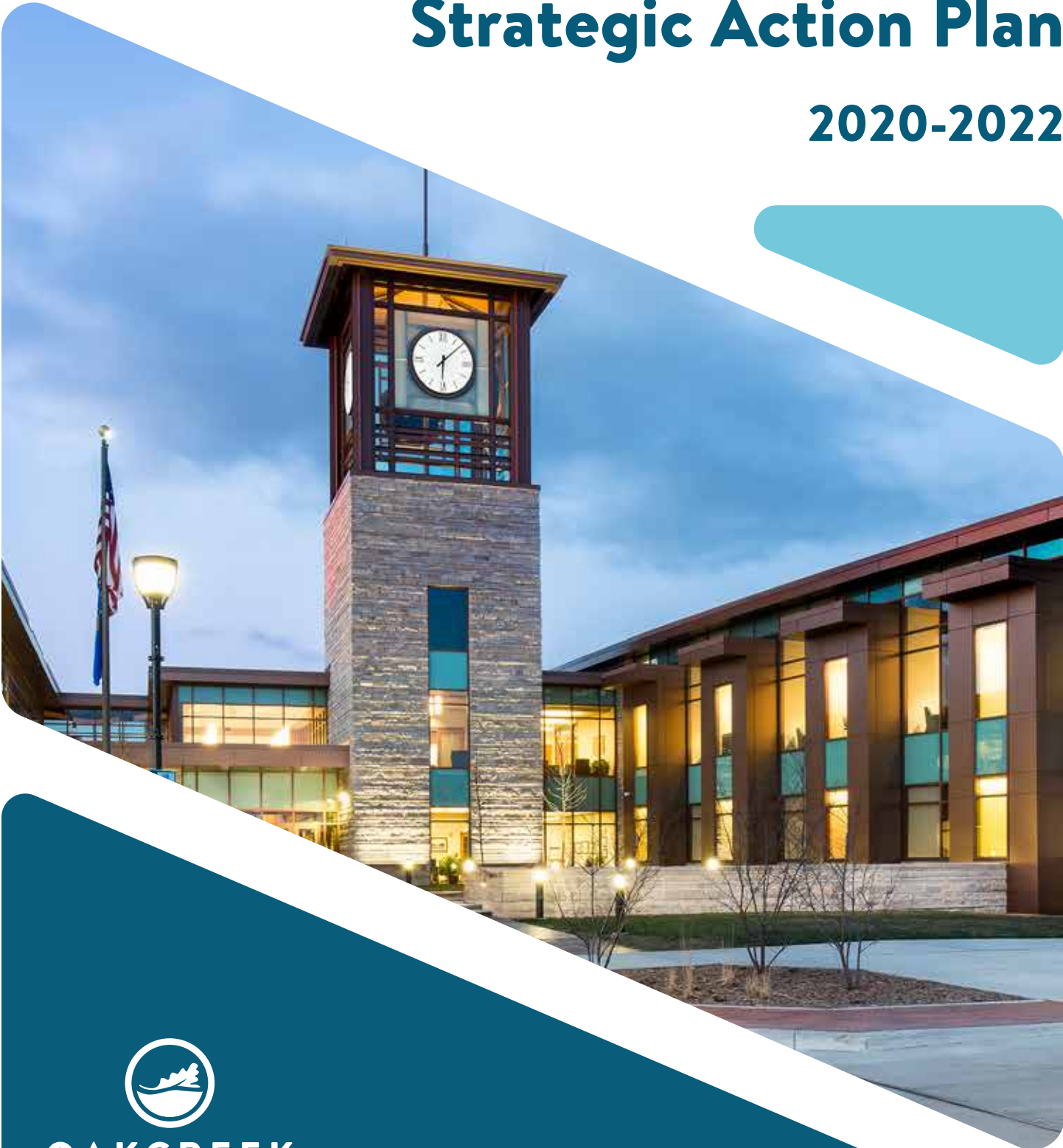


City of Oak Creek Strategic Action Plan

2020-2022



OAKCREEK
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Overview

The City of Oak Creek’s Strategic Action Plan is a statement of organizational values, community strategies, and specific objectives to progress our great City into the future. The City’s first SAP document spanned the years of 2017-2020, and steered significant accomplishments internally to the City as an employer, as well as externally in the community with various economic development, infrastructure, and quality-of-life initiatives. However, the work to move Oak Creek ever-forward is never-ending!

The following 2020-2022 Strategic Action Plan, serves as an addendum to the City’s original 2017 Plan. What follows is a listing of projects and initiatives that the City still wishes to accomplish, along with new objectives, covering the years 2020-2022. The Common Council’s intention with its Strategic Action Plan is to provide “actionable” pathways that provide the City staff and various Board, Committees, and Commissions direction on what is most important to achieve for our residents, visitors, and business community.

