



11333 N. Cedarburg Road
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www.ci.mequon.wi.us

Office of the City Clerk
Taped & Televised

COMMITTEE OF THE WHOLE

Tuesday, June 14, 2022

6:15 PM

Christine Nuernberg Hall

Agenda

1. Call to Order, Roll Call
2. Approval of Meeting Minutes
 - a. May 10, 2022
3. Discussion
 - a. Review of the City of Mequon's Draft Strategic Plan for 2022-2025
4. Resolutions
 - a. **RESOLUTION 3960** A Resolution Amending the City of Mequon Financial Policies to include Policy Statement 15: Vehicle Leasing
5. Future Policy Items for Discussion/Consideration/Analysis
6. Adjourn

Dated: June 14, 2022

/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, May 10, 2022

6:45 PM

Christine Nuernberg Hall

Minutes

1. Call to Order, Roll Call

Mayor Nerbun called the meeting to order at 6:45 PM.

Present:

Mayor Andrew Nerbun
Alderman Glenn Bushee
Alderman Mark Gierl
Alderman Jeffrey Hansher
Alderman Dale Mayr
Alderman Brian Parrish
Alderman Kathleen Schneider
Alderman Robert Strzelczyk
Alderman Vacant Seat

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

2. Approval of Meeting Minutes

a. April 12, 2022

RESULT: Approved by Voice Acclamation [Unanimous]
MOVED BY: Alderman Schneider
SECONDED BY: Alderman Hansher

AYES: Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk
DEEMED NO: Vacant Seat

Motion to suspend the rules to discuss item 4c.

Attachment: 5.10.22 DRAFT COTW (7419 : May 10, 2022 minutes)

RESULT: **Approved by Voice Acclamation [Unanimous]**
MOVED BY: Alderman Schneider
SECONDED BY: Alderman Hansher

AYES: Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk
DEEMED NO: Vacant Seat

c. District 8 Aldermanic Vacancy

Attorney Sajdak presented an overview of possible processes to fill the aldermanic vacancy by appointment.

The Committee discussed the options in respect to providing public impact in candidates and the city resources necessary for an election in November 2022 versus April 2023. They also considered the prospective applicants' ability to gain necessary experience in their role prior to an election. The appointment process was further discussed in reference to publication dates and required statutory deadlines.

Motion to appoint an alderman to the vacant District 8 seat.

RESULT: **Approved by Voice Acclamation [Unanimous]**
MOVED BY: Alderman Nerbun
SECONDED BY: Alderman Schneider

AYES: Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk
DEEMED NO: Vacant Seat

Motion to hold an election in November 2022 for District 8 Alderman.

RESULT: **Approved by Roll Call Vote [6 to 2]**
MOVED BY: Alderman Strzelczyk
SECONDED BY: Alderman Bushee

AYES: Bushee, Gierl, Mayr, Parrish, Schneider, Strzelczyk
NAYS: Nerbun, Hansher
DEEMED NO: Vacant Seat

3. Departmental Reports

a. Finance Department - 2022 YTD Budget Report as of March 31, 2022

4. Discussion

a. Status Update on Fire Department 2017 Staffing Study

Chief Bialk presented a summary of their departmental updates, having completed over 60% of the recommendations.

Administrator Jones gave a brief update regarding the Southern Ozaukee Fire & EMS department merger.

b. Status Update on Police Department 2017 Staffing Study

Chief Pryor discussed all the recommendations brought forward in the 2017 study. He provided the current staffing and services within the police department.

c. Item c was moved to precede Departmental Reports

5. Future Policy Items for Discussion/Consideration/Analysis

6. Adjourn

Motion to Adjourn at 7:29 PM.

RESULT: **Approved by Voice Acclamation [Unanimous]**

MOVED BY: Alderman Nerbun

SECONDED BY: Alderman Schneider

AYES: Nerbun, Bushee, Gierl, Hansher, Mayr, Parrish, Schneider, Strzelczyk

DEEMED NO: Vacant Seat

Respectfully Submitted,

Janet Meyer
Deputy Clerk

Attachment: 5.10.22 DRAFT COTW (7419 : May 10, 2022 minutes)



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Office of Administration

TO: Committee of the Whole
FROM: William Jones, City Administrator
DATE: June 9, 2022
SUBJECT: Review of the City of Mequon's Draft Strategic Plan for 2022-2025

Background

Last October, the Common Council approved a consulting agreement with SBrand Solutions of Fort Collins, Colorado, to assist the City in establishing an inaugural strategic plan over the next 3-5 years. Following SBrand's review of key documents relevant to the City's goal of developing a multi-year plan, as well as the completion of surveys and interviews with members of the Common Council and the City's Senior Executive staff, a one-day strategic planning retreat facilitated by SBrand's principal, Sheryl Trent, was conducted in early February. During the workshop, assembled Council members and staff worked collectively as well as in small groups to identify key focus areas, priorities, needs and projects for completion over the next few years. In turn, the information produced during this day-long retreat has since been incorporated into a draft strategic plan for the period 2022-2025.

Over the last month, the draft plan has been shared with City department heads, who met with Ms. Trent in early May to provide feedback and comments. At this juncture, the draft plan is ready for consideration by the Common Council, and accordingly, the majority of the Committee of the Whole Meeting on June 14 will be devoted to review and discussion of the proposed plan. Ms. Trent, who will attend the June 14 COTW meeting, will provide an overview of the draft document, answer questions from members of the Council, and provide any necessary clarifications or follow-up information that may result from the discussion.

In connection with this scheduled agenda item, attached are three documents for the Committee's review. These include:

- 1) A Strategic Plan Executive Report
- 2) The Draft Strategic Plan for 2022-2025
- 3) An Implementation Plan Template

In order to allow for additional review time of the above-listed materials, these documents were previously distributed in advance to members of the Common Council on Friday, June 3.

Recommendation

Pending the incorporation of any feedback received during the Committee of the Whole Meeting on June 14, as well as the Committee's concurrence that the Draft Strategic Plan largely incorporates the input generated during the planning retreat held in February, the proposed plan will be placed on the Common Council's regular meeting agenda for adoption on July 12, 2022. Alternatively, should additional time and/or discussion during a future Committee of the Whole meeting be necessary, adoption of the strategic plan will be scheduled at some point later in the 3rd quarter of 2022.

Attachments:

Mequon Strategic Plan Report and Recommendations June 2022 (PDF)

Mequon Strategic Plan FINAL 053022 (PDF)

Implementation Plan Matrix 6.1.2022 (XLSX)

City of Mequon Strategic Plan Executive Report



{SBrand}

HELPING YOU FILL IN THE BLANKS



City of Mequon Strategic Plan Overview and Recommendations

The Honorable Mayor Andrew Nerbun & Members of the Mequon Common Council,

In 2021, the City of Mequon embarked upon a comprehensive long-range strategic planning process to assess current efforts and status, build upon successes and partnerships, continue momentum in positive growth and economic development, and to solidify a united path to further progress within the community. The deliverables included a full Strategic Plan document with a Vision, Mission, Values, Strategic Goals, Outcomes and Key Focus Areas. Additionally, a template Implementation Plan was created for future use. This final report is a summary of the work completed throughout this process, the basic components contained within the Strategic Plan, and recommended action steps to guide future implementation.

