

City of Grinnell, Iowa Goal Setting Report

February 7, 2018

Mayor:

Dan Agnew

City Council:

Jim White

Byron Hueftle Worley

Jo Wray

Rachel Bly

Sondi Burnell

Julie Hansen

City Staff Present:

Russ Behrens, City Manager

P. Kay Cmelik, City Clerk/Finance Director

Jan Anderson, Water/Wastewater Superintendent

Jim Brown, Water Director

Jordan Allsup, Interim Parks & Recreation Director

Dennis Reilly, Chief of Police

Dan Sicard, Fire Chief

Marilyn Kennett, Drake Community Library Director

Duane Neff, Public Services Director

Tyler Avis, Director of Building and Planning

Partner Organization Representatives:

Laura Manatt, POW I80

Rachael Kinnick, Chamber of Commerce

Monica Chavez, Grinnell College

Greg Roth, Veenstra and Kimm

Forrest Aldrich, Veenstra and Kimm

Marty Wymore, Region 6 Council of Governments

Michael Maloney, D.A. Davidson

Aaron Smith, D. A. Davidson

Facilitated by:

Russ Behrens, City Manager

CITY OF GRINNELL, IOWA
GOAL SETTING SESSION
2016

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CITY OF GRINNELL, IOWA

GOAL SETTING SESSION

FEBRUARY 7, 2018

Introduction

The City of Grinnell Mayor and City Council requested the City Manager to lead the city with a goal setting process. The City Manager facilitated a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the elected leaders and department heads.
3. Prepare a final report.
4. Create action plans and assignments for each priority.

Goal Setting Work Session

City Council Members and the Mayor held a work session conducted by the City Manager on February 7, 2018. In attendance and participating at this meeting were Mayor Dan Agnew and Council Members Jim White, Byron Hueftle Worley, Rachel Bly, Sondi Burnell, Jo Wray, and Julie Hansen.

Also in attendance and participating in this meeting were City Manager Russ Behrens, City Clerk Finance Officer P. Kay Cmelik, Water/Wastewater Superintendent Jan Anderson, Water Director Jim Brown, Interim Parks and Recreation Director Jordan Allsup, Chief of Police Dennis Reilly, Fire Chief Dan Sicard, Drake Community Library Director Marilyn Kennett, Director of Building and Planning Tyler Avis, and Public Service Director Duane Neff.

The Mayor and City Council invited several of our partner organizations to join us including POW I80 Executive Director Laura Manatt; Grinnell Chamber of Commerce President Rachael Kinnick; Grinnell College Office of Community Enhancement and Engagement Director Monica Chavez; City Engineer Greg Roth, Veenstra and Kimm; City Engineer Forrest Aldrich, Veenstra and Kimm; Financial Advisor Michael Maloney, D.A. Davidson; Financial Advisor Aaron Smith, D.A. Davidson; and Region 6 Executive Director Marty Wymore.

ACCOMPLISHMENTS

1.	Successful completion of Phase 5 of the CBD reconstruction.
2.	Central Park improvements.
3.	Downtown façade project completed.
4.	Successful Iowa Reinvestment Act award and implementation in process.
5.	Retirement of the debt from Phase II and III of the CBD reconstruction.
6.	Downtown planning initiative: Public input & collaboration with partners.
7.	Successful implementation of several of the downtown planning goals.
8.	WWTP bid, contract awarded, financing secured, and nearly underway.
9.	Asphalt repair on Elm Street from 6 th -11 th Avenue.
10.	The successful repurposing of the Grinnell Community Center as a boutique hotel and events center.
11.	Successful projects to reduce inflow and infiltration into the sanitary sewer system - CDBG project in SW Grinnell completed and I/I reduced.
12.	Installed sidewalks on 8 th Avenue from Prince to Prairie. Several other areas improved also (4 th Avenue from Spaulding to GRMC).
13.	Transition of Duane Neff to Public Services brought an experienced manager to a department that was struggling and allowed for a transition of Tyler to Building and Planning Director while Duane is still accessible.
14.	Significant repairs to the Public Services buildings. Installed air recovery (exhaust system) for the recycling area.
15.	Completion of the IA Highway 146 project from 6 th Avenue to 11 th Avenue.
16.	The water meter replacement program is complete.
17.	Equipped rescue truck with new vehicle extrication equipment through fundraising.
18.	Increased fire ground safety procedures, appointed 2 nd safety officer.
19.	Raised funds for new thermal imaging equipment with heads up display in air masks.
20.	Progress is being made to address the Veterans Memorial Building.
21.	Conversion of the ITM into functional, efficient, and quality city offices.
22.	New policy manual with integrated policy training for the police dept.
23.	Dedication of Ogan Avenue and the Warren Binegar safe route.
24.	IEDA certification of the Brownell's Business Park.
25.	Completion (and occupancy) of the Spaulding Lofts and progress on Grinnell Garden Cottages.
26.	Opening of Peace Tree Brewery and Sunrise Bakery.
27.	Library landscaping continues to improve.
28.	Public Services department morale and work productivity improved.
29.	Added accessible parking on the north side of the Drake Community Library.
30.	New Library sculpture / sign help to identify the library.
31.	Continued active participation / collaboration in AmeriCorps grade level reading project.
32.	Encouragement of public events through the Special Events policy at the library.
33.	Established a Public Art policy at the library to enhance community appreciation for the arts.

