

**CITY OF GRINNELL, IOWA**

**2022 LEADERSHIP - GOAL SETTING –**

**STRATEGIC PLANNING WORK SESSION**

**EXECUTIVE SUMMARY**



**Executive Summary Written by  
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2022 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

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# CITY OF GRINNELL, IA

## 2022 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION

### I INTRODUCTION

The City Council of the City of Grinnell held a Leadership – Goal Setting – Strategic Planning Work Session on August 24, 2022. The work session was held at the Grinnell Public Safety Facility. The work session was facilitated by Elizabeth Hansen, president of Midwest Municipal Consulting, LLC of Ankeny, Iowa.

Participants at all or part of the session were:

Dan Agnew	Mayor
Julie Davis	Council Member
Rachel Bly	Council Member
Jim White	Council Member
Lamoyne Gaard	Council Member
Jo Wray	Council Member
Byron Hueftle-Worley	Council Member
Russ Behrens	City Manager
Ann Wingerter	City Clerk/Finance Director
Alyssa Devig	Deputy City Clerk
Tyer Avis	Building & Planning Director
Dan Sicard	Fire Chief
Michael McClelland	Police Chief
Karen Neal	Library Director
Carl Eggermont	Assistant Public Services Supervisor
Jordan Allsup	Parks & Recreation Director
Daniel Ramos	Wastewater Director
Jordon Altenhofen	Water Director
Joe Roenfeldt	Boton & Menk (Airport Engineer)
Forrest Aldrich	Veenstra and Kimm (City Engineer)
Greg Roth	Veenstra and Kimm (City Engineer)

The primary objectives of the session were:

- 1) To provide the opportunity for all members of the City's leadership team to be part of the planning process
- 2) To enhance communication and develop renewed team spirit among the participants
- 3) To review progress being made by the City
- 4) To discuss changes that are likely to impact the City
- 5) To develop consensus on issues and opportunities facing the City (one to three-year perspective)
- 6) To develop an updated goals program for the City (one to three-year perspective)
- 7) To review the roles of the City's leadership team
- 8) To be an educational and enjoyable day

This report summarizes the results of the session and includes recommendations for follow-up actions to be taken.

## **II INTRODUCTORY REMARKS**

Mayor Dan Agnew opened the goal setting – strategic planning work session thanking everyone for participating and stated his hope that the session will be as productive as two years ago. City Manager Russ Behrens expressed the department directors provided positive feedback on their session and then he introduced the meeting facilitator, Elizabeth Hansen.

### **III COMMUNICATION ENHANCEMENT**

After introductory remarks were made, the facilitator reviewed the agenda, and went over some ground rules. She then explained the importance of having a goal setting – strategic planning session and indicated that one of the primary objectives of the retreat was to enhance communication among the participants. The first activity began the communication process by providing participants the opportunity to share backgrounds, perspectives on the greatest challenges facing the City, and expectations for the session.

The facilitator pointed out that there is passion, dedication, loyalty, and skills among the group; that they are serving for all the right reasons.

Many of the challenges cited were incorporated into later discussions on issues and opportunities facing the City.

**See attachment A for the  
Challenges Facing the City  
and Expectations for the Session**

### **IV REVIEW OF FISCAL YEARS 2021 & 2022 NEW INITIATIVES WORK PLAN**

The first review was of the previous adopted strategic plan from fiscal years 2021 and 2022. The facilitator reviewed the responses of the questionnaire to affirm which New Initiatives were completed and ones that should remain on the On-Going list of priorities. The City Manager will review and update the tasks to accomplish each Initiative.

**See attachment B for the Review  
of Fiscal Years 2021 & 2022**

### **V REVIEW OF PROGRESS BEING MADE**

The next activity focused on a review of progress being made by the City over the last two years. It was agreed that significant progress has been made in several areas. Participants agreed there have been numerous successes. The facilitator suggested review and celebration of these accomplishments by including the comprehensive list in an upcoming City newsletter, on the City's website, continuous social media posts and/or in the local newspaper.

**See attachment C for the Review  
of Progress being made by the City**

**VI CHANGES THAT HAVE, AND ARE EXPECTED TO, IMPACT THE CITY:  
ISSUES AND OPPORTUNITIES FACING THE CITY**

Participants discussed significant changes that have impacted the City over the past five years, and those anticipated changes that are expected to impact the City in the next five years.

**See Attachment D for a Listing of Issues  
Facing the City**

**VII UPDATING THE CITY'S GOALS: POTENTIAL SOLUTIONS**

Participants identified several issues and opportunities facing the City from a one to three-year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the City.

**See Attachment E for a Listing  
of Significant Initiatives (Solutions)**

**VIII THE GOALS PROGRAM**

The identified issues and opportunities were then converted into a proposed goals for the City. The Department Director's met approximately a month ahead of the City Council session to provide their recommendations for City Leadership consideration before prioritizing the goals. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment F for the Proposed  
Goals Program for FISCAL YEARS 2022 & 2023  
and Department Director Recommendations**

**IX ROLES AND RESPONSIBILITIES**

Participants reviewed the major roles and responsibilities of the City Council, individual council members, the Mayor, City Manager, Department Heads, City employees and citizens. The facilitator recommended the group refer to the City's organizational chart and code of ordinance for further clarification as well as job descriptions, which can specify additional roles and responsibilities. The facilitator also reminded the group that by hiring a professional City Manager and adopting the Mayor-Council Form of Government, they are protecting themselves and the City from liability. It was suggested to speak to the City Attorney if they had any questions.

**See Attachment G for the Listing  
of Major Roles and Responsibilities**

**X CLOSING REMARKS**

The session concluded with the facilitator challenging the participants to make a positive impact in their leadership roles. She pointed out the inter-dependency of the City Council and staff, and the need to be mission and goal driven. The facilitator thanked the participants and wished them well in their tenure serving Grinnell.

**XI RECOMMENDED FOLLOW-UP ACTIONS**

It was agreed that considerable progress was made at the work session and that follow-up actions are needed.

