



# Callahan Municipal Consultants, LLC

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January 22, 2020

To: Mayor, City Council Members, & City Department Heads  
Bondurant, Iowa

From: Patrick Callahan

Re: Goal Setting Session

We are looking forward to the 2020 Mayor/City Council Goal Setting Session that is scheduled for Saturday January 25, 2020 at 9:00 at the Bondurant Public Library. The agenda for the meeting is enclosed for your review.

We would like to thank the Mayor, City Council Members, and City Department Heads for taking the time to complete our advance questionnaire for the upcoming goal setting session. We have enclosed for your review summaries of the responses from the questionnaire. The responses have been divided into two groups – elected officials and city department heads. The individual responses were not listed in any particular order. If more than one person listed a similar response, then the number of people who made that comments is shown in parenthesis at the end of the item.

## **Review of the Summary of Responses**

As you review the summaries prior to the meeting on Thursday evening, please consider the following suggestions.

1. Compare the enclosed summaries to your personal responses and let us know if we missed any of your comments.
2. Consider new wording to clarify or modify the comments to make them more understandable and relevant.
3. If any items have been overlooked or missed, let us know and we can add these items to the exhibits in the final report.
4. As you review the list of programs & initiatives and the list of capital projects, please give some consideration as to which of the suggestions that you think should be given the “top priority” ranking. You will be asked to rank the programs and capital projects on Exhibits E, F, G and H.

## **Major Accomplishments – Exhibits A & B**

Both the Elected Officials and the City Department Heads provided a list of major accomplishments that have been completed in Bondurant in recent years. Please let us know if we need to include any additional items to the list of accomplishments.

## **Issues and Concerns – Exhibits C & D**

There is a list of issues and concerns. As we review this list, we may need to identify

programs, initiatives or projects that could resolve or address these issues and concerns. The Council may want to prepare a list of additional programs or policies that resolve or lessen the impact of these issues and concerns.

#### **Significant Initiatives and Programs – Exhibits E & F**

Both the Elected Officials and the Department Heads identified potential programs or initiatives. Some of the suggestions would be relatively easy to accomplish, but other ideas will require much time and effort. After this list has been reviewed, modified, and combined, the Mayor and City Council Members will be asked to rank and prioritize these programs and initiatives.

#### **Capital Projects and Equipment Purchases – Exhibits G & H**

The Mayor and City Council identified nine potential capital projects and equipment purchases and the City Department Heads identified twenty-three potential capital projects and equipment purchases. There is some duplication between the two lists. After the two lists have been reviewed, modified, and combined, the Mayor and City Council Members will be asked to rank and prioritize these capital projects and equipment purchases.

#### **Teamwork Suggestions – Exhibits I & J**

This exhibit summarizes the suggestions that were submitted regarding things that could be done to enhance communications and teamwork. We will review, modify, and possibly add items to this list of suggestions. As you will note, some of the comments are merely observations and not necessarily a goal or action item. We will urge the Mayor and City Council to formulate specific goals or objectives that will enhance teamwork among the City's elected officials and with the City Department Heads. We will seek a consensus from the Mayor and City Council regarding the items on Exhibits I and J.

#### **Final Comments**

We will give you some advance notice of two questions that we will ask at the start of the goal setting session. What do you want your legacy to be? How do you want to be remembered as a member of the City Council of Bondurant, Iowa?

If you have any questions, please feel free to contact us at 563-599-3708 or [callahan.cmc@gmail.com](mailto:callahan.cmc@gmail.com).

