

# City of Coralville, Iowa Goal Setting Report 2014

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## Mayor

John Lundell

## City Council

Tom Gill

Mitch Gross

Laurie Goodrich

Bill Hoeft

Jill Dodds

## City Staff

Kelly Hayworth, City Administrator  
Ellen Habel, Assistant City Administrator



## Facilitated by:

*Jeff Schott*

*Institute of Public Affairs*

*University of Iowa*

# CITY OF CORALVILLE, IOWA

## GOAL SETTING SESSION

### 2014

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# **CITY OF CORALVILLE, IOWA**

## **GOAL SETTING SESSION**

### **2014**

#### **Introduction**

The City of Coralville 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
3. Preparation of this final report.

#### **Goal Setting Work Session**

City elected officials held a work session conducted by the IPA on January 21, 2014. In attendance and participating at this meeting were Mayor John Lundell and City Council Members Tom Gill, Mitch Gross, Laurie Goodrich, Bill Hoeft and Jill Dodds. Also in attendance and participating in this session were City Administrator Kelly Hayworth and Assistant City Administrator Ellen Habel.

## **Major Accomplishments**

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

### **Economic Development**

- Continued IRL development
  - Opening and success of Von Maur, UIHC medical office building, other stores and businesses
  - Statues at the IRL
- Research Park and Kirkwood STEM School expansions
  - Oakdale Companies—medical/bio
- Job creation through forgivable loan program
- New business and industry locating to Coralville (CostCo, Innovative Software Engineering, Sedgewick)
  - West Development
- Old Town construction plans
- Continued commercial expansion
- Sale and leasing spaces – 2nd floor Performing Arts Center

### **Facilities/Equipment**

- Fire protection improvements—equipment, facilities
  - Remodel of Fire Station #1 to accommodate residential firefighters
  - Fire Department rating (ISO)
  - Aerial truck
- Completion of Parks and Transit Building
- Community gardens
- New tennis courts and pickle ball courts
- Trail system additions

### **Governance/Organizational**

- Excellent department head selections—wastewater, finance, streets/solid waste
- Rental contracts for conference and convention center, performing arts center, golf course
- Established Fine Arts Commission
- Collaborative efforts with Iowa City on animal control
- Collaborative efforts with other communities regarding SEATS funding
- Participating in stabilization of joint emergency communications center
- Springsted evaluation/recommendations regarding financial condition

### **Infrastructure**

- Flood mitigation funding and construction progress
  - Flood walls, new buildings, FEMA, grants
- Two new wells and related water distribution system improvements
- Oakdale Boulevard extension/completion
  - Collaboration with other local governments (Scanlon farm annexation, Oakdale extension, ICCSD, UI)
  - Collaborative partnership with Johnson County BOS to extend Oakdale Boulevard

## **Major Accomplishments, continued**

### **Infrastructure continued**

- Street improvements with infrastructure
  - 12<sup>th</sup> Avenue project
  - Old Town street improvements
- Hwy 965/Coral Ridge Avenue
  - Utilization of TIF to obtain monies for
  - Plan to move forward on expanding 965/Coral Ridge Avenue

### **Social Services**

- Providing Food Pantry with plots at Community Garden at no cost
- Boots on the Ground – winter wear for needy kids
- Participation in Linda Seversen challenge
- 1105 Contribution/Project
- Increased awareness and support of the Coralville Ecumenical Food Pantry

### **Other**

- No raise in tax levy
- Comprehensive plan nearing completion
- Scanlon annexation
- Police Department statue – private funding
- Selling apartment complex (Erin Arms)

## **Issues, Concerns, Trends, and Opportunities**

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

### **Budget/Finance**

- Progress on paying down/managing City debt—Moody rating
- Need to determine policies regarding pay-down of debt
- Debt level concerns with additional building planned in IRL
- Adequate reserves for Marriott and general—future
- Need for increased liquidity
- Impact of state legislature on City financial situation
- Funding for SEATS in the future

### **Communications/Image**

- Poor communication with public on what we are doing and our vision
- Need for increased communication with citizenry
- Continue fostering customer service training procedures
- Branding for City—including signage and wayfinding

## *Issues, Concerns, Trends, and Opportunities, continued*

### *Communications/Image, continued*

- Affordable housing – perception by other communities regarding Coralville’s position
- Lack of information sharing between councilors with committee updates

### *Economic Development*

- Progress in securing IRL tenants
- Real estate on second floor of Plaza on 5<sup>th</sup> remains for sale
- Moving of USPS
- Development opportunities – west part of Coralville

### *Facilities/Services/Personnel*

- Yard waste disposal
- Impending staff retirements – succession planning
- Need for increase in employment in both Parks and Rec and CoralVision
- Need to decrease number of change order of projects
- Senior volunteers
- Issues developers and builders have brought up with Engineering and Building Departments
- Need to expand the potential of CoralVision

### *Infrastructure*

- Traffic control improvements at First Avenue and Oakdale Boulevard
- Drinking water and reducing grains of hardness
- Smell of waste water treatment facility
- Meeting storm water requirements
- Need to update Water and Waste Water Treatment Plants

### *Other*

- Impact of east side-west side school decisions on Coralville
- Relationships with neighboring municipalities and counties
- Increasing needs of low income residents: food, housing, transportation, employment
- Increasing number of seniors in community requiring additional services

