City of Carroll

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

MEMO TO: Honorable Mayor and City Council Members

FROM: Mike Pogge-Weaver, City Manager MPW

DATE: November 5, 2020

SUBJECT: Work session: Annual Planning Session Follow-up and Discussion

The City Council held their annual planning session on Thursday, October 29th. This year Elizabeth Hansen of the Midwest Municipal Consulting, L.L.C. facilitated the session at Swan Lake Conservation Education Center. Attached please find the final Annual Planning Session Report. Staff has made minor clerical corrections to the preliminary report, that in no way changes the intent that was discussed by the Council at the work session, and presents this report for Council approval. If there are corrections you would like to see please advise staff prior to the Council meeting.

Page 17 and top of Page 18 presents the THE CITY'S ON-GOING PRIORITIES FOR FISCAL YEAR 2021. The bottom of Page 18 presents the THE CITY'S PROPOSED NEW INITIATIVES FISCAL YEAR 2021. Please especially take note of these two pages. I will review these sections at the meeting and lead a discussion on them.

After the meeting on December 18th, I will prepare a separate document that will be presented at a meeting in December 2020 that will outline a work plan on these items over the next 12 months for Council approval. This work plan will include, for each item: a timeline, the responsible party, and if needed, a target date for a future work session on the item.

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

RECOMMENDATION: Motion to receive the 2020 Annual Planning Session Report dated October 29, 2020.

CITY OF CARROLL, IOWA

2020 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY

Executive Summary Written by
Elizabeth Hansen, President

Midwest Municipal Consulting
1210 NE 29th Street
Ankeny, IA 50021
515-391-9816
Ehansen.mmc@gmail.com
www.midwestmunicipalconsulting.com

CITY OF CARROLL, IA
2020 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION

TABLE OF CONTENTS

		PAGE
I	INTRODUCTION ……	3
II	INTRODUCTORY REMARKS …….	4
III	COMMUNICATION ENHANCEMENT ……	5
IV	REVIEW OF FISCAL YEARS 2019 and 2020 ON-GOING PRIORITIES AND NEW INTIATIVES …….	5
V	REVIEW OF PROGRESS BEING MADE …….	5
VI	CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY: ISSUES AND OPPORTUNITIES……	5
VII	UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS……	6
VIII	THE GOALS PROGRAM ……... DEPARTMENT HEAD'S RECOMMENDATIONS	6
IX	ROLES AND RESPONSIBILITIES …….	6
X	PRELIMINARY ACTION PLAN TO ACHIEVE GOALS ……	6
XI	CLOSING REMARKS ……...	7
XII	RECOMMENDED FOLLOW-UP ACTIONS ……...	7
ATTACHMENTS ……		8-23

CITY OF CARROLL, IA
2020 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION

I INTRODUCTION

The City Council of the City of Carroll held a Leadership – Goal Setting – Strategic Planning Work Session on October 29, 2020. The work session was held at the Swan Lake Conservation Education Center. The work session was facilitated by Elizabeth Hansen, president of Midwest Municipal Consulting, LLC of Ankeny, Iowa.

Participants at all or part of the session were:

Dr. Eric Jensen	Mayor
Mike Kots	Council Member
Misty Boes	Council Member
Clay Haley	Council Member
Carolyn Siemann	Council Member
Jerry Fleshner	Council Member
LaVern Dirkx	Council Member
Mike Pogge-Weaver	City Manager
Laura Schaefer	City Clerk/Finance Director
Dave Bruner	City Attorney
Randy Krauel	City Engineer/Public Works Director
Greg Schreck	Building Official/Safety/Fire Chief
Jack Wardell	Parks and Recreation Director
Brad Burke	Police Chief
Judy Behm	Assistant Library Director

The primary objectives of the session were:

1) To provide the opportunity for all members of the City's leadership team to be part of the planning process

2) To enhance communication and develop renewed team spirit among the participants

3) To review progress being made by the City

4) To discuss changes that are likely to impact the City

5) To develop consensus on issues and opportunities facing the City (one to three-year perspective)

6) To develop an updated goals program for the City (one to three-year perspective)

7) To review the roles of the City's leadership team

8) To be an educational and enjoyable day

This report summarizes the results of the session and includes recommendations for follow-up actions to be taken.

