

**CITY OF DYERSVILLE, IOWA
MAYOR & CITY COUNCIL GOAL SETTING REPORT
2024 - 2025**

Mayor:

Jeff Jacque

City Council

Mike English

Mike Oberbroeckling

Mark Singsank

Tom Westhoff

Jim Gibbs

City Clerk:

Tricia Maiers

Library Director:

Shirley Vonderhaar

Police Chief:

Brent Schroeder

Parks & Rec Manager:

Adam Huehnergarth

City Administrator:

Mick Michel

Public Works Director:

John Wandsnider

Fire Chief:

Jeremy Honkomp

Assistant Library Director:

Dawn Schrandt

Facilitated by:

Patrick Callahan

Callahan Municipal Consultants, LLC

January 22, 2024

City of Dyersville, Iowa

Mayor & City Council Goal Setting Session

2024-2025

Introduction

The City of Dyersville requested assistance from Patrick Callahan in September, 2023, for a Mayor and City Council goal setting process. Mr. Callahan agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify department needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Prepare a list of the overall capital projects and suggested initiatives and programs based upon the comments of the elected officials and city department heads.
3. Conduct a strategic planning and goal setting session with the elected officials.
4. Preparation of this final report.

Goal Setting Work Session

City Council Members and the Mayor held an informal non-binding work session that was conducted by Mr. Callahan on January 22, 2024. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2022 and 2023, as listed by the Mayor, Council Members, and the City Department Heads. **(Exhibit A)**
2. Review the list of most important issues, concerns and trends facing the City in 2024, as listed by the Mayor and Council Members and by the City Department Heads. **(Exhibit B)**
3. Identify previous commitments and ongoing priorities. **(Exhibit C)**
4. Review and revise the list of potential initiatives, policies, and programs. **(Exhibit D)**
5. Indicate those initiatives and programs that are the most urgent or important at this time.
6. Review and revise the list of potential capital projects. **(Exhibit E)**
7. Indicate those capital projects that are the most urgent or important at this time.
8. Provide comments and suggestions regarding teamwork objectives. **(Exhibit F)**

Note: The Letter of Introduction, the Agenda for the Goal Setting Session, and the Preliminary Questionnaire are attached to this report as Appendix A, Appendix B and Appendix C, respectively.

THE CITY COUNCIL'S LIST OF ONGOING PROJECTS

After reviewing the list of proposed programs, policies and capital projects the Mayor and City Council Members concluded that the City was already committed to the completion of the numerous programs, policies, initiatives and capital projects. These ongoing commitments and priorities are listed as Exhibit C. Since the City Council had already committed to the completion of these items, it was agreed that the Mayor and City Council would not need to rank or prioritize these ongoing projects.

INITIATIVES AND PROGRAMS – 2024-2025

The Mayor and City Council identified the following initiatives and programs as the most urgent or important.

1. Develop plan for further connecting trails in town with Heritage Trail
2. Handicap accessibility downtown
3. Complete system for planning/prioritizing street rehab approaches and projects – 5 year plan

NOTE: A complete list of all programs and initiatives, as ranked by the Mayor and City Council Members is attached as **Exhibit D**.

CAPITAL IMPROVEMENT PROJECTS – 2024-2025

The Mayor and City Council identified the following capital projects and equipment purchases as the most urgent or important.

1. 12th Avenue traffic light – as the development occurs
2. 16th Avenue reconstruction by the Stone Creek Shopping Center
3. Add sidewalks in certain areas – 6th Street SE

Note: A complete summary of the rankings of all capital projects and equipment purchases is attached as Exhibit E.

TEAM BUILDING AGREEMENTS

The Mayor and City Council reviewed a list of ideas and suggestions relating to team building and building a better working relationship. The list of team building suggestions is identified as **Exhibit F**.

FUTURE PLANNING SUGGESTIONS

It is recommended that the city staff and management team prepare an “action plan” for the capital projects, and the initiatives & programs. The action plan for each goal would define the steps needed to accomplish the various tasks or objectives. This action plan could then be presented to the Mayor and City Council for review and approval and made a part of this Goal Setting Report.

It is recommended that the goals and objectives be posted in the Council Chambers at City Hall. The posting of the City Council's goals and objectives will serve as a reminder to the City Department Heads and Staff Members as to the priorities that were established by the Mayor and City Council.

