



City of Adel, Iowa — 2013 Strategic Plan



Our Mission: *“To provide exceptional and fiscally responsible services that promote planned, sustainable growth and a high quality of life.”*

We Value: *Transparency and Open Communication; Cooperation; Fiscal Responsibility; Professionalism; Effective Communication; Tax Dollar Value; Friendly Service; Mutual Respect; Safety; Preservation; Integrity; Environmental Awareness; Dependability and Pride.*

Financial Security –

Contemporary fiscal policies and strategies

Considerations

- ⇒ 2013 state legislative session
- ⇒ Expansion of the tax base
- ⇒ Impact of borrowing capacity (debt limit)
- ⇒ Stabilize property tax levy
- ⇒ Infrastructure (expansion and maintenance plans)
- ⇒ Capital improvement plan
- ⇒ How to finance aging infrastructure
- ⇒ Develop a realistic capital improvement plan and fund accordingly
- ⇒ Build up a general fund reserve

Distinctive Character –

Vibrant, energetic and passionate small town

- ⇒ Retain the small town feel
- ⇒ Brick streets
- ⇒ Safe and secure community
- ⇒ Historic downtown
- ⇒ Designated waterway and bike trail
- ⇒ Branding the City
- ⇒ Des Moines metropolitan area
- ⇒ County seat
- ⇒ High quality of life

Community and Economic Vitality –

Quality growth through economic and community development

- ⇒ Tax abatement program
- ⇒ Economic development
- ⇒ Dallas County office space move (implications)
- ⇒ Outreach to possible new commercial businesses/business networking
- ⇒ Focus on existing businesses
- ⇒ Conduct a land inventory; prepare for possible C/I growth and development
- ⇒ Economic development strategic plan
- ⇒ Commercial tax abatement program
- ⇒ Bike trail/river as an economic development tool

City Services –

Effective use and application of best practices

- ⇒ Explore collaborations with county and school district
- ⇒ Up-to-date equipment and tools
- ⇒ Maintain strong City staff work
- ⇒ Personnel policies
- ⇒ Maintain strong council teamwork
- ⇒ Professional development of the city staff; support training and personal growth
- ⇒ Improve customer service
- ⇒ Expanded technology
- ⇒ Succession planning

Community Connections –

Open communication and active citizen engagement

- ⇒ Organize community groups to maximize potential
- ⇒ Use of social networking to communicate
- ⇒ Develop creative ideas to engage various age groups in the City (seniors/youth)
- ⇒ Connect with new residents
- ⇒ Active and healthy community
- ⇒ Integrate citizens into decision-making process
- ⇒ Update website
- ⇒ Create liaison positions for Boards and Council; to be filled by citizens
- ⇒ Improve communication to residents in emergency situations

Goals

1. Educate and lobby our legislators on possible legislative action for property tax reform, in particular commercial/ industrial property taxes, and any further changes proposed to TIF / Urban Renewal laws.
2. Develop a five year Capital Improvement Plan for the Sewer, Street, Stormwater and General Fund; expand Water Fund CIP.
3. Identify existing and create new business recruitment and retention strategies.

1. Create a brand for the City.
2. Upgrade current technology and enhance the use of technology for customer service purposes.
3. Expand and enhance recreational opportunities for all citizens.
4. Formulate a plan for reconstructing the residential brick streets.

1. Formalize a plan to extend the residential tax abatement program.
2. Develop a commercial/industrial tax abatement program.
3. Update Comprehensive Plan.
4. Develop an overall Economic Development Plan.
5. Stay actively involved in the discussions on moving the Dallas County offices.

1. Identify opportunities for collaboration and shared services.
2. Begin a succession plan for key positions.
3. Consider and prioritize ideas in the citizen surveys.
4. Begin to explore a community center.
5. Explore/pursue methods for expanding high speed broadband access for business and residents.

1. Utilize social media tools for citizen communication and engagement.
2. Schedule an event which highlights our recreational amenities including canoe, bike trail and run challenge.
3. Provide information for new residents and businesses.