

**CITY OF CEDAR FALLS  
CITY COUNCIL GOALS, SHORT TERM FINANCIAL PLAN & WORK PROGRAM  
FOR FISCAL YEAR 2020**

**MISSION**

**MAINTAIN AND IMPROVE THE SAFETY AND DESIRABILITY OF CEDAR FALLS THROUGH THE EFFICIENT DELIVERY OF PUBLIC SERVICES, AND THE ONGOING PRACTICE OF OPEN COMMUNICATION AMONG COUNCIL, STAFF, MAYOR, AND THE CITIZENS.**

**ORGANIZATION GOAL 1**

**Continue to provide a representative system, which identifies and anticipates concerns, problems, and opportunities, which are effectively addressed with thoughtful and decisive governmental actions.**

**Supporting Policies:**

- Set policies and guidelines, which provide broad direction to administrators who formulate management decisions to provide efficient service offerings and operations.
- As a policy-making body, interpret community needs and values and convey them to City staff through consistent legislative and policy actions.
- Continue to provide a forum for public input related to City actions through open public meetings, hearings, committees, commissions, task forces, local access cable television, and web-based media.
- Develop cost effective methods of informing the public of available ways to provide input to encourage wider participation in the various boards, commissions, task forces, and other support groups providing input to the City.

**Long Term & On-going Objectives:**

- Continue to hold an annual joint meeting with Cedar Falls Utilities to discuss the impacts and strategies to deal with the on-going transfer of Utility funds in lieu of property taxes, franchise fees, use of right-of-way, TIF reimbursement, and support of entrepreneurship
- Hold joint meetings with policy making City boards such as the Library Board and the Planning & Zoning Commission.
- Consider holding when timely, joint meetings with the Waterloo City Council, Black Hawk County Supervisors, Cedar Falls Community School District and the University of Northern Iowa.
- Encourage the professional development of City Council members and advisory boards by providing staff facilitated work sessions, training sessions and innovative project presentations from other cities.

- Explore the potential of intergovernmental cooperation options with Waterloo, CFU, UNI, the County or other governmental bodies. Examples include: art & culture services, airport operations, public safety services, transit systems, economic development coordination, emergency response, sewer infrastructure, shared facilities or equipment.
- Continue work on joint CFU, Cedar Falls Schools and UNI projects.
- Discuss with MET to identify options for public transportation.
- Continue to develop 10-year community strategic plans at 5-year intervals.

**FY20 Detailed Objectives:**

- Metro area objectives:
  - City of Waterloo
    - Support the creation of a Regional Airport Authority, if initiated and supported by the City of Waterloo.
    - Support the Police and Fire Chief level discussions expressing City support for the development of Fire and Police mutual aid agreements with the City of Waterloo that promote faster emergency response times and the reduction of callback expenses for both cities.
    - Promote the development of a metro fire station location study.
    - Common legislative goals
    - Waterloo use of Cedar Falls' refuse transfer station
    - Cooperative efforts to upgrade the consolidated public safety dispatch system and look for alternatives to keep dispatch costs low.
    - Cooperative use of sanitary sewer systems based on natural gravity flow basins
    - Cooperative sewer regionalization study
  - Monitor the efforts and benefit of regional economic development organizations.
    - Continue participation in the Cedar Valley Alliance to ensure Cedar Falls external marketing interests are best served.
    - Continue to monitor all economic development agencies (Community Main Street, College Hill Partnership, and Cedar Valley Alliance) to determine if cash subsidies result in services of value to Cedar Falls citizens and businesses.
  - Continue to maintain a Cedar Falls Visitors and Tourism Bureau.
    - Continue to coordinate marketing and programming efforts between the UNI, Cedar Falls and Waterloo Visitors and Tourism Bureaus for all Metro tourist events.
- University of Northern Iowa objectives:
  - Enhance communication with the University of Northern Iowa to address public safety issues, parking, College Hill neighborhood issues, equitable payment for

City services, sharing of facilities and the elimination of duplicated governmental services.

- Specifically study with UNI management staff the development of shared service contracts that involve policing, fire protection, dispatch, street maintenance, utilities, and recreational facility development or usage.
- Continue to coordinate the development of new City open field recreational uses with UNI to minimize the purchase of additional land allowing City funds to be used for site development.
- Communicate with Regional Workforce Development Agency and UNI to identify ways to retain recent graduates from UNI.
- Cedar Falls Schools objectives:
  - Encourage the Cedar Falls Schools to maintain an elementary school in northern Cedar Falls consistent with the Northern Cedar Falls Citizens Visioning Committee recommendations.
    - Assist the Cedar Falls School District with infrastructure improvements that create parking areas, joint City/Schools playgrounds, building expansion areas and resolution of drainage problems at the North Cedar School site.
  - Develop designs near public schools, which improve parking and pedestrian traffic conditions similar to Orchard Hill, Southdale, and Lincoln Schools.
  - Coordinate with the Cedar Falls Schools the completion of the new neighborhood elementary school and park and a new or remodeled high school. As part of the process, identify existing local, county and state of Iowa public facilities, programs and property to minimize duplication of services.
- Cedar Falls Utilities objectives:
  - Annually consider repaying eligible CFU expenses (if excess TIF revenues exist) for projects they have completed in City TIF districts, subject to, CFU maintaining a fair and updated annual transfer that equitably compensates the City for return on investment from City ownership, property taxes, franchise fees and use of ROW.
    - City staff members are directed to certify the maximum amount of legally incurred TIF debt annually by December 1 for all completed City and CFU construction work within the Industrial Park TIF District to better position the City and CFU financially.
  - Support CFU in the implementation of their water service programs as they are the sole governmental entity authorized by code to provide these services.
    - Implement public water special assessment programs if requested by CFU to install a public water system in unserved areas such as northern Cedar Falls, Viking Place, Horseshoe Drive and other rural areas, if requested and financially supported by the majority of benefited property owners.
      - The City will commit CDBG funds if eligible to pay for service line connection for all residents who are income eligible and property taxes to pay for fire hydrants (consistent with the Cherrywood subdivision policy); CFU will pay

for all water line over-sizing and property owners will be responsible for all other expenses, less any other funding sources.

