

Exhibit A

City of Burlington, Iowa Goal Setting Report

June 2, 2016

Mayor:

Shane McCampbell

City Council:

Jim Davidson

Bob Fleming

Tim Scott

Annie Wilson

City Staff:

Jim Ferneau, City Manager



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

**CITY OF BURLINGTON, IOWA
GOAL SETTING SESSION
2016**

TABLE OF CONTENTS

Introduction Page 3

Goal Setting Work Session Page 3

Major Accomplishments Page 4

Issues, Concerns, Trends, and Opportunities..... Page 9

On-Going Commitments/Obligations..... Page 13

New Priority Projects, Programs, Initiatives..... Page 14

Organizational Effectiveness..... Page 14

Final Comments Page 15

Exhibit A – Significant Projects, Programs, Policies, and Initiatives Considered Page 16

Exhibit B - Agenda..... Page 18

CITY OF BURLINGTON, IOWA

GOAL SETTING SESSION

2016

Introduction

The City of Burlington 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 preliminary session with department heads.
3. Conduct a goal-setting session with the elected officials.
4. Preparation of this report.

Goal Setting Work Session

City Council Members and the Mayor held a work session conducted by the IPA on June 2, 2016. In attendance and participating at this meeting were Mayor Shane McCampbell, Council Members Jim Davidson, Bob Fleming, Annie Wilson and Tim Scott and City Manager Jim Ferneau.

A preliminary session was held with city department heads on May 26, 2016. In attendance and participating in that session were City Manager Jim Ferneau, Police Chief Doug Beard, WWTF Superintendent Don Fitting, Library Director Rhonda Frevert, Interim Public Works Director Chris Clements, Director of Administrative Services Stephanie Stuecker, Fire Chief Matt Trexel, City Clerk Kathleen Salisbury and Development & Parks Director Eric Tysland.

Major City Accomplishments

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

Budget/Finance

- Increased Fund Balances
 - Improve Fund Balance Situation at RecPlex & Flint Hills Golf Course
 - Achieved 11% Fund Balance in General Fund; On- Track for 15% Fund Balance in General Fund
- Debt Policy Adopted
- Debt-Limit % Decreased- Below 70% of our borrowing capacity used
- Earned GFOA “Certificate of Excellence for Financial Reporting” for 2013-2015 Audits (just received 2015 announcement)
- OpenGov Implementation for Financial Transparency
- Positive Audit Results
- Maintained “A+” S&P Rating
- Conducted inventory of street lights resulting in cost savings on electrical bills

Economic Development

- Sold Manor Property (Burlington Crossing) to Developer
- Kmart Redevelopment (Burlington Commons)
- Silgan Plant - new industry
- GE Expansion
 - Secured RISE Funding for Agency St Improvements
- Awarded “Big Muddy” Trophy (based on highest per capita economic development along the Mississippi River in past year)
- Developer Began Rehab of Downtown Building (Tama Building)
- New Businesses:
 - New Hopefully Yours Store (Under Construction)
 - Dick’s Sporting Goods
 - Pet Supply Store
 - Starbuck’s
 - Dunn Brother’s Coffee Shop
 - Billy Sims BBQ
 - Fairway Center (Continued Improvements)
- Downtown Façade Project and Redevelopment
- Purchase & Sale of 300 Washington Street for Renovation

Major City Accomplishments (continued)

City Operations/Facilities

- Initiating Movement on Apollo School Through Acquisition
- Tentative 5 Year Union Contracts
- Non Union Personnel Wage/Compensation Study
 - Help Adjust Positions & Pay for Internal Comparability Purposes
- Adopted Complete Streets Policy
- Downtown Parking Study
 - Study Completed, Suggested Improvements
- Continued CIP Equipment Programs
- Received Funding for Depot Great Room/Roof Improvements
- New City Website
 - Pay Fees Online
- City Code Online / Searchable
- PRIDE Committee
 - City Week/City Day
 - City Wide Activities
 - Reading book “Everybody Matters”
- Continued Leadership Group
- Bridges Out of Poverty Training community – wide
- Increased the Communication between all Departments
- Implementation of the City Energy Programs
- City Council Supportive of City Manager – Trusts his Judgment
- Successful Hiring/Transition of New Office Coordinator / WWTF
- Utilized on-line auction service for sale of city vehicles
- Elimination of Free Disposal of Self-Hauled City Wide Clean Up Material
- Use of 657A in Acquiring Abandoned Homes
- Completed Wayfinding Signage Study
- Nuisance Enforcement / Awareness – Targeting Dilapidated Garages

