



West Branch City Council  
City Administrator's Report  
11/20/17

**Pending Action Items:**

The Wastewater Task Group – There are no updates at this time.

*A Call for Service* – The city will have a number of vacant and term expirations in our Boards and Commissions. Therefore the City is inviting citizens to volunteer their time to one our openings. These boards and commissions are aimed to be of diverse opinion and background (both professional and personal).

**Report from the Desk of the City Administrator:**

- The Mayor and I presented a power point presentation November 7<sup>th</sup> to the Lions Club; entitled "State of the City", it was well received (See Attachment 1).
- Christmas Past – December 1<sup>st</sup> and December 2<sup>nd</sup>

## MAP



### Follow up / Reminder Items:

- The International City / County Manager Association (ICMA) provided a great focus on issues facing smaller communities. For this reason, I will be releasing several presentations that were highlighted at the conference this year. The topic matter shall be the following:

Presentation  
Attached  
(See Attachment 2)

- \* **Small Town Economic Development**
  - \* Organizing a Premier Community
  - \* Making Small Towns Cool
  - \* Disaster Preparedness
  - \* Retail Trends
  - \* Modernizing Budget Planning
  - \* HR Costs to Staying Competitive
  - \* Benchmarking
- staff is working to schedule Swearing In, Municipal Leadership Academy, and Orientation for our incoming City Council People.
- **Goals and Objectives** of the City of West Branch for 2018-2019 are hereby declared to be and prioritized as follows:
  - **Promote Quality of life including Public Safety, Community Pride Events, Strong Citizen Involvement, Park and Recreation, opportunities and investment.**
    - Cubby Park (12 votes – Top Priority)
    - West Branch Village Trail Project (12 votes – Top Priority)
    - Splash Pad (7 votes – High Priority)
    - Christmas Past (4 votes – Moderate Priority)
    - CDG Festivals (Spring, Summer, Fall) (4 votes – Moderate Priority)
    - Park and City Camera Project (2 votes – Moderate / Low Priority)
    - Bethany Parking Lot Sweeping Agreement (1 vote – Low Priority)
  - **Develop, Maintain and Rebuild Safe, Clean, Diverse, Healthy, Neighborhoods, including Partnering with the School District.**
    - Downstream Flood Mitigation (13 votes – Top Priority)
    - College Street Bridge Project (9 votes – High Priority)
    - Police Department Evidence Facility (8 votes – High Priority)
    - Nuisance Abatement Program (7 votes – High Priority)
    - West Branch Village Water & Sewage System (6 votes – High Priority)
    - Joint School Board / City Council Work Session (3 votes – Moderate Priority)
    - Orange Street 4<sup>th</sup> / 5<sup>th</sup> (2 votes – Moderate / Low Priority)
  - **Develop inviting high profile visual impact project's including gateways establishing destination, branding and other that reflect sound use of tax dollars.**
    - Trails (11 votes – Top Priority)
    - Downtown East Redevelopment Project (7 votes – High Priority)
    - Town hall Remodel (4 votes – Moderate Priority)
    - Greenview Connection (4 votes – Moderate Priority)
  - **Establish a sound and sustainable government supported by professionalism, progressive thinking and modernizing the organization.**
    - Develop / Build Fund Balance Reserve Policy (13 votes – Top Priority)
    - Update City Council Tablets and Repurpose the Old Tablets for Other City Uses. (2 Votes – Moderate / Low Priority)
    - Cable Access Microphone Upgrades (1 vote – Low Priority)

### Events / Scheduled Meetings:

- City Hall will be Closed November 23<sup>rd</sup> and 24<sup>th</sup> in observation of Thanks Giving.
- Christmas Past – December 1<sup>st</sup> and 2<sup>nd</sup>.
- City Hall will be Closed December 25<sup>th</sup> and 26<sup>th</sup> in observation of Christmas

## Attachment 1

### State of the City Presentation

STATE OF CITY  
(Open, Agile, and Purposeful Government)

CITY OF  
**WEST BRANCH**  
IOWA

**STATE OF THE CITY**

Presented by the Mayor Roger Laughlin and City Administrator Redmond Jones II

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(Open, Agile, and Purposeful Government)

