



BUSINESS OF THE CITY COUNCIL
AGENDA STATEMENT

Item No 13
For Meeting of 1-5-2016

ITEM TITLE: Mayor/Council Goals for 2017-2019
CONTACT PERSON: Luke Nelson

SUMMARY:

The Mayor and Council invited Jeff Schott, from the Institute of Public Affairs, to help facilitate our Goal Setting work session. The work session was held November 30, 2016 and was a tremendous success. Elected officials were able to see accomplishments of past years and outline clear goals for the City.

EXPLANATION & HISTORY:

Below is a statement from facilitator Jeff Schott:

"It was a pleasure to assist the City of Norwalk with this goal setting process. I was very impressed by the level of leadership and teamwork exhibited by the participants in the session.

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."

Attached to this Agenda Statement is the final report from Jeff Schott as well as the proposed Action Plan created by Staff.

FUNDING:

Funding is specific to a variety of the goals Council outlined. At this time there is no funding component associated directly with the adoption of the Action Plan.

ALTERNATIVES:

1. Approve the Action Plan as submitted.
2. Approve the Action Plan with modifications.
3. Have Staff conduct further research.
4. Take no action at this time.

RECOMMENDATION:

Staff recommends **Alternative 1.**

City of Norwalk, Iowa Goal Setting Report

November 30, 2016

Mayor:

Tom Phillips

City Council:

David Lester

Ed Kuhl

Erika Isley

Jaki Livingston

Stephanie Riva

City Staff:

Luke Nelson, City Manager



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

**CITY OF NORWALK, IOWA
GOAL SETTING SESSION
2016**

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CITY OF NORWALK, IOWA GOAL SETTING SESSION 2016

Introduction

The City of Norwalk 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 November 30, 2016. In attendance and participating at this meeting were Mayor Tom Phillips and Council Members David Lester, Ed Kuhl, Erika Isley, Jaki Livingston, and Stephanie Riva. Also in attendance and participating in this meeting were City Manager Luke Nelson, Police Chief Greg Staples, and Office Coordinator Amy Hock.

Major Accomplishments

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

Infrastructure

- Completed overdue repairs to bridge, Library roof, Founders' District water main replacements and City pool
- Woodmayr overlay project
- Completed Cedar Street
- Increased water volume for future development
- Started the Norwalk Community Infrastructure Study project

City Operations/Facilities

- Completed the Comprehensive Plan update
- Land use plan update and the master plan for Sub Area 1
- Updated the Zoning Code
- Handled unprecedented volume of building permits/development
- Tightening of development and financial policies
- Released \$50 million of TIF valuation
- Proactive bond refinancing at lower rates
- Council has improved communication with citizens and staff since 2013
- Hired a new city manager
- Bond rating upgraded to AA by Standard & Poor
- City collaboration with School District on Information Technology and HVAC Building Standards

Economic Development

- Began Marketplace development
- Negotiated North Shore development
- LaQuercia expansion
- Capital Cities Group business retention
- Added Produce Innovations
- Signed Development Agreement with Hy-Vee
- Certified Industrial Site designation
- Became business friendly with two-way communication and cooperation
- Hosted the Home Show Expo in 2014 and will hosting again in 2017
- Shifted to a rebate arrangement on TIF projects and created a school carve-out

Major Accomplishments (continued)

Public Safety

- Increased police staffing
 - Received COPS grant
- Implemented change in emergency communication system
- Increased EMS to 24 hour staffing
- Provided living quarters for 24-hour Fire Department staffing
- Awarded 1st place in communities of Norwalk's size in National Law Enforcement Challenge for Traffic Safety
- Enhanced community policing efforts (bike patrol, walking neighborhoods, generally increased resident interaction)
- Advocated to IDOT for speed limit reduction on Hwy28
- Traffic pattern changes at Lakewood School

Parks and Recreation

- Started the Beardsley Detention/Elizabeth Holland Park/Turnberry project
- Creation of Dog Park
- Established Orchard Hills Park

