

CITY OF CHARLES CITY, IOWA
GOAL SETTING REPORT
2018

Mayor:

Dean Andrews

City Council:

DeLaine Freeseaman

Mike Hammond

Jerry Joerger

Dan Mallaro

Keith Starr

City Administrator:

Steven Diers

Department Heads:

Public Safety Dir./Police Chief: Hugh Anderson

Library Directory: Annette Dean

City Attorney: Brad Sloter

Water Supt.: Cory Spieker

Code Enforcement: Hugh Anderson

Foster Grandparents Dir.: Sarah Merrifield

Parks & Recreation Director: Steve Lindaman

Water Resource Recovery Facility Superintendent: Dan Rimrod

City Clerk: Trudy O'Donnell

Fire Chief: Eric Whipple

Street Supt.: Dirk Uetz

City Engineer: John Fallis

Housing Director: Heidi Nielsen



Facilitated by:

Patrick Callahan

Callahan Municipal Consultants, LLC

November 7, 2018

City of Charles City, Iowa

Mayor & City Council Goal Setting Session

2018

Introduction

The City of Charles City requested assistance from Patrick Callahan in October 2018 for a city council goal setting process. Mr. Callahan agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify department needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Prepare lists of the overall capital projects and suggested initiatives and programs based upon the comments of the elected officials and city department heads.
3. Conduct a goal setting session with the elected officials.
4. Preparation of this final report.

Goal Setting Work Session

City Council Members and the Mayor held an informal non-binding work session that was facilitated by Mr. Callahan on November 7, 2018. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2017 and 2018, as listed by the Mayor and Council, and by the City Department Heads (**Exhibits A-1 & A-2**).
2. Review the list of most important issues, concerns and trends facing the City in 2018, as listed by the Mayor and Council Members and by the City Department Heads (**Exhibits B-1 & B-2**).
3. Review and revise the list of potential initiatives, policies, and programs. (**Exhibit C**)
4. Indicate those initiatives and programs that are the most urgent or important at this time.
5. Review and revise the list of potential capital projects. (**Exhibit D**)
6. Indicate those capital projects that are the most urgent or important at this time.
7. Provide comments and suggestions regarding teamwork objectives. (**Exhibit E**)

Note: The Letter of Introduction, the Agenda for the Goal Setting Session, and the Preliminary Questionnaire are attached to this report as Appendix A, Appendix B and Appendix C, respectively.

THE CITY COUNCIL’S LIST OF “GIVENS”

After reviewing the list of proposed programs and policies, the Mayor and City Council Members concluded that the City was already committed to the completion of the following programs, policies, initiatives, and capital projects:

- A. Programs, Policies & Initiatives
 - 1. Telecom utility referendum passed – create a Utility Board
 - 2. Certified Site – land acquisition & site certification.
 - 3. Library policies and job descriptions – review and update.
 - 4. Library updated strategic plan by 2020.

- B. Capital Projects and Equipment Replacements
 - 1. Complete the wastewater plant improvement project.
 - 2. Overall bridge evaluations – Submit report to City Council
 - 3. Implement the wayfinding signage program.
 - 4. Complete Fire Department turnout gear replacement.

- C. Capital Projects – Federal Grant Funds
 - 1. Kitchen and bathroom renovations at Morningside Apartments.
 - 2. Parking lot repairs at North and South Cedar Terrace.
 - 3. Boiler and water heater replacement at South Cedar Terrace.

Since the City Council had already committed to the completion of these items, it was agreed that the Mayor and City Council would not need to rank or prioritize these suggestions.

INITIATIVES AND PROGRAMS – 2018

The Mayor and City Council identified the following initiatives and programs as the most urgent or important.

- A. **Top Priority Programs and Policies**
 - 1. The City should initiate a program to research “storm water” issues within and around the community that affect property owners.
 - 2. Prepare a five year capital improvement plan (CIP) and complete an “equipment” replacement schedule for all City departments, and tech replacement schedule.
 - 3. Continue and enhance blighted property removal/remediation program.
 - 4. Minor ordinance revisions – such as:
 - Revise and update the zoning ordinance
 - Parking Lot paving requirements
 - Tree trimming policy
 - 5. Invest in updated software and systems within City Hall.
 - 6. Tech person to assist with web page, facebook page, and grant writing – share with other entities.
 - 7. Implement a sidewalk inspection program and sidewalk repair/replacement program.
 - 8. Tax Abatement Program for residential housing – new construction or additions.

