

City of Oshkosh Strategic Plan

2023

2024





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



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

Strategic Goal: ENHANCE OUR QUALITY OF LIFE SERVICES AND ASSETS

Objectives - WHAT	Strategies / Tactics - HOW
A. Provide Improved Park and Senior Center Facilities	<ol style="list-style-type: none"> 1. Construct Parks Department Administrative Building. 2. Implement Lakeshore Park Plan. 3. Implement CIP projects for Senior Center. 4. Update the Comprehensive Outdoor Recreation Plan (CORP).
B. Analyze, Plan And Implement Strategies To Maximize Parks Department Operational Efficiencies	<ol style="list-style-type: none"> 1. Update Parks Department Plan. 2. Publish Annual Impact Report to the Community. 3. Improve our volunteer systems and processes.
C. Strengthen Museum Exhibitions To More Broadly Represent And Appeal To Educational Entities In The Community	<ol style="list-style-type: none"> 1. Implement identified activities and enhancements to ensure representation and appeal to educational entities in the community.
D. Better Utilize Museum Collections For The Public	<ol style="list-style-type: none"> 1. Intensify work on the backlog of uncatalogued objects and accelerate rationalization of collection pieces. 2. Implement Museum Plan.
E. Create Awareness Of and Participation For The Museum Through Brand Identity, Marketing, And Expanded Programs	<ol style="list-style-type: none"> 1. Define and establish the Museum identify from institutional values and needs of the community. 2. Refine marketing through audience evaluation. 3. Develop a portfolio of programs and offerings for audience engagement.
F. Encourage Giving, Partnerships, and Alternative Funding Sources For Quality Of Life	<ol style="list-style-type: none"> 1. Create a working group to explore options related to giving, partnership, and alternative funding sources for Quality of Life projects and initiatives.
G. Continue To Make Progress Toward The Library's Vision Of "A Library In Every Life"	<ol style="list-style-type: none"> 1. Become a community institution with widespread public and private support by aligning the City Strategic Plan with the Library plan. 2. Implement Library Plan.

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

Staff:

Darryl Eschete

Ray Maurer

Sarah Phillips

Strategic Goal: IMPROVE AND MAINTAIN OUR INFRASTRUCTURE

Objectives - WHAT	Strategies / Tactics - HOW
A. Improve our Streets, Transit, Bicycle and Pedestrian Facilities	<ol style="list-style-type: none"> 1. Annually update the 5 and 10 year Capital Improvement Plan (CIP) and implement the current year projects. 2. Implement recommendations of the current Transit Development Plan, including supporting the Winnebago Catch-A-Ride program for after-hours service. 3. Analyze data from free student fare program and recommend next steps. 4. Implement recommendations of current Pedestrian and Bicycle Circulations Plan. 5. Incorporate "Complete Streets" principles when and where its feasible.
B. Update and Maintain Our Technology	<ol style="list-style-type: none"> 1. Continue implementation of Geographic Information System (GIS) functionality. 2. Develop a plan to extend technology infrastructure to all City facilities. 3. Evaluate and improve data security.
C. Improve Our City Facilities	<ol style="list-style-type: none"> 1. Implement recommendations of Facility Plan, including ADA Assessment and recommendations and building security. 2. Continue annual Roofing and Heating, Ventilating and Air Conditioning (HVAC) prioritization, maintenance, and replacement. 3. Continue parking lot replacement and maintenance per Parking Lot Pavement Study. 4. Continue implementation of energy efficiency upgrades.
D. Improve Our Public Utilities	<ol style="list-style-type: none"> 1. Develop Storm Water Management Plans for unstudied watersheds. 2. Implement Total Maximum Daily Load (TMDL) Compliance Plans. 3. Continue implementation of equipment replacement in accordance with Asset Management Plans. 4. Develop long range Inflow and Infiltration (I&I) reduction strategies. 5. Develop long range utility collection/distribution system replacement plan. 6. Annually update the 5 and 10 year Capital Improvement Program (CIP) and implement the current year projects. 7. Develop Public Information/Engagement Campaign to promote the activities completed by our utilities.
E. Update and Improve our City Equipment	<ol style="list-style-type: none"> 1. Continue implementation of long-range equipment replacement plans/strategies. 2. Incorporate recommendations for equipment replacement in CIP. 3. Complete evaluation of alternative-powered vehicles.

Future State: Safe and effective infrastructure that provides a framework for full scale community enjoyment.