**CITY OF BONDURANT, IOWA  
MAYOR AND CITY COUNCIL  
CITY COUNCIL GOAL SETTING WORK SESSION – 2020**

**Saturday, January 25, 2020  
9:00 AM – 2:30 PM  
Library Meeting – 104 Second Street N.E.**

**AGENDA**

1. Introduction and Opening Comments
2. General Overview of the Meeting and the Goal Setting Report
3. Brief Review of City Accomplishments – Past Two Years – Exhibits A & B
4. Brief Review of Issues, Concerns and Trends – Exhibits C & D
5. Review & Ranking of Programs, Policies, and Initiatives – Exhibits E & F
  - 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 Projects
6. Review & Ranking of Capital Projects & Equipment Purchases – Exhibits G & H
  - A. Review of proposed projects
  - 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” – Exhibits I & J
8. Final Report to the Mayor and City Council – 2019 Goal Setting Process
9. Questions, Comments, and Suggestions
10. Adjourn

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

**Major Accomplishments – Mayor/Council Members Responses**

1. Increase Industrial Business
2. Project Bluejay (2)
3. \$8+ million RISE grant (2)
4. DOT grant for Underpass and financing for Underpass (2)
5. Annexation
6. Planning Director Position
7. Passing of LOSST
8. Certified Site Work (2)
9. Staff continuity with the addition of interim City Clerk
10. Employee Handbook Updates
11. Regional Master Planning
12. Storm Water Master Plan Work and addressing storm water issues (2)
13. Tornado Recovery/Flood recovery (2)
14. City Hall expansion
15. Library Expansion
16. New infrastructure – both gas and power



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

**Major Accomplishments – Department Heads**

1. Project Bluejay (4)
2. Saved approximately \$291K on Culvert project
3. Culvert upgrade
4. Eliminated multiple findings from City's audit report (2)
5. Attracted RMS to build in Bondurant
6. Achieved a large RISE grant (2)
7. Received REAP grants
8. Embarked on several planning efforts that are really needed – storm water, streets, etc.
9. Comprehensive Storm Water Master Plan (4)
10. Hired excellent new Directors for Public Works, Finance & Planning (4)
11. Finalized plans and funding for City Hall project and building underway that will meet future needs (4)
12. Positive staff changes – moved towards more inclusive and collaborative work environment (4)
13. Planning efforts – Streets plan
14. Adopted LOSST
15. Upgraded Lincoln Street/Lincoln Street rebuild (3)
16. Added a Public Works Director and Planning position (3)
17. Received a SAFER grant – enabling the City to provide much better Fire/EMS protection for residents (3)
18. Embraced UHP technology – becoming top users and experts in this technology (2)
19. Team building exercises
20. Mobile hot spots for community use

21. Library expansion concept completion
22. Patron Computers and Network server upgrade at the Library
23. Security server replacement at the Library
24. Boosted Library attendance at all programming – children to adults
25. Retained Bondurant Blues and Sidewalk Chalk Art festival
26. Increase in Library door count
27. Increase in Library digital and physical circulation
28. First Certified Site
29. Improved financial processes – revenue handling
30. Upgraded City's telecommunications – switching internet and phones for net neutral cost (2)
31. Add VPN remoted access – to work from anywhere
32. Expanded Cyber security adding instant cloud-based, double redundancy back up for HR and finance
33. Midwest Precast Concrete, MCM, RMS – industry coming to town (2)
34. Built and introduced Employee Shared Service portal, giving employees access to and control over their leave balances, deductions, and employment documents
35. Improved employee benefits by adding flex spending, dental, vision, voluntary life insurance buy up expanding coverage networks, and lower prescription and copay cost, while controlling the City's cost level (2)
36. Streamlined process and lowered cost for food truck permit
37. Finalized property acquisition for City Park
38. Converted Financial, HR, and UB software to more robust project offering better data analytics and creating workflow capacity (3)
39. UHP Training Summit – AFT Involvement to assist with research burn
40. Purchased barely – used \$1.4M tower for \$215K for a project total of \$300K – 1 of only 200 in the country – (3)
41. Twin remounted ambulances (two for price of one new one) with all updated heart monitors and computers

