2020 GOAL SETTING & ACCOMPLISHMENTS

CITY OF NORTH LIBERTY, IOWA

FACILITATED BY ELIZABETH HANSON
PRESIDENT
MIDWEST MUNICIPAL CONSULTING

CITY HALL
3 QUAIL CREEK CIRCLE
NORTH LIBERTY, IOWA 52317
(319) 626-5700
Department Heads

City Administrator Ryan Heiar
Assistant City Administrator Tracey Mulcahey
Building Official Tom Palmer
City Attorney Grant Lientz
Communications Director Nick Bergus
Fire Chief Brian Platz
Human Resources Director Debra Hilton
Library Director Jennie Garner
Parks, Buildings & Grounds Director Guy Goldsmith
Planning Director Ryan Rusnak
Police Chief Diane Venenga
Recreation Director Shelly Simpson
Streets Superintendent Michael Pentecost
Waste Water Superintendent Drew Lammers
Water Superintendent Greg Metternich

Elected Officials

Mayor Terry Donahue
Councilor RaQuishia Harrington
Councilor Chris Hoffman
Councilor Annie Pollock
Councilor Brent Smith
Councilor Brian Wayson
Goal Setting Work Sessions

The City of North Liberty contracted with Midwest Municipal Consulting, LLC (MMC) of Ankeny, Iowa for goal setting facilitation. MMC agreed to coordinate a process that involved the following steps:

1. Solicit recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies, and suggestions to improve organizational effectiveness from City management staff;
2. Conduct a preliminary session with Department Heads;
3. Conduct a goal-setting session with Elected Officials; and
4. Prepare a final report.

City Elected Officials held a goal setting work session facilitated by MMC President Elizabeth Hanson on Wednesday, March 4, 2020. In attendance and participating at this meeting were Mayor Terry Donahue and City Council Members RaQuishia Harrington, Chris Hoffman, Annie Pollock, Brent Smith, and Brian Wayson. Also in attendance and participating in this session were City Administrator Ryan Heiar and Special Projects Coordinator Angela McConville.

Prior to the council’s goal setting session, a preliminary session with Department Heads was held on Wednesday, February 26, 2020. In attendance and participating in this session were City Administrator Ryan Heiar, Assistant City Administrator Tracey Mulcahey, Building Official Tom Palmer, City Attorney Grant Lientz, Communications Director Nick Bergus, Fire Chief Brian Platz, Human Resources Director Debra Hilton, Library Director Jennie Garner, Parks, Buildings & Grounds Director Guy Goldsmith, Planning Director Ryan Rusnak, Police Chief Diane Venenga, Recreation Director Shelly Simpson, Special Projects Coordinator Angela McConville, Streets Superintendent Michael Pentecost, Waste Water Superintendent Drew Lammers, Water Superintendent Greg Metternich.

This document was adopted by the North Liberty City Council via resolution on September 8, 2020.
In the heart of the greater Iowa City/Cedar Rapids region, North Liberty is a thriving, young community; a family-friendly small town but with easy access to big-city amenities.
NORTH LIBERTY IS A PLACE WHERE WE PLAY, AS HOME TO SWEET SUNSETS OVER BACKYARDS AND OPEN FIELDS, ICE CREAM ON THE WAY HOME FROM BASEBALL AFTER SCHOOL, MILES OF TRAILS AND ACRES OF PARKS.

WE GROW, WITH NEW SCHOOLS AND NEW RESIDENTS, FROM TODDLERS TO TEENAGERS.

1913 88 18,299

YEAR TOWN INCORPORATED  FULL TIME CITY EMPLOYEES  POPULATION, 2015 SPECIAL CENSUS

WE WORK, AT THE HEADQUARTERS OF LOCAL MEDIA, REGIONAL FINANCIAL AND NATIONAL TRANSPORTATION COMPANIES OR WITH SOLAR ENERGY AND TECH STARTUPS AND ENTREPRENEURS GETTING THEIR BIG IDEAS OFF THE GROUND.

AND WE KID, WITH GREAT SCHOOLS, RECREATION AND LIBRARY PROGRAMS AND WITH EACH OTHER AT WORK, SCHOOL AND ON THE LOCAL RESTAURANT PATIO.
ACCOMPLISHMENTS

New Community Amenities

Installed new playground and rock-climbing structures and a tot lot at Centennial Park.

