

City of Oshkosh Strategic Plan





2019-2020 STRATEGIC PLAN

Vision

A thriving and sustainable community offering abundant opportunities for work and life

Mission

The City of Oshkosh provides goods and services in pursuit of a safe and vibrant community

Guiding Principles – We Will...

- 1. Can Do Spirit:** Serve the public with a confident can-do spirit
- 2. Accountable:** Hold ourselves to the highest standards with a dedication to preserving the public trust
- 3. Transparent:** Provide the public with information on our actions and decisions
- 4. Engaging:** Actively pursue citizen involvement throughout the decision making process
- 5. Economical:** Act in a fiscally responsible manner on behalf of our citizens
- 6. Responsive:** Respond to citizens' requests equitably and fairly in a timely, informative and thorough manner
- 7. Innovative:** Take a prudent and creative approach to problem solving
- 8. Equitable:** Strive to achieve equity in the allocation of community resources

Target / Lead Stakeholders

- **Resident Owners** – Businesses and Homeowners
- **Potential Owners** – Business and Homeowners
- Frontline Employees
- City Leadership

SUPPORT ECONOMIC DEVELOPMENT

Staff Owner: Allen Davis

Future State: Be recognized as a premier community in Wisconsin by fostering entrepreneurial activity, developing and retaining a diverse mix of employees & employment opportunities, and revitalizing the downtown/central city area and the greater Oshkosh area.

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

Staff Owner(s): Mike Stanley & Dean Smith

Future State: Public Safety Officials are recognized as trusted, efficient and effective professionals

ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Staff Owner: John Fitzpatrick

Future State: Organizational efficiency has been maximized by successfully achieving City initiatives

IMPROVE AND MAINTAIN OUR INFRASTRUCTURE

Staff Owner(s): James Rabe, Jim Collins, John Fitzpatrick

Future State: A safe and effective infrastructure that provides a framework for full scale community enjoyment

ENHANCE OUR QUALITY OF LIFE SERVICES AND ASSETS

Staff Owner(s): Jeff Gilderson-Duwe, Ray Maurer, Brad Larson

Future State: Natural, Cultural and Recreational Assets of the City are recognized as a sources of pride for the community

STRENGTHEN OUR NEIGHBORHOODS

Staff Owner(s): Allen Davis

Future State: Neighborhoods throughout the community are attractive, well maintained, and desirable places to live that inspire positive social interactions among residents



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SUPPORT ECONOMIC DEVELOPMENT – *Allen Davis*

Future State: Be recognized as a premier community in Wisconsin by fostering entrepreneurial activity, developing and retaining a diverse mix of employees & employment opportunities, and revitalizing the downtown/central city area and the greater Oshkosh area.

- A. Attract, Expand and Retain Businesses and Workforce
- B. Support Redevelopment Opportunities for Central City, Waterfront, Underutilized Properties in the City, and Busy Corridors
- C. Continue to Develop Infrastructure Needed to Support Business and Residential Development
- D. Promote and Market the City of Oshkosh
- E. Develop an Effective Economic Development Incentive Program

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY- *Mike Stanley & Dean Smith*

Future State: Public Safety Officials are recognized as trusted, efficient and effective professionals

- A. Enhance Community Trust in Public Safety
- B. Strengthen Relationships with Neighborhood Organizations and Diverse Community Groups
- C. Implement Strategies and Solutions for Community Risk Reduction
- D. Provide An Appropriate Level of Response to Emergencies
- E. Improve the Community's Ability to Withstand and Recover from Disruptive Events
- F. Continue to Improve Strategies to Address Substance Abuse in the Community
- G. Improve Transportation Safety within Community
- H. Strengthen our Professional and Diverse Workforce within Public Safety
- I. Enhance Crime Prevention and Community Policing Strategies

ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT – *John Fitzpatrick*

Future State: Organizational efficiency has been maximized by successfully achieving City initiatives

- A. Recruit, Retain, Engage, Recognize, Diversify and Develop Employees, Future Leaders and Volunteers
- B. Increase Varied Programming to Support Organizational Development
- C. Maximize Our Financial Position Based On Our Capabilities and Limitations
- D. Improve Our Internal and External Communication Systems
- E. Align Internal Department Action Plans to Strategic Plan
- F. Align Employee Performance to Department Plans
- G. Implement/ Improve Our Performance and Outcome Measures
- H. Enhance Local Engagement with State Legislators to Increase Local Control
- I. Strengthen Partnerships and Collaboration in Diverse Community Groups (Public / Private)