42. Survived three tornadoes with one directly running through town
43. Mud Creek Realignment (2)
44. Highway 65 and Parkside Water Main Extension projects (2)
45. Stream buffer ordinance
46. Recent residential subdivision built out – Quail Run (2)
47. Upcoming residential subdivisions – Sankey Phase 2, west of Quail Run (3)
48. Regional Commercial Master Plan
49. Rebranding completed
50. Improved City reserve levels
51. NW Trunk sewer planning completed and developer buy-in secured
52. Improved capital planning
53. Secured funding for Highway 65 Underpass
54. BRSC soccer fields complete
55. Continued to lower property tax levy rate
56. Enhanced collaboration with the School District
57. Website redesign nearly complete
58. Complete streets policy adopted
59. Traffic study policy adopted
60. GIS program
61. Mexican Restaurant
62. Awarded millions of dollars in grant money (4)
63. Reduced property taxes for 13 years in a row
64. Evaluate Home Base Iowa businesses in Bondurant to see its impact
65. Coordinate with School District's gaming club/library/city to create event that can reach middle school and high school aged kids such as a video game competition

**EXHIBIT C**  
**CITY OF BONDURANT, IOWA**  
**GOAL SETTING SESSION 2020-21**

**Issues and Concerns – Mayor/City Council Members Responses**

1. Property Tax Backfill and Rollback
2. Future land use planning in Comp Plan
3. Annexation to define clear boundaries with Altoona
4. Need for in depth review of property tax formula as new Industries comes on line
5. Funding for Stormwater Management Initiatives
6. Population growth – what steps can we take for a managed growth perspective
7. City Maintenance Facility adequacy
8. Long term planning for public safety needs – i.e. Polk County Sheriff contract and Fire Department facilities & equipment
9. Historically low unemployment rate
10. Increased truck traffic
11. Traffic jams during rush hour
12. Lack of food, fuel, and restaurant options as commercial grows
13. Increasing citizen engagement as Bondurant grows
14. Environmental/Climate change issue
15. Lack of fiber internet/roadblock to telecommuting
16. Lowering tax levy rate
17. Help School District to keep pace with population growth
18. Expanding street system to lessen traffic on Grant at 2<sup>nd</sup> Street
19. Cannot continue to allow people to delay development



**EXHIBIT D  
CITY OF BONDURANT, IOWA  
GOAL SETTING SESSION 2020-21**

**Issues and Concerns – Department Heads**

1. Public Works facility (3)
2. Public Works staffing levels (4)
3. Grant Street South – condition and alignment
4. Have adequate space for services - programming to collection size
5. Adequate staffing for Library (2)
6. Funding available for expansion project to meet growing needs
7. Evaluate and update job descriptions (3)
8. Evaluate review process
9. Employees stretched too thin
10. Equipment needs – Fire & Public Works
11. Transition from 100% volunteer Fire Department to combination Department
12. Fire Department Space needs – Chief and Asst. Chief sharing an office; not enough locker space, one shower, & no day room
13. Water Capacity
14. Wages – expense of living in Bondurant outpacing employee pay
15. Law enforcement – add another deputy (2)
16. Lack of Public Works equipment (3)
17. Increased rental properties – need inspection program (2)
18. Training for Commission/BOA members
19. Streamline records retention – Get records project underway
20. Create predictable site plan review process
21. Increase collaboration with neighboring communities
22. Other site certification projects
23. Pleasant Grove legal issues

**EXHIBIT E**  
**CITY OF BONDURANT, IOWA**  
**GOAL SETTING SESSION 2020-21**

**Significant Initiatives, Programs, & Policies – Mayor & City Council Members Responses**

1. Updating zoning codes to allow greater diversity within categories and to minimize long-term PUD requests
2. Defined Annexation Strategy and success
3. Continued Regional Mindset and support with Metro Communities/EPIC
4. DART pick up /Park-n-Ride location
5. Attraction of Commercial businesses designed to offer service to local Bondurant residents
6. Small Business startup support initiatives
7. Elimination of Residential Tax Abatement
8. Consideration of expansion of commercial abatement
9. Clear definition and design of City Center
10. Continue to focus on Community-based programming
11. Investment in outdoor activities within City Parks – i.e. tennis court, nature trail/scape, games
12. Fix parking downtown issue with one way streets
13. Annexation of Southern properties
14. Clarify construction guidelines on industrial versus commercial
15. Construction guidelines for downtown
16. Future financial planning for commute loop (Exhibit G)
17. Feasibility Study for City Center – fire, police, and city workers (Exhibit G)

