

## AGENDA

### **CITY OF DYERSVILLE GOAL SETTING SESSION - 2018**

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**Monday, January 22, 2018**

**5:00 p.m.-9:00 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 –2016 Strategic Planning Report
4. Review Recent City Accomplishments (2016-18)
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
  - a. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2018 Goal Setting Process
  - a. Development of Action Plan
  - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

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## *2016 Review*

### **On-Going Commitments**

- 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 Initiatives**

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

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## ***I. Major Accomplishments***

E = Elected Officials Responses

S= Staff Responses

### **Infrastructure**

- Street reconstruction and rehab work (E/S)
  - Completed about \$200k of reconstruction and rehab work a year
  - Completion 6 blocks street rehab
  - Street improvements to 13<sup>th</sup> Avenue SE along with storm sewer improvements
  - 2<sup>nd</sup> Street NW project
- Finished Wastewater Treatment Plant upgrade-Phase 3 (E/S)
  - Forgivable loan on WWTP
- Solar power for City Hall, Well 4 and Social Center (E/S)
- Participated in Hwy 20 Overpass (E/S)
- Sidewalk to Dyersville Elementary (E)
- Completion of radium removal Well 4 (S)
- Budgeted and start implementing SE lift station project (S)
- Completion of North Utilities 12" water main loop (S)
- Preliminary engineering study on an intersection improvements to X49/1<sup>st</sup> Avenue West (possible roundabout) (S)
- 50% completed with Engineer evaluation needs, feasibility, priority, funding of bridges in Dyersville (S)
- Continued Fire Hydrant replacement program (S)
- Start of backflow preventer installation (S)

### **Economic Development**

- Involvement with DEDC and economic development (E/S)
  - 80% completed with downtown revitalization study and working with DEDC on the development of an economic development project
- Provided financial for infrastructure installation for additions to Industrial Park (E/S)
- Development agreements (E/S)
  - Theisen's
  - APC
  - Decker Concrete
  - Koelker Plastics
  - Deutmeyer Auto
  - TOMY property agreement (DEDC)
- Established TIF guidelines (S)

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### **City Operations/Facilities**

- Revising Comprehensive Plan (in process) (E/S)
- Started updating City Ordinances (E)
- Updated Fireworks ordinance (S)
- Vehicle Replacement Program purchases: (S)
  - Police truck
  - Public Works trucks
  - Ladder truck for Fire Department
  - New Tanker/Pumper
- IT upgrade/replacement (S)
  - Updated main server (Server17)
  - Updated all computers to Windows 10
  - Updated phone system
  - Updating to newer version Financial Software
  - Moved Financial Software to the Cloud
  - Moved emails to the Cloud
  - Finished adding VOIP to the City's telephone system
  - Installed new network switches to prevent cyber attacks
  - Updated firewall device to prevent cyber attacks
  - Worked with ComElec and installed private fiber network to City Hall, Social Center and Fire Department (each facility is equipped to move up to 10 gig of data per second)
  - Added Public Works Asset Management and Productivity Software (Cartegraph software in the Cloud)
  - Citizens can make a request for service using Cartegraph app
  - Updated Website
  - Added iPads to the Public Works Department along with WIFI in Public Works vehicles
  - Updated iPads to the City Council
- Completion of Automatic Water Meter System Reading (S)
- Purchased Laser Fiche system – document retention (S)
- Added Part time Administrative Assistant (S)
- Adopted an updated residential pool policy and ordinance (S)
- Refinancing of city callable bonds (S)

### **Public Safety**

- Installed Police Body Cameras (S)
- Requested ISO review (S)
- 3 new volunteer fire department members in May 2017 each taking FF1 (S)
  - Currently 36 fire department members certified (S)
- \$5,000 DRA Grant for hose & nozzles for Ladder Truck (S)
- Hosted IA Fire Chief's Conference in October 2017 (S)

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### **Parks and Rec**

- Finished upgrading Sidewalk/trail along HWY 136 (E/S)
- 80% completed with Commercial Club Park-Little League project (E/S)
- 75% completed with Candy Cane and Westside Park Pedestrian Bridge (E/S)
  - Secured \$250k TAP grant for construction
- Westside Park Improvements (E/S)
  - Adding trail along the North Fork of Maquoketa River
  - Upgrade Basketball Court
  - Added another Shelter
  - Added Disc Golf Course
- Adopted a Tree Policy (Emerald Ash Borer issue) and inventory and inspected all trees on public right of way and parks. (S)