NOTE: A complete list of all programs and initiatives, as ranked by the Mayor and City Council Members is attached as **Exhibit C**.

CAPITAL IMPROVEMENT PROJECTS – 2018

The Mayor and City Council identified the following capital projects and equipment purchases as the most urgent or important.

A. Top Priority Capital Projects & Equipment Purchases Project

1. Complete the broadband initiative project
2. New Chautauqua Lift Station – bring above flood level and increase capacity to allow for more potential growth on this side of the river.
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.
4. Complete the “Charley Western Trail” bridge project
5. Continue with the City’s equipment replacement plans for city departments and complete the capital improvement plan for streets and related infrastructure – all departments
6. Continue sanitary sewer lining and repairs to limit I & I.
7. Resurface Library parking lot.

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and building a better working relationship. The list of team building suggestions is identified as **Exhibit E**.

FUTURE PLANNING SUGGESTIONS

It is recommended that the city staff and management team prepare an “action plan” for the capital projects, and the initiatives & programs. The action plan for each goal would define the steps needed to accomplish the various tasks or objectives. These action plans could then be presented to the Mayor and City Council for review and approval and made a part of this Goal Setting Report.

It is recommended that the goals and objectives be posted in the Council Chambers at City Hall. The posting of the City Council’s goals and objectives will serve as a reminder to the City Department Heads and Staff Members as to the priorities that were established by the Mayor and City Council.

It is recommended that the City Council review the lists of capital projects/equipment purchases, and initiatives, programs, and monitor the progress that is made on each item on a quarterly basis. The City could use a format that shows the project or item side by side with a comment that updates the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. The tentative dates for the quarterly updates are: March 4, June 3, September 2, and December 2.

It is important to note that the prioritizing of all the capital projects and various initiatives is not “cast in stone.” The two lists can be modified as new circumstances may dictate.

Hopefully, the Mayor and City Council will repeat this process in 2020, which may result in some additional modifications.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

Since the citizens of Charles City are basically the “shareholders” or owners of the City, it is important that they are informed about the goals and objectives that have been established by the Mayor and City Council. The following is a brief summary of various activities that have been used in other cities to communicate the City Council’s goals and objectives to local residents.

1. ***City Website.*** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City’s website for review by the citizens of Charles City.
2. ***Newspaper Article.*** The City could request that the local newspaper publish a list of the City Council’s goals and objectives.
3. ***Town Hall Meeting.*** The City Council could schedule a town hall meeting or public forum to present a summary of the City’s goals and objectives and to seek comments and observations from local residents.
4. ***City Hall Posting of Goals.*** The Council’s goals and objectives could be posted in the lobby area at City Hall for interested residents to review.
5. ***Open Houses – City Facilities.*** Annual “open houses” at various City buildings, such as City Hall, Police Station, Fire Station, Public Works Shop, Aquatic Center, Wastewater Plant, Water Plant, and Library could be held to inform the citizens about the upcoming city projects and programs that have been proposed.
6. ***Community Leaders’ Meeting.*** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board, and the Chamber of Commerce Board of Directors, to review and discuss the City Council’s goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.
7. ***Presentations to Service Clubs.*** The Mayor, Council Members, and City Administrator could make brief presentations to local services clubs and organizations outlining the goals and objectives.
8. ***Public Places –Reading Material.*** A copy of this goal setting report or a brief summary of the City’s goals and objectives could be made available in public places, such as the Charles City Library, medical clinic, lawyer offices, or where local residents could read this report while waiting for appointments.

FINAL COMMENTS

It was a pleasure to assist the City of Charles City with this goal setting process. We were impressed with the level of cooperation of the city staff and the elected officials.

Once again, thanks to the City Administrator, Department Heads, the Mayor, and the City Council Members for the great cooperation and timely response during this process.

