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## **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
- Used on a daily basis to ensure resources are being allocated to the appropriate programs and services
- Used on an annual basis to establish budgeting priorities; develop and implement programs to effectuate progress toward the future goals
- Provide greater accountability
- Create a share vision and innovations

The plan provides a road map to follow to reach our goals. This is a guiding document that connects the goals,

## Steering Committee

### Elected officials - Ex-Officio members:

**MAYOR DAN DEVINE**

**MUNICIPAL JUDGE Paul M. Murphy**

### **ALDERPERSONS**

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

### Steering Committee Members:

<b>Position</b>	<b>Name</b>
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
BINS Director	Ed Lisinski
IT Director	Jim Jandovitz
Communications Director	Jon Matte
Health Department Director	Sally Nusslock
Development Director	John Stibal
Engineering/DPW Director	Mike Lewis
City Administrator	Rebecca Grill
Police Chief	Patrick Mitchell
Fire Dept. Representative	Mason Pooler
PFC Member	Fred Mikolajewski
Young Professionals**	Angela Mork

\*\*appointed by Mayor

- Angela DAngel
- **Process Co-Facilitators:**
- Angela Allen, PhD: Milwaukee County UW-Extension Community, Natural Resources & Economic Development Educator/Faculty
- Jerry Braatz:, AICP: Waukesha County UW-Extension Department Head & Community, Natural Resources & 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 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 within a quality living and working environment
- Provide a positive, progressive, and creative approach to the budget, management and operation of the City



## 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 business a coordinated, efficient, effective and responsive level of service. The City of West Allis will make this community the preferred municipality in the Milwaukee metropolitan area, the state, and the country.

## 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 December 2016. UW-Extension’s unique contribution is community engagement and education between public organizations & citizens, particularly from a strengths-based approach for transformative community change. Because of this, the process included:



UW-Extension’s unique contribution is community engagement and education between public organizations & 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 three integrated elements:
  - a citywide random sample paper survey,
  - several focus groups with key populations throughout the West Allis community who will be essential influencers necessary to drive progress toward achieving the city’s strategic goals and actions to address issues,
  - a community open house phase (represented by the participation of over 100 citizens who talked with the process co-facilitators and several plan Steering Committee members Saturday, August 27<sup>th</sup> at the Settler’s Days weekend event), and;
  - 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.

## 2016 City of West Allis 5-Year Strategic Plan

### Process Overview & Timeline

Approved/final: May 19, 2016

May 2016	June - September 2016	September - November 2016	December 2016
<b>Plan for Planning</b> <ul style="list-style-type: none"> <li>• Pre-Plan Doc Review &amp; Fact Book Development</li> <li>• Process Champion Preparatory Interviews</li> <li>• Pre-Process Conference with Steering Committee</li> </ul> <b>Internal &amp; External Assessment</b>	<b>Public Input</b> <ul style="list-style-type: none"> <li>Citywide Public Survey</li> <li>Focus Groups</li> <li>SOAR Community Education &amp; Engagement open houses: Strengths Opportunities Aspirations Results</li> </ul> <b>Strategic Issue Development</b>	<b>Strategy Formulation</b> <ul style="list-style-type: none"> <li>• Public &amp; Stakeholder Input Analysis</li> <li>• Strategic Goal/Objective Identification</li> </ul> <b>Draft Strategic Plan</b>	<b>Plan Implementation &amp; Management</b> <ul style="list-style-type: none"> <li>• Formal Adoption of Plan by City Governance</li> <li>• Ongoing Community Engagement</li> <li>• Annual Plan Reassessment &amp; Monitoring</li> </ul>

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](http://www.westalliswi.gov/strategicplan)) on the City website for the five-year strategic plan, which will be updated as the process continues.

City Department will utilize lean and continuous project management tools to complete plans. (examples provided in appendix.) Additionally, goal progress will be provided in

format provided in appendix.

## City Situational Context

The City of West Allis is an inner ring suburb in the Milwaukee Metropolitan region that makes up over 1.5 million people (Milwaukee, Ozaukee, Washington, and Waukesha counties).

Demographic analysis from the City of West Allis Fact Book (**found in Appendix XX**) 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.

Examples from the Fact Book demographic analysis demonstrate 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 Milwaukee 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 other communities
- An **older housing stock** that requires maintenance to remain a vital part of this **affordable workforce housing** in the community
- A **lower rate of violent crime that has a declining trend over 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<sup>1</sup>. 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 Bryson method along with the SOAR method (Strengths, Opportunities, Aspirations, and Results). SOAR, developed by Iowa State University, focuses participants on current strengths and desired priorities not only for the organization, but also for the context within which the organization functions. Compared to the strengths/weaknesses/opportunities/threats or challenges (SWOT or SWOC methods), 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.

Additionally, a public input phase was completed at the same time as the Steering Committee was collecting data per city department engaged in the formulation of the processes’ strategic goals and issues. This strategy formulation integrates all of the data from both the public input phase and the Steering Committee. The following table details what 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 & participated in public input design, Settler’s Weekend focus groups
July	<ul style="list-style-type: none"> <li>• Small Business Focus Group</li> <li>• Large Business Focus Group</li> <li>• Citizen Focus Group</li> </ul>	Steering committee begins formal departmental data collection
August	<ul style="list-style-type: none"> <li>• Nonprofit Focus Group</li> <li>• Young Professionals Focus group</li> <li>• Settlers Weekend – Saturday August 27<sup>th</sup> public engagement of over 100 citizens over 6 rounds of focus groups</li> </ul>	Individual departmental check in one-to-one meetings with Steering Committee finalizes data collection

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

## How the Citizen Survey, Focus Groups & Other Public Input Connect

UW-Extension conducts a random-sample citizen survey to ensure validity. Validity means that the findings represent and measure solid claims. Further integrating the results of the survey with the stakeholder focus groups and the one community open house held at Settler’s Weekend strengthened the validity of the public input: using the themes together from both the surveys and focus groups provide proven methods to ensure the significance of the claims made because of their validity.

Here is an example of how we used the data’s validity to uplift the themes from the data. The themes from the data made up the Strengths, Opportunities, Aspirations, and Results (SOAR analysis), and the strategic goals and five-year strategic action items:

- 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 Settler’s Weekend citizen input was that one of the top reasons participants remain is that the city is friendly and has a small town feel. Another strong theme was 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.
- Similarly, in the citizen survey, the most commonly written suggestions by respondents for ways to improve the city’s image were to address issues about property maintenance and aesthetics, safety and crime, streets, traffic and transportation, business/economic development, and rental properties. These were all strong issues/action items suggested across focus groups and the Settler’s Weekend as well.
- One finding of the citizen survey found 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. Strategic actions that can be taken to achieve the goals (if were found to also be consistent across all the public input phase data and the city department input of current efforts) are to engage long-time homeowners as one of possibly several 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), that is an opportunity 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 from this example, 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 meet gaps/areas not already being addressed or written up in city plans to address.

