

2020 City of Altoona Work Plan

As you may recall, last year the City Council reviewed and acknowledged the Administration's 2019 Work Plan. The 2020 Work Plan, much like the previous Work Plans, is guided by the City's Strategic Planning efforts and other identified priorities. Still relevant priorities identified in the 2016 Strategic Plan, as facilitated by Jerry Duschane, Executive Director of the Wisconsin League of Municipalities include:

- Repairing or replacing aging infrastructure
- Hiring additional personnel to keep pace with growth
- Identifying the next opportunity for economic growth and implementing economic development plan
- Updating the City's incident management/emergency response plan and training personnel appropriately
- Investing in quality of life amenities and opportunities
- Assuring Financial "House is in Order" (Long Range Fiscal Plan; TIDs, Bonding, staffing plan, tax implications)
- Implementing an active Forestry program (Emerald Ash Borer, street trees, oak wilt, etc).
- Focusing on staff development and accountability to foster a high-performing work environment (evaluation system, pay-for-performance, etc)
- Maximizing Cooperation with other agencies and private entities
- Evaluating technological needs and implementing solutions as identified
- Focusing Efforts on Long Range Planning
- Evaluating Space and Facility needs and identifying projects to assure growth capacity
- Improving Public Outreach and City communications (surveys, public engagement, social media strategy)

Priorities identified consistent with the strategic plan and new priorities that have arisen are identified below. The priorities identified are intended to be specific, measurable, achievable, relevant, time bound, and identified for the purpose of accountability. These are the priorities by which employees' performance will be largely measured.

Repair or Replace Aging Infrastructure

1. Complete street and utility projects on time and in budget:
 - a. Thompson Drive & Knollwood Trail Reconstruction.
 - b. 1st Street East.
 - c. Hayden Addition Reconstruction (completion deferred until spring).
 - d. Cinder City Park Parking Lot Replacement.
2. Determine site for and commence preliminary construction of Well #8.
3. Plan for and complete annual pavement replacement/chip seal program projects.
4. Invest more time in underground utility inspections to provide important infrastructure condition data for our pavement replacement program.
5. Replace Fire & EMS Shift commander vehicle with a new vehicle.
6. Fix apparatus bay garage doors to reduce damage and failure.

7. Repair sections of the public safety building roof that are leaking as well as repairing other exteriors of the building.
8. Continue writing grants to replace needed equipment such as pagers and radios.
9. Complete 10th Street recreation center construction and demolition.
10. Purchase budgeted Capital equipment for public all departments.
11. Install decomposed granite for parking area.
12. Implement repair of erosion/drainage issues in Fairway Park.
13. Install new bike racks at Devney and River Prairie Parks.
14. Repave Cinder City Park parking lot; address drainage issues.
15. Complete Phase I of Veterans Tribute Project.

Hire Additional Personnel to Keep Pace with Growth

1. Review additional personnel requests and determine feasibility of hiring through 2021 budget process.
2. Complete a study regarding Altoona's current law enforcement needs and projected future needs. Develop a strategy and implement a plan to fulfill the city's law enforcement needs.
3. Improve police recruitment process; create diverse advertising, streamline process, create a reserve process.
4. Write FEMA SAFER grant for 2019 grant cycle (2021 through 2024) for additional staff.

Identify the Next Opportunity for Economic Growth and Implement Economic Development Plan

1. Amend Tax Increment District #4 to include projects within a half mile to TID #4 boundaries.
2. Address opportunities for land acquisition to accommodate growth along south and east.
3. Complete economic development component of updated Comprehensive Plan, to include infill and redevelopment strategy, peripheral area growth assessment and strategy.
4. Update Economic Development Workgroup Plan (2015) for integration into Comprehensive Plan.

