



Special Village Board Meeting Agenda

Tuesday, February 4, 2025

5:00PM

Village Hall, 235 Hickory Street, Pewaukee, WI 53072

To view the meeting live:

<https://www.youtube.com/live/DQ1u446c6es?si=ZAIKZUZPomZ3OP-K>

1. Call to Order, Pledge of Allegiance, Moment of Silence and Roll Call.
2. Old Business
 - a. Review, discussion and possible action on the strategic plan spreadsheet and prioritization of goals and tasks.
3. Adjournment.

Note: Notice is hereby given that a quorum of a Village Committee and/or Commission may be present at the Village Board meeting, and if so, this meeting shall be considered an informational meeting of that Committee or Commission and no formal action of that Committee or Commission shall occur. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. To request such assistance, contact the Village Clerk at 262-691-5660.

Posted January 31, 2025



To: Jeff Knutson, President
Trustees of the Village Board

From: Matt Heiser
Village Administrator

Date: January 31, 2025

Re: February 4, 2025 Special Meeting Agenda Item 2(a)
Review, discussion and possible action on the strategic plan spreadsheet and
prioritization of objectives, strategies and tactics.

BACKGROUND

During the course of 2024 the Village Board worked with staff and a volunteer facilitator to update the Village strategic plan. The updated plan was approved/adopted by the Board at its September 3, 2024 meeting.

A tool used in the past to track progress on strategic goals was re-introduced to the Board at its December 17, 2024 meeting. The Board directed staff to update the spreadsheet to reflect the newly adopted Strategic Plan for a special meeting on February 4, 2025.

ACTION REQUESTED

Based on a variety of discussions with Village Board members over the past six months there are some objectives/strategies that stand out as higher priorities for the Village:

1. Risk Mitigation Strategy 1: Emergency response preparation. This is a higher priority all the time and blends with recent concerns about safety of the beach after the events in New Orleans during New Years.
2. Risk Mitigation Strategy 2: Water quality. This is already in progress with the DNR. The Village is already required to work on the issues identified in a consent order and will be receiving a second one from the DNR soon. So this is a high-priority for the Village already.
3. Risk Mitigation Strategy 3: IT security. This is a higher priority every day with stories of local municipalities under attack. A review of this security should probably be an annual event.

4. Development Strategy 2: Evaluate Village-owned properties, uses and assets. Staff have heard requests from downtown businesses to work on three issues on Village properties that would impact their success:
 - a. Development of the beach-front for an improved experience. This could be blended with a safety evaluation mentioned above.
 - b. Development of a river-walk to connect the beach to other areas. Staff have heard the possibility of private support for such a project.
 - c. The Quiet Zone. Already in progress and a goal for the Administrator to pursue in 2025.

In addition, for objectives, strategies and tactics not identified as high-priority, the Administrator recommends the Board accepts that they will not be pursued in 2025. Thus there would be no expected follow-up communication from the Board members assigned to these items until they are identified as high-priority.

ANALYSIS

The Strategic Plan Tracking Spreadsheet is updated to match the Strategic Plan adopted by the Village in 2024. The spreadsheet contains all the objectives, strategies and tactics listed in the plan in their original order. There is no priority listed to them nor any understood time-line of when they will be addressed.

The spreadsheet used to list members of the Village Board that were associated with individual objectives and goals. That would need to be determined.

Once the priority of the objectives is established, the Board should establish how frequently the issues/updates are communicated back to the Board.

Attachment:

1. Strategic Plan Implementation Tracking Spreadsheet 2025
2. Excerpts from the 2024 Village of Pewaukee Strategic Plan (“Strategic Plan”)

