

2023-2027

# STRATEGIC ACTION PLAN IMPLEMENTATION MATRIX

WINTER 2026 UPDATE



**OAKCREEK**  
— WISCONSIN —

# Strategic Action Plan (SAP) Implementation Matrix



## STATUS CODE DEFINITIONS

**NOT STARTED**  
 The project/issue has yet to be started as of this date; item requires additional Common Council and staff strategy, vision, and direction.

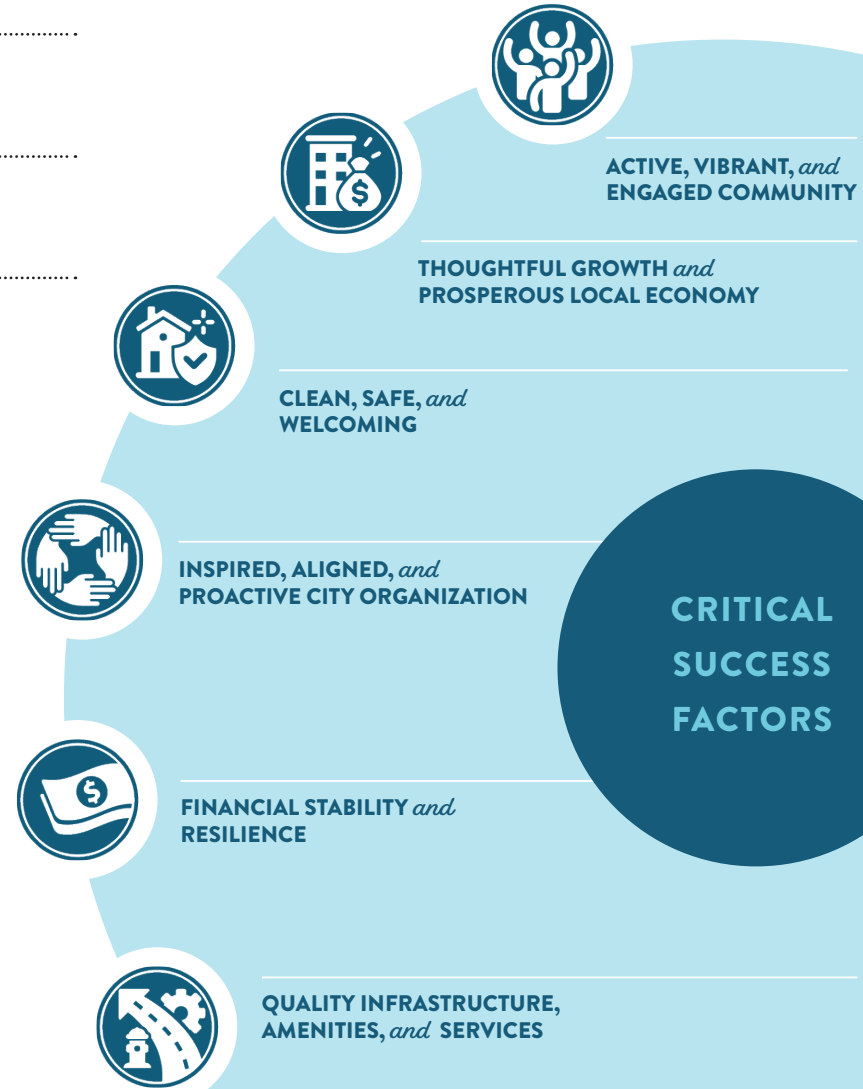
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## OWNERSHIP CODE DEFINITIONS

CAO	City Administrator's Office
CD	Community Development Department
DPW	Department of Public Works
ENG	Engineering Services
FD	Fire Department
FIN	Finance Department
HD	Health Department
HR	Human Resources Department
IT	Information Technology Department
LIB	Library
LLT	Large Leadership Team
MPR	Marketing and Public Relations Department
PD	Police Department
WSU	Water and Sewer Utility





