

City of Oshkosh Strategic Plan





2021-2022 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
9. **Inclusive:** Foster environments that welcome individual or group differences, in order to promote dignity, respect, and opportunity for all people.

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 as well as 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 and Russ Van Gompel

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

Natural, Cultural and Recreational Assets of the City are recognized as a source 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. Continue to Support Business Retention and Expansion (BR&E), Attraction and Entrepreneurship
- B. Support Redevelopment Opportunities Throughout the City
- C. Continue to Develop Infrastructure Needed to Support Business and Residential Development
- D. Work with Community Partners to Attract and Develop Our Workforce

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. Provide Well Trained, Effective and Equipped Public Safety Professionals
- C. Enhance Crime Prevention, Community Policing, & Transportation Safety Strategies
- D. Improve the Community's Ability to Withstand & Recover from Disruptive Events
- E. Implement Strategies & Solutions for Community Risk Reduction
- F. Continue to Improve Strategies to Address Substance Abuse in the Community
- G. Improve Transportation Safety within Community

ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT – *John Fitzpatrick & Russ Van Gompel*

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

- A. Maximize our Financial Position
- B. Recruit, Retain, Engage and Recognize Employees
- C. Develop Future Leaders & Volunteers and Reconnect with Alumni
- D. Improve our Performance and Outcome Measures including Benchmarks
- E. Align Employee Performance to Department Plans
- F. Improve our Internal and External Communications
- G. Strengthen Partnerships and Community Collaboration



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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, Bicycle and Pedestrian Facilities
- B. Update and Maintain Our Technology
- C. Improve Our City Facilities
- D. Improve Our Public Utilities
- E. Update and Improve Our City Equipment

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

Future State: Recreational Assets of the City are recognized as a source of pride for the community

- A. Provide Improved Park and Senior Center Facilities
- B. Analyze, Plan and Implement Strategies to Maximize Parks Department Operational Efficiencies
- C. Implement the Adopted Design for Improvements to Museum Facilities
- D. Initiate work on the three major long-term exhibitions identified in the Master Plan
- E. Strengthen Exhibitions to Alignment with K-12 curriculum
- F. Accelerate Key Collection Management Tasks
- G. Evaluate Investment Strategies for Trusts
- H. Continue to Make Progress Toward the Library's Vision of "A Library in Every Life"

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 & Redevelopment in Specific Neighborhoods
- D. Increase Owner Investment and Maintenance in Property
- E. Expand City Inter-Departmental Teams for Planning and Completing Neighborhood Projects
- F. Explore Options for Promoting Housing Stability Related to Homelessness
- G. Promote Social Connectedness



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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 as well as the Greater Oshkosh Area.*

Staff Owner:
Allen Davis

Objectives - WHAT

A. Continue to support Business Retention and Expansion (BR&E), Attraction and Entrepreneurship
Staff Owner: Allen Davis

B. Support Redevelopment Opportunities Throughout the City
Staff Owner: Allen Davis

C. Continue to Develop Infrastructure Needed to Support Business and Residential Development
Staff Owner: Allen Davis

D. Work with Community Partners to Attract and Develop Our Workforce
Staff Owner: Allen Davis

Strategies / Tactics - HOW

- ❑ Continue to invest and support the Greater Oshkosh Economic Development Corporation (GO-EDC)
- ❑ Coordinate marketing efforts with GO-EDC on selling City and RDA-owned land, marketing the city's transportation connections, encouraging people to reside in the City, and promoting business growth
- ❑ Identify solutions to encourage existing business growth and entrepreneurship including incentives, starter lots, speculative buildings, incubators, and training opportunities.
- ❑ Partner with Greater Oshkosh EDC to offer two educational opportunity 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
- ❑ 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 of public/private funding into GO-EDC
- ❑ Continue to review existing City policies and codes to encourage business and entrepreneur growth in the City.

- ❑ Implement one recommendation from the Imagine Oshkosh Plan per year
- ❑ Implement one recommendation in the Sawdust District Master Plan per year
- ❑ Create and adopt a Redevelopment Plan for the Sawdust District for acquisition and demolition and target redevelopment
- ❑ 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 one Request for Proposal (RFP) per year

- ❑ Implement one project per year for each corridor (South Park, Jackson, and 9th)
- ❑ Evaluate the need for future plans to improve the City's corridors (Oshkosh Ave, Oregon, Algoma, S. Main, or Witzel)
- ❑ Plan for industrial and business park expansions and workforce housing
- ❑ Explore the opportunity of a City-owned wetland bank
- ❑ Develop a residential subdivision development program for all types of housing including workforce housing, single family housing, and others

- ❑ Support joint efforts to implement a quality of life marketing campaign with community partners and businesses to attract and retain businesses and workers
- ❑ Explore different strategies to help disadvantaged people enter the workforce with community partners
 - ❑ Public/Private organizations collaborate to identify solutions for workforce housing opportunities
 - ❑ Explore the feasibility of a work program to encourage the re-entry into the workforce
 - ❑ Identify solutions to barriers preventing citizens from working including daycare, affordable housing, and available transportation