34.	Recruitment of various new employees, especially noteworthy in the Public Services Department. Overall we are able to recruit quality candidates due to fair wages, excellent benefits, a good work environment, and support from management and elected leaders.
35.	Solid public input process and meeting facilitation for the East Street reconstruction, 10th Avenue reconstruction, and Iowa Highway 146 / US Highway 6 project development and successful development of plans.
36.	City website has been upgraded and new content is added regularly.
37.	Completion of an analysis of our solid waste program and progress to implement a new automated residential solid waste program.
38.	Significant grant funding secured for a new airport hangar and design is underway. An anchor tenant has also been identified.
39.	Planning and design for runway reconstruction / lighting and fuel system improvements underway. Funding is largely secured.
40.	\$1 million storm water quality project is underway and preliminary work on first projects has been completed.
41.	Progress has been made to improve broadband service in the downtown with greater advances possible in the future.
42.	Donaldson property was sold and now occupied by K & M Tire. POW I80 and others helped with marketing and the city helped with the closing.
43.	Updated the Grinnell housing study in cooperation with the Chamber and College.
44.	Worked with a developer to build Waterford Road and add additional development property at 146 and I80.
45.	Sold the lot south of Medicap and a new home has been built on that property.
46.	New road base constructed at the cemetery providing access to several lots.
47.	Completed an assessment of parking in the downtown and provided recommendations.
48.	Saw the culmination of Mayor Canfield's political career come to a close with him being inducted into the Iowa League of Cities Hall of Fame.
49.	Collected a significant amount of water and sanitary sewer connection fees and updated those records.
50.	Took action to increase the wages of employees who were either below the established pay ranges or low within those ranges based on their abilities and years of service.
51.	Improved fund balances in many areas but especially in water, general fund, and local option sales tax. Many others remain very strong such as solid waste, sewer, hotel/motel, and many of the depreciation funds.

There was one theme expressed by a number of people that I summarize as follows.

The city staff, volunteers, business leaders, elected officials, and others are deliberate, calculated, inclusive, and intelligent about the development of projects ranging from economic development to public infrastructure. The city government and community have well-thought-out plans, involve the right people in both development and implementation, maintain consistency, and follow through – even if follow through takes years. At a time when so many levels of government and even private business are distrusted by many, the

city of Grinnell has been able to limit citizen complaints and apathy. Friction between citizens, elected leaders, staff, volunteers, and other groups is minimal and in most cases all work cooperatively and effectively.

ISSUES, TRENDS, CONCERNS, AND OPPORTUNITIES

Some of the items listed below are “all of the above” – you can decide.

- **Public Infrastructure Issues:**
 - Several areas where public infrastructure needs replacement- this list is shrinking.
 - Sidewalk repairs, improvements, and construction.
 - Expansion of Hazelwood Cemetery. Creation of an electronic record.
 - Improve 4th Avenue from Pearl to Ferguson.
 - Review the sidewalk snow removal policy.

- **Financial Issues:**
 - Build up enterprise fund reserves.
 - Reduced general fund (\$8.10 levy in particular) revenue.
 - Several people were concerned over the property tax roll backs and almost certain loss of the state backfill.
 - Uncertainty surrounding the GRMC and cost of health care is a concern for our community.
 - Concerns over the cost of keeping pace with technology.
 - In approximately 9 years the debt from the library, public safety building, and aquatic center will be retired.
 - Balancing rates with need to perform maintenance and upgrades.
 - Concerns over real or perceived loss of property from the tax rolls.
 - The approval of the Veteran Memorial Building tax levy and the school vote could increase our tax levy by \$4.46/\$1,000.

