

CITY OF WEBSTER CITY, IOWA
GOAL SETTING REPORT
2022

Mayor:

John Hawkins

City Council:

Matt McKinney

Abbie Hansen

Megan McFarland

Logan Welch

City Manager:

Daniel Ortiz-Hernandez

Assistant City Manager:

Biridana (Biri) Bishop

Department Heads:

Police Chief: Shiloh Mork

Finance Director: Dodie Wolfram

City Attorney: Zack Chizek

Water & Wastewater Sup.: Nicolas Knowles

Adm. Service Director: Beth Chelesvig

City Manager Secretary: Ann Smith

Rec. & Public Grounds Director: Larry Flaws

City Clerk: Karyl Bonjour

Fire Chief: Chuck Stansfield

Street Sup.: Brandon Bahrenfuss

Public Works Director: Ken Wetzler-Retired

Rec. & P.G. Asst. Dir.: Breanne Leshner

Electric Dist. Supervisor: Adam Dickinson

Planning Director: Karla Wetzler-Retired

Facilitated by:

Patrick Callahan

Callahan Municipal Consultants, LLC

April 1, 2022

City of Webster City, Iowa

Mayor & City Council Goal Setting Session

2022

Introduction

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

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

Goal Setting Work Session

City Council Members and the Mayor held an informal non-binding work session that was facilitated by Mr. Callahan on April 1, 2022. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2020 and 2021, as listed by the Mayor and Council, and by the City Department Heads (**Exhibits A-1 & A-2**).
2. Review the list of most important issues, concerns and trends facing the City in 2022, as listed by the Mayor and Council Members and by the City Department Heads (**Exhibits B-1 & B-2**).
3. Review and revise the list of potential initiatives, policies, and programs. (**Exhibit C**)
4. Indicate those initiatives and programs that are the most urgent or important at this time.
5. Review and revise the list of potential capital projects. (**Exhibit D**)
6. Indicate those capital projects that are the most urgent or important at this time.
7. Provide comments and suggestions regarding teamwork objectives. (**Exhibits E-1 and E-2**)

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

THE CITY COUNCIL'S LIST OF "GIVENS"

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

A. Programs, Policies & Initiatives

1. Perform Lead Service Line Inventory and establish a Replacement Plan to meet EPA's Lead and Copper Rule October 16, 2024 Deadline.

Staff Comment: On December 16, 2021, the U.S. Environmental Protection Agency (EPA) announced next steps to strengthen the regulatory framework on lead in drinking water. Among the proposed changes, the EPA has prioritized replacing all Lead Service Lines. According to the EPA's Lead and Copper Rule revisions factsheet, "Replacing all lead service lines is an important public health goal. EPA intends to propose requirements that, along with other actions, would replace all lead service lines as quickly as feasible."

2. Reviewing/Revising the credit card policy and Amazon purchasing policy to conform auditor's recommendation/guidance.

Staff Comment: The City's financials are audited every year by an outside accounting firm. In recent years the auditors have commented during discussions with city staff on the general use of credit cards. They have recommended the City review and revise the credit card use policy and other lines of credit, such as the City's Amazon Business Account, in order to update and maintain appropriate controls and compliance with procurement policies and best practices.

3. Completion of the updating employee job descriptions – HR

Staff Comment: The City has not been immune to the challenges affecting many employers with recruiting, retaining, and succession planning. Job descriptions are periodically reviewed to ensure the responsibilities and duties are appropriate for the role and fulfill the city's mission and operational goals. Due to the significant number of recent and eligible retirements in the near future, and competitive environment to attract and retain talent, reviewing and updating employee job descriptions has a heightened emphasis as the City fills vacancies and evaluates organizational development needs.

4. Completion of an incentive program for obtaining water and wastewater operators licenses above minimum required level– HR

Staff Comment: The Iowa Department of Natural Resources Water Supply Operations (WSO) Section is responsible for certifying public water supply (drinking water) treatment and distribution operators, and wastewater operators. The certification requirements ensure that water and wastewater operators have sufficient knowledge and experience to properly operate the system, and in turn protect human health and safety, the environment, and the infrastructure investment. In an effort to promote professional development opportunities, cross training, and meet the future needs and certification requirements of the City's new wastewater treatment plant, the staff is exploring developing a program to

incentivize operators to pursue higher grade certifications above the minimum required.