## SOAR ANALYSIS

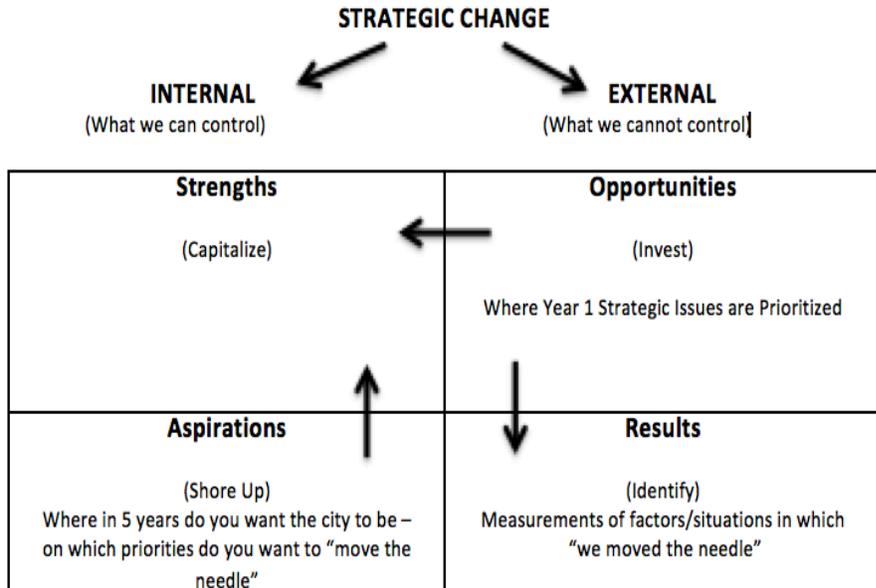
In addition to the tradition strategic plan components; the City of West Allis strategic plan process also included essential public input, which framed both internal city governance and external city governance considerations. Input was collected with the SOAR analysis outlined below.

### 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 & 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



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

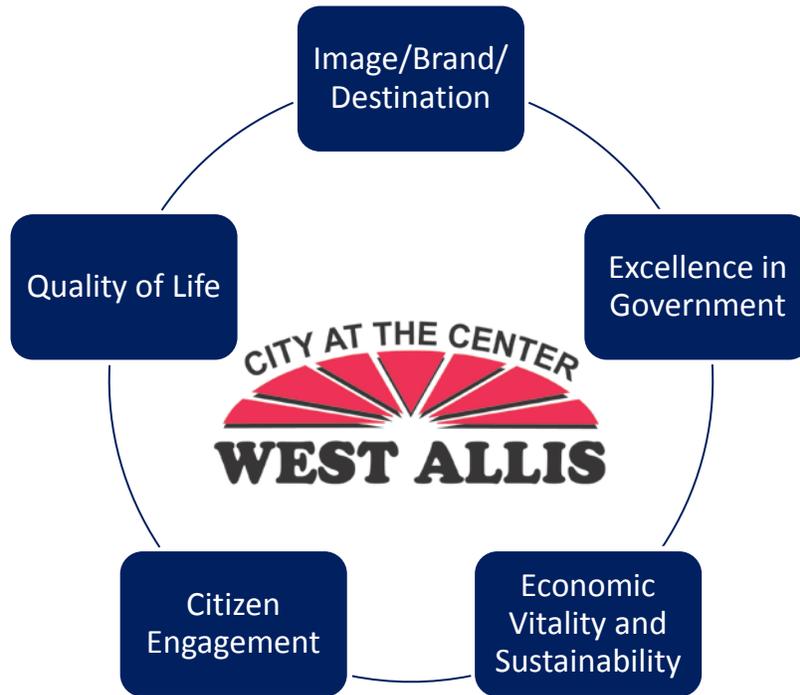
(goal statements + issue identification)

## SOAR Results

A compilation of the SOAR analysis with the various stakeholders 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 Appendix XX.

Strengths	Opportunities
<ol style="list-style-type: none"> <li>1. Location</li> <li>2. Labor market</li> <li>3. Financially stability</li> <li>4. City Employees</li> <li>5. Full service city with high levels of service</li> <li>6. Affordable housing/cost of living</li> <li>7. Sense of Community</li> <li>8. Parks &amp; Schools</li> <li>9. Residential Diversity</li> </ol>	<ol style="list-style-type: none"> <li>1. Image Enhancement</li> <li>2. Citizen engagement</li> <li>3. Supportive Citizens</li> <li>4. Collaboration/Shared Services</li> <li>5. Technological possibilities</li> <li>6. Development Prospects</li> <li>7. Property maintenance (residential &amp; commercial)</li> </ol>
Aspirations	Results
<ol style="list-style-type: none"> <li>1. Improve image</li> <li>2. Become a destination (visitors and residents)</li> <li>3. Maintain/improve safety and security</li> <li>4. Citizen Engagement</li> <li>5. Collaboration/Shared Services</li> <li>6. Maintain redevelopment focus and goals</li> <li>7. Improve housing stock &amp; market mix</li> </ol>	<ol style="list-style-type: none"> <li>1. Benchmarking/Best Practices/Metrics</li> <li>2. # of Shared Services</li> <li>3. Maintain/enhanced service levels</li> <li>4. Increased development</li> <li>5. Increased in engaged citizenry</li> <li>6. Increased educational opportunities</li> <li>7. Increased property values</li> <li>8. Preferred Municipality/Destination</li> <li>9. Population Growth</li> </ol>

## 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<sup>2</sup>” for visitors and residents through a centrally-focused marketing, branding and far reaching events.

### 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 & 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 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<sup>3</sup>” for visitors and residents through a centrally-focused marketing, branding plan and strategic, far reaching events.

Strategic Action	Lead Dept/Gov	2017	2018	2019	2020	2021
Formalize a clear image marketing & brand development process	Lead: City Administration, Communications, Mayor/Council  Support: Chamber, Tourism Commission					
Align city newsletter with business and stakeholder investment in strategic partnerships with businesses/community organizations.  Align collaborations across city agencies (e.g. BID, WA Chamber, etc.)	Lead: Communications  Support: Development Chamber Tourism Commission					
Collaborate with key community organizations/groups to center citizen & stakeholder engagement on community/neighborhood heritage, history & sense of community experiences/goals	Lead: Communications, City Administration, West Allis Community Improvement Foundation  Support: Neighborhood associations & block clubs Historical Society Mayor, Common Council					
Coordinate communication of housing development & improvement goals, priorities & opportunities across citizen demographic groups & markets	Lead: Development Support: Mayor, Common Council, CDA					

<sup>3</sup> As per the City of West Allis Vision Statement.

<p>Create a Farmer’s Market marketing plan that expands the market’s role as a city-wide and regional destination</p>	<p>Lead: Tourism Commission, Development</p> <p>Support: Mayor, Common Council, Health Chamber</p>					
<p>Develop a citywide residential and commercial corridor common community streetscaping and signage program that markets neighborhood, community, and corridor culture, strengths and welcomes visitors/residents/stakeholders</p>	<p>Lead: Engineering, Development</p> <p>Support: Mayor, Common Council, CDA, Beautification Committee Tourism Commission</p>					
<p>Increase entertainment and specialty retail opportunities citywide to deepen block-level to commercial corridor connections as destinations</p>	<p>Lead: Mayor, Development</p> <p>Support: Common Council, Chamber, BID, Tourism Commission</p>					
<p>Leverage Library success as city, county destination &amp; local community center</p> <p>Link library ad campaign to city branding plan</p>	<p>Lead: Library, Library Board</p> <p>Support: Mayor, Common Council Development</p>					
<p>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</p>	<p>Lead: Development, Engineering, Health</p> <p>Support: Mayor/Council, Chamber, BID, Communications, West Allis neighborhood associations/block clubs, Tourism Commission</p>					

## Goal #2 – Quality of Life

The City of West Allis will promote the quality of life for residents to ensure a safe and healthy community citywide, by connecting public safety, health, private and public Infrastructure.

