

**CITY OF DYERSVILLE, IOWA  
MAYOR & CITY COUNCIL GOAL SETTING REPORT  
2026-2027**

**Mayor:**  
Jeff Jacque

**City Council**  
Mike English  
Mike Oberbroeckling  
Mark Singsank  
Norm Pottebaum  
Scott DeSousa

**City Clerk:**  
Tricia Maiers

**City Administrator:**  
Mick Michel

**Library Director:**  
Shirley Vonderhaar

**Public Works Director:**  
John Wandsnider

**Police Chief:**  
Brent Schroeder

**Fire Chief:**  
Jeremy Honkomp

**Parks & Rec Manager:**  
Adam Huehnergath

**Assistant Police Chief:**  
Cory Tuegel

**Police Captain:**  
Molly Dupont

**Facilitated by:**  
Patrick Callahan  
Callahan Municipal Consultants, LLC  
January 12, 2026

# City of Dyersville, Iowa

## Mayor & City Council Goal Setting Session

### 2026-2027

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#### **Introduction**

The City of Dyersville requested assistance from Patrick Callahan in August, 2025, 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 12, 2026. The City's elected officials and department heads were asked to do the following:

1. Identify the major accomplishments of the City in 2024 and 2025, 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 2026, as listed by the Mayor and Council Members and by the City Department Heads. **(Exhibit B)**
3. Review and revise the list of potential initiatives, policies, and programs. **(Exhibit C)**
4. Indicate those initiatives and programs that are the most urgent or important at this time.
5. Review and revise the list of potential capital projects. **(Exhibit D)**
6. Indicate those capital projects that are the most urgent or important at this time.
7. Provide comments and suggestions regarding teamwork objectives. **(Exhibit E)**
8. Identify ongoing commitments and priorities. **(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 F. 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 – 2026-2027**

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

1. Budget and plan for sidewalk replacement program, accessibility compliance, new sidewalk construction, and trail connection.
2. Better communication with citizens on the effect of Field of Dreams from a City of Dyersville tax perspective.
3. Perform a study to determine if contracting certain Public Works Department services is more expensive than doing them in-house.
4. Review/create a policy for food trucks.
5. Annexation study

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

## **CAPITAL IMPROVEMENT PROJECTS – 2026-2027**

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

1. Repair 15<sup>th</sup> Ave SE and add sidewalk with lighting to the apartments.
2. Build inclusive playground at Westside Park.
3. Assist County Conservation Board with Heritage Trail paving and connect Heritage Trail to the downtown area.
4. Inventory of municipal buildings for roof and HVAC upgrades.

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

## **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 E**.

## **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 2026 for the quarterly updates are: May 18, August 17, November 16, and February 15.

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 2028, which may result in some additional modifications.

It is recommended that the City continue to update the capital improvements plan so as 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 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 great cooperation and timely response during this process.

Patrick Callahan  
Callahan Municipal Consultants, LLC

January 31 2026

# **CITY OF DYERSVILLE, IOWA**

## **EXHIBIT A**

### **MAJOR ACCOMPLISHMENTS**

#### **Infrastructure Projects**

1. Letting Bid for paving of 1<sup>st</sup> Ave W
2. Downtown business handicap accessibility
3. Highway 52 (136) / 2<sup>nd</sup> Ave SW manhole replacement
4. Field of Dreams concrete pavement and drainage construction - Moonlight Ave NE/Ghost Player Drive NE.
5. Completion of utility extensions to Field of Dreams
6. Lift Station - Chopper pump upgrades
7. Nutrient reduction improvements
8. 1<sup>st</sup> Ave West bridge completion
9. Resurfacing projects
10. Completion of Leacy Square (stage and lights)
11. Completion of approximately half of the rehabilitation of the clarifier's mechanisms for the original, 24-year-old portion of the Wastewater Treatment Plant
12. RAISE/BUILD Grant application scored 'Highly Recommended.' – Bridge Project

## **Parks and Recreation Projects**

13. Upgraded Westside Park diamonds – new dugouts
14. Westside park Trail Lighting Project
15. Tennis/pickleball court reconfiguration completed
16. Pickleball courts at Candy Cane Park
17. Heritage Trail Connection
18. Facilitated and partnered with Dubuque County Conservation on Heritage Trail Pavement
19. Aquatic center water features
20. Bocce ball court
21. Flag football league launched
22. Soccer and football fields improved

## **Equipment and Building Improvements**

23. Fiber-optic access to all city facilities
24. Upgraded aerial firetruck
25. PD squad cameras installed and body cameras
26. Jetter purchase