- **Public Buildings:**
 - Current facilities such as the Grinnell Mutual Family Aquatic Center, the PSB, Drake Community Library, City Hall, and the Public Services buildings are in excellent condition. All believed this was strength.
 - Interest in setting high standard for maintenance of public buildings so they remain assets to the city well into the future.

- **Staff:**
 - Reduce workers compensation problems. Find ways to reduce injuries and better manage work comp cases. Employees must understand the importance of safety procedures and protocols even if the process appears heavy-handed.
 - Hire good people when and where you can find them.
 - Clarify policy on social media for all departments.
 - Professional Painters and Maintenance Employees contract will change significantly which has both positive and negative implications.

- Community and Economic Development:
 - Several people noted that population loss is a significant concern.
 - Changing demographics will create both challenges and opportunities.
 - The development of the Zone of Confluence by Grinnell College.
 - Expansion of options for daycare.
 - Additional attention and resources needed for students that prefer to exit high school career-ready and able to improve the workforce.
 - Schools need to be improved.
 - Redevelopment of significant property held by the school district.
 - Redevelopment of the RC Industries property is an opportunity.
 - Collaboration with Grinnell College on their building plans and properties.
 - Collaboration with GRMC as they work through their transition.
 - Better cooperation and more effective marketing to bring new spending to support business, city, school, and many others.
 - Aesthetic improvements to the Iowa Highway 146 corridor, particularly in south Grinnell.
 - Development of the interstate provides opportunity to increase sales tax, property tax, and hotel tax revenues, while providing jobs for community members. Development of the area should be sensitive to existing business while aggressively tapping into the interstate travel and regional populations as a market.
 - Continue to support recruitment and retention of retail businesses, especially in the downtown.
 - Reach out into larger region when marketing available properties and opportunities.
 - Sprawl, inefficient extensions of our utilities, conflicts with poorly planned development, and inequitable contributions to pay for public services and assets could be fatal to the long term health of the community.

- Public Safety:
 - Negotiation of next EMS contract and coordination of various partner interests. Some feel that Midwest has underperformed.
 - Significant expenses associated with replacement of fire department apparatus (aerial, pumper, etc.).
 - Lack of accessible, affordable, and/or quality mental health services.
 - Complete design and beginning phases of the rental inspection program in 2018.
 - Provide incentives for retrofitting downtown buildings to meet life safety requirements and require installation of fire suppression systems for new businesses.
 - Increased safety inspection of commercial buildings.
 - Continue to improve work with owners of nuisance and abandoned properties encouraging improvement or working to redevelop properties where necessary.
 - Ensure emergency access to SW and SE Grinnell – reliable passage on IIR through underpass or bridge.

- Miscellaneous:
 - Help develop the Veterans Commission so they can perform their responsibilities.
 - Increase focus on volunteer recruitment and private donations.
 - Create a strong quality of life endowment that can be built on over the next 100 years (surplus sales tax, private donations, small amounts from here and there, etc.). Funding for these quality of life projects is likely going to get harder and harder as time passes.

On-Going Priorities

The following were identified as on-going priorities for the upcoming 12 – 24 month period:

- **Wastewater treatment plant replacement - construction.** Assigned to the Water Resources Director with oversight by the Public Works and Grounds Committee.
- **Assist with the Development of the Zone of Confluence and Iowa Reinvestment Act programs.** Assigned to the City Manager with oversight by the Finance Committee.
- **Electronic Records for the Cemetery.** Assigned to the Building and Planning Director with Oversight by the Public Works and Grounds Committee. The Parks and Recreation Board should also be involved.
- **Active Participation in Development of mental health solutions in Grinnell.** Assigned to the Chief of Police with oversight by the Public Safety Committee. This project will require assistance and input from those with experience in this work. Any with a passion for this should also be encouraged to participate.
- **Proactive code enforcement for nuisances and incentives for improvements.** Assigned to the Building and Planning Director with assistance from the City Clerk/Finance Director, Fire Chief, and Chief of Police with oversight by the Public Safety Committee.
- **Promote housing initiatives that improve existing housing stock, reduce nuisance properties, and increase the diversity of housing options.** Oversight by the Planning Committee. Managed by City Manager assisted by City Clerk. Others involved will include Ahlers Law.
- **Solution of the Veterans Building.** Continue to support the work to bring this project to successful conclusion. This project is under the complete purview of the Veterans Commission.
- **Build a new water tower in south Grinnell.** Oversight by the Public Works and Grounds Committee. Managed by Water Resources Director assisted by City Manager. Others involved will include Veenstra and Kimm.

