CARROLL GOAL SETTING SESSION - 2018

2017 GOALS

On-Going Commitments/ Obligations

- Implementation of Library /City Hall concept/financing plan, design and construction
- Council adoption of Financial Policies
- Waste Water Treatment Plant improvements – comply with disinfection and nutrient reduction requirements – implementation of multi-year plan
- Continue street improvements
- Grant Rd/Hwy 30 improvements
- Implement Street maintenance building project
- Water distribution study
- Continue Corridor of Commerce streetscapes on planned basis
    - Phases IX
- Implement Housing Study – continue to study issue; make a decision regarding the city role
- Make a decision regarding Rental Housing, Sidewalk Repair, and Code Enforcement, including staffing
- Develop plan/strategy for Rec Center for long-term viability
    - Programming, membership, financing, operational and physical improvements
    - Start Rec Center improvement projects
- Develop plans regarding Graham Park Athletic district, including parking.
- Trails expansion
- Make a decision regarding design of City gateway signs at entryways to city.

New Priority Programs, Policies and Initiatives

- Revisit traffic signal situation – Hwy 30 at Court and Adams, including Pedestrian Crossing across Hwy 30
- Identify and evaluate alternatives for affordable lot prices to include City land acquisition and/or infrastructure
- A more permanent set of pickle ball courts - at Northwest Park

QUESTIONNAIRE RESPONSES

I. Major Accomplishments

(E = Elected Officials responses; S = Staff Responses)

City Operations & Facilities

- Moved the library and city hall to temporary locations/Library started/Continued progress with the library/Library/City Hall project/Successful library/city hall vote and plan (E/S)
- Awarded the Community Attraction Tourism grant for the new library project (S/E)
- Developed written Rules of Procedure for Council (E)
- Cemetery Sexton building completed (E)
- Historic Preservation of old cemetery buildings (E)
- Upgrade software for CAAT6 (S)

Economic Development

- Business addition to much needed 5th Street (Brewery, Biokinemetrics, etc.) (E)

Housing & Community Development

- New urban renewal areas established for housing projects/Beginning some housing projects (S/E)
- TIF projects (E)
- Carroll Park Apartments project (S)
- Support of housing developments to bolster our workforce (E)

Budget & Finance

- Balanced budget with growing reserves while holding taxes level (S)

Public Safety

- K9 unit started at PD (E/S)
- Hire a police captain (E)
- A 5 year negotiated Police Department Union Contract (S/E)

Parks & Recreation

- Carroll Trails – Segments A & B/Trails master plan continues moving forward (E/S)
- Carroll Recreation Center ADA Westside Entrance (S)
- New starting blocks at Rec Center (S)
- 24 Hour Rec Gym (E)
- New All Inclusive Playground System at Northeast Park/Kellan's Kingdom (E/S)
- Merchants Park renovation/Baseball Stadium completed (E)

Infrastructure

- New driveway at Airport (S)
- Third Street Storm Sewer Improvements – Complete (S)
- Downtown Streetscape (E/S)
  - Phase 8 – Complete
  - Phase 9 – Construction in progress
  - Phases 10 & 11 – Design in progress
- Street Resurfacing (E/S)
  - Court Street, Third Street, High Ridge Road – Complete
  - 2019 Project – Design in progress
- U.S. 30 & Grant Road Intersection Improvements – Construction in progress (E/S)
- Water Distribution System Model and Evaluation (S)
- Water Supply Transmission Main – Wells in use (S)
- Wastewater Treatment Plant Disinfection Improvements – Design in progress (S)
- Wastewater Treatment Plant Sludge Handling – Review in progress (S)

II. Issues, Concerns, Trends, and Opportunities

City Operations and Facilities

- Street Maintenance Facility construction. Implementing Maintenance Building project/adding to the fund/Begin construction on maintenance building (E/S)
- Project Review – we are in the details on the library and I feel we are spending money more wisely as a result (E)

Economic Development

- Low unemployment (S)
- Support workforce development (E)

Housing and Community Development

- Urban revitalization (E)
- Older neighborhoods are seeing an increase in bad housing (S)
- Developing/implementing a policy that addresses rental properties that are eyesores throughout the city/Rental housing inspection program. People are worried about their property values (E)

Budget and Finance

- Maintaining a low/stable tax levy while also completing major/capital projects in a timely manner (E)
- Focusing first on needs vs. wants when prioritizing (E)

- Potential decrease in city population and erosion of tax base. (E)
- Continuation of the multi-residential property rollback (S)
- Cost involved with train horn mitigation (S)
- While the City has done a good job on keeping taxes low, demand for "wants" (not necessarily needs) are outpacing growth in the City's tax base. Wants like Kellan's Kingdom and Pickleball are growing while existing commitments in park maintenance and streetscape maintenance are not keeping pace and are starting to suffer. Now with the retirement of Scott Parcher, ongoing maintenance is a concern. Then we have needs like property maintenance enforcement, rental housing inspection and sidewalk inspection that go unmet even with a desire to fill those wants over needs (S)

Human Resources

- Equitable pay for city positions (S)
- Staffing needs as the library continues to expand programs and services (S)
- Staff – with all new building/projects is workload too much for one inspector? (E)

Public Safety

- Addressing the public's perception that Carroll is less safe and not as clean as in the past. They are concerned about trespassers and harassment (E)
- Trend = catch and release – put more pressure on courts or something (E)

Parks and Recreation

- Development of Northeast Park/Miracle field (E)
- Graham Park plan (E)
- Starting a fund for the Rec Center upgrades; also forming a Rec Center referendum committee/Revitalize Rec Center (E)
- Continue with Trails Master Plan (S)
- Pickleball Court – location and cost (S)
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Infrastructure

