

Council/Staff Planning Session

1. Meeting Date And Time

- 1.I. November 9, 2020 5:00 P.m. The City Council/Mayor And Staff Will Be Meeting In Person In The Council Chambers At 105 Milwaukee Mall. To Comply With COVID-19 Protocol, Any Public That Is Interested In Participating Should Do So Via Zoom.com With The Following Information: Meeting ID 787 065 8066. Phone Number To Call To Participate Via Telephone: 312-626-6799

2. Call To Order

3. Mayor's Comments

4. Goal Setting Session With Elizabeth Hansen

Documents:

[COUNCIL GOAL SESSION AGENDA.PDF](#)
[COUNCIL SESSION WORKBOOK.PDF](#)

5. City Administrator Report

6. Adjourn



AGENDA
CITY OF CHARLES CITY

CITY LEADERSHIP GOAL SETTING WORK SESSION - 2020

Monday, November 9, 2020
5:00 PM – 8:30 PM
VIA ZOOM VIRTUAL CONFERENCE – ID 787-065-8066

- 5:00 – 5:10 Opening Remarks – Mayor and City Administrator
- 5:15 – 5:50 “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
- 5:50 - 6:00 Break
- 6:00 – 7:00 “Working as a Team – Reviewing Plans, Progress, Values, and Issues”
Focus:
a. Review of FY 2018-2020 Ongoing Projects and New Initiatives
b. Review of Recent City Accomplishments
c. Review and consensus on Issues, Concerns, Opportunities, and Trends
- 7:00 – 7:15 Break
- 7:15 – 7:50 “Working as a Team – Providing Direction”
Focus:
a. Updating the City’s Goals Program
- 7:50 – 8:00 Break
- 8:00 – 8:15 b. Ranking of Priorities for FY 2021-2023
- 8:15 – 8:25 “Working as a Team – Organizational Effectiveness”
Focus:
a. Knowing and fulfilling Roles and Responsibilities
- 8:25 – 8:30 Summary and Wrap Up Comments
Focus:
a. Results - Report to the City Administrator by November 16, 2020
b. Development of Action Plan by City Administrator
c. Importance of Regular Updates

CITY OF CHARLES CITY, IOWA

CITY LEADERSHIP

GOAL SETTING WORK SESSION

SOURCE BOOK

Fiscal Years 2020-2022



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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 2019 & 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.	Complete the Broadband initiative project	Remain Nearing completion/launch
2.	New Chautauqua/Gilbert Street Lift Station – Bring above flood level and increase capacity to allow for more potential growth on this side of the river.	Completed Under Bid for construction
3.	Continue Street replacement/Improvement Program – eliminate gravel surfaced roads – 100% concrete, asphalt, or seal coat and continue FCC Report Program and rehab existing HMA streets.	Remain Continued funding and replacement
4.	Complete the “Charley Western Trail” bridge project.	Remain Under Bid for construction Needs lighting and safety
5.	Continue with the City’s equipment replacement plans for city departments and complete the capital improvement plan for streets and related infrastructure – All City Departments	Remain
6.	Continue sanitary sewer lining and repairs to limit I & I.	Remain (FY23 & FY24)
7.	Reconstruction of the Library parking lot.	Completed

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.	The City should initiate a program to research “storm water” issues within and around the community.	Remain (Some completed)
2.	Prepare a five-year capital improvement plan (CIP) and complete an “equipment” replacement schedule for all City departments. and tech replacement schedule.	Remain (Started)
3.	Continue and enhance blighted property removal/remediation program	Remain (Some completed)
4.	Minor ordinance revisions – Such as: 4 • Revise and update the zoning ordinance • Parking Lot paving requirements • Tree trimming policy amended	Remain (Started)

5.	Invest in updated software and systems within City Hall.	Remain (Started)
6.	Tech person to assist with web page, Facebook page, and grant writing.	Remain
7.	Implement a sidewalk inspection program and Sidewalk repair/replacement program.	Completed
8.	Tax Abatement Program for residential housing – new construction or additions.	Remain
9.	Continue Research on City Hall Renovation/Relocation	Remain