II INTRODUCTORY REMARKS

Mayor Dr. Eric Jensen opened the goal setting – strategic planning work session stating the importance of keeping progress going. City Manager Mike Pogge-Weaver shared his appreciation of the Council and Staff coming together to understand the priorities. He stated that he enjoys the dialog and frank discussion as they are always good. The City Manager then introduced the meeting facilitator, Elizabeth Hansen.

III COMMUNICATION ENHANCEMENT

After introductory remarks were made, the facilitator reviewed the agenda, and went over some ground rules. She then explained the importance of having a goal setting – strategic planning session and indicated that one of the primary objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the City, and expectations for the session.

The facilitator pointed out that there is passion, dedication, loyalty, and skills among the group; that they are serving for all the right reasons.

Many of the challenges cited were incorporated into later discussions on issues and opportunities facing the City. The refreshment breaks, meals, and group discussion and action planning provided additional opportunities to further enhance communication.

See attachment A for the Greatest Challenges Facing the City and Expectations for the Session

IV REVIEW OF FISCAL YEAR 2020 ON-GOING PRIORITIES AND NEW INITIATIVES

The first review was of the previous adopted strategic plan from fiscal year 2019/2020. The facilitator reviewed the responses of the questionnaire to affirm which On-Going Priorities were completed and ones that should remain on the list. Next the facilitator did the same with the previously approved New Initiatives.

See attachment B for the Review of Fiscal Year 2020

V REVIEW OF PROGRESS BEING MADE

The next activity focused on a review of progress being made by the City over the last year or two. It was agreed that significant progress has been made in several areas. Participants agreed there have been numerous successes. The facilitator suggested review and celebration of these accomplishments by including the comprehensive list in an upcoming City newsletter, on the City's website, continuous social media posts and/or in the local newspaper.

See attachment C for the Review of Progress being made by the City

VI CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY: ISSUES AND OPPORTUNITIES FACING THE CITY

Participants discussed significant changes that have impacted the City over the past five years, and those anticipated changes that are expected to impact the City in the next five years.

See Attachment D for a Listing of Issues Facing the City

VII UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS

Participants identified several issues and opportunities facing the City from a one to three-year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the City.

See Attachment E for a Listing of Significant Initiatives (Solutions)

VIII THE GOALS PROGRAM

The identified issues and opportunities were then converted into a proposed goals program for the City. It was pointed out that Department Heads met prior on October 5, 2020 and provided a recommendation to help the Elected Officials determine what the top goals should be. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

See Attachment F for the Proposed Goals Program for 2021 and Department Head Recommendations

After the Council voted, the results indicated that there was a four-way tie for the remaining goals. The Council elected to vote again on the four-way tie. The second voting results are indicated under the first votes listed per item in Attachment F.

IX PRELIMINARY ACTION PLANS TO ACHIEVE THE GOALS

The facilitator expressed the importance of developing an action plan for the highest priorities. City Manager Mike Pogge-Weaver will oversee the further development of action plans to address each of the goals. He will present the action plan to the Council in a separate report for consideration and approval.

X ROLES AND RESPONSIBILITIES

Participants reviewed the major roles and responsibilities of the City Council, individual council members, the Mayor, City Manager, Department Heads, City employees and citizens. The facilitator recommended the group refer to the City's organizational chart and code of ordinance for further clarification as well as job descriptions, which can specify additional roles and responsibilities.

See Attachment G for the Listing of Major Roles and Responsibilities

XI CLOSING REMARKS

The session concluded with the facilitator challenging the participants to make a positive impact in their leadership roles. She pointed out the inter-dependency of the City Council and staff, and the need to be mission and goal driven. The facilitator thanked the participants and wished them well in their tenure serving Carroll.

XI RECOMMENDED FOLLOW-UP ACTIONS

It was agreed that considerable progress was made at the work session and that follow-up actions are needed.

