City of
WEST ALLIS
2017-2021 Strategic Plan

CITY AT THE CENTER
WEST ALLIS

UW Extension
University of Wisconsin-Extension

Final Draft for Review and Approval by the Common Council

CITY AT THE CENTER
WEST ALLIS

January 17, 2017

TO: Citizens of West Allis and
City of West Allis Common Council

It is with great pleasure that we present to you the City of West Allis Strategic Plan, 2017-2021. The Strategic Plan was developed through an extensive collaborative effort that involved city elected officials, city staff, businesses, non-profits, and citizens of the city. Nearly 500 residents of West Allis provided input in this process through focus groups, key informant interviews, a community open house, and a survey.

The West Allis Strategic Plan puts strategies in place that guides the enhancement of the community's image, establishes a community brand, maintains quality of life, continues to engage citizens, focuses efforts on economic vitality and sustainability, and continues excellence in government initiatives. The strategic plan will also guide City Government in making decisions on resource allocations based on strategic goals and priorities.

We would like to thank the many individuals that dedicated their time to participate in this strategic planning process. Special thanks to the Strategic Planning Steering Committee members and the University of Wisconsin-Extension for facilitating the process. We look forward to continuing to engage the community as we begin the process of implementing the strategic plan. Successful implementation of the strategic plan will require continued citizen engagement and willingness to collaborate together for the shared benefit of our city.

Sincerely,

Dan Devine
Mayor

Thomas G. Lajsic
City Council President

Table of Contents

Introduction 3
Steering Committee 4
Mission Statement 5
Vision Statement 5
Process Overview 6
City Situational Context 7
Strategy Formulation Overview 8
How the Citizen Survey, Focus Groups and Other Public Input Connect 9
SOAR Analysis 10
SOAR Results 11
Strategic Goals 12
Strategic Goals – Action Plan 13
- Goal #1 – Image/Brand/Destination 13
- Goal #1 – Image/Brand/Destination - *continued* 14
- Goal #2 – Quality of Life 15
- Goal #3 – Citizen Engagement 16
- Goal #4 – Economic Vitality and Sustainability 17
- Goal #5 – Excellence in Government 18

Role Opportunities 19
Plan Implementation Sponsor Criteria 19
Plan Implementation Champion Criteria 19
What is My Role? How can I help with the Strategic Plan? 19
Plan Implementation/Conclusion 20
- Appendix A - Steering Committee Department Strategic Issues 22
- Appendix B - Business and City Department/Alderperson Input Analysis 32
- Appendix C - Survey + 8 Focus Groups 34
- Appendix D - Steering Committee Brainstorming Suggestions 38
- Appendix E - Strategic Plan Open House and Internet Feedback 47
- Appendix E - Lean and Continuous Improvement Tools 50
- Appendix F - Strategic Plan Goal Progress Worksheet 50
- Appendix G - West Allis Fact Book 50

Introduction

The City of West Allis Strategic Plan will establish goals, priorities, objectives, and strategies for the next five years to meet the needs of the community and the organization (Common Council Resolution R-2014-0197).

- Establish a road map for the City's future and measure the progress made.
- Use on a daily basis to ensure resources are being allocated to the appropriate programs and services.
- Use on an annual basis to establish budgeting priorities; develop and implement programs to effectuate progress toward the future goals.
- Provide greater accountability.
- Create shared visions and innovations.

The plan provides a road map to follow to reach our goals. This is a guiding document that connects the goals, initiatives, and work plan for each department with the strategic goals of the community.

Steering Committee

Elected officials - Ex-officio members:

MAYOR *Dan Devine*

MUNICIPAL JUDGE *Paul* M. Murphy

ALDERPERSONS

FIRST DISTRICT	Michael J. Czaplewski	Vincent Vitale
SECOND DISTRICT	Cathleen M. Probst	Martin J. Weigel
THIRD DISTRICT	Gary T. Barczak	Michael P. May
FOURTH DISTRICT	Daniel J. Roadt	Thomas G. Lajsic
FIFTH DISTRICT	Rosalie L. Reinke	Kevin Haass

Steering Committee Members:

Position	**Name**
Member – Citizen Strategic Planning Committee**	Suzzette Grisham
Citizen Member Plan Commission**	Eric Torkelson
WAWM Chamber West Allis Member**	Citali Mendieta-Ramos
Library Board	Michelle Wadewitz
Building Inspection and Neighborhood Services Director	Ed Lisinski
Information Technology Director	Jim Jandovitz
Communications Director	Jon Matte
Health Department Director	Sally Nusslock
Development Director	John Stibal
Engineering/Public Works Director	Mike Lewis
City Administrator	Rebecca Grill
Police Chief	Patrick Mitchell
Deputy Fire Chief	Mason Pooler
Police and Fire Commission Member	Fred Mikolajewski
Young Professionals	Angela Mork
	Angela DAngel

Process Co-Facilitators:

- Angela Allen, PhD: Milwaukee County UW-Extension Community, Natural Resources and Economic Development Educator/Faculty
- Jerry Braatz:, AICP: Waukesha County UW-Extension Department Head and Community, Natural Resources and Economic Development Educator/Faculty

Mission Statement

The City of West Allis is a municipal corporation operating under the constitution and statutes of the State of Wisconsin, and the ordinances, policies, and procedures of the City in order to:

- Provide cost effective municipal services consistent with the needs and desires of the citizens of the West Allis community (residences and businesses, as well as other community stakeholders);
- Provide for the health, safety, and welfare of the community ;
- Provide a quality living and working environment; and
- Provide a positive, progressive, and creative approach to the budget, management and operations of the City.

CITY AT THE CENTER
WEST ALLIS

Vision Statement

The City of West Allis will provide a living and working environment throughout the community that is focused on providing its citizens and businesses a coordinated, efficient, effective, and responsive level of service. The City of West Allis will become the preferred municipality in the Milwaukee Metropolitan Area, the state, and the country for visitors, residents and businesses through focused rebranding, marketing and promotion actions.

Process Overview

The graphic below illustrates the four phases of the strategic plan development process that has taken place from May to November 2016, with final plan adoption to take place January 2017. UW-Extension's unique contribution is community engagement and education between public organizations and citizens, particularly from a strengths-based approach, for transformative community change. Because of this, the process included a public input phase from June to September 2016 that featured four integrated elements:

1. a city-wide random sample paper survey
2. several focus groups representing key populations throughout the West Allis community
3. a community open house phase (represented by the participation of over 100 citizens who spoke with the process co-facilitators and several Steering Committee members Saturday, August 27th at the Settlers Weekend event)
4. a plan input phase in December 2016 consisting of two open houses where the citizenry at large is invited to engage the plan as it is adopted and play ongoing roles in the plan's implementation

As a part of the traditional strategic plan implementation process, there is annual strategic plan reassessment and monitoring. The City has established the online webpage (www.westalliswi.gov/strategicplan) on the City website for the five-year strategic plan, which will be updated as the process continues.

City Departments will utilize LEAN and continuous project management tools to complete plans. Lean and continuous improvement is an organizational mind-set that focuses on an ongoing effort to improve. (Names of tools provided in appendix)

City Situational Context

The City of West Allis is an inner ring suburb in the Milwaukee Metropolitan Area which is comprised of over 1.5 million people in Milwaukee, Ozaukee, Washington, and Waukesha counties. Demographic analysis from the City of West Allis Fact Book (available here), along with comments received during the citizen participation process, provide a compelling overview of strengths and opportunities that align with the themes that this strategic plan should address over the next five years. The Fact Book data also compared the City of West Allis to peer cities matching population size and socioeconomic demographics.

Demographic analysis of the Fact Book data demonstrates the following key strengths and opportunities for the City of West Allis:

Key Strengths and Opportunities

- A **diverse business environment** that is not dependent on one major business sector or a few major employers
- A **high labor force participation** rate **between the ages of 25 and 64**
- A **labor market that is highly connected** to the City of West Allis and the Metropolitan region
- **A younger population** where **almost one out of every three residents** is between the **ages of 20 and 39**.
- A **growing racial and ethnic diverse community** where almost 1 out of 5 residents are Hispanic/Latino, Black, American Indian, or Asian or Pacific Islander
- A **reasonable median home price** when compared to similar communities
- A **declining violent crime rate trend in the past several years**

Strategy Formulation Overview

UW-Extension uses the renowned John Bryson strategic planning method for public and nonprofit organizations with a wide range of groups, agencies, and organizations because it centers on deep participation, engagement, and education[1]. Depending on the goals of each group or organization, UW-Extension customizes the strategic planning process to ensure desired goals are achieved. Strategic plan customization often includes aligning other organizational development best practices, business, governmental, and operational processes that public and nonprofit organizations implement together with the strategic plan.

For this five-year strategic plan process, UW-Extension used the aforementioned Bryson method along with the SOAR method (Strengths, Opportunities, Aspirations, and Results). The SOAR method, developed by Iowa State University, focuses on current strengths and desired priorities, not only for the organization, but also for the context within which the organization functions. Compared to the SWOT or SWOC methods (strengths/weaknesses/opportunities/threats or challenges), SOAR engages all functional areas of an organization and its stakeholders in a positive/constructive, strengths-centered lens to build upon what is currently done well. While not overlooking challenges and areas to improve, SOAR allows maximizing opportunities toward measurable results that align strategies across plans, processes, and procedures.

A public input phase was conducted at the same time as the Steering Committee was collecting data with City departments engaged in the formulation of the processes' strategic goals and issues. The table below displays which input was integrated to detail the following strategic goals and issues.

Date	Public Input Phase Event	Steering Committee Input Provided
June – July	Citizen Survey: 275 respondents/986 surveys delivered (29% response rate)	Steering Committee co-designed citizen survey and participated in public input design, Settlers Weekend focus groups
July	• Small Business Focus Group • Large Business Focus Group • Citizen Focus Group	Steering Committee begins formal departmental data collection
August	• Nonprofit Focus Group • Young Professionals Focus group • Settlers Weekend – Saturday August 27th public engagement of over 100 citizens over 6 rounds of focus groups	Individual departmental check in one-to-one meetings with Steering Committee finalizes data collection

- [1] Bryson, J. (2011). *Strategic Planning for Public and Nonprofit Organizations.* (4th ed.) San Francisco: Jossey-Bass.