It is recommended that the City Council review the lists of capital projects and equipment purchases, and initiatives, programs, and monitor the progress that is made on each item on a quarterly basis. The City could use a format that shows the project or item side by side with a comment that updates the City Council and the residents of the City on the progress that has been made on each item at the end of each quarter. The tentative dates in 2024 for the quarterly updates are: May 6, August 5, November 4, and February 3.

It is important to note that the prioritizing of all the capital projects and various initiatives is not "cast in stone." The two lists can be modified as new circumstances may dictate. Hopefully, the Mayor and City Council will repeat this process in 2026, which may result in some additional modifications.

It is recommended that the City prepare a capital improvements plan to identify the City's capital projects over the next four to six years. The plan could include cost estimates, descriptions of the projects, the justification, and sources of funding. A handout on the preparation of a capital improvements plan has been made available to the City Administrator.

COMMUNICATION OF COUNCIL GOALS AND OBJECTIVES TO CITIZENS

Since the citizens of Dyersville are basically the "stockholders" or owners of the City, it is important that they are informed about the goals and objectives that have been established by the Mayor and City Council. The following is a brief summary of various activities that have been used in other cities to communicate the City Council's goals and objectives to local residents.

1. ***City Website.*** After the Mayor and City Council have reviewed and formally adopted the Goal Setting Report, a copy of the report can be placed on the City's website for review by the citizens of Dyersville.
2. ***Town Hall Meeting.*** The City Council could schedule a town hall meeting or public forum to present a summary of the City's goals and objectives and to seek comments and observations from local residents.
3. ***City Hall Posting of Goals.*** The Council's goals and objectives could be posted in the lobby area at City Hall for interested residents to review.
4. ***Open Houses – City Facilities.*** Annual "open houses" at various City buildings, such as City Hall, Fire Station, Police Station, Library, or Public Works Shop, could be held to inform the citizens about the upcoming city projects and programs that have been proposed.
5. ***Community Leaders' Meeting.*** The Mayor and City Council could schedule an annual or semi-annual meeting with the School Board and the Dyersville

Chamber/Economic Development Board of Directors, to review and discuss the City Council's goals and objectives. These meetings could also provide an opportunity to learn more about the projects, programs, and objectives under consideration by these same organizations.

6. ***Presentations to Service Clubs.*** The Mayor, Council Members, and City Administrator could make brief presentations to local services clubs and organizations outlining the goals and objectives.
7. ***Public Places –Reading Material.*** A copy of this goal setting report or a brief summary of the City's goals and objectives could be made available in public places, or where local residents could read this report.

FINAL COMMENTS

It was a pleasure to assist the City of Dyersville with this goal setting process. We were impressed with the level of cooperation of the city staff and the elected officials.

Once again, thanks to the City Clerk, City Administrator, the Mayor, the City Council Members, and City Department Heads for the great cooperation and timely response during this process.

Patrick Callahan
Callahan Municipal Consultants, LLC

January 28, 2024

EXHIBIT A
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025

Major Accomplishments

Parks & Recreation Projects

1. Phase 1 of the Legacy Square development
2. Completion of pickleball courts at Candy Cane Park
3. Completion of Heritage Trail connection from Hwy 52 to Trail Head
4. Worked with the County to pave Heritage Trail from Dyersville Trail Head to at least Prier Road-Partnership
5. New dugouts at Westside Park ball fields
6. Baseball Building Improvements through grant
7. Replaced park gator to UTV
8. New water features at Aquatic Center
9. Addition of the Green Space & Amphitheatre
10. Enhanced sand volleyball courts
11. Bocce Ball Court
12. Expanded safety fencing at Commercial Club Park
13. New water fountains at Westside Park
14. Painted swing sets and batting cages
15. Devised operating procedures to handle 70+ game summer baseball tournaments.
16. Added flag football league
17. Added a city-sponsored track meet – Live Healthy Iowa Track Meet
18. Measured and added two soccer fields and two football fields
19. Acquired a course map for the disc golf area
20. Started game day at the Social Center
21. Legacy Square Stage and light complete

Public Works Projects – Streets, Storm Sewers, & Sidewalks

22. 1st Ave. West Bridge completion
23. Completed resurfacing of 2,000 feet of 5th Avenue NE - Dyersville East Road.
24. Applied for and was awarded \$25,000 grant from Dubuque County for 5th Avenue NE resurfacing project.
25. Made handicap accessibility improvements to sidewalks at the intersections of 7th Avenue SE with 4th and 5th Streets.
26. Completed downtown streets revitalization project – upgraded lighting, storm drainage, pedestrian accessibility, and pavement resurfacing – 2nd Ave. NE and 3rd ST. NE.
27. Completed construction on new downtown City parking lot at 2nd Avenue and 2nd Street NE – across from Textile Brewery.