# Strategic Action Plan (SAP) Implementation Matrix



ACTIVE, VIBRANT, *and*  
ENGAGED COMMUNITY

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Formalize the City's central communications and brand management function.	CAO	MPR	2024 / 2025	<ul style="list-style-type: none"> <li>Three-year <i>Discover Wisconsin</i> digital marketing partnership approved; year 1 deliverables complete.</li> <li>Oak Creek <i>Discover Wisconsin</i> episode aired October 2024.</li> <li>Sponsorship and donation policy approved, function centralized to MPR.</li> <li>Developed annual marketing plan and organized communications calendar.</li> </ul>	<ul style="list-style-type: none"> <li>Successfully lead our website ecosystem redesign per 2026 Budget.</li> <li>Determine future contract deliverables with <i>Discover Wisconsin</i>.</li> </ul>
Promote our public services, community amenities, and talented workforce.	MPR	LIB LLT	2024	<ul style="list-style-type: none"> <li><i>Discover Wisconsin</i> partnership deliverables to include focus on public safety recruitment, the Water and Sewer Utility/Lake Michigan, and park/quality of life.</li> <li>Revitalized <i>The Current</i> and integrated <i>Acorn</i> information, better highlighting City services, amenities, and our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Develop creative rebrand of Water and Sewer Utility; tell Water Treatment Plant investment story.</li> <li>Continue Lakefront storytelling.</li> </ul>
Grow community events and social gatherings that bring our diverse residents and visitors together.	MPR	CD LIB LLT	Ongoing	<ul style="list-style-type: none"> <li>Hosted successful community events; clarified roles among event partners, and established a formal contract structure with the Tourism Commission.</li> <li>Completed Destination Development and Placemaking Master Plan (DDPMP).</li> <li>New events held in 2025: Tour of America's Dairyland Cycling Race; City 70th Birthday Celebrations; Additional Night Markets in DTS; Summer Solstice concert re-boot; and Christmas Market.</li> </ul>	<ul style="list-style-type: none"> <li>Additional Night Markets and year-round activation.</li> <li>Implementation of Destination Development and Placemaking Master Plan (DDPMP) objectives.</li> </ul>

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Engage and educate the public regarding local government responsibilities, career paths, and community service opportunities.	LLT	CLERK LIB CAO	2024	<ul style="list-style-type: none"> <li>2024 Public Safety Staffing Plan – significant investments continue successful recruitment strategies.</li> <li>2024 and 2025 Citizens Academy.</li> <li>CAO and Management Assistant working on WCMA Talent Recruitment Committee; attended Wisconsin School Counselors Conference to start building relationships with schools for talent recruitment.</li> <li>DW digital content for public safety recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>Seek out additional opportunities and develop strategy to include more City Departments.</li> <li>Discuss civic curriculum and opportunities with OCFJSD.</li> <li>Continue participation on career days, job fairs, etc.</li> </ul>
Advance community public art, way-finding, and other placemaking initiatives.	CD	ENG DPW LIB MPR	2024	<ul style="list-style-type: none"> <li>Utility box beautification pilot program – three utility boxes on Drexel Avenue, wrapped with locally designed public art in 2024.</li> <li>Abendschein Biergarten target opening of 2026, park equipment purchased.</li> </ul>	<ul style="list-style-type: none"> <li>Align public art and placemaking objectives in DDPMP.</li> <li>Abendschein Biergarten construction in 2026/2027.</li> </ul>

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Organize and staff City tourism, marketing, and community promotion functions.	CAO	MPR CD	2023 / 2024	<ul style="list-style-type: none"> <li>• MPR at full staff 2Q2025.</li> <li>• Tourism Services contract adopted.</li> <li>• Established structure and future plan for Farmers Market operations.</li> <li>• Secured events/vendor management software for administrative efficiencies.</li> <li>• Secured Placer.AI software.</li> <li>• Organized seasonal/farmers market staff and event volunteer corps/partnerships.</li> <li>• Filled OCFM Market Manager position.</li> <li>• Finalized Hunden DDPMP roadmap.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue assessing resource needs to meet internal and external stakeholders.</li> </ul>
Update the comprehensive outdoor recreation plan and implement existing park improvement plans.	CD	ENG DPW	2024	<ul style="list-style-type: none"> <li>• Staff under contract with consultant MSA to conduct Parks and Open Space Plan (POSP) update.</li> <li>• Abendschein parking lot expansion and entry road improvements completed September 2024. Included mini redesign and improvement of disc golf course.</li> <li>• Abendschein Biergarten Plan Commission target opening of 2026, park equipment purchased.</li> </ul>	<ul style="list-style-type: none"> <li>• MSA POSP anticipated adoption February 2026.</li> <li>• Proceed with Abendschein Biergarten construction in 2026/2027.</li> <li>• Award design RFP for Lakefront (1Q2026).</li> </ul>

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**FINANCIAL STABILITY  
and RESILIENCE**

