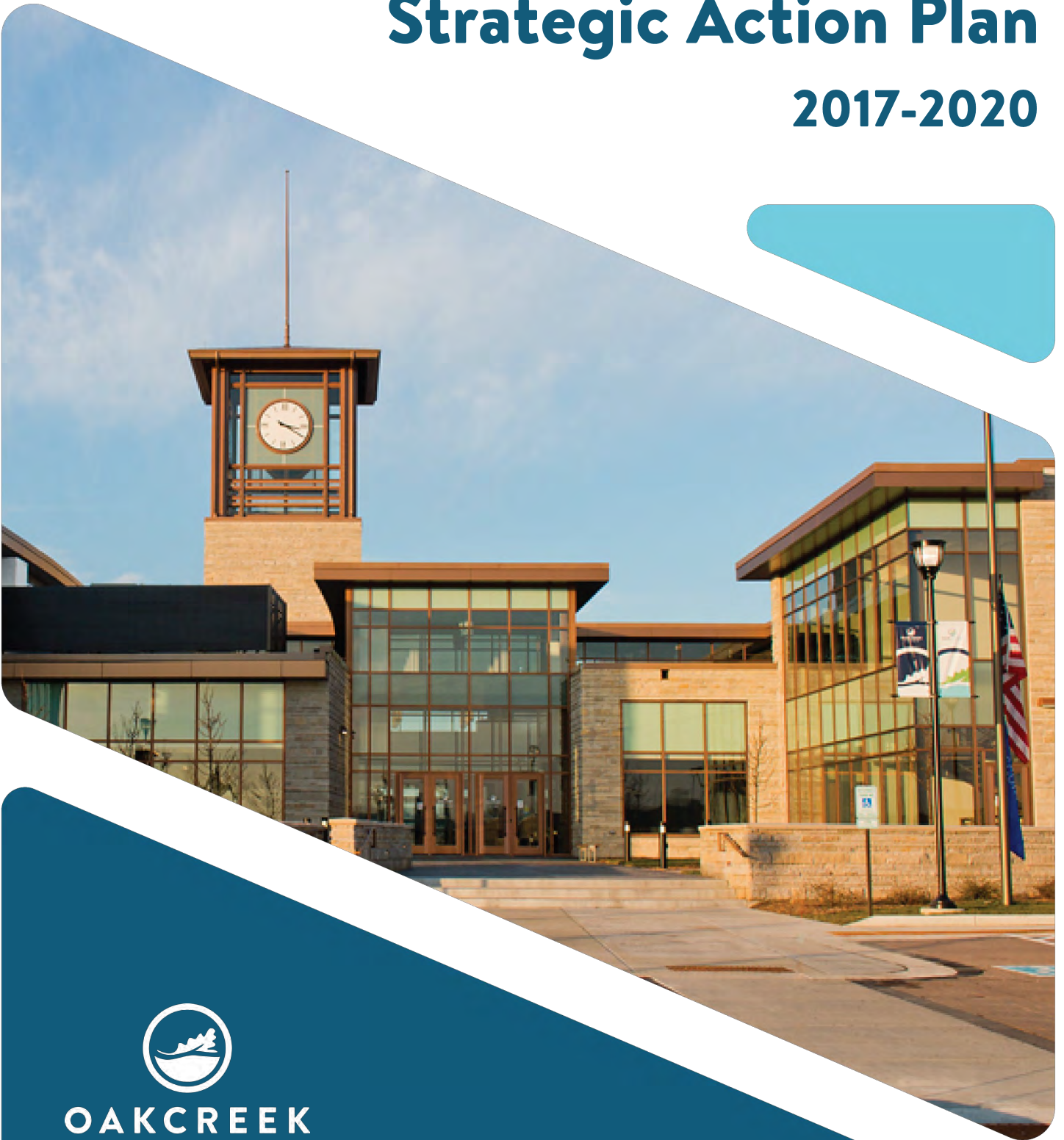


City of Oak Creek

Strategic Action Plan

2017-2020



OAKCREEK
— WISCONSIN —

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Overview

Strategic Planning Process

In September 2016, the City of Oak Creek retained the services of The Novak Consulting Group to design and facilitate a strategic planning process.