Summary of Strategic Planning

A well-designed Strategic Plan answers four key questions:

Where are we NOW? Where are we GOING? How will we get THERE? How will we KNOW?

Over the course of an eight (8) month process, SBrand Consulting worked with the City to ask these key questions, consider the answers, and to formulate those responses in the final deliverables. This strategic plan was designed as a living document that should be updated regularly to reflect changes that happen over time and to measure the organization's progress.

Process and Approach

With the knowledge that Mequon's Strategic Plan will be a living document that serves as a guide to the future, a thoughtful and deliberate methodology was employed to create the plan. The plan was based around a 4-phase process, as follows:

[Phase 1: Process Design](#) This was started in October 2021, where SBrand Solutions worked with the City to establish a preferred process, set the overall schedule, identify key individuals and groups, clarify roles, create questions for engagement and outreach, and design the project plan.

[Phase 2: Engagement and Outreach, Research and Analysis](#) This phase also began in October and continued throughout the life of the project. The main components included a review of key City documents pertinent to strategic planning, including master plans, budgets, surveys and other information. Additionally, a survey was designed for the senior leadership team, and twenty interviews were conducted with the Common Council and key staff. Thereafter, survey and interview responses were analyzed for common themes to help set the stage for Phase 3.



[Phase 3: Strategic Plan Meetings](#) While there were weekly meetings over the course of the project, there were also focused discussions to review the strategic planning process and supporting documents and organize the planning retreat. The senior leadership team met multiple times to provide feedback and guidance on the process as well as the content of the plan, and information gathered during Phase 2 was used to guide many of these conversations.

[Phase 4: Plan Creation](#) This stage represented the culmination of all of the work conducted during Phases 1-3, using the content and context created by the Mequon team to craft a draft Strategic Plan with an accompanying Implementation Plan template. The resulting document that is now ready for review and eventual adoption by the Common Council, can be used in print, on the City website, and as a communication tool on social media and across other platforms.

Strategic Plan Framework

Mequon's Strategic Plan Framework contains four key parts, including the City's Vision, Mission, Values and Key Focus Areas. The **Vision Statement** is the aspirational future of the City and represents the completion of all of the challenging work contained within the Strategic Plan. The **Mission Statement** is the purpose of the City and provides guidance for each of the components. The **Values** are the manifestation of the way the City will implement the Strategic Plan's objectives, and **Key Focus Areas** are the categories where the City will spend considerable time and resources, working to realize the community's vision for the future.

Key Focus Areas

During the process, five Key Focus Areas were discerned and discussed. As identified, these include **Capital Improvements, Customer Service, Financial Stewardship, Public Safety** and **Quality of Life**. Within the Plan, each **Key Focus Area** includes Strategic Goals to focus the work, specific **Outcomes** that the City seeks to achieve over time, and specific **Projects** to guide the allocation of staff time and available resources.

Implementation Plan

The Implementation Plan, which is to be developed once the Strategic Plan has been formally adopted by the Common Council, is the tactical, operational, and administrative document that will guide the completion of **Action Steps, SMART Objectives** and **Strategic Goals**. In short, it takes the overall policy direction from the Council and puts actions to those words. Always following the Mission and using the Values to gauge the right approach, an Implementation Plan adds the appropriate level of context and detail to the big picture.



With that context and detail comes focus and accountability. A good Implementation Plan will chart out a course of action steps that answer:

- 1) What will be done specifically?
- 2) Who will do that work?
- 3) By when will it be done?
- 4) What resources are needed to be successful?
- 5) What is our measurement of success?
- 6) What is the status of completion?

As with any Strategic Plan, a thorough and complete Implementation Plan might take several years to build out in detail, and with a working template ready to be completed, the City must continue to “fill in the blanks” moving forward. With practice and a commitment to making the document a living road map, the Implementation Plan can serve as an effortless way for the Common Council and members of the community to obtain progress updates and reports.

Monitoring and Measuring the City’s Progress

An important part of implementing the Strategic Plan is monitoring and measuring progress. Over the course of several years, as the plan continues to improve and become a part of the culture of the City, **Outcomes** will be further refined, and **Key Performance Indicators (KPI’s)** will be created to provide analytical insight into the measurement of achieving those Outcomes.

While those KPI’s are being crafted and evaluated, the most important next steps include:

- 1) Establishing an item on monthly staff meeting agendas to discuss the strategic plan;
- 2) Conducting quarterly updates with the Common Council to celebrate accomplishments, share lessons learned and solicit feedback and direction for the coming quarter; and
- 3) Setting an annual Council retreat as part of the budget planning process to review the Strategic Plan and set new Goals and SMART Objectives for the coming year, as needed.

Integration of the Strategic Plan

Conceptually speaking, the City’s annual budget is the Strategic Plan with resources attached. As such, during each budget cycle the Strategic Plan should be considered, discussed, amended, and improved to make sure that the budget reflects the priorities of the City. In addition, all Master Plans should be reviewed for potential integration into the Strategic Plan, and alternatively, the Strategic Plan can be modified to incorporate any pertinent data contained in those Master Plans.

Recommendations

At SBrand, we value the plan you have created and consider it to be a living document, not something that sits on a shelf. This is a significant investment in the community, and is the framework that will guide operations, goals, budgeting and communication over the next several years. In order to get the most out of this planning effort, we recommend the following:



Publish the Strategic Plan to Tell Your Story. You have a content rich and easy-to-read Strategic Plan that tells the story of the history, current status and future of Mequon!

We recommend crafting a press release to share the plan, printing hard copies as needed, sharing the plan via social media, and establishing a page on your website for the community to follow your progress.

Creation of an Implementation/Work Plan. Implementing action steps within each Key Focus Area is essential for overall success of the plan. Moving forward, our fundamental recommendation is for staff to create action steps (with measurable outcomes and staff assignments) to support overall implementation. This will ensure that initial steps are taken towards implementation, while fostering specific project champions across each Key Focus Area.

Core Value Definition & Guiding Principle Statements. The Values of the City are critically important to creating a workplace culture, telling the City's story, and ensuring that standards are being upheld across all areas of the organization. We recommend taking those Values, building strong definitions, and creating statements that will be Guiding Principles for each Value.

