



**CITY OF ASBURY, IOWA
STRATEGIC PLANNING AND GOAL SETTING REPORT
2019**

**Mayor:
Jim Adams**

**City Council:
Russ Domeyer Larry Nagle
R. Craig Miller Robert Reisch
John Richey**

**City Administrator:
Beth Bonz**

**Department Heads:
Police Chief: Tom Henneberry
Public Works Director: Tony Carr
Golf Course General Manager: Jeremy Hawkins**

**Facilitated by:
Patrick Callahan
Callahan Municipal Consultants, LLC
December 4, 2018**

City of Asbury, Iowa

Strategic Planning and Goal Setting Session

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City of Asbury City, Iowa
Strategic Planning and Goal Setting Session
2019

Introduction

The City of Asbury schedules an annual Strategic Planning and Goal Setting Session to set the goals and priorities of the City Council for the next fiscal year and beyond. Patrick Callahan of Callahan and Associates facilitated the strategic planning and goal setting work session that included the following steps:

1. Review of the prior year Strategic Planning Report.
2. Review of suggested initiatives and programs based upon the comments of the elected officials and city department heads.
3. Conducting the strategic planning and goal setting work session with the elected officials.
4. Review of this final report.

Goal Setting Work Session

The Goal Setting work session was held on December 4, 2018. The work session agenda included a review of prior year accomplishments, City Council Vision, Capital Improvement Plan, Programs, Policies and Initiatives and Team Work Objectives. City Council members and City Department Heads completed questionnaires prior to the work session to facilitate the discussion.

Vision

As part of the goal setting session City Council Members were asked what their vision is for the City of Asbury. In response to this question, the following are their visions:

To continue to provide excellent services, resources and facilities to the residents of Asbury, while maintaining a strong financial position by lowering debt and holding down property taxes and fees for services.

That Asbury continue to have healthy growth maintaining a high quality of life and amenities to its residents. To continue to look to the future of the City as we address current concerns and realize the long-term affects our decisions will have.

Maintain a financially sound city budget and capital improvement plan; maintain existing infrastructure and plan for amenities such as trails and sidewalks.

We need to work for a safe and sustainable community for the overall good of everyone. We need to look at the future growth and work together to expand the boundaries, and be proactive in doing so, along with resolving issues and concerns so the community continues to grow.

A questionnaire was distributed to the City's elected officials and department heads and they were asked to do the following:

1. Identify the major accomplishments of the City in 2017 and 2018.
2. State your vision for the City.
3. Review the list of most important issues, concerns and trends facing the City in 2019, **(Exhibit A)**.
3. Review and revise the list of proposed initiative and programs. **(Exhibit B)**
4. Review and update the list of continuing priorities 2018. **(Exhibit C)**
5. Provide comments and suggestions regarding teamwork objectives. **(Exhibit D)**

Major Accomplishments 2017-2018

The major accomplishments for the City over the past two years are many. The ability of the City Council and City Staff to work as a team has enabled the City to accomplish many projects and initiatives.

1. Streets:

- Asphalt Overlay Maplewood, Briarwood, Willow Wood, Parkside, Fon du Lac, Asbury Ct. Pl.
- Hales Mill Road Improvement Project which included pedestrian crossing lights.
- Sun Valley East Project.
- Pennsylvania Culvert Improvements.
- Preliminary plans Springgreen Drive.

2. Police:

- Installation of traffic cameras along Asbury Road.
- Purchase of radar speed signs Hales Mill Road.

3. Utilities:

- Water Tower/Well/Wellhouse projects.
- NW Lift Station Improvements.
- Wastewater Treatment Facility Evaluation.
- Hidden Meadows Sewer Extension Phase I.
- Approve Sludge Removal Contract.
- Power Purchase Agreement Eagle Point Solar for additional solar WWTP.

4. Public Works:

- Purchase gator.
- Purchase new pick up truck.

5. Stormwater:

- Wedgewood Pond Project

Major Accomplishments 2017-2018 cont.

6. Park

- Asbury Park Parking Lot Project.
- Participation in Keep Iowa Beautiful Program
- Amend Ordinance to allow Dogs on designated trails in Asbury.
- Resurfaced Multi Purpose Courts in Asbury Park.
- Award Cloie Creek Park Pavilion Contract.
- Awarded DRA Grant and KIB Grant for pavilion.

