

**City of Oak Creek
Strategic Planning Process**

Final Report

February 2017



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City of Oak Creek Strategic Planning Framework



OAKCREEK

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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** the lives of all who visit, work, and call Oak Creek home.*

Values

- Integrity
- Mutual Respect
- Professional
- Accountable
- Commitment
- Teamwork

Critical Success Factors



Safe, Welcoming and Engaged Community



Proactive Leadership



Inspired and Aligned City Government



Vibrant and Diverse Cultural Opportunities



Thoughtful Development and Prosperous Economy



Quality Infrastructure, Amenities and Service



Financial Stability

Staff Note: Critical Success Factors “Proactive Leadership” and “Inspired and Aligned City Government” were combined by the Leadership Team during the development of the Action Plan due to overlapping objectives. The new “Inspired, Aligned, and Proactive City Leadership” Critical Success Factor encompasses the spirit of the originally drafted version, without redundancy of goals.

Introduction

The City of Oak Creek engaged The Novak Consulting Group to support the City in identifying a strategic direction for the future of the organization. This document details the results of this Strategic Planning process.

A strategic planning process involves articulating a clear vision and mission for the organization, establishing goals, and identifying priority strategies and creating implementation plans. The City of Oak Creek's Strategic Plan is intended to represent the Mayor and Common Council's vision for the community and those specific initiatives that will help accomplish that vision.

The process of developing a strategic plan explores three specific questions:

1. What do we know to be true today? – Where are we?
2. What do we hope will be true in the future? – Where do we want to go?
3. What must go well in order to make it so? – How do we get there?

In this way, the City of Oak Creek's Strategic Plan is a road map to move the community towards its intended vision. Ultimately, a strategic plan is a fundamental management tool that exists to help the organization improve its delivery of services to the community.

This report summarizes each phase of the City of Oak Creek's strategic planning process.

Methodology and 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, and provide critical information to consider as Oak Creek's leaders determine the City's future path.

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 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 Mayor and Common Council reviewed the environmental scan and community input and finalize 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.

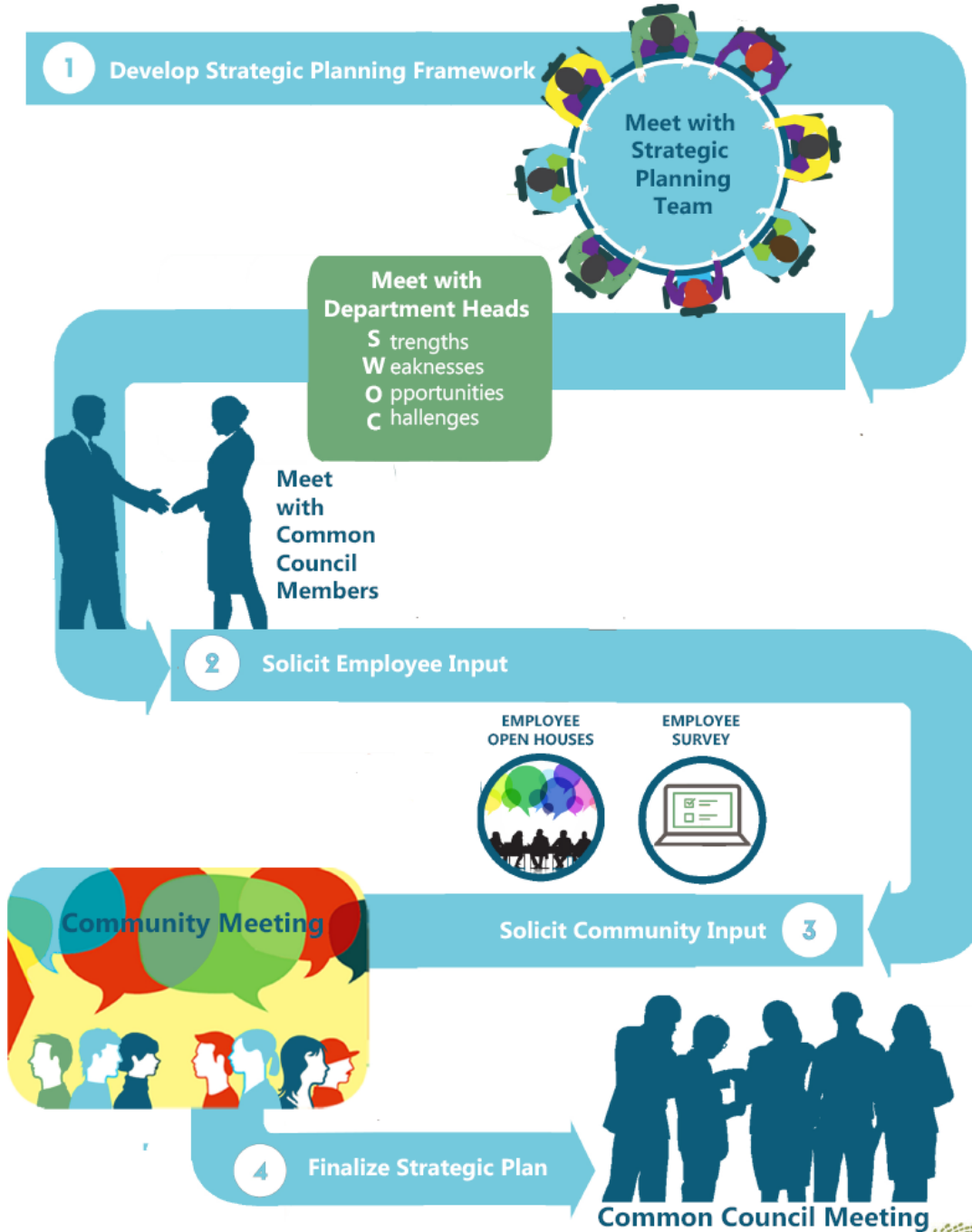
Leadership staff developed key initiatives and objectives during a series of meetings between February and April 2017. Led by the City Administrator, staff organized priorities for each critical success factor, and developed action steps to achieve each of these important organizational goals. This action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

The City of Oak Creek strategic planning process is summarized in the following infographic.



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STRATEGIC PLANNING PROCESS



Process designed and facilitated by The Novak Consulting Group



Figure 1: Infographic of City of Oak Creek Strategic Planning Process

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Using the Strategic Plan

The strategic plan provides a framework for City activities. The vision, mission, values, and key focus areas are intended to have a long-term view. The vision is a statement of what the City wishes to become; the mission and values guide City staff in their service to the community; and the critical success factors are those big buckets of “things that must go well” in order for the City to achieve the vision.

The key focus areas provide a lens for viewing and understanding City business. Within each critical success factor there are a series of specific initiatives that, when accomplished, move the City towards the vision.

There are many things the City can do to reinforce the strategic plan and truly integrate it into the life and work of the organization including the following examples:

Common Council Agenda Items

- City business can be connected to one (or more) of the seven critical success factors. This can be included routinely as part of staff reports – using the “icons” for the success factor can create a quick visual connection.

Budgeting and Goal Setting

- The Government Finance Officers Association (GFOA) encourages the inclusion of a strategic planning framework in the public budget document.
- Budget initiatives can be connected to how they support one or more of the critical success factors.
- When the governing body meets to adopt goals, the strategic planning framework can be used to categorize priorities.

Communication

- The City’s newsletter and other similar communication tools can include updates on the implementation progress of key initiatives in each critical success area to keep the residents informed.
- Copies of the strategic planning framework can be posted around City buildings.
- Employees exemplifying the City’s values can be acknowledged using cards on which behavior can be described and values can be circled. Employees can be rewarded using gift cards, etc.
- The City’s vision and/or values can be printed on the back of City employee business cards.

Department Head Input Summary

City of Oak Creek Department Heads met to begin the strategic planning process. The group kicked off the session by discussing their expectations of the strategic plan.

Expectations of Strategic Plan

- What is next? Plan for that...
- How we sustain what we have long-term, financially
- Get a better idea of what opportunities are available
- Actionable plan
- Collaborative with citizens and staff
- Provide citizens with what they need and like given our finances
- Resident driven
- Well thought out blue print for moving forward
- A plan that isn't shelved
- Living document
- Remain a leader in Chicago-Milwaukee Metro Area
- Benchmark for future decision-making
- Leadership & Direction for the public
- Clear mission & vision to drive measures and competency goals

The group then explored the following strategic planning questions: “where are we?” and “where do we want to go?”

Oak Creek Is...

The following figure summarizes the responses to the question: “Oak Creek is...?” Those words that were mentioned more frequently are displayed larger than words mentioned less frequently.



Figure 2: Word Cloud of Responses to the Question: “Oak Creek Is...”

Want City Government to be known for...

- Contributes positively to the region
- Fair
- Common sense
- Honesty
- Ethical
- Reputation cannot be challenged
- Consistency
- Cohesiveness between department
- Engaged with employees and community
- Good place to work
- Employer of choice
- Proactive
- Innovative
- Progressive
- Responsible
- Representative of the desires of the community
- Communicative

Want community to be known for...

- Great place to live, work and play
- Positively engaged in government
- Safe
- Good schools
- Engaged – sense of community
- Nice newly paved roads
- Opportunity exists at every stage of life
- Destination
- Diversity
- Unified – geographically
- Leisure & recreation opportunities
- Affordable
- City not a suburb
- See government as partner here for them

The group then considered the strengths, weaknesses, opportunities, and challenges (SWOC) of the City. The following table summarizes the results of this exercise.

Table 1: Oak Creek SWOC

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none"> • Expertise of staff – intelligence • Resilient • Adapting (more with less) • Enthusiasm • Police & Fire excel • Location – adjacency to transportation • Customer service • Complement one another as a team • Desirability • Schools • Common goals • Accessibility • Infrastructure • Facilities • Resources • Investment mentality • Open minded to change • Thrifty • Work ethic • Financially stable • Diverse economy • Stable tax base 	<ul style="list-style-type: none"> • Reactionary • No consistency • Restrictions from state – statutes and funding • Short sided understanding impact on services – growth outpacing service • Codes not current • Election cycle breeds short-term decision making • Employee compensation – compression and advancement • Communication – lack of it • Public engagement • Organization lacks focus • Lack of cohesion • Some loss of veteran leadership • Politicization • Workload is overwhelming • Positioning • Thrifty • Political engagement lacking • Staffing levels • Siloed by department • Processes & procedures (internal) are weak • Bad at project management • Poor role definition • Focus on getting new v. taking care of what we have • Leadership not universally accepted 	<ul style="list-style-type: none"> • Urbanizing – developing own city identity • Need to achieve balance – catch up • Expanding recreation and library • Engage the community and each other • How do we communicate what we can do? • Changing demographic and electorate – more input from citizens • Showcase • Agreement on weaknesses will allow us to revamp policies • Quality is valued • Insufficient time to do things we know need to be done • Change the dialogue – what is good value? • Opportunity to define future of Oak Creek • Downtown area • School city relations • Role in the region – poised to advance • Change perception of government • Mix of staff (old and new) allows for changing conversation • Strategic Planning process – learn what is expected • New administrator – new ideas • Growth and development – shopping, dining and lifestyle changes 	<ul style="list-style-type: none"> • Resistant to change • Apathy – getting people engaged • Maintaining service levels • Training – new staff, management, organizational issues (time to train, resources to train) • Sustainability • \$\$\$\$\$\$ • Political climate • Need to reduce service will not be well received by the public • Raising our standards – resist saying yes to any development – maximize value of development • Making wise land use decisions • Engage other elected to understand how they impact local government • Growth will require new revenues and people do not understand that • No media – how do we best communicate with the public • Public doesn't believe we are interested • Poor behavior is emboldened by the political environment • Regional and state impacts • Morale and burnout – internal and the impact on the public

Employee Input Summary

To inform the strategic planning process (and help answer the questions “where are we?” and “where do we want to go?”) the input of City of Oak Creek employees was solicited through an anonymous online survey¹. The questions were designed to provide information that would inform the development of the various elements of the strategic plan (mission, vision, values, and critical success factors). A total of 143 employees completed the survey. The results of the survey are discussed in the following section of the report.

Respondents were first asked to describe the employees of the City of Oak Creek. The following word cloud illustrates employees’ responses to this question.



Figure 3: Word Cloud of Responses to the Question: “Who are we? Describe the employees of Oak Creek.”

Respondents were then asked to describe what City of Oak Creek employees do. A majority of respondents mentioned that employees provide quality services. The following table summarizes the responses.

Table 2: Responses to the question: “What do we do?”

Response Category	Number of Responses	Percent of Total
Provide Quality Services (specifically customer service, essential services, and maintenance)	74	56%
Better the City	13	10%
Support/Serve the Community	11	8%
Whatever it Takes	11	8%
Efficient Operations	10	8%

¹ Employees were also given the option of completing a paper version of the survey. Staff then input those responses into the online survey tool.

Response Category	Number of Responses	Percent of Total
Negative	9	7%
Basic Necessities	1	1%
Economic Development	1	1%
Health Promotion	1	1%

Respondents were then prompted to take that idea a step further, considering why City of Oak Creek employees do what they do. Most respondents agreed that they do what they do for people and the community as a whole. Many respondents also indicated that they do what they do because they take pride in their work. The following table summarizes the responses.

Table 3: Responses to the question: “Why do we do it?”

Response Category	Number of Responses	Percent of Total
Community	37	28%
People	28	21%
Take Pride in Work	22	17%
Make a Living	19	15%
Quality of Life	18	14%
Negative	2	2%
Stability	1	1%
Competitive	1	1%
Appreciation	1	1%
Care	1	1%
Residents	1	1%

Respondents were then asked to consider the values that drive the City organization by answering the question: When City employees operate at their best, what values are at play? Respondents were provided with a list of comments and also provided the opportunity to add additional values. The following table summarizes the top categories of responses.

Table 4: Top 15 responses to the question: “When City employees operate at their best, what values are at play? (Select up to five)”

Values	Number of Responses
Teamwork	46
Commitment	38
Professional	38
Accountable	35
Integrity	27
Respect	25
Common Sense	24
Competence	22
Ethical	22
Pride	21
Courteous	20

Values	Number of Responses
Safety	20
Communicative	19
Community	18
Quality	18

The survey then shifted gears to focus on the City of Oak Creek as a whole. Respondents were asked to think about the City’s strengths and name something the City of Oak Creek does particularly well. Many respondents believe development and quality services are what the City does well. The following table summarizes the top 10 response categories.

Table 5: Top 10 responses to the question: “Name something you believe the City of Oak Creek does particularly well.”

Response Category	Number of Responses
Development	26
Quality Services	16
Negative	15
Communication/Transparency	11
Innovation/Future-Focused	9
Safety	8
Customer Service	8
Snow Removal	7
Responsive	4
Water	4

Respondents then explored the flip side, considering the challenges facing the City of Oak Creek. Many respondents mentioned the City’s ability to appropriately manage or keep up with growth. Finances were another challenge noted by many respondents. The following table summarizes the top 10 response categories.

Table 6: Top 10 responses to the question: “What do you believe is the most significant challenge facing the City of Oak Creek?”

Response Category	Number of Responses
Managing/Keeping Up With Growth	40
Finances	33
Employee Morale	13
Safety	10
City Identity	5
Attracting Employees	5
Communication	4
Prioritizing Residents	3
Planning	3
Infrastructure	2
Resistance to Change	2

Respondents were then asked to list the things they would like the City to be known for in 5-10 years. Safety, employee morale, quality of life, and schools were the top answers. The following table summarizes the top 10 response categories.

Table 7: Top 10 responses to the question: “Please list 2-3 distinctive strengths or attributes for which you'd like the City of Oak Creek to be known 5-10 years in the future.”

Response Category	Number of Responses
Safe	22
Employee Morale/Appreciation	22
Quality of Life	13
Schools	12
Quality Services	11
Economic Growth	8
Resident-Focused	7
Progressive	6
Jobs/Workforce	6
Professionalism	5
Amenities	5
Clean	5
Fiscally Responsible	5

Taking the Department Head and employee input into consideration, the Strategic Planning Team developed draft Critical Success Factors. Critical Success Factors are those things that must go well in order for the City to achieve its vision.

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

Community Input Summary

During the community input phase of the City of Oak Creek’s strategic planning process, residents were invited to provide input either through an online engagement platform or through multiple community meetings. Throughout the community input phase, residents were asked to provide input into each of the seven Critical Success Factors by discussing various questions related to each topic.

The City hosted three open meetings to solicit input on the proposed Strategic Planning Framework, and a total of 27 residents participated:

- Meeting 1 – November 2, 2016 2:00 to 4:00
- Meeting 2 – November 2, 2016 6:00 to 8:00
- Meeting 3 – November 3, 2016 10:00 to Noon

Online input was solicited using a virtual public engagement tool called Bang The Table® from November 14 through December 1, 2016. While the site had a total of 320 visits, 22 individuals actively participated in the online discussion.

The results of both the online and in-person community engagement efforts are presented in this section of the report.

Participants were asked to share three words that describe the City of Oak Creek. The following figure visually shows the responses of community meeting attendees and virtual participants.



Figure 4: Word cloud of community meeting attendees’ responses to the question: “What three words describe Oak Creek?”

Participants were also asked to describe what the hope the City of Oak creek will be known for in 10. The following comments were shared:

- City with a smile
- City of opportunity
- Balance

- Something specific – a museum, art center or concert venue
- A unique place to live
- Presence of the Arts
- Diversity
- Culture
- Quality Service
- Balance out Affordable Housing with apartments with higher end opportunities
- Outdoor pool & Performing Arts
- Oak Creek Performing Arts Center

Participants were also given an opportunity to add any additional comments. Several participants took advantage of this opportunity:

- TIF Districts – too much debt? Are they a good investment? (Too long a payback? Are they really needed over time?)
- TIF Insure they are being paid off on time or ahead of time
- Be careful with new TIFS
- More partnership and collaboration
- Please maintain professional staff
- Continued fiscal responsibility

Participants were then asked to provide input on each of the seven Critical Success Factors. Participants were provided with a list of questions to consider. The questions and all responses are included in the following subsections.

