

City of Sheldon, Iowa Goal Setting Report December 13, 2017

Mayor:

Katricia Meendering

City Council:

Brad Hindt

Greg Geels

Pete Hamill

Zach Sawyer (out-going)

Randy Fonkert (out-going)

Tom Eggers (in-coming)

Shawn Broesder (in-coming)

City Staff:

Sean Hutchison, City Manager

Angela Beckman, City Clerk/Treasurer



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

CITY OF SHELDON, IOWA GOAL SETTING SESSION 2017

Table of Contents

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, and Opportunities.....	Page 5
On-Going Commitments/Obligations.....	Page 7
New Priority Programs, Policies, and Initiatives.....	Page 7
Organizational Effectiveness.....	Page 8
Final Comments	Page 8
<u>Exhibit A</u> – Significant Projects, Programs, Policies, and Initiatives Considered	Page 9

CITY OF SHELDON, IOWA GOAL SETTING SESSION DECEMBER 13, 2017

Introduction

The City of Sheldon 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 Council Members and the Mayor held a work session conducted by the IPA on December 13, 2017. In attendance and participating at this meeting were Mayor Katricia Mending, and Council Members Brad Hindt, Greg Geels, Pete Hamill, Randy Fonkert (out-going), Sawyer, and Council Member-elect Tom Eggers. Also in attendance were the City Manager Sean Hutchison, City Clerk/Treasurer Angela Beckman, Public Works Director Todd Uhl, Police Chief Lyle Bolkema, Events Center General Manager Brittany Behrendsen, and SCDC Director Director Curt Strouth, .

Major Accomplishments

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

Infrastructure

- Waste Water Treatment Plant - in the works
- Street Improvements

Housing

- Housing Developments (Sheldon Crossing, Eagle Const., Trilogy, Sunshine)
- Creation of Spec House Program
- Created Prairie Trail Addition in Sheldon Crossing

Economic Development

- Improvements and filling of industrial parks (light and heavy)
- Deluxe/Kent Expansion
- Completion of Runger Addition
- RMT Expansion
- Dollar General new store -Clean up Hwy corridor
- Maintainer Expansion (drainage repair/upgrades)
- Ag Partners expansion
- New Bomgaars
- Eagle Construction
- Fred's Plumbing and Heating
- G&E Cabinetry

City Facilities/Operations

- Continued Efforts/Relationships with Community Schools and NCC Including new Sports Complex
- Continued financial status/maintained bond ratings (City Clerk and staff and elected officials)
- Replacement of City Manager
- Positive City Audits
- 2 New Welcome signs
- New City/SCDC Website
- Designated as Home Base Iowa Community

Parks and Rec

- Crossroads Pavilion
 - Received Vision Iowa grant
- Hiring of event center staff
- Expanded Rec Trail

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:

Infrastructure

- Street Repairs:
 - West Pine (E/S)
 - Oak from Washington to 17th
- Need to upsize sanitary sewer mains
- Future Water Needs – 2nd water tower
- Availability of High Speed Internet
- Street Lighting Evaluation

Housing

- Rental property concerns (no city ordinance in place)
- Run Down Houses and Buildings
- Housing needs (being addressed though)
- Need for additional affordable housing – smaller lots/for median income (similar to Sunshine Addition)
- Need to identify location/additional ground for an affordable Residential Development

Budget/Finance

- Need for Additional Revenue
 - Consider utility franchise fee
- Finances with WWTP improvements and water tower project looming
- City is at top of bonding capacity
- Equipment Replacement Funding
- Insurance costs increasing
- Impact of future water/sewer rate increases on low income people
- Potential of decreasing employee benefits
- Being able to deal with general fund shortfalls – loss of state backfill

City Facilities/Operations

- Staying with our forward movement
- Need to update City Codes
- Should ward system be continued?
- Lack of interest in running for council / mayor
- Entrances into town – clean-up (West, North, South)
- Need to improve relationship with MidAmerica
- Technology needs – city facilities
- Clean up burnt structures (E)
- Evaluate overall appearance of community
- Staffing issues at Event Center