28. Completed pedestrian accessibility, and ROW/street resurfacing improvements – 2nd Street SE – near the Baseball Building.
29. Completed pavement resurfacing of 2 blocks of 11th Avenue SE and 2 blocks of 7th Avenue SE.
30. Completed resurfacing of downtown alley south of 1st Avenue – 100 block – behind English Insurance.
31. Completed fiber-optic access to all public works facilities.
32. Completed Field of Dreams wetland mitigation project off Beltline Road.
33. Completed maintenance for wetland development of Bear Creek restoration.
34. Public Works radio upgrades

Public Works & Public Safety Equipment & Vehicles

35. Upgraded aerial firetruck purchase
36. Replaced PD squad video cameras – car and officer
37. Replaced one dump truck and material spreader
38. Purchased a small jetter
39. Purchased new ¾ ton pickup (2023 Ram 2500) needed in Streets Division.
40. Police Department garage renovation
41. Police Department firearms upgrade

Water & Sewer Utilities

42. Utility extensions to the Field of Dreams
43. Removed all sanitary sewer shared service lines
44. Completed installation of replacement/upgraded chopper pumps at West Linden WW lift station.
45. Completed installation of replacement/upgraded chopper pumps at Main lift station at WWTF (start-up yet to be done).
46. Completed implementation of nutrient reduction improvements through minor operational changes at the wastewater treatment plant.

Community Development & Events

47. Activities with MLB and Field of Dreams Movie Site
48. Working with This is Iowa Ballpark on the design of a new professional ballpark at the Field of Dreams.
49. Numerous Youth Baseball teams come to Dyersville.
50. Installation of wayfinding signage
51. Removed a flood buyout house through a grant
52. Penn House Improvements through a grant
53. Legacy Square – Downtown Market Events
54. Added the necessary number of compliant handicap parking stalls at all existing public parking lots and installed compliant handicap signs at all public locations.

Economic Development Related Projects

- 55. Highway 20 West Industrial Park Phase 3 development
- 56. English Insurance & Edward Jones Façade Refurbishment and the continuation of the Downtown Façade Improvements
- 57. Continued Support of Economic Development
- 58. Facilitation of the New Knepper Childcare Center progress
- 59. Industrial expansion project – approval of TIF agreements and development agreements
- 60. Assistance with the Field of Dreams project – development agreements and utility extensions

Administration Projects

- 61. Completed Handicap- accessibility study
- 62. Updated City's personnel policy
- 63. Updated adult entertainment ordinance
- 64. Implemented Municode Agenda and Meeting Management
- 65. Implemented Alert Iowa Emergency Notification System
- 66. Hired Parks and Recreation Manager with office located in City Hall
- 67. Hired two public works crew members to replace recent departures.
- 68. Two existing PW employees have become certified as Grade 2 Water and Grade 3 Wastewater Operators.
- 69. Continue with strong PW staff safety and hazard – awareness program with assistance from IAMU.
- 70. Made continued progress in data acquisition, data population, and implementation of asset management system and further implementation of paperless operations – management system.
- 71. Completed assessment of downtown accessibility issues.

EXHIBIT B
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025

Issues and Concerns

Human Resources Issues

1. Ability to maintain wages/benefits due to strain on budgets caused by state government.
2. Keeping adequate levels of volunteers for fire and EMS services.
3. Staffing levels in City departments - open positions, turnover, etc.
4. Need additional full-time staff position for City Hall to assist with workload.
5. PW lost Street Foreman this year - down to 5 out of 6 positions.
6. Dyersville has a Grade 3 Wastewater Treatment Plant, which requires at least one Grade 3 WW Operator. For redundancy, we desire to have all 6 of our crew members become certified as Grade 3 WW Operators. Currently, we have two Grade 3 and one Grade 2 WW Operators.
7. Labor pool stresses for summer Aquatic Center help.
8. Overextension of city staff due to Field of Dreams development.
9. Keeping a well-trained and experienced staff in all city departments.
10. General overall decline in interest of public service positions – both employment and volunteer positions

