



CITY OF MEQUON STRATEGIC PLAN

2022 - 2025

HISTORY OF MEQUON

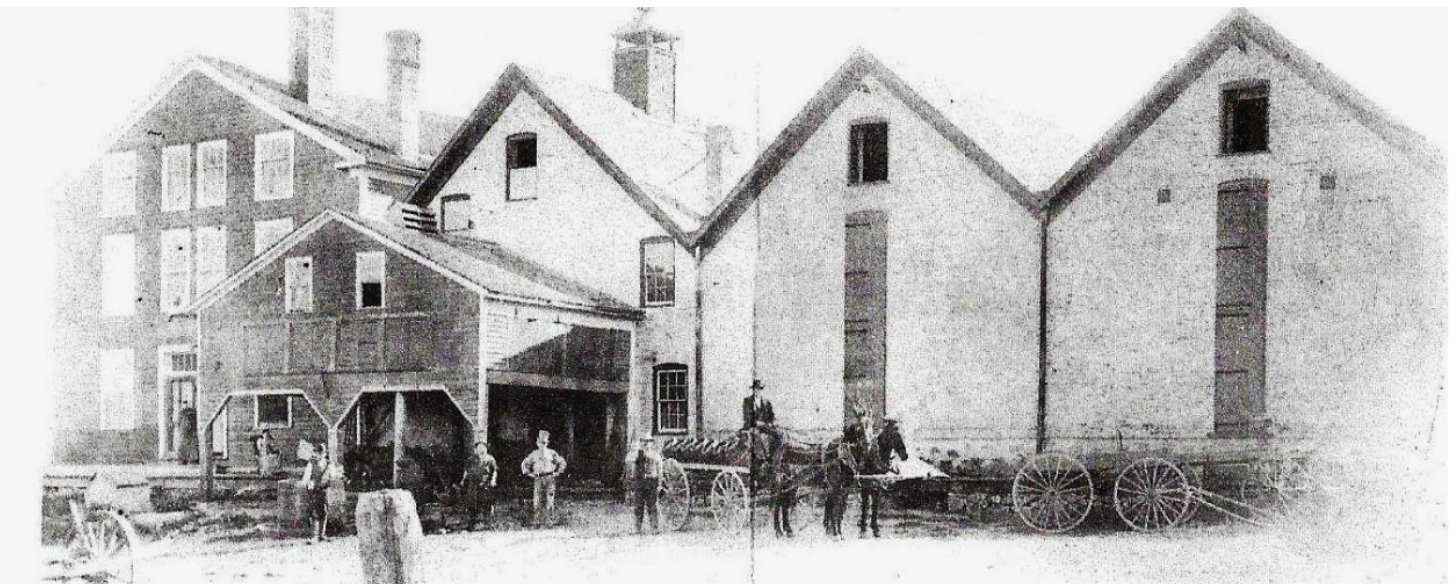
The early settlers who came to the Mequon area in the 1830's were Yankees from New York state and English, followed by Germans and Irish. These new settlers found a very different place from the Mequon of today. The entire area was covered with dense forest. The Milwaukee River, which runs through Mequon,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



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



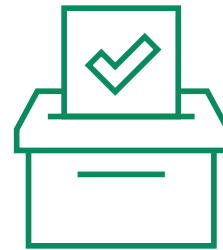
\$98.3 Million

Total Funds Managed



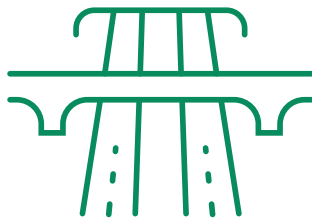
123.25

Full-time Equivalent
Employees



17,326

Ballots Cast



213

Miles of Streets



25,142

Population

2021 data from the City of Mequon





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.



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.



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



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.





