

**CITY OF ADEL CITY, IOWA
MAYOR & CITY COUNCIL GOAL SETTING REPORT
2020 - 2021**

Mayor:

James F. Peters

City Council

Rob Christensen

Dan Miller

Shirley McAdon

Bob Ockerman

Jodi Selby

City Clerk:

Angela Leopard

City Administrator:

Anthony Brown

Library Director:

Paula James

Public Works Director:

Kip Overton

Police Chief:

Gordy Shepherd

Finance Director:

Brittany Sandquist

Code Compliance Officer:

Steve Nichols

Fire Chief:

Braden Nemechek

Director of Parks & Recreation:

Nick Schenck



Facilitated by:

Patrick Callahan

Callahan Municipal Consultants, LLC

November 19, 2019

City of Adel, Iowa

Mayor & City Council Goal Setting Session

2020 - 2021

Introduction

The City of Adel requested assistance from Patrick Callahan in September 2019, for a Mayor and City Council goal setting process. Mr. Callahan agreed to organize and facilitate a process that involved the following steps:

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

Goal Setting Work Session

City Council Members and the Mayor held an informal non-binding work session that was conducted by Mr. Callahan on November 19, 2019. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2018 and 2019, as listed by the Mayor, Council Members, and the City Department Heads. **(Exhibits A & F)**
2. Review the list of most important issues, concerns and trends facing the City in 2019, as listed by the Mayor and Council Members and by the City Department Heads. **(Exhibits B & G)**
3. Review and revise the list of potential initiatives, policies, and programs. **(Exhibits C & H)**
4. Indicate those initiatives and programs that are the most urgent or important at this time.
5. Review and revise the list of potential capital projects. **(Exhibits D & I)**
6. Indicate those capital projects that are the most urgent or important at this time.
7. Provide comments and suggestions regarding teamwork objectives. **(Exhibits E & J)**

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

THE CITY COUNCIL'S LIST OF "GIVENS"

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

A. Programs, Initiatives and Policies

1. Develop and implement new economic development strategy
2. Set up duties and boundaries for City Staff and Adel Partners Chamber of Commerce in promoting economic development.
3. Review and update job descriptions for all city employees.
4. Complete the update of the City Employee Handbook.
5. Review and update manual of policies and procedures.
6. Revise vacation structure/increases every five years.
7. Park & Recreation plans to charge rental fees for non-recreation baseball/softball teams.
8. Continue to schedule quarterly city council work sessions regarding large projects.

B. Capital Projects and Equipment Replacement

1. Purchase of park land near the south water tower.
2. Complete new water treatment plant.
3. Construction of the new wastewater treatment plant.
4. Water Tower Park.
5. Concrete fixed at all city buildings.
6. Equipment Replacement Plan.
 - New Snow Plow - Approximately \$190,000
 - Backhoe replacement
 - New pickup for additional staff
 - New chemical controller – May 2020
 - Three new mowers for the Parks Department- 2021
 - Paint the swimming pool – Fall 2020
 - Library – replace phone system

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

INITIATIVES AND PROGRAMS – 2020 - 2021

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

A. Top Priority Initiatives and Programs

1. Capital Improvements Planning

- Develop a comprehensive city building capital needs assessment and a 3,5, or 10 year plan for City Hall, Library, Public Works Facility, Police Department, Fire Department.
- Study all department building needs and the possible sharing of facilities.
- Equipment purchase by working with the engineering firm and financial consultant to identify the funding opportunities and the timing of purchases for public works, parks, police, and fire.

2. Recodification and Policy Review

- City code review & update – Particularly development standards to be clear and comprehensive – create a level playing field that will hold community standards, but allow developers to know what is required.
- Budget for items recommended in Envision Adel 2040, including updating the design guidelines, subdivision ordinance, zoning ordinance, zoning map, and other items.
- Reviewing the sidewalk ordinance and policy and determine strategy, resources, funding, and budgeting for ADA Compliance Transition Plan.

3. Set up policy and incentives to complete the east annexation.

B. High Priority Initiatives and Programs

1. Study future fire department needs – staffing, equipment needs, paid full time, paid part time, volunteers, and a location for a future fire station.
2. After purchasing the 30 acres near the water tower, budget for hiring an architect, engineer, or design firm to begin designing the 40-acre recreation complex and/or center.