The recommended sequence of actions is:

- 1) The City Manager reviews the Executive Summary of the session
- 2) The City Manager fine-tunes the prioritized issues and the suggested goals program
- 3) The City Manager reviews the Executive Summary with the City Council
- 4) The City Council acts on the proposed goals program, including the action plan
- 5) Action plan is developed for each goal under the direction of the City Manager
- 6) The City Council and City Manager monitor progress on achievements of the goals regularly
- 7) A follow-up work session be scheduled in two years to evaluate progress and update the goals program

**CHALLENGES FACING THE CITY AND  
EXPECTATIONS FOR THE WORK SESSION**

(From the Enhancing Communication Worksheet)

**CHALLENGES**

- 1) Aging infrastructure with emphasis on the water system
- 2) Lack of Affordable Housing, Low Diversity of Housing Options
- 3) Economic growth and a desire to see a unified community vision
- 4) Population growth in all age cohorts, attracting new residents, retaining residents.
- 5) Lack of childcare
- 6) Recruitment and retention of city employees and volunteers
- 7) Inflation
- 8) Improving communication with residents and within the city.

**EXPECTATIONS**

- 1) To learn more about the needs of all departments
- 2) To listen and hear new ways of doing business
- 3) To hear others' thoughts and have an open discussion to set priorities with the vision in mind
- 4) To build consensus on important goals to move forward
- 5) To build consensus and understand the overall goals

<b>REVIEW OF FISCAL YEAR 2021 &amp; 2022 ON-GOING PROJECTS AND NEW INITIATIVES WORK PLAN</b>
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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.	<b>Continue with the Development of the Zone of Confluence and Iowa Reinvestment Act programs.</b> Progress is being made. Grinnell College approved the construction of the Civic Engagement Quad with construction set to begin. Development agreement for Merge Urban Development project approved. Financial tools established. Work remains. Iowa Reinvestment Act revenue aiding Hotel Grinnell in challenging times.	Remain
2.	<b>Continue active Participation in Development of Mental Health Solutions in Grinnell.</b> This is the type of work that will require assistance from many others and anyone with a passion for this work should be encouraged to participate. Both emergency fund and long-term endowment created. Work will be ongoing. Campbell Fund has capacity to do more.	Remain
3.	<b>Continue proactive code enforcement for nuisances and incentives for improvements.</b>	Remove On-going,
4.	<b>Solution of the Veterans Building.</b> Continue to support the work to bring this project to successful conclusion. This project is under the complete purview of the Veterans Commission. Grinnell should plan to participate in the renovation of the Veteran's Memorial Building or other solution.	Remove. Project leaders will need to determine course.
5.	<b>Build a new water tower in south Grinnell.</b> Design began in FY 21 and financing plan in place.	Remain
6.	<b>Continue investigating options to improve existing sidewalks and expand sidewalks into all areas of Grinnell.</b> Focus first on city properties, school properties, and other public and quasi-public properties – these have been largely addressed. Expand recreational trail in city limits – Industrial Avenue to GMRC. We have a verbal commitment from the school to address their missing sidewalk segments. The city has made progress on performing evaluations and improving our sidewalks. The next step will be to work with private property owners. Most want to see this remain as a work item.	Remain
7.	<b>Continue examining options to perform community marketing in a cooperative manner to promote utilization of many assets in the community such as Central Park, Hotel Grinnell, the</b>	Remain

	<b>downtown, dining, trails, sports and recreation facilities, Grinnell College, historic buildings, aquatic center, library, businesses, and events.</b> The community has made significant investments that need to be utilized and promoted. This item also included development of events that utilize our facilities and appropriate promotion of these events with emphasis on Central Park. There was little mention of this as an ongoing priority. There is work that will continue forever more than likely.	
8.	<b>Continue to invest in our public infrastructure and prepare an annual capital improvement program to guide this effort.</b> Examine utility rates, service fees, and other revenue sources as a part of this annual process to ensure that the work needed if financially plausible. Some areas of emphasis include water mains, water storage, water wells, water production plant, 4 <sup>th</sup> Avenue from Pearl Street to Ferguson Street, expansion of the cemetery, sidewalks, a footing drain disconnection pilot program, appropriate funding for buildings, sanitary sewer mains and manholes, fire apparatus, and streets. There was sentiment that the FY 21-25 Capital Improvement Plan helps us to achieve our long-term infrastructure goals – this work will always be a priority, but the urgency is reduced slightly assuming we can implement this plan. Improve the water treatment plant.	Remove On-going We will continue to prepare a CIP and listing new specific projects would be more useful.
9.	<b>Continue to expand opportunities for staff development especially on-site training that allows department heads and staff to be involved in the training as a group.</b> This shall also include a greater commitment to improving the safety program beyond the good work that has been done in recent years. This will be ongoing, and staff seem to enjoy the training and time together. It may not need to be listed as a long-term planning priority but it is something we want to continue. Continue to make training available locally or otherwise.	Completed
10.	Pursue an indoor activity/sports complex.	Remove or Rethink
11.	Work with Chamber, Grinnell College, and others to improve the buildings in the Central Business District to allow business to thrive in all locations to avoid empty store fronts.	Remove On-going
12.	Work to make broadband available and reasonably affordable, starting in the downtown.	Completed
13.	Aggressive targeted retail recruitment to reduce retail leakage.	Completed
14.	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. Appropriate and robust commercial development at I80 that does not compete with the downtown.	Remove On-going
15.	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	Remove

	person communication and building relationships that matter will be the successes in the future.	
16.	More opportunity for discussion during the budget process.	Completed
17.	Continue to do succession planning for employees who are nearing retirement and other turn over.	Remove On-going
18.	Full utilization of Central Park in all four seasons.	Remove On-going
19.	Look at the some of the “big ideas” that we came up with during the focus groups – what can we do to set our community apart from others and increase our population.	Remove On-going

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 to continue work.

