

VILLAGE OF GERMANTOWN
N112 W17001 MEQUON ROAD
GERMANTOWN, WI 53022

MEETING: COMMITTEE OF THE WHOLE

DATE AND TIME: MONDAY, DECEMBER 2, 2019 6:00 P.M.
IMMEDIATELY FOLLOWING PUBLIC
SAFETY MEETING BUT NOT BEFORE 6:00 P.M.

LOCATION: Germantown Village Hall Board Room
N112W17001 Mequon Road; Germantown

- I. **CALL TO ORDER:** *This meeting has been given public notice in accordance with Section 19.83 and 19.84, Wis. Stats, in such form that will apprise the general public and news media of subject matter that is intended for consideration and action.*
- II. **ROLL CALL:**
- III. **GOALS TO VISION WORKSHOP, as facilitated by Paul Roback of UW Extension.**
- IV. **ADJOURNMENT.**

UPON REASONABLE NOTICE, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service please contact the Village Clerk at (262)250-4740 at least 2 days prior to the meeting.

Please note: It is possible that one or more members, and possibly a quorum of members, of other governmental bodies of the municipality may be in attendance at the above meeting to gather information. No action will be taken by any other governmental body at this meeting except by the governing body noticed above.

Village of Germantown: Strategic Direction 2019 Goal Identification Survey Responses

A survey was sent to Village Board members on November 5, 2019 asking members to reflect on the Strengths, Weaknesses, Opportunities, and Challenges that were identified on November 4th and then respond to the following question:

What do we need to accomplish over the next 2-3 years in our community?

The survey was closed on November 26th and had five (5) responses, for a response rate of 56%. In order to assist with prioritizing the identified goals, the responses have been grouped into themes.

Planning

- A primary focus on Neighborhoods
- Complete and Implement 2050 plan
- Develop a comprehensive plan to address the large expense of near future Infrastructure cost
- Stop industrial expansion into the downtown neighborhoods
- Designate Downtown area for Entertainment or provide direction of Identity of Germantown
- Protect neighborhoods from crime, nuisances (noise, traffic, industrial activities, smells, etc.)
- Celebrate neighborhoods by highlighting unique characteristics and promoting each area

Infrastructure

- Better Roads
- Capital spending needs to be within our ability to pay
- New Police Station
- New Public works building
- Accelerate road resurfacing in neighborhoods
- Infrastructure plan for long range build up & maintenance, sewer & water, streets

Public Engagement

- Provide more transparency to the public
- Need to listen and work with residents on the development of this Village
- NOTIFY neighborhoods about plans under discussion for their area and the larger community
- Need to develop a method of communicating what is happening that reaches a minority of residents
- Need to be open and transparent

Fiscal

- We do not spend more than we take in
- Cultivate or maintain a cautious fiscal outlook especially as things are going very well
- More money for road repair coming from general fund & not borrowing
- More competitive salaries for Village employees

Inter-Agency Relationships

- Cooperation with the School District for the betterment of all residents
- Stop any “us v/s them” nonsense with the school board and start working together for Germantown

Village of Germantown: Strategic Direction 2019
Strengths, Weaknesses, Opportunities Challenges Identification
Board Discussion Notes ~ November 4, 2019

Strengths

Within Government

- Employees- outstanding, longevity, good backgrounds/experience
- Collaborative Village Board
- Board and staff understand conservative fiscal nature- all on the same page
- Board and staff commitment to public service
- Strength of Police and Fire services
- Financial background of Village Administrator
- Strong contingency fund
- Board's respect for each other

Within Community

- Civic groups- Library (two groups), Chamber, Kiwanis, Historical Society
- Closeness of many of the neighborhoods
- Desired area to live and raise a family
- A lot of desirable land that could be developed
- Location for businesses- freeway access, access to Milwaukee, close to urban area
- High quality school system
- Likeminded individuals with a conservative mentality
- Strong tax base
- Rural character
- Business friendly
- Good German events

Weaknesses

Within Government

- Inability to share government information with all residents
- Infrastructure needs as community grows- public works building, police, fire, and library
- Revenue doesn't match demand for services
- Keeping pace with staff salaries compared to neighboring communities
- Infrastructure is aging
- Staff shortages in some departments- challenging to respond to residents in a timely fashion
- Limited to how much we can increase our budget- limited revenue sources
- Not following Comprehensive Plan

Within Community

- Continuing to fund road maintenance
- Lack of media focused on stories that are important to the residents
- Lack of a main street- no central downtown

- Bedroom community- lack of a community identity
- Not able to work with other public groups
- Inability to attract additional commerce, such as sit down restaurants
- Residents mistrust of the Village government
- Lack of some services- walking and biking lanes, a community center
- No local paper reporting on a daily basis
- Difficult cell service in the Northeast portion of the Village

Opportunities

Within Government

- Growth of multi-family housing
- Favorable interest rates and bond ratings
- 2050 land use plan
- Developable land for business and residential growth
- Proximity to freeway and Milwaukee
- Lower tax rate compared to Milwaukee
- To develop conservation subdivisions

Within Community

- Growth and land available for development
- Share borders with communities that are also experiencing growth
- Proximity to Menomonee Falls and their retail
- To take advantage of natural resources (e.g. Menomonee River), scenic areas, close proximity to Kettle Moraine State Forest
- Residential growth- ability of families to grow here is a community asset