27. Replaced the second 2014 dump-truck/material spreader with a new 2025 unit
28. Delayed the major expense of purchasing a new street sweeper for hopefully 3 to 5 years by rehabilitating our existing 2013 unit for less than \$40,000
29. Replaced the 2019 John Deere end loader with a new 2025 unit according to plan
30. New concrete in front of Fire Station
31. Fire Department - Purchase of skid unit for UTV for special events

### **Public Safety Projects**

32. City acquired the Kid Project building to eventually make into the new PD
33. Camera system added to the stop lights at the 9<sup>th</sup> St SE intersections
34. Continued successful partnerships with MLB and concert promoters
35. Adding a Police Officer position
36. The hire of experienced Police Officers

### **Economic Development Projects**

37. Highway 20 West Industrial Park Phase 3 (street and storm sewer improvements)
38. Millions of dollars of new homes and businesses on line and to come soon
39. New housing developments (Castle Hill, Lakeview Estates)
40. Plans for new hotel moving forward
41. Continue Downtown revitalization (Façade projects and streetscape maintenance)

42. Majority of Phase IV of Castle Hill Subdivision infrastructure completed

43. Lake View Estates Subdivision infrastructure completed

44. City Knox Box Program for business

### **Community Betterment Projects**

45. Transition of Field of Dreams to local control Non-profit ownership

46. New childcare center

47. Mitigated years old public nuisance – purchase and removal of dilapidated building

48. Success of city and staff hosting large influx of little league teams

49. Purchase of Greenwood House

50. Branding plan and rollout (DeNovo)

51. Flood buyout of home

52. Wayfinding signage installed

53. Special Events coordination and hosting 2026 MLB

54. Field of Dreams professional ballpark design and construction advanced

55. Continuation of Vehicle Replacement Plan

56. Updated employee compensation study

57. Municode progress

58. Alert Iowa system activated

59. Asset management system progress

# CITY OF DYERSVILLE, IOWA

## EXHIBIT B

### ISSUES, CONCERNS, TRENDS, AND OPPORTUNITIES

#### Financial Concerns

1. Holding property taxes steady, while trying to navigate changing state legislation
2. Reduced revenues from property taxes (state legislature limits)
3. State and Federal governments decisions and how they affect the city and community
4. Budget constraints
5. Insurance costs
6. Inflation impact
7. Contracting of portions of Public Works (and Parks) maintenance seems to be getting very expensive
8. Controlling spending and efficiency concerns

#### Infrastructure Issues

9. The City has added many lane miles of roadways over the past decade and will eventually need to add the snow removal equipment.
10. The City has been hit with major 'surprise' expenses in the water and wastewater systems – well equipment replacements, wastewater pumping equipment replacements, and West Side Lift Stations issues (panel, pumps, etc.) are the latest examples

11. Large portions of the original phase of the Wastewater Treatment Plant are over 24 years old and are showing their age. Equipment replacements of substantial expense have begun, and more is needed.
12. Excessive rains over the last two summers have caused the City's shortage of dewatered wastewater sludge to take on excess water, giving off strong odors locally and causing much of it to be washed into the wastewater equalization basin (former lagoon).
13. Need bridges constructed in 3 locations as identified in study
14. Many streets deteriorating – need rehabilitation or reconstruction
15. Some streets beyond rehabilitation – need reconstruction (16<sup>th</sup> Ave SE)
16. Many streets have no sidewalks – especially needed on major pedestrian routes
17. Many existing sidewalks are non-compliant with ADA
18. Bicycle and pedestrian trails exist in many parts of town, but not all are connected to each other or to Heritage Trail
19. The existing bridge on 3<sup>rd</sup> Ave SE-W over the North Fork Maquoketa River is showing signs of age
20. Many dead-end water mains exist in the water distribution system
21. There are areas in the water distribution system where fire-flows are below the standards for the particular land-use
22. Overextension due to Field of Dreams
23. Aging WWTP equipment

24. Water quality issue

### **Equipment and Building Needs**

25. The City has a jetter trailer for emergency sewer back-ups but does not have a vacuum system for removing plugging materials. Instead, the material gets flushed down the line where it could cause further plugging. Renting a vac truck is expensive and limited to one or two months of the year, which misses potential emergency situation

26. Many of the City's sewers are inaccessible to the City's current maintenance equipment. Many sewers do not allow full-size vehicles and many sewers are only 6-inch diameter, too small for our existing camera unity.

