



Council Study Meeting
March 25, 2014
6:00 p.m.
City Council Chambers

Agenda

1. Discuss strategic planning
2. Other items

City Council Study Meeting

1.

Meeting Date: 03/25/2014

Information

Subject

Discuss strategic planning

Information

The committee will discuss the strategic plan (packet).

Attachments

Report

City of Indianola, Iowa Goal Setting Report 2013

Mayor:
Kenan Bresnan

City Council:
Pete Berry
Greg Marchant
Eric Mathieu
John Parker, Jr.
Pam Pepper
John Sirianni

City Staff:
Eric Hanson, City Manager



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

CITY OF INDIANOLA, IOWA

GOAL SETTING SESSION

2013

TABLE OF CONTENTS

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, and Opportunities.....	Page 6
On-Going Commitments.....	Page 8
New Priority Projects, Programs, Policies, and Initiatives	Page 9
Final Comments	Page 9
Exhibit A – Significant Projects, Programs, Policies, and Initiatives Considered	Page 10

CITY OF INDIANOLA, IOWA

GOAL SETTING REPORT

2013

Introduction

The City of Indianola 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 Mayor and City Council.
3. Conduct a preliminary session with department heads.
4. Preparation of this report.

Goal Setting Work Sessions

City Council Members and the Mayor held a work session conducted by the IPA on July 29, 2013. In attendance and participating in the meeting were Mayor Kenan Bresnan and Council Members John Parker, Jr., John Sirianni, Eric Mathieu, Pete Berry, Pam Pepper, and Greg Marchant. Also participating in this meeting was City Manager Eric Hanson.

A preliminary session with city department heads was held on July 16, 2013. In attendance and participating in the meeting were City Manager Eric Hanson, Interim Police Chief Ron Hamell, incoming Police Chief Dave Button, Fire Chief Brian Seymour, Library Director Joyce Godwin, Community Development Director Chuck Burgin, Street Superintendent Ed Yando, Human Resources Director RoxAnne Hunerdosse, Parks and Recreation Director Glen Cowan, Information Technology Director Kurt Ripperger, and City Clerk Diane Bowlin.

Major City Accomplishments

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

- Change in City Leadership: City Manager/City Attorney/Staffing
- Downtown Façade Program
- New development/Economic Development – city participation:
 - Summercrest
 - Vintage Hills
 - Mercy Urgent Care
 - Theisens
 - Indianola Family Dentistry
 - Iowa Health Clinic
 - Credit unions
 - Housing developments
- Fiscal stability during economic struggles
- Stable health insurance rates/costs since 2005
- Buxton Study
- Police and Fire Storage Building built by staff
- I-Magazine
- Council Planning Session
- Improved working relationships with: School, Opera, Balloon Classic, Simpson, and County
- Maintained city services without raising property tax rate
- Continued upgrades to IT infrastructure
- Moving forward with compliance with DNR order regarding Infiltration/Inflow (I & I):
 - Completion of Phase 2 I & I Repairs
 - Phase 4 Inspections, design, bid and construction (I & I)
 - Updating residential I & I policies
- Addressed issue of deferred maintenance/replacement of equipment, including:
 - New Fire Department ladder truck
 - Purchase/Trade of the Jet/Vac Truck
 - Purchase/Trade of essential pickups
 - New Truck/Plow purchases
 - Police squad cars
 - Ambulance
 - New barricade trailer
- Police/Fire Departments assistance with security upgrades for all schools
- YMCA – city ownership/partnership with YMCA

Major City Accomplishments (continued)

- Waste Water Treatment Plant/Sanitary Sewer System:
 - South plant lift station pump upgrades
 - New boiler and flare at the North treatment plant
 - New Title V air quality permit for Waste
- Upgrades to Library technology
- Library Programs: Early Adopters, eBooks, Social Media
- Software upgrades that allow IPD/IFD/County to share information
 - (CAD/RMS/Mobile/GPS)
 - PD/FD/MU compliance with federal narrow-banding requirements
- Many projects done by the Street Department that saved city time and money such as:
 - Storm water culvert replacement
 - Easton Park concrete spillway
 - Downtown sidewalk/curb repair
 - Hillcrest street repairs
- Changed financing of Street Replacement Program (20 blocks every 5 years with concrete) –replaced special assessments with franchise fees
- Paving Y Street
- Downtown Events – city staff participation
- Directional Sign Project
- Indianola more involved in greater metro: CVB, Bravo, DM Partnership, Capital Crossroads
- Additional Police and Fire Staffing
- Online Utility Bill Payment/Agenda Quick/Gov QA
- New play equipment at McCord Park
- New restrooms at Pickard Park
- Sculpture at City Hall
- “Can Do” attitude instead of “Why” when looking at issues/problems
- Adoption of updated building codes
- Adoption of the 2011 Comprehensive Plan
- Ordinance limiting access along collector streets
- New Police Bargaining Unit accomplished without acrimony
- Recognition for safety program by workers comp carrier
- Hazard Mitigation Plan

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:

Budget/Finance

- Low/static Tax Rate and Tax Base limits availability of city services and operational effectiveness
- Debt service payments taking up larger percentage of available city revenue
- Recent reduction in commercial/industrial property tax rates by the state
- Gas Tax has not increased since 1989
- Police pension costs - funding the 411 fund
- Future cost of the Affordable Care Act
- Utility Rates too high/many complaints
- Increasing number of utility shut-off notices and shut-offs (impact on staff)
- Conversion of city finances to modified accrual system

