

City of Carroll

112 E. 5th Street

Carroll, Iowa 51401-2799

(712) 792-1000

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GOVERNMENTAL BODY: Carroll City Council
DATE OF MEETING: October 29, 2020
TIME OF MEETING: 4:00 P.M.
LOCATION OF MEETING: Swan Lake Conservation Education Center
Wapiti Classroom
22676 Swan Lake Drive
Carroll, IA 51401

www.cityofcarroll.com

AGENDA

1. Roll Call
2. Planning Session - 2020
3. Adjourn

AGENDA
CITY OF CARROLL

CITY LEADERSHIP GOAL SETTING WORK SESSION - 2020

Thursday, October 15, 2020
4:00 PM – 8:00 PM
Swan Lake Education Center

- 4:00 – 4:10 Check-in – Informal Visiting
- 4:10 – 4:14 Opening Remarks – Mayor and City Administrator
- 4:15 – 5:00 “Working as a Team – The Challenge of Public Sector Leadership”
Focus:
a. Review Agenda
b. Housekeeping and Basic Principles
c. Objectives and expectations for the session
d. Enhancing Communications
- 5:00 – 6:00 “Working as a Team – Reviewing Plans, Progress, Values, and Issues”
Focus:
a. Review of FY 2019-2020 Ongoing Projects and New Initiatives
b. Review of Recent City Accomplishments
c. Review and consensus on Issues, Concerns, Opportunities, and Trends
- 6:00 – 7:00 “Working as a Team – Providing Direction”
Focus:
a. Updating the City’s Goals Program
b. Ranking of Priorities for Fiscal Years 2021 and 2022
- 7:00 – 7:45 “Working as a Team – Preliminary Planning and Clarifying Roles”
Focus:
a. Knowing and fulfilling Roles and Responsibilities
b. Preliminary action planning on highest priority goals
c. Review and discussion of preliminary action plans
- 7:45 – 8:00 Summary and Wrap Up Comments
Focus:
a. Results - Report to the City Administrator by October 19, 2020
b. Development of Action Plan by City Administrator
c. Importance of Regular Updates

CITY OF CARROLL, IOWA

CITY LEADERSHIP

GOAL SETTING WORK SESSION

SOURCE BOOK

Years 2020 & 2021

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I ENHANCING COMMUNICATION BY SHARING BACKGROUNDS, INTERESTS AND PERSPECTIVES

Purposes of Communication

Personal

1. Name _____
2. Hometown _____
3. Where attended school _____
4. Favorite hobby or outside interests _____
5. When and why you came to the city/area _____
6. What you like best about the City _____
7. Job/business/profession _____

Serving in public office/working for the city

8. Why sought public office/why began working for the city _____

9. Greatest job satisfaction with serving in public office/working for the city

10. Greatest job frustration with serving in public office/working for the city

11. Greatest challenges facing the city
 - a. _____
 - b. _____
 - c. _____

The Work Session

Expectations for the Work Session _____

II REVIEW OF FISCAL YEARS 2019 & 2020

ONGOING PROJECTS AND NEW INITIATIVES WORK PLAN

From this list of On-Going Priorities provided from your 2018-2020 Goal Setting Report, which items have been completed and should be removed? Which ones need to remain in order to continue work?

	Item	Completed/Remain
1.	Library/City Hall Construction	Completed (s) and (c).
2.	Adoption of Financial Policies	Remain (s) and (c). Informal/maintain status quo/remain flexible – due to unknowns re: COVID/state finances & policies impacting City (c).
3.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> o Nutrient Reduction o Copper Compliance Implement multi-year plan	Remain (s) and (c). Nutrient Reduction – 2022. Copper Compliance – 2023.
4.	Increase funding for continued Street Improvements	Remain (s) and (c). Don't increase (c)
5.	Implement Street Maintenance Building Project	Remain (s) and (c). Bids approved 9/28/20.
6.	Continue Streetscape on planned Basis <ul style="list-style-type: none"> o Phase X o Phase XI 	Remain (s) and (c).
7.	Implement a Housing Study	Remain (s) and (c). Investigate opportunities as they arise (s). Keep to acquire old vacant homes to tear down (c)
8.	Graham Park District Improvements, including parking and enclose shelter	Remain (s) and (c). Parking only (c).
9.	Continue the Master Trails Plan	Remain (s) and (c).
10.	Pickleball courts	Remain (s) and (c). Under construction so will be completed soon. (c)
11.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclose shelter	Remain (s) and (c). Playground – Completed, Miracle Field – Underway, Parking, Shelter, and Trail and Exercise Stations - Remain (s). Remove for now/cost (c).

From the list of New Projects, Programs, Policies and Initiatives provided from your Strategic Priorities Plan, these items have been completed, thus will be removed and some will be moved to the On-going Priorities list in order to continue work.

	Item	Completed/Remain
1.	Conduct a Recreation Center Strategic Plan - programming, membership, financing, operational and physical improvements	Remain – (s) and (c). Study completed. Sept. referendum failed. Next steps? (s).
2.	Hire Code Enforcement Officer to handle Rental Housing and Code Enforcement programs	Remain—(s) and (c). COVID held up hiring. (s). Hire ASAP – Lots of ongoing complaints (for years) re: nuisance/dangerous properties. Perception: many Carroll properties in decline (c).
3.	Drainage Study/Improvements	Remain (s) and (c).
4.	Plan Timberline Road short and long term solutions	Remain (s) and (c). Look at long term solutions (s). Remain – sidewalk needed for safety (c).
5.	Miracle Field	Remain—(s) and (c). Remove (c). Not this year (c)
6.	Look at fee structure for golf course and rec center	Remain—(s) and (c).
7.	Restrooms at the Cemetery	Remain (s) and (c). Remove (c).
8.	Conduct a new study on Quiet Zone; train horn mitigation	Remain (s) and (c). Remove (s) and (c). Remain, funded study update for FY 2021 (s). Remove for now/cost (c).
9.	Continue to work with Region XII on housing (CDBG)	Remain (s) and (c).
10.	Utilize the housing study to improvement availability at all levels	Remain (s) and (c). Keep looking at acquiring run down homes (c).

Those items **BOLD** above were identified by Department Directors as New Initiatives that need clarification and proposed action.

III REVIEW OF PROGRESS

THE SUCCESSES

Project/improvement

US 30-Grant Road Intersection Improvements (s) and (c)
Third Street Resurfacing (s)
Rolling Hills Park well (c)
Water Distribution Main Replacements (s)
Phase II Trail (s). Continued trails expansion (c)
Street rehab projects (s)
Downtown Streetscape Phase 9 (s). Continued street improvements/Streetscape (c)
Water upgrades have occurred and continue (s). Watermain (UP ROW) (c)
Airport: runway 3-21, taxiway, and ramp rehabilitation project; 100% FAA/CARES funded (c).
Middle Raccoon River Streambed Stabilization (s).
Kellan's Kingdom; ADA playground in Northeast Park (s).
Wastewater Treatment Plant Disinfection Improvements (s) and (c).
Water Storage Tower Rehabilitation (s). Water Tower painting and rehab (c).
Street improvements – drainage/lights/new pavement (c).
Construction Contract awarded for Pickleball Courts (s).
New Library/City Hall (s). Complete library – city hall (c).
Cooperation with civic groups (e.g. Kellen's Kingdom project, American Legion Flag project) (c)

Finance

Continue to have strong fund balances, even with COVID-19 (s). Strong General Fund ending balance FY2020: (\$203,820 increase) (c). Staying in good standing - City's continued balanced budget/carry over of 25%+ general fund ending balance (c).
Strong Sales Tax growth, even in light of COVID (s).
City's decreasing debt obligations over the next few years (c).
City's continued stable levy (c).
Maintain street maintenance facility - funds in position to build (c).
LOST extension passed (c).

Economic Development

DMACC expansion (s).
Remodel of City Hall (s).
Continuing the CDBG Owner Occupied Housing Rehab program is also a good investment (c).
Western Iowa Networks (s).
We continue to see strong commercial development in Carroll (s).
St. Anthony Cancer Center (s).
Development of the Urban Revitalization Area (s).
Proper use of TIF funds for growth to continue (c).
Corridor of Commerce continuance (c).
Good information in media re: City's policies/actions to promote growth/investment (c).
Assisting businesses during Covid-19 shutdown (c)

Investments in infrastructure, the airport, and amenities such as trails, aquatic center, rec center, golf course, pickleball, and streetscape beautification, are all critical to Carroll's long-term economic viability – increasing population/businesses/good paying jobs (c).
Getting hotel acquired (c).

City Operations/Human Resources/Policies

How well staff worked through COVID-19 disruptions (s). Solid work by staff through the COVID-19 pandemic (s). Good work managing ongoing challenges due to pandemic (c). Have received several positive comments regarding helpful staff during pandemic (c).
Updated City of Carroll Personnel Policies – 05/26/2020 (c).
Developed draft of Rental Housing Code/held numerous public meetings for input (c).
Department heads exceptional (c).
Setting multi-year contracts for employees (c). Good work/outcomes with union contracts (c).
Health insurance partial self-funding plan (c).
Keeping employees – not much turnover (c).
Good information @ City's website and in City Manager's weekly report (c).

Public Safety

Purchase of new fire truck (s) and (c).
Upgrades of Radio System underway (s).
New body/vehicle cams (s) and (C)
Police department staffing (c).
Police and fire departments' focus on training and updated/needed equipment is critical to their safety and their continued ability to perform their jobs effectively and professionally (c).
Keeping streetlights on Highway 30 (c).
We were rated a safe city – Thanks! (c)
Prompt snow removal and preventive de-icing of streets (c).
Working with the Chief of Police - by getting through an issue a couple of years ago. I now hear from the public what a good job he is doing (c).

IV 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:

Item
Potential population decrease/Loss of population
Business closings/not lasting long
Wastewater Treatment compliance w/copper and nutrient reduction discharge requirements
Water Distribution pressures and chlorine residual compliance
Aging population of Carroll
Trails Phase III
Spending too much money on plans and specifications on projects that do not come to completion (s). Not completing projects that were studied
Unfunded mandates from the State
Rec Center project. Recreation Center Building upkeep and Improvements
Population decline and the growing need for additional work force population
Deteriorating road conditions – not enough spent on repairs. Street rehabilitation/reconstruction funding.
New/additional slide at Aquatic Center.
Effects of COVID-19 on city operations.
Retail is suffering. The closing of JCPenney’s will be a hit to downtown. The City needs to take an active role in recruiting retail to Carroll. We cannot continue to rely on our past fortunes/luck. The City needs to put direct effort in economic development and not rely just on CADC. We need to be the masters of our destiny. Empty retail/commercial buildings. People want to hear from the City regarding what it is doing/intends to do to keep the downtown vital & to increase foot traffic,
Improvements with communication efforts between citizens and the city—weekly manager’s report.
Golf Course maintenance building (cold storage) addition.
The need for additional housing at all levels
Public’s perception that Carroll is becoming increasingly run down and nuisance/dangerous building are dealt with too slowly.
Public’s perception that Carroll is becoming less safe & not as clean.
Rental inspections.
Train horns.
Graham Park.
Need to take advantage of favorable interest rates for future projects
Not promoting our city on a state-wide campaign. We have lots to offer.
Potential loss of population, erosion of tax base.
City does little to assist during unexpected set-backs such as assisting with debris removal after high wind damage.
Recreation Superintendent.
Due to pockets of dilapidation, people are worried about their property values.
People are concerned about Carroll’s ability to attract professionals/skilled workers.
People want more work accomplished on streets.
People are concerned about their taxes & want the City to keep its levy stable.
People believe there are increasing numbers of distracted drivers in Carroll and question what the City can do to stop this trend due to safety concerns: drivers, pedestrians, bikers.

With City – Carroll Area Development Corporation (CADC) – Chamber – would like to see them all partner.
Plan for additional retail and manufacturing businesses.
Cemetery decorations policy.
Building maintenance accounts – save money (set aside) for maintenance items to city property.

V SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS)

	Item (What is the solution?)	New Initiative (Action Needed) Or On-Going
1.	Street rehabilitation: Full-depth reconstruction program (s). Quadruple current funding obligation.	New
2.	Downtown revitalization (s).	On-Going
3.	Hire a rental housing/code enforcement officer (s).	On-Going
4.	Reviewing Rec Center current operations and rates to make improvements (s).	New
5.	Study of about how to revitalize/maintain downtown shopping (s).	#2 On-Going
6.	Retain firm to assist with the recruitment of retail businesses to Carroll. In particular clothing (s).	#2 On-Going
7.	Review and revise the City's zoning and subdivision ordinance. This needs to be a process that uses an open and inclusive process to help guide the future (s).	New
8.	Review all fees that are charged by the City (s).	New
9.	Policy updates (c).	On-Going
10.	Continue Graham Park area improvement initiatives (c).	On-Going
11.	Acquiring homes that are in bad shape and tear down like we did with the hotel (c).	New
12.	Economic development (c). Needs Clarity	New
13.	The City needs to get a code enforcement/rental housing staff member hired to address the ongoing problems and numerous complaints about nuisance/dangerous buildings. We need to improve the public's perception that Carroll is not as well maintained as in the past (c).	#3 New
14.	The City needs to become more proactive in economic development—promoting Carroll—its assets/opportunities—in the media, especially social media, online at the City website, small events? Develop an ongoing marketing plan (c).	New
15.	After the successful LOST vote, the City should add to the \$1million commitment in LOST revenue for the Rec Center Project G.O. bonds—given the 5% per year construction inflation projected by RDG Architects—to hold down debt (c). Recreation Center Plan – Do nothing, redo concept, implement in phases or do plan as presented.	#4 New
16.	Rec Center update (locker rooms – rest rooms). Consider smaller Rec Center improvement projects (c)	#4 New
17.	The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding (c).	New
18.	Rental inspector (c).	#3 On-Going
19.	Rate review for facilities should be on-going (c)	#8 New
20.	I don't hear much on this. They're happy with what is going on. We are clean, safe, taxes are fair, good schools, good streets and Hard-working employees. Instead of hearing our city workers are lazy, I hear that they work hard (c).	On-Going

21.	Anticipate possible assistance to public when Covid-19 vaccine becomes available. IE: we should have policies in place in case vaccine is limited in distribution. May need to determine which employees first qualify for vaccine or may need to be sure we have a policy in place to allow time to receive vaccine. As the time draws near, we should be proactive in case there are problems (c).	On-Going
22.	Train horn mitigation – Update the study, Fund QZ improvements and implement (s) and (c)	New
23.	People want to know about the City’s long-term (5 year) streets plan/priority projects. This information needs to be publicized/placed on the City’s website. More communication is needed (c).	On-Going
24.	Consider a future attempt to bring Rec Center bonding to vote. Maybe scale back the project (c)	New
25.	Miracle Field – Fund and Implement plan for parking, shelter and trail	New

VI PROVIDING DIRECTION - OUR GOALS WORKSHEET

The following are issues and opportunities that have been identified by the participants as items that need to be addressed by the City

of
VOTES

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VII ROLES AND RESPONSIBILITIES

ROLES AND RESPONSIBILITIES OF THE CITY COUNCIL

MOST SIGNIFICANT

1. To provide leadership, direction, and long-range planning for the city
2. To determine policy for the city
3. To hire and monitor the performance of the city administrator/manager (to manage city operations)
4. To adopt an annual budget for the city
5. To represent the collective best interests of the city and the citizens of the city
6. Determine vision, values and set the “tone” for the city

ROLES AND RESPONSIBILITIES OF INDIVIDUAL COUNCIL MEMBERS

MOST SIGNIFICANT

1. To represent the citizens and be accessible to them
2. To make a leadership and policy decisions for the greater good of the city
3. To be prepared for, and participate in, council meetings
4. To act professionally and listen respectfully to other council members, staff and citizens
5. To share information and communicate openly with the city administrator/manager and other council members
6. Listeners, educators, promoters, supporters

**ROLES AND RESPONSIBILITIES
OF THE MAYOR**

MOST SIGNIFICANT

1. To conduct orderly and effective city council meetings
2. To represent the city at for public functions
3. To facilitate discussions on agenda items and help resolve conflict among council members
4. To make advisory committee appointments
5. To sign the city's legal documents
6. To also function as a council member

**ROLES AND RESPONSIBILITIES
OF THE CITY
ADMINISTRATOR/MANAGER**

MOST SIGNIFICANT

1. To prepare and provide information for the council, make policy recommendations based on the information, and implement adopted policies
2. To be a liaison between the council and staff
3. To provide leadership and foster a positive work environment for the city's employees
4. To develop and administer the city's annual budget
5. To recommend the appointment and terminate (when necessary) of city employees
6. Mediates and resolves conflicts, negotiator, timer, educator, evaluator and cutter

ROLES AND RESPONSIBILITIES OF DEPARTMENT DIRECTORS

MOST SIGNIFICANT

1. To provide leadership and goals for their departments
2. To manage the day-to-day quality operations of their departments
3. Analyses issues, evaluate services, and develop professional recommendations as experts
4. To prepare and administer the department's annual budget
5. To communicate and cooperate with other entities in the city
6. To keep the city administrator/manager and department staff informed
7. To provide training and development opportunities for department employees
8. To recommend new hires to the city administrator/manager
9. Researchers, planners, preparers, cutters, shock absorbers

**ROLES AND RESPONSIBILITIES
OF ALL CITY EMPLOYEES AND CITY
OFFICIALS**

MOST SIGNIFICANT

1. To understand the relationship between the Mayor, Council, Administration and Staff
2. To act in accordance with defined roles
3. To have a positive attitude towards their job and when dealing with the public
4. To be team players
5. To be fiscally responsible
6. To be a positive representatives and ambassador of the city
7. To have a strong work ethic
8. To be receptive to, and participate in, training and development opportunities
9. To be innovative problem solvers

**ROLES AND RESPONSIBILITIES
OF THE CITIZENS**

MOST SIGNIFICANT

1. To vote in city elections
2. To provide fiscal support for city services and operations; I. E., to pay their taxes
3. To keep informed on issues that affect the city and to communicate their concerns to the city's elected officials and staff
4. To be involved in community affairs
5. To be positive contributors to the community

VIII PRELIMINARY ACTION PLAN WORKSHEET

GOAL _____

PRELIMINARY ACTION PLAN

ACTION STEPS	PERSON(S) RESPONSIBLE	TARGET DATE	PROGRESS CHECK
1.			
2.			
3.			
4.			
5.			
6.			

City of Carroll

112 E. 5th Street

Carroll, Iowa 51401-2799

(712) 792-1000

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MEMO TO: Honorable Mayor and City Council Members
FROM: Mike Pogge-Weaver, City Manager *MPW*
DATE: October 8, 2020
SUBJECT: Handouts for the October 15, 2020 goal setting session

Attached to this memo and available on-line (at <https://www.cityofcarroll.com/Goal-Setting-Documents>) are items meant to assist the City Council during the upcoming goal setting session on October 15, 2020, including:

- 2019/2020 Goal Setting Session Information
- 2019/2020 Goal Setting Work Plan
- 2018/2019 Goal Setting Session Information
- Local Option Sales Tax Collections – as of June 30, 2020
- Hotel/Motel – as of June 30, 2020
- Fiscal Year 2019/2020 Ending Balances
- Fiscal Year 2020/2021 5-year Capital Improvement Plan
- 2014 Key Citizen Survey Questions
- 2019 Citizen Survey
- 2020/2021 Budget Charts
- Bolton and Mink Union Pacific Railroad Quiet Zone Investigation – April 28, 2014
- PFM Bonding Scenario - Base with No Rec Center Project
- PFM Bonding Scenario - With Rec Center Project



Mayor

Dr. Eric Jensen

City Council

Michael Kots

Misty Boes

Clay Haley

Carolyn Siemann

LaVern Dirkx

Jerry Fleshner

City Staff

Mike Pogge-Weaver, City Manager

Laura Schaefer, City Clerk/Finance Director

David Bruner, City Attorney

Brad Burke, Chief of Police

Randy Krauel, Public Works Director/City Engineer

Greg Schreck, Fire Chief/Chief Building Official

Rachel Van Erdewyk, Library Director

Jack Wardell, Parks and Recreation Director

Goal Setting Report

November 4, 2019

Report Contents

- Introduction 1
- Summary of all survey responses 2
- Priority Programs and Activities for the Upcoming Year 8
- Organizational Effectiveness..... 8
- Final Comments 9
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Introduction

The Carroll City Council held a goal setting session on Tuesday, October 29, 2019.

The objectives of the session were to:

- review and discuss recent City activities and accomplishments, on-going City projects, and community issues and trends.
- identify and develop ideas for new projects and programs, including ways to improve how the City Council does its work.
- determine priorities for the upcoming year to provide direction to City staff for budget development and the upcoming year's work plan.

The session included participation from the City's elected officials: Mayor Dr. Eric Jensen, and City Council members Michael Kots, Misty Boes, Clay Haley, Carolyn Siemann, LaVern Dirkx and Jerry Fleshner, as well as City Department Heads: Mike Pogge-Weaver, City Manager; Laura Schaefer, City Clerk/Finance Director; David Bruner, City Attorney; Brad Burke, Chief of Police; Randy Krauel, Public Works Director/City Engineer; Greg Schreck, Fire Chief/Chief Building Official; Rachel Van Erdewyk, Library Director, and Jack Wardell, Parks and Recreation Director.

Before the goal setting session, the Mayor, City Council members, and Department Heads completed a survey to identify recent City accomplishments, on-going City projects, and community issues and trends. The survey also asked respondents to provide ideas for new projects needed in the community. The summary of the survey results is provided below.

Summary of all survey responses

City of Carroll, Iowa

Goal Setting 2019

City Council n=6

City Department Heads n=7

Accomplishments

The following were identified as City accomplishments over the past two years.

Infrastructure

- Progress on street repair
 - ⇒ U.S. 30 and Grant Road Intersection Improvements
 - ⇒ Completed annual street improvement project
 - ⇒ Street resurfacing—2019
 - Third Street resurfacing
- City water improvements
 - ⇒ Changing water meters to radio read
 - ⇒ Water Distribution System Modeling and Evaluation
 - ⇒ Water main transmission lines
 - ⇒ Water Distribution Main Replacements—2019
 - ⇒ Water Tower Improvement project
- Wastewater Treatment Plant Facility project

Parks and Recreation

- Northeast Park Master Plan
- Graham Park Master Plan
- City's partnership with private efforts for an accessible playground—Kellan's Kingdom
- Rec Center improvements planning/funds committed
 - ⇒ 24-hour access at Rec Center
 - ⇒ Gym curtain at the Rec Center
- Trails Expansion
 - ⇒ Bike trails enhanced
 - ⇒ Multiple trail projects from master plan to reality
 - ⇒ Completed the 2nd Recreation Trail Project
 - ⇒ Trail on north side of Carroll around sports complex
 - ⇒ Trails—Segment A & B
 - ⇒ Trails 2019—Golf Course & Youth Sports Complex
 - ⇒ Trail on south side of Carroll from Sauk Trail
- Golf Course
 - ⇒ Patio Cover & Siding at Golf Course Clubhouse
- Merchants Stadium

Accomplishments continued

City Facilities

- On-budget completion of the City Hall Project
- Nearing completion of the Library Project and it is on budget
- Airport improvements/new driveway & lighting

Community and Economic Development

- Street Scape projects
 - ⇒ Downtown Streetscape Phase 8
 - ⇒ Completed Downtown Streetscape Phase 9
- Urban Revitalization Area
- Purchase of City apartments
- Carroll apartment abatement
- Federal housing project
- New Businesses
- Corridor of commerce continuation
- City's cooperation with Chamber for Sesquicentennial Celebration

City Operations

- Continued sound financial position of City
 - ⇒ Street Maintenance Facility funds committed
 - ⇒ Funding plan for Maintenance garage in place
- Rental housing inspection
- Long term employee contracts in place
- Formalized City Council Rules of Procedure
- Ordinance to prepare for 5G

Public Safety

- Upgrade to in car and body worn cameras at PD
- Purchased a new Fire Truck
- Completed changeover of the police radio system in Carroll to ISICS

Issues/Concerns

The following were identified as issues and concerns that will affect the City's activities, programs, policies, services, finances, and operations over the next two years.

Economic/ Funding Concerns

- Closing of local businesses
- Low unemployment/available workforce
- Slowdown of construction/building residential
- The change in Carroll's housing market
- Potential decrease in City population during next census
- State funding/loss of tax backfill
- State legislature imposing unfunded mandates on cities
- Additional budget hearing requirement
- Wastewater Treatment compliance with copper and nutrient discharge requirements
- Water distribution pressure and chlorine compliance requirements
- City projects—the number of projects, their costs, and funding sources
 - ⇒ Rec Center
 - ⇒ Street Maintenance Building project
 - ⇒ Street rehabilitation/reconstruction funding
 - ⇒ Downtown Streetscape completion
 - ⇒ Graham Park improvements
 - ⇒ Limits of staff time and resources
- Public perception that Carroll is a "high-tax" entity

Communication/Community Engagement

- Lack of communication among city, county, special interest groups, private enterprises
- Projects in the community are overly divisive
- Improving public image/regaining public trust

Community Development/Quality of Life

- Train horn mitigation

Trends and Opportunities

The following were identified as issues and concerns that will affect the City's activities, programs, policies, services, finances, and operations over the next two years.

Trends

- Population decline
- Trend for population to gravitate to larger cities
- Increase in minority population
- Aging of city population
- A trend of slowing building activity
- More online purchases leading to a potential decrease in LOST revenue
- Citizens' attitude of no more taxes
- Infrastructure deterioration outpacing funding for repair and reconstruction
- Rec program decrease in numbers

Opportunities

- Interest rates continue to be favorable for bonds
- Attraction of business/population growth
- Carroll has been named as one of USA Today's 50 best cities to live in the US
- Carroll's low tax rate/stable City levy
- Improving communications with the public
- Improving relationships with County Officials
- Community involvement of the younger generation
- Positive public sentiment toward seeing projects completed
- Uncontested council races—an indicator that people are satisfied with how things are going
- Housing for our workforce
- Mitigating train noise
- City projects
 - ⇒ Continued trails expansion
 - ⇒ Golf Course Irrigation Pump Station Upgrade
 - ⇒ Rental inspection ordinance and code enforcement officer will increase effectiveness on nuisance complaints
 - ⇒ Upgrade of shelter house for year-round use
 - ⇒ Pickleball

New programs

The following were identified as new programs, activities, initiatives, or policies that the City should consider during the next two years.

Infrastructure

- Wastewater Treatment Plant compliance with copper and nutrient effluent requirements
- Water Distribution compliance with pressure and chlorine requirements
- Address flooding/drainage behind homes in Rolling Hills Park
- Continue street improvements
 - ⇒ Address safety concerns on Timberline Road

Parks and Recreation

- Rec Center improvements
- Donated land near Graham park
- Improved parking in little league/soccer field area
- Exercise stations on bike trail system
- New trails
- Fee increases—Golf Course, Recreation Center

City Facilities

- Improved restrooms at Cemetery

Community and Economic Development

- Train horn mitigation
- Entry level housing

City Operations

- Better/proactive communication from the City with the public
- Finalize rental housing inspection policies and begin enforcement

Organizational Effectiveness

The following were identified as steps the City Council could take to improve City decision-making processes, teamwork, organizational effectiveness, and the ability to accomplish the City's goals and objectives new programs.

- Continue work sessions
- Continue meetings with the City Manager
- Continue good communication practices between elected officials and staff; look for improvement where needed
- Use a systematic approach in reviewing goals and capital improvement program
- Keep new goals/projects to a minimum to adequately focus on on-going projects
- Hold more town hall meetings
- Improve communication from the City with the public
- Encourage citizens to attend City Council meetings and to communicate with elected officials/staff
- Encourage regular meetings between the City Manager and Department Heads
- Have the City Council attend a League of Cities training on how to accomplish Council priorities

Priority Programs and Activities for the Upcoming Year

The session participants reviewed the list of possible new programs from the survey results and identified those for consideration (provided in Exhibit A). The City Council selected the following projects as their priorities for the upcoming year:

- Rec Center
 - ⇒ Smaller project: locker room, gym/walking track
 - ⇒ Referendum on March 3, 2020
- Street projects—increase the funding
- Train horn mitigation—new information: how much would a new study cost?

Organizational Effectiveness

The Mayor and City Council members agreed to continue Council work sessions and Council member meetings with the City Manager. The City Manager indicated that City Department Heads meet regularly and this would also continue. Additional discussion about organizational effectiveness focused on communication with Carroll residents and the need to regularly review City policies to ensure that these remain relevant and up-to-date.

The Mayor and City Council discussed various ideas to increase communication with residents. The group acknowledged that the City has a number of ways for residents to obtain information about City Council decisions and City projects. City Council members noted that additional communication activities would require additional staff time; they would like to maximize the communications systems and methods currently being used. To that end, City Council members asked to regularly see the analytics indicating the visits and use of the City's website, Facebook page, Twitter account, and YouTube channel. Additionally, the Mayor and City Council supported expanding the list of people who receive the City Manager's monthly activity report email and including the activity report in the Carroll Herald's regular email.

It was noted that Council members are free to write op-ed pieces that provide information about Council meetings, decisions, and projects. Council members' expectations of one another regarding op-eds are that these will present factual information about City Council decisions.

The group agreed that it may be time to review the City's financial policies to make any necessary changes or updates.

Final Comments

The goal setting session was a work session to provide direction to the City staff regarding priorities for the upcoming year. As indicated in the Council's Rules and Procedures, work session discussions and conclusions are informal. Formal action on these priorities and any other discussion that occurred in the session will be made in subsequent regular Council meetings.

As has happened in the past, it is recommended that the City Manager prepare a work plan that incorporates the steps to accomplish the priorities that the City Council has outlined. The action plan should come before the Council for review and approval. Regular updates regarding the status of projects in the action plan will help ensure that the Mayor and Council stay informed about project implementation.

Exhibit A—notes from the flip charts

City of Carroll
Goal Setting Session
October 29, 2019

New Program Possibilities for the Upcoming Year

- Rec Center
 - ⇒ Smaller project: locker room, gym/walking track
 - ⇒ referendum on March 3, 2020 indoor pickleball
- Pickleball courts—not at \$300,000
- Exercise stations at NE Park—with Reeves grant
- Trails—continue the master plan
- Drainage Study/Improvements—on City property and impacted by City property
- Street projects—bump up the funding
- Timberline Road—cost contained solutions for the short term and the long term
- Miracle Field
- Shelter—Graham Park; Northeast Park—enclose; install air conditioning/heat
- Look at fee restructuring for golf course/rec center
- Restrooms at the cemetery
- Train horn mitigation—new information: how much would a new study cost?
- Continue to work with Region 12 (housing/CDBG)
- Work session on housing: needs/trends; multifamily—e.g., townhouses, condos

Organizational Effectiveness/Communication Items

- Rotate an op-ed
- Carroll Herald email—include Mike's email
- Look at financial policies
- Website analytics

City of Carroll, Iowa

Goal Setting 2019

Summary of all survey responses

City Council n=6

City Department Heads n=7

Accomplishments

The following were identified as City accomplishments over the past two years.

Infrastructure

- Progress on street repair
 - ⇒ U.S. 30 and Grant Road Intersection Improvements
 - ⇒ Completed annual street improvement project
 - ⇒ Street resurfacing—2019
 - ◆ Third Street resurfacing
- City water improvements
 - ⇒ Changing water meters to radio read
 - ⇒ Water Distribution System Modeling and Evaluation
 - ⇒ Water main transmission lines
 - ⇒ Water Distribution Main Replacements—2019
 - ⇒ Water Tower Improvement project
- Wastewater Treatment Plant Facility project

Parks and Recreation

- Northeast Park Master Plan
- Graham Park Master Plan
- City's partnership with private efforts for an accessible playground—Kellan's Kingdom
- Rec Center improvements planning/funds committed
 - ⇒ 24-hour access at Rec Center
 - ⇒ Gym curtain at the Rec Center
- Trails Expansion
 - ⇒ Bike trails enhanced
 - ⇒ Multiple trail projects from master plan to reality
 - ⇒ Completed the 2nd Recreation Trail Project
 - ⇒ Trail on north side of Carroll around sports complex
 - ⇒ Trails—Segment A & B
 - ⇒ Trails 2019—Golf Course & Youth Sports Complex
 - ⇒ Trail on south side of Carroll from Sauk Trail
- Golf Course
 - ⇒ Patio Cover & Siding at Golf Course Clubhouse
- Merchants Stadium

Accomplishments continued

City Facilities

- On-budget completion of the City Hall Project
- Nearing completion of the Library Project and it is on budget
- Airport improvements/new driveway & lighting

Community and Economic Development

- Street Scape projects
 - ⇒ Downtown Streetscape Phase 8
 - ⇒ Completed Downtown Streetscape Phase 9
- Urban Revitalization Area
- Purchase of City apartments
- Carroll apartment abatement
- Federal housing project
- New Businesses
- Corridor of commerce continuation
- City's cooperation with Chamber for Sesquicentennial Celebration

City Operations

- Continued sound financial position of City
 - ⇒ Street Maintenance Facility funds committed
 - ⇒ Funding plan for Maintenance garage in place
- Rental housing inspection
- Long term employee contracts in place
- Formalized City Council Rules of Procedure
- Ordinance to prepare for 5G

Public Safety

- Upgrade to in car and body worn cameras at PD
- Purchased a new Fire Truck
- Completed changeover of the police radio system in Carroll to ISICS

Issues/Concerns

The following were identified as issues and concerns that will affect the City's activities, programs, policies, services, finances, and operations over the next two years.

Economic/ Funding Concerns

- Closing of local businesses
- Low unemployment/available workforce
- Slowdown of construction/building residential
- The change in Carroll's housing market
- Potential decrease in City population during next census
- State funding/loss of tax backfill
- State legislature imposing unfunded mandates on cities
- Additional budget hearing requirement
- Wastewater Treatment compliance with copper and nutrient discharge requirements
- Water distribution pressure and chlorine compliance requirements
- City projects—the number of projects, their costs, and funding sources
 - ⇒ Rec Center
 - ⇒ Street Maintenance Building project
 - ⇒ Street rehabilitation/reconstruction funding
 - ⇒ Downtown Streetscape completion
 - ⇒ Graham Park improvements
 - ⇒ Limits of staff time and resources
- Public perception that Carroll is a "high-tax" entity

Communication/Community Engagement

- Lack of communication among city, county, special interest groups, private enterprises
- Projects in the community are overly divisive
- Improving public image/regaining public trust

Community Development/Quality of Life

- Train horn mitigation

Trends and Opportunities

The following were identified as issues and concerns that will affect the City's activities, programs, policies, services, finances, and operations over the next two years.

Trends

- Population decline
- Trend for population to gravitate to larger cities
- Increase in minority population
- Aging of city population
- A trend of slowing building activity
- More online purchases leading to a potential decrease in LOST revenue
- Citizens' attitude of no more taxes
- Infrastructure deterioration outpacing funding for repair and reconstruction
- Rec program decrease in numbers

Opportunities

- Interest rates continue to be favorable for bonds
- Attraction of business/population growth
- Carroll has been named as one of USA Today's 50 best cities to live in the US
- Carroll's low tax rate/stable City levy
- Improving communications with the public
- Improving relationships with County Officials
- Community involvement of the younger generation
- Positive public sentiment toward seeing projects completed
- Uncontested council races—an indicator that people are satisfied with how things are going
- Housing for our workforce
- Mitigating train noise
- City projects
 - ⇒ Continued trails expansion
 - ⇒ Golf Course Irrigation Pump Station Upgrade
 - ⇒ Rental inspection ordinance and code enforcement officer will increase effectiveness on nuisance complaints
 - ⇒ Upgrade of shelter house for year round use
 - ⇒ Pickleball

New programs

The following were identified as new programs, activities, initiatives, or policies that the City should consider during the next two years.

Infrastructure

- Wastewater Treatment Plant compliance with copper and nutrient effluent requirements
- Water Distribution compliance with pressure and chlorine requirements
- Address flooding/drainage behind homes in Rolling Hills Park
- Continue street improvements
 - ⇒ Address safety concerns on Timberline Road

Parks and Recreation

- Rec Center improvements
- Donated land near Graham park
- Improved parking in little league/soccer field area
- Exercise stations on bike trail system
- New trails
- Fee increases—Golf Course, Recreation Center

City Facilities

- Improved restrooms at Cemetery

Community and Economic Development

- Train horn mitigation
- Entry level housing

City Operations

- Better/proactive communication from the City with the public
- Finalize rental housing inspection policies and begin enforcement

Organizational Effectiveness

The following were identified as steps the City Council could take to improve City decision-making processes, teamwork, organizational effectiveness, and the ability to accomplish the City's goals and objectives new programs.

- Continue work sessions
- Continue meetings with the City Manager
- Continue good communication practices between elected officials and staff; look for improvement where needed
- Use a systematic approach in reviewing goals and capital improvement program
 - ⇒ Keep new goals/projects to a minimum to adequately focus on on-going projects
- Hold more town hall meetings
- Improve communication from the City with the public
- Encourage citizens to attend City Council meetings and to communicate with elected officials/staff
- Encourage regular meetings between the City Manager and Department Heads
- Have the City Council attend a League of Cities training on how to accomplish Council priorities

2019-2020 Priority Items

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
New Priority Programs, Policies, and Initiatives				
Rec Center - Smaller project: locker room, gym/walking track - Referendum on March 3, 2020	Parks and Recreation	As needed	February 8, 2019 Rec Center architectural services RFQ's for concept design due to the City February 25, 2019 City Council approves contract for architectural services April 1, 2019 Kick off meeting on Concept Design Contract November 6, 2019 Presentation of final layout and renderings March 3, 2020/September 8, 2020 Referendum Sept 2020 Start of construction plans Spring/Summer 2021 Approval of construction plans Summer 2021 Start construction	General Fund L.O.S.T. G.O. Bond
Street projects - increase funding Continue street improvements	Public Works and Administration	As needed	<u>Street Resurfacing - 2020</u> Final Plan 01/2020 Bidding 04/2020 <u>Street Resurfacing - 2021</u> Design FY 20-21 Construction 2021	STBG-SWAP Program Local Option Sales Tax Road Use Tax Storm Water Utility G.O. Bond
Train horn mitigation - new information: how much would a new study cost?	Public Works	As needed	FY 20-21	General Fund

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
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On-Going Commitments/ Obligations

Library /City Hall construction	Administration and Library	None Anticipated	Construction 2018/2019/2020 Completion Jan/Feb 2020	G.O. Bond Local Option Sales Tax Library Foundation
Council adoption of Financial Policies	Administration	None Anticipated	Ongoing	General Fund
Waste Water Treatment Plant improvements – comply with disinfection and nutrient reduction requirements – implementation of multi-year plan	Public Works	10/24/2016 Completed Additional not anticipated	<u>Disinfection</u> Construction Complete 05/2020 Compliance 04/01/2020 <u>Nutrient Reduction</u> Feasibility Report 11/11/2019 Operation Adjustment 07/2022	Sewer Utility Fund
Implement Street Maintenance Building project	Public Works	None Anticipated	Final Plan 01/2020 Construction Contract 03/2020 Construction FY 20-21	General Fund Local Option Sales Tax Road Use Tax
Continue Corridor of Commerce streetscapes on planned basis -Phases X -Phases XI	Public Works	None Anticipated	<u>Phase 10</u> Final Plan 3/2020 Construction Contract 4/2020 Construction 2020 <u>Phase 11</u> Final Plan FY 21-22 Construction FY 23-24	Tax Increment Financing
Implement Housing Study – continue to study issue	Administration, Mayor and Council	6/26/2017 Completed	Ongoing	Housing TIF Local Option Sales Tax General Fund
Make a decision regarding Rental Housing and Code Enforcement, including staffing	Building Code Enforcement	5/28/2019 Completed	Early 2019 staff develops draft rental housing code Early 2020 City Council considers and adopts rental housing code March 2020 City hires code enforcement officer	User Fees General Fund
Develop plan/strategy for Rec Center for long-term viability, including programming, membership, financing, operational and physical improvements	Parks and Recreation	Spring 2020	Ongoing	User Fees General Fund

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
Develop plans regarding Graham Park Athletic District, including parking	Parks and Recreation	04/22/2019 Completed	Predesign FY 19-20 Work over the next 20+ Years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax
Trails expansion	Parks and Recreation	None Anticipated	10+ Years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax Grants
Develop a plan for Pickleball Courts	Parks and Recreation	None Anticipated	Complete Plans March 2020 Courts Completed Fall 2020	G.O. Bond Grants
Miracle League Ball Field at Northeast Park	Parks and Recreation	None Anticipated	3-5 Years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax Grants

City of Carroll, Iowa Goal Setting Report December 4, 2018

Mayor:

Dr. Eric Jensen

City Council:

Mike Kots

Misty Boes

Clay Haley

Carolyn Siemann

Jerry Fleshner

Lavern Dirkx

City Staff:

Mike Pogge-Weaver, City Manager

Laura Schafer, City Clerk/Finance Director

Randy Krauel, City Engineer/ Public Works Director

Brad Burke, Police Chief

Jack Wardell, Parks & Recreation Director

Rachel Van Erdewyk, Library Director

Facilitated by:

Jeff Schott

CITY OF CARROLL, IOWA GOAL SETTING SESSION 2018

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CITY OF CARROLL, IOWA GOAL SETTING SESSION DECEMBER 4, 2018

Introduction

The City of Carroll requested Jeff Schott to assist the City with goal setting. Mr. Schott 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 goal-setting session with the elected officials and department heads.
3. Preparation of this report.

Goal Setting Work Session

The Mayor and the City Council held a goal setting work session on December 4, 2018, facilitated by Jeff Schott. 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 LaVern Dirx. 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, Police Chief Brad Burke, Parks and Recreation Director Jack Wardell, and Library Director Rachel Van Erdewyk. Eric Christianson, Local Government Field Specialist for Community and Economic Development, of Iowa State University Extension and Outreach also attended this session.

Major Accomplishments

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

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
 - Awarded the Community Attraction Tourism grant for the new library project
- Developed written Rules of Procedure for Council
- Cemetery Sexton building completed
- Historic Preservation of old cemetery buildings
- Upgrade software for CAAT6
- Updated various city policies
- Held Council workshops on ongoing projects

Economic Development

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

Housing & Community Development

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

Budget & Finance

- Balanced budget with growing reserves while holding taxes level

Public Safety

- K9 unit started at Police Department
- Hired a police captain
- Negotiated a 5-year Police Department Union Contract

Parks & Recreation

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

Infrastructure

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

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:

City Operations and Facilities

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

Economic Development

- Low unemployment
- Support workforce development

Housing and Community Development

- Using urban revitalization to add value to housing
- 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
 - Older neighborhoods are seeing an increase in bad housing

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
- Trend = catch and release – put more pressure on courts or something

Human Resources

- Equitable pay for city positions
- Adequate staffing to meet the City's needs
- Staffing needs as the library continues to expand programs and services

Budget and Finance

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

- Potential decrease in city population and erosion of tax base
- Continuation of the multi-residential property rollback
- Cost involved with train horn mitigation

Parks and Recreation

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

Infrastructure

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

Community Engagement/Communication/Intergovernmental Relations

- Loss of confidence from the public on the library campaign
- There is a general lack of civility and it seems as though every project/initiative is polarized and sides taken
- 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
- 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 is concern about public/police interactions. Half of the comments are the police don't do enough and half they say they do too much

Other Policy Issues/Discussion Points

The participants also discussed the following policy issues/discussion points:

- Guidance on FY 19-20 Budget:
 - Property Tax Levy
 - Debt Service Levy
- Street Maintenance Facility
- Miracle League request
- Railroad Quiet Zone request

On-Going Commitments/ Obligations

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

- Library /City Hall 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
- Implement Street Maintenance building project
- Continue Corridor of Commerce streetscapes on planned basis
 - Phase IX completion
 - Phase X
 - Phase XI
- Implement Housing Study – continue to study issue
- Make a decision regarding Rental Housing and Code Enforcement, including staffing
- Develop plan/strategy for Rec Center for long-term viability, including programming, membership, financing, operational and physical improvements
- Develop plans regarding Graham Park Athletic district, including parking
- Trails expansion
- Develop a plan for Pickleball Courts
- All-inclusive playground system at Northeast Park/Kellan’s Kingdom

New Priority Programs, Policies and Initiatives

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

- Rec Center improvements – start budgeting funds for Rec Center Plan with Spring 2020 referendum
- Code Enforcement Officer to handle rental inspections and nuisances

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 identify methods to enhance communications with the public including department head presentations at council meetings
- Evaluate digitizing council materials, so transfer and sharing of information is more seamless and timely
- 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

Final Comments

It was a pleasure to once again assist the City of Carroll with this goal setting process. I continue to be highly impressed with the level of cooperation and positive attitudes of the elected officials and 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
December 5, 2018

Exhibit A

City of Carroll
Goal Setting Session – 2018

SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED

- No new projects in the next 1-2 years
- Recreation Center Improvements - start budgeting funds for Rec Center Plan with Spring 2020 referendum
- Miracle Field
- Code enforcement officer to handle rental inspections and nuisances
- Citizen survey to guide service levels and capital programming
- 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
- Removal of stop lights/add pedestrian crossing Highway 30
- Develop a sidewalk construction and repair program/policy
- Develop a policy/ordinance that regulates the ATV/UTV use

2018-2019 Priority Items

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
New Priority Programs, Policies, and Initiatives				
Rec Center improvements – start budgeting funds for Rec Center Plan with Spring 2020 referendum	Parks and Recreation	As needed	<p>February 8, 2019 Rec Center architectural services RFQ's for concept design due to the City</p> <p>February 25, 2019 City Council approves contract for architectural services</p> <p>April 1, 2019 Kick off meeting on Concept Design Contract</p> <p>August 1, 2019 Completion of Concept Plan and preliminary cost estimate</p> <p>November 15, 2019 Presentation of final layout and renderings</p> <p>March 3, 2020 Referendum</p> <p>May 1, 2020 Start of construction plans</p> <p>December 15, 2020 Approval of construction plans</p> <p>April 1, 2021 Start construction</p>	<p>General Fund</p> <p>L.O.S.T.</p> <p>G.O. Bond</p>
Code Enforcement Officer to handle rental inspections and nuisances	Building Code Enforcement	April 2019 - Review rental housing code	<p>Early 2019 staff develops draft rental housing code</p> <p>Spring 2019 City Council considers and adopts rental housing code</p> <p>July 2019 City hires code enforcement officer</p>	<p>User Fees</p> <p>General Fund</p>

On-Going Commitments/ Obligations

Library /City Hall construction	Administration and Library	None Anticipated	Construction 2018/2019 Completion Fall/Winter 2019	<p>G.O. Bond</p> <p>Hotel/Motel Tax</p> <p>Local Option Sales Tax</p> <p>Library Foundation</p>
Council adoption of Financial Policies	Administration	Fall 2019	Ongoing	General Fund

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
Waste Water Treatment Plant improvements – comply with disinfection and nutrient reduction requirements – implementation of multi-year plan	Public Works	10/24/2016 Completed Additional not anticipated	<u>Disinfection</u> Final Plan 02/22/2019 Construction Contract 3/26/2019 Compliance 04/01/2020 <u>Nutrient Reduction</u> Feasibility Report 02/28/2019	Sewer Utility Fund State Revolving Fund Loan
Continue street improvements	Public Works	None Anticipated	<u>Street Resurfacing - 2019</u> Final Plan 02/21/2019 Construction Contract 3/26/2019 Construction 2019 <u>West St Resurfacing</u> Design FY 19-20 Construction 2020 <u>Street Resurfacing - 2020</u> Design FY 19-20 Construction 2020	STP Federal Funding Local Option Sales Tax Road Use Tax Storm Water Utility G.O. Bond
Implement Street Maintenance Building project	Public Works	None Anticipated	Final Plan Fall 2019 Construction Contract Spring 2020 Construction FY 20-21	General Fund Local Option Sales Tax Road Use Tax
Continue Corridor of Commerce streetscapes on planned basis -Phases IX completion -Phases X -Phases XI	Public Works	None Anticipated	<u>Phase 10</u> Final Plan 3/2019 Construction Contract 4/2019 Construction 2019 <u>Phase 11</u> Final Plan 12/2019 Construction 2023	Tax Increment Financing
Implement Housing Study – continue to study issue	Administration, Mayor and Council	6/26/2017 Completed	Ongoing	Housing TIF Local Option Sales Tax General Fund
Make a decision regarding Rental Housing and Code Enforcement, including staffing	Building Code Enforcement	April 2019 - Review rental housing code	Early 2019 staff develops draft rental housing code Spring 2019 City Council considers and adopts rental housing code July 2019 City hires code enforcement officer	User Fees General Fund

Item	Responsible Party	Potential Work session Date	Time Line	Anticipated Funding Source
Develop plan/strategy for Rec Center for long-term viability, including programming, membership, financing, operational and physical improvements	Parks and Recreation	Spring 2019	Ongoing	User Fees General Fund
Develop plans regarding Graham Park Athletic District, including parking	Parks and Recreation	2/10/2017 Reviewed Plan Future workshops will be needed	Pre-design FY 19-20 Work over the next 20+ Years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax
Trails expansion	Parks and Recreation	None Anticipated	10+ Years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax
Develop a plan for Pickleball Courts	Parks and Recreation	None Anticipated	FY 19-20	G.O. Bond
All-inclusive playground system at Northeast Park/Kellan's Kingdom	Parks and Recreation	None Anticipated	NE Park Development over next 15-20 years	G.O. Bond Hotel/Motel Tax Local Option Sales Tax

LOCAL OPTION SALES TAX COLLECTIONS
BUDGET PROPOSAL FY 20/21
June 30, 2020

	<u>Actual</u> <u>FY 17/18</u>	<u>Actual</u> <u>FY 18/19</u>	<u>Actual</u> <u>FY 19/20</u>	<u>Re-est</u> <u>FY 20/21</u>	<u>Projected</u> <u>FY 21/22</u>	<u>Projected</u> <u>FY 22/23</u>	<u>Projected</u> <u>FY 23/24</u>
July 1 Balance	\$ 193,032	\$ 418,674	\$ 984,372	\$ 583,708	\$ 416,330	\$ 665,556	\$ 923,096
One time set aside (\$50,000)	-	-	-	-	-	-	-
Estimated Revenue:							
Local option sales tax	** 1,471,239 **	1,594,410 **	1,734,888 **	1,771,719 **	1,771,719 **	1,771,719 **	885,860 **
Interest income	7,485	21,982	30,261	5,000	5,000	5,000	5,000
Aquatic donation-repmt	-	-	-	-	-	-	-
P&I set aside	-	-	-	-	-	-	-
Expenses:							
Tax relief	(379,255)	(400,694)	(415,812)	(467,786)	(444,180)	(444,180)	(222,715)
Small Business Relief Loan	-	-	(100,000.00)	-	-	-	-
Rec Center Bldg Imprvmnts	-	-	-	(60,000) x	-	-	-
Southside Shelterhouse Imp	(6,845)	-	-	(33,000) x	-	-	-
Transfers (Projects):							
Streets Rehab Projects	(150,000)	-	-	(500,000)	(500,000)	(500,000)	(500,000)
Trails	(291,982)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Streets Maintenance Building	-	(350,000)	(1,500,000)	-	-	-	-
Merchants Park Imp	-	-	-	-	-	-	-
Graham Park District-Phase I	(75,000)	-	-	-	-	-	-
City Hall/Library Construction	(350,000)	(150,000)	-	-	-	-	-
Miracle Field	-	-	-	(50,000) x	-	-	-
Pump Station/Irrigation System	-	-	-	(58,312)	(58,313)	-	-
Rec Center Bldg Project	-	-	-	(625,000)	(375,000)	-	-
Aquatic Center Slide	-	-	-	-	-	(425,000)	-
Carryover Balance	<u>\$ 418,674</u>	<u>\$ 984,372</u>	<u>\$ 583,708</u>	<u>\$ 416,330</u>	<u>\$ 665,556</u>	<u>\$ 923,096</u>	<u>\$ 941,241</u>

** - LOST vote passed August 7, 2012 to continue collections January 1, 2014 - December 31, 2023. Estimate based on information received from the IA Dept. of Revenue.

x - Plan to carryover from FY 2020 Budget.

HOTEL/MOTEL TAX COLLECTIONS
June 30, 2020

	<u>Actual</u> <u>FY 17/18</u>	<u>Actual</u> <u>FY 18/19</u>	<u>Actual</u> <u>FY 19/20</u>	<u>BUDGET</u> <u>FY 20/21</u>	<u>Projected</u> <u>FY 21/22</u>	<u>Projected</u> <u>FY 22/23</u>	<u>Projected</u> <u>FY 23/24</u>
July 1 Balance	\$ 294,050	\$ 286,192	\$ 339,514	\$ 358,373	\$ 119,876	\$ 199,876	\$ 279,876
One time set aside (\$40,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:							
Hotel/Motel tax	\$ 247,299 (1)	\$ 207,299 (1)	\$ 212,228 (1)	\$ 220,000 (1)	\$ 220,000 (1)	\$ 220,000 (1)	\$ 220,000 (1)
Interest income	\$ 4,088	\$ 7,373	\$ 8,613	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000
Expenses:							
Cultural support	\$ 1,104	\$ (6,931)	\$ 3,491	\$ (6,497)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Theater improvements	\$ -	\$ -	\$ -	\$ (250,000)	\$ -	\$ -	\$ -
Park & rec capital:							
Rec Center HVAC Upgrades	\$ -	\$ -	\$ -	\$ (50,000)	\$ -	\$ -	\$ -
150th Anniversary	\$ -	\$ (20,250)	\$ (20,000)	\$ -	\$ -	\$ -	\$ -
Tourism promotion (Chamber)	\$ (15,965)	\$ (34,168)	\$ (27,631)	\$ (30,000)	\$ (22,000)	\$ (22,000)	\$ (22,000)
Comm Dvlp - Public Relations	\$ -	\$ -	\$ (5,267)	\$ (25,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Transfers (Projects):							
Merchants Park Improvements	\$ (44,384)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Trails	\$ (150,000)	\$ (100,000)	\$ (152,575)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)
Accessible Playground Equip.	\$ (50,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Carryover Balance	<u>\$ 286,192</u>	<u>\$ 339,514</u>	<u>\$ 358,373</u>	<u>\$ 119,876</u>	<u>\$ 199,876</u>	<u>\$ 279,876</u>	<u>\$ 359,876</u>

(1) - Subject to IA Code 423A.7(4)(a) - at least fifty percent of the revenues shall be expended for the acquisition of sites for, or constructing, improving, enlarging, equipping, repairing, operating, or maintaining of recreation, convention, cultural, or entertainment facilities including but not limited to memorial buildings, halls and monuments, civic center convention buildings, auditoriums, coliseums, and parking areas or facilities located at those recreation, convention, cultural, or entertainment facilities or the payment of principal and interest, when due, on bonds or other evidence of indebtedness issued by the county or city for those recreation, convention, cultural, or entertainment facilities; or for the promotion and encouragement of tourist and convention business in the city or county and surrounding areas.