Explore sustainability initiatives in conjunction with CFU.

- Local governance objectives:
  - Maintain the issuance of the Mayor's "Updates" to include the status of accomplishing City Council priorities, major projects, upcoming activities and key information.
  - Maintain a program for orientation of new City Council members, including "Frequently Asked Questions," as suggested by City Council members.
  - Develop an "action plan" for accomplishing the City Council's planning goals. The action plan should define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for implementing the goals on a quarterly basis.
  - Continue to incorporate into council agenda memos how the item being presented fits into the City Council's goals and priorities.
  - Develop a listing of governmental units, neighborhood groups and outside agencies that Council members would like to periodically meet with to discuss common interests.
  - Hold a meeting with a facilitator, the Mayor, City Council members and key staff to discuss goal-setting process/potential changes in format prior next year's goal-setting sessions.
  - Hold several special worksessions on council meeting Mondays to discuss larger policy issues, including Greenhill Road Corridor Study, Compost Facility, Alley projects, Special Events insurance, North Cedar Residential Development incentives, and organizational effectiveness. .

## **ORGANIZATIONAL GOAL 2**

**Maintain and improve effective communications and marketing programs for the citizens of Cedar Falls.**

### **Supporting Policy:**

- The City will continually explore and evaluate improved methods of communication with its citizens for the purpose of informing them of its activities and accomplishments.

### **Long Term & On-going Objectives:**

- Continue to investigate ways to increase the use of city newsletter, website, cable television, social media and fiber optics technology to communicate with the citizens of Cedar Falls.

## **FY20 Detailed Objectives:**

- Annually hold a City Council work session with representatives of neighborhood associations to discuss issues, concerns and priorities. The joint work session will allow neighborhood groups to hear from each other the range and scope of competing interests that must be weighed by the City Council.
- Develop a new public relations/marketing position that can proactively provide news about the City through social media and other traditional media sources.
- Maintain emergency response plans that:
  - Provide for flood evacuation plans for northern Cedar Falls, downtown areas and other properties located on flood-prone tributaries.
  - Provide maps and charts for public distribution that illustrate when select events occur during flooding.
  - Provide text, phone e-mail, or social media methods of providing notices to citizens of emergency events.
  - Provide door-to-door notifications by firefighters and public safety officers.

## **ORGANIZATIONAL GOAL 3**

**Deliver public services in a cost effective, efficient, professional, and timely manner.**

### **Supporting Policy:**

- Ensure that the community's health, safety, and welfare are protected through the provision of essential, cost-effective public services.

### **Long Term & On-going Objectives:**

- Continue to monitor the City's capacity to provide adequate maintenance of its growing infrastructure. Maintain a long-term maintenance plan, including a contingency plan to respond to reductions in maintenance funds if encountered in the long term.
- Continue to identify and investigate appropriate activities/services for privatization.
- Continue offering an annual street repair program with RUT and LOST available revenues.
- Annually ensure that basic municipal services (police, fire, parks, sewers, roads, refuse collection) are offered while constantly developing methods of increasing efficiency in these essential services.
- Encourage citizen involvement with government to reduce costs. (Examples include: picking up leaves, moving cars to assist with more efficient plowing of snow, cleaning sidewalks, use of volunteers (examples are: Library, Community Center, Hearst Center, V&T), recycling and police reservists & fire volunteers as supplemental support staffing.)
- Increase the number of alternative staff in police and fire while improving services and reducing overtime costs by annually recruiting new citizen reservists, volunteers, public safety officers, and paid on call City staff.

- Periodically conduct an evaluation of the costs and benefits of participation in the Consolidated Dispatch Center and CJIS. Determine the fair share of costs that should be assigned to Cedar Falls while exploring a "county funded" system in the long-term.
- Maintain the Police Community Service Officer program to help supervisory personnel with office duties, allowing supervisors to work closer with the public and provide direction in the field supervision of down-line employees.
- Maintain staffing levels in all departments that reduce overtime by matching staffing levels to specific service demands as opposed to predetermined rigid standards.

**FY20 Detailed Objectives:**

- Expand the City's Public Safety Officer (PSO). Review the need for expanding the Paid-on-Call (POC) program appropriately for each division as the PSO program's success may change the needs on the fire side. Review and expand other cross-training programs, such as the police reserve program.
  - Actively solicit and encourage Police and Fire employees to participate in the POC and PSO program or other cross training programs because their availability from shift increases the range of time they are readily available.
  - Expand the use of PSO's and POC's to adequately staff fire stations without adding full-time staff or overtime expenses.
  - Ensure that all PSO's, POC's, reservists, Community Service Officers (CSO) and volunteers are treated as equals and with respect.
- Continue the use of supervisor performance measurement tools that hold first line supervisors accountable for daily staffing decisions.
  - Ensure that weekends and holidays for shift personnel are fully scheduled productive "work days."
  - Continue to manage fire shift overtime in the present manner that has reduced unneeded callbacks or staff scheduling that has reduced this expense with the use of volunteers, PSO's, POC's, part-time staffing or other cross trained positions. (Also see Goal 1, seeking to expand mutual aid agreements with the City of Waterloo to cover calls while select fire stations are deployed by either city.)
  - Reward via the performance pay system supervisors who successfully respond to workload demands with decisions that adequately protect the safety of employees and the public while prudently spending tax dollars that are devoted to overtime and callback expenses.
  - Negotiate collective bargaining contractual terms that allow the City to implement in Public Works and Parks 4-day, 10-hour workweeks to increase efficiency of operations, as appropriate.
  - Fully exercise management rights to schedule full staffing to avoid overtime expenses on days where known special events (i.e. Sturgis Falls & UNI Homecoming) will tax personnel resources.
  - Utilizing "calls for service", geographic location, population, roadways, response time data, and other data to evaluate the best locations for fire stations city-wide and determine if more cost efficient options are available working with and without

the City of Waterloo. Maintain a fire station staffing plan that directs personnel to stations where the highest number of calls for service occurs.