	<b>Item</b>	<b>Completed/Remain</b>
1.	More targeted and aggressive public/city investment to accomplish economic development priorities – partner with others to expand resource options. Projects identified as high priorities include redevelopment of the Beyer Building, 11 11 <sup>th</sup> Avenue, and the Masonic Temple. Proposals need to be brought to the Council for consideration. There was also strong support for the redevelopment of 1021 Main (former McNally’s site), 1020 Main (former Grinnell Sporting Goods site), and the ‘under development’ student residence building in the 1000 block of Broad. Partnering with the Grinnell School District to create a redevelopment plan for their property on US Highway 6 in west Grinnell if they plan to sell this property was supported.	Remove On-going
2.	Strong support for initiatives that expand housing options (type, cost, location, etc.). Many see this as a leading impediment to community growth and opportunity. Expand housing options that allow new residents to live in a quality, ‘affordable’ rental, or starter home. We are losing potential residents at this point – stop thinking that everyone buys a single-family home right away or ever for that matter.	Remove On-going New priorities should be identified as needed.
3.	Update job descriptions, compensation study, and success planning.	Completed
4.	Consider hiring a third-party consultant to analyze current EMS Operations and create a long-term strategic plan.	Completed
5.	County-wide 700-800 MHz digital radio system. County wide and interoperable communications in equal partnership with EMS agencies, fire departments, other cities, and the County. Development and implementation of new public safety communication system.	Completed



**REVIEW OF PROGRESS BEING MADE BY THE CITY:  
WHAT IS WORKING WELL?**

**THE SUCCESSES**

**Project/improvement - Infrastructure**

- Completed water system risk and resiliency assessment and US 6 water main
- Completion of wastewater plant
- Southeast sewer rehabilitation
- Battery backup and generator back up on traffic lights
- Downtown buildings (façade) getting much needed repairs
- Better teamwork of staff in projects
- Solution to 11<sup>th</sup> Ave property
- Identified site for water tower and negotiated purchase
- Derecho response and cleanup
- 2022 water main replacement project
- Initial steps moving forward to reduce lead service lines in the City of Grinnell
- Conversations that have brought forward some major infrastructure projects related to water (water plant, tower, wells, water main, etc.)
- GIS Mapping system to better “tighten up” our distribution/collection mapping
- Most City owned property now has sidewalks or improved sidewalks
- Major street improvements, such as:
  - 8<sup>th</sup> Avenue from West Street to Park Street.
  - Penrose 6<sup>th</sup> to 4<sup>th</sup>
  - Summer Street – road and water main
  - 5<sup>th</sup> Avenue – State to East
  - 4<sup>th</sup> Avenue Bridge
  - Sunset 8<sup>th</sup> to 11<sup>th</sup>
  - I80 Bridge enhancements
  - 13<sup>th</sup> Avenue from Sunset to Prairie
  - Work underway on planning for Iowa Highway 146 rebuild and enhancements
- Acquired land for new water plant.
- Airport runway improvements, including hangars, fuel system and lighting

**Budget/Finance**

- Compensation study done to get wages in order, including job descriptions and revising certification pay
- One time incentive pay approved for full-time and permanent part-time employees
- Upgraded financial software
- Always budgeting for things to replace
- Looking up dates for computers and staff knowing how to use
- Appears that City budget is typically in good standing; able to take care of emergencies as they come up
- Affirmed our AA- rating through Standard & Poor’s Global
- Modest reduction of property tax levy and anticipate this to continue

- Local Option Sales Tax and Utility Franchise Revenue remain strong and much of it is unencumbered
- Secured numerous grants – CDBG sewer, Great Places, Enhance Iowa, trail funds, etc.
- Issued \$5 million GO Bond (paid with LOST) for a variety of street projects, facility maintenance, and community development

### **Community & Economic Development/Housing/Parks & Recreation/Library**

- Rental inspection program up and running
- Continue to utilize parks
- Housing projects going good new ones coming to town
- Making sure MICA and Second Mile helping needy people and how we can help
- Like how we reach out to kids for learning through books and summer projects
- Smooth transition of new library director and assistant director
- Hosted Iowa Firefighter’s State Convention
- Movement on the development of the 11<sup>th</sup> Avenue property
- Addressing the lakes at city parks has been an excellent step forward; they were forgotten for many years and continuing to improve on them will only make them better assets
- Phase 2 of CDBG Façade grant - \$1.3 million in building improvements downtown
- Purchase of additional cemetery property
- Completed initial lake sediment studies for Nyanza and Arbor

### **City Operations/Human Resources/Policies/Facilities**

- Equity and inclusion group created with City Manager & Mayor
- Department heads identify when a policy needs to be reviewed
- Wellness Program- (should add gym membership or discount for membership)
- The continuation of seeking technological advances with software, computers, and networks
- We continue to maintain our buildings well and if we find issues, we put forth the effort to fixing and remedying the problem for better in the future.
- Employee recruitment and transitions at City Office
- Filling staffing needs at the Water Department and increasing staff by half of an operational position
- Successfully response to the 2020 Derecho and have all work done to close the project
- Population growth 2010 = 9,218 / 2020 = 9,563
- Significant success securing grant funds and donations for the Veteran’s Memorial Building – city fulfilled our commitment to do everything we could to help advance the effort to restore the building
- Full community fiber build out in the community with no cost and revenue for Iowa Reinvestment Act
- Hired new Water Director and Deputy City Clerk, etc.

### **Public Safety**

- New Police Chief hired in January 2021
- Embedded mental health care professional in to the police operations
- Selection of qualified individuals in the captain & sergeant positions

- Police vehicle markings and uniform patch redesign
- Mid-Iowa Narcotics Enforcement (MINE) Task Force participation
- Closer relationship with Poweshiek County Sheriff and deputies, more communication and training together
- Outer vest carrier systems for officers, removes equipment off belt and onto vest to avoid future back problems
- Attack mats implemented into vehicles. Floor mats designed to be Level 3 shield for tactical situations. Protection for critical incidents
- Community outreach with COVID subsiding we have been able to reengage in community with community programs. Coffee with a Cop, National Night Out, Bike Safety programs, Citizen & Teen Police Academies
- Alcohol & Tobacco Enforcement programs
- AED Equipment & Training implemented due to grants. Every patrol car now has an AED, all officers are trained and certified to use
- Retirement of civilian Records Clerk position and hiring of new employee- Shannon Watts
- Fraud & Scam prevention- Due to our large elderly population we have seen more and more falling victim to phone, email and internet scams. We have reached out to assisted living communities, local banks, and retail stores to educate on the signs of a scam and how to prevent
- Great job to all public safety workers, they don't receive enough thank you for all that they do
- The progress made on local EMS service. Completed two EMS studies and proposals
- Raised nearly 100% of capital costs to begin a municipal EMS service (\$600,000)
- County wide communications system improvements

