

City of Oconomowoc Strategic Planning:

Updated Plan 2021 - Final

Oconomowoc City Council

June 15, 2021





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

We are one team, building community strength through collaboration

2. Integrity

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

3. Excellence

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

4. Communication

We promote clear and open communication

5. Creative

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

6. Safety

We focus on the safety of our community and employees

7. Accountability

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

I. PROVIDE A SAFE AND SECURE COMMUNITY

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. Enhance Programs for Citizen Safety
- D. Provide Reliable, High Quality, and Affordable Power
- E. Provide and Foster Safe and Clean Water

II. IMPROVE AND MAINTAIN OUR INFRASTRUCTURE / FACILITIES

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

- A. Maintain Our Existing Infrastructure
- B. Plan and Complete Road Extensions
- C. Identify Future New Projects, Timeline for Implementation and Funding Mechanism

III. FOCUS ON COMMUNITY GROWTH

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

- A. Research and Plan for City Development
- B. Plan for Future Growth Areas for Regional Development
- C. Plan for Future Transportation
- D. Create Tourism Destination Initiatives

IV. IMPROVE OUR QUALITY OF LIFE ASSETS

Future State: Community members are proud of the natural, cultural, educational, and recreational assets of the city

- A. Plan and Implement Quality of Life Assets and Community Amenities
- B. Review and Update Parks, Recreation and Forestry Department Plans
- C. Evaluate Future Community Needs and Projects

V. ENHANCE THE EFFECTIVENESS OF CITY GOVERNMENT

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

- A. Update City Ordinances
- B. Recruit, Retain, Engage, Recognize and Develop Employees and Future Leaders
- C. Improve Our Technology
- D. Improve the Effectiveness of Our Meetings
- E. Maintain/Improve the City's Financial Sustainability
- F. Improve Our Internal Communication
- G. Improve Our External Communication
- H. Increase Partnerships

Matt



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Strategic Goal

I. PROVIDE A SAFE AND SECURE COMMUNITY

Staff Owners: James Pfister / Joe Pickart / Kevin Freber / Brad Bowen

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

Objectives - WHAT

A. Maintain Quality of Police Services

B. Provide Quality Fire and EMS Services

C. Enhance Programs for Citizen Safety

D. Provide Reliable, High Quality, and Affordable Power

E. Provide and Foster Safe and Clean Water

Strategies / Tactics - HOW

1. Evaluate and implement police strategic staffing plan: create implementation plan and report out (increase police officers per shift on road) (2021Q3)
2. Create implementation plan to replace failing/outdated equipment P.D. (2021Q3)
3. Develop police commission policies and guidelines (2021Q2)
4. Research federal/state grant opportunities for staffing and capital equipment (multi-year approach)

1. Update Fire Code (2021Q4)
2. Create Emergency Management Plan (2021Q3)
3. Evaluate Fire District future facilities needs – (2023Q4)
4. Assess Fire District standards of cover and community risk assessment (2022Q4)
5. Work with Fire District to evaluate in house fire staffing at stations, improving response times (2022Q2)
6. Explore additional opportunities to improve ISO rating (2022Q2)
7. Research federal/state grant opportunities for staffing and capital equipment (multi-year approach)

1. Investigate options for addressing safety and visibility for downtown pedestrian crosswalks
2. Develop and implement citizen education programs (2021Q4)

1. Convert overhead power lines to underground – 85% complete – coordinate with street, water and sewer replacements planning and funding in annual budget (2021Q4)
2. Replace failing cables in electric utility funding and planning in annual budget (2021Q4)

1. Continue implementation of the Oconomowoc Watershed Protection Program (OWPP) – report on program status annually in second quarter - Kevin Freber (2021Q2)
2. Evaluate need for Wastewater Treatment Plant nitrogen removal upgrades – Kevin Freber (2022Q2)
3. Evaluate and implement annually State grant funding for private side lead water laterals replacements and adjust Utility program as needed. Continue to replace Utility side lead laterals in conjunction with street program,(Council update - 2021Q4)
4. Evaluate the need for a water reservoir at wells 4 and 6 for water quality improvements (2022Q4)
5. Evaluate and address PFAS concerns – report to Administrator (2021Q4)



