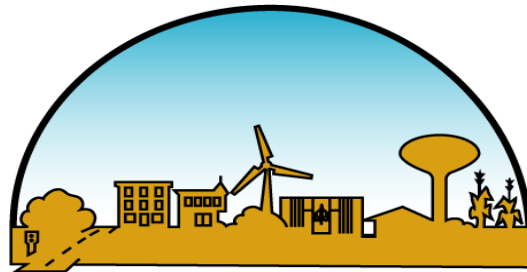


2019 STRATEGIC PLANNING
City of Nevada, Iowa



City of Nevada

City of Nevada 2019 Strategic Planning Session

Overview

The City of Nevada held a goal setting session on Monday, June 3rd at 5:30 p.m. at the Story County Medical Center. The purpose of the session was to identify and prioritize the City's overall goals and objectives for the next two years.

In order to prepare for this session, the City staff and City Council were both to identify key issues and potential objectives ahead of the session; focusing on the following items: general improvements, quality of life, infrastructure improvements, economic development, and buildings. Everyone was provided copies of the 2016 Goal Setting Report, five-year Capital Improvement Plan for 2019-2023 and Vision 2020 plan to be used to assist and guide pre work.

In addition to discussing goals we reviewed accomplishments, conducted a S.W.O.T. analysis, reviewed mission, discussed the building and maintaining powerful partnerships, identified and prioritized organization issues and priorities.

Major Accomplishments/Review of Past Planning

The group was asked to share and highlight major city accomplishments over the past two years. In no particular order things identified included:

NEDC/AEDC Agreement/Partnership
Burke Expansion
Cemetery improvements
Road superintendent hired
School Board partnership SCORE
Lincoln Way /Airport Road improvements.
2017 snow response
Verbio project
Infill lot program
Live fire training (7)
Improved customer service
Well financed street projects
Partnerships in/out of City
New "patcher"
Slow pitch softball league
City switch to Mediacom (enhanced service)
Library catalog system

Police cameras
Coffee with the Council
Lower ISO Fire Rating (3)
SCMC Expansion
Midstate's Expansion
Sidewalk improvements
GPS improvements
Rodeo back
City Hall space
South I Sub division
WWTF land purchase
Bike trails
Substance abuse forums
EAB program
Remodeled fire station
Digital Media
Fire Dept - high pressure system

The group then conducted a SWOT Analysis where they discussed and highlighted **STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS** that Nevada faces.

STRENGTHS for Nevada -

City and School relationship

Good water

Community support is strong

Strong fiscal position

Engaged city council

Launched Main Street Iowa effort

Bond rating (AA-)

Growth potential across sectors

Infrastructure (sidewalks, roads, water, sewer)

Department heads open to ideas

50 volunteer fireman

Engaged business community

Strong development partners /collaboration

Government flat

Work well together / cohesive

Knowledge

SCMC

On /ahead of things

Strong job market

Strong library program

Parks & Recreation programming

Trails

Great location

Broad/diverse tax base

Goal minded

Innovative

WEAKNESSES for Nevada -

Railroad crossings – North Side

Central IA Water

Property Tax Reform

TIF Backfill discontinued

Water/Wastewater Rate Study

Proximity to Ames

OPPORTUNITIES for Nevada -

Expanding West area for industrial & housing

Upper Story Housing

Strong interest in all types of development

Police officer in school

City owned land

Downtown enhancements including Main Street Iowa and infrastructure improvements

Recreation Center

New hotel

Drug free communities / YSS

Bike trail connectors

NEDC/AEDC regional partnership

Ames/Nevada City partnerships

Derelict tear down creating green space and in fill housing

Jobs – use this to attract developers

THREATS for Nevada -

Drug problem

Possible “TIF” changes

Good people leaving; creating vacancies

Increasing costs (health care, materials, etc.)

Central Iowa Rural Water borders community on all four corners

Lags in backfill

Property Tax reforms

Digital media – few negative people can control the message
CAFO proximity to community
Highway 30 plans uncertain
Fear of change
Over reliance on City
Consolidation of school districts around us

After conducting a thorough SWOT analysis, the group reflected on the City’s mission statement. The group was poised with the following two questions:

Does the mission statement reflect the focus of the City and where we wish to go?

