

City of Tiffin, Iowa

Minor Strategic Planning & Goal Setting 2026

Mayor:
Tim Kasperek

City Council:
Tim Orris
Tony Johnson
Skylar Limkemann
Chris Olney
Eric Schnedler

Facilitated by:
Doug Boldt
City Administrator – Tiffin

January 6, 2026

CITY OF TIFFIN, IOWA

GOAL SETTING SESSION

2026

TABLE OF CONTENTS

Introduction	Page 3
Goal Setting Work Session	Page 3
Significant Initiatives or Programs 2026	Page 4
1. Top Priority Items	
Long-term Significant Initiatives or Programs 2026	Page 4
1. Top Priority Items	
Comments	Page 4
<u>Exhibit A</u> – Major Accomplishments – Mayor/Council/Staff	Page 5
<u>Exhibit B</u> – Issues and Concerns – Mayor/Council/Staff	Page 6
<u>Exhibit C</u> – Significant Minor Projects, Initiatives or Programs – Mayor/Council/Staff	Page 7
<u>Exhibit D</u> – Long-term Significant Initiatives or Programs – Mayor/Council/Staff	Page 8
<u>Appendix A</u> – Agenda, Cover Letter and Ground Rules	Pages 9-12
<u>Appendix B</u> – Preliminary Questionnaire	Page 13-14

CITY OF TIFFIN, IOWA

STRATEGIC PLANNING AND GOAL SETTING SESSION

2026

Introduction

The City Council of the City of Tiffin conducted a minor strategic planning and goal setting session that involved the following steps:

1. Prepare a questionnaire to identify departmental needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Prepare a list of the suggested minor initiatives, programs and policies 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 and department heads.
4. Preparation of this final report.

Goal Setting Work Session

City Council Members, the Mayor and City Department Heads held a work session conducted by Doug Boldt, Tiffin City Administrator, on January 6, 2026. In attendance and participating at this meeting were Mayor Tim Kasparek, Councilpersons Tim Orris, Tony Johnson, Skylar Limkemann, Chris Olney, and Eric Schnedler. Department Heads in attendance were Brian Detert, Grant Weber, Liz Petersen, Ashley Platz and Abigail Hora. Also in attendance were Fire Marshal Bill Erb, Sergeant Hynes

The City's Elected Officials and Staff were asked to do the following during the meeting:

1. Identify the major accomplishments of the City within the past 12-48 months. **(Exhibit A)**
2. Review the specific list of issues and concerns facing the City. **(Exhibit B)**
3. Review and revise the list of significant minor projects, initiatives or programs. **(Exhibit C)**
4. Review and revise the list of long-term significant initiatives or programs. **(Exhibit D)**
5. Indicate/vote on the most important minor initiatives or programs, both short-term and long-term. Short-term was defined as within the next 60 months. Long-term was defined as after 2030.

Significant Initiatives or Programs 2026

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

Top Priority Items – within the next 60 months

1. General street maintenance (crackfilling, dips, broken panels)
2. Sealcoat/pave South Park Road, 340th Street and the shoulders on Roberts Ferry Road
3. Purchase land for park expansions and long-term success/growth of the City
4. Emphasize and expand community events (Rec Fest and similar)
5. Continue economic development initiatives (marketing, branding, beautification)
6. Initiate rental inspection program with permits

Note: A complete list of all significant minor projects, initiatives or programs by the Mayor, City Council and Department Heads is attached as **Exhibit C**.

Long-term Significant Initiatives or Programs 2026

The Mayor and City Council identified the following long-term initiatives and programs.

Top Long-term Priority Items – after 2030

1. Add aquatic component to Recreation Center (complete future phases)
2. Update long-term transportation and arterial road network beyond current city limits
3. Open pedestrian tunnel under Highway 6
4. Connect city trails to soccer park, Forevergreen Road and beyond
5. Explore annexation south of I-80 and 340th Street

Note: A complete list of all long-term significant initiatives or programs by the Mayor, City Council and Department Heads is attached as **Exhibit D**.

