

City of Oshkosh Strategic Plan





2017-2018 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 I-41 corridor.

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

Staff Owner(s): Tim Franz & 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 I-41 corridor.

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

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY- *Tim Franz & 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. Build Awareness of Personal Health and Safety
- D. Ensure High-Level of Response to Emergencies
- E. Prepare the Community's Ability to Recover from Disruptive Events
- F. Develop Strategies to Address Substance Abuse in the Community
- G. Improve Transportation Safety within Community
- H. Develop a 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. Maximize Our Financial Position Based On Our Capabilities and Limitations
- B. Improve Our Internal and External Communication Systems
- C. Recruit, Retain, Engage, Recognize and Develop Employees and Future Leaders
- D. Improve Our Technology
- E. Align Internal Department Action Plans to Strategic Plan
- F. Align Employee Performance to Department Plans
- G. Develop / Improve Our Performance and Outcome Measures
- H. Reassess / Realign Our Boards and Commissions
- I. Increase Local Engagement with State Legislators to Increase Local Control
- J. Strengthen Partnerships in Community
- K. Encourage Collaboration with Diverse Community Groups



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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
- G. Support the Improvement of the Community's Telecommunication Infrastructure

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. Update Comprehensive Outdoor Recreation Plan (CORP)
- B. Continue to Develop River Walk
- C. Enhance the Museum's Capacity to Recognize, Preserve, and Interpret the History of Our Community
- D. Make Progress Toward the Library's Vision of "A Library in Every Life"
- E. Develop a Long-Term Funding Strategy for Other Quality of Life Assets (Grand Opera House, Convention Center)

STRENGTHEN OUR NEIGHBORHOODS – Allen Davis

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

- A. Create a Culture of Neighborhood
- B. Leverage City Resources and Incentives to Encourage Private Investment in Neighborhoods
- C. Build Awareness for Neighborhood Development
- D. Increase & Encourage 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
- G. Encourage Diversity and Inclusion

September, 2016



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Strategic Goal

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 area and I-41 corridor.*

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. Develop infrastructure needed to support business and residential development

Staff Owner: Allen Davis

D. Establish Economic Development Metrics

Staff Owner: Allen Davis

E. Promote the City of Oshkosh

Staff Owner: Allen Davis

F. Develop an Effective Economic Development Incentive Program

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 Buckstaff, the Riverwalk, the Pioneer area, Aviation Business Park, etc.
- Partner with Greater Oshkosh EDC to offer educational opportunities for Elected Officials
- Continue to streamline the approval and permitting process for developers while preserving health & safety
- Create and continuously update a database of municipally-related data necessary for business expansion or attraction
- Reduce Economic Disparities by Attracting Family Sustaining Jobs to Oshkosh

- Implement the Central City Investment Strategy
- Identify and support targeted redevelopment areas for reuse and development
- 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

- Implement the recommendations in the 2016 Parking Study when applicable and budgeted
- Develop a city-owned rail transload facility in the Southwest Industrial Park
- Develop and implement plans to improve the city's main corridors and to 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)
- Explore the feasibility of a city-owned wetland bank
- Research potential of a residential subdivision development program

- Develop a Set of Metrics / dashboard that can monitor the progress of the City's Investment in Economic Development

- Support involvement in the Interstate 41 Corridor initiative to jointly market the region
- Market our transportation connections
- Market the city-owned available lots in the industrial and business park, redevelopment areas, and scattered residential sites
- Develop and Implement a Quality of Life campaign with community partners
- Support joint efforts on a marketing campaign to attract and retain businesses and workers

- Update Tax Incremental Financing (TIF) Policy to include residential redevelopment
- Develop an Economic Development Incentive policy
- Continue to promote and enhance the city's Revolving Loan Fund
- 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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- Potential Owners – Business and Homeowners
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- City Leadership

Strategic Goal

PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

Future State:

Public Safety Officials are trusted, efficient and effective professionals

Staff Owner(s):
Tim Franz & Dean Smith

Objectives - WHAT

A. Enhance Community Trust in Public Safety

Staff Owner(s):
Tim Franz & Dean Smith

B. Strengthen Relationships with Neighborhood Organizations and Diverse Community Groups

Staff Owner(s):
Tim Franz & Dean Smith

C. Build Awareness of Personal Health and Safety

Staff Owner(s):
Tim Franz & Dean Smith

D. Ensure High-level of Response to Emergencies

Staff Owner(s):
Tim Franz & Dean Smith

E. Prepare the Community's Ability to Recover from Disruptive Events

Staff Owner(s):
Tim Franz & 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
- Develop an OPD Annual report to the community
- Enact improved & transparent Internal Affairs (IA) reporting

