

# City of Oshkosh



Strategic Plan 2025 - 2026

# Introduction

Citizens of Oshkosh,

On behalf of the Oshkosh Common Council, I am proud to present the 2025-2026 Strategic Plan for the City of Oshkosh. The plan outlined on the following pages was developed in collaboration between City staff and Common Council, with input from the community. Earlier this year, we welcomed a diverse group of individuals, representing a variety of organizations, perspectives, and stakeholders in the community, and asked them to provide their input on what the City of Oshkosh does well, as well as where we can improve. We used the results of that focus group to help inform the work done by City staff and Common Council at two subsequent workshops. This, coupled with the continued use of our annual Citizen Survey, helps us ensure that the perspective of our citizens remains at the center of the work we do every day.

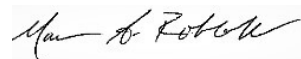
The strategic goals that represent our plan are summarized in the graphic to the right, and are listed more specifically below:

1. Enhance Our Quality-of-Life Services and Assets (page 3)
2. Improve and Maintain Our Infrastructure (page 4)
3. Support Economic Development (pages 5-6)
4. Strengthen Our Neighborhoods (pages 7-8)
5. Provide a Safe, Secure, and Healthy Community (pages 9-10)
6. Enhance the Effectiveness of Our City Government (page 11)

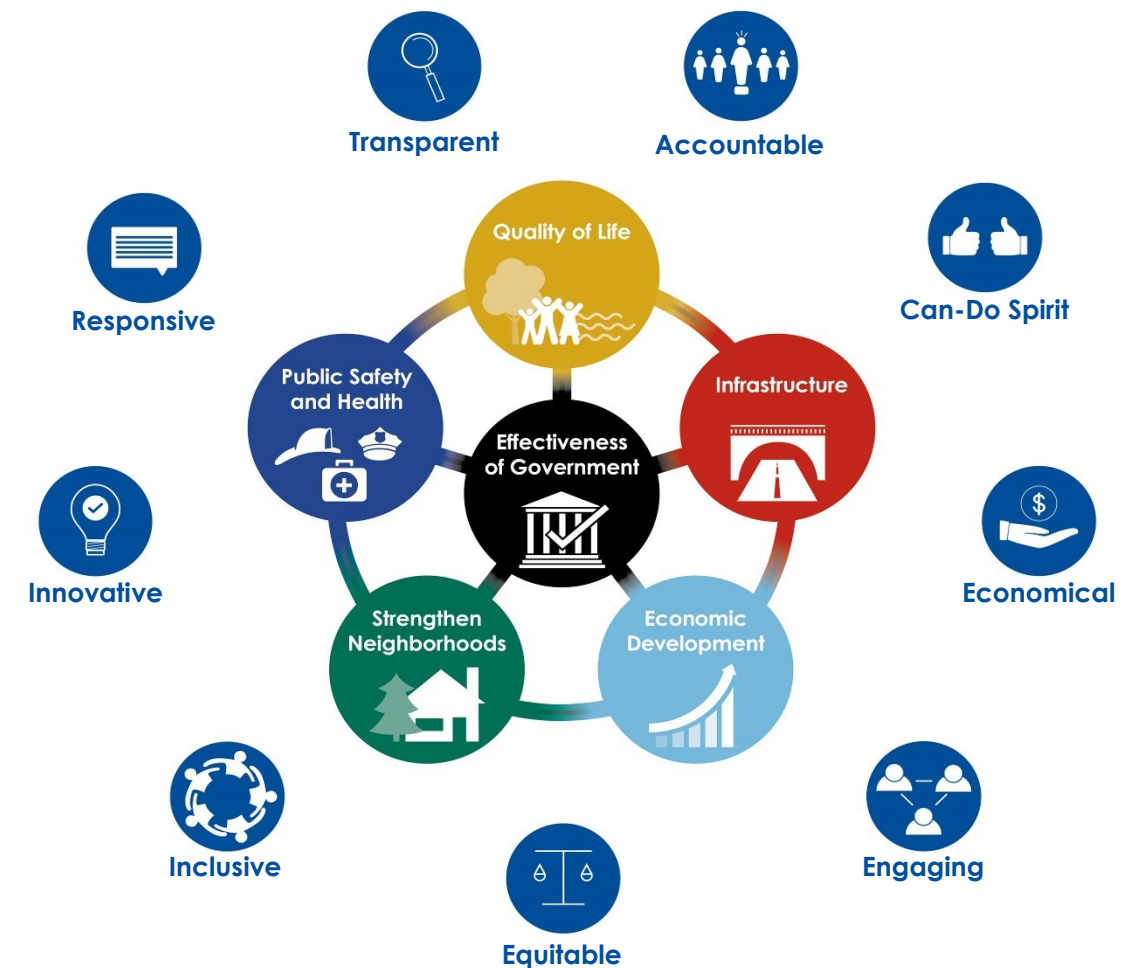
Within each of these goals are a series of objectives - the “what we will do” to accomplish the overarching goal - as well as strategies - the “how we will do it” actions that will help us achieve the objectives and, ultimately, the goal. These objectives and strategies are outlined on the pages that follow. As we’ve done for the last few plans, we’ll provide updates quarterly on plan progress through our [public dashboard](#).

