



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

LIFE COMES
naturally
HERE



**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



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



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

Strategic Goal

I. PROVIDE A SAFE AND SECURE COMMUNITY

Staff Owners:
Utility Director,
Police Chief,
WWTP Director,
Fire Chief.

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

August 2023

1. Evaluate and implement police strategic staffing plan: create implementation plan and report out (increase police officers per shift on road) Work with the School District to implement an additional SRO position
2. Develop an Active Shooter training program
3. Implement City issued equipment for Police Officers including handguns and tasers

1. Implementation of the Sustainable Staffing Plan
2. Evaluate Fire District future facilities needs
3. Plan and implement Lexipol Policy and Procedures
4. Assess Fire District standards of cover and community risk assessment
5. Explore additional opportunities to improve ISO rating
6. Research federal/state grant opportunities for staffing and capital equipment

1. Investigate options for addressing safety and visibility for downtown pedestrian crosswalks
2. Research options for City use of a Flock Camera system.

1. Convert overhead power lines to underground – 90% complete – coordinate with street, water and sewer replacements planning and funding in annual budget.
2. Replace failing cables in electric utility funding and planning in annual budget.

1. Continue implementation of the Oconomowoc Watershed Protection Program (OWPP)
2. Evaluate need for Wastewater Treatment Plant nitrogen removal upgrades – Kevin Freber
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.
4. Implement an overall Water Quality improvement plan for water reservoir at wells 4 and 6.
5. Evaluate and address iron filtration options at City Well sites.



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

Strategic Goal

II. IMPROVE AND MAINTAIN OUR INFRASTRUCTURE / FACILITIES

*Staff Owners:
Public Works Director,
Utilities Director,
WWTP Director*

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/
 - b. Water utility – parcels/infrastructure/facilities
 - c. Electric utility – parcels/infrastructure/facilities
 - d. WWTP – parcel/infrastructure/facilities
 - e. Fleet – inventory/develop funding replacement cycle
2. Accelerate / enhance street improvement/maintenance plan to include water main replacement program.
3. Complete secondary wastewater digester project and admin. building update
4. Evaluate cost savings using a hybrid of In-house and Contracted Engineering services.
5. Fund additional staffing for Public Works employee/create additional snowplow route.

1. Lake Bluff Drive extension – design and permitting, (2025), possible construction (2026)
2. Prepare engineering review of the Silver Lake Street/Summit Ave intersection alignment
3. Lapham Street Bridge – permitting, design, and construction.
4. Oconomowoc Parkway extension – This project needs involvement from Waukesha County

1. Complete City Hall space study and remodel - Reconfigure/review space utilization at City Hall.
2. Evaluate and plan for the future facility needs of the Electric and Water Utility.
3. STH 67 Pedestrian Underpass with outside agency involvement.
4. Research the addition of electric charging stations.
5. Research Energy Independence for the Utilities.
6. Increase septage and holding tanks at the Wastewater Facility.
7. Research energy production from waste.



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

Strategic Goal

III. FOCUS ON COMMUNITY GROWTH

*Staff Owners:
 Economic Development Director,
 Planning Director*

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. Explore options and plan for E Wisconsin Ave Corridor
 - a. Find funding resources for implementation or RFP
2. Promote the St. Paul/E WI redevelopment area.
3. Promote downtown development.
4. Continue working on the development of the NE area.
5. Develop options and housing diversity (starter homes, attainable housing, mix ratio) finding regional solutions.
6. Explore providing zoning incentives to developers who provide attainable housing.
7. Consider allowing accessory dwelling units and live-work units to provide housing as well as affordable office or workspace for entrepreneurs.
8. Explore grant funding opportunities or TIF district incentives for businesses.
9. Utilize/expand the major façade program funding plan.

1. Establish border agreements with adjacent municipalities.
2. Encourage development within 67/194 Corridor – promote corridor not individual areas
 - a. Encourage Pabst Farms area development.
 - b. Facilitate and promote development of the Olympia Fields Proactively promote for business attraction.
3. Maintain existing and evaluate future opportunities for private-public partnerships, where appropriate.

1. Report on options available for commuter and workforce transportation – internal connections roadway/trails/paths and on-road bike routes.
2. Explore connecting the Nature Hill School with Meadowview School with pathway.
3. Improve alternative transportation options (electric vehicle, ride sharing, bike share, etc.)

1. Enhance historic property inventory and education of historic regulations.
2. Explore creative ideas for Tourism funds.
3. Create a Marketing/Communications position to promote the City and Tourism.



IV. IMPROVE OUR QUALITY OF LIFE ASSETS

*Staff Owners:
Parks Director,
Library Director*

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.
2. Evaluate the Champion Fields 5-year Improvement Plan – Compare option of moving ball fields to NE Region Park.
3. Plan and develop John and Lavinia Rockwell Park phase 2.
4. Plan and construct Oz Plaza Improvements.
5. Plan and develop Northeast Regional Park- restrooms, playground, athletic facilities, lighting, other park amenities

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

1. Research and evaluate alternative schedules for parks mowing.
2. Prioritize connectivity throughout the City by updating the Bicycle and Pedestrian Plan.
3. Explore additional uses for the lower level of the Community Center.

C. Evaluate Future Community Needs and Projects

1. Evaluate Village Green enhancements and public restrooms in downtown.
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
 2. Evaluate identified needs and review options for remodel/expansion
3. Research ways to support Library revenue from True Non-residents.
4. Maximize the use of self-service kiosks at the Library
5. Assess underutilized park property and other city property.
6. Analyze future senior services needs.

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



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

Strategic Goal

V. ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Administration and Organizational Improvement

Staff Owners:
City Administrator
Finance Director,
Human Resources Director,
City Clerk

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

Objectives - WHAT

A. Update City Ordinances & Elections

B. Attract, Motivate and Retain City Employees

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

Strategies / Tactics - HOW

1. Implement Badger Books system for Elections
2. Update Subdivision and Platting Ordinances
3. Update the Sign Ordinance

1. Review and recommend updates to the City wage and benefit plan to remain competitive.
2. Replace Applicant Tracking Software
3. Replace Performance Management Software

1. Maintain IT infrastructure and network efficiencies.
2. Implement collaboration systems (Teams, SharePoint, Agenda, doc management) for sharing info, document collaboration, and workflows.
3. Research and implement software to create efficient workflows for new Development, permitting and licensing.
4. Conduct IT security and quality audits annually.

1. Implement agenda media software for enhanced public access to recorded City meetings.
2. Continue to develop paperless options for meeting participants.

1. Prepare/fleet and equipment long term replacement plan and policies to fund a reserve.
2. Prepare streets maintenance and replacement plan with sustainable funding options.

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

1. Continue to improve use of online/social media communication
2. Improve our access to online services for the public. (Permitting, Licensing)
3. Improve public perception – improve awareness of long-range goals, projects, and progress using the Open.gov site for citizens.

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