



11333 N. Cedarburg Road
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Office of the City Clerk
Taped & Televised

COMMITTEE OF THE WHOLE

Tuesday, January 9, 2024

7:00 PM

Christine Nuernberg Hall

Agenda

1. Call to Order, Roll Call
2. Approval of Meeting Minutes
 - a. December 12, 2023
3. Discussion
 - a. Management Partners Community Development Operational Analysis Action Plan Status
4. Informational Items
 - a. Committee of the Whole Planning Calendar
5. Adjourn

Dated: January 9, 2024

/s/ Andrew Nerbun, Mayor

Notice is hereby given that a quorum of other governmental bodies may be present at this meeting to present, discuss and/or gather information about a subject over which they have decision-making responsibility, although they will not take formal action thereto at this meeting.

Persons with disabilities requiring accommodations for attendance at this meeting should contact the City Clerk's Office at 262-236-2914, twenty-four (24) hours in advance of the meeting.

Any questions regarding this agenda may be directed to the City Administrator's Office at 262-236-2941, Monday through Friday, 8:00 AM – 4:30 PM.



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COMMITTEE OF THE WHOLE
Tuesday, December 12, 2023
6:30 PM
Christine Nuernberg Hall

Minutes

1. Call to Order, Roll Call

Present:

Mayor Andrew Nerbun
Alderman Robert Strzelczyk
Alderman Kelly Tolocko - Excused
Alderman Dale Mayr
Alderman Jeffrey Hansher
Alderman Gregg Bach
Alderman Brian Parrish
Alderman Kathleen Schneider
Alderman William Gebhardt

Also present: City Administrator Jones, Assistant City Administrator Schoenemann, City Attorney Sajdak, City Clerk Fochs, Finance Director Engroff, press and interested public.

2. Approval of Meeting Minutes

a. November 14, 2023

RESULT: **Approved by Voice Acclamation [Unanimous]**
MOVED BY: Alderman Strzelczyk
SECONDED BY: Alderman Mayr

AYES: Nerbun, Strzelczyk, Mayr, Hansher, Bach, Parrish, Schneider, Gebhardt
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3. Discussion

a. City of Mequon Community Survey

Assistant City Administrator Schoenemann opened the discussion by providing a background of the Community Survey's purpose and past outcomes. The Committee discussed several considerations including timeline of release, platforms, and topics to

Attachment: 12.12.23 (9042 : 12-12-2023)

best engage and inform the residents. Mr. Schoenemann will bring the recommendations to the Public Welfare Committee for further discussion.

b. Statutory Law Changes with Potential Impacts on City Ordinances or Policies — 2023-24 Legislative Session

City Attorney Sajdak reviewed the various legislation that has passed in 2023 which will impact the City. The major topics touched on were shared revenue, the elimination of personal property tax, advisory referenda, protest petitions, development law changes, liquor licensing and election related items. Attorney Sajdak then shared a timeline for 2024 in which ordinance changes will be forwarded to the Common Council.

4. Informational Items

a. Committee of the Whole Calendar

5. Adjourn

Motion to Adjourn at 7:34 PM.

RESULT: **Approved by Voice Acclamation [Unanimous]**
MOVED BY: Alderman Bach
SECONDED BY: Alderman Strzelczyk

AYES: Nerbun, Strzelczyk, Mayr, Hansher, Bach, Parrish, Schneider, Gebhardt

Respectfully Submitted,

Janet Meyer
Deputy Clerk

Attachment: 12.12.23 (9042 : 12-12-2023)



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Office of Community Development

TO: Committee of the Whole
FROM: Kim Tollefson, Director of Community Development
DATE: October 10, 2023
**SUBJECT: Management Partners Community Development Operational Analysis
Action Plan Status**

Background

In September 2021, Management Partners developed an Implementation Action Plan as part of the Community Development Operational Analysis. A significant focus of the thirty-two recommendations is based on technology improvements ranging from web-based application and payment to electronic storage and an Enterprise Land Management System (ELMS). Seventeen of the thirty-two recommendations are specific to technology enhancements.