## **On-Going Commitments**

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

- Flood remediation projects
- Iowa River Landing Project
  - UIHC project – Phase II
  - Commercial development
  - Housing
  - Intermodal facility
- Interchange at I-80/1<sup>st</sup> Avenue
- Redevelopment of city-owned land
- Redevelopment of Old Town
- Continue downtown improvements
- Identify funding for 1<sup>st</sup> Ave improvements
- Obtain funding for Hwy 965 from Forever Green Road to Oakdale Blvd
- Hwy 965 improvement project from Holiday Road to Oakdale Blvd
- Review and update financial plan and policies
- Planning and implementation of updates for Water and Waste Water Plants
- Update Comprehensive Plan and Zoning Ordinance
  - Develop plan for North Annexation Area
  - Develop West Land Use Plan

## **New Priority Projects, Programs, Policies and Initiatives**

The participants reviewed potential new programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 24 month period (listed in priority order):

- 1 Update plan to improve recreation center; develop financing plan
- 2 (Tie) Redevelopment plan - south of Hwy 6 and west of 1<sup>st</sup> Ave to creek
- 2 (Tie) Develop task force to investigate and make recommendations regarding senior citizen needs/issues

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A**.

## **Organizational Effectiveness**

Mayor and Council reviewed and discussed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After this review and discussion, the following initiatives were to improve organizational effectiveness:

- Continue to explore ways to improve relations with neighboring communities, School District and County
- Continue to improve effective communications:
  - Continue to provide more information/updates to council on sensitive/important projects
  - Continue to provide generalized updates to council regarding economic development trends/activities on a quarterly basis
- Continue to enhance council work sessions:
  - Significant items on council agendas should be discussed previously at work sessions
  - Identify processes for councilor input on work session agendas
  - Provide periodic updates on departmental activities, economic development trends/activities
  - When possible, try to distribute informational items for work sessions ahead of time to optimize preparedness for informed discussion
- Continue to provide project field trips
- Hold annual meeting with developers and contractors to discuss development issues and concerns
- Start council meetings at 6:30 pm on a trial basis to allow more time for work session discussions
- Celebrate achievements

**Note:** The agenda for the Goal Setting Session and the Preliminary Questionnaire are attached to this report as **Exhibits B** and **C** respectively.



## **Final Comments**

It was a pleasure to again assist the City of Coralville with this goal setting process.

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  
Institute of Public Affairs  
University of Iowa  
January 22, 2014

Exhibit A

**CITY OF CORALVILLE**  
**Goal Setting Session – 2014**

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**SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED**

- Develop plan for Oakdale to provide additional amenities
- Hold annual meeting with developers, contractors, etc.
- Update plan to improve recreation center – develop financing plan
- Ice pond on lake behind Marriott
- Fence along East 9<sup>th</sup> Street – double height with screening
- Play area/playground at Iowa River Landing
- Brown Deer – make more of an all-season resort
- Riverfront project – implement/financing
- Redevelopment plan –south of Hwy 6 and west of 1<sup>st</sup> Ave to creek
- Develop task force to investigate and make recommendations regarding senior citizen needs/issues

**Exhibit B**

**AGENDA**

**CITY OF CORALVILLE  
GOAL SETTING - 2014**

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**TUESDAY, JANUARY 21, 2014**

**1:00 PM – 6:00 PM**

**Coralville Marriott**

**Private Dining Room**

1. Introductions and Opening Comments
  - a. Name, Tenure, and Background
2. General Overview of the Meeting and the Strategic Planning Process
  - a. The Ground Rules for this session
3. Progress Report and Update –2012 Goal Setting Report
4. Review Recent City Accomplishments (2012-2013)
5. Review Issues, Concerns, and Trends
  - a. Review Results of Questionnaire
6. Identify On-Going Commitments/Priorities
7. New Priorities - Programs, Policies, Projects and Initiatives
  - a. Review Results of Questionnaire
  - b. Explanations, clarifications, revisions, deletions, additions of Programs, Policies, Projects and Initiatives
  - c. Ranking of Priorities
  - d. Discuss implementation of selected priorities
8. Discussion regarding organizational effectiveness
  - a. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2014 Goal Setting Process
  - a. Development of Action Plan
  - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

Exhibit C

GOAL SETTING SESSION – 2014  
CITY OF CORALVILLE

**QUESTIONNAIRE**

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**INTRODUCTION**

The City of Coralville Goal Setting Session will be held on Tuesday, January 21, at the Coralville Marriot. 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 are requested to identify key issues and potential objectives that will be reviewed and discussed at the session. Please complete all sections of this questionnaire. If you need additional space, please feel free to attach additional page(s).

**I. Major Accomplishments**

Please list the major city accomplishments over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The items do not need to be in any particular order.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_

**II. Issues, Concerns, or Trends**

Please list specific issues, concerns, or trends that affect future city services, policies, finances or operations (for example, loss of population, loss of a major employer or resolving a policy question). You do not need to identify potential solutions to your concerns.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**III. Significant Initiatives or Programs**

Please list any initiatives, programs or policies that you think the City should consider in the next two years (for example, downtown revitalization, updating employee job descriptions, adopting a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc.)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

**IV. Organizational Effectiveness**

In order to accomplish the selected goals and objectives, it is important that the City’s elected officials work as a team and have effective group decision-making skills. Please list several 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.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

**RETURN OF QUESTIONNAIRE**

Please return this questionnaire to Ellen Habel by **Thursday, January 2.**