Safe, Welcoming and Engaged Community

- What does it mean for Oak Creek to be a Safe, Welcoming and Engaged Community?
- Are there specific planning or infrastructure initiatives that you believe the City needs to pursue in order to make the City more safe and welcoming?
- How do you like to be engaged with your City government?

Responses:

- A safer and more welcoming community to me means having police walking through some areas instead of just driving through in their vehicles. Adding more events that attract a diverse community of attendees would make things much more inviting. Some of the events that are available are so packed with people that it becomes a turn-off. More options would assuage some of that hunger for the few events we do have.
- In my 15 years of living in Oak Creek, I've never known it to be an unsafe place
- Walk the streets safely all hours of the day – we need sidewalks
- Rapid police and fire response
- Alert neighborhoods
- Sense of public safety – car, home, pedestrian, school routes
- Larger staffing of police and fire departments
- Response time for emergency services
- Better allocation of resources – keep services local (call Center)
- Active orientation/engagement with youths
- Allow all residents to have interest/stake
- Police/Fire engagement with community
- Strong Community Center with family-friendly activities
- Library

- Community-based policing
- Proactive policing
- Variety of activities that bring us together
- Projects a positive image
- Stronger sense of neighborhood watch
- Walking streets all hours of day (currently yes in some areas) and night (currently no)
- Drexel Town Square – more people around
- Rapid/awesome/fantastic police and fire response
- Oak Creek police and fire response rates highly
- Know neighbors
- Establish a neighbor welcoming committee
- Tourist committee expanded to also form a welcoming committee
- Fourth fire station
- Adequate police staff that are visible and engaged in the community
- Develop Town Square to a year-round events place
- Comprehensive and robust capital planning
- Wanted auditorium
- More police
- More fire
- Sidewalks
- Safety issue
- Farmers Markets
- Beer Gardens
- More Parks/ Greenery
- Continue to provide safer crossing – especially on Howell
- Adequate staffing of Police and Fire forces – compare with other communities
- Reduce speed limits in areas that are so busy
- New park that is being developed
- Need to acknowledge/encourage/welcome increasing diversity
- More accommodations/development for disabled/blind/hearing disabled
- Puetz by high school
- Safer pedestrian crossings
- Attend open meetings
- Participate in committees & Commissions
- Better methods to get citizen opinions and involvement
- More use of electronic media/social media
- Continue and expand citizen request for action (CRA)
- City sponsored “welcome wagon” through realtors, businesses
- City news flash – website
- City communications app for news flash
- Summer festivals
- Be involved in City government meetings
- Currently difficult to watch meetings
- Facebook
- Email
- Website
- Live streaming of meetings
- Hold community events within parks

- Market events utilizing multiple media platforms

Proactive Leadership (*Later combined with “Inspired and Aligned City Government”*)

- What does Proactive Leadership mean to you?
- What do you expect from the City’s elected and appointed leaders?
- What do you expect from City staff?

Responses:

- Visionary – look at the whole picture
- Proactive – anticipate
- Informed
- Thick-skinned
- Progressive – bring in new things/ideas – add
- Constant contact, outreach between elected officials and residents
- Diverse background and experience
- Current leadership
- Engaged with community
- Inclusive
- Versatile
- Open-minded
- Transparent
- Reaching out
- Big picture decisions – like Drexel Off-On ramp which brought Drexel Town Square, Ikea
- Be listeners, be leaders & risk takers
- Plan with the end in mind
- Budget for a comprehensive infrastructure plan
- Ongoing communication with the public
- Leadership sets the tone
- Listening sessions
- Paying attention to the financial condition of the City at all times
- Responsive
- Respectful
- Treat City staff equally across the board
- Continuing the momentum – the whole City
- Listen to community
- Fiscally prudent
- Listen to all citizens concerns, not just a few
- Communicate opinions
- Be present and interact with citizens
- Everyone should see how they fit into the “big picture”
- Cooperation is essential
- Be informed
- Encourage and support innovative thinking
- Friendly (smile), knowledgeable and dedicated
- Must be customer oriented
- Taking initiative
- Knowledgeable
- Expected to be courteous

- Competent
- Transparency
- Respect
- Accessibility
- Good customer service
- Mayor Scaffidi sets a prime example of proactive leadership with many opportunities to engage him in conversation and his encouraging the public to do so.
 - Meet the Mayor
 - The Mayors Fitness Challenge
 - This forum
- I like when city leaders engage and encourage interaction with the public it represents. I like an attitude that our leaders represent us, not rule us.
- The mayor offers opportunities for discussion with citizens and I think the alderman could do the same
- As for the city staff, when I call during business hours and have to leave a message I would like to feel assured that they will return my calls. It has been my experience that I have to call multiple times until I get a response

Inspired and Aligned City Government (Later combined with “Proactive Leadership”)

- What does it look like when your City Government is inspired and aligned?
- What do you want more of from the City?
- Is there any service the City provides now that you believe should be discontinued?

Responses:

- Competitive advantage
- Progressive
- Communicate, obtain input and share
- Sense of community & belonging
- Balanced growth
- Everyone is served
- Doing what it takes to reach established City goals
- Collaboration with school district
- Lake front
- Valuable
- Visionary
- Progress
- Shared vision
- This process
- Collaboration with City, schools, community center, and businesses
- Drexel Town Square
- All parties are on the same page and communication is transparent
- Drexel Town Square is in my aldermanic district and my alderman should therefore be able to answer any questions regarding its growth whether it has to do with what the DNR is doing in Emerald Preserve, the infrastructure, or any development in the area.
- I think it's important to let growth of private business and residences proceed naturally without the City exerting a lot of control over what gets built where and when. If somebody wants to come here and build, the City should let them. The City should focus its efforts

solely on keeping up with the growth by ensuring proper infrastructure, police, fire, schools, etc. are in place, rather than trying to restrict private growth to keep it balanced.

- Since we seem to be growing extremely fast, I think we need to take a step back in terms of residential development if we do not properly address the need for schools, police and fire along with the residential growth. Not building a new, larger high school a decade ago was a huge mistake that is costing us taxpayers now.
- Open communication (including from elected local officials)
- Up to date information
- More ways of learning
- Stronger, diverse economic development
- Family oriented activities for community
 - Outdoor public pool
 - In collaboration with other organizations
- Employment opportunities of teenagers
- Increased two-way communications
- Figure out way to build Rec Plex
- Youth soccer program
- Expanded recreation
- Self-sustaining
- Police
- Aquatic center that collaborates between sectors
- Library open on Sundays
- Garbage collection frequency could be decreased

Vibrant and Diverse Cultural Opportunities

- What types of cultural opportunities do you attend now?
- What types of cultural opportunities would you like to see in Oak Creek?
- What role should your City government play in developing those opportunities?

Responses:

- Symphony
- Theater
- Movies
- Dancing/ballet
- Concerts
- Farm Days
- Car shows/bike days
- Beer gardens/Beer Fest
- Plays – theater
- Ethnic fairs
- Farmers market
- Art in the park
- Art fairs/craft fairs
- Gallery nights
- Parades
- Author visits
- Cultural dinner
- Ethnic food festivals

- Beer Garden
- Weekly Farmers Market in the summer
- The community center should offer more activities especially for young adults
- We would love a farmers market in the summer
- An indoor/outdoor beer garden would be great
- I would love all the things listed above to happen closer to my home.
- Concerts
- Plays
- Wine dinners
- Wine tastings
- Beer tastings
- Art fairs
- Gallery nights
- Classes
- Festivals
- Motorcycle events
- Fun runs
- Events for children
- Theatre (plays, concerts, etc.)
- High school
- Residents
- Commercial
- Performing arts center
- Art
- Festivals
- Celebrations of diversity/tolerance
- Farm Days
- Car shows/bike days
- Beer gardens/Beer Fest
- Plays – theater
- Ethnic fairs
- Farmers market
- Art in the park
- Art fairs/craft fairs
- Gallery nights
- Parades
- Provide the space (building) for cultural activities
- Expand community center to provide this function
- Should be staffed
- Permit process for events to be easy, spelled out, and not discouraging/prohibitive
- Library could encourage more cultural involvement
- Limited financial role
- Communication/promotion of activities (improving existing)
- City government's involvement should include offering reasonable venues for such events. The new tourist committee should be involved and partner with our local hotels and theater as well as involving the community center to support more cultural opportunities.

Thoughtful Development and Prosperous Economy

- What contributes to a Prosperous Local Economy?
- What type of Development are you interested in seeing in Oak Creek?
- Are there any specific initiatives you would like the City to consider that would encourage Thoughtful Development and contribute to a Prosperous Economy?

Responses:

- Good paying jobs
- Good schools
- Transportation system – safe, efficient, affordable
- Affordable housing – a mix is needed – planned community
- Multi-cultural, multi-generational
- Prudent development
- Encourage/promote commercial development and small businesses
- Reasonable taxes
- Attract industrial/commercial operations
- Recreation services/library services
- Effective government
- Job boards promoting Oak Creek jobs for professionals, students, etc.
- Jobs for new age
- Well-rounded amenities - fast casual restaurants, sit down restaurants, shopping, service based businesses
- A Prosperous Economy is achieved when you have both businesses that employ large number of people and services that give those people what they want without them needing to go large distances to achieve it. I would like to see more businesses come to Oak Creek (office parks etc.) maybe with some help of tax credits etc. to draw them here. Outside of that I would like to see more local restaurants and stores open up instead of all the chains that are currently opening in Oak Creek. I feel the city is going towards a southern Bluemound road sort of feel.
- The City really needs to hold back on giving out large pieces of land at the Lakefront development site, like the Drexel Center build this is the next big thing for Oak Creek. Some of the choices, whether or not to speed up the completion of Drexel center, were just poor choices (like Chick-fil-a in the center when it could have went anywhere else on Howell). With so much land at the lake being dedicated to parks the little land they do have for development needs to focus on attracting and keeping people at the lake for longer... better condo's or apartments etc. and higher quality restaurants, perhaps a beer garden as those are gaining popularity for summer seasons."
- "The addition of all these big box stores means decent paying jobs for the management who work there but most other employees barely make enough money over the poverty level. We need more jobs with decent pay and benefits so families can afford to live here.
- An initiative where we balance tech, manufacturing and retail jobs would be in the best interest of the city. To attract young, high-tech talent, we need more high tech jobs. "
- This isn't Sim City. We live in a free country. The City should be even handed and if a business or developer wants to buy land and build something, the City should let that happen without passing judgment or picking the winners and losers by giving tax credits to some but not others. Individual developers are the ones who do the market research, secure financing, and take a risk that people will like their business or housing. Clearly those individuals are the ones with the most knowledge of how property should be used, not the handful of residents commenting here, the Mayor, or other City officials. If the

- Local sit down restaurants - we're not originally from the WI area and when we have friends and family visit we want to take them to places that are unique to the area and not a national chain. The addition of Bel-Air, Pizza Man, and Water Street Brewery have all been great additions to the community, but I would love to see even more added to the area.
- Healthcare, clean, high-tech industries
- Additional sit down dining
- Cultural attractions, events
- Diversity in options: dining, shopping, services, higher end options, different rather than boxed options
- Readiness for future e.g. city-wide Wi-Fi
- Higher end grocery options
- More nature trails
- Connected bike paths
- 27th street
- Water-related industries
- Corporate center
- Initiate specific development proposals
- Competitive businesses
- Staff positions for business/economic development
- Concierge to assist new business developments
- A lot of research of options to help residents make informed decisions
- Cooperative relationships with economic drivers

Quality Infrastructure, Amenities and Services

- Are there specific infrastructure initiatives that you believe the City needs to pursue?
- What new amenities would you like the City to provide for its residents?
- Are there any services the City doesn't currently provide that you would be interested in?

Responses:

- Roads (13th Street)
- Bike ways (on road)
- Continuous sidewalks (east) e.g. from high school down Puetz, Forest Hill to high school
- Proper street lighting
- Improved stormwater drainage
- Review and evaluate existing structures
- Rec Plex
- Sidewalks (Shepard near EMS, Oakwood, and 13th)
- "Would love to see a path or pedestrian bridge that connects Wildwood Drive to the Emerald Preserve Park. Currently that park is only accessible via 6th Street and making that walking accessible to the families on the other side of the park would increase the utilization there. I realize there are railroad tracks that divide it currently but would like to see the option of adding a pedestrian bridge explored.
- Additionally, the addition of a community pool would greatly enhance the area and make our community comparable to other locales - such as New Berlin and Wauwatosa. Makes the area more attractive for young families."
- A fitness facility including an indoor pool, basketball and racquetball courts and exercise equipment would greatly benefit the community as would a family friendly outdoor pool similar to Hoyt Park in Wauwatosa.

- A lot of neighborhoods and areas of the community are connected by old roads that don't have sidewalks or shoulders for safe passage for cyclists, walkers, runners, etc... Would be nice for the road infrastructure to be updated so that more neighborhoods, schools and the newly developed areas could safely be connected via bike lanes and such for safer travel by alternative methods of transportation like bicycles and such. I would love to be able to travel to some of the summer community events by bicycle with my family but I just don't feel safe enough and parking is sometimes an issue at a lot of the big events.
- A Rec Plex (privately funded so our taxes don't continuously increase), classier restaurants/bars rather than more food chains (Ex: Burger King), Beer Garden and unique shops.
- A fitness center!
- "I would like to see sidewalks and curbs in new neighborhoods, and if possible adding them to those that don't have them. I like the bike/walking trail system and think more connectivity would be good rather than having to take streets to connect. I like the idea of a community area/park where there could be a beer garden, street fair, community festival or event, such as happens at ""The Center"". I think Oak Creek is doing a great job in most of these areas already.
- An indoor/outdoor tennis club.
- "The City needs to reevaluate the extension of the 794 highway to Ryan Road. As Oak Creek grows it is going to need another connection to downtown besides I94.
- The Oak Creek elected officials also need to put pressure back on the state to finish the Ryan Road on/off ramps to bring them to a modern/functional use.
- Even though it isn't used as much, we do need a few more bus connections in Oak Creek that provide service to other parts of Milwaukee."
- "Look at extending 794 to Ryan Road. I94 is currently the only direct connection downtown. To pick up 794 from Oak Creek, we have to go through a lot of 25-35mph residential areas.
- Make sidewalks mandatory in all new developments.
- Look at updating older areas, especially those in high traffic areas and/or near a school, to include a sidewalk. For example, Oakwood Rd is a narrow road without any sidewalks, and at night it is not well lit. However, with the Oak Leaf trail near Pennsylvania, several new subdivisions since 2000, and the Deerfield Elementary school near Chicago Rd, people are walking on Oakwood Rd more than ever, as well as riding bicycles and skateboards. It's only a matter of time before something horrible happens.
- Figure out if there is really a need for a right turn stop sign on southbound Chicago Rd turning onto Oakwood Rd - maybe a yield is more appropriate?"
- YES! We have a lack of options here.
- We need to have more restaurants that have healthier options or vegetarian or "farm to table" establishments.
- "The city needs to work with Milwaukee County to make improvement of 13th Street a higher priority. It is a central path that cuts through the city and is in dire shape. We also desperately need bike lanes on east-west roads for safer passage to Howell Avenue and 27th Street. Oak Leaf Trail needs to have overpasses for safe passage across county highways.
- I think we really need a fitness center with an indoor pool and running track (like South Milwaukee). Even though this is handled by the county not the city, an outdoor public pool (like Sheridan Park) sure would be a nice addition to our city.
- The community center offers great things like outdoor concerts and Novemberfest, but we should expand on those successes with a band shell for more outdoor shows and a beer garden to offer greater social interaction among citizens all summer long.

- Pennsylvania Avenue needs to be addressed. The stretch in between Drexel and Rawson is very congested. During the rush hour, it is impossible exit or enter your driveway on this stretch. When you bring your garbage and recyclables to the curbside you are arguably 1 foot or less away from a moving car or truck. You have to check your mail with your backside turned away from traffic and hope everyone is a model driver. Milwaukee Avenue is a nightmare during the rush hours. Storm water drainage is subpar. My yard has an inadequate amount of drainage where my garage floods during the spring or heavy downfalls.
- I think making a wider two lane road and regular patrolling by the police to control the speeding. A prime time to sit on patrol is during bar closing and rush hours. One other issue is there is no safe place for our men and women of the law enforcement to pull vehicles over. So around 11 pm to 3 am this road turns into a super highway. Motorcycles, cars and trucks literally fly down this road during this time. To have telephone poles directly on the road I see as a haphazard for all vehicles. It's a blind spot for residents of this road and I am surprised they haven't been hit more often. Now with the construction of the apartments on Drexel and Pennsylvania this will only increase the chances of the residents to not be able to leave their properties in a timely fashion. Most residents don't have a driveway that is turn around capable. So this means they have to back out into traffic."
- The City should prioritize upgrading the roads and sidewalks that most commenters are mentioning. That way the City provides the nice, safe basics that allow for people to want to come here, which encourages private enterprise to develop things like the beer gardens and exercise facilities that others want.
- Public pool
- Inclusive playground e.g. Kayla's Playground
- Community bikes
- Pavilion on lake
- More bathrooms at parks
- Recreation center
- Another skate park
- Senior programs
- Community engagement events – more pig roasts
- More collaborative efforts with public schools
- Community garden
- More community engagement activities
- Multi-cultural events – promote and unite people
- BBQ contests
- Gallery night

Financial Stability

- Do you believe you receive good value for the tax dollars you pay to the City?
- Is there anything you would be willing to pay additional taxes for
- Are there any services you would be willing to give up in order to pay lower taxes?