The recommended sequence of actions is:

1) The City Manager reviews the Executive Summary of the session

2) The City Manager fine-tunes the prioritized issues and the suggested goals program

3) The City Manager reviews the Executive Summary with the City Council

4) The City Council acts on the proposed goals program, including the action plan

5) Action plan is developed for each goal under the direction of the City Manager

6) The City Council and City Manager monitor progress on achievements of the goals regularly

7) A follow-up work session be scheduled in two years to evaluate progress and update the goals program

Attachment A

CHALLENGES FACING THE CITY AND EXPECTATIONS FOR THE WORK SESSION

(From the Enhancing Communication Worksheet)

CHALLENGES

1) Infrastructure
2) Communications and uniformed citizens
3) Housing stock
4) COVID-19
5) Economic development
6) Population draw and retaining young people
7) Small business and retail growth
8) Financial stability and unfunded mandates
9) Employment/Staff

EXPECTATIONS

1) Big picture plan for the year
2) Share and learn from others
3) Clear direction for staff and Plan of Action
4) Determine investments that the City needs to make
5) Always move forward

Attachment B

REVIEW OF FISCAL YEAR 2019 & 2020 ON-GOING 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 to continue work?

	Item	**Completed/Remain**
1.	Library/City Hall Construction	Completed.
2.	Adoption of Financial Policies	Remain. Informal/maintain status quo/remain flexible – due to unknowns re: COVID/state finances & policies impacting City.
3.	Wastewater Treatment Plant Improvements ○ Nutrient Reduction ○ Copper Compliance Implement multi-year plan	Remain. Nutrient Reduction – 2022. Copper Compliance – 2023.
4.	Increase funding for continued Street Improvements	Remain.
5.	Implement Street Maintenance Building Project	Completed.
6.	Continue Streetscape on planned Basis ○ Phase X Phase XI	Remain.
7.	Implement a Housing Study	Remain. Investigate opportunities as they arise. Keep acquiring old vacant homes to tear down.
8.	Graham Park District Improvements, including parking and enclose shelter	Remain.
9.	Continue the Master Trails Plan	Remain.
10.	Pickleball courts	Completed.
11.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclose shelter	Remain. Playground – Completed, Miracle Field – Underway, Parking, Shelter, and Trail and Exercise Stations - Remain. Remove for now/cost.

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.
2.	Hire Code Enforcement Officer to handle Rental Housing and Code Enforcement programs	Remain.
3.	Drainage Study/Improvements	Remain.
4.	Plan Timberline Road short- and long-term solutions	Remain.
5.	Miracle Field	Remain.
6.	Look at fee structure for golf course and rec center	Remain.
7.	Restrooms at the Cemetery	Remain.
8.	Conduct a new study on Quiet Zone; train horn mitigation	Remain.

Attachment C

REVIEW OF PROGRESS BEING MADE BY THE CITY: WHAT IS WORKING WELL?

THE SUCCESSES

Project/improvement

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

Finance

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

Economic Development

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

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.
Getting hotel acquired.

City Operations/Human Resources/Policies

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

Public Safety

Purchase of new fire truck.
Upgrades of Radio System underway.
New body/vehicle cams.
Police department staffing.
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.
Keeping streetlights on Highway 30.
We were rated a safe City – Thanks!
Prompt snow removal and preventive de-icing of streets.
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.

Attachment D

CHANGES THAT HAVE IMPACTED AND ARE EXPECTED TO IMPACT THE CITY: ISSUES AND OPPORTUNITIES

WHAT IS NOT WORKING WELL?
WHAT IS THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?

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. 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 setbacks 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.
- There is public perception that Carroll is not diverse and inclusive, especially toward minority and progressive women.

Attachment E

SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS) - WHAT IS THE CITY NOT DOING THAT IT SHOULD BE DOING?

	Item (What is the solution to an issue?)	**New Initiative (Action Needed) Or On-Going**
1.	Street rehabilitation: Full-depth reconstruction program. Significantly increase current funding obligation.	New
2.	Downtown revitalization.	On-Going
3.	Hire a rental housing/code enforcement officer.	On-Going
4.	Reviewing Rec Center current operations and rates to make improvements.	New
5.	Study of about how to revitalize/maintain downtown shopping.	#2 On-Going
6.	Retain firm to assist with the recruitment of retail businesses to Carroll. In particular clothing.	#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.	New
8.	Review all fees that are charged by the City.	New
9.	Policy updates.	On-Going
10.	Continue Graham Park area improvement initiatives.	On-Going
11.	Acquiring homes that are in bad shape and tear down like we did with the hotel.	New
12.	Economic development. Needs Clarity.	#2 On-Going
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.	#3 On-Going
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.	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 plan as presented.	#4 New
16.	Rec Center update (locker rooms – rest rooms). Consider smaller Rec Center improvement projects.	#4 New
17.	The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding.	#3 On-Going