In order to answer the first strategic planning question - “What do we know to be true today?” City staff developed an environmental scan which included quantitative data on trends in local, regional, and national demographics, as well as historical data about the City of Oak Creek’s

government organization. This information helps provide the context within which the City of Oak Creek operates today and the challenges that the City organization and community may face in the future.

To supplement this quantitative data, and to begin answering the second question – *What do we hope will be true in the future?*, the City’s Strategic Planning Team solicited qualitative information from the City’s leadership team and employees. In October 2016 the City’s leadership team explored the strengths, weaknesses, opportunities, and challenges (SWOC) of the City of Oak Creek. A confidential online survey was then made available to all City employees. A total of 143 employees completed the survey. This input describes the perceptions that City employees have of Oak Creek. These perceptions provide critical information to consider as Oak Creek’s leaders determine the City’s future path.

Oak Creek Is...



The environmental scan presented factors that have the potential to influence the direction of Oak Creek and included a review of the organization’s key strengths, areas for improvement and issues for future planning. This information was then used by the Strategic Planning Team to answer the third strategic planning question – *What must go well in order to make it so?*, and to develop the draft strategic planning framework.

Once the draft strategic planning framework was developed, the Strategic Planning Team solicited input from the community. Three community input meetings were held November 2 and November 3, 2016. A total of 27 residents participated in a community meeting. Due to the limited participation in the community meetings, input was also solicited online through an online engagement platform called Bang the Table®. This forum was available from November 14 through December 1, 2016.

The Strategic Planning Team then provided the Mayor and Common Council with a draft Strategic Plan framework consisting of the following elements: vision, mission, values, critical success factors, and a list of strategic initiatives that were proposed during the community input phase of the project.

On December 10, 2016 The Novak Consulting Group facilitated a retreat in which the Department Managers, Mayor and Common Council reviewed the environmental scan and community input to help inform the City’s Strategic Plan. The group began an initiative prioritization exercise to begin identifying future priorities. This exercise was continued during a follow-up session on February 8 and February 9, 2017. Novak Consulting Group’s Strategic Planning Process Final Report, containing all data and input collected, is attached as an appendix to this document.



Leadership staff developed key initiatives and objectives during a series of meetings between February and April 2017. Led by the City Administrator, staff organized priorities for each critical success factor, and developed action steps to achieve each of these important organizational goals. This action plan identifies key tasks necessary to accomplish each initiative, and establishes a timeline for major milestones.

The resulting Strategic Action Plan was formally adopted by the Common Council on June 6, 2017.

Strategic Planning Framework



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**STRATEGIC PLAN
FRAMEWORK**

Vision:
What we want to be.

Mission:
Why we exist.

Values:
What we believe in.

Critical Success Factors:
What we must get right in order to achieve our vision.

Vision

Oak Creek: A dynamic regional leader, connected to our community, driving the future of the south shore.

Mission

*We are a dedicated organization providing high-quality services that positively **IMPACT** Oak Creek residents, businesses, and visitors.*

Values

- Integrity*
- Mutual Respect*
- Professionalism*
- Accountability*
- Commitment*
- Teamwork*

Critical Success Factors

-  *Vibrant and Diverse Cultural Opportunities*
-  *Thoughtful Development and Prosperous Economy*
-  *Safe, Welcoming, and Engaged Community*
-  *Inspired , Aligned, and Proactive City Leadership*
-  *Financial Stability*
-  *Quality Infrastructure, Amenities, and Services*

Vibrant and Diverse Cultural Opportunities

Goal

We are a community that: invests in its cultural vibrancy; embraces its cultural diversity; maintains and expands its recreational opportunities; collaborates on events to bring the community together socially; and understands the importance that cultural & recreational development has on the local economy and quality of life.