This plan also reaffirms the City’s commitment to our Guiding Principles, which are illustrated to the right, surrounding our goals. Our Guiding Principles are woven through our goals and objectives outlined here, as well as through our day-to-day work. We’re proud to serve the citizens of Oshkosh, and look forward to carrying out this plan in the years to come.

Sincerely,

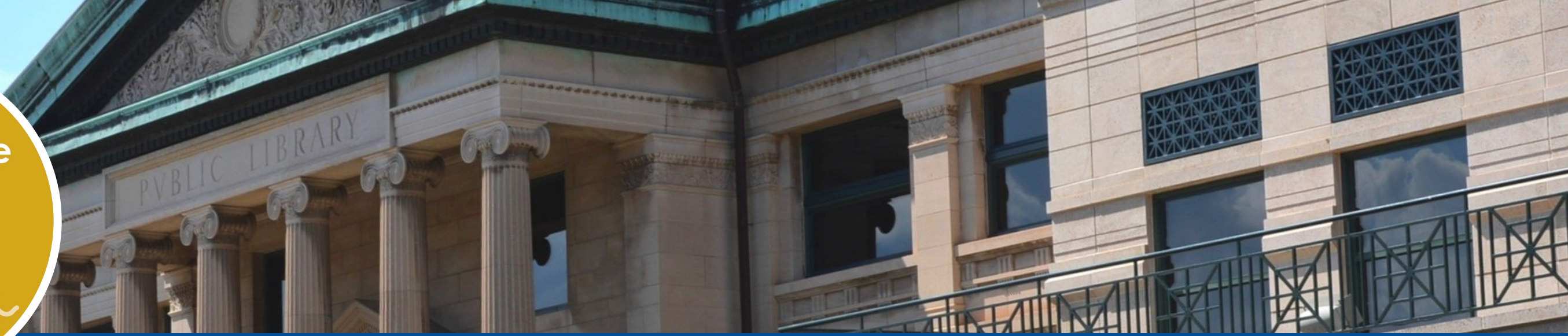


Mark Rohloff  
City Manager



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

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



# Enhance Our Quality-of-Life Services and Assets

Departmental Owners: Library, Museum, and Parks

**Objective A (What):**  
Provide Improved Park and Senior Center Facilities

*Strategies (How):*

- Implement projects approved for this timeframe from the Comprehensive Outdoor Recreation Plan (CORP)
- Implement Parks and Senior Center Capital Improvement Program (CIP) projects approved for this timeframe
- Explore expanding operational hours for the Senior Center