Invest in Quality of Life Amenities and Opportunities

1. Develop new programming for all ages to meet the changing needs and preferences of residents.
2. Develop additional programming in to encourage use parks, trails and other outdoor space.
3. Develop and promote community health and wellness programs through new course offerings.
4. Focus on development of low-cost or free programs so services are available and accessible to all.
5. Provide additional winter recreation opportunities.
6. Finalize and facilitate adoption of the Altoona Place Plan (Parks Plan & Bike-Ped Plan).

Assure Financial "House is in Order" (Long Range Fiscal Plan; TIDs, Bonding, staffing plan, tax implications)

1. Review and analyze financial health of the City's Water, Sewer and Storm Water Utilities; implement changes as necessary.
2. Review and update the City's Reserve policy.
3. Review water rates when financing for new well is finalized.
4. Update fee structure for programming.
5. Pursue grant opportunities when appropriate.

Focus on Staff Development, Wellness and Accountability to Foster a High-performing Work Environment (evaluation system, pay-for-performance, etc.)

1. Update performance evaluation process and determine protocol for salary increases consistent with newly adopted classification and compensation plan.
2. Consider options for retaining talented employees in a highly-competitive work environment.
3. Develop an Employee Recognition program.
4. Develop an employee wellness program.

Maximize Cooperation with Other Public Agencies, Private Entities and Community Clubs

1. Continue involvement with Wintermission Task Force to develop and encourage winter recreation/activity in Altoona.
2. Provide leadership for the Paddle On initiative focusing on development of the Eau Claire River waterway and surrounding waterways as a world class recreational amenity.
3. Continue leadership role in Chippewa Valley Housing Task Force; implement recommendations of plan.
4. Provide staff representation on the City on Eau Claire Transit Commission, Altoona Foundation, Eau Claire Energy Cooperative board, Eau Claire Area Economic Development Corporation, CVTC Real Estate Board, CVTC Alumni Association, Visit Eau Claire, Wisconsin City/County Administrators Association, Wisconsin Planning Association, Friends of the Chippewa River Trail, Bike Chippewa Valley, Governor's State Trails Council, Municipal Treasures Association of Wisconsin, Eau Claire County Fire Chief's Association, CVTC Fire Service Advisory Committee, Wisconsin Police Chief Association and Altoona Compassion Coalition.
5. Complete update to Official Map in cooperation with Regional Planning.
6. Update trails plan in cooperation with Regional Planning.
7. Continue Safe Routes to School Coordination with Regional Planning and School District of Altoona staff.
8. Host or offer Hazmat Technician Class at Altoona FD for other area departments.
9. Engage CVTC staff to establish program to further encourage students to participate in the emergency response internship program.
10. Expand Recreation and Events Sponsorship Program, partnering with local businesses and organizations.

Evaluate Technological Needs and Implement Solutions as Identified

1. Work with clerk team to consider the feasibility of purchasing badger books (electronic poll books) to be utilized during election day at the Polling Place during the 2021 budget process.
2. Continue to develop and improve agenda packet development process – Utilizing Google Drive.
3. Update City’s phone system.
4. Develop a body worn camera program for patrol staff.
5. Develop and implement an Unmanned Aerial Vehicle program.
6. Work on developing a plan to implement additional CCTV throughout the city.
7. Explore feasibility of ticket printers.
8. Evaluate the status of our asset management software; update as necessary.
9. Complete LiDAR project.
10. Complete propagation study for automatic meter reading.
11. Switch from Who’s Responding messaging software to I Am Responding in Fire Department.
12. In Fire Department, start utilizing Aladtec Time Clock to reduce time card documentation errors by employees.
13. Update email archiving and retrieval system.
14. Install anti-phishing software; complete staff training to thwart phishing attacks.