Infrastructure Needs

11. Large portions of the original phase of the Wastewater Treatment Plant are over 23 years old and are starting to show their age. Equipment replacements of substantial expense have begun, and more is needed.
12. WW plant possibly needs more space for added sludge
13. Need bridges constructed in 3 locations as identified in the study.
14. Some streets deteriorating – need rehabilitation or reconstruction, such as 1st Avenue West (Old Highway 20) west of the roundabout and 16th Avenue SE.
15. City needs an overall consistent sidewalk/trail plan to address areas with no sidewalks, ADA compliance, and connectivity of trails.
16. The existing bridge on 3rd Avenue SE over the North Fork Maquoketa River is showing signs of age. It still scores too low for replacement, but some repairs should be done in the meantime.
17. Many dead-end water mains exist in the water system. Also, areas where fire-flows are substandard and require water main looping.
18. The water quality at Well 5 is less than that of Well 4 with the treatment process - ammonia and radium are present, but not out of compliance.
19. W&WW systems lack the ability to communicate effectively across the system.

20. Field of Dreams development – maintaining momentum.
21. Westside parking for FOD tournaments and Soccer Saturdays.
22. Permanent restrooms/concession stand at Commercial Club fields.
23. Need for more shade areas at Candy Cane playground.
24. Traffic congestion on Highway 52.

City Operation Concerns

25. Concern that new state legislation makes it difficult to maintain our level of services.
26. Maintain efficiency in the departments.
27. Ambulance/EMT Service – review 28E agreement and retaining certified EMT's.

Building & Facility Needs

28. Memorial Building 2nd Floor of City Hall.
29. Update City Council Chambers.
30. Aging buildings/planning for replacement of HAC, roof, carpet, etc. of city buildings.
31. PW buildings and equipment spread out all over the City - efficiency is affected when having to move things back and forth.

Financial Concerns

32. Budgeting constraints and controlling costs.
33. Keeping property taxes down.
34. Health/group insurance costs.
35. Inflation's impact on the City budget.
36. Keeping the Aquatic Center in operation.
37. Funding and budgets are limited. There is never enough money to do all that the City should be done to adequately serve the citizens.

General Administration Issues & Needs

38. The need to update policy on sidewalk replacement reimbursement.
39. The need to update the downtown façade improvement policy.
40. The need to review incentives for property tax relief for new housing.
41. The need to update the compensation study across all employee positions.
42. The need to develop 5-year plan for street reconstruction/refurbishment.
43. Keeping current level of services.
44. Continued erosion of local control due to state government.
45. Annex residential subdivisions outside city limits – need to create an incentive plan.

Community & Housing Needs

46. Adequate housing, especially for senior and 1st time homebuyers.

- 47. Still not truly "affordable" housing options.
- 48. Condition of rental properties.
- 49. Continue ash tree cutting with no replanting.
- 50. Lack of building inspector.
- 51. Lack of video cameras in town.

Economic Development Needs

- 52. Further opportunities to partner with MLB at Field of Dreams and ensure that future MLB events are executed safely and as a world-class event.
- 53. Family recruiting.
- 54. Continuation of the downtown development/growth.
- 55. Branding and selling our "Great" City.
- 56. Positioning the community to compete in the global market.
- 57. Drawing more people to our City to visit, live and work.
- 58. Bring new businesses to the City.

EXHIBIT C - Revised
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025

On-going Commitments & Priorities - Previous Goal Setting Sessions

1. 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 work with This is Iowa Ballpark on the construction of the professional ballpark
 - Continue to promote downtown revitalization
 - Continue to fund the Downtown Façade Program
 - Complete Phase III of 20 West Industrial Park
2. Update the Annexation Study
3. Update the Subdivision Ordinance
4. Continue with the development of the City Asset System
5. Reconstruct 16th Avenue SE at the shopping mall
6. Additional/improved Westside Park lighting
7. Reconfigure the Tennis Court into Tennis Court/Pickleball Courts
8. Continued City support for Heritage Trail paving
9. Review registration fees to improve umpire and referee fees
10. Continue to pursue the installation of three newly identified bridges
 - 12th & 13th Avenue bridge
 - 7th Street SW bridge
 - Beltline Road-Railroad Overpass
11. Continue to seek federal and state funds to improve creeks and rivers for appearance, flood mitigation, and recreation.
12. Street upgrade program