**CHANGES THAT HAVE IMPACTED AND ARE EXPECTED TO IMPACT THE CITY:  
ISSUES AND OPPORTUNITIES**

**WHAT IS NOT WORKING WELL?**

**WHAT IS THE CITY CURRENTLY DOING THAT IT SHOULD NOT BE DOING?**

The following were identified as issues, concerns, trends, and opportunities that may affect future City services, policies, finances, or operations:

<b>Item</b>
Police Staffing, Recruiting & Retention- While we have been fortunate enough to have full authorized strength over the past couple years, we are still losing officers to other departments. Losing fully trained and experienced officers victimizes the citizens of the city and hampers productivity.
Mental Health approach for GPD: Mental Health continues to be a major problem in Iowa, specifically for police officers responding to persons in crisis. Lack of training and general knowledge of these types of situations can escalate into a use of force incident or worse.
Training- continues to be a challenge for our officers, specifically off-site training due to staff shortages for time off and budgetary funds available.
Technology- No rotational schedule set up for existing computers, servers, security camera systems, etc. Need to embrace new technologies to help our public safety mission.
CALEA Accreditation- Accreditation program for the department to ensure we are following nationwide best practices in policies and actions.
MINE Task Force- Drug & Narcotic Enforcement expansion for city.
School Resource Officers in High School & Middle Schools.
Citywide Public Information Officer/Communications Director needed.
Immediate need for new water plant. Need for an emergency contingency plan if water plant was to have a catastrophic failure.
Succession planning for 5-10-15-20 years from now.
Condition of city streets.
Lack of valve exercise program.
Not enough preventative maintenance on distribution/collection and lift stations.
Pool is not open long enough due to lifeguards being high school students. (maybe open just the main pool no slides, no lazy river) a lot of work goes into it to get it ready every year and its only used for 2.5 months.
Patching over manholes. Manholes should be raised, not patched over.
Waiting 6 months for road patch.
The correct enforcement of codes on building new and old.
Making sure our council meeting broadcast sound right and everyone gets heard.
Make sure people understand how to reach council and staff with concerns.
Indoor activity center.
New parks master plan and continue to upgrade our outdoor recreation opportunities.
Recruit more businesses to the downtown and I80 interchange.
While not in the city's control, encouragement for improvements to School District facilities.

Concern about keeping new and younger employees: Problem with working an entire year before any vacation time accrues, 3 months before sick leave starts and prorated personal days based on the date of hire. With the backdrop of COVID a new employee can get sick and have no safety net.
Volunteer FF availability Monday through Friday.
Employee recruitment is getting difficult.
Major deficit regarding the condition of Water Infrastructure.
More investment needed in the distribution system to replace old mains.
Rising operational costs that may require significant budget amendments.
Cost for private ownership of service lines is becoming increasingly more expensive. Lead line replacements pose as a significant burden. There are many lead services.
Outdated utility specifications.
Concerning trend: Water/Wastewater operators are “retiring out” at a rate that outpaces the number of new employees that are entering the work force.
Communication. The City simply must move towards increasing how the public can get information through social media.
Street trees. We’ve lost many, is there more the City can do to help plant more.
Branding. The Airport sign states the ‘City of Lights’ Most insignia currently read Jewel of the Prairie.
Advertising. What can the City do to showcase Grinnell and get the word out about on what our community offers.
Programming. Central Park is simply amazing after the upgrade project and can accommodate hundreds/thousands of people. There’s no reason an event couldn’t be held each weekend, but most weekend evenings you drive by the park and its empty.
Parking. Central Business District parking issues.
Daycare. It’s a huge issue among parents in our community in simply being able to find it in town.
School System. The buildings are becoming more and more run down. Can the City partner with the school on their next bond vote to ensure that it is a well-thought-out plan?
Water distribution system – install valves, repair known pipe deficiencies, lead services, and need for additional elevated storage.
City needs to be better about communications – emergency and otherwise. Coordination of community/economic development work in the community is done very poorly. Projects fall through cracks, information is not shared, communication about structure of system is non-existent.
Veterans Memorial Building vote in November 2023 – shift from restoring the building to design/build a memorial.
Beyer Building and 915 Main remain challenging downtown project.
Renewed effort on Equity in Service Delivery.
Community resiliency – some work complete but review what we learned from derecho, water system pressure loss, city hall back up/battery.
Although we gained population between 2010 and 2020 – we gained in the ‘wrong’ cohorts. We need to see gains in the 0-17 and 24-40 year-old ranges.
We seem to lack a big picture shared vision – partially because we have accomplished much of what we set out to do. What is next for the community?
Development of the I80 and 146 interchange has been at a standstill.
Downtown is an asset that is in good condition but will required constant investment and work.
City Council to work on providing big picture focus and direction – less concern over personalities of employees and more on performance of the collective staff.

Identified need for new water tower and plans were moving forward but costs have slowed this down.

Need better ways to get people around town without cars; bus and other alternatives.

Have to make sure codes are enforced right, have had problems.