Staff:

James Rabe

Jim Collins

John Fitzpatrick

Strategic Goal: SUPPORT ECONOMIC DEVELOPMENT

Objectives - WHAT	Strategies / Tactics - HOW
<p>A. Continue to support Business Retention and Expansion (BR&E), Attraction and Entrepreneurship</p>	<ol style="list-style-type: none"> 1. Continue to invest and support the Greater Oshkosh Economic Development Corporation (GO-EDC). 2. 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. 3. Identify and support solutions to encourage existing business growth and entrepreneurship including incentives, starter lots, speculative buildings, incubators, and training opportunities. 4. Explore options to encourage Disadvantaged Business Enterprise (DBE) growth in the City including financial and technical assistance. 5. Partner with GO-EDC to offer one educational opportunity per year for Elected Officials. 6. Continue to streamline the approval and permitting process by providing one process improvement per year for developers while preserving health & safety. 7. Complete 50 account management contacts with businesses per year. 8. Ensure that 90% of commercial building plans are completed in 5 business days. 9. Ensure that 90% of commercial building inspections are completed in one business day. 10. Measure dollar amount of public/private funding into GO-EDC. 11. Continue to review existing City policies and codes to encourage business and entrepreneur growth in the City. 12. Collaborate with the Oshkosh Convention and Visitor's Bureau (CVB) to help facilitate discussions on an aligned economic development strategy for the City and community partners. 13. Seek shared representation on Oshkosh Chamber of Commerce and GO-EDC Boards to effectively align strategies for economic development. 14. Re-establish the Economic Development expeditor position to help developers, city projects, and contractors go through the City approval and permitting process.
<p>B. Support Redevelopment Opportunities Throughout the City</p>	<ol style="list-style-type: none"> 1. Implement one recommendation from the Imagine Oshkosh Plan per year. 2. Implement the Sawdust District Redevelopment Plan for targeted redevelopment. 3. Actively pursue acquiring targeted redevelopment areas and neighborhoods through the Redevelopment Authority or Common Council that have the potential to have a significant impact on the community if redeveloped. 4. Implement recommendations in the Housing Study that support redevelopment efforts to increase and diversify housing in the City. 5. Continue to support the development of the Riverwalk along the Fox River and Lake Winnebago and finalize design plans for the Pioneer area Riverwalk. 6. Market redevelopment sites to private developers by issuing one Request for Proposal (RFP) per year.

Strategic Goal: SUPPORT ECONOMIC DEVELOPMENT

C. Continue to Develop Infrastructure Needed to Support Business and Residential Development	<ol style="list-style-type: none">1. Implement one project per year for each corridor (South Park, Jackson, and 9th).2. Evaluate the need for future plans to improve the City's corridors:<ul style="list-style-type: none">• Oshkosh Avenue, Oregon Street, Algoma Boulevard, South Main Street, Witzel Avenue3. Plan for future industrial and business park expansion areas.4. Implement the Housing Study recommendations to facilitate infill development, new subdivisions, alternative housing options, inclusivity and stronger neighborhoods.5. Support opportunities to financially incentivize business and residential development when feasible.
D. Work with Community Partners to Attract and Develop Our Workforce	<ol style="list-style-type: none">1. Support joint efforts with GO-EDC and the CVB to implement a quality of life marketing campaign with community partners and businesses to attract and retain businesses and workers.2. Collaborate with community partners (GO-EDC, Winnebago County, UW-Oshkosh) on initiatives to increase the labor pool, provide access to training, and attract younger workers, and support entry and reentry into the workforce.3. Promote equitable development to encourage a strong and livable community.4. Collaborate with community partners on solutions to barriers preventing citizens from working including daycare, affordable housing, and available transportation.

