

AGENDA

CALL TO ORDER – ROLL CALL

APPROVAL OF AGENDA

- A.** Letter Callahan Municipal Consultants, LLC
- B.** Agenda
- C.** Exhibit A Major Accomplishments
- D.** Exhibit B Issues, Concerns, Trends and Opportunities
- E.** Exhibit C Significant Initiatives, Programs & Policies
- F.** Exhibit D Capital Projects, Construction Projects, Equipment Purchases
- G.** Exhibit E Teamwork Suggestions
- H.** Exhibit F On-Going Commitments and Priorities

ADJOURNMENT



January 8, 2026

To: Mayor, City Council Members, & City Department Heads
Dyersville, Iowa

From: Patrick Callahan

Re: Goal Setting Session - 2026

We are looking forward to the Mayor & City Council Goal Setting Session that is scheduled for Monday, January 12, 2026, at 5:00 p.m. at the Dyersville Social Center. The agenda for the meeting is enclosed for your review. The City Department Heads will meet at 1:30 PM the same day.

We would like to thank the Mayor, City Council Members, and City Department Heads for taking the time to complete our advance questionnaire for the upcoming goal setting session. We have enclosed for your review summaries of the responses from the questionnaire. We have tried to eliminate any duplication of comments. The individual responses were not listed in any particular order.

Review of the Summary of Responses

As you review the summaries prior to the meeting on January 12 please consider the following suggestions:

1. Compare the enclosed summaries to your personal responses and let us know if we missed any of your comments.
2. Consider new wording to clarify or modify the comments to make them more understandable and relevant.
3. If any items have been overlooked or missed, let us know and we can add these items to the exhibits in the final report.
4. As you review the list of programs & initiatives and the list of capital projects, please give some consideration as to which of the suggestions that you think should be given the "top priority" ranking. You will be asked to rank the programs and capital projects on Exhibits D and E.

Major Accomplishments – Exhibit A

Both the Elected Officials and the City Department Heads provided a list of major accomplishments that have been completed in Dyersville in recent years. Please let us know if we need to include any additional items to the list of accomplishments.

Issues and Concerns – Exhibit B

There is a list of issues and concerns. As we review this list, we may need to identify programs, initiatives or projects that will help to resolve or address these issues and

concerns. We may have a few additional suggestions during the meeting that the City Council may want to consider to resolve or reduce the impact of a particular issue or concern.

On-going Commitments and Priorities – Exhibit F

There is enclosed a list of on-going commitments and priorities that were discussed and approved during previous goal setting sessions or city council meetings. Please review this list of projects and programs prior to the meeting. The City Council will be asked to reaffirm that the City will continue to pursue and complete these projects and programs. If something has changed and the City Council is no longer committed to these projects and programs, please advise us and those items will be removed from Exhibit F the City Staff will discontinue working on them.

Significant Initiatives and Programs – Exhibit C

Both the Elected Officials and the Department Heads identified potential programs or initiatives. Some of the suggestions would be relatively easy to accomplish, but other ideas will require much time and effort. After this list has been reviewed, modified, and combined, the Mayor and City Council Members will be asked to rank and prioritize these programs and initiatives.

Capital Projects and Equipment Purchases – Exhibit D

The Mayor and City Council and Department Heads have identified 49 potential capital projects and equipment purchases. After this list has been reviewed, modified, and combined, the Mayor and City Council Members will be asked to rank and prioritize these capital projects and equipment purchases.

Teamwork Suggestions – Exhibit E

This exhibit summarizes the suggestions that were submitted regarding things that could be done to enhance communications and teamwork. We will review, modify, and possibly add items to this list of suggestions. As you will note, some of the comments are merely observations and not necessarily a goal or action item. We will urge the Mayor and City Council to formulate specific goals or objectives that will enhance teamwork among the City’s elected officials and with the City Department Heads. We will seek a consensus from the Mayor and City Council regarding the items on Exhibit E.

Final Comments

We will give you some advance notice of two sentences that we will ask you to finish at the start of the goal setting session.

1. “The main reason that I ran for a seat on the city council was.....”
2. “During the next two years, I really hope that the City accomplishes these two projects or goals.....”

If you have any questions, please feel free to contact us at 563-599-3708 or callahan.cmc@gmail.com.

**CITY OF DYERSVILLE, IOWA
MAYOR AND CITY COUNCIL
CITY COUNCIL GOAL SETTING – 2026**

**Monday, January 12, 2026
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 – Exhibit A
4. Brief Review of Issues, Concerns and Trends – Exhibit B
5. Review of On-going Commitments and Priorities from Previous Goal Setting Sessions – Exhibit C
6. Review and Ranking of Programs, Policies, and Initiatives – Exhibit D
 - 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
7. Review and Ranking of Capital Projects & Equipment Purchases – Exhibit E
 - 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
8. Review & Evaluate Teamwork Objectives – Exhibit F
9. Final Report to the Mayor and City Council – 2026 Goal Setting Process
10. Questions, Comments, and Suggestions
11. Adjourn

CITY OF DYERSVILLE, IOWA

EXHIBIT A

MAJOR ACCOMPLISHMENTS

Infrastructure Projects

1. Letting Bid for paving of 1st Ave W
2. Downtown business handicap accessibility
3. Highway 52 (136) / 2nd Ave SW manhole replacement
4. ADA accessibility downtown district
5. Field of Dreams road competition (Moonlight Ave NE/Ghost Player Drive NE)
6. Completion of utility extensions to Field of Dreams
7. Chopper pump upgrades
8. Nutrient reduction improvements
9. 1st Ave West bridge completion
10. Resurfacing projects
11. Completion of Leacy Square (stage and lights)
12. Completed concrete pavement and drainage construction of two new streets near the Field of Dreams Movie Site.

13. Completion of approximately half of the rehabilitation of the clarifier's mechanisms for the original, 24-year-old portion of the Wastewater Treatment Plant
14. Replaced failing brick sewer manhole in the middle of US 52 at 2nd Ave SE, major undertaking due to the traffic control involved.
15. RAISE Grant application scored 'Highly Recommended.'

Parks and Recreation Projects

16. Upgraded Westside Park diamonds
17. Lights installed around Westside Park Trail
18. Westside park trail lighting
19. Tennis/pickleball court reconfiguration completed
20. Pickleball courts at Candy Cane Park
21. Heritage Trail Connection
22. Facilitated and partnered with Dubuque County Conservation on Heritage Trail Pavement
23. New dugouts at ball fields
24. Aquatic center water features
25. Bocce ball court
26. Flag football league launched

27. Soccer and football fields improved

Equipment and Building Improvements

28. Fiber-optic access to all city facilities

29. Upgraded aerial firetruck

30. PD squad cameras installed and body cameras

31. Dump truck replacement

32. Jetter purchase

33. Replaced the second 2014 dump-truck/material spreader with a new 2025 unit

34. 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

35. Replaced the 2019 John Deere end loader with a new 2025 unit according to plan

36. New concrete in front of Fire Station

37. Purchase of skid unit for UTV for special events

Public Safety Projects

38. City acquired the Kid Project building to eventually make into the new PD

39. Added cameras to the stop lights at the 9th St SE intersections

40. Continued successful partnerships with MLB and concert promoters

41. Adding a Police Officer position

42. The hire of experienced Police Officers

Economic Development Projects

43. Highway 20 West Industrial Park Phase 3 (street and storm sewer improvements)

44. Millions of dollars of new homes and businesses on line and to come soon

45. New housing developments (Castle Hill, Lakeview Estates)

46. Plans for new hotel moving forward

47. Continue Downtown revitalization (Façade projects and streetscape maintenance)

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

49. Lake View Estates Subdivision infrastructure completed

50. City Knox Box Program for business

Community Betterment Projects

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

52. New childcare center

53. Mitigated years old public nuisance

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

55. Purchase property: Old Kid Project Building, Greenwood House

56. Purchase and implement the removal of dangerous building

57. Branding plan and rollout (DeNovo)

58. Flood buyout of home

59. Wayfinding signage installed

60. Special Events coordination and hosting 2026 MLB

61. Field of Dreams professional ballpark design and construction advanced

62. Continuation of Vehicle Replacement Plan

63. Updated employee compensation study

64. Municode progress

65. Alert Iowa system activated

66. 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 without adding to the snow removal equipment causing greater delays in bringing roads back up to usability after a storm.
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 (16th 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 3rd 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 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 Issue

- 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. Labor pool stress for Aquatic Center

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

SIGNIFICANT INITIATIVES, PROGRAMS OR POLICIES

Infrastructure Studies and Plans

1. Complete investigation into options for eliminating odor and material loss of dewatered sludge when excessive rains fall over the summer months
2. Develop a plan to anticipate and budget for major equipment replacements to reduce or eliminate 'surprise' major expenditures
3. Complete system for planning/prioritizing street rehab approaches and projects – 5-year plan
4. Budget and plan for sidewalk replacement program, accessibility compliance, new sidewalk construction, and trail connection
5. Continue strategic sanitary sewer main inspection program in Cartegraph
6. Continue strategic manhole in inspection program in Cartegraph
7. Continue regular and strategic large-scale sewer main cleaning program using trailer jetter and periodically rented jetter/vac unit
8. Investigate possible rehab and low-cost pavement preservation options for some concrete pavements
9. Develop plan for completing water main looping and eliminating dead end mains
10. Develop plan for replacing failing fire hydrants and valves
11. Complete the Lead Service Line inventory and look for ways to fund replacements

12. Integrate WinCan camera data with Cartgraph data management system
13. Continue to utilize pavement preservation techniques

Economic Development Review

14. Consider ways to continue façade program
15. IT and communications security
16. Continue population growth
17. Truly affordable housing program

Personnel Studies and Revisions

18. Wage compensation study
19. Hiring incentive program
20. Perform study to identify if contracting certain PW services is more expensive than doing them inhouse
21. Bring all W-WW operators up to Grade 2 Water and Grade 3 Wastewater operator certification
22. Improve safety measures for the Police Department and City Hall – require citizens to be identified and buzzed in before entry creating a safer work environment
23. 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

24. 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 trainings
25. Adapt state LOSAP program for Volunteer Fire Fighter
26. Review and update Fire Department SOP and SOG

Administrative Studies and Code Revisions

27. Reviewing/creating a policy for food trucks
28. Review all speed limits within city limits to align with current ordinances and amend as necessary for new residential areas
29. Utility rate study
30. Establish Field of Dreams agreement with other government outlining services/responsibilities
31. Annexation Study
32. Create a polling outlet for Dyersville for Ward 1
33. Citizen safety – enough trained Police force
34. Better communication with citizens on the effect of Field of Dreams from a City of Dyersville tax perspective

CITY OF DYERSVILLE, IOWA**EXHIBIT D****CAPITAL PROJECTS/ CONSTRUCTION PROJECTS/ EQUIPMENT PURCHASES****Street, Sidewalk, and Bridge Projects**

1. Pave Old Highway 20 east to Wuchter Rd
2. Repair dilapidated sidewalks and add sidewalks where there are none – paid for by city, residents shouldn't have to pay for sidewalks
3. Continue to look for funding to rehab or replace 3rd Avenue Bridge
4. Work toward installation of 3 new identified bridges
5. 12th to 13th Bridge
6. Repave 16th Ave SE
7. Repair 15th Ave SE and add sidewalk with lighting to apartments
8. Complete construction of concrete pavement resurfacing (Whitetopping) of 1st Avenue West (Old Hwy 20) west of the roundabout
9. Resume strategic resurfacing of City streets in accordance with 5-year plan
10. Continue to plan for an complete budgeted pavement rehab and parking lot pavement projects
11. Continue alley resurfacing
12. 6th Street sidewalk project

13. Improve safety at 3rd Ave SW/3rd St SW intersection. Flashing lights on the stop signs, dedicated lanes for traffic for school drop off and pick up during school days

Water and Wastewater Projects

14. Sludge storage cover
15. N.W. Lift station
16. Continue replacement of original phase WWTP equipment
17. Adding a smaller camera unit to the wastewater camera system to be able to camera the smaller sewers of which there are plenty in the older parts of town
18. Purchasing a better off-road system to provide for accessing sewers in back-yards, etc.
19. Complete and start up SCADA (Supervisory Control And Data Acquisition) system for water and wastewater facilities
20. Replace 9 remaining brick manholes
21. Complete water main, sewer main, and resurfacing of 3 blocks of 1st Street SW

Parks and Recreation Projects

22. Build inclusive playground at Westside Park - \$450,000
23. Splash pad and other updates at pool
24. Complete Beltline trail at least to 2nd St stop sign
25. Sidewalk/trail from Heritage Trail head to Golf Course Rd

26. Expand paved parking lots near Westside Park fields or move soccer complex to field south of Candy Cane
27. Bicycle/walking trail from Dyersville to New Wine Park, along river
28. Plant new trees along south side of Beltline Rd south of Lumber Specialties, perhaps they would be willing to pay for new trees
29. Assist county with Heritage Trail paving, connect Heritage Trail to downtown
30. Improvements to the creeks and rivers through town for appearance and recreation
31. Parks playgrounds upgrades

Building and Facility Improvements

32. Renovate top floor of city hall for public/library/rec dept use – plays, presentations, receptions, meetings
33. Inventory of municipal buildings for roof and HVAC upgrades
34. Repair front door of city hall – replace woodwork
35. Improve safety for the Police Department and City Hall entryways
36. Repair street shop rust/failing screws
37. 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
38. Continue upgrade to building-entry keypads across PW
39. Construction on the new Police Department

40. Library updates/improvements – finish replacing HVAC; carpet and roof part of library capital plan
41. Add snow removal equipment to allow for faster responses to snow storms as the City adds lane miles, adding tailgate sanders to two existing dump trucks would double ability to treat pavements with salt
42. Purchasing a jetter/vac truck to be able to better clear sewer back-ups during emergency
43. Adding a 5th squad to the Police Department fleet
44. More traffic/safety cameras at intersections
45. Update the Fire Department SCBA's
46. Update the Fire Department Bunker gear

Economic Development Projects

47. Development for more housing/streamlining the process
48. Find a use for the Kid Project building
49. Field of Dreams Investment/Development

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 for Mayor/Council
7. Tours of local businesses
8. Keep Council updated on projects
9. Offer training sessions tied to Council meetings
10. Bring concerns to Department Heads before meetings
11. Public input through invitational meetings
12. Council tours of departments/projects

13. Continue to praise employees for doing 110%
14. Stop bragging about paying 65% for 110% work
15. Continue to interact with department heads about day to day
16. More frequent committee meetings
17. Council members be more active in events – parades, etc
18. Keep citizen needs in mind when making decisions

Public Works Teamwork Activities

19. PW staff to continue twice-monthly staff meetings and occasional team-building events
20. PW Director to continue weekly operations meeting with wastewater operations staff
21. PW Director to continue with regular meetings with City Administrator
22. PW Director to continue twice-annual employee-review meetings with each individual crewmember, in summer (formal review) and winter (less formal)
23. Provide for public input and communications through invitational public meetings for residents affected by improvement projects
24. PW Director to continue thorough and complete monthly staff reports to City Council

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. Heritage Trail paving support
5. Bridge installation (12th & 13th Ave, 7th St SW, Beltline Road overpass)
6. SCADA system completion
7. WWTP equipment replacement
8. Lead Service Line Inventory
9. Continue with Ballpark light replacement
10. Fiber-optic network expansion
11. 1st Avenue West Roadway Improvements
12. 12th Ave Traffic Light
13. Facilitate the success of Field of Dreams

14. Branding Plan (progressing)
15. Handicap accessibility downtown (improvements underway)
16. Heritage Trail paving (continued support)
17. Street rehab planning (in progress)
18. Sidewalk additions (ADA compliance improvements underway)