



City of Eau Claire, Wisconsin 2015 – 2018 Strategic Plan

BACKGROUND

The City of Eau Claire 2015-2018 Strategic Plan is designed to address four strategic issues involving economic development, infrastructure improvement, organizational structure and service priorities.

The plan will serve as a guide for allocating resources and for the development of the City organization. City Council Members and City Staff who worked on the Plan wanted it to be focused and functional so that the objectives could be reasonably accomplished during this three-year period.

STRATEGIC PLANNING PROCESS

Work on the plan update began in the winter of 2014 when the consulting firm GovHR USA was hired to facilitate the process. Beginning in January 2015, City Council members, the City Manager and Senior Management Staff were invited to participate in two emailed exercises. One exercise sought to identify internal and external stakeholders, and the other looked to identify strengths, weaknesses, external opportunities and threats.

On March 13, 2015 a retreat was held with 10 Council Members, the City Manager and 11 staff. It was facilitated by GovHR Senior Vice President Lee Szymborski. The group reviewed and revised the vision, mission statements and list of values from the previous plan. Ultimately, four strategic issues were identified to be addressed in the next three years. Each strategic issue has a goal and related objectives with concomitant actions.

A sub-group composed of two Council Members, two Staff and the consultant finalized the vision and mission statements, and developed a draft outline of goals, objectives and actions. The staff was asked to consult with employees who have expertise in the strategic issues. A final draft was presented to the City Council on July 9, 2015. The 2015-2018 City of Eau Claire Strategic Plan was approved at the Council meeting on July 28, 2015.

VISION

Participants at the March 2015 retreat envisioned an Eau Claire of the future. Asking themselves what the City might look like over the next three years, they saw progressive and positive changes, growth and vitality. The following thoughts led to the creation of the City's Vision Statement.

Eau Claire is a premiere city where people want to live, work and play. Its neighborhoods are vibrant and diverse, offering housing for residents of all ages and economic status. The City’s revitalized older neighborhoods have successfully reversed a trend of declining single-family homeownership.

The City attracts and retains young professionals and skilled employees. Competitive wages, high expectations for quality work opportunities and standard practices that support innovative ideas attract a very desirable workforce. Eau Claire is viewed as *the place* to be for current and new generations who want to work hard and try new ideas.

Eau Claire constantly improves its quality of life. Enhanced by development and redevelopment projects, the downtown is transformed as a center for employment and exciting new venues for sports, entertainment and the arts. Recreation venues throughout the City are well maintained and welcoming. They attract a growing number of visitors from within the City and those who travel from afar. Overall, the City supports healthy and active living.

The City’s internal organization benefits from a culture that values innovation, embraces change and looks for ways to work interdepartmentally. The staff is consistently viewed as honest, open, effective and efficient. The City has sufficient and sustainable financial resources to carry out its mission. It plays a lead role in forging regional cooperation and public/private partnerships.

VISION STATEMENT

Eau Claire is a vibrant city with exceptional quality of life and services.

VALUES

Values are the manners by which the City’s organization desires to operate, and are the key components to a system of principles the City wants to work under with its internal and external stakeholders. They include:

1. Integrity
2. Environmental and Fiscal Sustainability
3. Service Excellence
4. Transparency
5. Enjoyment, Fun, Enthusiasm
6. Vision
7. Diversity
8. Collaboration

VALUE STATEMENTS

-  The City delivers services in an ethical, professional, fair and transparent manner.
-  The Eau Claire City Council values each other and City staff by fostering a collegial, inclusive, respectful and engaging policy-making environment.
-  Eau Claire’s City staff values innovative and responsive approaches to service delivery, and embraces a culture of continuous improvement.
-  The City values its employees and strives to recruit, retain and support the best workforce possible.

MISSION STATEMENT

It is our mission to assure the common good through services essential for a safe, sustainable, engaged and healthy community.

