



City Council Annual Planning Session

Tuesday, November 16, 2021 at 4:00 pm

LOCATION OF MEETING:

Swan Lake Conservation Education Center, Wapiti Classroom, 22676 Swan Lake Drive,
Carroll, Iowa 51401

AGENDA

1. Roll Call
 2. Planning Session - 2021
 3. Adjourn
-

November/December Meetings:

- City Council - November 22, 2021 - City Hall, 627 N Adams St
- Board of Adjustment - December 6, 2021 - City Hall, 627 N Adams St
- Planning and Zoning Commission - December 8, 2021 - City Hall, 627 N Adams St
- City Council - December 13, 2021 - City Hall, 627 N Adams St
- Airport Commission - December 13, 2021 - Airport Terminal Building, 21177 Quail Ave
- Library Board of Directors - December 20, 2020 - Carroll Public Library, 118 E 5th St
- City Council - December 27, 2021 - City Hall, 627 N Adams St

www.cityofcarroll.com

The City of Carroll will make every attempt to accommodate the needs of persons with disabilities, please notify us at least three business days in advance when possible at 712-792-1000, should special accommodations be required.

AGENDA
CITY OF CARROLL

CITY LEADERSHIP GOAL SETTING WORK SESSION - 2021

Tuesday, November 16, 2021
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 Manager
- 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 Calendar Year 2021 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 Calendar Year 2022
- 7:00 – 7:15 “Working as a Team – Preliminary Planning and Clarifying Roles”
Focus:
a. Knowing and fulfilling Roles and Responsibilities
- 7:15 – 7:30 Summary and Wrap Up Comments
Focus:
a. Results - Report to the City Manager by November 19, 2021
b. Development of Action Plan by City Manager
c. Importance of Regular Updates

CITY OF CARROLL, IOWA

CITY LEADERSHIP

GOAL SETTING WORK SESSION

SOURCE BOOK

Calendar Year 2022

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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 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.	Adoption of Financial Policies	Remain
2.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> o Nutrient Reduction - 2022 o Copper Compliance – 2023 Implement multi-year plan	Remain
3.	Continue Streetscape on planned Basis <ul style="list-style-type: none"> o Phase X Phase XI - 2024	Phase X Complete Phase XI Remain
4	Implement a Housing Study <ul style="list-style-type: none"> o Recruit Builders Consider creating an incentive program	Remain
5.	Graham Park District Improvements, including parking and enclose shelter	Remain/Remove
6.	<ul style="list-style-type: none"> o Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board 	Remain
7.	All-inclusive playground system at Northeast Park/Kellan’s Kingdom, including exercise stations and enclose shelter	Remain
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.	Complete
9.	Drainage Study/Improvements	Remain 75%, in 2019 Community Survey, Infrastructure support storm water/drainage improvements as a high/med priority
10	Plan Timberline Road short- and long-term solutions	Complete
11	Miracle Field	Remain- merge with #7
12	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	Remain
13	Restrooms at the Cemetery – for roof, soffit and bathrooms	Remain/Remove Budget FY 21-22 Hotel/Motel \$10,000

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.	Street rehabilitation: Full-depth reconstruction program. Significantly increase current funding obligation.	Remain: Scenarios created for a street reconstruction project every 3 years through bonding & regular street rehab projects annually between reconstruction projects. Council approved a plan to do \$2.5-3.3M or \$1.46 debt service levy to fund CIP, bond issuance every 3 years.
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 (e). Recreation Center Plan—Do the plan as presented. Consider a future attempt to bring Rec Center bonding to vote in November 2021. Recreation Center Improvements, including HVAC, plumbing and backflow improvements and raised running track and gym.	Remain/Remove Currently RDG is designing and preparing construction documents. The schedule is: -Bidding 12/8 – 1/18/22 - Bid Opening 1/18/22 -City Council Approval 1/24/22 -Construction starts after award of Contract Jan-April 2022 Council reviewed 4 options and voted on scaled back plan; use LOST bonds and \$1M.
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.	Remain/Complete Per work plan, start subdivision in FY 21 and consider zoning in FY 22
4.	Acquiring homes that are in bad shape and tear down like we did with the hotel.	Remain/Remove \$\$ better spent on streets
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.	Remain New website to launch in summer 2022.
6.	Train Horn Mitigation – Update the study, Fund QZ improvements and implement	Study complete Remain
7.	Miracle Field – Fund and Implement plan for parking, shelter, and trail	Remain. Move to #7 on the On-going list.

III REVIEW OF PROGRESS

THE SUCCESSES

Project/improvement

Streetscape Phase X completed
Disinfection system at the Wastewater Plant is complete and on-line
2021 street rehabilitation project is complete
The Street Maintenance Facility project is under construction
Major maintenance work on the airport runway
Pickleball Court Complex completed
Southside Park Basketball Court
IHSAA State Baseball Tournament
1 st Youth Soccer Tournament
Started Miracle Field with the assistance of many volunteers
Carroll Trails Phase II
Rental inspection program implemented
Water Storage Tower Rehabilitation
Water Supply Well Replacement
Water Distribution Main Replacements
Middle Raccoon River Streambed Stabilization
US 30 East Sanitary Sewer Extension - Design
Carroll City – Mt. Olivet Cemetery improvements – soda blasting, painting, metal fence

Finance

Even in light of COVID-19 the City ended FY 2021 strong. Increased general funds reserves by \$552,801.05. Overall, across all funds, increased reserves by \$1,089,815.87.
LOST funds continue to grow. The August 2021 LOST fund projections from the Iowa Department of Revenue are projecting a 5.12% increase, or \$86,989.22, in LOST funds in the coming year. In September 2021 the Iowa Department of Revenue revised their projections based on the 2020 census and increase the projections an additional 2.05% or to a total of 7.28%, or \$123,625.41, over the prior year.
Maintained Moody's Aa3 credit rating
City's low taxes compared to peer cities
City's low GO Debt amount
Refinancing debt at lower rates

Economic Development

Retail Coach. Continue to partner with CADC to grow retail opportunities in Carroll with the work through the Retail Coach. Five business are looking for a site in Carroll with five additional businesses looking for a franchisee to operate a location in Carroll.
Expansion of the Urban Revitalization Area to City wide in order to offer residential tax abatement.
Redevelopment of the City Hotel site is underway.
Residential building permit numbers are back up to a more normal level for the City. Through Oct 25, 2021 the City has issued permits for 16 residential units in the City for the year. This compares to 7 in 2020, 19 in 2018, 22 in 2017, 23 in 2016, 13 in 2015, and 10 in 2014.
DMACC expansion
Willingness to implement economic incentives for new business
Willingness to offer incentives to improve housing stock.
Land east of the Collison edition was purchased by a developer for potential housing development
Hired RDG to complete the Corridor of Commerce 2.0
Contributed \$100,000 of LOST for COVID relief grants to local businesses
Housing Workshops
Population grew from 10,103 to 10,321 since 2010

City Operations/Human Resources/Policies

Staff worked hard through the challenges of the COVID-19 pandemic
Major review of City personnel policies and City Manager contract
Added new policy for the City's health insurance internal service fund
Union Pacific Railroad Quiet Zone Study Update
Water System Risk and Resilience Assessment and Emergency Response Plan
Sanitary Sewer Rate Study/Service Charges
Frequent comments about the friendly/helpful city staff

Public Safety

Hired two more police officers to be at the full, authorized number of sworn officers
Hired a code enforcement officer and got a rental housing program started
Carroll being rated a safe city
Appropriate response to S/E 18 th and Grant apts issues (Fairview Village). Great improvements at Fairview Apartments
Receive frequent positive comments about both departments. Good Summary of Traditional Problem Areas in the FY 21 Police Department Report

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
Communication. Public feels that the City taxes high when in fact the City has one of the lowest tax rates. For City only taxes the City is the 3 rd lowest of our 18 peer city and the lowest consolidated tax rates of our peer cities. In fact, of the 77 cities in Iowa with a population of 5,000 and more, the City of Carroll has the LOWEST consolidated levy rate. The average rate of cities with a population of 5,000 and less is \$39.12. Carroll's rate is \$26.40. For the City only property tax rate, the City is 20 th lowest at 11.65 for cities with a population of 5,000 or less. The average city only levy rate of cities with a population of 5,000 and less is \$14.61.
Roads. They have done a great job maintaining the road system; however, the City has done little in the way of total road reconstruction for decades and some of the 62 miles of roads are reaching end of life where overlays will not be an effective solution. The City needs to begin reconstructing roads which will be a major cost and require new funding.
Wastewater treatment plant. Copper continues to be an issue at the wastewater treatment plant. This could be a high dollar issue if a solution cannot be found outside of a filtration.
Limited new housing construction – discussion on incentives of some type. Shortage of contractors, builders and laborers to build affordable housing
Qualified workforce, retention and expansion
Aging infrastructure
Unfunded mandates from the federal or state government
Opportunity: Youth Sports Complex Field 8 Rebuilt for future use by Merchants and schools
Parking lot Carroll Soccer Complex; not enough space and don't own it and costly to improve
New slide at the Carrol Family Aquatic Center. Need a new slide
Improvements to Merchants Park and grants
Trails Master Plan Update – need to update the priorities with the board
Maintenance of the Bandshell
Retaining young people
Loss of downtown retailers; Business/retail retention/expansion
Water Distribution pressures and chlorine residual compliance
Recent tax increases and perceived wasteful spending
Moving forward on Rec upgrades ignoring public referendum
Lack of trust of elected officials
Little or no response when contacting elected officials
Overbuilding projects (EX: Cemetery building, Library, Streets Building)
Concerns with levy rate the same with impending increased 2023 valuations resulting in tax increase
Need airport hanger space
Ongoing training of police for new challenges needs to continue
Everything is an issue in Carroll. Many of the negative feedback is fueled by misconception and flat out lies. A media / public relations person would do wonders
Lots to do. We need housing, we need workers, we need more jobs available. Very hard to do all at once, and each is equally important
Continue to pay for studies, and not follow through. Has been better this last year, however; I hope the new council does not allow this to happen.
Street Maintenance building cost

Nuisance Properties (Clark and Main Street)
People believe Carroll needs to maintain the Tax base, but add a variety of amenities, retail, and restaurants. Must do better
People remain concerned about taxes, especially now with inflation at the grocery store, fuel and heating costs over the winter

V SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS)

	Item (What is the solution?)	New Initiative (Action Needed) Or On-Going
1.	Recreation Center. The City has been discussing improvements at the 44-year-old Rec Center since 2001. The Council moved the project forward based on the passing of the LOST vote in 2020 and entered into a design contract with RDG Planning and Design in the amount of \$492,805.00 plus expenses incurred for this work at cost plus 10%, not to exceed \$20,000.00 for the Carroll Recreation Center Building Improvements Project - 2021. The project is not just new gym but also raised running track, addressed deferred maintenance issues with the locker rooms, HVAC system, and pool backflow system. (S) (E)	On-going
2.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 th Street) north to 13 th Street in 2022 will be a good project addressing just one of many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete. (S)	On-going
3.	Commit additional funds for street improvements. Street rehabilitation/reconstruction: Identify funding that accomplishes both rehabilitation and reconstruction needs (S) (E)	New
4.	Consider hiring a Communication Specialist/PR/PIO to create a new, fresh marketing plan for the Rec Center. Public perception of what the city is doing needs to improve. Consider a summary of council meetings published. Similar to supervisors. (E) More concentrated effort to market the city and the city's amenities (S)	New
5.	Recreation Center Operations, Rates, and Fiscal Review (S)	On-going
6.	Trails Master Plan Update (S)	On-going
7.	Loss of downtown retailers; need Downtown Revitalization (S) (E)	On-going
8.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)	New
9.	We just need to continue to aggressively recruit new retail businesses (E)	On-going
10.	Consider LED Light replacement for airport runway. (E)	New
11.	<p>Train horn mitigation has been a topic for my entire 10 years on council. It continues to be a 3/3 split. When we use the citizen survey to justify improvements that passed at 54% as the majority of the people want it, but not an item that passed at 53%, I think we lose faith with the public in hearing their voices.</p> <p>This issue seems to be split with the citizens of Carroll as well. The major factor I have determined to be, if you are from Carroll, it is not an issue. If you did not grow up here, it is an issue. With that in mind, we all have said we want Carroll to grow, and for people to come here. If this one topic is a deterrent, and 53% have asked for it, we need to restore the faith in the voters and move forward with it. Need funding to mitigate the horns. (E)</p>	On-going

12.	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)	New
13.	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)	New
14.	Update the 2013 City Comprehensive Plan (E)	New
15.	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, buildings, and monuments (E)	New
16.	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)	New
17.	Repair/replacement of parking lot behind Library and PD	New
18.		
19.		
20.		
21.		
22.		
23.		
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25.		

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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DEPARTMENT DIRECTOR RECOMMENDATIONS

of
Votes

6	1.	Consider hiring a Communication Specialist/PR/PIO to create a new, fresh marketing plan for the Rec Center (S) Public perception of what the city is doing needs to improve. Consider a summary of council meetings published. Similar to supervisors. (E) More concentrated effort to market the city and the city's amenities (S)	\$41,500 to \$59,000 annually. Assumes CAAT6 duties picked up by new PIO.
5	2.	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)	\$5 to \$10 million based on the ultimate scope of work
3	3.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)	\$30,000
2	4.	Repair/replacement of parking lot behind Library and PD	\$260,000
2	5.	Consider LED Light replacement for airport runway. (E)	Total Project Cost: \$955,000 Local Match: \$95,500
2	6.	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)	\$160,000
1	7.	Update the 2013 City Comprehensive Plan (E)	\$35,000
0	8.	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, buildings, and monuments (E)	Unknown. \$10,000 ?
0	9.	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)	Viaduct built in 2007 in Jefferson cost \$12 million

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

City of Carroll

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CITY OF CARROLL

MISSION STATEMENT

THE OVERALL PURPOSE OF THE CITY OF CARROLL IS TO ENHANCE CITIZENS' OPPORTUNITIES TO ENJOY A SUPERIOR QUALITY OF LIFE, TO DELIVER EFFICIENT SERVICES AND PROGRAMS, AND TO PROMOTE COMMUNITY GROWTH AND DEVELOPMENT, THROUGH A SYSTEM OF REPRESENTATIVE SELF GOVERNMENT AND A HIGHLY TRAINED DEDICATED STAFF.

OUR CITIZENS

The citizen is the most important person in this city.

Without them, there would be no city.

We are dependent on them.

They are not to be hurried away so we can do our own thing.....

they are our thing.

They are not an interruption to our work, but the purpose of it.

COME FIRST

CITY OF CARROLL, IOWA

2020 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY



**Executive Summary Written by
Elizabeth Hansen, President**

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

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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

**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

<p>REVIEW OF FISCAL YEAR 2019 & 2020 ON-GOING PROJECTS AND NEW INITIATIVES WORK PLAN</p>

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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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.

**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.

**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.

**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

**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 <ul style="list-style-type: none"> o Nutrient Reduction - 2022 o Copper Compliance - 2023 Implement multi-year plan
3.	Continue Streetscape on planned Basis <ul style="list-style-type: none"> o Phase X o 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

**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.
$\frac{4}{3}$	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.
$\frac{4}{2}$	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.
$\frac{4}{4}$	6.	Train Horn Mitigation – Update the study, Fund QZ improvements and implement
$\frac{4}{5}$	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.

**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



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
- Exhibit A—*notes from the flip charts* 10

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
June 30, 2021

	<u>Actual</u> <u>FY 19/20</u>	<u>Actual</u> <u>FY 20/21</u>	<u>BUDGET</u> <u>FY 21/22</u>	<u>Projected</u> <u>FY 22/23</u>	<u>Projected</u> <u>FY 23/24</u>	<u>Projected</u> <u>FY 24/25</u>
July 1 Balance	\$ 984,372	\$ 583,708	\$ 878,760	\$ 565,444	\$ 687,575	\$ 914,705
One time set aside (\$50,000)	-	-	-	-	-	-
Estimated Revenue:						
Local option sales tax	** 1,734,888 **	1,905,365 **	1,731,174 **	1,731,174 **	1,731,174 **	1,731,174 **
Library/City Hall Unspent LOST Funds	-	43,896	-	-	-	-
Interest income	30,261	9,065	5,000	5,000	5,000	5,000
Expenses:						
Tax relief	(415,812)	(467,786)	(500,492)	(434,043)	(434,043)	(434,043)
Small Business Relief Loan	(100,000)	-	-	-	-	-
Railroad Crossing Study	-	-	(20,150)	-	-	-
Southside Shelterhouse Imp	-	(15,777)	(17,223)	-	-	-
Rec Center Bldg Imprvmnts	-	-	(60,000)	-	-	-
Pump Station/Irrigation System	-	-	(116,625)	-	-	-
Rec Center - HVAC Upgrades	-	-	(100,000)	-	-	-
Retail Recruitment Project	-	(50,000)	(50,000)	(50,000)	-	-
US 30 Corridor Plan	-	(62,212)	(100,000)	-	-	-
Transfers (Projects):						
Streets Rehab Projects	-	(650,000)	(625,000)	(500,000)	(500,000)	(500,000)
Timberline Sidewalk - Design	-	(7,500)	-	-	-	-
Trails	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Streets Maintenance Building	(1,500,000)	-	-	-	-	-
City Hall/Library Construction	-	-	-	-	-	-
Miracle Field	-	-	(50,000)	-	-	-
Rec Center Bldg Project	-	(260,000)	(260,000)	(480,000)	-	-
Aquatic Center Slide	-	-	-	-	(425,000)	-
Carryover Balance	<u>\$ 583,708</u>	<u>\$ 878,760</u>	<u>\$ 565,444</u>	<u>\$ 687,575</u>	<u>\$ 914,705</u>	<u>\$ 1,566,836</u>

** - LOST vote passed August 7, 2012 to continue collections January 1, 2014 - December 31, 2023. Estimate based on information received from the IA Depart. of Revenue.
 LOST vote to extend tax collection with no sunset was passed September 8, 2020.

HOTEL/MOTEL TAX COLLECTIONS
June 30, 2021

	<u>Actual</u> <u>FY 19/20</u>	<u>Actual</u> <u>FY 20/21</u>	<u>BUDGET</u> <u>FY 21/22</u>	<u>Projected</u> <u>FY 22/23</u>	<u>Projected</u> <u>FY 23/24</u>	<u>Projected</u> <u>FY 24/25</u>
July 1 Balance	\$ 339,514	\$ 358,374	\$ 420,007	\$ 106,672	\$ 186,672	\$ 266,672
One time set aside (\$40,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Revenue:						
Hotel/Motel tax	\$ 212,228 (1)	\$ 189,014 (1)	\$ 205,000 (1)	\$ 220,000 (1)	\$ 220,000 (1)	\$ 220,000 (1)
Arts Council Grant	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -
Interest income	\$ 8,613	\$ 3,464	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000
Expenses:						
Cultural support	\$ 3,491	\$ (3,864)	\$ (12,135)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Theater improvements	\$ -	\$ -	\$ (250,000)	\$ -	\$ -	\$ -
Park & rec capital:						
Rec Center HVAC Upgrades	\$ -	\$ -	\$ (50,000)	\$ -	\$ -	\$ -
Northeast Shelter Roof	\$ -	\$ -	\$ (14,000)	\$ -	\$ -	\$ -
Graham Park Bathrooms Roof	\$ -	\$ -	\$ (6,000)	\$ -	\$ -	\$ -
Rec exercise equipment	\$ -	\$ -	\$ (25,000)	\$ -	\$ -	\$ -
Rec pool heaters	\$ -	\$ -	\$ (7,200)	\$ -	\$ -	\$ -
Cemetery bldg-roof/soffit/bathrooms	\$ -	\$ -	\$ (10,000)	\$ -	\$ -	\$ -
150th Anniversary	\$ (20,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Tourism promotion (Chamber)	\$ (27,631)	\$ (14,376)	\$ (22,000)	\$ (22,000)	\$ (22,000)	\$ (22,000)
Comm Dvlp - Public Relations	\$ (5,267)	\$ (14,106)	\$ (25,000)	\$ (10,000)	\$ (10,000)	\$ (10,000)
Transfers (Projects):						
Trails	\$ (152,575)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ (100,000)
Carryover Balance	<u>\$ 358,374</u>	<u>\$ 420,007</u>	<u>\$ 106,672</u>	<u>\$ 186,672</u>	<u>\$ 266,672</u>	<u>\$ 346,672</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, 2021

	07/1/20 BALANCE	YTD REVENUE	YTD EXPENSE	ENDING BALANCE
GENERAL FUND	3,912,353.72	7,923,047.69	7,370,246.64	4,465,154.77
GENERAL FUND DEPRECIATION	0.00	0.00	0.00	0.00
HOTEL/MOTEL TAX	398,373.62	199,323.27	137,690.50	460,006.39
ELECTRIC FRANCHISE	0.00	15,366.67	0.00	15,366.67
FEDERAL GRANTS SR FUND	0.00	0.00	0.00	0.00
ROAD USE TAX FUND	1,747,970.53	1,630,448.70	1,019,435.63	2,358,983.60
EMP BENEFIT S.R.	0.00	933,319.33	933,319.33	0.00
EMERGENCY S.R.	0.00	0.00	0.00	0.00
LOCAL OPTION SALES TAX	633,708.47	1,958,326.62	1,663,275.00	928,760.09
U.R. DOWNTOWN S.R.	133,180.88	1,110,644.90	1,077,461.55	166,364.23
U.R. ASHWOOD BUSINESS PRK	0.00	34,918.32	34,918.32	0.00
WESTFIELD UR SPEC REV	0.00	0.00	0.00	0.00
REC CENTER TRUST FUND	35,125.17	4,771.48	2,138.41	37,758.24
LIBRARY TRUST FUND	51,422.56	4,799.58	3,924.16	52,297.98
POLICE FORFEITURE	7,193.67	8,856.33	82.49	15,967.51
CRIME PREV/SPEC PROJECTS	37,687.80	7,249.27	4,072.18	40,864.89
POLICE K9 FUND	0.00	0.00	0.00	0.00
DEBT SERVICE FUND	88,662.13	2,103,074.94	2,098,862.52	92,874.55
C.P. - EQUIPMENT PURCHASE	182.36	0.00	182.36	0.00
C.P. - AIRPORT	(51,973.78)	381,910.62	339,936.84	(10,000.00)
C.P. STREETS	940,709.81	1,475,162.81	1,226,694.63	1,189,177.99
C.P. - CORRIDOR OF COMM.	1,242,186.54	159,048.20	552,955.91	848,278.83
C.P.-PARKS & RECREATION	362,326.41	381,903.53	278,400.59	465,829.35
C.P. - REC CENTER BLDG	0.00	260,000.00	53,249.41	206,750.59
C.P.-STREETS MAINT BLDG	4,777,022.35	34,240.27	1,184,318.09	3,626,944.53
LIBRARY/CITY HALL REMODEL	4,572.04	86,156.48	100,728.52	(10,000.00)
C.P. - HOUSING FUND	0.00	82,916.00	82,916.00	0.00
PERPETUAL CARE FUND	537,531.46	31,640.05	0.00	569,171.51
REC CNTR TRST-PERMANENT	37,766.84	27,457.41	0.00	65,224.25
WATER UTILITY FUND	1,623,023.54	2,601,189.93	2,843,144.15	1,381,069.32
WATER UTILITY DEPR.	907,607.16	56,876.48	0.00	964,483.64
WATER UTILITY CAP. IMP.	480,069.58	1,708,674.93	1,898,114.74	290,629.77
WATER METER DEPOSIT	45,520.90	9,000.00	9,285.00	45,235.90
SEWER UTILITY FUND	3,651,986.89	2,159,926.46	1,766,876.06	4,045,037.29
SEWER UTILITY DEPR.	684,101.39	40,180.91	0.00	724,282.30
SEWER UTILITY CAP. IMP.	165,661.83	101,247.82	0.00	266,909.65
S.U. DEBT SERV RESERVE	0.00	0.00	0.00	0.00
STORM WATER UTILITY	838,365.26	273,349.28	106,795.00	1,004,919.54
STORM WATER CAP. IMP.	44,528.39	80,665.85	0.00	125,194.24
MEDICAL INSURANCE FUND	958,206.61	548,606.31	555,460.54	951,352.38
TOTAL	24,295,074.13	26,434,300.44	25,344,484.57	25,384,890.00

*** END OF REPORT ***

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 22
 FY 22 thru FY 26

PROJECTS & FUNDING SOURCES BY DEPARTMENT

Department	Project #	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Aquatic Center							
Aquatic Center Slide	AQC-23-001			425,000			425,000
<i>LOST</i>				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
<i>General Fund Levy</i>		58,312					58,312
<i>LOST</i>		58,313					58,313
Golf Cart Shed	GLF-25-001				200,000		200,000
<i>Undetermined</i>					200,000		200,000
Golf Course Total		116,625			200,000		316,625
Parks							
Trails Expansion	PRK-17-001	506,000					506,000
<i>Hotel / Motel Tax</i>		100,000					100,000
<i>LOST</i>		150,000					150,000
Parks Total		506,000					506,000
Streets							
Street Maintenance Building	STR-14-003	1,856,873					1,856,873
<i>Interest Income</i>		10,000					10,000
Downtown Streetscape Phase 10	STR-18-002	750,000					750,000
Downtown Streetscape Phase 11	STR-19-002	69,691		1,600,000			1,669,691
<i>Tax Increment Financing</i>				1,600,000			1,600,000
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
<i>General Fund Levy</i>		50,000	50,000	50,000	50,000	50,000	250,000
Street Restoration - 2021	STR-22-001	625,000					625,000
<i>LOST</i>		425,000					425,000
<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	200,000					200,000
<i>Road Use Tax</i>		200,000					200,000
Adams Street Reconstruction - 2022	STR-23-001	200,000	3,075,000				3,275,000
<i>LOST</i>		200,000	425,000				625,000
<i>Road Use Tax</i>			100,000				100,000
<i>Storm Water Utility</i>			100,000				100,000
<i>Undetermined</i>			2,450,000				2,450,000
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

Department	Project #	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Road Use Tax				100,000			100,000
Storm Water Utility				100,000			100,000
US 30 Traffic Signals	STR-24-002				60,000	400,000	460,000
Tax Increment Financing					60,000	400,000	460,000
Street Rehab - 2024	STR-25-001			75,000	625,000		700,000
LOST				75,000	425,000		500,000
Road Use Tax					100,000		100,000
Storm Water Utility					100,000		100,000
Street Rehab - 2025	STR-26-001				75,000	625,000	700,000
LOST					75,000	425,000	500,000
Road Use Tax						100,000	100,000
Storm Water Utility						100,000	100,000
Streets Total		3,751,564	3,200,000	2,500,000	1,810,000	1,075,000	12,336,564
Wastewater							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
Sewer Utility		100,000	900,000				1,000,000
WWTP Nutrient Reduction	WWTP-24-001	100,000	1,350,000				1,450,000
Sewer Utility		100,000	1,350,000				1,450,000
Wastewater Total		200,000	2,350,000				2,550,000
Water							
Watermain Replacement	WTR-22-001	50,000	450,000				500,000
Water Utility		50,000	450,000				500,000
Water Total		50,000	450,000				500,000
GRAND TOTAL		4,624,189	6,000,000	2,925,000	2,010,000	1,075,000	16,634,189

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 22
 FY 22 thru FY 26

PROJECTS BY DEPARTMENT

Department	Project #	FY 22	FY 23	FY 24	FY 25	FY 26	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
Golf Cart Shed	GLF-25-001				200,000		200,000
Golf Course Total		116,625			200,000		316,625
Parks							
Trails Expansion	PRK-17-001	506,000					506,000
Parks Total		506,000					506,000
Streets							
Street Maintenance Building	STR-14-003	1,856,873					1,856,873
Downtown Streetscape Phase 10	STR-18-002	750,000					750,000
Downtown Streetscape Phase 11	STR-19-002	69,691		1,600,000			1,669,691
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
Street Restoration - 2021	STR-22-001	625,000					625,000
Medium Duty Truck Purchase	STR-22-002	200,000					200,000
Adams Street Reconstruction - 2022	STR-23-001	200,000	3,075,000				3,275,000
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	400,000	460,000
Street Rehab - 2024	STR-25-001			75,000	625,000		700,000
Street Rehab - 2025	STR-26-001				75,000	625,000	700,000
Streets Total		3,751,564	3,200,000	2,500,000	1,810,000	1,075,000	12,336,564
Wastewater							
WWTP Copper Compliance	WWTP-20-001	100,000	1,000,000				1,100,000
WWTP Nutrient Reduction	WWTP-24-001	100,000	1,350,000				1,450,000
Wastewater Total		200,000	2,350,000				2,550,000
Water							
Watermain Replacement	WTR-22-001	50,000	450,000				500,000
Water Total		50,000	450,000				500,000
GRAND TOTAL		4,624,189	6,000,000	2,925,000	2,010,000	1,075,000	16,634,189

City of Carroll, Iowa
Capital Improvement Plan - Budget FY 22
 FY 22 thru FY 26

PROJECTS BY FUNDING SOURCE

Source	Project #	FY 22	FY 23	FY 24	FY 25	FY 26	Total
General Fund Levy							
Pump Station & Irrigation Control System	GLF-22-002	58,312					58,312
Sidewalks	STR-19-003	50,000	50,000	50,000	50,000	50,000	250,000
General Fund Levy Total		108,312	50,000	50,000	50,000	50,000	308,312
Hotel / Motel Tax							
Trails Expansion	PRK-17-001	100,000					100,000
Hotel / Motel Tax Total		100,000					100,000
Interest Income							
Street Maintenance Building	STR-14-003	10,000					10,000
Interest Income Total		10,000					10,000
LOST							
Aquatic Center Slide	AQC-23-001			425,000			425,000
Pump Station & Irrigation Control System	GLF-22-002	58,313					58,313
Trails Expansion	PRK-17-001	150,000					150,000
Street Restoration - 2021	STR-22-001	425,000					425,000
Adams Street Reconstruction - 2022	STR-23-001	200,000	425,000				625,000
Street Rehab - 2023	STR-24-001		75,000	425,000			500,000
Street Rehab - 2024	STR-25-001			75,000	425,000		500,000
Street Rehab - 2025	STR-26-001				75,000	425,000	500,000
LOST Total		833,313	500,000	925,000	500,000	425,000	3,183,313
Road Use Tax							
Street Restoration - 2021	STR-22-001	100,000					100,000
Medium Duty Truck Purchase	STR-22-002	200,000					200,000
Adams Street Reconstruction - 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
Street Rehab - 2025	STR-26-001					100,000	100,000
Road Use Tax Total		300,000	100,000	100,000	100,000	100,000	700,000
Sewer Utility							
WWTP Copper Compliance	WWTP-20-001	100,000	900,000				1,000,000
WWTP Nutrient Reduction	WWTP-24-001	100,000	1,350,000				1,450,000
Sewer Utility Total		200,000	2,250,000				2,450,000

Source	Project #	FY 22	FY 23	FY 24	FY 25	FY 26	Total
Storm Water Utility							
Street Restoration - 2021	STR-22-001	100,000					100,000
Adams Street Reconstruction - 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
Street Rehab - 2025	STR-26-001					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 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	400,000	460,000
Tax Increment Financing Total				1,750,000	1,060,000	400,000	3,210,000
Undetermined							
Golf Cart Shed	GLF-25-001				200,000		200,000
Adams Street Reconstruction - 2022	STR-23-001		2,450,000				2,450,000
Undetermined Total			2,450,000		200,000		2,650,000
Water Utility							
Watermain Replacement	WTR-22-001	50,000	450,000				500,000
Water Utility Total		50,000	450,000				500,000
GRAND TOTAL		1,701,625	5,900,000	2,925,000	2,010,000	1,075,000	13,611,625

2014 Citizen Key Survey Questions

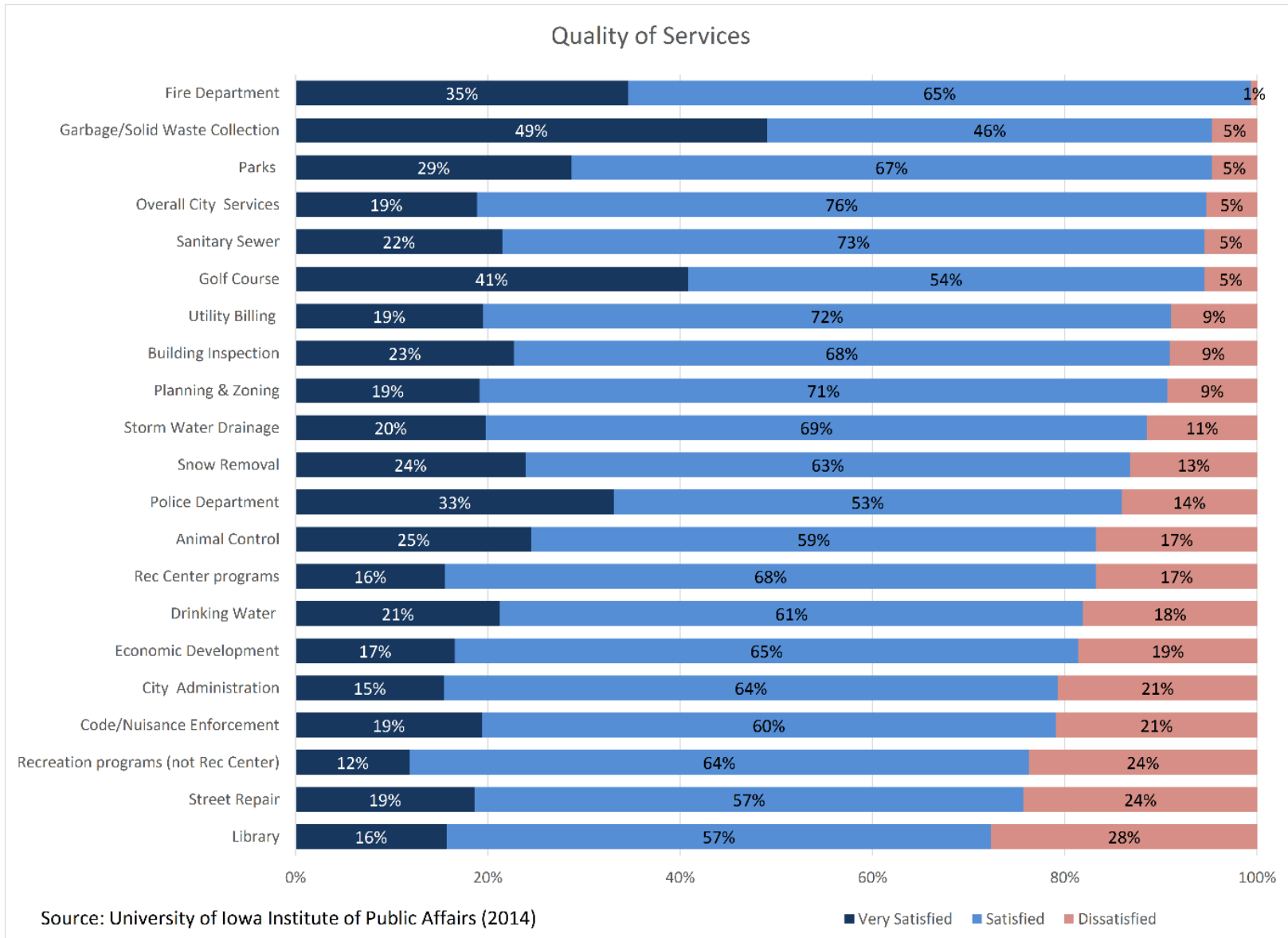
The City of Carroll completed a community survey in the Summer of 2019 to obtain feedback on potential improvements at the Carroll Recreation Center. The last community survey completed by the City of Carroll was in the Winter of 2014.

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

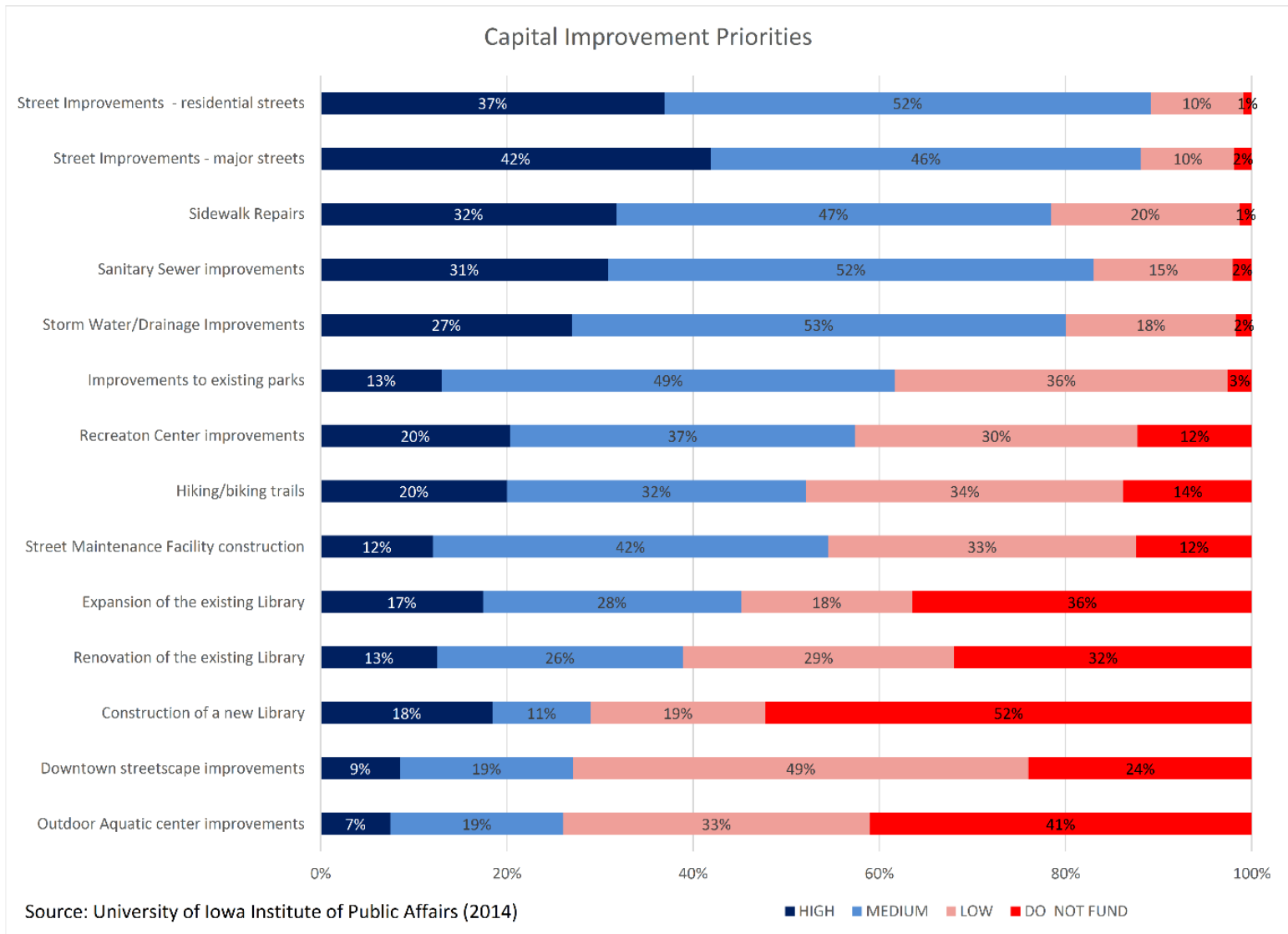
- How satisfied are you with overall city services?
- What priority do you believe should be placed on overall infrastructure improvement projects?

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



ETC
INSTITUTE

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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

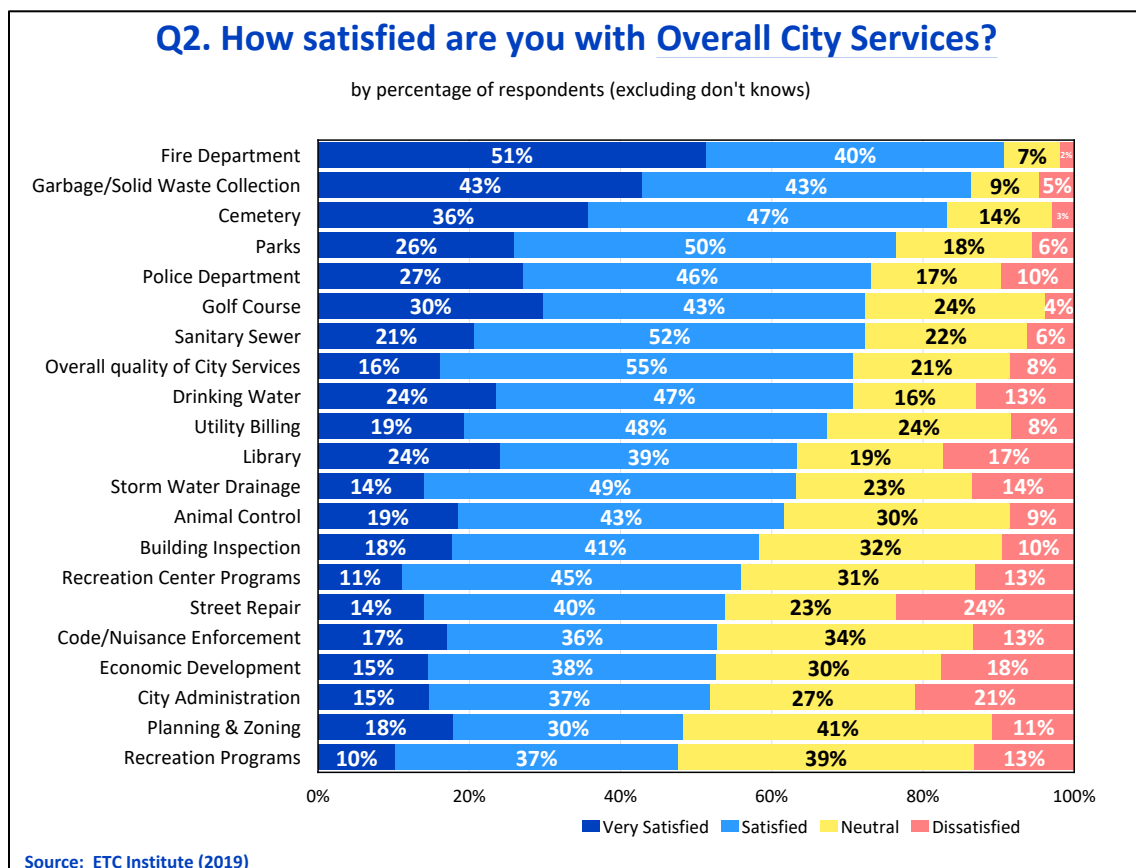
Quality of Life: The major categories of City services that had the highest rating, based upon the combined percentage of “excellent” and “good” responses among residents who had an opinion, were:

- 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.

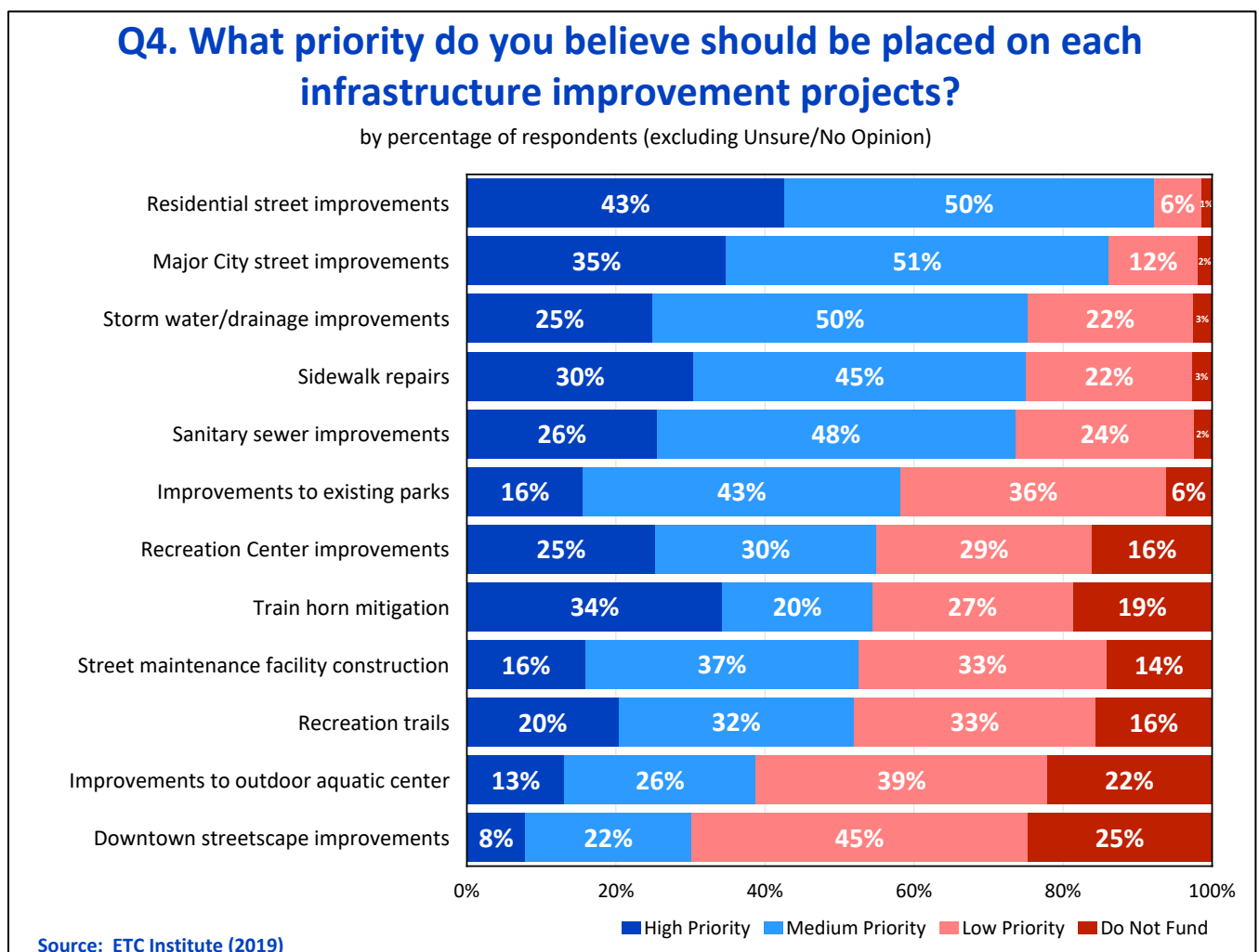


Carroll Government Performance: The highest overall ratings of the City of Carroll, based upon the combined percentage of “excellent” and “good” responses among residents was the leadership of City Manager & appointed staff. The lowest overall rating of the City of Carroll was the level of public involvement 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.

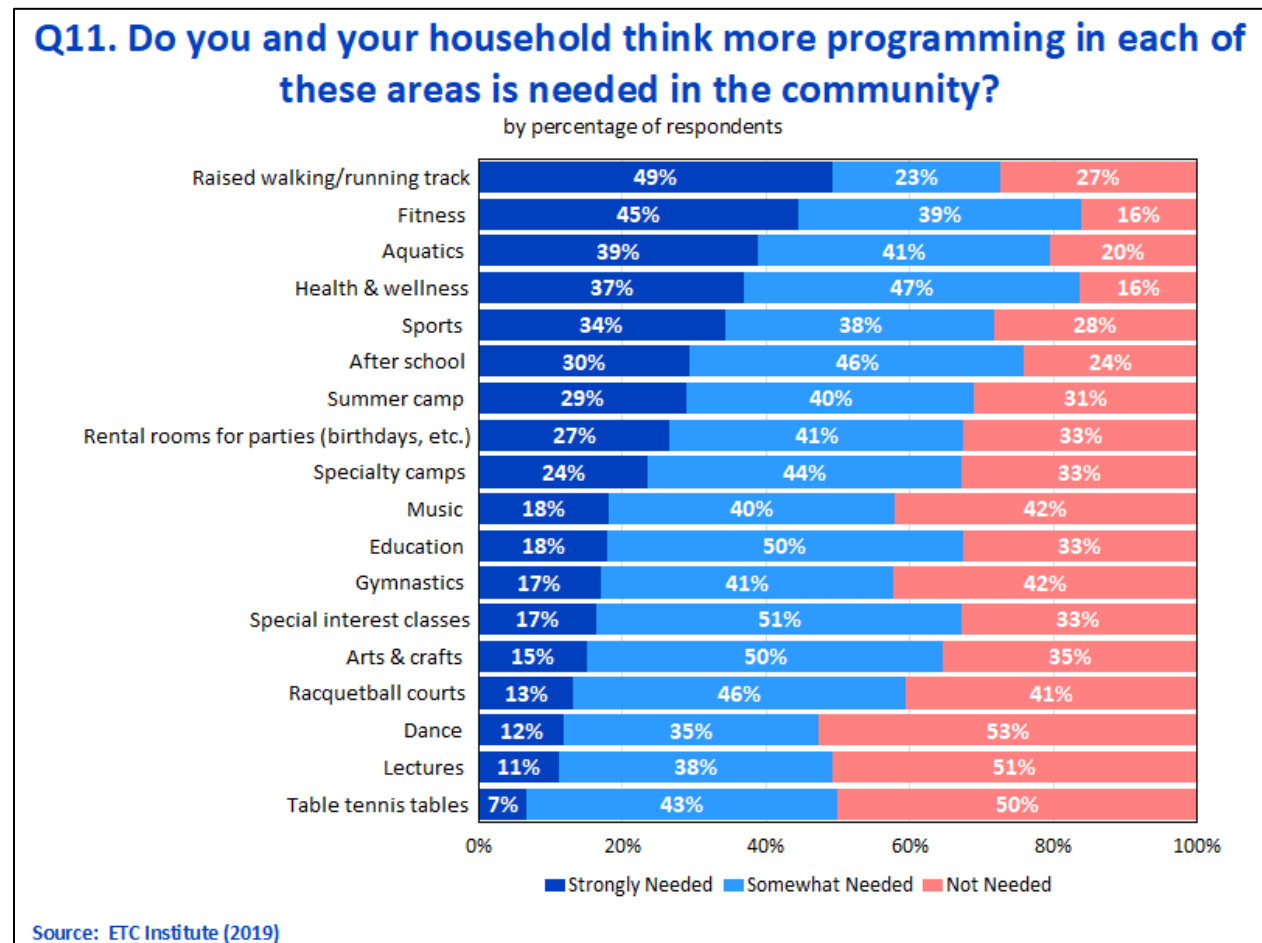
The chart below shows the level of priority for each infrastructure improvement assessed:



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.

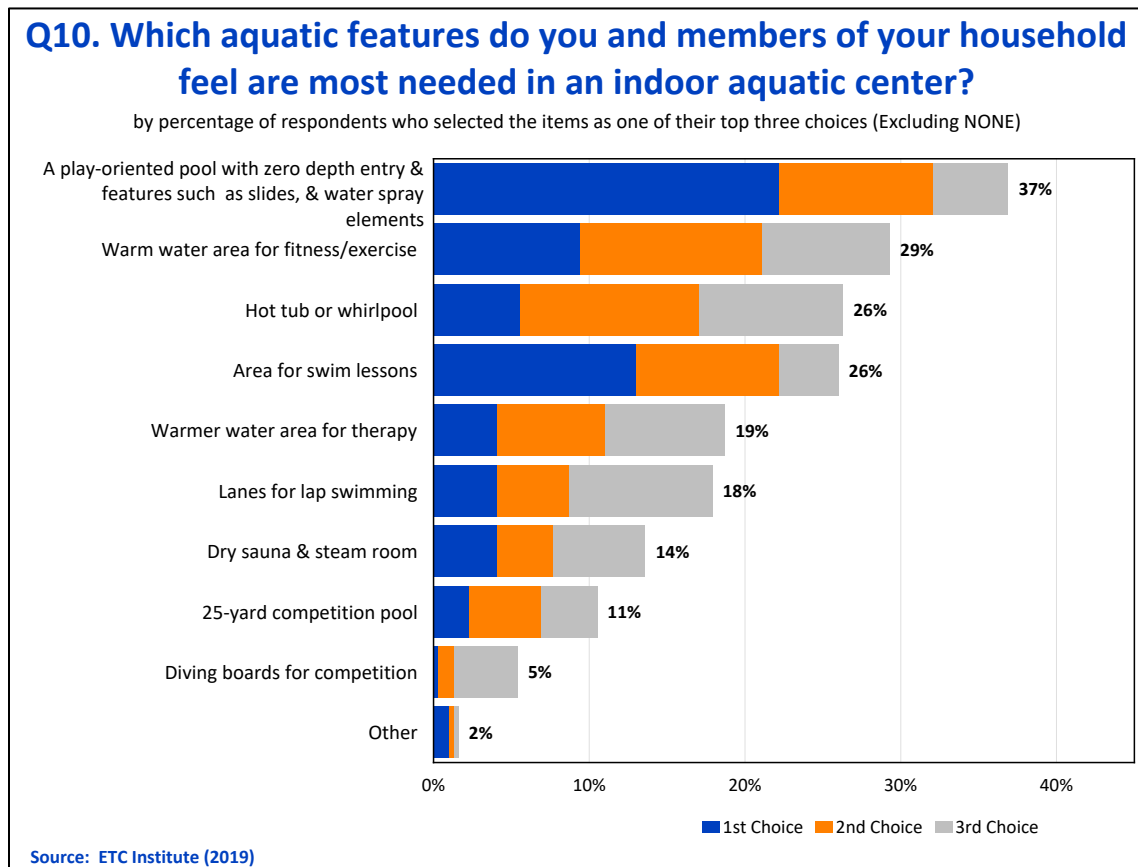


In addition to assessing the needs for each program, respondents were asked which programs they feel are most needed in a new recreation center. The most needed recreation program indicated by households was Health and wellness (28%).

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.

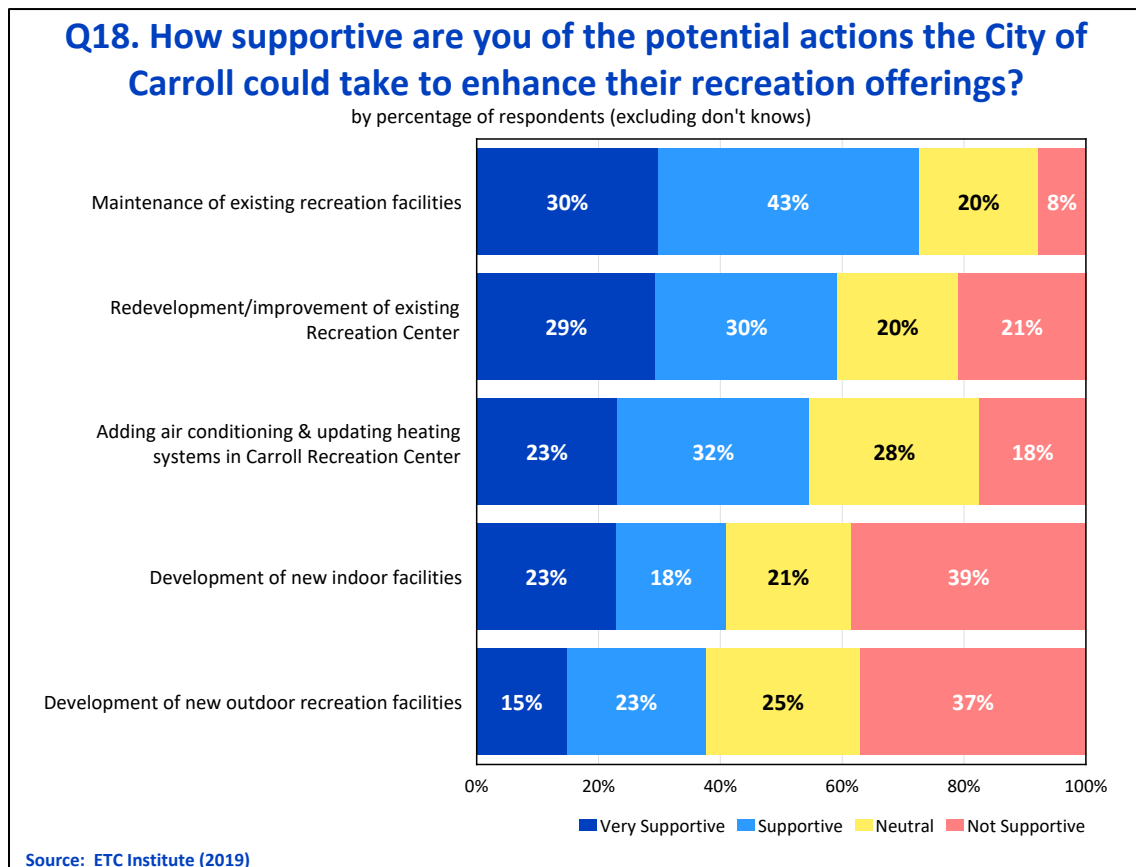
Operational Aspects: T operational aspects of the Carroll Recreation Center 92% of respondents indicated they were either “very satisfied” or “satisfied” with customer service and 91% were satisfied with the quality of instructors. The aspects most important to the enjoyment of the Carroll recreation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

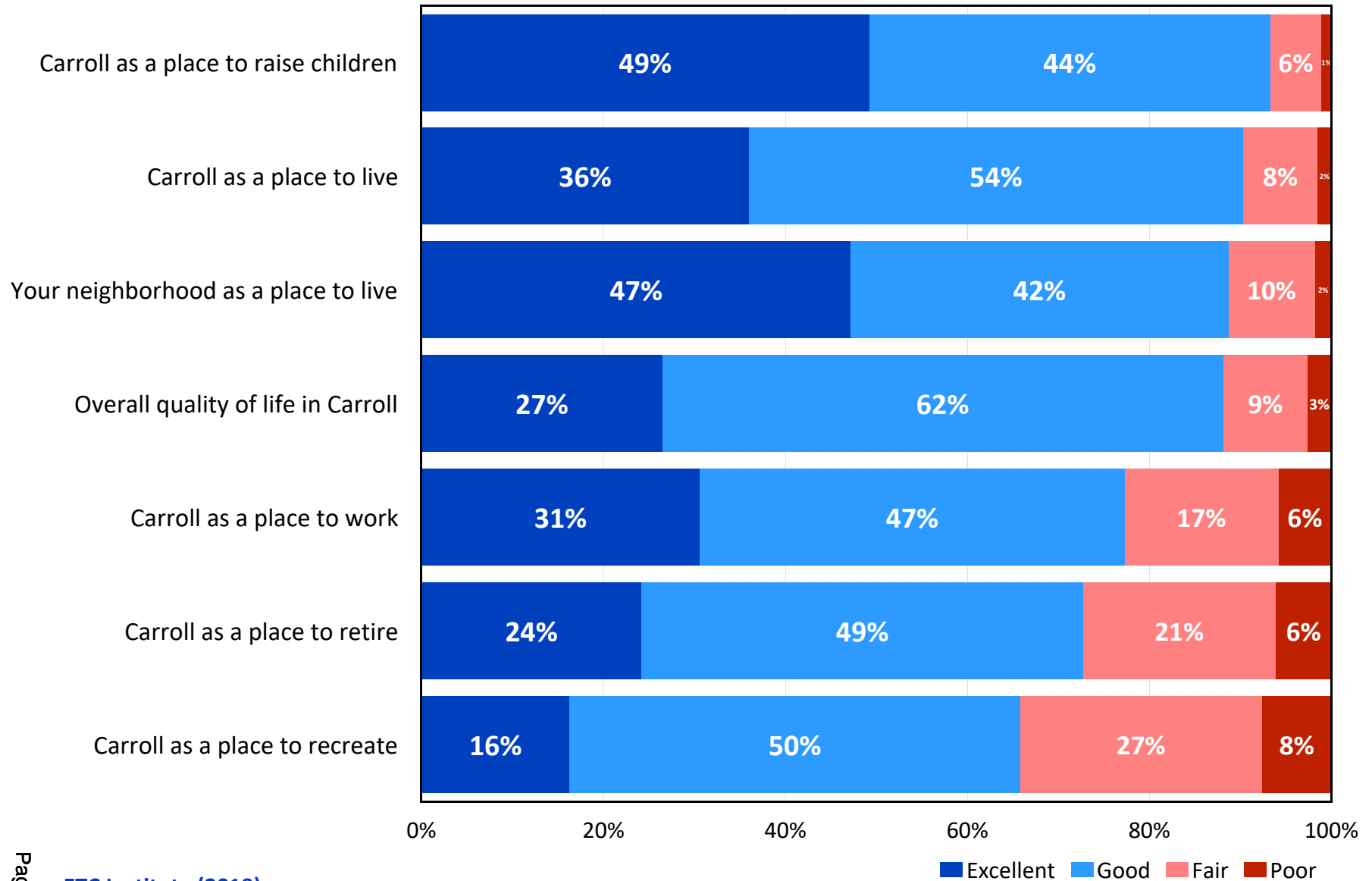
- Forty-four percent (44%) of respondents indicated they use the Carroll Recreation Center for indoor recreation needs.
- Thirty-five percent (35%) of respondents feel the development of an updated recreation center is a high priority compared to other issues in Carroll.
- Sixty-nine percent of respondents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

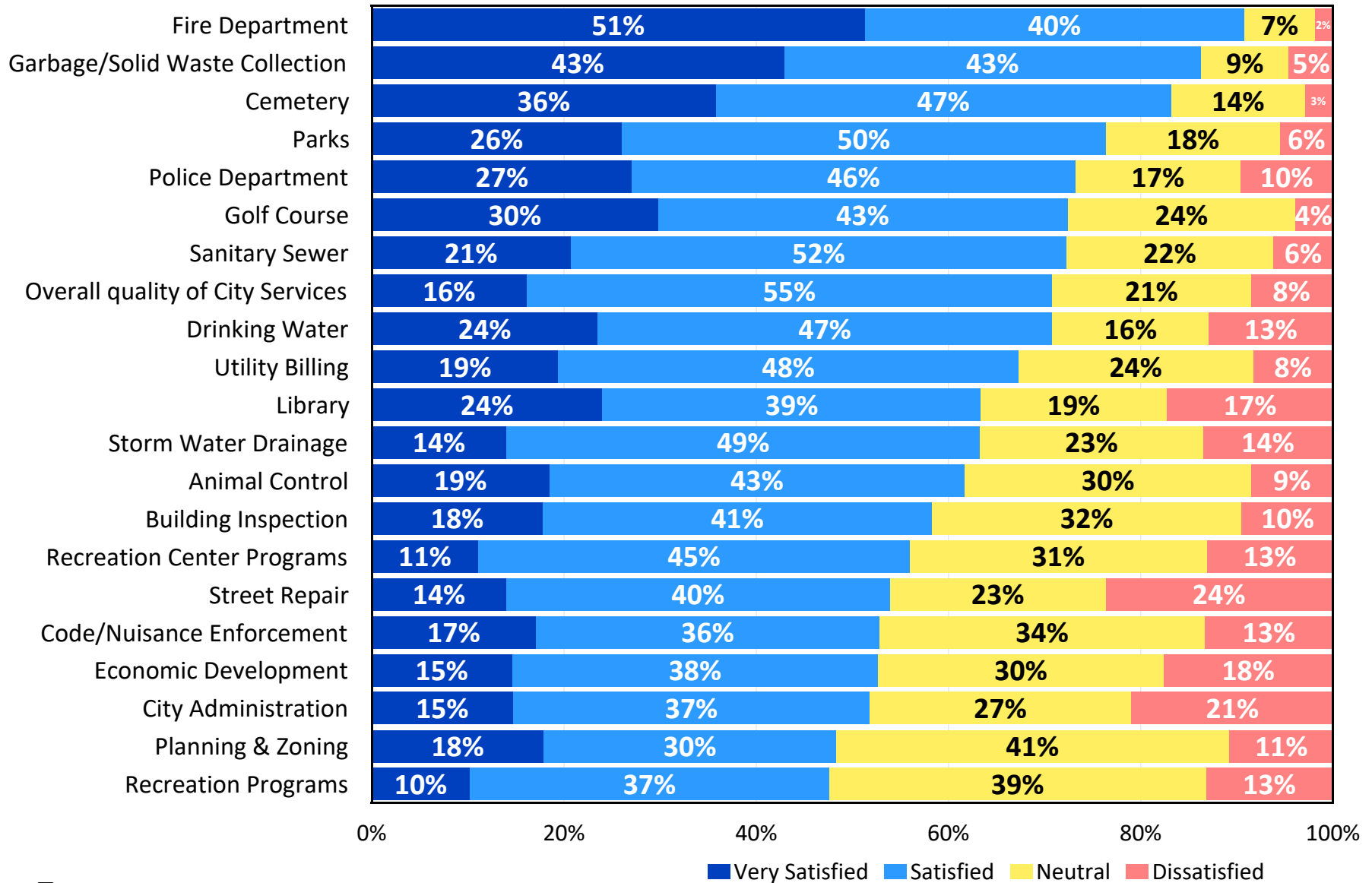
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

Q2. How satisfied are you with Overall City Services?

