



BUSINESS OF THE CITY COUNCIL
BONDURANT, IOWA
AGENDA STATEMENT

Item No. 5m
For Meeting of 04/06/2020

ITEM TITLE: Consideration of Resolution adopting the 2020-2021 City of Bondurant Goal Setting Session Report

CONTACT PERSON: Marketa Oliver, City Administrator

SUMMARY EXPLANATION:

Attached is the report from the strategic planning session held in December. The report identified projects that are underway, prioritizes pending projects, and outlines significant initiatives, programs, and policies.

Resolution _____ Ordinance _____ Contract _____ Other (Specify) _____

Funding Source _____

APPROVED FOR SUBMITTAL _____

A handwritten signature in blue ink, appearing to read 'Marketa Oliver'.

City Administrator

RECOMMENDATION: Approve resolution on a roll call vote.

CITY OF BONDURANT
RESOLUTION NO. 200406-98

RESOLUTION ADOPTING THE 2020-2021 CITY OF BONDURANT GOAL SETTING SESSION
REPORT

WHEREAS, the City of Bondurant requested assistance from Patrick Callahan in November 2019 for a Mayor and City Council goal setting process; AND

WHEREAS, City Council Members and the Mayor held a work session that was facilitated by Mr. Callahan on January 25, 2020; AND

WHEREAS, the purpose of the session was to identify and prioritize the City's overall goals and objectives for the next two years; AND

WHEREAS, the City Council and Department Heads discussed, reviewed and ranked Programs, Policies, Initiatives, Capital Projects, and Equipment Purchases; AND

WHEREAS, the Mayor and City Council identified top priority initiatives and programs, as well as capital projects and equipment purchases that are the most urgent or important; AND

WHEREAS, the City Council will review the progress on a quarterly basis, and will repeat this process in late 2022, which may result in some additional modifications,

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Bondurant, Iowa, that the 2020-2021 City of Bondurant Goal Setting Session Report, is hereby approved.

Passed this 6th day of April, 2020,

By: _____
Curt Sullivan, Mayor

ATTEST: I, Shelby Hagan, City Clerk of Bondurant, hereby certify that at a meeting of the City Council held on the above date, among other proceedings the above was adopted.

IN WITNESS WHEREOF, I have hereunto set my hand the day and year above written.

Shelby Hagan, City Clerk

Name	Yay	Nay	Abstain	Absent
Enos				
Cox				
McKenzie				
Elrod				
Peffer				

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

**Mayor:
Curt Sullivan**

City Council: 2020-21

**Tara Cox
Doug Elrod
Bob Peffer**

**Wes Enos
Angela McKenzie**

**City Administrator:
Marketa Oliver**

Department Heads:

**Director of Public Works – John Horton
Finance Director – Jene’ Jess
Fire Chief – Aaron Kreuder**

**Interim City Clerk –Craig Marshman
Planning Director – Maggie Murray
Library Director – Jill Sanders**



Bondurant
Life Connecting

**Facilitated by:
Patrick Callahan
Callahan Municipal Consultants, LLC
January 25, 2020**

City of Bondurant, Iowa

Mayor & City Council Goal Setting Session

2020 - 2021

Introduction

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

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

Goal Setting Work Session

City Council Members and the Mayor held an informal non-binding work session that was conducted by Mr. Callahan on January 25, 2020. The City's elected officials and department heads were asked to do the following:

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

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

THE CITY COUNCIL'S LIST OF "GIVENS"

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

A. Programs, Initiatives and Policies

1. City Campus Study and Design
2. Downton Study
 - Clear definition and design of City Center
 - Consider solving the parking downtown issue with one way streets
 - Construction guidelines for Downtown
 - Downtown master plan – including storm water and parking
3. Elimination of Residential Tax Abatement
4. Update Human Resources/Personnel Handbook
5. Crosswalk Art
6. Training of Department Heads on new financial software – Tyler Technologies
7. Disaster/Emergency Preparedness and Local Emergency Action Plan and Continuation of Operations Plan
8. Community recreation program to highlight neighborhood parks weekly for different activities to bring the neighborhoods together
9. Take initiative to promote what the City offers on Facebook – a daily positive community highlight or event
10. Update the Comprehensive Plan and the Zoning/Sign codes
11. Street Master Plan
12. Water System Study
13. Updated Park & Recreation Master Plan
14. Continued to implement City wide Geographical Information Systems (GIS) program
15. Detention basin policy – in conjunction with Storm Water Master Plan
16. Eliminate city attorney attendance at every meeting or limit to quarterly - \$500-\$700 per meeting

16. Limit Bondurant Living publication to quarterly or just one page monthly – currently \$848 per month
17. Work Session – Consideration of an amendment to the Employee Handbook so licensed staff members can carry concealed weapon while on the job, without breaking the Employee Handbook.

