

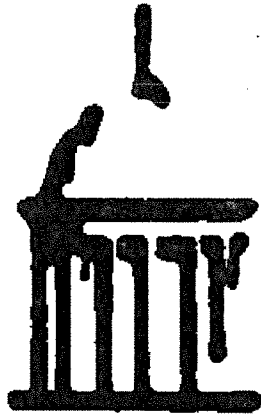
11/1/05

City of Oelwein, Iowa Strategic Planning and Goal Setting 2006

Mayor:
Larry Murphy

Council:
Duane Brandt
Rex Ericson, Jr.
John Gosse
Mike Kerns
Curt Solsma
Gene M. Vine

City Manager:
Steven Kendall



Facilitated by:
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December 8, 2005

CITY OF OELWEIN, IOWA
STRATEGIC PLANNING AND GOAL SETTING SESSION
2006

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CITY OF OELWEIN, IOWA

STRATEGIC PLANNING AND GOAL SETTING SESSION

2006

Introduction

The City of Oelwein requested assistance from the Institute of Public Affairs in October, 2005, for a strategic planning and goal setting process. The Institute of Public Affairs (IPA) agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify department needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Prepare a list of the overall capital projects and suggested initiatives and policies based upon the comments of the elected officials and city department heads.
3. Conduct a strategic planning and goal setting session with the elected officials.
4. Preparation of this final report.

Goal Setting Work Session

City council members and the mayor held an informal work session that was conducted by the IPA on December 8, 2005. The city's elected officials were asked to do the following:

1. Identify the major accomplishments of the city in 2004 and 2005. **(Exhibit A)**
2. Review the list of most important issues, concerns and trends facing the city in 2005. **(Exhibit B)**
3. Review, update and reaffirm the goals and objectives adopted in May, 2004. **(Exhibit C)**
4. Review and revise the list of potential capital projects. **(Exhibit D)**
5. Indicate those capital projects that are the most urgent or important at this time.
6. Review and revise the list of potential initiatives, policies, and programs. **(Exhibit E)**
7. Indicate those initiatives and programs that are the most urgent or important at this time.
8. Review the list of suggestions regarding team building, and select the ideas that the mayor and city council will implement. **(Exhibit F)**
9. Provide comments and suggestions regarding the strategic planning process.

Note: The Letter of Introduction, the Agenda for the Goal Setting Session, and the Preliminary Questionnaire are attached to this report as **Appendix A, Appendix B and Appendix C**, respectively.

Capital Improvement Projects - 2006

The mayor and city council identified the following capital projects and equipment as the most urgent or important.

1. Participating in some type of subdivision for new housing
2. Tech spec building and community college campus involvement
3. Continue 7th Street S.E. to outer road
4. Downtown Phase II Project
5. Increasing funding to demolish structures

NOTE: A completed listing of all capital projects is attached as **Exhibit D.**

Initiatives and Programs - 2006

The mayor and city council identified the following initiatives and programs as the most urgent or important.

1. Create a strong and attractive new housing incentive package
2. Adopt rental housing codes
3. Additional prosecution on nuisance abatement
4. Wireless internet
5. Create home exterior improvement incentive package
6. Continue working with NICC on tech building

Note: A complete list of all programs and initiatives as ranked by the mayor and city council members is attached as **Exhibit E.**

List of Ongoing Projects, Initiatives and Programs - 2006

The mayor and city council identified six (6) programs or initiatives that were on going and the city had already made a commitment to complete. The City Council labeled these items as a "given" and acknowledged that the city needed to either start or include the action steps required for the program or initiative. These items are attached as Exhibit C.

Team Building Agreements

The mayor and city council reviewed a list of 13 new ideas and suggestions and 16 suggestions from the 2004 session relating to team building and building a better working relationship. After reviewing the list, the mayor and city council selected those suggestions or recommendations that appeared to have the most merit. The list of team building suggestions is identified as **Exhibit F.**

Final Comments

It was a pleasure to assist the City of Oelwein with this strategic planning and goal setting process. I was extremely impressed with the level of cooperation and positive attitudes of the city department heads, city staff, and the elected officials.

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. Hopefully, the mayor and city council will repeat this process in late 2006, which may result in some additional modifications.

It is recommended that the city take the time to review the list of capital projects and list of initiatives and monitor the progress that is made on each item on a quarterly basis. The city could use a format that listed 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.