- Continue to identify and implement methods designed to better coordinate inspections while enforcing land use, property maintenance codes, rental housing, and zoning and nuisance ordinance violations citywide with cooperative and coordinated actions by the Municipal Operations & Programs, Public Safety Services, Community Development and Finance & Business Operations Departments.
  - Dedicate a full time position as the Code Enforcement Officer position in FY20 to enforce parking, property maintenance codes, snow removal, zoning, housing, and building and nuisance codes.
    - Enforce 48-hour parking laws during and following snowfalls, when citizen complaints are filed, when violation is habitual or when the public's safety is compromised.
    - Code enforcement should focus predominantly on health & safety, property maintenance and over-crowding/over-occupancy.
    - Rental inspection should be on a 3-year cycle.
    - Minimum building maintenance code inspections and enforcement have expanded city wide and will continue to include the College Hill area.
  - Coordinate and consolidate federally subsidized rental and minimum rental housing inspection duties.
    - Complete any remaining unimplemented consolidated inspection "business processes" to form a system that offers consistent application and interpretation of codes while providing inspection services in a timely and cost effective manner.
    - Complete the restructuring of operations outlined by internal audit that achieves consistency in inspections, improves staffing efficiency, and centralizes accounting processes.
  - Enhance Fire Prevention and Suppression programs.
    - Assign Minimum Rental Housing, Section 8 Rental and Commercial Inspection duties to Fire shift personnel whenever possible.
    - Improve community fire safety, without adding new fire stations, vehicles and manpower, by maintaining the annual citywide smoke detector inspection of homes and businesses, recognizing that smoke detectors identify fire hazards at the earliest possible time.
    - Utilizing "calls for service", geographic location, population, roadways, response time data, and other data to evaluate best locations for fire stations city wide and determine if more cost efficient options are available working with and without the City of Waterloo. Ultimately, develop a fire station staffing plan that directs personnel to stations where the highest number of calls for service occurs.
    - Staff stations whenever possible with a combination of career, PSO, POC, part-time, ambulance and volunteer staff.

- Place firefighter protective gear in police patrol cars for faster response times and develop appropriate procedures and policies related to the use of this gear.
  - Consider expanding the installation of compressed air foam systems (CAFS) in select police vehicles to provide faster fire suppression response times.
  - The Fire Chief is encouraged to exercise his/her management authorities to implement fire station staffing plans, when timely and encourage the Battalion Chiefs to use management discretion in determining daily staffing levels using alternative staff.
- Complete the design and construction of a combined Public Safety building that would include fire and police operations and would not include additional space for regionalized training or city operated ambulance service.

#### **ORGANIZATIONAL GOAL 4**

**Equitably allocate the community's resources in a manner which cost effectively accomplishes the City's mission.**

##### **Supporting Policies:**

- Adopt a balanced budget, which is reflective of the community's economic climate and needs.
- Maintain a budget philosophy based on maintaining self-sufficiency in all of the City's major funds.
- Adopt a Capital Improvements Program annually which coordinates major capital expenditures and is responsive to property tax levies and the City's debt restrictions.
- Maintain a stable property tax rate in FY20, depositing annually funds in excess of operations expenses, including released TIF funds, in a capital reserve account for projects such as public safety center, economic development, public land acquisition, redevelopment or other one-time expenses as approved by the City Council.
- Evaluate each newly proposed service to determine the cost, relative importance and value of each service. Utilize these reports to determine the presence of unnecessary duplication within and among the various programs offered or sponsored by the City.
- Study methods of saving energy within City operations and implement changes where it is determined to be cost effective.
- Cash Reserves
  - The City will maintain an unreserved balance at year-end at a level determined by Council to meet cash flow requirements, emergency needs, and bond rating criteria.



- The minimum criteria shall be:
  - Maintain a General Fund cash balance of 15-25%, allowing for the seasonal cash flows. The City Council established Resolution 9054 that the General Fund balance be maintained between 15 and 25% and preferably at the 20-25% level.
  - The Refuse Fund at 20-30%, but no less than \$500,000.
  - The Sewer Fund at 65-75%, but no less than \$1,500,000.
  - The Street Fund at 20-30%, but no less than \$1,000,000.
  - The Storm Water Fund at 10-20%, but no less than \$200,000.
- The City will establish an emergency fund and maintain the reserve balance at approximately \$1.5 to \$2 million. This fund will help cashflow repairs and staff costs if a catastrophic event would occur.
- Revenues
  - The revenue projection process starts with estimates submitted by the departments for their specific areas. Finance reviews those estimates and makes informed judgments on all revenues City-wide. Prior year's actual and current year-to-date amounts are used to project both the current year and next year's revenues. Information received from the State, County, and Iowa League of Cities is utilized to project revenue trends and anticipated amounts. Finance using conservative interest rate projections, current balances and interest accrual information, projects interest earnings. The City Administrator and the Mayor then review revenues, expenditures and ending fund balances to determine if any revenue adjustments need to be made.
    - Property Taxes
      - The budget of the City of Cedar Falls shall be drawn so that the general tax levy does not exceed limits established by State law.
    - Debt Service Levy
      - Taxes shall be levied each year under the Debt Service Levy in the amount equal to the general obligation principal and interest due in that same year, minus the portion paid by the enterprise funds and Sartori Hospital and Cedar Falls Utilities.

- Tort Liability Levy
  - The City may levy for the expected costs of property and liability insurance policies and estimated claims losses held by the City.
- Employee Benefits Levy
  - The City shall use the Employee Benefits Levy for:
    - The City's share of contributions to police and fire pension and retirement systems, at rates determined by the State of Iowa, for currently employed sworn officers.
    - The City's share of contributions for employee benefits budgeted under the General Fund only if the general tax levy is at the \$8.10 maximum. Tax revenues under the employee benefits levy will be receipted into the Trust and Agency Fund and then transferred into the General Fund.
- Emergency Management Levy
  - Levy for the design of an upgrade emergency radio system using the EMA levy.
  - Once designed, support placement of all dispatch, 911 and emergency operation under one County-wide EMA levy.
- Transit Levy
  - Taxes levied under the transit levy shall not exceed the 95-cent limit established by State law. Tax revenues from the transit levy will be receipted into the General Fund.
- Band Levy
  - Taxes levied under the Band Levy shall not exceed the 13.5-cent limit established by State law. Tax revenues from the band levy will be receipted into the General Fund.
- Library Levy
  - Taxes levied under the library levy shall not exceed the 27-cent limit established by state law. Tax revenues from the library levy will be used to support the library. Approximately 50% of the levy will be used for new materials and services and approximately 50% will be used to lower general fund support to the library.

