our primary obligation is to find revenues.
- It is relatively easy to go north-south on ped-bike; but very hard to go east-west.
- Fiscal realities are hurting our ability to provide core services.
- Above ground we look good; I am worried about what is below ground right now.
- I am worried about the East Tosa sewer improvement and how to fund it.
- We need to find a solution to the sewer issues.
- The pressure for increased services continues in a constrained financial environment.

Sustainable Development

- Economic development is the *hottest ticket* in town.
- The opportunities are endless for the City to continue enjoying economic development success.
- Wauwatosa is becoming a *go-to place*.
- Just look around and you can see all that is happening in our City.
- We need to clarify what our fiscal policies and what support the City will give to development.
- Need to manage growth especially along the City's primary transportation corridors.

Organizational Design

- Council is overwhelmed with so many issues. They need direction and priority.
- Need to get the Council on the same page even if we disagree.
- I am not interested in changing the number of Councilmembers.
- Each district of the City is unique and drives our priorities.
- Even if the plan does not have my priorities; I want to know how we all fit together.
- We need to embed the Council's priorities into department plans too.
- It takes too long for us to make decisions—we need to look at our processes.
- We may have to scale back or reduce expectations – or ask the Council to prioritize.
- Although we have a lot of activity, we need to organize our priorities into four to six goals.
- We have so much going on at once, but we do not have anything prioritized.

Regional Leadership

- We need to understand our role in the region and not think of ourselves as simply a suburb.
- We have a lot to offer this region.
- It is important to work together to strengthen our schools.
- Interdependence with the State and Milwaukee County is critical; we need to make this a priority.
- Wauwatosa with its diversified employment base can be a leader like Madison.
- City needs a reliable partner in Milwaukee County.

Major Themes and Strategies

The following five major themes emerged from the organization of data, notes and interviews. The operative or key word(s) is italicized and is supported by a companion word that defines the strategy. The five main themes are:

- Community *Distinctiveness*
- Preserve *core services*
- *Sustainable* development
- Organizational *Design*
- *Regional* leadership

A brief description of each includes a short listing of characteristics and attributes that define them. These are organized in a logical manner, but are not by priority or ranking. For a further development and elaboration of each, refer to the worksheets.

- **Community *Distinctiveness***

Attributes included in this strategy include: the City’s history of providing quality services; identity, branding and marketing; neighborhoods, associations; advisory commissions and committees; sense of community; capitalizing on the City’s sense of place; high level of community safety; use of social media; expanding the engagement and involvement of the residents; supporting the schools; increasing the walkability of the City; strengthening City communications; community transparency, connections, and maximizing the unique differences and culture inherent in the “east-west influences” in the community.

Note – this is a wide-ranging priority that includes both tangible and intangible opportunities. Defining them and prioritizing them is essential to understand what to include in the strategic plan.

- **Preserve *core services***

Attributes included in this strategy include: understanding our financial constraints and opportunities; providing effective human resources support; developing the City’s workforce; providing efficient transportation networks; examining new ways to move people (transit); fixing the infrastructure issues, maintaining parks and green space, remaining a safe community; and using information technology to leverage the quality of City services.

Note – this too is a broad category, but is more tangible encompassing the essence of what services a municipality provides and how they are provided.

- **Sustainable *development***

Attributes included in this strategy include: defining the type of development desirable; creating a tax increment financing policy; identifying the types of housing that are needed; and determining the City’s role in redevelopment within the City.

Note: this subject arose more than any other in all of the interviews and may be the most pressing issue and opportunity facing the City.

- **Organizational *Design***

Attributes included in this strategy include: how business is conducted in the City; a better definition of Council and staff roles; a review of the size of the Council; a review of the Council Committee structure and processes; staff training and development, workplace culture, a business process review of City’s decision-making steps; and the working relationships within the governing body.

Note – this is a high priority and in all likelihood a function of current conditions. This is the internal look at how business is conducted within the city and it is common for this subject to be included in a strategic plan.

- **Regional Leadership**

Attributes included in this strategy include: adopting a proactive regional strategy; increasing the City's prominence in the region; understanding the City's role in the region; promoting the role of staff in the region; increasing partnerships with other local agencies; initiating ideas for expanding public-private partnerships and improving the City's working relationship with Milwaukee County.

Note: not everyone had this topic on their list or even mentioned it, but those that did were passionate and deliberate about its importance to the City, especially for the future of the City.

Developing the Themes

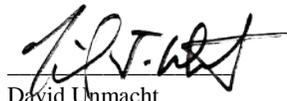
Five sample work sheets are provided that expand upon the five major themes. The following language has been used to expand upon each topic.

- Maximize and sustain the qualities that make our community distinctive
- Preserve and maintain our core services and essential infrastructure
- Adopt long term sustainable growth management policies
- Implement efficient and effective service delivery models and business practices
- Identify opportunities to pursue greater influence in the region and state

Management Team Discussion for September 30

The following questions are posed for the Common Council members to consider prior to the October 22 work session.

- What dreams and aspirations do you have for your City?
- What issues or projects are on your agenda that will have lasting impact through this decade?
- What are your legacy decisions that you will make *today* that the 2025 Common Council will reflect on as being a great decision(s)?
- What services do we provide today that we know will either not be provided or will be done differently in 2025?
- What specific steps do we want to include in our discussion that will ensure our strategic planning process and outcome is successful?



David Unmacht
Springsted, Incorporated
October 22, 2013

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Community Distinctiveness

Goal Statement – Maximize and sustain the qualities that make our community distinctive

Since 1897 when the city first became chartered, through the great land expansion in the early 1950’s, the city has carved a unique niche in the region. Known as the “city of homes” the 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 City’s objective is to continue the historic charm of the community while introducing creative ideas and trends to capture the imagination and excite the opportunities for existing, new and future residents.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- | | | |
|----------------------------------|------------------------------|--------------------------------|
| ○ Community of trees | ○ Creating an identity | ○ Safe community |
| ○ Neighborhoods and associations | ○ Walking and biking | ○ Welcoming community |
| ○ Citizen engagement | ○ Public and private schools | ○ Sense of place (east – west) |
| ○ Committees and commissions | ○ Historic homes | ○ Public spaces |
| ○ Businesses and retail | ○ Hart Park | ○ Diverse housing stock |

Sample Strategies

The following is a sample list of strategies within this goal. These are illustrations only for Common Council consideration and review.

- Focus on our image and reputation
- Develop a branding and marketing strategy
- Develop a communications plan
- Create an innovative citizen engagement initiative
- Prepare a *Tosa* Report Card
- Implement a code enforcement program
- Conduct a citizens academy
- Conduct a benchmark study with peer cities
- Identify a plan to focus on “tear down homes”

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Preserve Core Services

Goal Statement – Preserve and maintain our core services and essential infrastructure

The City’s primary obligation is to ensure the core services are strong, reliable and well-funded. Through citizen surveys and informal feedback, by all measures, the City is doing a very good job. 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. Now more than ever, for the vision to become a reality, City leaders must ensure that there is financial confidence and resources available to successfully support short and long term community priorities.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- Levy limits
- Financial capacity
- Workforce capacity
- Cross-department collaboration
- Outcome focused accountability
- Multi-model transportation systems
- Leveraging information technology
- Prioritize infrastructure needs
- Data-driven decision-making
- Technology
- Police and law enforcement
- Fire and emergency services
- Infrastructure funding
- Prioritize city services
- Committed to making tough decisions

Sample Strategies

The following is a sample list of strategies within this goal. These are illustrations only for Common Council consideration and review.

- Identify our core services
- Fully fund and develop a GIS strategy
- Seek grant funding
- Develop a ten year infrastructure funding plan
- Understand how health care changes impact overall services
- Develop a position on levy limits
- Prepare performance measurement analysis (ICMA benchmarks)

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Sustainable Development

Goal Statement – Adopt long term sustainable growth management policies

The lifeline of any successful organization 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. But 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. The actions of the City to manage and support development truly do impact and influence decisions in the market-place.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- o Land use and zoning
- o Economic development policies
- o Tax Increment Financing
- o Resource allocation
- o Comprehensive plan
- o County grounds
- o State regulations and laws
- o Progressive growth philosophy
- o Housing development
- o Managed growth
- o Parking needs
- o Development studies

Sample Strategies

The following is a sample list of strategies within this goal. These are illustrations only for Common Council consideration and review.

- Develop a tax increment financing policy
- Implement North Avenue Plans
- Conduct a housing needs analysis
- Review the existing processes used to review developments
- Review the existing development ordinances and standards
- Create and adopt a Mayfair Corridor Study
- Create incentive for bike-pedestrian uses
- Create a customized marketing strategy (leakage report)

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Organizational Design

Goal Statement – Implement efficient and effective service delivery models and business 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. The City must evaluate its business models and practices to ensure peak performance at all levels of the organization.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- o Council and staff roles
- o Council Committee system
- o Volume of Council work load
- o LEAN
- o Service delivery models
- o Organizational structure
- o Workforce development
- o Cross department collaboration
- o Organizational culture
- o City’s reputation in the community
- o Citizen expectations
- o Benchmark practices with peers

Sample Strategies

The following is a sample list of strategies within this goal. These are illustrations only for Common Council consideration and review.

- Analyze the present City Council committee structure
- Conduct LEAN evaluation on two business processes
- Conduct a staffing study of identified departments
- Complete a compensation and classification plan
- Prepare a Common Council orientation and training strategy
- Develop a listing of unresolved *policy* issues
- Create a focused staff training and development plan
- Complete a succession plan

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN WORKSHEET

Regional Leadership

Goal Statement – Identify opportunities to pursue greater influence in the region and state

The City of Wauwatosa is influenced by many internal and external variables. Presently, City leaders are involved and engaged in regional and State issues and initiatives. 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 pursue a greater and more influential role in the region and State. The City will identify those areas of top priority and determine a course of action that will provide for direct involvement and participation.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- o Policy statements
- o Opportunities
- o Council and staff strengths
- o Shared services
- o Existing partnerships
- o Milwaukee County
- o State legislation delegation
- o Waukesha County
- o Public-private partnerships
- o Adjacent (border) cities
- o Advisory roles
- o Reputation

Sample Strategies

The following is a sample list of strategies within this goal. These are illustrations only for Common Council consideration and review.

- Develop an annual legislative platform
- Develop a lobbying strategy
- Volunteer to speak at professional meetings and events
- Create a policy for responding to timely and emergency legislative issues
- Host regular inter-governmental meetings
- Volunteer to participate in regional advisory roles commissions and committees
- Inventory possible collaborative areas to strengthen involvement in the region and State
- Prepare a list of current partnership arrangements

Attachment: 101513COWminutes (2338 : Strategic Plan Part 2)

City of Wauwatosa, Wisconsin

Strategic Planning – Simplified for Practical Use

Vision

- An outcome, a result and an ideal to strive for over a period of time.
- A destination and long-term community value that requires a resolve and commitment to achieve and then to maintain.

Mission

- A purpose and reason for existence; identify why the organization exists.
- Provides a framework or context within which the goals and strategies are created and connected to the vision.

Goal

- An essential public policy statement which defines the vision and mission and organizes the strategies.
- Will represent the most important priorities of the city and community.

Strategy

- A measurable and desired activity, project or purpose that requires resources.
- Time commitment in pursuit of strategies will vary – they can be succinct and short – but also longer term (five to ten years).

Actions

- Individual steps and activities necessary to implement a goal, reach a strategy and fulfill your mission.
- Specific action steps are continuously evolving and changing as they are identified and completed.



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

Regular Meeting

Upper Civic Center

6:30 PM

7725 W. North Avenue, Wauwatosa, WI 53213

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

EXCUSED: Ald. Organ

ABSENT: Alds. Birschel, Ewerdt, Hanson

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

Ald. McBride in the Chair

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

COMMITTEE OF THE WHOLE ITEMS

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

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

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

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

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

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

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

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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

positive.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Mr. Unmacht presented the following trends for discussion:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Community Distinctiveness

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

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

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

no sidewalks, chickens, no chickens.

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

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

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

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

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

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

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

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

Preserve core services

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

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

Ald. Roznowski suggested benchmarking best practices with other cities.

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

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

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

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

difficult with 16 opinions. Difficult decisions are looming.

Sustainable development

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

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

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

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

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

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

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

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

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

Organizational Design

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

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

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

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

Regional Leadership

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

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

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

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

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

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

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

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

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

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

Carla A. Ledesma, CMC, City Clerk

City of Wauwatosa, Wisconsin Common Council Work Session

October 22, 2013

David Unmacht
Springsted, Incorporated

Work Session Agenda

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

A City with Momentum

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

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

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

Success in Local Government

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

Environmental Factors

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

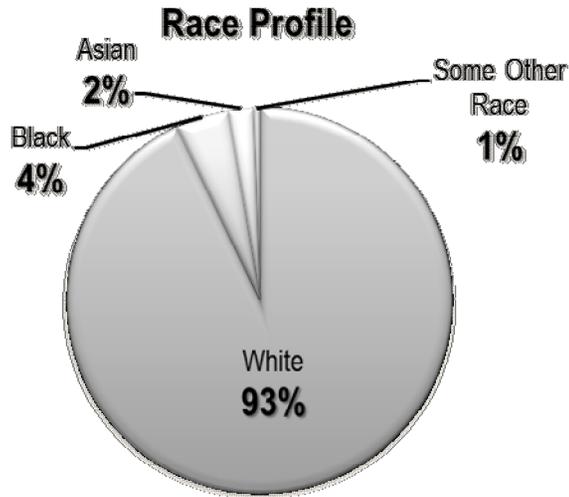
Trends

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

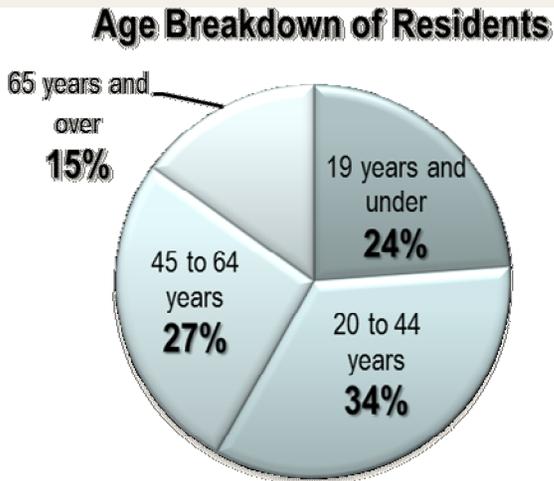
Internal Factors that Shape Your Future

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

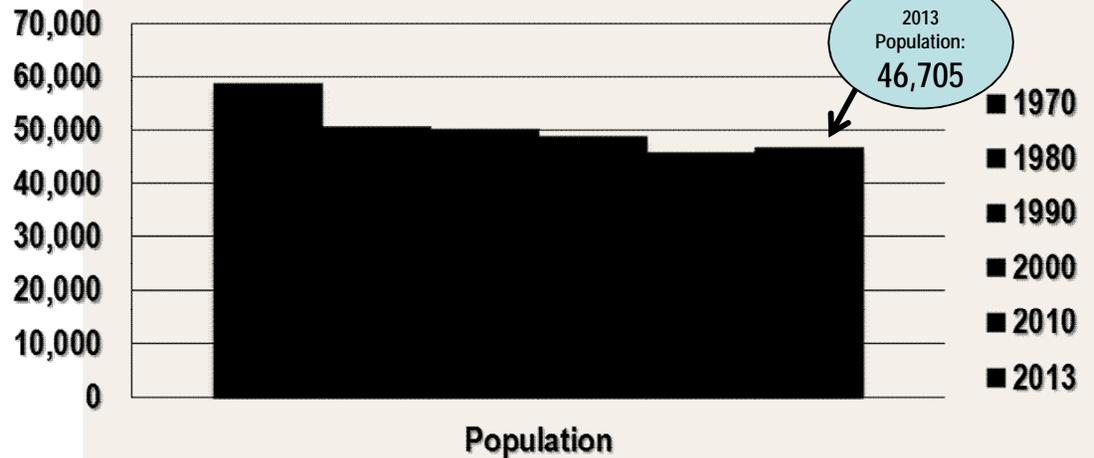
Demographic Characteristics



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



Wauwatosa Population: 1970-2010



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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