Purchased property and zoned accordingly for the future Red Fern Dog Park, with improvements like grading/seeding, fencing/parking, signage & trees.

Installed a concrete border around playground with ADA ramp and trail at Creekside Park and the Community Center.

Added new monument signs to Broadmoor Park, Fox Run Park, and Deerfield Park.

Added security cameras and new trees (Trees Please Grant) to a number of City parks.

Worked with the Iowa Department of Natural Resources to stock Liberty Centre Pond with trout.

Installed a safety wall in Aquatic Center outdoor pool.

Added new play structures to the Aquatic Center outdoor pool.

Added new furniture to the Library’s teen lounge and new amphitheater seating for tweens and reading cubes for kids in the Library.
Launched the new North Liberty Transportation Assistance Program (NLTAP).

Facilitated the addition of the new Forevergreen Road exit to I-380, opening up access and improving routes to the junction.

Added adaptive traffic signaling on all 14 signal intersections.

Began the planning process for a new 4,290 feet of City services to the SW Growth Area (water and sewer), adding 530 acres to the grid.

Identified property options for a Fire training facility.

Added new landscaping at the West Penn Street lift station.

This section lists City accomplishments from calendar years 2018, 2019 & half of 2020, as identified by Elected Officials and Department Heads.

- Zeller Street from Quail Ridge Park frontage to Jones Blvd.
- Sadler Drive to connecting trail at Creekside Park.
- North side of West Cherry Street from Ranshaw Way to existing trail.
- Ranshaw Way from Zeller Street to Penn Street.
- Scales Bend Road from Dubuque Street to Fox Run Drive.
- Alexander Way from 240th Street to Penn Street, with crosswalk connection.
ACCOMPLISHMENTS

Capital Projects & Assets

City of North Liberty, Iowa
Constructed a new Water Treatment Plant - with new Jordan and Silurian wells - and increased production capacity to meet current and future needs.

Completed the Waste Water Pollution Control Plant Expansion, including blower silencers.

Designed and constructed a new Police Headquarters.

Identified property options for a second fire station.

Purchased a new fire engine to better fit the needs of the department and emergency call trends.

Installed roundabouts at Front Street and Penn Street and at Southslope and Christine Grant Elementary School (North Bend Drive), requiring land purchases and extensive new landscaping.

Concept design for a new Centennial Park Amphitheater.
ACCOMPLISHMENTS

ACCOMPLISHMENTS

Communications and Public Outreach staff...
- Piloted a new storm drain public art project.
- Implemented the Placemates program to build community connections.
- Implemented a monthly email newsletter, the “North Liberty Bulletin.”
- Implemented a new business-focused podcast called 52317.
- Began an outreach program to welcome new North Liberty residents.
- Expanded each year on the Beat the Bitter Winter Festival and Blues & BBQ.
- Executed “quick win” accessible programming.

Library staff...
- Expanded hours of operation to 67 hours/week by opening the Library at 8:00 AM M - F.
- Joined the Family Place Libraries™ network after extensive training (1st in Iowa to receive designation).
- Launched the AIM Library Card program “access to information and materials” for 14,000 students.
- Reduced barriers to resources by eliminating Library fines.

Outreach

Coordinated Citywide effort...
- Conducted a major overhaul of the Citywide trash & recycling program.
- Organized a new diversity celebration, called “embody | embrace,” through interdepartmental collaboration.
- Launched new bi-annual Mental Health First Aid community training program.
- Launched new coordinated senior programming on a two-season rotation.
- Expanded the Kites for Kids Festival.

Outreach

outreach
Police Officers and staff...
Selected, trained, and uniformed North Liberty Police Officers to serve on the county-wide Honor Guard.
Collected emergency after-hour information from businesses to help emergency services in the event of a call.
Coordinated with other entities on the new Run CRANDIC marathon.
Continued participation in the annual Citizen Police Academy, other joint entities collaborations (bomb team, dive team, crisis intervention team, access center, MATS, etc.), Presents with Police shopping event, requests to staff public events, and active shooter training/drills to local schools, businesses, and entities.

Parks staff...
Continued good working relationships with ICCSD and NLCBS on improvements and usage of Penn Meadows and other City-owned ball fields.

