

City of Oconomowoc Strategic Planning: Final Plan

Oconomowoc City Council
June 19, 2018



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Charting the Course City of Oconomowoc

Marketplace Realities

Changing Public Landscape and Expectations

- Changing business and public landscape
- Public will continue to expect higher levels of service
- Changes in legislation and mandates
- Technology changing needs and practices

Funding Constraints

- Stagnant State funding
- Rising fixed costs
- Limited staffing resources
- State imposed levy limits
- Little opportunity for new revenue sources

Vision Statement: Lake Country's premier destination to live, work and play.

Past/Current State

Our City

- Growing community
- Lack of major retail
- Available healthcare
- Safe and secure
- Access to natural resources
- Variety of events
- Residential and commercial opportunities
- Aging infrastructure

Process & Work Environment

- Lack of a united vision
- Resistance to change
- Challenging to attract and retain employees
- Strong competition for resources
- Reactive approach



Future State

Our City

- Vibrant and diverse economy
- Destination for visitors, businesses and home buyers
- Enhance community safety
- Attractive for new corporate and tech headquarters
- Welcoming new retail and entertainment venues
- Culture of continuous improvement

Process & Work Environment

- Engaged and committed workforce
- Clearly established goals and vision
- Improved internal and external communications
- Prioritized use of resources
- Customer expectations are exceeded
- Adaptable to change
- Proactive approach

Mission Statement: Maintain a high quality of life by providing safety and excellent services to our community.





**Charting the Course
City of Oconomowoc**

Guiding Principles We Will.....



We are one team, building community strength through collaboration

We commit ourselves to the highest levels of ethical and professional conduct

We aim to excel in all that we do and are dedicated to continuous improvement

We promote clear and open communication

We strive to be innovative and accept change as an opportunity to find better ways to accomplish our mission

We focus on the safety of our community and employees

We take responsibility for our actions and follow up on our commitments

LIFE COMES
naturally
HERE



2019-2023 Strategic Plan

Mission

Maintain a high quality of life by providing safety and excellent services to our community.

Vision

Lake Country's premier destination to live, work, and play.

Guiding Principles

1. Teamwork

We are one team, building community strength through collaboration

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3. Excellence

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4. Communication

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5. Creative

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I. PROVIDE A SAFE AND SECURE COMMUNITY

Staff Owner: Ron Buerger / Joe Pickart / Kevin Freber Future State: Public safety is paramount in all of the City's services

- A. Maintain Quality of Police Services
- B. Provide Quality Fire and EMS Services
- C. Provide Reliable, High Quality, and Affordable Power
- D. Provide and Foster Safe and Clean Water

II. IMPROVE AND MAINTAIN OUR INFRASTRUCTURE / FACILITIES

Staff Owner: Mark Frye Future State: Oconomowoc has a safe and effective infrastructure that provides a framework for optimal community enjoyment

- A. Complete Public Safety Facility
- B. Maintain Our Existing Infrastructure
- C. Plan and Complete Road Extensions
- D. Identify Future New Projects, Timeline for Implementation and Funding Mechanism
- E. Plan for Continued Sustainability of Cemetery

III. FOCUS ON ECONOMIC DEVELOPMENT

Staff Owner: Bob Duffy Future State: Oconomowoc is recognized as a premier community in Lake Country by fostering an entrepreneurial spirit & tourism destination, developing and retaining a diverse mix of employees & employment opportunities, and revitalizing catalytic development areas

- A. Research and Plan for Major Development
- B. Plan for Future Growth Areas
- C. Plan for Future Transportation

IV. IMPROVE OUR QUALITY OF LIFE ASSETS

Staff Owner: John Kelliher Future State: Community members are proud of the natural, cultural and recreational assets of the City

- A. Better Understand Our Citizen Needs, Wants, Expectations, and Priorities
- B. Plan and Implement Quality of Life Assets and Community Amenities
- C. Support Community Events and Opportunities for Residents

V. ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Staff Owner: Laurie Sullivan Future State: Our City is high-performing, efficient, effective and known for its service excellence.

