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
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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 SCMC
- 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

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 15th – 19th 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
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)