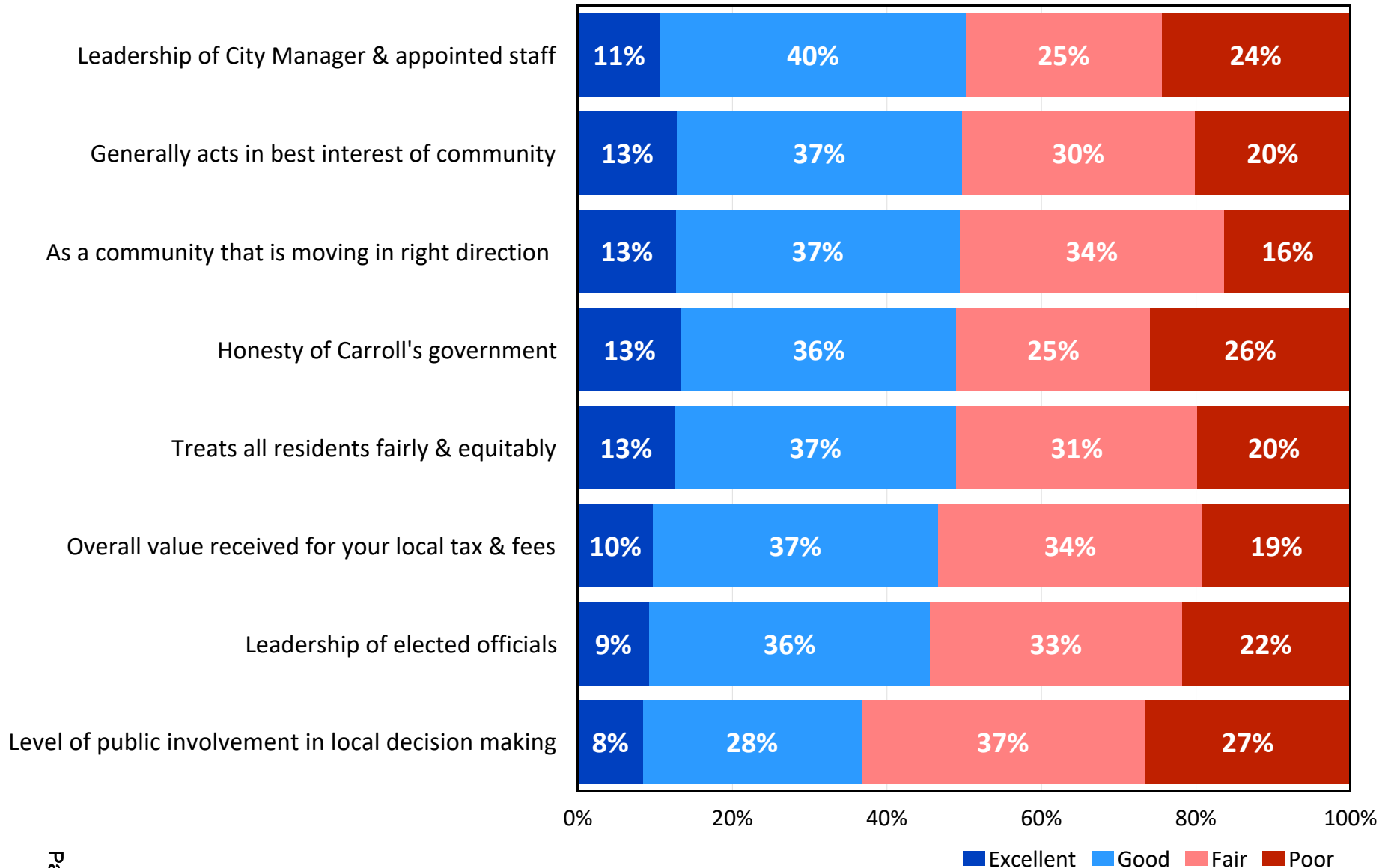
by percentage of respondents (excluding don't knows)



Page 107
Source: ETC Institute (2019)

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

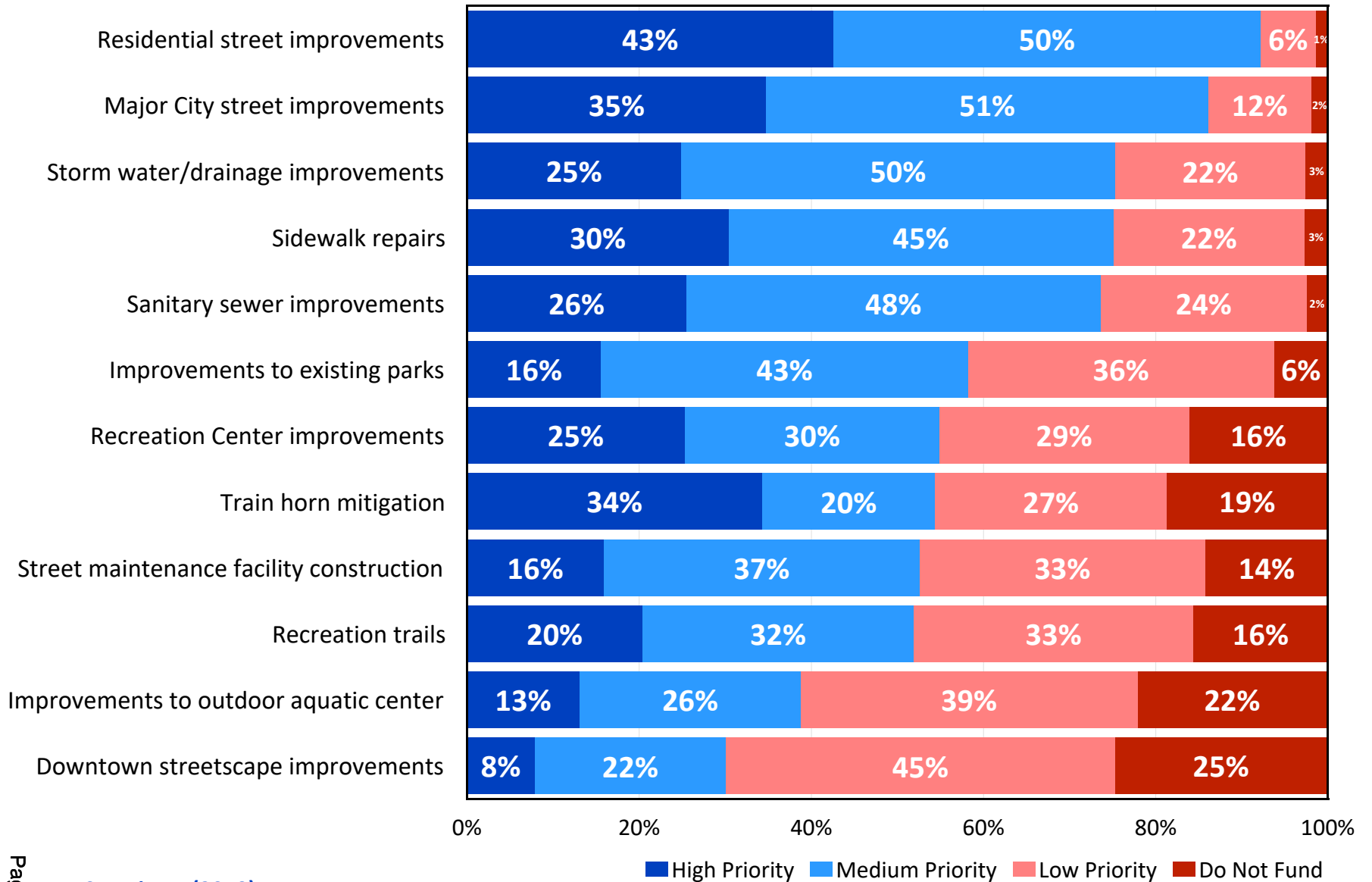
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2019)

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

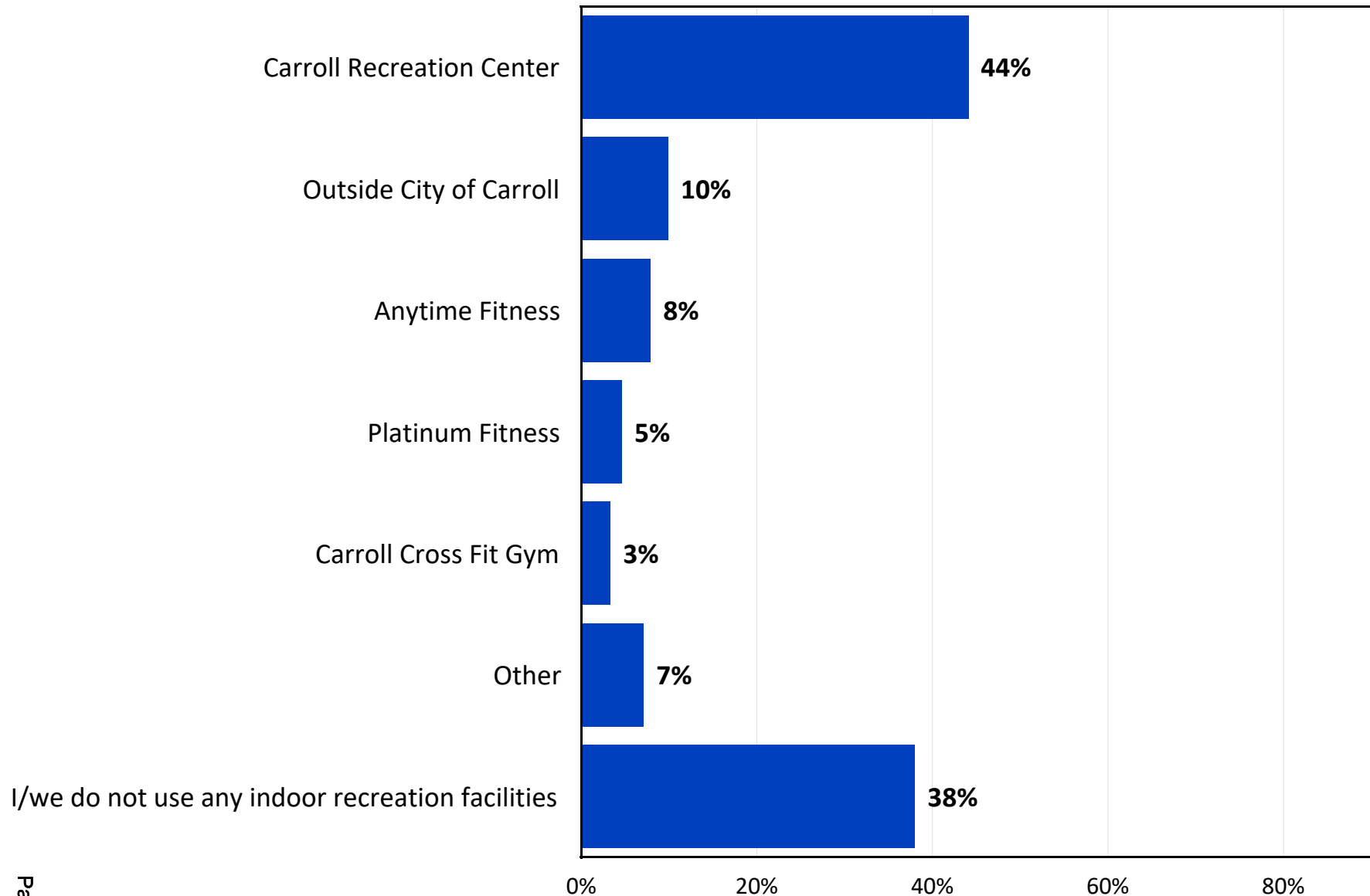
by percentage of respondents (excluding Unsure/No Opinion)



Source: ETC Institute (2019)

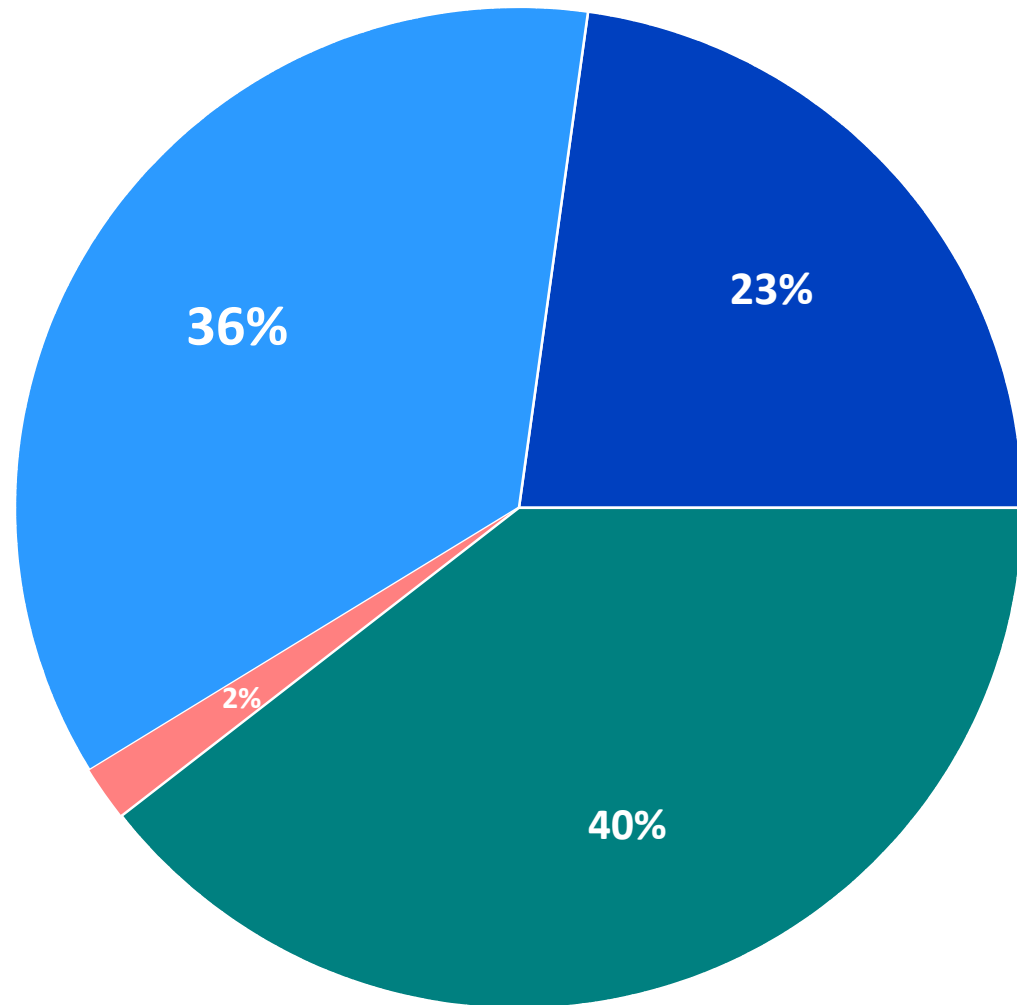
Q5. Where do you and members of your household currently go for your indoor recreation needs?

by percentage of respondents (multiple choices could be made)



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

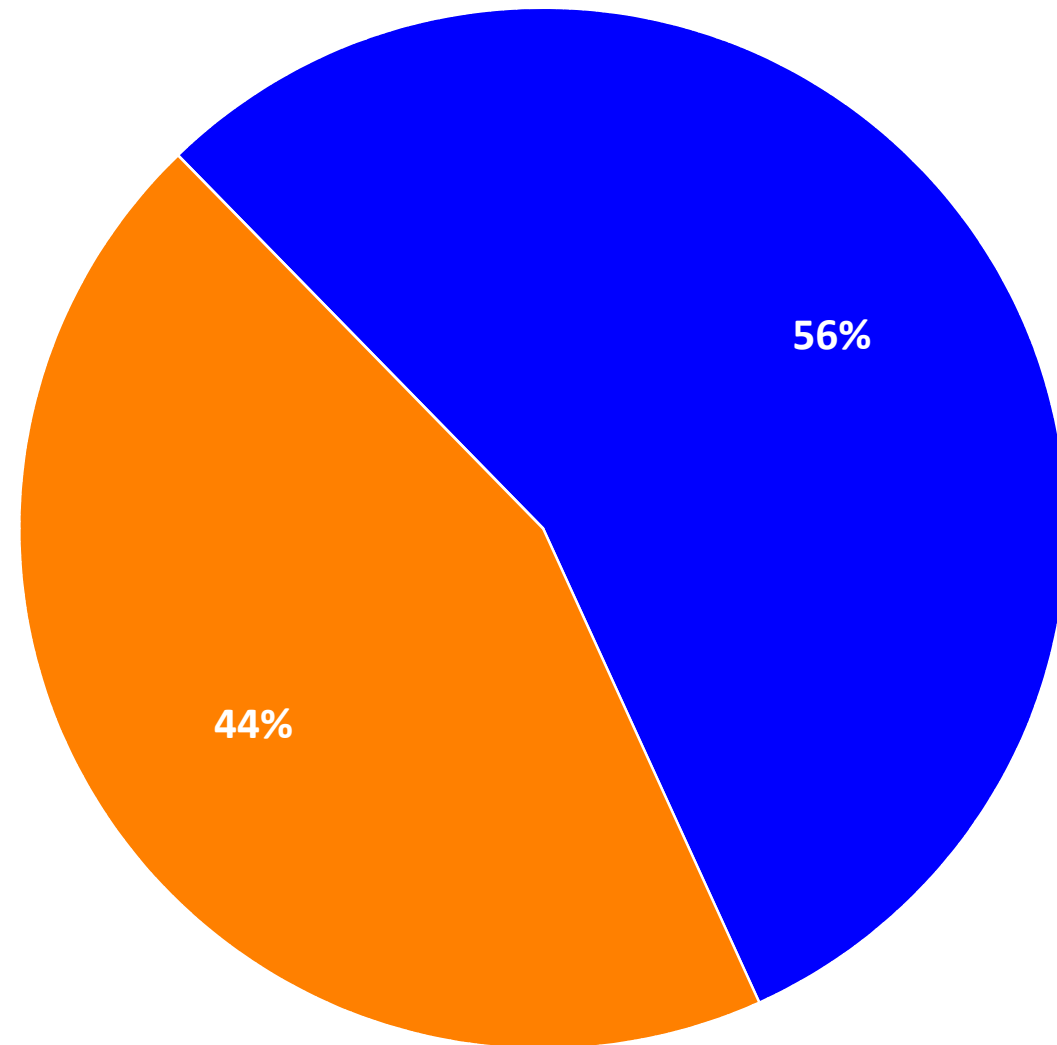
by percentage of respondents



- Meet all of your needs
- Meet some of your needs
- Do not meet any of your needs
- Do not use any indoor recreation facilities

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

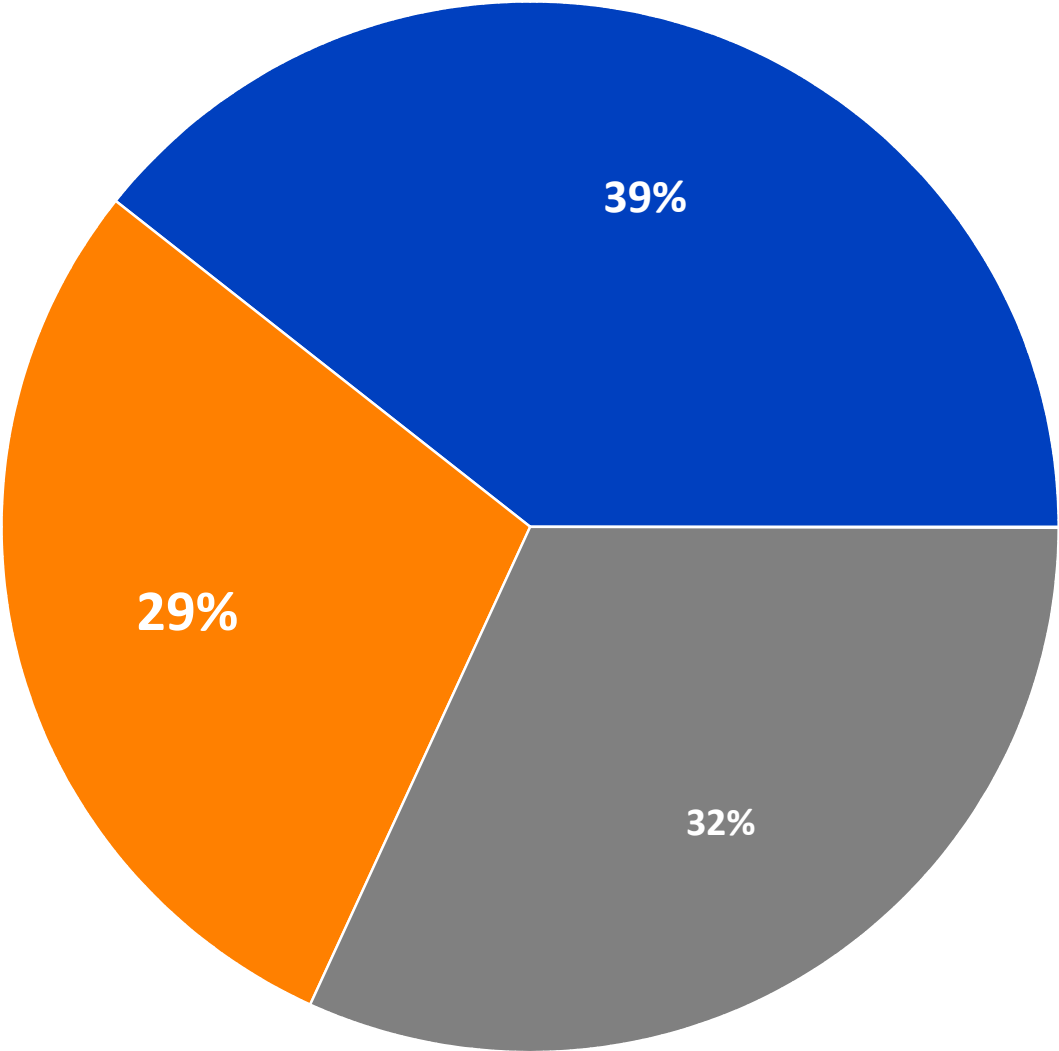
by percentage of respondents



■ Yes ■ No

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

by percentage of respondents who utilized the Carroll Recreation Center

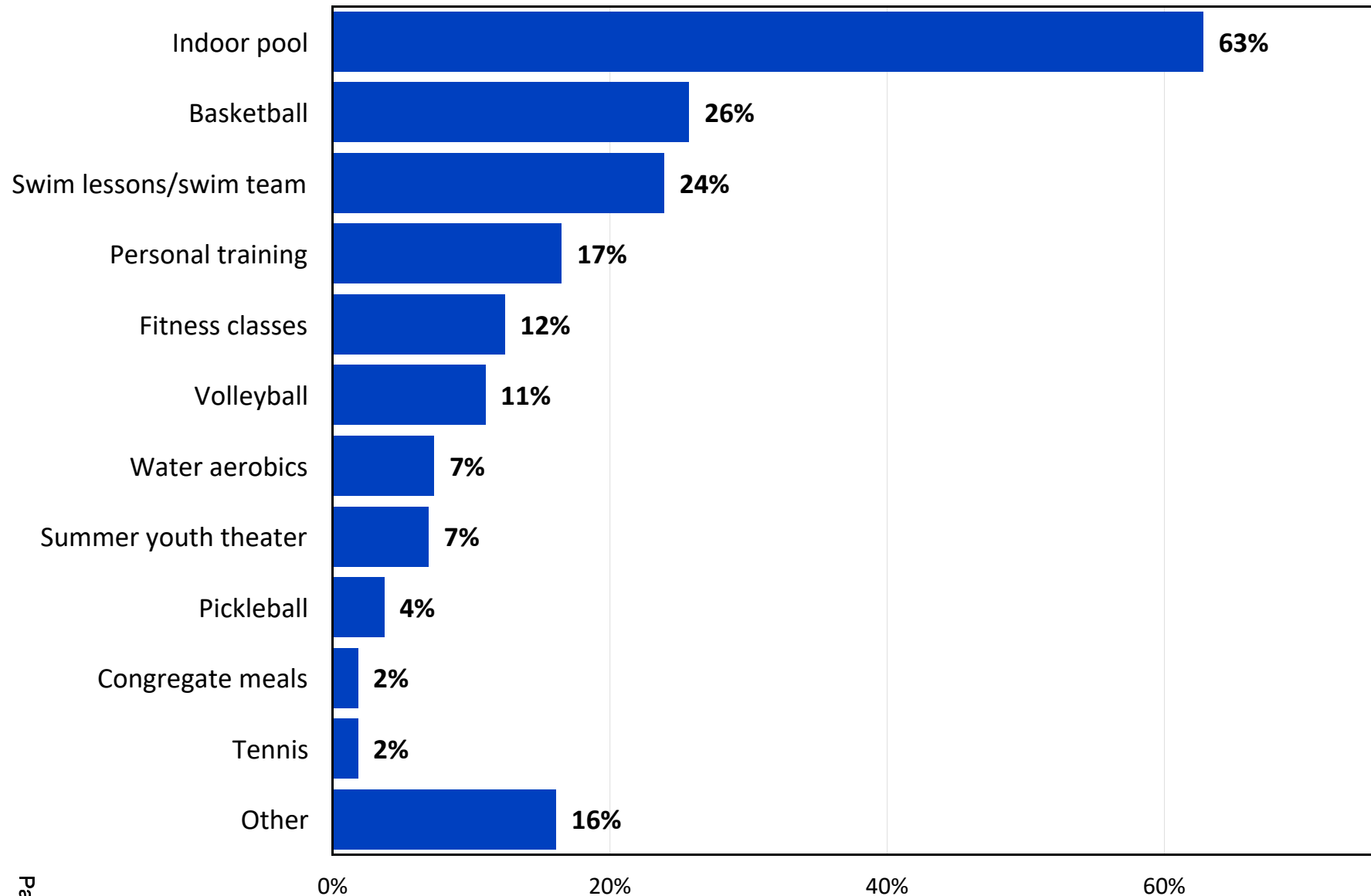


■ Use often (once a week or more) ■ Use sometimes (once a month) ■ Rarely (several times a year)

Source: ETC Institute (2019)

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

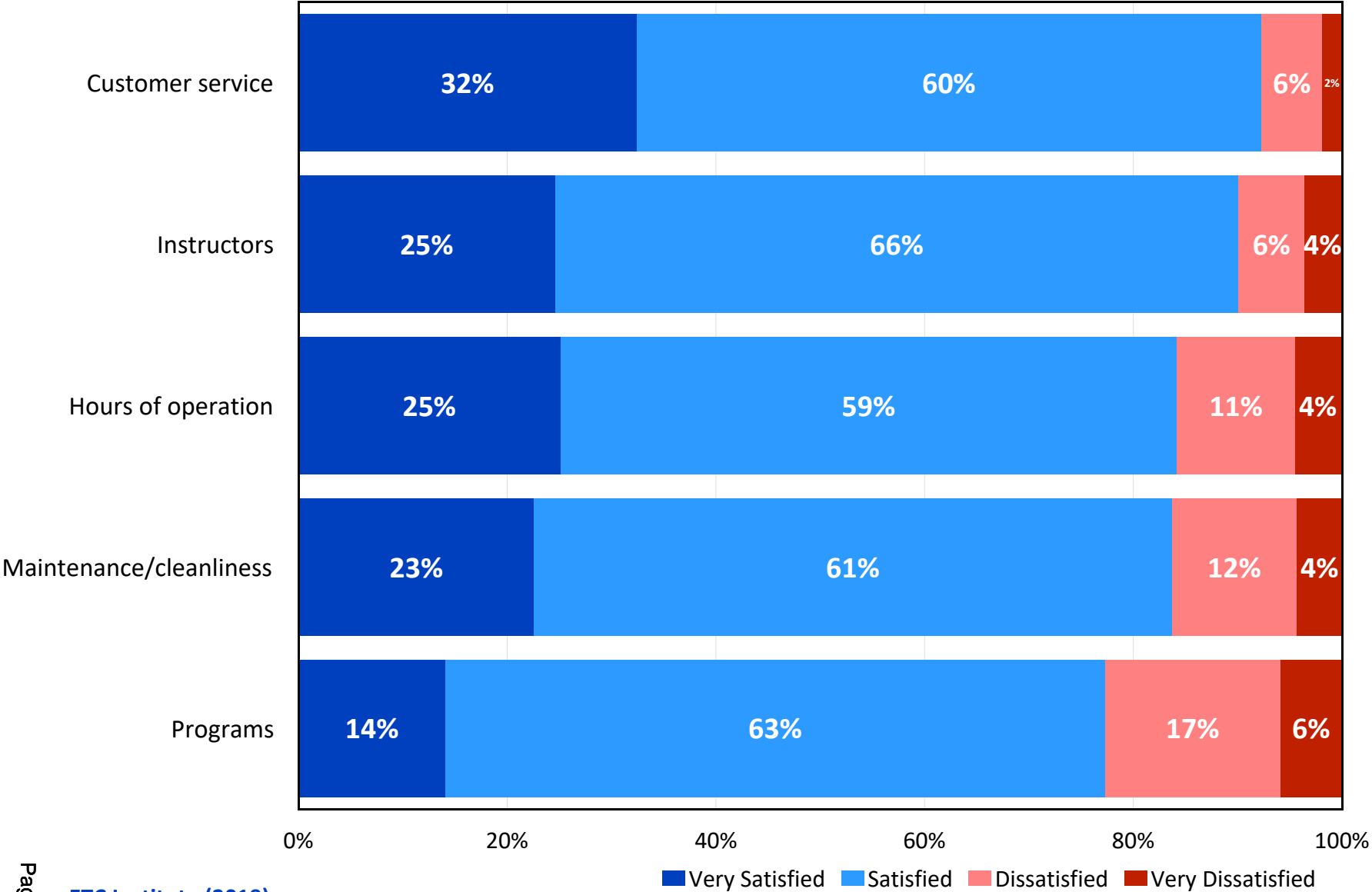
by percentage of respondents who utilized the Carroll Recreation Center (multiple choices could be made)



Page 11
Source: ETC Institute (2019)

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

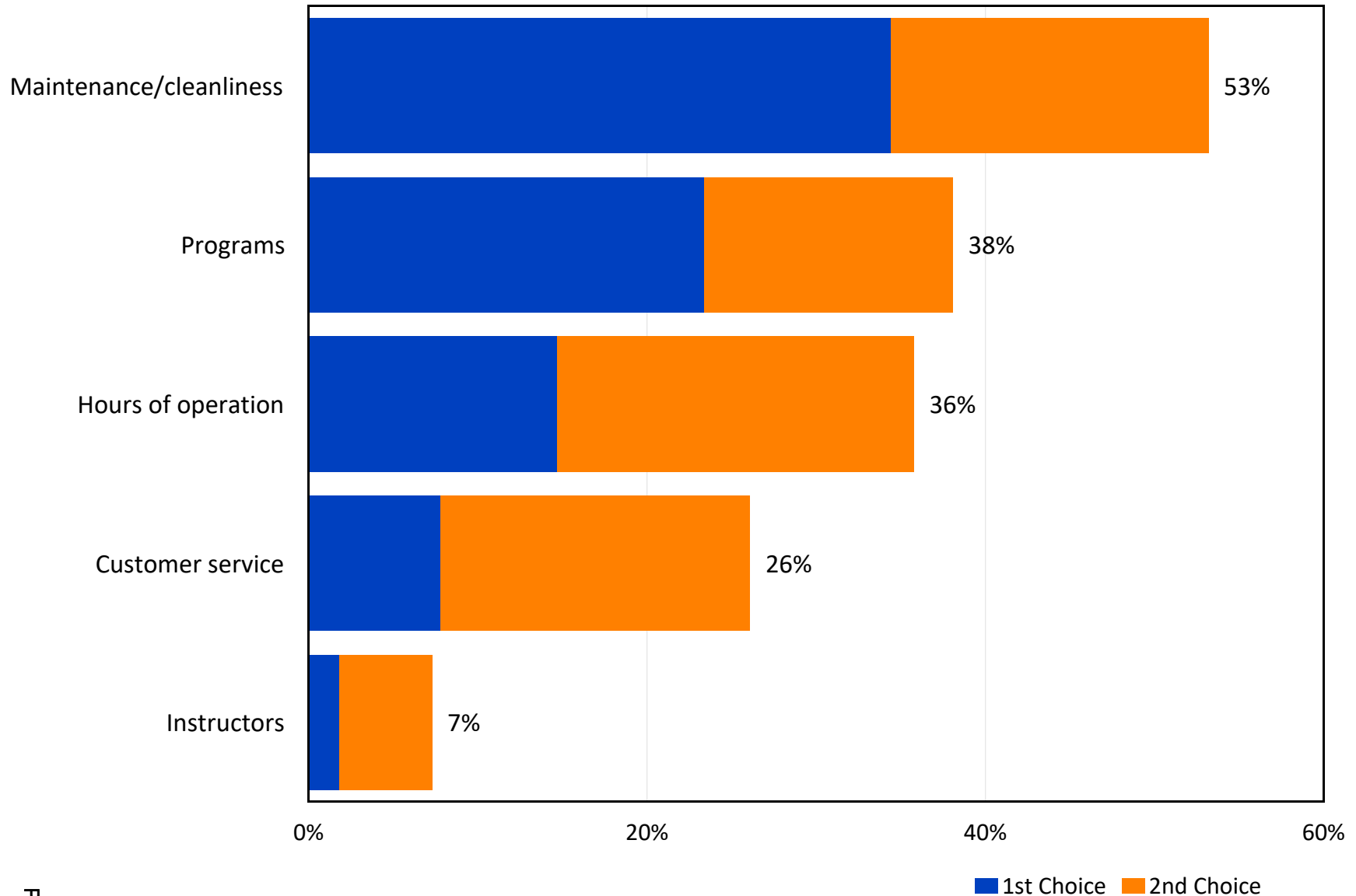
by percentage of respondents who utilized the Carroll Recreation Center



Source: ETC Institute (2019)

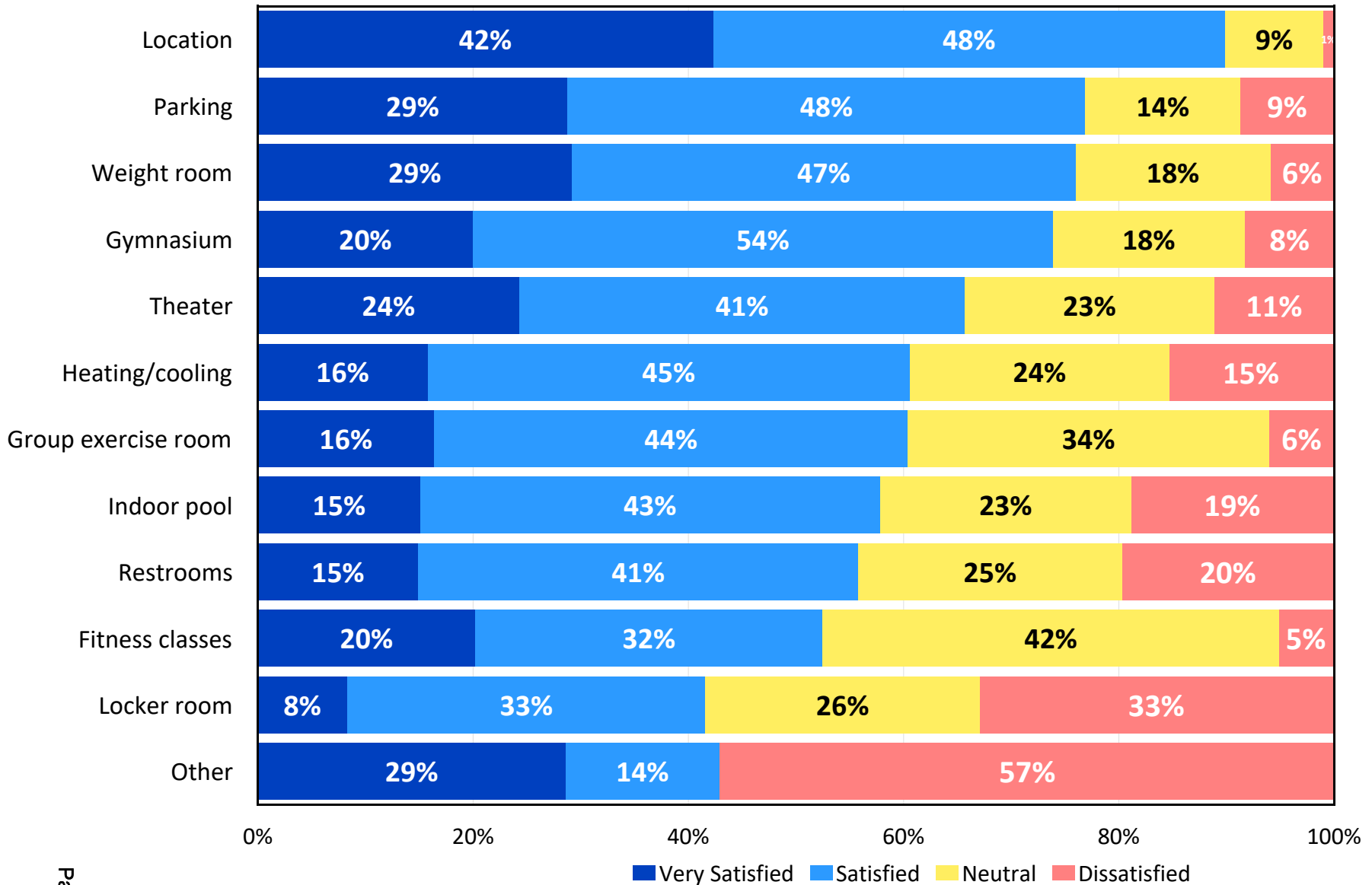
Q7d. Which operational aspects are most important to your enjoyment of the Carroll Recreation Center?

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



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

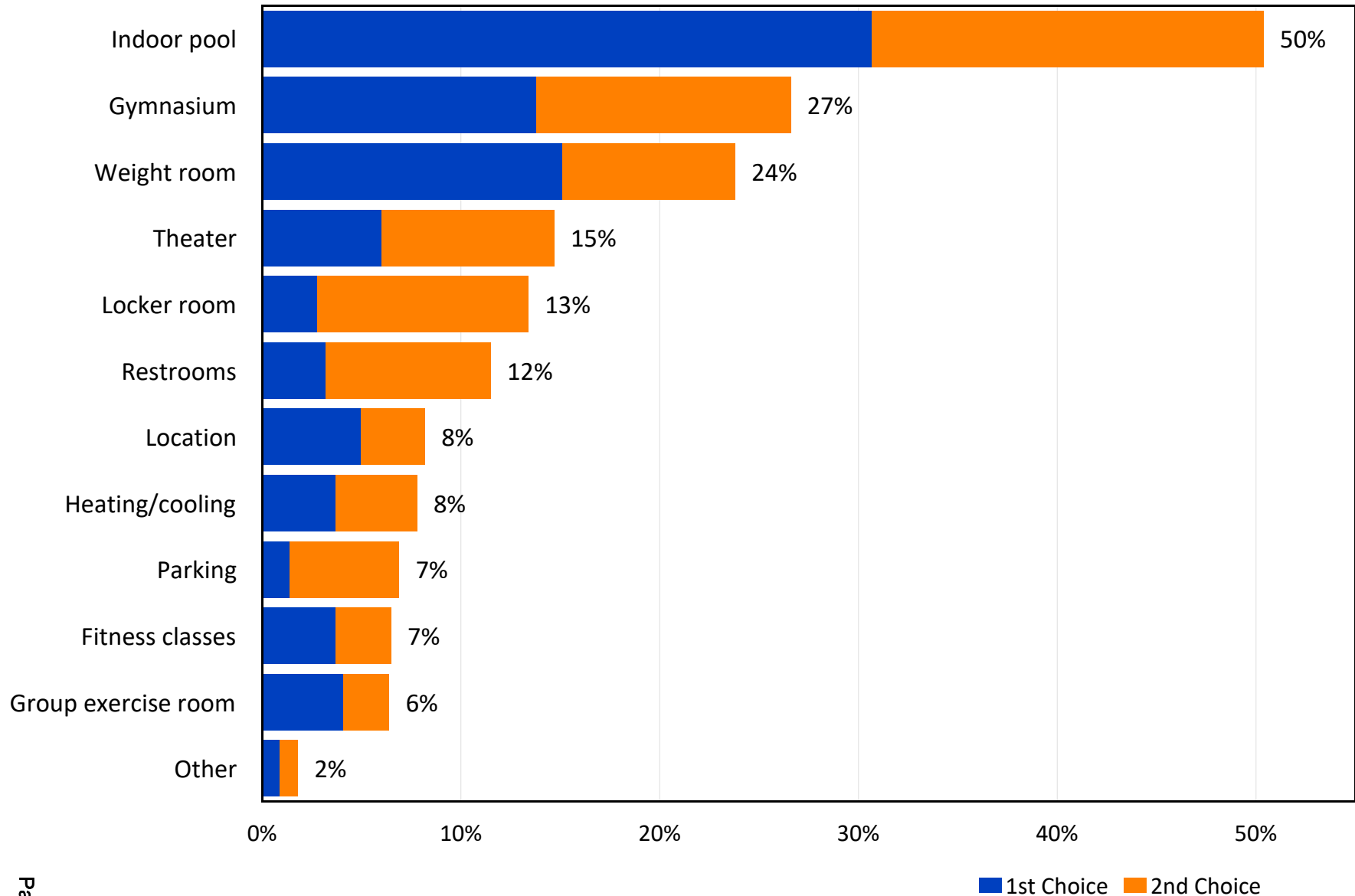
by percentage of respondents who utilized the Carroll Recreation Center



Page 11
 Source: ETC Institute (2019)

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

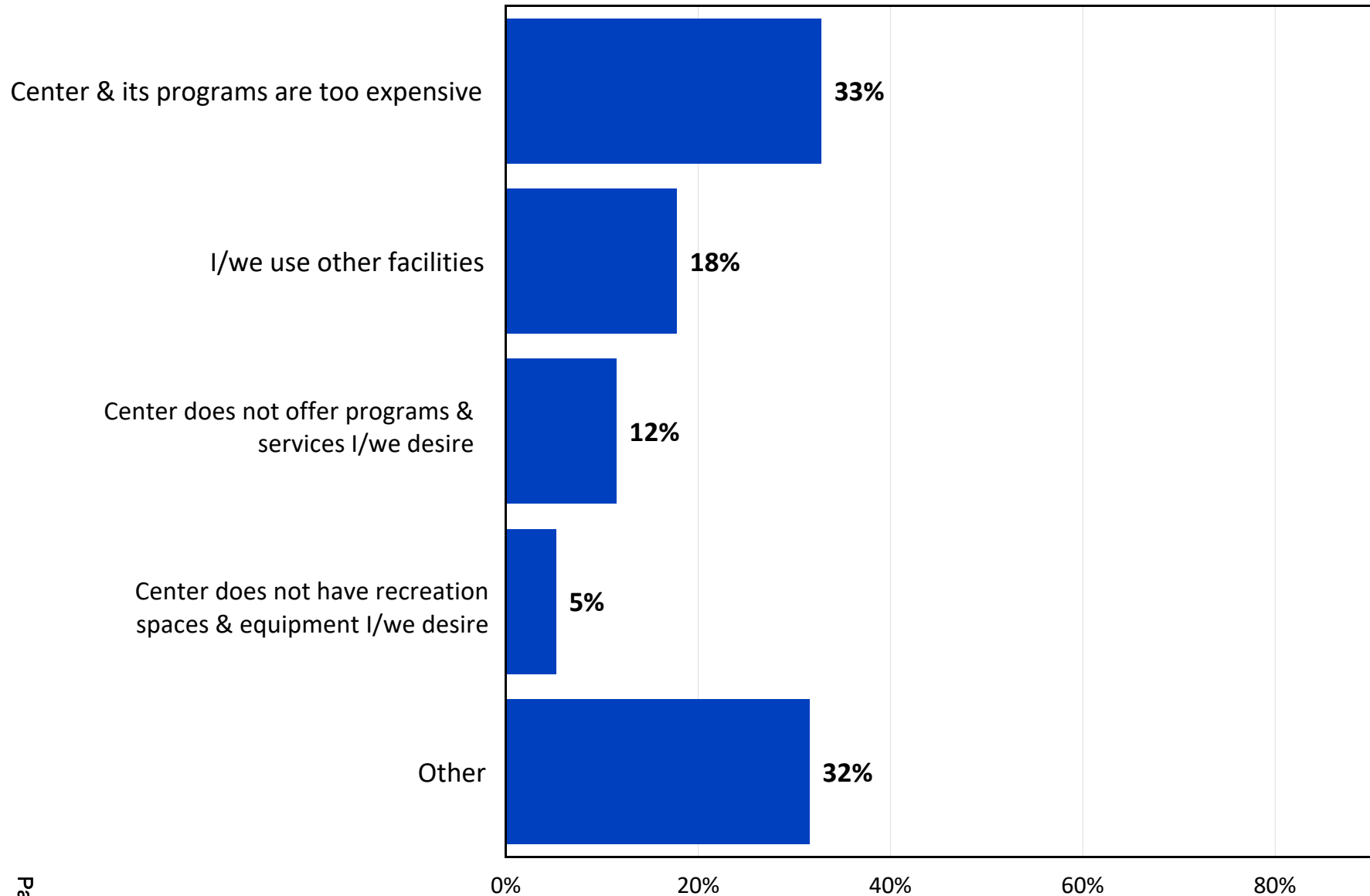
by percentage of respondents who utilized the Carroll Recreation Center and selected the items as one of their top two choices



Page 11
Source: ETC Institute (2019)

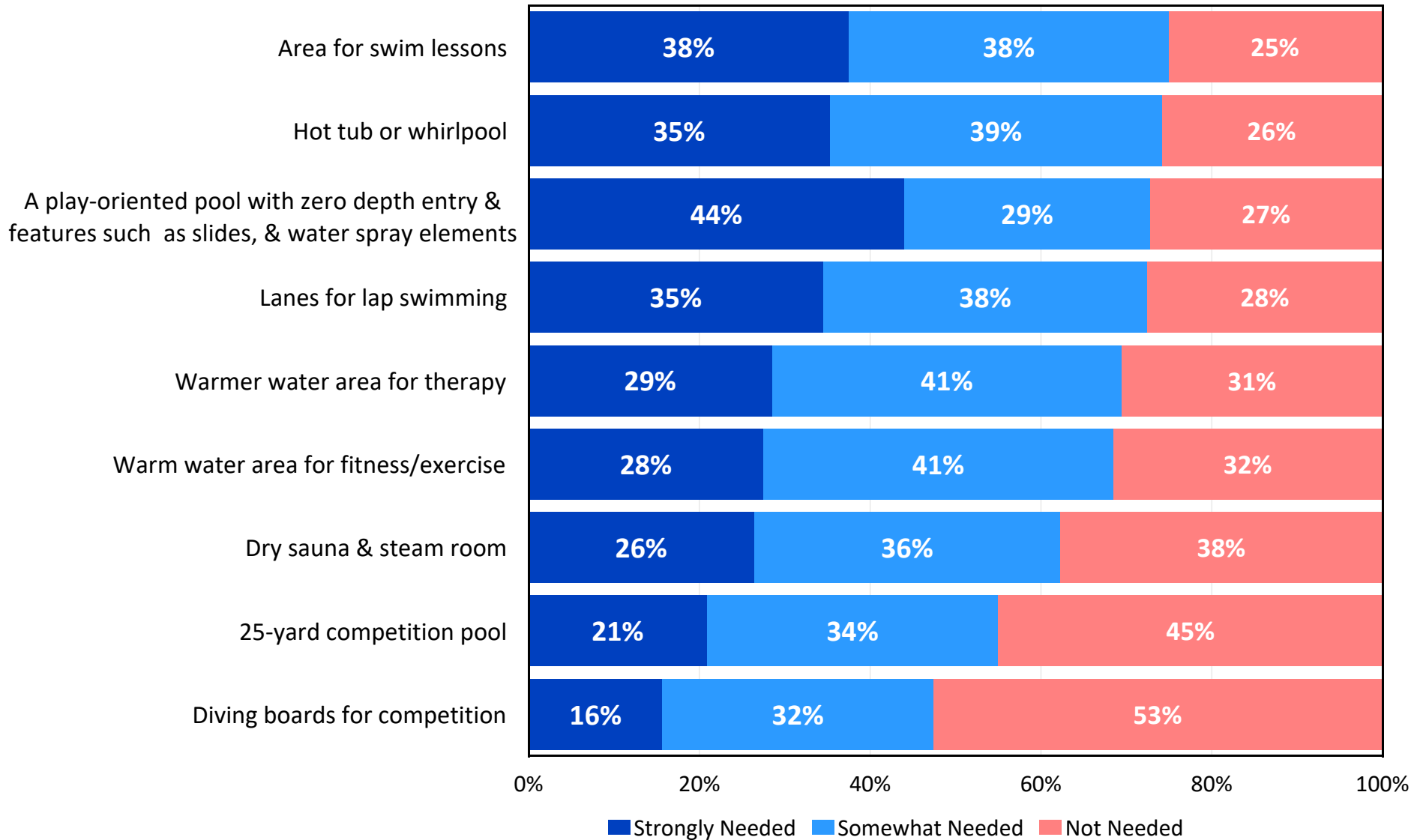
Q8. Why have you and your household not utilized the Carroll Recreation Center within the last year?

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



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

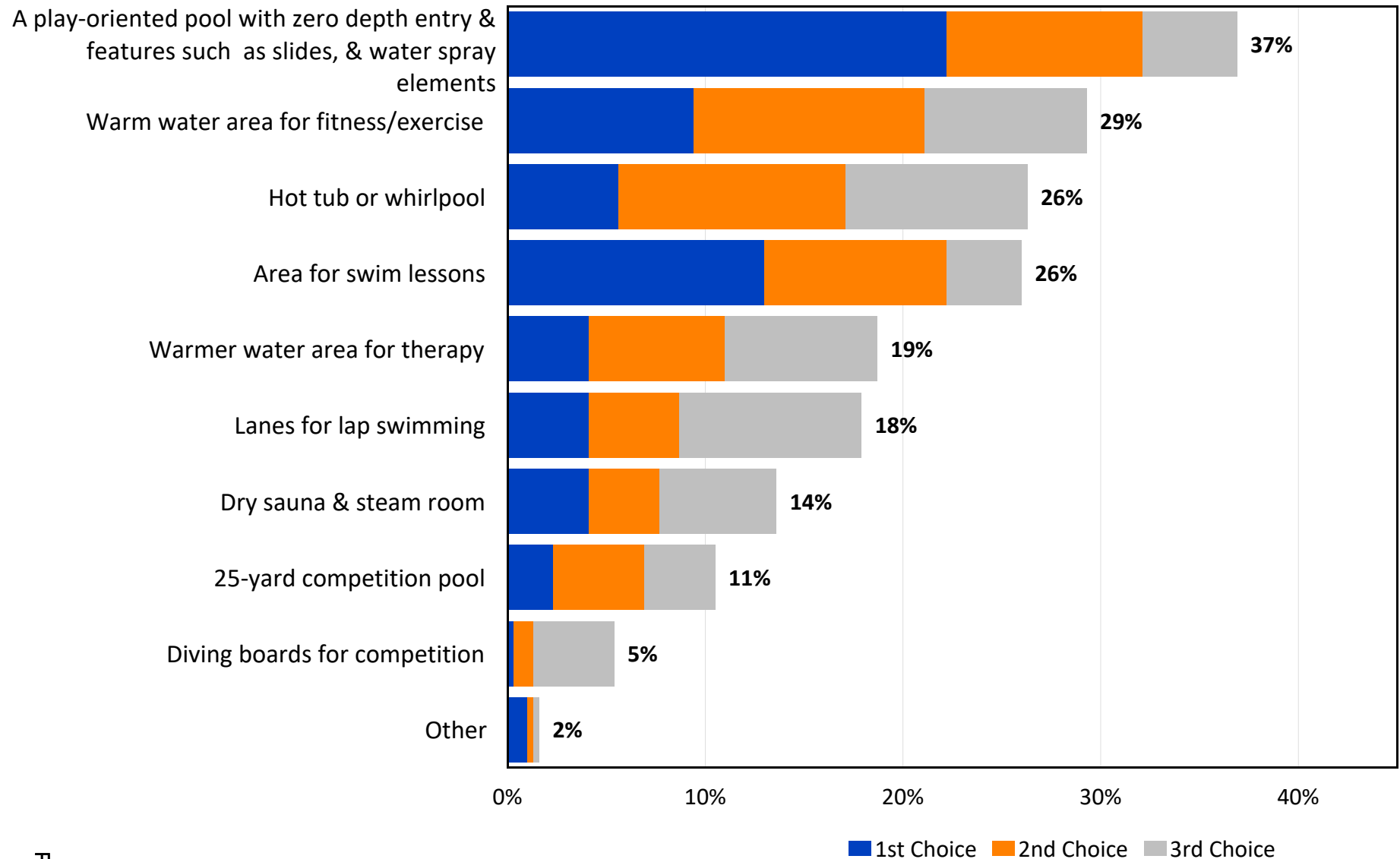
by percentage of respondents



Source: ETC Institute (2019)

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

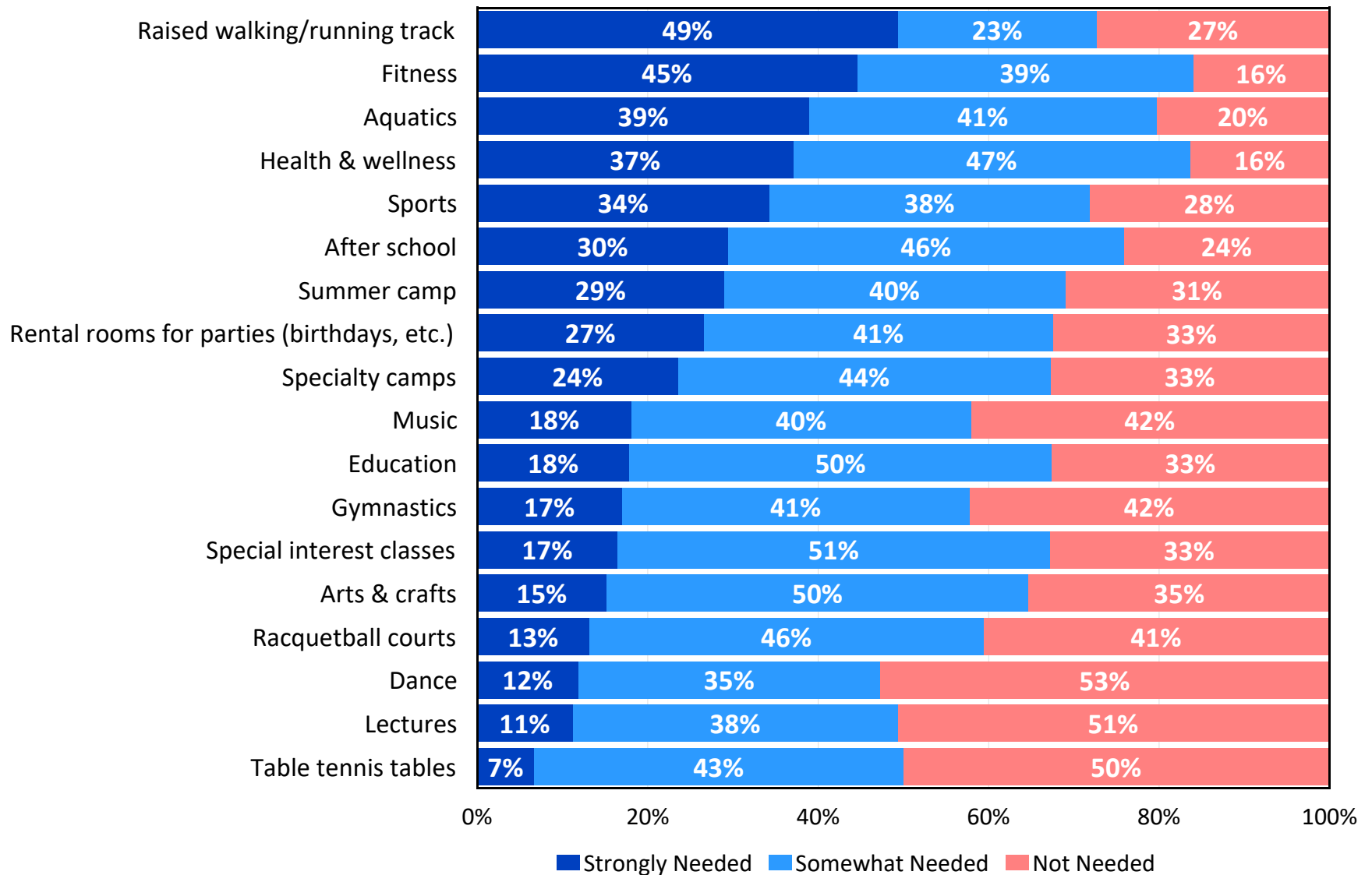
by percentage of respondents who selected the items as one of their top three choices (Excluding NONE)



Page 12
 Source: ETC Institute (2019)

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

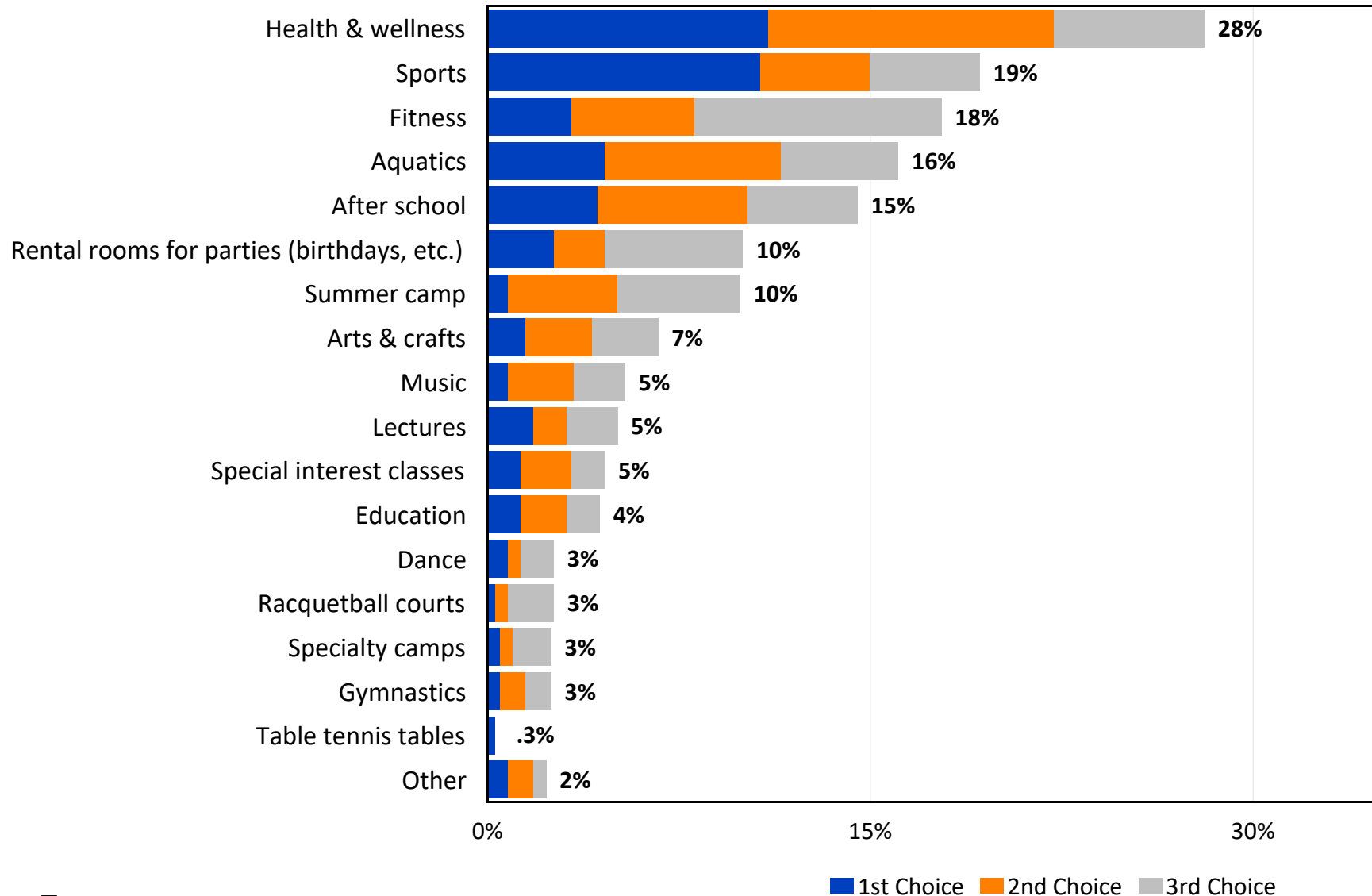
by percentage of respondents



Page 122
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?

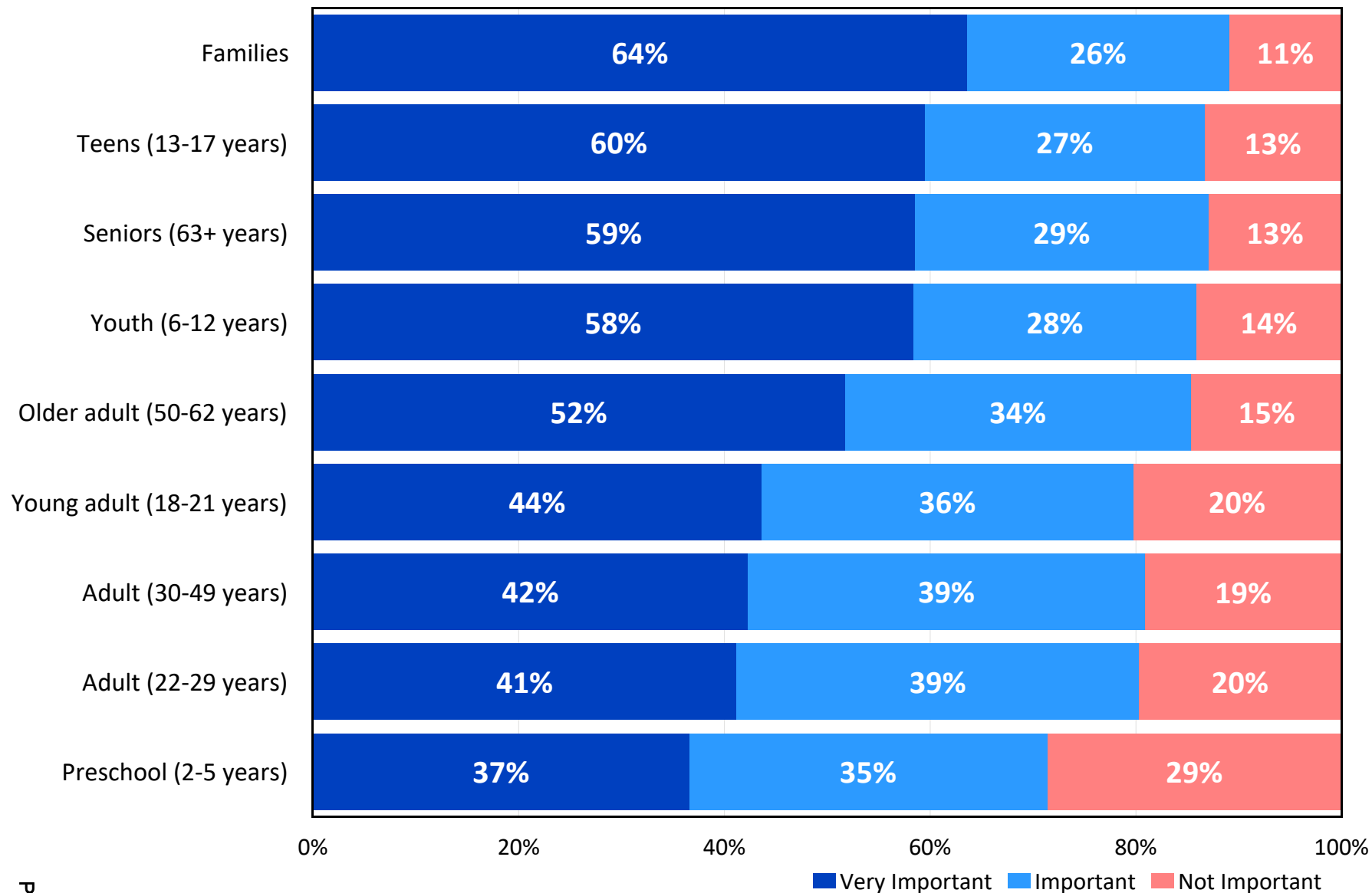
by percentage of respondents who selected the items as one of their top three choices (Excluding NONE)



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?

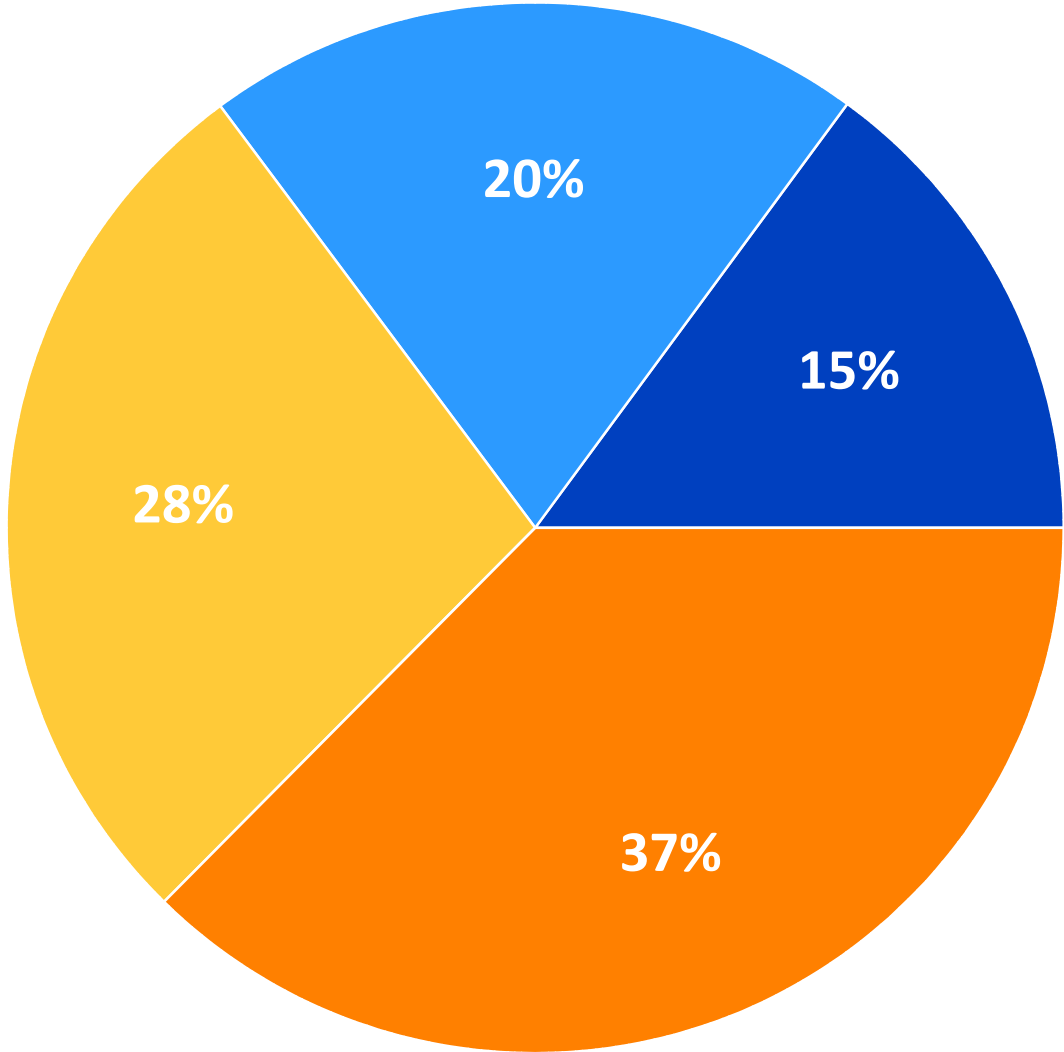
by percentage of respondents



Page 124
 Source: ETC Institute (2019)

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

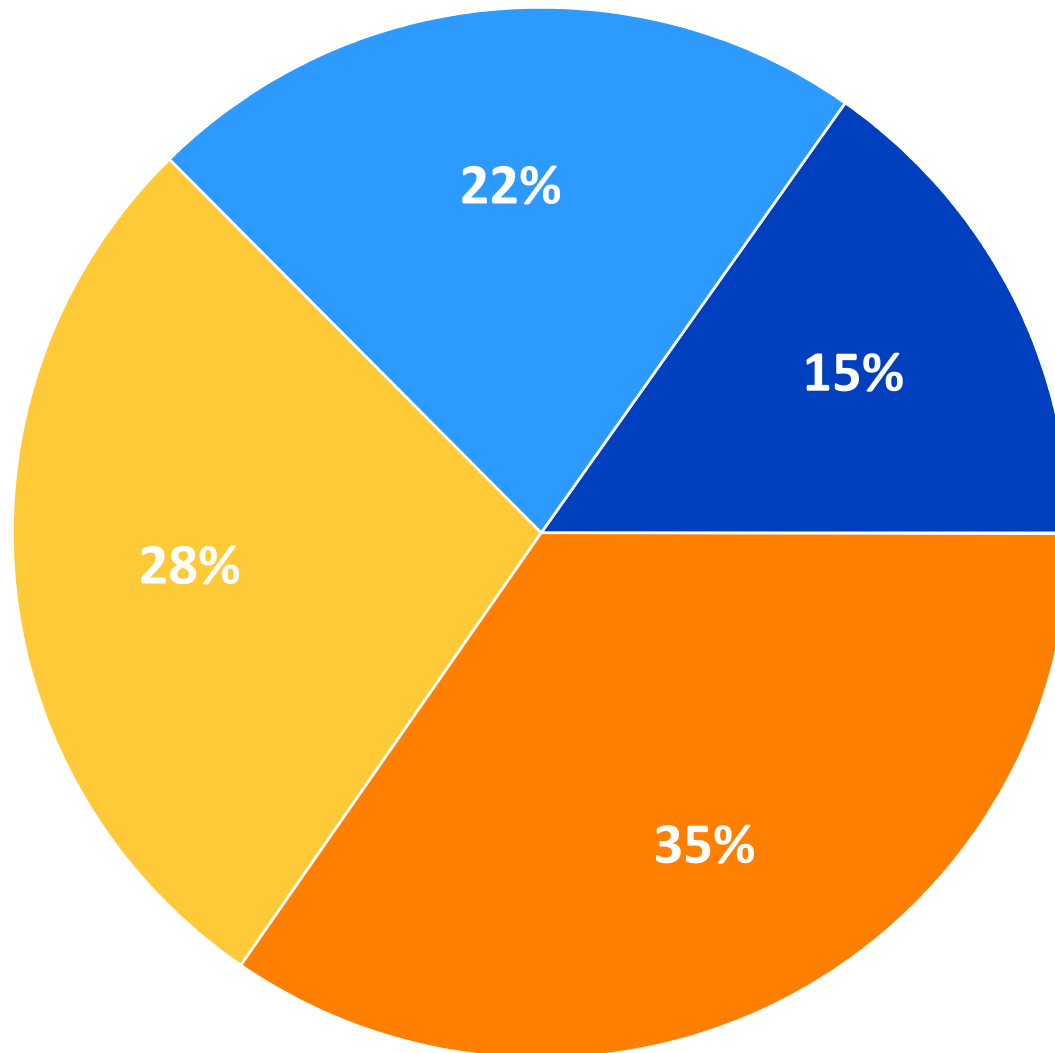
by percentage of respondents



■ Very high priority ■ High priority ■ Medium priority ■ Low priority

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

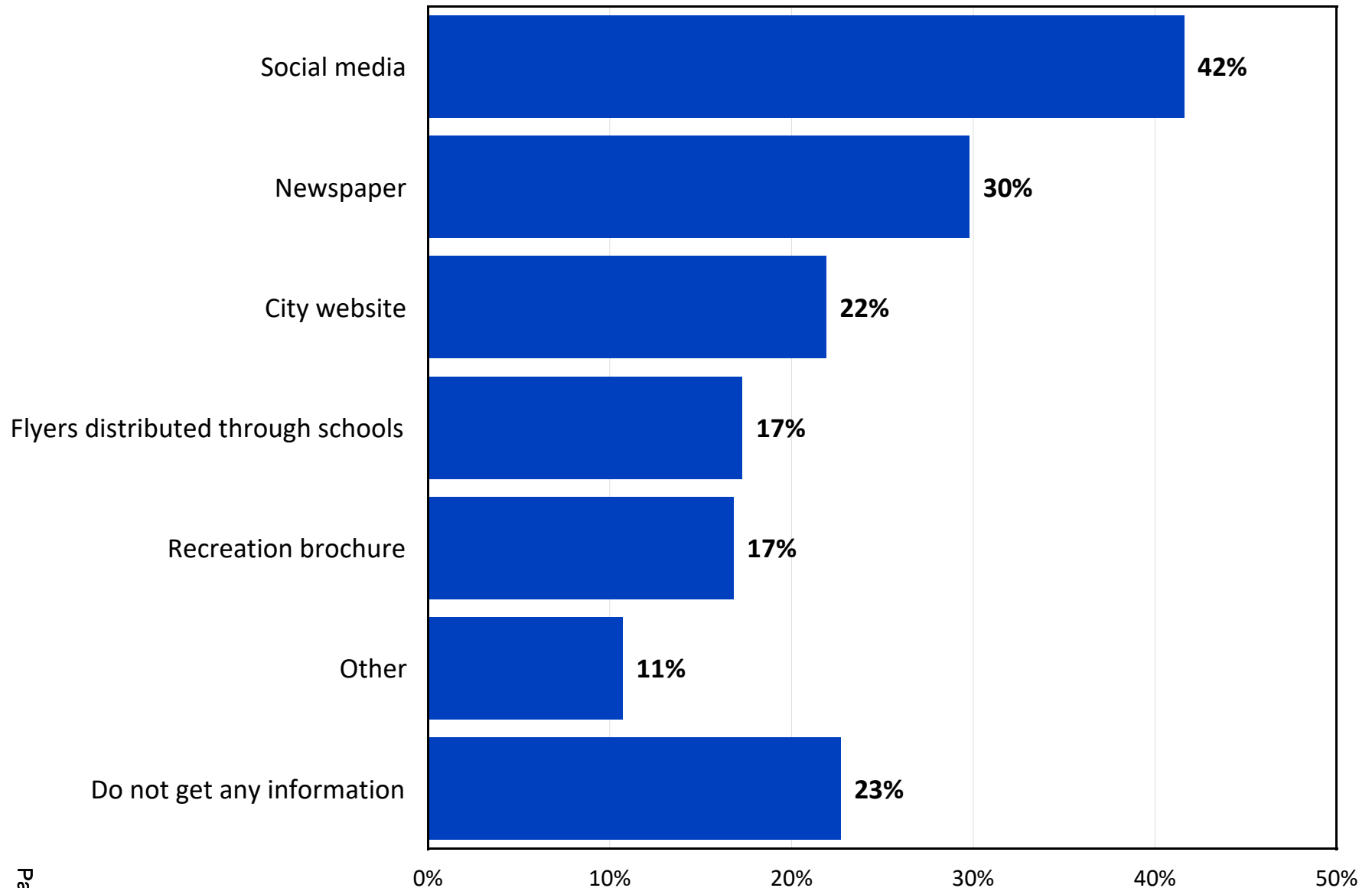
by percentage of respondents



■ Very supportive ■ Supportive ■ Neutral ■ Not supportive

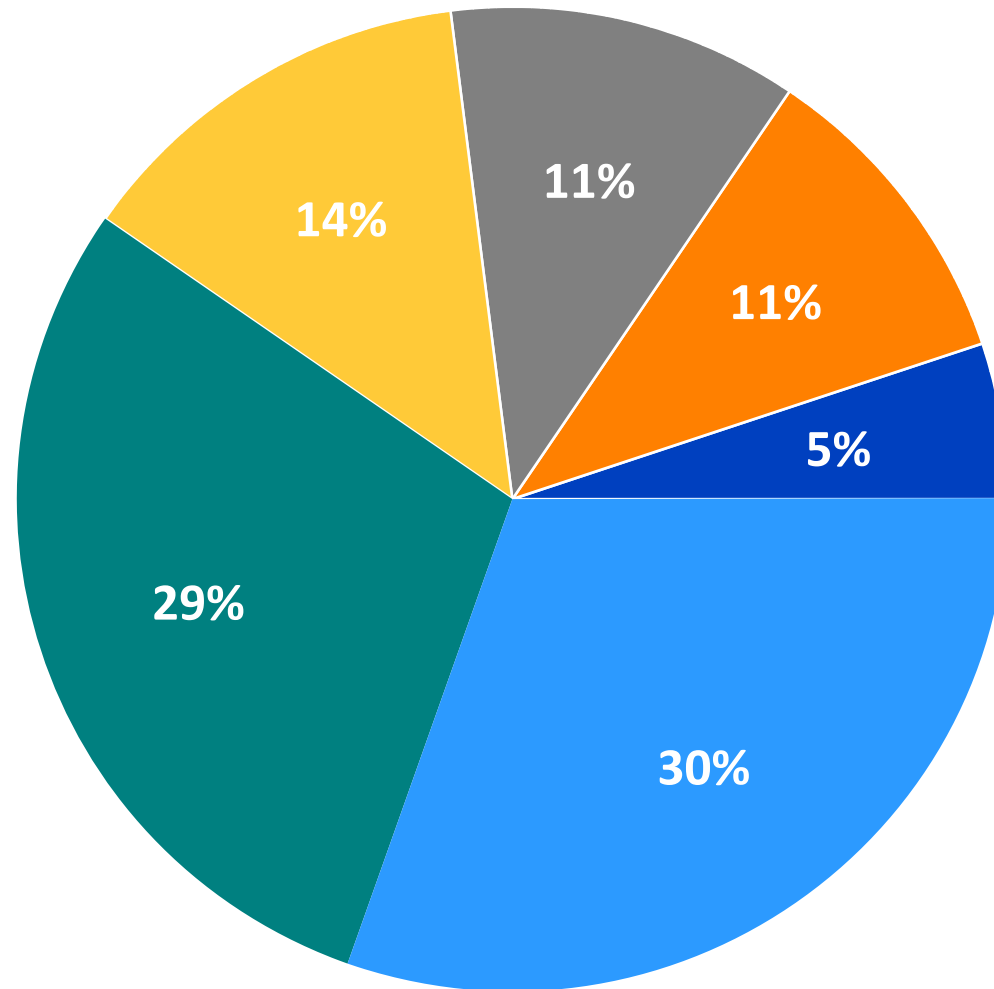
Q16. How do you and your household find out about Carroll recreation programs and services.

by percentage of respondents (multiple choices could be made)



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

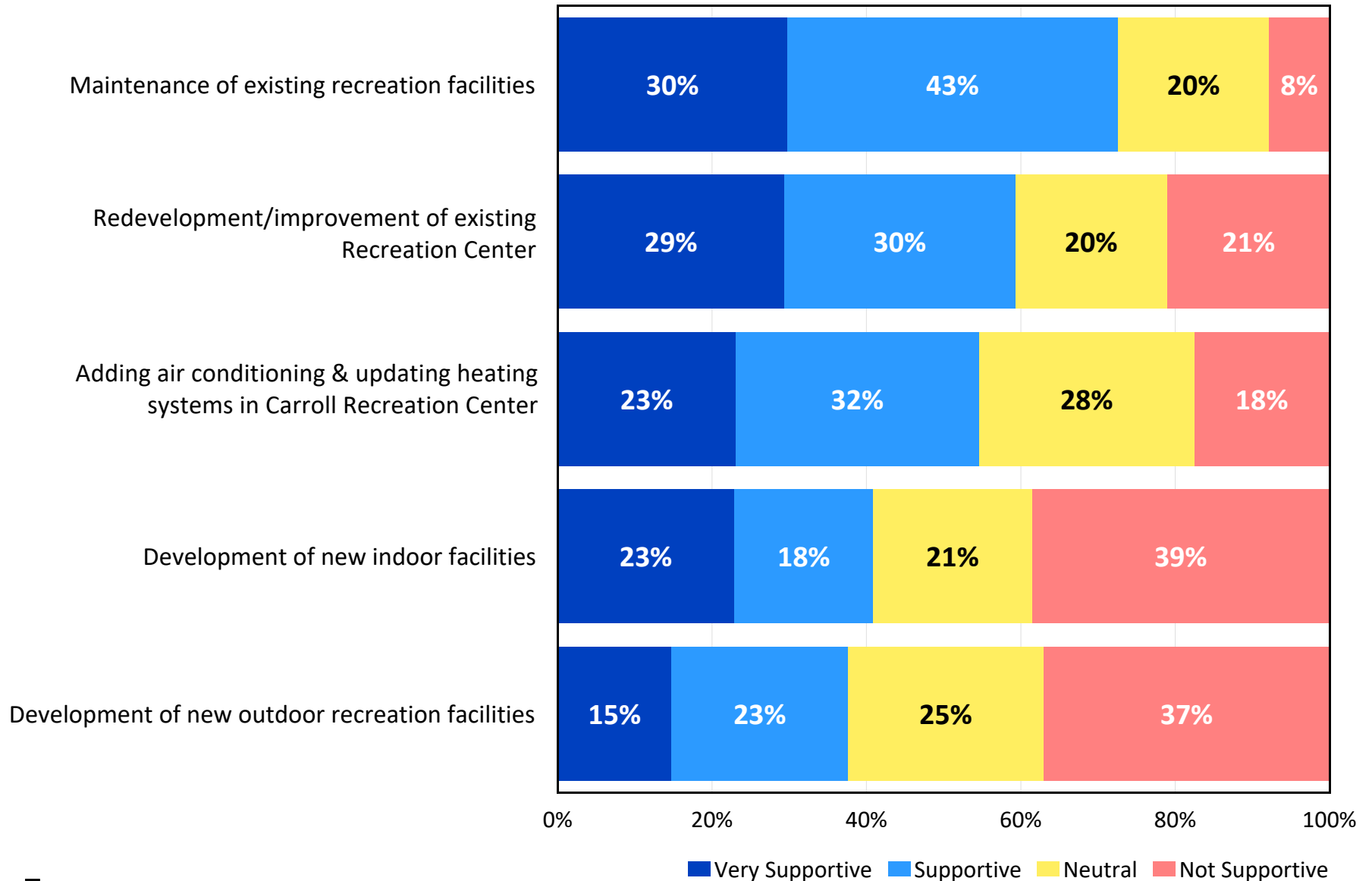


■ Daily ■ A few times per week ■ Weekly ■ Monthly ■ Once or twice a season ■ Never

Source: ETC Institute (2019)

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

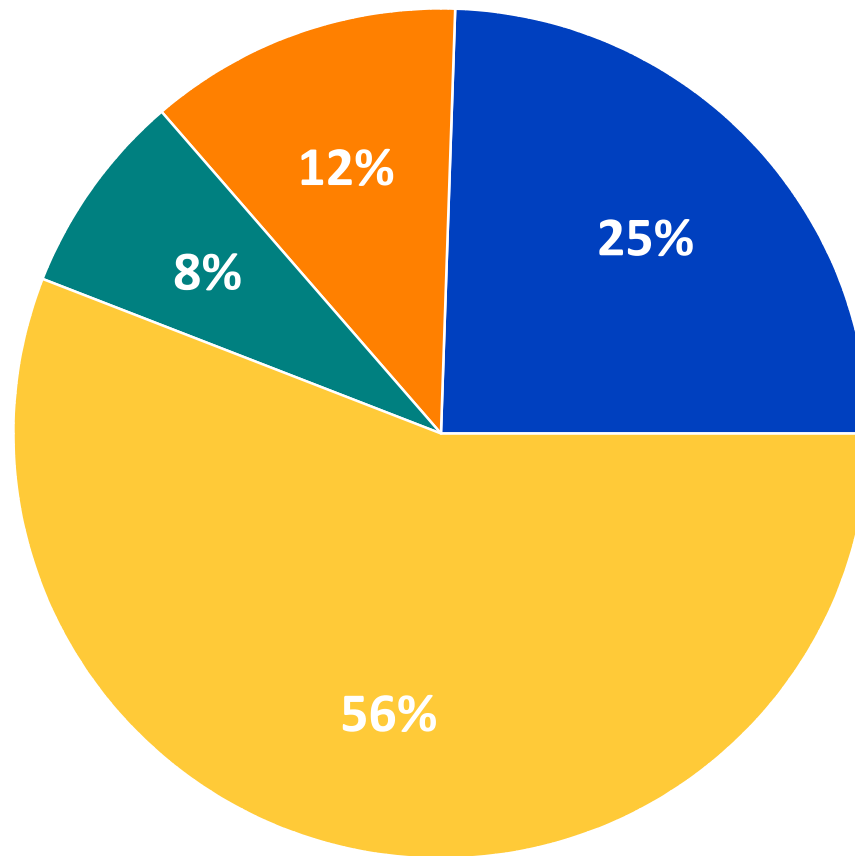
by percentage of respondents (excluding don't knows)



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?