Final Comments

This was a very good goal setting session although I think we could have used about another 30 minutes to conclude the session, we were right up against the 7:00 p.m. start time of the regular City Council meeting. There was a lot of positive discussion and direction on the various issues and projects that were identified as priorities both short and long term. Action plans or continued follow up on the selected priorities will help define the steps needed to accomplish the various tasks or objectives.

It is also recommended the City take the time to review the lists of the priority items on a bi-annual basis preferably at a work session. 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.

In planning and preparing for our goal setting sessions, this time of the year, both fiscal and calendar, seems to work well. With Council approval we will plan on the same timeframe for future sessions.

Mayor/Council/Staff Questionnaire Responses

I. Major Accomplishments (Past 12–48 Months)

A. Infrastructure & Transportation

- Trail Phase 7 completion
- Forevergreen Road/Intersection resolution
- Highway 6 Roundabout
- Construction of Mehmen Avenue and South Kimberlite Street
- North Park Road Project underway
- Highway 6 Expansion Project (design phase)
- Completion and extension of Village Drive

B. Parks & Recreation Enhancements

- Built five new park shelters
- Built two new baseball/softball fields
- Lights added at Deerview Park and Potter Park
- Rehabilitation of two detention/retention ponds and added second fountain to Big Pond

C. Facilities & Utilities

- New Public Works Facility
- Well #5 completed
- Water Treatment Plant upgrade in progress
- Recreation Center construction in progress

D. Community Development & Growth

- Completed purchase of the Downtown Block
- Residential and commercial developments continuing and increasing
- Homemakers building and IHG Hotel coming to Tiffin

E. Governance & Operations

- Special Census performed
- Expanded economic development efforts
- Public Library brought under City umbrella with increased programming
- 5-year law enforcement contract with JCSD
- Implementation of hydrant flushing and valve exercising program
- Significant equipment upgrades across departments
- Hired Assistant City Administrator
- Transitioning to full-time Fire Chief
- City Code codification (almost complete)
- Updates to City website and agenda management tool

Mayor/Council/Staff Questionnaire Responses

II. Issues and Concerns

A. Infrastructure & Transportation

- Parking challenges during tournaments at City Park
- Traffic and pedestrian safety along Highway 6 (especially near schools) and overall walkability
- General future infrastructure needs (streets like RFR south of RR tracks, South Park Road)
- Traffic signals at Deerview and Highway 6
- Maintaining current city infrastructure

B. Accessibility & Inclusivity

- Compliance with ADA and WCAG 2.1 standards
- Inclusive policies and multilingual documents for city departments

C. Financial & Resource Planning

- Future financial planning for major infrastructure projects
- Ability to finance necessary upgrades (Water Plant, WWTP, Well #6)
- General increase in water budget for plant operations
- Need for additional personnel city-wide
- Planning for additional land for future City Hall

D. Public Safety & Services

- Future of law enforcement contract with JCSD
- Fire Department culture, organization, and facility needs

E. Community Engagement & Education

- Public education on water plant upgrades (softener adjustments/removal)
- Clear objectives and goals for each city department with deadlines and Council follow-up

F. Policy & Administration

- Onboarding, performance reviews, staff development tools
- Review of animal licensing and registration fees
- Review of municipal infractions enforcement mechanisms
- Current garbage and recycling contract

G. External Factors & Technology

- State legislative changes (property tax/TIF/LOST reform)
- Keeping current with technology

Mayor/Council/Staff Questionnaire Responses

III. Significant Minor Projects, Initiatives, or Programs (Next 60 months)

A. Infrastructure & Utilities

- General street maintenance (crackfilling, dips, broken panels)
- Planning for water/sewer expansion upgrades
- Planning for traffic/road expansions
- Sealcoat/pave South Park Road, 340th Street, and shoulders on RFR
- Pave or sealcoat graveled portions of Public Works facility
- Generators for Water Tower and Well #3
- Comminutor/grinder for Park Road lift station
- Paint Water Tower with new logo and lighting
- Upgrade IT system at City Hall
- Continue GIS mapping of utilities