CITY OF CARROLL
FISCAL YTD FUND BALANCES
AS OF: JUNE 30TH, 2020

	07/1/19 BALANCE	YTD REVENUE	YTD EXPENSE	ENDING BALANCE
GENERAL FUND	3,834,858.00	7,584,228.68	7,506,732.96	3,912,353.72
GENERAL FUND DEPRECIATION	0.00	0.00	0.00	0.00
HOTEL/MOTEL TAX	379,514.23	235,251.67	216,392.28	398,373.62
ROAD USE TAX FUND	1,805,795.38	1,426,353.66	1,484,178.51	1,747,970.53
EMP BENEFIT S.R.	0.00	900,805.42	900,805.42	0.00
EMERGENCY S.R.	0.00	0.00	0.00	0.00
LOCAL OPTION SALES TAX	1,034,372.00	1,765,148.47	2,165,812.00	633,708.47
U.R. DOWNTOWN S.R.	136,102.43	962,986.71	965,908.26	133,180.88
U.R. ASHWOOD BUSINESS PRK	0.00	35,133.37	35,133.37	0.00
REC CENTER TRUST FUND	34,664.66	640.20	179.69	35,125.17
LIBRARY TRUST FUND	69,858.32	6,048.49	24,484.25	51,422.56
POLICE FORFEITURE	12,839.77	2,749.11	8,395.21	7,193.67
CRIME PREV/SPEC PROJECTS	64,935.90	16,076.37	43,324.47	37,687.80
POLICE K9 FUND	489.24	0.00	489.24	0.00
DEBT SERVICE FUND	87,622.46	2,032,002.17	2,030,962.50	88,662.13
C.P. - EQUIPMENT PURCHASE	0.00	460,388.57	460,206.21	182.36
C.P. - AIRPORT	(41,275.28)	56,951.53	67,650.03	(51,973.78)
C.P. STREETS	(415,516.24)	1,577,569.09	221,343.04	940,709.81
C.P. - CORRIDOR OF COMM.	74,525.36	1,248,348.99	80,687.81	1,242,186.54
C.P.-PARKS & RECREATION	1,248,178.04	470,897.52	1,356,749.15	362,326.41
C.P.-OUTDOOR AQUATIC CENT	0.00	0.00	0.00	0.00
C.P.-STREETS MAINT BLDG	2,874,677.27	2,145,744.66	243,399.58	4,777,022.35
LIBRARY/CITY HALL REMODEL	1,931,014.21	1,081,308.10	3,007,750.27	4,572.04
C.P. - HOUSING FUND	0.00	11,260.00	11,260.00	0.00
PERPETUAL CARE FUND	512,803.96	24,727.50	0.00	537,531.46
REC CNTR TRST-PERMANENT	35,305.50	2,461.34	0.00	37,766.84
WATER UTILITY FUND	2,633,490.36	2,502,615.85	3,513,082.67	1,623,023.54
WATER UTILITY DEPR.	841,891.33	65,715.83	0.00	907,607.16
WATER UTILITY CAP. IMP.	115,451.91	1,300,309.93	935,692.26	480,069.58
WATER METER DEPOSIT	45,245.90	10,650.00	10,375.00	45,520.90
SEWER UTILITY FUND	4,069,611.54	2,197,744.63	2,615,369.28	3,651,986.89
SEWER UTILITY DEPR.	637,415.72	46,685.67	0.00	684,101.39
SEWER UTILITY CAP. IMP.	537,159.80	644,823.80	1,016,321.77	165,661.83
S.U. DEBT SERV RESERVE	0.00	0.00	0.00	0.00
STORM WATER UTILITY	665,104.38	280,008.88	106,748.00	838,365.26
STORM WATER CAP. IMP.	386,693.07	5,434.22	347,598.90	44,528.39
MEDICAL INSURANCE FUND	874,735.81	630,492.82	547,022.02	958,206.61
TOTAL	24,487,565.03	29,731,563.25	29,924,054.15	24,295,074.13

*** END OF REPORT ***

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 21
 FY 21 thru FY 25

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Aquatic Center							
Aquatic Center Slide <i>LOST</i>	AQC-23-001			425,000			425,000
				425,000			425,000
Aquatic Center Total				425,000			425,000
Golf Course							
Pump Station & Irrigation Control System <i>General Fund Levy</i> <i>LOST</i>	GLF-22-002	116,625 58,313 58,312	116,625 58,312 58,312				233,250 116,625 116,625
Golf Cart Shed <i>Undetermined</i>	GLF-25-001					200,000 200,000	200,000 200,000
Golf Course Total		116,625	116,625			200,000	433,250
Parks							
Trails Expansion <i>Hotel / Motel Tax</i> <i>LOST</i> <i>Undetermined</i>	PRK-17-001		750,000 100,000 150,000	100,000 150,000 117,616			750,000 200,000 300,000 117,616
Graham Park Revitalization Project	PRK-21-002	160,000					160,000
Parks Total		160,000	750,000				910,000
Recreation Center							
Theater Improvements <i>Hotel / Motel Tax</i>	REC-21-001	250,000 250,000					250,000 250,000
Rec Center Pool/Gym/Locker Room <i>G.O. Bond (Citizen Vote)</i> <i>G.O. Bond (LOST)</i> <i>LOST</i>	REC-22-001		13,710,000 5,620,000 7,090,000 1,000,000				13,710,000 5,620,000 7,090,000 1,000,000
Recreation Center Total		250,000	13,710,000				13,960,000
Streets							
Street Maintenance Building	STR-14-003	4,600,000					4,600,000
Downtown Streetscape Phase 10 <i>Tax Increment Financing</i>	STR-18-002	1,200,000 1,200,000					1,200,000 1,200,000
Downtown Streetscape Phase 11 <i>Tax Increment Financing</i>	STR-19-002	25,000	54,735		1,600,000 1,600,000		1,679,735 1,600,000
Sidewalks <i>General Fund Levy</i>	STR-19-003	50,000 50,000	50,000 50,000	50,000 50,000	50,000 50,000	50,000 50,000	250,000 250,000
Street Rehab - 2020 <i>Cash on Hand</i>	STR-21-002	1,436,550 90,000					1,436,550 90,000

Department	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
<i>Federal Grant</i>		600,000					600,000
<i>LOST</i>		425,000					425,000
<i>Road Use Tax</i>		250,000					250,000
<i>Storm Water Utility</i>		100,000					100,000
Street Rehab - 2021	STR-22-001	75,000	625,000				700,000
<i>LOST</i>		75,000	425,000				500,000
<i>Road Use Tax</i>			100,000				100,000
<i>Storm Water Utility</i>			100,000				100,000
Medium Duty Truck Purchase	STR-22-002		175,000				175,000
<i>Road Use Tax</i>			175,000				175,000
Street Rehab - 2022	STR-23-001		75,000	625,000			700,000
<i>LOST</i>			75,000	425,000			500,000
<i>Road Use Tax</i>				100,000			100,000
<i>Storm Water Utility</i>				100,000			100,000
CBD Street Resurfacing	STR-23-002				150,000	1,000,000	1,150,000
<i>Tax Increment Financing</i>					150,000	1,000,000	1,150,000
Street Rehab - 2023	STR-24-001			75,000	625,000		700,000
<i>LOST</i>				75,000	425,000		500,000
<i>Road Use Tax</i>					100,000		100,000
<i>Storm Water Utility</i>					100,000		100,000
US 30 Traffic Signals	STR-24-002					60,000	60,000
<i>Tax Increment Financing</i>						60,000	60,000
Street Rehab - 2024	STR-25-001				75,000	625,000	700,000
<i>LOST</i>					75,000	425,000	500,000
<i>Road Use Tax</i>						100,000	100,000
<i>Storm Water Utility</i>						100,000	100,000
Streets Total		7,386,550	979,735	750,000	2,500,000	1,735,000	13,351,285
Wastewater							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
<i>Sewer Utility</i>		100,000	1,000,000				1,100,000
WWTP Improvements-2024	WWTP-24-001			190,000	1,260,000		1,450,000
<i>Sewer Utility</i>				190,000	1,260,000		1,450,000
Wastewater Total		100,000	1,000,000	190,000	1,260,000		2,550,000
Water							
Watermain Replacement	WTR-20-001	1,000,000					1,000,000
<i>Water Utility</i>		1,000,000					1,000,000
Well Construction	WTR-20-002	650,000					650,000
<i>Water Utility</i>		650,000					650,000
Watermain Replacement	WTR-22-001		50,000	450,000			500,000
<i>Water Utility</i>			50,000	450,000			500,000
Water Total		1,650,000	50,000	450,000			2,150,000
GRAND TOTAL		9,663,175	16,606,360	1,815,000	3,760,000	1,935,000	33,779,535

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 21
 FY 21 thru FY 25

PROJECTS BY DEPARTMENT

Department	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Aquatic Center							
Aquatic Center Slide	AQC-23-001			425,000			425,000
Aquatic Center Total				425,000			425,000
Golf Course							
Pump Station & Irrigation Control System	GLF-22-002	116,625	116,625				233,250
Golf Cart Shed	GLF-25-001					200,000	200,000
Golf Course Total		116,625	116,625			200,000	433,250
Parks							
Trails Expansion	PRK-17-001		750,000				750,000
Graham Park Revitalization Project	PRK-21-002	160,000					160,000
Parks Total		160,000	750,000				910,000
Recreation Center							
Theater Improvements	REC-21-001	250,000					250,000
Rec Center Pool/Gym/Locker Room	REC-22-001		13,710,000				13,710,000
Recreation Center Total		250,000	13,710,000				13,960,000
Streets							
Street Maintenance Building	STR-14-003	4,600,000					4,600,000
Downtown Streetscape Phase 10	STR-18-002	1,200,000					1,200,000
Downtown Streetscape Phase 11	STR-19-002	25,000	54,735		1,600,000		1,679,735
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
Street Rehab - 2020	STR-21-002	1,436,550					1,436,550
Street Rehab - 2021	STR-22-001	75,000	625,000				700,000
Medium Duty Truck Purchase	STR-22-002		175,000				175,000
Street Rehab - 2022	STR-23-001		75,000	625,000			700,000
CBD Street Resurfacing	STR-23-002				150,000	1,000,000	1,150,000
Street Rehab - 2023	STR-24-001			75,000	625,000		700,000
US 30 Traffic Signals	STR-24-002					60,000	60,000
Street Rehab - 2024	STR-25-001				75,000	625,000	700,000
Streets Total		7,386,550	979,735	750,000	2,500,000	1,735,000	13,351,285
Wastewater							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
WWTP Improvements-2024	WWTP-24-001			190,000	1,260,000		1,450,000
Wastewater Total		100,000	1,000,000	190,000	1,260,000		2,550,000
Water							
Watermain Replacement	WTR-20-001	1,000,000					1,000,000

Department	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Well Construction	WTR-20-002	650,000					650,000
Watermain Replacement	WTR-22-001		50,000	450,000			500,000
	Water Total	1,650,000	50,000	450,000			2,150,000
	GRAND TOTAL	9,663,175	16,606,360	1,815,000	3,760,000	1,935,000	33,779,535

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 21
 FY 21 thru FY 25

PROJECTS BY FUNDING SOURCE

Source	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
Cash on Hand							
Street Rehab - 2020	STR-21-002	90,000					90,000
Cash on Hand Total		90,000					90,000
Federal Grant							
Street Rehab - 2020	STR-21-002	600,000					600,000
Federal Grant Total		600,000					600,000
G.O. Bond (Citizen Vote)							
Rec Center Pool/Gym/Locker Room	REC-22-001		5,620,000				5,620,000
G.O. Bond (Citizen Vote) Total			5,620,000				5,620,000
G.O. Bond (LOST)							
Rec Center Pool/Gym/Locker Room	REC-22-001		7,090,000				7,090,000
G.O. Bond (LOST) Total			7,090,000				7,090,000
General Fund Levy							
Pump Station & Irrigation Control System	GLF-22-002	58,313	58,312				116,625
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
General Fund Levy Total		108,313	108,312	50,000	50,000	50,000	366,625
Hotel / Motel Tax							
Trails Expansion	PRK-17-001	100,000	100,000				200,000
Theater Improvements	REC-21-001	250,000					250,000
Hotel / Motel Tax Total		350,000	100,000				450,000
LOST							
Aquatic Center Slide	AQC-23-001			425,000			425,000
Pump Station & Irrigation Control System	GLF-22-002	58,312	58,312				116,625
Trails Expansion	PRK-17-001	150,000	150,000				300,000
Rec Center Pool/Gym/Locker Room	REC-22-001		1,000,000				1,000,000
Street Rehab - 2020	STR-21-002	425,000					425,000
Street Rehab - 2021	STR-22-001	75,000	425,000				500,000
Street Rehab - 2022	STR-23-001		75,000	425,000			500,000
Street Rehab - 2023	STR-24-001			75,000	425,000		500,000
Street Rehab - 2024	STR-25-001				75,000	425,000	500,000

Source	Project #	FY 21	FY 22	FY 23	FY 24	FY 25	Total
LOST Total		708,312	1,708,313	925,000	500,000	425,000	4,266,625
Road Use Tax							
Street Rehab - 2020	STR-21-002	250,000					250,000
Street Rehab - 2021	STR-22-001		100,000				100,000
Medium Duty Truck Purchase	STR-22-002		175,000				175,000
Street Rehab - 2022	STR-23-001			100,000			100,000
Street Rehab - 2023	STR-24-001				100,000		100,000
Street Rehab - 2024	STR-25-001					100,000	100,000
Road Use Tax Total		250,000	275,000	100,000	100,000	100,000	825,000
Sewer Utility							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
WWTP Improvements-2024	WWTP-24-001			190,000	1,260,000		1,450,000
Sewer Utility Total		100,000	1,000,000	190,000	1,260,000		2,550,000
Storm Water Utility							
Street Rehab - 2020	STR-21-002	100,000					100,000
Street Rehab - 2021	STR-22-001		100,000				100,000
Street Rehab - 2022	STR-23-001			100,000			100,000
Street Rehab - 2023	STR-24-001				100,000		100,000
Street Rehab - 2024	STR-25-001					100,000	100,000
Storm Water Utility Total		100,000	100,000	100,000	100,000	100,000	500,000
Tax Increment Financing							
Downtown Streetscape Phase 10	STR-18-002	1,200,000					1,200,000
Downtown Streetscape Phase 11	STR-19-002				1,600,000		1,600,000
CBD Street Resurfacing	STR-23-002				150,000	1,000,000	1,150,000
US 30 Traffic Signals	STR-24-002					60,000	60,000
Tax Increment Financing Total		1,200,000			1,750,000	1,060,000	4,010,000
Undetermined							
Golf Cart Shed	GLF-25-001					200,000	200,000
Trails Expansion	PRK-17-001		117,616				117,616
Undetermined Total			117,616			200,000	317,616
Water Utility							
Watermain Replacement	WTR-20-001	1,000,000					1,000,000
Well Construction	WTR-20-002	650,000					650,000
Watermain Replacement	WTR-22-001		50,000	450,000			500,000
Water Utility Total		1,650,000	50,000	450,000			2,150,000
GRAND TOTAL		5,156,625	16,169,241	1,815,000	3,760,000	1,935,000	28,835,866

2014 Citizen Key Survey Questions

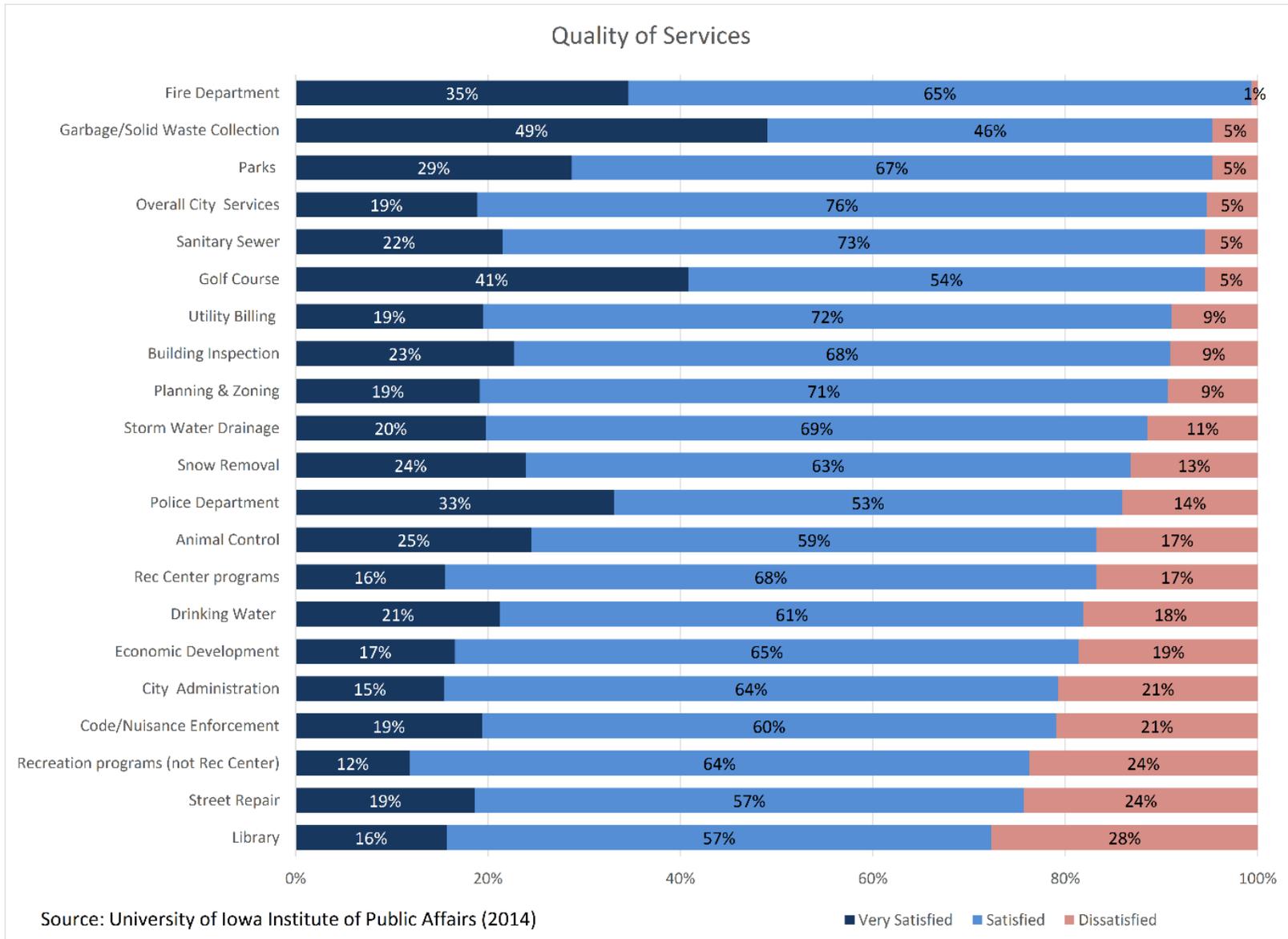
The City of Carroll completed a community survey in the Summer of 2019 to obtain feedback on potential improvements at the Carroll Recreation Center. The last community survey completed by the City of Carroll was in the Winter of 2014.

The City asked two similar questions on both of these surveys, these two questions were:

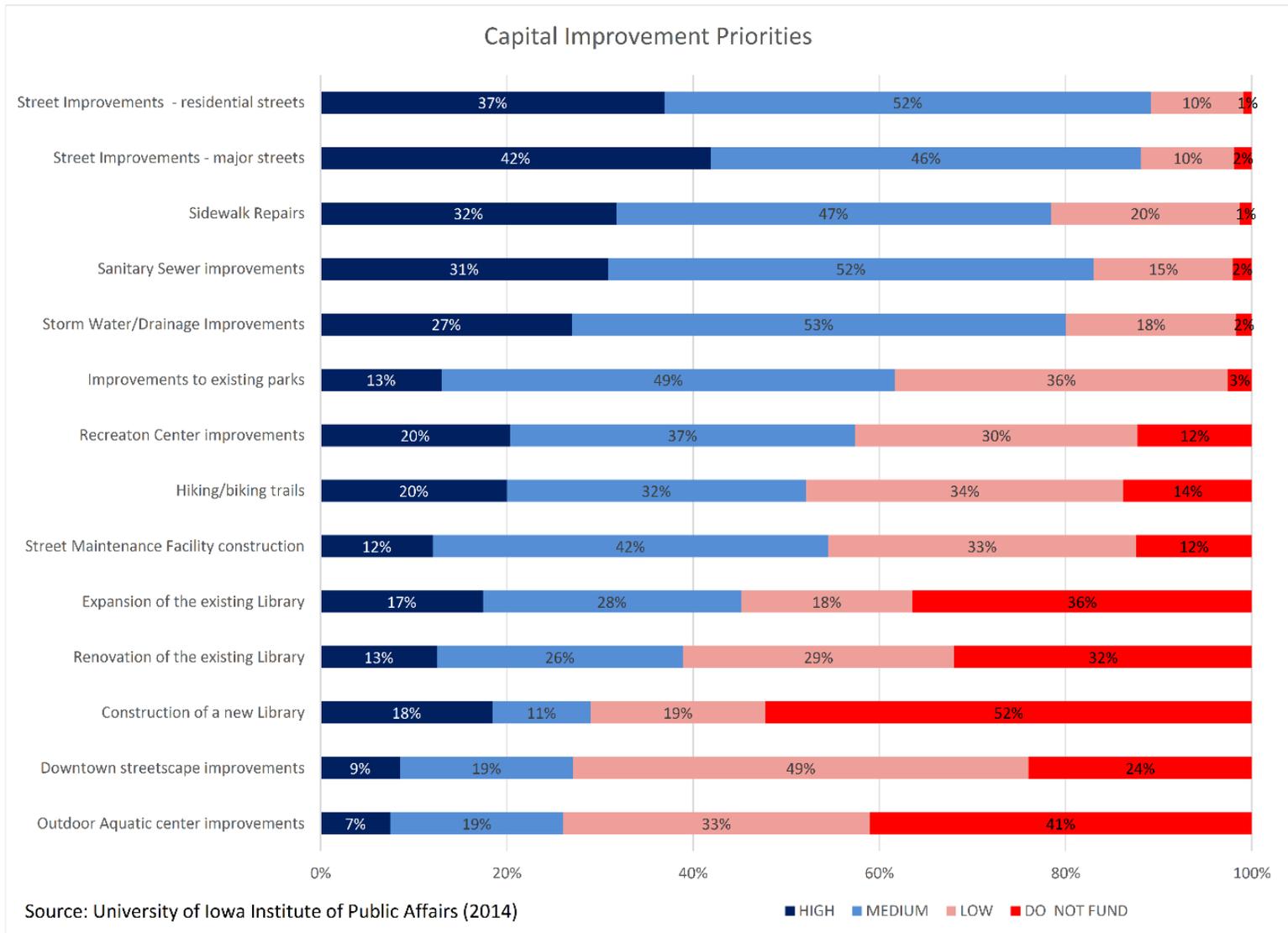
- How satisfied are you with overall city services?
- What priority do you believe should be placed on overall infrastructure improvement projects?

This document highlights the results of these two questions from the Winter 2014 survey.

Question II. Quality of Service. Please rate the quality of each of these services



Question III. Capital Improvements Priorities. The City is developing a five-year capital improvements program. What priorities do you give the following infrastructure improvement projects?



	VERY SATIS.	SATIS	NOT SATIS	VERY DISSATIS	UNSURE/NO OPINION		VERY SATIS.	SATIS	NOT SATIS	VERY DISSATIS	UNSURE/NO OPINION
II. QUALITY OF SERVICE											
1. Animal Control	66	158	37	8	60	329	20.1%	48.0%	11.2%	2.4%	18.2%
2. Building Inspection	50	150	12	8	109	329	15.2%	45.6%	3.6%	2.4%	33.1%
3. Code/Nuisance Enforcement	50	154	41	13	71	329	15.2%	46.8%	12.5%	4.0%	21.6%
4. Economic Development	49	192	48	7	33	329	14.9%	58.4%	14.6%	2.1%	10.0%
5. Fire Department	109	204	2	0	14	329	33.1%	62.0%	0.6%	0.0%	4.3%
6. Garbage/Solid Waste Collection	158	149	12	3	7	329	48.0%	45.3%	3.6%	0.9%	2.1%
7. Golf Course	82	108	7	4	128	329	24.9%	32.8%	2.1%	1.2%	38.9%
8. Library	46	166	58	23	36	329	14.0%	50.5%	17.6%	7.0%	10.9%
9. Parks	91	211	14	1	12	329	27.7%	64.1%	4.3%	0.3%	3.6%
10. Planning & Zoning	41	153	17	3	115	329	12.5%	46.5%	5.2%	0.9%	35.0%
11. Police Department	101	161	36	7	24	329	30.7%	48.9%	10.9%	2.1%	7.3%
12. Rec Center programs	39	170	37	5	78	329	11.9%	51.7%	11.2%	1.5%	23.7%
13. Recreation programs (not Rec Center)	26	141	46	6	110	329	7.9%	42.9%	14.0%	1.8%	33.4%
14. Sanitary Sewer	63	214	13	3	36	329	19.1%	65.0%	4.0%	0.9%	10.9%
15. Snow Removal	76	200	40	2	11	329	23.1%	60.8%	12.2%	0.6%	3.3%
16. Street Repair	59	181	68	9	12	329	17.9%	55.0%	20.7%	2.7%	3.6%
17. Storm Water Drainage	57	198	26	7	41	329	17.3%	60.2%	7.9%	2.1%	12.5%
18. Utility Billing	59	217	24	3	26	329	17.9%	66.0%	7.3%	0.9%	7.9%
19. Drinking Water	67	191	44	13	14	329	20.4%	58.1%	13.4%	4.0%	4.3%
20. City Administration	44	182	34	25	44	329	13.4%	55.3%	10.3%	7.6%	13.4%
21. Overall City Services	57	229	14	2	27	329	17.3%	69.6%	4.3%	0.6%	8.2%
III. CAPITAL IMPROVEMENTS PRIORITIES											
	HIGH	MEDIUM	LOW	DO NOT FUND	NO OPINION		HIGH	MEDIUM	LOW	DO NOT FUND	NO OPINION
1. Street Improvements - residential streets	119	168	32	3	7	329	36.2%	51.1%	9.7%	0.9%	2.1%
2. Street Improvements - major streets	134	148	32	6	9	329	40.7%	45.0%	9.7%	1.8%	2.7%
3. Downtown streetscape improvements	27	59	155	76	12	329	8.2%	17.9%	47.1%	23.1%	3.6%
4. Storm Water/Drainage Improvements	81	159	55	5	29	329	24.6%	48.3%	16.7%	1.5%	8.8%
5. Sanitary Sewer improvements	91	154	44	6	34	329	27.7%	46.8%	13.4%	1.8%	10.3%
6. Sidewalk Repairs	100	147	64	4	14	329	30.4%	44.7%	19.5%	1.2%	4.3%
7. Improvements to existing parks	40	150	110	8	21	329	12.2%	45.6%	33.4%	2.4%	6.4%
8. Hiking/biking trails	61	98	104	42	24	329	18.5%	29.8%	31.6%	12.8%	7.3%
9. Construction of a new Library	58	33	59	164	15	329	17.6%	10.0%	17.9%	49.8%	4.6%
10. Expansion of the existing Library	54	86	57	113	19	329	16.4%	26.1%	17.3%	34.3%	5.8%
11. Renovation of the existing Library	36	76	84	92	41	329	10.9%	23.1%	25.5%	28.0%	12.5%
12. Outdoor Aquatic center improvements	23	57	101	126	22	329	7.0%	17.3%	30.7%	38.3%	6.7%
13. Recreation Center improvements	63	115	94	38	19	329	19.1%	35.0%	28.6%	11.6%	5.8%
14. Street Maintenance Facility construction	35	123	96	36	39	329	10.6%	37.4%	29.2%	10.9%	11.9%

Source: University of Iowa Institute of Public Affairs (2014)

City of Carroll Community Survey

Findings Report

...helping organizations make better decisions since 1982

2019

Submitted to the City of Carroll

By:
ETC Institute
725 W. Frontier Lane,
Olathe, Kansas
66061

September 2019





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The City of Carroll

Community Interest and Opinion Survey

Executive Summary

Overview

ETC Institute administered a community survey for the City of Carroll during summer 2019. The survey will help the City understand residents' priorities for the Carroll Recreation Center's programs and services within the community. The results of the survey will aid the City of Carroll Parks and Recreation in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of residents.

Methodology

ETC Institute mailed a survey packet to a random sample of households in the City of Carroll. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.cityofcarrollsurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Carroll from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

A total of 392 residents completed the survey. The overall results for the sample of 392 households have a precision of at least +/-4.95 % at the 95% level of confidence.

This report contains the following:

- Charts showing the overall results of the survey (Section 1)
- Tabular data showing the overall results for all questions on the survey (Section 2)
- A copy of the survey instrument (Section 3)

The major findings of the survey are summarized on the following pages.

Overall Satisfaction with Major Categories of City Services

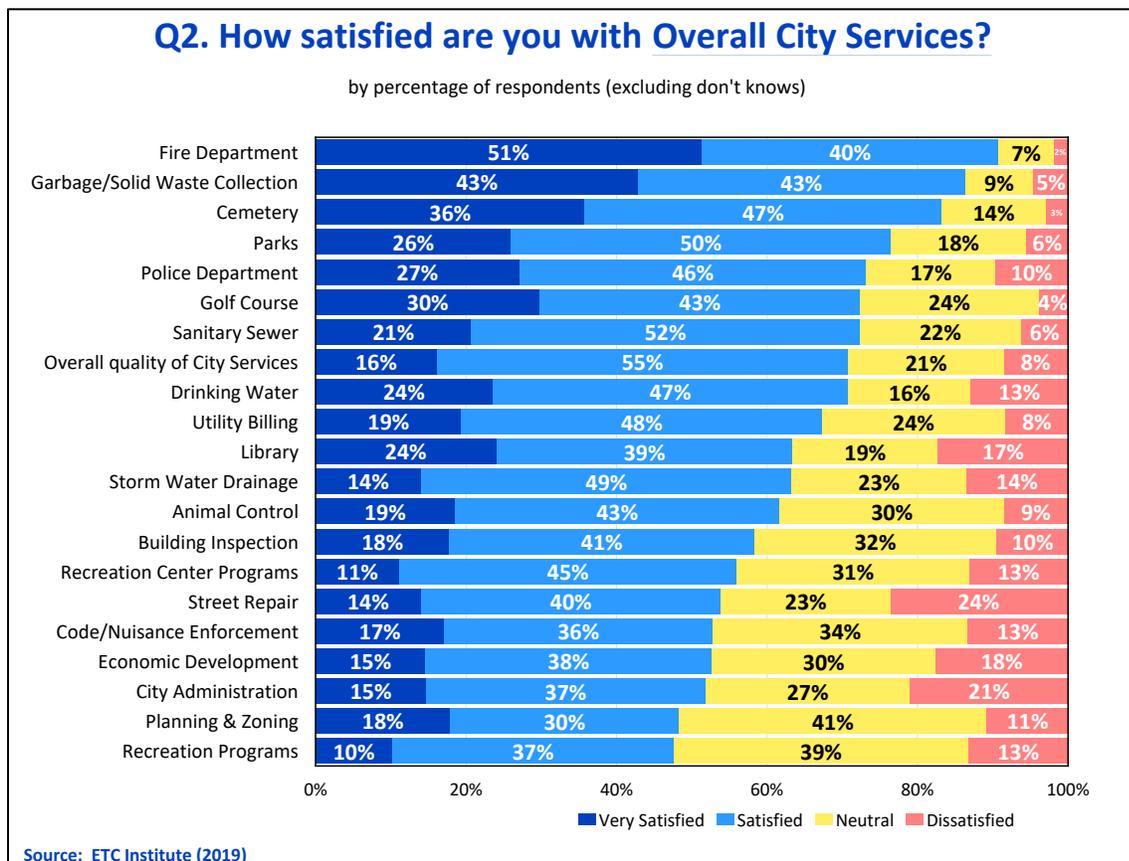
Quality of Life: The major categories of City services that had the highest rating, based upon the combined percentage of “excellent” and “good” responses among residents who had an opinion, were:

- Carroll as a place to raise children (93%)
- Carroll as a place to live (90%)
- Their neighborhood as a place to live (89%)
- Overall quality of life in Carroll (89%)

City Services: The highest levels of satisfaction with items that influence perceptions of the City, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents who had an opinion, were:

- Fire department (91%)
- Garbage/solid waste collection (86%)
- Cemetery (83%).

The chart below shows respondents satisfaction with the 21 aspects of city services assessed.

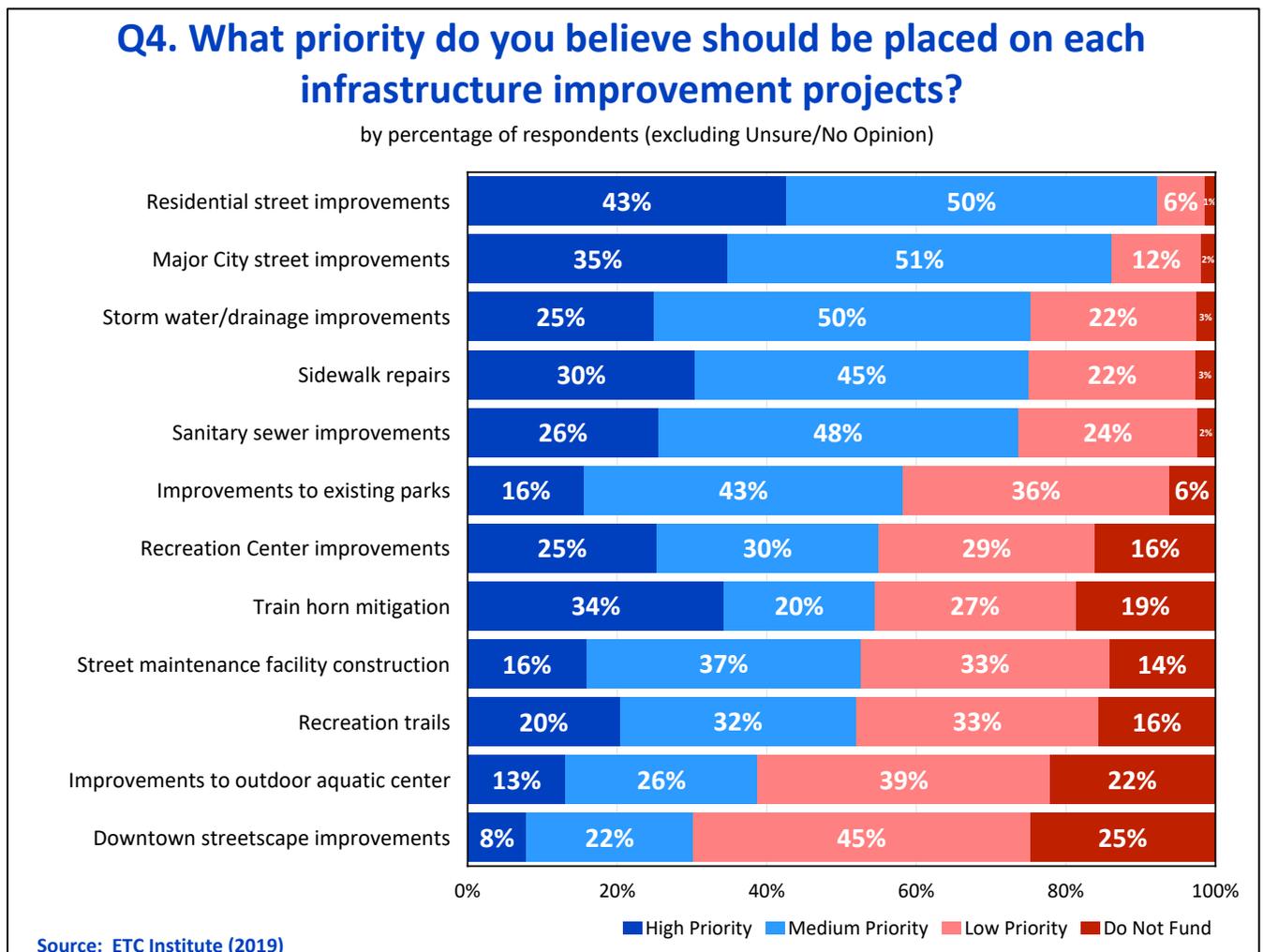


Carroll Government Performance: The highest overall ratings of the City of Carroll, based upon the combined percentage of “excellent” and “good” responses among residents was the leadership of City Manager & appointed staff. The lowest overall rating of the City of Carroll was the level of public involvement in local decision making. Overall, sixty-eight percent of respondents rate the quality of services provided by the City of Carroll as “excellent” and “good”. This rating was the higher than the State of Iowa (62%) and the Federal Government (39%).

Infrastructure Improvement Priorities

Respondents were asked to identify what level of priority should be placed on infrastructure improvement projects. The items that respondents indicated should receive the highest priority from the City during the development of a five-year capital improvement program based upon the combined percentage “high priority” and “medium priority” were: residential street improvements (93%) and major city street improvements (86%). Improvements to outdoor aquatic center and downtown streetscape improvements were the improvements indicated as the lowest priority.

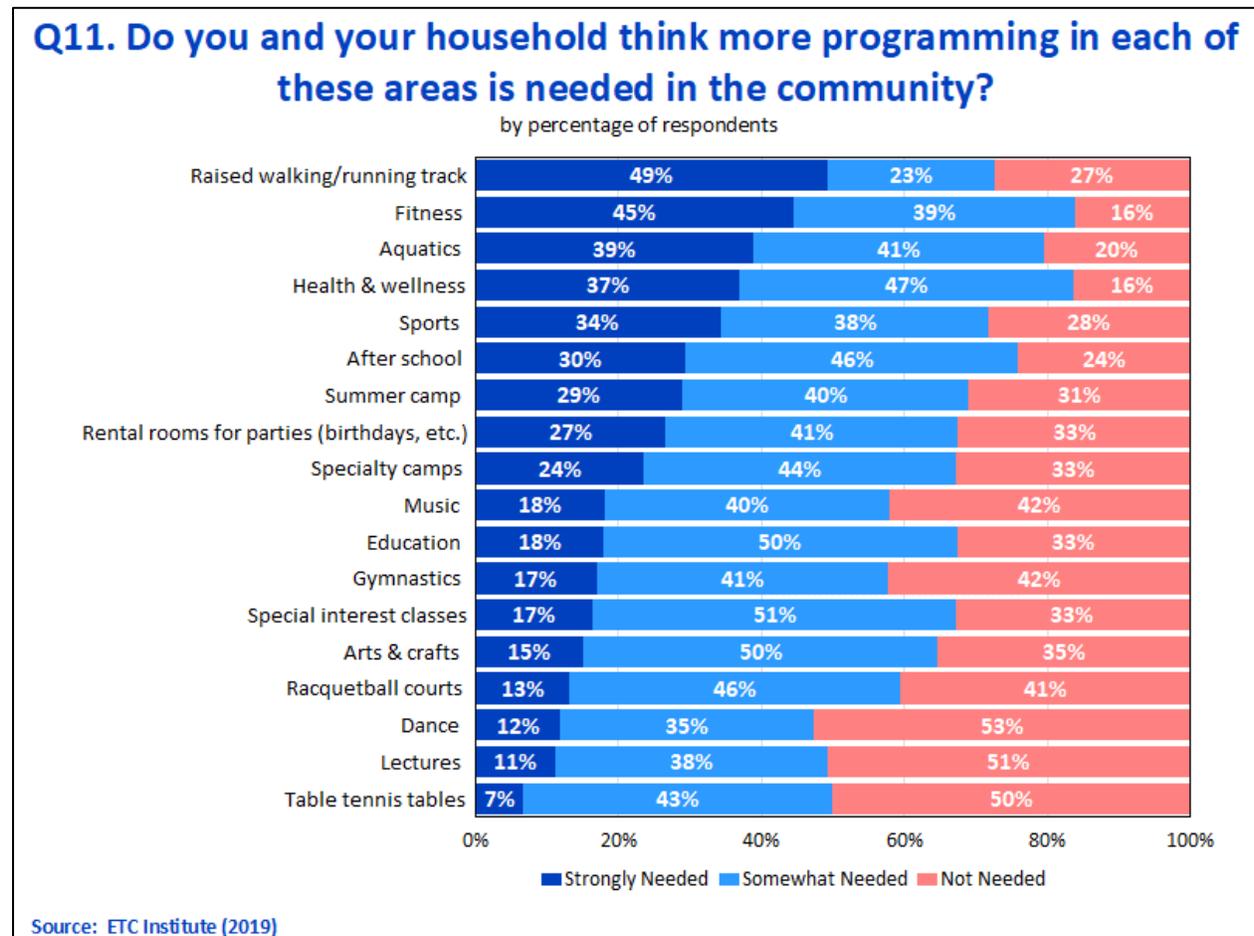
The chart below shows the level of priority for each infrastructure improvement assessed:



Program Needs and Priorities

Programming Needs. Respondents were asked to identify if their household think that more programming was “strongly needed”, “somewhat needed” or “not needed” in the community. The two programs that received the highest levels of “strongly needed” and “somewhat needed” response were: raised walking/running track (49%) and fitness (45%).

The 18 programs that were assessed are shown in the chart below.

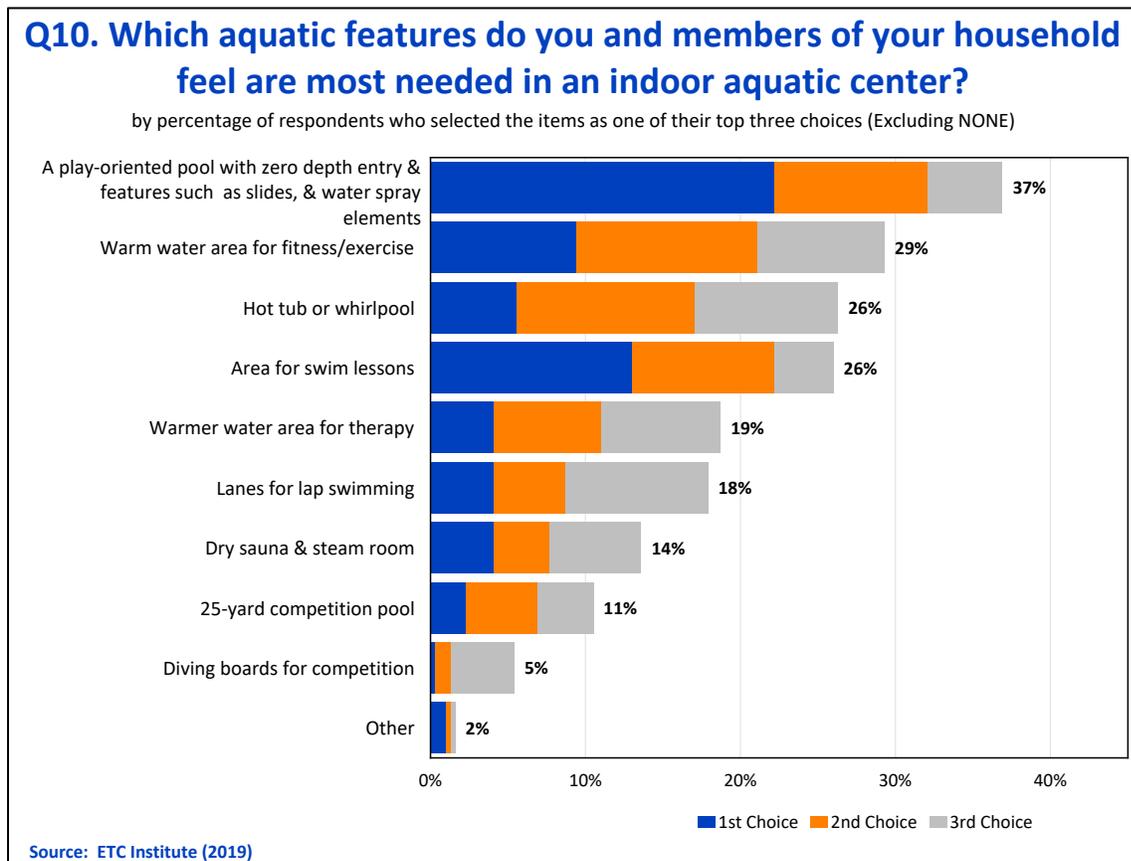


In addition to assessing the needs for each program, respondents were asked which programs they feel are most needed in a new recreation center. The most needed recreation program indicated by households was Health and wellness (28%).

Potential Indoor Aquatic Center: Respondents were asked to indicate what features are needed in an updated indoor aquatic center if Carroll residents were to support updates to the center. Based on the sum of respondents' top three choices, the two most important features to residents were:

- A play-oriented pool with zero depth entry & features such as slides, & water spray elements. (37%).
- Warm water area for fitness/exercise. (29%)

The percentage of residents who selected each feature as one of their top three choices is shown in the chart below.



Carroll Recreation Center

Fifty-six percent (56%) of respondents indicated their household utilized the Carroll Recreation Center within the last year. Of the respondents that utilized the recreation center 39% indicated they use it once a week or more. Thirty-three percent (33%) of respondents who indicated they had not utilized the Carroll Recreation Center in the last year because the center and its programs are too expensive. This was the number one reason respondents indicated they have not utilized the Center.

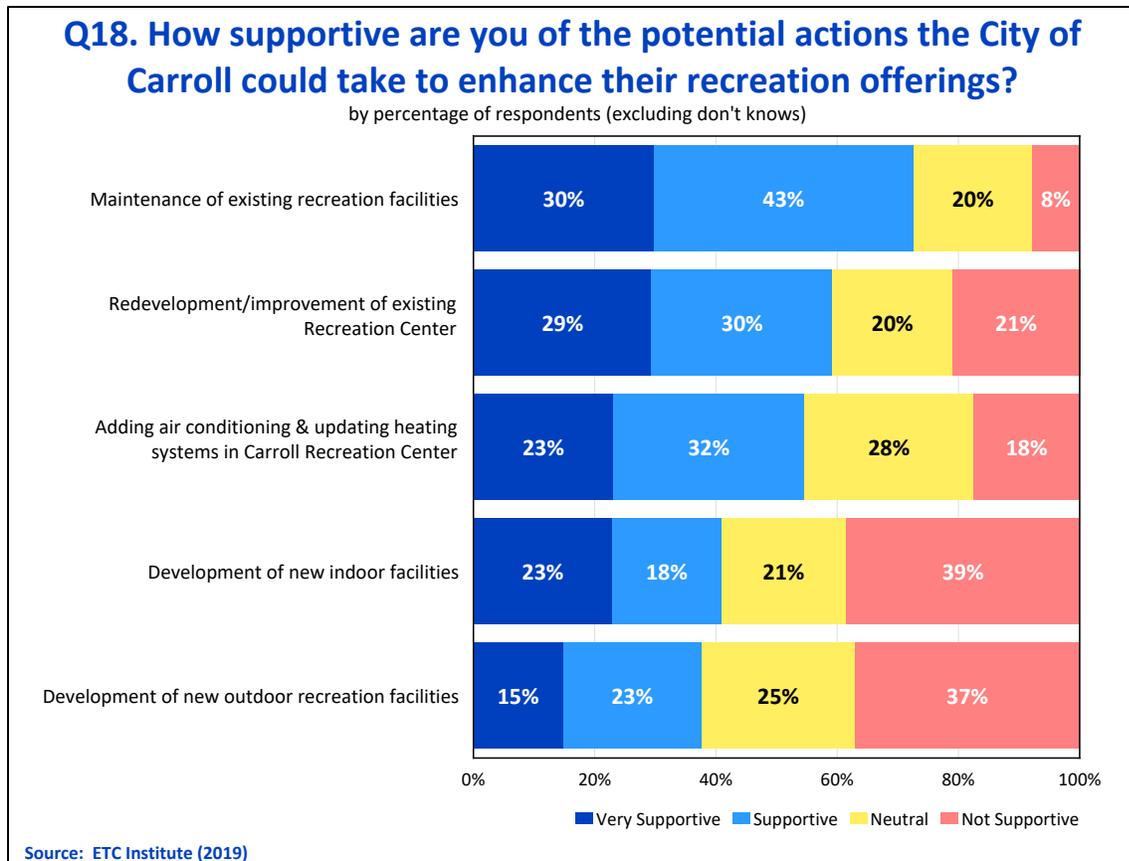
Operational Aspects: T operational aspects of the Carroll Recreation Center 92% of respondents indicated they were either “very satisfied” or “satisfied” with customer service and 91% were satisfied with the quality of instructors. The aspects most important to the enjoyment of the Carroll recreation center was the maintenance/cleanliness (53%).

Major Components: The highest levels of satisfaction based upon the combined percentage of “very satisfied” and “somewhat satisfied” responses, were: location (90%), parking (77%), weight room (76%) and gymnasium (74%). The indoor pool contributed most to the overall enjoyment of the Carroll Recreation Center according to respondents.

Potential Improvements

Respondents were asked to rate their support for five potential actions that the City of Carroll could take to enhance recreation offerings in the City. The action that received the highest levels of support based upon the combined percentage of “very supportive” and “supportive” responses was the maintenance of existing recreation facilities (73%).

The graph below shows the level of support for each of the five potential actions presented to respondents:



Funding Support: Respondents were asked what the maximum amount of additional property taxes they would be willing to pay, per year, to help support the development of an improved Recreation Center. Forty-five percent (45%) of respondents indicated they would support at least a \$10 per year increase. Additionally, 46% of respondents were supportive of increasing the current family membership rate \$10 per month to cover the additional costs needed to complete improvements to the Carroll Recreation Center.

Information Sources

Respondents were asked to which information sources their household utilizes to find out about Carroll recreation programs and services. The two most utilized information sources were: social media (42%) and the newspaper (30%). Twenty-three percent (23%) of respondents indicated they do not get any information regarding the recreation programs and services.

Additional Findings

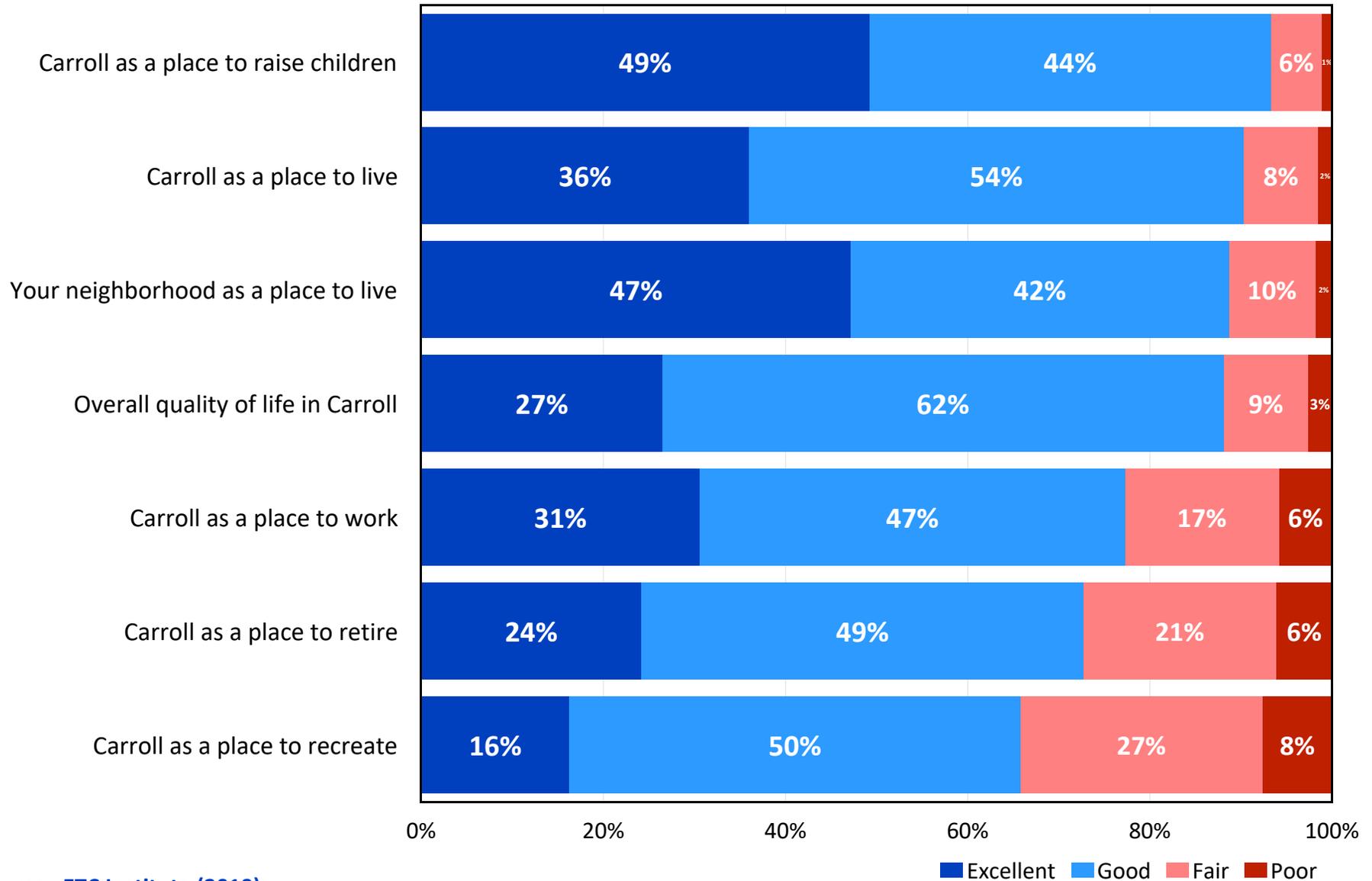
- Forty-four percent (44%) of respondents indicated they use the Carroll Recreation Center for indoor recreation needs.
- Thirty-five percent (35%) of respondents feel the development of an updated recreation center is a high priority compared to other issues in Carroll.
- Sixty-nine percent of respondents “strongly agree” or “agree” that it is valuable to have a community recreation center.

