

City of Monticello, Iowa
Strategic Planning and Goal Setting 2020
Final Report

July 20, 2020

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Mayor:

Brian Wolken, Mayor

City Council:

Dave Goedken, Mayor Pro Tem

Tom Yeoman

Chris Lux

Gary Feldmann

Candy Langerman

Brenda Hanken

City Administrator:

Doug Herman

Department Heads:

City Clerk: Sally Hinrichsen

Police Chief: Britt Smith

P.W. Director: Nick Kahler

Library Dir.: Michelle Turnis

Park & Rec. Dir.: Jacob Oswald

Water/Wastewater: Jim Tjaden

**City of Monticello, Iowa
Strategic Planning and Goal Setting Session
2020**

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City of Monticello, Iowa

Strategic Planning and Goal Setting Session

Introduction: The Mayor and City Council followed the following process during the July 20, 2020 Goal Setting:

1. Prior to the Goal Setting Session, the Mayor and Council were asked to consider a number of categories/topics to be discussed at the Goal Setting Session. Those topics included: Major Accomplishments¹, Issues or Concerns², Significant Initiatives or Programs³, Capital Projects/Needs⁴, Council Needs, and Teamwork.
 - a. Prior to the meeting the Mayor/Council were given the results of a survey completed by Dpt. Heads on the same categories/topics noted above.
 - b. The Mayor/Council were then asked to complete a survey in advance of the meetings on those topics, using the Dpt. Head responses as deemed appropriate.
 - c. The City Administrator compiled all Mayor/Council responses into one document in advance of the meeting and provided it to the Council with the 7/20/2020 Council packet.
2. During the session, the Mayor and Council, and to a lesser extent City Staff, spent time reviewing the Major Accomplishments, Issues or Concerns, Significant Initiatives or Programs, Capital Projects/Needs, Council Needs, and Teamwork identified by the Mayor/Council surveys, the results of the survey having been written out on “poster-board” and hung on the Council Chambers wall for easy review during the session.
3. The Council reviewed all of the lists, clarifying any topics that required clarification, and removing duplicate responses and/or having a project/issue only appear in one of the categories. (For example, in some cases one elected official identified a topic as a “capital project” (Sewer Plant Upgrade) while another identified the same topic (Sewer Plant Upgrade) as a “significant issue or concern”. The Council agreed to leave it on the Capital Project list and remove it from the Significant Issue or Concern list.) The Mayor/Council were also given the opportunity to supplement any list with thoughts/ideas that were spurred during the review process.

¹ Over the last five years, however, most of those identified were much closer to the present.

² Issues or concerns regarding future city services, policies, or operations. *You should list items that can be feasibly addressed at the City-level rather than items that are outside of the City ability to change.*

³ Initiatives, programs, or policies that you think that the City should consider in the next one or two years. *Again, you should list items that can be feasibly addressed at the City-level rather than items that are outside of the City ability to change*

⁴ Capital projects or equipment purchases that you think the City should consider over the next five years that are **not** presently underway.

4. Once the lists were fully reviewed the Mayor and each Council member were allowed to vote for five “Issues/Concerns”, five “Significant Initiatives or Programs”, and five “Capital Projects / Needs” . At the conclusion of the voting process, which was completed by placing colored dots that included the elected officials initials next to the topic/project/issue they wanted to prioritize, the votes were totaled up and reviewed with the goal of identifying 4-6 clear “top” priorities in each category. Due to the clarity provided by the first round of voting the decision was made to not proceed with a second round of voting.
5. The goal setting results are being compiled in this Report by the City Administrator and forwarded to the Mayor and City Council for review.
6. The Council will be presented with a Resolution to acknowledge their concurrence with the content of this final report.

Goal Setting Work Session Summary: Mayor Wolken and Council Members Yeoman, Lux, Goedken, Feldmann, Hanken, and Langerman were present. The following staff members were present: City Administrator Doug Herman, Police Chief / Ambulance Administrator Britt Smith, City Clerk Sally Hinrichsen, P.W. Director Nick Kahler, and Park and Recreation Director Jacob Oswald. Those present held an informal non-binding work session, compiled lists of priorities, “voted” on said lists, and then reviewed the lists so compiled. Those lists, priorities if you will, are set out below.