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

CAPITAL IMPROVEMENT PROJECTS – 2020-2021

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

A. Top Priority Capital Projects & Equipment Purchases

1. Street Improvements Program

- Continue to fund the Street CIP program
- In-depth street construction based on existing condition, safety, needs for water main, sanitary sewer replacement and paving of existing gravel roads based on needs and not wants.

- Complete as many overlays & street replacements (i.e. Rapids St.) as financially possible.
 - Brick road upkeep.
 - Reconstruction of Rapids Street from 9th to 15th – approximately \$2.2 million.
2. Complete the Highway 169 Growth & safety Project – approximately \$6.3 million to focus on trails, underpass, street lights, and turn lanes.
 3. Install trails and sidewalks to connect neighborhoods to the Raccoon River Valley Trail and other parks and install signage and wayfinding, as described in the Chamber Community Visioning report.

Note: A complete summary of the rankings of all capital projects and equipment purchases is attached as Exhibit D.

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and building a better working relationship. The list of team building suggestions is identified as **Exhibit E**.

FUTURE PLANNING SUGGESTIONS

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

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

It is recommended that the City Council review the lists of capital projects and equipment purchases, and initiatives, programs, and monitor the progress that is made on each item on a quarterly basis. The City could use a format that shows the project or item side by side with a comment that updates the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. The tentative dates for the quarterly updates are: March 10, June 9, September 8, and December 8.

It is important to note that the prioritizing of all the capital projects and various initiatives is not “cast in stone.” The two lists can be modified as new circumstances may dictate. Hopefully, the Mayor and City Council will repeat this process in late 2021, which may result in some additional modifications.

It is recommended that the City prepare a capital improvements plan to identify the City’s capital projects over the next four to six years. The plan could include cost estimates, descriptions of the projects, the justification, and sources of funding.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

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

1. ***City Website.*** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City’s website for review by the citizens of Adel.
2. ***Town Hall Meeting.*** The City Council could schedule a town hall meeting or public forum to present a summary of the City’s goals and objectives and to seek comments and observations from local residents.
3. ***City Hall Posting of Goals.*** The Council’s goals and objectives could be posted in the lobby area at City Hall for interested residents to review.
4. ***Open Houses – City Facilities.*** Annual “open houses” at various City buildings, such as City Hall, Fire Station, Police Station, Library, or Public Works Shop, could be held to inform the citizens about the upcoming city projects and programs that have been proposed.
5. ***Community Leaders’ Meeting.*** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board and the Adel Chamber/Economic Development Board of Directors, to review and discuss the City Council’s goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.
6. ***Presentations to Service Clubs.*** The Mayor, Council Members, and City Administrator could make brief presentations to local services clubs and organizations outlining the goals and objectives.
7. ***Public Places –Reading Material.*** A copy of this goal setting report or a brief summary of the City’s goals and objectives could be made available in public places, or where local residents could read this report.

FINAL COMMENTS

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

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

Patrick Callahan
Callahan Municipal Consultants, LLC

November 26,2019

**EXHIBIT A
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21**

Major Accomplishments – Mayor & Council Members' Responses

1. Secured USDA financing of \$40,000,000 in loans and grants for new water, sanitary sewer and storm water projects.
2. Completed phase 1 of our water projects, completed East annex area sanitary sewer project, completed 4 storm water projects.
3. Set up economic development city council standing committee.
4. Completed Bailey's Grove Park.
5. Envision Adel Vision 2040 comprehensive plan will be completed in 2020.
6. Completed emergency water connection with Xenia Rural Water Association.
7. Refinancing of several city bonds and loans.
8. Updated some parts of the subdivision ordinance.
9. Sewer extension east of River.
10. Main Street paving & infrastructure improvements.
11. Multiple water system improvements – such as a new water plant ground breaking.
12. Various sanitary sewer & storm sewer improvements.
13. Smart growth direction of City – proper annexation planning; targeted tax incentives; etc.
14. Continuation of government with new council members.
15. Highway 169 Safety and Improvement recommendation to IDOT in 2019.
16. Street overlay projects the repairing and replacing some brick streets.
17. Purchase of Park Land by water tower and near Evans.
18. Sun setting of the Residential Tax Abatement program.
19. Agreement for new elementary school.
20. Engaged a new city attorney.

