



11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2914
Fax: 262-242-9655

www.ci.mequon.wi.us

Office of the City Clerk
Taped & Televised

COMMITTEE OF THE WHOLE
Tuesday, October 10, 2023
6:30 PM
Christine Nuernberg Hall

Agenda

1. Call to Order, Roll Call
2. Approval of Meeting Minutes
 - a. August 29, 2023 Special Meeting
 - b. September 12, 2023
3. Discussion
 - a. Port Washington Road Corridor Updates
 - b. Management Partners Community Development Operational Analysis Action Plan Status
4. Informational Items
 - a. Committee of the Whole Planning Calendar
5. Adjourn

Dated: October 10, 2023

/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.



11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2914
Fax: 262-242-9655

www.ci.mequon.wi.us

Office of the City Clerk
Taped & Televised

COMMITTEE OF THE WHOLE BUDGET WORKSHOP MEETING

Tuesday, August 29, 2023

6:00 PM

Christine Nuernberg Hall

Minutes

1. Call to Order
2. Pledge of Allegiance
3. Roll Call

Present:

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

Also Present: City Administrator Jones, Finance Director Engroff, Police Chief Pryor, Fire Chief Bialk, Community Development Director Tollefson, Director of Public Works Lundeen, City Clerk Fochs, Library Director Muchin Young, Executive Assistant Enea, and other interested parties.

4. Overview of Fiscal Year 2024 Budget Development Process

City Administrator Jones provided an overview of how the budget development for 2024 was completed. He first explained factors that needed to be considered including WRS (Wisconsin Retirement System) increasing by 1.5% for general employees and 8.3% for protective employees and health insurance, which is estimated to increase by 14.6%. That exact figure won't be known until mid-September. The City's insurance with the League is also increasing 2-5%, as well as an increase of 2.75% with CBA for police officers & sergeants. The Compensation Study's Phase 2 recommendation has also been considered with a longevity adjustment which will be approximately \$80,000. Compulsory increases will total \$232,924 with major contributors being a Presidential election (\$65K), road salt (\$62K), and fuel (\$38K). City Administrator Jones opened it up to questions at this point. Aldermen asked if there was an opportunity to shop around for new health insurance. Mayor

Attachment: Special 8.29.23 (8848 : 8/29/2023)

Nerbun shared that if the City decided to do that, we would be removed from the insurance for a year. City Administrator Jones said we can reach out to Representative Andraca and Senator Knodl, as well as checking what other communities are doing. He also said staff is investigating how to offer an insurance opt-out to employees. Open enrollment occurs in September through October and there are many moving parts and targets to consider. Alderman asked if most employees participate, questioned if the City tracks an experience rating.

5. Revenue Outlook

The City tax rate has stayed fairly stable at \$3.11/\$1,000 of assessed value. Net new construction will provide \$225K additional revenue next year. Shared revenue provided by the state will bring \$575K to use across several areas. The fire portion of the levy can be adjusted for staffing and capital needs at CPI + 2%. Building permit fees are down, but interest income has increased. In the 2024 budget, there will be a decreased use of ARPA funds.

Finance Director Engroff spoke to net new construction. In 2023, the City saw and additional \$225,000 without increasing the tax rate. The 2005 Wisconsin Levy Limit Law provided maximum amount allowed as a property tax levy on parcels and cities must have new net construction to increase the levy. The estimated levy capacity for the 2024 budget is \$275,000. There was a short discussion about the Sewer Tax Levy from 2023.

State shared revenue was discussed and beginning in 2024 municipalities are to receive 1/5 of sales tax. The City will receive \$575K to be used for Police, Fire, Public Works, Transportation, and Courts. Also beginning in 2024, personal property tax will no longer be subject to collection. The State will provide replacement income payments. The City is planning to review the Fee Schedule as well, as it was last reviewed in 2020.