- A. Improve Our Planning Processes
- B. Recruit, Retain, Engage, Recognize and Develop Employees and Future Leaders
- C. Improve Our Technology
- D. Maintain/Improve the City's Financial Sustainability
- E. Improve Our Internal and External Communication
- F. Develop / Improve Our Performance and Outcome Measures
- G. Increase Partnerships



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Strategic Goal	Objectives - WHAT	Strategies / Tactics - HOW	June, 2018
<p>I. PROVIDE A SAFE AND SECURE COMMUNITY</p> <p><i>Staff Owner: Ron Buerger / Joe Pickart / Kevin Freber</i></p> <p><i>Future State: Public safety is paramount in all of the City's services</i></p>	<p>A. Maintain Quality of Police Services</p>	<p>1. Implement Police Strategic Staffing Plan: Create implementation plan and report out– Ron Buerger 2019Q3 - Report out annually</p>	
	<p>B. Provide Quality Fire and EMS Services</p>	<p>1. Evaluate Fire District recommendation for future fire station – Laurie Sullivan / Ron Buerger – 2018Q4 2. Evaluate Fire District budgetary requests – Laurie Sullivan/Ron Buerger 2018Q3</p>	
	<p>C. Provide Reliable, High Quality, and Affordable Power</p>	<p>1. Replace street lighting with LED – 95% complete – Joe Pickart - 2019Q2 2. Convert overhead power lines to underground – 85% complete a. Identify future conversions and evaluate feasibility/timeline for work – Joe Pickart 2019Q1</p>	
	<p>D. Provide and Foster Safe and Clean Water</p>	<p>1. Evaluate triggers for replacing wells #1 and #2 – Joe Pickart – 2019Q4 2. Create plan for next city well – Joe Pickart – 2019Q4 (site acquired) 3. Continue implementation Oconomowoc Watershed Protection Program (OWPP) – report on program status second quarter annually - Kevin Freber 2019Q2 – Report out annually 4. Evaluate need for Wastewater Treatment Plant nitrogen removal upgrades – Kevin Freber - 2022Q2 5. Evaluate removal of lead pipes - Joe Pickart (900 services left) – update Council on lead laterals – 2018Q3</p>	



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Staff Owner: Mark Frye

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Objectives - WHAT

- A. Complete Public Safety Facility
- B. Maintain Our Existing Infrastructure
- C. Plan and Complete Road Extensions
- D. Identify Future New Projects, Timeline for Implementation and Funding Mechanism
- E. Increase Downtown Parking
- F. Analyze Library capital needs
- G. Plan for Continued Sustainability of Cemetery

Strategies / Tactics - HOW

1. Report out quarterly during construction - Ron Buerger – 2019Q4
1. Develop a city inventory of major assets and projected replacement schedule
 - a. City Parcels – Mark Frye - DONE
 - b. Streets – Mark Frye – DONE – have long-term plan
 - c. Facilities– Mark Frye – 2019Q4
 - d. Utility Infrastructure – Joe Pickart / Kevin Freber – 2019Q2
 - e. Fleet – inventory complete, develop funding replacement cycle – Joe Pickart – 2019Q3
2. Accelerate / enhance street improvement/maintenance plan (includes utility infrastructure)
 - a. Develop long-term funding plan–Mark Frye/Joe Pickart/Kevin Freber/Laurie Sullivan - 2018Q3
3. Fix Worthington railroad crossing – Mark Frye - 2018Q3
1. Thackeray Trail – Mark Frye
 - a. Complete Permitting & Design – 2018Q4
 - b. Construction – 2019Q3
2. Lapham Street – Mark Frye – 2019Q3
3. Lake Bluff Drive – Mark Frye
 - a. Complete Permitting & Design 2020Q4
 - b. Construction – 2021Q3
4. Oconomowoc Parkway – Waukesha County – TBD
1. Construction of Valley Road Water main Extension – Joe Pickart 2019Q2
2. Reconfigure / review space utilization at City Hall – follows Police station move – Mark Frye / Sarah Kitsemel - Plan 2019Q2
3. STH 67 Pedestrian Underpass – Mark Frye – 2019Q4
- Mark Frye / John Kelliher / Bob Duffy:
 1. South Parking Lot Reconstruction – 2019Q2
 2. Wayfinding / Parking Lots Map Directory – 2019Q2
 3. Identify future parking opportunities – 2018Q4 (parking structure, potential lot areas)
1. Complete space needs analysis – Betsy Bleck – 2020Q3
2. Evaluate identified needs and review options for remodel/expansion – Betsy Bleck– 2021Q3
1. Research options for continued sustainability of cemetery – Laurie Sullivan 2018Q2



