



COMMITTEE OF THE WHOLE AGENDA
Tuesday, January 3, 2023 at 6:00 p.m.
Adel City Hall, 301 S. 10th Street, Adel, IA 50003

NEW BUSINESS

- a) November 1, 2022 Committee of the Whole Meeting Minutes
- b) Consideration of 2022-2023 Goal Setting Session Items

OTHER BUSINESS

ADJOURNMENT

Committee of the Whole

Tuesday, November 1, 2022 – Meeting Minutes

The City of Adel's Committee of the Whole met in the council chambers at Adel City Hall. McAdon called the meeting to order at 6:00 p.m. Members present: Christensen, McAdon, Ockerman, and Selby. Miller arrived after item "a." Others present: City Administrator Brown, Finance Director Sandquist, Public Works Director Overton, Parks & Recreation Director Schenck, Police Chief Shepherd, and Fire Chief Nemechek.

NEW BUSINESS

a) October 4, 2022 Committee of the Whole Meeting Minutes

Motion by Christensen, seconded by Ockerman, to approve the minutes. Motion carried 4-0 (Miller was absent for this vote).

b) Iowa League of Cities Update on Potential 2023 State Legislative Issues

McAdon gave a summary of the potential State Legislative issues, including LOST and building codes.

Miller asked about the recent discussion on tax abatement between Dallas County and the State. McAdon stated that the League has heard about abatement affecting school-state aid. Christensen stated that property tax reform will be a major legislative topic, especially because the State has large surpluses.

c) Consideration of Major Projects for FY23-24 Budget

Brown gave a summary of the City's current and potential major projects. The City is moving forward with designing the CIRTPA Trails and North 15th Street Bridge projects, both with estimated costs of \$1.2 million each. The City is working with HR Green on a pavement management study to guide future street work. Other projects mentioned in the City's goal setting include Water Tower Park and a new fire station.

Ockerman stated that Water Tower Park should be considered a donation project like the library, and grants can be found for the fire station. Miller stated that the ADM Soccer club would be willing to help with Water Tower Park if there were space for them there. Christensen asked about the history of the club. Schenck stated that some clubs and private sports groups were established prior to 2007.

Brown noted that it may be difficult for staff to fundraise given existing responsibilities. Nemechek asked if the council would support a fire station if the Fire Association fundraised for it. Christensen stated that the City needs a plan and needs to learn from Grimes, Polk City, Johnston, and others. Sandquist stated that having a full-time fire chief would be critical if the City were to move forward with designing a fire station. Ockerman stated there are grants for this position.

Miller asked whether the Chamber's Trail Committee could be involved with fundraising for Water Tower Park. McAdon noted that a multi-million-dollar project may be outside of that committee's abilities. McAdon stated that Water Tower Park would need to be divided into smaller phases to make progress. Miller suggested that a professional fundraiser would be needed.

Christensen stated that, with the pavement study, the City will be able to determine a level of funding for repairing streets annually. Overton noted that some street projects included safety and ADA components.

Ockerman stated that finding land for the fire station is important. Christensen noted that it is critical to understand the needed acres and square footage. Nemechek noted that the City of Solon recently built a new fire station that has a great layout.

d) Street Trees (in Right-of-Way)

Brown noted that the current moratorium on street trees expires November 9. Schenck stated that the Park & Recreation Board is recommending small trees only to address the maintenance issues. Most cities have street trees, but it depends on how many staff they have to take care of them.

Overton stated the City's Public Works Department has battled street trees for decades. Tree roots regularly break through sewer lines and heave sidewalks. The City is spending thousands of dollars and staff time to remove dead ash trees in the ROW. Small ornamental trees scratch City trucks and take off mirrors.

Miller stated he understands the rationale against street trees, but he likes their look and small-town charm feel of them. Ockerman stated his opposition due to the 2020 derecho, homeowners not planting trees correctly, and issues with utilities in the ROW.

Selby asked whether newer subdivisions had root issues. Overton stated that different pipes are being used, but roots will break into the pipes eventually. McAdon stated her opposition due to all the issues. Christensen stated that he enjoys trees on private property but not causing problems in the ROW.

Ockerman motioned, seconded by Miller, to direct City staff to prepare an ordinance banning street trees in the public right-of-way and to clean up the current tree ordinance. Motion carried unanimously.

e) Employee Retention & Attraction Follow-Up

Brown gave an update on the employee efforts. Ahlers & Cooney reviewed 12 retention proposals and found nine that could be removed due to legal concerns. The committee agreed to remove these items.

