

2025 City of Altoona Work Plan

The 2025 Work Plan, much like the previous Work Plans, is guided by the City's Strategic Planning efforts and other identified priorities. Priorities identified in the 2024 Strategic Plan, as facilitated by Mike Golat, City Administrator, include:

The following were identified as the top Strategic Priorities for the City of Altoona:

1. Hiring additional personnel to keep pace with growth.
 2. Repairing or replacing aging infrastructure.
 3. Assuring Financial "House is in Order" (Long Range Fiscal Plan; TIDs, Bonding, staffing plan, tax implications).
 4. Identifying the next opportunity for economic growth and implementing an economic development plan.
 5. Implementing Space Needs Program for City Facilities.
 6. Focusing on staff development and accountability to foster a high-performing work environment (evaluation system, pay-for-performance, etc.).
 7. Investing in quality-of-life amenities and opportunities.
 8. Establish Affordable Housing Fund: Continue to engage the community and innovate policies to expand affordable housing options and increase availability.
 9. Evaluating technological needs and implementing solutions as identified.
 10. Improving Public Outreach and City communications (surveys, public engagement, social media strategy).
 11. Focusing Efforts on Long Range Planning with an emphasis on planning for specific places or spaces.
 12. Establishing sustainability priorities and opportunities.
 13. Establishing organizational equity, diversity, and inclusion priorities and goals.
 14. Implementing an active Forestry program (Emerald Ash Borer, street trees, oak wilt, etc).
 15. Maximizing Cooperation with other agencies and private entities.
 16. Activating and programming Altoona City Parks.
 17. When Applicable, Consider Ordinance and Other Policy and Procedural Changes; Improve Administrative Processes at all Levels of the Organization.
 18. Implement Organizational Cyber Security Training and Measures.
 19. Implement Organizational Workplace Safety Training.
- NEW Priorities with description:**
20. Maximize Grant Procurement and Funding Opportunities: Develop and implement a proactive strategy to identify and pursue unprecedented grant opportunities, ensuring financial sustainability for key city projects.
 21. Leverage Artificial Intelligence in City Operations: Embrace AI to enhance city operations, decision-making, and service delivery.

22. **Thoughtfully Develop the East Neighborhood: Plan and develop the city-owned 80-acre property to create a sustainable, vibrant community area.**

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

1. **Hire Additional Personnel to Keep Pace with Growth.**

- a. Explore and complete 5-Year staffing succession plan review. (ADMIN)
- b. Update operations plan, policy & procedure manual, and staff infrastructure plan to accommodate part-time on duty staffing (Paid on Premise) 24/7 for 2026. (FD) **note: this is contingent on recommendations of fire operations study and direction from Council.**
- c. Establish policy and procedure for intern program networking with CVTC and UWEC. (FD) **note: this is contingent on recommendations of fire operations study and direction from Council.**
- d. Review additional personnel requests and determine feasibility of hiring through 2026 budget process. (FIN)
- e. Maintain and hire staff to keep up with the growth of the city. (PD) **note: dependent on budget availability.**
- f. Provide support to Department Heads for tracking PT hours, maintaining time below certain benefits thresholds. (ADMIN SERVICES)

2. **Repair or Replace Aging Infrastructure.**

- a. Complete city-wide radio study for upgrade of Public Works, Police, and Fire department radio system. (FD)
- b. Add dorm rooms to Bauer Street fire station to allow for adequate facilities for overnight on call or on duty staff. (FD) **note: this is contingent on recommendations of fire operations study and direction from Council.**
- c. Secure location for new fire station. (FD) **note: this is contingent on recommendations of fire operations study and direction from Council.**
- d. Order new Engine or Aerial Apparatus for 2028/2029 Delivery. (FD) **note: this is contingent on recommendations of fire operations study and direction from Council.**
- e. In cooperation with all department heads, keep the Capital Improvement Plan up to date. (FIN)
- f. Work with Administration & Engineer to add Space Needs to Capital Improvement Plan. (FIN)
- g. Coordinate with Fire Department regarding burning of prairie grasses and replanting of wildflowers in River Prairie and Tower Park. (PARKS)
- h. Complete Highland Park CIP Project. (PARKS)
- i. Replace lights on Bement and Hagen Ballfields at Cinder City Park. (PARKS)
- j. Make repairs to patio block and grind stumps in large and small plazas at River Prairie Park. (PARKS)
- k. Continue to monitor the turf at River Prairie Amphitheatre and repair as needed. (PARKS)