5. Update zoning code as needed

Staff Comment: In 2021, the City completed an update of its comprehensive plan. The comprehensive plan, also known as a general plan, master plan or land use plan, is a document designed to guide the future actions of a city or county. The comprehensive plan also has a legal purpose in that the Iowa Supreme Court has specified that the comprehensive plan is to “direct use and development of property by dividing it into districts according to present and potential uses.” The comprehensive plan also presents a vision for the future with long-range goals and objectives for all activities that affect the local government. This includes guidance on how to make decisions on public and private land development proposals, the expenditure of public funds related to public infrastructure and the City’s capital improvement plan. A comprehensive plan includes recommendations and goals on land use, housing, and other areas that are described and enforced by the City’s zoning ordinance.

6. Update emergency plans:

Staff Comment: The City last updated the Multi-Hazard Emergency Operations Plan in 2019. Plan need to be reviewed and update to reflect new personnel, upgrade to digital radio system, and other operational considerations.

7. Explore creation of emergency backup location for police dispatching that includes both radio communication and telephone functionality.

Staff Comment: The City’s police department dispatching serves not only police department, but also fire, electric, water, sewer and public works crews. In an emergency, radio dispatching can be transferred to another agency There are questions and research that needs to be done regarding the ability to transfer telephone calls seamlessly.

8. Ensure all emergency services are being met within community of Webster City.

Staff Comment: City provides police, fire, and electric, water, and sewer utilities.

9. ADA Transition Plan

Staff Comment: Title II Americans with Disabilities Act (ADA) Title II has a broad impact on local governments as it specifically covers programs, services, or activities relating to areas of public transportation and updating existing infrastructure. Title II requires the City to develop a transition plan to bring facilities into compliance with ADA. The ADA Transition Plan identifies obstacles limiting the accessibility of sidewalks, curb ramps, and intersections in the public ROW to individuals with disabilities, and prioritizes improvements that should be made. These may include:

- a. Pedestrian ramps with appropriate slopes*
- b. Sidewalks with truncated domes to help visually impaired pedestrians*
- c. Traffic signals that include an audio component*

In addition to the cost to complete the transition plan, future right-of-way and city facility projects may see increased cost for components in order to comply with ADA requirements.

10. Update Procurement Policy

Staff Comment: In addition to reviewing and updating the procurement policy to conform with auditors' recommendations and best practices, the threshold limits were originally set in the 1990's. There are also difference in operational costs between the city utilities and general fund. For example, the cost to procure or repair electrical transformers or motors for the wastewater treatment plant may exceed the current threshold limit established over twenty years ago.

B. Capital Projects and Equipment Replacements

1. ADA Transition plan - \$85,000 for plan
2. Wastewater Treatment Plant - \$60,000,000

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

INITIATIVES AND PROGRAMS – 2022

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

A. Top Priority Programs and Policies

1. Staff Development Objectives
 - Develop or update standard operating procedures for all departments
 - Succession planning for future retirements
 - Reorganization of City departments and staff to better fit the needs of the City

Staff Comment: Over the next 10 years the City will observe a considerable number of employees consider retiring after many years, some even decades, of serving our community. The City has identified likely position that will have to be filled and has started to experience the retirement of several key positions. In addition, new regulations will further impact training and certifications required for certain positions (e.g., Commercial Driver's License, Water/Wastewater Operator). The City needs to plan, prepare, and develop a strategy to navigate and ensure the organization can navigate the challenges and changes to come.

2. Develop a strategic plan on how to address replacement of aging infrastructure

Staff Comment: The City's capital improvement plan (CIP) and capital equipment plan (CEP) are reviewed and developed each year for the next fiscal year budget development process. Both the CIP and CEP reflect items proposed for fiscal consideration over the next five years. In 2021, the City completed a pavement management report that assessed the condition of the pavement of the City's streets and roadways. A similar study is underway for the City's electric utility system. Both studies review and provide an assessment and recommendations for

future upgrades and improvements over the next 10 years. Pricing and lead times for equipment and components very volatile. In addition, hydraulic models of the city water, sewer, and storm sewer system would assist with planning future infrastructure improvements, develop maintenance strategies, guide rehabilitation, and be proactive in anticipating potential problems with the system. Whereas the CIP and CEP plans take into consideration the next 5 fiscal years, a strategic plan would seek to consolidate key information, recommendations, cost estimates, identify potential funding sources and evaluate needs beyond next five-year period.

