

# City of Oconomowoc Strategic Planning: Updated 2019 Plan- Final

Oconomowoc City Council  
July 2, 2019





# 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

## 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



**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



**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**  
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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, Fire and EMS Services
- B. Enhance Programs for Citizen Safety
- 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

**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 Development/Redevelopment
- B. Plan for Future Growth Areas
- C. Plan for Future Transportation
- D. Create Tourism Destination Initiatives

**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. Develop/Update/Maintain City Ordinances and Policies
- 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



**2019-2023 Strategic Plan**

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Strategic Goal

Objectives - WHAT

Strategies / Tactics - HOW

**I. PROVIDE A SAFE AND SECURE COMMUNITY**

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Joe Pickart /  
Kevin Freber*

*Future State: Public safety is paramount in all of the City's services*

A. Maintain Quality of Police, Fire and EMS Services

1. Implement Police Strategic Staffing Plan: Create implementation plan and report out
2. Research additional MODS for Police Drone (Uses and Costs)
3. Fire Code Update – Fire Inspection Fees
4. Evaluate Fire District Recommendation for Future Fire Station

B. Enhance Programs for Citizen Safety

1. Investigate options for addressing Safety and Visibility for Downtown Pedestrian Crosswalks

C. Provide Reliable, High Quality, and Affordable Power

1. Replace street lighting with LED
2. Convert overhead power lines to underground

D. Provide and Foster Safe and Clean Water

1. Create plan for next city well
2. Continue implementation Oconomowoc Watershed Protection Program (OWPP)
3. Evaluate need for Wastewater Treatment Plant nitrogen removal upgrades
4. Implement Lead Lateral Removal Plan

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## 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

1. Prepare Preliminary Design and Bidding Documents for Public Safety Facility
2. Construction of Public Safety Facility

### B. Maintain Our Existing Infrastructure

1. Develop a City inventory of Major Assets and Projected Replacement Schedule-City Parcels/Streets/Facilities
2. Develop a City inventory of Major Assets and Projected Replacement Schedule-Water Utility-Parcels/Infrastructure/Facilities
3. Develop a City inventory of Major Assets and Projected Replacement Schedule-Electric Utility-Parcels/Infrastructure/Facilities
4. Develop a City inventory of Major Assets and Projected Replacement Schedule-WWTP-Parcels/Infrastructure/Facilities
5. Develop a City inventory of Major Assets and Projected Replacement Schedule-Fleet- Inventory/develop funding replacement cycle
6. Develop a long-term funding plan for enhanced Street Improvements, including Utility Infrastructure update.
7. Fix Worthington Railroad Crossing
8. Clean up Power and Light Building

### C. Plan and Complete Road Extensions

1. Thackeray Trail Extension – Permitting and Design
2. Thackeray Trail – Extension – Construction
3. Lapham Street Bridge – Permitting and Design
4. Lapham Street Bridge - Construction
5. Lake Bluff Drive Extension- Design and Permitting
6. Lake Bluff Drive Extension – Construction
7. Oconomowoc Parkway Extension - Waukesha County
8. Engineering Design for reconstruction of existing Thackeray Trail
9. Prepare Engineering Review of the Silver Lake Street/Summit Ave Intersection Alignment

### D. Identify Future New Projects, Timeline for Implementation and Funding Mechanism

1. Construction of Valley Road Water main Extension
2. Reconfigure / review space utilization at City Hall
3. STH 67 Pedestrian Underpass
4. Identify and Evaluate future Downtown Parking Opportunities
5. Collins Street Parking Lot Reconstruction
6. Downtown Wayfinding and Parking Signage
7. Analyze Library Facility needs
8. Evaluate and Review options for Library remodel/expansion



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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

