

**CITY OF GRINNELL, IOWA**

**2020 LEADERSHIP - GOAL SETTING –**

**STRATEGIC PLANNING WORK SESSION**

**EXECUTIVE SUMMARY**



**Executive Summary Written by  
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2020 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION**

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# CITY OF GRINNELL, IA

## 2020 LEADERSHIP – GOAL SETTING – PLANNING WORK SESSION

### I INTRODUCTION

The City Council, City Manager, Department Directors and Community Partners of the City of Grinnell held a Leadership – Goal Setting – Strategic Planning Work Session on March 5, 2020. The work session was held at the Grinnell Public Safety Building. 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:

Mayor Dan Agnew	Mayor
Julie Davis	Council member
Byron Hueftle-Worley	Council member
Jim White	Council member
Rachel Bly	Council member
Lamoyne Gaard	Council member
Russ Behrens	City Manager
Ann Wingerter	City Clerk/Finance Officer
Marilyn Kennett	Library Director
Jordan Allsup	Park and Recreation Director
Jan Anderson	Water Resources Director
Dennis Reilly	Police Chief
Tyler Avis	Building and Planning Director
Rob Vest	Firefighter/Driver/Safety Coordinator
Carl Eggermont	Assistant Public Services Supervisor
Forrest Aldrich	City Engineer, Veenstra and Kimm
Rachael Kinnick	Chamber of Commerce Director
Laura Manatt	Poweshiek County Development Director
Monika Chavez	Community Engagement Director, Grinnell

The primary objectives of the session were:

- 1) To provide the opportunity for all members of the cities 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 (1 to 3-year perspective)
- 6) To develop an updated goals program for the city (1 to 3-year perspective)
- 7) To develop preliminary action plans for the highest priority goals
- 8) To review the roles of the City's leadership team
- 9) 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 public work session and City Manager Russ Behrens turned over the meeting to 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.

#### **IV REVIEW OF FISCAL YEARS 2019 & 2020 ON-GOING PRIORITIES AND NEW INITIATIVES**

The first review was of the previous adopted strategic plan from fiscal years 2019 and 2020. The facilitator reviewed the responses of the questionnaire to affirm which On-Going Priorities were completed and ones that should remain on the list. Next the facilitator did the same with the previously approved New Initiatives.

**See attachment A for the Review of Fiscal Years 2019 & 2020**

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

The next activity focused on a review of progress being made by the city over the last year or two. 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 and including the comprehensive list in an upcoming City Newsletter, on the website, continuous social media posts and/or in the local newspaper.

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

#### **VI THE CITIES MISSION, VALUES, AND MOTTO STATEMENTS**

##### **The Mission Statement**

The mission statement is a statement that describes the organizations overall purpose and reason for existing. Participants agreed it that the city needs a mission statement, and that it needs to be displayed and referenced. The facilitator provided a list of nine sample mission statements. Participants also agreed that that the City Manager would present the options for Council consideration at an upcoming meeting.

##### **The Values Statement**

The value statement reflects the spirit of the city and defines the core values that guide to the day-to-day activities of city personnel. It was also felt that the city needs value statements. The facilitator provided a list of nineteen (19) sample value statements. The City Manager agreed to develop a proposed value statement for the city to consider for adoption.

**VII 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 C for a Listing of Issues  
Facing the City**

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

Participants identified several issues and opportunities facing and City from a 1 to 3 year perspective. The listing provided a fresh update and consensus on issues, both external and internal, to be addressed by the city.

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

**IX THE GOALS PROGRAM**

The identified issues and opportunities were then converted into a proposed to your goals program for the city. It was pointed out that department Directors met two months prior, on January 7, 2020, and provided a recommendation to help the those voting determine what the top five goals should be. The facilitator provided a copy of the results before the participants voted anonymously. The proposed goals program needs to be further discussed and refined, agreed-upon, and then implemented.

**See Attachment E for the Proposed  
Goals Program for 2020-2022  
and Department Director Recommendations**

**X ROLES AND RESPONSIBILITIES**

Participants did not review the major roles and responsibilities of the City Council, individual council members, the Mayor, City Manager, Department Directors, city employees and citizens during the session, but resources were provided. The facilitator recommends the group refer to the city's organizational chart for an illustration, code of ordinance for further clarification, and upcoming draft of a Standard Operating Procedure manual, which can specify additional roles and responsibilities.

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

## **XI 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. She further challenge participants to be continuous learners, to accept, and appreciate diversity, to be team players, and to focus on the “big picture”. The facilitator thanked the participants and wished them well in their tenure serving Grinnell.