Creation of Key Performance Indicators (Measurable). How do you know the plan is working? How do you know that your goals are being accomplished and your vision is on its way to realization? Creating Key Performance Indicators (KPIs) helps to provide tangible benchmarks for measuring accomplishments. This not only allows staff to know they are on the right track, but also provides accountabilities for all that are involved in the overall implementation of the plan.

Creation of a Forward-Facing Dashboard. Throughout development of the Strategic Plan, marketing the abundant success of the community, along with a future vision, were recurring themes. How will the City distill all of the information contained within the Plan to a manageable and marketable platform that communicates what is most important? Having a forward-facing dashboard is a great tool by which all involved in the plan, from the staff working through projects to the community that has a stake in the outcomes, can easily identify the status of each initiative.

Quarterly Update Meetings. These are deep check-ins on progress towards meeting goals and objectives, as reported by staff. Regular status updates produce tangible actions steps with measurable results, and serve as forums for staff and Council to also celebrate progress.

Facilitated Annual Retreat with the Common Council. If the past few years are an example, the world both inside and outside Mequon can change. How does this impact the implementation of your Key Areas of Focus? What about the establishment of new focus areas, or new goals? This is where an annual retreat to revisit the strategic plan is key. A deep dive into the plan and the status of meeting the goals can keep tenets of the plan fresh in the minds of both Council and staff and ensure a return on your strategic plan investment.



Community Surveys. In addition to the above recommendations, a regular community survey is apt to establish some statistical significance to the implementation of the plan and allow feedback to guide future action steps. With the community opening up post-pandemic, a survey could include in-person community involvement/facilitation, as well as online options. This will help to ensure the City is achieving its mission, while fulfilling the community's long-range vision.

Thank You!

In closing, we would like to thank the Mequon Common Council and City staff with whom we were able to work, interact and collaborate. The strengths and opportunities within Mequon are tremendous, and the City's future is bright! I am hopeful that this initial Strategic Plan will be a cornerstone for the community over the next several years, and a guiding document for the City as the organization continues its public service delivery mission into the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sheryl Trent", is written over a faint, larger blue signature that appears to be "Sheryl Trent".

Sheryl Trent, Owner
SBrand Solutions, LLC
sheryl@sbrandsolutions.com



CITY OF MEQUON STRATEGIC PLAN

2022 - 2025

HISTORY OF MEQUON

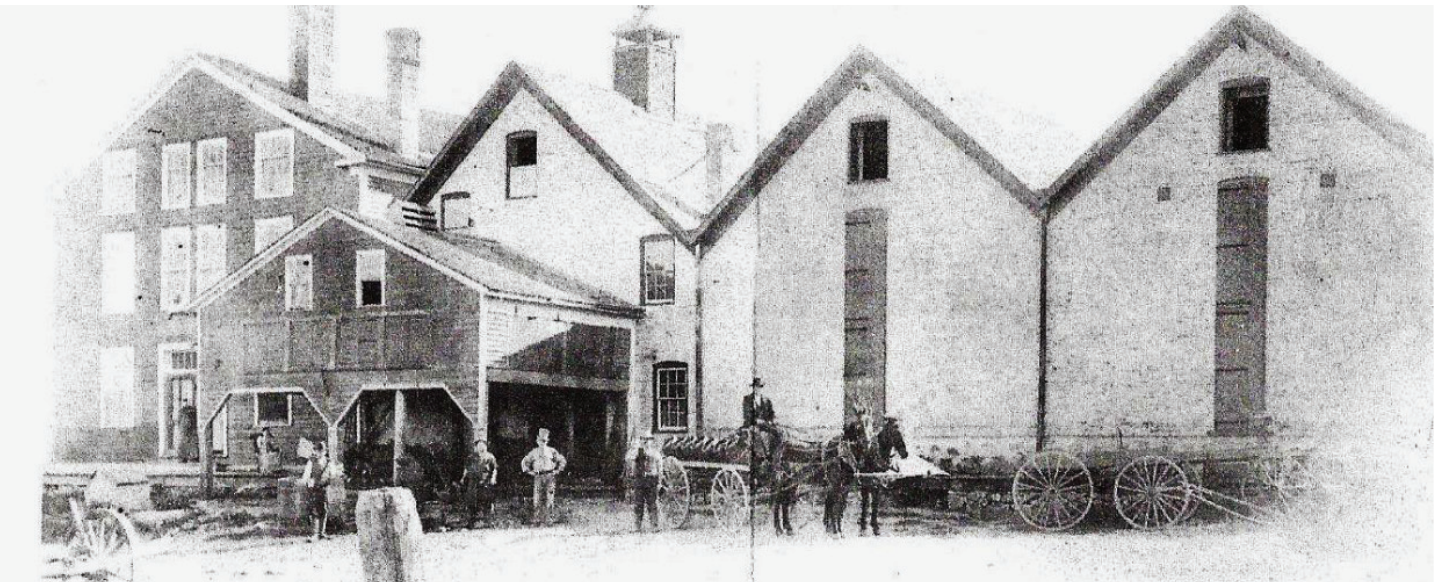
The early settlers who came to the Mequon area in the 1830's were Yankees from New York state and English, followed by Germans and Irish. These new settlers found a very different place from the Mequon of today. The entire area was covered with dense forest. The Milwaukee River, which runs through Mequon, was fast flowing, with falls and rapids and underground water courses, offering never failing-fresh-water springs. The only type of road available through the area was the Green Bay Trail, which wound its way due north and was barely passable by settler's wagons. The word "Mequon" is said to have come from a Native American word "Miguan" which means "ladle" because the river in Mequon was shaped like a Native American ladle.

During 1839, the first of the German settlers were Saxon-Germans from Saxony, who purchased a large tract of land along Wauwatosa Road. Then came the Pomeranian Germans, from the Prussian state of Pomerania, who bought more than 1,000 acres to the north and west of the Saxons.

That same year, forty-three families, all members of a Lutheran congregation, came from Northern Germany and settled in the western part of Mequon. They named their tiny colony, Freistadt, loosely translated as "free City." These people came in search of religious freedom and held their initial church service that same year.

The first census taken in 1840 listed 343 residents as the entire population across Washington County, almost all of whom lived in what is now Mequon. The Township of Mequon was created in 1846 and became part of the Ozaukee County in 1853, when Ozaukee County separated from Washington County.

In 1956 the Town Chairman, Werner Mueller, appointed a committee to look into incorporating the Town of Mequon as a City. After numerous meetings of the committee and public informational meetings, a recommendation was made to the Board of Supervisors to petition the State Legislature to grant to Mequon status as a City. The 23rd day of May 1957 was set for the referendum and the results were 1,536 in favor and 265 against. Mequon received official status as a City on Friday, May 24, 1957.



ABOUT MEQUON

As indicated, Mequon is known for its majestic bluffs, stately homes, lush farmland and expansive open space. The community enjoys many parks, five golf courses, the winding Milwaukee River and easy access to the interstate for a convenient commute to Milwaukee. Mequon's rural heritage is preserved by high development standards and low-density zoning regulations. Fifty percent of the land within the City is undeveloped and still mostly farmed.



