

**CITY OF INDEPENDENCE, IOWA
STRATEGIC PLANNING AND GOAL SETTING REPORT 2017**

Mayor:

Bonita Davis

City Council:

**Don Brown
Austin Grover
Jon Holland
Dennis Vaughn**

**Debra Hanna
Robert Hill
Michael Lenius**

City Manager:

Al Roder

Department Heads:

City Clerk: Jeena Lynch

Fire Chief: Dough Cook

Streets Supervisor: Tim Donnelly

Waste Water & Water Superintendent: Mark Luloff

Police Chief: Dustin Dallenbach

Library Director: Laura Blaker

Parks & Recreation: Bob Beatty



Facilitated by:

Patrick Callahan

Callahan Municipal Consultants, LLC

November 8, 2016

City of Independence, Iowa

Strategic Planning and Goal Setting Session - 2017

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City of Independence, Iowa

Strategic Planning and Goal Setting Session

2017

Introduction

The City of Independence requested assistance from Patrick Callahan in July 2016, for a strategic planning and goal setting process. Mr. Callahan 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 programs 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 non-binding work session that was conducted by Mr. Callahan on November 8, 2016. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2015 and 2016, as listed by the Mayor and Council, and by the City Department Heads (**Exhibit A**).
2. Review the list of most important issues, concerns and trends facing the City in 2017, as listed by the Mayor and Council Members and by the City Department Heads (**Exhibit B**).
3. Review and revise the list of potential initiatives, policies, and programs. (**Exhibit C**)
4. Indicate those initiatives and programs that are the most urgent or important at this time.
5. Review and revise the list of potential capital projects. (**Exhibit D**)
6. Indicate those capital projects that are the most urgent or important at this time.
7. Provide comments and suggestions regarding teamwork objectives. (**Exhibit E**)
8. 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.

INITIATIVES AND PROGRAMS – 2017

The Mayor and City Council identified the following initiatives and programs as the most urgent or important.

TOP PRIORITY PROGRAMS

1. Street prioritization and bridge replacement funding plan
2. Community citizen survey
3. Review City Council Committee Structure
4. Evaluating the potential of re-purposing of the ILP & T administration building – police station
5. Review city ordinances and develop a wind generating ordinance for city limits.
6. Review water & sewer rates and keep in line with current costs.
7. Implement and sell to the community the sewer plant repair & update plan to be carried out over 3 years.

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

CAPITAL IMPROVEMENT PROJECTS – 2017

The Mayor and City Council identified the following capital projects and equipment purchases as the most urgent or important.

TOP PRIORITY CAPITAL PROJECTS AND EQUIPMENT PURCHASES - 2017

1. Upgrading and repairing water and sewer infrastructure.
2. Upgrading well housings.
3. New steps for front entry of city hall and handicap accessible city hall.
4. Street projects – 2017 – 2018 – 2019
5. Boom truck to trim trees
6. Storm water improvement projects
7. Wastewater treatment plant improvements

Moderate Priority Projects

8. Construction of sidewalk along First Street West to improve pedestrian safety.
9. Project and asset management software.

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 E-1**.

FUTURE PLANNING SUGGESTIONS

It is recommended that the city staff and management team prepare an “action plan” for 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 goals and objectives be posted in the Council Chambers 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 2017.

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. The tentative dates for the quarterly updates are: February 13, May 8, August 14, and November 13.

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 2017 or 2018, which may result in some additional modifications.

It is recommended that the City prepare capital improvements plan to identify the City's capital projects over the next four to six years. The plan could include cost estimates, descriptions of the projects, the justification, and sources of funding.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

Since the citizens of Independence are basically the "shareholders" or owners of the City, 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 have been used in other cities 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 Independence.
2. ***Newspaper Article.*** The City could request that the local newspaper publish a list of the City Council's goals and objectives.
3. ***Town Hall Meeting.*** The City Council could schedule a town hall meeting or public forum to present a summary of the City's goals and objectives and to seek comments and observations from local residents.
4. ***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.
5. ***Open Houses – City Facilities.*** Annual "open houses" at various City buildings, such as City Hall, Police Station, Fire Station, Public Works Shop, Wastewater Plant, Water Plant, and Library could be held to inform the citizens about the upcoming city projects and programs that have been proposed.

6. ***Community Leaders' Meeting.*** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board, Chamber of Commerce Board of Directors, and the County Board of Supervisors to review and discuss the City Council's goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.
7. ***Presentations to Service Clubs.*** The Mayor and Council Members could make brief presentations to local services clubs and organizations outlining the goals and objectives.
8. ***Public Places –Reading Material.*** A copy of this goal setting report or a brief summary of the City's goals and objectives could be made available in public places, such as the Independence Library, medical clinic, lawyer offices, or where local residents could read this report while waiting for appointments.