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

**Significant Initiatives, Programs & Policies – Department Heads**

1. Annexation Study/Policy
2. Update Human Resources/Personnel Handbook (3)
3. Crosswalk Art (2)
4. Training of Department Heads on new financial software - Tyler Technologies
5. Work with metro colleges to build an intern program
6. Disaster/Emergency Preparedness
7. Local Emergency Action Plan and Continuation of Operations Plan
8. Public Information Officer - that has been through PIO Training program
9. Policy for developers to install neighborhood storm sirens as part of development (2)
10. Community recreation program to highlight neighborhood parks weekly (one park each week – Spring through Fall) for different activities to bring neighborhoods together and help keep the small town feel
11. Dedicated HR department
12. Fitness membership for all city employees to promote healthy living and lifestyle (4)
13. Annex as much ground as possible in every direction to protect the city
14. Take initiative to promote what we do have and what we do well,, rather than simply react to negativity on Facebook. We are all proud of the city we call home; otherwise, none of us would be here today. In short, a daily positive community highlight or event would go a long way; it is done often but not consistently
15. Update comprehensive plan
16. Zoning/sign code updates
17. Downtown master plan - including storm water and parking
18. Streets Master Plan

19. Water System study (4)
20. Additional Certified Sites (2)
21. Updated Park & Recreation Master Plan
22. Water Main extension - east – annexation
23. Trail projects – continue connecting (2)
24. Continued to implement City wide GIS program (2)
25. New street specification to allow pavement design to last longer in our climate
26. City sidewalk inspection and compliance program
27. Detention basin policy - in conjunction with SW master plan
28. Eliminate city attorney attendance at every meeting or limit to quarterly - \$500-\$700 per meeting (2)
29. Limit Bondurant Living publication to quarterly or just one page monthly - currently \$848 per month (2)
30. Gun free zone signs are not legally blinding in the State of Iowa. City government buildings are not listed as an official gun free zone in the State of Iowa. Therefore, since citizens are legally allowed to have firearms on City property, amend the employee handbook so licensed staff members can concealed carry while on the job without breaking employee contract. The handbook states that “having unauthorized firearms or other weapons on City premises or while on City business: is not allowed (page 24). Since it does not mention the steps on how to authorize a firearm, consider removing this line from the handbook or at least identify the steps on how to authorize a weapon.
31. Continue to attract more businesses
32. Prioritize street improvements and create annual overlay program



**EXHIBIT G**  
**CITY OF BONDURANT, IOWA**  
**GOAL SETTING SESSION 2020-21**

**Capital Projects & Equipment Purchases – Mayor & Council Member Responses**

1. Underpass completion
2. 10<sup>th</sup> Street Build Out
3. Widening of 2<sup>nd</sup> Street
4. Savings & future financial planning for commuter loop
5. Continued infrastructure focus
6. Public Safety/City Maintenance Facility Planning
7. Street construction as recommended by traffic study
8. Start making plans for a City Center - fire, police & city workers
9. Entertainment areas at old Truck Stop

