

# City of Nevada, Iowa Goal Setting Report

April 4, 2016

---

**Mayor:**

**Lynn Lathrop**

**City Council:**

**Andy Kelly**

**Barb Mittman**

**Brian Hanson**

**Ray Schwichtenberg**

**Jim Walker**

**Brett Barker**

**City Staff:**

**Elizabeth Hansen, City Administrator**

**Kerin Wright, City Clerk**



**Facilitated by:**

*Jeff Schott*

*Institute of Public Affairs*

*University of Iowa*

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

---

**TABLE OF CONTENTS**

Introduction ..... Page 3

Goal Setting Work Session ..... Page 3

Mission Statement ..... Page 4

Major Accomplishments ..... Page 4

Issues, Concerns, Trends, and Opportunities..... Page 7

On-Going Commitments/Obligations..... Page 9

New Priority Projects, Programs, Policies, and Initiatives.....Page 9

Organizational Effectiveness..... Page 10

Final Comments ..... Page 10

Exhibit A – Significant Projects, Programs, Policies, and Initiatives Considered Page 11

# **CITY OF NEVADA, IOWA GOAL SETTING SESSION 2016**

## **Introduction**

The City of Nevada 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 and key city staff.
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 April 4, 2016. In attendance and participating at this meeting were Mayor Lynn Lathrop and Council Members Andy Kelly, Barb Mittman, Brian Hanson, Ray Schwichtenberg, Jim Walker, and Brett Barker. Also in attendance and participating in this meeting were City Administrator Elizabeth Hansen, City Clerk Kerin Wright, Public Works Director Mike Neal, Parks and Recreation Director Tim Hansen, Library Director Beth Williams, Assistant Library Director Shanna Speer, Public Safety Director Ricardo Martinez, Fire and EMS Director Ray Reynolds, Building and Zoning Official Shawn Cole, and City Engineer Larry Stevens (Howard R. Green Company).

## **Mission Statement**

The participants reviewed and confirmed the Mission Statements for the City of Nevada:

“Our mission is to provide quality public services that effectively address citizen and community needs in a fiscally responsible manner”

## **Major Accomplishments**

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

### **Infrastructure Improvements and Projects**

Fixing potholes  
US30 Interchange in the Iowa DOT 5-year Plan  
US30 Task Force  
Railroad crossings/tracks  
Additional street work, including trail connector  
Trail crack sealing done  
Indian Creek Trail Extension Project on 11th Street complete  
C Avenue, Valley View Drive and 3rd Street Place reconstruction  
6th Street rehabilitation project  
Sanitary sewer lining project  
Van Wall Relocation  
2014 and 2015 sidewalk improvements  
Lincoln Highway Paving  
Water main upgrade on 11th Street  
Lime lagoon discharge and well No. 9 project  
K Avenue reconstruction

### **Economic Development**

Development agreements with Almaco, Friedrich, Van Wall, and NEDC  
Control Building for DuPont and Lincolnway Energy  
Economic Development – DuPont Grand Opening  
Iowa DOT RISE grants awarded for DuPont and Van Wall Projects  
Continued development of West Industrial Park

### **Finance**

Refinanced City Hall and Water Revenue Bond and called Lincoln Highway general obligation bond debt early  
Audit 2015 was the best financial audit the City has seen  
Equipment Revolving Plan – fifteen year planning  
Amended credit card policy  
City now takes credit cards  
Levy unchanged

## City Operations and Facilities

Friedrich Housing Addition

Residential development of infill lots

City Hall Campus Project

Water Meter Replacement Project

Leadership Nevada visioning on former Minsky property

Seniors stuffing water bills – good for both

Iowa Finance Authority housing grant through Region XII Council of Governments

Dump truck/plow equipment

Utility Software Conversion

Central Iowa Water Association agreement to serve Dowell Property

Improved and expanded Nevada Visitor's Guide

City logo and web strip trademarked

Parks & Recreation getting another major tournament – SCORE Usage

Approval for a Street Supervisor

Renewed 28E agreement with Ames Resource Recovery

Administration Interns

Task force for Recreation/Wellness Center and Housing

City Hall Open House for 5 year anniversary, Library and Street Shed Ribbon Cutting events

Clothing program revamped

City involvement with Food for Thought Program

Implemented on-line registration for Park & Recreation

Emerald Ash Borer Response Plan

Vision 2020 Summit

Amended animal control ordinance

Added pet licensing ordinance

Amended peddlers licensing policy

Filed Quiet Zone continuations

New forms for cemetery agreements

Updated Disaster Recovery Plan

Created a computer policy

City involvement with literacy initiatives at Nevada Community School District

Amended residency requirement

Policy on Open Records Requests

Continued Project Observation

Sump Pump cost share program

Iowa Architectural Foundation - Visioning for Downtown, signage and facades

Assisted in securing Licensed Child Care Program

Funding for Boys & Girls Club

## Public Safety

### Merging Public Safety

A number of fire station improvements

Next Gen 911 – address changes and renaming streets

New fire truck

Fire hydrant painting project

Fire Department Image and upgrades

Police Department Full Force

EMT Training for all Police Department, including in house training

Received grant to supplement all firefighters having lightweight gear

Hired a Community Service Officer (CSO)

Replacing Crown Victoria with SUV's

Body cameras for all Nevada Public School District (NCSD) officers and Community Service Officer