**SIGNIFICANT INITIATIVES OR PROGRAMS (SOLUTIONS) -  
WHAT IS THE CITY NOT DOING  
THAT IT SHOULD BE DOING?**

	Item (What is the solution?)	New Initiative (Action Needed) Or On-Going
1.	<p>Recruiting &amp; Retention- Sgt. Ben Smith conducted a Recruiting and Retention study and gave the results to City Manager and myself. Key take a ways from his research and surveys were:</p> <ul style="list-style-type: none"> <li>• Planning &amp; Analysis- Conduct stay and exit interviews</li> <li>• Enhance compensation- Work/ Life balance issues- time off benefits, maternity, cost of living &amp; inflation concerns, competition with other departments of similar size and composition.</li> <li>• Employee engagement- Use a police model yearly evaluation, oppose to City's evaluation system.</li> <li>• Organizational effectiveness- Continue to re-evaluate promotion requirements &amp; workload management</li> <li>• Recommendation for Staffing-16 officers would put us at 1.68 per 1,000 residents, currently at 14 officers- 1.47 per 1,000. Additional officers and one supervisor for model.</li> <li>• Overtime not as appealing to newer officers when staffing shortages happen.</li> <li>• Education and training for promotional advances</li> <li>• Full time Investigator needed for case load.</li> <li>• Residency requirements- 15-mile rule.... needs to be evaluated and expanded out, or 30 min rule to PSB. Would increase recruiting pool of candidates.</li> <li>• Develop programs, "So you want to be a cop," to recruit candidates in our community.</li> </ul>	New
2.	<p>Mental Health Assistance: To improve our response, we have developed a five-step process going forward:</p> <ul style="list-style-type: none"> <li>• First, every Grinnell police officer be certified in Crisis Intervention Team response (CIT).</li> <li>• Second, create a "co-responder" program, in which certified mental health professionals' team up with police officers and provide a joint response to mental health calls. Mental Health Liaison position for both City and County LE. We have received a part-time employee from CAPSTONE, Faith Repp, from the Jail Diversion program. She works in our office three days a week and has been of tremendous help with response to persons in crisis and follow up care.</li> </ul>	On-going

	<ul style="list-style-type: none"> <li>• Third, a new mobile crisis response team (CRT), rather than police officers, to low-level mental health calls for service when there is no weapon present or indication that violence may occur. Current MCRT takes up to 90 mins to respond.</li> <li>• Forth, identify dispatch as the hub for intaking and triaging these types of calls. We provide additional training to make sure they're asking the right questions.</li> <li>• Decision trees built out, so they can delineate between CRT calls and co-responder calls.</li> <li>• Look for alternative ways of funding responses to mental health issues and substance abuse, along with funding for training &amp; education.</li> </ul>	
3.	<p>Training-</p> <ul style="list-style-type: none"> <li>• Training funds for FY 23-23 were increased for steppingstone schools for supervisors.</li> <li>• Bring training to the area when possible. We have the facilities to do so.</li> <li>• More enhanced mutual aid training with other municipalities and county agencies. If a major incident were to happen, we would rely on response of mutual aid agencies to assist.</li> <li>• Need more training scenarios and tabletop exercise to be more prepared and to identify processes and equipment shortages.</li> <li>• On-line training- Police One, Police Legal Sciences, Daigle Law Group</li> </ul>	On-going
4.	<p>Technology-</p> <ul style="list-style-type: none"> <li>• Identified Quartermaster to inventory all equipment and determine when equipment is outdated and in need of replacement for budgetary forecasting. Use of technology on patrol for enforcement.... License Plate Readers. Was able to obtain a demo unit from Motorola this last year to determine use and need. Additional speed signs in areas of concern for speeding.</li> <li>• Use of bar code system to inventory equipment and sensitive items.</li> <li>• New 700-800 MHz radio system is in planning stages and should eliminate dead spots for radio coverage and increase communications with Mutual Aid agencies.</li> <li>• Social media use continues to be a challenge, looking at expanding into Snap Chat or Instagram to reach younger population instead of just Facebook.</li> <li>• Software programs for Scheduling, Budget and Payroll.... need something citywide that sync all departments together...paperless system.</li> <li>• Expansion of Milestone Camera System (CCTV) into downtown area, specifically due to the expansion of college dorms and student activities or share this program with Campus Security in order to better monitor activities.</li> <li>• Volunteer Footage Program</li> </ul>	New

5.	<p>CALEA- Initial enrollment has begun for this program. The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by:</p> <ul style="list-style-type: none"> <li>• Maintaining a body of standards, policy overview and updating developed by public safety practitioners,</li> <li>• Covering a wide range of contemporary public safety initiatives,</li> <li>• Establishing and administering an accreditation process and recognizing professional excellence.</li> <li>• Specifically, CALEA's goals are to: <ul style="list-style-type: none"> <li>○ Strengthen crime prevention and control capabilities;</li> <li>○ Formalize essential management procedures;</li> <li>○ Establish fair and nondiscriminatory personnel practices;</li> <li>○ Improve service delivery; accountability and transparency</li> <li>○ Solidify interagency cooperation and coordination; and</li> <li>○ Increase community and staff confidence in the agency.</li> </ul> </li> </ul>	On-going
6.	MINE Task Force- Staffing allow us to place officer/ investigator back into the Mid Iowa Narcotics Enforcement Team (MINE) after several years of non-participation. Meth & Fentanyl are evident in Grinnell and growing.	On-going
7.	<p>Community Outreach programs-</p> <ul style="list-style-type: none"> <li>• Sent officer to DARE Instructor School in order to start the program up again at Middle School. No curriculum designed to help kids make better choices when it comes to drugs &amp; alcohol.</li> <li>• Citizen &amp; Teen Police Academy- Trying to get word out and recruit students for these programs.</li> <li>• Public forums- Virtual or in person, to receive feedback from community on what they believe our problems are in community...develop solutions to fix. This could also be done with on-line surveys.</li> <li>• Video Blogs- streaming updates on YouTube or other media outlet</li> <li>• Coffee with a Cop- local restaurants, coffee shops, retirement communities, etc. Develop open and trustworthy communications with the public.</li> <li>• Continue to build trust and communication with Grinnell College, eliminating the fear and threat of police with its students.</li> <li>• More foot patrol activities- officers need to get out of the cars and out on foot to communicate face to face with business owners and community members.</li> </ul>	On-going
8.	Create a new incentive and work with developers to develop more single-family housing.	New
9.	Incentivize city lots (buy land and offer lots at a reduce cost).	On-going
10.	Incorporate an indoor pool with the future indoor rec-center.	New
11.	Conduct another pay study, private sector has increased wages significantly over the last 2 years.	New
12.	Dental & vision insurance for employees	On-going
13.	Preventative Maintenance. Possibly get own equipment or other strategy to get this work done faster. Have patching equipment and repair patches regularly.	New