Challenges

Within Government

- Other taxing entities within the Village with differing goals
- State levy limits and mandates
- Economy
- State eliminated home rule- impacted and limited our decisions by changing the rules
- State Government over-reach
- Current relationship with school district
- Balance growth with public service needs
- Competing for talented staff with neighboring communities

Within Community

- Getting people to participate in government
- Business competition from neighboring communities
- Keeping up with road repairs
- Managing emerald ash borer
- Managing quality of life issues with growth and businesses near residential
- Economic Development- competition with using incentives

Village of Germantown: Strategic Direction 2019

Staff Discussion Notes- October 8, 2019

Strengths, Weaknesses, Opportunities, and Challenges Identification

Strengths

- Within Government
 - Minimally political Village Board
 - Employees- experienced staff
 - Leadership and becoming more professional
 - Village staff works together and communicates quickly
 - Board is supporting staff more- they are respectful even if they disagree
 - Collaborative environment
 - Communication
 - In very good fiscal health with reserves
 - Longevity of staff- history and knowledge
- Within Community
 - Open space with room to grow
 - Service groups and organizations willingness to volunteer
 - Good schools
 - Community pride
 - Engagement- residents will come out on some issues
 - Recreation and parks
 - Location- easy access to transportation and proximity to Milwaukee, Fox Valley, and Madison
 - Friendly
 - Safe / public safety
 - Shared vision and values for community
 - Good mix of residential, commercial, and industry

Weaknesses

- Within Government
 - Differing visions due to management and staff turnover
 - Compensation
 - Location- in corner of four counties, difficult for communication with various entities
 - Communication- different styles between staff and communication across village government buildings
 - Budgeting challenges- competition for limited resources
 - Lack of knowledge transfer and succession planning
 - Staff levels too low
 - Lack of employee engagement- trying to break down historical barriers
 - Lack of written policies and code updates
 - Systems- each department runs as separate entity on autopilot
 - Growing pains- transitioning from small town to mid-size city

- Lack of understanding of what staff do- between staff and between staff and Board
- Mentality of “we’ve always done it this way”
- Within Community
 - Lack treatment options for substance abuse and mental health issues
 - Growing pains- differing ideas between long-term residents verses newer residents
 - Tension between staying the same and the reality of change
 - Communication- people have opinions without the facts; trying to balance between the old and new ways to communicate (e.g. paper verses electronic)
 - Reliance on other communities- need to leave the community for hospitals and restaurants
 - Lack of identity
 - Aging infrastructure
 - Disconnect between Village Board and School Board
 - Many levels of government- residents are unsure of where to go for services

Opportunities

- Within Government
 - New staff as people retire
 - Monumental development- hard to keep up; clashes with vision; good tax base
 - Change of management styles
 - People want to work here, which is a positive
 - Growing openness of Village Board to new ideas
 - Expanding economy- business, sub-divisions, and residents
 - Intergovernmental Agreements with other communities
 - School district has expanded facilities, which is an opportunity to collaborate
 - Other communities are also expanding
- Within Community
 - Changing demographics (e.g. school referendum passed)
 - Access to cultural attractions
 - Longevity of residents
 - Growth of manufacturing in Southeastern Wisconsin
 - Housing market and new residential development- single family, retirement/senior, and hipster apartments
 - Amenities- parks, playgrounds, golf course, recreation department, schools
 - Room for growth and open space

Challenges

- Within Government
 - Levy limits
 - Government mandates
 - State law changes
 - Post office- new Briggs building has a Richfield address
 - Phone numbers have multiple exchanges
 - Distrust of government

- Attracting businesses- restaurants and industry
- Shrinking labor force
- Increase in demand for services
- Reputation- perception that we may be anti-development
- Within Community
 - Increasing diversity and number of people- some have difficulty with change (e.g. age, race, income)
 - Communicating (getting the word out) regarding new state laws
 - Potential for recession
 - Declining civility- more people having trouble working through issues with neighbors, level of anger
 - Unrealistic expectations- want an immediate response to problems
 - Drugs
 - Changing family structures- effects on schools and village government
 - Aging demographics

Goal Identification (grouped into themes)

A. Planning

- Create a plan to move forward with
- Community participation with comprehensive planning process
- Planning for next generations- we have been baby boomer centric
- Plan to update infrastructure and facilities
- More funding for services- more diversified funding sources
- Growing staff levels to meet current and future demands, and to sustain service levels
- Proactive planning for development- resistance to change has led to lack of planning, but development will occur anyway
- A more unified vision of who and what we are as a community (change vs. no change)

B. Collaboration

- Collaboration with other communities for shared resources- needs to be smart, responsible, and community focused. The process for collaboration is important. It needs to be community service focused, not money focused.
- Intergovernmental Agreements with school district needs to be more collaboratively-based (current agreement expires in two years)
- More diversity and involvement with government and civic groups
- More collaboration between government, business, and residents (e.g. Gehl, JW Speaker)
- A more unified vision of who and what we are as a community (change vs. no change)

C. Communication

- Better engagement and communication with public, build trust, and share challenges that we face
- A more unified vision of who and what we are as a community (change vs. no change)