Oak Creek is in a period of rapid change. It is important for the City to be deliberate and intentional in understanding and agreeing upon the community’s biggest priorities. With this Strategic Action Plan, 2020-2022 as our guidepost and common vision, City leaders will provide resources toward achieving these objectives, and will make decisions in accordance with our mission, vision, and values.

Strategic Planning Framework

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STRATEGIC PLAN FRAMEWORK

Vision:
What we want to be.

Mission:
Why we exist.

Values:
What we believe in.

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

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

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

Values
*Integrity
Mutual Respect
Professionalism
Accountability
Commitment
Teamwork*

Critical Success Factors

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

Vibrant and Diverse Cultural Opportunities

Goal

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

Key Initiatives

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



Objectives

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

- Engage OCPRF Commission to review existing, and establish future, plan goals
- Engage OCPRF and Common Council for plan amendment recommendations and formal action

Vibrant and Diverse Cultural Opportunities

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

- Coordinate an informational summit with cultural leadership groups and organizations in City and metro area
- Continue to emphasize and grow annual CAFE (culture—arts—food—entertainment) Event
- Review/Revise local ordinances, policies, permitting, and procedures related to Special Events in the City

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

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

Improve Pedestrian/ Transportation Corridors with Public Art & Sculpture

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

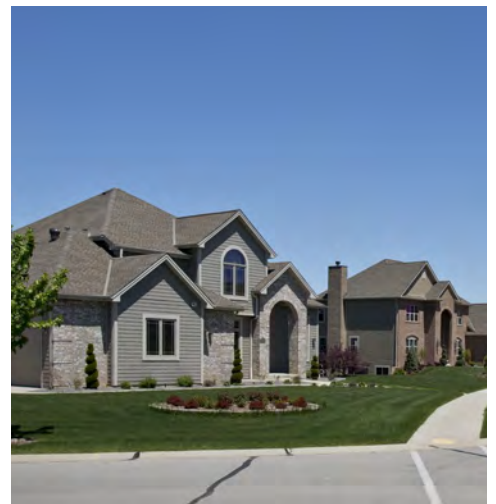
Thoughtful Development and Prosperous Economy

Goal

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

Key Initiatives

1. Market the Lakefront Development on a Regional and National Scale
2. Establish City Objectives for Handling Demand for Single Family Lot Inventory
3. Examine Public/Private Partnerships to facilitate Development of a Recreation Center
4. Position City for future Corporate Office Development
5. Develop City “Gateway” Corridor in conjunction with Drexel Avenue Rehabilitation Project
6. Market Creekside Crossing Marketplace as an “Entertainment District”



Objectives

Market the Lakefront Development on a Regional and National Scale

- Extend reach of Lakefront by preserving/enhancing entrance corridors from I-94 through wayfinding/signage to establish a gateway or “sense of arrival”
- Coordinate park (Lake Vista and Bender) programming and unique offerings to promote a regional draw
- Finalize Development Agreement with F-Street/RINKA for public amenities and mixed use neighborhood on City-owned and Boerke properties.
- Initiate conversation and finalize land swap terms with Milwaukee County regarding Bender Park and Bear development properties

Thoughtful Development and Prosperous Economy

Establish City Objectives for Handling Demand for Single Family Lot Inventory

- Implement policy items and action steps recommended in the report entitled: *Handling Demand for Single Family Lot Inventory* (June 2018)

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

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

Position City for future Corporate Office Development

- Define what "corporate office" means for the City of Oak Creek (see recently adopted Comprehensive Plan)
- Examine best practices and policy positions of other communities developing office markets
- Engage with providers to ensure that target locations have access to adequate high speed internet and other telecom service
- Preserve identified priority areas through comprehensive planning and zoning actions (see recently adopted Comprehensive Plan)
- Market to specific industry stakeholders, users, and brokers

Thoughtful Development and Prosperous Economy

Develop City “Gateway” Corridor in conjunction with Drexel Avenue Rehabilitation Project

- Identify STP Grant scope/limitations; determine which projects qualify and those that are only City-supported
- Consult 2018 Wayfinding study and implement recommendations for Drexel Avenue. Include recommendation for a larger gateway installation
- Use consistent lighting and streetscaping themes from DTS-13th & Drexel- Creekside Crossing; maintain a goal of aesthetic consistency
- Determine signage and utilize corridor to partially satisfy the City’s Public Art & Sculpture SAP initiative
- To the maximum extent practical, enhance multi-modal transportation alternatives to partially satisfy that SAP objective
- Include recommendations for railroad overpass beautification; obtain project approval from Canadian Pacific