CITY OF  
**WEST BRANCH**  
IOWA

**AGENDA**

State of the City Event at Community State Bank:  
November 8<sup>th</sup> 2017, at 2:00 pm – 7:00pm,  
location: 801 W. Main St, West Branch, IA

**Introduction**  
**Management Perspective**  
**Livability**  
**Future Plans**

Questions and Answers

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**Open, Agile and Purposeful**  
"The Kaizen Business Model"

City Administrator  
Redmond Jones II

2014 Vision Award  
2012 Harvard Kennedy School of Government  
2010 MLK Iowa Achievement Award  
2007 Senior Executive Institute (SEI)

Phi Alpha Alpha Honor Societies  
National Golden Key  
The Cleveland Consortium for Public Service

*City of West Branch, IA (pop. 3,000)*, City Administrator  
*City of Greveland, FL (pop. 14,000)*, City Manager  
*Delmar Consulting LLP (private firm)*, Managing Partner  
*City of Davenport, IA (pop. 102,000)*, Assistant to the City Administrator  
*City of Temple, TX (pop. 60,000)*, Assistant to the City Manager  
*City of Lee's Summit, MO (pop. 67,000)*, Personnel Analyst  
*City of Fort Worth, TX (pop. 532,000)*, Management Intern to the City Manager  
*City of Lee's Summit, MO (pop. 67,000)*, Intern to the City Administrators  
*City of Las Vegas, NV (pop. 604,228)*, Neighborhood Liaison (Intern)

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**Teamwork**

"Coming Together is a Start...  
Staying Together is Progress...  
Working Together is Success."

**CITY AS A TEAM**

Residents and Businesses

**City Council "What"**  
(Policy, Vision, Direction)  
(Monthly, consensus decisions)

**City Management "How"**  
(Detailed recommendations)  
(Implement Plans)  
(Executive Management)  
(Adapt as needed)

**Employees "Actions"**  
(Operational Plans)  
(Organize Work Units)  
(Quality services)

**Listening !!!**  
- Community Needs / Desires  
- Community Expectations  
- Community Feedback

**Team GLUE**  
"The spirit that keeps the city machine operating smoothly"  
- Redmond Jones  
City Manager

**Results !!!**  
**Impact !!!**

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**Livability**

Chart Based on Livability of Premier Small Communities in Iowa

"Out of 947 incorporated cities in Iowa... West Branch ranks 34<sup>th</sup> most livable city in the state".  
- Areavibes.com Statistics

Livability Ranking in Iowa	Community / City	Tax Rate	Population	Ranking based on Tax Rate
19	Robins	30.70	3,142	4
23	Garner	30.37	3,129	2
24	Williamsburg	33.33	3,068	6
27	Story City	31.78	3,431	5
30	Denver	27.62	1,780	1
31	Center Point	38.99	2,421	12
<b>34</b>	<b>West Branch</b>	<b>35.43</b>	<b>2,322</b>	<b>7</b>
36	Ida Grove	30.58	2,142	3
41	Manson	37.48	1,690	11
61	Solon	35.47	2,037	9
62	Kalona	35.86	2,363	10
63	Grundy Center	35.16	2,706	8
65	Dallas Center	39.14	1,623	13

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**Efficient Use Tax of Dollars**

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areavibes.com Statistics

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**Future Plans**

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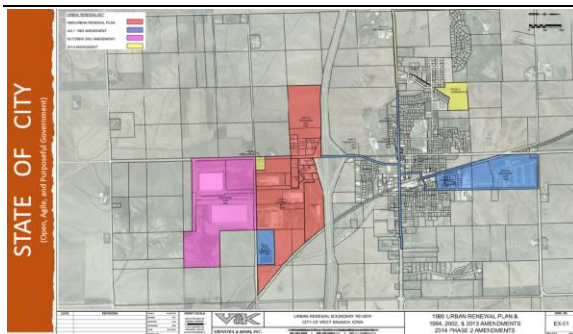
Mayor  
Roger Laughlin

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IOWA

**"Our City"**  
at a  
10,000 ft.  
View





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## College Street Bridge

Project Estimated / Budgeted \$ 2 million

- \$1 million matching funds (80% of the project)
- \$750,000 currently budgeted

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## Cubby Park

Project Estimated / budget: \$2,987,060.53

There is \$1,940,622 value engineering options.