3. Training and development of staff

Staff Comment: In the next 3-8 years a significant number of employees will be eligible to retire. Retirements of several key roles have taken place in 2021 already. In addition, the labor market to select new employees is becoming more challenging as the pool shrinks and competition increases. Some roles require state certifications while others require technical skills and continuing education hours. Some employees will be new to the organization and others may step into new roles and responsibilities. Beyond the required training certain positions require, there is also the need to invest in leadership, team development, and supervisor training in order to ensure we maintain a resilient organization that can accomplish the goals of the City.

4. Reviewing and bidding out City Trash Services and reviewing the current recycling contract for possible updating.

Staff Comment: The contract with the current trash hauler for city facilities and recycling citywide has been in place since 2003. A fuel surcharge has been included since 2008. Some residents have inquired to council members about trash and recycling services throughout the community. While questions and comments vary, some revolve around the size of the recycling containers, debris blow out of the recycling container by the wind, locations available to drop off recyclable items, and specific recyclable items allowed.

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

CAPITAL IMPROVEMENT PROJECTS – 2022

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

A. Top Priority Capital Projects & Equipment Purchases Project

1. AMI Metering for Water and Electric

Staff Comment: Advanced Metering Infrastructure (AMI) is an integrated system of equipment, communications, and information management systems for utilities to remotely collect customer water usage data in near real time. It has multiple potential benefits including more informed customers who would have the ability to monitor their water use in near real time, increased operational efficiency, and the ability to make better data-driven decisions.

2. Boone River Trail Extension to KYP, county parks or surrounding communities and Kendal Young Park Trail

Staff Comment: Advanced Metering Infrastructure (AMI) is an integrated system of equipment, communications, and information management systems for utilities to remotely collect customer water usage data in near real time. It has multiple potential benefits including more informed customers who would have the ability to monitor their water use in near real time, increased operational efficiency, and the ability to make better data-driven decisions.

3. Street Related Objectives

- Continuation of street improvements
- Street Infrastructure – ongoing or annual program
- Asphalt repair/rehab equipment to better maintain roads

Staff Comment: Road maintenance and rehabilitation of pavement infrastructure are essential to the vitality of the community. It ensures roads are safe and free of hazards, enhances transportation corridors for business and commerce, but also serves to create positive perception to visitors. Delaying or failing to invest in street infrastructure will compound problems and cost more to address in the future.

4. Splash Pad

Staff Comment: Every year the City Council Members and staff will hear “We don’t we have a splash pad?” Or, “when will we get a splash pad?” Some residents even travel to other communities to enjoy their splash pad. The City is fortunate to have the recreation amenities that it was. In recent years the concept of developing an aquatic center to replace the existing outdoor pool and include splash pad has been considered. The multi-million-dollar expense to build an aquatic center has been a significant constraint even before considering operating expenses once opened. The City Council wishes to consider a standalone community splash pad. Families, especially those with children too young for a large outdoor pool, enjoy the convenience and safety of a splash pad. In some cases, potential new residents will consider the availability of such an amenity when considering between two communities. A standalone splashpad open to the public free of charge ensures that the all families in the community have the opportunity to benefit from the investment the City makes. Most community splashpads throughout the state are free to use and serve as tourism attractions that are featured on Travel Iowa’s website:

<https://www.traveliowa.com/getinspireddetails/free-summer-fun-at-splash-pads/153/>.

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and building a better working relationship. The list of team building suggestions submitted by council members is identified as **Exhibit E-1**. The City Department Heads also identified their team building suggestions and their list is identified as **Exhibit E-2**.

FUTURE PLANNING SUGGESTIONS

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

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

It is recommended that the City Council review the lists of capital projects/equipment purchases, and initiatives, programs, and monitor the progress that is made on each item on a quarterly basis. The City could use a format that shows the project or item side by side with a comment that updates the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. The tentative dates for the quarterly updates are: July 18, October 17, January 16, and April 17.

