

**CITY OF CARROLL, IOWA**

**2021 LEADERSHIP - GOAL SETTING –**

**STRATEGIC PLANNING WORK SESSION**

**EXECUTIVE SUMMARY**



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

**Midwest Municipal Consulting  
1210 NE 29<sup>th</sup> Street  
Ankeny, IA 50021  
515-391-9816**

[Ehansen.mmc@gmail.com](mailto:Ehansen.mmc@gmail.com)  
[www.midwestmunicipalconsulting.com](http://www.midwestmunicipalconsulting.com)

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2021 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

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# CITY OF CARROLL, IA

## 2021 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 November 16, 2021. 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
Carolyn Siemann	Council Member
Jerry Fleshner	Council Member
LaVern Dirkx	Council Member
Mark Beardmore	Mayor-Elect
JJ Schreck	Council Member-Elect
Kyle Bauer	Council Member-Elect
Mike Pogge-Weaver	City Manager
Laura Schaefer	City Clerk/Finance Director
Randy Krauel	City Engineer/Public Works Director
Greg Schreck	Building Official/Safety/Fire Chief
Jack Wardell	Parks and Recreation Supervisor
Chad Tiemeyer	Parks and Recreation Director
Brad Burke	Police Chief
Rachel Van Erdewyk	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 thanking everyone for coming. City Manager Mike Pogge-Weaver shared his appreciation of the Council for taking the time to go through the process, which helps with the budget. Pogge-Weaver shared the City has gone goal setting sessions for over 30 years. It is valuable to obtain the feedback and open and clear direction from the city's leadership. 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 CALENDAR YEAR 2021 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 Calendar Year 2021**

### **V REVIEW OF PROGRESS BEING MADE**

The next activity focused on a review of progress being made by the City over the last year. 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 November 3, 2021 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 Calendar Year 2022  
and Department Head Recommendations**

After the Council voted, the results indicated that there was a three-way tie for the remaining goals. The Council elected to implement the top 5 goals as indicated 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) Political tension and lack of local government trust
- 5) Aging Population - Population draw and retaining young people
- 6) Small business and retail growth
- 7) Maintaining financial health – Reduced funds and rising costs
- 8) Wages and workforce

**EXPECTATIONS**

- 1) Build a plan and move forward
- 2) Take in information and learn from others
- 3) Clear direction for staff
- 4) Gather initiatives to guide others
- 5) Must have vision, leadership, communication and the right people to  
implement the goals of the city
- 6) Find solutions to issues



<b>REVIEW OF CALENDAR YEAR 2021 ON-GOING PROJECTS AND NEW INITIATIVES WORK PLAN</b>
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From this list of On-Going Priorities provided from your Calendar Year 2021 Goal Setting Report, which items have been completed and should be removed? Which ones need to remain to continue work?

	Item	Completed/Remain
1.	Adoption of Financial Policies	Remain
2.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> <li>○ Nutrient Reduction - 2022</li> <li>○ Copper Compliance – 2023</li> <li>○ Implement multi-year plan</li> </ul>	Remain
3.	Continue Streetscape on planned Basis <ul style="list-style-type: none"> <li>○ Phase X</li> <li>○ Phase XI - 2024</li> </ul>	Phase X Complete  Phase XI Remain
4	Implement a Housing Study <ul style="list-style-type: none"> <li>○ Recruit Builders</li> <li>○ Consider creating an incentive program</li> </ul>	Remain
5.	Graham Park District Improvements, including parking and enclose shelter	Remain
6.	<ul style="list-style-type: none"> <li>○ Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board</li> </ul>	Remain
7.	All-inclusive playground system at Northeast Park/Kellan’s Kingdom, including exercise stations and enclose shelter	Remain
8.	Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations	Remain
9.	Hire Code Enforcement Officer to handle Rental Housing and Code Enforcement programs. 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
10.	Drainage Study/Improvements	Remain 75%, in 2019 Community Survey, Infrastructure support storm water/drainage improvements as a high/med priority
11.	Plan Timberline Road short- and long-term solutions	Complete
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 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.	Complete: 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.	<del>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.—</del> Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.	Remain 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 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.	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 #8 on the On-going list.