7. Meadows

- Golf Car Lease.
- Maintenance Building Addition.
- New Equipment Purchase:
 - i. 2015 John Deere Fairway Mower.
 - ii. 2014 John Deere Bunker Rake.
 - iii. 2 - 2011 John Deere Gators. (bev cart and maintenance)

8. Administration

- New website is live.
- Amend Urban Revitalization Plan.
- Amend Zoning Map.
- Establish insurance requirements policy.
- Amend credit card policy.

9. Community Development

- Hawkeye Care Facility
- Continued growth of Luther Manor Community.

10. New Employees:

- Andy Bannon – Public Works.

11. City Council.

- Adopted Council Code of Ethics.
- Adopted City Council Meeting Procedures.
- Adopted Five Year Capital Improvement Plan.
- Reduce tax levy from \$10.75 to \$10.00.

INITIATIVES AND PROGRAMS – 2019

As part of the work session the Mayor and City Council identified and ranked the following initiatives and programs as the most urgent or important.

A. TOP PRIORITY

	<u>Funding</u>	<u>Estimated Cost</u>	<u>Rank</u>
1. Storm water retention/detention ponds Forest Hills subdivision. Budget and plan for the future.	Utility fees, GO Debt, Grants		1.
2. Storm water issues with run off in old and new subdivisions.			2.
3. East – West Corridor Traffic Study Update.	Property Taxes Road Use Taxes		3.
4. Street Improvement Project – Springgreen			4.
5. Annexation Study	Property Taxes	\$5,000 – \$10,000	5.

B. High Priority

1. Comprehensive Park and Recreation Plan Including Cloie Creek Park.	Property taxes		6.
2. Cloie Creek Park Parking Lot Phase II	Property Taxes, TIF		7.

C. Other Priority

1. Annual update Five Year Capital Improvement Plan			8.
2. Annual update Financial Study and Report that Reviews utility rates, TIF and debt capacity			9.
3. Update Zoning Code			10.
4. Development of Property behind Skate Country			
5. Evaluate and improve existing pedestrian and trail facilities by connecting neighborhoods with sidewalks and trails	Grants, TIF, GO, Property Tax		11.
6. Encourage new subdivision development			12.

NOTE: A complete list of all proposed programs and initiatives, as ranked by the Mayor and City Council Members is attached as **Exhibit B**.

CONTINUING PRIORITIES

The Mayor and City Council reviewed a list of “Continuing Priorities” or what might be called the “List of Givens.” There are initiatives and programs that the City has already started and agreed to continue into 2018. A list of these continuing or ongoing priorities is attached as **Exhibit C**.

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and building a better working relationship. The list of team building suggestions is identified as **Exhibit D**.

FUTURE PLANNING SUGGESTIONS

It is recommended that the city staff and management team prepare an “action plan” for the continuing priorities, the capital projects, and the initiatives/programs. The action plan for each goal would define the steps needed to accomplish the various tasks or objectives. This action plan could then be presented to the Mayor and City Council for review and approval and made a part of this Goal Setting Report.

It is recommended that the continuing priorities and the “Top Priority,” goals and objectives be posted at City Hall. The posting of the City Council’s goals and objectives will serve as a reminder to the City Department Heads and staff members as to the priorities that were established by the Mayor and City Council for 2018 and 2019.

It is recommended that the City Council review the lists of capital projects/equipment purchases, and initiatives, programs, and monitor the progress that is made on each item on a quarterly basis. The City could use a format that shows the project or item side by side with a comment that updates the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. Quarterly updates will be given to Council as follows: April 2019, July, 2019 and October 201.

It is important to note that the prioritizing of all the capital projects and various initiatives is not “cast in stone.” The two lists can be modified as new circumstances may dictate. It is recommended the Mayor and City Council will repeat this process annually which may result in new initiatives and priorities.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

The citizens of Asbury are basically the “shareholders” or owners of the City operation, it is important that they are informed about the goals and objectives that have been established by the Mayor and City Council. The following is a brief summary of various activities that may be used to communicate the City Council’s goals and objectives to local residents.