6. Expenditure Considerations

The budget priorities over the next four weeks will be:

- (1) Fulfill 2024 Salary and Benefit obligations which will be 70% of the budget
- (2) Address operational (compulsory) needs that cannot be negotiated
- (3) Boost Pay-As-You-Go Capital Funding
- (4) Incorporate supplemental funding requests which are fewer this year
- (5) Preserve revenue capacity into future years

7. Capital Financing Update

The net capital requests for 2024 is \$3.3M. The permanent repair of the City Hall HVAC will fall in the range of \$56K-\$238K. 2024 will be year three of the City's Road Program Borrowing which started in 2022. Being a AAA community, the City has good leverage if it chooses to borrow. Debt Service will remain level in 2024. Combined Capital and Debt Service will equal \$4.1M. ARPA funds are helping to address projects, such as the Lemke Park Pavilion and the Brush Site. Since 2015, Pay-As-You-Go Funding is up by 53%. City Administrator Jones explained how the focus on Pay-As-You-Go Funding is to protect public assets, whether building or vehicles. He then showed the Pay-As-You-Go Funding for 2023 which totals \$1,348,000. A short discussion then took place about how projects get

funded and how the Council will discuss priorities further at the Strategic Planning Workshop which will take place at the beginning of next year.

8. Component Unit Funding

The Frank L. Weyenberg Library (Library) was the next topic of discussion. In 2023, the City provided \$46K in funding plus another \$150K in ARPA funds. Last year, the Council gave the direction for the City to review the Library's budget and the joint funding agreement with the Village of Thiensville. The budget review took place from March-August and focused on administrative and operational expenses. To save money, the Library partners with several entities. Moving forward, the Library plans to solicit joint audit services, combine payroll with the Village through ADP, incorporate copies/printers with the City's contract, examine lower postage rates using the City's permit, explore higher investment returns, adjust or discontinue the fiscal agent fee to the Village, and to monitor insurance coverage/deductibles.

Following the Library, the Southern Ozaukee Fire & EMS Department was discussed. Their 2024 budget has been developed throughout August. For revenues, ambulance fees are still being collected. Inspections revenue will be modified for next year. The \$300,000 in ARPA funding from Ozaukee County may still increase. For expenses, 50% of the City's mechanic wages will be funded by SOFD and one new Firefighter/Paramedic will be hired. The budget is slated to be presented to the SOFD Board for approval on 9/13/23 and then both municipalities will approve it thereafter.

9. Supplemental Funding Update

As an update, City Administrator showed the previously approved ARPA funding. The Finance Department put together what has been spent already and what remains to be spent. \$948,185 has already been spent and \$1,603,843 has yet to be spent.

10. 2024 Budget Schedule

Next Steps in the Budget Process:

- 9/28- 2024 Budget will be distributed
- 10/9- Appropriations Committee Meeting
- 10/17-10/18- Appropriations Meeting #2 (if needed)
- 10/17-11/7: Sewer & Water Budget Meetings
- 11/14: Public Hearing & Budget Adoption

11. Adjourn

Motion to adjourn at 7:41 PM.

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

Attachment: Special 8.29.23 (8848 : 8/29/2023)

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

Respectfully Submitted,

Carrie Enea
Executive Assistant

Attachment: Special 8.29.23 (8848 : 8/29/2023)



11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2914
Fax: 262-242-9655

www.ci.mequon.wi.us

Office of the City Clerk
Taped & Televised

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

Minutes

1. Call to Order, Roll Call

Mayor Nerbun called the meeting to order at 6:34 PM.

Present:

Mayor Andrew Nerbun
Alderman Kelly Tolocko
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, Director of Community Development Tollefson, and Water Utility Supervisor Voigt, press and interested public.

2. Approval of Meeting Minutes

a. August 8, 2023

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

AYES:	Nerbun, Tolocko, Mayr, Hansher, Bach, Parrish, Schneider, Gebhardt
--------------	--

3. Discussion

- a. Review and Discussion Regarding Proposed Amendments to Chapter 62 of the Mequon Municipal Code (Sign Code)

Attachment: 9.12.23 (8837 : 9/12/2023)

City Attorney Sajdak presented the City's historical experience with the current code and legal clarifications that must be addressed. He closed with proposed code updates including combined definitions, eliminating content-based definitions, permits, and differentiation between residential, commercial, and right-of-way properties.

Dialogue was exchanged within the Council and with Mr. Sajdak. The objective of discussion is to standardize the code in a comprehensible and lawful manner.