18.	Rental inspector.	#3 On-Going
19.	Rate review for facilities should be on-going.	#8 On-Going
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.	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.	On-Going
22.	Train horn mitigation – Update the study, Fund QZ improvements and implement.	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.	On-Going
24.	Consider a future attempt to bring Rec Center bonding to vote. Maybe scale back the project.	#4 New
25.	Miracle Field – Fund and Implement plan for parking, shelter, and trail.	New

Attachment F

THE CITY'S GOALS PROGRAM FOR FISCAL YEAR 2021

THE CITY'S ON-GOING PRIORITIES FOR FISCAL YEAR 2021

ON-GOING PRIORITIES

1.	Adoption of Financial Policies
2.	Wastewater Treatment Plant Improvements ○ Nutrient Reduction - 2022 ○ Copper Compliance - 2023 Implement multi-year plan
3.	Continue Streetscape on planned Basis ○ Phase X ○ Phase XI
4.	Implement a Housing Study
5.	Graham Park District Improvements, including parking and enclose shelter
6.	Continue the Master Trails Plan
7.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclose shelter
8.	Hire Code Enforcement Officer to handle Rental Housing and Code Enforcement programs. 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. The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding.
9.	Drainage Study/Improvements
10.	Plan Timberline Road short- and long-term solutions
11.	Miracle Field
12.	Review all fees that are charged by the City (golf course and rec center), rate review for facilities should be on-going
13.	Restrooms at the Cemetery
14.	Conduct a new study on Quiet Zone; train horn mitigation
15.	Continue to work with Region XII on housing (CDBG)
16.	Utilize the housing study to improvement availability at all levels
17.	Downtown revitalization - Study of about how to revitalize/maintain downtown shopping. Retain firm to assist with the recruitment of retail businesses to Carroll. In particular clothing.
18.	Policy updates.

19.	Continue Graham Park area improvement initiatives.
20.	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.
21.	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.

THE CITY'S PROPOSED NEW INITIATIVES
FISCAL YEAR 2021

of
VOTES
Second Vote

7	1.	Street rehabilitation: Full-depth reconstruction program. Significantly increase current funding obligation.
43	2.	Reviewing Rec Center current operations (programming, membership, financing, operational and physical improvements). 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 the plan as presented. Consider a future attempt to bring Rec Center bonding to vote in November 2021.
42	3.	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.
5	4.	Acquiring homes that are in bad shape and tear down like we did with the hotel.
7	5.	Acting on the RDG/Retail Coach Plan - 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.
44	6.	Train Horn Mitigation – Update the study, Fund QZ improvements and implement
45	7.	Miracle Field – Fund and Implement plan for parking, shelter, and trail

DEPARTMENT HEADS RECOMMENDED NEW INITIATIVES FISCAL YEAR 2021

# of Votes	
6	Street rehabilitation: Full-depth reconstruction program. Quadruple current funding obligation.
6	Review all fees that are charged by the City.
5	Reviewing Rec Center current operations and rates to make improvements. 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. Rec Center update (locker rooms – rest rooms). Consider smaller Rec Center improvement projects. 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.
5	Acquiring homes that are in bad shape and tear down like we did with the hotel.
3	Economic development. Needs clarity.
3	Miracle Field – Fund and Implement plan for parking, shelter and trail
3	Train Horn Mitigation – Update the study, Fund QZ 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.
2	The City needs to identify/prioritize where sidewalks are needed due to safety issues—and figure out funding.
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.

Attachment G

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 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 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 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 of and terminate (when necessary) City employees
6. Mediates and resolves conflicts, negotiator, timer, educator, evaluator, and cutter

ROLES AND RESPONSIBILITIES OF DEPARTMENT HEADS

MOST SIGNIFICANT

1. To provide leadership and goals for their departments
2. To manage the day-to-day quality operations of their departments
3. Analyze 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 manager and department staff informed
7. To provide training and development opportunities for department employees
8. To recommend new hires to the City 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 representative 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