City of Carroll

112 E. 5th Street Carroll, Iowa 51401-2799 (712) 792-1000 FAX: (712) 792-0139

MEMO TO: Honorable Mayor and City Council Members

FROM: Mike Pogge-Weaver, City Manager MPW

DATE: November 10, 2016

SUBJECT: 2016 Annual Planning Session Report

Attached please find the 2016 Annual Planning Session Report. Staff has made minor clerical corrections to the preliminary report and presents this report for Council approval. If there are corrections you would like to see please advise staff prior to the Council meeting.

Page 7 presents the ON-GOING COMMITMENTS/OBLIGATIONS and NEW PRIORITY PROJECTS, PROGRAMS, POLICIES AND INITIATIVES. Page 8 presents the ORGANIZATIONAL EFFECTIVENESS. Please especially take note of these two pages. I will review these sections at the meeting and lead a discussion on them.

After the meeting on November 14th, I will prepare a separate document for a future meeting in the next 30 days that will outline a work plan on these items over the next 12 months for Council approval. This work plan will include, for each item; a timeline, the responsible party, and if needed a targeted date for a future work session on the item.

This document will serve as a guideline for staff to implement the priorities and action steps the Council has identified and adopted for the next year.

RECOMMENDATION: Motion to receive the 2016 Annual Planning Session Report dated November 7, 2016.

City of Carroll, Iowa
Planning Session Report
2016

Mayor:
Dr. Eric Jensen

City Council:
Mike Kots
Misty Boes
Clay Haley
Carolyn Siemann
Jerry Fleshner
Brandon Vonnahme

City Staff:
Mike Pogge-Weaver, City Manager
Laura Schafer, City Clerk/Finance Director
Randy Krauel, Public Works Director
Greg Schreck, Building Official/Fire Chief
Jack Wardell, Parks & Rec Director
Brandie Ledford, Library Director
Brad Burke, Police Chief

Facilitated by:
Jeff Schott
Institute of Public Affairs
University of Iowa

CITY OF CARROLL, IOWA
PLANNING SESSION
2016

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CITY OF CARROLL, IOWA
PLANNING SESSION
2016

Introduction

The City of Carroll requested the Institute of Public Affairs (IPA) to assist the city with goal setting. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies and suggestions to improve organizational effectiveness.
2. Conduct a planning session with the elected officials and department heads.
3. Preparation of this final report.

Planning Work Session

The Mayor and the City Council held a work session conducted by the IPA on November 7, 2016. In attendance and participating at this meeting were Mayor Dr. Eric Jensen and Council Members Mike Kots, Misty Boes, Clay Haley, Carolyn Siemann, Jerry Fleshner, and Brandon Vonnahme. Also in attendance and participating in this session were City Manager Mike Pogge-Weaver, City Clerk/Finance Director Laura Schaefer, City Engineer/Public Works Director Randy Krauel, Building Official/Safety/Fire Chief Greg Schreck, Police Chief Brad Burke, Parks and Recreation Director Jack Wardell, and Library Director Brandie Ledford.

Major City Accomplishments

The following were identified as major accomplishments during the past two years:

Infrastructure

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

City Operations and Facilities

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

Parks and Recreation

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

Housing

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

Issues, Concerns, Trends, and Opportunities

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

Infrastructure

- Need to have a plan for sidewalks in strategic locations; enforce the City's sidewalk ordinance
- Rough railroad crossings
- Wastewater Treatment – Complying with disinfection and nutrient reduction requirements
- Water Distribution – Maintaining system pressures and chlorine residuals
- Street Conditions – Need to move beyond patching and overlay to complete removal and replacement
- Grant Road/Highway 30 projects
- Crosswalk signals – traffic signals. Our Traffic light study revealed 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

City Operations and Facilities

- Library Project
- 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
- People want amenities found in larger cities—we are competing with larger cities for these workers.
- Train horn noise mitigation continues to be on the minds of Carroll citizens
- New UTV regulations
- City Maintenance Garage
- Private/public relations are not as solid as spoken about
- Senate File 295 impact, any changes to TIF laws