14.	We have lots coming with new building downtown and keeping public informed and what is happening	On-going, with #7
15.	Our downtown events enhance however we can get more people in them really like free events.	On-going
16.	Our police to be free to stop and talk and make friendships with people easier to feel relaxed and willing to talk to them openly and not feel they are police, and can't police be getting bad press as not our friends and they are!	On-going
17.	We are open to ideas and not just our way; share your thoughts.	On-going
18.	Better way to communicate to town about problem if something happens.	On-going, #7
19.	Keeping an open-door policy to hear people's side of problem and what can we do to fix it?	On-going
20.	Listed as an on-going project. Public recreation center at Ahrens Park is reaching 30 years old and is being surpassed in amenities by new facilities. Work with Ahrens Park foundation, school district, and other community partners in doing a study on a new facility. Or seek land acquisition for Indoor facility that could offer more than the traditional basketball/volleyball options we currently have which would influence others to utilize facility. Including possible indoor playground.	New, along with #10
21.	Last parks master plan was done in 2008. Although many things have been accomplished from that plan it would be wise to align with the current trends for our parks system.	New
22.	Continue recruitment of new business that are attractive for tourism and employment opportunities in the community.	On-going
23.	Continue to be a partner with the School district in finding a solution to upgrade those facilities.	On-going
24.	Has the city recently looked at benefits that other cities offer permanent part-time employees? If so, how do our policies compare?	New, along with #1
25.	Flex schedule for those whose jobs would allow. Example: work from home 1 day a week.	New, along with #1
26.	Look into employee recruitment issues (living distances, lack of dental insurance etc.).	New, along with #1
27.	EMS Solution for City.	On-going
28.	Solution for Veteran's Building.	On-going
29.	Review of our water infrastructure vulnerabilities and move forward with remediation as immediately as possible. Establish Contingency plan if the existing Water Treatment Facility has a critical failure. Design new Water Treatment Plant.	On-going
30.	Add additional funding for Water Main Replacement. Invest more in the distribution system (new mains, new valves, new fire hydrants, etc.) both through significant projects as well as "minor" projects (below public bidding). End goal to reduce the number of main breaks that occur and increase fire flow/capacities.	New
31.	Review Water Tower project and construct an appropriately sized tower for Grinnell's demands.	On-going
32.	Endorse a "service line" insurance company to allow homeowners the opportunity to better "insure" their service lines (water and wastewater).	New
33.	Implement 2-hour parking limit for on-street spots in the central business district from 8-6.	New

34.	Plant more trees at city owned properties.	New
35.	The City should have its own municipal campground. It would be another way to generate traffic coming to Grinnell, and a portion of land near one of the parks with a lake could greatly benefit from the increased activity.	New
36.	I-80 and Hwy 146 interchange corridor are there anything that can be done to spark improvements/new businesses to come.	On-going
37.	Economic Development Coordinator. Someone to cold call businesses to spark the idea of them potentially coming to Grinnell, among other things. It seems like Economic Development work in the community has been disjointed and uncoordinated the past two years. Do we have an economic development organization like other communities?	New
38.	Redevelop RC Industries property into a solar energy system that will offset 100% of city governments electrical demand.	On-going
39.	Lead an effort to develop an effective solution for community and economic development efforts.	New, along with #37
40.	Consider a Community Development and Communications Department for the city of Grinnell	New, along with #37 and #39
41.	Work with engineering consultants to design a new water plant, assess all aspects of the distribution system, develop a plan, and implement that plan.	On-going
42.	Consider reviving the Grinnell Renaissance concept for downtown development – see items above.	New, along with #37, 39 & 40
43.	Continue to prepare and implement a five-year CIP.	On-going
44.	Seeking funding sources for infrastructure improvements, such as the CDBG for sewer rehab.	On-going
45.	Continue street improvement projects.	On-going
46.	Incentive program to assist with private water and sewer line replacement.	New
47.	Cost-share program for sidewalk replacement.	New

**THE CITY’S GOALS PROGRAM  
FOR FISCAL YEARS 2023 & 2024**

**THE CITY’S ON-GOING PRIORITIES  
FOR FISCAL YEARS 2023 & 2024**

ON-GOING PRIORITIES

1.	<b>Continue with the Development of the Zone of Confluence and Iowa Reinvestment Act programs.</b> Progress is being made as dorm planning is advancing. Development agreement drafted. Financial tools established. Work remains.
2.	<b>Continue active Participation in Development of Mental Health Solutions in Grinnell.</b> This is the type of work that will require assistance from many others and anyone with a passion for this work should be encouraged to participate. Both emergency fund and long term endowment created. Work will be ongoing.
3.	<b>Build a new water tower in south Grinnell.</b> Design to begin in FY 21 and financing plan in place.
4.	<b>Continue investigating options to improve existing sidewalks and expand sidewalks into all areas of Grinnell.</b> 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. We have a verbal commitment from the school to address their missing sidewalk segments. The city has made progress on performing evaluations and improving our sidewalks. The next step will be to work with private property owners. Most want to see this remain as a work item.
5.	<b>Continue examining options to perform community marketing in a cooperative manner to promote utilization of many assets in the community such as Central Park, Hotel Grinnell, the downtown, dining, trails, sports and recreation facilities, Grinnell College, historic buildings, aquatic center, library, businesses, and events.</b> The community has made significant investments that need to be utilized and promoted. This item also included development of events that utilize our facilities and appropriate promotion of these events with emphasis on Central Park. There was little mention of this as an ongoing priority. There is work that will continue forever more than likely.
1.	Mental Health Assistance: To improve our response, we have developed a five-step process going forward: <ul style="list-style-type: none"> <li>• First, every Grinnell police officer be certified in Crisis Intervention Team response (CIT).</li> <li>• Second, create a “co-responder” program, in which certified mental health professionals’ team up with police officers and provide a joint response to mental health calls. Mental Health Liaison position for both City and County LE. We have received a part-time employee from CAPSTONE, Faith Repp, from the Jail Diversion program. She works in our office three days a week and has been of tremendous help with response to persons in crisis and follow up care.</li> </ul>