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective A: Development	The Village of Pewaukee should enact a planned, purposeful approach to development and redevelopment				
Strategy 1:	Focus on the re-development of the B-2 "Downtown" district which includes the lakefront business district, Oakton Avenue, Wisconsin Avenue and Main Street				
Team Members:					
Tactics	Action (Task)	Start	Status	Group/Person Responsible	Notes
1	Allocate Village resources to provide focused and proactive development activities				
2	Survey current properties within the "downtown" area to understand the ownership of these properties				
3	Meet with downtown business owners and other key stakeholders for input on redevelopment vision				
4	Create a "Vision Document" that summarizes the long-term re-development goals and components				
5	Review / evaluate the processes and costs of the Village Planner's role with initial consultations with prospective developers and provide direction to make the process more user-friendly				
6	Work with Plan Commission to review/revise downtown architectural guidelines and prepare a vision document of the downtown/B2 business district related to development of mixed-use housing, retail business and parking				
7	Utilize community-based development focused resources, such as the Waukesha Center for Growth, to promote re-development to the development community				
8	Pursue "quiet zone" status of railroad crossings and the necessary funding to accomplish this task			A 2025 goal for Administrator	
9	Evaluate parking needs and develop proposal for alternative/additional parking in the downtown district				
10	Evaluate viability and develop plans to create pedestrian-friendly walking and biking areas				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective B:	The Village of Pewaukee should enact planned, purposeful communication and outreach initiatives to inform and engage the community of activities, events and public actions				
Communication	Develop and implement plans to enhance proactive, on-going communications to Village residents and businesses				
Strategy 1:	Develop and implement plans to enhance proactive, on-going communications to Village residents and businesses				
Team Members:					
Tactics	Action (Task)	Start	Status	Group/Person Responsible	Notes
1	Allocate Village resources to plan and implement an on-going communication program				
2	Evaluate the Village website functionality and content and make recommendations on changes to enhance user experience				
3	Build and implement an on-going, proactive, multi-channel communication program				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective B:	The Village of Pewaukee should enact planned, purposeful communication and outreach initiatives to inform and engage the community of activities, events and public actions				
Communication					
Strategy 2	Create a framework to enhance the relationship between the Village, businesses and community organizations				
Team Members:					
Tactics	Action (Task)	Start	Status	Group/Person Responsible	Notes
1	Meet with City of Pewaukee officials to determine the level of interest in creating a joint effort to enhance relations with businesses and community organization				
2	Evaluate options to create a framework or structure to support these efforts, and how this effort could be funded				
3	Build and implement an on-going program to communicate and engage with local businesses and community organizations				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective C:	The Village of Pewaukee should identify potential risks to the Village; develop and implement plans to reduce or minimize those risks				
Risk Mitigation					
Strategy 2:	Prepare plans to address Federal and/or State Regulations related to water quality and waste water discharge				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Review pending Fox River discharge regulations and prepare plans to address new potential regulations				
2	Address plans and funding to mitigate PFAS contamination in municipal water sources				
3	Address plans and funding to mitigate Radium levels in municipal water sources				
4	Develop and implement plans to replace well #2				

Village of Pewaukee Strategic Planning Implementation

Version: For February 4, 2025 Village Board Meeting					
Objective C:	The Village of Pewaukee should identify potential risks to the Village; develop and implement plans to reduce or minimize those risks				
Risk Mitigation					
Strategy 4:	Evaluate public safety risks and develop proactive plans to reduce those risks				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Evaluate and identify methods or processes to enhance public safety at Lakefront Beach & Park during the summer season				
2	Evaluate traffic safety issues and develop plans to reduce traffic violations				
3	Evaluate way-finding and other traffic signage, and prepare recommendations to improve vehicle and pedestrian safety				

Village of Pewaukee Strategic Planning Implementation

Version: For February 4, 2025 Village Board Meeting

Objective D: Village Facilities & Infrastructure The Village should develop and implement a long-term plan to support the ongoing maintenance of Village-owned assets and infrastructure including Village Utilities, buildings, roads and parks

Strategy 1: Identify existing facility and infrastructure maintenance needs for the next ten years

Team Members:

Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Review the recent Village-owned Building Assessment study to evaluate and itemize facility maintenance needs of Village-owned buildings. This review should incorporate the Village Hall & Police Department, Village Park buildings, DPW buildings, the Public Library, the Village Water and Sanitary Sewer systems and Village roads				
2	Update the ten-year capital equipment, road maintenance and facility maintenance schedule to determine projected costs a. Determine how to prioritize the identified maintenance needs b. Evaluate best methods to fund these needs				
3	Take measures to meet Federal and/or State regulations for safe drinking water and sewer processing				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective D: Village Facilities & Infrastructure	The Village should develop and implement a long-term plan to support the ongoing maintenance of Village-owned assets and infrastructure including Village Utilities, buildings, roads and parks				
Strategy 2:	Assess potential facility needs not currently being met and develop plans for possible future development				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Assess the feasibility of developing a four-season, multi-purpose facility as part of the Park & Recreation Department offerings a. Determine the viability of a joint facility with the City of Pewaukee b. Evaluate possible locations for such a facility either through re-purposing an existing facility/property or building a new one c. Determine methods to fund the facility and services				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective E: Village Management	The Village should identify opportunities to enhance service levels for Village residents and business owners and the means to fund these services				
Strategy 1:	Identify, evaluate and streamline Village services and consider methods to make these services more user-friendly.				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Evaluate the organization and functionality of the Village Website a. Determine format changes to make access to information easier for users b. Determine information or functionality that should be added to the current site c. Determine how to leverage current technology to streamline services that interface with the public, such as payment of fees or submitting applications				
2	Evaluate business processes that currently require Board approval and amend ordinances to empower staff with greater authority				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective E: Village	The Village should identify opportunities to enhance service levels for Village residents and business owners and the means to fund these services				
Strategy 2:	Identify, evaluate and consider methods to increase revenue or reduce costs to properly fund essential Village services on an ongoing basis				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Evaluate alternative funding methods to enhance revenue to the Village a. Evaluate the plausibility of street parking fees in the downtown business district b. Evaluate the plausibility of public beach user fees c. Review the plausibility of using project-specific special assessment fees that many other municipalities currently employ d. Develop a process to identify County, State or Federal grant fund opportunities e. Consider the viability and requirements of instituting a tax levy referendum f. Review and update user fees, such as the Recycling Center annual fee				
2	Evaluate methods to reduce the growth of costs a. Consider refinancing of debt when borrowing rates decline b. Implement cost-benefit process to evaluate the replacement of capital equipment				

Village of Pewaukee Strategic Planning Implementation

Version: For February 4, 2025 Village Board Meeting

Objective F:	The Village should develop a comprehensive plan for Pewaukee Lake management that enhances lake water quality, public safety and capitalizes on this key, unique				
Lake Management	Village resource				
Strategy 1:	Review, evaluate and pursue opportunities to control and reduce the adverse impacts on use of Pewaukee Lake				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Evaluate current weed harvesting and removal practices, and develop plans to optimize results within reasonable financial parameters				
2	Evaluate options reduce the incidence of e-coli contamination at Pewaukee Lake Front Park beach, and enact a plan to affect results				
3	Evaluate options reduce the incidence of invasive species in Pewaukee Lake, and enact a plan to affect results				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective F:	The Village should develop a comprehensive plan for Pewaukee Lake management that enhances lake water quality, public safety and capitalizes on this				
Lake Management	key, unique Village resource				
Strategy 2:	Identify areas of collaboration with other municipal entities that also surround Pewaukee Lake, and build partnerships to achieve common goals				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Assess viability of creating or participating in a “Pewaukee Lake Management District” with neighboring municipalities				
2	Identify and address any real or perceived barriers to key stakeholder cooperation				
3	Evaluate current Lake Patrol services and develop recommendations for greater collaboration with neighboring municipalities and other stakeholders				

Village of Pewaukee Strategic Planning Implementation

<i>Version: For February 4, 2025 Village Board Meeting</i>					
Objective F:	The Village should develop a comprehensive plan for Pewaukee Lake management that enhances lake water quality, public safety and capitalizes on				
Lake Management	this key, unique Village resource				
Strategy 3:	Assess risk factors of lake use and develop proactive plans to reduce those risks				
Team Members:					
Tactic	Action	Start	Completion	Group/Person Responsible	Notes
1	Evaluate the physical condition of the dam and develop plans related to structural failures				
2	Evaluate boat safety issues and prepare plans for enforcement of boating regulations				



STRATEGIC PLAN

Based on the information outlined in the Environmental Scan and the results of both the Community Feedback Sessions and the Community Survey, the 2024 Strategic Plan Update includes the following:

Objective A: Development

The Village of Pewaukee should enact a planned, purposeful approach to development and redevelopment