B. Capital Projects and Equipment Replacement

1. Underpass completion
2. 10th Street Build Out
3. Library expansion - \$3,000,000+
4. City Storm Sirens – \$300,000
5. Snow Plow Trucks - \$220,000 each
6. 10th Street Extension – \$3,000,000
7. Grant Street & 2nd Street turn lanes
8. Northwest Trunk Sewer Line - \$3,000,000
9. Highway 65 Underpass - \$2,700,000
10. Downtown Parking Lot
11. Sewer Jet / Vac Truck - \$350,000 to \$500,000

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

INITIATIVES AND PROGRAMS – 2020 - 2021

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

A. Top Priority Initiatives and Programs

1. Updating zoning codes to allow greater diversity within categories and to minimize long-term Planned Unit Development (PUD) requests
2. Defined annexation strategy and success – additional certified sites
3. Continued Regional Mindset and support with Metro Communities /EPIC

4. DART pickup /Park-n-Ride location
5. Attraction of commercial businesses designed to offer service to local Bondurant residents
6. Small Business startup support initiatives
7. Consideration of expansion of commercial tax abatement
8. Continue to focus on community-based programming
9. Investment in outdoor activities within City Parks – i.e. tennis court, nature trail/scape, and games
10. Clarify construction guidelines on industrial versus commercial
11. Future financial planning for commute loop
12. Feasibility Study for City Campus – fire, police, and city workers
13. Promote entertainment areas at old Truck Stop Site near Interstate 80
14. Work Session - Public Art Master Plan and Community Resilience Plan Options
15. Work with metro colleges to build an intern program
16. Public Information Officer (PIO) – that has been through the PIO Training Program
17. Work Session - Policy for developers to install neighborhood storm sirens as part of development
18. Fitness membership for all City employees to promote healthy living and lifestyle
19. Water Main extension with annexations – Policy Decision
20. Trail Projects – continue connecting
21. New street specification to allow pavement design to last longer in this climate
22. City sidewalk inspection and compliance program
23. Prioritize street improvements and create annual overlay program

NOTE: The programs and initiatives were not ranked by the Mayor and City Council Members. It was agreed that all of these items were a high priority and could be accomplished within the next two years.

CAPITAL IMPROVEMENT PROJECTS – 2020-2021

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

A. Top Priority Capital Projects & Equipment Purchases

1. Water Tower - \$3,000,000
2. Grant Street S realignment – \$7,000,000
3. Public Safety/Public Works Maintenance Facility Planning and start making plans for a City Campus – fire, police, & city workers

B. Second Tier of Capital Projects and Equipment Purchases

1. End Loader - \$400,000
2. Finished road reconstruction and storm sewer upgrade to Lincoln Street SE - \$150,000
3. Water Main Extension along 32nd Street SE from Grant Street to NE 80th - \$240,000

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

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and fostering better working relationships. The team building suggestions are identified as **Exhibits I & J**.

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 two lists of capital projects & equipment purchases and initiatives & programs and to monitor the progress that is being 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 to the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. The tentative dates for the quarterly updates are: May 14, September 10, December 10, and March 11.

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 2022, which may result in some additional modifications.

It is recommended that the City continue to develop the capital improvements plan (CIP) to identify and prioritize the City's capital projects over the next four to six years. The plan could include cost estimates, descriptions of the projects, the justification for each project, and the sources of funding.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

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

1. ***City Website.*** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City's website for review by the citizens of Bondurant.
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/Public Safety Building, 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 Bondurant 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 Bondurant 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
January 28, 2020

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

Major Accomplishments – Mayor/Council Members Responses

1. Increase Industrial Business
2. Project Bluejay
3. \$8+ million RISE grant
4. DOT grant for Underpass and financing for Underpass
5. Annexation
6. Planning Director and Director of Public Works – First time positions
7. Passing of Local Option State Sales Tax (LOSST)
8. Certified Site Work
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
13. Tornado Recovery/Flood recovery
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 Responses