Brown noted that Ahlers identified three proposals that present "minimal risk" to the City. Christensen stated that the Iowa Department of Administrative Services has policies regarding 457b retirement matches and changing sick leave into vacation time.

Sandquist gave a summary on the Delta Vision quotes. The voluntary program (i.e., 100% employee paid) may not generate interest. Christensen asked what other benefits the City could fund with these dollars.

Christensen noted that benefits are difficult to cut once they are being used, and the costs could increase over time. Selby noted that her vision insurance has always been cheap. Shepherd noted that these benefits help the Police Department attract staff. McAdon asked for the vision proposal to be brought to the council.

f) Lighting the Adel Entrance Signs

Miller stated that the eastern entrance sign should be improved with lighting and by cutting down the bushes. Ockerman noted that an earlier solar light was vandalized and that no electric facilities are there.

Brown stated that the Chamber has spoken with Glen-Gery (formerly United Brick & Tile) and that they would like to see the sign updated. Selby asked whether Glen-Gery would be willing to donate a new sign. If not, the City can light the sign. Christensen noted that the City has four entrances to consider.

g) Storm Water Rain Barrels

Miller stated he would like to work on water runoff impacts using rain barrels like the City of Waukee. Christensen stated he supports rain barrels but not subsidizing them. Christensen noted that staff time would be needed to implement any programs. McAdon suggested providing information about rain barrels online and in the City's newsletter. Christensen noted that the City could provide conservation practices.

h) Recap from Iowa League of Cities Annual Conference

Brown, Christensen, Miller, and Ockerman provided a recap of their September conference in Waterloo.

OTHER BUSINESS

Miller stated that Brown’s annual performance review will occur in December.

Miller noted that resident Robert Fisher is planning to attend the next council meeting to discuss the post office’s door.

Miller stated that the ADM Soccer Club’s recent Shoot The Moon tournament did not work well with the campground. The traffic was backed up to the highway, another food truck was brought in, and the park shelter house was closed off. Christensen noted that the mayor’s work with both parties will need to be memorialized in writing to prevent future issues.

Miller asked about the new Scooters Coffee sign. Brown stated that the sign was reviewed to meet our updated sign requirements.

Schenck noted that he has a meeting with Robert Cramer and the DNR about Cramer’s proposed Southbridge pond. Ockerman noted that the DNR has reduced its requirements on dams, so that should not be an issue.

ADJOURNMENT – 8:14 p.m.

Respectfully submitted: Anthony Brown, City Administrator



AGENDA ITEM NO. 5.b
AGENDA SECTION: NEW
BUSINESS

ADEL CITY COUNCIL AGENDA ITEM REPORT

MEETING DATE: December 13, 2022

TO: Mayor & City Council

FROM: Anthony Brown, City Administrator

AGENDA HEADING: Discussion / Possible Action Regarding the 2022-2023 Goal Setting Session Items

PREVIOUS COUNCIL ACTION: The council approved the 2022-2023 Goal Setting Session Report on December 14, 2021.

STAFF/COMMITTEE RECOMMENDATION:

This item considers a quarterly update on the City's 2022-2023 Goal Setting Session Report and questions on how to proceed.

The quarterly update and the full report are included for review.

City staff believes the following items warrant additional discussion and possibly council action soon to set a path forward:

- 1.** With department heads requesting multiple new or expanded full-time staff for FY23-24, it would be helpful to set a direction on whether Adel City Hall pursues a full-time planner position or instead contracts planning services.
- 2.** Related to this, it would be helpful to set a direction for the future of the Adel Fire Department, specifically whether and when to pursue a full-time fire chief, a new fire station, other full-time fire staff, and other ideas like paid on-call.
- 3.** With other major projects being considered (e.g., street work; see above), it would be helpful to set a direction on whether and when to pursue the development of Water Tower Park, whether it be a fully fund-raising-driven project or City-financed, and whether any scope of work (e.g., storm water retention pond, some ballfields) should be designed and constructed in FY23-24.

4. It has been over one year since the Iowa Department of Transportation lowered the speed limits on HWY 169. The DOT did not include this corridor in its 2023-2027 Improvement Plan. It would be helpful to discuss and consider whether the related goals for this item should be formally or administratively tabled in future goal setting quarterly updates.