- l. Seal coat KB Trail and Hwy 12 Trail. (PARKS)
- m. Complete landscape project in front of the Fish House to include annuals and perennials. (PARKS)
- n. Redesign garbage enclosure at the Fish House to make room for a dumpster to handle increased garbage volume. (PARKS)
- o. Explore and research the idea of re-modeling the restroom/concessions building at 10th St Park ballfield. (PARKS)
- p. Explore and research the idea of adding a restroom facility near the pavilion and playground areas at 10th St Park. (PARKS)
- q. Replace and upgrade storage and concession equipment at Cinder City concessions building. (PARKS)
- r. Full Street and Utility Reconstruct (PW)
 - i. 7th St W – Bartlett to James
- s. Pavement Replacement Program (PW)
 - i. 5th St W – Spooner to Bartlett
 - ii. 9th St W – Spooner to Bartlett
 - iii. Hamilton Ave – Fairfax to Alsace
 - iv. Otter/Vernon/Gloede
- t. Pavement Preservation Program (PW)
 - i. Curb and Water Contract
 - ii. Pedestrian Safety improvements
- u. Sanitary Sewer (PW)
 - i. Rebuild Kewin POWTS
 - ii. Monthly maintenance of high priority sewer mains
 - iii. Spring/Fall lift station maintenance
- v. Storm Sewer (PW)
 - i. Spring and Fall Street Sweeping
 - ii. Develop and implement maintenance schedule for each stormwater facility
 - iii. Monitor infiltrative surfaces in storm water ponds and maintain as necessary
 - iv. Jet/Vac Storm mains and catch basins as necessary
- w. Water System (PW)
 - i. Well rehabilitation/Well #6
 - ii. Tower #2 cleaning
 - iii. Exercise half of mainline and hydrant valves (est. 600+)
 - iv. Replace older meters and radios
- x. Buildings and Grounds/Misc. (PW)
 - i. HVAC preventive maintenance contracts for most facilities
 - ii. Preventive maintenance agreements for all City owned generators
 - iii. Energy audit for Bauer St Fire Station
 - iv. Lighting project for City Hall/Library/Public Works
 - v. Build out offices and storage at public works shop

- y. Snow Removal (PW)
 - i. Continue to integrate brine into ice control operations
 - ii. Install brine tank and pump for storage and filling
3. **Assure Financial "House is in Order" (Long Range Fiscal Plan; TIDs, Bonding, staffing plan, tax implications).**
- a. Continue to update the 20-year capital purchases plan adjusted for future growth of our community and review cost effective networking opportunities with neighboring agencies for capital purchases and effective operations recommended by the recent operational study. (FD)
 - b. Implement new AP process. (FIN)
 - c. Use ClearGov with Digital Budget Book to improve the overall budgeting process. (FIN)
 - d. Close TID #3 and complete proper reports to WI DOR. (FIN)
 - e. Review sewer agreement and charges from the City Eau Claire. (FIN)
 - f. Review the Stormwater ordinance & charges with Utility Account Manager. (FIN)
 - g. Monthly Reports to the City Council. (FIN)
 - h. Work with Grant Management Employee to ensure that all the grants are properly accounted for and required reports are completed. (FIN)
 - i. Finalize ARPA Funds reporting. (FIN)
 - j. Start Customer Payment Portal for Utility Billing. (FIN)
 - k. Finalize appeal with PSC for water overcharges. (FIN)
4. **Identify the Next Opportunity for Economic Growth and Implement an Economic Development Plan.**
- a. Study opportunities and strategies to support expanded access to affordable and quality childcare. (PLAN)
 - b. Develop Affordable Housing Programs. (ADMIN/FIN)
 - c. Review the possibility of TID #5 after TID #3 closes. (ADMIN/FIN)
 - d. Complete downtown development plan with UW Extension support.
5. **Implement Space Needs Program for City Facilities.**
- a. Add Space Needs Program to Capital Improvements Plan. (ADMIN/FIN/ENG)
 - b. Reapply for Library and Fire Department funding.
6. **Focus on Staff Development, Wellness and Accountability to Foster a High-performing Work Environment (evaluation system, pay-for-performance, etc.)**
- a. Building Inspector secure commercial electric certification (PLAN/INSPECTIONS)
 - b. Maintain AICP certification / pursue continued professional development (PLAN)
 - c. Develop a safety training component to the seasonal employee training program for both recreation and parks division employees to include first aid, CPR, blood borne pathogens, emergency action plans, etc. (PARKS)
 - d. Work closer with the National Recreation and Park Agency (NRPA) to deliver continuing education opportunities to Park and Recreation staff. (PARKS)