Strategic Action	Lead Dept/Gov	2017	2018	2019	2020	2021
<p>Deepen citizen &amp; stakeholder education about city services &amp; the city budget/plans/priorities.</p> <ul style="list-style-type: none"> <li>Align common/connected strategic goals, outcomes &amp; results across all city mandated, department &amp; agency plans (Citywide &amp; per department strategic plan, Comprehensive Plan, Parks Plan, Facilities Plan, Capital Improvement Plan, commercial corridor plans)</li> </ul>	<p>Lead: City Administration, Communications</p> <p>Support: Mayor, Common Council, All city departments &amp; agencies</p>					
<p>Create a city-wide commercial and residential code compliance program that includes citywide beautification improvements, infrastructure improvements</p>	<p>Lead: DPW, BINS, City Administration, Housing, Development, Engineering</p> <p>Support: Mayor, IT, Health, DPW, Police, Fire, Attorney, Court</p>					
<p>Support/leverage Health Department’s partnerships &amp; strategic plan goals across additional city departments, agencies &amp; key groups to ensure residents demonstrate behaviors of healthy lifestyles by increasing access to healthy lifestyle resources. Prevent and reduce substance use and abuse among both youth and adults in West Allis.</p>	<p>Lead: Health, City Administration</p> <p>Support: Police, Fire, WAWM School District</p>					
<p>Identify best department-wide &amp; city-wide crime prevention strategies &amp; expand/improve them; communicate impact/results of aligned/connected strategies success with citizens</p>	<p>Lead: Police, City Administration</p> <p>Support: Mayor/Common Council, Communications, WAWM School District</p>					
<p>Expand existing efforts to achieve citywide Complete Streets program that provides safe and healthy transportation choices for multiple users of all ages, including driving, biking, walking or taking transit.</p>	<p>Lead: Development, Engineering, PW</p> <p>Support: Mayor, Common Council,</p>					

Improve city-wide parks and open space maintenance and security	Lead: PW, Police, Development, IT Support: Mayor, Common Council,					
Improve key service supports for the city’s underemployed/ At-, median & below poverty-level residents	Lead: Health, Housing, Fire, Police, BINS, Development					
Develop and implement city-wide best strategies that improve city-wide safety and security	Lead: IT/CFE, Police Support: Mayor, Common Council, PW, Development					
Continue to ensure safety, security and continuity of technological services (fiber networks, community networks & phone/communications systems)	Lead: IT/CFE Support: Mayor, Common Council					
Expand city and community-wide crisis/emergency/critical incident response training	Mayor, Fire, Police, Health, PW, Adm, 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	2017	2018	2019	2020	2021
Create with citizens & stakeholders “city 101 academy” and workshops based on the results of the shared strategic goals and outcomes/progress of citywide plan alignment	Lead: City Administration Support: Mayor, Common Council					
Optimize strongest partnerships with stakeholders to create new volunteer, employment & training opportunities	Lead: City Administration Support: Mayor, HR					
Attract and scale up citywide citizen-centered programs & services by cultivating strategic partnerships with local, regional and national businesses and organizations.	Lead: Mayor Support:, Common Council City Administration					
Revitalize city website by conducting a citizen focused citywide communications & social media strategy plan, featuring a program & service information exchange & clearinghouse	Lead: Communications Support: City Administration					
Create Virtual City Hall where citizens can access citywide e-services, public reports and plans, city brochures, make required city hall online payments, information, committee meeting agendas/minutes/resources	Lead: City Administration, IT/CFE, Communications Support: All departments					
Engage citizens and industry/business sectors to create an user experience one-stop shop that streamlines requirements for city licensing, city permit processes and related city services	Lead: City Administration, IT/CFE Support: All departments					

## Goal #4 - Economic Vitality & Sustainability

The City of West Allis will protect, promote & maintain fiscal wellbeing, including support for proactive citywide development and redevelopment opportunities.

Strategic Action	Lead Dept/Gov	2017	2018	2019	2020	2021
Continue to develop city department & agency long-term financial strategic plan and data-driven decision-making processes	Lead: City Administration Support: Finance					
Engage citywide departmental priority based budgeting, including shared city services review/implementation & 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 Support: Mayor, Common Council, Finance					
Develop & implement city departmental human resource succession plan that allows for service to citizens to continue with excellence while restructuring for vacancies& hiring processes	Lead: City Administration					
Actively engage citizens and community stakeholders in identifying the areas/facilities/assets to market the citywide of West Allis as a leading place to start a business or relocate a business or public organization	Lead: Development, BINS Support: Mayor, Common Council					
Continue to develop city wide technology opportunities and utilize software to ensure efficient and effective use of government	Lead: IT/CFE, City Administration, all departments Support: Mayor, Common Council					

**Goal #5 - Excellence in Government**

The City of West Allis will deepen & expand its service excellence; exemplifying a reputation as excellent, innovative and efficient in its service delivery.

Strategic Action	Lead Dept/Gov	2017	2018	2019	2020	2021
Create a culture of innovation & continuous improvement among city departments & agencies by establishing citywide employee performance standards, core values & competencies for employees	Lead: City Administration, Department Heads  Support: Mayor, Common Council					
Increase citywide department & agency employee knowledge of organizational operations, 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					
Create streamlined citizen & business service environment citywide, eliminating need for citizens & stakeholders to go to multiple departments	Lead: City Administration, IT/CFE Support: All departments					

## Conclusion and Role Opportunities

The five-year strategic plan will be re-assessed annually. The plan process Steering Committee, once the Common Council formally adopts the plan in January 2017, will transition to plan implementation sponsors & champions, which should include a much broader engagement of the city's citizens and stakeholders. This transition will include updating membership and agreements on how to operate in facilitating teams that support organizational change. In addition, plan implementation sponsors & champions citywide/across all citizen and stakeholder groups are advised to use this strategic plan alongside city department and agency specific strategic plans, city adopted plans (such as the city budget, the city comprehensive plan, the city capital improvement plan, and other adopted plans), aldermanic district efforts and neighborhood or commercial corridor plans, and processes such as the city's efforts in continuous quality improvement. One method by which strategic plan implementation can be coordinated across and within plan implementation process sponsor and champion teams are SMART goals (specific, measurable, actionable, results-based and timely goals). Research and best practices have proven that SMART goals lead to ideal planning alignment and implementation, as well as better overall performance. 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 goal and 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.

Ideally, both plan implementation process sponsors and champions should come from those engaged in the Steering Committee, throughout the process, and in community citywide who have the energy, demonstrated commitment, and influence to adapt the plan as a guide map/working tool to integrate not only city governance processes and efforts, but also citywide community processes & efforts.

These may sometimes be the same people in some cases.