How the Citizen Survey, Focus Groups and Other Public Input Connect

UW-Extension conducted a random-sample citizen survey and integrated the results of the survey with results from the stakeholder focus groups and the community open house. Using the underlying themes from the survey and focus groups, as well as following proven practice methods, the combined outcomes strengthened the validity of the public's input.

The following is an explanation of how the data's validity was used to uplift the themes from the data. The SOAR analysis, the strategic goals, and the five-year strategic action items were comprised of the themes from the data. To illustrate, the citizen survey found that over half of the respondents – the majority of whom were homeowners aged 55 and older – do not find the City a desirable place to live. Comparatively, one of the strongest themes from both the full set of focus groups and the citizen input was that the City is friendly and has a small town feel. Another strong theme revolved around ways to improve the City's image. Ideas included issues about property maintenance and aesthetics, safety and crime, streets, traffic and transportation, business/economic development, rental properties, and the need to make specific and public decisions about the term "Stallis" in the future image, branding, and overall direction of how the City is spoken about by everyone. Finally, one reoccurring theme found in the citizen survey was a need for increased engagement of citizens across age groups and residential occupancy.

Taken together, these indicate that Image, Citizen Engagement, and Economic Vitality/Sustainability are consistent enough themes to be considered as strategic goals. A strategic action that can be taken to achieve the goals include engaging long-time homeowners as one of possible key resident categories across age groups to address housing/property and find out more about why they chose to remain homeowners. Further, because the participants found the City friendly with a small town feel while using the term "Stallis," which has both a positive and a negative meaning as citizens and stakeholders expressed throughout the Public Input Phase in describing what it is like to live in the City regardless of age group, an opportunity is presented to engage residents of all ages about what the specific strengths about the City are to possibly redefine the term and the City's brand and image overall. Lastly, analyzing the Steering Committee and City department data on the citizen's most common suggestions uplifted what strategic actions are already being addressed and then by each year over a five-year period better understand how to turn these into specific strategic actions that fill gaps not already being written up in City plans to be addressed.

SOAR Analysis

In addition to the traditional strategic plan components, the City of West Allis Strategic Plan process also included essential public input, which framed both internal City governance and external City governance considerations. Input was collected with the SOAR analysis outlined below.

Internal Considerations:

- Capabilities (Human, Organizational, Relational, Knowledge capitals)
- Resources (Financial, Physical, Intangible)
- Processes (Operations, Customer Management, Relationship Management, Innovation)
- Customer Satisfaction (Loyalty, Value)
- Other (Technology and Communications Management, Productivity)

External Considerations:

- Operating Environment Political/Legal, Environmental, Social, Technological)
- Industry (Power of Suppliers/Current Allies, Power of Buyers, Competitive Rivalry/Spillover Effects)
- Markets (Growing/Shrinking, New/Opportunities, Market Sizes)
- Peer Communities/Competitors

STRATEGIC CHANGE

INTERNAL
(What we can control)

EXTERNAL
(What we cannot control)

Strengths (Capitalize)	**Opportunities** (Invest) Where Year 1 Strategic Issues are Prioritized
Aspirations (Shore Up) Where in 5 years do you want the city to be – on which priorities do you want to "move the needle"	**Results** (Identify) Measurements of factors/situations in which "we moved the needle"

DATA FOR BOTH SHOULD BE BASED ON:

- Customer Feedback (What do we Have? → Mailed UW-Extension/West Allis Citizen Survey & Focus Groups, Community Open Houses)
- Department/Employee Forums (What do we have → Current Participation by Teams)

Data To Collect & Determine:

Internal	External
Capabilities/Competencies	Secondary Data: Data that impacts our business/services
Resources: what's working for us? Money, brand, assets	Industry Data: from Industry Associations
Process: What we do great & what we don't	Customer Feedback (Primary data)

Info is used (with **arrows above in matrix**) to create a list of ideas that become strategy formulation

(goal statements + issue identification)

SOAR Results

A compilation of the SOAR analysis with the various stakeholders' input is illustrated below and was used to determine the strategic goals and priorities on which the City of West Allis should organizationally focus. Complete details regarding the information gathered in the SOAR analysis are provided in the Appendix.

Strengths

1. Location
2. Labor Market
3. Financial Stability or Financially Stable
4. City Employees
5. Full Service City With High Levels of Satisfaction
6. Affordable Housing/Cost of Living
7. Sense of Community
8. Parks and Schools
9. Residential Diversity

Opportunities

1. Image Enhancement
2. Citizen Engagement
3. Supportive Citizens
4. Collaboration/Shared Services
5. Technological Possibilities
6. Development Prospects
7. Property Maintenance (Residential and Commercial)

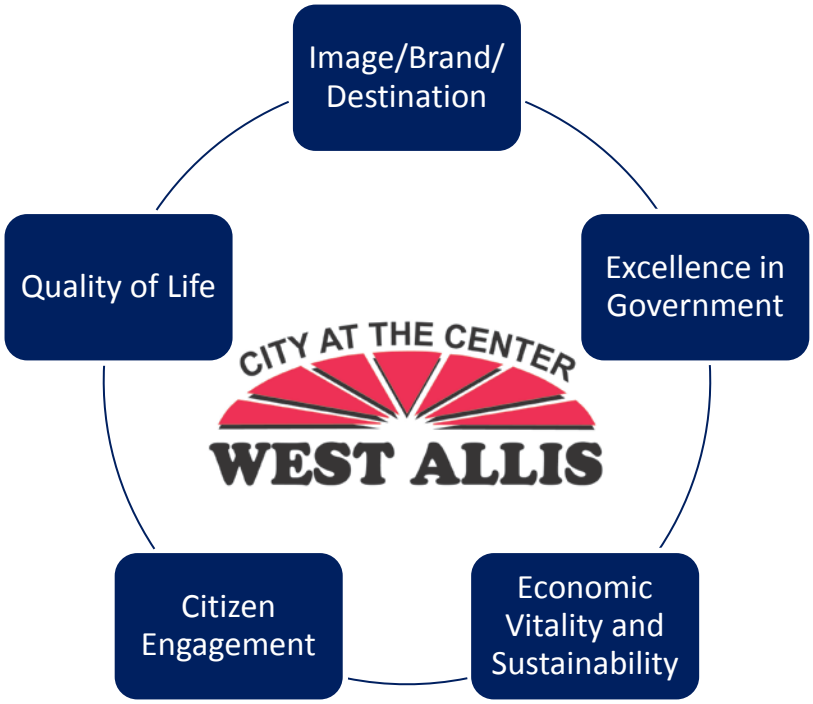
Aspirations

1. Improve Image
2. Become A Destination (Visitors and Residents)
3. Maintain/Improve Safety And Security
4. Citizen Engagement
5. Collaboration/Shared Services
6. Maintain Redevelopment Focus and Goals
7. Improve Housing Stock and Market Mix

Results

1. Benchmarking/Best Practices/Metrics
2. Number of Shared Services
3. Maintain/Enhanced Service Levels
4. Increased Development
5. Increased Engaged Citizenry
6. Increased Educational Opportunities
7. Increased Property Values
8. Preferred Municipality/Destination
9. Population Growth

Strategic Goals



Strategic Goal #1 – Image/Brand/Destination

The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country"* for visitors, residents and businesses through focused rebranding, marketing and promotion actions. ** as per the West Allis Vision Statement*

Strategic Goal #2 – Quality of Life

The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Aesthetics, Sense of Community)

Strategic Goal #3 - Citizen Engagement

The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging, and ownership for citizens.

Strategic Goal #4 - Economic Vitality and Sustainability

The City of West Allis will protect the organization's fiscal wellbeing through long term planning and fiscal analysis. Further, proactive and well planned development and redevelopment opportunities will be promoted and maintained.

Strategic Goal #5 - Excellence in Government

The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and LEAN operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

Strategic Goals – Action Plan

Goal #1 – Image/Brand/Destination

The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country[2]" for visitors, residents and businesses through focused rebranding, marketing and promotion actions.

Strategic Action	Lead Dept./Gov
1-1 Formalize a clear image through marketing and brand development process	Lead: Mayor/Council, City Administration, Communications, Support: Chamber, Tourism Commission
1-2 Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations	Lead: Communications Support: Development, Chamber, Tourism Commission, BID
1-3 Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals	Lead: Communications, City Administration, West Allis Community Improvement Foundation Support: Neighborhood Associations and Block Clubs, Historical Society Mayor, Common Council
1-4 Coordinate communication of housing development and improvement goals, priorities and opportunities across citizen demographic groups and markets	Lead: Development Support: Mayor, Common Council, CDA
1-5 Create a Farmers Market marketing plan that expands the market's role as a city-wide and regional destination	Lead: Development, Health Support: Mayor, Common Council, Board of Health, Chamber, Tourism Commission
1-6 Develop a city-wide residential and commercial corridor, common community streetscape, and signage program which markets neighborhood, community, and corridor culture, and welcomes visitors, residents, and stakeholders	Lead: Engineering, Development Support: Mayor, Common Council, CDA, Beautification Committee, Tourism Commission
1-7 Increase entertainment and specialty retail opportunities city-wide to deepen block-level commitment to commercial corridor connections as destinations	Lead: Mayor, Development Support: Common Council, Chamber, BID, Tourism Commission

[2] As per the City of West Allis Vision Statement.

Goal #1 – Image/Brand/Destination - *continued*	
The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country[3]" for visitors, residents and businesses through focused rebranding, marketing and promotion actions.	
1-8 Leverage Library success as City, County destination and local community center; Link library ad campaign to City branding and marketing plan	Lead: Library, Library Board Support: Mayor, Common Council Development
1-9 Promote city-wide businesses across sectors by creating a city-wide marketing plan that connects them to the City's renowned walking and biking paths and trails	Lead: Development, Engineering, Health Support: Mayor/Council, Chamber, BID, Communications, West Allis neighborhood associations/block clubs, Tourism Commission, Community Organizations
1-10 Expand opportunities for Seniors through external collaborations	Lead: Health, Senior Center, COA Support: Mayor/Council, City Administration, Development, Fire, City Businesses
1-11 Elevate image through planning and architecture	Lead: Development Support: Mayor/Council, Planning Commission, Community Development Authority

[3] As per the City of West Allis Vision Statement.