Priority Projects, Programs, Policies and Initiatives

The participants reviewed potential projects, programs, policies, and initiatives for consideration and selected the following as priorities for the upcoming 12 – 24 month period (listed in priority order):

1. Implement a rental property inspection program to ensure quality living environments for renters, improve safety for renters and first responders, and reduce prevalence of low-quality housing. This may include a provision that would require all property sold on contract to be inspected prior to sale. Creation of a commercial property inspection program in the downtown to reduce the risk of fire or other hazards for all central business district properties is also being considered. Recently passed ordinances from surrounding communities addressing similar issues and which provide disincentives for those keeping housing units that have habitual criminal activity may serve as a guide. Although rental inspection was the primary consideration, there was also strong support for continuation of work to expand housing diversity and access to quality housing in affordable price ranges.

Action Items

Consider development of an advisory committee consisting of quality housing advocates, rental property owners, and citizens to guide the development of all aspects of the project. Review past work done on this concept and gather information from other communities. Set attainable goals for the program.

Oversight by the Planning Committee with Rachel Bly and Byron Hueftle Worley specifically assigned. Managed by Director of Building and Planning, Fire Chief, Police Chief (ordinance on criminal activity), and City Manager. Others involved will include the City Attorney.

2. Investigate options to improve existing sidewalks and expand sidewalks into all areas of Grinnell. Focus first on city properties, school properties, and other public and quasi-public properties – these should be addressed in the 2018 construction season. Expand recreational trail in city limits – Industrial Avenue to GMRC.

Action Items

Conduct a sidewalk inventory and set priority improvements. Develop a reasonable and attainable set of goals for the first year. Amend ordinance to require minimum 5' width for all new sidewalks. Partner with Imagine Grinnell or other appropriate groups. Periodic progress reports to the City Council starting June 2018.

Oversight by the Public Works and Grounds Committee specifically assigned to Byron Hueftle Worley and Julie Hansen. Managed by Building and Planning

Director assisted by City Clerk (sidewalks) and City Manager (trails). Others involved will include the City Attorney and Veenstra and Kimm.

3. Examine options to market the community in a cooperative manner promoting utilization of the many assets in the community such as: Central Park, the downtown area, businesses, dining, trails, sports and recreation facilities, Grinnell College, historic buildings, aquatic center, library, and events. The community has made significant investments that need to be effectively utilized and promoted. This item also included creation of events that utilize our facilities with an emphasis on Central Park.

Action Items

Convene a working group to coordinate and develop a community marketing program. Identify a set of goals and anticipated outcomes.

Oversight by the Finance Committee specifically assigned to Mayor Agnew, Jim White (due to his connection to the Hotel-Motel Committee), and Rachel Bly. Managed by the Grinnell Convention and Visitors Bureau; others involved will include the City Manager and Parks and Recreation Director.

4. Continue to invest in our public infrastructure.

Action Items

Continue to prepare an annual capital improvement program to guide this effort. Examine utility rates, service fees, and other revenue sources as a part of this annual process to ensure that the work needed is financially plausible. Some areas of emphasis include: water mains, water storage, water wells, water production plant, 4th Avenue from Pearl Street to Ferguson Street, expansion of the cemetery, sidewalks, a footing drain disconnection pilot program, and appropriate funding for buildings, sanitary sewer mains and manholes, fire apparatus, and streets.

Oversight by the Public Works and Grounds Committee specifically assigned to the City Manager. This work will involve many people including City Engineer, Financial Advisors, Public Services Director, Water Resources Director, and City Clerk/Finance Director.

5. Expand opportunities for staff development, especially on-site trainings, that allows department heads and staff to be involved in the training as a group. This shall also include a greater commitment to improving the safety program beyond the work that has been done in recent years.

Action Items

Conduct a survey of employees to determine topics of training interest. Identify training sources for these topics. Create a calendar as far in advance as possible to maximize participation.

