

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

## COMMUNITY ENGAGEMENT AND CONNECTIONS

### Community Building and Connections

2023

Create new “Neighborhood Event” category of events complete

Work with visit Eau Claire and Eau Claire Neighborhood Association (ECNA) to support capacity building for holding and promoting community events, including events that serve as funding mechanisms for neighborhood associations underway

Staff Eau Claire Neighborhood Associations Governing group to plan ARPA spending underway

2024

Continue to facilitate Eau Claire Neighborhood Association (ECNA) group and look for ways to brand, promote, and fundraise for neighborhoods (2024 and beyond)

Map Health Department community connections and develop strategies to close gaps and build on opportunities (2024)

### Customer Service

2023

Consider mass notification approaches underway

Implement Customer Relationship Management software underway

2024

Evaluate feasibility of creating consolidated customer service center, along the lines of 311 or one-stop shop (2024)

Identify workable plan for drive-through voting for upcoming major elections (2024)

Revise Health Department website, forms, and services to identify any potential gaps in accessibilities and opportunities for automation.

Evaluate Customer Relationship Management (CRM) tools that integrate with Asset Management (2024)

Transition all Transit Administrative Staff to the new Transfer Center and staff ticket booth (2024)

Continue to evaluate mass notification systems for use for safety and public awareness, including sirens, RAVE, and other tools (2024)

### Engagement and Transparency

2023

Publish weekly newsletter online complete

Implement OpenGov software for 2024 budget complete

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Facilitate July 4th Celebration committee to assess options for celebrations in 2024	complete fall 2023
Administer resident survey	complete fall 2023
Finalize plan for remote participation for Boards, Commissions, and Committees	underway
Review priorities for streets to be repaired with proceeds from Local Vehicle Registration Fee	underway
Carry out Zoning Overhaul community engagement process	underway
Work with Council to examine functions and scope of Boards, Commissions, and Committees and other engagement tools	underway
Carry out Library Strategic Planning process	underway
Facilitate a community-driven ARPA planning process and determine method to track how initiatives get coordinated and how we track impact of investments	underway
Regularly update Council and public on progress on 2023 goals with online dashboard	continued

## 2024

Continue to explore engagement options with Council, including any changes to the Boards, Commissions, and Committees process (2024)
Evaluate options for more structured methods of engagement, such as participatory budgeting, resident academy, and resident jury (2024 and 2025)
Carry out twice-annual City Council/Manager District meetings (2024)
Build out City Manager newsletter mailing list (2024)
Participate in grant-funded Equitable Development Storytelling Project (2024)
With implementation of Office 365 and new SharePoint, make archive of Council Packets accessible to public (2024)
Implement recommendations of July 4th Celebration committee (2024 and beyond)
Facilitate annual strategic planning process with community engagement (2024 and beyond)

## ENVIRONMENTAL SUSTAINABILITY

### Carbon Footprint Reduction

#### 2023

Work towards implementation of increasing energy efficiency for low-income households	underway
Monitor federal infrastructure funding for sustainability projects	underway

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

2024

Work towards implementation of increasing energy efficiency for low-income households (2024)

Monitor federal infrastructure funding for sustainability projects (2024 and 2025)

Submit Energy Innovation Grant proposal for large scale microgrid project for resiliency at Waste Water Treatment Plant (2024)

Consider feasibility of building REAP Coordinator salary into Utility and/or Trash Enterprise Funds (2024 and 2025)

## Conservation, Waste Reduction, and Hazard Remediation

2023

Work with siting committee to reach agreement among partners related to Seven-mile creek landfill expansion proposal complete

Test PFAS mitigation technology and plan for PFAS mitigation facility complete

Initiate lawsuit against PFAS manufacturers to recover costs required to mitigate PFAS in wells underway

Take steps to remediate PFAS and pursue cost recovery options underway

Seek State and Federal funding for PFAS mitigation underway

Determine new location for brush site continued

2024

Plan for implementation of water use and stewardship study as part of next utility rate case study (2025)