Responses:

- Yes – great value!
- Yes, but not sure about the other taxing bodies
- Yes – receiving great value
- No – not receiving good value

- I think we receive decent value for our tax dollars, there could be definite improvements though. We have some of the highest taxes in the area and yet we do not get street leaf pickup and the recycling center to drop off leaves and yard waste has poor hours. For a working family, being open from 8am-3pm is impossible. While there are Saturday hours, an extension of evening hours would be greatly beneficial. Before I agreed to pay additional taxes, I would like to see current utilization of tax money and proposed plans for future use of the increased tax dollars.
- I am not sure I fully understand the city's financial picture but i would like to offer up an attitude I have toward financial stability. I prefer less taxes not more. I prefer our city officials keep a balanced budget and avoid debt. If we don't have the money, don't spend it and don't raise taxes to get it. Financial growth should not mean increased taxes, it should mean increased development. I would be willing to give up underutilized services so that those dollars could be used for a greater good. I fear that too often in government, we are afraid to give up that which is not worth the cost. I will say too that I understand the hard part is deciding what is worth the cost.
- I do not feel I get enough for my taxes.
- I would be willing to pay additional taxes for improvements to the infrastructure and more connections to downtown Milwaukee (buses, train, extensions of freeway).
- I would be willing to give up reduced library services (even though it was just built) and other underused public services. I would like to see statistics of people that actually use some of the services the city offers as well as how much it costs to provide that service. As the City grows a Library is really going to be a thing of the past.
- I see a lot of people asking for more Police and Fire service, but I don't think that is needed at all as I often see Police response quickly in areas and most of the reports are for theft, drunk driving, and other things that more Police will probably not prevent.
- I think the tax rates here are in line with the services we receive. However, there are many inefficiencies we have. For instance, every summer interns mark our cracked/broken sidewalks with paint yet they don't get fixed. If you're not going to fix them, stop marking them. And we need more from forestry services. They used to trim trees on the parkway but now they spend all their time fighting the ash borer beetle invasion so there's no room left in the budget for tree trimming anymore. When I asked about trimming apple trees on the parkway behind my house (which they used to do) I was told they wouldn't trim them anymore but they would be happy to cut them down instead. How about sending the interns marking the sidewalks by to trim the trees?
- To save money, I would happily give up weekly garbage pick-up in favor of every other week.
- No
- Parks
- Schools
- Emergency Services
- Infrastructure
- Library
- Interesting thought – extra tax amount that is allocated on a competitive basis
- Additional police coverage
- Generally, yes
- Trades
- Better school infrastructure and programming
- Auditorium
- Performing Arts Center (South MKE)

- Willing to give up excessive plowing and salting
- Willing to give up every two week garbage pick up
- Serious study of consolidation, but local control concerns

Community Strategic Planning Meeting – Department Manager Session

Following the community input phase, City of Oak Creek Department Managers spent some time exploring the questions asked of residents during the community input phase. The input provided by the Department Managers is included in this section of the report.

Safe, Welcoming, and Engaged Community

1. What does it mean for Oak Creek to be a safe, welcoming, and engaged community?
 - Neighborhood activities to build sense of community
 - Neighborhood watches
 - Police working with neighborhoods and residents
 - Highlight and utilize parks for events
 - Collaboration with schools and other programs to establish new resident welcoming programs
 - Proactive and consistent enforcement of ordinances
 - Utilize “Next Door” for an online neighborhood watch component in order to share timely information
 - To establish engagement, city government should go out to parks and other venues to meet with residents
2. Are there specific planning or infrastructure initiatives that you believe the City needs to pursue in order to make the City safer and more welcoming?
 - See #1
 - Efforts to develop and guide residents through safe crosswalks and intersections
 - Howell Avenue speed limit
 - City government should foster opportunities, but let community take charge
 - Better partnerships with the schools
 - Utilize Drexel Town Square for street fairs
3. How do you like to be engaged with your City government?
 - Expanding and upgrading the use of the CRA
 - Improve engagement through listening and consideration for all opinions
 - Listen to residents and stakeholders before decisions are made or items are added to agendas
 - Allow time to vocalize opinions prior to committee of council meetings (open forums)
 - Suggestion box for residents/community/employees
 - Engagement needs to be broadly defined, as residents may consider themselves engaged with the city in many different ways & levels

Proactive Leadership *(Later combined with “Inspired and Aligned City Government”)*

1. What does proactive leadership mean to you?
 - Starting projects – initiating

- Neighborhood meetings in aldermanic districts (be proactive, just don't wait until residents complain)
 - Creating citizen engagement
 - Understanding of state government programs and initiatives in order to anticipate impacts and changes
 - Communicate back and forth
 - Example of proactive leadership - Paul Ryan's sessions at the PD; try to get engagement when opportunities exist
 - A high level of emotional intelligence
 - Having a long range plan in place, and making sure decisions made are in alignment with it
 - Make sure decisions are based on who is and who will be in the community, rather than who is in the room
 - Critical thinking skills – thinking outside the box
2. What do you expect from the City's elected and appointed leaders?
- Timely decisions & engagement
 - Make decisions without pre-conceived agendas
 - Engaged in topics; don't wait for someone to tell them what to do
 - Listen to all stakeholders and opinions
 - Become informed and prepared before meetings
 - Involve the right people at the table; more collaboration
 - Engage staff appropriately – proper staff through the appropriate route
 - Be present – look at and observe operations
 - How come Council members do not participate in Department Manager meetings?
 - More proactive in operations; less reactive (only responsive to complaints)
 - Set long term goals
 - Updates back to staff on the opinions of the elected official's constituents
 - Consistent handling of situations
 - Utilize the knowledge and background of the city's boards, commissions and committees more
 - Aligned thought process; Elected officials need to progress along with the city
 - Efficient use of time on an issue during meetings – recognize items of importance and give them the attention they need/deserve – suggestion: prioritize agenda based on importance/level of discussion to advance degree of decision making
 - Our appointed positions (boards, commissions, and committees) need to be vetted in order to pick individuals who are qualified and are aligned with the direction the city is going
3. What do you expect from City staff?
- Thorough
 - Accessible
 - Prompt
 - See circle for more comments (agreement with citizens)
 - Treating everyone fairly
 - Having one common vision
 - Willingness to agree to disagree
 - Being able to comfortably disagree
 - Don't create silos; unified

- Open communication and cooperation across all departments
- Tools and structures in place to effectively communicate and answer correctly – “front line” should have correct resources to prevent misinformation from being given out
- Library and Civic Center need to work better together

Inspired and Aligned City Government *(Later combined with “Proactive Leadership”)*

1. What does it look like when your City government is inspired and aligned?
 - Develop new initiatives
 - Meeting the needs of the residents and community
 - Good communication
 - Gather input from community (increase survey frequency), and make sure it matters when decisions are being made
 - Methods of gathering information is important; use proper type to maximize survey results
 - Use surveys to gauge reactions to changes
 - Respectful/thriving environment
 - Transparent
 - Efficient movement forward on key projects
 - Staff alignment on key projects
 - Surveys should address both short term and long term planning
 - Council input on CIPs (including suggesting projects)
 - Elected Officials being tuned in to goals identified by residents – not merely “pro-business”
 - All Critical Success Factors of the strategic plan taken into consideration
2. What do you want more of from the City?
 - Consistent vision
 - Collaborative
 - Input from all Departments
 - More cultural activities/events that bring the community together
 - Fund Rec Department appropriately
 - Gather input on how to support programs
 - Aldermen take big topics out to residents prior to council discussion/decision – “Coffee with your Alderman”
 - Council should change their approach to dealing with resident comments; shutting down comments appears harsh, and if the discussion has been had previously, it should be stated as such. For those who aren’t familiar with backstory, it just seems like elected don’t want to hear from constituents, and are rushing to make a predetermined decision. Have the conversations, even if you respectfully disagree.
 - Department managers need to have their professional opinion be vocalized and considered in council decisions.
 - Eliminate departmental silos
3. Is there any service the City provides now that you believe should be discontinued?
 - What do the residents want or need?
 - Inform the citizens of what services are currently provided
 - Look at master plan and utilization to evaluate park usage (to emphasize program locations)

- Does it matter if “we” (the city) are the ones providing the service? Is contracting out a better option?

Vibrant and Diverse Cultural Opportunities

1. What types of cultural opportunities do you attend now?
 - See circle from community meetings
 - Food trucks
 - Sporting events
 - Music/Seasonal festivals
 - Book clubs
 - Touring exhibits
 - Art Fairs
 - Public Art event (storefront/main street displays)
2. What types of cultural opportunities would you like to see in Oak Creek?
 - Theater
 - Food trucks
 - Partnering with MATC, OCFSD, and the Community Center for cultural events
 - Winter festival: ice skating, snow/ice sculpting.
 - Holiday decorations/music in town square
 - Fall festival: many carved pumpkins on display
 - Lecture/Film Series
 - Partnership with local faith groups
 - Cultural festivities/food tastings
 - Job fairs reaching out for a more diverse workforce
 - Community band/orchestra/choir/theater
3. What role should your City government play in developing those opportunities?
 - Take lead; especially to initiate programs and get them started
 - Need appropriate staffing for these initiatives; cannot be a side-job
 - Opportunities should be self-sustaining
 - Opportunities should be cooperative efforts – City/OCFSD/Community Center/MATC
 - Advertise cultural events at MATC
 - If City takes a role – clear, concise, and consistent application of processes and procedures
 - City should be as proactive as possible; they’re not happening organically
 - Town Square activities should be led by City;
 - Lions Fest and Celebrations should be brought in to form a partnership
 - Revamp Celebrations Commission to include representation from other groups within the City.

Thoughtful Development and Prosperous Economy

1. What contributes to a prosperous local economy?
 - Simplify operations and processes (permitting, etc.)
 - Efficient, easy to understand processes
 - Consistent and clear processes and procedures
 - Evaluation of policies and procedures to determine relevancy and needs

- Finding resources within the community
 - Both companies and jobs
 - Providing amenities and services that attract professional jobs
 - Engagement
2. What type of development are you interested in seeing in Oak Creek?
- Sustainable, long-lasting businesses
 - Good mix of businesses to encourage diversity (including varying levels of pay and educational requirements)
 - Revisit residential development and impact on tax base – types of residences (multifamily-single family; starter homes-higher end homes); size of lots and building requirements; impacts on City services
 - Offices; management level, professional jobs
 - High-end, sit down restaurants
3. Are there any specific initiatives you would like the City to consider that would encourage thoughtful development and contribute to a prosperous economy?
- Comprehensive plan update
 - Maintain and revisit comprehensive plan
 - High speed internet/data options to spur business, industrial, and residential development (Google City)
 - Good example of an initiative that spurred development – Drexel interchange. What is next?
 - Communicate developments and benefits of development to citizens
 - Convention Center
 - “Think Tank” business start-up facility or resources to encourage/foster innovation and entrepreneurship; collaboration with MATC, financial institutions; “Shark Tank” fair/networking events

Quality Infrastructure, Amenities, and Services

1. Are there specific initiative that you believe the City needs to pursue?
- Work with Milwaukee County on 13h Street; consider gaining jurisdictional responsibility for 13th Street through thoughtful agreements
 - Spend roadway money on roadways
 - Look at transportation aid and impact on budget
 - Structured road maintenance program
 - Consider incorporating Lake Vista and Bender Park together
 - Look at transportation options to the east side (lake developments); current transportation options are limited
 - Transportation planning – other than automobiles; look at other public transportation options
 - Renewed emphasis on neighborhoods and their infrastructure so they don't degrade
 - More sidewalk connectivity for neighborhood transitions
 - Lights on paths
 - Sidewalk on Pennsylvania Ave.
2. What new amenities would you like the City to provide for its residents?
- Install a “real” splash pad – maybe at Abenschein Park

- Cultural/arts venue
 - Theaters
 - Consider that everything has a price tag
 - Recreation Center with Senior Programming (Indoor) – memberships to offset cost
 - Indoor golf
 - “Spraygrounds” – more interactive than a splash pad
3. Are there any services the City doesn’t currently provide that you would be interested in?
- Art walk at DTS or lake front
 - Tourism Committee
 - Social farmers market (as in Kenosha)
 - Leaf pickup

Financial Stability

1. Do you believe you receive good value for the tax dollars you pay to the City?
- Yes
 - Yes, but promote services to show community the value
 - Breakdown tax expenditures based on Department or program; not just on schools
 - Compare our service costs to other costs (cable, phone, etc.)
 - Show info from items above on web site or in the tax brochure
 - Communicate with other taxing bodies; any opportunities for value-added projects?
 - Yes! But it’s hard to appreciate what you currently get if you haven’t lived elsewhere.
 - Good value in city taxes; unsure of other taxing bodies
 - Is a tax increase that puts you slightly above the bottom of the list worth it?
2. Is there anything you would be willing to pay additional taxes for?
- Interaction with school district for projects – cost benefits; more cooperation between two bodies (technology initiatives?)
 - “Real” splash pad
 - Investing in something that can ultimately save residents money
3. Are there any services you would be willing to give up in order to pay lower taxes?
- What are the options for multi-jurisdictional cooperation?
 - Every-other week trash collection during winter months
 - Consolidation of services while retaining city identity
 - Accreditation

Several items came up during the open forum at the end of the Department Managers meeting:

- Look for ways to improve the image of City employees
- Consider holding annual Department meetings for the community
- More open houses for City departments
- Consider creating videos to explain and promote services
- Holding Citizens Academy for our organization and potentially for community

Environmental Scan

As previously mentioned, the strategic planning process focuses on three specific questions:

- What do we know to be true? *Where are we?*
- What do we hope will be true in the future? *Where do we want to go?*
- What must go well in order to make it so? *How do we get there?*

The purpose of a strategic plan is to consider past, present, and future factors that impact these questions. In strategic planning, the process of defining and determining what an organization “knows to be true” is called an environmental scan. An environmental scan considers the factors that will influence the direction and goals of the organization. Elements considered in an environmental scan include any events, trends, and relationships that might be relevant in this planning. Environmental scans set the stage for strategic planning by identifying challenges and opportunities, and allowing the organization to improve its future position.

In developing the City of Oak Creek’s environmental scan, significant quantitative data was gathered. Data showing trends in local, regional, and national demographics were compiled, as well as historical data about the Oak Creek community. This information helps provide the context for the environment in which the City of Oak Creek operates today and the challenges that the City and community may face in the future.

Demographic Trends

The following information on the City of Oak Creek’s population, economy, and financial trends provides an overview of the current demographic make-up of the community. Understanding shifts and trends in the City’s demographics, as well as how those trends compare with changes taking place at the regional and national levels, is an important component of having a shared foundation on which to imagine the community’s future.

Data presented in the following sections was drawn from the U.S. Census Bureau Decennial Census, the Census Population Estimates Program (PEP), American Community Survey (ACS) Five-Year Estimates, the U.S. Bureau of Labor Statistics, FBI Uniform Crime Reporting Statistics, and the City of Oak Creek government organization.

It is important to remember that the Census Bureau advises relying on the PEP for estimating total populations, and relying on the ACS to examine distributions within populations (such as sex, race, and home ownership). This is because the PEP computes estimated total populations using a methodology based on the latest Census figures, whereas ACS estimates rely on a survey methodology independent from Decennial Census activities.²

The City of Oak Creek was incorporated in 1955 and is located in Milwaukee County. Incorporation was a response to gradual transition from an agricultural to a suburban community and specific concerns over large annexations from Milwaukee.

² U.S. Census Bureau. “Comparing ACS Data.” <https://www.census.gov/programs-surveys/acs/guidance/comparing-acs-data.html>

Population

Although the City’s population only comprises approximately 4% of Milwaukee County’s population, it is helpful to understand how the City compares to the larger regional context. While Milwaukee County’s population has only increased an estimated 1.4% since 2000, the City’s population has increased by 22% since 2000.

The following figure compares the population of the City of Oak Creek and Milwaukee County between 2000 and 2014.

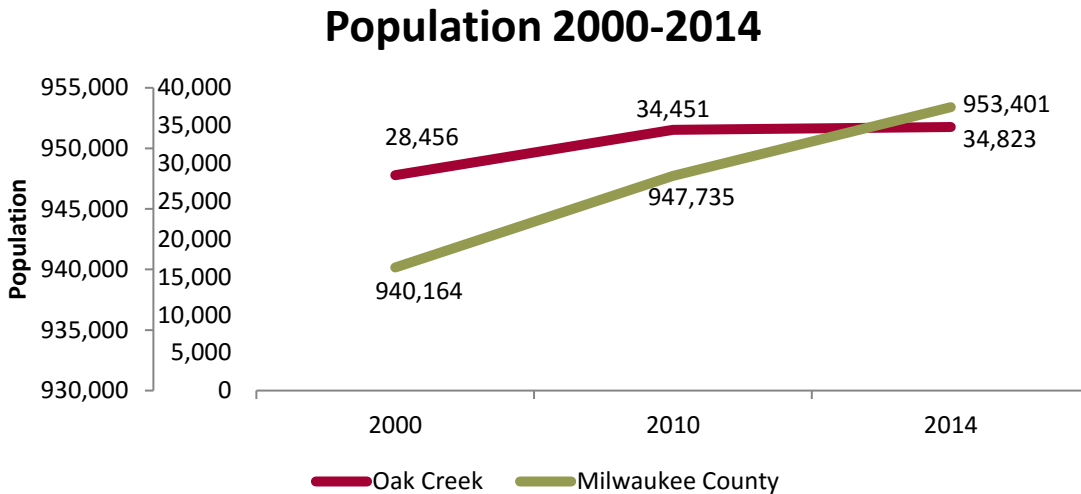


Figure 5: Population Trends, 2000-2014³

As a suburban community surrounded by incorporated areas, the City’s chief mechanism for growing its population relies on increasing population density. In 2010, the City’s population averaged 1,211 persons per square mile, whereas in 2000 the City’s population averaged 994 persons per square mile.

Age of Population

Nearly 70% of Oak Creek’s population consists of residents under the age of 50. In 2014 the estimated median age for the City was 37. In 2000, 35 to 39-year olds were the most populous age group in the City. This shifted in 2010 to 45 to 49-year olds, which is consistent with that group aging while continuing to reside in the City of Oak Creek.

The following table shows the proportional representation of age groups in the City of Oak Creek in 2000, 2010, and 2014.

