

CITY OF CARROLL, IOWA

2022 LEADERSHIP - GOAL SETTING –

STRATEGIC PLANNING WORK SESSION

EXECUTIVE SUMMARY



**Executive Summary Written by
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**CITY OF CARROLL, IA
2022 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

TABLE OF CONTENTS

	<u>PAGE</u>
I INTRODUCTION	3
II INTRODUCTORY REMARKS	4
III COMMUNICATION ENHANCEMENT	5
IV REVIEW OF FISCAL YEARS 2021 & 2022 ON-GOING PRIORITIES AND NEW INTIATIVES	5
V REVIEW OF PROGRESS BEING MADE	5
VI CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY: ISSUES AND OPPORTUNITIES.....	6
VII MANAGEMENT IN PROGRESS	6
VIII UPDATING THE CITY’S GOALS: POTENTIAL SOLUTIONS.....	6
IX THE GOALS PROGRAM	6
X ROLES AND RESPONSIBILITIES	7
XI CLOSING REMARKS	7
XII RECOMMENDED FOLLOW-UP ACTIONS	7
ATTACHMENTS	9-28

CITY OF CARROLL, IA
2022 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 2, 2022. The work session was held at Region XII Council of Governments. 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:

Mark E. Beardmore	Mayor
Tom Bordenaro	Council Member
Misty Boes	Council Member
Kyle Bauer	Council Member
Carolyn Siemann	Council Member
LaVern Dirkx	Council Member
JJ Schreck	Council Member
Mike Pogge-Weaver	City Manager
Jeff Cayler	Interim City Manager
Brad Burke	Police Chief
Dan Hannasch	Fire Chief
Wendy Johnson	Library Director
Randy Krauel	Public Works Director
Laura Schaefer	City Clerk/Finance Director
Chad Tiemeyer	Parks and Recreation Director

Also present was the Carroll Airport Commission Member Norman Hutcheson.

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 Mark Beardmore opened the goal setting – strategic planning work session thanking everyone for attending. He said that he appreciated everyone taking the time this evening to do some of the most important work the city leaders will do. City Manager Mike Pogge-Weaver added that this work is the foundation for the budget and most impactful. He said the staff needs guidance and specific, clear goals and objectives for the coming year. Mike stressed the need for the goals to be attainable and feasible. He 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.

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

IV REVIEW OF CALENDAR YEAR 2022 NEW INITIATIVES WORK PLAN

The first review was of the previous adopted strategic plan from calendar year 2022. The facilitator reviewed the responses of the questionnaire to affirm which New Initiatives were completed and ones that should remain on the list.

**See attachment B for the Review
of Calendar Year 2022**

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 MANAGEMENT IN PROGRESS

Participants identified projects, programs, and major tasks that the City Manager and Department Directors are currently working on.

**See Attachment E for a Listing of
Current Projects**

VIII 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 F for a Listing
of Significant Initiatives (Solutions)**

IX THE GOALS PROGRAM

The identified issues and opportunities were then converted into a proposed goals program for the City. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment G for the Proposed
Goals Program for Calendar Year 2023
and Department Director Recommendations**

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. The facilitator also reminded the group that by hiring a professional City Manager and adopting the Mayor-Council Form of Government, they are protecting themselves and the City from liability. It was suggested to speak to the City Attorney if they had any questions.

**See Attachment H 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.

XII 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 Interim City Manager reviews the Executive Summary of the session
- 2) The Interim City Manager fine-tunes the prioritized issues and the suggested goals program
- 3) The Interim 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 Interim City Manager
- 6) The City Council and Interim 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) Recruitment and Retention of quality employees
- 2) Limited population growth and business loss
- 3) Inflation and increased costs (of infrastructure and the bidding climate)
- 4) Affordable and workforce housing and unemployment
- 5) Tourism
- 6) Economic Development – Recruitment and seeking developers

EXPECTATIONS

- 1) Have a shared list of goals and common direction
- 2) Create solutions that will be our roadmap
- 3) Guide the budget
- 4) Provide advice and be helpful.
- 5) To have an open dialog to create a path forward
- 6) Set new clear and realistic goals
- 7) Listen, take in information, learn from others' experiences and hear different perspectives and viewpoints

<p>REVIEW OF CALENDAR YEAR 2022 ON-GOING PROJECTS AND NEW INITIAIVES WORK PLAN</p>

From this list of On-Going Priorities provided from the city's 2021 Goal Setting Report, which items have been completed and should be removed? Which ones need to remain in order to continue work?