## **XII RECOMMENDED FOLLOW-UP ACTIONS**

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

A 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 plans be 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) The follow-up work session be scheduled in one-two years to evaluate progress and update the goals program

<b>REVIEW OF FISCAL YEAR 2019 &amp; 2020 ON-GOING PROJECTS AND NEW INITIAIVES 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?

	<b>Item</b>	<b>Completed/Remain</b>
1.	<b>Wastewater treatment plant replacement - construction.</b> Assigned to the Water Resources Director with oversight by the Public Works and Grounds Committee.	Largely Complete
2.	<b>Assist with the Development of the Zone of Confluence and Iowa Reinvestment Act programs.</b> Assigned to the City Manager with Oversight by the Finance Committee.	Remain Progress being made – dorm planning advancing. Development agreement drafted. Financial tools established. Work remains.
3.	<b>Electronic Records for the Cemetery.</b> Assigned to the Building and Planning Director with Oversight by the Public Works and Grounds Committee. The Park and Recreation Board should also be involved.	Complete – enhancements will be ongoing.
4.	<b>Active Participation in Development of Mental Health Solutions in Grinnell.</b> Assigned to the Chief of Police with Oversight by the Public Safety Committee. 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.	Remain Both emergency fund and long term endowment created. Work will be ongoing.
5.	<b>Proactive code enforcement for nuisances and incentives for improvements.</b> 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.	Remain Progress has been made but will likely never end. Larry Burnell’s house being rehabilitated is a great accomplishment.
6.	<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 prevue of the Veterans Commission.	Remain
7.	<b>Build a new water tower in south Grinnell.</b> Oversight by the Public Works and Grounds Committee. Managed by Water Resources Director assisted by City Manager. Others involved will include Veenstra and Kimm.	Remain Design to begin in FY 21 and financing plan in pace.
8.	<b>Promote housing initiatives that improve existing housing stock, reduce nuisance properties, and increase the diversity of housing options.</b> Oversight by the Planning Committee. Managed by City Manager assisted by City Clerk. Others involved will include Ahlers Law.	Remain We have made small advances (Spaulding Lofts, Grinnell garden Cottages, etc.



From the list of New Projects, Programs, Policies and Initiatives provided from your Strategic Priorities Plan, these items have been completed, thus will be removed and some will be moved to the On-going Priorities list in order to continue work.

	Item	Completed/Remain
1.	<p>Implement a rental inspection program to ensure quality living environments for renters, improve safety for renters and first responders, and to eliminate low quality housing. This may include a provision that would require all property sold on contract to be inspected prior to sale. This may also include a commercial property inspection program in the downtown to reduce the risk of fire or other hazards for all central business district properties. It was also suggested that we examine ordinances recently passed by neighboring communities that provide disincentives for those keeping housing units that have habitual criminal activity. Although rental inspection was the primary consideration, there was still strong support for continuation of work to expand housing diversity and access to quality housing in affordable price ranges.</p> <p>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.</p> <p>Oversight by the Planning Committee with Rachel Bly and Byron Hueftle Worley specifically assigned. Managed by Director of Building and Planning and Fire Chief, Police Chief (ordinance on criminal activity) and City Manager. Others involved will include the City Attorney.</p>	<p>Complete Interested in Feedback/Response /Efficacy</p> <p>Work on this continues but the program is in place. Most believe it can be removed since it is largely complete from a planning standpoint.</p>
2.	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Remain</p> <p>The Grinnell School District has made a commitment to address their missing sidewalk segments in the coming two to three years. 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.</p>
3.	<p>Examine options to perform community marketing in a cooperative manner to promote utilization of many assets in the community</p>	<p>Remain</p>

	<p>such as Central Park, Hotel Grinnell, the downtown, dining, trails, sports and recreation facilities, Grinnell College, historic buildings, aquatic center, library, businesses, and events. 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.</p> <p>Convene a working group to coordinate and develop a community marketing program. Identify a set of goals and anticipated outcomes.</p> <p>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.</p>	<p>There was little mention of this as an ongoing priority. This is work that will continue forever more than likely.</p>
4.	<p>Continue to invest in our public infrastructure.</p> <p>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, 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.</p> <p>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.</p>	<p>Remain 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.</p>
5.	<p>Expand opportunities for staff development especially on site training 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 good work that has been done in recent years.</p> <p>Conduct a survey of employees to determine topics of training interest. Identify sources for these topics. Create a calendar as far in advance as possible to maximize participation.</p> <p>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.</p>	<p>Remain 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.</p>

<b>REVIEW OF PROGRESS BEING MADE BY THE CITY: WHAT IS WORKING WELL?</b>
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## **THE SUCCESSES**