Section 1

Charts and Graphs

Q1. How would you rate the following aspects of Quality of Life in the City of Carroll?

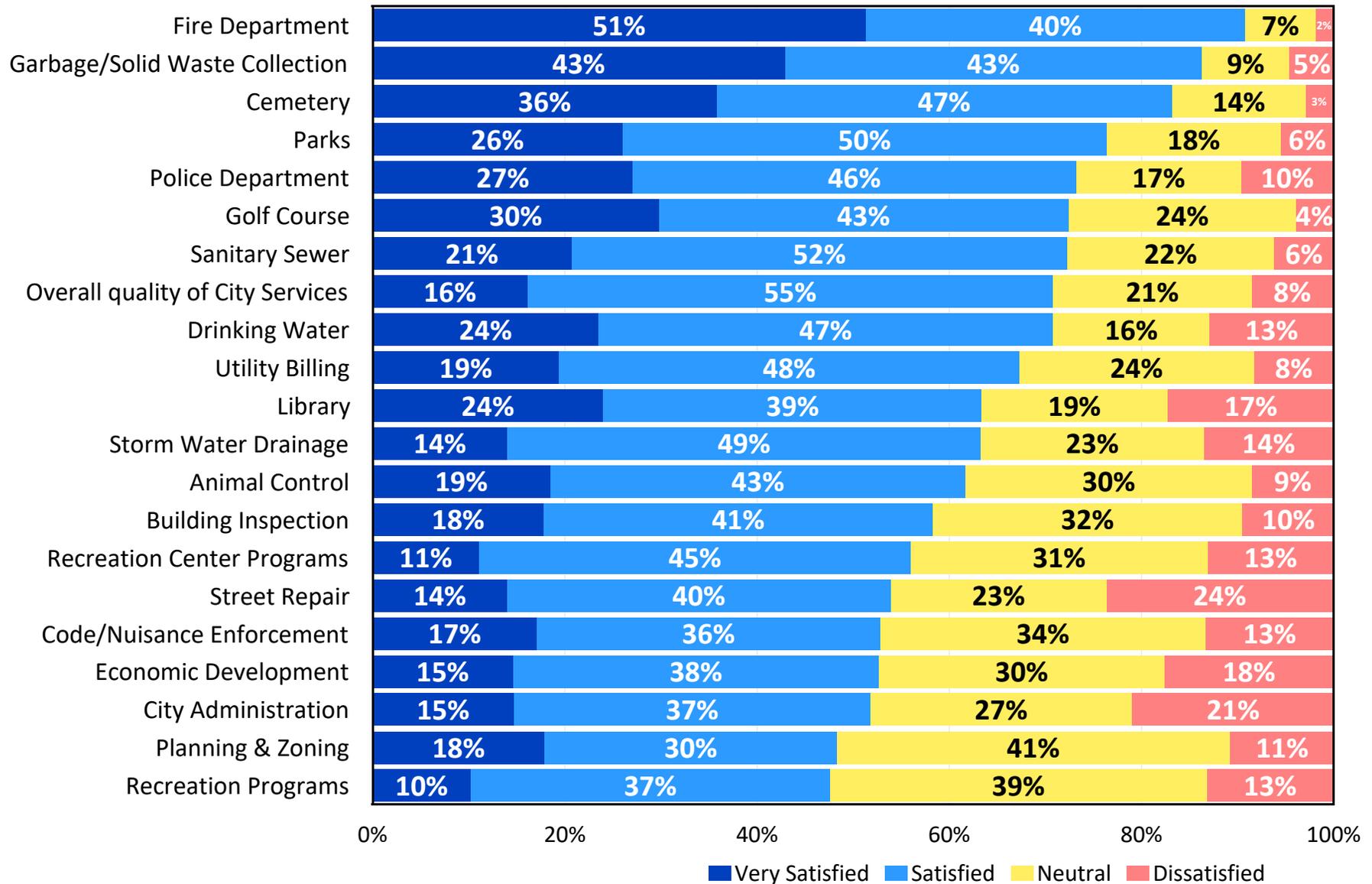
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q2. How satisfied are you with Overall City Services?

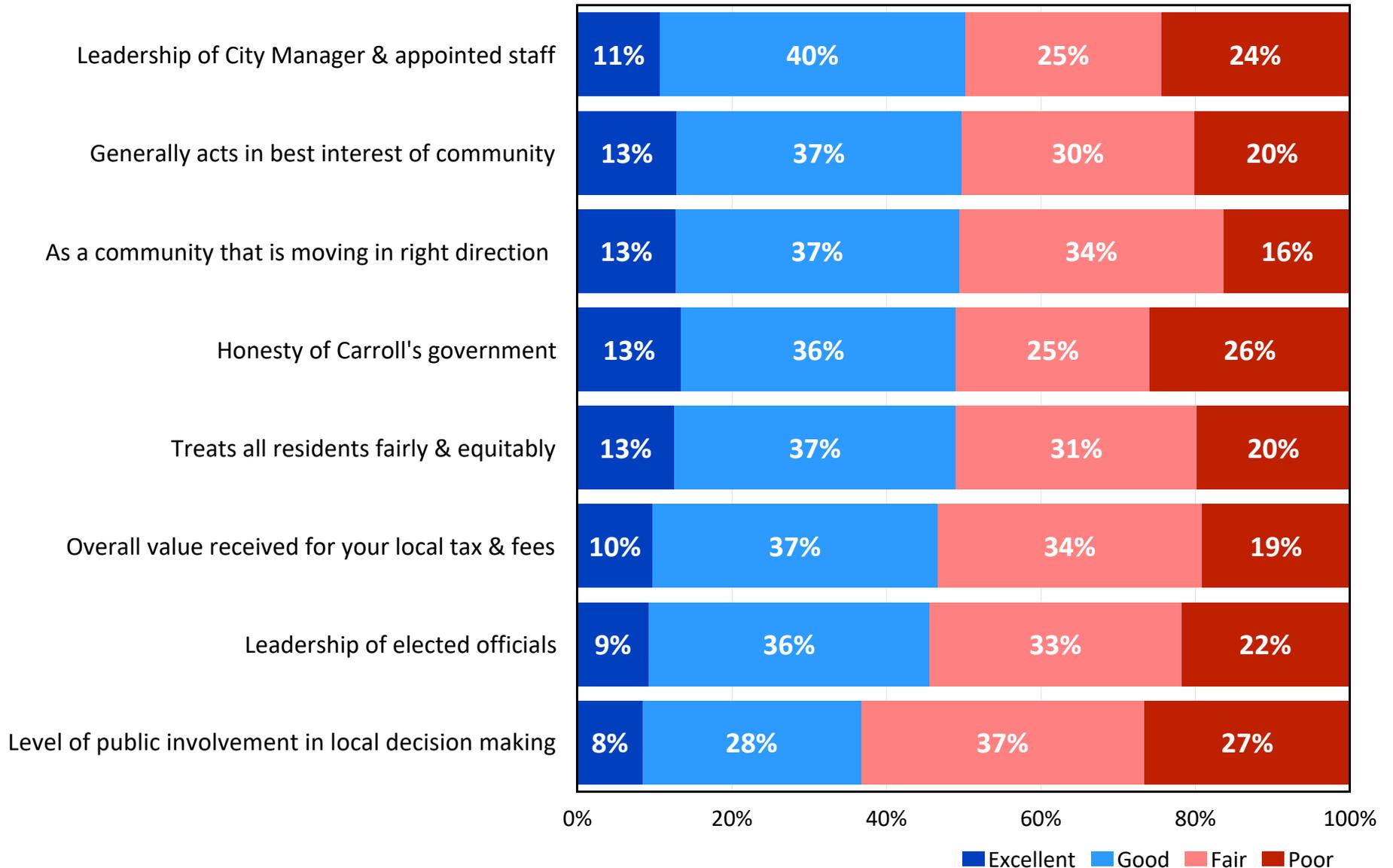
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q3. How would you rate the following categories of Carroll Government Performance?

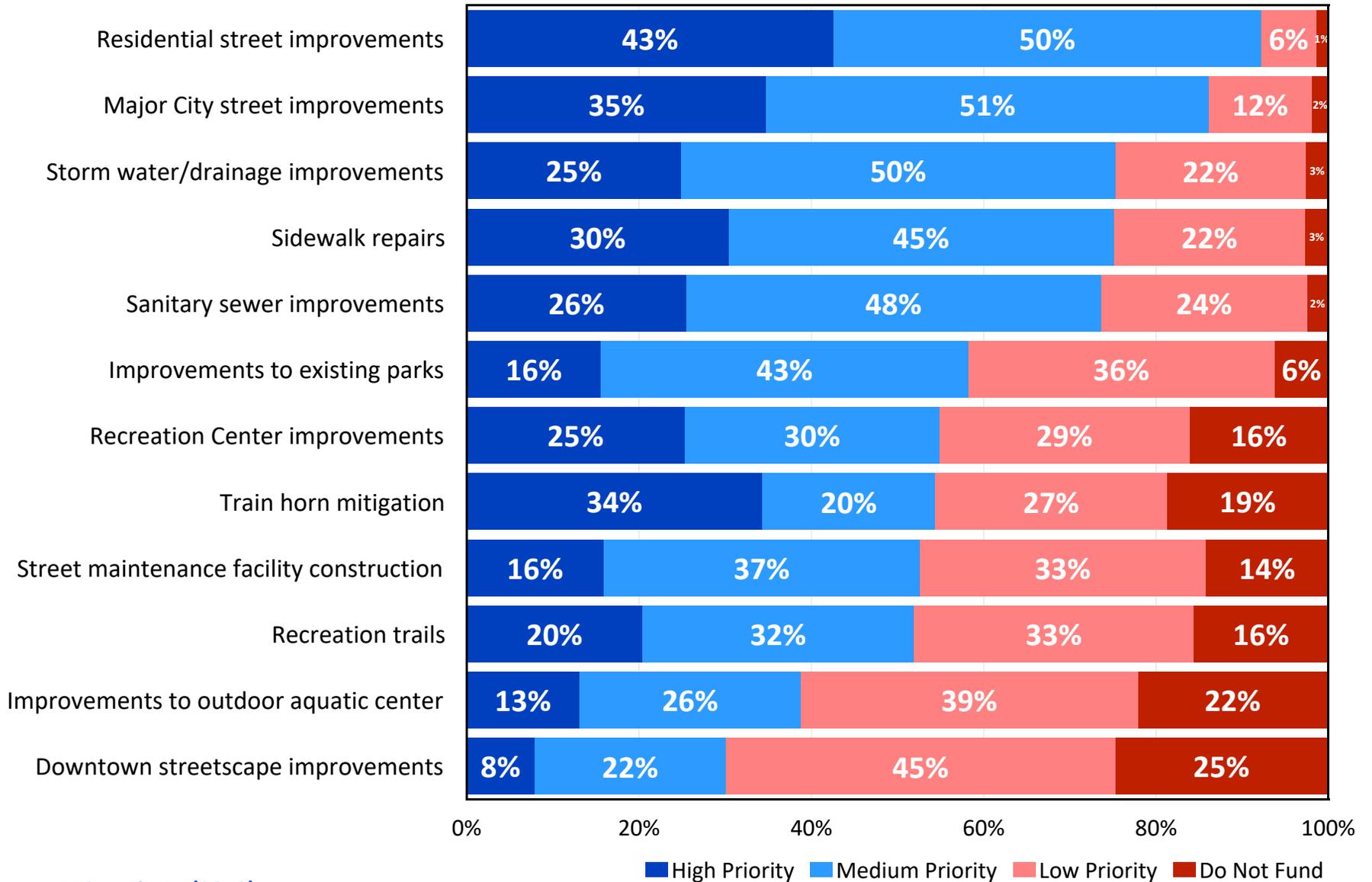
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q4. What priority do you believe should be placed on each infrastructure improvement projects?

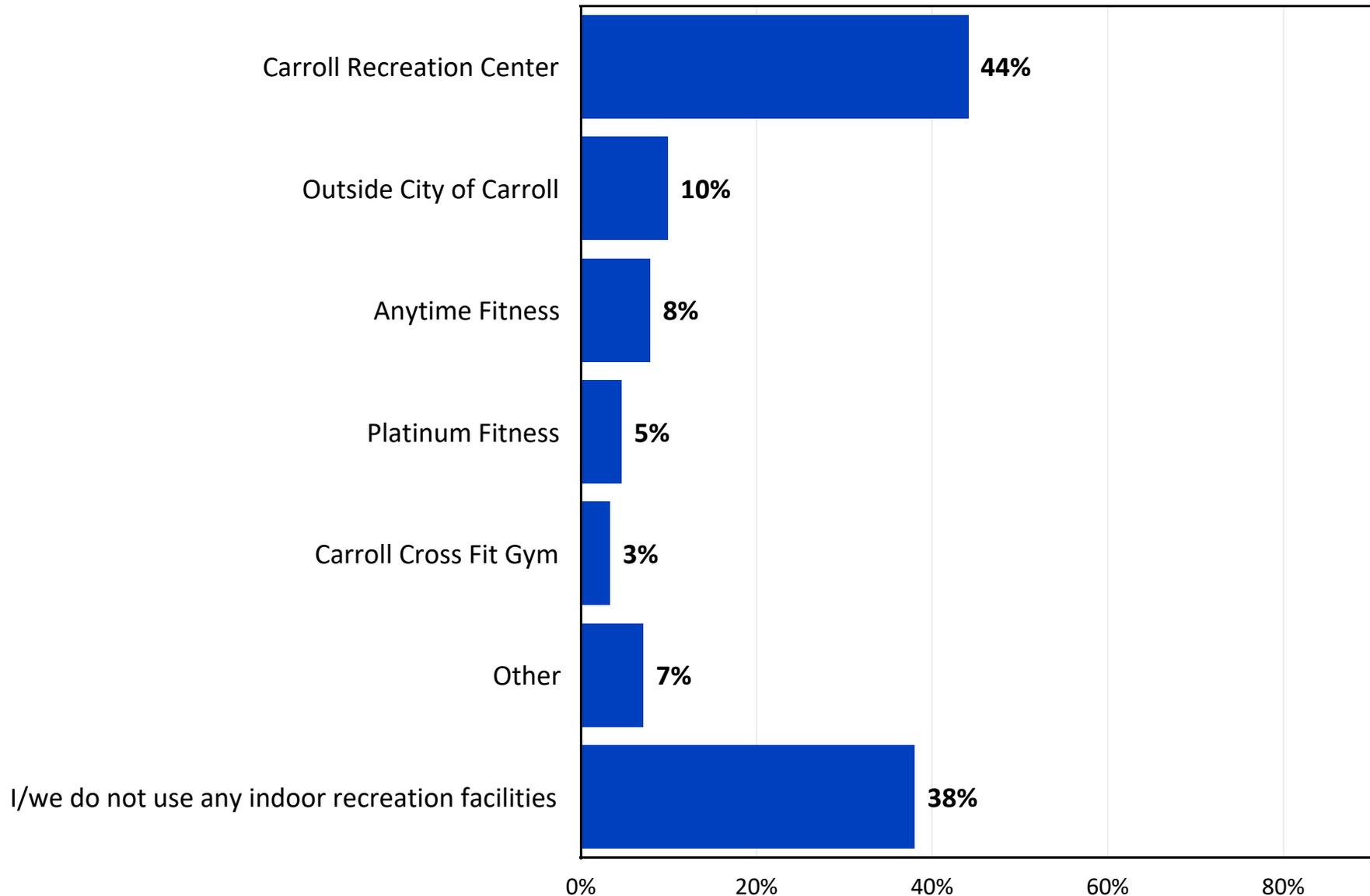
by percentage of respondents (excluding Unsure/No Opinion)



Source: ETC Institute (2019)

Q5. Where do you and members of your household currently go for your indoor recreation needs?

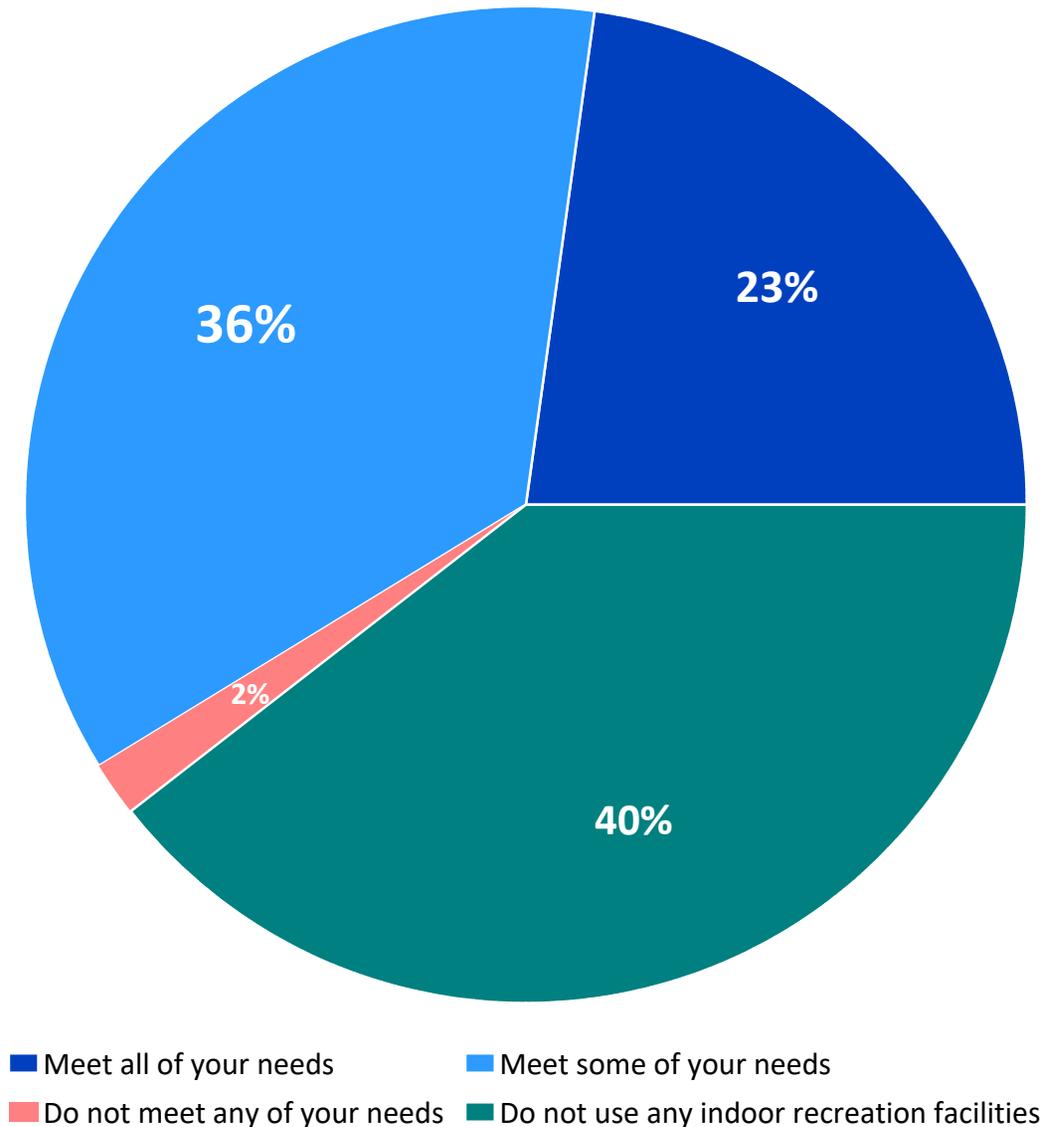
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q6. Which statement best represents how the indoor recreation facilities that you are currently using meet your household's needs?

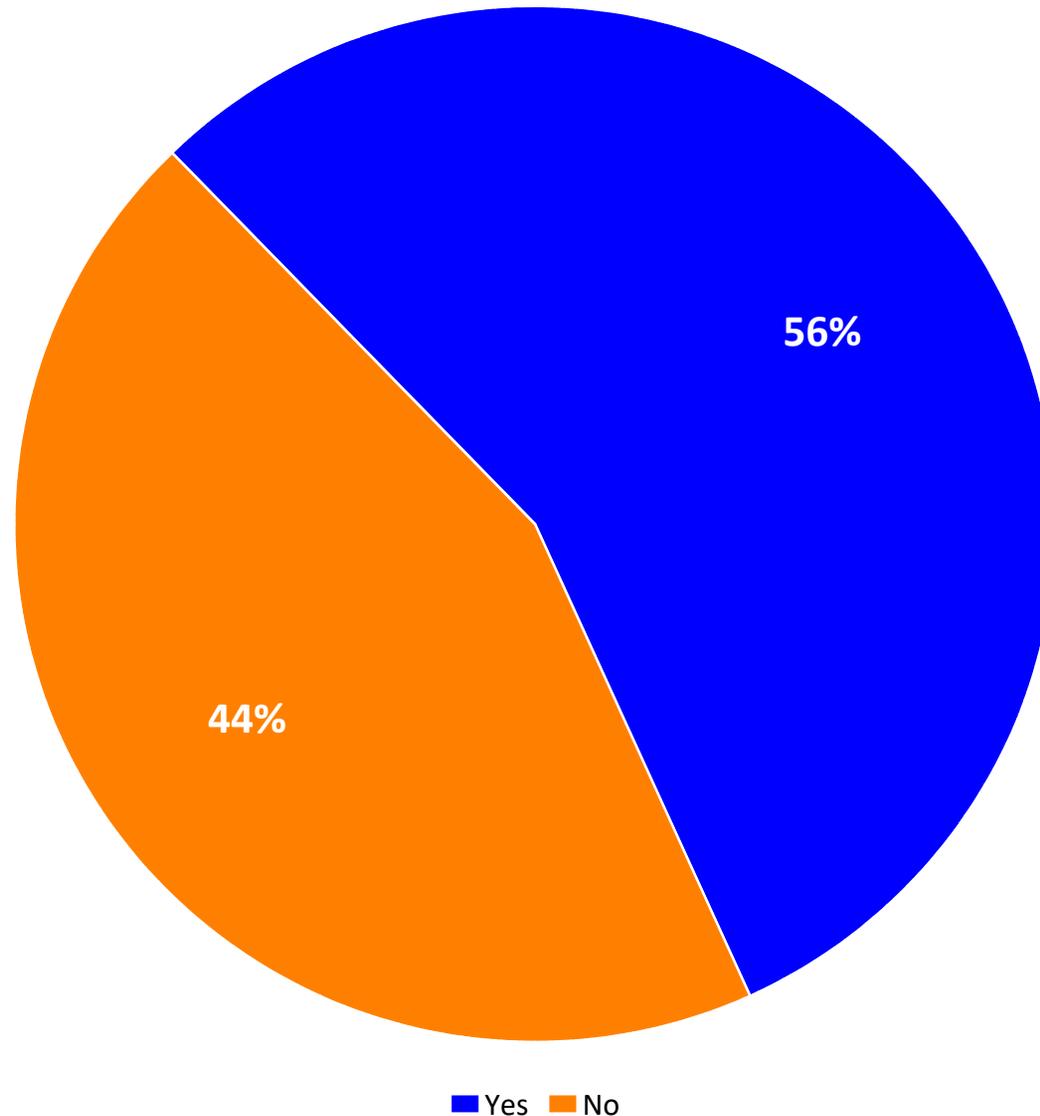
by percentage of respondents



Source: ETC Institute (2019)

Q7. Within the last year have you or members of your household utilized the Carroll Recreation Center?

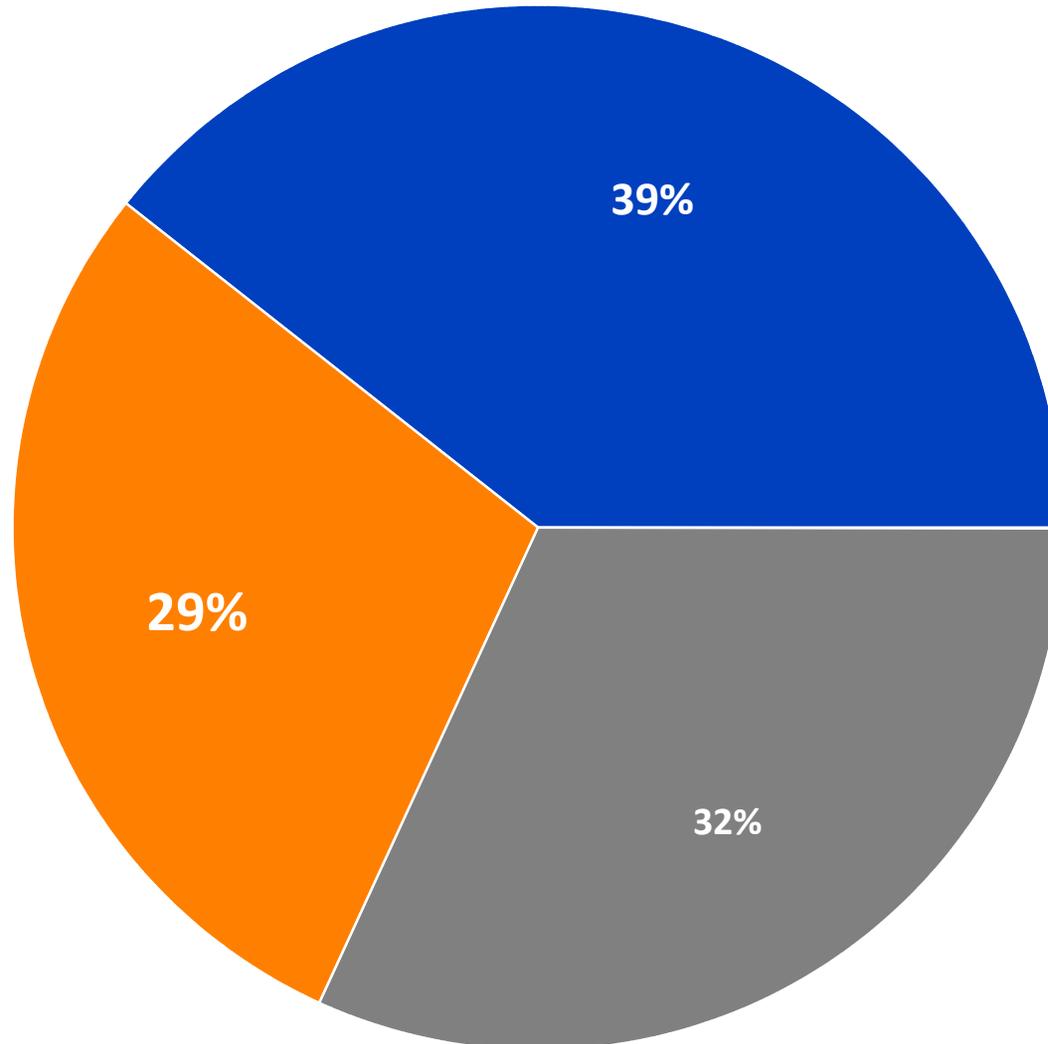
by percentage of respondents



Source: ETC Institute (2019)

Q7a. How often do you or your household use the Carroll Recreation Center?

by percentage of respondents who utilized the Carroll Recreation Center

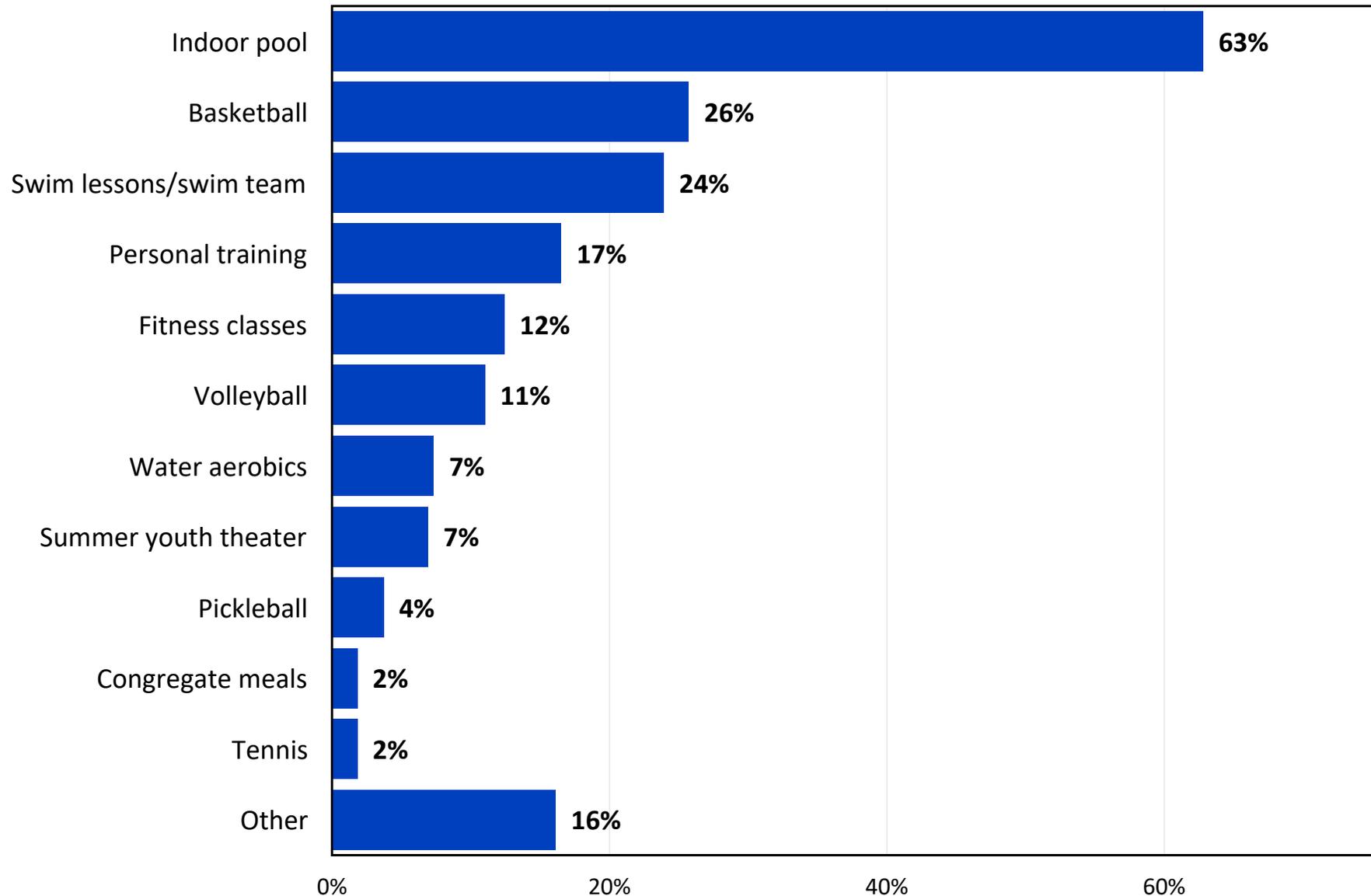


■ Use often (once a week or more) ■ Use sometimes (once a month) ■ Rarely (several times a year)

Source: ETC Institute (2019)

Q7b. What programs do you and members of your household take part in at the Carroll Recreation Center?

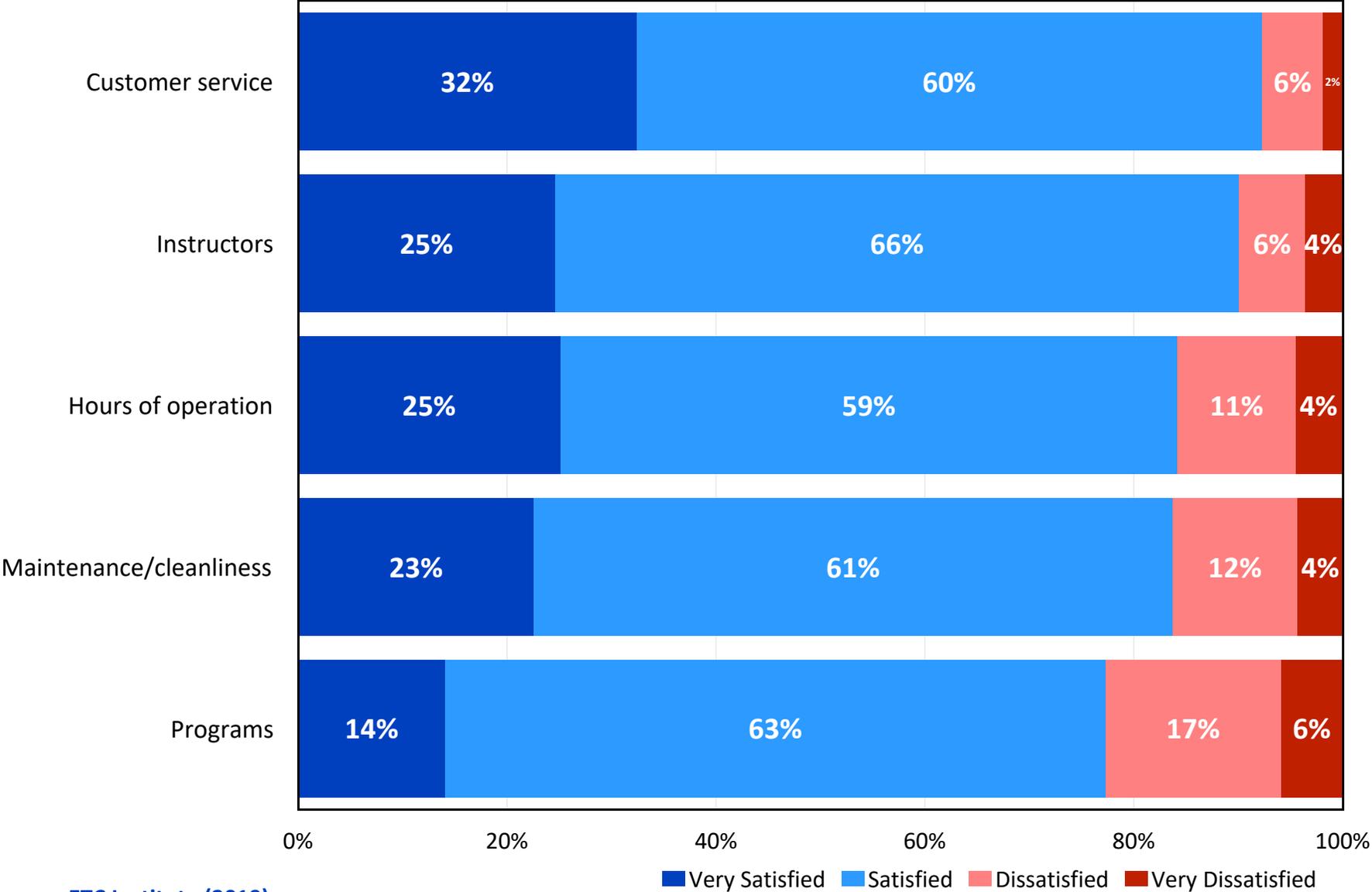
by percentage of respondents who utilized the Carroll Recreation Center (multiple choices could be made)



Source: ETC Institute (2019)

Q7-c. How satisfied are you with the following operational aspects of the Carroll Recreation Center ?

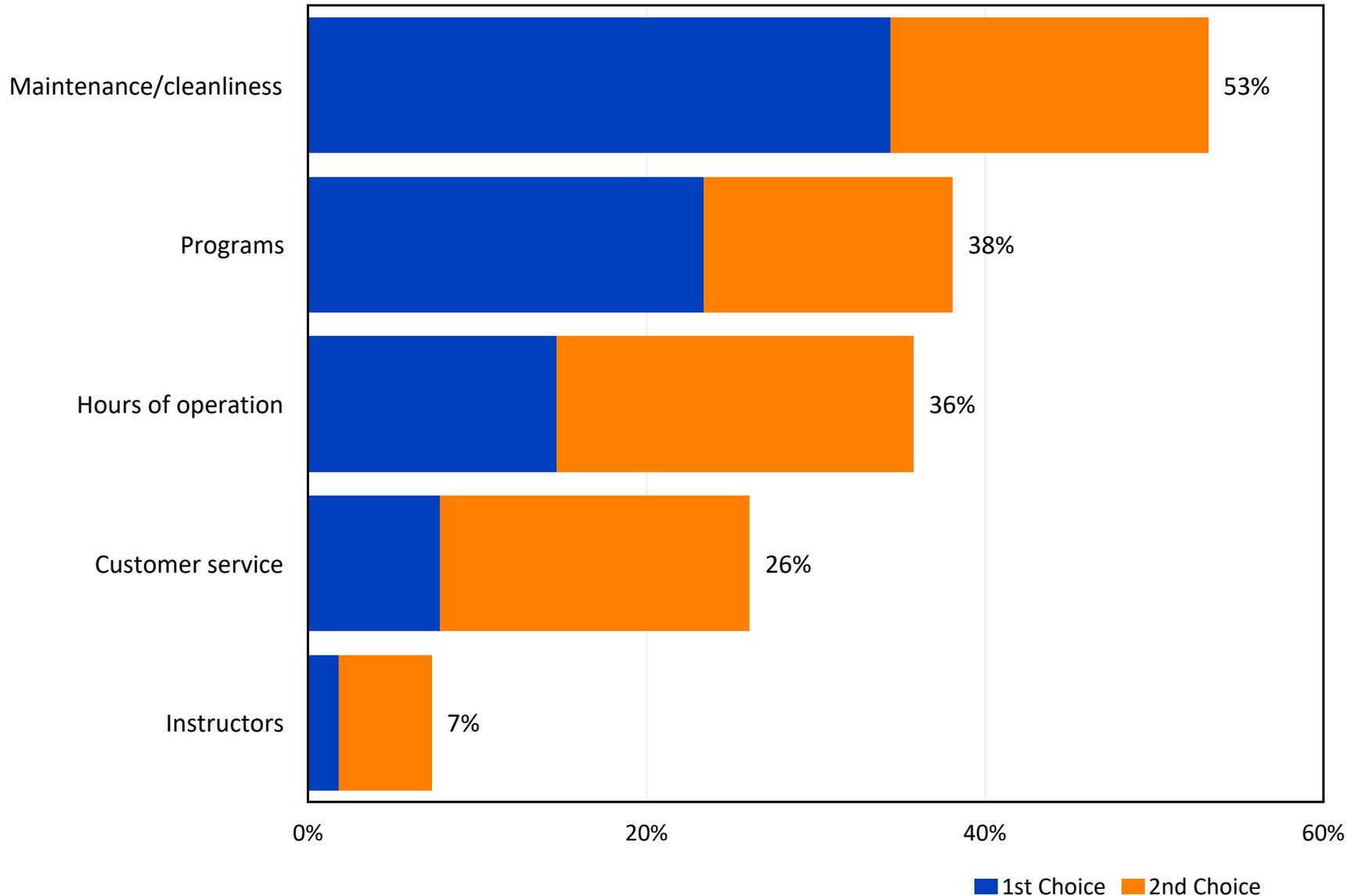
by percentage of respondents who utilized the Carroll Recreation Center



Source: ETC Institute (2019)

Q7d. Which operational aspects are most important to your enjoyment of the Carroll Recreation Center?

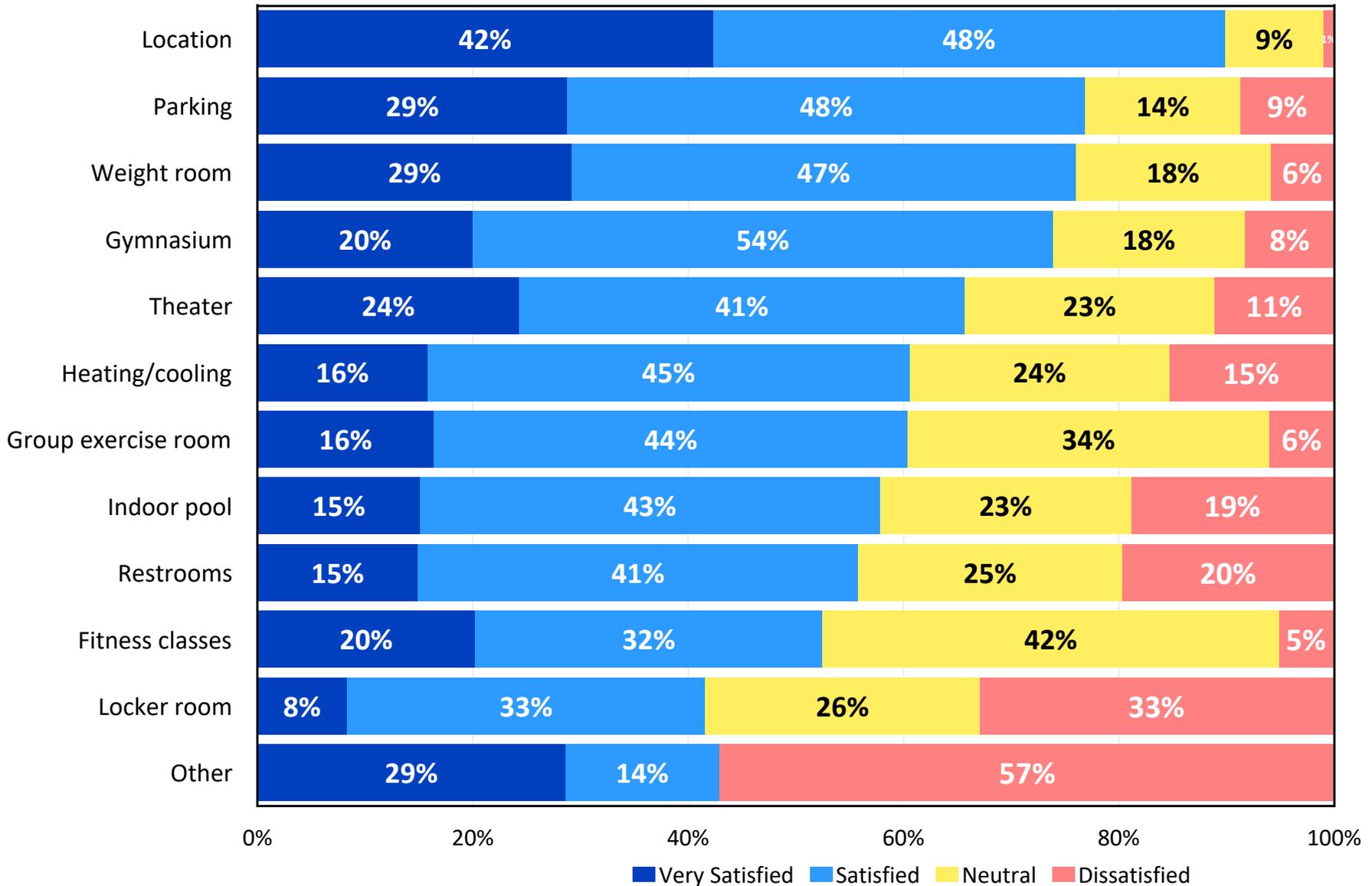
by percentage of respondents who utilized the Carroll Recreation Center and selected the items as one of their top two choices



Source: ETC Institute (2019)

Q7-e. How satisfied are you with the following major components of the Carroll Recreation Center?

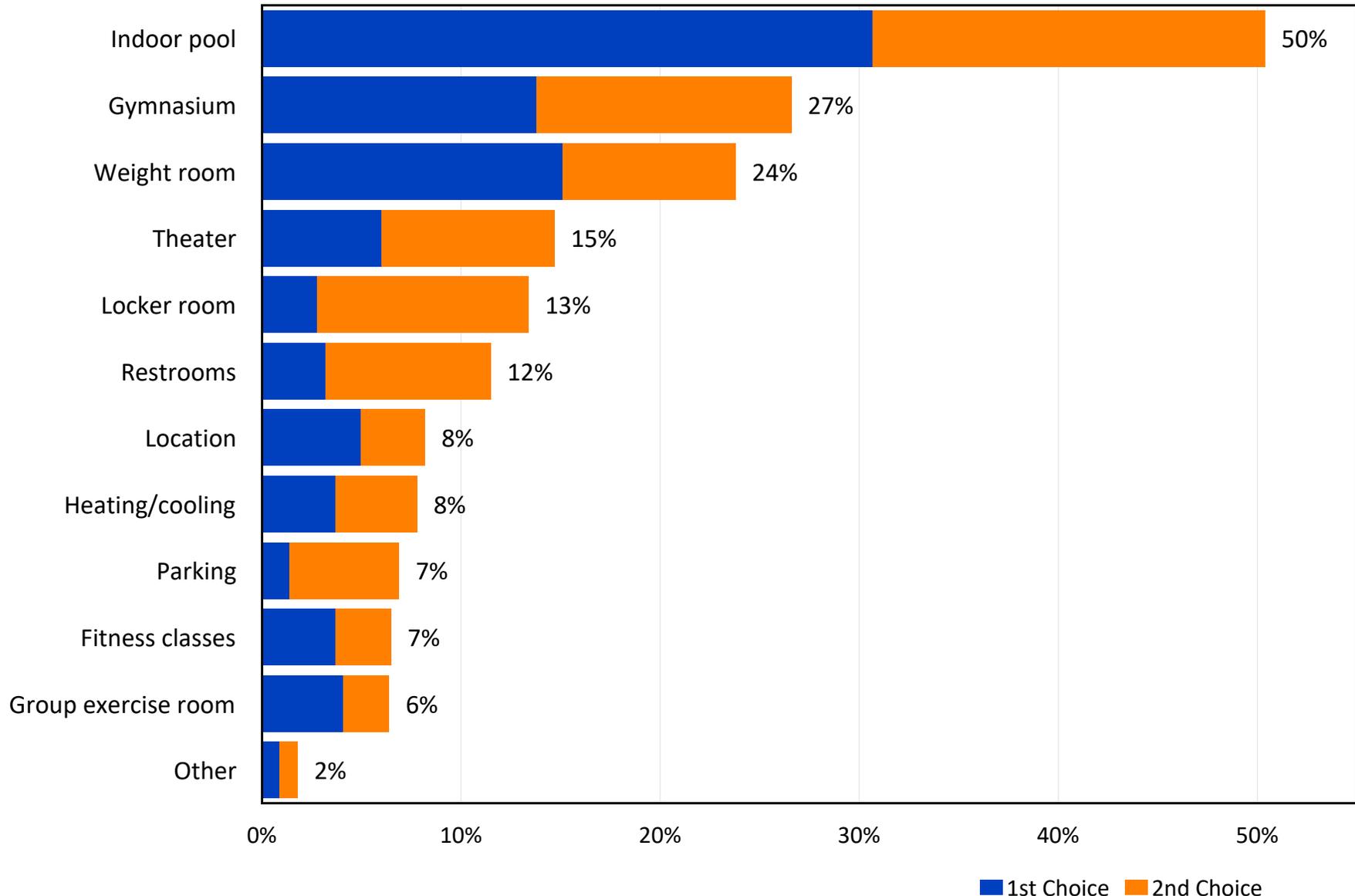
by percentage of respondents who utilized the Carroll Recreation Center



Source: ETC Institute (2019)

Q7f. Which major components are most important to your enjoyment of the Carroll Recreation Center?

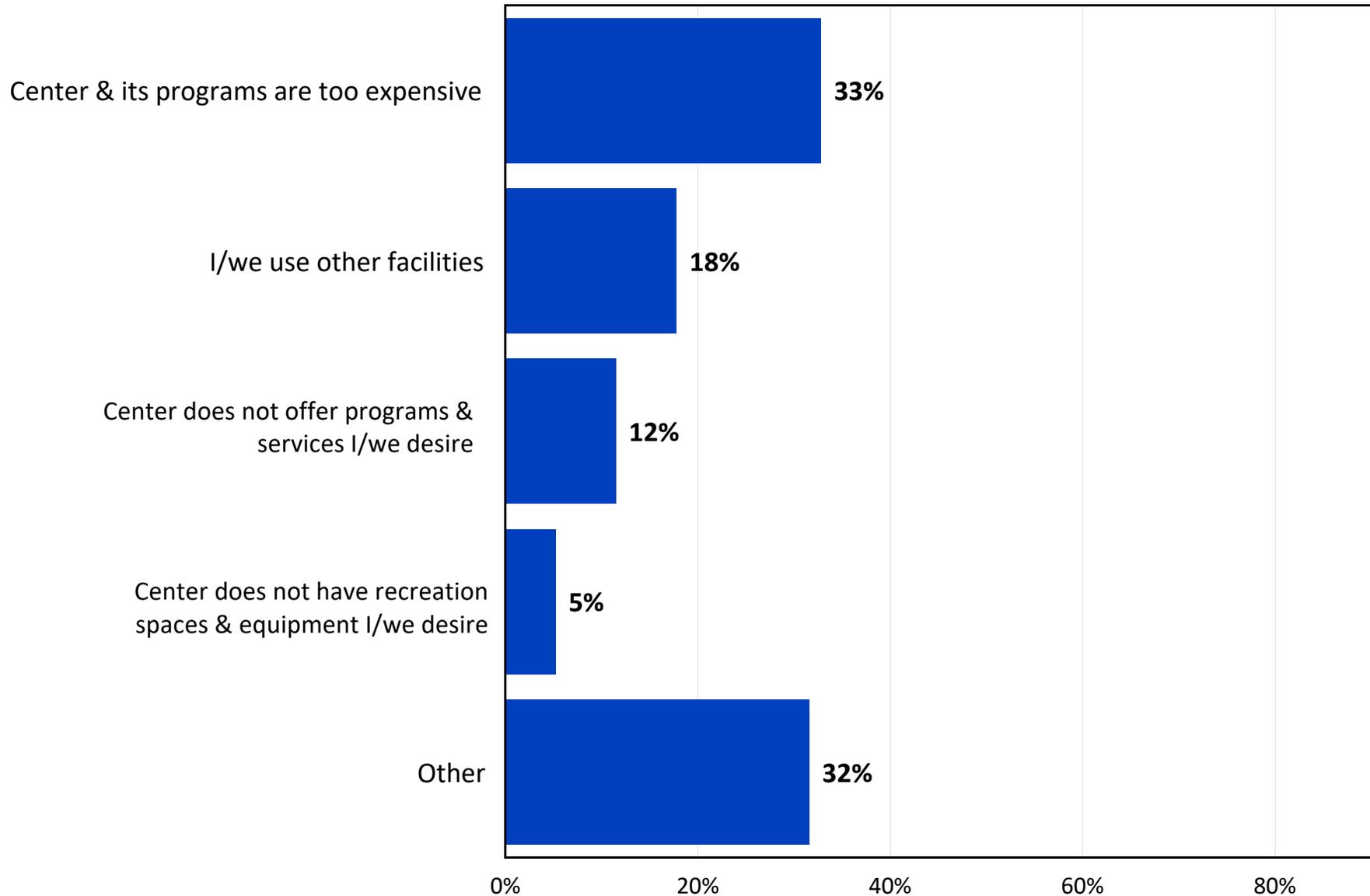
by percentage of respondents who utilized the Carroll Recreation Center and selected the items as one of their top two choices



Source: ETC Institute (2019)

Q8. Why have you and your household not utilized the Carroll Recreation Center within the last year?

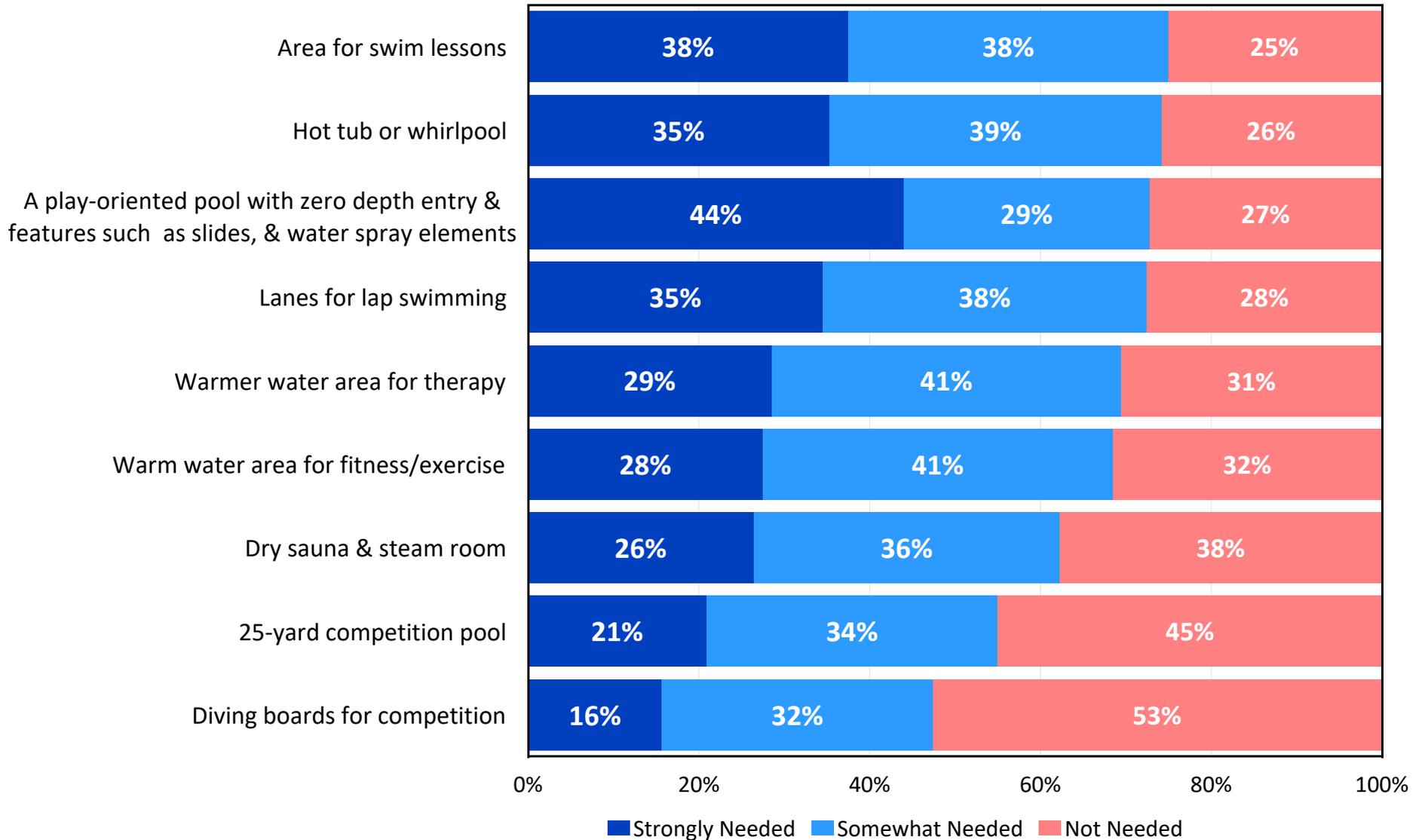
by percentage of respondents who did not utilize the Carroll Recreation Center (multiple choices could be made)



Source: ETC Institute (2019)

Q9. If Carroll residents were to support an update to the indoor aquatic center, which features you think are needed?