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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. Provide Well Trained, Effective and Equipped Public Safety Professionals

Staff Owner(s):
Mike Stanley & Dean Smith

C. Enhance Crime Prevention, Community Policing, & Transportation Safety Strategies

Staff Owner(s):
Mike Stanley & Dean Smith

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

Staff Owner(s):
Mike Stanley & Dean Smith

E. Implement Strategies & Solutions for Community Risk Reduction

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 Police Department Annual Report to the community
- Strengthen Relationships with neighborhood organizations and diverse community groups

Fire Department

- Provide transparent data that demonstrates organizational efficiency and performance.
- Continue to develop a talent pipeline from the community by offering and supporting youth programs.
- Create and support a "Leaders are Readers" program with the Oshkosh Area School District.

Police Department

- Improve outreach initiatives with neighborhood & diverse population groups

Fire Department

- Place a fire training tower in service and begin utilizing it to train new and incumbent personnel.
- Continue to implement recommendations from the recently completed Staffing Study.
- Contract for and conduct a Space Utilization Study for Fire Department facilities.

Police Department

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

Fire Department

- Support the Police Department's at their "Coffee with a Cop" events.
- Fire companies participate in the National Night Out event in their response district.
- Provide infant and child car seat checks and installation.

Fire Department

- Update and revise the City of Oshkosh Emergency Operations Plan
- Continue to offer additional training and exercises to City staff focusing on emergency management.
- Begin working on Continuity of Operations Plans for the City of Oshkosh.

Police Department

- Conduct civilian training for disruptive events

Fire Department

- Collaborate with the American Red Cross to install residential smoke detectors.
- Participate in the development and implementation for a strategic plan for fall prevention.
- Continue to participate in active efforts, and seek new opportunities to reduce overdoses.



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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

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

Staff Owner(s):
Dean Smith

G. Improve Transportation Safety Within Community

Staff Owner(s):
Dean Smith

Strategies / Tactics - HOW

Police Department

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

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
- Improve transportation safety within community
- 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

Strategic Goal

Objectives - WHAT

Strategies / Tactics - HOW

A. Maximize our Financial Position
Staff Owner: Russ Van Gompel

- Research alternative budget strategies
- Prepare Capital Improvement Program with dedicated funding for facilities, roads/utilities, and other long-term projects. Total not to exceed the maximum to maintain the debt policy. Establish parameters over a five-year period.
- Monitor and report on debt management policy progress

B. Recruit, Retain, Engage and Recognize Employees
Staff Owner: John Fitzpatrick

- Analyze compensation issues to maximize staffing opportunities
- Establish annual employee education and development plan
- Diversify employee population to align with community demographics

C. Develop Future Leaders & Volunteers and Reconnect With Alumni
Staff Owner: John Fitzpatrick

- Provide employee advancement opportunity awareness training
- Implement Diversity and Inclusion Plan & program corresponding employee education
- Create an alumni network to assist with community enhancement

D. Improve our Performance and Outcome Measures Including Benchmarks
Staff Owner: John Fitzpatrick

- Continue employee education regarding performance measures / metrics
- Promote benchmark opportunities functionally, geographically, and comparably
- Utilize the Citizen Survey as a resource for future strategic planning / metric development

E. Align Employee Performance to Department Plans
Staff Owner: John Fitzpatrick

- Connect departmental business plans to organization wide plan
- Refine "Guiding Principles" connection in employee evaluation process
- Improve employee's understanding of role in achieving plan initiatives



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Staff Owner:
John Fitzpatrick

Objectives - WHAT

F. Improve Our Internal and External Communications

Staff Owner(s):
John Fitzpatrick

G. Strengthen Partnerships and Community Collaboration

Staff Owner:
John Fitzpatrick

Strategies / Tactics - HOW

- Facilitate communications with, and feedback from, employees
- Facilitate public awareness of City services and values
- Encourage annual departmental / Council Member tours & orientation including at least one departmentally hosted annual house

- Support current partnerships & welcome new partners for collaboration
- Participate with the state agencies, legislators, the League of Wisconsin Municipalities and other groups to impact community oriented public policy
- Educate citizens on the availability of services through community partnerships



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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, Bicycle and Pedestrian Facilities

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

B. Update and Maintain Our Technology

Staff Owner: Various Departments

C. Improve Our City Facilities

Staff Owner(s): John Fitzpatrick, Jim Collins

D. Improve Our Public Utilities

Staff Owner: James Rabe

E. Update and Improve our City Equipment

Staff Owner(s): Various Departments

Strategies / Tactics - HOW

- Annually update the 5 year Capital Improvement Plan (CIP) and implement the current year projects
- Follow recommendations of the 2019 Transit Development Plan, including supporting the Winnebago Catch-A-Ride program for after hours service
- Implement “free” student fare two year program. Collect and analyze data from this initial period
- Complete priority programs from the updated 2019 Pedestrian and Bicycle Circulations Plan
- Incorporate “Complete Streets” principles when and where its feasible

- Continue implementation of Geographic Information System (GIS) functionality
- Develop plan to extend technology infrastructure to all City facilities

- Develop Facility Improvement Plans for all City buildings. Include recommendations from plans in CIP for implementation.
- Assess, Plan and continue to improve security of all City facilities.
- Continue annual Roofing and Heating, Ventilating and Air Conditioning (HVAC) prioritization, maintenance, and replacement.
- Continue parking lot replacement and maintenance per Parking Lot Pavement Study.
- Continue implementation of energy efficiency upgrades.