- e. Continue to develop staff through advanced and instructor training opportunities. (PD)
- f. Develop an internal in-service program to cover all required training. (PD)
- g. Continue to develop Community Service Officers and prepare them to fill upcoming patrol positions. (PD)
- h. Promote an additional Sergeant and fill the Detective Sergeant position. (PD)
- i. Maintain WILEAG and CALEA core accreditation standards. (PD)
- j. Complete WILEAG full accreditation. (PD)
- k. Activate new fitness center and build a fitness plan for current incumbent law enforcement staff. (PD/ORG)
- l. Continue to build public works safety program. (PW)
- m. Implement program to assure all annual employee evaluations are completed in a timely manner. (ADMIN)
- n. Develop activities calendar for employee engagement activities. (ADMIN)

7. Invest in Quality-of-Life Amenities and Opportunities.

- a. Develop plan to strengthen adult sport programs. Evaluate existing programs such as basketball and determine if an open gym concept is more appealing. Identify trending sport opportunities that could be added. (PARKS)
- b. Work with the Park & Rec Committee to identify amenities needed in all Altoona Parks. (PARKS) **note: focus on taking care of existing facilities first.**
- c. Develop a one-day, non-sport youth program series over the summer designed for ages 4-7. (PARKS)
- d. Develop more activities and programs for seniors. (PARKS)
- e. Promote public art opportunities throughout Altoona—murals, etc. (ADMIN)
- f. Complete and facilitate Container Park Project and establish programming schedule. (ADMIN).

8. Develop and Implement Housing Plan.

- a. Work with Planning on Implementation of the Affordable Housing Plan as it relates to the TID Closures and Funds available. (FIN/PLAN/ADMIN)

9. Evaluate Technological Needs and Implement Solutions as Identified.

- a. Assess the need, budget for and possibly prepare for purchase of additional express vote and badger book machines for the 2026 Elections. (CLERK)
- b. Establish a better filing system (digital and paper records) within the Administration department to develop one location for all documents **along with an easy to implement comprehensive filing system.** (CLERK/ORG)
- c. Consolidate and eliminate unnecessary records and apply retention policy. (CLERK)
- d. Install the Payroll Portal process for all employees and work with departments to develop a training program. (ADMIN SERVICES)

- e. Use ClearGov with Digital Budget Book to improve the overall budgeting process. (FIN)
- f. Implement InspectWiz improvements. (PLAN)

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

- a. Increase social media follow on Facebook/Instagram by 5-10% (ACA)
- b. Work with Visit Eau Claire to develop and implement marketing plan for River Prairie and Altoona. (ADMIN)
- c. Develop and implement protocols for improving capital project communication. (PW)

11. Focus Efforts on Long Range Planning with an emphasis on planning for specific places or spaces.

- a. Develop and Adopt City-wide Official Map (PLAN)
- b. Complete Whitetail Woods entitlement (PLAN)
- c. Complete Bartlett Crossing Phase I & II Buildout (PLAN)
- d. Conduct a park impact fee study and revise the parkland dedication fee ordinance, possibly with a park improvement fee. (PLAN)
- e. Conduct a development impact analysis and create a community impact template to utilize in evaluating development proposals. (PLAN)
- f. Create an equitable development framework. (PLAN)

12. Establish sustainability priorities and opportunities.

- a. Implement Partners in Energy XCEL Energy Plan. (ADMIN/PLAN)
- b. Secure SolSmart Gold Certification (PLAN)
- c. Explore design and implementation of a local rain barrel program. (PLAN)
- d. Continue to implement Energy Action Plan Phase. (PLAN)
- e. Consider implications of affordable housing fund availability for residential and energy efficiency improvements. (PLAN)
- f. Consider options for solar installations on city buildings. (PW/ADMIN)

13. Establish organizational equity, diversity, and inclusion priorities and goals.

- a. Consider further staff training opportunities. (ADMIN SERVICES/ADMIN)

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

- a. Implement the recommendations contained within the Urban Forestry Management Plan. (PW)
- b. Complete boulevard tree pruning. (PW)
- c. Weed and invasive species control in Storm ponds and City owned properties. (PW)
- d. Oak wilt removal in Storm ponds and City owned properties. (PW)
- e. Tree removals by pedestrian bridge on Spooner Ave. (PW)
- f. Further train PW staff in Forestry safety and techniques. (PW)