STRATEGIC ISSUES, GOALS AND OBJECTIVES

An assessment of the City's environment in terms of identifying the City's, and the organization's strengths, weaknesses, opportunities and threats was conducted. That assessment, as well as the ideas and concepts captured in the visioning process, contributed to the identification of four key strategic issues. They included:

- Fostering Sound Economic Development and Redevelopment
- Providing Safe and Functional Infrastructure
- Optimizing Organizational Structure and Staffing
- Prioritizing Services and Service Levels

GOALS AND OBJECTIVES

Based on the four key strategic issues identified above, goals and objectives were articulated. They serve as the heart of the 2015 – 2018 Strategic Plan. What follows is the framework of the plan's three-year goals, objectives and key actions or tactics that are recommended means for accomplishing the City's desired outcomes to achieve its vision.

The following definitions were used to assure a common understanding:

Goal – A long-term organizational direction that states what the City wants to achieve over the life of the strategic plan.

Objective – A target that must be achieved when reaching to attain organizational goals.

STRATEGIC ISSUE: FOSTERING SOUND ECONOMIC DEVELOPMENT AND REDEVELOPMENT

Goal: Increase household income, job opportunities and tax base in the City by emphasizing job retention, growing existing businesses, and investing in cultural, recreational and leisure amenities.

1. Objective: Increase support for redevelopment and re-use of obsolete and underutilized properties with an emphasis on downtown.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Increase funding	City Manager, City Council	Annually	RDA
Evaluate tools/programs	Economic Development Division, RDA	4 th Qtr 2016	City Council
Complete current projects (N. Barstow and Confluence Project)	Developers, City, RDA	4 th Qtr 2017	Developers
Start Cannery District (West Bank) redevelopment	RDA	4th Qtr 2017	Developers
Begin planning new redevelopment areas as noted in Comprehensive Plan	RDA	4th Qtr 2017	Property Owners

2. Objective: Evaluate effectiveness of economic development programs.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Evaluate funding to outside economic development organizations, i.e. EDC, Momentum, etc.	Economic Development Division, City Council	4 th Qtr 2015	County
Create policy for TIF	City Manager, Economic Development Division, City Council	4 th Qtr 2015	Developers
Provide Façade Improvements Program	Economic Development Division, City Council	4 th Qtr 2016	Business
Facilitate expansion and creation of new BIDs	Economic Development Division, City Council	4 th Qtr 2017	Business

3. Objective: Evaluate sites and availability of industrial land.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Determine diversity and competitiveness of sites	Economic Development Division	4 th Qtr 2016	Gateway, ECAEDC
Review Sky Park covenants	Economic Development Division, Plan Commission	4 th Qtr 2017	Sky Park Tenants
Consider adding spec buildings	Economic Development Division	4 th Qtr 2017	Area Businesses

4. Objective: Enhance recruitment, retention and incentives.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Marketing (continue)	Economic Development Division	Annual	DECI, ECAEDC
Update 2001 Action Agenda	Economic Development Division, City Council	4 th Qtr 2017	DECI
Retention calls (continue)	Economic Development Division	Annual	ECAEDC
Evaluate incentive programs	Economic Development Division	Annual	City Council

5. Objective: Invest in amenities that encourage people and business to thrive.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Increase arts and cultural opportunities	City Council	4 th Qtr 2016	ECRAC, DECI, Sculpture Tour, etc.
Increase recreation, bike trails, etc.	City Council	4 th Qtr 2017	P & R Division, Visit EC
Support parking and alternative transportation	City Council, BPAC, Transit	4 th Qtr 2017	Public Works Division, P & R Division

STRATEGIC ISSUE: PROVIDING SAFE AND FUNCTIONAL INFRASTRUCTURE

Goal: Focus on the City's existing and future infrastructure by developing a five-year estimate of the City's capital and maintenance needs.