Housing and Community Development

- Newbury Village
 - Received Money Back to Allow City to Successfully Pass Bond Issue for New Police Facility
- Housing Study Identified Future Housing Needs
 - Supported by City

Major City Accomplishments (continued)

Infrastructure

- Flood Wall Process
 - Beginning of Flood Mitigation
 - Controls on Riverfront
 - Receive Flood Mitigation Funding
- Continued Street CIP - Helped by Road Use Tax Increases
 - Expanded Seal Coat Program
 - Complete Improvements on Division Street
 - Continuing Crack Sealing as Weather Allows
 - More Extensive Patching and Repairs to Asphalt and Concrete Streets Due to Increased Road Use Taxes
 - Awarded Two Rise Grants:
 - Reconstruction of Agency Street between Highway 61 to West Burlington Avenue (Design Underway)
 - Reconstruction of Division Street from RR Tracks to West Burlington Avenue (Completed); construction of a Roundabout at West Avenue and West Burlington Avenue (Final Design Stages)
- Crapo Park Roads
- Securing Support Funding for Mt. Pleasant St. Overpass
- Lighting
 - Supported Church Lighting Project - Significant Progress
 - Encroachments for Downtown Lightscape Project - to take place Summer 2016
 - LED Streetlight Upgrade on Roosevelt Ave.
 - Conversion of the Decorative Lighting in the CBD from HPS Lighting to LED Lighting
- Continued Sewer Separation Efforts

Information Technology

- Increased Investment and Interest in the IT Systems for the City
- Live Streaming for City Council Meetings and Work Sessions

Parks and Recreation

- Progress/Grants for Flint River Trail
- Swimming Pool Liner
- Tree Plantings – Spring/Fall – Grants
- Continued Progress on Ash Tree Removals
- Golf Simulator – Winter Revenue

Major City Accomplishments (continued)

Library

- Attendance at Library Classes and Events Topped 25,000 People
- Summer Bookmobile Partnership with Burlington Community School District
- Staff Presented at State and National Conferences
- Summer Teen Intern Program
- Elevate Iowa Grant and SCC Funding for STEM Youth Classes
- Ezra Jack Keats Grant for Storywalk
- Paint Iowa Beautiful Grant
- Began Annual Sterling Lord Writers & Readers Festival
- IDOT Kiosk Added
- Signed an Eighth Year 28E Agreement with Middletown for Library Services
- New Elementary School Outreach to Support the Push for Grade Level Reading by Third Grade

Public Safety

- New Police Station
 - Gained Public Support to Bond for a New Police Station (Special Election)
 - Acquired US Bank Building for the Police Station
- Police Department
 - Hired & Trained 4 Reserve Officers
 - Hired and trained five patrol officers to raise sworn officer staffing to forty-one
 - Awarded the Justice Assistance Grant for the purchase of a server for the storage and retention of video media
 - Formed a Minority Recruitment Committee of community members and leaders
 - Awarded \$250,000 COPS grant for the funding of two officers
 - Funding and implementation for a New “POP” Unit
 - Deployed countywide law enforcement digital radios
 - Implemented the Honor Guard unit
 - Secured a part-time civilian Evidence Specialist position
 - Installed Automatic External Defibrillator’s in each squad car and in Police Station
 - Reconstructed the Field Training model
 - Outfitted all patrol officers with rail-lights for their firearm with funding from private donations
 - Streamlined department-wide purchasing practices for time and money savings
 - Transitioned from Mobile Cop data software to Shield Mobile for a significant cost savings

Major City Accomplishments (continued)