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IMPROVE AND MAINTAIN OUR INFRASTRUCTURE – *James Rabe, Jim Collins, John Fitzpatrick*

Future State: A safe and effective infrastructure that provides a framework for full scale community enjoyment

- A. Improve Our Streets, Transit, Bike, Pedestrian and Public Utilities
- B. Improve Our Storm Water Management
- C. Execute Our Clear Water Initiatives
- D. Improve Our City Buildings and Energy Efficiency
- E. Update and Maintain Our City Technology
- F. Update and Maintain Our City Equipment

ENHANCE OUR QUALITY OF LIFE SERVICES AND ASSETS – *Jeff Gilderson-Duwe, Ray Maurer, Brad Larson*

Future State: Natural, Cultural and Recreational Assets of the city are recognized as a sources of pride for the community

- A. Implement Comprehensive Outdoor Recreation Plan (CORP)
- B. Implement 2018-2020 Parks Strategic Plan
- C. Continue to Develop River Walk – “Focus On the Water”
- D. Enhance the Museum’s Capacity to Recognize, Preserve, and Interpret the History of Our Community
- E. Make Progress Toward the Library’s Vision of “A Library in Every Life”
- F. Establish a Long-Term Funding Strategy to Support and Improve Arts and Culture

STRENGTHEN OUR NEIGHBORHOODS – *Allen Davis, James Rabe*

Future State: Neighborhoods throughout the community are attractive, well maintained, and desirable places to live that inspire positive social interactions among residents

- A. Enhance and Promote a Culture of Neighborhood
- B. Leverage City Resources and Incentives to Encourage Private Investment in Neighborhoods
- C. Build Awareness for Neighborhood Development
- D. Increase Owner Investment and Maintenance in Property
- E. Establish City Inter-Departmental Teams for Planning and Completing Neighborhood Projects
- F. Increase Quality and Diversity of Housing Stock

September 2018



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SUPPORT ECONOMIC DEVELOPMENT

*Future State:
Be recognized as a premier community in Wisconsin by fostering entrepreneurial activity, developing and retaining a diverse mix of employees & employment opportunities, and revitalizing the downtown/central city and Greater Oshkosh Area.*

Staff Owner:
Allen Davis

Objectives - WHAT

A. Attract, Expand, and Retain Businesses and Workforce

Staff Owner: Allen Davis

B. Support Redevelopment Opportunities for Central City, Waterfront, and Underutilized Properties in the City

Staff Owner: Allen Davis

C. Continue to Develop infrastructure needed to support business and residential development

Staff Owner: Allen Davis

D. Promote and Market the City of Oshkosh

Staff Owner: Allen Davis

Strategies / Tactics - HOW

- Continue to invest and support the Greater Oshkosh Economic Development Corporation (GO-EDC)
- Develop and implement action plans for prime real estate and redevelopment locations such as the Aviation Business Park and other properties along I-41
- Partner with Greater Oshkosh EDC to offer three educational opportunities per year for Elected Officials
- Continue to streamline the approval and permitting process by providing one process improvement per year for developers while preserving health & safety
- Create and continuously update a database of municipally-related data necessary for business expansion or attraction
- Complete 50 account management contacts with businesses per year
- Ensure that 90% of commercial building plans are completed in 5 business days
- Ensure that 90% of commercial building inspections are completed in one business day
- Measure dollar amount public/private funding into GO-EDC
- Update the Airport Zoning Code to encourage development

- Implement one recommendation from the Imagine Oshkosh Plan per year
- Adopt the Sawdust District Master Plan
- Target redevelopment areas for reuse and development in the Sawdust District & sites identified in Imagine Oshkosh Plan
- Actively pursue acquiring key sites for redevelopment through the Redevelopment Authority or Common Council that have the potential to have a significant impact on the community if redeveloped
- Continue to support the development of the Riverwalk along the Fox River and Lake Winnebago
- Market redevelopment sites to private developers by issuing 1 Request for Proposal (RFP) per year