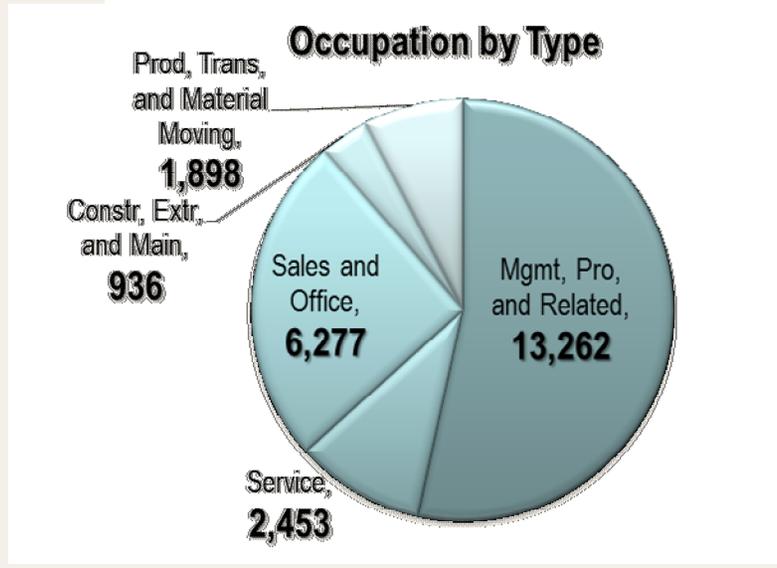
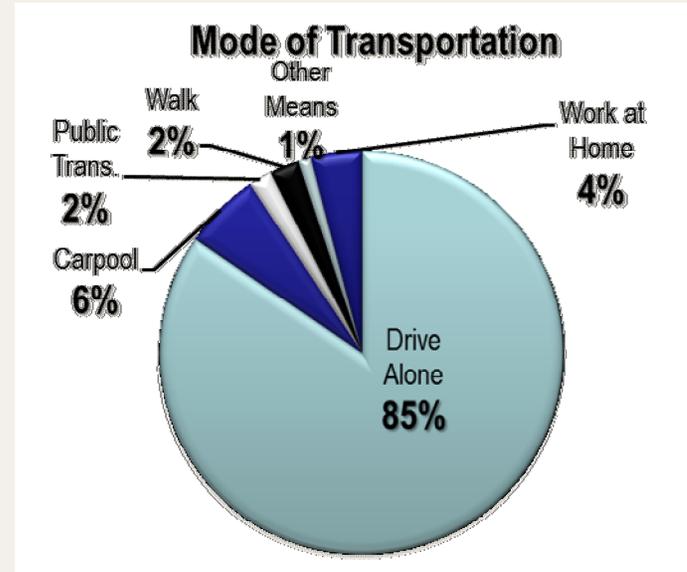
Economic Characteristics

19.3
Average Travel Time (Min.)

2.5%
Estimated Unemployment Among Eligible Workers

29.8%
Adult Age Residents Not in Labor Force

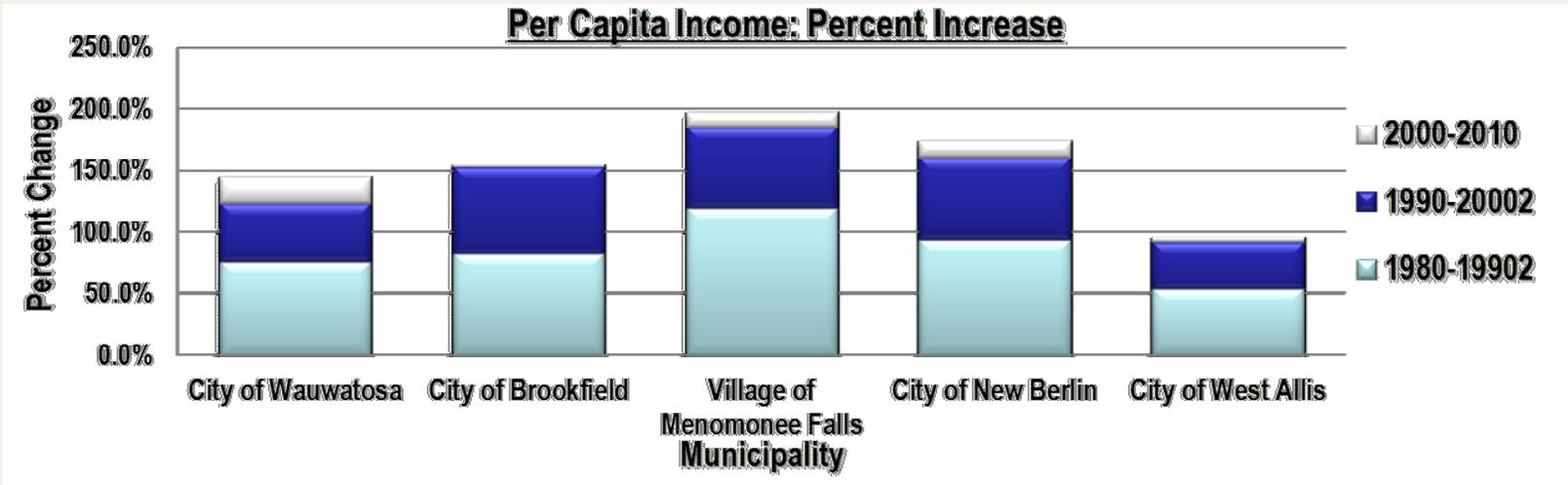
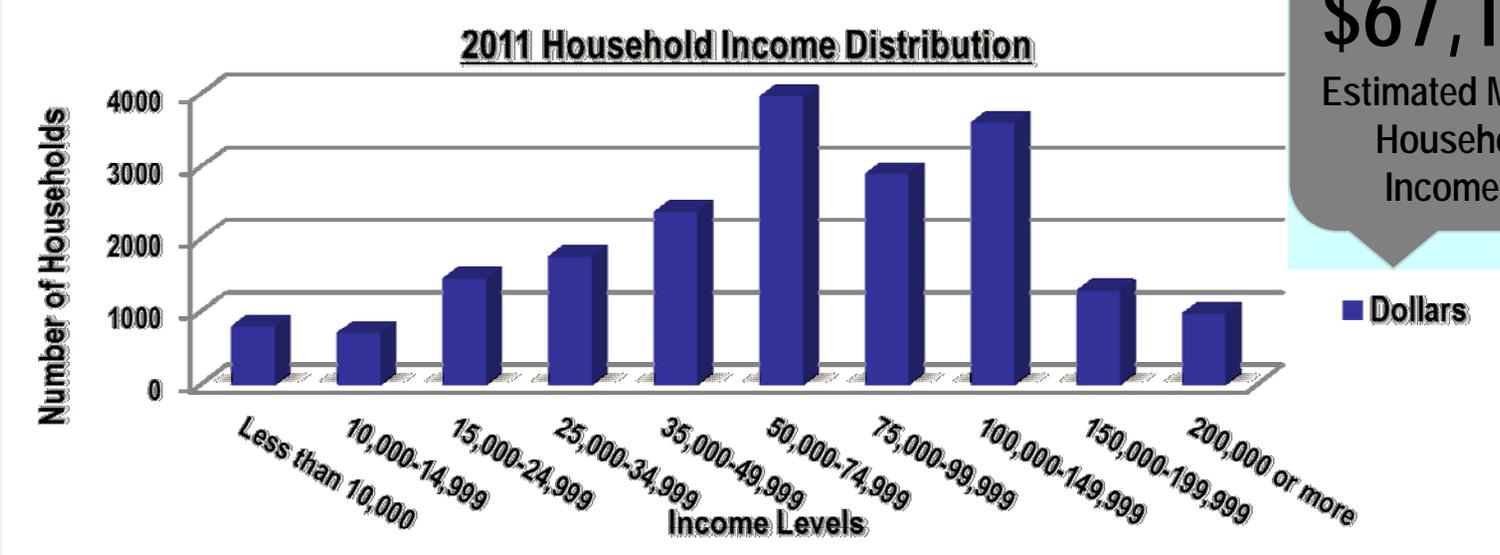
Employment Status	
Employed	25,798
Unemployed	972
Armed Forces	25



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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Economic Characteristics, Cont.



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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Tosa Aaa Credit Rating Comparison

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

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

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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Tosa Statistic Comparison to Competitors

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

Source – Municipal Facts13

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Tosa Tax Base Comparison to Competitors

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

Source - 2013 DOR Net New Construction & Municipal Facts13

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

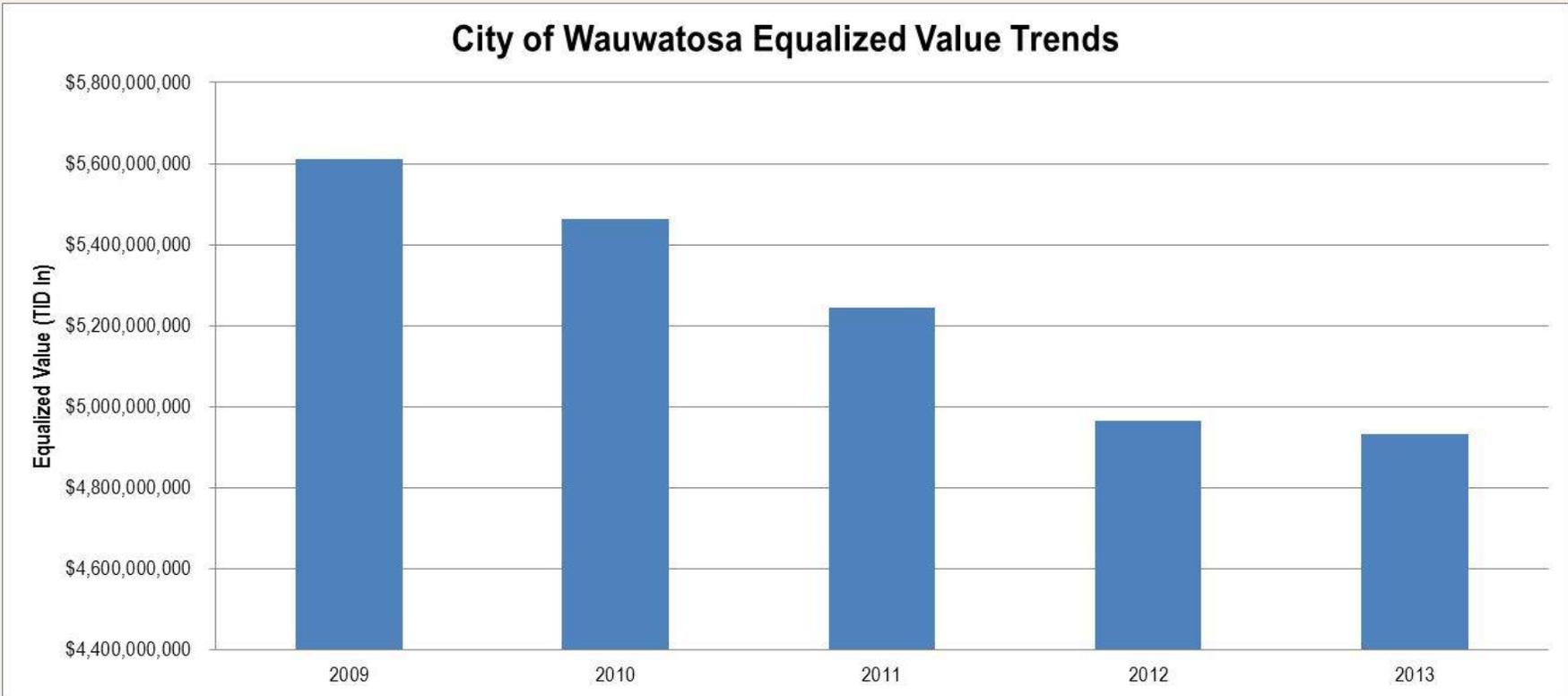
Tosa Equalized Value & TID Comparison to Competitors

