

## AGENDA

### **CITY OF DYERSVILLE GOAL SETTING SESSION - 2020**

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**Monday, January 13, 2020**

**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 –2018 Strategic Planning Report
4. Review Recent City Accomplishments (2018-19)
  - a. Review Results of Questionnaire
5. Review Issues, Concerns, Opportunities, and Trends
  - a. Review Results of Questionnaire
6. Identify On-Going Commitments
7. Identify New Programs, Policies, Projects and Initiatives
  - a. Review Results of Questionnaire
  - b. Ranking of Priorities
8. Organizational Effectiveness
  - a. Review Results of Questionnaire
9. IPA Report to the Mayor and City Council – 2020 Goal Setting Process
  - a. Development of Action Plan
  - b. Importance of Quarterly Updates
10. Questions, comments, and suggestions
11. Adjourn

## City of Dyersville Goal Setting 2020

### *2018 Goals - Review*

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

- 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

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

- |         |  |
|---------|--|
| 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   |

## 2019-20 Questionnaire Responses

E = Elected Officials Responses

S= Staff Responses

### *I. Major Accomplishments*

#### **Infrastructure**

- Street reconstruction and rehab work (E/S)
  - Completed about \$400k of reconstruction and rehab work a year
  - Completed 8 blocks street rehab
  - Street repairs/improvements:
    - 12th Avenue SW from 3rd Street SW Eastward to end of the street,
    - 6th Avenue from 6th Street SE to 9th Street SE and
    - 6th Street SE from 10th Avenue SE to 13th Avenue SE – storm sewer improvements
    - 13<sup>th</sup> Avenue SE along with storm sewer improvements
    - Golf Course Road
- Hwy 136 corridor study initiated – awaiting IDOT funding participation (S)
- Funding and Final Designs for X49 Roundabout and Roadway Project (E/S)
- Fixed the water runoff issue with the unmaintained alley with Esch's Subdivision 2<sup>nd</sup> Street NW project (S)
- Completed upgrade to 3<sup>rd</sup> St SW bridge (S)
- 12-13<sup>th</sup> Ave traffic bridge (E/S)
  - Purchased Ertl property to allow City to move forward
  - Working on hydraulic and preliminary designs
- Westside CC Bridge (E)
- City Square improvements – draft designs & working with possible donor (S)
- Southeast Lift Station project (to be completed Summer 2020) (E/S)
- Southeast water booster project (to be completed Summer 2020) (S)
- WWTF upgrade – awarded contract for last phase – SE collection system diversion (2020 construction) (E/S)
- Water modeling project (S)

#### **Economic Development**

- Downtown development/improvements: (E/S)
  - Downtown Plan/study
  - Downtown Façade study
  - Implement Downtown Façade study
  - Twin Steeple Landing development – 95% complete
  - Sidewalk/trail along east side of North Fork
  - Textile Brewery
  - Completed funding and working with DEDC on the Downtown Riverfront Project

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- New businesses to town/economic development incentives: (E/S)
  - Hall of Fame LLC
  - FarmTek
  - Modernfold
  - Elite Dental
  - Digga
  - Decker
  - Dyersville Economic Development
- Field of Dreams activities (E)
  - Continued to work with MLB on playing a professional baseball game at Field of Dreams on 8/13/20
- Continued to attract tourists with special events (S)

### **City Operations/Facilities**

- Updated Comprehensive Plan (E/S)
- Updated Zoning Ordinance (E/S)
- Recodification of City Code – draft completed, awaiting Council approval (E/S)
- Annexation study - draft completed – waiting for public hearing and council approval (E/S)
- City Hall repairs – downstairs restroom & hallway, old squad room to conf room & PW Director’s office as funds available(E/S)
- Continued data acquisition, data population & implementation of asset management system (S)
  - Surveyed, mapped & added full storm sewer system
  - Added pavement conditions
- Implementing Laser Fiche software (S)
- Hired new Public Works Director - licensed PE – can design, develop and certify projects “in-house” & oversee projects as practical (S)
- Added Public Works crew member position (S)
- Installed Fiber at the Social Center, Fire Department, City Hall, Water Department, and the Pool (S)
- 75% complete in installing fiber at the Public Works Building (S)
- 80% complete in sharing internet and phone services with the City and Library (S)
- Added Advance Scheduling Software and Electronic Time Card Software (S)
- Added Street View Software (S)
- Implemented and funded Emerald Ash Tree Removal Plan (S)
- PW staff safety training thru IMU (S)
- Partnered with Library to educate public & promote Public Works thru observance of Public Works Week (S)