Fire staff and volunteers...
Increased public education opportunities, including a new Youth Impact Initiative outreach program (CPR, babysitting, and safety).
ACCOMPLISHMENTS

In the Community Center...
Remodeled the men’s and women’s locker rooms, the bike shelter/maintenance shop, and painted the interior of the Community Center.
Replaced 33 security cameras, sprinkler system, roof snow guards, and roof gas lines at the Community Center.
Resurfaced the Community Center parking lot, including improving and extending the Community Center east driveway.
Updated Library baby play area.

In our parks and trails...
Upgraded spectator seating and installed shade & foul ball protection at Penn Meadows, Koser Park, and Quail Ridge Park, plus a new batting cage at the Babe Ruth field.
Improved Penn Meadows Park ballfield infield surfaces and interior park trails.
Improved Koser Park outfield drainage and upgraded the storage building.
Stabilized Muddy Creek and removed dangerous/invasive trees.

Maintenance, Improvement & Beautification
This section lists City accomplishments from calendar years 2018, 2019 & half of 2020, as identified by Elected Officials and Department Heads.

Reconstructed roads...
Highway 965/Ranshaw Way from Penn Street to Zeller Street with trails.
Kansas Avenue with RISE grant from Forevergreen to St. Andrews.
Front Street from Cherry Street to Zeller Street.
North Main Street from Cherry Street to Dubuque Street.
West Forevergreen Road from Covered Bridge Road to Kansas Avenue.
West Forevergreen Road from Jones Boulevard to Covered Bridge Road.
Penn Street near North Stewart & North Front Street.

In our Public Works facilities...
Rehabilitated aging and deteriorating manholes.
Completed the Sewer Main Preservation Pilot Project at West Lake & Progress Park lift stations.
Lined the west trunk sewer with a protective coating.
Improved the sewer infrastructure on Cherry Street.
Improved public works storage area and installed frontage gate & fence.
Replaced 40 older City fire hydrants (20 in 2019 and 20 in 2020).
Cleaned all lift station Valve pits (confined space entries).

In our Fire Station...
Remodeled the Fire Station (bunk rooms, locker room, and training officer’s office).
Replaced all hoses and nozzles on fire equipment.

Other notable City projects...
Constructed Ranshaw House attic furnace climate enclosure.
Incorporated a new elementary (Grant) into the community, as well as major additions to the west side business park (GEICO & mixed-use units), adding necessary improvements to roads, trails, water, and waste water to the area.
ACCOMPLISHMENTS

Technological Achievements

Implemented a new contractor portal access to Building permitting system.
Implemented a new licensing program to manage contractor and business licenses.
Conducted a process to establish new branding, and rolled out the implementation plan with new standards protocol.
Redesigned the City of North Liberty website.
Implemented a quick public feedback tool.
Rebuilt the City Council Chambers equipment.
Conducted an IT risk assessment, with ongoing implementation of IT and cybersecurity improvements.
Conducted a streetscape and visioning process.

Updated all Police office computers.
Upgraded the whole City staff phone system & paging system.

Integrated the TargetSolutions database portal into staff onboarding process and regular safety & workplace trainings, including adding credentials and developing new training unique to the needs of North Liberty staff.
Transitioned to RecDesk software to manage recreation operations.

Sustainable Energy Initiatives

Facilitated the Solarize Johnson County effort to educate public and add solar to the grid.
Began the “Resiliency Through Collaboration” series of educational Lunch & Learns with Sustainability Working Group of Johnson County.
Coordinated a new annual employee day of service (for Earth Day) by cleaning the waterways and parks.
Installed LED trail lighting.
Created a Fire Department Strategic Plan.  
Restructured Fire Department leadership and create a leadership development program.  
Restructured the Fire Department training program, including mandatory components.  
Prepared Automatic Aid Agreements with surrounding communities.  
Developed a driver certification program for Fire volunteers, a turnout gear replacement program, and new procedures to protect against cancer-causing exposures.  
Updated the prairie grass burn ordinance.  

Developed a new Library mission statement.  
Reworked the Recreation Memberships and daily fees to offset inflation and fit community demand.  

Adopted and incorporated 2018 International Building Codes.  

Refinanced bonds with lower rates, due to strong City bond rating of Aa2.  
Implemented a Fund Balance Allocation Policy.  
Updated utility bill collections policies.  
Designed a new strategic plan management document for the 2018-2020 cycle.  
Added new content and created a new design for the City’s annual budget report (available online).  

