

City of Mason City: 2022 Police Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Work to keep the community safe	<ol style="list-style-type: none"> 1. Approval of SMART/SAFE City project 2. Ongoing partnership & support for mental health consumers 	<ol style="list-style-type: none"> 1. SMART/SAFE City buildout 2. HealthIM Basic Mental Health Screening tool rollout 	<ol style="list-style-type: none"> 1. Mental health & substance abuse workload 2. Increase in homelessness 3. Drug use/CMHISA
Work to ensure quality staffing and departmental leadership	<ol style="list-style-type: none"> 1. Now up to double-time pay is allowed for filling shifts 2. Hired some much-needed officers 3. Commitment to public safety by sworn staff and willingness to fill the gaps while short staffed 	<ol style="list-style-type: none"> 1. Reorganization of command staff & ensuring clear direction 2. Professional Development for command staff 3. Teamsters/Management relationship-building 4. Officer hiring process 	<ol style="list-style-type: none"> 1. Recruitment & retention – future retirements, attracting quality certified applicants 2. Maintaining morale; follow-up on exit interviews 3. Succession planning & avoiding a leadership vacuum 4. Officer fatigue - 12 hour shifts with time-off difficult
Work to ensure quality equipment and facilities	<ol style="list-style-type: none"> 1. Building upgrades 2. Body cams & new in-car video 	<ol style="list-style-type: none"> 1. Continued facility improvements- \$250,000 bond allocation 	<ol style="list-style-type: none"> 1. Vehicle, gasoline, and maintenance costs 2. IT has increased greatly, but IT support has not

City of Mason City: 2022 Fire/Ambulance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Work to keep the community safe	<ol style="list-style-type: none"> 1. Established ongoing joint training with MCPD focused on active shooter and hostage interdiction 2. Received grant for public education efforts 3. Getting shifts out in public more, staff have been able to pre-plan/ see larger buildings 	<ol style="list-style-type: none"> 1. ISO re-evaluation 2. New emergency medical dispatch and automatic mutual aid system with CG County dispatch 	<ol style="list-style-type: none"> 1. Time limitations- need to keep up with training, pre-planning, and public education
Attract, train & retain quality staff	<ol style="list-style-type: none"> 1. Culture change to more positive attitudes 2. Received grant for paramedic training 3. Hired 5 personnel and successfully completed 6-week firefighter academy training; candidate list exceeded previous years 4. Ongoing department leadership training program 	<ol style="list-style-type: none"> 1. Health & wellness initiative 2. Establish paramedic training pathway to utilize grant funding 3. Strategic planning to include financial planning, succession planning, risk management study, and economic resiliency strategy 	<ol style="list-style-type: none"> 1. Staff retirements- many over the next 5 years 2. Staff burnout due to high and increasing number of calls 3. Time considerations- additional requirements add to training demands for already limited time.
Work to ensure quality equipment and facilities	<ol style="list-style-type: none"> 1. Received grants for fire & EMS training props and rope rescue equipment 2. Implemented equipment & maintenance tracking software to streamline future efforts 	<ol style="list-style-type: none"> 1. Potential facility improvements/ expansion 	<ol style="list-style-type: none"> 1. Increased costs of firefighting equipment, outpacing our operations budget 2. Inability to purchase needed capital equipment due to lack of availability 3. Limited amount of space in station- training, equipment, office & living areas

City of Mason City: 2022 Fire/Ambulance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Work to ensure quality policies & procedures	1. Developed new EMS protocols and standards of care by committee including medical director	1. Standards of coverage analysis to ensure quality customer service	1. Software- constantly changing & increasing costs