\$5.4 Billion

Equalized Assessed Value



\$98.3 Million

Total Funds Managed



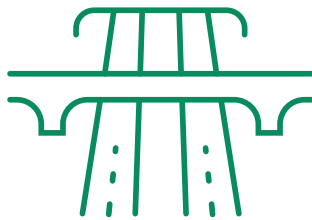
123.25

Full-time Equivalent
Employees



17,326

Ballots Cast



213

Miles of Streets



25,142

Population

2021 data from the City of Mequon





4,109

Construction
Permits Issued



1,314

Acres of
Park Land



4:53

Average EMS
Response Time



34,766

Dispatched Calls
for Service

2021 data from the City of Mequon

Mequon has one of the lowest crime rates and one of the lowest tax rates in the Metropolitan Milwaukee area. The K-12 school system is ranked one of the best in Wisconsin. Concordia University Wisconsin and the North Campus of the Milwaukee Area Technical College offer a broad range of programs. Prime healthcare facilities and services are readily available throughout the City and include Ascension Columbia St. Mary's Hospital, Children's Hospital of Wisconsin and Froedtert Health and the Medical College of Wisconsin, Mequon currently has over 1,000 businesses and two business parks with small and mid-sized firms.



THE STRATEGIC PLANNING PROCESS

Mequon's Strategic Plan is intended to be a living document, integrated into the culture and long-range planning for the City. The Common Council and Senior Staff have collaborated to develop an initial plan over a series of conversations and meetings in early 2022.

What is our current status?
 What is our desired future?
 How will we create that future?
 How will we know when we are successful?



Built on thoughtful, and insightful deliberations, this plan is a reflection of the opportunities and challenges facing Mequon as the organization and community continue to move forward.



STRATEGIC PLAN FRAMEWORK

Vision Statement

Mequon is a City rich in rural heritage and natural beauty. It offers a government that advocates for its community members, promotes civic participation, and enjoys a healthy economic base. In Mequon, we protect the natural environment and value high-quality neighborhoods, community safety, public gathering spaces, strong educational and medical facilities, all of which create a high quality of life.



Mission Statement

The City of Mequon's overall mission is the provision of quality public services and the adoption of thoughtful policies that serve to enhance and maintain the unique quality of life in our community.

Through the judicious use of community resources, the City is committed to managing growth, efficiently using tax dollars, and making wise investments in our future. Our success depends on our ability to offer quality and value to our taxpayers with the highest standards of accountability, responsiveness, economy, and integrity.



Values

Accountability

Responsiveness

Economy

Integrity



Key Areas of Focus

Capital Improvements

Customer Service

Financial Stewardship

Public Safety

Quality of Life



KEY FOCUS AREAS



CAPITAL IMPROVEMENTS

Capital improvements include roads, buildings, equipment, and significant technology investments that support our work. Planning for the ongoing maintenance and improvement of these public assets is a part of Financial Stewardship, Customer Services, and supports all Key Focus Areas.



CUSTOMER SERVICE

Our team of knowledgeable, professional, and welcoming staff members provide exceptional Customer Services. With friendly and accessible opportunities that are streamlined and convenient, the organization holds itself accountable to the high standards that the Mequon community expects. Ongoing investments in technology support both the City's workforce and its customer service focus.



FINANCIAL STEWARDSHIP

The City will have professionally managed resources, with a long-range plan for stability and sustainability across both revenue and expenditures. Efficient and effective services that meet community standards and expectations will guide the allocation of these resources.



PUBLIC SAFETY

Public safety reflects a commitment to high levels of safety across the entire community: law enforcement, fire protection, emergency medical services, roads, and traffic. This includes well-designed roads, rapid response times and professional staff.



QUALITY OF LIFE

Quality of Life is a focus area that involves collaboration, partnership, and support. The City has a focus on providing the highest level of services to our community and values the open space and natural beauty that makes Mequon such a special and unique place to live, work, and play.



KEY FOCUS AREA: CAPITAL IMPROVEMENTS

Capital improvements include roads, buildings, equipment, and significant technology investments that support our work. Planning for the ongoing maintenance and improvement of these public assets is a part of Financial Stewardship, Customer Services, and supports all Key Focus Areas.

Strategic Goals

- Implement, resource and staff master planning efforts across the City
- Enhance public connections and access to City information and services

Outcomes

- Strong collaboration between departments and other agencies/partners
- Well maintained public buildings
- Efficient and effective roads and sidewalks
- Sustainable maintenance and replacement schedules

Projects

- Fully-Funded Capital Plan(s)
- Water Utility Master Plan Update
- I-43 Expansion
- State Road Improvements
(Cedarburg, Wauwatosa & Mequon Roads)
- Town Center Public Improvements
- IT Capital Plan
- Traffic Signal Pre-Emption
- Implement Facilities Assessment
Study Recommendation
- City Hall Space Planning/
Needs Assessment





KEY FOCUS AREA: CUSTOMER SERVICE

Our team of knowledgeable, professional, and welcoming staff members provide exceptional Customer Services. With friendly and accessible opportunities that are streamlined and convenient, the organization holds itself accountable to the high standards that the Mequon community expects. Ongoing investments in technology support both the City's workforce and its customer service focus.

Strategic Goals

- Invest in motivated, professional, and resourceful staff
- Implement technological improvements to streamline routine procedures
- Reduce barriers to convenience and transparency

Outcomes

As a result of the City's investments in technology and improved service standards, customers will experience and benefit from the following outcomes:

- Technology-driven services/solutions
- Transparency in approach
- Customer Satisfaction
- Attract/retain experienced, highly trained employees
- Streamlined workflows and business processes

Projects

- Land Management System
- Customer Service Plan
- Credit Card Processing
- Records Management
- Codification
- Zoning Code Update
- Work Order System
- MUNIS Module Implementation
- Cybersecurity Upgrades





KEY FOCUS AREA: FINANCIAL STEWARDSHIP

The City will have professionally managed resources, with a long-range plan for stability and sustainability across both revenue and expenditures. Efficient and effective services that meet community standards and expectations will guide the allocation of these resources.

Strategic Goals

- Develop a long-range financial plan for revenues and expenditures
- Establish a staffing and compensation plan that reflects the future needs of the community
- Adopt a long-range, resourced capital improvement plan
- Maintain a stable, equitable and appropriate tax rate

Outcomes

Thoughtful and deliberate Financial Stewardship will support the ability to proactively manage the buildings and infrastructure that provide elevated levels of service the community deserves. Key outcomes will include:

- Strong and growing tax base
- Employer of choice in the region that attracts and retains high quality employees
- Level debt service
- Tax rate

Projects

- Grow Fund Balance
- Liability Risk Pooling
- Employee Benefits Review
- Enhanced Partnership with Library
- Long-Range Financial Plan
- Develop Alternative Revenue Streams
- Compensation Plan Review





KEY FOCUS AREA: PUBLIC SAFETY

Public safety reflects a commitment to high levels of safety across the entire community: law enforcement, fire protection, emergency medical services, roads, and traffic. This includes well-designed roads, rapid response times and professional staff.