I. Issues or Concerns. (“Vote” totals noted. If no “votes” noted, then no votes were received.)

- | | |
|---|-----------|
| 1. TIF Funding to assist with Residential Development | (6 votes) |
| 2. Brick Street / Infrastructure Repair | (6 votes) |
| 3. Water / Sewer Rate Increases | (5 votes) |
| 4. Cemetery Maintenance Plan – Quality of Mowing | (4 votes) |
| 5. Yard Waste (Continued Collection) | (3 votes) |
| 6. Trees (Planting/Removal/Trimming) | (2 votes) |
| 7. Sidewalks (Missing Connections) | (2 votes) |
| 8. Concrete Street Repairs | (2 votes) |
| 9. Low Public Confidence in City Govt./Form of Govt. | (2 votes) |
| 10. “Old” Middle School building planning | (1 vote) |
| 11. Trail expansion | (1 vote) |
| 12. Hire Bldg. Maint. Position (Take pressure off of PW) | (1 vote) |
| 13. Additional airport hangar construction and runway expansion | |
| 14. Succession Planning for City Admin./Clerk/Etc. | |
| 15. Breed Specific Ban (If breed specific bans are eliminated by State of Iowa what are our options?) | |
| 16. Revenue Loss due to Covid-19? | |
| 17. Not enough Street Projects | |

II. Significant Initiatives or Programs. (Number of votes received are noted. If no votes indicated then no votes were given that topic.)

1. Continue Economic Development efforts (7 Votes)
2. Adopt Building Code (6 Votes)
3. Community Tree Initiative (6 Votes)
4. Downtown Storefront Guidelines (5 Votes)

5. Main Street Program, continue pursuit of designation (4 Votes)
6. Prepare detailed/complete schedule for Annual Sealcoating (4 Votes)

7. Eliminate Breaks at PW Building. (1 Vote)
8. Internship Offerings City Admin., Police Admin, PW, Park and Rec., Clerk) (1 Vote)
9. Promote positive relationship between 1st Responders and community (1 Vote)

10. Revise or replace run down industrial properties

III. Capital Projects / Needs. (Number of votes received are noted. If no votes indicated then no votes were given that topic.)

1. Reconstruct 6th Street Waterway (6 Votes)
2. Sewage Treatment Plant Upgrade (4 Votes)
3. Security Cameras at “key” City locations (4 Votes)
4. Trails (3 Votes)
5. “Compadres” Building Upgrades (3 Votes)
6. Reconstruct Two Blocks of N. Chestnut Street (3 Votes)

7. Street Repairs (Intersections, curb and gutter) (2 Votes)
8. Repair/Replacement of Brick Manholes/Water Valves, and Storm Sewer Intakes in poor condition (2 Votes)
9. Free Wi-Fi Public Parks/Spaces (2 Votes)
10. Varvel/Linden Reconstruction (2 Votes)

11. Period Lighting (More at Berndes Center / Park) (1 Vote)
12. Energy Building buyout / demolition (1 Vote)
13. New Council I-Pads (1 Vote)
14. Re-lighting of Clock Tower (1 Vote)
15. Airport apron, taxiway, and runway extension
16. Small end loader for public works
17. Mini hoe for public works
18. Technology Update in Council Chambers (Misc., Projector)

IV. Major Accomplishments. (Identified by Survey)

1. N. Sycamore Street
2. Updated City Code of Ordinances / on-line
3. E. 1st Street Bridge
4. Berndes Center Floor and HVAC
5. Pickleball Courts
6. Willow Park Trail
7. Ten-T Hangar Construction and Hangars purchased from Monticello Aviation
8. Compost Site
9. Acquisition and planning for old Compadres and Dollar General Building
10. Fountain Park Restoration and Planning
11. New Ambulance / USDA Grant
12. Ambulance Restructuring
13. Downtown Brick (removing colored strip)
14. Park and Rec. Expansion (Staff, Equipment, Facilities)
15. Finding tenant for old Dime Store