- Other City Taxes
  - Sales Tax: The City of Cedar Falls collects an additional 1% in local option sales tax. The revenues and expenditures under this program are recorded in a separate fund.
  - Hotel/Motel Tax: The City currently has a 7% hotel/motel tax with 50% of the income generated by the imposition of the tax being devoted to the Visitors and Tourism Division. The other 50% is devoted to programs related to parks, lakes, trails, and recreational/cultural facilities.
- Fees and Charges
  - The City will establish fees and charges, in accordance with revenue bond requirements or for covering all or part of the related costs of providing the services. The City will review fees and charges, at a minimum, on a biannual basis.
- Investments
  - The City will invest 100% of idle funds and will obtain the best possible return on all cash investments within the limits of the State law.
- Intergovernmental Revenue
  - Revenues from local, State and Federal governments will be used according to the restrictions or intent placed on each.
- Additional Revenue Sources
  - The City will continue to search for additional revenues as a method of balancing its budget.
- Expenditures
  - Current Service Level: Maintaining the current level of services will receive first priority for funding.
  - Cost Effective Programs: The City will encourage technology and capital investment programs, which are cost effective and reduce operating expenses.
  - Infrastructures and Equipment: The City will continue the scheduled level of maintenance and replacement for its infrastructure and equipment.
  - Local Option Sales Tax: The City will continue to spend 100% of the local option sales tax proceeds on street repair in accordance with the stipulations set by the voters and City Council resolution. City Council Resolution 15,596 provides that, "Zero percent (0%) of said local sales and services tax is to be used for property

tax relief. One hundred percent (100%) of the revenue generated in the City of Cedar Falls, Iowa during each fiscal year from said local sales and services tax is to be allocated for reconstruction, repair or replacement of existing streets, curbs, structures, storm sewers and sanitary sewers as they relate to streets within the corporate limits of the City of Cedar Falls, Iowa and not as replacement funds for the present funding levels, as authorized by the City Council of the City of Cedar Falls, Iowa.

- Reductions: To balance the budget, the City will attempt to avoid service reductions. If the situation arises, consideration will be given first to alternatives, which avoid employee layoffs, resist cuts in service and establish user fees. If reductions are necessary, parameters for downsizing shall ensure that (1) no essential service be eliminated; (2) service with high public visibility and exposure remain intact, and (3) reductions be made in internal functions as a first priority.
- Long-Term Debt
  - Purpose of Debt: Debt will fund the design, inspection and construction of capital improvement projects; it will not be used for annual operating expenses.
  - Debt Limit: The total general obligation debt will not exceed 5% of the total assessed value of real property.
  - Debt Issuance: The issuance of new debt shall not exceed a replacement debt level. Whenever possible, existing debt should be refinanced to secure the lowest possible interest costs.
  - Utilize self-financing where allowed or use of cash to fund one-time projects if excess cash reserves exist.
- Capital Improvement Program Financial Policies
  - The Capital Improvements Program (CIP) is a planning document and does not authorize or fund projects. The projects listed in the CIP are summarized in the capital projects program. The CIP is prepared by the Finance & Business Operations Department, is reviewed by the City Administrator, Mayor and Department Directors, approved by the Planning and Zoning Commission with final approval by the City Council. Detailed descriptions and a summary of the CIP are located in the Capital Improvement Program section of this document.
  - Following is a list of policies pertaining to the Capital Improvements Program:
    - The City will make all capital improvements in accordance with an adopted capital improvements program.
    - The City will develop a multi-year plan for capital improvements and update it annually.

- The City will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development, or changes in economic base will be calculated and included in capital budget projections.
- The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and City priorities and whose operating and maintenance costs have been included in operating budget forecasts.
- The City will maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
- The City will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection a maintenance and replacement schedule will be developed and followed.
- Equipment or projects that have a projected life span less than a bond's maturity will not be financed by the sale of general obligation bonds.
- General obligation bonds or revenue bonds will not be utilized to finance on-going operating expenses.
- The City will determine the least costly financing method for all new projects.
- Maintain a long-term financial plan to address inadequacies in "City managed" infrastructure in unserved areas of the City and progressively add them to the CIP when cost effective and if consistent with long range growth plans.
- Adoption of the CIP shall however maintain a debt management strategy that emphasizes the protection of at least 25-30 percent of the City's debt capacity.
- Develop a plan that addresses competing projects, priorities and timing to meet this objective jointly by soliciting input from the Planning and Zoning Commission to ensure that projects are timely, unduplicated and supportive of long-range plans.
- The issuance of new debt shall not exceed a replacement debt level. (Typically ranging from \$3.0 - \$4.0 million dollars every other year with CFU

utilizing the City's bank qualified financing capacity in off bond sale years.)

