

CAPSTONE REPORT: SPRING 2022

Maquoketa City Council Goal Setting and Governance

CITY OF

MAQUOKETA

ONE OF A KIND

MPA Team

Caleb Smith

Cami Rasmussen

Lily Sronkoski

IOWA

School of Planning
and Public Affairs

 THE UNIVERSITY OF IOWA
IOWA INITIATIVE
FOR SUSTAINABLE COMMUNITIES

Table of Content

Acknowledgments	3
Executive Summary	4
Purpose of the Project	5
Introduction	6
Background	7
Community History	8
Planning History	8
2020 Demographics	8
Property Valuation and Levy History	10
Methods	12
Literature Review	14
Findings	15
Survey Results	16
Interview Findings	17
Questionnaire Results	18
Strategic Planning and Goal Setting Workshop Outcomes	19
Workshop Activity Outcomes	22
Policy Recommendations	23
Goal Setting	24
Onboarding	25
General Recommendation	27
Diversity, Equity, Inclusion and Justice	28
Impact	29
Recommendation	29
Conclusion	30
Appendix	31
Survey Questions	31
Interview Questions	32
Maquoketa Visit Itinerary	34
Community Character Questionnaire	35
Strategic Planning & Goal Setting Workshop Agenda	37
Maquoketa City Council New Member Onboarding Packet	38
Sample of Codes of Ethics/Conduct	46
Documents	53
References	54

Acknowledgements

The University of Iowa School of Planning and Public Affairs

Iowa Initiative for Sustainable Communities

City of Maquoketa City Council and Staff

Phuong Nguyen, Associate Professor

Travis Kraus, Associate Professor of Practice

Mark Lyon, Maquoketa City Councilman, 5th Ward

Josh Boldt, Maquoketa City Manager

Ben Champ; Alumni Mentor, Pleasant Hill City Manager

Dave Heiar, Jackson County Economic Alliance, Senior Advisor

Kelley Brown, Jackson County Economic Alliance, Director

Pat Callahan, Callahan Municipal Consultants LLC

Mark Jackson, Mark A. Jackson Consulting, LLC

This project would not be possible without the partnerships between the University of Iowa School of Planning and Public Affairs and the Iowa Initiative for Sustainable Communities. We especially want to thank the City of Maquoketa for their commitment and participation for the duration of this project. - MPA Team

Executive Summary

Maquoketa is an agricultural community in Jackson County located along the Maquoketa River in eastern Iowa. Its name is derived from the Sauk and Fox Native American word “Makwok-eteg,” roughly translated to “there are bears.” Maquoketa’s strong community identity intertwines with small town values and commitment to historic preservation.

In addition to the Maquoketa River, other outdoor recreational opportunities and resources in the area include Maquoketa Caves State Park, Prairie Creek Recreation Area, Hurstville Interpretive Center, and Horseshoe Pond County Park. Combined, they evoke the natural scenic beauty of the region. Amenities found near the woodlands, prairies, wetlands, and ponds make cave exploring, climbing, camping, hiking, and fishing “destination” experiences. Links on the city website invite visitors to come and experience Maquoketa and all the region has to offer.

In the Spring of 2022, Master of Public Affairs students (MPA Team) from the University of Iowa assisted the City of Maquoketa in developing an actionable achievement plan for their vision established in the 2040 Comprehensive Plan with a focus on Community Character. These plans will be used to guide budgets as well as city and community activities and initiatives for the Maquoketa City Council. Through surveys, interviews, and questionnaires, the MPA Team identified Community Character as an area of top priority and then facilitated a pilot strategic planning and goal setting workshop around this priority. The workshop format—a step in the strategic planning and goal setting process—can be used to identify and form a clear path to achieve future goals.

As a companion to successful strategic planning and goal implementation, the scope of the project includes development of an onboarding process for newly elected city council members. This process includes providing a set of documents and processes that outline key information and resources to best acclimate and prepare newly elected officials for the council’s duties and provide a general overview of the context of the municipality. This includes city council best practices on meeting format and expectations, a code of conduct, and general dynamics of local government operations. The materials should be considered living documents that can be updated to reflect the climate of the city, current projects, and models of best onboarding practices. These materials should aid in the transition from citizen and resident to elected well-informed city official.

The recommendations outlined in this report focus on an intentional approach for identifying strategic goals and practices that lead to actionable steps and outcomes. This intentional approach is found in the onboarding recommendations which provide an outline for introducing city processes and policies to newly elected city officials. The MPA Team’s final recommendations for goal setting include the development of a goal achievement/ strategic planning process, the expert facilitation of consistent goal setting workshops and the continuation of the priorities identified during the MPA Teams pilot workshop. Regarding onboarding, the MPA Team recommends the formalization of an onboarding process, the formation of an onboarding packet, conducting an overview of city policies, and participating in external city council training opportunities. Lastly the MPA Team recommends general policies that will aid the council, these include, the establishment and implementation of a council code of ethics, a system for the division of labor and best practices to increase diversity, equity, inclusion, and justice in the community.

Purpose of the Project

Locally elected officials in small communities like Maquoketa can face a steep learning curve when assimilating to their new roles on municipal councils. This learning curve can sometimes hinder the ability to create and carry out actionable planned goals and general council goals. In addition, newly elected officials in Maquoketa typically receive a only a very brief orientation before they must vote on council business. A formal onboarding process for newly elected council members can provide essential knowledge of council operations and practices.



Introduction

In conjunction with the Maquoketa City Council, the MPA team collaborated with the Jackson County Economic Alliance and the Iowa Initiative for Sustainable Communities in city council goal setting best practices and the development of onboarding practices and materials for Maquoketa City Council members.

The city of Maquoketa is the county seat in Jackson County Iowa. Located in the eastern part of the state along Highways 61 and 64, Maquoketa is a regional leader in arts and entertainment, healthcare, historic preservation, and recreation. In 2019, Maquoketa adopted the 2040 Comprehensive Plan, which established the community's vision for the next 20 years. The Comprehensive Plan is a guide for the City Council's decision-making. The plan set broad goals based on stakeholder input and a vision for Maquoketa. These goals will be used to guide budgets as well as city and community activities and initiatives.

Since adopting the Comprehensive Plan in 2019, Maquoketa has a new mayor, two new city council members, and hired a new City Manager. Locally elected officials in small communities like Maquoketa can face a steep learning curve when assimilating to their new roles on municipal councils. They might not have experience with municipal budgeting, navigating government processes, and handling constituent feedback. While some training is available through organizations such as the Iowa League of Cities and state Municipal Associations, newly elected officials in small communities often receive a little orientation before they must vote on council business.

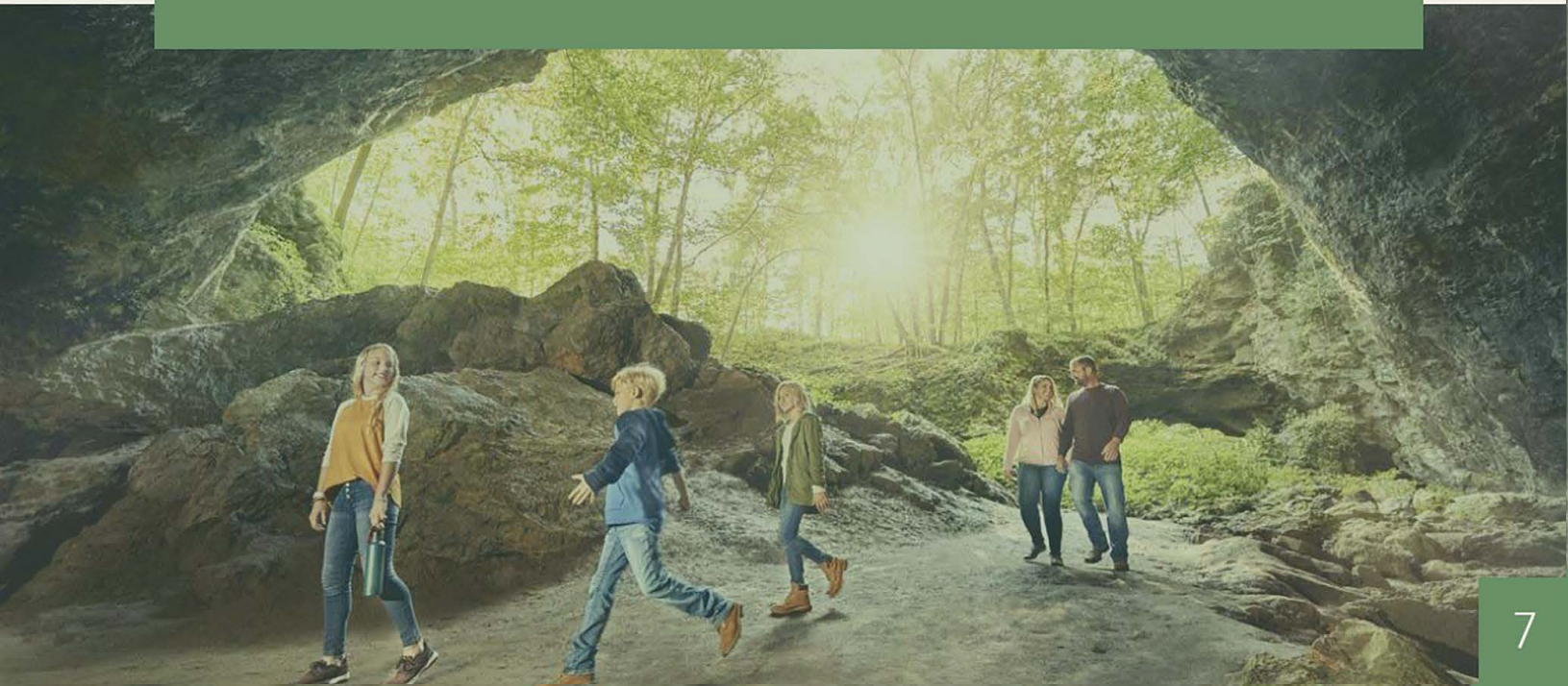
The MPA team used case studies, best practices, and stakeholder input to guide the city council and staff in the development of policies and good governance practices for successful strategic goal implementation. The MPA team also facilitated a pilot strategic planning and goal-setting workshop with the council. The workshop focused on one goal within the 2040 Comprehensive Plan- Community Character. This goal was identified as a priority through a survey and interviews with city council members and key staff. The workshop served as an example and pilot session to show the council how to use it for future goal setting. The policy recommendations in this report detail specific implementation strategies and methods for evaluation.

The second component of this project addressed the city council and newly elected city officials' onboarding. Onboarding materials are sets of documents that outline key information, such as current projects, meeting structures, and key policies, that help acclimate new hires to their job duties. They can also provide a general overview of the context of the community. This could include general demographics, a summary of current projects, an explanation of issues facing the community, and other "need-to-know" information required for them to successfully perform in their position. The materials should be considered living documents that can be updated to reflect future changes in the climate of the city and current projects. The MPA Team suggested and created a preliminary onboarding packet to aid in Maquoketa's onboarding efforts (found in appendix).

Background

- Community History
- Planning History
- 2020 Demographics

Maquoketa has a rich history as the commercial and cultural center of the surrounding area. The area's first European settler, J.E. Goodenow, arrived in 1838 and established a village that he called Springfield.



Community History

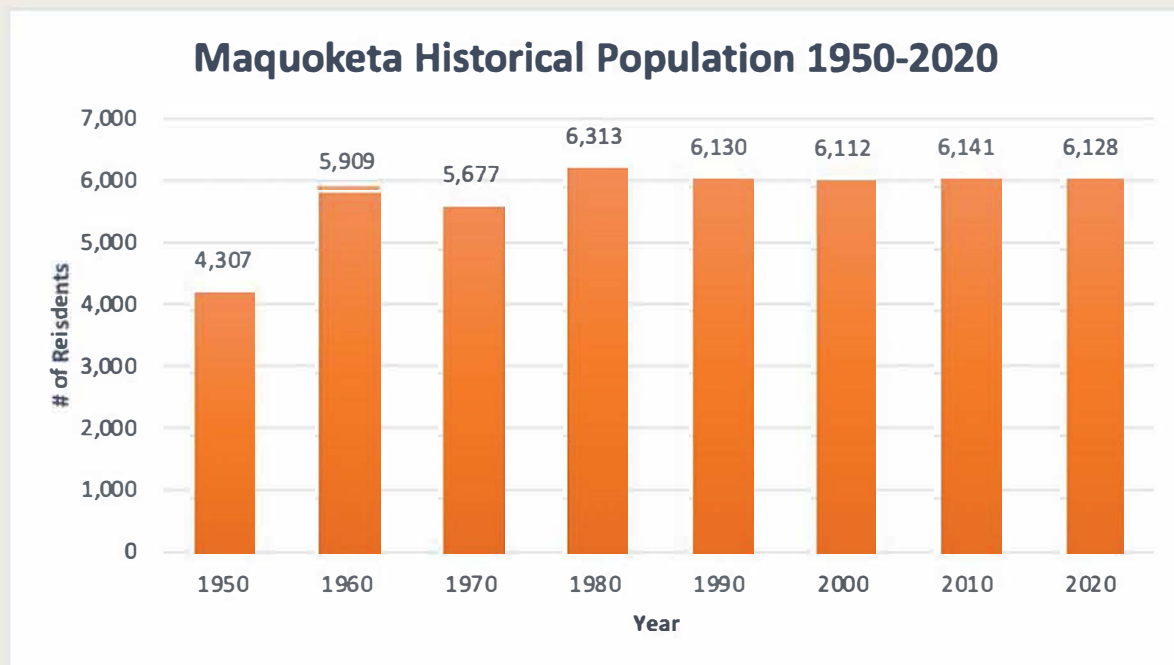
The City of Maquoketa became an officially incorporated city in the State of Iowa in 1857. Maquoketa was established as the Jackson County seat in 1873. The extension of railroads to Maquoketa in 1873 stimulated rapid growth. The city experienced steady population growth through the 1970s. Since then, the City's population has been stable at around 6,000 residents.