### **Project/improvement**

Reconstruction of US 6 and Iowa 146 Intersection.
East Street reconstruction from US 6 to Garfield Avenue.
Agreement reached on 16 <sup>th</sup> Avenue culvert replacement w/out litigation.
Successful construction and startup of the new wastewater treatment facility.
Several sewer line projects finished to reduce inflow and infiltration into the sanitary sewer system – final lining done in the Central Business District.
10 <sup>th</sup> Avenue West Street to Park Street reconstruction.
Vitality of Central Park following reconstruction – holiday lights.
Completion of the new skate park at Bailey Park.
Airport runway reconstructed, new runway lights, new fuel system, and new shared hangar. Plans in place to replace the taxiway and apron areas.
Automated solid waste collection implemented. Program has been embraced by the community and employees (eventually).
Significant street patching complete – 11 <sup>th</sup> Avenue for example.
\$1 million storm water quality project is underway and preliminary work on first projects has been completed.
Water Resource Recycling Facility (WRRF) nearing completion.
Trail/sidewalk improvements near Merrill Park.

### **Finance**

Paying down debt for big projects (all phases of CBD reconstruction, library, aquatic center, public safety building)..
FY 21-25 Capital Improvement Plan (CIP) adopted w/ solid financial plan. This plan appears to be achievable.
Grinnell currently enjoys S & P Global Ratings' 'AA-' bond credit rating.
Annual financial audit was very positive regarding financial management.
No planned property tax levy increases, or utility rate increases beyond inflation adjustments even considering substantial past and planned capital projects.

### **Economic Development**

Downtown planning initiative updated: Public input & collaboration with partners.
Successful implementation of several of the downtown planning goals.
Received Iowa Great Places designation.
Robust activity in the Central Business District (CBD) – new bakery has been a huge hit.
Progress is being made to address the Veterans Memorial Building.

Although completed several years ago now, the Hotel Grinnell project has proven itself by adding significantly the vitality of the CBD and community overall.
The successful build out of the Grinnell Garden Cottages with minimal financial contribution from the city. Created a unique housing option that did not previously exist.
Worked to make several projects 'developer ready'.
Improvements to downtown facades and plans for another round in the works.
New sports bar opened – had been a long-time desire of the community.
Progress has been made to improve broadband service in the downtown and greater advances are possible.
Foundation has been created for several development projects (former RC Industries, Beyer Building, 11 <sup>th</sup> Avenue, Zone of Confluence with a myriad of resources/programs secured – historic tax credits, new market tax credits, opportunity zone, workforce housing tax credits, Iowa reinvestment funds, brownfield tax credits etc. Developer relationships have also been developed or strengthened.
Work with Grinnell College on the Zone of Confluence has been slow but steady progress is being made – downtown dorm planning is taking shape and an agreement is in the works with a potential project development team on other aspects (former McNally's site, etc.).
Work on targeted downtown business development has worked on a small scale (bakery, brewery, sports bar, etc.) – needs to be sustained and expanded.

### **City Operations**

Promoted City Clerk from within allowing for smooth and positive transition.
Operations of the new city offices and building maintenance remain positive and viewed favorably in the community.
City/College relations and tangible work together are extremely strong right now. Opportunity to welcome the new President to make certain this continues.
City policies are reviewed and updated as appropriate and necessary.
We are maintaining level of service with greater expectations and in some cases less resources.
Public buildings are in excellent condition – City Hall, Public Safety Building, Grinnell Mutual Family Aquatic Center, Drake Community Library, WRRF, nearly all parks, etc. Commitment to ongoing maintenance has been good.
Our employee safety program has been active and effective, work comp claims have been reduced and injuries have declined.
Navigated the elimination of the Professional Painters and Maintenance Employees (PPME) labor union contract.
Rental inspection program is in the implementation stage.
Helped to create a mental health wellness fund – both endowment and emergency fund.
Created electronic data base for Hazelwood Cemetery.
On site department training has been popular and useful.
Made progress on nuisance and abandon properties.

## **Public Safety**

Lexipol Policy Management System put in place at Police Department (PD).
Integrated body worn camera and in-car video system at PD.
Retirement of Police Captain and successful promotion of internal candidate.
Iowa Casualty Assurance Pool (ICAP) funding for policy management system and quarterly training opportunities at PD.
Design, financing, and purchase of new ladder truck.
Full review of all Fire Department (FD) Standard Operating Guidelines.
Grinnell was selected to host the Annual Fire Convention in 2020 and 2021.
Developed a disaster task force with Marion, Jasper, and Mahaska Counties.
Potential ambulance crisis averted for the time being.

