

# **City of Dyersville, Iowa Goal Setting Report 2020**

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**Mayor:**

**Jim Heavens**

**City Council:**

**Mike English**

**Mike Oberbroeckling**

**Tom Westhoff**

**Jim Gibbs**

**Jenni Ostwinkle Silva**

**City Staff:**

**Mick Michel, City Administrator**

**Tricia Maiers, City Clerk/Treasurer**

**Facilitated by:**

***Jeff Schott***

**CITY OF DYERSVILLE, IOWA**  
**GOAL SETTING SESSION**  
**2020**

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# **CITY OF DYERSVILLE, IOWA**

## **GOAL SETTING SESSION**

### **2020**

#### **Introduction**

The City of Dyersville requested Jeff Schott to assist the city with goal setting and 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 goal setting work session on January 13, 2020. In attendance and participating at this meeting were Mayor Jim Heavens and Council Members Mike Oberbroeckling, Mike English, Tom Westhoff, Jim Gibbs, and Jenni Ostwinkle Silva. 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 7, 2020. 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 John Wandsnider, Parks and Recreation Director Gavin Nadermann, Police Chief Brent Schroeder and Assistant Police Chief Austin Zuercher.

## **Major Accomplishments**

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

### **Infrastructure**

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

### **Economic Development**

- Downtown development/improvements:
  - 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
- Field of Dreams activities
  - 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

- New businesses to town/economic development incentives:
  - Hall of Fame LLC
  - FarmTek
  - Modernfold
  - Elite Dental
  - Digga
  - Decker
  - Dyersville Economic Development

### **City Operations/Facilities**

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

### **Vehicle and Equipment Replacement**

- Replaced:
  - 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
- Economic development incentives for:
  - Hagerman Home 3rd phase
  - K&K Building Project
  - Westridge Estates
  - Hermsen’s Residential Development
  - Rose Garden Properties LLC
- Residential and Multi-Family Tax Incentive Program
- Castle Hill subdivision – Phase II

### **Public Safety**

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

### **Parks and Rec**

- Candy Cane Park:
  - Pedestrian bridge between Candy Cane and Westside Park
  - Extension of parking lot
  - Baseball/softball field improvements; fixed fencing
- Enhancement of trail system
  - Westside Park Trail extension completed
  - Pedestrian bridge over North Fork
  - Pedestrian bridge – 3rd 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
- Westside Park bathroom
- Dog park (90% completed)
- Disc golf course (90% completed)
- Pickle ball lines painted onto Tennis Courts
- Aquatic Center/Pool:
  - Vessel resurfaced and painted
  - New sand filter in mechanical room
  - Higher wages for lifeguard staff
  - Doggie dip on last day Pool open
  - Replaced chlorine modulator
- New sponsored baseball/softball jerseys

## **Library**

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

## **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**

- Evaluate whether new tax laws on budgeting will affect the City of Dyersville
- Declining Real Estate Property tax rate
- Property tax rollbacks
- The economy—regional and global
- Financial constraints
- Take advantage of low interest bond rates
- Continue efforts to strengthen and protect several fund balances
- Continue to monitor employee pay and benefits competitiveness in the market today
- Funding and budgets are limited – never enough money to do all that we should for the citizens

### **Infrastructure**

- Finish current projects
- Are we spreading ourselves too thin w too many projects?
- Many streets deteriorating – need preservation, attention, repair
  - Some streets beyond rehab – need reconstruction (e.g., 16th Ave. SE)
- Infrastructure in good shape overall
- Extending, connecting, maintaining city assets
- Flooding:
  - 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
- Residential curb repairs
- Unusual weather can have huge impact on capital improvements project schedules
- Waste Water plant needs more space for added sludge that will be coming from nutrient removal addition. Better to store sludge under roof, protected from rain
- Storm sewer system not receiving needed regular maintenance, inspections
- Need bridges constructed in 3 locations as identified in study
- 1st Ave West bridge over Bear Creek needs rehab
- Many streets have no sidewalks – especially needed on major pedestrian routes (6th Street, 8th Avenue SE)
- Most existing sidewalks are non-compliant with ADA – many are so bad pedestrians prefer to walk in street
- We invest a lot in infrastructure