**EXHIBIT B
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21**

Issues and Concerns – Mayor/City Council Members Responses

1. Annexation of land to include both sides of gravel roads currently bordering the city limits to the east and south.
2. Annexation to the east to true-up our eastern border with Waukee.
3. Making sure our subdivision ordinance is updated to address today's development trends.
4. Keeping on top of the Highway 169 Safety and Improvement project to make sure it is in front of the IDOT.
5. Coordinating with the ADM School District on construction of the new elementary school.
6. Staffing needs to keep up with our growth.
7. Assessing and improving some of the more deteriorating streets and infrastructure in the older part of town.
8. Restructure Building Department by adding a professional planner along the same as the City of Perry.
9. Fire Department's needs in the next 5 to 10 years and bring in a consultant.
10. Future use of property taxes and state revenue.
11. Tight budgetary years until tax abated properties come "online."
12. Demand for services & needed infrastructure improvements outstrip ability to finance.
13. City code and standards & policies are "outdated" or not up to par for a growing city – thus potentially hampering good growth.
14. Overall traffic flow as population increases.
15. Completion of water and sewer projects.
16. Residents' understanding of city policies (Graveyard, paving, water bill, fireworks, ATV's, etc.)
17. Prioritize the continued improvement of streets in light of limited resources.
18. Involve all age groups into the life of the community.

19. Reach out to state legislators to create a better understanding of city issues.
20. Maximize the completion of the 2020 Census.
21. Provide incentives for residential and commercial growth.

EXHIBIT C
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21

Significant Initiatives, Programs & Policies – Mayor & Council Members’ Rankings

Programs & Initiatives	Top Priority	Second Priority	Total Score
1. Capital Improvements Planning <ul style="list-style-type: none"> • Develop a comprehensive city building capital needs assessment and a 3,5, or 10 year plan for City Hall, Library, Public Works Facility, Police Department, Fire Department • Study all department building needs and the possible sharing of facilities • Equipment purchases by working with the engineering firm and financial consultant to identify the funding opportunities and the timing of purchases for public works, parks, police, and fire. 	6	1	13
2. Recodification and Policy Review <ul style="list-style-type: none"> • City code review & update – particularly development standards to be clear and comprehensive – create a level playing field that will hold community standards, but allow developers to know what is required. • Budget for items recommended in Envision Adel 2040, including updating the design guidelines, subdivision ordinance, zoning ordinance, zoning map, and other items. • Reviewing the sidewalk ordinance and policy and determine strategy, resources, funding, and budgeting for ADA Compliance Transition Plan. 	5	1	11
3. Set up policy and incentives to complete the east annexation	4	0	8
4. Study future fire department needs – staffing, equipment needs, paid full time, paid part time, volunteers, and a location for a future fire station.	2	2	6
5. After purchasing the 30 acres near the water tower, budget for hiring an architect, engineer, or design firm to begin designing the 40-acre recreation complex and/or center.	1	3	5
6. Develop a policy for allowing smaller or local broadband companies to lease space on our water towers to expand internet access.	0	3	3
7. Increase staff in various departments	0	2	2
8. Employee recognition, engagement and retention planning and continue to invest in employee training and education	0	2	2
9. Utility Rate Analysis <ul style="list-style-type: none"> • Complete the review of rate making for water and sewer charges • Storm water conservation initiative (rain barrel – raingarden rebate). • Set utility rates so as to fund needed improvements 	0	1	1

Programs & Initiatives	Top Priority	Second Priority	Total Score
10. Study other areas to annex where the City can serve with proper infrastructure	0	1	1
11. Study street assessment policy and the percentage that property owners should be assessed.	0	1	1
12. Implement quality of life issues – such as plans around parks & recreation.	0	1	1
13. Better protect city information assets and improve collaboration by moving city files & systems to the cloud.	0	0	0
14. More effective and transparent communication with residents.	0	0	0

EXHIBIT D
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21

Capital Projects & Equipment Purchases – Mayor & Council Members’ Rankings

A. Top Priority Projects	Score
1. Street Improvements Program <ul style="list-style-type: none">• Continue to fund the Street CIP program• In-depth street construction based on existing condition, safety, needs for water main, sanitary sewer replacement and paving of existing gravel roads based on needs and not wants.• Complete as many overlays & street replacements (i.e. Rapids St.) as financially possible.• Brick road upkeep• Reconstruction of Rapids Street from 9th to 15th - approximately \$2.2 million.	6
2. Complete the Highway 169 Growth & Safety Project – approximately \$6.3 million to focus on trails, underpass, street lights, and turn lanes.	5
3. Install trails and sidewalks to connect neighborhoods to the Raccoon River Valley Trail and other parks and install signage and wayfinding, as described in the Chamber Community Visioning report.	4
4. Ladder fire truck	2
5. Design the 40-acre recreation center/complex and develop the new sports facility	1
6. Finish Southbridge Park – Spring 2020	0

EXHIBIT E
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21

Teamwork Suggestions – Mayor & City Council Members Responses

1. Ask staff to lay out pros and cons and come down firmly on one side.
2. Use the resources of the League of Cities for information and training.
3. Continue to implement the use of technology for sharing of files & meeting; including video conferencing in the Council Chamber for those to attend day time meetings from work.
4. The City council will continue to work through committees to initially study policy and procedure changes; and also works with our professional consultants (engineer and financial) when evaluating capital projects and other long-term improvements.
5. More informal communication between meetings.
6. More informational meetings with partners (developers, engineers, financial, etc.)

**EXHIBIT F
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21**

Major Accomplishments – Department Heads

1. Obtaining over \$43,000,000 in USDA-RD financing for our major water, sewer, and storm water projects, which includes almost \$7 million in grant funds.
2. Hiring of new City Attorney, City Clerk, Accounting Clerk, Police Officers, Street Superintendent, Street Laborer/Wastewater Operator, Street Laborer, Water Superintendent, Water Operator, Parks Maintenance Supervisor, and Aquatic/Recreation Supervisor
3. Completed four major storm water projects with USDA-RD
4. Very close to completing a new comprehensive plan (Envision Adel 2040), which was last updated in 2009.
5. Completion of the \$7 million East Annex Sanitary Sewer Utility Improvements project, which opens 1,700 acres east of the river for development.
6. Groundbreaking on the new \$12 million Water Treatment Plant with USDA – RD, which is expected to be completed in 2021.
7. Annexing 300 acres south of town.
8. Over \$450,000 worth of street overlays completed in 2019.
9. New windows at Adel City Hall.
10. Refinancing of several bonds to save over \$190,000.
11. Completed construction of new water main on Rapids Street and Bryan Street
12. Completion of 80% of the construction of new Wells #5 and #6.
13. Completion of 90% of the design phase of new wastewater treatment plant.
14. Completed year 1 of street CIP (overlays) program
15. Brought 3 new plats online.
16. Paved Meadow Road by the new Casey's.
17. Working with the school on new site for elementary school.

18. Library - New shelving.
19. Library -New office furniture for staff.
20. Library - New automated library system.
21. Library - Joined Iowa Adventure Pass Program.
22. Library - Completed level III State Certification.
23. Library - Increased programming attendance in children and teen programs.
24. Zipline Purchased in August 2019
25. Actual – new Ice rink purchased (kit)
26. Party in the Park series by Adel Rotary
27. Movies in the Park implemented (Series)
28. New Aquatic Programing: Aqua Sumba, Twilight Swim, Boat Race, Doggy Swim, Baseball concessions updated; paint, roof, counters.
29. Sport Group Agreements updated in October 2019
30. Tree City Award: 27 years
31. Aquatic/Recreation Supervisor Hired
32. Digi aquatics - Pool Management. Soft Fade Program Purchased.
33. Construction of Bailey's Grove Park

EXHIBIT G
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21

Issues and Concerns – Department Heads

1. Developers have indicated that our changed residential abatement program led to the dramatic slowdown in 2019 (i.e., approximately 16 permits in 2019 vs 175 in 2018). While we know that property tax revenue will grow as more abated homes coming online, building permit revenue is still important. Should we implement a slightly more aggressive abatement program or extend the current program?
2. Due to flooding, Island Park's campground was closed in 2019. While we can keep this area as a park, should we end campground services? Our previous campground management experiences have been challenging and Dallas County and KOA offer camping in the Adel area.
3. Need to determine the future needs and timeline of the Fire Department. How and when do we move away from a 100% volunteer program? How and when do we build a new fire station to accommodate and purchase a ladder truck?
4. We have spent over \$81,000 on our planning efforts like Envision Adel 2040 (i.e., an update to our 2009 Comprehensive Plan) for "smart growth." However, we have seen some proposed projects be rejected at the P&Z and council level due to push back from citizens. How can we respect and adhere to these planning efforts while balancing public input?
5. The delay of the Highway 169 Growth & Safety Project has been significant. Where do we go from here? Should we scale back the project?
6. As the City and its departments grow, we should protect against working in "silos." We are still a small city and need to work together.
7. How can we balance staff and committee research and recommendations with the decisions of the council and public feedback?
8. How do we prioritize additional staff needs? Examples include support staff at City Hall and the library, additional Public Works and Parks staff, and other positions or functions such as a Planner, HR, Communications, and Economic Development.
9. Our current code compliance efforts have been complaint driven. This model reflects our limited staff time and our desire to handle these issues sensitively. As we grow, are we comfortable with this approach, or is there a desire to fund and support a more proactive model?
10. How should we prioritize new City buildings and facilities? Besides the new Water and Sewer treatment plants, we have discussed new buildings for Fire, Public Works, and possibly a Recreation Center or Complex.

11. How should we prioritize reconstructing Rapids and Court versus paving gravel roads?
12. Residents in subdivisions on the fringes have complained about the lack of broadband access or speeds. Mediacom and Centurylink have reviewed these areas but cannot be forced into action. Should we actively market leasing space on our water towers to attract local providers?
13. Buyout of Xenia territory.
14. Funding for C.I.P. (equipment & streets)
15. Library - Increase from two to three full time staff.
16. Library - Increase hours open.
17. Library - Director retirement.
18. Library - Update website.
19. Recreation League Participation # concerns: Make private entities and more options.
20. Parks Department staffing. Current arrangement part-time going to 3 days a week – need another full-time parks employee.
21. Need to figure out Aquatic role with collaboration with city departments.
22. High demand for facilities, gyms, and fields is a concern.
23. Paving of gravel roads – keep requiring.
24. Opportunity to expand trails.
25. City departments need to work together again – getting away from that.

**EXHIBIT H
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21**

Significant Initiatives, Programs & Policies – Department Heads

1. After purchasing the 30 acres near the water tower, budget for hiring an architect, engineer, or design firm to begin designing the 40-acre recreation complex and/or center.
2. Budget for items recommended in Envision Adel 2040, including updating the design guidelines, subdivision ordinances, zoning ordinances, zoning map, and other items.
3. Reviewing the sidewalk ordinance and policy and determine our strategy, resources, and funding. Budgeting for preparing ADA Compliance Transition Plan.
4. Review and update department head job descriptions.
5. Review and update manual of policies and procedures.
6. Develop a policy for allowing smaller or local broadband companies to lease space on our water towers to expand internet access.
7. Increase staff in various departments.
8. Continue to invest in employee training and education.
9. Storm water conservation initiative (rain barrel – raingarden rebate).
10. Park & Recreation plans to charge rental fees for non-recreation baseball/softball teams.
11. Revise vacation structure/increases every five years.

**EXHIBIT I
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21**

Capital Projects & Equipment Purchases – Department Heads

1. A portion of the Highway 169 Growth & Safety Project (total is approximately \$6.3 million, but could focus on trails, underpass, street lights, and turn lanes).
2. New Snow Plow (approximately \$190,000.)
3. Reconstruction of Rapids Street from 9th to 15th (approximately \$2.2 million.)
4. Designing 40-acre recreation center/complex (cost unknown).
5. Continue to fund the Street CIP program
6. Backhoe replacement
7. New pickup for additional staff
8. Keep a new public works facility in the back of your minds.
9. Land Purchase: 30 acres August 2020
10. 3 new mowers – parks - 2021
11. Paint pool – Fall 2020
12. New chemical controller - May 2020
13. Finish Southbridge Park - Spring 2020
14. Concrete fixed at all city buildings
15. Library - Replace phone system
16. Complete Southbridge Park
17. Install trails and sidewalks to connect neighborhoods to the Raccoon River Valley Trail and other parks and install signage and wayfinding, as described in the Chamber Community Visioning report.

EXHIBIT J
CITY OF ADEL, IOWA
GOAL SETTING SESSION – 2020-21

Teamwork Suggestions – Department Heads

1. As Adel is still a relatively small town, we need to recognize that everyone will have to chip in on various work and projects, even if those projects are not technically in our department. We want to prevent silos between departments and assure departments that there will be no repercussions for such cooperation.
2. It is important to consider staff and committee recommendations on controversial issues, even when the public feedback at a council meeting is negative. Everyone recognizes that the city council always makes the final call. We want to continue to encourage diligent work and effort while balancing public feedback.
3. Keep up the interactions with each Department.
4. Create priority list with department heads.
5. Maybe interested Council Members (New Members Maybe) could shadow each department, if they desired.



Callahan Municipal Consultants, LLC

417 Kaitlynn Ave Anamosa, IA 52205 Cell: 563-599-3708 callahan.cmc@gmail.com

October 18, 2019

APPENDIX A

**To: Mayor and City Council Members
City Department Heads
Adel, Iowa**

From: Patrick Callahan, Municipal Consultant

Re: Goal Setting/Strategic Planning – 2020 - 2021

We are looking forward to the Goal Setting Session on Tuesday, November 19, 2019 starting at 6:00 PM at the Adel City Hall. The agenda for the session is enclosed for your review.

First of all, thank you for selecting Callahan Municipal Consultants, LLC to conduct the City Council's goal setting session. We are pleased to be assisting the City on this process.

Strategic Planning or Goal Setting Session

We have facilitated numerous goal setting sessions for cities in Iowa from 2004 to 2019. Each session is unique and informative. When we started doing goal setting sessions in 2004, we developed an advance questionnaire in order to enhance the productivity of the session and reduce the amount of time on the more routine portions of the meeting. The questionnaire allows us to review issues in advance and thus provides more time for the primary focus of the session, which is to discuss, review, and prioritize the City Council's goals and objectives. We would like to thank you in advance for responding to the advance questionnaire for this goal setting session.

City Accomplishments

The first thing that we like to do at these sessions is to reflect upon the City's recent accomplishments. Many council members in other cities are so focused on the current or most pressing issues of the time that they lose track of all the city's accomplishments. Most council members are pleasantly surprised to review how much has actually been accomplished by their city over a span of two years.

Issues, Concerns, and Trends

We also like to take the time to look to the future as to issues or trends that have the potential to impact the City in either a positive or negative manner. A positive trend might be an increase in new housing construction. Whereas, a negative concern could be the passage of a bill by the Iowa General Assembly that might drastically reduce property tax revenues to the City's general fund. While the City may have little or no control over some of these trends or issues, it is usually better to acknowledge them and possibly develop a "game plan" as to how to address them in the future.

Capital Projects and Equipment Purchases

It is important to take the time to itemize and prioritize the City's capital project and major equipment needs. Since the City may not yet have a completed capital improvements plan (CIP) for all City departments, we may want to identify any projects or equipment purchases that should be included in the City's CIP. We will review, discuss, and prioritize the City's capital projects and equipment needs. This information and the direction provided by the City Council at this session will be very useful to the City employees.

Policies, Programs, and Initiatives

Once we have completed the ranking of capital improvements or the “bricks and mortar” projects, we will review the list of potential programs, policies, and initiatives. Examples might include updating the City’s employee’s handbook or the development of another source of revenue for the general fund. The Council will also be asked to prioritize these proposals.

Team Work Objectives

The final part of the session will be a discussion regarding team work and how the City Council members interact with each other and the City employees. We may identify and discuss ways to enhance the level of communication between the City Council and the organizations or persons who interact with the Council. If you are pleased with the current level of interaction with each other, the City employees, the local residents, and outside agencies, then this portion of the session may be brief.

Completion of Questionnaire

There is enclosed a questionnaire that we would ask all the elected officials and city department heads to complete prior to the goal setting session. We will summarize the results of the questionnaire and make them available prior to the meeting. In order to have enough time to summarize the results, please return the questionnaire to us by November 7th.

If it is more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics.

We promise to maintain the confidentiality of the responses to the questions on the questionnaire. The summary of the responses to the questions will not make reference to any names or individuals.

You are welcome to mail your completed questionnaire to Patrick Callahan, 417 Kaitlynn Avenue, Anamosa, Iowa 52205 or you can send it to our e-mail at callahan.cmc@gmail.com. You can also give your questionnaire to Anthony Brown and he will forward it to us.

Final Goal Setting Report

We will prepare a final report summarizing the Council’s 2020 goal setting session. We will also provide you with some suggestions on how to monitor the progress of accomplishing the Council’s goals and objectives and ways to communicate these goals to the ultimate “bosses or owners” – the citizens of Adel.

Thank you for making the commitment to attend this goal setting session on November 19th. We look forward to meeting with you.

APPENDIX B

**CITY OF ADEL, IOWA
MAYOR AND CITY COUNCIL
CITY COUNCIL GOAL SETTING – 2020 - 2021**

**Tuesday, November 19, 2019
6:00 PM
Adel - City Hall – 301 South 10th Street**

AGENDA

1. Introduction and Opening Comments
2. General Overview of the Meeting and the Goal Setting Process
3. Brief Review of City Accomplishments – Past Two Years – Exhibit A
4. Brief Review of Issues, Concerns and Trends – Exhibit B
5. Review and Ranking of Programs, Policies, and Initiatives – Exhibit C
 - A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Items
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Programs or Initiatives
6. Review and Ranking of Capital Projects & Equipment Purchases – Exhibit D
 - A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Projects
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Projects
7. Review/Evaluate “Team Work Objectives” – Exhibit E
8. Final Report to the Mayor and City Council 2020 – 2021 Goal Setting Process
9. Questions, Comments, and Suggestions
10. Adjourn

APPENDIX C

MAYOR & CITY COUNCIL GOAL SETTING SESSION – 2020 - 2021

ADEL, IOWA

PRELIMINARY QUESTIONNAIRE

(Due – November 7, 2019)

Introduction

The Mayor and City Council of the City of Adel will be conducting a goal setting session on Tuesday, November 19, 2019 at 6:00 PM, at the Adel City Hall. The purpose of the session will be to identify and prioritize the City's overall goals and objectives for the next two years. In order to prepare for this session, you have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

I. Major Accomplishments

Please list the top five to ten major accomplishments of the City of Adel over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The items do not need to be in any particular order.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

II. Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns that you have regarding future city services, policies or operations. These issues or concerns can relate to such things as an aging population or loss of state revenues. You do not need to identify the potential answers or solutions to your concerns.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

III. Significant Initiatives, Programs or Policies

It is requested that you list any initiative, program or policy that you think that the City should consider in the next two years. Examples of such items from other cities have included such things as updating employee job descriptions, writing a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc. These suggestions should not include construction projects, as these will be listed in the following section. These items do not have to be listed in any particular order.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

IV. Capital Projects / Construction Projects / Equipment Purchases

Please list the capital projects or equipment purchases that you think the City should consider over the next two to three years. These capital projects could include such things as street construction, public works equipment, public safety equipment, etc. If you have a rough estimate on the cost of such projects, please note it.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

V. Teamwork

In order to accomplish the selected goals and objectives, it is important that the City's elected officials work as a team and have good decision making skills. Please list some suggestions that the Mayor and City Council members could do in the future to improve the Council's teamwork, decision making process, and ability to accomplish the stated goals and objectives.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Please designate your role with the City: _____ Elected Official _____ City Employee

Return of Questionnaire

Please complete and return this questionnaire to Anthony Brown or Patrick Callahan (callahan.cmc@gmail.com) by November 7th.

Note: If it more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics.