CITY OF CARROLL, IOWA

CITY LEADERSHIP

GOAL SETTING WORK SESSION

SOURCE BOOK

Years 2020 & 2021

CONTENTS

		Page
I	ENHANCING COMMUNICATION BY SHARING BACKGROUNDS, INTERESTS AND PERSPECTIVES	3
II	REVIEW OF FISCAL YEARS 2020 ONGOING PROJECTS AND NEW INITIATIVE WORK PLAN	4-5
III	REVIEW OF PROGRESS	6-7
IV	ISSUES, CONCERNS, TRENDS AND OPPORTUNITIES	8-9
V	SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS)	10-11
VI	PROVIDING DIRECTION - OUR GOALS WORKSHEET DEPARTMENT DIRECTOR RECOMMENDATIONS	12-13
VII	ROLES AND RESPONSIBILITIES	14-17
VIII	PRELIMINARY ACTION PLAN WORKSHEET	18

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 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 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		
	1.	
	2.	
	3.	
	4.	
	5.	
	6.	
	7.	
	8.	
	9.	
	10.	
	11.	
	12.	
	13.	
	14.	
	15.	
	16.	
	17.	
	18.	
	19.	
	20.	

DEPARTMENT DIRECTOR RECOMMENDATIONS

# of Votes	
6	Street rehabilitation: Full-depth reconstruction program (s). Quadruple current funding obligation.
6	Review all fees that are charged by the City (s).
5	Reviewing Rec Center current operations and rates to make improvements (s). 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). Rec Center update (locker rooms – rest rooms). Consider smaller Rec Center improvement projects (c). Recreation Center Plan – Do nothing, redo concept, implement in phases or do plan as presented. Consider a future attempt to bring Rec Center bonding to vote. Maybe scale back the project (c).
5	Acquiring homes that are in bad shape and tear down like we did with the hotel (c).
3	Economic development (c). Needs clarity.
3	Miracle Field – Fund and Implement plan for parking, shelter and trail
3	Train Horn Mitigation – Update the study, Fund Quiet Zone improvements and implement
2	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).
2	The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding (c).
0	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).

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.			