Market Creekside Crossing Marketplace as an “Entertainment District”

- Develop a consensus as to what constitutes an ‘entertainment district’ within the context of this site
- Ensure place-making, walkability, and adequate parking capacity; ensure we are not restricting or precluding suitability for an entertainment district
- Identify best management practices and relevant examples from other communities
- Engage the land owner, Stand Rock Hospitality, and development community to identify market opportunities (i.e. craft brewers, live entertainment space, etc.) and constraints as it relates to creating an entertainment district
- Identify strategies and partnerships to address identified market constraints; develop marketing collateral to support attraction efforts



Safe, Welcoming, and Engaged Community

Goal

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

Key Initiatives

1. Engage Neighborhood Groups/ Associations as an Ally in Crime-Reduction and Prevention Measures
2. Develop and Implement a Comprehensive Neighborhood Preservation / Code Compliance Program



Objectives

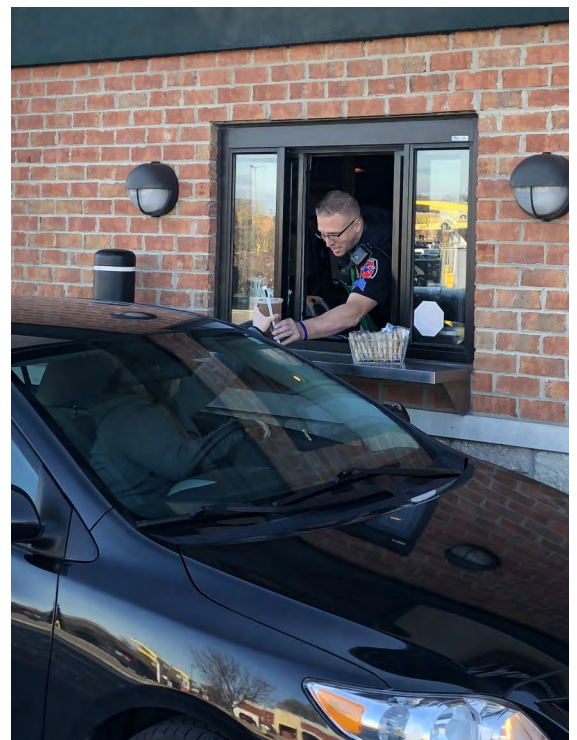
Engage Neighborhood Groups/Associations as an Ally in Crime-Reduction and Prevention Measures

- Formalize, coordinate & increase use of web-based platforms (Nextdoor, etc.)
- Determine new opportunities to increase interaction among Police and residents
- Improve Police/Fire coordination related to resident outreach and interaction

Safe, Welcoming, and Engaged Community

Develop and Implement a Comprehensive Neighborhood Preservation / Code Compliance Program

- Assemble a cross-departmental team to undertake assessment of current practices, code sections, and roles; identify current inefficiencies and deficiencies
- Identify best practices, benchmark community models
- Develop scope, vision, goals, and objectives for Oak Creek program; develop “white paper” outline of program for Common Council endorsement
- Review, revise, and if where applicable, consolidate code sections for easier administration
- Identify appropriate software for program implementation and record keeping
- Create a branded public education/informational program
- Develop title, job description, and salary range for position; recruit, onboard, and train new employee



Inspired, Aligned, and Proactive City Leadership

Goal

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

Key Initiatives

1. Increase Methods/Frequency of Communication and Engagement among Staff and Common Council
2. Convene Discussions and Examine Partnerships with other Stakeholders Regarding Shared Services, Cooperative Programming, and Alignment of Resources
3. Be a Leading-Edge Local Government in the Use of Technology to Foster Innovative and Cost-effective Service Delivery
4. Evaluate, Right-size, and Better Align City Organization
5. Undertake a Total Compensation Analysis for Non-Represented Positions to Ensure Competitiveness in the Market



Objectives

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

- Improve access and content on employee Intranet platform
- Grow content strategies for *OC Connection* (internal staff newsletter) to foster interpersonal communications through entire organization.
- Better communicate Board, Committee, Commission activity to both elected and appointed decision-makers
- Develop “employee recognition” programs and team-building strategies
- Coordinate social occasions where all people in organization have the opportunity to interact

Inspired, Aligned, and Proactive City Leadership

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

- Maintain leadership role in Milwaukee Intergovernmental Cooperation Council (ICC)
- Investigate creation of a Community Area Network (CAN) with potential local partners (OCFJSD, MATC, Milwaukee County, Froedtert, Neighboring Communities)
- Establish a shared services implementation plan with Oak Creek—Franklin Joint School District (OCFJSD)
- Examine further community partnerships with Milwaukee Area Technical College (MATC)
- Unify and coordinate "Event Programmers" (eliminate separate identities; all "city")
- Increase participation and City leadership in the League and Urban Alliance