Here are the essential criteria someone considering undertaking this important role should consider before committing to become a City of West Allis Strategic Plan Implementation Process Sponsor and/or Champion:

- **Emphasizes that the strategic plan is a tool/guiding map for the city governance & stakeholders/citizens to use:** LEAN will implement the objectives of the strategic plan as it integrates all other city/department process plans & performance objectives
- **Creates excitement! Moves people to urgency and action**
  - People who provide resources and people who do the work (2 sets of folks)
    - People who have authority to give permission/allow team members to work toward objectives (Implementation Process sponsor/owner)
    - People who do the work required within the tasks (Action team of champions)
- **Develops a team of members (not a committee, but a “guiding coalition” – maybe you just check in but no formal regular meetings, put the objectives out) of individuals per department/constituency to choose action items and achieve strategic goals**
  - Goal example representing how a sponsor/champion could act: let’s the sponsor/champion chooses a strategic goal to enhance the city’s image. With that, an action issue item they could implement would be to do a random sample survey to move the needle to get 75% of residents at the five year mark to say West Allis is a desirable place to live, making this measurable
    - What objectives need to be achieved to meet this goal?
      - The team drives the actions to get the goal met
- **Good Governance & the Five Year Strategic Plan Implementation:**
  - On governance meeting/committee agendas – for every item we have as an action before the Common Council or other committee, that we have a council agenda item just for strategic plan implementation items
    - Building the budget around the strategic plan: aligning budget goals and actionable items with those goals
  - Departmental personnel reviews: what is the employee’s role in the five-year strategic plan (Sponsor? Champion?)
  -

## Plan Implementation Sponsor/Owner Criteria

- **Top leaders who 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).
  - Has the 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.
  - Generates a sense of constructive excitement & urgency to make measurable-but-achievable progress and/or change, as process owners with a working knowledge of which goals and/or 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 itself with key decision points and processes citywide.**

## 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.
- Provides 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.
- Models the kind of behavior they hope to get from other participants; actively working with sponsors to 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 Use & Provide Input Into the Strategic Plan?

- Sign up for notifications regarding the strategic plan at <http://www.westalliswi.gov/notify>. Choose City Strategic Plan
- Participate in ongoing sessions which will be scheduled shortly
- Tell neighbors and friends about the current process
- Check out the Strategic Plan webpage <http://www.westalliswi.gov/strategicplan>

## Appendices

### Steering Committee Department Strategic Issues

City Administration		
Strategic Issues	Strategic Outcomes	Key Actions in Year 1
1. Improved progress in governance culture & direction in leadership toward shared vision	<ul style="list-style-type: none"> <li>Right people, right place, right time to generate &amp; sustain sense of urgency for positive, strengths-based change (policies, procedures, ordinances)</li> <li>Reward desired behavior: increased staff accountability, feedback, leadership by supervisors to manage that leads to improved measurable performance</li> <li>Reduce operation by some which is in the best interest for themselves and not the city has a whole or citizens</li> </ul>	<ul style="list-style-type: none"> <li>Utilize performance based budgeting and LEAN processes to revamp hiring process/procedures,</li> </ul>
2. Succession Planning	<ul style="list-style-type: none"> <li>Employ (hire &amp; retain) high performing, motivated employees</li> </ul>	Identify areas of opportunity and establish secession plan goals.
3. Update/reduce number of policies, procedures, ordinances, service rules & practices	<ul style="list-style-type: none"> <li>Stream line and update processes to reduce conflicts and misunderstandings.</li> <li>Provide flexibility needed to engage in continuous improvement activities.</li> </ul>	Identify conflicts. Create replacement plan.
4. Create a culture of continuous improvement and advanced utilization of existing and new technology	<ul style="list-style-type: none"> <li>Staff is trained in technology, lean management and continuous improvement techniques</li> <li>Continuous improvement is second nature to employees</li> <li>Justifiable reason as to operations (not that’s the way we’ve always done it or I don’t like that.)</li> </ul>	Employee training. Continuous Improvement Initiatives required in each department and part of rating for performance reviews. Part of core competencies.
Improve citizen and employees understanding of governmental processes and requirements.	<ul style="list-style-type: none"> <li>Knowledgeable engaged staff and citizenry</li> </ul>	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 in Year 1
Develop and implement a workplan that details specific action steps and responsible parties for the	<p>Ensure residents in and across West Allis-West Milwaukee will have access to the resources to live a healthy lifestyle &amp; demonstrate behaviors that support a healthy lifestyle.</p> <ul style="list-style-type: none"> <li>Support initiatives that help residents to increase their physical activity</li> </ul>	<ul style="list-style-type: none"> <li>Ensure ongoing support from the Mayor re: the Mayor’s Activity Challenge; Promote and implement the Mayor’s Activity Challenge</li> <li>Expand the SNAP benefits at the Farmers Market</li> </ul>

<p>achievement of the 2016-2020 West Allis-West Milwaukee CHIP Healthy Lifestyles objectives 1. Healthy Lifestyles</p>	<ul style="list-style-type: none"> <li>• Expand or implement 3 new policies re: the built environment to promote physical activity and healthy habits</li> <li>• Utilize worksite settings to support health promotion offerings</li> <li>• Implement initiatives to access fruits and vegetables</li> <li>• Re-establish the West Allis-West Milwaukee Breastfeeding Coalition</li> <li>• Implement strategies to help residents achieve or maintain a healthy weight</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the bike paths, improve the National Ave. crosswalks and install BUBLR bike stations, educate the public on new bike roadway signage</li> <li>• Advocate for businesses to participate in wellness programming</li> <li>• Encourage school and community fruit and vegetable gardens; Explore sites for community gardens</li> <li>• Promote breastfeeding</li> <li>• Advocate for shared use of school physical activity equipment; Meet with school district officials to discuss the shared use of school equipment</li> <li>• Expand the West Allis West Milwaukee Healthy Lifestyles Coalition</li> </ul>
<p>2. Mental Health</p>	<ul style="list-style-type: none"> <li>• Enhance community sensitivity and build support for those residents and families dealing with mental health concerns</li> <li>• Reduce stigma related to mental illness</li> <li>• Build support capacity to assist individuals and families dealing with mental illness</li> <li>• Expand capacity for crisis response and stabilization for those dealing with mental health concerns</li> <li>• Build resilience and expand mental health support for youth in the WAWM School District</li> </ul>	<ul style="list-style-type: none"> <li>• Implement two community based anti-stigma initiatives related to mental illness</li> <li>• Develop or expand two mental health support networks to address issues, and strengthen collaboration and support for those dealing with mental illness</li> <li>• Expand the West Allis-West Milwaukee Mental Health and Substance Abuse Taskforce</li> <li>• Determine logistics of anti-stigma training for frontline community partners</li> <li>• Meet with local media network to discuss a mental illness awareness segment</li> <li>• Outreach to local clergy to introduce the clergy support network initiative</li> </ul>
<p>3. Substance Abuse</p>	<p>Prevent or reduce substance use and abuse among youth and adults in West Allis</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Collaborate with the WAWM School District personnel and the WAWM Community Coalition to coordinate the school based prevention initiatives</li> <li>• Plan and coordinate the media venues to be used for the public awareness initiatives on binge drinking and prescription drug use and abuse</li> <li>• Advocate for the collaboration between the WA Fire Department and the WA Police Department to develop policy regarding the collection of controlled</li> </ul>	<ul style="list-style-type: none"> <li>• Continue the Screening Brief Intervention and Referral to Treatment process</li> <li>• Conduct youth led prevention programs</li> <li>• Promote April as Alcohol Awareness month</li> <li>• Utilize social media and conduct community events to increase public awareness related to binge drinking</li> <li>• Conduct community and prescriber education on prescription drug use, abuse and methods to limit exposure</li> </ul>