5. City staff notes that there are approximately 44 "header" goals across the "Main" and "Sub" categories, with another 18 "sub-header" goals. While five goals have been completed and several are on hold, it would be helpful to discuss and consider tabling more, shifting some onto separate sheets (e.g., "completed" or "tabled"), or whether some goals should be removed entirely.

6. In calendar year 2022, several significant items have been discussed (e.g., South Dallas County Landfill). It would be helpful to discuss and consider whether any new goals should be added to the quarterly tracking updates for 2023.

City staff notes that decisions on these items do not need to be made immediately, but their "resolution" may help the FY23-24 Budget discussions that will begin next month.

ATTACHMENTS:

[12-13-2022 - 2022-2023 Goal Setting Session Tracking.pdf](#)

[2022-2023 City of Adel Goal Setting Session Report.pdf](#)

2022-2023 Goal Setting Session Tracking - Main Goals

Quarter 1 Update (3/8/22)

Quarter 2 Update (7/12/22)

Quarter 3 Update (9/13/22)

Quarter 4 Update (12/13/22)

"Givens"					
1. Develop, review, and propose data-driven market adjustments for second of two groups of non-union staff for FY 2022-23 Budget.	Included in the proposed FY22-23 Budget after review with chairs of Budget and Personnel Committees; actual adoption of new salaries will be considered closer to June 2022.	Working with a subcommittee in May and June, the council approved higher wage increases over what was budgeted beginning July 1.			
2. Develop, review, and propose competitive across-the-board increases for all staff for the FY 2022-23 Budget.	See above	See above			
3. Conduct RFP for audit services.	City staff has an example RFP from the State Auditor to use this spring	Completed. New firm will begin in July and complete audits for FY			

Initiatives and Programs

1. Annexation in priority --	For a-d below, City staff will be working to make contact with relevant landowners after the FY22-23 Budget process has been completed.	Will be working on this over the summer	In July and August, mailed 10 annexation letters to property owners along HWY 6, R-16, Old Portland Road, and Meadow Road. So far, one responded positively and is seeking a meeting.	Heard from two property owners via email. One did not respond to follow-up email to schedule a meeting. The other suggested they may wait until they sell and let a future owner annex it in.
a. South of Meadow Road				
b. Fill in west of R-16				
c. East of Old Portland Road & south of Twin Eagles				
d. City-owned land near cemetery and wells				
2. Expand/Evolve staffing to better meet the needs of a growing community	Proposed FY22-23 Budget includes new 1.5 FTE for Adel City Hall and .5 FTE for the Adel Public Library. City Administrator has discussed need for Assistant/Deputy City Administrator along with modifying front desk roles.	Will be working on this over the summer	To do	Ahead of the FY23-24 Budget, four departments have expressed a need to add or expand staff. Department heads are preparing narratives to explain their departments' needs. To help clarify the potential budget for these new hires, City staff recommends the council decide whether to move forward with a full-time planner or hire a firm for planning services.
3. Finalize the current capital improvements plan (CIP)	Some needs for a-c below have been incorporated in the proposed FY22-23 Budget, but formal CIP has not been developed yet.	To do	Reviewing account balances and debt service capacity to determine when projects can be scheduled.	Department heads have proposed various needs for the FY23-24 Budget. City staff will begin working with HR Green (see below).
a. Building needs				
b. Fire truck needs	Adel Fire Department working with vendors to obtain several quotes for two new trucks.	Purchase of two new trucks approved in April using ARPA funds. Order should arrive in late 2022 or early 2023.		
c. Street needs				
4. Develop Continuity of Operations Plan / Continuity of Government Plan (COOP/COG), including update of the Emergency Response Plan	Some examples gathered, but much more work needed here.	To do, some discussions	To do	Mayor Peters, Council Member Bob Ockerman, and department heads met in November to review the City's 2015 plan. City staff will be proposing updates soon.
5. Improve and implement technology across City Departments -- moving things to cloud, implementing new programs, software, etc.	Some discussion here, but much more work needed.	To do	To do	To do

