

**CITY OF ADEL, IOWA
MAYOR & CITY COUNCIL GOAL SETTING REPORT
2022 – 2023**

Approved by the Adel City Council on December 14, 2021

Mayor:

James F. Peters

City Council

Rob Christensen

Dan Miller

Shirley McAdon

Bob Ockerman

Jodi Selby

City Clerk:

Carrie Erickson

City Administrator:

Anthony Brown

Library Director:

Trever Jayne

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 16, 2021

City of Adel, Iowa

Mayor & City Council Goal Setting Session

2022-2023

Introduction

The City of Adel requested assistance from Patrick Callahan in June 2021, 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 16, 2021. The City's elected officials and department heads were asked to do the following:

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

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

THE CITY COUNCIL’S LIST OF “GIVENS”

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

1. Develop, review, and propose data-driven market adjustments for second of two groups of non-union staff for FY 2022-23 Budget.
2. Develop, review, and propose competitive across-the-board increases for all staff for the FY 2022-23 Budget.
3. Conduct RFP for audit services.

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

INITIATIVES AND PROGRAMS – 2022-2023

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

1. Annexation in priority –
 - South of Meadow Road
 - Fill in west of R-16
 - East of Old Portland Road & south of Twin Eagles
 - City-owned land near cemetery and wells
2. Expand / Evolve staffing to better meet the needs of a growing community.
3. Finalize the current capital improvements plan (CIP)
 - Building needs
 - Fire truck needs
 - Street needs
4. Develop Continuity of Operations Plan / Continuity of Government Plan (COOP/COG), including update of the Emergency Response Plan
5. Improve and implement technology across City Departments – moving things to cloud, implementing new programs, software, etc.

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

CAPITAL IMPROVEMENT PROJECTS – 2022-2023

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

Top Priority Capital Projects & Equipment Purchases

1. Street improvement & repair project & overlays
 - Rapids Street
 - Meadow Road
 - Court Street
 - Old Portland Road
2. Public Safety – replace two fire trucks/engines and study overall building needs, including a possible new fire station and potentially expanding the existing police area in the Public Safety Building.
3. Continue to make progress on developing the Water Tower Park.
4. Continue to update public works & parks equipment on a cycle and consider additional public works equipment.

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-1 & E-2**.

FUTURE PLANNING SUGGESTIONS

It is recommended that the city staff and management team prepare an “action plan” for the capital projects, and the initiatives & programs. The action plan for each goal would define the steps needed to accomplish the various tasks or objectives. 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 in 2022 for the quarterly updates are: March 8, June 14, September 13, and December 13.

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 2023, which may result in some additional modifications.

It is recommended that the City continue to review and update the 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. An example of a capital improvements plan has been made available to the City Administrator.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

Since the citizens of Adel are basically the “stockholders” 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, 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 24, 2021

**EXHIBIT A-1
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022 - 2023**

Major Accomplishments – Mayor/Council Members Responses

1. Completing and bringing new water treatment plant online.
2. Breaking ground on new wastewater treatment plant.
3. Successfully navigating COVID-19, pandemic.
4. Updated City Comprehensive Plan.
5. Updating City Code.
6. Re-aligned Utility Fees.
7. Adjusted to new growth patterns (i.e., past-resident abatement)
8. Developed new Island Park camping service plan.
9. Completed east annex sanitary sewer connections.
10. Renewed city boundary moratorium with neighboring cities.
11. Development of partnerships to grow the City – School, park land, and residential.
12. Updated job description for city clerk and hired a good one.
13. Fiscal responsibility – good budgeting.
14. Win/Win on the Police Union negotiation.
15. Updated Subdivision Ordinance.
16. Worked with City Staff and PFM on Financial Stability.
17. Completed Study of staff salaries and made improvements.
18. Fully staffed Police Department, plus the addition of an officer.
19. Successful replacement of Water Superintendent with internal promotion.
20. Robust volunteer Fire Department.
21. Street overlay projects.