City of Mason City: 2022 Engineering/Water Supply Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Ensure quality equipment & support for staff	<ol style="list-style-type: none"> 1. Filled the traffic control tech vacancy 	<ol style="list-style-type: none"> 1. Replace aging fleet vehicles 	<ol style="list-style-type: none"> 1. Recruitment & retention-upcoming retirements & salary ranges set by compensation study may be too low to attract quality replacements 2. Succession planning 3. Having adequate staffing for the work load required
Ensure safe & compliant drinking water supply	<ol style="list-style-type: none"> 1. Cleaning & painting of Eisenhower and S. Kentucky water towers 2. Replacing leaking fitting in raw water line 3. Replacing aging EDR electrodes, membranes, and valves 	<ol style="list-style-type: none"> 1. PLC replacement of custom-built panels 2. Continue to replace aging electrodes, membranes, and valves 3. Lead service line survey 	<ol style="list-style-type: none"> 1. Increasing water system demands from industrial users; adding capacity to water treatment plant 2. Lead service line replacement 3. Adding new wells away from the plant to keep away from Tier 2 regulations
Provide quality infrastructure design & project management, including future planning	<ol style="list-style-type: none"> 1. Completion of North Monroe street rehabilitation 2. Completion of South Eisenhower right-turn lane paving 3. Substantial completion of Mason Creek culvert project on S Virginia 4. Completion of 2021 annual department maintenance programs 	<ol style="list-style-type: none"> 1. Final draft of water distribution model & master planning 2. Winn Way & 12th NE SWAP project 3. Completion of water meter replacement program 4. 2022 annual programs 5. Revise & update standard specifications 6. Downtown ADA sidewalk compliance plan 7. Design of City utility plans & coordination for S Federal DOT project 	<ol style="list-style-type: none"> 1. Staffing & increased load with GIS mapping needs, including data collection 2. Playing “catch up” to maintain and replace infrastructure 3. Undersized infrastructure in southwest industrial area 4. Rising costs of construction & delays due to material ordering

City of Mason City: 2022 Operations & Maintenance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Ensure quality equipment & support for staff	<ol style="list-style-type: none"> 1. Ordered essential replacement equipment for all divisions 2. Kept vehicles going through parts and staff shortages 	<ol style="list-style-type: none"> 1. Vehicle replacement 	<ol style="list-style-type: none"> 1. Keep equipment running during long delivery times 2. Retaining & hiring qualified staff; need quality people who are also willing to work in a ditch 3. Keeping up with snow removal equipment replacement
Ensure safe & compliant water reclamation	<ol style="list-style-type: none"> 1. Hired replacement for pre-treatment coordinator position 2. Hired & training new lab tech 3. Maintained DNR lab certification 4. Plant staff replaced 3 of the 4 main lift pumps at plant 5. Plant staff repaired NE digester access covers 6. Reconstructed biofilter 7. Repaired collapsed underdrain in south trickling filter 	<ol style="list-style-type: none"> 1. Nutrient reduction facility planning; keep plant functioning at top performance until upgrades 2. Continue upgrades to raw lift pumps in pump station #1, pump #4 	<ol style="list-style-type: none"> 1. Possible PFAS water testing & treatment; keeping up with new rules & regulations from IDNR and EPA
Provide quality infrastructure & sanitation services	<ol style="list-style-type: none"> 1. Completed Phase 3 sanitary sewer televising 2. Completed 2022 sanitary sewer rehabilitation project 3. Ongoing replacement of 4" hydrant leads 4. Rebuilt storm sewers 5. Continued replacement of 	<ol style="list-style-type: none"> 1. Phase 4 sanitary sewer televising 2. 2023 sanitary sewer rehabilitation project 3. North Adams water main repair 4. 19th SW water and sewer main repair 	<ol style="list-style-type: none"> 1. The need to replace a large amount of aging water mains 2. Getting employees certified in water & wastewater

City of Mason City: 2022 Operations & Maintenance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
	water valves 6. Kept streets maintained 7. Provided efficient snow removal 8. Continued large item pickup 9. Kept sanitation going through COVID		
Ensure quality parks & recreational opportunities	1. Completed Winnebago Dam #1 fishing & kayak access project 2. Completed 2022 trail asphaltting project	1. Winnebago Dam #2 water feature work 2. Continued trail maintenance	
Deal with the Emerald Ash Borer issue	1. Removed numerous dead ash trees 2. Planted approximately 300 new trees	1. Continued tree removal & replacement	1. Coming up with a strategy for ash tree removal on private property

City of Mason City: 2022 Airport Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Act as a catalyst for economic development	1. Construction of the General Aviation Taxiway for new hangars	1.	1. Create additional shovel-ready hangar and industrial sites at the airport
Ensure quality services	1.	1.	1. Retaining air service 2. Attracting new ground transportation options
Provide quality project management, including future planning	1. Expansion of General Aviation transient parking apron	1. Sewer lagoon decommissioning 2. Commercial terminal replacement 3. Construction of new T-hangars 4. Acquisition of new fire truck	1. Completing terminal project on time & budget 2. Rehabilitation both runways

