11333 N. Cedarburg Road
Mequon, WI 53092
Phone: 262-236-2914
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www.ci.mequon.wi.us Office of the City Clerk

COMMITTEE OF THE WHOLE
Strategic Planning Workshop
Thursday, May 2, 2024
Ozaukee Country Club, 10823 N. River Road
8:30 A.M.

Agenda

1) Call to Order, Roll Call
2) Introduction; Workshop Overview
3) 2022-2025 Strategic Plan Update
4) Community Pool Discussion
    a) Civic Campus Master Plan
5) Public Safety Facility Space Needs Planning
6) Lunch
7) Mequon Town Center Presentation
8) Long-Term Capital Funding Discussion
    a) Sewer Utility Rate Modeling
9) Alternative Revenue Sources Presentation
10) Other Matters; Workshop Wrap-Up
11) Adjourn

Dated: April 26, 2024 */s/ Andrew Nerbun, Mayor*

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

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

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

11333 N. Cedarburg Road
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www.ci.mequon.wi.us **Office of Administration**

TO: **Committee of the Whole**
FROM: **William Jones, City Administrator**
DATE: **April 26, 2024**
SUBJECT: **Strategic Planning Workshop - May 2, 2024**

On Thursday, May 2, the Mequon Common Council will convene a day-long Committee of the Whole meeting, for the purposes of pursuing and discussing key priorities contained within the City's 2022-2025 Strategic Plan. This workshop-style meeting, which is patterned after a similar, day-long retreat the Council conducted in early 2022 to develop the strategic plan, will involve focused discussions on a number of major objectives, as discussed below. As was also the case in 2022, the meeting will be held off-site, and this year's venue is the Ozaukee Country Club, located at 10823 N. River Road. In keeping with the Club's policies, recommended attire for the meeting is business casual, and a continental breakfast will be available for meeting participants beginning at 8:00 a.m. As with any meeting involving the Common Council, the public is also welcome to attend. An overview of the day's events, along with some additional background information pertaining to each of the topics scheduled for discussion, continues below.

1. CALL TO ORDER; ROLL CALL (8:30 A.M.)

As is customary during all meetings of the Common Council, Mayor Nerbun will serve as Chief Presiding Officer. At 8:30 a.m., the meeting will promptly be called to order, and the City Clerk will take roll.

2. INTRODUCTION; WORKSHOP OVERVIEW (8:30 - 8:45 A.M.)

Following roll call, the Mayor and City Administrator will share some brief remarks, and provide an overview of the day's events, including a review of the meeting agenda. Various housekeeping matters will also be addressed, relative to breaks, meals, etc.

3. 2022-2025 STRATEGIC PLAN UPDATE (8:45 - 9:15 A.M.)

As indicated, the Common Council and Senior Executive Management Team embarked upon a process to develop an initial strategic plan around mid-2021. In connection with this effort, the City engaged an outside consultant - Sheryl Trent of SBrand Solutions - to facilitate the process. Following a series of surveys and interviews to ascertain some of the themes that would form the basis for any such plan, a one-day planning retreat was held in February 2022. Thereafter, a draft strategic plan for Fiscal Years 2022-2025 was developed and presented, prior to formal adoption by the Council in July 2022.

As constituted, the City's **2022-2025 Strategic Plan** includes five (5) **Key Focus Areas**, including: **Capital Improvements, Customer Service, Financial Stewardship, Public Safety** and **Quality of Life**. Within each of these categories, the Plan contains identified goals and outcomes, as well as specified projects that both staff and the organization are authorized to pursue. A copy of the plan, which is also available on the City's website, is attached for review.

In June 2023, staff provided the Common Council with an update regarding the status of various projects and priorities contained within the Plan, during its monthly Committee of the Whole meeting. Given that it has been almost a year since this initial update, and the fact that the Council will be discussing several identified priorities within the Plan during the workshop, time has been set aside at the outset of the meeting to review the current status of various projects.

Accordingly, the City Administrator's Office has updated the **Plan Implementation Matrix** document previously shared with the Council, which provides a summary of each Key Focus Area, as well as progress that has been achieved relative to each project. The Plan Implementation Matrix, which is formatted as an Excel Spreadsheet, contains a separate worksheet for each of the five Focus Areas. This document, along with the 2022-2025 Strategic Plan, will serve as the basis for staff's update, and any subsequent discussions during the workshop meeting next week.

4. COMMUNITY POOL DISCUSSION (9:15 - 10:15 A.M.)

Following a review of the organization's progress towards achieving projects and objectives contained within the City's 2022-25 Strategic Plan, the first of several strategic discussions planned throughout the day will involve the future of Mequon's Community Pool. Originally constructed in 1934 and thereafter renovated in 1984, this facility has occasionally been the topic of conversation amongst the Council through the years and has now been identified as a strategic priority within the Strategic Plan. Accordingly, time has been set aside to allow for a more in-depth discussion of the current options that are available to the City, relative to the future of this longstanding community amenity.

Enclosed for review is a memorandum from Public Works Director Kristen Lundeen that provides an overview regarding the current condition of the community pool, as well as some of the ongoing challenges staff faces in operating a facility of this age. Also included are a number of options that Director Lundeen and DPW staff have identified, and that will be reviewed and discussed with the Council. As noted in the enclosed materials, the purpose of Thursday morning's discussion is for the Council to develop consensus on which available options merit further consideration, and to determine what, if any, additional information is needed to help propel a decision later this year.

As noted on the meeting agenda, the Civic Campus Master Plan has also been included as a sub-topic under this item, should discussion evolve into a broader conversation regarding this area, which includes City Hall, the Library, Rennicke Field, the Community Pool and Community Park, among others. Nevertheless, the intention of Thursday morning's discussion is to focus on decision-making related to the pool, which is a keystone towards development of a larger, comprehensive plan for the Civic Campus.

BREAK (10:15 - 10:45 A.M.)

Time permitting, a break has been scheduled for mid-morning, to allow Council members and staff the opportunity to check e-mails, grab refreshments, return phone calls, etc.

5. PUBLIC SAFETY SPACE NEEDS PLANNING (10:45 - 12:15 P.M.)

Over the last several years, a number of steps have been taken to advance the respective service delivery models within the City's Police and Fire Departments. On the law enforcement side, this has included completion of a staffing analysis, funding for an additional patrol officer as well as an IT Specialist, expansion of the school resource officer program, pursuing statewide accreditation, consolidating emergency dispatch services with Ozaukee County and several technological enhancements, among others. On the fire service front, a number of studies have also been completed that have resulted in the hiring of nearly a dozen new full-time personnel, as well as the recent consolidation of fire & emergency medical services with Mequon's long-time partner, the Village of Thiensville.

During this time, assessments of each of the City's seven (7) major facilities have also been completed, and the Mequon Town Center neighborhood, where the City's current Public Safety Building is headquartered, has been transformed with a vibrant mix of new residential, commercial and dining options, as well as newer public space amenities that are available for the enjoyment of all. Moreover, the City is continuing to experience an upward growth trajectory in terms of tax base, housing units and population, to name a few.

To this end, and as indicated in the City's 2022-2025 Strategic Plan, both Council and staff have identified planning for the future of the City's two public safety facilities as objectives that are worthy of further study and analysis. This includes the aforementioned Public Safety Building constructed in 1985, as well as the City's East Side Fire Station, which was built in 1974.

Most recently, City staff developed and distributed a Request-for-Proposals (RFP) for completion of a space needs analysis on behalf of the Mequon Police Department, as well as the Southern Ozaukee Fire Department. Conceivably, this logical first step is necessary to measure whether the City's existing facilities, which were designed nearly forty and fifty years ago, respectively, are appropriately sized to meet both the present needs and future demands of these two departments. Accordingly, FGM Architects (FGMA) of Milwaukee was selected to complete this exercise, following the receipt of two proposals late last year.

Enclosed for the Council's review is a memorandum from Police Chief Patrick Pryor dated April 22, 2024, that provides an overview of some of the operational challenges that both the Police and Fire Departments have faced in recent years relative to the functional capacity and physical condition of each of two aforementioned facilities. Also included is a memorandum dated April 11, 2024, from Public Works Kristen Lundeen and other members of the Department's leadership team, outlining a multitude of challenges associated with the operation of these facilities. Included within these memos are links to the facility assessments for both the Public Safety Building and the East Side Fire Station that were completed in 2018, as well as a summary of the Space Needs Planning Study completed by FGMA project principals Andrew Mayo and Brian Wright.

Both Chief Pryor and Southern Ozaukee Fire & EMS Chief David Bialk, along with the project principals from FGMA, will attend Thursday's workshop meeting to provide an overview of the information contained within the enclosed materials, and to answer questions from the Council. If, prior to the May 2 Workshop Meeting, any Council member is interested in touring either the

Public Safety Building at 11300 N. Buntrock Avenue or the East Side Fire Station at 11800 N. Port Washington Road, please reach out directly to Chief Pryor at (262) 242-3500/ppryor@ci.mequon.wi.us <mailto:ppryor@ci.mequon.wi.us> or Chief Bialk at (262) 242-2530/dbialk@ci.mequon.wi.us <mailto:dbialk@ci.mequon.wi.us>.

6. LUNCH (12:15 - 1:00 P.M.)

Following conclusion of the public safety facility space needs discussion, lunch will be provided for Council members and attending staff. The buffet will be available in the Board Room, which is just to the south of the meeting space being utilized for the workshop. Weather permitting, attendees are free to either eat outside on the patio adjacent to the workshop meeting area, or at tables within the Board Room.

7. TOWN CENTER PRESENTATION (1:00 - 1:15 P.M.)

Following lunch, and prior to re-engaging with the remaining topics on the day's meeting agenda, Assistant Community Development Director Jac Zader will share a Story Map that was created to help illustrate the remarkable transformation that has occurred within Mequon's Town Center neighborhood, much of which has occurred within the last decade. Notably, many of the accomplishments and successes that the community now enjoys were the result of intentional, and sometimes exhaustive planning efforts that have taken place over the last quarter century.

8. LONG-TERM CAPITAL FUNDING DISCUSSION (1:15 - 2:45 P.M.)

In addition to reviewing the Mequon's long-term facility needs, time is also being allocated at Thursday's workshop meeting to discuss capital financing - specifically with respect to infrastructure (e.g., roads, buildings) and one of the City's utilities (sewer). Accordingly, Senior Financial Advisors Philip Cosson and Brian Roemer from Ehlers, the City's financial advisor, will be in attendance to present the Council with options related to long-term debt-financing and utility rate financing, respectively.

In advance of the debt-financing discussion, enclosed is a chart that depicts the existing structure of the City's outstanding General Obligation (G.O.) debt. As indicated, the City currently has outstanding commitments of more than $44 million across all categories, including special assessments, tax increments districts (TID #3), the Sewer Utility and for general infrastructure (e.g., roads, buildings). Further, all existing debt across these categories is scheduled to be retired within less than nine years. Notably, the amount of debt otherwise supported from the City's existing tax levy - equal to $21,564,325 - is only about 7% of what the City could otherwise borrow subject to its statutory debt limit, which currently stands at $328 million.

During this discussion, Ehlers will share various data utilized to develop scenarios for funding identified capital needs over the next several years, including the City's ongoing road program and the potential reconstruction of one or more of the City's current facilities. Included in this presentation will be a measurement of taxpayer impacts, should the City decide to pursue one or more projects. Given that the City is currently committed to completing a community-wide survey in early 2025, and the likelihood that another revaluation of all real estate within the City will also need to be performed starting next year, the assumption and timing of several elements built into the information to be presented will continue to remain somewhat fluid. Nonetheless, it is critical for both Council and staff to determine how best to finance any larger-scale projects, prior to formally authorizing any formal project approval(s).

Also enclosed is a memorandum from Public Works Director Kristen Lundeen that provides an overview regarding a utility rate modeling effort that has been underway since early 2023. During this time, staff has been meeting with Ehlers to understand the interplay between the City's existing property tax levy limit and the Sewer Utility's user rates, borrowing capacity and future capital needs (see enclosed 2024-2028 Sewer Utility Capital Improvement Plan). In turn, Ehlers has developed a proposed utility rate funding model for the City's consideration, which will be shared at the workshop meeting. Pending the Council's concurrence with the basic tenets of a revised funding model as proposed, it is anticipated that staff would return to the Council in June to both formalize approval of the location of Lift Station E (2010 Ranch Road), as well as the Utility rate funding model to be used in development of the 2025 sewer budget.

BREAK (2:45 - 3:00 P.M.)
Time permitting, a 15-minute break has been scheduled for mid-afternoon, to allow Council members and staff to check e-mails or return calls. Snacks and refreshments will be available.

9. ALTERNATIVE REVENUE SOURCES PRESENTATION (3:00 - 3:45 P.M.)
Should time permit Thursday afternoon, Mr. Cosson and Mr. Roemer will share a presentation on alternative revenue sources that the Council may wish to consider into the future, as the City seeks to further diversify its existing revenue base and to support additional necessary spending that is otherwise inhibited by existing property tax limitations.

Currently, the City derives more than 72% of the revenue within its General Fund (e.g., police, fire, public works, library, debt service, etc.) from property taxes. While an increase in state shared revenue beginning in 2024, as well as additional revenue to be received beginning in 2025 to offset recent elimination of the personal property tax should assist in broadening the City's tax base going into next year, the fact remains that nearly $3 of every $4 spent to support the general operations of the City are derived from real estate taxes.

To this end, the Ehlers team will share information regarding some revenue structures and/or programs that are being utilized by other municipalities across the State of Wisconsin in order to lessen, or alleviate, this reliance/burden. Notably, and as indicated in the attached Implementation Plan Matrix (see **Financial Stewardship**), **Developing Alternative Revenue Streams** is an identified objective within the City's 2022-2025 Strategic Plan.

10. OTHER MATTERS; WORKSHOP WRAP-UP (3:45 - 4:15 P.M.)
Should additional time be needed to continue conversation on any of the agenda topics discussed earlier in the day, or regarding any of the other priorities or objectives contained within the 2022-2025 Strategic Plan, time has been set aside near the end of the day to consider such. In addition to restating any future action steps identified during the workshop, members of the Council may also wish to discuss the scheduling of agenda items at upcoming Committee of the Whole meetings during the remainder of 2024. Accordingly, an updated copy of the Committee of the Whole **Planning Calendar** is attached for review and possible discussion.

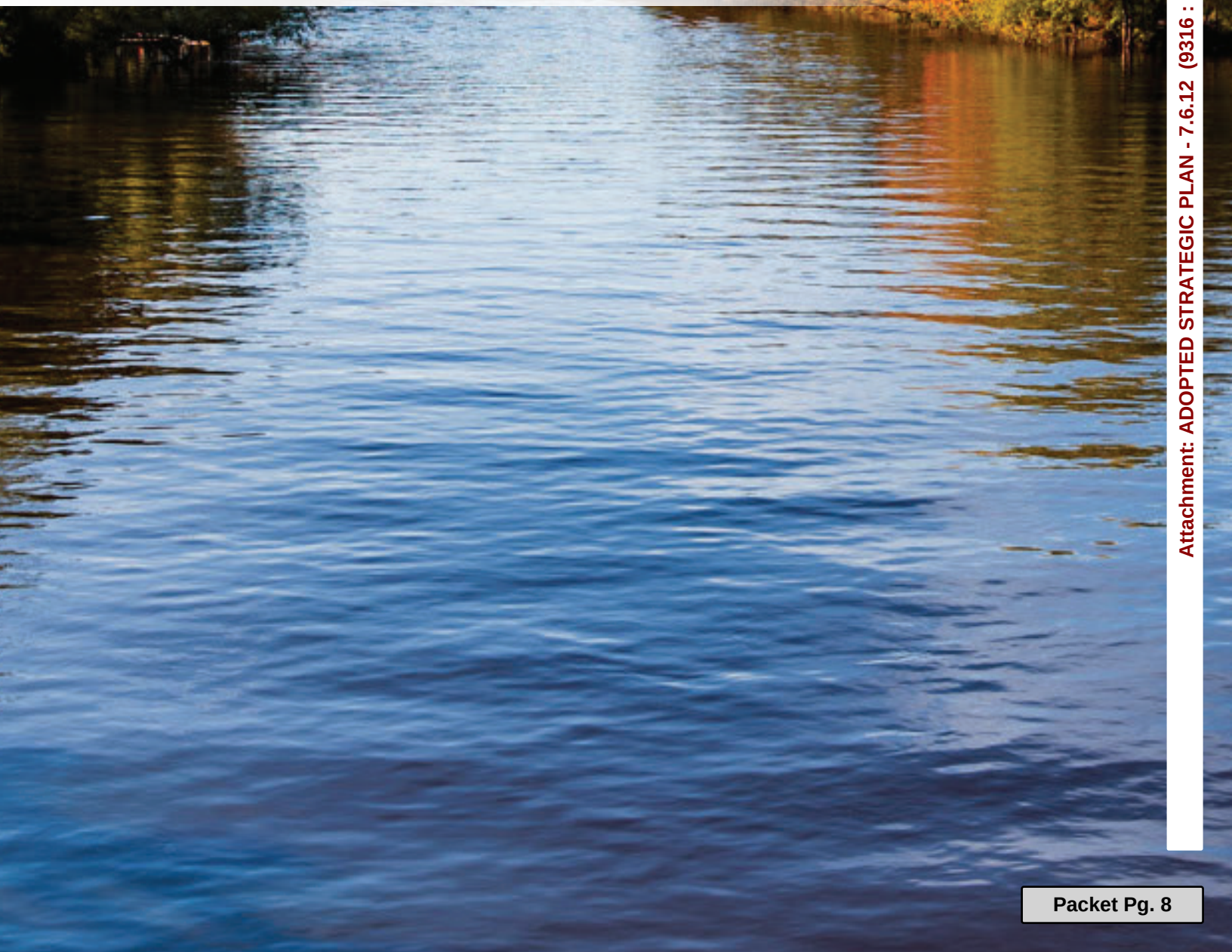
11. ADJOURNMENT (APPROXIMATED TO BE 4:15 P.M.)

Upon completing discussion of all items listed on the meeting agenda, Mayor Nerbun will seek a motion to adjourn. Upon a second and corresponding majority vote, the workshop will conclude.



