

# City of Dyersville, Iowa Goal Setting Report 2016

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**Mayor:**  
**Dan Willenborg**

**City Council:**  
**Mike English**  
**Mike Oberbroeckling**  
**Mark Wagner**  
**Mark Breitbach**  
**Teresa Bockenstedt**

**City Staff:**  
**Mick Michel, City Administrator**  
**Tricia Maiers, City Clerk/Treasurer**



***Facilitated by:***  
***Jeff Schott***  
***Institute of Public Affairs***  
***University of Iowa***

**CITY OF DYERSVILLE, IOWA  
GOAL SETTING SESSION  
2016**

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# **CITY OF DYERSVILLE, IOWA**

## **GOAL SETTING SESSION**

### **2016**

#### **Introduction**

The City of Dyersville requested the Institute of Public Affairs (IPA) to assist the city with goal setting. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the elected officials.
3. Conduct a preliminary session with department heads.
4. Preparation of this final report.

#### **Goal Setting Work Session**

City Council Members and the Mayor held a work session conducted by the IPA on November 1, 2016. In attendance and participating at this meeting were Mayor Dan Willenborg and Council Members Mike Oberbroeckling, Mike English, Teresa Bockenstedt, Mark Breitbach and Mark Wagner. Also in attendance and participating at this meeting were City Administrator Mick Michel and City Clerk/Treasurer Tricia Maiers.

A preliminary session with department heads was held on October 24. In attendance and participating in that meeting were City Administrator Mick Michel, City Clerk/Treasurer Tricia Maiers, Library Director Shirley Vonderhaar, Fire Chief Al Wessels, Park and Recreation Director Matt Unga, Public Works Director Dave Vorwald, and Police Chief Brent Schroeder.

## **Major Accomplishments**

The following were identified as major city accomplishments during the past two years:

### **Infrastructure**

- Well #6 improvements (radium reduction)
- Wastewater Treatment Plant upgrade Phase 3 (in process)
- STP grant to replace pedestrian walkway on 3<sup>rd</sup> Street bridge
- Sidewalk to school (E)
- North utilities-water looping project – competed in Fall 2016
  - Stormwater and sanitary improvements
- Street reconstruction and rehab work
  - \$200K per year
  - Street improvements to 6<sup>th</sup> Ave NE area
  - Street improvements to 2<sup>nd</sup> Street NE
  - Hwy 20 Interchange (joint project with IDOT)
  - City Council approved engineering contract for concept plans for X49/1<sup>st</sup> Ave West
    - 2 public meetings held
    - Engineers proposing a round-about
- Rise Grant - 2<sup>nd</sup> phase of Industrial Parkway roadway expansion
- SE Pump Station project – going to bid Winter 2017

### **Economic Development**

- Phase 2 of Hageman Homes Subdivision (development agreement)
- Phase 2 of 20 West Industrial Park Project
- Industrial development with the associated revenue brought in to the local business community and the associated new jobs created while increasing the local tax base for the City
- Continued economic development programs
- Development agreements:
  - APC
  - Decker Concrete
  - JEDA
  - Hermsen Construction
  - Kramer Funeral Home
  - Konzen Cabinetry
  - Deutmeyer Auto

## **Major Accomplishments (continued)**

### **City Operations/Facilities**

- A continued safe and friendly community to live, work and play!
- Past council cut spending and saved money
- Agreed on new council member Mike Oberbroeckling
- Changed the City policy on long grass, makes system easier to get results at less cost to the City
- Completed new employment agreement with City Administrator
- Continued with Vehicle and Equipment Replacement Programs
  - Lease agreement for two dump trucks
  - Pick-up trucks for Water, Sewer, and Street Dept.
  - Replaced loader and skid loader
- 75% forgivable SRF loan for water radium removal project - \$1.05 million savings
- Completed review of Employee Handbook
- Information Technology
  - Upgraded Public Works database software to Cloud
  - Updated email software to MS Cloud
  - Updated data files to Cloud with dropbox
  - Updating financial software to Cloud
  - Upgrade all desktop computers operating system to Windows 10
  - Upgrading Public Works Dept to iPads
- Memorial Building clock
- Completed front façade of Memorial Building
- Lowered ISO rating from 5 to 4/4Y
  - Should be able to reduce insurance costs for commercial/residential insurances
- Received \$3000 from Dubuque Racing Association for purchase of stabilization equipment for Fire Dept – also funded by city for total of \$6155
- More cooperative city government
- Replaced phone systems for City Hall and Fire Dept
- Approved right-of-way agreement with Comelec Services

