

City of Clear Lake, Iowa Goal Setting Report

December 11, 2013

Mayor

Nelson P. Crabb

City Council

Dana Brant

Mike Callanan

Tony Nelson

Jim Boehnke

Gary Hugi (elect)

City Staff

Scott Flory, City Administrator

Jennifer Larsen, City Clerk



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

**CITY OF CLEAR LAKE, IOWA
GOAL SETTING SESSION
2013**

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CITY OF CLEAR LAKE, IOWA

GOAL SETTING SESSION

2013

Introduction

The City of Clear Lake 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 staff
3. Preparation of this final report.

Goal Setting Work Session

City elected officials held a work session conducted by the IPA on December 13, 2013. In attendance and participating at this meeting were Mayor Nelson P. Crabb, City Council Members Dana Brant, Tony Nelson, Mike Callanan, Jim Boehnke, and Council Member-elect Gary Hugi. Also in attendance and participating in the session were City Administrator Scott Flory, City Clerk Jennifer Larsen, Finance Officer Linda Nelson, Police Chief Greg Peterson, Fire Chief Doug Meyers, Public Works Director Joe Weigel, Parks & Rec Director Randy Miller, Librarian Jean Casey, Building Inspector John Marino and Water Plant Superintendent Greg Farwell.

Major City Accomplishments

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

- Demolition of Main Avenue Water Tower
- 14th Avenue S. Public Approach Improvement Project
- S. 20th Street Improvement Project
- Completion of 12th Avenue S Outlet Recreation Trail
- Highway 18 Water Main Improvement Project (N 3rd St W to N 9th St W)
- Purchase of land for NW water tower and start of project
- Approval of City Hall/Police Station renovation plans
- City Hall/Police Station Generator Project
- Purchase of vehicles for the Public Safety & Public Works Departments:
 - Ladder truck for Fire Dept
 - Two new police cars
 - Replaced one ambulance
- Improvements to City Park – restoration of turf grass, painting bandshell facade
- Municipal Cemetery Addition – Phase 1 – Site Grading Project
- Approval of Citywide strategic sidewalk plan
- Beginning phases of the N Shore Drive Street Construction Project
- Surf District/North Shore Drive/Buddy Holly Streetscape
- RDG conceptual design for Main Avenue water tower site & N Lakeview Drive
- Garden Park Senior Living Condominium Project
- 5-year contract with new audit firm
- Completion of CDBG Project
- Police radio tower replacement
- 1st Ave S. & S. 3rd Street Alley Improvement Project
- Water Treatment Plant evaluation (high service pumps)
- Successful budget
- N 40th Street bridge restoration
- Low General Obligation debt
- Continued partnerships with retail/downtown businesses
- Continuing local business incentive programs
- Installation of playground equipment at Pine Tree Park
- Repair of Main Ave boat ramp
- Aquatic Center
 - Converted chlorination system from pellet to liquid chlorine
 - Successful operations with no major injuries to staff or patrons
 - Repair of re-circulation line leak
- Well house #2 water main upgrade (Lincoln School site)
- Pine Brook 3rd residential subdivision
- Successful year for Veteran’s Memorial Golf Course
- City Council Compensation increased
- Improved on-line payment procedures
- Upgraded public safety communication system

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:

- Economic development:
 - Bring new industry and jobs
 - Vacant buildings in the Industrial Park
 - Loss of businesses in Industrial Park – Larson Manufacturing
 - Redstone is still empty – need action plan
 - Commercial development at our crossroads of transportation (use to our advantage)
 - Lack of significant economic development progress
 - Continued role of North Iowa Corridor and city; analyze North Iowa Corridor activities and expenses
 - Maintaining a viable downtown business district
- Retirement of key personnel and need for succession plan
- Concern with imbalance of population i.e. gray hairs vs. young adults
 - Implement policies and develop infrastructure designed to retain and/or attract younger citizens
 - Aging population
- Recycling stations or dedicated containers
 - Lack of recycling efforts
- Implementation of Citywide strategic sidewalk plan
- Reconstruction of N Shore Drive
- Impact on new state property tax legislation in future city revenues
- State legislative representatives need to “check in” with City officials and staff on a regular basis
- Replacement of High Service pumps at Water Treatment plant
- Remodel of City Hall/PD
- Lack of policy for blighted structures
- Loss of experienced Council Member Unsworth
- Need to improve sidewalks for pedestrian safety
- Pedestrian/bicyclist safety crossing Highway 122/N. 8th St
- Recruitment and retention of volunteer firefighters
- Long-term staff/dept. heads who are stagnant
- Restructure Code Enforcement/Building Official to more professional level
- Outsourcing or privatizing lawn mowing
- Reduce reliance on outside engineering firms for routine matters
- Ensure Public Works Director is not a Project inspector but rather a dept. head
- Need for in-house city IT staff
- New format for LNI solid waste agency

