



Strategic Planning and Goal Setting Report & Action Plan

2012

City of Eagle Grove, Iowa

Strategic Planning and Goal Setting Report April 2012

Mayor:

Darrell Determann

City Council:

Tony Axtell

Sandra McGrath

Kendall Johnson

Josh Schild

Wally Lorenzen

Dennis Vandewater

City Administrator:

Michael Boyd

CITY OF EAGLE GROVE, IOWA

STRATEGIC PLANNING AND GOAL SETTING SESSION

2012

City's Strengths

1. Friendly Community
2. Low Cost of Living
3. Good Infrastructure
4. Caring Employees
5. Hard Working
6. God Fearing
7. Pride in Community
8. Needs are Met
9. Good Water
10. Abundant Water
11. Rail Access
12. Diversity in employers
13. Progressive city government that works well with others
14. Fire Department
15. New Pool
16. Good Parks
17. Rotary Ann
18. School System
19. Water Supply
20. Fitness Center
21. Good Working Departments
22. Updated Aquatic Center
23. Rural, Safe Community
24. Home of Fair
25. Self Sufficient grocery store and convenience stores
26. Businesses that draw out of town money
27. Great summer view with trees

City's Weaknesses

1. Not enough good jobs
2. Aging Population
3. Declining Population
4. Sewer System
5. Built in a swamp

6. Aging Infrastructure
7. Lack of Major employers
8. Lack of hospital
9. Streets
10. Location not on major highway
11. Lots of elderly
12. Need more retail stores
13. Still need more clean up
14. Better system for taking care of burned and abandoned buildings
15. More Main Street walking traffic
16. More cohesiveness for celebrations
17. No Dog Park
18. Few businesses open on Sunday
19. Need reputation improved
20. New Businesses
21. Keep Money in town from going out of town

City's Opportunities

1. Expand and grow
2. Dog Park
3. Improve Downtown
4. Embrace Hispanics
5. Neighborhood Clean up
6. Sparboe Growth
7. Wind Energy
8. Housing available
9. Room to grow
10. Work force
11. Wind generators
12. Water supply
13. Bottle water
14. PR campaign about what is good in EG
15. City Industrial Park Clean up (maybe build a building to try and bring businesses)
16. Promote Rail Business

Threats

1. Streets (poor and old)
2. Fold Leaving
3. Poor Sewers
4. Jobs moving over seas
5. Loss of labor pool
6. Aging population
7. Infrastructure (water/sewer)
8. Loss of High School
9. Losing downtown businesses
10. Declining population

11. Box stores
12. Newspaper causing rift
13. Declining revenue
14. The Powers that Be
15. Loss of Government Funding
16. Falling tax base
17. City budget
18. Declining school enrollment
19. Lack of cops

Major accomplishments the past few years

1. Police department
2. Swimming Pool
3. Fitness Center
4. Better Railroad system
5. EMT pay change
6. Newer city equipment
7. Continued junk enforcement
8. Teaming with CDC to tear down junk buildings
9. Downtown Revitalization Grant
10. Railroad Track Project
11. Tackling aging infrastructure
12. Water tower project
13. Improvements at fish pond park
14. Veterans park
15. Pool
16. New play equipment at Hewitt park
17. Equipment truck at Fire Department
18. Few Streets done
19. Purchased property in DD94 and torn down house (Weland)
20. Cutting trees out of DD15
21. Code update
22. Removal of old schools
23. Sump pump inspections and rules

Things to accomplish in the next 5-10 years

1. Dog Park
2. Street Resurface
3. Continue to Compete for New Businesses
4. Improve Reputation
5. Bring other cities to the fair—more support from other towns
6. Shared strengths of other towns
7. Fix sewers
8. Maintain trees (replace)
9. Trails around town
10. New sewers and streets

11. Burn ban
12. Better code enforcement
13. Take over electrical utility
14. Growth
15. More jobs
16. Increase population
17. Major employer
18. Continue to clean up junk buildings

Based on the results of the Council's review of both their comments and the Department Head's comments, the Council set the following Goals and Priorities as the 2012 Strategic Plan.

2012 Strategic Plan

On-Going Strategic Priorities and Associated Goals

1. Improve infrastructure
 - a. Apply for eligible grants as they become available.
 - b. Review priorities each budget year and appropriate funds as necessary.
2. Enforce dangerous building and nuisance abatement codes
 - a. Identify dangerous buildings
 - b. Identify nuisance properties
 - c. Work with City Attorney on proper procedures to abate
3. Encourage new businesses and industry
 - a. Partner with the CDC and the County Economic Development Agency to identify and recruit potential businesses.
 - b. Review city tax abatement and incentive programs and promote them.
4. Work closely with the Chamber of Commerce to promote the City of Eagle Grove.
 - a. New city brochure
 - b. Updates to City website
 - c. Maintain LOIS
 - d. Co-sponsor city-wide events
5. Maintain City Equipment and Facilities.
 - a. Review equipment replacement plan and update as necessary
 - b. Review facility conditions and make recommendations as necessary