Goal #2 – Quality of Life

The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Aesthetics, Sense of Community)

Strategic Action	Lead Dept./Gov
2-1 Create and implement a city-wide commercial and residential code compliance program that includes city-wide beautification improvements, site, landscaping and infrastructure improvements	Lead: Development, Planning, BINS, Housing, Engineering Support: Mayor, IT/CFE, City Administration, Health, Police, Fire, Attorney, Court, Beautification Committee
2-2 Support/leverage Health Department's partnerships and Community Health Improvement Plan 2016-2020 across additional City departments, agencies and key groups to focus on health lifestyles, substance abuse and addiction, and Mental Health issues.	Lead: Health Support: Police, Fire, WAWM School District, City Administration
2-3 Identify most impactful crime prevention strategies and expand/improve them; communicate strategies' success with citizens (i.e. reduce highest call volume)	Lead: Police, Fire Support: Mayor/Common Council, Communications, WAWM School District
2-4 Expand existing efforts to achieve city-wide Complete Streets program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit.	Lead: Development, Engineering, Support: Mayor, Common Council
2-5 Improve city-wide parks, open space and art: utilization, maintenance and security	Lead: PW, Police, Development, Support: Mayor, Common Council
2-6 Improve key service supports for the City's vulnerable populations (underemployed, homeless, impoverished)	Lead: Health, Housing, Development Support: Fire, Police, BINS
2-7 Develop and implement city-wide best strategies that improve city-wide safety and security	Lead: IT/CFE, Police Support: Mayor, Common Council, PW, Development
2-8 Continue to ensure safety, security and continuity of technological services (fiber networks, community networks and phone/communications systems)	Lead: IT/CFE Support: Mayor, Common Council
2-9 Expand City and community-wide crisis/emergency/critical incident response training	Lead: Fire, Health Mayor, Police, PW, City Administration, Communications; others as required and needed

Goal #3 – Citizen Engagement

The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging, and ownership for citizens.

Strategic Action	Lead Dept./Gov
3-1 Create "City 101 Academy" to deepen citizen and stakeholder knowledge regarding city services and budget/plans/priorities, and strategic goals and outcomes/progresses of city-wide plan alignment	Lead: City Administration, Communications Support: Mayor, Common Council, All Departments
3-2 Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication	Lead: Communications Support: Mayor, Common Council, All Departments
3-3 Optimize strong partnerships with stakeholders to create new volunteer, employment and training opportunities	Lead: Mayor, City Administration Support: Development, HR, WAWM School District, MATC, City Businesses
3-4 Grow city-wide citizen-centered programs and services by cultivating strategic partnerships with local, regional and national businesses and organizations	Lead: Mayor, Development Support: Common Council, City Administration
3-5 Expand access to City information through citizen focused city-wide communications and social media activities	Lead: Communications Support: Mayor, Common Council, All departments
3-6 Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments	Lead: City Administration, IT/CFE, Clerk Support: All departments
3-7 Query and track citizens opinions and experiences regarding City services through Citizen Satisfaction Surveys; review and improve processes based on responses	Lead: Mayor, Alderpersons Support: Communications, IT/CFE, All departments
3-8 Create Neighborhood Association Council to strengthen neighborhoods and neighborhood associations, provide information regarding needed commercial and residential code compliance and other factors negatively impacting neighborhoods	Lead: Mayor, Alderpersons Support: Development, BINS, Communications

Goal #4 – Economic Vitality and Sustainability

The City of West Allis will protect the organization's fiscal wellbeing through long term planning and fiscal analysis. Further, proactive and well planned development and redevelopment opportunities will be promoted and maintained.

Strategic Action	Lead Dept./Gov
4-1 Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services	Lead: City Administration, Finance Support: All Departments
4-2 Engage city-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs	Lead: City Administration, Finance Support: Mayor, Common Council, All Departments
4-3 Develop city-wide human resource succession plans and documentation of processes and procedures to provide efficient and effective continuity of City services during times of transition and vacancies	Lead: City Administration Support: All Departments
4-4 Actively engage citizens and community stakeholders to identify the areas/facilities/assets to market the City of West Allis as a leading place to start a business or relocate a business or public organization; develop and implement plan based on results	Lead: Development, BINS Support: Mayor, Common Council
4-5 Continue to develop city-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources	Lead: IT/CFE, City Administration Support: Mayor, Common Council
4-6 Promote economic vitality and business growth within the City's business community through the promotion of entrepreneurialism and financial programs to help open a business, expand business retention and expansion efforts to strengthen current employment base, and having a progressive business environment that attracts quality businesses and further diversifies the City into new commercial, retail, and industrial markets	Lead: Development Support: Mayor, Common Council
4-7 Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans	Lead: Capital Improvement Committee, Common Council Support: City Administration, Finance, PW, Engineering

Goal #5 – Excellence in Government

The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and LEAN operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

Strategic Action	Lead Dept./Gov
5-1 Create a culture of innovation and continuous improvement among City departments by establishing city-wide employee performance standards, core values and competencies for employees; including LEAN training and technological competencies	Lead: City Administration, Department Heads Support: Mayor, Common Council
5-2 Increase city-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.	Lead: City Administration, Department Heads Support: Mayor, Common Council
5-3 Create a streamlined citizen and business service environment city-wide, eliminating the need for citizens and stakeholders to go to multiple departments for City permitting, licenses, or other requirements and services	Lead: City Administration, IT/CFE Support: All departments
5-4 Align common/connected strategic goals, outcomes and results across all City mandated, department and agency plans (City strategic plan, Department Plans, Comprehensive Plan, Parks Plan, Facilities Plan, Capital Improvement Plan, commercial corridor plans)	Lead: Mayor, Common Council, City Administration Support: All Departments
5-5 Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; Review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities	Lead: City Administrator Support: All Employees
5-6 Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance)	Lead: City Administration, HR Support: Mayor, Common Council

Role Opportunities

Once the Common Council formally adopts the plan in January 2017, the members of the strategic plan Steering Committee will transition to sponsors and champions for plan implementation. Other City staff, citizens and community members will be engaged to serve as plan sponsors and champions. As such, they will assist in the execution of the strategic plan in conjunction with department and agency specific strategic plans, City adopted plans (the City budget, the City comprehensive plan, the City capital improvement plan, etc.), aldermanic district efforts and neighborhood or commercial corridor plans, and other City initiatives. The following are detailed descriptions of sponsors and champion criteria.

Plan Implementation Sponsor Criteria

- Sponsors legitimize the plan's implementation and adaptation over the five-year period. Sponsors are typically top leaders (or those who are gaining experience to become top leaders).
    - Authority to commit a range of resources, City stakeholders, loosely formed coalitions, and formal groups or organizations/departments/agencies to commit to the strategic goals and issue action items – including holding individuals and the collective accountable.
    - Generate a sense of constructive excitement and urgency to make measurable-but-achievable progress, as process owners with a working knowledge of which goals and issue action items they are building teams or coalitions to address.
- Sponsors typically have a vested interest in a successful outcome and are important sources of knowledge about strategic issues and how the implementation process should align with key decision points and processes city-wide.

Plan Implementation Champion Criteria

- Can be any person or group who believes in and is committed to the plan implementation process over the five-year period.
- Provide energy of urgency and commitment to follow through on specific strategic goals or issue action items – demonstrating a working knowledge of which goals and/or issue action items they are building teams or coalitions to address.
- Model the kind of behavior they hope to get from other participants. Actively work with sponsors, be visible and vocal in constructive ways that keep the implementation process on track – encouraging others through difficulties and challenges.

What is My Role? How can I help with the Strategic Plan?

- Sign up for notifications regarding the strategic plan at http://www.westalliswi.gov/notifyme. Choose City Strategic Plan
- Participate in ongoing sessions as you are able or requested
- Tell neighbors, friends and co-workers about the process
- Check out the Strategic Plan webpage http://www.westalliswi.gov/strategicplan

Plan Implementation/Conclusion

The Mayor will assign a previous member of the strategic plan steering committee to be responsible for one of the five strategic goals. This person will gather and compile progress information from the leads listed on each of the strategic actions. The progress information will be provided in the Strategic Plan Goal Process Worksheet format found here. This information will be reported to the Administration and Finance Committee each May and November. Leads are responsible for the implementation of the strategic actions assigned to them. (If there is more than one lead listed, the first step in the process will be to select one individual to be the overall lead for the strategic action). Goals and Strategic Actions will be reviewed annually as part of the budget process to ensure continued relativity, necessity, and appropriate funding allocation.

When executing the strategic actions, leads should use the SMART (Specific, Measurable, Actionable, Realistic, and Timely) goal process and continuous improvement and LEAN operation techniques. (Research and best practices have proven that SMART goals ensure better overall accomplishment of goals.) Below is a diagram that illustrates the SMART goals method.

Goals should be as specific as possible and answer the questions: What is your goal? How often or how much? Where will it take place?

How will you measure your goal? Measurement will give you specific feedback and hold you accountable.

Goals should push you, but it is important that they are achievable. Are your goals attainable?

Is your timeframe realistic for the goal you have established?

Do you have a timeframe listed in your SMART goal? This helps you be accountable and helps in motivation.

Leads will employ plan implementation teams for each of the strategic actions or related strategic actions. These teams will consist of plan sponsors and champions, City employees, community stakeholders, focus group participants and volunteers. They will provide assistance in fine tuning the actions and measure of

success (metrics) as well as assist with SMART goals and the implementation of a LEAN tool for each of the Strategic Actions enumerated for the Goals. This will be accomplished within 2017 even if the action and implementation does not occur in 2017.

> For example*, Goal #3, Citizen Engagement, Strategic Action 3-1 states - *"Create "City 101 Academy" to deepen citizen and stakeholder knowledge regarding City services and budget/plans/priorities, and strategic goals and outcomes/progresses of city-wide plan alignment."* The Lead Departments, City Administration and Communications would engage a focus group of 5-7 citizens, business owners, and employees to assist in developing the SMART goals.
>
> The City will provide a three-part "City 101 Academy" for citizens on an annual basis in February and March. The topics may include – legislative process, City services and delivery, zoning and land use, assessment process, snow removal, recycling and refuse collection, code inspection and enforcement, budget process, budgeting priorities and strategic plan alignment. Success will be measured by number of participants and the knowledge gained through the academy. The first session will include 7-10 participants and each subsequent session will have 3-5 additional participants for an eventual class size of 20 participants. The lead departments and focus groups will meet in March – July of 2017 to establish the smart goals and assist in program development and creation. The lead departments will finalize program and present to focus group by January, 2018. First session will occur in February and March, 2018. A minimum of $500 will need to be budgeted for in the 2018 budget to provide for supplies.
>
> **Example provided for illustrative purposes only and subject to change.*

In addition to using the aforementioned methods to ensure the success of the strategic plan, the following are necessary: 1) ensure all employees are aware of the goals and objectives of the plan 2) incorporate them into the City's day to day operations and legislative/procedural changes 3) require other City plans' congruence, and 4) connect to employees' performance plans and annual department plans. This will provide an ongoing opportunity for the Mayor, Common Council, and City Leadership to review each organization decision and action to make certain it is in accordance with the plan.