It is also recommended that the city staff and department heads prepare an “action plan” for the top priority and high priority capital projects and initiatives. The action plan for each goal would define the steps that would be 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 strategic plan.

Once again, thanks to the city staff, department heads, mayor, and city council members for the great cooperation and timely response during this process.

Patrick Callahan
IPA Local Government Consultant
December 8, 2005

Exhibit A

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

Council

MAJOR ACCOMPLISHMENTS PAST TWO YEARS

1.	Two softball diamonds
2.	Two soccer fields
3.	Bike trails
4.	Restrooms, diamond 3 and city park
5.	Upgrade diamond two wings park
6.	Downtown revitalization
7.	Started waste treatment plant
8.	Street project
9.	Library
10.	Owner rehabilitation grant applications
11.	Paved bike trail
12.	\$5,000 demolition grant for structures
13.	K-9 unit
14.	Got magistrate court moved back to city
15.	Updated an amended several ordinances
16.	Community Development Block Grant for housing
17.	Adjustments in the fire and ambulance department
18.	Tearing down many structures with our new policy for housing revitalization

Exhibit A

City of Oelwein
Strategic Planning and Goal Setting Session – 2006

Department Heads

MAJOR ACCOMPLISHMENTS PAST TWO YEARS

1.	Downtown renovation
2.	New wastewater treatment plant
3.	New Library (8)
4.	Quest tower acquisition
5.	Start of 800 mhz transition
6.	Remodeling of the City Council Chamber meeting room
7.	Moving the struggling Oelwein Ambulance Service to Mercy Hospital/Covenant Ambulance Service
8.	Keeping the equipment new and repaired
9.	New walking trail
10.	Baseball and soccer fields
11.	New restrooms at parks
12.	New bike trail
13.	Demolition of junk houses
14.	Paved 7 th street (2)
15.	New traffic lights saves money
16.	Updated computers in Clerk's office
17.	Housing improvements
18.	Trees Forever
19.	Promoting Industry and Tourism
20.	Good cooperation and partnering with schools
21.	Dog leash ordinance
22.	Campground improvements
23.	Owner occupied housing rehab
24.	Worked to solve some flood problems

Exhibit B

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

Council

ISSUES, CONCERNS OR TRENDS

1.	Full staff of paid firemen - #4
2.	Lack of jobs/industry
3.	Donaldson Building
4.	Technology of City Hall
5.	Filling the downtown with vibrant stores
6.	Split in council on sewer/waste connecting
7.	Image of Oelwein in area
8.	Better ordinances for dogs
9.	New housing and increasing population
10.	Improving existing housing
11.	Banning organic open burning and burn barrels
12.	Retaining volunteer fire fighters
13.	Retirement of City Hall staff person
14.	Discussions regarding Department of Human Services
15.	Decision regarding the future use of the old Library Building

Exhibit B

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

Department Heads

ISSUES, CONCERNS OR TRENDS

1.	The poverty level households has and will continue to cause police call for services to rise
2.	Commit either way to having or not having a full-time fire department – uncertainty will cause an exodus of qualified people
3.	There is a dire need for new jobs/businesses
4.	The high number of residents that are selling their home to move out, because of the deterioration of property values
5.	The public perception of the lowering of the value of houses and businesses in the city
6.	The corner street signs that need repair or replacement
7.	The dismantling of the career firefighters and the closing of the fire station nine hours a day and weekends
8.	Keep the areas mowed and weed-eated
9.	Weed-eat all the fire hydrants
10.	Institute online bill paying
11.	Old library building
12.	New bike trail
13.	Wellness Center – cash flow concerns
14.	Work to get rid of negative thinking in Oelwein
15.	Quality of Life/Housing Issues <ul style="list-style-type: none">• The continuing deterioration of the residential housing and rental properties• Problem with landlords that only want to make a profit on rental houses therefore not keeping them up• The number of abandoned cars in yards and behind houses• Empty buildings• Rental housing• The not caring of many of the citizens about keeping their property up and looking good

Exhibit C

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

ONGOING GOALS FROM 2004
REVIEWED, REVISED AND REAFFIRMED BY THE CITY COUNCIL

1.	Continuation of the Downtown revitalization Project.
2.	Rental housing code/ inspection program.
3.	Secure industries.
4.	Highway 150 Corridor comprehensive study
5.	Tech building – technology park
6.	Explore the possibility of a Public Safety Center

