

City of Waverly, Iowa Goal Setting Report December 14, 2011

Mayor:
Bob Brunkhorst

City Council:
Gary Boorum
Gene Lieb
Tim Kangas
Richard Lindell
Kathy Olson
Chris Neuendorf
Dan McKenzie (in-coming)
Gary Grace (out-going)

City Staff:
Richard Crayne, City Administrator



Facilitated by:
Jeff Schott
Institute of Public Affairs
University of Iowa

CITY OF WAVERLY, IOWA GOAL SETTING SESSION 2011

TABLE OF CONTENTS

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, Opportunities.....	Page 5
On-Going Priorities	Page 6
Priority Projects, Programs, Policies, and Initiatives.....	Page 6
Capital Project Priorities	Page 6
Organizational Effectiveness.....	Page 7
Final Comments	Page 8
<u>Exhibit A</u> – Significant Initiatives or Programs Considered.....	Page 9
<u>Exhibit B</u> – Capital Projects	Page 10
<u>Exhibit C</u> - Agenda.....	Page 11
<u>Exhibit D</u> –Questionnaire	Page 12

CITY OF WAVERLY, IOWA GOAL SETTING SESSION 2011

Introduction

The City of Waverly requested the Institute of Public Affairs (IPA) to assist the city with goal setting. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the elected officials.
3. Preparation of this final report.

Goal Setting Work Session

City Council Members and the Mayor held a work session conducted by the IPA on December 14, 2011. In attendance and participating at this meeting were Mayor Bob Brunkhorst and Council Members Gene Lieb, Gary Boorum, Kathy Olson, Richard Lindell, Tim Kangas, Chris Neuendorf, in-coming Coouncil member Dan McKenzie, and out-going Council member Gary Grace. Also in attendance and participating in this meeting was City Administrator Richard Crayne

Major Accomplishments

The following were identified as major accomplishments during the past two years:

- Flood recovery and mitigation
 - General response to 2008 flood impacts
 - SE Waverly flood mitigation study
 - Inflatable dam
 - Buy-out and mitigation efforts
- Fair/Ball Diamond project – option to purchase
- Sidewalk program started
- Safer routes to Middle School
 - Sidewalks
 - Intersection changes
- Economic development
 - Continued economic growth
 - Implemented small business incentives (tax abatement)
 -
 - Hiring of Economic Development Director and more emphasis on department
- Parks and Leisure Services Master Plan completed
- Comprehensive Plan completed
- Cedar River Parkway environmental study
- 4th St reconstruction/realignment
- 5th St/5th Ave paving
- 2nd Ave reconstruction/paving
- 10th Ave sidewalk
- Community gardens
- Updated city website

Exhibit D

CITY OF WAVERLY
GOAL SETTING SESSION – 2011

QUESTIONNAIRE

INTRODUCTION

The City of Waverly’s Goal Setting Session will be held on Wednesday, December 14, at the Wartburg College Student Union Conference Room. The purpose of the session will be to identify and prioritize the City’s overall goals and objectives for the next two years.

In order to prepare for this session, you are requested to identify key issues and potential objectives that will be reviewed and discussed at the session. Please complete all sections of this questionnaire. If you need additional space, please feel free to attach additional page(s).

Major Accomplishments

Please list the major city accomplishments over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The items do not need to be in any particular order.

Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns, trends, and opportunities that affect future city services, policies, finances or operations (for example, loss of population, major new economic development success or resolving a policy question). You do not need to identify potential solutions to your concerns.

Significant Initiatives or Programs

Please list any initiatives, programs or policies that you think the City should consider in the next two years (for example, downtown revitalization, updating employee job descriptions, adopting a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc.)

Organizational Effectiveness

Please list several things that the Mayor/City Council and/or staff could do in the future to improve organizational effectiveness, decision-making process, teamwork and the ability to accomplish the City's stated goals and objectives.

RETURN OF QUESTIONNAIRE

Please return this questionnaire to Dick Crayne by **Wednesday, November 23.**

Issues, Concerns, Trends and Opportunities

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

- Long-range planning/vision on some projects
 - Sidewalk plan was rushed
 - Worried about rushing pool plan before we know what will happen with Memorial Park
- Continued state/federal budget concerns and impact on city and/or school property taxes
 - How much will we have to control city taxes if school has to raise their share?
 - Potential impact of commercial/residential rollbacks
- Property taxes, esp. downtown
- Golf course subsidy needs to be stabilized
- 411 pension rates and impact on budget
- Fairground move adds a lot of potential to Memorial Park
- Lack of land in current business parks
- Increasing budget costs beyond control of city council
- Loss of affordable housing due to flood
- LOST renewal
- Use of Kohlmann Park for the band
- Need to admit our mistake in Centennial Oaks – pursue all legal options and get street taken care of
- Hazard Mitigation Commission needs to focus on river uses/issues
- Need to encourage IDOT attention on Bremer Ave issues
- Fire Station building issues
- Succession planning
- Growth of population results in demands on city services
- Need friendlier policy regarding solar panel installations

On-Going Priorities

The following were identified as on-going priorities for the upcoming 24 month period:

- Flood mitigation – complete buy-outs
- Joint fair/ball field complex project
 - Engineering
 - Fund raising
- Implement sidewalk improvement program
- Airport runway expansion/safety area
- 12th Street NW overlay
- Swimming pool study
- Develop plan to increase Cedar River recreational usage
- Move toward e-commerce for the city

Priority Programs, Policies and Initiatives (Non-Capital Projects)

The participants reviewed potential, programs, policies and initiatives (non-Capital Projects) for consideration and selected the following as priorities for the upcoming 24 month period (listed in priority order):

- 1 Develop plan for future use of Memorial Park post-Fair occupancy
- 2 (Tie) Industrial Park location study
- 2 (Tie) Study tax property tax incentives/abatements to promote residential development
- 4 Downtown (Main St.) Revitalization Plan

Capital Project Priorities

The participants reviewed and considered potential capital projects as priorities for the upcoming 24 month period (listed in priority order):

Top Priority

Ball Diamonds – County Fair project
Waverly Municipal Pool
Dry Run Creek flood mitigation

Medium Priority

20th St NW

A complete list of all capital projects considered by the Mayor and City Council members is attached as **Exhibit B**.

Organizational Effectiveness

The Mayor and City Council reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness:

- Continue initiatives to enhance civic engagement/communication:
 - Council members make themselves more available at community/public events
 - Try to encourage media coverage of city government issues and activities
 - Enhance city web site/streaming video of council meeting
 - Better utilization of cable access channel
 - Consider use of social media
 - City newsletter
 - Mayor on radio programs
 - Expand “Guest Council Member” program to involve you from high school and college
 - In conjunction with Wartburg College, develop internship program focusing on public communications
 - Using the Advisory Committee, provide public with more information regarding the W Center
 - Conduct citizen survey (use intern)
 - Hold Town Hall meetings
- Continue to hold semi-annual council retreats
- Staff to continue to provide multiple options to council with professional recommendations
- Continue to sue study sessions to review and discuss complex/important issues
- Staff to provide more information to to council on status of capital/construction projects
- Succession planning
- Work to focus DOT attention on Bremer Ave issues
- Encourage going paperless in distributing council packets

Final Comments

It was a pleasure to assist the City of Waverly with this goal setting process.

It is important to note that the prioritization of projects and initiatives is not “cast in stone.” They can be modified as new circumstances may occur.

It is recommended that city staff prepare an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Jeff Schott
Institute of Public Affairs
University of Iowa
December 15, 2011

Exhibit A

City of Waverly
Goal Setting Session – 2011

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED
(NON-CAPITAL PROJECTS)

- Create thorough sidewalk gap plan with budget understanding and criteria for filling gaps and establishing connectivity
- Develop plan for future use of Memorial Park post-Fair occupancy
- Develop plan for rebuilding/rehabilitating city streets, including financing
- Planning of trail to Shell Rock
- Make decision regarding Band Shell structure
- Safe use of Kohlmann Park
- Industrial Park location study
- Downtown (Main St.) Development Plan
- Downtown (Main Street) Revitalization plan – funding
- Study tax property tax incentives/abatements to promote residential development
- Automated refuse collection program
- Code enforcement officer
- Rental Housing Code and inspection
- Bike trail plans – Cedar Lane and Cedar Bend
- Single-stream mandatory recycling
- Storm water utility

Exhibit B

City of Waverly
Goal Setting Session – 2011

CAPITAL PROJECTS CONSIDERED

- Waverly Municipal Pool
- Ball Diamonds – County Fair project
- Cedar River Parkway
- Dry Run Creek flood mitigation
- 4th St SW – Burger King to Dairy Queen
- West Bremer Ave and round-about
- Public Service facility
- 20th St NW
- Cedar Lane
- Streetscape/sidewalk improvement west side/downtown
- Bremer Ave bridge walkway and railing
- Storm sewer – NW 2nd and 3rd Aves

Exhibit C

AGENDA

**CITY OF WAVERLY
GOAL SETTING SESSION - 2011**

WEDNESDAY, DECEMBER 14, 2011

10:00 AM-3:00 PM

Wartburg College Student Union Conference Room

1. Introductions and Opening Comments
 - a. Name, Tenure, and Background
2. General Overview of the Meeting and the Goal Setting Process
 - a. The Ground Rules for this session
3. Update regarding status of 2010 goals/priorities
4. General overview of City's major accomplishments in 2011
5. General overview regarding issues, concerns, trends and opportunities
6. Identification of on-going priorities
7. Identification of new programs, policies, projects, and initiatives
8. Capital projects discussion and prioritization
9. Discussion regarding organizational effectiveness issues
10. IPA Report to the Mayor and City Council – 2011 Strategic Planning Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
11. Adjourn