It is important to note that the prioritizing of all the capital projects and various initiatives is not “cast in stone.” The two lists can be modified as new circumstances may dictate. Hopefully, the Mayor and City Council will repeat this process in 2024, which may result in some additional modifications.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

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

1. ***City Website.*** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City’s website for review by the citizens of Webster City.
2. ***Newspaper Article.*** The City could request that the local newspaper publish a list of the City Council’s goals and objectives.
3. ***Town Hall Meeting.*** The City Council could schedule a town hall meeting or public forum to present a summary of the City’s goals and objectives and to seek comments and observations from local residents.
4. ***City Hall Posting of Goals.*** The Council’s goals and objectives could be posted in the lobby area at City Hall for interested residents to review.
5. ***Community Leaders’ Meeting.*** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board, County Board of Supervisors, and the Chamber of Commerce Board of Directors to review and

discuss the City Council's goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.

6. ***Presentations to Service Clubs.*** The Mayor, Council Members, and City Manager could make brief presentations to local services clubs and organizations outlining the goals and objectives.
7. ***Public Places –Reading Material.*** A copy of this Goal Setting Report or a brief summary of the City's goals and objectives could be made available in public places, such as the Webster City Library, medical clinics, lawyer offices, or where local residents could read this report while waiting for appointments.

FINAL COMMENTS

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

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

Patrick Callahan - Callahan Municipal Consultants, LLC
April 5, 2022

**EXHIBIT A-1
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION - 2022-2023**

Major Accomplishments – Mayor/Council Members Responses

1. Main Street project
2. Completion of East Twin & Nokomis Parks
3. Updating policy to allow of trash carts and growth of new business
4. Implementing a plan for a new water treatment plant and moving forward with project/securing funding.
5. K9 Unit for Police Department
6. The road construction on the majority of Second Street
7. Adding more of the Arts in the Park
8. Adding more businesses to Webster City, to bring in more employment opportunities, such as Scooters, KC Nielsen, John Deere, and Karl Chevrolet.
9. Upgraded most playground equipment in parks.
10. New shelter at West Twin Park
11. Refurbished shelter at Brewer Park
12. Canoe access near 7B Ranch
13. City now collects fees for traffic fines
14. New city manager and assistant city manager
15. Bonebright Historical Park upgrades

**EXHIBIT A-2
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023**

Major Accomplishments – Department Heads

1. East Twin Park revitalization – Playground & walking path
2. West Twin Park Shelter
3. Second Street Project
4. Nokomis Park Playground Equipment
5. Wilson Brewer Park Revitalization – cabins reconditioned, trail, benches, & trees
6. Wehrheim Basketball Court
7. Hiring of City Manager – Bringing Daniel back to Webster City
8. Hiring of Assistant City Manager – Biridiana Bishop – part of succession planning
9. Working through/surviving COVID-19, while still accommodating city clients & customers
10. Taking steps in Cyber Security – new password guidelines & Know-Be-4 training
11. Starting an internship program
12. Raising water & sewer rates – beginning steps to finance multiple costly projects
13. Hiring outside financial advisors to help with budgeting, rates, large project financing
14. Completed Comprehensive Plan
15. Police K9 made possible by financial contributions from the community
16. City was fortunate to have three staff who managed the City while between city managers (Beth, Dodie, Ken)
17. New businesses – Karls, Napa, John Deere, Scooter, and Chevrolet dealership
18. Replacement of old vehicles and equipment
19. Construction of Street Department Building
20. Securing Planning and Design Loan for new Wastewater Treatment Plan (WWTP) Project

21. Securing a municipal advisor to aid in Identifying WWTP Construction Funds
22. Secured engineering firm to conduct a Safe Routes to School Study
23. Addressing issues with Water and Wastewater
24. City Ordinances for traffic citations to allow for the fines to come to the City
25. Update to Citywide communications systems – radios & phones
26. Electric underground conversion
27. Electric Utility Comprehensive Study
28. Continued effort for the demolition of dilapidated homes
29. New Annexation Study
30. New Housing Study
31. Annexation of almost 200 acres
32. Kendal Young Park (KTP) Improvements – new roofing on shelter, recondition limestone entrance, & horseshoe courts
33. New Indoor Pool cover
34. Fuller Hall – LED lighting
35. First Street Parking Lot