Patrick Callahan
Callahan Municipal Consultants, LLC
November 15, 2018

EXHIBIT A-1
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION - 2018

Major Accomplishments – Mayor/Council Members Responses

1. Moving forward on a broadband utility.
2. Moving forward on a solution for 500 North Grand Avenue
3. Expansion projects at Zoetis and Cambrex.
4. Trail extension along Clark St. to Yorkshire and trail bridge.
5. Housing rehab grant for the area east of Grand Avenue.
6. Opportunity Zone designation for the east of Grand census tract.
7. Dog park opening/expansion.
8. Comprehensive Plan completion.
9. Moving forward with the waste water treatment plant improvements.
10. Getting more aggressive with nuisance properties.
11. Continuing street improvement program.
12. Sewer lining projects around the community.
13. Maintaining a realistic/workable budget for the city.
14. Improvement to the City GIS system/software.
15. Continued upgrading of City vehicles and equipment (all departments)
16. Helping to keep the City Transit in operation.
17. Greater social media presence with adoption of City Facebook page.
18. Dog licensing program.
19. Star community designation.
20. Regular review of codes for effectiveness.
21. Many grants requested and received.

EXHIBIT A-2
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION – 2018

Major Accomplishments – Department Heads

1. Broadband – Fiber to the Home: Fiber Alliance /Pre-feasibility Study/Feasibility Study/Design and engineering
2. Water Resource Recovery Facility Plan completion/Plant Design/moving forward with project letting and construction/Sponsored Project approved.
3. Garbage & Recycling conversion
4. GIS locations and mapping – Sewer/Water/Storm Sewer
5. City Facebook Page Created and utilized
6. RCPP Grant – Water Quality & Quantity partnership efforts
7. Major Business Expansions/locations – Cambrex, Zoetis, & Simply Essentials
8. Comprehensive Planning process completed – ready for Council approval
9. Restructuring City Transit system to continue service
10. Nuisance Property Program – structure removal, controlled burn, sidewalk infill, and cleanup
11. Demolition of the Charley Western Trail Bridge over the Cedar River
12. Reconstruction of Hildreth Street – Gilbert Street to Ninth Street
13. Reconstruction of Riverside Drive and Illinois Street
14. Extension of the Clark Street Trail – Terrace Road to Lakeshore Drive
15. Completion of bidding documents for a Wayfinding Signage Project
16. First Avenue sidewalk extension including improvements on the First Avenue Bridge
17. Initiated the removal of lime residual material from the lime lagoons at water plant
18. Introduced a Pavement Management System for the City's streets
19. Provided backup generation at sanitary sewer lift stations
20. Sewer Agreement with a new industry and a permit completion with that industry
21. Smoke testing sanitary sewer lines in section of city with continued effort to complete all sewer lines eventually
22. 100 year anniversary of Wildwood Golf Course - celebration with new layout of certain holes to commemorate and repairs to historical bridges.
23. Code enforcement that has helped for better home values and better community
24. High performing agency under HUD assessment systems for Public Housing and Section 8 programs.
25. Completion of window project at South Cedar Terrace - Replacement of 324 windows
26. Upgrade of camera system at Morningside apartments
27. Award of CDBG Owner –Occupied Rehab grant for 2018
28. Replaced Fire Department aerial apparatus- aerial.
29. Replaced majority of outdated firefighter turnout gear
30. Welcoming to new community members – easy to sign up for bills, know what city amenities are, welcoming community and eye appealing.
31. Credit card acceptance for utility billing

32. Getting agenda packets online for council and public access
33. Permeable paving projects
34. City Code codification
35. Implementation of new K9 program at no cost to tax payers
36. Secured STAR rating for city
37. Sanitary sewer lining projects
38. Monoforming Sanitary and Storm manholes
39. Replaced street sweeper
40. Continuation of "garden corridor" establish arboretum on Clark Street
41. Installed ADA compliant access and restroom at the golf course clubhouse
42. Provided new LED lighting on Sportsmen's Park pickle ball/basketball areas
43. Installed new pool heater and playground surface at swimming pool
44. Installed new Park & Rec shop roof and aluminum soffit & fascia on park maintenance shop