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

Source – 2012 DOR TIF Valuation Report

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Equalized Value Trends

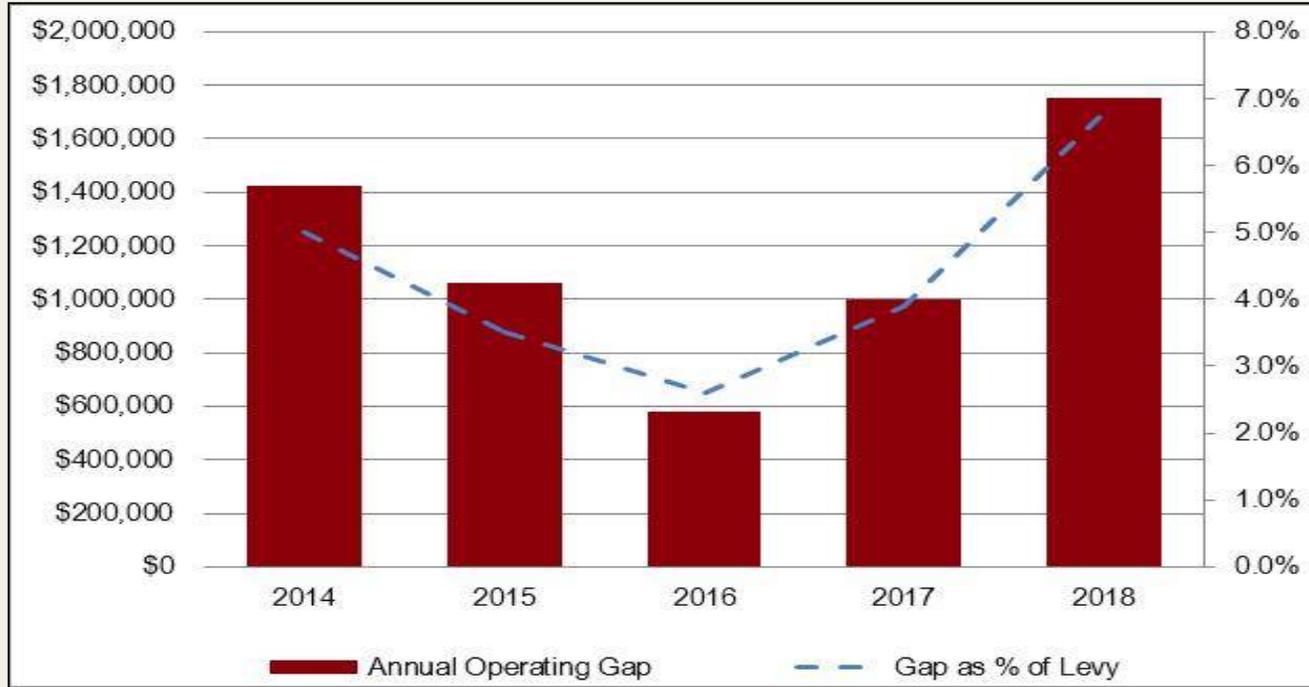


	2009	2010	2011	2012	2013	5 Year Total	5 Year Average
Equalized Value (TID In)	\$5,610,122,800	\$5,462,436,300	\$5,243,279,500	\$4,963,918,700	\$4,932,992,500		
Growth/(Decrease)	(\$35,096,400)	(\$147,686,500)	(\$219,156,800)	(\$279,360,800)	(\$30,926,200)	(\$712,226,700)	(\$142,445,340)
% Growth/(Decrease)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

Prepared by: Springsted Incorporated

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Forecast Operating Budget Gap

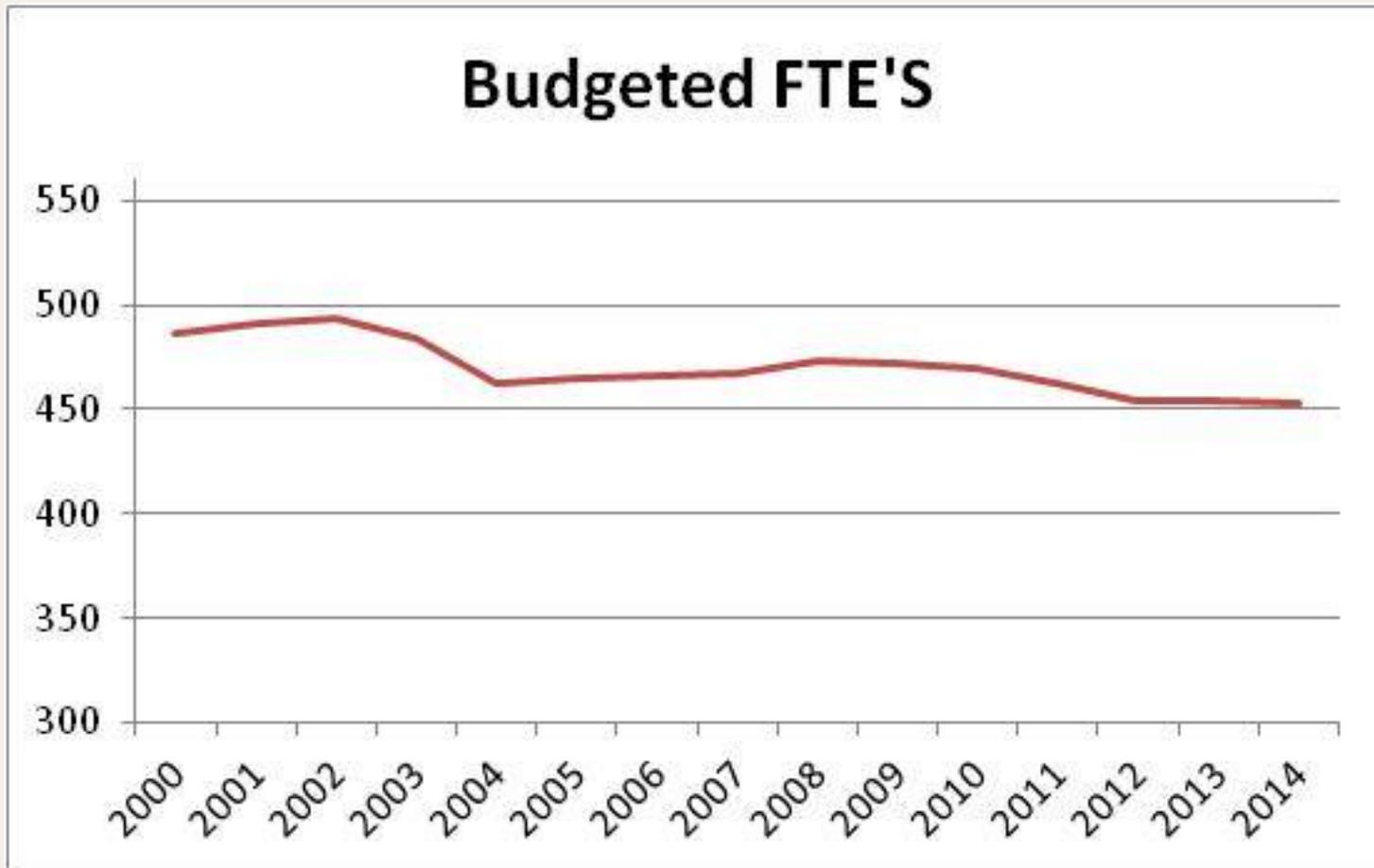


	Gap as % of Levy	Annual Operating Gap
2014	5.0%	\$1,423,907
2015	3.5%	\$1,059,208
2016	2.6%	\$578,838
2017	3.9%	\$997,094
2018	6.8%	\$1,753,412

Prepared by: Springsted Incorporated

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Staff “Strength of Bench”



Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

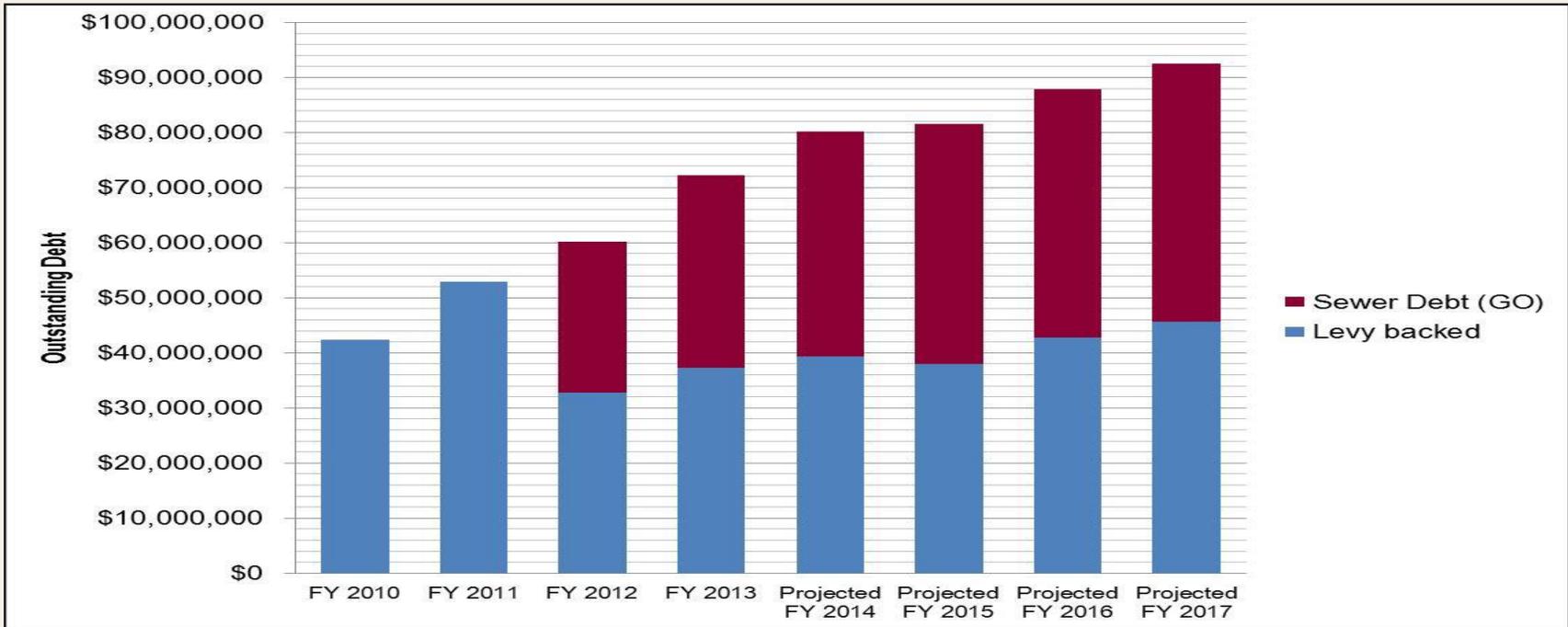
Statement of Good Repair v. CIP

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

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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

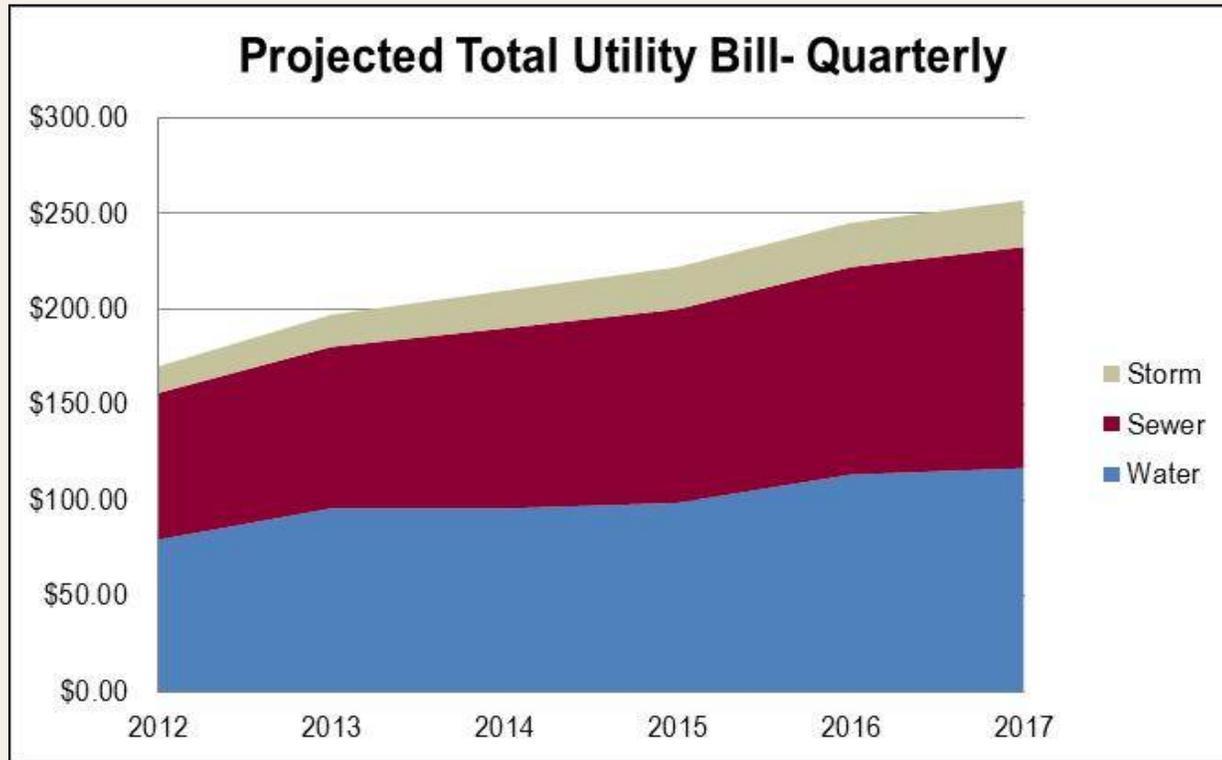
Tosa Debt Forecast



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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Utility Rate Projections



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

Attachment: 102213COWminutes (2338 : Strategic Plan Part 2)

Planning Question #1

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

Planning Question #2

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

Planning Question #3

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

Common Council

Prioritize Strengths and Challenges

Management Team – Top Strengths

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

Management Team – Top Challenges

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

The Future

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

Implementation

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



CITY OF WAUWATOSA

COMMITTEE OF THE WHOLE

MINUTES • NOVEMBER 7, 2013

Regular Meeting

Upper Civic Center

6:30 PM

7725 W. North Avenue, Wauwatosa, WI 53213

Attendee Name	Title	Status	Arrived
Peter Donegan	Alderman	Excused	
James Moldenhauer	Alderman	Present	
Kathleen Causier	Alderdwoman	Present	
Craig Wilson	Alderman	Excused	
Jeffrey Roznowski	Alderman	Present	
John Dubinski	Alderman	Present	
Tim Hanson	Alderman	Absent	
Gregory Walz-Chojnacki	Alderman	Present	
Jill Organ	Alderdwoman	Absent	
Dennis McBride	Alderman	Present	
Bobby Pantuso	Alderman	Excused	
Joel Tilleson	Alderman	Excused	
Brian Ewerdt	Alderman	Excused	
Donald Birschel	Alderman	Absent	
Cheryl Berdan	Alderdwoman	Present	
Jason Wilke	Alderman	Absent	
Kathleen Ehley	Mayor	Present	
James Archambo	City Administrator	Present	
Anthony Brown	Asst. to Administrator	Present	

COMMITTEE OF THE WHOLE ITEMS

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

Mr. Unmacht, Springsted, Inc., presented the Council members with the updated draft document created since the initial strategic planning session. The document contains a brief overview of the planning process undertaken. Five vision statements or goals have been identified; each statement has a one-paragraph strategic element that expands on the statement, followed by qualities and characteristics of the goal. The implementation aspect will be discussed in order to create a base document that will guide future decisions.

Addressing the value of this planning document, Mr. Archambo stated it will assist staff in having policy-related discussions that reflect the Council's vision of the City, so it doesn't waste time and resources pursuing activities in which the Council has no interest.

Ald. McBride observed that the City has a high amount of tax-exempt land (about 38%), to which services must be supplied. While the churches, parks, and colleges contribute to the quality of life, they require services as well. The Council is very concerned with preserving core services while still funding significant infrastructure needs. Encouraging appropriate development will contribute to the tax base and support services.