B. Parks & Recreation Enhancements

- Increase recreation programming and park upgrades (trash receptacles, robotic line painter)
- Construction of restrooms at Deerview Park and auxiliary fields
- Splash pad at Deerview Park
- Second dog park
- Improve all current ball diamonds
- Pave Trailhead parking lot off RFR
- Update recreation trail plan (expansion, signage, mapping)
- Stock detention/retention ponds
- Purchase land for park expansions and for long-term success/growth of City

C. Community Engagement & Programs

- Emphasis and expand community events (RecFest and similar)
- Create committees for volunteer involvement (e.g., Parks & Recreation Committee)
- ELL community programs and initiatives
- Institute employee wellness program

D. Economic Development & Branding

- Continue economic development initiatives (marketing, branding, beautification)
- Update animal licensing process
- Redo garbage and recycling contract

E. Sustainability & Innovation

- Renewable energy/conservation projects (solar field, flower turbines, rain gardens, native landscaping, tree planting)

F. Policy & Administration

- HR platform for onboarding, performance reviews, staff training
- Initiate rental inspection program with permits
- Verified vehicle replacement plan for Fire Department
- Increase/improve general efficiencies of all City operations

Mayor/Council/Staff Questionnaire Responses

IV. Long-Term Significant Initiatives or Programs (After 2030)

A. Community Services & Amenities

- Explore childcare/BASP options at the Recreation Center
- Add aquatic component to Recreation Center (complete future phases)
- Plan for stand-alone Library
- Continue expanding recreation programs and major community amenities (e.g., amphitheater in Park Place)

B. Infrastructure & Transportation

- Update long-term transportation and arterial road network beyond current city limits
- Urbanization of RFR – including pedestrian bridge and sidewalks
- Urbanization of South Park Road
- Pave shoulders on Robert Ferry Road (until urbanization can be done)
- Open tunnel under Highway 6
- Connect city trails to soccer park, Forevergreen Road, and beyond
- Explore regional transit hub connecting Tiffin to Iowa City and Coralville

C. Public Safety & Facilities

- Fire Station expansion to include JCSD and Johnson County Ambulance
- Establish a City of Tiffin Police Department
- Plan for additional Public Works space and future staffing needs

D. Economic Development & Branding

- Continue economic development efforts and incentives
- Create business incubator/innovation hub for startups and shared resources
- Rebrand city logo strategy (use traditional ‘crossroads’ for signage, new logo for digital)

E. Land Acquisition & Growth

- Continue purchasing properties in Original Town and finalize redevelopment plan
- Purchase land for park expansions as city grows
- Explore annexation south of I-80 and 340th Street

F. Sustainability & Technology

- Renewable energy projects (e.g., solar field for utility offset)
- Continue GIS mapping of city utilities
- Invest in robotic line painter and other efficiency tools

G. Parks & Recreation Enhancements

- Light remaining two ball diamonds in Jim Bartels Tiffin City Park

H. Policy & Administration

- Initiate rental inspection program with permits
- Develop a Staff Plan for City’s personnel growth

*Highlighted in yellow received the most votes to become a priority

*Highlighted in teal are items that can be resolved by staff or are within an operational budget

Appendix A

City of Tiffin, Iowa

Meeting:	Tiffin City Council Work Session
Place:	Tiffin Fire Department, 211 Main Street, Tiffin, Iowa, 52340
Date/Time:	January 6, 2026 – 5:30 PM
Web Page:	www.tiffin-iowa.org
Posted:	January 2, 2026 (website & front entry of City Hall)