Strategic Goals

- Enhance staffing of fire and police services to ensure public safety
- Consolidate fire & emergency services with other surrounding communities

Outcomes

As a result of the City's ongoing commitment to Public Safety, Mequon will strive to achieve and/or maintain the following outcomes:

- Low rate of crime
- Timely response to calls for service
- Well designed and maintained roads
- Quality of emergency medical care at the highest level

Projects

- Workforce Development Strategy
- New Public Safety Headquarters
- Mequon-Thiensville Fire Merger
- Police Accreditation
- Additional Service-Sharing Partnerships
- Expand Use of Traffic Cameras
- New Satellite Fire Station
- City Facility Security Enhancements





KEY FOCUS AREA: QUALITY OF LIFE

Quality of Life is a focus area that involves collaboration, partnership, and support. The City has a focus on providing the highest level of services to the community and values the open space and natural beauty that make Mequon such a special and unique place to live.

Strategic Goals

- Preserve and enhance opportunities for open space and parks
- Provide community-focused recreational amenities
- Collaborate with community partners to leverage shared opportunities

Outcomes

- Preserve rural character
- Additional park amenities
- Conservation of open space through development
- Celebrate and preserve important and unique aspects of the City's history, as well as its natural environment

Projects

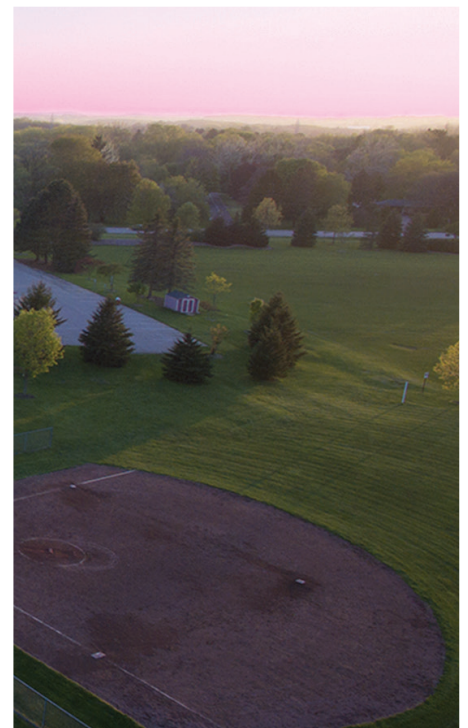
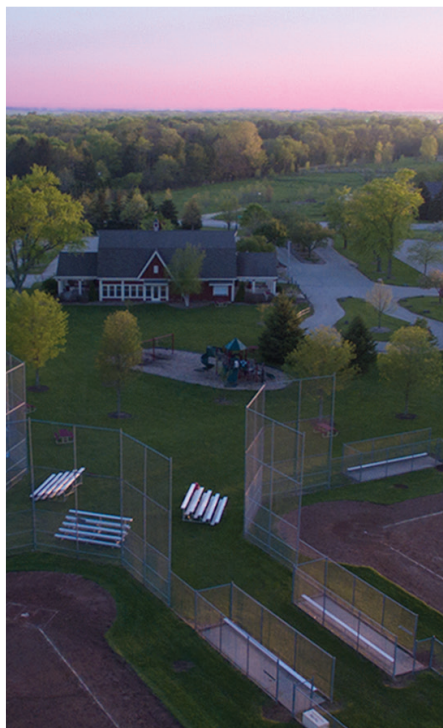
- Civic Campus Master Plan
- New Pool
- Parks Foundation
- Brush Site Automation
- Environmental Sustainability Master Plan
- Additional Community Events
- Enhanced Lake Michigan Access
- Activate Parks w/ Amenities (e.g., Tennis, Pickleball, Master Plan Items)
- Park Reservation System
- Expand Existing Recreational Partnerships



ADAPTIVE STRATEGIES

Strategies are the techniques, approaches, and tools that the City of Mequon will use in strategic planning – they are critical to the long-term success of the community and realizing Mequon’s vision for the future. These strategies cross all Key Focus Areas and can be utilized at all levels in the organization. They are adaptable to changes over time – and as such, they can be used to pivot or evolve within the City’s Strategic Goals and Implementation Plan as needed.

- **Technology Upgrades**
- **Infrastructure Investment**
- **Competitive Compensation**
- **Fiscal Stability**



ADVANTAGES & CHALLENGES

The City has identified a number of advantages and challenges that could impact the implementation of the Strategic Goals described in this document. Advantages are those strengths and attributes that will enable the City to achieve objectives; challenges reflect obstacles that could impair the ability to achieve objectives. Each of the challenges described below is reflected in one or more of the City's Strategic Goals so that they can be addressed in future budget development cycles.

ADVANTAGES:

- A supportive, engaged, and innovative community
- Well planned growth and infrastructure
- Strong support for preservation of open space and natural resources
- Safe and proactive community policing and fire services
- Collaborative local partners

CHALLENGES:

- Cost of housing that is affordable and available to varying income levels
- Balancing growth and emerging community needs with current available resources
- Aging infrastructure and unfunded capital needs
- Outdated technology/software systems



