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CITY ADMINISTRATOR'S OFFICE MEMO
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319-393-1515 ext.523

To: Mayor and City Council
From: City Administrator, Kim Downs
Date: July 19, 2018
RE: 2018 Goal Setting Report-Review and Place on File

In the month of April both city department heads and city council held separate planning and goal setting sessions identifying major accomplishment, issues, concerns, trends and opportunities. Discussed on-going commitments/obligations and lasting set new priorities, programs, policies, projects and/or incentives.

City Council and the department heads took pride in many of the major accomplishments throughout the last three years while identifying new priorities, programs, policies, projects and incentives.

On-going commitments/obligations were identified for the upcoming 24-month period:

- Continue to advocate to IDOT and MPO for Tower Terrace Rd/I-380 interchange (set to be constructed by FY-24)
- Seek development opportunities for Village Center area (public hearing to be set to sale city land within the designated area and enter into a development agreement to sale and redeveloped all city land along Center Point Road/Robins Road/Emmons Street in August of 2018)
- Be open to voluntary annexation opportunities (Begin to seek potential land for annexation along the northern end of Edgewood Road to promote city limit growth and future development. Complete within 12-24 months)
- Support for Water Board planning/construction of new water storage tank tower or ground storage (on-going; water board plans to let for bid in FY-19)
- City/Police Garage along Clark Street (Upon the sale of city land in the village center designated area the city will need to build a garage upon city land along Clark Street. Complete within 12-24 months)
- Edgewood Road improvements (Completed July 2018)
- Develop Fire Department Master Plan (On going. Report will complete late this fall 2018)
- Robins Rd study (Complete within 12-24 months)
- Hiawatha Public Library addition (Fundraising goals meet with construction to begin in the fall of 2018)
- Make a decision regarding Employee Compensation study recommendations (on going)
- Implement residential rental licensure/inspection program (Community Development's target completion date is this fall)
- Develop sidewalk repair program (begin implementation within 12 months)
- Northwest Territory Park development (purchased land in June 2018. Complete within 24-36 months)

- Maintain the GIS system by keeping current (on-going)

New priority programs, policies, projects and initiatives set. Each of the following bullets will be delegated to the appropriate department to define the action plan, tasks, and estimated cost along with a date for completion.

- Hotel/motel study for Village Center and/or Tower Terrace/I-380 area
- Review citizen survey efforts and timeliness
- Conduct affordable housing study
- Civil Rights Initiative as it relates to housing discrimination
- Initiatives to protect the environment, promote energy efficiency, develop green spaces, etc.
- Continue to lower property tax levy without compromising city services
- Conduct study regarding Rec Center/Civic Center

At this time, I ask you to review the draft 2018 Goal Setting Report in its completed form. Then at the council meeting I will ask to effectively place the 2018 Goal Setting Report on file and direct staff to proceed with developing a plan to complete each of the new priorities, policies, projects and initiatives.

Kim

City of Hiawatha, Iowa
Goal Setting Report
April 25, 2018

Mayor:
Bill Bennett

City Council:
Aime Wichtendahl
Dennis Norton
Dick Olson
Rob Archibald
Steve Dodson

City Staff:
Kim Downs, City Administrator
Kelly Kornegor, City Clerk

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

CITY OF HIAWATHA, IOWA
GOAL SETTING SESSION
2018

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CITY OF HIAWATHA, IOWA
GOAL SETTING SESSION
2018

Introduction

The City of Hiawatha 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 preliminary session with department heads.

3. Conduct a goal-setting session with the elected officials.

4. Preparation of this report.

Goal Setting Work Session

City Council Members and the Mayor held a work session conducted by the IPA on April 25, 2018. In attendance and participating at this meeting were Mayor Bill Bennett, and Council Members Aime Wichtendahl, Dennis Norton, Dick Olson, Rob Archibald, and Steve Dodson. Also in attendance and participating in the session were City Administrator Kim Downs and City Clerk Kelly Kornegor.

