



# **Strategic Planning and Goal Setting Report 2025**



**Adopted January 23, 2024**

**City of Asbury  
5290 Grand Meadow Drive  
Asbury, IA 52002**

**563-556-7106**

**[www.cityofasbury.com](http://www.cityofasbury.com)**

**Mayor:**  
**Jim Adams**

**City Council:**  
**Russ Domeyer    Curt Kiessling**  
**R. Craig Miller    Robert Reisch**  
**Karen Klinkhammer**

**City Administrator:**  
**Beth Bonz**

**Department Heads:**  
**Police Chief: Tom Henneberry**  
**Public Works Director: Blaine Telford**  
**Golf Course General Manager: Jeremy Hawkins**

**Facilitated by:**  
**James Holz**  
**Emily Huston**  
**MSA Professional Services**

# City of Asbury, Iowa

## Strategic Planning and Goal Setting Session

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**City of Asbury City, Iowa**  
**Strategic Planning and Goal Setting Session**  
**2025**

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**Introduction**

The City of Asbury Mayor, City Council and Department Heads participated in the annual Strategic Planning and Goal Setting Session that was held on December 5, 2023 at 5:30 p.m. to set the goals and priorities of the City Council for the next fiscal year and beyond. City Council members completed questionnaires prior to the work session to facilitate the discussion. James Holz and Emily Huston of MSA Professional Services facilitated the Strategic Planning and Goal Setting work session that included:

1. Review of major accomplishments and continuing priorities;
2. Review and discussion of issues, opportunities and strengths based upon comments of the elected officials;
3. Review of teamwork and other opportunities based upon comments of the elected officials.
4. Review of this final report.

**Questionnaire (Appendix B)**

A questionnaire was distributed to the City's elected officials, chairs of boards and commissions, and department heads prior to the work session and they were asked to provide input on the prior year priorities.

1. Update the Comprehensive Plan.
2. Develop master plans for undeveloped properties.
3. Economic Development.
4. Transportation.
5. Community Facilities.
6. Other Priorities.
7. Provide comments and suggestions regarding teamwork objectives.
8. Provide comments and suggestions regarding other opportunities.

## Major Accomplishments 2022-2023

The major accomplishments for the City over the past two years are many. The ability of the City Council and City Staff to work as a team has enabled the City to accomplish many projects and initiatives.

### Major Accomplishments

Below are the major accomplishments of the City of Asbury over the past year.

#### 1. Asset Management Project:

- Continue to update and improve data history in Asset Management Software.
  - Sanitary Sewer and water system GIS mapping update.
  - Start street sign inventory.
  - Improved hydrant flushing application to include public view during active hydrant flushing.
  - Developed garage sale application for citizens use for garage sale weekend.

#### 2. Streets:

- Hales Mill Road.
- Hidden Meadows Overlay
- Begin design and award bid Autumn Drive Project.
- Four-way stop at Seippel Road and Asbury Road







### **3. Utilities:**

- Springgreen Water Main Looping Project.
- Maintaining DNR mandated safe drinking water chlorine residual requirement.
- Replaced 144 meters as part of meter replacement project.
- Zero water and sewer system violations.
- Continue monitoring and reducing chlorides in wastewater.
- Blaine Telford and Jimmy Godsey earned IDNR Grade 3 Wastewater licenses.

### **4. Stormwater:**

- Cleaned 942 miles of streets during the most recent season.

### **5. Public Works:**

- Purchase 2022 Wheel Loader.
- Purchase two 2023 Ford F250 Trucks.

## 6. Meadows

- Clubhouse renovation completed.



**7. New Employees:**

- Karter Uhlenhopp – Public Works.

**8. Ordinance Amendments.**

- Sanitary Sewer Rates.
- Solid Waste and Recycling Rates.
- Stormwater rates.
- Mayor compensation.
- Council compensation.
- Plumbing and Mechanical Code.
- Swimming Pool Permit Fees.
- Solid Waste and Recycling pick up procedure.

**9. City Council.**

- Adopted Five Year Capital Improvement Plan 2025.
- Increase tax levy from \$9.00 to \$9.31.
- Adopted Park Comprehensive Plan.
- Zoning Code Update.



### **Continuing Priorities**

- ☐ Annual review and update financial study and report the reviews utility rates, TIF, and debt capacity.
- ☐ Staff retention – competitive wages, salaries, benefits and recognition.
- ☐ Continue to fund reserves for building, plant, equipment, street, water and sewer.
- ☐ Set appropriate debt and property tax levels.
- ☐ Explore other funding opportunities with federal, state, local programs and grant funding.
- ☐ Update utility infrastructure as needed when planning street improvement projects.
- ☐ Rental Inspection Program.