FINAL COMMENTS

It was a pleasure to assist the City of Independence with this goal setting process. We were impressed with the level of cooperation of the city staff and the elected officials.

Once again, thanks to the City Manager, Department Heads, the Mayor, and the City Council Members for the great cooperation and timely response during this process.

Patrick Callahan
Callahan Municipal Consultants, LLC
November 10, 2016

EXHIBIT A

CITY OF INDEPENDENCE, IOWA STRATEGIC PLANNING SESSION – 2016

Major Accomplishments – Mayor/Council Members Responses

1. New Swimming Pool/Aquatic Center Project
2. Completed 2014 first stage of streets projects
3. Began 2016 Streets Project
4. Began Phase II of Curb & Gutter project
5. Council “slow down” and harder look at spending on projects
6. Newly adopted and improved vicious dog ordinance
7. Newly staffed City Administration, a great success – City Clerk and other city positions
8. General successful completion of Strategic Planning 2015
9. Established a general street maintenance plan
10. Appointed new police chief
11. Cement street projects and black top overlays
12. Storm water project on 2nd Street S.W.
13. Safe bike route
14. Parks green house
15. New branding program report and plan
16. The teamwork used to deal with flood in September 2016
17. Mapping of underground water and sewer lines throughout town
18. Implemented Franchise Fees on gross revenues of Rural Electric Cooperative (REC) and Mid American Energy.
19. Moved Code Enforcement to Police Department
20. River’s Edge Park Department Facility
21. Monthly council workshops
22. Did not take over area ambulance services
23. Moved police department
24. New city web site
25. Trail project along Highway 150 South and stop signs on trails
26. Sheriff’s Department and Independence Police Department – better cooperation
27. Library and flash warning signs at Library
28. High School
29. TIF projects
30. Council decision on the Ambulance Program

Major Accomplishments – City Department Heads Responses

1. New Website
2. Employee Benefits Meetings
3. One Book One Independence Project
4. Street Repair Plan
5. Little Free Library Project
6. Swimming Pool Bond Issue Passed and started construction
7. City Council and Staff meeting together
8. CIP developed
9. Police department relocated successfully

10. Completed a filing system
11. Chart of accounts conversion
12. Records Retention Policy was adopted
13. Better citizen engagement efforts
14. Fully funded 10 year CIP
15. City Hall situation getting much better with strong staff focused on fixing past issues
16. Consolidation of water and wastewater departments
17. Updated personnel policy and job descriptions
18. Corrected financial reports, state reports, and chart of accounts
19. Sidewalk project downtown
20. High School property purchase
21. Phone system
22. Greenhouse erected and using – Parks Dept.
23. Paving of Liberty Trail
24. Franchise Fees adopted
25. Financial help in new subdivisions
26. Lighting project along 20th Avenue SW
27. Working on storm drainage
28. Open burning ordinance
29. Sewer project repair by Dry Run Creek
30. Improved communications with the County Sheriff, School Officials, and County Officials.
31. Started the Wastewater Treatment Plant Facilities Study
32. Completed the inventory of the trees in the public right of way and on City property

EXHIBIT B

CITY OF INDEPENDENCE, IOWA STRATEGIC PLANNING SESSION – 2017

Issues and Concerns – Mayor/City Council Members Responses

1. Shrinking revenue resources
2. Concrete disposal
3. Council members who cannot let go of projects that were completed years ago that they disagree with!
4. Negative mind set and preventing negative attitudes from spilling over into the community.
5. Council members who do not like other council members so they argue & show no respect.
6. Issues with well houses & water supply system.
7. Issue with wastewater plant
8. Better oversight on project bidding
9. Keep residents informed when project changes are made.
10. Better community visibility by city hall & city manager – newspaper coverage and meeting with business owners.
11. Develop a specific budget line for city staff training & expenses
12. Keeping property taxes as low as possible
13. Affordable Housing
14. Spend TIF money wisely
15. High taxes and putting financial burden on taxpayers.
16. Deterioration of water and sewer systems.
17. Need to increase street improvement program.
18. Succession plans for Department Heads.
19. The quality of the sound system in the City Council Chambers
20. Pedestrian traffic on East First Street and safety concerns.