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Identify funding alternatives to accomplish Common Council's public safety staffing goals.	FIN	CAO PD FD	2023	<ul style="list-style-type: none"> <li>Common Council approved Public Safety Staffing Plan (PSSP) in 2024.</li> <li>At full staffing per PSSP positions (1Q2025).</li> </ul>	<ul style="list-style-type: none"> <li>Continue assessing incremental staffing growth to support community growth.</li> </ul>
Centralize and streamline City and Utility finance and accounting functions.	FIN	WSU	2023 / 2024	<ul style="list-style-type: none"> <li>All substantial tasks complete.</li> <li>Staff continue to cross-train on minor City and Utility finance and accounting tasks.</li> <li>Filled Assistant Administrative Services Director.</li> </ul>	<ul style="list-style-type: none"> <li>Continue assessing resource needs in the Utility accounting function.</li> </ul>
Utilize multi-year financial forecast tools and increase established reserve funds to promote budget and service resilience.	FIN	CAO	Ongoing	<ul style="list-style-type: none"> <li>"Shared Revenue Utility Payment Loss and Mitigation Strategy" forecast.</li> <li>"Long-Range Net New Construction Requirements to Fulfill Existing Personnel Obligations" long-range financial forecast.</li> <li>"Multi-Year GO Debt and Levy Strategy" long-range financial forecast, which now includes debt service projections for the enhanced surface transportation program, Lakefront, and Fire Station No. 2 replacement project.</li> <li>General Transportation Aids (GTA) and Expenditure Restraint Incentive Program (ERIP) long-range financial forecasts.</li> <li>TID long-term cash flow analyses.</li> <li>Worked with State delegation to secure favorable legislation regarding utility aid for LNG/plant expansion.</li> </ul>	<ul style="list-style-type: none"> <li>Update forecast tools and documents with latest data and future projections.</li> </ul>

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Develop a consolidated Capital Improvement Program (CIP) to forecast long-term funding required for all capital assets.	FIN	LLT	2025	<ul style="list-style-type: none"> <li>Facility maintenance assessments completed for Police Department, Fire Stations No. 1 and No. 3, DPW, and Civic Center by consultant.</li> </ul>	<ul style="list-style-type: none"> <li>Begin inputting facility assessments into long-term CIP format.</li> <li>DCA/Finance Officer to develop instructions for initial consolidated CIP work to begin in 2027 Budget cycle.</li> </ul>
Manage health insurance cost liabilities and affordable coverage for employees.	HR	FIN LLT	Ongoing	<ul style="list-style-type: none"> <li>Recent changes like switching to the Nexus ACO program and entering into a new PBM Agreement for Rx have resulted in cost savings as expected so far.</li> <li>Health Insurance Fund financial performance 2025 year-to-date tracking better than recent years.</li> <li>Addressed structural deficit through additional funding, employee contributions, and plan design changes.</li> <li>Ensured insurance cost savings in Police and Fire contracts and with non-reps.</li> </ul>	
Determine business case, rates, and conditions required for continued (or additional) wholesale water service.	FIN	WSU CAO	2024	<ul style="list-style-type: none"> <li>Not currently discussing wholesale contracts with other communities, but remain open to future opportunities.</li> <li>Staff submitted DNR Safe Drinking Water Loan Program (SDWLP) application for the Underground Facilities Rehabilitation project.</li> </ul>	<ul style="list-style-type: none"> <li>Utility to complete a full PSC rate case after the Underground Facilities Rehabilitation project at the Water Treatment Plant is complete (2029).</li> </ul>

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THOUGHTFUL GROWTH *and*  
PROSPEROUS LOCAL ECONOMY

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Ensure Drexel Town Square (DTS) remains a vibrant, active civic and social center.	MPR	LIB CD DPW CAO	Ongoing	<ul style="list-style-type: none"> <li>• MPR team build-out CD team build-out.</li> <li>• DTS Association (Private) Management firm established.</li> <li>• Interest in vacant Main Street space.</li> <li>• Main Street/Drexel Lot 1 construction pending plan approvals.</li> <li>• Growth in events programming and Farmers Market at DTS in 2025.</li> <li>• Held nationally-recognized cycling race series, Tour of America's Dairyland.</li> </ul>	<ul style="list-style-type: none"> <li>• Formally organize DTS owners to promote DTS and leverage partnerships with City.</li> <li>• Complete UWCU pocket park.</li> <li>• Common Council required how to proceed with Emerald Row, Phase 3 and 4.</li> <li>• Identify partnerships to fill vacant Main Street space.</li> </ul>
Implement an aspirational vision for the City's entire Lake Michigan shoreline regarding the environment, public use and accessibility, and private redevelopment.	ENG CD	DPW FIN CAO	2023	<ul style="list-style-type: none"> <li>• Lakeshore Commons neighborhood progressing.</li> <li>• Remaining industrial building razed in September 2023.</li> <li>• North Bluff Park Plan adopted May 2023.</li> <li>• Beazer acquired Connell property through bankruptcy.</li> <li>• City acquired railroad/Hynite properties for park.</li> <li>• Council reviewed Lakefront Roadmap and Financial Plan.</li> <li>• RFP/Q published for design services for Phase 1 of North Bluff Park Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize bluff stabilization.</li> <li>• Pursue title to additional property comprising future park land.</li> <li>• Contract design services for Phase 1 of North Bluff Park Plan (includes remaining bluff stabilization) (3Q2025).</li> <li>• Determine pathway on Bender sewer and Primary environmental corridor issue.</li> </ul>