**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:

**Item**

**Public infrastructure issues:**

- ◆ Street reconstruction, gaining ground but much work remains.
- ◆ Consider analysis of the water, storm sewer, sanitary sewer, and solid waste rates to insure equity, parity with peers, and sustainability regarding needs of those various operations.
- ◆ New chloride standards at the wastewater treatment facility. This will require significant upgrades to the drinking water treatment facility. Anticipated for FY 27. Overall rebuild of the facility is anticipated/necessary.
- ◆ Develop a policy to ensure code enforcement and contractor responsibility at the time a project is permitted (permits to work in public rights-of-way).
- ◆ It feels like we have finally arrived at a good place with our current CIP – the plan is realistic and achievable. Several projects are critical – new water tower for example.
- ◆ Assess recycling program and find ways to enhance. May need to secure Public Services property to prevent illegal dumping and recycling contamination. Review costs associated. Reduce/Reuse/Recycle – we need to be more creative about reducing waste.
- ◆ Avoid sprawl and utility expansions where there are options for redevelopment.
- ◆ If the current FY 21-25 CIP can be at least largely implemented our public infrastructure will be in excellent condition certainly when compared to where we were 15-20 years ago and when compared to peer communities.
- ◆ Sidewalk repairs, improvements, and construction.
- ◆ The city is nearing repayment of bond refinancing for much of the last cycle of significant projects (CBD, Public Safety Building, aquatic center, library, various street projects, etc.). This will allow significant reinvestment in new projects with a strategy of maintaining current debt payment levels that pick up where the legacy financings are paid off.

**Financial issues:**

- ◆ Grinnell has taken large capital projects on with reasonable rate adjustments that are sustainable and necessary. These larger projects often come with ‘sticker shock’; however, these are critical services and costs are relative.

- ◆ Grinnell currently enjoys Standard & Poor Global Ratings' 'AA-' bond credit rating. This is the fourth highest (AAA, AA+, AA, AA-) rating and realistically the maximum rating the city could achieve based on population and tax base (in terms of valuation). The city could work to strengthen general fund performance in terms of maintaining a healthy balance. Additionally, a review and possible formalization of city financial policies may be considered as part of the next debt planning process – possibly in late FY 20-21.
- ◆ Financial/budgeting software that allows real time access to budget information.
- ◆ Concern over never ending legislative 'fixes' to property tax system.
- ◆ Build up enterprise fund reserves.
- ◆ Reduced general fund (\$8.10 levy in particular) revenue.
- ◆ Concerns over the cost of keeping pace with technology.
- ◆ Balancing rates with need to perform maintenance and upgrades.
- ◆ Concerns over real or perceived loss of property from the tax rolls.
- ◆ Local option sales tax, utility franchise tax, hotel-motel tax, and even property tax revenues are strong or better than expected.

#### **Public Buildings:**

- ◆ Current facilities such as the Public Safety Building, Grinnell Mutual Family Aquatic Center, Drake Community Library, City Hall, and the Public Services buildings are in excellent condition. All believed this was a strength.
- ◆ Maintenance of publicly owned properties was listed as a strength but one that must be maintained and built upon.
- ◆ The Grinnell Veterans Memorial Building – it needs to be advanced one way or another in the next year or two maximum.
- ◆ Work with the school district to jointly develop an indoor activity center as part of the school's plans for a new Pre K-5 if possible. Another option might be to at least complimentary locations.
- ◆ Need an energy assessment on all municipal buildings.

#### **Staff:**

- ◆ Update job descriptions based on job task analysis (this was a common theme).
- ◆ Update salary survey.
- ◆ Scheduling/time accrual software – accessible and manageable by department heads.
- ◆ Employee retention; succession planning.

#### **Community and Economic Development:**

- ◆ 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.
- ◆ Daycare has been improved but more is needed.
- ◆ The Zone of Confluence was listed as an opportunity by nearly all respondents.
- ◆ Several listed the improvements to the Iowa Highway 146 corridor – starting with the 180 – 146 exchange enhancements as an opportunity/challenge.

- ◆ Many believe we could market our community much better than is currently being done.
- ◆ Former Iowa Telecom property.
- ◆ Beyer Building and the Masonic Temple need to be addressed (common theme).
- ◆ More targeted and aggressive spending to accomplish economic development priorities – partner with others to expand resources options. Some projects are simply taking too long creating a backlog that prevents advancement of not only those projects but potential future projects.
- ◆ We have a great community with the asset of having great schools. Continuing to collaborate, partner and strengthen relationships will be important moving forward.
- ◆ Several people noted that the lack of population growth is a significant concern.
- ◆ Continue to recruit new businesses that are attractive for tourism and create employment opportunities in the community.
- ◆ Need to update our sign ordinance for several reasons.
- ◆ Need to update our zoning ordinance.
- ◆ 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.
- ◆ Continue to improve nuisance and abandoned properties, work to redevelop properties where possible.
- ◆ Seek more growth and better utilization of existing parking options in the Central Business District.
- ◆ Create an environment to make Grinnell a destination location – tourism.