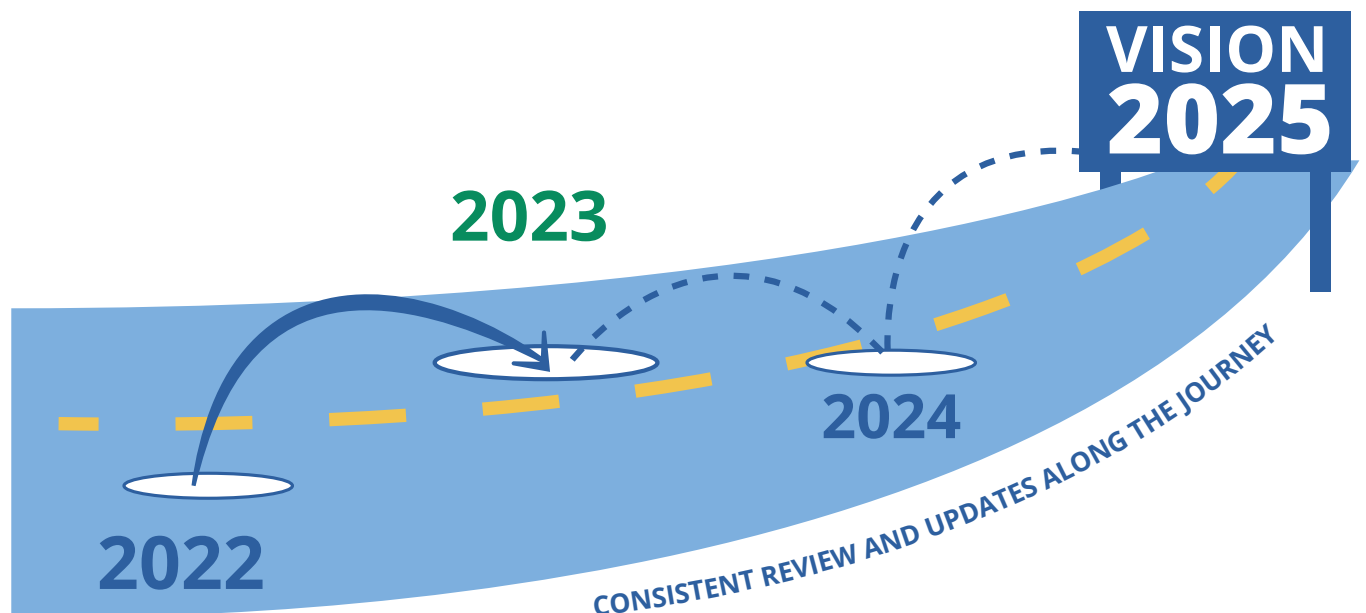
MONITORING AND MEASURING THE CITY'S PROGRESS

ANNUAL MONITORING AND REPORTING



Strategic Plans are not documents frozen in time, but rather living documents designed to adapt to changing environments and evolve as needed to address new opportunities and challenges. As such, they serve as the policy level oversight from the Common Council, and staff ensures that the implementation and tactical details are in place to accomplish the Goals of the City. Regular meetings and updates will be part of the ongoing process to ensure the Strategic Plan is current, reflects the direction of the Council, and is meeting identified Goals and Objectives. At least annually, the Common Council will meet to review progress, celebrate successes, and plan for the upcoming challenges and opportunities.

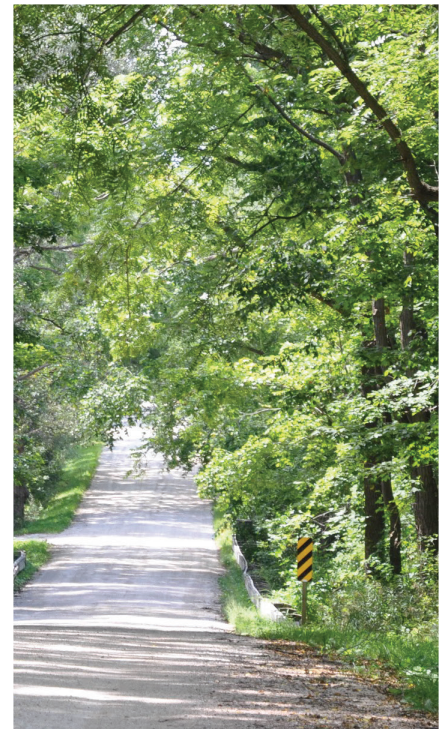
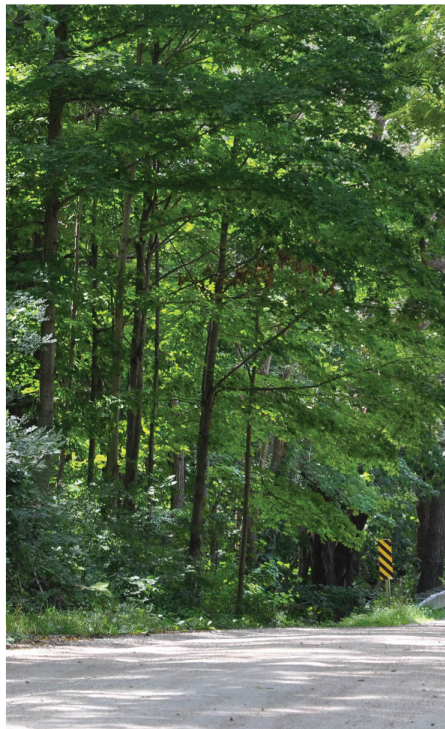
Within this process, the Strategic Plan will be a guiding document in the coming years that allows Council to provide policy level direction on where the organization is heading. Staff will be able to take this policy level direction and create an implementation plan with specific action steps that will create focus and accountability toward achieving the Council's goals.



THE PATH FORWARD

This strategic plan is a living document, and the City of Mequon is committed to sharing the results of its efforts in a transparent and accountable way. The plan will need to be adjusted based on community feedback, changes in the economy, or due to unforeseen circumstances, and as such, it is designed to be flexible and adaptable.

Through various paths such as daily service delivery and the annual budgeting process, this plan will come to life and be continuously updated and improved. A key part of that will be the Implementation Plan as well as the regular reporting process to the Common Council.