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## Downtown East Redevelopment

(Old Croell Redi-Mix Site)

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## Wastewater Treatment Process

Our current process is operating as it was intended; However with the new state and federal standards there are requirements that is beyond our current technological limits.

Ammonia,  
Nitrogen  
E.Coli

Levels must be reduced and city is working hard to find an efficient and cost effective process that can address these level requirements.


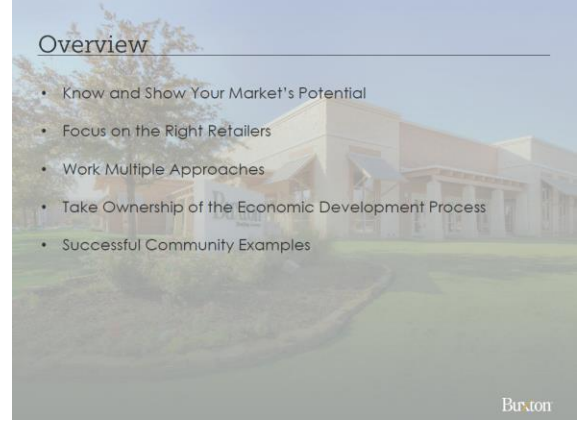

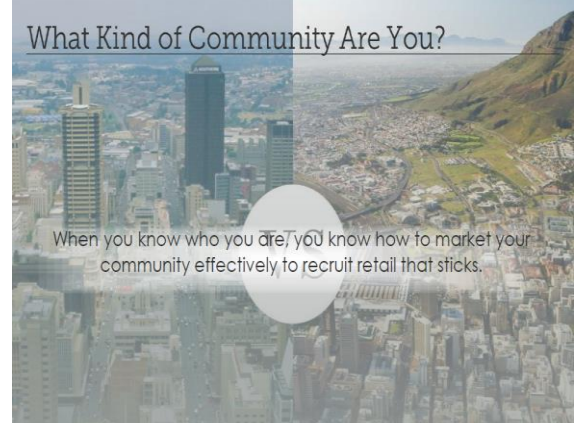
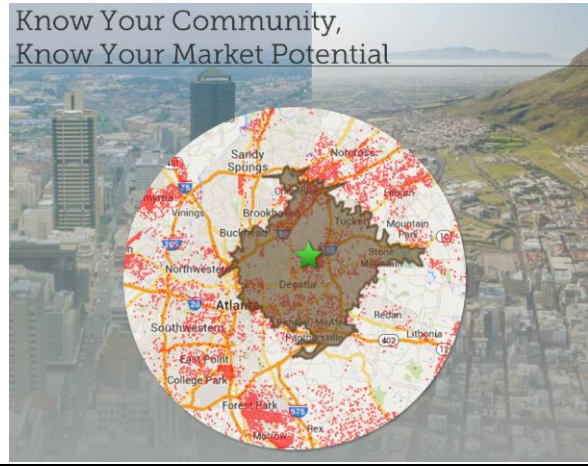

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## Questions and Answers

**CITY OF WEST BRANCH IOWA**



## Small Town Economic Development

 <p><b>Real Talk: What Types of Retail Strategies Work for Small Towns?</b></p> <p>Robb Miller <b>Buxton</b></p> <p>OCTOBER 23-25 ICMA 2017 <b>SAN ANTONIO</b> 103RD ANNUAL CONFERENCE, BEXAR COUNTY</p>	 <p><u>Overview</u></p> <ul style="list-style-type: none"><li>• Know and Show Your Market's Potential</li><li>• Focus on the Right Retailers</li><li>• Work Multiple Approaches</li><li>• Take Ownership of the Economic Development Process</li><li>• Successful Community Examples</li></ul> <p>Buxton</p>
 <p><b>Know and Show Your Market's Potential</b></p> <p>VS</p> <p>Buxton</p>	 <p><b>What Kind of Community Are You?</b></p> <p>When you know who you are, you know how to market your community effectively to recruit retail that sticks.</p>
 <p><b>Know Your Community, Know Your Market Potential</b></p> <p>Map showing Atlanta area neighborhoods: Sandy Springs, Norcross, Marietta, Vinings, Brookhaven, Buckhead, Northwest Atlanta, Southwestern Atlanta, East Point, College Park, Forest Park, Marietta, Roswell, Tucker, Mountain Park, Stone Mountain, Decatur, Dunwoody, Alpharetta, Roswell, Lithonia, and others.</p>	 <p><b>Focus On The Right Retailers</b></p>