A level of accountability is expected from Departments and employees to ensure the strategic plan is integrated throughout the City. The strategic plan will be monitored, referenced and adapted regularly and as circumstances change. The plan will be reviewed annually to evaluate goals implementation and report outcomes to the community. Minimally, the Mayor, Common Council and City Leaders will review and update the plan every 5 years to cover a new period.

Appendix A - Steering Committee Department Strategic Issues

City Administration		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
1. Improve progress in governance culture and direction in leadership toward shared vision	• Right people, right place, right time to generate and sustain sense of urgency for positive, strengths-based change (policies, procedures, ordinances) • Reward desired behavior: increased staff accountability, feedback, and leadership by supervisors to improved measurable performance • Reduce operation by some which is in the best interest for themselves and not the citizens or City as a whole or	• Utilize performance based budgeting and LEAN processes to revamp hiring process/procedures
2. Succession Planning	• Hire and retain high performing and motivated employees	Identify areas of opportunity and establish secession plan goals.
3. Update/reduce number of policies, procedures, ordinances, service rules and practices	• Stream line and update processes to reduce conflicts and misunderstandings. • Provide flexibility needed to engage in continuous improvement activities.	Identify conflicts. Create replacement plan.
4. Create a culture of continuous improvement and advanced utilization of existing and new technology	• Staff is trained in technology, LEAN management and continuous improvement techniques • Continuous improvement is second nature to employees • Justifiable reason for operations (not "That's the way we've always done it" or "I don't like that.")	Employee training. Continuous Improvement Initiatives required in each department and part of rating for performance reviews. Part of core competencies.
5. Improve citizen and employees understanding of governmental processes and requirements.	• Knowledgeable and engaged staff and citizenry	Review and improve communication avenues with citizens. (Cohesive and professional communication opportunities.) – Future – Citizen Academy Roaming Office Hours for City Administrator for staff to provide feedback. – Future – Expansion of onboarding program to include City operations and refresher for existing employees.

Health		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
Develop and implement a work plan that details specific action steps and responsible parties for the achievement of the 2016-2020 West Allis-West	• Ensure residents across West Allis-West Milwaukee they will have access to the resources to live a healthy lifestyle and demonstrate behaviors that support a healthy lifestyle. • Support initiatives that help residents to increase their physical activity • Expand or implement 3 new policies i.e. the built environment to promote physical activity and healthy habits	• Ensure ongoing support from the Mayor i.e. the Mayor's Activity Challenge; Promote and implement the Mayor's Activity Challenge • Expand the use of SNAP benefits at the Farmers Market • Expand the bike paths, improve the National Ave.

Milwaukee CHIP Healthy Lifestyles objectives 1. Healthy Lifestyles	• Utilize worksite settings to support health promotion offerings • Implement initiatives for access to more fruits and vegetables • Re-establish the West Allis-West Milwaukee Breastfeeding Coalition • Implement strategies to help residents achieve or maintain a healthy weight	crosswalks and install BUBLR bike stations, educate the public on new bike roadway signage • Advocate for businesses to participate in wellness programming • Encourage school and community fruit and vegetable gardens; Explore sites for community gardens • Promote breastfeeding • Advocate for shared use of school physical activity equipment; meet with school district officials to discuss the shared use of school equipment • Expand the West Allis West Milwaukee Healthy Lifestyles Coalition
2. Mental Health	• Enhance community sensitivity and build support for those residents and families dealing with mental health concerns • Reduce stigma related to mental illness • Build support capacity to assist individuals and families dealing with mental illness • Expand capacity for crisis response and stabilization for those dealing with mental health concerns • Build resilience and expand mental health support for youth in the WAWM School District	• Implement two community based anti-stigma initiatives related to mental illness • Develop or expand two mental health support networks to address issues, and strengthen collaboration and support for those dealing with mental illness • Expand the West Allis-West Milwaukee Mental Health and Substance Abuse Taskforce • Determine logistics of anti-stigma training for frontline community partners • Meet with local media network to discuss a mental illness awareness segment • Outreach to local clergy to introduce the clergy support network initiative
3. Substance Abuse	• Prevent or reduce substance use and abuse among youth and adults in West Allis • In collaboration with community partners, increase public awareness in order to prevent or reduce substance abuse and addiction among youth and adults in West Allis • Collaborate with the WAWM School District personnel and the WAWM Community Coalition to coordinate the school based prevention initiatives • Plan and coordinate the media venues to be used for the public awareness initiatives on binge drinking and prescription drug use and abuse • Advocate for the collaboration between the WA Fire Department and the WA Police Department to develop policy regarding the collection of controlled	• Continue the Screening Brief Intervention and Referral to Treatment process • Conduct youth led prevention programs • Promote April as Alcohol Awareness month • Utilize social media and conduct community events to increase public awareness related to binge drinking • Conduct community and prescriber education on prescription drug use, abuse and methods to limit exposure • Conduct public awareness event on the negative

	substances from residents' homes	consequences of heroin use
Police		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
1.Move from a heavy reliance on the federal equitable sharing account to a sum sufficient police budget	• Engage with private foundations and train employees on how to identify and apply for grant opportunities. Participate in city-wide LEAN initiative to find efficiencies to help with resource/cost shifting.	• Assign personnel to engage with private foundations and apply for grants. Assign personnel to participate in LEAN initiative (already in progress).
2.Identify and leverage current technology to its fullest potential for use by all department personnel	• Solicit employees to participate in small focus groups. Contact other agencies to visit and review successful technologies and processes utilized by these agencies.	• Assign supervisors of the appropriate areas to establish focus groups and to collaborate with personnel from other agencies to review their processes to find efficiencies.
3.Identify funding and a means to implement body worn cameras to improve transparency and community relations	• Assign personnel to research grant funding opportunities. (Currently taking place) Participate in city-wide LEAN initiative to find efficiencies to help with resource/cost shifting.	• Assign personnel to engage with private foundations and apply for grants.
4.Identify and attract excellent qualified candidates for employment as police officers	• Obtain consent from PFC, City leaders and WAPPA to pursue lateral transfer program. Work with WAPPA to message the program to current personnel.	• Complete a white paper to perform cost analysis to present to PFC, City leaders and WAPPA as part of a proposal to move to lateral transfers.
5.Identify and implement crime reduction strategies	• Increase community engagement (social media, public events, etc.…)	• Work with personnel to increase efforts in this area.
Fire		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
1. Online Permits	• Fully automated one-stop shopping for permits city-wide within the next few years.	• Platform for online permit submittal, approval, and payment that works across the Building and Fire Department
2. Shared Services	• Fully automatic dispatching across communities. • Nearly identical guidelines and training across the County. • Keeping response times low while meeting budgetary and staffing demands in future years.	• Current consolidated training facility used by WAFD, North Shore, and Wauwatosa where all new FD employees train together • Need to standardize operating guidelines, training, equipment and radio frequencies across fire departments.
3. Firefighter Physical Fitness and Wellness	• Creating a firefighter physical fitness program would help reduce the potential of firefighter deaths/illness/injuries attributed to heart disease.	• An up and running firefighter wellness-fitness agreement resulting in a healthier workforce.

Program		• Need to work through logistics of program with bargaining unit. Need to determine how we will fund program moving forward.
4. Mobile Integrated Health Services	• To reduce repeat 9-1-1 callers for non-emergency issues. We have begun a mobile integrated health care (MIH) program designed to address high utilizers, identify and reduce risk within the community, and also to work with local hospitals to reduce patient re-admittance to the hospital. While the program is fairly new, it has shown positive results, and needs further support.	• Within the next two years find a revenue source to help solidify their MIH program. • Create a mechanism to get citizens the help they need to navigate the health care system.
5. Reduce highest call volume priority: cooking fires	• Reduction in cooking fires in identified areas over the next five years	• Canvas the area with educational literature for fire safety, install smoke alarms, and are looking at purchasing a product that can help extinguish cooking fires before they spread • Track fire run data through our record management system to see if the initiative was successful • Track EMS run data on 911 abusers and hope to see a decrease in 911 use by these identified callers
Building Inspection and Neighborhood Services		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
1. Essential department processes that speed up compliance from clients, residents and maintain consistency in all areas of enforcement throughout the City	• Provide continuous improvement opportunities and implementation to increase efficiency for client-oriented processes.	• Implement our 5 strategic actions in process to determine which technology solutions will improve communications with collaboration processes.
2. Improve the image of the West Allis Building Inspection Department	• Consistency over a period of time will help, but other community outreach activities, listening sessions, and reduce potential liability. Receiving and following up on customer feedback and complaints	• Listening Sessions; Staff training, training sessions for aldermen as well so they know why we legally need to do things to keep the City out of liability; Schedule and promote listening sessions, develop user feedback surveys
3. Maintain a level of safety in homes to protect current and future residents, while not being overly stringent or obtrusive	• Providing information to the public about code requirements, sometimes they don't know what the rules are. Creating new codes to allow a faster compliance time and harsher consequences	• Write a new building code for older homes in the City; train on the new building code for older homes in the City. • Write better codes with more consequences, and have more programs to assist residents who need it.
Development		
Strategic Issues	**Strategic Outcomes**	**Key Actions**

1. Business Recruitment and Attraction	• Leverage record as leader in brownfield redevelopment for new housing/jobs • Attract various companies to diversify into new commercial, retail, and industrial markets • Stimulate business vitality along vibrant commercial corridors • Actively market West Allis as a leading place to start a business • Continue to develop the Economic Development "Tool Box" to create and maintain a competitive advantage of doing business	• Develop a market analysis • Develop new lending programs • Leverage additional resources that are attractive for early-state entrepreneurs
2. Parks and Open Space	• Improve park experiences and to get more visitors to our parks. • Implement the adopted Comprehensive Park and Recreation Plan. • Identify "champion" for Parks and Open Space (e.g. designated park only staff member and/or parks committee) • Create a mission and plan for expanding the use of the Farmers Market. • Engage neighborhoods in prioritize parks and open space in list of proposed capital improvements.	• Review organizational structure of other cities in relation to parks and open space oversight • Identify revenue opportunities (rental agreements, beer gardens, food trucks) • Review functional operations of other Farmers Markets to understand how they are programmed in order to maximize the potential of the West Allis Farmers Market. • Create a mission and plan for maximizing the use of our Farmers Market • Promote existing assets, including web site and social media • Implement adopted Park Plan • Create Dog Park • Support shared bike system in West Allis • Off-street bike trail maintenance and expansion
3. Diverse housing quality opportunities	• Offer community amenities that attract new population (i.e. bike paths, public space, community festivals) • Support a variety of new housing opportunities, such as multi-family housing and single-family housing • Offer financial incentives to homeowners to help them maintain an aesthetically-pleasing home exterior and efficient interior.	• Political support for creation of Tax Incremental Financing Districts and/or amendments that support diverse housing opportunities. • Promote existing assets and amenities through social media. • Allocating a certain percentage of the budget towards capital improvement projects other than streets/alleys.
4. Complete Streets	• Complete streets that provide safe and healthy choices for multiple users of all ages, including people driving, biking, walking or taking transit. • Aesthetically pleasing streets and right-of-way that encourages the attraction of residents, customers and employers. • Sustainable infrastructure that is cost-effective and environmentally-sensitive.	• Research/adopt policies that reinforce the value of complete streets • Identify citizen/business advocates for complete street (or Bike/Ped) improvements • Develop educational materials on the value of complete streets; Staff training for multiple departments and elected/appointed officials on the

		elements of "complete streets" and their implementation • Identify existing street design review procedure and timeline • Include multiple departments within the street design review process • Encourage professional development on innovation in street design • Identify funding source/allocation for transportation innovations that develop complete streets
5. Aesthetics	• Achieve and sustain high quality site, landscaping, and architectural aesthetic standards for residential, commercial and industrial properties (to attract and retain residents and business in the City of West Allis • An aesthetically pleasing, diverse and unique urban environment that protects property values and promotes the image of quality for new residential, commercial and industrial investment projects • Update the City Zoning Ordinance and Site, Landscaping and Architectural policy to include form based urban design standards • Develop educational "best practices" materials that provide evidence and promote the benefits of good design (collaborate with local professionals, planners, architects, engineers, landscape architects, City Forestry) • Buy in and support from the Mayor, elected officials, Plan Commission, the chamber of commerce to promote the new vision • Promote success – Market the before and after examples of successful residential, commercial and industrial projects in print and on social media	• Political support and budget authority to hire a consultant to prepare an update to the City Zoning Ordinance and Site, Landscaping and Architectural policy to include form based urban design standards • Develop educational "best practices" materials that provide evidence and promote the benefits of good design • Political and local support (endorsement, testimonials, and examples of successful residential, commercial and industrial projects in print and on social media • Increase the funding level of commercial façade grants and/or loans
Public Works		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
1. Continue and increase investing in the City's above ground infrastructure, including streets and alleys, sidewalks, bike trails, parking lots, bridges, street lighting and parks.	• Increase the current paving mileage from 2.7 to 3.5 miles every year on average. 3.5 miles on average translates into a sustainable 50-year paving cycle.	• Approval of CIP program for 2017. • Modify Charter Ordinance to allow for additional above ground funding. • Schedule staffing for design and construction for 2017.
2. Comprehensive short and long range asset management plan/study which would include all	• Development maintenance schedule and plan and budget for projects before they become an emergency. • Study long term replacement and consolidation of buildings such as the Public Works Yard, Senior Center and Health Department. Create a plan for	• Budget study for 2017 • Select Consultant and complete the study in 2017. • Review study. • Budget for projects in 2018.

public buildings and facilities.	replacement and maybe consolidation of public buildings/facilities. Maybe even combine with adjacent communities some buildings.	• Complete projects as recommended and budgeted for.
3. Succession Planning.	• Development of talented workforce able to move into higher level positions when available. • Encourage training schools, seminars and conferences. • Mentor and delegate work so employees get the experience and knowledge they need to move into higher level positions	• Using organizational charts determine possible retirements and possible replacements and determine level of experience/education of those possible replacements.
4. Sustainability	• City installing LED lighting whenever possible. • "Complete" streets with bike lanes when practicable. • Energy efficient HVAC systems are installed when replaced.	• Look at lighting systems throughout City for opportunities to change to more efficient lighting. Take a look at installation and windows for decreasing energy use. • Will be hiring consultant to review building lighting fixtures in Fire Department facilities and other City buildings.
5. Continue and find ways to increase the investment in underground infrastructure.	• Increase the investment in order to maintain the underground infrastructure to acceptable levels and implement a private infiltration and inflow (IandI) and lead water service replacement program.	• Start up new lead water service program. • Work with Plumbing Inspector on plan for inspection of lead water service work. • Prepare plans and specifications for contract. • Approval of private IandI program. • Increase funding through budget process.
Communications		
Strategic Issues	**Strategic Outcomes**	**Key Actions**
Marketing/Branding	• Work with Mayor, Marketing Sub-Committee and Tourism Commission to create and implement branding/marketing program	• Create plan and goals; implement and direct consultant as needed
Publications/Brand Compliance/Graphic Design/Media Relations/Citizen Surveys	• Develop and produce community newsletter called "It's Your City". Consult, assist, and oversee other City departments in the development and production of their special publication needs, including photography, brochures, posters, flyers and other design needs; assure proper use of City logo and Key messages. Facilitate and manage communications with the news media in communicating day-to-day City services, programs and public safety communications. Manage surveying, tracking and assessing citizen opinions on City services and programs.	• Newsletter enhancement and advertising opportunities; assist other departments in the development and production of various brochures, posters and other publications, some of which are produced regularly (e.g., business first) or occasionally (e.g., brochures, billboards, flyers, etc.) • Special projects – communications staff work closely with all City departments in developing print pieces, marketing materials and strategy for special projects such as City events, services or program needs.; communications audits; logo usage; photography; communications is the contact for all media inquiries.

		• Act as a consultant/counselor to management on topics or messages to be developed for news releases, communication plans and other communication tools. • Seek opportunities to publicize City achievements, programs and other initiatives to educate and inform residents and partner with departments to initiate; include key messages important to the City and branding efforts. • Edit, approve and distribute news releases as drafted by departments, always including key messages. • Post news releases to website, City channel and social media. • Create and distribute e-news monthly.
Websites	• Manage and oversee the website design and functionality including oversight of city-wide web department liaison; identify new technology, improve navigation and ensure relevant editorial content. Ensure department web liaisons are trained in website administration; provide guidance on best practices for information presentation and development. Review and approve all web pages and continue to build the website as a virtual City Hall with the most up-to-date City news and information, including easy accessibility and use of e-services. Provide monthly e-newsletter and monitor web use for use, impact and best practices. Develop and monitor City Facebook pages, Twitter, Instagram, YouTube, Hootsuite and other social media tools.	• Roll out new city website focused on citizens (not department focused) and create virtual City hall
Social Media: Facebook, Twitter, LinkedIn, YouTube, etc.	• Ensure all City news releases, media alerts, emergency and urgent City service notifications and events are posted on official City Facebook page, Twitter and other appropriately identified social media tools; manage social media content for accuracy, timeliness and design needs.	• Monitor social media development and technology changes and assist with City policy review; oversee and confirm decisions regarding City social media sites including authorization of sites; evaluate requests for usage. • Train designated department social media reps on proper usage and policy. • Meet with employee social media user group on a regular basis to address needs and ensure consistency and best practices
Municipal Television	• Broadcast government meetings; produce timely news briefs, informational videos about City programs and services; maintain electronic informational City and Community bulletin boards; provide backups for content disruption;	• Work with departments to identify opportunities for original programming or story ideas, which should result in 1-2 new in-house videos per month.

	create videos for internal use; and monitor media information on City-related news. Utilize annual Public, Education and Government (PEG) funding to enhance broadcast equipment and capabilities. City and Community Bulletin Boards	• Identify stories, develop and write script; shoot, produce and edit a monthly recap of 4-6 stories, 5-7 minutes in length. • Work with departments to identify video public service announcements available through professional organizations, or create as needed and time available. Establish contacts with regional municipal channel professionals as a resource for best practices. • Plan for 30-60 minutes of original City and Community bulletin board material daily, rotated between scheduled programming of meetings, original programs and other videos. • Work with departments to update City bulletin board with current information on City sponsored events, programs and services, updating periodically to keep material fresh and posting within 24 hours.
Internal Communications	• Provide support and tools to enhance communications with City employees, create and implement city-wide communications plans on major City needs or initiatives, research awards applications which assist in further recognizing the City's programs, services, accomplishments and key messages; build an effective strategic internal/employee experience;	• Creation of Communication Plans for Major City Initiatives • Consult with City managers and departments on recommendations for creation of communications plans for any major City needs or initiatives, creating and reinforcing key City messages in all communications. • Create communications plans incorporating all appropriate communication tools. • Estimate costs create releases and other print collateral; provide photography, graphic design or whatever collateral is identified for the communication plans. • Implement, plan and act as consultant for all media response and needs throughout course of communication plans. • Provide feedback and measurement of communication initiatives as needed. • Create communications program that grows internal passion for the organization, supports the City's overall brand, goals, and objectives and strengthens

		the City's organizational culture. • Implement plans to ensure that internal messaging is appropriate, consistent and inspiring to employees. • Closely monitors the pulse of the organization and ensures that communication efforts are building trust throughout the organization. • Work to develop new and innovative approaches for communicating throughout the organization including the intranet, social media and other creative communication channels as well as new communication vehicles to enhance transparency of information to all employees.; • Work with executive team members to survey employee opinions on internal programs, engagement, efficiencies, etc.
Community Outreach	• Manage and encourage citizen engagement through volunteer opportunities; manage West Allis 4-1-1; and coordinate district Town Hall meetings; facilitate City Hall tours and guides.	• Manage and coordinate an annual State of the City event with WAWM Chamber of Commerce providing direction for theme, potential honorees, invited guests, etc. • Create year-in-review videos showcasing City's major accomplishments and future plans. • Coordinate Mayor's presentation with Mayor's office, providing supporting information, visuals, audio-video and print needs.