Mayor:	Tim Kasparek	City Administrator:	Doug Boldt
Council At Large:	Tim Orris – Mayor Pro-Tem	Asst. City Administrator:	Ashley Platz
Council At Large:	Tony Johnson	City Attorney:	Crystal Raiber
Council At Large:	Skylar Limkemann	City Clerk:	Abigail Hora
Council At Large:	Chris Olney	W/WW Superintendent:	Brett Mehmen
Council At Large:	Eric Schnedler	D. of Public Works:	Brian Detert
		Building Official:	Brian Shay
		Recreation Director:	Grant Weber
		Fire Chief:	Vacant
		City Engineer:	MSA Professional Services

Call to Order – 5:30 PM

- A. Roll Call**
- B. Agenda Additions/Agenda Approval**
- C. Minor Strategic Planning and Goal Setting Session for 2026**
- D. Questions from Council Members regarding items on the Regular City Council Agenda or Reports**
- E. Other Business**
- F. Adjournment**

Pursuant to §21.4(2) of the Code of Iowa, the City has the right to amend this agenda up until 24 hours before the posted meeting time.

If anyone with a disability would like to attend the meeting, please call City Hall at 545-2572 to arrange for accommodations/transportation.

Appendix A

Date: January 5, 2026
To: Honorable Mayor, City Council Members, and City Staff
From: Doug Boldt, City Administrator
Re: Minor Strategic Planning and Goal Setting Session

Enclosed is the packet for tomorrow night's the Minor Strategic Planning and Goal Setting Session.

Please take some time to review the contents of your packet to familiarize yourselves with the Ground Rules and Survey Results.

At the meeting we plan to generally organize the Session as follows:

1.) We will briefly touch on the Ground Rules to see if the participants understand them and agree to abide by them.

2.) We will briefly review the lists of Major Accomplishments. I will ask if everyone understands each item that is listed. These items are grouped together so hopefully they don't appear to duplicate each other.

3.) We will briefly review the lists of Issues or Concerns primarily to make sure there isn't anything that would need to be moved to the Minor Projects, Initiatives or Programs list.

4.) The bulk of the session will be spend on the lists of Significant Minor Projects, Initiatives or Programs. These lists are the ones that you will be asked to vote on by using the 'dots.' There's more on this process later in this letter.

5.) We will briefly talk about the lists of Long-Term Significant Initiatives or Programs. Depending on how much time is left in the work session, we may not vote on these items. This list will primarily be used for guidance for future goal setting sessions so ranking them in a specific order may not be entirely necessary at this time.

Whether it concerns your lists of Major Accomplishments or Significant Minor Projects, Initiatives or Programs, please consider the following questions because we will likely come back to them during the meeting:

*--Can we clarify the meaning of this item?
--Is this item too broad in its scope? Can it be narrowed?
--How can we edit this item to give it the meaning that you want it to have?
--Does this item belong on your list, or should we remove it?
--Is this an issue that we can actually do something about?
--If listed under 'Significant Minor Projects, Initiatives or Programs': Has the decision to do this item already been made? Is it either underway or is it already done? Can it be done now or do we need to perform a study before the item can happen?*

Going back to Significant Minor Projects, Initiatives or Programs, this again will be the main set of lists that you will be asked to vote on. Ahead of this meeting these items will have already been written on large sheets of paper. We will go through the listed items to either edit or delete them if necessary.

When it comes to voting with the dots, please be mindful of the following:

--For the first round of voting, you'll each be given approximately 5 dots, all the same color.

--You will be asked to initial your dots.

--While voting, you don't have to use all of your dots. However, you can't double-vote for an item or trade votes with another participant.

--After your first round of voting, we will see if we can find your approximately top five goals. These goals will be circled.

--If a second round of voting is necessary, you will each be given another set of dots, but of another color. You will be asked to initial these, too. After this round of voting, we will see if we can identify some second-tier goals.

--Another round of voting will take place for the Long-Term Significant Initiatives or Programs. This will be the same process as was done with the Significant Minor Projects, Initiatives or Programs, with 5 dots.

Soon after the meeting you will receive a draft of a final report of the results of the session. You may make clarifications and modifications however you wish. The final report will then be put into its final form.

Combined with the already known capital projects, we will periodically review the list of goals to either acknowledge their completion or discuss the action steps needed to move forward with your remaining initiatives.

Appendix A

Minor Strategic Planning and Goal Setting Session – Ground Rules

- 1.) The process and the final report aren't 'cast in stone.' Either can be revised by the majority of the Council members.
- 2.) This isn't the time to be critical of other ideas or suggestions. If you don't support a particular idea or project, simply don't vote for it.
- 3.) This isn't a time to 'sell' or promote your suggestions. Those discussions can come in later meetings. This is a time to clarify and explain your suggestions, but not necessarily the time to debate. NO ONE PERSON SHOULD DOMINATE A DISCUSSION.
- 4.) Everyone needs to be respectful and patient of the ideas, suggestions, and comments of other participants. BE OPEN TO NEW IDEAS. BE CONSTRUCTIVE. EVERYONE NEEDS TO PARTICIPATE.
- 5.) Every idea or proposal is worthy of consideration but ideas or proposals should be limited to those that you have a *realistic* chance to be effective within the community. LISTEN ACTIVELY AND CAREFULLY.
- 6.) There should be a 'free flow' of ideas, but remember the time is short. We will not have time to resolve issues at the session. FOCUS ON IDEAS, NOT PERSONALITIES.
- 7.) Silence means affirmation. If we ask if anyone disagrees and no objections are heard, it will be assumed that everyone is in agreement. IT IS OK TO RESPECTFULLY DISAGREE.
- 8.) Side conversations should be held to a minimum so that everyone can be heard and understood. NO SIDEBAR CONVERSATIONS. PLEASE TURN-OFF CELL PHONES AND PLEASE NO TEXTING DURING THE MEETING.
- 9.) This is your meeting. Enjoy it and keep it 'light.'

Appendix B

MINOR STRATEGIC PLANNING AND GOAL SETTING SESSION FOR 2026 TIFFIN, IOWA

PRELIMINARY QUESTIONNAIRE

Introduction.

The Mayor and City Council of the City of Tiffin will be conducting a minor strategic planning and goal setting session on **January 6, 2026, at 5:30 p.m. at Tiffin Fire Station**. With the City's major capital projects for the next five years mostly already laid out (Forevergreen Road Roundabout, Highway 6 expansion, Amphitheater, Fire Station and the Wastewater Treatment Plant upgrade) the purpose of the session will be to identify and prioritize the City's overall (**minor**) goals and objectives for the next three to five years assuming funding sources aren't completely utilized in the above listed major projects. In order to prepare for this session, you're being asked to help identify key issues and potential objectives in the survey below. The survey results will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. Please return your completed questionnaire to the Mayor or me either physically or by email by **Friday, January 2, 2026**.

There is no need to put your name on this questionnaire, but please check one of the following choices:

_____ **I am an elected official.**

_____ **I am a member of the City's Staff.**

I. Major Accomplishments.

Please take a few minutes to list the top **five** major accomplishments you feel have taken place in the City of Tiffin over the past 12-48 months. These accomplishments could be as large as a street project or as simple as a newly written City Policy. The items do not have to be in any particular order and again, you need not spend a large amount of time on this as it will only be a small portion of the session.

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

II. Issues or Concerns.

Please list up to **three** specific issues or concerns that you have regarding future City services, policies or operations. *You should list items that can be feasibly addressed at the City-level rather than items that are outside of our ability to change.* You do not need to identify the potential answers or solutions to your issues or concerns.

1. _____

2. _____

3. _____

III. Significant Minor Projects, Initiatives or Programs.

Please list your top **three** minor projects, initiatives, programs, policies or equipment purchases that you think the City should consider within the **next five years**. These items do not have to be listed in any particular order.

1. _____

2. _____

3. _____

IV. Long-term Significant Initiatives or Programs.

Please list any major project, initiative, program, policy or equipment purchase that you think the City should consider in its long-term planning. These are items that are more likely to be done **after 2030**. These items do not need to be listed in any particular order.

1. _____

2. _____

3. _____

4. _____

5. _____