V. Council Needs (Identified by Survey)

1. New I-Pads
2. ComElec provided free to Mayor and Council homes as part of lease agreement with ComElec
3. Meeting room microphone upgrades (again)
4. Three-minute speaking timer (Open Forum/Others)
5. Wall clock that keeps time

VI. Teamwork. (Identified by Survey)

1. Stay on the issue at hand, don't allow it to get personal (1)
2. Show respect for other elected officials even if they disagree with you/vote different than you. (1)
3. Honor Board decisions unless completely necessary to go a different direction. (1)
4. Having Council Packet or Agenda Packet sooner to provide time for studying or investigations into matters if need be. (1) (Note: During the Goal Setting Session the City Administrator asked the Mayor/Council if they wanted to receive the packet on a different date, explaining that the current rules of procedure provide that a draft agenda is to be posted on Thursday with the packet going out on Friday for a meeting to be held on the following Monday. No one expressed a desire for a different schedule. The Administrator also reminded the Mayor/Council that agenda items could always be tabled if they wanted more information.)
5. Councilpersons need to understand what they are voting on and read the packet BEFORE the meeting. (1)

VII. Development / Growth. (Identified by Survey) In the upcoming 12 months, what are one or two topics about which you'd like to learn more?

- A. Diversity in the Community / Inclusion
- B. Helping Local Businesses "Main Street" recover from the Covid-19 disruption
 - a. City Help? Tax Breaks? Grants? Etc.
- C. Code Book

Supplemental Questions/Comments (Identified by Survey)

The following space is provided for you to pose questions, concerns, or to offer other thoughts, of any kind, related to the operation of the city of Monticello.

- 1.) I'd like to see PW Director attend conferences / continuing education to bring new ideas to the community
- 2.) A team building exercise for the Council at the Innovation Lab annually with Dpt. Heads included.
- 3.) Review Form of Government. Weak mayor form of government existed prior to the hiring of a City Administrator years ago, should the City consider few council members (5) and pay them more? It would be better to have a smaller group that was 100% invested.
- 4.) Identify leadership qualities in employees within departments and work/train those employees to be prepared to take over if and/or when the current department heads retire or move on. "Next man in."
- 5.) Work with Jones Regional or local clinic to bring down cost of annual fire department physicals.
 - a. Also review the screenings being performed to ensure their necessity as opposed to having them performed "because they always have been".
6. Identify abandoned and dilapidated homes and pursue abatement.
7. Work with a local developer to get a new subdivision moving within the City limits. Consider changes to current TIF policies and incentives to assist developers with the cost of infrastructure installation.
8. Items on Agenda...more time to review.
9. Promote interest to be on the City Council.

NEXT STEPS

After a review of this Report which is intended to accurately summarize the Goal Setting Session, the Council will be asked to consider a Resolution approving and acknowledging that this report does in fact accurately set forth the results of the Goal Setting Session.

Once approved City Staff will prepare an “Action Plan” to work towards the satisfaction of the priorities identified by the Mayor and Council. The action plan will identify a list of the steps needed to accomplish or satisfy the priority accompanied by a list of any possible pitfalls or issues that may be encountered. The pitfalls/issues should then be further analyzed, with a sub-list of steps being identified, if you will, to overcome the identified pitfall/issue. City Staff will regularly report progress on the Action Plan to the Mayor and Council moving forward.

It is important to note that the priorities identified during the planning session are not “cast in stone.” “Goals” and “Plans” provide direction, however, there will always be the unexpected events that may put a prior “Goal” or “Plan” on the back burner and move something, potentially unidentified at this point, to the forefront. It is entirely appropriate to modify the goals and plans in the event of changed circumstances. In that event it is important for staff and Mayor/Council to recognize that previously approved goals/plans have been modified and that those modifications may impact progress on one or more of the goals/plans identified herein.