

Cedar Falls City Council | FY24 Goal Setting

WORK SESSIONS REPORT

November 15 & 17, 2022

Overview

The City of Cedar Falls held goal setting work sessions on November 15 and 17, 2022, to discuss and prepare the council goals, work program and financial plan for FY 2024.

In attendance were Mayor Rob Green and city council members Susan DeBuhr, Kelly Dunn, Dustin Ganfield, Simon Harding, Daryl Kruse, Gil Schultz and Dave Sires. Also attending were city staff: Ron Gaines, city administrator; Jennifer Rodenbeck, director of finance and business operations; Stephanie Houk Sheetz, director of community development; Craig Berte, public safety director/police chief; Chase Schrage, director of public works, and Mike Soppe, recreation and community programs manager.

Preparation

In preparation for the work sessions, the following questions were sent to all city council members to reflect on and respond to in writing and during scheduled individual interviews with the professional facilitator and city's director of finance and business operations:

- 1. From your perspective, what are you most proud of that Cedar Falls has done?*
- 2. In your opinion, what are the key issues of paramount importance to the City of Cedar Falls that need to be addressed?*
- 3. What specific issues or concerns would you like to see addressed at the council goal setting session?*
- 4. Are there specific major projects that are currently under consideration by the City Council that you would like to see completed? If so, please identify them.*
- 5. What new priority initiatives, programs, or policies would you like the council to consider as part of this year's goal setting process?*
- 6. Are there any issues regarding organizational effectiveness, decision-making processes, teamwork or related issues you would like to have discussed during goal setting?*
- 7. Other comments*

Their responses, along with input from city staff, informed the agenda for the work sessions.

Previous Accomplishments

Based on responses from the city council members and city staff, the following accomplishments were highlighted at the start of the work session:

- Maintain AAA bond rating
- Cedar River Recreational Project – US EDA grant
- Completed Employee Climate Assessment Survey
- Completed W 1st St (3-year project)
- Completed Downtown Streetscape (4-year project)
- Cedar Heights Drive Reconstruction
- Center Street stormwater & amenity enhancements
- City Hall Remodel
- Place 2 Play – parking and safety improvements
- Industrial Park – Certified Site, purchase, annexation & development

Aspirations

Participants were asked to respond to the following two questions at the start of the work sessions. The tables list the responses to the questions and the visuals were created from their responses.

What type of community do you want to be?	
<ul style="list-style-type: none"> ▪ Welcoming ▪ Progressive ▪ Stable ▪ Forward thinking ▪ Safe and vital 	<ul style="list-style-type: none"> ▪ Inclusive ▪ Growing ▪ Safe ▪ Vibrant ▪ Great amenities



What type of employer do you want to be?	
<ul style="list-style-type: none"> ▪ Fair ▪ Team-oriented ▪ Innovative ▪ Inclusive ▪ Empowering ▪ Trusted ▪ Open 	<ul style="list-style-type: none"> ▪ Supportive ▪ Inspiring ▪ Place where people strive to work ▪ Trusting ▪ Welcoming ▪ Flexible



Agreements

1) The Mayor and City Council members reviewed, discussed and reached consensus on the following changes, additions and deletions to the FY2023 plan to create CFD 1101: Council Goals, Work Program and Financial Plan for FY2024. (See pp 3-11.) This report documents changes to the FY2023 Plan agreed upon during the work sessions. (See CFD 1101 for the full FY2024 plan.)

2) Consensus was reached on the following items that are not listed in the plan:

- Continue with pro-active code enforcement efforts
- Allocate the following amounts in support of Public and Private Economic Development:
 - Cedar Falls Economic Development Corporation \$30,000 + \$32,000 incentive
 - Grow Cedar Valley \$30,000 + \$32,000 incentive
 - Community Main Street \$12,000 + \$6,000 façade
 - College Hill Partnership \$4,500