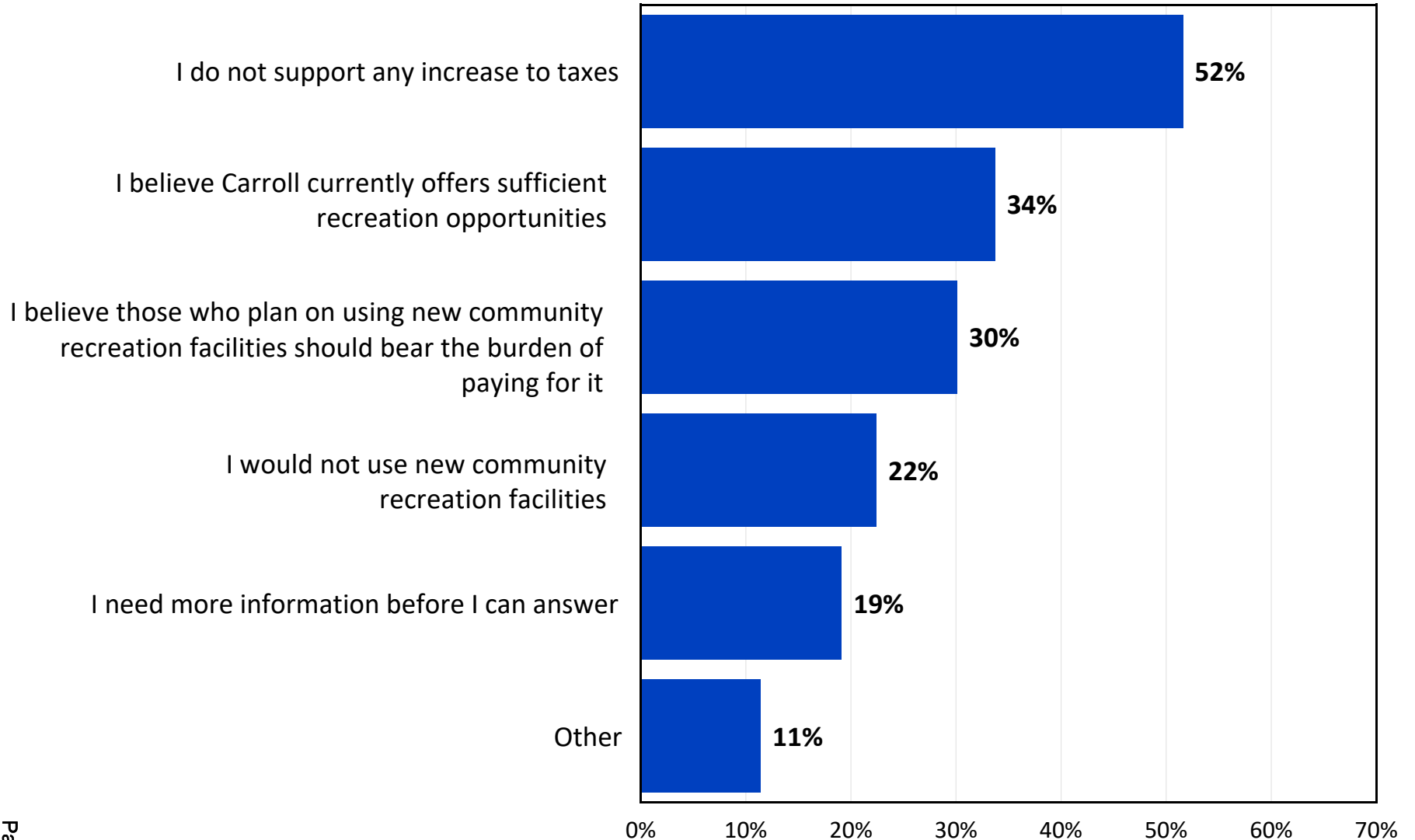
by percentage of respondents



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

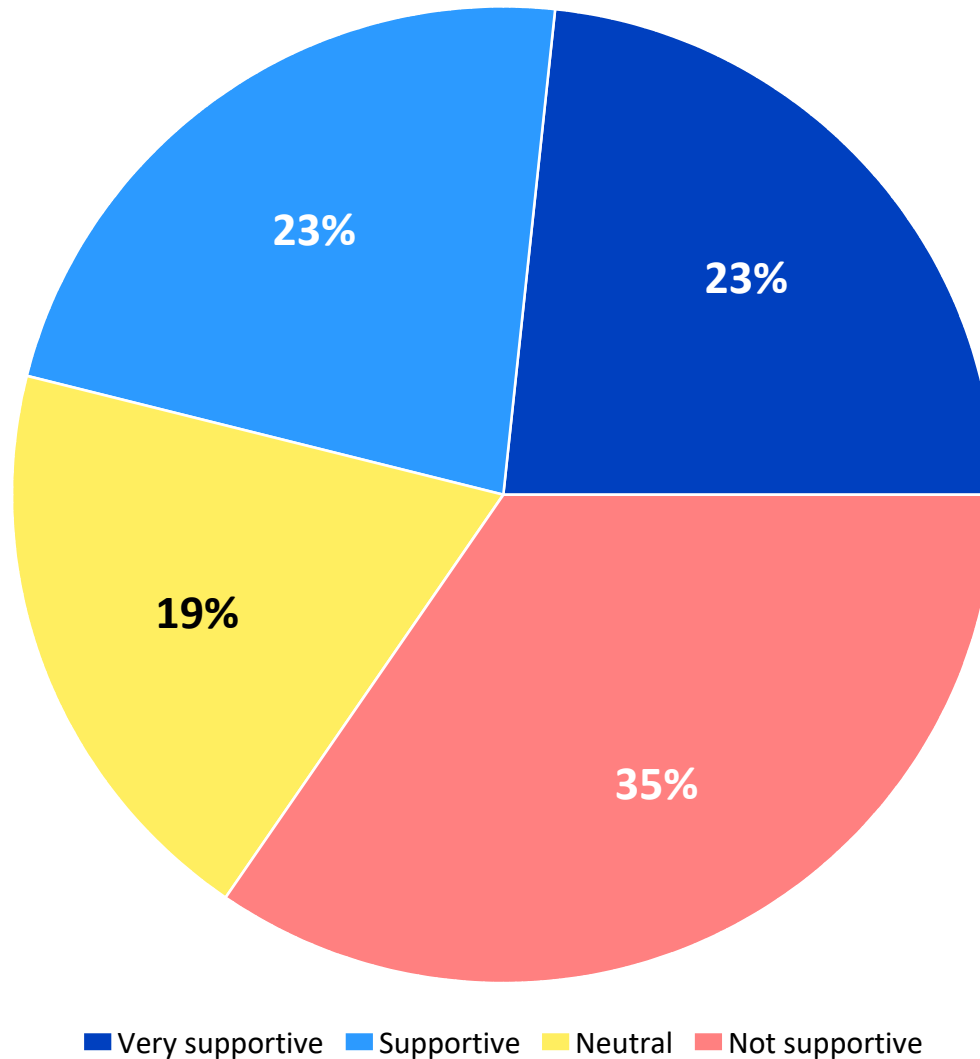
Q19a. Why did you answer "I would not support any increase to property taxes" or "Don't Know" to additional property taxes per year to help support the improvements?

by percentage of respondents (multiple choices could be made)



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?

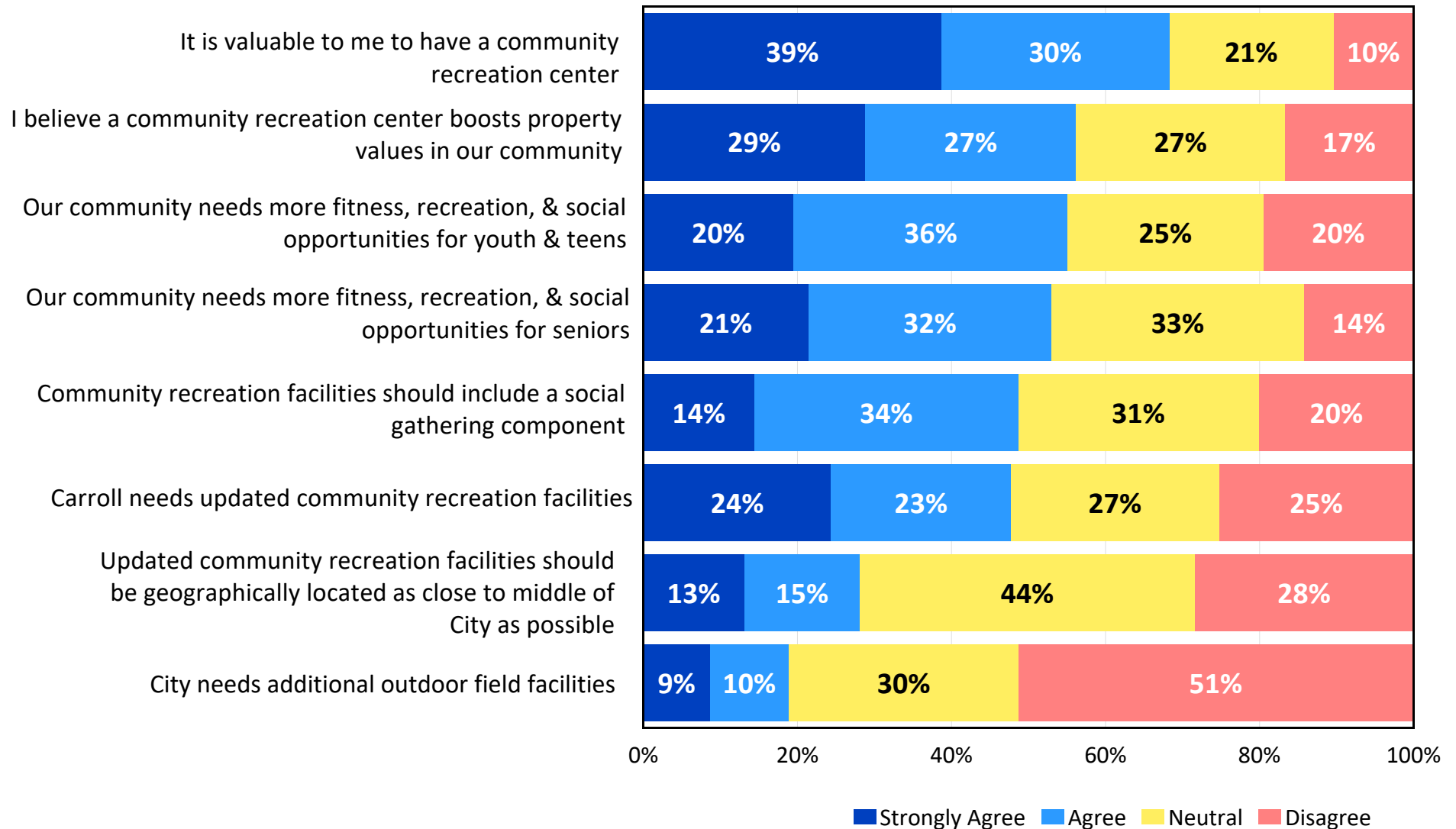
by percentage of respondents



Page 132
Source: ETC Institute (2019)

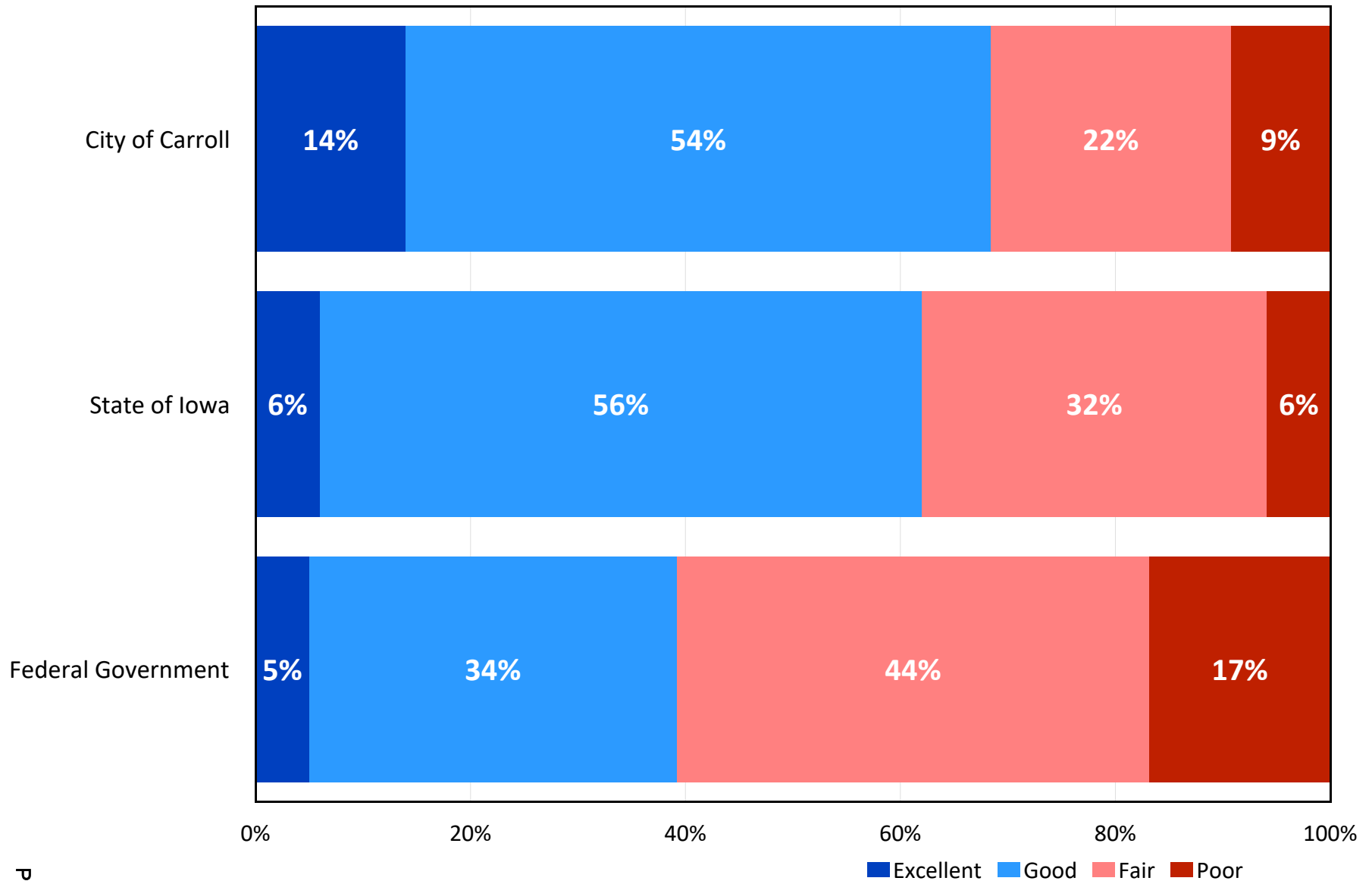
Q21. What is your level of agreement with the following statements?

by percentage of respondents (excluding don't knows)



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

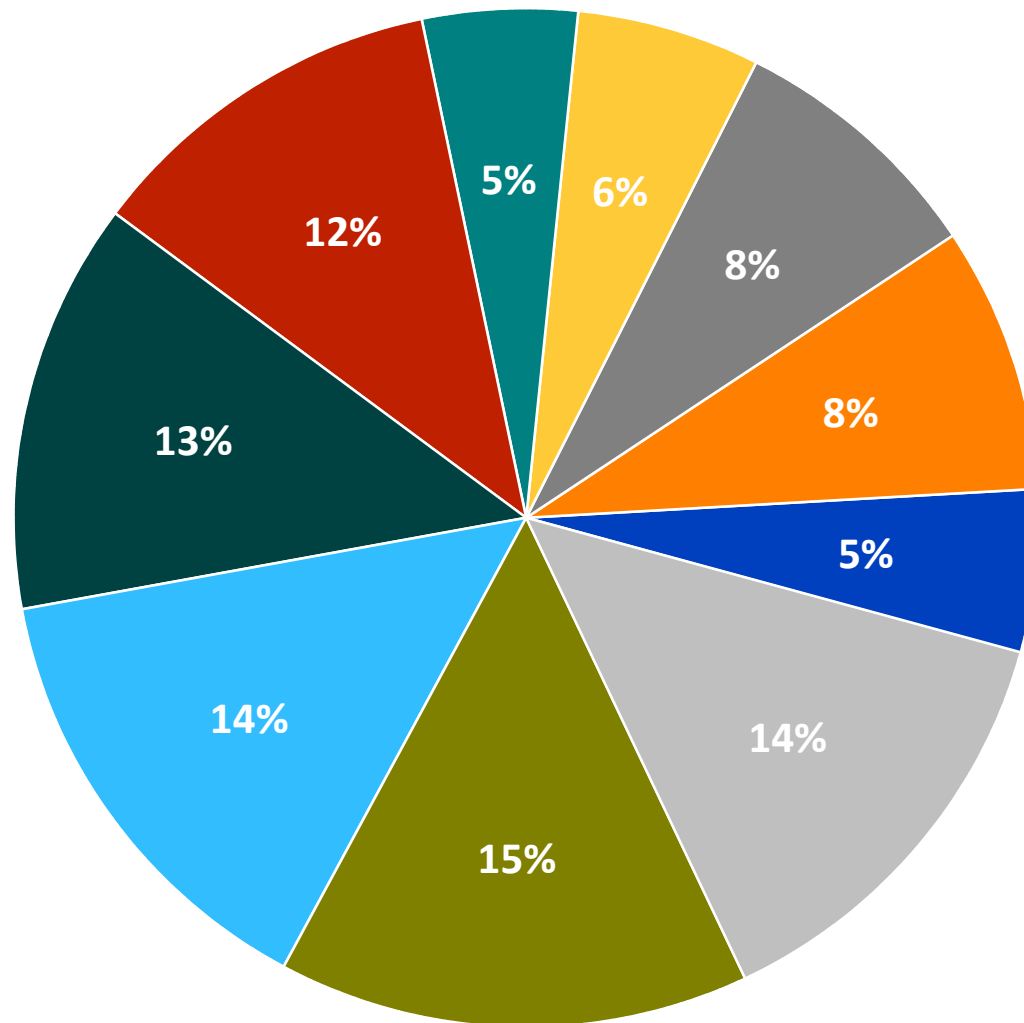
by percentage of respondents (excluding don't knows)



Page 134
Source: ETC Institute (2019)

Q23. Demographics: Ages of People in Household

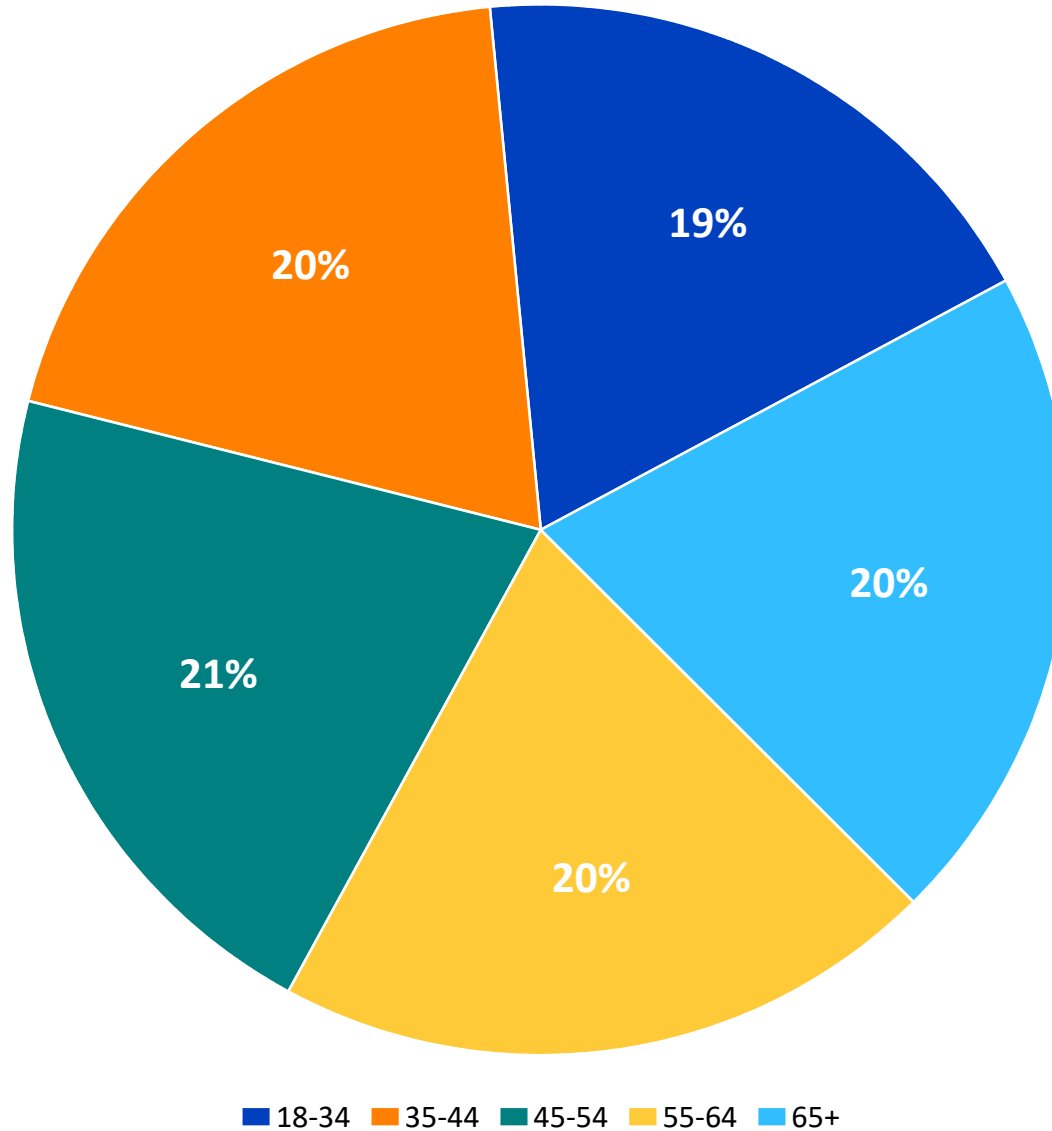
by percentage of household occupants



■ 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

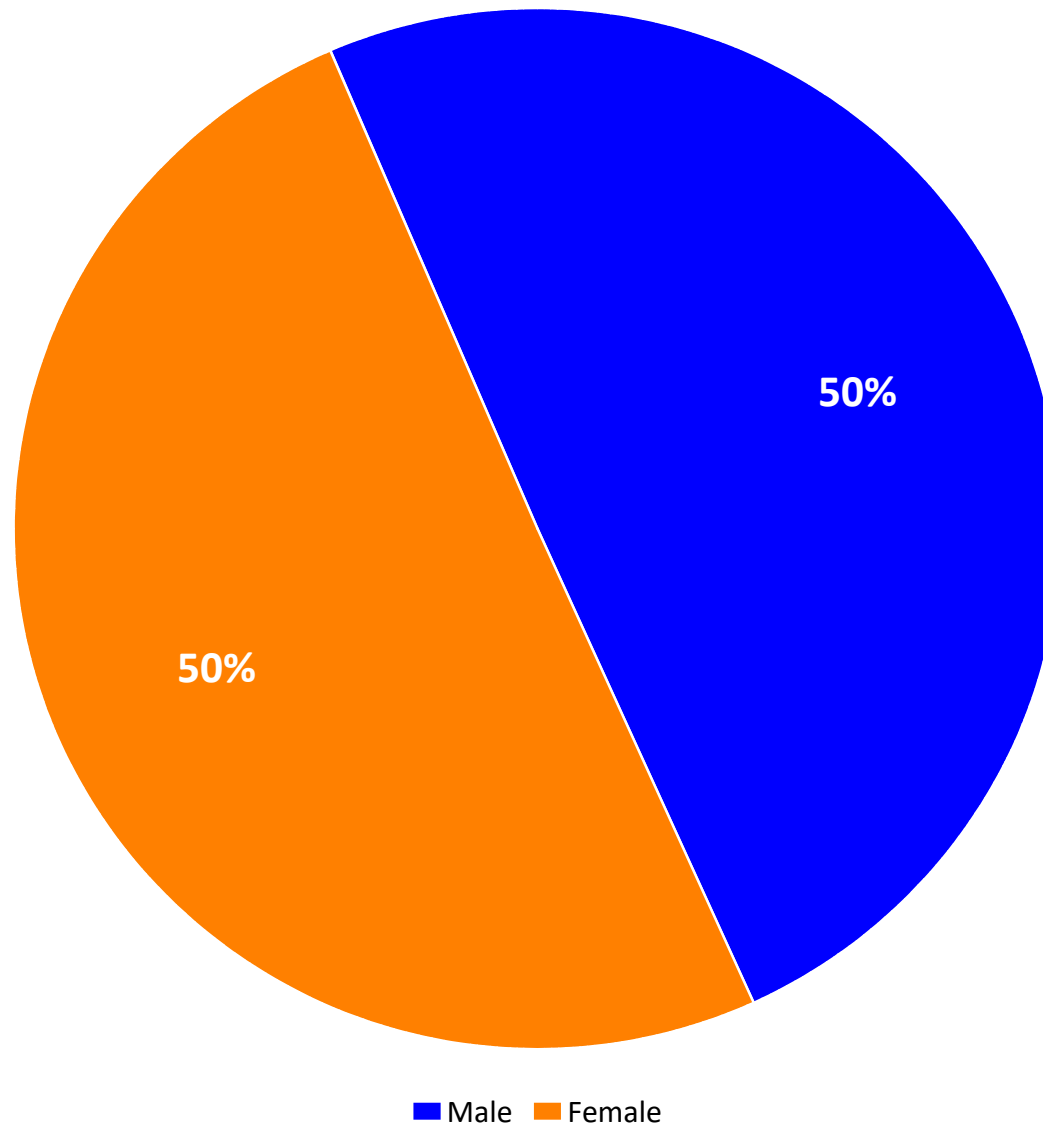
Q24. Demographics: What is your age?

by percentage of respondents



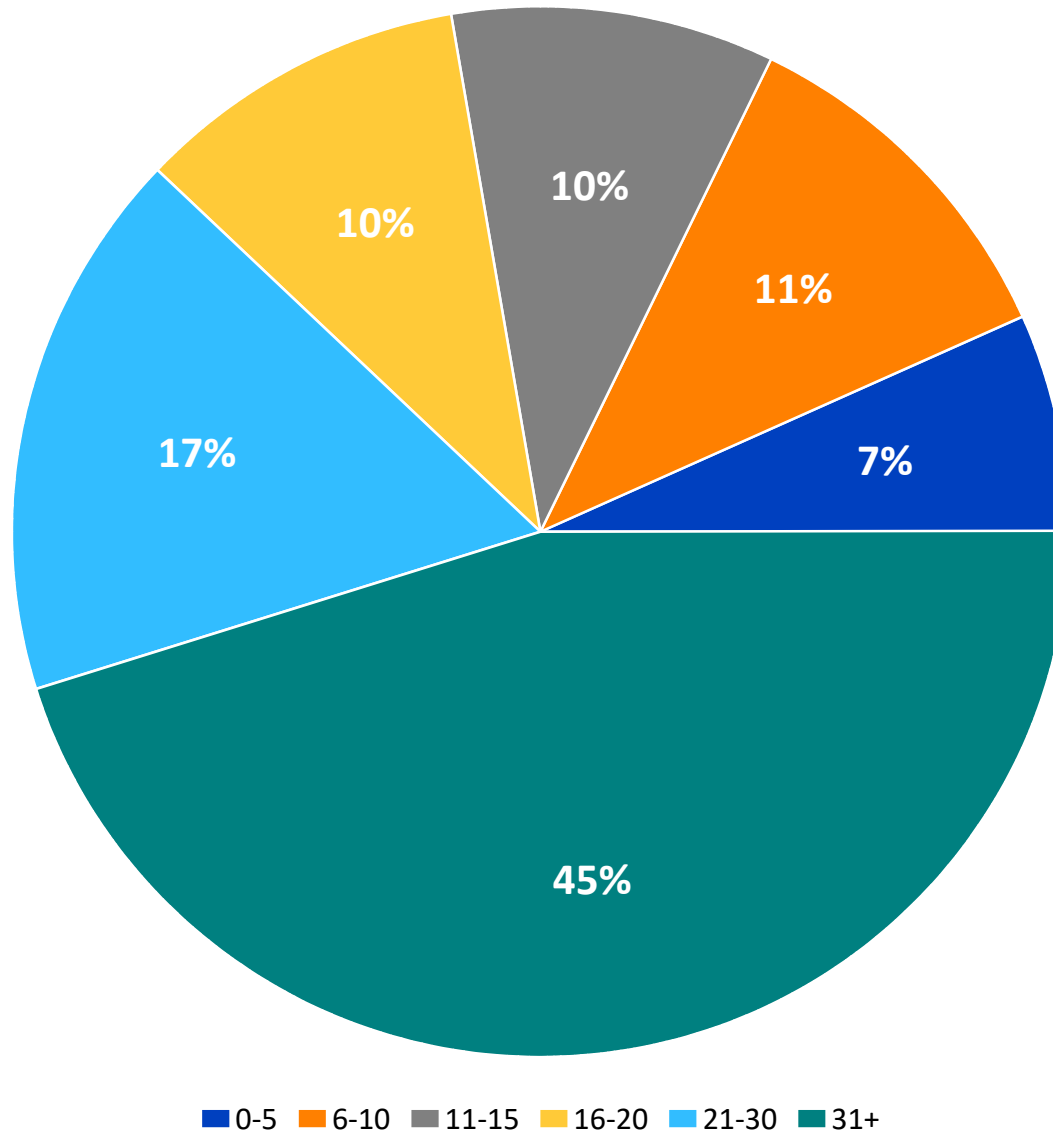
Q25. Demographics: What is your gender?

by percentage of respondents



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

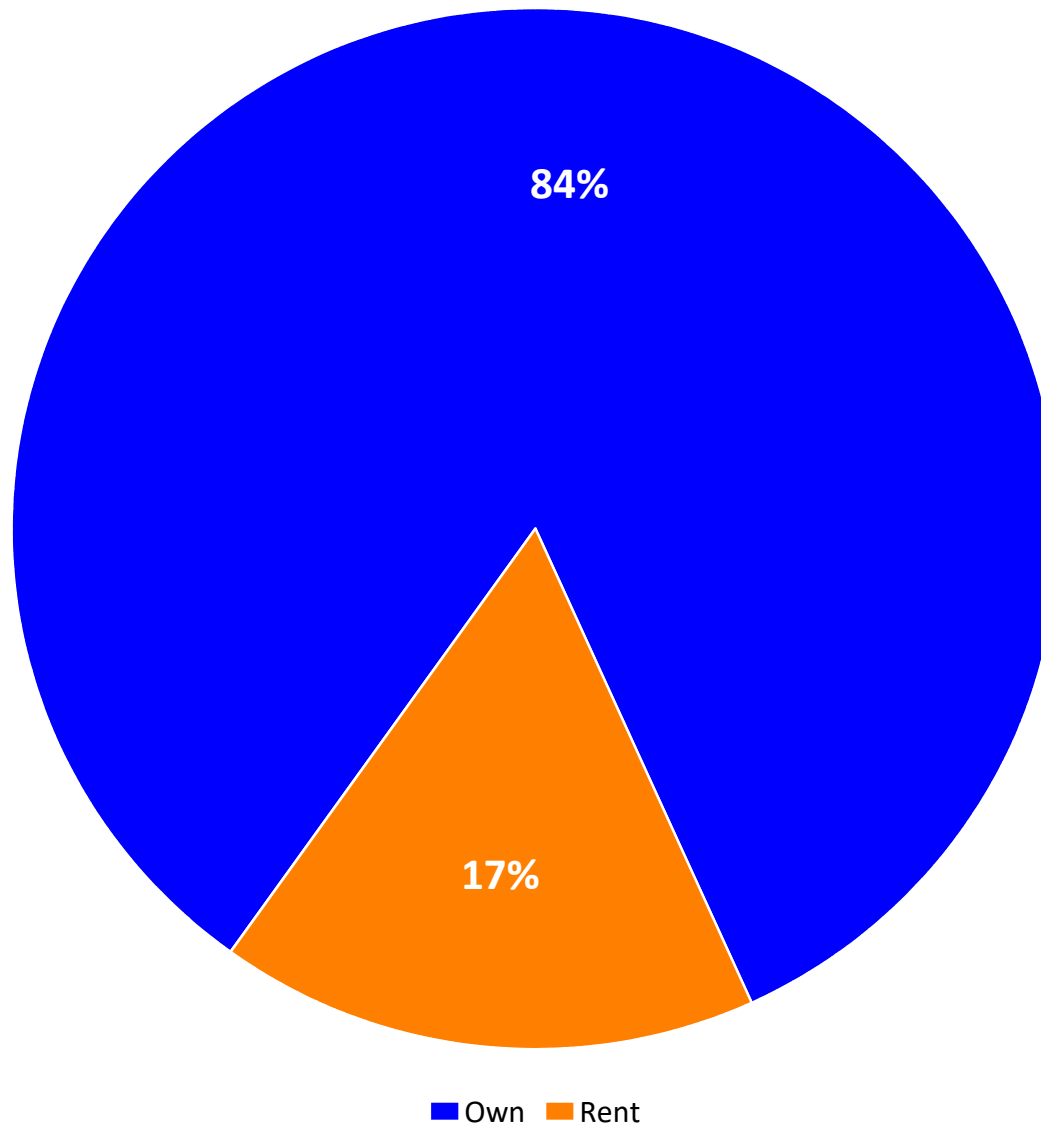
by percentage of respondents



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Source: ETC Institute (2019)

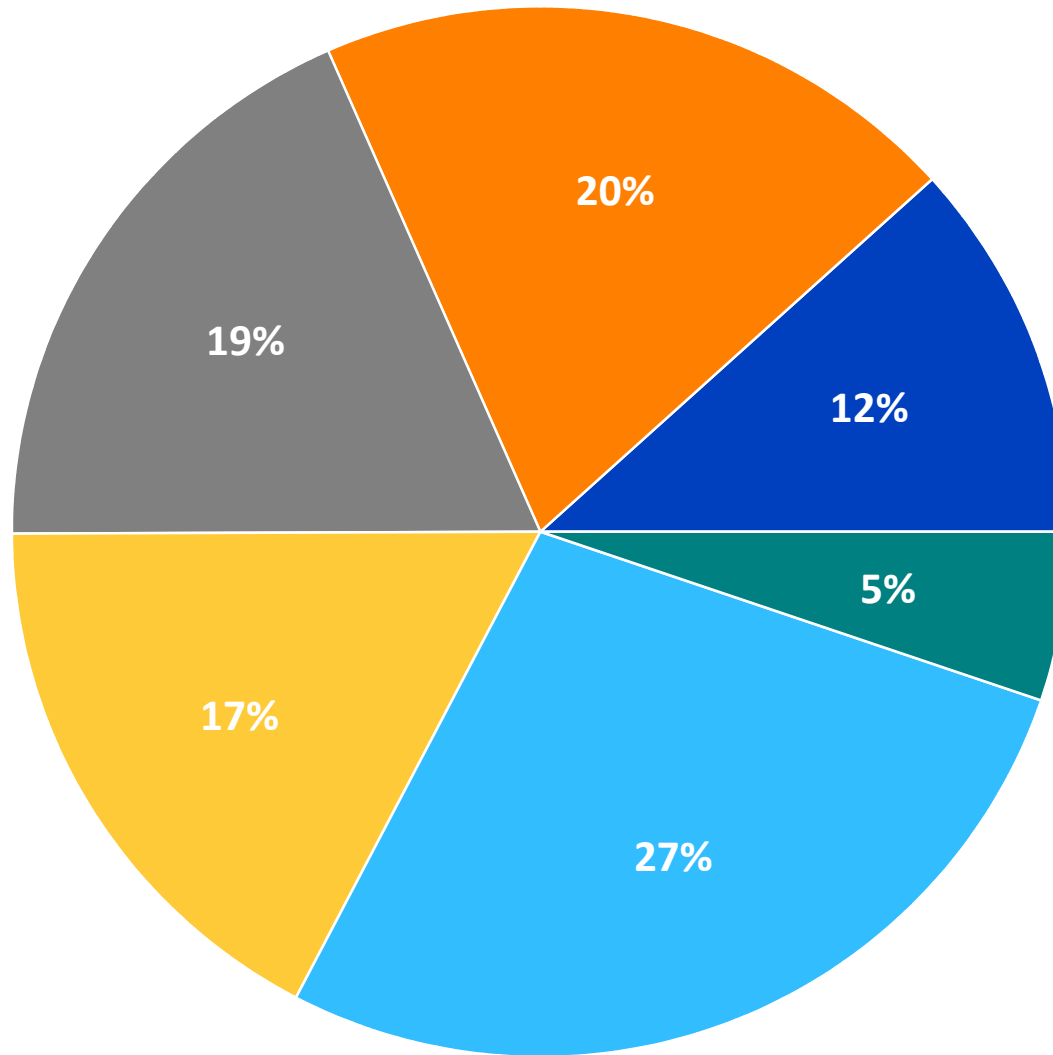
Q27. Demographics: Do you rent or own your home?

by percentage of respondents



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+

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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...

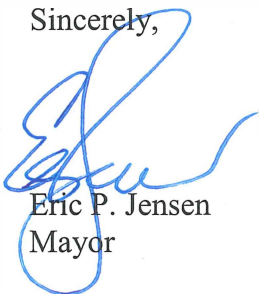
We realize that this survey will take approximately 10-15 minutes to complete, but each question is important. The time you invest in completing this survey will aid the City of Carroll Parks and Recreation in taking a resident-driven approach to making decisions that will enrich the future of our community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

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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

4. 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?

		High Priority	Medium Priority	Low Priority	Do Not Fund	Unsure/No Opinion
01.	Major City street improvements	4	3	2	1	9
02.	Residential street improvements	4	3	2	1	9
03.	Downtown streetscape improvements	4	3	2	1	9
04.	Storm water/drainage improvements	4	3	2	1	9
05.	Sanitary sewer improvements	4	3	2	1	9
06.	Street maintenance facility construction	4	3	2	1	9
07.	Sidewalk repairs	4	3	2	1	9
08.	Train horn mitigation	4	3	2	1	9
09.	Improvements to existing parks	4	3	2	1	9
10.	Recreation trails	4	3	2	1	9
11.	Improvements to the outdoor aquatic center	4	3	2	1	9
12.	Recreation Center improvements	4	3	2	1	9

5. Where do you and members of your household currently go for your indoor recreation needs? [Check all that apply.]

- (1) Carroll Recreation Center
- (2) Anytime Fitness
- (3) Platinum Fitness
- (4) Carroll Cross Fit Gym
- (5) Outside the City of Carroll
- (6) Other: _____
- (7) I/We do not use any indoor recreation facilities

6. 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?

- (1) Meet all of your needs
- (2) Meet some of your needs
- (3) Do not meet any of your needs
- (4) Do not use any indoor recreation facilities

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

- (1) Yes [Answer Q7a-f.]
- (2) No [Skip to Q8.]

7a. How would you classify yourself and household as users of the Carroll Recreation Center?

- (1) Use often (once a week or more)
- (2) Use sometimes (once a month)
- (3) Rarely (several times a year)
- (4) Never

7b. Please CHECK ALL of the programs that you and members of your household take part in at the Carroll Recreation Center.

- (01) Basketball
- (02) Indoor Pool
- (03) Summer Youth Theater
- (04) Volleyball
- (05) Congregate Meals
- (06) Personal Training
- (07) Swim Lessons/Swim Team
- (08) Water Aerobics
- (09) Fitness Classes
- (10) Pickleball
- (11) Tennis
- (12) Other: _____

7c. 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.

How satisfied are you with the...	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	N/A or Don't Use
1. Maintenance/Cleanliness	4	3	2	1	9
2. Customer Service	4	3	2	1	9
3. Programs	4	3	2	1	9
4. Hours of Operation	4	3	2	1	9
5. Instructors	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.

CITY OF CARROLL
PROJECTED FUND BALANCES
UPDATED JANUARY 27, 2021

PROJECTED 21/22	7/1/2021 Proj. BALANCE	RECOMMENDED 21/22 REVENUES	RECOMMENDED 21/22 EXPENSES	6/30/2022 Proj. BALANCE
GENERAL FUND	2,807,571	7,808,335	8,566,505	2,049,401
GENERAL FUND DEPRECIATION	-	-	-	-
HOTEL MOTEL TAX	152,294	213,000	226,335	138,959
ELECTRIC FRANCHISE	15,500	93,600	-	109,100
ROAD USE TAX FUND	1,744,293	1,482,883	1,386,215	1,840,961
EMP BENEFIT S.R.	-	1,068,043	1,068,043	-
EMERGENCY S.R.	-	-	-	-
LOCAL OPTION SALES TAX	723,325	1,736,174	1,843,805	615,694
UR DOWNTOWN S.R.	148,457	993,569	1,037,200	104,826
UR ASHWOOD BUSINESS PARK	35	31,603	31,603	35
UR WESTFIELD ADDITION	-	149,468	149,468	-
REC CENTER TRUST FUND	35,525	3,900	3,500	35,925
LIBRARY TRUST FUND	43,392	5,969	13,000	36,361
POLICE FORFEITURE	7,549	1,050	1,000	7,599
CRIME PREVENTION/SPEC PROJ	37,838	6,150	7,000	36,988
DEBT SERVICE FUND	92,596	1,983,646	1,988,675	87,567
C.P. - AIRPORT	-	-	-	-
C.P. - STREETS	862,683	879,000	875,000	866,683
C.P. - CORRIDOR OF COMM.	903,187	3,000	819,691	86,496
C.P. - PARKS & RECREATION	256,224	250,000	506,000	224
C.P. - REC CENTER BLDG	-	260,100	260,000	100
C.P. - STREETS MAINT BLDG	1,846,972	10,000	1,856,873	99
C.P. - LIBRARY/CITY HALL REMOD	(10,000)	5,000	-	(5,000)
C.P. - HOUSING FUND	-	-	-	-
PERPETUAL CARE FUND	562,331	19,800	-	582,131
REC CNTR TRST-PERMANENT	65,147	2,330	-	67,477
WATER UTILITY FUND	1,173,099	2,559,700	1,385,806	2,346,993
WATER UTILITY DEPR.	967,607	60,000	-	1,027,607
WATER UTILITY CAP. IMP.	254,270	61,000	60,000	255,270
WATER METER DEPOSIT	45,521	11,000	11,000	45,521
SEWER UTILITY FUND	3,890,887	2,146,200	1,946,042	4,091,045
SEWER UTILITY DEPR.	726,101	42,000	-	768,101
SEWER UTILITY CAP. IMP.	167,662	202,000	200,000	169,662
STORM WATER UTILITY	999,565	267,700	106,500	1,160,765
STORM WATER CAP. IMP.	125,528	1,000	-	126,528
MEDICAL INS INTERNAL SERVICE	979,207	667,884	669,193	977,898
TOTAL	19,624,366	23,025,104	25,018,454	17,631,016

**CITY OF CARROLL
PROJECTED FUND BALANCES
UPDATED JANUARY 27, 2021**

RE-EST 20/21	7/1/2020 BALANCE	Re-Est 20/21 REVENUES	Re-Est 20/21 EXPENSES	6/30/2021 Proj. BALANCE
GENERAL FUND	3,912,354	7,752,821	8,857,604	2,807,571
GENERAL FUND DEPRECIATION	-	-	-	-
HOTEL MOTEL TAX	398,374	207,000	453,080	152,294
ELECTRIC FRANCHISE	-	15,500	-	15,500
ROAD USE TAX FUND	1,747,971	1,309,916	1,313,594	1,744,293
EMP BENEFIT S.R.	-	933,173	933,173	-
EMERGENCY S.R.	-	-	-	-
LOCAL OPTION SALES TAX	633,708	1,911,365	1,821,748	723,325
UR DOWNTOWN S.R.	133,181	1,116,588	1,101,312	148,457
UR ASHWOOD BUSINESS PARK	-	34,871	34,836	35
REC CENTER TRUST FUND	35,125	2,900	2,500	35,525
LIBRARY TRUST FUND	51,423	5,969	14,000	43,392
POLICE FORFEITURE	7,194	1,455	1,100	7,549
CRIME PREVENTION/SPEC PROJ	37,688	7,150	7,000	37,838
DEBT SERVICE FUND	88,662	2,102,797	2,098,863	92,596
C.P. - EQUIPMENT PURCHASES	182	-	182	-
C.P. - AIRPORT	(51,974)	394,403	342,429	-
C.P. - STREETS	940,710	1,471,500	1,549,527	862,683
C.P. - CORRIDOR OF COMM.	1,242,187	156,000	495,000	903,187
C.P. - PARKS & RECREATION	362,326	388,722	494,824	256,224
C.P. - REC CENTER BLDG	-	260,000	260,000	-
C.P. - STREETS MAINT BLDG	4,777,022	40,000	2,970,050	1,846,972
C.P. - LIBRARY/CITY HALL REMOD	4,572	42,260	56,832	(10,000)
C.P. - HOUSING FUND	-	209,740	209,740	-
PERPETUAL CARE FUND	537,531	24,800	-	562,331
REC CNTR TRST-PERMANENT	37,767	27,380	-	65,147
WATER UTILITY FUND	1,623,024	2,503,080	2,953,005	1,173,099
WATER UTILITY DEPR.	907,607	60,000	-	967,607
WATER UTILITY CAP. IMP.	480,070	1,709,200	1,935,000	254,270
WATER METER DEPOSIT	45,521	11,000	11,000	45,521
SEWER UTILITY FUND	3,651,987	2,148,300	1,909,400	3,890,887
SEWER UTILITY DEPR.	684,101	42,000	-	726,101
SEWER UTILITY CAP. IMP.	165,662	102,000	100,000	167,662
STORM WATER UTILITY	838,365	267,700	106,500	999,565
STORM WATER CAP. IMP.	44,528	81,000	-	125,528
MEDICAL INSURANCE FUND	958,206	613,289	592,288	979,207
TOTAL	24,295,074	25,953,879	30,624,587	19,624,366

CITY OF CARROLL

TAXABLE VALUATION COMPARISON

TAXABLE Value as of	01/01/2019	01/01/2020		
<u>PROPERTY CLASS</u>	<u>2020-2021</u>	<u>2021-2022</u>	\$ <u>Change</u>	% <u>Change</u>
Residential Property	\$ 336,156,636	\$ 346,098,138	\$ 9,941,502	2.96%
Multiresidential Property	27,797,831	26,506,608	(1,291,223)	-4.65%
Commercial Property	136,223,809	135,973,260	(250,549)	-0.18%
Industrial Property	12,688,778	12,734,620	45,842	0.36%
Railroads	2,545,782	2,663,180	117,398	4.61%
Utilities (without Gas & Electric)	1,359,071	889,382	(469,689)	-34.56%
Gas & Electric	<u>9,288,644</u>	<u>8,520,364</u>	<u>\$ (768,280)</u>	-8.27%
Sub-total	\$ 526,060,551	\$ 533,385,552	\$ 7,325,001	1.39%
less Military Tax Exemption	<u>840,808</u>	<u>811,176</u>	<u>(29,632)</u>	<u>-3.52%</u>
TAXABLE VALUATION EXCLUDING T.I.F.	<u>\$525,219,743</u>	<u>\$532,574,376</u>	<u>\$ 7,354,633</u>	1.40%
TAX INCREMENT VALUES (T.I.F.)	<u>48,109,373</u>	<u>50,611,334</u>	<u>2,501,961</u>	<u>5.20%</u>
U.R. Downtown	46,752,299	42,820,409	(3,931,890)	-8.41%
Ashwood	1,357,074	1,344,026	(13,048)	-0.96%
Westfield	-	6,446,899	6,446,899	
TOTAL CITY TAXABLE VALUATION	<u>\$573,329,116</u>	<u>\$583,185,710</u>	<u>\$9,856,594</u>	<u>1.72%</u>

AG VALUATIONS				
Land	\$ 456,657	\$ 475,247	\$ 18,590	4.07%
Buildings	<u>15,148</u>	<u>15,621</u>	<u>473</u>	<u>3.12%</u>
Total	<u>\$ 471,805</u>	<u>\$ 490,868</u>	<u>\$ 19,063</u>	<u>4.04%</u>

Notes: 2020 values:

- Residential Rollback increased from 55.0743% to 56.4094%
- Multiresidential rollback decreased from 71.25% to 67.50%
- Commercial, Industrial and Railroad Rollback remains at 90%
- Agricultural Rollback increased from 81.4832% to 84.0305%

CITY OF CARROLL

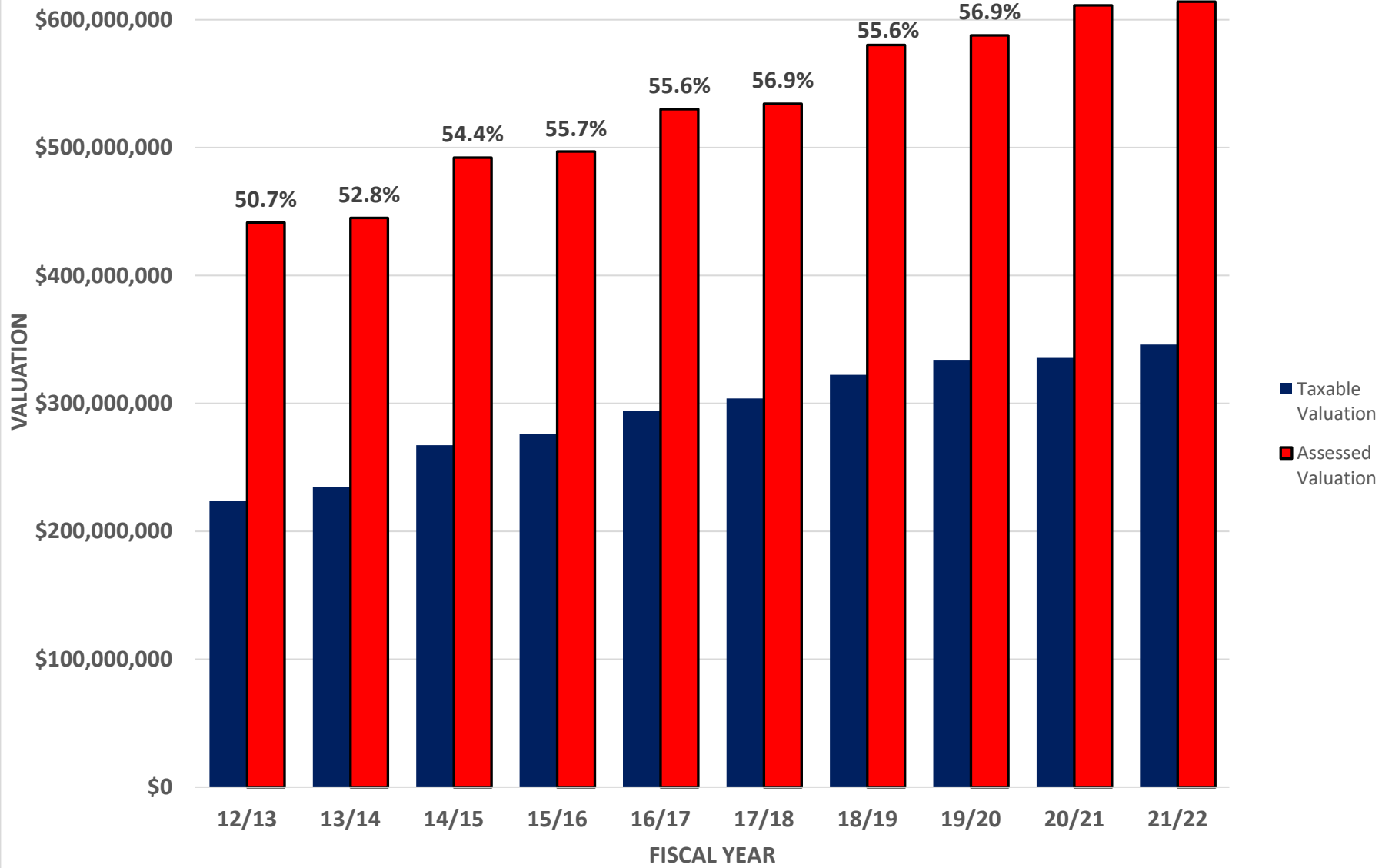
ASSESSED VALUATION COMPARISON

ASSESSED Value as of	01/01/2019	01/01/2020		
<u>PROPERTY CLASS</u>	<u>2020-2021</u>	<u>2021-2022</u>	\$ <u>Change</u>	% <u>Change</u>
Residential Property	\$ 611,207,481	\$ 614,224,001	\$ 3,016,520	0.49%
Multiresidential Property	39,464,028	39,693,893	229,865	0.58%
Commercial Property	156,451,908	156,508,259	56,351	0.04%
Industrial Property	14,114,060	14,150,803	36,743	0.26%
Railroads	2,828,647	2,959,089	130,442	4.61%
Utilities (without Gas & Electric)	1,359,071	902,477	(456,594)	-33.60%
Gas & Electric	<u>20,425,795</u>	<u>20,363,157</u>	\$ (62,638)	-0.31%
Sub-total	\$ 845,850,990	\$ 848,801,679	\$ 2,950,689	0.35%
less Military Tax Exemption	<u>840,808</u>	<u>811,176</u>	<u>(29,632)</u>	<u>-3.52%</u>
ASSESSED VALUATION EXCLUDING T.I.F.	\$845,010,182	\$847,990,503	\$ 2,980,321	0.35%
TAX INCREMENT VALUES (T.I.F.)	<u>48,109,373</u>	<u>50,611,334</u>	<u>2,501,961</u>	<u>5.20%</u>
U.R. Downtown	46,752,299	42,820,409	(3,931,890)	-8.41%
Ashwood	1,357,074	1,344,026	(13,048)	-0.96%
Westfield	-	6,446,899	6,446,899	
TOTAL CITY ASSESSED VALUATION	<u>\$893,119,555</u>	<u>\$898,601,837</u>	<u>\$5,482,282</u>	<u>0.61%</u>

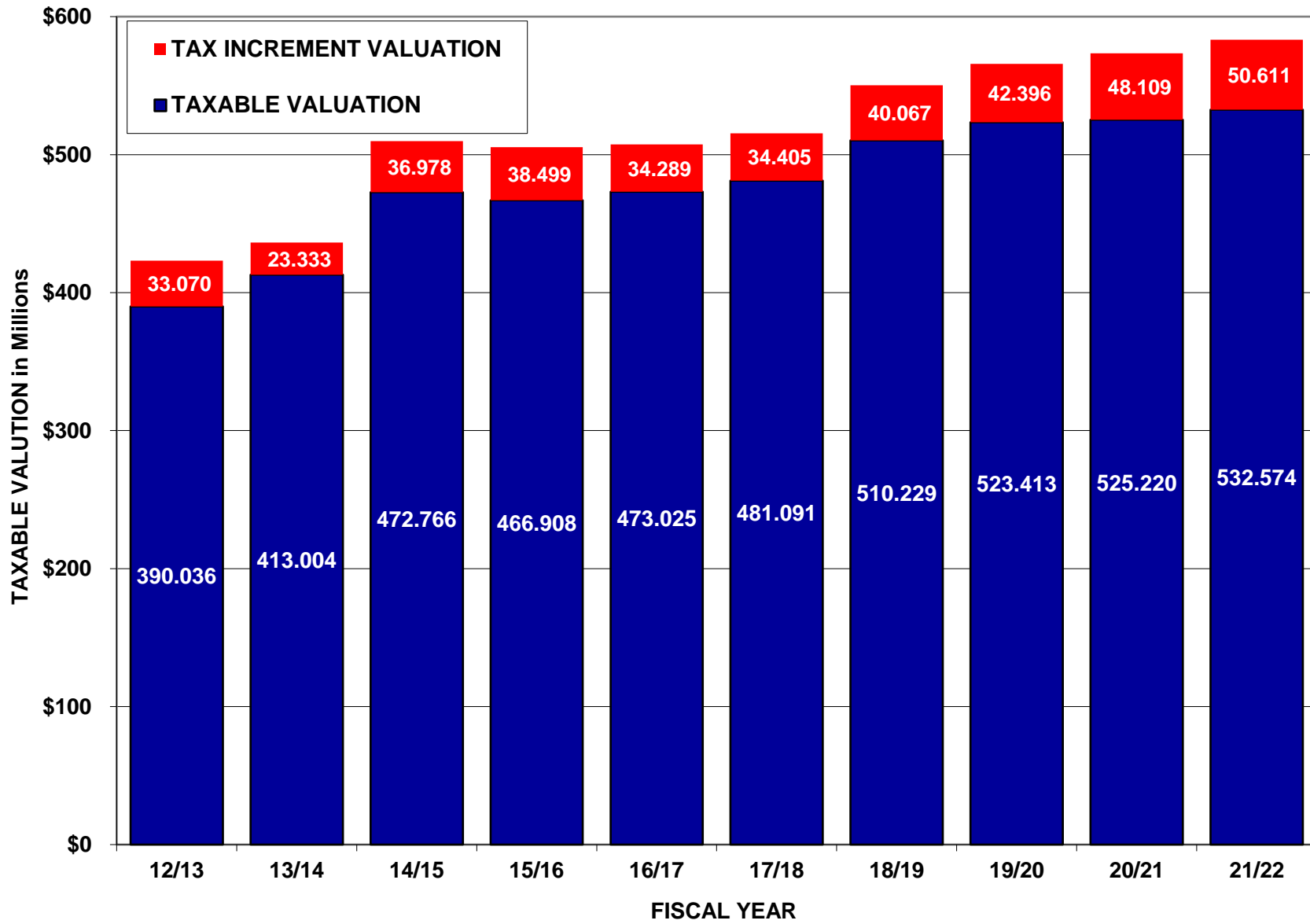
AG VALUATIONS				
Land	\$ 567,439	\$ 570,787	\$ 3,348	0.59%
Buildings	<u>18,590</u>	<u>18,590</u>	<u>-</u>	<u>0.00%</u>
Total	<u>\$ 586,029</u>	<u>\$ 589,377</u>	<u>\$ 3,348</u>	<u>0.57%</u>

Notes: 2020 values:
 Residential Rollback increased from 55.0743% to 56.4094%
 Multiresidential rollback decreased from 71.25% to 67.50%
 Commercial, Industrial and Railroad Rollback remains at 90%
 Agricultural Rollback increased from 81.4832% to 84.0305%

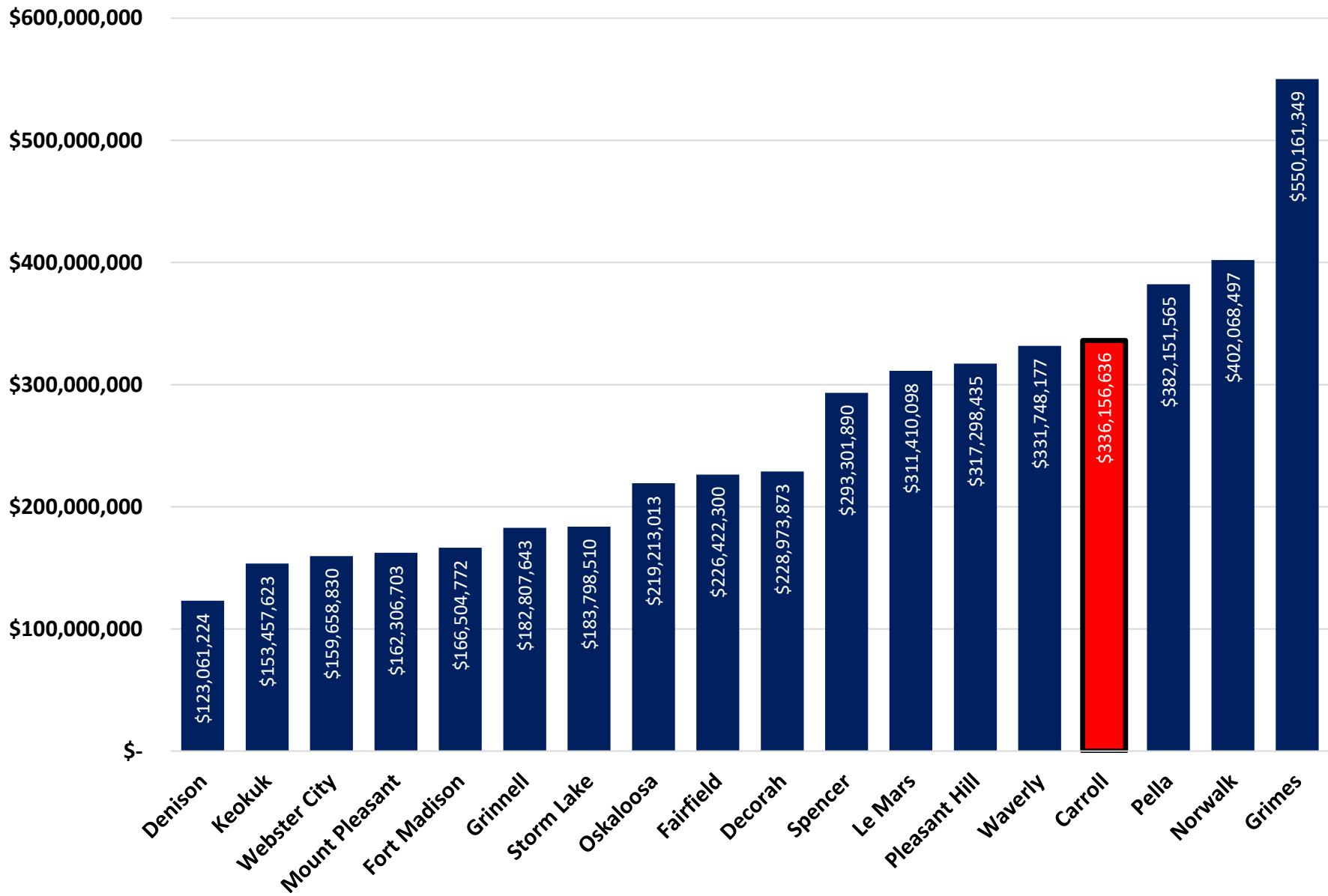
**CITY OF CARROLL
RESIDENTIAL PROPERTY TAX ROLLBACK
F.Y. 2012/2013 TO F.Y. 2021/2022**



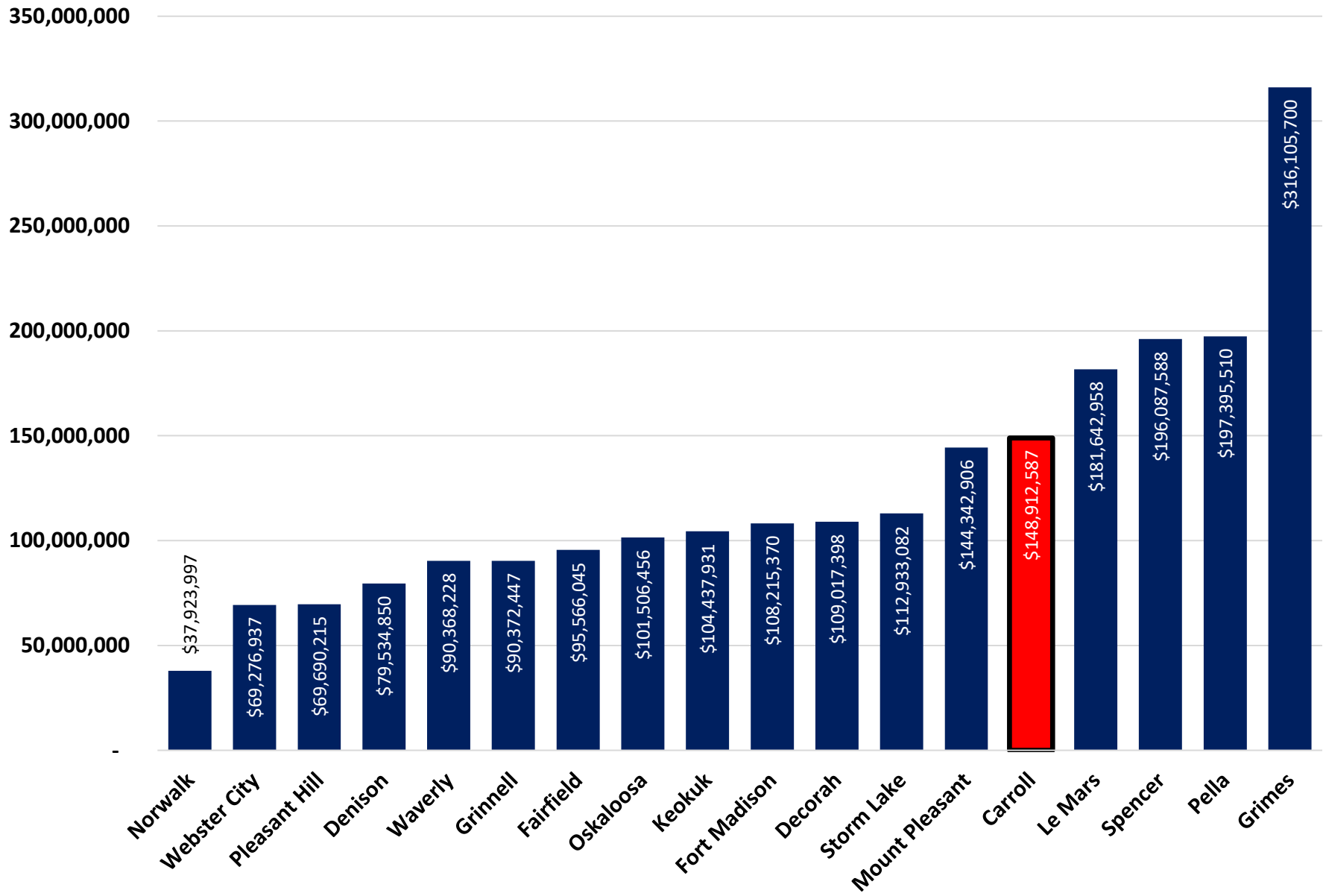
**CITY OF CARROLL
TAXABLE VALUATION
F.Y. 2012/2013 TO F.Y. 2021/2022**



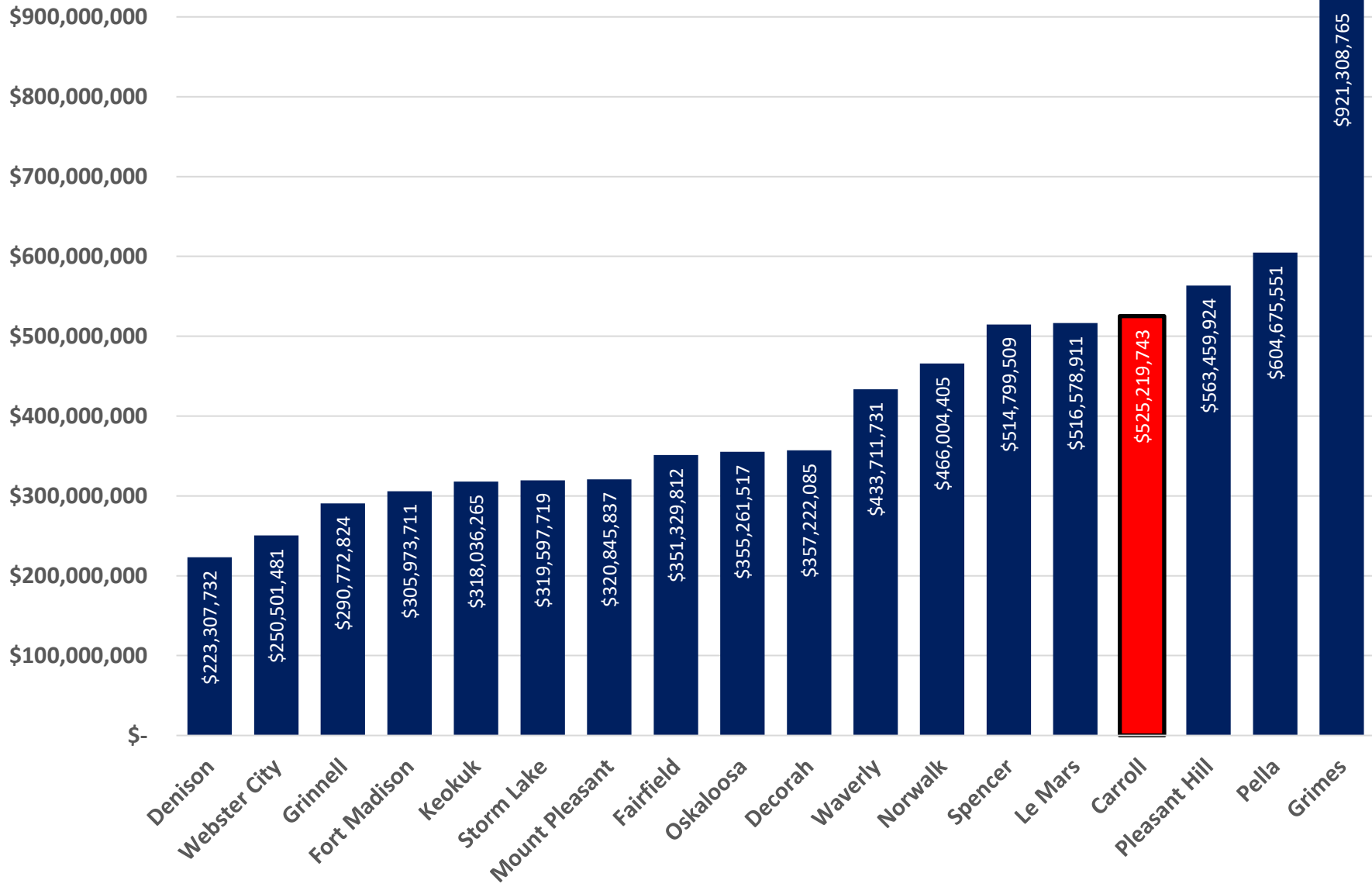
1/1/2019 Residential Taxable Value for FY 2021 Tax Levies



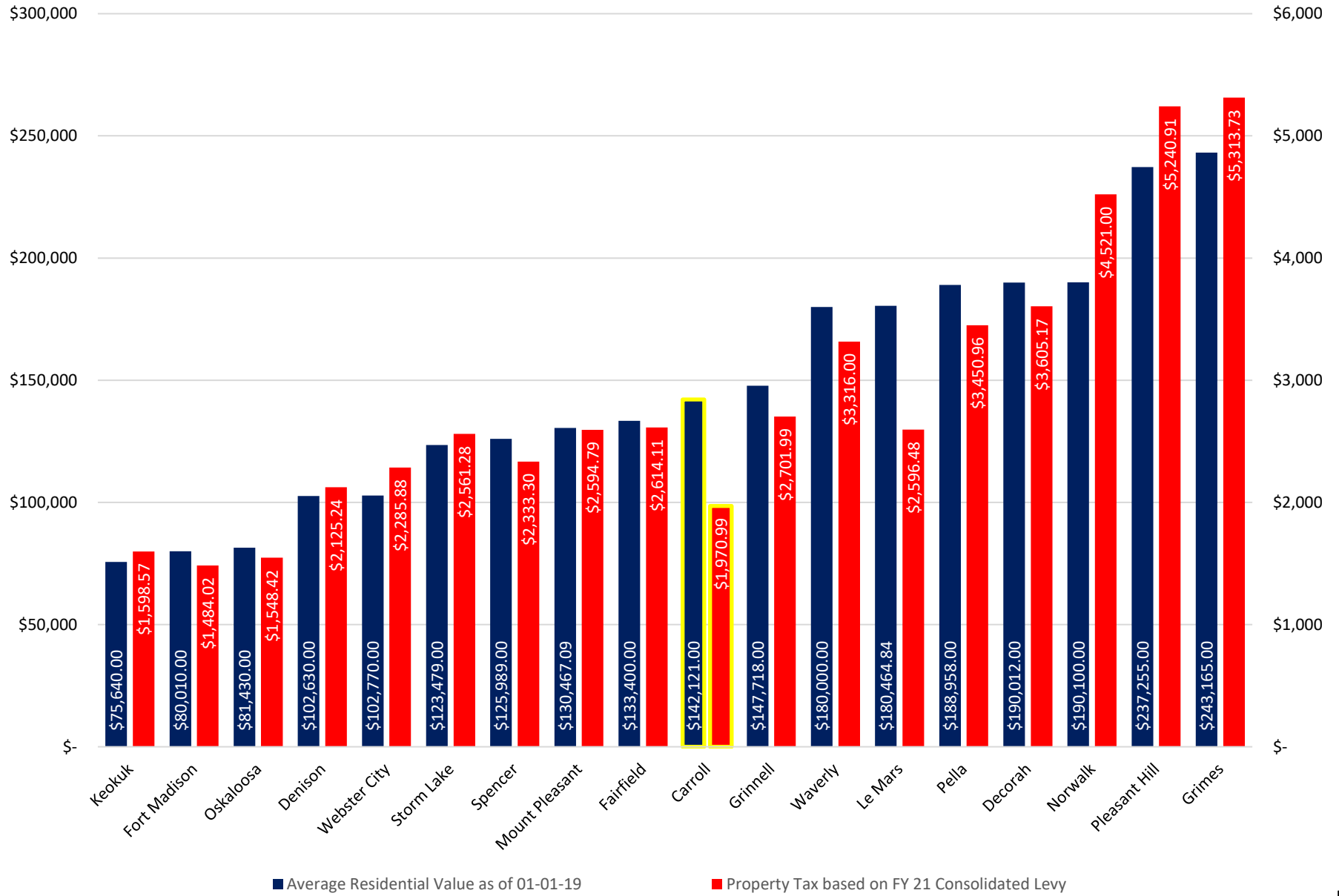
1/1/2019 Commercial & Industrial Taxable Value for FY 2021 Tax Levies



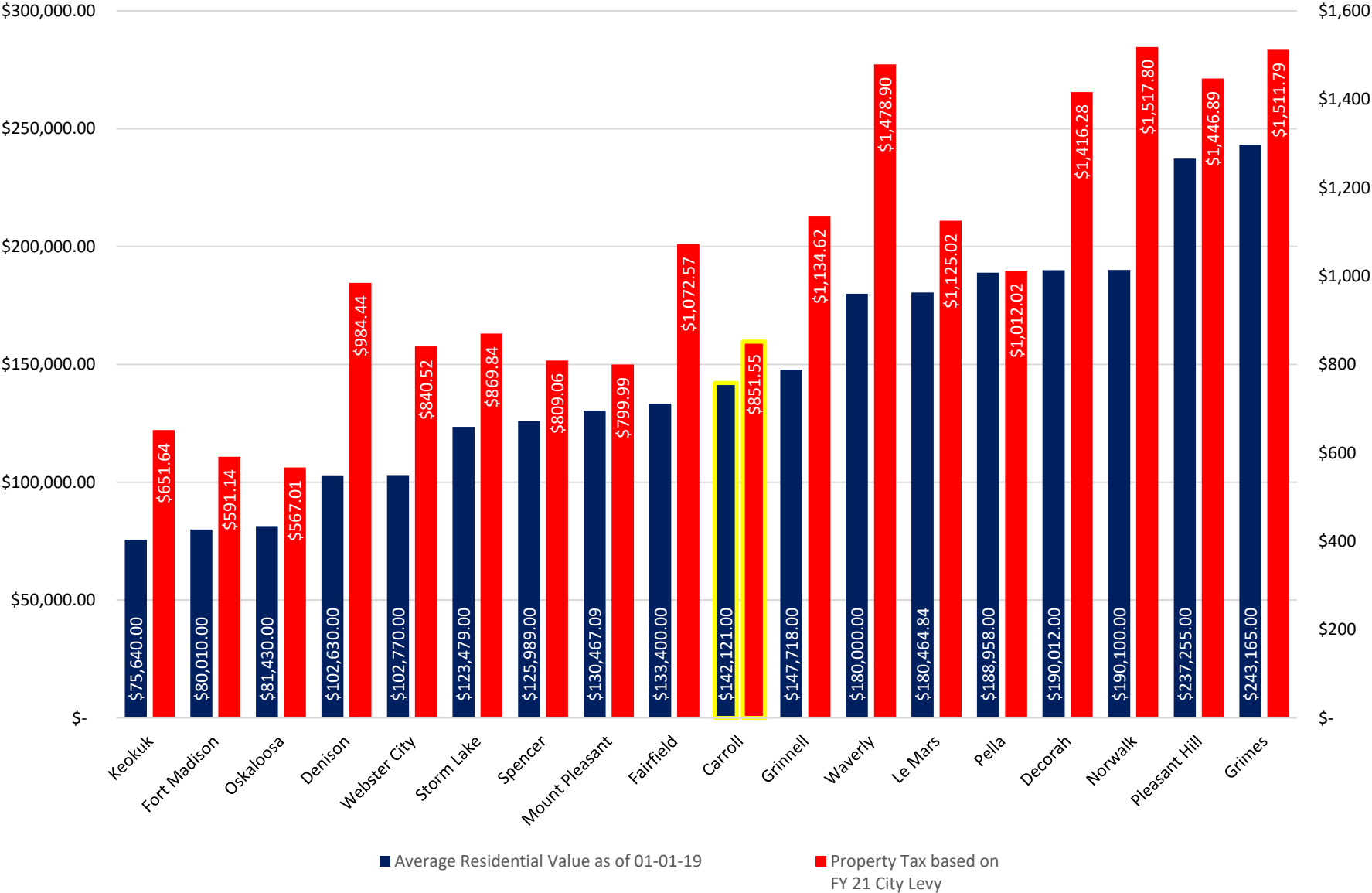
1/1/2019 Total Taxable Value for FY 2021 Tax Levies



Consolidated Property Taxes due based on Average Residential Home Value



City Only Property Taxes due based on Average Residential Home Value



Types of Property Taxes

The following are the various property tax levies used in Carroll:

- **General Fund.** A City may levy for general governmental purposes up to \$8.10 per \$1,000 of valuation on residential, multi-residential, commercial, and industrial property and \$3.00375/\$1,000 for agricultural property. If a City has reached the \$8.10 General Fund limit, there are several other property tax levies that are available. This limit is unchanged since 1975. 799 of Iowa's 942 cities are at the \$8.10 maximum for FY 20/21.
 - The City of Carroll is at the \$8.10 maximum.
- **Emergency Levy.** A City May levy up to \$0.27 per \$1,000 of valuation which can be used for any governmental purpose. 439 cities in Iowa use the Emergency Levy of which 367 cities are at the \$0.27 limit for FY 20/21.
 - The City of Carroll has not used the Emergency levy since FY 2014.
- **Employee Benefit Levy.** A City may levy for its contribution under Social Security/Medicare (FICA), Iowa Public Employees' Retirement System (IPERS), Municipal Fire and Police Retirement System of Iowa (MFPRSI), and certain other specified employee benefit cost.
 - The City of Carroll levies for part, but not all, of the employee benefit costs. The portion that is not covered by the levy is paid from other sources including the General Fund levy and enterprise funds (such as water and sanitary sewer funds).
- **Tort Liability Levy.** A City may levy for the cost of general insurance premiums and the cost of self-insurance of risk pools.
 - The City of Carroll typically does not levy the full amount to cover estimated tort liability costs.
- **Debt Service Levy.** Cities can authorize a debt service levy to pay annual principal and interest payments on general obligation debt that has been certified by the Council (including lease-purchase or loan agreements if proper procedures are followed).
 - For the FY 2022 budget, The City of Carroll's debt service levy covers approximately 36% of our debt service payments. The remaining funds come from local option sales tax (LOST), tax increment finance (TIF) revenues and sewer user fees.