Top Strategic Priorities and Associate Goals

1. Nuisance Abatement Enforcement
 - a. Apply for CDBG Grant
 - b. Develop policy regarding burnt houses and buildings
 - c. Work with CDC on Contract Demolitions
2. Downtown Development
 - a. Amend TIF district
 - b. Utilize TIF dollars to their fullest extent possible
 - i. To include another downtown revitalization-type program
 - c. Work with the CDC and the Chamber
 - d. Update the Museum

3. Develop Street and Sewer Priority List
 - a. Pursue Grants
4. Support Department Activities
 - a. Technology
 - b. Credit Card/Debit Card acceptance
 - c. Direct Payroll Deposit
5. Employee Development
 - a. Safety Training
 - b. Cross Training of Employees
6. Promote Eagle Grove
 - a. Festival
 - b. Brochure
 - c. Fair
 - d. CDC/Chamber/City Committee
7. Budget Improvements
 - a. Pursue annexation possibilities
 - b. Pursue grants
 - c. Maintenance programs of vehicles and equipment
 - d. Pursue cost saving programs and opportunities

The City Council should review this plan at least once a year until it is determined that an update is needed.

APPENDIX A

City of Eagle Grove - City Council Agenda City Hall- Thursday, February 11, 2010 5:00 P.M.

Roll Call: Determann, Jensen, Jergens, Lorenzen, Schild, and McGrath

- 1) Call meeting to order – Mayor Kellogg
- 2) FY 2010-11 Budget Review
- 3) Review Old Strategic Plan
- 4) Review Community Survey Results
- 5) Begin Strategic Planning Process

- 6) Adjourn

Special Council Meeting-Council Retreat February 11, 2010

Mayor Kellogg called the meeting to order at 5:20 p.m. with council members McGrath, Schild, Jensen, and Lorenzen present. Also present: Finance Officer Maier, and City Administrator Fuller. Jergens arrived at 6:40 p.m. and Jensen left at 7:30 p.m.

The council reviewed the proposed FY 10-11 Budget until approximately 6:30 p.m. Maier and Fuller addressed some of the highlights of the budget and answered the council's questions.

The council then reviewed the 2007 Strategic Plan and the City's progress. Many items had been completed while other items were no longer a priority. Some goals were identified and will remain as ongoing priorities. The council briefly reviewed the results of the community survey and began the strategic planning process by discussing their concerns and desires for the upcoming year. A follow-up meeting will be scheduled to complete a new strategic plan.

A motion was made by Schild and seconded by McGrath to adjourn at 8:13.p.m. Vote: All ayes.

Mayor

City Clerk/Administrator

DEPARTMENT HEAD MEETING
10:00 a.m. at the Library February 25, 2010

Roll Call: Anderson, Baker, Demory, Grandgeorge, Lunda, Maier, McGrath, Nesvold, Swalin, Steil

MEETING AGENDA

1. **Call to Order:** Jordan Fuller
2. **Opening Comments**
3. **Business Items:**
 - a. Employee Evaluations Due (Back to Me)—March 5
 - b. Plan for New City Slogan
4. **Retreat:**
 - a. Review 2007 Strategic Plan—What was accomplished
 - b. Strengths
 - c. Weaknesses
 - d. Opportunities
 - e. Threats
 - f. Mission Statement
 - g. Goals and Objectives
5. **Adjournment.**

Department Head Meeting- Retreat
February 25, 2010

Fuller called the meeting to order at 10:00 a.m. at the City Library. All department heads were in attendance with the exception of Tim Swalin. After a couple of brief business items, Fuller led the group in a SWOT analysis exercise. The Department Heads answered each question on a separate piece of paper, keeping their answers confidential. After a brief overview of the 2007 plan, each employee identified things that they considered to be areas of strength, weakness, opportunity, and threats. They also major accomplishments that they feel the City did over the past few years, as well as identifying things that they would like to see the City focus on in the next few years. As each category was addressed, similar responses were combined and tallied.

A brief discussion on the City's mission statement was followed by the explanation that the council would review their comments as they developed a set of goals and objectives for the City.

The meeting adjourned at approximately 12:30 p.m.

City of Eagle Grove - City Council Agenda
City Hall- March 23, 2010
5:00 P.M.

Roll Call: Determann, Jensen, Jergens, Lorenzen, Schild, and McGrath

- 7) Call meeting to order – Mayor Kellogg
- 8) Continue Strategic Planning Process
 - Identify Areas of Strength, Weakness, Opportunity, and Threat
 - Review Staff Comments
 - Develop Goals and Priorities
 - Mission Statement
- 9) Adjourn

Special Council Meeting-Council Retreat
March 23, 2010

Mayor Kellogg called the meeting to order at 5:15 p.m. with Jensen, Jergens, Lorenzen and McGrath present. Determann arrived at 6:00 p.m. Schild was absent. Also present: City Administrator Fuller.

The council met again to update the strategic plans which included:
-Identify areas of strength, weakness, opportunity and threat to the city; and developed goals and priorities accordingly.

Jergens made a motion and Lorenzen seconded to adjourn at 8:51 p.m. Motion carried.

Mayor

City Clerk/Administrator