CITY OF MEQUON STRATEGIC PLAN

2022 - 2025



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

HISTORY OF MEQUON

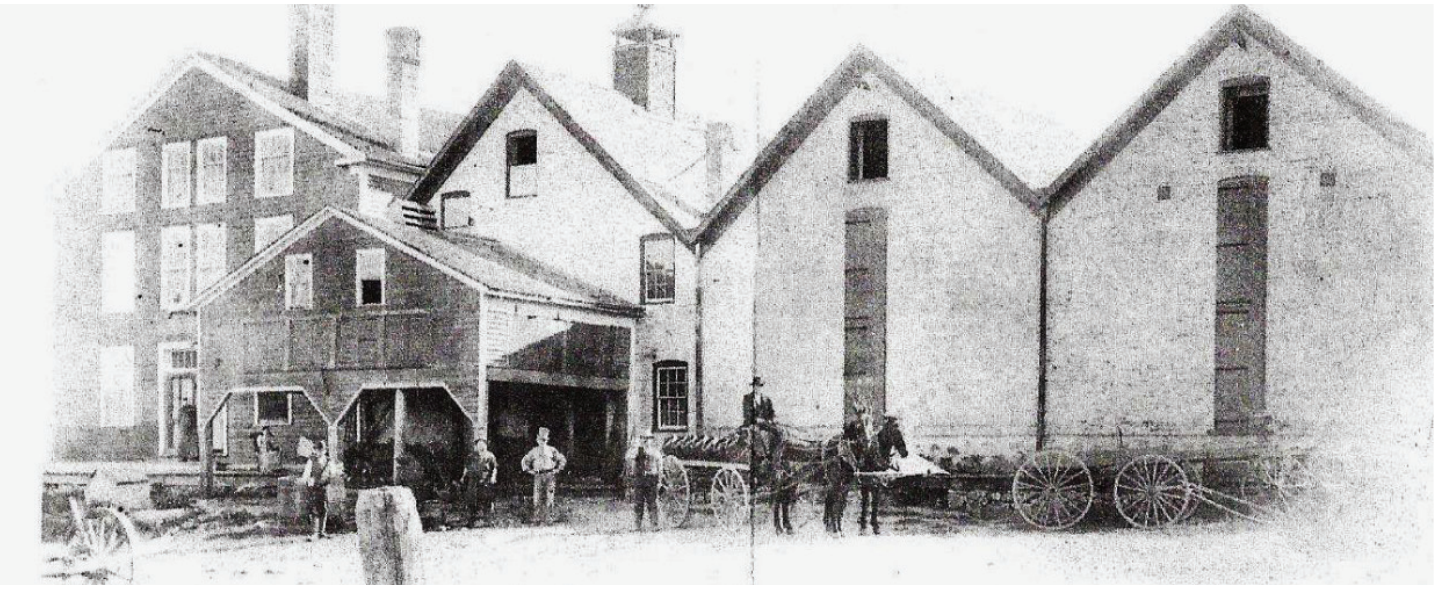
The early settlers who came to the Mequon area in the 1830's were Yankees from New York state and English, followed by Germans and Irish. These new settlers found a very different place from the Mequon of today. The entire area was covered with dense forest. The Milwaukee River, which runs through Mequon, 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 settlers' 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 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 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.



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

ABOUT MEQUON

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 Interstate 43 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



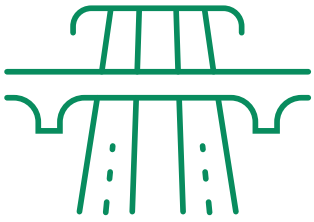
$98.3 Million
Total Funds Managed



123.25
Full-time Equivalent Employees



17,326
Ballots Cast



213
Miles of Streets



25,142
Population

2021 data from the City of Mequon

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)



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. Additionally, Mequon currently has over 800 businesses and two business parks that contain both small and mid-sized firms.

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

THE STRATEGIC PLANNING PROCESS

Mequon's Strategic Plan is intended to be a living document, integrated into the culture and long-range planning of the City. The Common Council and Executive Management staff have collaborated to develop an initial plan over a series of conversations and meetings between late 2021 and 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.

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

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, 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 an exceptional 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 throughout the community.

Through the judicious use of community resources, the City is committed to managing growth, efficiently using tax dollars, and making wise investments for the future. The community's success depends on Mequon's ability to offer quality and value to its 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

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

KEY FOCUS AREAS

CAPITAL IMPROVEMENTS

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

CUSTOMER SERVICE

The City's team of knowledgeable, professional, and welcoming staff members, elected officials and other community volunteers provide exceptional Customer Service. 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 the highest levels of safety across the entire community: law enforcement, fire protection, emergency medical services, roads, and traffic. This includes well-maintained roads, rapid response times, highly-trained professional staff, and actively engaging with the community at-large.

QUALITY OF LIFE

Quality of Life is a focus area that involves collaboration, partnership and support amongst the community's various stakeholders. The City has a focus on providing exceptional service to the community, and values the open space and natural beauty that makes Mequon such a special and unique place to live, work, and play.

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

KEY FOCUS AREA: CAPITAL IMPROVEMENTS

Capital improvements include roads, buildings, equipment, and significant technology investments that support the City's work. Planning for the ongoing maintenance and improvement of these public assets is a part of Financial Stewardship and Customer Service, 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

- Local Road Improvement Program (2022-2024)
- IT Capital Plan Implementation
- Town Center Public Improvements
- Water Utility Master Plan Update
- I-43 Expansion/Highland Road Interchange
- Implement Facilities Assessment Study Recommendations
- State Road Improvements (Cedarburg, Wauwatosa & Mequon Roads)
- City Hall Space Planning/ Needs Assessment
- Traffic Signal Pre-Emption
- Fully-Funded Capital Plan(s)



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

KEY FOCUS AREA: CUSTOMER SERVICE

The City's team of knowledgeable, professional, and welcoming staff members, elected officials and other community volunteers provide exceptional Customer Service. 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
- High levels of customer satisfaction, measured via direct feedback systems
- Attract/retain experienced, highly trained employees
- Streamlined workflows and business processes

Projects

- Cybersecurity Upgrades
- Work Order System
- Customer Service Plan
- MUNIS Module Implementation
- Land Management System
- Credit Card Processing
- Zoning Code Update
- Codification
- Records Management
- Formalized Onboarding & Cross-Training
- Ongoing Staff training







Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

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 both the organization and 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 organization's human and capital resources that provide the everyday services the community expects. 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
- Stable and supported tax rate

Projects

- Long-Range Capital & Financial Plan
- Compensation Plan Review
- Enhanced Partnership with Library
- Liability Risk Pooling
- Sustained Operating Reserves, within Approved Target Range(s)
- Develop Alternative Revenue Streams
- Employee Benefits Review



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

KEY FOCUS AREA: PUBLIC SAFETY

Public safety reflects a commitment to the highest levels of safety across the entire community: law enforcement, fire protection, emergency medical services, roads, and traffic. This includes well-maintained roads, rapid response times, highly-trained professional staff, and actively engaging with the community at-large.

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
- High-quality emergency medical care
- Enhanced levels of engagement with the community

Projects

- Mequon-Thiensville Fire Merger
- Police Accreditation
- Expand Use of Traffic Cameras
- City Facility Security Enhancements
- Workforce Development Strategy
- New Public Safety Headquarters
- Additional Service-Sharing Partnerships
- Reconstruct Fire Station No. 2







Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

KEY FOCUS AREA: QUALITY OF LIFE

Quality of Life is a focus area that involves collaboration, partnership and support amongst the community's various stakeholders. The City has a focus on providing exceptional service 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
- Preservation of open space through thoughtful development processes and approvals
- Celebrate and preserve important and unique aspects of the City's history, as well as its natural environment

Projects

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



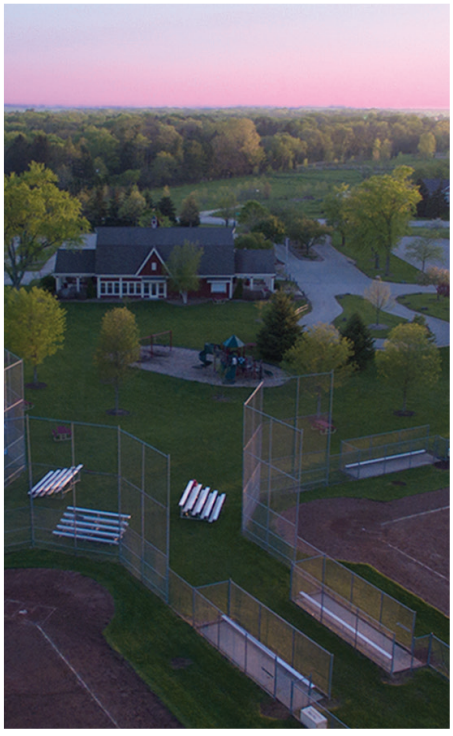
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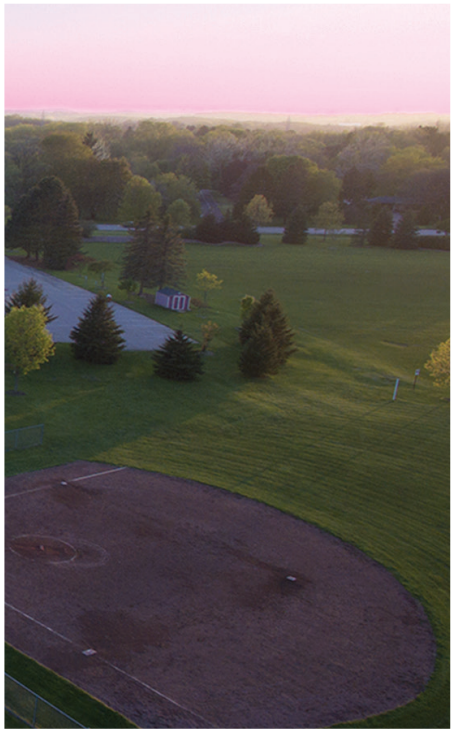
ADAPTIVE STRATEGIES

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 employed 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.

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







Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

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
- Proactive community policing and fire services
- Collaborative local partners

CHALLENGES:

- Cost and supply of housing that is available to varying age and income levels
- Balancing growth and emerging needs with currently available resources
- Aging infrastructure and unfunded capital needs
- Outdated technology/software systems
- A shrinking workforce and dwindling inventory of commercial/industrial sites



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

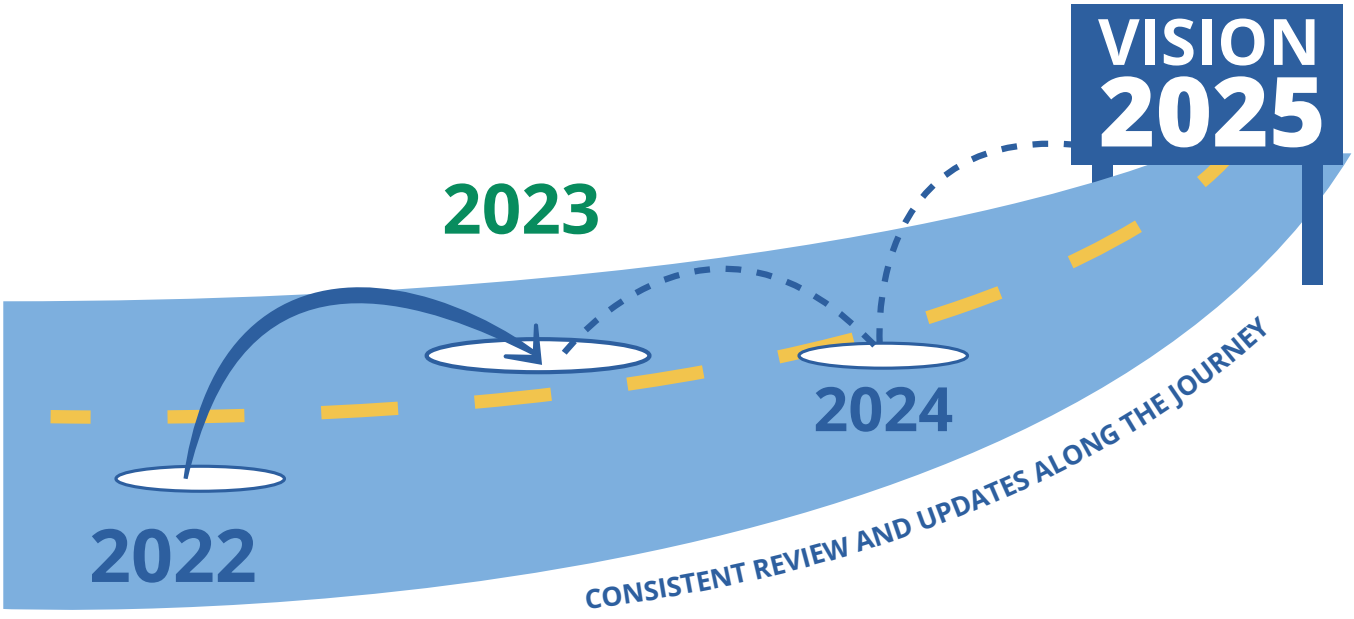
MONITORING AND MEASURING THE CITY'S PROGRESS

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 upcoming challenges and opportunities.

Within this process, the Strategic Plan will be a guiding document in the coming years that allows the 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 towards achieving both the community's and the Council's goals.



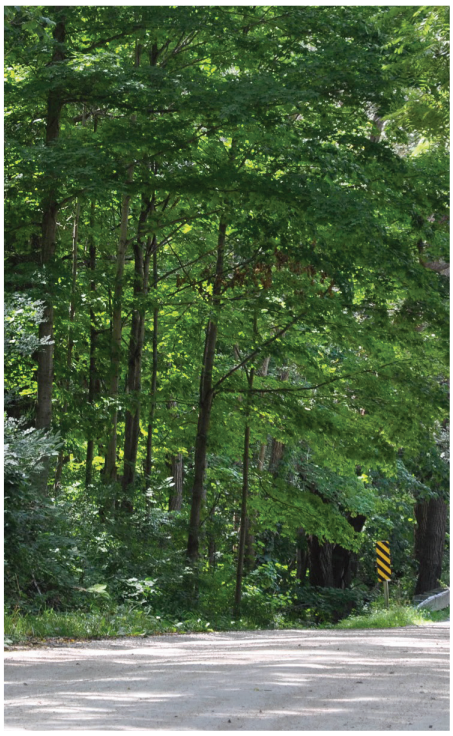
Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

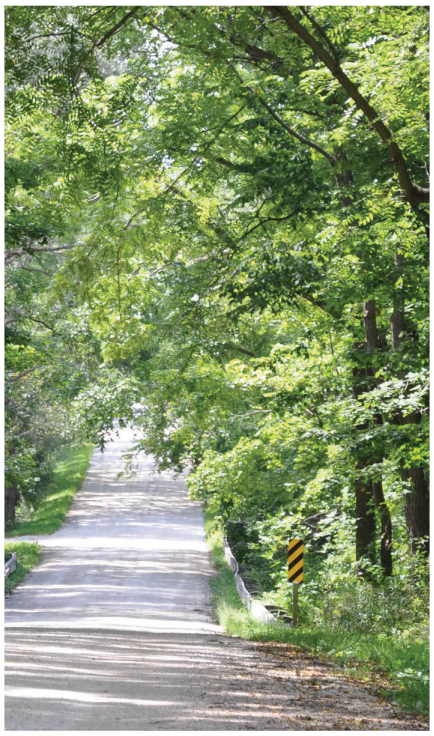
THE PATH FORWARD

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; 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 regular status updates provided to the Common Council.







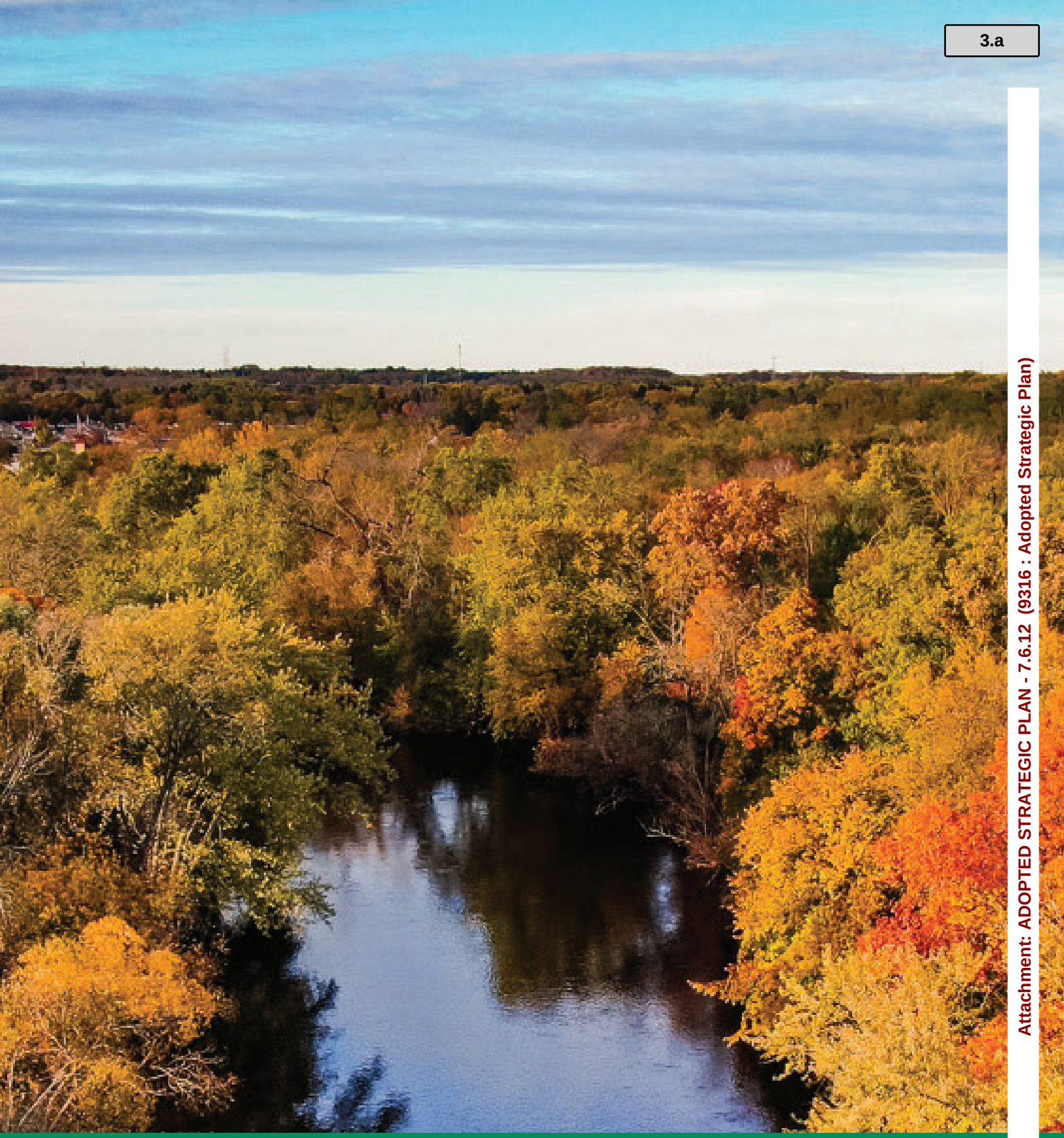
As the City of Mequon moves forward into the future, the organization looks forward to achieving Mequon's vision of being a City rich in rural heritage and natural beauty with a government that advocates for its community members, promotes civic participation, and enjoys a strong economic base. In Mequon, 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 an exceptional quality of life.

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

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.

Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)



Attachment: ADOPTED STRATEGIC PLAN - 7.6.12 (9316 : Adopted Strategic Plan)

For more information about this Plan, or to contact the City:

11333 N. Cedarburg Road
Mequon, Wisconsin 539092
(262) 242-3100
www.ci.mequon.wi.us

KEY FOCUS AREA: CAPITAL IMPROVEMENTS

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	Lead Department	Started	2022	2023	2024	2025	Status/Project(s) Completed
Local Road Improvement Program	Public Works	✓					$5.1M borrowed in February 2022 @ 1.83%; $350K for annual maintenance
							$4.1M in local projects (paving, sealing, crack sealing) completed in 2022-23
							$1.6M in local road projects approved and scheduled for 2024
IT Capital Plan Implementation	Administration	✓					5-Year Strategic Plan adopted in 2022; COTW update provided in 2023
							Completed $44K in computer network upgrades identified within plan
							$10K annual capital replacement fund established starting in 2023
Town Center Public Improvements	Community Development	✓					$5.4M contract for public improvements awarded in February 2023
							Project underway to narrow lanes, bury utilities, install sidewalks, fence cemetery, install OIT crossing, implement streetscaping by June 30, 2024
Water Utility Master Plan Update	Public Works	✓					Contract awarded to City Water in October 2022
							Updated 5-Year Master Plan for FY2024-2028 adopted in October 2023
I-43 Expansion/Highland Road Interchange	Public Works*	✓					Highland, Donges Bay, Port Washington overpasses constructed in 2022
							Pioneer, County Line overpasses constructed in 2023
							Mequon Road overpass to be reconstructed in 2024
Implement Facilities Assessment Recommendations	Public Works	✓					Completed projects include: Boiler Stack, City Hall Doors, City Hall Roof
							Council Chamber HVAC replacement, other upgrades considered in 2024
State Road Upgrades (Cedarburg, Mequon, Tosa)	Public Works*	✓					Cedarburg Road repaving from Brown Deer to Mequon complete in 2022
							Wauwatosa Road from County Line to Mequon Road: slated for 2026-27
							Mequon Road from Wausaukee to Port Washington Road: 2025/2027
City Hall Space Planning/Needs Assessment	Public Works	✓					Design contract for Council Chamber HVAC upgrades, etc. awarded 2/13/24
							Further efforts on hold, pending public safety space needs analyses
Traffic Signal Preemption	Fire, Public Works	✓					Preemption devices installed on all rescue vehicles; along main roads
							WisDOT to include on I-43 signals; City installing w/ TID 3 improvements
Fully-Funded Capital Plan(s)	Administration	✓					Staff working w/ City financial advisor to develop Sewer Utility Rate Model
							Alternative revenue source overview scheduled for Strategic Plan Workshop

*These projects are being funded and administered through the Wisconsin Department of Transportation (WisDOT), and being coordinated locally through the City's Public Works Department

Attachment: 2022-2025 STRATEGIC PLAN IMPLEMENTATION MATRIX - 4.25.24 (9315 : 2022-2025 Strategic Plan Implementation Matrix)

KEY FOCUS AREA: CUSTOMER SERVICE

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**
- **High levels of customer satisfaction, measured via direct feedback systems**
- **Attract/retain experienced, highly trained employees**
- **Streamlined workflows and business processes**

Projects	Lead Department	Started	2022	2023	2024	2025	Status/Project(s) Completed
Cybersecurity Upgrades	Administration	✓					In progress; top priority amongst IT Strategic Plan recommendations
							Implementation of several software, hardware security upgrades complete
							Obsolete end user devices/accounts deactivated, mitigating potential risk
Work Order System	Public Works						To be started in 2024, via MUNIS module implementations cited below
Customer Service Plan	Administration	✓					Electronic poll books implemented in 2023, in advance of 2024 elections
							Work plan objective for 2025, to be overseen by new Management Intern
MUNIS Module Implementation	Administration	✓					Upgraded MUNIS by 6 versions & ERP system transition to cloud complete
							Business Licensing & Human Resource module implementations underway
Land Management System	Community Development	✓					Interim solution (iWorks) to replace legacy system going live in May 2024
							Evaluation process to resume in May, w/ selection by December 2024
Credit Card Processing	Finance	✓					Project approved, configured & implemented during second half of 2023
							Credit cards now accepted online & at City Hall, Public Safety, Public Works
Zoning Code Update	Community Development						Updates currently being addressed on a case-by-case basis
Codification	Clerk's Office						Effort to commence following completion of 2024 election
Records Management	Clerk's Office	✓					New agenda management software to replace Accela in 2025
Formalized On-Boarding & Cross Training	Administration						Human Resources Division work plan objective for 2025
Ongoing Staff Training	Administration	✓					Cybersecurity training, CPR recertification completed for City staff in 2023
							National Incident Management System (NIMS) training completed in 2023
							Six (6) senior staff attended Midwest Leadership Institute from 2022-24

Attachment: 2022-2025 STRATEGIC PLAN IMPLEMENTATION MATRIX - 4.25.24 (9315 : 2022-2025 Strategic Plan Implementation Matrix)

KEY FOCUS AREA: FINANCIAL STEWARDSHIP

Strategic Goals

Develop a long-range financial plan for revenues and expenditures

Establish a staffing and compensation plan that reflects the future needs of both the organization and 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 organization's human and capital resources that provide the everyday services the community expects. 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**
- **Stable and supported tax rate**

Projects	Lead Department	Started	2022	2023	2024	2025	Status/Project(s) Completed
Long-Range Capital & Financial Plans	Finance	✓					Initial Long-Range Financial Plan established in 2020
							City's 5-Year Capital Plan updated annually during budget process
							Staff working w/ City financial advisor to develop Sewer Utility Rate Model
							Further efforts to be pursued following hire of new Finance Director in 2024
Compensation Plan Review	Administration	✓					Non-union position compensation analysis completed December 2022
							Updated compensation plan adopted by Common Council in April 2023
							$50K in funding applied to salaries requiring adjustment during 2023
							Longevity adjustment granted to eligible staff in 2024, per recommendation
							HR finalizing steps, protocols to support advancement through pay plan
Enhanced Partnership with Library	Administration	✓					$150,000 in City ARPA funding approved for use by Library in 2022
							Cost savings/expenditure review completed by City, Library, Village in 2023
							Library funding increases of $45,716 approved in 2023; $25,000 for 2024
							Also included in compensation analysis; joint audit contract forthcoming
Liability Risk Pooling	Finance	✓					Commercial insurance coverages re-bid in mid-2022
							Coverage secured via LWM Mutual @ savings of $95,000 (20% decrease)
Sustained Reserves, within Approved Target Range	Finance	✓					Current policy requires undesignated GF reserve between 10-12%
							Projected fund balance at close of FY2023 estimated to be 11.7%
							Environmental Remediation Fund established w/ class action proceeds
							Finance-Personnel Committee reviewing Financial Policies in 2024
Develop Alternative Revenue Streams	Administration, Finance	✓					Successfully advocated for expansion of State Shared Revenue = $588,364
							Successfully advocated for repeal of Personal Property Tax, starting in 2024
							City Fee Schedule review completed; changes approved for 2024
Employee Benefits Review	Administration						Work plan objective for 2025

Attachment: 2022-2025 STRATEGIC PLAN IMPLEMENTATION MATRIX - 4.25.24 (9315 : 2022-2025 Strategic Plan Implementation Matrix)

KEY FOCUS AREA: PUBLIC SAFETY

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**
- **High quality emergency medical care**
- **Enhanced levels of engagement with the community**

Projects	Lead Department	Started	2022	2023	2024	2025	Status/Project(s) Completed
Mequon-Thiensville Fire Merger	Fire	✓					Southern Ozaukee Fire & EMS Department official as of 1/1/2023
Police Accreditation	Police	✓					Achieved via Wisconsin Law Enforcement Accreditation Group in 2022
							Re-accreditation scheduled to occur in mid-2025
Expand Use of Traffic Cameras	Police	✓					Additional 4 cameras installed by Concordia University in late 2022
							Recurring funds to operate 6 existing cameras included in 2023 budget
							5-year vendor agreement approved through 2028, w/ 2 additional cameras
City Facility Security Enhancements	Public Works	✓					New, programmable doors w/ electronic key fobs installed @ City Hall
							Security cameras installed @ City Hall following door installations
Workforce Development Strategy	Police, Fire	✓					Five (5) full-time firefighter/paramedics hired by City, SOFD in 2022
							Two (2) additional full-time firefighter/paramedics hired in 2023
							One (1) additional full-time firefighter/paramedic authorized for 2024
							MPD sustaining open/rolling recruitment process for new police officers
							Reduction of four (4) full-time equivalents (FTE's) w/ dispatch merger
							Hosted 3-part FBI Leadership Training attended by Sergeants, Officers
							Currently recruiting to fill one pending officer vacancy (2.5% vacancy rate)
New Public Safety Headquarters	Police, Fire	✓					SOFD work objective for 2024 includes developing long-term facilities plan
							FGM Architects hired in 2023 to perform public safety space needs analysis
							Analysis to be reviewed, discussed at Strategic Plan Workshop meeting
Additional Service-Sharing Partnerships	Police, Fire, Administration	✓					Emergency Dispatch consolidated with Ozaukee County as of 1/1/2023
							4-year Paramedic Overwatch Program approved w/ Cedarburg in 2023
Reconstruct Fire Station No. 2	Fire						Re-opened Station No. 2, after closure in late-2021, due to staff shortages
							To be considered in conjunction w/ Public Safety space needs analysis

Attachment: 2022-2025 STRATEGIC PLAN IMPLEMENTATION MATRIX - 4.25.24 (9315 : 2022-2025 Strategic Plan Implementation Matrix)

KEY FOCUS AREA: QUALITY OF LIFE

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
Preservation of open space through thoughtful development processes and approvals
Celebrate and preserve important and unique aspects of the City's history, as well as its natural environment

Projects	Lead Department	Started	2022	2023	2024	2025	Status/Project(s) Completed
Civic Campus Master Plan	Administration						$75K in ARPA funding allocated for development of Master Plan
							Plan development predicated on future operation/location of public pool
							May be further discussed during Strategic Plan Workshop meeting
Brush Site Automation	Public Works	✓					Pre-planning underway; to be completed using $250K in ARPA funds
							Project to be designed, bid & constructed during 2024/2025 timeframe
Activate Parks w/ Amenities (e.g., Tennis, Pickleball)	Public Works	✓					Rotary Park fishing pier rebuilt in 2022
							New dugout roofs installed at River Barn & Rotary Parks in 2023
							Park & Open Space Board considering upgrades for cemetery, dog park
Parks Master Plan Implementation	Public Works	✓					Annual capital funding for parks increased by 50% beginning in 2024
							Lemke Park pavilion expansion project underway; completion by late-2024
							Further implementation to follow update of Parks Master Plan in 2024
Parks Reservation System	Public Works						Work plan objective for 2025
Expand Recreational Partnerships	Administration, Public Works	✓					Development agreement for new inclusive playground approved w/ Rotary
							Potential sponsors to be identified following 2024 Parks Master Plan update
Enhanced Lake Michigan Access	Community Development	✓					Public staircase @ Virmond Park open to public; dedicated in August 2023
							City staff seeking resolution of identified life/safety concerns by County
Community Pool Determination	Administration	✓					City staff examining option for public use of JCC pool on Mequon Road
							Agenda item for discussion during Strategic Plan Workshop meeting
Additional Community Events	Administration	✓					1840 Brewing Beer Garden Series added in 2022; continued in 2023
							City taking lead to coordinate planning for 2024 Memorial Day observances
							Festivals Committee may consider additional event programming
Environmental Sustainability Plan	Administration						Work plan objective for 2025; to be assigned to new Management Intern
Consideration of Parks Foundation	Public Works	✓					Effort likely to require coordination w/ M-T Community Foundation
							Work plan objective for 2025; to be assigned to new Management Intern

Attachment: 2022-2025 STRATEGIC PLAN IMPLEMENTATION MATRIX - 4.25.24 (9315 : 2022-2025 Strategic Plan Implementation Matrix)

11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-236-2913
Fax: 262-242-9655

www.ci.mequon.wi.us **Office of Public Works**

TO: **Committee of the Whole**
FROM: **Kristen Lundeen, Director of Public Works/City Engineer**
DATE: **May 2, 2024**
SUBJECT: **Community Pool Discussion**

Overview

The Mequon Community Pool consists of one main pool and a smaller "kiddie" pool. The facility has a capacity of 865, is approximately 96' x 135' and includes dedicated swim lanes and two diving boards. The facility is out of regulatory compliance due to its age, which allows the pool and its operations to not meet current standards. If any of the critical operational infrastructure of the pool fails, the City would be forced to close the Mequon Community Pool until it can be improved to meet current standards. In many cases, this would require a complete replacement of the pool facility. In 2018, the City completed a Facility Condition Assessment of the bath house (but not the pool itself). The report is available on the City's website here: https://www.ci.mequon.wi.us/sites/default/files/fileattachments/community/page/15923/emg_community_pool_report_-_7.20.18.pdf.

In order to open for the 2024 season, the City of Mequon had to make a $20,000 investment into the Mequon Community Pool. That includes a temporary replacement of the water lateral, which was served via fire hose off of a hydrant for the remainder of the 2023 season. The original water lateral was repaired prior to opening in 2023 but failed again early in the season. For 2024, the City has also replaced two of the five pool heaters, changing the only two that are currently operable. The City is required to maintain a regulatory minimum temperature of the water, below which the pool would be required to be closed.

Due to the age of the Mequon Community Pool, which was constructed in 1934, many elements of the pool are exempted by current standards, whereby the pool is permitted to continue to operate. Yet, if those elements failed, the pool would be forced to cease operation (similar to the pool heaters). There are also elements of the pool that pose a potential risk to operators, such as the filtration system. Modern facilities operate in a safer capacity for both patrons and staff.

The Mequon Community Pool is also in need of resurfacing, which in 2023 was estimated at $250,000. Not resurfacing the pool's surface could lead to pool water leaking into the substrate. Water leaking into the substrate is not only wasting water and increasing costs, but causing hydrostatic pressure that with Wisconsin's freeze and thaw cycles, could ultimately lead to catastrophic failure of the pool. In addition, the pool deck is starting to crumble beneath the surface affecting the integrity of the gutter system. The gutter system helps with filtration, which must adhere to state inspection and CDC guidelines. A new gutter system is estimated to cost $104,000. The electrical components throughout the pool facility are all corroded and in immediate need of replacement. Electrical upgrades to both the bathhouse and the filter house would cost upward of $37,850. Lifeguard stands will need to be replaced in 2025, estimated at

$7,000 per guard stand for a total of $28,000. The diving board structures are also weathered and badly rusted and should be replaced. The lifeguard stands and diving board structures should be replaced at the same time as the pool decking and gutter system.

In comparison to the other Super Pass pools (Cedarburg, Grafton and Port Washington), the Mequon Community Pool also has less amenities. The Mequon Community Pool has no play structures, no water slides, no splash pads or fountains and does not have a zero-depth option.

Policy Discussion

City staff is preparing to operate the Mequon Community Pool for the 2024 season. Operation for the 2024 season and beyond is unreliable and should not be considered a viable option after the 2024 season without a significant capital investment. Staff is requesting that the Common Council discuss the options and provide staff with direction on how to proceed beyond the 2024 season.

This memo, along with a number of attachments discussed below, will focus on the policy discussion and analysis. Staff anticipates that the Common Council will require more information prior to making a final decision on how to proceed. The intent is to provide the basic options and information so that the Common Council can provide feedback to staff in advance of any determination.

Municipal pools are a community service, not typically a revenue generating facility. Most municipalities, including the City of Mequon, operate the pool at a loss, whereby expenses exceed the revenue generated. The City of Mequon does not maintain a balance in the pool capital fund; therefore, any option will require funding through future budget cycles.

For the purposes of discussion at the workshop, there are five basic options for consideration:

Option 1: Cease municipal pool operations
Option 2: Request a modification to the Super Pass
Option 3: Lease or purchase an existing pool
Option 4: Hybrid approach
Option 5: Construct a new aquatic facility

After discussion at the workshop, the Common Council may eliminate some of the options from future discussions or request additional information. The goal is to make a decision during the 2024 pool season, so that the City can be clear and transparent with pool users on what future seasons will entail.

Policy Analysis

Following this memorandum is a summary of each option and some details relating to the anticipated operational, capital, budget considerations and the action items required to further consider or implement the option.

The goal at the workshop is to define which of the options merit further consideration. It is anticipated that the majority of the Common Council will not support all of the options outlined.

Therefore, those options can be eliminated, and other options can be further vetted for consideration.

Fiscal Analysis

The fiscal impact, both for ongoing operations and capital investment, vary by option. Each option also has a number of iterations which influence potential costs.

This memo does not include a detailed fiscal analysis. Once the Common Council narrows the options for consideration, staff can provide further information. For the purposes of the strategic planning discussion, the options are ranked from least to most expensive (from a capital expenditure perspective):

$:	Cease municipal pool operations
$$:	Request a modification to the Super Pass
$$$:	Lease or purchase an existing pool/ Hybrid approach
$$$$$:	Construct a new aquatic facility

Policy Decision

While staff would welcome a decision at the conclusion of the workshop, staff anticipates that the Common Council will instead identify additional information, data, or coordination required prior to concluding the discussion and ultimately rendering a decision. Future Committee of the Whole meetings can be used to present that information, data or to coordinate results so that the Common Council can render and implement a final decision.

Attachments:
Option 1 - Cease Municipal Pool Operations (PDF)
Option 2 - Request a Modification to the Super Pass (PDF)
Option 3 - Lease or Purchase an Existing Pool (PDF)
Option 4 - Hybrid Approach (PDF)
Option 5 - Construct a New Aquatic Facility (PDF)
Swimming Pool Data 2007-2025 (PDF)

Option 1: Cease Municipal Pool Operations

As noted, the Mequon Community Pool operates annually at loss of approximately $70k (please see the attached with historic revenue, expenditures and net loss). As noted, most public pools operate at a loss and simply provide a community service. The City of Mequon could consider no longer operating a municipal pool, eliminating the net loss in the operation budget and the pressure on capital funding.

Please note that would still require a decommissioning of the existing pool, but after that capital expense, both the annual revenue and the expenditures would be eliminated from future budget cycles.

Staff recognizes that ceasing municipal pool operations eliminates a community service and opportunity for Mequon residents. The City could provide resources to residents on the availability of other pools. Current options for adults include Homestead High School and all residents can utilize other public pools by paying a non-resident fee. Those options are in addition to private options at country clubs and neighborhood pools, as well as aquatic facilities such as the YMCA.

Operational Considerations: The annual attendance at the Mequon Community Pool varies due to weather and other factors, but averages between 9,000-14,000 per year (please see the attached with historic pool attendance). Ceasing operations of a public, municipal pool may limit options for Mequon residents.

Capital Considerations: The City would be required to decommission the existing pool. The exact method of decommissioning would depend on the potential redevelopment of the area, and therefore should be incorporated into the scope of services for a Civic Campus Master Plan. If the intent is for the area to be utilized primarily as open space, an amount of the infrastructure may be eligible to abandon in place. However, if there is an intent to utilize the area for structures, it is likely that full removal of all materials would be required.

Budget Considerations: There is no funding in the pool capital account, therefore the decommissioning of the pool would need to be funded. Once the pool is decommissioned, there would not be any recurring operating expenses.

Action Items: Issue a bid for decommissioning/demolition of the pool, pool deck and filter house. Staff proposes that the bath house would remain pending the conclusion of the Civic Campus Master Plan to ensure that bathrooms are available to the baseball field and Community Park users. Notably, the bath house is not a permanent solution for bathroom facilities.

Attachment: Option 1 - Cease Municipal Pool Operations (9277 : Community Pool)

Option 2: Request a Modification to the Super Pass

Currently, the City of Mequon, in cooperation with the municipal pools in Cedarburg, Grafton and Port Washington, offer a "Super Pass", whereby passholders from any one municipal pool can pay an increased fee initially to attend other pools within the cooperative at no additional cost. At the end of the year, each pool shares the number of "Super Pass" attendees from each municipality, and funding is exchanged to subsidize the cost.

Historically, the Mequon Community Pool has paid the other pools at the end of the season, as a minimal number of passholders from other municipalities use the Mequon Community Pool. More often than not, Mequon Community Pool passholders patronize other "Super Pass" pools.

The City could request an agreement with other "Super Pass" pools to maintain the subsidy model, but without operating its own municipal pool. The City would issue payments to the other pools, in exchange for a reduced rate to Mequon patrons. Please note that Mequon staff has not approached any other pools to request this type of subsidy.

Operational Considerations: N/A

Capital Considerations: At its base, this requires the same capital outlay as the cease municipal pool operations option, as it also requires decommissioning of the existing pool.

Budget Considerations: Volatility in usage/cost. It would be difficult to anticipate on a year over year basis the volume of the Mequon residents utilizing other pools. A per use subsidy would be the least predictable, an annual pass subsidy could be more predictable, but negotiating an annual contribution amount would be the most consistent.
Continuing the subsidy would also be at the discretion of the other pools/municipalities. There would be concerns regarding the dependability on a long-term basis.