Focus Efforts on Long Range Planning

1. Finalize and facilitate adoption of the Altoona Place Plan.
2. Complete 2020 Comprehensive Plan
 - Infill and redevelopment strategy, peripheral area growth assessment and strategy.
 - Housing policy.
 - Climate Resilience.
3. Continue zoning Code modernization through updates.
4. Develop comprehensive plan for pavement replacement and chip sealing.
5. Continue to research and implement a program to assess our progress in improvement of overall street condition.
6. Complete the Water System Study project.
7. Evaluate extending utilities to the northeast and southeast.
8. Evaluate feasibility of connecting water to Hillcrest Estates.
9. Update 20-year plan to include a radio system update for Altoona Emergency Services.

Evaluate Space and Facility Needs and Identify Projects to Assure Growth Capacity

1. Complete city-wide space needs study.
2. Meet with Eau Claire County regarding future use of highway facilities property.
3. Consider use of buildings in the City as they become available.

Improve Public Outreach and City communications (surveys, public engagement, social media strategy)

1. Continue strong social media development / Increase subscription rate from the community— goal 10% increase on all platforms.
2. Work with Visit Eau Claire to develop and implement marketing plan for River Prairie and Altoona.
3. Complete evaluation and make recommendations for City of Altoona website upgrades and development.
4. Develop social media response strategy.
5. Publish annual newsletter.
6. Coordinate public outreach/engagement related to the 2020 Census.
7. Complete Comprehensive Plan engagement process including scenario planning.
8. Establish a method for police to instantly connect with business officials within the community to share necessary information.
9. Continue to encourage neighborhood groups through the police department, facilitate meetings and programs to enhance neighborhood safety.
10. Develop and implement protocols for Improving capital project communication.
11. Develop podcast program for City of Altoona.
12. Coordinate National Night Out activities.

Improve Code Enforcement Efforts

1. Work with police and planning departments to develop effective code enforcement program including updating ordinances as necessary.

Make Strides in Affordable Housing Initiative—Tangible Results

1. Continue implementing tasks of the Housing Action Plan.
2. Acquire, assemble and document properties available for affordable housing development.
3. Identify infill sites and redevelopment areas as part of comprehensive planning process.
4. Implement affordable housing education project.

Activate River Prairie Park

1. Promote public art opportunities throughout Altoona—murals, troll sculpture project, rock painting, etc.
2. Coordinate City initiated public events – notably River Prairie Fest, Ginormous Pumpkin Festival, Altoona Summer Fiesta, Easter Egg Hunt, Holiday Tree Lighting, Halloween Event, Winter Frosty Fun Series etc.
3. Make changes to improve the concert series on Monday and Wednesday nights.
4. Build family volunteering program for events at River Prairie and other parks.

When Applicable, Consider Ordinance and Other Policy and Procedural Changes; Improve Administrative Processes at all Levels of the Organization

1. Develop and implement a plan to address neighborhood speed complaints and other traffic related issues within neighborhoods.
2. Develop and implement a plan to address parking violations within River Prairie.
3. Develop a records retention schedule and comprehensive filing system.
4. Review and update the Employee Policy Manual.
5. Create a plan of action to continue scanning to MFiles.
6. Work with ReaLiving to schedule a group session/training – TBD.
7. Create an Index of employee benefits.
8. In anticipation of November election, consider need and feasibility of revised election day polling place plan. Determine personnel and equipment costs needed.
9. Create a Complete Count Committee for the 2020 Census; administer the 2020 Census process; following completion of Census, review the Alderperson Districts.
10. Develop customer service standards and provide staff training to meet those standards.
11. Review offsite storage locations, determine use.

Update the City's Incident Management/Emergency Response Plan and Train Personnel Appropriately

1. Take classes as required to administer financial aids available when responding to disasters.
2. Offer Options for CPR / certification for city staff.
3. Offer AED knowledge training for city staff.
4. Offer options for ICS training for city leadership team.
5. Develop a safety awareness plan for Election Day activities.

Implement an Active Forestry Program (Emerald Ash Borer, street trees, oak wilt, etc.)

1. Complete Phase 3 of the Ash Tree Removal Program/Phase 2 Tree Planting Project.