- Fire Department
 - Passed Recreational Burning Ordinance
 - Moved Fire and EMS Reporting, Inspections and billing software to cloud-based systems
 - Major increase in ambulance revenue for FY15
 - Began using Emergency Medical Dispatching (EMD)
 - Fire preplans moved to electronic format and available on county GIS website
 - SAFER grant for 3 firefighters for 2 years (\$480,000)
 - Established partnerships with Elk's Club, Red Cross, and ABS Fire to continue smoke alarm installation program
 - Started/completed hotel and motel inspection program
 - Homeland Security grants for thermal imagers, UTV, hazmat training, meters
 - Completed MABAS box alarm cards for fire responses
 - Established county-wide fire and EMS vehicle numbering system
 - Added ability to transmit 12-lead EKGs to hospital
 - All firefighters certified at Firefighter I minimum, 80% at Firefighter II
 - Increased annual hours of training per firefighter
 - Established county-wide firefighter rehabilitation policy for fire scenes
 - Established apparatus purchasing committee and ordered first new fire engine in almost 20 years
 - Conversion of ambulance fleet to 4wd chassis
 - Tactical Fitness being held 3 days per week at Fire Department with 10-15 participants each day
- DMC Hazard Mitigation Plan

Transportation

- Burlington Urban Service (BUS)
 - Free Summer BUS Rides for Kids
- BUS Still Bringing in \$12,000 to \$15,000 per year on Advertising

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

- Lack of Property Valuation Growth
- Potential for Backfill to be Cut
- Positive Continued Sales Tax Growth and Hotel/Motel Tax Collections
- Pension Issues with Fire & Police / Future Increases in City Contributions
- Health Care Costs
- Long-Term Sustainability of Projects Built Without City Funds but then Maintenance /Utilities is City's Responsibility (Library, Animal Shelter, Indoor RecPlex, Donated Land for Parks, Visitors Docks)
- Tax Growth Not Keeping Up with Expenses

City Operations/Facilities

- Parking Study
- New Assistant City Manager for Public Works Position
- Promote City Amenities & Activities
- Misuse of City Right-of-Way
- Needed Increased Representation of Minorities in All Departments
- Agency St Corridor project
- City staff retirements in coming years, loss of experience and knowledge and need for mentoring of newer staff and succession planning
 - Finding qualified employees
- Seasonal Employees - number of applicants and competitiveness of wages
- Trend of interdepartmental work groups and projects, for example IT committee, PRIDE team, City Day event, and leadership team
- Trend of increased transparency, for example OpenGov, information rich new website
- The hiring of a manager for vehicle maintenance. This is a great opportunity for this department to grow and help the cities fleet be the best it can be.
- Lack of pro-active building maintenance program for city-owned buildings
- Aging Facilities in Parks
- Des Moines County Health Department not active in issues in City limits

Issues, Concerns, Trends and Opportunities (continued)

Economic Development

- Silgan / GE / JI Case Expansions – Qualified Employees Needed
 - Lack of Skilled Labor Force
- New Temp Employees – 1,000 Potential - Pipeline
- Development of Manor Property
- Increased availability/flexibility of TIF Funds
- Brownfield, large vacant buildings/sites (costs, reuse options)– Dresser Rand, Dial, etc.

Housing and Community Development

- Nuisance Properties/ dilapidated Buildings
- Blighted Neighborhoods/Old High School/Dial Building
- New Housing Development Needs
- Housing Shortage; lack of Housing Options at all levels
- Lack of New Affordable Housing
- Mixed Housing
- Autumn Heights:
 - Consider Replacing Autumn Heights Manager
 - High Turnover on Low Rent Housing Board/ Autumn Heights Board
- Snow removal in the CBD with the increased residents that begin to fill the housing being built downtown.
- Difficulty in Completing Infill Development
 - Zoning requirements do not always fit redevelopment needs
 - Impact of neighbor concerns
- Owner-occupied vs Rental Property percentages
- Infrastructure costs for new development (increases cost of development) - affects sale price of home and/or number of homes needed in a development to move forward.