4. Informational Items

a. Committee of the Whole Planning Calendar

5. Future Policy Items for Discussion/Consideration/Analysis

Alderman Bach requests the topic of private lake bluff stairs at a future meeting.

6. Adjourn

Motion to Adjourn at 7:34 PM

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

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

Respectfully Submitted,

Janet Meyer
Deputy Clerk

Attachment: 9.12.23 (8837 : 9/12/2023)



11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-242-3100
Fax: 262-242-9655

www.ci.mequon.wi.us

Office of Community Development

TO: Committee of the Whole
FROM: Jac Zader, Assistant Director Community Development
DATE: October 10, 2023
SUBJECT: Port Washington Road Corridor Updates

Background

Per the Common Council's direction, the Economic Development Board was tasked with assessing the conditions of Port Washington Road to determine what changes could be made to enhance the vitality of the district and promote desirable uses. The focus included zoning designations and uses that align with the TID incentive policy, a streetscape plan and design standards. Progress on several of these policy issues has been made, and staff felt it was necessary to provide an update to the Council and get feedback on recommendations that have been formulated by the Economic Development Board.

Zoning

It is evident that the existing zoning categories and allowable uses that encompass most of the land along Port Washington Road need to be amended. The current zoning districts in the area are B-1, B-2, B-3, B-4. The last major change was completed in the early 1990's and many of the use categories are no longer applicable in today's commercial environment. In addition, modifications to each of the use categories over the years have diluted the differences between the individual zoning districts. Accordingly, staff has spent considerable time reviewing the current zoning and the existing land use patterns along the corridor. Based on this analysis, staff prepared an updated zoning map with the following objectives:

- Consolidate current and similar land uses.
- Limit certain uses, such as fast food, retail, and auto-related facilities, to specific areas along the corridor.
- Consider desired uses at gateway and intersection locations.

Zoning Analysis

In September, staff presented the draft zoning map (see attached) to the Economic Development Board which clustered land uses in specific geographic areas. While specific uses for each district have yet to be created, staff identified several uses that would not fit into the new, proposed districts, making them nonconforming. A majority of these uses have been deemed less desirable by the Board, such as fast-food restaurants and auto service facilities. Creating nonconforming uses, especially for long-standing businesses in the City, can be viewed as heavy handed by property owners and elected officials. However, in staff's opinion, without going down this path, any changes to the zoning map and allowable uses will not be substantial enough to make any long-lasting impact on the character of the corridor. The Board decided to expand staff's proposed overlay district which limited the amount of non-conforming uses. The overlay district is intended to allow more intensive retail and service, such as fast-food restaurants with a drive-thru and gas stations, but only at certain locations. In addition, the Board did not support the overlay at the Donges Bay/Port Washington Road intersection due to existing traffic congestion and preferred to see it added to the east side of Port Washington Road at the south end of the City because of the new freeway access. The updated map (see attached) reflects the

changes recommended by the Board. Based on the Board's recommendation, the number of nonconforming uses has decreased and the acreage for the overlay district has increased by approximately 20 acres.

Market Analysis

While a majority of the Board was supportive of the proposed changes to the map, staff acknowledged two commercial sectors at risk. Staff and the Board expressed concern about the softness in the retail and office markets. This, coupled with the age and occupancies of some buildings, could lead to vacancies along the corridor, not the highest and best use, and a market slow to redevelop. When considering other land uses, staff and the Board object to industrial uses along the corridor. The Board was open to further discussions for infill residential development. As a result, the Board voted to recommend a market study of the corridor to determine how current and future trends will impact the vitality of the corridor, with a specific focus on office and retail and concepts for alternatives to those uses. There are funds available in the Community Development's 2023 budget that can supplement TIF dollars to complete the study if the Council is supportive.

The Board recommended the market study also address the viability of a hotel along the corridor. There have been several Board members as well as Council members who have expressed the desire for a hotel along Port Washington Road. The market study could address questions regarding the viability of a hotel and what impact it may have on existing hotels on Port Washington Road. Ultimately, the market study results would influence choices for uses within the new zoning districts and certain uses for inclusion in the City's Land Use Plan. It is not possible to parse a zoning district to allow for certain uses only at certain locations. Alternatively, the City's land use plan has more flexibility in this regard. The land use plan can dictate uses to more specific locations and contain more categories if necessary. The strategy would be to provide guidance in the land use plan to where the City would support certain uses, subject to a zoning amendment in the future. When a project comes forward, the land use plan can be used as a guide to determine whether the proposed zoning change is consistent with this objective.