Capital Improvement Projects

1. Street improvement & repair project & overlays	Significant level of uncertainty given world events.	On Hold	Reviewing account balances and debt service capacity to determine when projects can be scheduled.	City staff will begin working with HR Green in December on a pavement management plan; hopefully ready by spring.
a. Rapids Street	Based on February 28, 2022 decision, the initial design work for this item has been postponed. It could be reconsidered later in 2022 or early 2023.			
b. Meadow Road	Rough cost estimates obtained in 2019. Complicating factors include the type of improvements (e.g., curb and gutter, rural cross section, etc.), half owned by the County (i.e., for funding), and most homes adjacent are still tax-abated.			
c. Court Street	The current idea is that this reconstruction project would occur after Rapids Street. A rough cost estimate was obtained in 2019.			
d. Old Portland Road	Complicating factors include the type of improvements (e.g., curb and gutter, rural cross section, etc.), half owned by the County (i.e., for funding), unknown traffic levels, and many adjacent homes are still tax-abated.			
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	Adel Fire Department working with vendors to obtain several quotes for two new trucks. The Adel City Council recommended using the federal American Rescue Plan Act funding for purchase. City staff has reached out to a potential landowner about purchasing a property for a future fire station.	Purchase of two new trucks approved in April using ARPA funds. Order should arrive in late 2022 or early 2023. City staff has not heard back from the potential landowner about purchasing a property for a future fire station.	Delivery of two new fire trucks should arrive in late 2022 or early 2023.	Delivery of the two new fire trucks should arrive in 2023, but exact date unknown. City staff recommends the council discuss and take action on the timing and trajectory of a new fire station, full-time fire chief, other full-time fire staff, and other ideas like paid on-call.
3. Continue to make progress on developing the Water Tower Park	Planning concept was accepted in 2021. Given the significant costs, this project would need to be phased-in. Unless tremendous level of donations raised, other debt service projects will be the major factor in the timing of this project.	On hold unless debt service projects (i.e., streets) are reprioritized to this effort	On hold unless debt service projects are reprioritized.	City staff recommends the council discuss and take action on the timing and trajectory of developing Water Tower Park, whether it be a fund-raising-driven project, whether the storm water work is started, and whether the project is started in phases.
4. Continue to update public works & parks equipment on a cycle and consider additional public works equipment	Major items included in the proposed FY22-23 Budget.	In process of ordering FY22-23 Budget items.	In progress	Department heads have proposed equipment for the FY23-24 Budget.

2022-2023 Goal Setting Session Tracking - Sub Goals

Quarter 1 Update (3/8/22)

Quarter 2 Update (7/12/22)

Quarter 3 Update (9/13/22)

Quarter 4 Update (12/13/22)

Initiatives and Programs	Quarter 1 Update (3/8/22)	Quarter 2 Update (7/12/22)	Quarter 3 Update (9/13/22)	Quarter 4 Update (12/13/22)
1. Update Parks & Trails Master Plan in 2023	Targeting FY23-24 Budget	City staff met with Snyder & Associates on July 6. Snyder suggested some communities update this plan every 10-15 years, but faster growing communities update it sooner. The City's plan was developed in 2016 and was approved in January 2017, so targeting the FY23-24 Budget would be around 7-8 years.	Targeting FY23-24 Budget	Likely targeting FY24-25 Budget unless some project prices come in lower
2. Develop & implement department wide IT and security plan, including penetration testing and update office/administration software to be more current.	Some discussion here, but much more work needed.	Have implemented some improvements, but much more to do	To do	To do
3. Continue the review of Water and Sewer Rates - given the new structure	PFM, the City's financial advisor, will be reviewing utility usage later this year to gather another summer of trends.	PFM will be reviewing utility usage and budget results later in July	City staff met with PFM and McClure on September 2 to review the updated cashflows. This review factored in FY21-22 revenues and expenditures, FY22-23 budgets, and future capital projects. PFM will be updating the cashflows in the coming months.	The cashflows that PFM prepared in September could change depending on the FY23-24 Budget process (e.g., depending on what projects or operational needs are supported). The council will need to set the new rates by the June 2023 council meeting.
4. Create working group between City, County, & School for growth & resource planning	Some data shared with the ADM Community School District and some informal conversations with Dallas County, but more work needed here.	To do	To do	To do
5. Human Resource Projects:				
a. Implement data-driven market adjustments for second of two groups of non-union staff and continue competitive across-the-board increases for all staff.	Included in the proposed FY22-23 Budget after review with chairs of Budget and Personnel Committees; actual adoption of new salaries will be considered closer to June 2022.	Working with a subcommittee in May and June, the council approved higher wage increases over what was budgeted beginning July 1.		
b. Additional benefits to retain City Staff (match for supplement, retirement plans, etc.)	Need to gather examples from other cities before this review can begin.	Almost 50 proposals were gathered from City staff. Working with a subcommittee in May and June, the council approved a third floating holiday. The Personnel Committee will be reviewing the other proposals in the coming months.	In August, the Personnel Committee reviewed the proposals. City staff is reviewing insurance-related benefits with the City's insurance agent. City Hall hours were changed based on one proposal.	The council approved offering Vision Insurance for calendar year 2023 and then evaluating the participation rates. City staff is reviewing several more options for the FY23-24 Budget process.
c. Review Fire Department Staffing needs succession planning	Need to gather examples from other cities before this review can begin.	To do	To do	City staff recommends the council discuss and take action on the timing and trajectory.
6. Conduct RFP's for Banking and IT services	Some discussion here, but prioritizing the Audit RFP.	To do	To do	To do
7. Conduct sanitary sewer study west of the City near the new Adel Elementary School to determine what improvements are needed for future growth	Some discussion here at the City's Water & Sewer Committee. McClure will provide a scope and cost proposal.	The Committee of the Whole discussed this in May and June. McClure is developing a proposal.	Council action is expected on September 13 to approve the contract with McClure for this study.	McClure has begun this study, with more updates expected in early 2023.
8. Review and Update Development Policies:				
a. Subdivision Ordinance, Zoning Ordinance, Zoning Map	Some discussion here, but much more work needed.	To do	Have discussed implementing supplemental requirements to our SUDAS subdivision construction regulations; More work to do	City staff recommends hiring a firm or engaging the Mid-Iowa Planning Alliance to conduct this work.