1. Objective: Develop a maintenance and replacement plan for the full life cycle of all City infrastructures.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Create plan for Streets and Alleys	Street Maintenance Manager, City Engineer	3 rd Qtr 2015	Engineering Division
Create plan for Buildings	Parks Supervisors	3 rd Qtr 2015	Fire Department, Transit Manager, Hobbs Manager
Create plan for Water Utilities	Utilities Administrator	3 rd Qtr 2015	As needed
Create plan for Wastewater Utilities	Utilities Administrator	3 rd Qtr 2015	As needed
Create plan for Parks, Forestry & Cemetery	Superintendent of Parks, Forestry & Cemeteries	3 rd Qtr 2015	Waterways & Parks Commission
Create Plan for Information Technology Infrastructure	IS Manager	3 rd Qtr 2015	CINC Network Stakeholders

2. Objective: Develop a five year plan that prioritizes infrastructure needs and coordinates projects.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Assemble and prioritize a five year master plan* for City infrastructure, specifically Street Reconstruction and Alley Reconstruction.	Street Maintenance Manager, City Engineer	3 rd Qtr 2015	Neighborhoods
Assemble and prioritize a five year master plan* for City infrastructure, specifically Buildings.	Parks Supervisors	3 rd Qtr 2015	Fire Department, Transit Manager, Hobbs Manager
Assemble and prioritize a five year master plan* for City infrastructure, specifically Water Utilities.	Utilities Administrator	3 rd Qtr 2015	As needed
Assemble and prioritize a five year master plan* for City infrastructure, specifically Wastewater Utilities.	Utilities Administrator	3 rd Qtr 2015	As needed
Assemble and prioritize a five year master plan* for City infrastructure, specifically Parks, Forestry & Cemetery.	Superintendent of Parks, Forestry & Cemeteries	3 rd Qtr 2015	Waterways & Parks Commission
Assemble and prioritize a five year master plan* for City infrastructure, specifically Information Technology Infrastructure.	IS Manager	3 rd Qtr 2015	CINC Network Stakeholders

*Plan to be displayed in spreadsheet form and GIS map formats

3. Objective: Integrate life cycle maintenance & replacement plan and prioritization plan for all City infrastructure with other City plans in 2017 CIP.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Institute an inter-departmental team that reviews the City's infrastructure inventory and condition.	Director of Public Works	4 th Qtr 2015	Department Directors, Division Heads
Use results of this coordinated planning effort in the 2017 CIP.	Director of Public Works, Finance Director	1 st Qtr 2016	City Council

4. Objective: Establish Standards for Quality of Infrastructure

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Set standards for Streets	Director of Public Works , City Council	1 st Qtr 2017	Street Maintenance Manager
Set standards for Buildings	Director of Public Works, City Council	1 st Qtr 2017	Parks Supervisors
Set standards for Water Utilities	Director of Public Works, City Council	1 st Qtr 2017	Utilities Administrator
Set standards for Wastewater Utilities	Director of Public Works, City Council	1 st Qtr 2017	Utilities Administrator
Set standards for Parks, Forestry & Cemetery	Director of Public Works, City Council	1 st Qtr 2017	Superintendent of Parks, Forestry & Cemeteries,
Set standards for Information Technology Infrastructure	Director of Human Resources, City Council	1 st Qtr 2017	IS Manager

STRATEGIC ISSUE: OPTIMIZING ORGANIZATIONAL STRUCTURE AND STAFFING

Goal: Prepare the City's workforce for future service demands

1. Objective: Create a culture of continuous process improvement.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Establish administrative policy for implementing a City-wide process improvement program	HR	3 rd Qtr 2015	Department Directors
Establish Core Oversight Team to supervise process improvement initiatives	Assistant City Manager	3 rd Qtr 2015	City Manager
Train supervisors	HR	3 rd Qtr 2015	As needed
Develop initial list of Major interdepartmental processes	Assistant City Manager	1 st Qtr 2016	Supervisory Personnel
Training for City employees	HR	1 st Qtr 2016	As needed
Issue first Annual Report on process improvement w/Council presentation	Assistant City Manager	1 st Qtr 2017	As needed
Send copy of Annual Report to all employees	Assistant City Manager	1 st Qtr 2017	As needed
Incorporate into "on-boarding" for new employees	HR	2 nd Qtr 2016	As needed