EXHIBIT B-1
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION - 2022-2023

Issues and Concerns – Mayor/Council Members Responses

1. City staff/directors reaching retirement and staffing shortages
2. Ongoing issues & concerns with keeping daycare center open and successful
3. Loss & changes in state revenues
4. Trust in City after pinhole leaks
5. Pot hole repairs
6. Recycle bins blowing away
7. Stop sign(s) at the intersections of Union/Walnut and Union/First St.
8. 2020 U. S. Census is not a true count (cause & effect and loss of money)
9. TIF uses and training on TIF

**EXHIBIT B-2
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023**

Issues and Concerns – Department Heads

1. General Fund financial forecast and its ability to sustain General Fund Departments
2. Aging infrastructure needs – streets, water, wastewater, & storm water
3. Riverbank stabilization and trail maintenance
4. Aging housing stock
5. Cost increases and lengthy supply chain delays
6. Impact of electrification
7. Childcare availability
8. Fire department apparatuses aging and need to be replaced
9. Fire Department routinely called on for mutual aid, but often the largest agency responding, if not, the only fire department on the scene
10. Fire Department should explore opportunity to share apparatus from nearby fire agencies unable to adequately respond to fire calls.
11. Cost to provide fire protection service to areas outside of city limits exceeds revenue that is brought in from the townships.
12. Lack of housing continues to be a significant issue in the community.
13. Major infrastructure needs in the near future will result in large rate increases for city's utilities, such as wastewater plant, water treatment plant, electric utility underground conversion, and AMI system.
14. Recent U.S. Census indicates 18.5% of residents are minority populations. There are few connections with them despite their growing population, youth in the community, and increased number of minority business owners.
15. Cost of equipment is dramatically increasing in addition to long lead times.
16. Website content and department information needs to be updated to better tell the "City story"
17. Kendall Young Park is a jewel in the community that could be further developed

18. Expansion of trail to Kendall Young Park needs to be rethought after County vacated former right-of way and reverting ownership to adjacent property owner.
19. Police dispatch is centralized in one location. In event of emergency, there is no backup location of operate out of and maintain continuity.
20. Attracting young adults and families to move to the community
21. Lack of retail opportunities resulting in people having to go elsewhere for goods
22. Competition with other entities and agencies for employees.
23. Having back up power at all City buildings.
24. Trying to bring in new businesses. Currently the City can't accept major sanitary sewer businesses, such as meat packing plants or hatcheries.
25. Equipment outdated/needng replaced, such as E34, hose, & loose equipment
26. Volunteerism at a low – Recruitment and Retention
27. Competing for time to dedicate to training with members & family commitments
28. Downtown dual occupancies with living spaces above retail shops
29. Smoke detectors in all living spaces
30. Residents cannot afford the needed utility rate increases
31. Need for more interaction with the County for such things as shared services and shared equipment.
32. Possible loss of the full time Fire Department
33. The City struggles with limited staffing capacity and capabilities. The issue is a combination of the number of staff available and possess the time and analytical ability to field and process the needs.
34. Struggle to recruit personnel willing to relocate to the community. City could consider extending response time for on call duty to 30-45 minutes, but residents' expectation of prompt service and response for afterhours and on call employees will be impacted.
35. Need for Code enforcement – nuisance abatement and property maintenance.
36. Lack of daycare for children – condition of the building and employees.

37. Dilapidated buildings & houses
38. Deteriorating rental properties
39. Wastewater Treatment Plant construction
40. Pinhole issue
41. Continuing street maintenance
42. Moving GIS program ahead
43. Funding for upkeep of park improvements
44. Funding for the brush site

**EXHIBIT C
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023**

Significant Initiatives, Programs, & Policies – Department Heads/Council Members Rankings