Streetscape Analysis

On March 14, 2023, the Committee of the Whole reviewed the proposed streetscaping concept plan for Port Washington Road. Feedback from the Committee regarding the plan included the following:

- Consider extending improvements north of Mequon Road.
- Eliminate adding medians at the Donges Bay intersection.
- Consider pavers instead of stamped asphalt.
- Median plantings need to take into account annual maintenance costs.

Based on discussions with the Mayor and Administration, it was decided to push the construction to spring of 2025. This decision is based on all the current construction activities taking place along I-43 and its impact along Port Washington Road related to traffic delays and potential business impacts. Staff's timeline is as follows:

- Complete streetscaping design for Council approval December 2023.
- Complete bid documents April 2024.
- Bid project for construction Fall 2024.
- Award contract for spring 2025 construction.

TID Incentive Policy Analysis

The Common Council approved the TID Incentive Policy on July 12, 2022. The Economic Development Board modified the plan per Council's direction and staff has added the following ineligible uses:

- Community Based Residential facilities for 16 residents or less.
- Hospice
- Religious Institutions
- Funeral Services
- Fast Food Restaurants
- Public Administration facilities
- Public or Private Schools
- Principle Parking Facilities
- Financial and insurance institutions
- Gambling operations
- Sexually Oriented business
- Gas Station and Auto Service or Convenience Facilities
- Auto Dealerships
- Light industrial uses
- Indoor shooting ranges
- Resale establishments
- Storage facilities

Staff Summary

Staff has spent considerable time to date vetting these issues with the EDB. Before proceeding any further in the process, staff feels that input and direction from the Common Council is warranted. More specifically, staff is looking for direction on the following questions:

1. Is there support for clustering of higher traffic generated uses at the proposed locations and expanding the overlay?
2. Is there support for creating nonconforming uses in order to limit their number and cluster where they are permitted?
3. Should industrial uses be prohibited from the Port Washington Road Corridor?
4. Is there support for a market analysis and the inclusion of certain targeted uses?
5. Any additions or deletions to the list of ineligible uses under the TID #4/5 Incentive policy?

Attachments:

Staff Concept Zoning (PDF)