- In 2020, budget for a \$3.0 - \$4 million dollar GO bond sale.
  - Not use GO funding towards University Avenue project. Local Option Sales Tax funds and additional road use tax funds received from the state will be used towards this project.
  - Use flood reserve funds for the projects that were identified on the CIP.
- Incorporate when timely, properly planned, safely engineered and financially feasible and design appropriate street and growth concepts in the planning and design of all capital projects.
- Additional General Fund financial support for annual maintenance expenses to better landscape public roadways should be considered. (Also addressed below in the Annual Budget Financial Policies)
- Adopted FY20 CIP priority projects:
- General Obligation Bonds
    - Bridge & Culvert Replacements (\$.59 million)
    - Cedar River recreation improvements (\$.70 million)
    - Infrastructure oversizing (\$.30 million)
    - School site park & street (\$.73 million)
    - Cedar Heights Drive reconstruction (\$.65 million)
    - Center Street Improvements & Trail (\$.48 million)
    - Greenhill Road extension (\$.65 million)
    - Greenhill Road & South Main intersection improvements (\$1.30)
    - Hudson & West 27<sup>th</sup> Intersection (\$.38 million)
    - Main Street Reconstruction (\$2.37 million)
    - West 1<sup>st</sup> Street (\$.64 million)
    - West 12<sup>th</sup> Street (\$.07 million)
    - Storm water improvements & drainage improvements (\$.19 million)
    - Hearst Center Expansion (\$.70 million)
    - Rec Center Expansion (\$.70 million)
    - Pickle ball and tennis courts (\$.06 million)
    - Project seeding (\$.05 million)
    - Roof additions to park restrooms (\$.03 million)
    - Trails, trail safety repairs, and sidewalks (\$.69 million)
    - Fire bunker gear (\$.018 million)
    - Fire engine replacement (\$.50 million)
    - Fire training facility (\$.50 million)
    - Issuance expenses (\$.060 million)
- Total = \$13.06 million

- TIF
  - Ridgeway Avenue bridge replacement
  - Venture Way street extension
  - Hudson Road/Ridgeway intersection
  - Comprehensive Plan & Zoning ordinance updates
  - Entrepreneur incentives
  - Prairie Parkway & Viking Road
  - Ridgeway Avenue Reconstruction
  - US 58 Interchange
  - University Avenue 3<sup>rd</sup> Phase
  - Viking Road Extension
  - Land Acquisition
  - Roundabout landscape improvements
  - Landscaping, alleys, brick replacement, wayfinding signage, parking, & utility improvements associated with streetscape improvements in Downtown and College Hill.
  
- LOST
  - Annual resurfacing
  - Annual reconstruction
  - Seal coat
  - West 1<sup>st</sup> Street
  - Cedar Heights Drive
  - Center Street improvements
  - Greenhill Road improvements
  - University Avenue
  - Permeable Alley Program
  - Bridges/culverts
  - Main Street Reconstruction
  - West 12<sup>th</sup> Street
  
- Sewer Fund
  - WWTP
  - Nutrient Removal/Facility Plan
  - Slipline sewers
  - I&I reduction
  - Dry Run Creek sanitary sewer
  - Oak Park sewer replacement
  - University Avenue
  - West 1<sup>st</sup> Street
  - Sewer equipment
  - Infrastructure oversizing
  - Facility Master Plan Update
  - Regionalization Study
  - Park Drive Force Main
  - Sewer collection study

- Lift station pump repairs
  - Refuse Fund
    - Refuse trucks
    - Recycling site expansion
    - Compaction equipment
  - Road Use Taxes (Street Construction Fund)
    - Street equipment
    - Permeable Alley program
    - University Avenue
    - Signalized intersection upgrades
    - Traffic planning studies
  - Flood Reserve Fund
    - Cedar River recreational improvements ( \$1.0 million)
    - Center Street improvements (\$.5 million)
    - Flood Recovery (\$.3 million)
- Annual Budget Financial Policies
- Implement the following FY20 budget practices:
    - Continue to maintain the practice of not relying on State operating assistance (including backfill after FY17) by using State aid, if provided, to fund one-time capital expenditures or non-reoccurring expenses.
    - In FY20, if budget reductions are required, all City services should be prioritized. This will allow for the most cost effective use of Federal Aid to pay eligible “essential” service operating expenses as, if the operating expenses are not reoccurring or if more efficient staffing can be achieved.
    - In FY20, continue the practice of reducing City financial aid to outside agencies if funding shortfalls are damaging the provision of essential services. Retain the practice of giving agencies notice annually of the anticipated elimination of funding the following fiscal year.
    - Budget cuts imposed by the State of Iowa have forced State, University, County, School and other non-City service agencies to seek City financial support. Requests for aid from any group will only be considered once annually during the annual budget process. Mid-year requests will be deferred to the next fiscal year unless they are emergency in nature. Financial aid will only be provided if there is not financial hardship on City offered essential services and the services proposed are not duplicated.
    - Applications for City funding support from UNI will only be accepted from the Vice President of Administration and Finance once annually. This process



ensures that all UNI projects or programs seeking City financial aid have been approved by UNI management and prioritized.

- Develop the FY20 budget, limiting tax increases to no more than the rate of inflation for controllable costs.
- Dedicate future accumulating cash generated by mid-year budget reductions for one-time future expenses such as the Public Safety building, repurposing of City Hall, or other capital projects.
- Dedicate TIF release dollars generated by expired TIF areas to future economic development projects.
- Continue to analyze cost savings initiatives:
  - Evaluate cost-effective alternatives to keep City departments staffed and functional.
  - Continue the review of open positions as they occur.
  - Succession planning.
  - Public Safety Officer (PSO) program and alternative employment practices (e.g. P.O.C or other cross training programs.).
  - Explore sharing services with other jurisdictions.
  - Investigate the concept of a fee for services for public safety responses.
  - Study privatization of select city services.
- City staff members are directed to certify the maximum amount of legally incurred TIF debt annually by December 1<sup>st</sup> for all completed City and CFU construction work within the Industrial Park TIF District to better position the City and CFU financially.
- Escrow funds annually to pay accrued liabilities. The City will address annually these commitments by budgeting and depositing in a restricted account funds to pay these liabilities when they occur. By policy the City will not unfund these liabilities. (Escrow accounts include severance, payroll, liability insurance, vehicle replacement, data processing, workmen's compensation, long-term disability and all pensions.)
- Implement user fees for specific City services and evaluate the wisdom of implementing State authorized tax levies for statutory services, if the General Funds experiences financial limitations.
- Determine if yard waste collection programs need to be altered or expanded based on the efficiency of material collection, customer satisfaction and general cost efficiency.
  - Re-evaluate City-operated leaf vacuum collection rates to determine if they are set at levels that encourage property owners with small volumes of leaves to compost, mulch or utilize “City” container disposal methods; but

ensure that the rate offers a cost effective option for property owners who must dispose of large volumes of leaves.