Analysis

Staff have monitored and made progress on most of the recommendations. Within each recommendation, several implementation steps and their priorities are identified. Staff provides the Implementation Action Plan with the following updates:

- Red identifies recommendations that are in connection to the ELMS Procurement, Training, and Implementation.
- Yellow identifies recommendations that are either in process or completed at a staff level.
- Green identifies recommendations that are not yet initiated.

Staff supplements the action plan with some guiding comments regarding the status.

Recommendation

It is recommended that the Common Council review the action plan, its status of implementation and identify additional areas of focus for 2024-25.

Attachments:

MP Action Plan Status 10.2023 (PDF)

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
1	Develop employee-specific training and development plans and review them annually.	- Collect feedback from each employee about training and development needs/goals - Assess requests - Prepare a training and development plan for each employee - Set an annual schedule to review and evaluate training outcomes for each employee	2	Community Development Assistant Director	Professional Credentials and Training Identified, Budgeted and Documented.	Human Resources staff may be able to assist with implementation
					Internal System Training Includes: Floodway, GIS, Accela, Residential Zoning, Board of Appeals	
2	Identify criteria for assigning a single point of contact to assist with complex development applications.	- Research criteria used in other cities - Review development application trends to determine the volume of large and complex projects and any process issues - Draft criteria to specify when a single point of contact will be assigned, considering scale, complexity, and roles and responsibilities of the position - Review with the City Administrator	1	Community Development Director	Draft Completed. Finalization Contingent Upon ELMS	
3	Create a single point of contact position in Community Development to assist with coordinating development review applications with staff in various City departments.	- Prepare a job description and classification for the position, in consultation with Human Resources - Obtain position approval and funding authorization - Advertise position - Review and interview top applicants - Offer position and finalize paperwork	1	Community Development Director	Finalization Contingent Upon ELMS and Appropriations for Year 2025/26	This position could be combined with the position in Recommendation 23
4	Identify current Architectural Review Board applications that can be transferred to the Community Development Planner or Permit Coordinator for administrative review.	- Review types of applications reviewed by the Architectural Review Board - Determine which types of applications could be reviewed by a Planner or Permit Coordinator (e.g., sheds, accessory structures, new roofs, etc.) - Modify the Department policies and procedures to reflect this change, including any exceptions that would trigger a Board assessment - Prepare review checklist and train staff	1	Community Development Assistant Director	In Process: Approved by Architectural Review Board and Public Welfare Committee subject to final design standard documentation in the City's Design Guidelines YE 2024	
5	Clarify application requirements to ensure completeness and certainty to the process by adding examples and samples to the application packet.	- Review current application packet - Add samples and examples where applicable, to help clarify requirements - Review revised application packet with the Architectural Review Board members	1	Community Development Assistant Director	Completed. Implementation Set for January 1, 2024.	

¹ Priority 1: Important to accomplish without delay and/or easy to accomplish.

Priority 2: Second tier of importance to accomplish and/or may involve some complexity or time to complete

Priority 3: Least urgent to complete and/or may take longer to set-up or to execute

² To establish clear accountability there should be a single manager assigned responsibility for completing implementation of each recommendation. Where more than one manager is identified in this column, responsibility should be clarified when the Final Action Plan is prepared.