#### **Public Safety:**

- ◆ Impact of mental health service deficiencies on city services (concern).
- ◆ Recruitment and retention of volunteer fire fighters.
- ◆ County-wide 700-800 MHz digital radio system. Working toward a county-wide and interoperable communications. Development and implementation of new public safety communication system in equal partnership with other cities, emergency medical service organizations, fire departments, and the County.
- ◆ Significant concern about Emergency Medical Services (EMS). Need long-term solutions. Grinnell Regional Medical Center (GRMC) – Unity Point now performing their own transports out of their Marshalltown facility. Significant cost increase will impact General Fund (ability to build reserves and other GF operations). Uncertainty about service area and long-standing partnerships. Research all EMS options.
- ◆ City has been active participant of tobacco free policies in parks and employment policies.
- ◆ Lack of accessible, affordable, and/or quality mental health services.

#### **Miscellaneous:**

- ◆ Ever growing need for improved technology. Continue to keep up with technology city wide (website enhancements, payment options, etc. Consider hiring a public information officer, technology specialist, marketing director, etc. rolled into one position).
- ◆ City policy review committee/update-review policies on a regular basis.



- ◆ The City is often pulled in various directions and asked to take on challenges outside our purview (ambulance, mental health, hospitals, schools, daycare, etc.). Many of these are not traditional city government requirements or responsibilities but these are critical to the overall health of our community. The city by all accounts has its house in order and maybe branching out to take on these broader community issues is needed or will only hinder our core mission?
- ◆ Update the city's comprehensive land use plan.
- ◆ Increase focus on volunteer recruitment.
- ◆ Increase focus on obtaining private donations and fundraising for community projects.

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

	Item (What is the solution to an issue?)	New Initiative (Action Needed) Or On-Going
1.	Develop pilot program to disconnect footing drains.	New
2.	Consider establishing fire service fees for commercial and industrial properties.	New
3.	Update the comprehensive land use plan and zoning ordinance.	New
4.	Work with the Chamber to develop city promotional multi-media materials for use in marketing and employee recruitment. May also utilize volunteers to collect information from community partners in order to create a packet.	New
5.	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. Citizen Academy.	New
6.	Appoint a communications director and social media coordinator	New
7.	Develop another deep drinking water well.	New
8.	Greatly improved sidewalks in a public / private partnership. Analyzing approach to replacement.	New
9.	Develop a policy to ensure code enforcement and contractor responsibility at the time a project is permitted (permits to work in public rights-of-way).	New
10.	Financial/budgeting software that allows real time access to budget information and payroll.	New
11.	Update job descriptions based on job task analysis, compensation study and succession planning.	New
12.	Need to consider an incentive for redevelopment of the Beyer Building, Iowa Telecom, and the Masonic Temple.	New
13.	More targeted and aggressive spending to accomplish economic development priorities – partner with others to expand resources options. Some projects are simply taking too long creating a backlog that prevents advancement of not only those projects but potential future projects. Proposals need to be brought to Council for consideration.	New

14.	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.	New
15.	Consider hiring a third party consultant to analyze current EMS Operations and create a long-term strategic plan.	New
16.	Conduct a study on solid waste/recycling solutions. Look at composting, reducing and reusing programs.	New
17.	Continued work on the Zone of Confluence and downtown revitalization, keep working with the college.	On-Going
18.	Analyze the Campbell Fund - this requires us to think bigger and find ways to address some of the root problems of poverty instead of just reacting. This is a different way of looking at the funds but could be an opportunity to help address big needs and big issues that would make our community a better place to live.	New
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.	On-Going
20.	Support community mental health solutions in effective ways and monitor results/successes.	New
21.	Grinnell should plan to participate more activity in the renovation of the Veteran’s Memorial Building while also requiring results and realistic timelines.	On-going
22.	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.	New
23.	Daycare has been improved but more is needed.	New

**THE CITY'S GOALS PROGRAM:  
PROPOSED ON-GOING PRIORITIES  
FOR FISCAL YEARS 2021 AND 2022**

## 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>Continue proactive code enforcement for nuisances and incentives for improvements.</b>
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 prevue of the Veterans Commission. Grinnell should plan to participate more activity in the renovation of the Veteran's Memorial Building.
5.	<b>Build a new water tower in south Grinnell.</b> Design to begin in FY 21 and financing plan in place.
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 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.
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 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.
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.
10.	Pursue an indoor activity/sports complex.
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.
12.	Work to make broadband available and reasonably affordable, starting in the downtown.
13.	Aggressive targeted retail recruitment to reduce retail leakage.
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.
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 person communication and building relationships that matter will be the successes in the future.
16.	More opportunity for discussion during the budget process.
17.	Continue to do succession planning for employees who are nearing retirement and other turn over.
18.	Full utilization of Central Park in all four seasons.
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.