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

- Funding initiatives and programs without raising the levy
- Potential impact of state property tax legislation on future city revenues; future of state backfill; impact of other state legislation – unfunded mandates
- Citizen pressure to lower property taxes – public input on tax spending
- Longstanding TIF agreements, especially on residential, that limit access to revenue
- Use of residential tax abatement
- Use of too much TIF
- Waste of RUT money on non-road repairs
- Implementation of LOSST
- Providing adequate funding for maintenance of city facilities and equipment

Issues, Concerns, Trends and Opportunities (continued)

Infrastructure

- Need street improvement and repair schedule
- Lack of fiber internet to all areas in the City
- Community walkability and neighborhood connection in general
- Potential for Highway 28 to be developed to look like Merle Hay Road with a line of generic retail buildings, a hodge-podge of signage, and traffic congestion
- Adequate infrastructure and water capacity for growth
- Need regional storm water management plan

City Operations/Facilities

- Record number of building permits, growing pains
- Booming residential growth that is taxing the City's ability to provide services, staffing and adequate infrastructure fast enough and within budget (i.e., without raising taxes)- public safety, parks, water, sewer, storm water, roads, and traffic control
- Finding and retaining quality employees
- City staff: right people in the right job
- Need to organize into more effective project teams
- Citizen involvement in establishing City policies
- Given society violence trend, review physical security (glass in front area and community development reception, locking staff and front room doors in front area and community development) and general security/safety processes of City Hall, especially the front desk area - if it's not already done, consider general staff training in verbal de-escalation techniques that could be helpful until police assistance arrives
- Need to improve communication within city organization

Economic Development

- Need vision and strategy for growth to retain Norwalk's small-town feel
- Lack of shovel-ready commercial or industrial land currently available for development
- Lack of available existing commercial or industrial space for lease or purchase
- Issues in negotiating with DOT as it relates to commercial development of Hwy 28
- Opportunity to bring substantial commercial property
- Opportunity to increase community feel with all development
- Subarea 1
- Have outgrown McAninch Sports Complex
- Lack of Community Center
- North Shore development

Issues, Concerns, Trends and Opportunities (continued)

Parks and Recreation

- No direct access to Great Western Trail
- Need for more trails to connect developing neighborhoods (e.g., the Ridge, Timberline, Silverado) to the rest of the City - only safe option currently is to travel by car
- Lack of indoor recreational spaces
- Funding for pool maintenance
- Parks and Rec needs an equipment replacement schedule
- Need for a Parks Master Plan

Public Safety

- Need to decrease marijuana and alcohol use among students
- Need to maintain adequate Public Safety staffing levels

Housing

- Need for quality affordable housing – not clustered
- Too rapid of residential growth

Other

- Community bisected by Highway 28 that's difficult to cross and is within IDOT jurisdiction
- No public transportation to Des Moines or other metro suburbs
- Clear cutting land for development instead of preserving trees

On-Going Commitments/Obligations

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

- Continue city economic development programs/incentives
- City marketing
- Continue Capital Improvements Program (CIP)
- Salary comparability study
- Continuation of Sump Pump Ordinance enforcement
- NCIS infrastructure plan implementation
- Founders District Water Main
- Elizabeth Holland Park retention basin & park development – Phase I
- Swimming pool rehabilitation
- Highway 28 traffic study
- Wakonda Drive signalization
- Fire pumper replacement
- Complete Warren Water customer buyout

New Priority Projects, Programs, Policies and Initiatives

The Mayor and City Council reviewed potential projects, programs, policies and initiatives for consideration and selected the following as new priorities for the upcoming 24 month period (listed in priority order):

- 1 (Tie) Adopt Highway 28 development plan
- 1 (Tie) Develop Master Parks Plan (consider potential of additional regional storm water retention facilities as part of the Plan)
- 1 (Tie) Explore establishment of recreation/community center
- 1 (Tie) Develop a street improvement and repair schedule

