

2020-2022 Strategic Action Plan “Score Card” (Winter 2022-23)

[Key: 🟢 = Complete → = In Progress ○ = Not Started]

Disclaimer: *The City's current Strategic Action Plan (SAP) runs through calendar year 2022. In the summer of 2022, the City engaged consultants at Northern Illinois University's Center for Governmental Studies to prepare a new SAP to begin in 2023. At the time of the Common Council's 2023 Budget Adoption, the new SAP update was still ongoing, and the City plans to ratify a new SAP in 1Q 2023. As such, the SAP scorecard below, and the context of the SAP goals in correlation with the 2023 Budget, is in transition pending the City's completion of a successor 2023+ SAP.*

Vibrant and Diverse Cultural Opportunities

1. Update Park & Open Space Plan with an emphasis on continually improving community walkability/bike-ability
 - a. Engage Parks & Recreation Commission to review existing, and establish future, plan goals; Engage Commission and Common Council for plan amendment recommendations and formal action → The Community Development Department attempted to update this document with existing resources in-house, which was not attainable. The 2023 CIP Budget includes \$30,000 for the City to engage a consultant to complete this planning process. This initiative will likely carry over into the successor SAP for 2023+.
2. Become a City known for its successful Special Events and Community Gatherings
 - a. Identify and contact groups and leaders (business, education, faith-based, culture-based clubs, non-profit, etc.) for potential partnerships →
 - b. Explore holding an annual “Around the World” ethnic food/music/dance event 🟢 In 2019, the City held its first CAFE event (culture, arts, food, & entertainment). After the 2020 event was cancelled due to the pandemic, the 2021 and 2022 CAFÉ events continued to grow in size and participation. Mayor Bukiewicz is passionate about growing this event, perhaps to a weekend-long event.
 - c. Coordinate an informational summit with cultural leadership groups and organizations in City and metro area ○
 - d. Parlay events with education efforts regarding City Department/Programs, where appropriate (i.e. Library Fundraising, Health Department information, Recreation registration) → Library, Health, Clerk's Office, and Community Development Departments have consistently positioned themselves at events to educate residents of their missions and service offerings, gather feedback for City purposes, and highlight upcoming events. All Departments, and most Divisions, have participated in Sneak Peek at Oak Creek the past few years (not held in 2020). Clerk's Office has performed voter registration events at apartments, care facilities, and Oak Creek High School (OCHS), among other locations.
 - e. Facilitate the creation of an all-inclusive "community event" calendar; include module on City website ○
 - f. Develop a Use Policy for Drexel Town Square (DTS) ○
 - g. Review/Revise local ordinances, policies, permitting, and procedures to ensure facilitative vs. inhibitive event processes → Staff continues to review and consider revisions to ordinances, administrative policies, and necessary permitting to facilitate opportunities for successful, yet safe and risk compliant, events within the City.
 - h. Examine policies and best practices for other communities who excel at event implementation →

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i. Address parking and traffic considerations at City venues

🟢 Drexel Town Square (DTS): solutions include the Froedtert parking ramp and creative partnership with adjacent business Zund. Parking simply has not been inadequate on a daily basis or for our largest events.

🟢 Abendschein Park: The 2023 CIP budget includes funding for parking lot expansion adjacent to the existing lot. Future solutions include additional on-street parking capacity options on Drexel Avenue when this facility is expanded, but there is no firm timeline for Drexel Ave. reconstruction project.

→ Lakefront & Lake Vista Park: Overall, a successful first three years (2019, 2021, 2022), in holding the 4th Fireworks at the lakefront, but a long-term parking solution will be incorporated in the redevelopment of the lakefront. Options staff are analyzing is a portion of the Beazer/Connell property just north of Lake Vista Park as well as Park land between the Park and Low Lift Drive. Much of the parking solution will depend on the overall vision for the lakefront public park projects, which the City is now designing at a concept level with Edgewater Resources. Final adoption of the lakefront park concept plan, including parking capacity, is nearing completion and will conclude 1Q 2023.

3. Provide Additional Cultural and Recreational Opportunities for the City’s Senior Population

General Update: → In 2021, the City and School District each approved an Intergovernmental Cooperation Agreement for a joint Community Education & Recreation platform (“OCR”). The District will serve as the lead agent for the implementation of “accessible-by-all” education and recreation programming in the community, replacing the City’s stand-alone Recreation Department. The City will contribute levied tax dollars annually as part of the partnership. Additional programming will continue to be offered by the OC Library.

One of the critical values espoused in the partnership was to ensure an “all-ages” approach to program offerings. Through the general guidance of the Parks & Recreation Commission, the respective District and City staff will continue to pursue social-recreational outlets for non-school-aged children, including our Active Older Adult population. Certain of the below initiatives, in addition to a community-wide recreation survey are called out in the Agreement between the parties. While the City will remain a guiding hand in ensuring the values of the Agreement are upheld, District staff will ultimately administer and implement the below objectives, and many others.