**Objective B (What):**  
Provide Broadly Appealing Museum Programs and Exhibitions

*Strategies (How):*

- Enhance representation of and appeal to local and regional community through education and public programming
- Evaluate, address, and adjust public offerings for families and adults to better serve the community
- Develop "Art in Public Spaces" program
- Promote permanent and some consolidated collections storage

**Objective C (What):**  
Preserve the Public Library as a Source of Pride for the Residents of Oshkosh

*Strategy (How):*

- Update Library Department plan and align with the City's strategic plan

**Objective D (What):**  
Establish Quality-of-Life Fund Development Activities

*Strategies (How):*

- Create a working group to explore options related to giving, partnership, and alternative funding sources for quality-of-life projects and initiatives
- Explore the possibility of a tiered recognition program for volunteers
- Develop a City-wide sponsorship policy

How are we doing?  
Check out our [Strategic Plan Dashboard for this goal](#) to see our progress!

**Future State:**  
Natural, cultural, and recreational assets of the City are recognized as a source of pride for the community.



# Improve and Maintain Our Infrastructure

Departmental Owners: Administrative Services, Public Works, and Transportation

## Objective A (What):

Improve Our Streets, Transit, Bicycle, and Pedestrian Facilities

### Strategies (How):

- Facilitate route and system changes to the 2024 Transit Development Plan (TDP) to increase fixed route accessibility by 2026
- Implement recommendations of current Pedestrian and Bicycle Circulations Plan in order to increase linear footage of bike & pedestrian trails and incorporate “Complete Streets” principles, when and where feasible
- Complete addition to the downtown transit center with restrooms, climate-controlled waiting area, and second platform

## Objective B (What):

Improve Our City Facilities

### Strategies (How):

- Implement recommendations of facility plan, including building security and ADA assessment & recommendations
- Improve and expand Wi-Fi into all City buildings
- Address critical facility issues and continue the transition to centralized facility management
- Complete energy efficiency assessment and identify opportunities within City facilities
- Investigate the addition of more trash receptacles in the downtown area

## Objective C (What):

Improve Our Public Works and Utilities

### Strategies (How):

- Develop Storm Water Management Plans for all CIP projects
- Complete the design for tertiary filtration facility recommended in Wastewater Treatment Plant Facilities Plan in conformity with the Total Maximum Daily Load (TMDL) Plan
- Develop policy for private side inflow and infiltration (I&I) reduction strategies
- Continue the development and implementation of public information and engagement initiatives to promote the activities completed by our utilities, including lead water service replacement
- Conduct Central Garage/fleet staffing study to improve efficiency and lower costs

How are we doing?

Check out our [Strategic Plan Dashboard for this goal](#) to see our progress!

## Future State:

Safe and effective infrastructure that provides a framework for full-scale community enjoyment.



# Support Economic Development

Departmental Owner: Community Development

## Objective A (What):

Assist Businesses to Remain in, Expand, or Relocate to Oshkosh

### Strategies (How):

- Identify and support solutions to encourage existing business growth and entrepreneurship, including incentives, speculative buildings, incubators, and training opportunities
- Explore options to encourage Disadvantaged Business Enterprise (DBE) growth in the city, including financial and technical assistance
- Review existing City policies and codes to encourage business and entrepreneur growth in the city
- Collaborate with community partners to help facilitate discussions on an aligned economic development strategy for the City and community partners

## Objective B (What):

Support Redevelopment Opportunities Throughout the City

### Strategies (How):

- Implement at least one recommendation from the Imagine Oshkosh Plan annually
- Implement the Sawdust District Redevelopment Plan through targeted redevelopment in the Sawdust District
- Support the development of the Riverwalk along the Fox River and Lake Winnebago, and finalize design plans for the Pioneer Area Riverwalk
- Market redevelopment sites to private developers by issuing one request for proposal (RFP) annually

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# Support Economic Development