- 5 (Tie) Develop plan for relocation/expansion of McAninch Sports Complex
- 5 (Tie) Continue school collaboration – assist with location of future schools by identifying land options, providing infrastructure (road, utilities), possible shared equipment storage building, community/rec center, ball fields, public meeting space, and shared communication personnel.
- 5 (Tie) Funding for parks equipment at Orchard Hills and Elizabeth Holland Parks
- 5 (Tie) Develop a formal strategic plan for the city

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:

- Maintain Fiscal responsibility.
- Conduct employee opinion survey – communication, culture, leadership, concerns and opportunities.
- Continue providing alternative solutions/analyses and staff recommendations for solution in Council packets
- Revamp capital improvements program (CIP) format
- Evaluate availability of grants and grant writing consultants to help address priority city issues
- Evaluate use of technology to improve communication with residents
- Review duties, responsibilities, use of City Attorney
- Review resolution drafting process (who prepares and who reviews for accuracy) and consider including the draft in the Planning and Zoning packet for P&Z-related resolutions
- Implement a formal performance review program for all staff
- Consider rotation of Council committee assignments
- More widely tap into the community volunteer pool (both individuals and partnering with existing volunteer organizations) to gain intellectual capital, labor, and monetary donations for either one-off or ongoing projects
- Evaluate and standardize appointment of members to city boards and commissions and develop process to facilitate citizens to indicate their interest in serving on boards and commissions
- Define and communicate roles, duties and responsibilities of various boards and commissions.

Final Comments

It was a pleasure to assist the City of Norwalk with this goal setting process. I was very impressed by the level of leadership and teamwork exhibited by the participants in the session.

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 1, 2016

Exhibit A

City of Norwalk Goal Setting Session – 2016

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Adopt Downtown beautification plan
- Develop Highway 28 development plan
- Develop Gateway signage and wayfinding signage plan
- Increase staffing in Public Safety
- Unify council's vision of commercial development with property owners' vision – viability and timeline – Sub-Area 1
- Attract an independent Living Facility
- Hotel
- Enhanced internet speed – explore alternatives, locations
- Start now to identify likely locations of regional facilities needed to support future growth, such as additional regional stormwater retention/park areas, sewer lines, lift stations, water tower(s), and public safety buildings (substations)
- Develop master parks plan (potential of additional regional stormwater retention facilities should be part of that)
- Monitor/work with WDM on Veteran's Parkway construction to ensure Norwalk connectivity to that road and also the Great Western Trail
- Update subdivision ordinance (signs and parks are the highest priority)
- Develop master plan for SubArea 3
- Secondary water supply - implement
- Make a decision regarding residential tax abatement
- Possible land annexation south to the river, west to Cumming
- Relocate/expand community ball fields
- Explore recreation/community center
- Determine pool needs
- Budget and maintenance schedule for pool
- Continue school collaboration - assist with location of future schools by identifying land options, providing infrastructure (road, utilities), possible shared equipment storage building, community/rec center, ball fields, public meeting space, and shared communication personnel
- Beardsley expansion planning
- Parks – funding for park equipment at Orchard Hills and Elizabeth Holland
- Citizen's opinion survey – services and priorities
- Develop a formal strategic plan for the City (which this exercise will do)
- Develop regional storm water management plan
- Develop street improvement & repair schedule
- Develop city-wide multi-year staffing plan

Goals Action Plan (2017-2019)