- Street Conditions – Funding for rehabilitation/reconstruction/General road disrepair (S/E)
- Beautification still ongoing (E)
- Wastewater Treatment – Compliance with disinfection and copper and nutrient reduction (S)
- Water Distribution – Compliance with pressure, residual chlorine and ammonia limits (S)
- Review bid process. Why do costs seem so inflated in Carroll? (E)
- Not enough bidders on our jobs (E)

Community Engagement/Communication/Intergovernmental Relations

- Lost confidence from the public on the library campaign (E)
- There is a general lack of civility and it seems as though every project/initiative is polarized and sides taken (E)
- We have a need for better interaction with local government agencies e.g. school district and county government. Also private organizations like Chamber of Commerce and CADC (E)
- We have a problem with the public perception that the city wastes money. There is public concern that the Rec Center has become stagnant with no changes. I believe this is true in every city but there in concern about public/police interactions. Half of the comments are the police don't do enough and half they say they do too much (E)

III. On-Going Priorities *(new page – leave 2 blank sheets)*

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

- No new projects. We need to focus on the projects we have already committed to:
  - Maintenance building, Rec Center upgrades, Graham Park Athletic District and parking, Corridor of Commerce, Trails expansion/connections, Kellan's Kingdom ball park, Street resurfacing and Pickleball (E)
  - These are expensive, complex and multi-year, time consuming projects for staff (E)
  - We need to follow through and finish these projects due to inflationary pressures that drive up costs and due to rising interest rates (E)
- Identify ways to complete capital projects in a more cost effective manner (E)
- City Maintenance Garage needs to move forward. Design and construct Street Maintenance Garage (E/S)
- None for the City Council (S)
- Library Board of Trustees – adopt new policies for the new library space (S)
- Recreation Center Improvements - Start budgeting monies for Rec Center plan/Planning for Rec Center improvements with Spring 2020 referendum (E/S)
- Miracle Field (S)
- Graham Park Master Plan Improvements (S)
- The City needs an air conditioned shelter house (E)
- Continue expansion of trails. Explore acquisition of land in or near local parks if available. Offer as many recreational options as possible. Place exercise equipment on or near trails (E)
- 24 hour access to Recreation Center (S)
- Keep going on housing (E)
- Develop a policy that addresses the rental properties that are eyesores/unsafe throughout the city. People are concerned about their property values and that Carroll is becoming less attractive as a place to live (E)
- Apartment inspection/Rental inspection program (S/E)
- Code enforcement officer to handle rental inspections along with nuisances
- Continual review of all city policies (S)
- Citizen survey to guide service levels and capital programming (S)
- Train noise mitigation. Complete a Train Horn Mitigation/Quiet Zone for all crossings in the City of Carroll including the five downtown crossings along with Bella Vista Road and Burgess Avenue (E/S)
- Removal of stop lights/add pedestrian crossing Highway 30 (E)
- Sidewalks (E)
- Develop a policy/ordinance that regulates the ATV/UTV use, that is already occurring, to protect City and to address public safety. We would be in a better position than if we keep ignoring the situation/Changes to/add to ATV ordinance (E)

V. Organizational Effectiveness

2017 Organizational Effectiveness Initiatives:

- Continue to hold work *s*essions 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.
  - Consider holding some work session on off-council meeting night
- Use a systemic approach towards reviewing the city's goals: - identify dates,; consider
  - Identify timelines and person responsible for implementing/coordinating
- Continue to identify methods to enhance communications with the public
- Develop written Rules of Procedure for council meetings
- Evaluate digitizing council materials, so transfer and sharing of information is more seamless and timely
- Provide enhanced training to the Council on the budget and city finances

2108 Questionnaire Responses:

- Continue annual City Council work session (S)
- Work session on regular bases/Council led workshops. If a council person is passionate about an initiative and has done the research then that person possible leads the workshop (E/S)
- Look for a software program that keeps us all on the same page. If one exists. Perhaps have more meetings between Council members and the Mayor and with department heads. Consider having each department head give us a 5-10 minute updates on a regular basis. Perhaps quarterly. This could be at regular council meetings. (E)
- Continue meeting with the City Manager before each meeting. This is not only helpful in reviewing the topics that will be discussed at upcoming meetings but also to review city issues so they can be addressed before they are an issue (S)
- Keep the lines of communication open between Council and staff (S)
- Keep the pre-council meetings (E)
- Though legal, the in-person meetings with the City Manager to review the upcoming agenda, that avoid a quorum by meeting with up to three Council members, gives the appearance of circumventing the intent of the Open Meetings law. These should be avoided (E)
- More education on waiving first and second readings – the correct procedure (E)
- Complete the process of automating council with tablets and software that will enable easier access and collaboration while maintaining laws of open meetings. Migrate fully to digital agendas (E)
- More project review – ensuring we are aware of the current step and what the next step is. E.G. is the next step architectural blueprints, costs estimates, when should council

feedback be done so the project can move forward without more engineering and planning? (E)

- Citizen survey to guide service levels and capital programming (S)
- Keep working on communicating with, and being responsive to, the public. Some people believe we do not listen to the public (E)
- Neighborhood meetings in order to know how residents in their words view topics (S)
- Continue to follow through with policy on council meetings to stay on task and let folks speak or make point (E)
- Continue to include council in interviews and additional meetings (E)
- Get some fresh ideas from someone other than same person we have been using for this meeting (E)