13. Replace ballpark lights at the big field at Westside Park
14. Investigate possible rehab and low-cost pavement preservation options for some concrete pavements.
15. Connect 12th Avenue SE and 15th Avenue SE – 17th Street SE
16. Add sidewalks in certain areas – 6th Street SE
17. Replace ballpark lights at the main ballfield at Candy Cane Park
18. Cameras on all roads coming into the city-major intersections
19. Implement handicap improvements with private businesses citywide
20. Replace one dump truck and material spreader
21. Replace the 2017 Ram ½ ton truck in the Streets Division
22. Replace the 2013 street sweeper
23. Replace the 2019 end loader
24. Continue installation of better communication network-fiber-optic network throughout the City
25. Complete SCADA system for all water and wastewater facilities
26. Continue replacement of original phase WWTP equipment
27. Integrate Wincan camera data with Cartegraph data management system
28. Continue manhole inspection program in Cartegraph and continue regular large-scale sewer main cleaning program using trailer jetter and rented jetter/vac unit.
29. Develop plan for replacing failing fire hydrants and valves.
30. Complete the Lead Service Line Inventory
31. Develop a plan for adding radium removal treatment at Water Well 5
32. Continue upgrade to building – entry keypads across Public Works.

33. Hire a Grade 3 Wastewater Operator to run the WWTF
34. Hire replacement for Streets Foreman position
35. Bring all Public Works staff up to Grade 2 Water and Grade 3 Wastewater operator
36. Continue getting documents into Laserfiche
37. Projects to address aging library facilities – HVAC replacement, carpet replacement, etc.
38. Update wage and compensation study 2.0 – Phase 2
39. Continue replacing brick manholes
40. Partnership for new childcare facility

**EXHIBIT D – FINAL RANKINGS
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025**

Significant Initiatives, Programs & Policies – Mayor & Council Rankings

Programs & Policies	Council Votes
1. Develop plan for further connecting trails in town with Heritage Trail	5
2. Handicap accessibility downtown	5
3. Complete system for planning/prioritizing street rehab approaches and projects – 5 year plan	4
4. Continued support of Heritage Trail paving	3
5. Update City logo and Branding Plan for City	2
6. Establish a community garden project	2
7. Improve the sidewalk snow removal ordinance – similar to weed ordinance	2
8. Sidewalk Rehabilitation Program	2
9. Develop plan for rehabilitation or reconstruction of 1 st Avenue West (Old Highway 20) pavement – apply for the Delaware County RCTP grant (\$25,000)	2
10. Soccer referee clinic to teach and attract new referees	1
11. Create a park plan at Ertl Property	1
12. Develop a stronger policy for nuisance properties – Industrial and residential – 3 rd St. NE & 4 th Avenue NE	1
13. Work with Fire Department on the possible implementation of Knox Box Program on Industrial Buildings	1
14. Continue to look for funding to rehab or replace 3 rd Avenue Bridge	1
15. Review of Housing Tax Incentives	1
16. Umpire clinic in spring to train umpires for Prairie League	0
17. Develop a tree replacement plan	0
18. Create a better policy and ordinance for the replacement, repair, or demolition of dangerous buildings	0
19. Parade Permits – with requirements and increase fee	0
20. Competitive wages for all staff	0
21. Work with Fire Department on the Fire alarm codes on Industrial buildings	0
22. Downtown Float Park funding	0
23. Develop plan for sidewalk construction, replacement, and accessibility and ADA compliance.	0
24. Develop plan for completing water main looping and eliminating dead end mains.	0

**EXHIBIT E – FINAL RANKINGS
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025**

Capital Projects – Mayor & Council Rankings

Capital Project	Council Votes
1. 12 th Avenue SE traffic light – as the development occurs .	5
2. 16 th Avenue reconstruction by Stone Creek shopping center	5
3. Add sidewalks in certain areas – 6 th Street SE	5
4. Street lights – 15 th Avenue	3
5. Highway 52 Improvements at Beltline and Dyersville East Road – Corridor Study	2
6. Memorial Building – Renovate the top floor to its original state for events & meetings	2
7. Improvements to the creeks and rivers through town for appearance and recreation – depending upon federal funding	1
8. Replacement Fire Department SCADA packs and bottles	1
9. Consider Emergency Service Building north of railroad tracks	0
10. Purchase old BP property south of Fire Station	0
11. National Fitness Campaign Outdoor fitness area	0
12. Expand sludge pad to fit more sludge at WWTF – consider placing it under a roof to keep from getting rained on	0
13. New playground equipment as the West Side Park	0