## **Strengths, Weaknesses, Opportunities and Threats (SWOT)**

### **Development**

#### **Strengths**

1. Property Tax Rates
2. Safety
3. Location
4. Staff
5. Parks and Trail System

#### **Weaknesses**

1. Lack of Opportunities
2. Terrain

#### **Opportunities**

1. City/AADC Drive New Development
2. Improve Developer Relationships
3. Luther Manor Receivership

#### **Threats**

1. Competition from Neighboring Cities
2. State Legislature
3. Staff Retention
4. Water Quality

### **Beautification**

#### **Strengths**

1. Topography/Landscape
2. Lot Size
3. Public Works Dept.
4. Well Maintained Facilities/Equipment
5. Police Dept.
6. Investments in Parks/Trails

#### **Weaknesses**

1. Streetscapes/Lack of Complete Streets
2. Corridor Landscaping
3. Lack of Downtown/Main Street Sense of Place

**Opportunities**

1. Plantings
2. Continued Investment in Parks/Trails
3. Forest Hills Wetlands

**Threats**

1. None provided

**Mobility****Strengths**

1. Road Conditions
2. Trail System
3. Equipment to Maintain Safety
4. Debt Capacity

**Weaknesses**

1. One Way In/Out of City
2. Joint Jurisdictions on Asbury and Middle Roads
3. Gaps in Walkability
4. Lack of Public Transit

**Opportunities**

1. Intersection Improvements
2. Continued Investment in Trail System by Implementing Park/Trail Plan

**Threats**

1. Topography
2. Lack of Funding
3. State Legislature
4. Competition with Dubuque

# **City Council Goals 2025**

## **Top Priorities**

1. Annexation/New Development.
2. Transportation – Intersection safety and trail system expansion.
3. Expand Winter Recreation Opportunities.

## **High Priorities**

1. Drinking Water Feasibility Study.

## **Other Priorities**

1. Increased Public Engagement
2. Native Vegetation Planting
3. Communicate City Priorities to local legislators



## **Teamwork**

1. Improve communication flow for current citizen issues between council and staff.
2. Schedule more work sessions to discuss matters and get different viewpoints toward an issue prior to the City Council meeting.
3. Boarddocs user settings were updated to allow for council to view “Draft” agendas to improve council awareness of agenda items.
4. Be respectful of each other. Remember everyone has a right to their own opinion.
5. To reinforce our goals, action at the council table should be for the greater good of all residents of Asbury.
6. Councilmembers are encouraged to contact the City Administrator or other department heads prior to the council meeting to address questions they may have on any agenda item.
7. Remember to follow meeting protocol

## **SUMMARY**

The goals and priorities outlined in this report are designed as a guide for this City Council to manage the growth of the city and plan for future infrastructure and facilities. It is a key component for the City Council to appropriate funds and seek funding sources to accomplish the goals as set in this report. The action plan to accomplish the initiatives is set forth in Exhibit A.

It is recommended this report be posted at on the city's website [www.cityofasbury.com](http://www.cityofasbury.com). The posting of this report will communicate to residents the priorities of the City Council.

It is important to note that the prioritizing of all the various initiatives is not "cast in stone." The initiatives may be modified as new circumstances may dictate. It is recommended the Mayor and City Council will repeat this process annually which may result in new initiatives and priorities.

## **COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS**

The citizens of Asbury are the "shareholders" or owners of the City operation, it is important that they are informed about the goals and objectives that have been established by the Mayor and City Council. The following is a brief summary of various activities that may be used to communicate the City Council's goals and objectives to local residents.

1. **City Website.** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City's website for review by the citizens of Asbury.
2. **City Newsletter.** The City will publish a list of the City Council's goals and objectives in the City's newsletter to residents.
3. **Public Places – Reading Material.** A copy of this goal setting report or a brief summary of the City's goals and objectives may be made available in public places, such as the City Hall or the library.

## **FINAL COMMENTS**

It was a pleasure to assist the City of Asbury with this goal setting process. We were impressed with the level of cooperation and positive attitudes of the city management team and the elected officials.

Once again, thanks to the management team, Mayor and City Council members for the great cooperation and timely response during this process.

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MSA Professional Services, Inc.

Beth Bonz  
City Administrator  
City of Asbury