- a. Inventory existing offerings and those of adjacent communities 🟢
- b. Identify target audience & develop a survey instrument → Direct inquiry related to active adult and senior programming will be a key part of the pending Community Recreation Survey.
- c. Identify and explore collaborative relationships with adjacent communities →
- d. Coordinate an informational summit with senior living facilities, other key stakeholder groups 🔴
- e. Incorporate more senior-focused event programming at City venues and into Recreation and Library initiatives →

4. Improve Pedestrian Corridors with Public Art & Sculpture → A cross-departmental staff team has advanced this initiative since summer 2021. To-date, the team has initiated the following: Created a public art opinion survey and launched to the community; created a name and brand

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for the public art initiative- “ARTOC”; Researched public art policies and best practices of other communities nationwide, looking for commonalities and a starting point for the City’s own public art master plan; designed and executed a well-received “Community Canvasses” project designed to build further interest and gain additional public input and participation into the overall ART OC initiative; secured two sculptures from a local artist and coordinated with DPW to erect them in Drexel Town Square. Next projects include designing shared community space on the UW-Credit Union site under construction, and “handing” the initiative to a yet to be determined group of staff and public.

- a. Partner with art programs in local institutes of higher education for potential activities and exhibits ○ **This is just one of many future partnership opportunities to be explored.**
- b. Research City liability and creation of a local Art & Architecture Ordinance → **This is part of the SAP Team’s exploratory work per the above, but has not been a huge emphasis in these early stages of the initiative.**
- c. Identify best practices and activities of other creative communities/spaces in metro area →
- d. Prioritize best City locations for work to be showcased →
- e. Connect public art efforts with Destination Marketing functions of Tourism Commission for further reach and impact outside of community ○

Thoughtful Development and Prosperous Economy

1. Design and Implement a Business Retention and Expansion (BRE) Program
 - a. Investigate BRE visitation programs of other economic development organizations 🌟
 - b. Identify key information to be gained from business leaders during visits 🌟
 - c. Develop a database to track actionable items and notable business information → **Staff has tracked information and action steps from each visit, but a more formal process will be developed in future as we consider the evolution of the program.**
 - d. Articulate and record goals of our BRE program 🌟
 - e. Provide additional opportunities for local business recognition and award programs ○ **These types of related initiatives were scoped in the revised position description for our Tourism & Business Relations Manager. This position became vacant in fall 2022, and stakeholders are reassessing the position and resource inputs into the City’s tourism and business relations functions in general before filling the vacancy. It’s likely these types of programs and community business relationships and partnerships will be a focus in our new SAP 2023+.**
2. Market the Lakefront Development on a Regional and National Scale
General Updates:
→ **Lakeshore Commons traditional neighborhood: In October 2021, infrastructure construction commenced on Lakeshore Commons, an approximate 720 dwelling unit, traditional neighborhood community on lands encompassing ~65 acres. The project includes three phases, with the second phase also encompassing ~20 acres of land privately held by the Edison Boerke Trust. The construction commencement followed a very complex carousel of coordination among the City, developers, Boerke family, and the Wisconsin Department of Natural Resources, as much of this land is in the state Voluntary Party Liability Exemption program. As of December 2022, the Lakeshore Commons project is well underway. All phase 1 underground utilities, roadways, sidewalks, walking trails, etc. will be complete by the end of 2022. Further, some of each type of**

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housing typology is currently under construction including single family, two family, denser/urban multi-family, and town homes.

→Former Peter Cooper Glue Company Parcel: In February 2022, the City acquired this 46-acre parcel adjacent to 23 acres the City previously acquired comprising the lakefront’s “north bluff”. The former Peter Cooper property requires considerable remediation and clean soil capping. To this end, the City negotiated a partnership with the Metro Milwaukee Sewer District for the placement of 200,000 cubic yards of excess soil MMSD had from another regional project. This saved the City an estimated \$3M it otherwise would have spent to source and transport its own soil to the site. Further, the 2023 CIP Budget includes funding to demolish the last dilapidated structure remaining on the site. Remediation will continue on the site in coming years to prepare the parcel for future park development and private reinvestment.

→The “north bluff” stabilization project: In concert with the above remediation of the former Peter Cooper site, the City is completing design on a bluff stability project to save the bluff from further erosion, collapse, and contamination from entering Lake Michigan. The 2023 CIP Budget includes funding to commence this bluff stability project. The City has received permits from ACOE, WisDNR, and Milwaukee County and will be advertising for construction bids in early 2023. In conjunction with work commencing on the Peter Cooper site, the City will also be demolishing the existing storage building along with the concrete slab in 2023.

→Lakefront park and amenities planning: In concert with the above-mentioned bluff stability project, in 2022, the City engaged Edgewater Resources to produce an aspirational parks and public space amenities vision for the City’s lakefront, from present-day Lake Vista Park to the north bluff. This will include a walking promenade in connection with the bluff stability project, and numerous other one-of-a-kind parks amenities. Common Council will likely adopt this lakefront park vision in 1Q 2023. The 2023 CIP includes funding to begin precise design work for an initial phase of this park vision.

→Beazer/Connell property: One of the last remaining environmental clean-up efforts involves the parcel between Lake Vista Park and the north bluff, known as the former Beazer property. Clean-up actions are currently being negotiated and the City is hopeful a pathway can be reached that satisfy all parties and regulatory agencies. The City does not have any financial responsibility to remediate contamination on this site, but also remains interested in seeing the environment work gets complete so this parcel can be included in both parkland development and future private reinvestment opportunities.