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

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



Inspired, Aligned, and Proactive City Leadership

Evaluate, Right-size, and Better Align City Organization

- Undertake a staffing deployment efficiency analysis and core service review for Police, Fire, EMS, DPW and Health Departments
- Enact better alignment between City and Utility; eliminate resource overlap
- Evaluate and revise City organization chart/structure including committee, board and commission structure
- Finalize succession plan for the Recreation Department; explore Joint Community Recreation platform with OCFJSD

Undertake a Total Compensation Analysis for Non- Represented Positions to Ensure Competitiveness in the Market

Initiation Timeframe:

- Review and update all Job Descriptions
- Determine City compensation philosophy
- Assess analysis alternatives; determine scope of analysis (i.e. compensation benchmarking analysis vs. comprehensive compensation and classification system)
- Finalize project scope; develop RFP for consulting services, solicit proposals
- Undertake and finalize compensation analysis; present to Council and affected staff



Financial Stability

Goal

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

Key Initiatives

1. Create Fiscal Policy Teams and Provide Analyses and Recommendations on a Multi-Year Budget Strategy
2. Reduce Health Insurance Costs through Proactive Consumer Education
3. Establish Intra-Departmental Business Process Improvement Teams to Determine Cost-control Measures and Overcome Process Inefficiency



Objectives

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

- Evaluate Expenditure Restraint
- Revenue Team
- Debt examination - utilization of TID 7 to support existing levy-supported debt service (Drexel interchange and 27th St. improvements)
- Develop strategy and long range funding plan for capital equipment and infrastructure needs

Financial Stability

Reduce Health Insurance Costs through Proactive Consumer Education

- Develop tutorial for benefits websites; general employee education on existing benefit levels
- Institute “one program a month” education to be communicated by Department Managers
- Provide employees an education on self-funded insurance plans
- Reinstigate Employee Benefits Focus Group and programs to serve as avenue specific to educational outreach

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

- Explore Lean Government training platform; implement techniques where applicable
- Streamline, improve Vehicle maintenance processes
- Re-assume “paperless initiative” (Online/fillable forms, alternative payment collection methods, certain Committee packets, internal communications)
- Establish central database for Vehicle and Property insurance and Fixed Asset reporting
- Review/revise purchasing policy, travel policy and 3-year financial plan
- Explore “naturalizing” strategic areas of parks to reduce mowing needs while improving aesthetics



Quality Infrastructure, Amenities, and Services

Goal

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

Key Initiatives

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



Objectives

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

- Coordinate local planning/design tasks for readiness of Elm Road Interchange construction
- Coordinate County design for reconstruction of 13th St. (Drexel to Puetz) with adjacent economic development plans
- Keep abreast of developments on the Lake Parkway Extension (S.T.H. 794)

Quality Infrastructure, Amenities, and Services

Develop Strategies for Future Multi-modal Transportation Enhancements

- Keep abreast of developments regarding commuter rail in the metro area; encourage Metra stop in the City
- Explore future opportunities for traditional and Bus Rapid Transit (BRT) lines in strategic areas of city
- Maintain City's position in MetroGo organization
- Compile and Prioritize an inventory of unfinished multi-use pathway segments (include in Park, Rec, & Open Space Plan update)
- Explore partnerships for workforce transportation solutions (last mile) for Ryan Business Park, Oakview Business Park, and other underserved employment centers.

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

- Document and track traffic counts
- Identify sources of changing volume
- Evaluate land use policy with regards to future corridor needs
- Improve substandard and unsafe drainage systems along collector and arterial roads

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

- Establish the 20-year life/maintenance cycle; Implement recommendations and strategies contained in the report entitled: *CIP Funding Alternatives Analysis*.



Implement a Streetlight Capital Improvement and LED Conversion Project

- Review and update *Streetlight CIP and Potential LED Conversion* white paper; negotiate and formalize agreement with WE Energies
- Examine range of questions relating to fixture consistency, material quality, performance, and value; pole & fixture aesthetics, photometrics, and smart lighting capabilities
- Assess central management options in terms of cost, usability, functionality, interoperability and connectivity to control current (DTS, Lake Vista) and future LED streetlight additions
- Evaluate whether one large project or to execute in phases, Approve final project scope(s), funding source(s), and project timeline(s) (Council). Assess payback terms/ROI for each potential scope
- Develop bid specifications and potential bid alternatives; award bid, commence construction project
- Develop and distribute public education materials