### **Housing**

- Hageman Homes Subdivision/Castle Hill Subdivision Phase 2 (E/S)
- Finished Housing Needs Study (E/S)
- Hermsen Subdivision (S)

### **Library**

- Implemented new Strategic Plan for 2015 to 2020, including establishing a new motto (S)
- Received Star Rating by Library Journal for the 10th year in a row (S)
- Library selected to participate in Small Libraries Create Smart Spaces project to develop active learning space. (two-year project is funded by a National Leadership Grant from the Institute of Museum and Library Services) (S)
- Library selected to participate in the PUSHING THE LIMITS: PLACE (Public Libraries Advancing Community Engagement) program. This is a reading, viewing and discussion program for adults in underserved and rural communities, made possible by grants from the National Oceanic and Atmospheric Administration and the National Science Foundation (S)

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

### **Financial/Budget**

- Finding solutions to offset water and sewer costs (E)
- Continue to monitor & adjust water and sewer rates as needed (S)
- Property tax rollbacks – future of state backfill (S)
- Financial constraints (S)
- Take advantage of low interest bonds (S)
- Continue efforts to strengthen and protect several fund balances (S)
- Can the policy of maintaining flat line on property taxes with increasing operating costs? (S)
- As the Cities revenues increase along with property values so should budget funding (S)
- Increase PW Department funding as needed for completed upgrades WWTP and Water (S)

### **City Operations/Facilities**

- Updating Comprehensive Plan and need to update Zoning Ordinance (S)
- 2<sup>nd</sup> floor City Hall (S)
- Update City Council Chambers (S)
- More real estate = more services (S)
- Selling our “Great” city (S)
- Employee pay and benefits are not competitive in the market today (S)
- Maintain effectiveness/efficiency in the departments (S)
- Annex into the City Residential Subdivisions outside city limits and create incentive plan (S)

### **Infrastructure**

- Prioritize capital improvements (E)
  - 13<sup>th</sup> Avenue SE
  - 12<sup>th</sup> Avenue SW bridge
  - X49/1<sup>st</sup> Avenue Round-about
  - 12<sup>th</sup> Avenue SW to 13<sup>th</sup> Avenue SE bridge for access (S)
- Continued sidewalks throughout City – in many areas, would sooner walk on street than sidewalk (E)
- Lack of sidewalk on major streets-6<sup>th</sup> Street SE is good example between 7<sup>th</sup> Avenue SE and 13<sup>th</sup> Avenue SE (E)
- Residential sidewalk and curb repairs (S)
- X49 roadway from 12 Avenue SW to 1<sup>st</sup> Avenue E needs a major reconstruction (S)
  - Needs County financial participation
- Extending, Connecting and Maintaining the City Street System (S)
  - Need for increased funding for street rehab (S)
- Flood Prevention (S)

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## **Economic Development**

- Continued economic development always a concern (E)
- Decline in retail stores/empty storefronts on Main Street (E/S)
- Downtown improvements underway but still have a ways to go (E)
- Downtown Revitalization Projects (E)
- Closing of All American Homes manufacturing facility (E)
- Great to see Industrial Parks continue to bring in growing or new business (E)
- Drawing more people to our city: visit, live and work (S)
- Positioning the Community to compete in the global market (S)
- Availability of skilled work force (S)

## **Public Safety**

- Police Policy Manual progress (E)
- Perception of over-policing by local law enforcement (E)
- Northwest and Southwest area being cut off during flood events (S)
  - Emergency access issues to NW side (S)
- Response times to western fringes of City with Hwy 20 Interchange being moved so far west (S)
- Recruitment for volunteer fire is becoming an issue (S)

## **Parks & Rec**

- Continued Westside Park development with bathrooms (E)
- Pedestrian bridge between Candy Cane and Westside Park (E)
- Install Splash Pad at Pool (S)
- Creating more park space (S)
- Recreation opportunities NW side (S)
- Replacement of Parks & Rec Director (S)

## **Housing**

- Concern with lack of homes that would be in the "First Time Home Owner" classification (E)
- Number of newer homes in the \$250k or less range is scarce
- Availability of affordable housing

## **Other**

- Stagnant population growth (S)
- Overall decline in volunteerism (S)
- Resistance to change by some in the community (S)

### *III. On-Going Commitments/Obligations*

(as identified by department heads)