27. Street shop building in need of repair/replacement of rusting/failing metal siding

28. W&WW systems locations lack of ability to communicate effectively across the system. This is being addressed through the installation of SCADA, but it is very slow in coming

29. Existing PW buildings and equipment are spread-out all over town. Seasonal and other street maintenance equipment storage is on the south side of town – streets operations is on the north side. The department's efficiency is affected when having to move things back and forth

30. Memorial Building and Council Chambers aging

31. City buildings require upgrades

### **Public Safety Concerns**

32. Lack of security measures for Police Department and City Hall

33. EMT service agreements

34. Maintaining a trained and experience Police Department

35. Getting wages/benefits competitive to other cities within our local area

36. Preventing trained and experienced city staff from leaving
37. The perceived disconnect between city administration/council with city staff
38. Recruitment and Retention of Volunteer Emergency Services
39. Keep emergency equipment up to date and code
40. Lack of EMS personnel for ambulance service
41. Increase in city events means increase in Fire department volunteer hours

### **Personnel Issues**

42. Continuing to improve communications between city and citizens
43. Health/group insurance costs
44. Higher cost of living
45. Wage/benefit strain
46. Volunteer shortages (fire/EMS)
47. Staffing levels at City Hall
48. PW foreman vacancy
49. Certification needs for WW operators
50. Possible Labor pool stress for Aquatic Center in 2026

51. Lack of building inspectors
52. Lack of new people seeking jobs with city
53. Events getting too big for staff
54. Employee spread too thin by multiple duties
55. Increasing services – not increasing employees
56. Dyersville has a Grade 3 Wastewater Treatment Plant, which requires at least one Grade 3 WW Operator. For reliability, the City needs to have all 4 of W-WW crewmembers certified as Grade 3 WW Operators. Currently, the City has two Grade 3 and one Grade 2 WW Operators.

### **Community Development Issue**

57. Field of Dreams growth outpace city services (fire, ambulance, police)
58. Dyersville is limited on good eating establishments
59. MLB partnership opportunities
60. Downtown growth
61. Branding and attracting businesses
62. Affordable housing shortage
63. Rental property conditions
64. Housing for elderly with memory issues

**CITY OF DYERSVILLE, IOWA**

**EXHIBIT C**

**INITIATIVES, PROGRAMS OR POLICIES – FINAL RANKINGS**

<b>PROGRAM/POLICY</b>	<b>COUNCIL RANKINGS</b>
1. Budget and plan for sidewalk replacement program, accessibility compliance, new sidewalk construction and trail connection.	4
2. Better communication with citizens on the effect of the Field of Dreams Project from a City of Dyersville tax perspective.	4
3. Perform a study to determine if contracting certain PW services is more expensive than doing them inhouse.	3
4. Review/create a policy for food trucks.	3
5. Annexation Study	3
6. Develop a plan for population growth	2
7. Special events agreement with other governmental units outlining services/responsibilities	2
8. Complete investigation into options for eliminating odor and material loss of dewatered sludge when excessive rains fall during the summer months.	1
9. Investigate possible rehab and low—cost pavement preservation options for some concrete pavements.	1
10. Request changes to state law to promote truly affordable housing programs.	1
11. Improve safety measures for the Police Department and City Hall – require citizens to be identified and bussed in before entry in order to create a safer work environment.	1
12. Request for Training Fund – Changes to personnel handbook making things clear about what can and can't be done with overtime/time off during holiday weeks and drive time for training.	1

13. Review all speed limits within city limits to align with current ordinances and amend as necessary for new residential areas.	1
14. Create a polling outlet in Dyersville for Ward 1	1
15. Investigate possible options for a hiring incentive program.	0
16. Change the personnel handbook to exclude police officers from cell phone stipend. Squad vehicles can have city cell phones used for work purposes and cost should be close to the same.	0
17. Adapt state LOSAP program for Volunteer Fire Fighters	0
18. Review and update the Fire Department SOP and SOG.	0
19. Citizen safety – enough trained police force	0

**CITY OF DYERSVILLE, IOWA**

**EXHIBIT D**

**CAPITAL PROJECTS/EQUIPMENT PURCHASES – FINAL RANKINGS**

<b>Capital Project &amp; Equipment Purchase</b>	<b>Council Ranking</b>
1. Repair 15 <sup>th</sup> Ave SE and add sidewalk with lighting to the apartments	4
2. Build inclusive playground at Westside Park	4
3. Inventory of municipal buildings for roof and HVAC upgrades	4
4. Assist County Conservation Board with Heritage Trail paving and connect Heritage Trail to the downtown area.	3
5. Repave 16 <sup>th</sup> Ave SE	2
6. Add a smaller camera unit to the wastewater camera system to video the smaller 6” sanitary sewer lines in the older parts of town.	2
7. Renovate top floor of city hall for public/library/re dept use – plays, presentations, receptions, meetings	2
8. Update the Fire Department bunker gear	2
9. Police Department – find a use for the Kid Project building	2
10. Wastewater Treatment Plant - Sludge storage cover	1
11. Splash pad and other updates at pool – Per the 2009 Study	1
12. More traffic/safety cameras at intersections	1
13. Update the Fire Department SCBA's	1
14. Field of Dreams investment/development	1
15. Pave Old Highway 20 east to Wuchter Rd.	0
16. 6 <sup>th</sup> Street sidewalk project	0