	Creating a Vibrant Community	Completed/Remain
1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym.	Remain– FY24
2.	Graham Park District Improvements, including parking and enclose shelter	Remain - Unscheduled
3.	Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board	Remain – FY24 On-Going
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclose shelter	Remain – FY23
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 bathrooms	Completed
7.	Train Horn Mitigation – Fund QZ improvements and implement (TIF)	Remain – FY24/25
8.	Continue Streetscape of Phase XI	Remain – FY25
	Efficient and Effective Governance	
9.	Adoption of Financial Policies	Management in Progress
10.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	Management in Progress
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.	Remain Subdivision - FY24 Zoning – FY25
	Economic Opportunity	
12.	Implement a Housing Study <ul style="list-style-type: none"> ○ Recruit Builders ○ Consider creating an incentive program 	Study Complete Recruitment On-going Incentive Complete
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	Remain Review for 2023 Merge with #14

	website, small events? Develop an ongoing marketing plan.	
14.	Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses. Need façade improvement program.	Remain Review for 2023 Merge with #13
	Infrastructure	
15.	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.	Remain – FY23/24
16.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> ○ Nutrient Reduction - 2023 ○ Copper Compliance – 2024 ○ Implement multi-year plan 	Remain
17.	Drainage Study/Improvements	Remain – FY24

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.	Consider LED light Replacement for airport runway.	Remain – FY23/24
2.	Sidewalk connecting Timberline to Pleasant Ridge	Remain – FY24
3. (Tie)	Create a 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0.	Remain – Unscheduled
3. (Tie)	Update the 2013 City Comprehensive Plan.	Remove
3. (Tie)	Commit funds to repair and preserve the cemetery's stone walls, fence, pillars, and monuments.	Remain – FY24 Stone Wall

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

THE SUCCESSES

Strategic, Reliable, & Sustainable Infrastructure – Projects and Improvements

- Streets Building nearly complete
- Graham Park/Drain 77 improvements completed
- Hwy 30 E Sewer project
- Rezoned Koethe property/NE Carroll
- Annual Street restoration project completed
- Adams Street project keep moving forward
- Water Distribution Main Improvements
- Water Supply Well Replacement
- Downtown Streetscape Phase 10
- Airport Runway Maintenance Project
- Received/discussed final Train Horn Mitigation study report from Bolton & Menk.
- Meet with the EPA in Washington DC to help with our copper issue
- Reserves at Governors Field moving forward

Fiscal Responsible Governance - Finance

- Non-profit agency agreements in place
- Achieved Moody's Aa3 bond rating
- Ongoing community planning to budget responsibly
- Sanitary Sewer Service Charges
- Strong overall financial position; met goal of General Fund carry over of 25%, including strong fund balances as of 6/30/22
- Carrying low debt per PFM; substantially under legal limit.
- Rec Center bonds financed @ 3.49%
- Strong LOST/Hotel-Motel Collections
- Positioned in upper 1/3 of taxable value compared to Carroll's 14 peer cities
- Audit review, only had a few small comments we need to work on
- Did lots of projects and finished "in the black" on budget

**Community and Economic Vitality - Community & Economic Development/
Housing/Parks & Recreation/Library**

- Rec Center compromise plan underway
- Improvements at Northeast Park/Kellan's Kingdom/Parking lot
- Utilization of youth baseball/softball/soccer tournaments
- IHSA State Baseball 3-year Agreement
- Municipal Golf Course, fantastic year, great playing conditions
- New Program Coordinator for Adult/Teen programming – library
- Added Makerspace programming – library

- Teen/tween programs – library
- Outreach – book drops to seniors and daycares
- New Library Director
- Community events and promoting tourism – Merchant’s Field and Live + Local
- New Parks & Rec Director
- Approved aggressive infill housing incentive policy
- Overland Property Group received IFA tax credits for 35 townhome rental properties
- Hired a rental housing inspector. Rental Code enforcement is going well; nuisances are being addressed
- City continues to partner with the Retail Coach/CADC
- Townhouses completed/for rent at 224 Main St./former City Hotel location
- Sauk Trail Project grant match of \$100,000
- Pickleball Courts
- Filled Aquatic/Fitness Position
- Increased pay for part-time staff
- Soda blasting/painting of stone cemetery fence continued; 50/89 sections remain on east fence. Completed north stone fence & all 80 sections of the black metal fence on Grant Rd.