Public Safety

- Funding Fire Dept. with utility franchise fee
- More Police Officers at Community Events
- The impending retirement of some of our officers/staff

Other

- Continue to make trail development a priority

On-Going Commitments/ Obligations

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

- Continue economic development programs
 - Development of Floyd Industrial Park
 - Development of Granstra property
- Move forward with Crossroads Community Park development
- Continue infrastructure improvements
 - Sewer rehabilitation
 - Water improvements
 - Continue monitoring of Lewis & Clark water system initiative
 - Street repairs
 - 16th St rehabilitation
 - Storm water improvements
- Construction of new Waste Water Treatment Plant
- Continue Nuisance Code enforcement
- Continue support of housing development, especially affordable housing
 - Identify location for affordable housing development
- Plan for loss of future state backfill dollars
- Make a decision regarding adoption of franchise fees

New Priority 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 Provide funding for an aggressive effort at getting rid of abandoned/unsafe buildings
- 2 (Tie) Evaluate feasibility of adding part-time Police Officers
- 2 (Tie) Adopt Rental Code
- 2 (Tie) Develop funding plan for CIP Items

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 effective teamwork and communication between Mayor, Council and Staff
 - Continue weekly update emails from City Manager to Mayor/Council
 - Continued Department Reporting to City Council- (evaluate frequency)
- Continue flow of information between City Council and SCDC
 - SCDC Director to continue to provide regular reports to City Council
- Update technology
 - Update Council tablets to a better technology
 - Tech improvements for Council and Chambers
- Provide recognition/thank you to staff, boards and commission members, volunteers for milestone years of service
- Pilot program – coffee with council to give public an opportunity to voice their opinions
- Council to take tours of city department (see how they run)

Final Comments

It was a pleasure to once again assist the City of Sheldon 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
December 13, 2017

Exhibit A

City of Sheldon
Goal Setting Session – 2017

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

(votes received in parentheses)

- Provide funding for an aggressive effort at getting rid of abandoned/unsafe buildings (5)
- Evaluate feasibility of adding part-time Police Officers (4)
- Adopt Rental Code (4)
- Develop funding plan for CIP Items (4)
- Update Code of Ordinances (3)
- Change council system from ward system to at-large system (3)
- Library remodeling (2)
- Construction of second water tower (2)
- Develop strategy to upgrade broadband capacity (1)
- Update Personnel Policies/Employee Handbook (1)
- Iowa Welcome Center in Crossroads Community Park area (Partner w/ State of Ia) (1)
- Amend Vicious Dog policy (0)
- Examine Low Income Water Relief (0)
- Tree Removal program in right of way (0)

City of Sheldon, Iowa Goal Setting Report December 8, 2015

Mayor:

Katricia Meendering

City Council:

Brad Hindt

Randy Fonkert

Greg Geels

Zach Sawyer

Ron Rensink (out-going)

Pete Hamill (in-coming)

City Staff:

Scott Wynja, City Manager

Angela Beckman, City Clerk



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

CITY OF SHELDON, IOWA GOAL SETTING SESSION 2015

Table of Contents

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, and Opportunities.....	Page 5
On-Going Commitments/Obligations.....	Page 7
New Priority Programs, Policies, and Initiatives.....	Page 7
Organizational Effectiveness.....	Page 8
Final Comments	Page 8
<u>Exhibit A</u> – Significant Projects, Programs, Policies, and Initiatives Considered	Page 9

CITY OF SHELDON, IOWA GOAL SETTING SESSION DECEMBER 8, 2015

Introduction

The City of Sheldon 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 Council Members and the Mayor held a work session conducted by the IPA on December 8, 2015. In attendance and participating at this meeting were Mayor Katricia Mendinger, and Council Members Brad Hindt, Randy Fonkert, Greg Geels, Zach Sawyer, and Council Member-elect Pete Hamill. Also in attendance were the City Manager Scott Wynja, City Clerk Angela Beckman, Public Works Director Todd Uhl, Police Chief Lyle Bolkema, and Community Development Director Curt Strouth.