- Create a Jackson/Oregon Corridor plan and begin implementation
- Implement one project per year for each corridor plan (Oshkosh Ave, South Park, 9th)
- Create a Planned Development Zoning overlay and average one user per year of the city-owned rail transload facility in the Southwest Industrial Park
- Develop and Implement plans to improve the city's corridors
- Plan for industrial and business park expansions
- Market Interstate 41 as an economic development asset
- Pursue site designation certification within our industrial parks through the Wisconsin Economic Development Corporation (WEDC)
- Complete the feasibility of a city-owned wetland bank
- Research potential of a residential subdivision development program
- Complete Lakeshore site public infrastructure improvements

- Market our transportation connections, i.e.: rail, airport and I-41 connections
- Market the city-owned available lots in the industrial and business park, redevelopment areas, and scattered residential sites
- Support joint efforts to implement a quality of life marketing campaign with community partner to attract and retain businesses and workers
- Support GO-EDC in implementing an aggressive marketing plan

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Staff Owner:
Allen Davis

Objectives - WHAT

E. Develop an Effective Economic Development Incentive Program
Staff Owner: Allen Davis

Strategies / Tactics - HOW

- Continue to promote and enhance the city's Revolving Loan Fund, Capital Catalyst and other capital sources and measure private funds leveraged
- Research all local, state, federal, and private grant opportunities regularly
- Research Economic Development incentives used by other communities in Wisconsin and nationwide
- Identify needs for loans and grants for niche businesses, entrepreneurs, or minority/women/disabled business owners

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Strategic Goal

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

Future State:

Public Safety Officials are trusted, efficient and effective professionals

Staff Owner(s):
Mike Stanley & Dean Smith

Objectives - WHAT

A. Enhance Community Trust in Public Safety

Staff Owner(s):
Mike Stanley & Dean Smith

B. Strengthen Relationships with Neighborhood Organizations and Diverse Community Groups

Staff Owner(s):
Mike Stanley & Dean Smith

C. Implement Strategies and Solutions for Community Risk Reduction

Staff Owner(s):
Mike Stanley & Dean Smith

D. Provide an appropriate level of Response to Emergencies

Staff Owner(s):
Mike Stanley & Dean Smith

E. Improve the Communities Ability to Withstand and Recover from Disruptive Events

Staff Owner(s):
Mike Stanley & Dean Smith

Strategies / Tactics - HOW

Police Department

- Produce Oshkosh Police Department (OPD) videos focused on our values
- Increase Police presence in Community through outreach efforts to schools, neighborhood associations, business' and citizens
- Publish an OPD Annual report to the community
- Enact Internal Affairs (IA) reporting system

Fire Department

- Produce Annual Oshkosh Fire Department (OFD) performance report
- Develop and adopt ordinance for fire protection and alarm systems compliance records system

Police Department

- Improve outreach initiatives with neighborhood & diverse population groups

Fire Department

- Neighborhood Fire companies participate in National Night Out events in their response district
- Fire companies participate in at least one event per year with neighborhood groups in their response district

Police Department

- Increase number of Crisis Intervention Team (CIT) trained staff

Fire Department

- Deliver Smoke Detector Trek Program into one targeted neighborhood per year
- Collaborate with internal and external agencies and departments to identify the needs of system super-utilizers and provide education and resources to reduce their impact on the 911 system.

Police Department

- Improve training related to Incident Command Structure (ICS)

Fire Department

- Have a staffing study and station usage study completed by an external evaluator

Police Department & Fire Department

- Conduct Civilian training for disruptive events
- Upgrade and test the Emergency Operations Center for the City of Oshkosh



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Staff Owner(s):
Mike Stanley & Dean Smith

Objectives - WHAT

F. Continue to Improve Strategies to Address Substance Abuse in the Community

Staff Owner(s):
Mike Stanley & Dean Smith

G. Improve Transportation Safety within Community

Staff Owner(s):
Mike Stanley & Dean Smith

H. Strengthen our Professional and Diverse Workforce within Public Safety

Staff Owner(s):
Mike Stanley & Dean Smith

I Enhance Crime Prevention and Community Policing Strategies

Staff Owner: Dean Smith

Strategies / Tactics - HOW

Police Department

- Continue participation in local county CIT and Drug & Alcohol Task Forces and Groups
- Develop a Drug Addiction Initiative within the Community
- Continue to educate and reach out to schools, neighborhood associations, and citizens regarding substance abuse