Iowa Code Section 384.12 authorizes a number of other property tax levies, many of which require voter approval before they may be imposed.

**CITY OF CARROLL
SUMMARY OF TAX LEVIES
F.Y. 2012-2013 TO F.Y. 2021-2022**

<u>FISCAL YEAR</u>	<u>TAXABLE VALUATION</u>	<u>GENERAL FUND</u>	<u>LIAB. & PROP. INS.</u>	<u>SPEC. REV. EMPLOYEE BENEFITS</u>	<u>SPECIAL REVENUE EMERG.</u>	<u>DEBT SERVICE</u>	<u>CITY TAX RATE/ \$1,000 TAX. VALUATION</u>
2012-13	390,036,397	8.10000	0.57578	2.66129	0.27000	1.31815	12.92522
	423,107,377 T.I.F.						
2013-14	413,003,607	8.10000	0.56843	2.65131	0.27000	1.31482	12.90456
	436,313,737 T.I.F.						
2014-15	472,766,631	8.10000	0.44719	2.12156	-	1.31502	11.98377
	509,745,241 T.I.F.						
2015-16	466,908,265	8.10000	0.42835	1.76555	-	1.28846	11.58236
	505,407,544 T.I.F.						
2016-17	473,025,129	8.10000	0.42281	1.76629	-	1.28762	11.57672
	507,314,135 T.I.F.						
2017-18	481,091,110	8.10000	0.42611	1.79175	-	1.28014	11.59800
	515,496,419 T.I.F.						
2018-19	510,228,751	8.10000	0.35278	1.95207	-	0.87898	11.28383
	550,295,467 T.I.F.						
2019-20	523,413,404	8.10000	0.28658	1.68128	-	1.53008	11.59794
	565,809,838 T.I.F.						
2020-21	525,219,743	8.10000	0.28559	1.71071	-	1.50170	11.59799
	573,329,116 T.I.F.						
2021-22	532,574,376	8.10000	0.38117	1.94142	-	1.22749	11.65007
	583,185,710 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)
2012-13 TO PRESENT**

<u>FISCAL YEAR</u>	<u>GENERAL FUND</u>	<u>Special Rev. Employee Benefits</u>	<u>TORT LIABILITY</u>	<u>SPECIAL REVENUE EMERG.</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>
2012-13	3,159,295	1,038,000	224,574	105,310	4,527,179	\$232,818	5.42%	557,717	\$5,084,896	\$260,591	5.40%
2013-14	3,345,329	1,095,000	234,764	111,511	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%
2021-22	4,313,852	1,033,950	203,000	-	5,550,802	\$248,022	4.68%	715,855	\$6,266,657	\$102,907	1.67%

* 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 IMPACT TO RESIDENTIAL HOME OWNERS
CITY TAX RATE ONLY**

2019-2020 TAX RATE	\$11.59794		
2020-2021 TAX RATE	\$11.59799	0.00005	0.00%
2021-2022 TAX RATE <small>prelim budget</small>	\$11.65007	0.05208	0.45%

	<u>ACTUAL 2019-20</u>	<u>ACTUAL 2020-21</u>	<u>BUDGET 2021-22</u>	
(1) Home Assessed at - \$200,000	\$200,000	\$ 207,000 **	\$ 207,000	***
Residential Rollback	56.9180%	55.0743%	56.4094%	
Sub-total	\$113,836	\$114,004	\$ 116,767	
Less Homestead Credit	4,850	4,850	4,850	
Taxable Valuation	108,986	109,154	111,917	
Taxable Value/\$1,000	108.986	109.154	111.917	
Tax Rate	11.59794	11.59799	11.65007	
City Property Tax Bill	<u>\$1,264.01</u>	<u>\$1,265.96</u>	<u>\$1,303.85</u>	
Dollar/Percent Change		\$1.95	0.15%	\$37.88 2.99%
	<u>ACTUAL 2019-20</u>	<u>ACTUAL 2020-21</u>	<u>BUDGET 2021-22</u>	
(2) Home Assessed at - \$150,000	\$150,000	\$ 155,250 **	\$ 155,250	***
Residential Rollback	56.9180%	55.0743%	56.4094%	
Sub-total	\$85,377	\$85,503	\$ 87,576	
Less Homestead Credit	4,850	4,850	4,850	
Taxable Valuation	80,527	80,653	82,726	
Taxable Value/\$1,000	80.527	80.653	82.726	
Tax Rate	11.59794	11.59799	11.65007	
City Property Tax Bill	<u>\$933.95</u>	<u>\$935.41</u>	<u>\$963.76</u>	
Dollar/Percent Change		\$1.46	0.16%	\$28.35 3.03%
	<u>ACTUAL 2019-20</u>	<u>ACTUAL 2020-21</u>	<u>BUDGET 2021-22</u>	
(3) Home Assessed at - \$125,000	\$125,000	\$ 129,375 **	\$ 129,375	***
Residential Rollback	56.9180%	55.0743%	56.4094%	
Sub-total	\$71,148	\$71,252	\$ 72,980	
Less Homestead Credit	4,850	4,850	4,850	
Taxable Valuation	66,298	66,402	68,130	
Taxable Value/\$1,000	66.298	66.402	68.130	
Tax Rate	11.59794	11.59799	11.65007	
City Property Tax Bill	<u>\$768.91</u>	<u>\$770.13</u>	<u>\$793.72</u>	
Dollar/Percent Change		\$1.22	0.16%	\$23.58 3.06%
	<u>ACTUAL 2019-20</u>	<u>ACTUAL 2020-21</u>	<u>BUDGET 2021-22</u>	
(4) Home Assessed at - \$100,000	\$100,000	\$ 103,500 **	\$ 103,500	***
Residential Rollback	56.9180%	55.0743%	56.4094%	
Sub-total	\$56,918	\$57,002	\$ 58,384	
Less Homestead Credit	4,850	4,850	4,850	
Taxable Valuation	52,068	52,152	53,534	
Taxable Value/\$1,000	52.068	52.152	53.534	
Tax Rate	11.59794	11.59799	11.65007	
City Property Tax Bill	<u>\$603.88</u>	<u>\$604.86</u>	<u>\$623.67</u>	
Dollar/Percent Change		\$0.98	0.16%	\$18.81 3.11%

** - Average home assessed value increase of 3.5%

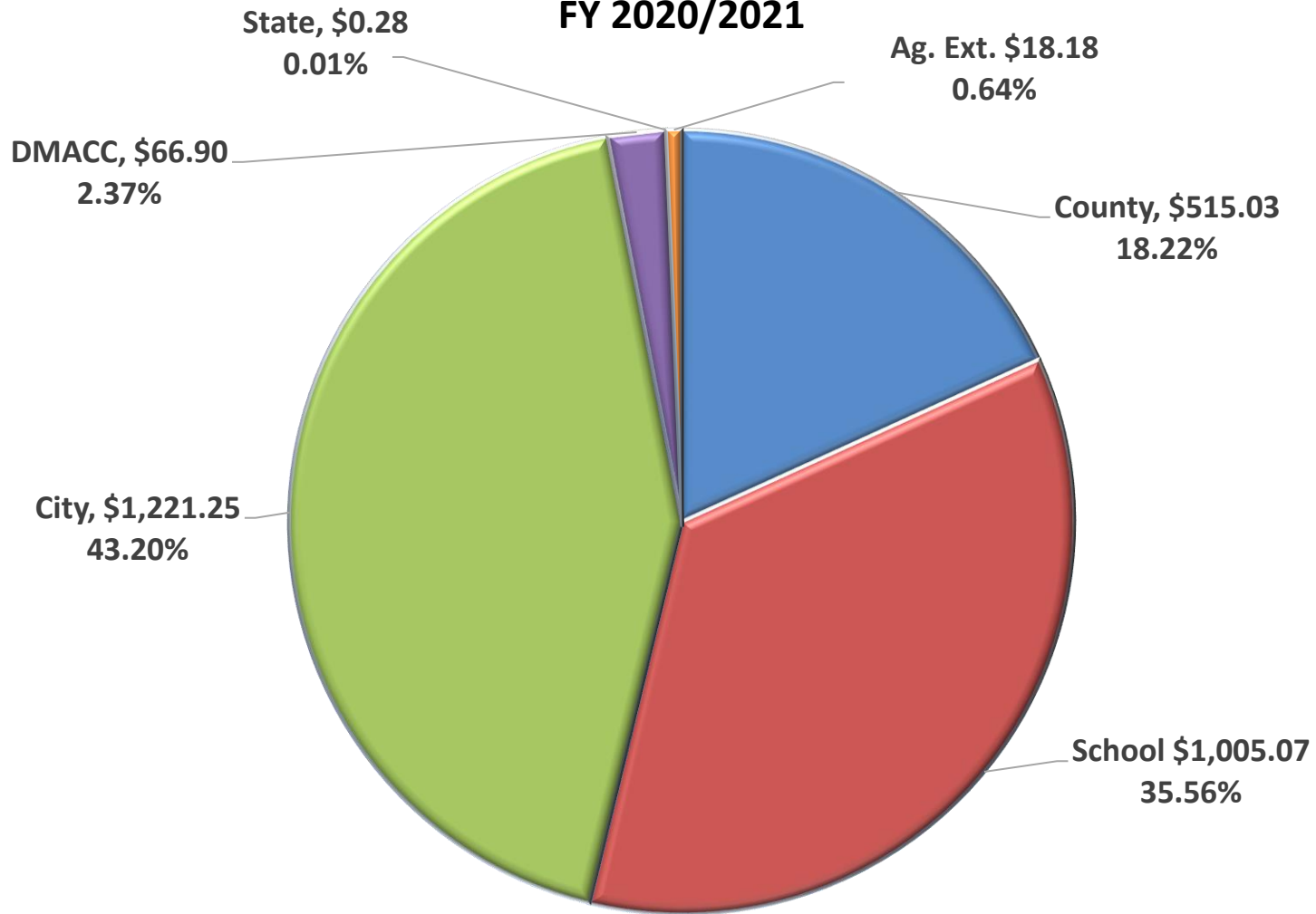
*** - Average home assessed value increase of 0%

**CITY OF CARROLL
PROPERTY TAX IMPACT TO COMMERCIAL PROPERTY
CITY TAX RATE ONLY**

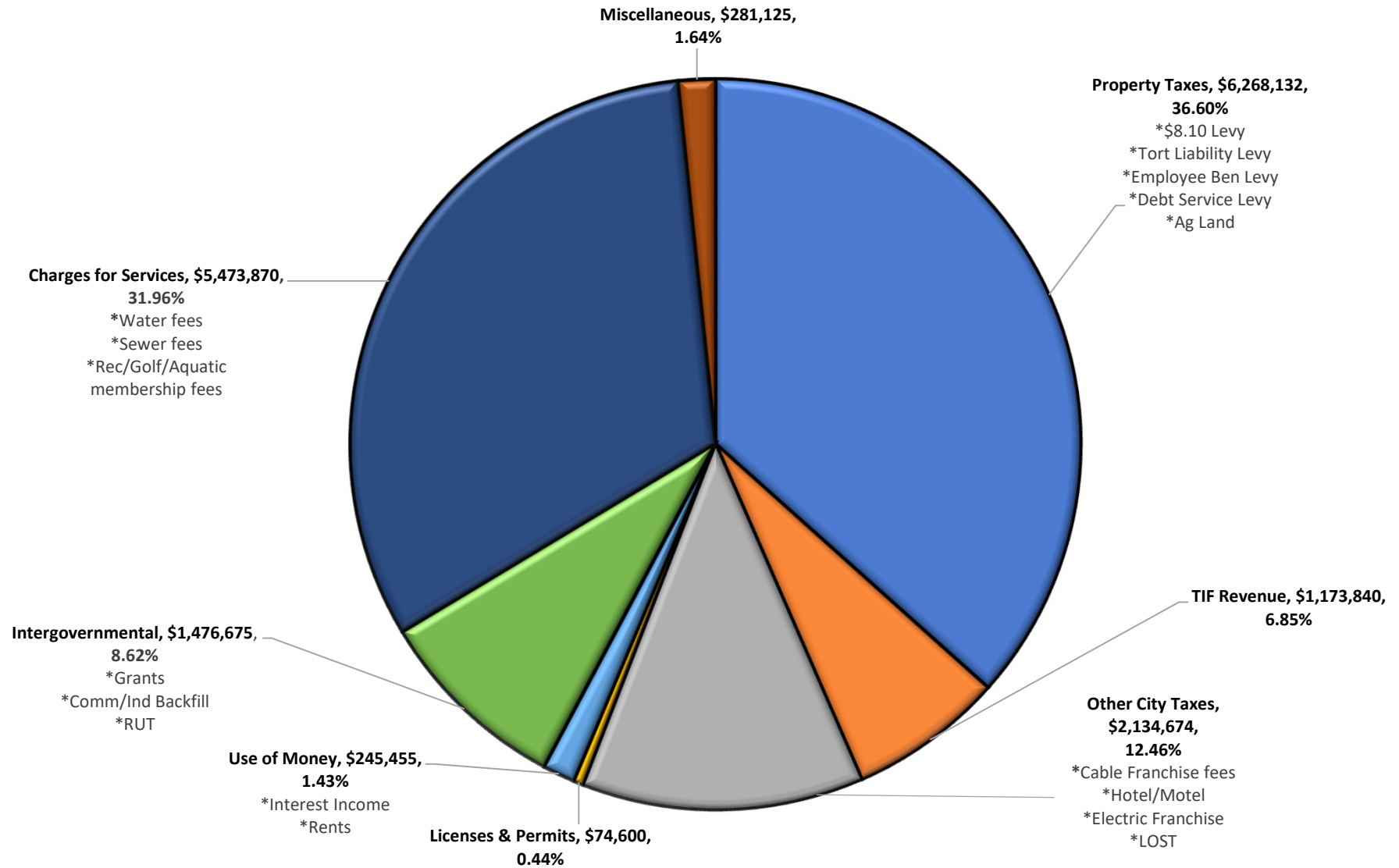
2019-2020 TAX RATE	\$11.59794		
2020-2021 TAX RATE	\$11.59799	0.00005	0.00%
2021-2022 TAX RATE prelim budget	\$11.65007	0.05208	0.45%

	ACTUAL 2019-20	ACTUAL 2020-21	BUDGET 2021-22		
(1) Commercial Property Assessed at	\$5,000,000	\$ 5,000,000	\$ 5,000,000		
Rollback	90.0000%	90.0000%	90.0000%		
Taxable Valuation	\$4,500,000	\$4,500,000	\$ 4,500,000		
Taxable Value/\$1,000	4,500.000	4,500.000	4,500.000		
Tax Rate	11.59794	11.59799	11.65007		
City Property Tax Bill	<u>\$52,190.73</u>	<u>\$52,190.96</u>	<u>\$52,425.32</u>		
Dollar/Percent Change		\$0.22	0.00%	\$234.36	0.45%
(2) Commercial Property Assessed at	\$2,500,000	\$ 2,500,000	\$ 2,500,000		
Rollback	90.0000%	90.0000%	90.0000%		
Taxable Valuation	\$2,250,000	\$2,250,000	\$ 2,250,000		
Taxable Value/\$1,000	2,250.000	2,250.000	2,250.000		
Tax Rate	11.59794	11.59799	11.65007		
City Property Tax Bill	<u>\$26,095.37</u>	<u>\$26,095.48</u>	<u>\$26,212.66</u>		
Dollar/Percent Change		\$0.11	0.00%	\$117.18	0.45%
(3) Commercial Property Assessed at	\$1,000,000	\$ 1,000,000	\$ 1,000,000		
Rollback	90.0000%	90.0000%	90.0000%		
Taxable Valuation	\$900,000	\$900,000	\$ 900,000		
Taxable Value/\$1,000	900.000	900.000	900.000		
Tax Rate	11.59794	11.59799	11.65007		
City Property Tax Bill	<u>\$10,438.15</u>	<u>\$10,438.19</u>	<u>\$10,485.06</u>		
Dollar/Percent Change		\$0.05	0.00%	\$46.87	0.45%
(4) Commercial Property Assessed at	\$500,000	\$ 500,000	\$ 500,000		
Rollback	90.0000%	90.0000%	90.0000%		
Taxable Valuation	\$450,000	\$450,000	\$ 450,000		
Taxable Value/\$1,000	450.000	450.000	450.000		
Tax Rate	11.59794	11.59799	11.65007		
City Property Tax Bill	<u>\$5,219.07</u>	<u>\$5,219.10</u>	<u>\$5,242.53</u>		
Dollar/Percent Change		\$0.02	0.00%	\$23.44	0.45%

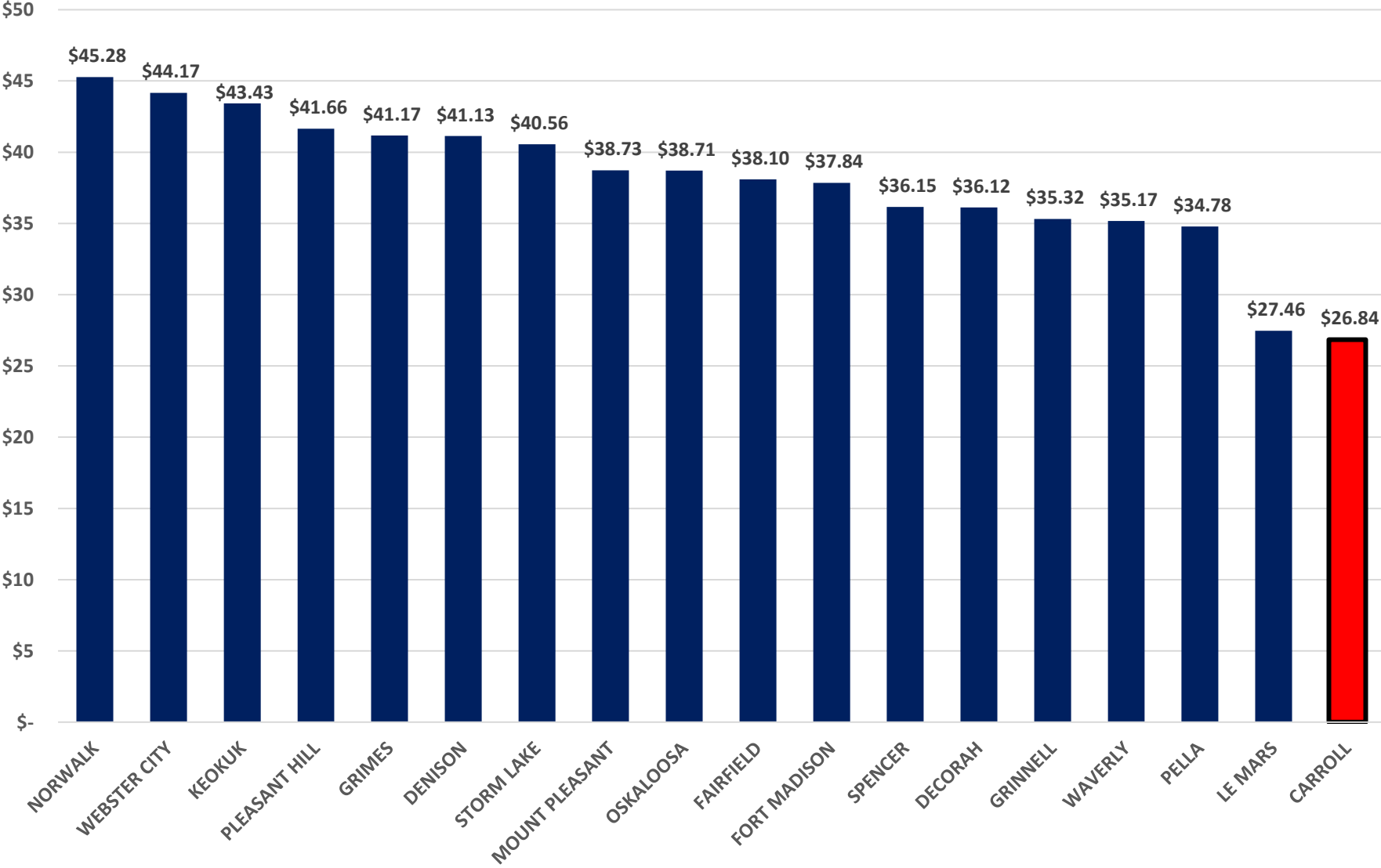
**CITY OF CARROLL
Property Tax Bill Allocation
\$200,000 Assessed Home
FY 2020/2021**



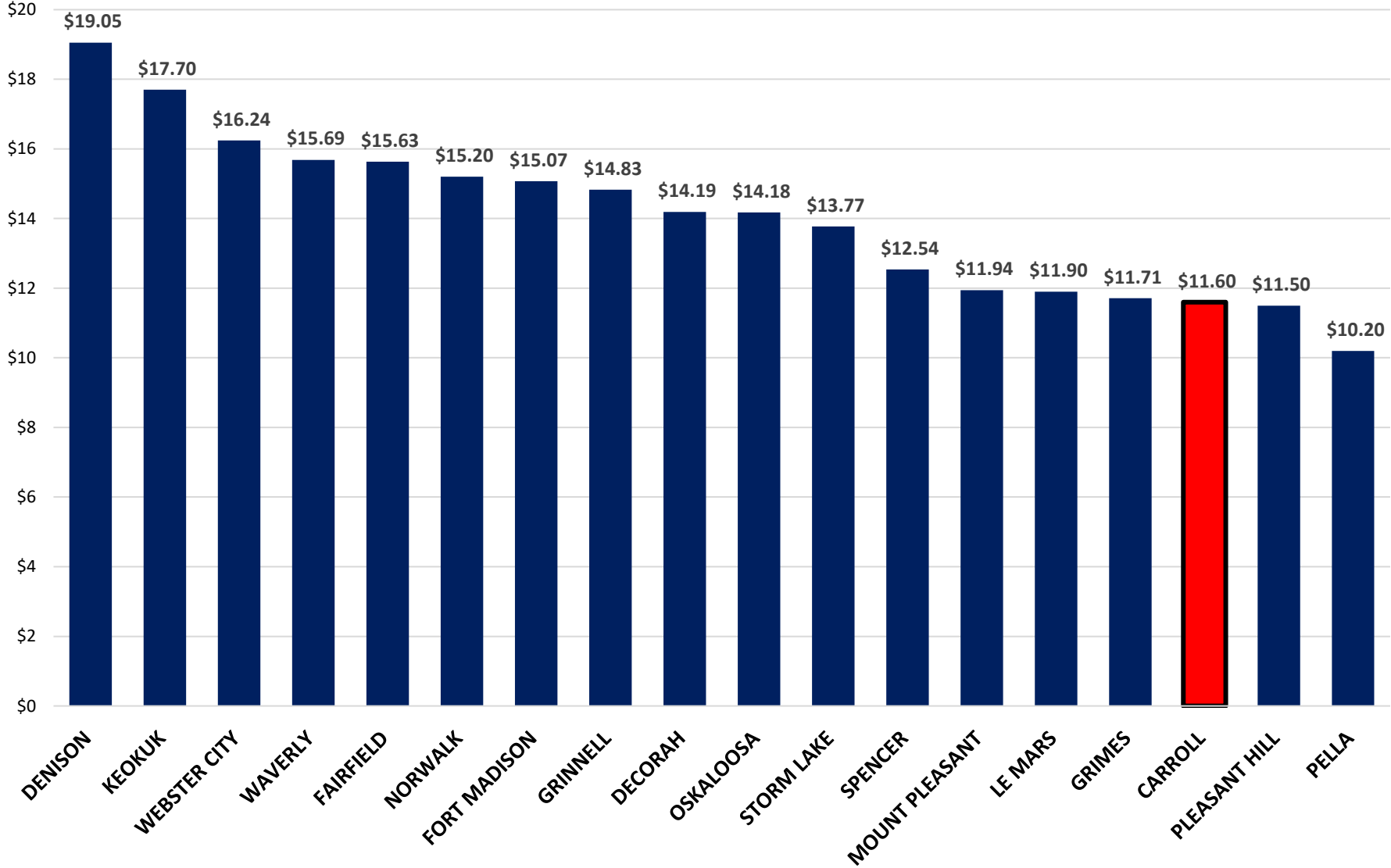
**CITY OF CARROLL
REVENUE, ALL FUNDS
BUDGET FY 21/22
UPDATED JANUARY 27, 2021**



**IOWA CITIES
COMPARISON OF CONSOLIDATED LEVIES
POP. 8,000 - 12,000 (FY 20/21)**



**IOWA CITIES
COMPARISON OF CITY LEVIES
POP. 8,000 - 12,000 (FY 20/21)**



City of Carroll FTE Employees by Department

Full Time Employees with Benefits

Department	Authorized FY 2018-2019	Authorized FY 2019-2020	Authorized FY 2020-2021	Requested FY 2021-2022
Police Department	16	16	16	16
Fire Department	0.4	0.4	0.4	0.4
Building/Code Enforcement	1.6	1.6	2.6	2.6
Public Works General	1.9	1.9	1.9	1.9
Public Works Road Use Tax	7.9	7.9	7.9	7.9
Water Utility	7.1	7.1	7.1	7.1
Sewer Utility	6.1	6.1	6.1	6.1
Library	5	5	5	5
Parks & Open Space	4.25	5.25	4.25	4.25
Golf Course	2.25	2.25	2.25	2.25
Recreation Center	3.33	3.33	3.33	3.33
Leisure Services	2.25	2.25	2.25	2.25
Aquatic Center	0.2	0.2	0.2	0.2
Cemetery	1.05	1.05	1.05	1.05
General Government	5	5	5	5
General Building	0.67	0.67	0.67	0.67
Total Full-Time FTEs	65	66	66	66

Part Time Employees with no Benefits

	Authorized FY 2018-2019	Authorized FY 2019-2020	Authorized FY 2020-2021	Requested FY 2021-2022
Police Department	0.2	0.2	0.2	0.2
Fire Department	3.25	3.25	3.25	3.25
Library	1.11	1.11	1.11	1.11
Parks & Open Space	1.84	1.84	1.84	1.84
Golf Course	2.5	2.5	2.5	2.5
Recreation Center	5.5	5.75	7	7.39
Leisure Services	1	1	1	1
Aquatic Center	2.7	2.7	2.7	2.2
Cemetery	1.25	1.25	1.3	1.3
Total Part-Time FTEs	19.35	19.6	20.9	20.79



BOLTON & MENK, INC.

Consulting Engineers & Surveyors

P.O. Box 668 • 2730 Ford Street • Ames, IA 50010-0668

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.



City of Carroll
 April 28, 2014
 Page 3

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".

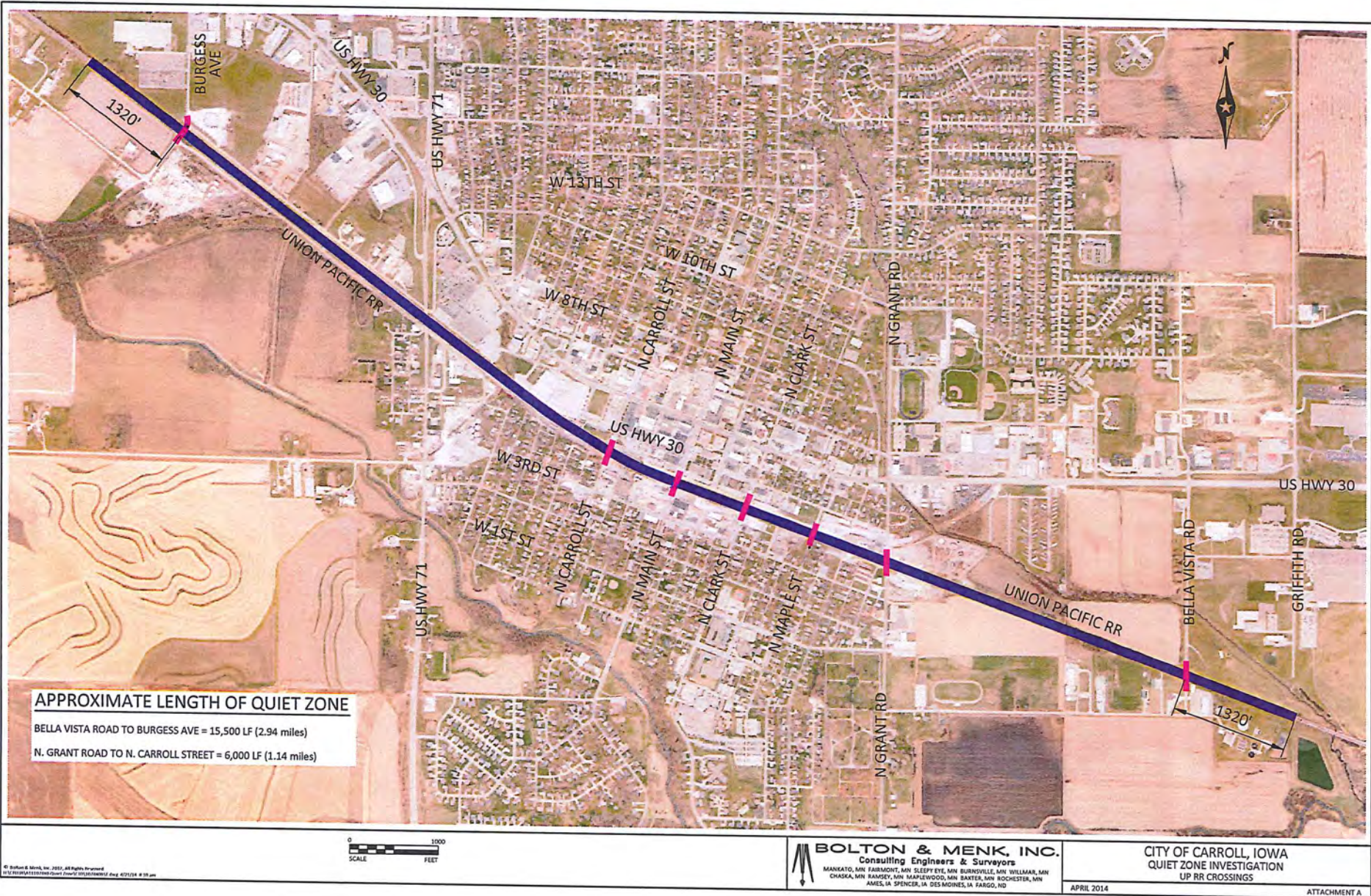
Neil Guess, P.E., L.S.
Senior Project Manager

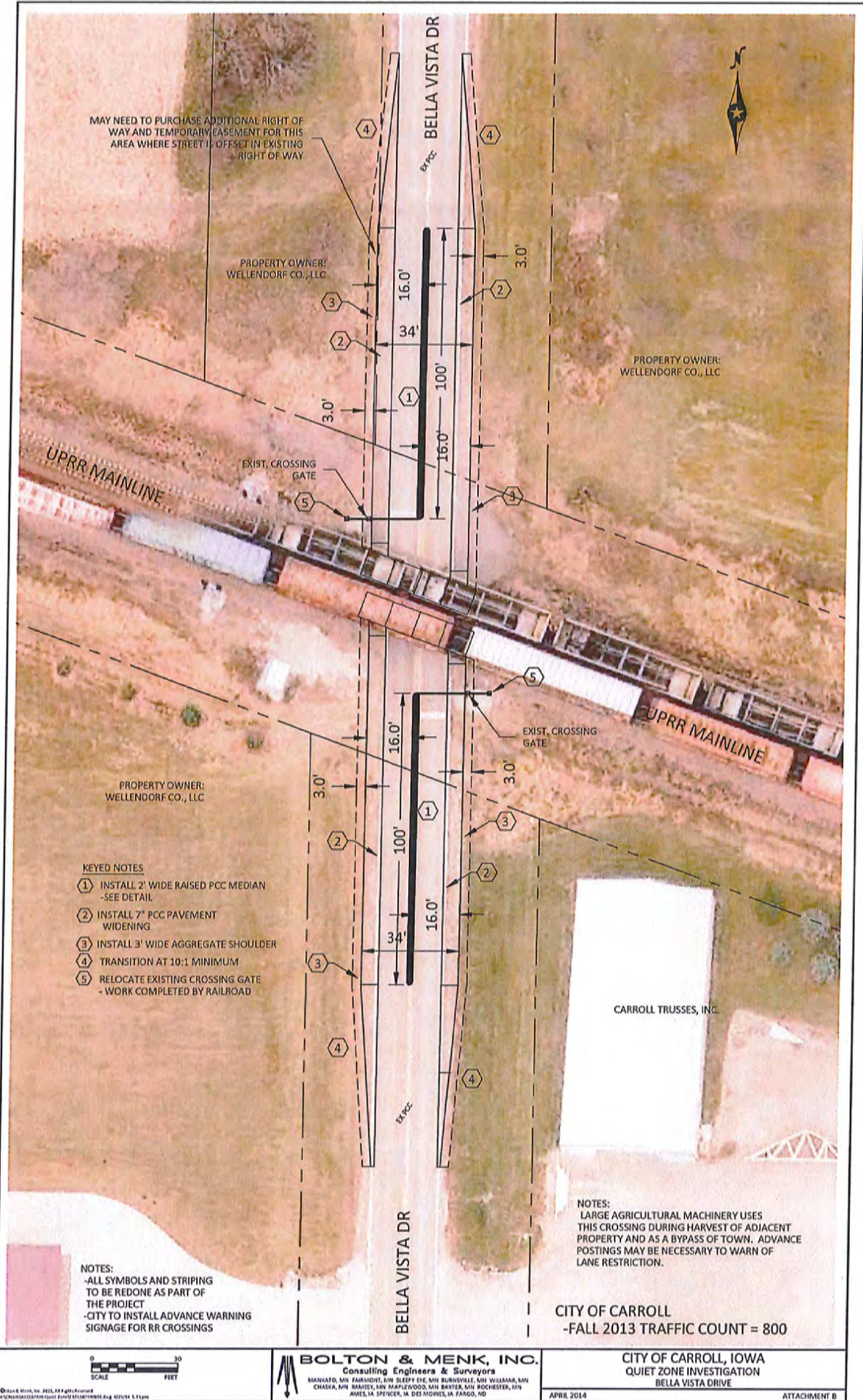
A handwritten signature in blue ink that reads "James D. Leiding".

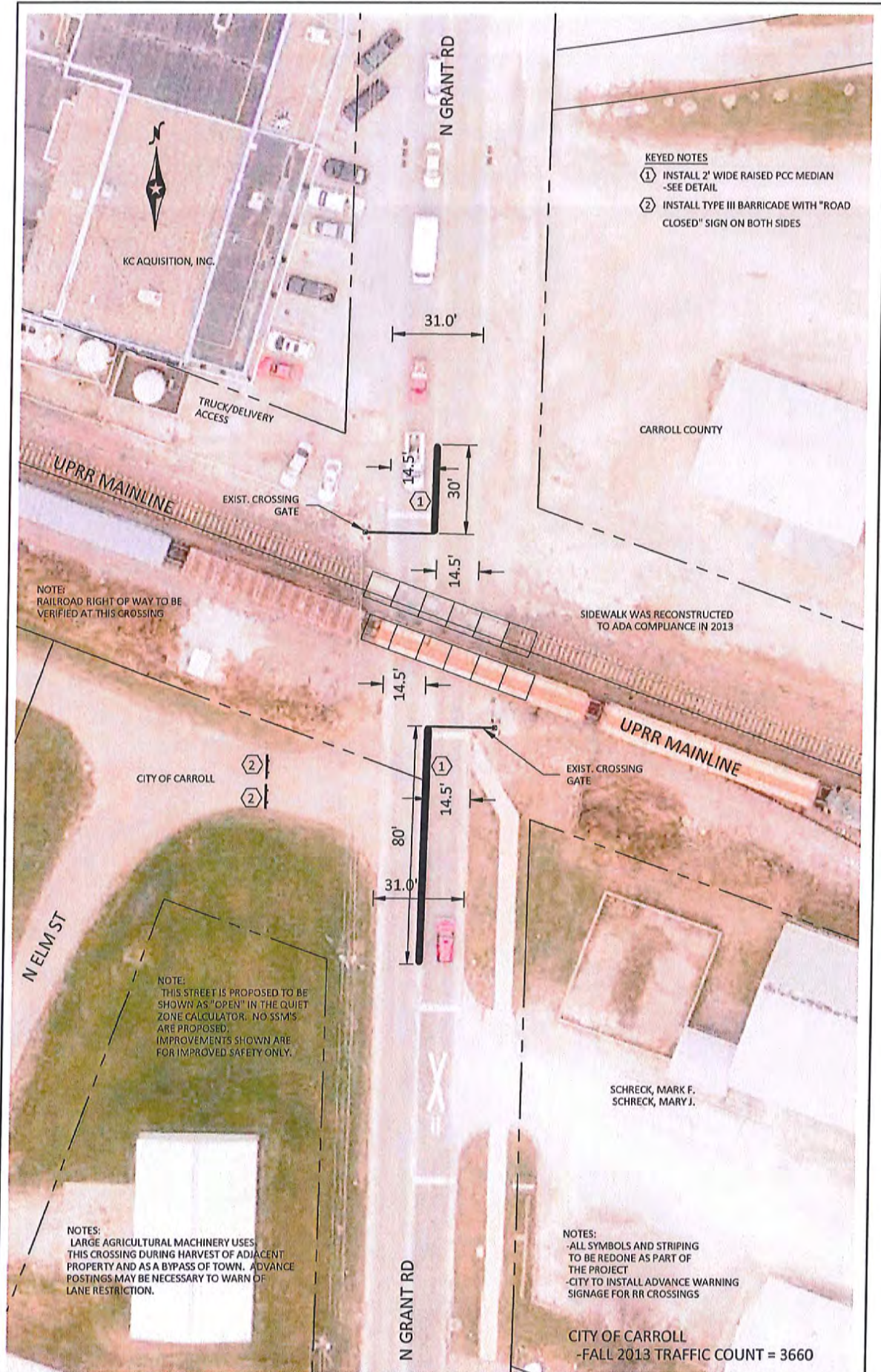
James D. Leiding, P.E.
Senior Project Engineer

c: File

EXHIBITS







- KEYED NOTES**
- ① INSTALL 2' WIDE RAISED PCC MEDIAN -SEE DETAIL
 - ② INSTALL TYPE III BARRICADE WITH "ROAD CLOSED" SIGN ON BOTH SIDES

NOTE: RAILROAD RIGHT OF WAY TO BE VERIFIED AT THIS CROSSING

SIDEWALK WAS RECONSTRUCTED TO ADA COMPLIANCE IN 2013

CITY OF CARROLL

SCHRECK, MARK F.
SCHRECK, MARY J.

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

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.

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 = 3660



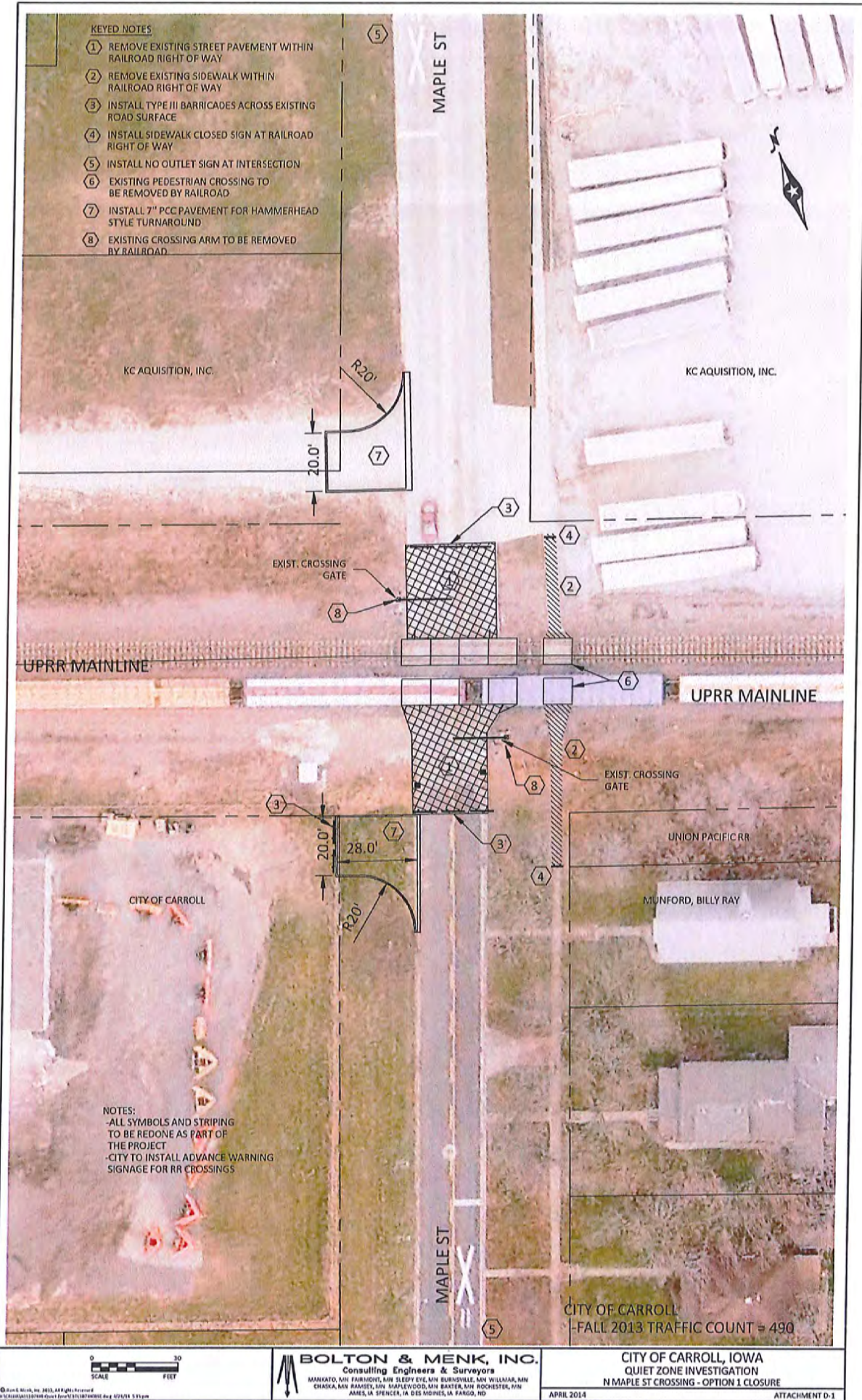
BOLTON & MENK, INC.
Consulting Engineers & Surveyors
MANKATO, MN FAIRMONT, MN SLEEPY EYE, MN BURNSVILLE, MN WILMAR, MN
CHASKA, MN BAKESFIELD, MN RAMPLEWOOD, MN BAXTER, MN ROCHESTER, MN
ARLICK, IA BRESCIA, IA DES MOINES, IA FARGO, ND

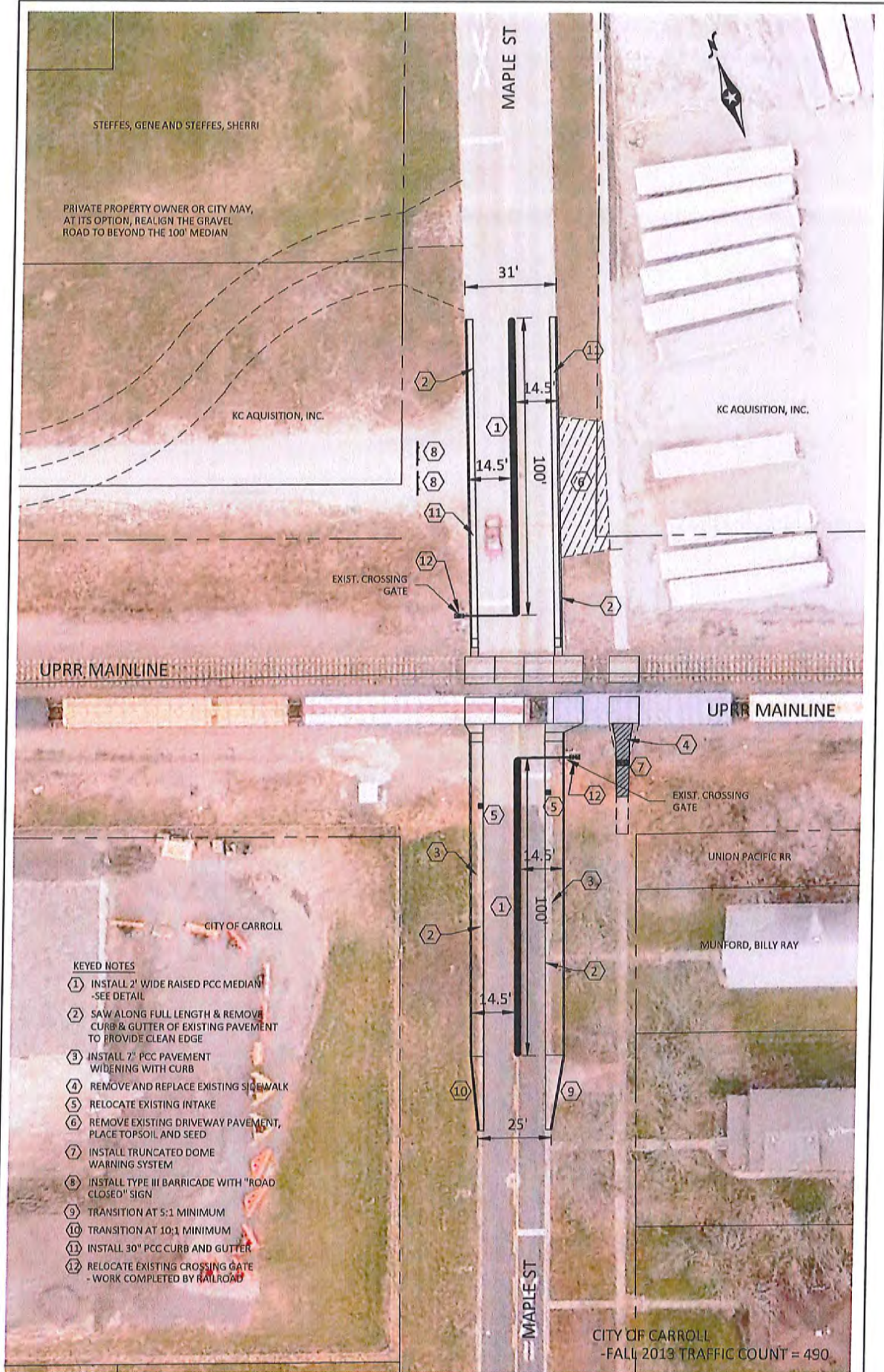
CITY OF CARROLL, IOWA
QUIET ZONE INVESTIGATION
N GRANT RD CROSSING

APRIL 2014

ATTACHMENT C

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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

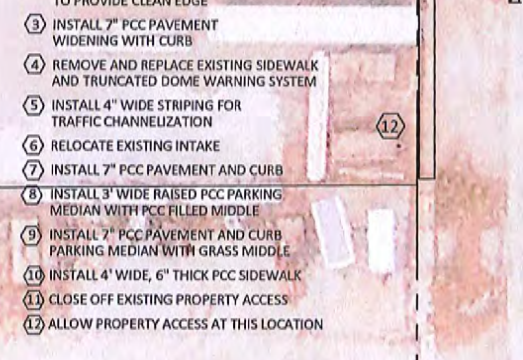
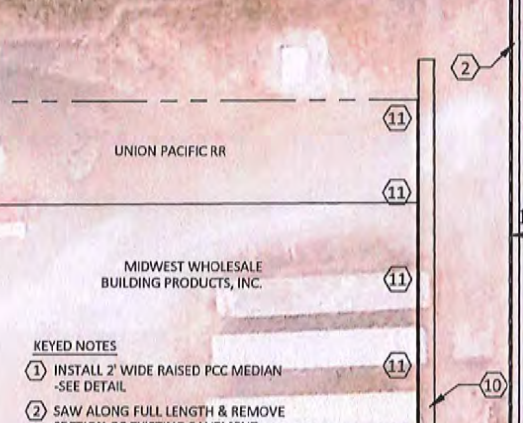
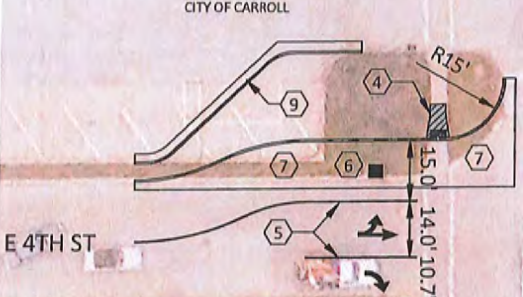
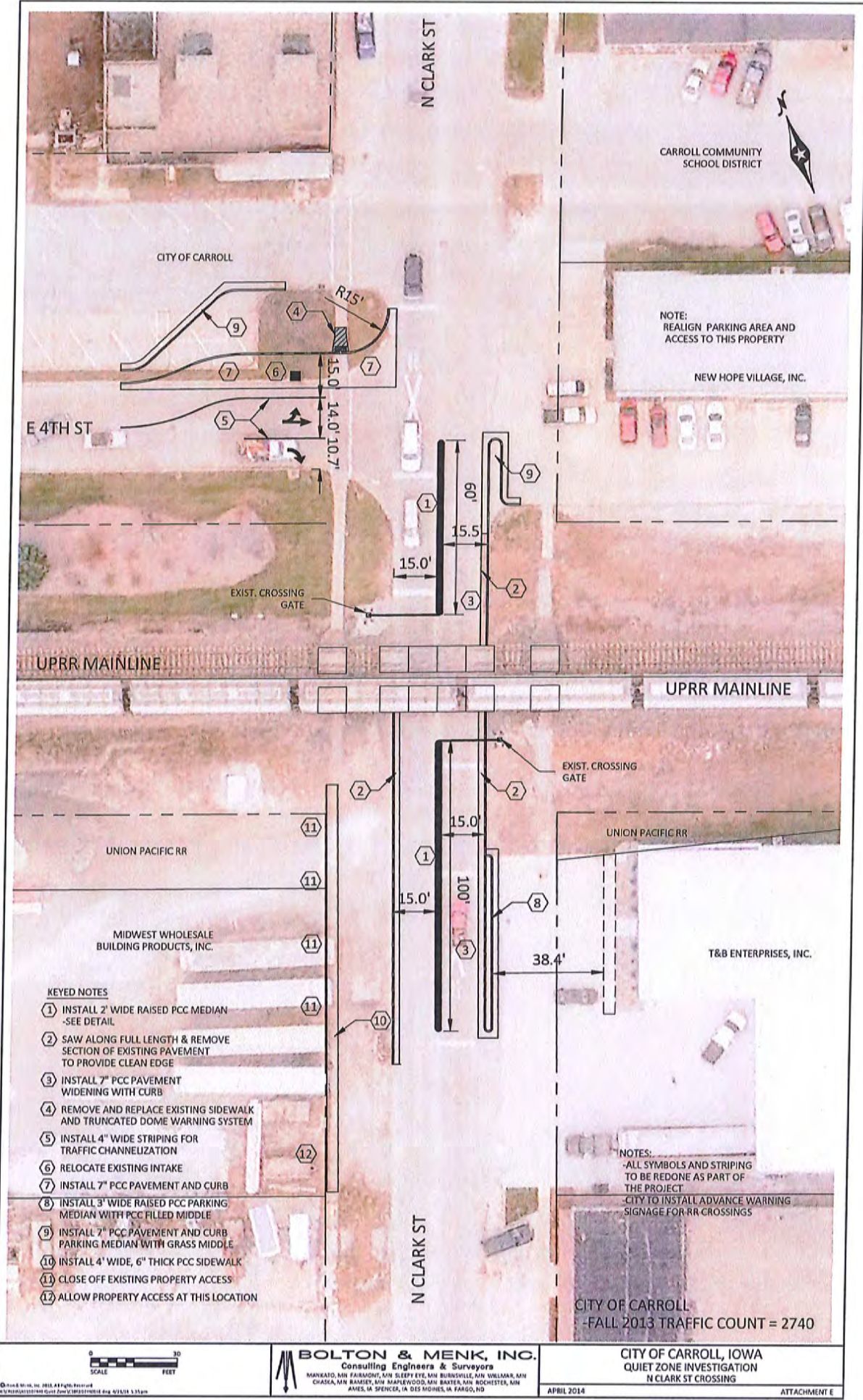


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Consulting Engineers & Surveyors
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CHARLES, IOWA; BARKLEY, IOWA; MAPLEWOOD, MINN; BARTER, MINN; ROCHESTER, MINN
AMELIA, IA; SPENCER, IA; DES MOINES, IA; FARGO, ND

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

APRIL 2014

ATTACHMENT D-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 INSTALL 4" WIDE STRIPING FOR TRAFFIC CHANNELIZATION
 - ⑥ RELOCATE EXISTING INTAKE
 - ⑦ INSTALL 7" PCC PAVEMENT AND CURB
 - ⑧ INSTALL 3' WIDE RAISED PCC PARKING MEDIAN WITH PCC FILLED MIDDLE
 - ⑨ INSTALL 7" PCC PAVEMENT AND CURB PARKING MEDIAN WITH GRASS MIDDLE
 - ⑩ INSTALL 4' WIDE, 6" THICK PCC SIDEWALK
 - ⑪ CLOSE OFF EXISTING PROPERTY ACCESS
 - ⑫ ALLOW PROPERTY ACCESS AT THIS LOCATION

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 = 2740

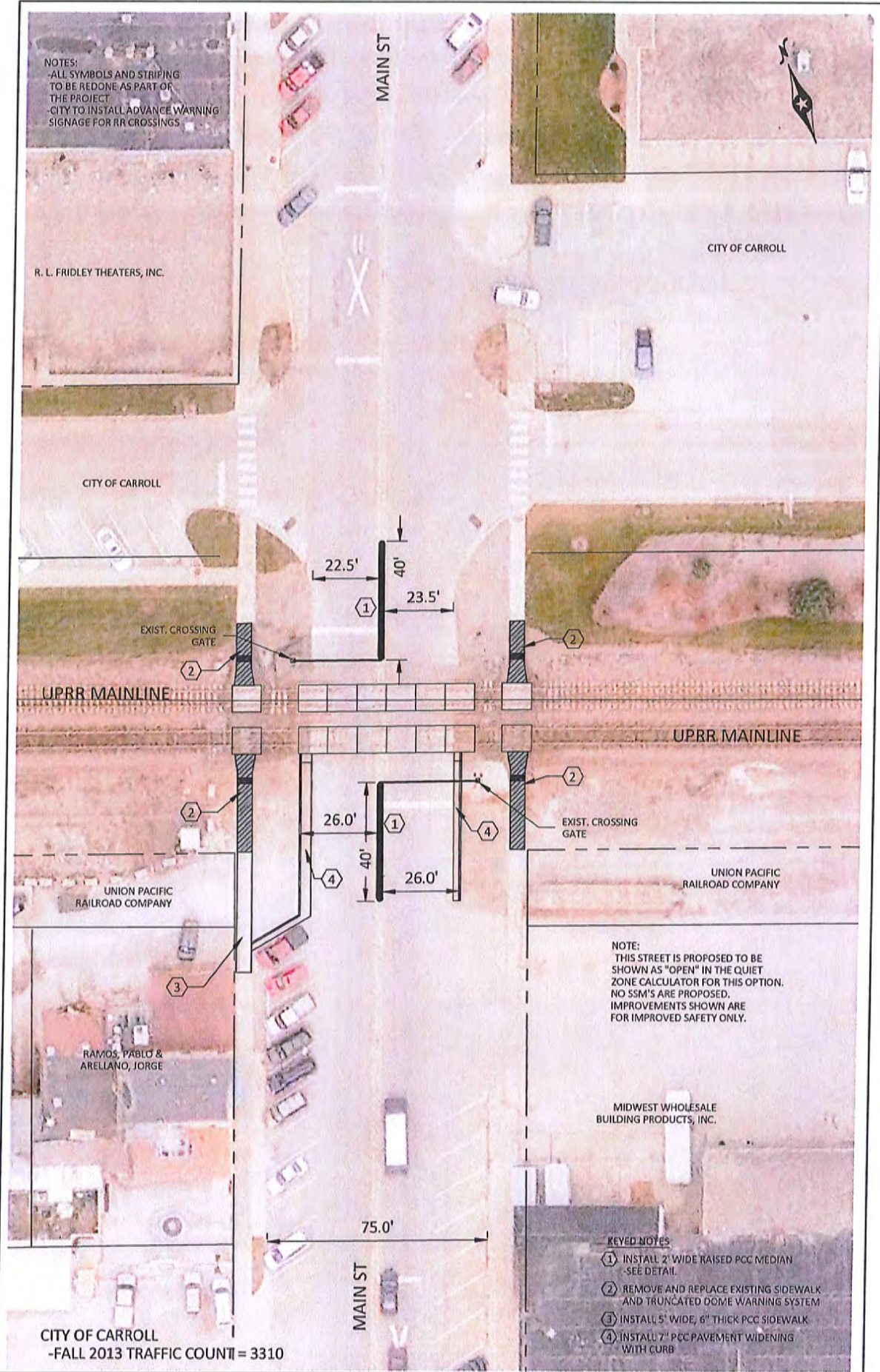


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 CHARCA, MN; BAKER, MN; HAWKWOOD, MN; BRATER, MN; ROCHESTER, MN
 AMES, IA; SPENCER, IA; DES MOINES, IA; FARGO, ND

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

APRIL 2014

ATTACHMENT E



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

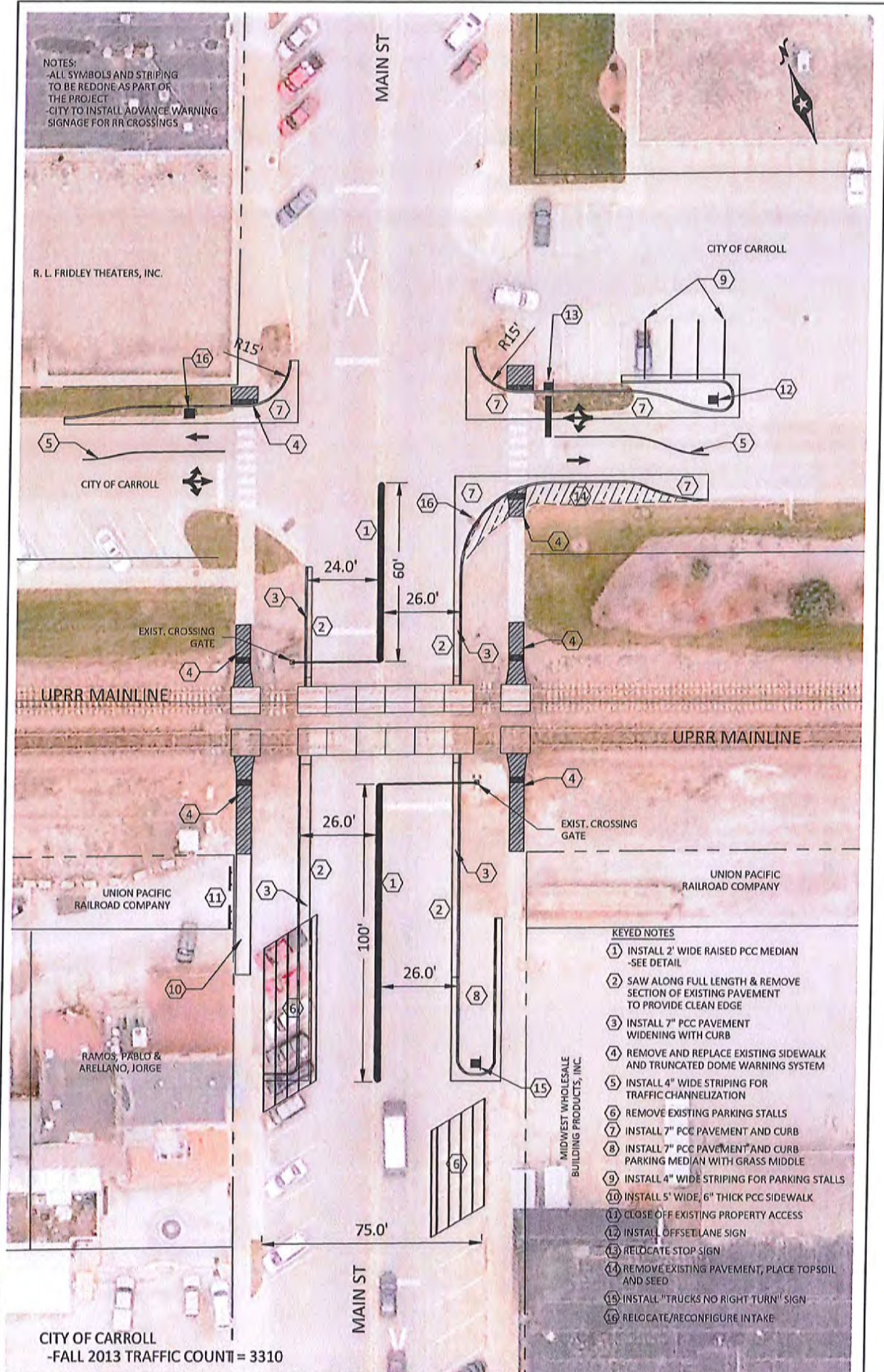


BOLTON & MENK, INC.
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 MANKATO, MN FARMINGTON, MN SLEEPY EYE, MN BURNSVILLE, MN WILMAR, MN
 CHASKA, MN BRANSON, MN SABLEWOOD, MN WAITEA, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

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.

CITY OF CARROLL

CITY OF CARROLL

EXIST. CROSSING GATE

UPRR MAINLINE

UPRR MAINLINE

UNION PACIFIC RAILROAD COMPANY

UNION PACIFIC RAILROAD COMPANY

RAMOS, PABLO & ARELLANO, JORGE

MIDWEST WHOLESALE BUILDING PRODUCTS, INC.