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## **Vehicle and Equipment Replacement**

- Replaced: (S)
  - Police squad car
  - Truck at the police department
  - Fire Station emergency generator
  - Truck at the public works department
  - 2 dump trucks
  - WW Operator pick-up
  - Sewer camera and trailer
  - Car trailer & dump-trailer
  - Camera Server
  - Channel 8 Server
  - Updated Access Points inside all our public buildings
  - End Loader

## **Housing**

- Developments in residential – single-family and multi-family (E)
- Economic development incentives for: (E/S)
  - Hagerman Home 3<sup>rd</sup> phase
  - K&K Building Project
  - Westridge Estates
  - Hermsen's Residential Development
  - Rose Garden Properties LLC
- Residential and Multi-Family Tax Incentive Program (S)
- Castle Hill subdivision – Phase II (S)

## **Public Safety**

- Increased staffing in Police Dept (E/S)
- Police SOP (E/S)
- Aerial ladder & equipment usage training progressing (S)
- Getting bids ready to purchase new pumper/engine (S)
- Replacing hydraulic rescue tools with battery-operated tools (S)

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### **Parks and Rec**

- Candy Cane Park: (E/S)
  - Pedestrian bridge between Candy Cane and Westside Park
  - Extension of parking lot (S)
  - Baseball/softball field improvements; fixed fencing
- Enhancement of trail system (E/S)
  - Westside Park Trail extension completed
  - Pedestrian bridge over North Fork
  - Pedestrian bridge – 3<sup>rd</sup> St SW
  - Hwy 136 trail project
  - Approved bids to extend Hwy 136 trail & tie into Beltline Trail
- Completed Little League - Commercial Club Park Project and lighting (E/S)
- Westside Park bathroom (S)
- Dog park (90% completed) (S)
- Disc golf course (90% completed) (S)
- Pickle ball lines painted onto Tennis Courts (S)
- Aquatic Center pool: (S)
  - Vessel resurfaced and painted
  - New sand filter in mechanical room
  - Higher wages for lifeguard staff
  - Doggie dip on last day Pool open
- New sponsored baseball/softball jerseys (S)

### **Library**

- Reorganizing Library space to include Creation Station active learning space and collection (S)
- Library of Things collection (S)
- Library roof repair (S)

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

### **Financial/Budgetary**

- Evaluate whether new tax laws on budgeting will affect us (E)
- Declining RE tax rate (E)
- Maintaining flat line on property taxes (S)
- Property tax rollbacks (S)
- The economy—regional and global (S)
- Financial constraints (S)
- Take advantage of low interest bonds (S)
- Continue efforts to strengthen and protect several fund balances (S)
- Continue to monitor employee pay and benefits competitiveness in the market today (S)
- Funding and budgets are limited – never enough money to do all that we should for the citizens (S)

### **Infrastructure**

- Finish current projects (E)
- Are we spreading ourselves too thin w too many projects? (S)
- Many streets deteriorating – need preservation, attention, repair (E/S)
- Some streets beyond rehab – need reconstruction (16<sup>th</sup> Ave. SE) (S)
- Infrastructure in good shape overall (E)
- Extending, connecting, maintaining city assets (S)
- Flooding: (S)
  - Reduce impact
  - Reduce lean-up costs
  - Northwest & Southwest areas cut off during flood events
  - Water over the road too early during high-water in creeks and rivers. Flood gates do not seem to function the way they should
- Residential sidewalk repairs (S)
- Residential curb repairs (S)
- Unusual weather can have huge impact on capital improvements project schedules (S)
- WW plant needs more space for added sludge that will be coming from nutrient removal addition. Better to store sludge under roof, protected from rain (S)
- Storm sewer system not receiving needed regular maintenance, inspections (S)
- Need bridges constructed in 3 locations as identified in study (S)
- 1<sup>st</sup> Ave West bridge over Bear Creek needs rehab badly (S)
- Many streets have no sidewalks – especially needed on major pedestrian routes (6<sup>th</sup> Street, 8<sup>th</sup> Avenue SE) (S)
- Most existing sidewalks are non-compliant with ADA – many are so bad pedestrians prefer to walk in street (S)
- We invest a lot in infrastructure (S)