III REVIEW OF PROGRESS

THE SUCCESSES

Project/improvement

Municipal Telecom/Broadband Utility Creation
Water Resource Recovery Facility/Gilbert St. Lift
Water Quality/Quantity Projects (Iowa Partners in Conservation, Water Quality Initiative, Resource Conservation Partnership Program, and sponsored Storm Water projects)
Street Paving (Hildreth, Riverside, Illinois, Clinton, Cedar, South Jackson, Second Street, South Main and North Jackson streets)
Paving of unused Railroad Crossings
Reconstruction of Library Parking Lot
Sewer slip-lining projects
Implementation of Sidewalk Replacement/ADA Program
Painting Corporate Drive Water Tower
Garden Corridor (arboretum, community garden, rain garden)
Water Meter Change out Program
Charley Western Trail Bridge replacement
Right-of-way Tree Trimming project
Allowing Deer population management/hunting at Wildwood Golf Course
Bathroom upgrades in Parks
Tennis court re-paving partnership with School
Mainstreet Bridge repair
Water Distribution modeling
Lime Lagoon Cleanout

Finance

City Finances are in good condition
Local Option Sales Tax - Street replacement
Maintaining strong General Obligation (G.O.) Debt Capacity
Credit Card Payment Options
Urban Renewal/TIF certifications debt reconciled
Water Resource Recovery Facility State Revolving Fund - 1.75%/30 years
Leveraging Water Resource Recovery Facility State Revolving Fund into Water Quality partnerships and grants
Funding of General Fund Capital Improvement Funds – FD, PD, Parks, Admin
Automatic annual adjustment of Water & Sewer Rates
Cost sharing with School – tennis courts, water dept fill dirt
Various grant opportunities – chamber etc.

Economic Development

Ave of Saints – 75 acre State Certified Site
Wayfinding programming implemented, including logo and marketing
Housing Projects in development (Parkside, N. Grand Bldg. Birkwood/Holtkamp, McQuillen Place)
Existing business expansions
Growth of local brew pub, restaurants/bars by riverfront area
Support of Railroad Depot move

City Operations/Human Resources/Policies/Leisure Services

Updated Comprehensive Plan
Implemented Geographic Information System platforms for City Utilities
City Hall and Library equipment upgrades – Servers, color copier, Firewall and wireless application protocol
Phones system billing audit
Created City Facebook page
Updated Employee handbook
Park & Recreation Staffing – 1) Hired new Park & Rec Director 2) Created & filled Park Supt. Position
City Transit Program sustainability
P&R mowing/maintaining Water Resource Recovery Facility & lift stations
Developing/Enhancing Safety programs & addition of safety coordinator for safety group
City Code Codification
Zoning Ordinance rewrite
Hired assistant library director and children’s librarian
Implemented a cross training program at the Library
Public library was re-accredited with the State
Reorganized, painted and carpeted the library

Public Safety

Ambulance Service New Contract and City/County/Private Partnership/ Ambulance bay remodel & FD use
Positive Community Image of Police Department
Fully staffed PD
Rental inspection/tightening procedures
Code Enforcement – Nuisance abatement program
Continued Dog Registration
Sanitizing playground equipment shelter houses and bathrooms

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
Housing – need residential, affordable, rental needs, deteriorating housing stock, new subdivisions, rental/ownership mix
“Brain Drain” – educated/youth leaving community
Aging Infrastructure (rate of replacement<deterioration)
Recruiting higher paying jobs
More emphasis on Economic Development
White Farm property improvement/Blight remediation
Stricter enforcement of City Codes/Updating codes
Addressing national concerns around Law Enforcement
Incorporate Bags for Leaf Collection/keep storm sewers cleaner
Attracting Diverse group of Charles city citizens active in the local government & Community
Maintain combination FD- FT & Volunteer
Aging community population
Needs of “Rural Iowa County Seat” community
Getting better participation in the city Wellness Program
Consider adoption of commercial fire inspection program
Structural deterioration/foundation issues of Wildwood clubhouse
Training/ developing skills for workforce- workforce paradox
Access to affordable childcare
Relocate Fire station out of flood plain
Major Capital Equipment Replacement
Cedar Terrace North Parking lot/ramp to sidewalk
Climate change impacts on storm sewer systems
Retail decline/vacancies- Downtown & Kmart - loss of Big Box Store
Replacement of Poultry processor & White farm site
100 yr. flood plain areas
Staying safe/Long term impacts of Covid-19
Addressing nuisance properties
Improvement of recreation facilities around town
Fire Dept operated Ambulance Service
Attract workers who don’t live in community to move to town – ties to housing
Remove/replacement of plantings and pavers along S. Grand & Gilbert St
Trail connection/expansion/enhancement
Lack of firearms training range

V SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS)

	Item (What is the solution?)	New Initiative (Action Needed) Or On-Going
1.	More Online services for public - permitting, park and recreation programs, and facility rental, digitize and improve access to city forms, remote/on-line payment, citizen engagement via emailed announcement/social media presence, consistent community messaging etc.	New
2.	Strategic planning to better promote the Whitewater Park	New
3.	Enhancement of the Trail System – connections, lighting, safety markers, etc.	New
4.	Complete CIP project	Ongoing
5.	Create Rental Rehabilitation program	New
6.	Continues pursuit of Water Quality Projects (RCPP,IPC,WQI)	On-going
7.	Update city job descriptions	New
8.	Promotion of our Water and Wastewater capacities for Economic Development	New
9.	Developing and enforcing appropriate city codes to promote development – review and update the processes to make it business and user-friendly	New
10.	Create a Master Parks Plan to evaluate and increase recreational opportunities for residents/vacationers (splash pad, skate park, new aquatic center). Conduct community study on new or renovated recreations amenities. Build a new clubhouse at Wildwood for year round use.	New
11.	Create a city-wide IT management employee	New
12.	Conduct an annexation study	New
13.	Enhance nuisance property abatement procedures	New
14.	Expand Rental Property Inspection program – raise standards	New
15.	Residential/Commercial Tax Abatement Program – new construction/expansion	New
16.	Program to assist repair of blighted houses	New
17.	Improve Mainstreet Bridge Aesthetics	New
18.	Implement Equity Commission -to effectively work with our diverse population	New
19.	Parking Lot/Driveway Paving initiative: <ul style="list-style-type: none"> - Chamber/ADC/Revitalize - 802 S. Grand (Fire, Street, Parks Access) - Sportsman Park - Lion's Park - Waverly Hill Park (Dog Park) - Wildwood Park 	New

20.	Fix Cracks at the Pickleball courts	On-going
21.	Create a Firefighter position to do commercial fire inspection	New
22.	Create a Housing Maintenance position	New
23.	Renew Local Option Sales Tax - Continued road and Street paving funding	New
24.	Add in-ground storage at the Water Plant	New
25.	Water Main Projects to Loop 12" Water main Hwy 14 to 11 th St. and 13th Avenue	New
26.	Reposition Public Housing to align with long term plans of federal Housing and Urban Development department	New
27.	Explore construction of new City owned housing units	New
28.	Purchase a Water Backup Generator – High Pressure Zone Booster station	New
29.	Upgrade/repair Ped mall Area between library and city hall	New
30.	Continued expansion of GIS use for City Operations	On-going
31.	Locate location and build a Firearms Training Range	New
32.	Re-appraise art gallery at the library for insurance	New
33.	City involvement in development programs through meetings	On-going
34.	Downtown Revitalization programs expanded/revamped- to encourage filling vacancies, upper story living, proper building maintenance	
35.	Research unique repurposing ideas of old Kmart Building	
36.	Consider GPS location tracking on city vehicles if useful	
37.	Identify best practice for water dept needs	
38.	Implement equity commission – to effectively work with diverse population	
39.	Study/implement employee cross training as counter to virus issues	
40.	Install security systems for city out buildings and structures	
41.	Ensure protection of city services in case intentional damage	
42.	Continued funding of CC Area Development and Community Revitalization	
43.	Review Building permit & permitting process and compare to other communities	
44.		
45.		
46.		
47.		
48.		