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Objectives - WHAT

A. Research and Plan for Development

B. Plan for Future Growth Areas

C. Plan for Future Transportation

D. Create Tourism Destination Initiatives

Strategies / Tactics - HOW

June, 2018

1. Update the Comprehensive Plan – Jason Gallo - 2019Q4 – updates on a regular basis
2. Plan for Major Development / Redevelopment Projects - Catalytic Development Areas – Bob Duffy
 - a. E. Wisconsin Avenue
 - b. Downtown (St. Paul / E. Wisconsin Redevelopment Area, Grocery, Pharmacy, Hotel)
 - c. Study the SW Summit Avenue area for zoning and development opportunities
 - d. NE Area
 - e. Pabst
 - f. Housing plan
3. Investigate / provide grant funding or TIF district incentives for target businesses – Bob Duffy – Date
 - a. Recruit tech park and corporate centers (Tech, medical, co-working spaces, etc.)
 - b. Sit down / rooftop restaurants
 - c. Retail (clothing, etc.)
 - d. Entertainment Complex - Music Venue (private)

1. Identify land for future development through Comprehensive Plan Update – Bob Duffy – 2019Q4
2. Establish border agreements for west end development services – Sarah Kitsemel – TBD
3. South Woods Area attachment – Jason Gallo / Diane Coenen - 2019Q4

1. Create an Official Map as part of Comprehensive Plan Update - Bob Duffy - Date 2019Q4
2. Plan for Transportation Opportunities
 - a. Establish Truck Routes – Mark Frye – 2019Q4
 - b. Commuter and Workforce transportation - Bob Duffy 2019Q1
 - i. Report on current options available
 - ii. Engage in Waukesha County Center for Growth Discussions re: future transportation needs in region
 - c. Electrical Vehicles – evaluate opportunities/need for additional charging stations - TBD
 - d. Intelligent Vehicles – how are we preparing and designing roadways - TBD
 - e. Ride sharing (Uber, Lyft, etc.) - TBD
 - f. Bike share stations – TBD

1. VRBO, Airbnb, etc. – will need to address this with policy
2. Website / Mobile Apps
3. Murals on downtown walls



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B. Plan and Implement Quality of Life Assets and Community Amenities

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Strategies / Tactics - HOW

1. Analyze Citywide Library and Parks Needs Assessment Results – John Kelliher / Betsy Bleck - 2018Q2
 - a. Evaluate the value (best use of \$) vs. the investment of community facilities
2. Create “Ask alderman/mayor” listening sessions - TBD
3. Develop a city-wide citizen satisfaction survey – TBD
4. Implement “Coffee with a Cop” – Ron Buerger - Quarterly