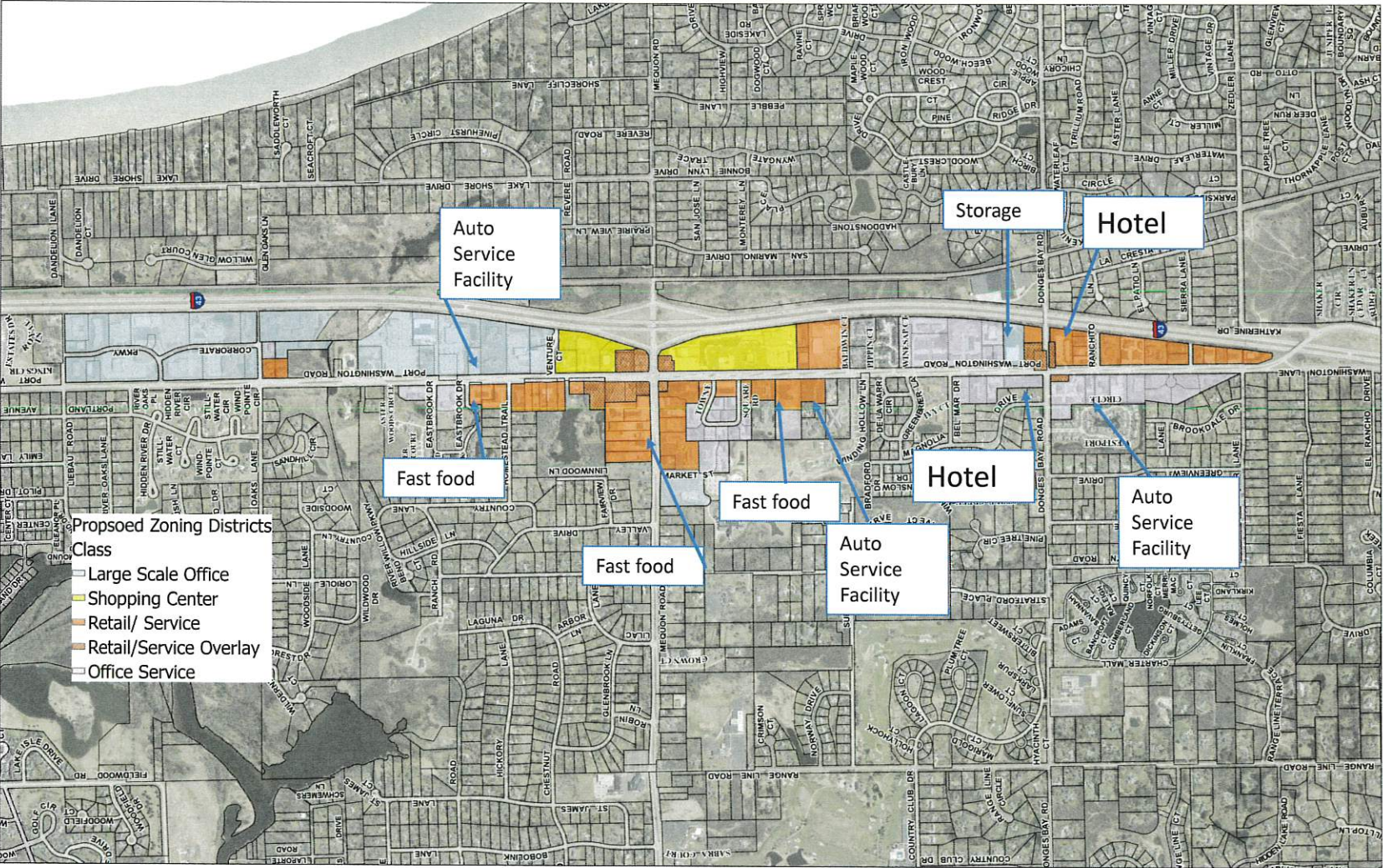
EDB Concept (PDF)

TIF 4 and 5 Incentive Policy (DOCX)