Fire Department

- Provide de-identified data on substance abuse from ambulance response to OPD Quarterly
- Continue participation in Fox Valley Heroin Task Force

Police Department

- Continue to educate citizens & visitors on traffic safety through education and enforcement efforts
- Increase motorcycle unit deployments by 5%. Focus on traffic enforcement, particularly in roundabouts

Fire Department

- Continue to provide car seat installation checks

Police Department

- Complete the annual standard compliance for Commission on Accreditation for Law Enforcement Agencies (CALEA) reaccreditation.
- Strengthen our recruitment process for diversity

Fire Department

- Develop and implement a Strategic Plan for Recruiting for OFD
- Develop and implement a Yearly Training Plan for OFD

Police Department

- Improve outreach efforts to the Community

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ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

*Future State:
Organizational efficiency has been maximized by successfully achieving City initiatives*

Staff Owner:
John Fitzpatrick

Objectives - WHAT

A. Recruit, Retain, Engage, Recognize, Diversify and Develop Employees, Future Leaders and Volunteers

Staff Owner: John Fitzpatrick

B. Increase Varied Programming to Support Organizational Development

Staff Owner: John Fitzpatrick

C. Maximize Our Financial Position Based On Our Capabilities and Limitations

Staff Owner(s): Trena Larson and John Fitzpatrick

D. Improve Our Internal and External Communication Systems

(Citizens, Council, Manager, Department Heads, Supervisors, Employees)
Staff Owner(s): John Fitzpatrick

E. Align Internal Department Action Plans to Strategic Plan

Staff Owner: John Fitzpatrick

F. Align Employee Performance to Department Plans

Staff Owner: John Fitzpatrick

Strategies / Tactics - HOW

- Analyze compensation issues to maximize staffing opportunities
- Implement Employee Education Program
- Develop and implement our diversity and inclusion program

- Provide training for advancement within the city
- Conduct supervisory training quarterly

- Execute the plan to reduce city's general obligation debt to approximately 70% of equalized value
- Research and analyze multi year budget option

- Facilitate communications with, and feedback from, employees
- Encourage Annual Departmental Council Member Tour/Orientation
- Encourage at least one departmentally hosted open house annually
- Facilitate Public Awareness of City Services and Value

- Assess Departmental plans and plans for future development & or integration

- Educate supervisors on how to apply "Guiding Principles" in employee evaluation process
- Improve employee's understanding of role in achieving plan initiatives
- Educate supervisors/managers on employee evaluation process & purpose

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Staff Owner:
John Fitzpatrick

Objectives - WHAT

G. Implement/ Improve Our Performance and Outcome Measures
Staff Owner:
John Fitzpatrick

H. Enhance Local Engagement with State Legislators to Increase Local Control
Staff Owner:
John Fitzpatrick

I. Strengthen Partnerships and Collaboration in Diverse Community Groups (Public / Private)
Staff Owner(s):
John Fitzpatrick/Everyone

Strategies / Tactics - HOW

- Build Management Skills to Evaluate and Utilize Performance Measures
- Deliver performance measure/metrics training to department heads and supervisors
- Evaluate benchmark opportunities functionally and geographically

- Conduct regular meetings between Council, staff and state legislators regarding issues of mutual interest
- Participate with the League of Wisconsin Municipalities & similar groups to impact public policy at the State level

- Identify potential new partners for collaboration and analyze how to strengthen current partnerships
- Educate citizens on availability of services through community partners
- Incorporate Diversity and Inclusion into our decision-making processes

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IMPROVE AND MAINTAIN OUR INFRASTRUCTURE

Future State: A safe and effective infrastructure that provides a framework for full scale community enjoyment