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:
Kelly Nieforth

Strategic Goal: **STRENGTHEN OUR NEIGHBORHOODS**

Objectives - WHAT	Strategies / Tactics - HOW
A. Enhance And Promote A Culture Of Neighborhood	<ol style="list-style-type: none"> 1. Provide financial and technical assistance to Greater Oshkosh Healthy Neighborhoods Initiative (GO-HNI) in order to support the creation, maintenance and sustainability of resident-led neighborhood associations. 2. Collaborate with GO-HNI to develop one neighborhood plan annually with resident leaders in a recognized neighborhood association and support the implementation of one project annually. 3. Complete annual update of a neighborhood report card program. 4. Implement recommendations from the Housing Study to provide resources for neighborhood development, increase diverse housing options, support inclusivity, and facilitate long-term growth. 5. Conduct POLCO surveys to determine resident confidence with in neighborhoods. 6. Support and collaborate with GO-HNI on resident training opportunities to enhance and sustain leadership development in neighborhood associations. 7. Promote neighborhood identities through marketing and strategic improvements within neighborhoods. 8. Collaborate with the Oshkosh Healthy Neighborhood Alliance (OHNA) to support and advocate for neighborhood based service delivery and policy development. 9. Promote social connectedness by incorporating into neighborhood plans, supporting GO-HNI community events, and supporting Connecting Through Tech program with the Senior Center. 10. Implement “Our Neighborhoods Engage (ONE)” Oshkosh city-wide through community outreach and collaboration.
B. Leverage City Resources and Incentives To Encourage Private Investment And Maintenance In Neighborhoods	<ol style="list-style-type: none"> 1. Collaborate with GO-HNI, Advocap, Habitat for Humanity, Housing Authority and other community partners to implement neighborhood projects and track public and private dollars leveraged. 2. Implement recommendations from the Housing Study to promote neighborhood development. 3. Support initiatives to expand and diversify the City’s housing supply. 4. Track resident volunteer hours with the goal of increasing social capital within neighborhoods. 5. Reevaluate current City housing development programs to achieve greater results and a broader impact. 6. Promote housing development programs to preserve historical properties, provide safe and code-compliant housing, improve the curb appeal, increase home value and cultivate homeownership. 7. Continue to promote and administer the “Great Neighborhoods Program” by completing four to six projects per year and track public and private dollars leveraged. 8. Collaborate with GO-HNI to develop educational campaigns to increase awareness of existing codes related to rental housing, first time home buyers, neighborhood associations and available resources. 9. Continue to conduct proactive property maintenance and zoning inspections City-wide. 10. Develop a long term private side lead service line replacement program to continue beyond the funding availability within the Safe Drinking Water Loan Program. 11. Host an annual outreach event to promote neighborhood programs and resources to homeowners, landlords, and the real estate community.

Strategic Goal: STRENGTHEN OUR NEIGHBORHOODS

C. Implement Development & Redevelopment In Specific Neighborhoods And Surrounding Commercial Corridors

1. Collaborate with Habitat for Humanity on Rock the Block events.
2. Implement City Redevelopment Plans and Housing Plan to facilitate a targeted approach to redevelopment efforts in or near neighborhoods.
3. Engage with NeighborWorks to explore the feasibility of a partnership to rehab or construct new housing in the City.
4. Promote the redevelopment of City Redevelopment Authority (RDA) and City-owned lots.
5. Coordinate with the City RDA on future acquisitions to ensure that the property either follows existing City plan recommendations, will have a positive impact on the surrounding neighborhood or removes a health and safety risk in the City.

D. Collaborate With Community Partners To Reduce Housing Instabilities

1. Coordinate with the Winnebagoland Housing Coalition and other agencies to implement the Winnebagoland Housing Coalition Homeless Continuum Report recommendations.
2. Implement recommendations from the City's Housing Study to fill in the gaps in the city's housing continuum while incorporating environmental justice and inclusivity practices into efforts.
3. Leverage public and private funding resources to implement diverse housing options.
4. Explore outreach opportunities for educating the community on housing stability and affordable housing.

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

Staff:
Kelly Nieforth
James Rabe

Strategic Goal: PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

Objectives - WHAT	Strategies / Tactics - HOW
A. Enhance Community Trust in Public Safety	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Increase presence in the community through outreach efforts to schools, neighborhood associations, businesses, and citizens to strengthen relationships with neighborhoods and diverse community groups.2. Publish an Police Department Annual Report to the community. <p><u>Fire Department</u></p> <ol style="list-style-type: none">1. Provide transparent data that demonstrates organizational efficiency and performance.2. Continue to develop a talent pipeline from the community by offering and supporting youth programs.3. Implement Oshkosh Fire Department Plan4. Increase presence in the community through outreach efforts to schools, neighborhood associations, business, and citizens to strengthen relationships with neighborhoods and diverse community groups.
B. Provide Well Trained, Effective and Equipped Public Safety Professionals	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Explore and implement emerging technology to enhance community safety.2. Continue national and state-level accreditation efforts (CALEA & WILEAG). <p><u>Fire Department</u></p> <ol style="list-style-type: none">1. Begin phase 2 of Fire Training Center redevelopment.2. Continue to implement recommendations from the recently completed Staffing Study.3. Implement Space Utilization Study results for Fire Department facilities.