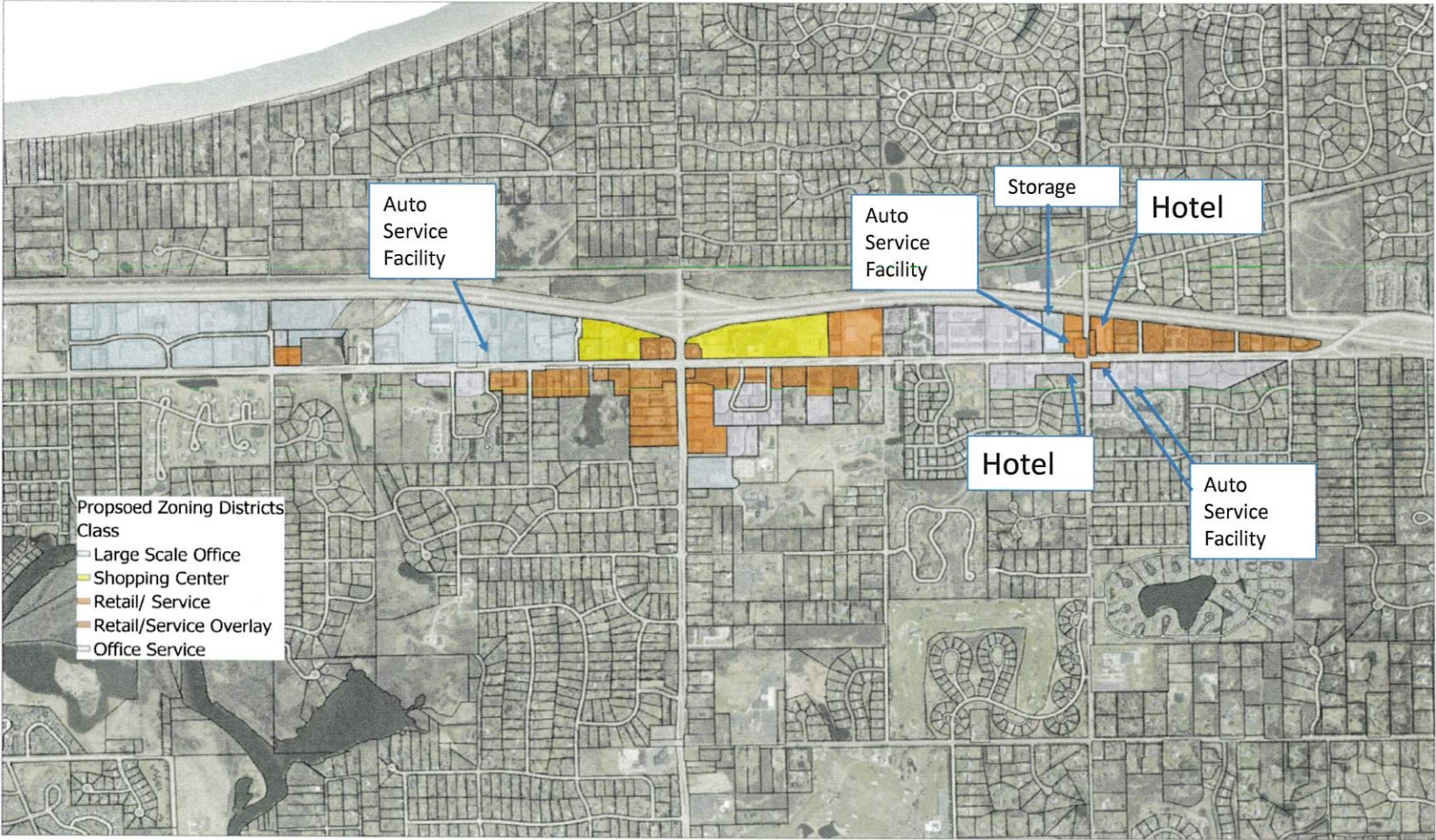
High Priority Sites (PDF)

Fast Track Formula (JPG)

Staff Concept Zoning



Economic Development Board Concept Zoning



TIF Guidelines for TIF#4 and TIF#5

The following guidelines have been created by the Economic Development Board of the City of Mequon for TIF districts #4 and #5.

I. Purpose

The purpose of this policy is to provide guidance regarding the City of Mequon's use of Tax Increment Financing (TIF) in Districts #4 and #5.

II. Goal

The goal of the City of Mequon's use of Tax Increment Financing is to diversify its economic base through the retention and expansion of existing businesses, the redevelopment of the areas that are blighted or in need of redevelopment, the attraction of new commercial sites and employment centers and other projects of special community interest. These goals will help to establish new employment opportunities for our residents and expand our tax base. These guidelines are intended to provide general direction on the use of TIF funds.

III. Primary Objectives

- A. Implement a proactive approach to local economic development through public/private partnerships.
- B. Align financial programs/tools with new zoning regulation to facilitate the redevelopment and attract desired and marketable land uses revitalization of the Port Washington Road Corridor.
- C. Acquisition and consolidation of small (define per TID) sites for comprehensive redevelopment opportunities
- D. Enhance architectural and site design, as well as street design, to improve the aesthetic quality of the commercial corridor.
- E. Assist City in implementing its overall economic development goals.

IV. Financing

- 1. "Pay as you Go" TIF – The City will use "pay as you go" as a method to help reduce the financial exposure of the City. Under this financing method the developer pays for the upfront costs of the project. The City would provide a Municipal Revenue Obligation (MRO) which establishes the criteria for payments to the developer from future tax increment to allow them to recoup a portion of

their initial investment. The Fast-Track formula shall be used to determine the amount of incentive available for the project and all criteria must be met.

V. TIF Incentive Criteria

All requests for TIF assistance will be required to demonstrate that the tax increment estimated to be generated by the project will be sufficient to payback any TIF assistance provided by the City (including applicable interest expenses) in support of the project. In order to meet the “but for” test, it must be demonstrated that the project would not take place at the desired level or timeframe without TIF assistance. Projects that would be likely to proceed without receiving TIF funds will not be eligible for assistance.