Action Items: Contact other municipal pool staff to determine whether any other pools would be willing to consider a subsidized structure and to understand any terms and conditions for consideration.

Attachment: Option 2 - Request a Modification to the Super Pass (9277 : Community Pool)

Option 3: Lease or Purchase an Existing Pool

Similar to assessments for other City facilities, the Common Council could consider leasing or purchasing an existing pool within the community. Many facilities face the same issues as the City: difficulty fulfilling seasonal staffing requirements, addressing shortfalls in revenue, funding high operating costs and saving/funding for larger capital projects, especially for aging infrastructure. The City could pursue the use or purchase of a pool that is newer than the Mequon Community Pool. It could be mutually beneficial to an entity who is facing a similar decision to the City, offer an additional source of funding and have the reduction in upfront capital costs as compared to construction of a new pool.

Please note that City staff has engaged in discussions with one facility amenable to a lease or purchase arrangement. City staff has not engaged any other facilities in discussions.

Operational Considerations: If leasing, the City would need to negotiate the terms and conditions with the pool owner. That would include identifying who is responsible for staffing, operating and maintaining the pool facilities, as well as identifying how patrons would purchase attendance on a daily or seasonal basis. Available capacity could be a concern, depending on the size of the facility and existing patron load.

If purchasing, the proximity of the facility to other City facilities could impact the efficiency of Building Division staff. The Mequon Community Pool is immediately adjacent to City Hall, which is the primary location for Building Division staff. Facilities located further than any of the City's primary facilities would impact the daily operations of the staff.

Capital Considerations: If leasing, staff would anticipate no capital considerations. Capital projects would remain the responsibility of the pool owner, but it is assumed that the cost to the City or City patrons would subsidize the capital costs.

If purchasing, there would be a capital outlay required, that is assumed to be less than the construction of a new pool. As with any purchase price, there is the ability to negotiate based upon the age of the infrastructure and any required upgrades or modifications required to meet public pool standards.

Budget Considerations: At its base, it is assumed that the annual costs for maintenance and capital at a newer pool would be less than that of the Mequon Community Pool. However, staffing salaries, water, chemicals and other operational costs would be similar, but could vary based upon the size an infrastructure associated with the facility.

Action Items: Identify the existing pool(s) to be considered, assess the mutual agreement in a leasing or purchasing agreement, and define the terms and conditions for a lease or purchase. If considering a purchase, obtain a facility condition assessment and appraisal. The subsequent lease or purchase agreement would be considered by the Common Council prior to authorization of the agreement.

Attachment: Option 3 - Lease or Purchase an Existing Pool (9277 : Community Pool)

Option 4: Hybrid Approach

Combine any of the options: Lease an existing pool until a new pool can be constructed, lease an existing pool while contemplating whether to construct a new pool or lease an existing pool/modify the Super Pass to transition from municipal operations, as an alternative to an abrupt stop.

The hybrid approach would allow a transition between operating the Mequon Community Pool and ceasing municipal pool operations, if that is the ultimate decision of the Common Council. This option could also allow a transition between operating the Mequon Community Pool and constructing a new pool, as the City would need to vet the location of the new pool and complete the design and funding prior to opening to patrons.

Operational Considerations/Capital Considerations/Budget Considerations/Action Items: Please see the outline for each individual option. The hybrid depends on the options that may be selected for the purposes of combination. If this option warrants further consideration, staff can prepare additional analysis based upon the options selected for combination.

Attachment: Option 4 - Hybrid Approach (9277 : Community Pool)

Option 5: Construct a New Aquatic Facility

The Mequon Community Pool is not a viable structure. The pool could be replaced with a new aquatic facility, be that in the same location as the Mequon Community Pool, or a different location to be determined.

The type of facility (splash pad, pool, water park, etc.) as well as the amenities it could offer vary significantly, as would the cost to construct. It is assumed that the initial construction would have the largest capital outlay of all of the options. The annual operational costs would vary based upon the capacity and the amenities.

If the Common Council comes to a consensus that a new aquatic facility should be considered, it is likely that a subcommittee would be formed to complete the action items outlined below. The subcommittee could consist of either elected officials or citizens, or a combination of the two.

Operational Considerations: Varies based on location and amenities. The proximity of the current pool to City Hall allows for efficiency of Building Maintenance Staff. Significant changes in location could impact the daily operations of the staff.

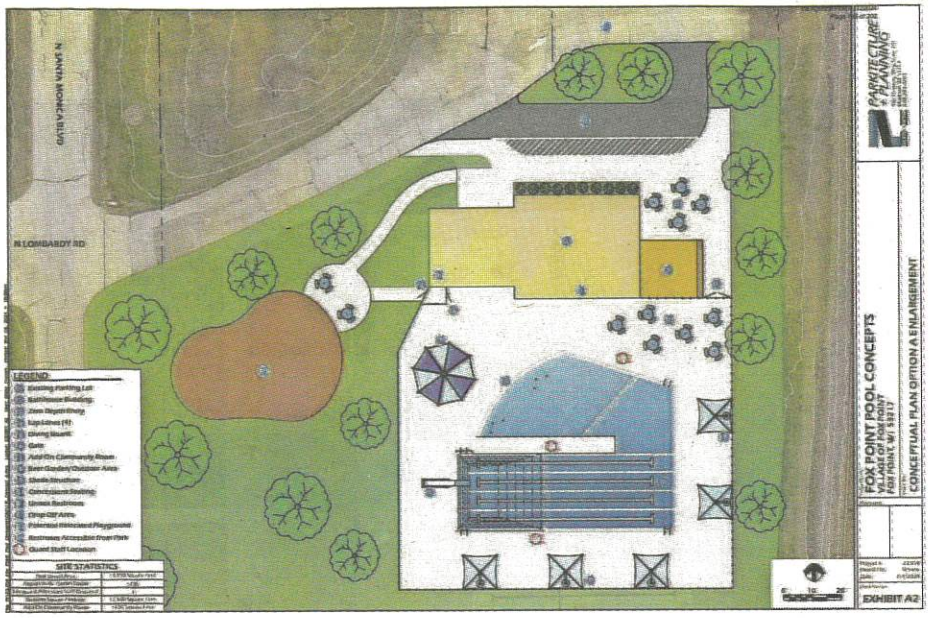
The type of facility and number and type of amenities impact the number of staff required to operate the facility. Larger facilities with more amenities, be that a slide, a structure or a lazy river all increase the statutorily required staff. Several new aquatic facilities were constructed within southeastern Wisconsin in the past few years, and several were required to reduce the amenities that are open to the public on a daily basis, or even reduce the days or hours of operation in order to adequately staff the facility. City staff would look to ensure that the City constructs a facility that on a long-term basis is sustainable from a seasonal staffing perspective.

Capital Considerations: The initial construction cost, the capital fund required to address repair and replacement of amenities, as well as the eventual replacement cost of the facility should all be considered. As noted, all of those costs vary significantly. However, there are several recent constructions or designs completed for facilities within the area that could be utilized for funding discussions.

Budget Considerations: The annual operation and maintenance budget must be adequate to sustain the new facility. As noted, proper staff salaries both in terms of quantity of staff and market rate of wages should be included in the annual budget. The costs for water, chemicals, uniforms, contractors, preventative maintenance, repairs, etc. will all depend on the size of the facility and amenities it provides.

Action Items: stablish a pool subcommittee. That subcommittee should first consider the location for the new aquatic facility and request approval of the Common Council. From there, the subcommittee can determine the scope for the design services, recommend award of a design contract and vet through the decision making process. Staff recommends that the design services not only include the initial construction cost estimates, but also the number of staff required and range of annual operating costs. The Common Council will ultimately determine how to proceed.

Attachment: Option 5 - Construct a New Aquatic Facility (9277 : Community Pool)



Concept plan Option A consists of a 4,000-square-foot pool along with a 2,600-square-foot community building. It could accommodate 236 patrons and cost $4.5 million. PHOTO PROVIDED BY PARKITECTURE

Concept designs and cost estimates for Fox Point pool announced

Claudia Levens
Milwaukee Journal Sentinel
USA TODAY NETWORK – WISCONSIN

After years of community discussion on what to do with the Fox Point municipal pool, the village released concept plans for a new pool that will cost between $6.7 million and $7.8 million to construct.

On March 12, Fox Point's village board unanimously approved a concept plan and cost for the pool after hearing community comments and debate on three options for the site at 7100 N. Santa Monica Blvd. The approved concept plan included significant modifications, including the addition of a kiddie pool and larger community building. As a result, the final concept plan took additional time to develop.

These modifications increased the cost of construction towards the higher end of the cost spectrum the board was debating.

On Wednesday, March 27, a concept plan rendering and cost analysis were published to the village's website.

According to the cost analysis, the pool's construction will likely cost between $6,736,241 and $7,799,858.

How the board decided on the concept plan

On March 12, residents and board members weighed the pros and cons of three concept proposals, considering their size, cost and accessibility to a wide range of community members:

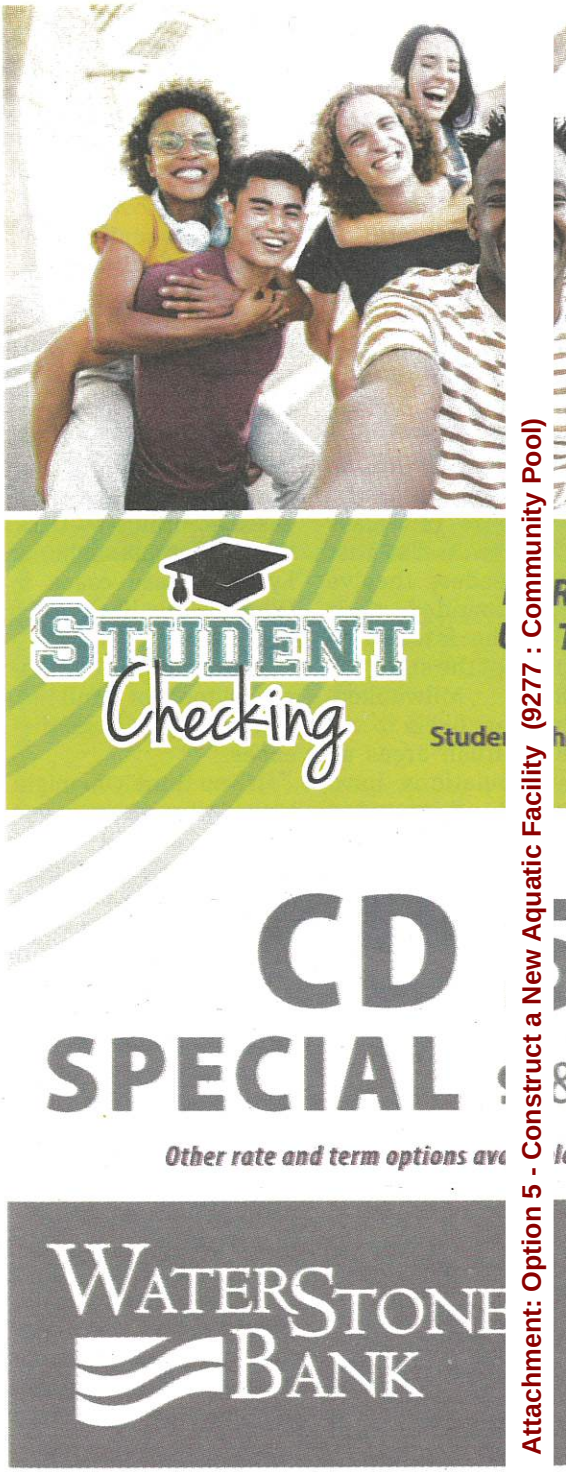
- Option A: a single 4,000-square-foot pool with four swimming lanes and 2,600-square-foot community building
- Option B: two 2,000-square-foot pools, one with four lanes for swimming and another for activities, along with a 2,200-square-foot community building
- Option C: a single 5,900-square-foot pool with six swimming lanes and a 3,200-square-foot community building

Both Options A and B came with a cost estimate of $4.5 million, while Option C's was $5.9 million.

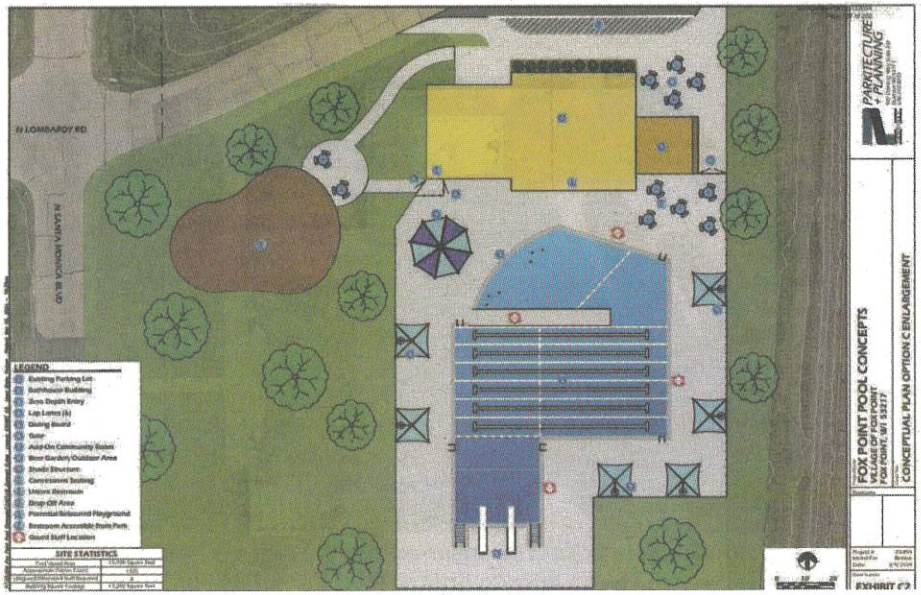
Residents who spoke at the meeting were largely in favor of the most expansive option, C, which would allow more residents to access the pool at once.

One of them was Nicole Marinelli, who said a bigger pool would increase revenue by drawing more people. In the long term, the revenue will be returned to the village through increased use. "The money will come back because

See POOL, Page 12



Attachment: Option 5 - Construct a New Aquatic Facility (9277 : Community Pool)



Pool

Continued from Page 3

people will use it," she said.

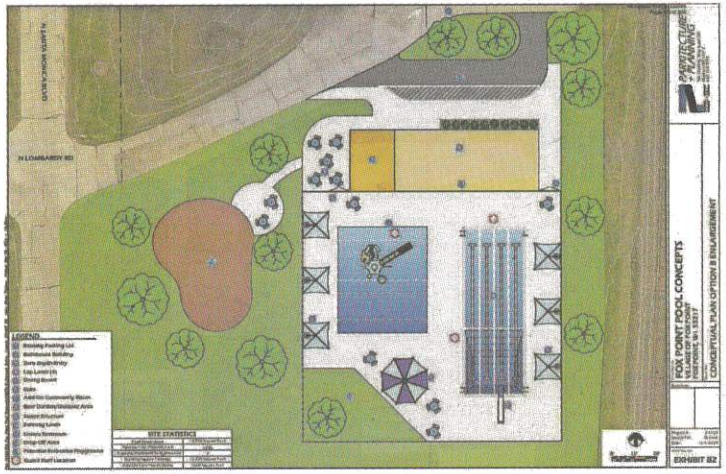
However, several residents and board members also wanted to add a separate, zero-depth entry "toddler" pool, as seen in option B.

Parkitecture's Principal Landscape

Concept plan Option C is closest to the one chosen by the board. It consists of a 5,900-square-foot pool along with a 3,200-square-foot community building. It could accommodate 325 patrons and cost $5.9 million. PROVIDED BY PARKITECTURE

Architect Blake Theisen said the bene-

See POOL, Page 13



Concept plan Option B consists of two 2,000-square-foot pools, one with four lanes for swimming and another for activities, along with a 2,200-square-foot community building. It could accommodate 236 patrons and cost $4.5 million. PROVIDED BY PARKITECTURE

Pool

Continued from Page 12B

fits of a zero-depth entry pool include greater accessibility for kids and people with disabilities who might have trouble entering a deep pool safely.

Residents also expressed a desire for a larger community gathering room and to situate the entire complex along Santa Monica, moving the site south on the lot to create more space between the building and parking lot.

Ultimately, the board approved a plan that incorporated all of those modifications to option C. Additional 3D renderings were also requested and will likely be available in the coming months to assist with fundraising endeavors.

Contact Claudia Levens at clevens@gannett.com. Follow her on X at @levensc13.

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Attachment: Option 5 - Construct a New Aquatic Facility (9277 : Community Pool)

City of Mequon
Pool Attendance/Profit/Loss

Year	Attendance	Pass Revenue	Expenses	Net
2007	20,101	$ 58,458	$ 96,898	$ (38,440)
2008	21,509	$ 57,193	$ 127,989	$ (70,796)
2009	19,184	$ 61,090	$ 112,995	$ (51,905)
2010	22,068	$ 70,939	$ 117,862	$ (46,923)
2011	19,188	$ 63,016	$ 106,114	$ (43,098)
2012	21,482	$ 70,485	$ 118,895	$ (48,410)
2013	13,071	$ 51,822	$ 115,649	$ (63,827)
2014	11,374	$ 43,522	$ 117,537	$ (74,015)
2015	10,701	$ 63,037	$ 105,028	$ (41,991)
2016	12,943	$ 71,373	$ 104,750	$ (33,377)
2017	9,735	$ 67,777	$ 113,476	$ (45,699)
2018	10,928	$ 66,401	$ 118,137	$ (51,736)
2019	9,051	$ 59,447	$ 99,266	$ (39,819)
2020	8,081	$ 25,285	$ 107,163	$ (81,878)
2021	8,769	$ 68,552	$ 110,361	$ (41,809)
2022	10,491	$ 71,728	$ 140,380	$ (68,652)
2023	13,453	$ 83,619	$ 156,938	$ (73,319)

Attachment: Swimming Pool Data 2007-2025 (9277 : Community Pool)

11333 N. Cedarburg Road
Mequon, WI 53092-1930
Phone: 262-242-3100
Fax: 262-242-7650

www.ci.mequon.wi.us **Office of Police**

TO: **Committee of the Whole**
FROM: **Patrick Pryor, Chief of Police**
DATE: **April 25, 2024**
SUBJECT: **Public Safety Facility Space Needs Planning**

Introduction

The purpose of this memorandum is to provide an overview of the City's Public Safety Building in meeting the needs of the Police and Fire Departments, outlining the history and physical condition of the existing buildings, the necessary space requirements for any new facilities, and addressing land space constraints. Additionally, the memo includes information on other public facilities that are either in the process of being constructed or have recently been completed, offering external insights for consideration in potential planning and development of a new police and/or fire building.

Mequon's Public Safety Building

The groundbreaking ceremony for the current Public Safety Building took place on July 17, 1985. The building, which had a construction cost of $2.4 million, was designed to accommodate the City's Police and Fire Departments. At the time of this construction there was one full-time fire employee, the Fire Chief, and 32 Sworn Police Officers. The construction of the building marked a significant milestone for the Mequon community, because it represented a major investment in the City's infrastructure. Additionally, the building provided much-needed services and amenities to employees as well as residents, improving their quality of life and enhancing the overall appeal of the area.

At present, the Public Safety Building accommodates 40 Sworn Police Officers and 7 Administrative Positions, while the Fire Department employs 12 full-time staff, including the Chief, and 1 part-time Administrative Position.