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

**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<sup>st</sup> 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 businesses 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<sup>th</sup> and Grant apartments 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

**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**

- ◆ 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<sup>rd</sup> 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<sup>th</sup> 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 Carroll 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 hangar 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



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

	<b>Item (What is the solution to an issue?)</b>	<b>New Initiative (Action Needed) Or On-Going</b>
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.	On-going
2.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 <sup>th</sup> Street) north to 13 <sup>th</sup> 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.	On-going
3.	Commit additional funds for street improvements. Street rehabilitation/reconstruction: Identify funding that accomplishes both rehabilitation and reconstruction needs.	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. More concentrated effort to market the city and the city's amenities.	New
5.	Recreation Center Operations, Rates, and Fiscal Review	On-going
6.	Trails Master Plan Update	On-going
7.	Loss of downtown retailers; need Downtown Revitalization	On-going
8.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed	New
9.	We just need to continue to aggressively recruit new retail businesses	On-going
10.	Consider LED Light replacement for airport runway	New
11.	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.	On-going

	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)	
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



**THE CITY'S GOALS PROGRAM  
FOR FISCAL YEAR 2022**

**THE CITY'S ON-GOING PRIORITIES  
FOR FISCAL YEAR 2022**

**ON-GOING PRIORITIES**

**Creating a Vibrant Community**

1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.
2.	Graham Park District Improvements, including parking and enclosed shelter.
3.	Continue the Master Trails Plan – Work with the Culture, Parks and Recreation Board to prioritize next phases of trail development.
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclosed shelter
5.	Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations
6.	Restrooms at the Cemetery – complete maintenance on the roof, soffit and restrooms
7.	Train Horn Mitigation – Update the study, Fund quiet zone (QZ) improvements and implement
8.	Continue Streetscape of Phase XI - 2024

**Efficient and Effective Government**

9.	Adoption of Financial Policies
10.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews
11.	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.

**Economic Opportunity**

12.	Implement a Housing Study <ul style="list-style-type: none"> <li>o Recruit Builders</li> <li>o Consider creating an incentive program</li> </ul>
13.	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.
14.	Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses

Infrastructure

15.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> <li>o Nutrient Reduction - 2022</li> <li>o Copper Compliance – 2023</li> <li>o Implement multi-year plan</li> </ul>
16.	Drainage Study/Improvements
17.	Adams Street Road Reconstruction Project. The Adams Street reconstruction project from US Highway 30 (6 <sup>th</sup> Street) north to 13 <sup>th</sup> Street in 2022 will be a good project addressing just one of the many streets that need to be totally rebuilt. This project could be as much as \$4 million to complete.

<p><b>THE CITY’S PROPOSED NEW INITIATIVES FISCAL YEAR 2022</b></p>
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New Initiatives moving forward for considerations in FY 2022

# of  
VOTES Rank

8	1.	Consider LED Light replacement for airport runway. (E)
6	2.	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)
5	3. (Tie)	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)
5	3. (Tie)	Update the 2013 City Comprehensive Plan (E)
5	3. (Tie)	Commit funds to repair and preserve the cemetery’s stone walls, fence, pillars, buildings, and monuments (E)

New Initiatives not moving forward for consideration in FY 2022

# of  
VOTES Rank

4	6. (Tie)	Replacement of parking lot behind Library and PD
4	6. (Tie)	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)
1	8.	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)
0	9.	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)

<b>DEPARTMENT HEADS RECOMMENDED NEW INITIATIVES CALENDAR YEAR 2022</b>
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# of  
Votes

6	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)
3	Citizen Survey: Update as necessary to assure that citizen priorities are identified and addressed (S)
2	Consider LED Light replacement for airport runway. (E)
0	I would like to see a viaduct on the west side of Carroll for Police, fire and ambulance (E)
5	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (E)
1	Update the 2013 City Comprehensive Plan (E)
0	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, buildings, and monuments (E)
2	Sidewalk connecting Timberline to Pleasant Ridge (City versus property owner)
2	Repair/replacement of parking lot behind Library and PD

**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