Issues, Concerns, Trends and Opportunities (continued)

Infrastructure

- Flood Wall Process / Funding
- Re-occurring Flooding
- Sewer Separation – Ongoing Issue
 - Continued I and I in separated sewer system
 - Sumps and footing drain connection to sanitary sewer system
- Ongoing Infrastructure Needs
 - Streets, Aging Sewers, Sewer Plant, Sludge Storage at Sewer Plant
 - Cost of maintaining existing infrastructure based on age and State/Federal Regulations
- Converting Highway 61 to Four Lane
- On-street parking concerns due to street width
- Lack of a sewer master plan especially south and west portions of the city
- Nutrient reduction regulations for wastewater/forthcoming cost of compliance
- (Best) strategy for managing increased wastewater treatment process solids
- Quality of life/air quality related to Publically Owned Treatment Works (POTW) sewer separation and operations
- Right-of-way management

Information Technology

- Replace aging telecommunication system
- Online Inspection Reports

Parks and Recreation

- Emerald Ash Borer Treatment
- Decreased Usage of Golf Course
- Maintaining Outdoor RecPlex/Improving Concessions and Staffing

Issues, Concerns, Trends and Opportunities (continued)

Public Safety

- Violent Crimes; gun violence
- Disregard for Personal Safety – Use of Streets by Walking, Jogging, Bikers, Skateboarders, Etc.
- Public Safety Most Noticeable But Necessary Across the Board
- Crime Perception
- Retention of quality Police Officers
- Recruiting experienced/certified Police officers
- Heroin and Ice (meth) usage
- National perception of mistrust with law enforcement
- More youth living on the streets (unstable home environment)
- Violent transient population
- Social media harassment
- Decrease in FD staffing despite increases in annual call volume
- Increased use of mutual aid for Fire Department calls
- Increased use of off-duty call backs for Fire Department responses
- Increase in Fire Department over-time (2016)
- Fire Department lacks training facilities
- Unreliability of Fire Department fleet, specifically engines
- Applicants for Fire Department
 - Low number of minorities/women
 - Low number of Burlington residents
 - Low number of paramedic applicants

Other

- Public Attitude Towards Government in General
- Growth of Poverty
- Stagnant/Declining Population
- Need for Youth Activities and Productive, Safe Environments Outside of School
- Annual increases in elderly populations
- Absenteeism of the student population

On-Going Commitments/Obligations

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

- Maintain self-sufficiency of city enterprise funds and build up fund balances
 - Achieve 15% fund balance for General Fund
- Continue sewer separation project
- Continue street repair program
 - Agency Street improvements
 - Mount Pleasant St bridge
 - Mount Pleasant St to west of Roosevelt Ave
 - Continue seal coat program
 - Continue street patching/miscellaneous street repair program
- Continue to improve neighborhoods
 - Demolition of unoccupied, substandard, dangerous houses
 - Infill program for vacant buildings
 - Nuisance abatement program
 - Review current and alternative ordinances, codes, policies and programs regarding code enforcement, property maintenance, housing, nuisances, garbage/trash in right-of-way, etc.
- Continue to support Downtown Partners for downtown revitalization
 - Review policies, codes and programs to promote upper story downtown residential development, other housing/rental development
- Continue economic development programs and activities
- Implement flood mitigation project (grant)
 - Flood wall
- New police station
- Rehabilitation/demolition of Apollo High School property
- Depot – Great Room renovation
- Airport runway replacement
- Employee Handbook update
- Continue to promote increased representation of minorities and females in the city workforce

New Priority Programs, Policies, Projects, and Initiatives

The following were identified as new priority projects, programs, policies and initiatives for the upcoming 24 month period:

- Cascade Bridge Replacement
- Review all Codes/Ordinances and eliminate those that are unenforced; establish policy for determining who is responsible for enforcement
- Update Zoning Regulations to be more conducive to infill development and fit existing development patterns

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

Organizational Effectiveness

The Mayor and City Council reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness:

- Continue Hold periodic meetings with other governmental entities
- Continue to pursue regional sharing opportunities
- Hold periodic meetings between Council and Boards and Commissions to discuss issues
- Promote customer service attitude among all city employees
- Recognition of employees, board and commission members, youth & volunteers, etc.
- Review employee city residency requirement past 10 air miles (potential for more applicants)
- Continue to be transparent with the public and continue to enhance communications
- Provide ride-alongs for Elected officials with different city departments
- Provide tours of city facilities for city council
- Provide state of the art sound, video and visual aid equipment in council chambers and ensure proper function before and during meetings
- Investigate ways to enhance City buildings/staff safety and security

Note: The agenda for the Goal Setting Session is attached to this report as **Exhibit B**.