Effective, Efficient & Strategic Government – City Operations/Human Resources/Policies

- Public communication has improved
- Business/Industry canvassing/dialogue initiative underway
- New website active
- Learning the Work Comp policies and procedures
- Weekly department head meetings
- Department heads attending council meetings
- Overarching personnel policies – same for each department
- Water System Risk, Resilience Assessment, and Emergency Response Plan
- Added an option for employees to purchase dental coverage at their expense
- New Server Added
- City’s partially self-funded health insurance plan remains in a strong position
- We are maintaining our work force
- Visibility/accessibility to city council meetings

Safe and Secure - Public Safety

- New Fire Chief / Building Inspector employed
- Considering new ATV/UTV ordinance
- New Rescue Unit for the fire dept
- Positive police presence- putting up no parking signs for Band Day
- Both the Police and Fire Departments’ continued focus on training and updated equipment is critical to performing their jobs safely and effectively
- The Police Department is operating at full staff; operating with low overtime costs due to efficient scheduling; and the eight Traditional Problem Areas are trending downward—per Chief Burke’s Fiscal Year 2021-2022 report
- Carroll is labeled one of Iowa’s safest cities

- Maintained staffing level
- Purchases of hybrid patrol vehicles to combat the continued increase in gas prices
- Internal promotion of a sergeant for afternoon watch
- Updated duty pistols with red dot sights

<p>CHANGES THAT HAVE IMPACTED AND ARE EXPECTED TO IMPACT THE CITY: ISSUES AND OPPORTUNITIES</p>
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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:

Please note that (S) indicates a note from Staff and (E) indicates a note from Elected Officials.

Item

- Streets are generally good but aging and extremely costly to repair/rebuild (E)
- Increased citizen expectations vs tax consequences (E)
- Wastewater Treatment upgrade demands (E)
- General inflation and effects on local economy (E)
- Fuel prices (E)
- Workforce: mostly private needed but city needs lifeguard recruitment (E)
- Fewer and fewer project bidders – often only one or none! (E)
- Lack of field space- Baseball/Softball (S)
- Parking at various sporting areas is inadequate (S)
- Maintenance of Bandshell. High cost of renovation versus demolish and replace (S)
- Carroll Family Aquatic Center- need new features, “too boring” (S)
- Old/deteriorating golf carts (S)
- More attractions- Splash Pad, outdoor work out area, mini pitch, utilizing green spaces properly for added communal improvement (S)
- Waiting on financial aid (grants) for Merchants Park Improvements (S)
- Less LOST funds to work with due to REC Project. (S)
- Aging infrastructure (S)
- New city manager search (S)
- Train crossing (S)
- Water Distribution. Pressures and Chlorine residual compliance. (S)
- Shortage of daycare services (S)
- Struggling downtown retail – empty retail spaces (S)(E)
- Carroll needs to be more aggressive and keep focusing on strategies/policies to retain/recruit residents, businesses, contractors, etc. (E)
- People believe there is a need for a variety of new restaurants. (E)
- People believe an array of activities & amenities, for all ages, will retain/attract workers, businesses, retirees, etc. (E)

- Residents and employers believe we need more housing across a range of price points—to attract workers with a variety of skills: laborers & professionals. (E)
- Copper discharge- major issue in the future (E)
- Retail Coach- Need more progress/Action (E)
- Special assessments on road projects (S)
- Spending money on wants while the needs get ignored (S)
- Figure out how to lower taxes to reduce the burden on residents due to high inflation costs. Carroll has the lowest taxes in the state per capita. (S)
- Balancing the budget; tax levy rate with competitive wages and employee retention. (S)
- Need to implement classification and compensation study (S)
- It is the role of city government to create a pro-growth climate by investing in itself and creating policies that incentivize others to invest in Carroll. (E)
- Economic competitiveness is critical to avoid stagnation; embracing the status quo means Carroll will not be able to compete with other cities that are moving forward and our tax base will decline. (E)
- Carroll is at a crossroads: what is our vision for Carroll for the next 5, 10, 20 Years? Our decisions/policies will determine whether Carroll grows or stagnates. Long-term sustainability/viability should be the city's goal. (E)
- Other cities are growing by investing in quality of life amenities: recreation centers, trails, parks, sports centers, etc. People move to & invest in towns with an array of amenities. Carroll needs to continue to set the standard for other towns. (E)
- We have aggressively pursued solutions to our housing shortage; there is a 3 year rotation plan in place for street rehab/reconstruction. It is time to keep adding to/modernizing our quality of life recreation/cultural amenities—to meet current needs/expectations—to move forward/grow. (E)

MANAGEMENT IN PROGRESS

These are projects, programs, and major tasks that the City Manager and Department Directors are currently working on.