- Evaluate how the expansion of the hours of operation for the yard waste drop off site have impacted revenues and expenditures.
- Continue the City's marketing and public relations program that encourages environmentally safe methods of yard waste disposal and clearly informs citizens of the rules that must be abided by under the no burning ordinance.
- Review refuse fees to ensure that sufficient revenues exist to cover all costs related to refuse collection.
- Review sewer rental fees to ensure that sufficient revenue exists in the next several years to pay for EPA mandated treatment plant improvements and other sewer projects.
- Review storm water fees to determine if sufficient fees exist to pay for projected storm water costs outlined in the capital improvement program.
- The Cedar Falls Health Trust Fund shall only budget expenditure of interest income generated by the fund minus an interest income contribution into the fund's principal equal to the rate of inflation in health care. Principal should only be used in negotiating a development agreement for a new hospital or a health care provider.
- Interest income generated from the 411 Pension reserve fund shall be used to pay the required City contribution to annual 411 expenses. No portion of the principal shall be used for operating purposes.
- Road Use taxes shall only be deposited in the Street Construction fund with their use limited to street operations and maintenance purposes.
- Additional General Fund financial support for annual maintenance expenses to better landscape public roadways should be considered. (Also addressed above in the Capital Improvements Financial Policies)
- Maintain capital and maintenance reserve accounts generated from user fees set aside to pay for future capital repairs or facility replacement of benefit to the users contributing (examples include the Recreation Center, Aquatic Center, Hearst Center, Beach House, Big Woods Campground and golf courses).
- The CFU transfer made to the City in lieu of property taxes shall be deposited in the General Fund to off-set the cost of supplying City services. Transfer funds shall also be set aside in a capital account to finance various one-time capital projects.

- Require that all outside agencies seeking City financial support submit formal applications that are reviewed by a committee of staff members with recommendations forwarded to the Mayor and City Council regarding timely reporting, performance, public benefit, funding options and service priority.
- Maintain liability, work compensation and health insurance reserves as required by law or policy to support the City's self-insurance programs.
- Continue to monitor if the State of Iowa continues to roll back commercial/industrial taxable values without long-term guaranteed backfill funding.
- Evaluate annually the ability of the Library Board to utilize Community Foundation Trust accounts to support select programs, operations and capital needs.
- Budget TIF qualified SSMID funds collected from Downtown and College Hill properties for payment to Community Main Street and College Hill Partnership rather than payment of City TIF debt.

**Long Term & On-going Objectives:**

- See financial policies referenced in Organizational Goal 4.
- Continue to return City-owned property to the tax base to support revenue and economic development.

**FY20 Detailed Objectives:**

- Legislative Priorities:
  - Maintain the strategy of utilizing the aid of various lobbying groups, such as the Iowa League of Cities and the City's own lobbyist to influence legislative action related to municipal issues such as home rule, fiscal flexibility, unfunded mandates, reserve restraints (\$8.10 levy, rollback, 411 pension, etc.). Continue to oppose any changes to tax increment financing laws that would impair its use as an economic development tool and continue to support property tax reform initiatives that eliminate the rollback formula that shifts burdens among classes of property.
- Process Issues:
  - Continue to meet with legislators to increase rapport, gain insight into current legislative directions, and to apprise them of the City's problems with revenue generation, as well as the negative impact of unfunded mandates, tax exempt and rollback legislation. Conduct pre- and post-legislative session meetings with area representatives annually.

- Continue to contract with a professional lobbyist to represent the interests of the City of Cedar Falls.
- State Issues:
  - Support fully funding the state backfill to local governments pursuant to the commercial property tax reduction law passed in 2013.
  - Support initiatives to control all public pension costs by returning the state funding of a portion of the Municipal Fire and Police Retirement System of Iowa (MFPRSI) and increase employee contribution rates on a “prorated basis”, if needed to maintain a solvent pension system.
  - Support initiatives that maintain benefit levels but increase employee contributions to maintain a solvent pension system.
  - Support the changing of the 411 Pension vesting period and elimination of the DROP program.
  - Support the creation of a State legislative study committee to determine if the creation of a State-wide (standardized/centralized) public employee health insurance program would save taxpayers and public employees money without reducing benefits to employees.
    - Support the elimination of employee healthcare benefits as a mandatory subject of collective bargaining by creating a State system.
  - Oppose efforts to eliminate state tax credits that are used for economic development projects including new business development and incumbent business expansion and to preserve historic tax credits.
  - Support the state providing additional funding sources and flexible policies related to water, wastewater, and storm water infrastructure to meet the demands of increased environmental regulation for cities.
- Federal Issues:
  - Federal transportation funding support for the Greenhill Road and 1st Street projects.
  - EPA funding for federally mandated treatment plant improvements.
  - Support CFU in securing federal grants to increase regional electrical distribution capacity and development or access to redundant fiber trunk services into the greater metropolitan area.
  - Seek changes in EPA/DNR Rules Interpretation: Currently EPA/DNR staff in the Midwest is improperly interpreting rules related to sewer discharges, particularly during periods of wet weather that can overload treatment plants and collection systems. The result is forcing cities to spend millions of dollars to achieve compliance. The more restrictive federal rule interpretations since 2009 have placed Cedar Falls’ otherwise compliant facilities into a frequent violation status that could dictate extreme sewer system and treatment plant designs to address rare wet weather flows. In essence the EPA/DNR has created a situation where many cities (including Cedar Falls) will be in ongoing violation with no reasonable means to

achieve compliance. Communities will be forced into large expenditures that have no relationship to environmental needs or technology rule compliance.

- Continue to be a party in the Iowa League of Cities law suit against EPA to seek judicial intervention on rule interpretation detrimental to Cedar Falls.

## **ORGANIZATIONAL GOAL 5**

**Preserve the community’s physical, human, and aesthetic assets by assuring that “Quality of Life” services are available for the leisure, educational, cultural and personal enrichment of residents.**

### **Supporting Policies:**

- Actively support the development of cultural, educational, recreational, and natural features, which make Cedar Falls distinctive.
- Endorse planned community growth, which protects the unique, natural, and historic features of Cedar Falls.