### **Public Safety**

- Police Dept vehicle camera system
- Purchased Police Dept body cameras
- Purchase of police truck and police car
- Replaced computers in police vehicles
- Draft completed on Police Dept SOP; will be recommending approval in January
- Relocation of Deputy City Clerk to Police Dept.
- Ordered and received new chassis for upgrade of Fire Dept tanker/pumper for City response
  - Increase pumping capacity for added ISO credit
  - Existing tanker to be sold to Community Fire Dept.
- 37 of 40 members attained certification to at least Firefighter 1 status
- Started planning for purchase of additional 4x4, 4-door pickup for Fire Dept.

## **Major Accomplishments (continued)**

### Parks and Rec

- Commercial Club Park Little League ballfield
  - Lease agreement
  - Completed land improvements of 2 baseball fields
  - City Council budgeted and staff is implementing \$100K for lease holder improvements for ballfield improvements
- Continued development of recreation facilities and opportunities for all ages
- Being proactive on Emerald Ash Borer problem
- Rec Trail System completed 9<sup>th</sup> Ave SW to 12<sup>th</sup> Ave SW
- Council discussion about increasing trail system along Hwy 136
- Westside Park improvements:
  - Basketball court
  - New parking lot
  - New shelter
  - Tree plantings at Westside Park

### Library

- Completed community based strategic planning process and Library Board approved new strategic plan for July 2015-June 2020
- Added Mango language learning database to Library services
- Updating furniture and lighting
- Library Board is gender balanced
- Reaccredited by State Library of Iowa in 2015

## **Issues, Concerns, Trends and Opportunities**

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

### **Financial/Budgetary**

- Water and Sewer rates
  - Not covering their debt
- Not having audit report before we start the next year's budget
- Rising costs of health benefits for employees
- Property tax rollbacks
  - Will commercial/industrial tax backfill from the state be continued?
- Allowing funds to go into the negative before doing transfers
- Financial constraints – budget/finance/economics always a concern
- Take advantage of low interest bonds
- Continue efforts to strengthen and protect several fund balances
- Maintaining flat line on property taxes

### **City Operations/Facilities**

- Need to update Comprehensive Plan
- Need to update Zoning Ordinance
- Starting and voting on projects before they are budgeted for
- Are we getting to be large enough city to warrant a code enforcement position?  
Perhaps combine with Building Inspector?
- Need to fill vacancies on Boards and Commissions
- Employee pay and benefits are not competitive in the market today
- City Hall improvements needed:
  - Second floor City Hall
  - City Hall basement hallway and restroom remodeling
  - Update Council Chambers
- Library:
  - Maintenance issues
  - Space concerns
  - Electrical issues
- Residential subdivisions outside city limits should be annexed into the city

## *Issues, Concerns, Trends and Opportunities (continued)*

### Infrastructure

- New bridges needed:
  - Bridge to connect east/west on 12th Avenue
  - 7th Street SW bridge
  - Continue Beltline Road west of cemetery to tie in with 332nd Avenue – bridge – to alleviate traffic pressure on 1st Avenue W
  - Need to establish priorities/ funding plans
- Flood prevention
  - Northwest and Southwest area being cut off during flood events
- X49 roadway from 12 Avenue SW to 1st Avenue E needs major reconstruction
- Extending, connecting and maintaining the city street system
- Increase funding for street repairs
- Residential sidewalk and curb repairs needed
- Need to upgrade water main system in post office quadrant. Lack of mains and hydrant for fire suppression.