Ald. Berdan concurred and noted that this document should not be about sustainability; it should be about progressive planning.

Ald. Walz-Chojnacki opined that citizen engagement is critical to this document. Citizens need to become more aware of the significant obstacles the City faces in terms of infrastructure needs and maintaining even status quo

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)

services.

Ald. Roznowski expressed concern with the constraints facing the City, noting that there is also tremendous potential. The challenge is working together with other entities to share services and seek collaborative solutions, and not just settle. He also noted that it is vital that the City be pro-active and not reactive in terms of development; developers ought not to be determining how the City will look in the future.

Ald. Moldenhauer suggested that the City needs to think outside the box and to refrain from the tendency sometimes to overlook best practices in favor of 'this is how we've always done things.' There may be a need for less emphasis on fitting things into historical constraints.

Ald. McBride observed that in 2008, the City wondered whether there would be any development to deal with during the recession. Yet even during the biggest challenges, the City continued to move forward.

The Mayor expressed her excitement for the proactive spirit evident and noted that elected officials must hold themselves to this standard while encouraging staff to do the same. If staff is expected to be proactive, Council members should be, too.

The difficulty of doing full-time work on part-time schedules was discussed, as well as the issue of citizen engagement. Ald. Walz-Chojnacki pondered the challenge of having the City change and offering new opportunities, while still honoring 'old Tosa.' Will that resonate? Is it possible?

The Mayor suggested that since change is inevitable, it falls to the elected officials to help residents understand why it is occurring.

Mr. Unmacht asked those present what they want to spend their time on. What do they want to produce? How do they want to be remembered?

Ald. Dubinski commented that goals can be of varying length. When he began working for the City in 1979, he could not have envisioned some of what has occurred since then. Maybe the development on the County grounds could have occurred sooner, but he is happy to be associated with the Council that started that process rolling. The tenor of State Street has changed tremendously in recent years. Some areas of the City still need a 'tune-up.' It can be difficult to project 35 years into the future. Do other Council members have personal projects they'd like to see get attention?

Mr. Unmacht then led the group in a brief exercise where they identified the City's primary strengths and challenges.

Strengths mentioned most frequently: Historic reputation, geographic location (proximity to major amenities), community sense of place (small town feel, also diversity and urban feel), neighborhoods and associations, economic diversity (a city with momentum), strong institutions (includes schools), city staff.

Challenges mentioned most frequently: Expand citizen engagement and involvement; manage growth and economic development (cost of redevelopment), maintain the City's infrastructure, preserve core services with levy limits, traffic congestion, geographically landlocked.

Goal #1, Wauwatosa is a City with Great Services

Ald. McBride began by saying that Wauwatosa changes and it remains the same. It is a leader in economic development and new technology and it strives to preserve its neighborhoods. Demographics are changing and the City may well become one of the most integrated cities in the state. He urged 'more poetry than prose' in a vision.

Responding to a question about the timetable for this document, Mr. Unmacht stated that strategic plans are generally updated yearly. There are short-term and long-term goals included, but the base document should sustain the City for many years.

The Mayor noted that some specific plans (Village Plan, East North Avenue Plan, for example) are just like that, incorporating both immediate and future issues. Sometimes a plan might just plant the seed of an idea.

Ald. Moldenhauer referenced “BAG,” the concept of ‘big, audacious goals’ often used in the private sector. They can be statements of where an organization wants to go; something similar ought to be included in this strategic plan.

Ald. Causer commented that while Wauwatosa is really popular right now, she does not want the City to become the ‘flavor of the day’ and fall out of favor. She voiced support for BAG, noting that when tastes change, the City will be able to maintain its place and location. Short, long, and medium-term goals should be included.

Mayor Ehley noted that meeting the infrastructure challenge is an example of a BAG. Some positive BAG’s are needed, too. Exciting and engaging projects will involve people and create momentum.

Ald. Roznowski questioned whether attaching dates to goals in a plan is limiting or frustrating for users.

Ald. Walz-Chojnacki observed that a new generation is being drawn back to the City. Where will they want to go? Perhaps defining future innovations is preferable to assigning specific timetables in a strategic plan. A ‘pay-it-forward’ attitude should be fostered; someone supported current Council members’ children when they were in school, for example. That investment in the future needs to continue going forward.

Ald. McBride suggested members think in terms of profit vs. long-term strategy with respect to development. What is the best use for that vacant lot?

Mr. Unmacht urged the group to identify the ‘how’ in these issues, to tie concrete actions to the key points. For example, *how* do you increase the economic base?

Ald. McBride responded that development must be managed to maximize the value of the land being developed. That will help pay for continue core services. This is hard for some people to hear and may result in higher density, or in precious land being developed instead of laying vacant. Creating another park doesn’t pay for services, though.

Ald. Berdan concurred, noting this connection has to be made very clear. Ald. Roznowski also agreed, adding that absent sufficient development, police services or fire-fighting services or other vital employee services will be lost.

Ald. Moldenhauer pointed out that the City is out of compliance with MMSD every time there is a significant rain event; the City becomes part of the problem. What if MMSD performs the necessary corrective sewer work and sends the City the bill? The notion of re-development in certain areas must be introduced, along with the fact that something taller, or with a larger footprint, or of a different character might replace the original use.

Ald. Roznowski stressed the communication component of this piece of the plan. Residents and businesses need to understand how vital re-development is.

Mr. Unmacht indicated he will add the ‘develop communication plan’ into the goal.

Discussion turned to best practices and book-marking core services. How can the City learn from those who do this well? Mr. Archambo suggested that over the next 18 months, a dashboard be created on the website whereby specific items can be bookmarked and viewers can gauge how the key performance metrics are being met.

Ald. Walz-Chojnacki reminded the group that if a budgetary gap results, the community must be reminded that taxes may need to go up if a certain level of service is desired, but value will be derived.

Ald. Moldenhauer concurred with the creation of efficient and effective service delivery models. Service may cost

money, but there may be different and cost-effective ways of providing it.

Goal #2, Wauwatosa is a Community of Choice

The group pondered how to make this happen.

Ald. McBride suggested reminding people of the unique qualities of their city. This state is so special; he added that he's lived elsewhere and traveled and there are not that many Tosas around. Sometimes we don't see how we can market the city to others. We need to have internal and external marketing and citizen engagement.

Ald. Roznowski suggested that diversity be emphasized; it fits here. The City is heading in that new direction and for some, it is still a negative stigma.

Mr. Unmacht asked whether 'attract' is a key word. Ald. Roznowski opined that the City is trying to attract a diverse population. Ald. Walz-Chojnacki added that it is happening and should be viewed positively, not negatively.

Discussion ensued about the word 'integrate' and the fact that it can have negative connotations. Words such as 'facilitate' or 'welcome' convey more positive images. Ald. Berdan added that she is not comfortable with emphasizing the east-west divide within the City. The parts of the City are equal, but different and diverse. Ald. Causier and the Mayor echoed those remarks, stating that distinctness and variety should be celebrated as positives.

Mr. Unmacht confirmed that less desirable wording will be replaced.

Discussion ensued about the fact that land values in the city have increased while some home values have decreased. Might this lead to a trend like the North Shore communities have experienced where existing homes are torn down and new ones - which may or may not fit the neighborhood - are being constructed? The Historic Preservation Commission is concerned that the character of a neighborhood can totally change if this becomes pervasive in an area. How much authority does the City have to control such a situation?

Comments were also made about property maintenance issues. Sometimes maintenance is not performed either because the people lack the financial means to do so, or because of mental health issues. In either instances, neighbors are affected by the neglected appearance of a property. Years ago, the City discussed whether to require code compliance upon a property's sale. Instead the decision was made to keep the maintenance system complaint-driven; should that topic be revisited now? It was agreed to keep this issue in the working document at present.

Discussion turned to citizen engagement and it was agreed that utilizing a citizen academy format may be one mechanism to increase involvement and cultivate future leaders. All Council members have received calls from outraged residents expressing concern about an issue that has been under discussion for many months; the problem is that the residents are generally unaware of most issues. Getting more people aware of what is going on is an ongoing situation.

Goal #3, Wauwatosa is the Preferred Location for Business.

Comments were made about specifically mentioning just one plan, i.e., the North Avenue Plan, but not others on the worksheet. There is the Village Plan, and the Burleigh Triangle Plan, for example, and there may be others yet to be developed. Mr. Unmacht suggested that if these Plans are each on their own tracks, the broad phrase, 'implement neighborhood development plans' will cover them. But if there are some that are not specifically advancing, they should be mentioned.

The Mayor pointed out that there is tremendous development potential in the area bounded by Hwy. 100, Hwy. 45, Burleigh Street and Hampton Avenue.

The issue of density and apartments was discussed under this goal; a suggestion was made that perhaps high-density

development areas ought to be identified along, say, Mayfair Road. Ald. Causier observed that density can be a very touchy subject when discussing new developments.

Ald. Moldenhauer suggested that the development of a TIF policy may be appropriate under this topic. Other communities have specific guidelines; this would be helpful for all parties and will eliminate the need for staff to continually lay the groundwork prior to new requests being considered.

Ald. Walz-Chojnacki noted that the City has unaddressed transportation issues; he urged that the City begin leading via the creation of an excellent transportation plan. The issue of efficient movement within and through the City includes a bike/pedestrian plan.

The suggestion was made to combine 'transit planning' and 'traffic management' into one characteristic under this goal.

Ald. McBride noted that a Mayfair corridor study doesn't exist yet, but property along this road is such valuable land that the City needs to be proactive in how future development occurs. Developers will make this determination otherwise. This study need specific mention.

In response to a follow-up question by Mr. Unmacht, the Mayor suggested that a planning effort for the Hwy.100/Hwy. 45/Burleigh Street/Hampton Avenue area also needs specific mention; the City needs to have an idea of what development it wants to see. Ald. Dubinski concurred, noting this area includes the Harley Davidson property, the JC Penney facility, and the K-Mart location. Some of these are very large sites and may be targets for redevelopment

Mr. Archambo added that the portion of the County grounds currently housing the behavioral health and children's court operations may be coming online.

Ald. Roznowski opined that the northwest quadrant of County land may deserve mention.

Ald. Roznowski added that Wauwatosa is a preferred location, but its current review processes, ordinances and standards seem limiting and cumbersome. The review and possible modification of the current Council Committee structure needs to be included under this goal, as streamlined operations will help to attract businesses.

Ald. McBride pondered how to make the City irresistible. Why go to Menomonee Falls? Make Wauwatosa irresistible so no one will want to go anywhere else. Evidently we had the pieces in place to attract Nordstrom and Mayfair Collection.

Ald. Moldenhauer agreed with Ald. Roznowski's comments about regulation and process; the process must be attractive. He noted Ald. McBride's remarks are more about the decisions businesses make when they determine where to locate. Does it make sense when they run numbers, is it the place to be?

Ald. Walz-Chojnacki pointed out that we don't just want to be about shopping centers. We need other kinds of businesses as well.

Ald. McBride agreed that with many kinds of development, there are different rates of return for each type. He referenced a recent article in *Government Finance Review* about "The Missing Metric," the failure of municipalities to evaluate fiscal performance along with the other factors that they consider when determining the suitability of a proposed development for approval. Sarasota, Florida has applied these principles and has found mixed use development is a very good value. High density residential development provides the best return; the return on suburban-type single family use, by contrast, is low.

Ald. Roznowski concurred with previous comments that a diverse array of businesses (that are not just restaurants, for example) is desirable.

The Mayor referenced a proposed characteristic within the goal that focuses on families and asked for clarification. Mr. Unmacht explained that this characteristic is an attempt to capture the importance of the housing/residential piece of growth management; what kinds of families are moving here and does the City have the space and housing options for all stages of life. The Mayor suggested that the term 'families' sounds too much like mom/dad/2 kids.

#4. Wauwatosa is an Organization Defined by Excellence

Mr. Unmacht noted that this proposed goal had the least amount of input but there seems to be support for the concept.

Ald. Moldenhauer suggested this goal means that in the course of conducting its businesses, is the City doing things the best way it can? This is a significant piece. In comparing the City to the way business organizations function and look at things, the City has a way to go. LEAN (a production practice that considers the expenditure of resources for any goal other than the creation value for the end customer to be wasteful, and thus a target for elimination) methodology lends itself to an assortment of business practices in the sense it can be done throughout an organization. It means always looking for best practices.

Ald. Moldenhauer gave an example, saying office placement within City Hall is ripe for improvement. The current CIP (capital improvement program) has two initiatives for remodeling this building. There needs to be additional outside consulting on how/where offices ought to be situated. This building's current siting is unproductive in terms of meeting citizen needs presently. This building can be much more customer friendly.

The Mayor added that this goal must also celebrate the improvements we have made. Staff has done much without notice. The community must be made to understand that there *isn't* waste in local government - to the extent it once may have existed, it has been eliminated

Ald. Moldenhauer agreed, noting that the City has a highly-utilized library; the Library Board and staff are looking at spending \$250,000 to automate book returns to allow sorting to occur so staff isn't hurt lifting books, etc. It is part of the CIP and is an example of how the City is getting ahead of that issue. The City is a service organization. The question is to how best to effectively deliver those services. This approach can improve employee morale as well when arduous tasks are eliminated.

Ald. Roznowski suggested that another characteristic to foster is a customer service mindset. As a service organization, the city must train and encourage staff to approach their jobs with a customer service focus. People have the choice to move or work in another community where that culture is promoted. There are 46,000 bosses.

Mr. Archambo noted that staff needs Council support on initiatives to improve organizational culture.

The Mayor added that this goes back to getting constituents comfortable with the notion of spending money on this kind of staff development.

Ald. McBride cautioned that there is dissimilarity between government and private business. While many operations can be analyzed on a business-like basis and a customer training culture can be cultivated, the City cannot be exactly like a corporation because government is messy by design. It does what private industry cannot do in a way that satisfies community needs. We build roads because it is efficient. We decide what to build when. We are a party of 16 bosses vs. a corporation that has just one boss. Government isn't designed that way.

Mr. Unmacht indicated he will add a customer service component to this goal, and perhaps a statement about the use of best practices. The strategic statement will be reworded and emphasis will be placed to stress that these principles apply to both staff and elected officials.

Ald. Berdan suggested that the Council's job is to empower employees to take ownership of their jobs. This is something that government doesn't typically do. Empowered employees can help create efficiencies.

#5 Wauwatosa is a Recognized Leader in the State:

General comments were made about the use of 'region' versus 'state' versus 'nation.' Is one word choice too limiting?

The point was made that other organizations, i.e., SEWRPC, ICC, M7, etc., need to accommodate the City's need to be represented in regional discussions.

Responding to Mr. Unmacht's question about including issues such as legislation and lobbying, Ald. Moldenhauer suggested including them. The City needs to advocate for itself.