Appendix B - Business and City Department/Alderperson Input Analysis

	Strengths	Aspirations
	1. Central location 2. Large labor market 3. City is financially stable 4. Well trained, professional City workforce 5. Full service City with taxes not fees; maintains high level of service quality	8. Improve image to be the place to be, destination, change perception 9. Attract more young professionals, increase diversity, skill competency, and skill set of workforce age population 10. Maintain/improve safe and secure City 11. Engage and informed citizenry 12. Improve communication of services and service quality through collaboration
Opportunities 1. City engagement, neighborhood associations/block watch (technology and new initiatives) 2. Community liaisons to share info 3. Regional agreements/shared services 4. Leverage strong technology network infrastructure for additional solutions 5. Improve image through comprehensive marketing, branding, promotional programs 6. Land to develop 7. Property maintenance (residential and commercial)	*Match internal strengths with external opportunities* • Increase overall efficiency through LEAN • Mgmt. understands that safety policies are fiscally responsible policies • Upgrade financial software • Reviewing current pp to define workflow to improve efficiency • Totally paperless – more use of tablets and technology • Digitize all processes increases accessibility to staff and public • Expand Wi-Fi capability • Green initiative to encourage earth friendly habits • Public access to GPS vehicles for refuse and plows • Info for public involvement and crowd sourcing (asking public to respond and report issues) • Open transparency to government, public understanding (how City plan reports are being utilized, applied to increasing positive demographic changes) • Enforce those who own residential and commercial property/who live and work in the City to reinvest in the City. • Create a list of vacant/available storefronts for sale on the city website to support existing businesses near those vacant properties. • Have a reduction in paper, electronic poll books • Continue imaging records to reduce paper and filing	*Match internal aspirations with external opportunities* • Mixed use developments that support the interconnectedness of apartments, housing and workforce that's here • Maintain amenities across developments being within walking distance of increased housing mix from starter to next levels of family size • City communicates to businesses/industries how and with which groups they partner to address chemical dependency/substance abuse and mental health • City partners with institutions that can support apprenticeship/co-ops/practice for manufacturing, medical facilities/hospital systems/health care system • Utilize current small businesses within City as potentially successful careers to people and build potential talent/owners/managers • Continuous improvement/LEAN training • Deploy best practices for accreditations • Classier businesses to compete with neighboring communities

	cabinets • Energy efficient LED buildings and computers	• Work with businesses to facilitate improvements to meet needs/priorities of new residents • Work more with WAWM district • Improve street-scaping • 70th Street and Greenfield: traffic patterns need to have more industrial capacity for trucks
Results	*Match internal strengths with external results*	*Match internal aspirations with external results*
10. Benchmarking key performance indicators by department and overall city-wide 11. Number of measurable agreements with other communities/shared services 12. Maintain services/service quality despite adverse financial environment 13. Increase residential and commercial development 14. Increase public participation i.e. committees 15. Increase K-12, college and technical placement 16. Increase property value and tax revenue	• Responsiveness to citizen requests • Cross-training, competent willing staff • Flexible with working with other department and helpful to other departments • Annual City-business sponsored Dine and Dash event • Appropriately wire redeveloped commercial buildings for current or future technology • Welcome committee for new businesses and families about City services; leave a contact flyer for a direct staff person so people know where to go to get answers • New business/resident orientation (Open Arms/Welcome event/packet and also follow-up)	• Reduce crime by __% • More committees and boards on Legistar to improved transparency • Resident survey to collect thoughts of public – electronic

Appendix C - Survey + 8 Focus Groups

*6 Settlers Weekend, 1 Citizen, 1 Young Professional

	Strengths	**Aspirations**
	1. Affordable housing/costs of living and family ties 2. Major metro area, prime location, availability and access to healthcare 3. Big City with small town feel, friendly, community celebrations 4. Full services provided by City of West Allis 5. Wonderful park system and school system 6. Growing diversity of City residents	1. Image improvement, destination vision based on community history and culture 2. Reduce crime and drug use, safe City of West Allis (for kids and families) 3. Maintain redevelopment focus and goals (housing, commercial/business, amenities) 4. Improve housing stock and market mix
Opportunities 1. Citizens understand redevelopment is happening for revitalization and want to know more/be involved with/provide input into the process 2. Strengthen brand/marketing and increase engagement – internal and external – by acting on citizen priorities 3. Citizens support shared services 4. Community members show high appreciation for Police and Fire Departments, Health Department and health care systems •	*Match internal strengths with external opportunities* • Clear Public Information Communication to the Citizens o Educate and engage citizens about the budget and the services that the City of West Allis provides. Information exchange between citizens and government to provide informed input toward improved efficiencies o Set clear standards for community development with clearly explained ordinances, explain how development addresses aging City infrastructure o Citizens want to pay for services online o Citizens are kept up-to-date on happenings in the City • Greater Connection and Collaboration between City Departments, Schools, and Businesses • Police and Fire Departments recognized by all community members as allies not adversaries.	*Match internal aspirations with external opportunities* • **Image:** focus on existing City strengths to discuss with community its community cohesion: embrace "Stallis" by defining it as a good family community with services and lifestyle opportunities for all ages, including Settler's Days, annual Harley events and local business owner profiles and community input into entrepreneurship/store location to reduce just bars, cell phone, chain and resale shops but enhance community from corridor to block levels • **BID district –** strengthen occupancies. **Support main City corridor reinvestment** like National Avenue and Greenfield, City destination year-round opportunities in the City Farmer's Market • **Downtown:** it is walkable, easy to talk to people, would like to see downtown developed to appeal to the community as a whole and younger generations with more specialty shops and new restaurants. • **Walkable, Bikeable, Pedestrian Friendly**: if

		City could foster walk/bike friendliness (like Greendale) would help the City be more competitive, including maintaining, improving and creating more opportunities for city-wide biking • **Housing/neighborhoods**: strategize more owner-occupancy versus rental, work with absentee landlords and both rental and owner-occupied property maintenance/beautification. More block captains and block watches. Represent and enhance neighborhood identity. • **Entertainment**: West Allis has the potential to be an entertainment destination center if diversified community events were provided, and more venues (local bands, community events, and an AAA minor league baseball venue). • **Retail:** More inviting locally owned specialty stores, service shops and restaurants like the positive ones we already have, building on the shopping proposal for Six Points to enhance shopping opportunities, consider a large indoor or outdoor retail mall. • **Taxes**: bring more business and industry to lower taxes • **Change**: create more referendums so citizens have input on community change and can support/build sense of urgency to achieve change • **Seniors**: seniors would like more part-time jobs, advertising from the Senior Center about its offerings and an information clearinghouse phone line to assist seniors with services such as home repair, maintenance and questions about City departments. • **Youth**: More year-round opportunities for

		positive youth engaged activity (the Skate Park is a great youth outlet but we need more); we need to ask youth what they want to engage and volunteer with; youth need to be taught that their volunteer efforts are a valued investment in the City • **Funding**: the City needs to diversify funding, making more funds available to fund community projects (enhance parks, plantings for street islands/medians/beautification, the skate park), seek partnerships with businesses for sponsorships and naming rights to create additional revenue • **Jobs/Employment/Business Growth**: higher paying jobs with business growth and expansion, ways for businesses to capitalize on State Fair • **Streets/Roads/Recycling Maintenance**: more sustainable street/sidewalk and road improvements, more efforts on recycling, work with communities on designing safer intersections and block level improvements like tree branch trimming • **Vulnerable Populations**: need improved service supports for the underemployed/working poor and those who are in poverty but need assistance as they already use available services to get out of poverty but cannot
Results 1. Change image of "Dirty Stallis" to revitalized "Stallis" community: focus on City's rich history/cultural heritage events and marketing by neighborhood-to-City 2. Improved image 3. Population increase	*Match internal strengths with external results* • **Maintain the friendly culture of the community. It brings people back.** • **Image Enhancement through Outdoor Home and Commercial Maintenance and Landscaping** o Create a public outreach educational effort on outdoor home maintenance and landscaping o Utilize Yards of Distinction and Other Awards Programs to encourage participation	*Match internal aspirations with external results* • Milwaukee Mile is redeveloped to enhance the image of the city and to create a new destination for City residents and non-City residents thus enhancing economic activity • Focus on business growth that supports higher paying jobs

	o Create Rock the Block events where residents work together on an entire block • **West Allis Farmers Market Becomes a Major Regional Destination** o Physical Improvements o Study other successful farmers markets for enhancement ideas o Year-round venue feasibility study • Reassess, strengthen and revitalize City park system along with county parks – enhance appeal to families and young professionals of all backgrounds • West Allis has the 2nd largest library in the state, is planning to become a destination (i.e. coffee shop/retail/community center) • The City is recognized for its excellent pedestrian walking and biking paths and trails • The City is recognized for its diverse restaurants and unique destinations • West Allis is recognized for a low crime rate when compared to other communities in the region	• Drug and Alcohol Prevention Strategies work resulting in a substantial decline in substance abuse

Appendix D - Steering Committee Brainstorming Suggestions

Suggestions in red font

Goal #1 – Image/Brand/Destination
The City of West Allis will become the "preferred municipality in the Milwaukee metropolitan area, the state, and the country for visitors and residents through a centrally-focused marketing, branding and far reaching events.