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### **Economic Development**

- Further opportunities to partner w MLB at Field of Dreams (E/S)
- Family recruiting (E)
- Housing study (E)
- Ensure MLB event is executed safely as a world-class event (E)
- New business and downtown development/growth (S)
- Development of Square Westside – public input (E)
- Schuster building (E)
- Decline in commercial stores (S)
- Selling our “Great” city (S)
- Positioning the community to compete in the global market (S)
- Drawing more people to our city: visit, live and work (S)

### **Housing**

- Adequate housing, esp. for senior and 1<sup>st</sup> time homebuyers (E)
- Still no truly “affordable” housing options(S)

### **City Operations/Facilities**

- Concern that new state legislation could make it difficult to maintain our level of services (E)
- Continue ash tree cutting with no replanting (E)
- Maintain efficiency in the departments (S)
- 2<sup>nd</sup> floor City Hall (S)
- Update City Council Chambers (S)
- Annex residential subdivisions outside city limits; create incentive plan (S)
- Staffing levels in city departments (open positions, turnover, etc.) (S)
- Need additional full-time Admin Asst position for City Hall to assist with work load (S)
- Aging buildings / planning for replacement of HVAC, roof, carpet, etc. of city buildings (S)
- PW staff not fully trained and compliant with OSHA requirements (S)
- Dyersville has very little written safety programs as required by OSHA (S)
- PW Director needs to come up with better system for developing in-house designs and construction plans (S)
- PW buildings and equipment spread out all over town. Seasonal and other street maintenance equipment storage on south side though operations on north side. Efficiency greatly affected when having to move things back and forth. (S)
- Many parks and other public facilities do not provide for easy collection of recyclables (S)
- Parking lot next to library frequently has snow/ice remaining after snowstorms – many of older citizens stay away in winter due to lack of adequate snow/ice removal in city parking lot (S)
- Citizens ‘throw’ grass clippings, tree trimmings, snow into streets (S)



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### **Public Safety**

- Recent trend of losing police officers/Police Dept turnover (E)
- People coming into town driving too fast (S)
- Volunteer firefighters & EMS harder to fund & then retain (S)
  - Training and certification is becoming increasingly difficult and expensive to get and retain
- Demands placed on ambulance service personnel becoming increasingly difficult (S)

### **Parks & Rec**

- Better lighting of Westside walk paths (E)
- Expand swimming pool – Splash Pad (S)
- Creating more park space (S)
- Signups down for Baseball, Softball, and Soccer (S)
- Aquatic Center attendance lowering (S)
- Park space limited for Soccer seasons during flooding events (S)
- No fencing on 3 of 5 fields at Candy Cane/Westside park for prospective Baseball/Softball tournaments (S)
- No permanent Restroom/ Concession Stand at new Little League Complex (S)
- Trails in many parts of town – but not all connected to each other, to Heritage Trail (S)

### **Other**

- Capitalize on our momentum (E)
- Stable and growing population (E)
- Stagnant population growth (S)
- State Legislature efforts to erode Home Rule authority for Cities (S)
- Resistance to change in the community (S)
- Overall decline in volunteerism (S)