	<ul style="list-style-type: none"> <li>• Third, a new mobile crisis response team (CRT), rather than police officers, to low-level mental health calls for service when there is no weapon present or indication that violence may occur. Current MCRT takes up to 90 mins to respond.</li> <li>• Forth, identify dispatch as the hub for intaking and triaging these types of calls. We provide additional training to make sure they're asking the right questions.</li> <li>• Decision trees built out, so they can delineate between CRT calls and co-responder calls.</li> <li>• Look for alternative ways of funding responses to mental health issues and substance abuse, along with funding for training &amp; education.</li> </ul>
2.	<p>Training-</p> <ul style="list-style-type: none"> <li>• Training funds for FY 23-23 were increased for steppingstone schools for supervisors.</li> <li>• Bring training to the area when possible. We have the facilities to do so.</li> <li>• More enhanced mutual aid training with other municipalities and county agencies. If a major incident were to happen, we would rely on response of mutual aid agencies to assist.</li> <li>• Need more training scenarios and tabletop exercise to be more prepared and to identify processes and equipment shortages.</li> <li>• On-line training- Police One, Police Legal Sciences, Daigle Law Group</li> </ul>
3.	<p>CALEA- Initial enrollment has begun for this program. The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by:</p> <ul style="list-style-type: none"> <li>• Maintaining a body of standards, policy overview and updating developed by public safety practitioners,</li> <li>• Covering a wide range of contemporary public safety initiatives,</li> <li>• Establishing and administering an accreditation process and recognizing professional excellence.</li> <li>• Specifically, CALEA's goals are to: <ul style="list-style-type: none"> <li>○ Strengthen crime prevention and control capabilities;</li> <li>○ Formalize essential management procedures;</li> <li>○ Establish fair and nondiscriminatory personnel practices;</li> <li>○ Improve service delivery; accountability and transparency</li> <li>○ Solidify interagency cooperation and coordination; and</li> <li>○ Increase community and staff confidence in the agency.</li> </ul> </li> </ul>
4.	<p>MINE Task Force- Staffing allow us to place officer/ investigator back into the Mid Iowa Narcotics Enforcement Team (MINE) after several years of non-participation. Meth &amp; Fentanyl are evident in Grinnell and growing.</p>
5.	<p>Community Outreach programs-</p> <ul style="list-style-type: none"> <li>• Sent officer to DARE Instructor School in order to start the program up again at Middle School. No curriculum designed to help kids make better choices when it comes to drugs &amp; alcohol.</li> <li>• Citizen &amp; Teen Police Academy- Trying to get word out and recruit students for these programs.</li> <li>• Public forums- Virtual or in person, to receive feedback from community on what they believe our problems are in community...develop solutions to fix. This could also be done with on-line surveys.</li> <li>• Video Blogs- streaming updates on YouTube or other media outlet</li> <li>• Coffee with a Cop- local restaurants, coffee shops, retirement communities, etc. Develop open and trustworthy communications with the public.</li> </ul>

	<ul style="list-style-type: none"> <li>• Continue to build trust and communication with Grinnell College, eliminating the fear and threat of police with its students.</li> <li>• More foot patrol activities- officers need to get out of the cars and out on foot to communicate face to face with business owners and community members.</li> <li>• Things we have lots coming with new building downtown and keeping public informed and what is happening</li> <li>• Better way to communicate to town about problem if something happens.</li> </ul>
6.	Incentivize city lots (buy land and offer lots at a reduce cost).
7.	Dental & vision insurance for employees?
8.	Our downtown events enhance however we can to get more people in them really like free events.
9.	Our police to be free to stop and talk and make friendships with people easier to feel relaxed and willing to talk to them openly and not feel they are police and can't police be getting bad press as not our friends and they are!
10.	We are open to ideas and not just our way; share your thoughts.
11.	Keeping an open-door policy to hear people's side of problem and what can we do to fix it?
12.	Continue recruitment of new business that are attractive for tourism and employment opportunities in the community.
13.	Continue to be a partner with the School district in finding a solution to upgrade those facilities.
14.	EMS Solution for City.
15.	Solution for Veteran's Building.
16.	Review of our Water Infrastructure Vulnerabilities and move forward with remediation as immediately as possible. Establish Contingency plan if the existing Water Treatment Facility has a critical failure. (S)Design Water Treatment Plant (S)
17.	Review Water Tower project and construct an appropriately sized tower for Grinnell's demands.
18.	I-80 and Hwy 146 interchange corridor, is there anything that can be done to spark improvements/new businesses to come.
19.	Redevelop RC Industries property into a solar energy system that will offset 100% of city governments electrical demand.
20.	Work with engineering consultants to design a new water plant, assess all aspects of the distribution system, develop a plan, and implement that plan.
21.	Continue to prepare and implement a five-year CIP
22.	Seeking funding sources for infrastructure improvements, such as the CDBG for sewer rehab.

<b>THE CITY'S PROPOSED NEW INITIATIVES FISCAL YEARS 2023 &amp; 2024</b>
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# of VOTES