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

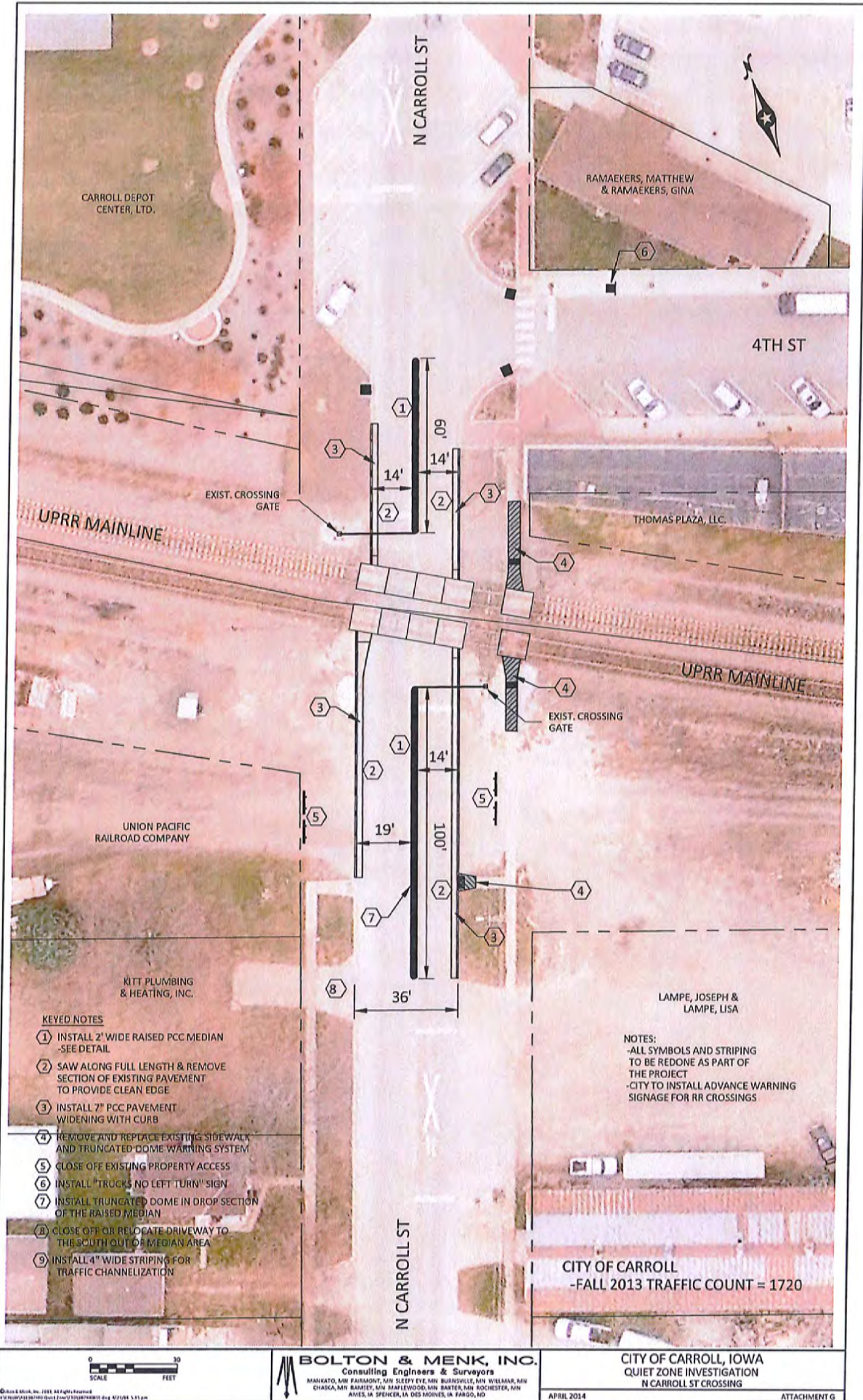


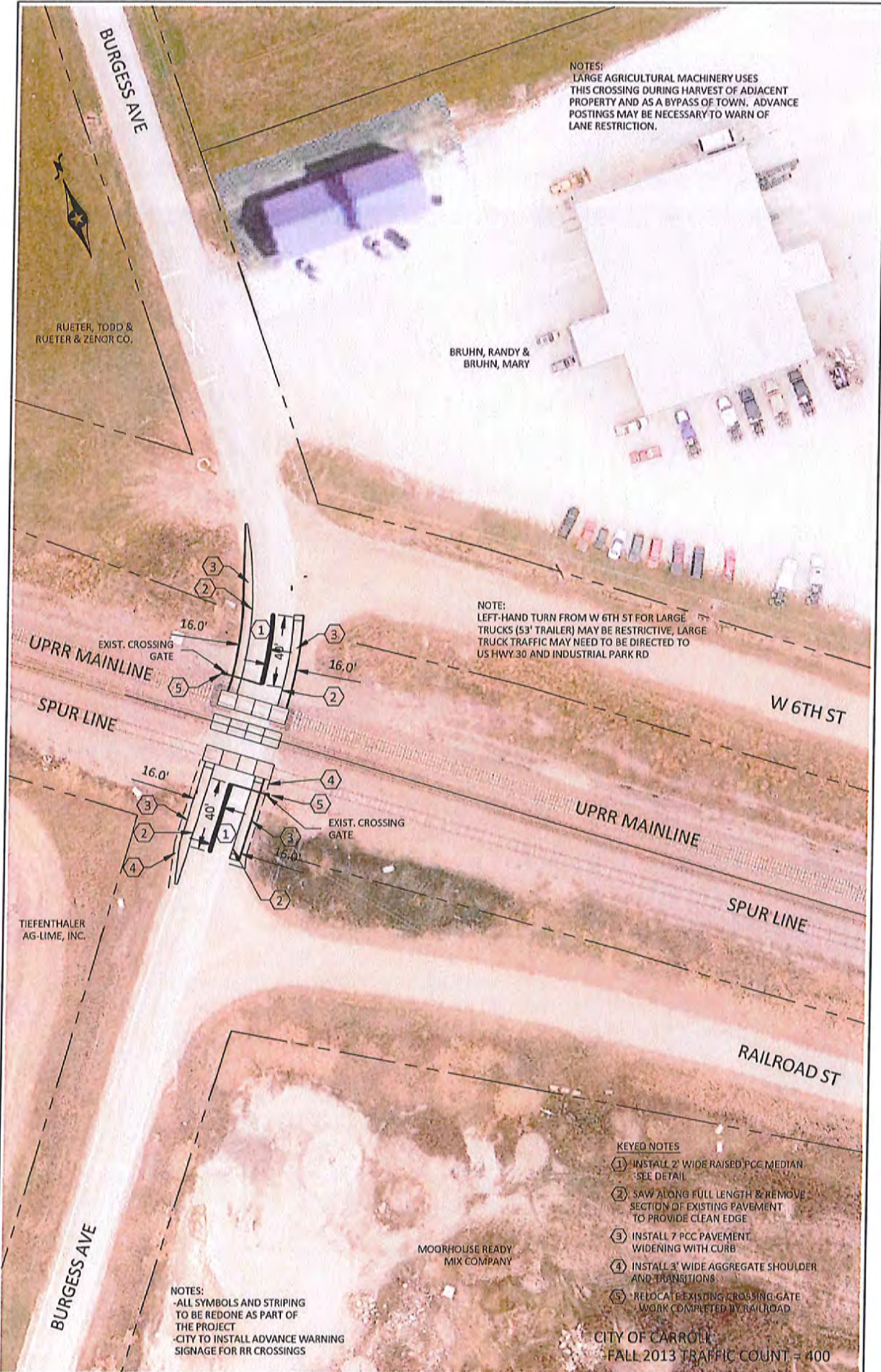
BOLTON & MENK, INC.
 Consulting Engineers & Surveyors
 MANXATO, MN FARRMONT, MN SLEEPY EYE, MN BURDOWLE, MN WILLMAR, MN
 CHASKA, MN BAKREV, MN NARFENWOOD, MN BRATER, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DES MOINES, IA FARGO, ND

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

APRIL 2014

ATTACHMENT F-2





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.

NOTE:
 LEFT-HAND TURN FROM W 6TH ST FOR LARGE TRUCKS (53' TRAILER) MAY BE RESTRICTIVE, LARGE TRUCK TRAFFIC MAY NEED TO BE DIRECTED TO US HWY.30 AND INDUSTRIAL PARK RD

- 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 INSTALL 3' WIDE AGGREGATE SHOULDER AND TRANSITIONS
 - ⑤ RELOCATE EXISTING CROSSING GATE WORK COMPLETED BY RAILROAD

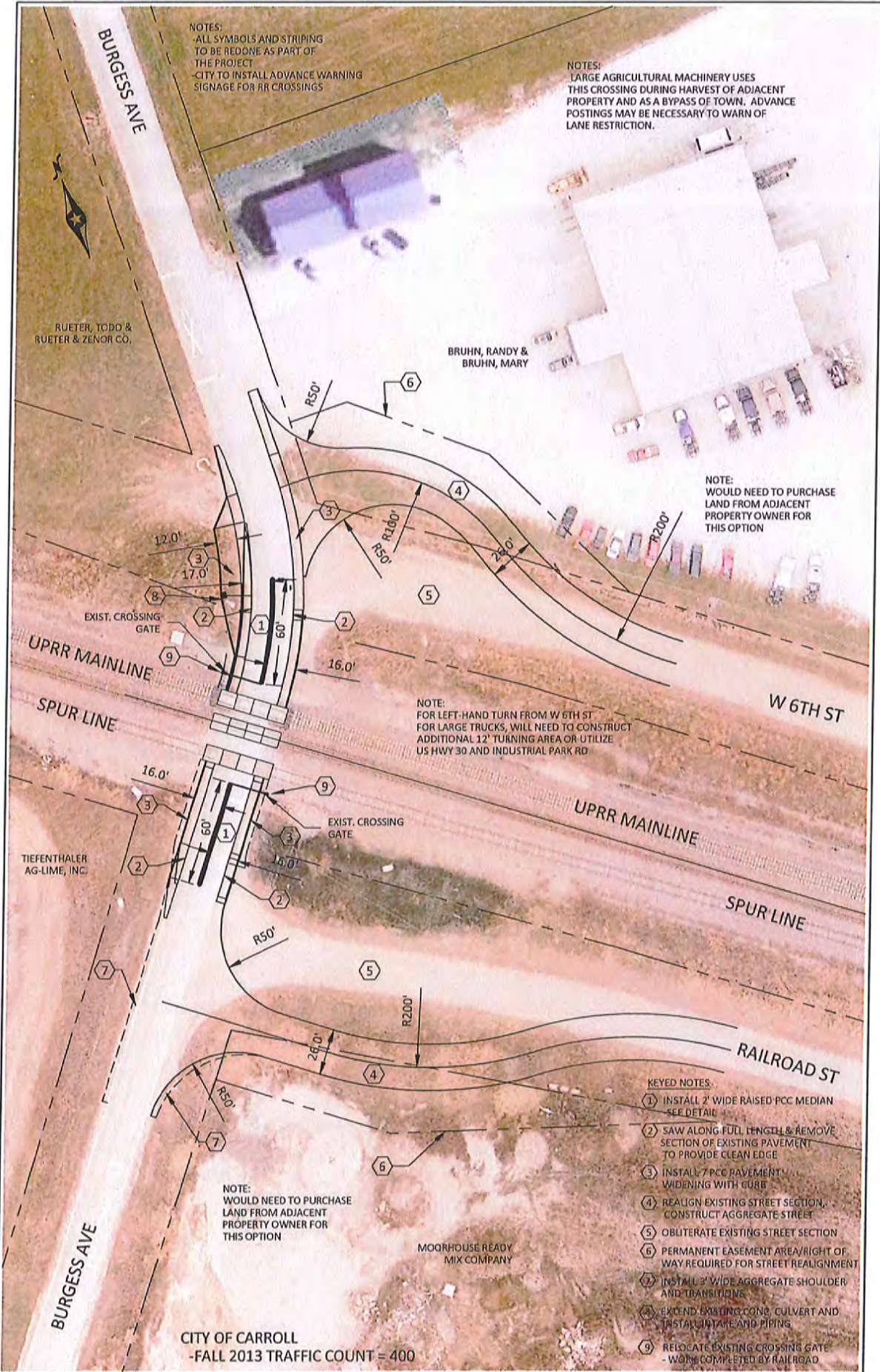
NOTES:
 -ALL SYMBOLS AND STRIPING TO BE REDONE AS PART OF THE PROJECT
 -CITY TO INSTALL ADVANCE WARNING SIGNAGE FOR RR CROSSINGS

CITY OF CARROLL
 FALL 2013 TRAFFIC COUNT = 400



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 CHASKA, MN WARREN, MN BARKLEYWOOD, MN BAXTER, MN ROCHESTER, MN
 AMES, IA SPENCER, IA DUBUOQUE, IA FARGO, ND

CITY OF CARROLL, IOWA
 QUIET ZONE INVESTIGATION
 BURGESS AVENUE CROSSING - OPTION 1 OPEN
 APRIL 2014 ATTACHMENT H-1



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.

NOTE:
 WOULD NEED TO PURCHASE LAND FROM ADJACENT PROPERTY OWNER FOR THIS OPTION

NOTE:
 FOR LEFT-HAND TURN FROM W 6TH ST FOR LARGE TRUCKS, WILL NEED TO CONSTRUCT ADDITIONAL 12' TURNING AREA OR UTILIZE US HWY 30 AND INDUSTRIAL PARK RD

NOTE:
 WOULD NEED TO PURCHASE LAND FROM ADJACENT PROPERTY OWNER FOR THIS OPTION

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 REALIGN EXISTING STREET SECTION, CONSTRUCT AGGREGATE STREET
- ⑤ OBLITERATE EXISTING STREET SECTION
- ⑥ PERMANENT EASEMENT AREA/RIGHT OF WAY REQUIRED FOR STREET REALIGNMENT
- ⑦ INSTALL 3' WIDE AGGREGATE SHOULDER AND TRANSITIONS
- ⑧ EXTEND EXISTING CONC. CULVERT AND INSTALL INTAKE AND PIPING
- ⑨ RELOCATE EXISTING CROSSING GATE - WORK COMPLETED BY RAILROAD

CITY OF CARROLL
 -FALL 2013 TRAFFIC COUNT = 400



BOLTON & MENK, INC.
 Consulting Engineers & Surveyors
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 CHASKA, MN BARKER, MN HARLEVILLE, MN BARTER, MN HOCHSTER, 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

ATTACHMENT II-2

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" P.C.C. 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.

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

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

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September 2013



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Bolton-Menk.com

August 9, 2021

Honorable Mayor and Council
City of Carroll

Carroll, Iowa

RE: Union Pacific Railroad Quiet Zone Investigation Update - 2021
Engineering Report
City of Storm Lake, IA
Project No.: 0A1.124378

Dear Mayor and Council:

This letter is a presentation of the updates to the Engineering Report completed in April of 2014 for the proposed railroad crossing safety improvements within the City of Carroll. There has been continued interest in the establishment of a quiet zone within the community and with changes since the original report, it was deemed that this update be the logical next step in this process.

1.0 Executive Summary

Bolton & Menk has completed updates to the preliminary investigations for the Quiet Zone (QZ) Feasibility Study along the Union Pacific mainline track within the community. The work has included a kickoff meeting with the City, review of changes to the physical conditions at the crossings within the proposed corridor, review of the Federal Rail Administration (FRA) and Union Pacific Railroad (UPRR) processes for establishing a quiet zone. Data collection included the field review of each crossing using city provided aerial photography and field observations of existing conditions along with traffic count information available from the Iowa Department of Transportation (IDOT).

It was requested by the City that additional options be considered at some of the crossings beyond the considerations in the original report. In the original report and 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. For this update, more consideration was given to the impacts of the adjacent properties allowing the more cost intensive option of 4-quad gates to be assessed as well as other safety measures which typically include some mixture of the following:

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

The use of 4-quadrant gates as an SSM within a quiet zone requires additional costs that include design costs, equipment and installation costs and annual maintenance costs. An agreement must be executed with the UPRR for the design and integration of a 4-quadrant gate into their system, the exact amount of this agreement cannot be determined until the number of and makeup of the crossings is known. The construction costs are estimated at \$1,000,000 and may or may not include the engineering costs, but this is not classified in UPRR data and not a definitive number as the estimate on the UPRR website has been listed at \$500,000 for over a decade. The final cost is the annual maintenance agreement between the City and the UPRR for regular maintenance, repairs and integration verifications. This agreement will be based on the number of 4-quadrant gates included in the agreement and can be up to \$60,000 per year; however, the final amount would be negotiated between the parties.

For crossing closure, the UPRR will typically pay the City for the loss of the crossing. This amount is based on several factors and is part of the negotiation process when reviewing the crossings for the establishment of a quiet zone. The City must keep in mind that any crossing that is closed must have the right of way vacated and cannot be established as a crossing again in the future.

We have also taken Wayside Horns as a potential option for a crossing, but this is not an SSM. This will be discussed further in the body of the report.

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 a year for approval 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 and automatically qualifies for quiet zone establishment and is not subject to annual reviews. However, the installation of SSM's at every crossing is not practical in most communities, which then requires the investigator to consider what is feasible, both physically and politically at each crossing. Factors considered include:

- Is the crossing private or public
- Traffic volumes
- Location of driveways; commercial and residential
- Adjacent land uses and potential impacts
- 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 most practical approach to reduce risk. However, for this update considerations such as impacts to the adjacent properties and stakeholder buy-in is an increased significant factor. As such, the improvement scenarios discussed meet the FRA criteria for quiet zone creation as evidenced by the QZ calculator and scenario matrix. This approach leads to numerous potential scenarios that will allow for a quiet zone, but the final choice of scenario is left to the City of Carroll and its determination of cost, impacts and stakeholder buy-in.

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 \$100,000 to \$200,000, whereas the costs to install 4-quadrant gates at the same crossing would exceed \$1,000,000. The UPRR has made significant changes to how it handles the investigation and implementation of quiet zones. These changes will have impacts to schedules and budgets and will be discussed in more detail in the body of the report.

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 Burgess, Main, Clark, Maple and Grant highway/rail crossings to meet local conditions.

Burgess Street – This crossing includes multiple options. Leaving the crossing open is the simplest option for consideration; however, this impacts what needs to be done at other crossings to achieve the quiet zone requirements. The installation of a 4-quadrant gate system also keeps the impacts to the adjacent streets to a minimum and does not impede or narrow traffic lanes for heavy industrial truck traffic but is the most expensive of the options. Installation of raised medians are a more economical method, but the proximity of the adjacent streets on the east side increase the difficulty of adding the medians as safety improvements. The fourth option is the installation of a wayside horn. The cost is comparable to the raised median method and given the location of the crossing in the community and the directional sound of the horns in this area, makes this a very viable option.

Main Street – We have provided three separate options due to the location of E 4th Street on the north side of the crossing. All 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, these can be considered optional. The third is for the installation of additional gates so that the crossing functions as a 4 Quadrant gate system.

Maple Street – We have provided two separate options for this crossing: closure of the crossing and installation of raised medians. We 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. The stakeholder and community buy-in for this option is a major determining factor to its viability. The raised median option is fairly straight forward and does not impact any adjacent properties significantly. Closing Maple could also help provide some negotiation leverage with the UP when looking at the crossing and the cost associated with them.

Grant Street – There are two options being considered for the crossing at Grant St.: leaving the crossing open, again with the potential option for short medians as an additional safety measure. The second is for the 4-quadrant gate system due to the impacts it can have on the quiet zone calculations due to the higher volume of traffic.

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. Several more scenarios have been included in this update and we have included a generalized overall improvement cost for each of the scenarios. This is to provide the City of Carroll more opportunity to consider the various scenarios and coordinate that with potential funding and stakeholder support.

Appendix J - shows the Preliminary Opinion of Project Construction Costs for most of the crossing options. 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.

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 on 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 information and potential recommendations for improvements at these intersections to allow the City of Carroll to determine the most beneficial scenario of crossing treatments so that they can begin the process of establishing a Quiet Zone (QZ) on the Union Pacific mainline.

3.0 **Union Pacific Quiet Zone Process**

There have been several significant changes to how the UPRR handles their internal processes for dealing with the proposed establishment of a quiet zone. They have released their engineering staff and no longer deal directly with the diagnostic review or any needed design elements for the improvements to their track systems. Currently, they are utilizing the services of two consultant engineering firms: one to manage the quiet zone establishment process and one to provide the design engineering services for any improvements needed to the railroad facilities.

To be able to initiate a quiet zone, the UPRR will require the execution of an agreement between the City and the UPRR for an amount of up to \$40,000. This is to be executed prior to the start of any work with the UPRR and is for their involvement through the quiet zone establishment process. At the beginning of the quiet zone review in 2014, a diagnostic meeting was held between Bolton & Menk, representatives from the FRA, UPRR, IDOT and the City of Carroll. However, due to the amount of time that has elapsed since that meeting and the potential for use of SSM's other than those discussed at the first meeting, the City will have to provide for another diagnostic review meeting when it is decided to move forward with the quiet zone process. This meeting along with review of proposed plans, notices, and coordination between the City and their consultant is what that agreement and fee to the UPRR will be used for.

Also, if any of the improvements that are being proposed will cause changes to the UPRR owned facilities including tracks, crossings or equipment, another agreement will need to be executed between the City and UPRR for the engineering and design of those facilities. We are not able to provide an estimated fee amount for this work since it will be largely dependent upon what facilities are added or changed and the number of crossings that are to be involved.

The UPRR has requirements that must be followed to install the SSM's or changes to their equipment. One of these is to provide for a minimum of 9' 3" from the center of the gate arm to the edge of the traveled roadway edge or 5' 3" to the face of the curb. This has impact to median installation as it dictates how much the road can be widened without relocating the gate arm and post. These required minimum dimensions have increased since the original study was completed in 2014. These increased dimensions have affected some of the alternatives and associated costs for some of the crossing the proposed quiet zone. The UPRR will also evaluate the condition of the existing road and sidewalk crossing panels adjacent the tracks. The UPRR required a minimum of 3' of clearance from the edge of traveled or walk way to the end of the crossing panel. As part of the new diagnostic review the existing crossing panels will be reviewed and determinations made if they will need to be extended which will be a cost required to be paid by the City. The UPRR also may require updates to any of the crossing panels or other equipment at a crossing that is considered to be substandard or worn out. UPRR will want to put the costs on the City's portion of the project costs, but we do not agree that these costs should be borne by the City alone and work to negotiate with the UP in these instances.

As discussed in the executive summary, the use of 4-quadrant gates as an SSM within a quiet zone requires additional costs that require an agreement be executed with the UPRR for the design and integration of a 4-quadrant gate into their system. The construction costs are estimated at \$1,000,000 and may or may not include the engineering costs, but this is not classified in UPRR data. There is also an annual maintenance agreement between the City and the UPRR for regular maintenance, repairs and integration verifications. This agreement will be based on the number of 4-quadrant gates included in the agreement and can be up to \$60,000 per year; however, the final amount would be negotiated between the parties.

For crossing closure, the UPRR will typically pay the City for the loss of the crossing. This amount is based on several factors and is part of the negotiation process when reviewing the crossings for the establishment of a quiet zone. The City must keep in mind that any crossing that is closed must have the right of way vacated and cannot be established as a crossing again in the future

4.0 Wayside Horn

The use of wayside horns at crossings as a way to mitigate the noise levels is being used in locations all over the United States, but not in great numbers. Wayside horns operate on the same principal as the train horns as far as when they must be sounded and how long they will sound. They also have a minimum decibel level of 92 decibels that is required, this is only a slight decrease from that of a train horn. The main difference with the wayside horn compared to the train horn is the amount of area affected by the noise. The sound from train horns must travel ahead of the train and away from the crossing and still be loud enough to warn drivers in vehicles that may have their windows up and radios on that are approaching the crossing. This then engulfs the surrounding area with sound as the train horn moves along the tracks and approaches the crossing. The wayside horn is directed up the streets directly at the road crossings and thereby does not radiate out as far away from the crossing. A schematic is shown in Figure 1 and comes from a brochure from Quiet Zone Technologies, a supplier/installer of wayside horn systems.

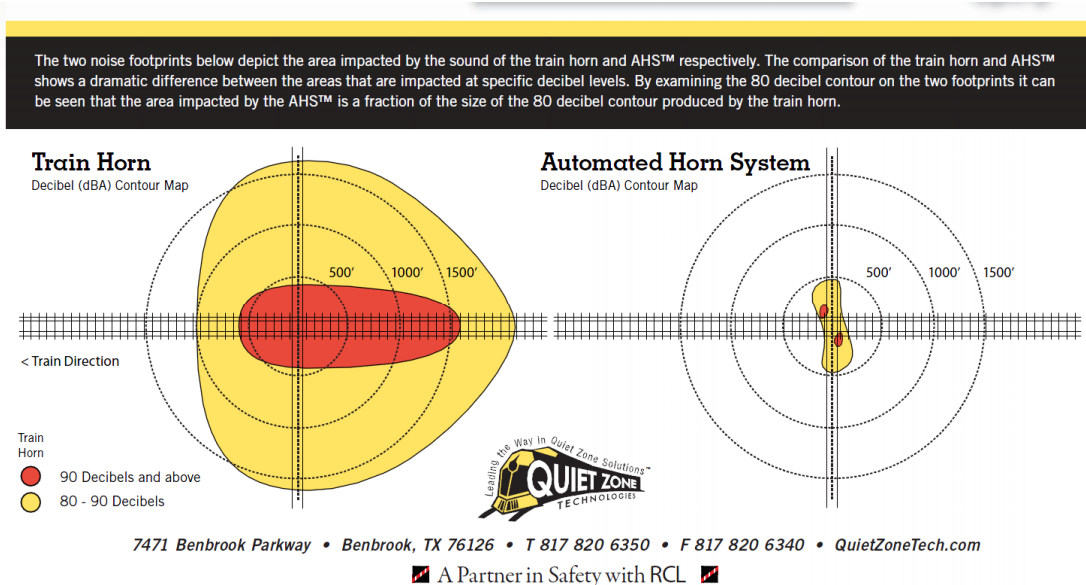


Figure 1 – Noise Level Schematic

The system itself consists of the wayside horn, post, confirmation device and circuitry integration equipment. The system is integrated with the railroad’s signal equipment so that when the train triggers the signals at the crossing, it also signals for the wayside horn to begin its sequence. Along with that, the system will trigger the confirmation device. This device signals to the locomotive operator that the wayside horn is functioning and that they do not have to sound the train horn. If the operator does not see the confirmation device activated, then he will sound the train horns as required. Just as with a quiet zone, the installation of the wayside horn system does not mean that train horns will not be sounded in certain situations. There are typically two horns installed at each crossing, one facing each direction of the oncoming vehicle traffic. Similarly, there are two confirmation devices installed for each crossing for each direction a train may be traveling. For multiple track crossings the system is integrated so that each track interacts with the wayside horn system and the confirmation devices are visible by either train in both directions.

If the city would decide to proceed with a wayside horn system at a crossing, there are several things that must be accomplished. The City must purchase the equipment and pay for the installation from a third-party supplier and installer. The equipment associated with the wayside horn system is fairly standard and the costs are typically \$30,000 – \$40,000. However, the conditions for placement at each crossing can vary significantly, which may vary the costs from \$15,000 to \$40,000.

The City would have to enter into an agreement with the UPRR to pay the railroad for their costs associated with integrating the wayside horn equipment with their switch and signal equipment and for their continued maintenance costs for verifying that the system is operational. These costs for integration can also vary significantly from \$15,000 – \$25,000 depending on the equipment already in place and any additional equipment needed for integration. The work required to integrate the wayside horn system to the railroad system must be completed by railroad crews. Additionally, there is an annual maintenance cost from UPRR for their work in maintaining the integration of the system, this can be \$1,000 - \$2,000 per crossing.

Finally, there will be costs associated with the wayside horn system that will come from City staff. The City is the owner and maintainer of the wayside horn equipment and as such will need to complete monthly inspections and more in-depth inspections every 6 months. The monthly and bi-annual inspections usually amount to about 10-man hours per year. This should not be a significant cost or time commitment unless the City does not have staff that can complete the work and has to hire outside crews. Also, any damaged or failed equipment that would result from accidents, storms, vandalism, etc. would be the City’s expense to repair or replace, which should be included in the City’s annual budget. The supplier of the equipment would be able to provide costs for individual components and a replacement schedule.

The following table summarizes the approximate costs associated with the wayside horn system:

Initial Expenses		
Item	Description	Amount
1	Wayside Horn Equipment	\$40,000
2	Installation	\$40,000
3	Railroad Integration	\$25,000
4	Engineering	\$20,000
	TOTAL	\$125,000
Annual Expenses		
A	Railroad Maintenance	\$2,500
B	City Maintenance (10 hours)	\$1,500

The FRA has defined the wayside horn as a one-for-one substitute for train horns. A crossing that includes a wayside horn system can be included with a proposed quiet zone, but that crossing does not influence the scoring from the quiet zone calculator in determining if a quiet zone would qualify. Therefore, when determining the length of the quiet zone, they are considered the same as a crossing with an SSM but are not considered in the calculations for the Quiet Zone Risk Index or Risk Index With Horns. For example, if a proposed quiet zone included 7 crossings and one of them was a wayside horn system, the quiet zone eligibility would be scored on the 6 other crossings.

5.0 Recommended Improvements

5.1 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 occasional use by agricultural equipment to get to the south side of the City. There are no sidewalks along this stretch of road.

The improvement considered for this crossing include the installation 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. The gate arms are currently located 6.5' from the edge of the road. Installation of a full curb will allow minor widening of the road to maintain a 12' wide lane in each direction. This would provide adequate room for most standard traffic and types of vehicles currently using this crossing. To provide for wider lanes to accommodate bigger vehicles or agricultural traffic, it is possible that additional Right of Way would need to be purchased in the northwest quadrant to accommodate the lane widening and necessary grading. This may also include the extension of existing culverts and other supplementary work. A detailed topographic survey and verification of the existing road right of way would be necessary to determine the full extent.

5.2 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. Both sets of crossing panels are concrete and in fair to poor condition with a couple of smaller outer panels slightly sunken compared to others and one in the mainline that is damaged. 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 on the south side of the tracks 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 considered for this crossing include leaving the crossing as an open crossing and the installation of a 4-quadrant gate system. If the crossing is left open, the City would have the option of installing a non-mountable median, new signage and closure of the N. Elm Street access, as shown on Attachment C as additional safety measures. 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.

The second option as mentioned is for the installation of 2 additional crossing gates making the crossing a 4-quadrant gate system. Due to the higher traffic volumes at this crossing, the installation of a 4 quad system here has an impact to the quiet zone scoring and in turn provides for more flexibility in treatments at other crossings. There is the option to include some medians with the gates for increase safety measures, but these must be at least 60 feet in length to impact the quiet zone scoring. For the existing conditions on the north side of the crossing, this is not feasible, so no medians are included in this option. The 4-quadrant gate system is an expensive option but is feasible at this crossing.

5.3 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 not being 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 southwest quadrant is seeing the construction of a new City maintenance shop with three overhead doors facing to Maple Street. The southeast quadrant is residential. 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 was reconstructed shortly before the initial report and is in good condition. The north track crossing uses concrete panels that are in decent condition although there is a gap between the end west panel that could be worsening. The south track panels are timber panels that appear to be in fair 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 closure has an effectiveness rating of 1.0 in the calculations and the UPRR is always wanting to close crossings and eliminate those hazards. The Federal Code of Regulations Part 222, Appendix F – Diagnostic Team Considerations indicates that crossing closure is a preferred alternative and should be explored for crossings within a proposed quiet zone.

For the second option, the improvement considered for this crossing include installing a non-mountable median, widening of the pavement on the south side, 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. With the new maintenance building construction, it should be considered to widen the road to at least to the proposed driveway entrance but would not be necessary. The pavement width north of the crossing is sufficient; however, curb and gutter should be installed for a portion on either side of the road to limit access to the 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.

5.4 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. Both sets of crossing panels are concrete and appear 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 is in good condition with pedestrian warning panels. The approaches on the north for the sidewalk have asphalt overlays with the east one showing deterioration. The southeast one is concrete and should not need repairs while the southwest is asphalt and is in decent condition, but the sidewalk ends shortly past the approach. The improvements considered for this crossing include installing a non-mountable median; 100' medians to the north and south, 100' median south and 60' north and 60' medians north and south and then a 4-quadrant gate system.

To begin, a reduced median is only allowed when an intersection roadway falls within that length and the shortest allowed is 60' to still be considered an SSM. There is no intersection within the 100' on the south side of this crossing; therefore, the 60' median option to the north and south of the crossing is not a feasible option for this crossing and was not considered any further. To approach this option would have to be done as an ASM and would require additional engineering to determine a proposed effectiveness rate and submittal to the FRA for approval.

Installation of the 100' to the south and 60' to the north, non-mountable median with placement of full curb within the median areas, curbed medians in the parking area and new signage as shown on Attachment E is the preferred option for this crossing. 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. This would need to be sized for large semi-truck turning movements while avoiding 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.

The installation of 100' long medians to both the north and south sides of the crossing was also reviewed. The impacts would be the same as described above for the properties and pavement on the south side of the crossing. If the median was extended to 100 feet on the north side of the crossing, then several more impacts to the adjacent properties would be seen. E. 4th Street from the west would become a right in/right out only street connection. This means that south bound traffic on Clark St. can turn right to go west on 4th St. and West bound traffic on 4th St. can turn right to go south on Clark St. All other turning movements at that intersection would be prohibited. The municipal parking lot to the north of 4th St. would continue to allow the same movements as it currently does. This could potentially lead to the parking lot access being used by traffic as a road more than 4th St. itself. In the northeast corner, the raised parking median would have to be extended the additional length to match the center raised median. The entrance area is reduced across this property from basically full width of the lot to just the north 25' give or take. The perpendicular stalls along the front of the building being used as is would allow about a 15' wide aisle between the parking median and the back end of the stalls. This would allow vehicles to navigate to and from the entrance but there would not be room for incoming and outgoing vehicles to meet. This configuration would make it difficult for trucks with trailers or larger trucks to navigate into and out of the parking lot, especially if there were cars in parking spaces at the front of the building.

While this is a feasible option, with the additional impacts to the property in the northeast quadrant and potential changing of traffic patterns in the northwest, this is not as desirable an option as the previous.

5.5 N. Main Street (Attachment F)

The railroad crossing on the south side N. Main Street is a 48-foot-wide hot mix asphalt street with the at grade crossing with a 10-foot asphalt approach. The north side is a 38-foot-wide hot mix asphalt street with a 6-foot asphalt approach. 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/trailer storage. The existing sidewalk at on the south side is in fair condition but does not have pedestrian warning panels or meet ADA requirements. The north side was recently improved with PCC and has the truncated dome panels in place.

The improvements considered for this crossing include: leaving the crossing open, installing a non-mountable median, 100' medians to the north and south and 100' median south and 60' north; and a 4-quadrant gate system. The open and 100'/60' median option is as shown on Attachments F-1 and F-2.

If the crossing is left open, the City would have the option of installing a non-mountable median, as shown on Attachment F-1 as additional safety measures. For the first option, the improvements considered 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. The south side 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.

As was the case with the Clark St. crossing and the 60'/60' option, a reduced median is only allowed when an intersection roadway falls within that length, minimum of 60' to still be considered an SSM. There is no intersection within the 100' on the south side of this crossing; therefore, the 60' median option to the north and south of the crossing is not a feasible option for this crossing and was not considered any further. To approach this option would have to be done as an ASM and would require additional engineering to determine a proposed effectiveness rate and submittal to the FRA for approval.

The second of the median options 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. This length of median would require the realignment to the north 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 on the south side of the crossing would need to be improved to provide ADA compliant access for pedestrians. This is a feasible option but does have some significant impacts to the adjacent property owners on the south side and traffic movements on the north.

The third option as mentioned is for the installation of 2 additional crossing gates making the crossing a 4-quadrant gate system. Due to the higher traffic volumes at this crossing, the installation of a 4 quad system here has an impact to the quiet zone scoring and in turn provides for more flexibility in treatments at other crossings. There is the option to include some medians with the gates for increase safety measures, but these must be at least 60 feet in length to impact the quiet zone scoring. For the existing conditions on both sides of the crossing, this is not feasible, so no medians are included in this option. The 4-quadrant gate system is an expensive option but is feasible at this crossing.

5.6 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. Both sets of crossing panels are concrete, there are a couple within the crossing that are loose and rocking when vehicles pass over them and showing signs of deterioration. 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 previously improved but may need to be verified for ADA compliance. Since the original report, the City has constructed a new 10' wide trail from within the Depot Park, across the UPRR and south down Carroll St. on the west side of the road. This is in good condition and appears to be ADA compliant.

The improvement considered for this crossing includes 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 to southbound Carroll St. 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 appears to be for the Union Pacific access to their rail yard property. This may have to be closed due to the median, but this along with other UPRR access issues would be discussed at the diagnostic meeting. 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.

5.7 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 three tracks at this crossing, two mainline tracks and one siding track. The mainline tracks are concrete panels and generally in good condition while the siding track is a timber panel in fair condition. The existing gate arms are about 8.5' off the edge of the roadway.

The improvements considered for this crossing include four options: leaving the crossing as an open crossing; installation of 60' medians on each side of the crossing; the installation of a 4-quadrant gate system; and the installation of a wayside horn system.

If the crossing is left open, the City would have the option of installing a non-mountable median, as shown on Attachment H-1 as additional safety measures. The improvements considered 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. These improvements would be for increased safety at the crossing and are considered an optional item 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 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. The widening of the road to maintain wider lanes through the median areas would require the relocation of both of the crossing gate arms, which is an additional expense for an optional safety measure.

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. The widening of the road to maintain wider lanes through the median areas would require the relocation of both of the crossing gate arms, which is an additional expense along with the expense for the right of way and grading. This option has a significant impact to the adjacent properties on the east side of Burgess for the road relocations. In the northeast quadrant, this widening appears to encroach on an existing driveway within the property.

The third option as mentioned is for the installation of 2 additional crossing gates making the crossing a 4-quadrant gate system. There is the option to include some medians with the gates for increase safety measures, but these must be at least 60 feet in length to impact the quiet zone scoring. For the existing conditions on both sides of the crossing, the additional median is not feasible, so no medians are included in this option. The 4-quadrant gate system is an expensive option but is feasible at this crossing and reduces the impacts to the adjacent properties. The fourth option is the installation of the Wayside Horn System. As described in section 4.0, this system acts the same as a train horn, except that the horns are directed up and down the roadway, rather than along the tracks. This system does not require the installation of any medians or pavement widening and therefore has little impact on the adjacent properties. There would be no changes to the location of the existing gate as well. This option would include regular inspections completed by the City staff or hired by the City and the City would be responsible for all equipment costs for replacement, damage, malfunction, etc. This area is generally an industrial/commercial area with large spread-out properties towards the western edge of the community, this lends wayside horns to be a very feasible option for this crossing.

6.0 Summary

The goal of the first quiet zone study was to provide the most cost-effective options for the creation of a quiet zone through the seven crossings within the City of Carroll. We did not consider other high costs options like 4 quadrant gates because overall costs were being kept to a minimum and based on our previous experience, medians were the best option for doing that.

For this report that goal has been modified. The goal for this report is to provide the City of Carroll with more potential treatments and more possible scenarios so that the City can determine what combination of treatments will best serve the community and the adjacent properties. While budget and costs are still an important factor, it is taken into account along with the other factors rather than being the primary factor.

Utilizing the Federal Railroad Administrations Quiet Zone Calculator, a comparison was completed between the existing crossing conditions and the same crossings with various scenarios of the proposed improvements listed above. A matrix of the various scenarios are included in Attachment I and includes an estimate of the anticipated construction costs and if an annual maintenance agreement with the UPRR is required. There are some scenarios shown that do not meet the requirements to establish a quiet zone, some scenarios automatically qualify for a quiet zone because there is an SSM at every crossing, some qualify but can be subject to review and others qualify without potential review by FRA.

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 minor costs for pedestrian crossing improvements on an open crossing, to approximately \$72,000 for minimal safety improvements at Grant Road, leaving the crossing “open,” to approximately \$242,00 for the land acquisition, road realignment and improvements at Burgess Avenue, to over \$1,000,000 for installation of a 4-quadrant gate at any of the proposed crossings. Engineering fees for the crossing treatments are not included in the estimated construction costs, neither are any fees to the UPRR for the quiet zone process agreement or for the agreement for railroad equipment design. The impacts of the pandemic and the material cost increases along with supply chain issues have yet to be fully understood. Steel for instance, has seen significant rises in material costs and electronics have had severe supply chain issues. These factors may have significant impacts to overall costs for any of the proposed improvements and since they are still very fluid we cannot quantify what those impacts may be.

We have not provided for recommended improvements at any of the seven crossings. The City will have to determine the most appropriate option for these crossings based on the information provided, cost estimates and input from adjacent property owners, the public, law enforcement and other stakeholders.

7.0 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. All treatments proposed are approved SSM's and this removes the requirement for annual review of the quiet zone for any ASM's. Qualified scenarios that have the Quiet Zone Risk Index (QZRI) below the Risk Index with Horns (RIWH) but above the Nationwide Significant Risk Threshold (NSRT) can be subject to review. If at a future time, changes in the elements of a crossing or crossings causes the RIWH fall below the QZRI, then additional measures would have to be implemented to bring the QZRI back below the RIWH. When qualified scenarios have the QZRI below the RIWH and the NSRT it is a more conservative method and therefore less likely to require additional treatments in the future if elements at crossing change. Both scenarios discussed above require affirmation and inventory form every 2.5 – 3 years.

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.

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Date: August 9, 2021

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As part of the process, the traffic counts for each crossing will need to be within 6 months of the estimated start date of the proposed quiet zone. This means that it is likely the City may have to complete a traffic count study for the seven crossings. Also, the quiet zone calculator evaluation will need to be updated for the scenario that is chosen to verify that it still meets the establishment requirements.

We appreciate the opportunity to assist the City with your engineering needs regarding the quiet zone establishment process. As the City progresses through the process of reviewing scenarios and determining the best fit, please do not hesitate to contact me with any questions. We would be happy to provide quiet zone calculations and overall costs if a scenario is desired other than the ones presented. Once a scenario is determined that the City wishes to pursue for a quiet zone, please contact us and we can prepare an agreement and scope of work to progress that scenario through construction and a quiet zone.

Sincerely,

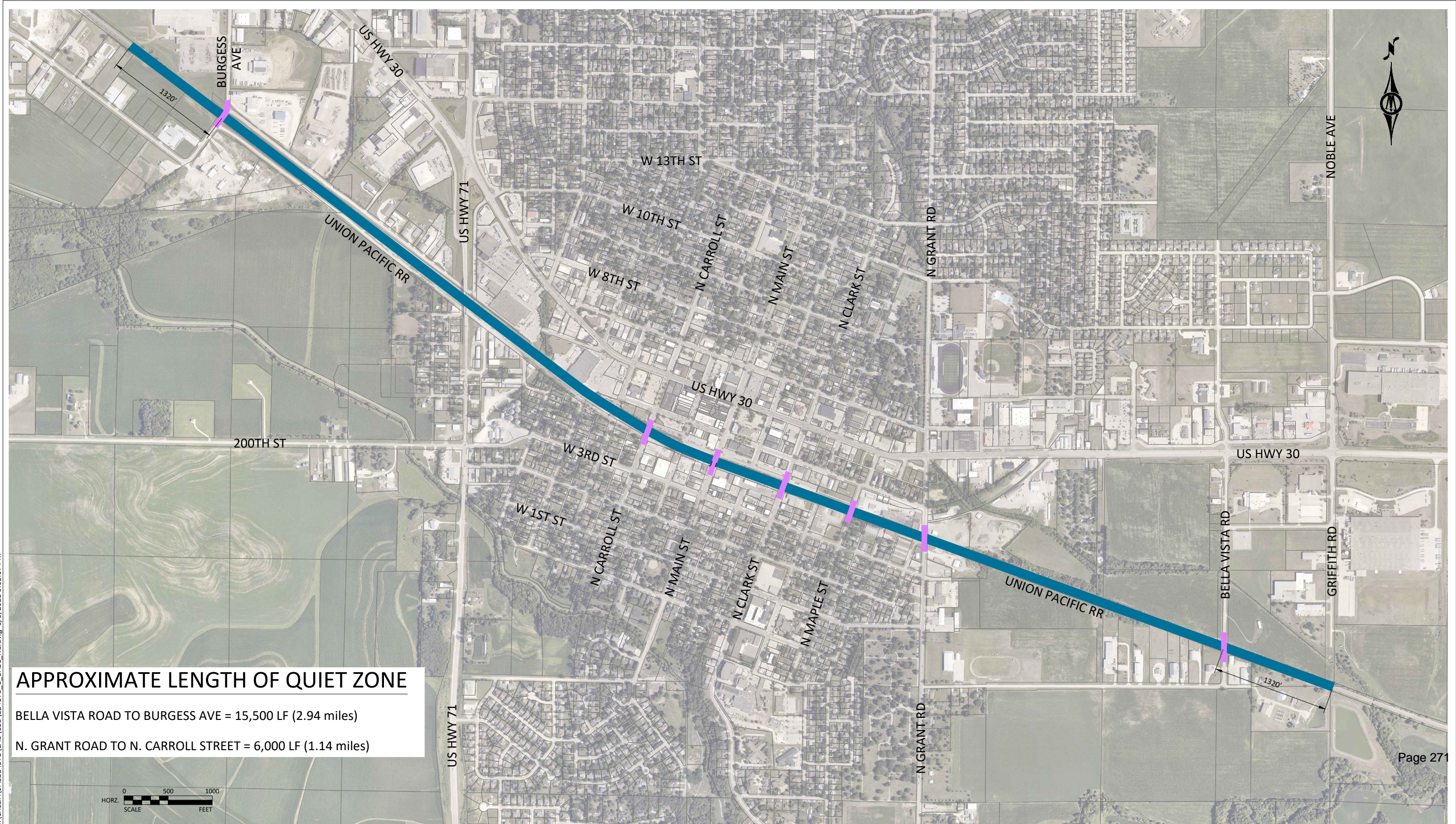
Bolton & Menk, Inc.



James D. Leiding
Project Manager

Attachments

EXHIBITS



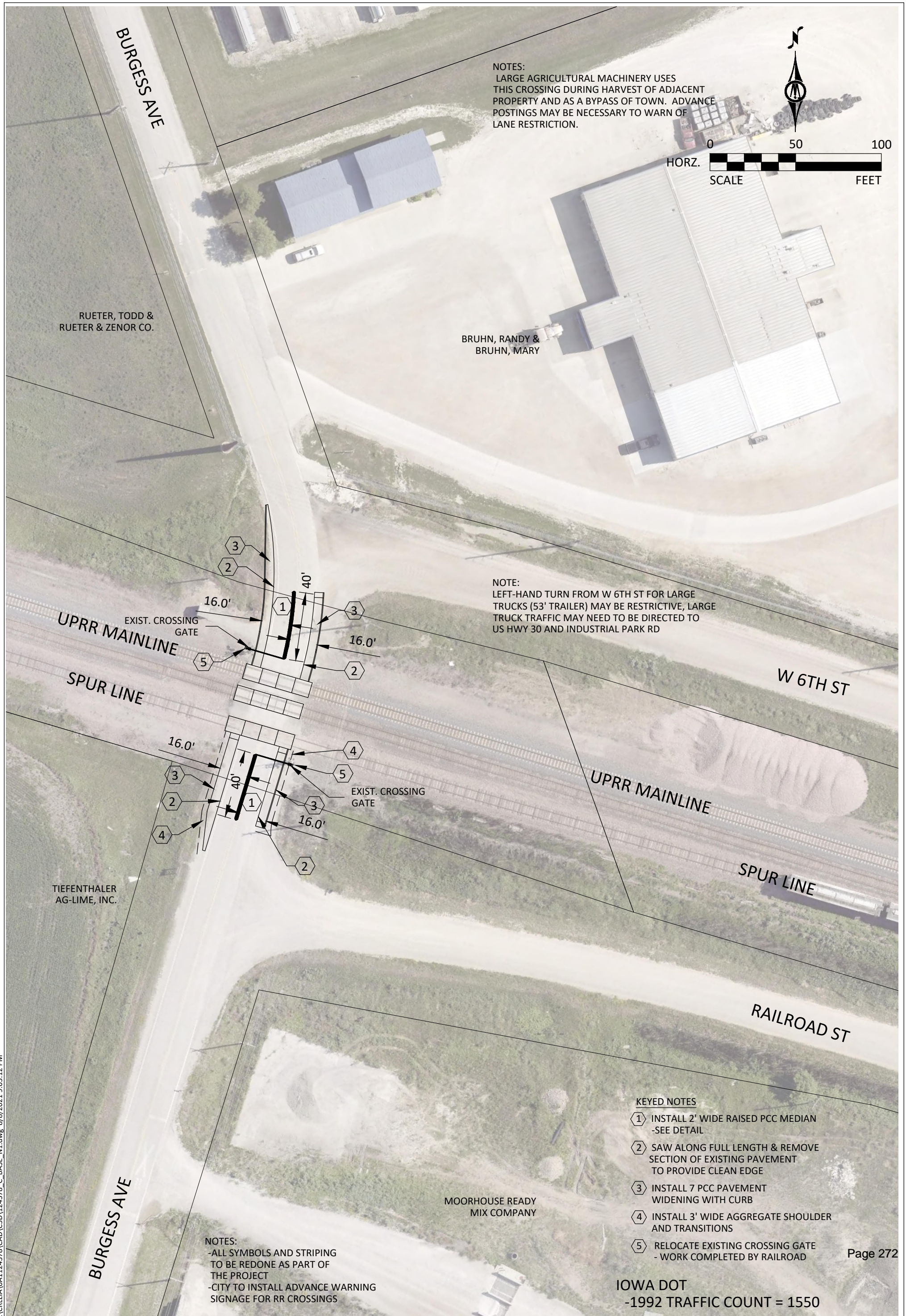
APPROXIMATE LENGTH OF QUIET ZONE

BELLA VISTA ROAD TO BURGESS AVE = 15,500 LF (2.94 miles)

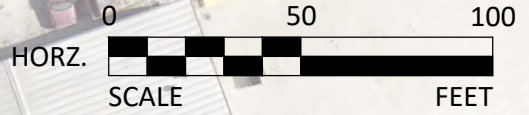
N. GRANT ROAD TO N. CARROLL STREET = 6,000 LF (1.14 miles)



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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.



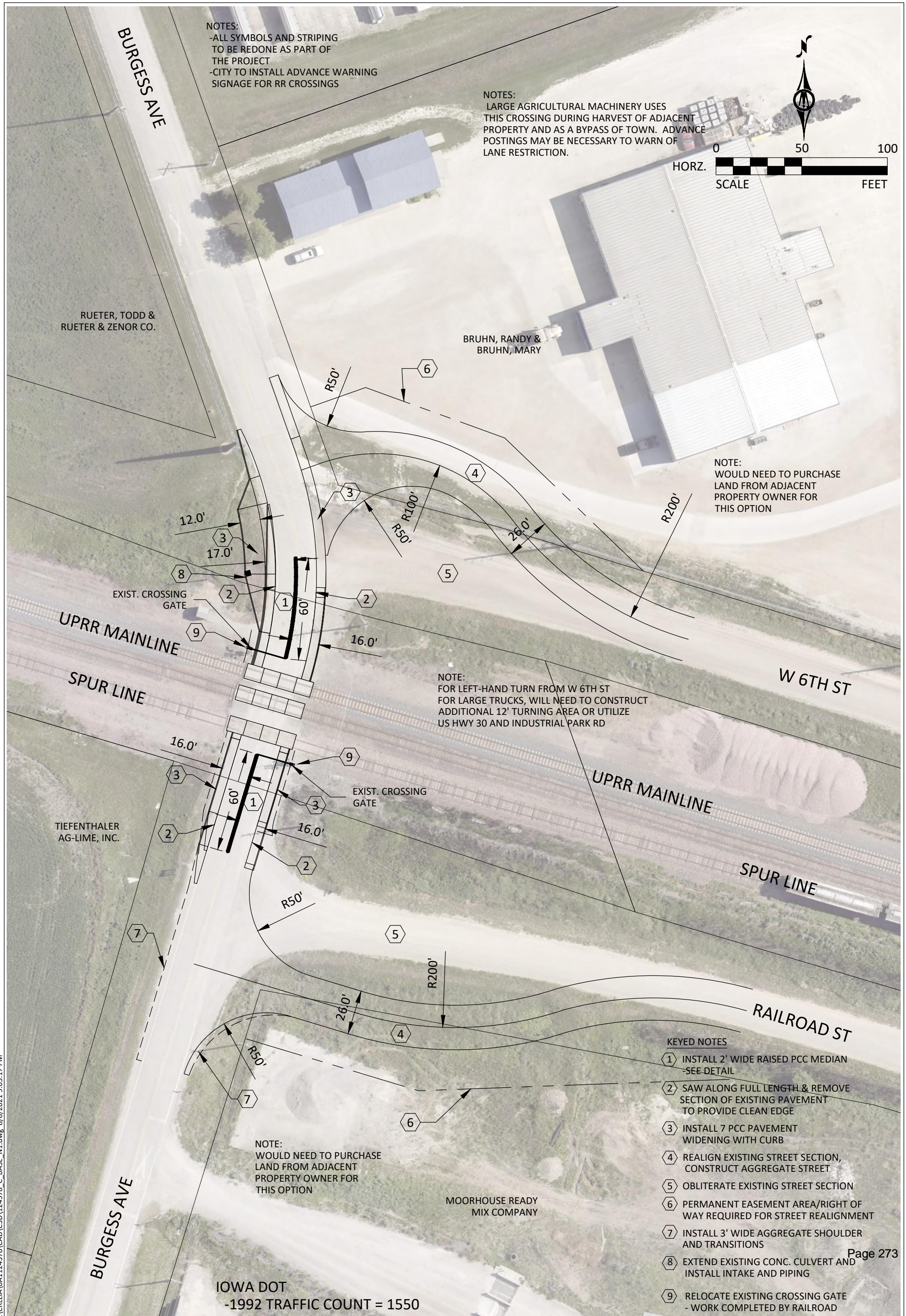
NOTE:
 LEFT-HAND TURN FROM W 6TH ST FOR LARGE TRUCKS (53' TRAILER) MAY BE RESTRICTIVE, LARGE TRUCK TRAFFIC MAY NEED TO BE DIRECTED TO US HWY 30 AND INDUSTRIAL PARK RD

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

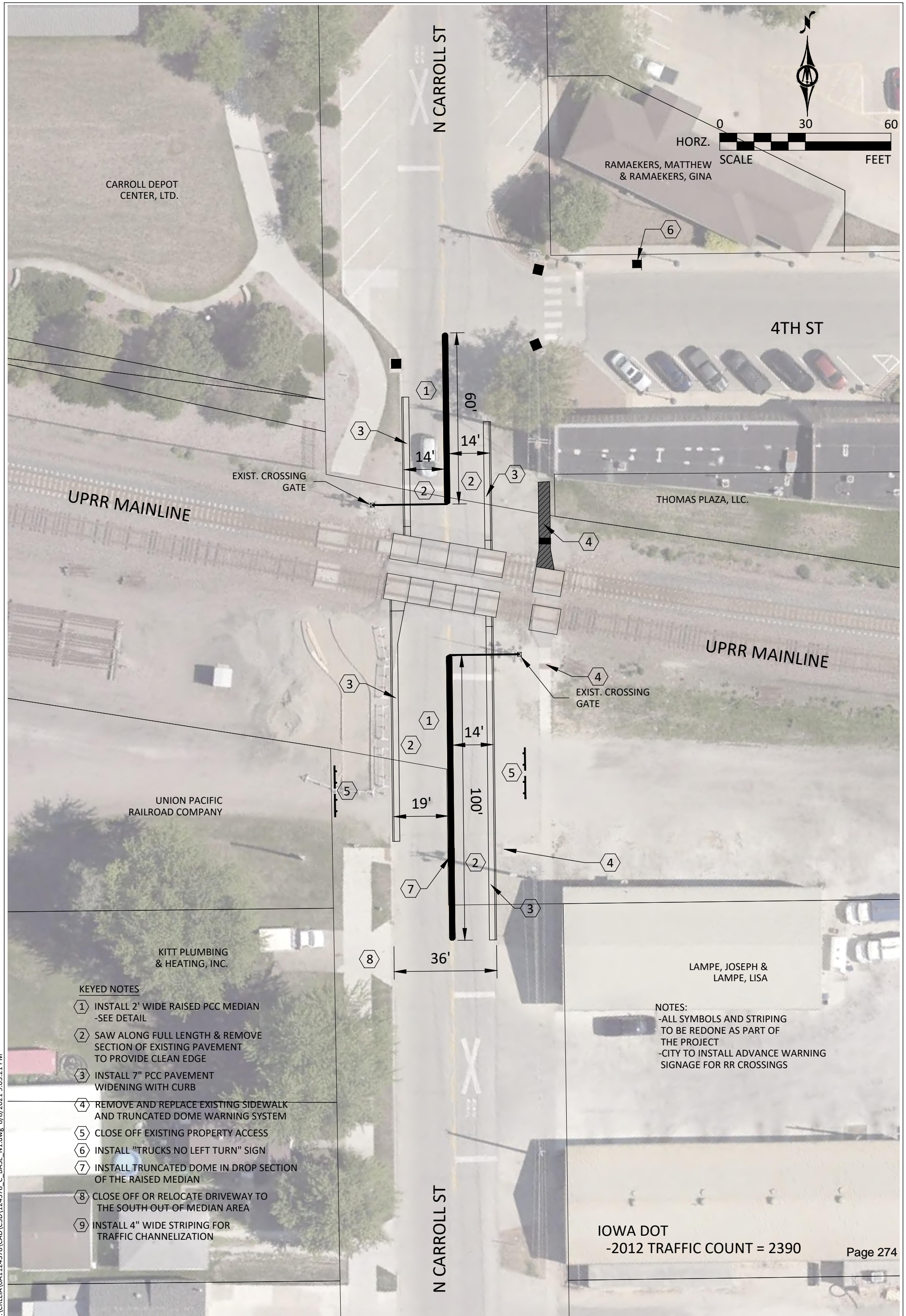
- KEYED NOTES**
- ① INSTALL 2' WIDE RAISED PCC MEDIAN -SEE DETAIL
 - ② SAW ALONG FULL LENGTH & REMOVE SECTION OF EXISTING PAVEMENT TO PROVIDE CLEAN EDGE
 - ③ INSTALL 7 PCC PAVEMENT WIDENING WITH CURB
 - ④ INSTALL 3' WIDE AGGREGATE SHOULDER AND TRANSITIONS
 - ⑤ RELOCATE EXISTING CROSSING GATE - WORK COMPLETED BY RAILROAD

IOWA DOT
 -1992 TRAFFIC COUNT = 1550

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KEYED NOTES

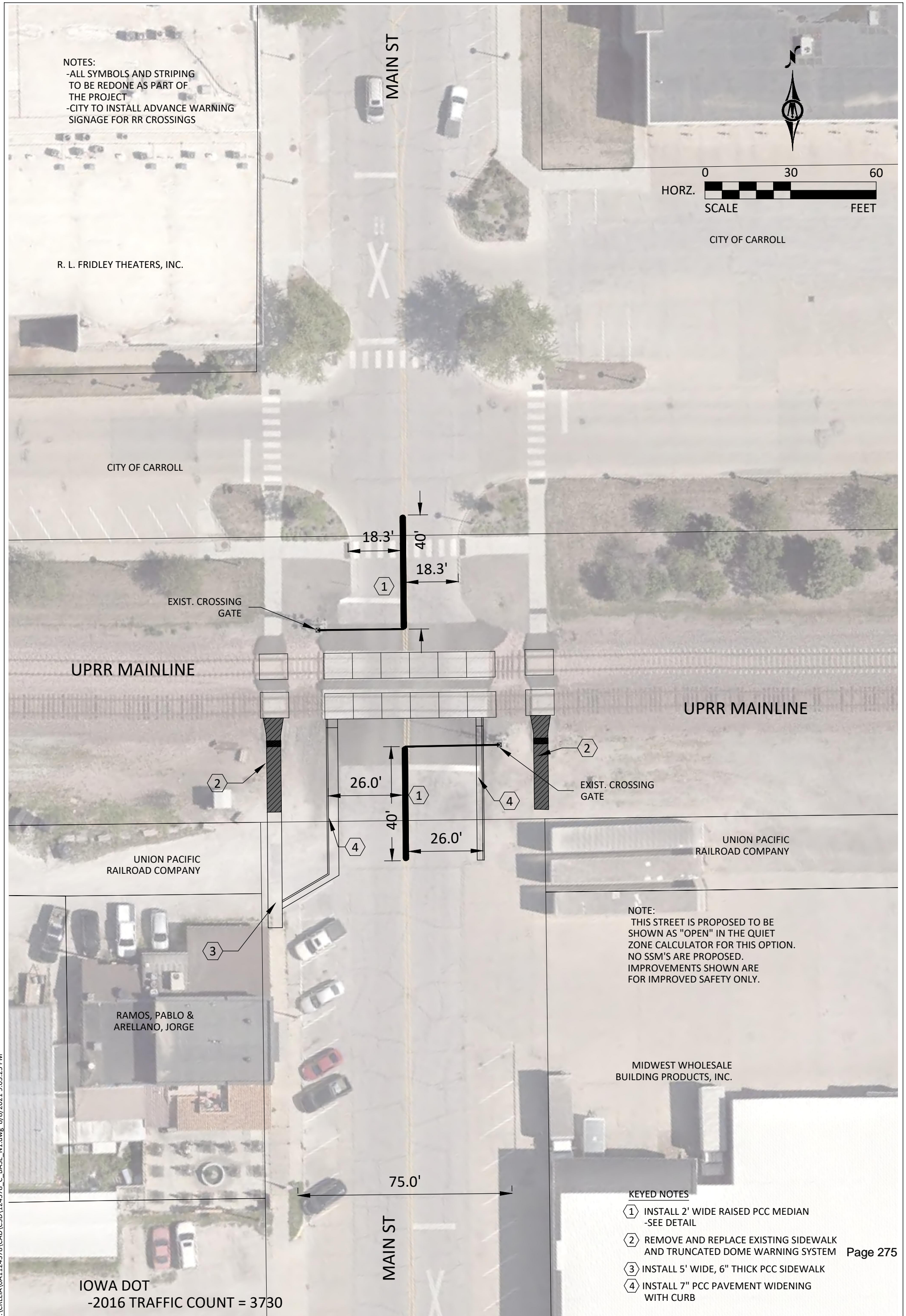
- ① INSTALL 2' WIDE RAISED PCC MEDIAN -SEE DETAIL
- ② SAW ALONG FULL LENGTH & REMOVE SECTION OF EXISTING PAVEMENT TO PROVIDE CLEAN EDGE
- ③ INSTALL 7" PCC PAVEMENT WIDENING WITH CURB
- ④ REMOVE AND REPLACE EXISTING SIDEWALK AND TRUNCATED DOME WARNING SYSTEM
- ⑤ CLOSE OFF EXISTING PROPERTY ACCESS
- ⑥ 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

IOWA DOT
-2012 TRAFFIC COUNT = 2390

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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

EXIST. CROSSING GATE

UPRR MAINLINE

UPRR MAINLINE

UNION PACIFIC RAILROAD COMPANY

UNION PACIFIC RAILROAD COMPANY

RAMOS, PABLO & ARELLANO, JORGE

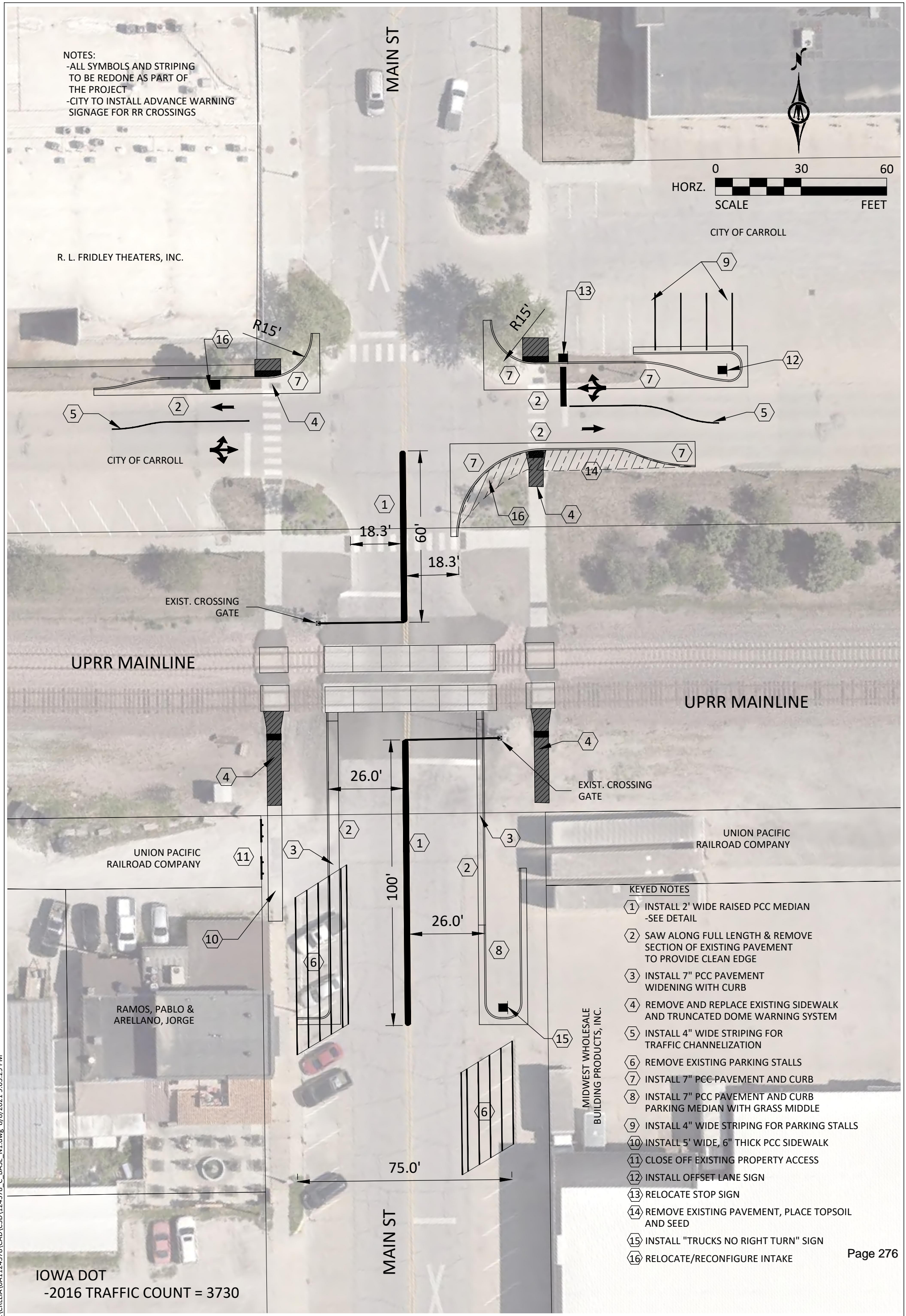
NOTE:
 THIS STREET IS PROPOSED TO BE SHOWN AS "OPEN" IN THE QUIET ZONE CALCULATOR FOR THIS OPTION. NO SSM'S ARE PROPOSED. IMPROVEMENTS SHOWN ARE FOR IMPROVED SAFETY ONLY.

MIDWEST WHOLESALE BUILDING PRODUCTS, INC.

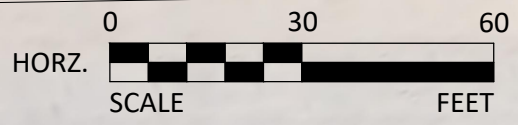
IOWA DOT
 -2016 TRAFFIC COUNT = 3730

- 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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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

R. L. FRIDLEY THEATERS, INC.

CITY OF CARROLL

UPRR MAINLINE

UPRR MAINLINE

UNION PACIFIC RAILROAD COMPANY

UNION PACIFIC RAILROAD COMPANY

RAMOS, PABLO & ARELLANO, JORGE

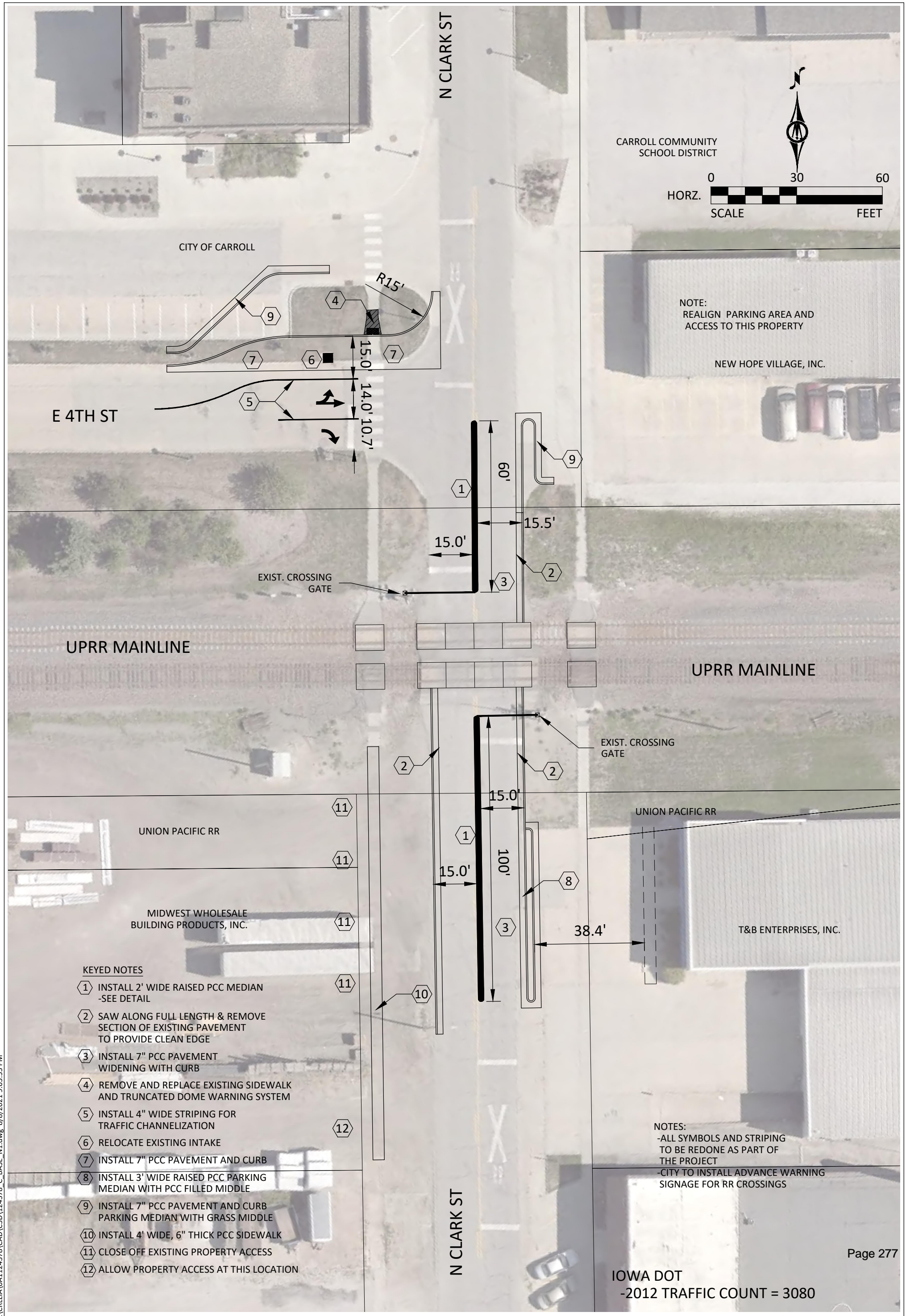
MIDWEST WHOLESALE BUILDING PRODUCTS, INC.

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

IOWA DOT
 -2016 TRAFFIC COUNT = 3730

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NOTE:
REALIGN PARKING AREA AND
ACCESS TO THIS PROPERTY

NEW HOPE VILLAGE, INC.

UPRR MAINLINE

EXIST. CROSSING GATE

UNION PACIFIC RR

MIDWEST WHOLESALE
BUILDING PRODUCTS, INC.