Table 8: Proportional Representation of Age Groups in Total Population: City of Oak Creek, 2000-2014⁴

Age Range	2000	2010	2014
Under 5 years	6.7%	6.5%	6.9%
5 to 9 years	6.6%	6.5%	6.8%

³ U.S. Census Bureau; 2000 Census, 2010 Census, and U.S. Census Bureau 2014 American Community Survey

⁴ U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

Age Range	2000	2010	2014
10 to 14 years	7.0%	6.6%	6.2%
15 to 19 years	7.1%	6.1%	5.9%
20 to 24 years	6.6%	6.0%	5.3%
25 to 34 years	16.4%	14.9%	15.2%
35 to 44 years	18.4%	14.9%	15.3%
45 to 54 years	13.5%	15.9%	15.6%
55 to 59 years	4.4%	6.4%	6.3%
60 to 64 years	3.4%	5.1%	5.5%
65 to 74 years	5.4%	6.0%	7.1%
75 to 84 years	3.2%	3.7%	2.5%
85 years and over	1.3%	1.4%	1.4%

Population trends across individual age ranges are similar in the City of Oak Creek and Milwaukee County. However, while the City has proportionally fewer residents aged 15 to 24 than Milwaukee County, the distribution of persons aged 35 to 54 is higher in the City than the County. The following table illustrates this trend by comparing the distribution of population by age for the City of Oak Creek and Milwaukee County in 2014.

Table 9: Age Groups as Percentage Total Population: City of Oak Creek, Milwaukee County, 2014⁵

Age Range	City of Oak Creek	Milwaukee County	City of Oak Creek	Milwaukee County
Under 5 years	6.9%	7.3%		
5 to 9 years	6.8%	6.8%		
10 to 14 years	6.2%	6.7%	25.8%	27.7%
15 to 19 years	5.9%	6.9%		
20 to 24 years	5.3%	7.8%		
25 to 34 years	15.2%	15.9%	35.8%	36.2%
35 to 44 years	15.3%	12.5%		
45 to 54 years	15.6%	12.9%		
55 to 59 years	6.3%	6.3%	27.4%	24.3%
60 to 64 years	5.5%	5.1%		
65 to 74 years	7.1%	5.9%		
75 to 84 years	2.5%	3.9%	11.0%	11.7%
85 years and over	1.4%	1.9%		
Total	100.0%	100.0%	100.0%	100.0%

The following figure illustrates median ages in the City of Oak Creek and Milwaukee County. Median ages in both jurisdictions have remained nearly the same since 2000, although the County's median age is consistently higher than the City's.

⁵ U.S. Census Bureau 2014 American Community Survey

Median Age 2000-2014

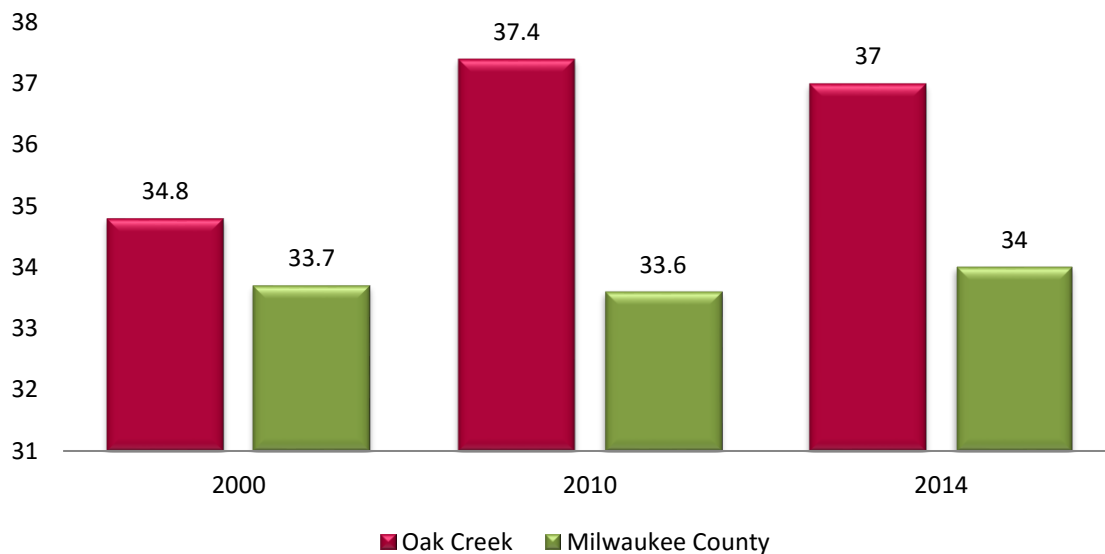


Figure 6: Median Age in the City of Oak Creek and Milwaukee County, 2000-2014⁶

Households

The 2014 ACS estimates Oak Creek has 14,140 households, of which approximately 63% are family households and 36% are non-family households. As stated previously, the Census Bureau defines a family household as one or more persons residing with the householder who are related by birth, marriage or adoption.⁷

More detailed information on householders and housing units is available from the 2010 Decennial Census. The following table illustrates Oak Creek's household composition in 2010, along with the percentage of total households each category comprises.

Table 10: Household Composition: City of Oak Creek, 2010⁸

Household Category	Number of Households	% of Total Households
Total households	14,064	100%
Family households (families)	9,077	65%
With own children under 18 years	4,228	30%
Married-couple family	7,357	52%
With own children under 18 years	3,276	23%
Female householder, no husband present	1,155	8%
With own children under 18 years	653	5%
Nonfamily households	4,987	35%

⁶ U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

⁷ U.S. Census Bureau; 2010 Census

⁸ The categories of "Single Male with own children" and "Single Male without own children" are not included in Tables 3 and 4 because they were not delineated as a stand-alone classifications in the 2000 Census.

Household Category	Number of Households	% of Total Households
Householder living alone	4,022	29%
Householder 65 years and over	1,295	9%
Households with individuals under 18 years	4,513	32%
Households with individuals 65 years and over	2,840	20%

Family households account for 65% of all households in the City. Of these, married couple families constitute 52% of all family households, while single female householders account for 12% of family households. The average household size is 2.44 persons, while the average family size is 3.06 persons.

The following illustrates the percent change in household composition between 2000 and 2010 for both the City of Oak Creek and Milwaukee County.

Table 11: Percent Change in Household Composition, Family and Non-Family, 2000-2010⁹

Household Category	City of Oak Creek	Milwaukee County
Total households	25.8%	1.6%
Family households (families)	20.7%	-1.8%
With own children under 18 years	13.2%	-3.6%
Married-couple family	16.2%	-8.6%
With own children under 18 years	7.5%	-12.8%
Female householder, no husband present	43.6%	8.3%
With own children under 18 years	35.1%	5.5%
Nonfamily households	36.2%	6.5%
Householder living alone	43.4%	3.8%
Households with individuals under 18 years	15.0%	-2.8%
Households with individuals 65 years and over	52.1%	-6.0%

Household trends in both jurisdictions are different from each other in terms of the changes in household categories between 2000 and 2010. As the City of Oak Creek gains population between 2000 and 2010, the number of overall households increased by 25.8%. In particular, the number of households with individuals 65 years and older saw the largest increase of 52.1% out of any other category. As for Milwaukee County, there has been an increase in nonfamily households with a small decrease in family households between the same period.

Race

The City's racial makeup is more homogenous than Milwaukee County. A table illustrating racial information follows.

Table 12: Population Distribution by Race: City of Oak Creek and Milwaukee County, 2014¹⁰

Population Distribution by Race	City of Oak Creek	Milwaukee County
One race	98.5%	96.7%

⁹ U.S. Census Bureau; 2000 Census and 2010 Census

¹⁰ U.S. Census Bureau; 2014 American Community Survey

Population Distribution by Race	City of Oak Creek	Milwaukee County
White	89.6%	62.1%
Black or African American	2.2%	26.4%
American Indian and Alaska Native	0.6%	0.6%
Asian	4.4%	3.6%
Native Hawaiian and Other Pacific Islander	0.0%	0.0%
Some other race	1.7%	4.1%
Two or more races	1.5%	3.3%

Of residents identifying themselves with one race, 89.6% of City respondents identify as White, compared with 62.1% of Milwaukee County residents. Milwaukee County also contains proportionally more residents who identify as Black or African American, at nearly 26.4% compared to 2.2% in the City of Oak Creek.

This racial distribution in the City has been very consistent since the 2000 Census. Since that time, the percentage of the City's white population has decreased from 92% in 2000 to 89.6% in 2014. The percentage of the City's African American population has increased from 1.8% in 2000 to 2.2% in 2014.

Ethnicity

The total population of Hispanic or Latino individuals in the City of Oak Creek is approximately 8.5%, compared to nearly 14% in Milwaukee County. The following table illustrates the total population of individuals who identify as Hispanic or Latino, regardless of race.

Table 13: Total Population of Hispanic or Latino Ethnicity: City of Oak Creek and Milwaukee County, 2014

Hispanic or Latino Ethnicity	City of Oak Creek	Milwaukee County
Hispanic or Latino (of any race)	8.5%	13.8%
Mexican	6.1%	9.1%
Puerto Rican	1.6%	3.5%
Cuban	0.0%	0.1%
Other Hispanic or Latino	0.7%	1.1%
Not Hispanic or Latino	91.5%	86.2%

The U.S. Census Bureau categorizes the "Other Hispanic or Latino" group as people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries, as well as those individuals who provided general origin responses.

The City of Oak Creek has just more than half of the proportional representation of Mexicans, Cubans, and Other ethnic groups that exist in Milwaukee County. Notably, most Hispanic or Latino population groups have grown proportionally in the City since 2000, as shown in the following table.

Table 14: Proportional Change in Hispanic or Latino Population: City of Oak Creek, 2000-2014¹¹

Hispanic or Latino Ethnicity	2000	2010	2014	Difference from 2000 to 2014
Hispanic or Latino (of any race)	4.4%	7.5%	8.5%	+4.4%
Mexican	2.5%	4.5%	6.1%	+3.6%
Puerto Rican	1.0%	1.8%	1.6%	+0.6%
Cuban	0.0%	0.1%	0.0%	0%
Other Hispanic or Latino	0.8%	1.1%	0.7%	-0.1%
Not Hispanic or Latino	95.6%	92.5%	91.5%	-4.1%

Overall, persons of Hispanic or Latino origin have increased to 8.5% in 2014 from 4.4% in 2000 in Oak Creek. More specifically, persons identifying as Mexican experienced the largest shift from 2.5% in 2000 to 6.1% in 2014.

Housing Occupancy

The total number of housing units available in the City of Oak Creek increased nearly 24% between Census 2000 and Census 2010, as shown in the following figure.

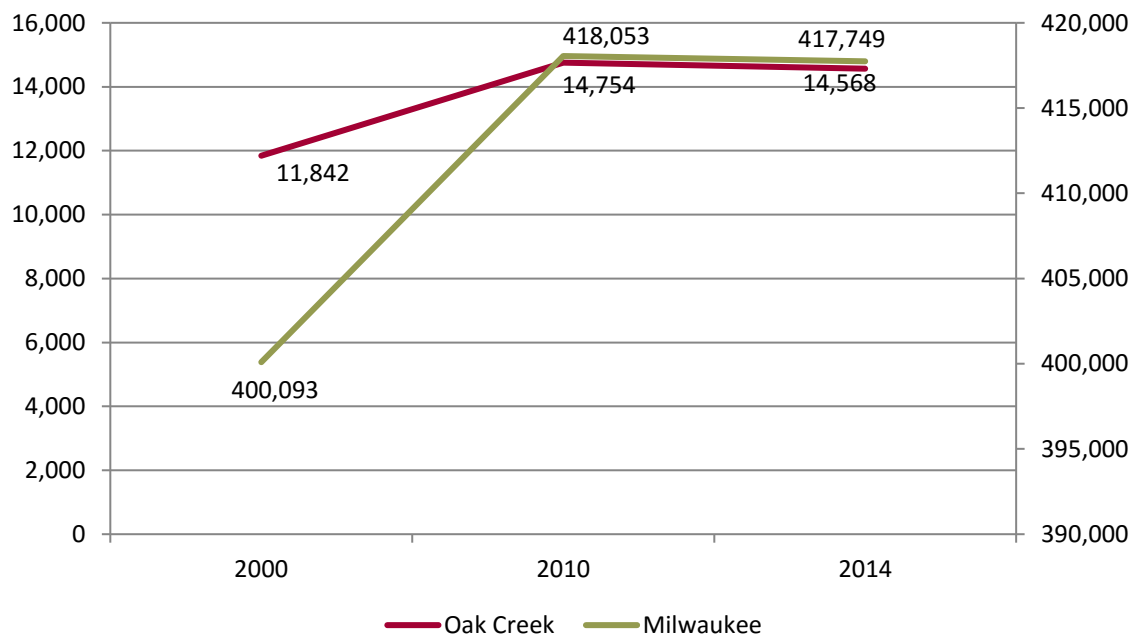


Figure 7: Total Housing Units: City of Oak Creek and Milwaukee County, 2000-2014¹²

¹¹ U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

¹² U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

The City of Oak Creek has consistently achieved greater housing occupancy than Milwaukee County, as shown in the following figure.

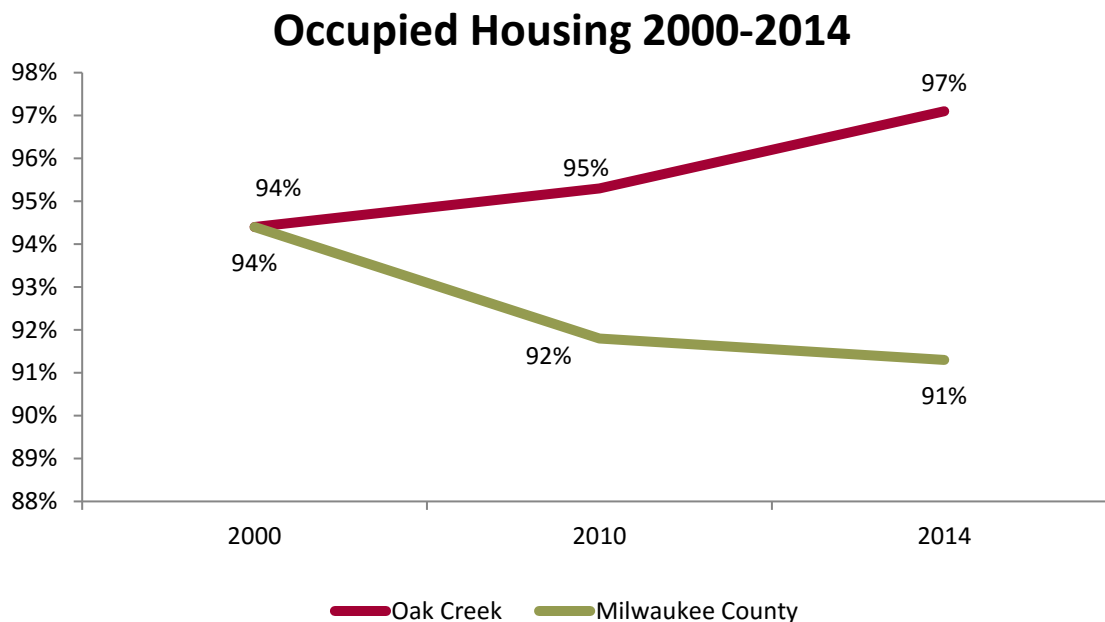


Figure 8: Occupied Housing Units: City of Oak Creek and Milwaukee County, 2000-2014¹³

Vacancy rates in Oak Creek have decreased in recent years. In 2010, only 4.0% of housing units in the City were vacant. This number decreased to 3.8% in 2012. According to the 2014 ACS, the percent of vacant housing units in Oak Creek has decreased to 2.9%. This means that the City contains less than half as much vacant housing (proportionally) than Milwaukee County, which was 8.7% vacant in 2014.

16% of vacant units in the City are for rent, while 8.6% of vacant units are already rented or sold, but not occupied. 4.2% of vacant units are utilized for seasonal, recreational, or occasional use only. The following figure illustrates the composition of vacant units in the City of Oak Creek as of the 2014 ACS.

¹³ U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

Vacancies

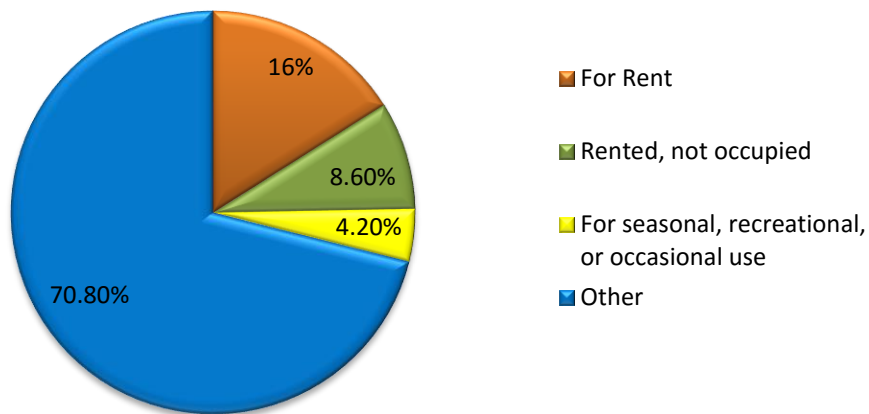


Figure 9: Vacant Housing Units, By Type: City of Oak Creek, 2014¹⁴

Of the City of Oak Creek's 14,140 total estimated occupied housing units, approximately 60.6% are owner-occupied, as seen in the following figure. This percentage is higher than Milwaukee County, which has an owner-occupied rate of approximately 50.7%.

Occupied Housing Units

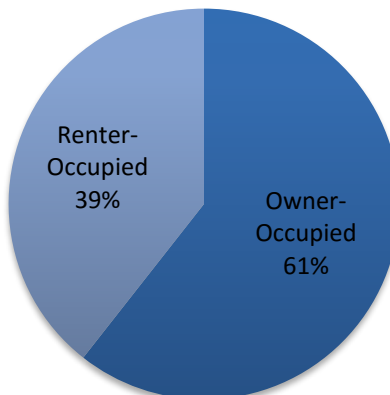


Figure 10: Occupied Housing Units, Owner and Renter-Occupied: City of Oak Creek, 2013¹⁵

This pattern has been highly consistent over the past decade. In 2000, 60.9% of occupied housing units in the City of Oak Creek were owner-occupied, compared to 52.6% owner-occupied in Milwaukee County.