1.	In-house reorganization of physical items
2.	Computer upgrades – 4/year
3.	Budgeting to include another part-time position
4.	Team building – several new staff
5.	Expand shelving in children’s area to house graphic novels
6.	Street Maintenance Facility
7.	Adams Street Reconstruction
8.	Downtown Streetscape Phase 11
9.	Pleasant Ridge Road – Timberline Road Sidewalk
10.	Union Pacific Railroad Quiet Zone Study
11.	US 30 E. Sanitary Sewer Extension
12.	WWTP VLR Replacement Air Piping
13.	WWTP Capacity Rerating Study
14.	WWTP Digester Evaluation
15.	Wastewater Copper compliance
16.	Wastewater Nutrient Reduction
17.	Water System Preliminary Engineering Report
18.	Water System Lead Service Line Inventory
19.	LED light replacement at airport
20.	Restoration of stone fence/structures at cemetery
21.	Graham Park Creek
22.	New City Manager search and selection
23.	UTV Ordinance
24.	Adopt a new permit for fencing in yards
25.	Complete prior work on downtown Façade program
26.	RAGBRAI possible
27.	Police and Public Works unions contract negotiations- Fall '22

**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.	Create a Cinco de Mayo celebration and other Latino welcoming initiatives.	New
2.	Upgrading traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights.	New
3.	Construct a dedicate Mini Pitch court	New
4.	Construct a small attraction splash pad	New
5.	New-Reviewing Golf Course Rates-due to inflation	MIP
6.	Updating job descriptions/Implement pay scale for employees	MIP/New
7.	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027	New
8.	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll.	New, Merge with #12
9.	Citizens believe the city needs to develop a plan for a referendum on the Rec Center indoor pool modernization project for 2024/soon after the Rec Center project is completed.	New
10.	Finally, the Rec Center theater modernization must remain a high priority.	MIP
11.	Dedicate staff time and resources to work with the state on upstairs housing in the downtown	New
12.	Dedicate staff to work with downtown business owners on available grants (housing/revitalization) to let them know what is available	New, Merge with #8
13.	Have more updates/ meeting with Retail coach & Chamber – With a plan to get more new businesses interested in Carroll with positive end results. Last meeting of Sept. was told of all the reasons why not. Or why it wouldn't work.	MIP
14.	Look for ways to continue housing initiative and Incentives after the first 20 lots are sold.	MIP
15.	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future	New
16.	Soccer Complex Parking – Location by Carroll High School and Middle School. This is used by soccer, football etc.	MIP

17.	Graham Park updates – Parking, Lighting, Shelter House – Would be beneficial for events at the stadium	MIP
18.	Review Water/ Sewer Rates planning for future to help fund copper compliance, and Nutrient Reduction	MIP
19.	Support a Student Resource Officer (SRO) Program	New
20.	Renovate the Graham Park Bandshell	New
21.	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts	New
22.	Demolish and Replace the Graham Park Bandshell	New
23.	Analysis of downtown parking	New

THE CITY'S GOALS PROGRAM FOR CALENDAR YEAR 2023
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	Creating a Vibrant Community	Quarterly Update
1.	Recreation Center Improvements, including HVAC, locker rooms, plumbing and backflow improvements and raised running track and gym. FY24	
2.	Graham Park District Improvements, including parking and enclosure shelter. Unscheduled.	
3.	Continue the Master Trails Plan – prioritize with the Culture, Parks and Recreation Board. FY24	
4.	All-inclusive playground system at Northeast Park/Kellan's Kingdom, including exercise stations and enclosure shelter. Miracle Field – complete dugouts, fencing, scoreboard, sidewalks, shelter and storage with help of donations. FY23	
5.	Train Horn Mitigation – Fund QZ improvements and implement (TIF) FY24/25	
6.	Continue Streetscape of Phase XI. FY25	
7.	Commit funds to repair and preserve the cemetery's stone walls, fence, fence and pillars. FY 23/24	
	Efficient and Effective Governance	
8.	Review and revise the City's zoning (FY25) and subdivision ordinance (FY24).	
	Economic Opportunity	
9.	Recruit Builders	
10.	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. Loss of downtown retailers; need Downtown Revitalization and continue to aggressively recruit new retail businesses. Need façade improvement program.	
11.	Create 5-10 year plan/phases for implementing the Carroll Corridor of Commerce Plan 2.0 (Unscheduled)	
	Infrastructure	
12.	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. FY23/24	
13.	Wastewater Treatment Plant Improvements <ul style="list-style-type: none"> ○ Nutrient Reduction - 2023 ○ Copper Compliance – 2024 Implement multi-year plan	