**THE CITY'S PROPOSED NEW INITIATIVES  
FISCAL YEARS 2021 AND 2022  
(Most votes to least)**

# of  
Votes

18	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.
15	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.
9	3.	Update job descriptions, compensation study, and success planning.
8	4.	Consider hiring a third-party consultant to analyze current EMS Operations and create a long-term strategic plan.
8	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.
8	6.	Greatly improved sidewalks in a public / private partnership. Analyzing approach to replacement.
5	7.	Work with the Chamber to develop city promotional multi-media materials for use in marketing and employee recruitment. May also utilize volunteers to collect information from community partners in order to create a packet.
5	8.	Study solid waste/recycling solutions; looking at composting, reducing and reusing programs.
5	9.	Appoint a communications director and social media coordinator.
5	10.	Support community mental health solutions in effective ways and monitor results/successes.
4	11.	Update the comprehensive land use plan and zoning ordinance.
4	12.	Analyze the Campbell Fund to address some of the root problems of poverty instead of just reacting. This is a different way of looking at the funds but could be an opportunity to help address big needs and big issues that would make our community a better place to live. Need to be strategic as there are opportunities to expand the program.
3	13.	Develop a policy to ensure code enforcement and contractor responsibility at the time a project is permitted (permits to work in public rights-of-way).
2	14.	Develop another deep drinking water well.
2	15.	Financial/budgeting software that allows real time access to budget information and payroll.
1	16.	Daycare has been improved but more may be needed.
0	17.	Develop pilot program to disconnect footing drains.
0	18.	Consider establishing fire service fees for commercial and industrial properties.
0	19.	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. Citizen Academy.

Attachment E, Continued

**DEPARTMENT DIRECTORS RECOMMENDED  
NEW INITIATIVES CALENDAR YEARS 2020 AND 2021**

# of  
Votes

1	1.	Develop pilot program to disconnect footing drains.
0	2.	Establish fire connection fees.
2	3.	Update the comprehensive land use plan and zoning ordinance.
3	4.	Work with the Chamber to develop city promotional materials for use in marketing and employee recruitment. May also utilize volunteers to collect information from community partners in order to create a packet.
0	5.	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. Citizen Academy.
1	6.	Appoint a communications director and social media coordinator.
3	7.	Develop another deep well.
4	8.	Greatly improved sidewalks in a public / private partnership. Analyzing approach to replacement.
5	9.	Develop a policy to ensure code enforcement and contractor responsibility at the time a project is permitted (permits to work in public rights-of-way).
6	10.	Financial/budgeting software that allows real time access to budget information and payroll.
6	11.	Update job descriptions based on job task analysis.
3	12.	Beyer Building and the Masonic Temple need to be addressed.
5	13.	More targeted and aggressive spending to accomplish economic development priorities – partner with others to expand resources options. Some projects are simply taking too long creating a backlog that prevents advancement of not only those projects but potential future projects.
1	14.	County-wide 700-800 MHz digital radio system. County wide and interoperable communications. Development and implementation of new public safety communication system with County.
9	15.	Analyze current EMS Operations and create a long-term strategic plan.

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES  
OF THE CITY COUNCIL**

1. To provide leadership, direction, and long range planning for the city
2. To determine policy for the city
3. To hire and monitor the performance of the city administrator/manager (to manage city operations)
4. To adopt an annual budget for the city
5. To represent the collective
6. best interest of the city and the citizens of the city

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES  
OF INDIVIDUAL COUNCIL MEMBERS**

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 each other council members, staff and citizens
5. To share information and communicate openly with the city administrator/manager and other councilmembers



**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES OF  
THE MAYOR**

1. To conduct orderly and effective city Council meetings
2. To represent the city at 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 cities legal documents
6. To also function as a councilmember

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES  
OF THE CITY MANAGER/MANAGER**

1. To prepare and facilitate 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 for appointment, develop, evaluate and terminate (when necessary) city employees

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES OF  
DEPARTMENT DIRECTORS**

1. To provide leadership and goals for their departments
2. To manage the day-to-day operations of the departments
3. To prepare and administer the departments in your budget
4. To communicate and cooperate with other entities in the city
5. To keep the City Manager/manager and department staff informed
6. To provide training and development opportunities for department employees
7. To recommend new hires to the city administrator/manager

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES  
OF ALL CITY EMPLOYEES AND CITY OFFICIALS**

1. To have a positive attitude towards their job and when dealing with the public
2. To be team players
3. To be fiscally responsible
4. To be positive representatives in ambassador of the city
5. To have a strong work ethic
6. To be receptive to, and participate in, training and about and opportunities
7. To be innovative problem solver's

**MOST SIGNIFICANT  
ROLES AND RESPONSIBILITIES OF  
THE CITIZENS**

1. To vote in city elections
2. To provide fiscal support for city services and operations; I. E., to pay their taxes
3. To keep informed on issues that affect the city and to communicate their concerns to the cities elected officials and staff
4. To be involved in community affairs
5. To be positive contributors to the community

COUNTY-WIDE 700-800 MHz DIGITAL RADIO SYSTEM – COUNTY-WIDE  
INTEROPERABLE COMMUNICATIONS

**GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN**

This was identified as the 5<sup>TH</sup> highest priority by the Mayor and City Council.