Key Initiatives

1. Finalize and Implement a Master Plan & Vision to complete Abendschein Park
2. Update Park & Open Space Plan with an emphasis on continually improving community walkability/ bike-ability
3. Provide Additional Cultural and Recreational Opportunities for the City's Senior Population
4. Become a City known for its successful Special Events and Community Gatherings
5. Improve Pedestrian Corridors with Public Art & Sculpture



Objectives

Finalize and Implement a Master Plan & Vision for Abendschein Park

Initiation Timeframe:
2017

- Inventory and summarize past Abendschein Park plans and visioning efforts
- Establish an RFP process for creation of the master plan guidance document
- Engage community stakeholders via brief preference survey on future park amenities
- Finalize master plan guidance document
- Engage Oak Creek Parks, Recreation and Forestry (OCPRF) Commission and Common Council for plan endorsement, including an implementation timeline with future funding sources

Vibrant and Diverse Cultural Opportunities

Update Park & Open Space Plan with an emphasis on continually improving community walkability/bike-ability

Initiation Timeframe:
2017

- Engage OCPRF Commission to review existing, and establish future, plan goals
- Identify in-house or consultant resources for amending guidance document (RFP process, if necessary)
- Initiate citizen participation plan; pursue efficiencies with coupling Abendschein Park preference survey process
- Engage OCPRF and Common Council for plan amendment recommendations and formal action

Become a City known for its successful Special Events and Community Gatherings

Initiation Timeframe:
2018

- Identify and contact groups and leaders (business, education, faith-based, culture-based clubs, non-profit, etc.) for potential partnerships
- Explore holding an annual “Around the World” ethnic food/music/dance event
- Coordinate an informational summit with cultural leadership groups and organizations in City and metro area
- Parlay events with education efforts regarding City Department/Programs, where appropriate (i.e. Library Fundraising, Health Department information, Recreation registration)
- Facilitate the creation of an all-inclusive “community event” calendar; include module on City website
- Develop a Use Policy for Drexel Town Square
- Review/Revise local ordinances, policies, permitting, and procedures to ensure facilitative vs. inhibitive event processes
- Examine policies and best practices for other communities who excel at event implementation
- Address parking and traffic considerations at City venues



Vibrant and Diverse Cultural Opportunities

Provide Additional Cultural and Recreational Opportunities for the City's Senior Population

Initiation Timeframe:
2019

- Inventory existing offerings and those of adjacent communities
- Identify target audience & develop a survey instrument
- Identify and explore collaborative relationships with adjacent communities
- Coordinate an informational summit with senior living facilities, other key stakeholder groups
- Incorporate more senior-focused event programming at City venues and into Recreation and Library initiatives

Improve Pedestrian Corridors with Public Art & Sculpture

Initiation Timeframe:
2019

- Partner with art programs in local institutes of higher education for potential activities and exhibits
- Research city liability and creation of a local Art & Architecture Ordinance
- Identify best practices and activities of other creative communities/spaces in metro area
- Prioritize best City locations for work to be showcased
- Connect public art efforts with Destination Marketing functions of Tourism Commission for further reach and impact outside of community



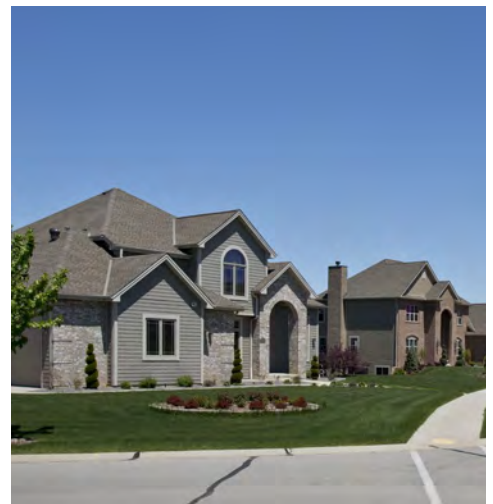
Thoughtful Development and Prosperous Economy

Goal

We are an economic development organization that: fosters relationships with both our existing and newly-emerging business sector; encourages & attracts new business start-ups and of any scale; prioritizes appropriateness of land use in our economic development decisions; and leverages our existing economic assets wherever we can.