	substances from residents' homes	<ul style="list-style-type: none"> <li>Conduct public awareness event on the negative consequences of heroin use</li> </ul>
<b>Police</b>		
<b>Strategic Issues</b>	<b>Strategic Outcomes</b>	<b>Key Actions in Year 1</b>
1. Move from a heavy reliance on the federal equitable sharing account to a sum sufficient police budget	<ul style="list-style-type: none"> <li>Engage with private foundations and train employees on how to identify and apply for grant opportunities. Participate in citywide LEAN initiative to find efficiencies to help with resource/cost shifting.</li> </ul>	<ul style="list-style-type: none"> <li>Assign personnel to engage with private foundations and apply for grants. Assign personnel to participate in LEAN initiative (already in progress).</li> </ul>
2. Identify & leverage current technology to its fullest potential for use by all department personnel	<ul style="list-style-type: none"> <li>Solicit employees to participate in small focus groups. Contact other agencies to visit and review successful technologies and processes utilized by these agencies.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
3. Identify funding & a means to implement body worn cameras to improve transparency & community relations	<ul style="list-style-type: none"> <li>Assign personnel to research grant funding opportunities. (Currently taking place) Participate in citywide LEAN initiative to find efficiencies to help with resource/cost shifting.</li> </ul>	<ul style="list-style-type: none"> <li>Assign personnel to engage with private foundations and apply for grants.</li> </ul>
4. Identify & attract excellent qualified candidates for employment as police officers	<ul style="list-style-type: none"> <li>Obtain consent from PFC, City leaders and WAPPA to pursue lateral transfer program. Work with WAPPA to message the program to current personnel.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
5. Identify & implement crime reduction strategies	<ul style="list-style-type: none"> <li>Increase community engagement (social media, public events, etc...)</li> </ul>	<ul style="list-style-type: none"> <li>Work with personnel to increase efforts in this area.</li> </ul>
<b>Fire</b>		
<b>Strategic Issues</b>	<b>Strategic Outcomes</b>	<b>Key Actions in Year 1</b>
1. Online Permits	Fully automated one-stop shopping for permits citywide within the next few years.	<ul style="list-style-type: none"> <li>Platform for online permit submittal, approval, and payment that works across the Building and Fire Department</li> </ul>
2. Shared Services	<ul style="list-style-type: none"> <li>Fully automatic dispatching across communities.</li> <li>Nearly identical guidelines and training across the County.</li> <li>Keeping response times low while meeting budgetary and staffing demands in future years.</li> </ul>	<ul style="list-style-type: none"> <li>Current consolidated training facility used by WAFD, North Shore, and Wauwatosa where all new FD employees train together</li> <li>Need to standardize operating guidelines, training, equipment &amp; radio frequencies across fire departments.</li> </ul>
3. Firefighter Physical Fitness & Wellness Program	Creating a firefighter physical fitness program would help reduce the potential of firefighter deaths/illness/injuries attributed to heart disease.	<ul style="list-style-type: none"> <li>An up and running firefighter wellness-fitness agreement resulting in a healthier workforce.</li> </ul>

		<ul style="list-style-type: none"> <li>• Need to work through logistics of program with bargaining unit. Need to determine how we will fund program moving forward.</li> </ul>
4. Mobile Integrated Health Services	<ul style="list-style-type: none"> <li>• 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 remittance to the hospital. While the program is fairly new, it has shown positive results, and needs further support.</li> </ul>	<ul style="list-style-type: none"> <li>• Within the next two years, to find a revenue source to help solidify their MIH program.</li> <li>• Create a mechanism to get citizens the help they need to navigate the health care system.</li> </ul>
5. Reduce highest call volume priority: cooking fires	<ul style="list-style-type: none"> <li>• Reduction in cooking fires in identified areas over the next five years</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Track fire run data through our record management system to see if the initiative was successful</li> <li>• Track EMS run data on 911 abusers and hope to see a decrease in 911 use by these identified callers</li> </ul>

**Building Inspection & Neighborhood Services**

<b>Strategic Issues</b>	<b>Strategic Outcomes</b>	<b>Key Actions in Year 1</b>
1. Essential department processes that speed up compliance from clients, residents & maintain consistency in all areas of enforcement throughout the City	Develop a request for proposals for the study of client-oriented performance improvement 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 will help, but other community outreach activities, listening sessions, and having good evidence disputing claims against us. Receiving and following up on customer feedback and complaints	<ul style="list-style-type: none"> <li>• 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</li> </ul>
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	<ul style="list-style-type: none"> <li>• Write a new building code for older homes in the city; train on the new building code for older homes in the city.</li> <li>• Write better codes with more consequences, and have more programs to assist residents who need it.</li> </ul>

**Development**

<b>Strategic Issues</b>	<b>Strategic Outcomes</b>	<b>Key Actions in Year 1</b>
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<p>1. Business Recruitment &amp; Attraction</p>	<ul style="list-style-type: none"> <li>• Leverage record as leader in brownfield redevelopment for new housing/jobs</li> <li>• Attract various companies to diversify into new commercial, retail, and industrial markets</li> <li>• Stimulate business vitality along vibrant commercial corridors</li> <li>• Actively market West Allis as a leading place to start a business</li> <li>• Continue to develop the Economic Development “Tool Box” to create and maintain a competitive advantage of doing business</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a market analysis</li> <li>• Develop new lending programs</li> <li>• Leverage additional resources that are attractive for early-state entrepreneurs</li> </ul>
<p>2. Parks &amp; Open Space</p>	<ul style="list-style-type: none"> <li>• Improve park experiences and to get more visitors to our parks.</li> <li>• Implement the adopted Comprehensive Park and Recreation Plan.</li> <li>• Identify “champion” for Parks and Open Space (e.g. designated park only staff member and/or parks committee)</li> <li>• Create a mission and plan for expanding the use of the Farmers Market.</li> <li>• Engage neighborhoods in prioritize parks and open space in list of proposed capital improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Review organizational structure of other cities in relation to parks and open space oversight</li> <li>• Identify revenue opportunities (rental agreements, beer gardens, food trucks)</li> <li>• Review functional operations of other Farmers Market to understand how they are programmed in order to maximize the potential of the West Allis Farmers Market.</li> <li>• Create a mission and plan for maximizing the use of our Farmers Market</li> <li>• Promote existing assets, including web site and social media</li> <li>• Implement adopted Park Plan</li> <li>• Create Dog Park</li> <li>• Support shared bike system in West Allis</li> <li>• Off-street bike trail maintenance and expansion</li> </ul>
<p>3. Diverse housing quality opportunities</p>	<ul style="list-style-type: none"> <li>• Offer community amenities that attract new population (i.e. bike paths, public space, community festivals);</li> <li>• Support a variety of new housing opportunities, such as multi-family housing and single-family housing opportunities as they present themselves;</li> <li>• Offer financial incentives to homeowners to help them maintain an aesthetically-pleasing home exterior and efficient interior.</li> </ul>	<ul style="list-style-type: none"> <li>• Political support of Tax Incremental Financing Districts creations and/or amendments that support diverse housing opportunities.</li> <li>• Promote existing assets and amenities through social media.</li> <li>• Allocating a certain percentage of the budget towards capital improvement projects other than streets/alleys.</li> </ul>
<p>4. Complete Streets</p>	<ul style="list-style-type: none"> <li>• Complete streets that provide safe and healthy choices for multiple users of all ages, including people driving, biking, walking or taking transit.</li> <li>• Aesthetically pleasing streets and right-of-way that encourages the attraction of residents, customers and employers.</li> <li>• Sustainable infrastructure that is cost-effective and environmentally-sensitive.</li> </ul>	<ul style="list-style-type: none"> <li>• Research/adopt policies that reinforce the value of complete streets</li> <li>• Identify citizen/business advocates for complete street (or Bike/Ped) improvements</li> <li>• Develop educational materials on the value of complete streets; Staff training for multiple departments and elected/appointed officials on the</li> </ul>

