

City of Waverly, Iowa Goal Setting Report

August 25, 2014

Mayor:

Chuck Infelt

City Council:

Wes Gade

Tim Kangas

Dan McKenzie

Chris Neuendorf

Dave Reznicek

Edith Waldstein

Derrick Wygle

City Staff:

Phil Jones, City Administrator



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

CITY OF WAVERLY, IOWA

GOAL SETTING SESSION

2014

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CITY OF WAVERLY, IOWA GOAL SETTING SESSION 2014

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. Conduct a preliminary session with department heads.
4. Preparation of this final report.

Goal Setting Work Session

The Mayor and City Council held a work session conducted by the IPA on August 25, 2014. In attendance and participating at this meeting were Mayor Chuck Infelt and Council Members Wes Gade, Tim Kangas, Dan McKenzie, Chris Neuendorf, Dave Reznicek, Edith Waldstein and Derrick Wygle. Also in attendance and participating in this meeting was City Administrator Phil Jones. A preliminary session with city department heads was held on August 13, 2014. In attendance and participating in the meeting were City Administrator Phil Jones, Deputy City Clerk Carla Guyer, Finance Director Jack Bachhuber, Police Captain Don Eggleston, Library Director Sarah Meyer-Reyerson, Public Works Director/City Engineer Mike Cherry, Leisure Services Director Tab Ray and City Attorney/Community Development Director Bill Werger.

Major City Accomplishments

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

City Operations and Facilities

- Phase I Public Works Facility started
- Established Waverly identity and culture and destination city focus
- Construction of new Police Dept. evidence building and chemical storage facility
- Amphitheater construction and community fundraising
- Automatic meter reading done ahead of schedule
- Single stream recycling implemented
- City-provided trash bins done
- Technology improvements for Windows upgrades

Infrastructure

- Cedar River Parkway progress
- Dry Run Creek
 - Financing - \$5.6 million state dollars
 - CLOMR submission
- Cedar River FEMA revision (LOMR)
- Operation of dam and reduction of flooding in intercity NW neighborhoods; successfully implemented twice in last two years

Budget and Finance

- Maintained city's strong financial condition
- Maintained city's strong bond rating (Moody's)
- City property tax levy lowered
- Major internal changes including new healthcare plans, new workers comp insurer, new city insurer
 - Significant savings in work comp
- Established 3-year stable rate of increase in water, sewer and solid waste rates

Administration and Governance

- Use of consent agenda to streamline council meetings
- Projecting through council and staff a positive image
- Citizen survey, goal setting and strategic planning completed
- Reorganization of city staff to address economic development needs (City Attorney/Director of Economic Development)
- Revived Safety Committee
- Municipal Infraction Ordinance adopted
- Police Department Use of Force Policy/Less than Lethal Options approved/enhanced
- New Police bargaining unit contract

Major City Accomplishments, continued

Other

- RAGBRAI hosted successfully
- Public-private partnerships for economic development
- Private investment in Waverly continues
- Upper Story Renovation project – CDBG grant awarded
- Opening up significant portions of Brookwood Park after building demolition
- Grant for dog park obtained
- Significant progress in achieving most of the City Council's 2013 priorities

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:

City Facilities and Operations

- Added/growing service demands and resulting staffing needs
- Physical space/needs use at City Hall
 - City Hall HVAC replacement

Budget and Finance

- Change in Iowa property tax structure - impact on city general fund revenues
- Manage property taxes to help increase population, promote economic development and grow tax base
- Manage water/sewer and solid waste fees
 - Attract more citizens and business to grow tax base
- Local Option Sales tax renewal in 2018
- Champions Ridge/Fair partnership
- How do Waverly's property tax rates, utility rates and cost-of-living compare to other communities?

Administration and Governance

- Need to negotiate potential changes in City bargaining unit contract this fall/winter – professional assistance?
- Zoning Ordinance/Subdivision Ordinance revisions needed
- Must address larger society's political divide as it impacts Waverly
- Need to embolden regional presence and reputation
- Professionalism of Council
- Succession planning

Infrastructure

- Street conditions
 - Find ways to fund residential street reconstruction/repair
 - Condition of Bremer Ave
 - Local Option Sales Tax
- High need to address critical aging infrastructure
- Adequate staffing to properly maintain infrastructure
- Outdoor warning system replacement
- 4th St - BK to DQ
- 20th Street NW rebuild - timing
- Neighborhood connectivity – Jadestone to Eisenach Village, other neighborhoods, dead end streets, infill development
- Enhanced pedestrian movement – bike lanes, walkers, special populations, green streets, smart development
- Cedar Lane needs reconstruction