A preliminary session was held with city department heads on April 10, 2018. In attendance and participating in that session were City Administrator Kim Downs, Police Chief Dennis Marks, Library Director Jeaneal Weeks Public Works Superintendent Rod Jasa, Fire Chief Mike Nesslage, City Clerk Kelly Kornegor, Finance Director Cindy Kudrna, Community Development Director Patrick Parsley, City Engineer John Bender, Water Superintendent Marty Recker and Parks and Recreation Director Kelly Willadsen.

Major City Accomplishments

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

Infrastructure

- Completion of Emmons St and Center Point Rd interchange
- Completion of Emmons St and Robins Rd intersection
- Getting Tower Terrace Rd and I-380 interchange into the IDOT 5-Year Plan
- Temporary fix of Boyson Rd/Center Point Rd/I-380
- Solar panel initiative into Capital Improvement Plan
- Street projects – multiple improvements (E)
    - Utilization of ACC overlays
    - Northwood overlay
- Extension of water and sewer to County Home Road
- Fiber/phone connectivity to all public facilities

Community & Economic Development

- Annexation along Loggerhead/Edgewood Rd north to County Home Rd
- Voluntary annexations by Brandt's and Novak's
- Increased small business development
- Decision on proposal/set groundwork for development of Village Center
- Receipt of RFP's by contractors with interest in design and construction of Village Center
- Partnering with HEDCO to create Hiawatha Business Success Stories as an integral part of the City's marketing & branding program
- Working to increase minimum wage in Linn County
- Heavy building permit activity over the last few years
- Simplification of Unified Development Codes
- Completion of Mercy Medical Center Urgent Care and Wolf Eye Clinic
- Opening of Dave Wright Car Dealership and Junge Automotive Group
- Development in north part of town
- Development of Peck's 1st and 2nd additions with grading and sewer construction nearing completion Positive economic development growth and continuous relationships being built

City Operations/Facilities

- 2036 Comprehensive Plan adopted
    - Received award Comp Plan (award)- Iowa Chapter of the American Planning Association (APA) named the City of Hiawatha and MSA Professional Services the recipient of the 2017 Daniel Burnham Award for its Comprehensive Plan"
- New website
- City Hall phone service and security camera systems updated
- Positive Union negotiation
- Safety program – no major injuries this year
- Cybersecurity efforts in place
- Culture and engagement continues to be positive – internal and external
- Networking amongst staff is good
- Software conversion of Water Dept and city into one program
- New dept. software integrating storm water, building, P&Z, fire, code enforcement
- City celebration
- Zoning Code update
- Storm Water Advisory Board
- New GIS personnel for database development and maintenance
- Electronic time cards
- Vehicle replacement policy change
- Top notch Public Works program
- Reconfigured front entrance at City Hall
- Purchased new tandem axle dump truck
- Fitness reimbursement program
- Improved DNR MS4 compliance reporting

Budget/Finance

- Lowering property tax levy rate below Cedar Rapids with no loss in service
- Maintaining a balanced budget with 30%+ reserves
- Developing a 5-year financial plan
- Maintain Moody's rating of A1
- Quality CIP; real time needs with appropriate funding
- Improved CIP planning process with Council
- Able to lower bond issue amounts for the next 4 years/ CIP planning

Public Safety

- Listed in top 10 safest cities in Iowa
- Fire Dept continued efforts to support Annual Smoke Detector Day
- Stand Down Safety Day
- Water and Fire improving the ISO score by a point
- Received $275,000 grant to purchase SCBA's, compressors and fill station; placed in service and trained staff
- Participated in one of two state-wide test sites by implementing Community Paramedicine program in Hiawatha
- Completed an extensive SOP with 90+ SPO's
- Implemented a Behavioral Health program incl. providing EAP for volunteers
- Successfully held two all-day EMS events open to all regional EMS providers
- Made transition to 6 duty crew system that reduced the amount of time volunteers would be on call
- Reinstated the Deputy Chief of EMS position
- Implemented a scheduled inspection and pre-plan program