Strategic Goal: PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

<p>C. Enhance Crime Prevention, Community Policing, and Safety Strategies</p>	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Increase number of Crisis Intervention Team (CIT) trained staff.2. Incremental deployment of the behavioral health team.3. Continue Crime Prevention Through Environmental Design (CPTED) reviews. <p><u>Fire Department</u></p> <ol style="list-style-type: none">1. Support the Police Department at their “Coffee with a Cop” events.2. Fire companies participate in the National Night Out event in their response district.3. Provide infant and child car seat checks and installation. <p><u>Transportation</u></p> <ol style="list-style-type: none">1. Continue to educate citizens and visitors on traffic safety through education and enforcement efforts.
<p>D. Improve the Communities Ability to Withstand and Recover from Disruptive Event</p>	<p><u>Fire Department (Emergency Management)</u></p> <ol style="list-style-type: none">1. Update and revise the City of Oshkosh Emergency Operations Plan.2. Continue to offer additional training and exercises to City staff focusing on emergency management.3. Begin working on Continuity of Operations Plans for the City of Oshkosh.
<p>E. Implement Strategies & Solutions for Community Risk Reduction</p>	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Conduct civilian training for disruptive events. <p><u>Fire Department</u></p> <ol style="list-style-type: none">2. Identify neighborhood risks and corresponding risk reduction strategies.3. Pilot a fall prevention program with Oshkosh Senior Center.

Strategic Goal: PROVIDE A SAFE, SECURE, AND HEALTHY COMMUNITY

<p>F. Continue To Improve Strategies To Address Mental Health Crises And Substance Abuse In The Community</p>	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Continue participation in local County CIT and Drug & Alcohol Task Forces and Groups.2. Promote the Drug Addiction Initiative within the Community.3. Continue to educate and reach out to schools, neighborhood associations, and citizens regarding substance abuse. <p><u>Fire Department</u></p> <ol style="list-style-type: none">1. Continue to participate in active efforts and seek new opportunities to reduce overdoses.
<p>G. Improve Transportation Safety Within Community</p>	<p><u>Police Department</u></p> <ol style="list-style-type: none">1. Continue to educate citizens & visitors on traffic safety through education and enforcement efforts.2. Increase motorcycle unit deployments by 5%. Focus on traffic enforcement, particularly in roundabouts3. Improve transportation safety within community.4. Improve outreach efforts to the community. <p><u>Transportation</u></p> <ol style="list-style-type: none">1. Improve transportation safety through interdepartmental communication and assisting with coordination of street closures and detours.2. Evaluate and implement modern traffic engineering methods and road designs.

Future State: Public Safety Officials Are Trusted, Efficient and Effective Professionals.

Staff:
Mike Stanley
Dean Smith
Jim Collins

Strategic Goal: ENHANCE THE EFFECTIVENESS OF OUR CITY GOVERNMENT

Objectives - WHAT	Strategies / Tactics - HOW
<p>A. Maximize our Financial Position</p>	<ol style="list-style-type: none"> 1. Research alternative budget strategies. 2. Prepare Capital Improvement Program with dedicated funding for facilities, roads/utilities, and other long-term projects. Total not to exceed the maximum limits set forth in the debt policy. 3. Establish parameters over a five-year period. 4. Monitor and report on debt management policy progress.
<p>B. Recruit, Retain, Engage, Develop, and Recognize Employees</p>	<ol style="list-style-type: none"> 1. Analyze compensation issues to maximize staffing opportunities. 2. Provide employee advancement opportunity awareness and training. 3. Implement Diversity and Inclusion Plan & program corresponding employee education. 4. Diversify employee population to align with community demographics.
<p>C. Improve our Performance and Outcome Measures Including Benchmarks</p>	<ol style="list-style-type: none"> 1. Continue employee education regarding performance measures / metrics. 2. Promote benchmark opportunities functionally, geographically, and comparably. 3. Utilize the Citizen Survey as a resource for future strategic planning / metric development.
<p>D. Align Employee Performance to Department Plans</p>	<ol style="list-style-type: none"> 1. Connect departmental business plans to organization wide plan. 2. Refine "Guiding Principles" connection in employee evaluation process. 3. Improve employee's understanding of role in achieving plan initiatives.
<p>E. Build Trust Through Communication, Education, and Relationship Building</p>	<ol style="list-style-type: none"> 1. Facilitate communications with, and feedback from, employees. 2. Facilitate public awareness of City services and values. 3. Explore centralized/coordinated public communications and education. 4. Clarify the roles of elected officials, boards and commissions, staff and the public. 5. Support current partnerships & welcome new partners for collaboration.

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

Staff:
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