Final Comments

It was a pleasure to once again assist the City of Burlington 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 city 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 Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Jeff Schott
Institute of Public Affairs
University of Iowa
June 3, 2016

Exhibit A
City of Burlington
Goal Setting Session – 2016

**SIGNIFICANT NEW PROGRAMS, POLICIES PROJECTS AND INITIATIVES
CONSIDERED**

- Establish program to inspect vacant commercial and industrial buildings
- Start an Internship Program Throughout City Departments
- Revamp/Update Downtown Parking Signs
- Cascade Bridge Replacement
- Review all Codes/Ordinances and eliminate those that are unenforced; establish policy for determining who is responsible for enforcement
- Review Open Burning Ordinance
- Sewer/Storm Sewer Rate Review (Water Review Underway)
- Housing Initiatives for Housing in the \$150-250,000 Range
- Downtown Alley Improvements
- Phone System Upgrades
- Accounting System Upgrade
- Wayfinding Signage
- Wi-fi in city parks (S)
- Affordable, high speed internet options for residential connectivity
- Youth Task Force similar to the one in Mason City
- Participation in Des Moines County Living Well's expanded initiative/coalition
- Inclusiveness/Diversity initiative similar to Inclusive Dubuque
- Sanitary Sewer Master Plan
- Continue the LED Conversion of City Street Lighting and Parks. This will continue to reduce costs on all Metered Lighting
- Complete emergency services/public safety study to come up with agreed upon direction for Fire Dept. and Police Dept.
- Increase Fire Department staffing to include a 3rd staffed ambulance in WB or nearby.
- Authorize Fire Department to hire staff to cover for long-term injuries/military deployments/other prolonged overtime situations.
- Add "time of sale" inspections of smoke alarms for all residential home sales

- Construct a fire training facility
- Hire full-time grant writer
- Hire an EMS coordinator to oversee EMS activities including training, certifications, privacy compliance, billing disputes, supplies, and report auditing.
- Feasibility study of combining West Burlington and Burlington Fire Departments
- Pursue EMS and /or Fire Accreditation
- Increase frequency of rental inspections to annually
- Develop a business license ordinance
- Consider Whether or Not to Transition Burlington's Solid Waste Program from Volume Based Manual Collection to Semi-Automated and/or Fully Automated Collection
- Consider Eliminating Additional Traffic Lights and Improve Traffic Flow
- Hire/appoint private counsel to prosecute civil infractions
- Hire retirement replacements early – Police Dept
- Community Service Officer position in Police Department to work on abandoned vehicles, animal control, stolen/found bicycles, etc.
- Propane powered city fleet vehicles
- City staff participation in youth partnerships
- River-focused events on the riverfront (boat shows, fishing tournaments, etc.)
- Quarterly citywide public trainings (public interest trainings sponsored by City departments)
- Re-apply for the CDBG Downtown Façade Project
- Catalog all infrastructure on GIS and use information to develop a prioritized replacement plan
- Provide incentives for roadway/utility extensions to open up new development land and connect existing streets in infill areas
- Update Zoning Regulations to be more conducive to infill development and fit existing development patterns
- Youth Recreation Programs (S)
- Transportation Plan - Future Street Connection Plans (S)
- Energy Efficiencies (S)
- Safety/Security of City Buildings – City Hall (S)
- RecPlex – additional parking (S)
- Regionalism – services, purchases, etc (S)
- Conduct in-depth analysis of outsourcing various city services, e.g., Outdoor rec Plex, WWTP, golf course, sanitation, building inspection, etc.

Exhibit B

AGENDA

**CITY OF BURLINGTON
GOAL SETTING SESSION - 2016**

THURSDAY, JUNE 2, 2016

3:00 PM – 7:00 PM

City Council Chambers, City Hall

1. Introductions and Opening Comments
 - a. Name, Tenure, and Background
2. General Overview of the Meeting and the Goal-Setting Process
 - a. The Ground Rules for this session
3. Update regarding status of 2015 goals/priorities
4. Discussion regarding City's major accomplishments from 2015-2016
5. Discussion regarding issues, concerns, trends and opportunities
6. Identification of on-going priorities
7. Identification of programs, policies, projects, and initiatives
8. Discussion regarding organizational effectiveness issues
9. IPA Report to the Mayor and City Council – 2016 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn