CARROLL GOAL SETTING SESSION – 2016

2015 Review

On-Going Commitments

- Council adoption of Financial Policies
- Continue street improvements
- Continue Corridor of Commerce streetscapes on planned basis
    - Phases VII and VIII
- Develop plan/strategy for Rec Center for long-term viability
    - Programming, membership, financing, operational and physical improvements
- Grant Rd/Hwy 30 improvements
- Merchants Park ballfield renovation
- Trails expansion
- Street maintenance building
- Housing study

New Initiatives

- Investigate enhancing the Community Endowment Fund to offset project expenses and/or operational expenses.
    - Promote the "collective impact" theory of city planning (i.e., organizations from different sectors adopting common agendas to combat community issues such as limited resources, poverty, crime, etc.).
- Investigate possibility of providing staff to develop new ideas and promote community events, theater and other community programs.
- Investigate Graham Park parking concept.
- Cemetery sexton building.
- City signs at entryways to city.
- Review city sidewalk policy; investigate developing a sidewalk repair program.
- Evaluate compensation of mayor and city council.

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I. Major Accomplishments

Infrastructure

- Corridor of Commerce continued. Downtown Streetscape Phase 7 (E/S)
- High Ridge Road HMA Resurfacing (construction in progress) (E/S)
- 10th street project (E)
- Randy's ADA plan to bring all intersections up to code (E)
- Sidewalk policy (E)
- Pedestrian Access Route Transition Plan (S)
- US 30 Traffic Signal Study (S)
- Third Street Storm Sewer Improvements (construction in progress) (S)
- Industrial Park Road Sanitary Sewer Extension (construction in progress) (S)
- Street Resurfacing – 2014 (S)
- Street Resurfacing – 2015 (S)
- Water Supply Wells and Transmission Main Improvements (E/S)
- Water Treatment Plant Filter Rehabilitation (S)
- Street Maintenance Facility – Space Needs and Preliminary Design (S)

City Operations and Facilities

- Progress on the Library Project (E)
- Hiring of new City Manager (E)
- Hiring of a new Waste Water Superintendent (E)
- New Senior Staff and Management positions filled. New Personnel: 7 of 22 in Public Works (5 due to retirements, 2 new positions) (E/S)
- Tasers implemented (E)
- New equipment building at airport, airport runway crack sealing (S)
- The council has held many work sessions. This has helped us develop teamwork and focus to complete goals (E)
- Adoption of a new vicious animal ordinance (E)

Parks and Recreation

- New weight room/equipment at Rec Center (E/S)
- Progress on cemetery building (under construction) and future Rec Center pool improvements (E/S)
- Graham Park basketball court (E)
- Merchants Park Baseball Stadium renovation (E/S)
- Advancement on trails (E)

Housing

- CADC completed housing needs assessment report with the City and County (E)

II. Issues, Concerns, Trends and Opportunities

Infrastructure

- Have a plan for sidewalks in strategic locations/enforce the City's sidewalk ordinance (E)
- Rough railroad crossings (S)
- Wastewater Treatment – Complying with disinfection and nutrient reduction requirements (S)
- Water Distribution – Maintaining system pressures and chlorine residuals (S)
- Street Conditions – Needs to move beyond patching and overlay to complete removal and replacement (S)
- Grant Road/Highway 30 projects (E)
- Crosswalk signals – traffic signals. Our Traffic light study reviled the downtown business district values the stoplight locate at N. Adams Street. After the businesses ran a petition to reactivate the lights, I experienced a large group of constituents asking for the lights to remain off. I believe the current direction Mayor Jensen recommended is good. That is to study leaving the lights, but having them act as a pedestrian crosswalk light (E)

City Operations and Facilities

- Library Project (E)
- Ensure flexibility with the use of LOST funds, as stated in the City's strategic plan, versus dedicating large amounts over several years to a single project (E)
- People want amenities found in larger cities—we are competing with larger cities for these workers(E)
- Train horn noise mitigation continues to be on the minds of Carroll citizens (E)
- New UTV regulations (E)
- Formulations of committees – done in vacuum, additional time requirements (E)
- City Maintenance Garage (E)
- Seems that a select few in our community have so much influence on how things progress (or not) in Carroll (E) <OE?>
- Private/public relations are not as solid as spoken about (E)
- Senate File 295 impact, any changes to TIF laws (S)

Economic Development

- Purchase of 40 acres for trails could open opportunity for economic development area or housing development – additional land to spread solid waste? (E)
- Attract educated/skilled workers to Carroll to fill current positions and to allow for the expansion of businesses
    - Need to grow our workforce/young professionals population.
    - General laborers at minimum wage level to top ranking executives who command top dollar

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Housing

- Housing market – home prices have drastically increased while wages have not. Possible prediction of housing collapse. Housing development (E/S)
- Housing concerns –keep looking at viable options to move housing along and follow the housing study (E)
- The County wide housing study would seem to be a good platform from which we could begin (E)

Parks and Recreation

- Updates to Aquatic Center – add new slides (E)
- Updates to Recreation Center (E)
- Graham Park District – working with school districts to get the area around the stadium, Graham Park and the Rec Center additions to get that area looking the way it should (E)
- The Dog Park continues being brought to my attention. Many are wondering about locating it near the new Carroll Animal Shelter (E)
- Trails:
    - Define (E)
    - Refine plan (E)
    - Look at feasibility along with purpose (E)
    - Have had a Master Trails plan for 10 years – need to start our trails system (E)
    - Expansion. We have begun, but, we need to stay focused and continue developing our Carroll trail system (E)

Other

- Growth – population lack of growth (E/S)
    - Feeling that population at 10,000 is good enough – no striving for growth of all kinds not just property tax money (E)
- Median household income rising - doesn't point to no problems (E)
- As families become wealthier they tend to buy less locally (E)

III. On-Going Commitments/Obligations (leave 3 pages blank)

IV. Significant New Initiatives, Programs, Policies, or Actions

- Golf cart storage at the Golf Course (E)
- Continue to make progress on the Graham Park Athletic district/ISU plan (E)
- Rec Center improvements:
    - Multi-purpose room - due to an overcrowded gym during certain hours (E)
    - Locker rooms need to be updated—over 40 years old (E/S)
    - Indoor Pool Addition (S)
    - Additional space on the east side of the Recreation Center (S)
    - Make better use of Rec auditorium – cultural experiences, music, etc. (E)
- Enhancements to the Aquatic Center (E)
- Bundling Rec Center, Aquatic Center and Golf Course (E)
- Program ice skating rink area, close up shelter, small concession, program ice times (E)
- Enhancements to all city parks (E)
- Trails (S)
- Additional parking at the baseball complex (E)
- Dog Park (S/E)
- Street Maintenance Facility construction (S)
- Update on Sewage Treatment Plant (E)
- Maybe Assistant City Manager and Marketing employee (E)
- City Hall renovation (E)
- Library completion (E)
- Purchase and removal of some blighted areas along Highway 30 (E)
- Go-green initiatives (i.e. recycling, trees, etc.) (E)
- Blue Zone Initiative – health minded living (E)
- Train horn reduction (E)
- Acquisition of land to resell at a fair price for new home construction. Surrounding communities are doing this and drawing some citizens to leave Carrol for more affordable construction (S)

V. Organizational Effectiveness

2015 Initiatives

- Council needs to receive timely reports and communications from boards/commissions regarding any significant discussions/issues/decisions with which they are dealing. Boards/commissions should provide periodic updates/presentations at Council meetings on such significant discussions/issues/decisions.
- Minimize handouts at meetings; if materials/information is not available by Thursday, the item should not be placed on the council agenda (unless it is an emergency, extremely time-sensitive matter).
- Review all city policies. Many policies pre-date the 21st century and may not accurately reflect current trends.
- Continue to host a chamber morning coffee as a group once a year. Open and honest work sessions - off cycle from regular Council meetings

2016

- Improve communication between Council Members and Mayor. I firmly, believe this council has developed excellent teamwork (E)
- Continue bi-weekly meetings with the City Manager (E)
- Continue to hold work *s*essions for significant projects; have a specific goal/goals for each work session to ensure we are moving forward.
  - Have information we are to discuss during the session prior to meeting so we make efficient use of our time/prepare questions, etc.
  - We could use a systemic approach towards reviewing the goals we set at this goal setting session. Dates, times, and person responsible for coordinating should be assigned before we adjourn. (E)
  - Work sessions on first Monday of every month. (S)
- Capital Improvements Planning:
  - Effectively solicit citizen input on capital improvement programming (S)
  - Coordinate capital improvement programming with sound financial planning (S)
  - More specific/realistic goals long term. Many high dollar projects planned but not way to fund them. (S)

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- Review bidding procedures. (E)
  - Get more competitive bids from outside – 2017 major projects need to be out for bid by January/February – mobilized April –
  - No penalties job completed on time.
  - Better way we can develop RFP's, bids?
  - We spend a lot of money on engineering and I am not sure this provides us a long term value.
  - Develop projects the most cost effective way for the citizens of Carroll without sacrificing quality
- Stop design and engineering every project – use staff to get creative or go more directly to local contractors (E)
- Stop spending money on studies (E)
- Creativity needs to be used from onset through end of project (i.e. prison labor) (E)
- Increase purchase ability to $10,000 without council approval. I believe we should revisit our purchasing policy. Municipalities have for many years written specifications around a certain brand of equipment/buildings. I am concerned this limits our ability to receive the best value (E)
- Review of city policies and procedures manual (S)
- Involvement of committees to formulate ideas (E)
- Citizen engagement/communication:
  - Continued communication of ideas, thoughts, etc…. (E)
  - We must continue to listen to the younger generation on what changes we must make to ensure growth in the community having young families move back or move here for the first time (E)
  - Often the opinion of some is overlooked and those for or against an issue are not voting what they believe or how the citizens in their district would want them to vote (S)
  - Seems that a select few in our community have so much influence on how things progress (or not) in Carroll (E) <OE?>
- Need vision statement (E)
- Automate - tablets (E)