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
		- Revise based on Architectural Review Board comments - Upload to the website and notify prospective applicants				
6	Clarify the Planning Commission Action letter to inform the applicant about the estimated timeframes for review of civil plans and stormwater management plan and provide an estimate of the time needed for approval by the Milwaukee Metropolitan Sewer District (MMSD).	- Review the format and content of the action letter - Modify the letter to detail the other conditions of approval and independent timelines that are required - Review revised format with the director	1	Planner	In Process. Implementation Set for January 1, 2024.	
7	Identify a system to accommodate electronic plans submittal and routing as part of the land management system design and scoping.	- Review system criteria and cost guidelines (as set forth in the IT Strategic Plan) - Research the types of systems used in peer agencies for electronic plan submittals and routing - Work with Purchasing to solicit bids - Evaluate bids and purchase a system that best meets the needs of the City	2	Community Development Assistant Director	On Hold Pending ELMS Procurement, Training and Implementation.	Should be done in coordination with Recommendations 8 and 13
8	Ensure plans, applications and supporting materials are scanned and digitized as they are received.	- Determine a format for scanning and digitizing that will ensure consistency of records - Train the Building Administrative Assistant and Permit Coordinator to scan plans and application materials, in accordance with the formatting protocols - Document scanning and storage procedures	2	Permit Coordinator	Completed by Planning Division. Incomplete by Inspections Division.	Should be done in coordination with Recommendations 7 and 13
9	Develop a schedule and funding mechanism for scanning and digitizing archived plans and parcel data.	- Estimate the resources that will be required to scan and digitize archived plans and parcel data - Determine the need for temporary part-time help or contract services to assist with scanning based on estimated time required - Identify funding - Set a schedule to complete the scanning and digitizing stored plans and parcel data	2	Community Development Assistant Director	In Process. First two of the four Implementation Steps are Complete. Estimated Cost for the Inspections Division alone is Approximately \$390K.	Assistance from Permit Coordinator and Administrative Assistant will be needed
10	Acquire a dedicated location for the secure storage of approved plan sets until they can be digitized and subsequently disposed.	- Determine the amount of space needed for storage, based on the Department's archiving requirements and digitization plan - Identify alternatives and funding requirements - Review with City Administrator	3	Community Development Assistant Director	Completed. Two City Hall locations are viable options and contingent upon space assessment finalization.	
11	Redesign unused or under-used spaces in the lobby area to provide collaborative space to meet with clients.	- Assess the receptionist countertop areas in the intake lobby - Determine lobby area(s) for repurposing to accommodate meetings with clients	3	Community Development Assistant Director	Not Yet Initiated.	With assistance from Building Superintendent

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
		Identify cost of the lobby space redesign, including an area to view large plan sets in paper and digital formats				
12	Identify a web-based online system for inspection requests as part of an integrated land management system.	- Research the types of online systems used in peer agencies for inspection requests - Work with Purchasing to solicit bids - Evaluate bids and purchase a system that best meets the needs of the City	2	Inspection Supervisor	On Hold Pending ELMS Procurement, Training and Implementation.	The IT Strategic Plan may be informative about implementation
13	Train the Administrative Assistant and Permit Coordinator to scan paper applications and plans received at the Building Division counter.	- Develop training materials on scanning and digitizing formats and protocols - Schedule training - Communicate purpose and objectives of the training to staff - Train staff	2	Permit Coordinator	Not Yet Initiated.	Should be done in coordination with Recommendations 7 and 8
14	Monitor second and subsequent inspection outcomes for quality and consistency and determine the need for additional training.	- Conduct periodic monitoring of inspection outcomes (i.e., once a quarter) - Assess quality and consistency of inspection results - Identify inspection results that are inconsistent or require clarification or reinterpretation - Document corrective procedures - Schedule biannual training with staff	1	Inspection Supervisor	Monitoring and Control by Inspection Supervisor in Place.	
15	Adopt a process to accept debit and credit card payments at the Community Development intake counter.	- Research prerequisites for acquiring debit and credit card processing, such as a merchant processor account - Research and quantify fees and charges for each transaction - Acquire credit card processing software and equipment - Document procedures pertaining to accepting debit and credit card payments - Train staff on accepting debit and credit card payments at the counter	2	Finance Director	In Process.	This should be done in coordination with the Finance Department and Recommendation 16
16	Link debit and credit card payments to the Finance Department's payment processing system.	Work with IT to ensure payments are linked			In Process.	Should be done in coordination with Recommendation 15
17	Create a consolidated development review section on Mequon's website with links for application checklists, the development code and building code, contact information, and boards/commission calendars.	- Review peer agency websites - Design a new development review page for the City's website - Gather forms, checklists, regulations, fee schedules, and other information from Departments and Divisions located on various City webpages or not included on the website	1	Community Development Assistant Director	On Hold Pending ELMS Procurement, Training and Implementation.	