Fire Department

- Produce Annual Oshkosh Fire Department 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 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
- Develop partnerships to deliver first aid and Cardiac Pulmonary Resuscitation (CPR) training through Neighborhood Groups

Police Department

- Improve training related to Incident Command Structure (ICS)

Fire Department

- Respond to 90% of property and life threatening emergencies in under 6 minutes, 90% of the time

Police Department & Fire Department

- Conduct Civilian training for disruptive events



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Staff Owner(s):
Tim Franz & Dean Smith

Objectives - WHAT

F. Develop Strategies to Address Substance Abuse in the Community

Staff Owner(s):
Tim Franz & Dean Smith

G. Improve Transportation Safety within Community

Staff Owner(s):
Tim Franz & Dean Smith

H. Develop a Professional and Diverse Workforce within Public Safety

Staff Owner(s):
Tim Franz & 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
- Reestablish a motorcycle unit to focus on traffic enforcement, particularly in roundabouts

Fire Department

- Continue to provide car seat installation checks

Police Department

- Successfully complete Commission on Accreditation for Law Enforcement Agencies (CALEA) reaccreditation in 2017
- Improve Recruiting, Training & Development for the OPD employees

Fire Department

- Begin second phase of accreditation phase & self assessment of Fire Department
- Improve Recruiting, Training & Development for the Fire Department employees

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. Maximize Our Financial Position Based On Our Capabilities and Limitations

Staff Owner(s): Trena Larson and John Fitzpatrick

B. Improve Our Internal and External Communication Systems

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

C. Recruit, Retain, Engage, Recognize and Develop Employees and Future Leaders

Staff Owner: John Fitzpatrick

D. Improve Our Technology

Staff Owner: 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

- Apply strategic plan initiatives to annual budget planning and funding process
- Utilizing Capital Improvement Plan (CIP) scoring system to prioritize projects and maximize funding available
- Execute the plan to reduce city's general obligation debt to approximately 70% of equalized value
- Establish a schedule for regular review of user fees and rate structures
- Continue the structural review of the city's health insurance plan. Identify ways to control city's increasing costs and contributions for health insurance and benefit package.
- Continue implementation of Enterprise Resource Program (ERP) (2016-2020)

- Improve Communications with, and Feedback from, Employees
- Encourage Annual Departmental Council Member Tour/Orientation
- Encourage at least one departmentally hosted open house annually
- Select and develop effective media to communicate city's performance management initiatives
- Increase Public Awareness of City Services and Value
- Explore & Implement Citizen Engagement Software

- Update Affirmative Action Plan and Program
- Analyze compensation issues for targeted positions
- Build Awareness of Personal Health and Safety
- Implement updated Employee Recognition Program
- Implement Supervisory Training Program
- Provide training for advancement within the city
- Research Tuition Reimbursement and Employee Referral Programs
- Research Leadership Development program
- Research Career Ladders/Employee Development Program

- Research and recommend the implementation of a single time and attendance scheduling system for all departments
- Continue implementation of Enterprise Resource Program (ERP) (2016-2020)
- Update main city website
- Optimize, standardize and expand Geographic Information System (GIS) functionality

- Include supervisors as a permanent addition to the strategic planning process
- Communicate the Strategic Plan and integrate it into daily operations and policies

- 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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ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

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Organizational efficiency has been maximized by successfully achieving City initiatives.*

Staff Owner:
John Fitzpatrick

Objectives - WHAT

G. Develop / Improve Our Performance and Outcome Measures

Staff Owner:
John Fitzpatrick

H. Reassess / Realign Our Boards and Commissions

Staff Owner:
John Fitzpatrick

I. Increase Local Engagement with State Legislators to Increase Local Control

Staff Owner:
John Fitzpatrick

J. Strengthen Partnerships in Community

Staff Owner(s):
John Fitzpatrick/Everyone

K. Encourage Collaboration with Diverse Community Groups

Staff Owner(s):
John Fitzpatrick/Everyone

Strategies / Tactics - HOW

- Work with departments and divisions to create metrics that are meaningful for their operations and valuable for benchmarking with other communities
- Convert created metrics to visual dashboards.
- Identify Key Performance Indicators (KPI's) for scorecard Inclusion
- Assemble scorecards for departments and the council based on KPI's selected
- Build Management Skills to Evaluate and Utilize Performance Measures
- Deliver performance measure/metrics training to department heads and supervisors
- Develop capability to determine Return On Investment (ROI) for larger city projects and services

- Evaluate existing Boards and Commissions and their mission/purpose.