Major Accomplishments

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

Infrastructure

- Runger Street Project
- Pump project on water station
- Downtown streets
- Additional deep well and GSR
- Sheldon Crossing infrastructure
- Hwy 18 improvements
- Other street improvement project
- Phase I of water hydraulic study
- Water storage study
- Moving to LED street lights

Housing

- Sheldon Crossing housing development
- Condos by Fieldcrest
- Offer of “free” lots for homes
- Trilogy development
- 29 housing starts in 2014 and 6 lots in Crossings

Economic development

- Downtown outer 5 blocks improvement
- Downtown renovations
- Maintainer and Ag Partners projects
- Panning of events center and recreation area
- Continuing to work with existing employers with incentives

Major Accomplishments (continued)

City Operations/Facilities

- Completion of Sports Complex – received All Star Community Award
- Council that seems to work for the betterment of Sheldon
- Payoff of Aquatics Center debt
- Updated Comprehensive Land Use Plan
- Airport updates
- Accepting debit/credit card payments in office
- Continued strong partnership – NCC, school, SCDC, etc.
- Security cameras at Pool and parks

Other

- Population growth
- Becoming Home Base Iowa community

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:

Infrastructure

- Wastewater Facility upgrades
- Wastewater permit
- Continued wear and tear on infrastructure – repair/maintain/replace
- Long-term water needs and availability:
 - Completion of L&C water line
 - New water tower and system improvements
- 16th Street improvements
- Safety concerns on Hwy 18 near school and sports complex

Economic Development

- Events Center
- Empty storefronts downtown
- Need to support expansion of existing businesses
- How to market Sheldon
- Loss of recreational businesses – bowling, skating rink
- Adequate workforce to fill available jobs
- Retail growth
- Unemployment rate under 3%
- Number of available jobs projected to increase by 13% from 2013-2023

Issues, Concerns, Trends and Opportunities (continued)

Housing

- Need for low to mid-priced, affordable housing
- Housing addition, like Sunshine
- Lack of available rental housing available in the median price range

Budget/Finance

- Funding for infrastructure improvements
- Impact of new property tax rollbacks on future city revenues
- Funding for services – Rec, Police, Event Center, General Fund
- Water/sewer rates
- Funding for Events Center operations and maintenance

City Operations/Facilities

- SCAT staffing
- Review of zoning permit application process/building code
- Events Center operations
- Keeping a positive image with the public
- Building and rental codes

Other

- Population growth
- How to keep youth in town after college completion

On-Going Commitments/ Obligations

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

- Infrastructure improvements
 - Sewer rehabilitation
 - Water improvements
 - Street repair program
 - Storm water improvements
- Continue economic development programs
- Nuisance Code enforcement
- Continue support of housing development
- Identify alternative water sources
- Maintain Airport
- Plan for loss of future state backfill dollars

New Priority 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 (Tie) Move forward with Regional Events Center and Community Park development
- 1 (Tie) Develop plan to address SCAT staffing issues
- 1 (Tie) Consider adoption of franchise fees

- 4 Identify location for affordable housing development

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 teamwork between Mayor, Council and Staff
- Continue flow of information between City Council and SCDC
- Staff to provide periodic updates on what is going on in city departments
- Up to date technology
 - Update Council tablets to a better technology
 - Tech improvements for Council and Chambers
- SCDC Director to provide quarterly written reports to City Council
- Provide recognition to staff for milestone years of service

Final Comments

It was a pleasure to once again assist the City of Sheldon 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
December 8, 2015