Ald. McBride noted that many people come to Wauwatosa each day to work or transact business. We have economic muscle that others envy and must insist on a say in what happens in the regional economy because we are important. We must support Milwaukee, but Wauwatosa must also be recognized as more than just a bedroom community. The region must acknowledge that Children's Hospital, Froedtert Hospital, and the Medical College are here. We're a power house and our needs must be taken into account.

Ald. Walz-Chojnacki returned to the issue of regional transit, noting that we have people in the region who just want to drive their cars. We need to make them part of solution somehow.

The Mayor added that some this is already happening. With the Council's common agreement we should do this, it will continue to build. Milwaukee's Ald. Mike Murphy is aware of the need to deal with traffic congestion; there are bus issues. Ninety-five percent of the people who work at the Medical Complex live within five miles and drive. There are six million visitors per year to the area.

Ald. Roznowski suggested that the word 'insist' be used regarding Wauwatosa's inclusion in regional discussions.

Ald. McBride concurred, noting that the region needs to be aware of the consequences Wauwatosa deals with as a result of its economic viability.

Ald. Roznowski added that former Mayor Benz observes that too many Wauwatosa businesses identify themselves as being in Milwaukee and not in Wauwatosa.

Mr. Unmacht summarized the next steps, stating that the final draft of the logo document will be developed; it will read with substance. At least one more meeting (after Thanksgiving) will be needed to review it.

The meeting adjourned at 9:22 p.m.

Carla A. Ledesma, CMC, City Clerk

City of Wauwatosa – Work Session

- 6:30 Opening: Review Handouts
- 6:40 Prioritize Strengths and Challenges
- 7:00 Introduce Working Template
- 7:45 Break
- 8:00 Identify Goals
- 9:15 Next Steps
- 9:30 Adjourn

Roles of Common Council

- Take ownership
- Be the champion
- Adopt a Plan
- Allocate resources and time
- Commit to implementation
- Determine levels of accountability
- Periodically review
- Update the Plan

Roles of the Staff

- Understand the value
- Simplify the process
- Support the Council
- Recognize conditions change
- Accept responsibilities
- Integrate in operations
- Immerse in the culture
- Provide timely updates

Implementation Ideas

- Assign and delegate responsibility
- Integrate information into workflow and processes
- Communication with staff and public
- Incorporate into communication tools
- Use in budget discussions
- Provide regular informal updates
- Conduct a formal review

*GOAL WORKSHEETS
COMMON COUNCIL WORK SESSION
NOVEMBER 7, 2013*

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 determine their opinion about their city based on how well the core services are provided – often times reflecting that the "other work is 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 the City's core 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. Now more than ever, for the vision to become a reality, city leaders must work to balance limited resources with short term and long term priorities. *The City's vision is to be a city with great services.* For Wauwatosa this is about defining the core services, determining priorities and then allocating sufficient resources to get the job done.

Sample Goals

- Identify our core services
- Fully fund and develop a GIS strategy
- Seek grant funding
- Develop a ten year infrastructure funding plan
- Benchmark core services with peers
- Shared services (School District)
- Build community consensus (possible levy referendum)
- Understand how health care changes impact overall services
- Develop a position on levy limits
- Prepare performance measurement analysis (ICMA benchmarks)
- Others...

VISION: WAUWATOSA IS A COMMUNITY OF CHOICE

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

Since 1897 when the city first became chartered, through the great land expansion in the early 1950's, the city has carved a unique 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” the 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 the east-west divide that is present in our City. The differences resulting from the “east and west” divide represent both an opportunity and a challenge for our future. *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. .

Sample Goals

- Focus on our image and reputation
- Develop a branding and marketing strategy
- Develop a communications plan
- Create an innovative citizen engagement initiative
- Prepare a *Tosa* Report Card
- Implement a code enforcement program
- Conduct a citizens academy
- Conduct a benchmark study with peer cities
- Identify a plan to focus on “tear down homes”
- Minimize east-west divide
- Others...

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. But 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 is for the City to identify our vision and then work within the marketplace to make it happen. 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.* In this instance, the term business is broadly defined to include: retail, commercial, office, industrial and manufacturing.

Sample Goals

- Develop a tax increment financing policy
- Implement North Avenue Plans
- Conduct a housing needs analysis
- Review the existing processes used to review developments
- Review the existing development ordinances and standards
- Create and adopt a Mayfair Corridor Study
- Create opportunity for bike-pedestrian uses
- Create a customized marketing strategy (leakage report)
- Focus on families
- New urbanization
- Understand housing market
- Transit planning
- Traffic management
- Others...

VISION: WAUWATOSA IS AN ORGANIZATION DEFINED BY EXCELLENCE

Strategy: Implement efficient and effective service delivery models and business 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. The City will evaluate our business models and practices to ensure peak performance at all levels of the organization. *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 current and present practices. Those entities that are willing to invest in themselves and make needed changes will be much more successful than those that stay static and traditional. Wauwatosa will be innovative.

Sample Goals

- Analyze the present City Council committee structure
- Conduct LEAN evaluation on two business processes
- Conduct a staffing study of identified departments
- Complete a compensation and classification plan
- Prepare a Common Council orientation and training strategy
- Develop a listing of unresolved *policy* issues
- Create a focused staff training and development plan
- Complete a succession plan
- Others...

VISION: WAUWAOSA IS A RECOGNIZED LEADER IN THE STATE

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

Whether by choice or by fate, the City of Wauwatosa resides in a location that presents regional and state-wide 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 presents a timely opportunity for City leaders to reflect on what they want their City and community to be in the region and state. Presently, City leaders are involved and engaged in regional and state issues and initiatives. 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 pursue a greater and more influential role in the region and state. *The City's vision is to be a recognized leader in the state.* In order to be successful, the City will identify those areas of top priority and determine a course of action that will provide for direct participation and involvement.

Sample Goals

- Develop an annual legislative platform
- Develop a lobbying strategy
- Volunteer to speak at professional meetings and events
- Create a policy for responding to timely and emergency legislative issues
- Host regular inter-governmental meetings
- Volunteer to participate in regional advisory roles commissions and committees
- Inventory possible collaborative areas to strengthen involvement in the region and state
- Prepare a list of current partnership arrangements
- Participate in regional, state and national policy work
- Others...



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 places it among the top 15 cities in the state. Wauwatosa is strategically located at the center of the Milwaukee metropolitan area with excellent transportation access. It is 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. The City of Wauwatosa features diverse neighborhoods, an excellent variety of housing stock, a thriving Village business district, and a key regional shopping center; the City is noted for its level of municipal services, excellent schools, the civic engagement of its citizens and high quality of life.

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 his statement from March 15, 2013, “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, 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 can help create the foundation for the next five years. 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; 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. The discussion will combine fiscal realities with our community priorities. 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. 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.)

- 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 and handout information on October 15
- Common Council work session held on October 22
- Common Council work session on November 7

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 process of strategic planning is a means to the end; it provides for a method of identifying the most important priorities and goals of the City and community. There are many benefits to strategic planning; the top six most consistent with the City's objectives are:

- Create an organizational vision and coalesce the elected officials around a common direction
- Provide a *written road map* to get to where you want to go
- Improve ability to focus on most important priorities and issues
- Provide direction on where to allocate limited resources
- Improve accountability and capacity to measure performance and outcomes
- Create partners and advocates within the community

Strengths and Challenges

A listing of the top strengths and challenges of the City was prepared from the interviews. On September 30, the Management Team prioritized the strengths and challenges into an organized subset. This section is on hold pending a similar Common Council action.

Vision Statements

The following five vision statements are introduced for discussion with the Common Council.

- 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 Leader in the State*

Strategic Elements

The following five strategic elements make the vision possible. These were determined based on the input from all city officials, most notably the input from the Common Council and the outcome of the October 22 Common Council work session.

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

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 November 7 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 determine their opinion about their city based on how well the core services are provided – often times reflecting that the “other work is 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 the City’s core 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. Now more than ever, for the vision to become a reality, city leaders must work to balance limited resources with short term and long term priorities. *The City’s vision is to be a city with great services.* For Wauwatosa this is about defining the core services, determining priorities and then allocating sufficient resources to get the job done.

Qualities and Characteristics

The following list represents qualities and characteristics within this 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 Leveraging 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 Committed to making tough decisions
- o School District relationship

Goals...

1.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A CITY WITH GREAT SERVICES

2.) *Goal...*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) *Goal...*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) *Goal...*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) *Goal...*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

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Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



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 unique 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” the 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 the east-west divide that is present in our City. The differences resulting from the “east and west” divide represent both an opportunity and a challenge for our future. *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 goal.

- o Community of trees
- o Neighborhoods and associations
- o Citizen engagement
- o Committees and commissions
- o Distinct business districts
- o East – West divide
- o Creating 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.) *Goal...*

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A COMMUNITY OF CHOICE

2.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

DRAFT

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



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. But 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 is for the City to identify our vision and then work within the marketplace to make it happen. 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: housing, retail, commercial, office, industrial and manufacturing uses.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- Land use and zoning
- Economic development policies
- Tax Increment Financing
- Transit planning
- Family needs
- 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.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS THE PREFERRED LOCATION FOR BUSINESS

2.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

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Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWATOSA IS AN ORGANIZATION DEFINED BY EXCELLENCE

Strategy: Implement efficient and effective service delivery models and business 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. The City will evaluate our business models and practices to ensure peak performance at all levels of the organization. *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 current and present practices. Those entities that are willing to invest in themselves and make needed changes will be much more successful than those that stay static and traditional. Wauwatosa will be innovative.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

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

Goals

1.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS AN ORGANIZATION DEFINED BY EXCELLENCE

2.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN STRATEGIC PLAN

VISION: WAUWAOSA IS A RECOGNIZED LEADER IN THE STATE

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

Whether by choice or by fate, the City of Wauwatosa resides in a location that presents regional and state-wide 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 presents a timely opportunity for City leaders to reflect on what they want their City and community to be in the region and state. Presently, City leaders are involved and engaged in regional and state issues and initiatives. 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 pursue a greater and more influential role in the region and state. *The City's vision is to be a recognized leader in the state.* In order to be successful, the City will identify those areas of top priority and determine a course of action that will provide for direct participation and involvement.

Qualities and Characteristics

The following list represents qualities and characteristics within this goal.

- o Policy statements
- o Opportunities
- o Council and staff strengths
- o Shared services
- o Regional asset
- o Role in M7 and other organizations
- 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.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA, WISCONSIN
STRATEGIC PLAN

VISION: WAUWATOSA IS A RECOGNIZED LEADER IN THE STATE

2.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

3.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

4.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

5.) Goal...

Action Steps	Assigned	Deadline
a.		
b.		
c.		

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Attachment: 110713COWminutes (2338 : Strategic Plan Part 2)



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*



Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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*

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)

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.

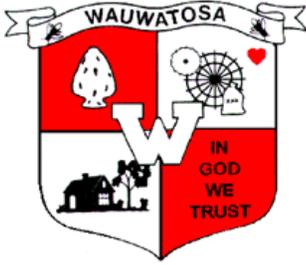
- Wauwatosa is *A City with Great Services*
 - *Identify our core (essential) services*
 - *Develop a shared services philosophy and strategy*
 - *Explore the application of a performance measurement program*
 - *Build community consensus on financing capital investments*
 - *Commit to progressive and 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.

- 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 core (essential) services

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

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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: 120413COWminutes (2338 : Strategic Plan Part 2)



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.		

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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: 120413COWminutes (2338 : Strategic Plan Part 2)



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		

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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.		

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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.

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

Goals

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

Action Steps	Assigned	Deadline
a.		
b.		
c.		

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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: 120413COWminutes (2338 : Strategic Plan Part 2)



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.		

Attachment: 120413COWminutes (2338 : Strategic Plan Part 2)



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: 120413COWminutes (2338 : Strategic Plan Part 2)

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.



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.

Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)

City of Wauwatosa, Wisconsin *Strategic Plan*



Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



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Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



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:

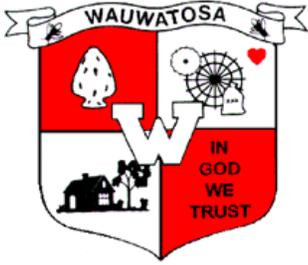
- Champion and take ownership in the plan
- Formally take action to adopt the Plan
- Communicate with the staff and public
- Include plan in new Council orientation
- Ensure resources are allocated for action steps
- Identify accountability measures
- Periodically review the Plan

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.

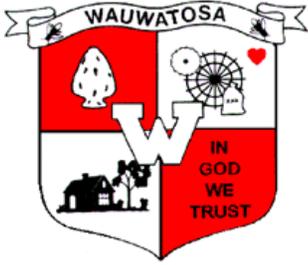
- o Levy limits
- o Financial capacity
- o Workforce capacity
- o Cross-department collaboration
- o Outcome focused accountability
- o Shared services
- o Multi-model transportation systems
- o Leverage information technology
- o Prioritize infrastructure needs
- o Data-driven decision-making
- o Technology
- 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 essential services

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

Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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.

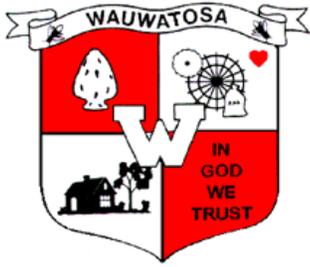
- o Community of trees
- o Neighborhoods and associations
- o Citizen engagement
- o Committees and commissions
- o Distinct business districts
- o East – West characteristics
- o Create an identity
- o Walking and biking
- o Public and private schools
- o Historic homes
- o Parks and green space
- o 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.		

Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)



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.		

Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



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: 031814COWminutes (2338 : Strategic Plan Part 2)

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 A
 Vision – The Preferred Location for Effective Growth Management Pract
 Vision – An Organization Defined I
 Delivery Models and Customer Serv
 Vision – Recognized Regional, Sta
 Greater Influence in the Region, Sta

Comments _____

7. How would you rate your satisfaction 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

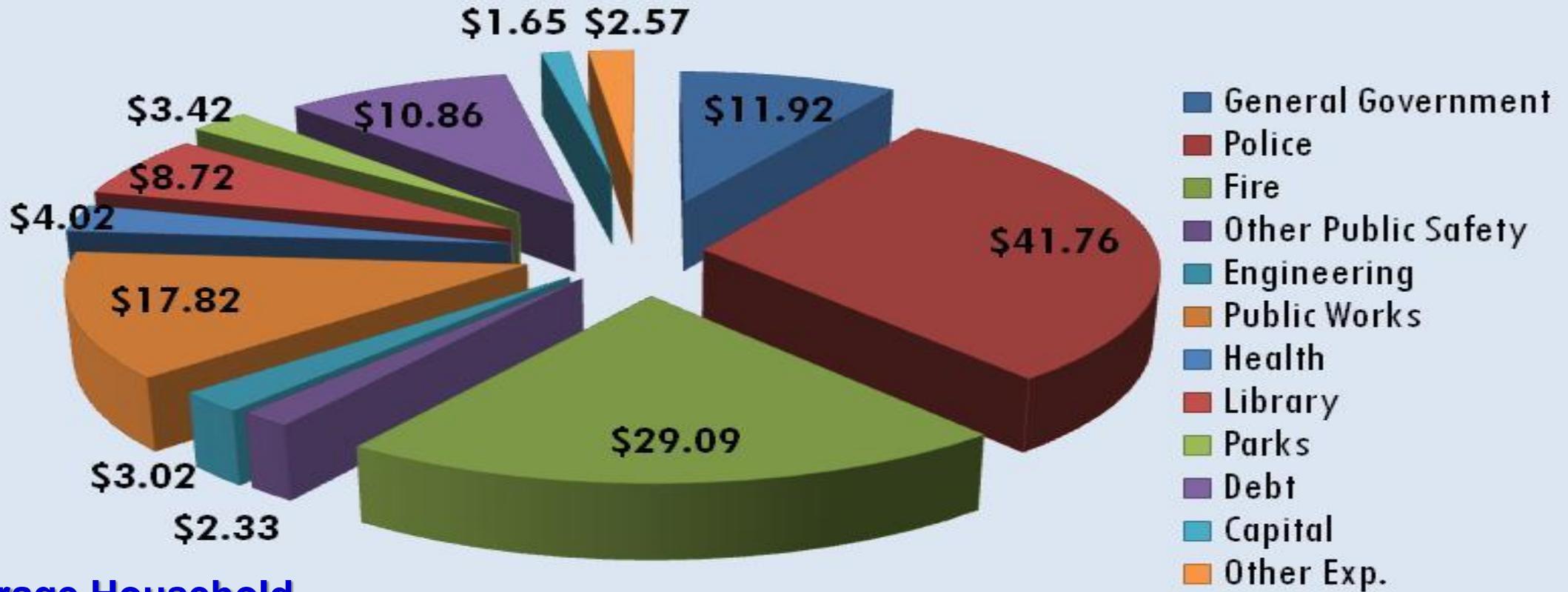
- **STRENGTHENED LEADERSHIP TEAM**
- **WIRELESS NETWORK DEPLOYED**
- **15% OF STREET LIGHTS ARE LED**
- **AUTOMATED REFUSE/RECYCLING COLLECTION**
- **HART PARK FIELD, STANDS, ROTARY STAGE, TENNIS COURTS AND PLAYGROUND**
- **MEINECKE AND RUBY SEWER PROJECT**

ROTARY

3

Monthly Property Taxes for City Services

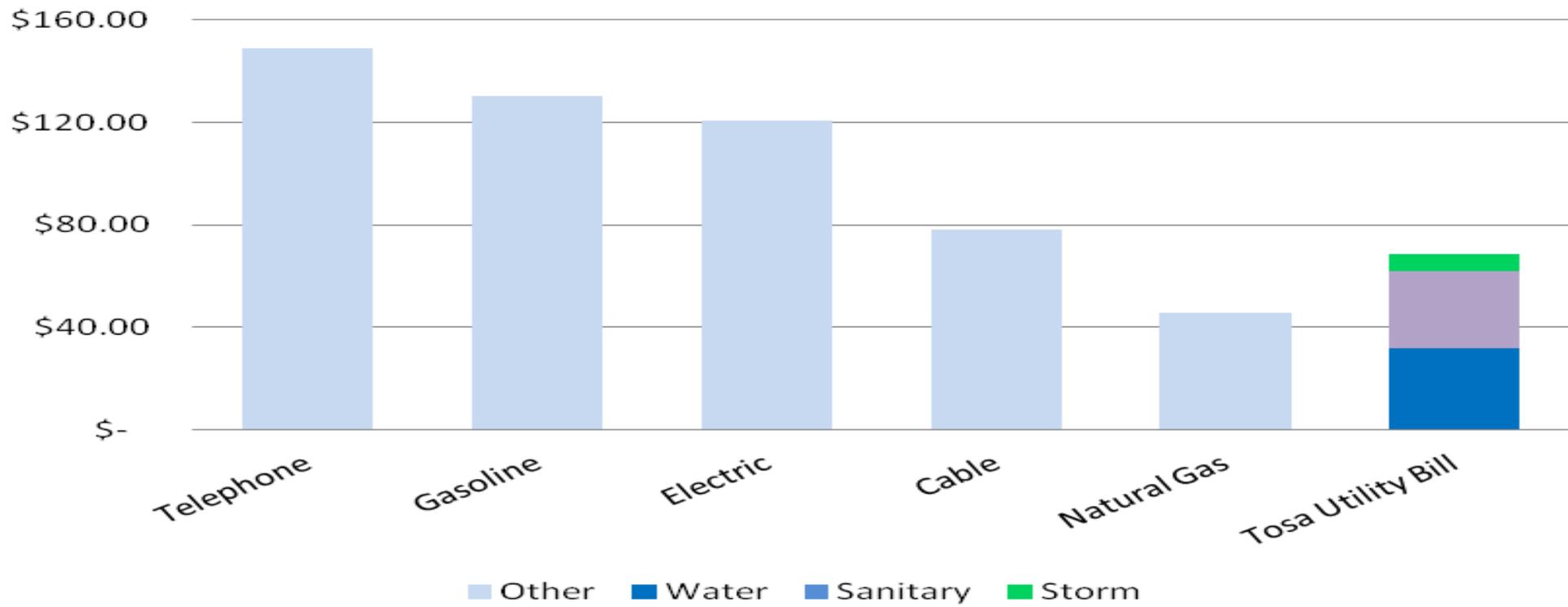
Based on an Assessed Single Residential Property Value of \$217,700



- 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

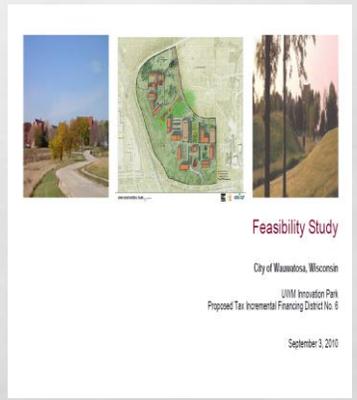
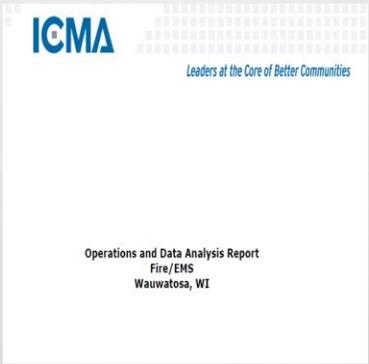
- **MANAGE GROWTH AND ECONOMIC DEVELOPMENT**
- **PRESERVE ESSENTIAL SERVICES WITH FISCAL CONSTRAINTS**
- **MAINTAIN INFRASTRUCTURE**
- **EXPAND CITIZEN ENGAGEMENT AND INVOLVEMENT**
- **GEOGRAPHICALLY LAND-LOCKED**



WORK DONE SO FAR...

Wauwatosa City Hall & Civic Center
 Wauwatosa, Wisconsin
Master Plan Study
 July 27, 2010

- **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



MEIJER STORE PROPOSED FOR TOSA WINS PLAN COMMISSION APPROVAL

JOURNAL SENTINEL, SEPTEMBER 11, 2012



MAYFAIR MALL



ROTARY

31



CITY OF WAUWATOSA

CITY HALL
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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: 031814COWminutes (2338 : Strategic Plan Part 2)

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 _____

Attachment: 031814COWminutes (2338 : Strategic Plan Part 2)



CITY OF WAUWATOSA

COMMITTEE OF THE WHOLE

MINUTES • APRIL 22, 2014

Regular Meeting

Common Council Chambers

7:00 PM

7725 West North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. Byrne, Causier, Dubinski, Hanson, Kofroth, McBride, Moldenhauer, Pantuso, Roznowski, Stippich, Tilleson, Walz-Chojnacki, Wilke, Wilson --14

ABSENT: Ald. Walsh

EXCUSED: Ald. Berdan

ALSO PRESENT: Mr. Archambo, City Administrator; Mr. Kesner, City Attorney; Mayor Ehley; Ms. Enders, Development Director; Ms. Ledesma, City Clerk

Ald. McBride in the Chair

COMMITTEE OF THE WHOLE ITEMS

1. Continued discussion regarding possible restructuring of Council Committee responsibilities

The Chair referenced the first item on the agenda concerning possible Council Committee restructuring, and provided some brief background information. The City had commissioned the Horton Report in 2009; this was intended, in part, to streamline the economic development process. Many of the recommendations have since been enacted.

One that has not, however, has been the recommendation to transfer some duties currently assigned to the Council Committee on Community Development (CDC) to the City Plan Commission. On July 30, 2013, representatives of the City's Economic Development Advisory Committee (EDAC) recommended to CDC that the practice of Plan Commission items also undergoing review by CDC prior to Council action, be discontinued. No formal action was taken at that time.

On February 11, 2014, Ald. Wilson again brought this issue before CDC; no formal action was taken. At the February 25, 2014 CDC meeting, Ald. McBride submitted a proposal suggesting changes as well. On March 11, 2014, Ald. Berdan moved that this restructuring discussion be referred to the Committee of the Whole (COW), and that any Council member wishing to submit ideas, do so in writing prior to the COW meeting. Those submissions are before the Committee this evening. One Council member has also asked that this meeting provide for a thorough dialogue without advancing any specific proposals. In the interest of efficiency and with the goal of reaching some consensus, however, only written proposals were initially discussed.

Email from Ald. McBride suggesting a revision to aldermanic vacancy selection process

With the consent of his colleagues, Ald. McBride agreed to hold the discussion on amending the aldermanic selection process on another evening.

Email from Ald. McBride recommending creation of term limits for the Common Council President

Ald. McBride explained that his proposal was to limit the term of Common Council President to two consecutive two-year terms. A Council member would need to 'sit out' one two-year cycle before being considered once again for the position of Common Council President. This proposal is patterned after the policies of both the Civil Service Commission and the Wauwatosa School Board. A limit provides the regular opportunity for a leader with new ideas and new energy to lead the Council.

It was moved by Ald. Pantuso, seconded by Ald. Walz-Chojnacki to recommend introduction of an ordinance creating term limits for Common Council President as proposed. --

General discussion ensued about the pros and cons of term limits. If a body believes in the leadership of one of its members, should it be prevented from having that member serve as its leader? Is the current system in need of modification?

It was moved by Ald. Tilleson, seconded by Ald. Pantuso to refer the issue to the Community Development Committee, with a broader review, if necessary, of Chapter 2.20 of the Wauwatosa Municipal Code. Ayes 13, Noes 1 (Hanson)

Email from Ald. McBride suggesting a revised standing committee structure

This subject was discussed within the context of the minutes listed under Ald. Berdan's email.

Email from Ald. Berdan suggesting a revised standing committee structure

Discussion turned next to Ald. Berdan's proposal for revising the current standing Council Committee structure.

In her absence, Ald. Moldenhauer summarized Ald. Berdan's position, noting that she favors this restructuring because all city residents will be represented by one of their Council members on each of the committees. Furthermore, this proposed structure reflect best practices in place in other communities.

Ald. Roznowski voiced support for the proposal, calling it simple, while attempting to ensure adequate representation for all citizens on all issues by their representatives. As the City's needs change, committee structures may need to also change to meet current needs. He added that certain issues now addressed at the Committee level could be appropriately managed by staff on an administrative level.

Ald. Pantuso concurred, calling the proposal logical, and suggested a trial period be enacted. He note that Ald. McBride's restructuring proposal also suggests a new make-up for a budget committee.

Mr. Kesner stated that a trial period could be enacted, utilizing the two current 8-member committees, without having to amend any ordinances at present. Amending the Budget Committee membership, however, will require an immediate ordinance change. Inasmuch as that committee does not meet until early Fall, however, membership can be addressed later.

Ald. Walz-Chojnacki voiced support for Ald. Berdan's proposal, but questioned whether resulting agendas will be very large. Will smaller issues get lost? Alternately, could smaller, satellite committees be used if necessary?

Ald. Wilson opined that it is difficult to adopt a single plan on a single night, especially given the extraordinary nature of this issue. He supported the idea of a trial period for any changes proposed, noting that unworkable aspects of a new plan can be addressed. His primary concern is the creation of a workable system that allows the Council to tackle issues, while still addressing matters of policy.

Ald. Wilson added that budgeting is a year-round process; budget adoption is the culmination of months of work and education so that resources can be wisely allocated. This must be kept in mind during restructuring discussions. He concurred that it appears some Council Committees have become less relevant over time, and that there have been issues in the past that were considered by small committees and perhaps would be better served by discussion in a larger committee. He agreed that it is important to protect the time needed to deal with smaller issues, lest they become lost.

Ald. Byrne suggested that Committee efficiency can be increased via two large committees, but noted that issues requiring more discussion and focus might be better served by a sub-committee. How are significant policy issues best handled? In Committee of the Whole? In one of two large committees?

Ald. Tilleson expressed support for a two-committee system because it assures equal representation for citizens on all issues.

Ald. McBride stated he also liked Ald. Berdan's proposal, but cautioned against losing personal interaction for the sake of efficiency. The current committee system has functioned adequately for years, but recent appointments have resulted in significant membership overlap between the Traffic & Safety Committee and the Community Development Committee, and between the Employee Relations Committee and the Budget and Finance Committee. This has reduced meaningful discussion since many of the same people served on the same committees.

Ald. Wilson asked what will change with a two-committee system. It seems most policy discussions have occurred on a Committee of the Whole (COW) level because the day-to-day business of the existing committees has gotten in the way of policy discussions. Maybe COW is best suited for these discussions.

Ald. McBride observed that some Council members have been reluctant in the past to serve on the Budget and Finance Committee because it has also meant serving on the Budget Committee in Fall. All members, however, need to be mindful of the budget year-round. His proposal to restructure the Budget Committee was merely an attempt to lighten Budget and Finance's work load in Fall.

Ald. Tilleson stated he views all issues as inherently intertwined with the budget and should be discussed within that context.

Ald. Moldenhauer opined that this proposed change with trial period still enables the use of the three smaller Council Committees if necessary.

Ald. Hanson noted that using just two 'super' committees will not lessen workloads. He expressed willingness to try this proposal on a trial basis, but cautioned against changing for the sake of change. Ald. Hanson clarified that the Mayor will still make appointments as usual to the small committees in the event items requiring additional focus or discussion are forwarded to them.