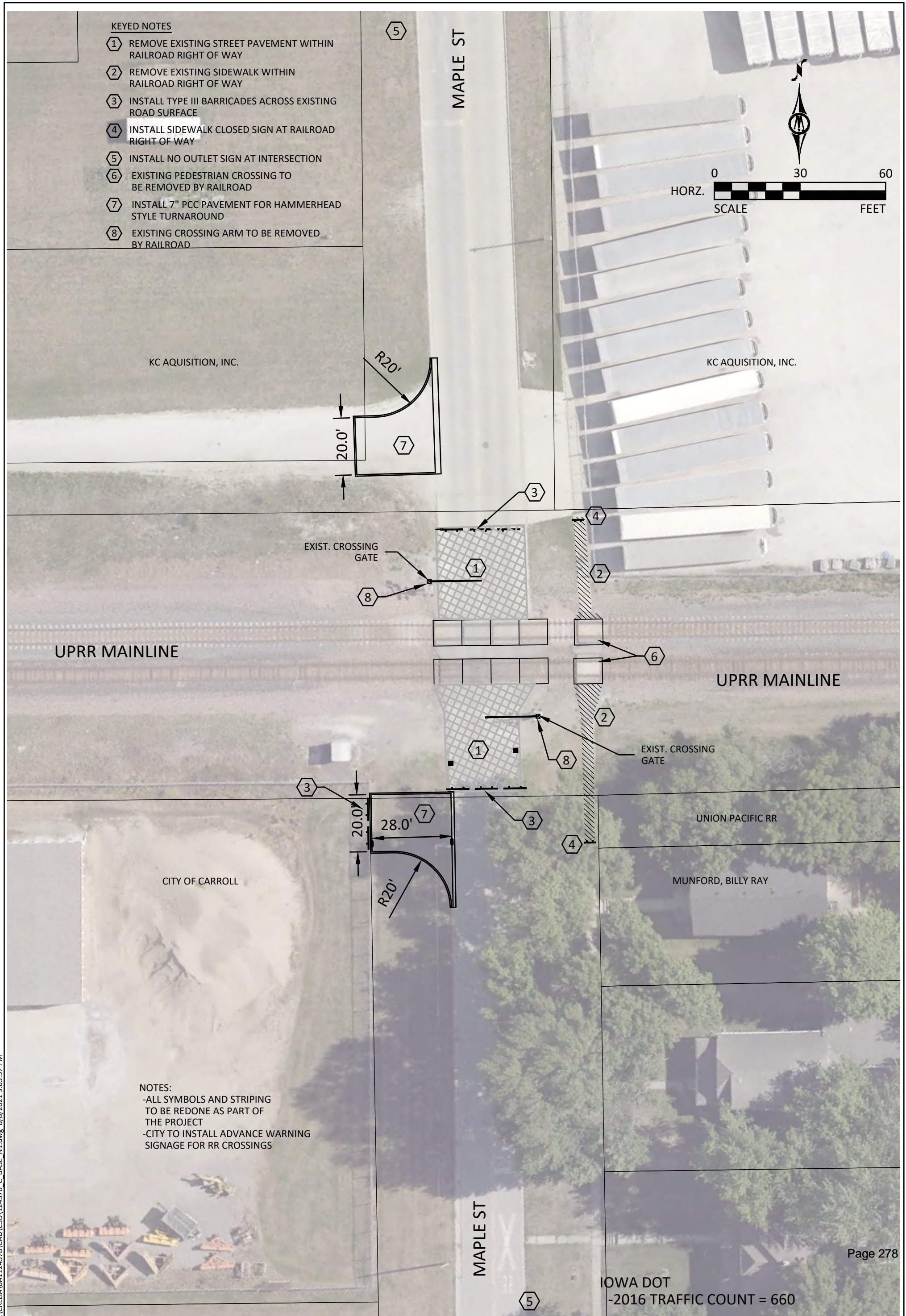
T&B ENTERPRISES, INC.

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 RELOCATE EXISTING INTAKE
- ⑦ INSTALL 7" PCC PAVEMENT AND CURB
- ⑧ INSTALL 3' WIDE RAISED PCC PARKING
MEDIAN WITH PCC FILLED MIDDLE
- ⑨ INSTALL 7" PCC PAVEMENT AND CURB
PARKING MEDIAN WITH GRASS MIDDLE
- ⑩ INSTALL 4' WIDE, 6" THICK PCC SIDEWALK
- ⑪ CLOSE OFF EXISTING PROPERTY ACCESS
- ⑫ ALLOW PROPERTY ACCESS AT THIS LOCATION

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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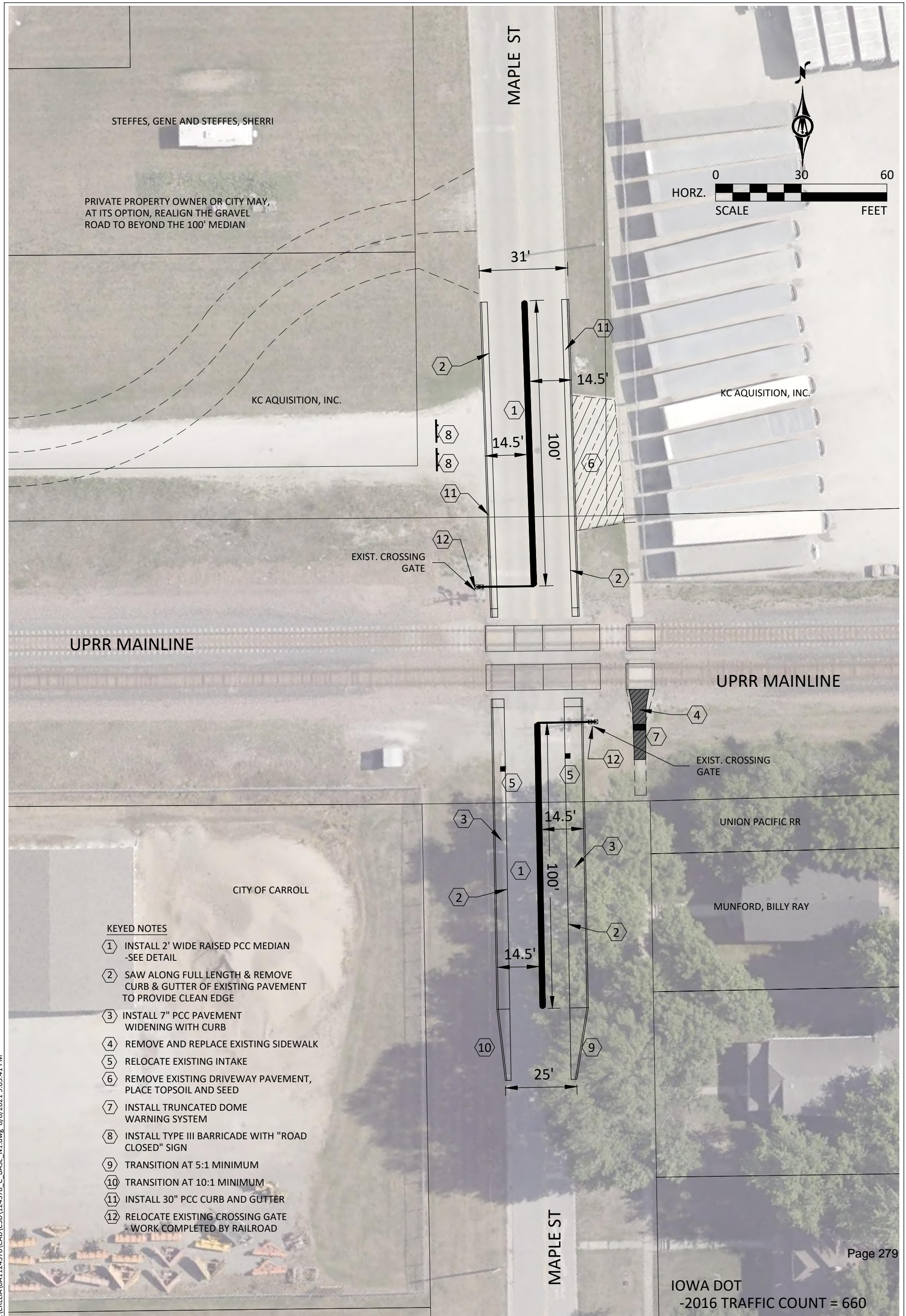


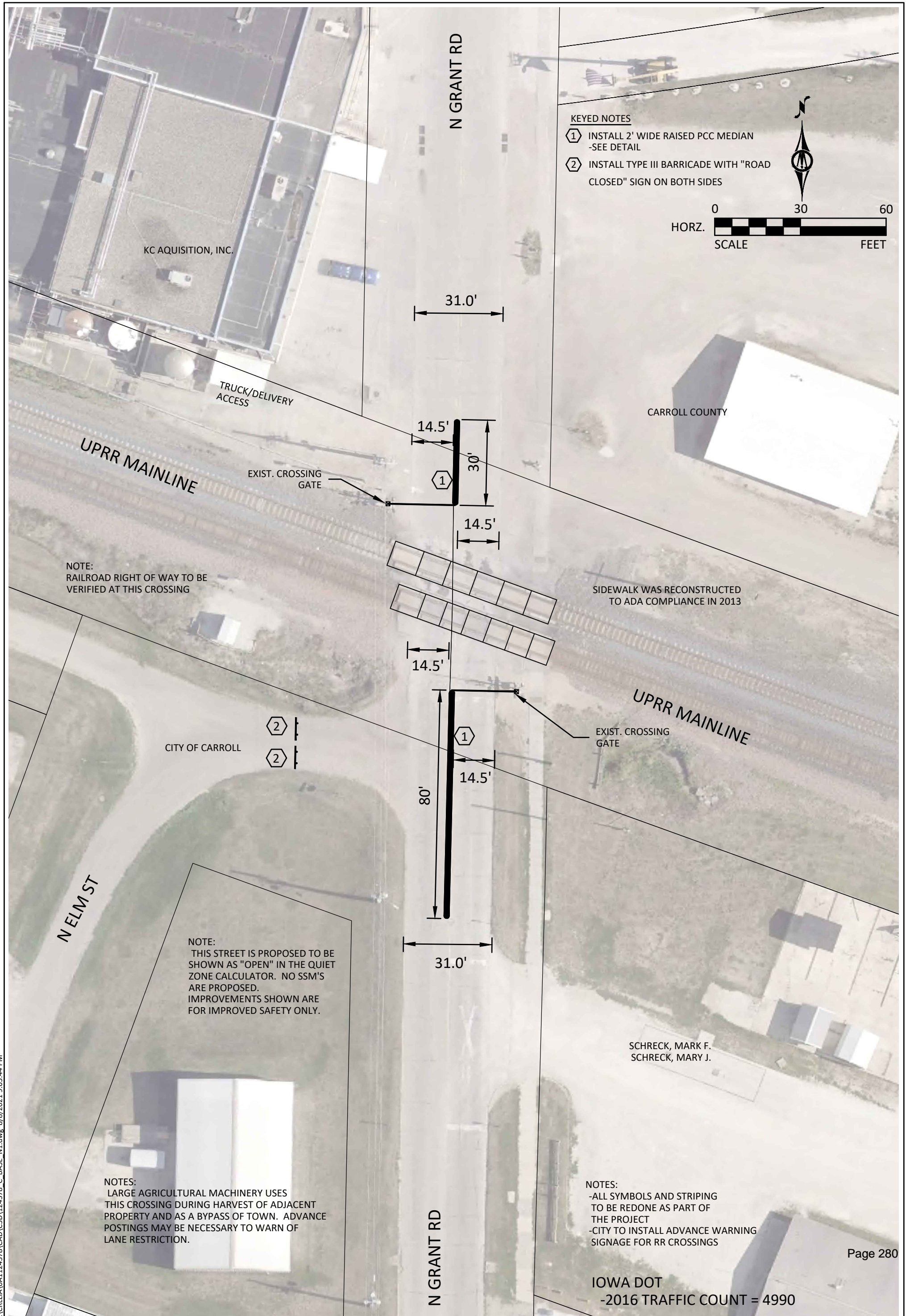
KEYED NOTES

- 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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IMPROVEMENT MATRIX

City of Carroll, Iowa
Quiet Zone Investigation - Update

CROSSING IMPROVEMENT MATRIX

0A1.124378

Attachment I

	Open	No work or minimal medians installed for safety	Quiet Zone Establishment Criteria SSM @ All Crossings = Automatic ; send affirmation and inventory form every 4.5-5 years QZRI < or = NSRT = Qualified; send affirmation and inventory form every 2.5-3 years QZRI < or = RIWH = reviewable; send affirmation and inventory form every 2.5-3 years
	Closed	No through traffic allowed	
	Wayside Horn	Directional horn at roadway	
	4 Quad Gate	Gate installed for all traveled directions	
	SSM Applied	SSM = Supplementary Safety Measure, Raised median	

Crossing Scenario	QZ Calc Scenario	Burgess Ave 1550	N Grant Rd 4990	Maple St 660	N Clark St 3080	N Main St 5600	N Carroll St 2390	Bella Vista 310	Quiet Zone Risk Index (QZRI)	Nationwide Significant Risk Threshold (NSRT)	Risk Index with Horns (RIWH)	Quiet Zone	UPRR Annual Contract	Estimated Cost
EXISTING CONDITIONS														
EX-1	64863													
WAYSIDE HORN 2 CROSSINGS QUIET ZONE														
BB-1	64866								44746.19	15488.00	26826.25	Denied	Y	\$250,000.00
BB-2	64910								24329.66	15488.00	26826.25	reviewable	Y	\$1,529,000.00
BB-3	64872								24166.96	15488.00	26826.25	reviewable	Y	\$585,500.00
BB-4	64870								17026.09	15488.00	26826.25	reviewable	Y	\$817,000.00
BB-5	64901								16843.14	15488.00	26826.25	reviewable	Y	\$1,679,000.00
BB-6	64902								16636.53	15488.00	26826.25	reviewable	Y	\$2,529,000.00
BB-7	64871								15902.68	15488.00	26826.25	reviewable	Y	\$735,500.00
BB-8	64903								15509.55	15488.00	26826.25	reviewable	Y	\$2,447,500.00
BB-9	64904								15336.14	15488.00	26826.25	Qualified	Y	\$3,340,500.00
BB-10	64911								8540.71	15488.00	26826.25	Automatic	Y	\$2,667,000.00
WAYSIDE HORN 1 CROSSING QUIET ZONE														
BA-1	64865								42257.06	15488.00	25333.97	Denied	Y	\$125,000.00
BA-2	64909								21268.43	15488.00	25333.97	reviewable	Y	\$1,551,500.00
BA-3	64869								21132.85	15488.00	25333.97	reviewable	Y	\$608,000.00
BA-4	64867								15182.12	15488.00	25333.97	Qualified	Y	\$839,500.00
BA-5	64906								15170.04	15488.00	25333.97	Qualified	Y	\$1,689,500.00
BA-6	64908								15029.66	15488.00	25333.97	Qualified	Y	\$1,701,500.00
BA-7	64907								15009.95	15488.00	25333.97	Qualified	Y	\$1,689,500.00
BA-8	64868								14245.95	15488.00	25333.97	Qualified	Y	\$758,000.00
BA-9	64905								8110.97	15488.00	25333.97	Automatic	Y	\$2,689,500.00

City of Carroll, Iowa
Quiet Zone Investigation - Update

CROSSING IMPROVEMENT MATRIX

0A1.124378

Attachment I

	Open	No work or minimal medians installed for safety	Quiet Zone Establishment Criteria SSM @ All Crossings = Automatic ; send affirmation and inventory form every 4.5-5 years QZRI < or = NSRT = Qualified; send affirmation and inventory form every 2.5-3 years QZRI < or = RIWH = reviewable; send affirmation and inventory form every 2.5-3 years
	Closed	No through traffic allowed	
	Wayside Horn	Directional horn at roadway	
	4 Quad Gate	Gate installed for all traveled directions	
	SSM Applied	SSM = Supplementary Safety Measure, Raised median	

Crossing Scenario	QZ Calc Scenario	Burgess Ave 1550	N Grant Rd 4990	Maple St 660	N Clark St 3080	N Main St 5600	N Carroll St 2390	Bella Vista 310	Quiet Zone Risk Index (QZRI)	Nationwide Significant Risk Threshold (NSRT)	Risk Index with Horns (RIWH)	Quiet Zone	UPRR Annual Contract	Estimated Cost
7 CROSSING QUIET ZONE														
AA-1	_64864								7032.97	15488.00	23424.49	Automatic	Y	\$7,000,000.00
AC-2	_64878								21768.01	15488.00	23424.49	reviewable	N	\$564,500.00
AC-3	_64879								20965.58	15488.00	23424.49	reviewable	N	\$483,000.00
AC-4	_64876								15864.95	15488.00	23424.49	reviewable	N	\$714,500.00
AC-5	_64913								15854.6	15488.00	23424.49	reviewable	Y	\$1,564,500.00
AC-6	_64916								15717.38	15488.00	23424.49	reviewable	Y	\$1,564,500.00
AC-7	_64877								15062.52	15488.00	23424.49	Qualified	N	\$633,000.00
AC-8	_64918								15031.16	15488.00	23424.49	Qualified	Y	\$2,564,500.00
AC-9	_64915								14969.48	15488.00	23424.49	Qualified	Y	\$1,483,000.00
AC-10	_64917								14914.95	15488.00	23424.49	Qualified	Y	\$1,483,000.00
AC-11	_64920								14836.25	15488.00	23424.49	Qualified	Y	\$2,345,000.00
AC-12	_64919								14248.09	15488.00	23424.49	Qualified	Y	\$2,345,000.00
AC-13	_64873								13583.59	15488.00	23424.49	Qualified	N	\$714,500.00
AC-14	_64874								12781.16	15488.00	23424.49	Qualified	N	\$633,000.00
AC-15	_64914								9803.97	15488.00	23424.49	Qualified	Y	\$2,564,500.00
Quiet Zone Calculator Computations were completed on August 1, 2021														

COST OPINIONS

**Railroad Quiet Zone Investigation
Carroll, Iowa**

Notes: - Engineering fees are not included in the costs shown for the construction costs
 - Measurements and quantities are based on available GIS and aerial information and visual inspection, topographic survey will be required at the design phase to verify
 - quantities do not include costs for existing crossing panels and equipment that may need to be improved for a quiet zone project by UPRR

Attachment J

**PRELIMINARY OPINION OF PROJECT CONSTRUCTION COSTS
August 9, 2021**

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	VARIES	1.00	\$24,000.00	1.00	\$12,000.00	1.00	\$15,000.00	1.00	\$29,000.00	1.00	\$23,000.00
2	REMOVE PAVEMENT	SY	\$12.00	80.00	\$960.00	0.00	\$0.00	225.00	\$2,700.00	55.00	\$660.00	180.00	\$2,160.00
3	REMOVE SIDEWALK/DRIVEWAY	SY	\$15.00	0.00	\$0.00	0.00	\$0.00	45.00	\$675.00	95.00	\$1,425.00	15.00	\$225.00
4	CONSTRUCT 7" PCC PAVEMENT WIDENING	SY	\$65.00	405.00	\$26,325.00	0.00	\$0.00	170.00	\$11,050.00	215.00	\$13,975.00	270.00	\$17,550.00
5	CONSTRUCT P.C.C. RAISED MEDIAN	SF	\$25.00	400.00	\$10,000.00	220.00	\$5,500.00	0.00	\$0.00	400.00	\$10,000.00	480.00	\$12,000.00
6	CONSTRUCT 6" P.C.C. DRIVEWAY/SIDEWALK	SY	\$55.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	5.00	\$275.00	5.00	\$275.00
7	CONSTRUCT 4" P.C.C. SIDEWALK	SY	\$45.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	10.00	\$450.00	55.00	\$2,475.00
8	PED RAMP DETECTABLE WARNING SYSTEM	SF	\$50.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	8.00	\$400.00	8.00	\$400.00
9	SEEDING, PERMANENT	SQ	\$40.00	170.00	\$6,800.00	0.00	\$0.00	70.00	\$2,800.00	55.00	\$2,200.00	55.00	\$2,200.00
10	TRAFFIC CONTROL	EA	\$40,000.00	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28
11	GRANULAR SUBBASE, ROADSTONE	TON	\$35.00	95.00	\$3,325.00	0.00	\$0.00	55.00	\$1,925.00	70.00	\$2,450.00	115.00	\$4,025.00
12	EROSION AND SEDIMENT CONTROL	EA	\$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
13	SIGNAGE, STRIPING AND SYMBOLS	EA	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00
14	PROVIDE RAILROAD FLAG CREW	DAY	\$2,000.00	15.00	\$30,000.00	10.00	\$20,000.00	10.00	\$20,000.00	15.00	\$30,000.00	15.00	\$30,000.00
15	CONSTRUCTION CONTINGENCIES	EA	VARIES	1.00	\$19,000.00	1.00	\$9,000.00	1.00	\$11,000.00	1.00	\$16,000.00	1.00	\$18,000.00
SUBTOTAL					\$138,624.28		\$64,714.28		\$83,364.28		\$125,049.28		\$130,524.28
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/QZ PROCESS	LS	\$50,000.00	0.14	\$7,142.85	0.14	\$7,142.85	0.14	\$7,142.85	0.14	\$7,142.85	0.14	\$7,142.85
18	RELOCATE GATE ARM	EA	\$20,000.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	2.00	\$40,000.00	0.00	\$0.00
SUBTOTAL					\$8,642.85		\$7,142.85		\$7,142.85		\$47,142.85		\$7,142.85
TOTAL OPINION OF PROBABLE CONSTRUCTION COSTS					\$147,267.13		\$71,857.13		\$90,507.13		\$172,192.13		\$137,667.13

**Railroad Quiet Zone Investigation
Carroll, Iowa**

Notes: - Engineering fees are not included in the costs shown for the construction costs
 - Measurements and quantities are based on available GIS and aerial information and visual inspection, topographic survey will be required at the design phase to verify
 - quantities do not include costs for existing crossing panels and equipment that may need to be improved for a quiet zone project by UPRR

Attachment J

**PRELIMINARY OPINION OF PROJECT CONSTRUCTION COSTS
August 9, 2021**

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	VARIES	1.00	\$14,000.00	1.00	\$25,000.00	1.00	\$18,000.00	1.00	\$24,000.00	1.00	\$40,000.00
2	REMOVE PAVEMENT	SY	\$12.00	15.00	\$180.00	275.00	\$3,300.00	35.00	\$420.00	90.00	\$1,080.00	55.00	\$660.00
3	REMOVE SIDEWALK/DRIVEWAY	SY	\$15.00	65.00	\$975.00	83.00	\$1,245.00	30.00	\$450.00	0.00	\$0.00	0.00	\$0.00
4	CONSTRUCT 7" PCC PAVEMENT WIDENING	SY	\$65.00	50.00	\$3,250.00	340.00	\$22,100.00	84.00	\$5,460.00	150.00	\$9,750.00	373.00	\$24,245.00
5	CONSTRUCT P.C.C. RAISED MEDIAN	SF	\$25.00	160.00	\$4,000.00	320.00	\$8,000.00	320.00	\$8,000.00	160.00	\$4,000.00	240.00	\$6,000.00
6	CONSTRUCT 6" P.C.C. DRIVEWAY/SIDEWALK	SY	\$55.00	60.00	\$3,300.00	39.00	\$2,145.00	15.00	\$825.00	0.00	\$0.00	0.00	\$0.00
7	CONSTRUCT 4" P.C.C. SIDEWALK	SY	\$45.00	25.00	\$1,125.00	60.00	\$2,700.00	12.00	\$540.00	0.00	\$0.00	0.00	\$0.00
8	PED RAMP DETECTABLE WARNING SYSTEM	SF	\$50.00	32.00	\$1,600.00	74.00	\$3,700.00	24.00	\$1,200.00	0.00	\$0.00	0.00	\$0.00
9	SEEDING, PERMANENT	SQ	\$40.00	15.00	\$600.00	50.00	\$2,000.00	45.00	\$1,800.00	76.00	\$3,040.00	262.00	\$10,480.00
10	TRAFFIC CONTROL	EA	\$40,000.00	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28	0.14	\$5,714.28
11	GRANULAR SUBBASE, ROADSTONE	TON	\$35.00	20.00	\$700.00	128.00	\$4,480.00	30.00	\$1,050.00	82.00	\$2,870.00	746.00	\$26,110.00
12	EROSION AND SEDIMENT CONTROL	EA	\$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
13	SIGNAGE, STRIPING AND SYMBOLS	EA	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00	1.00	\$7,500.00
14	PROVIDE RAILROAD FLAG CREW	DAY	\$2,000.00	10.00	\$20,000.00	15.00	\$30,000.00	15.00	\$30,000.00	10.00	\$20,000.00	20.00	\$40,000.00
15	CONSTRUCTION CONTINGENCIES	EA	VARIES	1.00	\$11,000.00	1.00	\$20,000.00	1.00	\$14,000.00	1.00	\$12,000.00	1.00	\$25,000.00
SUBTOTAL					\$78,944.28		\$142,884.28		\$99,959.28		\$94,954.28		\$190,709.28
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/QZ PROCESS	LS	\$50,000.00	0.14	\$7,142.85	0.14	\$7,142.85	0.14	\$7,142.85	0.00	\$0.00	0.14	\$7,142.85
18	RELOCATE GATE ARM	EA	\$20,000.00	0.00	\$0.00	0.00	\$0.00	0.00	\$0.00	2.00	\$40,000.00	2.00	\$40,000.00
SUBTOTAL					\$7,142.85		\$7,142.85		\$7,142.85		\$40,000.00		\$51,642.85
TOTAL OPINION OF PROBABLE CONSTRUCTION COSTS					\$86,087.13		\$150,027.13		\$107,102.13		\$134,954.28		\$242,352.13

FEDERAL RAILROAD
ADMINISTRATION



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.

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.

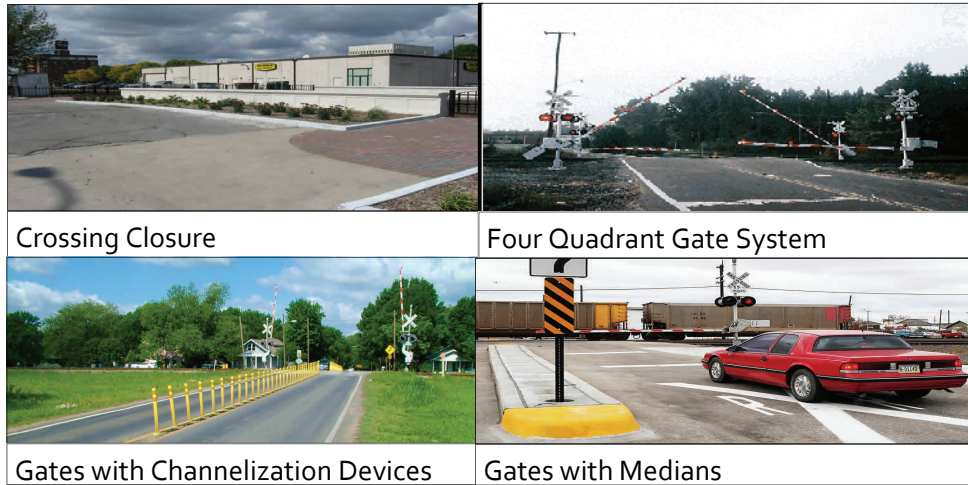
SSMs are pre-approved risk reduction engineering treatments installed at certain public highway-rail crossings within the quiet zone and can help maximize safety benefits and minimize risk. SSMs include: medians or channelization devices, one-way streets with gates, four quadrant gate systems, and temporary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

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

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

1200 New Jersey Avenue S.E.

Washington, DC 20590

Telephone: 202-493-6299

www.fra.dot.gov

WEBSITE LINK TO:

FEDERAL CODE OF REGULATIONS

TITLE 49

SUBTITLE B

CHAPTER II

PART 222

USE OF LOCOMOTIVE HORNS AT PUBLIC HIGHWAY – RAIL GRADE CROSSINGS

https://www.ecfr.gov/cgi-bin/text-idx?SID=55e4cd72d1135c4509cbd6266a4fc8fb&mc=true&node=pt49.4.222&rgn=div5#ap49.4.222.000_0_0



CARROLL

CORRIDOR OF COMMERCE PLAN 2.0

ACKNOWLEDGMENTS

PLAN STEERING COMMITTEE

Eric Jensen, Mayor

Josh Axman, Mid-Iowa Insurance & Real Estate

Nick Badding, Badding Construction

Laura Comito, Artworks Studio

LaVern Dirxk, Council Member

Matt Greteman, Greteman & Associates

Ryan Milligan, Commercial Savings Bank

Thomas Parrish, Carroll Eye Care Associates

Sondra Rierson, Adaptive Audiology Solutions

Denae Rosdail, I Saw The Sign

Austin Scott, Fusebox Marketing

Carolyn Siemann, Council Member

Ed Smith, St Anthony Regional Hospital

COMMUNITY STAFF

Mike Pogge-Weaver, City Manager

Randy Krauel, City of Carroll

Laura Shaefer, City of Carroll

Shannon Landauer, Carroll Area Development Corporation



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BACKGROUND

Highway 30 is a primary east-west thoroughfare through Carroll. The original Corridor of Commerce Plan was adopted in 2003. The Plan highlights the importance of the corridor and enhancements to the community's image.

The Study Area

The Plan includes a detailed look at the entire US 30 Corridor from Pella/Farner-Bocken (Core-Mark) to Wal-Mart with a focus on the Corridor of Commerce area between US Highway 71 east to Grant Road. Other areas of Carroll are also referenced in regards to the larger mobility network.

Purpose

The purpose of the 2021 Update is to advance the original Corridor of Commerce Plan for several reasons:

- The downtown streetscape is nearly complete and the community needs to set its sights on the remainder of the Highway 30 Corridor.
- Traditional highway corridors, like Highway 30, need to adapt to changing economic conditions and community expectations.
- Improving the overall experience of Highway 30 can further attract people to Carroll – to work, live, and shop.
- The community can reposition Carroll's retail and business NOW in light of COVID-19 influences in the future.

The Corridor of Commerce Plan 2.0 describes a desired vision for the future and provides recommendations to achieve that future. The Plan helps decision-makers, stakeholders, and community members define redevelopment opportunities and improvements throughout the corridor. Doing so establishes a framework to ensure policies and decisions help achieve those aspirations over time.

What the Plan DOES and DOES NOT do.

The Plan lays out a vision for the future of areas around Highway 30 and focuses on priorities for City policies and public investments. It is not a firm, inflexible commitment to carry out specific projects, but a guiding vision through a changing future. **The Plan does (and doesn't) do several things related to the use of public versus private land:**

Public Land

Public land includes land in the public right-of-way (streets, sidewalks, etc), trails, parks, and other land owned by the City.

Plan does:

1. Initiate additional engineering study/plans for major improvements of sidewalks, driveway access, and other infrastructure.
2. Direct future trail improvements.
3. Guide use of City-owned properties.

Plan does NOT:

1. Neglect the impact of public improvements on adjacent properties.
2. Necessitate a single design concept for street or property improvements.
3. Guarantee specific public space improvements will be implemented exactly as represented.

Private Land

Private land includes all land owned by private businesses, residents, or organizations other than the City of Carroll, State of Iowa, or Federal Government.

Plan does:

1. Guide decision makers when development proposals come forward.
2. Provide recommendations based on economic trends and market preference for property owners to consider and use in business decisions.
3. Detail how public improvements will impact private properties.
4. Provide education on the public vision and business development resources.

Plan does NOT:

1. Mandate development.
2. Dictate the use of private property.
3. Indicate plans to condemn property.

Process and Organization

A local Steering Committee comprised of business owners, council persons, City staff, economic development staff, and other guided the development of the Plan from late 2020 through the spring of 2021. The chapters follow the process of forming the Plan:

- Chapter 1: Existing Conditions. Reviews the conditions of Carroll and the Corridor in 2020 including demographics, business inventories, public destinations, transportation features, and development patterns. The chapter identifies opportunities that development concepts should leverage.
- Chapter 2: Community Preferences. Provides information on the public input received during the planning process, the stakeholders involved, and the timeline of events.
- Chapter 3: Corridor Vision and Themes. The chapter provides the overall guiding ideas based on the market and community engagement. These ideas are the basis for the concepts in the remaining chapters.
- Chapter 4: Concepts: Provides recommendations for future streetscape and redevelopment possibilities. The chapter presents concepts with strategies to reach the desired vision for the Corridor of Commerce, concluding with recommendations on how to leverage existing organizations to realize the vision.
- Chapter 5: Action. Brings the goals and objectives of the Plan together, creating a blueprint for the future and identifying a phasing plan to generate sustained momentum and plan support.
- Appendix. The appendix provides detailed reports on items referenced in the Plan. These include:
 - › The Corridor of Commerce survey results.
 - › Design alternatives considered in the planning process.
 - › Additional photo evidence of existing conditions.

“Corridor of Commerce” in the context of this plan refers to the streetscape, businesses, and neighborhoods represented in the study area.

WHAT IS SUCCESS? THEMES AND GOALS

Enhance the experience of Carroll, creating strong memories for all.

- *Walkers/bicyclers > residents, employees*
- *Vehicles > residents, employees, tourism*
- *Passerby traveler on Highway 30 > freight, tourism*

Create options for moving safely between neighborhoods and destinations.

- *Jobs*
- *Shopping*
- *Parks*

Maximize limited real estate and recognizing that markets change over time.

- *Near-term open sites*
- *Long-term redirection areas*

ACHIEVEMENTS

The City of Carroll and its partners continues to undergo several planning efforts prior to this Corridor of Commerce 2.0 Plan. Past achievements relevant to the recommendations in this Plan include:

Carroll 'Corridor of Commerce' Master Plan (2003)

The original plan for the Highway 30 corridor to identify redevelopment and enhancements to increase the success of Carroll. Much of the plan was implemented including the downtown streetscape, Highway 71/30 entryway signage, downtown signage, downtown kiosks, and special crosswalk pavements.

Carroll Urban Trails Study (2014)

A study to evaluate both on and off-street routes in the north-east quadrant of the City of Carroll from the existing on-street sidepath east of Fairview Elementary to the intersection at Highway 30 and Griffith Rd. Much of the study is also reflected in this Corridor of Commerce 2.0 Plan.

Carroll County Housing Assessment (2016)

An assessment to identify strategies to address housing issues throughout the county. To understand the Carroll County Housing Market, the Housing Assessment includes an exploration of demographic trends, construction activity trends, personal observations, and an extensive public engagement process. The assessment indicates a large need for all types of housing in Carroll County, which Highway 30 can help accommodate.

Graham Park Recreation District (2019)

A plan to help create a vision for the district that connects it to other community assets, with design guidelines that create a more cohesive identity for the district. Improvements to pursue include pedestrian circulation and safety, safe and easy to use parking, connections between the east and west sides of the district, and connections to the city's trail master plan

Carroll Graham Park Recreational District, Capital Improvements Plan (2019)

A continuation of the Graham Park Recreation District Plan to further refine recommendations to create a high level opinion of costs to use in future Capital Improvement Plans.

CARROLL 'CORRIDOR OF COMMERCE' MASTERPLAN

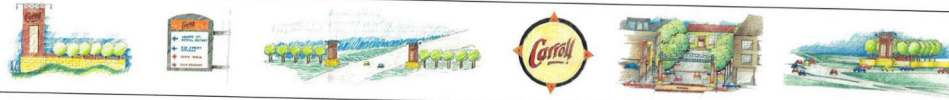
RECOMMENDATIONS REPORT
FOR

CARROLL URBAN TRAILS STUDY

Carroll, Iowa
June 3, 2014

DRAFT

Prepared for: The City of Carroll
Prepared by: Brian Clark and Associates
April 2003



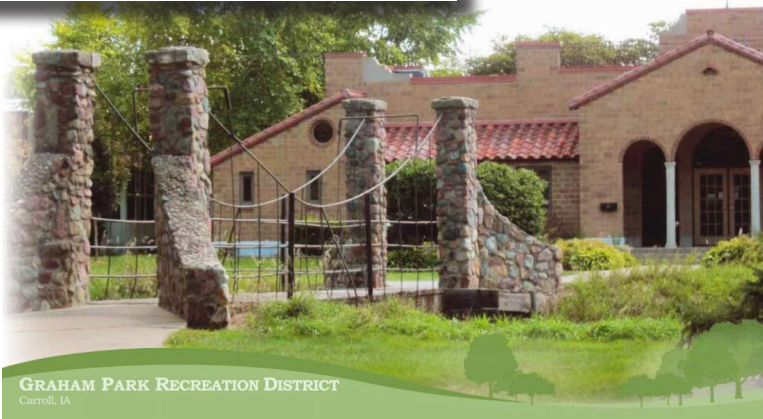
CARROLL COUNTY HOUSING ASSESSMENT



5/7/2016



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West Des Moines, Iowa 50266
(800) 798-6104



GRAHAM PARK RECREATION DISTRICT
Carroll, IA

CARROLL GRAHAM PARK RECREATIONAL DISTRICT CAPITAL IMPROVEMENTS PLAN



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APRIL 17, 2019





1 // CORRIDOR TODAY

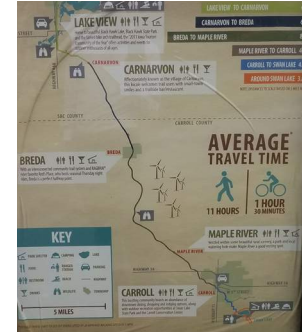
Specific information about the use and key elements of a corridor are fundamental to analysis and development of solutions. This chapter provides a visual presentation of vital information addressing land use, zoning, access factors, and market conditions.

CARROLL'S ASSETS

Carroll offers residents in the region many recreational, employment, and service assets. The businesses along Highway 30 add significantly to the regional market draw Carroll provides.

Assets that contribute to Carroll's business and recreational environment include:

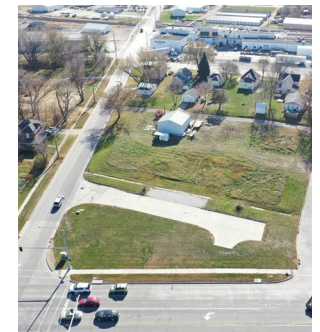
- Strong and stable businesses
- Regional retail pull with trending sales growth
- An intact historic downtown
- Regular investments in community appearance
- Modern recreational facilities for regional draw and beyond
- High community pride and engagement
- Desire for informed decision making



CARROLL'S OPPORTUNITIES

Many of these assets provide opportunity for future growth and enhancements. There are also some other features along Highway 30 and in the community that are potential opportunities for future growth. These include:

- Fostering entrepreneurship
- Desire for citywide trail network
- Refreshing the brand of Downtown/community
- Sites for infill along Highway 30
- Trending low unemployment



THE CORRIDOR TODAY

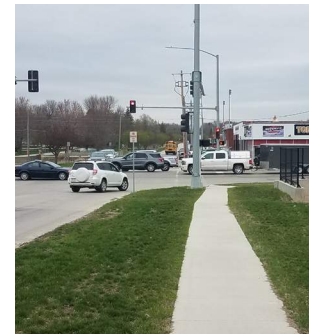
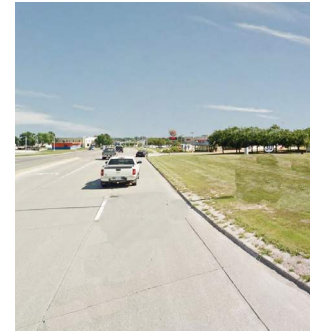
Corridor Features

The Corridor functions as primarily a business corridor sustaining long-standing community establishments and nurturing new entrepreneurs. Importantly, the corridor supplies a variety of daily necessities to nearby and regional residents such as grocery stores, personal services, and employment opportunities.

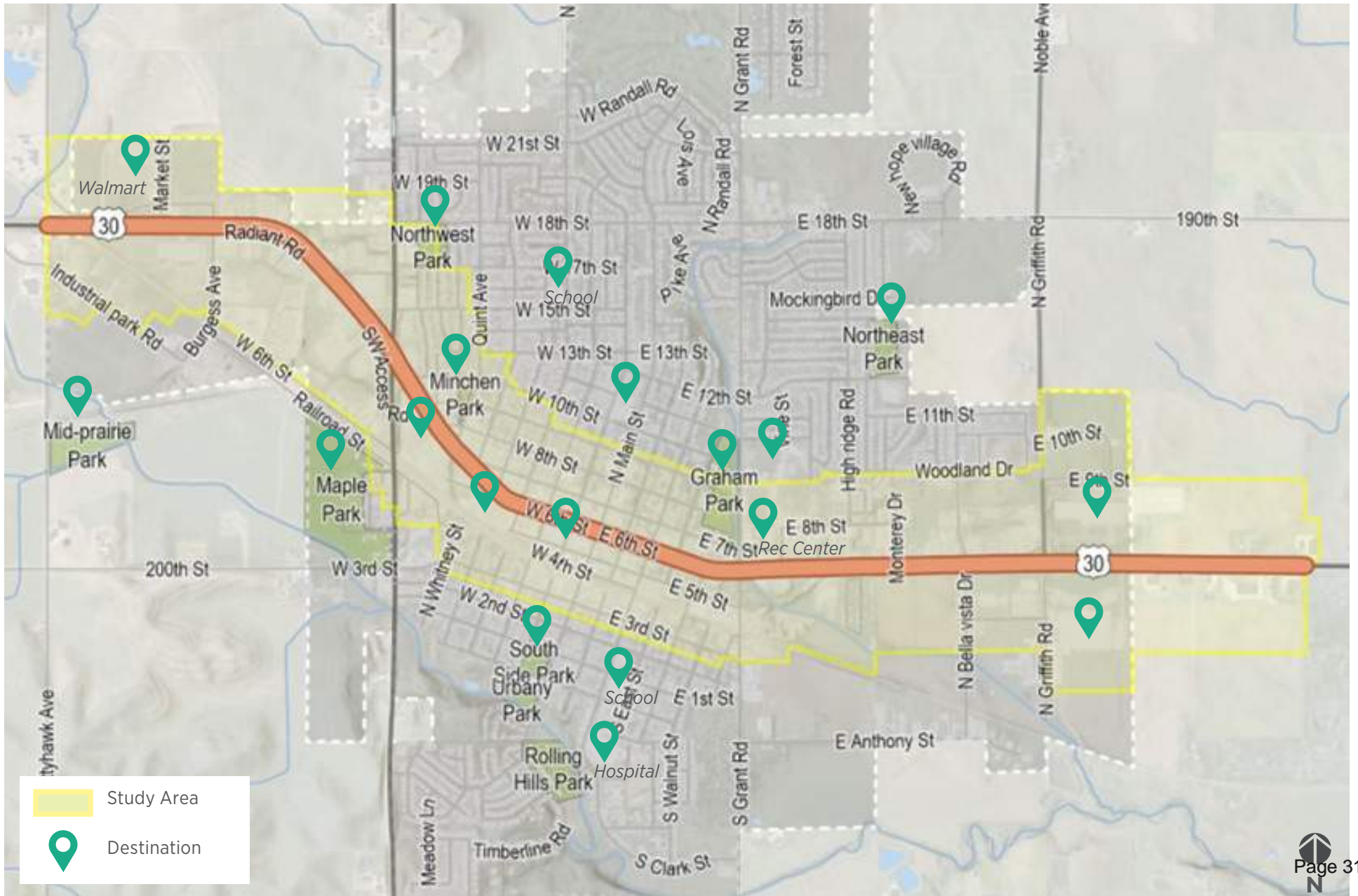
Map 2.1 shows the study area and destination features along the Corridor.

- 4.25 miles long
- About 1,650 people live in the study area
- Total daytime population in the study area is about 4,900 people
- Average household size is 2 with a median age of 39.4
- Median home value of about \$113,500
- Three parks touch or are within the study area

Source: ESRI



MAP 2.1: Corridor of Commerce Study Area



MOBILITY TODAY

The Corridor functions as a statewide transportation route and local community access route. High traffic volumes compete with north and south connections in Carroll for both motorists and pedestrians.

Map 2.2 shows how sidewalks intersect and align along the corridor in 2020. As shown, there are several gaps in relation to community destinations and neighborhoods.

Corridor Features

- 1.5 miles of sidewalk along Highway 30
- 16.3 miles of sidewalk in the study area
- 132 driveway and street access points along Highway 30
- 4 lanes with occasional turn-lanes



LAND USE TODAY

As a prominent highway corridor, land uses along much of the corridor are auto-oriented and commercial uses. The size and scale of buildings and sites tends to grow the further east and west from the downtown core at Adams Street.

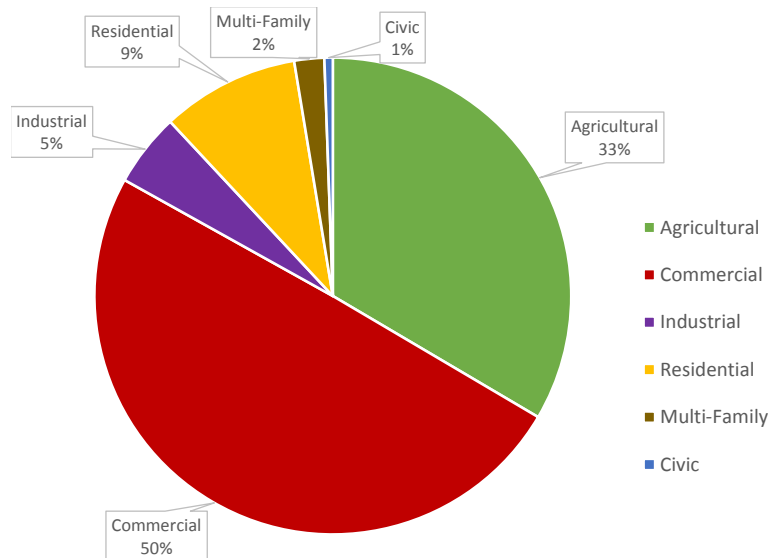
Map 2.3 shows the mix of land uses along the Corridor.

Corridor Features

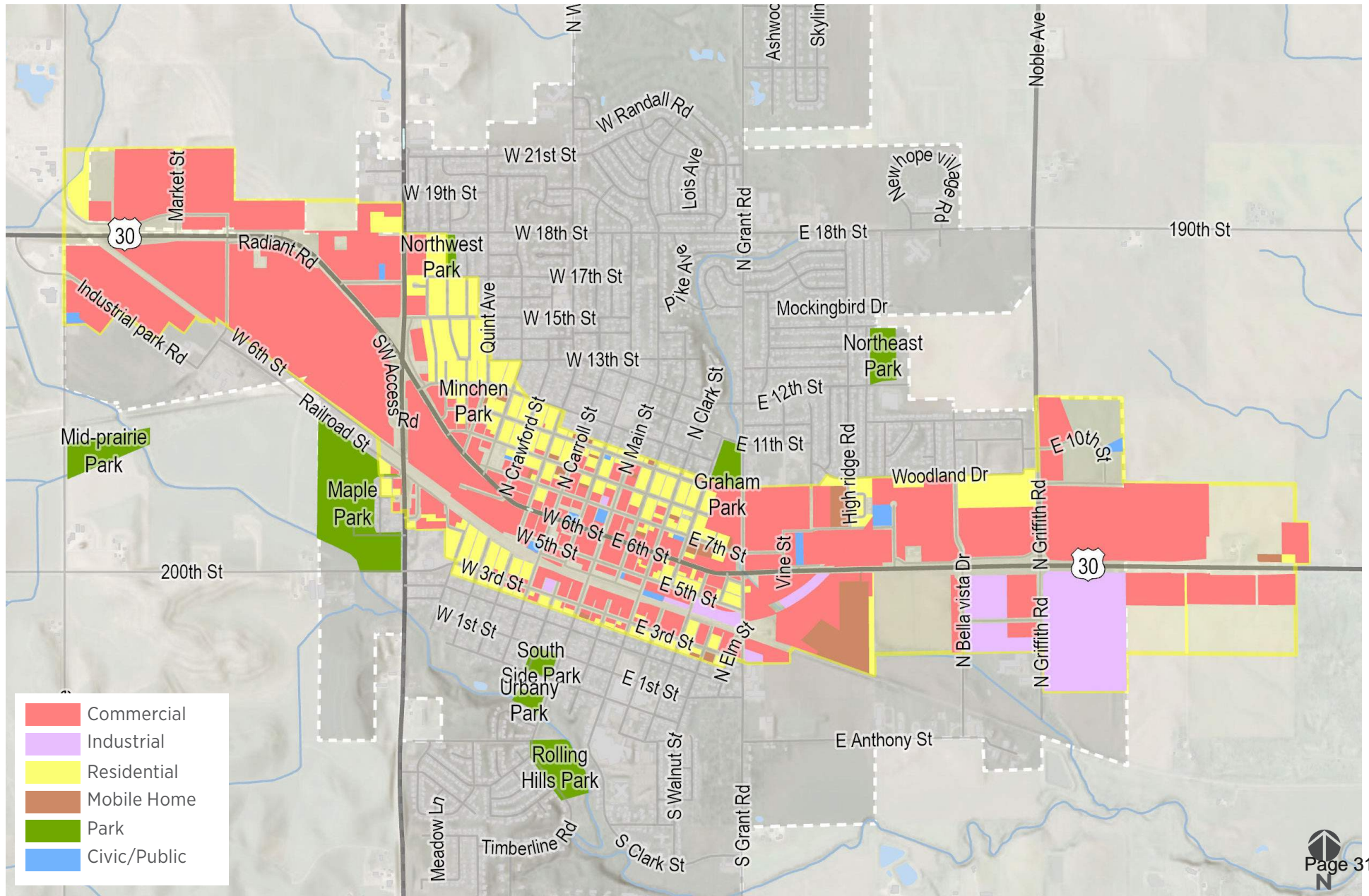
- About 490 businesses operate in the study area
- About 6,000 employees work in the study area
- Average year building built: 1933

Source: ESRI; City of Carroll, RDG Planning & Design

LAND USE MIX IN THE STUDY AREA (2020 ACRES)



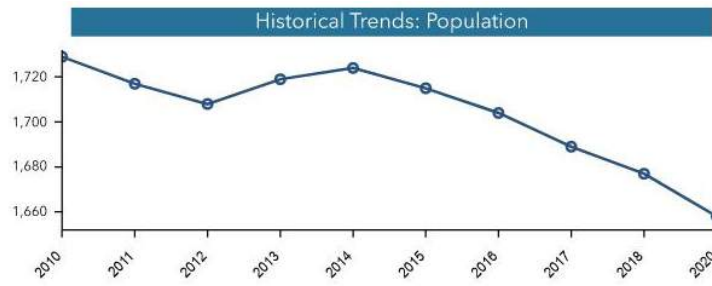
MAP 2.3: 2020 Corridor Land Use Mix



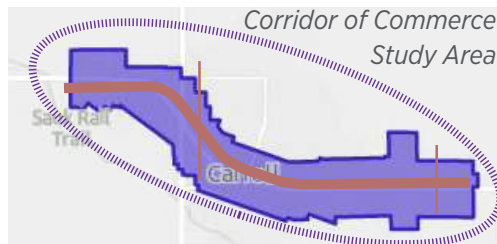
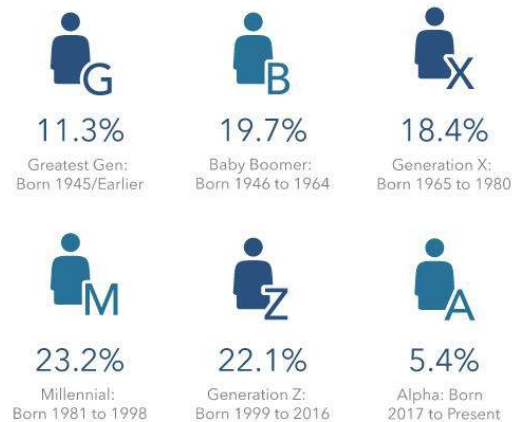
CARROLL MARKET

In 2020 the Carroll Area Development Corporation, with the City, were also completing a retail market study with the firm The Retail Coach. While separate from the Corridor of Commerce 2.0 Plan, results from the Retail Coach are informative for future strategies along Highway 30. Selected data and results from The Retail Coach are included in this section for reference.

POPULATION TRENDS IN THE CORRIDOR OF COMMERCE STUDY AREA



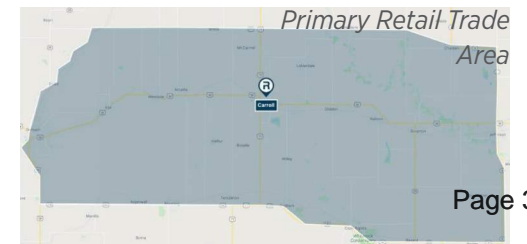
POPULATION BY GENERATION



Source: ESRI Community Analyst

POPULATION TRENDS IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
Population		
2026 Projection	33,551	
2021 Estimate	33,707	
2010 Census	34,687	
2000 Census	34,917	
Growth 2021 - 2026		-0.46%
Growth 2010 - 2021		-2.83%
Growth 2000 - 2010		-0.66%
2021 Est. Population by Age		
2021 Est. Population	33,707	
Age 0 - 4	2,314	6.87%
Age 5 - 9	2,285	6.78%
Age 10 - 14	2,336	6.93%
Age 15 - 17	1,460	4.33%
Age 18 - 20	1,293	3.84%
Age 21 - 24	1,632	4.84%
Age 25 - 34	3,687	10.94%
Age 35 - 44	3,766	11.17%
Age 45 - 54	3,724	11.05%
Age 55 - 64	4,447	13.19%
Age 65 - 74	3,587	10.64%
Age 75 - 84	2,020	5.99%
Age 85 and over	1,158	3.44%
Age 16 and over	26,294	78.01%
Age 18 and over	25,313	75.10%
Age 21 and over	24,020	71.26%
Age 65 and over	6,764	20.07%

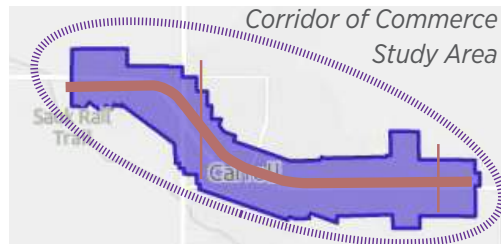


Source: The Retail Coach

[SUMMARIES TO BE INSERTED]

- Summary points of interest

BUSINESS AND EMPLOYMENT IN THE STUDY AREA

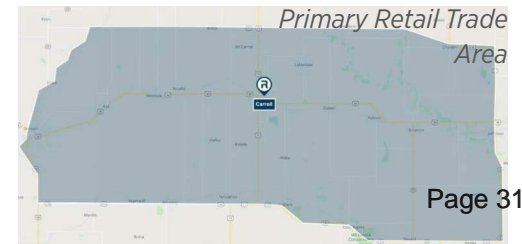


Source: ESRI Community Analyst

BUSINESS AND EMPLOYMENT IN THE PRIMARY RETAIL TRADE AREA

DESCRIPTION	DATA	%
2021 Est. Pop 16+ by Occupation Classification	16,754	
White Collar	8,082	48.24%
Blue Collar	5,810	34.68%
Service and Farm	2,862	17.08%
2021 Est. Pop 16+ by Employment Status	26,293	
Civilian Labor Force, Employed	16,591	63.10%
Civilian Labor Force, Unemployed	697	2.65%
Armed Forces	27	0.10%
Not in Labor Force	8,978	34.15%

DESCRIPTION	DATA	%
2021 Est. Households by Household Income	13,666	
Income < \$15,000	1,350	9.88%
Income \$15,000 - \$24,999	1,160	8.49%
Income \$25,000 - \$34,999	1,385	10.14%
Income \$35,000 - \$49,999	1,930	14.12%
Income \$50,000 - \$74,999	2,052	15.02%
Income \$75,000 - \$99,999	1,980	14.49%
Income \$100,000 - \$124,999	1,512	11.06%
Income \$125,000 - \$149,999	924	6.76%
Income \$150,000 - \$199,999	765	5.60%
Income \$200,000 - \$249,999	287	2.10%
Income \$250,000 - \$499,999	250	1.83%
Income \$500,000+	71	0.52%
2021 Est. Average Household Income		\$78,990
2021 Est. Median Household Income		\$61,126



Source: The Retail Coach





2 // PLANNING PROCESS

Planning includes a review of trends in the built environment and market potential, as well as the aspirations and visions of the broader community – those that live, work, and visit Carroll. The vision of those that know Carroll best form the Plan's concepts.

ENGAGEMENT PROCESS

The vision and priorities included in this plan emerged from community engagement process.



The planning process involved both in-person and remote events to develop the Plan's concepts. Ultimately, the input and feedback led to the Plan's recommendations.

In tandem with this planning project, the city launched an initiative with Retail Coach to evaluate market gaps, provide business assistance, and help recruit businesses to the community. While the Retail Coach initiative addresses near-term strategies, this Plan forecasts initiatives for the next 20 years like the previous Corridor Commerce Plan from 2003.

The methods used to achieve the vision of this Plan were adapted for the COVID-19 pandemic and included:

Plan Steering Committee. The plan Steering Committee composed of businesses, residents, Council persons, City staff, and urban planning experts met at key points during the process to review the progress of the Plan and offer mid-course corrections to the Plan's concepts.

- **Meeting #1 - Kick-off.** The kick-off meeting occurred at the public library to review the process, schedule, and individual ambitions for the corridor.
- **Committee One-on-one Interviews.** Individual interviews to discuss their ambitions for the corridor.
- **Meeting #2 - Walking Tour.** In December of 2020, the planning team and steering committee walked most of the corridor to understand current conditions and pedestrian mobility challenges.
- **Meeting #3 - Conditions and Trends.** The committee discussed the realities of the market and potential to capture market trends for land use and development concepts within the corridor.
- **Meeting #4 - Emerging Concepts.** The committee reviewed the emerging opportunities for future mobility and development.
- **Committee One-on-one Interviews.** Individual interviews with members to offer feedback on the emerging concepts.
- **Meeting #5 - Refined Concepts.** The committee contributed additional feedback on the Plan's concepts prior to preparing the Plan's publication.



Stakeholder Listening Sessions. Small group discussions included open discussions with elected and appointed officials, businesses, neighbors, schools, the Chamber, regional planners, and other stakeholders.

Online Portal. A project website was established and displayed information, an introductory video, and announcements about the Plan.

- **Introductory Video.** Community leaders launched a social media campaign that included a video about the Plan’s purpose and goals.
- **Background information.** The site hosted past plans and reports for people to review.

- **Community Survey.** A community survey was launched at the beginning of the process and made available on-line throughout the project. The survey presented questions on people’s perceptions and desires for the Corridor including business mix, image, and transportation. Several preferred themes emerged that became incorporated into final design concepts.

- **Interactive Mapping Tool.** People identified locations for improvement, things they like, and general comments along the Corridor.

Planning and Zoning Commission Update. In February 2021 the team met with the Planning and Zoning Commission to present initial concepts and get feedback.

Online Webinar - Emerging Concepts. An interactive webinar through Zoom and broadcast on YouTube and CAAT6 engaged residents, business owners, and other stakeholders directly in conceptual planning for the district, tackling such issues as the streetscape and redevelopment concepts. Participants shared their ideas, issues, and concerns informally with the design team.

Stakeholder Feedback Sessions. One-on-one and small group sessions were held with property owners and other stakeholders to address implications of the Plan’s concept.

Property Owner Meeting. A meeting with property owners answered their questions and sought feedback on initial development opportunities for the Corridor.

Open Displays. Displays of the Plan were left in City Hall for the public to view at their convenience during the approval process.

COMMUNITY INSIGHTS

The results of the community survey and mapping exercise unveiled several opportunities for the Corridor and several challenges to address. Over 260 people responded to the survey and 53 comments on the interactive map.

Major Engagement Themes

- **Support for new businesses is a top priority. “Support” needs to be defined.**
- **A stronger mix of quality retail is a top priority. This includes food, hospitality, and other commercial services.**
- **Mixing uses (retail, office, recreation) is desirable.**
- **Continuous pathway on one side of the street is a priority**
- **Perhaps eventual sidewalks on both sides in the future.**
- **Slight trend in comments of “do nothing” or “keep improvements simple.”**

Survey summary

The survey asked many questions about people’s perception of needed enhancements and future possibilities for the corridor. 78% of survey respondents live in Carroll. Full results are in the appendix of this Plan, but summarized here.

More than 60% saying this is a priority or interesting idea for the corridor. (bold items are the highest priority)

Mobility

- **Complete sidewalks on one side of the street**
- **Pedestrian crossing lights**
- Improvement on the condition of existing sidewalks
- Easier access to businesses along the corridor

Businesses

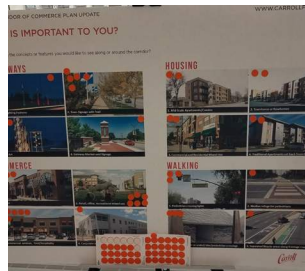
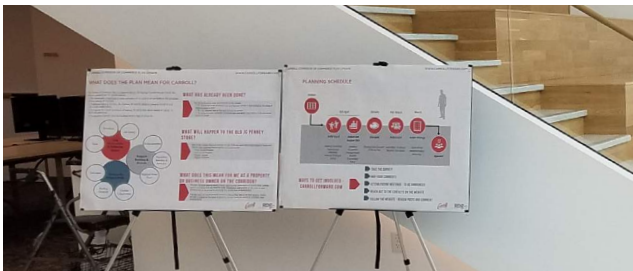
- **More support for new business**
- **More retail quality and variety**

Land Use

- **Retail and residential mixed site uses over office and standalone residential uses**
- **Decorative monument signs**
- Multi-tenant signs over individual pole signs

Image

- **Entryway signage with trail**
- **Gateway markers and signage**
- **Art incorporated into buildings**
- **Street landscaping**
- Business landscaping
- Maintenance of buildings
- Entryway lighting features
- Building murals



Eric Jens Page 323

MAP: Interactive Map Spatial Comments with most "Likes"

The image shows an interactive map of the Carroll Corridor. The map is overlaid with several red callout boxes containing text comments. The map interface includes a top navigation bar with icons for 'Drag to comment', 'Ideas for Improvement', 'Make a Comment', and 'Something I Like'. A legend in the bottom right corner identifies these icons. The map itself shows a street grid with various buildings and green spaces. A red dashed line highlights a specific area along the corridor. The comments are as follows:

- Top Left:** How about a warning light on the way out of town heading west like there is when coming in from the west?
- Top Center:** There should just be an entrance here to get to these businesses, with the new depaco bank building and the apothacarys very tight parking spaces the current entrance to the west is awkward. Should just close that west one off and make a nice wide 3 lane one in, one out left turn, one out right turn lanes here. Narrow the median between hwy 30 and apothacarys north building door to widen that drive through parking area. Close off the old entrance dupacos building created a large blindspot here.
- Top Right:** South side 11th street by Aquatic Center needs a sidewalk. Seems they just stopped needs to be continued all around the Aquatic Center for kids to get to the pool without walking on the street.
- Middle Left:** A sidewalk\trail along all of Hwy 30 would add to the safety of pedestrians. Much of the corridor outside of down town does not have a safe place for people to walk or ride a bike.
- Middle Center:** The parking and driving through the area by Scooters is a bit confusing with the parking spots all the way up to the business. It would be nice to see an actual driving area separate from parking spaces from between Scooters and Bomgaars.
- Middle Right:** The need for wide sidewalks, even if only on one side of the road for now, is a must over. The residential area continues to expand on the NE side of town and there aren't enough safe options for people to walk or ride bikes to the SE side of town. I often see people walking to and from work along the highway, but in the grass or snow. This is an unsafe practice.
- Bottom Left:** Less stoplights! Traffic is so bound up in the "downtown" because there's literally a stoplight every block
- Bottom Center:** The bulk of our community works M-F during the daytime. Available shopping hours at local businesses in Carroll are limited; meaning they close at 5/6pm. And weekend hours are worse if not at all open on Sundays. I applaud those who close their stores on Monday's & Tuesdays so they can bring in customers on the weekends. I'll pay more for local if I can just get into the business without taking vacation time from work.
- Bottom Right:** It would be helpful to have signs pointing to Carroll schools, Kuemper schools, rec center, aquatic center

The map interface also includes a 'Return' button, an 'ABOUT' link, and a 'Legend' box in the bottom right corner. The legend identifies the icons used for 'Make a Comment', 'Ideas for Improvement', and 'Something I Like'. The map is powered by Leaflet.

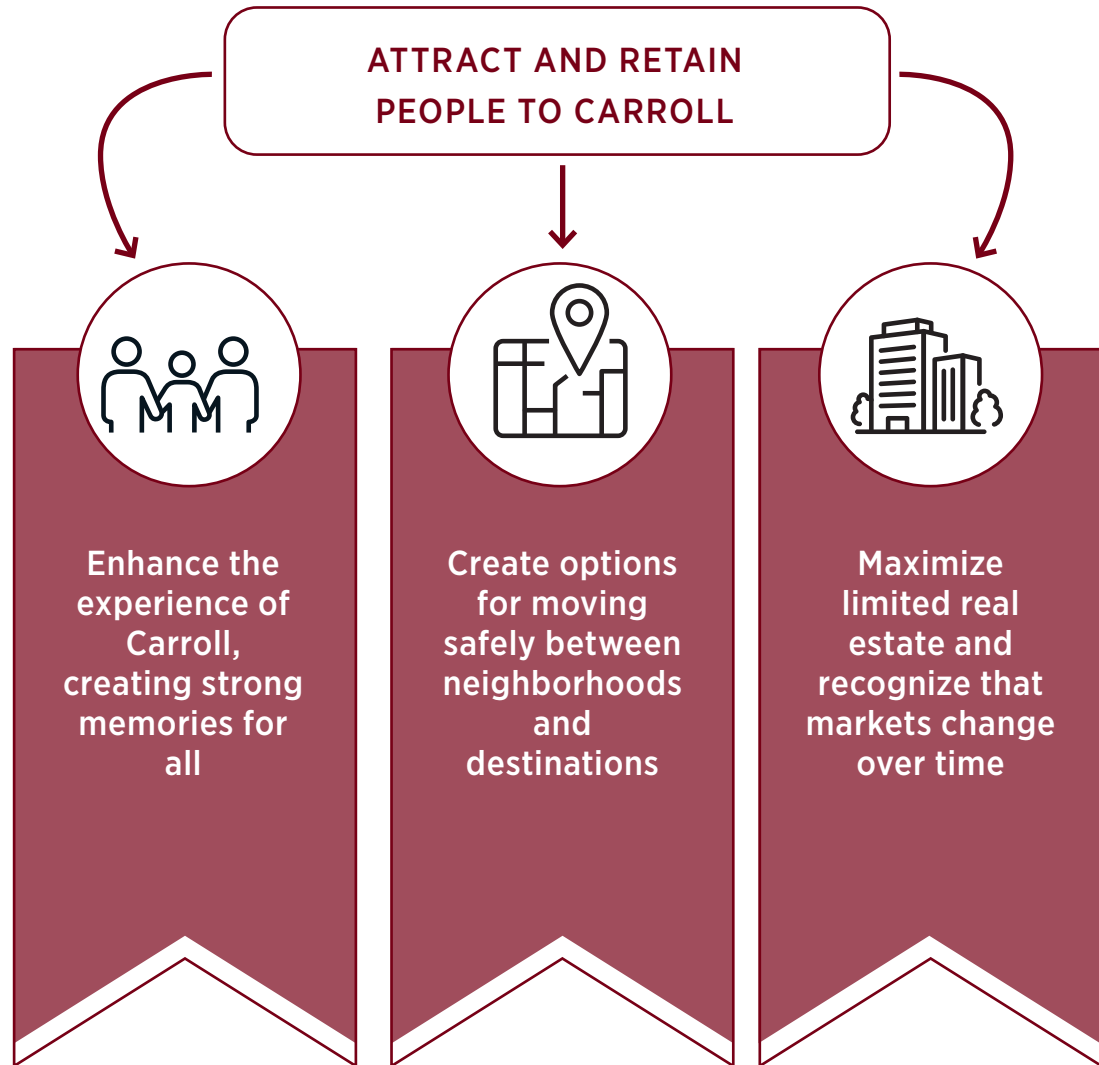
GUIDING THEMES

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll.

The Corridor Commerce Plan Update, like the 2003 plan, advances the city's commitment to enhance economic vitality and image of Carroll.

The paramount theme of the Plan is to attract and retain residents and businesses to Carroll. The planning concepts and initiatives for the corridor focus on the study area, but the vision applies to the entire community. The Highway 30 Corridor is a major part of Carroll that ties together many other community goals.

The following themes articulate the priorities and general directions identified through interviews, small group discussions, public events, and informal meetings. The themes are the basis for an action agenda to guide future land uses and transportation strategies along the Corridor of Commerce.





Enhance the experience of Carroll, creating strong memories for all

All goals for the Corridor of Commerce contribute to creating a welcome, vibrant atmosphere. People of all ages, abilities, and culture should feel welcome to enjoy existing and future amenities along the corridor. Positive interactions create memories and will attract and retain people to Carroll to live, shop, and play.

Program Goals:

- Create positive experience for walkers and bicyclers as residents and employees in the community.
- Improve the visual and driving experience for motorists as residents, employees, and visitors to Carroll.
- Maintain the efficiency of traffic for those traveling through on Highway 30, but also leave a positive image as they leave.



Create options for moving safely between neighborhoods and destinations

Connectivity is a multi-faceted term including multi-modal transportation access across the district and to businesses, and connections between different land use types. Highway roadway design and traffic speeds create barriers for active transportation along the corridor and north/south connectivity. While walking along Highway 30 is not the only way to reach destinations in the area, it is a necessity to reach some destinations by foot. Emphasizing connections are essential to achieve all goals for the corridor.

Program Goals:

- Make connections to major job centers/ locations for those that must use active transportation.
- Maintain direct vehicular routes to shopping centers and improve walkability to and within these centers.
- Connect parks from the corridor by sidewalks or trails.



Maximize limited real estate and recognize that markets change over time

There are many long-standing businesses along and near the corridor. There are also several infill sites and areas for enhancement to reach the corridor's full potential capacity. These sites should be targets for uses that complement the downtown and balance development between Approach, Transition, and the Downtown Core framework areas. The process will be long-term, seizing opportunities as the market response to public investments and private market demand.

Program Goals:

- Leverage incentives and market conditions to stimulate investment on existing vacant sites.
- Adopt plans, possibilities, and a vision for sites that would benefit from enhance transportation systems, land use, and site features.
- Continue regular communication with property owners to understand market conditions and priorities.

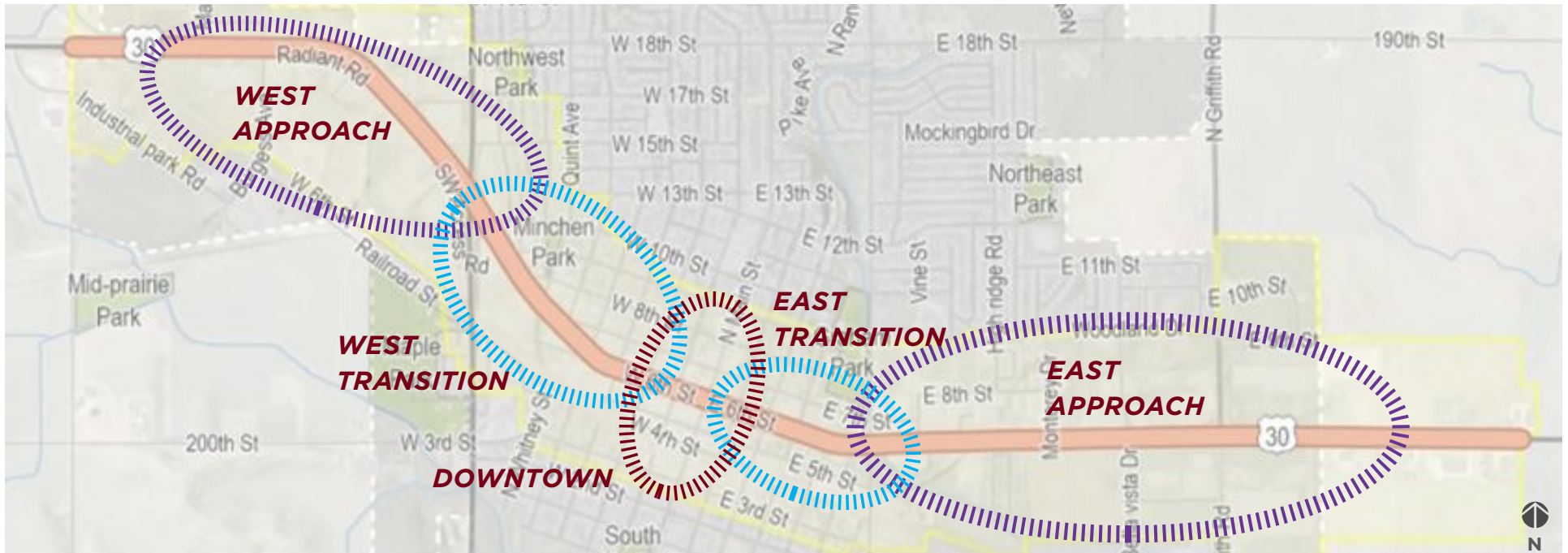




3 // CORRIDOR CONTEXT

The Plan combines the input received from the public, review of current conditions and trends, market potential, previous plans and studies, and recommendations by the consultant team to create a feasible and realistic vision for enhancement. Carroll will continue to evolve. A comprehensive vision for the corridor ensures changes over time meet the needs and desires of business owners, residents, and visitors.

OVERALL CORRIDOR FRAMEWORK



The Corridor Framework provides a series of contextual zones of the corridor based on their character of development and mobility.