More than three decades after its initial construction, a facilities study conducted in 2018 revealed that the Public Safety Building had suffered from deferred capital improvements and maintenance. Despite not being excessively old, it was projected to require significant capital expenditure in the coming years to ensure adequate operation and to reduce corrective maintenance costs. The majority of this maintenance had been neglected due to other emergency repairs that had to be completed. The full study is available at the following link.

<https://www.ci.mequon.wi.us/sites/default/files/fileattachments/community/page/15923/emg_public_safety_building_report_-_7.20.18.pdf>

The 2018 study highlighted several code deficiencies, including the need for ADA upgrades to the site, as well as a sub-standard parking lot, restrooms, elevator, and interior doors. The study predicted that without any capital improvements, the building's condition would decline from a

“Fair” to "Poor" state by 2020.

The study suggested phased renovations between 2019 and 2025 to address deferred capital expenditures, and to upgrade components nearing the end of their useful lifecycle. The most urgent short-term recommendations included ADA accessibility upgrades, repair to damaged lintel and brick veneer, replacement of parking surfaces, modernization of the fire suppression system, and upgrading the building’s HVAC controls. In the past three years, some emergency work has been carried out on the building. This has included repairs to the front pedestrian walkways (performed in-house), reconstruction of the rear bridge entrance for a cost of $141,000, and replacement of the boiler stack for a cost of $68,000.

The Public Safety Building has required continuous maintenance and capital improvements to ensure its proper functioning and to address code deficiencies. The proposed expenditures outlined in the facilities study aimed to address these issues and maintain the building in a reasonable condition. To date, the majority of identified items for repair or replacement have not been pursued, due to annual funding limitations and pending a decision regarding the long-term future of the facility. The Director of Public Works and the Buildings Superintendent have completed a detailed memo, which is included as an attachment to this report, regarding the ongoing costs and maintenance of both the Public Safety Building and the East Side Fire Station.

Police Department

As indicated, both the Mequon Police Department as well as the now Southern Ozaukee Fire & EMS Department utilize space within the City of Mequon’s combined Public Safety Building. Over the years, several modifications to address present and changing needs have been made on the Police Department side of the Public Safety Building, resulting in a suboptimal layout that is dysfunctional and inefficient. Listed below are several examples that detail how the building no longer meets current day standards for law enforcement agencies:

- To comply with Accreditation Standards for physical evidence storage, more space has had to be created for property storage. The building now lacks the extra space needed to safely store property and maintain chain of custody, including ventilation issues for the storage of controlled substances.
- The building lacks proper facilities for handling and processing digital evidence, which is increasingly important in modern law enforcement.
- There is a shortage of Interview Rooms, which results in the general public accessing areas that should otherwise be secure. Additionally, the building's design does not provide for proper separation of public, semi-public, and secure areas, leading to potential security risks.
- There are limited locations for training, including use of force training areas, and no areas for scenario-based training. The building also lacks a firearms range, requiring officers to travel to neighboring communities to maintain proficiency standards.
- A room initially designed for office supply storage has been converted into a computer server room, a requirement not considered in 1985.
- The prisoner processing area is fragmented into different rooms, necessitating additional personnel to ensure the safety of individuals taken into police custody.
- Despite adjustments to office areas, multiple staff members are still sharing office space.

- Since 1985, the Department has expanded, and the women's locker room is now at capacity, the men's locker room is nearing capacity, and the garage is over-capacity. This has resulted in several adaptive modifications, as some department vehicles are required to be parked outside, thus impacting equipment maintenance, as well as staff morale.
- With commercial redevelopment occurring in the Town Center District, the previous vehicle impound area was sold, forcing the Police Department to use an offsite barn facility for vehicle evidence storage.
- The building's infrastructure is outdated, including the HVAC system, electrical system, and plumbing, leading to frequent maintenance issues and high energy costs - as detailed in the accompanying memorandum from the Department of Public Works.
- There is a small exterior parking area for employees, resulting in an insufficient number of parking stalls that are not otherwise protected from public access.
- The building does not meet current ADA (Americans with Disabilities Act) standards, making it difficult for individuals with disabilities to access services.

Fire Department

As is the case with the portion of the Public Safety Building that is dedicated for use by the Mequon Police Department, the existing side of the Public Safety Building that is utilized by the Southern Ozaukee Fire & EMS Department (SOFD) also does not meet the requirements of a modern-day department. Additionally, deficiencies in the Fire Department have arisen due to the building's initial construction plans, which only accounted for one full-time staff member and did not anticipate the need for additional full-time personnel, which have been added in recent years. Listed below is a sampling of some of the deficiencies that currently exist within the portion of the building utilized by SOFD:

- Inadequate living quarters for members staying at the station, not enough sleeping rooms, resulting in members sleeping in chairs during upstaffing events.
- Poorly converted dorm rooms with poor ventilation, heating, cooling, and privacy. Lack of storage for personal belongings
- A leaking shower in one of the dorm rooms and lack of privacy in the shower area, which is one large group shower room.
- Insufficient offices and lack of separation between office areas, the kitchen area, the dining area, and general living space.
- The Apparatus Bay is too small for the equipment housed and lacks a storage area in and around the apparatus floor.
- No meeting space in the administrative area, and there is a lack of storage on the administrative side of the building. Notably, there are no bathrooms on the first floor of the administrative side of the building, and department members must use bathrooms on the apparatus floor.
- The training area is poorly designed for training purposes, as there is a low ceiling, inadequate lighting, and outdated audiovisual equipment.
- Fire Turnout gear has to be stored where vehicle emissions are present.
- This side of the building also contains a small exterior parking lot, making it difficult for fire apparatus to enter and exit on the east side of the fire station.

- As noted in the previous section, there is also a lack of ADA access on this side of the building.

East Side Fire Station

In addition to the City's main Public Safety Building, the Fire Department operates a second, satellite facility along Port Washington Road for the purpose of providing rapid response to fire and emergency service calls. Known as the East Side Fire Station, this smaller building was constructed in 1974, with additional garage space added in 1998. The facilities study conducted in 2018 deemed the building to be in "Fair" condition, but highlighted the need for over $330,000 in repairs, replacements, and upgrades to be completed between 2019 and 2024. The full study can be found at the following link:

<https://www.ci.mequon.wi.us/sites/default/files/fileattachments/community/page/15923/emg_east_side_fire_station_report_-_7.20.18.pdf>

As originally designed, the East Side Fire Station was not contemplated to allow for full-time occupancy, and thus lacks adequate living quarters for members to stay in the building 24 hours-a -day. Over the past six years, improvements have been made to make the building habitable, including conversion of the basement into four dorm rooms with a single shower and bathroom. Additional efforts have also been undertaken to mitigate mold issues, and to improve drainage in the parking lot so as to prevent basement flooding. However, the building still falls short of modern fire station standards, with the apparatus floor being too small for the equipment and a low ceiling height preventing all vehicles from fitting inside.

The East Side Fire Station also faces deficiencies, as the structure does not meet the requirements of a modern department. Issues include inadequate living quarters for members, poorly converted dorm rooms with ventilation and privacy concerns, leaking plumbing, insufficient office space, a lack of storage for personal belongings, and inadequate ADA access. Additionally, fire turnout gear is stored in areas where vehicle emissions are present, posing potential health risks to firefighters.

Space Needs and New Facility Design

The 2022 Strategic Planning emphasized the need for a thorough analysis of space requirements and land use for the Public Safety Building and East Side Fire Station. This was recognized as a crucial step in maximizing the use of existing facilities, ensuring effective service delivery, and planning for future growth or changes. The analysis would offer important insights into the present use of space and land, pinpoint potential areas for improvement, and assist in making informed decisions about infrastructure development. This strategic initiative is aimed at improving the operational efficiency of public safety services, accommodating growth, and addressing the changing needs of the community.

In line with the goals outlined in the City's current Strategic Plan, City staff issued a Request-for-Proposals (RFP) for public safety space planning services in late 2023. After reviewing proposals from two local architecture firms with relevant experience, FGM Architects (FGMA) was hired to create a comprehensive needs assessment report for the City. The envisaged scope of work included a detailed review of the Departments' current operations, long-term objectives, and

future needs.

Initially, FGMA identified the City's space needs and all functional elements necessary for its operations. To collect the required data, FGMA interacted with selected personnel from various City departments. FGMA facilitated this process through a series of meetings, including several in-person meetings. These discussions allowed FGMA to understand the City's operations from the perspective of those directly involved in daily activities.

Additionally, FGMA conducted two staff interview workshops separately for the Police and Fire Departments. The goal of these workshops was to gain a deeper understanding of the specific needs and requirements within each department. Upon completion, FGMA formulated a document detailing the space needs for a combined Public Safety Building and a second, separate fire station to serve a community of Mequon’s size. This "white box" exercise detailed the total square footage that would be needed over the next 35-50 years, and an estimate of the land area that would be required for a single-story building of a determined size.

The details contained within the Space Needs Analysis include the standard needs of a modern public safety building. Additional features included within the analysis include:

- In-house firearms range
- A dedicated City Emergency Operations Center
- The relocation of municipal court from City Hall
- An on-site evidence storage facility
- Additional parking for staff (personal vehicles) the Department (equipment) and the public

All told, findings of this initial study suggest the establishment of a combined Public Safety Facility that would span an area of 78,590 square feet. This is significantly larger than the current Public Safety Building, which only covers an area of 45,154 square feet.

In addition to the main facility, the study also identified the need for a second fire station. The space requirements for this building were determined to be 22,500 square feet. To put this into perspective, the current East Side Fire Station, which is also a stand-alone building, only occupies 8,725 square feet.

The study also provided a preliminary estimate regarding the minimum land area that would be required for these facilities. It concluded that a single-story combined Public Safety Building would require at least 7 acres. This is considerably larger than the current Public Safety Building's plot, which only spans 2.56 acres. As proposed, this site contemplates relocation of the currently off-site impound lot back to the same location as the Public Safety Building. As noted, the impound lot was initially situated behind the existing Public Safety Building but was moved to an off-site barn on the City's west side when the Public Market was established. This off-site impound lot has led to inefficiencies and is not the recommended best practice location for storing police evidence.

A second separate fire station, on the other hand, would require a minimum of 3 acres. The current property that houses this facility is slightly larger, standing at 3.69 acres. This suggests

that the current property could accommodate a new or expanded fire station, provided that the existing structures are rebuilt or appropriately modified.

The attached document from FGMA provides a detailed breakdown of how these square footage and land requirements were calculated. As indicated, the study proposes a significant expansion of the current public safety facilities, both in terms of building size and land area requirements. These changes are aimed at improving the capacity and functionality of these facilities, thereby enhancing public safety within the community.

Construction Trends in Nearby Communities

As part of staff's analysis, information was also obtained regarding completed, ongoing or planned work to address public safety building needs in other neighboring jurisdictions. Notably, several facilities in the vicinity of Mequon have recently been built or are currently under construction. Examples include the following:

- The Village of Jackson constructed a City Hall, Fire Department and Police Department building. This 60,000 square foot building, which opened in 2021, cost $11.6 million. The funding came from general obligation debt proceeds, promissory notes, and police and fire impact fees. The Village has a population of 8,102 and employs 13 Sworn Police Officers.
- Similarly, the City of Muskego built a 53,000 square foot Police Department and City Hall in 2019 at a cost of $20 million. The project was funded through short-term anticipation notes, fees, and tax increases. Muskego has a population of 25,150 and 39 Sworn Police Officers.
- The Village of Caledonia recently finished a Police and Fire Department building. This 53,000 square foot facility cost roughly $21.1 million. Construction began in 2020 and was funded through debt issuance. Caledonia has a population of 25,208 and 44 sworn Police Officers.
- The City of Fitchburg is in the process of designing a new Police Department Facility, estimated to be around 78,000 square feet with a cost of around $50 million. Fitchburg has a population of 41,502 and 55 sworn officers.
- Lastly, the City of Cedarburg and the City of Port Washington are separately engaged in preliminary conversations about building new facilities. Port Washington has initial plans for a Public Safety building of around 60,000 square feet.

Next Steps

The current Public Safety building in Mequon, at approximately 45,000 square feet, is in dire need of repair and modernization. The outdated structure and faulty infrastructure highlight the urgent need for a new facility. In contrast, a proposed new Public Safety building, preliminarily recommended at 78,000 square feet, offers a state-of-the-art facility designed to meet the future needs of a growing community. A modern building would feature new technology, reasonable accommodations for staff and equipment, and improved safety measures for staff and public alike.

The construction of a new Public Safety building is not only necessary to address the deficiencies of the current facility but also crucial for the future growth and success of Mequon. By investing in a modern and well-equipped building, the City can ensure the safety and well-

being of its residents, provide a conducive work environment for its public safety personnel, and demonstrate a commitment to progress and innovation. The benefits of a new Public Safety building extend beyond physical infrastructure, as these buildings, which operate on a 24/7 basis, impact employee recruitment and retention, as well as overall community perception.

Staff is currently seeking consensus from the Common Council to determine if there is a collective will to move forward with the development of a new Public Safety facility. This is a significant decision that requires careful consideration and agreement from council members.

Staff is seeking clarity from the Common Council on several points. Firstly, staff would like to know if the Council wishes to maintain a Public Safety building as part of their ongoing city building consolidation efforts. This would mean housing the Police and Fire departments in the same facility. Secondly, the Council needs to acknowledge the unsuitability of the current site for a Public Safety facility. The existing location does not meet the necessary requirements, and a new site is essential for the City organization to fulfill its primary objective of ensuring public safety. Thirdly, there needs to be a commitment to designing a facility specifically for the Southern Ozaukee Fire Department and the Mequon Police Department. This is not just about building a new structure, but about creating a facility that caters to the unique needs of these two departments, enabling them to serve the community effectively.

Once these points are agreed upon, the next steps would involve identifying potential sites for either one or both of the proposed facilities. This would require careful consideration of factors such as accessibility, size, cost, and potential impacts on the surrounding community.

Attachments:
Building Maintenance Report - Public Safety Building & East Side Fire Station (DOCX)
City of Mequon Public Safety Space Needs Analysis (PDF)

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Fax: 262-242-9655
www.ci.mequon.wi.us
Department of Public Works

TO: Pat Pryor, Police Chief
FROM: Kristen Lundeen, Director of Public Works/City Engineer
Tim Weyker, Deputy Director of Public Works
Justin Bodoh, Building Superintendent
DATE: April 11, 2024
SUBJECT: Facility Overviews - Public Safety Building & East Side Fire Station

This memo is intended to provide background information regarding the current conditions of the Public Safety Building and East Side Fire station. That includes demands the facilities put on Building Maintenance staff due to deferred maintenance, unfunded capital projects and simply the age of the facilities.

PUBLIC SAFETY BUILDING

Operation and Maintenance Budget History

Each year the Building Division puts in approximately 212 hours servicing the HVAC system of the Public Safety Building, completing repairs on an outdated and poorly designed HVAC system. The pneumatic controls throughout the building are continuously failing, resulting in an inability to maintain comfortable temperatures during all seasons.

Most often replacement parts are not available, challenging staff to engineer alternative parts that can get the job done and keep the system operational. An aged chiller that is starting to fail and needs constant acid washing of the fins to keep pressure in the operating range has destroyed the EPDM roof causing water to leak into the building, which in turn has damaged lighting, ceiling tile, and drywall. Additionally, the boilers are in poor condition from constant usage. Due to insufficient gasket connections of the piping throughout the walls and ceiling of the building, the boilers need to run at full capacity to keep pipes hot enough that they do not shrink and start leaking water throughout the building. Evidence of damage due to previous water leaks are evident throughout the building, impacting both the aesthetic and operational use of the building. Due to failed electrical conduit in the ground, frequency drives are constantly tripping going into ground/earth fault.

The electrical system throughout the building has been pieced together over the years just to "work." After 38 years of band-aiding the electrical system, not much is to the original plan and often requires running new conduit from source to circuit breaker. The power trips out when workout equipment is used, too many garage doors are opened at the same time, or simply when plugging in additional equipment.

Plumbing throughout the building is also in very poor condition. The sanitary lines are leaking, and staff are continuously chasing new leaks. In addition, snaking the sewer lines and pouring beneficial bacteria through the system bi-weekly causes a foul order to consume the entire

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

building, although it is worse on the Fire Department side of the building. Even with this maintenance, drains constantly back up, filling shower areas with wastewater. Water valves throughout the building are failing and being replaced as discovered. Complete replumbing of the building would not be cost-effective.

The roof is past its life expectancy and needs multiple areas patched per year. Multiple scuppers and roof drains are completely rotted and in need of replacement. The buildings division is working with the Garland Company to resolve this issue.

The basement and garage areas have high levels of moisture, causing efflorescence damage to cinder block as well as the concrete throughout the lower level. Efflorescence is a symptom of water evaporating from a block wall's surface. As water evaporates, it leaves salt on a block's surface in the form of a scaly white buildup. Efflorescence will occur as long as moisture allows salt to travel to the wall's surface. To repair recurring efflorescence, waterproofing issues must be addressed. Muriatic acid, water blocking paint, and tile work to help with the issue have all failed yearly due to inadequate drainage, drain tile, and proper sealing of the building envelope that is below grade.

M&R Annual Expenditures (COMBINED - Public Safety Building & East Side Fire Station)
The table below shows the annual maintenance and repair (M&R) costs across the two facilities. Please note that these costs represent break/fix expenditures only. The facilities are beyond the ability for staff to perform significant preventative maintenance.

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$17,025	$15,299	$16,312	$12,295	$18,057	$20,128	$21,478	$27,994	$20,563	$21,645

Utility Costs & Usage
The Public Safety building's utility payment for gas is over twice the cost of City Hall, for a building that is relatively the same size. The electrical usage of the Public Safety Building is almost triple the cost of other City buildings.

For example, the electric bill at City Hall in October 2023 was $2,993, the DPW building that same month was $2,823, and the Public Safety Building came in at $10,032. In an effort to reduce costs, the Building Division installed LED lighting throughout the building with the Police side of the building almost complete. Since that time, the electric bill savings on average are approximately $750 per month.

HVAC in both buildings is extremely dated and is far from being considered energy efficient. The potential cost of new HVAC systems would not be cost-effective due to the condition of both buildings and should be replaced on an as-needed basis. As noted previously, the boilers at the Public Safety Building have to run constantly due to failing gaskets throughout the entire building. This in turn adds to the gas usage of the building because boilers cannot be shut down when not needed. Current boilers at the Safety Building run between 8-10% efficiency, whereas any new boiler on the market has an efficiency rating of 92% or higher.

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

The energy usage at the Public Safety Building can be expected to be higher than other buildings since it has 24/7 occupancy, but a new system could very well save north of 50% of the gas usage for the year. An example is City Hall, which has a high efficiency boiler and is capable of shutting down over the summer months. Gas costs per month at that time are as low as $86 per month, while Safety Building is still averaging $2,478 per month.

Energy costs for the Public Safety Building are summarized in the tables below.

Public Safety Building Electric Annual Expenditures

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$57,277	$63,892	$66,514	$61,959	$58,773	$58,591	$58,824	$62,900	$70,959	$82,390

Public Safety Building Gas Annual Expenditures

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$35,642	$24,587	$19,671	$19,404	$22,301	$20,243	$17,249	$26,313	$38,129	$29,738

Capital Projects

While the EMG Facility Condition Assessment that was completed in 2018 laid out suggested replacement schedules for all of the major components of City buildings, capital projects have been limited to strictly repairing or replacing failing components as they fail. For the Public Safety Building alone, the EMG assessment had identified immediate repairs estimated at $142,000 in 2018 and estimated replacement costs for the next 10 years of $3.5 million. The City-wide Building Repairs budget, which totals $175,000 annually, has not supported those replacements since 2018.