Departmental Owner: Community Development

## Objective C (What):

Develop Infrastructure and Resources Needed to Support Housing and Workforce Development

### Strategies (How):

- Implement at least one Housing Study recommendation annually to facilitate infill development, new subdivisions, alternative housing options, inclusivity, and stronger neighborhoods
- Support opportunities to financially incentivize residential development when feasible
- Develop a workforce housing initiative with community partners
- Collaborate with community partners on solutions to barriers preventing citizens from working, including daycare, affordable housing, and available transportation

## Objective D (What):

Provide Consistent Application and Enforcement of Building and Zoning Code

### Strategies (How):

- Continue to streamline the approval and permitting process by providing one process improvement per year for developers while preserving health and safety
- Evaluate and address perceived development concerns to successfully promote building projects in Oshkosh
- Conduct a survey of post-construction comments and input on experience with the City's approval and permitting process
- Periodically publish a success story via the City Manager's newsletter, social media, local news, etc.

How are we doing?

Check out our [Strategic Plan Dashboard for this goal](#) to see our progress! [LINK]

## 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 central city and waterfront in the greater Oshkosh area.



# Strengthen Our Neighborhoods

Departmental Owners: Community Development and Public Works

### Objective A (What):

Enhance and Promote a Culture of Neighborhood

#### Strategies (How):

- Collaborate with community partners in order to support the creation, maintenance, and sustainability of resident-led neighborhood associations
- Develop one neighborhood plan annually with resident leaders in a recognized neighborhood association and support the implementation of one project annually
- Continue to implement recommendations from the Housing Study to provide resources for neighborhood development and increase diverse housing options to facilitate long-term growth in the community
- Collaborate with community partners on resident training opportunities to enhance and sustain leadership development in neighborhood associations
- Collaborate with the Oshkosh Healthy Neighborhood Alliance (OHNA) to support and advocate for neighborhood-based service delivery and policy development
- Investigate additional strategies for communications with neighborhood associations that can be used to encourage social connectedness
- Develop a city-wide neighborhood strategic plan

### Objective B (What):

Implement Development and Redevelopment in Specific Neighborhoods and Surrounding Commercial Corridors

#### Strategies (How):

- Implement City redevelopment plans and housing plan to facilitate a targeted approach to redevelopment efforts in or near neighborhoods
- Engage with community partners to explore the feasibility of a partnership to rehabilitate or construct new housing in the city
- Promote the redevelopment of lots owned by the City and the City's Redevelopment Authority (RDA)

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# Strengthen Our Neighborhoods

Departmental Owners: Community Development and Public Works

**Objective C (What):**  
Leverage City Resources and Incentives to Encourage Private Investment and Maintenance in Neighborhoods

**Strategies (How):**

- Implement recommendations from the Housing Study to promote neighborhood development and support initiatives to expand and diversify the city's housing supply
- Market housing development programs to preserve historical properties, provide safe and code-compliant housing, improve the curb appeal, increase home value, and cultivate homeownership
- Continue to promote and administer the "Great Neighborhoods Program" by completing two to four projects per year, and track public and private dollars leveraged
- Develop a long-term, private side lead service line replacement program to continue beyond the funding available within the Safe Drinking Water Loan Program
- Host an annual outreach event to promote neighborhood programs or contractor outreach program

**Objective D (What):**  
Collaborate with Community Partners to Reduce Housing Instabilities

**Strategies (How):**

- Coordinate with the WinnebagoLand Housing Coalition and other agencies to assist with initiatives to support residents with housing instability
- Leverage public and private funding resources to implement diverse housing options

How are we doing?  
Check out our [Strategic Plan Dashboard for this goal](#) to see our progress!