The Corridor Framework includes:

- **Approach Zones.** Areas people experience when first entering Carroll. Characterized by:
 - › Anchored by Wal-Mart on the west; Pella and Farner-Bocken on the east
 - › Larger building footprints and lots
 - › Limited sidewalks and crosswalks
 - › Most parking lots connected by frontage roads

- › Some open land for development potential
- › Large commercial/office, auto-oriented uses
- **Transitions Zones.** Areas characterized by a commercial services and some residential uses. Elements include:
 - › More variety of commercial and service uses
 - › Smaller sites and lots
 - › Some sidewalks and crosswalks
 - › Many driveways and property access points
 - › Slower traffic speed than Approach Zones

- **Downtown Core.** The downtown core is the heart of the city that represents the oldest area of the community. Elements include:
 - › Civic oriented uses
 - › Sidewalk network with enhanced crosswalks
 - › Buildings generally built to street
 - › Smaller lots and high density of uses
 - › Lighting, landscaping, and branding signage
 - › Adams Street and Main Street

West Approach



West Approach

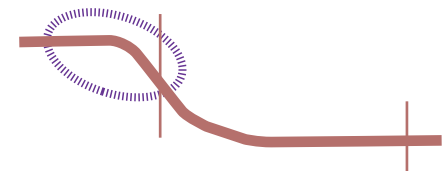
Character. Clustering of heavy commercial and auto oriented businesses. The approach provides a more industrial feel other than the emerging commercial uses around the Wal-Mart at Market Street. The division created by the Highway 71/30 intersection almost feels like approaching into a different community.

Challenges to Overcome

- Pedestrian and bicyclist connections to the area, both north and south of the corridor.
- Maintaining building and site appearance as uses age.

Opportunities to Leverage

- Existing entryway features at the Highway 71/30 intersection creates a defined point of entry to Carroll. Opportunities to further enhance to showcase Carroll.
- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial and industrial uses that serve the community.
- Existing frontage road system in place to manage access onto Highway 30.



West Transition



West Transition

Character. A clear distinction from the approach zone to the west with more commercial and drive-up service uses. Many access points creates a confusing and difficult to navigate transportation environment at times. Sidewalks on the south side of the Highway show some priorities for pedestrians, but vehicles still rule the area. There is noticeably less landscaped area than in the approach zone.

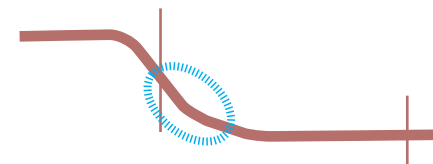
Challenges to Overcome

- Maintaining building and site appearance as uses age.
- Connections for pedestrians to the west of Highway 71.

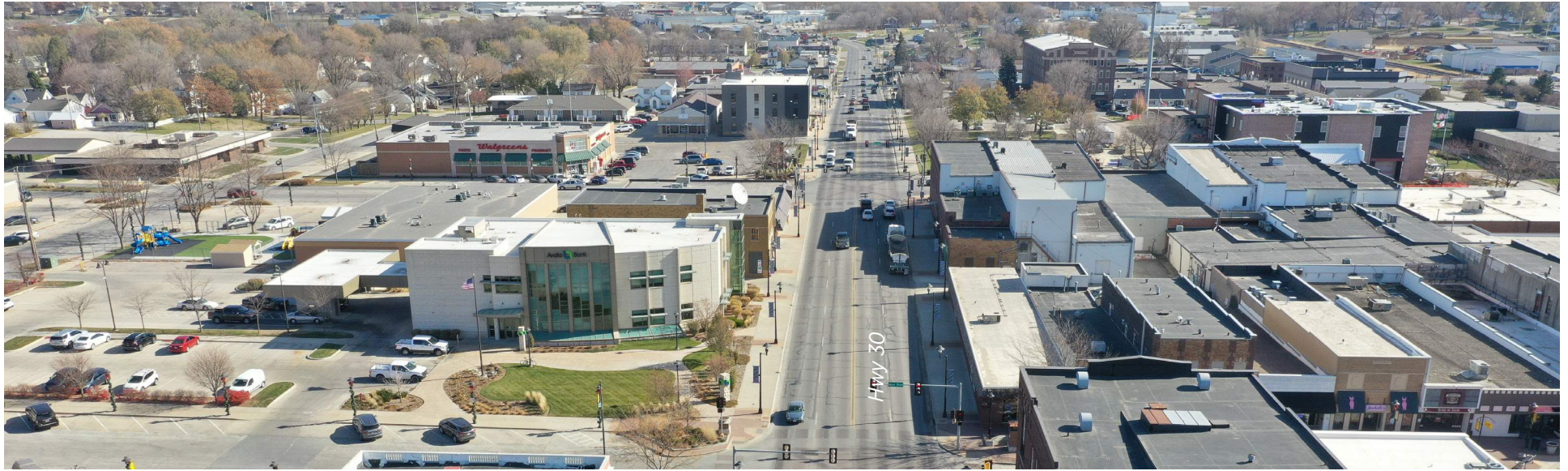
- Many access driveways that can create confusion and unnecessary turning conflict points.
- Vacant commercial spaces that may be in more difficult locations to attract tenants.
- With the many access driveways, there is a lack of a defined edge between Highway 30 and adjacent properties.
- Underused parking spaces on some sites that present opportunities for redevelopment or design enhancements should the market dictate.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Quint Avenue and West Street provide safer opportunities for pedestrian cross connection. Additional intersection safety features are possible.



Downtown Core



Downtown Core

Character. A traditional downtown center with buildings built to the street and a compact urban environment. More pedestrian activity is visible, although mostly on side street off of Highway 30. The streetscaping improvements provide a feeling to motorists to want to turn off Highway 30. Several stop lights manage traffic and cross connections to the downtown businesses.

Challenges to Overcome

- Balancing efficient traffic flow within a more pedestrian oriented environment.
- Retaining the existing business mix.
- Finding a new occupant or use for the JC Penney building.

Opportunities to Leverage

- Successful commercial uses that serve the community and region.
- Stop lights in place at Court Street, Main Street, Adams Street, and Carroll Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible at Court and West Streets.
- Some landscaped buffer areas between Highway 30 and adjacent properties where building are not built to the street.
- Expanded trail connection to the downtown from the south along Carroll Street. Opportunities to continue these efforts to other areas.



East Transition



East Transition

Character. A neighborhood commercial district that feels more walkable west of Grant Road. However, there are gaps in the sidewalk system where driveways intersect the street. Buildings are generally in good condition and travelers are able to see some public investments in infrastructure.

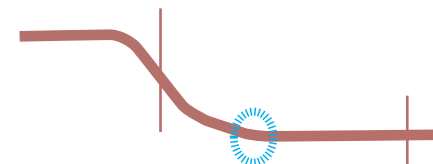
Challenges to Overcome

- Many access driveways that can create confusion and unnecessary turning conflict points.
- With the many access driveways that create conflict points for vehicles entering/exiting Highway 30 and between sidewalks and driveways.

Opportunities to Leverage

- Successful commercial uses that serve the community.
- Stop lights in place at Grant Road and Clark Street provide safer opportunities for pedestrian cross connections. Additional intersection safety features are possible.
- Vacant sites at key places like Grant Road for encouragement of aesthetic improvements and new development.
- Space for entryways and wayfinding features to direct visitors to important destinations, particularly the Carroll Recreation Complex.

- Some landscaped buffer areas between Highway 30 and adjacent priorities for future streetscaping and aesthetic improvements.



East Approach



East Approach

Character. Large employment bases transitioning to smaller auto-orientated and commercial uses. Vehicles are encouraged to maintain faster speeds with no stop lights and uses buffered from the highway. There is more need to turn into driveways on the north side of the highway, which can be difficult if traveling eastbound.

Challenges to Overcome

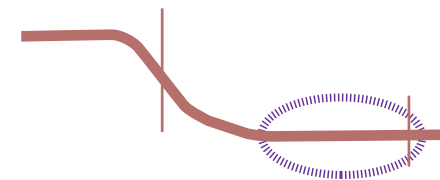
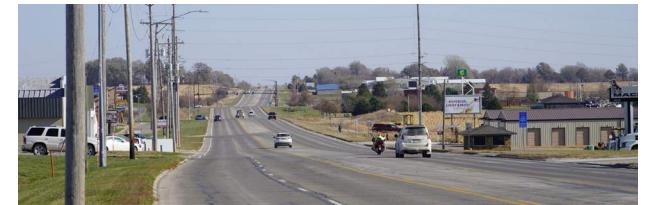
- Continuous frontage road to access uses without turning directly off of Highway 30.
- Areas with parking adjacent to Highway 30, creating many conflict points when cars exit parking stalls.

- Areas going further westbound with many access driveways that can create confusion and unnecessary turning conflict points.
- Creating a feeling of arriving to Carroll. There is no defined point to welcome travelers from the east.

Opportunities to Leverage

- Ample area along the Highway in most areas for streetscape improvements or aesthetic enhancements.
- Successful commercial uses that serve the community.
- Successful large employers that attract workers from the region.

- Space and opportunities for street extensions to neighborhoods and new trails along drainage ways.







4 // CORRIDOR CONCEPTS

Concepts for the corridor address the three themes emerging from the public engagement process, including:

- Enhance the experience of Carroll, creating strong memories for all.
- Create options for moving safely between neighborhoods and destinations.
- Maximize limited real estate and recognize that markets change over time.

This chapter organizes concepts into three sections, including:

1. Mobility Possibilities
2. Image Enhancement Possibilities
3. Development Possibilities

1. MOBILITY POSSIBILITIES

Highway 30 is the city's principal east/west route. The Plan does not provide any recommendations for changing traffic movements or lane configuration, but rather provides recommendations for the areas adjacent to the roadway in the public realm. Mobility possibilities addresses the following elements:

- **Access Management.**

Access management relates the points of access along the road from private property and intersecting roads. Managing access improves safety of motorists and pedestrians, while providing clarity to customers entering and exiting property.

Generally, future improvements are phased in over time and occur when the city or state initiates a large capital improvement project, such as a street reconstruction/resurfacing or streetscaping project. Improvement may also occur when redevelopment occurs. Some improvements may be mandated by federal design standards. Recommendations in this Plan attempt to anticipate for the future design standards, and assist the city and property owners to provide the best customer experience.

- **Active Transportation.**

The Plan examines improvements for the corridor and its connections to other destinations that support better options for moving people living/working/visiting in Carroll.

Having a complete active transportation network is becoming an expected amenity for attracting talent to the community. Also, having a complete network ensures greater equity in the community as some people may not be able to afford the cost of having a vehicle or experience an impairment that prevents them from driving.

Generally, improvements are phased in over time. The backbone of the system is the Sauk Rail Trail that connects Carroll to Lake View. While Swan Lake State Park is the trail's primary destination in Carroll, adding connections to the rest of the community is an opportunity in the future.



ACCESS MANAGEMENT

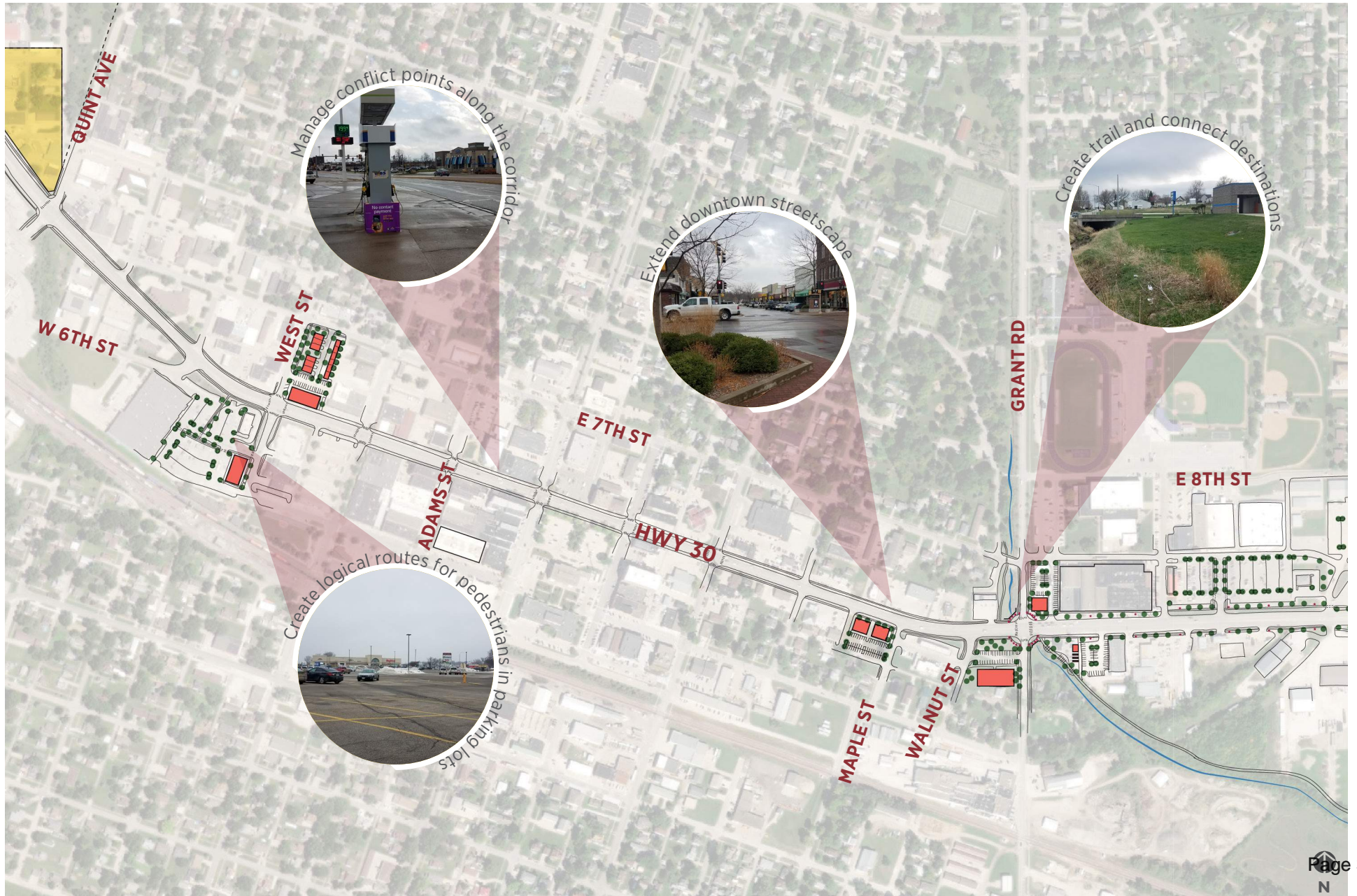
Conflict points create risk for the health and safety of motorists and pedestrians. The Plan identifies possible strategies for managing conflict points throughout the district.

- **On-street parking.** Angle or perpendicular parking adjacent to the street creates conflict points. Parallel parking is acceptable in the transition areas.
- **Offset entrances.** Offset entrances on opposite sides of the street creates turning conflicts for vehicles. Aligning entrances will assist customers to more easily cross the highway to access businesses rather than a quick right then left. Also, vehicles on the highway and turning left are not in conflict with a vehicle turning left moving in the opposite direction.
- **Obstructions in sight-lines.** People turning onto the highway with visibility that's obstructed creates hazardous conditions. Obstructions include buildings, shrubs, and other parked vehicles.
- **Continuous curb cuts.** Properties with continuous curb cuts create large conflict zones of vehicles potentially entering and existing. These curb cuts can also be confusing for motorists not familiar with the corridor.
- **Further investigate stoplight efficiency.** The City should explore traffic signal technology to potentially make lights more efficient as their life expectancy is coming due in the planning horizon.

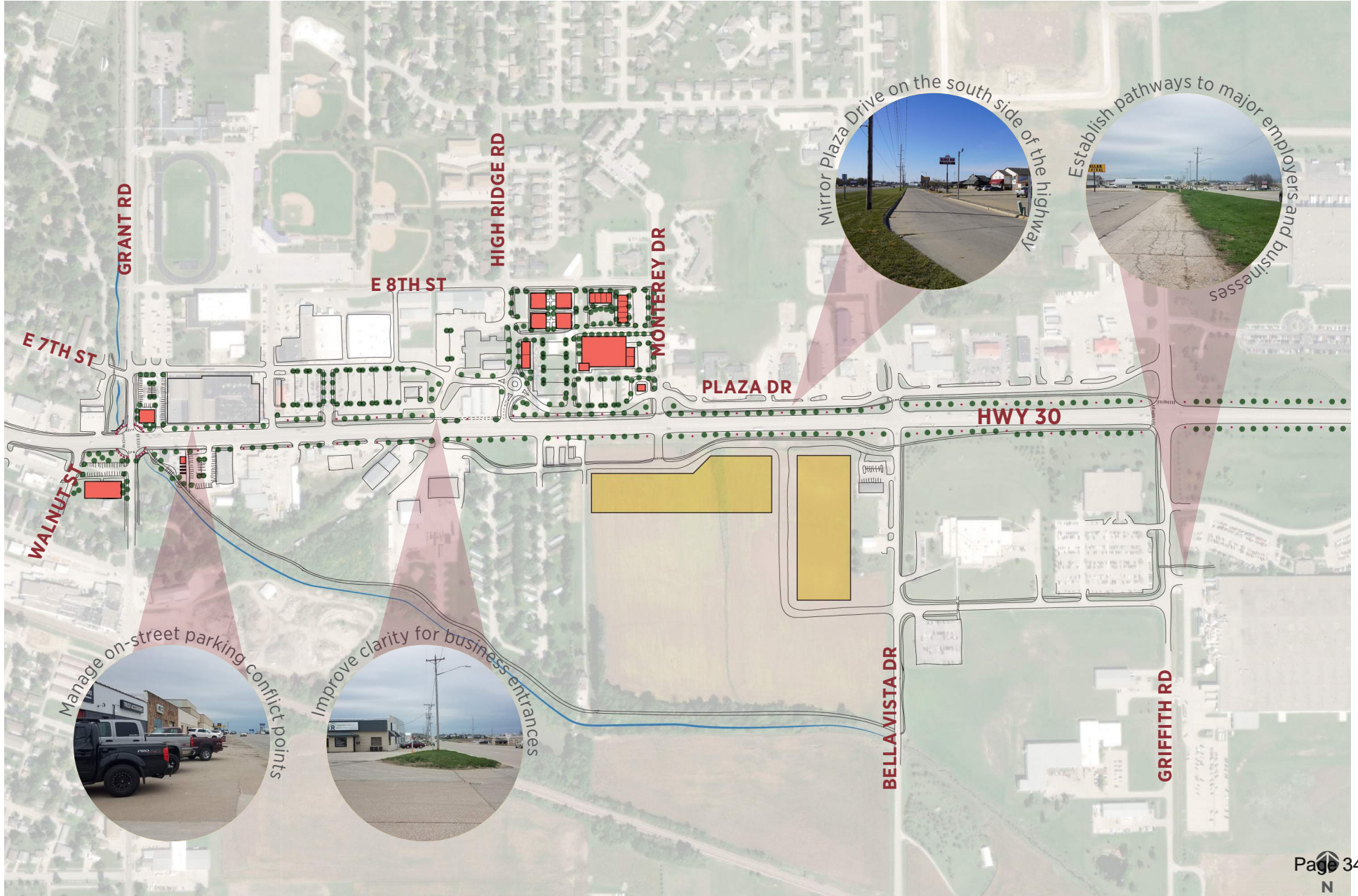
West



Central



East



MAP: Active Transportation Map

ACTIVE TRANSPORTATION

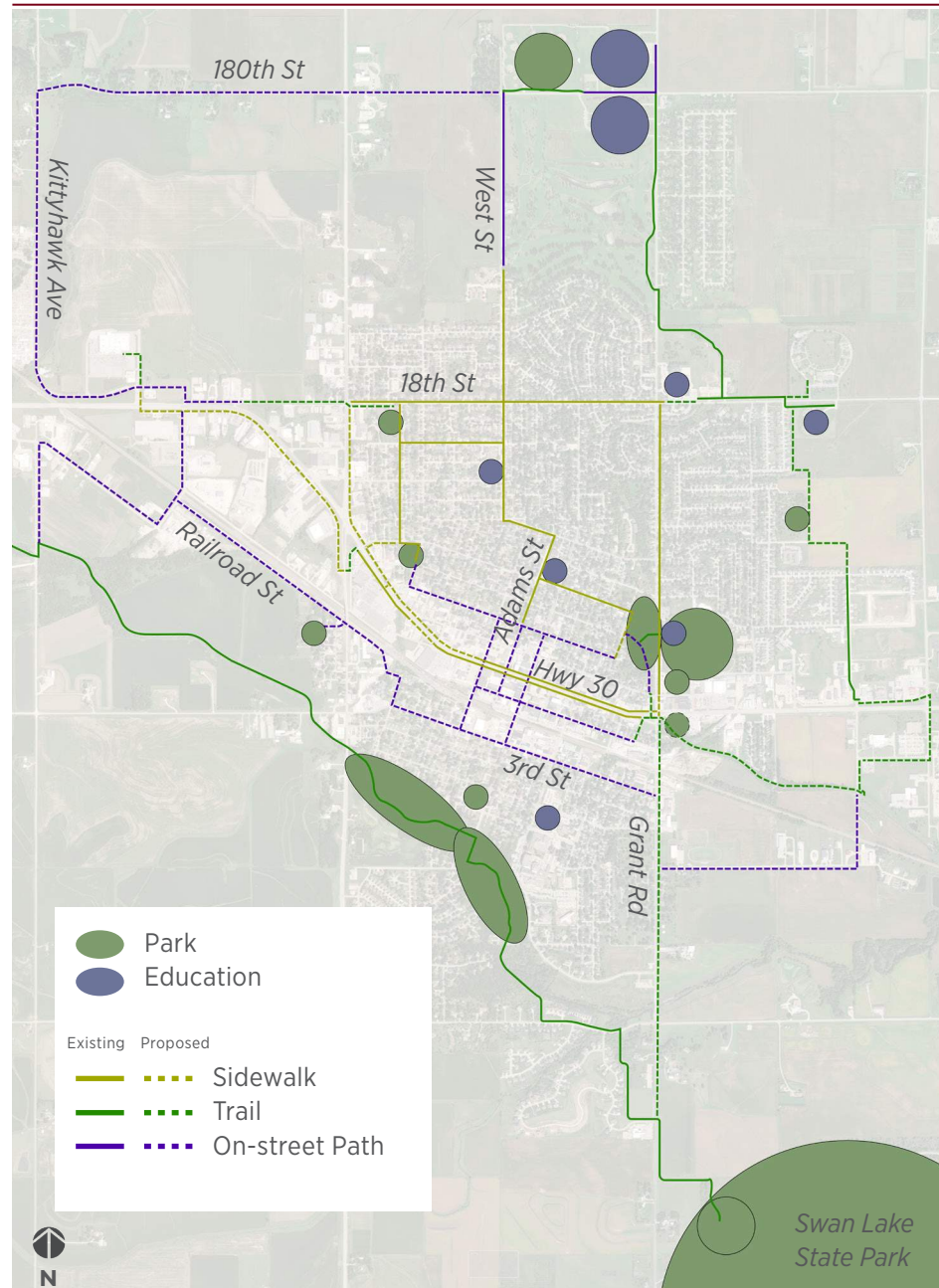
The corridor does not live within isolation, so the Plan presents concepts that considers the overall active transportation network for the entire community and its relationship to the Highway 30 corridor.

Priorities for implementation are subject to the level of service that the path will provide. For example, the City's highest priority is connecting users to schools and parks. Another priority is connecting people to grocery stores, pharmacies, and major employers. Implementing a complete active transportation system may take decades.

Ultimately, the Plan shows Highway 30 as the fulcrum for making a complete network in Carroll.

The Active Transportation Map shows the complete system. Important elements include:

- **Create a Closed Circuit of Paths.** The system is planned as a series of closed loops. Each loop can act as a unified project that can be built incrementally over time.
- **Sidewalk Gaps and Repairs.** Sidewalks should be free of obstructions, have gaps filled in, and repaired timely as needed.
- **Improve Crosswalks.** Crosswalks should be well-marked and ADA compliant. Countdown timers should be placed at all signalized intersections.





Pathway connecting neighborhoods to Walmart



Pathway connecting to major employers



Pathway connecting Graham Park and Recreation Center to Swan Lake State Park



Pathway to future trail that follows creek to major employers

2. IMAGE ENHANCEMENT POSSIBILITIES

Enhancing the image of the Highway 30 corridor intends to create a strong, positive memory for visitors and residents alike. Also, having a corridor that appears pristine supports existing businesses while attracting new investment to the area.

Purpose of Enhancements

- **Attract customers.** Carroll's strength as a retail center should continue by creating new opportunities to capture customers through destinations in recreation, activities, and new unique businesses.
- **Maintain property values and marketability.** The investments in streetscape enhancements will maintain property values, increase sales tax revenues, and create an image that adds business to the city.
- **Stimulate private investment.** Initial investments in the public realm can create conditions for economic growth that are unlikely to happen spontaneously.

Elements of Enhancements

The concepts for streetscape enhancements is the culmination of public input and best design practices.

The vision for streetscape artfully ties together recent improvements in downtown and creates tiers of enhancements stretching from the corridor's zones, including the downtown core, transition, and approach.

The subtle cues in the streetscape, such as patterns and materials, integrates art found in downtown and stretches them throughout the community to create a more unified image.

- **Street furniture.** Street furniture gives a functional element to the sidewalk. This includes benches and trash receptacles, railings, planting urns, and kiosks.
- **Materials.** Having a consistent library of materials brings consistency along the corridor. New projects should consider the context of the corridor. This includes retaining walls, screening walls, pavers, concrete, and monuments.

- **Crosswalks.** Crosswalks should be well-marked. Countdown timers placed at each signalized intersection helps pedestrians understand the amount time that they have to safely walk across the street.
- **Plantings.** Plantings (trees, shrubs, grasses) provides color and shade to the district. Tree planting beds provide uniformity and even placement provides continuity in the landscape design. Street trees provide visual interest to the street. Other low cost enhancements such as flower baskets and low-lying planters break up storefronts and concrete sidewalks to provide color and interest.
- **Lighting.** The character and type of illumination of light fixtures along the corridor should complement the elements of the corridor. The tophat fixture mounted to black poles in downtown can change in the transition areas to cutoff fixtures mounted to black poles.
- **Public art.** Art can vary throughout the corridor. This Plan presents a vertical feature that shares antecedents to design features in downtown.



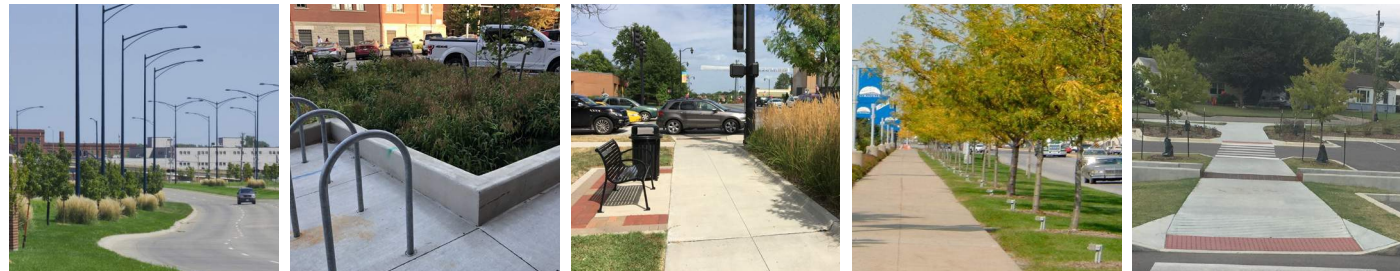
APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks



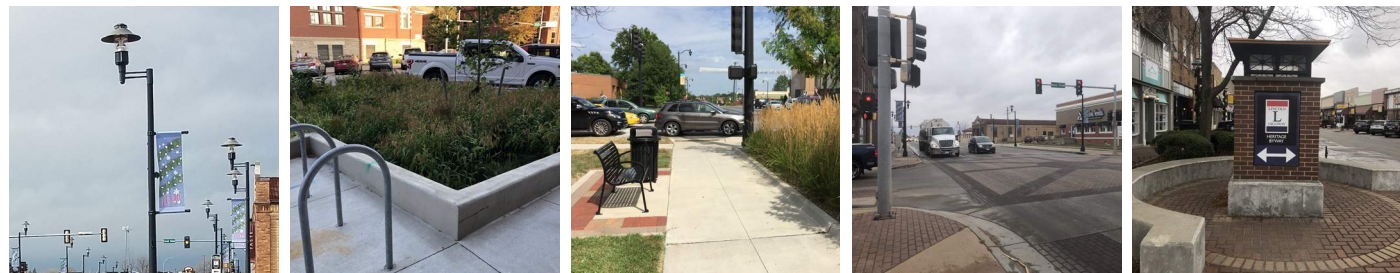
TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks

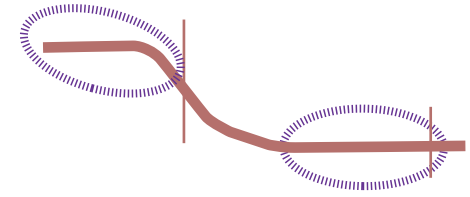


DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers
- Monuments



APPROACH ZONES



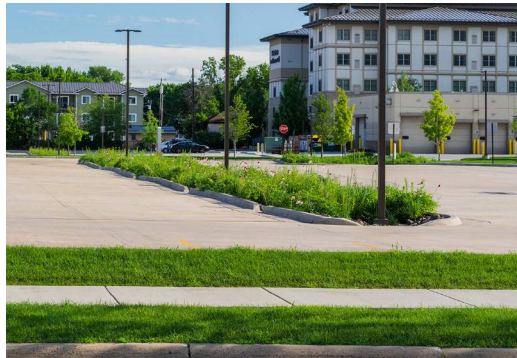
Imaging Enhancements

Focus for the Approach Zones is on arrival features and creating a pleasant first impression of Carroll. The impressions are not to be grandiose or overly artful, but rather subtle with greenery and structural elements that lead into the downtown area.

Imaging Strategies

- **Easy to Implement.** Use enhancements that are relatively easy to implement and maintain. Work with the existing curb to building area for treatments and restructuring for active transportation where identified previously.
- **Components.** The suggested enhancements are 75% natural (vegetation) and 25% built (lighting/columns).
- **Built Enhancements.** The concept focuses on pulling decorative fencing/paneling design from Downtown throughout the corridor. Much effort and investment went into the past streetscape project and should be complemented if adding built enhancements.
- **Possible Built Layout.** Lighted LED designed columns along Highway 30 every 200 feet with landscaping enhancements in the gaps. Cobra-head style lighting option could replace designed columns in some areas, leaving the more decorative built component to the first entryway areas.
- **Possible Landscaped Layout.** Trees and shrubs align with built lighting features to create a corridor feeling, but also buffer Highway 30 from pathways and parking areas.

NATURAL CHARACTER POSSIBILITIES



BUILT CHARACTER POSSIBILITIES



APPROACH

- Cobra Streetlights
- Plantings
- Urns
- Field Stone
- Gateway Elements
- Concrete Sidewalks

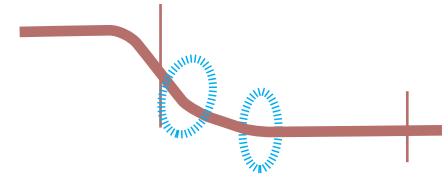




LIGHTING AND ART

Refreshed lighting, public art, and landscaping intends to welcome visitors to the area, giving them a memory of a community with character and vitality. This particular stretch of Highway 30 does not contain utility poles, and therefore, none are shown in the rendering above. This Plan does not suggest or recommend removal or burying existing utility poles. However, streetlights are recommended to remain or be added where absent today.

TRANSITION ZONES



Imaging Enhancements

Focus for the Transition Zones is to balance increasing traffic and built out sites with structures and concrete, with a positive experience of people traveling the corridor. Many aspects involve softening intersections, driveways, and parking areas through buffers and greenery.

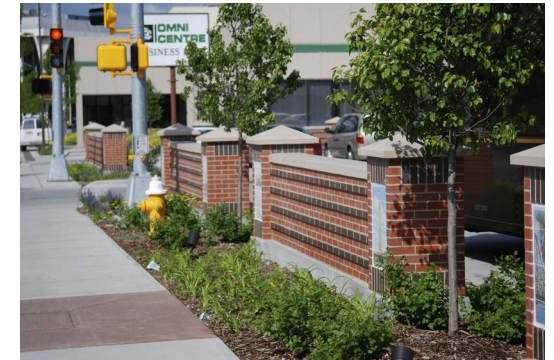
Imaging Strategies

- **Easy to Maintain.** Use enhancements that are relatively easy to implement and maintain, such as fixtures and element used in other parts of the city.
- **Components.** The suggested enhancements are 50% natural (vegetation) and 50% built (lighting/columns).
- **Built Enhancements.** The lighted columns in the Approach Zones are discontinued at the west and east nodes, Highway 71 and Grant Road. Instead, the built enhancement focus more on extended the downtown elements where feasible and adding more pedestrian level elements. These elements include filling sidewalk gaps, consolidating driveways, and crosswalk enhancements.
- **Possible Landscaped Layout.** Where possible, low maintenance landscaping can provide a buffer from the street and parking areas. These enhancements are most feasible on potential development sites and where driveways are consolidated. In addition to grass, features may include an alternate spacing between canopy trees and ornamental trees/shrubs/grasses.

NATURAL CHARACTER POSSIBILITIES

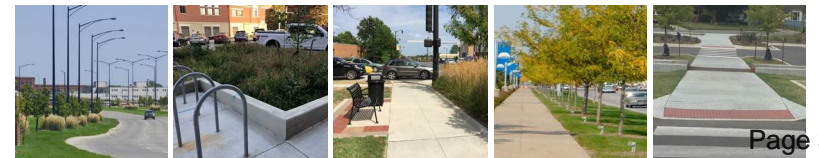


BUILT CHARACTER POSSIBILITIES



TRANSITION

- Cobra Streetlights
- Plantings
- Benches and Receptacles
- Concrete Sidewalks





TREES AND PLANTINGS

Adding trees and plantings will enhance the image of the community and add color to a corridor that appears "gray" from the large amount of concrete surfaces. Improvements need to be well-maintained to sustain the improved condition.

DOWNTOWN ZONES



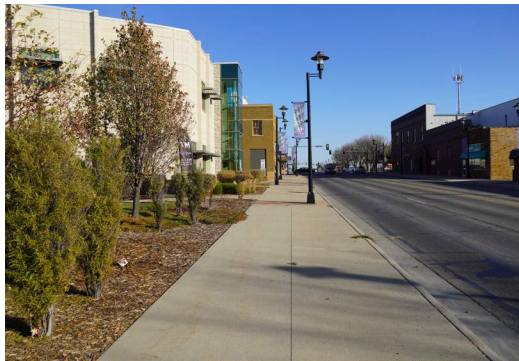
Imaging Enhancements

Focus for the Downtown Zone is on maintenance of enhancements that have already been made such as the streetscape fixtures, plantings, and signage.

Imaging Strategies

- **Signage Refresh.** The downtown signage for wayfinding and business identification could be refreshed with a new design. The current signage is fading and mismatching colors from newer signage added when a business changes.
- **Components.** Maintain the existing mix of built and natural features as today (2020). A storage of the existing fixtures are already built up for replacement and maintenance as needed over time.
- **Built Enhancements.** Focus on outward connections to downtown, focusing especially for pedestrians. These are detailed more in the mobility section of this Plan.

NATURAL CHARACTER THEME

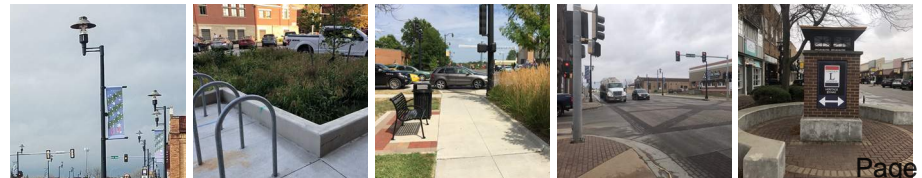


BUILT CHARACTER THEME



DOWNTOWN

- Tophat Streetlights
- Plantings
- Benches and Receptacles
- Banners
- Concrete Sidewalks
- Pavers and Monuments





3. DEVELOPMENT POSSIBILITIES

Concepts presented in this section are just that, ideas for redirection of areas that are naturally influenced by market forces.

Markets for development change over time, and so do trends for construction. Existing business operations also change, sometimes creating a demand for more space, resulting in expanding their building or relocating to a different site altogether.

Cities don't remain static and the spirit of the concepts in this chapter is to present possibilities for individual owners. Each site is described as follows:

- **Description.** The description describes the site, its context, and the factors that places it as a site that is subject to change.
- **Program.** The program identifies general guidance for land that is subject to change, if it were to change at all.
- **Concept.** The concept illustrates a possible scenario for addressing the program for the site.

Over time, several projects have been built that are somewhat autonomous from its surroundings, while some areas are well connected to each other, the highway, and neighborhoods. Also, some projects that once matched the needs of the highway corridor have become obsolete as the highway has grown from two lanes to multiple lanes.

SITES SUBJECT TO CHANGE

The plan presents possibilities for developing (and redeveloping) the limited land available along the city's principal transportation corridor, Highway 30.

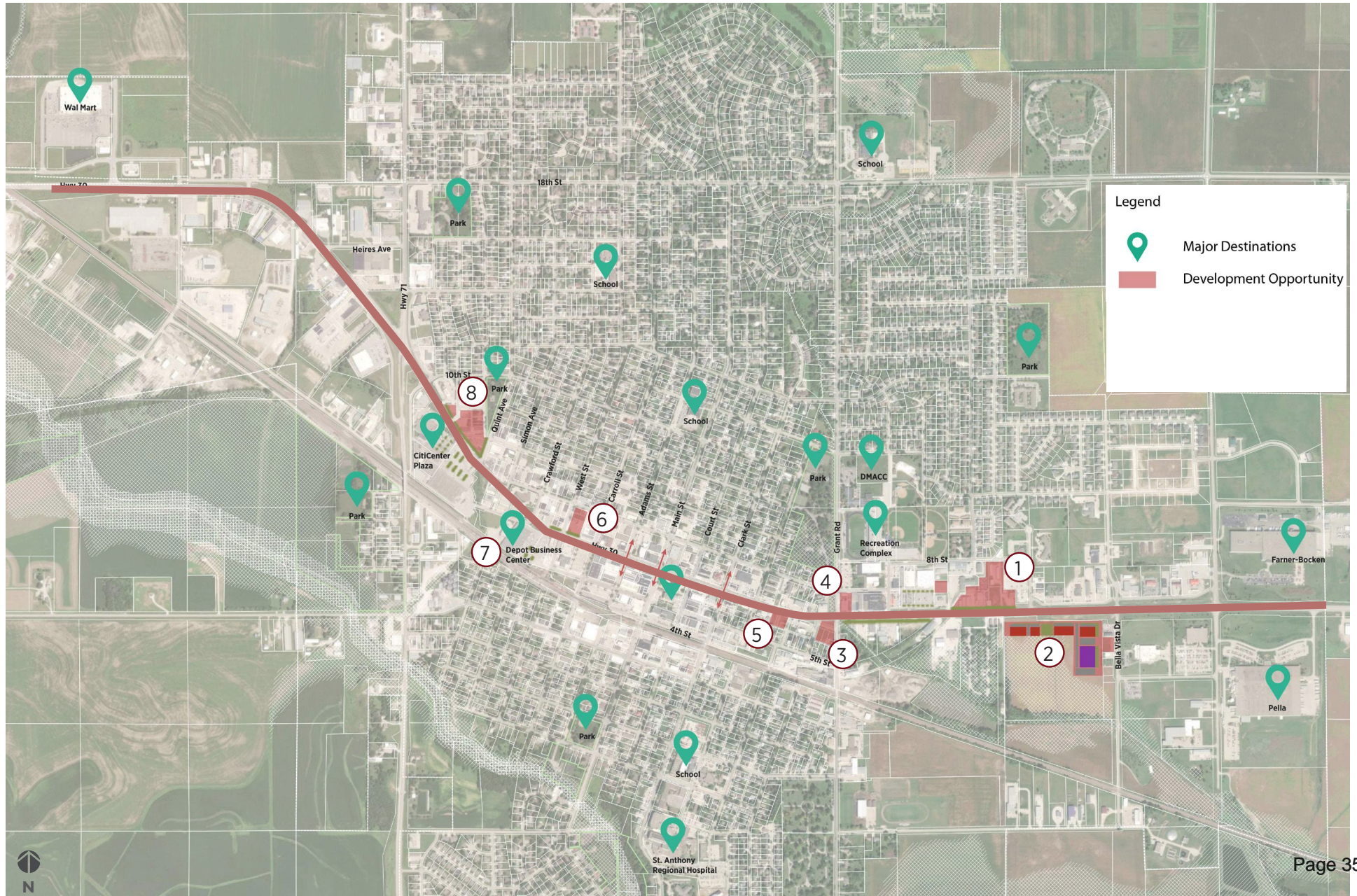
Candidate sites for redevelopment, new development, and enhancements possess similar challenges and opportunities. Each candidate site was determined using the following criteria.

- Input and feedback from the community, indicating their desire for resolving challenges at specific properties.
- Availability of funding sources that can be leveraged between local, state, and federal resources, including grants, economic development incentives, and general funds.
- Field reconnaissance and site observations, both current and historical, for each site.
- Probability of the site's redevelopment potential for influencing the perception of corridor's image.
- Probability of the site's redevelopment to positively influence the quality and safety of surrounding areas.

The recommendations proposed in the development concept are sensitive to the surrounding neighborhoods, transportation patterns, and customer experiences. The development strategies must integrate the surrounding neighborhoods, recent investments, market demands, and the mobility improvements and connections. Development sites fall into six neighborhood nodes, including:

1. High Ridge Plaza District
2. Southside Fields
3. Grant Corners: South
4. Grant Corners: NE Site
5. Maple Street and Highway 30
6. West Street and Highway 30
7. Depot Business Center
8. The Triangle

MAP: Development Possibilities Nodes



HIGH RIDGE PLAZA DISTRICT

Description:

The properties north of Highway 30 between Monterey Drive and Grant Road were developed throughout the decades. Some buildings were built near the highway, while others were setback from the street with parking in front. Generally, each property functions independently when they could become a unified district with stronger connections and offer conventional land uses to serve customers visiting the city.

The program for this segment of the corridor recognizes that markets shift and that real estate along the highway is limited, making the area subject to change in the future.

As previously stated, the concepts provide options for current and future property owners for the use of their property. The concepts do not prescribe or mandate changes.

Program:

The program includes mobility and development strategies includes:

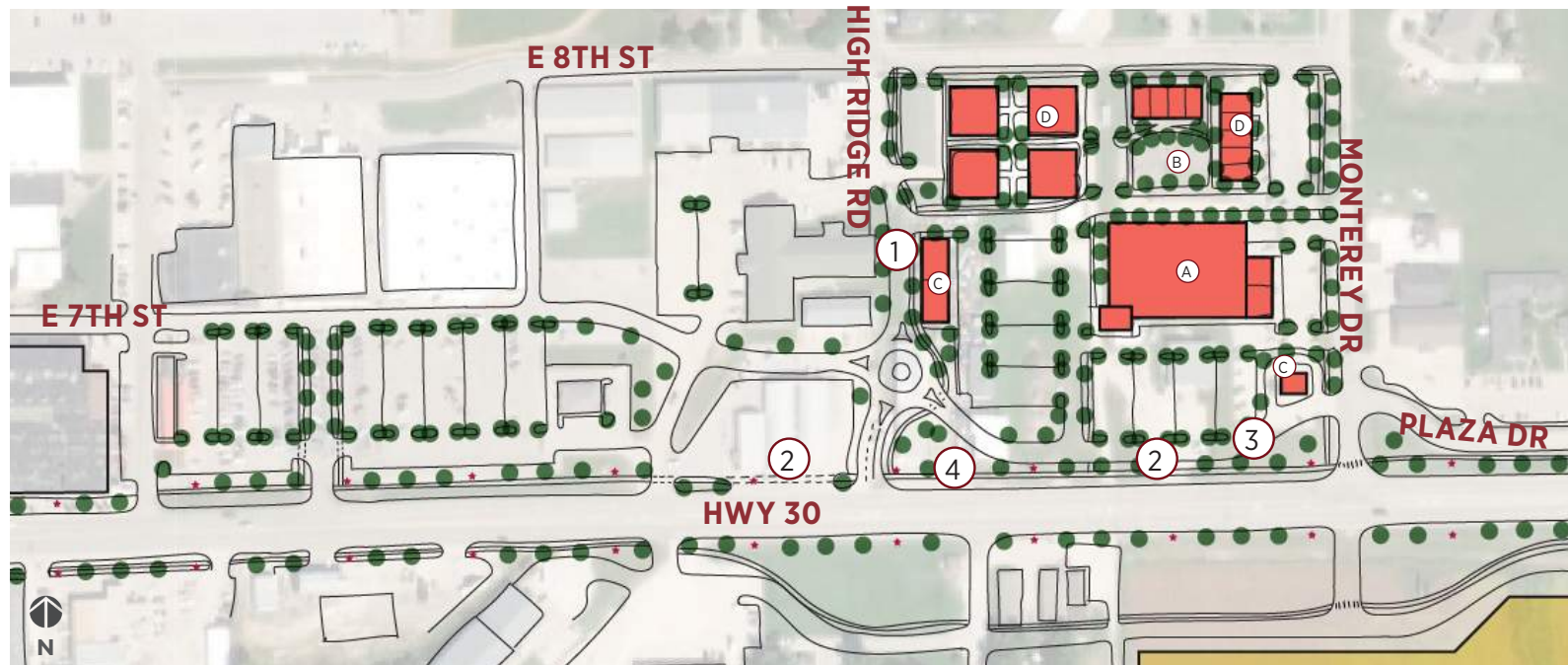
Mobility Strategies:

- 1. Extend High Ridge Road through to Highway 30**, providing greater accessibility to the neighborhoods to the north and future development.
- 2. Consolidate access points along Highway 30** to reduce the number of conflict points for accidents. This includes removing the continuous curb cuts for parking.
- 3. Extend Plaza Drive from Monterey Drive** to Grant Road, aligning with E 7th Street. Benefits of the concepts include improving internal circulation and convenience between retail businesses, and creating a connected district with more marketable tenant space.
- 4. Dedicate a parallel pedestrian pathway along Plaza Drive** that connects people from the Recreation Center (and Graham Park) to existing retail, new housing, new commercial spaces, and Fareway Grocery. Continuing the path along Plaza Drive to Griffith Street will ultimately connect the Recreation Center and Graham Park to the city's trail system.

Development Strategies:

- A. Future Fareway Grocery.** The concept recognizes that Fareway Grocery may build a new facility on its current property, while remaining in operation during construction. The concept illustrates an orientation to the highway with parking wrapping around its main corner entrance.
- B. Existing Fareway Grocery Building.** The existing Fareway Grocery building can be repurposed or be redeveloped. The concept here imagines the site supporting multi-family housing.
- C. Future Commercial Development.** The concept shows several areas oriented toward Highway 30 that can support several types of commercial, including hotel, office, and conventional commercial strips.
- D. Multi-family Housing.** The industrial uses along E 8th Street could be redeveloped for multi-family housing, thereby creating a transition to the neighborhood to the north.

MAP: High Ridge Plaza District



1. Extend High Ridge Road through to Highway 30
 2. Consolidate access points along Highway 30
 3. Extend Plaza Drive from Monterey Drive
 4. Dedicate a parallel pedestrian pathway along Plaza Drive
-
- A. Future Fareway Grocery
 - B. Existing Fareway Grocery Building
 - C. Future Commercial Development
 - D. Multi-family Housing



SOUTHSIDE FIELDS

Description:

Participants in the planning process indicated that the farmland west of Bella Vista Drive is subject to future development since it represents a gap between built projects. While true, the site is mostly within the 100-year floodplain, which is shown at the right.

Developing within the floodplain is generally discouraged, yet portions of the site could be raised out of the floodplain to support some development. The northeast area is already out of the floodplain and could support development if access roads were built.

Program:

The program includes strategies for mobility and development.

Mobility Strategies:

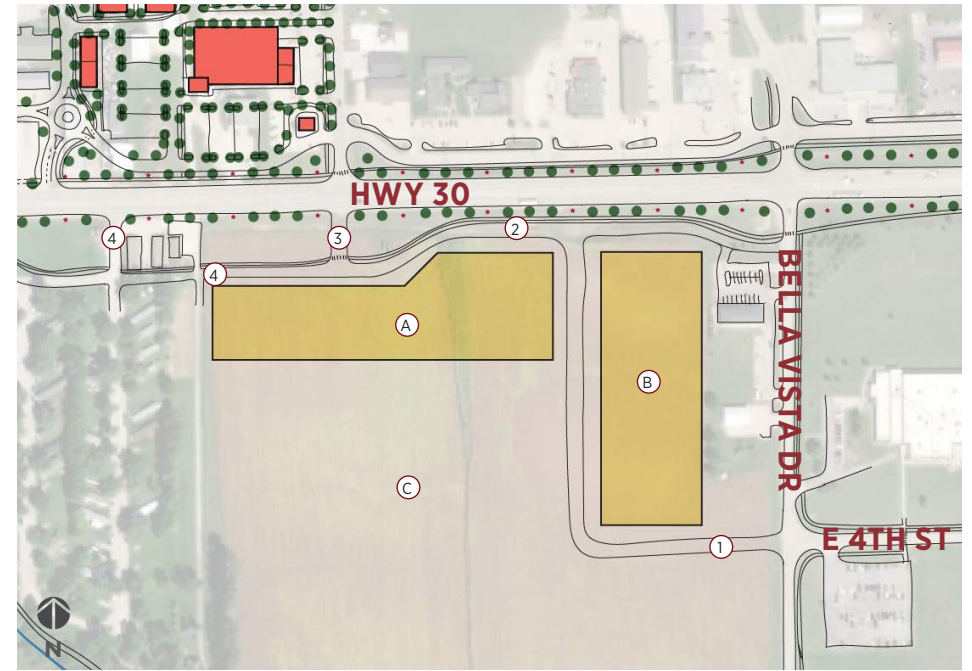
- 1. Extend E 4th Street.** Extending E 4th Street across Bella Vista Drive creates a access point for businesses. The road could wrap the development site to intersect a future frontage road.
- 2. Build Frontage Road.** Building a frontage road that runs parallel to the highway, similar to Plaza Drive on the north side of the highway, can become the primary access to new and existing businesses. Key access points from Highway 30 should align with driveways on the north side to improve turning movement conflicts.
- 3. Extend Monterey Drive.** Extending Monterey Drive south of Highway 30 to the frontage road aligns access points and minimizes conflicting turning movements on Highway 30.
- 4. Manage access near mobile home park.** The current continuous curb cut near the mobile home park creates unmanaged conflict points that influences the safety and overall image of the site and sense of arrival to Carroll.

- › **Near-term strategies.** The continuous curb cut near the mobile home park should be reduced to limit conflict points. Landscaping the area will improve the area's overall image and perhaps its marketability.
- › **Long-term strategies.** The proposed Frontage Road could extend through the mobile home park to provide access to adjacent properties, and ultimately become its primary access.

Development Possibilities:

- A. Frontage Road Development.** Lots could be raised out of the floodplain to create shallow development sites that have visibility to Highway 30.
- B. Employer Site.** A larger development site west and behind Subway could support a large employer.
- C. Major Development Alternative.** The Plan recommends that the site remain in agriculture use as the area is mostly in the floodplain. However, the Plan also recognizes that the site has been subject to development in the past and could be considered for development in the future.

MAP: South Fields Concept



- | | |
|----------------------------------|----------------------------------|
| 1. Extend 4th Street | A. Frontage Road Development |
| 2. Build Frontage Road | B. Employer Site |
| 3. Extend Monterey Drive | C. Major Development Alternative |
| 4. Manage access near trail park | |



GRANT CORNERS: NE SITE

Description:

The businesses located at the northeast corner of Grant Road and Highway 30 are important to the City of Carroll. Buildings supporting those businesses were originally constructed in the mid-Twentieth Century with numerous additions over the decades that have nearly covered the entire block. Meanwhile, more lanes were added to the highway, which constrained the site and other development projects surrounded the building. These conditions influence the site's convenience and serviceability for its customers and employees.

The Plan assumes that the following challenges may emerge in the future, resulting in this site being subject to change in the future.

- **Federal mandate to remove parking along Highway 30.** On-site parking for employees and customers is limited and the available parking along Highway 30 does not meet federal design standards because of the conflict points. The City anticipates receiving direction to prohibit parking along the street, which would further influence accessibility for employees and customers.
- **Challenging expansion/recruitment for businesses on the site.** The businesses operating in the buildings have limited capacity for future growth as the site is completely built out. If vacated, recruiting a new business to fill the space will be challenging with the limited parking.

Program Scenarios:

Mobility Strategies:

- 1. Establish Pedestrian Zone.** Establishing a pedestrian zone along the building frontage will provide better customer convenience. Connections should wrap the block and link to surrounding destinations.
- 2. Plan for Lost Parking.** Again, future maintenance of Highway 30 may necessitate the removal of parking along the building frontage. Future projects should anticipate this loss.

Development Strategies:

Several scenarios are possible for the future of this area, including:

- A. Do Nothing.** The "do nothing" approach assumes that businesses will have to adapt to changing circumstances on their own. In such event, the City can assume design/construction for improvements to the parkway if the parking area is mandated to be removed. Improvements should reinforce the corridor's overall image and be consistent with other streetscape enhancements.
- B. Redevelop Corner for Parking.** The three properties on the west side of the block could be redeveloped for on-street parking. While parking is not an ideal use for a high-profile

intersection, it can be attractively designed to improve the image of the intersection while providing parking to nearby businesses.

Providing parking is an economic development tool that helps retain businesses to the area.

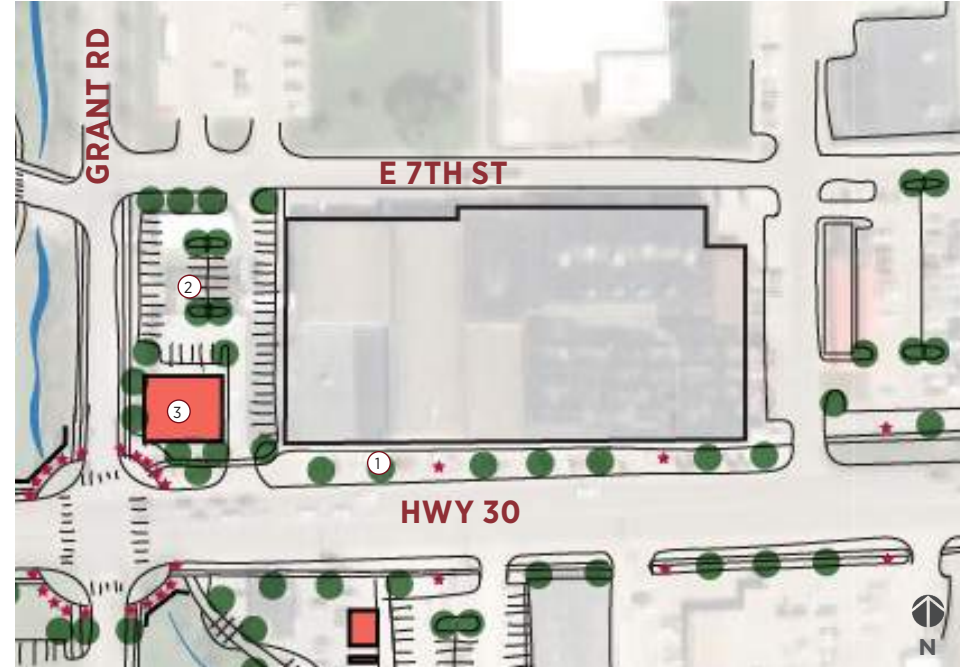
- C. Redevelop Corner for Commercial.** The existing auto-service business at the corner will be substantially influenced by removing the parking from Highway 30. Naturally, other locations may need to be considered to improve customer convenience and storage space for vehicles waiting to be serviced.

If redeveloped, the development wants to orient to the intersection to maximize its presence and frame the intersection. For the City to achieve a desirable built project, the City and its partners may need to participate in assembling properties and preparing the site for redevelopment.

- D. Redevelopment Entire Block - Alternative.** The burden of businesses being successful and relocating to other areas of the city often leaves behind vacant spaces. Replacing tenants can be challenging, but it also presents an opportunity to re-imagine the entire block. In this event, the Corridor Plan should be updated to explore scenarios for redevelopment.



MAP: Grant Corners: NE Site



1. Establish pedestrian zone
2. Plan for lost parking
3. Redevelop corner for commercial

GRANT CORNERS: SOUTH

Description:

The land on the southwest corner of Highway 30 and Grant Road has sat vacant since the gas station was demolished in 2014. A segment of 6th Street still remains on the site.

The land from 5th Street to the mid-block is zoned B-2 and is vacant with the exception of a storage garage. The land from the mid-block to 6th Street is zoned I-2 and hosts five single-family units, which are technically non-conforming uses.

East of Grant Road is a series of vacant lots as a result of demolitions. These lots abut a creek corridor that runs beneath Highway 30.

Logically, land that is vacant along the highway is subject to change and included in this study. The single-family uses along 5th Street are likely to remain, yet could be redeveloped as part of a larger development project.

Program:

Mobility Strategies:

- 1. Improve pedestrian safety.** Installing sidewalks, countdown timers at intersections, and enhanced crosswalk striping will increase visibility and awareness of pedestrian activity.
- 2. Design trail paths and hub.** The intersection at Grant Road and Highway 30 can become a hub for walkers/bikers to connect to other parts of the city and its special destinations. The hub is an intersection of trails for users to choose their path.
 - › **Connection to Sauk Rail Trail.** Providing a wide path along Grant Road to the Sauk Rail Trail will connect users to Swan Lake and Lake View.
 - › **Connection to Graham Park, Recreation Center, and Neighborhoods.** Improving the crosswalks and defining a path for users to reach Graham Park continues to celebrate the city's relationship with the Sauk Rail Trail. Additional pathways (on-street and off-street) can be placed through the neighborhoods and marked with signage.
 - › **Connection to East Side Employers.** Placing a trail along the north side of the creek to Bella Vista Drive connects people to the east side employers. Trail users can meander from Bella Vista Drive to the controlled intersection to reconnect with the north side trails.

Development Strategies:

A. Preserve corners for signature green spaces.

The open lots surrounding the intersection could be improved with public art and plantings. Features could be applied to the NE corner, as well, if redeveloped. East of the creek, the vacant site could be restored to native grasses or turf.

B. Manicure the riparian zone. Removing the volunteer trees and shrubs will improve the creek's appearance and improve visibility to the redevelopment project. Planting a minimum 10' buffer of native grasses near the creek's edge will help manage stormwater and water quality.

C. Redevelop SW corner lot for commercial use. Community participants expressed interest in ensuring that future construction sets a precedent for the quality of projects expected in Carroll.

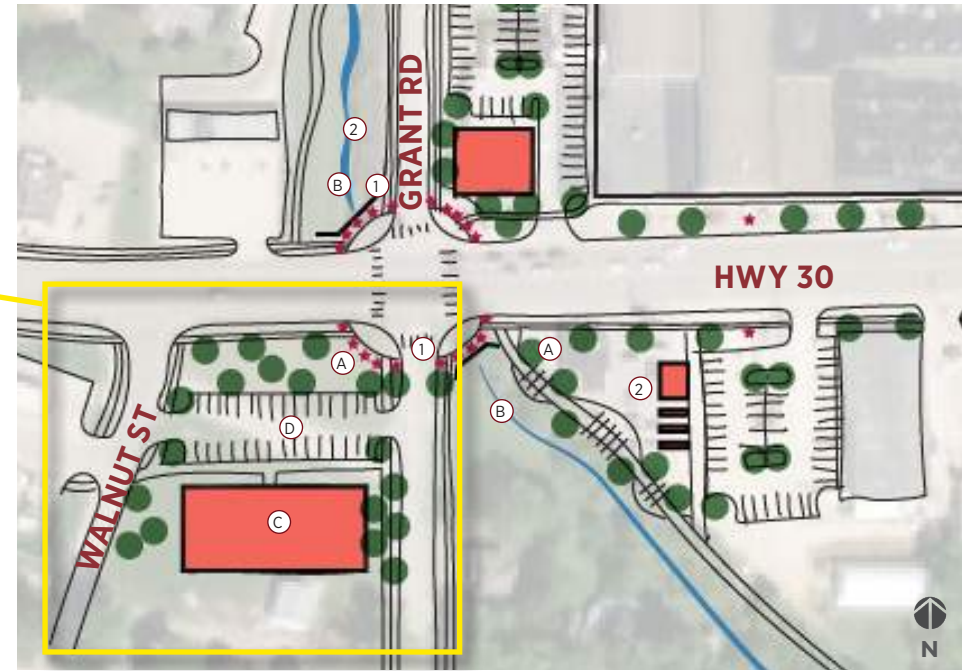
The vicinity hosts a cluster of auto-service uses, including Casey's Gas Station, O'Reilly Auto Parts, Power Wash USA, Performance Tire, and Todd's Exhaust Pros. The lot could be a location for auto-service, or even a candidate site for relocating Todd's Exhaust Pros if the northeast corner were to redevelop for parking.

D. Prohibit construction above the city's buried utilities. Relocating the utilities beneath the road is cost prohibitive and future site plans for redevelopment should prohibit buildings placed on the street's alignment.

GRANT CORNERS: SOUTH



MAP: Grant Corners: South Sites



1. Improve pedestrian safety
 2. Design trail paths and hub
- A. Preserve corners for signature green space
 - B. Manicure riparian zone
 - C. Redevelop SW corner lot
 - D. Prohibit construction above the City's buried utilities



Highway 30 and Grant Road marks a point in the community where traffic slows down and the city's charm becomes more evident. The concept shows improved crosswalks, art installations, and plantings.

MAPLE STREET + HWY 30

Description:

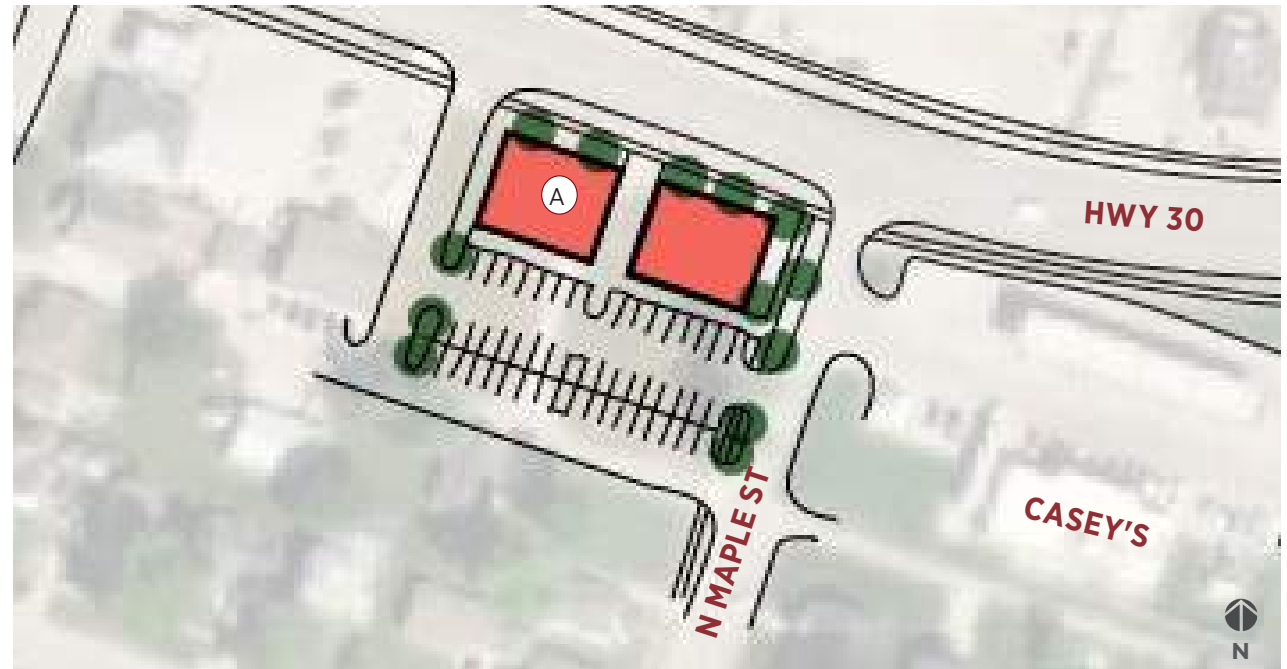
The land on the southwest corner of US 30 and Maple Street was cleared in 2013 and has since remained vacant. The available site is subject to future development.

Program:

A. New Commercial Development. The development project is currently envisioned as multi-story building with commercial on the ground level and offices above.

- › Parking can be tucked behind the buildings to increase the building's profile along the highway.
- › If parking were to remain near the street, then the City should investigate combining the parking lot with the adjacent property owner. Combining the parking areas will increase the overall yield/efficiency of parking for all properties, help manage vehicular conflict points with the highway, create convenience for customers, and strengthen connections between businesses.

MAP: Maple Street + Hwy 30



DEPOT BUSINESS CENTER

MAP: Depot Business Center



Description:

The Depot Business Center is well-positioned to develop an outlet that is currently reserved for parking. Other opportunities include improving the clarity of moving through the lot for vehicles and pedestrians, connecting to the historic depot site, and introducing additional landscaping.

Program:

Development Strategies

1. **New Commercial Development.** The parking lot south of Culver's can be redeveloped. Entrances between Culver's and the new development should align to limit circuitous paths and customer convenience.

Mobility Strategies

- A. **Establish pedestrian paths between businesses.** Omaha's One Pacific Place redesigned their parking lot to create more of a district. Likewise the Depot Business Center can introduce direct paths to encourage customers to visit multiple destinations.
- B. **Introduce landscaping to improve image of parking lot.** Adding trees/turf/shrubs will improve the overall image of the area and help manage stormwater runoff.



One Pacific Place Before



One Pacific Place After



WEST STREET BLOCK

MAP: West Street Block

Description:

The half-block of West Street, between Highway 30 and 7th Street, are sites that are subject to change.

The block has small building footprints surrounded by a surplus of parking. The balance of the half-block is rental single-family residential owned by a single property owner.

Program:

- A. Commercial Redevelopment.** The concept combines the property of the Edward Jones building and the surplus parking owned by Drees Company to create a single development project. The project maximizes visibility along the highway and provides parking behind.
- B. Multi-family housing.** The concept shows multi-family housing, which could be a multi-story building or a mix of townhouses and cottages. The lot size allows the site to be programmed for various orientations and could include shared parking (daytime business parking and evening residential parking) instead of cottages.
- C. Reuse or Redevelopment of vacant Iowa Workforce Development Building.** A number of uses could occupy this space or redevelop to a larger project.
- D. Access Management.** Managing conflict points by limiting access on Highway 30 improves the overall safety for travelers coming and going.



TRIANGLE POSSIBILITIES

Description:

The Triangle concept intends to provoke discussion for the long-term vision for the area between Minchen Park and Highway 30.

The land is well-positioned in the city, located near the crossroads of two highways and existing neighborhoods. Currently, the area has some circuitous roads and parking. Also, it hosts a number of land uses that are more commonly found in industrial-like areas, such as U-Haul and construction equipment storage. These conditions and the potential future demand for community services (retail/office/service) already in the city makes the area a candidate for re-imagining the future.

Ultimately, the Plan's recommendation for this area is to determine if the City and its partners should adopt a policy to assemble property for future redevelopment that may not meet today's market but a future market.

Program:

1. Consider Policy for Assembling Land.

Assembling land can be led by private developers or through a series of private/public partnerships. Assembling land can take years to decades, and acquisition is predicated on the seller's interest and schedule.

2. Recruit a Catalyst Business. Initiating change for the Triangle will likely need a catalyst project to begin a detailed master plan. This catalyst could emerge through recruiting a new business to Carroll or relocating a growing business already in the community. The planning process needs a development program that first begins with a business becoming an anchor to the area, then designing the land around their program.

3. Identify Area as a Future Redevelopment Area. The daily initiatives of economic development is to support existing businesses and attract new enterprises to the community. Through those efforts, the Triangle can be identified as a candidate area for attracting a catalyst business.

4. Consider Land Swaps, Buyouts, and Relocation Plans. The City and their partners can participate in preparing transition plans for relocating businesses that are already in the area. Relocating businesses can be mutually beneficial, where the business finds a location

that better matches their needs and the community is able to have a site to market to new businesses or uses.

5. Prepare Master Plan. Once a catalyst business is identified for the Triangle, the master planning process should begin.

› **Access, Circulation, and Parking.** Designing the circulation system around the catalyst business is paramount to maximizing the area's development yield. A well-designed master plan can ensure efficiencies of construction materials (concrete roads and parking). Future improvements, regardless if the area becomes subject to major redevelopment, should manage access along Highway 30. This means removing continuous curb cuts to reduce conflict points, and establishing clarity on the location of entrances and exits.

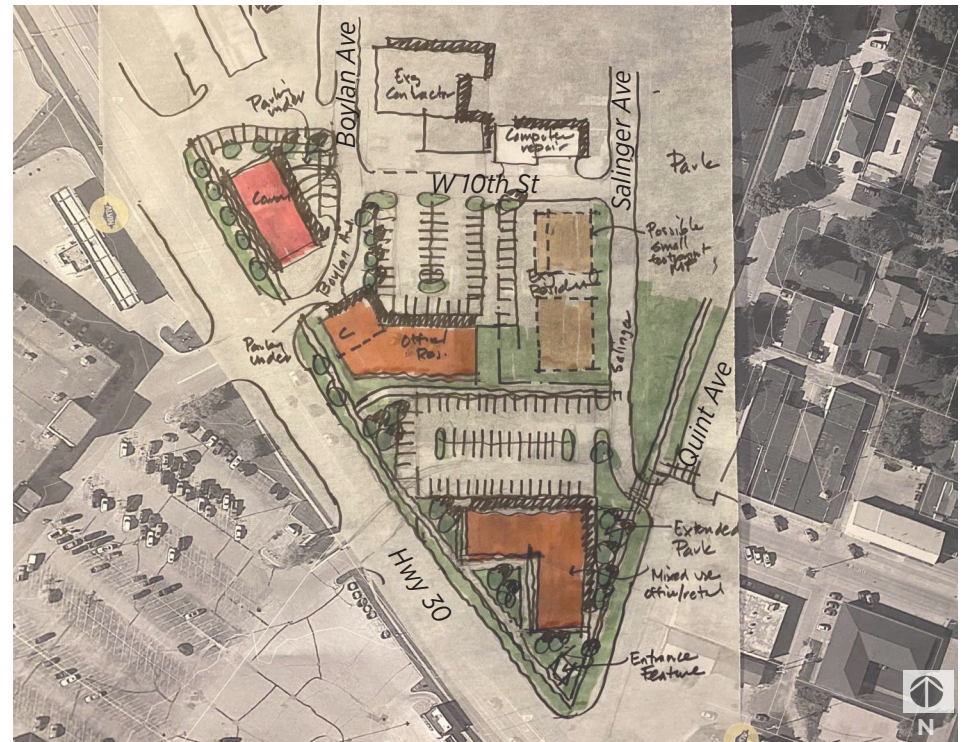
› **Ensure Connectivity.** The master plan should ensure logical walking paths between business entrances and the neighborhood.

› **Adopt Branding.** The master planning process should adopt a brand to help with marketing and recruitment for additional ancillary businesses. Recruiting additional businesses during the planning stage will ensure a stronger return on everyone's investment.

MAP: The Triangle



MAP: The Triangle Demonstration



The concept sketch above represents a quick exploratory program for reprogramming the site with buildings addressing the street and interior parking. It is shown for illustration only.

1. Consider policy for assembling land to recruit a catalyst business that incorporates connections to Minchen Park.

504 ADAMS STREET POSSIBILITIES

Description:

The former JC Penney building at 504 N Adams Street is the largest retail space (21,724 SF) in downtown, and largest vacancy in the area. The Plan explores possible reuses of the building and possible redevelopment of the site.

Since the building was vacated in August 2020, the property has been listed by Colliers Real Estate Brokerage for \$4.50 SF annually (\$0.38 SF monthly).

Planning Goals:

1. Identify scenarios for organizing the building space to help attract future tenants.
2. Explore an alternative facade concept.
3. Explore a scenario for redeveloping the site that reinforces the character and experience of being in downtown. The scenario may be a joint effort between the owner, City, and community partners.
4. Consider housing options in downtown.

Building Challenges:

- Limited retail-oriented candidates for reoccupying the tenant space. Recruiting tenants may be difficult, resulting in a longer duration of the building being vacant.
- Risk of a non-retail business occupying a large amount of space on Adams Street that does not contribute to an enhanced experience for visitors coming to Carroll's downtown. The use of a corner building in the district has significant influence on the user experience.
- Obsolete single-story building design (built in 1972) in a downtown setting. The exterior facade is inconsistent with its downtown context, having long walls with limited transparency. Typical building frontages along Adams Street is 25' long while the JC Penney building is 100' long on the west side and over 200' on its south side.
- Unknown interior condition for building code compliance and HVAC.