- Proceed with Major Thoroughfare Plan
- Proceed with Royal-Seerley One Way planning
- Review Comprehensive Plan in FY2024 and prepare to create a new plan that begins in 2029-30
- Allocate \$100,000 for the Rental to Owner Conversion Program (plus review in committee)
- Proceed with South Main Sewer project
- Move forward with final design of Prairie Parkway/Viking Road Roundabout
- Streets are the first priority during snow events, trails will be cleared following street priority
- Approved the Bike Ped Committee request to become an official commission by the City
- Budget \$50,000 to Historical Society Expansion as local match for the Enhance Iowa grant request
- Commit \$3M (\$1M/year over 3 years) to UNI Dome Renovations
- Review the Comprehensive Plan annually
- Add the following positions
 - Property Acquisition Specialist
 - Librarian 1 PT to 1 FT
 - Library Assistant
 - Fitness Coordinator 1 PT to 1 FT
 - Code Enforcement Officer
 - Public Safety Officer
 - Signal Technician PT to FT
 - PT Laborer to FT Maintenance Worker (Refuse)
 - Mechanic PT to FT (Refuse/Vehicle Maintenance)

- Make specific/targeted market adjustments mid-year for pay grade 12 and under at approximate cost of \$150,000
- Implement the Police K9 program

3) The following items were recommended for committee and/or council work sessions in 2023:

- Community-wide Strategic Plan - hold a work session in FY2024 to create a 2025-2030 plan
- Community Resiliency Objectives - review proposed additions (not included in FY24 plan) in future work sessions, refer and add as amendments if needed
- Council Pay Increase – ask committee for review and recommendations
- College Hill vision and plan – review vision with full council and determine next steps
- College Hill Prevention/Deterrence Efforts - review with Chief Berte
- Develop a performance review process for the city administrator to be used annually
- Rental to Owner Conversion Program, including recommendations by Single Family Conversion task force - review in committee
- Review public safety plan and data
- Review Housing Needs Assessment from CVED
- TIF districts
- Falls Fees Proposal

4) And the following items were discussed:

- Mayor will no longer be proposing/making proclamations, City Council members may propose proclamations
- Fire Truck
- Parks and Recreation committee will make a recommendation to the City Council about trick or treat night

CFD 1101: Council Goals, Work Program and Financial Plan for FY 2024

MISSION OF THE CITY OF CEDAR FALLS:

Continuously improve the safety and desirability of Cedar Falls through efficient delivery of public services, with open communication between Citizens, Council, Mayor and City Staff.

GOALS AND OBJECTIVES:

1. GOAL #1: Deliver Responsible Local Government.

A. Supporting Council Policies.

- 1) Provide broad direction to the City Administrator, who in turn formulates management decisions to provide efficient service offerings and operations.
- 3) Continue to provide a forum for active public engagement related to City actions through open public meetings, hearings, committees, commissions, task forces and broadcast media.
- ~~4) Encourage active public input into the City's various boards, commissions, task forces, and other advisory bodies.~~
- 4) Continually explore and evaluate improved methods of communication with citizens to inform them of City activities and accomplishments.

B. Long-Term and Ongoing Objectives.

7. Continue to support the development of a five-year Community-Wide Strategic Plan (CFD 4005) to help coordinate the long-term efforts of the City's many stakeholders, including a new plan for 2025-2030.

C. FY2024 Detailed Objectives.

1) City of Waterloo Objectives.

~~c. Support cooperative efforts to upgrade the County Consolidated Communications Center (911 dispatch) while exploring options to minimize costs assessed to Cedar Falls.~~

5) Community Resiliency Objectives.

7) General Governance Objectives.

~~e. Develop a long-term participation protocol for public meetings, including videoconferencing options.~~

e. Hold city council committee meetings or work sessions on council meeting Mondays to discuss complex or potentially contentious matters.

2. GOAL #2: Ensure Government Efficiency and Effectiveness.

A. Supporting Council Policies.

8) Deposit funds in excess of annual operations expenses (including released TIF funds) in a capital reserve account for projects, economic development, public land acquisition, redevelopment, health insurance fund support or other one-time allocations approved by the City Council.

C. FY2024 Detailed Objectives.

2) Public Safety Objectives.

c. Continue to review staffing levels to ensure the most efficient use of Public Safety funds and personnel.