Build PFAS mitigation facility mitigation facility (2024 and beyond)

Continue to seek State and Federal funding for PFAS mitigation (2024 and beyond)

Look into the feasibility of building conservation work into the water/sewer rates (2025)

Continue lawsuit against PFAS manufacturers (2024)

## Ecosystems, Habitats, Forestry

2023

Implement No Mow May complete

Explore opportunities for permanent pollinator spaces underway

2024

Evaluate feasibility of converting maintained City open spaces to prairie or other native planting (2024)

Consider expanding brush site access to County residents (2024)

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Assess options for tree preservation as part of Century Code Overhaul (2024 and 2025)

Explore opportunities for permanent pollinator spaces (2024 and beyond)

## EQUITY AND SUPPORTS

### Equity, Diversity, and Inclusion

#### 2023

Seek outside legal opinion on strategies to increase diversity of workforce complete

Explore feasibility of creating BIPOC steering committee complete

Explore feasibility of creating settlement agency to facilitate more immigration into Eau Claire complete

Carry out RFP for an EDI consultant complete

Carry out training in partnership with the UWEC for Directors, Managers, and Supervisors underway

Participate in Racial and Ethnic Disparity Reduction, or School-Justice Partnership discussions, with the County and ECASD underway

Convene BIPOC taskforce underway

Monitor metrics of hiring to measure how representative City workforce is compared to community underway

Facilitate and promote workshops on recruitment of staff for local employers from other countries (e.g. PERM program) underway

Carry out strategic planning with staff, Council members, partners, and members of the BIPOC steering committee continued

#### 2024

Implement evidence-informed ARPA-funded teen mental health initiative, with focus on youth who identify as LBGTQ+ and BIPOC (2024)

Continue to facilitate BIPOC committee and share recommendations from work (2024 and beyond)

Identify any barriers to Library access, including physical, language, transportation, building hours (2024)

Investigate feasibility of regional approach to EDI strategic planning, such as through Community Cabinet (2024 and beyond)

Identify funding source for the .5 APRA funded portion of EDI Coordinator position (2024 and beyond)

Complete video story telling projects and facilitate community conversation (2024)

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Implement focus groups of additional resident committees to focus on other dimensions of diversity, including LGBTQ+, disability status, and gender (2024 and beyond)

Move forward with EDI consultant (2024)

Complete initial BIPOC Committee strategic plan (2024)

Host half-day EDI training at 2024 MLK Day staff in-service (2024 and beyond)

## Services for Residents who are Unhoused

### 2023

Add Housing Coordinator who can play coordinating role among housing partners complete

Expand co-responder capacity through partnership between ECPD and DHS complete

Host annual Housing Conference with HOC Committee complete

Look into feasibility of creating Street Ambassador program underway

Manage ARPA funded, contracted warming/cooling center underway

Continue deployment of HOT Team underway

Continue to assist with implementation of permanent Day Resource Center underway

Pilot at least one promising practice related to housing supply, such as creation of a Community Land Trust underway

Work with partners to provide input into severe weather plan. continued

### 2024

Continue to increase coordination between Library Social Worker and Department of Human Services (2024 and beyond)

Continue to evaluate feasibility of creating Street Ambassador program (2024 and 2025)

Work with partners to explore feasibility of adding a Crisis Stabilization Center (2024)

Finalize severe weather emergency response plan (2024)

Support partnership and assemble funding sources to create Day Resource (2024)

Continue to manage ARPA funded, contracted warming/cooling center (2024 and 2025)

## Supports for Residents who are At Risk

### 2023

Participate actively in health equity grant with partners underway

Look into partnering with ECASD to implement a teen mental health initiative underway

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Look into feasibility of forming Community Cabinet underway

Look into feasibility of creating Community Pass that gives residents greater access to transit and recreational/educational activities underway

Look into feasibility of adding Community Paramedic position continued

## 2024

Continue to look into feasibility of forming Community Cabinet (2024)

Look into partnering with ECASD to implement a teen mental health initiative (2024)

Look into feasibility of adding Community Paramedic position (2024 and 2025).