City of Mason City: 2022 Development Services Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Working to ensure quality housing & commercial stock	<ol style="list-style-type: none"> 1. Housing study nearly complete 2. Three dilapidated buildings demolished in past year; thirteen since inception of current blight elimination efforts 3. Developed building code effectiveness grading schedule 4. Keeping drug-induced homelessness in check 5. Keeping bedbugs in check 6. Keeping neighborhoods safe 	<ol style="list-style-type: none"> 1. Building and plumbing inspector re-certification, along with Master Plumber and Master HVAC licenses 2. Adoption of State Building Code update 3. Keeping drug-induced homelessness in check 4. Keeping bedbugs in check 5. Keeping neighborhoods safe 6. Continued 657A efforts to clean up, redevelop, or demolish distressed properties 7. Neighborhood revitalization grant application 	<ol style="list-style-type: none"> 1. Court system does not help enforce laws or code 2. More homelessness due to drugs 3. Crime 4. Keeping people code compliant 5. Increase in number of rental units & impact on staffing & other resources 6. Potential for economic impacts on housing, such as increased foreclosures & blight challenges
Working to help Mason City achieve orderly growth & improvement	<ol style="list-style-type: none"> 1. Updates to zoning ordinance to address gaps caused by changing development types and patterns 2. New development agreements for Shopko and Willow Creek Crossing 3. Established BuRLS fire code grant program, with five grants approved 4. Continued success and utilization of the CoRL and DoRL forgivable loan programs; nine loans approved thus far in FY23 5. Redevelopment of Southport 	<ol style="list-style-type: none"> 1. Completion of joint comprehensive plan 2. Zoning ordinance updates: Golf course development district, Z5 building design 3. Adoption of new floodplain regulations 4. FEMA Advanced Assistance Grant application for upstream stormwater storage on Mason & Ideal Creeks 5. Marketing Mohawk Square for redevelopment, with approximately 90 new residential units possible 6. Implement housing study and 	<ol style="list-style-type: none"> 1. Implementing housing and transit studies, Willow Creek plan, and joint comprehensive plan

City of Mason City: 2022 Development Services Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
	<p>commercial area</p> <p>6. Initiated joint comprehensive plan update with Cerro Gordo County and Clear Lake</p>	<p>continue work to renovate YWCA and other downtown residential initiatives</p>	
<p>Ensuring quality public transit</p>	<ol style="list-style-type: none"> 1. Completion of transit study; improvement of West Central route, purchase of new shelters 2. Creation and hiring of Transit Supervisor position 3. Interior renovation of transit station 4. Provided high-quality shuttle service for RAGBRAI 5. Expansion of cameras at transit station, improving security in downtown 	<ol style="list-style-type: none"> 1. Exterior restoration of the transit station 2. Purchase & installation of new bus shelter near Family Dollar on 15th NW 3. Removal of third-party benches throughout town that have become unsafe and eyesores 4. Upgrading maintenance shop flooring & equipment 5. Improve smoking areas & cleanliness issues 6. Major project to replace bus garage roof insulation 	<ol style="list-style-type: none"> 1. Driver recruitment & retention 2. Growing the transit system & attracting ridership 3. Facilitate the separation of transit and safety divisions to increase the quality of both services
<p>Supporting staff and the organization</p>		<ol style="list-style-type: none"> 1. Working on upgrades to City Hall building 2. Department operational improvements 3. Reorganize and fully staff the Code Enforcement Division 	<ol style="list-style-type: none"> 1. Software issues 2. Loss of experienced staff through retirement & attrition 3. Expand safety division's reach to include community safety, facilities, and fleet management 4. Continued budget challenges-never enough money

City of Mason City: 2022 Recreation Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Ensure quality recreation programming & public interface	<ol style="list-style-type: none"> 1. Assisted heavily with RAGBRAI 2. Youth sports enrollment up 21% 3. Fun N Sun summer program has a waiting list each week 4. Highland- new events & outings 5. Successful summer at aquatic center 6. Before & after school program is growing 	<ol style="list-style-type: none"> 1. Increasing cart rental fleet at Highland 2. E-sports programming 3. Annual flag football tournament 4. Possible after-school program at Jefferson Elementary 5. Better ways to utilize social media 6. Scheduling events & tournaments for 2023 7. End of year cleaning & closeout at aquatic center 	<ol style="list-style-type: none"> 1. Increased programs & participants with static staffing levels 2. Lack of volunteer coaches that can pass a background check 3. Program pricing is sensitive but costs are rising 4. Declining number of golfers 5. Decline of adult sports nationwide 6. Having correct staff in place before/after/during events 7. Working with golf members & their expectations of the course- keeping a positive attitude while enforcing rules people don't like
Fully utilize the Mason City Arena & other facilities	<ol style="list-style-type: none"> 1. Increased quality of services at arena with staffing transition 2. Taking on a 2nd junior hockey team 3. Cooperation with local organizations for facility usage 	<ol style="list-style-type: none"> 1. Getting "Arenafest" at the arena 2. A balance of ice & non-ice events at the arena- additional events such as conventions, seminars, etc. Hold 6 major non-ice hockey events in the arena per year 	<ol style="list-style-type: none"> 1. Working with changing Youth Hockey board/employees 2. Finding concerts to bring people in & get them excited
Attract, train & retain quality staff	<ol style="list-style-type: none"> 1. Two staff moved on to promotions in other communities- we hired & developed good people 	<ol style="list-style-type: none"> 1. Obtain full staffing and coaching levels for all activities, programs, and facilities 	<ol style="list-style-type: none"> 1. Employee shortages 2. Help for program coordinators to prevent burnout