Staff Owner(s):
James Rabe, Jim Collins,
John Fitzpatrick

Objectives - WHAT

A. Improve Our Streets, Transit, Bike, Pedestrian and Public Utilities

Staff Owner(s): Jim Collins,
James Rabe, Allen Davis

B. Improve Our Storm Water Management

Staff Owner: James Rabe

C. Execute Our Clear Water Initiatives

Staff Owner: James Rabe

D. Improve Our City Buildings and Improve Energy Efficiency

Staff Owner(s): John Fitzpatrick,
Jim Collins

E. Update and Maintain Our City Technology

Staff Owner: John Fitzpatrick

F. Update and Maintain Our City Equipment

Staff Owner(s):
Various Departments

Strategies / Tactics - HOW

- Update transit development plan that will guide our improvement efforts for the next 5-10 years
- Update the Bicycle and Pedestrian Circulation plan
- Complete priority projects from the 2011 Pedestrian and Bicycle Circulation Plan
- Incorporate complete streets principles when and where its feasible
- Annually update and implement 5 year Capital Improvement Plan (CIP) projects

- Develop plans for additional unstudied watersheds
- Implement recommendations of watershed plans as policy, time and budget allows
- Complete planning study to develop plan to comply with requirements of Total Maximum Daily Load (TMDL)

- Identify range of policies to address private clear water inflow and infiltration into the sanitary sewer system
- Educate community leaders and public about sources of clear water in the sanitary sewer system
- Reduce cross connections to the sanitary sewer system
- Continue to address clear water inflow and infiltration whenever it is discovered

- Address backlog of building issues, improve security of city properties
- Improve the efficiency of our buildings and equipment
- Complete priority Heating, Ventilating and Cooling (HVAC)/Roofing replacement and maintenance projects
- Implement parking lot replacement & maintenance schedule from 2014 Parking Lot Pavement study

- Implement a single time and attendance scheduling system for all departments
- Continue implementation of Enterprise Resource Program (ERP) (2016-2020)
- Optimize, standardize and expand Geographic Information System (GIS) functionality

- Implement replacement schedule per CIP
- Maintain & update our Information Technology infrastructure
- Evaluate equipment replacement & maintenance schedules for fleet vehicles

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ENHANCE OUR QUALITY OF LIFE SERVICES AND ASSETS

*Future State:
Natural, Cultural and Recreational Assets of the city are recognized as a sources of pride for the community*

Staff Owner(s):
Jeff Gilderson-Duwe ,
Ray Maurer, Brad Larson

Objectives - WHAT

A. Update Comprehensive Outdoor Recreation Plan (CORP)
Staff Owner: Ray Maurer

- Implement top priority projects in CORP and individual park master plans

B. Implement 2018-2020 Parks Strategic Plan
Staff Owner: Ray Maurer

- Improve planning processes and assessment
- Improve use of technology and online services
- Improve Communications, collaborations and community partnerships
- Enhance, improve and expand special events and programs
- Improve our volunteer systems and processes

C. Continue to Develop River Walk- "Focus on the Water"
Staff Owner: Allen Davis

- Complete a Riverwalk segment every year until the Fox River Corridor Plan is complete.

D. Enhance the Museum's Capacity to Recognize, Preserve, and Interpret the History of Our Community
Staff Owner: Brad Larson

- Create the next generation of long-term exhibitions, connecting them with core curriculum
- Develop and enhance publications & projects on community history
- Improve building infrastructure to provide essential visitor services
- Enhance and accelerate collections care & management

E. Make Progress Toward the Library's Vision of "A Library in Every Life"
Staff Owner:
Jeff Gilderson-Duwe

- Put a library card in every citizen's hand
- Be recognized as a downtown anchor destination
- Be a provider of trusted "go to" online resources
- Become a community institution with widespread public and private support

F. Establish a Long-Term Funding Strategy to Support and Improve Arts and Culture
Staff Owner: Mark Rohloff

- Investigate Alternative funding models for long term support of quality of life institutions
- Evaluate concept of endowment to support long term development of Quality of Life (QOL) assets
- Work with community leaders on the Image Campaign to increase community pride and market Oshkosh's quality of life
- Support Convention and Visitors Bureau (CVB) efforts to market community as "Wisconsin's Event City"

Strategies / Tactics - HOW



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The City of Oshkosh provides goods and services in pursuit of a safe and vibrant community

Guiding Principles – We Will...