Key Initiatives

1. Design and Implement a Business Retention and Expansion (BRE) Program
2. Market the Lakefront Development on a Regional and National Scale
3. Establish City Objectives for Handling Demand for Single Family Lot Inventory
4. Examine Public/Private Partnerships to facilitate Development of a Medium-sized Convention Space
5. Examine Public/Private Partnerships to facilitate Development of a Recreation Center
6. Position City for future Corporate Office Development



Objectives

Design and Implement a Business Retention and Expansion (BRE) Program

Initiation Timeframe:
2017

- Investigate BRE visitation programs of other economic development organizations
- Identify key information to be gained from business leaders during visits
- Develop a database to track actionable items and notable business information
- Articulate and record goals of our BRE program
- Provide additional opportunities for local business recognition and award programs

Thoughtful Development and Prosperous Economy

Market the Lakefront Development on a Regional and National Scale

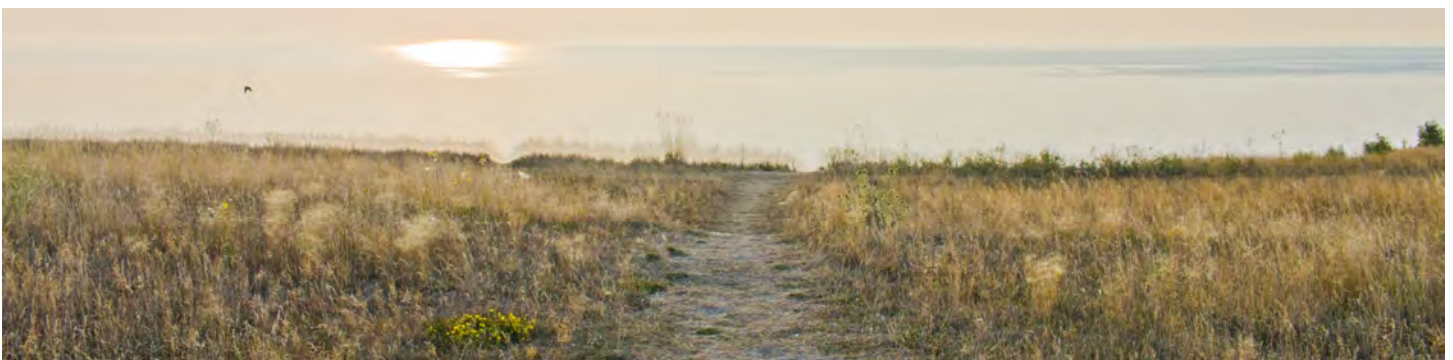
Initiation Timeframe:
2017

- Finalize TID 6 amendment and TID 13 creation
- Craft a vision statement
- Create an easy reference document re: developing within Lakefront's environmental parameters
- Develop micro website specific to Lakefront
- Extend reach of Lakefront by preserving/enhancing entrance corridors from I-94 through wayfinding/signage to establish a gateway or "sense of arrival"
- Leverage (and where possible, enhance) the recreational assets of Lakefront to promote mixed-used development
- Coordinate park (Lake Vista and Bender) programming and unique offerings to promote a regional draw
- Prepare marketing materials and identify targeted development partners

Establish City Objectives for Handling Demand for Single Family Lot Inventory

Initiation Timeframe:
2017

- Convene a homebuilder / stakeholder summit to gain industry/market expertise and understanding on single family development in Oak Creek
- Research best practices and policy positions of communities with strong lot inventory absorption
- Perform an inventory and prioritization of 1) existing lot availability; and 2) land available for future platting
- Revisit, refresh the "Cost of Service" Study done in the 1990s
- Review/revise Subdivision Ordinance where necessary
- Finalize policy analysis and future recommended actions in a formal report to Council



Thoughtful Development and Prosperous Economy

Examine Public/
Private Partnerships to
facilitate
Development of a
Medium-sized
Convention Space

Initiation Timeframe:
2018

- Engage Tourism Commission to provide market information and best practices for conference centers in peer communities
- Establish regional partnerships to respond to market demand and determine appropriate regional location for conference space
- Survey local businesses as part of Business Retention and Expansion strategic objective to gauge potential business demand for conference facilities
- Engage Destination Marketing Specialist to survey regional professional organizations and non profit groups to gauge potential market for conference facilities

Examine Public/
Private Partnerships to
facilitate
Development of a
Recreation Center

Initiation Timeframe:
2019

- Inventory public and private recreational facilities in market
- Engage Parks and Recreation Commission to analyze local demand and best practices for recreation centers in peer communities
- Establish regional partnerships to respond to market demand and determine appropriate regional location for recreation center
- Survey community to gauge willingness to fund construction and ongoing operations of a recreation center
- Identify financial strategies to fund construction and operation of a recreation center

Position City for
future Corporate
Office Development

Initiation Timeframe:
2019

- Engage market professionals to determine priority areas to preserve for this use
- Define what "corporate office" means for the City of Oak Creek
- Examine best practices and policy positions of other communities developing office markets
- Preserve identified priority areas through comprehensive planning and zoning actions
- Discuss, with decision-makers, the relationship of short-term actions facilitating long-term community goals.