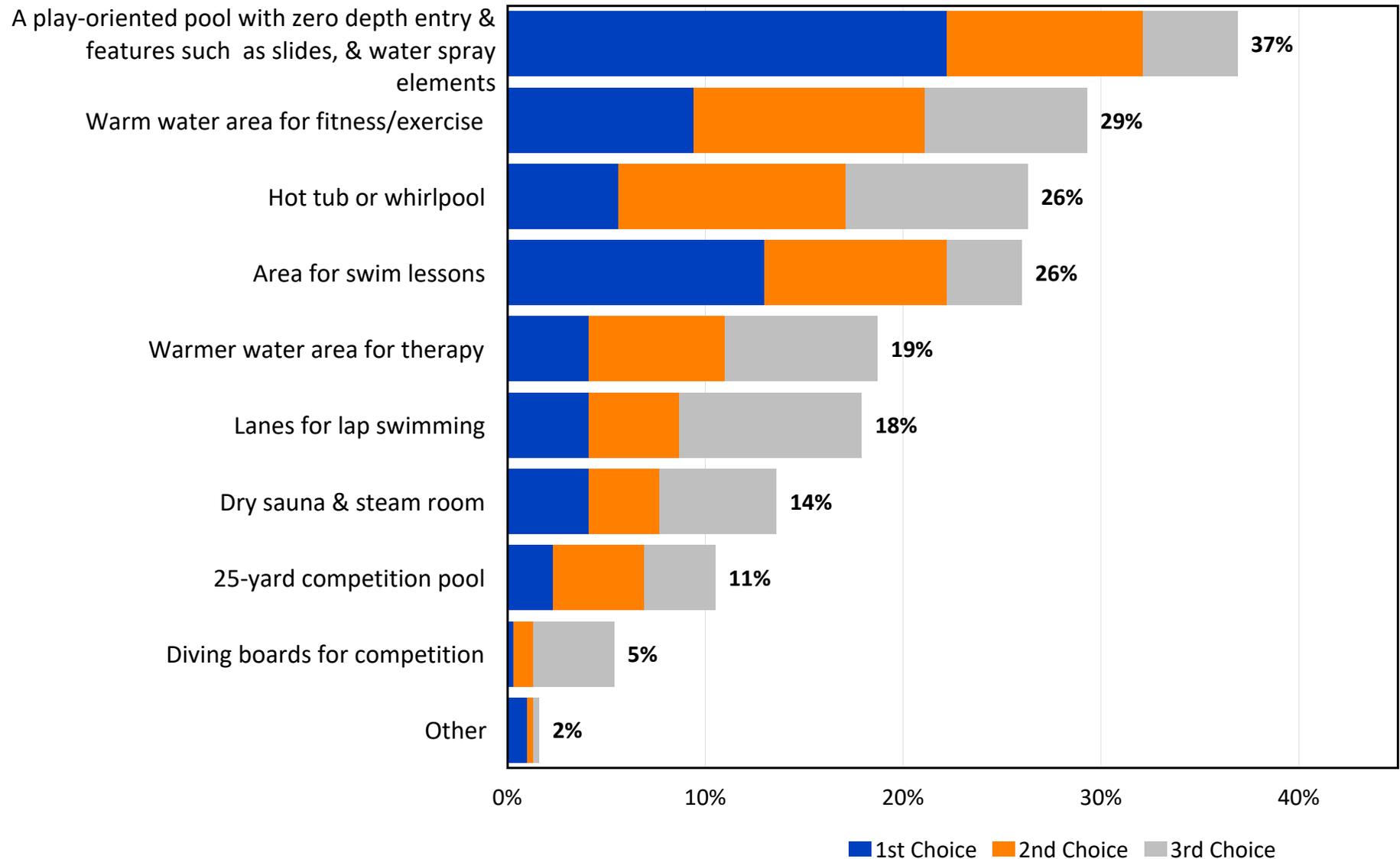
by percentage of respondents



Source: ETC Institute (2019)

Q10. Which aquatic features do you and members of your household feel are most needed in an indoor aquatic center?

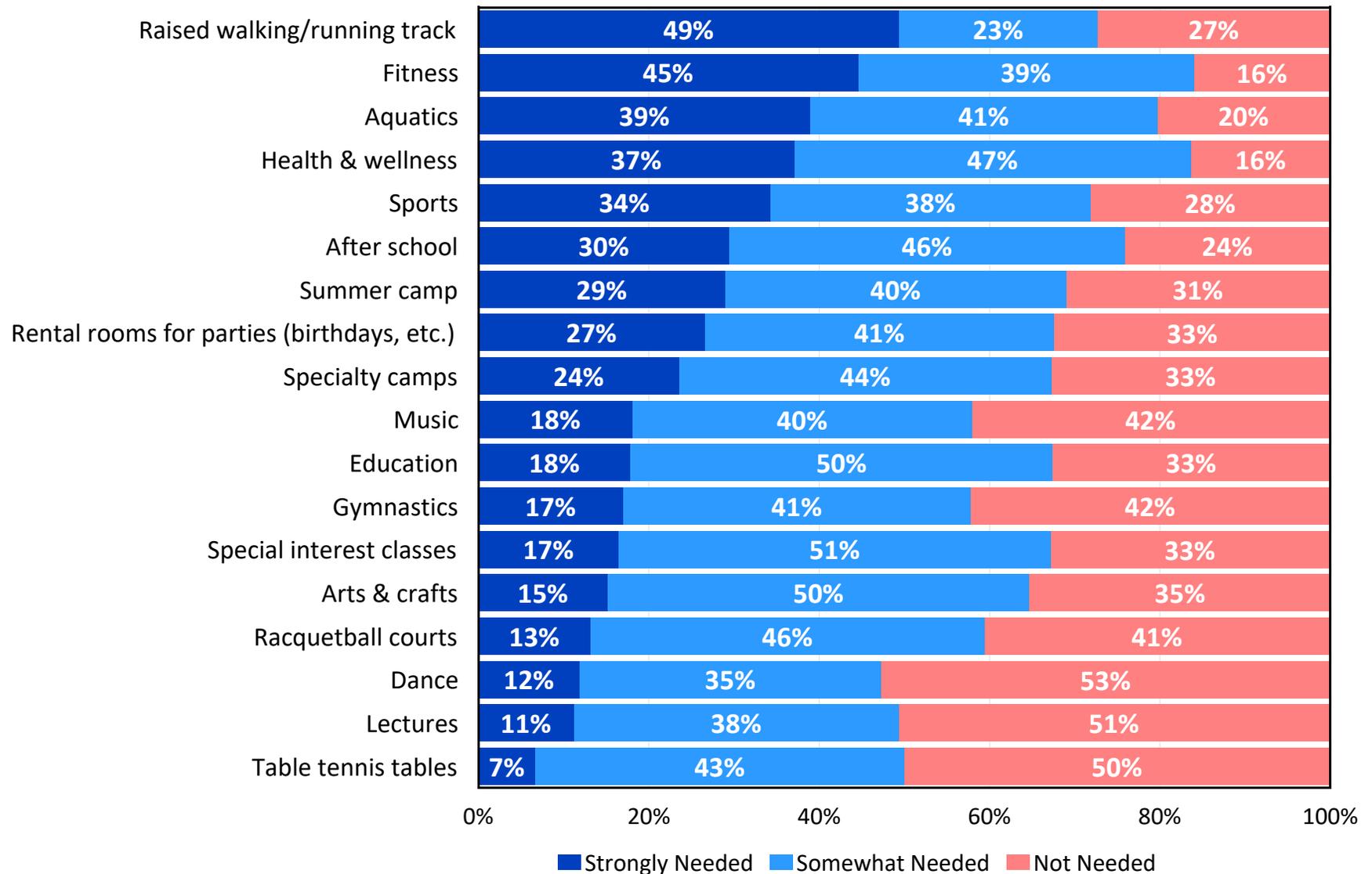
by percentage of respondents who selected the items as one of their top three choices (Excluding NONE)



Source: ETC Institute (2019)

Q11. Do you and your household think more programming in each of these areas is needed in the community?

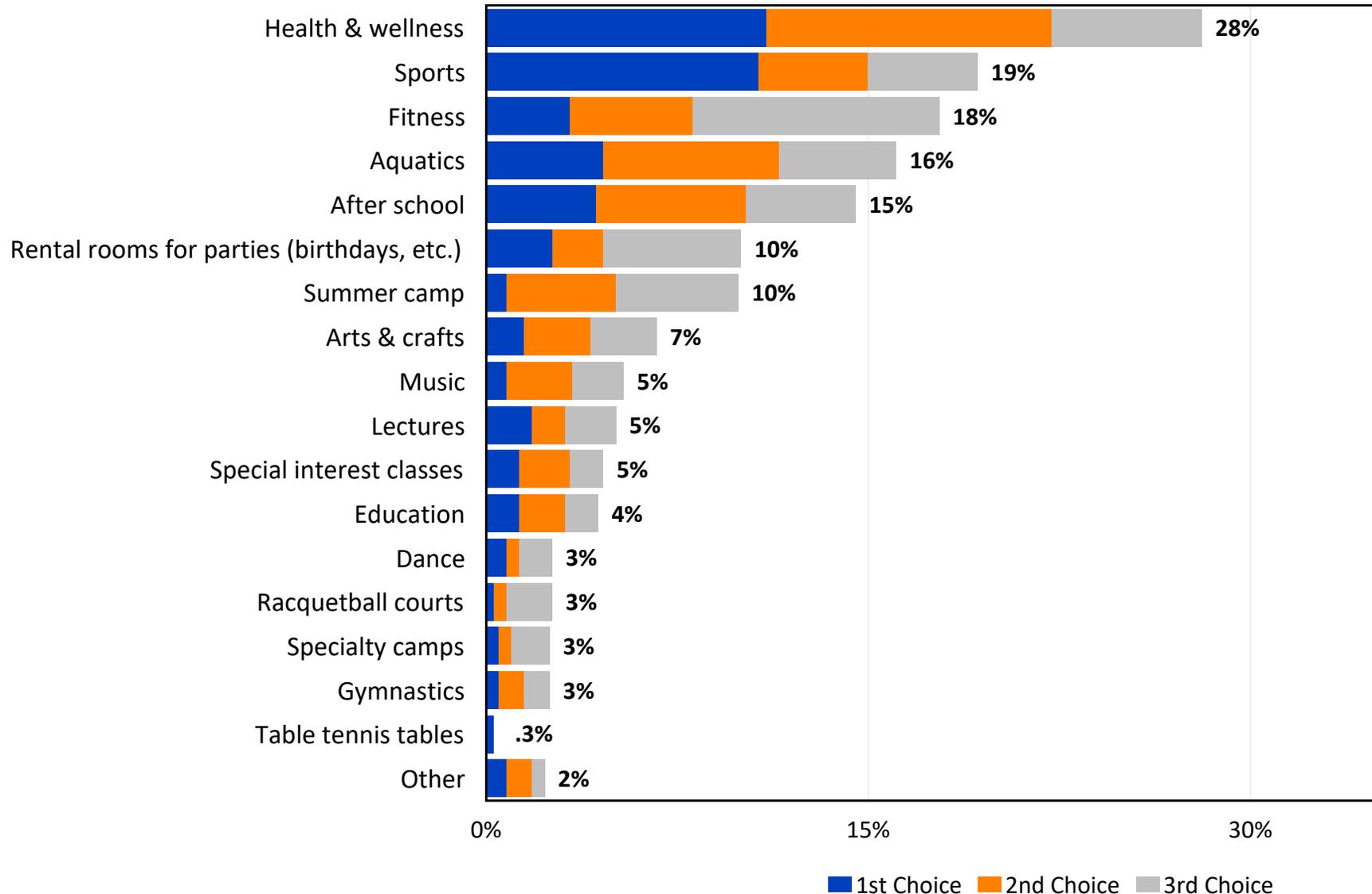
by percentage of respondents



Source: ETC Institute (2019)

Q12. Which recreation program areas do you and members of your household feel are most needed in an indoor aquatic center?

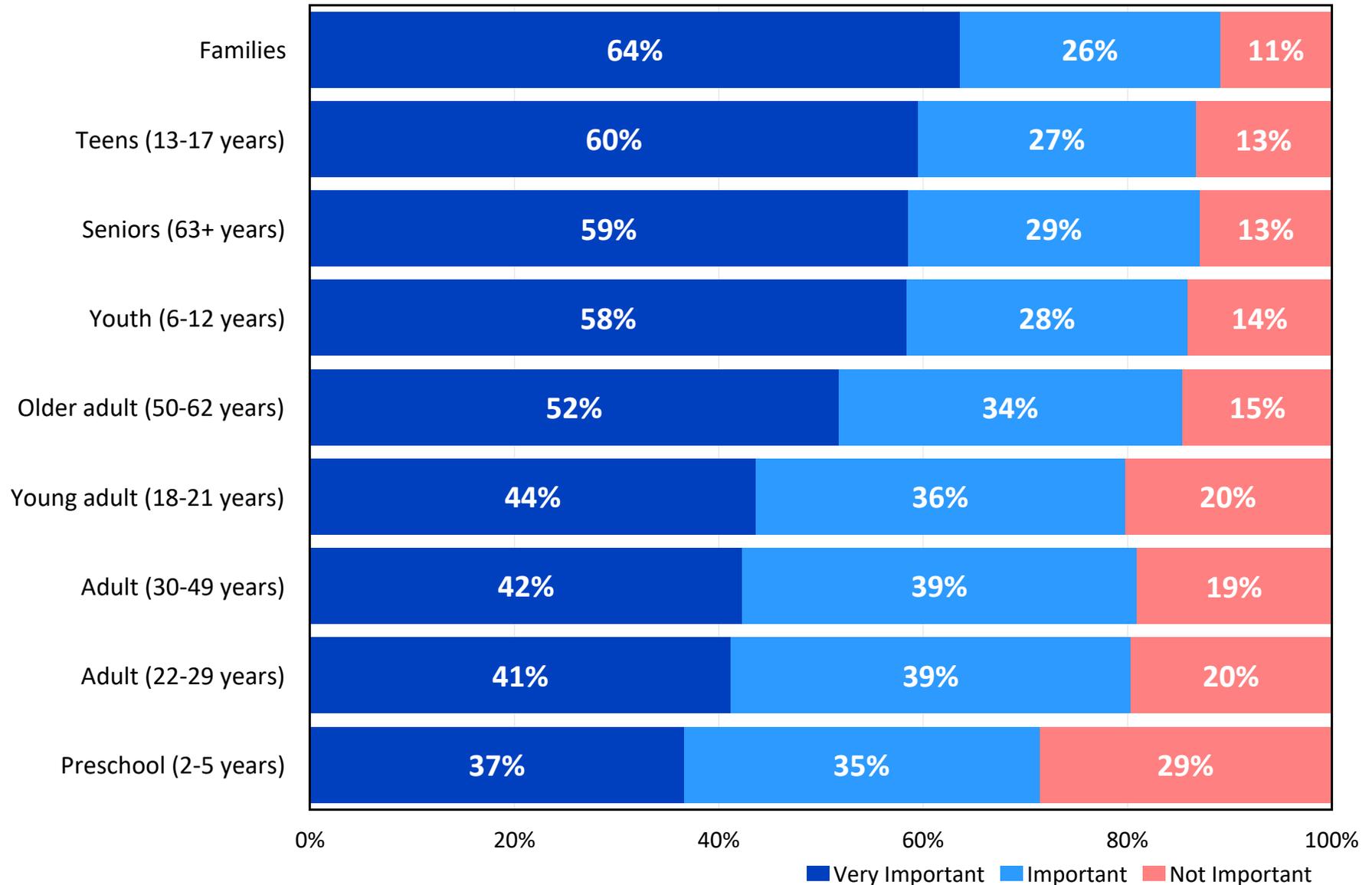
by percentage of respondents who selected the items as one of their top three choices (Excluding NONE)



Source: ETC Institute (2019)

Q13. How important do you and your household think it is to have increased emphasis at a new Carroll Recreation Center?

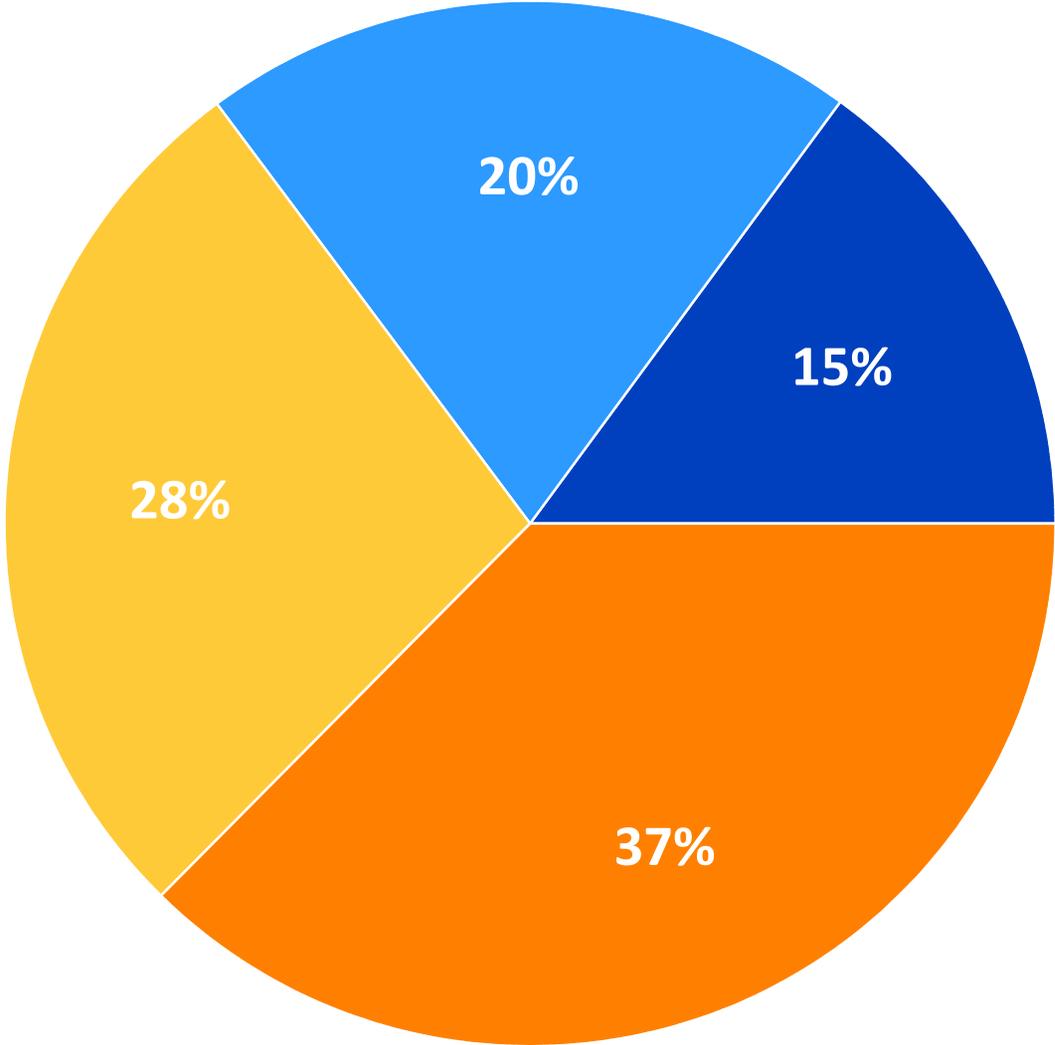
by percentage of respondents



Source: ETC Institute (2019)

Q14. Compared to other issues in Carroll, what priority is the development of an updated recreation center?

by percentage of respondents

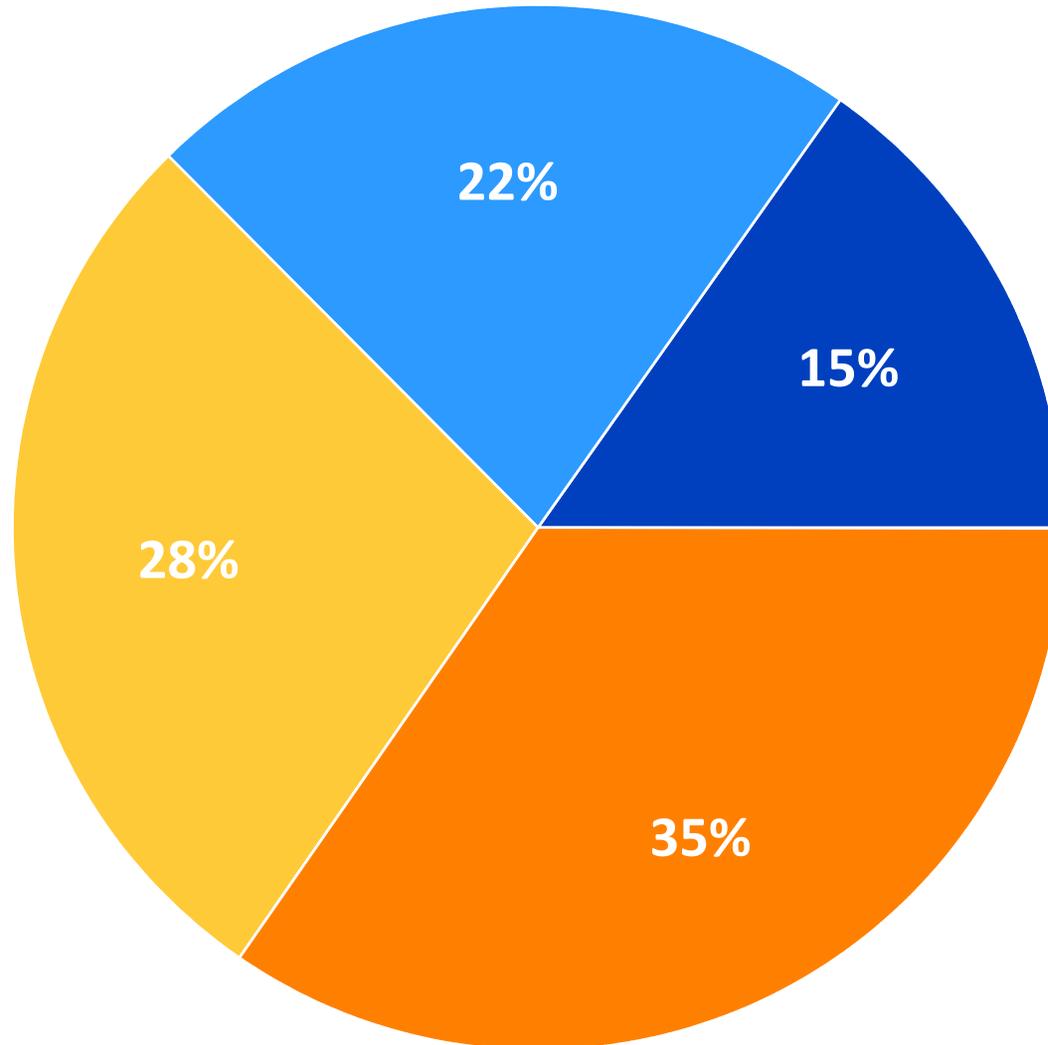


Very high priority High priority Medium priority Low priority

Source: ETC Institute (2019)

Q15. How supportive are you of Carroll Parks and Recreation operating a licensed daycare inside an updated recreation center?

by percentage of respondents

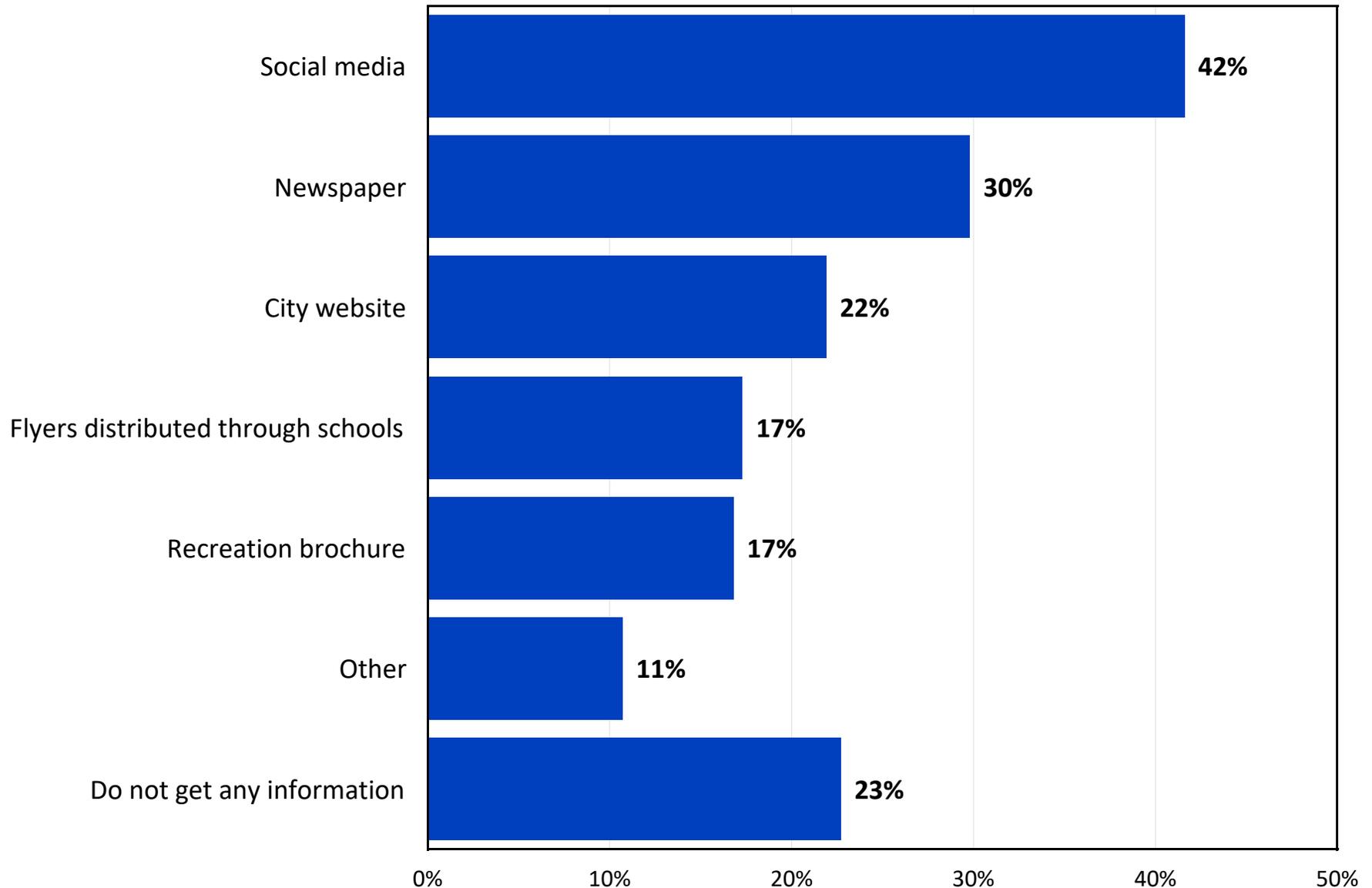


■ Very supportive ■ Supportive ■ Neutral ■ Not supportive

Source: ETC Institute (2019)

Q16. How do you and your household find out about Carroll recreation programs and services.

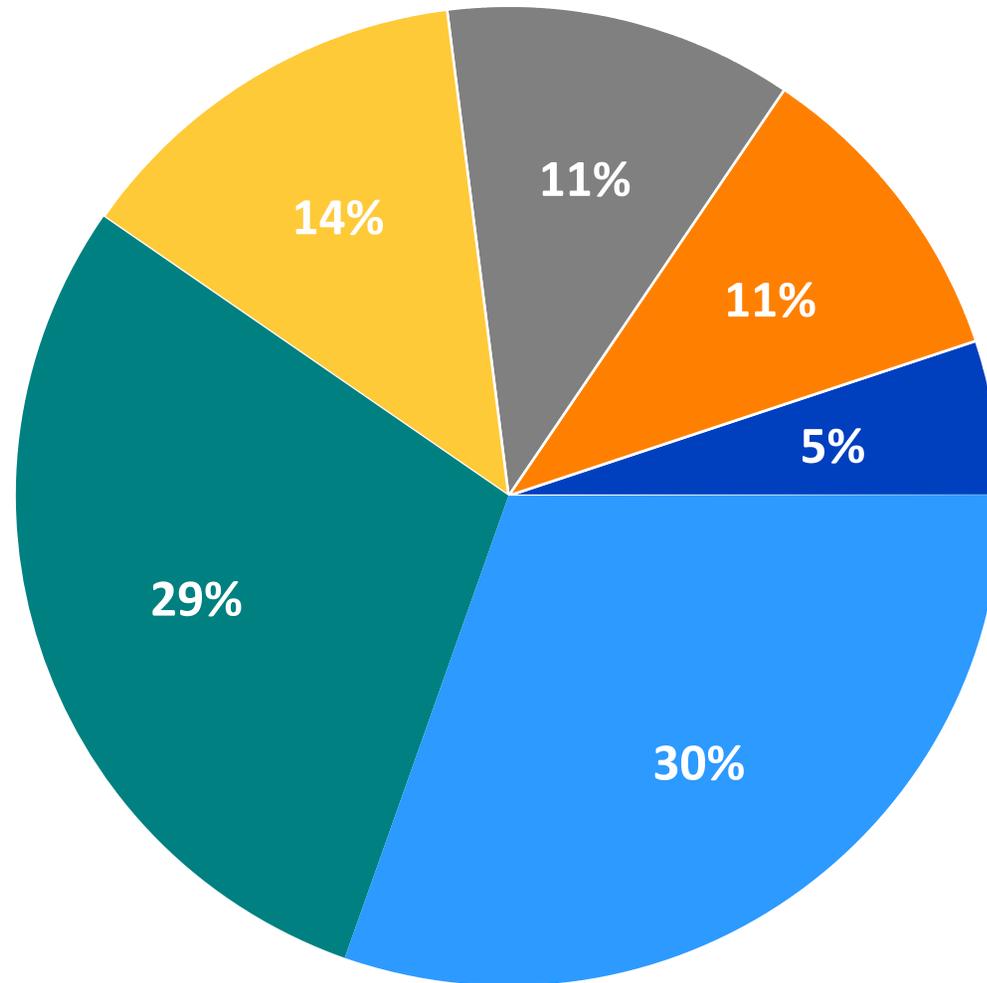
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q17. How often have you or members of your household visited or participated in the City of Carroll Parks and Recreation facilities or programs during the past 12 months?

by percentage of respondents

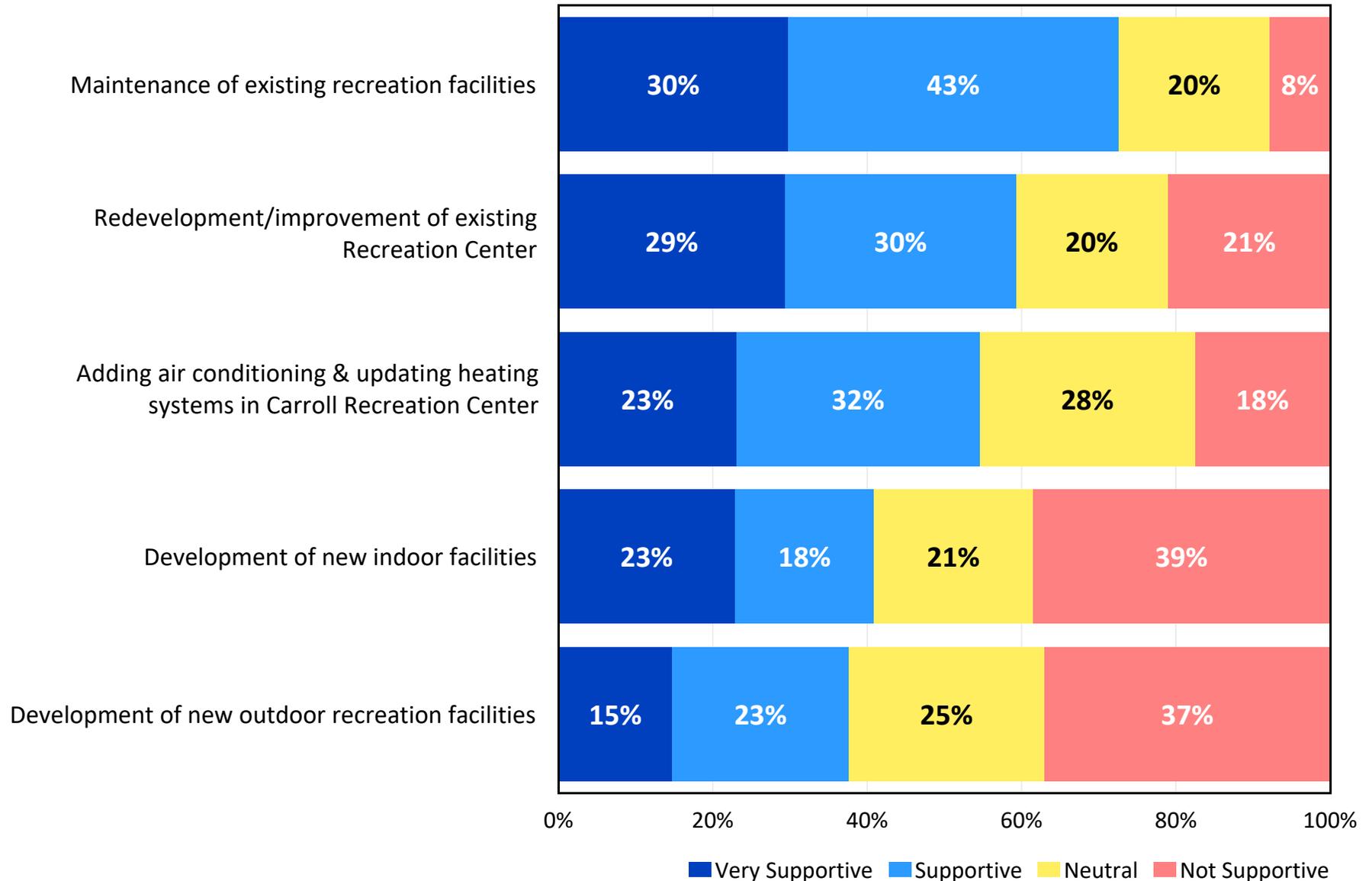


■ Daily ■ A few times per week ■ Weekly ■ Monthly ■ Once or twice a season ■ Never

Source: ETC Institute (2019)

Q18. How supportive are you of the potential actions the City of Carroll could take to enhance their recreation offerings?

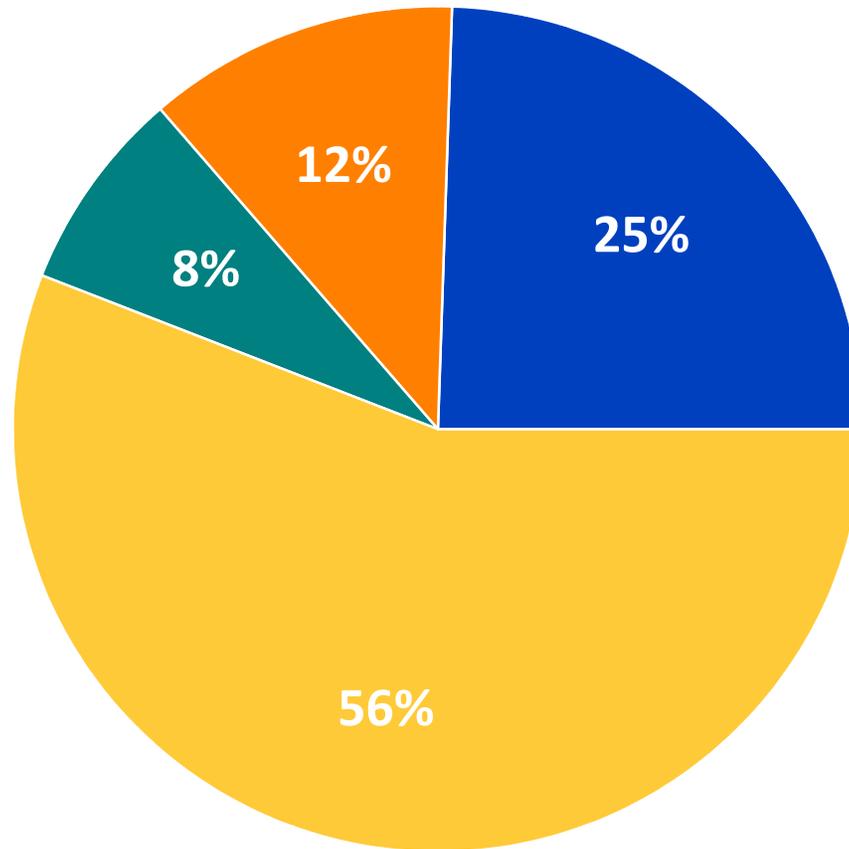
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q19. How much additional property taxes would you pay per year to help support the development of an improved Carroll Recreation Center that includes features most important to your household?

by percentage of respondents

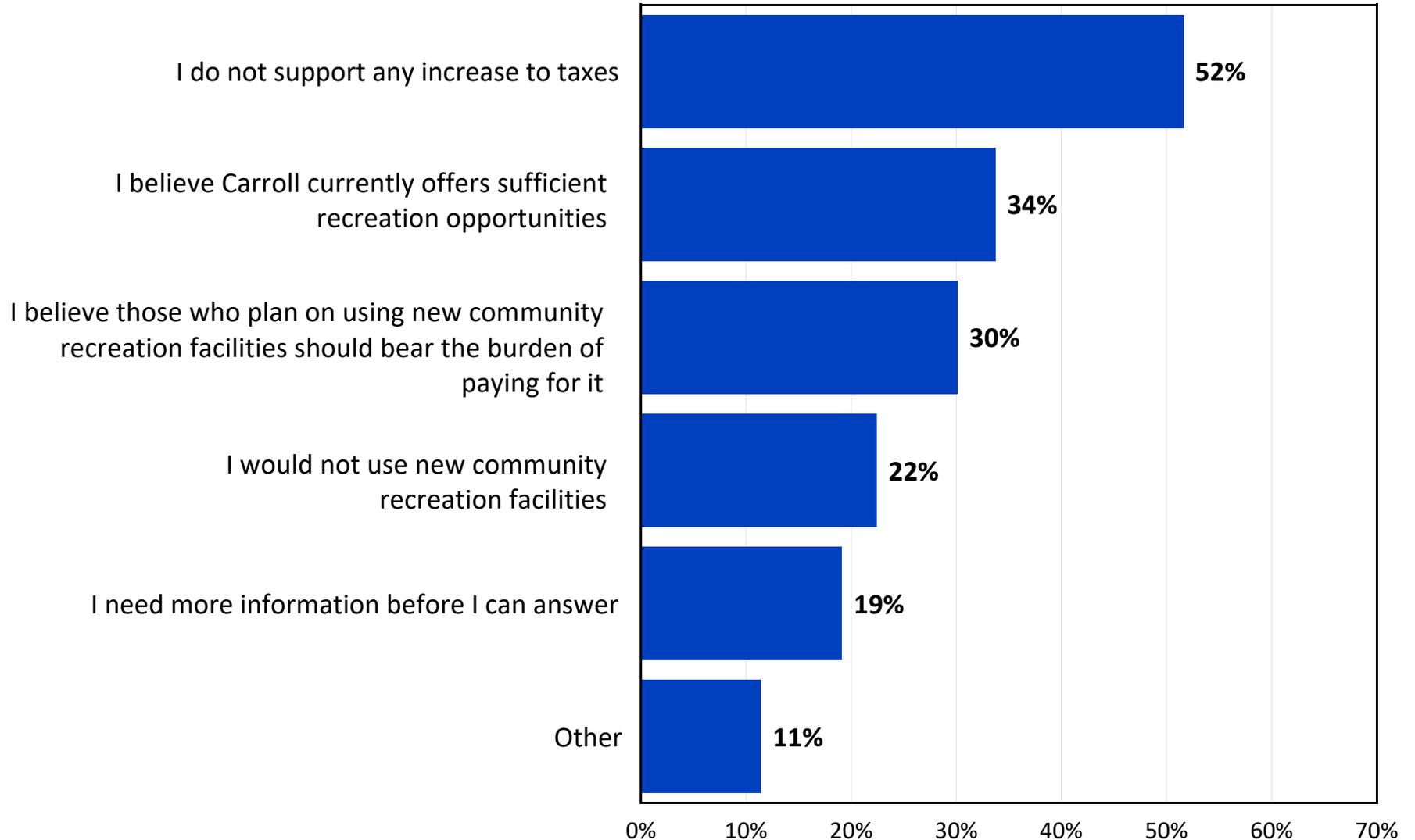


■ \$10-\$20 increase ■ \$21-\$30 increase ■ \$31-\$40 increase ■ I would not support any increase to property taxes

Source: ETC Institute (2019)

Q19a. Why did you answer "I would not support any increase to property taxes" or "Don't Know" to additional property taxes per year to help support the improvements?

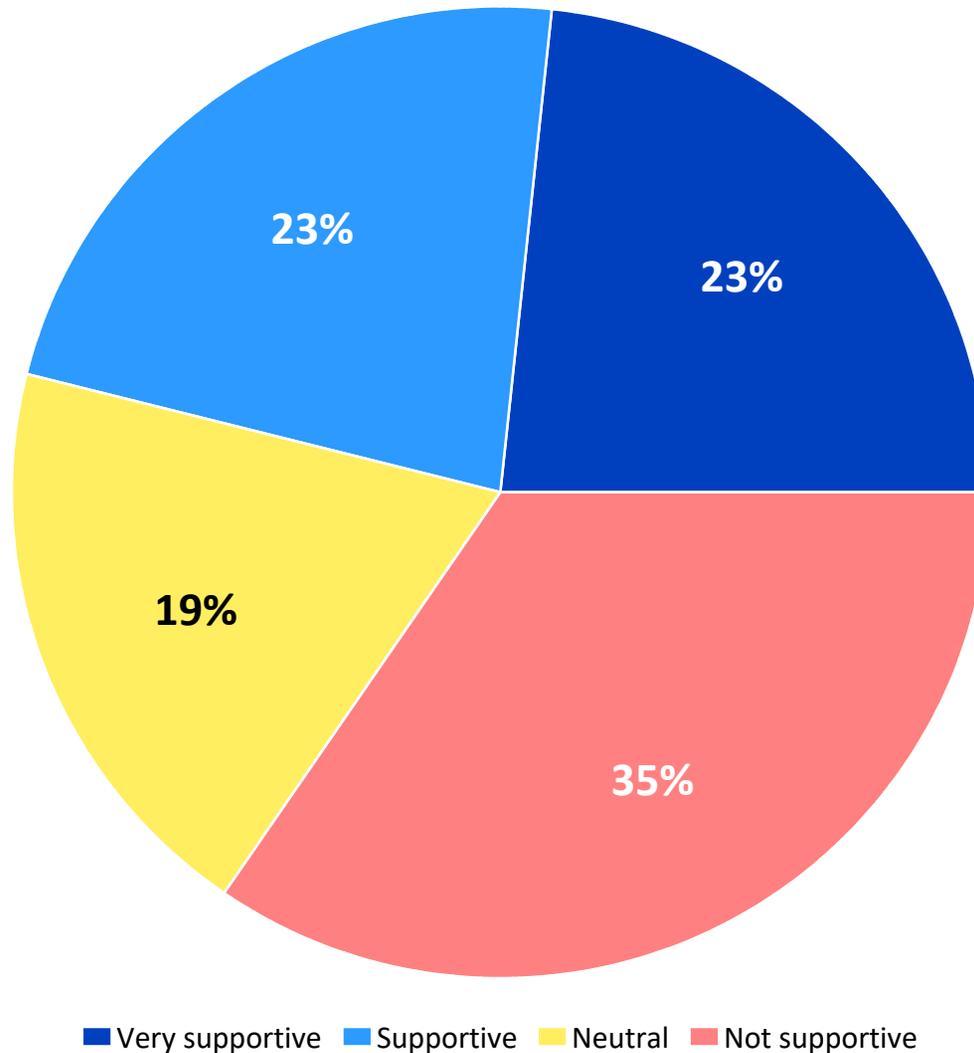
by percentage of respondents (multiple choices could be made)



Source: ETC Institute (2019)

Q20. How supportive would you be of increasing the current family membership rate \$10 per month to cover the additional costs needed to complete improvements to the Carroll Recreation Center?

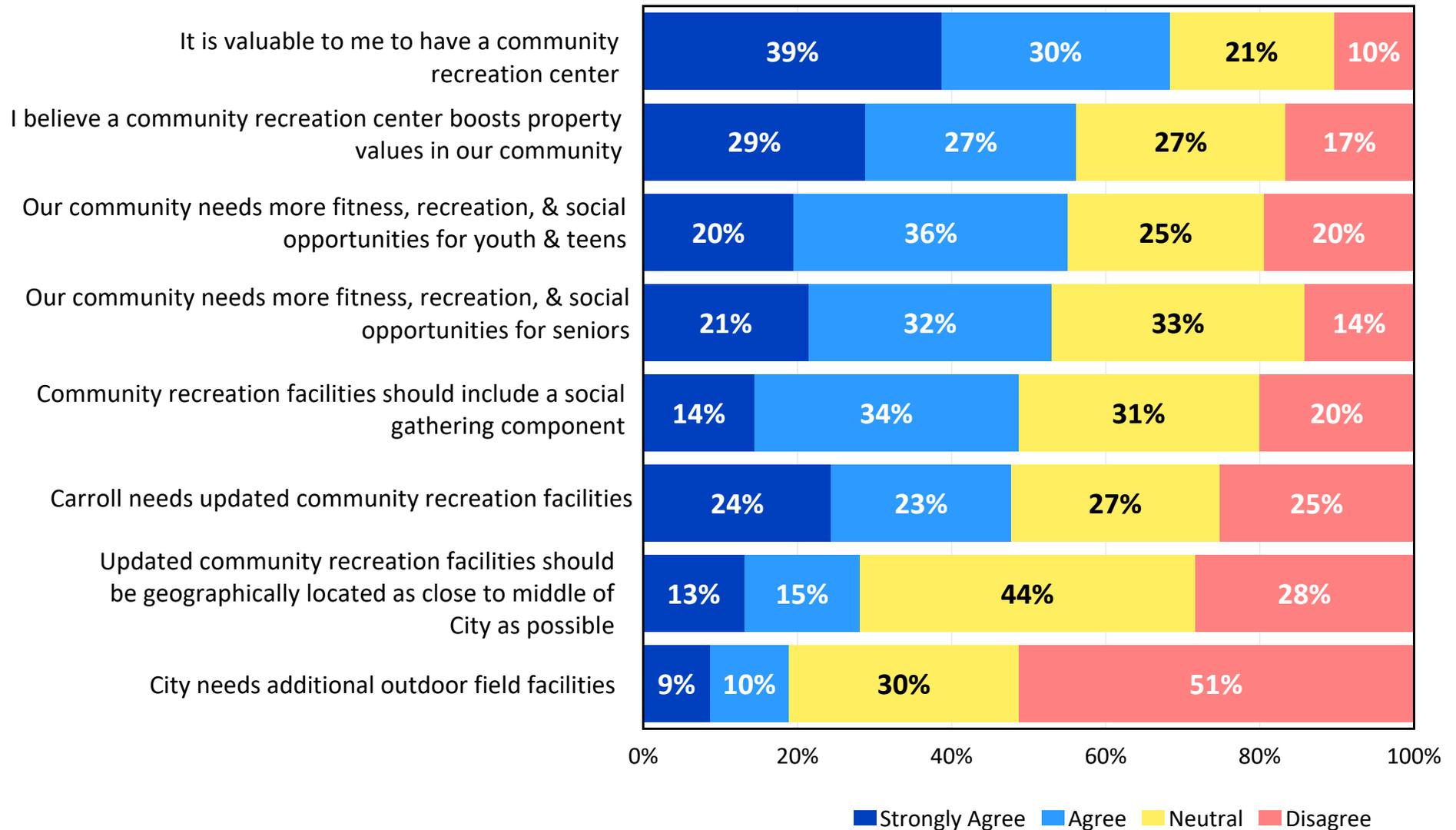
by percentage of respondents



Source: ETC Institute (2019)

Q21. What is your level of agreement with the following statements?

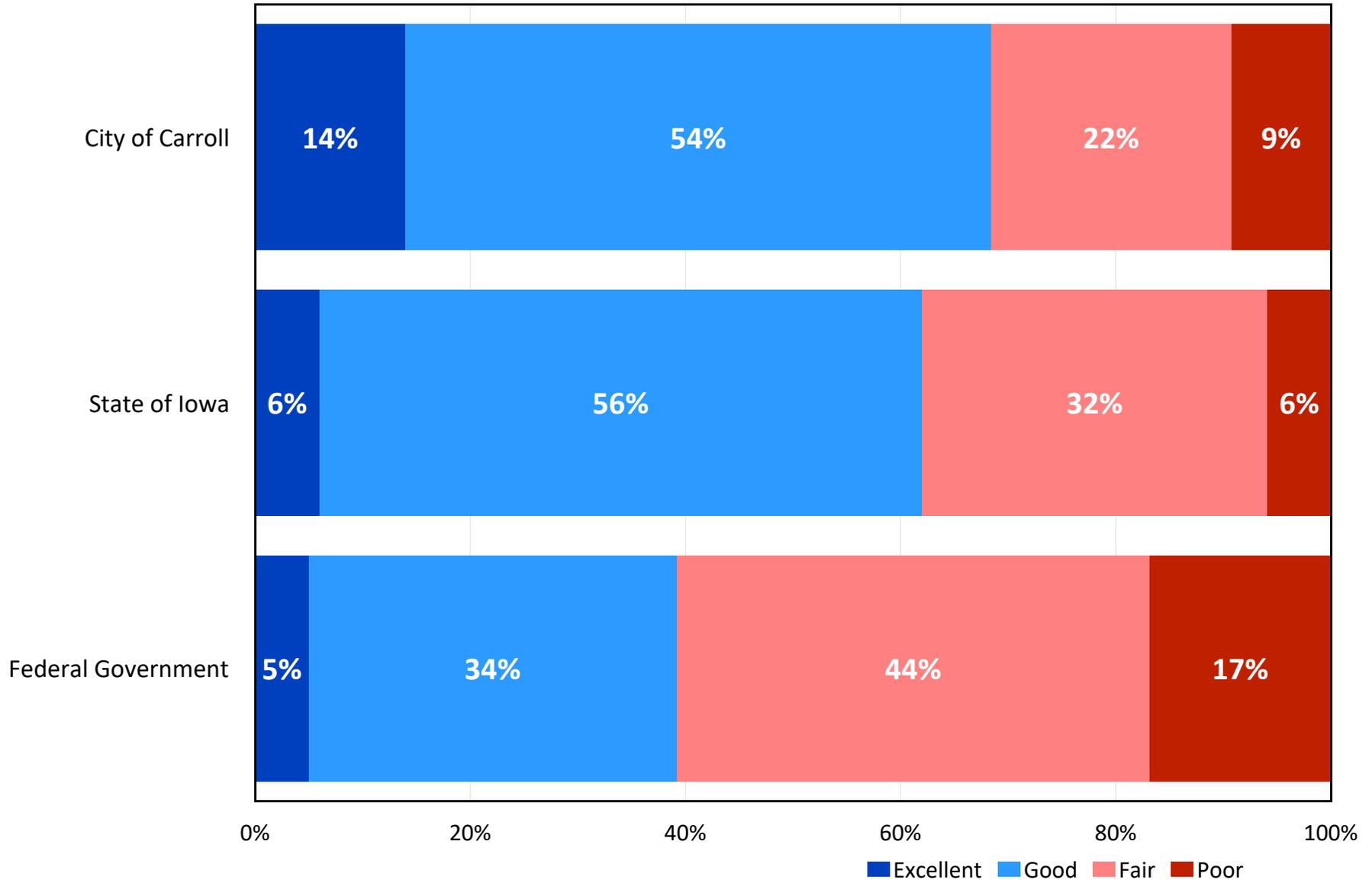
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q22. Overall, how would you rate the quality of services provided by each of the following?