City of Mason City: 2022 Recreation Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
	2. Successfully transitioned new staff into employment		
Enhance recreational facilities & equipment	<ol style="list-style-type: none"> 1. New scoreboards at Muse Norris youth complex 2. New fencing at Ray Rorick soccer complex 3. Having checklists and more organization for cleanliness of building 4. Highland improvements- new tees of 12 & 14, rebuild 2008 fairway reel units, prepare for cart shed removal, men's restroom & inside clubhouse repainting, stained deck & building exterior 5. Getting all 4 ice compressors fully operational 	<ol style="list-style-type: none"> 1. New shed & rock bed at Highland 2. Repainting inside clubhouse 3. Seek to improve glass & boards at arena 4. Highland- cleanup of dead & dying trees & trimming of low-hanging limbs 5. More vehicles for the department 6. Ray Rorick complex- parking, bathrooms, concessions improvements 7. New cooler for Fredrick Hanford softball complex concessions 8. Landscaping issues at Highland 9. Irrigation valve replacement at Highland 10. Muse Norris complex concessions 11. Storage & convenience on supplies & glass at arena 12. Install kayak launch at MacNider Campgrounds 13. Increase golf cart fleet to appropriate numbers for usage demand 	<ol style="list-style-type: none"> 1. Aquatic center is aging & getting outdated 2. Maximizing gymnasium resources by identifying efficiencies and enhancing partnerships 3. Upkeep at Muse Norris complex 4. Raising fences at Fredrick Hanford softball complex 5. Parking at Ray Rorick Park for soccer 6. Parking at Muse Norris youth softball complex 7. Facilities & activities geared for younger kids (1-3 years old)

City of Mason City: 2022 Library Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Properly maintain, secure & equip the facility	<ol style="list-style-type: none"> 1. Re-organization of staff area and service desk to use limited space more efficiently 2. New camera installation inside and outside the building 	<ol style="list-style-type: none"> 1. Continuing to create a pleasant, positive, safe, and welcoming environment for all citizens 2. Creating more efficient & effective building cleaning schedules 3. Working on a plan to update outdoor plants, etc. for 2023 4. Replacing Liebert Unit in archives department 5. Continuing to replace HVAC controls 	<ol style="list-style-type: none"> 1. Anticipating building issues 2. Keeping staff and public safe due to increased aggressive behavior from visitors
Enhance programs offered & their utilization	<ol style="list-style-type: none"> 1. Resuming regular programming has been well-received 2. Increased quality & quantity of young adult and adult programs 3. Collaboration with other community agencies 4. Reopened to pre-pandemic status 5. Started live music series again 6. The coffee shop is operating again 	<ol style="list-style-type: none"> 1. Continuing to identify patrons' needs for in-person programming 2. Continuing to identify patrons' needs for passive programming 	<ol style="list-style-type: none"> 1. Offering quality programming with limited staff 2. Keeping up with changing wants and needs of patrons 3. Helping individuals/ families in need and homeless population
Enhance physical/digital resources	<ol style="list-style-type: none"> 1. Creation of multiple new youth collections has 	<ol style="list-style-type: none"> 1. Continuing to work on collection development 	<ol style="list-style-type: none"> 1. Rising cost of materials 2. Book challenges (censorship)