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

- a. Formalize a partnership network for planning initiatives and community outreach. (PLAN)
- b. Continue to expand recreation and events sponsorship program, partnering local businesses and organizations. (PARKS)
- c. Begin a committee comprised of Altoona School District, AYSB, Momentum Sports, Eau Claire Bears and others to explore the feasibility of putting artificial turf on Bement and Hagen Ballfields at Cinder City Park. (PARKS)
- d. Maintain and enhance community safety through public partnerships. (PD)
- e. Continue to increase police department involvement in the community through public events and public safety education. (PD)
- f. Meet quarterly with School District of Altoona Administration. (ADMIN)
- g. Provide leadership for the Rural Partners Network project initiative focusing on development of the Chippewa Valley and the greater region as a family friendly recreational destination. (ADMIN)
- h. Provide staff representation on the City on Eau Claire Transit Commission, Altoona Area 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, Municipal Treasures Association of Wisconsin, Eau Claire County Fire Chief's Association, CVTC Fire Service Advisory Committee, Wisconsin Police Chief Association, Wisconsin Fire Chiefs Association and Altoona Compassion Coalition. (ORG)

16. Activate and program Altoona City Parks.

- a. Continue to explore the expansion of Jelly Bean Hill for winter activities (ie, next steps, warming house, skating rink, parking lot, etc). (PARKS)
- b. Build an 18-hole disc golf course at Fairway Park. (PARKS)
- c. Supply straps at 10th St Park tennis courts for the purpose of lowering nets to pickle ball height
- d. Run an adult pickleball league at 10th St Park. (PARKS)
- e. Continue fall music series at the Four Seasons Stage at River Prairie Park, add this to program brochure and get sponsors. (PARKS)

- f. Continue to work with city administration and Visit Eau Claire to expand Halloween themed events and programs to River Prairie and Cinder City Parks during the month of October using the Ginormous Pumpkin Festival as a kick-off event. (PARKS)
- g. Develop programs and activities to enhance the experience to residents visiting Container Park including the possibility of an adult sand volleyball league. (PARKS)
- h. **Establish a rental program for container park tent and elevated seating areas. (PARKS)**
- i. Explore ways to maximize weekday rentals at the Fish House. (PARKS)

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

- a. Update building and zoning permit applications to match revised ordinances. (PLAN)
- b. Complete land use & development ordinance update (PLAN)
- c. **Provide training for timesheets and HRA reimbursement forms; fully implement timesheet program. (ADMIN)**

18. Implement Organizational Cyber Security Training and Measures.

- a. Provide one cyber security training for staff. (ACA)
- b. Complete security and vulnerability assessment. (ACA)

19. Implement Organizational Workplace Safety Program.

- a. Host three tabletop exercises (FD):
 - i. Hazmat
 - ii. Severe Weather
 - iii. Active Shooter
- b. Renew and update training certifications (FD):
 - i. CPR
 - ii. Extinguisher
 - iii. Safety
 - iv. **First Aid**
- c. Locate ICS 300 and 400 class for city department heads. (FD) **note: determine list of who needs to attend.**
- d. Assist staff with ICS 100, 200, and 700 class completion. (FD)
- e. Establish Community AED Access Program in City Parks. (FD)
 - i. Devney Park
 - ii. 10th Street Park
 - iii. Cinder City Park
 - iv. River Prairie Park

20. Maximize Grant Procurement and Funding Opportunities.

- a. Recruit, hire and onboard Grant and Housing Program Manager. (ADMIN/FIN)
- b. Establish system for sharing grant programs as opportunities are announced by professional organizations. (ACA/ORG)
- c. Submit Community Project Funding (CPF) Requests to Congressional Reps. (ADMIN)
- d. Establish regular meetings with local state representatives to discuss funding priorities and opportunities. (ADMIN).
- e. Introduce new Grant Management Employee to Grants via League Lexipol software. (FIN)

21. Leverage Artificial Intelligence in City Operations.

- a. Establish an organizational AI policy. (ACA)
- b. Explore and establish staff training opportunities related to AI use in City operations. (ACA)
- c. Assess and explore opportunities for adopting AI in City operations (ACA)

22. Thoughtfully Develop the East Neighborhood.

- a. Update strategic planning for East Neighborhood. (PLAN)