Housing

- Efforts on completion of Del Ridge Estates and Rolling Prairie additions
- Housing Rehabilitation Program

Parks & Rec

- Dog park (in process)
- Development of Urban Forest Management Plan and EAB Plan overview
- City-wide tree inventory
- Work on developing new park territory

Library

- Library expansion referendum passed
- Increased programming offerings and attendance
- Community partnerships with HACAP
- Installation of Little Free Pantry
- Outreach delivery to care centers
- Best staff ever
- Continued partnership with Catherine McAuley Center to offer ESL classes
- Remodel of staff workspace
- Completion of new Wi-Fi installation
- Completion of install of new RFID software and hardware including self-check stations
- Continued partnership and relationship building with CRPL and MPL
- Completion of study with CRPL and MPL toward improving our holds/reserve/delivery process
- Increased focus and training on mental health first aid
- New partnership with Willis Dady
- Re-organization of positions and task ~~Assistant~~
- Forming community relationships
- Being creative with use of limited space
- Closer communication/relationships/cooperation with other city departments
- Cultivating relationships that lead to formation of Hiawatha Public Library Earl Family Foundation
- Expanding library card types to offer access to more people, even those with no permanent address
- Re-establishing Friends of the Library with many lessons learned along the way
- Comments from patrons about our great customer service and friendly, knowledgeable and welcoming staff
- Increased visibility within metro area
- Remaining the small-town library that our patrons like and expect

Other

- Recognized as best place to retire in Iowa
- Continued population and geographic expansion

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:

Infrastructure

- Tower Terrace/I-380 interchange
  - Keeping project on IDOT schedule
- Continued efforts to maintain street infrastructure and street repairs
- Deteriorating public sidewalks

Economic Development

- Tower Terrace/I-380 interchange
  - Opportunities for business growth
- Village Center development and growth
    - Tremendous opportunity to develop "WOW Factor" Hiawatha Village Center ultimately added significant commercial tax revenue
  - Commercial services and amenities for public and citizens
- Land availability
    - Focus on areas underdeveloped or not developed *i.e.,* Sherman's, Cadwallder's, Primus along NCPR, Hemstra's and land along Edgewood
    - Locating new industrial development space

- Continue supporting developers in completion of major projects such as Peck's Landing, the Village Center & other projects to be determined
- Commitment to simplify processes regarding community development and ordinances
- Support and continued focus of formal marketing strategy/plan in concert with HEDCO
- Successful development of city owned property
- Continued growth of commercial and residential looks positive
- Development of NW area – ability to supply and maintain services to customers
- Growth opportunities with northern property annexations

Budget/Finance

- Rollback/backfill
  - Hiawatha's growth can help city to endure any elimination of the backfill
  - New classification of multi-residential property class and its declining rollback %
- Potential loss of or severe constraints on use of TIF
- Legislative incompetence – budgetary shortfalls
- Property tax levy:
  - Levy rate decrease
  - Singular focus on reducing the tax levy is contrary to planning future growth
  - Hope elected officials don't try to lower tax rates on the backs of employees
  - Maintaining tax levy rate
- Debt
  - Future interest rate increases
  - Maintaining a 20% debt limitation reserves
- Reduction in state funding due to reduction in federal funding
- Increased tax and fees from outside agencies – *e.g.,* county dispatch fees
- There have been only minimal increases in operating budgets

City Operations/Facilities

- Retirement of city staff, succession planning
- Responsibly maintain staff benefits and wages, for retention and recruitment
- Maintaining public services in support of future growth
- City of Robins
  - Annexation agreement
  - Buildout of Tower Terrace Rd from Hiawatha city limits to Cedar Rapids
- Realign city boundary lines at CR west of interstate along Tower Terrace
- Nixon school closing and whether they rebuild 2nd elementary in Hiawatha city limits
- Abysmal bus service-nights and Sundays
- Planning for maintaining service level to the public