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Preserve key real estate for developments that yield the highest value proposition for the community.	CD	CAO FIN	Ongoing	<ul style="list-style-type: none"> <li>City has acquired: 46 acres (Peter Cooper); 5.5 acres (Hynite); 2.6 acres (RR parcel next to Hynite); 14 acres (13th &amp; Ryan); 40 acres (OVBP lot 1).</li> <li>Derse HQ announced.</li> <li>Concluded HeyDay parkland donation.</li> <li>Discussed additional strategic land acquisition prospects and legislative (zoning) controls.</li> </ul>	<ul style="list-style-type: none"> <li>Joint Common Council / Plan Commission to workshop (January 2026) Permitted Uses and zoning controls legislation.</li> <li>Finalize strategic mapping exercise.</li> <li>Bring forward Zoning Code amendments for action.</li> </ul>
Develop tourism goals and approaches, assist businesses with leveraging visitor opportunities.	MPR	CD CAO	2025	<ul style="list-style-type: none"> <li>Tourism Services contract adopted.</li> <li>Destination Development and Placemaking Master Plan (DDPMP) RFP awarded to Hunden.</li> <li>Established small business/hotelier relationships.</li> <li>Finalized DDPMP.</li> <li>Developed website committee, Council approved new vendor recommendation.</li> <li>Holding Innkeepers Roundtables every 6-8 weeks.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Year 1 objectives in Hunden DDPMP.</li> </ul>
Identify and pursue capital investments that make Oak Creek a marketable overnight destination.	CD MPR	CAO FIN	2025	<ul style="list-style-type: none"> <li>Destination Development and Placemaking Master Plan (DDPMP) RFP awarded to Hunden.</li> <li>DDPMP complete.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the final DDPMP roadmap is complimentary to/ aligns with overall economic development and business attraction goals of the City.</li> </ul>

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Partner with Northwestern Mutual to develop the Drexel Avenue/27th Street corridor and an entertainment district at Creekside Crossing.	CAO	CD ENG FIN	2023	<ul style="list-style-type: none"> <li>Northwestern Mutual (NM) working with partners on “the Prairie” (27th Street) – staff anticipates continued planning.</li> <li>Still seeking right use and partners for Creekside Crossing.</li> <li>NM under contract with mixed-use development land fronting Drexel Avenue.</li> <li>Still seeking right use and partners for balance of Creekside Crossing.</li> </ul>	<ul style="list-style-type: none"> <li>Review Prairie TIF assistance request (1Q2026).</li> <li>Get Common Council direction on City acquiring strategic land.</li> <li>Continue concept development of SW pond enhancements as public attraction/amenity.</li> </ul>
Diversify economic offerings and small business assistance programs.	CD	CAO FIN	2025	<ul style="list-style-type: none"> <li>Community Development Department at full-staffing as of 1/1/2025, except for Enhancement/Investment Division (see Capacity and Resilience Plan). Staff requires Council direction and vision as programs for business loans/grants and programs for private re-investment of residential stock, etc. Will fall under the new Division.</li> <li>Management Assistant began developing Small Business Assistance program.</li> </ul>	<ul style="list-style-type: none"> <li>Create vision for Community Enhancement/Investment Division and future programming.</li> <li>Finalize general Small Business Assistance offering.</li> </ul>
Consider opportunities and policies concerning housing density, affordability, and “age-in-place” preferences.	CD	N/A	2026	<ul style="list-style-type: none"> <li>Monitoring Milwaukee County proposal for affordable single family subdivision (Annette/American Street).</li> </ul>	

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Pursue public-private partnerships to attract a community-oriented fitness and recreation facility.	CD	CAO	2023	<ul style="list-style-type: none"> <li>Common Council endorsed term sheet for Princeton Club at Highgate development.</li> </ul>	<ul style="list-style-type: none"> <li>Finalize development agreement with Princeton Club and amend City-Highgate master agreement before (1Q2026).</li> </ul>

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CLEAN, SAFE, *and*  
WELCOMING