Continue to investigate mechanisms of providing greater access to transit (2024)

## **RESIDENT WELLBEING**

### **Parks, Trails, Open Spaces**

#### 2023

Complete work on Boyd Park complete

Complete work on Half Moon Trail complete fall 2023

#### 2024

Investigate means to maintain aging playground equipment in neighborhood parks (2024 and beyond)

Try to start work on trail construction from Folsom Street south to West Madison Street (2024 or beyond)

Complete work on Cannery Park (2024)

### **Programming**

#### 2024

Develop strategy to increase usage of outdoor Library spaces (2024)

Evaluate space usage in the new Library (2024)

Create an internal marketing plan for public Library spaces (2024)

Assess if Recreation and Library can carry out shared programming (2023 and 2024)

Arrange for LiveBarn telecast at Hobbs (2024)

Develop a promotion plan to increase Library usage (2024)

### **Quality of Life**

#### 2023

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Update and stream-lined refuse complaint process	complete
Explore formation of Neighborhood Services Division	underway
Conduct noise testing and facilitate discussions between American Phoenix and neighbors regarding noise and odor	underway
Evaluate current trash and code enforcement processes	underway
<b>2024</b>	
Carry out consultant-facilitated study of trash, recycling, and composting service delivery (2024)	
Implement Neighborhood Services Division (2024)	
Restripe Library parking lot to address demand for parking by Library patrons (2024)	
Finalize and implement Health Department led collaborative Community Health Improvement Plan with Eau Claire Health Alliance (2024)	
<b>Safety of Public</b>	
<b>2023</b>	
Complete renovations on Station 6 and fully staff	complete
Partner with COVID Health Equity Taskforce to transition to long-term focus	complete
Expand harm reduction education and product distribution (Narcan, Fentanyl test strips) related to overdoses	complete
Equip Fire vehicles with LUCAS - Chest Compression System devices	complete
Construct the physical infrastructure needed for Next Generation 911	complete
Replace aging ambulance at Station 6	complete
Reduce Police use of force incidents by 24 percent between the Fourth Quarter of 2020 and the Fourth Quarter of 2022, through the use of improved training curriculum and review of incidents.	complete
Hire consultant to review Fire Department practices, policies, staffing, response model	complete
Carry out multi-department effort toward service and operations agreement with Country Jam	complete
Add wifi-hotspots for all Fire apparatus	fall 2023
Conduct Health Department led collaborative Community Health Assessment (CHA) to identify key community health priorities	underway
Expand Fire recruitment program	underway

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Develop and begin implementation of a comprehensive employee recruitment strategy focused on sworn police officer positions. underway

## 2024

Sustain the reduction in Police use-of-force incidents through continued use of training curriculum (2024)

Place new Fire engine in service at Station 2 to replace an Engine at the end of its life cycle (2024)

Implement computer software and equipment needed for Next Generation 91 (2024)

Restructure Patrol Division supervision to provide better framework for developing community connections, provide officer training and support community events (2024)

## SMART GROWTH

### Development

#### 2023

Identify staff person to manage land transactions complete

Celebrated the ribbon cutting for the Eddy, a 46-unit apartment building that will serve households who earn less than the average household income in the County, and monitoring four current projects that are bringing 542 new units with 173 affordable. complete

Complete Shawtown Neighborhood plan complete

Carry out regional Housing Needs Assessment complete

Secure approval and celebrate ground breaking for Coating Tech Slot Dies' new facility in Gateway Industrial Park complete

Work with consultant to carry out master plan for Oakwood Mall area to help owner work towards future development. complete