Planning History

City planning is a vital aspect of any thriving city. The City of Maquoketa created multiple community plans before 2019. They completed the Community Builder Plan in 1991 and then revised it in 1997. After that in 1999 Maquoketa was aided by People's Natural Gas Company in the adoption of Maquoketa's Housing Maquoketa Report of the People's Natural Gas Community Housing Assessment Team. This resulted in the city adopting a hazard mitigation plan in 2001. The hazard mitigation plan has been updated and revised several times with the most recent update being completed in 2019. Most recently, in 2015, the city partook in developing a county-wide housing study titled Housing Needs Assessment, Jackson County, Iowa. And in 2016, the city produced a master plan for downtown entitled Maquoketa Master Plan: Downtown Placemaking and Adaptive Reuse. The latest community plan is the City of Maquoketa 2040 Comprehensive plan, establishing a statement of the community's goals, policies, and aspirations for the next 20 years.

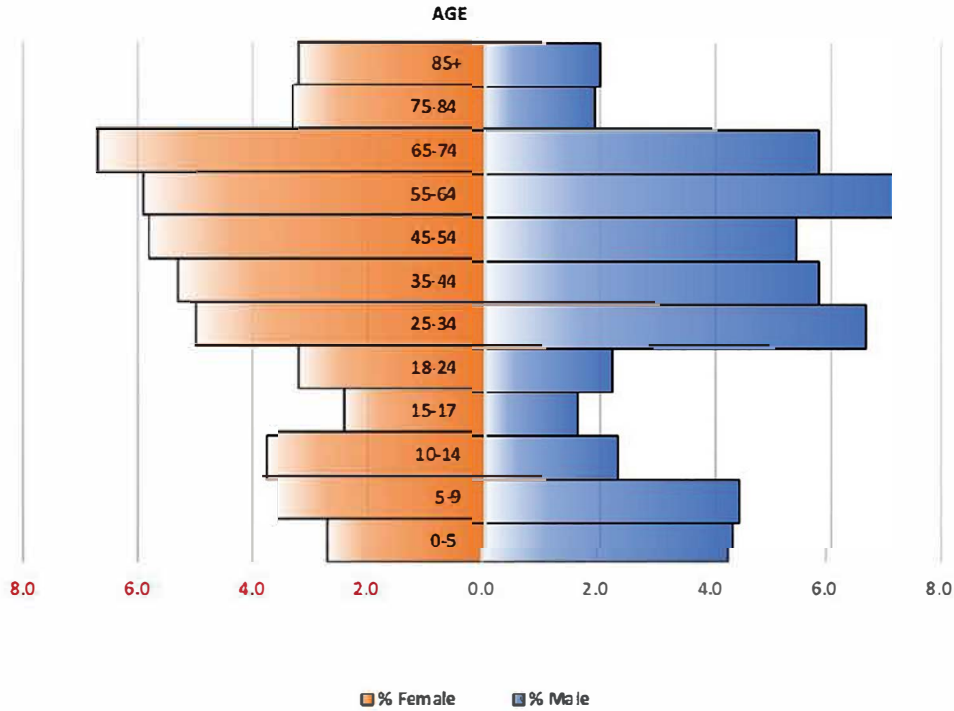
2020 Demographics (U.S. Census)

The data below summarizes information about changes to the city's population since 2010, age and sex makeup, Maquoketa's racial make-up, and education levels.



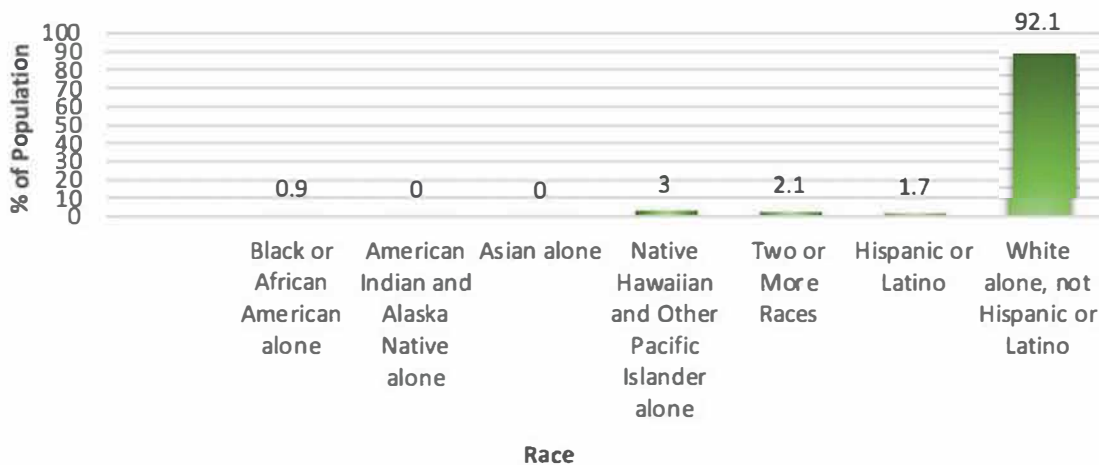
Population: The current population of the City of Maquoketa is 6,128, a 0.21% decrease since 2010 (6,141).

MAQUOKETA POPULATION DISTRIBUTION BY AGE 2020



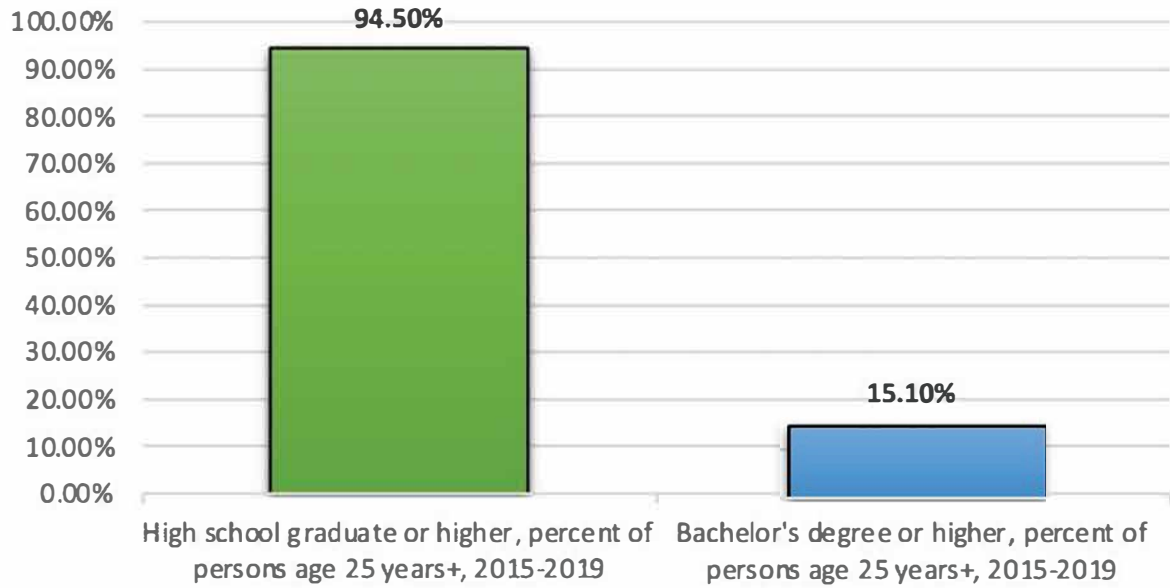
Age and Sex: The City of Maquoketa is 52.6% female. The largest age group in the city are persons 65 years and over (19% of the Maquoketa population). Other groups have higher shares than those under age 18.

Race and Hispanic Origin



Race and Hispanic Origin: The City of Maquoketa is made up of principally White persons, at 92.1% followed by the second largest group of Native Hawaiian and Other Pacific Islanders at 3%. The population of Black or African American persons currently sits at .9%. The total percentage of persons of color in the City of Maquoketa is 6.3%.

Education

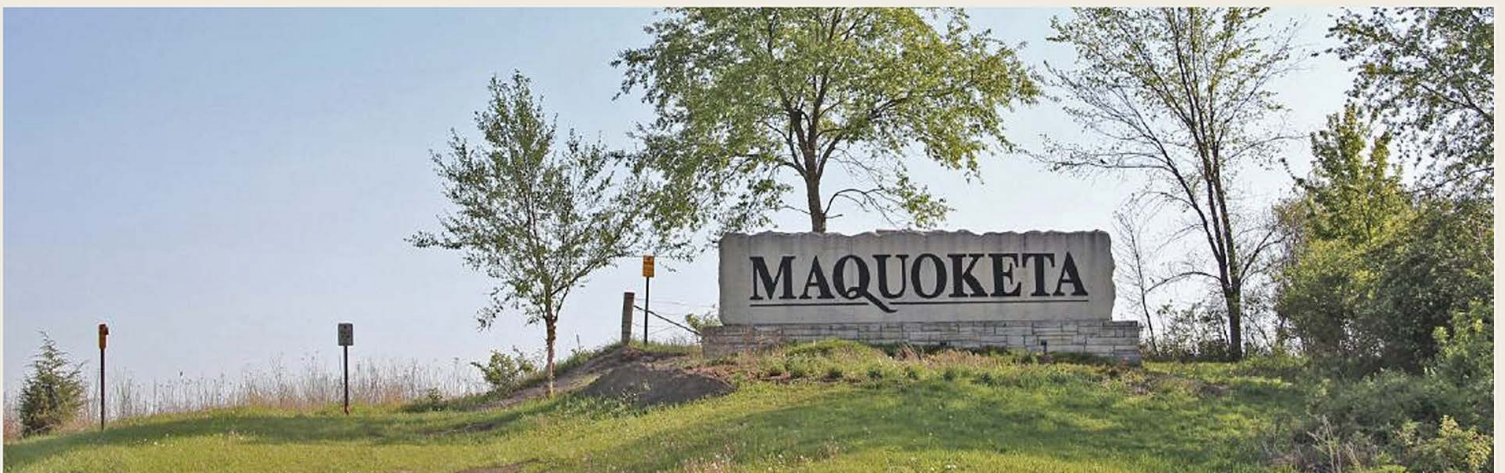




Education: 94.5% of Maquoketa adults (aged 25 or older) are high school graduates, and 15% of the adults have a bachelor's degree or higher.

Levy Rate



Maquoketa Levy Rates: Levy rates reflect the amount the city can annually raise per \$1000 of assessed valuations. The levy tax rate is approved annually by the City Council and has experienced a slight upward trend since fiscal year 2019.