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

**Capital Projects & Equipment Purchases – Department Heads**

1. Trail segment (straightening trail by Industrial Park ) - \$500,000
2. Public Works Facility - \$4M (3)
3. Fire Station - \$4M (2)
4. Library expansion - \$3M plus (3)
5. Water Tower - \$3M (2)
6. End Loader - \$400K
7. City storm sirens - \$300K
8. Snow Plow Trucks - \$220K each (2)
9. Contract City mowing
10. Grant Street S realignment - \$7M (3)
11. 10<sup>th</sup> Street Extension - \$3M (2)
12. Prioritizing projects identified in the Stormwater Master Plan
13. Grant Street/2<sup>nd</sup> Street turn lanes
14. NW Truck Sewer - \$3M
15. Highway 65 Underpass - \$2.7M
16. BRSC Parking lots
17. Downtown Parking lot
18. Sewer Jet/Vac Truck \$350-\$500K
19. Finished road reconstruction and storm sewer upgrade to Lincoln Street SE - \$150K
20. Complete reconstruction of 11<sup>th</sup> Street SE and 10<sup>th</sup> Street SE from Lincoln to Grant Ct - \$700K
21. Interconnection of all City Facilities with Fiber Optics Networks - \$250K
22. Water Main Extension along 32<sup>nd</sup> Street SE from Grant Street to NE 80<sup>th</sup> - \$240K
23. 2<sup>nd</sup> Street Corridor from Franklin Avenue to Hubbell Avenue

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

**Teamwork Suggestions – Mayor & City Council Members Responses**

1. Host two joint City Council/P&Z/BOA meetings to discuss future vision of city development, etc. as needed to discuss zoning code updates
2. Be intention about switching Liaison roles for one meeting at each committee per year each person, i.e. cross training. This should incorporate a detailed debrief by sitting member to the visiting member prior to the meeting.
3. Continue Council Retreat Sessions/Working Sessions
4. Continue to foster connection with the community by hosting booths/tents at community events. Maybe take an opportunity to showcase accomplishments made and request community input/education.
5. Goal for each council member to attend a staff meeting once per year