### Economic Development

- Main Street continues to decline – economic development incentives need to be pursued to revitalize the deteriorating facilitates and bring in business
- “Shop local” initiatives and the need for the town to do more to encourage people to support their local businesses. I assume that is a Chamber function ... is there something we could / should be doing?
- No guidelines on who receives TIF incentives
- Loss of All American Homes
- Continue to work on Hwy 20 West Industrial Park
- Not working with Three Rivers FS to get fertilizer plant
- Opportunities to help some people in town...use TIF to upgrade their work place
- Drawing more people to city to visit, live and work
- Housing needs study
- Selling our “Great” city
- Positioning community to compete in the global market
- All Star Baseball Heaven (what is happening with that?)
- Monitor “Field of Dreams” litigation and development.

### Public Safety

- Response times from existing fire station for both fire and ambulance to southwest residential area.
  - Moving access to west interchange will create longer response times without addition of bridge access between 12th Avenue SW & 13th Avenue SE.
  - Need to look at the amount of emergency calls on average toward this quadrant of city - continuous, not just during flood situations
- Which way is the city going to expand? Should a second fire station be pursued?
- Installation of cameras on entrances and exits at city limits



## **Issues, Concerns, Trends and Opportunities (continued)**

### **Parks & Rec**

- Pedestrian/biking bridge between Westside and Candy Cane Parks
- Connect Heritage Trail to the Trail on Highway 136
- Rise in participants but lack of facilities and officials
- Overall decline in volunteerism for Parks and Rec
- More policies that make recreational leagues run smooth and fair
- Need to implement Park Improvement Plan
  - Need to develop more park space
- Develop splash pad at swimming pool

### **Other**

- Changing demographics
- Stagnant population growth
- Resistance to change by some in community

## **On-Going Commitments/Priorities**

The following were identified as on-going commitments/priorities for the upcoming 24 month period:

- Street reconstruction – 6 blocks every year
- Street rehabilitation – 6 blocks every year
- Continue Vehicle and Equipment Replacement Programs
- Continue economic development programs
- Make a decision regarding updating Comprehensive Plan and updating Zoning Ordinance
- Establish policies/funding for sidewalk repair program
- Review water and sewer rates
- Waste Water Treatment Plant upgrade – Phase 3
- Commercial Club Park – Little League project – ballfield improvements
- Complete Police Department Standard Operating Procedures (SOP)
- Finish south utilities, lift station
- 1<sup>st</sup> Avenue West Bridge (STP project)
- Establish policy/plan to promote downtown revitalization
- Housing Needs Study

## **New Priority Projects, Programs, Policies and Initiatives**

The Mayor and City Council reviewed potential new projects, programs, policies and initiatives for consideration and selected the following as new priorities for the upcoming 24 month period (listed in priority order):

- 1 Intersection improvements – X49/1<sup>st</sup> Avenue West - Roundabouts
- 2 (Tie) Evaluate needs, feasibility, priority, funding of bridges in Dyersville
- 2 (Tie) Extension of Beltline Trail and tie in to Hwy 136 trail
- 2 (Tie) Roadway improvements on X49 from 12th Avenue SW to 1st Avenue E
- 5 (Tie) New pedestrian/bike bridge between Candy Cane and Westside Park
- 5 (Tie) Conduct downtown redevelopment study

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A**.

## **Organizational Effectiveness**

The Mayor and City Council reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness:

- Continue to hold work sessions on major issues
- Continue efforts to improve communication/openness with the public
  - Keep residents informed and get their input before any major decisions are made
  - Invite local people for their input. Some may have some expertise in what we may be working on get them involved with what the City is trying to do
- Continue goal-setting every two years

**Note:** The agenda for the Goal Setting Session and the Preliminary Questionnaire are attached to this report as **Exhibits B** and **C** respectively.

## **Final Comments**

It was again a pleasure to again assist the City of Dyersville with this goal setting process.

