

Council/Staff Planning Session

Council Chambers, City Hall

1. Meeting Date And Time

1.I. November 2, 2016 5:00 P.m.

2. Introductions And Opening Comments

Name, Tenure and Background

3. General Overview Of The Meeting And The Goal Setting Process

The Ground Rules for this session

Documents:

[CHARLES CITY - FLIP CHART 2016.PDF](#)

4. Update Regarding Status Of 2013 Goals/Priorities

5. Review Recent City Accomplishments (2014-2016)

6. Review Issues, Concerns, Opportunities And Trends

7. Identify On-Going Priorities

8. Programs,Policies, Projects And Initiatives

Review results of questionnaire

Ranking of priorities

9. Organizational Effectiveness

Review results of questionnaire

10. IPA Report To The Mayor And City Council - 2016 Goal Setting Process

Development of Action Plan

Importance of quarterly updates

11. Questions, Comments And Suggestions

12. Adjourn

CHARLES CITY GOAL SETTING SESSION - 2016

2013 Review

On-Going Commitments

- Street reconstruction program/Street crack and seal program
- Waste Water treatment Plant upgrades - EPA mandates
- Pavement Management Program
- Maintain financial stability of city
- Proactive enforcement of city nuisance ordinances
 - Implementation of abatement program
- Scanning city records
- Implement GIS program
- City Code recodification
- Continue participation in regional flood mitigation initiative
- Completion of Capital Improvements Program/Equipment Replacement Schedule
- Continue support of economic development activities and programs

New Initiatives

- Middle School repurposing
- Community survey
- Develop program to promote communication and collaboration between city, other local governments, non-profits, etc. on issues of key importance
- Sign program:
 - Conduct way-finding signage study
 - Community informational signage system
- Research potential annexation possibilities
 - Golf Course status
 - Maple Heights
 - East side of town
- Bridge, park and trail lighting
- Update Comprehensive Plan/incorporate with Sustainability Plan

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I Major Accomplishments

Infrastructure

- Ongoing sewer manhole and main lining program (E/S)
- 1st Avenue extension project (E/S)
- Intake modification project - from 2010 permeable project (E/S)
- Regional water projects (E)
- UV Disinfection Project at WWTP (S)
- Waste Water Treatment Plant Facility Planning Begun (S)
- Lakeshore Dr./Yorkshire Street replacement (S)
- GIS migration begun to Midland GIS moving forward (S)
- Updating and upgrading of Water Plant operational systems and software (S)
- Cedar River retaining wall repair project (S)
- Energy Management Grant award and Implementation, LED Street lights (S)
- Street name sign replacement (S)
- On-going street repair projects (S)

City Operations/Facilities

- Code Enforcement Program/Nuisance Abatement/Rental inspections/Implementation of following City Building Code (E/S)
- Dog Registration program and Animal Code overhaul (E/S)
- Excellent City teamwork and response to the recent flood (E/S)
- Joint Facilities Study - define community projects/ city hall assessment (E/S)
- "Going Paperless" -utilization of workbooks for council meetings (E/S)
- Effective annual budgeting process aligning services with available funding (E)
- City operates smoothly avoiding feuds and similar distractions (E)
- City Administrator selection (E)
- STAR Communities Designation - First 3 STAR Community <22,000 pop. (S)
- USDA-RCPP Grant Award for Urban/Rural Partnership (S)
- Hired Water Superintendent position negotiating a way for current City employee to obtain on the job training while fulfilling IDNR requirements for reporting; subsequent achievement of Water Treatment and Water Distribution certifications by said employee for Grade IV (S)
- ADA transition plan updated draft (S)
- Local Broadband Fiber Study and Regional Fiber Study Initiated (S)
- City Website Re-Design - modern and more efficient (S)
- Completion of recodification of City Ordinances (S)
- Updating the process for Urban Renewal/TIF certifications (S)
- Successful negotiation of last union contract (S)
- AMR Contract renewal - ability to keep contracting out (S)

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Economic Development

- Existing Plant expansions – Cambrex, Mitas, Zoetis, Diversified Fasteners, Simply Essentials (E/S)
- Advanced Manufacturing Sector Board (E)
- Main Street façade program (E)
- Downtown Revitalization projects partnership (S)
- Working with County on SW TIF development area (E)
- McQuillen Place project moving forward (S)

Public Safety

- Hired Police Chief/Public Safety Director – going well (E/S)
- Completion of Public Safety merger (E)
- “New” Aerial for Fire Department – cost effective solution (S)
- Law Enforcement Center Study begun (S)
- Painted Trim on Fire Station (S)
- FD Turnout gear replacement (S)
- FD SCBA cylinder replacement (S)

Parks and Rec

- Riverfront Shelter Houses/Riverfront development continued (E/S)
- Community Dog Park (E/S)
- Victory Park nearing completion (E)
- Christmas Light replacement started (S)
- North River Walkway Project (S)
- Community Garden (S)
- Combining BBQ event with Whitewater Challenge Event (S)
- Wildwood Golf Course re-design begun (S)

Housing

- Parkside Development continues to fill – Jefferson School Housing project (E/S)
- Allied 7th Housing addition (S)
- High performing agency for HUD assessments systems (S)
- Housing project completion compliance ADA and Section 504 (S)
- 2015 Owner Occupied Rehab- successful completion (S)

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Other

- Quality of living (E)
- Library tuck pointing and front door repair completed (S)
- Completed online tour and audio of the Mooney Art Gallery (S)
- Opening of the new middle school (S)

II. Issues, Concerns, Trends, and Opportunities

Infrastructure

- Upgrading of Wastewater Treatment Plant – residential, commercial and industrial needs (E/S)
- Nutrient reduction strategy goals, achieving them (E/S)
- Finding long term solution for Lime Sludge disposal (S)
- Sewer – Cross-connection of storm water/ non-sewage into the treatment system (S)
- 9th Street permeable pavers project (E)
- Water Quality Initiatives/Watershed issues Washington (E)
- Aging Infrastructure –Water, Sewer (I&I) & Storm Sewer (keeping up with repairs) (S)
- Communications networks – obtaining or updating aging infrastructure with fiber systems (S)

Budget/Finance

- Full impact of property tax rollback and multi-residential implementation (E/S)
- Potential loss of TIF funds for availability and use for future projects (S)

City Operations/Facilities

- Assist in finding solution to Old Middle School: tie in with needs of Community Event Center, City, YMCA, School, Fire Department needs (E/S)
- Succession planning strategy/Aging workforce – loss of institutional knowledge with retirements (E/S)
- Completion of Planning Process – NIACOG, Sustainability, FEH Design/ Developing a singular plan and moving forward (E)
- Updating policies to meet current times/stuck in the past? (E)
- Need for maintenance of Rural Transit Program (E)
- Removal of blighted properties (E)
- Increased workload on staff due to government regulations (S)
- Finding ultimate solution with future City Hall/Police/Park & Rec location (S)
- Only allow Ragbrai as a “pass through” (S)

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Economic Development

- Simply Essentials coming to town- challenges and benefits (E/S)
- Filling the void if K-Mart were to leave (E)
- Encourage more workforce training (E)
- Keeping pace with neighboring communities - Osage, Waverly, New Hampton (S)
- Continue work with CCADC on new business opportunities (S)
- Economic Job Growth (S)
- Lack of abundance on high paying jobs (S)

Parks and Rec

- Improved Recreation activity/swimming pool improvements/Lack of activities for children (E/S)
- Regional bike trail (E)
- School and sports complex (E)

Housing

- Mid-range and low income housing and rental stock availability (E/S)
- Decreasing Section 8 funding (S)

Other

- Population loss/lower school enrollment/loss of professionals from community (E/S)
- No new “significant projects” for community to rally around (E)
- Influx of adults & family units impacting library services and space (S)

III. *On-Going Commitments/Obligations (leave 3 pages blank)*

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IV. Significant New Initiatives, Programs, Policies, Actions

- Completion of Capital Improvement Plan (E)
- Sidewalk replacement/Sidewalk installation program/ADA transition plan (E/S)
- Revisit annexation possibilities (E/S)
- Wayfinding signage (E/S)
- Survey of Community Needs (E)
- McQuillen Place Project (E)
- Healthy Iowa Program (E)
- Adequate funding by city for marketing efforts of city attractions (E)
- Ash Tree Removal (E)
- Offer extended industrial incentives/matrix keeping up? (E)
- Senior Citizen Initiatives (Economic Development) (E)
- Regionalism (E)
- City Hall Renovation/Relocation/use of building (E)
- Action Plans for STAR Community Program Goals and Objectives (E)
- Hangar Project at Airport (E)
- Installation of Permeable Pavement Streets (E)
- Completion of Recruitment of Simply Essentials LLC (E)
- Expansion of CGS Holdings (Mitas Tire) (E)
- Successful Completion of RCPP Grant (E)
- Acquisition of land and Building of Certified Industrial Site (E)
- Establishment of additional river lighting (E)
- Review possible additional revenue sources (E)
- Jail construction/Law Enforcement Center Expansion (E)
- Bicycle rental program (E)
- Water trails (E)
- Completion of Comprehensive Plan (S)
- Develop Capital Improvements Program (S)
- Continue to Support Charitable Solicitations/Endowment Building Programs (E)
- Need for effective watershed management program to deal w flood/water issues (E)
- Sanitary Sewer System - Smoke testing, sump pump testing and cross connection elimination (S)
- Mitigating future flooding issues at WWTP/ back up power options lift stations (S)
- Reconstruct & elevate Chautauqua lift station (S)
- Update Planning & Zoning Code (S)
- Rental housing rehabilitation program (S)
- Credit card acceptance at City Hall (S)
- Nuisance properties due to multiple police calls (S)
- Servicelline program (S)
- Washington watershed study (S)
- Control of leaf pickup, incorporate bags (S)

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- Sharing fire services with other Fire Departments (S)
- Snow removal policy for residential areas (S)
- Expand nuisance policy to hold landlords accountable for tenant behavior (S)
- Consider taking over Ambulance Service (S)
- Update employee pay scale (S)
- Develop other funding sources, grants (S)
- Wildwood historic preservation bridge repair (S)
- Revitalization of entire town, not just downtown (S)
- Acquisition of land for police firearms range (S)
- City Facebook/Twitter presence - Start City Page or migrate use of Police Department page (S)
- Housing Tax abatement program (S)

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V. *Organizational Effectiveness*

2013 Initiatives

- Continue to include department heads for input/goal setting
- Transition to on-line bill paying
- Keep city web site updated
- Upgrade employee evaluation system; incorporate more performance measurement/outcomes analysis
- Incorporate adopted priorities into council decision-making processes
- Review and update city employee handbook and job descriptions
- Succession planning

2016

- Budgeting for Performance/Outcomes (E)
- Employee evaluations (E)
- City Council stepping up and pro-actively leading the community (E)
- Building goals most of group can work towards and be on same page (E)
- Review possible additional revenue sources (E)
- Ensure that information coming to council is thoroughly researched so timely decisions can be made (E)
- Use of social media/modernize City Hall; use of technology (E)
- Need for more sharing/creation of joint entity projects/working with County and school (E)
- Review city services to look for overlap and efficiency opportunities (E)
- Continue to adopt cutting edge removal of out-of-date programs as part of budget process (E)
- Research need for additional standing committees for promotion, community partnerships, fund-raising to match opportunities in the community (E)
- Use Budget to determine what programs need to be added and what programs need to be eliminated (E)
- Continued smooth running of City/running good as is (E)
- Allow increased autonomy of Housing Department (S)
- Program for succession planning (S)
- Post our goals and objectives physically in council chambers so they are readily visible (S)
- Flood preparedness guide to streamline procedures (S)
- City-wide Capital Improvement Plan/5-year with listed goals included (S)
- Comprehensive plan completion (S)
- Paperless work orders (S)

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- Incorporate goal achievement in with action being taken with council via motion, resolution or ordinance. Include with Agenda Information Sheet (AIS) (S)
- Hold Bi-annual review of the goals and objectives with council at planning session (S)
- Re-initiate Safety Committee/address workplace safety programming & training (S)
- Elected official – department shadowing/orientation/on-site visits (S)
- Complete Personnel Policy/Handbook update (S)
- Update Job Descriptions (S)
- New Employee indoctrination- meet other City employees, city programs (S)
- New Department Head training (S)
- Revise procurement policy for Housing to meet Fed requirements (S)
- City staff picnic/Christmas party (S)
- Work to improve communication between all departments (S)
- Town Hall Meetings with citizens to discuss city issues (S)
- Keep up good working relationship between staff and council (S)
- Better communication/regular reports to inform department heads of City happenings (S)
- Record keeping/sharing between departments (S)
- Ensure that decisions impacting other departments are communicated in a timely manner (S)
- Continue Department head meetings (S)