Exhibit A

City of Sheldon
Goal Setting Session – 2015

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Review /enhance code enforcement process
- Rental housing code adoption and inspection
- Code of Ordinances – review and update
- Move forward with Regional Events Center and Community Park development
- Adopt local Building Codes
- Review policy on use of grease traps and waste disposal
- Identify location for affordable housing development
- Develop plan to address SCAT staffing issues
- Additional water tower
- Water/sewer rate study
- Consider franchise fees
- Ongoing improvements to the Community Services Center
- Replace portions of 16th Street
- Ways to prolong leaf dump/tree dump or work with haulers to initiate a yard waste program
- Work to enhance entrances to Sheldon

City of Sheldon, Iowa

Goal Setting Report

February 4, 2014

Mayor:

Katricia Mending

City Council:

Brad Hindt

Ron Rensink

Randy Fonkert

Greg Geels

Zach Sawyer

City Staff:

Scott Wynja, City Manager

Angela Beckman, City Clerk



Facilitated by:

Jeff Schott

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CITY OF SHELDON, IOWA GOAL SETTING SESSION 2014

Table of Contents

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, and Opportunities.....	Page 5
On-Going Commitments/Priorities	Page 6
New Priority Programs, Policies, and Initiatives.....	Page 6
Organizational Effectiveness.....	Page 7
Final Comments	Page 7
<u>Exhibit A</u> – Significant Projects, Programs, Policies, and Initiatives Considered	Page 8

CITY OF SHELDON, IOWA GOAL SETTING SESSION FEBRUARY 4, 2014

Introduction

The City of Sheldon 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 Council Members and the Mayor held a work session conducted by the IPA on February 4, 2014. In attendance and participating at this meeting were Mayor Katricia Mendering, and Council Members Brad Hindt, Ron Rensink, Randy Fonkert, Greg Geels, and Zach Sawyer. Also in attendance were the City Manager Scott Wynja, City Clerk Angela Beckman, Public Works Director Todd Uhl, Police Chief Lyle Bolkema, and Community Development Director Curt Strouth.

Major Accomplishments

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

Infrastructure

- Hwy 18 conversion to 3-lane
- Street resurfacing projects
 - Country Club Road & E 9th improvements
- Water/wastewater upgrades
- Downtown streetscape
- Hwy 18 Drainage project
- Addition of new deep well (in progress)
- Crossroads Industrial Park
- Change in water treatment process to survive drought

Housing

- Sheldon Crossings (residential development has begun)
- Trilogy Village
- Schemper Addition full
- Multi-family development incentive plan
- Population growth
 - Outpacing state average

Economic Development

- HyVee
- New Industrial Park
 - Ziegler CAT
 - White Wolf Web relocation

City Facilities/Operations

- City-School District Sports Complex
 - Joint development
 - Relationship with schools to promote/better community
- Always improving emergency departments – new equipment/training/personnel
- Fire Dept. upgrades
- Children’s World Loan reduction
- Hiring new Economic Development Director
- Use of TIF funding to finance community improvements
- Improved image for Recreation Dept
- Successful community events – Risefest, Celebration Days
- New Risefest location
- City is in excellent financial condition

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:

Infrastructure

- Water capacity needs & quality/updates
 - Lewis & Clark situation
- Sewer plant treatment
- EPA/DNR rule packages that will affect water, wastewater and storm water

Economic Development

- Continue growth
- Promoting a revitalized shopping district
- Wind Energy opportunities coming to O'Brien County
- Loss of John Deere and GM Dealerships
- Labor force shortage
- Expand retail opportunities
- Locate a "Big Box" store
- TIF discussions/changes
- Finding a way to be a destination
- Not enough fast food restaurants

Housing

- New property investors (Jonas) – 8-plex built by Fieldcrest
- Lack of affordable housing
- Need for more multi-family housing
- Burned out house and building (codes)

Budget/Finance

- Impact of state property tax changes - commercial/industrial property tax roll-backs – on future city revenues
- Will finances allow us to stay aggressive
- Infrastructure improvements – funding