EXHIBIT B-1
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION – 2018

Issues and Concerns – Mayor/City Council Members Responses

1. Variety of housing options.
2. Number of quality skilled workers.
3. Budget concerns – especially on the income side of the ledger/Potential loss of state rollback backfill money for the General Fund/Levy Caps
4. Nuisance property – continued upgrade of program to show increased results.
5. Identify a multi-year street replacement/repair program and better reporting to Council ahead of the fact.
6. Maintaining the level of services the community has become accustomed.
7. Funding of the Broadband initiative and getting same implemented in the community.
8. Providing more in the way of “leisure”/”recreational” activities for all ages.
9. Infrastructure maintenance/improvement, needs/concerns
10. Economic development – City needs to continue to be an active participant.
11. Storm Water issues (flooding, not only from rivers and streams)
12. Lack of competing quotes on large itemsTransit and garbage services for example.
13. City pension/workman/s comp insurance costs.
14. Chicken Plant - parking lot, crosswalks & change in ownership

**EXHIBIT B-2
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION – 2018**

Issues and Concerns – Department Heads

1. Property Tax rollback and Backfill elimination – continued pressure to provide services while the amount of funding decreases or ability to generate revenue is capped.
2. Potential of limiting of TIF – state legislation
3. Decreasing populations in Iowa rural communities, such as Charles City
4. Housing needs – market rate/affordable/single family/multi family
5. Lack of people willing and able to serve on boards/commissions or elected positions
6. Embracing aging population and view as a positive – AARP/WHO partnership – “Livable Communities” designation.
7. Ambulance Service sustainability – cost of new partnership
8. Transit system – more busses, more drivers, ability to fund existing
9. Replacement of Park & Rec. Director – future operations of recreation department – i.e. golf course, pool.
10. Enhanced promotion of our Whitewater course – make most of amenity
11. Services/goods for local community provided in the community.
12. New agreement needed for one of our longstanding industry’s that meets today’s permit requirements.
13. Continued effort to reduce influent flow rates through city sewer system
14. Getting all citizens to cooperate with sump pump rules and disposal of unwanted material insanitary streams.
15. Concern that major issues could happen if new WRRF is not started soon.
16. Enforcement of the nuisance code for repeated police calls
17. Deteriorating rental housing stock and handicapped accessible housing
18. Reduce HUD funding and potential recapture of program reserves
19. Aging Library building (current structure)
20. Staff turn-over/inconsistent leadership at the Library
21. Aging tech equipment
22. Degradation of residential housing
23. Attracting new businesses/industry
24. Tree trimming requirements and senior citizens ability to trim trees
25. Street drains-clogged or not clean and cause flooding with major rain
26. Aging infrastructure
27. Funding for Charley Western Trail Bridge
28. Potential industrial expansion opportunities with a State certified site
29. Maintain Combination Fire Department (Full Time & Volunteer)
30. Figuring out if city hall will move
31. Keeping up with technology changes
32. Looking at upcoming retirements in all departments and having a succession plan
33. Getting more scanning done of older city documents
34. Security at city hall business office
35. Keeping our self-funded health plan fund balance “healthy”
36. Helping to get the McQuillen project completed

37. Funding for New Sports Complex and impact on Sportsman's usage
38. Drainage issues impacting Wildwood Park
39. Provider for the community meals on wheels program

**EXHIBIT C
CITY OF CHARLES CITY, IOWA
GOAL SETTING – 2018**

Significant Initiatives, Programs, & Policies – Mayor & City Council Members Rankings

A. Top Priority – Initiatives, Programs, & Policies	Votes
1. The City should initiate a program to research “storm water” issues within and around the community	6
2. Prepare a five-year capital improvement plan (CIP) and complete an “equipment” replacement schedule for all City departments. and tech replacement schedule.	5
3. Continue and enhance blighted property removal/remediation program	5
4. Minor ordinance revisions – Such as:	4
• Revise and update the zoning ordinance	
• Parking Lot paving requirements	
• Tree trimming policy amended	
5. Invest in updated software and systems within City Hall.	4
6. Tech person to assist with web page, Facebook page, and grant writing.	4
7. Implement a sidewalk inspection program and Sidewalk repair/replacement program.	4
8. Tax Abatement Program for residential housing – new construction or additions.	4
9. Continue Research on City Hall Renovation/Relocation- (Added At Final approval)	
B. Additional Programs and Policies Reviewed and Considered	Votes
Program & Policy	
1. Thorough review of our building code – specifically aimed at making it easier for residents, and making it tougher on projects like on Main Street.	2
2. Pursue the AARP initiative recently announced for the community.	2
3. Renew local option sales tax	2
4. Assess whether there is need to provide more City money for Economic Development.	1
5. Research school sports complex regional annex.	1
6. Lobby for levy options to shift burden from general levy.	1
7. Provide an application for citizen services.	1
8. Fire Department based ambulance service – Feasibility study	1
9. Partner with churches or civic groups to increase the curb appeal for elderly or low income homeowners (painting, cleaning up existing landscaping.)	1
10. Annexation study.	1
11. Add cats to dog licensing program in an effort to limit feral cats.	0
12. “Citywide Cleanup” partnership with Jendro Sanitation.	0
13. Citizens Academy – All City departments	0