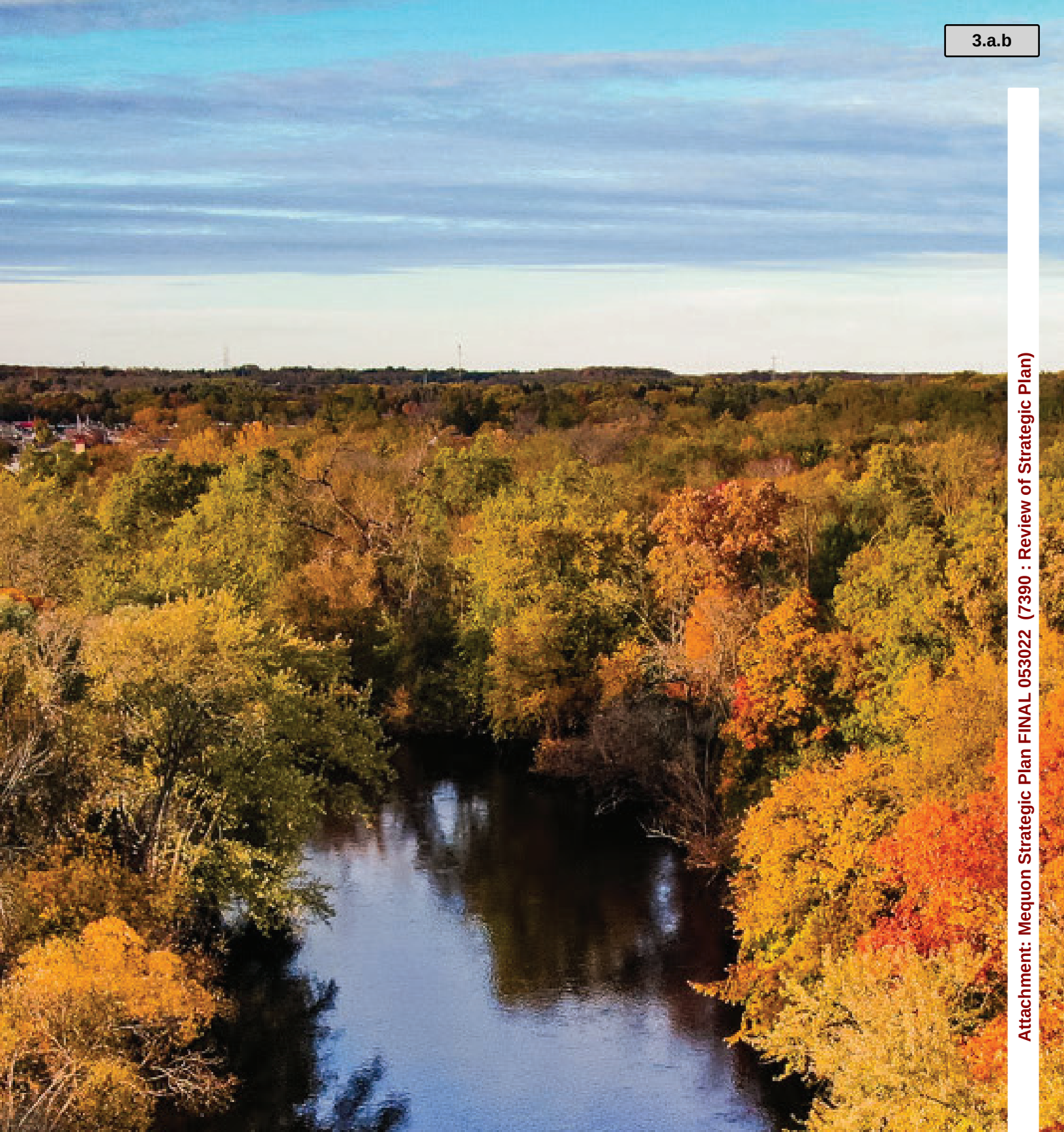
As the City of Mequon moves forward in the future, the organization looks forward to achieving Mequon's vision of being a City rich in rural heritage and natural beauty with a government that advocates for its community members, promotes civic participation, and enjoys a strong economic base. In Mequon, the community protects the natural environment and values high-quality neighborhoods, community safety, public gathering spaces, and strong educational and medical facilities, all of which create a high quality of life.



ACKNOWLEDGEMENTS

The City of Mequon wishes to express its appreciation to the community at-large, City staff, and members of the Common Council. As partners in Mequon's future, community residents, business owners, and visitors are a key source of information and guidance. With this engagement and feedback, the City of Mequon will continue to create its vision of the future.





For more information about the plan, or to contact the City:

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Mequon, Wisconsin 539092
(262) 242-3100
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City of Mequon

Vision - Mequon is a City rich in rural heritage and natural beauty. It offers a government that advocates for its community members, promotes civic participation, and enjoys a healthy economic base. In Mequon, we protect the natural environment and value high-quality neighborhoods, community safety, public gathering spaces, strong educational and medical facilities, all of which create a high quality of life.

Mission - The City of Mequon's overall mission is the provision of quality public services and the adoption of thoughtful policies that serve to enhance and maintain the unique quality of life in our community.

Through the judicious use of community resources, the City is committed to managing growth, efficiency using tax dollars, and making wise investments in our future. Our success depends on our ability to offer quality and value to our taxpayers with the highest standards of accountability, responsiveness, economy, and integrity.

Values - Accountability, Responsiveness, Economy, Integrity

Key Focus Areas	Definitions
Capital Improvements	Capital improvements include roads, buildings, equipment, and significant technology investments that support our work. Planning for the ongoing maintenance and improvement of these public assets is a part of Financial Stewardship, Customer Services, and supports all Key Focus Areas.
Customer Service	Our team of knowledgeable, professional, and welcoming staff members provide exceptional Customer Services. With friendly and accessible opportunities that are streamlined and convenient, the organization holds itself accountable to the high standards that the Mequon community expects. Ongoing investments in technology support both the City's workforce and its customer service focus.
Financial Stewardship	The City will have professionally managed resources, with a long-range plan for stability and sustainability across both revenue and expenditures. Efficient and effective services that meet community standards and expectations will guide the allocation of these resources.
Public Safety	Public safety reflects a commitment to high levels of safety across the entire community: law enforcement, fire protection, emergency medical services, roads, and traffic. This includes well-designed roads, rapid response times and professional staff.
Quality of Life	Quality of Life is a focus area that involves collaboration, partnership, and support. The City has a focus on providing the highest level of services to our community and values the open space and natural beauty that makes Mequon such a special and unique place to live, work, and play.





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Office of Engineering

TO: Committee of the Whole
FROM: Kristen Lundeen, Director of Public Works/City Engineer
DATE: June 14, 2022
SUBJECT: RESOLUTION 3960 A Resolution Amending the City of Mequon Financial Policies to include Policy Statement 15: Vehicle Leasing

Background

The Enterprise Master Lease Agreement and analysis went to the Public Works Committee in April for review and discussion and was approved by the Common Council in May. Staff generated the attached policy to establish the parameters for executing the individual lease agreements. Due to the timing of the manufacturers opening order books for vehicles, it is imperative that staff have the authority to administer the lease agreements to meet ordering deadlines.

Analysis

Staff listened to the concerns and questions posed by the Common Council in May and utilized those parameters to establish a financial policy to execute and administer the individual leases associated with the master lease agreement. With the permission of the Common Council, the proposed vehicle leasing policy will be used to administer leases for the vehicles listed. Any leases outside of the listed vehicles or which do not meet the parameters of the policy would come before the Common Council individually for approval.

Two of the specific discussion points in May revolved around the Reduced Book Value at Term and the Interest Rate. The Reduced Book Value at Term is different than with conventional leases and is set to leverage the low government pricing for purchases, and a higher resale value in the private market. The value may result in a higher monthly cost than that of a conventional lease but allows the City to leverage the Gains from Prior Unit at the time of sale to further reduce subsequent lease payments or to pay future lease payments.

The Interest Rate is also different than with a conventional lease. With the Enterprise program, the Interest Rate is the 3 Year Treasury Bill plus 3%. As of the date of this memo, the interest rate would be 3 Year Treasury Bill (2.73%) + 3% = 5.73%. For reference, the pool vehicles that the City leased in 2020 had an interest rate of 5.332%. In addition to the Interest Rate, the Monthly Lease Charge also includes a Management Fee of 0.12%.

The proposed policy also includes parameters to regulate the other terms and conditions associated with the open-end (equity) lease agreements that Enterprise requires execution of prior to ordering the vehicles. As previously indicated, any lease agreements outside of the policy would require Common Council approval.