1. Finalize plan for transient boat piers on Lac LaBelle – John Kelliher – 2018Q3
2. Implement Bike and Pedestrian Plan / Bike Routes – John Kelliher - 2019Q3
3. Downtown amenities (flowers, lighting, tree plantings, green space, etc.) – John Kelliher – 2019Q3
 - a. Future expansion (E. Wisconsin Avenue, S. Main Street, etc.) and funding plan
 - b. Create plan for ongoing costs to maintain
4. Boat Launch Reconstruction – John Kelliher – 2019Q3 – multi-jurisdictional project
5. Northeast Regional Park – John Kelliher
 - a. Phase I - Grading path and trees – John Kelliher - 2019Q2
 - b. Phase II – identify amenities (ball field, skate park, etc.,) – John Kelliher - 2019Q2 (for 2020 budget)
6. Evaluate public restrooms in Downtown (part of City Hall reconfiguration?) – John Kelliher – 2018Q3
7. Evaluate Village Green enhancements (Pavilion) – John Kelliher - 2018Q3
8. Research Skate park - TBD
9. Evaluate Senior Center future uses and needs - TBD
10. Evaluate Teen Center – Aldermanic initiative – TBD
11. Continue to implement open park space plan – See Comprehensive plan

- John Kelliher – 2020Q3
1. Evaluate future need for volunteers and involvement
 - a. Assess what events are already in place, funding, future plans
 2. Evaluate City’s participation and role for future new events
 3. Evaluation/concern about civic groups cutting back on existing events
 - a. Develop City “succession plan” for organization involvement



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Strategies / Tactics - HOW

June, 2018

V. ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Staff Owner: Laurie Sullivan

Future State: Our City is high-performing, efficient, effective and known for its service excellence.

A. Improve Our Planning Processes

1. Complete and deploy our Strategic Plan to clarify priorities and build unity - Laurie Sullivan/Sarah Kitsemel

B. Recruit, Retain, Engage, Recognize and Develop Employees and Future Leaders

1. Implement a simple citywide recognition program (elected officials and employees)
2. Attend career day to get high school students interested in city positions – Laurie Sullivan 2019Q4
3. Ensure competitive pay/benefits for high-demand positions
4. Improve staff and Council training
5. Provide mentoring and succession planning

C. Improve Our Technology

1. Implement collaboration systems (SharePoint) for sharing info, document collaboration, and workflows – Laurie Sullivan 2018Q4
2. Implement Agenda Workflow and Document management– Laurie Sullivan 2018Q4
3. Implement new Utility Billing Software – integrate with MDM and accounting system – Laurie Sullivan 2018Q4
4. Implement new Accounting Software (GL, Timekeeping, Payroll, Human Resources)–L. Sullivan 2019Q2
5. Implement updated Council Chambers AV Equipment/Software – 2018Q4
6. Research and develop options for consideration for more comprehensive citywide GIS System – Joe Pickart 2019Q1
7. Research and develop options for Asset Management Accounting (Work Order System) – Laurie Sullivan 2019Q2
8. Implement on-line billing and payment system– Laurie Sullivan 2018Q4

D. Maintain / Improve the City's Financial Sustainability

1. Incorporate strategic plan goals and funding strategies into long term financial plan–L. Sullivan 2018Q3
2. Prepare/submit for Electric Rate Case with PSC – Laurie Sullivan – 2018Q3
3. Prepare/submit for Water Rate Case with PSC – Laurie Sullivan – 2019Q3
4. Update Impact Fee Study for Transportation, Public Safety and Water Facilities – 2018Q4

E. Improve Our Internal and External Communication

1. Improve use of online/social media communication
2. Improve public perception – improve awareness of long range goals, projects, and progress
3. Improve communication between Council and Staff

F. Develop / Improve Our Performance and Outcome Measures

1. Develop KPI / metrics across all departments – Laurie Sullivan 2018Q4
2. Develop shared benchmarks – Laurie Sullivan 2019Q2

G. Increase Partnerships

1. Take more active role with state legislative matters – ¼ly report out of status – S. Kitsemel 2018Q4
2. Strengthen Partnership with Waukesha County – quarterly report out of status – S. Kitsemel 2018Q4
3. Network with other communities
4. Pursue Private-Public Partnerships Where Appropriate

Next Steps:

1. Publish the Plan to the City Website
2. Share the Plan with the Community
3. Regular report-out to the City Council
4. Share Point site for tracking progress
5. Integrate the Strategic Plan into the CIP and Budget documents
6. Living Document- Meet regularly with Council to keep Plan up to date