A. Tier 1 Incentive

Projects located with either TIF #4 or #5 shall utilize the fast-track formula to calculate the incentive. The incentive will utilize the Pay-As-You-Go (Developer Financed) structure with a maximum payment of 15 years or the life of the district which ever comes first. The project must create a minimum value of 1.5 million over the existing improvement value. In order for the site to qualify for the incentive, complete demolition of the existing building/s on the site is required. For sites that include multiple buildings, a project is considered eligible if one or more of the buildings are demolished as part of the development project.

B. Tier 2 Incentive

For projects that combine multiple existing parcels as part of a development project or are within a high priority area as determined by the EDB, the developer incentive in the fast-track formula is 15%. Only high priority uses as determined by the Board shall be eligible for the increased incentive in the high priority areas. The payback period is not limited to 15 years and may extend though the life of the TID.

VI. Developer Requirements

Guarantees: In order to receive direct TIF assistance, a developer must agree to provide guarantees to the city to cover any shortfall in costs not paid by increment. These may include construction guarantees, letters of credit, personal or corporate guarantees and/or minimum payment agreements.

Financial Information: The business receiving the development incentives shall provide the City with sufficient financial information to document that the

business is financially stable. Personal financial records will remain confidential subject to the requirements of the Wisconsin Open Records law.

VII. Enhancements to Port Washington Road

In order to spur redevelopment along the south Port Washington Road corridor, the Board recommends using existing or future unallocated increment for the planning and implementation of public improvements including but not limited to studies, expert consultants, lighting, landscaping, signage, and public art.