### **Economic Development**

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

### **Housing**

- Adequate housing, esp. for senior and 1st time homebuyers
- Still no truly “affordable” housing options

### **City Operations/Facilities**

- Concern that new state legislation could make it difficult to maintain our level of services
- Continue ash tree cutting with no replanting
- Maintain efficiency in the departments
- 2nd floor City Hall
- Update City Council Chambers
- Annex residential subdivisions outside city limits; create incentive plan
- Staffing levels in city departments (open positions, turnover, etc.)
- Need additional full-time Admin Asst position for City Hall to assist with work load
- Aging buildings / planning for replacement of HVAC, roof, carpet, etc. of city buildings
- Public Works staff not fully trained and compliant with OSHA requirements
- The City has very few written safety programs as required by OSHA
- Public Works Director needs to come up with better system for developing in-house designs and construction plans
- Public Works buildings and equipment are 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.
- Many parks and other public facilities do not provide for easy collection of recyclables
- 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
- Citizens ‘throw’ grass clippings, tree trimmings, snow into streets

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

### **Other**

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

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

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

- Continue street reconstruction and street rehabilitation programs
- X49 intersection improvements/reconstruction – X49/1st Avenue W - Roundabout
- Finish roadway improvements on X49 from 12th Avenue SW to 1st Avenue E
- Continue bridge and roadway between 12th Ave SW & 13th Ave SE
- Extension of Beltline Trail and tie in to Hwy 136 trail
- 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
- Annexation study
- Update Subdivision Ordinance
- Establish policies for sidewalk repair and curb repair programs
- Additional playground equipment at Westside Park
- Westside Trail completion
- New pedestrian/bike bridge between Candy Cane Park & Westside Park
- Continue to review water and sewer rates
- City Code recodification
- Continue with the development of City Asset System
- City Hall repairs – downstairs restroom & hallway, old squad room to conference room & Public Works Director’s office as funds available

## **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 Facilitate Heritage Trail paving
- 2 Reconstruct 16th Avenue SE at the shopping mall
- 3 (Tie) Splash Pad and other toddler opportunities at the Aquatic Center
- 3 (Tie) Additional/improved Westside Park lighting

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
- Continue goal-setting every two years
- 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 (
- Continue policy of council members contacting City Administrator or appropriate staff person if they have informational questions regarding agenda items rather than surprising them at meetings so they can research and get accurate information
- Reevaluate Administrative Assistant position at City Hall

## **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  
January 15, 2020

Exhibit A

City of Dyersville  
Goal Setting Session – 2020

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**SIGNIFICANT NEW INITIATIVES OR PROGRAMS CONSIDERED**

- Splash Pad and other toddler opportunities at the Aquatic Center
- New Council chambers – 2nd Floor renovation with museum
- Local foods initiatives
- Resources for small or home-businesses/shared workspaces
- Develop pre-annexation guidelines to work with people who live outside the City to Annex in our City.
- Additional/improved Westside Park Lighting
- Funding for sidewalk, Curb access - City wide
- Reconstruct 16th Avenue SE at the shopping mall
- New permanent Public Restroom facilities throughout the parks
- Pave the gravel area behind Little League Complex to allow for safer parking
- Pay equity study for all departments
- Consider using storage hoop building for sludge storage and adding new hoop building behind streets shop for equipment storage
- Provide for recycling collection in all City-owned facilities/parks
- Improvements to North Fork through town for appearance and recreation
- Develop social media communication opportunities for recruitment and retention
- Trail from Heritage Trail to Downtown
- Cameras at entrances to town
- Facilitate Heritage Trail paving
- Increase funding for street repair/rehab
- Develop short-term plan for next phase of trail expansion
- Council explore/public input regarding community amenities