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Implement public safety staffing goals determined by the Common Council.	<div style="background-color: #2e8b57; color: white; padding: 2px; display: inline-block; margin-bottom: 5px;">PD</div> <div style="background-color: #2e8b57; color: white; padding: 2px; display: inline-block;">FD</div>	<div style="background-color: #2e8b57; color: white; padding: 2px; display: inline-block;">HR</div>	2023 / 2024	<ul style="list-style-type: none"> <li>Common Council adopted the 2024 Budget which included the following Public Safety Staffing Plan (PSSP): six additional Police Officers, four Firefighter/Paramedics, one Dispatch Supervisor, one Fire Inspector (PT), and investments in Police Aide and Fire Cadet/Intern programs (total investment of \$1.91M).</li> <li>New Dispatch Supervisor in place.</li> <li>New PT Fire Inspector in place and invaluable in meeting inspection program goals.</li> <li>The Fire Department, through the staffing allocations approved by the public safety staffing plan, has increase its minimum daily staffing from 4 to 5 personnel at Fire Station No. 1. This increase has resulted in increased operational efficiencies during emergency responses and daily activities.</li> <li>Filled all new sworn Police Department positions by 1/6/2025.</li> </ul>	<ul style="list-style-type: none"> <li>Continue assessing incremental staffing growth to support community growth.</li> <li>Fire Department will continue filling vacancies and increase minimum daily staffing levels.</li> </ul>

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Plan and complete construction of Fire Station No. 2 replacement.	FD	ENG FIN CAO	2023	<ul style="list-style-type: none"> <li>Fire Department Committee established to identify priorities for a station location and design features. The Committee completed an evaluation of several sites, including a review of infrastructure concerns with Utility and Engineering staff, and presented preferred site location to CAO.</li> <li>Engaged Common Council about site acquisition.</li> </ul>	<ul style="list-style-type: none"> <li>Common Council award arch/design services; staff engage a land acquisition consultant (1Q2026).</li> <li>Identify grant opportunities.</li> </ul>
Implement new initiatives and improve legislative tools that expand the Creek Code neighborhood preservation program.	CD	Legal	2025	<ul style="list-style-type: none"> <li>New online Creek Code/property maintenance requests and GIS module live October 2024.</li> <li>Draft master ordinance prepared.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a Creek Code Neighborhood Preservation Ordinance that provides more complete enforcement regulations 1Q2025.</li> <li>Work with MPR to create public education plan.</li> </ul>
Develop and distribute a Crisis Communications Plan.	MPR	FD PD HD	2023	<ul style="list-style-type: none"> <li>A draft plan is in progress.</li> <li>Implemented communication plan for larger events and special gatherings.</li> <li>Marketing Communications Manager started working with public safety leaders on Crisis Communications Plan (CCP).</li> </ul>	<ul style="list-style-type: none"> <li>Marketing Communications Manager will work with public safety leaders to bring CCP plan to completion.</li> </ul>

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Enhance program collaborations among public safety agencies and across code enforcement functions.	<div style="background-color: #f4a460; padding: 2px; margin-bottom: 2px;">FD</div> <div style="background-color: #f4a460; padding: 2px; margin-bottom: 2px;">PD</div> <div style="background-color: #f4a460; padding: 2px;">HD</div>	<div style="background-color: #f4a460; padding: 2px; margin-bottom: 2px;">ENG</div> <div style="background-color: #f4a460; padding: 2px;">CD</div>	Ongoing	<ul style="list-style-type: none"> <li>• <b>PD:</b> We have continued our programs and work with both FD and Health (Narcan, Case Manager, and Emergency Management), Dispatch services with FD, as well as transparency with the public (Citizen’s Academy, Women’s Self-Defense, Coffee with a Cop, Shop with a Cop, published monthly/yearly statistics and our yearly report.</li> <li>• <b>HD:</b> Continued collaboration with FD and PD in areas mentioned above. Also work closely with Code Enforcement as referrals warrant.</li> <li>• <b>FD:</b> Stoop up the MIH/Community Paramedicine Program in 2025, further increasing collaboration among FD/PD.</li> <li>• <b>HD:</b> QI project focused on animal bite investigation and quarantine completed.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>HD:</b> QI project focused on animal bite investigation and quarantine; will include updating materials and training for PD January 2026.</li> <li>• <b>PD:</b> We continue to build on our programs and maintain a robust sharing of info with the public. We continue to build/increase our social media reach.</li> </ul>