Conclude negotiations for Transit Residential complete

Monitor Sonnentag project underway

Help YMCA with facility planning underway

Monitor status of Mt Washington property underway

Fully staff Inspections underway

Work to expand SSA and address related territorial growth issues underway

Manage legal action related to the Orchard Hills Annexation underway

Begin zoning overhaul process with consultant underway



# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Implement Sonnentag Center infrastructure projects	underway
Update short-term rental regulations	continued
Consider feasibility of downtown master planning process, including multi-modal transportation	continued
Review Central Maintenance Facility complex study	continued
Increase lands available for industrial use	on hold

## 2024

Evaluate all City- and State-owned parcels for possible infill development (2023 and 2024)

Consider impact on determinant of health outcomes related to built environment decisions(2024)

Manage legal action related to the Orchard Hills Annexation (2024)

Continue to pursue discussions with Project Synergy (2024 and 2025)

Continue negotiations with local developer on 144 acre development site adjacent to Jeffers Park (2024)

Work with local organizations to establish a Community Land Trust (2024 and 2025)

Explore feasibility of implementing a public/private funded Community Development Corporation focused on affordable housing (2024 and 2025)

Negotiate terms, create a TID plan, and secure approval for the Sevens development project (2024)

Work with community partners to analyze and pursue Wisconsin Act 14 housing funds (2024 and 2025)

Identify solution for unstaffed Plumbing Inspector function (2024)

Explore feasibility of a new mixed use project on City-owned land adjacent to the Chippewa River (2024)

Look for mechanisms to carry out downtown development study, in combination with Parking and Mobility (2024 and beyond)

Determine new location for brush site (2024)

Finalize the sale and coordinate with private developer with regard to the construction of the residential portion of the Transit Transfer Center (2024)

Increase lands available for industrial use (2024 and 2025)

Continue zoning overhaul process with consultant (2024 and 2025)

Look into how CVTC teaches code as part of degree and certificate programs (2024)

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Review Central Maintenance Facility complex study (2024 and beyond)

Present at Annual Builders conference (2024)

## Mobility

### 2023

Implement License Plate Reader technology for parking enforcement	complete
Complete construction of downtown transfer center	complete fall 2023
Look into approaches to assessing unregulated intersections	continued
Finish City's complete streets policy	continued
Fully implement fare collection and real-time bus tracking systems	on hold
Look into how students to get CVTC west campus	on hold
Pilot implementation of paid and permit parking downtown and in near-downtown neighborhoods	on hold
Establish a University Transit Hub	on hold

### 2024

Assess feasibility and funding for new pedestrian overpass connection over Highway 94 near US 53 (2024)	
Carry out new downtown parking study (2024)	
Determine funding mechanism to reconstruct Gibson Parking Ramp (2024)	
Begin design of Galloway Street overpass (2024)	
Construct new Dewey Street Bridge that will last another one hundred years, funded by grant funding (2024)	

## STEWARDSHIP

### Employee Wellbeing

#### 2023

Administer and carry out planning process related to employee survey	complete
Resume quarterly supervisor training programs	complete
Continue to provide easy access to mental health services for City employees	complete
Carry out public safety referendum	complete
Change shift schedule in Water Plant to reduce employee burnout	complete
Hire referendum positions	underway
Evaluate performance review process	underway

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Reduce Police and Fire staffing of special events	underway
Address Library security and staff well-being concerns	underway
Look at parity of policies and procedures across departments, divisions, and agencies and make appropriate changes	underway
Reduce Police and Fire Mandatory overtime	underway

## 2024

Work with consultant on “Employer of Choice” to assess benefits that could help retain employees (2024)

Hire and retain additional Police Department staff through new employee recruitment strategy (2024)

Expand Peer Support Team and services to include retired Fire Department members (2024)

Apply recommendation for Fire Department from McGrath Study (2024)

Evaluate Library staff structure, wages, and benefits to assist with hiring and retention (2024)