On-Going Commitments/Priorities

The following were identified as on-going commitments/priorities for the upcoming 12 - 24 month period:

- Finalize and complete North Shore Drive street improvement project
 - Continue Lakefront Seawall Redevelopment Plan – Phase II
- City Hall/Police Dept. renovations
- Continue support of CLEAR project
- Continue Sidewalk Repair Program
 - Implement sidewalk master plan
- Continue economic development incentives
- Keep property tax levy steady (+ debt service for new Fire Station) and maintain balanced budget
- NW water tower project
- Replacement of high service pumps at Water Treatment Plant
- Maintain contractual relationships with golf course non-profit organization
- Submit application for Iowa Great Places Program

New Priority Projects, Programs, and Initiatives

The participants reviewed potential new projects, programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 12 – 24 month period (listed in order of priority):

- | | |
|---------|---|
| 1 (Tie) | Improve City informational/way-finding signage |
| 1 (Tie) | Develop plan to improve recycling efforts (such as dedicated containers for residents, drop-off containers, etc.) |
| 3 (Tie) | Improve entry/gateway into City (HWY 122 & 4 th Ave S) appearance, lighting, mowing, etc. |
| 3 (Tie) | Continued development of 12 th Avenue S. Recreation Complex – next phase of Master Plan |
| 5 (Tie) | Develop policy to deal with blighted structures |
| 5 (Tie) | Convert City-owned street lights and water tower lighting to LED |

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

Organizational Effectiveness

City officials reviewed and discussed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After this review and discussion, the mayor/City Council selected the following steps to improve organizational effectiveness:

- Examine current levels of City employment, especially as vacancies arise – tie to succession planning
- Continue great communication of information with the public
- Review size of Park & Rec Advisory Board
- Review salary schedules and pay adjustment process for non-bargaining employees
- Continue informational meetings for property owners on large projects
- Continue collaboration with Sanitary District, City of Ventura, Cerro Gordo County, North Iowa Corridor, and Association for Preservation of Clear Lake
- Department heads to provide periodic reports to City Council at council meetings

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

Final Comments

It was a pleasure to once again assist the City of Clear Lake with this goal setting process. I continue to be highly impressed with the level of cooperation and positive attitudes of the elected officials and 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 again recommended that 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 City Council for review and approval. It is also recommended that staff review with the City Council the status of implementing the goals on a quarterly basis.

Jeff Schott
Institute of Public Affairs
University of Iowa
December 13, 2013

Exhibit A

CITY OF CLEAR LAKE
Goal Setting Session – 2013

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Establish and adopt standards for both Public and Private Subdivisions
- Salary schedule and review process for non-bargaining employees; adopt an alternative pay increase plan to control wages for Dept. heads with 20+ years
- Improve City informational/way-finding signage
- S Lakeview Drive street improvements
- Improve entry/gateway into City (HWY 122 & 4th Ave S) appearance, lighting, mowing, etc.
- Continued development of 12th Avenue S. Recreation Complex – next phase of Master Plan
- Safer pedestrian crossings along HWY 122
- Revisit Noise Ordinance
- Review & update zoning map
- Update employee handbook (last update 2000)
- Implement turf grass management practices for high traffic parks (such as City Park and Outlet Recreation Complex)
- Develop policy to deal with blighted structures
- GIS mapping of City's infrastructure
- Convert City-owned street lights and water tower lighting to LED
- Out-source maintenance/mowing of city properties
- Create in-house city IT position
- Develop plan to improve recycling efforts (such as dedicated containers for residents, drop-off containers)
- School Resource Officer program with School District
- East end water loop project

Exhibit B

AGENDA

**CITY OF CLEAR LAKE
GOAL SETTING SESSION - 2013**

FRIDAY, DECEMBER 13, 2013

10:00 AM – 3:00 PM

Fire Station Training Room

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. Progress Report and Update –2012 Goal Setting Report
4. Review Recent City Accomplishments (2013)
5. Review Issues, Concerns, Opportunities, and Trends
6. Identify On-Going Priorities
7. Programs, Policies, Projects and Initiatives
 - a. Review Results of Questionnaire
 - b. Explanations, clarifications, revisions, deletions, additions of Programs, Policies, Projects, and Initiatives
 - c. Ranking of Priorities
9. Organizational Effectiveness
 - a. Review Results of Questionnaire
10. IPA Report to the Mayor and City Council – 2013 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
11. Questions, comments, and suggestions
12. Adjourn