1. Update the Comprehensive Plan
2. Focus on Development options and plan for E. Wisconsin Avenue Corridor
3. Promote the St. Paul/E Wisconsin Redevelopment Area
4. Promote Downtown Development (Grocery, Pharmacy, Hotel)
5. Focus on the SW Summit Avenue are Development Opportunities
6. Focus on the Development of the NE Area
7. Promote Pabst Farms Area Development
8. Develop options and Housing Plan (Starter Homes, Affordable Housing, Mix ratio)
9. Explore grant funding Opportunities or TIF District Incentives for target businesses (Tech Centers, Medical Centers, Restaurants, Retail, Entertainment)
10. Promote the Major Façade Program
11. Promote Development of the Olympia Resort Area
12. Update Conditional Use Permit –Municipal Code Updates

1. Identify land for future development through Comprehensive Plan Update
2. Establish border agreements with Adjacent Municipalities
3. South Woods Area attachment
4. Census 2020 – Include Website Demographic Updates
5. Prepare for and Create Documents for new State Housing Reporting Requirements

1. Create an Official Map as a part of the Comprehensive Plan Update
2. Establish Truck Routes
3. Report on options available for Commuter and Workforce Transportation
4. Investigate Alternative Transportation Options (Electric Vehicle, Ride Sharing, Bike Share, etc)

1. Create Historic Property Inventory
2. Create Tourism Website / Mobile Apps
3. Identify Opportunities and Partners for Murals on Downtown Walls



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Strategies / Tactics - HOW

1. Develop a city-wide citizen satisfaction survey – TBD

1. Finalize plan for transient boat piers on Lac LaBelle
2. Implement Bike and Pedestrian Plan / Bike Routes
3. Update Parks & Open Space Plan
4. Evaluate options and Create funding plan for ongoing maintenance of Downtown Amenities (Flowers, Lighting, Tree Plantings, Green Space, etc.)
5. Evaluate options for Future Expansion of Downtown Amenities (E. Wisconsin Ave, S Main St) and funding plan.
6. Boat Launch Reconstruction – John Kelliher – 2019Q3 – multi-jurisdictional project
7. Plan and Develop Northeast Regional Park Phase 1 (grading, path, trees)
8. Plan for Northeast Regional Park Phase 2 (identify amenities and funding plan)
9. Evaluate public restrooms in Downtown
10. Plan for the Implementation of the Bike and Pedestrian Plan/Bike Routes
11. Evaluate Village Green enhancements (Pavilion)
12. Evaluate Potential sites in the Downtown Region for a Skate park
13. Evaluate Senior Center future uses and needs
14. Evaluate Teen Center – Aldermanic Initiative

1. 1. Gather data on current Community Events that are already in place, funding, future plans
2. 2. Evaluate Concern re: Civic Groups continuation of Community Events. Determine City's role in Developing a Succession Plan for the Civic Group Involvement
3. Evaluate City's participation and Role for Future New Events
4. Create Wizard of Oz Plaza



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Strategies / Tactics - HOW

1. City Ordinance Update/Review (ROW, Forestry, Sign, Subdivision, Wetland, etc.)
2. Review RFP process for Professional Services (Engineering, Construction Management)
3. Review and Analyze Building Inspection Services (Outsource vs In-house)
4. Redistrict Aldermanic Boundaries
5. Review and Analyze Engineering Services (Outsource vs In-house)

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

1. Implement collaboration systems (SharePoint, Agenda, Doc Management) for sharing info, document collaboration, and workflows
2. Implement new Utility Billing Software – integrate with MDM and accounting system
3. Implement new Accounting Software (GL, Timekeeping, Payroll, Human Resources)
4. Create Technology Committee
5. Research and develop options for consideration for more comprehensive citywide GIS System
6. Research and develop options for Asset Management Accounting (Work Order System)
7. Implement on-line billing and payment system

1. Incorporate strategic plan goals and funding strategies into long term financial plan
2. Prepare/submit for Water Rate Case with PSC
3. Update Impact Fee Study for Transportation, Public Safety and Water Facilities

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 (dashboard reports, information sessions, agenda item requests)

1. Develop KPI / metrics across all departments
2. Develop shared benchmarks

1. Annual report out of State Legislative Matters/Status
2. Strengthen Partnership with Waukesha County
3. Maintain existing and evaluate Future Opportunities for Private-Public Partnerships Where Appropriate
4. Plan for Continued Sustainability of Cemetery