Oversight by the Finance Committee specifically assigned to Jo Wray. Managed by the Parks and Recreation Director, Police Chief, and Water Director. Others involved will include the City Clerk and City Manager.

Those assigned to these projects should create an action plan with the Chair of the Oversight Committee or the specific council members assigned to present to the Oversight Committee listed.

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A**.

Organizational Effectiveness

The Mayor and City Council only discussed this briefly at the planning session. These are items that should be fostered and supported by the Mayor and City Council as they deem appropriate in the next year. Each project has been assigned to the Mayor or a Council member to champion as they see fit with the help of appropriate staff. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness (not in order of priority):

1. All aspects of city government need to keep pace with technology to the best of our abilities and with the resources available. Expand community engagement and education via various social media platforms. Better communication with the public via social media. Clear understanding by citizens of their resources for information about city including who they can reach out to and how to do so. Enhance citizen awareness of city government and activities. **Sondi Burnell**.
2. Encourage periodic reporting to the Council from staff on the progress and challenges they encounter in advancing their (Council) goals. The Council would then offer additional direction or insight. **Mayor Agnew**.

Finally, below you will find several projects that were identified via the Preliminary Questionnaire results that appear to have some support for further consideration:

Develop tourism as an even stronger component of Grinnell's community development.

Work to maintain our public buildings impeccably.

Create access over, across, or under the Iowa Interstate Rail for public safety access to south Grinnell. Another alternative may be to build additional public safety facilities in south Grinnell.

Cooperate on the development of the I-80 and 146 interchange, especially due to the multiple revenue generators and the untapped potential at that location.
Improve the appearance of the community's front door.

Continue to work on the completion of the trail – Industrial Avenue to Stagecoach Road then to GMRC.

Update several key planning processes/documents such as the Grinnell Comprehensive Land Use Plan.

Investigate the equitability of water charges – look at charging for fire sprinkler connections and charges for those that benefit from the water system without payment or via a very limited payment.

Final Comments

It is important to note that the prioritization of projects and initiatives is not “cast in stone.” They can be modified as new information becomes available. It is recommended that city staff work with the elected leader(s) assigned to each project to prepare an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Note: The agenda for the Goal Setting Session, the Preliminary Questionnaire Results, and the Questionnaire are attached to this report as **Exhibits A, B, and C** respectively.

Exhibit A

City of Grinnell
Goal Setting Session – 2018

**ACCOMPLISHMENTS, GOALS, CONCERNS AND SIGNIFICANT
INITIATIVES OR PROGRAMS CONSIDERED**

Summary of questionnaire/survey submitted by Grinnell elected leaders, management staff, and partners for City Council Planning Session. Prepared by City Manager - Russ Behrens 2-04-18.

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ISSUES, TRENDS, CONCERNS, AND OPPORTUNITIES

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- Public infrastructure issues:
 - Several areas where public infrastructure needs replacement but the list is shrinking.
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 - Improve 4th Avenue from Pearl to Ferguson.
 - Review the sidewalk snow removal policy.
 - Expansion of the cemetery. Create an electronic record.

- Financial issues:
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 - Several people were concerned over the property tax roll backs and almost certain loss of the state backfill.
 - Uncertainty surrounding the GRMC and cost of health care is a concern for our community.
 - Concerns over the cost of keeping pace with technology.
 - In approximately 9 years the debt from the library, public safety building, and aquatic center will be retired.
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- Public Buildings:
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- Staff:
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 - Hire good people when and where you can find them.
 - Policy on social media for all departments.
 - Professional Painters and Maintenance Employees contract will change significantly which has both positive and negative implications.

- Community and Economic Development:
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 - Changing demographics will create both challenges and opportunities.
 - The development of the Zone of Confluence by Grinnell College.
 - Aesthetic improvements to the Iowa Highway 146 corridor, particularly in south Grinnell.
 - Development of the interstate provides opportunity to increase sales tax, property tax, and hotel tax revenues, while providing jobs for many. This development should be sensitive to existing business while aggressively tapping into the interstate travel and the regional population.
 - Expend options for daycare.
 - Continue to support recruitment and retention of retail businesses, especially in the downtown.
 - Equal focus and resources for students that prefer to exit high school career ready, improve our workforce.
 - Market available properties and opportunities.
 - Schools need to be improved.
 - Redevelopment of significant property held by the school district.
 - Redevelopment of the RC Industries property is an opportunity.
 - Collaboration with Grinnell College on their building plans and properties.
 - Collaboration with GRMC as they work through their transition.
 - Better cooperation and more effective marketing to bring new spending to support business, city, school, and many others.
 - Sprawl, ineffective extensions of our utilities, conflicts with poorly planned development, and inequitable contributions to pay for public services and assets could be fatal to the long term health of the community.