**EXHIBIT A-2
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION**

Major Accomplishments – Department Heads

1. Successfully adapted during the COVID -19 Pandemic to protect staff, continue operations, and incorporate new technology.
2. Completed major projects including \$13+ million Water Treatment Plant, two Water Wells, Raw Water Transmission Main, and Ground Storage Reservoir.
3. Started construction on \$17+ million Wastewater Treatment Plant and Southbridge Lift Station and Force Main.
4. Hired new staff, including City Clerk, Aquatics/Recreation Supervisor, Water Operator, Street Laborer, Parks Maintenance Laborer, and Police Officers; Promoted Staff, including Library Director, Assistant Library Director, and Water Superintendent.
5. Implemented data-driven market adjustments for one of two groups of non-union staff and competitive across-the-board increases for all staff.
6. Finalized Envision Adel 2040 comprehensive plan.
7. Significantly reviewed and updated Employee Handbook.
8. Brought on new partners like Holmes Murphy, ICAP, IMWCA, and IAMU Safety Coordinator.
9. Completed 10-year Annexation Moratorium Agreements with the Cities of Dallas Center and Waukee.
10. Reached a population of 6,153 in the 2020 Census (67.1% increase from the 2010 Census), which created opportunities for new and increased funding streams.
11. Purchased 30 acres for combined 40-acre recreation complex and started conceptual work.
12. Working together with the ADM School District to extend Penoch Street and other utilities for the new Elementary School.
13. Updated Sign Ordinance.

14. East Annex Sanitary Sewer Extension.

15. South 11th Street Overlay.

16. Working with McClure Engineering on Water Tower Park Master Plan.

17. Restoration of Kinnick Feller arch.

18. Completed Wage Surveys.

19. Park & Recreation Projects & Programs

- Tennis Courts re-striped
- New youth/adult tennis program
- Aquatic Center security system
- Island Park Campground lease program
- Tree City Award for 31st straight year
- Parks & Recreation purchased movie screen for “Movies In The Park”
- Eagle Scout project of small playground at Little League fields
- Southbridge Park
- Working with McClure Engineering on Water Tower Park Master Plan
- Historic Arch Rebuild in Kinnick Feller Park
- Zipline

**EXHIBIT B-1
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022- 2023**

Issues and Concerns – Mayor/City Council Members Responses

1. Continued city growth – can services & demands keep up with needs & wants.
2. Development of “Water Tower” park.
3. Development of trails system.
4. Proper prioritization of capital improvement needs (i.e., major road improvements, city building needs, city equipment needs, etc.)
5. Continued updates to city code.
6. Working with County and Schools for proper planning with community growth
7. IT planning and security.
8. Water utility customer base limitations (i.e., competition/boundary issues); additional customers would contribute to the retiring of the Water Treatment Plant debt.
9. Commercial/Industrial growth needs.
10. Monitoring our water usage to make sure the revenue stream meets the City’s scheduled bond payments.
11. Try to match our housing inventory and future development with our population profile and demand.
12. Highway 169 continues to be a safety concern.
13. Annexation in all directions.
14. 28E agreements with the County to maintain gravel roads.
15. Attracting qualified staff and succession planning.
16. Maintaining existing facilities.
17. Engaging citizens to serve on boards and commissions.

18. New Fire Station.

19. Outgrowing City Hall?

20. Street issues – Meadow Road and Old Portland Road.

21. City needs to protect against a ransomware attack on the city computer system.

EXHIBIT B-2
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022 - 2023

Issues and Concerns – Department Heads

1. Sustained growth may be the City's ticket to lowering property taxes and utility rates, enhancing services, and fostering new and expanded businesses and amenities. While growth may concern some residents, expanding City Staff and investing in departments could help manage and shape this growth positively.
2. Concern about high utility rates potentially decreasing utility usage, which could lead to lower utility revenues and what impact it could have on the City's USDA-RD loans.
3. Addressing the cost and territorial limitation of our utility growth to the east and south.
4. Addressing and overhauling our planning and zoning efforts to allow for the implementation of Envision Adel 2040 as the city continues to grow; what impact would bringing on a Community & Economic Development Director/Planner position have; not rushing the rezoning/platting process; could the City split up planning, zoning, building inspections, code compliance, and nuisance abatement to provide more time for each function. Maybe develop a checklist or revamp our process.
5. Clarify how much review and effort City staff should spend on new subdivision within our two-mile territory. By the current City Code, the City can review these proposals and apply City standards just like a subdivision within the City limits (e.g., requiring curb and gutter, park land dedication, dry sanitary sewer if applicable, etc.) and City can have McClure Engineering inspect them as they are being constructed. City's current practice has been minimal discussion and review, including an inconsistent application of dry sewer system requirements.
6. Limited office space at Adel City Hall for future staffing needs.
7. Succession planning for department head positions, especially those who have indicated retirement is around the corner or for which no adequate "backups" are readily available.
8. Managing expectations for the Water Tower Park project due to potential costs, timelines, and phased-in approach.
9. Balancing a variety of competing projects and needs as the City grows while working within the City's debt service capacity.

10. Balancing the desire for new amenities versus rehabilitating and upgrading existing spaces.
11. Public Works/Park Shop – space is an issue.
12. City Hall future – size-wise
13. Highway 169 safety concerns
14. Organization as the City's population continues to grow.
15. Keeping the “small town feel” as the City continues to grow.
16. Evaluate how to best expand administrative staff or city hall to alleviate pressures.
17. Difficult to collect on delinquent accounts when the City can't shut off water.
18. Continue to evaluate opportunities for use of TIF.

**EXHIBIT C – Final
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022 - 2023**

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

Significant Initiatives, Programs & Policies	Top Priority	Second Priority	Total Score
1. Annexation of priority – <ul style="list-style-type: none"> • South of Meadow Road • Fill in west of R-16 • East of Old Portland Road & South of Twin Eagles • City-owned land near cemetery wells 	6	0	12
2. Expand/Evolve staffing to better meet the needs of a growing community	4	2	10
3. Finalize the current Capital Improvement Plan (CIP) <ul style="list-style-type: none"> • Building needs • Fire truck needs • Street needs 	3	4	10
4. Develop Continuity of Operations Plan / Continuity of Government (COOP/COG) plan, including update Emergency Response Plan	4	0	8
5. Improve and implement technology across City Departments – moving things to cloud, implementing new programs, software, etc.	2	3	7
6. Update Parks & Trails Master Plan in 2023	2	1	5
7. Develop & implement department wide IT and security plan, including penetration testing and update office/administration software to be more current.	2	1	5
8. Continue the review of Water and Sewer Rates – Given the new structure	0	4	4
9. Create working group between City, County, & School for growth & resource planning	0	3	3
10. Human Resource Projects: <ul style="list-style-type: none"> • Implement data-driven market adjustments for second of two groups of non-union staff and continue competitive across-the-board increases for all staff. • Additional benefits to retain City Staff (match for supplement, retirement plans, etc.) • Review Fire Department Staffing needs Succession planning 	1	0	2

11. Conduct RFP's for Banking and IT services	0	2	2
12. Conduct sanitary sewer study west of the City near the new Adel Elementary School to determine what improvements are needed for future growth	0	1	1
13. Review and Update Development Policies: <ul style="list-style-type: none"> • Subdivision Ordinance, Zoning Ord., Zoning Map • Other sections of the City Code related to development • City's Storm Water requirements to encourage "greener" storm water practices • Develop an incentive program for residents and businesses to implement reasonable storm water practices 	0	1	1
14. Update City Website	0	1	1
15. Review 28E Agreements with the County for street projects	0	0	0
16. Continue to review and plan for property tax revenues in upcoming years	0	0	0
17. Continue to push for better partnership with Iowa DOT regarding Highway 169 Improvements	0	0	0
18. Highway 6 – As the City expands to the east, prepare better so that the City does not have the issues that the City has to the south.	0	0	0
19. Develop Inclusion and Equity Policies	0	0	0
20. Develop 3 to 5 year comprehensive transportation plan (repair/expansion, etc.)	0	0	0
21. Update payment options for all City fees	0	0	0
22. Policy on vehicles or other items parked in front yards	0	0	0

**EXHIBIT D - Final
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022-2023**

Capital Projects & Equipment Purchases - Mayor/City Council Members Rankings

Capital Projects & Equipment Purchases	Top Priority	Second Priority	Total Score
1. Street improvement & Repair projects & overlays <ul style="list-style-type: none"> • Rapids Street • Meadow Road • Court Street • Old Portland Road 	4	2	10
2. Public Safety – replace two fire trucks/engines and study overall building needs, including a possible new fire station and potentially expanding the existing police area in the Public Safety Building.	3	0	6
3. Continue to make progress on developing the Water Tower Park	2	0	4
4. Continue to update public works & parks equipment on a cycle and consider additional public works equipment for the Street Department given growth of community, such as another snow plow.	1	2	4
5. Sewer Lift Station near the new Adel Elementary School – New Revenues	1	2	4
6. Highway 169 Improvements	1	1	3
7. Sanitary Sewers and Brick Streets – Infrastructure	0	2	2
8. Complete trails connecting and City and two CIRTPA Trail Grant projects	0	2	2
9. Budget for a phased in approach to address the ADA compliance	0	1	1
10. Complete utility (water/wastewater) projects	0	0	0
11. Improve traffic safety along Highway 169 south of Greene Street	0	0	0
12. Budget for ash tree removal	0	0	0
13. Public Works/Park Shop study	0	0	0
14. Water Tower Park – phase one	0	0	0
15. Eagle Vista Park development and additional parks within development construction	0	0	0
16. Kinnick Feller Park and Evans Park trails – asphalt overlays	0	0	0
17. New LED lighting for City buildings	0	0	0
18. Beginning three-year process of making Park restrooms and facilities ADA – friendly and more compliant	0	0	0

EXHIBIT E-1
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022 - 2023

Teamwork Suggestions – Mayor & City Council Members Responses

1. The City Council Members are respectful of each other and have very civil discussions during council meetings.
2. The council committee structure works well as does the Committee of the Whole. The City Administrator can use each committee chairperson as a resource for policy questions.
3. Continue use of the committee system to do the heavy lifting of council work.
4. Better use of technology (i.e., Microsoft Teams) to store and share documents – between the council itself (extend this to City departments too.) Make it easier to find historical & reference documents – as well as collaboration on documents.
5. City Departments schedule “shadow sessions” with City Council Members so they can have some “hands on” meetings and observe what the city departments do.
6. Continue to have weekly email updates from City Administrator to the Mayor & Council.
7. Continue to have other work sessions, as needed.
8. City Staff and City Department Heads attend the Council Committee meetings that pertain to their departments.
9. Review progress of goals and objectives more often.
10. The Council works well together – interested in hearing employee input.
11. The current City Council is working extremely well together.

EXHIBIT E-2
CITY OF ADEL, IOWA
STRATEGIC PLANNING SESSION – 2022 - 2023

Teamwork Suggestions – Department Heads Responses

1. “Goal review” scheduled once per quarter to keep everyone updated on where the City and Council stand with the progress of goals that are set during this session.

2. Continue working with PFM on bond capacity and projections.

3. City Staff encourages questions about Council agenda items ahead of Council meetings, if at all possible. The sooner that questions come up, the more prepared Staff can be to address them or provide additional background information or documents.

4. Move forward on the top 3-4 goals that the City Council Members agree on.

5. The City Council works well as a team.