Updated the Employee Handbook, including substance abuse policies (with the 2020 changes from the Iowa Department of Transportation manual).  

Completed Police Department Annual Reports.  
Ongoing police and procedure manual updates to adapt best practices, with resulting staff training.  

Conducted a full inventory of Waste Water Treatment Plant.  
Negotiated new or updates to Waste Water service contracts, resulting in long term cost savings.  
Created new standard operating procedures for Waste Water laboratory work, including new paperless protocols for recording and monitoring data.
ACCOMPLISHMENTS

Researched salaries and updated the City’s compensation program.

Covered the cost of short term and long term disability insurance for non-union full-time employees.

Outsourced the health insurance reimbursement program.

Coordinated enrichment and team-building retreat for Community Center employees, initiating quarterly building-wide staff meetings.

Onboarded new employees into the Confined Space Rescue Team with the full training regimen to fill the team, as required in the safety plan.

Completed mandatory Johnson County Ambulance Stop the Bleed training, CPR/AED/First Aid training (on a 2 year rotation), fire extinguisher, and diversity training with all full-time staff.

Workplace Environment & Staff

Hired a City Planner and a City Attorney (retirements).

Part-time Fire overnight staff.

Two full-time police officers.

One new full-time Parks employee.

One new water lab technician.

One new public services librarian.

Created a Code Enforcement Officer position.
Since 2008, each year after a city election, the Mayor and City Council hold a goal-setting session to discuss the accomplishments of the prior two years and list specific priorities, concerns, trends, and goals for the following 24 months. The Council prioritized a more in-depth and comprehensive strategic planning and visioning process, so the elected bodies have a unified direction and identity under which all other decisions would follow, thereby establishing consistency.

**COST**

Consultant: $80,000 (FY18)

The City contracted help from de Novo Marketing and Shive-Hattery Architecture & Engineering to help City staff and council develop a community brand and identity, with public engagement opportunities, so residents and business owners can offer input.

**HIGHLIGHTS**

In the summer of 2019, the consultants held a key stakeholder kickoff, launching the rebranding process with North Liberty influencers and leaders. We then conducted a visioning event with the community, called “SPARK,” which included storytelling and big ideas. A community survey - with participation 1,400 persons - showed that 96.8% said North Liberty is a good/very good/excellent place to live and provided great feedback on resident priorities.

The logo, tagline, and data was first presented by the consultant to the City Council in October 2019 with a final report and adoption on February 2020.
This section reviews accomplishments from - and current status of - the previous strategic plan, first crafted and developed in 2018.

The City of North Liberty owns property in the area of North Dubuque Street, Cherry Street, and North Front Street, which incorporates the current Police Station, new Police Headquarters (complete by March 2020)/future City Hall and Fire Station. This area has been identified as a prime location for development of a Civic Campus. Extending west, the Master Plan would incorporate the previously discussed “Cherry Street Corridor” area, which includes additional public property (trail intersection and the North Liberty Community Center).

**COST**

Graduate Students: $1,500

The City contracted help from University of Iowa graduate students for analysis, facilitation of public input, visioning and research, with a master plan as the final deliverable.

**HIGHLIGHTS**

The final report was submitted by the graduate students, but City Council and City staff felt it had a lack of community and stakeholder engagement.

Funding for further research and design was included in the FY21 budget, as well as plans for meetings with stakeholders and adjacent property owners. If the plan remains on course, the design should be finalized for an FY22 construction schedule.
In conjunction with the Cities of Iowa City, Coralville, Tiffin, and University Heights, a consultant was hired to complete a housing market analysis of the Iowa City Metropolitan Area in 2007. With assistance from the Metropolitan Planning Organization of Johnson County’s (MPOJC) and Housing Trust Fund of Johnson County, an update was prepared in 2015. During the 2018 strategic planning process, City Council expressed that North Liberty is a unique community, which may result in different housing needs than other areas of the region, so it would be advantageous to hire a consultant to do a more tailored review.

**COST**

Graduate Students: $1,500

The City contracted help from University of Iowa graduate students for inventory, analysis & research, with a needs analysis as the final deliverable.

**HIGHLIGHTS**

Upon examination of the deliverable submitted by the graduate students in the spring of 2019, City staff concluded the report was flawed, results predictable, and was merely a review of existing North Liberty housing characteristics. While the report does not state this, staff concludes that North Liberty has grown to be a city that many want to call home, as illustrated by the recent visioning process and community survey. There is an excellent variety of housing types with a wide spread of values, including senior housing, entry-level housing, and rent-subsidized housing.
This section reviews accomplishments from - and current status of - the previous strategic plan, first crafted and developed in 2018.