Exhibit D

City of Oelwein
Strategic Planning and Goal Setting Session – 2006

CAPITAL PROJECTS AND EQUIPMENT

A. Top Priority Projects and Equipment	Council Ranking
1. Participating in some type of subdivision for new housing	6
2. Tech spec building and community college campus involvement	6
3. Continue 7 th Street S.E. to Outer Road	5
4. Downtown Phase II Project	4
5. Increasing funding to demolish structures	4

B. Additional Capital Projects Considered	Council Ranking
1. Expand campgrounds and move park shop	3
2. Additional bike trails	2
3. Downtown involvement after streetscape – revolving loan fund	2
4. New or improve Redgate water tower	1
5. Compost site for leaves and yard waste	1
6. Replace RR shelter – City park	1
7. Work on Brownfield funds to clean up contamination	-
8. ATV park options	-
9. Leaf vacuum for fall cleanup	-
10. Fix downtown alleys	-
11. Lights on softball fields sports complex	-
12. New public safety center	-
13. New fire aerial ladder truck and/or tanker	-
14. Replace all the corner signs or street name signs	-
15. Replace two 1990 dump/plow truck – \$150,000	-
16. Seal coat all rock roads in the city limits over the next 5 years	-
17. Build a new City Hall	-
18. A new sidewalk program	-

Exhibit E

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

INITIATIVE AND PROGRAMS

A. Top Priority Items	Council Ranking
1. Create a strong and attractive new housing incentive package	6
2. Adopt rental housing codes	5
3. Additional prosecution on nuisance abatement	5
4. Wireless internet	5
5. Create home exterior improvement incentive package	4
6. Continue working with NICC on tech building	4

B. Additional Initiatives and Programs Considered	Council Ranking
1. Better control of aggressive dogs and cats – limit number	3
2. Get youth involved in citywide projects	3
3. Look into leaf burning ordinances	2
4. Keep the services the city has now, if it takes raising the cost the city charges for some of these service, go for it	-
5. Choice streets in town that need to be rebuilt and adopt curb and gutter replacement policy – 50% shared cost for the property owner through a special assessment with the city paying the remaining 50%	-
6. Dress up City Hall steps in front of building	-
7. Change filing to paperless office	-
8. Work on more cooperation within Fayette County	-

Exhibit E

**City of Oelwein
Strategic Planning and Goal Setting Session – 2006**

A. TEAM BUILDING SUGGESTIONS ADOPTED BY CITY COUNCIL

CONTINUATION

1. Share ideals and “work with a full council.”
2. Participate in team building activities on an annual basis.
3. Challenge the City Administrator and City Attorney and do annual evaluations of their performances.
4. Compromise is not winning or losing. It’s progress.
5. Public image of consensus
6. Committee meetings before council meetings/organizational advantages
7. Continue and expanding communication with the public would probably cut down on some of the misinformation that the “rumor mills” generate, i.e. newsletter
8. Contact all boards and commissions and include them in brainstorming sessions. Provide more guidance and information.
9. Take risks to invest in the community.
10. Continue the good communication between the mayor and city council members
11. More aggressive activity on goals identified by council. Do quarterly reviews.

B. TEAM BUILDING SUGGESTIONS ADOPTED BY CITY COUNCIL

NEW 2006

1. Make sure that all the council members get the same information
2. Look to the future
3. Motive department heads to offer advice – be more willing to accept it
4. Have an agenda for work sessions and stick to it
5. Communication is the key to openness and problem solving
6. Opinions should be respected and solicited
7. Look into forming a liaison group to improve communication between the city officials and the Oelwein citizens

Appendix A

INSTITUTE OF PUBLIC AFFAIRS

THE UNIVERSITY OF IOWA

M E M O R A N D U M

Date: November 16, 2005

To: Honorable Mayor, City Council Members, and City Department Heads

From: Patrick Callahan

Re: Strategic Planning/ Goal Setting

The Mayor/ City Council 2006 Strategic Planning Session has been scheduled for Thursday, December 8, 2005 at 4:30 PM. There is enclosed, for your review, a copy of the agenda for the meeting.