 One of the things we like about Maquoketa is the volunteer crowd. There are lots and lots of people to volunteer. 
- Council Member Dan Holms

Methodology

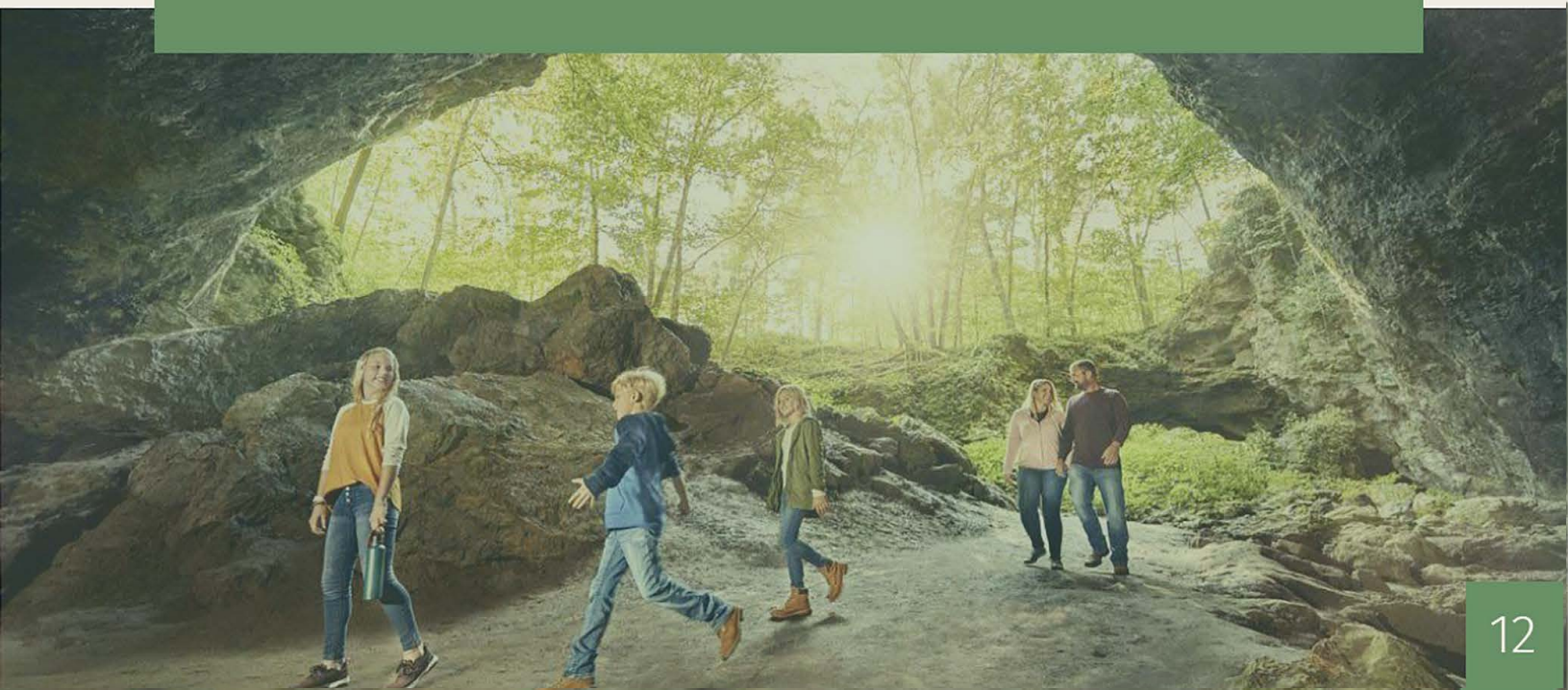
- Survey
- Interviews
- Pre-Workshop Questionnaire
- Strategic Planning & Goal Setting Workshop
- Literature Review



We have jobs. And we have a good education system. We have everything in place for you to succeed if you want to succeed.



- Mayor Tom Messerli





The MPA Team employed multiple methods to complete the capstone project. These methods included surveys, interviews, a questionnaire, literature reviews on strategic goal setting and onboarding, reviewing earlier goal setting sessions conducted in Iowa cities, connection with consultant experts on best practices for goal setting workshops, and data collected from American Community Survey and the U.S. Census Bureau.

The MPA Team's first method of data collection was a preliminary survey (included in the appendix). The MPA team surveyed individuals and stakeholders, including Maquoketa City Council members and key city officials, such as department directors and deputies. The responses to the survey offered the MPA Team insight into the Maquoketa City Council's culture, relationships, priorities, and current practices before interviewing the Maquoketa City Council. The purpose of the survey includes **1)** to provide the MPA Team with the necessary information to obtain a better introductory understanding of where Maquoketa stakeholders saw themselves, their council, and the community; **2)** to provide a general understanding of where these stakeholders would have liked to see additional growth, specific to what type of local government Maquoketa would like to foster; **3)** to see what aspects/ traits they believed to be lacking to create a more efficient and effective city council and community; **4)** to determine what these stakeholders' experiences were with onboarding practices, and **5)** to perceive their understanding and awareness of the 2040 Comprehensive Plan. The survey was not only vital to setting the foundation for interviews but also helped the MPA Team understand the council's culture which aided in the development of all recommendations and to develop a code of ethics. The coded and synthesized survey data revealed common themes and majority opinions. Based on the results from the survey, the MPA Team found Community Character as an area of priority and one that the council chose to focus on in the Strategic Planning & Goal Setting Workshop.

The MPA Team visited Maquoketa to conduct a series of in-person interviews. These interviews with Maquoketa City Council and key staff members expanded on the survey question results. They allowed the MPA Team to follow up on specific survey responses and supplied council members and staff an opportunity to clarify or elaborate on their survey responses. The visit to Maquoketa helped the MPA Team build rapport with Maquoketa City Council members and city staff. It prepared the team to host the Strategic Planning & Goal Setting Workshop three weeks later.

Before the workshop, the MPA Team connected with Patrick Callahan and Mark Jackson, experts in the field of city council goal setting. This allowed the MPA Team to create a workshop agenda that was efficient and effective. Lastly, the MPA Team obtained demographic data from the American Community Survey and the U.S. Census Bureau. This gave the MPA Team greater insight into the breakdown of Maquoketa's residents and economy.

 We have jobs. And we have a good education system. We have everything in place for you to succeed if you want to succeed. 

Mayor Tom Messerli

Literature Review

Effective City Council governance involves generalized best practices and strategies specific to each city. Based on the needs of Maquoketa, this capstone focused on Council Onboarding strategies and the Goal Setting process (or Strategic Planning). Well planned, executed, and supported onboarding activities develop well-functioning councilor-to-councilor relationships and organizational culture. These steps are crucial for a successful Goal Setting process. The relevant literature on these subjects includes published books and journal articles; articles and guides published on professional organization websites, and Onboarding and Goals Setting process examples from other U.S. cities. This review did not explore onboarding practices for hired city staff, job performance evaluation tools, or individual employee goal setting.

Onboarding Activities and Trends

The comprehensive onboarding process is different from orientation activities that occur at the start of a councilor's term. Long-term onboarding activities might last over a year and are periodically edited to include current information. Casey T. Gilbert highlighted several best practices in her dissertation, "Learning the Ropes: A case study of the onboarding process for newly elected city councilors".^[1] Gilbert stressed that cities must support their newly elected councilors through a customized onboarding program. Gilbert also recommended that a comprehensive onboarding process should include preparation for the role, relationship building, information management and communication, navigating roles, organized leadership, and clearly defined processes.

During the onboarding process and periodically after, the literature showed that teambuilding activities helped bolster community ties, shared values, and social bonds. Katzenbach developed six factors that enable effective teambuilding practices in his book, "The Wisdom of Teams: Creating the High-performance Organization."^[2] The book explains that managers must ensure a meaningful purpose, create specific goals, establish a clear working approach, and establish a sense of accountability among all members. Similarly, an agreed-upon Code of Conduct among council members enhanced their ability to make cooperative decisions. The COVID-19 pandemic magnified the importance of these onboarding methods. When the pandemic forced cities online, they developed alternative onboarding methods adapted to remote governing. In, "How to Onboard Newly Elected Officials Virtually in the Post-COVID-19 Era", Civic Plus writer Megan Asikainen explained how council members' onboarding process can still be effective online.^[4] Remote work highlighted how digital manuals could be a central source of information even after councils returned to in-person meetings. These manuals should cover short-and-long-term goals, city ordinances, the charter, bylaws or other vital governance documentation, municipal codes, and a calendar of local events and key council dates.

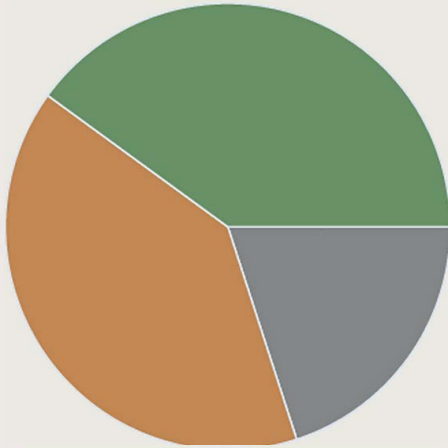
Goal Setting

Goal setting—or strategic planning/goal setting—is an important task of city councilors. This is especially true for councils that are more reactive than proactive. Although disaster mitigation, economic development opportunities, and housing crises aren't always predictable, councils need to create work plans to stay on top of city projects. A key point in the New York State Comptroller's "Local Government and Management Guide to Strategic Planning" illustrated that councils should translate new goals into measurable strategies that fit within the agreed timeline and budget.^[5] The guide said that the most effective strategies leave room for corrective actions. The council must prepare for general unexpected challenges, even if they aren't predictable. Adaptive measures could also serve as morale builders. The public would see that the council hasn't given up hope on the project, rather, they need to take a new or more intense approach.

Joseph Lucco in, "How to Build Your Municipal Budgeting Process Around City Objectives"^[7] and the City of San Luis Obispo's guide to "Integrating Goal-Setting into the Budget Process" each emphasize how city council goals should account for a city's financial situation.^[8] The City of San Luis Obispo showed how to successfully hold a goal-setting workshop. Both articles clearly defined and scoped the work program, ensured there was a clear understanding of the means to pursue the goal and converted the general goal into specific action steps that showed how progress was measured. As Lucco showed, this process gains automatic credibility when it directly correlates with city finances.

Findings

Time on Council
57 Council Members Responded



- Less than 1 year 20%
- 3-5 Years 40%
- More than 10 Years 40%

5 respondents ranked the below traits as ones that promote local government at it best

Communication and transparency were among the top 3. (Aggregate)

Based on a weighted ranking respondents felt **communication** promotes local government at its best, followed by **transparency**, then a **clear mission**



Survey Results

The survey provided the MPA team with insight into how the Maquoketa City Council and staff defined their culture, relationships, priorities, and current practices before the interview process. All 19 of Maquoketa’s city hall employees and elected officials received the survey. Fifteen responded, including most staff and department heads, the mayor, the city manager, and five of the seven city council members. The MPA team split the data into sections by job title alone. The survey did not include demographic data like gender, race, or age group. There was little variation in the answers among the elected and hired officials, but some city staff left questions unanswered. The survey allowed respondents to skip questions that explained this discrepancy.

From the items below, select what aspects you believe to be lacking in Maquoketa to foster a more efficient and effective city council? (Select all that apply)	
5/5 Responses	
Orientation/Onboarding City Council Members	2
Other	2
Team building for Council	1
Attend ongoing training and workshop	0
Improved council meeting structure/culture	0
Council Code of Conduct	0

It was identified that the city council lacked orientation/onboarding and teambuilding activities. If implemented, they could produce a more effective and efficient city council.

How would you rate the current orientation and onboarding programs for Maquoketa City Council Members/City Staff/Commission Members? (Select up to 2 answers)	
5/5 Responses	
Poor	0
Fair	3
Good	1
Non-existent	0
Not Sure	1

City council members most often described orientation and onboarding programs as “fair”, followed by “good” and lastly “not sure”.

How familiar are you with the current Comprehensive Plan?	
5/5 Responses	
Not familiar at all	1
Slightly familiar	0
Somewhat familiar	1
Good general knowledge	1
Extremely familiar	2

Two of the five members were “Extremely familiar” with the 2040 comprehensive plan, while the remaining three didn’t have as much experience with the document.

2040 Comprehensive Plan Recommendations: Priority Ranking	
5/5 Responses	
COMMUNITY CHARACTER	4
ECONOMIC DEVELOPMENT	1

All but one city council member ranked Community Character as their top priority from the goals listed in the comprehensive plan. Economic development was the top priority for one respondent.

Interview Findings

The MPA team used the survey results to create interview questions. The questions elaborated on specific onboarding needs, how those interviewed saw the comprehensive plan’s purpose, and how familiar they were with strategic goal setting.

City Council Onboarding

There is not a clear process for onboarding new council members. Both council, staff, and department heads expressed that they would like the council to have a document that introduces them to the job. All parties noted that council members did not retain the information from the hour-long conversation with each department head at the beginning of their term. Council members also wished they had a “cheat sheet” on how Maquoketa uses Robert’s Rules of Order for meetings, and how to issue complaints.

Comprehensive Plan

Each interviewee agreed that the comprehensive plan should be a general guide for the city, rather than a strictly followed policy. Two members thought the plan was too broad and outdated based on how quickly the city’s needs can change (i.e., COVID).

Strategic Planning/Goal Setting

The team found that Maquoketa’s city council hadn’t done a strategic goal setting workshop like the one suggested in this report. In past workshops, facilitators predetermined goals through a questionnaire. Then the council would talk through the top five goals at the session; however they didn’t brainstorm new goals as we suggest in this report.

Common themes from the interviews included phrases such as:

- “Maquoketa is:
 - “A small town, quiet, clean, and safe”
 - “A farm community”
- Pressing need for rental housing and good paying jobs
- Strong volunteer support from the community and their strong commitment to keep improving
- Every person interviewed said The City Manager is a “great fit” and does an “outstanding job of communicating”.

Questionnaire Results

The questionnaire gave the council and city manager the opportunity to consider each community character subcategory individually Community Character, Population, Arts and Entertainment, Community History, and Community Safety They were asked what was already done, issues and concerns in that area, and opportunities for goal setting. Nine of the eleven workshop participants responded to the questionnaire and the team recorded the most common answers.