The City Council approved a North Liberty Park Plan update in February 2016. This plan outlines major projects, consistent with the Comprehensive Plan, in a phased sequence that can be budgeted on an annual basis. However, the City Council wanted to revisit the order of the projects to correspond with the Council’s priorities and anticipated budgeting limitations.

**COST**

In-house work: $0

**HIGHLIGHTS**

The City coordinated a joint meeting of City Council & Park and Recreation Commission to discuss priorities. In January 2019, Parks Director Guy Goldsmith presented the Park Plan to the Council with updated progress reports on each priority for each park. Estimated costs and timeline was adjusted to reflect current status. In an ongoing effort to keep the Park Plan updated, the Park & Recreation Board will continue to review the City’s five-year Capital Improvements Program - which is updated on an annual basis - to give feedback.
In 2016, the Iowa City Community School District (ICCSD) purchased 21.5 acres of land adjacent to where North Bend Drive currently terminates, across from Southslope Cooperative, to construct a future elementary school anticipated to serve over 600 students. In October 2017, the ICCSD Board of Directors approved a schematic design for Christine Grant Elementary School, which will be completed in time to occupy students for the 2019-2020 school year. In February 2018, the City Council approved the site plan.

Council acknowledged that once the school was constructed, increased foot, bicycle, and vehicular traffic will impact the surrounding trails, sidewalks, and streets. The City utilized its relationship with the Metropolitan Planning Organization of Johnson County to craft the best possible circulation patterns (including mitigation of the vehicle queue and planning for overflow parking).

**COST**

Project Cost: $175,000

Improvements to transportation infrastructure became a priority, per the results of the Metropolitan Planning Organization of Johnson County Traffic Impact Study of the roadways, speed, and intersection. The roundabouts and road improvements were completed in the summer of 2019, prior to the opening of the 2019-20 school year.
This section reviews accomplishments from - and current status of - the previous strategic plan, first crafted and developed in 2018.

Priority 6

**SIDEWALK INVENTORY & NETWORK ACCESSIBILITY EVALUATION**

Existing sidewalk facilities were documented by the Metropolitan Planning Organization of Johnson County (MPOJC) in 2014, with detailed location information on missing curb ramps, curb ramp condition, and sidewalk widths. During the 2018 strategic planning process, City Council decided that sidewalk connectivity was a priority and asked staff to re-evaluate the existing pedestrian facilities.

**COST**

In-house work: $0

Project Cost: Already incorporated in the FY20 and FY21 budgets within Streets expenditures.

**HIGHLIGHTS**

Metropolitan Planning Organization of Johnson County (MPOJC) staff surveyed the sidewalks and provided their inventory results in the format of GIS data to the City’s Planning, Streets, and Building Departments. Building department followed up with private property owners via letter explaining their responsibilities. 115 letters were sent, resulting in the repair of 65 sidewalk sections.