Issues, Concerns, Trends and Opportunities, continued

Community and Economic Development

- Enhance Downtown by increasing mercantile type business vs. professional offices
- Continued need to grow tax base
- Downtown redevelopment plan – update and implement
- Lack of business park availability – continue current discussion in redeveloping current sites
- Develop flood lots new out of 100-year flood plain (IEDA has program)
- Need more housing, especially low/moderate income
 - Don't want to lose young family population to surrounding communities
 - Don't want industry to shy away from us
- Lack of residential building lots – potential trends of new subdivisions
- Impact of utility rates on economic and community development

Parks & Recreation

- Rolling Prairie Trail connection to Shell Rock and Janesville
- Dog park
- Vegetation management on roads, trails, parks, public spaces
- Emerald Ash Borer and city trees
- Future of the green bridge
- Find solution for park maintenance facility
- How does Waverly compare to other communities in terms of parks and recreation facilities and programs?

Other

- Find ways to enhance/grow community festivals (destination city)
- Social and local media coverage, accuracy and perceptions

On-Going Commitments/Priorities

The following were identified as the City's on-going commitments/priorities for the upcoming 12 – 24 month period:

- Make a decision regarding rental housing inspection
- Advocate for IDOT reconstruction of Bremer Ave
- Investigate alternatives for Waverly Business park initiative
- Develop implementation program for downtown (Main Street) project
- Dry Run Creek improvements
- Continue sidewalk repair/pedestrian ramp construction program
- Airport improvements:
 - Safety zone enhancement- land acquisition
 - Runway rehabilitation
- 20th Street NW – box culvert
- Cedar River Parkway – Phase I construction
- Make a decision regarding swimming pool project
- Develop plan for reconstruction of local street system
- Continue support for Champions Ridge
- Conduct core services study
- 4th St reconstruction/widening – Bremer Ave to 2nd Ave
- Dog park
- Skate park
- Water trail
- Public Services Building construction
- 2nd St NW storm sewer and roadway improvements
- 2nd Ave from 4th St – 10th St reconstruction
- Babcock Woods trail extension
- Housing Needs Assessment
- Start process for renewal of Local Option Sales Tax

New Priority Projects, Programs, Policies and Initiatives

Top Priority:

- Develop Economic Development Strategic Plan to include:
 - Planning for future industrial and commercial development
 - Housing

Medium Priorities

- Longer-term financial contingency planning
- Cedar River Parkway Final Phase planning – design and financing
- Make a decision regarding City Hall space needs

Final Comments

It was a pleasure to assist the City of Waverly with this goal setting process. I was extremely impressed with the level of cooperation and positive attitudes of the elected officials and city staff.

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
August 27, 2014

Exhibit A

City of Waverly
Goal Setting Session – 2014

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Online bill pay
- Transition Solid Waste program to “pay per throw” billing approach
- Develop plan for river use
- Cedar River Parkway Final Phase planning – design and funding
- Sidewalk infill
- Develop Economic Development Strategic Plan to include:
 - Planning for future industrial and commercial development
 - Housing
- Benchmark Waverly parks and recreation programs and facilities as compared to other cities
- Benchmark Waverly cost-of-living indices – property tax rate, utility rates, electric rates – as compared to other cities
- Develop new section of cemetery and cemetery road reconstruction
- Relocate Parks Maintenance to old PS facility – remodel & demo/restore
- Update Zoning/Subdivision Ordinances
- Lower property tax rates
- Make a decision regarding City Hall space needs
- Compensation study
- City Code recodification
- City-wide Wi-Fi
- Green Bridge – planning and financing
- Longer-term financial contingency planning

Exhibit B

AGENDA

**CITY OF WAVERLY
GOAL SETTING SESSION - 2014**

**Monday, August 25
4:00 PM-8:00 PM
Fire Station**

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. Review 2013 Priorities
4. Review Long-Term Strategic Goals
5. Review recent City major accomplishments (2013-2014)
5. Discuss issues, concerns, trends and opportunities
6. Confirm On-Going Commitments
7. Identify Significant New Programs, Policies, Projects and Initiatives
 - a. Ranking of Priorities
 - b. Discuss Implementation Issues
8. Discuss organizational effectiveness
9. IPA Report to the Mayor and City Council – 2014 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
10. Adjourn

Exhibit C

**CITY OF WAVERLY
GOAL SETTING SESSION – 2014**

QUESTIONNAIRE

INTRODUCTION

The City of Waverly’s Goal Setting Session will be held on Monday, August 25, at the Civic Center. 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 Phil Jones by **Monday, July 28.**