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
		- Create the new Development Review consolidated web portal that includes information for Community Development, Public Works and Engineering, Planning Commission and other boards and commissions, and links to outside agencies - Pilot test with applicants and staff prior to finalizing				
18	Arrange the consolidated webpage according to key process steps and reviews, such as pre-application, intake, plan review and civil plans, utilities, inspections, etc.	- Decide on a format for the new webpage that is clear, concise, and navigable - Organize the webpage content by service category and application type	1	Community Development Assistant Director	On Hold Pending ELMS Procurement, Training and Implementation.	Should be done in conjunction with Recommendations 17 and 19
19	Create a development process guide that includes detailed information for land entitlement, commercial and residential applications (intake plan review and inspections), board and commission meetings, contact information, and other useful resources.	- Assemble an interdepartmental team to create a development process guide - Review development process guides from peer agencies - Develop a table of contents for the development process guide and assign appropriate team members to write sections - Review the guide with Department Heads - Ask for feedback from several selected applicants - Finalize the process guide based on feedback - Upload the process guide to the new development review webpage	1	Community Development Assistant Director	Not Yet Initiated.	Should be done in coordination with Recommendations 17 and 18
20	Develop a mechanism to track the timeliness of plan review for Community Development, Engineering and Utilities.	- Research data and reporting formats used in peer agencies - Identify costs and resources needed for monitoring and reporting - Implement an interim solution until a Land Management System (LMS) is implemented - Incorporate these resources and research to the LMS Committee	2	Community Development Director	On Hold Pending ELMS Procurement, Training and Implementation.	Coordinate with Recommendation 22
21	Identify cycle time targets for Planning, Engineering and Utilities.	- Assess actual cycle times for each Department (from Recommendation 20) - Meet with Planning, Engineering and Utilities managers to review permit processing data and set cycle time standards - Communicate cycle time goals and expectations to staff - Publish cycle time targets on the new development review webpage - Monitor cycle times and assess results on a quarterly basis	2	Community Development Assistant Director	On Hold Pending ELMS Procurement, Training and Implementation.	Requires ability to track actual cycle times before targets can be determined Requires coordination with all Departments involved in the development review process

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
22	Establish an interdepartmental working group and executive committee for the procurement, implementation, maintenance, and operation of a land management system (LMS).	- Determine the staff in each department who would be best suited for participating on the committee - Form an interdepartmental, executive-level committee to assist with the design, testing, training, and integration of the new system - Communicate the roles, purpose, and objectives of the committee to both committee members and staff	1	Assistant City Administrator	On Hold Pending ELMS Procurement, Training and Implementation.	Coordinate with Recommendations 20 and 27
23	Create a planning analyst/project manager position in the Community Development Department to guide and oversee implementation of a land management business system.	- Prepare a job description and classification for the position, in consultation with Human Resources - Obtain position approval and funding authorization - Advertise position - Review and interview top applicants - Offer position and finalize paperwork	2	Community Development Director	On Hold Pending ELMS Procurement, Training and Implementation.	This position could be combined with the position in Recommendation 3
24	Contract with an experienced, third-part technology implementation firm to support the procurement, configuration, beta-testing, training, and public rollout of the land management business system.	- Determine project scope and required duties of the third-party firm - Develop and issue a request for proposals (RFP) for system implementation support - Review proposals and compare costs of service - Interview and select contractor	2	Assistant City Administrator	Initiated by Assistant City Administrator Year 2022. On Hold Year 2023.	
25	Connect the land management business system to the ERP backbone of the City.	- Incorporate connection of the LMS to the City's ERP backbone as part of the technology contractor's project scope - Outline the various components of the LMS for integration with the ERP backbone - Monitor implementation	2	Assistant City Administrator	On Hold Pending ELMS Procurement, Training and Implementation.	Coordinate with Recommendations 24 and 30
26	Prepare detailed process maps of key permit types, in advance of the procurement and configuration of the land management business system.	- Determine permits and processes to map - Establish interdepartmental work group(s) to document sequential process steps for key permits - Prepare the process maps for each permit type - Identify gaps, overlaps, and inefficiencies - Review the process maps with Department Heads and determine process improvements, as applicable - Finalize the process maps and use them in customer guides, as training tools, and to determine cycle time targets	2	Community Development Director	On Hold Pending ELMS Procurement, Training and Implementation.	Process maps/workflows will be critical for implementation of the land management system
27	Develop a program and schedule to procure and implement a paperless development review and permitting process as part of the land management system.	Estimate the cost, equipment and other resources needed to implement paperless processes	2	Assistant City Administrator	On Hold Pending ELMS Procurement, Training and Implementation.	Should be done in coordination with the implementation of the land management system (Recommendation 22)