Other

- Contractor that worked on downtown project (how do we turn the negative to positive)
- Dealing with negative community attitudes
- Taking advantage of cultural diversity

On-Going Commitments/ Priorities

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

- Infrastructure improvements
 - Sewer rehabilitation
 - Water improvements
 - Street repair program
 - Storm water improvements
- Continue economic development programs
- Code enforcement
- Maintain Airport
- Continue support of housing development
- Deep well project
- Identify alternative water sources
- Sports complex development

New Priority 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 (Tie) Evaluate alternative methods of oversight of Police Department
- 1 (Tie) Country Club funding

- 3 Plan for loss of future state backfill dollars

- 4 (Tie) Code of Ordinances review/update
- 4 (Tie) Adopt Building Code
- 4 (Tie) Study on interior corridor of city – ways to improve/revitalize them

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:

- Investigate technology improvements
 - Credit card payments
 - Website improvements
- Continue teamwork between Mayor, Council and Staff
- Continue flow of information between City Council and SCDC
- Develop policy for Council tablet use
- Staff to provide periodic (quarterly) updates on what is going on in city departments
- Consider making Council meeting times more convenient for citizens

Final Comments

It was a pleasure to once again assist the City of Sheldon 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
February 4, 2014

Exhibit A

City of Sheldon
Goal Setting Session – 2014

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Code of Ordinance review/update
- Replace streets around downtown
- Evaluate alternative methods of oversight/chain-of-command with regard to Police Department
- Adopt Building Code
- Study on the interior corridor of city – ways to improve/revitalize them
- Raise hotel-motel taxes
- Housing rehab funding
- Country Club funding
- Update policy on dilapidated buildings to expedite clean-up process
- Renovation of Hills Park/camping area
- Wifi at Hills Park
- Get city-owned gas/electric/cable
- Plan for loss of future state backfill dollars
- Increase recycle pick up/purchase another one

City of Sheldon, Iowa Goal Setting Report December 11, 2009

Mayor:

Kurt Tatsumi

City Council:

Tricia Rider

Dave Popkes

Mark Postma

Ron Rensink

Duane Seehusen

Brad Hindt

City Staff:

Scott Wynja, City Manager

Arlene Budden, City Clerk/Treasurer/Finance Officer

Todd Uhl, Public Works Director



Facilitated by:

Jeff Schott

Institute of Public Affairs

University of Iowa

CITY OF SHELDON, IOWA GOAL SETTING SESSION 2009

Table of Contents

Introduction	Page 3
Goal Setting Work Session	Page 3
Major Accomplishments	Page 4
Issues, Concerns, Trends, and Opportunities.....	Page 4
On-Going Priorities	Page 5
Priority Programs, Policies, and Initiatives.....	Page 6
Organizational Effectiveness.....	Page 6
Final Comments	Page 7
<u>Exhibit A</u> – Significant Projects, Programs, Policies, and Initiatives Considered	Page 8
<u>Exhibit B</u> - Agenda.....	Page 9
<u>Exhibit C</u> –Questionnaire	Page 10

CITY OF SHELDON, IOWA GOAL SETTING SESSION DECEMBER 11, 2009

Introduction

The City of Sheldon 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 Council Members and the Mayor held a work session conducted by the IPA on December 11, 2009. In attendance and participating at this meeting were Mayor Kurt Tatsumi, and Council members Tricia Rider, Dave Popkes, Ron Rensink Duane Seehusen and Brad Hindt. Also in attendance were the City Manager Scott Wynja, City Clerk/Treasurer/Financial Officer Arlene Budden, Public Works Director Todd Uhl.