¹⁴ U.S. Census Bureau; 2014 American Community Survey

¹⁵ U.S. Census Bureau; 2014 American Community Survey

Education

City residents are educated: In 2014, approximately 93.5% of people living in the City aged 25 years and over had at least graduated from high school and 29% had a bachelor's degree or higher. This compares favorably with Milwaukee County, which has a higher proportion of high school dropouts among persons aged 25 and over, as shown in the following table.

Table 15: Educational Attainment of Residents Age 25 and Over: City of Oak Creek and Milwaukee County, 2014¹⁶

Educational Attainment of Residents Age 25 and Over	City of Oak Creek	Milwaukee County
Less than 9th grade	1.6%	4.8%
9th to 12th grade, no diploma	4.9%	8.9%
High school graduate (incl. equivalency)	30.7%	28.6%
Some college, no degree	22.9%	21.5%
Associate degree	10.8%	7.5%
Bachelor's degree	20.6%	18.6%
Graduate or professional degree	8.5%	10.0%

Of persons age 3 and over enrolled in school in the City, there are proportionally similar amounts of students enrolled at all levels compared to the 2000 Census as shown in the table below.

Table 16: Percent of Age Group Enrolled in School: City of Oak Creek, 2014¹⁷

Percent of Age Group Enrolled in School	2000 Census	2014 ACS Estimate
3 and 4 years	55.0%	50.4%
5 to 9 years	97.4%	96.2%
10 to 14 years	98.2%	97.8%
15 to 17 years	99.4%	92.5%
18 and 19 years	68.1%	68.7%
20 to 24 years	28.2%	34.8%
25 to 34 years	11.3%	15.7%
35 years and over	3.6%	3.5%

Nearly 84% of the population aged 3 years and older are enrolled in school in the City of Oak Creek in 2014, compared to approximately 83% in 2010. In 2014, slightly more students are attending school between the ages of 20 to 34 as compared to the 2000 census.

Employment

For the employed population 16 years and older, the leading industries in the City of Oak Creek in 2014 were educational, health, and social services (25%). manufacturing (18%) and retail trade (8.6%) were also leading industries, as shown in the following figure.

¹⁶ U.S. Census Bureau; American Community Survey

¹⁷ U.S. Census Bureau; 2010 Census and 2014 American Community Survey

Employment by Industry

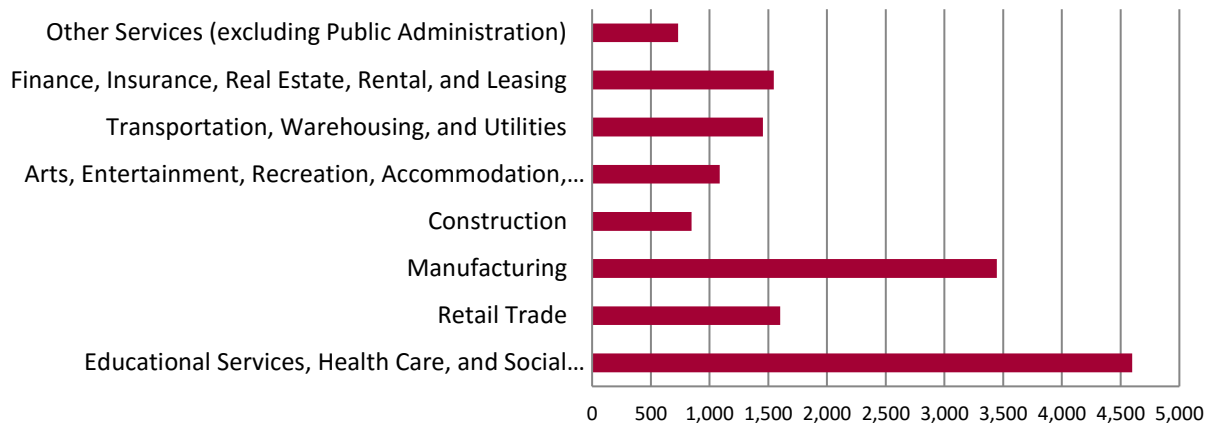


Figure 11: Employment by Industry: City of Oak Creek, 2014¹⁸

These trends are largely consistent with employment characteristics reported in 2000. In 2000, the City's leading industry manufacturing (22%), followed by educational, health and social services (18%). Retail trade was again the City's third leading industry (11.5%).

The following table lists the City of Oak Creek's principal employers in 2016 by number of employees, full- and part-time.

Table 17: Principal Employers: City of Oak Creek, 2016¹⁹

Employer	Product/Business	Approx. Employees
Milwaukee Area Technical College	Education	1,336 ²⁰
UPS	Parcel delivery & distribution	1,210
Oak Creek Franklin School District	Education	683
WE Energies	Electrical power generation	505
PPG Industries	Coating and resin products	475
Nordco, Inc.	Roadway work equipment	420
Reinhart FoodService, LLC	Wholesale food distributor	417
Joseph Campione Inc.	Food products	400
City of Oak Creek	Municipal government	376
Grunau Co., Inc.	Fire protection equipment	350

Nearly 90% of City of Oak Creek residents drive alone to work. The following figure illustrates commuting patterns in the City as of 2014.

¹⁸ U.S. Census Bureau; 2014 American Community Survey

¹⁹ Manufacturer's News, Inc., official statements from EMMA and independent employer inquiries, May 2016

²⁰ Includes all area campuses. Breakdown by individual campuses is not available.

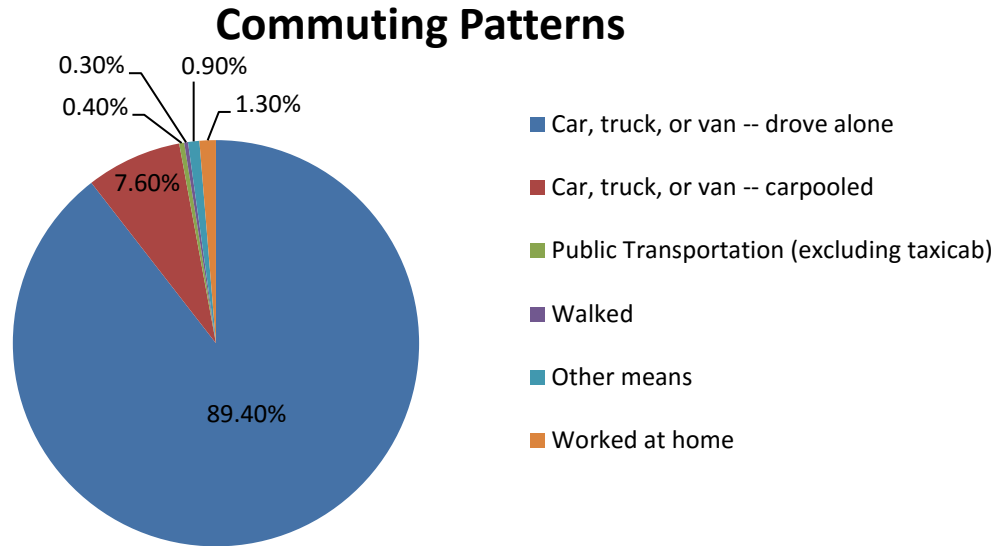


Figure 12: Commuting Patterns: City of Oak Creek, 2014²¹

Although public transportation, walking, and working from home make up only a small portion of commuting methods in the City of Oak Creek, these options have seen some slight shifts since 2010. In 2010, twice as many Oak Creek residents carpooled to work and 54% less people walk to work, while nearly 53% fewer residents utilize public transportation. Notably, the mean travel time for daily commutes has changed very little over this period, from 23.5 minutes in 2010 to 24 minutes in 2014.

Since 2009, the City’s unemployment rate has consistently outperformed Milwaukee County’s unemployment rate. The following figure compares recent unemployment rates for the City and the County.

Annual Estimated Unemployment Rate

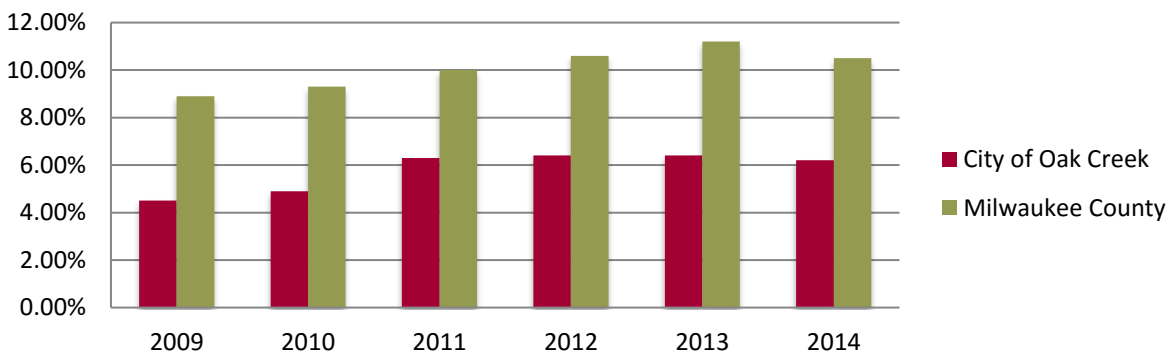


Figure 13: Unemployment Rates: City of Oak Creek and Milwaukee County, 2009-2014²²

²¹ U.S. Census Bureau; 2014 American Community Survey

²² U.S. Census Bureau

Income

The following table illustrates the estimated number of households receiving income of various types. It is important to remember that income sources are not mutually exclusive; some households receive income from more than one source.

Table 18: Income Sources: City of Oak Creek and Milwaukee County, 2014²³

Income Source	City of Oak Creek	% of Total Households	Milwaukee County	% of Total Households
Total Households	14,140	100%	381,446	100%
With earnings	11,402	80.6%	294,537	77.2%
With Social Security income	3,428	24.2%	101,246	26.5%
With Supplemental Security Income	363	2.6%	28,084	7.4%
With public assistance income	302	2.1%	12,742	3.3%
With retirement income	2,547	18.0%	59,440	15.6%

In both jurisdictions, most households obtain the majority of their income from earnings, which are defined by the U.S. Census Bureau as income from wages, salaries, and self-employment. City of Oak Creek residents rely proportionally less than Milwaukee County residents on Social Security, Supplemental Security, and public assistance income.

Table 19: Mean Income Amounts: City of Oak Creek and Milwaukee County, 2014²⁴

Household Income Amounts (2013 Dollars)	City of Oak Creek	Milwaukee County
Mean earnings	\$81,445	\$61,927
Mean Social Security income	\$17,688	\$16,716
Mean Supplemental Security Income	\$9,253	\$9,839
Mean public assistance income	\$2,580	\$3,898
Mean retirement income	\$21,019	\$19,521

Approximately 7.4% of the City of Oak Creek's total population lives below the federal poverty threshold, compared to nearly 22% of people in Milwaukee County. This difference is pronounced among all age groups: approximately 7.8% of children aged 18 and under are below the poverty level in City of Oak Creek compared to over 33% of children in Milwaukee County. Poverty in senior populations is also markedly different, with 7.9% of Oak Creek seniors aged 65 and over falling below the poverty level compared to 10.6% of seniors in Milwaukee County.

The following figure illustrates the total personal income per capita of the City of Oak Creek for the years 2008 through 2014. Per capita income divides the community's total income by the number of residents in the community. This figure shows that nominal wages increased from 2008 to 2014 by \$1,555 per person.

²³ U.S. Census Bureau; 2014 American Community Survey

²⁴ U.S. Census Bureau; 2014 American Community Survey

Per Capita Income, 2008-2014

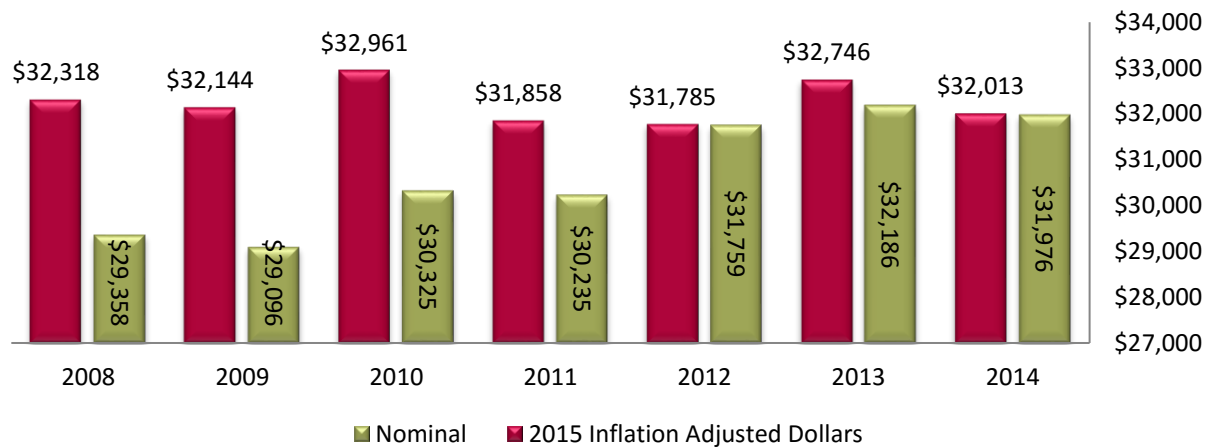


Figure 14: Per Capita Income: City of Oak Creek, 2010-2014²⁵ ²⁶

Crime

Information on crime in the Village was collected from the Federal Bureau of Investigation's Uniform Crime Reporting (UCR) Program. The UCR program relies on participating law agencies to report crime statistics to the FBI, which compiles and analyzes the data. The UCR tracks major index crimes in two separate categories: violent crimes include murder/non-negligent manslaughter, forcible rape, robbery, and aggravated assault; property crimes include burglary, larceny-theft, and motor vehicle theft.

The FBI began receiving crime information for the City of Oak Creek in 1985, and its most recent records are from 2012. The following table illustrates the incidents of violent and property crimes in the City of Oak Creek from 2000 until 2012.

Table 20: Aggregate Violent and Property Crime Data: City of Oak Creek, 2000-2012²⁷

Year	Number of Violent Crimes	Number of Property Crimes
2000	20	778
2001	20	857
2002	33	914
2003	24	918
2004	29	920
2005	30	1,018
2006	28	999

²⁵ U.S. Census Bureau; 2014 American Community Survey

²⁶ Income estimates indexed to 2015 dollars. The ACS displays estimated per capita income information which is adjusted for each year. For example, 2007 survey information reports per capita income in 2007 inflation-adjusted dollars, whereas 2013 survey information reports per capita income in 2013 inflation-adjusted dollars. While it is useful to know the nominal per capita income generated each year, fluctuations in inflation between years can prevent an accurate comparison of income figures. Calculations were completed using the CPI Inflation Calculator courtesy of the U.S. Bureau of Labor Statistics: http://www.bls.gov/data/inflation_calculator.htm.

²⁷ U.S. Department of Justice, Uniform Crime Reporting Statistics

Year	Number of Violent Crimes	Number of Property Crimes
2007	35	1,020
2008	32	1,072
2009	27	1,122
2010	40	1,124
2011	30	1,143
2012	57	1,048

Both property and violent crimes have increased since 2000. In 2012, the most recent year of recordkeeping, the City experienced the highest number of violent crimes and the fifth highest number of property crimes.

Of violent crimes during this period, aggravated assault accounts for about 40% on average, as shown in the following figure.

Violent Crime Average Composition, 2000-2012

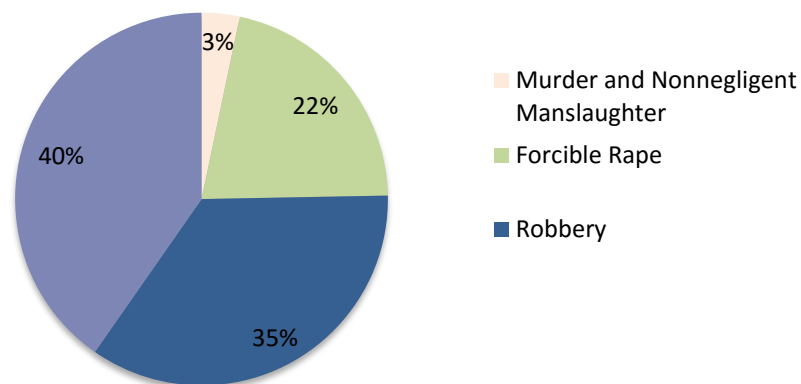


Figure 15: Violent Crime Average Composition: City of Oak Creek, 2000-2012²⁸

Murder and non-negligent manslaughter are the least frequent violent crimes committed. On average, just over one of these incidents occurs each year, and they account for just over 3% of all violent crime during this period.

Property crimes are more prevalent in the City of Oak Creek than violent crimes, and larceny-theft accounts for over 85% of all property crimes committed on average during this period. This amounts to 852 individual incidents on average in a given year.

²⁸ U.S. Department of Justice, Uniform Crime Reporting Statistics

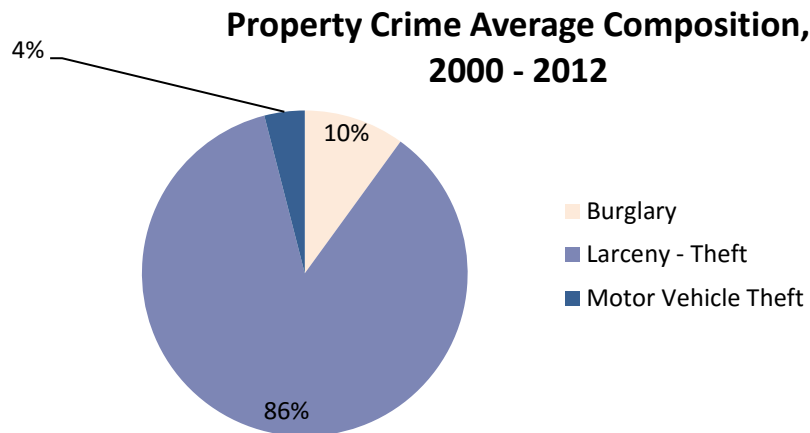


Figure 16: Property Crime Average Composition: City of Oak Creek, 2000-2012²⁹

Financial Trends

The following table outlines the City of Oak Creek's General Fund revenues for the past five years, from FY2012 to FY2016.