		<p>elements of “complete streets” and their implementation</p> <ul style="list-style-type: none"> <li>• Identify existing street design review procedure and timeline</li> <li>• Include multiple departments within the street design review process</li> <li>• Encourage professional development on innovation in street design</li> <li>• Identify funding source/allocation for transportation innovations that develop complete streets</li> </ul>
5. Aesthetics	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> <li>• Update the City Zoning Ordinance and Site, Landscaping and Architectural policy to include form based urban design standards</li> <li>• Develop educational “best practices” materials that evidence and promote the benefits of good design (collaborate with local professionals, planners, architects, engineers, landscape architects, City Forestry)</li> <li>• Buy in and support from the Mayor, elected officials, Plan Commission, the chamber of commerce to promote the new vision</li> <li>• Promote success – Market the before and after examples of successful residential, commercial and industrial projects in print and on social media.</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Develop educational “best practices” materials that evidence and promote the benefits of good design</li> <li>• Political and local support (endorsement, testimonials, and examples of successful residential, commercial and industrial projects in print and on social media.</li> <li>• Increase the funding level of commercial façade grants and/or loans</li> </ul>

Public Works

Strategic Issues	Strategic Outcomes	Key Actions in Year 1
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.	<ul style="list-style-type: none"> <li>• 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.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of CIP program for 2017.</li> <li>• Modify Charter Ordinance to allow for additional above ground funding.</li> <li>• Schedule staffing for design and construction for 2017.</li> </ul>
2. Comprehensive short and long range asset management plan/study which would include all	<ul style="list-style-type: none"> <li>• Development maintenance schedule, plan and budget for projects before they become an emergency.</li> <li>• Study long term replacement &amp; consolidation of buildings such as the Public Works Yard, Senior Center and Health Department. Create a plan for</li> </ul>	<ul style="list-style-type: none"> <li>• Budget study for 2017.</li> <li>• Select Consultant and complete the study in 2017.</li> <li>• Review study.</li> <li>• Budget for projects in 2018.</li> </ul>

public buildings & facilities.	replacement and maybe consolidation of public buildings/facilities. Maybe even combine with adjacent communities some buildings.	<ul style="list-style-type: none"> <li>Complete projects as recommended and budgeted for.</li> </ul>
3. Succession Planning.	<ul style="list-style-type: none"> <li>Development of talented workforce able to move into higher level positions when available.</li> <li>Encourage training schools, seminars and conferences.</li> <li>Mentor and delegate work so employees get the experience and knowledge they need to move into higher level positions</li> </ul>	<ul style="list-style-type: none"> <li>Using organizational charts determine possible retirements and possible replacements and determine level of experience/education of those possible replacements.</li> </ul>
4. Sustainability	<ul style="list-style-type: none"> <li>City installing LED lighting whenever possible.</li> <li>“Complete” streets with bike lanes when practicable.</li> <li>Energy efficient HVAC systems are installed when replaced.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Will be hiring consultant to review building lighting fixtures in Fire Department facilities and other City buildings.</li> </ul>
5. Continue and find ways to increase the investment in underground infrastructure.	<ul style="list-style-type: none"> <li>Increase the investment in order to maintain the underground infrastructure to acceptable levels and implement a private infiltration and inflow (I&amp;I) and lead water service replacement program.</li> </ul>	<ul style="list-style-type: none"> <li>Start up new lead water service program.</li> <li>Work with Plumbing Inspector on plan for inspection of lead water service work.</li> <li>Prepare plans &amp; specifications for contract.</li> <li>Approval of private I&amp;I program.</li> <li>Increase funding through budget process.</li> </ul>

**Communications**

<b>Strategic Issues</b>	<b>Strategic Outcomes</b>	<b>Key Actions in Year 1</b>
<b>Marketing/Branding</b>	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
<b>Publications/Brand Compliance/Graphic Design/Media Relations/Citizen Surveys</b>	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.	<p>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.)</p> <p>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,</p>

		<p>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.</p> <p>Edit, approve and distribute news releases as drafted by departments, always including key messages.</p> <p>Post news releases to website, city channel and social media.</p> <p>Create and distribute e-news monthly.</p>
<b>Websites</b>	<p>Manage and oversee the website design and functionality including oversight of citywide 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.</p>	<p>Roll out new city website focused on citizens (not department focus) and create virtual city hall</p>
<b>Social Media: Facebook, Twitter, LinkedIn, YouTube, etc.</b>	<p>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.</p>	<p>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.</p> <p>Train designated department social media reps on proper usage and policy.</p> <p>Meet with employee social media user group on a regular basis to address needs and ensure consistency and best practices</p>
<b>Municipal Television</b>	<p>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; create videos for internal use; and monitor media information on city-related news. Utilize annual Public, Education &amp; Government (PEG) funding to enhance broadcast equipment and capabilities. City &amp; Community Bulletin Boards</p>	<p>Work with departments to identify opportunities for original programming or story ideas, which should result in 1-2 new in-house videos per month.</p> <p>Identify stories, develop and write script; shoot, produce and edit a monthly recap of 4-6 stories, 5-7 minutes in length.</p> <p>Work with departments to identify video public service announcements available through professional</p>

		<p>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.</p> <p>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.</p>
<p><b>Internal Communications</b></p>	<p>Provide support and tools to enhance communications with City employees, create and implement citywide 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;</p>	<p>Creation of Communication Plans for Major City Initiatives</p> <p>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.</p> <p>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.</p> <p>Provide feedback and measurement of communication initiatives as needed.</p> <ul style="list-style-type: none"> <li>•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.</li> <li>•Implements 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.</li> <li>•Works to develop new and innovative approaches for communicating throughout the organization including the intranet, social media and other creative</li> </ul>

		<p>communication channels as well as new communication vehicles to enhance transparency of information to all employees.;</p> <p>Work with executive team members to survey employee opinions on internal programs, engagement, efficiencies, etc.</p>
<p><b>Community Outreach</b></p>	<p>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.</p>	<p>Manage and coordinate an annual State of the City event with WAWM Chamber of Commerce providing direction for theme, potential honorees, invited guests, etc.</p> <p>Create year-in-review video showcasing City’s major accomplishments and future plans.</p> <p>Coordinate Mayor’s presentation with Mayor’s office, providing supporting information, visuals, audio-video and print needs.</p>