~~d. Actively solicit Public Safety Services Department employees to participate in the POC and PSO programs to increase their availability for service.~~

~~e. Expand the use of PSOs, part time staff, and POCs to adequately staff fire stations without adding full time staff or overtime expenses.~~

~~g. Ensure that weekends and holidays are fully-scheduled productive workdays for shift personnel.~~

~~h. Minimize fire shift overtime, using volunteers, PSOs, POCs, part time staffing or other cross-trained positions to reduce callbacks and staff scheduling expenses.~~

k. Pursue the establishment of a new public safety station along W. 1st Street / Highway 57.

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

~~n. Continue placing firefighting ensembles in police vehicles for faster response times.~~

~~o. Continue deploying CAFS equipment in select police vehicles to provide faster fire suppression response times.~~

~~p. Staff fire stations whenever possible with a combination of career, PSO, POC, PT, ambulance and volunteer staff to maintain readiness while reducing staffing costs.~~

q. Continue to assign Minimum Rental Housing, Section 8 Rental and Commercial Inspection duties to fire shift personnel whenever possible.

r. Continue annual smoke detector inspections in businesses and residences, recognizing that smoke detectors identify fire hazards as early as possible.

~~n. Support Public Safety staff review and implementation of viable Racial Equity Taskforce recommendations for policing.~~

3) Code Enforcement Objectives.

a. Continue to be proactive in code enforcement activities.

c. Continue the full-time Code Enforcement Officer position to enforce property maintenance, snow removal, zoning, housing, building and nuisances.

~~n. Employ traffic calming devices, when appropriate, to address neighborhood traffic concerns.~~

~~o. Consider ordinance changes recommended by the Single Family Conversion task force to limit the number of converted single family homes in neighborhoods.~~

~~4) Fire Prevention and Suppression Programs Objectives.~~

~~a. Continue to assign Minimum Rental Housing, Section 8 Rental and Commercial Inspection duties to Fire shift personnel whenever possible.~~

~~b. Continue annual smoke detector inspections in businesses and residences, recognizing that smoke detectors identify fire hazards as early as possible.~~

~~c. Staff fire stations whenever possible with a combination of career, PSO, POC, PT, ambulance and volunteer staff to maintain readiness while reducing staffing costs.~~

~~d. Continue placing firefighting ensembles in police vehicles for faster response times.~~

~~e. Continue deploying CAFS equipment in select police vehicles to provide faster fire suppression response times.~~

~~f. Encourage the Fire Chief to exercise management authority in implementing fire station staffing plans and encourage the Battalion Chiefs to use management discretion in determining daily staffing levels using alternative staff.~~

4) Yard Waste, Refuse and Transfer Station Objectives.

f. Continue to plan for future relocation of transfer station outside of the floodplain.

5) Stormwater and Wastewater Objectives.

c. Actively enforce Municipal Separate Storm Sewer (MS4) Permit requirements

6) General Legislative Objectives.

~~b. Continue to oppose changes to TIF laws that would impair the use of TIF as an economic development tool.~~

~~c. Continue to support property tax reform initiatives that eliminate the rollback formula that shifts burdens among classes of property.~~

d. Develop and annually update policies to communicate the City's goals and desires to the federal and state legislatures.

~~8) State Legislative Objectives.~~

~~a. The November 2020 elections resulted in no changes in the political party that will control the Iowa House and Iowa Senate, along with the Governor's office; Republicans will maintain "trifecta" control of these three institutions for both the 2022 legislative session. There will be redistricting impacts on Cedar Falls.~~

~~b. State Legislative Concerns.~~

~~(1) Tax Cut/Tax Reform. Expect a wide ranging discussion of ways to significantly lower income taxes in Iowa. One of those discussion items will be a review of the local option sales tax the cities currently collect. Local governments will need to forcefully advocate protecting the continuance of this funding.~~

~~(2) Restrictions on the use of Tax Increment Financing (TIF) and Tax Credits. House File 849 was passed in the 2021 session that put 20 year sunsets on all TIF districts and may bring more discussion in 2022. Cedar Falls supports the continuation of TIF as the primary tool for communities to promote economic development.~~

~~(3) Restrictions on Local Control of Decision-making. Such legislation runs contrary to the intent of the Iowa Constitution's Home Rule Amendment.~~

~~(4) Other Concerns. Cedar Falls will continue to oppose any unfunded mandates, reserve restraints (\$8.10 levy, rollback, 411 pensions, recouping of legal costs associated with public record requests, etc.) erosions of Home Rule Amendment authority, and elimination of state tax credits used for economic development.~~

~~c. State Legislative Opportunities.~~

~~(1) Housing. Cedar Falls supports state efforts to provide additional resources to communities for housing construction, including more state support of local housing trust funds and expansion of the Workforce Housing Tax Credits. An Economic Recovery Advisory Board was created in 2020 to make recommendations for helping Iowa recover from COVID-19. Part of their recommendations will include several to increase funding for workforce housing tax credits and the State Housing Trust Fund. Passage of these recommendations might provide an opportunity for the City of Cedar Falls to secure financial assistance for housing initiatives in the city.~~

~~(2) Water and Wastewater Infrastructure. Cedar Falls supports state efforts to provide additional funding sources and flexible policies related to water, wastewater, and storm water infrastructure; these changes are necessary to meet the demands of increasing environmental regulation of cities. Funding for local government water and wastewater infrastructure may come through the State's ARPA, Infrastructure, and COVID relief funds.~~

~~(3) University of Northern Iowa. During the 2021 legislative session, the City of Cedar Falls provided support for UNI's legislative priorities, and would expect to do so again in 2022.~~

~~9) Federal Legislative Objectives.~~

~~a. Continue to request federal transportation funding support for major street projects, including the Greenhill and Highway 58 interchange, including a city funding match.~~

~~b. Request federal funding for EPA mandated treatment plant improvements.~~

~~c. Support CFU in securing federal grants for utility or telecommunication infrastructure projects which will benefit citizens through improved reliability, security, efficiency, accessibility, or environmental impacts.~~

3. GOAL #3: Promote Economic Development.

C) FY2024 Detailed Objectives.

1) General Economic Development Objectives.

c. Continue to use TIF funds to acquire land for development into marketable industrial lots.

d. Continue to use TIF funds to provide cash incentives to developers and business owners when consistent with City economic development policies.

e. Explore the establishment of a University Avenue Corridor TIF district.

- g. Continue to provide property tax abatement (based on current schedules) for projects meeting adopted job creation and tax base growth criteria.
- j. Continue to explore options for city support of expanded day-care options in Cedar Falls.

- l. Explore the establishment of an incentive policy for residential districts.

2) Regional Economic Development Organization Objectives.

- b. Monitor economic development cash subsidies (to CMS, CHP, GCV & CFEDC) to determine value to Cedar Falls citizens and businesses.

4) Comprehensive Planning, Engineering and Building Objectives.

- b. Continue to implement the Comprehensive Plan (CFD 4101.12) with emphasis on:

- (7) Evaluate one-way streets an traffic flow.

5) Zoning Ordinance Economic Development Objectives.

- a. Support the development of a comprehensive new Zoning Ordinance to update the Zoning Ordinance first adopted in 1970.

- ~~f. Consider developing, as a part of the new Zoning Ordinance, a new zoning map which includes pre-zoned areas.~~

- h. Annex lands into the city (if requested by property owners) to support community growth and development consistent with the Comprehensive Plan (CFD 4101.12).

6) Affordable Housing Development Objectives.

- f. Consider the results of the Housing Needs Assessment, focusing on how to provide housing variety to promote housing options for all.

- j. Continue the forgivable loan program for conversion of rental properties to owner-occupied, expanded service area, and more qualifying expenses.

7) Commercial and Office Economic Development Objectives.

- b. Implement diagonal on-street parking where feasible and where parking deficiencies can be solved with this approach.

- ~~d. 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.~~

8) College Hill Economic Development Objectives.