1. **City Website.** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City’s website for review by the citizens of Asbury.
2. **City Newsletter.** The City could publish a list of the City Council’s goals and objectives in the City’s newsletter to residents.
3. **City Hall Posting of Goals.** The Council’s goals and objectives could be posted in the lobby area at City Hall for interested residents to review.
4. **Presentations to Service Clubs.** The Mayor and Council Members could make brief presentations to local services clubs and organizations outlining the goals and objectives.
5. **Public Places – Reading Material.** A copy of this goal setting report or a brief summary of the City’s goals and objectives may be made available in public places, such as the City Hall or the library.

FINAL COMMENTS

It was a pleasure to assist the City of Asbury with this goal setting process. We were impressed with the level of cooperation and positive attitudes of the city management team and the elected officials.

Once again, thanks to the management team, Mayor and City Council members for the great cooperation and timely response during this process.

Elizabeth Bonz
City Administrator

Patrick Callahan
Callahan Municipal Consultants, LLC

January 2, 2018

EXHIBIT A

Issues and Concerns 2018

1. Lower debt and lower property taxes
2. Succession planning for key city positions.
3. Communicate with the community.
4. Lack of areas to provide additional housing.
5. East/West Corridor Study Asbury/Radford Road Intersection.
6. Review water and sewer rates increases to see if the city is meeting current budget and review future projections.
7. Sidewalk policy.
8. State mandated property tax valuations rollback and reduced backfill that reduces the amount of property taxes collected.
9. Continued growth and annexation of Dubuque; Review Long Range Land Use Plan.
10. Review policy regarding ponds/detention basins. Identify ponds and methods to repair and city's responsibility. Budget and plan for the future. Possibly with set aside of debt capacity.
11. Enter into active discussion with landowners regarding development and annexation.
12. Continue to add quality of life amenities in the community (i.e. library, splash pad, mountain bike trail) to continue to attract new residents to the community.
13. Continue to develop a sense of place and identity for the city.
14. As the City annexes additional land and subdivisions are developed, this creates a need for additional equipment and staffing in the Public Works Department.

EXHIBIT B

Proposed Initiatives

Proposed Initiatives or Programs 2018

1. Storm water retention/detention ponds Forest Hills Subdivision. Budget and plan for the future.
2. Storm water issues with run off in old and new subdivisions.
3. Annexation Study - Annexations by Dubuque.
4. East – West Corridor Traffic Study Update.
5. Street Improvement Project. Springgreen Drive.
6. Comprehensive Park and Recreation Plan.
7. Cloie Creek Parking Lot Phase II.
8. Comprehensive Plan Cloie Creek Park.
9. Annual update Five Year Capital Improvement Plan. Cont Priority
10. Annual update Financial Study and report that reviews utility rates, TIF, Debt Capacity. (cont priority)
11. Update Zoning Code. (cont. priority)
12. Development of property behind Skate Country.
13. Evaluate and improve existing pedestrian and trail facilities by connecting neighborhoods with sidewalks and trails.
14. Encourage new subdivision development. Vary type of housing and market cycles.
15. Create a “Business Corridor” to attract commercial development and economic development package.

EXHIBIT C

CONTINUING INITIATIVES AND PRIORITIES INTO 2018

1. Wedgewood Pond Improvement Project; Forest Hills
2. Update Zoning Code. Planning and Zoning Commission meets monthly to review proposed changes.
3. Long term park operating and maintenance plan and budget.
4. Park fund raising for identified projects.
5. Annual update Five Year Capital Improvement Plan.
6. Annual update Financial Study and Report that reviews utility rates, TIF, debt capacity.
7. Educate community in regard to building permits and ordinances.

EXHIBIT D

Team Work

Teamwork Suggestions

1. Continue to communicate with residents – (i.e. Street Improvement Plan)
2. Discuss issues as a group.
3. Continue an open dialogue between Council, City Administrator and citizens to be able to make informed decisions to the best of our abilities.
4. Speak with other Council members openly about concerns and look at viable alternatives and options.
5. We need to work together to communicate better and try to understand each other better. Everyone has different views and ideas, but we need to respect those views, but we also need to come together for the betterment of the community as a whole.