14.	Drainage Study/Improvements, FY24	
15.	Consider LED light replacement for airport runway. FY 23/24	

**THE MANAGEMENT TEAM'S ON-GOING PRIORITIES
FOR CALENDAR YEAR 2023**

	MANAGEMENT IN PROGRESS	Quarterly Update
1.	Adoption of Financial Policies	
2.	Review all sustainability efforts of the aquatic center, golf course and rec center, including fiscal and rate reviews	
3.	In-house reorganization of physical items	
4.	Computer upgrades – 4/year	
5.	Budgeting to include another part-time position	
6.	Team building – several new staff	
7.	Expand shelving in children’s area to house graphic novels	
8.	Street Maintenance Facility	
9.	Adams Street Reconstruction	
10.	Downtown Streetscape Phase 11	
11.	Pleasant Ridge Road – Timberline Road Sidewalk	
12.	Union Pacific Railroad Quiet Zone Study	
13.	US 30 E. Sanitary Sewer Extension	
14.	WWTP VLR Replacement Air Piping	
15.	WWTP Capacity Rerating Study	
16.	WWTP Digester Evaluation	
17.	Wastewater Copper compliance	
18.	Wastewater Nutrient Reduction	
19.	Water System Preliminary Engineering Report	
20.	Water System Lead Service Line Inventory	
21.	LED light replacement at airport	
22.	Restoration of stone fence/structures at cemetery	
23.	Graham Park Creek	
24.	New City Manager search and selection	
25.	UTV Ordinance	
26.	Adopt a new permit for fencing in yards	
27.	Complete prior work on downtown Façade program	
28.	RAGBRAI possible	
29.	Police and Public Works unions contract negotiations- Fall '22	
30.	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027	

THE CITY'S PROPOSED NEW INITIATIVES CALENDAR YEAR 2023

of VOTES

6	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts
4	Implement pay scale for employees
3	Construct a small attraction splash pad
3	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027 (moved to Management In Progress)
3	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll. Dedicate staff to work with downtown business owners on available grants (housing/revitalization) to let them know what is available
3	Dedicate staff time and resources to work with the state on upstairs housing in the downtown
2	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future
1	Create a Cinco de Mayo celebration and other Latino welcoming initiatives.
1	Upgrading traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights.
1	Citizens believe the city needs to develop a plan for a referendum on the Rec Center indoor pool modernization project for 2024/soon after the Rec Center project is completed.
1	Renovate the Graham Park Bandshell
1	Demolish and Replace the Graham Park Bandshell
1	Analysis of Downtown Parking
0	Construct a dedicate Mini Pitch court
0	Support a Student Resource Officer (SRO) Program

DEPARTMENT DIRECTORS RECOMMENDED NEW INITIATIVES CALENDAR YEAR 2023
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of VOTES

6	Implement the pay scale for employees
6	Conduct System Analysis for Wastewater Treatment. Chloride, Selenium and Thallium compliance in 2027
6	Commit to Merchant Park Improvements - \$300,000 match, grants, donation and other fundraising efforts
5	Upgrade traffic signals. Plan to keep traffic moving on Highway 30 by removal of some traffic lights
3	Hire an Economic Development Coordinator (similar to Coon Rapids) to create policies and incentives to encourage others to invest in Carroll.
3	Demolish and Replace the Graham Park Bandshell
2	Create a Cinco de Mayo celebration and other Latino welcoming initiatives
2	Construct a small attraction splash pad
2	Support a Daycare (to help find a way to retain workers)
1	Construct a dedicate Mini Pitch court
1	Dedicate staff time and resources to work with the state on upstairs housing in the downtown
1	Declare Carroll to be Slum & Blight to be more aggressive with tax abatement in the future
1	Support an SRO Program
1	Renovate the Graham Park Bandshell

**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 Manager (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 (Manager to share and direct staff)
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 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