

City of Waverly, Iowa Goal Setting Report

January 15, 2010

Mayor:

Bob Brunkhorst

City Council:

Gary Boorom

Gene Lieb

Tim Kangas

Gary Grace

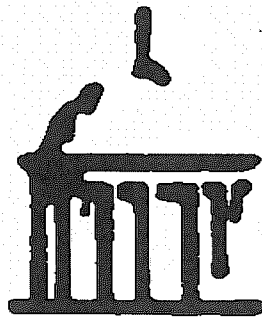
Richard Lindell

Kathy Olson

Jim Vowels

City Staff:

Richard Crayne, City Administrator



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

**CITY OF WAVERLY, IOWA
GOAL SETTING SESSION
2010**

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CITY OF WAVERLY, IOWA

GOAL SETTING SESSION

2010

Introduction

The City of Waverly 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: participants' visions of the "ideal situation" in Waverly in the next 5 – 8 years; strengths/weaknesses/opportunities/threats/other issues or concerns; initiatives, programs, policies, and projects for consideration in the upcoming two year period; 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 January 15, 2010. In attendance and participating at this meeting were Mayor Bob Brunkhorst and Council Members Gene Lieb, Gary Grace, Gary Boorum, Kathy Olson, Richard Lindell, Tim Kangas and Jim Vowels. Also in attendance and participating in this meeting was City Administrator Richard Crayne

Vision Statements

The participants were asked to describe their vision of the “ideal situation” in Waverly in the next five - eight years.

- Vibrant town of 10,000 population
- Safe and clean
- Maintain and improve a progressive community culture
- Provide quality of life:
 - For young families
 - For all ages
- Continue managed growth
- Main Street filled with flourishing businesses
- Maintain industries and service businesses
- Flood control in place with rubber dam
- Improvements in traffic control
- Maintain full complement of services
- Maintain city pride
- Good-paying job opportunities – bio-tech, internet firms
- Baseball/softball complex financed by fund-raisers
- View Cedar River as an asset
- Citizens feel informed
- Majority of citizens trust in government
- Maintain two-way communication between city government and the public
- Citizen engagement
- Available housing, especially for starters/younger families
- Sidewalks – repair existing and new
- Play bigger role in Cedar Valley
- Sustainability of infrastructure – financing
- “Green” leaders
- Enhance relationship between city and Wartburg College

Strengths, Weaknesses, Opportunities, and Threats

The following were identified as strengths, weaknesses, opportunities, and threats that may affect future city services, policies, finances or operations:

Strengths

- Diversification of business and industry
- Major employers provide good jobs, good benefits, stability
- Partnership with Wartburg College
- Quality of life:
 - City
 - School
 - Waverly Health Center
 - Waverly Golf Course
 - Parks and outdoor recreation available
 - Rail Trail
- City staff that have interests of citizens at heart
 - High praise for Public Works employees for their efforts after the flood
- Talented citizens – values, civic pride, work ethic
- Wide variety of services provided
- Cedar River
- Waverly Light and Power
- City financial condition
- Location – in Cedar Valley, transportation corridor
- History of looking forward – progressive community culture
- Citizens demand accountability
- County seat
- Diversity of population groups
- Effective partners – Chamber of Commerce, Main Street, Economic Development organization

Weaknesses

- Partnership with Wartburg College regarding the community recreation center not seen by some in public as benefitting the City
- City communications:
 - Better access to city budget, agenda packets, web site
 - Hard to track city budget
 - Council seen as out of sync with their ward
 - Staff not seen as constructive in providing options
 - E-mail out agendas to interested parties
 - Send agenda packets to library
- Concerns about the property tax
- Police seen as “out to get you” by younger adults
- Lack of quality softball/baseball diamonds
- Lack of a plan to capitalize on the vacant lots created by the flood buy-outs
- Transportation gridlocks at key intersections: Walgreen’s/Fareway, new 5-8 school

Strengths, Weaknesses, Opportunities, and Threats (continued)

Weaknesses (continued)

- Preparedness for the next disaster
 - Lack of full-scale disaster response testing
- Green Bridge maintenance planning/budget
 - Chain link fence seen as hazard – debris build up
- Media coverage of city government issues
- Lack of quality hotels
- Duties/responsibilities/functioning of Leisure Services Board
- Lack of city Human Resources Department
- Lack of affordable housing
- Infrastructure issues
- “NIMBY” (Not in My Backyard) syndrome
- Limited City controlled land for larger economic development projects
- Lack of programs/assistance for start-up businesses
- Quality of affordable day care
- Lack of transportation access for certain segments of the population
- Swimming pool needs repair

Opportunities

- Even more enhancement of our diverse economy – foster more job creation
- Opportunity to beautify community; “green development”, community gardens
- Ability to market Waverly as a golfing destination with two courses
- Enhance the Cedar River for additional recreation
- Recognize growing senior population (“Boomers”)
- Promotion of soccer complex and the two golf courses for major tournaments
- Development of a stronger/united veterans organizations by creating a single veterans building
- Enhancing council teamwork
- Teaming up generations
- Downtown revitalization – opportunity for Self-Supported Municipal Improvement District (SSMID)
- Start-up business ventures
- Junior High/Irving redevelopment
- East-west corridor along 10th Avenue
- Complete flood mitigation projects
- Storm water utility fee to fund storm water management projects
- Ball park and fairgrounds
- Band shell
- Airport
- Post-flood long-term recovery planning

Threats

- Overall economy – impact on city, school, community, state
- River flooding, flash flooding and other natural disasters
- Overpopulation of deer and geese
- Reduction of state funds (Road Use Tax)
- People not shopping locally/internet shopping
- Future of Main Street (less and less retail)
- Loss of residents due to flood
- Loss of quality employees
- Lack of available, skilled work force
- Wartburg versus non-Wartburg divide
- Divide between “newcomers” and “old-timers”
- Partisan issues – local politics
- Emerald ash borer
- Community spirit declining due to overall culture

Other Issues/Concerns

- Recreation program issues (member & non-member fees)
- Process to be used to make a decision regarding ball fields/fair issue

On-Going Priorities

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

- Flood mitigation:
 - Inflatable dam
 - Flood buy-outs
 - Policy for use and maintenance of green space
 - Dry Run Creek flash flood mitigation project
 - Follow up with U.S. Army Corps of Engineers regarding flood study
 - Establish Hazard Mitigation Commission
- Make a decision regarding Central Iowa Water Association (CIWA) proposal
- Review and approve plans and make a decision regarding ball field development
- Develop sidewalk improvement program
- Enforcement of rental property regulations
- Planning/engineering for 10th Avenue SW extension project – 4th Street west extending east to Highway 3
- Design of 4th Street corridor project
- Public Works facility