Project leader(s):                   City Councilmember Jim White and Mayor Dan Agnew  
Staff Coordinator(s):               Fire Chief Dan Sicard and Police Chief Dennis Reilly

Activity	Completion Date
Chief Reilly and Chief Sicard will prepare a thorough summary of the current communication system in the county and strengths/weaknesses of this system. Their summary will explain the current funding system for county communications. Information will also be provided regarding specifics about possible improvements along with a budget. The purpose of this summary will be to inform those not familiar with the proposed system why it should be considered and what work has been done on this to date.	June 1, 2020
Determine what role the city of Grinnell should play in this process through communications with other fire departments, EMS providers, law enforcement partners, other cities, and county representatives. If necessary, make appointments to represent the city’s interests.	July 1, 2020
Engage in the process presumably guided by the County which involves all stakeholders to develop a new county-wide digital radio system.	August 1, 2020
All stakeholders review recommendations to install this new system. This recommendation will provide detail regarding equipment details, maintenance, effectiveness, funding, expenditures, and life cycle expectations.	December 1, 2020
New system is implemented.	July-December 2021

## TARGETED AND EFFECTIVE PUBLIC/PRIVATE INVESTMENT TO ACCOMPLISH ECONOMIC DEVELOPMENT PRIORITIES

### GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN

This was identified as the 1<sup>ST</sup> highest priority by the Mayor and City Council.

Project leader(s): City Councilmember Jo Wray and Mayor Dan Agnew  
 Staff Coordinator(s): City Manager Russ Behrens, City Clerk/Finance Officer Ann Wingerter, and Building/Planning Director Tyler Avis

Activity	Completion Date
City Council confirmation of priority projects: Beyer Building, Masonic Temple, 11 11 <sup>th</sup> Avenue, 1021 Main Street, 1020 Main Street, properties on west side of 1000 block of Broad Street, and partnering with the Grinnell School District to consider options for redevelopment of 400 6 <sup>th</sup> Avenue West.	June 1, 2020
Finance Committee will create standing agenda item 'Review economic development projects progress' as a recurring agenda item for the second meeting of each month.	June 15, 2020
Conduct a series of work sessions with city representatives, property owners, private developers, and community development partners to review projects' status, history, potential and needs.	August 1, 2020
In consultation with community development partners, create assessments and development proposals for the properties or projects. Proposals will examine funding layers, potential private development partners, review of existing plans/designs/proformas/etc. Proposals will identify barriers to successful development. Development partners include Grinnell College, Iowa Economic Development Authority, POW I80, the Grinnell Chamber of Commerce, and private development partners with records of success.	September 1, 2020
Development proposals will be presented to the City Council and partner organizations as appropriate. Feedback provided to staff and adjustments made.	October 1, 2020
City Manager will host monthly community development work sessions to exchange information, monitor progress, engage private developers, discuss progress, address impediments, and as needed apply pressure.	November 2020 then recurring

**CONDUCT EMERGENCY MEDICAL SERVICE STUDY TO ANALYZE  
CURRENT OPERATIONS AND CREATE A LONG-TERM PLAN TO IDENTIFY  
METHODS TO IMPROVE SERVICE FOR THE GRINNELL AREA**

**GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN**

This was identified as the 4<sup>th</sup> highest priority by the Mayor and City Council.

Project leader(s):                   City Councilmember Jim White and Mayor Dan Agnew  
Staff Coordinator(s):               City Manager Russ Behrens and Fire Chief Dan Sicard

Activity	Completion Date
Form Task Force to guide this process. Work with Task Force to establish scope of the project. For example, are we focusing efforts on the Grinnell EMS territory or larger geographic area? The membership of the Task Force may be influenced by the scope of the study and vice versa.	June 1, 2020
Develop a Request for Qualifications to solicit proposals regarding qualifications of consultants to perform this study. Identify at least three but no more than five consultants that we will invite to submit proposals.	August 1, 2020
Receive and review proposals. Task Force to make recommendation to the City Council ranking the consultants. City Council to consider proposals and presumably enter into a contract with the selected firm to perform the work.	October 1, 2020
Consultant to meet with Task Force to develop study guidelines, schedule, roles, expectations, strategies for public engagement, and expected outcomes. This will be done during the contract negotiation phase also.	November 1, 2020
Task Force and consultant work together to gather information, assemble alternatives, analyze options, garner feedback, and other necessary work to create analysis and draft a plan to build the optimal EMS system.	December 1, 2020 to August 1, 2021
Task Force to present final draft to Mayor and City Council	September 1, 2021
Phased implementation of the study recommendations.	January 2022 to January 2025
Study recommendations fully implemented.	February 2025