2. Objective: Prepare the organization for turnover through professional development plan and succession planning.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Expand New Supervisor training to non-supervisors	HR	1 st Qtr 2016	Department Directors
Complete individual back-up plans for key roles (Cross Training)	HR	4th Qtr 2016	Supervisory Personnel
Conduct a review of industry “Best Practices” for recruiting a diverse workforce	HR	1st Qtr 2016	Affirmative Action Committee
Implement Wage and Comp Study as approved by Council	HR	1st Qtr 2016	Supervisory Personnel, City Council

3. Objective: Create and maintain an organizational structure for peak efficiency and delivery of high quality municipal services.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Intentionally review all open positions	City Manager	Continuously	Department Directors
Develop plan and recommendations for “ideal” long-term organizational structure	City Manager	4th Qtr 2015	City Council

STRATEGIC ISSUE: PRIORITIZING SERVICES AND SERVICE LEVELS

Goal: Build on and maintain a City organization that is financially and organizationally sustainable by providing the right services, done the right way, and in the most cost-effective manner.

1. Objective: Consider implementing a budgeting process that allocates financial and staff resources based upon a prioritization of outcomes and service levels.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Identify existing services & service levels	Finance	4 th Qtr 2015	Department Directors, Division Heads
Cost services/programs/service levels	Finance	1 st Qtr 2016	Department Directors, Division Heads
Establish priorities or outcomes	Finance	4 th Qtr 2015	City Council, Citizens
Define results	Finance	4 th Qtr 2015	City Council, Citizens
Rank services against outcomes	Finance	4 th Qtr 2016	Department Directors, Citizens

2. Objective: Consider establishing performance indicators for service areas and benchmarking against similar communities.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
ICMA National Citizen Survey	Finance	4 th Qtr 2016	As needed
Define performance measures for services	Finance	1 st Qtr 2017	City Council, Department Directors
Establish system for tracking performance	Finance	2 nd Qtr 2017	Finance Department, Department Directors
Incorporate performance measures into budget	Finance	3 rd Qtr 2017	Finance Department, Department Directors
Benchmark against similar communities	Finance	Ongoing	Finance Department, Department Directors

3. Provide employees with cost-effective high-quality health care that maintains a fit and healthy workplace.

Key Actions or Tactics	Responsible Party	Target Date	Collaborators
Develop health care cost database between City, County and School District	HR	Ongoing	County, School District
Complete study of alternate legal structures for the funding of health care	HR	3rd Qtr 2015	County
Approve or reject recommendations from study of alternate legal structures of funding option	HR	4th Qtr 2015	Shared Services Commission, County, School District
Implement recommended alternate legal structure for funding health insurance	HR	4th Qtr 2016	County, School District
Implement reference pricing tools	HR	2nd Qtr 2017	County, School District

MARCH 13, 2015 WORKSHOP PARTICIPANTS

City Council Members

- Kerry Kincaid
- Catherine Emmanuelle
- David Klinkhammer
- Eric Larson
- Monica Lewis
- Kathy Mitchell
- David Strobel
- Bob VonHaden
- Andrew Werthmann
- Michael Xiong

City Staff

- Todd Chwala, Superintendent of Parks, Forestry, and Cemetery (representing Phil Fieber, Public Works Director)
- Steve Thompson, Street Maintenance Manager (representing Phil Fieber)
- Lieske Giese, Public Health Officer
- Lyle Koerner, Fire Chief
- Cathy Marohl, Executive Assistant
- Steve Nick, City Attorney
- Dale Peters, Director of Human Resources/Assistant City Manager
- Jerry Staniszewski, Police Chief
- John Stoneberg, Library Director
- Darryl Tufte, Director of Community Development
- Russell Van Gompel, City Manager
- Jay Winzenz, Director of Finance

Facilitator

- Lee Szymborski, GovHR USA