- Establish a regular meetings between Council, staff and state legislators regarding issues of mutual interest
- Continue greater engagement 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

- Update our Affirmative Action Plan
- Incorporate Diversity and Inclusion into our decision-making processes
- Conduct training with departments to improve our recruiting, staffing and reporting capability efforts

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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(s): James Rabe

C. Execute Our Clear Water Initiatives

Staff Owner(s): James Rabe

D. Improve Our City Buildings and Improve Energy Efficiency

Staff Owner(s): John Fitzpatrick,
Jim Collins

E. Update and Maintain Our City Equipment

Staff Owner(s):
Various Departments

F. Support the Improvement of the Community's Telecommunication Infrastructure

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
- Educate motorists, bicyclists and pedestrians on laws and best practices to negotiate roundabouts
- Annually update and implement 5 year Capital Improvement Plan (CIP) projects
- Develop/Update long range asset management plans

- Develop plans for additional unstudied watersheds
- Implement recommendations of watershed plans as policy, time and budget allows
- Continue implementing water quality improvement projects in anticipation of future Total Maximum Daily Load (TMDL) requirements

- Complete Phase II of Inflow & Infiltration (I&I) Study
- Identify Policies to Address Clear Water Initiatives
- Educate community leaders and public about sources of clear water in the sanitary sewer system
- Reduce cross connections to the sanitary sewer system

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

- Collaborate with other governmental entities in the Oshkosh area to study the feasibility of improving the community's broadband capabilities

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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

Staff Owner: Ray Maurer

B. Continue to Develop River Walk

Staff Owner: Allen Davis

C. Enhance the Museum's Capacity to Recognize, Preserve, and Interpret the History of Our Community

Staff Owner: Brad Larson

D. Make Progress Toward the Library's Vision of "A Library in Every Life"

Staff Owner:
Jeff Gilderson-Duwe

E. Develop a Long-Term Funding Strategy for Other Quality of Life Assets

Staff Owner: Mark Rohloff

Strategies / Tactics - HOW

- Secure consultant to assist with the Comprehensive Outdoor Recreation Plan (CORP) update by January 15, 2017
- Inventory and analyze existing parks and facilities
- Complete Needs Assessment by conducting citizen survey, user group survey, neighborhood associations input and public information meetings
- Prioritize park improvements with input by the community and Advisory Park Board
- Seek approval of the CORP by the Advisory Park Board, Plan Commission and Common Council by December 1, 2017

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

- 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

- 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

- Work with management of Grand Opera House & Convention Center to develop Additional Programming and Promotion to Increase Revenue
- 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
- Communicate the "Good" of Oshkosh to citizens to increase pride in Oshkosh
- Support efforts to market community's quality of life
- Support Convention and Visitors Bureau (CVB) efforts to market community as "Wisconsin's Event City"



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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

**STRENGTHEN
OUR
NEIGHBORHOODS**

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

Staff Owner(s): Allen Davis

Strategic Goal

Objectives - WHAT

A. Create a Culture of Neighborhood

Staff Owner(s): 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
- Form a "Neighborhood Advisory Commission" 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
- 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"

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
- Complete a "Confidence in the Community" Survey to benchmark resident confidence with neighborhood development
- Educate real estate community and community members of available neighborhood programs and activities
- Market and promote implementation activities of existing neighborhood plans
- Identify successes in neighborhood revitalization and apply those in more areas of the city

D. Increase & Encourage Investment and Maintenance of Properties

Staff Owner: Allen Davis

- Continue to provide flexible housing programs within recognized neighborhood associations and through out the city
- Develop education campaign to increase awareness of existing municipal codes
- Continue to conduct proactive property maintenance inspections city-wide
- Develop and administer targeted Micro-Grant Program

E. Establish City Inter-Departmental Team to support ONE Oshkosh

Staff Owner(s): Allen Davis

- Identify purpose and mission and identify staff to serve on team
- Develop one neighborhood plan annually with resident leaders
- Support implementation of approved neighborhood plans
- Oversee development & ongoing maintenance of a neighborhood report card program
- Promote available resources and services at neighborhood meetings and events

F. Increase Quality and Diversity of Housing Stock

Staff Owner: Allen Davis

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

G. Encourage Diversity and Inclusion

Staff Owner(s): Allen Davis

- Work with community partners to survey residents and business owners to better understand cultural climate and assets
- Encourage Community Events that Celebrate Diversity and Inclusion
- Add a Diversity and Inclusion Element within Neighborhood Plans