	Strategic Action	Suggested Implementation Actions	Lead Dept/Gov	11.11.16 Suggestions to Lead Dept/Gov & Support by Dept/Agency/Name
1	Formalize a clear image marketing & brand development process (same)		Administration Mayor/Council, Tourism Commission, Communications	Lead: Mayor Support: Chamber, Common Council, Communications Dept.
2	Align city newsletter with business and stakeholder investment (Tourism Commission) (strategic partnerships with businesses/community organization) – Aligning how we collaborate city agencies (e.g. BID, WA Chamber, etc)	All external & internal messages communications	Communications Development	Lead : Chamber/Diane Support: Development Communications
3	Center citizen & stakeholder engagement through heritage, history & sense of community experiences/goals Collaborate with community organizations Historical society, Community Improvement Foundation, BID, Chamber, School District		Communications Mayor Common Council	Lead: Mayor Support: Historical Society Communications Dept. Neighborhood Associations
4	Quality Housing Opportunities		Mayor, Common Council, Development	Lead: Patrick at Development Support: Common Council Community Development Authority (CDA)
5	Create Farmer's Market Destination Farmer's Market is a destination. Action should be to expand utilization for other events.	Expand offerings and opportunities Utilize with different venues. Part of marketing plan.	Development Health Tourism Commission	Lead: Sally/Laura T. Support: Health Department Development Common Council Communications Dept.
6	Improve Street Scaping and Signage		Engineering Tourism Commission	Lead: Pete Daniels at Engineering Support: DPW Common Council

7	Increase entertainment and specialty retail opportunities		Development Tourism Commission	Lead: John Stibal at Development Support: BID Chamber Development Brokers
8	Elevate Library as Destination	West Allis has the 2nd busies library in the county /area & is planning to become a destination (i.e. coffee shop/retail/community center) Link library ad campaign to city branding plan	Tourism Commission	Lead: Head of Library Board Support: Development MPLS Communication Dept.
9	Promote restaurants and unique, excellent pedestrian walking and biking paths and trails	Include in marketing plan	Development Engineering Health Tourism Commission	Lead: Mayor/Mark Lutz at Cheese Shop Support: Chamber Communications Dept. Eat West Allis Neighborhood Associations
10	Elevate opportunities for seniors with external collaborations		Senior Communities Recreation Dept.	
11	Image through architecture			

Need Consistent language across goals (resident & citizen).

Goal #2 – Quality of Life				
The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Sense of Community)				
	Strategic Action	Suggested Implementation Actions	Lead Dept/Gov	11.11.16 Suggestions to Lead Dept/Gov & Support by Dept/Agency/Name
1	Align & clearly show connections across governance & department plans & progress	Deepen citizen & stakeholder education about city services & the city budget/plans/priorities	Common Council Mayor Administration IT Support (put plans online)	
2	Focused Commercial and Residential Code Compliance Program; Essential department processes that speed up compliance from clients, residents & maintain consistency in all areas of enforcement throughout the City	Engage citizens from the city assets they already value	BINS DPW Health Housing Development IT	Fire Inspection re: Building Codes
3	Beautification and infrastructure improvements Plan and Implementation Site & landscaping – Image Enhancement	Façade grants & loans (residential & commercial)	DPW Development Engineering	
4	Ensure residents in and across West Allis-West Milwaukee will have access to the resources to live a healthy lifestyle & demonstrate behaviors that support a healthy lifestyle. Prevent or reduce substance use and abuse among youth and adults in West Allis. Partners: schools & hospital	Should not have West Milwaukee listed, not listed elsewhere	Health, Police, Fire, ~~WAWM School District~~	Fire Dept: EMS Chief & Mobile Integrated Health Coordinator Champions: Police-Community Services
5	Reduce highest call volume priority: cooking fires Partner school	Why cooking fires? Elderly?	Fire, Common Council, Communications, ~~WAWM School District~~	Fire Dept: Fire Prevention Chief Support Health? Depends on what is underlying factors
6	Identify and Implement Crime Prevention Strategies Partner school		Police, Common Council, Communications, ~~WAWM School District~~	
7	Maintain a level of safety in homes to protect current and future residents, while not being overly stringent or obtrusive		BINS, Common Council,Communications Police Fire	Champions: Police-Community Services
8	Complete Streets - Complete streets that provide safe and healthy choices for multiple users of all ages, including		Mayor, Common Council, Development,	

	people driving, biking, walking or taking transit.		Engineering, PW	
9	Parks and Open Space (and art: murals, gallery nights, art walks)	Continue to improve, expand focus to maintenance and security	DPW Development Police	
10	Assist Vulnerable Populations Partner with hospital & school, other community groups/support community agencies & churches. Address homeless who use the library.	need improved service supports for the underemployed/working poor & those who are in poverty but need assistance as they already use available services to get out of poverty but cannot	Lead: Health Police Fire Development	Champions: Police-Community Services Fire: Mobile Integrated Health Coordinator
11	Cameras	Install and maintain cameras to improve safety and security of community	IT/CFE, Police, DPW, Development	Champions: Police-Community Services This has started maybe say expand use??
12	Fiber, Computer Networks and Phones	Continue to ensure safety, security and continuity of technological services	IT/CFE	
13	Emergency government program	Active awareness and training for crisis response	Mayor, Fire, Police, Health, DPW, Adm, others as required and needed	Champions: Police-Community Services Fire: Operations Chief This goal #13 could be in goal #5

Champions: Police Capt. Beyer

Goal #3 Citizen Engagement				
The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging and ownership for citizens.				
	Strategic Action	Suggested Implementation Actions	Lead Dept/Gov	11.11.16 Suggestions to Lead Dept/Gov & Support by Dept/Agency/Name
1	Strategic Communications Plan	Utilize existing tools and methods to increase awareness; Increase internal communciations; implement feedback tools to measure effectiveness;	Communications All Dept	Lead: Jon Matte (at Communications Dept) Support: Mayor Common Council All Departments
2	Cohesive city brand for citizen communication	Communication audits; Department cooperation; develop and execute plans using all applicable tactics/tools for each external communication; new releases and media inquiries	Communications Goal #1 marketing?	Lead: Jon Matte (at Communications Dept) Support: Mayor Common Council All Departments
3	Demonstrate progress geographically on both commercial & residential code compliance	Engage citizens from the citizen assets they value	BINS, Health, DPW, Development, IT	Lead: Ed Lisinski Support: BINS, Health, Police, DPW Fire: Fire Prevention Chief
4	Demonstrate progress geographically on beautification & infrastructure development		Development, Health, DPW, BINS, IT	Lead: John Stibal at Development Support: Engineering, DPW GIS
5	Create with citizens & stakeholders "city 101 academy" and workshops		Mayor, Adm, Communications, All	Lead: Mayor Support: Communications All Departments
6	Optimize strongest partnerships with stakeholders to create new volunteers, employment & training opportunities		Mayor, Adm HR	Lead: Audrey K. Support: All Department Heads
7	Cultivate strategic relationships and partnership with local, regional and national businesses and organizations		Mayor, Common Council, Adm, All Departments	Lead: Mayor Support: Common Council Chamber BID Fire: Operations Chief
8	Expand access to information, programs and services thorugh website and social media	Revamp and revitalize website; create citizen-focused website (not department focused);	Communications, All Departments	Lead: Jon Matte at Communications Dept Support: IT Communications Fire: Fire Prevention Chief
9	Expand and improve city publications opportunities	Newsletter advertising and improvement,	Communications	Lead: Jon Matte at Communications

		strategic marketing materials for special projects, events and programs		Dept Support: IT, Chamber
10	Create virtual city hall	E-services and information on website, provide opportunities for citizens to access city services remotely instead of forcing to come to City Hall; online payments	IT/CFE, All departments	Lead: Jim Jandovitz Support: Communications All Departments Fire: Fire Prevention Chief
11	Provide simplified citizen (business) focused services	Created streamlined environment which eliminates need for citizen/business to go to multiple departments for needs or require them to know which department handles what	IT/CFE, All Departments Common/same actions: Can we pick the best spot & not duplicate? (agree)	Lead: Jon Matte at Communications Dept. Support: Communications All Departments Fire: Fire Prevention Chief
12	(no goal here, simply numbered)			
13	Citizen satisfaction surveys Neighborhood Association Council	Query and track citizens opinions and experiences with city services; review and implement changes based on responses	Communications, All	Lead: Alderperson Michael May Support: Neighborhood Associations All Departments
	Expand legislative activities online (legistar)			
	Expand knowledge/awareness, assessment process			

Goal #4 Economic Vitality & Sustainability				
The City of West Allis will protect the organizational fiscal wellbeing through long term planning and fiscal analysis; further, proactive well planned development and redevelopment opportunities are promoted and maintained.				
Strategic Action		Suggested Implementation Actions	Lead Dept/Gov	11.11.16 Suggestions to Lead Dept/Gov & Support by Dept/Agency/Name
1	Program/Plan Analysis based on data	Used data driven decision making		
2	Long Term Financial Plan and Strategy		Adm; Finance, Common Council	
3	Priority Based Budgeting		Adm, All	
4	Shared Services Review & Implementation		All	
5	Organizational Operation Innovations – how can we provide the same level of service differently to maintain or reduce costs		All	
6	Sustainable Capital Improvement Plan and Debt Policy		Common Council, Adm, Finance,	Fire: Operations Chief

			PW, Engineering	
7	Equipment and facilities replacement, maintenance and repair plan		All	
8	Operational Analysis/Audit/Alternative Service Delivery Options analysis		All	Fire: Operations Chief
9	Risk Management/Policy and Procedure Review	Regularly review and update	City Attorney's Office?	
10	Reduce reliance on alternative funding sources for essential services		All, Finance Administration	
11	Business Recruitment & Attraction	Actively market West Allis as a leading place to start a business	BID Chamber	
12	Ongoing analysis of organizational structure and prior to each vacancy, proactive v reactive	Provide factual basis for maintaining current structure; not emotional/fear inducing arguments try alterative options prior to replacement; look for opportunities to collaborate or utilize technology; if possible innovate service delivery prior to vacancies to reduce impact on citizens and need for replacement	Adm Common Council	
13	Create virtual city hall	E-services and information on website, provide opportunities for citizens to access city services remotely instead of forcing to come to City Hall; online payments	IT/CFE, All departments	Don't duplicate strategic action items in each goal (#13, 14 here), pick one spot (agree).
14	Provide simplified citizen (business) focused services	Created streamlined environment which eliminates need for citizen/business to go to multiple departments for needs or require them to know which department handles what	IT/CFE, All Departments	
15	Technology support and implementation	Continue to develop citywide technology opportunities and utilize software to ensure efficient and effective use of government	IT/CFE, All	

Put government staff under Goal #5 (Items here: 2,3,4,5,6 to end) #4 should be community focus. Prefer separate "as is".