### **Long Term & On-going Objectives:**

- Continue to review and evaluate the ways in which the City and its agencies relate to issues of cultural diversity.

### **FY20 Detailed Objectives:**

- Continue planning for Hearst Center expansion/relocation by first performing a usage study.
- Complete a usage study to determine the viability to continue to design and plan for a Recreation Center expansion
- Complete the following quality of life projects in FY19 – FY20:
  - Implement when financially feasible an enhanced riverfront as a visitor attraction consistent with the Northern Cedar Falls Development Master Plan.
  - Purchase land for future parks in developing areas in association with the Cedar Falls Schools when possible.
  - Assist in the solicitation of grants and development of the Cedar River including dam safety improvements, riverbank improvements, and recreational features.
  - Undertake the second phase of Greenwood Cemetery and Lookout Park Cedar River bank stabilization.
  - Complete the All Play Playground project.
  - Complete the Library Co-Lab project.
  - Pettersen Plaza Redevelopment project.
  - Park Master Plan update.
- Continue to implement portions of the park master plan for the Big Woods Lake, Gateway Park and Cedar City sites in 2020.

- Make additional improvements at the Big Woods Campground (cabins, playground, and landscaping) as funding becomes available and as floodplain development ordinances allow.
- Develop and fund from increased hotel/motel tax revenues an annual Street Right-of-Way Beautification Wayfinding signage, bike network signage, and City Entrance Signage & Monument Program.
- Consider recommendations from City staff when alternative designs are appropriate based on safety, roadway efficiency and financially feasible. Typically, these opportunities arise when a street is scheduled for resurfacing or reconstruction allowing the City to address issues involving landscaping, pedestrian movements, transit, bike and vehicular traffic.
- Evaluate portions of the Comprehensive Watershed and Sensitive Lands Study to protect these areas when financially feasible.
- Develop a policy to determine appropriate trails marked for removal of snow and inform public with a map of those trail routes.

## **ORGANIZATIONAL GOAL 6**

### **Create an environment conducive to economic development.**

#### **Supporting Policies:**

- Function as a catalyst to encourage and assist businesses to develop and expand in Cedar Falls.
- Continue to support public and private economic development efforts in Cedar Falls and the metropolitan area.

#### **Long Term & On-going Objectives:**

- Develop initiatives, when financially feasible, to support the economic development goals contained in the Vision 2025, College Hill Development, Downtown, Northern Cedar Falls Neighborhood Association, University Avenue Corridor District, and Commercial Development plans. Continue to update these plans as needed.
- Implement the long-term plan for the development of future TIF districts. This plan should include ways to acquire land and provide adequate infrastructure utilizing cooperative efforts with other groups and agencies (GCVA, CFU, EDA, IDED and IDOT (RISE) see New Objectives in Goal 1 above).
- Continue the plan for strategic purchases of flood prone properties in a systematic manner to retain viable areas based on quality of infrastructure, elevation and contiguousness.
- Prepare on a project-by-project basis an in-depth analysis of the long-term economic benefits vs. public investment/risk for each private/public cooperative economic development venture. (The analysis must conclude that the long-term financial benefit derived by Cedar Falls taxpayers clearly out-weighs the risk of public financial assets.)

## **FY20 Detailed Objectives:**

- Economic development:
  - Offer the same type of economic development incentives as other cities, in an effort to remain competitive.
  - Continue to utilize TIF increment to acquire land and develop the City owned land into marketable industrial lots.
  - Utilize TIF financing as a means to provide cash incentives to developers and business owners, when the request is consistent with adopted City economic development policies.
  - Provide property tax abatement based on current schedules when the project meets adopted job creation and tax base growth criteria.
  - Redevelopment utilizing TIF financing should be considered for projects on College Hill, in the Downtown, and in northern Cedar Falls.
  - Allocate funds in the budget to expand marketing efforts.
  
- Comprehensive planning, zoning, engineering and building:
  - Develop a grading ordinance for all new and existing developments.
  - Implement the City's new Comprehensive Plan by maintaining:
    - Design standards that protect urban watersheds by encouraging developers to utilize natural methods of storm water control rather than traditional underground storm water collection and disposal systems.
    - Growth, streets, street connectivity and walkability standards.
    - Encouraging the inclusion of more landscaping on City ROW, if it has a low maintenance expense.
    - Trails and on-road accommodation of bicyclists when safely designed.
  - Develop a revised Cedar Falls Zoning Ordinance. When the ordinance is developed consider:
    - Developing new zoning and traffic control regulations to better control density and parking problems citywide by reducing the number of multiple family and duplex conversions.
    - Requesting that the Planning and Zoning Commission consider new zoning regulation changes that limit or better control the conversion of single-family properties to rental uses as a means of protecting neighborhood stability and character.
    - Requesting that the Planning and Zoning Commission develop new zoning regulations, policies and land use plans that restrict development of non-profit uses on prime commercial sites along arterial streets.

- A Zoning Ordinance (and Subdivision Ordinance) that better accommodates features that encourage mixed uses, variable building setbacks, walkability, sustainability and street concepts.
- Requesting that the Planning and Zoning Commission develop as a part of the new zoning ordinance zoning map areas that are pre-zoned.
  - Select properties for residential development and pre-zone them, in an effort to speed the developmental process, identify neighborhood concerns and form developmental limitations in respond to founded neighborhood concerns.
- Consistent with the Comprehensive Plan support the annexation of additional lands into the City if requested by property owners to support community growth and development.
- Code enforcement and neighborhood preservation:
  - Evaluate annually the performance of the formally adopted the Landlord Accountability Ordinance (LOA).
  - Implement traffic and parking controls City-wide based on the results of community meetings, test cases and specific structural or safety limitations (street width, density, traffic flow and safety).
  - Enforce laws prohibiting illegal parking on private property (front yards and non-conforming lots).
  - Enforce over-occupancy regulations.
  - Continue to utilize parking restrictions on all streets less than 31' in width, based on the need for public safety vehicle accessibility.
  - Analyze, when appropriate, the use of traffic calming devices to solve neighborhood traffic concerns.
  - Maintain a Targeted Minimum Property Maintenance Code Enforcement Program. (Also addressed in Goal 3, FY20 Detailed Objectives.)
  - Consider and implement appropriate ordinances discussed by the Single Family Conversion taskforce that limits the number of converted single family home in neighborhoods.
- Continue to seek ways in which to promote affordable housing including:
  - Review of City construction standards.
  - Determine if existing older homes can provide a market for affordable housing demand.
  - Target potential developers with RFPs if federal or state grants can be secured.
  - Continue a private/public partnership with Habitat for Humanity developing undeveloped or city-owned lots.