It was moved by Ald. Moldenhauer, seconded by Ald. Wilke to implement the two large-committee approach on a trial basis, while retaining the existing committee structure, and direct all business to the two large, existing committees as follows: all Traffic and Safety Committee work to the Community Development Committee; all Employee Relations Committee and Legislative, Licensing and Communications Committee work to the Budget and Finance Committee. The trial period shall extend through July 22, 2014. Ald. Moldenhauer clarified that the two 'super'-committee approach will continue unless the Committee votes on July 22 to abandon this approach. --

Ald. Causier opined that 'efficiency' in this arrangement may be subjective, inasmuch as it may be difficult to quantify or measure. How will we know when it has been achieved? What is a measurable outcome? While she supports this hybrid trial, she cautioned that the committees must not short those smaller, yet still significant, issues.

Ald. Walz-Chojnacki pondered whether fewer unanimous votes will indicate a measure of success for the new proposal. Perhaps this trial will indicate the need to assign more decision-making responsibilities to staff.

Ald. Kofroth stated he supports this proposal and observed that it does not seem to be a huge change. Hopefully it will simply matters for constituents.

Responding to Ald. Kofroth's question about the trial length, Mr. Kesner stated that the Committee can opt in July to extend it if necessary. He clarified that the Mayor will make her appointments (including Chair/Vice-Chair designations) to the five existing Council Committees as has always been done following aldermanic elections.

Comments were made about the advisability of employing ad hoc committees for specific issues in addition to the three smaller committees.

Ald. Wilke noted that often it is of value if a Council member can serve on a committee that meshes well with his/her interests and strengths. He added that the budget is of such importance that all Council members should attend the budget meetings; perhaps having them within the context of a COW meeting ought to be considered. Ald. Tilleson concurred.

Ald. Moldenhauer, with the consent of the Second, agreed to add to his motion that while the typical start time of the two large committee meetings will be 7 p.m. during this trial, they may meet earlier if necessary. --

In addressing the issue of measurable outcomes, Ald. Pantuso suggested that the frequency with which the three smaller committees were/were not convened during the trial period may help measure the effectiveness of the new structure. Additionally, if the workload slows some over the summer, and the new structure works well, will it continue to work well in Fall when workloads typically increase? He added that he also liked the idea of conducting more budget meetings on the COW level.

Ald. Causer concurred that having budget discussions during COW meetings is intriguing. The budget process has a tremendous learning curve; it is more technical and all elected officials should come together to participate in the process.

It was clarified that the smaller committees could be utilized during this trial period to study and discuss issues requiring in-depth analysis that may be more difficult within the context of the larger committees' agendas. Mr. Kesner added that any quasi-judicial hearings regarding liquor license revocation that may need to be held will require the convening of the Legislation, Licensing and Communications Committee (LLC).

It was moved by Ald. Wilson to amend the motion to (1) clarify that the Mayor shall continue to make committee appointments as usual during this trial period, (2) to direct that the work of the Legislation, Licensing, and Communications Committee and the work of the Employee Relations Committee be directed to the Budget and Finance, and that the work of the Traffic & Safety Committee shall be directed to the Community Development Committee. It is understood that these large committees may opt to refer issues to the other committees as necessary. (3) Finally, at the first meeting of the new committees, the members themselves shall vote to determine their Chair and Vice-Chair; the person receiving the most votes shall be the Chair and the person receiving the second highest number of votes shall be the Vice-Chair. --

Ald. Moldenhauer, with the consent of the Second, agreed to add the first two points as friendly amendments to his original motion.

A brief discussion ensued regarding point #3 in the motion above. It was agreed that the wording in the current Code with respect to appointing authority can be interpreted differently.

With respect to point #3 in his motion above, Ald. Wilson clarified that if this trial period goes forward, and is later rescinded in favor of the current committee structure, it is with the understanding that the Mayor will continue to make appointments as had been done in the past.

Ald. Tilleson seconded point #3 above as a separate motion and further requested the Attorney to codify this ordinance change. --

Mr. Kesner cautioned against the ordinance change at this point; if the Mayor feels she also has the appointing authority, this issue must first be resolved.

Ald. Wilson clarified the motion on the floor, that notwithstanding the Mayor's appointments, that at the first committee meetings, the members themselves will appoint a Chair and a Vice-Chair, and that an ordinance change shall be drafted to eliminate existing ambiguity. --

Ald. Pantuso stated he was not ready to vote on the Chair/Vice-Chair issue. The City (with a mayor/council form of government) already has a mayor with little power. Appointing authority has traditionally been considered one of the powers. Ald. McBride concurred, noting that this is the first time this issue has been brought forward for consideration. He opined that such a move introduces an element of politics into the situation. Perhaps such a change should be considered in two years, when the next round of appointments are imminent.

Ald. Wilke countered that he did not view this as an attempt to wrest power from the Mayor, but rather an effort to show that people work well with leaders they themselves select.

Roll call vote on Chair/Vice-Chair motion, Ayes 7, Noes 7 (Byrne, Causier, McBride, Moldenhauer, Pantuso, Roznowski, Walz-Chojnacki).
-- Motion failed.

Roll call vote on original motion, as amended, Ayes 14

It was clarified that the trial period will begin with the April 29, 2014 Council Committee meetings.

RECESS 9:12 - 9:20 p.m.

2. Proposed ordinance amending Wauwatosa City Code Section 2.02.040, 2.02.150 and 2.24.020 and creating Section 2.24.030 to effect changes and procedures for consideration of items from the City Plan Commission

The next item was consideration of a proposed ordinance to effect changes and procedures for items coming from the City Plan Commission. The ordinance had been introduced at the March 4, 2014 Common Council meeting and referred to the Committee of the Whole by the Community Development Committee on March 11, 2014. The proposed ordinance identifies which items would now be directly referred from the Plan Commission to the Common Council for final action, and which issues would still be referred to the Community Development Committee for further analysis.

Ald. Wilson expressed his preference to continue a wide-ranging discussion without having a concrete proposal before the Committee. In addressing the current referral structure, Ald. Wilson opined that it adds cost and time to the approval process to have issues considered by the Plan Commission also be reviewed by the Community Development Committee before proceeding to Council for final action. If there is consensus that a mechanism can be built into a new process to assure that those issues still needing Committee review can receive it, then a path forward can be found.

Ald. McBride observed that the proposed ordinance looks to create a more streamlined process, but does not address some alders' concerns about greater Plan Commission responsibilities.

Ald. Wilke noted that when he was appointed to the Plan Commission, there was discussion of Ald. Tilleson's proposal that the Council ought to get to know prospective Plan Commission members, particularly if the Plan Commission was going to be given additional authority. The point had also been made during that discussion that Plan Commission members need to be aware of the Council's intentions and visions for the City's development.

Ald. McBride concurred that this issue needs to be revisited as the transfer of some authority from a council committee to the Plan Commission is significant.

In addressing the proposed ordinance, Ald. Roznowski stated that at the last Community Development Committee meeting, five items were on the agenda that had previously been discussed by the Plan Commission. The same discussion was essentially held on two different evenings. The resulting recommendations from the two bodies were the same. Is this considered an efficient procedure? Rather, it seems prudent to clearly define certain issues which can proceed directly to Council from the Plan Commission. This will free up the Council Committee's time for discussion of policy issues.

It was moved by Ald. Roznowski, seconded by Ald. Walz-Chojnacki to recommend the ordinance to Council for adoption. --

Ald. Causier raised a question with point "C" under Part IV of the proposed ordinance which allows for five alderpersons to request that an item that typically goes directly from Plan Commission to Council, be referred to the Community Development Committee first.

Ald. McBride explained the addition of this provision was an attempt to address concerns raised that particularly complex or weighty issues may need more analysis than just that provided by the Plan Commission. The number five was chosen as it parallels the current process used to place something on an agenda.

Responding to a question, Mr. Kesner clarified that the Council could choose to refer an issue to the Community Development Committee, or could simply opt to vote an issue down. A proposal would not necessarily have to be sent back to the Plan Commission.

Ald. McBride observed that if this ordinance is adopted, Council members will need to pay greater attention to issues before the Plan Commission. Having these meetings videotaped is very helpful.

In response to a query about the wording of Part IV "C", Mr. Kesner stated that while the proposed wording calls for five members to submit 'a written request to the Common Council President', five emails will suffice as they are considered written communication as well.

A question about Part III "2." of the proposed ordinance - the Plan Commission's citizen composition - was raised. Mr. Kesner stated that current membership has five citizen members; one of them happens to be Ald. Wilke, serving in the citizen capacity. Under this ordinance, Ald. Wilke's appointment would fall under Part III "3", where the Mayor appoints an alderperson to a two-year term. Mr. Kesner also clarified that per state statute, Plan Commission membership is limited to seven; at least three members must be non-city officials. In Wauwatosa, the Mayor is one of those seven. Point "3" provides additional aldermanic representation on the Commission in addition to the member appointed by the Common Council.

Ald. Wilke raised the issue of creating some kind of interview process for prospective Plan Commission members. If more responsibility is placed on this group, it is critical that qualified people serve in this capacity. Ald. Tilleson added that such a process allows Council members to find out more about the candidates' backgrounds and perspectives; an interview is not intended to become a 'grilling.'

It was moved by Ald. Tilleson, seconded by Ald. Wilson

to amend Part IV to add that the Mayoral appointees to the Plan Commission will appear before the Community Development Committee prior to their confirmation. --14

Mayor Ehley voiced support for this interview process, noting that Council members should be aware of who the citizen volunteers are. She stressed that consistent, standard questions need to be developed.

In response to a request for clarification on why certain issues will still be going to the Community Development Committee (i.e., zoning ordinance changes, planned unit developments, development agreements, historic building/site designations, etc.), it was explained that the ordinance attempts to separate the controversial issues from the more mundane issues.

Ald. Wilson suggested that Part V, paragraph 2, be modified or deleted, since it is 'a given' that the Council can refer an item to committee any time it feels more discussion is warranted.

With the consent of the Mover and Second of the original motion, Ald. Wilson offered a friendly amendment to delete Part V, paragraph 2.

Vote on original motion, as amended, -14.

Mr. Kesner confirmed that this ordinance will be submitted to Council for adoption during its May 6 meeting; the June Plan Commission (June 9, 2014) shall be the first time the new responsibilities are in effect.

PROPOSED ORDINANCE AS INTRODUCED ON MARCH 4:

The Common Council of the City of Wauwatosa do ordain as follows:

Part I. Section 2.02.040 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

No business shall be considered by the Common Council unless presented by a member of the Common Council, the Mayor, a standing committee of the Common Council, the Plan Commission, the Board of Public Works, or the City Administrator.

Part II. Section 2.02.150 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

- A. Any alderperson must submit to the City Clerk, in writing, his or her intent to be a candidate for either the office of Common Council President and/or member of the City Plan Commission, by the second Tuesday in April following a regular aldermanic election.
- B. The City Clerk shall, on or before the Friday prior to the election of the Common Council President and City Plan Commission member, advise the alderpersons of the names of the candidates, which names shall be placed on the ballot for the election to be held by the Common Council, sitting as a Committee of the Whole, prior to the Common Council meeting on the third Tuesday in April.
- C. In the event of a vacancy in either of the above offices, the candidate shall submit his or her name on or before the Tuesday prior to the date on which the election is to be held and said election shall be held in the same manner described above, not later than two weeks following the occurrence of the vacancy.
- D. The aldermanic representative to the plan commission shall be elected for a two-year term by a majority vote of the Common Council, sitting as a Committee of the Whole, on the third Tuesday in April following a regular aldermanic election.

Part III. Section 2.24.020 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

The Common Council elects pursuant to Section 62.23(1)(a), Wis. Stats. to provide for Plan Commission membership which shall be as follows:

1. The Mayor who shall be its presiding officer.
2. Four citizen members, none of whom are municipal officials, appointed by the Mayor and subject to confirmation by the Common Council to serve staggered three-year terms.
3. An alderperson appointed by the Mayor to serve a two-year term.
4. An alderperson elected by a majority vote of the Common Council, pursuant to section 2.02.150, to serve a two-year term, or until the next regular aldermanic election, whichever shall come first.

Part IV. Section 2.24.030 of the Wauwatosa Municipal Code is hereby created to read as follows:

- A. The following items considered by the Plan Commission shall be referred directly to the full Common Council for approval: conditional uses permits; scheduling of public hearings; land combinations and divisions; matters not otherwise specified within these subsections.
- B. The following items considered by the Plan Commission shall be referred to the Committee on Community Development for further action: zoning ordinance changes; planned unit developments; development agreements; designation of historic buildings and sites; other items referred by the City Attorney pertaining to zoning and development matters
- C. Following a referral from plan commission to the Common Council pursuant to subsection A, above, and prior to any action by the Common Council, any five alderpersons may require that an item be referred to the Committee on Community Development by submitting a written request to the Common Council President.

Part V. Non-codified provisions:

Plan Commission meetings shall be videotaped and made available for later viewing in the same manner as other meetings of the Common Council and its standing committees; and

Any issue brought forward to the Common Council pursuant to subsection 2.24.030 A., for which the council feels more detailed committee discussion is warranted, may be referred to the Committee on Community Development by a majority vote of the Common Council.

Part VI. Parts I, II and III of this ordinance shall be effective following the general aldermanic election of April 1, 2014, and Part IV shall become effective at and following the Plan Commission meeting scheduled for May 12, 2014.

Carla A. Ledesma, CMC, City Clerk

Restructuring of Aldermanic Selection in Case of a Vacancy

Proposal by Alderman Dennis McBride

April 18, 2014

Section 2.04.020 of the Wauwatosa Municipal Code shall be amended to read as follows:

2.04.020 Vacation of the office of alderman; Selection of replacement.

A. Vacation of Office.

1. An alderman's office shall be deemed vacant upon the occurrence of any one of the following events:

- (a) The alderman's resignation;
- (b) A change in the alderman's residency from the aldermanic district in which he was elected to another aldermanic district within Wauwatosa;
- (c) A change in the alderman's residency from Wauwatosa to a place outside Wauwatosa; or
- (d) The alderman's death.

An alderman also may file a written declaration of prospective vacancy to announce his intention to vacate his aldermanic position, on a date certain, by resignation or expected change in residency. The purpose of declaring a prospective vacancy is to allow the Common Council to fill the vacancy without leaving an aldermanic district unrepresented for a period of time. Once an alderman has filed a written declaration of prospective vacancy, that declaration shall be binding and he may not withdraw it.

2. When an alderman changes his residency from the aldermanic district in which he was elected to another aldermanic district within Wauwatosa, he may serve in a de facto capacity until his successor is appointed.

3. When an alderman changes his residency to a place outside Wauwatosa, the alderman shall have no authority to serve as an alderman in any capacity, de facto or otherwise.

4. For purposes of this section, "residency" shall be defined in the same manner as are qualifications for voting in local elections under the Wisconsin Statutes.