City of Mason City: 2022 Library Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
offered & their utilization	<ul style="list-style-type: none"> increased circulation 2. New computer systems installed for public access 3. New book series labeling system implemented 4. Created new collections for middle grade, video games, and graphic novels for adults 	<ul style="list-style-type: none"> (acquisitions, weeding, recataloging, etc.) 2. Continuing to identify patrons' needs for new types of materials, both physical and digital 3. Additional new public-access computers 4. Cataloging and organization of archives materials 5. Increased promotion of library services & databases 	<ul style="list-style-type: none"> 3. Aging technology 4. Balancing print and digital collections based on demand
Support a quality and well-trained staff	<ul style="list-style-type: none"> 1. Training staff on multiple new physical and digital resources so they can effectively educate patrons 2. Enhanced team culture 3. Reconfigured positions to offer maximum direct public service 	<ul style="list-style-type: none"> 1. Improved efficiency of adult department's management & staff 2. Team building 3. Updating training on CPR & AED for new staff 	<ul style="list-style-type: none"> 1. Hiring quality, long-term staff members 2. Employee retention

City of Mason City: 2022 Museum Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Provide for the long-term funding of the Museum	<ol style="list-style-type: none"> 1. Fund-raised for the long-term benefit of the Museum with donor bequests & grants 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. Continue to raise funds to cope with possible changes to budget from rollback, etc.
Enhance facilities, programs & collections offered & their utilization	<ol style="list-style-type: none"> 1. Back to pre-COVID levels of classes and visitor experiences 2. Grant for free art classes for age 65 & up 3. Collected many excellent examples of American art 4. Created more outreach opportunities in the community 	<ol style="list-style-type: none"> 1. Solution to off-site collection storage issue 2. Space & equipment for classes of all kinds 3. True handicap-accessible bathrooms 	<ol style="list-style-type: none"> 1. Collection storage must be addressed
Support a quality and well-trained staff	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. Retain staff with a small budget and growing demands of limited staff

City of Mason City: 2022 Cemetery Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Ensure quality policies & public interface	<ol style="list-style-type: none"> 1. Created first rulebook in cemetery history 2. Starting to install new signage 3. Updated format for history walk 	<ol style="list-style-type: none"> 1. Cemetery signage replacement 2. Creating clearer processes for burials 	<ol style="list-style-type: none"> 1. Significant shift from mostly traditional burials to mostly cremation
Enhance facilities & equipment	<ol style="list-style-type: none"> 1. Pond restoration 2. New columbarium installed near pond 	<ol style="list-style-type: none"> 1. CIP- new shop building 2. Long-term tree replacement plan 3. Pollinator garden project 	<ol style="list-style-type: none"> 1. Ash tree removal
Attract, train & retain quality staff	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. Replacing aging seasonal staff

City of Mason City: 2022 Human Resources Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Recruit & retain a quality City workforce	<ol style="list-style-type: none"> 1. Implemented new marketing approach for Police recruitment 2. Hired 26 permanent & 139 seasonal positions in 1st 9 months of 2022 	<ol style="list-style-type: none"> 1. Negotiation of Fire & AFSCME labor agreements 2. Exploring new Police recruitment ideas 3. Managing an ongoing heavy recruitment in most areas of our workforce during a period of tight labor markets 4. Rolling out a new employee voluntary vision program 	<ol style="list-style-type: none"> 1. Tight labor markets creating hiring challenges for skilled positions 2. Retention of staff during periods of rising wage rates 3. Retirements of key management staff and aging workforce
Develop & support organizational development	<ol style="list-style-type: none"> 1. Supported RAGBRAI through leadership of a committee 2. Supported re-engagement of employee wellness committee 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1.
See to the proper maintenance of personnel records	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. Need to become even more paperless in administrative areas

City of Mason City: 2022 Administration/Clerk Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Ensure quality public information & outreach	<ol style="list-style-type: none"> 1. Created infographics & other materials for LOSST election, which earned 86% voter approval 2. Enhanced marketing efforts & use of social media 3. Launched TextMyGov citizen engagement platform 4. Transitioned emergency notification system from CodeRED to Alert Iowa 	<ol style="list-style-type: none"> 1. Buddy the Elf social media campaign 2. TextMyGov- increase wording & options to promote increased public usage 3. Continue research on additional marketing options and platforms 	<ol style="list-style-type: none"> 1. Staff involvement with outreach- decrease in updating website and other platforms
Develop & support City organization	<ol style="list-style-type: none"> 1. 	<ol style="list-style-type: none"> 1. Police recruitment 	<ol style="list-style-type: none"> 1. Transition of staff in various positions- retirements, etc., maintaining or increasing current level of service 2. State government legislation and limitations on 411/TIF/ property taxes/ LOSST 3. Continue employee engagement- team building events to keep morale up, increase options for increased participation 4. Competition for workforce
Lead the way on critical projects & initiatives	<ol style="list-style-type: none"> 1. Destination Iowa- \$4.5 million award for rec trail & mountain biking improvements 	<ol style="list-style-type: none"> 1. Getting Hyatt Place ready to start construction 2. Highway 122 West improvements- seeking DOT 	<ol style="list-style-type: none"> 1. Increasing capacity for water/ wastewater utilities to meet economic development demands 2. Continuing to aggressively