Communication with property owners is ongoing, but with a goal completion date of winter 2020.
This section lists the status of other ongoing priorities from the 2018-2020 strategic planning work session report.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ranshaw Way (Highway 965)</strong></td>
<td>REMAIN</td>
<td>Phase V planned for 2022.</td>
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<tr>
<td>Plan for Phase V and any other future phases, including identifying</td>
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<td>outside funding sources.</td>
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<tr>
<td>Provide ongoing information and education to public.</td>
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<tr>
<td><strong>Plan and budget for park amenities.</strong></td>
<td>REMAIN</td>
<td>Prioritize through collaboration between Parks Board and City Council.</td>
</tr>
<tr>
<td><strong>Penn Street bridge</strong></td>
<td>REMAIN</td>
<td>Lobby to be included in IDOT 5-year plan.</td>
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<tr>
<td><strong>Sanitary sewer upgrade (Cherry Street)</strong></td>
<td>COMPLETE</td>
<td>-</td>
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<tr>
<td><strong>Centennial Park Project</strong></td>
<td>REMAIN</td>
<td>Continued priority for Park Board, but looking for direction from</td>
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<tr>
<td></td>
<td></td>
<td>Council regarding funding.</td>
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<td><strong>Facility Plan Water Plant Upgrades</strong></td>
<td>COMPLETE</td>
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<tr>
<td><strong>Transit</strong></td>
<td>REMAIN</td>
<td>Future of transit – beyond NL TAP – to fill gaps.</td>
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<tr>
<td>Opportunities for collaboration with neighboring entities.</td>
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<tr>
<td><strong>Dog Park</strong></td>
<td>REMAIN</td>
<td>Funds still being raised by JCPAC.</td>
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<td><strong>Construction of police headquarters</strong></td>
<td>REMAIN</td>
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<tr>
<td><strong>FY2018 trail connection project</strong></td>
<td>COMPLETE</td>
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<tr>
<td><strong>Forevergreen Road from interchange to Jones Boulevard</strong></td>
<td>COMPLETE</td>
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<tr>
<td><strong>Front Street from Cherry Street to Zeller Street</strong></td>
<td>COMPLETE</td>
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<tr>
<td>**Update Personnel Policy manual, Substance Abuse Policy manual, job</td>
<td>REMAIN</td>
<td>Only item remaining are the job descriptions</td>
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<tr>
<td>descriptions, and compensation program**</td>
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<tr>
<td>**Develop a positive relationship with the community, including</td>
<td>REMAIN</td>
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<tr>
<td>increasingly diverse population**</td>
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<tr>
<td>**Explore financial options to fund more of our parks and recreation</td>
<td>REMAIN</td>
<td>Need direction from Council.</td>
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<tr>
<td>plan.**</td>
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<tr>
<td>**Solid waste policies/rules/services, including recycling bins, fees,</td>
<td>COMPLETE</td>
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<td>stickers and related issues.**</td>
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Issues & Opportunities

Meeting Public Demands

As the population grows, the needs of the public generate heavier demands on staff, equipment, budget, and a higher rate of new service requests.

Department Heads and Elected Officials are concerned with...

... quality.
Continuing to provide high quality services while being fiscally reasonable. This includes regular evaluation of staffing levels.

... retention.
Keeping board and commission members engaged, educated, and active to promote service longevity.

... identity.
A lack of North Liberty identity means we still do not have that one thing that people can say is "uniquely North Liberty."

... housing demand.
The need to identify the housing stock in demand by potential residents, which was missing from the conclusion of the housing study. The question remains whether we have saturated the need for multi-unit housing.

... public expectations.
Satisfying the expectations of the public while responding to certain crimes – in particular, cybercrimes or business property crimes, like embezzlement. Media portrayals, like CSI, have impacted public perception of how an officer should respond but also how people view law enforcement officers in general, with hasty generalizations based on the few bad apples.

... response time.
Fire department call volume and outreach requests are outpacing the responding capabilities of a volunteer force. This means turnout and response times can be excessive when no staff is assigned, and often falls on the Chief during the day, negatively impacting administrative workload.

... physical constraints.
The City may end up with aging equipment unable to service newer, larger community spaces, such as the Fire Department’s aerial device being insufficient to handle increasingly larger buildings with lengthy setbacks.
This section lists issues, concerns, trends, and opportunities that may affect future City services, policies, finances or operations, as identified by Elected Officials and Department Heads.

**PHYSICAL & ENVIRONMENTAL**

Deterioration of existing amenities and facilities, and the need for additional, functional workspace can limit our potential as a City.

**Elected Officials and Department Heads listed the following as current enhancements or additional needs...**

**... to roads.**

Despite the new overpass and exit at Forevergreen Road, the bridge over I380 at Penn Street is still busy and does not meet demand during peak periods.

The continuing need to extend Forevergreen Road to Dubuque Street. We should be planning for costs and establishing a concrete timeline on the 5-Year Capital Improvements Projects plan.

When responding to an emergency call, navigating certain intersections during peak traffic times adds to overall response time.

**... to utilities.**

Updating, rehabilitating, or adding to the network to resolve sewer inflow and infiltration issues. The City needs to make a significant move to provide staff and tools necessary for substantial, proactive change, to plan for long-term goals, and to take sustainable and preventative measures.

The sometimes conflicting snow removal process and decision-making between the Streets and Parks staff.

**... to City amenities and facilities.**

Space needs should be regularly reevaluated to ensure safe, productive, and effective workspaces.

Continuing debate on whether to spend money to rent, update, and add safety measures to the City Hall, Council Chambers, Legal, and Building Department units, when the City does not own the property or to build new.