Also enclosed is a survey or questionnaire that we ask you to complete in advance of the strategic planning session. We will prepare a summary of the results of this questionnaire prior to the meeting, which will hopefully shorten the overall strategic planning process. Please return your copy of the questionnaire to Steve Kendall at City Hall by November 29, 2005.

The Mayor and City Council will be given a summary of responses to the questionnaire that contains five lists. The summary will be divided into two categories, Mayor/Council responses and Department Head responses. The first list is a compilation of proposed capital projects that the City is currently in the process of identifying by department. The second list is a summary of proposed programs, policies, and initiatives. The Mayor and City Council members will be asked to review the lists and to make revisions, deletions, and additions. The items on each list will then be prioritized in a series of votes by the Mayor and City Council members.

There is listed on the agenda an opportunity to clarify and explain each item on the two main lists. The Mayor and City Council will have the opportunity to add projects or concepts, combine items, and make revisions prior to the ranking process.

It is very important that the Mayor and all members of the City Council attend the strategic planning session in order for the process to be valid and useful. If you are unable to attend the meeting on December 8, 2005, please notify Steve as soon as possible.

If you have any questions, please feel free to call Steve or you can contact me at 563-652-6280 any time.

Sincerely,

Patrick Callahan
Local Government Consultant

CC: Steve Kendall

PC:js

APPENDIX B

AGENDA

CITY OF OELWEIN
MAYOR AND CITY COUNCIL
STRATEGIC PLANNING AND GOAL SETTING - 2006

THURSDAY, DECEMBER 8, 2005

Oelwein Public Library

4:30 PM

1. Introductions and Opening Comments
2. General Overview of the Meeting and the 2004 Strategic Planning Report
3. Brief Review of City Accomplishments in 2004 & 2005
4. Brief Review of Issues, Concerns, and Trends
5. Capital Projects – Priority of Items
 - a. Review of Proposed Projects
 - b. Clarification of Projects
 - c. Revisions, Additions, Deletions, and Combinations of Projects
 - d. Ranking of Projects – 1st, 2nd, 3rd Selections
6. Programs, Policies and Initiatives
 - a. Review of Proposed Initiatives
 - b. Clarification of Items
 - c. Revisions, Additions, Deletions, and Combinations of Projects
 - d. Ranking of Items – 1st, 2nd, 3rd Selections
7. Discussion Regarding Team Building Suggestions
8. IPA Report to the Mayor and City Council – 2006 Strategic Planning Process
9. Questions, Comments and Suggestions
10. Ajourn

Appendix C

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2006
OELWEIN, IOWA

PRELIMINARY QUESTIONNAIRE
Mayor, Council and Department Heads

INTRODUCTION

The Mayor and City Council of the City of Oelwein will be conducting a strategic planning session on Thursday, December 8, 2005, at City Hall. The purpose of the session will be to identify and prioritize the City's overall goals and objectives for the next two years. In order to prepare for this session, you have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

Major Accomplishments

Please list the top five to nine major accomplishments of the City of Oelwein over the past two years. These accomplishments could be as large as a street project or as simple as a newly written city policy. The items do not have to be in any particular order.

Issues, Concerns, or Trends

Please list one to five specific issues, concerns, or trends that you have identified regarding future city service policies, or operations. These issues or concerns can relate to such things as a loss of population or resolving a policy question. You do not need to identify the potential answers or solutions to your concerns.

Significant Initiative or Programs

It is requested that you list any initiative, program or policy that you think the City should consider in the next two years. Examples of such items from other cities have included such things as updating employee job descriptions, writing a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc. These items do not have to be listed in any particular order.

Capital Projects

Please list the capital projects or equipment purchases that you think the City should consider over the next two years. These capital projects could include such things as street construction, public works equipment, public safety equipment, etc. If you have an estimate on the cost of such projects, please note it. Please list only those projects with a total cost of \$20,000 or more. If you need additional space, please feel free to attach additional pages.

Teamwork

In order to accomplish the selected goals and objectives, it is important that the City's elected officials work as a team and have good small group decision-making skills. Please list three or four things that the Mayor and City Council members could do in the future to improve the teamwork, its decision-making process, and its ability to accomplish the stated goals and objectives.

RETURN OF QUESTIONNAIRE

Please return this questionnaire to Steve Kendall by Tuesday, November 29, 2005.

PC.js