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CLEAN, SAFE, and WELCOMING

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Maintain Health Department Level III and Fire Department Accreditation.	<div style="background-color: #28a745; color: white; padding: 2px; display: inline-block;">HD</div> <div style="background-color: #28a745; color: white; padding: 2px; display: inline-block;">FD</div>	N/A	Ongoing	<ul style="list-style-type: none"> <li><b>FD:</b> Staff submitted the Annual Compliance Report and received a recommendation to maintain accredited agency status. Executive Assistant completed her Accreditation Manager training and is fully credentialed for that role. Six of the 14 recommendations made during the 2022 site visit are complete or substantially complete.</li> <li><b>HD:</b> Staff has worked with the Wisconsin Department of Health Services to complete our DHS 140 Review (every 5 years) – received continued Level III status on 12/5/2024.</li> <li>The Department’s 2024 Annual Compliance Report was submitted and approved by our accrediting body. Eight of the 14 recommendations made during our 2022 site visit have been substantially completed.</li> </ul>	<ul style="list-style-type: none"> <li><b>FD:</b> Submitted Annual Compliance Report – retain accredited agency status.</li> <li>Continue work on 2022 site visit recommendations.</li> <li>Provide communication focus on inter-agency program success in PD and FD Annual Report/Year in Review.</li> <li><b>HD:</b> Focus on maintaining required level of services with funding uncertainty; complete annual report by May 1 of each year as required.</li> </ul>
Identify programs and financial tools that encourage private re-investment in property.	<div style="background-color: #ffc107; color: white; padding: 2px; display: inline-block;">CD</div>	<div style="background-color: #ffc107; color: white; padding: 2px; display: inline-block;">ENG</div> <div style="background-color: #ffc107; color: white; padding: 2px; display: inline-block;">FIN</div> <div style="background-color: #ffc107; color: white; padding: 2px; display: inline-block;">CAO</div>	2025	<ul style="list-style-type: none"> <li>Community Development Department at full-staffing as of 1/1/2025, except for Enhancement/Investment Division (see <i>Capacity and Resilience Plan</i>).</li> <li>Numerous loan/grant programs researched.</li> </ul>	<ul style="list-style-type: none"> <li>Create vision for Community Enhancement/Investment Division and future programming.</li> </ul>
Invest in aesthetic enhancements to convey a positive community image at City gateways and within major transportation and pedestrian corridors.	<div style="background-color: #dc3545; color: white; padding: 2px; display: inline-block;">CD</div>	<div style="background-color: #dc3545; color: white; padding: 2px; display: inline-block;">ENG</div> <div style="background-color: #dc3545; color: white; padding: 2px; display: inline-block;">DPW</div> <div style="background-color: #dc3545; color: white; padding: 2px; display: inline-block;">CAO</div>	2025	<ul style="list-style-type: none"> <li>City has biddable plans for Drexel Avenue gateway, but funding not identified.</li> </ul>	<ul style="list-style-type: none"> <li>Program City brand and art designs into Puetz-Liberty roundabout and potentially 27th and Elm development.</li> <li>Identify and prioritize other gateways/corridors for future improvements.</li> </ul>

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INSPIRED, ALIGNED, *and*  
PROACTIVE CITY ORGANIZATION

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Implement a reorganization plan that optimizes alignment, capacity-building, and business resilience.	CAO	HR LLT	2023	<ul style="list-style-type: none"> <li>Adopted Capacity/Resilience Plan, Charter Ordinance Amendments, and Organizational Chart.</li> <li>MPR estimate in 2024 Budget.</li> <li>Centralized Finance Department (August 2024).</li> <li>Completed initial staffing of MPR Department (2Q2025).</li> <li>Contracted for space needs analysis DPW/Utility.</li> <li>Filled Assistant Administration Services Director position.</li> <li>Completed space analysis/concept budget for DPW/Utility facilities (3Q2025).</li> <li>Completed initial staffing of Infrastructure, Land Use, and Community Building portfolio.</li> </ul>	<ul style="list-style-type: none"> <li>Deputy Administrator/Administrative Services Director to provide recommendations on front counter hours of service, begin Unit 2 reorganization, review, streamline and add online services with unified payment processing (1Q2026).</li> </ul>
Establish core organizational values and create a meaningful employer brand.	HR	MPR LLT	2023	<ul style="list-style-type: none"> <li>Core values discovery process with Humanworks8 complete.</li> <li>Core Values roll-out to organization (4Q2024).</li> <li>Core Values reiterated through internal story telling – <i>In a Nutshell</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Determine frequency and touch-points moving forward/develop communication campaign specific to this goal.</li> <li>Support ongoing work of the employee CORE Workgroup.</li> </ul>
Craft an impactful employee recruitment and onboarding experience.	HR	Hiring Managers Group	2024	<ul style="list-style-type: none"> <li>Utilized MPR for better showcasing City as a workplace.</li> <li>Management Assistant to work with CORE group to create a full scope/outline of onboarding campaign for CAO review (2026).</li> </ul>	<ul style="list-style-type: none"> <li>Continue to utilize MPR for showing City as workplace.</li> </ul>