Major capital projects within the past 5 years (with cost):

- 2019 - Engineering Study SB Roof (RCL Group) - $1,500
- 2019 - Security Upgrades Key Fobs (Advatech) - $14,184
- 2019/2020 - Design for Steel Lintel Repair (ZZ Consulting) - $6,500
- 2020 - Cutting Inspection Holes for Steel Lintel Project (Holton Bros.) - $1,600
- 2020 - Footbridge/Steel Lintel Replacement (J.H. Hassinger) - $142,258
- 2021 - Sidewalk replaced with DPW labor - $2,356
- 2023 - Boiler Stack Replacement (Dillett Mechanical) - $66,900

Repairs and upgrades are needed even with newer buildings, however the Public Safety Building has major issues with failing HVAC, multiple electrical problems, as well as plumbing issues. With the HVAC being pneumatically controlled and a poorly designed system, it is not cost effective to replace the HVAC in its entirety. Doing so would now cost upwards of $1.6 million dollars and be very invasive throughout the walls, ceiling, and roof of the building.

The plumbing throughout the building is failing with leaking joints, collapsing pipes, leaky valves, outdated fixtures, and drains constantly backing up. The Buildings Division does preventive maintenance bi–weekly, adding beneficial bacteria to the system and quarterly by snaking and

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

cleaning out of the drains and lateral pipes. With the current condition of the building, plumbing is replaced as needed and in the most cost-effective way possible.

The fire alarm system in the building also needs to be updated, but not knowing the longevity of the building due to its current condition, it is not advisable to replace the entire alarm system.

Current recurring/chronic maintenance issues/costs:

- Boiler #1 and components failing costing $4k+ to keep running per year.
- Boiler pipe seals leak throughout building (boilers constantly run to unsure water doesn't pour from all joints. Fix $100,000+
- Clogged sewer lateral/piping throughout building. Must be snaked monthly and plumbing, crystals alone costing $2k-$3k per year.
- Multiple issues with HVAC chiller – $3k-$6k per year.
- Electrical issues throughout basement area, buried conduit takes on ground water and shorts out electrical, constantly rerouting conduit above ground. Cost $2k-$5k per year.
- Water valves failing throughout building, replace as needed average 8 failing per year.
- EPDM roof failing, repair areas as needed. Cost $3k-$5k per year.
- Overhead door openers failing. Replace 2 per year. Cost $4k per year.
- Multiple Air Handler and VAV components failing, replacing parts as needed. Cost $2k-$6k per year. Building assessment showed replacing in 2022, costing $306,659.
- Building HVAC controls, pneumatics failing unable to get exact parts. Cannot control building temps with thermostats; have to do it from the HVAC main control board. Cost $1k-$3k per year. Building assessment showed replacement of controls in 2022 for $248,192.
- Fire Alarm System faults - no cost; must reset multiple times per month. New system: $109,204.
- Tile is popping up throughout the entire building, areas must be patched constantly. $200+ (time and material) depends on area.
- Ground faults through all HVAC frequency drives after a rainstorm, must reset HVAC system to bring back online. Poor electrical connections.
- Garage Drains clog constantly, must be pumped out, flooring is pitched wrong direction, if drain fails water pours into the booking area. Time and material to clean up.
- Ceiling tile replacement due to seals leaking in boiler lines. Cost $2k per year.

In 2018, the City of Mequon had a Public Safety Building Assessment performed by EMG. In this report multiple immediate repairs were noted from ADA compliance, exterior walls, windows, flues, and interior walls costing $146,092. The assessment has a built-in yearly spending plan that includes recommended repairs per year, from plumbing, HVAC, electrical, fire alarm, encompassing all of a buildings envelope system. The EMG assessment estimated repair expenditures per year as shown below:

- 2019 - $146,092
- 2020 - $827,923
- 2021 - $528,240
- 2022 - $873,938

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

- 2023 - $151,364

By 2038, according to the EMG assessment, the City should have spent $6,021,592 in repairs for the facility. While the study helps identify areas that need repair, city staff identifies other issues that snowball by not having the funding to make all needed repairs. Roofing projects from pitch pockets, replacing sections of damaged EPDM roof, window lintel replacements, upgrading lighting to LED, and a boiler replacement are some of the repairs needed. Staff also sent in samples of the roof for lab testing to check the lifespan of the EPDM rubber membrane and the results came back showing that the roof is past its life expectancy and will require replacement in 2025-2026.

Imminent capital projects if the building was to operate for 2-5 years:

- Pitch pocket and heat stack repairs on roof - $3,500
- EPDM roof membrane replacement under chiller - $5,000
- Window lintels - $14,000
- Lighting issues throughout building, upgrading to LED in house - $5,000-7,000
- Boiler #1 replacement - $111,000
- A new roof required 2025/26 - $120,000
- Door replacement, front lobby doors shift in cold weather not closing all the way - $18,000

There are other high-risk issues noted below that are not included above due to having temporary solutions for each, not knowing the longevity of the building. Permanent solutions would be costly and not ideal for the condition of the building.

High risk issues (if not listed above):

- Exterior building lights by catwalk has a short in wire, had to be disconnected from breaker.
- Egress window wells are caving in, patched/ braced, estimated to hold 3-5 years.
- Multiple HVAC components are up for replacement but will only be fixed as needed until the building is replaced.
- Elevator controls and hydraulics are dated, could fail, building assessment showed replacement from 2021 to 2023.
- The parking lot needs to be patched constantly, the lower PD lot in very poor condition.

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

EAST SIDE FIRE STATION

Operation and Maintenance Budget History

The East Side Fire Station was constructed in 1974. HVAC maintenance and repair are normal for a building of its age, although the original design is inefficient. The plumbing throughout the building needs constant repair, one section after another. Also, the north of the building is exposed to flooding due to the grade being higher than basement door entrances causing considerable flooding a few times a year. The basement cinder block and concrete have been damaged over the years with flooding and moisture, causing block to crumble, efflorescence damage, and shifting of the foundation. Voids under the pavement and footing structure require yearly mastic to keep building and parking lot from creating a sink hole.

M&R Annual Expenditures (COMBINED - Public Safety Building & East Side Fire Station)

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$17,025	$15,299	$16,312	$12,295	$18,057	$20,128	$21,478	$27,994	$20,563	$21,645

Utility Costs & Usage

Complete LED conversion was done at the East Side Firehouse with savings of about 50%. Electrical energy usage in 2020 was notably high for the size of the building, even with 24-hour usage. In 2022, the LED upgrade throughout the entire building brought the energy usage down 48%, saving the City close to $10,000/year. This building is equipped with garage heaters and a normal household furnace, keeping the price of gas near what would be expected from a 50-year-old building of this size.

East Side Fire Station Electric Annual Expenditures

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$16,567	$16,873	$18,538	$18,851	$18,910	$19,198	$18,747	$13,408	$10,572	$10,626

East Side Fire Station Gas Annual Expenditures

2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
$7,050	$4,147	$2,809	$2,922	$3,357	$3,306	$2,479	$2,908	$3,728	$3,910

Capital Projects

As noted for the Public Safety Building, the East Side Fire Station also had an EMG Facility Condition Assessment that was completed in 2018 which laid out suggested replacement schedules for all of the major components of the building. Capital projects have been limited to strictly repairing or replacing aging components as they fail. For the East Side Fire Station, the EMG assessment had identified immediate repairs estimated at $93,000 in 2018 and estimated replacement costs for the next 10 years of $846,624. The City-wide capital buildings budget has not supported those replacements since 2018.

Major capital projects within the past 5 years (with cost):

- 2019 - Walk in Door Replacement (Aro Lock) - $16,585

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

- 2019 - Security Upgrades Key Fobs (Advatech) - $6,560
- 2021 - Bathroom Remodel Project (J.H. Hassinger) - $68,856
- Dec 2022 - LED Lighting Conversion (NCLED) - $6,772

Maintenance Projects

The issues listed below are fixes that the Buildings Division can handle in house. The popping of the tile in basement area will always continue due to the moisture and efflorescence damage in the lower level. In 2021, a bathroom remodel was completed on the lower level, which included the addition of a shower. The basement is not the ideal space to have living quarters, due to flooding, humidity, musty smell, and poor plumbing on the upper level. Ideally bedrooms should be on the first floor of the building.

Current recurring/chronic maintenance issues/costs:

- Compressor issues including electrical, water in air lines, plumbing/valve replacement - $500-$1,000 /year for parts, fix in-house.
- Basement flooding, negative grade along building, causing water to pour into doorways. Clean up / repainting in house. In 2022 larger crock and sump pump installed to help with flooding, cost - $500.
- Garage door opener failure - $2,500/year per unit.
- Plumbing issues with sump, cast iron sanitary lines, dated fixtures.
- Tile is popping up throughout the entire basement area, need to replace and glue down, especially after a flooding event. Cost depends on damage, time and material - $250 average material cost.
- Mastic parking lot and concrete pads around building, sink holes throughout need to be patched/ filled constantly. Concrete repairs due to popping/scaling concrete in the garage area.

Operation for the next 5 years would require a new roof at the East Side Fire house. Current failed plumbing to be repaired April 2024, replacing half of the cast iron in the basement and all plumbing and fixtures leading to the 1st floor men's bathroom.

Imminent capital projects if the building was to operate for 2-5 years:

- East Side Fire Station roof replacement - $50,000
- Damaged plumbing replacement - $6,000

High risk issues (if not listed above):

- Parking lot sinkage, mastic large cracks/ sink holes in-house every year.

Attachment: Building Maintenance Report - Public Safety Building & East Side Fire Station (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building

Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future		Sq.ft. Future	Notes
SA.	**PUBLIC SPACES**					
1.0	Vestibule				100	Airlock area. Also serves as safe room with mag lock sequence for doors.
2.0	Lobby				400	Provide a small space that is a designated entry point for the building.
3.0	Public Toilet Rooms				400	Men's and Women's public restrooms
4.0	Multi-Purpose Room				2,000	(80) Person Training Room in movable table and chair classroom format. (80) in chairs
4.1	Court				-	Court takes place in Multi-Purpose Room
4.2	Juvenile Proceeding Room				230	(6) person table for small meetings; juvenile discussions
4.3	Judges/Clerk Storage				80	Clerk will sit at portable table for court
4.4	Multi-Purpose Room Storage				200	Storage for tables, chairs, etc.
5.0	Report Taking Room/Vendor Space off lobby				200	(2) Rooms off lobby to keep meetings out of general office area, double as Med. Room
6.0	Antique Fire Engine Display Bay				600	
7.0	**Public Space Sub-Total**	0	0		4,210	
8.0	Circulation, Wall, and Mechanical Shaft Space				1,050	
9.0	**PUBLIC SPACES TOTAL**				**5,260**	
SB.	**EMERGENCY OPERATIONS CENTER**					
1.0	Emergency Operations Center				600	Hardened Room
2.0	EOC Department Closets				400	
3.0	EOC Kitchenette				50	
4.0	EOC Toilets				150	(2) single user toilet rooms
5.0	EOC Storage				120	Table and Chair Storage
6.0	EOC Storage				120	Food and Water, Cots, Storage, Medical supplies
7.0	Backup dispatch system for county				80	
8.0	EOC IT Closet				80	
9.0	**Sub-Total**				**1,600**	
10.0	Circulation, Wall, and Mechanical Shaft Space				400	
11.0	**EOC TOTAL**				**2,000**	
SC.	**OTHER COMBINED SPACES**					
1.0	Fitness Center				1,500	
2.0	Storage				240	(2) Storage Rooms
3.0	Emergency Generator				-	Locate outside. Fully backed up facility
4.0	Mechanical Room(s)				600	Plumbing and Fire Protection Equipment (assume roof top HVAC equipment)
5.0	Sprinkler Room				150	
6.0	Electrical Room				400	
7.0	Gas Service Room				-	In mechanical room
8.0	Vertical circution (If necessary)				-	
9.0	**Sub-Total**				**2,890**	
10.0	Circulation, Wall, and Mechanical Shaft Space				720	
11.0	**OTHER COMBINED SPACES TOTAL**				**3,610**	
SD.	**SHARED SPACES AREA REQUIRED**				**10,870**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building
Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future		Sq.ft. Future	Notes
	POLICE PROGRAM					
PA.	**FRONT DESK AREA-ADMINISTRATIVE SPECIALISTS (CLERKS); & RECORDS**					
1.0	Police Lobby				100	If Combined station, then a small room off lobby. (2-3) waiting room chairs
2.0	Citizen's Report Room (See above in lobby)				-	See above, included in lobby
3.0	Front Desk Administrative Specialists	4	4		100	
3.1	Service counter, open records requests				80	Bullet resistant dip tray, point of sale, cash box, forms, etc. Answer non emerg line, Mequon cares, p
3.2	Safe				10	
4.0	Storage				80	
4.1	Office Supply Storage				80	
5.0	Copy Room				150	
6.0	Kitchenette				50	
7.0	Records Supervisor	1	1		200	Private office with window onto front desk area
8.0	Records Support Staff	0	1		150	Adjacency with Supervisor and Front Desk area, serves as backup to front desk window
8.1	Records Storage Short Term				150	(12) Lateral file storage, plan for 15
8.2	Records Archive Storage				250	High density file storage
9.0	Dispatch				-	No dispatch due to consolidation
9.1	(1) Backup dispatch station for County				-	Keep (1) station/desktop radio as backup in EOC
10.0	**Sub-Total**	5	6		**1,400**	
11.0	Circulation, Wall, and Mechanical Shaft Space				490	
12.0	**TOTAL FRONT DESK**				**1,890**	
PB.	**ADMINISTRATION**					
1.0	Chief's Office	1	1		200	
1.1	Storage Closet				50	
1.2	Restroom				120	
2.0	Chief's Conference Room				230	(6-8) person table
3.0	Administrative Coordinator	1	1		120	
3.1	Secure File Room				100	(12) laterals; secure personnel files
4.0	Administrative Captain	1	1		180	
5.0	Administrative Sergeant	1	1		150	
6.0	Closet, Quartermaster storage				80	
7.0	Operations Captain	1	1		180	
8.0	Special Services Captain	0	1		180	Future Position
9.0	Flexible Office	0	1		150	Future
10.0	Staff Shared Area				50	
11.0	WILEAG Compliance Room	0	0.5		150	(1) "L" shaped desk and secure file cabinets
12.0	Storage				100	
13.0	**Sub-Total**	5	7.5		**2,040**	
14.0	Circulation, Wall, and Mechanical Shaft Space				820	
15.0	**ADMINISTRATION TOTAL**				**2,860**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building
Space Needs Program

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May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count			Sq.ft.	Notes
		Current	Future		Future	
PC.	**PATROL**					
1.0	Patrol Area "Hub" per shift	4	8		250	Common area for officers
2.0	Patrol Conference Space				200	Conference table and seating for 12
3.0	Patrol Lieutenant	0	1		180	
4.0	Patrol Sergeants	6	6		600	(3) Private Rooms. One for each shift
5.0	Roll Call				250	Doubles as conference room, training room
6.0	Report Writing				150	Currently 3 stations, increase to 6 stations
7.0	Field Training Office				120	(1) "L" shaped desk and secure file cabinets
8.0	Locker Rooms				1,200	Common locker area for 60 lockers
9.0	Shower Area				430	(4) Individual changing room/toilet/shower rooms
10.0	Quiet Room/Library/Wellness Room				300	(2) Wellness Room/Lactation rooms
11.0	Duty Bag Cubbies				200	By squad garage
12.0	Charger Nook				80	
13.0	Storage				120	
14.0	Closet				50	
15.0	Copy and Mail Room, General info station				80	
16.0	Juvenile				80	Hardened room with direct monitoring by Patrol
17.0	SWAT Lockers				100	By squad garage, (8) lockers
18.0	**Sub-Total**	10	15	-	**4,390**	
19.0	Circulation, Wall, and Mechanical Shaft Space				1,100	
20.0	**PATROL**			-	**5,490**	
PD.	**DETECTIVE BUREAU**					
1.0	Detective Sergeant	0	1		180	
2.0	Detective Offices	3	6		250	Offices located adjacent to Detective Common Area. Sound insulated walls.
2.1	Acting Detective	1	1		-	
3.0	Detective Common Area				225	Conference table and seating for 8
4.0	Major Case Incident Room				475	Seating for 12, room to accommodate 15-20. Lockable without removing material
5.0	Coat Closet				50	
6.0	Interview Room				120	
7.0	Soft Interview Room				180	
8.0	Crimes Against Children Investigations	2	2		150	2 officers work on cases. Mequon is an ICAC agency
9.0	Investigations Storage				120	
10.0	Charger nook for cameras, GPS in cases				50	
11.0	Specialist - Drug Unit/Federal Liaison	2	2		300	(2) offices in future. Currently offsite
12.0	**Sub-Total**	8	12		**2,100**	
13.0	Circulation, Wall, and Mechanical Shaft Space				530	
14.0	**DETECTIVE BUREAU TOTAL**				**2,630**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building

Space Needs Program

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May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future		Sq.ft. Future	Notes
PE.	**PROCESSING AREA**					
1.0	2 car sallyport				1,000	
2.0	Processing Area				200	
3.0	Toilet Room				120	
4.0	Hard Interview Room				120	
4.1	Holding Room				180	(2) Holding Rooms
5.0	Breathlyzer Nook and blood draw				80	
6.0	Juvenile				-	Located in Investigations
7.0	Storage				150	
8.0	Bond Out Area				160	
9.0	**Sub-Total**				**2,010**	
10.0	Circulation, Wall, and Mechanical Shaft Space				500	
11.0	**PROCESSING TOTAL**	0	0		**2,510**	
PF.	**EVIDENCE**					
1.0	Bag & Tag Area				150	
2.0	Temp holding lockers				15	
3.0	Pass through lockers				15	
4.0	Evidence Processing				200	Island work table. Area for Pro Phoenix bar code
5.0	Evidence Tech (PD Administrative Property Specialist)	0	0.5		100	Reports to Special Services Captain. Part time position
6.0	Evidence Storage				1,200	
7.0	Narcotics, guns, money, jewelry				80	
8.0	Refrigerator area				30	
9.0	Work Table				25	
10.0	Destruction table area				25	
11.0	Long Term Storage				800	
12.0	Bulk Storage				100	
13.0	Bike Storage				200	
14.0	Evidence Garage				0	See Garage/Squad Parking
15.0	Computer Forensics Room and Workstation	0.5	1.5		180	Currently part time work for 1 detective, plan for 2 in future
16.0	**Sub-Total**	0.5	2		**3,120**	
17.0	Circulation, Wall, and Mechanical Shaft Space				780	
18.0	**EVIDENCE AREA TOTAL**				**3,900**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building