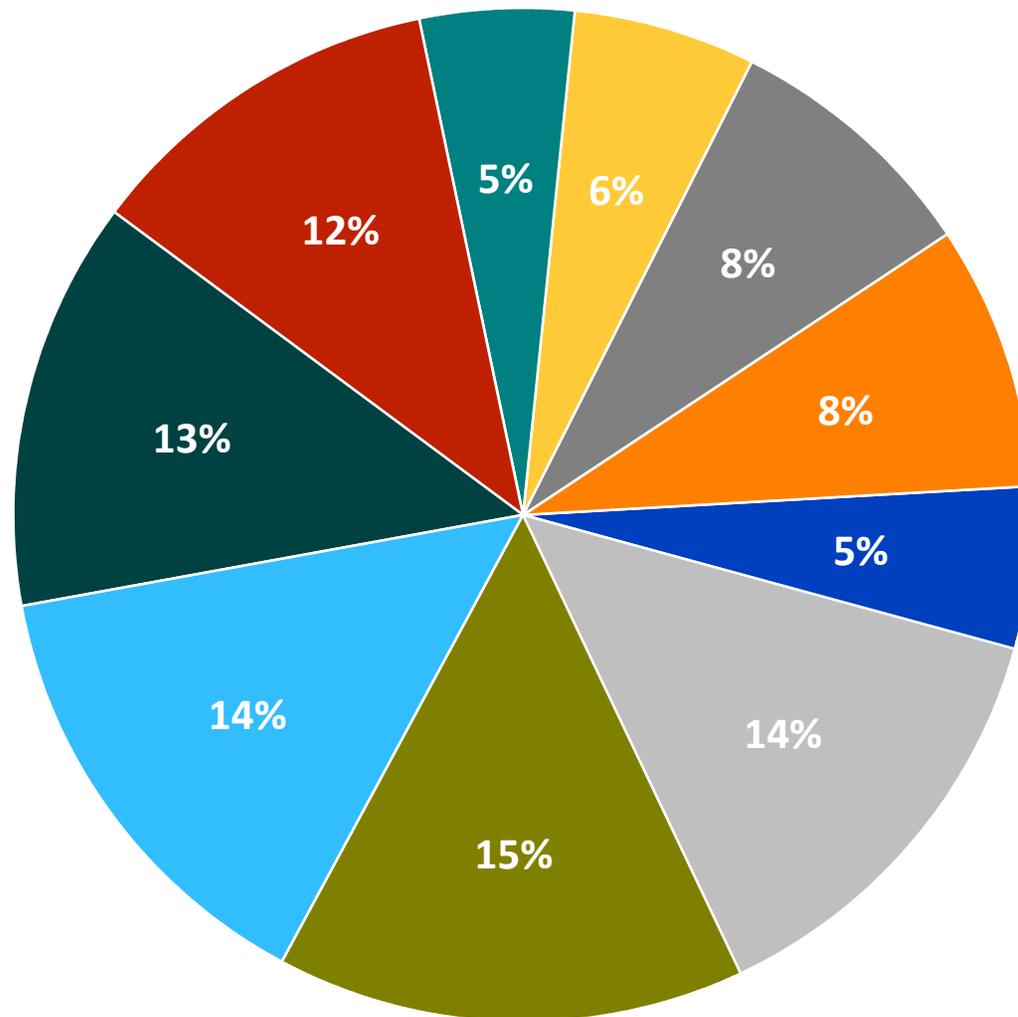
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q23. Demographics: Ages of People in Household

by percentage of household occupants

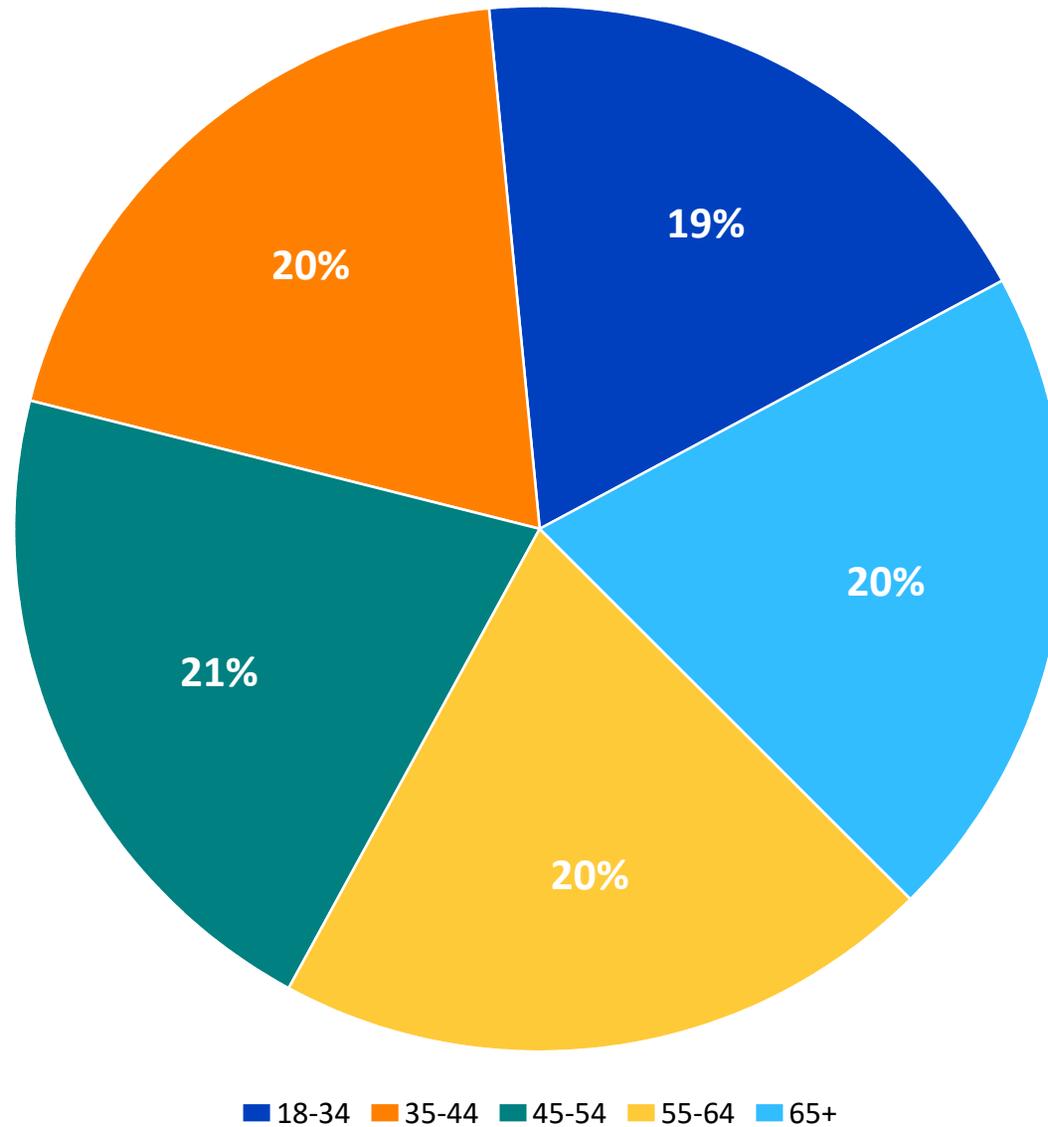


■ Under 5 years ■ 5-9 years ■ 10-14 years ■ 15-19 years ■ 20-24 years
■ 25-34 years ■ 35-44 years ■ 45-54 years ■ 55-64 years ■ 65+ years

Source: ETC Institute (2019)

Q24. Demographics: What is your age?

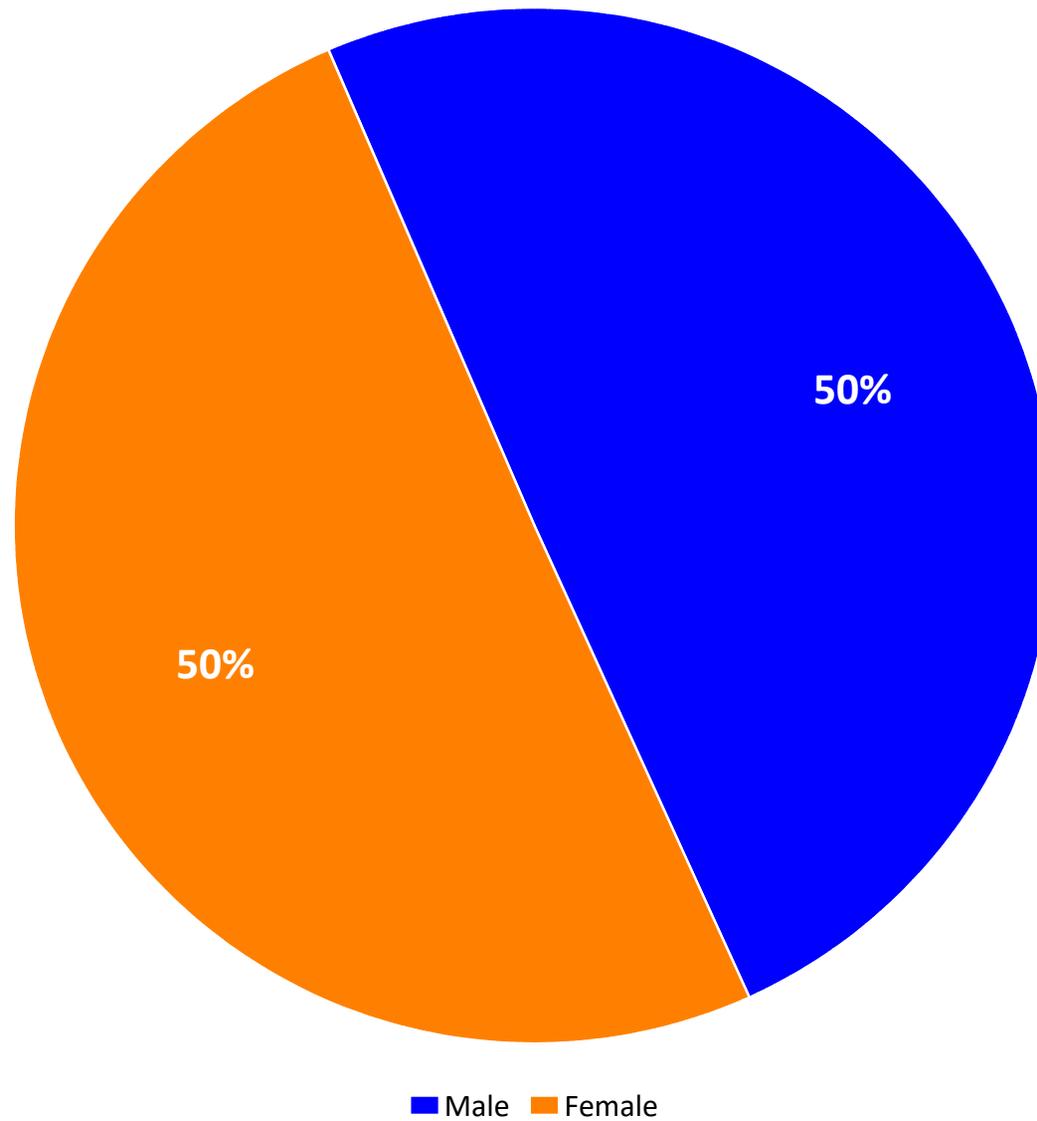
by percentage of respondents



Source: ETC Institute (2019)

Q25. Demographics: What is your gender?

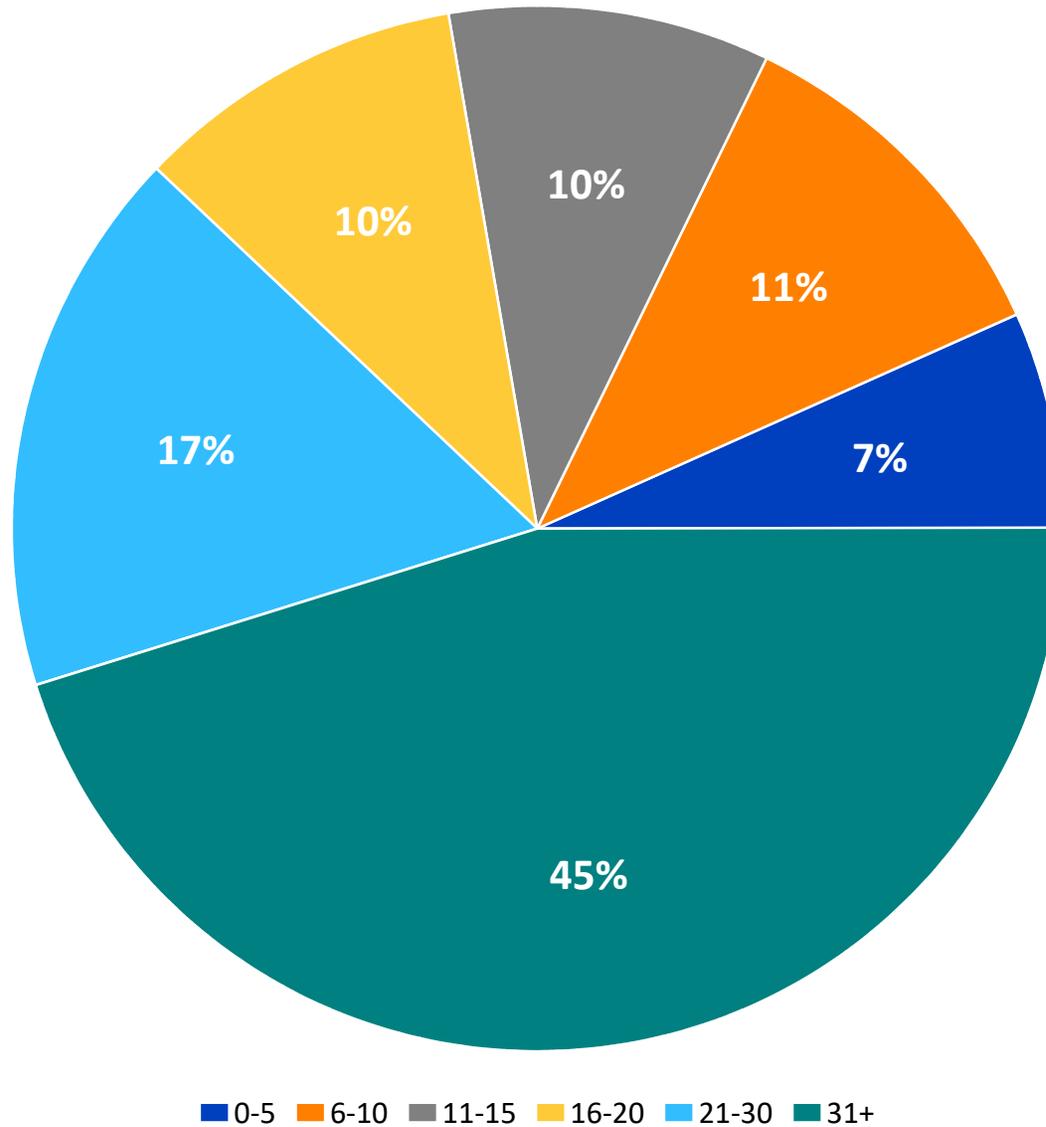
by percentage of respondents



Source: ETC Institute (2019)

Q26. Demographics: How many years have you lived in the City of Carroll?

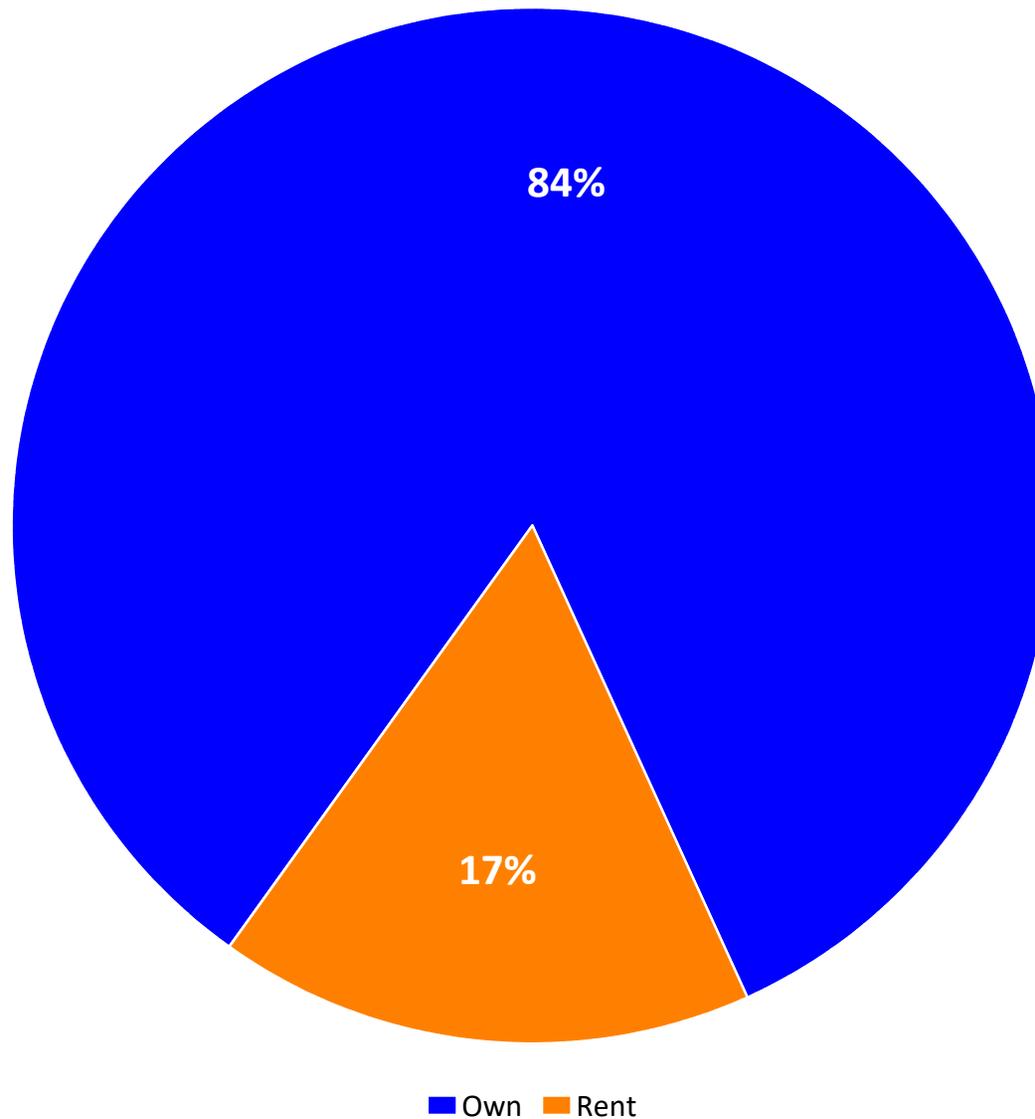
by percentage of respondents



Source: ETC Institute (2019)

Q27. Demographics: Do you rent or own your home?

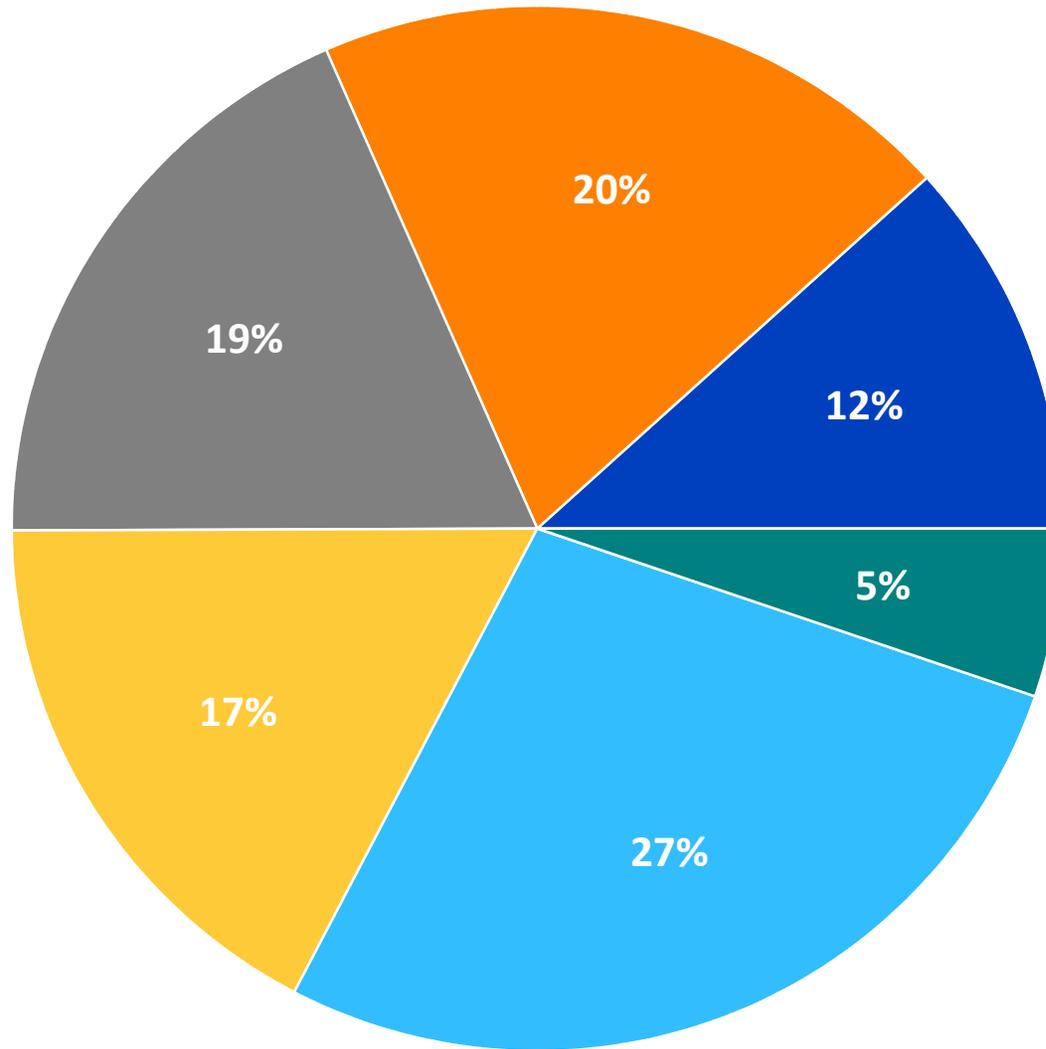
by percentage of respondents



Source: ETC Institute (2019)

Q28. Demographics: What is your total annual household income?

by percentage of respondents



■ Under \$25K ■ \$25K to \$49,999 ■ \$50K to \$74,999 ■ \$75K to \$99,999 ■ \$100K to \$249,999 ■ \$250K+

Source: ETC Institute (2019)

Section 2

Tabular Data

Q1. Please rate each of the following aspects of quality of life in the City of Carroll:

(N=392)

	Excellent	Good	Fair	Poor	Don't know
Q1-1. Carroll as a place to live	36.0%	54.3%	8.2%	1.5%	0.0%
Q1-2. Your neighborhood as a place to live	46.9%	41.3%	9.4%	1.8%	0.5%
Q1-3. Carroll as a place to raise children	47.2%	42.3%	5.4%	1.0%	4.1%
Q1-4. Carroll as a place to work	29.6%	45.2%	16.3%	5.6%	3.3%
Q1-5. Carroll as a place to retire	22.2%	44.4%	19.4%	5.6%	8.4%
Q1-6. Carroll as a place to recreate	15.3%	46.4%	25.0%	7.1%	6.1%
Q1-7. Overall quality of life in Carroll	26.3%	61.0%	9.2%	2.6%	1.0%

WITHOUT DON'T KNOW

Q1. Please rate each of the following aspects of quality of life in the City of Carroll: (without "don't know")

(N=392)

	Excellent	Good	Fair	Poor
Q1-1. Carroll as a place to live	36.0%	54.3%	8.2%	1.5%
Q1-2. Your neighborhood as a place to live	47.2%	41.5%	9.5%	1.8%
Q1-3. Carroll as a place to raise children	49.2%	44.1%	5.6%	1.1%
Q1-4. Carroll as a place to work	30.6%	46.7%	16.9%	5.8%
Q1-5. Carroll as a place to retire	24.2%	48.5%	21.2%	6.1%
Q1-6. Carroll as a place to recreate	16.3%	49.5%	26.6%	7.6%
Q1-7. Overall quality of life in Carroll	26.5%	61.6%	9.3%	2.6%

Q2. Please rate the quality of each of these City services.

(N=392)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q2-1. Animal Control	16.6%	38.8%	26.8%	5.9%	1.8%	10.2%
Q2-2. Building Inspection	13.8%	31.4%	25.0%	5.1%	2.3%	22.4%
Q2-3. Cemetery	32.1%	42.6%	12.5%	1.5%	1.0%	10.2%
Q2-4. City Administration	14.0%	35.5%	26.0%	12.2%	7.9%	4.3%
Q2-5. Code/Nuisance Enforcement	15.1%	31.4%	29.8%	7.9%	3.8%	12.0%
Q2-6. Drinking Water	23.2%	46.7%	16.1%	9.2%	3.6%	1.3%
Q2-7. Economic Development	13.8%	36.0%	28.1%	12.2%	4.3%	5.6%
Q2-8. Fire Department	50.0%	38.5%	7.1%	1.3%	0.5%	2.6%
Q2-9. Garbage/Solid Waste Collection	42.1%	42.6%	8.9%	2.6%	2.0%	1.8%
Q2-10. Golf Course	23.7%	33.9%	18.9%	1.8%	1.3%	20.4%
Q2-11. Library	22.2%	36.5%	17.9%	9.7%	6.4%	7.4%
Q2-12. Parks	25.3%	49.0%	17.6%	2.8%	2.6%	2.8%
Q2-13. Planning & Zoning	14.3%	24.2%	32.7%	4.6%	4.1%	20.2%
Q2-14. Police Department	26.5%	45.2%	16.8%	5.9%	3.6%	2.0%
Q2-15. Recreation Center Programs	9.9%	40.1%	27.6%	8.4%	3.3%	10.7%
Q2-16. Recreation Programs (not Rec Center)	8.7%	31.9%	33.4%	8.4%	2.8%	14.8%
Q2-17. Sanitary Sewer	19.4%	48.5%	20.2%	4.3%	1.5%	6.1%
Q2-18. Street Repair	13.8%	39.3%	22.2%	16.6%	6.6%	1.5%
Q2-19. Storm Water Drainage	13.3%	46.7%	21.9%	9.9%	2.8%	5.4%
Q2-20. Utility Billing	19.1%	47.2%	24.0%	5.9%	2.3%	1.5%
Q2-21. Overall quality of City services	16.1%	54.6%	20.7%	5.6%	2.8%	0.3%

WITHOUT DON'T KNOW**Q2. Please rate the quality of each of these City services. (without "don't know")**

(N=392)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q2-1. Animal Control	18.5%	43.2%	29.8%	6.5%	2.0%
Q2-2. Building Inspection	17.8%	40.5%	32.2%	6.6%	3.0%
Q2-3. Cemetery	35.8%	47.4%	13.9%	1.7%	1.1%
Q2-4. City Administration	14.7%	37.1%	27.2%	12.8%	8.3%
Q2-5. Code/Nuisance Enforcement	17.1%	35.7%	33.9%	9.0%	4.3%
Q2-6. Drinking Water	23.5%	47.3%	16.3%	9.3%	3.6%
Q2-7. Economic Development	14.6%	38.1%	29.7%	13.0%	4.6%
Q2-8. Fire Department	51.3%	39.5%	7.3%	1.3%	0.5%
Q2-9. Garbage/Solid Waste Collection	42.9%	43.4%	9.1%	2.6%	2.1%
Q2-10. Golf Course	29.8%	42.6%	23.7%	2.2%	1.6%
Q2-11. Library	24.0%	39.4%	19.3%	10.5%	6.9%
Q2-12. Parks	26.0%	50.4%	18.1%	2.9%	2.6%
Q2-13. Planning & Zoning	17.9%	30.4%	40.9%	5.8%	5.1%
Q2-14. Police Department	27.1%	46.1%	17.2%	6.0%	3.6%
Q2-15. Recreation Center Programs	11.1%	44.9%	30.9%	9.4%	3.7%
Q2-16. Recreation Programs (not Rec Center)	10.2%	37.4%	39.2%	9.9%	3.3%
Q2-17. Sanitary Sewer	20.7%	51.6%	21.5%	4.6%	1.6%
Q2-18. Street Repair	14.0%	39.9%	22.5%	16.8%	6.7%
Q2-19. Storm Water Drainage	14.0%	49.3%	23.2%	10.5%	3.0%
Q2-20. Utility Billing	19.4%	47.9%	24.4%	6.0%	2.3%
Q2-21. Overall quality of City services	16.1%	54.7%	20.7%	5.6%	2.8%

Q3. Please rate each of the following categories of Carroll government performance:

(N=392)

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Q3-1. Overall value received for your local tax & fees	9.4%	36.0%	33.4%	18.6%	2.6%
Q3-2. As a community that is moving in right direction	12.2%	35.5%	33.2%	15.8%	3.3%
Q3-3. Level of public involvement in local decision making	7.9%	26.8%	34.7%	25.3%	5.4%
Q3-4. Leadership of elected officials	8.7%	34.2%	30.6%	20.4%	6.1%
Q3-5. Leadership of City Manager & appointed staff	9.7%	35.7%	23.0%	21.9%	9.7%
Q3-6. Honesty of Carroll's government	12.0%	31.9%	22.4%	23.2%	10.5%
Q3-7. Treats all residents fairly & equitably	11.5%	33.4%	28.6%	18.1%	8.4%
Q3-8. Generally acts in best interest of community	12.2%	35.2%	28.8%	19.1%	4.6%

WITHOUT DON'T KNOW**Q3. Please rate each of the following categories of Carroll government performance: (without "don't know")**

(N=392)

	Excellent	Good	Fair	Poor
Q3-1. Overall value received for your local tax & fees	9.7%	36.9%	34.3%	19.1%
Q3-2. As a community that is moving in right direction	12.7%	36.7%	34.3%	16.4%
Q3-3. Level of public involvement in local decision making	8.4%	28.3%	36.7%	26.7%
Q3-4. Leadership of elected officials	9.2%	36.4%	32.6%	21.7%
Q3-5. Leadership of City Manager & appointed staff	10.7%	39.5%	25.4%	24.3%
Q3-6. Honesty of Carroll's government	13.4%	35.6%	25.1%	25.9%
Q3-7. Treats all residents fairly & equitably	12.5%	36.5%	31.2%	19.8%
Q3-8. Generally acts in best interest of community	12.8%	36.9%	30.2%	20.1%

Q4. The City is developing a five-year capital improvements program. What priority do you believe should be placed on each of the following infrastructure improvement projects?

(N=392)

	High priority	Medium priority	Low priority	Do not fund	Unsure/no opinion
Q4-1. Major City street improvements	33.4%	49.2%	11.5%	1.8%	4.1%
Q4-2. Residential street improvements	40.6%	47.2%	6.1%	1.3%	4.8%
Q4-3. Downtown streetscape improvements	7.7%	21.4%	43.6%	23.7%	3.6%
Q4-4. Storm water/drainage improvements	22.2%	44.9%	19.6%	2.3%	11.0%
Q4-5. Sanitary sewer improvements	22.2%	41.8%	20.9%	2.0%	13.0%
Q4-6. Street maintenance facility construction	14.0%	32.4%	29.3%	12.5%	11.7%
Q4-7. Sidewalk repairs	28.6%	42.1%	20.9%	2.6%	5.9%
Q4-8. Train horn mitigation	31.9%	18.6%	25.0%	17.3%	7.1%
Q4-9. Improvements to existing parks	14.8%	40.3%	33.7%	5.9%	5.4%
Q4-10. Recreation trails	19.6%	30.4%	31.4%	15.1%	3.6%
Q4-11. Improvements to outdoor aquatic center	12.5%	24.5%	37.2%	20.9%	4.8%
Q4-12. Recreation Center improvements	24.0%	28.1%	27.6%	15.3%	5.1%

WITHOUT NOT SURE/NO OPINION**Q4. The City is developing a five-year capital improvements program. What priority do you believe should be placed on each of the following infrastructure improvement projects? (without "unsure/no opinion")**

(N=392)

	High priority	Medium priority	Low priority	Do not fund
Q4-1. Major City street improvements	34.8%	51.3%	12.0%	1.9%
Q4-2. Residential street improvements	42.6%	49.6%	6.4%	1.3%
Q4-3. Downtown streetscape improvements	7.9%	22.2%	45.2%	24.6%
Q4-4. Storm water/drainage improvements	24.9%	50.4%	22.1%	2.6%
Q4-5. Sanitary sewer improvements	25.5%	48.1%	24.0%	2.3%
Q4-6. Street maintenance facility construction	15.9%	36.7%	33.2%	14.2%
Q4-7. Sidewalk repairs	30.4%	44.7%	22.2%	2.7%
Q4-8. Train horn mitigation	34.3%	20.1%	26.9%	18.7%
Q4-9. Improvements to existing parks	15.6%	42.6%	35.6%	6.2%
Q4-10. Recreation trails	20.4%	31.5%	32.5%	15.6%
Q4-11. Improvements to outdoor aquatic center	13.1%	25.7%	39.1%	22.0%
Q4-12. Recreation Center improvements	25.3%	29.6%	29.0%	16.1%

Q5. Where do you and members of your household currently go for your indoor recreation needs?

Q5. Where do you currently go for your indoor recreation needs

	Number	Percent
Carroll Recreation Center	173	44.1 %
Anytime Fitness	31	7.9 %
Platinum Fitness	18	4.6 %
Carroll Cross Fit Gym	13	3.3 %
Outside City of Carroll	39	9.9 %
Other	28	7.1 %
I/we do not use any indoor recreation facilities	149	38.0 %
Total	451	

Q5-6. Other

Q5-6. Other	Number	Percent
BOWLING ALLEY, MOVIE THEATER, LIBRARY	1	3.6 %
Carroll Municipal Golf Course	1	3.6 %
Church gym	1	3.6 %
Disabled at this time	1	3.6 %
FITNESS WORLD	1	3.6 %
HOME GYM	7	25.0 %
Hospital	1	3.6 %
KUEMPER	1	3.6 %
KUEMPER FIELD HOUSE	1	3.6 %
PARK SHELTER HOUSES	1	3.6 %
POLICE DEPT GYM	1	3.6 %
PRIVATE VENUE	1	3.6 %
SCHOOLS AND HOME	1	3.6 %
SHOPPING OUTSIDE CARROLL	1	3.6 %
SWAN LAKE	1	3.6 %
TRAILS	1	3.6 %
The college kids have memberships in the city they go to school in	1	3.6 %
The store to get my steps in	1	3.6 %
Trails	1	3.6 %
WALK AT WALMART	1	3.6 %
WORK	1	3.6 %
WORK OUTSIDE	1	3.6 %
Total	28	100.0 %

Q6. Which ONE of the following statements best represents how the indoor recreation facilities that you are currently using meet your and your household's needs?

Q6. How does indoor recreation facilities meet your household's needs	Number	Percent
Meet all of your needs	87	22.2 %
Meet some of your needs	136	34.7 %
Do not meet any of your needs	7	1.8 %
Do not use any indoor recreation facilities	150	38.3 %
Not provided	12	3.1 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q6. Which ONE of the following statements best represents how the indoor recreation facilities that you are currently using meet your and your household's needs? (without "not provided")

Q6. How does indoor recreation facilities meet your household's needs	Number	Percent
Meet all of your needs	87	22.9 %
Meet some of your needs	136	35.8 %
Do not meet any of your needs	7	1.8 %
Do not use any indoor recreation facilities	150	39.5 %
Total	380	100.0 %

Q7. Within the last year, have you or members of your household utilized the Carroll Recreation Center?

Q7. Have you utilized Carroll Recreation Center within last year

	Number	Percent
Yes	218	55.6 %
No	174	44.4 %
Total	392	100.0 %

Q7a. How would you classify yourself and household as users of the Carroll Recreation Center?

Q7a. How would you classify yourself & your household as users of Carroll Recreation Center

	Number	Percent
Use often (once a week or more)	86	39.4 %
Use sometimes (once a month)	63	28.9 %
Rarely (several times a year)	69	31.7 %
Total	218	100.0 %

Q7b. Please CHECK ALL of the programs that you and members of your household take part in at the Carroll Recreation Center.

Q7b. All programs you take part in at Carroll Recreation Center

	Number	Percent
Basketball	56	25.7 %
Indoor pool	137	62.8 %
Summer youth theater	15	6.9 %
Volleyball	24	11.0 %
Congregate meals	4	1.8 %
Personal training	36	16.5 %
Swim lessons/swim team	52	23.9 %
Water aerobics	16	7.3 %
Fitness classes	27	12.4 %
Pickleball	8	3.7 %
Tennis	4	1.8 %
Other	35	16.1 %
Total	414	

Q7b-12. Other

<u>Q7b-12. Other</u>	<u>Number</u>	<u>Percent</u>
AUDITORIUM	1	2.9 %
All Strings Attached Concerts	1	2.9 %
CONCERTS	1	2.9 %
DANCE LESSONS, SOCCER, BASEBALL	1	2.9 %
EXERCISE EQUIPMENT	1	2.9 %
Exercise	1	2.9 %
Grandchildren, youth sports and pools	1	2.9 %
Health reason utilized the indoor pool	1	2.9 %
KIDS PROGRAMS	1	2.9 %
MEETINGS	1	2.9 %
Racquetball	2	5.9 %
SAUNA	1	2.9 %
SOCCER	3	8.8 %
School plays	1	2.9 %
Special health	1	2.9 %
TRAINING ROOM	1	2.9 %
TREADMILL AND WEIGHTS	1	2.9 %
Treadmills	2	5.9 %
WALKING IN GYM	1	2.9 %
WEIGHT ROOM	5	14.7 %
Walking	5	14.7 %
Weight and cardio rooms	1	2.9 %
Total	34	100.0 %

Q7c. Please rate your overall satisfaction with the following operational aspects of the Carroll Recreation Center on a scale of 4 to 1 where 4 means "very satisfied" and 1 means "very dissatisfied." If you don't use, please indicate 9 for "don't use."

(N=218)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	N/A or don't use
Q7c-1. Maintenance/cleanliness	21.6%	58.3%	11.5%	4.1%	4.6%
Q7c-2. Customer service	30.7%	56.9%	5.5%	1.8%	5.0%
Q7c-3. Programs	11.9%	53.7%	14.2%	5.0%	15.1%
Q7c-4. Hours of operation	23.4%	55.0%	10.6%	4.1%	6.9%
Q7c-5. Instructors	16.1%	42.7%	4.1%	2.3%	34.9%

WITHOUT DON'T USE

Q7c. Please rate your overall satisfaction with the following operational aspects of the Carroll Recreation Center on a scale of 4 to 1 where 4 means "very satisfied" and 1 means "very dissatisfied." If you don't use, please indicate 9 for "don't use." (without "n/a or don't use")

(N=218)

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied
Q7c-1. Maintenance/cleanliness	22.6%	61.1%	12.0%	4.3%
Q7c-2. Customer service	32.4%	59.9%	5.8%	1.9%
Q7c-3. Programs	14.1%	63.2%	16.8%	5.9%
Q7c-4. Hours of operation	25.1%	59.1%	11.3%	4.4%
Q7c-5. Instructors	24.6%	65.5%	6.3%	3.5%

Q7d. Which TWO of the operational aspects listed in Question 7c are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center?

Q7d. Top choice	Number	Percent
Maintenance/cleanliness	75	34.4 %
Customer service	17	7.8 %
Programs	51	23.4 %
Hours of operation	32	14.7 %
Instructors	4	1.8 %
None chosen	39	17.9 %
Total	218	100.0 %

Q7d. Which TWO of the operational aspects listed in Question 7c are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center?

Q7d. 2nd choice	Number	Percent
Maintenance/cleanliness	41	18.8 %
Customer service	40	18.3 %
Programs	32	14.7 %
Hours of operation	46	21.1 %
Instructors	12	5.5 %
None chosen	47	21.6 %
Total	218	100.0 %

SUM OF TOP 2 CHOICES

Q7d. Which TWO of the operational aspects listed in Question 7c are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center? (top 2)

Q7d. Sum of Top 2 Choices	Number	Percent
Maintenance/cleanliness	116	53.2 %
Customer service	57	26.1 %
Programs	83	38.1 %
Hours of operation	78	35.8 %
Instructors	16	7.3 %
None chosen	39	17.9 %
Total	389	

Q7e. Please rate your overall satisfaction with the following major components of the Carroll Recreation Center on a scale of 5 to 1 where 5 means "very satisfied" and 1 means "very dissatisfied." If you don't use, please indicate 9 for "don't use."

(N=218)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	N/A or don't use
Q7e-1. Gymnasium	16.5%	44.5%	14.7%	5.5%	1.4%	17.4%
Q7e-2. Restrooms	14.2%	39.0%	23.4%	17.0%	1.8%	4.6%
Q7e-3. Locker room	7.3%	29.4%	22.5%	23.9%	5.0%	11.9%
Q7e-4. Heating/cooling	14.7%	41.7%	22.5%	10.6%	3.7%	6.9%
Q7e-5. Location	40.4%	45.4%	8.7%	0.5%	0.5%	4.6%
Q7e-6. Parking	27.5%	45.9%	13.8%	5.0%	3.2%	4.6%
Q7e-7. Theater	20.2%	34.4%	19.3%	6.0%	3.2%	17.0%
Q7e-8. Indoor pool	13.3%	37.6%	20.6%	13.3%	3.2%	11.9%
Q7e-9. Weight room	22.9%	36.7%	14.2%	3.2%	1.4%	21.6%
Q7e-10. Group exercise room	8.7%	23.4%	17.9%	2.3%	0.9%	46.8%
Q7e-11. Fitness classes	9.2%	14.7%	19.3%	1.4%	0.9%	54.6%
Q7e-12. Other	28.6%	14.3%	0.0%	14.3%	42.9%	0.0%

WITHOUT DON'T USE

Q7e. Please rate your overall satisfaction with the following major components of the Carroll Recreation Center on a scale of 5 to 1 where 5 means "very satisfied" and 1 means "very dissatisfied." If you don't use, please indicate 9 for "don't use." (without "n/a or don't use")

(N=218)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q7e-1. Gymnasium	20.0%	53.9%	17.8%	6.7%	1.7%
Q7e-2. Restrooms	14.9%	40.9%	24.5%	17.8%	1.9%
Q7e-3. Locker room	8.3%	33.3%	25.5%	27.1%	5.7%
Q7e-4. Heating/cooling	15.8%	44.8%	24.1%	11.3%	3.9%
Q7e-5. Location	42.3%	47.6%	9.1%	0.5%	0.5%
Q7e-6. Parking	28.8%	48.1%	14.4%	5.3%	3.4%
Q7e-7. Theater	24.3%	41.4%	23.2%	7.2%	3.9%
Q7e-8. Indoor pool	15.1%	42.7%	23.4%	15.1%	3.6%
Q7e-9. Weight room	29.2%	46.8%	18.1%	4.1%	1.8%
Q7e-10. Group exercise room	16.4%	44.0%	33.6%	4.3%	1.7%
Q7e-11. Fitness classes	20.2%	32.3%	42.4%	3.0%	2.0%
Q7e-12. Other	28.6%	14.3%	0.0%	14.3%	42.9%

Q7e-12. Other

Q7e-12. Other	Number	Percent
Interested in the pool and lap swimming	1	14.3 %
MAINTENANCE	1	14.3 %
PARKING WHEN SPORTS ARE GOING ON	1	14.3 %
Sauna	1	14.3 %
Socials for seniors	1	14.3 %
THEATER	1	14.3 %
Youth programs	1	14.3 %
Total	7	100.0 %

Q7f. Which TWO of these major components in Question 7e are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center?

<u>Q7f. Top choice</u>	<u>Number</u>	<u>Percent</u>
Gymnasium	30	13.8 %
Restrooms	7	3.2 %
Locker room	6	2.8 %
Heating/cooling	8	3.7 %
Location	11	5.0 %
Parking	3	1.4 %
Theater	13	6.0 %
Indoor pool	67	30.7 %
Weight room	33	15.1 %
Group exercise room	9	4.1 %
Fitness classes	8	3.7 %
Other	2	0.9 %
None chosen	21	9.6 %
Total	218	100.0 %

Q7f. Which TWO of these major components in Question 7e are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center?

<u>Q7f. 2nd choice</u>	<u>Number</u>	<u>Percent</u>
Gymnasium	28	12.8 %
Restrooms	18	8.3 %
Locker room	23	10.6 %
Heating/cooling	9	4.1 %
Location	7	3.2 %
Parking	12	5.5 %
Theater	19	8.7 %
Indoor pool	43	19.7 %
Weight room	19	8.7 %
Group exercise room	5	2.3 %
Fitness classes	6	2.8 %
Other	2	0.9 %
None chosen	27	12.4 %
Total	218	100.0 %

SUM OF TOP 2 CHOICES

Q7f. Which TWO of these major components in Question 7e are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center? (top 2)

<u>Q7f. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
Gymnasium	58	26.6 %
Restrooms	25	11.5 %
Locker room	29	13.3 %
Heating/cooling	17	7.8 %
Location	18	8.3 %
Parking	15	6.9 %
Theater	32	14.7 %
Indoor pool	110	50.5 %
Weight room	52	23.9 %
Group exercise room	14	6.4 %
Fitness classes	14	6.4 %
Other	4	1.8 %
<u>None chosen</u>	<u>21</u>	<u>9.6 %</u>
Total	409	

Q8. If you and your household have not utilized the Carroll Recreation Center within the last year, please check ALL the reasons why.

Q8. Why have you not utilized Carroll Recreation

Center within last year	Number	Percent
Center does not have recreation spaces & equipment I/we desire	9	5.2 %
Center & its programs are too expensive	57	32.8 %
Center does not offer programs & services I/we desire	20	11.5 %
I/we use other facilities	31	17.8 %
Other	55	31.6 %
Total	172	

Q8-4. Other facilities

Q8-4. Other facilities	Number	Percent
ANYTIME FITNESS	7	35.0 %
CROSSFIT	2	10.0 %
GLIDDEN POOL	1	5.0 %
HOME GYM EQUIPMENT AND SAUNA	1	5.0 %
HOT YOGA AT CROSSFIT GYM	1	5.0 %
IN HOUSE FACILITY	1	5.0 %
Platinum Fitness	3	15.0 %
USE BIKE TRAIL TO BIKE AND WALK	1	5.0 %
USE OUTDOOR FACILITIES	1	5.0 %
WALK AT WALMART	1	5.0 %
WORK OUT AT PLACE OF EMPLOYMENT	1	5.0 %
Total	20	100.0 %

Q8-5. Other

<u>Q8-5. Other</u>	<u>Number</u>	<u>Percent</u>
24 HOURS PLEASE	1	2.1 %
Age	1	2.1 %
COST DON'T LIKE CROWDS	1	2.1 %
Can barely walk so really can't use the items they have there but the pool	1	2.1 %
DO NOT USE/NEED	1	2.1 %
Do not participate in Rec Center type activities	1	2.1 %
Don't take the time	1	2.1 %
Don't want to use	1	2.1 %
ELDERLY, CANNOT GET TOO MUCH	1	2.1 %
Exercise equipment in our home and on outside trails	1	2.1 %
HAVE NO NEED	1	2.1 %
I DO ON MY OWN, NOT ENOUGH TIME	1	2.1 %
I HAVE EXERCISE EQUIPMENT AT HOME	1	2.1 %
I HAVE LIVED HERE FOR 3 WEEKS	1	2.1 %
I WALK OUTSIDE	1	2.1 %
I do not have time to utilize your facilities	1	2.1 %
I left rec center for a 24 hour facility and have not returned	1	2.1 %
Just don't use	1	2.1 %
Kids are older. I just walk	1	2.1 %
My wife is in a nursing home. I visit her many hours	1	2.1 %
NO CONTROL OVER CHILDREN, NOT A DAYCARE	1	2.1 %
NO INTEREST IN REC CENTER	1	2.1 %
NO TIME	1	2.1 %
Not interested	5	10.4 %
Not interested, we walk and bike for exercise	1	2.1 %
Not open when I work out	1	2.1 %
OLD AGE	1	2.1 %
Only outdoor activities	1	2.1 %
PARKS AND REC DIRECTOR IS AN IMBECILE	1	2.1 %
PLAN TO VISIT	1	2.1 %
PREFER NOT TO EXERCISE IN GROUPS	1	2.1 %
THE LOCKER ROOM AND SAUNA ROOM IS ALWAYS DIRTY	1	2.1 %
Times of many classes do not work with work schedule	1	2.1 %
Time	1	2.1 %
Too busy	1	2.1 %
Too old	1	2.1 %
USE HOME EXERCISE EQUIPMENT	1	2.1 %
Uses too much chlorine in pool I get headaches from it	1	2.1 %
Use home equipment and outdoors	1	2.1 %
We are snowbirds, exercise doing housework and yard work	1	2.1 %
WE DO NOT ENJOY INSIDE RECREATION	1	2.1 %
WE NEED A PLACE JUST FOR WALKING	1	2.1 %
WORK FOUR JOBS TO KEEP MY HOME	1	2.1 %
WORK OUTSIDE	1	2.1 %
Total	48	100.0 %

Q9. If Carroll residents were to support an update to the INDOOR aquatic center, please indicate which features you think are needed using a scale of 1 to 3, where 3 is "strongly needed" and 1 is "not needed" in the INDOOR aquatic center.

(N=392)

	Strongly needed	Somewhat needed	Not needed	Don't know
Q9-1. Area for swim lessons	28.1%	28.1%	18.6%	25.3%
Q9-2. A play-oriented pool with zero depth entry & features such as slides, & water spray elements	35.5%	23.2%	21.9%	19.4%
Q9-3. Warm water area for fitness/exercise	21.4%	31.9%	24.5%	22.2%
Q9-4. Warmer water area for therapy	21.4%	30.9%	23.0%	24.7%
Q9-5. 25-yard competition pool	14.5%	23.7%	31.4%	30.4%
Q9-6. Diving boards for competition	10.7%	21.7%	36.0%	31.6%
Q9-7. Hot tub or whirlpool	27.3%	30.1%	19.9%	22.7%
Q9-8. Lanes for lap swimming	25.3%	27.8%	20.2%	26.8%
Q9-9. Dry sauna & steam room	19.1%	26.0%	27.3%	27.6%
Q9-10. Other	90.0%	10.0%	0.0%	0.0%

WITHOUT DON'T KNOW

Q9. If Carroll residents were to support an update to the INDOOR aquatic center, please indicate which features you think are needed using a scale of 1 to 3, where 3 is "strongly needed" and 1 is "not needed" in the INDOOR aquatic center. (without "don't know")

(N=392)

	Strongly needed	Somewhat needed	Not needed
Q9-1. Area for swim lessons	37.5%	37.5%	24.9%
Q9-2. A play-oriented pool with zero depth entry & features such as slides, & water spray elements	44.0%	28.8%	27.2%
Q9-3. Warm water area for fitness/exercise	27.5%	41.0%	31.5%
Q9-4. Warmer water area for therapy	28.5%	41.0%	30.5%
Q9-5. 25-yard competition pool	20.9%	34.1%	45.1%
Q9-6. Diving boards for competition	15.7%	31.7%	52.6%
Q9-7. Hot tub or whirlpool	35.3%	38.9%	25.7%
Q9-8. Lanes for lap swimming	34.5%	38.0%	27.5%
Q9-9. Dry sauna & steam room	26.4%	35.9%	37.7%
Q9-10. Other	90.0%	10.0%	0.0%

Q9-10. Other

Q9-10. Other	Number	Percent
Able to use sauna when pool is not open	1	10.0 %
Areas for seniors with disabilities	1	10.0 %
BETTER SEATING	1	10.0 %
Better ventilation for the pool area	1	10.0 %
CLEANING OF SAUNA	1	10.0 %
Doctor's advice	1	10.0 %
MORE HOURS TO SWIM	1	10.0 %
SLIDE	1	10.0 %
TREADMILL IN THE POOL	1	10.0 %
ZERO DEPTH FOR YOUNG KIDS	1	10.0 %
Total	10	100.0 %

Q10. Which THREE of the aquatic features listed in question 9 do you and members of your household feel are MOST NEEDED in an indoor aquatic center?

Q10. Top choice	Number	Percent
Area for swim lessons	51	13.0 %
A play-oriented pool with zero depth entry & features such as slides, & water spray elements	87	22.2 %
Warm water area for fitness/exercise	37	9.4 %
Warmer water area for therapy	16	4.1 %
25-yard competition pool	9	2.3 %
Diving boards for competition	1	0.3 %
Hot tub or whirlpool	22	5.6 %
Lanes for lap swimming	16	4.1 %
Dry sauna & steam room	16	4.1 %
Other	4	1.0 %
None chosen	133	33.9 %
Total	392	100.0 %

Q10. Which THREE of the aquatic features listed in question 9 do you and members of your household feel are MOST NEEDED in an indoor aquatic center?

Q10. 2nd choice	Number	Percent
Area for swim lessons	36	9.2 %
A play-oriented pool with zero depth entry & features such as slides, & water spray elements	39	9.9 %
Warm water area for fitness/exercise	46	11.7 %
Warmer water area for therapy	27	6.9 %
25-yard competition pool	18	4.6 %
Diving boards for competition	4	1.0 %
Hot tub or whirlpool	45	11.5 %
Lanes for lap swimming	18	4.6 %
Dry sauna & steam room	14	3.6 %
Other	1	0.3 %
None chosen	144	36.7 %
Total	392	100.0 %

Q10. Which THREE of the aquatic features listed in question 9 do you and members of your household feel are MOST NEEDED in an indoor aquatic center?

Q10. 3rd choice	Number	Percent
Area for swim lessons	15	3.8 %
A play-oriented pool with zero depth entry & features such as slides, & water spray elements	19	4.8 %
Warm water area for fitness/exercise	32	8.2 %
Warmer water area for therapy	30	7.7 %
25-yard competition pool	14	3.6 %
Diving boards for competition	16	4.1 %
Hot tub or whirlpool	36	9.2 %
Lanes for lap swimming	36	9.2 %
Dry sauna & steam room	23	5.9 %
Other	1	0.3 %
None chosen	170	43.4 %
Total	392	100.0 %

SUM OF TOP 3 CHOICES

Q10. Which THREE of the aquatic features listed in question 9 do you and members of your household feel are MOST NEEDED in an indoor aquatic center? (top 3)

Q10. Sum of Top 3 Choices	Number	Percent
Area for swim lessons	102	26.0 %
A play-oriented pool with zero depth entry & features such as slides, & water spray elements	145	37.0 %
Warm water area for fitness/exercise	115	29.3 %
Warmer water area for therapy	73	18.6 %
25-yard competition pool	41	10.5 %
Diving boards for competition	21	5.4 %
Hot tub or whirlpool	103	26.3 %
Lanes for lap swimming	70	17.9 %
Dry sauna & steam room	53	13.5 %
Other	6	1.5 %
None chosen	133	33.9 %
Total	862	

Q11. Listed below are various recreation program areas that could possibly have increased emphasis at a new Carroll Recreation Center. For each one, please indicate whether you and your household think more programming in each of these areas is needed in the community using a scale of 1 to 3, where 3 is "strongly needed" and 1 is "not needed."