Exceptions to this study:

The scope of the study excluded any investigation for code compliance and remediation. The review focused on reuse possibilities for the future. As-built drawings were unavailable and therefore the program is subject to further investigation.



Next steps:

The timeline for proceeding with next steps is subject to the property owner's interest. The following steps are advisory only.

1. Determine if a tenant can lease the space.
2. Determine if a scenario with multiple tenants will attract tenants. This may include finding commitments for future tenants before remodeling the space.
3. In collaboration with the City and its partners, consider preparing a development deal for building a mixed use project.



The facade demonstration shows how the existing facade's large expanse can exhibit a refreshed character.

504 ADAMS STREET POSSIBILITIES

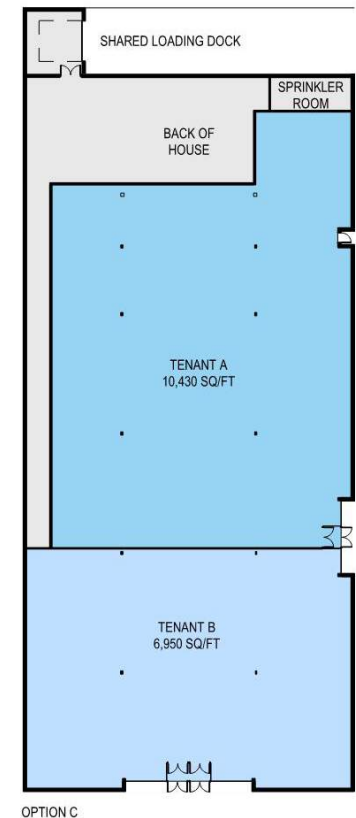
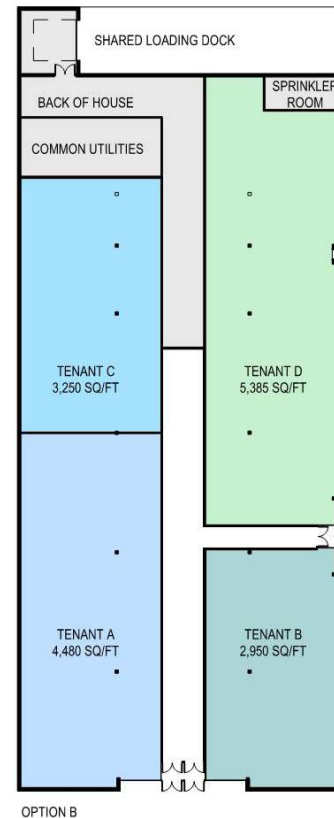
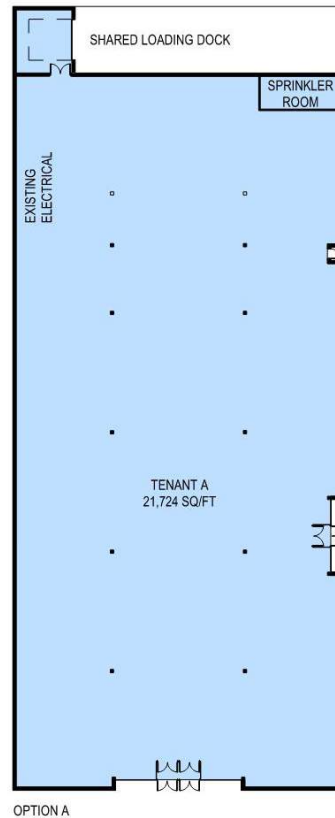
Reuse Programs:

Common components for all programs include:

- Retain existing entrances on south and west
- Retain loading dock
- Retain existing electrical
- Retain supporting interior columns

Three reuse scenarios were considered for the former JC Penney building, including:

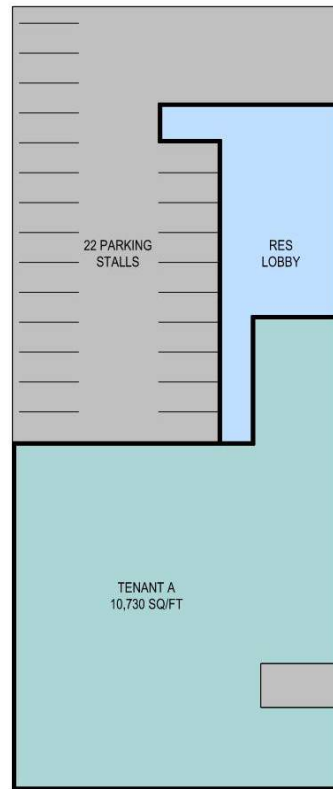
- Reoccupied with single tenant (21,724 SF)
 - › Tenant A (~4,500 SF)
 - › Tenant B (~3,000 SF)
 - › Tenant C (~3,000 SF)
 - › Tenant D (~5,300 SF)
- Remodeled for small tenant spaces with common hallways and back of house features.
 - › Tenant A (~7,000 SF) with primary access to west entrance.
 - › Tenant B (~10,000 SF) with primary access to south entrance.



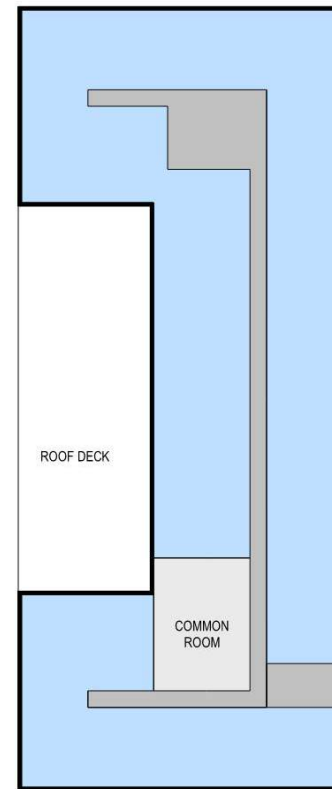
Redevelopment Program:

The redevelopment program considers a new mixed-use building, requiring the demolition of the existing JC Penney building. The ground level includes commercial tenant space and parking, and the upper level housing with a possible rooftop deck.

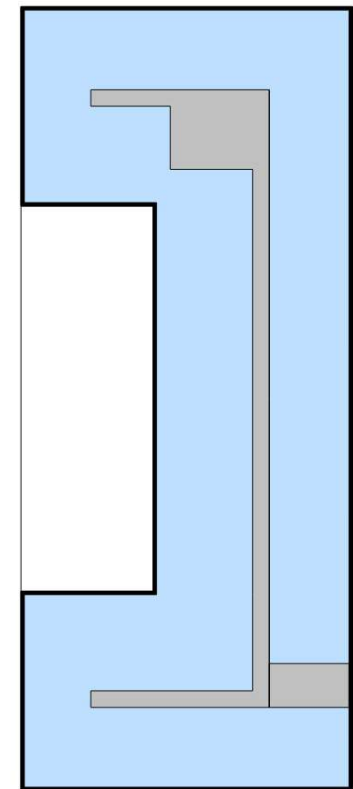
- Covered surface parking (~9,000 SF) for about 22 stalls with access from the alley.
- Leasable ~10,000 ground level tenant space with access on both Adams Street and 5th Street.
- Upper-level housing (~17,000 SF per level or total of ~34,000 SF) that could support 20 housing units per level, assuming an average of 650 SF units.



LEVEL 1 - 14,550 GROSS SQ/FT



LEVEL 2 - 17,045 GROSS SQ/FT



LEVEL 3 - 17,045 GROSS SQ/FT



A background photograph of a meeting or presentation. Several people are gathered around a presentation board. A woman in a floral top is gesturing while speaking to a man in a light blue shirt. Other people are visible in the background, some looking at the board. The board has the text 'WEST STREET BLOCK' visible on it.

5 // ACTION

The success of implementing the enhancements and improving the transportation, residential, and business environment along the Corridor will require coordinated involvement by many organizations. Each of these organizations have a role to play and the efforts of one organization alone will not provide the required support to strengthen the Corridor. Successful development efforts require successful organizations and public/private partnerships.

ACTION SCHEDULE

The Corridor of Commerce 2.0 Plan establishes concepts for mobility, development and imaging along and to Highway 30 in Carroll. The Plan will be developed in incremental steps that require setting priorities, completing initial steps, evaluating new conditions as they arise, and making necessary adjustments.

The City with partner agencies and other players in the planning process should maintain a five year capital program for corridor initiatives, updated annually, much as the City does for its overall capital improvement plans. Market demands and opportunities will inevitably affect this schedule, which should be updated annually based on priority criteria.

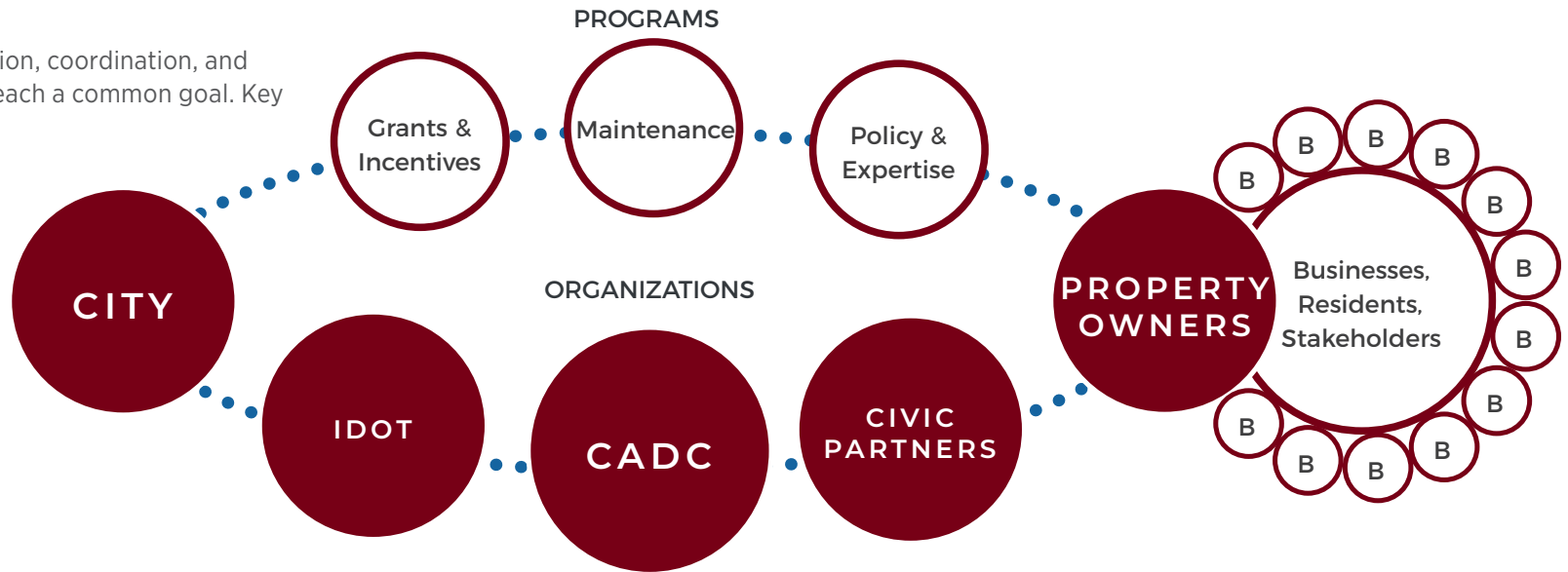
These evaluative criteria may involve applying the following questions to specific projects at the time of consideration:

- Does the project improve safety for residents, customers, and visitors to Carroll?
- Does the project respond to specific or high profile community issues or needs from the public engagement process or researched studies?
- Does the project generate maximum private market response?
- What is the project's potential to enhance the image of the area and community?
- Does the project attract both local residents and visitors, increasing business traffic and creating new reasons for people to be in Carroll?
- Does the project support the growth of existing businesses?
- Does the project capitalize on established, but unmet, market needs?
- Can the project be realistically implemented within a reasonable time frame with potentially available resources?
- Does the project generate substantial community support or consensus?
- Does the project incorporate and leverage outside funding sources, such as state grants or charitable contributions?

Tables at the end of this chapter provide a conceptual schedule for implementation. This is based on reviewing public sector projects/policies based on the criteria discussed here. This schedule should be seen as an initial effort based on current conditions, and could change dramatically as opportunities present themselves.

PARTNERSHIPS

Partnerships are collaboration, coordination, and organization of efforts to reach a common goal. Key partnerships include:



City of Carroll

The City of Carroll has crucial responsibilities, working with other organizations, to implement the Plan:

- Managing capital improvement projects and budgets including street modifications (with IDOT), public park areas, streetscaping, and trails.
- Managing and providing incentives where appropriate to implement the vision and intent of the Corridor Plan. Incentives may include a program to encourage private property enhancements, gap development financing, TIF, and other targeted programs.
- Reviewing, amending, and enforcing the Carroll zoning ordinance to regulate development and property improvement in line with the intent of the Corridor Plan.

- Communicating with property owners to address emerging needs, concerns, and developing continued support for the Corridor Plan vision.

CADC

CADC has several responsibilities in implementation:

- Helping represent businesses along the corridor.
- Maintaining dialog with business and property owners to understand market changes, trends, and concerns.
- Marketing the corridor and its assets to the broader area.
- Advocating for projects and assisting in fund raising for appropriate projects.
- Communicating regularly with the City of Carroll on Corridor conditions, events, projects, and other updates.

Iowa Department of Transportation (IDOT)

The IDOT plays a major role in improving the environment of the corridor through its jurisdictional authority over State Highway 30. The City of Carroll needs to maintain ongoing communication with IDOT throughout project implementation to ensure improvements benefit all modes of transportation – motorists, bicyclists, pedestrians, and transit users.

Carroll Chamber of Commerce

There are many businesses in the corridor. As implementation begins to unfold it is important that the Carroll Chamber of Commerce be involved throughout the process. Promotions through the Chamber can focus on improvements in the corridor as a tool to attract new customers and events to Carroll.

POLICY REVIEW

This section addresses policy considerations for key issues and components of the Plan. Many of these principles relate directly to zoning and design standards. Zoning regulations are a first step to ensure development along the corridor meets the vision laid out in the Plan.

Land Use and Zoning

The zoning map identifies the corridor as primarily four districts:

B-2 General Business District. The intent of the “B-2” District is to establish and preserve a general business district, providing a wide variety of goods and services for the City.

- Almost all of the properties adjacent to Highway 30 are zoned B-2. The district allows many different uses and general flexibility in site design.
 - › The B-2 district does limit multi-family uses to special use permits. This may be ok to ensure adequate site design, but multi-family uses could also be considered to allow by right. Multi-family uses in the context of the Carroll Zoning code are any use with three or more units, owner or rental.

B-3 Central Business District. The intent of the “B-3” District is to establish a Central Business District for a variety of retail establishments, government and professional offices, and places of entertainment in a setting conducive to and safe for a high volume of automotive and pedestrian traffic. This district differs from the “B-2” District in that no off-street parking is required (except for multi-family dwellings) thereby creating and maintaining a concentrated commercial center.

- The B-3 district represents the downtown and no changes are needed to implement the intent of the Corridor of Commerce 2.0 Plan.
 - › If sites downtown were to propose more multi-family units, the City may want to consider reducing parking requirements to be more specific based on the type units. For example, fewer parking spots required for efficiency versus two bedroom units. Often, the developer know best how many parking stalls are needed to accommodate all potential tenants of a project.

I-1 Light Industrial District. The intent of the “I-1” District is to establish and preserve a light industrial district for limited commercial and industrial uses.

- More prevalent in the transition areas. There are no development opportunities in this Plan that fall within an I-1 district.

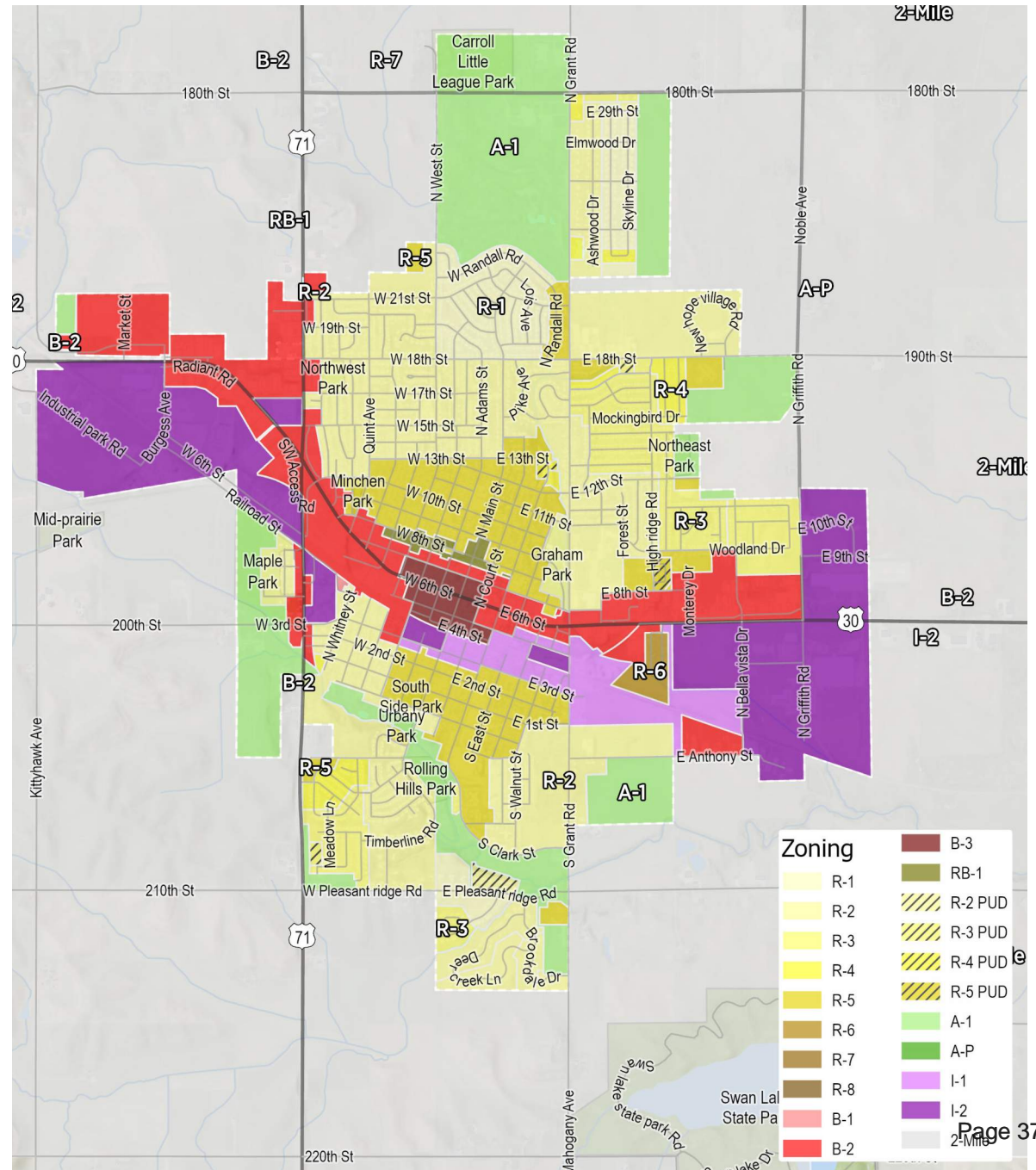
I-2 General Industrial District. The intent of the “I-2” District is to create and preserve an area for industrial related uses of such nature that they require isolation from other kinds of land uses.

- Areas zoned I-2 are generally in the approach areas where there are existing, functioning businesses and employment centers.
 - › The exception is the south development site that is farmed today and shown as a development opportunity in this Plan. Pending uses that may find the site desirable, rezoning to B-2 or remaining I-2 aligns with the recommendations of this Plan. Note the public street elements and sidewalks are a priority under any zoning district.

Zoning Considerations

The current zoning and sign ordinances will generally allow the development opportunities in this Plan to move forward. However, amendments should be considered to better implement the imaging vision of the Plan.

- Signage
- Building Appearance
- Parking Lot Design
- Pedestrian Mobility



Signage

Outside of the scope of this Plan, the City sign code needs to be updated to be content neutral. For example, the zoning administrator should not be required to read the sign to regulate it (i.e. time and temperature signs, directional signs, etc.).

A general feeling from the public engagement was that signs contributes to the appearance of a site. Some also felt monument signs were more attractive than tall pole signs. Strategies include:

- The existing sign code does have maintenance and inspection provisions and these should be enforced regularly.
- Consider whether sign design standards would be beneficial to enforce for new signs along the corridor. Examples include standards for material, height, sign type, and location on a site.



Building Appearance

The appearance of a building can have a significant influence on the feeling of investment or disinvestment in an area. Some cities in Iowa do enforce stronger building design standards to ensure the character of certain areas are maintained. For Carroll, the greatest protection of character and image would come from zoning amendments that include:

- Add a list of prohibited building materials. This list does not need to be long and should only include the types of building materials that are most discouraging to the image of the corridor or known to deteriorate faster than other similar materials.
 - › An example is prohibiting primarily corrugated metal or pole building construction.
- Prohibit certain materials on street facing facades of buildings in the corridor study area. This is different approach to maintaining building appearance. A standards such as this can be more flexible by not prohibiting certain materials on all sides of a building.
- Often codes will require screening of dumpster and mechanical equipment. This is relatively easy to enforce and most property owners screen these items regardless. However, requiring higher quality materials can prevent unsightly deterioration.
- Some codes to specify the look of facades to prevent large expanses of blank walls without windows or architectural features. This type of requirement would need more discussion with the community on its feasibility for enforcement



Parking Lot Design

Like buildings, parking lots can have a large influence on the feeling of an area, particularly from a pedestrians perspective. This is evidenced in the corridor today through the large number of parking areas adjacent to the street with new greenery or design considerations. Several standards can have a significant influence on the image of the corridor.

- Minimize potential traffic on residential streets. An ideal circulation pattern is using internal circulation to direct customer traffic to north-south streets between commercial property lines.
- Minimize access driveways from each street. Access management can be regulated in the zoning code, most often by limiting the number of driveway curb cuts that can be made onto any one street or requiring cross property access via a frontage road. Dyersville, Iowa is an example of an ordinance that regulates access with minimal requirements.
- Require new parking lots to be set back from sidewalks and property line. This allows room for a landscaping strip and creates a separated space between vehicle and pedestrian use areas. Many cities regulate such setbacks.
- Require internal parking lot landscaping. Landscaping islands within parking areas breaks up large expanses of concrete, can help manage stormwater, and make site look nicer from the street. The island do need to be large enough for plant health and many cities large and small have models that could work in Carroll.
- Several development opportunity concepts in this plan show parking lots in the rear yard of buildings. This is often required in some cities along high profile corridors.

Pedestrian Mobility

The City can take direct steps to improve pedestrian safety and comfort in public rights-of-way. However, when a pedestrian steps off a public sidewalk they can be faced with vastly different experiences. The zoning code can require several items to ensure pedestrian safety and comfort within private property.

- Require sidewalks leading from parking areas and public sidewalks building entrances.
- Require clear markings where pedestrian pathways cross driveways or other vehicle use areas.
- Mark pedestrian paths or provide curbed sidewalks within large parking lots.
- Require a certain number of bicycle parking stalls, much like vehicle parking stalls are required.



IMPLEMENTATION SUMMARY					
	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
MOBILITY (PATHS)					
Path definition - East of Grant Road (north side)		X			
New path route - East of Grant Road (south side)			X		
Grant Road Bike Route (Graham Park District Plan)		X			
Grant Road Path - west side of street, west of drainage way		X			
Grant Road Sidepath - south of Hwy 30 to Pleasant Ridge Rd (Sauk Rail Trail)			X		
Sidewalk maintenance, crossing accessibility (E 5th Street)	X				
Sidewalk maintenance, crossing accessibility (E 7th Street)	X				
Side path gap infill - Simon Ave to Hwy 71 (south side)		X			
Ped/bike enhancements - W 6th St under Hwy 71 (from Putnam or CitiCenter parking lot)			X		
Ped/bike connection - Putnam Ave to SW Frontage Road across Hwy 71				X	
W 6th Street path/extension - West of Hwy 71 to Wal-Mart			X		
Path definition - West of Hwy 71 (south side)				X	
W 18th St path extension to Wal Mart			X		
City wide trail loop that links into the corridor through the "ribbons" in the Plan				X	
MOBILITY (CROSSINGS)					
Grant Road intersection definition (vertical striping, crossing area features)		X			
New pedestrian crossing treatment - Griffith Rd (Pella/Farner-Bocken)			X		
West Street intersection definition (vertical striping)		X			
Quint Ave intersection definition (vertical striping, crossing area features, sidewalk ramps/ADA, sidewalk landing on Quint Ave)		X			
W 10th Street/Putnam Avenue intersection crossing			X		
New pedestrian crossing treatment - Market St (Wal-Mart)			X		

IMPLEMENTATION SUMMARY					
	ON-GOING	SHORT	MEDIUM	LONG	FUNDING
IMAGING					
Landscaping – East of Grant Road	X		X		
Vertical Elements – East of Grant Road			X		
Grant Road Intersection SE Landscaping Enhancements		X			
Downtown Signage Update		X			
Wayfinding – Pedestrians (outside of downtown)		X			
Wayfinding – Motorists		X			
Landscaping – West of Grant Road	X		X		
Vertical Elements – West of Grant Road			X		
DEVELOPMENT					
JC Building Use		X			
Hwy 30 East - South – Communication with owner on future plans	X			X	
Hwy 30 East – North – Communication with owner on their plans	X		X		
Grant Rd Intersection SW – Communication with owner on the Plan vision	X	X			
Grant Rd Intersection NE – Communication with owner on relocation	X	X			
West St Intersection – Communication with owner on relocation/updates	X		X		
Quint Ave Triangle – Communication with owner on their plans	X			X	
Large parking lot reconfiguration, efficiency, pedestrian routes – Work with property owners (CitiCenter, Depot Business Center, Ace/Dollar General area)		X			
POLICY					
Adopt Building Standards within the corridor		X			
Update Future Land Use Map based on the strategies in this Plan		X			
Organize Property Owners around Plan Vision	X	X			
Develop incentive structures to encourage desired development (TIF, site development assistance, permitting)	X				
Update Zone for Business district to encourage mixed-use sites with residential, commercial		X			
Annually evaluate and update the Plan with changing market conditions and development sites	X				
Business owner technical assistance tool kit (succession planning, market updates, location, start-up guide, customer experience)	X	X			

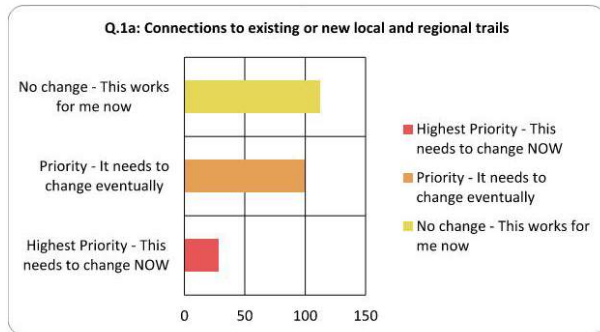
APPENDIX

FULL SURVEY RESULTS

Carroll U.S. 30 Corridor of Commerce Update

Q.1a: Connections to existing or new local and regional trails

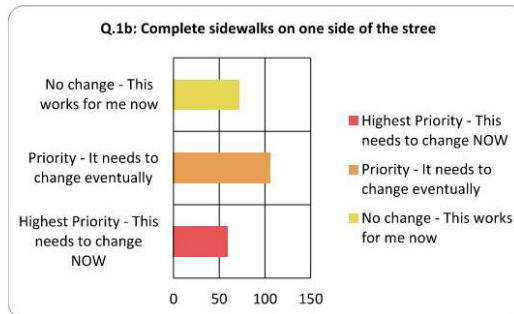
Choice	Responses
Highest Priority - This needs to change NOW	28 11.72%
Priority - It needs to change eventually	99 41.42%
No change - This works for me now	112 46.86%
Answered	239
Skipped	21



Carroll U.S. 30 Corridor of Commerce Update

Q.1b: Complete sidewalks on one side of the street

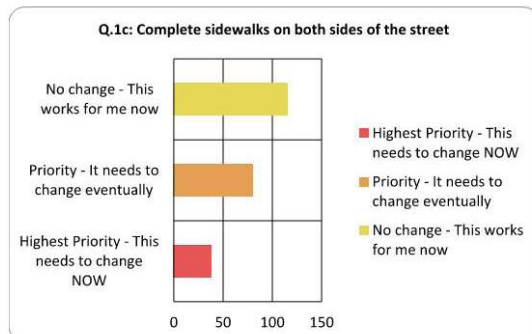
Choice	Responses
Highest Priority - This needs to change NOW	59 24.89%
Priority - It needs to change eventually	105 44.30%
No change - This works for me now	71 29.96%
Answered	237
Skipped	23



Carroll U.S. 30 Corridor of Commerce Update

Q.1c: Complete sidewalks on both sides of the street

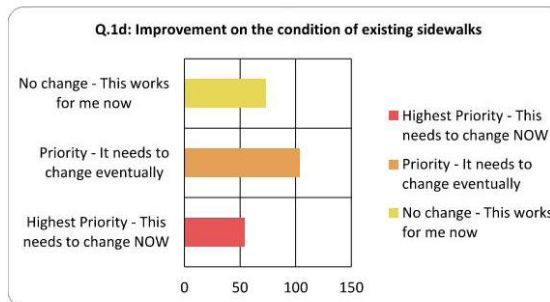
Choice	Responses
Highest Priority - This needs to change NOW	38 16.24%
Priority - It needs to change eventually	80 34.19%
No change - This works for me now	115 49.15%
Answered	234
Skipped	26



Carroll U.S. 30 Corridor of Commerce Update

Q.1d: Improvement on the condition of existing sidewalks

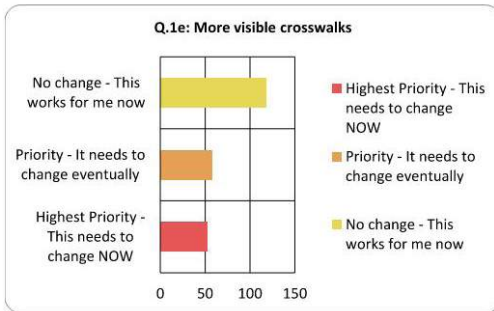
Choice	Responses
Highest Priority - This needs to change NOW	54 23.38%
Priority - It needs to change eventually	103 44.59%
No change - This works for me now	73 31.60%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.1e: More visible crosswalks

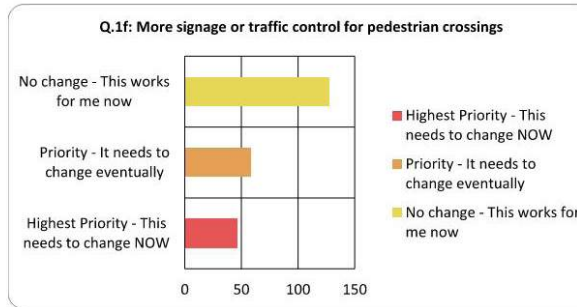
Choice	Responses
Highest Priority - This needs to change NOW	52 22.71%
Priority - It needs to change eventually	58 25.33%
No change - This works for me now	118 51.53%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.1f: More signage or traffic control for pedestrian crossings

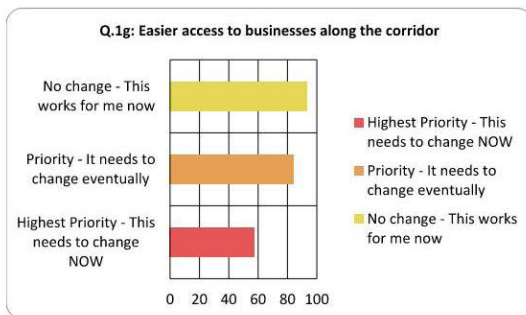
Choice	Responses
Highest Priority - This needs to change NOW	46 19.83%
Priority - It needs to change eventually	58 25.00%
No change - This works for me now	127 54.74%
Answered	232
Skipped	28



Carroll U.S. 30 Corridor of Commerce Update

Q.1g: Easier access to businesses along the corridor

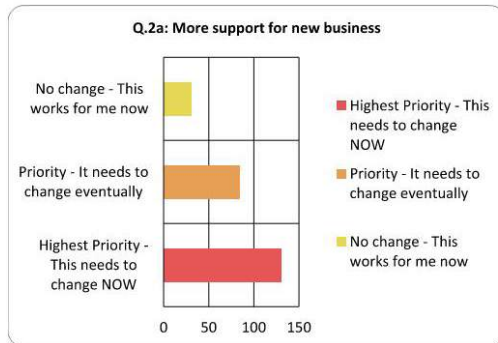
Choice	Responses
Highest Priority - This needs to change NOW	57 24.26%
Priority - It needs to change eventually	84 35.74%
No change - This works for me now	93 39.57%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.2a: More support for new business

Choice	Responses
Highest Priority - This needs to change NOW	130 53.28%
Priority - It needs to change eventually	84 34.43%
No change - This works for me now	30 12.30%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.2b: More retail quality and variety

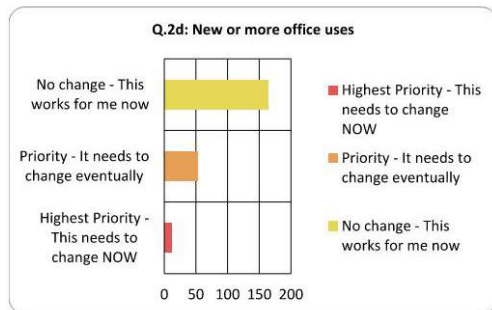
Choice	Responses
Highest Priority - This needs to change NOW	157 66.53%
Priority - It needs to change eventually	61 25.85%
No change - This works for me now	17 7.20%
Answered	236
Skipped	24



Carroll U.S. 30 Corridor of Commerce Update

Q.2d: New or more office uses

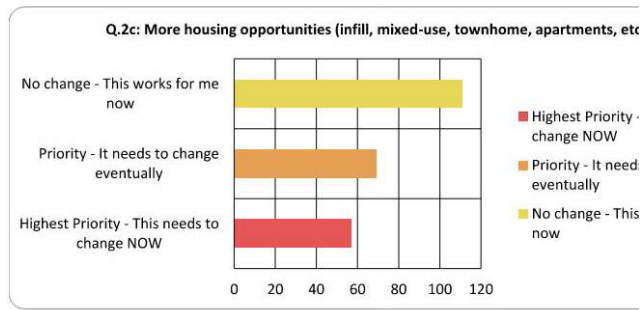
Choice	Responses
Highest Priority - This needs to change NOW	12 5.24%
Priority - It needs to change eventually	52 22.71%
No change - This works for me now	164 71.62%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.2c: More housing opportunities (infill, mixed-use, townhome, apartments, etc.)

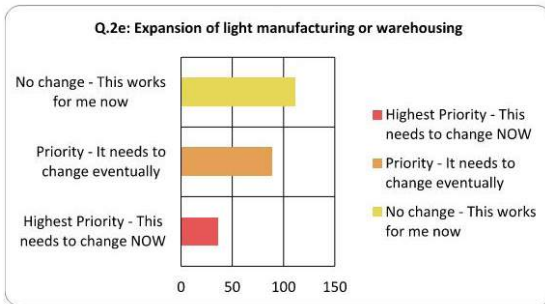
Choice	Responses
Highest Priority - This needs to change NOW	
Priority - It needs to change eventually	
No change - This works for me now	
Answered	
Skipped	



Carroll U.S. 30 Corridor of Commerce Update

Q.2e: Expansion of light manufacturing or warehousing

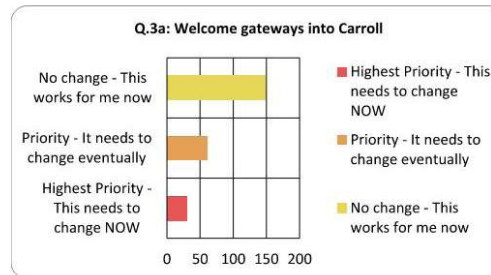
Choice	Responses
Highest Priority - This needs to change NOW	36 15.32%
Priority - It needs to change eventually	88 37.45%
No change - This works for me now	111 47.23%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.3a: Welcome gateways into Carroll

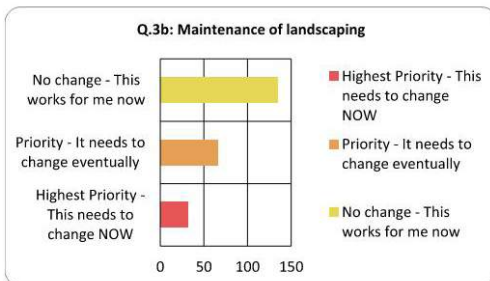
Choice	Responses
Highest Priority - This needs to change NOW	30 12.61%
Priority - It needs to change eventually	60 25.21%
No change - This works for me now	148 62.18%
Answered	238
Skipped	22



Carroll U.S. 30 Corridor of Commerce Update

Q.3b: Maintenance of landscaping

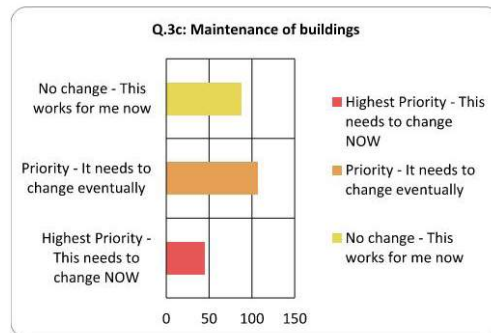
Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	66 28.57%
No change - This works for me now	134 58.01%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.3c: Maintenance of buildings

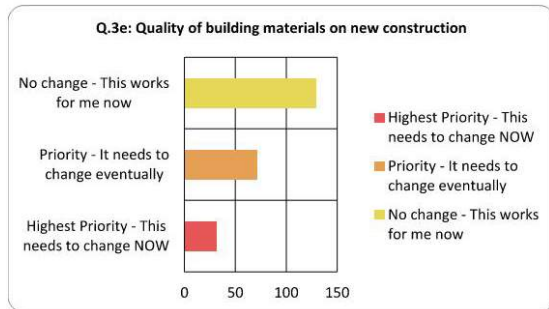
Choice	Responses
Highest Priority - This needs to change NOW	45 18.91%
Priority - It needs to change eventually	106 44.54%
No change - This works for me now	87 36.55%
Answered	238
Skipped	22



Carroll U.S. 30 Corridor of Commerce Update

Q.3e: Quality of building materials on new construction

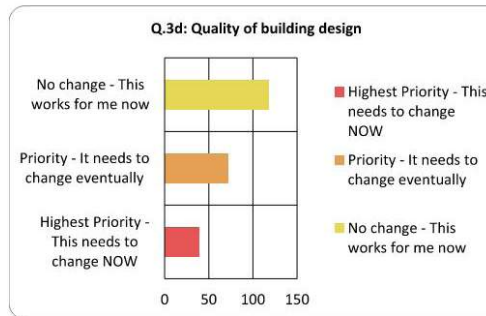
Choice	Responses
Highest Priority - This needs to change NOW	31 13.42%
Priority - It needs to change eventually	71 30.74%
No change - This works for me now	129 55.84%
Answered	231
Skipped	29



Carroll U.S. 30 Corridor of Commerce Update

Q.3d: Quality of building design

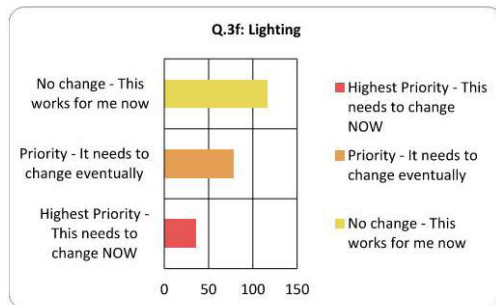
Choice	Responses
Highest Priority - This needs to change NOW	39 17.03%
Priority - It needs to change eventually	72 31.44%
No change - This works for me now	118 51.53%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.3f: Lighting

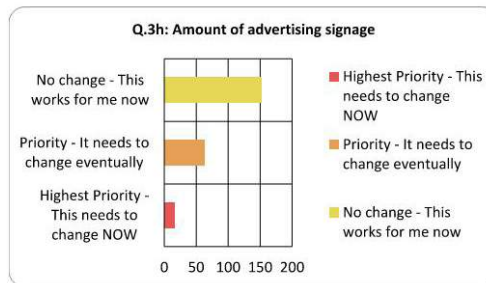
Choice	Responses
Highest Priority - This needs to change NOW	35 15.28%
Priority - It needs to change eventually	78 34.06%
No change - This works for me now	116 50.66%
Answered	229
Skipped	31



Carroll U.S. 30 Corridor of Commerce Update

Q.3h: Amount of advertising signage

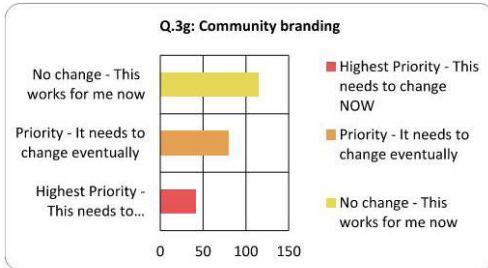
Choice	Responses
Highest Priority - This needs to change NOW	16 6.96%
Priority - It needs to change eventually	62 26.96%
No change - This works for me now	152 66.09%
Answered	230
Skipped	30



Carroll U.S. 30 Corridor of Commerce Update

Q.3g: Community branding

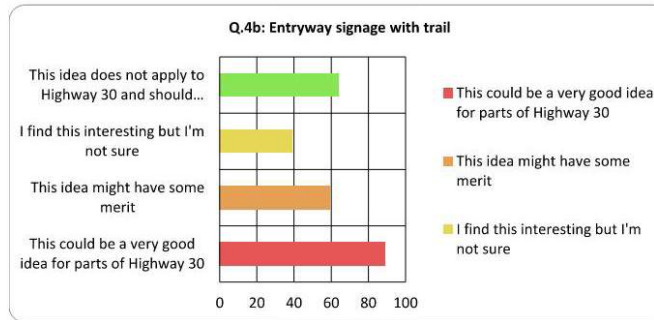
Choice	Responses
Highest Priority - This needs to change NOW	41 17.45%
Priority - It needs to change eventually	80 34.04%
No change - This works for me now	114 48.51%
Answered	235
Skipped	25



Carroll U.S. 30 Corridor of Commerce Update

Q.4b: Entryway signage with trail

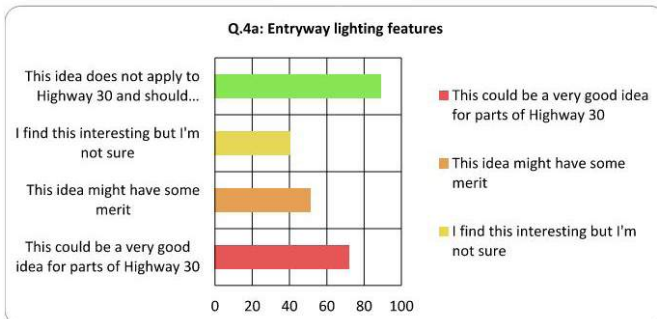
Choice	Responses
This could be a very good idea for parts of Highway 30	89 35.46%
This idea might have some merit	59 23.51%
I find this interesting but I'm not sure	39 15.54%
This idea does not apply to Highway 30 and should not be considered	64 25.50%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.4a: Entryway lighting features

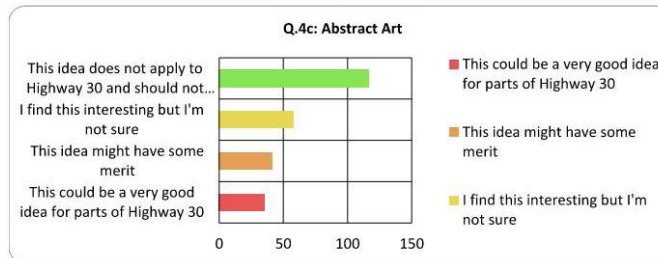
Choice	Responses
This could be a very good idea for parts of Highway 30	72 28.57%
This idea might have some merit	51 20.24%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	89 35.32%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.4c: Abstract Art

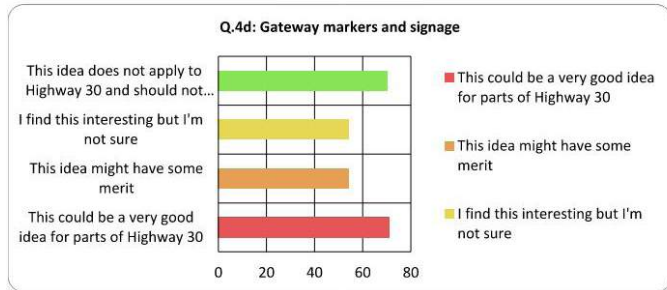
Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.00%
This idea might have some merit	41 16.40%
I find this interesting but I'm not sure	58 23.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.4d: Gateway markers and signage

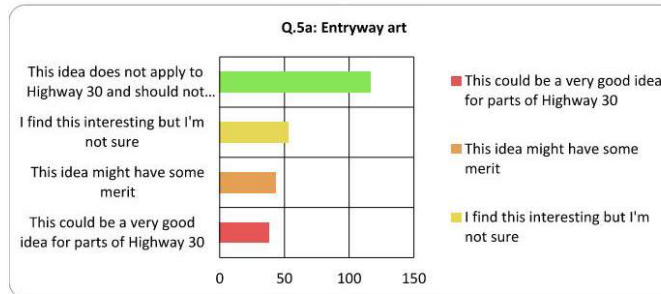
Choice	Responses
This could be a very good idea for parts of Highway 30	71 28.51%
This idea might have some merit	54 21.69%
I find this interesting but I'm not sure	54 21.69%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.5a: Entryway art

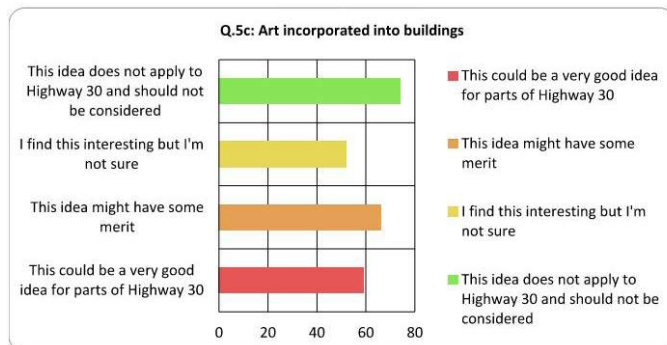
Choice	Responses
This could be a very good idea for parts of Highway 30	38 15.20%
This idea might have some merit	43 17.20%
I find this interesting but I'm not sure	53 21.20%
This idea does not apply to Highway 30 and should not be considered	116 46.40%
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.5c: Art incorporated into buildings

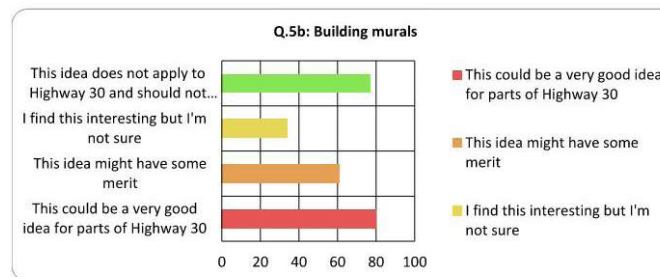
Choice	Responses
This could be a very good idea for parts of Highway 30	59 23.51%
This idea might have some merit	66 26.29%
I find this interesting but I'm not sure	52 20.72%
This idea does not apply to Highway 30 and should not be considered	74 29.48%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.5b: Building murals

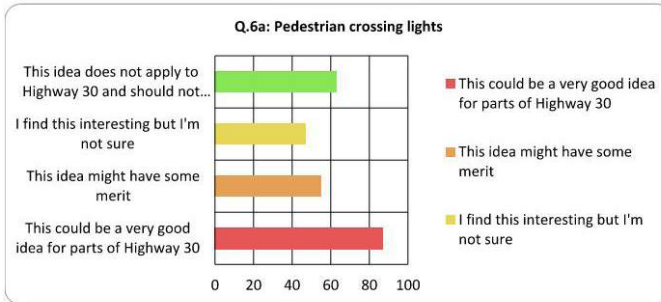
Choice	Responses
This could be a very good idea for parts of Highway 30	80 31.75%
This idea might have some merit	61 24.21%
I find this interesting but I'm not sure	34 13.49%
This idea does not apply to Highway 30 and should not be considered	77 30.56%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.6a: Pedestrian crossing lights

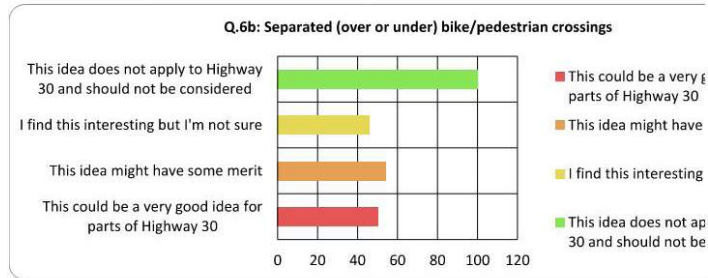
Choice	Responses
This could be a very good idea for parts of Highway 30	87 34.52%
This idea might have some merit	55 21.83%
I find this interesting but I'm not sure	47 18.65%
This idea does not apply to Highway 30 and should not be considered	63 25.00%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.6b: Separated (over or under) bike/pedestrian crossings

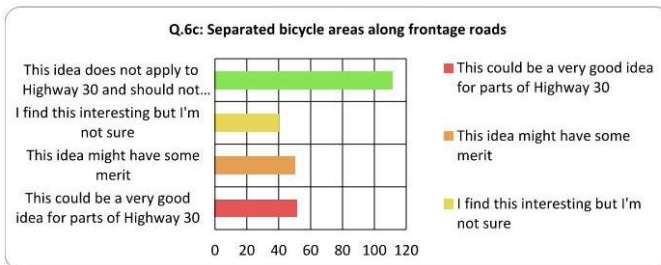
Choice	Responses
This could be a very good idea for parts of Highway 30	50
This idea might have some merit	54
I find this interesting but I'm not sure	46
This idea does not apply to Highway 30 and should not be considered	100
Answered	250
Skipped	10



Carroll U.S. 30 Corridor of Commerce Update

Q.6c: Separated bicycle areas along frontage roads

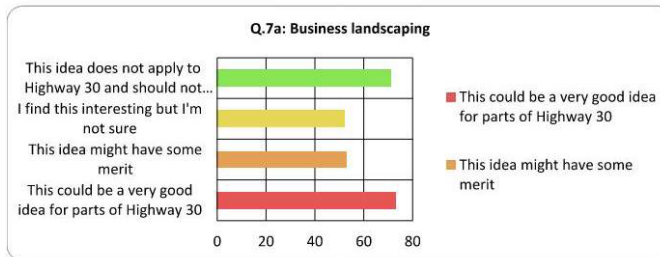
Choice	Responses
This could be a very good idea for parts of Highway 30	51 20.24%
This idea might have some merit	50 19.84%
I find this interesting but I'm not sure	40 15.87%
This idea does not apply to Highway 30 and should not be considered	111 44.05%
Answered	252
Skipped	8



Carroll U.S. 30 Corridor of Commerce Update

Q.7a: Business landscaping

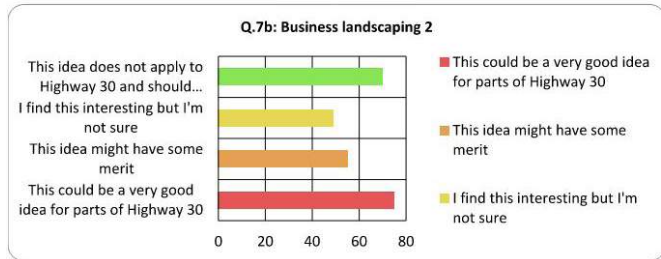
Choice	Responses
This could be a very good idea for parts of Highway 30	73 29.32%
This idea might have some merit	53 21.29%
I find this interesting but I'm not sure	52 20.88%
This idea does not apply to Highway 30 and should not be considered	71 28.51%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.7b: Business landscaping 2

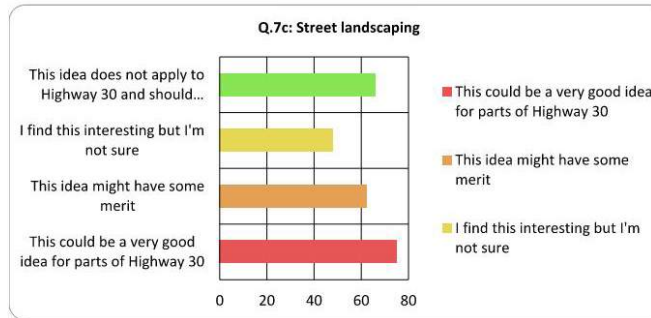
Choice	Responses
This could be a very good idea for parts of Highway 30	75 30.12%
This idea might have some merit	55 22.09%
I find this interesting but I'm not sure	49 19.68%
This idea does not apply to Highway 30 and should not be considered	70 28.11%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.7c: Street landscaping

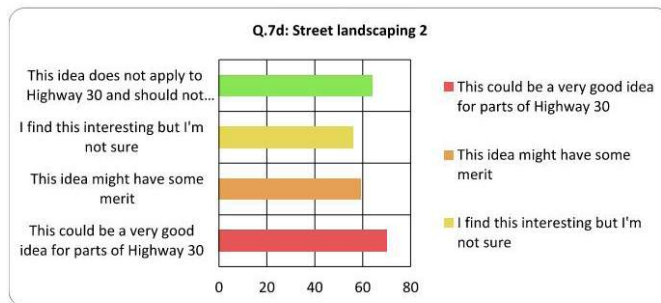
Choice	Responses
This could be a very good idea for parts of Highway 30	75 29.88%
This idea might have some merit	62 24.70%
I find this interesting but I'm not sure	48 19.12%
This idea does not apply to Highway 30 and should not be considered	66 26.29%
Answered	251
Skipped	9



Carroll U.S. 30 Corridor of Commerce Update

Q.7d: Street landscaping 2

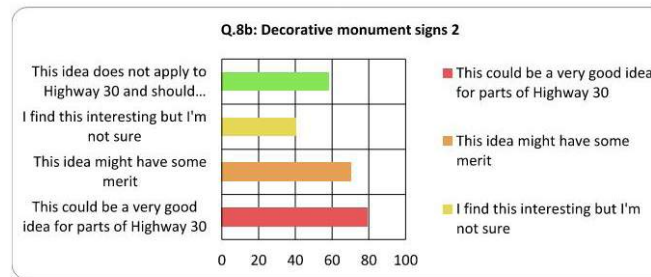
Choice	Responses
This could be a very good idea for parts of Highway 30	70 28.11%
This idea might have some merit	59 23.69%
I find this interesting but I'm not sure	56 22.49%
This idea does not apply to Highway 30 and should not be considered	64 25.70%
Answered	249
Skipped	11



Carroll U.S. 30 Corridor of Commerce Update

Q.8b: Decorative monument signs 2

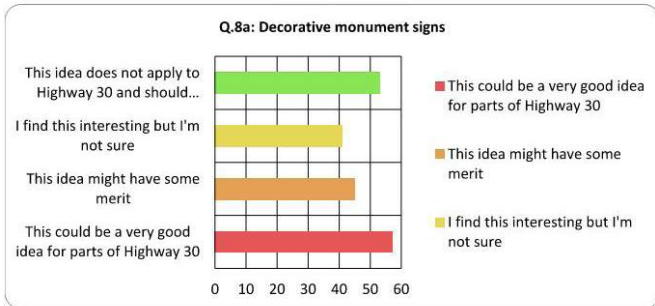
Choice	Responses
This could be a very good idea for parts of Highway 30	79 31.98%
This idea might have some merit	70 28.34%
I find this interesting but I'm not sure	40 16.19%
This idea does not apply to Highway 30 and should not be considered	58 23.48%
Answered	247
Skipped	13



Carroll U.S. 30 Corridor of Commerce Update

Q.8a: Decorative monument signs

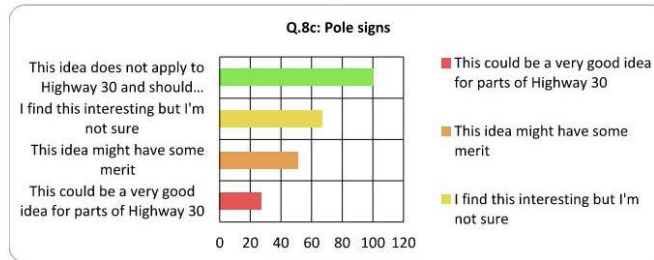
Choice	Responses
This could be a very good idea for parts of Highway 30	57 29.08%
This idea might have some merit	45 22.96%
I find this interesting but I'm not sure	41 20.92%
This idea does not apply to Highway 30 and should not be considered	53 27.04%
Answered	196
Skipped	64



Carroll U.S. 30 Corridor of Commerce Update

Q.8c: Pole signs

Choice	Responses
This could be a very good idea for parts of Highway 30	27 11.02%
This idea might have some merit	51 20.82%
I find this interesting but I'm not sure	67 27.35%
This idea does not apply to Highway 30 and should not be considered	100 40.82%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.8d: Multi-tenant signs

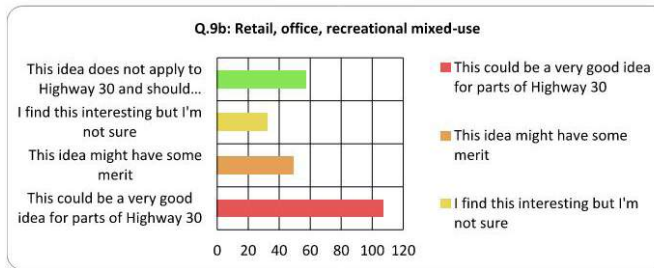
Choice	Responses
This could be a very good idea for parts of Highway 30	49 19.76%
This idea might have some merit	74 29.84%
I find this interesting but I'm not sure	58 23.39%
This idea does not apply to Highway 30 and should not be considered	67 27.02%
Answered	248
Skipped	12



Carroll U.S. 30 Corridor of Commerce Update

Q.9b: Retail, office, recreational mixed-use

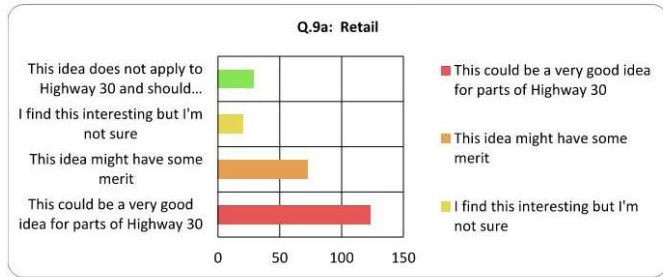
Choice	Responses
This could be a very good idea for parts of Highway 30	107 43.67%
This idea might have some merit	49 20.00%
I find this interesting but I'm not sure	32 13.06%
This idea does not apply to Highway 30 and should not be considered	57 23.27%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.9a: Retail

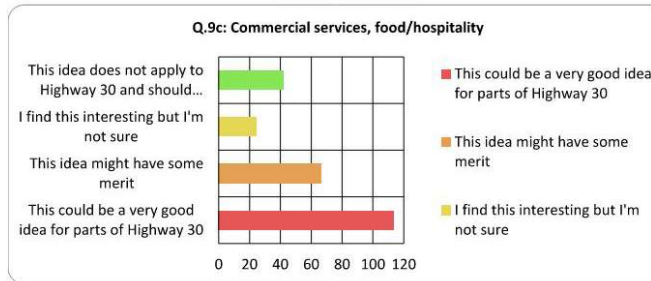
Choice	Responses
This could be a very good idea for parts of Highway 30	123 50.41%
This idea might have some merit	72 29.51%
I find this interesting but I'm not sure	20 8.20%
This idea does not apply to Highway 30 and should not be considered	29 11.89%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.9c: Commercial services, food/hospitality

Choice	Responses
This could be a very good idea for parts of Highway 30	113 46.12%
This idea might have some merit	66 26.94%
I find this interesting but I'm not sure	24 9.80%
This idea does not apply to Highway 30 and should not be considered	42 17.14%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10a: Mid-scale apartments/condos

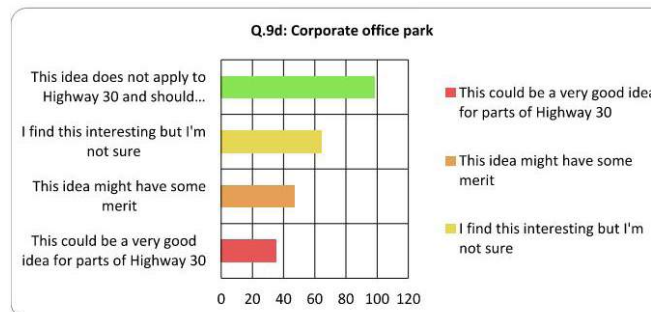
Choice	Responses
This could be a very good idea for parts of Highway 30	46 18.78%
This idea might have some merit	56 22.86%
I find this interesting but I'm not sure	41 16.73%
This idea does not apply to Highway 30 and should not be considered	102 41.63%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.9d: Corporate office park

Choice	Responses
This could be a very good idea for parts of Highway 30	35 14.34%
This idea might have some merit	47 19.26%
I find this interesting but I'm not sure	64 26.23%
This idea does not apply to Highway 30 and should not be considered	98 40.16%
Answered	244
Skipped	16



Carroll U.S. 30 Corridor of Commerce Update

Q.10b: Townhome or rowhomes

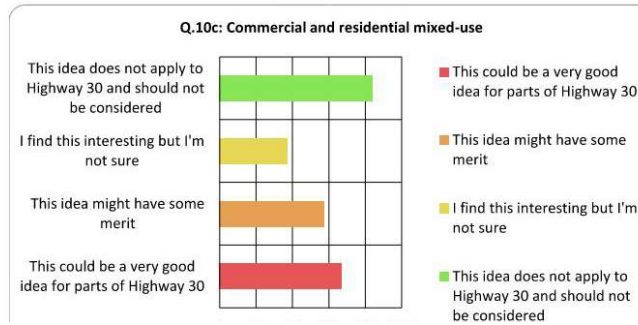
Choice	Responses
This could be a very good idea for parts of Highway 30	49 20.00%
This idea might have some merit	58 23.67%
I find this interesting but I'm not sure	46 18.78%
This idea does not apply to Highway 30 and should not be considered	92 37.55%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10c: Commercial and residential mixed-use

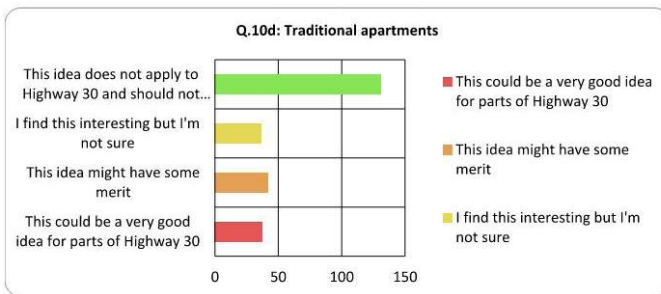
Choice	Responses
This could be a very good idea for parts of Highway 30	67 27.35%
This idea might have some merit	57 23.27%
I find this interesting but I'm not sure	37 15.10%
This idea does not apply to Highway 30 and should not be considered	84 34.29%
Answered	245
Skipped	15



Carroll U.S. 30 Corridor of Commerce Update

Q.10d: Traditional apartments

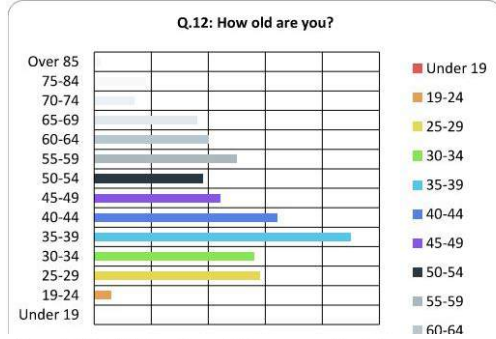
Choice	Responses
This could be a very good idea for parts of Highway 30	37 15.04%
This idea might have some merit	42 17.07%
I find this interesting but I'm not sure	36 14.63%
This idea does not apply to Highway 30 and should not be considered	131 53.25%
Answered	246
Skipped	14



Carroll U.S. 30 Corridor of Commerce Update

Q.12: How old are you?

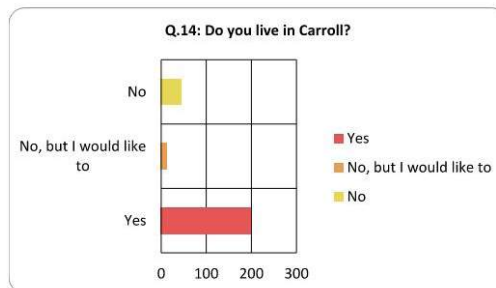
Choice	Responses
Under 19	0 0.00%
19-24	3 1.16%
25-29	29 11.24%
30-34	28 10.85%
35-39	45 17.44%
40-44	32 12.40%
45-49	22 8.53%
50-54	19 7.36%
55-59	25 9.69%
60-64	20 7.75%
65-69	18 6.98%
70-74	7 2.71%
75-84	9 3.49%
Over 85	1 0.39%
Answered	258
Skipped	2



Carroll U.S. 30 Corridor of Commerce Update

Q.14: Do you live in Carroll?

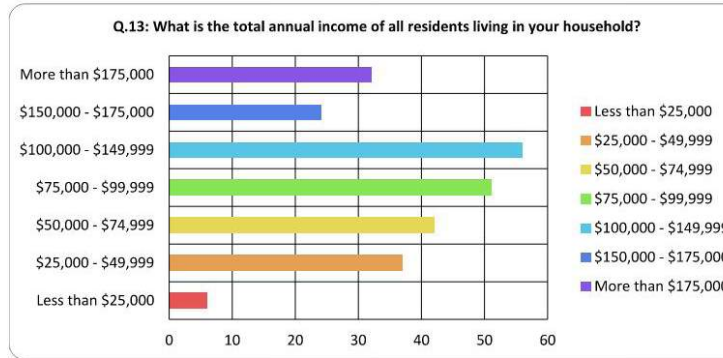
Choice	Responses
Yes	199 77.73%
No, but I would like to	12 4.69%
No	45 17.58%
Answered	256
Skipped	4



Carroll U.S. 30 Corridor of Commerce Update

Q.13: What is the total annual income of all residents living in your household?

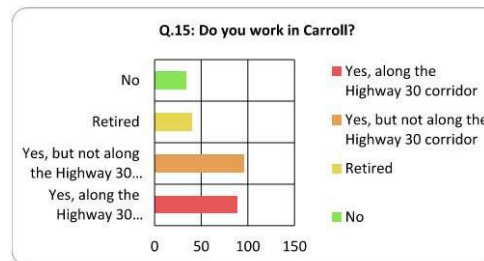
Choice	Responses
Less than \$25,000	6 2.42%
\$25,000 - \$49,999	37 14.92%
\$50,000 - \$74,999	42 16.94%
\$75,000 - \$99,999	51 20.56%
\$100,000 - \$149,999	56 22.58%
\$150,000 - \$175,000	24 9.68%
More than \$175,000	32 12.90%
Answered	248
Skipped	12



Carroll U.S. 30 Corridor of Commerce Update

Q.15: Do you work in Carroll?

Choice	Responses
Yes, along the Highway 30 corridor	88 34.24%
Yes, but not along the Highway 30 corridor	96 37.35%
Retired	40 15.56%
No	33 12.84%
Answered	257
Skipped	3



**CITY OF CARROLL
LEGAL DEBT LIMIT
FISCAL YEAR 2021/2022
UPDATED OCTOBER 2021**

BOND/NOTE/LOAN (PRINCIPAL ONLY)	TYPE OF DEBT	F.Y. 2021/22	F.Y. 2022/23	F.Y. 2023/24	F.Y. 2024/25	F.Y. 2025/26	F.Y. 2026/27	F.Y. 2027/28	F.Y. 2028/29	F.Y. 2029/30	F.Y. 2030/31
Refunding of 2008A - Series 2015A Outdoor Aquatic Center	DEBT SERV	560,000	280,000	-	-	-	-	-	-	-	-
Series 2016B GO Capital Loan Notes Cemetery Bldg/3rd St	DEBT SERV	870,000	585,000	295,000	-	-	-	-	-	-	-
2021A GO Refunding Capital Loan Notes Library/City Hall/Trails/Lighting/Pickleball	DEBT SERV	3,325,000	2,870,000	2,635,000	2,390,000	2,145,000	1,895,000	1,635,000	1,375,000	1,110,000	835,000
2020A GO Capital Loan Notes Fire Truck/Street Improvements	DEBT SERV	1,070,000	970,000	850,000	725,000	595,000	455,000	310,000	160,000	-	-
TOTAL OUTSTANDING GO DEBT		5,825,000	4,705,000	3,780,000	3,115,000	2,740,000	2,350,000	1,945,000	1,535,000	1,110,000	835,000
Debt Limit Calculation											
1/1/20 Assessed Value (Inc. T.I.F.)		\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883	\$900,029,883
Less Military Exemption		811,176	811,176	811,176	811,176	811,176	811,176	811,176	811,176	811,176	811,176
		\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707	\$899,218,707
Legal Debt Limit %		5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Legal Debt Limit		44,960,935	44,960,935	44,960,935	44,960,935	44,960,935	44,960,935	44,960,935	44,960,935	44,960,935	44,960,935
Less Current Debt		5,825,000	4,705,000	3,780,000	3,115,000	2,740,000	2,350,000	1,945,000	1,535,000	1,110,000	835,000
Debt Capacity		39,135,935	40,255,935	41,180,935	41,845,935	42,220,935	42,610,935	43,015,935	43,425,935	43,850,935	44,125,935
BOND/NOTE/LOAN (PRINCIPAL ONLY)											
SRF Loan - Sewer Revenue Bonds	SEWER UTILITY	2,757,000	2,098,000	1,420,000	721,000	-	-	-	-	-	-

**CITY OF CARROLL DEBT SCHEDULE F.Y. 2021/22
PRINCIPAL & INTEREST**

UPDATED OCTOBER 2021

GENERAL OBLIGATION BOND/LOAN/NOTE	YEAR ISSUED	PRINCIPAL AMOUNT ISSUED	YEARS FINANCED	PROJECTED MATURITY	F.Y. 21-22	F.Y. 22-23	F.Y. 23-24	F.Y. 24-25	F.Y. 25-26	F.Y. 26-27	F.Y. 27-28	F.Y. 28-29	F.Y. 29-30	F.Y. 30-31
DEBT SERVICE FUND:														
1) G.O. Bond Refunding of 2008 Outdoor Aquatic Center	2015	\$1,770,000	8	2023	290,080	285,180								
2) G.O. Capital Loan Note 2016B Cemetery Bldg/3rd St	2016	\$2,290,000	8	2024	298,060	299,070	299,720							
3) G.O. Refunding Capital Loan Note 2021A Library/City Hall/Trails/Lighting/Pickelball	2021	\$3,325,000	12	2033	490,374	282,000	287,300	282,400	282,500	287,500	282,300	282,100	286,800	284,050
4) G.O. Capital Loan Note 2020A Fire Truck/Street Improvements	2020	\$1,505,000	10	2029	151,900	166,900	165,900	164,650	168,150	166,150	163,900	166,400		
4) Bond Registration Fees*					1,900	2,200	1,700	1,200	1,200	1,200	1,200	1,200	600	600
LOST RELIEF**					(500,492)	(434,043)	(434,043)	(434,043)	(434,043)	(434,043)	(434,043)	(434,043)	(434,043)	(434,043)
PROPERTY TAX REPLACEMENT***					(26,585)	(21,517)	0	0	0	0	0	0	0	0
ASHWOOD TIF REPAYMENT##					(31,603)	(31,603)	(31,603)	(31,603)	(31,603)	(31,603)	0	0	0	0
DEBT SERVICE SUPPORTED BY ANNUAL LEVY					673,634	548,187	288,974	(17,396)	(13,796)	(10,796)	13,357	15,657	(146,643)	(149,393)
DEBT SUPPORTED BY USER RATES														
Wastewater Treatment Plant - SRF LOAN Service Fee (0.25% of principal outstanding)	2003	\$8,000,000	20	2025	512,983 <u>4,998</u>	518,618 <u>3,803</u>	525,008 <u>2,573</u>	531,135 <u>1,305</u>						
Wastewater Treatment Plant - SRF LOAN Service Fee (0.25% of principal outstanding)	2004	\$2,998,000	20	2025	194,265 <u>1,895</u>	196,098 <u>1,443</u>	198,843 <u>978</u>	202,483 <u>498</u>						
TOTAL SRF LOAN					714,140	719,960	727,400	735,420						

* = Bond fee Allocation (GO Refunding of 2008 - \$500; 2016B - \$500; 2020A - \$600; 2021A - \$600)

** = LOST collection authority extended with no sunset

*** = Commercial/Industrial Property Tax Replacement from State

= Final Year of TIF collections is FY 2027