- Continue Street reconstruction – 6 blocks every year
- Continue Street rehabilitation – 6 blocks every year
- Continue Vehicle and Equipment Replacement Programs
- Continue economic development programs
- Update Comprehensive Plan
- Establish policies/funding for sidewalk repair program?
- Continue to review water and sewer rates
- Complete Police Department Standard Operating Procedures (SOP)
- Finish south utilities - lift stations
- 1<sup>st</sup> Avenue West Bridge (STP project)
- Establish policy/plan to promote downtown revitalization
  - Conduct downtown redevelopment study
- Intersection improvements – X49/1<sup>st</sup> Avenue West - Roundabouts
- Evaluate needs, feasibility, priority, funding of bridges in Dyersville
- Pedestrian bridge – 3<sup>rd</sup> Street (E)
- Extension of Beltline Trail and tie in to Hwy 136 trail
- New pedestrian/bike bridge between Candy Cane and Westside Park
- City Code recodification



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### **IV. Significant *New* Initiatives, Programs, Policies, or Actions**

- Continue infrastructure improvements (E)
- Street reconstruction/rehabilitation (E/S)
- Increase funding for street rehab (S)
- Intersection Improvements at X49/1<sup>st</sup> Avenue West (E/S)
- Roadway improvements on X49 from 12<sup>th</sup> Avenue SW to 1<sup>st</sup> Avenue E (S)
- Street overlay, esp. 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup> Ave (E)
- Pedestrian bridge – 3<sup>rd</sup> Street (E)
- 3<sup>rd</sup> Ave W from bridge to Xavier gym (E)?
- Bridge and roadway between 12<sup>th</sup> Avenue SW and 13<sup>th</sup> Avenue SE (E/S)
- Bridge and roadway between 7<sup>th</sup> Street SW and Beltline Road Extension (S)
- Review and update street and curb assessment program(S)
- Sidewalk rehab payment increased for homeowners (S)
- Establish connectivity between trails (E/S)
- Park (E/S)
- Pathway New Bridge between Candy Cane and Westside Park (E/S)
- Westside Trail completion (E)
- Westside Park bathroom (E/S)
- More playground equipment at Westside Park (E/S)
- Downtown revitalization plan
- Ensure new comprehensive plan provides longer range [5, 10, 15 year] goals and objectives to guide short term plans (E)
- Complete City Ordinance modernization and update (E/S)
- Fireworks policy concerning usage (E)
- Residential annexation study (E)
- Update Zoning Ordinance (S)
- Develop uniform park rules/policies – and post them(S)
- Police Department SOP (S)
- Plan & Procedure for junk/nuisance property (S)
- Code Enforcement Officer (S)
- Hire an IT staff person (S)
- Bank employees sick time to pay for health insurance until employee reaches Medicare age after retirement (S)
- Upgrade software to provide access/integration between City departments (S)
- Continue Vehicle and Equipment Replacement Programs (S)
- Council Chambers-2<sup>nd</sup> Floor renovation (S)
- Additional Police Officer (S)
- Additional Police Car (S)
- Housing incentive for new officers (S)

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### ***V. Organizational Effectiveness***

#### ***2016 Initiatives***

- 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

#### ***2018***

- Provide citizens transparent comprehensive spending summaries on projects to include budget planned vs. actual spent (E)
- Develop a means to provide factual information to citizens regarding topics that can often be the subject of inaccurate rumors [taxes, debt, economic development, public works projects, etc.] (E)
  - Use short videos that can be posted on the city website or social media sites.
- Comprehensive review of current health care policies (E)
- Foster an environment that allows the Mayor/Council/City Staff the ability to perform at a high level. This can be achieved by ensuring that all viewpoints are respected, input from citizens is encouraged and valued and decisions are thought through and not rushed. Council decisions should be fully supported if all members do not necessarily share the same opinion (E)
- Mayor/Council/City Staff continue to work together-good teamwork the last two years (E)
- Continue goal-setting every two years (S)
- If Council Members have informational questions before council meeting, pls contact Department Heads or City Administrator before meeting so they can research and get accurate information (S)
- Respect the chain-of-command on day- to-day work decisions be made by the City Department Heads and reported to council as needed (S)
- Elected officials need to focus on governing and policy oversight. Resist the urge to belittle and micro-manage staff. (S)
- Encourage elected officials to attend Iowa League of Cities conference (S)
- Continue holding work sessions on major issues (S)
- Foster more communication and team building between departments, boards and council (S)