Accomplishments

- Platte Street Rebuild
- Second Story Downtown Apartments Developments
- Pocket Neighborhood Development
- New hospital
- Urban Chickens
- Organized trash pickup program
- Water treatment facility update and upgrade
- Clean up days and lawn of the month

Issues and Concerns

- Rising cost of goods and services (housing especially)
- Junk yard residential properties
- Keeping workers living in Maquoketa with access to daycare and affordable homeownership
- Small city staff–how to work within their capacity and resources

Trends and opportunities

- Capitalize on downtown development (green spaces, business incubator, public art)
- Steady population increase to attract new businesses
- Celebrate diversity–connect different cultures in community spaces
- City Employee inclusivity training

Strategic Planning & Goal Setting Workshop Outcomes

The workshop was held on Monday April 11th, 2022, in the Maquoketa city council chambers from 6pm-8pm. The mayor, six of the seven council members, and the city manager were present at the event. All parties participated and had the chance to speak about their goals. The MPA Team posted five sheets of paper around the room with the headings listed below. Council members brainstormed ideas and chose which category to put their idea into. The following ideas were written on each sheet of paper for all to see:

Community Character

- Rental Code Enforcement
- Develop Green Space (City owned) in Town Square
- Address need for Airbnb's/Short term rentals
- Evaluate effectiveness of Chamber of Commerce
- Nuisance abatement (fast tracking)
 - Identification
 - Policy enforcements
 - Training

Population

- Expand City Limits
 - South and West
 - Fringe area agreement (Revisit with county)
- Revisit Land Use Map
- Job Development
- Welcoming Newcomers
 - Welcome baskets
- Maquoketa as a “Bedroom Community”
 - Housing

Arts and Entertainment

- New statue for town square green space
- Bike trail connection from Maquoketa dam to running path on Northside of river (county jurisdiction and some farmer involvement)
- Foot trail along river (possible private property issues)
- Outdoor Concert venue
- Artist Community
 - Art market
- First Ward Park investment
 - Possible bandshell
- Splash Pad
- Community Pool
 - Near YMCA

Community History

- Advertise historic attractions with social media/photography campaign
 - Lime Kilns
 - Maquoketa Caves
 - Bluff Lake Restaurant
- Find more fitting location for old green space statue
 - Dog park
 - Prairie Creek trail
 - River trail

Community Safety

- School Zone crosswalks
- School zone yellow painted street/curbs
- Downtown parking
 - Signage (Get the word out about where it exists)
- I.D. unnecessary controlled traffic stops around town
- Visitor parking at old hospital parking lot
 - Fire truck accessibility

The council members voted on their top three goals from each category with initialed stickers. The MPA team took the top two goals from each subcategory and wrote them on new sheets of paper. These included four action steps: *Who will lead project; How is it funded; What is the timeframe for completion; How is the goal evaluated?* The council members created action steps for eight of the ten goals.[1]The members were agreeable, enthusiastic, and vocal about their ideas throughout the evening. The day after the workshop, the MPA team received an email from the mayor with his thoughts. He felt the workshop was not only helpful for goal setting, but also for council team building. The council had always dealt with what was needed, but rarely planned for what was possible. He noted that they'd never gotten along so well and that he was happy to see the council be so interconnected.



Workshop Activity Outcomes

1. Code Enforcement (Rentals)

- Lead City Manager Josh Boldt
- Funding: City Budget
- Timeline: 6 Months
- Check In: 3 Month follow with update from Brad Koranda, Building Inspector

2. Nuisance Abatement (Code)

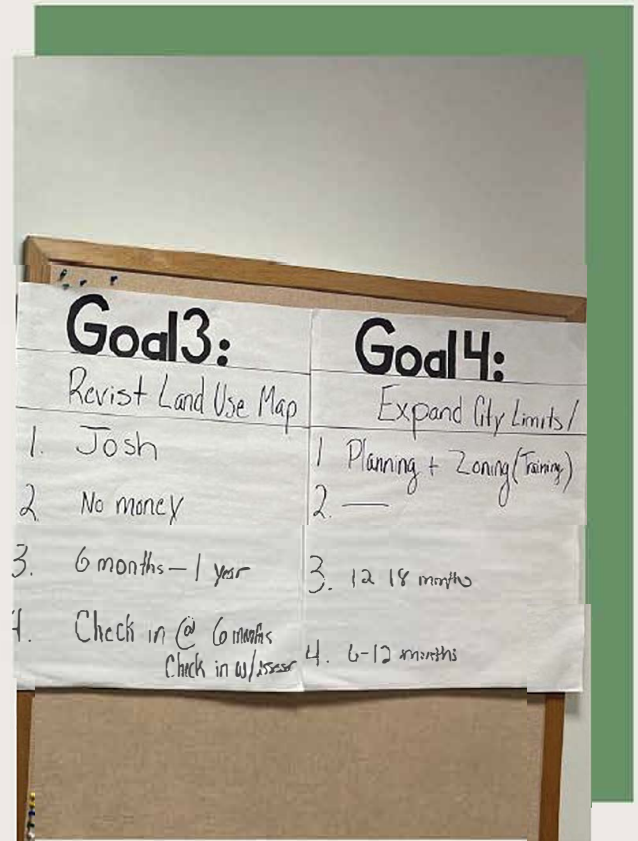
- Lead: City Hall
- Funding: City Budget
- Timeline 6 Months
- Check In: Quarterly Update from Brad Koranda, Building Inspector

3. Revisit Land Use Map

- Lead City Manager Josh Boldt
- Funding: N/A
- Timeline:
- 6-12 Months
- Check In 6 Months, connect with Jackson County Assessor

4. Expand City Limits

- Lead: Planning and Zoning Committee (needs additional training)
- Funding: N/A
- Timeline: 12-18 Months
- Check In: 6-12 Months



5. Community Pool

- Lead: Parks Commission
- Funding: Clarify bond questions and investigate grants
- Timeline: 5 Years
- Check In: 18 Months

6. Statue Relocation

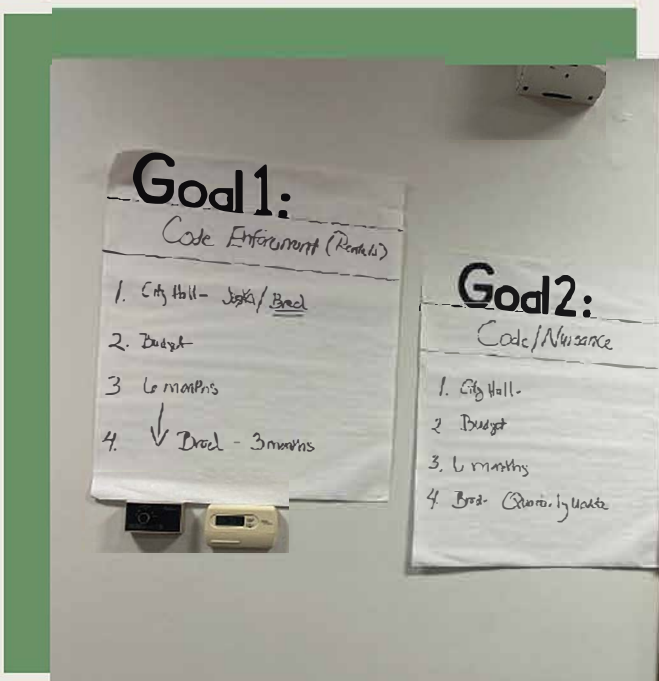
- Lead City Manager Josh Boldt and Parks Commission
- Funding: N/A (city donation)
- Timeline: 6 Months
- Check In Review and updates at 3 months

7. School Cross Walk Designation

- Lead: Public Safety Committee
- Funding: City Budget, investigate road use tax
- Timeline 6 Months
- Check In: 3 Months

8. Controlled Traffic Stops

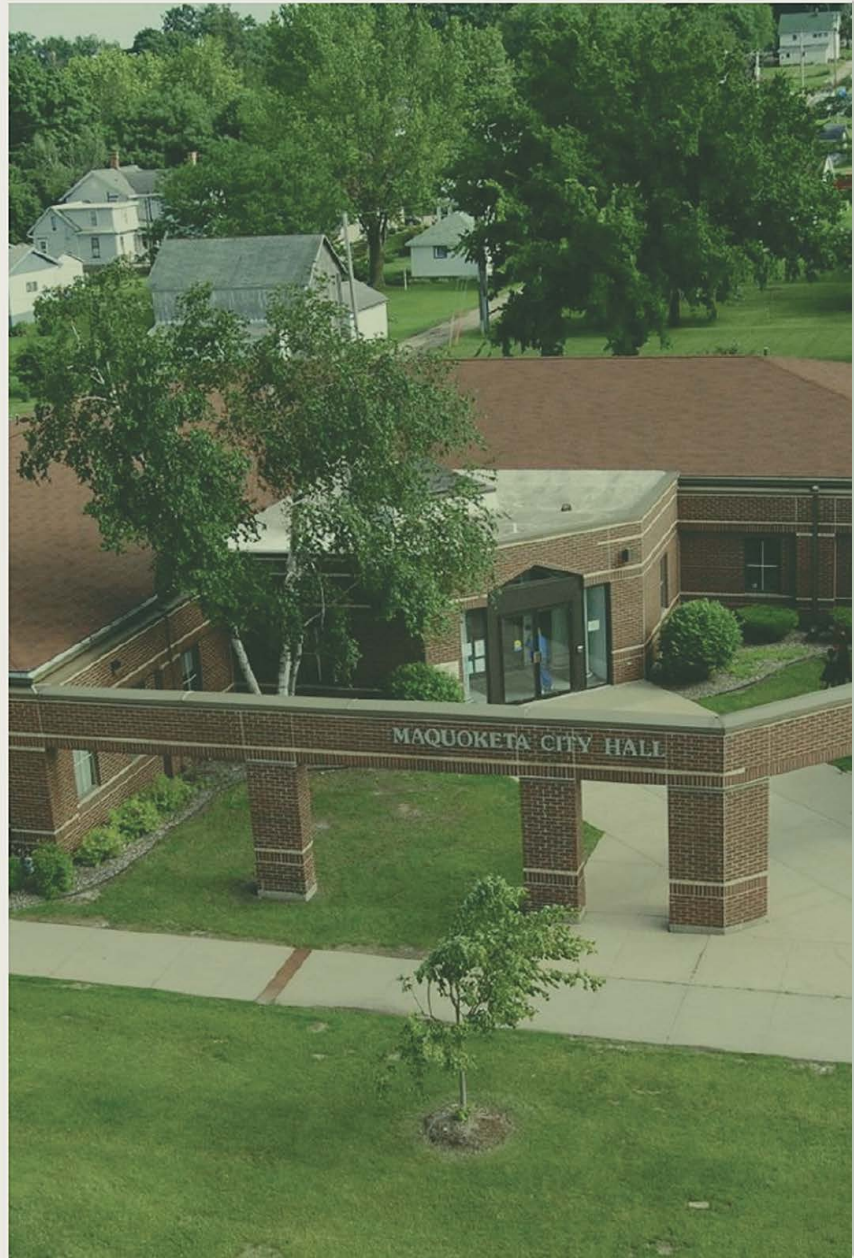
- Lead: Public Safety Committee
- Funding City Budget, investigate road use tax
- Timeline: 6 Months
- Check In: 3 Months



Policy Recommendations

The MPA team created policy recommendations based on an analysis of current trends, collected data, research, and observations. These proposals will act as an aid to enhance the productivity, operations, decision making, and promote the overall vision for the community and what is established in the 2040 Comprehensive Plan. Each recommendation fits within the scope of 3 categories:

- **Goal Setting**
Recommendations specific to goal achievement
- **Onboarding**
Proposals that aid in the development of new council members
- **General**
Assorted recommendations that bolster council operations and culture



Goal Setting Recommendations

Goal Achievement/ Strategic Planning Process:

The Maquoketa City Council should retain a goal setting workshop or strategy. When decisions are made, or goals are set there should be a process for how to move forward and tangible steps to achieve the goal. The MPA Team suggests four primary questions to consider for all the council's goals:

1. Who will lead the charge and who all must be involved for its success?
2. Where are the funds coming from to support this or how will it be funded?
3. What is a realistic timeframe for completion?
4. How and when will the progress be tracked, checked, and evaluated?

These guiding questions provide a necessary outline that increase the possibility of accomplishing the goal set forth. By answering each question for all goals, the council will create a strategic foundation rooted in efficiency and effectiveness that better supports the Maquoketa community.

Expert Facilitation of Goal Setting Workshop:

The MPA Team's Strategic Planning & Goal Setting Workshop provided the Maquoketa City Council an opportunity to foster improved relationships and strategically plan for Maquoketa's future. The MPA Team recommends that the Maquoketa City Council hire outside experts to facilitate future workshops. This workshop should be held with a frequency set by the Council and City Manager (e.g., annually, or bi-annually). By obtaining outside facilitation, the Council is afforded the opportunity to create an atmosphere that is neutral and unbiased. The council can glean renewed perspective, the opportunity for new or difficult questions to be discussed, and for assumptions to be confronted by a third party not a part of the organization. Below are two consulting firms that have long led this type of workshops in Iowa's cities.

Patrick Callahan
Callahan Municipal Consultants LLC
417 Kaitlynn Ave, Anamosa, IA 52205
563-599-3708
callahan.cmc@gmail.com

Mark Jackson
Mark A. Jackson Consulting, LLC
825 Pennsylvania Ave. Story City, IA
50248
515-733-2121
majacksonconsultingllc@gmail.com

Move Forward on Workshop Plans:

During the MPA Team's Strategic Planning & Goal Setting Workshop, the Maquoketa City Council identified key priorities from the community character section of the 2040 comprehensive plan. The MPA Team recommends that the Maquoketa City Council and City Manager begin moving forward on the priorities recognized during the workshop.