- Develop Storm Water Management Plans for unstudied watersheds.
- Complete planning study to develop plan for storm water compliance with the Upper Fox / Wolf River Total Maximum Daily Load (TMDL).
- Develop compliance options for waste water compliance with Upper Fox / Wolf River TMDL.
- Continue implementation of equipment replacement in accordance with Asset Management Plans.
- Develop long range Inflow and Infiltration (I&I) reduction strategies.
- Develop long range utility collection/distribution system replacement plan.
- Annually update the five year Capital Improvement Program (CIP) and implement the current year projects.
- Develop Public Information/Engagement Campaign to promote the activities completed by our utilities.

- Develop long range equipment replacement plans/strategies.
- Incorporate recommendations for equipment replacement in CIP.



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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 source of pride for the community*

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

Objectives - WHAT

A. Provide Improved Park and Senior Center Facilities
Staff Owner: Ray Maurer

B. Analyze, Plan and Implement Strategies to Maximize Parks Department Operational Efficiencies
Staff Owner: Ray Maurer

C. Implement the Adopted Design for Improvements to Museum Facilities
Staff Owner: Brad Larson

D. Initiate work on the Three Major long-term Exhibitions Identified in the Master Plan
Staff Owner: Brad Larson

E. Strengthen Exhibitions to Alignment with K-12 Curriculum
Staff Owner: Brad Larson

F. Accelerate Key Collection Management Tasks
Staff Owner: Brad Larson

Strategies / Tactics - HOW

- Design and construct Parks Department Administration Building
- Implement Lakeshore Park Master Plan
- Complete Rainbow Memorial Park boat launch, parking lot and trail project
- Install updated AV equipment including a hearing loop at the Senior Center

- Update Parks Department Strategic Plan
- Publish Annual Impact Report to the Community
- Improve our volunteer systems and processes

- Develop and adopt a funding strategy to execute the design for essential building modifications

- Commence and complete design development and implementation of the concept designs for long-term exhibitions

- Implement identified activities and enhancements that ensure exhibitions link to K-12 curriculum

- Intensify work on the backlog of uncatalogued objects and accelerate rationalization of collection pieces



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Staff Owner(s):

Jeff Gilderson-Duwe ,
Ray Maurer, Brad Larson

Objectives - WHAT

G. Evaluate Investment Strategies for Trusts

Staff Owner: Brad Larson

H. Continue to Make Progress Toward the Library's Vision of "A Library in Every Life"

Staff Owner:
Jeff Gilderson-Duwe

Strategies / Tactics - HOW

- Create a working group to explore options related to trusts

- 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



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Mission
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
 - Inclusive:** Foster environments that welcome individual or group differences, in order to promote dignity, respect, and opportunity for all people.

- 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
- Promote New Home in Our Neighborhood Program
- Promote Historic Rehabilitation Program

C. Build Awareness for Neighborhood Development & Redevelopment in Specific Neighborhoods

Staff Owner(s): Allen Davis

- Implement "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.
- Implement an annual Lunch & Learn to promote neighborhood programs

D. Increase Owner Investment and Maintenance in Property

Staff Owner: Allen Davis & James Rabe

- Implement code compliance loan program to work with property owners that are unable to secure traditional rehabilitation financing.
- Develop education campaign to increase awareness of existing codes related to rental housing, first time home buyers and neighborhood associations.
- Continue to conduct proactive property maintenance and zoning inspections City-wide
- Implement 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



2021-2022 STRATEGIC PLAN

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Objectives - WHAT

E. Expand City Inter-Departmental Teams for Planning and Completing Neighborhood Projects

Staff Owner: Allen Davis

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

F. Explore Options for Promoting Housing Stability Related to Homelessness

Staff Owner: Allen Davis

- Collaborate with other local and state agencies to gather data on current housing stability needs and options
- Explore options for evaluating the current affordable housing supply and demand in our community
- Research current housing stability programs from other communities
- Explore outreach options for educating the community on housing stability and affordable housing

G. Promote Social Connectedness

Staff Owner: Allen Davis

- Collaborate with the RE:TH!NK Social Connectedness Team
- Incorporate social connectedness themes into neighborhood plans and other plans as necessary
- Support the Connecting Through Tech program with the Senior Center
- Collaborate with GO-HNI on neighborhood events the focus on increasing social connectedness
- Coordinate with AARP on community livability and social connectedness

Strategies / Tactics - HOW