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)





KEY FOCUS AREA: CUSTOMER SERVICE

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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





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





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





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

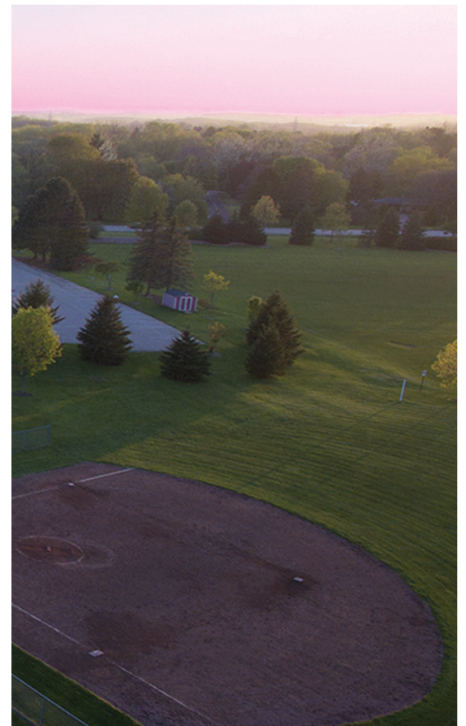
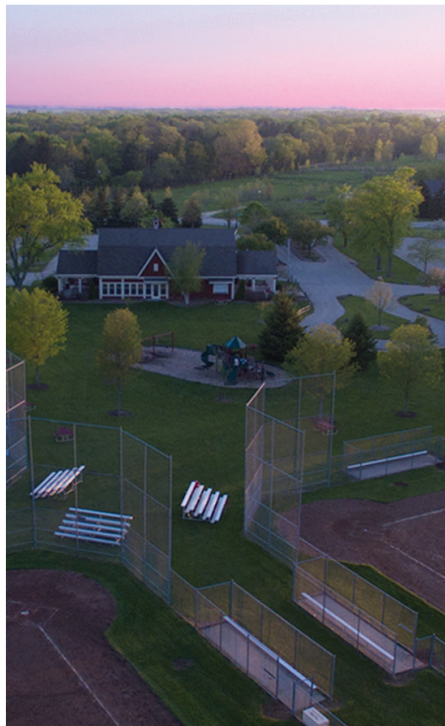
- Civic Campus Master Plan
- Brush Site Automation
- Activate Parks w/ Amenities (e.g., Tennis, Pickleball, etc)
- Parks Master Plan Implementation
- Parks Reservation System
- Expand Recreational Partnerships
- Enhanced Lake Michigan Access
- Community Pool Determination
- Additional Community Events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



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**



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



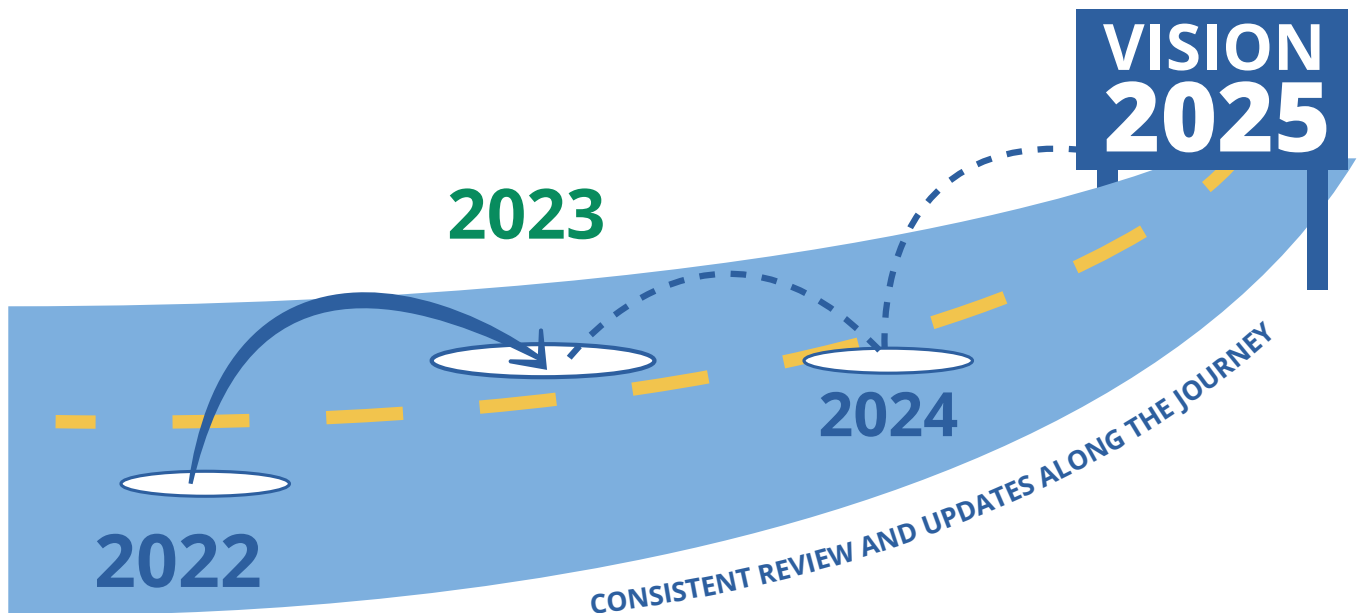
MONITORING AND MEASURING THE CITY'S PROGRESS