	Votes
14. Update city job descriptions.	0
15. Better participation in the employee wellness program.	0
16. Review and update city personnel policy.	0
17. Hire out and conduct home inspection for illegal sewer connections and perform a comprehensive City-wide sump pump inspection program	0
18. Use of unused sick time to pay for insurance at retirement.	0
19. Adopt 2015 International Fire Code.	0
20. Consider Fire Department doing commercial fire inspections.	0
21. Continue to pursue grants and alternate funding sources.	0
22. Rental Rehabilitation Programs.	0
23. Work with the Floyd County Housing Trust Fund to assist low income homeowners with emergency repairs.	0
24. Research -Transitional shelters for those leaving drug rehab programs and jail and homeless shelters for at-risk teens to allow them to stay in school.	0
25. Bow hunting program to control deer population.	0

EXHIBIT D
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION – 2018

Capital Projects & Equipment Purchases
Mayor & City Council Rankings

A. Top Priority – Capital Projects & Equipment Purchases	
Project	Total Votes
1. Complete the Broadband initiative project	6
2. New Chautauqua Lift Station – Bring above flood level and increase capacity to allow for more potential growth on this side of the river.	6
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.	5
4. Complete the “Charley Western Trail” bridge project	4
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	4
6. Continue sanitary sewer lining and repairs to limit I & I.	3
7. Resurface Library parking lot.	3
B. Additional Projects Reviewed and Considered	
1. River enhancements – river portage around dam, new boat ramp.	2
2. One million-two million gallon in ground storage tank.	2
3. Water tower – Valero line.	2
4. City hall relocation, remodel or construction.	1
5. Expand sidewalks throughout the community.	1
6. Review use and functionality of parks and greenspaces.	1
7. Downtown hotel similar to Marquette, IA in association with relocation of City Hall/Public Library.	1
8. Event Center	1
9. Color copier for city hall	1
10. Relocate Fire Station out of flood plain.	1
11. Signage on the back of the library – designating it as a library to enable Visitors to better find the Library and by extension the Zastrow Room and Mooney Gallery.	1

Projects	Votes
12. Updating presentation software and hardware in the Zastrow room – \$2,000.	0
13. Relocate Mooney book Collection to Mooney Gallery – Grant obtained.	0
14. Add digital conversion equipment and software to the Library collection to enable citizens to better preserve their family and community histories – working on grant.	0
15. Promote the relocation of the old railroad depot	0
16. Review of lighting on Hwy 18/4 th Avenue from Grand Ave east. More Lighting/less trees.	0
17. Update fire alarm system at library	0
18. Repair or replace sidewalk between City Hall and the Library	0
19. Library – Purchase new servers and 2 new staff computers in FY 19, purchase two more servers and 2 more staff computer in FY20.	0
20. Perform more aggressive maintenance on the Main Street bridge.	0
21. A man lift for all city departments to use.	0
22. Obtain land for police department firearms range.	0
23. General upgrade or reconstruction of municipal pool in 3 to 5 years.	0

EXHIBIT E-1
CITY OF CHARLES CITY, IOWA
GOAL SETTING SESSION – 2018

Teamwork Suggestions – Mayor & City Council Members Responses

1. I feel communications are currently very good – Council workshops are extremely important.
2. Joint entity monthly meetings are very helpful to maintain community-wide communication.
3. More frequent (monthly) City Administrator updates. Notes are helpful to relay progress on various fronts.
4. The more information provided ahead of review is always better. It is incumbent upon the Council and Staff to have reviewed the information prior to arriving at the meeting.
5. Establishment of clear and defined goals when reviewing a project or initiative.
6. Follow through and review is critical to success of any venture. The Council needs to make sure it is “riding herd” on projects once they are approved through project updates on the agenda.
7. We have excellent relationships and work issues out.