- Commercial and Office Development:
  - Support the private development of commercial (retail & wholesale), professional office and industrial expansions to improve the City's residential to commercial/industrial land use mix from an 80/20 assessed value split to a 50/50 assessed value split.
  - Consider development of diagonal on street parking within neighborhoods when it is structurally feasible and results in increased parking in areas where deficiencies exist.
  - Develop Commercial and Business Park Plans along the Relocated Highway 20 corridor and establish a new urban renewal area if appropriate.
  - Support the annexation of property south of US Highway 20, which can be immediately serviced with Cedar Falls water, sewer, police and fire protection, if petitioned by the property owner and establish a new urban renewal area if appropriate
    - Study the future use, ownership and corporate jurisdiction of land along the Highway 20 corridor, including cooperative arrangements with the City of Hudson if petitioned by property owners for annexation.
  - College Hill:
    - Continue to evaluate the impact of the College Hill Overlay District on surrounding neighborhoods.
  - Northern Cedar Falls:
    - Support the development of commercial uses in the NE corner of Lone Tree Road and Center Street and at the Lone Tree Road interchange.
  - Downtown:
    - Develop a downtown parking plan that maximizes the number of on-street and public parking lot spaces in FY19 and consider a pay-for-parking study. Utilize diagonal on street parking when it is structurally feasible and resulting in increased parking in areas where deficiencies exist.
- Industrial Development:
  - Create a new urban renewal area by acquiring additional land in areas that are attractive to the private sector for industrial development yet can be efficiently developed at a low public cost.
  - Reserve TIF increment capacity to allow for the payment of debt incurred by the cooperative construction of an interchange at Viking Road and US 58 between the City and IDOT.
  - Continuing to aggressively repay Industrial Park TIF debt owed to the City debt service, economic development and capital project funds.
  - Annually consider repaying eligible CFU expenses (if excess TIF revenues exist) for projects they have completed in City TIF districts subject to CFU maintaining a fair and updated annual transfer that equitably compensates the City for return on investment from City ownership, property taxes, franchise fees and use of ROW.

- Sartori site:
  - Plan for the redevelopment of the Sartori site using current health trust fund monies.
  - Organize a staff and council committee to determine options and best uses for that site.
- Flood control, storm water, sanitary sewer and water improvement priorities:
  - Complete the river levee upgrade to a 500-year protection level project in FY19. Key areas of improvement will include:
    - Protection of the sewage treatment plant.
    - Protection of CFU (CFU project).
    - Connection of levee walls adjacent to the Western Home (addressed as a part of the CFU levee work).
    - Repair select weakened subsurface at the toe of the existing levee.
  - Complete select “priority” waste water treatment system improvements:
    - Increase sewer rental fees to cover costs of sewer infrastructure improvements.
    - Seek a judicial solution to EPA changes in rules interpretations or begin designing a treatment upgrade, prepare a financing plan, pre-set sewer rental rates and sell bonds to finance the project.
      - Seek federal grants to fund a portion of the project mandated by EPA, during the Alliance visit to Washington D.C.
- Street Improvement priorities:
  - Develop cooperative agreements with the IDOT to improve the following streets using Road Use revenues, Local Option Sales tax revenues, and General Obligation bonds, if necessary:
    - University Avenue (US58 to east city limits) – 2016-2020 construction.
    - 1<sup>st</sup> Street (Hudson Road to Main Street) – Consider a cooperative agreement similar to the project completed with the IDOT from Hudson Rd. to Union Rd. for construction in 2019-2021. (The majority of the City’s match for the project will be financed with Local Option Sales tax revenues supplemented with General Obligation bonds, if available, for any expanded initiatives designed into the project.)

## **ORGANIZATIONAL GOAL 7**

**Select, train, motivate and retain highly qualified employees who represent the City in a professional manner.**

### **Supporting Policies:**

- Provide an employee wage and benefit schedule that is competitive with other municipalities in the state of Iowa and private enterprise in the metro area.
- Maintain clear lines and methods of communication between policy makers and staff.

- Treat employees with respect and expect, in turn, that they will treat citizens with respect.
- Encourage and support management and supervisory employees to be creative and innovative.
- The council supports the process of continuous quality improvement in the city government.

**Long Range & On-going Objectives:**

- Continue to monitor the ability to attract and maintain quality staff.
- Maintain and adequately finance a merit pay system that rewards superior performance in an effort to retain key employees
- Expand public safety officer program and other cross-training programs for employees to improve service without increasing staffing.
- Seek methods of reducing the cost of employee health insurance by altering benefits, seeking greater financial contribution from employees and modify methods of employee health service delivery.

**FY20 Detailed Objectives:**

- Continue to evaluate whether to fill an opening or proposed newly created position.
- Identify and implement opportunities to restructure, merge, or eliminate unnecessary positions when retirements or vacancies occur.
- Continue to update the city's employment strategies by developing and maintaining multi-year staffing and succession plans.
- Implement and keep up to date the comprehensive pay plan study that was completed in FY18.
- Complete the review of all non-union job classifications in FY19.
- Encourage all employees to utilize the City's wellness program.
- Update the staffing plan to address the impacts of employment attrition, retirements and the use of part-time, PSO's, POC's, reserves, volunteers or other cross training programs to respond to long-term staffing needs.