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

<u>Mayor</u>:
Dr. Eric Jensen

<u>City Council</u>:
Mike Kots
Misty Boes
Clay Haley
Carolyn Siemann
Jerry Fleshner
Lavern Dirkx

<u>City Staff:</u>
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

<u>Facilitated by</u>:
Jeff Schott

CITY OF CARROLL, IOWA
GOAL SETTING SESSION
2018

Table of Contents

Introduction ……..... Page 3

Goal Setting Work Session …... …… Page 3

Major Accomplishments ……. Page 4

Issues, Concerns, Trends, and Opportunities…… Page 6

On-Going Commitments/Obligations…… Page 8

New Priority Programs, Policies, and Initiatives……..……..……Page 8

Organizational Effectiveness……. Page 9

Final Comments ..... Page 9

Exhibit A – Significant Projects, Programs, Policies, and Initiatives Considered Page 10

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 Dirkx. 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, Biokinemetrics, 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 in concern about public/police interactions. Half of the comments are the police don't do enough and half they say they do too much

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	**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 **August 1, 2019** Completion of Concept Plan and preliminary cost estimate **November 15, 2019** Presentation of final layout and renderings **March 3, 2020** Referendum **May 1, 2020** Start of construction plans **December 15, 2020** Approval of construction plans **April 1, 2021** Start construction	General Fund L.O.S.T. G.O. Bond
Code Enforcement Officer to handle rental inspections and nuisances	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
On-Going Commitments/ Obligations				
Library /City Hall construction	Administration and Library	None Anticipated	Construction 2018/2019 Completion Fall/Winter 2019	G.O. Bond Hotel/Motel Tax Local Option Sales Tax Library Foundation
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	Disinfection Final Plan 02/22/2019 Construction Contract 3/26/2019 Compliance 04/01/2020 Nutrient Reduction Feasibility Report 02/28/2019	Sewer Utility Fund State Revolving Fund Loan
Continue street improvements	Public Works	None Anticipated	Street Resurfacing - 2019 Final Plan 02/21/2019 Construction Contract 3/26/2019 Construction 2019 West St Resurfacing Design FY 19-20 Construction 2020 Street Resurfacing - 2020 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	Phase 10 Final Plan 3/2019 Construction Contract 4/2019 Construction 2019 Phase 11 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	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
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