Fiscal Impact

The first lease payment is due the month after the City takes delivery of the vehicle so that the City can leverage any gain from the sale of the previous unit. Based upon anticipated order banks and projected vehicle delivery timeframes, the earliest lease payments would be due in late 2023 and the remaining in 2024. Therefore the FY2023 budget process will contemplate the funding of the capital account for lease payments. The combination of the 2023 and 2024 lease payments should be the largest financial obligation of the City and the lease payments would be reduced over time, as the program is implemented.

Recommendation

Staff recommends that the Committee of the Whole favorably endorse and the Common Council approve the resolution establishing a financial policy for vehicle leasing.

Attachments:

Policy Statement 15 (PDF)

COMMON COUNCIL
OF THE
CITY OF MEQUON

RESOLUTION 3960

A Resolution Amending the City of Mequon Financial Policies to include Policy Statement 15:
Vehicle Leasing

RECITALS

A. In June 2018, the Common Council adopted a series of financial policies that guide the City's financial operations.

B. In May 2022, the City entered into a master agreement for fleet management which includes the leasing of vehicles.

C. Staff generated a formal financial policy document to summarize the financial policies for vehicle leasing.

D. The policy allows for City staff to execute lease agreements within the parameters defined in the policy.

E. The Committee of the Whole, having reviewed the attached financial policy document, recommends to the Common Council, that the policy contained herein be adopted and implemented until further amended.

BASED UPON THE FOREGOING RECITALS, IT IS RESOLVED by the Common Council of the City of Mequon, Wisconsin, that Financial Policy Statement 15: Vehicle Leasing, in the form as attached, is adopted and implemented for use until further amended.

Approved by: Andrew Nerbun, Mayor

Date Approved: June 14, 2022

I certify that the foregoing Resolution was adopted by the Common Council of the City of Mequon, Wisconsin, at a meeting held on June 14, 2022.

Caroline Fochs, City Clerk

POLICY STATEMENT 15 VEHICLE LEASING

General: The purpose of the vehicle leasing policy is to formalize the framework for City staff's administration of vehicle lease agreements. The policy is intended to be broad enough to allow City staff to function within the parameters of responsibility and authority, yet specific enough to adequately administer the City's fleet management needs.

Scope: This fleet management policy applies to vehicles within the Department of Public Works fleet. These vehicles include the following:

201	3/4 Ton Pickup Ext 4X4
202	3/4 Ton Pickup Crew 4X4
203	3/4 Ton Pickup Ext 4X4
207	3/4 Ton Pickup Reg 4X4
209	3/4 Ton Pickup Reg 4X4
400	1/2 Ton Pickup Crew 4X4
405	3/4 Ton Pickup Ext 4X4
406	3/4 Ton Pickup Reg 4X4
500	1/2 Ton Pickup Ext 4X4
501	Sedan or 4X4 Small SUV
502	Sedan or 4X4 Small SUV
503	Sedan or 4X4 Small SUV
504	Sedan or 4X4 Small SUV
505	Sedan or 4X4 Small SUV
506	Sedan or 4X4 Small SUV
512	3/4Ton Pickup Ext 4X4
514	Sedan or 4X4 Small SUV
516	Sedan or 4X4 Small SUV
520	½ Ton Pickup Ext 4X4

Objectives: The primary objectives of the fleet leasing program of the City of Mequon shall be the following:

- A. Safety
- B. Fuel Efficiency
- C. Low Maintenance
- D. Low Annual Expenditure

Approval Authority for Purchases: The Capitalized Price of the Vehicle, Total Capitalized Amount (Delivered Price), Individual Open-End (Equity) Lease Rate Quotes for the full term and the cumulative annual lease payments may exceed \$25,000. To allow for the efficiency of the fleet management program, the expenditures do not require Standing Committee or Common Council approval, provided the financial performance follows this policy statement. The Director of Finance is subsequently authorized to execute the lease agreements provided the annual budget allocates sufficient funds within the DPW Equipment Replacement – Leases or DPW Equipment Replacement capital account.

Orders: All vehicles require procurement through the state contract, in accordance with Policy Statement 11.

Make and Model:	The Fleet Superintendent and Deputy Director of Public Works shall select the make and model for each vehicle based upon the objectives outlined in this policy.
Term:	The Director of Finance shall select the term in the best fiscal interest of the City, which may vary from 36-60 months.
Total Options:	The Fleet Superintendent and Deputy Director of Public Works shall select the total options required for the ultimate purpose of the vehicle. Total options include, but are not limited to: decals, lighting bars, plows, truck bed caps, bed liners, tool boxes and other options required for the primary function and operation of the vehicle.
Contract Miles:	The Fleet Superintendent shall establish the Contract Miles based upon a historic average of the mileage for the individual vehicles.
Sale of Vehicle:	If authorized by the Director of Finance, with concurrence from the Fleet Superintendent, the City's designated lease provider shall be authorized to sell the vehicle on behalf of the City at or before the end of the lease term. The Director of Finance is authorized to execute the consignment documents associated with the sale.
Gain from Prior Unit:	The Gain from Prior Unit shall be applied to subsequent leases as a down payment or to reduce the monthly payments. Any excess Gains from Prior Unit shall be deposited into the non-lapsing DPW Equipment Replacement – Leases or DPW Equipment Replacement capital account and utilized for subsequent lease payments.
Depreciation Reserve Rate:	The Depreciation Reserve Rate shall not exceed 2.0%.
Reduced Book Value at Term:	The Reduced Value at Term included within the individual lease documents shall be a minimum of 40% for 36-month lease terms and a minimum of 15% for 60-month lease terms, with allowance for interpolation for lease terms between 36 and 60 months.
Monthly Lease Charge:	The interest rate for the monthly lease charge shall not exceed 7.0% without prior authorization from the Common Council. The interest rate in the Monthly Lease Charge under the fleet management program is the 3-Year Treasury Bill Interest Rate + 3%. The Management Fee is 0.12%.
Insurance:	The City of Mequon shall carry automobile insurance for each vehicle.
Performance Standards:	The performance standards for the program shall be reviewed by the Public Works Committee on an annual basis. If City staff or the Public Works Committee identify parameters of this policy that require reconsideration or adjustment, it shall make such a recommendation to the Common Council. If at any time the program fails to meet the criteria of this policy, the Common Council shall be notified within 60 days.

Reporting:

The City's designated lease provider shall provide a report to the City at a minimum twice per year detailing the following data for each vehicle included in the scope:

- Capitalized Price of Vehicle
- Total Capitalized Amount
- Year-to-date and Term-to-date Total Monthly Rental Including Additional Services
- Reduced Book Value at Term
- Gain Achieved from Sale (post-sale)
- Estimated and Actual (post-sale) Cost Per Mile of each Vehicle
- Comparison Options for Fuel Alternate Options
- Check Points of Equity in Vehicles