(N=392)

	Strongly needed	Somewhat needed	Not needed	Don't know
Q11-1. Sports	26.5%	29.1%	21.7%	22.7%
Q11-2. Lectures	8.2%	27.8%	36.7%	27.3%
Q11-3. Health & wellness	29.6%	37.2%	13.0%	20.2%
Q11-4. Raised walking/running track	40.6%	19.1%	22.4%	17.9%
Q11-5. Education	13.3%	36.7%	24.2%	25.8%
Q11-6. Dance	8.9%	26.5%	39.5%	25.0%
Q11-7. Music	13.8%	30.4%	31.9%	24.0%
Q11-8. Arts & crafts	11.5%	37.5%	26.8%	24.2%
Q11-9. Special interest classes	12.0%	36.7%	23.7%	27.6%
Q11-10. After school	22.2%	34.9%	18.1%	24.7%
Q11-11. Summer camp	21.4%	29.6%	23.0%	26.0%
Q11-12. Specialty camps	17.1%	31.6%	23.7%	27.6%
Q11-13. Rental rooms for parties (birthdays, etc.)	20.7%	31.9%	25.3%	22.2%
Q11-14. Gymnastics	12.2%	29.3%	30.4%	28.1%
Q11-15. Aquatics	29.3%	30.6%	15.3%	24.7%
Q11-16. Fitness	34.9%	30.9%	12.5%	21.7%
Q11-17. Racquetball courts	8.9%	31.4%	27.6%	32.1%
Q11-18. Table tennis tables	4.6%	29.6%	34.2%	31.6%
Q11-19. Other	81.8%	9.1%	9.1%	0.0%

WITHOUT DON'T KNOW

Q11. Listed below are various recreation program areas that could possibly have increased emphasis at a new Carroll Recreation Center. For each one, please indicate whether you and your household think more programming in each of these areas is needed in the community using a scale of 1 to 3, where 3 is "strongly needed" and 1 is "not needed." (without "don't know")

(N=392)

	Strongly needed	Somewhat needed	Not needed
Q11-1. Sports	34.3%	37.6%	28.1%
Q11-2. Lectures	11.2%	38.2%	50.5%
Q11-3. Health & wellness	37.1%	46.6%	16.3%
Q11-4. Raised walking/running track	49.4%	23.3%	27.3%
Q11-5. Education	17.9%	49.5%	32.6%
Q11-6. Dance	11.9%	35.4%	52.7%
Q11-7. Music	18.1%	39.9%	41.9%
Q11-8. Arts & crafts	15.2%	49.5%	35.4%
Q11-9. Special interest classes	16.5%	50.7%	32.7%
Q11-10. After school	29.5%	46.4%	24.1%
Q11-11. Summer camp	29.0%	40.0%	31.0%
Q11-12. Specialty camps	23.6%	43.7%	32.7%
Q11-13. Rental rooms for parties (birthdays, etc.)	26.6%	41.0%	32.5%
Q11-14. Gymnastics	17.0%	40.8%	42.2%
Q11-15. Aquatics	39.0%	40.7%	20.3%
Q11-16. Fitness	44.6%	39.4%	16.0%
Q11-17. Racquetball courts	13.2%	46.2%	40.6%
Q11-18. Table tennis tables	6.7%	43.3%	50.0%
Q11-19. Other	81.8%	9.1%	9.1%

Q11-19. Other

<u>Q11-19. Other</u>	<u>Number</u>	<u>Percent</u>
AIR CONDITIONED GYM	1	9.1 %
Early childhood	1	9.1 %
MOVIES, GAME NIGHT	1	9.1 %
PICKLEBALL COURTS	2	18.2 %
PROFESSIONAL TRAININGS	1	9.1 %
Pickleball	3	27.3 %
Senior social programs	1	9.1 %
Theater	1	9.1 %
Total	11	100.0 %

Q12. Which THREE of the recreation program areas listed in question 11 do you and members of your household feel are MOST NEEDED at a new recreation center?

<u>Q12. Top choice</u>	<u>Number</u>	<u>Percent</u>
Sports	42	10.7 %
Lectures	7	1.8 %
Health & wellness	43	11.0 %
Raised walking/running track	77	19.6 %
Education	5	1.3 %
Dance	3	0.8 %
Music	3	0.8 %
Arts & crafts	6	1.5 %
Special interest classes	5	1.3 %
After school	17	4.3 %
Summer camp	3	0.8 %
Specialty camps	2	0.5 %
Rental rooms for parties (birthdays, etc.)	10	2.6 %
Gymnastics	2	0.5 %
Aquatics	18	4.6 %
Fitness	13	3.3 %
Racquetball courts	1	0.3 %
Table tennis tables	1	0.3 %
Other	3	0.8 %
<u>None chosen</u>	<u>131</u>	<u>33.4 %</u>
Total	392	100.0 %

Q12. Which THREE of the recreation program areas listed in question 11 do you and members of your household feel are MOST NEEDED at a new recreation center?

Q12. 2nd choice	Number	Percent
Sports	17	4.3 %
Lectures	5	1.3 %
Health & wellness	44	11.2 %
Raised walking/running track	40	10.2 %
Education	7	1.8 %
Dance	2	0.5 %
Music	10	2.6 %
Arts & crafts	10	2.6 %
Special interest classes	8	2.0 %
After school	23	5.9 %
Summer camp	17	4.3 %
Specialty camps	2	0.5 %
Rental rooms for parties (birthdays, etc.)	8	2.0 %
Gymnastics	4	1.0 %
Aquatics	27	6.9 %
Fitness	19	4.8 %
Racquetball courts	2	0.5 %
Other	4	1.0 %
None chosen	143	36.5 %
Total	392	100.0 %

Q12. Which THREE of the recreation program areas listed in question 11 do you and members of your household feel are MOST NEEDED at a new recreation center?

Q12. 3rd choice	Number	Percent
Sports	17	4.3 %
Lectures	8	2.0 %
Health & wellness	23	5.9 %
Raised walking/running track	20	5.1 %
Education	5	1.3 %
Dance	5	1.3 %
Music	8	2.0 %
Arts & crafts	10	2.6 %
Special interest classes	5	1.3 %
After school	17	4.3 %
Summer camp	19	4.8 %
Specialty camps	6	1.5 %
Rental rooms for parties (birthdays, etc.)	21	5.4 %
Gymnastics	4	1.0 %
Aquatics	18	4.6 %
Fitness	38	9.7 %
Racquetball courts	7	1.8 %
Other	2	0.5 %
None chosen	159	40.6 %
Total	392	100.0 %

SUM OF TOP 3 CHOICES

Q12. Which THREE of the recreation program areas listed in question 11 do you and members of your household feel are MOST NEEDED at a new recreation center? (top 3)

Q12. Sum of Top 3 Choices	Number	Percent
Sports	76	19.4 %
Lectures	20	5.1 %
Health & wellness	110	28.1 %
Raised walking/running track	137	34.9 %
Education	17	4.3 %
Dance	10	2.6 %
Music	21	5.4 %
Arts & crafts	26	6.6 %
Special interest classes	18	4.6 %
After school	57	14.5 %
Summer camp	39	9.9 %
Specialty camps	10	2.6 %
Rental rooms for parties (birthdays, etc.)	39	9.9 %
Gymnastics	10	2.6 %
Aquatics	63	16.1 %
Fitness	70	17.9 %
Racquetball courts	10	2.6 %
Table tennis tables	1	0.3 %
Other	9	2.3 %
None chosen	131	33.4 %
Total	874	

Q13. Listed below are different age groups that could possibly have increased emphasis at a new Carroll Recreation Center. For each of the groups, please indicate whether you and your household think it is important using a scale of 1 to 3, where 3 is "very important" and 1 is "not important" for the community center to serve this group.

(N=392)

	Very important	Somewhat important	Not important	Don't know
Q13-1. Preschool (2-5 years)	27.0%	25.8%	21.2%	26.0%
Q13-2. Youth (6-12 years)	44.4%	20.9%	10.7%	24.0%
Q13-3. Teens (13-17 years)	45.7%	20.9%	10.2%	23.2%
Q13-4. Young adult (18-21 years)	33.2%	27.6%	15.3%	24.0%
Q13-5. Adult (22-29 years)	30.9%	29.3%	14.8%	25.0%
Q13-6. Adult (30-49 years)	31.6%	28.8%	14.3%	25.3%
Q13-7. Older adult (50-62 years)	39.5%	25.8%	11.2%	23.5%
Q13-8. Seniors (63+ years)	46.4%	22.7%	10.2%	20.7%
Q13-9. Families	47.7%	19.1%	8.2%	25.0%

WITHOUT DON'T KNOW

Q13. Listed below are different age groups that could possibly have increased emphasis at a new Carroll Recreation Center. For each of the groups, please indicate whether you and your household think it is important using a scale of 1 to 3, where 3 is "very important" and 1 is "not important" for the community center to serve this group. (without "don't know")

(N=392)

	Very important	Somewhat important	Not important
Q13-1. Preschool (2-5 years)	36.6%	34.8%	28.6%
Q13-2. Youth (6-12 years)	58.4%	27.5%	14.1%
Q13-3. Teens (13-17 years)	59.5%	27.2%	13.3%
Q13-4. Young adult (18-21 years)	43.6%	36.2%	20.1%
Q13-5. Adult (22-29 years)	41.2%	39.1%	19.7%
Q13-6. Adult (30-49 years)	42.3%	38.6%	19.1%
Q13-7. Older adult (50-62 years)	51.7%	33.7%	14.7%
Q13-8. Seniors (63+ years)	58.5%	28.6%	12.9%
Q13-9. Families	63.6%	25.5%	10.9%

Q14. Compared to other issues in Carroll, what priority is the development of an updated recreation center?

Q14. What priority is development of an updated recreation center	Number	Percent
Very high priority	56	14.3 %
High priority	75	19.1 %
Medium priority	103	26.3 %
Low priority	140	35.7 %
Not provided	18	4.6 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q14. Compared to other issues in Carroll, what priority is the development of an updated recreation center? (without "not provided")

Q14. What priority is development of an updated recreation center	Number	Percent
Very high priority	56	15.0 %
High priority	75	20.1 %
Medium priority	103	27.5 %
Low priority	140	37.4 %
Total	374	100.0 %

Response Percent = 95.4 %

Q15. How supportive are you of Carroll Parks and Recreation operating a licensed daycare inside an updated recreation center?

Q15. How supportive are you of Carroll Parks & Recreation operating a licensed daycare inside an updated recreation center

	Number	Percent
Very supportive	52	13.3 %
Supportive	75	19.1 %
Neutral	95	24.2 %
Not supportive	41	10.5 %
Not at all supportive	76	19.4 %
Don't know	53	13.5 %
Total	392	100.0 %

WITHOUT DON'T KNOW

Q15. How supportive are you of Carroll Parks and Recreation operating a licensed daycare inside an updated recreation center? (without "don't know")

Q15. How supportive are you of Carroll Parks & Recreation operating a licensed daycare inside an updated recreation center

	Number	Percent
Very supportive	52	15.3 %
Supportive	75	22.1 %
Neutral	95	28.0 %
Not supportive	41	12.1 %
Not at all supportive	76	22.4 %
Total	339	100.0 %

Q16. Please CHECK ALL the ways you and your household find out about Carroll recreation programs and services.

Q16. Ways you find out about Carroll recreation programs & services	Number	Percent
Newspaper	117	29.8 %
Flyers distributed through schools	68	17.3 %
City website	86	21.9 %
Social media	163	41.6 %
Recreation brochure	66	16.8 %
Other	42	10.7 %
<u>Do not get any information</u>	<u>89</u>	<u>22.7 %</u>
Total	631	

Q16-6. Other facilities

Q16-6. Other	Number	Percent
EMAIL	11	26.2 %
I GO TO REC	4	9.5 %
Outdoor sign	2	4.8 %
RADIO	11	26.2 %
REC	1	2.4 %
Utility bill	1	2.4 %
WORD OF MOUTH	11	26.2 %
<u>Water bill</u>	<u>1</u>	<u>2.4 %</u>
Total	42	100.0 %

Q17. How often have you or members of your household visited or participated in the City of Carroll Parks and Recreation facilities or programs during the past 12 months?

Q17. How often have you visited or participated in City Parks & Recreation facilities or programs during past 12 months

	Number	Percent
Daily	19	4.8 %
A few times per week	40	10.2 %
Weekly	43	11.0 %
Monthly	51	13.0 %
Once or twice a season	111	28.3 %
Never	115	29.3 %
Not provided	13	3.3 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q17. How often have you or members of your household visited or participated in the City of Carroll Parks and Recreation facilities or programs during the past 12 months? (without "not provided")

Q17. How often have you visited or participated in City Parks & Recreation facilities or programs during past 12 months

	Number	Percent
Daily	19	5.0 %
A few times per week	40	10.6 %
Weekly	43	11.3 %
Monthly	51	13.5 %
Once or twice a season	111	29.3 %
Never	115	30.3 %
Total	379	100.0 %

Q18. Using a scale of 1 to 5, where 5 means "very supportive" and 1 means "not at all supportive," please rate how supportive you are of the potential actions the City of Carroll could take to enhance their recreation offerings.

(N=392)

	Very supportive	Supportive	Neutral	Not supportive	Not at all supportive	Don't know
Q18-1. Development of new indoor facilities	20.4%	16.1%	18.4%	18.9%	15.6%	10.7%
Q18-2. Development of new outdoor recreation facilities	13.3%	20.4%	22.7%	18.4%	14.8%	10.5%
Q18-3. Maintenance of existing recreation facilities	27.6%	39.5%	18.1%	1.5%	5.6%	7.7%
Q18-4. Redevelopment/improvement of existing Recreation Center	27.0%	27.6%	18.1%	9.2%	10.2%	7.9%
Q18-5. Adding air conditioning & updating heating systems in Carroll Recreation Center	20.9%	28.6%	25.3%	5.9%	9.9%	9.4%

WITHOUT DON'T KNOW

Q18. Using a scale of 1 to 5, where 5 means "very supportive" and 1 means "not at all supportive," please rate how supportive you are of the potential actions the City of Carroll could take to enhance their recreation offerings. (without "don't know")

(N=392)

	Very supportive	Supportive	Neutral	Not supportive	Not at all supportive
Q18-1. Development of new indoor facilities	22.9%	18.0%	20.6%	21.1%	17.4%
Q18-2. Development of new outdoor recreation facilities	14.8%	22.8%	25.4%	20.5%	16.5%
Q18-3. Maintenance of existing recreation facilities	29.8%	42.8%	19.6%	1.7%	6.1%
Q18-4. Redevelopment/improvement of existing Recreation Center	29.4%	29.9%	19.7%	10.0%	11.1%
Q18-5. Adding air conditioning & updating heating systems in Carroll Recreation Center	23.1%	31.5%	27.9%	6.5%	11.0%

Q19. If an improved Carroll Recreation Center is developed that includes features you think are most important to your household, what is the maximum amount of additional property taxes you would be willing to pay per year (per \$130,000) to help support the improvements?

Q19. Maximum amount of additional property taxes you would be willing to pay per year (per \$130K) to help support improvements

	Number	Percent
\$10-\$20 increase	81	20.7 %
\$21-\$30 increase	39	9.9 %
\$31-\$40 increase	26	6.6 %
I would not support any increase to property taxes	184	46.9 %
Don't know	62	15.8 %
Total	392	100.0 %

WITHOUT DON'T KNOW

Q19. If an improved Carroll Recreation Center is developed that includes features you think are most important to your household, what is the maximum amount of additional property taxes you would be willing to pay per year (per \$130,000) to help support the improvements? (without "don't know")

Q19. Maximum amount of additional property taxes you would be willing to pay per year (per \$130K) to help support improvements

	Number	Percent
\$10-\$20 increase	81	24.5 %
\$21-\$30 increase	39	11.8 %
\$31-\$40 increase	26	7.9 %
I would not support any increase to property taxes	184	55.8 %
Total	330	100.0 %

Q19a. If you answered "I would not support any increase to property taxes" or "don't know" to Question 19, please indicate why you answered this way.

Q19a. Why did you answer "I would not support any increase to property taxes" or "don't know" to Question 19

	Number	Percent
I need more information before I can answer	47	19.1 %
I would not use new community recreation facilities	55	22.4 %
I believe Carroll currently offers sufficient recreation opportunities	83	33.7 %
I believe those who plan on using new community recreation facilities should bear the burden of paying for it	74	30.1 %
I do not support any increase to taxes	127	51.6 %
Other	28	11.4 %
Total	414	

Q19a-6. Other facilities

Q19a-6. Other	Number	Percent
ALREADY TAXED ON NEW STADIUM	1	3.6 %
BETTER MAINTENANCE/CLEANING IS NEEDED	1	3.6 %
Bad timing-cause new jail, library, and football stadium	1	3.6 %
CAN'T AFFORD TAXES TO KEEP GOING UP	1	3.6 %
Carroll should look at working with hospital schools and YMCA	1	3.6 %
CITY SPENDS TOO MUCH MONEY	1	3.6 %
I RENT AN APARTMENT, DO NOT PAY TAXES	1	3.6 %
I think we have enough bills right now to pay for library	1	3.6 %
NEED ADVERTISEMENTS/INFO OF WHAT IS OFFERED	1	3.6 %
PROPERTY TAXES ARE ALREADY TOO HIGH	2	7.1 %
Raise money thru other sources like fund raisers	1	3.6 %
TAXES ARE ALREADY TOO HIGH	3	10.7 %
TAXES KEEP GOING UP EVERY YEAR	1	3.6 %
TAXPAYERS SHOULD NOT HAVE TO FUND FOR A FEW	1	3.6 %
The stadium was not a pass because it was to be neutral	1	3.6 %
There were only two users at ice rink the last time I was there	1	3.6 %
Tax increase to a bare minimum	1	3.6 %
Use the city slush fund and forget other projects	1	3.6 %
Use the 1% sales tax the city collects now for this	1	3.6 %
Wages are low here and families have a hard time paying bills	1	3.6 %
WE ARE ALREADY BUILDING A VERY EXPENSIVE LIBRARY AND CITY HALL	1	3.6 %
WE CAN GO ALL THE WAY TO THE NEW LIBRARY	1	3.6 %
WE DO NOT NEED A NEW CENTER, NO PROFIT	1	3.6 %
WE NEED A DECENT SHELTER HOUSE	1	3.6 %
We pay enough taxes in this small town	1	3.6 %
Total	28	100.0 %

Q20. How supportive would you be of increasing the current family membership rate of \$10 per month to cover the additional costs needed to complete improvements to the Carroll Recreation Center?

Q20. How supportive would you be of increasing current family membership rate of \$10 per month	Number	Percent
Very supportive	80	20.4 %
Supportive	78	19.9 %
Neutral	66	16.8 %
Not supportive	63	16.1 %
Not at all supportive	55	14.0 %
Don't know	50	12.8 %
Total	392	100.0 %

WITHOUT DON'T KNOW

Q20. How supportive would you be of increasing the current family membership rate of \$10 per month to cover the additional costs needed to complete improvements to the Carroll Recreation Center? (without "don't know")

Q20. How supportive would you be of increasing current family membership rate of \$10 per month	Number	Percent
Very supportive	80	23.4 %
Supportive	78	22.8 %
Neutral	66	19.3 %
Not supportive	63	18.4 %
Not at all supportive	55	16.1 %
Total	342	100.0 %

Q21. Please rate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "strongly agree" and 1 means "strongly disagree."

(N=392)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
Q21-1. It is valuable to me to have a community recreation center	37.0%	28.3%	20.4%	5.1%	4.8%	4.3%
Q21-2. I believe a community recreation center boosts property values in our community	26.8%	25.5%	25.3%	8.9%	6.6%	6.9%
Q21-3. Carroll needs updated community recreation facilities	22.4%	21.4%	25.0%	14.8%	8.4%	7.9%
Q21-4. Updated community recreation facilities should be geographically located as close to middle of City as possible	12.0%	13.8%	39.8%	16.3%	9.7%	8.4%
Q21-5. Community recreation facilities should include a social gathering component	13.3%	31.6%	28.8%	11.0%	7.7%	7.7%
Q21-6. Our community needs more fitness, recreation, & social opportunities for youth & teens	17.6%	32.1%	23.0%	9.2%	8.4%	9.7%
Q21-7. Our community needs more fitness, recreation, & social opportunities for seniors	18.9%	27.8%	28.8%	6.6%	5.9%	12.0%
Q21-8. City needs additional outdoor field facilities (e.g. soccer, lacrosse, baseball, softball, kickball)	7.7%	9.2%	26.5%	28.6%	17.1%	11.0%

WITHOUT DON'T KNOW

Q21. Please rate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "strongly agree" and 1 means "strongly disagree." (without "don't know")

(N=392)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Q21-1. It is valuable to me to have a community recreation center	38.7%	29.6%	21.3%	5.3%	5.1%
Q21-2. I believe a community recreation center boosts property values in our community	28.8%	27.4%	27.1%	9.6%	7.1%
Q21-3. Carroll needs updated community recreation facilities	24.4%	23.3%	27.1%	16.1%	9.1%
Q21-4. Updated community recreation facilities should be geographically located as close to middle of City as possible	13.1%	15.0%	43.5%	17.8%	10.6%
Q21-5. Community recreation facilities should include a social gathering component	14.4%	34.3%	31.2%	11.9%	8.3%
Q21-6. Our community needs more fitness, recreation, & social opportunities for youth & teens	19.5%	35.6%	25.4%	10.2%	9.3%
Q21-7. Our community needs more fitness, recreation, & social opportunities for seniors	21.4%	31.6%	32.8%	7.5%	6.7%
Q21-8. City needs additional outdoor field facilities (e.g. soccer, lacrosse, baseball, softball, kickball)	8.6%	10.3%	29.8%	32.1%	19.2%

Q22. Overall, how would you rate the quality of services provided by each of the following?

(N=392)

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't know</u>
Q22-1. City of Carroll	13.3%	51.5%	21.2%	8.7%	5.4%
Q22-2. State of Iowa	5.4%	50.3%	28.8%	5.4%	10.2%
Q22-3. Federal Government	4.3%	29.6%	38.0%	14.5%	13.5%

WITHOUT DON'T KNOW

Q22. Overall, how would you rate the quality of services provided by each of the following? (without "don't know")

(N=392)

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Q22-1. City of Carroll	14.0%	54.4%	22.4%	9.2%
Q22-2. State of Iowa	6.0%	56.0%	32.1%	6.0%
Q22-3. Federal Government	5.0%	34.2%	44.0%	16.8%

Q23. Including yourself, how many persons in your household are...

	<u>Mean</u>	<u>Sum</u>
number	2.53	975
Under 5 years	0.13	49
5-9 years	0.21	82
10-14 years	0.21	82
15-19 years	0.15	56
20-24 years	0.12	46
25-34 years	0.30	114
35-44 years	0.33	126
45-54 years	0.37	141
55-64 years	0.37	143
65+ years	0.35	136

Q24. What is your age?

<u>Q24. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	72	18.4 %
35-44	76	19.4 %
45-54	81	20.7 %
55-64	78	19.9 %
65+	78	19.9 %
Not provided	7	1.8 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q24. What is your age? (without "not provided")

<u>Q24. Your age</u>	<u>Number</u>	<u>Percent</u>
18-34	72	18.7 %
35-44	76	19.7 %
45-54	81	21.0 %
55-64	78	20.3 %
65+	78	20.3 %
Total	385	100.0 %

Q25. Your gender:

Q25. Your gender	Number	Percent
Male	193	49.2 %
Female	195	49.7 %
Not provided	4	1.0 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q25. Your gender: (without "not provided")

Q25. Your gender	Number	Percent
Male	193	49.7 %
Female	195	50.3 %
Total	388	100.0 %

Q26. How many years have you lived in the City of Carroll?

Q26. How many years have you lived in City of Carroll	Number	Percent
0-5	25	6.4 %
6-10	43	11.0 %
11-15	37	9.4 %
16-20	39	9.9 %
21-30	64	16.3 %
31+	172	43.9 %
Not provided	12	3.1 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q26. How many years have you lived in the City of Carroll? (without "not provided")

Q26. How many years have you lived in City of Carroll	Number	Percent
0-5	25	6.6 %
6-10	43	11.3 %
11-15	37	9.7 %
16-20	39	10.3 %
21-30	64	16.8 %
31+	172	45.3 %
Total	380	100.0 %

Q27. Do you rent or own your home?

<u>Q27. Do you rent or own your home</u>	<u>Number</u>	<u>Percent</u>
Own	324	82.7 %
Rent	64	16.3 %
Not provided	4	1.0 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q27. Do you rent or own your home? (without "not provided")

<u>Q27. Do you rent or own your home</u>	<u>Number</u>	<u>Percent</u>
Own	324	83.5 %
Rent	64	16.5 %
Total	388	100.0 %

Q28. What is your total annual household income?

<u>Q28. What is your total annual household income</u>	<u>Number</u>	<u>Percent</u>
Under \$25K	39	9.9 %
\$25K to \$49,999	66	16.8 %
\$50K to \$74,999	62	15.8 %
\$75K to \$99,999	58	14.8 %
\$100K to \$249,999	92	23.5 %
\$250K+	17	4.3 %
Not provided	58	14.8 %
Total	392	100.0 %

WITHOUT NOT PROVIDED

Q28. What is your total annual household income? (without "not provided")

<u>Q28. What is your total annual household income</u>	<u>Number</u>	<u>Percent</u>
Under \$25K	39	11.7 %
\$25K to \$49,999	66	19.8 %
\$50K to \$74,999	62	18.6 %
\$75K to \$99,999	58	17.4 %
\$100K to \$249,999	92	27.5 %
\$250K+	17	5.1 %
Total	334	100.0 %

Section 3

Survey Instrument

City of Carroll

112 E. 5th Street

Carroll, Iowa 51401-2799

(712) 792-1000

FAX: (712) 792-0139

*A Few Minutes of Your Time Will Help Make Carroll a
Better Place to Live, Work and Play!*

Dear Carroll Resident:

Your response to the enclosed survey is extremely important...

The City of Carroll is developing a recreation facility feasibility study and survey that will guide the future of the recreation services in our community over the next 5, 10 and 20 years. Public input is crucial to the plan's development. In addition to public workshops, focus groups and citizen interviews, the City of Carroll is also conducting a Community Interest and Opinion Survey to better understand our residents' priorities for the Carroll Recreation Center's programs and services within the community. Your household is one of a limited number selected at random to receive this survey, so we hope that you will be able to participate.

We appreciate your time...

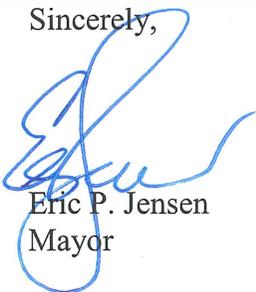
We realize that this survey will take approximately 10-15 minutes to complete, but each question is important. The time you invest in completing this survey will aid the City of Carroll Parks and Recreation in taking a resident-driven approach to making decisions that will enrich the future of our community and positively affect the lives of its residents.

Please complete and return your survey within the next two weeks...

We have selected ETC Institute, an independent consulting company, as our partner to administer this survey. They will compile the data received and present the results to the City of Carroll. **Your responses will remain confidential.** Please return your completed survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061. If you would prefer to take the survey by web, the address is www.cityofcarrollsurvey.org.

If you have any questions, please feel free to contact Jack Wardell with the Carroll Parks and Recreation Department at 712-792-1000. The Community Interest and Opinion Survey is a tool that will benefit all residents. Please take this opportunity to let your voice be heard!

Sincerely,



Eric P. Jensen
Mayor

1869 *Carroll* 2019
150
YEARS

The City of Carroll would like your input to help determine overall city priorities for the community, in particular for the Carroll Recreation Center. This survey will take 10-15 minutes to complete. When you are finished, please return your survey in the enclosed postage-paid, return-reply envelope. We greatly appreciate your time.

1. Please rate each of the following aspects of quality of life in the City of Carroll:

Quality of Life	Excellent	Good	Fair	Poor	Don't Know
1. Carroll as a place to live	4	3	2	1	9
2. Your neighborhood as a place to live	4	3	2	1	9
3. Carroll as a place to raise children	4	3	2	1	9
4. Carroll as a place to work	4	3	2	1	9
5. Carroll as a place to retire	4	3	2	1	9
6. Carroll as a place to recreate	4	3	2	1	9
7. The overall quality of life in Carroll	4	3	2	1	9

2. Please rate the quality of each of these City services.

Overall City Services	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Animal Control	5	4	3	2	1	9
02. Building Inspection	5	4	3	2	1	9
03. Cemetery	5	4	3	2	1	9
04. City Administration	5	4	3	2	1	9
05. Code/Nuisance Enforcement	5	4	3	2	1	9
06. Drinking Water	5	4	3	2	1	9
07. Economic Development	5	4	3	2	1	9
08. Fire Department	5	4	3	2	1	9
09. Garbage/Solid Waste Collection	5	4	3	2	1	9
10. Golf Course	5	4	3	2	1	9
11. Library	5	4	3	2	1	9
12. Parks	5	4	3	2	1	9
13. Planning & Zoning	5	4	3	2	1	9
14. Police Department	5	4	3	2	1	9
15. Recreation Center Programs	5	4	3	2	1	9
16. Recreation Programs (not Rec Center)	5	4	3	2	1	9
17. Sanitary Sewer	5	4	3	2	1	9
18. Street Repair	5	4	3	2	1	9
19. Storm Water Drainage	5	4	3	2	1	9
20. Utility Billing	5	4	3	2	1	9
21. Overall quality of City services	5	4	3	2	1	9

3. Please rate each of the following categories of Carroll government performance:

Government Performance	Excellent	Good	Fair	Poor	Don't Know
1. Overall value received for your local tax dollars and fees	4	3	2	1	9
2. As a community that is moving in the right direction	4	3	2	1	9
3. The level of public involvement in local decision making	4	3	2	1	9
4. Leadership of elected officials	4	3	2	1	9
5. Leadership of City Manager and appointed staff	4	3	2	1	9
6. Honesty of Carroll's government	4	3	2	1	9
7. Treats all residents fairly and equitably	4	3	2	1	9
8. Generally acts in the best interest of the community	4	3	2	1	9

7d. Which TWO of the operational aspects listed in Question 7c are MOST IMPORTANT to your enjoyment of the Carroll Recreation Center? [Write in your answers below using the numbers from the list in Question 7c.]

1st: ____ 2nd: ____

7e. Please rate your overall satisfaction with the following major components of the Carroll Recreation Center on a scale of 5 to 1 where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," if you don't use, please indicate "9" for Don't Use.

How satisfied are you with the...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	N/A or Don't Use
01. Gymnasium	5	4	3	2	1	9
02. Restrooms	5	4	3	2	1	9
03. Locker Room	5	4	3	2	1	9
04. Heating/Cooling	5	4	3	2	1	9
05. Location	5	4	3	2	1	9
06. Parking	5	4	3	2	1	9
07. Theater	5	4	3	2	1	9
08. Indoor Pool	5	4	3	2	1	9
09. Weight Room	5	4	3	2	1	9
10. Group Exercise Room	5	4	3	2	1	9
11. Fitness Classes	5	4	3	2	1	9
12. Other: _____	5	4	3	2	1	9

7f. Which TWO of these major components (in 7e above) are the MOST IMPORTANT to your enjoyment of the Carroll Recreation Center? [Write in your answers below using the numbers from the list in Question 7e.]

1st: ____ 2nd: ____

8. If you and your household have not utilized the Carroll Recreation Center within the last year, please CHECK ALL the reasons why.

- ____(1) The center does not have the recreation spaces and equipment I/we desire
- ____(2) The center and its programs are too expensive
- ____(3) The center does not offer the programs and services I/we desire
- ____(4) I/We use other facilities (Please Specify): _____
- ____(5) Other: _____

9. If Carroll residents were to support an update to the INDOOR aquatic center, please indicate which features you think are needed using a scale of 1 to 3, where 3 is "Strongly Needed" and 1 is "Not Needed" in the INDOOR aquatic center.

Need for...	Strongly Needed	Somewhat Needed	Not Needed	Don't Know
01. Area for swim lessons	3	2	1	9
02. A play-oriented pool with zero depth entry and features such as slides, and water spray elements	3	2	1	9
03. Warm water area for fitness/exercise	3	2	1	9
04. Warmer water area for therapy	3	2	1	9
05. 25-yard competition pool	3	2	1	9
06. Diving boards for competition	3	2	1	9
07. Hot tub or whirlpool	3	2	1	9
08. Lanes for lap swimming	3	2	1	9
09. Dry sauna and steam room	3	2	1	9
10. Other: _____	3	2	1	9

10. Which THREE of the aquatic features listed in question 9 do you and members of your household feel are MOST NEEDED in an indoor aquatic center? [Write in your answers below using the numbers from the list in Question 9, or circle "NONE."]

1st: ____ 2nd: ____ 3rd: ____ NONE

16. Please CHECK ALL the ways you and your household find out about Carroll recreation programs and services.

- (1) Newspaper
- (2) Flyers distributed through schools
- (3) City web site
- (4) Social media
- (5) Recreation brochure
- (6) Other: _____
- (7) Do not get any information

17. How often have you or members of your household visited or participated in the City of Carroll Parks and Recreation facilities or programs during the past 12 months?

- (1) Daily
- (2) A few times per week
- (3) Weekly
- (4) Monthly
- (5) Once or twice a season
- (6) Never

18. Using a scale of 1 to 5, where 5 means “Very Supportive” and 1 means “Not at All Supportive,” please rate how supportive you are of the potential actions the City of Carroll could take to enhance their recreation offerings.

Potential Actions	Very Supportive	Supportive	Neutral	Not Supportive	Not at All Supportive	Don't Know
1. Development of new indoor facilities	5	4	3	2	1	9
2. Development of new outdoor recreation facilities	5	4	3	2	1	9
3. Maintenance of existing recreation facilities	5	4	3	2	1	9
4. Redevelopment/improvement of the existing Recreation Center	5	4	3	2	1	9
5. Adding air conditioning and updating the heating systems in the Carroll Recreation Center	5	4	3	2	1	9

During the November 2019 elections, the City of Carroll is considering requesting voter approval to complete improvements to the Carroll Recreation Center. The overall project cost is estimated to be between 8 to 12 million dollars. It is estimated to cover debt payments, the average homeowner in Carroll with an assessed home value of \$130,000 could see a property tax increase of approximately \$19.91 per year.

19. If an improved Carroll Recreation Center is developed that includes features you think are most important to your household, what is the maximum amount of additional property taxes you would be willing to pay per year (per \$130,000) to help support the improvements?

- (1) \$10-\$20 increase
- (2) \$21-\$30 increase
- (3) \$31-\$40 increase
- (4) I would not support any increase to property taxes [Go to Q19a]
- (9) Don't Know [Go to Q19a]

19a. If you answered “I would not support any increase to property taxes” or “Don't Know” on Question 19, please indicate why you answered this way. [Check all that apply]

- (1) I need more information before I can answer
- (2) I would not use new community recreation facilities
- (3) I believe Carroll currently offers sufficient recreation opportunities
- (4) I believe those who plan on using new community recreation facilities should bear the burden of paying for it
- (5) I do not support any increase to taxes
- (6) Other: _____

20. How supportive would you be of increasing the current family membership rate \$10 per month to cover the additional costs needed to complete improvements to the Carroll Recreation Center?

- (1) Very supportive
- (2) Supportive
- (3) Neutral
- (4) Not supportive
- (5) Not at all supportive
- (9) Don't know

21. Please rate your level of agreement with the following statements using a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
1. It is valuable to me to have a community recreation center	5	4	3	2	1	9
2. I believe a community recreation center boosts property values in our community	5	4	3	2	1	9
3. Carroll needs updated community recreation facilities	5	4	3	2	1	9
4. Updated community recreation facilities should be geographically located as close to the middle of our City as possible	5	4	3	2	1	9
5. Community recreation facilities should include a social gathering component	5	4	3	2	1	9
6. Our community needs more fitness, recreation, and social opportunities for youth and teens	5	4	3	2	1	9
7. Our community needs more fitness, recreation, and social opportunities for seniors	5	4	3	2	1	9
8. The City needs additional outdoor field facilities (e.g. soccer, lacrosse, baseball, softball, kickball)	5	4	3	2	1	9

22. Overall, how would you rate the quality of services provided by each of the following?

City/State/Federal Government	Excellent	Good	Fair	Poor	Don't Know
1. The City of Carroll	4	3	2	1	9
2. State of Iowa	4	3	2	1	9
3. Federal Government	4	3	2	1	9

Demographics

23. Including yourself, how many persons in your household are...

Under 5 years: _____ 15-19 years: _____ 35-44 years: _____ 65+ years: _____
 5-9 years: _____ 20-24 years: _____ 45-54 years: _____
 10-14 years: _____ 25-34 years: _____ 55-64 years: _____

24. What is your age? _____ years

25. Your gender: _____(1) Male _____(2) Female

26. How many years have you lived in the City of Carroll? _____ years

27. Do you rent or own your home? _____(1) Own _____(2) Rent

28. What is your total annual household income?

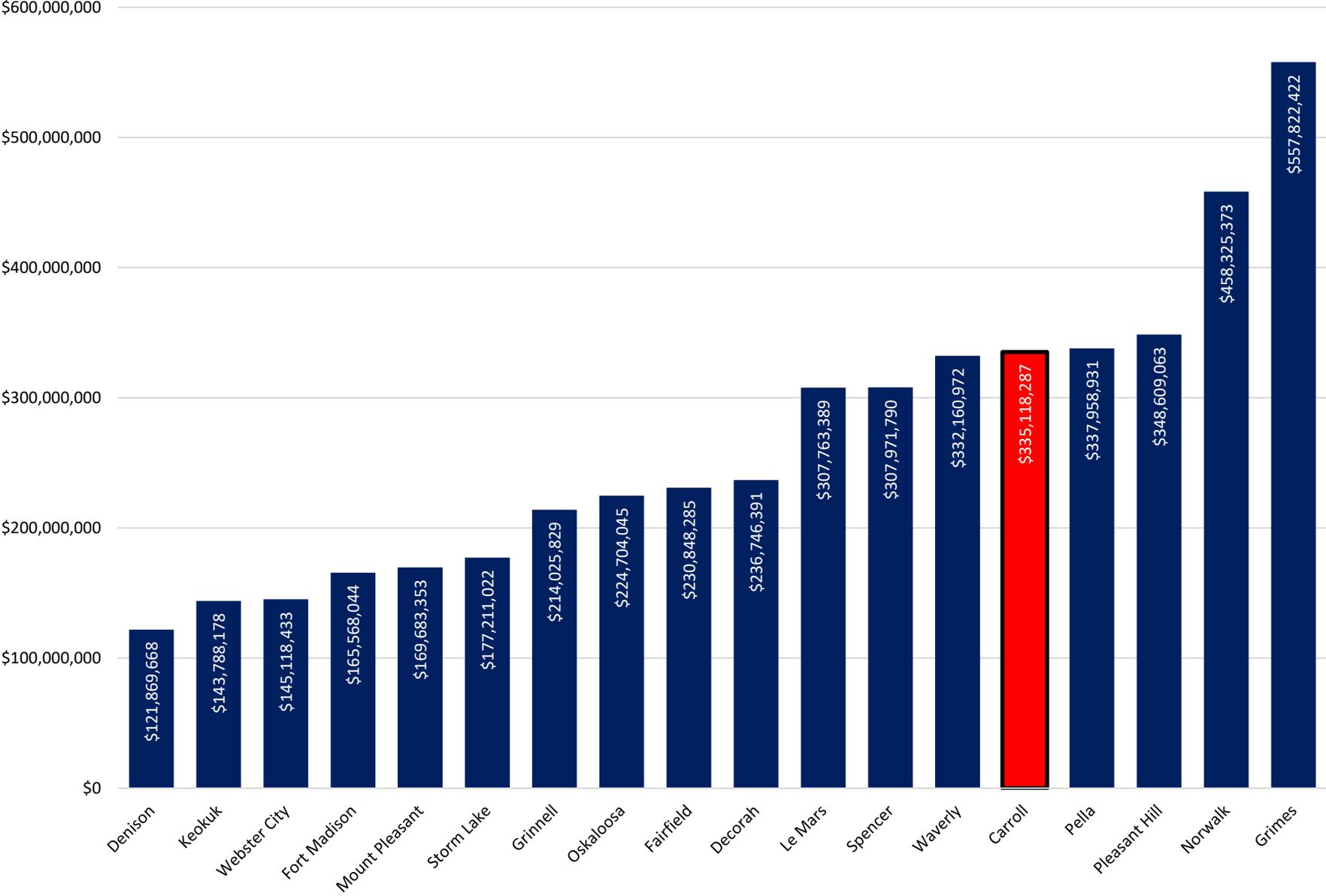
_____(1) Under \$25,000 _____(3) \$50,000 to \$74,999 _____(5) \$100,000 to \$249,999
 _____(2) \$25,000 to \$49,999 _____(4) \$75,000 to \$99,999 _____(6) \$250,000 or more

This concludes the survey. Thank you for your time!

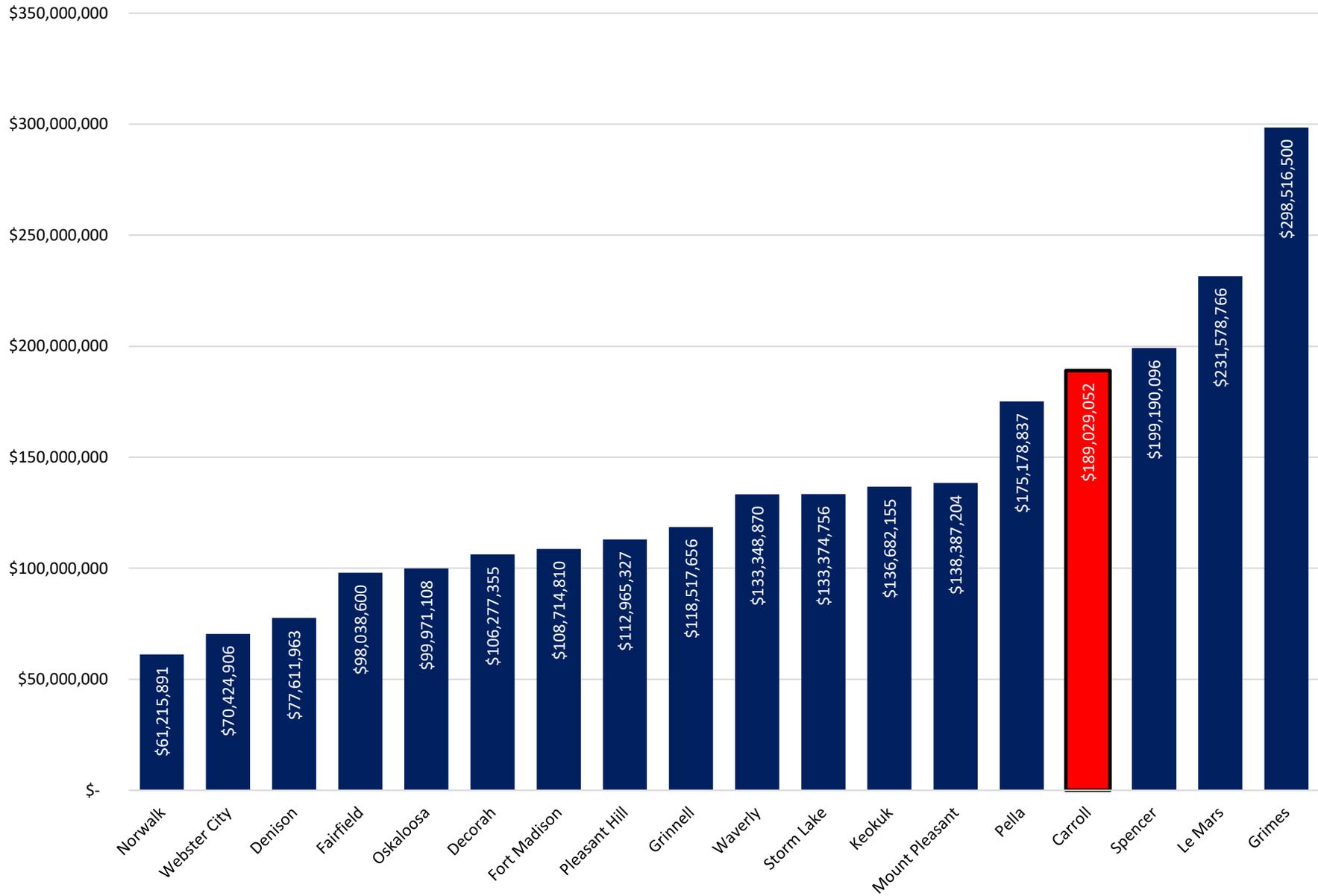
Please return your completed survey in the enclosed return-reply envelope:
 Addressed to: ETC Institute, 725 W. Frontier Circle, Olathe, Kansas 66061

Your responses will remain completely confidential. The address information printed to the right will only be used to help identify areas with special interests. Thank you.

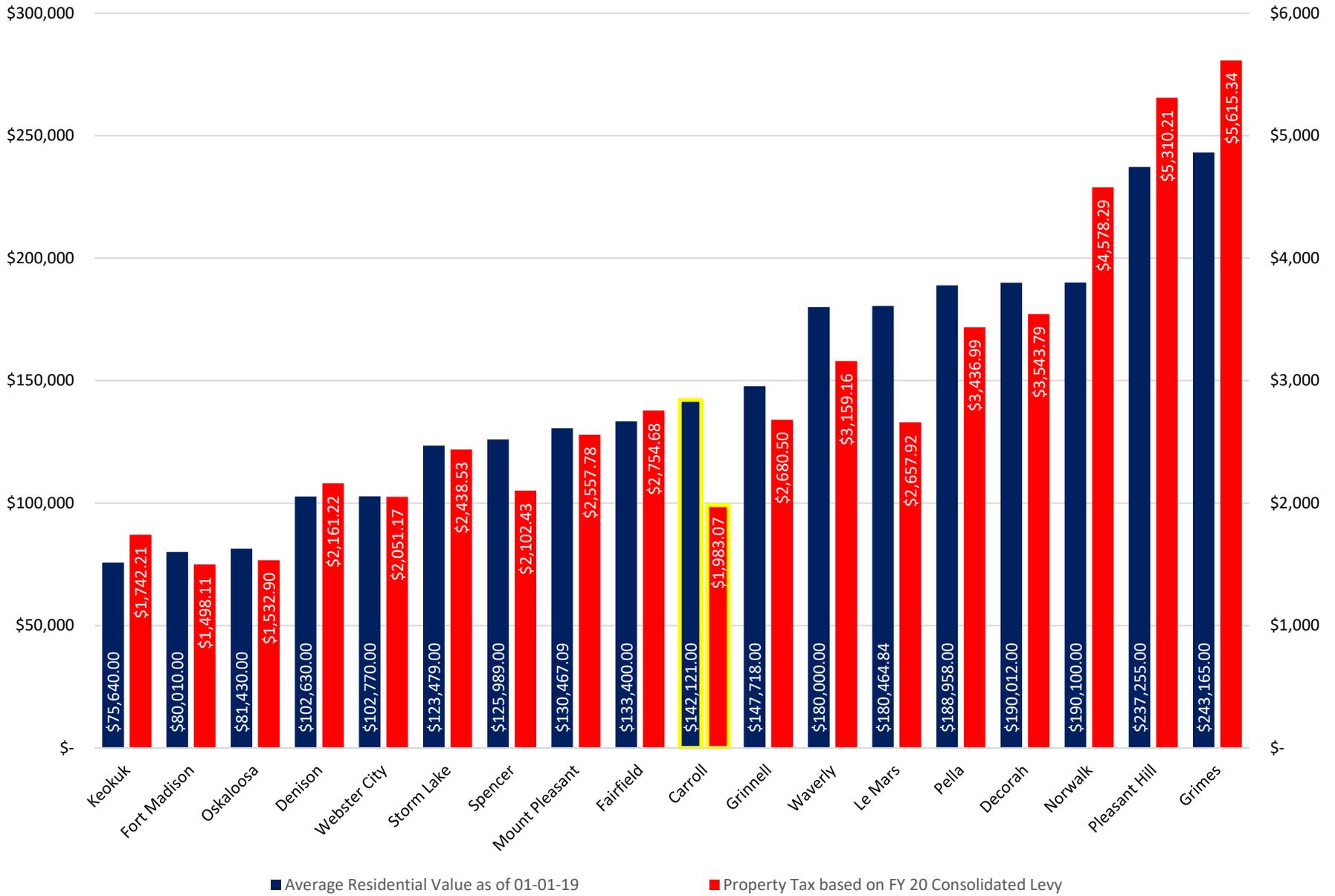
1/1/2018 Residential Taxable Value for FY 2020 Tax Levies



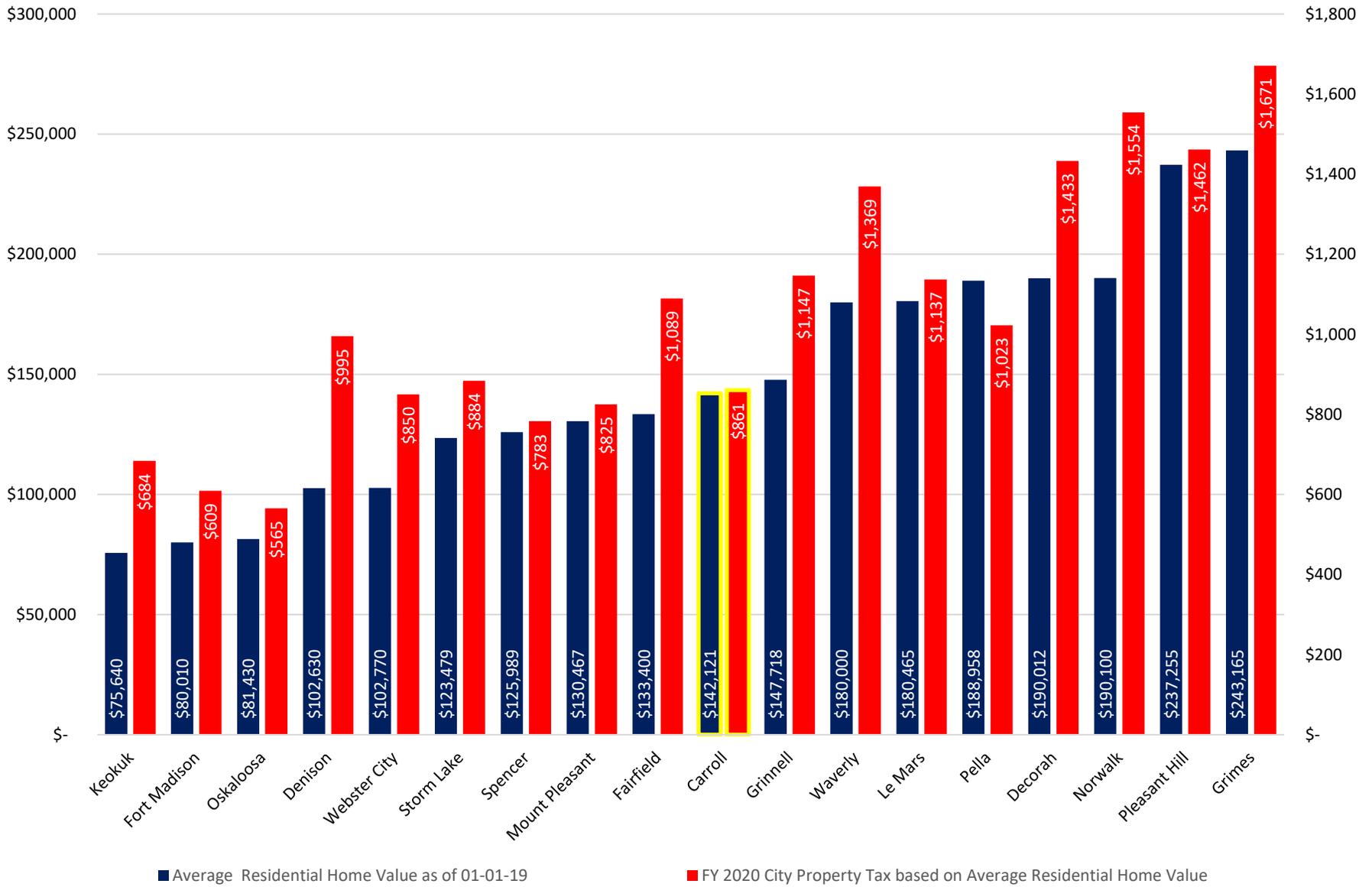
1/1/2018 Industrial & Commercial Taxable Value for FY 2020 Tax Levies



Consolidated Property Taxes due based on Average Residential Home Value



City Only Property Taxes due based on Average Residential Home Value



**CITY OF CARROLL
SUMMARY OF TAX LEVIES
F.Y. 2011-2012 TO F.Y. 2020-2021**

<u>FISCAL YEAR</u>	<u>TAXABLE VALUATION</u>	<u>GENERAL FUND</u>	<u>SPEC. REV. EMPLOYEE BENEFITS</u>	<u>SPECIAL REVENUE EMERG.</u>	<u>LIAB. & PROP. INS.</u>	<u>DEBT SERVICE</u>	<u>CITY TAX RATE/ \$1,000 TAX. VALUATION</u>
2011-12	370,203,209	8.10000	2.66276	0.27000	0.56725	1.32429	12.92430
	400,172,509 T.I.F.						
2012-13	390,036,397	8.10000	2.66129	0.27000	0.57578	1.31815	12.92522
	423,107,377 T.I.F.						
2013-14	413,003,607	8.10000	2.65131	0.27000	0.56843	1.31482	12.90456
	436,313,737 T.I.F.						
2014-15	472,766,631	8.10000	2.12156	-	0.44719	1.31502	11.98377
	509,745,241 T.I.F.						
2015-16	466,908,265	8.10000	1.76555	-	0.42835	1.28846	11.58236
	505,407,544 T.I.F.						
2016-17	473,025,129	8.10000	1.76629	-	0.42281	1.28762	11.57672
	507,314,135 T.I.F.						
2017-18	481,091,110	8.10000	1.79175	-	0.42611	1.28014	11.59800
	515,496,419 T.I.F.						
2018-19	510,228,751	8.10000	1.95207	-	0.35278	0.87898	11.28383
	550,295,467 T.I.F.						
2019-20	523,413,404	8.10000	1.68128	-	0.28658	1.53008	11.59794
	565,809,838 T.I.F.						
2020-21	525,219,743	8.10000	1.71070	-	0.28559	1.50170	11.59799
	573,329,116 T.I.F.						