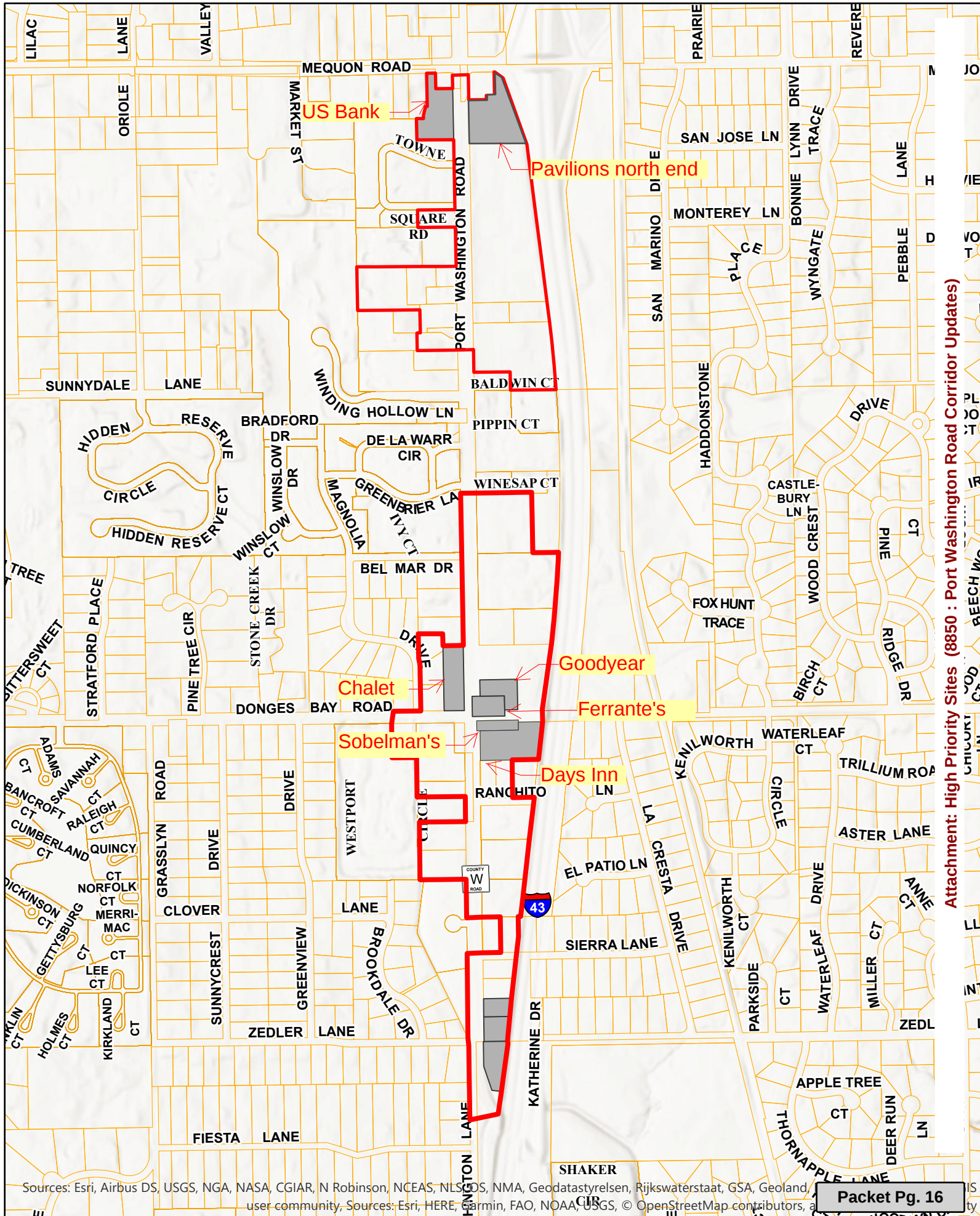
VIII. High Priority Sites

High priority sites are those defined by the EDB as shown on the attached map.

VIV. Ineligible Uses

TIF 4 & 5 HIGH PRIORITY SITES

3.a.d



Attachment: High Priority Sites (8850 : Port Washington Road Corridor Updates)

Fast Track Examples					3.a.e
Tier 1			Tier 2		
Base Improvement Value	\$500,000		Base Improvement Value	\$500,000	
Site Repair and Demo	\$500,000		Site Repair and Demo	\$500,000	
Gap	\$1,000,000		Gap	\$1,000,000	
New Building Value	\$5,000,000		New Building Value	\$5,000,000	
5 % incentive	\$225,000		15 % incentive	\$675,000	
Total incentive	\$1,225,000		Total incentive	\$1,675,000	
Annual Tax Amount	\$79,400		Annual Tax Amount	\$79,400	
Payback length (Years)	16		Payback length	22	
					Packet Pg. 17



11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-242-3100
Fax: 262-242-9655

www.ci.mequon.wi.us

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.

City of Mequon
Implementation Action Plan

Management Partners

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 - 2023

ITEM	PRINCIPAL	TIME
January 10		
Presentation of 2022 Compensation Analysis	Schoenemann	45
February 14		
Town Center Public Improvements Contract Award	Tollefson	45
March 14		
TID 4 & 5 Streetscape Planning Preview	Tollefson	30
M-T Trails Proposal - Highland Road Path	Lundeen	30
April 11		
Discussion Regarding COTW Meeting Format	Jones	30
Proposed Patio Installation at Rotary Park	Lundeen	15
May 9		
No Items Scheduled	-	-
June 13		
Emergency Management Plan	Pryor	15
Strategic Plan Implementation	Jones	30
July 11		
Southwest Industrial Park Discussion	Tollefson	30
Proposed Implementation Plan - 2022 Compensation Analysis	Schoenemann	30

COMMITTEE OF THE WHOLE PLANNING CALENDAR - 2023

ITEM	PRINCIPAL	TIME
August 8		
Credit Card Processing	Engroff	30
Southern Ozaukee Fire & EMS Merger	Bialk	15
September 12		
City Sign Code Updates	Sajdak	30
October 10		
TID 4 & 5 Streetscape, Zoning & Incentives	Tollefson	30
Community Development Operational Analysis	Tollefson	30
November 14		
OIT Public Improvements	Tollefson/Lundeen	30
IT Strategic Plan Implementation	Schoenemann	30
December 12		
Community Survey Discussion	Schoenemann	30
Electronic Poll Books Implementation	Fochs	15
New Statewide Legislation	Sajdak	15
Future Policy Items for Discussion/Consideration/Analysis		
Lakeshore Bluff Construction, Opitz Cemetery Improvements		