Goal #5 Excellence in Government
The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and lean operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

	Strategic Action	Suggested Implementation Actions	Lead Dept/Gov	11.11.16 Suggestions to Lead Dept/Gov & Support by Dept/Agency/Name
1	Establish City Wide – Standards, Core Values and Competencies for Employees; create a culture of innovation & continuous improvement	actively engaged employees, excellence in customer service, (internal/external), technology utilization, benchmarking, best practices, metrics, accountability, lean training and tools	Mayor, Common Council, Adm, all as appropriate	Innovation reward
2	Hiring, Retention, Performance Recognition and Rewards will focus on abilities and adherence to core values and competencies. (current employees will be given resources to assist in achievement.)		Common Council, Adm, HR.	New employee recruiting program $$ City and school district co-buying and other joint efforts Innovation reward Get employee input and feedback on process and recognition
3	Collaborate and engage with other organizations for shared service opportunities.	Employee newsletter, Adm Office Hours at each location, employee town halls	Mayor, Common Council, departments as applicable	Training on changes
4	Increase all employee knowledge of organizational operations, goals and plans. Employees will actively support and ensure successful implementation of policies and programs adopted by the Mayor and Common Council.		Adm, Department Heads, All	
5	Policies and procedures will provide ability to be flexible and adaptable in ever changing environment to allow the organization to continuously improve operations.	Review each process and related ordinance/procedures/practices to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities	All Lead: CAO	Communication importance engage employees
6	Provide information and service access online (online application, information, etc.) This is for employees or residents?	Create streamlined environment which eliminates need for citizen/business to go to multiple departments for needs or require them to know which department handles what	All	Don't duplicate
7	Create virtual city hall 24/7	E-services and information on website, provide opportunities for citizens to access city services remotely instead of forcing to come	IT/CFE, All departments	Don't duplicate

		to City Hall; online payments		
8	Provide simplified citizen (business) focused services Define simplified!	Created streamlined environment which eliminates need for citizen/business to go to multiple departments for needs or require them to know which department handles what	IT/CFE, All Departments	Don't duplicate
	Utilize all software to greatest extent			
	Expand employees knowledge of data sources and software			

Appendix E - Strategic Plan Open House and Internet Feedback

Goal #1 – Image/Brand/Destination *The City of West Allis will become the "preferred municipality in the Milwaukee metropolitan area, the state, and the countryfor visitors and residents through a centrally-focused marketing, branding and far reaching events.*
More family orientated; less renters; safety; higher class stores; clean it up; making people prouder of their neighborhood; marketing for West Allis***
Increase entertainment and specialty retail opportunities citywide to deepen block-level to commercial corridor connections as destinations
Formalize clear image and marketing development plan ; increase entertainment and specialty retail opportunities;
Create hook for city like City of Fountains or birdhouses (on street trees)
Move farmer's market administration so it can be promoted and have other uses during the year
Create farmer's market marketing plan and creative ways to use the space more than 3 days/week, 6 months/year
Streetscaping and signage program
Safety first – zero tolerance of all criminal behavior; Safety. Dispel the rumor of our city being trashy / family friendly..to draw more families to visit and live/ food music entertainment...not having to travel too far for good food and culture
Stop calling it "Stallis"
Coordinated community communications and regularly through multiple outlets
Aligning how we collaborate city agencies
Promote city-wide businesses across sectors by creating a city-wide marketing plan that connects them to the city's renown walking and biking paths and trails I see these goals as working together, as it seems like the downtown area has its own agenda rather than working with the larger city to build itself up to be a destination downtown ala BayView, Cedarburg, Wauwatosa, etc. There are so many great buildings down there, and it's a terrific area, but it needs an anchor business that will bring in people consistently day and night. I don't think this city needs another Cafe Hollander, but something like that. I also think highlighting ways to make the city more walkable and bike friendly is very important. I hate how much I have to drive in West Allis. (I used to live downtown, and the thing I miss most is my ability to walk everywhere.) I now drive to a park to walk, which seems ridiculous. If I felt safer riding my bike from my home, I would do that much more frequently too.
Crime: It's obvious why minimizing crime is important. To that end, DO NOT tell the WAPD to adopt a similar "Do Not Chase" policy as the Milwaukee PD currently has for their cops
Create a 'destination environment' as best you can
Where you can, discourage certain types of resale shops, check cashing places, tattoo places tax-exempt church properties.

Goal #2 – Quality of Life
The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Sense of Community)
Accountability for all police, citizens and city employees
Increase neighborhood communication
Identify specific goals – what are you going to do to accomplish these goals?
Opportunity for dog park brings neighbors together; helps keep people visible

Intersections 92nd and Lincoln to 92nd and National traffic should be investigations
Provide programs and opportunities to help the homeless population
Create code compliance program that includes citywide beautification improvements
Improve city wide parks and open space – a city this size should have a parks committee or an employee dedicated to parks
Expand existing efforts to achieve complete streets
Deepen citizens and stakeholder education
Develop/implement strategies to improve safety/security
Stop the massive building of interstate highways
walking/biking/public transportation are important. I also think this goal is important: "Improve key service supports for the city's underemployed/ At-, median & below poverty-level residents" The more we can support all of our citizens, the better, as helping under- or under-employed people with services will allow them to get back on their feet more easily and live more comfortably, which in turn deters crime in more impoverished areas.
Safety for my children / education ...future for my children
good property values and sense of pride
Strengthening of family units within our community
Adopt tough on crime philosophy
Traffic signal coordination
Fine people who put trash on curb that doesn't belong on curb
Goal #3 Citizen Engagement ***The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging and ownership for citizens.***
Revitalize city website
City Academy 101
Citywide citizen centered program
Mail – not all people use the internet, need another way to reach them
Connect and communicate with block club captains where residents are needed for engagement
Connect the block captains together in neighborhood to do neighborhood things together
I don't have much opinion here. I feel like it's pretty easy to figure out what is happening in West Allis. I love the coffees with the mayor and that access that provides, though I have a hard time making Monday mornings.
More info via social media and email regarding happenings in the city.
Do not post responses to nextdoor.com but only Facebook. Advise Nextdoor users that comments are welcome on Facebook page.
come up with some online method where residents can advise other residents about criminal activity in the neighborhoods without delay
Have neighborhood partnership meetings at City Hall to provide residents idea of daily activities
Require city employees to respond to email inquiries from taxpayers
Goal #4 Economic Vitality & Sustainability
The City of West Allis will protect the organizational fiscal wellbeing through long term planning and fiscal analysis; further, proactive well planned development and redevelopment opportunities are promoted and maintained.
In the shopping mall near state fair/downtown add – yoga studio, Panera, Starbucks, Target, farmers market, boutiques, bagel place
Music and Yoga in the parks

Get rid of “trashy” establishments that bring in the “riff raff”
Make it easier to start a respectable business
Less bars, cigarette shops, etc. (have police officers and citizens check in on these businesses)
Add $200K in budget to build home in empty lots (improve image)
I do think it would be great to make West Allis forward-thinking in terms of sustainability and using green energy as much as possible
Promote economic vitality and business growth within the City’s business community through the promotion of entrepreneurialism and financial programs to help open a business, expand business retention and expansion efforts to strengthen current employment base, and having a progressive business environment that attracts quality businesses and further diversifies the City into new commercial, retail, and industrial markets- (i.e. expand commercial façade program, foster incubator space, technical assistance, lending, etc.)
Increase local business revenue
maintain or decrease Property taxes
properly fund schools
Well maintained streets, buildings, parks, etc.
Upgrade declining neighborhoods.
Drawing solid businesses to our community
Easy access to/from the freeway is a boom for any economic growth
smartly designed traffic signals at points along routes to the Interstate are desirable for commerce going to/from West Allis
The largest expense of City Government is salary and benefits. consider giving the TAXPAYING citizens of West Allis a break in their property taxes that are partially used to fund employee benefits
Goal #5 Excellence in Government
The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and lean operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.
Have a drawing to have a chance to have property taxes paid with the proceeds for the sales of the tickets going for community events or for the water issues.
Make sure there is accountability in implementing the goals and priorities that were identified in the survey through the budget
it would be great if our "excellence in government" could extend to the state level. I feel like Scott Walker's mismanagement at the state level is really screwing up West Allis, because no one can get here. No one from other parts of town wants to drive out here, because the construction is confusing and annoying. A small gas tax increase would be so welcome to move this construction along more quickly.
A locally available government with little to no personal fiscal motivation when personally involved in city planning
Efficiently run services on every level
Attracting the best possible leaders to government
communication of plans and goals of leadership and involving the community in decision making, where possible
Reward good employees with some extra perk, but don't make it a routine where it ends up that EVERYBODY in a given department will EVENTUALLY get this award. Face it, every employee in any job is different. City Hall employees are no different than teachers, cops, cashiers, cooks, engineers, doctors, DPW workers in this context. There are excellent ones, average ones, and bad ones in EVERY profession.
Post the direct e-mail address to reach City employees directly on the City's web page of that department.
Re-organize some of the City's web pages to make them easier to navigate. For example, I was trying to find any document the showed vote totals for the given candidates in this past election

Appendix E - Lean and Continuous Improvement Tools

Tools *(may be used in Strategic Plan Implementation)*

- 5 Whys
- Fishbone Diagram
- Plan Do Check Act Worksheet
- Problem Statement Scope and Goals Worksheet
- A3
- Project Mini Charter
- Process Mapping – Current and Future

Appendix F - Strategic Plan Goal Progress Worksheet

Goal -					
Strategic Action	Actions	Lead Dept./Gov Responsible	Progress/Success	Roadblocks	Timeline

Appendix G - West Allis Fact Book

Available here.

CITY AT THE CENTER
WEST ALLIS
2017-2021

City of West Allis Five Year Strategic Plan

Strategic Goals

Strategic Goal 1 — Image/Brand/Destination

The City of West Allis will become the "preferred municipality in the Milwaukee Metropolitan area, the state, and the country"* for visitors, residents and businesses through focused rebranding, marketing and promotion actions. * as per the West Allis Vision Statement

Strategic Goal 2 — Quality of Life

The City of West Allis will promote the quality of life for residents by ensuring a safe and healthy community. (Public Safety, Health, Private and Public Infrastructure, Aesthetics, Sense of Community)

Strategic Goal 3 — Economic Vitality and Sustainability

The City of West Allis will protect the organization's fiscal wellbeing through long term planning and fiscal analysis. Further, proactive and well planned development and redevelopment opportunities will be promoted and maintained.

Strategic Goal 4 — Citizen Engagement

The City of West Allis will increase citizen engagement to facilitate a sense of community, belonging, and ownership for citizens.

Strategic Goal 5 — Excellence in Government

The City of West Allis will continually review the best methods for effective and efficient service delivery by utilizing continuous improvement and LEAN operation techniques. Innovation and service excellence is expected and employees will be held accountable and rewarded for such.

City of
WEST
ALLIS
2017-2021 Strategic Plan

www.westalliswi.gov

January 17, 2017