Safe, Welcoming, and Engaged Community

Goal

We are a City that: commits to being a family-oriented, inclusive City; prides itself on engaging community stakeholders; communicates its vision and ambitions; employs proven and innovative public safety techniques; and ensures community aesthetics that are not only environmentally mindful, but that also maintain and enhance property values.

Key Initiatives

1. Undertake a Redesign of City Websites to Ensure Optimal Utility to End-Users
2. Engage Neighborhood Groups/Associations as an Ally in Crime-Reduction and Prevention Measures
3. Create and Implement a New Resident Welcoming Process



Objectives

Undertake a Redesign of City Websites to Ensure Optimal Utility to End-Users

Initiation Timeframe:
2018

- Create website redesign committee to review potential vendors and site features
- Solicit staff and public user input on current website functionality
- Examine Google Analytics for web trends (i.e. what matters most for customers to find)
- Determine best search tool [including optical character recognition (OCR) capability] and optimize content
- Select vendor and implement design
- Determine roles & responsibilities for ongoing website maintenance

Safe, Welcoming, and Engaged Community

Engage Neighborhood Groups/Associations as an Ally in Crime-Reduction and Prevention Measures

Initiation Timeframe:
2018

- Review/revise Community Resource Coordinator job description; fill position
- Establish ongoing dialogue with community groups (schools, businesses, faith groups, non-profits)
- Formalize, coordinate & increase use of web-based platforms (Nextdoor, etc.)
- Determine new opportunities to increase interaction among Police and residents
- Improve Police/Fire coordination related to resident outreach and interaction

Create and Implement a New Resident Welcoming Process

Initiation Timeframe:
2018

- Determine best methods for identifying residents new to community
- Establish a new resident welcome module on website
- Tailor welcome packets for specific audience (single family, multifamily, business . . .)
- Include new resident resource info in City's written publications
- Communication value-proposition of City services to new residents
- Host a New Family Doors Open/Open Civic Center Event



Inspired, Aligned, and Proactive City Leadership

Goal

We are a local government entity that: exhibits professionalism and transparency; focuses on critical services to best manage resources; values active participation of the Mayor and Common Council in both administrative and policy decisions; engages in long-term organizational planning; sees itself as a regional leader in government innovation and best practices; strives to consistently communicate with key audiences; and acknowledges that trends of shared services and collaboration with all city departments, private organizations, and other municipalities are the new normal of local governance.

Key Initiatives

1. Increase Methods/Frequency of Communication and Engagement among Staff & Common Council
2. Convene Discussions and Examine Partnerships with other Stakeholders (public, private, non-profit sectors) Regarding Shared Services, Cooperative Programming, and Alignment of Resources
3. Be a Leading-Edge Local Government in the Use of Technology to Foster Innovative and Cost-effective Service Delivery
4. Evaluate, Right-size, and Better Align City Organization



Objectives

Increase Methods/ Frequency of Communication and Engagement among Staff & Common Council

Initiation Timeframe:
2017

- Institute a Monthly Departmental report; share with all City staff and Council
- Improve access and content on employee Intranet platform
- Encourage Aldermen to have district meetings; have Department Directors or City Administrator present
- Establish an internal staff newsletter to foster interpersonal communication through entire organization
- Better communicate Board, Committee, Commission activity to both elected and appointed decision-makers
- Ensure all OC email users receive link to full Council packets
- Coordinate social occasions where all people in organization have the opportunity to interact

Inspired, Aligned, and Proactive City Leadership

Convene discussions and examine partnerships with other stakeholders regarding shared services, cooperative programming, and alignment of resources

Initiation Timeframe:
2018

- Maintain leadership role in Milwaukee Intergovernmental Cooperation Council (ICC)
- Establish a shared services implementation plan with Oak Creek—Franklin Joint School District (OCFJSD)
- Examine further community partnerships with Milwaukee Area Technical College (MATC)
- Unify and coordinate "Event Programmers" (eliminate separate identities; all "city")
- Increase participation and City leadership in the League and Urban Alliance