Library

- Library expansion and funding
- Completion of building project
- Anticipation of city development that will affect library usage
- Planning for increased usage related to Tower Terrace interchange
- Economy and its effects on library service in terms of patrons and job searches, teaching technology, and again, social services

Parks & Rec

- NW Territory Park – opportunity/growth
- Trail connectivity
- Dog park

Public Safety

- Need satellite fire station and timeframe to complete
- Staffing/volunteers/facilities

Housing

- Need affordable housing
- Need to provide mix of housing to attract millennials

Other

- Feral cat issues
- Increased positive relationship building with Linn Co, Marion, Robins and Cedar Rapids
- Legislative incompetence – brain drain/low wages
- Planning for growth in population

On-Going Commitments/Obligations

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

- Continue to advocate to IDOT and MPO for Tower Terrace Rd/I-380 interchange
- Seek development opportunities for Village Center area
- Be open to voluntary annexation opportunities
- Support for Water Board planning/construction of new water storage tank tower or ground storage
- City/Police Garage along Clark Street
- Edgewood Road improvements
- Develop Fire Department Master Plan
- Robins Rd study
- Hiawatha Public Library addition
- Make a decision regarding Employee Compensation study recommendations
- Implement residential rental licensure/inspection program
- Develop sidewalk repair program
- Northwest Territory Park development
- Maintain the GIS system by keeping current

New Priority Programs, Policies, Projects, and Initiatives

The following were identified as new priority projects, programs, policies and initiatives for the upcoming 24-month period:

- Continue to lower property tax levy without compromising city services
- Hotel/motel study for Village Center and/or Tower Terrace/I-380 area
- Conduct affordable housing study
- Initiatives to protect the environment, promote energy efficiency, develop green spaces, etc.

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A.**

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:

- Review organizational chart, duties, responsibilities and authorities of Mayor/Council/City Administrator/Department Heads
- Review process for sale of city equipment/vehicles
- Succession planning – all departments
- Review Dept. Head spending threshold for purchases

Note: The agenda for the Goal Setting Session is attached to this report as **Exhibit B**.

Final Comments

It was a pleasure to once again assist the City of Hiawatha 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
April 26, 2018

Exhibit A

City of Hiawatha
Goal Setting Session – 2018

SIGNIFICANT NEW PROGRAMS, POLICIES PROJECTS AND INITIATIVES CONSIDERED

- Hotel/motel study for Village Center and/or Tower Terrace/I-380 area
- Review citizen survey efforts and timeliness
- Conduct affordable housing study
- Civil Rights Initiative as it relates to housing discrimination
- Initiatives to protect the environment, promote energy efficiency, develop green spaces, etc.
- Continue to lower property tax levy without compromising city services
- Conduct study regarding Rec Center/Civic Center

Exhibit B

AGENDA

CITY OF HIAWATHA
GOAL SETTING SESSION - 2018

WEDNESDAY APRIL 25, 2018
5:30 PM – 8:30 PM
City Hall

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 2015 goals/priorities

4. Discussion regarding City's major accomplishments from 2016-2018

5. Discussion regarding issues, concerns, trends and opportunities

6. Identification of on-going commitments/obligations

7. Identification of programs, policies, projects, and initiatives

8. Discussion regarding organizational effectiveness issues

9. IPA Report to the Mayor and City Council – 2018 Goal Setting Process
    a. Development of Action Plan
    b. Importance of Quarterly Updates

10. Questions, comments, and suggestions

11. Adjourn

DRAFT

RESOLUTION NO. 18-
City Council

RESOLUTION APPROVING AND PLACING ON FILE THE 2018 STRATEGIC PLANNING AND GOAL SETTING REPORT

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HIAWATHA, IOWA, to approve and place on file the 2018 Strategic Planning and Goal Setting Report as shown in the attached Exhibit 'A'.

AYES:
NAYS:
ABSENT:

PASSED AND APPROVED this 1st day of August, 2018.

_____
Bill Bennett, Mayor

ATTEST:

_____
Kelly Kornegor, City Clerk