Space Needs Program

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May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future		Sq.ft. Future	Notes
PG.	**SQUAD PARKING**					
1.0	Squad Parking area				13,500	Parking for (30) squad vehicles, (1) speed trailer, (1) UTV, (1) boat
2.0	Bike Storage for Patrol				80	Currently (2) bikes, plan for (3)
3.0	Toilet & Decon Shower				120	
4.0	Patrol Storage				200	
5.0	General Storage				100	
5.1	Backseat storage				100	
5.2	Car seat storage				100	
6.0	CSO Storage (Police Auxilliary Volunteers)				120	Desk, lockers, Radio charger and shelving. (15) in future. Includes Chaplain
6.1	Citizen's Academy Storage				100	Cones, flares in firesafe cabinet
7.0	Workshop/Tool Area				80	Small tools, car fluids
8.0	Storage nook for fluids, etc.				25	
9.0	Boot wash area and coat storage				15	
10.0	Evidence Garage Area				400	(1) Bay provided with security fence. See Impound below for further information.
11.0	Emergency deluge shower and eye wash				20	
12.0	K9 Area (Djuke and Yukon)				120	Kennel with flushable drain; dog wash area
12.1	K9 Storage				80	Bite Suit, drug cabinet locker
13.0	Wash Bay				200	
14.0	Laundry				40	
15.0	**Spaces Sub-Total**				**15,400**	
16.0	Circulation, Wall, and Mechanical Shaft Space				3,850	
17.0	**SQUAD PARKING TOTAL**	0	-		**19,250**	
PH.	**OTHER:**					
1.0	Armory:				80	Locate by Range
2.0	Gun Cleaning Room				100	(3) work areas, ventilated area
3.0	Gun & Ammunition Room				120	Rifle racks, ammo rack in separate secure area
4.1	Police Academy Storage				80	
5.0	Staff Toilets				120	Locate by Garage entry area
6.0	IT Room				200	
6.1	IT Workstation	1	1		150	(2) Workstations and workbench layout space
6.2	IT Storage				80	
7.0	SRO	2	2		-	Located in school, no office in department. (2) officers.
8.0	Break Room				500	(2) Refrigerators, Views outside, plan for seating for (12-14)
9.0	Building Maintenance Room				180	Desk, workspace, equipment
10.0	Janitor Storage				80	Buffer, lights, cleaning products, paper goods
11.0	Vertical Circulation (if not all on one floor)				-	TBD - May require elevator and two exit stairs
12.0	**Sub-Total**				**1,690**	
13.0	Circulation, Wall, and Mechanical Shaft Space				420	
14.0	**OTHER SPACES TOTAL**	3	3		**2,110**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building

Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count		Sq.ft.		Notes
		Current	Future		Future	
PI.	**TRAINING**					
1.0	Defensive / Use of Force Training				500	
1.1	Storage				100	
1.2	Storage for Simulation Training				100	
2.0	Fitness Center				0	See Shared Spaces Above
2.1	Storage				0	See Shared Spaces Above
3.0	Range				2,800	
3.1	Range Mechanical				300	
3.2	Range Ready Room				200	
3.3	Range Storage (Props)				120	
4.0	Field Training Office				120	(1) "L" shaped desk and secure file cabinets
5.0	**Sub-Total**				**4,240**	
6.0	Circulation, Wall, and Mechanical Shaft Space				1,060	
7.0	**TRAINING TOTAL**	0	-		**5,300**	
PK.	**POLICE BUILDING AREA REQUIRED**				**45,940**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building
Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future	Sq.ft.	Sq.ft. Future	Notes
	FIRE PROGRAM					
FB.	**ADMINISTRATION**					
1.0	Reception / Administrative Assistant's Office		1		180	
2.0	Future Comptroller				100	
3.0	Administrative Conference Room				200	Sized for 12.
4.0	Coat Closet				50	
5.0	Coffee Area / Break Room				150	Ref, micro, sink, cabinets, no seating
6.0	Copy / Work Room				100	
7.0	Chief's Office		1		150	
8.0	Closet				50	
9.0	Deputy Chief Office		1		130	
10.0	Command Staff Office		1		120	
11.0	Battalion Chief's Office		1		120	4000 SFBuilding
12.0	Sleeping Quarters				250	Shared bewteen 3 BCs
13.0	Closet				25	
14.0	Battalion Chief's Office		1		120	
15.0	Sleeping Quarters				-	
16.0	Closet				25	
17.0	Battalion Chief's Office		1		120	
18.0	Sleeping Quarters				-	
19.0	Closet				25	
20.0	Future Staff		1		100	
21.0	Closet					
22.0	Future Staff		1		100	
23.0	Closet					
24.0	Watch Room				200	
25.0	Company Office					
26.0	Long Term File / Public Education Materials Storage				250	
	Administration Sub-Total				2,565	
	Circulation, Wall, and Mechanical Shaft Space				640	
	ADMINISTRATION TOTAL		9		**3,205**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building
Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count		Sq.ft.		Notes
		Current	Future		Future	
FC.	**APPARATUS BAYS**					
1.0	Apparatus Bays				9,860	West: 7 Bays, East: 6 Bays. Drive-thru, double-stack. 16'-18' wide, 85' long. Four-fold doors.
2.0						Included
3.0	EMS Storage Room				200	
4.0	EMS Decon				120	Large wash area for stretcher, drying rack, hanging wash sprayer.
5.0	Gear Locker Room				600	60 Lockers (20 Full-time + 40 On-call)
6.0	GearWash Room				150	Lockers and decon spaces to double as emergency shelter
7.0	Gear Drying Room				150	
8.0	Decon Shower/Toilet				330	(2) Decon shower toilets
9.0	Equip. Wash Alcove				50	Alcove in Bays
10.0	Hose Tower/Drill Tower				300	
11.0	Hose Drying Rack				25	
12.0	SCBA Equipment Room				200	Compressor Room
13.0	Work Room / Shop				200	SCBA
14.0	Bay Storage				200	
15.0	Seasonal Storage				100	
16.0	Training Mezzanine				2,000	
17.0	Stair to Mezzanine					
	Apparatus Bays Sub-Total				**12,485**	
	Circulation, Wall, and Mechanical Shaft Space				**1,250**	
	APPARATUS BAYS TOTAL				**13,735**	
FD.	**LIVING QUARTERS**					
1.0	Kitchen / Dining				600	Sized for 9 at HQ and 8 at Aux. Station.
2.0	Pantry				150	
3.0	Dayroom				450	
4.0	Bunk Room		9		900	9 Bunkrooms at HQ, 100 SF each, (3) lockers, desk and chair, Twin XL, Nightstand.
5.0	Locker Room				500	40 lockers for on-call.
6.0	Toilet / Shower Rooms				360	Single-user toilets showers, 4 each at 90SF
7.0	Quiet/Mother's Room				150	Sink and mini frig
8.0	Laundry Room				140	
9.0	Janitor's Closet				50	
10.0	General Storage				100	
	Living Quarters Sub-Total				**3,400**	
	Circulation, Wall, and Mechanical Shaft Space				**1,190**	
	LIVING QUARTERS TOTAL				**4,590**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

City of Mequon & Southern Ozaukee Fire Dept.
Police and Fire Combined Public Safety Building
Space Needs Program

FGMARCHITECTS

May 2, 2024

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Current	Staff Count Future		Sq.ft. Future	Notes
FE.	BUILDING SYSTEMS AND MAINTENANCE SPACES					
1.0	Electrical Room				80	
2.0	I.T. Server Room				120	Space for up to (2) server racks
	Building Systems and Maintenance Spaces Sub-Total				200	
	Circulation, Wall, and Mechanical Shaft Space				50	
	BUILDING SYSTEMS AND MAINTENANCE SPACES TOTAL				250	
FK.	FIRE AREA REQUIRED				21,780	
	TOTALS:					
Shared	SHARED SPACES AREA REQUIRED				10,870	
Police	POLICE AREA REQUIRED				45,940	
Fire	FIRE AREA REQUIRED				21,780	
ALL	**TOTAL AREA REQUIRED**				**78,590**	
K.	SHARED EXTERIOR REQUIREMENTS					
1.0	Patio					Outdoor seating for (4) with hookup for grill.
2.0	Flagpole Area					Motorized flagpole
3.0	Electrical Transformer					
4.0	Generator					Fully backed up facility.
5.0	Trash Enclosure					Room for multiple roll off dumpsters
6.0	Storage					
7.0	Secure fence and gate around squad/staff parking					
8.0	Communications Tower/Antenna					Current lattice tower remains on site. Not planned for new facility
L.	POLICE PARKING REQUIREMENTS				Spaces	
1.0	Police All Staff Parking-Personal vehicles				40	
2.0	Visitor / Training Parking				40	Spaces for visitors for Multi Purpose Room Training events
3.0	TOTAL PARKING REQUIRED				80	Total Spaces
FI.	FIRE PARKING REQUIREMENTS				Spaces	
1.0	Admin Staff Parking				8	
2.0	Full-time Parking				9	Shift change accounted for in on-call
3.0	On-call Parking				20	Review max on-call parking
4.0	Visitor / Training Parking				6	Spaces for visitors
5.0	TOTAL PARKING REQUIRED				43	Total Spaces

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

Southern Ozaukee Fire Department
Auxilary Station

FGMARCHITECTS

May 2, 2024

Space Needs Program

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count	Sq.ft.	Notes
		Aux. Station	Aux. Station	
A.	**PUBLIC SPACES**			
1.0	Vestibule		60	
2.0	Lobby		150	Provide a small space that is a designated entry point for the building. Waiting Space for 3-4.
3.0	Public Toilet Rooms		160	Provide two (2) single user toilet rooms.
4.0	Multi-Purpose Training Room			N/A
5.0	Multi-Purpose Room Storage			N/A
6.0	Small Conference Room			N/A
7.0	Museum			N/A
8.0	Medical Exam Room			N/A
	Public Space Sub-Total		370	
	Circulation, Wall, and Mechanical Shaft Space		90	
	PUBLIC SPACES TOTAL		**460**	
B.	**ADMINISTRATION**			
1.0	Reception / Administrative Assistant's Office	0		N/A
2.0	Future Comptroller			N/A
3.0	Command Staff Office	1	120	
4.0	Command Staff Office	1	120	
5.0	Battalion Chief's Office	0		N/A
6.0	Sleeping Quarters			N/A
7.0	Closet			N/A
8.0	Battalion Chief's Office	0		N/A
9.0	Sleeping Quarters			N/A
10.0	Closet			N/A
11.0	Battalion Chief's Office	0		N/A
12.0	Sleeping Quarters			N/A
13.0	Closet			N/A
14.0	Future Staff	0		N/A
15.0	Future Staff	0		N/A
16.0	Watch Room		200	
17.0	Company Office		150	
18.0	Long Term File / Public Education Materials Storage			
	Administration Sub-Total		590	
	Circulation, Wall, and Mechanical Shaft Space		150	
	ADMINISTRATION TOTAL	2	**740**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

Southern Ozaukee Fire Department
Auxilary Station

FGMARCHITECTS

May 2, 2024

Space Needs Program

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count	Sq.ft.	Notes
		Aux. Station	Aux. Station	
C.	APPARATUS BAYS			
1.0	Apparatus Bays		8,500	West: 7 Bays, East: 6 Bays. Drive-thru, double-stack. 16'-18' wide, 85' long. Four-fold doors.
2.0	Equip. Cleaning Alcove		50	
3.0	EMS Storage Room		200	
4.0	EMS Decon		120	Large wash area for stretcher, drying rack, hanging wash sprayer.
5.0	Gear Locker Room		600	60 Lockers (20 Full-time + 40 On-call)
6.0	GearWash Room		150	Lockers and decon spaces to double as emergency shelter
7.0	Gear Drying Room		150	
8.0	Decon Shower/Toilet		330	(2) Decon shower toilets
9.0	Equip. Wash Alcove		50	Alcove in Bays
10.0	Hose Tower/Drill Tower		300	
11.0	Hose Drying Rack		25	
12.0	SCBA Equipment Room		200	Compressor Room
13.0	Work Room / Shop		200	SCBA
14.0	Bay Storage		200	
15.0	Seasonal Storage		100	
16.0	Training Mezzanine		2,000	
17.0	Stair to Mezzanine			
	Apparatus Bays Sub-Total		**13,175**	
	Circulation, Wall, and Mechanical Shaft Space		**1,320**	
	APPARATUS BAYS TOTAL		**14,495**	
D.	LIVING QUARTERS			
1.0	Kitchen / Dining		550	Sized for 9 at HQ and 8 at Aux. Station.
2.0	Pantry		150	
3.0	Dayroom		400	
4.0	Exercise Room		600	
5.0	Bunk Room	8	800	8 Bunkroomd at Aux. Station. 100 SF each, (3) lockers, desk and chair, Twin XL, Nightstand.
6.0	Locker Room		500	40 lockers for on-call.
7.0	Toilet / Shower Rooms		360	Singl-uer toilets showers, 4 each at 90SF
8.0	Quiet/Mother's Room		150	Sink and mini frig
9.0	Laundry Room		140	
10.0	Janitor's Closet		50	
11.0	General Storage		100	
	Living Quarters Sub-Total		**3,800**	
	Circulation, Wall, and Mechanical Shaft Space		**1,330**	
	LIVING QUARTERS TOTAL		**5,130**	

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

Southern Ozaukee Fire Department
Auxilary Station

FGMARCHITECTS

May 2, 2024

Space Needs Program

FGM Project No. 24-3927.01

Item	Room/Area/Space	Staff Count Aux. Station	Sq.ft. Aux. Station	Notes
E.	**BUILDING SYSTEMS AND MAINTENANCE SPACES**			
1.0	Emergency Generator			Locate outside. Fully backed up facility
2.0	Mechanical Room(s)		400	Plumbing and Fire Protection Equipment (assume roof top HVAC equipment)
3.0	Sprinkler Room		150	
4.0	Electrical Room		300	
5.0	Gas Service Room			In mechanical room
6.0	I.T. Server Room		120	Space for up to (2) server racks
	Building Systems and Maintenance Spaces Sub-Total		970	
	Circulation, Wall, and Mechanical Shaft Space		240	
	BUILDING SYSTEMS AND MAINTENANCE SPACES TOTAL		**1,210**	
G.	**BUILDING AREA REQUIRED**		**22,495**	
H.	**EXTERIOR REQUIREMENTS**			
1.0	Patio			Outdoor seating with hookup for grill.
2.0	Flagpole Area			
3.0	Electrical Transformer			
4.0	Generator			Fully backed up facility.
5.0	Trash Enclosure			Room for multiple roll off dumpsters.
6.0	Structure Storage			
I.	**PARKING REQUIREMENTS**			
1.0	Admin Staff Parking			
1.0	Full-time Parking		8	Shift change accounted for in on-call
2.0	On-call Parking		20	Review max on-call parking
3.0	Visitor / Training Parking		2	Spaces for visitors
4.0	**TOTAL PARKING REQUIRED**		30	Total Spaces

Attachment: City of Mequon Public Safety Space Needs Analysis (9297 : Public Safety Building)

Existing G.O. Debt Structure

Year Ending	Existing Debt								Year Ending
	Total G.O. Debt Payments	Less: Special Assessments	Less: TID 3	Less: Sewer	Net Debt Service Tax Levy	Change in DS Tax Levy from PY	Equalized Value (TID OUT)	Tax Rate Per $1,000	
2024	5,795,265	(170,363)	(1,163,500)	(1,698,350)	2,763,053		6,299,068,300	$0.44	2024
2025	5,873,296	(166,856)	(1,251,100)	(1,695,150)	2,760,190	(2,863)	6,623,410,536	$0.42	2025
2026	5,335,190	0	(1,264,100)	(1,698,750)	2,372,340	(387,850)	6,928,586,978	$0.34	2026
2027	5,314,328		(1,275,200)	(1,696,750)	2,342,378	(29,963)	7,247,824,554	$0.32	2027
2028	5,295,753		(1,300,400)	(1,697,350)	2,298,003	(44,375)	7,581,771,136	$0.30	2028
2029	3,861,590		0	(1,696,600)	2,164,990	(133,013)	8,129,227,948	$0.27	2029
2030	3,300,183			(1,694,500)	1,605,683	(559,308)	8,503,785,564	$0.19	2030
2031	2,654,444			(1,066,050)	1,588,394	(17,289)	8,895,601,081	$0.18	2031
2032	858,500			0	858,500	(729,894)	9,305,469,664	$0.09	2032
2033	0				0	(858,500)	9,734,223,115	$0.00	2033
Total	44,287,498	(511,706)	(7,272,216)	(14,640,550)	21,564,325				Total

Attachment: Existing GO Debt Structure (9321 : Existing G.O. Debt Structure)

EHLERS
PUBLIC FINANCE ADVISORS

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Fax: 262-242-9655

www.ci.mequon.wi.us **Office of Sewer**

TO: **Committee of the Whole**
FROM: **Kristen Lundeen, Director of Public Works/City Engineer**
DATE: **May 2, 2024**
SUBJECT: **Sewer Utility Rate Modeling**

Background

In the fall of 2023, the Sewer Utility District Commission (SUDC) discussed long-range financing for the Sewer Utility, including funding for capital projects and the subsequent impact on user rates and the sewer levy. At the time, the SUDC requested a discussion item outside of the traditional budget process to better understand how the rates should be set, as well as parameters for when capital projects should be self-funded versus borrowed.

This discussion ties into the strategic planning goal of fully funding the City's capital plans. Specifically, the replacement of Lift Station E (Ranch Road) is critical to providing the capacity relief required to reduce or eliminate basement backups due to wet weather events. While it is anticipated that the Lift Station E project will be bid for construction in the coming years, City staff has identified other capital projects that also require funding. Ensuring a sustainable capital funding model is critical to the future of the Sewer Utility.

The intent of this discussion is to request consideration of the adoption of a sewer rate financial policy that provides the framework for sustainable capital funding, predictable sewer rates, a stable sewer levy and transparent goals utilized to evaluate the Sewer Utility's financial health in the long term. It moves away from budgeting and rate setting for the annual needs of the utility, and transitions to the longer-range funding strategy which utilizes industry standards for generating revenues from user rates, as well as the best practice to establish rates.

Analysis

Brian Roemer, Senior Financial Advisor with Ehlers, the City of Mequon's Financial Advisor, will be at the workshop to walk members of the Council through rate setting and long-range funding options. He will introduce two industry standards for determining the revenue that should be generated by user rates: cash basis and utility basis - Public Service Commission (PSC). Subsequently, he will provide a recommendation for establishing the framework for evaluating rate performance, and for setting cash balance and rate revenue adjustment targets.

The result, if authorized at the workshop, would be a turnkey solution to utility budgeting that is a sustainable way to evaluate and set rates on an annual basis. This methodology would also incorporate capital funding to define when the Sewer Utility can self-fund for projects versus debt-sourced financing.

Fiscal Impact

Ehlers proposes a framework that would freeze the sewer levy and adjust rates on an annual basis

to eventually achieve an ideal ratio of “all-in” debt coverage. The result is a predictable rate adjustment that avoids larger increases in rates to address forecasted capital projects. A presentation including the proposed modeling of the recommended rate setting method will be provided at the workshop.

Recommendation

City staff recommends that the Common Council consider establishing the framework for sewer utility rate setting and long-term financial goals for the utility. If authorized, City staff will generate a financial policy based upon the recommended framework for adoption at a subsequent SUDC meeting. That framework would then be utilized for budget generation moving forward.

Attachments:
Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (PDF)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

The Sewer Utility applies user fees to provide capital self-funding. The types of projects included in the Sewer Capital Project Fund are based upon an expected life-cycle of greater than 10 years, where a depreciable asset value is established.

The utility has been successful in self-funding a number of projects. These projects are improvements to extend the service life of the system, add capacity and provide efficiency in addition to keeping the collection system functional and avoiding non-compliance. In the last decade, past projects funded from reserves include lift station pump and force main replacements, all three phases of the Cedarburg Road Mequon-Thiensville Interceptor Rehabilitation, Donges Bay Road Flow Equalization, and various subdivision gravity sewer pipe rehabilitation projects, including testing and sealing with grout in the Riverland Drive and Riverdale Park areas, along with various cured-in-place pipe lining installations. By providing capital funding for these projects, user rates have remained stable.

Table 1 – History of Self-Funded Capital Budgets

	2018	2019	2020	2021	2022	2023
Self-Funding Capital	$1,040,000	$720,000	$1,420,000	$1,350,000	$1,350,000	$2,073,286

In 2019, accounts were established for consolidation into five universal sinking fund accounts. This accounting format replaced individual accounts of specific projects for various reasons. The new categorical accounts allow the Sewer Utility to meet long-term needs rather than being project specific. In addition, the funds formed by periodically setting aside money for the replacement of assets give the Sewer Utility the long-term financial ability to perform required capital projects. These sinking funds earmark or reserve funds for specific purposes and categories, rather than only for specific projects. The overall funding levels remain unchanged, only the allocation of funds was modified.