City of Mason City: 2022 Administration/Clerk Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
	<ul style="list-style-type: none"> 2. Skywalk construction 3. Highly successful RAGBRAI 2022 event 4. River II apartments starting construction 	<ul style="list-style-type: none"> funding/ place in five-year plan 3. Increasing housing options across the board 4. Awards research & applications: Tree City USA and Growth awards, other nominations 5. Destination Iowa planning & implementation 	<ul style="list-style-type: none"> combat vacant and blighted buildings 3. Reforestation of urban canopy lost from EAB
See to the proper maintenance of City records	<ul style="list-style-type: none"> 1. Brought indexing to current 	<ul style="list-style-type: none"> 1. Updating animal licensing system 2. Plan for shifting to electronic records 	<ul style="list-style-type: none"> 1. Destruction of old files 2. On-line licensing

City of Mason City: 2022 Finance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Be a leader in City Hall and assist the City Administrator	<ol style="list-style-type: none"> 1. Participation in the RAGBRAI planning & organization process 2. Oversight of remodeling & securing City Hall 	<ol style="list-style-type: none"> 1. Joint comprehensive plan process 2. City Hall building committee work & facility items 3. Planning & implementation of goal-setting process 	<ol style="list-style-type: none"> 1. Balance these duties with core finance duties
Ensure quality accounting and financials & maintain strong financial condition	<ol style="list-style-type: none"> 1. Development of successful FY23 budget and FY23-FY27 CIP 2. Restructuring of bank accounts and cash management 3. Audit RFP- identified new auditors after 25+ years with same firm 	<ol style="list-style-type: none"> 1. Reconciling bank accounts 2. Restructuring Caselle reports to better match new accounting procedures 3. Continued improvements to the budget & CIP process- dedicated line-items for projects & ongoing initiatives 4. Completion of FY22 audit and submission for GFOA Certificate of Achievement 	<ol style="list-style-type: none"> 1. Budget constraints with rising costs 2. State revenue restrictions or threat of outright robbery of local funds 3. CIP challenges- funding of major road projects (Highway 122 West especially) & Water Reclamation Plant upgrades 4. Inflation- need for wages & benefits to rise more quickly than growth in revenues
Support the City's departments & initiatives	<ol style="list-style-type: none"> 1. Better communications inter- and intra-departmentally 2. Introducing different formats of GIS to a wide variety of users throughout the City 3. Numerous grants written and currently being administered 	<ol style="list-style-type: none"> 1. Working toward a more efficient and paperless workplace- MiViewPoint, etc. 2. Editing and upgrading the cemetery GIS to newer programs to provide assistance to workers in the field and better management of the public map 3. Creating a GIS website for MCPD to visually display crime, call data 	<ol style="list-style-type: none"> 1. Transition of users from ArcMap to ArcPro 2. Need/budget for increased movement toward digitization of records

City of Mason City: 2022 Finance Department Goals

<u>Goal</u>	<u>Accomplishments</u>	<u>Work in Progress</u>	<u>Challenges</u>
Enhance the City's technological infrastructure	<ol style="list-style-type: none"> 1. Implemented plans for communications upgrades and replacements. 2. Strengthening the bond with County GIS 3. Council approval of new phone system and Office 365 upgrade and implementation in progress 	<ol style="list-style-type: none"> 1. Server upgrades 2. Computer replacement 3. Mapping and obtaining of data of City and County trails using the DSM MPO data bike 	<ol style="list-style-type: none"> 1. GIS database cleanup and re-organization 2. Converting old databases into a usable format with the new software 3. Keeping pace with necessary technology upgrades
Attract, train & retain quality staff	<ol style="list-style-type: none"> 1. Achieved full staffing after a period of turnover and promotions 2. Efficiency/ teamwork within Finance- everyone finding their niche 	<ol style="list-style-type: none"> 1. Finding increased efficiency within utility billing 2. Cross-training of employees 	<ol style="list-style-type: none"> 1. Continued training and upskilling of staff in their new positions