Table 21: Total General Fund Revenues, By Type: City of Oak Creek, FY2012-FY2016³⁰

Revenues	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget
Taxes	\$13,145,595	\$13,323,340	\$13,576,353	\$12,597,175	\$12,825,700
Other Taxes	\$2,199,516	\$2,273,509	\$2,062,619	\$2,252,780	\$2,167,233
State Shared Revenues	\$4,391,959	\$4,471,724	\$4,868,771	\$5,022,090	\$5,231,471
Other Intergovernmental	\$304,937	\$345,648	\$139,203	\$161,872	\$129,646
Licenses and Permits	\$444,590	\$465,801	\$800,157	\$995,004	\$732,205
Charges for Services	\$534,628	\$580,572	\$529,561	\$510,310	\$641,475
Public Health and Safety	\$28,845	\$27,520	\$30,168	\$21,693	\$22,600
Commercial Revenues	\$1,548,621	\$1,355,240	\$1,380,948	\$1,393,375	\$1,444,100
Expenditure Offset	-	-	-	-	\$91,644
Transfers	-	-	\$76,501	\$107,701	-
Total Revenues	\$22,598,691	\$22,843,355	\$23,464,283	\$23,062,000	\$23,286,074

The City of Oak Creek's largest revenue source, property taxes, has remained frozen since 2008 due to state legislation, with the exception of new growth. While property taxes allocated to the General Fund have decreased the overall tax levy has remained stable. The City of Oak Creek

²⁹ U.S. Department of Justice, Uniform Crime Reporting Statistics

³⁰ Revenues reported by the City of Oak Creek's Finance Department

has seen a 14% increase in State Shared Revenues and Intergovernmental revenues over the past 5 years, mainly attributed to increases in Transportation aid. Licenses and Permits has experienced a growth of 65% over 5 years due to the development occurring within the City. Overall, the City has experienced a 3% increase in General Fund revenues since FY2012.

The following table shows the City of Oak Creek’s General Fund expenditures for the past five years, expenditures from FY2012 to FY2016.

Table 22: Total General Fund Expenditures, By Type: City of Oak Creek, FY2012-FY2016³¹

Expenditures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Budget
General Government	\$6,553,330	\$5,903,972	\$5,804,557	\$6,001,748	\$6,793,562
Public Safety	\$10,792,623	\$10,844,449	\$11,567,255	\$10,731,196	\$11,063,141
Health	\$545,060	\$559,035	\$489,719	\$500,080	\$634,995
Public Works	\$3,298,714	\$3,571,145	\$3,935,216	\$3,688,346	\$3,691,441
Leisure Services	\$1,930,412	\$1,931,274	\$1,152,384	\$1,088,418	\$1,124,060
Transfers Out	-	\$91,825	\$515,152	\$945,411	-
Total Expenditures	\$23,120,139	\$22,901,700	\$23,464,283	\$22,955,198	\$23,277,199

Health and Public Works expenditures experienced the largest increases during the last five fiscal years. The increase in Public Works and the decrease in Leisure Services is directly related to the Parks department being moved from Recreation into Public Works. Notably, total General Fund expenditures have increased only 0.68% since FY2012.

The following figure depicts the City’s revenues and expenditures over the past five fiscal years. The City had planned use of fund balance in FY2012 and FY2013 and spent less than it collected over the last three fiscal years.

Revenues & Expenditures, FY2012 - 2016

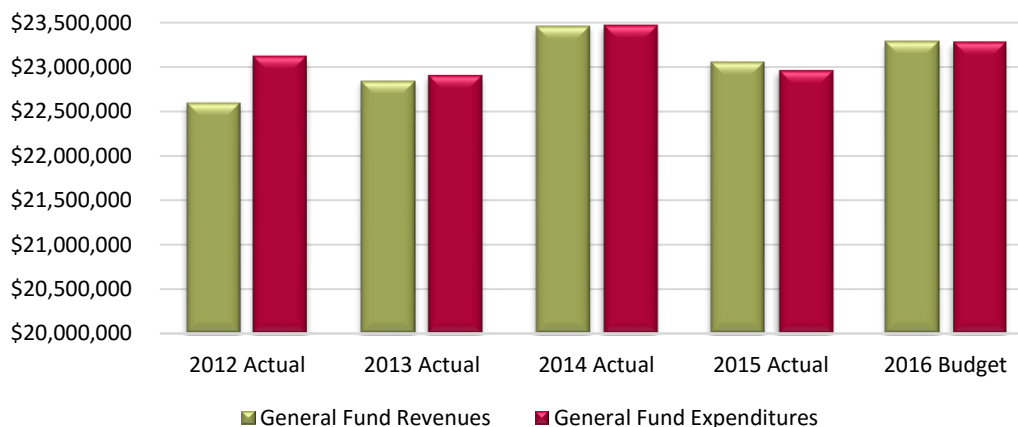


Figure 17: Total General Fund Revenues and Expenditures: City of Oak Creek, FY2012-FY2016³²

³¹ Expenditures reported by the City of Oak Creek’s Finance Department

³² General Fund Revenue and Expenditures reported by the City of Oak Creek’s Finance Department

The following figure depicts the City’s total General Fund fund balance decreasing by 7% over a 10-year period. It further shows that the unassigned General Fund fund balance decreased 1% over the same 10-year period. The City has maintained its level of reserves and fund balance and has sustained the Aa2 bond rating as a result of City policies and sound finance management.

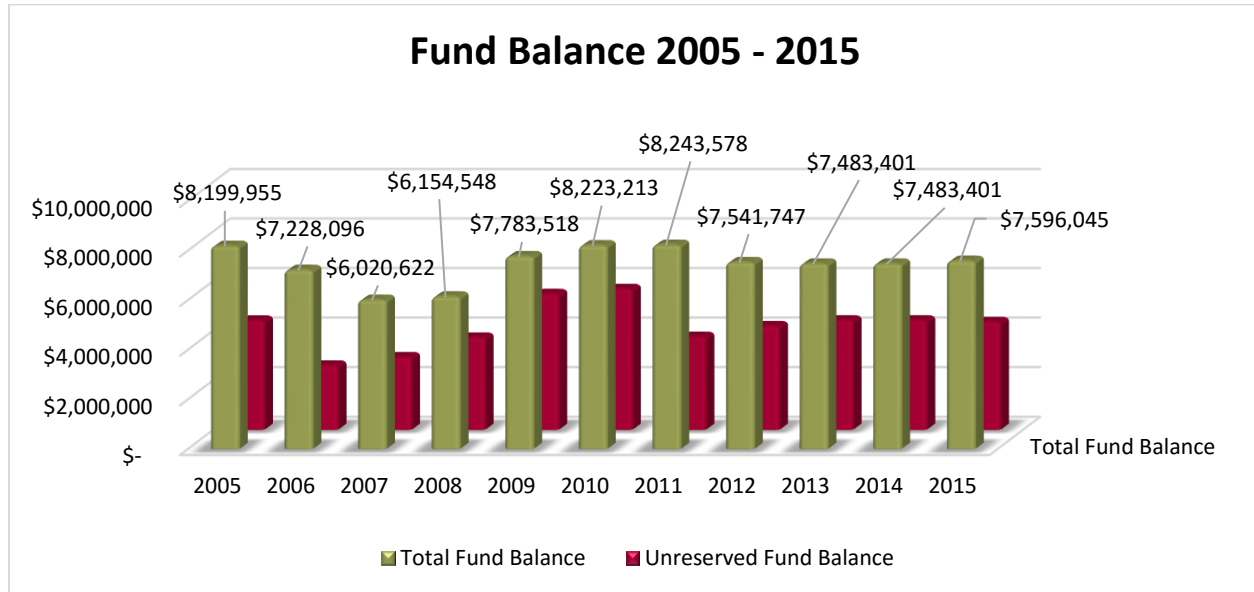


Figure 18: Fund Balance: City of Oak Creek, FY2005-FY2015³³

Services and Amenities

Roads

There are approximately 184.2 miles of public roadway within the City. Of that the City of Oak Creek maintains a local network of approximately 145.5 miles of roadway. The remainder is under the jurisdiction and/or maintenance of the State of Wisconsin (25.7 miles) of Milwaukee County (13 miles).

The City of Oak Creek evaluates the pavement condition of its local roadway system on an annual basis. The latest rating (2016) indicates that 34.48% of the local roadway network is considered either Fair to Excellent. This compares with a similar figure of 37.61% in 2012. Conversely, 65.53% of the local roadway system falls within a pavement rating of Fair to Very Poor. This compares with 62.39% only four years ago (2012).³⁴

The limited resources budgeted for roadway maintenance are beginning to create a significant backlog of maintenance and rehabilitation that will continue to accelerate if funding issues are not addressed.

Fire Services

The following emergency response data shows the shows the overall response volumes for 2009-2016.

³³ Fund Balance reported by the City of Oak Creek’s Finance Department

³⁴ City of Oak Creek Engineering Department PASER Ratings

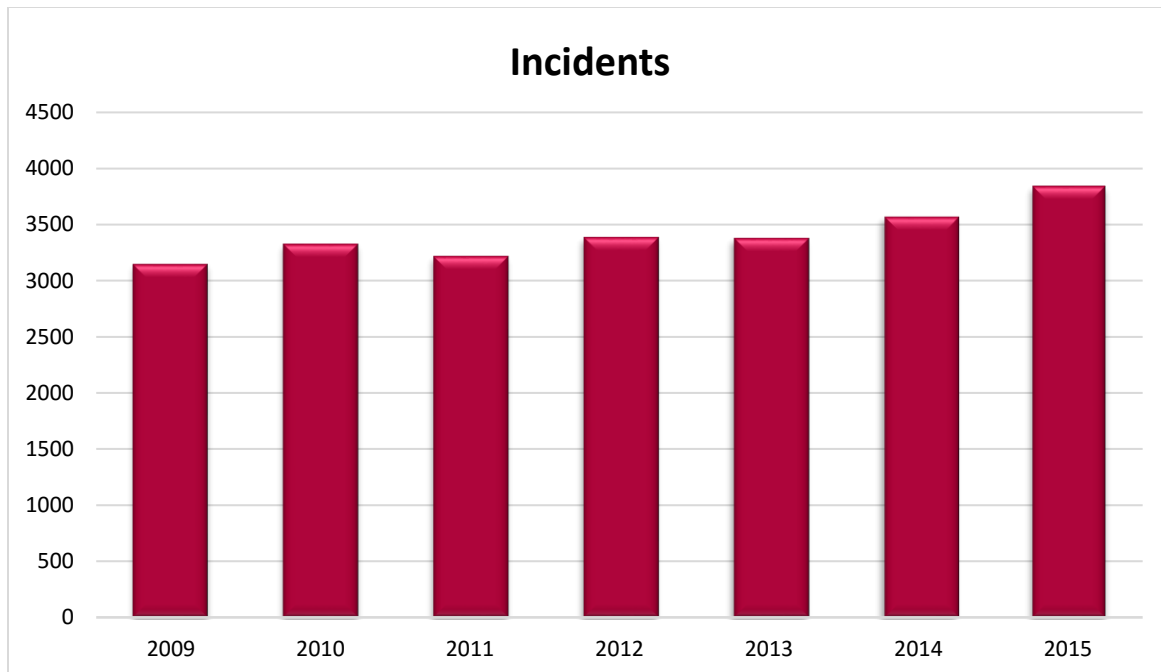


Figure 19: Oak Creek Fire Department Incident Response Volumes, 2009-2016³⁵

The following table includes a detailed listing of incident response types for 2013-2015.

Table 23: Oak Creek Fire Department Incident Responses 2013-2015³⁶

Incident Type	2013	2014	2015
1 – Fire	103	118	131
2 – Overpressure, Rupture, Explosion, Overheat	5	12	4
3 – Rescue and EMS	2,720	2,862	2,959
4 – Hazardous Conditions	63	57	53
5 – Service Call	147	163	179
6 – Good Intent Call	93	130	208
7 – False Alarm and False Call	244	221	304
8 – Severe Weather and Natural Disaster	1	2	2
9 – Special Incident Type	2	1	1
Total Incidents Submitted	3,378	3,567	3,841

The following inspection data reflects the growth in the number of structures within the City as well as the volume of general route inspections during 2012-2015.

³⁵Incident Response Volumes reported by the Oak Creek Fire Department

³⁶Incident Responses reported by the Oak Creek Fire Department

Building Activity July 2008-Present

\$418,562,664 - 457 Buildings

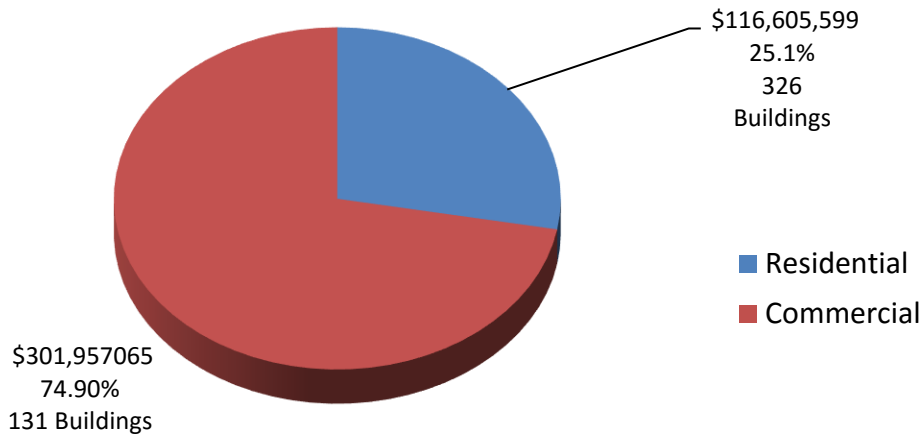


Figure 20: Oak Creek Building Activity, 2008-Present³⁷

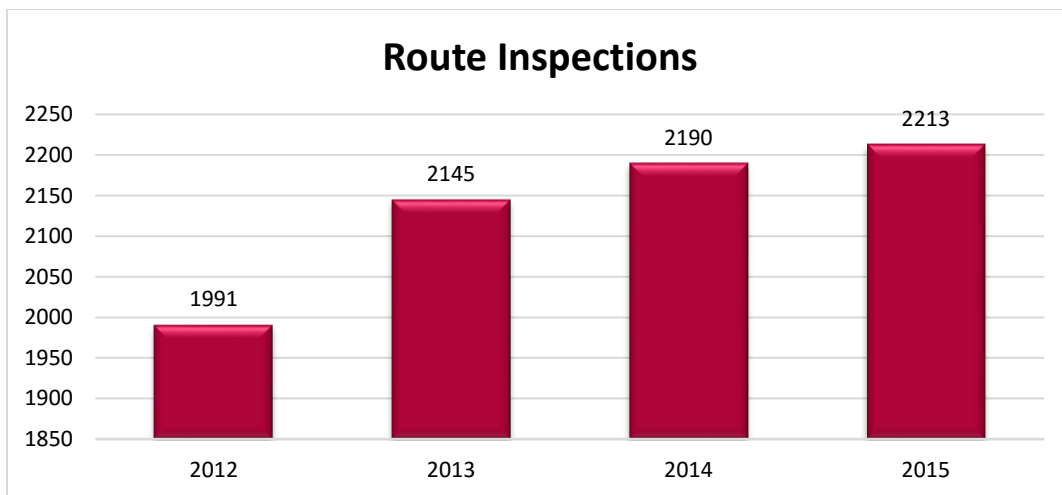


Figure 21: Oak Creek Route Inspections, 2012-2015³⁸

Water and Sewer

In 1974, the City of Oak Creek water treatment plant began treating Lake Michigan water. It was initially constructed to produce up to eight million gallons per day and was designed to have an ultimate capacity of 48 million gallons per day using conventional surface water treatment facilities. The treatment plant has gone through three expansions since that time and can now treat up to 35 million gallons per day.

In 1992, 1994, and again in 2008, the Utility entered into contracts to sell water wholesale to two adjacent communities, the Village of Caledonia and the City of Franklin. The total service area receiving water from the Utility is approximately 83 square miles. Retail sales of water are to the

³⁷Building Activity reported by the City of Oak Creek’s Inspection Department

³⁸General Route Inspections reported by the Oak Creek Fire Department

population of the City of Oak Creek or approximately 34,400 customers through nearly 9,000 customer accounts.

The water demand within the City continues to grow and the Utility continues to install new mains to meet the forecasted demands. The distribution and transmission system is evaluated yearly and compared with need to determine improvements in the system. Plans for another treatment plant improvement project within the next two to three years include the addition of ultraviolet disinfection as an enhanced disinfection method.

The Utility has strived to go above and beyond the minimum requirements for water quality through the Partnership for Safe Water. The Utility is one of few in the nation (and the only in the state) that have received awards through this program.

The figure below shows the entire water system schematic within Oak Creek which includes various elevated water towers, booster stations, reservoirs, and over 186 miles of water main pipe in the distribution system. As forecasted demands increase, the Utility is well positioned to remain one of the top water producers in the State as well as the nation.