B. Committee to Nominate Replacements.

1. When an aldermanic vacancy occurs, or when alderman has declared a prospective vacancy, an Aldermanic Nomination Committee of five current Council members shall be formed to assess the qualifications of applicants and to recommend one of the applicants to the full Common Council to fill the vacancy.

2. Four members of the Aldermanic Nomination Committee shall be selected as follows: If the vacancy is in an odd-numbered aldermanic district, the senior aldermen from the four even-numbered districts shall serve as members of the Aldermanic Nomination Committee. If the vacancy is in an even-numbered aldermanic district, the senior aldermen from the four odd-numbered districts shall serve as

members of the Aldermanic Nomination Committee. If a senior alderman from such districts chooses not to serve on the Committee, the junior alderman in his or her district shall serve instead.

3. The Mayor shall appoint the fifth member of the Aldermanic Nomination Committee from among the Common Council members who are not chosen to serve on the Committee in accordance with Paragraph (B)(2) above; except, however, that the Mayor may not appoint to the Committee the other alderman from the aldermanic district in which the vacancy has occurred.

4. The Mayor shall appoint the chair of the Aldermanic Nomination Committee from among the five Common Council members who were chosen in accordance with Paragraphs (B)(2) and (B)(3) above.

C. Selection of Replacements by Common Council.

1. The process for filling an aldermanic vacancy shall be as follows:

(a) The City Clerk shall announce the vacancy in the manner customarily used for official City announcements for such vacancies. Wauwatosa residents interested in the vacancy shall have two weeks from the date of the announcement to submit an application to the Aldermanic Nomination Committee.

(b) No later than two weeks after the close of the application deadline, the Aldermanic Nomination Committee shall meet and conduct interviews of the applicants. The Committee may select an applicant to recommend to the full Common Council at that meeting, or at a subsequent meeting to be held within seven days of the first meeting.

2. Those interviews of the aldermanic applicants shall be videotaped and broadcast on the public access television channel customarily used by the City for broadcasting meetings of the Common Council and of Common Council committees.

3. To allow for public comment and appropriate consideration by aldermen who are not members of the Aldermanic Nomination Committee, the Common Council shall not vote to fill any aldermanic vacancy unless at least seven days have elapsed since the Aldermanic Nomination Committee has selected an applicant to recommend to the Common Council.

4. After the time period specified in subsection (C)(3) above has ended, the Common Council shall select one of the applicants for the aldermanic vacancy by a majority vote. It is not bound to follow the Aldermanic Nomination Committee's recommendation.

Carla Ledesma

From: Dennis McBride
Sent: Friday, April 18, 2014 4:22 PM
To: DL-Alderspersons
Cc: Kathleen Ehley; James Archambo; Carla Ledesma
Subject: COW proposal: Term limits for Council President

Colleagues:

For the Committee of the Whole meeting on April 22, I wish to have another idea discussed: limiting the terms of the Council President.

When I was appointed to the Civil Service Commission 22 years ago, the Chair of that Commission seemed to serve indefinitely, even though he or she was elected every year. After several years and much turnover, I became Chair. After I served two terms, and it appeared that the position would be mine into perpetuity, I said: "I am not the President of a banana republic. Every organization needs occasional changes in leadership. I propose that we limit the Chair to two consecutive terms, and that anyone serving such terms not be eligible to be Chair again until at least a full term has elapsed." My proposal was adopted, and I became Chair again after five or six years, and then cycled off again.

The Wauwatosa School Board also follows this procedure, with Board Presidents being limited to two consecutive terms. The late, great Lois Weber, who served on the School Board for 37 years, was President a number of times, but she cycled in and out of the position.

With this as background, I propose that we change our ordinances to state that the President of the Common Council shall be limited to two consecutive two-year terms, and that any person serving such terms shall be prohibited from being considered for additional terms as President until at least one two-year term has elapsed since he or she served as President.

In this manner, more alders will have the opportunity for leadership, fresh ideas will come forward, and no one should feel precluded from serving.

In case you're wondering why I didn't make this proposal before last week's organizational meeting, I didn't want to be seen as making a proposal that might be seen as an inducement in exchange for voting for me. I would like this proposal to rise or fall on its own merits.

We might want to revisit the terms of other Council and Mayoral appointees, and whether there should be term limits. I take no position on this. I do oppose any term limits on the number of terms that alders can serve their districts. I believe that voters are wise, and know when to turn the rascals out of office.

Best wishes,

Dennis R. McBride
 Alderman - 4th District
 President, Common Council
 City of Wauwatosa, Wisconsin
 (414) 258-4574

Attachment: 042214 COW minutes (2337 : Council Committee Structure)

Restructuring of Wauwatosa Common Council Committees

Proposal by Alderman Dennis McBride

April 18, 2014

I. Revisions to the Plan Commission and Community Development Committee

The City of Wauwatosa's Zoning Ordinance (Title 24 of the Wauwatosa Municipal Code) gives the Common Council final decision-making authority over each of the following activities reviewed by the Plan Commission: zoning text and map (rezoning) amendments, conditional use permits, preliminary review of development plans for planned unit developments, historic designation, and historic overlay zoning map amendment. After its reviews, the Plan Commission forwards its recommendations to the Common Council for approval, rejection, or further consideration of the Plan Commission's actions. For zoning changes and planned unit development plan review, the Council is required to conduct a public hearing. For conditional use permits, it is not.

In July 2013, the City of Wauwatosa Economic Development Advisory Committee ("EDAC") communicated to the Common Council's Community Development Committee ("CDC") several recommendations for improving development processes, including the following proposal for the Plan Commission:

Eliminate the requirement that Plan Commission items go before the Community Development Committee for additional review and approval. This is a common practice and model used throughout most Wisconsin communities. In most cases, applicants are presenting the same information to multiple committees – adding time to the approval process, as well as additional costs to the applicants if consultants are being utilized, etc. As done in the past, if an issue is brought forward to the Common Council and the Council feels more discussion is warranted, the item could be referred back to the Committee on Community Development. Videotaping of Plan Commission meetings is also recommended for the benefit of Alderpersons, as well as residents.

Building on this proposal, I further propose the following revisions to the Plan Commission and CDC:

A. Plan Commission

The Plan Commission's duties shall remain as currently stated in Section 24.16 of the Wauwatosa Municipal Code, except as otherwise stated below. Section 2.04.020(A) of the Wauwatosa Municipal Code, pertaining to the Plan Commission's membership, shall be amended to read as follows:

2.24.020 Membership.

A. The common council elects pursuant to Section 62.23(l)(a), Wis. Stats. to provide for Plan Commission membership, which shall be as follows:

1. The mayor, who shall be its presiding officer.

2. Four citizen members, at least three of whom are not municipal officials, appointed by the mayor and subject to confirmation by the common council to serve staggered three-year terms.
3. An alderperson appointed by the mayor to serve a two-year term.
4. An alderperson elected by a majority vote of the common council to serve a two-year term.

B. Development, Legislation & Personnel Committee

The Development, Legislation & Personnel Committee shall replace the CDC and assume most of the duties of the Legislation & Licensing Committee and the Employee Relations Committee. The DL&P's duties shall include ordinance changes; employee personnel matters; all development and planning matters that do not move on automatically to the full Common Council from the Plan Commission; all development and planning matters that are referred back to the Common Council following approval by the Plan Commission; all special licensing issues; and all non-financial city issues requiring discussion before being considered for approval by the full Common Council.

The following matters currently reviewed by the Plan Commission and referred to the CDC shall no longer be referred to the CDC or its successor, the DL&P Committee, but instead shall be referred directly to the full Common Council for approval, rejection, or further consideration: conditional use permits; the scheduling of public hearings on zoning matters; land combinations and divisions; and general updates.

The following matters currently reviewed by the Plan Commission and referred to the CDC shall continue to be referred to the CDC's successor, the DL&P Committee, for consideration before final approval or rejection by the full Common Council: ordinance changes; planned unit developments; development agreements; designations of historic buildings and sites; and items referred by the City Attorney which pertain to zoning and development matters.

The DL&P Committee shall be comprised of one-half of the Common Council (currently 8 of the 16 members, one from each district) appointed by the Mayor, who also shall select a chair and a vice-chair. As stated in Chapter 2.30 of the Wauwatosa Municipal Code, the Mayor also shall appoint a standing Economic Development Advisory Committee, with seven members including an alder selected by a Common Council majority and six community members who have expertise in various facets of economic development, to advise the DL&P Committee.

II. Revisions to Other Common Council Committees

Legislation & Licensing Committee; Employee Relations Committee

The Legislation & Licensing Committee and the Employee Relations Committee shall be abolished, and their duties shall be delegated to other committees, except that the LLC's former primary duty – approving or denying bartender licenses – shall be delegated by ordinance to the City Clerk and the City Attorney.

Finance Committee

The Finance Committee's duties shall include all matters of city spending including (but not limited to) bills and claims, emergency spending and fund transfers, bond issuance, and TIF funding. The committee also will handle legal settlements and contractor negotiations.

The committee shall be comprised of one-half of the Common Council (currently 8 of the 16 members, one from each district) appointed by the Mayor, who also shall select a chair and a vice-chair.

Transportation Committee

The Transportation Committee's duties shall include all matters of street and traffic planning, pedestrian and bicycle safety, and transportation planning.

The committee shall be comprised of four alders appointed by the Mayor, who also shall select a chair and a vice-chair.

Marketing & Communications Committee

The Marketing & Communications Committee's duties shall include written communications with City residents (including, but not limited to, the City's web site and newsletter), public relations (including, but not limited to, a plan for communicating with residents and news media during emergencies), and marketing of the City for economic development and other purposes.

The committee shall be comprised of four alders appointed by the Mayor, who also shall select a chair and a vice-chair. The Mayor also shall appoint a standing advisory committee, with five members, from among community members who have expertise in marketing, advertising, and public relations, to advise the Marketing & Communications Committee.

Budget Committee

The Budget Committee shall meet from September through November, on a schedule determined by the City Administrator and Finance Director, to prepare the annual city budget for the next fiscal year.

The committee shall be comprised of seven alders, including the chairs of the DL&P Finance, Transportation, Finance, and Marketing & Communications Committees, the Common Council President, and two members elected by a majority of the Council for two-year terms. The Council President shall be the committee chair.

Aldermanic Appointment Committee

See the attached McBride draft from January 2012, proposing a revision of Section 2.04.020 of the Wauwatosa Municipal Code. The key is to ensure that the selection of committee members is apolitical.

Colleagues,

Although I believe that our present committee system works well in many ways, I am confident that as we put our creative minds together we could come up with some ways to make it more efficient and easier for our constituents and petitioners to navigate.

My proposal for Standing Committee structure would be to fold into 2 major committees. One could be called “Budget and Internal Affairs” which would be formed by merging the Budget and Finance Committee, the Legislation and Licensing Committee (putting the communication part in the other committee) and the Employee Relations Committee. The other committee could be called “Community Affairs” which would be formed by merging the Community Development Committee, the Traffic and Safety Committee and the communication part of LLC.

Both Committees could begin their meetings at 7pm or earlier if need be.

This structure simplifies our system and ensures that one alder from each district is investigating and hearing every issue that is brought into our system.

It also prevents one committee from encroaching on the next committee’s time.

This proposal is meant to be something to get all of our creative juices working. I am looking forward to our discussion on Tuesday.

Thank you,
Cheryl

Ordinance

PROPOSED ORDINANCE AMENDING WAUWATOSA CITY CODE SECTION 2.02.040, 2.02.150 AND 2.24.020 AND CREATING SECTION 2.24.030 TO EFFECT CHANGES AND PROCEDURES FOR CONSIDERATION OF ITEMS FROM THE CITY PLAN COMMISSION

The Common Council of the City of Wauwatosa do ordain as follows:

Part I. Section 2.02.040 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

No business shall be considered by the Common Council unless presented by a member of the Common Council, the Mayor, a standing committee of the Common Council, the Plan Commission, the Board of Public Works, or the City Administrator.

Part II. Section 2.02.150 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

- A. Any alderperson must submit to the City Clerk, in writing, his or her intent to be a candidate for either the office of Common Council President and/or member of the City Plan Commission, by the second Tuesday in April following a regular aldermanic election.
- B. The City Clerk shall, on or before the Friday prior to the election of the Common Council President and City Plan Commission member, advise the alderpersons of the names of the candidates, which names shall be placed on the ballot for the election to be held by the Common Council, sitting as a Committee of the Whole, prior to the Common Council meeting on the third Tuesday in April.
- C. In the event of a vacancy in either of the above offices, the candidate shall submit his or her name on or before the Tuesday prior to the date on which the election is to be held and said election shall be held in the same manner described above, not later than two weeks following the occurrence of the vacancy.
- D. The aldermanic representative to the plan commission shall be elected for a two-year term by a majority vote of the Common Council, sitting as a Committee of the Whole, on the third Tuesday in April following a regular aldermanic election.

Part III. Section 2.24.020 of the Wauwatosa Municipal Code is hereby amended to read in its entirety as follows:

The Common Council elects pursuant to Section 62.23(1)(a), Wis. Stats. to provide for Plan Commission membership which shall be as follows:

1. The Mayor who shall be its presiding officer.

2. Four citizen members, none of whom are municipal officials, appointed by the Mayor and subject to confirmation by the Common Council to serve staggered three-year terms.
3. An alderperson appointed by the Mayor to serve a two-year term.
4. An alderperson elected by a majority vote of the Common Council, pursuant to section 2.02.150, to serve a two-year term, or until the next regular aldermanic election, whichever shall come first.

Part IV. Section 2.24.030 of the Wauwatosa Municipal Code is hereby created to read as follows:

- A. The following items considered by the Plan Commission shall be referred directly to the full Common Council for approval: conditional uses permits; scheduling of public hearings; land combinations and divisions; matters not otherwise specified within these subsections.
- B. The following items considered by the Plan Commission shall be referred to the Committee on Community Development for further action: zoning ordinance changes; planned unit developments; development agreements; designation of historic buildings and sites; other items referred by the City Attorney pertaining to zoning and development matters
- C. Following a referral from plan commission to the Common Council pursuant to subsection A, above, and prior to any action by the Common Council, any five alderpersons may require that an item be referred to the Committee on Community Development by submitting a written request to the Common Council President.

Part V. Non-codified provisions:

Plan Commission meetings shall be videotaped and made available for later viewing in the same manner as other meetings of the Common Council and its standing committees; and

Any issue brought forward to the Common Council pursuant to subsection 2.24.030 A., for which the council feels more detailed committee discussion is warranted, may be referred to the Committee on Community Development by a majority vote of the Common Council.

Part VI. Parts I, II and III of this ordinance shall be effective following the general aldermanic election of April 1, 2014, and Part IV shall become effective at and following the Plan Commission meeting scheduled for May 12, 2014.

Passed and Dated _____

City Clerk

Approved _____

Mayor