- Can Do Spirit:** Serve the public with a confident can-do spirit
- Accountable:** Hold ourselves to the highest standards with a dedication to preserving the public trust
- Transparent:** Provide the public with information on our actions and decisions
- Engaging:** Actively pursue citizen involvement throughout the decision making process
- Economical:** Act in a fiscally responsible manner on behalf of our citizens
- Responsive:** Respond to citizens' requests equitably and fairly in a timely, informative and thorough manner
- Innovative:** Take a prudent and creative approach to problem solving
- Equitable:** Strive to achieve equity in the allocation of community resources

Target / Lead Stakeholders

- **Resident Owners** – Businesses and Homeowners
- **Potential Owners** – Business and Homeowners
- Frontline Employees
- City Leadership

Strategic Goal

STRENGTHEN OUR NEIGHBORHOODS

*Future State:
Neighborhoods throughout the community are attractive, well maintained, and desirable places to live inspiring positive social interactions among residents*

Staff Owner(s): Allen Davis, James Rabe

Objectives - WHAT

A. Enhance and Promote a Culture of Neighborhood

Staff Owner: Allen Davis

- Provide technical assistance to Greater Oshkosh- Healthy Neighborhoods Initiative (GO-HNI) to support the creation and maintenance of resident-led neighborhood associations
- Support resident training opportunities to enhance leadership development
- Promote neighborhood identities through marketing and strategic improvements within neighborhoods
- Collaborate with the Oshkosh Health Neighborhood Alliance (OHNA) to support and advocate for neighborhood based service delivery and policy development
- Work with GO-HNI to educate municipal staff and community members/agencies on the importance of neighborhoods

B. Leverage City Resources and Incentives to Encourage Private Investment in Neighborhoods

Staff Owner: Allen Davis

- Collaborate with GO-HNI, ADVOCAP, Habitat for Humanity, Housing Authority to implement neighborhood projects and track dollars leveraged
- Track resident volunteer hours with the goal of increasing social capital within neighborhoods
- Explore the development of a Residential Tax Increment Finance (TIF) Policy to promote (re)development within neighborhoods
- Continue to promote and administer the "Great Neighborhoods Program" by completing four to six projects per year and track dollars leveraged

C. Build Awareness for Neighborhood Development

Staff Owner(s): Allen Davis

- Promote "Our Neighborhoods Engage (ONE)" Oshkosh city-wide through community outreach & marketing
- Participate with Oshkosh Healthy Neighborhoods Alliance to ensure an open line of communication with neighborhood associations
- Conduct POLCO surveys to determine resident confidence with in neighborhoods
- Educate real estate community and community members on available neighborhood programs and activities
- Promote implementation activities of existing neighborhood plans. One project per year per Neighborhood Plan.
- Identify successes in neighborhood revitalization and apply those in more areas of the city

D. Increase Owner Investment and Maintenance in Property

Staff Owner: Allen Davis

- Research the feasibility of developing a code compliance loan or grant program to work with property owners that can't secure traditional rehabilitation financing.
- Develop education campaign to increase awareness of existing municipal codes
- Continue to conduct proactive property maintenance and zoning inspections city-wide
- Develop and administer targeted Micro-Grant Program
- Continue private side lead service replacement program utilizing the DNR Safe Drinking Water Loan Program money
- Develop a long term private side lead service line replacement program to continue beyond the funding availability within the Safe Drinking Water Loan Program

Strategies / Tactics - HOW

September, 2018



2019-2020 STRATEGIC PLAN

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Staff Owner(s): Allen Davis, James Rabe

Objectives - WHAT

E. Establish City Inter-Departmental Teams for Planning and Completing Neighborhood Projects
Staff Owner: Allen Davis

F. Increase Quality and Diversity of Housing Stock
Staff Owner: Allen Davis

Strategies / Tactics - HOW

- Develop one neighborhood plan annually with resident leaders
- Support implementation of approved neighborhood plans by accomplishing one project per year per neighborhood association
- Ongoing update of a neighborhood report card program
- Promote available resources and services at neighborhood meetings and events

- Collaborate with ONE Oshkosh partners to originate housing projects
- Update Comprehensive Plan to identify areas of appropriate residential density city-wide
- Update targeted blight elimination process and program
- Continue to provide architectural services program to enhance improvements to residential properties
- Promote available residential city-owned properties for (re)development