Rec No.	Recommendation	Implementation Steps	Priority ¹	Person Responsible ²	DCD Comments / Status	M Partners Comments
		- Develop a schedule for implementation (including purchasing equipment, researching how to validate electronic signatures, training staff, etc.) - Obtain budget approval - Develop a communication plan for staff and applicants				
28	Establish a system of management reports that analyze performance throughout the development review, permitting, and inspection processes.	- Identify efficiency, effectiveness, and workload metrics for development intake, plan review, permitting, inspections and close out - Specify the data that will be captured for each metric - Set a regular schedule to run, assess and review reports with Department Heads	3	Assistant City Administrator	On Hold Pending ELMS Procurement, Training and Implementation.	Should be done in coordination with the implementation of the land management system (Recommendation 22)
29	Establish cycle times for each step in the development review and permitting process and monitor them on a regular basis.	See Recommendation 21			On Hold Pending ELMS Procurement, Training and Implementation.	
30	Plan for the procurement and implementation of an electronic records management system.	- Research records management systems - Draft policies and procedures pertaining to the scanning/filing of documents and maintaining an electronic records management system - Scope project details, including system parameters, one-time costs, and ongoing maintenance costs		Assistant City Administrator	Internal Process Maintained by DCD Until ELMS Procurement, Training and Implementation.	Should be done in coordination with Recommendations 24 and 25
31	Adequately fund initial and continuous training of staff on the land management business system and workflow management practices.	- Consult with the City's IT consultants to determine specific training needs and standards - Estimate annual training costs and include that training as a line item in the City's budget - Include participation in the training as a staff performance measure on annual evaluations	1	Community Development Director	On Hold Pending ELMS Procurement, Training and Implementation.	
32	Establish a cost recovery mechanism related to development activities in general and the procurement, implementation, and maintenance of a land management business system in particular.	- Review the Common Council's cost recovery policy for development - Research technology fees (and other fees) charged by peer jurisdictions - Prepare a staff report to recommend where existing fees should be modified in accordance with the City's development cost recovery policy - Determine a recommended surcharge amount for a technology fee (as a percentage of permit or plan check fee or as a flat fee) - Establish a process to annually update the fee	1	City Administrator	On Hold Pending ELMS Procurement, Training and Implementation.	

COMMITTEE OF THE WHOLE PLANNING CALENDAR - 2024

ITEM	PRINCIPAL	TIME
January 9		
Community Development Operational Analysis	Tollefson	30
February 13		
South Central Zoning Options	Tollefson	45
March 12		
2022 Compensation Analysis Implementation	Schoenemann	45
April 9		
Floodway Zoning (Section 58-800)	Sajdak/Tollefson	45
May 14		
Park Master Plan Update	Lundeen	45
June 11		
SOFD Update	Bialk	30
Electronic Poll Books Implementation	Fochs	15
July 9		
Brush Site Project Overview	Lundeen	30
August 13		
Lakeshore Bluff Construction	Tollefson	30

Attachment: COTW PLANNING CALENDAR (9058 : COTW calendar)

COMMITTEE OF THE WHOLE PLANNING CALENDAR - 2024

ITEM	PRINCIPAL	TIME
September 10		
Facilities Study Update	Lundeen	45
October 8		
Right-of-Way Asset Management Study Update	Lundeen	60
November 12		
Fleet Study Update	Lundeen	45
December 10		
Sanitary Sewer Study Update	Lundeen	60
Future/Other Policy Items for Discussion/Consideration/Analysis		
Employee Handbook; Community Survey; Land Management System, Etc.		