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.

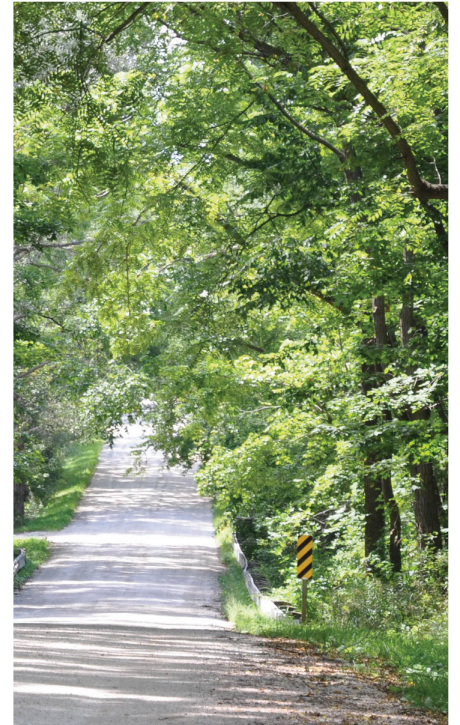
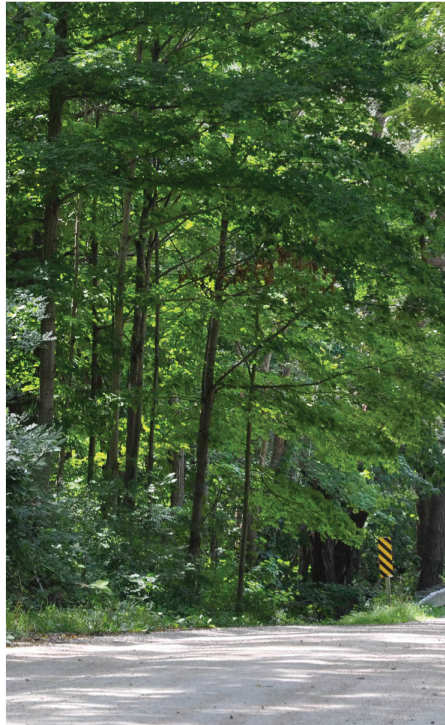
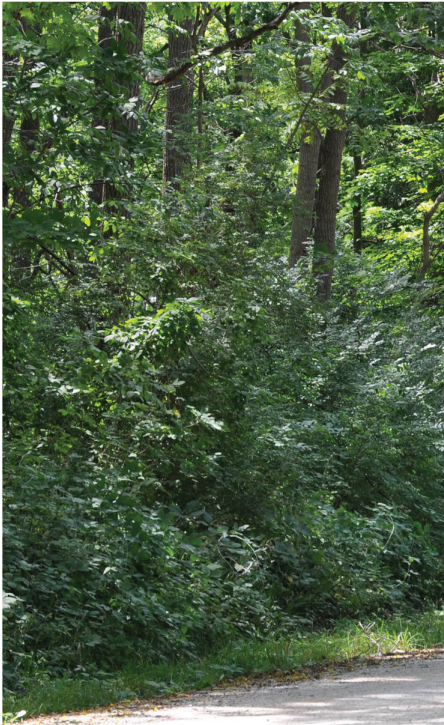
Within this process, the Strategic Plan will be a guiding document in the coming years that allows the Council to provide policy level direction on where the organization is heading. Staff will be able to take this policy level direction and create an Implementation Plan with specific action steps, that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



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.





ACKNOWLEDGEMENTS

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





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

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