8	1.	Recruiting & Retention- Has the city recently looked at benefits that other cities offer permanent part-time employees? If so, how do our policies compare. Flex schedule for those whose jobs would allow. Example: work from home 1 day a week. Look into employee recruitment issues (living distances, lack of dental insurance etc.).
6	2.	Economic Development Coordinator. Someone to cold call businesses to spark the idea of them potentially coming to Grinnell, among other things. Lead an effort to develop and effective solution for community and economic development efforts. Consider a Community Development and Communications Department for the city of Grinnell – however complete item #2 first to see if another solution develops that would improve this work for the city also. (S) Consider reviving the Grinnell Renaissance concept for downtown development. Community Outreach programs - Things we have lots coming with new building downtown and keeping public informed and what is happening.
6	3.	Incentive program to assist private water/sewer line replacement.
5	4.	New Technology and replacement schedule.
5	5.	Work with developers to develop more single-family housing. Create new incentive.
4	6.	Endorse a “service line” insurance company to allow homeowners the opportunity to better “insure” their service lines (water and wastewater).
3	7.	Increase funding. Begin another round of Water Main Replacement project as soon as feasible. Invest more in the distribution system (new mains, new valves, new fire hydrants, etc.) both through significant projects as well as “minor” projects (below public bidding). End goal to reduce the number of main breaks that occur and increase fire flow/capacities.
3	8.	Cost-share program for sidewalk replacement.
2	9.	Conduct another pay study, private sector has increased wages significantly over the last 2 years.
2	10.	Preventative maintenance. New strategy and equipment. Have patching equipment and repair patches regularly.
0	11.	Last parks master plan was done in 2008. Although many things have been accomplished from that plan it would be wise to align with the current trends for our parks system.
0	12.	Incorporate an indoor pool with the future indoor rec-center. Listed as an on-going project. Public recreation center at Ahrens Park is reaching 30 years old and is being surpassed in amenities by new facilities. Work with Ahrens Park foundation, school district, and other community partners in doing a study on a new facility. Or seek land acquisition for Indoor facility that could offer more than the traditional basketball/volleyball options we currently have which would influence other to utilize facility. Including possible indoor playground.
0	13.	Implement 2-hour parking limit for on-street spots in the central business district
0	14.	Plant more trees at City Owned properties.

0	15.	The City should have its own municipal campground. It would be another way to generate traffic coming to Grinnell, and a portion of land near one of the parks with a lake could greatly benefit from the increased activity.
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**DEPARTMENT DIRECTORS RECOMMENDED  
NEW INITIATIVES FISCAL YEARS 2023 AND 2024  
from July 15, 2022 Workshop**

Those in attendance were:

Russ Behrens, City Manager  
Ann Wingerter, City Clerk/Finance Director  
Alyssa Devig, Deputy City Clerk  
Tyer Avis, Building & Planning Director  
Dan Sicard, Fire Chief

Dan Johnson, Police Captain  
Carl Eggermont, Assistant Public Services  
Supervisor  
Daniel Ramos, Wastewater Director  
Jordon Altenhofen, Water Director

# of VOTES

11	1.	<b>Economic Development Coordinator. Someone to cold call businesses to spark the idea of them potentially coming to Grinnell, among other things. (S) Lead an effort to develop and effective solution for community and economic development efforts. (S) Consider a Community Development and Communications Department for the city of Grinnell – however complete item #2 first to see if another solution develops that would improve this work for the city also. (S) Consider reviving the Grinnell Renaissance concept for downtown development – see items #2 above. (S)</b>
8	2.	<b>Increase funding. Begin another round of Water Main Replacement project as soon as feasible. Invest more in the distribution system (new mains, new valves, new fire hydrants, etc.) both through significant projects as well as “minor” projects (below public bidding). End goal to reduce the number of main breaks that occur and increase fire flow/capacities. (S)</b>
7	3.	<b>Recruiting &amp; Retention- Has the city recently looked at benefits that other cities offer permanent part-time employees? If so, how do our policies compare. Flex schedule for those whose jobs would allow. Example: work from home 1 day a week. (S) Look into employee recruitment issues (living distances, lack of dental insurance etc.)</b>
7	4.	<b>Technology-</b> <ul style="list-style-type: none"> <li>• Identified Quartermaster to inventory all equipment and determine when equipment is outdated and in need of replacement for budgetary forecasting. Use of technology on patrol for enforcement.... License Plate Readers. Was able to obtain a demo unit from Motorola this last year to determine use and need. Additional speed signs in areas of concern for speeding.</li> <li>• Use of bar code system to inventory equipment and sensitive items.</li> <li>• New 700-800 MHz radio system is in planning stages and should eliminate dead spots for radio coverage and increase communications with Mutual Aid agencies.</li> <li>• Social media use continues to be a challenge, looking at expanding into Snap Chat or Instagram to reach younger population instead of just Facebook.</li> </ul>

		<ul style="list-style-type: none"> <li>• Software programs for Scheduling, Budget and Payroll.... need something citywide that sync all departments together...paperless system.</li> <li>• Expansion of Milestone Camera System (CCTV) into downtown area, specifically due to the expansion of college dorms and student activities or share this program with Campus Security in order to better monitor activities. (S)</li> </ul> <p>Volunteer Footage Program (S)</p>
7	5.	<b>Preventative maintenance. New strategy and equipment. Have patching equipment and repair patches regularly. (S)</b>
5	6.	Incorporate an indoor pool with the future indoor rec-center. (S) Listed as an on-going project. Public recreation center at Ahrens Park is reaching 30 years old and is being surpassed in amenities by new facilities. Work with Ahrens Park foundation, school district, and other community partners in doing a study on a new facility. Or seek land acquisition for Indoor facility that could offer more than the traditional basketball/volleyball options we currently have which would influence other to utilize facility. Including possible indoor playground. (S)
3	7.	Community Outreach programs- Things we have lots coming with new building downtown and keeping public informed and what is happening (E)
3	8.	Work with developers to develop more single-family housing. Create new incentive.
3	9.	Endorse a “service line” insurance company to allow homeowners the opportunity to better “insure” their service lines (water and wastewater). (S)
2	10.	Implement 2-hour parking limit for on-street spots in the central business district from 8-6. (S)
2	12.	Plant more trees at City Owned properties. (S)
1	11.	Conduct another pay study, private sector has increased wages significantly over the last 2 years. (S)
1	13.	Last parks master plan was done in 2008. Although many things have been accomplished from that plan it would be wise to align with the current trends for our parks system. (S)
1	13.	The City should have its own municipal campground. It would be another way to generate traffic coming to Grinnell, and a portion of land near one of the parks with a lake could greatly benefit from the increased activity. (S)

**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 (Administrator 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 and other council members (Administrator to share with staff)
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

**ROLES AND RESPONSIBILITIES  
OF THE CITY 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 HEADS**

### **MOST SIGNIFICANT**

1. To provide leadership and goals for their departments
2. To manage the day-to-day 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
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 representative 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
3. To be informed of 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