Goal/Objective	Dept. Head Votes	City Council Votes
1. Staff Development Objectives <ul style="list-style-type: none"> · Develop or update standard operating procedures for all depts. · Succession planning for future retirements · Reorganization of City Departments and staff to better fit the needs of the City. 	12	5
2. Develop a strategic plan on how to address replacement of aging infrastructure.	11	3
3. Training and development of staff	4	3
4. Reviewing and bidding out City Trash Services and reviewing the current recycling contract for possible updating.	0	3
5. Pursue grant opportunities	6	2
6. Technology Updates <ul style="list-style-type: none"> · Utilize technology to streamline services, manage assets, and record maintenance of assets. · Create a city app for residents to utilize for updates, events, etc. 	4	2
7. Develop hydraulic models of water, sewer and storm water systems to understand current capacity and ability to accommodate future development.	4	2
8. Residential Maintenance Code – owner occupied & rental property and Rental Housing Inspection Program.	4	2
9. Complete master plan studies or updates for water, sewer, and storm water and Wastewater Treatment Plant Improvement Plan.	1	1
10. Vehicle/equipment maintenance program to help with purchase justifications, replacement schedule, driving habits, etc.	9	0
11. Fire Department vehicle & equipment plan with emphasis on funding options, competitiveness, different operational models, and alternatives.	4	0
12. Enhanced community marketing program – such as a billboard on Highway 20.	2	0
13. Continue to work on community risk reduction through education, encouragement, and enforcement.	1	0
14. Update & revise Fee Schedule Resolution on an annual basis.	1	0
15. Consider fire and emergency services being conducted and how to continue relationships with surrounding areas.	0	0
16. Review water and sewer rates	0	0
17. Growth in commercial businesses	0	0
18. Change Wilson Brewer Historical Park to a board run facility	0	0

Goal/Objective	Dept. Head Votes	City Council Votes
19. Develop community engagement strategy for Police Department	0	0
20. Employment incentives for living within the City Limits	0	0
21. Review of sick leave policy (Retirement 60% vs 20%)	0	0
22. Double time pay for working holidays	0	0

**EXHIBIT D
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023**

Significant Initiatives, Programs, & Policies – Department Heads/Council Members Rankings

Goal/Objective	Dept. Head Votes	City Council Votes
1. AMI Metering for Water and Electric	11	5
2. Boone River Trail Extension to KYP, county parks or surrounding communities and Kendal Young Park Trail	4	5
3. Street Related Objectives <ul style="list-style-type: none"> · Continuation of street improvements · Street infrastructure – ongoing or annual program · Asphalt repair/rehab equipment to better maintain roads 	10	4
4. Splash Pad	1	4
5. Continuation of the CIPP lining of the sewer collection system	2	3
6. Fuller Hall Expansion – basketball courts & running track	11	2
7. Water Treatment Plant Upgrade - \$11,500,000	6	2
8. Vac truck for sewer operations	5	0
9. Advanced equipment for City mechanic – tire mounting equipment, tools, scanners, etc.	5	0
10. Continuation of the underground electrical	4	0
11. Emergency vehicles, including Fire Apparatus and Police Vehicles	3	0
12. Purchase new Fire Pumper - \$650,000 and purchase of new Fire Tanker/Pumper - \$450,00	2	0
13. Snow plow tracker/public dashboard	0	0
14. Buying the old Kmart and making it into a small Walmart or store like that.	0	0
15. New Aquatic Center – current Pool is 33 years old	0	0
16. Kendall Young Park (KYP) Revitalization	0	0
17. Removal of low head dam of White Fox Road, canoe/kayak access at site	0	0
18. Watermain improvements – Ongoing program	0	0

**EXHIBIT E-1
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023**

Teamwork Suggestions – Mayor/Council Member Responses

1. Good, clear, and timely communication
2. Education/Research on topics presented
3. Open mindedness to change
4. Go to training when available

EXHIBIT E-2
CITY OF WEBSTER CITY, IOWA
GOAL SETTING SESSION 2022-2023

Teamwork Suggestions – Department Heads

1. Roundtable meetings to promote communications, brainstorming and discussion on how to improve the community
2. Continue to promote expansion and growth for community
3. Help community members understand the “ why” of City projects and policies
4. Continue to provide a respectful and positive environment for staffing during council presentations
5. Continue to work together in a respectful and positive manner
6. That information is shared with all Council Members so they are knowledgeable and have the information needed when making decisions.
7. Quarterly review of the goals and objectives throughout the year following the Goal Setting Session – make this a priority so these are always revisited and either still being pursued or possibly not feasible any longer for some reason or another.
8. Giving staff a “heads up” regarding questions on agenda items such as large purchase requests, so they are more prepared at the meeting to answer.
9. Communication and teamwork is the key to all departments between council, staff and employees.
10. Mayor and City Council work together for the common good.
11. Mayor and City Council work with Department Heads to understand needs.
12. Mayor and City Council remain open to new ideas away from the “norm.”
13. Keep getting positive information out to the community etc. - City Website, Newspaper, Meetings, Open Houses, information to Service Clubs, Facebook & Media.