**STRONG SUPPORT FOR INITIATIVES THAT EXPAND RESIDENTIAL HOUSING – COMPLETE UPDATE TO EXISTING HOUSING STUDY**

**GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN**

This was identified as the 2<sup>ND</sup> highest priority by the Mayor and City Council.

Project leader(s): City Councilmember Rachel Bly and Mayor Dan Agnew  
 Staff Coordinator(s): City Manager Russ Behrens and Building/Planning Director Tyler Avis

Activity	Completion Date
Form Task Force to guide this process. Work with Task Force to establish scope of the project. There are several housing projects that have been completed, several that are being developed, and a great deal of uncertainty due to the impacts of COVID-19 on the economy. Updating the housing study is a prudent step to better understand how to deploy resources.	June 1, 2020
Develop a Request for Qualifications to solicit proposals regarding qualifications of consultants to perform this study. Identify three consultants that we will invite to submit proposals.	July 1, 2020
Receive and review proposals. Task Force to make recommendation to the City Council ranking the consultants. City Council to consider proposals and presumably enter into a contract with the selected firm to perform the work.	August 1, 2020
Consultant to meet with Task Force to develop study guidelines, schedule, roles, expectations, strategies for public engagement, and expected outcomes. This will be done during the contract negotiation phase also.	September 1, 2020
Task Force and consultant work together to gather information.	October 1, 2020 to December 1, 2020
Task Force to present final draft to Mayor and City Council	December 2020
Implement housing projects that are supported by the information and recommendations included in the final study.	2021 and 2022

## IMPROVE THE QUALITY AND AVAILABILITY OF SIDEWALKS ADJACENT TO BOTH PUBLIC AND PRIVATE PROPERTIES

### GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN

This was identified as the 6<sup>TH</sup> highest priority by the Mayor and City Council.

Project leader(s): City Councilmember Byron Hueftle-Worley and Mayor Dan Agnew

Staff Coordinator(s): Tyler Avis, Building and Planning Director and Duane Neff, Public Service Director. Others assisting upon request City Engineer Greg Roth and City Manager Russ Behrens (trails)

Activity	Completion Date
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 2020 and quarterly thereafter.	May 15, 2020
Develop a detailed budget for the expenditure of the sidewalk funds included and remaining in the FY 19-20 and FY 20-21 budgets with map of proposed improvements. Present this to the City Council at the first regular City Council meeting in June.	June 1, 2020
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 2020 construction season. Expand recreational trail in city limits – Industrial Avenue to GMRC.	July 1, 2020
Present a plan to the City Council regarding repair of private sidewalks.	September 1, 2020
Present a plan to the City Council regarding installation of sidewalks where none exist today. Plan should include funding strategy and incentives to encourage voluntary compliance and sequencing. Consult the City Attorney about legal remedies such as assessments.	December 1, 2020



## UPDATE JOB DESCRIPTIONS AND COMPENSATION STUDY WITH CONSIDERATION OF SUCCESSION PLANNING

### GOAL SETTING SESSION CITY OF GRINNELL- ACTION PLAN

This was identified as the 3<sup>RD</sup> highest priority by the Mayor and City Council.

Project leader(s): City Councilmember Jo Wray and Mayor Dan Agnew  
 Staff Coordinator(s): City Manager Russ Behrens and City Clerk/Finance  
 Officer Ann Wingerter

Activity	Completion Date
Consider strengths and weaknesses of the wage and compensation study that was done in 2010. Consider requesting a proposal from the same firm or employees for an update of that plan. Consider an employee committee to provide feedback to the City Council and management staff during the process.	June 1, 2020
Review and consider agreement with consultant to update job descriptions and perform a compensation study and pay plan.	July 6, 2020
Assemble all job descriptions and review them with staff, management, and consultant. Provide drafts of all updated job descriptions for the City Council to consider approval.	September 2020
Begin wage and compensation work.	October 1, 2020
First draft of wage and compensation study available for City Council and staff to review. Comments assembled and amendments incorporated as approved by the City Council.	March 2021
Final draft of the wage and compensation study adopted by the City Council. Implementation to begin with FY 21-22 budget.	June 2021