Developed 11/30/2016



Primary									
Primary	Contact Person(s)	Cost	Timeline	Updates (include dates)					
Adopt Highway 28 development plan	Luke Parris								
Develop Master Parks Plan (consider potential of additional regional storm water retention facilities as part of the Plan)	Nancy Kuehl	\$ 60,000	Summer 2017						
Explore establishment of recreation/community center	Nancy Kuehl	\$ 50,000	2017	This could be divided into phases. Phase I would be a study to analyze the type and size of facility along with identification of stakeholders. Also, Phase I would tell us approximate cost an potential funding sources. 12/5/16					
Develop a street improvement and repair schedule	Tim Hoskins	\$ 50,000	Before July 1, 2017	Funding is included in the FY18 Budget.					
Secondary									
Secondary	Contact Person(s)	Cost	Timeline	Updates					
Develop plan for relocation/expansion of McAninch Sports Complex		\$ 50,000		This could be divided into phases. Phase I would be a study to analyze the type and size of facility along with identification of stakeholders. Also, Phase I would tell us approximate cost an potential funding sources. 12/5/16					
Continue school collaboration – assist with location of future schools by identifying land options, providing infrastructure (road, utilities), possible shared equipment storage building, community/rec center, ball fields, public meeting space, and shared communication personnel.	Mayor and Luke Nelson								
Funding for parks equipment at Orchard Hills and Elizabeth Holland Parks	Nancy and Jean	\$ 400,000		Nancy provided an overview at a work session during the Fall of 2016. The cost estimate of a fully built-out park according to her overview exceeded \$1million. This project will need to be divided into phases. The cost estimate noted to the left is for Phase I. 12/4/16					
Develop a formal strategic plan for the city	Luke Nelson		2018 after reviewing accomplishments in 2017	The strategic plan can be better defined after one year of assessing accomplishments of goals noted for the 2017 calendar year. 12/5/16					
Organizational Effectiveness									
Organizational Effectiveness	Contact Person(s)	Cost	Timeline	Updates					
Maintain Fiscal responsibility.	All Elected Officials and Staff (Luke Nelson and Jean as primary contacts)	\$ -	ongoing	Fiscal policies adopted. Formal budget process where we review policies and assure ongoing compliance. 12/4/16					
Conduct employee opinion survey – communication, culture, leadership, concerns and opportunities.	Luke Nelson								
Continue providing alternative solutions/analyses and staff recommendations for solution in Council packets	All Staff and Elected Officials	\$ -	ongoing	Staff has been making minor adjustments and tweaks to the Council Packets. These adjustments will be ongoing.					
Revamp capital improvements program (CIP) format	Luke N and Jean	\$ 1,350	complete	This system has already been installed and is being used to create the CIP for FY18-FY22. The upfront cost is \$1,350 with an annual subscription cost of \$675.					
Evaluate availability of grants and grant writing consultants to help address priority city issues	All Departments	\$ -	ongoing	Luke N and Amy have started to assemble a list of grants available for Norwalk.					
Evaluate use of technology to improve communication with residents									
Review duties, responsibilities, use of City Attorney	Luke N and Jim D								
Review resolution drafting process (who prepares and who reviews for accuracy) and consider including the draft in the Planning and Zoning packet for P&Z-related resolutions	Jodi, Luke N and Jim D	\$ -	Spring 2017						
Implement a formal performance review program for all staff	Luke Nelson	\$ -	Fall of 2017	A basic outline is created to help with performance reviews of Department Heads (Direct reports to Luke Nelson). Once the wage study is complete we will have the mechanics to finalize the matrix for the performance review program. 12/5/16					
Consider rotation of Council committee assignments	Mayor								
More widely tap into the community volunteer pool (both individuals and partnering with existing volunteer organizations) to gain intellectual capital, labor, and monetary donations for either one-off or ongoing projects									
Evaluate and standardize appointment of members to city boards and commissions and develop process to facilitate citizens to indicate their interest in serving on boards and commissions	Luke N	\$ -	Start immediately after item below is complete	This will work in conjunction to the item below regarding roles and responsibilities. Once the process below is complete we will add a component of accepting new applications and/or consider rotating memberships.					
Define and communicate roles, duties and responsibilities of various boards and commissions.	Luke Nelson	\$ -	Immediately	Assemble a list of all boards and commissions. Identify legislation authorizing the group. Create a summary of duties and responsibilities. Create an orientation for the current boards and use for new incoming board members. 12/5/16					