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Strategic Goal

II. IMPROVE AND MAINTAIN OUR INFRASTRUCTURE / FACILITIES

Staff Owners: Mark Frye / Joe Pickart / Kevin Freber

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

Objectives - WHAT

A. Maintain Our Existing Infrastructure

B. Plan and Complete Road Extensions

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

Strategies / Tactics - HOW

1. Develop a city inventory of major assets and projected replacement schedule
 - a. City parcels/streets/facilities – (2022Q3)
 - b. Water utility – parcels/infrastructure/facilities - (2021Q4)
 - c. Electric utility – parcels/infrastructure/facilities - (2021Q4)
 - d. WWTP – parcel/infrastructure/facilities - (2024Q3)
 - e. Fleet – inventory/develop funding replacement cycle – (2022Q2)
2. Accelerate / enhance street improvement/maintenance plan to include water main replacement program (2021Q4)
3. Explore the feasibility and use of repurposing the old Power House (2022Q2)
4. Complete secondary wastewater digester project and admin. building update (2023Q3)

1. Lake Bluff Drive extension – design and permitting (2022Q3); construction (2023Q4)
2. Prepare engineering review of the Silver Lake Street/Summit Ave intersection alignment (2022Q3)
3. Lapham Street Bridge – permitting and design (2023Q4); construction (2024Q4)
4. Oconomowoc Parkway extension – This project needs involvement from Waukesha County (Update 2021Q4)

1. Complete City Hall space study and remodel - Reconfigure/review space utilization at City Hall (2021Q4)
2. Evaluate and plan for the future facility needs of the Electric and Water Utility (2022Q4)
3. STH 67 Pedestrian Underpass with outside agency involvement (2022Q3)
4. Research the addition of electric charging stations (2022Q1)



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III. FOCUS ON COMMUNITY GROWTH

Staff Owners: Bob Duffy / Jason Gallo

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

Objectives - WHAT

A. Research and Plan for City Development

B. Plan for Future Growth Areas for Regional Development

C. Plan for Future Transportation

D. Create Tourism Destination Initiatives

Strategies / Tactics - HOW

1. Create vision for development options and plan for E Wisconsin Ave Corridor
 - a. Roundabout to 67, E WI Ave visioning (2021Q4 update)
 - b. Find funding resources for implementation or RFP (2022 budget)
2. Promote the St. Paul/E WI redevelopment area (2021Q4 update)
3. Promote downtown development (Ongoing - 2021Q4 update)
4. Continue working on the development of the NE area (Ongoing - 2021Q4 update)
5. Develop options and housing diversity (starter homes, attainable housing, mix ratio) finding regional solutions (2021Q4)
6. Explore providing zoning incentives to developers who provide attainable housing (2021Q4)
7. Consider allowing accessory dwelling units and live-work units to provide housing as well as affordable office or workspace for entrepreneurs (2021Q4)
8. Explore grant funding opportunities or TIF district incentives for businesses (Ongoing - 2022Q2)
9. Evaluate mobile retail sales (goods and services) ordinance (2021Q3)
10. Utilize/expand the major façade program - funding plan (2022Q3)

1. Establish border agreements with adjacent municipalities (2022Q4)
2. Encourage development within 67/I94 Corridor – promote corridor not individual areas
 - a. Focus on the SW Summit Ave area development opportunities – 2006 plan (Ongoing - 2021Q4 update)
 - b. Encourage Pabst Farms area development (Ongoing - 2021Q4 update)
 - c. Facilitate and promote development of the Olympia Fields (Ongoing – regular updates 2021Q4)
3. Proactively promote for business attraction
4. Maintain existing and evaluate future opportunities for private-public partnerships, where appropriate

1. Create an official map as a part of the comprehensive plan update (2021Q3)
2. Report on options available for commuter and workforce transportation – internal connections roadway/trails/paths and on-road bike routes (2022Q3)
3. Explore connecting the Nature Hill School with Meadowview School with pathway (2021Q4)
4. Improve alternative transportation options (electric vehicle, ride sharing, bike share, etc.) (2023Q3)