Economic Development

- Purchase of 40 acres for trails could open opportunity for economic development area or housing development – additional land to spread solid waste?
- Need to 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
    - General laborers at minimum wage level to top ranking executives who command top dollar

Issues, Concerns, Trends, and Opportunities (continued)

Housing

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

Parks and Recreation

- Updates to Aquatic Center – add new slides
- Updates to Recreation Center
- 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
- The Dog Park continues being brought to my attention. Many are wondering about locating it near the new Carroll Animal Shelter
- Trails:
    - Define; refine plan; look at feasibility along with purpose
    - Have had a Master Trails plan for 10 years – need to start implementing
    - Expansion. We have begun, but, we need to stay focused and continue developing our Carroll trail system

Other

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

On-Going Commitments/Obligations

The following were identified as on-going commitments/obligations for the upcoming 24 month period:

- Develop Library/City Hall concept/implementation/financing plan
- Council adoption of Financial Policies
- Waste Water Treatment Plant improvements – comply with disinfection and nutrient reduction requirements
- Continue street improvements
- Continue Corridor of Commerce streetscapes on planned basis
    - Phases VIII and IX
- Develop plan/strategy for Rec Center for long-term viability
    - Programming, membership, financing, operational and physical improvements
- Grant Rd/Hwy 30 improvements
- Street maintenance building – develop financing plan
- Learn more about and provide information about the Community Endowment Fund
- Review Graham Park Athletic district/ISU plan when developed
    - Investigate Graham Park parking concept.
- Trails expansion
- City signs at entryways to city.
- Develop sidewalk repair program.

New Priority Projects, Programs, Policies and Initiatives

The participants reviewed potential projects, programs, policies and initiatives for consideration and selected the following as new priorities for the upcoming 24 month period (listed in priority order):

1 (Tie) Start Rec Center improvement projects
1 (Tie) Implement Housing Study

3 Rental Housing Inspection

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A.**

Organizational Effectiveness

The Mayor and City Council reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness:

- Continue to provide City Council timely reports and communications from department heads and 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.
- Continue to 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.
- Continue to hold work sessions for significant projects; have a specific goal/goals for each work session to ensure we are moving forward.
  - Provide information prior to the work session prior to make efficient use of Council's time, prepare questions, etc.
  - Use a systemic approach towards reviewing the city's goals - identify dates, times, and person responsible for coordinating
- Identify methods to enhance communications with the public
- Continue bi-weekly meetings between elected officials and the City Manager
- Develop policies and procedures regarding establishing committees and designating committee members
- Review committee structure – eliminate unneeded committees
- Review state public construction laws (bidding, design, RFP's, etc.)

Final Comments

It was a pleasure to once again assist the City of Carroll with this planning process. I was extremely impressed with the level of cooperation and positive attitudes of the elected officials and city staff.

It is important to note that the prioritization of projects and initiatives is not "cast in stone." They can be modified as new circumstances may occur.

It is recommended that city staff prepare an "action plan" for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Jeff Schott
Institute of Public Affairs
University of Iowa
November 8, 2016

Exhibit A

City of Carroll
Planning Session – 2016

SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED

- Golf cart storage at the Golf Course
- Start Rec Center improvement projects
- Enhancements to the Aquatic Center
- Bundling Rec Center, Aquatic Center and Golf Course fees
- Program ice skating rink area, close up shelter, small concession, program ice times
- Graham Park improvements – Shelter House
- Additional parking at the Youth Sports complex
- Dog Park
- Maybe Assistant City Manager and Marketing employee
- Purchase and removal of some blighted areas along Highway 30
- Go-green initiatives (i.e. recycling, trees, etc.)
- Blue Zone Initiative – health minded living
- Train horn reduction
- 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
- Implement housing study
- Consider crime-free rental housing ordinance
- Rental housing inspection
- Evaluate pedestrian crosswalk – Adams & Court St @ Hwy 30
- Investigate safety issues – Main St/Rolling Hills Park
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