EXHIBIT F
CITY OF DYERSVILLE, IOWA
GOAL SETTING SESSION 2024-2025

Teamwork Suggestions

1. More "in city" educating for Mayor and Council - difficult to leave town for events.
2. More tours of local businesses and discussions with business leaders or business after hour for exposure for economic development.
3. Continue to keep Mayor & City Council updated on City projects.
4. Staff Accountability.
5. Too many distractions – some projects don't get completed on time.
6. Offer training sessions tied to City Council meetings.
7. Council packets – strive to provide earlier than Friday afternoon.
8. Bring concerns to the Department Heads prior to the Council meetings.
9. Wage & Compensation Study – Assign to City Council Committee for review.
10. Provide for public input and communications through invitational public meetings for residents affected by improvement projects.
11. Mayor and City Council tours of all City Departments and ongoing projects



Callahan Municipal Consultants, LLC

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December 28, 2023

APPENDIX A

**To: Mayor and City Council
Dyersville, Iowa**

From: Patrick Callahan, Municipal Consultant

Re: Goal Setting Session – 2024

The Mayor and City Council will conduct a goal setting session on Monday, January 22, 2024 starting at 5:00 PM at the Dyersville Social Center. The agenda for the session is enclosed for your review.

The City Department Heads are also scheduled to meet at 1:30 p.m. on January 22nd to review and discuss potential goals and objectives. An over view of the comments and suggestions of the City Department Heads will be made available to the City Council at the 5:00 p.m. meeting.

We would like to thank you for selecting Callahan Municipal Consultants, LLC to conduct the City Council's goal setting session. We are looking forward to assisting the City on this process.

Strategic Planning or Goal Setting Session

Each goal setting session is unique and informative. When we started doing goal setting sessions in 2004, we developed an advance questionnaire in order to enhance the productivity of the session and reduce the amount of time spent on the more routine portions of the meeting. The questionnaire allows us to review issues in advance and thus provides more time for the primary focus of the session, which is to discuss, review, and prioritize the City Council's goals and objectives. We would like to thank you for responding to the advance questionnaire for this year's goal setting session.

City Accomplishments

The first thing that we like to do at these sessions is to reflect upon the City's recent accomplishments. Many council members in other cities are so focused on the current or most pressing issues of the time that they sometimes lose track of all the city's accomplishments. Most council members are pleasantly surprised to review how much has actually been accomplished by their city over a span of two years.

Issues, Concerns, and Trends

We also like to take the time to look to the future as to issues or trends that have the potential to impact the City in either a positive or negative manner. A positive trend might be an increase in new housing construction. Whereas, a negative concern could be the passage of a bill by the Iowa General Assembly that might drastically reduce property tax revenues. While the City may have little or no control over some of these trends or issues, it is usually better to acknowledge them and possibly develop a "game plan" as to how to address them in the future.

Policies, Programs, and Initiatives

It is important that we take time to review and discuss the list of potential programs, policies, and initiatives. Examples might include updating the City's employee's handbook or the development of another source of revenue for the general fund. The Council will be asked to prioritize these proposals.

Capital Projects & Equipment Purchases

It is also important to take the time to itemize and prioritize the City's future capital projects and major equipment needs. If the City does not have a capital improvements plan (CIP) for all City departments, we will want to identify any projects or equipment purchases that could be included in the City's CIP. We will review, discuss, and prioritize the City's capital projects and equipment needs. The direction provided by the City Council at this session will be very useful to the City Department Heads, as they develop or update the City's capital improvements plan.

Team Work Objectives

The final part of the session will be a discussion regarding team work and how the City Council members interact with each other and the City employees. We may identify and discuss ways to enhance the level of communication between the City Council and the organizations or persons who interact with the Council. If you are pleased with the current level of interaction with each other, the City employees, the local residents, and outside agencies, then this portion of the session may be brief.

Completion of Questionnaire

There is enclosed a questionnaire that we would ask all the elected officials and city department heads to complete prior to the goal setting session. We will summarize the results of the questionnaire and make them available prior to the meeting. In order to have enough time to summarize the results, please return the questionnaire to us by January 12th.