1. Project Bluejay
2. Saved approximately \$291,000 on Culvert project
3. Culvert upgrade
4. Eliminated multiple findings from City's audit report
5. Attracted RMS to build in Bondurant
6. Achieved a large RISE grant
7. Received Resource Enhancement and Attractions Program (REAP) grants
8. Embarked on several planning efforts that are really needed – storm water, streets, etc.
9. Comprehensive Storm Water Master Plan
10. Hired excellent new Directors for Public Works, Finance & Planning
11. Finalized plans and funding for City Hall project and building underway that will meet future needs
12. Positive staff changes – moved towards more inclusive and collaborative work environment
13. Planning efforts – Streets plan
14. Adopted Local Option State Sales Tax (LOSST)
15. Upgraded Lincoln Street/Lincoln Street rebuild
16. Added a Public Works Director and Planning position
17. Received a SAFER grant – enabling the City to provide much better Fire/EMS protection for residents
18. Embraced UHP technology – becoming top users and experts in this technology
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
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
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
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
39. UHP Training Summit – AFT Involvement to assist with research burn
40. Purchased barely – used \$1,400,000 tower for \$215,000 for a project total of \$300,000 – 1 of only 200 in the country
41. Two Twin remounted ambulances with all updated heart monitors and computers

42. Survived three tornadoes with one directly running through town
43. Mud Creek Realignment
44. Highway 65 and Parkside Water Main Extension projects
45. Stream buffer ordinance
46. Recent residential subdivision built out – Quail Run
47. Upcoming residential subdivisions – Sankey Phase 2, west of Quail Run
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. Geographical Information Systems (GIS) program
61. Mexican Restaurant
62. Awarded millions of dollars in grant money
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 need for in depth review of property tax formula as new industries comes on line
2. Future land use planning in Comp Plan
3. Annexation and growth to the east to define clear boundaries with Altoona
4. Funding for Storm water Management Initiatives
5. Population growth – what steps can we take for a managed growth perspective
6. City Maintenance Facility adequacy
7. Long term planning for public safety needs – i.e. Polk County Sheriff contract and Fire Department facilities & equipment
8. Historically low unemployment rate
9. Increased truck traffic and traffic jams during rush hour and expanding street system to lessen traffic on Grant Street at 2nd Street
10. Lack of food, fuel, and restaurant options as commercial grows
11. Increasing citizen engagement as Bondurant grows
12. Environmental/Climate change issue
13. Lack of fiber internet/roadblock to telecommuting
14. Lowering tax levy rate
15. Help School District to keep pace with population growth
16. Cannot continue to allow people to delay development

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

Issues and Concerns – Department Heads Responses

1. Public Works facility
2. Public Works staffing levels
3. Grant Street South – condition and alignment
4. Have adequate space for services - programming to collection size
5. Adequate staffing for Library
6. Funding available for expansion project to meet growing needs
7. Evaluate and update job descriptions
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
16. Lack of Public Works equipment
17. Increased rental properties – need inspection program
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

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

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

1. Updating zoning codes to allow greater diversity within categories and to minimize long-term Planned Unit Development (PUD) request
2. Defined annexation strategy and success and additional certified sites
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. Consideration of expansion of commercial tax abatement
8. Continue to focus on community-based programming
9. Investment in outdoor activities within City Parks – i.e. tennis court, nature trail/scape, & games
10. Clarify construction guidelines on industrial versus commercial
11. Future financial planning for commute loop
12. Feasibility Study for City Campus – fire, police, and city workers
13. Promote entertainment areas at old Truck Stop Site near Interstate 80
14. Work Session - Public Art Master Plan Community Resilience Plan Options
15. Work with metro colleges to build an intern program
16. Public Information Officer (PIO) – that has been through the PIO Training Program
17. Work Session - Policy for developers to install neighborhood storm sirens as part of development
18. Fitness membership for all City employees to promote healthy living and lifestyle
19. Water Main extension with annexations – Policy Decision

20. Trail Projects – continue connecting
21. New street specification to allow pavement design to last longer in this climate
22. City sidewalk inspection and compliance program
23. Prioritize street improvements and create annual overlay program