Strategy 1:

Focus on the re-development of the B-2 “Downtown” district which includes the lakefront business district, Oakton Avenue, Wisconsin Avenue and Main Street

Tactics:

1. Allocate Village resources to provide focused and proactive development activities
2. Survey current properties within the “downtown” area to understand the ownership of these properties
3. Meet with downtown business owners and other key stakeholders for input on redevelopment vision
4. Create a “Vision Document” that summarizes the long-term re-development goals and components
5. Review / evaluate the processes and costs of the Village Planner’s role with initial consultations with prospective developers and provide direction to make the process more user-friendly
6. Work with Plan Commission to review/revise downtown architectural guidelines and prepare a vision document of the downtown/B2 business district related to development of mixed-use housing, retail business and parking
7. Utilize community-based development focused resources, such as the Waukesha Center for Growth, to promote re-development to the development community
8. Pursue “quiet zone” status of railroad crossings and the necessary funding to accomplish this task
9. Evaluate parking needs and develop proposal for alternative/additional parking in the downtown district
10. Evaluate viability and develop plans to create pedestrian-friendly walking and biking areas

Strategy 2:

Evaluate Village-owned properties, uses and assets to determine the best future use of those lands

Tactics:

1. Develop a summary of each Village-owned property currently not actively used that includes:
 - a. Location & access
 - b. Size
 - c. Current zoning
 - d. Utility access
 - e. Itemize any assets on those properties, their current uses and condition of these assets
2. Develop recommendations for Board consideration on potential sale, development or usage of those properties

Objective B: Communications

The Village of Pewaukee should enact planned, purposeful communication and outreach initiatives to inform and engage the community of activities, events and public actions

Strategy 1:

Develop and implement plans to enhance proactive, on-going communications to Village residents and businesses

Tactics:

1. Allocate Village resources to plan and implement an on-going communication program
2. Evaluate the Village website functionality and content and make recommendations on changes to enhance user experience
3. Build and implement an on-going, pro-active, multi-channel communication program

Strategy 2:

Create a framework to enhance the relationship between the Village, businesses and community organizations

Tactics:

1. Meet with City of Pewaukee officials to determine the level of interest in creating a joint effort to enhance relations with businesses and community organizations
2. Evaluate options to create a framework or structure to support these efforts, and how this effort could be funded
3. Build and implement an on-going program to communicate and engage with local businesses and community organizations

Strategy 3:

Develop and implement plans to develop ongoing communications and relationships with State and County officials and community resources

Tactics:

1. Develop pro-active outreach plans to targeted County and State officials on issues directly impacting the Village of Pewaukee
2. Develop an ongoing working relationship with community-based organizations, such as the Waukesha County Center for Growth, to leverage those resources

Objective C: Risk Mitigation

The Village of Pewaukee should identify potential risks to the Village; develop and implement plans to reduce or minimize those risks

Strategy 1:

Review and update the Village's Emergency Response plan in situations such as train derailment, weather events, or acts of terror

Tactics:

1. Village staff and key stakeholders should annually review the Village's Emergency Response plan and recommend modifications
2. Village staff and key stakeholders should conduct table-top exercises or mock drills to prepare for scenarios outlined in the Emergency Response plan

Strategy 2:

Prepare plans to address Federal and/or State Regulations related to water quality and waste water discharge

Tactics:

1. Review pending Fox River discharge regulations and prepare plans to address new potential regulations
2. Address plans and funding to mitigate PFAS contamination in municipal water sources
3. Address plans and funding to mitigate Radium levels in municipal water sources
4. Develop and implement plans to replace well #2

Strategy 3:

Prepare a cyber security response plan to identify potential threats to the Village's digital infrastructure, and prepare actions to strengthen the Village's digital security

Tactics:

1. Review the status of the Village's current physical IT infrastructure and practices
2. Review the status of the Village's current Software protection systems
3. Review the status of the Village's current insurance protection coverage for cyber attacks
4. Prepare a plan to address any deficiencies and strengthen the Villages cyber security

Strategy 4:

Evaluate public safety risks and develop proactive plans to reduce those risks

Tactics:

1. Evaluate and identify methods or processes to enhance public safety at Lakefront Beach & Park during the summer season
2. Evaluate traffic safety issues and develop plans to reduce traffic violations
3. Evaluate way-finding and other traffic signage, and prepare recommendations to improve vehicle and pedestrian safety

Objective D: Village Facilities & Infrastructure

The Village should develop and implement a long-term plan to support the ongoing maintenance of Village-owned assets and infrastructure including Village Utilities, buildings, roads and parks

Strategy 1:

Identify existing facility and infrastructure maintenance needs for the next ten years

Tactics:

1. Review the recent Village-owned Building Assessment study to evaluate and itemize facility maintenance needs of Village-owned buildings. This review should incorporate the Village Hall & Police Department, Village Park buildings, DPW buildings, the Public Library, the Village Water and Sanitary Sewer systems and Village roads
2. Update the ten-year capital equipment, road maintenance and facility maintenance schedule to determine projected costs
 - a. Determine how to prioritize the identified maintenance needs
 - b. Evaluate best methods to fund these needs
3. Take measures to meet Federal and/or State regulations for safe drinking water and sewer processing

Strategy 2:

Assess potential facility needs not currently being met and develop plans for possible future development

Tactics:

1. Assess the feasibility of developing a four-season, multi-purpose facility as part of the Park & Recreation Department offerings
 - a. Determine the viability of a joint facility with the City of Pewaukee
 - b. Evaluate possible locations for such a facility either through re-purposing an existing facility/property or building a new one
 - c. Determine methods to fund the facility and services

Objective E: Village Management

The Village should identify opportunities to enhance service levels for Village residents and business owners and the means to fund these services

Strategy 1:

Identify, evaluate and streamline Village services and consider methods to make these services more user-friendly.

Tactics:

1. Evaluate the organization and functionality of the Village Website
 - a. Determine format changes to make access to information easier for users
 - b. Determine information or functionality that should be added to the current site
 - c. Determine how to leverage current technology to streamline services that interface with the public, such as payment of fees or submitting applications
2. Evaluate business processes that currently require Board approval and amend ordinances to empower staff with greater authority

Strategy 2:

Identify, evaluate and consider methods to increase revenue or reduce costs to properly fund essential Village services on an ongoing basis

Tactics:

1. Evaluate alternative funding methods to enhance revenue to the Village
 - a. Evaluate the plausibility of street parking fees in the downtown business district
 - b. Evaluate the plausibility of public beach user fees
 - c. Review the plausibility of using project-specific special assessment fees that many other municipalities currently employ
 - d. Develop a process to identify County, State or Federal grant fund opportunities
 - e. Consider the viability and requirements of instituting a tax levy referendum
 - f. Review and update user fees, such as the Recycling Center annual fee

2. Evaluate methods to reduce the growth of costs
 - a. Consider refinancing of debt when borrowing rates decline
 - b. Implement cost-benefit process to evaluate the replacement of capital equipment

Objective F: Lake Management

The Village should develop a comprehensive plan for Pewaukee Lake management that enhances lake water quality, public safety and capitalizes on this key, unique Village resource

Strategy 1:

Review, evaluate and pursue opportunities to control and reduce the adverse impacts on use of Pewaukee Lake

Tactics:

1. Evaluate current weed harvesting and removal practices, and develop plans to optimize results within reasonable financial parameters
2. Evaluate options reduce the incidence of e-coli contamination at Pewaukee Lake Front Park beach, and enact a plan to affect results
3. Evaluate options reduce the incidence of invasive species in Pewaukee Lake, and enact a plan to affect results

Strategy 2:

Identify areas of collaboration with other municipal entities that also surround Pewaukee Lake, and build partnerships to achieve common goals

Tactics:

1. Assess viability of creating or participating in a "Pewaukee Lake Management District" with neighboring municipalities
2. Identify and address any real or perceived barriers to key stakeholder cooperation
3. Evaluate current Lake Patrol services and develop recommendations for greater collaboration with neighboring municipalities and other stakeholders

Strategy 3:

Assess risk factors of lake use and develop proactive plans to reduce those risks

Tactics:

1. Evaluate the physical condition of the dam and develop plans related to structural failures
2. Evaluate boat safety issues and prepare plans for enforcement of boating regulations