If it is more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics. The questionnaire will also be made available as a word document.

We promise to maintain the confidentiality of the responses to the questions on the questionnaire. The summary of the responses to the questions will not make reference to any names or individuals.

You are welcome to mail your completed questionnaire to Patrick Callahan, 417 Kaitlynn Avenue, Anamosa, Iowa 52205 or you can send it to our e-mail at callahan.cmc@gmail.com. You can also give your questionnaire to Tricia Maiers and she can forward them to us.

Final Goal Setting Report

We will prepare a final report summarizing the City Council's 2024 goal setting session. We will also provide you with some suggestions on how to monitor the progress of accomplishing the Council's goals and objectives and ways to communicate these goals to the ultimate "bosses or owners" – the citizens of Dyersville.

Thank you for making the commitment to attend this goal setting session on January 22nd. We look forward to meeting with you.

APPENDIX B

CITY OF DYERSVILLE, IOWA MAYOR AND CITY COUNCIL CITY COUNCIL GOAL SETTING – 2024

**Monday, January 22, 2024
5:00 PM
Dyersville Social Center – 625 3rd Avenue SE**

AGENDA

1. Introduction and Opening Comments
2. General Overview of the Meeting and the Goal Setting Report
3. Brief Review of City Accomplishments – Past Two Years – Exhibits A-1 & A-2
4. Brief Review of Issues, Concerns and Trends – Exhibits B-1 & B-2
5. Review and Ranking of Programs, Policies, and Initiatives – Exhibits C-1 & C-2
 - A. Review of Proposed Initiatives
 - B. Clarification of Items
 - C. Revisions, Additions, Deletions and Combinations of Items
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Projects
6. Review and Ranking of Capital Projects & Equipment Purchases – Exhibits D-1 & D-2
 - A. Review of proposed projects
 - B. Clarification of items
 - C. Revisions, Additions, Deletions and Combinations of Projects
 - D. Ranking of Items – Placing of the “Dots”
 - E. Review List of “Givens” or Ongoing Projects
7. Review & Evaluate “Team Work Objectives” – Exhibits E-1 & E-2
8. Final Report to the Mayor and City Council – 2024 Goal Setting Process
9. Questions, Comments, and Suggestions
10. Adjourn

APPENDIX C

MAYOR & CITY COUNCIL GOAL SETTING SESSION – 2024 DYERSVILLE, IOWA

PRELIMINARY QUESTIONNAIRE (Due – January 12, 2024)

Introduction

The Mayor and City Council of the City of Dyersville will be conducting a goal setting session on Monday, January 22, 2024 at 5:00 PM, at the Dyersville Social Center. 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 have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

I. Major Accomplishments

Please list the top five to ten major accomplishments of the City of Dyersville 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.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

II. Issues, Concerns, Trends, and Opportunities

Please list specific issues, concerns that you have regarding future city services, policies or operations. These issues or concerns can relate to such things as an aging population or loss of state revenues. You do not need to identify the potential answers or solutions to your concerns.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

III. Significant Initiatives, Programs or Policies

It is requested that you list any initiative, program or policy that you think that the City should consider in the next two years. Examples of such items from other cities have included such things as updating employee job descriptions, writing a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc. These suggestions should not include construction projects or equipment purchases, as these will be listed in the following section. These items do not have to be listed in any particular order.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

IV. Capital Projects / Construction Projects / Equipment Purchases

Please list the capital projects or equipment purchases that you think the City should consider over the next three years. These capital projects could include such things as street construction, public works equipment, public safety equipment, etc. If you have a rough estimate on the cost of such projects, please note it.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

V. Teamwork

In order to accomplish the selected goals and objectives, it is important that the City's elected officials work as a team and have good decision making skills. Please list some suggestions that the Mayor and City Council members could do in the future to improve the Council's teamwork, decision making process, and ability to accomplish the stated goals and objectives.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Please designate your role with the City: _____ Elected Official _____ City Dept. Head

Return of Questionnaire

Please complete and return this questionnaire to Tricia Maiers or Patrick Callahan (callahan.cmc@gmail.com) by January 12th.

Note: If it more convenient to list your responses to the questionnaire on separate sheets, you are welcome to do so. You can list the five headings and provide your comments under each of the topics.