Issues and Concerns – City Department Heads Responses

1. New website should be kept up-to-date with a professional image
2. IT Services operates in reactive mode – fixing problems, but not preventing them
3. Research thoroughly, involve those who are affected, discuss and get input before making city-wide decisions.
4. The branding project needs to be implemented and managed which will take time, persistence and manpower.
5. Combination of likely loss of revenues and an aging infrastructure.
6. City could lose State backfill funds
7. Housing developments
8. Need to continue to look at more funding options, franchise fees were a plus last year.
9. Deteriorating infrastructure throughout the city
10. Need to address facility issues
11. Changing property tax base due to state law makers
12. What are we going to do for the Police Department?
13. General fund
14. Loss of taxable funds from downtown businesses
15. Next years budget costs

16. WIFI at the campground
17. Campground expansion lower practice field old high school
18. Parking lot expansion at the complex (dire need of additional parking areas)
19. Marketing outside of the community for programs and facilities that need it.
20. Finish Paving Liberty trail (north- south then east- west)
21. Tree City USA
22. Bounce vehicles down to other department (trades are not worth getting rid of in some instances.
23. Loss of State Revenues
24. Aging infrastructure
25. Sidewalks along heavily traveled roads and streets
26. Trying to do more with less
27. Issues referenced in the Branding Report

EXHIBIT C

CITY OF INDEPENDENCE, IOWA
STRATEGIC PLANNING SESSION – 2016

Significant Initiatives, Programs & Policies – Mayor & City Council Members Rankings

	Votes
A. Top Priority Programs and Policies	
1. Street prioritization and bridge replacement funding plan	6
2. Community citizen survey	6
3. Review City Council Committee Structure	5
4. Evaluating the potential of re-purposing of the ILP & T administration building – police station	5
5. Review city ordinances and develop a wind generating ordinance for city limits	5
6. Review water & sewer rates and keep in line with current costs	5
7. Implement and sell to the community the sewer plant repair & update plan to be carried out over 3 years.	5
B. Additional Programs and Policies Considered	
8. Enhance communication with the public and provide tax information	3
9. Adopt, support, and monitor the Independence “Branding Project”	3
10. Storm water improvements plan or study	3
11. Implement a “Quality Culture.” – proactive approach on infrastructure reviews	3
12. First Responder application and certification program	2
13. City position for the Chamber of Commerce Director	2
14. Develop a succession plan for Department Heads	2
15. Policies on job description of elected offices so that individuals know what is expected when running for office or Code of Conduct.	2
16. Review planning & zoning for the city	2
17. Review rate for Vegetation Dump Site – Incoming material	2
18. Create a Convention and Visitor Bureau (CVB) for the community	1
19. Conduct a study and evaluation to set a wage scale for all city employees	1
20. Compensation for Department Heads who need to sometimes work overtime – call out hours.	1
21. Adopt a decision making process that is less emotionally dependent.	0
22. Create a vision and track goals	0
23. Website kept up-to-date with a professional image.	0

EXHIBIT D

**CITY OF INDEPENDENCE, IOWA
STRATEGIC PLANNING SESSION – 2016**

Capital Projects & Equipment Purchases – Mayor/City Council Members Rankings

	Votes
A. Top Priority Projects	
1. Upgrading and repairing water and sewer infrastructure	7
2. Upgrading well housings	6
3. New steps for front entry of city hall and handicap accessible city hall	6
4. Street projects – 2017 – 2018 – 2019	5
5. Boom truck to trim trees	5
6. Storm water improvement projects	5
7. Wastewater treatment plant improvements	5
B. Moderate Priority Projects	
8. Construction of a sidewalk along First Street West to improve pedestrian safety	4
9. Project and asset management software	4
C. Additional Projects Considered	
10. Complete paving of the remaining southern and east-west portion of Liberty Trail	3
11. Complete Phase II of Iowa Highway 150 trail, the west (Enterprise St.) and north (6 th Ave. SE)	3
12. Pedestrian yield signs by the Library	2
13. New fire truck	2
14. RV Park - old practice football field	2
15. Remodel library's teen area	1
16. ADA Sidewalk ramp replacement	1
17. New Park maintenance shed from the old pool bathhouse	1
18. Street Flushing Truck - used	1
19. All departments have current safety equipment needed in that Department	1
20. New highway sign	0
21. Two stall building for washing and winter storage	0
22. New high quality sound system for city council chambers – (Already approved)	0

EXHIBIT – E -1

CITY OF INDEPENDENCE, IOWA STRATEGIC PLANNING SESSION – 2016

As part of the Strategic Planning process, the Mayor and City Council discussed ways to enhance the working relationship that they have with each other as elected officials, the City staff members, department heads, and the citizens. The Mayor and City Council Members' agreed to implement and adhere to the following concepts and protocols:

1. Listen to each other and other people to gain insight into City issues and concerns.
2. Remain optimistic and accept and honor the majority votes of the City Council.
3. Acknowledge our diversity and difference, but always remain civil and respectful in our discussions and meetings.
4. Recognize that solutions and improvements require time and a team effort.
5. Strive to foster trust and honesty in our discussions and dealings with each other.
6. Keep an open mind and respect the opinions of other council members, city staff and residents.
7. Focus on what is best for the City as a whole and all the residents.
8. Work to enhance and improve the City Council's Committee Structure and Work Sessions.
9. Strive to remain courteous and endeavor to formulate positive solutions.
10. Review and accept our various roles as Mayor, Council Members, City Manager, and City Department Heads and work to fulfill our duties and responsibilities for the overall good of the community.
11. Base our decisions on the facts and research, without regard of source of information and our emotions.
12. Strive to establish a culture in all City departments that enhances the quality of city services and seeks ways to measure quality and track improvements.
13. Recognize that most things aren't emergencies. Take enough time to do the research, get all the information, and talk to our constituents.
14. Respect staff and their work.
15. Never make it personal.
16. Focus on the big picture and stay out of the minutia.
17. Speak for the majority and not the "squeakiest wheels" and don't assume the squeakiest is the majority.
18. Don't rush or be rushed into decisions.
19. Remember that we are spending the "people's money," and always work towards the most effective and efficient use of property taxes and user fee revenues.



Callahan Municipal Consultants, LLC

417 Kaitlynn Ave Anamosa, IA 52205 Cell: 563-599-3708 callahan.cmc@gmail.com

September 30, 2016

APPENDIX A

**To: Mayor and City Council
Independence, Iowa**

From: Patrick Callahan, Municipal Consultant

Re: Goal Setting/Strategic Planning - 2016

We are looking forward to facilitating the Mayor and City Council 2016 Strategic Planning Session on Tuesday, November 8, 2016 starting at 8:00 AM at the Independence Public Library Community Room. The agenda for the session is enclosed for your review.

First of all, thank you for selecting Callahan Municipal Consultants, LLC to conduct the City Council's goal setting session. We are looking forward to assisting the City on this process.

Strategic Planning or Goal Setting Session

We have facilitated numerous goal setting sessions for cities in Iowa from 2004 to 2016. Each session is unique and informative. When we started doing goal setting sessions in 2004, we developed an advance questionnaire in order to enhance the productivity of the session and reduce the amount of time on the more routine portions of the meeting. The questionnaire allows us to review issues in advance and thus provides more time for the primary focus of the session, which is to discuss, review, and prioritize the City Council's goals and objectives. We would like to thank you for responding to the advance questionnaire for this year's goal setting session.

City Accomplishments

The first thing that we like to do at these sessions is to reflect upon the City's recent accomplishments. Many council members in other cities are so focused on the current or most pressing issues of the time that they lose track of all the city's accomplishments. Most council members are pleasantly surprised to review how much has actually been accomplished by their city over a span of two years.

Issues, Concerns, and Trends

We also like to take the time to look to the future as to issues or trends that have the potential to impact the City in either a positive or negative manner. A positive trend might be an increase in new housing construction. Whereas, a negative concern could be the passage of a bill by the Iowa General Assembly that might drastically reduce property tax revenues to the City's general fund. While the City may have little or no control over some of these trends or issues, it is usually better to acknowledge them and possibly develop a "game plan" as to how to address them in the future.

Capital Projects

It is important to take the time to itemize and prioritize the City's capital project and major equipment needs. Since the City has a capital improvements plan (CIP), we may want to identify any projects or equipment purchases that should be added to the City's CIP. We will review, discuss, and prioritize the City's capital projects and equipment needs. This information and the direction provided by the City Council at this session will be very useful to the City employees, as they update the City's capital improvements plan.

Policies, Programs, and Initiatives

Once we have completed the ranking of capital improvements or the “bricks and mortar” projects, we will review the list of potential programs, policies, and initiatives. Examples might include updating the City’s employee’s handbook or the development of another source of revenue for the general fund. The Council will also be asked to prioritize these proposals.

Team Work Objectives

The final part of the session will be a discussion regarding team work and how the City Council members interact with each other and the City employees. We may identify and discuss ways to enhance the level of communication between the City Council and the organizations or persons who interact with the Council. If you are pleased with the current level of interaction with each other, the City employees, the local residents, and outside agencies, then this portion of the session may be brief.

Completion of Questionnaire

There is enclosed a questionnaire that we would ask all the elected officials and city employees to complete prior to the goal setting session. We will summarize the results of the questionnaire and make them available at the meeting. In order to have enough time to summarize the results, please return the questionnaire to us by October 14th.

If it is more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics.