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INSPIRED, ALIGNED, and PROACTIVE CITY ORGANIZATION

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Recognize and appreciate City employees for their professional contributions in public service.	MPR	HR LLT	Ongoing	<ul style="list-style-type: none"> <li>Discover Wisconsin partnership deliverables to include focus on public safety recruitment, the Water Utility/ Lake Michigan.</li> <li>Evolved creative, more frequent, and fun ways to showcase employees and engage the community.</li> <li>Launched social media feature to recognize employees in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>Management Assistant continues to lead the CORE Workgroup.</li> </ul>
Promote the value of City services to the public.	MPR	LLT CAO	Ongoing	<ul style="list-style-type: none"> <li>2024 Public Safety Staffing Plan; 2024 “Where do your property tax dollars go?” dollar bill breakout completed.</li> <li>DW digital focus on public safety agencies.</li> <li>Increased social media presence and revised <i>Current/Acorn</i> in Summer 2025.</li> <li>Developed public education efforts via social media such as dog license information, tree trimming tutorials, etc.</li> <li>Developed Department story-telling training and MPR collaboration.</li> <li>“Humanized” our City services through storytelling via social media and printed media.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop other public education methods.</li> <li>Management Assistant continues to lead the CORE Workgroup.</li> </ul>

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Ensure policies on fringe benefits and work-life balance are competitive and align with today's workforce.	HR	FIN CAO	2023 / 2024	<ul style="list-style-type: none"> <li>DPW and Dispatch pay progression implemented in 2023.</li> <li>Enhanced PTO schedule for non-represented employees (2024).</li> <li>Offered new voluntary benefit for critical illness, accident, and hospital indemnity (2025).</li> <li>Finalized successor CBAs with represented Police and Fire groups.</li> </ul>	<ul style="list-style-type: none"> <li>Formalize amendments to Personnel Policy Manual where appropriate; continue to assess other policy initiatives/trends.</li> </ul>
Showcase the work of our teams across departments and maintain a common operating and financial picture.	MPR	LLT CAO	Ongoing	<ul style="list-style-type: none"> <li>Established <i>In a Nutshell</i> and <i>OC Connection</i> employee communication.</li> <li>Communicated Public Safety Staffing Plan and 2025 Budget.</li> <li>Revised merit pay criteria to focus on SAP and Core Values.</li> <li>Revised leadership team meetings to rotating Department hosting/presenting.</li> <li>Management Assistant led the CORE Workgroup in 2025 improving communication, engagement, showcasing our teams, and connecting our employees.</li> </ul>	<ul style="list-style-type: none"> <li>CORE Workgroup to continue to evolve creative ways to connect with our employees and our employees to one another.</li> </ul>

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Establish a compensation philosophy and implement a comprehensive classification and compensation study.	FIN	HR CAO	2026	Research Phase Only	<ul style="list-style-type: none"> <li>Need to renew the approach on this item as well as conversations with the Personnel and Finance Committee.</li> </ul>
Expand relationships with neighboring municipalities, State, and Federal elected officials to address items of local concern/benefit.	LLT	CAO	Ongoing	<ul style="list-style-type: none"> <li>Common Council approved 10-year intergovernmental agreements (St. Francis and South Milwaukee) to provide 911 dispatch services – South Milwaukee go-live in December 2024.</li> <li>Collaborated to abate illegal Park-n-Ride loitering outside City jurisdiction.</li> <li>Provided an overview of capital projects and Lakefront remediation that require State/Federal funding sources.</li> <li>Secured \$2.2M for Lakefront Bluff Stabilization in State budget.</li> <li>Worked with Rep. Rodriguez on LNG/Utility Aid payment legislation.</li> </ul>	<ul style="list-style-type: none"> <li>Staff working with Sen. Baldwin’s Office on Lakefront funding requests.</li> </ul>
Increase professional development and advancement opportunities for our employees.	CAO	LLT	Ongoing	<ul style="list-style-type: none"> <li>Common Council approved tuition reimbursement policy changes and City set aside \$100,000 for future requests.</li> <li>Promoted tuition reimbursement, told success stories, and discussed the value of professional development to our organization through the <i>In a Nutshell</i> employee newsletter.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote tuition reimbursement, tell success stories, discuss value of professional development to our organization (i.e. “Nurture Knowledge” core value).</li> </ul>

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QUALITY INFRASTRUCTURE,  
AMENITIES, and SERVICES