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





## Provide a Safe, Secure, and Healthy Community

Departmental Owners: Fire, Police, and Transportation

*Objective A (What):*  
Enhance Community Trust

*Strategies (How):*

- Increase presence in the community through outreach efforts to strengthen relationships with neighborhoods and diverse community groups
- Increase the reliability of resources that respond to fire and emergency medical services incidents by investigating the financial viability of adding a fourth, staffed ambulance unit

*Objective B (What):*  
Enhance Crime Prevention, Fall Reduction, and Safety Strategies

*Strategies (How):*

- Provide education to public on crime, fire safety, and traffic safety through education, enforcement efforts, National Night Out, and other engagement opportunities
- Enhance and expand fall prevention and reduction programs with community partners

*Objective C (What):*  
Provide Well-Trained, Effective, and Equipped Public Safety Professionals

*Strategies (How):*

- Continue national- and state-level accreditation efforts
- Continue annual review on all use of force incidents and provide feedback on trends or areas of concern
- Continue to implement recommendations from the staffing study and the space utilization study
- Support youth programs to enable future recruitment
- Construct Fire Department training center
- Explore the possibility of a future Police Department training center

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# Provide a Safe, Secure, and Healthy Community

Departmental Owners: Fire, Police, and Transportation

## Objective D (What):

Improve the Community's Ability to Withstand and Recover from Disruptive Event and Reduce Risk

### Strategies (How):

- Identify neighborhood risks and corresponding risk-reduction strategies
- Continue to offer training and exercises to City staff focusing on emergency management
- Maintain the Continuity of Operations Plan (COOP) and Emergency Operations Plan (EOP)

## Objective E (What):

Improve Transportation Safety Within Community

### Strategies (How):

- Continue to educate citizens and visitors on traffic safety through education and enforcement efforts
- Continue to provide infant and child car seat checks and installation
- Improve transportation safety through interdepartmental communication and assisting with coordination of street closures and detours

## Objective F (What):

Continue to Improve Strategies to Address Mental Health Crises and Substance Abuse in Community

### Strategies (How):

- Support local county Crisis Intervention Team (CIT) as well as drug and alcohol task forces and groups
- Promote the drug addiction prevention initiative within the community, including the education of and engagement with schools, neighborhood associations, and citizens regarding substance abuse
- Expand deployment of the Behavioral Health Team
- Increase enforcement of drug trafficking in our community
- Continue to participate in active efforts to seek new opportunities for reducing overdoses

How are we doing?

Check out our [Strategic Plan Dashboard for this goal](#) to see our progress!

## Future State:

Residents and visitors feel that Oshkosh is a safe community.



# Enhance the Effectiveness of Our City Government

Departmental Owners: Administrative Services and Finance

**Objective A (What):**  
Build Trust Through Communication, Education, Financial Transparency, and Relationship Building

*Strategies (How):*

- Coordinate public communication and education between departments in order to facilitate public awareness of City services and values
- Facilitate regular communications with, and feedback from, employees in order to maximize organizational improvement and job satisfaction
- Clarify the roles of elected officials, boards and commissions, staff & the public

**Objective B (What):**  
Improve Our Performance and Outcome Measures, Including Benchmarks

*Strategies (How):*

- Continue employee education regarding performance measures / metrics
- Promote benchmark opportunities functionally, geographically & comparably
- Utilize the citizen survey as a resource for future strategic planning and metric development
- Align departmental plans with organization-wide plan
- Evaluate and modify City employee performance evaluation systems
- Refine connection with "Guiding Principles" in employee evaluation process to improve understanding of employee's role in achieving strategic plan

**Objective C (What):**  
Maximize Our Financial Position

*Strategies (How):*

- Develop 10-year CIP consistent with Debt Management Policy
- Monitor and report on Debt Management Policy progress

**Objective D (What):**  
Recruit, Retain, Engage, Develop, and Recognize Employees

*Strategies (How):*

- Continue to diversify employee population in order to align with community demographics
- Provide employee leadership training for supervisors and continued DEI training for all employees
- Collaborate with other departments to improve onboarding and training for boards, commissions, and Council

How are we doing?  
Check out our [Strategic Plan Dashboard for this goal](#) to see our progress!

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