Look at parity of policies and procedures across departments, divisions, and agencies and make appropriate changes (2024)

Add security guard to Library (2023 and 2024)

Provide benefit opportunities for part-time employees on the non-represented pay plan (2024)

Evaluate performance review process (2024)

Evaluate Health Department personnel policies and structure (2024)

Develop Health Department retention and professional development strategies (2024)

## **Fiscal Stability**

### 2023

Work with Council and community to consider Local Vehicle Registration Fee complete

Enter into a new EMS agreement with the City of Altoona complete

Secure a \$2,016,111 Staffing for Adequate Fire and Emergency Response (SAFER) Grant for six personnel. complete

Increase animal licensing compliance underway

Look into feasibility of charging for Fire Inspections and increasing False Alarm collection underway

Monitor overtime and other expense lines, and monitor all revenue lines underway

# DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Strengthen core departments to ensure fiscal stability and to follow accounting laws, including Payroll, Accounting, and IT underway

Review terms of all fiscal/service partnerships, including regional EMS and County underway

Evaluate feasibility of shifting from 20-year bonds to 10-year bonds continued

Undertake rate case for water/sewer utility continued

Implement new payroll system continued

## 2024

Develop and implement Health Department budget guidance document, including prioritization tool (2024)

Charge sign shop usage to other departments (2024)

Maximize P-card usage to maximize rebates received (2023 and 2024)

Develop proposals for the newly formed Innovation Fund (2024 and beyond)

Create guidelines to evaluate Library/community partnerships (2024)

Implement SAFER grant hiring (2024)

Examine EMS service agreements for sustainability(2024)

Implement public Fiscal Stability Taskforce, with help from consultant (2024)

Explore funding mechanisms for the City-owned Cemetery maintenance (2023 and 2024)

Participate in DOR's technical committee for formation of administrative rules with regard to State's new innovation fund (2023 and 2024)

Participate in County's planning process for Countywide EMS (2023 and 2024)

Pursue and expand Library Philanthropic opportunities (2024)

Update annual Fire key performance indicators (2024)

Implement Asset Management system (2024 and 2025)

Consider convention/expo tax with Visit EC and Chamber (2024 and beyond)

Continue to explore possibility of consolidation of Fire with Altoona (2023 and 2024)

Participate in the development and implementation of a County-wide EMS System (2024)

## **Operational Efficiencies and Management**

### 2023

## DRAFT GOALS AND ACCOMPLISHMENTS - 2023 AND 2024

Upgrad all PC's and printers in the Comm Center without impacting public safety dispatching and communication.	complete
Convene and facilitate regular meetings of regional group of data analysts	complete
Host an ICMA Fellow and have EauStat team participate in ICMA convenings	complete
Implement new IT ticketing system	complete
Implement EauStat meetings for key municipal functions	complete
Upgrade the network equipment in Water Plant to allow for monitoring	complete
Implement the first step toward our cloud presence by setting up a Microsoft Azure server	complete
Consider strategies to increase impact per transit dollar spent	underway
Implement Asset Management system	underway
Plan for ARPA use	underway
Convene and facilitate a data sharing and best practice discussion among Wisconsin municipalities	underway
Review City Manager evaluation process and develop guide for future years	underway
Undertake recreation and parks facility and programming planning process	continued
<b>2024</b>	
Add performance metrics to strategic goals/values and to FY25 budget (2024)	
Examine travel policy (2024)	
Regularly update Council and public on progress on 2023 goals with online dashboard (2024)	
Implement new payroll system (2024)	
Implement cell booster at CMF to better achieve cell service coverage (2023 and 2024)	
Develop and implement new Health Department performance measures (2024)	
Increase cyber security, with SIEMS training for IT staff (2023 and 2024)	
Implement Office 365!	
Set up bargaining parameters with Council and begin negotiations with the City's three union represented employee groups (2024)	
Identify potential efficiencies in Library workflow (2024)	