As in previous years, it is recommended that city staff prepare an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Jeff Schott  
Institute of Public Affairs  
University of Iowa  
November 2, 2016

Exhibit A

City of Dyersville  
Goal Setting Session – 2016

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**SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED**

- Lighting for Little League Ball fields at Commercial Club Park
- New pedestrian Bridge between Candy Cane and Westside Park
- Extend trail on east side of Westside Park
- Update annexation plan
- Conduct downtown redevelopment study
- Extension of Beltline Trail and tie in to Hwy 136 trail
- Set policy for street, curb, gutter rehab assessments
- Encourage Chamber to develop plan for how the city can position itself better for visitor influxes and capitalize on them
- Develop City strategic plan for 5 and 10 year development to ensure all departments complement each other and minimize competing requirements.  
Where do we continue residential and industrial/business development 5 and 10 years from now?
- Upgrade water main system in post office quadrant.
- Roadway improvements on X49 from 12th Avenue SW to 1st Avenue E
- Intersection improvements – X49/1<sup>st</sup> Avenue West - Roundabouts
- Bridge and roadway between 12th Avenue SW and 13th Avenue SE
- Bridge and roadway between 7th Street SW and Beltline Road Extension
- Adult senior recreation programs & leagues (Tennis, Pickle Ball, Horse Shoes)
- Aerial ladder purchase
- Westside Park – additional playground equipment
- Splash Pad at Aquatic Center
- City Hall basement hallway and restroom remodeling
- Council Chambers-2nd Floor renovation
- Conduct a citizens' survey
- Establish Code Enforcement/Building Inspector position
- Employee Compensation Study
- Install cameras at entrances to city
- Evaluate needs, feasibility, priority, funding of bridges in Dyersville

**Exhibit B**

**AGENDA**

**CITY OF DYERSVILLE  
GOAL SETTING SESSION - 2016**

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**TUESDAY, NOVEMBER 1, 2016**

**5:00 p.m.-8:00 p.m.**

**Dyersville Social Center**

**625 3<sup>rd</sup> Ave SE**

1. Introductions and Opening Comments
  - a. Name, Tenure, and Background
2. General Overview of the Meeting and the Goal Setting Process
  - a. The Ground Rules for this session
3. Progress Report and Update –2014 Strategic Planning Report
4. Review Recent City Accomplishments (2015-16)
5. Review Issues, Concerns, Opportunities, and Trends
6. Identify On-Going Priorities
7. Programs, Policies, Projects and Initiatives
  - a. Review Results of Questionnaire
  - b. Explanations, clarifications, revisions, deletions, additions of Programs, Policies, Projects, and Initiatives
  - c. Ranking of Priorities
8. Organizational Effectiveness
  1. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2016 Goal Setting Process
  - a. Development of Action Plan
  - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

Exhibit C

**CITY OF DYERSVILLE  
GOAL SETTING SESSION – 2016**

**QUESTIONNAIRE**

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**INTRODUCTION**

The City of Dyersville Goal Setting Session will be held on Tuesday, November 1, at the Dyersville Social Center, with a preliminary meeting with staff on Monday, October 24. 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 are requested to identify key issues and potential objectives that will be reviewed and discussed at the session. Please complete all sections of this questionnaire. If you need additional space, please feel free to attach additional page(s).

**Major Accomplishments**

Please list the major city accomplishments 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.

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**Issues, Concerns, Trends, and Opportunities**

Please list specific issues, concerns, trends and opportunities that affect future city services, policies, finances or operations (for example, loss of population, major new economic development success, employer or resolving a policy question). You do not need to identify potential solutions to your concerns.

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**Significant Initiatives or Programs**

Please list any initiatives, programs or policies that you think the City should consider in the next two years (for example, downtown revitalization, updating employee job descriptions, adopting a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc.)

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**Organizational Effectiveness**

Please list several things that the Mayor/City Council and/or staff could do in the future to improve organizational effectiveness, decision-making process, teamwork and the ability to accomplish the City's stated goals and objectives.

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**RETURN OF QUESTIONNAIRE**

Please return this questionnaire to Tricia Maiers by **Monday, October 3.**