Facilities/Infrastructure/Equipment

- Plans needed to accommodate growth of city
 - Infrastructure for new development
- Continued development of overall I & I program
- Waste Water Treatment Plant (WWTP)
 - WWTP Upgrades
 - Waste Water Permit Limitations (Pending)
 - Industrial waste water capacity limited
- 65/69 reconstruction North of Hillcrest – scheduled for 2014
- Aging equipment leads to high maintenance costs
- Poor compaction in the utility easements of new developments creates tremendous repair costs
- Citywide facility plan for future space needs – all city departments:
 - Library building is crowded
 - Street Dept
 - Fire Station
 - City Hall
 - Need for overall city facilities plan

Public Safety

- EMS calls/coverage outside the city limits – fees limited by state legislation
- Transition to digital communication (Narrow Band Compliance)
- Aging police equipment (laptops, radios, recorders, etc.)
- Parking for patrol cars
- Community Policing policy

Economic Development

- Competing with metro communities for economic development

- Need better coordination with Warren County Economic Development Corporation, Chamber, Convention and Visitors Bureau
- Better incentives for residential development
- Limited Commercial/Industrial Growth (land availability and infrastructure)
- Role of City Manager in economic development
- Utility rates impact economic development

Human Resources/Staffing

- Funding for ongoing training/certification requirements
- Staffing for GIS
- Need to review city-wide fleet maintenance/building maintenance and related issues
 - City-wide mechanic for fleet
 - City-wide building maintenance person for more timely repairs and maintenance
- Availability of quality seasonal help
- Lack of time for grant research/writing
- Work force planning – future retirements
 - Opportunity for future growth/restructuring

Code Enforcement

- Nuisance enforcement
- Code/Ordinance Enforcement related to snow/leaves/grass into streets

Parks and Recreation

- Park/Trail Land Dedication Ordinance not yet approved
- Ordinance requiring wider sidewalks for trail connection
- Extend Summerset to YMCA
- Long-term trail maintenance costs

Technology

- Technology – Instant responses expected 24/7 hard for management staff to get away/get things accomplished
- Improve online application process for new hires
- Better utilization of technology to reach public
- Keeping information current with technology available 24/7

Communication/Citizen Engagement

- Better Communication/Marketing of our Community and City Operations to attract people and business
- Involving younger/new residents in the community
- Engaging retired residents in our community
- Engaging large percentage of the population that commutes daily to DSM area
- Citizen engagement of boards/commissions/volunteer opportunities
- Conflicts with groups within the City (ie: Gov't change group); vocal minority – how to engage
- Mistrust of the Mayor/Council by some of the population
- Must work to unify a strong majority within the community to move Indianola forward
- Promote city-wide marketing/communications by departments (city-wide logo's)

On-Going Commitments

The following were identified as on-going commitments for the upcoming 24 – 36 month period:

- Completion of I & I requirements
- Waste Water System study
- Highway 65/69 reconstruction north of Hillcrest
- Implement economic development initiatives:
 - City Manager to develop proposed city economic development program for City Council review
 - City Manager to develop proposed economic development incentive guidelines for City Council review
 - TIF study
- Financial commitments to BRAVO/CVB/WCEDC
- Continue Downtown Façade Program
- Continue Dangerous & Dilapidated (D & D) program
- Maintenance costs for YMCA
- Development of communication/marketing strategy for the city

New Priority Projects, Programs, Policies and Initiatives

The following were identified as new priority projects, programs, policies and initiatives for the upcoming 24 - 36 month period:

- 1(Tie) Develop Waste Water plant plan (including financial plan)
- 1(Tie) Continued development/infrastructure for Summercrest Hills

- 3 (Tie) Implement Fire Department space/operational needs plan
- 3 (Tie) Develop long-range city facilities plan, to include:
 - Library
 - City Hall
 - Streets Dept.
 - Parks & Rec

- 5 Review utility rates/competitive water and electric rates compared to other metro communities

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

Final Comments

It was a pleasure to assist the City of Indianola 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
The University of Iowa
July 31, 2013

Exhibit A
City of Indianola
Goal Setting Session – 2013

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

(Votes received in parentheses)

- Develop Waste Water plant plan (including financial plan) (6)
- Continued development/infrastructure for Summercrest Hills - (6)
- Implement Fire Department space/operational needs plan (4)
- Develop long-range city facilities plan, to include: (4)
 - Library
 - City Hall
 - Streets Dept.
 - Parks & Rec
- Review utility rates/competitive water and electric rates compared to other metro communities (3)
- Long range TIF plan (2)
- Evaluate entire trail system (2)
- Salary and benefit survey to ensure Indianola is able to compete in the metro market for staff (1)
- 1% Local Option Sales Tax (1)
- Research and identify potential alternative revenue sources to move council priorities/initiatives forward
- Develop policy/program for financing street improvement/replacement (1)
 - Street improvement plan for unpaved streets
 - Review pavement assessment policy
- Expand commercial revitalization incentives along highway corridor (0)
- Increase storm water utility fee to generate revenue to make the necessary system repairs (0)
- Evaluate Building, Zoning and related development codes to prevent inappropriate developments (0)
- Adoption of Housing Code for rental properties (0)
- Undertake community-based strategic plan (0)
- Develop online program for utility connection so residents don't have to come to city hall (0)
- Develop comprehensive strategy related to landlords for utility fees in rental properties (0)
- GIS coordinator (0)
- Additional funding for the D & D program (0)
- Evaluate traffic signals on Hwy 92 West (0)
- Staffing plan/needs for the next 5 to 7 years and beyond (0)
- Staff training needs and funding for staff training (0)

Information	
Subject	
Other items	
Information	