We promise to maintain the confidentiality of the responses to the questions on the questionnaire. The summary of the responses to the questions will not make reference to any names or individuals.

You are welcome to mail your completed questionnaire to Patrick Callahan, 417 Kaitlynn Avenue, Anamosa, Iowa 52205 or you can send it to our e-mail at callahan.cmc@gmail.com. You can also give your questionnaire to Al Roder and he can forward them to us.

Final Goal Setting Report

We will prepare a final report summarizing the Council’s 2016 goal setting session. We will also provide you with some suggestions on how to monitor the progress of accomplishing the Council’s goals and objectives and ways to communicate these goals to the ultimate “bosses or owners” – the citizens of Independence.

Thank you for making the commitment to attend this goal setting session on November 8th . We look forward to meeting with you.

APPENDIX B

**CITY OF INDEPENDENCE
MAYOR AND CITY COUNCIL
STRATEGIC PLANNING AND GOAL SETTING – 2016**

**Tuesday, November 8, 2016
8:00 AM
Independence Public Library Community Room**

AGENDA

1. Introduction and Opening Comments
2. General Overview of the Meeting and the Strategic Planning Report
3. Brief Review of City Accomplishments in 2015 and 2016 – Exhibit A
4. Brief Review of Issues, Concerns and Trends – Exhibit B
5. Review and Ranking of Capital Projects & Equipment Purchases – Exhibit C
 - A. Review of proposed projects
 - B. Clarification of items
 - C. Revisions, Additions, Deletions and Combinations of Projects
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Projects
6. Review and Ranking of Programs, Policies, and Initiatives – Exhibit D
 - A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Items
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Projects
7. Review/Evaluate “Team Work Objectives” – Exhibit E
8. Final Report to the Mayor and City Council – 2016 Strategic Planning Process
9. Questions, Comments, and Suggestions
10. Adjourn

APPENDIX C

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2016 INDEPENDENCE, IOWA

PRELIMINARY QUESTIONNAIRE

Introduction

The Mayor and City Council of the City of Independence will be conducting a strategic planning session on Tuesday, November 8th at 8:00 AM, at the Independence Public Library Community Room. 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.

I. Major Accomplishments

Please list the top five to ten major accomplishments of the City of Independence 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. _____
10. _____

II. Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns that you have regarding future city services, policies or operations. These issues or concerns can relate to such things as an aging population or loss of state revenues. You do not need to identify the potential answers or solutions to your concerns.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

III. Significant Initiatives, Programs or Policies

It is requested that you list any initiative, program or policy that you think that 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 suggestions should not include construction projects, as these will be listed in the following section. These items do not have to be listed in any particular order.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

IV. Capital Projects / Construction Projects / Equipment Purchases

Please list the capital projects or equipment purchases that you think the City should consider over the next three years. These capital projects could include such things as street construction, public works equipment, public safety equipment, etc. If you have a rough estimate on the cost of such projects, please note it.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____

V. 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 decision making skills. Please list some suggestions that the Mayor and City Council members could do in the future to improve the Council's teamwork, decision making process, and ability to accomplish the stated goals and objectives.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____

Please designate your role with the City: _____ Elected Official _____ Department Head

Return of Questionnaire

Please complete and return this questionnaire to Al Roder or Patrick Callahan (callahan.cmc@gmail.com) by Friday, October 14th.

Note: If it more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics.

2017 PRIORITIES

1. Street Prioritization and bridge replacement funding plan
2. Community Citizen Survey
3. Review of City Committee Structure
4. Evaluating the potential of re-purposing ILP,T Administration building for PD
5. Review city ordinances and develop wind generating ordinance
6. Review water & sewer rates and keep in line with current costs
7. Implement and sell to the community the sewer plant repair – 3 year plan

Secondary Goals

8. Enhance communication with the public and provide tax information
9. Adopt, support, and monitor the Independence “Branding Project”
10. Storm water improvements plan or study
11. Implement a “Quality Culture” – proactive approach on infrastructure reviews

2017 Capital Projects & Equipment Purchases

1. Upgrading and repairing water and sewer infrastructure
2. Upgrading well houses
3. New steps for front entry of city hall/handicap accessible city hall
4. Street projects 2017-2018-2019
5. Boom truck to trim trees
6. Storm water improvement projects
7. Wastewater treatment plant improvements

Secondary Projects

8. Construction of a sidewalk along First Street West to improve pedestrian safety
9. Project and asset management software
10. Complete paving of the remaining southern and east-west portion of Liberty Trail
11. Complete Phase II of Iowa Highway 150 trail, west Enterprise Drive and 6th Ave. SW