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

Capital Projects & Equipment Purchases – Mayor & Council Member Rankings

Capital Project/Equipment	Votes
1. Water Tower - \$3,000,000	5
2. Grant Street S realignment - \$7,000,000	5
3. Public Safety/Public Works Maintenance Facility Planning and start making plans for a City Campus – fire, police & city workers	4
4. End Loader \$400,000	3
5. Finished road reconstruction and storm sewer upgrade to Lincoln Street SE - \$150,000	3
6. Water Main Extension along 32 nd Street SE from Grant Street to NE 80 th - \$240,000	3
7. Franklin Avenue from Hubbell Avenue to 2 nd Street	2
8. Street construction as recommended by in the Traffic Study	2
9. Install 3 rd Lane on Grant Street N between Hubbell & N Boundary of City – Cost TBD	2
10. Trail segment (straightening trail by Industrial Park) - \$500,000	2
11. Prioritizing projects identified in the Storm water Master Plan	2
12. Junior Haynes Parkway Project – parking lot paving, soccer fields, and ballfields	1
13. Complete reconstruction of 11 th Street SE and 10 th Street SE from Lincoln to Grant Ct. \$700,000	1
14. Widening of 2 nd Street	0
15. Savings & future financial planning for commuter loop	0
16. Work Session – Fire Station Neighborhood Locations	0
17. Hawthorne Street Extension to the High School	0
18. Central Park Storm water amenities - \$2,500,000	0
19. Interconnection of all City Facilities with Fiber Optics Networks - \$250,000	0

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 intentional 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 on fifth Mondays
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 Meetings
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 (Modify or Clarify)
6. Mayor and Council work very well with each other
7. Continue reviewing meeting information and asking great questions



Callahan Municipal Consultants, LLC

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

January 15, 2020

APPENDIX A

**To: Mayor and City Council
Bondurant, Iowa**

From: Patrick Callahan, Municipal Consultant

Re: Goal Setting/Strategic Planning – 2020

We are looking forward to the Goal Setting Work Session on Saturday, January 25, 2020 starting at 9:00 AM at the Bondurant Public Library. The agenda for the session is enclosed for your review.

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

Strategic Planning or Goal Setting Session

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

City Accomplishments

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

Issues, Concerns, and Trends

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

Policies, Programs, and Initiatives

One of the most important section on the questionnaire is the listing of programs, policies, and initiatives. Unlike the next section of the questionnaire, these are not "bricks and mortar" projects. This list includes ordinances, studies, policies, financial analysis, or plans. Examples might include updating the City's employee's handbook or the development of another source of revenue for the general fund. The Council will also be asked to prioritize these proposals.

Capital Projects and Equipment Purchases

The other most important part of the questionnaire is the listing of capital projects and equipment purchases. Examples of these projects would include street improvement projects, city buildings, sanitary sewer projects, fire pumper truck, or street sweeper. If you know the cost of the project or equipment, please include the estimate on the questionnaire. The Mayor and City Council Members will be asked to rank or prioritize these projects and equipment purchases. If the City does not have a capital improvements plan (CIP) for all City departments, this process will help to identify any projects or equipment purchases that should be included in the City's CIP. We will review and discuss each of the City's capital projects and equipment needs. This information and the direction provided by the City Council at this session will be very useful to the City employees during the budget preparation process.

Team Work Objectives

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

Completion of Questionnaire

There is enclosed a questionnaire that we would ask all the elected officials and city department heads to complete prior to the goal setting session. We will summarize the results of the questionnaire and make them available prior to the meeting. In order to have enough time to summarize the results, please return the questionnaire to us by January 21st.

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

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

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

Final Goal Setting Report

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

Thank you for making the commitment to attend this goal setting session on January 25th. We look forward to meeting with you.

APPENDIX B

**CITY OF BONDURANT, IOWA
MAYOR AND CITY COUNCIL
CITY COUNCIL GOAL SETTING WORK SESSION – 2020-21**

Saturday, January 25, 2020

9:00 AM

Library Meeting Room – 102 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 – 2020-21 Goal Setting Process
9. Questions, Comments, and Suggestions
10. Adjourn

APPENDIX C

MAYOR & CITY COUNCIL GOAL SETTING SESSION – 2020 BONDURANT, IOWA

PRELIMINARY QUESTIONNAIRE (Due – January 21, 2020)

Introduction

The Mayor and City Council of the City of Algona will be conducting a goal setting work session on Saturday, January 25th at 8:30 AM, at the Bondurant Public Library. The purpose of the session will be to identify and prioritize the City's overall goals and objectives for the next two years. In order to prepare for this session, you have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

I. Major Accomplishments

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

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

II. Issues, Concerns, Trends, and Opportunities

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

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

III. Significant Initiatives, Programs or Policies

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

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

IV. Capital Projects / Construction Projects / Equipment Purchases

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

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

V. Teamwork

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

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

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

Return of Questionnaire

Please complete and return this questionnaire to Marketa Oliver or Patrick Callahan (callahan.cmc@gmail.com) by January 21st .

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