



CITY OF PEOSTA

GOAL-SETTING REPORT 2019

Larry Mescher, Mayor

Gerry Hess, City Council

John Kraft, City Council

Karen Lyons, City Council

Kathy Orr, City Council

Carla Reuter, City Council

Whitney Baethke, City Administrator

Mike Comer, Police Chief

Stacey Bauer, Executive Director of PCC

Dean Ludwig, Director of Public Works

Karen Snyder, City Clerk

VISION FOR THE CITY OF PEOSTA

Council Members were asked what their vision is for the City of Peosta. After some discussion, the following vision was identified:

The City of Peosta will be a self-sustaining community of engaged leaders, providing a safe and productive environment for all residents and businesses, supported by a innovative City Council that is committed to growth and efficiently providing superior municipal services and quality of life amenities that promote the health, wellness, livelihood and resiliency of Peosta and its residents.

MAJOR ACCOMPLISHMENTS

FINANCE

- Reduced tax levy from 8.25 to 8.13055
- 2017 GO Bond financed Booster Station, Tennis Lane, etc.
- Maintain adequate fund balances
- Adopted Fiscal Management & Budget Policy
- Signed police station loan agreement

ECONOMIC DEVELOPMENT

- Supported recruitment of Fareway with development agreement
- Adopted amended Urban Renewal Plan in 2019
- Collaborate with Reiff Funeral Home on their Peosta location
- Support East Peosta industrial development with Penske agreement

INFRASTRUCTURE & PUBLIC WORKS

- Cox-Springs Booster Station
- Upsize sewer main in Thunder Valley
- Tennis Lane street and storm water improvements
- Storm water study in progress
- 120 water meters replaced
- West water main extension & Oak Park Water Main
- Upgrade Thunder Ridge well house

PUBLIC SAFETY

- Constructed new police station
- Purchase of new police truck
- Purchase and installation of body cameras
- Updating of Peosta PD policies and procedures
- Performed several active shooter trainings in Peosta businesses

PARKS & RECREATION

- Construction of Kelly Oaks Park & installation of disc golf feature
- Participation in Keep Iowa Beautiful program
- Augment PCC staff to three full-time employees
- Offer soccer program, Jazzercise, Silver Sneakers/Fit and birthday rentals
- Replacement of weight equipment, improvements to batting cages

POPULATION, HOUSING & PLACEMAKING

- Collaborated with developers on new subdivisions: Thunder Valley, Oak Park, RO 4th
- Participate in Bobcat Pride Service Day
- Partner with IDNR for tree giveaway

ADMINISTRATION, FACILITIES & ORGANIZATIONAL EXCELLENCE

- Peosta Community Centre & City Hall Upgrades
 - ✓ City Hall Remodel
 - ✓ Meeting room upgrades
 - ✓ New flooring in banquet room and weight room
 - ✓ New bar installed in banquet room
 - ✓ PA System integrated
 - ✓ Storage closet built
 - ✓ Upgrades to copy room and front desk
- Zoning Code implemented
- Introduce electronic newsletter
- Created new job descriptions for administration and public works
- Completed recodification
- Implemented BoardDocs and purchase card software, Council iPads
- Adopted several new policies
 - ✓ Cell Phone policy
 - ✓ PD Immigration Compliance policy
 - ✓ Purchasing policy
 - ✓ Travel & Training policy
 - ✓ Safety Self Audit
 - ✓ Lockout Tagout
 - ✓ Confined Spaces

STRENGTHS

FINANCE

- Low property taxes and utility rates
- Solid fund balances

ECONOMIC DEVELOPMENT

- Active business community
- Very strong, large industrial park
- Developed, commercial properties for sale
- Medical clinic & pharmacy available to residents
- Fareway grocery store
- In Hwy 20 Corridor

INFRASTRUCTURE & PUBLIC WORKS

- Cox-Springs Booster Station
- Much of our infrastructure is newer

PUBLIC SAFETY

- Centrally-located Police Department, sized for growth
- Solid fire and EMS services & relationships
- Relationship with Dubuque County Sheriff, reliability of County coverage

PARKS & RECREATION

- Strong rec programs administered out of PCC
- Large, multi-use indoor facility

POPULATION, HOUSING & PLACEMAKING

- Good new construction inventory
- Part of one of the top school districts in the state
- Northeast Iowa Community College
- Growth rate
- Community is comprised of families from all around the Midwest, lots of relocations to Peosta
- Proximity to Dubuque
- Peosta Days celebration

ADMINISTRATION, FACILITIES & ORGANIZATIONAL EXCELLENCE

- Quality staff
- Peosta Community Centre

WEAKNESS & THREATS

FINANCE

- Property tax code changes
- Long history of low taxes and rates; ability to address needs of community and future projects in current environment

ECONOMIC DEVELOPMENT

- Hotel options
- Running out of industrial lots
- Inefficiencies due to sprawl, seek to infill

INFRASTRUCTURE & PUBLIC WORKS

- Burds Road parking
- Industrial roads need attention
- Hwy 20 lift station
- Need some major road improvements
- Traffic congestion at specific times
- Stormwater concerns
- Railroad track maintenance
- Need updated Capital Improvements Plan
- No permanent generation capabilities for wells

PUBLIC SAFETY

- Possible increases in crime with increased development

PARKS & RECREATION

- Lack of parks and outdoor recreational space
- No pool or splash pad
- PCC repairs (roof)

POPULATION, HOUSING & PLACEMAKING

- Communication with agricultural community
- Westward Dubuque expansion
- Preparedness for any upcoming annexations
- Required to react to rampant growth
- Limited housing price points
- Lack of common spaces
- Bedroom community
- Increased fencing

ADMINISTRATION, FACILITIES & ORGANIZATIONAL EXCELLENCE

- Keeping IT hardware and software updated
- Turnover/retirement planning
- Lack of planning and reactive decision-making

OPPORTUNITIES

FINANCE

- Establish solid system and policies to manage new property tax code changes and related changes to budget process
- Communication with public regarding budget process and changes

ECONOMIC DEVELOPMENT

- Need a consistent TIF policy to use as baseline for all development agreements
- More commercial and industrial business growth
- Strengthened relationship with GDDC, GDDC campaigns
- Diversified dining options
- Coffee shop and hardware store recruitment
- Possible Chamber of Commerce

INFRASTRUCTURE & PUBLIC WORKS

- Manage traffic and congestion (turn lanes, etc)
- Burds Road parking
- Industrial roads need attention
- Asset management system, keep new infrastructure in top shape

PUBLIC SAFETY

- Increased collaboration with local public and private schools
- Continue to build relationship with business community

PARKS & RECREATION

- Develop parks and walking trails
- Augment recreation programming
- Pavilion for resident use
- Pocket parks

POPULATION, HOUSING & PLACEMAKING

- Entertainment options for local residents
- Outdoor community space and community events, create 'city center'
- Continued residential development, increase walkability
- Retirement facility
- Targeting PR efforts – history of Peosta, marquee sign

ADMINISTRATION, FACILITIES & ORGANIZATIONAL EXCELLENCE

- Support local businesses
- Move to a paperless system to provide better security, more transparency and office efficiency
- Strengthen city brand
- Re-build city website – provide information for businesses, residents, visitors
- Targeted PR efforts to highlight the history of Peosta
- Increase training opportunities for city staff and partners
- Improve communication on ALL levels
- Adoption of pay scale and compensation review processes for all departments

ON-GOING COMMITMENTS

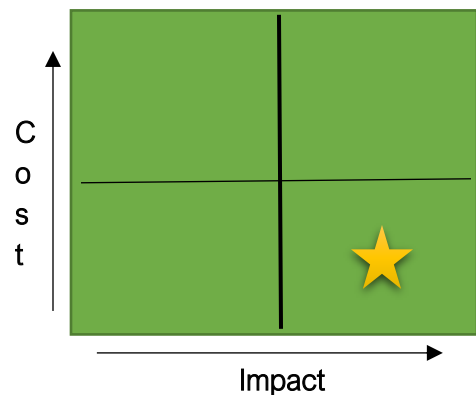
The following were identified as on-going commitments or priorities for the upcoming 24-month period:

- **Wastewater Treatment plant construction:** Currently in design phase, estimated substantial completion in summer/fall of 2022. **In Progress**
- **Industrial Drive Road construction:** Construction in summer of 2019 **COMPLETED**
- **Storm Water Study:** Currently, in the final phase of a three-part storm water study **COMPLETED**.
Began design
- **City/PCC Operations & Finance Study:** The City Council and PCC Board of Directors are currently reviewing the processes, policies and procedures in place; seeking to identify opportunities for improvement and additional efficiency. **In Progress**
- **Kelly Oaks Park Development:** The Keep Iowa Beautiful group has led the efforts to develop the park area and is working on future phases. **Secured Sponsored Project funding, ongoing planning**
- **Zoning Update:** The zoning ordinance requires some refinement and revision with respect to signage, fencing, etc. Planning & Zoning Commission meets monthly and will continue to propose changes for Council approval. **Home business, signage, parking updates in progress**
- **Firemen's Park Rehabilitation:** Upgraded equipment and possible change in footprint of park is currently underway at our largest park. **COMPLETED**
- **Personnel:** Currently in the process of bringing police department back up to full staff **COMPLETED**
- **Branding:** Efforts to bring the city's identity into alignment are underway. **BRANDING COMPLETED; apparel, signage, document transition also completed**

SIGNIFICANT INITIATIVES & PROGRAMS CONSIDERED

The Mayor, Council and Staff reviewed potential new projects, programs, policies and initiatives considered for the next 24 months:

- **Acquisition of land for possible new city park (5)***
- Master Parks & Trails Plan – explore splash pad
- Evaluate Hwy 20 lift station, plan for upgrade
- Meet generation needs for lift station and wells
- Kapp Drive Turn Lane
- Kapp Drive Replacement
- Assist with development of workforce housing in support of education and industry
- **Complete updated CIP with Street Replacement Plan (3)**
- Cox-Springs Road Resurface
- Thunder Hills Interchange progress
- Issues with the railroad tracks
- Commercial development
- **Adopt formal TIF policy (3)**
- Collaborate on establishment of Chamber or Community Development Corp
- **Increase communication and participation with the community (open forums) (3)**
- Storm Water plan and ordinance adopted
- City Hall Space Study & Plan completed
- Increase recreational programming and special events
 - ✓ Support sand volleyball activities
- Peosta Street to Burds Turn Lane with Storm Water Project
- Explore ways to increase Organizational Excellence and Efficiency
 - ✓ Upgrade BoardDocs, Paperless System, local banking
- Five-Year Staffing Plan
- Redesign website
- City-wide pay scale



PRIORITIZATION OF SIGNIFICANT INITIATIVES & PROGRAMS

The Mayor and Council identified and ranked the following initiatives and programs as the most urgent or important:

TOP PRIORITY

- Acquisition of land for possible new city park [Some progress, currently in waiting](#)
- Complete updated CIP with Street Replacement Plan [COMPLETED, 2020 update IP](#)
- Adopt formal TIF policy [COMPLETED, successfully utilized](#)
- Increase communication and participation with the community (open forums)

HIGH PRIORITY

- City Hall Space Study & Plan completed [COMPLETED](#)
- Peosta Street to Burds Turn Lane with Storm Water Project [Under design](#)
- Explore ways to increase Organizational Excellence and Efficiency [Staff additions and process changes made successfully](#)
- Evaluate Hwy 20 lift station, plan for upgrade [Under design, in CIP](#)
- Thunder Hills Interchange progress [Administrator working with Dbq County on conceptual designs](#)
- Commercial/Retail development [Bowling alley under construction](#)
- City-wide pay scale [No action](#)

[Held first annual Perspectives open house and transitioned to monthly e-newsletters](#)

OTHER PRIORITY

- Master Parks & Trails Plan – explore splash pad [Plan underway](#)
- Meet generation needs for lift station and wells [In CIP](#)
- Promote development of workforce housing in support of education and industry [Beginning conversations](#)
- Cox-Springs Road Resurface [Programmed for 2022 north of 20, South to be completed in FY21](#)
- Issues with the railroad tracks [Council Member Hughes has established relationship](#)
- Collaborate on establishment of Chamber or Community Development Corp [COMPLETED](#)
- Storm Water plan and ordinance adopted [Ordinance drafted, Council requesting further discussion](#)
- Increase recreational programming and special events: sand volleyball, etc.
- Redesign website [Under contract, to be completed in FY21](#)

ACTION PLANS

Staff & Management identified the following abbreviated action plans to move the Council's priorities forward:

TOP PRIORITY

- Acquisition of land for possible new city park
 - ✓ Continue evaluating land suitable for city park space
 - ✓ Develop limited concept plans to guide development/negotiations
- Complete updated CIP with Street Replacement Plan
 - ✓ Meet with directors and compile capital needs list
 - ✓ Hold capital planning session with city council
 - ✓ Engage financial planners to provide related debt analysis/recommendations
 - ✓ Prepare and revise complete CIP
- Adopt formal TIF policy
 - ✓ Review TIF policies of other communities in Iowa
 - ✓ Prepare tax revenue analysis to guide conversation
 - ✓ Upon preparation of draft, collect feedback from CDPC regarding suitability and effectiveness of policy
- Increase communication and participation with the community (open forums)
 - ✓ Collect best practices from surrounding communities on engagement
 - ✓ Host council discussion on preferred methods
 - ✓ Develop one-page communication and engagement document outlining plan

HIGH PRIORITY

- City Hall Space Study & Plan completed
 - ✓ Engage architect to assess needs and complete space study
- Peosta Street to Burds Turn Lane with Storm Water Project
 - ✓ Complete storm water study and adopt ordinance (IIW)
 - ✓ Work with engineer to determine project specs & ideal timeline
 - ✓ Integrate project into CIP
- Explore ways to increase Organizational Excellence and Efficiency
 - ✓ Coordinate demos with appropriate firms to explore available features and programs
 - ✓ Evaluate costs related to total budget, possibly integrate into CIP
 - ✓ Issue banking services request for proposal to evaluate options
[Integrate Laserfiche and Payroll Management module](#)

- ~~Evaluate Hwy 20/NICC lift station, plan for upgrade~~
 - ✓ ~~Collect capacity assessments, projections on life of equipment~~
 - ✓ ~~Plan to replacement via CIP~~
- Thunder Hills Interchange progress
 - ✓ Communicate with DOT – status update and contemplations
 - ✓ Interact with IDOT Commission, advocate for project consideration
- Commercial/Retail development
 - ✓ Identify community needs and gaps in current offerings
 - ✓ Collaborate with known leads and evaluate viability
 - ✓ ~~Provide city support in concurrence with TIF policy, if appropriate~~
- City-wide pay scale
 - ✓ Analyze current and market wage rates
 - ✓ Collect best practice data from Iowa communities on wage scale management
 - ✓ Develop draft pay scale for City Council revision and comment

OTHER PRIORITY

- Master Parks & Trails Plan – explore splash pad
 - ✓ ~~Issue RFP for master parks & trails plan~~
 - ✓ ~~Integrate parks and trails plan project into CIP~~
- Meet generation needs for lift station and wells
 - ✓ Explore hazard mitigation grant opportunities for generation
 - ✓ Gather specs of required generators
- Promote development of workforce housing in support of education and industry
 - ✓ Collaborate with business and educational community to assess need
 - ✓ Collect economic impact data
 - ✓ Work with developers to explore most effective properties
 - ✓ Potentially review rebate opportunities, guided by TIF Policy
- Cox-Springs Road Resurface
 - ✓ ~~Communicate with Dubuque County to discern their improvement plans~~
 - ✓ ~~Work cost estimate into CIP and street improvement plans~~
 - ✓ Explore future DOT plans with Cox-Springs crossing
- Issues with the railroad tracks
 - ✓ Get engineering recommendation on course of action, CIP
- ~~Collaborate on establishment of Chamber or Community Development Corp~~
 - ✓ Informally identify gaps that could be filled by a development corp
 - ✓ Gauge community interest - reach out to potential board members

Corp established, focus on building membership and defining goal in FY21

- Storm Water plan and ordinance adopted
 - ✓ ~~Continue to work with IIW to finish the storm water study~~
 - ✓ Adopt ordinance
 - ✓ Review CIP and test revenue models of storm water utility
- Increase recreational programming and special events: sand volleyball, etc.
 - ✓ Assist PCC with assessment of needs and gaps in programming
 - ✓ Consider planning for some of these features as a capital improvement
- Redesign website [In progress now](#)
 - ✓ ~~Complete city branding initiative, get firm recommendations on website direction~~
 - ✓ ~~Explore options with current vendor and others~~
 - ✓ ~~Establish team to manage the website project~~