b. Other sections of the City Code related to development	Some discussion here, but much more work needed.	To do	Building codes were updated in June; More work to do	To do
c. City's Storm Water requirements encourage "greener" storm water practices	Some discussion here, but much more work needed.	To do	To do	To do
d. Develop an incentive program for residents and businesses to implement reasonable storm water practices	The City's Water & Sewer Committee reviewed a rain barrel incentive program. However, no recommendation was made based on several concerns and unknowns.	Tabled		
9. Update City website	Targeting FY23-24 Budget	Targeting FY23-24 Budget	Targeting FY23-24 Budget	Likely targeting FY24-25 Budget
10. Review 28E Agreements with the County for street projects	Need to review further.	To do	To do	To do
11. Continue to review and plan for property tax revenues in upcoming years	Forecasting with PFM and gathering data from the Dallas County, but more work needed.	Will be a part of the FY23-24 Budget process	PFM will be providing FY23-24 valuation projections later in September	Will review during the upcoming FY23-24 Budget process
12. Continue to push for better partnership with Iowa DOT regarding Highway 169 improvements	City staff has proposed semi-regular check-in meetings with the DOT.	Ongoing	The DOT does not show HWY 169 on its 2023-2027 Improvement Plan.	Consider formally tabling given the DOT's jurisdiction and prioritization elsewhere
14. 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.	Will be enforcing the new Site Plan ordinance and related design guidelines on a potential storage project.	Ongoing	Ongoing	Ongoing
15. Develop inclusion and equity policies	Have seen some webinars about this, but much more work is needed.	To do	To do	To do
16. Develop 3 to 5 year comprehensive transportation plan (repair/expansion, etc.)	While some major street projects have been discussed, more work is needed here. Will be limited by the major projects and their impact to debt service.	To do	Reviewing account balances and debt service capacity to determine when projects can be scheduled.	City staff will begin working with HR Green in December on a pavement management plan; hopefully ready by spring.
17. Update payment options for all City fees	In review by Adel City Hall staff.	To do	To do	City staff will offer a few online options in early 2023.
18. Policy on vehicles or other items parked in front yards	Will need further review.	To do	To do	To do

Capital Improvement Projects

1. Sewer Lift Station near the new Adel Elementary School – New Revenues	Some discussion here at the City's Water & Sewer Committee. McClure will provide a study scope and cost proposal.	The Committee of the Whole discussed this in May and June. McClure is developing a proposal.	Council action is expected on September 13 to approve the contract with McClure for this study.	McClure has begun work on this, with more updates expected in early 2023.
2. Highway 169 Improvements	Limited by the DOT, but will continue dialogue.	Ongoing	The DOT does not show HWY 169 on its 2023-2027 Improvement Plan.	Consider formally tabling given the DOT's jurisdiction and prioritization elsewhere
3. Sanitary Sewers and Brick Streets – Infrastructure	Would incorporate into proposed Rapids Street project, but delayed at least one year.	On Hold	Reviewing account balances and debt service capacity to determine when projects can be scheduled.	City staff will begin working with HR Green in December on a pavement management plan; hopefully ready by spring.
4. Complete trails connecting and City and two CIRTPA Trail Grant projects	Under review for next few years, but price increases may be limiting.	The council approved a design contract with McClure in May based on a combined trail project that excluded some areas due to the rising costs. Later in May, CIRTPA approved combining the trail grants for this modified project. The design work will continue through 2022 and early 2023, with construction possible in late 2023 or in 2024.	Ongoing	McClure has completed the preliminary design of the Evans Park to Timberview West to new elementary school trail (partially funded through CIRTPA). A meeting with affected property owners will occur in early 2023.

5. Budget for a phased in approach to address the ADA compliance	RUT Budget now includes funding for this.	Several intersections along South 14th Street south of Penoch are under construction now with ADA-compliant curb ramps	Four intersections along South 14th Street (i.e., Janet, Sandra, Lynne, and Ann) now have ADA-compliant curb ramps. More projects will be identified annually.	A few months ago, sidewalks were installed to the Evans Park shelter house, the dog park, and the Kinnick Feller gazebo's water fountain.
6. Complete utility (water/wastewater) projects	High Zone Water Main accepted in February 2022. High Service Pump Building targeted for spring 2022. Wastewater Treatment Plant targeted for summer or fall of 2022. Future timeline of proposed new Well and new WWTP Admin. and Lab building likely by 2023.	High Service Pump Building targeted for summer 2022. Wastewater Treatment Plant targeted for fall 2022. New well targeted for 2023. WWTP Lab - Admin. Building will be reviewed after PFM analyzes budget.	High Service Pump Building is on closeout procedures. The Wastewater Treatment Plant should be operational mid-September, with final completion in the months ahead. The Southbridge Lift Station should be operational in late October. New well targeted for 2023. WWTP Lab - Admin. Building will be reviewed after PFM analyzes budget.	The High Service Pump Building, Wastewater Treatment Plant, and Southbridge Lift Station will be closed out in early 2023. McClure helped the City apply for a second State grant for the proposed WWTP Lab - Admin. Building, with the results coming in early 2023.
7. Improve traffic safety along Highway 169 south of Greene Street	In December 2021, DOT slightly decreased speed limits in this area.	DOT has jurisdiction, but will continue dialogue.	The DOT does not show HWY 169 on its 2023-2027 Improvement Plan.	Consider formally tabling given the DOT's jurisdiction and prioritization elsewhere
8. Budget for ash tree removal	Incorporated in proposed FY22-23 Budget. Street Department removing some street trees now.	Preparing RFP to be issued summer 2022. Removal could occur by the end of 2022.	RFP issued in August. Council action to accept proposal expected on September 13.	The first 100 public ash trees will be removed later this month. The second round will be considered for FY23-24.
9. Public Works/Park Shop study	No updates.	To discuss further	Reviewing account balances and debt service capacity to determine when projects can be scheduled.	The FY23-24 Budget will include a proposal from Parks to renovate and take over the old water treatment plant.
10. Water Tower Park – phase one	Planning concept was accepted in 2021. Given the significant costs, this project would need to be phased-in. Unless tremendous level of donations raised, other debt service projects will be the major factor in the timing of this project.	On hold unless debt service projects (i.e., streets) are reprioritized to this effort	On hold unless debt service projects are reprioritized.	City staff recommends the council discuss and take action on the timing and trajectory of developing Water Tower Park, whether it be a fund-raising-driven project, whether the storm water work is started, and whether the project is started in phases.
11. Eagle Vista Park development and additional parks within development construction	No updates.	Will review further once Eagle Vista Plat 3 has been completed. Possibly FY23-24 Budget target.	Targeting FY23-24 or FY24-25 Budget	Likely targeting the FY24-25 Budget or later; will depend on when the subdivision is closer to fully built-out
12. Kinnick Feller Park and Evans Park trails – asphalt overlays	Targeting FY23-24 Budget.	Targeting FY23-24 Budget	Targeting FY23-24 or FY24-25 Budget	Some repair work targeted for FY23-24
13. New LED lighting for City buildings	No updates.	To discuss further. Possibly FY23-24 Budget target	Targeting FY23-24 or FY24-25 Budget	Targeting FY23-24 or FY24-25
14. Beginning three-year process of making Park restrooms and facilities ADA – friendly and more compliant	Targeting FY22-23 and FY23-24 Budgets.	Included in FY22-23 Budget and will target in FY23-24 Budget. No work yet.	Ongoing	Ongoing and more budgeted for FY23-24

**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 Penoach 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.