- a. Finalize TID 6 amendment and TID 13 creation 🟢
- b. Craft a vision statement 🟢
- c. Create an easy reference document re: developing within Lakefront's environmental parameters 🟢
- d. Develop micro website specific to Lakefront 🟢 Initial micro-site served an intended purpose. City will need to re-examine use of site after next steps of visioning the shoreline and redevelopment of Peter Cooper and Beazer/ Connell take shape.
- e. Extend reach of Lakefront by preserving/enhancing entrance corridors from I-94 through wayfinding/signage to establish a gateway or “sense of arrival” ○
- f. Leverage (and where possible, enhance) the recreational assets of Lakefront to promote mixed-used development 🟢The investments made by the City in the redevelopment of

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the recreational and open space at the lakefront have made possible the sale of properties to the F-Street Group/RINKA for the development of Lakeshore Commons. See above General Updates relating to the bluff stability and parkland visioning projects underway.

- g. Coordinate park (Lake Vista and Bender) programming and unique offerings to promote a regional draw → Event programming, including the 4th of July fireworks and pop up beer gardens, have taken place at Lake Vista Park, as well as a number of other public and private events. Public and private amenity structures and programs planned for Lakeshore Common will bolster future opportunities.
 - h. Prepare marketing materials and identify targeted development partners 🟢
3. Establish City Objectives for Handling Demand for Single Family Lot Inventory
General Update: This is essentially complete as many of the objectives have been incorporated into the adopted Comprehensive Plan and will be incorporated into the zoning code update. Continued implementation of White Paper recommendations will be important.
 - a. Convene a homebuilder / stakeholder summit to gain industry/market expertise and understanding on single family development in Oak Creek 🟢
 - b. Research best practices and policy positions of communities with strong lot inventory absorption 🟢
 - c. Perform an inventory and prioritization of 1) existing lot availability; and 2) land available for future platting 🟢
 - d. Revisit, refresh the “Cost of Service” Study done in the 1990s 🟢
 - e. Review/revise Subdivision Ordinance where necessary 🔴.
 - f. Finalize policy analysis and future recommended actions in a formal report to Council 🟢. *The completed analysis was used as a tool for informing the 2020 Comprehensive Plan and 2022 Zoning Code. → Community Development staff is tasked with following up on the White Paper’s implementation recommendations, which is even more pressing as lot inventory is running low after a multi-year uptick in lot availability. Implementation is challenged by the fact remaining priority lands tend to have more challenges (costs) associated with them for the private development community to overcome. Additionally, global economic forces at present really hamstring traditional single family subdivision development.*
 4. Examine Public/Private Partnerships to facilitate Development of a Medium-sized Convention & Event Space
 - a. Engage Tourism Commission to provide market information and best practices for conference centers in peer communities 🟢 *No longer required; will be a private-sector function (Creekside Crossing Conference Center).*
 - b. Establish regional partnerships to respond to market demand and to determine an appropriate geographic location for conference/event space 🟢
 - c. Survey local businesses as part of Business Retention and Expansion strategic objective to gauge potential business demand for conference/event facilities 🟢 *Per item “e” below, consultant performed a business survey as part of the market feasibility study, and staff does include a discussion on business travel when conducting BRE visits.*
 - d. Engage Destination Marketing Specialist to survey regional professional organizations and non-profit groups to gauge potential market for conference/event facilities 🟢 *Per item “e” consultant also queried local and state event/conference planners as part of the market feasibility study.*

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- e. Engage third party consultant to produce market feasibility studies for both hospitality and conference/event space once a preferred geographic location is selected 🟢 City engaged Hospitality Marketers International, Inc. and final drafts were utilized in discussion with hotel/conference developer. In early December 2019, the Common Council approved a finance development agreement with Stand Rock Hospitality for a two hotel package and a conference/event center on a portion of the ~22 acres south of IKEA. Construction on the initial hotel and conference center commenced in June 2021, and was opened to the public in August 2022. The timetable for the second hotel, a Tru 2 by Hilton, is still TBD.
5. Examine Public/Private Partnerships to facilitate Development of a Recreation Center
 - a. Inventory public and private recreational facilities in market → City engaged Strategic Performance Group for an “Oak Creek Sports & Fitness Center Feasibility” study which was complete in July 2018. City is in active negotiations for a health club looking at a ~75K SF building footprint near I-94/Drexel. Should the City continue its relationship with this business, or an alternative partner, discussion will take place with the club, City, and school district regarding shared recreation goals, programming and space needs, etc. Ideally, this facility could satisfy numerous community needs in lieu of a publically-funded “recreation center”, for which there is likely very little political will and/or financial wherewithal to achieve such a goal.
 - b. Engage Parks and Recreation Commission to analyze local demand and best practices for recreation centers in peer communities 🔴
 - c. Establish regional partnerships to respond to market demand and determine appropriate regional location for recreation center 🔴
 - d. Survey community to gauge willingness to fund construction and ongoing operations of a recreation center 🔴 This question was lightly explored in the 2022 Community Survey tabulated in April 2022.
 - e. Identify financial strategies to fund construction and operation of a recreation center 🔴
6. Position City for future Corporate Office Development
 - a. Engage market professionals to determine priority areas to preserve for this use 🟢 See adopted 2020 Comprehensive Plan.
 - b. Define what “corporate office” means for the City of Oak Creek 🟢 See adopted 2020 Comprehensive Plan.
 - c. Examine best practices and policy positions of other communities developing office markets 🔴
 - d. Preserve identified priority areas through comprehensive planning and zoning actions 🟢 The 2020 Comprehensive Plan identifies several new areas for “business park development” which could/would include office-related uses.
 - e. Discuss, with decision-makers, the relationship of short-term actions facilitating long-term community goals. 🟢 → The City preserved these opportunities through strategic land acquisitions including: the former Peter Cooper property (acquired ~46 acres), Oakview Business Park Lot 1 (acquired ~ 15 acres), and 25 acres to south of Lot 1, for which the City secured an option, and the ~ 14.5 acres in Ryan Business Park (City secured an option to purchase). Additionally, developers have expressed corporate office interest in the water utility building site on Drexel & Howell, and the City controls the re-use option(s) for that parcel, although re-use of the utility property is a long-term option, if ever.

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Safe, Welcoming, and Engaged Community

1. Undertake a Redesign of City Websites to Ensure Optimal Utility to End-Users
 - a. Create website redesign committee to review potential vendors and site features 🟢
 - b. Solicit staff and public user input on current website functionality 🟢
 - c. Examine Google Analytics for web trends (I.e. what matters most for customers to find) 🟢
 - d. Determine best search tool [including optical character recognition (OCR) capability] and optimize content 🟢
 - e. Select vendor and implement design 🟢 The new City homepage went live on April 1, 2019.
 - f. Determine roles & responsibilities for ongoing website maintenance 🟢 All website admins received extensive training to ensure content is thorough and up-to-date. Additionally, periodic training is being led by the IT Division. Maintenance expectations continue to be periodically disseminated to content admins, but maintenance and currency of content continues to be a challenge at times, despite the expectation being leveled. The City homepage received very high marks as a communication device in the Community Survey tabulated in April 2022.
2. Engage Neighborhood Groups/Associations as an Ally in Crime-Reduction and Prevention Measures
 - a. Review/revise Community Resource Coordinator job description; fill position 🟢 The Community Resource Coordinator was filled. The City funded a full time Crime Analyst in 2022. This position will work to establish crime trends, accident patterns, and other critical data that will allow the Department to be more effective in resolving more localized/neighborhood issues.
 - b. Establish ongoing dialogue with community groups (schools, businesses, faith groups, non-profits) → The basis for this goal has been established and completed with the schools, faith-based groups, apartment managers, and hotel managers. This is a goal which will continue to grow as regular meetings are established with the current groups, and as relationships with other groups are developed. → The Department has continued communication with faith groups as needed throughout the year and assisted the Health Department with some communication related to the COVID-19 issues. The Chief has communicated with trucking company businesses and hotel groups related to specific issues. The Community Resource bureau has regular communication with businesses and the School District for programming and concerns. The dialog has been established and will be maintained.
 - c. Formalize, coordinate & increase use of web-based platforms (Nextdoor, etc.) → This goal is partially established as the Department’s social media footprint has been successful. The Department established and frequently uses its Nextdoor site, but will continue to work with IT Division to divide the City in aldermanic districts, especially now the re-districting is known. The Community Resource Bureau commenced virtual educational sessions as well as videos on YouTube including virtual tours of the PD Station and 911 Communications Center.
 - d. Determine new opportunities to increase interaction among Police and residents → The Department continues educational self-defense classes, youth academies, Coffee-with-a-Cop, and has been present at Farmers Markets with an informational booth and with additional bike patrol, among other community events. These activities will

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resume and be customary; community engagement will remain a central focus of the Police Department.

- e. Improve Police/Fire coordination related to resident outreach and interaction → PD, Fire, and Health Department are actively assisting the Health Department’s Community Coalition on areas not only impacting the opioid pandemic, but also in other areas that have direct police involvement. Past collaborations include the Vaping Summit, and the ongoing prescription drug takeback. The Department also assigned an officer as a senior liaison to work with those members of the community on specific educational and reporting needs, and the Community Resource Coordinator with area seniors to share safety and other pertinent information. The Health Department also added a Case Manager in 2022, which performs cross-department training and interventional social work in the community; a great collaboration among our public safety agencies.
3. Create and Implement a New Resident Welcoming Process > initiative changed to “Residents’ Guide to City Services”> that will also be disseminated to new OC residents
 - a. Determine best methods for identifying residents new to community 🟢
 - b. Establish a new resident welcome module on website 🟢
 - c. Tailor welcome packets for specific audience (single family, multifamily, business...)
🟢The project team decided messaging in one document can accommodate different residential living arrangements (owner-occupied or lessee-occupied).
 - d. Include new resident resource info in City’s written publications 🟢
 - e. Communicate value-proposition of City services to new residents 🟢 The City has utilized various venues and tools for this including posting of our “Dollar Bill Graphic” and Milwaukee County tax rate comparisons each year. Additionally, staff now posts the annual TID Status Presentation to various social channels, which document contains information about sources of payment for GO Debt and tax rate comparisons. These communications and graphics are an annual expectation in educating our public regarding the value-proposition of the City’s suite of services. This objective is likely part of a larger public education and City marketing/communications strategy in the 2023+ SAP. (themes: “Show your Work”, “humanize and recognize our workforce”, etc...)
 - f. Host a New Family Doors Open/Open Civic Center Event 🔴 The City is reviving the business “Doors Open Oak Creek” in April 2023 which will include City facilities, but has not planned a new resident/family gathering.

Inspired, Aligned, and Proactive City Leadership

1. Increase Methods/Frequency of Communication and Engagement among Staff & Common Council
 - a. Institute a Monthly Departmental report; share with all City staff and Council
🟢 Decision made to keep this communication between Council and Department Directors versus utilizing it as an organization-wide communication.
 - b. Improve access and content on employee Intranet platform 🟢
 - c. Encourage Aldermen to have district meetings; have Department Directors or City Administrator present 🟢 A Common Council majority determined this is not an encompassing strategy and should be part of a larger communication and public

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- relations strategy, likely to be included in the 2023+ SAP document. A few Alderpersons participated in a first-time “Coffee with the Council” in December 2022.
- d. Establish an internal staff newsletter to foster interpersonal communication through entire organization 🟢 *OC Connection* debuted in January 2020 and is ongoing. The workforce has provided positive feedback about this communication tool.
 - e. Better communicate Board, Committee, Commission activity to both elected and appointed decision-makers → More work is forthcoming on this. Staff has implemented a “summary of action items” for the Tourism Commission similar to what the Community Development Department provides for Plan Commission meetings/recaps. This concept needs follow through and staff will add a similar summary for the Board of Public Works & Capital Assets.
 - f. Ensure all OC email users receive link to full Council packets 🟢
 - g. Coordinate social occasions where all people in organization have the opportunity to interact ○
2. Convene discussions and examine partnerships with other stakeholders regarding shared services, cooperative programming, and alignment of resources
 - a. Maintain leadership role in Milwaukee Intergovernmental Cooperation Council (ICC) → Mayor Dan is an active participant in this organization and is the current ICC Chairperson.
 - b. Establish a shared services implementation plan with Oak Creek—Franklin Joint School District (OCFJSD) → Entities continue to look for ways to better collaborate and provide efficiencies for our shared taxpayers. Recently, parties signed an Agreement for a Joint Community Education and Recreation platform (“OCR”). See item above Vibrant and Diverse Cultural Opportunities #3 for more information. As part of this Agreement, the City is providing public works (grass-cutting, snow removal, etc.) maintenance on certain District properties and is being compensated for the work. This relationship is the most efficient way for the District to handle this work (versus in-house or outside private sector contracting), and is a material benefit to the City financially.
 - c. Examine further community partnerships with Milwaukee Area Technical College (MATC) →
 - d. Unify and coordinate “Event Programmers” (eliminate separate identities; all “city”) → Celebrations, Tourism, Farmers Market have consolidated fundraising and sponsorship strategies to have one offering booklet when requesting same from businesses and other entities. Better definition of the roles and scope of each entity responsible for our various events is greatly needed.
 - e. Increase participation and City leadership in the League and Urban Alliance ○ While various staff participate in League activities, this has been in a more passive capacity to-date.
 3. Be a Leading-Edge Local Government in the Use of Technology to Foster Innovative and Cost-effective Service Delivery
 - a. Improve Website from technology-utility standpoints (permitting, payments, licensing, fillable forms, etc.) → Exploring implementation of online forms and payments (credit card) on new website, but there remains challenges to work through. Staff is hopeful a city-wide credit card payment processing option can be operational by the end of 2022.

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- b. Implement an "innovation" component to all job descriptions and job announcements ○
 - c. Be engaged in SMART Cities initiatives; explore pilot technology projects ○
 - d. Educate and prepare for Internet of Things (IOT) as related to City service delivery ○
 - e. Provide research and recommendations on use of body cameras, "security" cameras, and license plate reader recognition → Early implementation of PD body cams implemented in 2021. Information Technology Services has installed CCTV cameras at various spots at the following facilities: Civic Center, Fire Station #1, DPW, PD, and Lake Vista Park. Abendschein Park, Miller Park, and Drexel Ave. locations are under consideration. There is still ongoing discussion on the utilization of the license plate recognition technology and there is not strong consensus for moving forward, even if only for a few applications.
4. Evaluate, Right-size, and Better Align City Organization
- a. Undertake a staffing deployment efficiency analysis and core service review for Police, Fire, EMS, DPW and Health Departments → Org alignment and staffing deployment has been formally explored in Health, Library, DPW, and within the City Administrator’s Office. Formal recommendations were approved for Health, Library, City Administrator’s Office (“Division” concept for Central Services Department and creation of the Assistant City Administrator/Comptroller position). DPW finalized recommendations on a supervisory structure in 2020, implemented in February 2021. Years of discussions regarding Police and Fire review relates more to additional personnel resources vs. efficiency analyses.
 - b. Enact better alignment between City and Utility; eliminate resource overlap → Certain processes have improved; however, the Utility Department remains on its own IT network, financial software, and still processes payroll separate from central City Finance/HR. Utility is moving to same financial software in 2023, which will allow further efficiency opportunities.
 - c. Evaluate and revise City organization chart/structure including committee structure 🟢 The Common Council approved a reorganization of various committees, commissions, and boards in December 2020. Major changes included: abolishing the Utility Commission, Traffic & Safety, and CIP Committees, and combining those functions into a Board of Public Works & Capital Assets. → Other City reorganization and capacity-building options, which will require CH. 2 ordinance revisions, should be a central focus of the 2023+ SAP.
 - d. Evaluate ongoing implementation of Administrative Support Assistant functionality 🟢 A formal review of functionality/staffing, and a wage study is completed, approved, and has been implemented. There is now a 2-unit structure in the ASA group, and the user groups and ASA units meet bi-weekly to improve work flows, efficiency, and communication.
 - e. Plan for future joint programming and administration of Recreation and Library offerings (i.e. “leisure services” concept) 🟢 The joint Community Education & Recreation platform (“OCR”) superseded this initiative. OCR will still coordinate with Library on many community program offerings where appropriate.