17. Improve safety at 3 <sup>rd</sup> Ave SW/3 <sup>rd</sup> St. SW Intersection – Per Federal and State Traffic Control Devices Regulations	0
18. Purchase a better off-road system to provide for accessing sewers in back-yards, etc.	0
19. Sidewalk/trail from Heritage Trail head to Golf Course Road.	0
20. Expand paved parking lots near Westside Park fields or move soccer complex to field south of Candy Cane Park.	0
21. Bicycle/walking trail from Dyersville to New Wine Park, along the river.	0
22. Plant new trees along south side of Beltline Road south of Lumber Specialties	0
23. Park playgrounds upgrades	0
24. Repair front door of City Hall – replace woodwork	0
25. Program for more central Public Works facility to reduce/eliminate waste of having to move equipment across town from building to building for seasonal and other purposes.	0
26. Add snow removal equipment to allow for faster responses to snowstorms as the City adds lane miles and add tailgate sanders to two existing dump trucks which would double the City's capacity to treat pavements with salt.	0
27. Purchase a jetter/vac truck to be able to better clear sewer back-ups during emergency.	0
28. Add a 5 <sup>th</sup> squad car to the Police Department Fleet	0
29. Development for more housing and streamline the process	0

# **CITY OF DYERSVILLE, IOWA**

## **EXHIBIT E**

### **TEAMWORK SUGGESTIONS**

#### **Mayor and City Council Members Comments**

##### **City Council and Department Heads**

1. Past and present city councils have an outstanding relationship. The decision-making process always starts with the respect of all opinions and hopefully this will continue
2. Conduct work session to consider complex issues and projects
3. Meet the city staff and get to know them
4. Shadow city staff to see what happens on a day to day basis
5. Get an overall good idea of the city departments and what it takes to run and maintain those city departments
6. More in-city education opportunities for Mayor/Council Members
7. Tours of local businesses
8. Keep Council updated on projects
9. Bring concerns to Department Heads before meetings
10. Public input through invitational meetings
11. Council tours of departments/projects
12. Continue to praise employees for doing 110%

13. Continue to interact with department heads about day to day
14. Continue to utilize council committee meetings to work on recommendations.
15. Council members be more active in events – parades, etc
16. Keep citizen needs in mind when making decisions

# CITY OF DYERSVILLE, IOWA

## EXHIBIT F

### On-going Commitment and Priorities

1. Economic development programs - Field of Dreams, MLB events, downtown revitalization, industrial park
2. City Asset system development
3. Street upgrade program
4. Continue to plan for a complete budgeted pavement rehab and parking lot pavement and alley projects
5. Heritage Trail paving support
6. Bridge installation 12<sup>th</sup> & 13<sup>th</sup> Ave, 7<sup>th</sup> St SW, Beltline Road overpass – secure funding
7. SCADA system completion
8. WWTP equipment replacement – and N.W. Lift Station
9. Continue the strategic sanitary sewer main inspection program in Cartegraph
10. Continue the strategic manhole in inspection and replacement program in Cartegraph
11. Continue the regular and strategic large-scale sewer main cleaning program using trailer jetter and periodically rented jetter/vac unit
12. Continue to bring all water and wastewater operators up to Grade 2 Water and Grade 3 Wastewater operator certification

13. Complete the water main, sewer main, and resurfacing project of the three blocks along 1<sup>st</sup> Street SW in F.Y. 2026-27
14. Implement a plan to complete water main looping and eliminating dead end mains
15. Develop a plan for the replacement of fire hydrants and valves, as needed
16. Complete the Lead Service Line inventory and research ways to fund replacements
17. Integrate WinCan camera data with Cartegraph data management system.
18. Continue with the Ballpark light replacement
19. Fiber-optic network expansion
20. 1<sup>st</sup> Avenue West Roadway Improvements
21. 12<sup>th</sup> Ave Traffic Light
22. Facilitate the success of Field of Dreams
23. Branding Plan (progressing)
24. Handicap accessibility downtown - Improvements underway
25. Consider ways to continue façade program
26. Sidewalk additions – ADA compliance improvements underway

27. Develop a plan to anticipate and budget for major equipment replacements to reduce or eliminate surprise major expenditures.

28. IT and communications security

29. Continue to conduct wage compensation study

30. Continue the annual updates of the utility rate study

31. Improvements to the creeks and rivers through town for appearance and recreation

32. Continue to upgrade the building-entry keypads across the Public Works Department

33. Construction of a new Police Department – Old Kids Project

34. Library updates/improvements – Continue Library Capital Plan