The safety of staff in the all buildings is important to management and council. The City needs security improvements in all facilities.

The City lacks a proper training location for emergency services hands-on drills; convenient space dedicated - and available - to training staff without having to reserve another entity’s facility.

Lack of an ALS (Advanced Life Support) emergency transport stationed within the City. Basic life support (i.e. first responders) volunteer service answers the call and Johnson County Ambulance ALS relief personnel arrival time depends on distance to the incident location.

The current Fire Station is cramped with no storage options, a lack of ADA compliance, fire protection, and alarm monitoring.

The current indoor and outdoor pools at the Aquatic Center are continually overcrowded.
ISSUES & OPPORTUNITIES

STAFFING & WORKFORCE

Responding to the needs of the community involves the continual evolution of staffing plans, realignment of existing job duties, and addition of new positions.

Concerns about staffing needs & quality.

Whether the City has a competitive wage for hiring and recruiting quality part-time and seasonal staff. The hourly rate is not keeping in step with neighboring communities and the private market.

Consistent turnover in volunteer personnel, which is expensive.

City improvements and amenities (e.g. roundabouts, park land, and park structures) generate new and continual maintenance costs and responsibilities. Absorbing the new work into existing staff workload is a challenge.

Employees called to serve temporary military duty mean departments try to continue to function while shorthanded and unable to fill the position.

The City lacks a mental wellness program to assist employees through difficult situations (especially officers). Management needs to be trained in how to address employee burn out and stress; for officers, this means they need to know when to call for Critical Incident services.

Court decisions continually change requirements of officers and emergency responders, and training is often required to shift protocol and policy.

Management staff seeks additional leadership training. In addition, when the City promotes qualified candidates from within, the positions are into a supervisory role; concern is how to successfully transition.

Areas where staffing level is a current, or imminent, issue.

Dedicated animal control officer for public outreach, as well as nuisance, bites, and ongoing neglect complaints.

Site plan reviews and code enforcement inspections are limited to one position that is currently ¾ time.

Fire Department lacks personnel to handle community risk reduction and the resulting continual outreach and maintenance.

Dedicated economic development official whose role is to promote North Liberty and is able to craft and maintain a developmental strategic plan.
This section lists issues, concerns, trends, and opportunities that may affect future City services, policies, finances or operations, as identified by Elected Officials and Department Heads.

FINANCIAL

Each year, Administrative staff estimates revenues 18 months into the future and balances spending between needs and wants, while moving the City forward.

Flattening revenues

- Outdated fee structures (in particular, storm water and fire) limit the potential for revenue to match actual cost to service residents and properties.

- Two years of stagnant tax base growth has stalled revenue expectations. General fund revenues are not keeping up with annual expense increases, especially for public safety. Maintaining the City’s tax rate is a source of pride, but should be reviewed on an annual basis as there may be other priorities that take precedence as the community grows and as facilities deteriorate.

- Impact of State budgeting priorities. With the elimination of state backfill program a potential reality, coupled with tax rollback to multi-residential properties, the City needs to plan for, or offset, these cuts in revenue.

Increasing expenses

- Cost of additional regulations (in particular, water & sewer).

- Keeping up with the rapid change in technology is expensive.

- Impact of raising the minimum wage to $15 per hour.

- Increasing costs of medical evaluations, such as Fire Department physicals which contribute to sharp increase in new recruit expenses (over 50%).

- Consider alternative methods to fund projects, other than debt, such as franchise tax or local option sales tax.

- Planning five years ahead for capital improvements projects, but not moving forward with them or continually pushing them into future lists.

- Pressure from City Council to add or expand parks with no plans on how to fund the projects.

- Current transit services are not cost effective.
Planning ahead for change allows us to properly budget and save, be nimble when emergencies arise, and craft the City landscape to be valuable in perpetuity.

**Department Heads and Elected Officials feel the City needs to be more proactive and plan for...**

- Engagement with developers to plan and identify property for park land.
- Future recreation needs and nimbleness to change direction.
- Ambitious park improvement timelines.
- Response to threats and issues emerging from the schools, after hours calls, and cyber crimes.
- Creation of a shared vision and values. This project was started but never completed.
- Ironing out inconsistencies between the Personnel Policy Manual and individual department standard operating procedures.
- Training, equipment and integration specific to active threat situations.
- Overhaul of City codes and ordinances, which currently create a negative environment for business, killing our economic development potential.
- Agri-business opportunities and accompanying policy.
- Emerging pollutants, as defined by State and Federal regulations.
- A community risk assessment which would give direction to future emergency services needs and space planning.
- Engaging current business leaders, providing a platform to share ideas, concerns, and needs, ultimately helping us gather data.
- Diversifying the tax base and recruiting more commercial and industrial properties.
- Creating a building pre-plan with existing businesses for the benefit of fire and emergency response.
- The results - and potential financial benefit - of the Census 2020 count.
2020-2022 PRIORITIES

ONGOING

Plan for Ranshaw Way (Highway 965) upcoming Phase V and ongoing public education.
Plan and budget for additional park amenities.
Lobby for a new Penn Street bridge over I380.
Complete the Centennial Park Project.
Explore new transit opportunities.
Complete the Red Fern Dog Park project.
Complete the construction of the Police Headquarters.
Update employee job descriptions.
Develop a positive relationship with the community, including increasingly diverse population.
Explore financial options to fund more of our parks and recreation plan.
Continue efforts on a master plan for Front Street, Dubuque Street, and Cherry Street.
Continue repairs to sidewalks per the inventory
Add programming for junior high and high school students
Streamline the development review process to make it developer-friendly
Demystify City processes and make code amendments where necessary.
Improve or balance consistency + communication between City boards and commissions.
Brainstorm and incorporate new or creative ideas on how to achieve goals on a limited budget.
Incorporate the time necessary to train and educate into the work schedule, to keep up with trends.
Identify funding/revenue to add new assistance programs for residents.
Upgrade to an electronic payroll and timekeeping system to allow for employee access to records.
Ensure compliance with Personnel Policy Manual by incorporating a Human Resources review of all standard operating procedure changes.
Secure land for a second fire station.
Fund and construct a training facility.
Develop plans and a timeline for a Johnson County Ambulance to locate in a fire station.
Transition the fire marshal to full-time, when necessary.
Purchase personal protective equipment for fire to assist police with active threat response situations.
Update all department fee structures.
Remain engaged with local studies and connected with peers on the potential regulation of emerging pollutants.
Complete the Ranshaw House project.
Maximize the work of deNovo to incorporate their suggestions into streetscapes, signage, gateways, and future planning to craft a consistent identity.
This section lists the new strategic initiatives for consideration during calendar years 2020, 2021, and part of 2022. The top 5 shall be adopted by a vote of the City Council.

**NEW - City Council Top 5**

* Department Heads Top 5

5. **Determine the City’s role in economic development.**
   - Issues to consider, include: creating a new Economic Development Department, a business retention task force, a developmental strategic plan that would designate areas in town for commercial/green/living spaces, and efforts to recruit manufacturing (not utility-intense).

5. **Develop a plan to complete Centennial Park.**

5. **Update the comprehensive plan.**
   - Include the Community Identity and Visioning Project, 2020 Census data, and existing plans.

3. **Move forward with plans for Civic Campus.**

2. **Assemble a youth council.**

2. **Consider a franchise fee/tax to assist in funding parks & recreation projects.**

2. **Consider hiring a full-time Information Technology (IT) professional and continue to implement cyber security recommendations.**

1. **Continue to engage with developers to plan and identify property for park land.**

1. **Expand on fire department staffing plan to build a crew of three 24/7 responders.**

1. **Staff support of the School Resource Officer program in schools.**

1. **Update Storm Water billing structure to resemble a utility.**
   - Conduct a staffing study – with an outside consultant – for current trends and create a plan to add staff where necessary.
   - Create a building pre-plan with existing businesses for the benefit of fire and emergency response.
   - Create a department or ad hoc crew for targeting, locating, and resolving underground infrastructure issues, such as sewer inflow & infiltration.
   - Create a North Liberty Home Owner’s Association (HOA) consortium.
   - Establish a public art program.
   - Implement GIS purchase and programming.

1. **Install more basketball hoops.**

1. **Offer an Employee Assistance (and Wellness) Program (EAP).**

1. **Partner with Coralville or Iowa City on animal control.**

1. **Plan for regular training for supervisory staff to develop further as managers and leaders.**

1. **Stay competitive with surrounding communities regarding wage.**
   - Including minimum wage impact, hiring of seasonal, and scale for part-time staff.