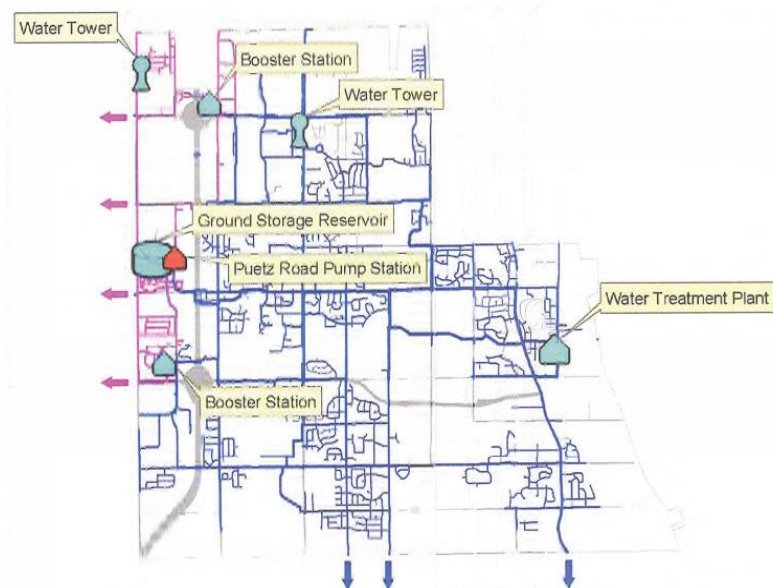


Figure 22: Oak Creek Water Utility System Schematic³⁹

³⁹Water System Schematic reported by the Oak Creek Water and Sewer Utility

Strategic Planning Retreat

The City of Oak Creek held a strategic planning retreat on December 10, 2016. The retreat was facilitated by Julia Novak from The Novak Consulting Group. The purpose of the retreat was to ensure the draft strategic planning framework is reflective of the vision and priorities of the Mayor and Common Council and to articulate priorities to focus the energy and resources of the City organization for the next 12 to 24 months.

Setting the Stage

The facilitator began by sharing the norms that would guide the group's work during the retreat and the agenda for the day. All participants were then asked to share their expectations for the day.

- Team as a whole coming together for a consensus on how to move forward and engage everyone
- Help develop a roadmap of where we are and where we are going in the future
- Two-fold: First, what is our next phase – a lot of development in last several years – what is our next big piece long term. Second, organizational structure and pulling everything together.
- Excited about this process. Happy we are going to have a big-picture plan and a blueprint for the future so we are moving forward in a planned-out manner rather than being reactive
- Mission, vision and values drive everything I do, so excited for the outcomes
- Collective group with identify the important priorities and design action plans. Also, hope to revisit this on a periodic basis to help us continue to move forward
- Here to see how the goals and objectives align with my work
- Conflicted - Want the plan to be actionable and achievable, but at the same time also want it to be bold
- How the organization needs to grow and fill out and also where Oak Creek will be when it is “grown up” – big picture items (driving connectedness in the community, expansion and importance in the region, etc.)
- Actionable and not be shelved (revisited). Also excited to have the elected officials and the management team together like this
- Engagement of elected officials – this expectation has already been met by attendance. Don't want to bind ourselves to the document – want to be ready to update and tweak it as we evolve
- Want to make sure this is not a random act – that we become an organization everyone looks up to
- Put together something bold but realistic – and also building in enough flexibility that it can meet the needs of the City
- Pulling everyone together around a common goal – that will make us a better, stronger team. Coming together with the elected officials is wonderful
- Don't lose sight of what we are here for – to make sure the City grows in an actionable way and continues to serve its citizenry.
- Clear, concise, written document that tells our residents why we do what we do. Want to have a financial plan to do that as well. We are known as the city that provides great quality services – want to be able to continue that
- Want to reduce the percentage of the people that don't know who their alderman is.
- Can't keep kicking the can down the road – need to have solutions

- Set the course for the next 20 years, so everyone can ask themselves “is the decision I am making today moving us toward our strategic plan goals?”
- We need to adjust our service levels. Believe in short-term goals and long-term outlooks. We are setting the table for future generations
- How to use technology to solve some issues
- Want to set the structure for the future. Using our wisdom and experience to make smart decisions. What are our challenges, how do we get there (status quo is the enemy of innovation). Establishing a framework for the future and figuring out how to use our wisdom. All of the folks on the Council have made some really bold decisions. Looking for a structure for the future given what we have already done.

This I Believe

Each member of the governing body was given 5 to 7 minutes to share "what they believe" about the future of the City.

Mayor Stephen Scaffidi

I believe we are one of the most dynamic cities in Wisconsin. Going to be one of the fastest-growing cities as well. That presents challenges when it comes to providing services. People look at Oak Creek as a leader; one of the strongest economic development spots in the state – the City had something bad happen and it responded and recovered, transitioning to prosperity. That recovery was possible because of the City’s staff. That leadership set the stage for the recovery. Since that time we have made some bold decisions (interstate, City Hall, etc.) Residents are not always informed (as can be seen in the survey in which most people did not know the name of their alderman). Development challenges the status quo, which presents a risk – need to make sure we are staffed and structured to provide services. Goal is to look beyond what we are currently doing – want us to look good and BE good.

Daniel Bukiewicz

People around the state cannot get over what we are doing down here. It is not luck – it is preparation meeting opportunity. Councils have set us up with great staff and the financial resources to take advantage of opportunities. Changes pain people – they are very fearful of change – so it is the responsibility of the Council to do what is right for the City. It is going to come down to management and how we do it. The survey came back saying they want safety, services, the library, etc. We have developed so fast that communication may have suffered. From the citizen’s standpoint, many projects do not have a checklist. I believe we are going in the right direction. Oak Creek is looked at as a leader – they cannot believe the direction we are going and the speed at which we are going.

Chris Guzikowski

I believe we are here for a variety of reasons – because of our employees and how they have set the stage to allow us to get where we are. How do we sustain what they are doing and build it to keep us on the edge? With growth comes challenges, and we are truly kicking the can down the road because we have to take care of the immediate needs. I originally ran because I thought we needed to bring more to referendum but, looking back, I am so impressed with the due diligence done – so we need to just do a better job of communicating that due diligence. So what is that best tool to communicate? Because effective communication is critical. In the grand scheme of things I am concerned specifically about our infrastructure and our personnel – how are we going to get the numbers where we need to be. We couldn’t have a better team than we have right now – I brag about Oak Creek a lot because Oak Creek is great. We need to get the word out that Oak Creek is more than just development.

Steven Kurkowski

The Aldermen all do things a little differently with a similar goal in mind. I recently have been touring and shadowing departments to better understand what they do. We talk about all the good things that people outside of Oak Creek say about it – impressed with development, etc. We should be proud of what we have done here. There are positives and negatives to every decision. One of the big things residents talk about is leaf collection – most people say they would be willing to pay more to have them picked up. Are there ways to change things that we do because we have always done it that way? When residents reach out, we respond (recycle bin for older woman example). We do many small things that don't cost that much that make this city so great

Michael Toman

Thought about this in terms of the Critical Success Factors:

- Incorporates solid, high-performing, and well-equipped fire and police departments. Streets and parks are also part of that – they play an important part of this community. However, continuing to support these services will likely have to go to referendum.
- Proactive leadership is generated by a strong commitment of staff to steer us into the difficult decisions that affect residents. Well thought out proposals can assist
- Vibrant and diverse cultural opportunities is an area in which we could do better. Local sports, churches, etc. – get involved and improve the cultural climate of the City. Also, get to know your neighbors
- Thoughtful development and prosperous economy – we have done well in this area. Along with the power plant expansion and some of the creative things we have done in the city, they have paid off for the City.
- Quality infrastructure and amenities – this is all around us and is something the City can be very proud of.
- Financial sustainability – we have addressed a lot of things: stabilized health care, supporting the CIP, etc. Maintaining a very healthy fund balance. Monitoring TIFs is another priority and we have a good handle on those things – hear that we are on solid ground.

Going to referendum is controversial on a political basis because some residents do not want to raise taxes to pay for City services. However, we cannot move forward with stagnant revenues

Ken Gehl

Capture the momentum we have currently and use it to build moving forward. Objective has been to make Oak Creek a great place to live, work, and play. Want to drive choices, options, and opportunities. Coming in from an outsiders' standpoint – I want to make Oak Creek a place that you do not have to leave if you do not want to. We sit in a place in the metropolitan community that is ideal – great opportunities to use this gateway position. Want to drive bold development (transportation, residential opportunities, etc. There is a need to work more cooperatively with the school district to drive engagement and togetherness as a City. Also, the community center, homeowners association, chamber, churches, etc. are opportunities to build upon. These are all things that can help drive engagement – people want to feel like they are part of something. A lot of fun and interesting stuff to be a part of, but as we move forward making bold and strategic decisions, we will have to be strategic about how we work with and partner. Important to not settle for things that are doable that are not part of our strategic plan. Another missed opportunity is to partner with the corporate side of the City. There is a lot of opportunity on the lakefront – which has been a long time coming. Hopefully this will be a visionary project. Housing stock – I have been concerned about the impact of not having enough single-family houses. Need to make sure infrastructure is up to date – roads, etc. so need to find ways to finance and pay for things like

that. People want to be able to walk and bicycle in neighborhoods and we have had a small commitment to that, but maybe need to think more broadly about that. Residents do not differentiate between the City, the schools, etc. so we have to do a better job of driving engagement and educating the citizenry. We still have a long way to go in this area (because survey responses indicate this). Streets, fire, police, parks, these are all areas that are important to residents, so we need to make sure we support the organization appropriately.

Mark Verhalen

I look at things from a business angle – how the Council should address development and serve citizens. Our family has been in Oak Creek for over 100 years. I have seen areas in Oak Creek go from rural farm fields to what it is now. One life experience that affects how I address things on the Council: when I was 26 my father was killed unexpectedly and soon after my brother also passed away. I was thrust into my father's businesses. It was difficult to adjust and make it survive. It took about 17 years of solid work to get back on solid footing. A lot of sacrifices had to be made to make things work. We have come a long way as a City. We are working on a cash-flow business model (as long as you can fund it you can do it). But at some point the cash flow may not work (unexpected circumstances), when you don't look at the risk and debt side of things, you leave it open to failure. We are taking on long-term debt, so we are going to be exposed for a long time.

On the positive side, we all want to see the City progress, grow, and be able to support the services we have. However, I tend to be more conservative with how I look at things. We are starting to be more reactionary, after putting so much focus on development that our services are falling behind. I would like to see the development continue – we are missing the single-family home component, so we need to look at why that is lagging behind. In order to support all the things we have done here, you have to gain residency – people that want to put down permanent roots. There are very few subdivision plots left. Moving forward on the financial side, a 3-5 year plan needs to be ironed out in the future (considering risk and debt). Everyone wants to see growth, but there are a lot that goes into that.

The following figure summarizes the themes that emerged from the exercise.

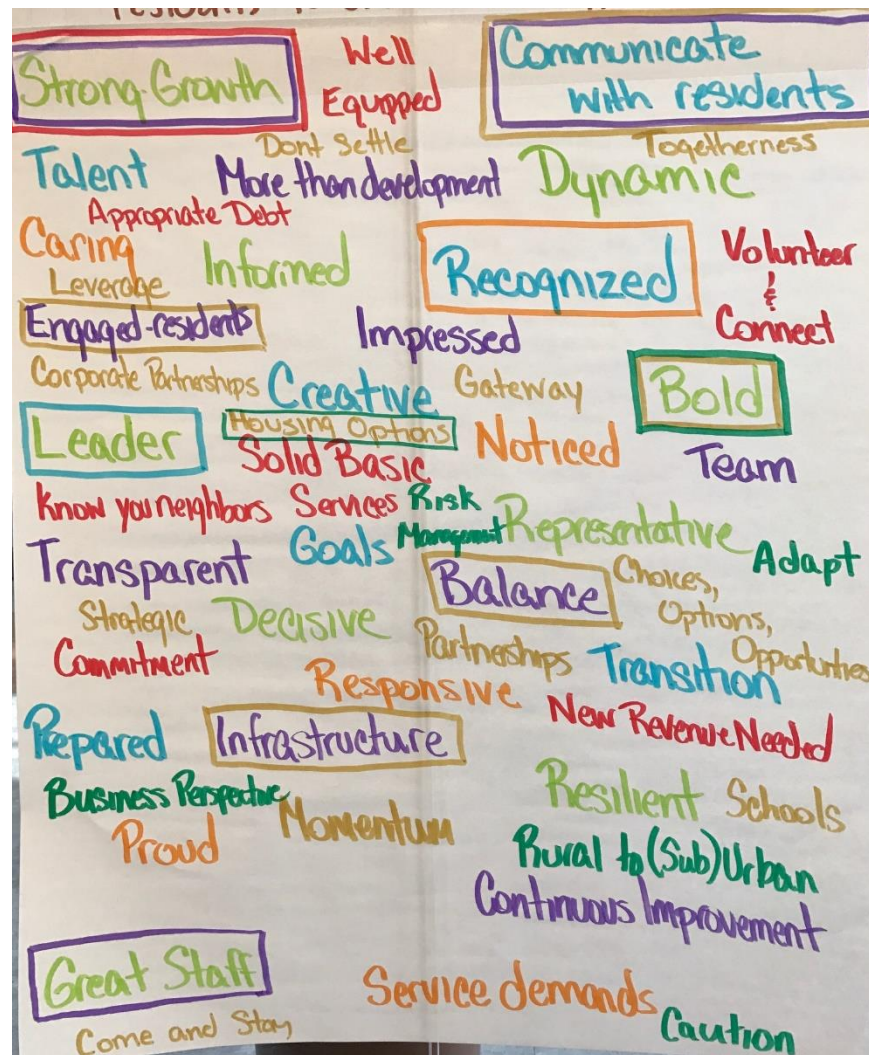


Figure 23: Themes that emerged from the “This I Believe” exercise

After the Mayor and Aldermen shared their statements, the group debriefed what they heard.

- Impact of multifamily development
 - Increasing service demands, can we keep up?
 - Staff impacts and infrastructure demands are real
- Housing choices
 - Lifestyle differences all part of our community
 - Inclusion and engagement are key to future of Oak Creek
 - Stewardship role for future land use decisions
- Community involvement and engagement
 - Job attraction
 - Office space
 - Diversify economic development
- Infrastructure demands – road projects
- Need to humanize City Hall – engage residents to understand and support needs

Debriefing the Briefing

In advance of the retreat, an Environmental Scan and a summary of the strategic planning process were provided to all Common Council members. High-level overviews of each of these documents were then shared. The group spent some time discussing the things in those documents that stood out to them:

- High percentage of residents who live below the poverty level. How do we serve them? Young poverty? Old poverty?
- Political process – short-term decision-making
- Financial trends – flat tax rate – disconnect between perception and reality
- Changing demographics – becoming more diverse and people want to live here

The Strategic Planning Framework

After reviewing the information that informed the draft strategic planning framework developed by the Strategic Planning Team, the draft elements were presented to the group.

Vision

Oak Creek: A regional leader, connected to an engaged citizenry, driving the future of the south shore.

or

Oak Creek: A regional leader connected to our community, setting the standard for the south shore.

Mission

The City of Oak Creek is a dedicated organization providing high quality services whose IMPACT is aligned with community goals.

or

The City provides high quality services that positively IMPACT the lives of all those who call Oak Creek home.

Values

- Integrity
- Mutual Respect
- Professional
- Accountable
- Commitment
- Teamwork

Critical Success Factors

- Safe, Welcoming and Engaged Community
- Proactive Leadership (*Later combined with "Inspired and Aligned City Government"*)
- Inspired and Aligned City Government (*Later combined with "Proactive Leadership"*)
- Vibrant and Diverse Cultural Opportunities
- Thoughtful Development and Prosperous Economy
- Quality Infrastructure, Amenities and Services
- Financial Stability

After some reworking, the group agreed upon the following elements.

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** the lives of all who visit, work, and call Oak Creek home.

Values

Integrity
Mutual Respect
Professional
Accountable
Commitment
Teamwork

Critical Success Factors

- Safe, Welcoming and Engaged Community
- Proactive Leadership (*Later combined with “Inspired and Aligned City Government”*)
- Inspired and Aligned City Government (*Later combined with “Proactive Leadership”*)
- Vibrant and Diverse Cultural Opportunities
- Thoughtful Development and Prosperous Economy
- Quality Infrastructure, Amenities and Services
- Financial Stability

Priorities

All of the elected officials were then given an opportunity to identify priorities within the agreed upon Critical Success Factors. Each elected official then voted for six priorities. A list of the identified priorities follows, with the number of votes shown in parenthesis.

Safe, Welcoming and Engaged Community

- Engage/inform/involve citizenry (2)
- Improve City website through redesign – study functionality/use (1)

Proactive Leadership (*Later combined with “Inspired and Aligned City Government”*)

- Work in tandem with other City orgs (2)

Inspired and Aligned City Government (*Later combined with “Proactive Leadership”*)

- Right-size organization and increase employee retention (3)
 - Employee retention/recruitment
 - Fine-tune, retain, right-size whole org
 - Increase number of employees
 - Introduce business process improvement (BPI) in each department to fund additional staffing
- Increase communication (2)
 - Align services to growth through biannual round table meetings
 - Quarterly employee/leadership meetings to improve communication and remove negativity and misinformation

- Biannual round table meetings for aligning services to growth

Vibrant and Diverse Cultural Opportunities

- Public art around Civic Center, DTS, and parks (2)
- Entertainment area district – movie/bowling (1)
- Work on ways to form joint initiatives with other entities (1)

Thoughtful Development and Prosperous Economy

- Office business park (4)
- Maximize land use decisions (1)
- Design a manageable growth plan – goals, risks, costs
- Lake front
- Drexel Avenue
- Business retention, recruitment, expansion opportunities
- Work on Drexel avenue
- Continue to promote growth – try to move away from incentives and tax breaks
- Focus on what the City wants to become as a destination

Quality Infrastructure, Amenities and Services

- Leverage airport, lake front, freeway, and transit/railroads (2)
- Regional Rec Plex (1)
- Look at new technologies for infrastructure and maintenance (1)
- Infrastructure – roads

Financial Stability

- -

Next Steps

These potential initiatives, items identified through the community and employee involvement process and recommendations from the City's department heads will be brought back to the Common Council for consideration in April 2017 as the City embarks on its next budget process.