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

***(as identified by Staff)***

- Continue street reconstruction and street rehabilitation programs
- Intersection improvements/reconstruction X49 – X49/1<sup>st</sup> Avenue West - Roundabout
- Finish roadway improvements on X49 from 12<sup>th</sup> Avenue SW to 1<sup>st</sup> Avenue E
- Extension of Beltline Trail and tie in to Hwy 136 trail
- Continue with bridge and roadway between 12<sup>th</sup> Avenue SW and 13<sup>th</sup> Avenue SE
- Bear Creek restoration project
- Continue vehicle and equipment replacement programs
- Continue economic development programs
  - Continue to work with DEDC and developers on Economic Development Projects
  - Continue to work with MLB on their event at Field of Dreams and for future events
  - Continue to work with Field of Dreams development to build an outstanding tourism site
- Continue to promote downtown revitalization
  - Continue to Fund Downtown Façade Program
- Additional playground equipment at Westside Park
- Annexation study
- Update Subdivision Ordinance
- Establish policies/funding for sidewalk repair and curb repair programs
- Review and update street and curb assessment program
- Continue to review water and sewer rates
- City Code recodification
- Continue with the development of City Asset System

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

- Improve and expand on ways we communicate and share information with our residents (E)
- Splash Pad and other toddler opportunities at the Aquatic Center (E/S)
- New Council chambers – 2<sup>nd</sup> Floor renovation with museum (E/S)
- Roads in older sections of City (E)
- Trails, experiences and other amenities that will encourage families and young professional to consider living in Dyersville (E)
- Local foods initiatives (E)
- Resources for small or home-businesses/shared workspaces (E)
- Fix basement bathroom (E)
- Annexation (E)
- Develop pre-annexation guidelines to work with people who live outside the City to Annex in our City. (S)
- Westside Park Lighting (E)
- Sidewalk, Curb access - City wide (E)
- 1<sup>st</sup> Avenue West Bridge over Bear Creek - rehab (E/S)
- Bridge and roadway between 7<sup>th</sup> Street SW and Beltline Road Extension (S)
- Reconstruct 16<sup>th</sup> Avenue SE at the shopping mall (S)
- New permanent Public Restroom facilities throughout the parks (S)
- Pave the gravel area behind Little League Complex to allow for safer parking (S)
- Pay equity study for all departments (S)
- Develop/participate in complete safety training program and written safety policies to 1) ensure optimum safety of staff, and 2) ensure compliance with safety requirements to minimize liability exposure and possible lower insurance costs (S)
- Consider using storage hoop building for sludge storage and adding new hoop building behind streets shop for equipment storage (S)
- Provide for recycling collection in all City-owned facilities/parks (S)
- Improvements to North Fork through town for appearance and recreation (S)
- Develop social media communication opportunities for recruitment and retention (S)
- Trail from Heritage Trail to Downtown (S)
- Cameras on entrances to town (S)

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

#### ***2018 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
- 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. Ensure 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 even 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

#### ***2020***

- Would be an improvement if city council had more time / advance notice on some agenda items (E)
- There are some times when we are forced to vote on something due to time constraints and cannot table the item for further investigation / consideration. Getting the city council packets mid to late Friday afternoon for a Monday evening meeting can also be challenging to be fully prepared and have the ability to seek additional info prior to the meeting. (E)
- Move Lori to City Hall (E)
- Administrative person in front – Part Time (E)
- Meet with county (E)
- Need to be open to change in way we operate (E)
- We need to be cognizant of transparency perceptions (E)
- Need to share all information, good and bad (E)
- Require more from Department heads to take workload off City Administrator to free up for strategic planning and execution (E)

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- With the current council, mayor and city staff and DEDC we have a very well organized effective and harmonious city government. (E)
- Well supportive by volunteers and an adequate tax base (E)
- Continue goal-setting every two years (S)
- Attend Iowa League of Cities conference (S)
- Continue holding work sessions on major issues (S)
- Continue policy of council members contacting City Administrator or appropriate staff person if they have questions regarding agenda items rather than surprising them at meetings (S)
- Elected officials to continue to focus on governing and policy oversight. Resist the urge to micro-manage staff (S)
- Very open communication between Mayor – City Council and Admin (S)
- Plan projects to ensure completion even with extreme weather patterns (S)