**Business & City Department/Aldersperson Input Analysis**

	Strengths	Aspirations
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. City engagement, neighborhood associations/block watch (technology &amp; new initiatives)</li> <li>2. Community liaisons to share info</li> <li>3. Regional agreements/shared services</li> <li>4. Leveraging strong technology network infrastructure for additional solutions</li> <li>5. Improve image through comprehensive marketing, branding, promotional programs</li> <li>6. Land to develop</li> <li>7. Property maintenance (residential &amp; commercial)</li> </ol>	<p><i>Match internal strengths with external opportunities</i></p> <ul style="list-style-type: none"> <li>• Increase overall efficiency through LEAN</li> <li>• Mgmt understands that safety policies are fiscally responsible policies</li> <li>• Upgrade financial software</li> <li>• Reviewing current pp to define workflow to improve efficiency</li> <li>• Totally paperless – more use of tablets and technology</li> <li>• Digitize all processes increases accessibility to staff and public</li> <li>• Expand wi-fi capability</li> <li>• Green initiative to encourage earth friendly habits</li> <li>• Public access to GPS vehicles for refuse &amp; plows</li> <li>• Info for public involvement and crowd sourcing (asking public to respond and report issues)</li> <li>• Open transparency to government, public understanding (how city plan reports are being utilized, applied to increasing positive demographic changes)</li> <li>• Enforce those who own residential and commercial property/who live and work in the city to reinvest in the city.</li> <li>• Create a list of vacant/available storefronts for sale on the city website to support existing businesses near those vacant properties.</li> <li>• Have a reduction in paper, electronic poll books</li> <li>• Continue imaging records to reduce paper and filing</li> </ul>	<p><i>Match internal aspirations with external opportunities</i></p> <ul style="list-style-type: none"> <li>• Mixed use developments that support the interconnectedness of apartments, housing &amp; workforce that’s here</li> <li>• Maintain amenities across developments being within walking distance of increased housing mix from starter to next levels of family size</li> <li>• City communicates to businesses/industries how &amp; with which groups they partner to address chemical dependency/substance abuse &amp; mental health</li> <li>• City partners with institutions that can support apprenticeship/co-ops/practica for manufacturing, medical facilities/hospital systems/health care system</li> <li>• Utilize current small businesses within city as potentially successful careers to people and build potential talent/owners/managers</li> <li>• Continuous improvement/LEAN training</li> <li>• Deploy best practices for accreditations</li> <li>• Classier businesses to compete with neighboring communities</li> <li>• Work with businesses to facilitate improvements to meet needs/priorities of new residents</li> <li>• Work more with WAWM district</li> </ul>

	<p>cabinets</p> <ul style="list-style-type: none"> <li>• Energy efficient led buildings and computers</li> </ul>	<ul style="list-style-type: none"> <li>• Improve street scaping</li> <li>• 70<sup>th</sup> Street &amp; Greenfield: traffic patterns need to have more industrial capacity for trucks and other related</li> </ul>
<p><b>Results</b></p> <p>10. Benchmarking key performance indicators by department &amp; overall citywide</p> <p>11. Number of measurable agreements with other communities/ shared services</p> <p>12. Maintain services/service quality despite adverse financial environment</p> <p>13. Increase residential and commercial development</p> <p>14. Increase public participation i.e. committees</p> <p>15. Increase K-12, college &amp; technical placement</p> <p>16. Increase property value and tax revenue</p>	<p><i>Match internal strengths with external results</i></p> <ul style="list-style-type: none"> <li>• Responsiveness to citizen requests</li> <li>• Cross-training, competent willing staff</li> <li>• Flexible with working with other department and helpful to other departments</li> <li>• Annual city-business sponsored Dine &amp; Dash event</li> <li>• Appropriately wire redeveloped commercial buildings for current or future technology</li> <li>• 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</li> <li>• New business/resident orientation (Open Arms&gt;Welcome event/packet and also follow-up)</li> </ul>	<p><i>Match internal aspirations with external results</i></p> <ul style="list-style-type: none"> <li>• Reduce crime by __%</li> <li>• More committees and boards on legistar to improved transparency</li> <li>• Resident survey to collect thoughts of public – electronic</li> </ul>

**Survey + 8 Focus Groups\***

\*6 Settlers Weekend, 1 Citizen, 1 Young Professionals

	Strengths	Aspirations
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. Citizens understand redevelopment is happening for revitalization &amp; want to know more/be involved with/provide input into the process</li> <li>2. Strengthen brand/marketing &amp; increase engagement – internal and external – by acting on citizen priorities</li> <li>3. Citizens support shared services</li> <li>4. Community members show high appreciation for Police and Fire Departments, Health Department and health care systems</li> </ol> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><i>Match internal strengths with external opportunities</i></p> <ul style="list-style-type: none"> <li>• <b>Clear Public Information Communication to the Citizens</b> <ul style="list-style-type: none"> <li>○ Educate &amp; engage citizens about the budget &amp; the services that the City of West Allis provides, information exchange between citizens &amp; government to provide informed input toward improved efficiencies</li> <li>○ Set clear standards for community development with clearly explained ordinances, explain how development addresses aging city infrastructure</li> <li>○ Citizens want to pay for services online</li> <li>○ Citizens are kept up to date on happenings in the City</li> </ul> </li> <li>• <b>Greater Connection and Collaboration</b> between City Departments, Schools, and Businesses</li> <li>• <b>Police and Fire Departments recognized by all community members as allies</b> not adversaries.</li> </ul>	<p><i>Match internal aspirations with external opportunities</i></p> <ul style="list-style-type: none"> <li>• <b>Image:</b> 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 &amp; community input into entrepreneurship/store location to reduce just bars, cell phone, chain &amp; resale shops but enhance community from corridor to block levels</li> <li>• <b>BID district</b> – strengthen occupancies. <b>Support main city corridor reinvestment</b> like National Avenue &amp; Greenfield, city destination year-round opportunities in the city Farmer’s Market</li> <li>• <b>Downtown:</b> it is walkable, easy to talk to people, would like to see downtown developed to appeal to the community as a whole &amp; younger generations with more specialty shops &amp; new restaurants.</li> <li>• <b>Walkable, Bikeable, Pedestrian Friendly:</b> if city could foster walk/bike friendliness (like Greendale) would help the city be more competitive, including maintaining, improving &amp; creating more opportunities for citywide biking</li> </ul>

		<ul style="list-style-type: none"><li>• <b>Housing/neighborhoods:</b> strategize more owner-occupancy versus rental, work with absentee landlords &amp; both rental and owner-occupied property maintenance/beautification. More block captains &amp; block watches. Represent &amp; enhance neighborhood identity.</li><li>• <b>Entertainment:</b> West Allis has the potential to be an entertainment destination center if diversified community events were provided, and more venues (local bands, community events, a AAA minor league baseball venue).</li><li>• <b>Retail:</b> More inviting locally owned speciality stores, service shops &amp; 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.</li><li>• <b>Taxes:</b> bring more business &amp; industry to lower taxes</li><li>• <b>Change:</b> create more referendums so citizens have input on community change &amp; can support/build sense of urgency to achieve change</li><li>• <b>Seniors:</b> seniors would like more part-time job, advertising from the Senior Center about its offerings &amp; an information clearinghouse phone line to assist seniors with services such as home repair, maintenance &amp; questions about city departments.</li><li>• <b>Youth:</b> 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 &amp; volunteer with; youth need to be taught that their volunteer efforts are a valued investment in the city</li><li>• <b>Funding:</b> 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</li></ul>
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		<p>&amp; naming rights to create additional revenue</p> <ul style="list-style-type: none"> <li>• <b>Jobs/Employment/Business Growth:</b> higher paying jobs with business growth &amp; expansion, ways for businesses to capitalize on State Fair</li> <li>• <b>Streets/Roads/Recycling Maintenance:</b> more sustainable street/sidewalk &amp; road improvements, more efforts on recycling, work with communities on designing safer intersections and block level improvements like tree branch trimming</li> <li>• <b>Vulnerable Populations:</b> need improved service supports for the underemployed/working poor &amp; those who are in poverty but need assistance as they already use available services to get out of poverty but cannot</li> </ul>
<p style="text-align: center;"><b>Results</b></p> <ol style="list-style-type: none"> <li>1. Change image of Dirty Stallis to revitalized Stallis community: focus on city’s rich history/cultural heritage events &amp; marketing by neighborhood-to-city</li> <li>2. Improved image</li> <li>3. Population increase</li> </ol>	<p style="text-align: center;"><i>Match internal strengths with external results</i></p> <ul style="list-style-type: none"> <li>• <b>Maintain the friendly culture of the community. It brings people back.</b></li> <li>• <b>Image Enhancement through Outdoor Home &amp; Commercial Maintenance and Landscaping</b> <ul style="list-style-type: none"> <li>○ Create a public outreach educational effort on outdoor home maintenance and landscaping</li> <li>○ Utilize Yards of Distinction and Other Awards Programs to encourage participation</li> <li>○ Create Rock the Block events where residents work together on an entire block</li> </ul> </li> <li>• <b>West Allis Farmers Market Becomes a Major Regional Destination</b> <ul style="list-style-type: none"> <li>○ Physical Improvements</li> <li>○ Study other successful farmers markets for enhancement ideas</li> <li>○ Year-round venue feasibility study</li> </ul> </li> <li>• Reassess, strengthen and revitalize city park system along with county parks – enhance appeal to families &amp; young professionals of all backgrounds</li> <li>• West Allis has the 2<sup>nd</sup> largest library in the state, is planning to become a destination (i.e. coffee shop/retail/community center)</li> <li>• The City is recognized for its excellent pedestrian</li> </ul>	<p style="text-align: center;"><i>Match internal aspirations with external results</i></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Focus on business growth that supports higher paying jobs</li> <li>• Drug and Alcohol Prevention Strategies work resulting in a substantial decline in substance abuse</li> </ul>