NOTES:

* TIF Taxable Valuation is used for Calculating Debt Service Tax Revenue

** Information above does not include Ag Land Tax Valuation, Tax Rate or Tax Revenues

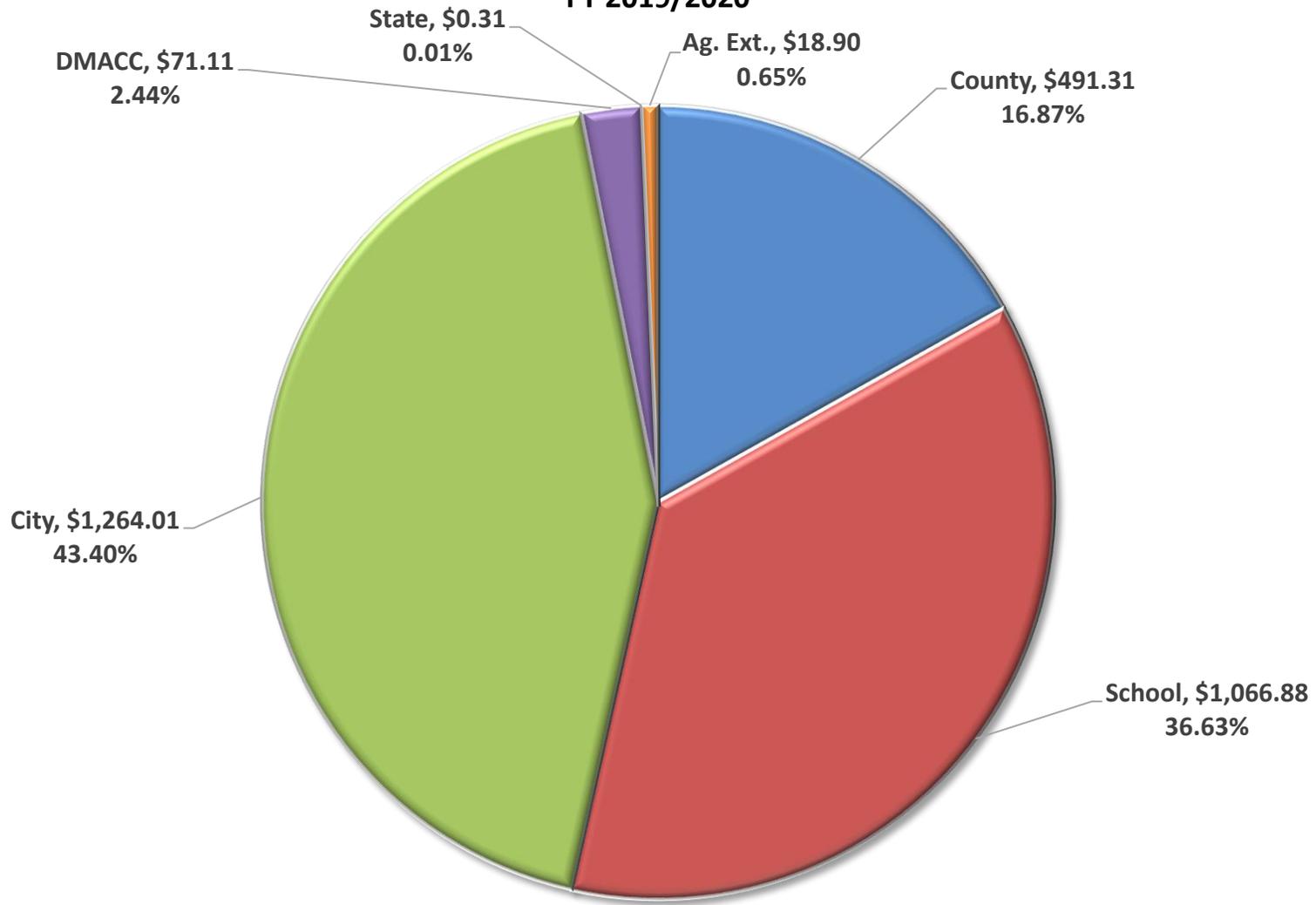
**CITY OF CARROLL
TOTAL TAX REVENUES (AS LEVIED)
2011-12 TO PRESENT**

<u>FISCAL YEAR</u>	<u>GENERAL FUND</u>	<u>Special Rev. Employee Benefits</u>	<u>SPECIAL REVENUE EMERG.</u>	<u>TORT LIABILITY</u>	<u>SUBTOTAL</u>	<u>\$ CHANGE</u>	<u>SF634** % CHANGE</u>	<u>DEBT SERVICE</u>	<u>TOTAL TAX REVENUES</u>	<u>OVERALL \$ CHANGE</u>	<u>OVERALL % CHANGE</u>
2011-12	2,998,646	985,762	99,955	209,998	4,294,361	\$229,983	5.66%	529,944	\$4,824,305	\$176,618	3.80%
2012-13	3,159,295	1,038,000	105,310	224,574	4,527,179	\$232,818	5.42%	557,717	\$5,084,896	\$260,591	5.40%
2013-14	3,345,329	1,095,000	111,511	234,764	4,786,604	\$259,425	5.73%	573,673	\$5,360,277	\$275,381	5.42%
2014-15	3,829,410	1,003,000	-	211,418	5,043,828	\$257,224	5.37%	670,323	\$5,714,151	\$353,874	6.60%
2015-16	3,781,957	824,350	-	200,000	4,806,307	(\$237,521)	-4.71%	651,199	\$5,457,506	(\$256,645)	-4.49%
2016-17	3,831,504	835,500	-	200,000	4,867,004	\$60,697	1.26%	653,230	\$5,520,234	\$62,728	1.15%
2017-18	3,896,838	862,000	-	205,000	4,963,838	\$96,834	1.99%	659,906	\$5,623,744	\$103,510	1.88%
2018-19	4,132,853	996,000	-	180,000	5,308,853	\$345,015	6.95%	483,697	\$5,792,550	\$168,806	3.00%
2019-20	4,239,649	880,000	-	150,000	5,269,649	(\$39,204)	-0.74%	865,732	\$6,135,381	\$342,831	5.92%
2020-21	4,254,280	898,500	-	150,000	5,302,780	\$33,131	0.63%	860,970	\$6,163,750	\$28,369	0.46%

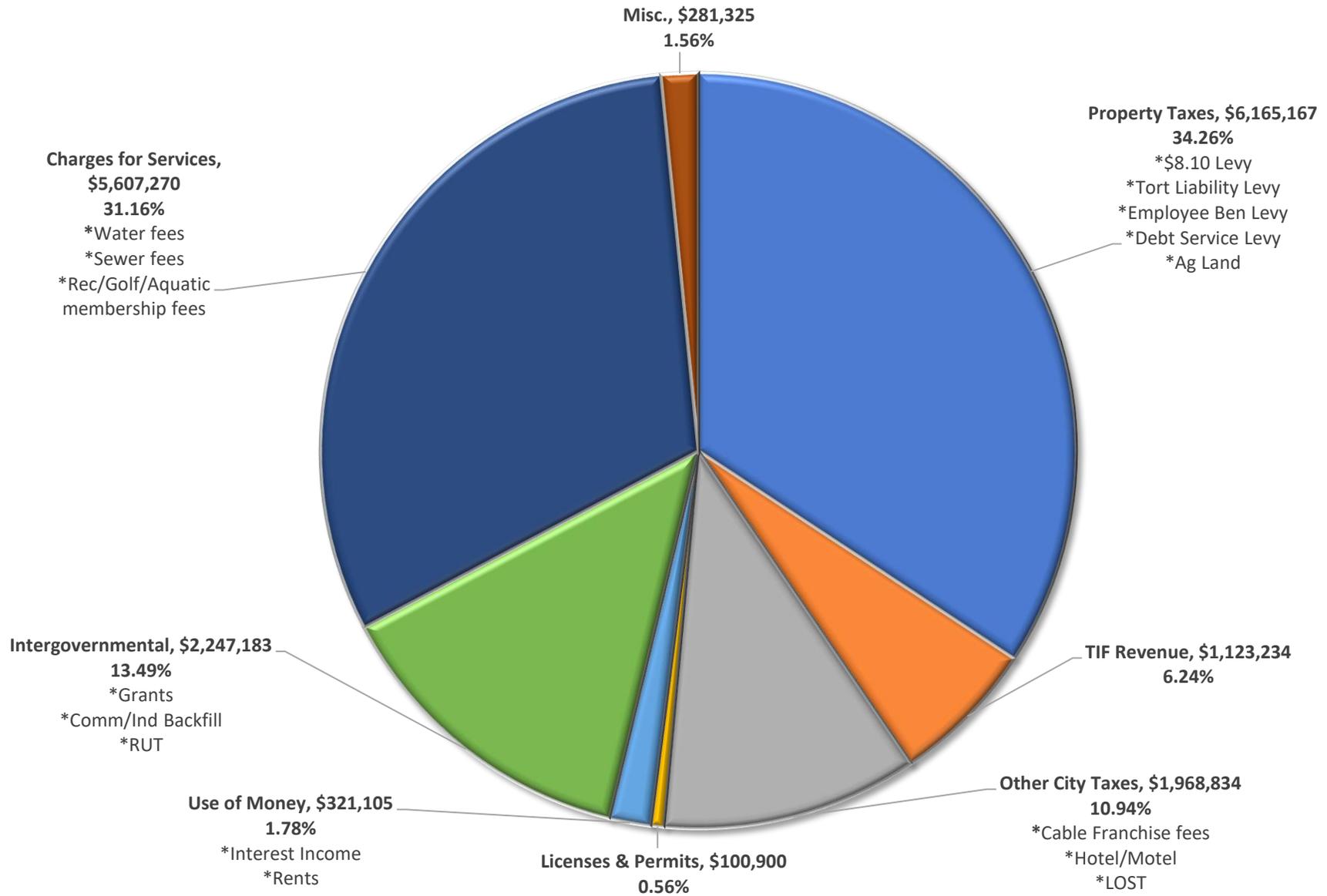
* Information above does not include Ag Land Tax Revenues

** New law requiring an additional public hearing for maximum property tax dollars to be collected for certain levies. Debt Service collections is excluded by law.

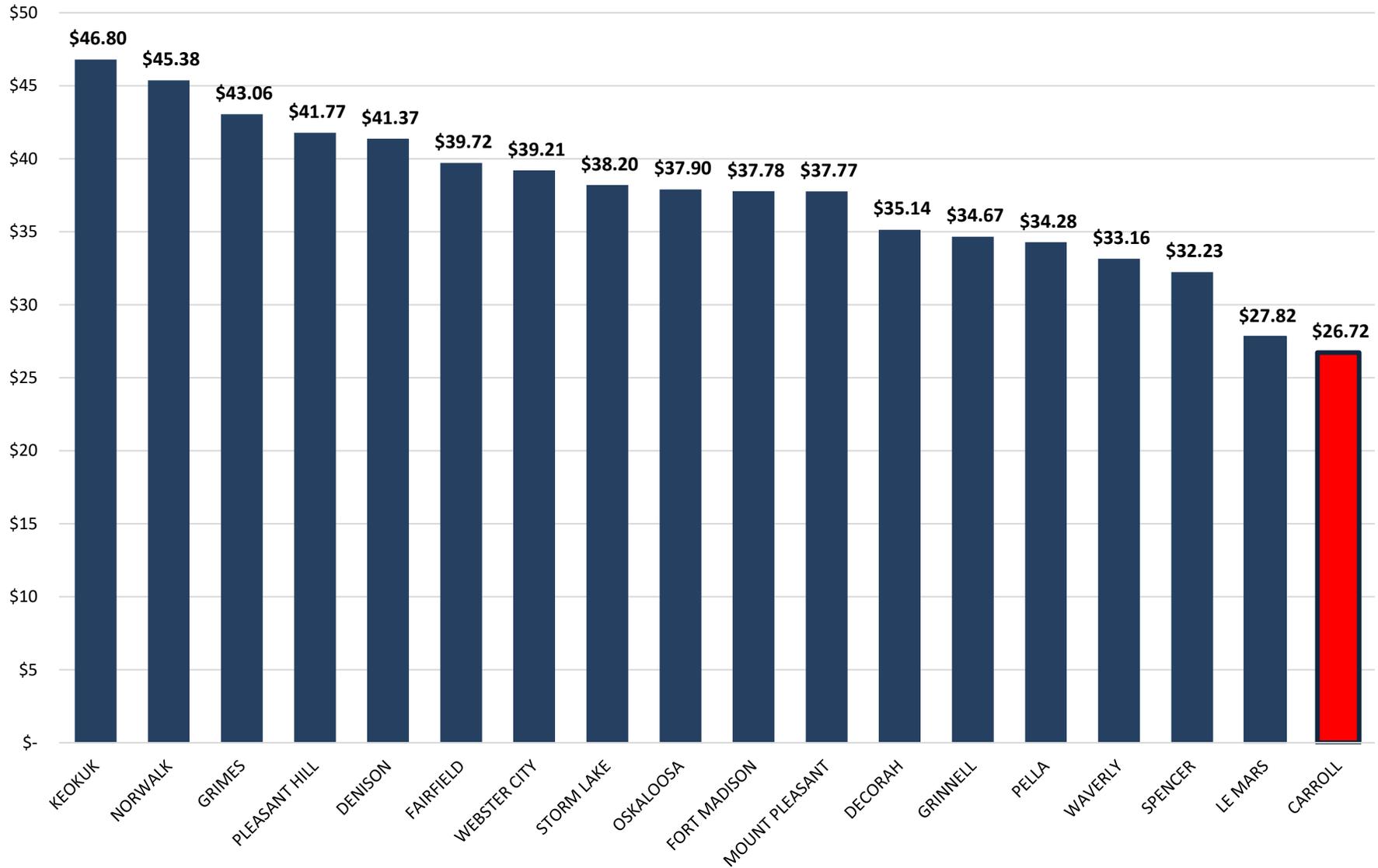
**CITY OF CARROLL
Property Tax Bill Allocation
\$200,000 Assessed Home
FY 2019/2020**



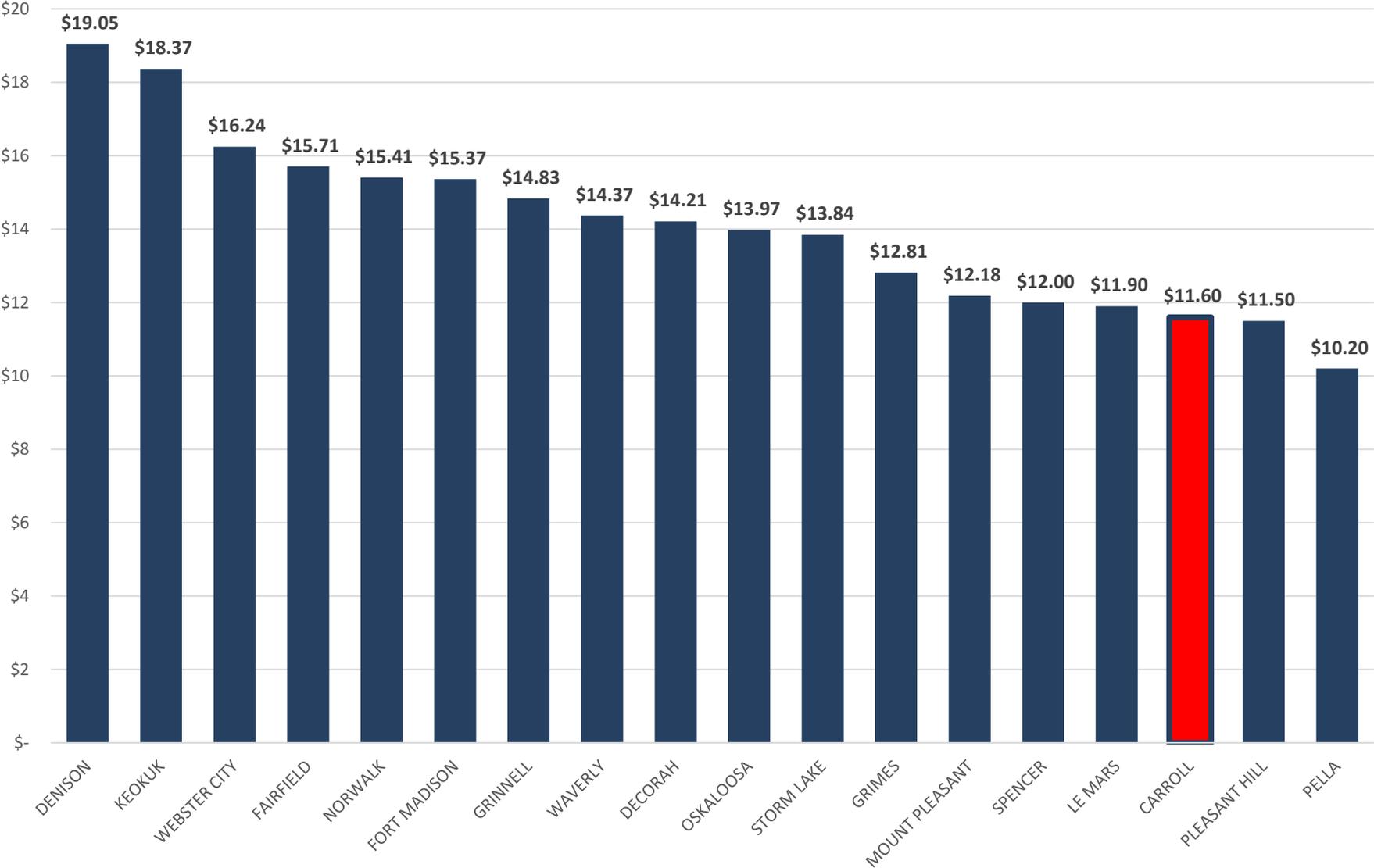
**CITY OF CARROLL
REVENUE, ALL FUNDS
BUDGET FY 20/21**



**IOWA CITIES
COMPARISON OF CONSOLIDATED LEVIES
POP. 8,000 - 12,000 (FY 19/20)**



**IOWA CITIES
COMPARISON OF CITY LEVIES
POP. 8,000 - 12,000 (FY 19/20)**



Source: Iowa Department of Management website



BOLTON & MENK, INC.

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Phone (515) 233-6100 • Fax (515) 233-4430

www.bolton-menk.com

April 28, 2014

Honorable Mayor and Council
City of Carroll

Carroll, Iowa

RE: Union Pacific Railroad Quiet Zone Investigation
Project No.: A11.107480
Engineering Report

Dear Mayor and Council:

This letter is a presentation of the Engineering report of the proposed railroad crossing safety improvements within the City of Carroll.

1.0 Executive Summary

Bolton & Menk has completed the preliminary investigations for the Quiet Zone (QZ) Feasibility Study along the Union Pacific mainline track within the community. The work has included multiple meetings with City staff, one meeting with the Union Pacific representative responsible for Quiet Zone community coordination and a Public Information Meeting with land owners within the proposed corridor. Data collection included the physical inventory of each crossing using city provided aerial photography and field observations of existing conditions.

Various alternatives were considered during the study phase. Based on previous experience, improvements were selected to minimize the City's costs while meeting the minimum safety requirements established per Federal Railroad Administration (FRA) criteria. Safety measures typically include some mixture of the following:

- Medians or Channelization devices
- One-way streets with gates
- Four quadrant gates
- Crossing closures

Safety Improvements recognized by FRA fall into 2 categories;

Supplementary Safety Measures (SSM's) – Pre-approved risk reduction engineering treatments installed that maximize safety benefits and minimize risk.

Alternative Safety Measures (ASM's) – Safety Improvements that while not fully meeting the requirements are used to reduce risk, ASM's must be submitted to FRA for consideration of approval which may take several months and are subject to an annual review of the ASM's effectiveness.



The recommended method for creating a Quiet Zone is to install SSM's at each public crossing within the corridor being considered. This reduces the risk significantly for the users of the highway/rail crossing. However, this installation is not practical in most communities, which then requires the investigator to consider what is feasible at each crossing. Factors considered include:

- Is the crossing private or public
- Traffic volumes
- Location of driveways; commercial and residential
- Adjacent land uses
- Distance to adjacent side streets from the crossing
- Condition of the crossing, location of gate arms and signals
- Width of crossing pads
- Roadway and right of way widths
- Sidewalk locations and pedestrian movements

Bolton & Menk has consistently taken the approach that physical improvements such as raised medians in combination with crossing closures is the best approach to reduce risk. As such, the improvements recommended meet the FRA criteria as evidenced by the QZ calculator. This approach leads to lower initial costs while meeting the criteria. For instance, the typical costs for installation of a raised median at a crossing assuming the crossing pads, gate arms and signals are adequate is in the range of \$50,000, whereas the costs to install 4-quadrant gates at the same crossing would exceed \$500,000.

The corridor selected for your QZ extends from Bella Vista Road on the east side of Carroll to Burgess Avenue on the west. The total length of the QZ, if implemented, is approximately 3 miles in length and would cover the majority of the community impacted by the train horns.

Multiple options for consideration are provided for the Maple, Main and Burgess highway/rail crossings to meet local conditions.

Maple Street – We have provided two separate options for this crossing: closure of the crossing and installation of raised medians. We would recommend that the City council seriously consider the closure of the Maple Street crossing due to its low traffic volumes and its lack of need for circulation across the community with the two adjacent crossings (Grant and Clark) proposed to remain open.

Main Street – We have provided two separate options due to the location of E 4th Street on the north side of the crossing. Both options meeting the QZ requirements. The first option provides for raised medians but requires 4th Street to be shifted north and also removes on-street parking and restricts access within the median area south of the crossing. The 2nd option technically shows the crossing open within the FRA requirements and calculations, but includes additional safety improvements at the crossing.

Burgess Street – This crossing also includes multiple options. The adjacent streets increase the difficulty of adding safety improvements, but with the heavy industrial truck traffic in the corridor, we recommend that at a minimum, the minimum safety improvements be completed.



Appendix I – Crossing Improvement Matrix summarizes the feasibility of completing the implementation of the QZ based on the level of safety measures installed at each crossing in the corridor.

Appendix J - shows the Preliminary Opinion of Project Construction Costs for each crossing and option. An overall total is not shown due to the multiple options for several of the crossings and therefore would not be a clear indicator of the cost for the seven crossings.

The following is a detailed description of the individual improvements considered at each crossing.

2.0 Introduction

The City of Carroll requested Bolton and Menk, Inc. to prepare this Engineering Report of railroad safety improvements for seven railroad crossings on the Union Pacific Railroad mainline tracks. The crossings evaluated in this report are shown Attachment A and include:

- Bella Vista Road (FRA 911914P)
- N. Grant Road (FRA 190771A)
- N. Maple Street (FRA 190772G)
- N. Clark Street (FRA 190773N)
- N. Main Street (FRA 190774V)
- N. Carroll Street (FRA 190775C)
- Burgess Avenue (FRA 190778X)

This report will provide the recommendations for improvements at these intersections to allow Carroll to begin the process of establishing a Quiet Zone (QZ) on the Union Pacific mainline.

3.0 Recommended Improvements

3.1 Bella Vista Road (Attachment B)

The existing crossing on Bella Vista Road is a 24 feet wide concrete rural section road with aggregate shoulders and an at-grade crossing with 3 foot asphalt approaches both north and south of the crossing. The pavement condition of the concrete road and asphalt approaches are sufficient for the improvements recommended in this report. The current traffic demand for this crossing is generally traffic that is bypassing the interior of the City with some use by agricultural equipment to get to the south side of the City. There are no sidewalks along this stretch of road.

The improvements recommended for this crossing include installing a non-mountable median, widening of the pavement, new aggregate shoulders and new signage, as shown on Attachment B. The median would be 2 feet wide and 100 feet in length on the south and north sides of the crossing. The pavement width will need to widen in areas where the median is installed. This will provide adequate room for all types of vehicles currently using this crossing. Preliminary indications show that additional Right of Way will need to be purchased in the northwest quadrant to accommodate the lane widening and necessary grading.



3.2 N. Grant Road (Attachment C)

The railroad crossing on N. Grant Road is a 31 foot wide concrete pavement with an at-grade crossing with 3 foot wide asphalt approaches in both directions. The pavement is in good condition and should be sufficient for the improvements recommended in this report. N. Grant Road is a main north – south route on the east side of the City and does experience heavy traffic, including semi truck and farm machinery. There is a recently constructed sidewalk along the east side of the crossing with pedestrian warning panels and ADA compliant grades. The crossing has several industrial and large vehicle uses adjacent to it. The northwest quadrant is industrial use with semi traffic and vehicle parking directly adjacent to the crossing and railroad right of way.

The northeast quadrant is the location of the County maintenance shop. The southwest has an aggregate access point for N. Elm Street and the southeast quadrant has a semi load scale.

The improvements recommended for this crossing include installing a non-mountable median, new signage and closure of the N. Elm Street access, as shown on Attachment C. The median would be 2 feet wide and 80 feet in length on the south side of the crossing while only 30 feet in length north of the crossing. The slightly shortened median to the south will allow access to the truck scale on the east side. The N. Elm Street access would be closed to improve safety and because the area has other access locations and minimal traffic. The shortened median length north of the crossing will provide access to both the industry on the west side and the maintenance shop on the east. No improvements to the sidewalks are necessary.

These improvements would be for increased safety at the crossing, but would not improve the quiet zone rating because it does not meet the requirements of an approved supplementary safety measure (SSM) and would be considered “open” for the quiet zone calculations.

3.3 N. Maple Street (Attachment D)

The railroad crossing on N. Maple Street is a 31 foot wide concrete street on the north side and 24 foot wide hot mix asphalt street on the south side with at-grade crossing with a 3 foot wide asphalt approach on both sides of the crossing. This crossing mainly includes local traffic patterns and limited heavy vehicles. A semi-tractor/trailer storage yard is adjacent to the crossing in the northeast quadrant with gated driveway access to Maple Street; however, it is our understanding that this access point is rarely used. There is also a private aggregate road access on the northwest side of the crossing that is utilized mainly by the business on the northeast quadrant of N. Clark Street. The asphalt pavement south of the crossing is showing signs of its age, but is in overall fair condition. The pavement north of the crossing appears to have been recently reconstructed and is in good condition. There is one sidewalk on the east side at this crossing. The north side was recently reconstructed and appears to meet ADA requirements, but the south side is partially asphalt and has a steep grade south from the tracks.

There are two options being considered for this crossing, complete closure and full length raised medians, as shown on Attachments D-1 and D-2. The first option is total closure of the crossing with installation of paved hammerhead style turnarounds on both sides of the crossing and removal of the pavement and sidewalk within the railroad right of way. The City would also be required to vacate the right of way across the crossing. On the north side, the aggregate road would still be accessible from the turnaround and the trailer yard driveway would remain. This option improves the overall rating of the quiet zone because no traffic at the crossing scores significantly in the calculations.



For the second option, the improvements recommended for this crossing include installing a non-mountable median, widening of the pavement, new signage and sidewalk improvements as shown on Attachment D-2. The median would be 2 feet wide and 100 feet in length both north and south of the crossing. The full median length will have minimal impact on traffic while providing a significant positive impact to the safety of the crossing. The pavement width will need to widen south of the crossing to allow adequate space for vehicular traffic. The pavement width north of the crossing is sufficient; however, curb and gutter should be installed for a portion north of the crossing to limit access to commercial driveway and aggregate access point near the crossing. The sidewalk in the southeast quadrant would be improved to provide ADA compliant access to pedestrians. The commercial driveway pavement would be removed and that access closed. The aggregate access on the west side would either have to be closed or possibly realigned to north of the 100 foot median. The cost for this realignment is not included in the cost opinion provided because this is a private driveway and is not City owned. There are two existing storm sewer intakes just south of the crossing, these would need to be relocated to the proposed curb location and depending upon their current condition may need to be replaced completely.

3.4 N. Clark Street (Attachment E)

The railroad crossing on N. Clark Street is a 31 foot wide hot mix asphalt street with an at-grade crossing with a 3 foot asphalt approach from the north and south. The pavement on both sides of this crossing appears to be in overall good condition. The proximity of the intersection with E. 4th Street will limit the ability to place a full length median without impacting traffic. In addition, there is a driveway in each of the other quadrants that appear to have fairly high usage, one of which is a lumber yard to the west and the other two are parking areas for businesses. It is anticipated these businesses will produce local traffic with occasional deliveries using large vehicles. There is a sidewalk on both sides of the crossing that was recently improved and is in good condition with pedestrian warning panels and should not need repairs.

The improvements recommended for this crossing include installing a non-mountable median, placement of full curb within the median areas, curbed medians and new signage as shown on Attachment E. The median would be 2 feet wide and 100 feet in length south of the crossing, while only 60 feet in length north of the crossing. The median length north of the crossing is shortened to the minimum to allow traffic flow on to E. 4th Street. E. 4th Street will need to be realigned to the north to allow for straight ahead and left turn traffic movements past the median. This will also include reconfiguration of the west end of the City parking lot. Full curb and gutter needs to be installed on the east side of the street, north and south of the crossing to restrict access to the business parking areas within the center median areas. On the south side a 2 foot wide and 100 foot long raised median along with curb along the outside of the street would be installed. For the lumber yard in the southwest quadrant, their access will need to be relocated to the south side of their property. This change does not involve construction on the street, but would require the property owner to rearrange a portion of their yard and move trailers and storage racks. These could be moved to the current access point to the north to restrict access within the median and at the same time open an access point to the south of the median, but would need to be sized for large semi-truck turning movements while avoided an adjacent utility pole. For the east side a curbed median would be constructed along the edge of the road for the length of the center median to restrict traffic movements from the parking area in the front of the business. This area should have sufficient width for most passenger type cars and trucks to navigate and 90 degree park in front of the building. Semi traffic should still be able to access the building dock area by backing in from the south bound Main Street traffic lane or across Main Street from the relocated lumber yard access.



3.5 N. Main Street (Attachment F)

The railroad crossing on N. Main Street is a 48 foot wide hot mix asphalt street with an-at grade crossing with a 3 foot asphalt approach from the north and south. The pavement on both sides of this crossing appears to be in overall fair condition. On the north side of the crossing there are City owned parking lots/streets with access points onto Main Street. These access points are in close proximity to the crossing and would limit the ability to place a full length median without significantly affecting traffic patterns. The south side of the crossing has a restaurant with angled parking along the front of the building and limited access and parking off street. On the southeast side is a building and parking area that has loading docks and regularly has semi deliveries. The existing sidewalk at all four quadrants is in fair conditions but does not have pedestrian warning panels or meet ADA requirements.

There are two options being considered for this crossing, leaving the crossing "open" with minimum safety improvements and full length raised medians, as shown on Attachments F-1 and F-2. For the first option, the improvements recommended for this crossing include installing a non-mountable median, new signage and sidewalk improvements. The median would be 2 feet wide and 40 feet in length on both sides of the crossing. The shortened median to the south will allow access to the parking along the front of the restaurant on the west side and complete access to vehicles entering and exiting the building on the east side. Full height curb would be installed on both sides of the street to restrict access within the median areas. The shortened median on the north side will allow the access points from the City parking lots on both sides to continue to operate as they currently are. All four approaches of the sidewalks to the railroad crossing will need to be improved for ADA compliance.

These improvements would be for increased safety at the crossing, but would not improve the quiet zone rating because it does not meet the requirements of an approved supplementary safety measure (SSM) and would be considered "open" for the quiet zone calculations.

The second option includes installing a non-mountable median, placement of curb within the median area, realignment of the parking lot accesses, new signage and sidewalk improvements as shown on Attachment F-2. The median would be 2 feet wide and 100 feet in length on the south side of the crossing. In conjunction with the full median length, there will be full curb installed along the edges of the road to eliminate access points within the median area. This will have a significant impact on parking in front of the restaurant by eliminating at least five of the angled stalls. The 100 foot median will also severely impact the business on the east side of the street by installing a curbed median along the edge of the road to the end of the center median and eliminating access points within the median area. This curbed median will drastically reduce the width of the opening into the building loading dock area, restrict the size of vehicle that could do a right turn out of the driveway and eliminate three angled parking stalls along the front of the building.

On the north side of the crossing, the median would be 2 feet wide and 60 feet in length. Only slight pavement widening would be required and would allow for curb to be installed within the median area. However, this length of median would require the realignment of the parking access road and street on both sides of Main Street, which would include additional curb and gutter installation to channel traffic past the end of the center median, relocation of an intake and additional pedestrian ramp work. The sidewalk in all four quadrants would need to be improved to provide ADA compliant access for pedestrians.



3.6 N. Carroll Street (Attachment G)

The railroad crossing on N. Carroll Street is a 31 foot wide concrete street to the north and 36 foot wide concrete street to the south with an at-grade crossing with a 3 foot asphalt approach from the north and south. The pavement on both sides of this crossing appears to be in overall good condition. The proximity of the intersection with 4th Street on the north will limit the ability to place a full length median without impacting traffic. In addition, on the south side there are access locations to Union Pacific property on both sides. There is a sidewalk on the east side of the crossing that was recently improved, but may need to be verified for ADA compliance.

The improvements recommended for this crossing include installing a non-mountable median, placement of full curb within the median areas, curbed medians and new signage as shown on Attachment G. The median would be 2 feet wide and 100 feet in length south of the crossing, while only 60 feet in length north of the crossing. The median length north of the crossing is shortened to the minimum to allow traffic flow on to 4th Street. However, the size of vehicle able to make a left hand turn off of west bound 4th Street will be limited due to the proximity of the median to the intersection and would be signed as such. On the south side a 2 foot wide and 100 foot long raised median would be constructed. Full height curb would be installed on both sides of the street for the length of the center median. This curb will restrict access to the railroad property on both sides of the crossing. A commercial driveway on the west side of the street will have to be closed or relocated to the south to be outside of the raised median area. Also, the sidewalk crosses from the west side to the east side within the raised median, this will require a drop within the raised median and pedestrian warning panels to allow pedestrian traffic to cross the road.

3.7 Burgess Ave (Attachment H)

The railroad crossing on Burgess Ave is a 24 foot wide concrete street with aggregate shoulders and an at-grade crossing with a 3 foot asphalt approach from the north and south. The pavement on both sides of this crossing appears to be in overall good condition. The proximity of the intersections with W. 6th Street on the north and Railroad Street on the south will limit the ability to place a full length median without impacting traffic. This area sees some use by agricultural equipment during planting and harvest and to a repair business in the northeast quadrant. There are businesses in the northeast and southeast quadrants as well as access to the industrial park to the west that have a large percentage of truck traffic utilizing the crossing.

There are two options being considered for this crossing, leaving the crossing "open" with minimum safety improvements and full length raised medians, as shown on Attachments H-1 and H-2. For the first option, the improvements recommended for this crossing include installing a non-mountable median, pavement widening and new signage. The median would be 2 feet wide and 40 feet in length on both sides of the crossing. The shortened median to the south will allow the unrestricted access to Railroad Street of the large truck traffic in the area. Full height curb would be installed on both sides of the street to maximize the widening of the traffic lanes within the median areas. The short median on the north side will allow access to and from W. 6th Street. A left hand turn from W. 6th Street may be restrictive for the largest semi/trailer combinations, in which they may need to use Highway 30 and access the industrial park and businesses on the south side of the tracks from the west. These improvements would be for increased safety at the crossing, but would not improve the quiet zone rating because it does not meet the requirements of an approved supplementary safety measure (SSM) and would be considered "open" for the quiet zone calculations.



The second option includes installing the minimum length non-mountable median, placement of curb within the median area, realignment of W. 6th Street and Railroad Street and new signage as shown on Attachment H-2. The median would be 2 feet wide and 60 feet in length on the south and north sides of the crossing. In conjunction with the median, there will be full curb installed along the edges of the road to maximize the pavement traffic lanes within the median area. However, this length of median would require the realignment of both W. 6th Street and Railroad Street. This realignment would require the purchase of additional right of way area from the adjacent property owners, construction of the new road base and obliteration of the existing roadbed. On the northwest side, an additional 12 foot wide lane would have to be constructed on Burgess Avenue to allow for west bound traffic off of W. 6th Street to turn onto Burgess Ave.

4.0 Summary

Utilizing the Federal Railroad Administrations Quiet Zone Calculator, a comparison was completed between the existing crossing conditions and the same crossings with the proposed improvements listed above. A substantial increase in the safety of the crossing was noted as the Risk Index decreased by approximately 46% - 68% from the current configurations on these crossings depending upon the combination of improvements made at the crossings. The different results for five combinations are provided from the quiet zone calculator and shown in Attachment I. Any of these combinations of improvements will qualify for the Quiet Zone.

The improvements recommended are designed to maximize the safety of the crossing as well as provide the most cost effective approach to establishing a Quiet Zone on the Union Pacific's mainline. The estimated Preliminary Opinion of Project Construction Costs for each of the recommended improvements at each crossing is shown in Attachment J. Improvement costs vary from approximately \$29,000 for minimal safety improvements at Grant Road, leaving the crossing "open," to approximately \$111,000 for the land acquisition, road realignment and improvements at Burgess Avenue.

For all scenarios shown, we recommend that Grant Road be left "open" with minimum safety improvements and that Bella Vista Road, Clark Street and Carroll Street have the SSM constructed as detailed in Part 3.0. For the Maple Street crossing, we would recommend closure due to its low traffic volume and this crossing is not needed to maintain good north-south access across the City. For the intersections of Main Street and Burgess Ave, the City will have to determine the most appropriate option for these crossings based on the information provided and input from adjacent property owners, law enforcement and others.

5.0 FRA Quiet Zone

Completion of the improvements detailed in this report will allow the City of Carroll to qualify for designation of this corridor through the city as a quiet zone. The limits of the quiet zone would encompass the entire city. The Quiet Zone Risk Index (QZRI) based on current rules with the improvements in place would be below the Risk Index with Horns (RIWH). The QZRI is below the NSRT for scenario #2 and #3 and above the NSRT for scenario #4, #5, #6. All 5 scenarios qualify for a quiet zone and require affirmation and inventory form every 2.5 - 3 years. All improvements proposed are approved SSM's and this removes the requirement for annual review of the quiet zone.



City of Carroll
April 28, 2014
Page 9

Several notifications are required as outlined in the rules upon completion of the improvements to notify the Union Pacific, Highway authority (DOT) and the public of the intended action. These requirements may commence while the improvements are being constructed but cannot be completed until the improvements are in place.

It is my experience that very few communities in Iowa located along the UP mainline tracks would have an opportunity to implement a quiet zone at such a low investment that would improve the quality of life across the entire city. It is recommended that you proceed with the planning and forecasting of these improvements and have discussions on funding as well.

We appreciate the opportunity to assist you with your engineering needs. If you have any questions or concerns regarding the information presented in this report, please don't hesitate to contact me at your convenience.

Sincerely,
BOLTON & MENK, INC.

A handwritten signature in blue ink that reads "Neil Guess".

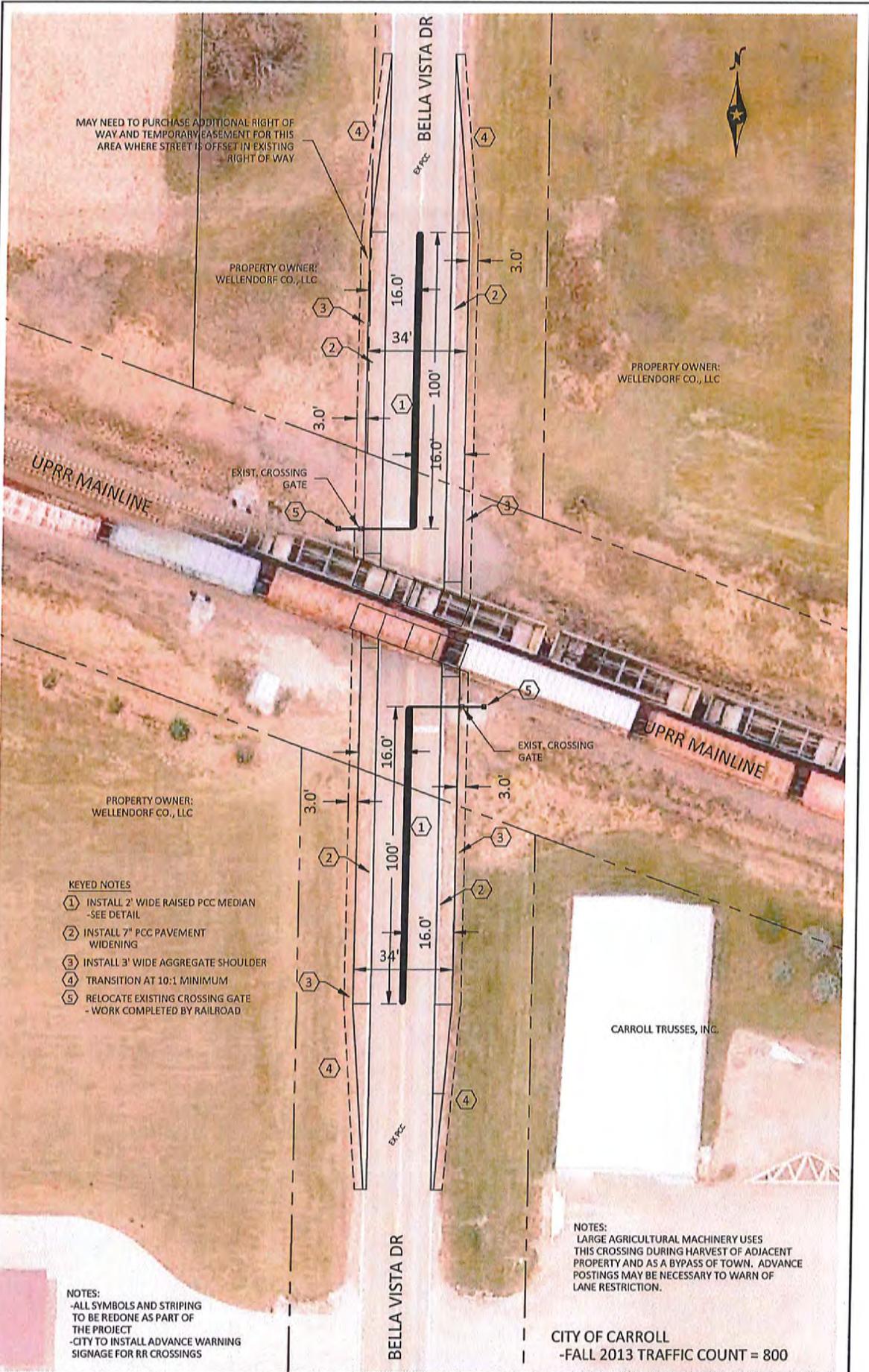
Neil Guess, P.E., L.S.
Senior Project Manager

A handwritten signature in blue ink that reads "James D. Leiding".

James D. Leiding, P.E.
Senior Project Engineer

c: File

EXHIBITS



MAY NEED TO PURCHASE ADDITIONAL RIGHT OF WAY AND TEMPORARY EASEMENT FOR THIS AREA WHERE STREET IS OFFSET IN EXISTING RIGHT OF WAY

PROPERTY OWNER: WELENDORF CO., LLC

PROPERTY OWNER: WELENDORF CO., LLC

PROPERTY OWNER: WELENDORF CO., LLC

CARROLL TRUSSES, INC.

- KEYED NOTES**
- ① INSTALL 2' WIDE RAISED PCC MEDIAN - SEE DETAIL
 - ② INSTALL 7" PCC PAVEMENT WIDENING
 - ③ INSTALL 3' WIDE AGGREGATE SHOULDER
 - ④ TRANSITION AT 10:1 MINIMUM
 - ⑤ RELOCATE EXISTING CROSSING GATE - WORK COMPLETED BY RAILROAD

NOTES:
 -ALL SYMBOLS AND STRIPING TO BE REDONE AS PART OF THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING SIGNAGE FOR RR CROSSINGS

NOTES:
 LARGE AGRICULTURAL MACHINERY USES THIS CROSSING DURING HARVEST OF ADJACENT PROPERTY AND AS A BYPASS OF TOWN. ADVANCE POSTINGS MAY BE NECESSARY TO WARN OF LANE RESTRICTION.

CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 800



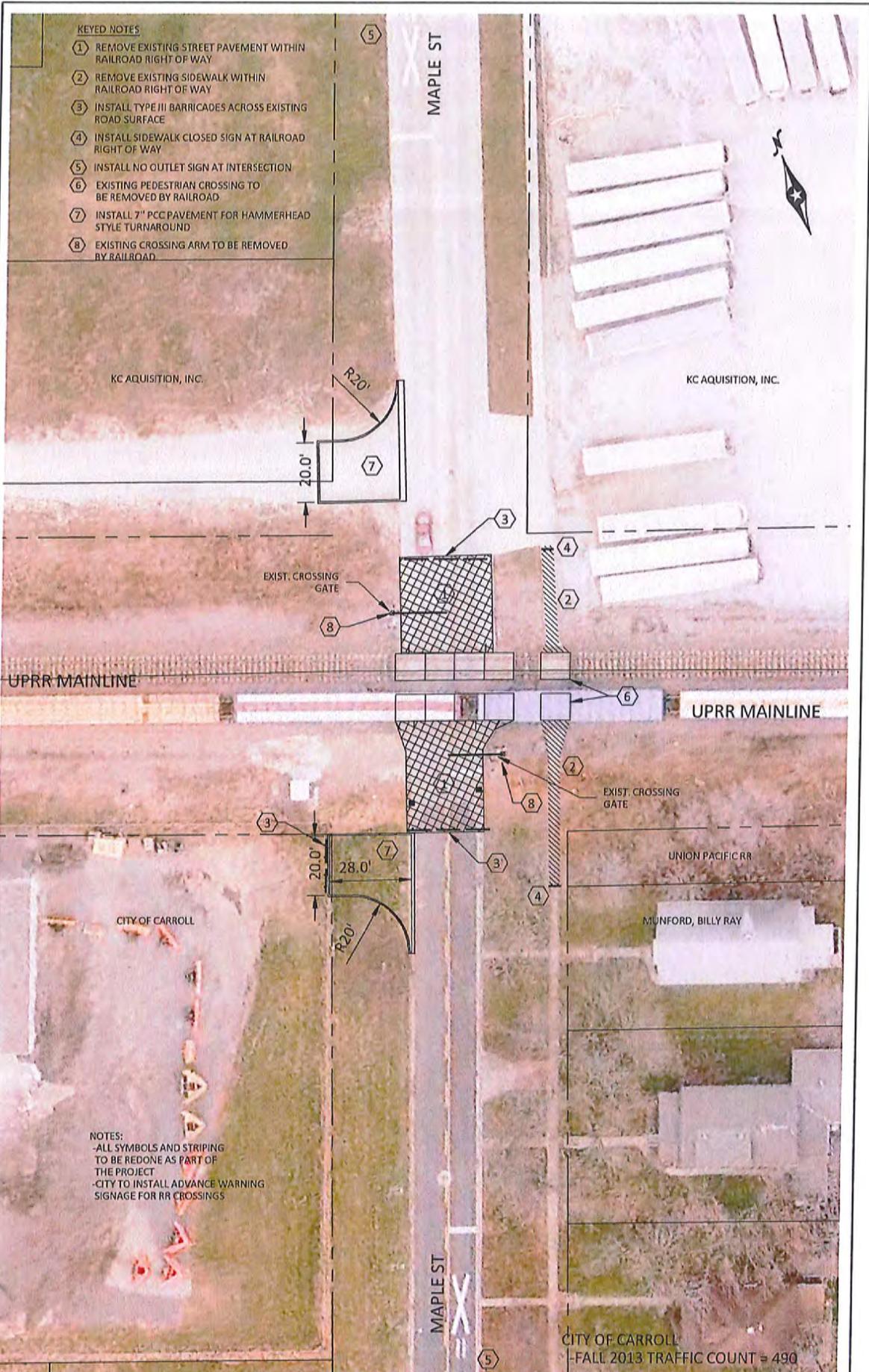
BOLTON & MENK, INC.
 Consulting Engineers & Surveyors
 MANKATO, MN FARMINGTON, MN SLEEPY EYE, MN BURDICKVILLE, MN WILLMAR, MN
 CHASKA, MN BRANDEVILLE, MN HAWLEYWOOD, MN BRATER, MN ROCHESTER, MN
 AMES, IA SPEYER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 BELLA VISTA DRIVE

APRIL 2014

ATTACHMENT B

- KEYED NOTES**
- ① REMOVE EXISTING STREET PAVEMENT WITHIN RAILROAD RIGHT OF WAY
 - ② REMOVE EXISTING SIDEWALK WITHIN RAILROAD RIGHT OF WAY
 - ③ INSTALL TYPE III BARRICADES ACROSS EXISTING ROAD SURFACE
 - ④ INSTALL SIDEWALK CLOSED SIGN AT RAILROAD RIGHT OF WAY
 - ⑤ INSTALL NO OUTLET SIGN AT INTERSECTION
 - ⑥ EXISTING PEDESTRIAN CROSSING TO BE REMOVED BY RAILROAD
 - ⑦ INSTALL 7" PCC PAVEMENT FOR HAMMERHEAD STYLE TURNAROUND
 - ⑧ EXISTING CROSSING ARM TO BE REMOVED BY RAILROAD



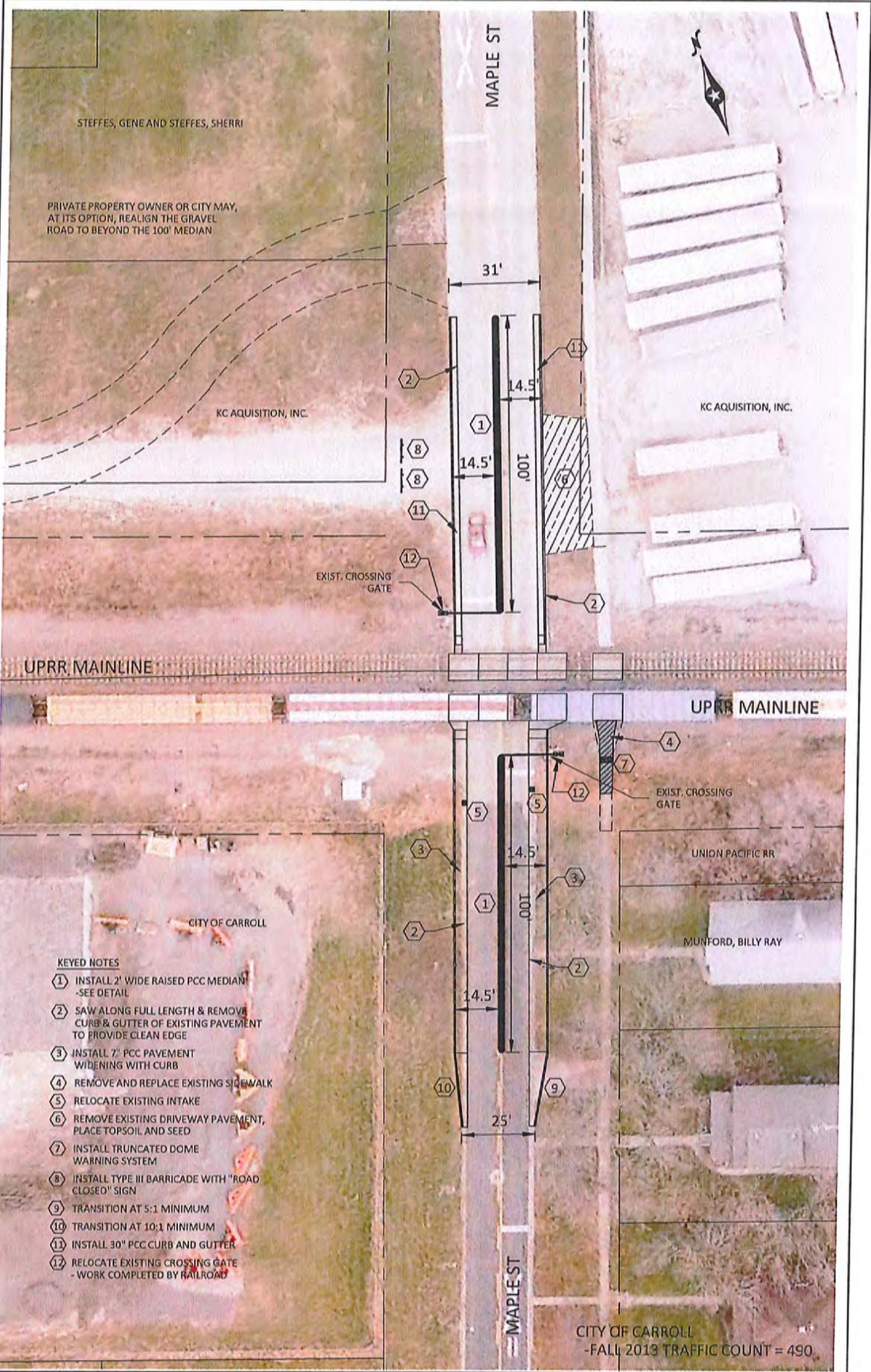
NOTES:
 -ALL SYMBOLS AND STRIPING TO BE REDONE AS PART OF THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING SIGNAGE FOR RR CROSSINGS



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 CHASCA, MN BRANSEX, IOWA MAPLEWOOD, MN BRATLER, MN ROCKFESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 N MAPLE ST CROSSING - OPTION 1 CLOSURE
 APRIL 2014

CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 490



STEFFES, GENE AND STEFFES, SHERRI

PRIVATE PROPERTY OWNER OR CITY MAY,
AT ITS OPTION, REALIGN THE GRAVEL
ROAD TO BEYOND THE 100' MEDIAN

KC AQUISITION, INC.

KC AQUISITION, INC.