~~a. Proceed with the development of the new College Hill Character District zoning ordinance to spur economic development and revitalization on College Hill.~~

9) Northern Cedar Falls Economic Development Objectives.

~~a. Continue to enact the recommendations of the Northern Cedar Falls Visioning Committee Report (CFD 4108.08).~~

10) Downtown Area Economic Development Objectives.

~~b. Plan for the site development of the MercyOne — Cedar Falls Medical Center property using the Health Trust Fund.~~

11) Industrial Economic Development Objectives.

c. Continue to repay Industrial Park TIF debt owed to the City debt service, economic development and capital project funds.

~~12) MercyOne — Cedar Falls Hospital Economic Development Objectives.~~

~~a. Plan for site development using current Health Trust Fund monies.~~

~~b. Organize a staff/council committee to determine options and best uses for the original Sartori Hospital site once a new hospital is constructed elsewhere.~~

12) Flood Control, Storm Water, Sanitary Sewer and Water Improvement Objectives.

~~a. Complete priority wastewater treatment system improvements:~~

13) Street Improvement Objectives.

(2) Greenhill Road/Highway 58 – Use TIF funding as City match to Iowa Department of Transportation’s project in FY2027.

(4) Ridgeway & 58 – Use TIF funding as City match to Iowa Department of Transportation’s project in FY2024-FY2025.

(5) Prairie Parkway & Viking Road Intersection Improvements – Use TIF, LOST, and RUT for construction in FY2024-2025.

(6) Northern Cedar Heights Area – Use LOST and SCF to complete this project

b. Explore and establish agreements with developers to complete the connection of the following streets:

(5) West 27th Street Improvements – Use LOST, RUT, and GO bonds to complete this project in FY2022-2024.

4. GOAL #4: Enhance Community Quality of Life.

A. Supporting Council Policies

3) Continue evaluating and implementing pedestrian safety measures.

B. Long-Term and Ongoing Objectives.

2) Update the Park Master Plan (CFD 8601.06) to account for city growth, changing needs and desires of the public, and updating of equipment and facilities.

C. FY2024 Detailed Objectives.

~~6) Update the Park Master Plan (CFD 8601.06) to account for city growth, changing needs and desires of the public and updating of equipment and facilities.~~

15) Implement facility improvement to Seerley Park.

16) Design and develop facility improvements to various City parks.

~~18) Have a work session to develop an ordinance to address political campaigning (federal, state and local) within the city's parks.~~

19) Implement the Bike Network Plan as funding and construction allows.

~~20) Continue evaluating and implementing pedestrian safety measures.~~

20) Consider potential for new quality of life projects

Eco Loop

Campground/RV Park in Northern Cedar Falls

Trail Connection (behind CFU, contingent upon railroad grant)

Pickleball Courts

Birdsall Park Renovations

Historic Reconnaissance Survey of Overman Park Neighborhood

21) Consider funding for quality of life projects with other entities

Historical Society

UNI Dome Renovations

Additional ask for High School Pool

Cedar Valley Placemaking Project (bridge lighting)

5. GOAL #5: Foster Organizational Excellence.

A. Supporting Policies.

- 1) Ensure that employee wages and benefits are competitive with other municipalities in the state of Iowa and private enterprise in the metro area.
- 6) Conduct employee survey every two years.

C. FY2024 Detailed Objectives.

- 1) Review results and consider policy changes from the workforce climate assessment / employee satisfaction survey to improve human resources management and employee relations.
- 4) Maintain multi-year staffing and succession plans.
- 5) Continue to fund the City's employee educational assistance program (CFD 2254).
- 9) Develop a review standard to annually evaluate the performance of the City Administrator.

6. FY2024 Short Term Financial Plan.

A. FY2024 Budget Policies.

B. FY2024 Budget Contingency Policies.

C. FY2024 Cash Reserves Policy.

D. FY2024 Revenues Policy.

E. FY2024 Expenditures Policies.

F. FY2024 Long Term Debt Policies.

G. FY2024 Capital Improvements Program Policies.

~~18. FY24 Capital Improvements Program Approved Projects: (To be updated after approval of CIP)~~