Onboarding Recommendations

Formalize an Onboarding Process:

Through survey evaluation and by conducting one-on-one interviews with elected officials and city staff, the MPA Team identified a need for the City of Maquoketa to adopt a more formalized onboarding process for newly elected city council members. Onboarding promotes increased engagement and productivity amongst the city council members and will help build a stronger culture within the Maquoketa city government. It is recommended that a formalized onboarding process be established and involve a combination of introductory documents, a plan for sharing important city information, such as current projects and proposed ordinances, and mentorship and team building practices and opportunities. This should be an ongoing onboarding process with a check-in and follow up every 30, 60, and 90 days up until the newly elected member is acclimated to the council. It is important for new council members to feel equipped with the basic knowledge of city operations to begin their council term with a sense of confidence while building their knowledge over time.

Form an Onboarding Packet:

An introductory onboarding packet provides the newly elected city council members with important brief information to prepare them for their role as a civic leader and voting member of the city council. The MPA Team recommends that the Mayor and City Manager further institute an onboarding packet. The information included in the model packet, in the appendix, is designed to inform new council members of procedural practices related to city meetings as well as provide project updates. During the interview process, the Maquoketa city council members expressed the following list as information they believe should be included in the introductory onboarding packet for Maquoketa City Council:

- Meeting schedule
- Council meeting packet process
- Council meeting flow and procedures (Roberts Rules/Citizen Speak Policy)
- How to place an item on the agenda?
- Citizen complaint process
- List and brief update date on ongoing projects
- Organization Chart (Chain of command)
- Council and staff contact information
- Communication protocol
- List of City Boards, Commissions, Departments, and
- Committees with leadership contact information
- City Map

It is important to note that this list is amendable and could change over time. This packet should include information that is relevant and helpful for the newly elected officials to learn about the organization and for making decisions in their new roles.

 Communication is really good right now, and I'm very happy about that. 

Council Member Mark Lyon

Conduct an Overview of City Policies:

City government is a complex organization with a set of systems, practices, laws, and policies unique to each community. The MPA Team recommends conducting an overview of city policies, addressing the following items with new city council members as part of the overall onboarding process that can occur at various intervals during their first year of service:

- City Calendar
- Capital Improvement Plan (CIP)
- Comprehensive Plan
- City Budget
- Social Media Policy
- City Contracts & Agreements
- Tax Increment Financing, Policy, and Practices
- Audit/Financial Reports



The time and manner of delivery of this information should be considered so as not to overwhelm new council members yet balanced with a need-to-know approach. This information may be shared in written form, electronically or both. This information can also be shared during city council meetings by adding the related agenda topic. This approach allows for new council members to become familiar with city policies and serves as a refresher for the current city council members.

Participate in External City Council Training Opportunities:

There are opportunities for both current and newly elected officials to receive additional training and onboarding from external sources along with the internal onboarding practices stated thus far. The MPA Team recommends the Maquoketa City Council continue to and reinforce participation in offered external acclimation opportunities. The Iowa League of Cities provides a Municipal Leadership Academy for newly elected officials. In addition, the League offers both in-person and webinar training on city related topics periodically throughout the calendar year. Each year in September, the Iowa League of Cities Annual Conference is held at rotating cities around the state and provides seminars on a vast array of city related matters impacting Iowa's cities. City staff should share with council members any information they receive on training opportunities and the associated fees for training should be included in the city budget.

Establish and Implement a Council Code of Ethics:

Through survey evaluation city council members were asked to rank the traits they feel promote local government at its best. Highest ranking traits included communication, collaboration, transparency, and shared values. The city council was also asked to share which character traits they feel are important for city leaders to portray to provide an efficient and effective city government. Those character traits listed highest were honesty, respectful, trustworthiness, and dependability. Many cities adopt a Code of Ethics that reflects the values, behavior, and expectations of those serving as elected officials. The MPA Team recommends the Maquoketa City Council adopt a Code of Ethics that reflects the character traits and values identified in our survey and those exhibited in the council culture. (Examples included in Appendix)

 I think being on City Council is kind of a thankless job. Nobody tells you when you're doing a good job. But you got to be prepared for that. And you got to know that's coming and you've got to listen to your constituents. 

-Mayor Tom Messerli

General Recommendations

Division of Labor:

While identifying Council priorities, during the MPA Team's Strategic Planning & Goal Setting Workshop, many Council members originally pinpointed City Manager Josh Boldt as the lead for most if not all city projects. The staff are well trained experts in their department and want city council members that better understand and operate in their role. The city council shares many of the same ideas about the city's needs but lack a dedicated time to talk about them. The MPA Team recommends the Maquoketa Council and staff optimize roles of departments, department heads, staff, committees, commissions, and other third-party groups to conduct city affairs, specific to the delegation of work from the outcomes of goal setting. While the City Manager will be involved or supportive of such efforts, the City Manager cannot feasibly accomplish all tasks. An adequate division of labor promotes efficiency and effectiveness and allows all to be best informed and aware of operations pertaining to their sector of work.

Team Building Opportunities:

The MPA Team identified the need for increased team building opportunities. Team building occurs when individuals can get to know each other and connect around a shared mission. Team building encourages conversation, idea sharing, and helps to build relationships that improve council dynamics. The MPA Team recommends that the Maquoketa City Council and staff, participate in team building exercises, activities, programs, workshops, or retreats. The consistency of this shall be decided by the Mayor and City Manager and should be emphasized post elections or when new council members join the board. While conducting interviews, during the MPA Team's first visit to Maquoketa, it was observed that the Maquoketa City Council doesn't see themselves as a cohesive team. The MPA Team determined, during the Strategic Planning & Goal Setting Workshop, that the Council is more cohesive than they believe. Team building opportunities allow for strengthened interpersonal relationships among the Council. This was seen during the workshop and should be amplified in council relations and operations. A cohesive council results in better leadership. This will best serve the community of Maquoketa and improve the time spent on council.



Diversity, Equity, Inclusion, & Justice

→ "Your municipality needs to be representative of the population it serves. That means you need to hire and retain a diverse pool of talent that brings with them unique experiences, opinions, and thoughts on critical local issues to help enhance your administration's ability to serve the needs of its entire population. Implementing a Diversity and Inclusion (D&I) program in your local government can help to ensure you not only hire a diverse workforce, but are cultivating an environment of acceptance and appreciation for individuals of all backgrounds, beliefs, and experiences."

- Civic Plus



Impact

During our time working with the City of Maquoketa, we acknowledged the importance of ensuring best diversity, equity, inclusion, and justice practices. The commitment of the City of Maquoketa is articulated in the 2040 comprehensive plan, which states, “the City can ensure that future projects reflect the attitudes of the community by focusing on actively reaching out to people who don’t normally participate in local government, welcoming newcomers, and involving them in the things the community has to offer.”

Recommendation

A reoccurring comment expressed to the MPA Team is the high level of community engagement and active devotion to volunteer service. Further informing that the spirit of involvement is thriving in Maquoketa and that Maquoketa residents are dedicated to their community's success. Engaging community members to participate in local government roles can lead to a more diverse council which brings new ideas, energy, and perspectives. To identify goals of priority among residents, especially connecting with and embracing underserved and minority populations (i.e., a variety of race, gender, age, etc.) the MPA Team recommends encouraging civic participation through the following methods:

- Seek out feedback and provide space for underserved and minority populations to address concerns
- Encourage diverse groups and individuals to attend council meetings and election informational sessions.
- Create a process and outlet for residents to provide feedback, advice, and criticisms.
- Conduct workshops held in each ward in small group settings where people are more comfortable in their own neighborhoods.
- Engage wide-ranging stakeholder groups
- Rotate listening sessions based on current project location.
- Hold Coffee & Conversations with city officials at rotating businesses
- Hold Citizen Academy’s that share information on a specific area of city government.
- Provide opportunities to tour city facilities

In a community with balanced gender demographics, the current mayor, city council members, and city manager are all white males. A diligent approach is needed to bring diversity to the Maquoketa City Council. The council and city manager should conduct outreach to determine what is preventing women and other underrepresented groups from participating in local government in Maquoketa and make the needed changes a priority. A more diverse culture and city council involves engaging residents of all ages in the local government process. Providing opportunities for the youth and young adults to see themselves as community leaders as they develop and mature can help them recognize the importance of community engagement and seek out civic participation.

Conclusion

Maquoketa's city council and staff showed pride for their city and commitment to good governance throughout this process. The city council shares many of the same ideas about the city's needs but lack a dedicated time to talk about them. The strategic goal setting workshop allowed the council to explore short term needs and the city's long-term priorities. The actions steps associated with each goal go beyond linear cause and effect. The process holistically examines each goal in the interrelated city landscape. Current and future council members need an equally thorough onboarding experience to successfully participate in strategic goal setting. By heeding the above recommendations, the Maquoketa City Council is staying committed and true to the goals of building a stronger and better thriving community and city government.



Appendix



Survey Questions

Part I: Introduction:

1. What is your current role/title/relationship with the City of Maquoketa?
 - a. Council Member
 - b. City Manager
 - c. Mayor
 - d. Department Head (Directors, Chiefs, Managers, etc.)
 - e. Staff (Deputies, Clerks, Secretaries, Inspectors, etc.)
 - f. Other (Anything not listed or specified)
2. How long have you been a part of local government in Maquoketa?
 - a. Less than 1 year
 - b. 1-2 years
 - c. 3-5 years
 - d. 6-10 years
 - e. more than 10 years
3. What are 3 values you care most about regarding the Maquoketa community?

Part II. General:

1. From the options below, Rank the **top 3** traits that you feel promote local government at its best.
 - a. Communication
 - b. Collaboration
 - c. Discourse
 - d. Transparency
 - e. Diversity
 - f. Clear Mission
 - g. Shared Values
 - h. Accessibility
2. From the items below, select what aspects you believe to be lacking in Maquoketa to foster a more efficient and effective city council?
 - Orientation/Onboarding of City Council Members
 - Improved council meeting structure/culture
 - Council Code of Conduct
 - Team building for Council
 - Attend ongoing training and workshop
 - Other
3. Which character traits do you feel are important for city leaders to portray to provide an efficient and effective city government?
 - a. Honest
 - b. Authoritative
 - c. Respectful
 - d. Accessible
 - e. Decisive
 - f. Humble
 - g. Trustworthy
 - h. Confrontational
 - i. Firm (in conviction or thought)
 - j. Dependable
 - k. Proud
 - l. Community expert

Part III. Onboarding:

1. How would you rate the current orientation and onboarding programs for Maquoketa City Council Members/City Staff/Commission Members?
 - a. Poor
 - b. Fair
 - c. Good
 - d. Non-existent
 - e. Not sure
2. What do you now know that you wish you had learned in an on-boarding process when you first joined council?

Part V. Strategic Goals

1. How familiar are you with the current Comprehensive Plan?
 - a. Not at all
 - b. Not very
 - c. Somewhat familiar
 - d. Good general knowledge
 - e. Very familiar
2. What role, if any, did you play in the creation or development the 2040 Comprehensive Plan?
 - a. Steering Committee Member
 - b. Data/ information collector
 - c. Interviewee
 - d. Other
3. Which area of the 2040 comprehensive plan recommendations do you think the city should prioritize in the coming year?
 - a. Community Character: Quality of life, population, community history, community safety
 - b. Economic Development: Business attraction, retention, and expansion, workforce, downtown, tourism, entrepreneurship, marketing
 - c. Housing: Maintenance, rehabilitation, redevelopment, new housing, rental housing
 - d. Infrastructure and Facilities: public safety health care, education, public infrastructure, and services
 - e. Transportation: Planning, roads and bridges, public transportation, bicycle and pedestrian, parking
 - f. Land Use: Comprehensive Plan review, recommendations, partners, timelines

Interview Questions

Part I: Introduction:

4. What is your current role/title/relationship with the City of Maquoketa?
 - a. Council Member
 - b. City Manager
 - c. Mayor
 - d. Department Head (Directors, Chiefs, Managers, etc.)
 - e. Staff (Deputies, Clerks, Secretaries, Inspectors, etc.)
 - f. Other (Anything not listed or specified)
5. How long have you been a part of local government in Maquoketa?
 - a. Less than 1 year
 - b. 1-2 years
 - c. 3-5 years
 - d. 6-10 years
 - e. more than 10 years
6. What are 3 values you care most about regarding the Maquoketa community?'

Part II. General:

4. From the options below, Rank the top 3 traits that you feel promote local government at its best.
 - a. Communication
 - b. Collaboration
 - c. Discourse
 - d. Transparency
 - e. Diversity
 - f. Clear Mission
 - g. Shared Values
 - h. Accessible
5. From the items below, select what aspects you believe to be lacking in Maquoketa to foster a more efficient and effective city council?
 - o Orientation/Onboarding City Council Members
 - o Improved council meeting structure/culture
 - o Council Code of Conduct
 - o Team building for Council
 - o Attend ongoing training and workshop
 - o Other
6. Which character traits do you feel are important for city leaders to portray to provide an efficient and effective city government?
 - a. Honesty
 - b. Authoritative
 - c. Respectful
 - d. Accessible
 - e. Decisive
 - f. Humble
 - g. Trustworthy
 - h. Confrontational
 - i. Firm (in conviction or thought)
 - j. Dependable
 - k. Proud
 - l. Community expert

Part III. Onboarding:

3. How would you rate the current orientation and onboarding programs for Maquoketa City Council Members/City Staff/Commission Members?
 - a. Poor
 - b. Fair
 - c. Good
 - d. Non-existent
 - e. Not sure
4. What do you now know that you wish you had learned in an on-boarding process when you first joined council?

Part V. Strategic Goals

4. How familiar are you with the current Comprehensive Plan?
 - a. Not at all
 - b. Not very
 - c. Somewhat familiar
 - d. Good general knowledge
 - e. Very familiar
5. What role, if any, did you play in the creation or development the 2040 Comprehensive Plan?
 - a. Steering Committee Member
 - b. Data/ information collector

- c. Interviewee
 - d. Other
6. The 2040 Comprehensive Plan Recommendations:
- a. Community Character: Quality of life, population, community history, community safety
 - b. Economic Development: Business attraction, retention, and expansion, workforce, downtown, tourism, entrepreneurship, marketing
 - c. Housing: Maintenance, rehabilitation, redevelopment, new housing, rental housing
 - d. Infrastructure and Facilities: public safety health care, education, public infrastructure, and services
 - e. Transportation: Planning, roads and bridges, public transportation, bicycle and pedestrian, parking
 - f. Land Use: Comprehensive Plan review, recommendations, partners, timelines

Maquoketa Visit Itinerary

Travel Schedule:

Wednesday, March 23rd, 2022		
Time	Duration	Description
Start of Day		
7:30 – 7:50 a.m.	25 Minutes	Caleb & Lily Drive to Solan, IA
<i>Address: 101 N Iowa St. Solan, IA</i>		
8:00 – 9:20 a.m.	1.2 Hours	MPA Team Drive to Maquoketa
<i>Address: 201 E Pleasant St. Maquoketa, IA</i>		
9:20 – 9:50 a.m.	30 Minutes	Prepare & Set Up
10:00 – 4:20 p.m.	6.2 Hours	Conduct Interviews
4:30 – 4:40 p.m.	10 Minutes	MPA Team Travel to Brewery
4:40 – 5:30 p.m.	50 Minutes	Hang Out @ Brewery
5:30 – 6:50 p.m.	1.2 Hours	MPA Team Drive to Solan, IA
6:50 – 7:15 p.m.	25 Minutes	Caleb & Lily Drive to Iowa City
End of Day		

Interview Schedule:

Time	Interviewee	Position	Location
10:00 - 10:30 a.m.	* Tom Messerli	Mayor	Council Chamber
10:30 - 10:50 a.m.	* Dick Rickerl	Council Member – 4th Ward	Conference Room
10:50 - 11:10 a.m.	* Dan Holm	Council Member – 1st Ward	Council Chamber
11:10 - 11:30 a.m.	Andrea White	Finance Clerk	Conference Room
1:00 - 1:20 p.m.	* Josh Collister	Council Member – At Large	Council Chamber
1:20 - 1:40 p.m.	Judy Carr	Deputy City Clerk	Conference Room
1:40 - 2:00 p.m.	Brad Koranda	Building Inspector	Council Chamber
2:00 - 2:20 p.m.	* Mark Lyon	Council Member – 5th Ward	Conference Room
2:20 - 2:40 p.m.	Jan Ketelsen	Confidential Secretary	Council Chamber
2:40 - 3:00 p.m.	Matt Tranel	Fire Chief	Conference Room
3:00 - 3:20 p.m.	Frank Ellenz	Public Works Director	Council Chamber
3:20 - 3:40 p.m.	* Josh Boldt	City Manager	Conference Room
3:40 - 4:00 p.m.	* Cory Simonson	Council Member – 2nd Ward	Council Chamber
4:00 - 4:20 p.m.	* Kevin Kuhlman	Council Member – At Large	Conference Room

Community Character Questionnaire

This questionnaire will aid in the strategic planning workshop next week. The purpose of this workshop is to identify and prioritize the City's overall goals for the next few years, based on what is listed in the 2040 comprehensive plan. In the initial survey, Community Character was identified as a top priority for the council. In order to prepare for this workshop, you are respectfully requested to identify key programs, policies, projects, and other initiatives that will be reviewed and discussed during the workshop. Please complete this questionnaire in its entirety.

Each of the below recommendations comes from 5 community character sections of the 2040 comprehensive plan. Below your email will be collected so that you receive a copy of your responses.

Community Character:

- Enhance the quality of life of Maquoketa by identifying and enhancing the elements that give the community its sense of place and identity.
 - Leverage the city's unique culture, historic elements, and contributions from artists for economic development, community marketing, and resident attraction and retention.
1. Please list the significant city accomplishments over the last few years, relating to the overall community character. This could be as major as a street project or as basic as a newly adopted city policy on snow removal. These items do not need to be in any particular order.
 2. Please list specific trends and opportunities that affect future city services, policies, finances, or operations to help achieve the above the community character goals.
 3. Please list specific issues and concerns that affect future city services, policies, finances, or operations related to the above community character goals. You do not need to identify potential solutions to your concerns.

Population:

- Establish a resident recruitment program focused on promoting Maquoketa, welcoming newcomers, and attracting people to live in the community.
 - Encourage the creation of the housing needed to grow the city's population.
1. Please list the significant city accomplishments over the last few years, relating to population.
 2. Please list specific trends and opportunities that affect future city services, policies, finances, or operations as related to the population goals above.

3. Please list specific issues and concerns that affect future city services, policies, finances, or operations as related to the population goals above. You do not need to identify potential solutions to your concerns.

Arts and Entertainment:

- Work with community organizations to provide festivals and events that bring the community together.
 - Support community organizations that provide arts education and venues for artistic performances.
 - Look for opportunities to expand the City's collection of public art.
1. Please list the significant city accomplishments over the last few years, relating to arts and entertainment.
 2. Please list specific trends and opportunities that affect future city services, policies, finances, or operations as related to arts & entertainment above.
 3. Please list specific issues and concerns that affect future city services, policies, finances, or operations as related to the arts & entertainment goals above. You do not need to identify potential solutions to your concerns.

Community History:

- Safeguard Maquoketa's historic sites, buildings, and cultural resources.
 - Rehabilitate existing buildings in a way that preserves their historic significance while allowing their use for modern purposes such as office space, retail, or housing.
1. Please list the significant city accomplishments over the last few years, relating to the community history.
 2. Please list specific trends and opportunities that affect future city services, policies, finances, or operations as related to community history goals above.
 3. Please list specific issues and concerns that affect future city services, policies, finances, or operations as related to the community history goals above. You do not need to identify potential solutions to your concerns.

Community Safety:

- Ensure the fair, equitable, and uniform enforcement of rules, regulations, and laws.
- Use community activities, partnerships, and outreach to foster positive relationships, good citizenship, and cooperation with public safety efforts.
- Encourage community events like Spring Clean-Up Day that bring people together and build community pride.
- Focus resources on access to substance abuse and mental health services.
- Review ordinances to identify the department responsible for enforcement and adjust as needed to improve community safety.

Community Safety:

- Ensure the fair, equitable, and uniform enforcement of rules, regulations, and laws.
 - Use community activities, partnerships, and outreach to foster positive relationships, good citizenship, and cooperation with public safety efforts.
 - Encourage community events like Spring Clean-Up Day that bring people together and build community pride.
 - Focus resources on access to substance abuse and mental health services.
 - Review ordinances to identify the department responsible for enforcement and adjust as needed to improve community safety.
1. Please list the significant city accomplishments over the last few years, relating to community safety.
 2. Please list specific trends and opportunities that affect future city services, policies, finances, or operations.
 3. Please list specific issues and concerns that affect future city services, policies, finances, or operations. You do not need to identify potential solutions to your concerns.

Strategic Planning & Goal Setting Workshop Agenda:

Welcome:

- MPA Team project overview

Introductions:

- Get to know everyone in the room

Purpose of Workshop:

- Criteria for successful goals
- Community words and phrases

Community Character Questionnaire:

- Overview of questionnaire outcomes

Activity:

- Breaking down goal setting
- Example goal setting process

Closing:

- Next steps
- Feedback/Q&A

Preliminary New Member Onboarding Packet

Maquoketa City Council New Member Onboarding Packet



- Meeting schedule
 - City Council Meetings are on the first and third Monday each month and held at Maquoketa City Hall in the City Council Chambers at 201 East Pleasant Street Maquoketa, IA 52060 at 6 p.m.
- Agenda meeting packet
 - City Manager Josh Boldt, along with city staff, prepare the meeting agenda which also serves as the meeting packet. Three versions of the meeting agenda are prepared, one without a “City Manager Summary” for public posting at City Hall, one with “City Manager Summary” so that Council and the general public know exactly what is being proposed, and one with applicable documents attached that shows all back up paperwork to each agenda item.
 - Previous meeting agenda and meeting minutes are posted on the city website at: <https://maquoketaia.com/meetings/city-council-agendas-and-minutes/>
- Council meeting flow and procedures
 - The Mayor is the chair of the meeting and will call the meeting to order. For each agenda item the mayor should allow for discussion among the city council members. After discussion, the mayor will then call for a council vote by asking for a motion from one city council member to approve an item, another city council member will second the motion. If no second is made, the motion dies. The Clerk will record the roll which means a record of votes for or against the agenda item. A majority is needed for a vote to pass. The Consent Agenda is when routine items are grouped under the Consent heading and voted as a group rather than as individual items.

- How to handle a citizen complaint?
 - There are multiple avenues to receive Citizen Complaints and the ability for a Citizen to contact their Council Member will always be one of them. Should a complaint be received by a Council member, the Council member is welcome to notify the City Manager of the issue for complaint processing. Often, City Staff will see to it that a particular issue is resolved immediately or better explain an issue at the very least.
 - City Manager Contact Information: manager@maquoketaia.com or 563-249-2974

- Overview of current projects and a brief update
 - Platt Street Reconstruction:
 - Platt Street is Hwy 64 through Maquoketa. In 2017, the Federal Government, State of Iowa, and the City of Maquoketa engaged in conversation to plan for a full rebuild of the Highway through Maquoketa to replace aged infrastructure. The total project budget is \$12,857,860 with \$7,418,957 coming from Federal Build Grants and the Iowa Department of Transportation. The project is expected to finish in November 2022 with reviews being finalized through mid-year 2023.

 - Façade Project West:
 - This is a Community Development Block Grant (CDBG) backed project that helps provide the City of Maquoketa a much-needed front facing aesthetic improvement on West Main Street. The project total is \$1,000,000. 50% is provided by CDBG sources, 25% from property owners, and 25% from the City of Maquoketa. This project is near completion.

 - Façade Project East:
 - This the same type of program with an additional \$1,000,000 from the same sources for East Main Street. This project is starting August 2022.

 - South Main Street Bridge:
 - In partnership with Jackson County and Iowa Department of Transportation, the City of Maquoketa will replace the South Main Street bridge to ensure safety, quality, and expand the shoulder so traffic and pedestrians can move freely to the Southern shopping district. This project is funded by \$1,000,000 in Iowa Department of Transportation grants and any additional amount is shared by Jackson County at a rate of 66%. The project is around \$1,350,000 which means the City's total financial commitment is \$119,000. Construction is expected to begin around July 2022 and last approximately 90 days.

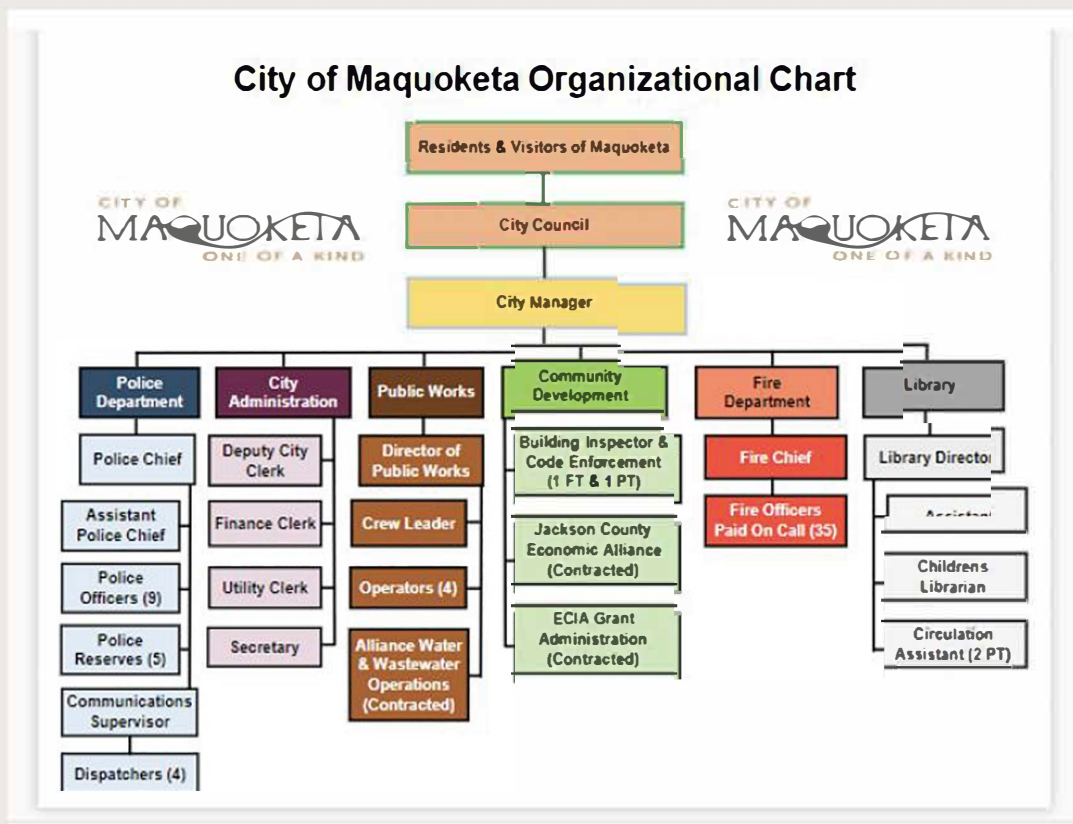
 - South Main Street Connector Trail:
 - In combination with the South Main Street Bridge, the City of Maquoketa obtained a TAP Grant to pay for 80% of the costs associated with a trail expansion on South Main Street. This is expected to begin at the same

time as the South Main Street Bridge in July 2022. The trail will connect the South Main Street Bridge to Allen Street which leads to Summit Street near the YMCA. This will provide a direct pedestrian route.

- Storm Levcc Project:
 - In partnership with the EDA, the City of Maquoketa is scheduled to drastically improve the Maquoketa River Stormwater Levee and restoring multiple major flood pumps back into service thus protecting the low-lying lands of the City, power plant, Public Works facilities, and the Wastewater Treatment Plant. The EDA awarded the City of Maquoketa approximately \$2,288,800 for the project in 2019. However, due to recent cost increases the project is expected to over budget by \$600,000 and the City expects to utilize excess bond funds and American Rescue Plan funding in order to preserve the City’s core funds such as the General Fund, General Capital Improvements Fund, and Road Use Tax.

- Clinton Engines Monitoring:
 - For approximately 20 years, the City of Maquoketa since taking ownership of the former Clinton Engines Museum site has been required to monitor ground contamination and plume dynamics for the activities previously conducted by Clinton Engines. This is a no cost obligation at this time however all persons should be aware that the site is under active investigation for the foreseeable future.

Organization Chart



Council and Staff Contact Information

Council and staff contact information:

Names	Emails	Phone Number	Role/ Position
Tom Messerli	Tommy@yousq.net		Mayor
Kevin Kuhlman	kevinkuhlman@yahoo.com		Council Member – At Large
Josh Collister	colljosh@aol.com		Council Member – At Large
Dan Holm	danholm@maquoketaia.com		Council Member – 1st Ward
Cory Simonson	corysimonson@maquoketaia.com		Council Member – 2nd Ward
Brent Good	brentgood@maquoketaia.com		Council Member – 3rd Ward
Dick Rickerl	rrickerl55@gmail.com		Council Member – 4th Ward
Mark Lyon	marklyon@maquoketaia.com		Council Member – 5th Ward
Josh Boldt	manager@maquoketaia.com		City Manager
Judy Carr	jcarr@maquoketaia.com		Deputy City Clerk
Andrea White	financeclerk@maquoketaia.com		Finance Clerk
Jan Ketelsen	cityhall@maquoketaia.com		Confidential Secretary
Frank Ellenz	publicworks@maquoketaia.com		Public Works Director
Matt Tranel	matttranel@maquoketaia.com		Fire Chief
Brendan Zeimet	mpd55@maquoketaia.com		Police Chief
Brad Koranda	inspector@maquoketaia.com		Building Inspector
Scott Wirth	inspector@maquoketaia.com		Building Inspector

Boards & Commission

M.I.D.A.S.	Maquoketa Area Chamber Board	Timber City Development Board	Airport Commission
Mark Lyon, City Council Rep	Kristie Carr, Director	Duan Stickley, President	Paul Hahle
Josh Collister, City Council Rep	Tom Cottle, President	Dave Stockman, Vice President	Jerald Bybee
Kathy Seyfert, Chamber Rep	Jeni Joos, Vice President	Matt Osterhouse, Secretary	John Williams
Matt Osterhouse, Timber Rep	Megan Simmons, Treasurer	Jake Bickford	Susan Siems
Matt Tranel, Maq State Bank Rep	Rachelle Zeimet, Secretary	Kevin Burns	Sue Sandberg
Brian Schwager, Fidelity Bank Rep	Chris Schaefer	Chris Nissen	Dan Holm
	Kathy Seyfert	Dwain Trenkamp	John Beranak - Caretaker
	Tracy Thede		
	Peter Hoff		
	Carissa Spain		
	Deb Shea		
	Scott Warren		
Building Code Board of Appeals	Cable TV Commission	Civil Service Commission	Downtown Incentives
Mark Beck	Jeff Bodenhofer, Chair	Billy Coakley	Rachelle Zeimet
Robert Koranda	Katie Paul	Milan James	Josh Riecks
Vacancy	Dick Rickerl	Jeff Tampir	Josh Collister
Vacancy	Vacancy	Brendan Zeimet	Mark Lyon
Vacancy	Vacancy		Kelley Brown
	Vacancy		Scott Wirth
			Chamber Director
Historic Preservation Commission	Library Board	Parks Board	Planning & Zoning Board
Ron Horan Jr.	Elizabeth Wright	Chris Gockel	Jim Trivette
Jennifer Fowler, Chair	Lori McCaulley	Carol Hammill	Mary Ann Lindgren
Ellen Frantzen	Kendra Beck	Ron Horan Jr.	Patrick Denlinger
Vacancy	Mary Pat Burns	Sara Nelson	Ron Horan Jr.
Vacancy	Cindy Hepker	Christopher H. Ihrig	Jason James
	Lynn Bopes		Duane Stickley, Chair
	Jim England, County Rep		Tiffany Mangler
	Jessica Pape		
	Judy Lyon		
	Katie Pauls, Library Director		
Property Maintenance Board	Tree Board	Utility Board of Trustees	Zoning Board of Adjustment
Ginger Bennett	DeAnn Montoya	Abby Gehl	Gerald Beau
Joe Oclon	Elaine Edwards	Jan Kahler	Ken Cottrill
Barb, Schroeder, Chair	Maggie Mulhausen, Chair	Megan Andresen	Jennie Wilcox
Pat Walke	Glenn Short	Robert Herring	Charles Reistroffer
Steve Gisel	Vacancy	Aaron Eltrich	Bob Laughlin
		Chris Krogman	
Parks Safety Committee	Building Code Task Forces		
Becky Chapin	Mark Beck		
Kary Waack	Matt Winegar		
Jon Hopson	Scott Wirth		
Scott Warren	Doug Schnoor		
Jayson Heiar	Jarod Manning		
Mallory Smith			

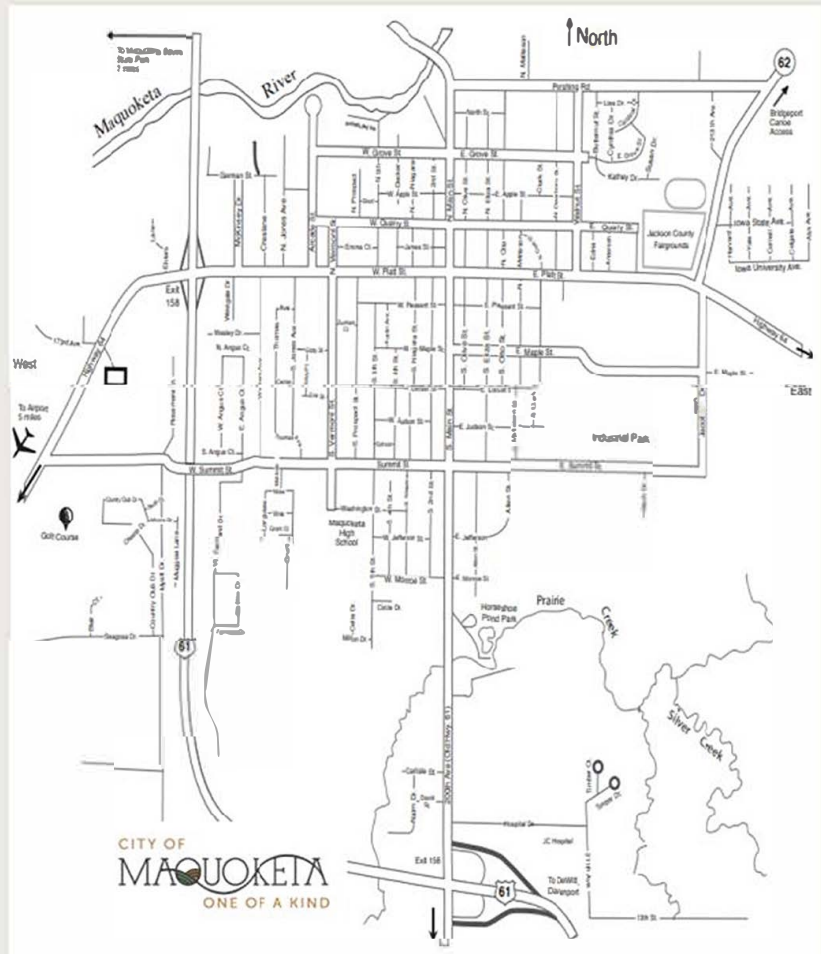
Council Committees 2022

Council Committees, Boards and Commissions 2022

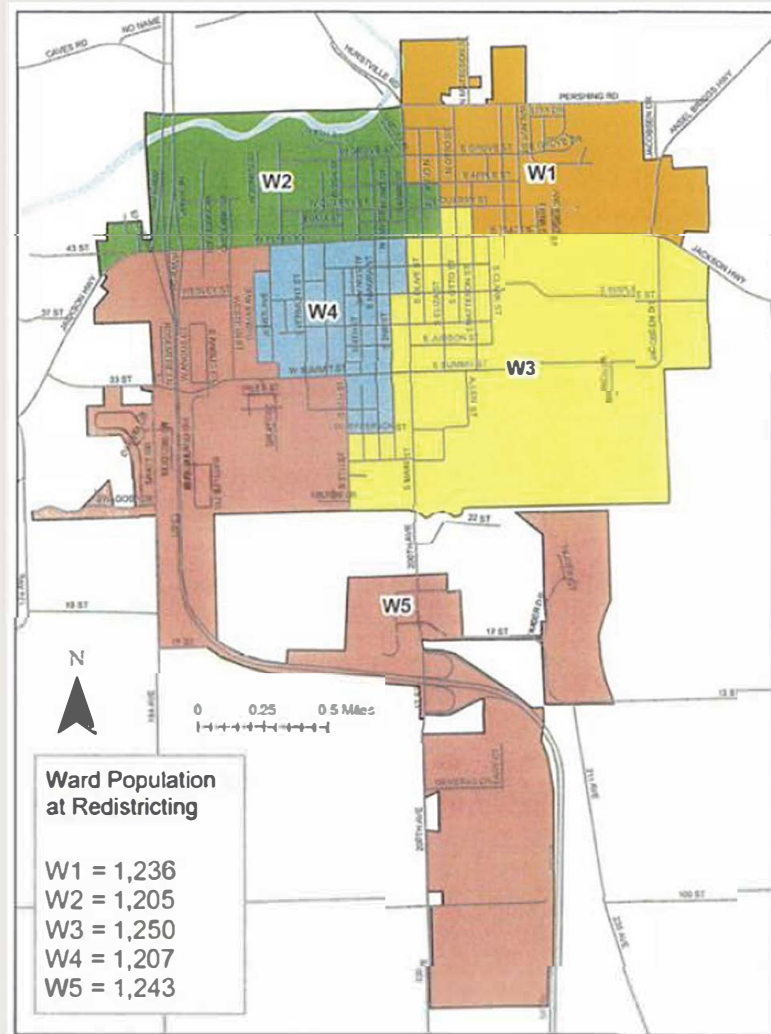
FINANCE/PERSONNEL	PUBLIC WORKS
Josh Collister, Chair	Mark Lyon, Chair
Mark Lyon	Dan Holm
Cory Simonson	Josh Collister
PUBLIC SAFETY	RECREATION/PARKS
Cory Simonson, Chair	Kevin Kuhlman, Chair
Kevin Kuhlman	Dan Holm
Brent Good	Dick Rickerl
ADDITIONAL APPOINTMENTS	
Mayor Pro Tem	Josh Collister
Landfill Representative	Tom Messerli
E911 Board Representative	Brendan Zeimet
E911 Board Alternate	Bob Lane
SRO Representative	Tom Messerli
Airport Commission	Dan Holm
Cable Commission	Dick Rickerl
Parks & Recreation	Kevin Kuhlman
Property Maintenance Board	Dan Holm
JCEA Representative	Tom Messerli
JCEA Representative	Josh Collister

Maps

City Map



Ward Map



Example City Council Meeting Agenda

Example City Council Meeting Agenda

1. Call to order
2. Pledge of Allegiance
3. Roll call
4. Public Participation
5. Presentations
6. Consent agenda
7. Public Hearings
8. Old business
9. New Business
10. Reports and Communications
 - a. Council Member Reports
 - b. City Manager Report
11. Executive Session
12. Adjournment

Source: Thank you to Maquoketa City Manager for providing the information necessary to prepare this packet for onboarding purposes.

Examples of Codes of Ethics/Conduct

Sample of Codes of Ethics/Conduct

Sample 1: Code of Ethics City of Marion, IA

CODE OF ETHICS FOR MEMBERS OF THE MARION CITY COUNCIL

Preamble

The citizens and businesses of Marion are entitled to have fair, ethical and accountable local government, which has earned the public's full confidence for integrity. In keeping with the City of Marion's mission, the effective functioning of democratic government therefore requires that: Public officials, both elected and appointed, comply with both the letter and spirit of the laws and policies affecting the operations of government; public officials be independent, impartial and fair in their judgment and actions; public office be used for the public good, not for personal gain; and public deliberations and processes be conducted openly, unless legally confidential, in an atmosphere of respect and civility. To this end, the Marion City Council has adopted a Code of Ethics for members of the City Council to assure public confidence in the integrity of local government and its effective and fair operation.

1. Act in the Public Interest

Recognizing that stewardship of the public interest must be their primary concern, members will work for the common good of the people of Marion and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before the Marion City Council.

2. Comply with the Law

Members shall comply with the laws of the nation, the State of Iowa, and the City of Marion in the performance of their public duties. These laws include but are not limited to: the United States and Iowa constitutions; laws pertaining to conflicts of interest, election campaigns, financial disclosures, employer responsibilities, and open processes of government; and City ordinances and policies.

3. Conduct of Members

The professional and personal conduct of members must be above reproach and avoid even the appearance of impropriety. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, boards and commissions, the staff or public.

4. Respect for Process

Members shall perform their duties in accordance with the processes and rules of order established by the City Council governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the City Council by City staff.

5. Conduct of Public Meetings

Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting

other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

6. Conflict of Interest

To assure their independence and impartiality on behalf of the common good, members shall not use their official positions to influence government decisions in which they have a material financial interest or where they have an organizational responsibility or personal relationship, which may give the appearance of a conflict of interest. In accordance with the law, no member shall participate in the disposition of any matter in which he or she is interested. For purposes of this section "interested" includes any direct or indirect financial or personal interest held by a member or member of his/ her family. Before any matter is heard, a member having an interest shall state it and withdraw from participation, or he/ she may disclose the facts involved and request a determination by the Council of whether a conflict of interest exists. Any question of the existence or nonexistence of a conflict of interest sufficient to disqualify a member from participating in the disposition of any matter shall be decided by a majority vote of the other members of the Council. In case of a tie, the member shall be disqualified.

7. Gifts and Favors

Members shall not take any special advantage of services or opportunities for personal gain that are not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits, which might compromise their independence of judgment or action or give the appearance of being compromised.

8. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel, or affairs of the City. They shall neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial, or other private interests.

9. Use of Public Resources

Members shall not use public resources that are not available to the public in general, such as City staff time, equipment, supplies or facilities, for private gain or personal purposes.

10. Representation of Private Interests

In keeping with their role as stewards of the public interest, members of Council shall not appear on behalf of the private interests of third parties before the Council or any board, commission or proceeding of the City.

11. Advocacy

Members shall represent the official policies or positions of the City Council to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Marion, nor will they allow the inference that they do.

12. Policy Role of Members

Members shall respect and adhere to the mayor- council structure of Marion city government as outlined by the Code of Iowa, City of Marion Charter, and City of Marion Code of Ordinances. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by the public, boards and commissions, and City staff. The council does not take an active role in day-to-day operations or administration of the city.

The City Manager shall be directly responsible to the Council for the administration of municipal affairs as directed by that body. All departmental activity requiring the attention of the council shall be brought before the body by the City Manager and all Council involvement in administration initiated by the Council must be coordinated through the City Manager. 13. Independence of Boards and Commissions Because of the value of the independent advice of boards and commissions to the public decision- making process, members of Council shall refrain from using their position to unduly influence the deliberations or outcomes of board and commission proceedings.

14. Positive Workplace Environment

Members shall support the maintenance of a positive and constructive workplace environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

15. Implementation

As an expression of the standards of conduct for members expected by the City, the Marion Code of Ethics is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

For this reason, ethical standards shall be included in the regular orientations for candidates for City Council and newly elected and appointed officials. Members entering office shall sign a statement affirming they read and understood the City of Marion code of ethics. In addition, the Code of Ethics shall be annually reviewed by the City Council and the City Council shall update it as necessary.

16. Compliance and Enforcement

The Marion Code of Ethics expresses standards of ethical conduct expected for members of the Marion City Council. Members themselves have the primary responsibility to assure that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government.

City Council members who intentionally and repeatedly do not follow proper ethical standards may be reprimanded or formally censured by the Council. It is the responsibility of the Council to initiate action if, a Council member' s behavior may warrant censure. Council members should point out to the offending Council member infractions of the Code of Ethics or Code of Conduct.

If the offenses continue, then the matter should be referred to the Mayor in private. If the Mayor is the individual whose actions are being challenged, then the matter should be referred to the

Mayor Pro- Tern. It is the responsibility of the Mayor to initiate action if a Councilmember' s behavior may warrant censure. If no action is taken by the mayor, the alleged violation(s) can be brought up with the full Council in a public meeting.

If violation of the Code of Ethics or Code of Conduct is outside of the observed behaviors by the Mayor or Council members, the alleged violation should be referred to the Mayor. The Mayor should ask the City Manager and/ or the Chief of Police to investigate the allegation and report the findings to the Mayor. It is the mayor' s responsibility to take the next appropriate action. These actions can include but are not limited to discussing and counseling the individual on the violations or recommending censure to the full Council to consider in a public meeting.

A violation of this Code of Ethics shall not be considered a basis for challenging the validity of a Council decision.

City Council Member Statement

As a member of the Marion City Council, I agree to uphold the Code of Ethics for elected and appointed officials adopted by the City and to conduct myself using the following model of excellence. I will:

Recognize the worth of individual members and appreciate their individual talents, perspectives, and contributions

Help create an atmosphere of respect and civility where individual members, City staff and the public are free to express their ideas and work to their full potential

Conduct my personal and public affairs with honesty, integrity, fairness, and respect for others
Respect the dignity and privacy of individuals and organizations

Keep the common good as my highest purpose and focus on achieving constructive solutions for the public benefit

Avoid and discourage conduct, which is divisive or harmful to the best interests of Marion

Treat all people with whom I come in contact in the way I wish to be treated

I affirm that I have read and understood the City of Marion Code of Ethics.

Signature Date _____

Printed Name _____

Signed Name _____

Sample 2: City of Solon Code of Conduct

For Elected Officials and Members of Appointed Boards, Commissions, Committees and Teams

Statement of Purpose

The citizens and businesses of Solon are entitled to have fair, ethical and accountable local government that has earned the public's full confidence for integrity.

The City of Solon's strong desire to fulfill this mission therefore requires that:

Public officials, both elected and appointed, comply with both the letter and spirit of the laws and policies affecting the operations of government.

Public officials be independent, impartial, and fair in their judgment and actions.

Public office be used for the public good, not for personal gain; and

Public deliberations and processes be conducted openly, unless legally confidential.

Public deliberations, both open and closed, shall be conducted in an atmosphere of respect and civility.

To this end, the Solon City Council has adopted this Code of Conduct for elected officials and members of appointed boards, commissions, committees, and teams to assure public confidence in the integrity of local government and its effective and fair operation.

1. Act in the Public Interest

- a. Recognizing that stewardship of the public interest must be their primary concern, members will work for the common good of the people of Solon and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before the Solon City Council, boards, commissions, committees, and teams.

2. Conduct of Members

- a. Members shall refrain from abusive conduct, harassment, personal charges or verbal attacks upon the character or motives of other members of Council, boards, commission, committees, the staff or public.

3. Respect for Process

- a. Members shall perform their duties in accordance with the processes and rules of order established by the City Council and boards, commissions, and committees governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the City Council by City staff.

4. Conduct of Public Meetings

- a. Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers, making personal comments not relevant to the business of the body, or otherwise interfering with the orderly conduct of meetings.

5. Decisions Based on Merit

- a. Members shall base their decisions on the merits and substance of the matter at hand.

6. Communication

- a. Members shall publicly share substantive information that is relevant to a matter under consideration by the Council or boards, commissions, and committees which they may have received from sources outside the public decision-making process.

7. Ethics

- a. Members shall comply with all requirements of the ethics laws of the State of Iowa. These laws are included in Iowa Code Chapter 68B Government Ethics. Members, if they have questions, are encouraged to seek advice from the City Attorney regarding the interpretation and application of these laws.

8. Advocacy

- a. Members shall represent the official policies or positions of the City Council, board, commission, or committee to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Solon, nor will they allow the inference that they do.

9. Policy Role of Members

- a. Members shall respect and adhere to the council-administrator structure of city government as outlined in the City's policies and procedures and follow the City Charter with respect to the City Administrator's relationship with the City Council.
- b. In this structure, the City Council determines the policies of the City with the advice, information and analysis provided by the public, boards, commissions, committees, teams, and City staff. Except as provided by the City ordinance, members therefore shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Council policy decisions.

10. Positive Workplace Environment

- a. Members shall support the maintenance of a positive and constructive workplace environment for City employees and for citizens and businesses dealing with the

City. Members shall recognize their special role in dealings with City employees and refrain from creating the perception of inappropriate direction to staff.

11. Implementation

As an expression of the standards of conduct for members expected by the City, the Solon Code of Conduct is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions. For this reason, standards shall be included in the regular orientations for candidates for City Council, applicants to boards, commissions, committees, teams, and newly elected and appointed officials.

Statement of Commitment

As a member of the Solon City Council or of a Solon board, commission, committee, or team, I agree to uphold the Code of Conduct for elected and appointed officials adopted by the City Council and conduct myself by the following model of behavior. I will:

- Recognize the worth of individual members and appreciate their individual talents, perspectives, and contributions.
- Help create an atmosphere of respect and civility where individual members, City staff and the public are free to express their ideas and work to their full potential.
- Conduct my personal and public affairs with honesty, integrity, fairness, and respect for others.
- Respect the dignity and privacy of individuals and organizations.
- Keep the common good as my highest purpose and focus on achieving constructive solutions for the public benefit.
- Avoid and discourage conduct, which is divisive or harmful to the best interests of Solon.
- Treat all people with whom I come in contact in the way I wish to be treated.
- Before I speak or act, I will ask myself the following four questions:
 1. Is it the truth?
 2. Is it fair to all concerned?
 3. Will it build goodwill between all concerned?
 4. Will it be beneficial to all concerned?
- I affirm that I have read and that I understand the City of Solon's Code of Conduct.

DATE: _____

SIGNATURE: _____

TITLE: _____

ATTACHMENT 7

Criteria for Major City Goals

1. Be legitimate to our genuine beliefs (real, supported).
2. Agreed upon by a Council majority.
3. Focused in number for comprehension, communication and focus.
4. Set forth in one document—the Budget.
5. Be clear and understandable.
6. Established as a high priority and a real commitment.
7. Reflect major goals that cannot be achieved without Council support.
8. Translated into the objectives of employees at all levels of the organization.
9. Created within a supportive atmosphere where participants are not afraid to state their suggestions for improving goals or objectives.
10. Reflect genuine consensus: while unanimous agreement is not required, the resulting major city goals should reflect strong Council commitment to these as top priorities for the coming year.

References

- [1] Gilbert, Casey T., "Learning the Ropes: A case study of the onboarding process for newly elected city councilors" (2020) Muskie School Dissertations. 7.
<https://digitalcommons.usm.maine.edu/muskie-dissertations/7>
- [2] Katzenbach, J. R. and Smith, D.K. (1993), *The Wisdom of Teams: Creating the High-performance Organization*, Harvard Business School, Boston.
- [3] <https://www.pmi.org/learning/library/team-building-new-strategic-weapon-5140>
- [4] <https://www.civicplus.com/blog/am/how-to-onboard-newly-elected-officials-virtually-in-the-post-covid-19-era>
- [5] https://www.osc.state.ny.us/files/local-government/publications/pdf/strategic_planning.pdf
- [6] <https://www.clearpointstrategy.com/government-strategic-plan-examples/>
- [7] <https://www.clearpointstrategy.com/build-your-municipal-budgeting-process-around-city-objectives/>
- [8] <https://www.slocity.org/home/showpublisheddocument/1932/637050841746830000>