

# **City of Dyersville, Iowa Goal Setting Report 2018**

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**Mayor:**

**Jim Heavens**

**City Council:**

**Mike English**

**Mike Oberbroeckling**

**Mark Breitbach**

**Tom Westhoff**

**Jim Gibbs**

**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

### 2018

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# **CITY OF DYERSVILLE, IOWA**

## **GOAL SETTING SESSION**

### **2018**

#### **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 January 22, 2018. In attendance and participating at this meeting were Mayor Jim Heavens and Council Members Mike Oberbroeckling, Mike English, Mark Breitbart, Tom Westhoff and Jim Gibbs (participating electronically). 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 January 16, 2018. 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, 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**

- Street reconstruction and rehab work:
  - 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
  - Forgivable loan obtained
- Solar power for City Hall, Well 4 and Social Center
- Participated in Hwy 20 Overpass
- Sidewalk to Dyersville Elementary
- Completion of radium removal Well 4
- Budgeted and start implementing SE lift station project
- Completion of North Utilities 12" water main loop
- Preliminary engineering study on an intersection improvements to X49/1<sup>st</sup> Avenue West (possible roundabout)
- Engineer evaluation needs, feasibility, priority, funding of bridges in Dyersville – 90% completed
- Continued Fire Hydrant replacement program
- Start of backflow preventer installation
- Sanitary sewer extension north on Hwy 136 to Woodland Creek subdivision

### **Economic Development**

- Involvement with DEDC and economic development
  - 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
- Development agreements
  - Theisen's
  - APC
  - Decker Concrete
  - Koelker Plastics
  - Deutmeyer Auto
  - TOMY property agreement (DEDC)
- Established TIF guidelines

### **City Operations/Facilities**

- Revising Comprehensive Plan (in process)
- Started updating City Ordinances
- Projects completed without a property tax rate increase
- Updated Fireworks ordinance
- Vehicle Replacement Program purchases:
  - Police truck
  - Public Works trucks
  - Ladder truck for Fire Department
  - New Tanker/Pumper
- IT upgrade/replacement
  - 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
- Purchased Laser Fiche system – document retention
- Added Part time Administrative Assistant
- Adopted an updated residential pool policy and ordinance
- Refinancing of city callable bonds

### **Public Safety**

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

### **Parks and Rec**

- Finished upgrading Sidewalk/trail along HWY 136
- 80% completed with Commercial Club Park-Little League project
- 75% completed of engineering with Candy Cane and Westside Park Pedestrian Bridge
  - Secured \$250k TAP grant for construction
- Westside Park Improvements
  - 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.

### **Housing**

- Hageman Homes Subdivision/Castle Hill Subdivision Phase 2
- Finished Housing Needs Study
- Hermsen Subdivision

### **Library**

- Implemented new Strategic Plan for 2015 to 2020, including establishing a new motto
- Received Star Rating by Library Journal for the 10th year in a row
- 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)
- 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

## **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/Budget**

- Finding solutions to offset water and sewer costs
- Continue to monitor & adjust water and sewer rates as needed
- Impact of property tax rollbacks – future of state backfill
- Financial constraints
- Take advantage of low interest bonds
- Continue efforts to strengthen and protect several fund balances
- Can the policy of maintaining flat line on property taxes continue with increasing operating costs?
- Increase Public Works Department funding as needed for completed upgrades WWTP and Water
- Frequency of fund transfers and budget amendments

### **Economic Development**

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

### **City Operations/Facilities**

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

## **Infrastructure**

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

## **Public Safety**

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

## **Parks & Rec**

- Continued Westside Park development with bathrooms
- Pedestrian bridge between Candy Cane and Westside Park
- Future of Candy Cane Park ballfields
- Install Splash Pad at Pool
- Creating more park space
- Parking issues at parks
- Recreation opportunities NW side
- Replacement of Parks & Rec Director

## **Housing**

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

## **Other**

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



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

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

- Continue street reconstruction and street rehabilitation programs
- Continue vehicle and equipment replacement programs
- Continue economic development programs
- Update Comprehensive Plan
- Establish policies/funding for sidewalk repair and curb repair programs
- 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
- Westside Trail completion
- Additional playground equipment at Westside Park (E/S)

## **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       | Annexation study   |
| 2 (Tie) | Establish connectivity between trails  |
| 2 (Tie) | Bridge and roadway between 12 <sup>th</sup> Ave SW and 13 <sup>th</sup> Ave SE |
| 4 (Tie) | Increase funding for street rehab  |
| 4 (Tie) | Westside Park bathroom   |
| 4 (Tie) | Splash pad   |

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 in trying to do
- Continue goal-setting every two years
- Provide citizens transparent comprehensive spending summaries on the city web site on projects - to include budget planned vs. actual spent
- Investigate methods 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.]
- Continue to 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 (
- 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

**Note:** The agenda for the Goal Setting Session is attached to this report as **Exhibit B**.

## **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  
January 23, 2018

Exhibit A

City of Dyersville  
Goal Setting Session – 2018

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**SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED**

- Roadway improvements on X49 from 12<sup>th</sup> Avenue SW to 1<sup>st</sup> Avenue E
- Street overlay, esp. 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup>, 6<sup>th</sup> Ave
- 3<sup>rd</sup> Ave W from bridge to Xavier gym - overlay
- Bridge and roadway between 12<sup>th</sup> Avenue SW and 13<sup>th</sup> Avenue SE
- Bridge and roadway between 7<sup>th</sup> Street SW and Beltline Road Extension
- Establish connectivity between trails
- Westside Park bathroom
- Fireworks policy concerning usage
- Annexation study
- Develop uniform park rules/policies – and post them
- Plan & Procedure for junk/nuisance property
- Code Enforcement Officer
- Hire an IT staff person
- Bank employees sick time to pay for health insurance until employee reaches Medicare age after retirement
- Council Chambers-2<sup>nd</sup> Floor renovation
- Additional Police Officer
- Additional Police Car
- Housing incentive for new officers
- Splash pad

**Exhibit B**

**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
  1. 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