Major Accomplishments

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

- Road/Street Improvements
- Improved sidewalk situation
- Ongoing Commercial construction
 - Sheldon Implement
 - Van dyke Construction
 - Bakery
 - Obediah's
 - Regional RTA
 - NCC Building Projects
- City Cleanup/Nuisance Abatement
- Pool Facilities
- Water main extensions and sewer improvements, Lewis and Clark
- Intersection Improvements
- New Recreation Programs – NCC Partnership
- Lot Rebates/Sunshine Addition
- Completed more Trails
- Infrastructure Improvements
 - Sewer Rehabilitation
 - Water Improvements
- Airport Improvements
 - Administration Building
 - Hangar
- Prairie Queen Museum Improvements

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:

- Maintaining and reacting to growth
- Building Codes, inspections
- Zoning Code
- Population
- Water/sewer rates vs. expenses
- Recreational opportunities
- Maintaining current services buildings, parks and streets
- Retail/commercial growth
- Industrial growth
- Budget issues (like state has)

Issues, Concerns, Trends and Opportunities, *continued*

- Review TIF
- Hwy. 18 safety issues
- Improve City recycling program
- Improve housing and available rentals
- Improve employment opportunities
- Deal with the Downtown issues
 - Empty buildings
 - Building conditions
- Maintain city tax levy
- Sheldon Crossing and Runger Developments
- Community recreation building – youth/banquet facilities
- Dog ordinance – including neglect of care

On-Going Priorities

The following were identified as on-going priorities for the upcoming 12 – 24 month period:

- Infrastructure improvements
 - Sewer rehabilitation
 - Water improvements
 - Street repair program
 - Storm water improvements
- Nuisance abatement program
- Housing rehabilitation program
- Maintain Airport
- Park and Recreation Master Plan
- Further development of Sheldon crossing and Runger 3rd Addition for (light) industrial park
- Follow up on sidewalk enforcement issue
- Make a decision in reference to Building Code and enforcement
- Update Code of Ordinances and consider building codes
- Available housing initiatives – Housing Review Board to develop recommendations
- Hwy 18 safety improvements

Priority Programs, Policies and Initiatives

The participants reviewed potential, programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 12 – 24 month period (listed in priority order):

- 1 (Tie) Review recycling program and receptacles
- 1 (Tie) Make a decision regarding additional new housing development
 - ✓ Continue lot rebate program
 - ✓ Find additional land for next Sunshine Addition

- 3 Assist SCDC in developing a plan for downtown Sheldon

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:

- Technology improvements
 - Credit card payments
 - Investigate website improvements
- Be prepared for census
- Continue teamwork between Mayor, Council and Staff
- Continue flow of information between City Council and SCDC

Final Comments

It was a pleasure to assist the City of Sheldon 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
December 14, 2009

Exhibit A

City of Sheldon
Goal Setting Session – 2008

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- Tear Pucci's building down
- Make a decision regarding Depot
- Ballfield complex
- Review recycling program and receptacles
- Make a decision regarding additional housing development
 - Continue lot rebate program
 - Find additional land for next Sunshine Addition
- Assist SCDC in developing a plan for downtown Sheldon
- Study daycare and night care needs
- Dog ordinance – including neglect of care
- Develop borrow pit as it becomes available

Exhibit B

Agenda

**CITY OF SHELDON
GOAL SETTING SESSION - 2009**

**Friday, December 11
12:30 PM – 3:30 PM
City Hall Council Chambers**

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 2008 goals/priorities
4. Review Recent City Accomplishments (2008-09)
 - a. Review Results of Questionnaire
5. Review Issues, Concerns, Opportunities, and Trends
 - a. Review Results of Questionnaire
6. Identify On-Going Priorities
7. 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
8. Discussion regarding team building and governance
 1. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2009 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

Exhibit C
CITY OF SHELDON
GOAL SETTING SESSION – 2009
QUESTIONNAIRE

Introduction

The City of Sheldon Goal Setting Session will be held on Friday, December 11 at City Hall. 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).

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.

Issues, Concerns, Trends, and Opportunities

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

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.)

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.

Return of Questionnaire

Please return this questionnaire to Scott Wynja by **Monday, November 23.**