



# Welcome to the Blueprint for the Future Open House

**The purpose of this open house is to:**

- Get feedback from public on the city services and other information presented at the open house.
- Provide information on City departments and the services they provide, the reorganization process; and how the Blueprint for the Future process will work.

## **Tentative Open House Schedule**

### **OPEN HOUSE NO. 1 – CITY SERVICES AND REORGANIZATION**

- ▶ Tues., Jan. 23, 11 a.m.-2 p.m., U.S. Cellular Center Arena
- ▶ Thurs., Jan. 25, 5-8 p.m., Washington High School Cafeteria
- ▶ Sat., Jan. 27, 10 a.m.-1 p.m., Jefferson High School Cafeteria

### **OPEN HOUSE NO. 2 – ALTERNATIVES FOR REFINEMENT OF CITY DEPARTMENT ORGANIZATION AND PROCESSES**

Spring 2007

### **OPEN HOUSE NO. 3 – FINAL PROPOSED RECOMMENDATIONS FOR REFINEMENT OF CITY DEPARTMENT ORGANIZATION AND PROCESSES**

Summer 2007



# Why this Process?

## **Cities are like businesses...**

Just as businesses compete, cities compete for people to live, work and do business in their community. If cities cannot compete with other communities, they will not be able to attract and retain residents.

Cities must continually strive to improve customer service to residents, ensuring they are providing services efficiently and effectively. The initiation of the new Council-Manager form of government provides an excellent opportunity for review and refinement of the City's staff structure, function and organization.



## Change in Government Chronology

- 1849** Town of Cedar Rapids incorporated.
- 1856** City of Cedar Rapids incorporated.
- 1908** Commission form of government adopted.
- 1986** City growth brings populations to 108,370.
- 1996** Continued growth brings population to 114,010.
- June 14, 2005** Cedar Rapids voters overwhelmingly vote to change their form of government from the Commission form to a Home Rule Charter form, also known as the Council-Manager form of government. Council-Manager form of government found in the majority of U.S. cities with populations over 12,000.
- Nov. 8, 2005** New City Council and Mayor Kay Halloran elected.
- 2006** City population grows to 123,120.
- Jan. 3, 2006** Mayor and Council take office.
- Mid-Aug. 2006** City Council hires Jim Prosser as first professional City Manager.
- Sept. 2006** City Council initiates "Blueprint for the Future Process."
- Oct. 2, 2006** Blueprint Task Force holds its kick-off meeting and continues to meet twice monthly.
- Jan. 23, 25, 27** Task Force holds first set of open houses to receive feedback on the city services and the reorganization process.



## **Blueprint for the Future Task Force STAFF MISSION**

The Blueprint for the Future Task Force and process was created by the City Council in September 2006. The Task Force is composed of representatives of the City Council, business, residents and City Staff.

The Task Force mission is to assure that the City of Cedar Rapids successfully competes for residents, businesses and visitors, by providing exceptional service, being responsive, and delivering affordable services efficiently and effectively.

### **To accomplish this mission the Blueprint Task Force will:**

- Develop systems to increase involvement of all employees in efforts to achieve our mission.
- Obtain feedback from employees and the public regarding essential/non-essential services for City Council consideration during budget process and financial planning.
- Seek feedback on city services including what is working and what can be improved.



# Blueprint for the Future Task Force

## TASK FORCE MEMBERS

<b>NAME</b>	<b>ORGANIZATION</b>
<b>Regina Anderson</b> . . . . .	<i>Accounting Services Manager, City of Cedar Rapids</i>
<b>Patrick DePalma</b> . . . . .	<i>Aegon USA</i>
<b>Jim Flitz</b> . . . . .	<i>City Attorney, City of Cedar Rapids</i>
<b>Kay Halloran</b> . . . . .	<i>Mayor, City of Cedar Rapids</i>
<b>Carolyn Hamilton</b> . . . . .	<i>Recreation Programs Supervisor, City of Cedar Rapids</i>
<b>Tobey Harrison</b> . . . . .	<i>Police Lieutenant, City of Cedar Rapids</i>
<b>John Helbling</b> . . . . .	<i>Alliant Energy</i>
<b>Conni Huber</b> . . . . .	<i>Acting Human Resource Director, City of Cedar Rapids</i>
<b>Ann Ollinger</b> . . . . .	<i>City Clerk, City of Cedar Rapids</i>
<b>Jim Prosser</b> . . . . .	<i>City Manager, City of Cedar Rapids</i>
<b>Tom Schroeder</b> . . . . .	<i>SE Streets Foreman, City of Cedar Rapids</i>
<b>Rick Scofield</b> . . . . .	<i>Fire Captain/Union President, City of Cedar Rapids</i>



# **Blueprint for the Future Task Force**

## **GOAL THEMES**

- ▶ Analyze
- ▶ Build
- ▶ Communicate

### **GOALS**

- Recommend to City Council which services are essential and which services are non-valued in order to address the needs of our internal and external customers.
- Establish a plan to achieve a more efficient delivery of those identified services through a transition process that is responsive to employee and citizen feedback and results in a superior culture of continuous improvement.
- Set up a communication process with our customers that will allow them to interact with employees, staff and elected officials in order for us to communicate the value of the services delivered and receive feedback from our customers on the delivery of service.



## **Council/Manager Form of Government, New Opportunities**

- Separates policymaking and implementation of policymaking functions.
- Provides residents with direct contact with department staff for quick response to needs, questions.
- Is flexible and able to respond quickly to questions/problems/issues.
- Is designed to provide more resident access and more staff accountability.
- Provides a full time, professional manager to ensure the policies of the City Council are being carried out and to direct staff, and assist City Council.
- Encourages staff growth and rewards initiative.
- Is the most common form of government in the U.S. today, especially for cities over 12,000 population.



## **Council Initiatives to Date**

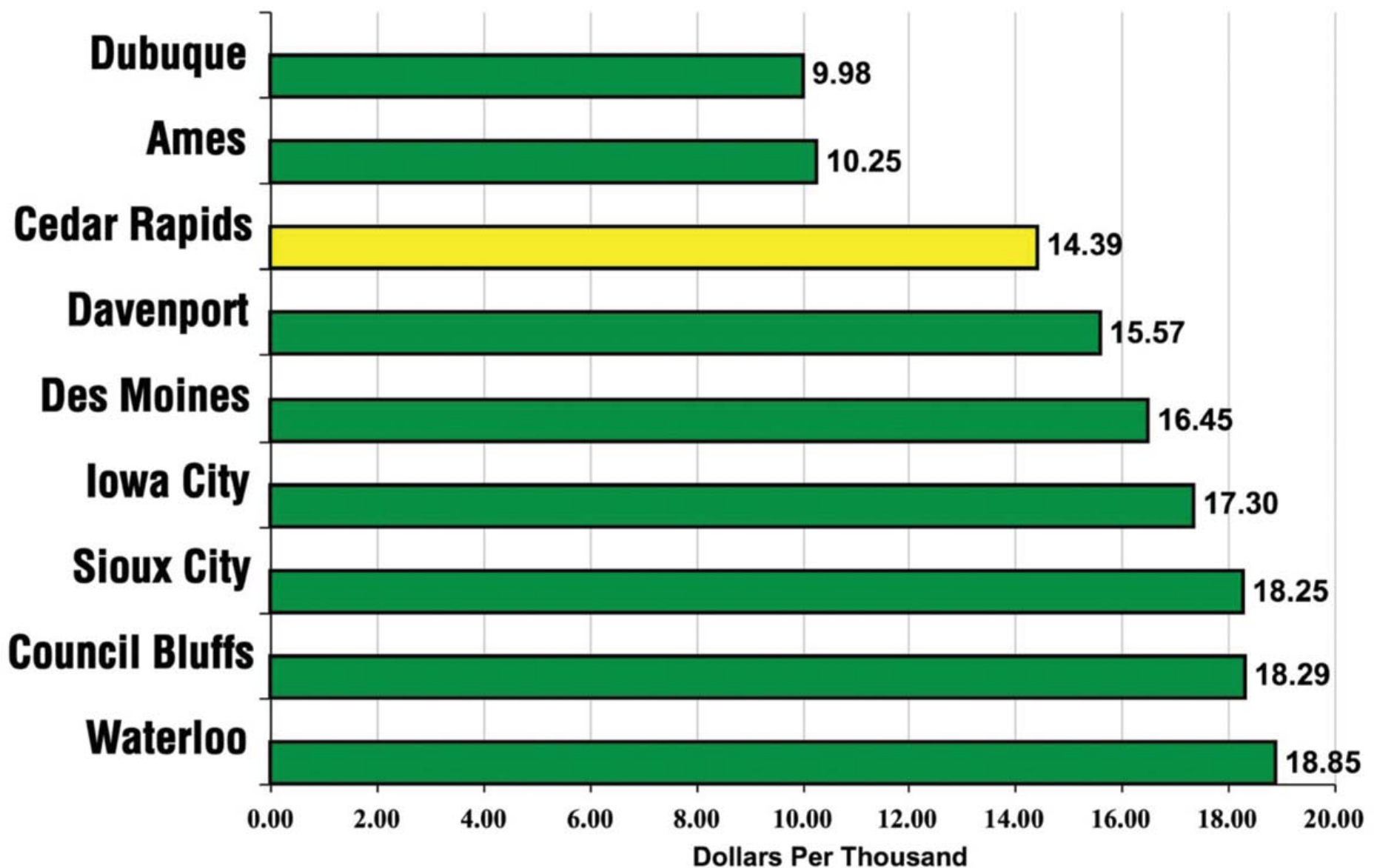
The Council and staff team have undertaken the following major initiatives since taking office last year.

- Implementing the **Council-Manager Governance system**.
- Implementing a **strategic planning process** to annually focus efforts of the City Council on a manageable set of goals. The plan includes strategic profile, measurable goals, strategies and resources for accomplishing goals.
- **Reorganization** (including initiating Blueprint for the Future process) to ensure services are affordable and delivered efficiently and effectively.
- Developing a **financial plan** to provide a framework to guide current and future financial decision-making.
- Developing a **communication plan** to ensure effective two-way communications between the residents and businesses who receive City services and City staff and officials.



## Comparison with Other Iowa Cities' Property Taxes

If you had a residential property with an assessed value of \$150,000 in fiscal year 2007 you would have paid the following gross property taxes (does not include credits) to the various entities:





# Staff Mission

Our mission is to assure that the City of Cedar Rapids successfully competes for residents, businesses and visitors, by providing exceptional service, being responsive, and delivering affordable services efficiently and effectively.



## List of City Department “Teams”

The City’s 23 departments have been organized into six teams or operational work groups.

They are as follows:

- **City Utilities**  
(Water, FST&P, WPC, Solid Waste Management)
- **Public Works/Engineering**  
(Engineering, Traffic Engineering, Streets, Public Works, Sewer Maintenance)
- **Parks & Recreation**  
(Parks, Recreation, Ushers Ferry, Golf, Forestry)
- **Public Safety**  
(Fire, Police, Joint Communications, Animal Control)
- **Community Development**
- **Administrative Services**  
(Human Resources, Information Technology, Audit, Treasurer, Purchasing, Facilities Construction)
- **Other Departments**  
(Vets Memorial Commission, Civil Rights, Airport, Library, Assessor, US Cellular Center)



**The following departments are not included in this open house:**

- Vets Memorial Commission
- Civil Rights
- Airport
- Library
- Assessor
- US Cellular Center



## **Any Comments/Questions?**

1. What do you like about city services currently provided?
2. How can we improve the services provided to you?
3. How can we improve communications regarding City activities and services?
4. Other comments and questions?