Be a Leading-Edge Local Government in the Use of Technology to Foster Innovative and Cost-effective Service Delivery

Initiation Timeframe:
2018

- Improve Website from technology-utility standpoints (permitting, payments, licensing, fillable forms, etc.)
- Implement an "innovation" component to all job descriptions and job announcements
- Be engaged in SMART Cities initiatives; explore pilot technology projects
- Educate and prepare for Internet of Things (IOT) as related to City service delivery
- Provide research and recommendations on use of body cameras, "security" cameras, and license plate reader recognition

Evaluate, Right-size, and Better Align City Organization

Initiation Timeframe:
2018

- Undertake a staffing deployment efficiency analysis and core service review for Police, Fire, EMS, DPW and Health Departments
- Enact better alignment between City and Utility; eliminate resource overlap
- Evaluate and revise City organization chart/structure including committee structure
- Evaluate ongoing implementation of Administrative Support Assistant functionality
- Plan for future joint programming and administration of Recreation and Library offerings (i.e. "leisure services" concept)

Financial Stability

Goal

We are a public business organization that: believes that stewardship of the taxpayer's dollar is paramount to everything we do; understands the goals we have for the City and internal organization hinge on being financially strong; adheres to and implements responsible business management practices to effectively manage our fiscal and human resources; and values financial transparency and communication with our stakeholders, both internal and external.

Key Initiatives

1. Create Fiscal Policy Teams and Provide Analyses and Recommendations on a Multi-Year Budget Strategy
2. Reduce Health Insurance Costs through Proactive Consumer Education
3. Evolve the Communication of Budget Processes, Priorities, and Fiscal Challenges (Internally and Externally)
4. Establish Intra-Departmental Business Process Improvement Teams to Determine Cost-control Measures and Overcome Process Inefficiency.



Objectives

Create Fiscal Policy Teams and Provide Analyses and Recommendations on a Multi-Year Budget Strategy

Initiation Timeframe:
2017

- Evaluate Expenditure Restraint
- Communication initiative to staff and public
- Revenue Team (best option to accomplish fiscal stability)
- Include staff, citizens, community groups on teams
- Debt examination - any strategic borrowing
- Look at special assessment policy/options for funding capital expenditures
- Develop strategy and long range funding plan for capital equipment and infrastructure needs

Financial Stability

Reduce Health Insurance Costs through Proactive Consumer Education

Initiation Timeframe:
2017

- Develop tutorial for benefits websites; general employee education on existing benefit levels
- Institute “one program a month” education to be communicated by Department Managers
- Develop Clinic utilization plan and benchmarking
- Reinstitute Wellness and Insurance Committee and programs to serve as avenue specific to educational outreach
- Provide employees an education on Self-funded insurance plans
- Evaluate insurance waiver carve-out; revise if necessary

Evolve the Communication of Budget Processes, Priorities, and Fiscal Challenges (Internally and Externally)

Initiation Timeframe:
2018

- Evolve budget document as a financial blueprint and communication device
- Provide additional outlets to communicate the budget to all levels of internal organization
- Prepare budget document for Government Finance Officers Association (GFOA) budget award submittal to demonstrate commitment to financial transparency
- Provide basic TIF education “101” piece
- Increase utilization of Dollar breakdown of taxes (i.e. where do your taxes go?); place info at tax collection sites
- Demonstrate value-proposition of City services to taxpayers



Financial Stability

Establish Intra-Departmental Business Process Improvement Teams to Determine Cost-control Measures and Overcome Process Inefficiency.

Initiation Timeframe:
2018

- Explore Lean Government training platform; implement techniques where applicable
- Streamline, improve Vehicle maintenance processes
- Evaluate office supply purchasing policy/process
- Re-assume "paperless initiative" (Online/fillable forms, alternative payment collection methods, certain Committee packets, internal communications)
- Establish central database for Vehicle and Property insurance and Fixed Asset reporting
- Streamline meeting packet creation process
- Research Building & Grounds maintenance fund consolidation - Comprehensive Facilities Program
- Review/revise purchasing policy, travel policy and 3-year financial plan (2017)
- Review Fleet lifespan & procurement, leasing
- Review/revise snow removal notification plan
- Explore "naturalizing" strategic areas of parks to reduce mowing needs while improving aesthetics
- Centralize process for private renting/reserving of Civic Center meeting space



Quality Infrastructure, Amenities, and Services

Goal

We are an organization that: leverages our current proximity to, yet seeks to enhance, multi-modal transportation in the future; supports and improves our existing roadways and capital assets; strives to provide a comprehensive range of public service at the best possible value-proposition achievable; and invests in community facilities that both increase aesthetics of the City and demonstrate an optimal quality of life experience for our residents.