Changes &/or modifications that should be considered to better refine our mission statement?

It was decided by consensus that the Mission Statement of the Nevada City Council is still relevant and reflects the overall focus of the City.

The mission statement reads:

Our mission is to provide quality public services that effectively address citizen and community needs in a fiscally responsible manner.

After taking a short break the group convened to have a discussion related to partnerships. The following quote was shared:

Strong partnerships allow individual organizations the ability to work together toward a common vision. It is the ability to direct individual organization accomplishments toward greater objectives. It is the fuel that allows common organizations to attain uncommon results.

The group highlighted the following organizations as having a strong partnership relationship on which they desire to continue to build:

Story County Human Service Providers	Nevada school
AEDC	NEDC
YSS	CICS
CVB	City of Ames
County	IEDA
SCMC	Community Groups
Local business & industry	Historical society
Ministerial organization	

Organizations in which we they desire a stronger partnership moving forward include:

CIRW
Rural township trustees
Union Pacific Railroad

IDOT

State government

In preparation for the **goal setting** part of strategic planning participants were asked to list **any initiatives, programs or policies** that they felt the City should consider in the next two years.

In addition, they were to include things that the Mayor/ City Council/Staff could do in the future to improve **organizational effectiveness, decision-making processes, teamwork** and the ability to accomplish the City's stated goals and objectives.

The participants were asked to write each of their ideas on post it notes and attach it to the category that most matched the proposed idea. Below is a summary of everyone's ideas and the category where the idea was placed.

City Operations: Additional / Cross Trained Staff (admin department especially); Cross Training to be more of an asset
City Communications Person; Communications Staff; Communications Position (July 1st); Fill Communications Position (better communication with public, show our good side)
Recruit and Retain Employees
Updated City website
IT / Social Media PIO for City messaging
Better technology for city
Hire an assistant to the City Administrator

Downtown: Downtown parking shortage
New RIF program
Vibrant downtown; Down renovation; More improvement to Downtown buildings
Main Street Iowa program director
More shops / Walk-In business downtown
Micro-brewing / Craft Beer Pub
Fiber
Fredrich set aside dollars – upper story housing

Finance: Wage study; City salary survey
↓ Levy rate – Monitor state 2% limit; lower tax levy if feasible
Revenue Development
Be aware of limitations
Water / Sewer Rate study

Infrastructure Improvement Projects: Annexation study
Continue CIP
Need sewer improvements (storm & sanitary)
Highway 30 "Flyover" to connect "Nevada South" (Ward 3); Construct5 Highway 30 project (2); Build US – 30 consensuses

WWTP project
Build US-30 consensus
Look into buildings, new sidewalks as streets are redone
GIS / GPS
Continued upgrading infrastructure
Connecting roads: make E Ave more thorough-fare, connect W A Ave over tracks, connect Indian Ridge to Cimarron St.

**Public
Safety:**

Computers
Initiative to retain law enforcement offices
More police / Fire – full time
Review PD pay / benefits / QOL
Fire marshal fire code inspection program
More stable police force
School resources officer
Public info officer
Resource officer
Retain law enforcement officers

**Economic
Development:**

Expand West Industrial park
Historic preservation: downtown, Evergreen Lane
More industry
Economic Development Plan (who do we want to attract to Main Street vs Industrial)
Improved roads
Develop East Business Park

Quality

Of Life:

Update Aquatic Center – add Splash pad, extend days/hours with low staff demands
Outdoor sand volleyball court
Paid time for employees to volunteer
Social Services / Mental Health / Substance Use
City-wide clean-up day
Tear down abandoned homes
Smooth railroad intersections
Connect trail system to Story County wide trails; trail connection for Maple Ave residents; bike trail connections to Ames & other trails
Nuisance / Condemnation
Foot-paths for residents south of 30
Abandonment
Indoor Rec Space (3) / Rec Center (8) / Field House
Storm protection @ SCORE
25 cents levy for trails - \$30k year tax revenue
Leaf burn ban
Broad Band
Smooth railroad intersections

Housing:

- Entice LMI Housing
- Developer Incentives
- Housing growth to keep up with job growth
- Quality homes
- 25 – 50 new
- Housing boom needed; increase housing opportunities
- Encourage new developments
- Rental inspection program
- Nuisance Management (process streamlined)
- Infill building
- 3 – 100 %
- 2nd floor apartments; upper story housing downtown
- Lots 50 – 75
- Haverkamp land by Burke
- Moderate priced housing

Other:

- No trees in the right of way ordinance
- Worker outreach training
- Promote more communication with citizens
- Vision 2030
- Yard waste drop-off
- Residential flood protection (6th – 8th Streets, north of S Ave), other places
- Apply for drug-free communities grant (substance abuse)
- Update the EAB plan for removals & re-planting options
- Management of social media
- Heavy trash pick-up

Based on a priority exercise conducted with the City Council the following four items were identified as **GOALS & ACTION PLANS** for the City of Nevada for the next three years (**July 1, 2019 – June 30, 2022**).

Fiber Optic Extension

Goal Statement: Enhance Internet services throughout the community of Nevada by **DEVELOPING A PLAN** and partners to install fiber throughout the city.

Scope: Start by developing a plan for service coverage throughout Nevada. Plan will be focused on starting in downtown area. Plan should include the following:

- 1) Gauge interest of community (80% installation will likely be target of project)
- 2) Reach out to Colo Telephone and their engineer to review existing plans that have already been developed to serve all of Nevada; update plans as necessary.
- 3) Consider the following funding options along with other financing ideas:
 - a. Revenue Bonds
 - b. CDBG
 - c. EDA
 - d. USDA
- 4) Discussed needed city structure for supporting this enhanced infrastructure
- 5) Review provider partnership opportunities; including but not limited to Colo Telephone, Minerva Telephone, and Stratford Telephone.

In addition to the above planning activities recommend the following proactive initiatives related to future fiber installation:

- As downtown infrastructure mobilized conduit/piping installation should be included.
- All future Nevada housing subdivision projects required to install conduit/piping.

Timing: July 1, 2019 – June 30, 2022

Project Driver (s): City Manager and Infrastructure Committee

Key Partners: Colo Telephone

Highway 30

Goal Statement: Come to consensus on a plan to get an interchange back in the 5 Year Transportation Plan that has a broad base support in the community; deliver that message to the IDOT.

Scope: Focus on leaving 6th street open.; plan developed to engage key stakeholders locally before any public hearing with the IDOT occurs.

Timing: Discussion with IDOT- Fall of 2019; plan review in spring/summer of 2020

Project Driver: Mayor and City Manager

Key Partners: Local business & industry, impacted citizens, and IDOT

Field House

Goal Statement: Construct a program driven multi-purpose space that supports a healthier Nevada.

Scope: Plan to be built around the following assumptions:

- Multi-purpose
- Program driven
- Enhance opportunities to expanding existing programs year-round and in number.
- Expandable in nature
- Flexible space

Timing: Planning Winter of 2019; Bid in early 2020; construction in Spring of 2020

- Final architect report, including proposed design and cost estimate: December 31, 2019
- Final design input sessions: January / February 2020
- Bid: Spring 2020
- Construction: 16-18 mos.
- Ribbon Cutting: June 20, 2021

Project Driver(s): Mayor, City Council, City Manager, Park & Rec. Director

Key Partners: NEDC, Architects, Financial Advisor

Housing Needs Assessment

Goal Statement: To better understand the housing needs of our community as impacted by our growing employment opportunities support a comprehensive housing readiness assessment.

Scope: Comprehensive in nature including wind shield assessments and development of recommendations around three core housing hubs (rental, owner occupied, and downtown upper story).

Key Milestones:

Presentation/Cost Sharing Opportunity with Story County – August 2019

Formation of Housing Study Task Force – October 2019

Consultant RFP & Project Scope Developed– November 2019

Select Consultant / Launch Assessment – December 2019

Data Collection – January / February 2020

Report Generation – March 2020

Report Roll Out – April

Project Driver (s): NEDC Executive Director, City Manager, Nevada Housing Study Task Force

Key Partners: NEDC, Story County, Nevada banks, and Alliant Energy

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