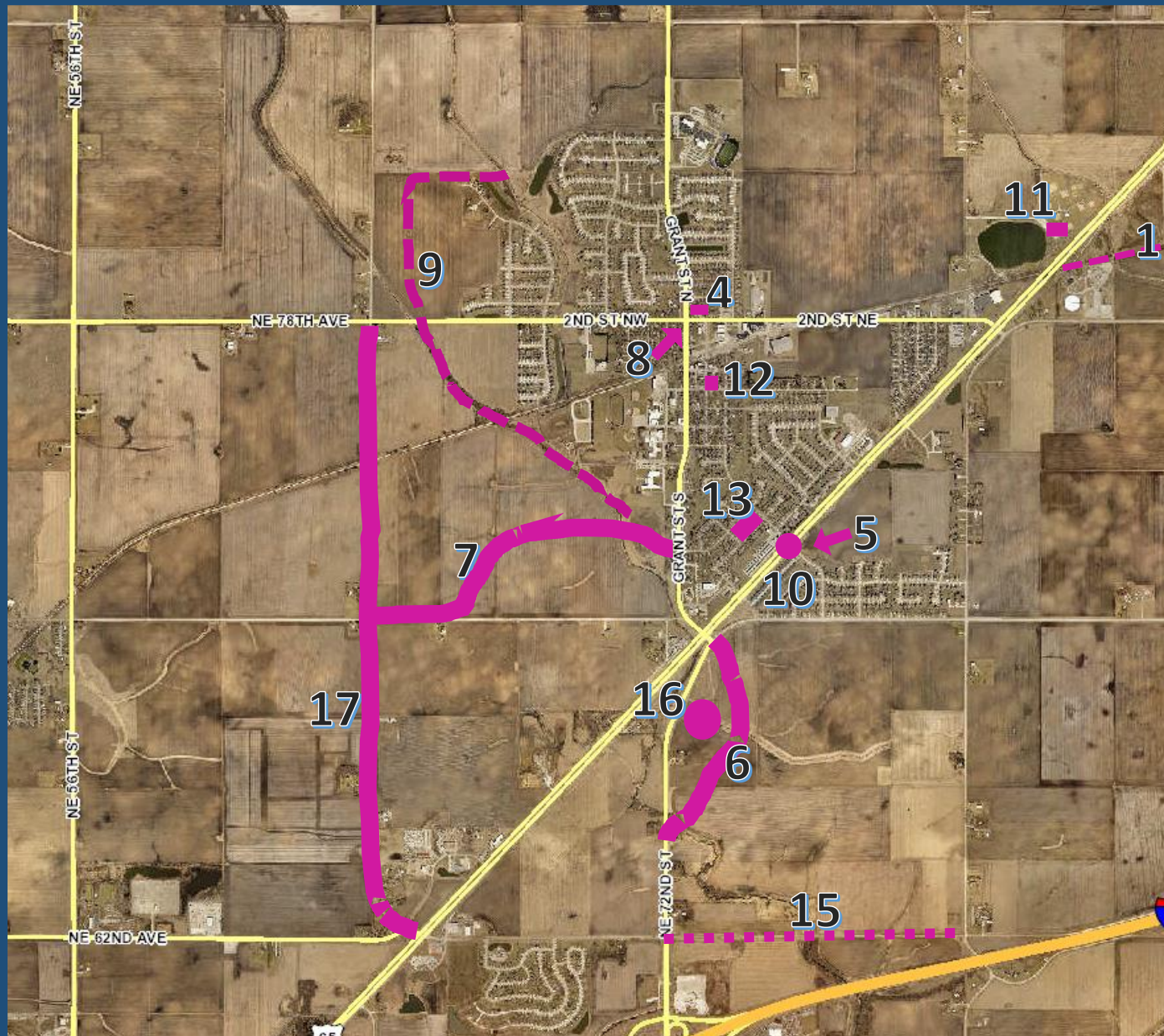
**EXHIBIT J**  
**CITY OF BONDURANT, IOWA**  
**GOAL SETTING SESSION 2020-21**

**Teamwork Suggestions – Department Heads**

1. Tour all departments and get to know people who work at each department
2. Recognize an employee who goes above and beyond with a thank you at Council
3. Understanding the need to invest in people and equipment to serve the residents
4. Convey to staff what Council's vision for what they want the City to look like in the future
5. Empower and equip staff to make data driven decisions
6. Mayor and Council work very well with each other
7. Continue reviewing meeting information and asking great questions



## Capital Improvement Projects



### List of Projects – Potential:

\* = Mapped

1. Trail Segment Straightening Near Bondurant Industrial Park\* - **\$500,000**
2. Public Works Facility - **\$4,000,000**
3. Fire Station - **\$4,000,000**
4. Library Addition\* - **\$3,000,000+**
5. Water Tower\* - **\$3,000,000**
6. Grant Street S Realignment\* - **\$7,000,000**
7. 10<sup>th</sup> Street SE Extension\* - **\$3,000,000**
8. Grant Street N/2<sup>nd</sup> Street Turn Lanes\* - **\$600,000**
9. NW Trunk Sewer\* - **\$3,000,000**
10. Highway 65 Underpass\* - **\$2,700,000**
11. BRSC Parking Lots\* - **\$100,000**
12. Downtown Parking Lot\* - **\$38,000**
13. Reconstruction of 11<sup>th</sup> Street SE & 10<sup>th</sup> Street SE from Lincoln Street SE to Grant Court SE\* - **\$700,000**
14. Interconnection of City Facilities with Fiber Optics Networks - **\$250,000**
15. Water Main Extension Along 32<sup>nd</sup> Street SE from Grant Street S to NE 80<sup>th</sup> Street\* - **\$240,000**
16. Central Park Stormwater Amenities\* - **\$2,500,000**
17. 2<sup>nd</sup> Street Corridor from Franklin to Hubbell\* - **Cost TBD**
18. Install 3<sup>rd</sup> Lane on Grant Street N between Hubbell & N Boundary of City - **Cost TBD**
19. Implementation of Stormwater Master Plan - **Cost TBD**

### Capital Projects – Recently Completed:

1. 2<sup>nd</sup> Street NE Culvert Project
2. Lincoln Street SE Reconstruction & Storm Sewer
3. Water Main along Highway 65 Corridor
4. Sanitary Sewer Main across Highway 65 to Service Midstates Area
5. Sanitary Sewer Main West of Wolf Creek to Service RMS Development Area
6. Water Line to Service Park Side Development Area