- Public Safety:
 - Negotiation of next EMS contract and coordination of various partner interests. Some feel that Midwest has underperformed.
 - Significant expenses associated with replacement of fire department apparatus (aerial, pumper, etc.).
 - Lack of accessible, affordable, and/or quality mental health services.
 - Complete the rental inspection program in 2018.
 - Provide incentives for retrofitting downtown buildings to meet life safety requirements and fire suppression systems for new businesses.
 - Continue to improve nuisance and abandoned properties, work to redevelop properties where possible.

- Increased safety inspection of commercial buildings and a rental housing inspection program.
- Emergency access to SW and SE Grinnell – reliable passage on IIR.
- Miscellaneous:
 - Help develop the Veterans Commission so they can perform their responsibilities.
 - Increase focus on volunteer recruitment and private donations.
 - Create a strong quality of life endowment that can be built on over the next 100 years (surplus sales tax, private donations, small amounts from here and there, etc.). Funding for these quality of life projects is likely going to get harder and harder as time passes.

Significant Initiatives and Programs

Implement a rental inspection program to ensure quality living environments for renters, improve safety for renters and first responders, and to eliminate the low quality housing.

Implement a sidewalk improvement program and sidewalk expansion program.

Pursue an indoor activity/sports complex.

Be an active partner to address mental health.

Continue to prepare an annual CIP and complete those projects.

Develop pilot program to disconnect footing drains.

Establish fire suppression connection fees.

Work with Chamber, Grinnell College, and others to improve the buildings in the CBD to allow business to thrive in all locations to avoid empty store fronts.

Comprehensive marketing of Grinnell with the Chamber, College, City, Schools, businesses, non-profits, and citizens.

Work to make broadband available and reasonably affordable, starting in the downtown.

Update the comprehensive land use plan and zoning ordinance.

Study utility rates and connect the rate plan logically to the capital improvement plan, if necessary beyond five years.

Aggressive targeted retail recruitment to reduce retail leakage.

Consider reviving discussion about US Highway.

Develop tourism as a stronger component of Grinnell's community development.

Cooperate on the development of the I-80 and 146 interchange, especially due to the multiple revenue generators and the untapped potential at that location. Improve the appearance of the community's front door.

Improve nuisance abatement activities. Improving the city starts with improving what we already have. Junk cars, vacant houses, garbage accumulations, and vacant properties will negate much of the marketing we are doing. Be creative, be consistent, and be forceful when necessary. Do not allow parking on unpaved areas or keeping of a disorderly house.

Expand fall, spring, and holiday waste cleanup events.

Continue the cemetery road improvements.

Develop a plan to locate, design, and finance an additional water tower for the community.

Maintain and operate new buildings impeccably.

Create an electronic purchase order system that allows staff to view current budget information.

Expansion of Hazelwood Cemetery.

Begin the planning for improvements to the water production facility.

Promote housing development around Arbor Lake.

Widen 16th Avenue from Country Club Drive to Penrose.

Research pros and cons of privatization of public services.

Expand public transportation options.

Incentives for improvement of existing housing stock.

Provide incentives and remove barriers where possible for new businesses or existing businesses.

Find ways to develop underutilized lots in Grinnell.

Downtown Dog Park.

Ordinance preventing animal refuge in residential areas.

Parking garage within blocks of the downtown.

Improve underutilized space in the downtown.

Community wide initiatives that improve the community – comprehensive downtown holiday lighting for example.

Improve signage downtown.

Develop policy in regard to purchasing goods and services locally.

Complete the recreation trail from Industrial Avenue to Stagecoach and eventually GMRC.

Assist employers with employee recruitment and retention.

ORGANIZATIONAL EFFECTIVENESS

Take advantage of technology only when there is an obvious benefit. Although many are touting the benefits of social networking sites, organizations that are great at person to person communication and building relationships that matter will be the successes in the future.

Continue to make training available locally or otherwise.

Develop city promotional materials for use in marketing and employee recruitment.

Orientation process for new department heads. Retreats or team building programs for staff. Consider including elected officials when appropriate.

Strict compliance with open meetings laws.