Table 2 – Self-Funded Capital Funds

Account Name	2024	2025	2026	2027	2028
1. Gravity Sanitary Sewer Fund	$750,000	$750,000	$750,000	$750,000	$750,000
2. Sanitary Lift Station Fund	$1,331,879	$1,350,000	$1,359,000	$1,159,000	$1,000,000
3. Sanitary Force Main Fund	$350,000	$350,000	$500,000	$750,000	$960,000
4. Asset Management Fund	$0	$0	$16,000	$16,000	$15,000
5. Equipment Replacement	$0	$0	$35,000	$35,000	$35,000
TOTALS	**$2,431,879**	**$2,450,000**	**$2,660,000**	**$2,710,000**	**$2,760,000**

These self-funded capital accounts are established as sinking funds to provide for level budgeting and long-term funding. The Sewer Utility has also identified specific projects for this funding. For some projects, the respective account requires funding over a multi-year budget cycle in order to achieve adequate financing. For example, the replacement of the City's largest lift station, Ranch Road or Lift Station E, is estimated at $8.8M and accumulation of annual allocations (along with remaining bond proceeds from 2020 relief sewer project) makes self-funding the replacement of Lift Station a possibility. The scale or proportion of funding established for each account category is intended to address the priorities of the Sewer Utility. The sinking funds are required for various types of projects. The funds are to address any regulatory requirements and projects identified as a part of a study for system improvements.

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

1. Gravity Sanitary Sewer Fund

The Gravity Sewer Fund is required for relay and replacement of over 165 miles of sewer main and 3,875 manhole structures that will require renewal over anticipated life cycles. Methods of sewer installation include open-cut trenching and trenchless technologies such as directional drilling, micro-tunneling, and cured-in-place pipe (CIPP) installation. Capital grouting of sewer mains is another method implored to reduce infiltration into the collection system. Methods for manhole rehabilitation are cementitious or epoxy lining or grouting; otherwise sectional or complete replacement is required. CMOM (Capacity Management, Operations and Maintenance annual report) and CMAR (Compliance Maintenance Annual Report required by the Wisconsin Department of Natural Resources) regulatory requirements for system upgrades are planned, such as reducing inflow and infiltration during wet weather to reduce sanitary sewer overflows and bypass events in locations near the river. In 2022 the City's hydraulic model was updated, as part of the East Trunk System north of Mequon Road, and in 2023 it was used to design capacity improvements for a new Lift Station E.

Prioritized projects include:

- Capital Contribution for Highland Estates Storage TBD
- Construct Phase I Sewer Improvements in ME4001/2; 1,000 feet of Gravity Sewer Relay to new Lift Station in Laguna Drive
- Construct Phase II Sewer Capacity Improvements in ME4002
- Construct Phase III Sewer Capacity Improvements in ME4004
- Construct Phase IV Sewer Capacity Improvements in ME4001
- Rehabilitate Sanitary Sewer Mains for PPI/I Priority Area "E"
- Design Sewer Capacity Improvements in Basin ME4001, F Area
  Construct 1,500 feet in Circle Drive from Center Court to River Forest Drive
- Construct Sewer Capacity Improvements in ME4001, F Area
- Update System Model of East Trunk Sewer north of Mequon Road
- Rehabilitate Sanitary Sewer Mains for Lift Station Areas A, B and D
- Design Study Report for Heritage Estates Siphon
- Design Study Report for River Road Sewer under Milwaukee River, D Area

2. Sanitary Lift Station Fund

The Sanitary Lift Station Fund is required for various types of projects for the 23 existing lift stations including the expansion or replacement of existing lift stations and their appurtenances, as well as the construction of new stations. The funds are also utilized for projects identified as part of condition assessment studies, such as replacing pumps and transfer switches for safety. In addition, CMOM and CMAR regulatory requirements are addressed to minimize sanitary sewer overflows and optimize the system by upsizing pumps, increasing wet well capacity, and upgrading SCADA (system for controls and data acquisition) based on magnetic flow meters. In the event the replacement of a lift station requires funding that exceeds the sinking fund balance, such as potentially for replacement of the Ranch Road Lift Station E, borrowed funds would be necessary for major

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

construction improvements unless the mil rate is increased to accumulate additional funds in 2024 for anticipated construction in 2024-2025.

Prioritized projects include:

- Construct Replacement of Lift Station E in Laguna Drive, extended
- Design Study Report with Preliminary and Final Plans for Fieldwood Drive Lift Station G Capacity Improvements
- Construct Fieldwood Drive Lift Station "G" Capacity Improvements
- Replace Pumps, Valves, Motors at Lift Stations F,O,R,S,K
- Install Magnetic Flow Meters at Lift Stations B,C,D,O,R
- Install Emergency Generators at Lift Stations K,H,Q,J,M
- Install Lift Station Transfer Switches at Lift Stations K,H,Q,J,M
- Replace Control Panels
- Replace Cathodic Protection
- Lift Station Pumping Energy Study
- Replace and Upgrade Transducers
- Decommissioning Studies – Lift Stations P, E*

**The decommissioning study includes evaluation to replace (or augment) lift station operations with gravity sewer extensions, where feasible.*

3. Sanitary Force Main Fund

The Sanitary Force Main Fund is required for the design, replacement, new construction, retrofits, and large-scale cleaning of over 20 miles of sanitary force main. Prioritized projects outlined below were identified as part of the systematic replacement of cast iron force mains, the 2018 force main maintenance study, and 2021 Condition Assessments for Fieldwood Drive Lift Station G and Riverdale Park Lift Station F that are part of the East Trunk System north of Mequon Road. In 2022, the Tamerlane Drive Lift Station "O" was designed, and constructed in 2023. CMOM and CMAR require collection system upgrades and maintenance to maintain and keep the sewer system in compliance with WDNR requirements.

Prioritized projects include:

- Construct Force Mains for new Lift Station E in Laguna Drive, extended
- Design Fieldwood Drive Lift Station G Force Main Improvements
- Construct Fieldwood Drive Lift Station G Force Main Improvements from Woodland Drive to Freistadt Road to Glen Oaks Lane
- Install Force Main Access Ports from Ranch Road Lift Station E for Maintenance
- Perform Large Diameter Force Main Cleaning from Lift Stations A&E
- Clean Small Dia. Force Mains under the Milw. River Lift Stations N,V,T
- Replace Cast Iron Force Main in Huntington Park Lift Station R
- Secure Easement for Force Main Replacement in Huntington Park Outlot

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

4. Asset Management Fund

The Asset Management Fund is a sinking fund utilized to upgrade, install and expand the SCADA (System Control And Data Acquisition) equipment at the utility, and improve/add supply equipment and facilities. Proposed projects include replacing commercial remote access meters, valves, SCADA upgrades, maintaining a computer server for sewer exam records, GIS (geographic information system) upgrades for CMAR and CMOM reporting, evaluation of system life costs and projections, a 20-year planning study of all three major sewersheds, and others. Additional upgrades include installation of new sewer meters.

Prioritized projects include:

- SCADA Study for Sewer Utility
- Commercial Sewer Meter Replacements
- Upgrades to Asset Management Geographic Information Systems
- Flow Meter Installations, Rain Gauge Installation at City Hall and Flow Monitoring in Collection System
- CCTV Camera Software and Hardware Upgrades
- GIS Tools for CMAR and CMOM Reporting

5. Equipment Replacement Fund

The Equipment Replacement Fund is a sinking fund for the replacement of sewer equipment. It has been utilized previously for the purchase of the City's sewer vacuum truck and camera truck that is shared with Shorewood and Brown Deer. The camera incurs nearly constant operation that requires routine maintenance. Typically, this piece of equipment, last acquired in 2015, is planned for replacement on a 10-year cycle. Other routine equipment replacement includes portable back-up generators for lift stations, portable pumps for bypass operations, and sewer main cleaning equipment such as hoses and jet nozzles. Previous years' purchases have included acquisitions to replace pick-up trucks for the sewer maintenance crew, and that sinking fund will continue. Other anticipated purchases include replacement of the hose reel camera or acquisition of a new lateral evaluation televising system (LETS) camera for lateral inspections. This equipment is required to meet CMOM and CMAR required routine cleaning, inspection and condition assessments to maintain system compliance with WDNR requirements.

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

2024 SEWER CAPITAL PROJECT FUND

Prioritized projects include:

- CCTV Camera Replacement
- Camera Truck Replacement
- Portable Back-up Generators Replacement
- Portable Back-up Pumps Replacement
- Lateral Inspection Camera Acquisition
- Vacuum Truck Replacement
- Grout Truck with mainline and lateral equipment
- Maintenance Crew Pick-up Trucks Replacement

REIMBURSABLE CAPITAL ACCOUNT

Private Property Infiltration and Inflow Reimbursement Fund

The PPI/I Fund is for sewer lateral work. This work can be done in stand-alone contracts or in combination with work on the public sewer main contracts. The sewer lateral work has historically been performed in the right-of-way and on private property, where per Code, the City is responsible for the lateral within the right-of-way. The available unallocated MMSD funds in the amount of $445,300 are available to complete sewer lateral work in the Lift Station F & H Areas. Additionally, the available unallocated MMSD funds in the amount of $68,368 are available to complete sewer lateral work in the Lift Station E Area. Also, staff sent an application to MMSD for competitive funding to address prioritized projects. This award is scheduled for announcement on September 21, 2023. In the event the competitive funding is not awarded to Mequon Sewer Utility, then staff will bring back an item to the Commission to address utilization of the annual allocation from MMSD and/or any considerations for self-funding to complete necessary sewer lateral work.

Reimbursable Prioritized Sewer Lateral projects include:

- Sanitary Lateral Rehab in PPI/I Targeted Areas Lift Stations F&H ($953,000) Amended Increase ($696,690) Revised Total ($1,649,690) Balance $445,300
  - Clean and Examine Laterals completed in 2020-2021 (310 @ 21,790 LF)
  - Locate Laterals with Sonde completed 2022 (175 @ $81,384)
  - Test and Seal Laterals from Mains completed 2022 (61 @ $115,778)
  - Installed Clean-outs in 2023 (116 @ $681,512)
  - Test and Seal Laterals from Clean-outs 2023-2024, (7@ $123,056)
  - Inspection ($202,660 incurred)
- Sanitary Lateral Contract (PPI/I Targeted Areas) Lift Station E ($756,000) in 2023
  - Test and Seal Laterals from Mains, awarded 2023 (218 @ $687,632 budgeted)
  - Inspection ($169,882 budgeted)

The Utility's 5-year project plan is shown in Table 3. The accumulation of capital funds allows for level funding and minimizes fluctuations in user rates. Some capital projects require large-scale funding and/or several years' worth of funding prior to the utilization of the funds.

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

Table 3 – 5 Year Project Plan

Gravity Sanitary Sewer Fund	2024	2025	2026	2027	2028
Laguna Drive Sewer Connect New Station, Construct 1000ft, Phase I	$600,000	$600,000			
Ranch Road (extended) Area E Sewer Improvements, Construct 1300 ft, Phase II	$1,100,000	$1,100,000			
Glen Oaks Lane Area E Gravity Sewer Improvements, Construct 1300ft, Phase III		$650,000	$650,000		
Glen Oaks Lane Area E Gravity Sewer Improvements, Construct 1700ft, Phase IV			$1,275,000	$425,000	
Riverdale Park Area F Gravity Sewer Improvements, Design			$75,000		
Riverdale Park Area F Gravity Sewer Improvements, Construct				$750,000	$750,000
Sewer Main Improvements in Areas A, B, C, D				$500,000	$500,000
Update System Hydraulic Modeling with Improvements					$50,000
Heritage Estates Siphon Design Study			$15,000		
River Rd at Milw. River Design Study			$15,000		
Mequon Rd, Flow Equalization @ STH 57				$35,000	$175,000
STH167 Sewer Rehabilitation Work				$300,000	
Gravity Sanitary Sewer Fund (Category 1) TOTALS	**$1,700,000**	**$2,350,000**	**$2,030,000**	**$2,010,000**	**$1,475,000**
Lift Station Fund	**2024**	**2025**	**2026**	**2027**	**2028**
Ranch Rd Lift Station E Construction	$4,305,000	$4,509,000			
Fieldwood Drive Lift Station G Design Study Report for Improvements		$35,000			
Construct Fieldwood Drive Lift Station G Capacity Upgrade			$275,000		
Replace Pumps, Valves, Motors (R,S,T,U)		$50,000	$50,000	$50,000	$50,000
Install Magnetic Flow Meters (A,B,C,D,R)	$15,000	$15,000	$15,000	$15,000	$15,000
Install Lift Station Emergency Generators with Transfer Switches (K,H,Q,J,M)		$60,000	$60,000	$60,000	$120,000

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

Replace and Upgrade Transducers, Control Panels and Cathodic Protection		$15,000	$15,000	$15,000	$15,000
Condition Assessments (A,X)			$50,000	$50,000	
Replacement and Generator Installations		$50,000			$50,000
Decommissioning Studies (LS E, P)	$40,000		$15,000		
Lift Station Fund (Category 2) TOTALS	**$4,360,000**	**$4,734,000**	**$480,000**	**$190,000**	**$250,000**
Force Main Fund	**2024**	**2025**	**2026**	**2027**	**2028**
Laguna Drive LS E Force Main Construct for new Connection	$450,000				
Hidden Reserve LS E Force Main Extension		$500,000			
Lift Station G Force Main Design Capacity Improvements		$35,000			
Lift Station G Force Main Construct 6,200ft			$1,100,000	$1,100,000	
Concord Drive Lift Station R Force Main Replacement				$50,000	$250,000
Retrofit Force Mains with Access Ports (A,E)			$10,000	$10,000	$20,000
Sanitary Force Main Cleaning (A,E,T,V)			$150,000	$75,000	$75,000
Forcemain Fund (Category 3) TOTALS	**$450,000**	**$535,000**	**$1,260,000**	**$1,235,000**	**$345,000**
Asset Management Fund	**2024**	**2025**	**2026**	**2027**	**2028**
Flow Meters, Rain Gauge, Flow Monitoring Quarterly Reports (East, Central, and West Trunk Gravity System)	$25,000	$25,000	$25,000	$25,000	$25,000
Flow Metering - Lift Stations (A,D,U,R,T)	$6,000	$6,000	$6,000	$6,000	$6,000
Software Upgrade – CCTV Camera	$25,000				
GIS Improvement - Sewer Lateral Tools	$10,000	$10,000	$10,000	$10,000	$10,000
SCADA Study and Upgrades			$100,000		
Asset Management Fund (Category 4) TOTALS	**$66,000**	**$41,000**	**$141,000**	**$41,000**	**$41,000**

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

Equipment Replacement Fund	**2024**	**2025**	**2026**	**2027**	**2028**
Equipment Replacement (Trucks, CCTV, Back Up Pumps)	$75,000	$75,000	$75,000	$75,000	$75,000
Equipment Replacement Fund (Category 5) TOTALS	**$75,000**	**$75,000**	**$75,000**	**$75,000**	**$75,000**
TOTALS (Categories 1 to 5)	**$6,651,000**	**$7,735,000**	**$3,986,000**	**$3,551,000**	**$2,186,000**
PPI/I Reduction – Reimbursable Account	**2024**	**2025**	**2026**	**2027**	**2028**
Riverdale Park Lift Station F Area Implementation (ME10005-ME01)	$222,650	$225,000	$225,000		
Riverland Drive Lift Station H Area Implementation (ME10005-ME01)	$222,650				
Ranch Road Lift Station E Area Implementation (M10005-ME02)	$687,632				
Ranch Road Lift Station E Area Inspection (M10005-ME02)	$169,822				
Continue Priority Sewer Lateral Allocation				$225,000	$225,000
Private Property Inflow Infiltration Reduction TOTALS	**$1,302,754**	**$225,000**	**$225,000**	**$225,000**	**$225,000**

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

Exhibit A

2024 SEWER CAPITAL PROJECT FUND

The Capital Funding Analysis is shown in Table 4. The available budget with respect to the sinking fund accumulation of capital funds identifies potential shortfalls for capital projects requiring large scale funding.

As previously noted, Table 4 assumes that the SUDC approved both the reassignment of undesignated cash reserves and approved staff's recommendation for mill rate and user charges. If any of those items are amended or denied, the final budget package will reflect those modifications.

Table 4 - Capital Funding Analysis with Mill Rate at 1.62, Residential Flat User Charge at $83.00 per quarter and Volumetric User Charge at $8.04 per 1,000 gal

	2023	2024	2025	2026	2027	2028
Budget Available (Jan.1)*	$5,281,082	$7,144,868	$2,925,747	($2,359,253)	($3,685,253)	($4,526,253)
Capital Funding	$2,073,286	$2,431,879	$2,450,000	$2,660,000	$2,710,000	$2,760,000
Total Funds Available	$7,354,368	$9,576,747	$5,375,747	$300,747	($975,253)	($1,766,253)
Capital Expenses	$2,159,500	$6,651,000	$7,735,000	$3,986,000	$3,551,000	$2,186,000
End of Year Balance**	$5,194,868	$2,925,747	($2,359,253)	($3,685,253)	($4,526,253)	($3,952,253)

*Includes the $3.404 million in debt proceeds from the $19.4 million East Trunk Sewer project financing in 2018, minus $15.9 million in expenditures.

**In 2025, the capital funding analysis year-end balance is projected as a deficit that would require borrowing to complete the Replacement of the Lift Station E along Ranch Road. This work at LS E as part of the East Trunk Sewer work north of Mequon Road is anticipated for construction in 2024. Additional work for capacity improvements to the gravity system and lift stations have also been identified. A determination on the type of capacity improvements, relief sewer or storage facilities will need to be made. For purposes of this budget, the more expensive relief sewer is accounted for in Exhibit A.

Attachment: Exhibit A: 2024-2028 Sewer Utility Capital Improvement Plan (9305 : Sewer Utility Financing)

COMMITTEE OF THE WHOLE PLANNING CALENDAR - 2024

ITEM	PRINCIPAL	TIME
January 9		
Community Development Operational Analysis	Tollefson	30
February 13		
South Central Zoning Options	Tollefson	45
March 12		
Updated FEMA Floodplain Maps & DNR Model Floodplain Ordinance	Zader	60
April 9		
2022 Compensation Analysis Implementation	Schoenemann	40
Updated FEMA Floodplain Maps & DNR Model Floodplain Ordinance	Zader	20
May 14		
Port Washington Road Streetscape Design Update	Tollefson	30
Port Washington Road Real Estate Market Analysis Update	Tollefson	30
June 11		
SOFD Update	Bialk	30
Electronic Poll Books Implementation	Fochs	15
July 9		
Brush Site Project Overview	Lundeen	30

Attachment: COTW PLANNING CALENDAR (9319 : COTW Planning Calendar)

COMMITTEE OF THE WHOLE PLANNING CALENDAR - 2024

August 13		
Lakeshore Bluff Construction	Tollefson	45
ITEM	**PRINCIPAL**	**TIME**
September 10		
Land Management System Update	Project Team	45
October 8		
Right-of-Way Asset Management Study Update	Lundeen	60
November 12		
Parks Master Plan Update	Gies	45
December 10		
Facilities Study Update	Lundeen	60
Future/Other Policy Items for Discussion/Consideration/Analysis		
Employee Handbook; Community Survey; Fleet Study Update, 5-Year CIP; Fund Balance, SW Industrial, Etc.		

Attachment: COTW PLANNING CALENDAR (9319 : COTW Planning Calendar)