

City of Carroll, Iowa Goal Setting Report

November 29, 2023

Elected Officials

Mark Beardmore - Mayor
Jerry Fleshner – Mayor Elect
Tom Bordenaro
Misty Boes
Jason Atherton – CM Elect
Kyle Bauer
Carolyn Siemann
LaVern Dirkx
JJ Schreck

City Staff

Aaron Kooiker – City Manager
Randy Krauel –PW Director/City Engineer
Brad Burke – Police Chief
Laura Schaefer – City Clerk/Finance Director
Chad Tiemeyer – Parks & Rec Director
Dan Hannasch – Fire Chief
Wendy Johnson – Library Director

Facilitator

Mark A. Jackson

Introduction

The purpose of the Strategic Goal Setting Session is to identify and prioritize the City's overall goals for the City of Carroll, Iowa.

On November 29, 2023, Mark A. Jackson (facilitator) met with the Mayor and City Council. A one-on-one meeting was held with the City Department Heads prior to the goal setting session and the highlights from their responses were shared with the Mayor and City Council.

In preparation of the goals setting session the facilitator asked each individual or group the following questions:

1. What were the significant accomplishments over the last one to two years?
2. What are the specific issues, concerns, trends, and opportunities that may affect the future services, policies, finances, or operations of the City?
3. Please list any capital projects, initiatives, services, or programs that you think the city should consider.
4. What should be the City's top goals over the next 1 to 2 years?

Goal Setting Work Session

Mayor and City Council Members held a goal setting work session on November 29, 2023. City Manager Kooiker provided an update on the goals from the goal setting session conducted in 2022. The Council held an in-depth discussion on approximately 12 potential goals. After discussion, the Mayor and Council narrowed down the following goals with certain specific objectives:

GOALS

Top Priorities

Merchant Park Improvements

Improve Water Pressure in the NW Part of the City

High Priorities

Acquire Land for Development

Update Fee Schedule

Soccer Field Parking Expansion

Lighted Park

Improving Organizational Effectiveness

Tour of City Facilities

Visit Another City

Accomplishments

- ✓ Rec Center improvements
- ✓ Adams Street, Phase II, improvements
- ✓ Housing development
- ✓ Completed two union contracts
- ✓ Hiring of City Manager, Librarian, and Fire Chief
- ✓ Hosting state baseball tournament
- ✓ Merchants Park Plan
- ✓ Hosting RAGBRAI
- ✓ Ziegler
- ✓ The Villa
- ✓ Downtown Assessment
- ✓ Airport lighting
- ✓ Improved communications with the public
- ✓ Received catalyst grant match program funding
- ✓ Resurfaced trails

Issues/Concerns

- Downtown appears to be in decline
- House File 718
- Not enough downtown parking
- Ability to fund basic services
- Aging infrastructure
- Municipal inflation
- Growing the tax base
- Ability to maintain what we have
- A divided town – schools. Finding a common ground
- Housing. Future land for development, will need lots for sale in the future, apartments, and first time house
- Aging population
- What new amenities? What are they?
- Friction between City and EDC
- Train horn noise. Need quiet zone

Trends/Opportunities

- Addressing nuisance properties
- Sidewalks in older neighborhoods
- Continue housing incentives
- Amenities – a lighted park
- Small business incentive program
- The Hub of western Iowa
- Internet has leveled playing field
- Hub 712 – What’s in store?
- Vacant storefronts - perception

List of Capital Projects, Initiatives, Services, or Programs for Consideration

- Soccer Field parking expansion
- Water pressure in NW part of the city
- Pave 6th Street
- Develop savings local option sales tax plan
- Lighted park
- New golf course shed
- Develop parking area at pickle ball/tennis courts
- Revisit quiet zone
- Update fee schedule
- Merchants Park Improvements
- Update City Comprehensive Plan
- Acquire land for development

City of Carroll
Goal Setting Session
November 29, 2023

- I. Roll Call, Welcome, & Introductions
- II. Purpose of Evening
- III. Review of Previous Goal Setting Report - Kooiker
- III. Review of Questionnaire Responses from Department Heads
- IV. Identify Recent Accomplishments
- V. Identify Issues and Concerns
- VI. Identify Trends and Opportunities
- VII. A) Identify/List Possible:
 - 1. Capital Projects
 - 2. Initiatives, Services, and ProgramsB) Ranking of Priorities
- VIII. Discussion on Improving Organizational Effectiveness
- IX. Final Questions, Comments, and Suggestions

Strategic Goal Setting Session

QUESTIONNAIRE

Introduction

The purpose of the Strategic Goal Setting Session will be to identify and prioritize the City's overall goals for the next one to two years. In order to prepare for this session, you are respectfully requested to identify key programs, policies, projects, and other initiatives that will be reviewed and discussed at the session. Please complete the questionnaire and bring it with you to the session.

Significant Accomplishments

Please list the significant city accomplishments over the last one to two years. These could be as major as a street project or as basic as a newly adopted city policy on snow removal. These items do not need to be in any particular order.

Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns, trends, and opportunities that affect future city services, policies, finances, or operations (for example loss of population, loss of or new economic development, or resolving a policy question). You do not need to identify potential solutions to your concern.

Capital Projects

Please list capital projects or major equipment purchases you think the city should consider in the next one to two years. (for example street construction, public works and safety equipment).

Initiatives, Services, or Programs

Please list any initiatives, services, or programs that you think the city should consider in the next one to two years (for example snow removal policy, or reviewing water/sewer rates, etc).

What should be the City's top goals over the next One to Two Years?

Organizational Effectiveness

Please list things that the Mayor & Council and/or staff could do in the future to improve organizational effectiveness, decision-making, team work and the ability to accomplish the city's goals

Strategic Goal Setting Session

QUESTIONNAIRE

Department Head Responses

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Significant Accomplishments

Please list the significant city accomplishments over the last one to two years. These could be as major as a street project or as basic as a newly adopted city policy on snow removal. These items do not need to be in any particular order.

- ✓ Reconstruction of Adams Street
- ✓ New City Manager and Fire Chief
- ✓ Street reconstruction projects
- ✓ New street maintenance facility
- ✓ Improvements to recreation center

Issues, Concerns, Trends, and Opportunities

Please list specific assets of the city, the issues or concerns, trends, and opportunities that affect future city services, policies, finances, or operations (for example loss of population, loss of or new economic development, or resolving a policy question). You do not need to identify potential solutions to your concerns.

Issues/Concerns

- House File 718
- Water distribution pressure chlorine residuals
- Wastewater Treatment Plant effluent
- Struggle with getting employees

- Upcoming retirements
- Vacant storefronts in the downtown area
- Unfunded mandates
- Housing

Trends/Opportunities

- Strong tax base
- American Home Shield office space vacant
- Ziegler

List of Capital Projects, Initiatives, Services, or Programs for Consideration

- Look at updating fee schedule
- Look at online payment system
- Update long grass ordinance (nuisance)
- Looking at sanitary sewer system evaluation and annual rehab. Possibly slip lining mains
- Paving 6th Street
- Make sure we are up on technology
- Merchant Park Improvements
- Make a decision on the band shell
- Consider hiring a communications person
- Pave lot behind the library/police station
- Splash pad
- Golf Course maintenance shed
- New enclosed shelter
- Lock down state baseball for long term commitment

What should be the City's top goals?

- ❖ Look at updating fee schedule
- ❖ Merchant Park Improvements

Improving Organizational Effectiveness

- Citizen survey
- Maintain open lines of communication
- Tour of city facilities