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Financial Stability

1. Create Fiscal Policy Teams and Provide Analyses and Recommendations on a Multi-Year Budget Strategy
 - a. Evaluate Expenditure Restraint 🟢 ERP has not been inhibiting the City from an annual budget perspective the past several budget cycles. More importantly, the ACA/Comptroller has analyzed ERP program trends and with a lowering City tax rate, the City’s ERP revenue will decrease until the City is no longer eligible for ERP in 2025 or 2026.
 - b. Revenue Team 🔴
 - c. Include staff, citizens, community groups on teams 🟢
 - d. Debt examination - any strategic borrowing 🟢 City has implemented levied debt service reduction (via funding past Drexel Ave and 27th debt through TID 7 and not levy) as well as structuring a debt refinance for past Lake Vista Park projects in a manner that provides certain budgetary relief (levy limit relief) for the next few budget cycles. The Council has not yet determined if it will use post-2005 GO debt service levy limit exemption to fund operational needs it determines appropriate (i.e. public safety resources).
 - e. Look at special assessment policy/options for funding capital expenditures 🟢
 - f. Develop strategy and long range funding plan for capital equipment and infrastructure needs 🟢 Policy Team completed *CIP Funding Alternatives Analysis* with implementation actions completed and more forthcoming in the 2022 operating and capital improvement budgets. Council has established reserve funding for bridge maintenance, buildings maintenance, and completed all phases of DPW vehicle fleet leasing. In sum, City has developed certain tools and informational guidelines to execute more long-range planning, but have not formally adopted a comprehensive 5,7,10-year plan for capital asset depreciation/replacement.

2. Reduce Health Insurance Costs through Proactive Consumer Education
 - a. Develop tutorial for benefits websites; general employee education on existing benefit levels → See “b” below.
 - b. Institute “one program a month” education to be communicated by Department Managers → A monthly communication plan began in January 2019 with a primary and secondary topic that will include multiple methods of communication to insureds. The new HR team will create campaigns and re-energize education efforts.
 - c. Provide employees an education on Self-funded insurance plans 🟢 Employee are educated on self-funded concept at each open enrollment, but this is a focus of 1) our *OC Connection* newsletter, 2) “one program a month” education (to be implemented), 3) new employee benefits committee (see “e” below), and other correspondence. This initiative will continue as on-going.
 - d. Develop Clinic utilization plan and benchmarking 🟢 City determined to not renew its contract with Ascension for the near-site clinic effective January 1, 2019.
 - e. Reestablish Wellness and Insurance Committee and programs to serve as avenue specific to educational outreach → A new Employee Benefits Focus Group, comprised of representatives from various City departments and divisions was re-constituted in late 2021 and was meeting on a monthly basis. Recent staffing changes within HR will cause a re-examination of this function and renewed momentum. Items related to this should be prioritized in the 2023+ SAP.

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- f. Evaluate insurance waiver carve-out; revise if necessary 🌟 Per consultant recommendation, City is in line with other carve-out offerings and any reasonable policy change is not impactful.
3. Evolve the Communication of Budget Processes, Priorities, and Fiscal Challenges (Internally and Externally)
 - a. Evolve budget document as a financial blueprint and communication device 🌟 City received the GFOA Distinguished Budget Presentation Award annually 2018-2022.
 - b. Provide additional outlets to communicate the budget to all levels of internal organization → This is an ongoing effort that will never be fully “complete”.
 - c. Prepare budget document for Government Finance Officers Association (GFOA) budget award submittal to demonstrate commitment to financial transparency 🌟
 - d. Provide basic TIF education "101" piece 🌟 This is an ongoing effort that is never fully complete. A TID status presentation is given by staff to the Common Council and public on an annual basis.
 - e. Increase utilization of Dollar breakdown of taxes (i.e. where do your taxes go?); place info at tax collection sites 🌟 This communication is published and displayed every year at tax collection season.
 - f. Demonstrate value-proposition of City services to taxpayers → This is an ongoing effort that will never be fully “complete”, and should be a central theme of 2023+ SAP.
 4. Establish Intra-Departmental Business Process Improvement Teams to Determine Cost-control Measures and Overcome Process Inefficiency
 - a. Explore Lean Government training platform; implement techniques where applicable ○
 - b. Streamline, improve Vehicle maintenance processes ○
 - c. Evaluate office supply purchasing policy/process 🌟
 - d. Re-assume "paperless initiative" (Online/fillable forms, alternative payment collection methods, certain Committee packets, internal communications) ○ Work continues on a city-wide credit card processing payment option which will hopefully be implemented in 2023.
 - e. Establish central database for Vehicle and Property insurance and Fixed Asset reporting ○
 - f. Streamline meeting packet creation process → More opportunities exist for efficiencies with the phased switch to the Office 360 suite.
 - g. Research Building & Grounds maintenance fund consolidation - Comprehensive Facilities Program →
 - h. Review/revise purchasing policy, travel policy and 3-year financial plan → Travel policy update is complete, but purchasing and 3-year plan not started. Work on the two remaining policies will commence in 2023.
 - i. Review Fleet lifespan & procurement, leasing 🌟 Approximately 35 light duty vehicles in DPW fleet lease program through Enterprise Fleet Management. Staff continues to examine if leasing option is a sound strategy for other departments.
 - j. Review/revise snow removal notification plan 🌟
 - k. Explore "naturalizing" strategic areas of parks to reduce mowing needs while improving aesthetics ○
 - l. Centralize process for private renting/reserving of Civic Center meeting space 🌟 While a central process is in place, the City has curtailed much of the open rentals of

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meeting spaces in City Hall and is re-evaluating. Currently, the multipurpose room remains closed to private rentals; the other meeting rooms are on a case-by-case basis.