Establish better reporting procedures whenever representatives meet with stakeholders for any reason outside Committee and Council meetings

Host open houses at all facilities for staff, elected leaders and the public – we have great staff and wonderful facilities. Let our staff tell their story and provide their insights to other city employees, elected leaders, and the public.

Understand that communication is everyone's job, it flows in all directions. There is nothing that is not your job. Saying that no one told me is often another way to say "I was not engaged and should have been paying attention." Although you may feel it is someone else's job to keep you up to speed, you have a greater responsibility to be engaged and seek out information.

More opportunity for discussion during the budget process.

Improve information disbursement to the Mayor and Council. Current computers are not effective tools.

Provide the Mayor and City Council a phone or email tree for issues.

Continue to do succession planning for employees who are nearing retirement and other turn over.

I WOULD LIKE TO SEE THE FOLLOWING ITEMS COMPLETED BEFORE...

- Resolution of the Veterans Memorial Building.
- Improve cemetery roads that are in need.
- Improve residential streets.
- WWTP completion.
- Second water tower completion.
- Develop another deep well.
- Improve the water treatment plant.
- Develop a fund for business development in Grinnell and outside investments that generates revenue for city projects.
- Expansion of the Hazelwood Cemetery.
- Successful development of College Zone of Confluence.
- Full utilization of Central Park in all four seasons.
- Municipal EMS that serves Grinnell and those open to equitable partnership.
- Improve access to city staff and elected leaders.
- Improve communication with the public utilizing all options for doing so.
- Digitize local newspaper records.
- Greatly improve sidewalks in a public / private partnership.
- Rental inspection program operating effectively.
- Sound budget reserves, revenue diversification, and proper investment in infrastructure with the intent to lower our property tax levy gradually over the next 10 years to \$13.50 / \$1,000.
- Establish reasonable, affordable, and intelligent service and utility fees.
- Stabilize or increasing population.
- Appropriate and robust commercial development at I80 that does not compete with the downtown.
- 100% of new construction designed and built with appropriate fire suppression.

Exhibit B

AGENDA

**CITY OF GRINNELL
GOAL SETTING SESSION - 2018**

AGENDA

**CITY OF GRINNELL
GOAL SETTING SESSION - 2018**

WEDNESDAY, FEBRUARY 7, 2018

5:30 PM – 7:30 PM

Large Training Room Grinnell Public Safety Building

1. A meal will be served promptly at 5:30 p.m.
2. Introductions and Opening Comments
 - a. I think the most impactful project of the past two years was...
3. General Overview of the Meeting and the Goal Setting Process
 - a. Why are we doing this?
4. Review Recent City Accomplishments (2016 - Present)
5. Review Issues, Concerns, Opportunities, and Trends
6. Identify On-Going Priorities
7. Programs, Policies, Projects and Initiatives
8. Organizational Effectiveness
9. Review priority projects and set priorities
8. Report to the Mayor and City Council – 2018 Goal Setting Process
 - a. Development of Action Plan
 - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

Exhibit C

**CITY OF GRINNELL
GOAL SETTING SESSION – 2018**

QUESTIONNAIRE

INTRODUCTION

The City of Grinnell’s Goal Setting Session will be held on Wednesday, February 7, 2018, in the large training room at the Public Safety Building 5:30 p.m. to 7:30 p.m. The purpose of the session will be to identify and prioritize the City’s overall goals and objectives for the next several years.

In order to prepare for this session, you are requested to identify key issues and potential objectives that will be reviewed and discussed at the session. Please complete all sections of this questionnaire. If you need additional space, please feel free to attach additional page(s).

Major Accomplishments

Please list the major city accomplishments over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The 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, major new economic development success or resolving a policy question). You do not need to identify potential solutions to your concerns.

Significant Initiatives or Programs

Please list any initiatives, programs or policies that you think the City should consider in the next several years (for example, downtown revitalization, updating employee job descriptions, adopting a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc.)

Organizational Effectiveness

Please list several things that the Mayor/City Council and/or staff could do in the future to improve organizational effectiveness, decision-making process, teamwork and the ability to accomplish the City’s stated goals and objectives.

V. Before my term ends, before I retire, or before I move to new employment I would like to see the following items addressed, completed or resolved for the community:

RETURN OF QUESTIONNAIRE

Please return this questionnaire to Russ Behrens by Wednesday, January 31, 2018 at noon if possible.