1. Enhance historic property inventory and education of historic regulations (2021Q3)
2. Enhance tourism website/ explore mobile apps (2022Q2)
3. Identify opportunities and partners for public art installations to include murals, utility box wraps and other community enhancement features (Ongoing - 2021Q4 update)



Strategic Goal

Objectives - WHAT

Strategies / Tactics - HOW

IV. IMPROVE OUR QUALITY OF LIFE ASSETS

Staff Owners: Craig Hoepfner / Betsy Bleck

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

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

1. Reconstruct Lac La Belle Boat Launch - design/engineering, grants, multi-jurisdictional funding, construction (2021-2023)
2. Implement Champion Fields 5-year Improvement Plan - lighting, scoreboards, fencing, restroom/concession building, parking lot, playground (2021-2025)
3. Plan and develop John and Lavinia Rockwell Park (2022)
4. Plan and construct Oz Plaza Improvements (2022)
5. Plan and develop Northeast Regional Park- restrooms, playground, athletic facilities, park amenities (2022-2024)

B. Review and Update Parks, Recreation and Forestry Department Plans

1. Update Parks and Open Space Plan (2021Q4)
2. Prioritize connectivity throughout the City by updating the Bicycle and Pedestrian Plan (2021Q4)

C. Evaluate Future Community Needs and Projects

1. Evaluate Village Green enhancements and public restrooms in downtown (2022)
2. Optimize Library facility and location to meet current and future community needs
 - i. Library Space Needs Analysis
 1. Secure funding for space needs analysis (2022)
 2. Complete analysis (2023)
 3. Evaluate identified needs and review options for remodel/expansion (2024)
3. Inventory and assess underutilized park property and other city property (2022)
4. Analyze future senior services needs (2024)

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Strategic Goal

Objectives - WHAT

Strategies / Tactics - HOW

June 2021

V. ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Administration and Organizational Improvement

Staff Owners: Laurie Sullivan / Diane Coenen / Tony Posnik

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

A. Update City Ordinances

1. Review/revise municipal code of ordinances (2022Q4)
2. Review and analyze engineering services (Outsource vs. In-house) (2022Q2)

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

1. Develop continuity planning for key positions - Establish continuity plans for Department Head positions. Train and prepare for unexpected vacancies or leaves of absence (2021 Q4)
2. Evaluate and enhance employee development and training opportunities (2022Q3)

C. Improve Our Technology

1. Improve IT infrastructure and network efficiencies (2022Q4)
2. Implement collaboration systems (Teams, SharePoint, Agenda, doc management) for sharing info, document collaboration, and workflows (2022Q2)
3. Research and develop options for asset management accounting (work order system) - (In-process)
4. Continue to conduct IT security and quality audits (2022Q3)
5. Implement and train staff to use open.gov software (2022Q1)

D. Improve the Effectiveness of Our Meetings

1. Evaluate Council committees' structure and role to improve effectiveness and value (2022Q1)
2. Explore having other committee meetings recorded and available on the website/YouTube (2022Q1)

E. Maintain/Improve the City's Financial Sustainability

1. Prepare/fleet and equipment long term replacement plan and fund a reserve (2022Q2)
2. Prepare streets maintenance and replacement plan with sustainable funding options (2021Q2)
3. Develop a water main replacement program plan with funding options (2022Q2)

F. Improve Our Internal Communication

1. Create Council dashboard reports – communication w/ staff - SharePoint & dashboards for Council (2022Q2)
2. Develop a communications plan. Define the appropriate lines of communication between Council and Staff (2022Q2)

G. Improve Our External Communication

1. Continue to improve use of online/social media communication
2. Explore the need/demand for a continued public outreach and communications position (2022Q1)
3. Improve public perception – improve awareness of long-range goals, projects, and progress using the Open.gov cite for citizens (2021Q4)

H. Increase Partnerships

1. Strengthen partnership with Waukesha County
2. Strengthen partnership with Oconomowoc School District