Closing Comments

Everyone was then asked to share their thoughts on the process and the day's retreat:

- Very thorough and systematic approach
- On behalf of the committee for the support
- Hope to meet in a year to follow up on this
- Very thorough – look forward to seeing the final report to see the action items so we can start aligning our departments
- Heartened – this is a very communicative Council and this working group was encouraging for staff
- Encouraged by the effort
- Inspired and motivated – will try to communicate this to staff to inspire and motivate them
- Helpful to have this guidance as we work on our department strategic plans
- Good framework and good engagement
- Priority is figuring out who is going to drive this going forward so we don't lose inertia
- Excited to continue to put some more work into what we have done today. We have a really great group of elected officials and managers that are enjoyable to work with

- Good to look forward to the future and also to reflect on what we have done. If we have done it before we can do it again.
- Setting a vision and mission were critical. Great direction
- Appreciative of what the committee did to get us to this point. We have a shared vision/goal for where we want to go
- Appreciate the hard work of the committee. Hope that this does not just end up on a shelf. Hope that we have goals that are realistic and attainable so we can make this thing work
- Inspired to not only hear thoughts, but to see them in writing and then incorporated into the document in some way, shape, or form
- Heartening to see what we can accomplish when we take time out and pull together as an organization. Hopefully we do this more than once every 30 years
- Committee did a great job. This is a great exercise in communication. We are all in this together, so the better we communicate the better we get. We are going to have to work at this – this is the first step in a process. Staff also got to see the Council's thought process, which is useful
- Great process. The work done by the committee is the reason this was so successful. I hope that the point of this is that the things written on the wall actually get done. The success of this effort in the long term will depend on the employees. The tough decisions have to be made, but staff have an opportunity to provide the information we need to make good decisions

Follow-Up Strategic Planning Retreat

On February 8, 2017 the Mayor and Common Council met with Department Managers to brainstorm and prioritize action items to include in the City of Oak Creek's Strategic Plan. This report includes all the proposed ideas as well as the results of the prioritization process. On February 9, 2017, Department Managers worked to develop implementation plans for each of the actions prioritized by the Mayor and Common Council.

At the beginning of the session on February 8, 2017, everyone was asked to share how they are feeling about the follow-up strategic planning retreat.

- Enthusiastic
- Busy
- Hard work
- Interested
- Hopeful
- First timer
- Hopeful
- Hopeful
- Interested
- Engaged
- Direction
- Optimistic
- Curious
- Pumped
- Committed
- Motivated
- Sustainable
- Fundamental
- Optimistic
- Direction
- Changing
- Eager
- Anxious

Initiative Brainstorming

In advance of the session, attendees were asked to prepare a list of initiatives they would like considered. Each attendee then shared their list, categorizing them by the agreed upon Critical Success Factors.

Safe Welcoming and Engaged Community

- Communication initiative – improve our ability to tell our story using a variety of mediums (community listening)
 - Improve City website through redesign
 - Neighborhood block watches – more social media presence (next door)
 - Humanize City employees

- Better communication
- Outreach to the community by Administration, Police, and Fire with informational sessions
- YouTube recruitment presence
- Neighborhood meetings
- Involving community
- Communicate with residents across multiple platforms to fit their communication style/preference
- Outreach/communication and engagement with community
- Excellent and innovative communication within the organization and to the community
- Better communication
- Communicate with all employees. Encourage and support the hard discussions
- Outreach with residents and businesses
- Take important City info and break into bite-size pieces that are easy to digest and understand
- Focus the conversation on value vs cheap
- Improve communication – put ideas out there and encourage feedback
- Provide multiple methods of citizen input – based on citizen preferences – and making sure the options are well known
- City-wide Citizen Academy
- Better communication/conversation with residents
- Community listening sessions
- Community outreach, get involved in the neighborhoods
- Further communication with community
- Utilize/partner with school district to reach and engage parents who may otherwise be siloed
- Engage and involve citizenry
- Increase communication
- Police/Fire/EMS staffing and efficiency
 - Fire and EMS capabilities
 - Police/Fire/EMS safety initiatives
 - Police staffing
 - Unique police resource deployment for more “nuisance” type issues
- Neighborhoods
 - Neighborhood watch
 - Strengthen neighborhoods by engaging homeowners and renters
- Senior opportunities
- Strategic public safety initiatives
- Engage diverse populations
- Involve/engage volunteers through committees
- Continue to lure top companies or startups that give back to Oak Creek
- Community garden
- Engage and excite community on task forces/committees
- Promote quality of life/character of City
- Quarterly safety meetings with Aldermen, citizens, and public safety
- Increase participation in citizen committees, workgroups, advisory boards, etc.
- Utilizing external programs/organizations
- Ramp up use of license plate readers and cameras in public areas
- Sustain quality of safety service

- Prioritize community risk reduction
- Various organized activities in the Town Square to bring citizens together
- Push out info – programming, activities, resources
- Outreach Oak Creek Day (party in park – highlight neighborhood)
- Hold annual or semi-annual new family events (maybe in summer before school starts)
- Community Diversity Day
- Community center presence
- Seniors
- Community involvement (i.e., more volunteer opportunities and events)
- Provide needed direct health services to residents as required and identified through CHA
- Proactive property maintenance (“worst offenders”)
- Hold government sessions of multi-departments. Encourage open discussions and teaching sessions including struggles we face
- Connect schools/residents to City/protective services
- Long-term image
- Leverage use of volunteers or private contractors to supplement cost – effective service delivery
- Engage community in programming services
- Continue to provide local EH services for food safety

Proactive Leadership (*Later combined with “Inspired and Aligned City Government”*)

- Succession planning
- Continued focus on strategic planning
 - Strategic Plan updates
 - Annual strategic planning meeting – updates on process
 - Long-term planning
- Communication - increase engagement between elected officials and employees
 - Quarterly town hall meetings with all employees and elected officials
 - Communication to staff and community
- Technology and SMART City initiatives
- Economic development outreach and lobbying
- Encourage dialogue
 - Informal and respectful debate encouraged
 - Unified decisions from open and respectful dialogue
- Focus on external environment and trends
- Regular/ongoing engagement of outside development groups and politicians
- Ability to govern strategically by increasing terms to 3 years to avoid always being in an election cycle
- Every employee – think short- and long-term – emphasis on everyone, professionalism
- Transparency – more resources on website
- Leaders who are looking ahead and bringing ideas to the community
- Employee development/training
 - Develop a staff training program to promote/raise up new leadership for employees
 - Training to increase the emotional intelligence of employees and leadership
 - Opportunities for training (external) and knowledge sharing (internal)
 - Develop employee compensation programs to attract millennials and other employees that appeal/apply to today’s standards
 - Formal internship/training program
- Increase visibility of staff/elected officials in the community

- School district input
- Shared services
 - More shared services
 - Joint City cooperation
 - Active collaboration with other organizations
 - Consolidate government services with other communities when advantageous
 - Partner for mutual benefits with other municipalities
 - Take leadership role for promoting shared services in the South Shore

Inspired and Aligned City Government *(Later combined with "Proactive Leadership")*

- Optimize/rightsize staffing
 - Identify best management practices (and implement) from public and private sectors
 - Organizational structure with efficient support
 - Right size City staff
 - Services that effect 100% of the community
 - Consolidation
 - Identify and rank project priorities – evaluate regularly to add new projects
 - Identify critical services in each department
 - Use existing resources
 - Cost containment and reduction
 - Organizational structure: reduction of departmental silos
 - Reassess the organizational structure
 - Cost fee explore for street lights, park fees, snow, etc.
 - Offer four, 10-hour days so departments can offer services during extended hours
 - Reevaluate job descriptions
 - Government that is looking for successful ideas in other areas and communities, then communicating them to the community
- Be a leader in shared services
 - Work in tandem with other City organizations
 - Work on ways to form joint initiatives with other entities
 - Vigorously pursue partnership with school district, non-profits and faith-based community
 - Create/develop working relationships with the school district
 - Explore opportunities for cooperative ventures and funding
 - Collaborate with outside entities
 - Find opportunities using public/private partnerships
 - Build broader partnership with state, county, cities, and utilities
 - Work cooperatively to provide appropriate facilities
 - Reduce/eliminate resource overlap between City and utility operations
 - Look for synergies/cooperation with local groups (OCFSO, OCCC, MATC, etc.)
- Essential/nonessential services
 - Determine what is essential and nonessential
 - Eliminate unnecessary programs
- Eliminate resource overlap
- Business process improvement
 - Business process improvement initiative (internal)
 - Business improvement process
 - Lean government training – focus groups
- Better internal communication

- Better internal communication
- Internally communicate
- Same message on all levels
- Improve partnership with utilities
- Collaborate with other entities on service delivery
- Update policies
 - Review municipal codes or policies and procedures
 - Update policies
 - Update City policies and procedures and establish review timeline
- Audit of committee structure to determine need, overlap, and efficiencies
- Cross-Departmental collaboration/cooperation
 - Create/support effective and efficient cross-department programs
 - Cross-functional teams
 - Departmental coordination

Vibrant and Diverse Cultural Opportunities

- Tourism/events celebrate diversity
 - Leverage collaborations of Celebrations Commission, Tourism Commission, and Community Center
 - Use square for diverse groups/programs
 - Celebrate diversity
 - Diverse music, food, art, ethnically informational events
 - Educational lectures, or tours highlighting area, history and various architecture and cultures
 - Music in square
 - Festivals and art fairs
 - More community events
 - Have local cultures visible in the City
 - Religious and cultural differences highlighted
 - Arts and music
 - Cultural festivals or speakers
 - Visible celebrations/enlightenment of community diversity
 - More involvement by businesses
 - Leverage existing cultural assets of students by showcasing them in public spaces
 - Community events
 - Multi-cultural events to teach/enhance understanding of diversity and acceptance of differences
 - Promote cultural diversity group/organization
 - City government role should be limited to coordination/participation – be careful to be fair, consistent and impartial and avoid liability to City (use other entities)
 - Start/create/host a farmers market and other community events to promote citizen interaction
 - Farmers market
 - Invite cultural religious leaders to City events
 - Public art initiative (visual, theatrical, musical)
- Lakefront/waterfront (2)
 - Lake Vista waterfront activation
- Behind the scenes business and City organization tours
 - Behind the scenes tours of City buildings to humanize City services
 - Welcome weekends for visitors to City

- Abendschein Park buildout
- Facilities/space
 - 10,000 seat arena, minor league team of some sort
 - Convention/gathering space
- Promote healthy lifestyle

Thoughtful Development and Prosperous Economy

- Single-family development
 - Explore tax incentives for residential development
 - Single-family lot inventory
 - Real estate summits – council and residential
- Business park
 - Market analysis and potential siting of corporate business park
 - Office business park
 - Host expose for potential business fair – develop business office park
- Entrepreneurship/business incubator
 - Business incubator – better economic development coordination
 - Provide incubator space – promote entrepreneurship
 - Entrepreneurship
 - Incubator partner with MATC
- Business expansion and retention
 - Develop business retention startup committee
 - Business retention
 - Retain existing employers
 - BEAR program creation
 - Business retention and expansion
 - Define and initiate economic development/retention/recruitment activity
 - Recognize and celebrate local businesses
- Convention/event space
 - Determine partnership for offering medium-sized convention space
 - Airport-centered development/convention center
- Pedestrian safety/traffic safety/safe routes to school
- Blight – tear down that wall
- Leverage proximity to transportation (airport, interstate, rail, etc.)
- Prioritize strategic land use
 - Maximize land use decisions
 - Balanced growth in housing, commercial, and businesses
 - Balancing development with greenspace
 - Prioritize strategic land use/development efforts
- Better utilization of CDA
- Create a financial plan that will demonstrate our ability to maintain current infrastructure first, then future plan
- Balanced/strategic development
 - Balance service and development
 - More selective on development in the City
 - New businesses that will add to the tax base now
 - Do an inventory of developable properties and zoning
 - Pick a path – aggressive or reserved development
- Promote unique/innovative development around Ikea (state-of-the-art)
- Incentives

- Development incentives
- Comprehensive TIF policy (creation, use, and retirement)
- Reinvestment
 - Reinvest in older business areas to remain competitive
 - Aesthetic improvement - redevelopment of Rawson Avenue
- Achieve competitive advantage in SE Wisconsin
- Riverfront development

Quality Infrastructure, Amenities and Services

- Recreation Complex – potential referenda
 - City-run center
 - City run ventures
 - Pool/splash pad at Abendschein Park
 - Referendum for community rec center/aquatics
 - Build fieldhouse with lighted athletic fields for room with rec programs
 - Park amenities
 - Leisure services (parks, recreation facilities, walking and bike paths)
 - Creation and maintenance of City parks
 - Focus on quality and appearance of amenities, streets, and developments
 - Partner with OCFSD – Abendschein, Rec Plex
- Maintain road infrastructure
 - Develop comprehensive 20-year road replacement plan
 - Road maintenance
- Streetlight retrofit
 - Energy reduction and updated street lighting
 - Streetlight maintenance
 - Smart traffic lights
- Bus/rapid transit
- Drexel Avenue off ramps
- Drexel Town Square overflow parking
- Proactive property maintenance
- Redevelopment of entry corridors
- Assess current amenities and cost/use
- Find new money to maintain/improve roads and parks
- Better alignment of City and water utility
- Provide and support service at level you wish to see City perceived
- Walkable areas with proper lighting
- Leverage airport, lakefront, freeway, and transit/railroads
- Look at new technologies for infrastructure and maintenance
- Infrastructure maintenance
 - Continued investment in infrastructure
 - Maintain investment in infrastructure
- Increase tree canopy
- Yard waste/leaf collection
 - Provide yard waste cleanup by garbage company
 - Leaf collection
- Planning
 - Develop growth plan for 2/5/10/15 years
 - Identify cost for needed infrastructure in next 1,5,10 years

- Prioritize first and greatest need
- Prioritize projects
- Develop funding platform for major projects
- Logical expansions to pedestrian trail network
- Assure and promote ADA
- Better access to public facilities

Financial Stability

- Create a cashflow document to provide an understanding of the City's financial stability and show how future priorities can/cannot be paid for. Use as tool for invest/decision-making strategies
- Open sessions with residents to discuss their priorities to align with budget/revenue/expenses
- Address the debt
- Determine base levels of service and opportunities to upgrade at additional cost
- Growth in tax base
- Offset service cost by new revenue to support service
- Health insurance reduction through consumerism approaches
- Attack healthcare side of our expenditures
- Evaluate ability to generate revenue
- Balance budget requests with matching reduction in budget
- Lease City fleet
- Budget for employee compensation and retention
- Department budget contingency fund
- Produce 1-3 year financial projections and cash flows and develop near-term CIP funding strategy
- Budget process – evolve
- All departments should report to Common Council and City Administrator
- Employee efficiency incentive program
- Aligned City government – repeal levy freeze/laws
- Establish finance teams for multi-year budget approach
- Public safety overtime mitigation strategies
- Master list of tax exempt property to put back on tax roll
- Communication
 - Publicize how much City services cost per resident
 - Highlight the financial success of the City in an easy to understand format
 - Careful examination of future projects for areas that will affect City operations/resources
 - Communication effort about finances
 - Dialogue with residents about cost vs value
 - Communicate our budget more effectively
 - Promote, explain City programs including cost and value
 - Show taxpayers what we have already cut and what may have to be cut
 - Short-term cash flow planning and communications
- New revenue sources
 - Identify City events that generate revenue in City
 - Identify research and carryout new revenue sources
 - New revenue sources and streamline processes

Initiative Prioritization

Each elected official and the City Administrator were then provided an opportunity to discuss their top priorities within each Critical Success Factor. Items which multiple individuals prioritized have the number of mentions included in parentheses).

Safe Welcoming and Engaged Community

- Communication initiative – improve our ability to tell our story using a variety of mediums (community listening) (3)
- Police/Fire/EMS staffing and efficiency (2)
- Senior opportunities
- Strategic public safety initiatives
- Engage diverse populations
- Involve/engage volunteers through committees

Proactive Leadership *(Later combined with “Inspired and Aligned City Government”)*

- Succession planning (2)
- Continued focus on strategic planning
- Communication - increase engagement between elected officials and employees
- Technology and SMART City initiatives
- Economic development outreach and lobbying

Inspired and Aligned City Government *(Later combined with “Proactive Leadership”)*

- Optimize/rightsize staffing (4)
- Be a leader in shared services (4)
- Essential/nonessential services (2)
- Eliminate resource overlap
- Business process improvement
- Better internal communication
- Improve partnership with utilities
- Collaborate with other entities on service delivery

Vibrant and Diverse Cultural Opportunities

- Tourism/events celebrate diversity (3)
- Lakefront/waterfront (2)
- Behind the scenes business and City organization tours
- Abendschein Park buildout

Thoughtful Development and Prosperous Economy

- Single-family development (3)
- Business park (3)
- Entrepreneurship/business incubator (3)
- Business expansion and retention (2)
- Convention/event space
- Leverage proximity to transportation (airport, interstate, rail, etc.)
- Prioritize strategic land use

Quality Infrastructure, Amenities and Services

- Recreation Complex – potential referenda (3)
- Maintain road infrastructure (2)
- Streetlight retrofit (2)
- Bus/rapid transit (2)
- Drexel Avenue off ramps
- Drexel Town Square overflow parking
- Proactive property maintenance
- Redevelopment of entry corridors

Financial Stability

- Referendum decision
- Financial review teams
- Budget communication
- Balanced budget initiatives
- Address debt

Implementation

On February 9th, Department Managers and the City Administrator began developing action plans for each of the prioritized items. Once the action plans are finalized, the City will move into the implementation phase.

Recommended Next Steps

- Organize Implementation Team for each Critical Success Factor
- Appoint/identify Team Captain who will also connect with the Strategic Plan Work Group
- Establish regular meeting schedule
 - SPWG: bi-monthly → quarterly
 - Critical Success Factor Teams: monthly → bi-monthly
- Identify leader “1st responsibility” for each initiative
- Develop work plan for ALL initiatives by April 15th
- City Administrator meet with teams (at least) every other meetup
- Communicate progress quarterly

Closing Comments

Everyone was then asked to share their thoughts on the process and the follow-up retreat:

- Positively energized
- Optimistic and overwhelmed
- Apprehensive
- Optimistic and understaffed
- Totally engaged
- Excited but anxious
- Optimistic but concerned
- Optimistic and skeptical
- Hopeful
- Satisfied with progress
- Organized

- Positively conflicted
- Determined
- Hope and a prayer
- Optimistic and concerned
- Optimistic
- Ready and willing