Secured AED's for Gates, City Hall, 2 police vehicles and Score 4-plex

Received E911 grant for radios

Trail colors for safety

Restriping fire apparatus

New gear washer for fire department

Firefighter and Police Officer awarded the Medal of Valor

Fire Prevention Color Contest

Received grant for StoveTop FireStop installation Program

Smoke Alarm installation program

Bike Rodeo and Sale

Implemented 24 minimum training hours for sustainability on Fire Department

Community-wide Alice Training

## **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 Improvements and Projects

Street Repair – Behind on updating streets

Wastewater Plant Updates needed

Water and wastewater capacity - Big industrial user or permit will trigger needed improvements

Water main repairs and leak detection

Safety at S-14, work needed to Maple Ave and trail connection since US30

Interchange is delayed

Billy Sunday Field – Flooding, Lighting and future

Airport Road and Lincoln Highway Improvements

Traffic flow into and through the City

### Finance

State tax rollback on commercial, industrial and multi-residential properties - effect on General Fund operations and back fill

Tax Levy – avoid increase, prefer decrease

Water and wastewater rates - For upgrade facilities

Fire Association and EMS fund policies in place - Director of Fire and EMS working with City Clerk to create a standard for how association handle money to prevent accidents/oversights/theft

Increase local purchasing

### City Operations and Facilities

Housing – revisit tax abatement - Need more – perhaps 5 year abatement for building new home

Indoor gym space - Need more space for recreation opportunities and partner with SMC

Storm Protection/Shelter at SCORE - Consider with recreation center

Future of Gates Hall and Billy Sunday Field - It will take Collaboration and Cooperation with NCSD

CIWA - Future buyout needs and agreements

Peg Channel with NCSD - Does the City want to pay the \$20,000 for Mediacom infrastructure to the NCSD to provide the channel?

Harrington Park Drainage

Vision 2020 and City Comprehensive Plan review - Both prepared in 1998 and almost 20 years old

Succession Planning

Operations of CSO – revenue to pay for position

Branding and Marketing Campaign

Funding for Human Service Groups

### Economic Development

Diversity and need for chain retail/restaurants and retail recruitment - Stimulate community growth. What would be the City's involvement?

DuPont – Delay in opening and pioneer connection

Economic Development

### Public Safety

Police Records Management System - Needs support. Company sold 3 times

Body Cameras - Mobile camera records will soon be required

Data Storage - Legislation requires records kept for specific length. Storage is expensive

SRO Position - Need to decide if solely funded by City or collaboration and joint funding with NCSD for long term sustainability. Grant funding has been available, but must continue sustainability.

Communication Specialist - City needs to embrace these changes in means of communication and become proactive in its use and good customer service

PSD turnover - Need analysis and options for resolution. PSD to report to City soon

Long term needs for staffing as city employees on fire department retire - Need to prepare analysis

Industrial and rail threat - Training on March 19, 2016

ISO rerating - Current rating is a 5, but staff will ask to be lowered after new engine and inspection program

Fire/Access to roads north of town – North 10th Street and 10th Street Place

### Other

Dominance of small groups - Not necessarily representing the community and shortsighted



## **On-Going Commitments/Obligations**

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

- Lobby State for Highway 30 issues
- Maple Ave Bike Trail Connection
- School Resource Officer (SRO) Position – work with the school district to fund new position
- Continue short and long-term Infrastructure Planning - Street, Water, Wastewater, Facilities, Sidewalks, Global Information System/Intrans/Global Positioning System mapping, Quiet Zones, Trails, etc.
  - Sanitary and Storm Sewer Improvements from 15<sup>th</sup> – 19<sup>th</sup> Street
  - Water Leak Detection Program
  - Water meter replacement
  - Plan for and Study the Need for Water and Waste Water Expansion
- Continue short and long-term Financial Planning - Economic Development and Tax Increment Financing projects, Projects, General Fund services and Enterprise Funds/Services
- Continue to enhance Communications and Image of the City
- Rural Water Issues - CIWA – buyout and agreement
- Continue involvement in Nevada Economic Development Council efforts, planning infrastructure
- Update Fire Station
- Recreation Center feasibility study and needs assessment

## **New Priority Projects, Programs, Policies and Initiatives**

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

- 1        Airport Road and Lincoln Highway improvements
- 2        Recreation Center implementation – conceptual design, capital campaign

A complete list of all programs and initiatives considered at the session is attached as **Exhibit A.**

## **Organizational Effectiveness**

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

- Evaluate streaming of council meetings
- Review Performance Evaluation Procedures for Department Heads and City Administrator
- Council try to ask for information from staff in advance of meetings; staff and council try to avoid surprises

## **Final Comments**

It was a pleasure to assist the City of Nevada with this goal setting process. I was very 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 once again 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 5, 2016

Exhibit A

City of Nevada, Iowa  
Goal Setting Session – 2016

---

**SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED**

(Votes received indicated in parentheses)

- Recreation Center – implementation – conceptual design, capital campaign (6)
- Develop Housing Strategy, including 5 year Tax Abatement (1)
- Downtown Improvement Program, including incentives for second story apartments (2)
- Begin Conceptual Design for Central Business District, Including Directional Signage (1)
- Develop city communications strategy (2)
- Upgrade Trail Lights at SCORE (0)
- Comprehensive Traffic Study, including connectors (0)
- Professional Branding Strategy (1)
- Community Visioning Plan – Vision 2040 (1)
- Update City Comprehensive Plan (0)
- Review of Funding for Outside Agencies (2)
- Solar Energy for city operations – Study (1)
- Crack Sealing by city crews– Review Need for Machine, Etc. (0)
- Billy Sunday Field – Flooding, Lighting and future (3)
- Airport Road and Lincoln Highway Improvements (7)
- Reduce Debt (2)
- Avoid Property Tax Levy Increase – prefer to lower (3)
- Attract Businesses – Buxton (0)
- Increase street repair funding (3)
- Conduct analysis of city purchasing trends and policies (0)