

City of Waukee, Iowa Goal Setting Report Summary

January 14, 2010

Mayor

Bill Peard

City Council

Darlene Stanton

Mike Watts

Casey Harvey

Dan Dutcher

Shane Blanchard

City Administrator

Jeff Kooistra



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

CITY OF WAUKEE, IOWA

GOAL SETTING SESSION

2010

Introduction

The City of Waukee 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 Sessions

City elected officials held a work session conducted by the IPA on January 11 2010. In attendance and participating at this meeting were Mayor Bill Peard, City Council Members Darlene Stanton, Mike Watts, Casey Harvey, Dan Dutcher and Shane Blanchard. Also in attendance and participating in the session were City Administrator Jeff Kooistra, Assistant to the City Administrator McKinlee Gibson, Director of Finance Linda Burkhart, Director of Public Works John Gibson, Parks and Recreation Director Matt Jermier and Director of Development Services Brad Deets. A preliminary session was held with department heads on January 5, 2010. In attendance and participating in this session were City Administrator Jeff Kooistra, Assistant to the City Administrator McKinlee Gibson, Director of Finance Linda Burkhart, Director of Public Works John Gibson, Director of Development Services Brad Deets, Library Director Maryann Mori, Parks and Recreation Director Matt Jermier, Fire Chief Clint Robinson and Police Chief Larry Phillips.

Major Accomplishments

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

- Major Street Improvements
 - Improvements and Widening of University Ave
 - Park Road Overlay
- Established WEDCO as a Result of a City-Driven Process
- Website Updated
- Alice's Road Bridge Under Construction
 - Preliminary Design Complete for Rest of Project
- Downtown Master Plan
- Location and Master Planning for New Recreation Complex
- Wind Turbine Ordinance Adopted
- Planning for New Public Works Building
 - Received I-Jobs Grant
- Conservative Financial Management – City in Good Shape
 - All Depts. Able to Manage City Growth/Challenging Economy with Minimal Budget Increases
 - No Increase in Property Tax Levy for City – Constant for 10 Years
- Computer Support & Upgrades
 - New IT Vendor
- Raccoon River Valley Trail
- Instituted Non-Sort Recycle Program with Metro Waste Authority
- Full-Time Fire Department
 - Added 3 Full-time Firefighters in Last 2 Years
 - Added Full-time Fire Chief
- Cooperative Attitude With Council-Staff – Improvement
- Civic Projects Focused on Citizen Participation/Driven Govt. (*e.g.*, Aquatic Center, Comprehensive Plan, Downtown Plan, Park Master Plan Copeland Complex)
- Continued Development of Professional City Staff
- Standardization of Staff Reports
- Work with School District
 - Approval of Plans for New School Buildings
 - Extension of Infrastructure
- Joining WRA
- Plan to Extend Utilities to Open Commercial Development in Alice's Road Area
- Lobbying for Alice's Road Funding
- Grants
 - IJobs
 - Iowa Living Roadways
 - SAFER Grants Funding for Full-time Firefighters
 - Library BIG READ Grant
- Consistent Snow Removal/Grass Mowing Policy – Reduction of Violations
- Collaborative Efforts With Other Communities on Projects

Major Accomplishments (continued)

- Aquatic Committee Working to Design Aquatic Center for Vote in 2010
- South Area Sewer Installed
- South Fork Sewer Installed and Assessed
- Communication Plan Started
- Northview Dr and 6th St. Developed
- Granger Gas Line Project Under Construction
- Lift Station #1 Project Under Construction
- City Comprehensive Plan
- Commercial Development (Team Data)
- Updated Capital Improvements Plan
- Prepared Economic Development Plan
- New Community Center
- Acquisition of Land for Copeland Park
- Collaborative Grant Submittal with DSM Metro Area for Energy Efficiency
- Land Acquisition for 5-Way Intersection Project
- Fostered Cooperative Development Atmosphere
- Library
 - Addition of Online Public Access Catalogs (OPACs)
 - Director Transition: Retirement of Long-Time, Hiring New
 - Manders' Museum – 615 sq. ft. Addition
 - Increased Hours for Youth Services Staff
 - Part-time Coordinator Increased to Full-time
 - Part-time Assistant's Hours Increased
 - Increased Teen Program Offerings
 - Adult Summer Reading Participation – Dramatic Increase
 - Big Read – National Grant Project
 - Server/Computer Transition/Upgrade/Replacement
 - Creation of Youth/Teen Areas
 - New Data Bases Acquired

On-Going Priorities

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

- Annexation
- Coordinate with WEDCO to identify and implement programs to promote commercial development
- Public Works facility
- Granger gas line extension
- Lobbying for Alice's Road project
- Alice's Road bridge
- Parks development plan
- City staffing plan

On-Going Priorities (continued)

- Communications plan
- Aquatic Center referendum

Priority Projects, Programs, Policies and Initiatives

The participants reviewed potential 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) Increase marketing efforts for Alice’s Road Interchange
 - Update Alice’s Road Master Plan
- 1 (Tie) Financial support for WEDCO
- 1 (Tie) Review City Hall facility needs
- 1 (Tie) Update employee job descriptions

- 5 Conduct a comprehensive community opinion and business opinion survey

Final Comments

It was a pleasure to assist the City of Waukee with this goal setting process. I was extremely 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 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
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University of Iowa
January 16, 2010