### What Is Your Current Process?



Shotgun  
Approach



Wish  
List

### Identify Your Strategy



Data Insights



Visitor Population



Retail Mix

### Retailers Who Often Locate in Small Towns



Burton

### Work Multiple Approaches

### Where Should You Focus?



### Think Holistically



Burton

### Caribou, Maine: Case Study

"Being able to show the population numbers, the available workforce within the specific drive-time area of the site in our downtown was key."

Austin Bless  
City Manager



### Take Ownership of the Economic Development Process



## Selling Your Community to Retailers

1. Plan for Success: Set the Direction
2. Understand How Retailers Make Location Decisions
3. Remove Barriers to Entry: Sites, Incentives, Streamlining Rules
4. Make Your Marketing Message Retail Specific
5. Market Proactively
6. Deliver Effective Presentations
7. Don't Forget the Power of Persistence
8. Remember to Celebrate the Small Wins Along the Way

## Set The Direction

- Map Out Strategy
- Establish Realistic Goals
- Define Roles And Partnerships
- Focus Programs And Activities
- Allocate Resources



## Retail Location Decisions 101

### Trade Area

- Customers

### Site Factors

- Accessibility
- Visibility
- Traffic
- Cannibalization
- Competition
- Infrastructure
- Physical & Environmental Issues
- Location Costs



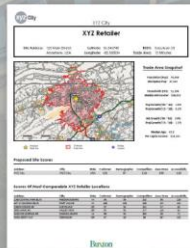
## Removing Barriers to Entry: Sites, Incentives, Streamlining Rules

- Assemble Sites
- Consider Incentives
- Streamline Rules



## Your Marketing Message: Retail Specific

- Sell your drive-time trade area
- Communicate your customers and retail market conditions are viable
- Focus on retailers that match the existing economic conditions



## Market Proactively

### Make It Happen!

- Commitment by public sector
- Partnership with private sector
- Develop relationships and networks
- Work your plan



## Deliver Effective Presentations

### Presentation Goal

- Prove that a store in your community is viable

### How to Achieve this Goal

- Provide need-to-know Information
- Know your prospect
- Differentiate to stand out
- Determine time limitations
- Be prepared to negotiate
- Listen
- Be enthusiastic



## The Power of Persistence

### Rule One:

- Change tends to be incremental; quantum leaps are rare

### Rule Two:

- EXECUTION, EXECUTION, EXECUTION



## Celebrate Small Wins Along the Way

- Focus on the here and now, note your organization's current activities
- Celebrate, but celebrate with caution
- Focus on the next small win and achieving long-range goals



## Successful Community Examples

### Celina, Texas: Case Study

"Customer analytics and data that is provided to us by Buxton helps us make decisions on where to go and who to try to attract to come to Celina."

**Mike Foreman**  
Former City Manager, Celina, TX



### Waxhaw, North Carolina: Case Study

**"Leveraging Buxton resources"** city staff was able to secure interest and a finally a signed lease with Dunkin' Donuts.

This will bring approximately **\$4k-\$6k** in property tax per year to the town.

Additionally, the construction of the 12,000 square foot building, where Dunkin' will be sharing space with **Jersey Mikes and East Coast Wings**, was predicated on securing the Dunkin' lease. Overall, this could bring \$12,000 from property taxes back per year to the town.

**Dunkin' Donuts** has spurred other development that would not have happened as quickly."

**Curt White**  
Downtown Development Manager



### Lebanon, Missouri: Case Study

"Buxton can be that partner that allows us to recruit those retailers to give us the income to put in different public infrastructure that makes us a more vibrant community."

**Chris Heard**  
City Administrator