VII 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

7	Enhancement of the Trail System – connections, lighting, safety markers, etc.
5	Paving initiative: <ul style="list-style-type: none"> - Chamber/ADC/Revitalize - 802 S. Grand (Fire, Street, Parks Access) - Sportsman Park - Lion's Park - Waverly Hill Park (Dog Park) - Wildwood Park
4	Create a city-wide IT management employee
3	Conduct an annexation study
3	Need a Firearms Training Range
3	More Online services for public - permitting, park and recreation programs, and facility rental, etc.
3	Create a Master Parks Plan to evaluate and increase recreational opportunities for residents/vacationers (splash pad, skate park, new aquatic center). Conduct community study on new or renovated recreations amenities. Build a new clubhouse at Wildwood for year round use.
3	Renew Local Option Sales Tax
3	Add in-ground storage at the Water Plant
2	Strategic planning to better promote the Whitewater Park
2	Water Main Projects to Loop 12" Water main Hwy 14 to 11 th St. and 13 th Avenue
1	Create a Firefighter position to do commercial fire inspection
1	Create a Housing Maintenance position
1	Promotion of our Water and Wastewater capacities for Economic Development
1	Developing and enforcing appropriate city codes to promote development – review and update the processes to make it business and user-friendly
1	Explore construction of new Housing units
1	Upgrade/repair Ped mall Area between library and city hall
1	Re-appraise art gallery at the library for insurance
0	Investment in updated affordable housing
0	Program to assist repair of blighted houses
0	Update city job descriptions
0	Reposition Public Housing to allow expanded financing options
0	Purchase a Water Backup Generator – High Pressure Zone Booster station
0	Housing – add Family Self Sufficiency Program/deter fraud
0	Create Rental Rehabilitation program

COMMUNITY SURVEY RESULTS

of Votes

147	Research unique repurposing ideas of old Kmart Building
126	Downtown Revitalization programs expanded/revamped- to encourage filling vacancies, upper story living, proper building maintenance
124	Enhancement of the Trail System – connections in town/out of town, lighting, safety markers and safety enhancements, etc.
113	Create a Master Parks Plan to evaluate recreational opportunities for residents/vacationers (splash pad, skate park, new aquatic center, replacement of Wildwood Clubhouse). Conduct community study on new or renovated recreations amenities
80	Expand Rental Property Inspection program – raise standards
57	Enhance nuisance property abatement procedures
51	Locate location and build a Firearms Training Range
50	Program to assist property owners in repair of blighted houses
45	Renew Local Option Sales Tax – Continued road & street paving funding
42	Enhanced/expanded Online service access for the public – Code Enforcement/Zoning permits, misc. permits, forms, park and recreation programs, and facility rental, etc.
37	Create Rental Property Rehabilitation program
29	Remodel/Replace/Upgrade City Hall Building
26	Developing appropriate city codes for enforcement to promote development – review and update the processes to make it user-friendly for residents and business
21	Conduct an annexation study
20	Implement Equity Commission -to effectively work with our diverse population
18	Strategic planning to better promote the Whitewater Park
18	Residential/Commercial Tax Abatement Program – new construction/expansion
16	Improve Mainstreet Bridge Aesthetics
16	Explore construction of new City owned housing units
13	Parking Lot/Driveway Paving initiative: <ul style="list-style-type: none"> - Chamber/ADC/Revitalize - 802 S. Grand (Fire, Street, Parks Access) - Sportsman Park - Lion’s Park - Waverly Hill Park (Dog Park) - Wildwood Park
13	Purchase a Water Backup Generator – High Pressure Zone Booster station
12	Create a Firefighter position to do commercial fire inspection
12	Create a city-wide IT management employee
12	Reposition Public Housing to align with long term plans of federal Housing and Urban Development department
12	Upgrade/repair Ped mall Area between library and city hall

11	Promotion of our Water and Wastewater capacities for Economic Development
8	Re-appraise art gallery at the library for insurance
6	Water Main Projects to Loop 12" Water main Hwy 14 to 11 th St. and 13 th Avenue
6	Create a Housing Maintenance position
5	Update city job descriptions
3	Add in-ground storage at the Water Plant

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