Key Initiatives

1. Complete a Feasibility Analysis for Possible Conversion to LED Streetlights
2. Ensure City Transportation and Land Use Plans Align with plans of Overlapping Organizations and Governments
3. Develop Strategies for Future Multi-modal Transportation Enhancements
4. Perform a Capacity Review and Analysis on Local Collector and Arterial Streets
5. Explore New Methods, Best Practices to Maximize Useful Life of Roads and Bridges



Objectives

Complete a Feasibility Analysis for Possible Conversion to LED Streetlights

Initiation Timeframe:
2018

- Complete the lighting inventory
- Explore energy grants and pilot-projects (Smart Cities, M-WERC)
- Consult other communities' best practices, experiences with LED change out
- Consider/solicitation of private companies that would be paid to change out the lights to LED with a reasonable ROI.
- Consult with WE Energies on its maintenance-lease agreement and any potential partnership
- Expand scope to research LED conversion for City facilities
- Finalize a cost-benefit analysis and recommendations for decision-makers

Quality Infrastructure, Amenities, and Services

Ensure City Transportation and Land Use Plans Align with plans of Overlapping Organizations and Governments

Initiation Timeframe:
2018

- Coordinate local planning/design tasks for readiness of Elm Road Interchange construction
- Coordinate County design for reconstruction of 13th St. with adjacent economic development plans
- Discuss (DOT) additional enhancements of Drexel on/off ramps to facilitate significant retail traffic on adjacent parcels
- Keep abreast of developments on the Lake Parkway Extension (S.T.H. 794)

Develop Strategies for Future Multi-modal Transportation Enhancements

Initiation Timeframe:
2019

- Keep abreast of developments in the KRM commuter line
- Explore future opportunities for traditional and Bus Rapid Transit (BRT) lines in strategic areas of city
- Encourage a Metra stop in the City
- Maintain City's position in MetroGo organization
- Compile and Prioritize an inventory of unfinished multi-use pathway segments (include in Park, Rec, & Open Space Plan update)
- Finalize Safe Routes to School (SRTS) Study
- Update walk-score as a community benchmark

Perform a Capacity Review and Analysis on Local Collector and Arterial Streets

Initiation Timeframe:
2019

- Establish on-going program
- Document and track traffic counts
- Identify sources of changing volume
- Adjust 20-year plan accordingly
- Evaluate land use policy with regards to future corridor needs
- Improve substandard and unsafe drainage systems along collector and arterial roads

Quality Infrastructure, Amenities, and Services

Explore New Methods, Best Practices to Maximize Useful Life of Roads and Bridges

Initiation Timeframe:
2019

- Establish the 20 year life/maintenance cycle
- Explore alternate methods of pavement rehabilitation and pilot where appropriate
- Ensure process and recording methods are in place to track the efficiency of piloted methods over long period of time
- Determine policy for infrastructure aesthetics and consistency throughout City



Strategic Plan By Initiation Year

Vibrant and Diverse Cultural Opportunities

- 2017 Finalize and Implement a Master Plan & Vision to complete Abendschein Park
- 2017 Update Park & Open Space Plan with an emphasis on continually improving community walkability/bike-ability
- 2018 Become a City known for its successful Special Events and Community Gatherings
- 2019 Provide Additional Cultural and Recreational Opportunities for the City's Senior Population
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- 2019 Position City for future Corporate Office Development

Safe, Welcoming, and Engaged Community

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- 2018 Engage Neighborhood Groups/Associations as an Ally in Crime-Reduction and Prevention Measures
- 2018 Create and Implement a New Resident Welcoming Process

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- 2018 Evaluate, Right-size, and Better Align City Organization

Financial Stability

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Quality Infrastructure, Amenities, and Services

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