Quality Infrastructure, Amenities, and Services

1. Complete a Feasibility Analysis for Possible Conversion to LED Streetlights → The Council reviewed a document and power point presentation entitled: *Streetlight Capital Improvement Plan and Feasibility Analysis for LED Conversion* on September 17, 2019. On October 15, 2019 Council received an analysis and presentation from a consultant entitled: *Streetlighting Special Charge Analysis*. This latter document examined, in depth, one potential funding source for an LED conversion project. Common Council should include a comprehensive conversion project in 2023+ SAP if this still remains a goal. In the meantime, staff continue to add LED prospectively as lights are replaced, and several areas of the City have served as pilot test for LED, which is going well.
 - a. Complete the lighting inventory 🟢
 - b. Explore energy grants and pilot-projects (Smart Cities, M-WERC) 🟢
 - c. Consult other communities' best practices, experiences with LED change out →
 - d. Consider/solicitation of private companies that would be paid to change out the lights to LED with a reasonable ROI. 🟢 City engaged Siemens Industry, Inc. and Tanko Lighting for payback analysis which will include LED retrofit options under an energy performance contract. Staff determined an in-house project would be more cost-effective unless one of the “ESCOs” (Energy Service Companies) can actually provide up-front capital for a conversion project. Upon re-engaging the project Team, additional opportunities for how to capitalize a project, including ESCOs, will be re-evaluated.
 - e. Consult with WE Energies on its maintenance-lease agreement and any potential partnership 🟢 This step is completed and costed out with a payback curve in the *Streetlight Capital Improvement Plan and Feasibility Analysis for LED Conversion* document.
 - f. Expand scope to research LED conversion for City facilities 🟢
 - g. Finalize a cost-benefit analysis and recommendations for decision-makers 🟢
2. Ensure City Transportation and Land Use Plans Align with plans of Overlapping Organizations and Governments 🟢 Comprehensive Plan adopted by the Common Council March 3, 2020.
 - a. Coordinate local planning/design tasks for readiness of Elm Road Interchange construction 🟢 There has been little to no interest from major landowner on moving forward with a partnership. This initiative is severely complicated by the fact the City has exceeded its 12% TID valuation limit. As such, no new TID can be created, and the City does not believe this will change for the medium-term future.
 - b. Coordinate County design for reconstruction of 13th St. with adjacent economic development plans 🟢
 - c. Discuss (DOT) additional enhancements of Drexel on/off ramps to facilitate significant retail traffic on adjacent parcels 🟢 DOT notified the City they have no plans for enhancements at this time.
 - d. Keep abreast of developments on the Lake Parkway Extension (S.T.H. 794) 🟢 The 794 extension does show up on the Regional Transportation Plan for 2050, but

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does not have prospects for funding. The City is not taking a lead on restarting Lake Parkway expansion discussions. This activity may be confounded by the recent federal infrastructure bill and can be revisited.

3. Develop Strategies for Future Multi-modal Transportation Enhancements

- a. Keep abreast of developments in the KRM commuter line 🟢 The City is not taking a lead on restarting KRM discussions, and is not including commuter rail plans in its lakefront development planning at the present time. This activity may be confounded by the recent federal infrastructure bill and can be revisited.
- b. Explore future opportunities for traditional and Bus Rapid Transit (BRT) lines in strategic areas of city → Staff has been proactive in advocating for the retention of bus service in Oak Creek as part of the 2020 and 2021 Milwaukee County budget. In September 2021, Engineering and Planning staff met with SEWRPC and MCTS to discuss status of a 27th Street Transit Enhancement Study. There is consideration of Bus Rapid Transit (BRT) along 27th Street and on to Drexel Avenue as far east as DTS. This would require dedicated traffic lanes on Drexel as BRT does not co-mingle with regular traffic; however, DTS is only one terminus being explored, and the City can avoid the Drexel Avenue conditions with other terminus alternatives. This activity may be confounded by the recent federal infrastructure bill and can be revisited.
- c. Encourage a Metra stop in the City → See KRM discussion in item “a” above. This activity may be confounded by the recent federal infrastructure bill and can be revisited.
- d. Maintain City's position in MetroGo organization 🟢
- e. Compile and Prioritize an inventory of unfinished multi-use pathway segments (include in Park, Rec, & Open Space Plan update) → Existing and proposed bikeway and complete streets proposals are included as part of the Active Transportation Plan in the adopted 2020 Comprehensive Plan. Recent/current multiuse pathway projects include sidewalks along 13th Street (yet to be completed), sidewalks and multi-use pathways on 13th Street adjacent to Ryan Business Park (completed), partnership between City and Milwaukee County on the Bender Park Extension of the Oak Leaf Trail (completed), the City's request of Milwaukee County to include sidewalks along its Rawson Avenue reconstruction project –constructed in 2022 with sidewalks along the north side. City's project for rehabilitation of W. Drexel (13th to Howell) in 2022 will include filling in all gaps of sidewalk along the north side of Drexel. Further connections to Oak Leaf, and development interconnectedness in the Lakeshore Commons project are being prioritized as central features of the lakefront planning.
- f. Finalize Safe Routes to School (SRTS) Study 🟢 Our recent application for TAP grant funding through WisDOT to complete more of the SRTS projects scored high among the grant applications submitted. First go-around we missed out on funding, but then were ultimately successful in securing up to \$636,352. This figure represents the 80% federal share of the funding for design and construction of several SRTS projects in various elementary school neighborhoods. The City secured up to \$636,352 (Federal Share) in TAP grant funding through WisDOT to complete the design and construction for the first