UPRR, MAINLINE

UPRR MAINLINE

CITY OF CARROLL

UNION PACIFIC RR

MUNFORD, BILLY RAY

KEYED NOTES

- ① INSTALL 2' WIDE RAISED PCC MEDIAN
-SEE DETAIL
- ② SAW ALONG FULL LENGTH & REMOVE
CURB & GUTTER OF EXISTING PAVEMENT
TO PROVIDE CLEAN EDGE
- ③ INSTALL 7" PCC PAVEMENT
WIDENING WITH CURB
- ④ REMOVE AND REPLACE EXISTING SIDEWALK
- ⑤ RELOCATE EXISTING INTAKE
- ⑥ REMOVE EXISTING DRIVEWAY PAVEMENT,
PLACE TOPSOIL AND SEED
- ⑦ INSTALL TRUNCATED DOME
WARNING SYSTEM
- ⑧ INSTALL TYPE III BARRICADE WITH "ROAD
CLOSED" SIGN
- ⑨ TRANSITION AT 5:1 MINIMUM
- ⑩ TRANSITION AT 10:1 MINIMUM
- ⑪ INSTALL 30" PCC CURB AND GUTTER
- ⑫ RELOCATE EXISTING CROSSING GATE
- WORK COMPLETED BY RAILROAD

CITY OF CARROLL
-FALL 2013 TRAFFIC COUNT = 490



BOLTON & MENK, INC.
Consulting Engineers & Surveyors
MANAOKO, IOWA; FAIRMOUNT, IOWA; SLEEPY EYE, IOWA; BURKOVILLE, IOWA; WELLMARK, IOWA
CHADRA, IOWA; BARKLEY, IOWA; MAPLEWOOD, IOWA; BARTER, IOWA; ROCHESTER, IOWA
AMELIA, IOWA; SPENCER, IOWA; DES MOINES, IOWA; FARGO, ND

CITY OF CARROLL, IOWA
QUIET ZONE INVESTIGATION
N MAPLE ST CROSSING - OPTION 2 MEDIANS

APRIL 2014

ATTACHMENT D-2

NOTES:
 -ALL SYMBOLS AND STRIPING
 TO BE REDONE AS PART OF
 THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING
 SIGNAGE FOR RR CROSSINGS

R. L. FRIDLEY THEATERS, INC.

CITY OF CARROLL

CITY OF CARROLL

MAIN ST

UPRR MAINLINE

UPRR MAINLINE

UNION PACIFIC
RAILROAD COMPANY

UNION PACIFIC
RAILROAD COMPANY

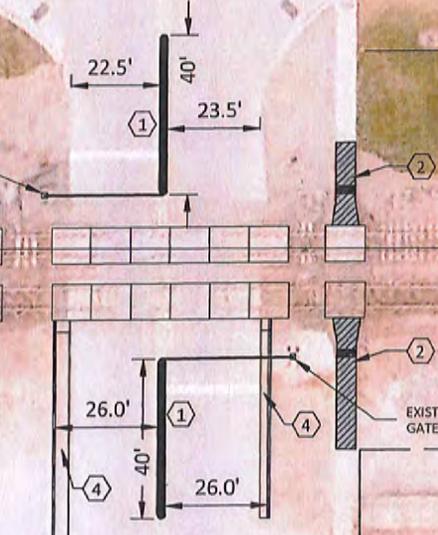
RAMOS, PABLO &
ARELLANO, JORGE

NOTE:
 THIS STREET IS PROPOSED TO BE
 SHOWN AS "OPEN" IN THE QUIET
 ZONE CALCULATOR FOR THIS OPTION.
 NO SSM'S ARE PROPOSED.
 IMPROVEMENTS SHOWN ARE
 FOR IMPROVED SAFETY ONLY.

MIDWEST WHOLESALE
BUILDING PRODUCTS, INC.

CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 3310

MAIN ST



- KEYED NOTES
- ① INSTALL 2' WIDE RAISED PCC MEDIAN -SEE DETAIL
 - ② REMOVE AND REPLACE EXISTING SIDEWALK AND TRUNCATED DOME WARNING SYSTEM
 - ③ INSTALL 5' WIDE, 6" THICK PCC SIDEWALK
 - ④ INSTALL 7" PCC PAVEMENT WIDENING WITH CURB



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 Consulting Engineers & Surveyors
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 CHASKA, MN BRANSON, MN SALEMWOOD, MN WAITEA, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 N MAIN ST CROSSING - OPTION 1 OPEN

APRIL 2014

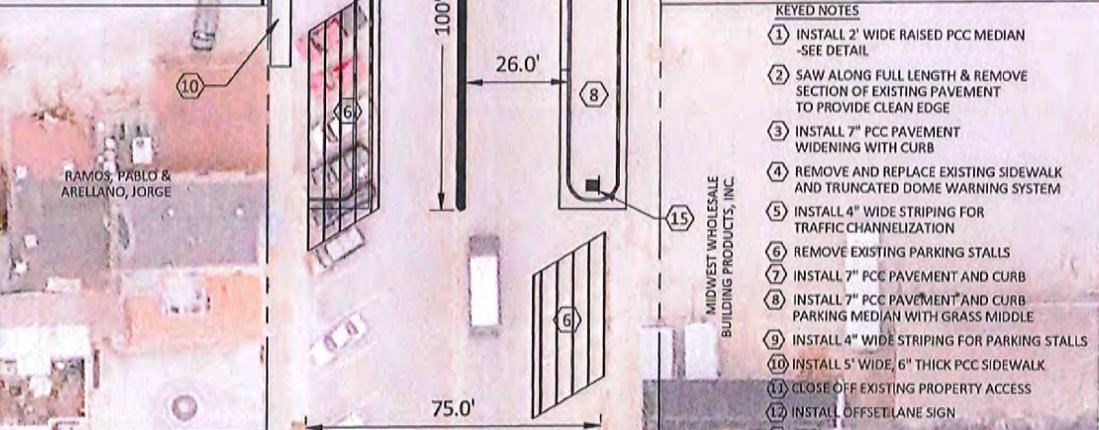
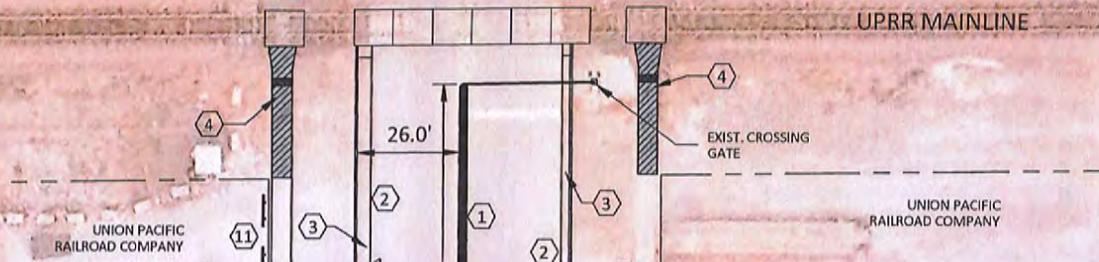
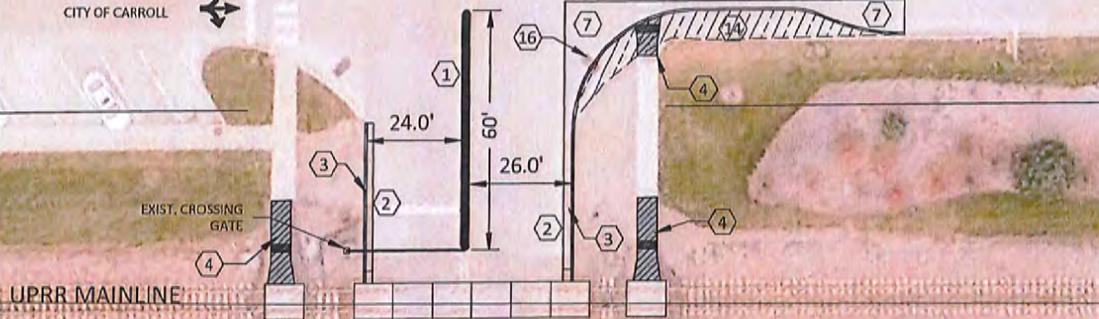
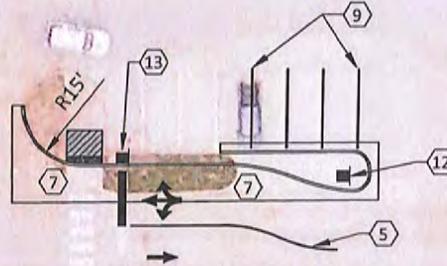
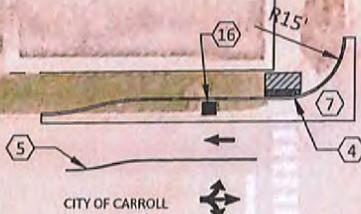
ATTACHMENT F-1

NOTES:
 -ALL SYMBOLS AND STRIPING
 TO BE REDONE AS PART OF
 THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING
 SIGNAGE FOR RR CROSSINGS

R. L. FRIDLEY THEATERS, INC.

MAIN ST

CITY OF CARROLL



CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 3310

- KEYED NOTES**
- ① INSTALL 2' WIDE RAISED PCC MEDIAN -SEE DETAIL
 - ② SAW ALONG FULL LENGTH & REMOVE SECTION OF EXISTING PAVEMENT TO PROVIDE CLEAN EDGE
 - ③ INSTALL 7" PCC PAVEMENT WIDENING WITH CURB
 - ④ REMOVE AND REPLACE EXISTING SIDEWALK AND TRUNCATED DOME WARNING SYSTEM
 - ⑤ INSTALL 4" WIDE STRIPING FOR TRAFFIC CHANNELIZATION
 - ⑥ REMOVE EXISTING PARKING STALLS
 - ⑦ INSTALL 7" PCC PAVEMENT AND CURB
 - ⑧ INSTALL 7" PCC PAVEMENT AND CURB PARKING MEDIAN WITH GRASS MIDDLE
 - ⑨ INSTALL 4" WIDE STRIPING FOR PARKING STALLS
 - ⑩ INSTALL 5' WIDE, 6" THICK PCC SIDEWALK
 - ⑪ CLOSE OFF EXISTING PROPERTY ACCESS
 - ⑫ INSTALL OFFSET LANE SIGN
 - ⑬ RELOCATE STOP SIGN
 - ⑭ REMOVE EXISTING PAVEMENT, PLACE TOPSOIL AND SEED
 - ⑮ INSTALL "TRUCKS NO RIGHT TURN" SIGN
 - ⑯ RELOCATE/RECONFIGURE INTAKE

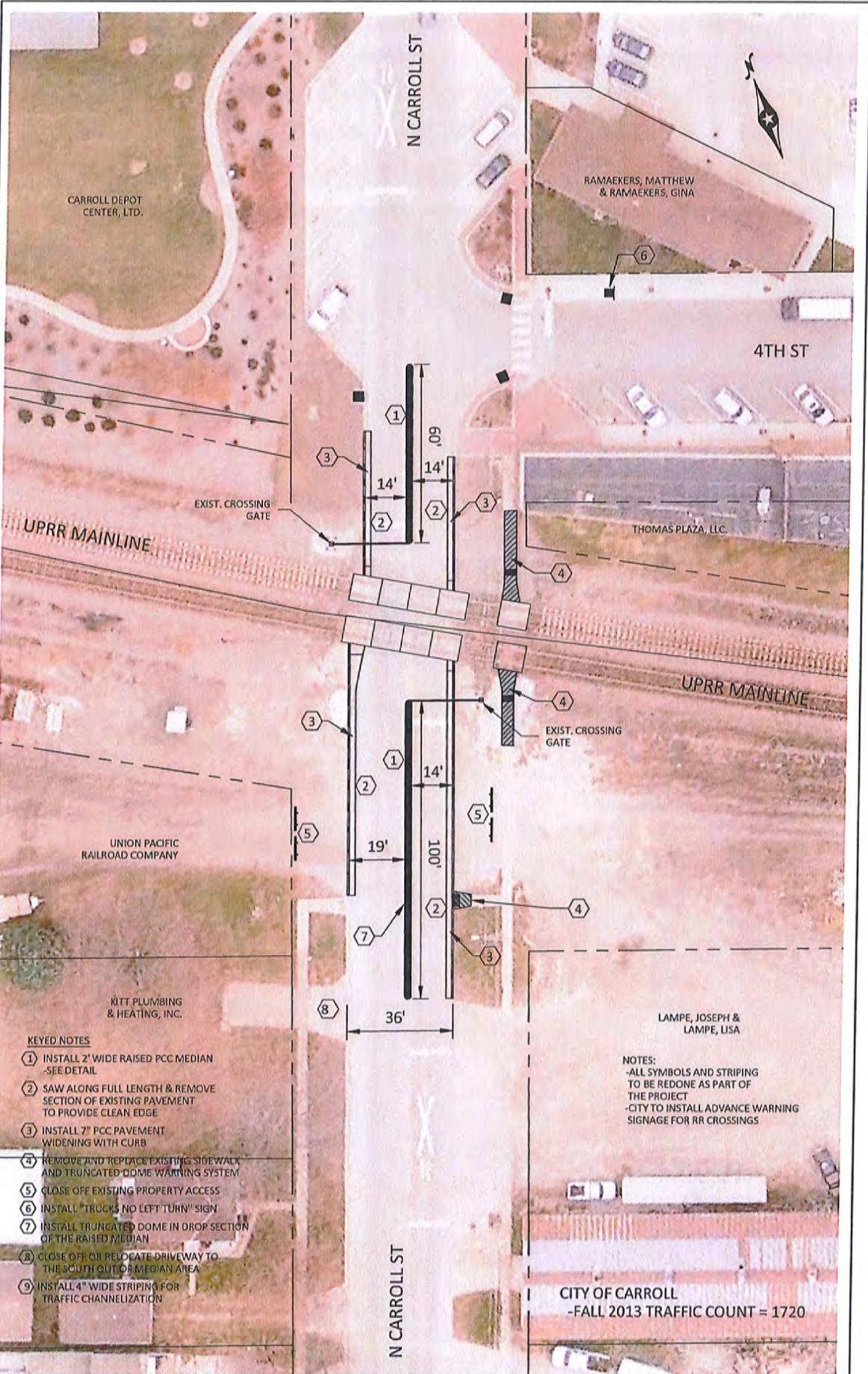


BOLTON & MENK, INC.
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 CHASKA, MN BAKESV, MN NARLEWOOD, MN BRATER, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 N MAIN ST CROSSING - OPTION 2 FULL MEDIANS

APRIL 2014

ATTACHMENT F-2



KEYED NOTES

- ① INSTALL 2' WIDE RAISED PCC MEDIAN
-SEE DETAIL
- ② SAW ALONG FULL LENGTH & REMOVE SECTION OF EXISTING PAVEMENT TO PROVIDE CLEAN EDGE
- ③ INSTALL 7" PCC PAVEMENT WIDENING WITH CURB
- ④ REMOVE AND REPLACE EXISTING SIDEWALK AND TRUNCATED DOME WARNING SYSTEM
- ⑤ CLOSE OFF EXISTING PROPERTY ACCESS
- ⑥ INSTALL "TRUCKS NO LEFT TURN" SIGN
- ⑦ INSTALL TRUNCATED DOME IN DROP SECTION OF THE RAISED MEDIAN
- ⑧ CLOSE OFF OR RELOCATE DRIVEWAY TO THE SOUTH OUT OF MEDIAN AREA
- ⑨ INSTALL 4" WIDE STRIPING FOR TRAFFIC CHANNELIZATION

NOTES:
 -ALL SYMBOLS AND STRIPING TO BE REDONE AS PART OF THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING SIGNAGE FOR RR CROSSINGS

CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 1720



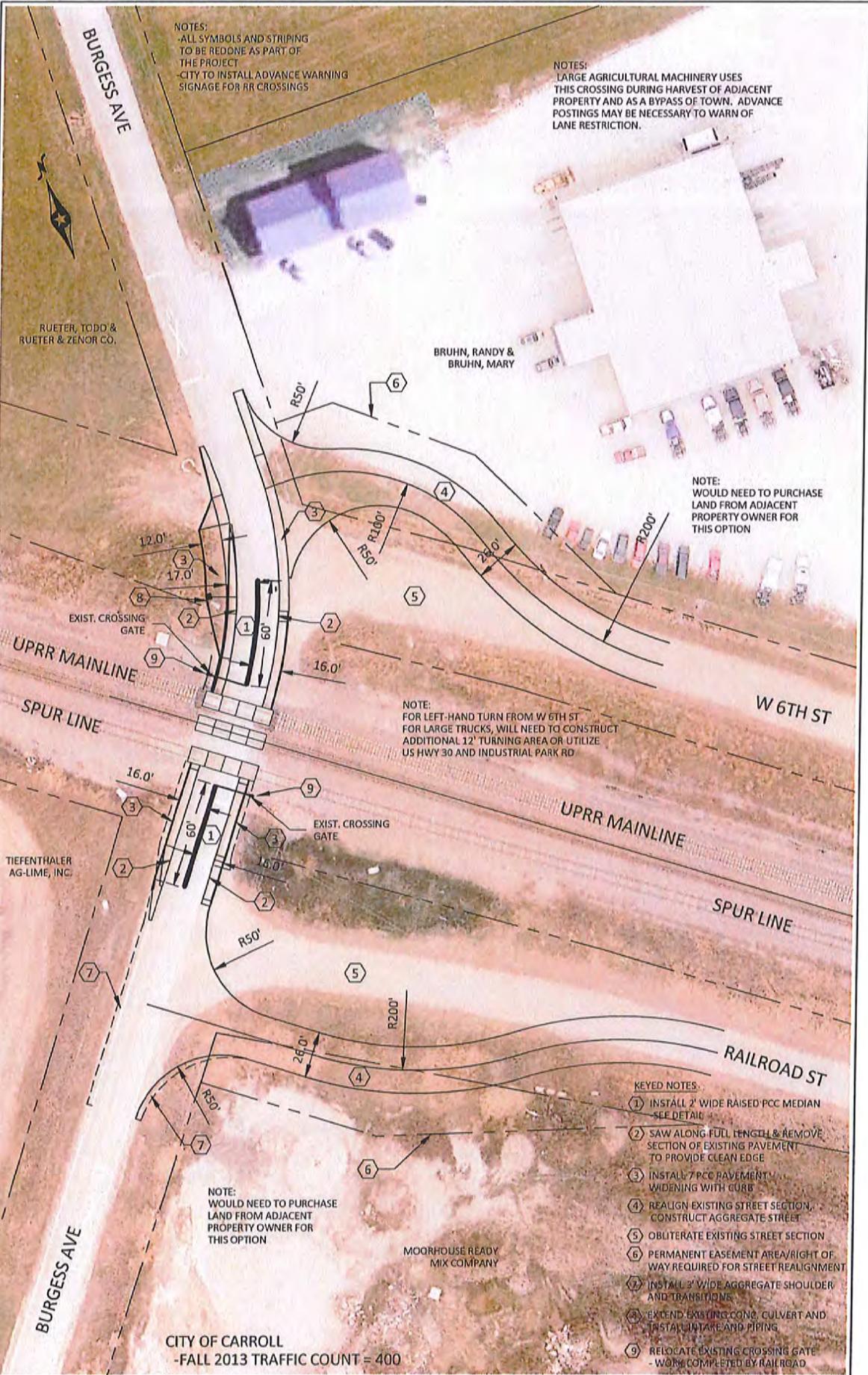
BOLTON & MENK, INC.
 Consulting Engineers & Surveyors
 MANIKATO, MN FAIRMOUNT, MN SLEEPY EYE, MN BURDENSVILLE, MN WILMAR, MN
 CHARCA, MN BARKLEY, MN BARKLEWOOD, MN BARKER, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 N CARROLL ST CROSSING

APRIL 2014

ATTACHMENT G

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 115 FARMINGTON STREET, FARGO, ND 58103-1313



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 Consulting Engineers & Surveyors
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 CHASKA, MN BARKES, MN HARLEVILLE, MN BARTER, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 BURGESS AVENUE CROSSING - OPTION 2 FULL MEDIANS
 APRIL 2014

IMPROVEMENT
MATRIX

City of Carroll, Iowa
Quiet Zone Investigation

CROSSING IMPROVEMENT MATRIX

A11.107480

Attachment I

	Open	Minimal medians installed for safety	QZRI < or = NSRT = Qualified; send affirmation and inventory form every 2.5-3 years
	Closed	No through traffic allowed	
	SSM Applied	SSM = Supplementary Safety Measure, Raised median	
			QZRI < or = RIWH = qualified; send affirmation and inventory form every 2.5-3 years

Crossing Scenario	Bella Vista	N Grant Rd	Maple St	N Clark St	N Main St	N Carroll St	Burgess Ave	Quiet Zone Risk Index (QZRI)	Nationwide Significant Risk Threshold (NSRT)	Risk Index with Horns (RIWH)	Quiet Zone
EXISTING CONDITIONS											
#1								38233.88	14347.00	22921.99	Denied
7 CROSSING QUIET ZONE											
#2								12860.96	14347.00	22921.99	Qualified
#3								12102.20	14347.00	22921.99	Qualified
#4								15413.29	14347.00	22921.99	qualified
#5								17214.61	14347.00	22921.99	qualified
#6								20525.69	14347.00	22921.99	qualified
Quiet Zone Calculator Computations were completed on April 7, 2014											

COST OPINIONS

Railroad Quiet Zone Investigation
Carroll, Iowa

PRELIMINARY OPINION OF PROJECT CONSTRUCTION COSTS
April 21, 2014

Attachment J

Line No.	Description	Unit	Unit Price	Attachment B		Attachment C		Attachment D-1		Attachment D-2		Attachment E	
				Bella Vista Road		North Grant Road		Maple Street - Option 1		Maple Street - Option 2		North Clark Street	
				Quantity	Extension	Quantity	Extension	Quantity	Extension	Quantity	Extension	Quantity	Extension
1	MOBILIZATION	LS	\$5,000.00	1.00	\$16,000.00	1.00	\$5,000.00	1.00	\$7,000.00	1.00	\$14,000.00	1.00	\$5,000.00
2	REMOVE PAVEMENT	SY	\$9.00	80.00	\$720.00	0.00	\$0.00	225.00	\$2,025.00	55.00	\$495.00	180.00	\$1,620.00
3	REMOVE SIDEWALK/DRIVEWAY	SY	\$6.00	0.00	\$0.00	0.00	\$0.00	45.00	\$270.00	95.00	\$570.00	15.00	\$90.00
4	CONSTRUCT 7" PCC PAVEMENT WIDENING	SY	\$40.00	405.00	\$16,200.00	0.00	\$0.00	170.00	\$6,800.00	215.00	\$8,600.00	270.00	\$10,800.00
5	CONSTRUCT P.C.C. RAISED MEDIAN	SF	\$17.00	400.00	\$6,800.00	220.00	\$3,740.00	0.00	\$0.00	400.00	\$6,800.00	480.00	\$8,160.00
6	CONSTRUCT 6" P.C.C. DRIVEWAY/SIDEWALK	SY	\$45.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	5.00	\$225.00	5.00	\$225.00
7	CONSTRUCT 4" P.C.C. SIDEWALK	SY	\$40.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	10.00	\$400.00	55.00	\$2,200.00
8	PED RAMP DETECTABLE WARNING SYSTEM	SF	\$25.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	8.00	\$200.00	8.00	\$200.00
9	SEEDING, PERMANENT	SQ	\$35.00	170.00	\$5,950.00	0.00	\$0.00	70.00	\$2,450.00	55.00	\$1,925.00	55.00	\$1,925.00
10	TRAFFIC CONTROL	EA	\$12,600.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00
11	GRANULAR SUBBASE, ROADSTONE	TON	\$26.00	95.00	\$2,470.00	0.00	\$0.00	55.00	\$1,430.00	70.00	\$1,820.00	115.00	\$2,990.00
12	EROSION AND SEDIMENT CONTROL	EA	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00
13	SIGNAGE, STRIPING AND SYMBOLS	EA	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00
14	PROVIDE RAILROAD FLAG CREW	DAY	\$1,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00
15	CONSTRUCTION CONTINGENCIES	EA	VARIABLES	1.00	\$9,000.00	1.00	\$4,000.00	1.00	\$6,000.00	1.00	\$7,000.00	1.00	\$9,000.00
	SUBTOTAL				\$71,940.00		\$27,540.00		\$40,775.00		\$56,835.00		\$57,010.00
16	LAND ACQUISITION	ACRE	\$10,000.00	0.15	\$1,500.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00
17	UP PERMITS	LS	\$8,050.00	0.14	\$1,150.00	0.14	\$1,150.00	0.14	\$1,150.00	0.14	\$1,150.00	0.14	\$1,150.00
18	RELOCATE GATE ARM	EA	\$12,000.00	2.00	\$24,000.00	0.00	\$0.00	0.00	\$0.00	2.00	\$24,000.00	0.00	\$0.00
	SUBTOTAL				\$26,650.00		\$1,150.00		\$1,150.00		\$25,150.00		\$1,150.00
	TOTAL OPINION OF PROBABLE CONSTRUCTION COSTS				\$98,590.00		\$28,690.00		\$41,925.00		\$81,985.00		\$58,160.00

Railroad Quiet Zone Investigation
Carroll, Iowa

PRELIMINARY OPINION OF PROJECT CONSTRUCTION COSTS

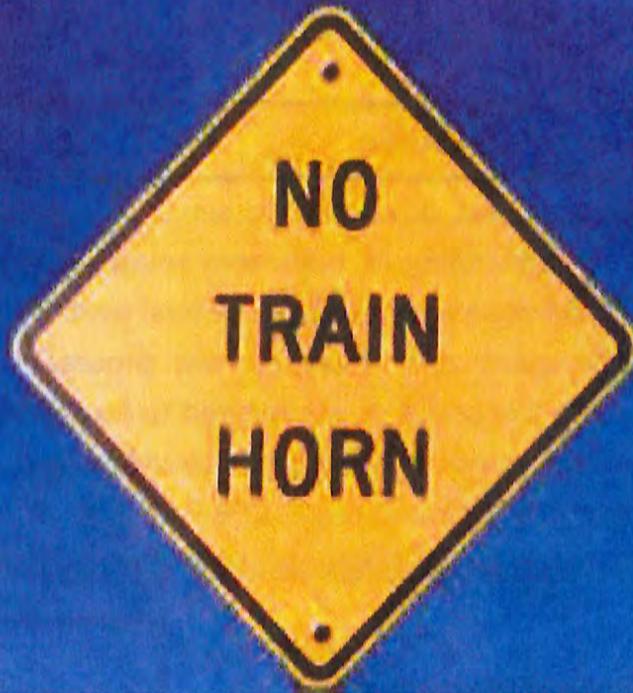
April 21, 2014

Attachment J

Line No.	Description	Unit	Unit Price	Attachment F-1		Attachment F-2		Attachment G		Attachment H-1		Attachment H-2	
				North Main Street - Option 1		North Main Street - Option 2		North Carroll Street		Burgess Avenue - Option 1		Burgess Avenue - Option 2	
				Quantity	Extension	Quantity	Extension	Quantity	Extension	Quantity	Extension	Quantity	Extension
1	MOBILIZATION	LS	\$5,000.00	1.00	\$5,000.00	1.00	\$5,000.00	1.00	\$5,000.00	1.00	\$5,000.00	1.00	\$5,000.00
2	REMOVE PAVEMENT	SY	\$9.00	15.00	\$135.00	275.00	\$2,475.00	35.00	\$315.00	90.00	\$810.00	55.00	\$495.00
3	REMOVE SIDEWALK/DRIVEWAY	SY	\$6.00	65.00	\$390.00	83.00	\$498.00	30.00	\$180.00	0.00	\$0.00	0.00	\$0.00
4	CONSTRUCT 7" PCC PAVEMENT WIDENING	SY	\$40.00	50.00	\$2,000.00	340.00	\$13,600.00	84.00	\$3,360.00	150.00	\$6,000.00	373.00	\$14,920.00
5	CONSTRUCT P.C.C. RAISED MEDIAN	SF	\$17.00	160.00	\$2,720.00	320.00	\$5,440.00	320.00	\$5,440.00	160.00	\$2,720.00	240.00	\$4,080.00
6	CONSTRUCT 6" P.C.C. DRIVEWAY/SIDEWALK	SY	\$45.00	60.00	\$2,700.00	39.00	\$1,755.00	15.00	\$675.00	0.00	\$0.00	0.00	\$0.00
7	CONSTRUCT 4" P.C.C. SIDEWALK	SY	\$40.00	25.00	\$1,000.00	60.00	\$2,400.00	12.00	\$480.00	0.00	\$0.00	0.00	\$0.00
8	PED RAMP DETECTABLE WARNING SYSTEM	SF	\$25.00	32.00	\$800.00	74.00	\$1,850.00	24.00	\$600.00	0.00	\$0.00	0.00	\$0.00
9	SEEDING, PERMANENT	SQ	\$35.00	15.00	\$525.00	50.00	\$1,750.00	45.00	\$1,575.00	76.00	\$2,660.00	262.00	\$9,170.00
10	TRAFFIC CONTROL	EA	\$12,600.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00	0.14	\$1,800.00
11	GRANULAR SUBBASE, ROADSTONE	TON	\$26.00	20.00	\$520.00	128.00	\$3,328.00	30.00	\$780.00	82.00	\$2,132.00	746.00	\$19,396.00
12	EROSION AND SEDIMENT CONTROL	EA	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00	1.00	\$3,500.00
13	SIGNAGE, STRIPING AND SYMBOLS	EA	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00	1.00	\$5,500.00
14	PROVIDE RAILROAD FLAG CREW	DAY	\$1,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00	4.00	\$4,000.00
15	CONSTRUCTION CONTINGENCIES	EA	VARIES	1.00	\$5,000.00	1.00	\$10,000.00	1.00	\$6,000.00	1.00	\$6,000.00	1.00	\$13,000.00
	SUBTOTAL				\$35,590.00		\$62,896.00		\$39,205.00		\$40,122.00		\$80,861.00
16	LAND ACQUISITION	ACRE	\$10,000.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	0.45	\$4,500.00
17	UP PERMITS	LS	\$8,050.00	0.14	\$1,150.00	0.14	\$1,150.00	0.14	\$1,150.00	0.00	\$0.00	0.14	\$1,150.00
18	RELOCATE GATE ARM	EA	\$12,000.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	2.00	\$24,000.00	2.00	\$24,000.00
	SUBTOTAL				\$1,150.00		\$1,150.00		\$1,150.00		\$24,000.00		\$29,650.00
	TOTAL OPINION OF PROBABLE CONSTRUCTION COSTS				\$36,740.00		\$64,046.00		\$40,355.00		\$64,122.00		\$110,511.00

FEDERAL RAILROAD
ADMINISTRATION

Guide To The Quiet Zone
Establishment Process



GUIDE TO THE QUIET ZONE ESTABLISHMENT PROCESS

AN INFORMATION GUIDE

Federal Railroad Administration

1200 New Jersey Avenue S.E.

Washington, DC 20590

Telephone: 202-493-6299

www.fra.dot.gov

Federal Railroad Administration

Highway-Rail Crossing and Trespasser Programs Division

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Purpose of the Guide

This brochure was developed to serve as a guide for local decision makers seeking a greater understanding of train horn sounding requirements and how to establish quiet zones. Its purpose is to provide a general overview and thus does not contain every detail about the quiet zone establishment process. For more detailed and authoritative information, the reader is encouraged to review the official regulations governing the use of locomotive horns at public highway-rail grade crossings and the establishment of quiet zones that are contained in 49 CFR Part 222. A copy of the rule can be downloaded or printed at <http://www.fra.dot.gov/eLib/Details/L02809>.

About Quiet Zones



FRA is committed to reducing the number of collisions at highway-rail grade crossings, while establishing a consistent standard for communities who opt to preserve or enhance quality of life for their residents by establishing quiet zones within which routine use of train horns at crossings is prohibited.

Federal regulation requires that locomotive horns begin sounding 15–20 seconds before entering public highway-rail grade crossings, no more than one-quarter mile in advance. Only a public authority, the governmental entity responsible for traffic control or law enforcement at the crossings, is permitted to create quiet zones.

A quiet zone is a section of a rail line at least one-half mile in length that contains one or more consecutive public highway-rail grade crossings at which locomotive horns are not routinely sounded when trains are approaching the crossings. The prohibited use of train horns at quiet zones only applies to trains when approaching and entering crossings and does not include train horn use within passenger stations or rail yards. Train horns may be sounded in emergency situations or to comply with other railroad or FRA rules even within a quiet zone. Quiet zone regulations also do not eliminate the use of locomotive bells at crossings. Therefore, a more appropriate description of a designated quiet zone would be a “reduced train horn area.”

Communities wishing to establish quiet zones must work through the appropriate public authority that is responsible for traffic control or law enforcement at the crossings.

Historical Context

Historically, railroads have sounded locomotive horns or whistles in advance of grade crossings and under other circumstances as a universal safety precaution. Some States allowed local communities to create whistle bans where the train horn was not routinely sounded. In other States, communities created whistle bans through informal agreements with railroads.

In the late 1980's, FRA observed a significant increase in nighttime train-vehicle collisions at certain gated highway-rail grade crossings on the Florida East Coast Railway (FEC) at which nighttime whistle bans had been established in accordance with State statute. In 1991, FRA issued Emergency Order #15 requiring trains on the FEC to sound their horns again. The number and rate of collisions at affected crossings returned to pre-whistle ban levels.



In 1994, Congress enacted a law that required FRA to issue a Federal regulation requiring the sounding of locomotive horns at public highway-rail grade crossings. It also gave FRA the ability to provide for exceptions to that requirement by allowing communities under some circumstances to establish "quiet zones."

The Train Horn Rule became effective on June 24, 2005. The rule set nationwide standards for the sounding of train horns at public highway-rail grade crossings. This rule changed the criteria for sounding the horn from distance-based to time-based. It also set limits on the volume of a train horn. The rule also established a process for communities to obtain relief from the routine sounding of train horns by providing criteria for the establishment of quiet zones. Locomotive horns may still be used in the case of an emergency and to comply with Federal regulations or certain railroad rules.

Public Safety Considerations

Because the absence of routine horn sounding increases the risk of a crossing collision, a public authority that desires to establish a quiet zone usually will be required to mitigate this additional risk. At a minimum, each public highway–rail crossing within a quiet zone must be equipped with active warning devices: flashing lights, gates, constant warning time devices (except in rare circumstances) and power out indicators.

In order to create a quiet zone, one of the following conditions must be met

1. ***The Quiet Zone Risk Index (QZRI) is less than or equal to the Nationwide Significant Risk Threshold (NSRT)*** with or without additional safety measures such as Supplementary Safety Measures (SSMs) or Alternative Safety Measures (ASMs) described below. The QZRI is the average risk for all public highway-rail crossings in the quiet zone, including the additional risk for absence of train horns and any reduction in risk due to the risk mitigation measures. The NSRT is the level of risk calculated annually by averaging the risk at all of the Nation’s public highway-rail grade crossings equipped with flashing lights and gates where train horns are routinely sounded.
2. ***The Quiet Zone Risk Index (QZRI) is less than or equal to the Risk Index With Horns (RIWH)*** with additional safety measures such as SSMs or ASMs. The RIWH is the average risk for all public highway-rail crossings in the proposed quiet zone when locomotive horns are routinely sounded.
3. ***Install SSMs at every public highway-rail crossing.*** This is the best method to reduce to reduce risks in a proposed quiet zone and to enhance safety.

SSMs are pre-approved risk reduction engineering treatments installed at certain public highway-rail crossings within the quiet zone and can help maximize safety benefits and minimize risk. SSMs include: medians or channelization devices, one-way streets with gates, four quadrant gate systems, and temporary or permanent crossing closures. Examples of SSMs are shown on the next page.

ASMs are safety systems, other than SSMs, that are used to reduce risk in a quiet zone. ASMs typically are improvements that do not fully meet the requirements to be SSMs and their risk reduction effectiveness must be submitted in writing and approved by FRA.

FRA strongly recommends that all crossings in the quiet zone be reviewed by a diagnostic team. A diagnostic team typically consists of representatives from the public authority, railroad, and State agency responsible for crossing safety and FRA grade crossing managers.

Public Safety Considerations continued

Examples of SSMs



Wayside Horns The train horn rule also provides another method for reducing the impact of routine locomotive horn sounding when trains approach public highway-rail grade crossings. A wayside horn may be installed at highway-rail grade crossings that have flashing lights, gates, constant warning time devices (except in rare circumstances), and power out indicators. The wayside horn is positioned at the crossing and will sound when the warning devices are activated. The sound is directed down the roadway, which greatly reduces the noise footprint of the audible warning. Use of wayside horns is not the same as establishing a quiet zone although they may be used within quiet zones.

Cost Considerations

The enabling Federal statute did not provide funding for the establishment of quiet zones. Public authorities seeking to establish quiet zones should be prepared to finance the installation of SSMs and ASMs used. Costs can vary from \$30,000 per crossing to more than \$1 million depending on the number of crossings and the types of safety improvements required.

Legal Considerations

The courts will ultimately determine who will be held liable if a collision occurs at a grade crossing located within a quiet zone, based upon the facts of each case, as a collision may have been caused by factors other than the absence of an audible warning. FRA's rule is intended to remove failure to sound the horn as a cause of action in lawsuits involving collisions that have occurred at grade crossings within duly established quiet zones.

The Quiet Zone Establishment Process

Under the Train Horn Rule, only public authorities are permitted to establish quiet zones. Citizens who wish to have a quiet zone in their neighborhood should contact their local government to pursue the establishment of a quiet zone. The following is a typical example of the steps taken to establish a quiet zone:

1. **Determine** which crossings will be included in the quiet zone. All public highway-rail crossings in the quiet zone must have, at a minimum, an automatic warning system consisting of flashing lights and gates. The warning systems must be equipped with constant warning time devices (except in rare circumstances) and power out indicators. The length of the quiet zone must be at least one-half mile in length.
2. **Identify** any private highway-rail grade crossings within the proposed quiet zone. If they allow access to the public or provide access to active industrial or commercial sites, a diagnostic review must be conducted and the crossing(s) treated in accordance with the recommendations of the diagnostic team.
3. **Identify** any pedestrian crossings within the proposed quiet zone and conduct a diagnostic review of those crossings too. They also must be treated in accordance with the diagnostic team's recommendations. *NOTE:* While it is not required by the regulations, FRA recommends that every crossing within a proposed quiet zone be reviewed for safety concerns.
4. **Update** the U.S. DOT Crossing Inventory Form to reflect current physical and operating conditions at each public, private, and pedestrian crossing located within a proposed quiet zone.
5. **Provide** a Notice of Intent (NOI) to all of the railroads that operate over crossings in the proposed quiet zone, the State agency responsible for highway safety and the State agency responsible for crossing safety. The NOI must list all of the crossings in the proposed quiet zone and give a brief explanation of the tentative plans for implementing improvements within the quiet zone. Additional required elements of the NOI can be found in 49 CFR 222.43(b). The railroads and State agencies have 60 days in which to provide comments to the public authority on the proposed plan.
6. **Alternative Safety Measures** – If ASMs are going to be used to reduce risk, an application to FRA must be made. The application must include all of the elements provided in 49 CFR 222.39(b)(1) and copies of the application must be sent to the entities listed in 49 CFR 222.39(b)(3). They will have 60 days to provide comments to FRA on the application. FRA will provide a written decision on the application typically within three to four months after it is received.

The Quiet Zone Establishment Process continued

7. **Determine** how the quiet zone will be established using one of the following criteria: (Note that Options 2 through 4 will require the use of the FRA Quiet Zone Calculator available at <http://safetydata.fra.dot.gov/quiet/>.)

1. Every public highway-rail crossing in the proposed quiet zone is equipped with one or more SSMs.
2. The Quiet Zone Risk Index (QZRI) of the proposed quiet zone is less than or equal to the Nationwide Significant Risk Threshold (NSRT) without installing SSMs or ASMs.
3. The QZRI of the proposed quiet zone is less than or equal to the Nationwide Significant Risk Threshold (NSRT) after the installation of SSMs or ASMs.
4. The QZRI of the proposed quiet zone is less than or equal to the Risk Index with Horns (RIWH) after the installation of SSMs or ASMs.



8. **Complete** the installation of SSMs and ASMs and any other required improvements determined by the diagnostic team at all public, private, and pedestrian crossings within the proposed quiet zone.

9. **Ensure** that the required signage at each public, private, and pedestrian crossing is installed in accordance with 49 CFR Sections 222.25, 222.27, and 222.35, and the standards outlined in the Manual on Uniform Traffic Control Devices. These signs may need to be covered until the quiet zone is in effect.

10. **Establish** the quiet zone by providing a Notice of Quiet Zone Establishment to all of the parties that are listed in 49 CFR Section 222.43(a)(3). Be sure to include all of the required contents in the notice as listed in 49 CFR Section 222.43(d). The quiet zone can take effect no earlier than 21 days after the date on which the Notice of Quiet Zone Establishment is mailed.

Appendix C to the Train Horn Rule provides detailed, step by step guidance on how to create a quiet zone.

Required Documentation

Public authorities interested in establishing a quiet zone are required to submit certain documentation during the establishment process. FRA has provided checklists for the various documents that can be found at <http://www.fra.dot.gov/Elib/Details/L03055>.

FRA’s Regional Grade Crossing Managers are available to provide technical assistance. A State’s department of transportation or rail regulatory agency also may be able to provide assistance to communities pursuing quiet zones.

Public authorities are encouraged to consult with the agencies in their State that have responsibility for crossing safety. Some States may have additional administrative or legal requirements that must be met in order to modify a public highway-rail grade crossing.

Role of Railroads

Communities seeking to establish a quiet zone are required to send a Notice of Intent and a Notice of Quiet Zone Establishment to railroads operating over the public highway-rail grade crossings within the proposed quiet zone. Railroad officials can provide valuable input during the quiet zone establishment process and should be included on all diagnostic teams. Listed below are links to the Class I Railroads and Amtrak.

<u>BNSF Railway (BNSF)</u>	<u>Canadian Pacific (CP)</u>
<u>CSX Transportation (CSX)</u>	<u>Norfolk Southern (NS)</u>
<u>Canadian National (CN)</u>	<u>Union Pacific (UP)</u>
<u>Kansas City Southern (KCS)</u>	<u>Amtrak (ATK)</u>

FINAL NOTE

The information contained in this brochure is provided as general guidance related to the Quiet Zone Establishment Process and should not be considered as a definitive resource. FRA strongly recommends that any public authority desiring to establish quiet zones take the opportunity to review all aspects of safety along its rail corridor. Particular attention should be given to measures that prevent trespassing on railroad tracks since investments made to establish a quiet zone may be negated if the horn has to be routinely sounded to warn trespassers.

POINTS OF CONTACT

General Questions:

Inga Toye, 202-493-6305
Debra Chappell, 202-493-6018
Ron Ries, 202-493-6285

Regional Contacts

Region 1 Connecticut, Maine, Massachusetts, New Hampshire, New Jersey,
New York, Rhode Island, and Vermont
1-800-724-5991

Region 2 Delaware, Maryland, Ohio, Pennsylvania, Virginia, West Virginia ,
and Washington, D.C.
1-800-724-5992

Region 3 Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina,
South Carolina, and Tennessee
1-800-724-5993

Region 4 Illinois, Indiana, Michigan, Minnesota, and Wisconsin
1-800-724-5040

Region 5 Arkansas, Louisiana, New Mexico, Oklahoma, and Texas
1-800-724-5995

Region 6 Colorado, Iowa, Kansas, Missouri, and Nebraska
1-800-724-5996

Region 7 Arizona, California, Nevada, and Utah
1-800-724-5997

Region 8 Alaska, Idaho, Montana, North Dakota, South Dakota, Oregon,
Washington, and Wyoming
1-800-724-5998



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U.S. Department of Transportation Federal Railroad Administration

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Washington, DC 20590

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September 2013



Base Case: Proposed 2020A GO Bonds

- 2020A Bonds – Street Maintenance Building & Fire Truck
- No Rec Center Bonds

City of Carroll, Iowa

Proposed General Obligation Capital Loan Notes, Series 2020A

EXHIBIT 2

BASE CASE : Series 2020A - Street Improvements & Firetruck ONLY

SOURCES & USES	
SOURCES	
Par Amount of Bonds	1,505,000.00
Accrued Interest	
Other Monies	

Total Sources	1,505,000.00
USES	
Deposit to Construction Account	1,450,000.00
Deposit to Reserve Account	
Capitalized Interest Account	0.00
Municipal Bond Insurance	
Underwriters' Discount (\$7.50 per bond)	11,287.50
Costs of Issuance	43,500.00
Accrued Interest	
Rounding Amount	212.50

Total Uses	1,505,000.00
ASSUMPTIONS	
Dated Date	5/1/2020
Delivery Date	5/1/2020
First Interest Date	6/1/2020
First Principal Date	6/1/2020
Last Principal Date	6/1/2029

Arbitrage Yield	1.97373%
TIC	2.17351%
AIC	2.96877%
Average Life	4.03 Years

PROJECTS FINANCED:	
Street Improvements	\$ 1,000,000
Fire Truck	450,000
Reserved	-
Reserved	-

	\$ 1,450,000

Street Improvements & Fire Truck						
DEBT SERVICE SCHEDULE						
Date	Principal	Coupon	Interest	Debt Service	Annual Debt Service	

0.08	6/1/2020	230,000	1.670%	2,327	232,327	232,327
	12/1/2020			12,039	12,039	
1.08	6/1/2021	260,000	1.730%	12,039	272,039	284,077
	12/1/2021			9,790	9,790	
2.08	6/1/2022	120,000	1.750%	9,790	129,790	139,579
	12/1/2022			8,740	8,740	
3.08	6/1/2023	120,000	1.770%	8,740	128,740	137,479
	12/1/2023			7,678	7,678	
4.08	6/1/2024	125,000	1.800%	7,678	132,678	140,355
	12/1/2024			6,553	6,553	
5.08	6/1/2025	125,000	1.850%	6,553	131,553	138,105
	12/1/2025			5,396	5,396	
6.08	6/1/2026	125,000	1.920%	5,396	130,396	135,793
	12/1/2026			4,196	4,196	
7.08	6/1/2027	130,000	1.980%	4,196	134,196	138,393
	12/1/2027			2,909	2,909	
8.08	6/1/2028	135,000	2.090%	2,909	137,909	140,819
	12/1/2028			1,499	1,499	
9.08	6/1/2029	135,000	2.220%	1,499	136,499	137,997
	12/1/2029					
10.08	6/1/2030					
	12/1/2030					
11.08	6/1/2031					
	12/1/2031					
12.08	6/1/2032					
	12/1/2032					
13.08	6/1/2033					
	12/1/2033					
14.08	6/1/2034					
	12/1/2034					
15.08	6/1/2035					
	12/1/2035					
16.08	6/1/2036					
	12/1/2036					
17.08	6/1/2037					
	12/1/2037					
18.08	6/1/2038					
	12/1/2038					
19.08	6/1/2039					
	12/1/2039					

		1,505,000		119,922	1,624,922	1,624,922

Scale : MMD Aaa as of 12-03-2019 + Aa2/BQ credit + 50 bps timing



Scenario A-1: Funded by 2021A GO & 2021B GO LOST

- 2021A GO Bonds – Rec Center Pool
- 2021B GO LOST Bonds – Rec Center Locker Room & Gym

City of Carroll, Iowa

Proposed G. O. Capital Loan Notes, Series 2021A

EXHIBIT 2

SOURCES & USES	
SOURCES	
Par Amount of Bonds	5,615,000.00
Accrued Interest	
Cash Contribution (LOST)	1,000,000.00
Total Sources	6,615,000.00
USES	
Deposit to Construction Account	6,411,017.00
Deposit to Reserve Account	
Capitalized Interest Account	84,726.61
Municipal Bond Insurance	
Underwriters' Discount (\$12.00 per bond)	67,380.00
Costs of Issuance	48,120.00
Accrued Interest	
Rounding Amount	3,756.39
Total Uses	6,615,000.00
ASSUMPTIONS	
Dated Date	5/1/2021
Delivery Date	5/1/2021
First Interest Date	12/1/2021
First Principal Date	6/1/2022
Last Principal Date	6/1/2040
Arbitrage Yield	2.43606%
TIC	2.55964%
AIC	2.64912%
Average Life	11.42 Years
PROJECTS FINANCED:	
Rec Cntr Pool	\$ 6,411,017
Reserved	-
Reserved	-
Reserved	-
	\$ 6,411,017

Recreation Center Pool, East Locker Room & Gym								
DEBT SERVICE SCHEDULE								
Date	Principal	Coupon	Interest	Debt Service	Capitalized Interest	Annual Debt Service		
12/1/2021			71,802	71,802	(71,802)	0		
6/1/2022	0	1.050%	61,545	61,545	(12,924)	48,620		
12/1/2022			61,545	61,545				
6/1/2023	100,000	1.110%	61,545	161,545		223,090		
12/1/2023			60,990	60,990				
6/1/2024	280,000	1.190%	60,990	340,990		401,980		
12/1/2024			59,324	59,324				
6/1/2025	285,000	1.270%	59,324	344,324		403,648		
12/1/2025			57,514	57,514				
6/1/2026	285,000	1.360%	57,514	342,514		400,028		
12/1/2026			55,576	55,576				
6/1/2027	290,000	1.500%	55,576	345,576		401,152		
12/1/2027			53,401	53,401				
6/1/2028	295,000	1.670%	53,401	348,401		401,802		
12/1/2028			50,938	50,938				
6/1/2029	300,000	1.800%	50,938	350,938		401,876		
12/1/2029			48,238	48,238				
6/1/2030	305,000	1.900%	48,238	353,238		401,476		
12/1/2030			45,340	45,340				
6/1/2031	310,000	2.000%	45,340	355,340		400,681		
12/1/2031			42,240	42,240				
6/1/2032	320,000	2.150%	42,240	362,240		404,481		
12/1/2032			38,800	38,800				
6/1/2033	325,000	2.190%	38,800	363,800		402,601		
12/1/2033			35,242	35,242				
6/1/2034	330,000	2.460%	35,242	365,242		400,483		
12/1/2034			31,183	31,183				
6/1/2035	340,000	2.600%	31,183	371,183		402,365		
12/1/2035			26,763	26,763				
6/1/2036	350,000	2.750%	26,763	376,763		403,525		
12/1/2036			21,950	21,950				
6/1/2037	360,000	2.850%	21,950	381,950		403,900		
12/1/2037			16,820	16,820				
6/1/2038	370,000	2.900%	16,820	386,820		403,640		
12/1/2038			11,455	11,455				
6/1/2039	380,000	2.950%	11,455	391,455		402,910		
12/1/2039			5,850	5,850				
6/1/2040	390,000	3.000%	5,850	395,850		401,700		
12/1/2040								
6/1/2041								
				5,615,000	1,579,681	7,194,681	(84,727)	7,109,954
Scale : MMD Aaa as of 05-29-2020 + Aa3/Non-BQ credit + 75 bps timing								

Recreation Center Pool, East Locker Room & Gym

SOURCES & USES	
SOURCES	
Par Amount of Notes	7,110,000.00
Cash on Hand	
Premium	
Total Sources	7,110,000.00
USES	
Deposit to Construction Account	6,971,774.00
Deposit to Reserve Account	
Capitalized Interest Account	(0.00)
Municipal Bond Insurance	0.00
Underwriters' Discount (\$12.00 per bond)	85,320.00
Costs of Issuance	50,880.00
Accrued Interest	
Rounding Amount	2,026.00
Total Uses	7,110,000.00
ASSUMPTIONS	
Dated Date	5/1/2021
Delivery Date	5/1/2021
First Interest Date	12/1/2021
First Principal Date	6/1/2022
Last Principal Date	6/1/2040
Yield Calculations:	
Arbitrage Yield	2.42002%
TIC	2.55116%
AIC	2.63043%
Average Life	10.73 Years

PROJECTS FINANCED:	
Rec Cntr Locker Rooms & E Gym	\$ 6,971,774
Reserved	-
Reserved	-
Reserved	-
	\$ 6,971,774

DEBT SERVICE SCHEDULE						
Date	Principal	Coupon	Interest	Debt Service	Annual Debt Service	
12/1/2021			87,687	87,687		
1.1 6/1/2022	280,000	1.050%	75,161	355,161	442,848	
12/1/2022			73,691	73,691		
2.1 6/1/2023	325,000	1.110%	73,691	398,691	472,381	
12/1/2023			71,887	71,887		
3.1 6/1/2024	330,000	1.190%	71,887	401,887	473,774	
12/1/2024			69,923	69,923		
4.1 6/1/2025	335,000	1.270%	69,923	404,923	474,847	
12/1/2025			67,796	67,796		
5.1 6/1/2026	340,000	1.360%	67,796	407,796	475,592	
12/1/2026			65,484	65,484		
6.1 6/1/2027	345,000	1.500%	65,484	410,484	475,968	
12/1/2027			62,897	62,897		
7.1 6/1/2028	350,000	1.670%	62,897	412,897	475,793	
12/1/2028			59,974	59,974		
8.1 6/1/2029	355,000	1.800%	59,974	414,974	474,948	
12/1/2029			56,779	56,779		
9.1 6/1/2030	360,000	1.900%	56,779	416,779	473,558	
12/1/2030			53,359	53,359		
10.1 6/1/2031	365,000	2.000%	53,359	418,359	471,718	
12/1/2031			49,709	49,709		
11.1 6/1/2032	375,000	2.150%	49,709	424,709	474,418	
12/1/2032			45,678	45,678		
12.1 6/1/2033	385,000	2.190%	45,678	430,678	476,356	
12/1/2033			41,462	41,462		
13.1 6/1/2034	390,000	2.460%	41,462	431,462	472,924	
12/1/2034			36,665	36,665		
14.1 6/1/2035	400,000	2.600%	36,665	436,665	473,330	
12/1/2035			31,465	31,465		
15.1 6/1/2036	410,000	2.750%	31,465	441,465	472,930	
12/1/2036			25,828	25,828		
16.1 6/1/2037	425,000	2.850%	25,828	450,828	476,655	
12/1/2037			19,771	19,771		
17.1 6/1/2038	435,000	2.900%	19,771	454,771	474,543	
12/1/2038			13,464	13,464		
18.1 6/1/2039	445,000	2.950%	13,464	458,464	471,928	
12/1/2039			6,900	6,900		
19.1 6/1/2040	460,000	3.000%	6,900	466,900	473,800	
12/1/2040						
20.1 6/1/2041						
	7,110,000		1,868,308	8,978,308	8,978,308	

Scale : MMD Aaa as of 05-29-2020 + Aa3/Non-BQ credit + 75 bps timing