	<p>walking and biking paths and trails</p> <ul style="list-style-type: none"><li>• The City is recognized for its diverse restaurants and unique destinations</li><li>• The City is recognized for its excellent pedestrian walking and biking paths and trails</li><li>• West Allis is recognized for a low crime rate when compared to other communities in the region</li></ul>	
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**Lean and Continuous Improvement Tools to be utilized in Strategic Plan Goal Implementation**

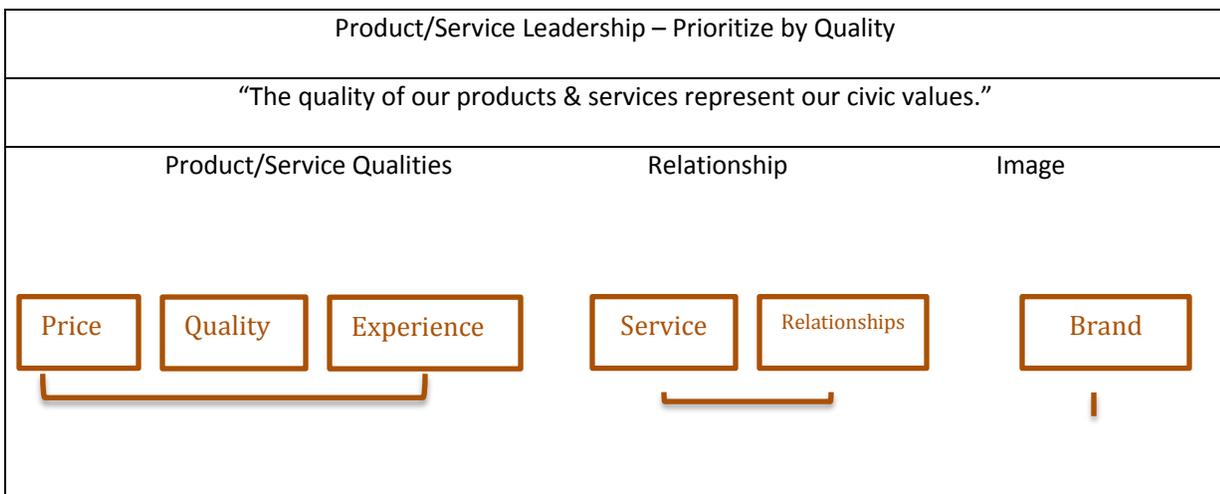
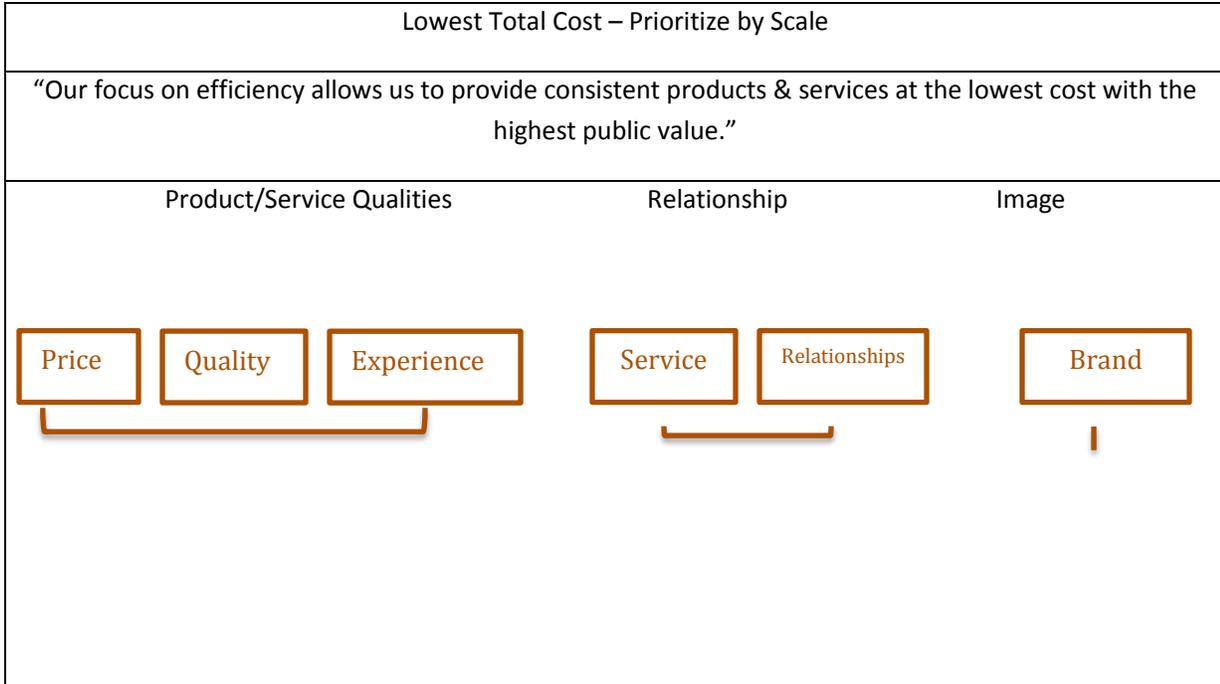
Tool	Link (to be added later)
5 Whys	
Fishbone Diagram	
Plan Do Check Act Worksheet	
Problem Statement Scope and Goals Worksheet	
A3	
Project Mini Charter	

**Strategic Plan Goal Progress Worksheet**

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

FOR ILLUSTRATIVE PURPOSES: A UNIT LEVEL STRATEGIC MAP COULD BE CREATED AND ANNUALLY/REGULARLY UPDATED WITH CURRENT AGREED UPON CITYWIDE STRATEGIC GOALS AND KEY YEAR 1 ACTIONS TO SHOW ANYONE READING THE REPORT POSSIBLE WAYS GOAL TEAMS MIGHT ALIGN CURRENT DEPARTMENT/CITY PROGRESS WITH UPDATING ACTION ITEMS PER YEAR.

### Unit Level Strategic Map<sup>4</sup>



<sup>4</sup> Olsen, E. (2012) Figure 11-4, Adapted (pg. 198).

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