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phase of SRTS projects identified in our 2018 SRTS Action Plan. The City’s staff has completed the design process and will be construction the 1st Phase in the summer of 2023.

- g. Update walk-score as a community benchmark 🟢
4. Perform a Capacity Review and Analysis on Local Collector and Arterial Streets
- a. Establish on-going program → Staff is working toward adding the traffic counts as a (private) layer to the City’s GIS platform for easy reference and trend analysis by staff. With the departure of GIS Coordinator, the process has been delayed but staff will be looking at other opportunities/options to continue towards the goal of creating this layer.
 - b. Document and track traffic counts 🟢 Staff has collected traffic counts 2019 through 2021. City collector roads are being checked for counts/speeds yearly. In 2022 there were minimal traffic counts collected due to changes in staff and prior commitments of staff for completion of design projects. Engineering has identified the continuation of the program in 2023 as one of their goals.
 - c. Identify sources of changing volume → Drexel Avenue has more than doubled its average daily traffic since 2012 due to development in the corridor and the I-94 access at the Drexel Interchange. The Drexel Interchange has also helped stabilize traffic counts on Pennsylvania Avenue. As the tracking of traffic counts is continued additional sources or areas of changing volumes will be identified – this will be an ongoing process.
 - d. Adjust 20-year plan accordingly → See comments above.
 - e. Evaluate land use policy with regards to future corridor needs 🟢 This has been and will continue to be part of the road evaluation; larger developments generally require that a traffic impact analysis be performed.
 - f. Improve substandard and unsafe drainage systems along collector and arterial roads → There has not been a strong push to invest the large capital required to tackle some of the roads that have these conditions (i.e. Puetz, Pennsylvania, and Forest Hill). City repaved 15th Avenue in 2019, and at that time staff evaluated whether the City should install some guardrail to protect drivers from a pond near the edge of road. Engineering still working with DPW on whether to employ guardrails and how to most efficiently tackle the project. In 2021, Engineering worked with DPW staff in the improvements to the road side ditches on W. Puetz Road, with Engineering providing the design plans and DPW completing the field work to install piping where feasible and regrade ditches to safer conditions with gentler side slopes and lesser depths.
5. Explore New Methods, Best Practices to Maximize Useful Life of Roads and Bridges
- a. Establish the 20-year life/maintenance cycle 🟢 Staff believes lesser maintenance procedures applied to higher rated roads will preserve those roads at a higher condition rating and push larger, more costly rehabilitation work further into the future. Analytics and data contained in the “CIP Funding Alternatives Analysis” articulated and justified this strategy. Due to debt service reduction, the 2022 budget features an additional \$355,000 to employ the maintenance strategy contained in the white paper. Staff and Council will look to maintain the full \$1M post 2023 budget and add an additional \$350,000 of funds to meet the white

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paper goal of \$1,350,000 for annual road maintenance projects. In 2021 the City hired a consultant to provide Road Ratings and a Pavement Management Forecasting/Analysis Report. The ratings were consistent with City’s staff past ratings (confirmed staff’s knowledge and ability to complete these tasks) and the initial report supported the “CIP Funding Alternatives Analysis” approach. The initial report also identified an average annual amount of \$2M. The increase in annual cost can be attributed to a number of reasons, such as increase in construction costs, funding shortfalls etc.

- b. Explore alternate methods of pavement rehabilitation and pilot where appropriate/Ensure process and recording methods are in place to track the efficiency of piloted methods over long period of time 🟢 Acting on the success of the 2019 Pennsylvania Avenue surface treatment, the City applied surface (chip seal/scrub seal/fog seal) treatments to three more road segments in 2021, including one road (Groveland- experienced issues that were seen throughout the region, this was also a segment that a fog seal was not applied which is intended to secure/seal the stone) with an urban (curb & gutter) section. OC Engineering hosted a tour of these roads by the City of Franklin’s Public Works Committee in October as Franklin is strongly considering treating some of its roads in this manner going forward. The City will continue employing and tracking efficacy of these alternative pavement maintenance practices. These measures are currently being included in the 2023 Road Improvement Plan.
- c. Determine policy for infrastructure aesthetics and consistency throughout City 🟢 All newer lighting systems have had consistent and aesthetic characteristics and median landscaping requirements. Staff is examining additional opportunities for consistency. New features and developments have certain aesthetic threads being planned, such as the correlation of design between the Creekside Crossing, Highgate, and Drexel Avenue rehabilitation and streetscape project. Similarly, consistent street lighting selection will be a feature of a revised LED streetlight conversion project. **A formal policy is not being pursued at this time.**