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Implement initial Lakefront park projects and develop a phasing plan to complete the vision by 2030.	ENG	CD CAO FIN	2023	<ul style="list-style-type: none"> <li>City acquired former Hynite Property (August 2024) and railroad ROW (October 2024).</li> <li>Beazer acquired Connel through bankruptcy process.</li> <li>Phase 1 Bluff Stabilization project near completion (3Q2025).</li> <li>Park Consensus Plan amended to reflect new parcel ownership and park layout.</li> <li>Secured \$2.2 million in state funds for Lakefront Bluff Stabilization.</li> <li>RFP/Q released for Phase 1 park design services and final Bluff Stabilization.</li> </ul>	<ul style="list-style-type: none"> <li>Council adoption – long-term financial plan.</li> <li>Council award Phase 1 park design services (including remaining bluff stability) (1Q2026).</li> </ul>
Resolve Police Department building envelope issue.	ENG	PD FIN	2026	<ul style="list-style-type: none"> <li>Police Department building and systems audit and replacement schedules complete (November 2024).</li> </ul>	<ul style="list-style-type: none"> <li>Discuss re-scoping to more general PD headquarters modernization project (i.e. more extensive updates than just envelope issue).</li> </ul>
Determine long-term funding policy and identify a plan to fill-in-existing connection gaps and otherwise expand our sidewalk and trail network.	DPW	CD FIN DPW ENG	2024	<ul style="list-style-type: none"> <li>DPW initiated pilot program (SAFE STEP) for sidewalk maintenance to improve safety and extend the life of this major asset, totaling approximately 112 miles of infrastructure. Common Council consensus at 2025 Budget workshop for staff to develop plan for greater annual investment in road and sidewalk/trail maintenance.</li> <li>Council adopted Enhanced Surface Transportation program (1Q2025).</li> </ul>	<ul style="list-style-type: none"> <li>Determine revisions to sidewalk ordinance regarding financing.</li> <li>Complete sidewalk assessment to inform maintenance funding required.</li> <li>Map all sidewalk connection gaps.</li> <li>CORP process to include mapping system gaps/opportunities.</li> </ul>

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Continue investing in clean, safe drinking water by securing authorization to address potential water quality issues at the Water Treatment Plant's underground facilities.	WSU	FIN CAO	2024	<ul style="list-style-type: none"> <li>Design work continues on Underground Facilities Rehabilitation project (Water Treatment Plant).</li> <li>Cities of Oak Creek and Franklin approved new 40-year wholesale water agreement; agrees on project scope and approach to PSC for authorization.</li> <li>Council awarded amendment for professional services for the Underground Facilities Rehabilitation Project.</li> </ul>	<ul style="list-style-type: none"> <li>Complete design work on Underground Facilities Rehabilitation project (1Q2026).</li> </ul>
Leverage technology to modernize online business transaction options and streamline customer access to City services.	IT	LLT	Ongoing	<ul style="list-style-type: none"> <li>Online permitting and inspections scheduling in progress.</li> <li>Converted to electronic/credit card payment processing (2024).</li> <li>Implemented new GIS-based Work Order management and Citizen Request for Services platforms (2024) – significant cost savings and improved customer service.</li> <li>Staff website committee recommended new website vendor to Council; approved on 12/16/2025.</li> </ul>	<ul style="list-style-type: none"> <li>Fully implement electronic plan review; close to complete – anticipated January/February.</li> <li>Convene staff “tech” working group to identify and vet opportunities.</li> </ul>
Continue LED streetlight conversions and explore other energy-efficiency initiatives in public facilities.	DPW	ENG FIN	2023	<ul style="list-style-type: none"> <li>City received Carbon Reduction Program Grant (\$410,350 – 80% Federal / 20% Local) and budgeted \$70,000 in 2024 CIP for City share of grant.</li> <li>City also received Energy Efficiency and Conservation Block Grant (EECBG) (\$76,280).</li> </ul>	<ul style="list-style-type: none"> <li>City to continue purchasing and incremental conversion of existing HPS lights to LED.</li> <li>Review completed facility assessment for additional efficiency opportunities.</li> </ul>

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# Strategic Action Plan (SAP) Implementation Matrix



## QUALITY INFRASTRUCTURE, AMENITIES, *and* SERVICES

WHAT WE WANT TO ACHIEVE	OWNER	STRATEGIC PARTNER	INITIATION TIMELINE	RECENT ACTIONS AND ACCOMPLISHMENTS	NEXT IMMEDIATE STEPS AND DECISION POINTS
Remain engaged in conversation regarding regional transit and commuter rail.	CD	CAO	Ongoing	<ul style="list-style-type: none"> <li>• CD participating in quarterly Milwaukee County Complete Communities Safety Working Group.</li> <li>• Bus Rapid Transit Line (MCTS – 27th Street) postponed to at least 2028.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and if necessary further engage on recent discussion on MARK line (formerly KRM).</li> </ul>

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